

**TOWN OF KIRKLAND LAKE**  
Municipal Performance Measurement Program (MPMP) • 2013 RESULTS

Questions about MPMP results should be addressed to:

|                                     |                       |
|-------------------------------------|-----------------------|
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**Local Government**

**CONTACT PERSON FOR LOCAL GOVERNMENT: Nancy Allick**

| 1.1 GENERAL GOVERNMENT - EFFICIENCY  |      |      |      |      |      |
|--|------|------|------|------|------|
|  | 2013 | 2012 | 2011 | 2010 | 2009 |
| 1.1 a) Operating costs for governance and corporate management as a percentage of total municipal operating costs. | 3.0% | 3.1% | 6.6% | 6.5% | 5.8% |
| 1.1 b) Total costs for governance and corporate management as a percentage of total municipal costs.               | 2.8% | 2.8% | 6.1% | 6.0% |      |
| <b>OBJECTIVE:</b><br>Efficient local government.   |      |      |      |      |      |

## Fire Services

**CONTACT PERSON FOR FIRE SERVICES:** Nancy Allick

### 2.1 FIRE SERVICES – EFFICIENCY

|   | 2013    | 2012    | 2011    | 2010    | 2009    |
|---|---------|---------|---------|---------|---------|
| 2.1 a) Operating costs for fire services per \$1,000 of assessment. | \$ 6.09 | \$ 6.52 | \$ 5.16 | \$ 6.63 | \$ 6.34 |
| 2.1 b) Total costs for fire services per \$1,000 of assessment.     | \$ 6.27 | \$ 6.70 | \$ 5.32 | \$ 6.82 |         |
| <b>OBJECTIVE:</b><br>Efficient fire services.                       |         |         |         |         |         |

### 2.2 & 2.3 CIVILIAN FIRE RELATED INJURIES – EFFECTIVENESS

|   | 2013  | 2012  | 2011  | 2010  | 2009  |
|---|-------|-------|-------|-------|-------|
| 2.2 Number of residential fire related civilian injuries per 1,000 persons.                       | 0.000 | 0.000 | 0.000 | 0.000 | 0.121 |
| 2.3 Number of residential fire related civilian injuries averaged over 5 years per 1,000 persons. | 0.471 | 0.000 | 0.000 | 0.000 | 0.606 |
| <b>OBJECTIVE:</b><br>Minimize the number of civilian injuries in residential fires.               |       |       |       |       |       |

### 2.4 & 2.5 CIVILIAN FIRE RELATED FATALITIES - EFFECTIVENESS

|   | 2013  | 2012  | 2011  | 2010  | 2009  |
|---|-------|-------|-------|-------|-------|
| 2.4 Number of residential fire related civilian fatalities per 1,000 persons.                       | 0.000 | 0.000 | 0.000 | 0.000 | 0.121 |
| 2.5 Number of residential fire related civilian fatalities averaged over 5 years per 1,000 persons. | 0.235 | 0.000 | 0.242 | 0.246 | 0.242 |
| <b>OBJECTIVE:</b><br>Minimize the number of civilian fatalities in residential fires.               |       |       |       |       |       |

### 2.6 NUMBER OF RESIDENTIAL STRUCTURAL FIRES – EFFECTIVENESS

|   | 2013  | 2012  | 2011  | 2010  | 2009  |
|---|-------|-------|-------|-------|-------|
| 2.6 Number of residential structural fires per 1,000 households.          | 2.724 | 1.467 | 2.316 | 1.239 | 2.684 |
| <b>OBJECTIVE:</b><br>Minimize the number of residential structural fires. |       |       |       |       |       |

## Police Services

CONTACT PERSON FOR POLICE SERVICES: Nancy Allick

### 3.1 POLICE SERVICES – EFFICIENCY

|   | 2013      | 2012      | 2011      | 2010      | 2009      |
|---|-----------|-----------|-----------|-----------|-----------|
| 3.1 a) Operating costs for police services per person. <sup>1</sup> | \$ 367.90 | \$ 344.01 | \$ 339.04 | \$ 325.35 | \$ 333.69 |
| 3.1 b) Total costs for police services per person.                  | \$ 372.44 | \$ 348.56 | \$ 342.74 | \$ 329.10 |           |
| <b>OBJECTIVE:</b><br>Efficient police services.                     |           |           |           |           |           |

### 3.2 VIOLENT CRIME RATE – EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |
|--|------|------|------|------|------|
| 3.2 Violent crime rate per 1,000 persons. <sup>1</sup> | 18.5 | 22.4 | 25.5 | 28.1 | 24.9 |
| <b>OBJECTIVE:</b><br>Safe communities.                 |      |      |      |      |      |

### 3.3 PROPERTY CRIME RATE – EFFECTIVENESS

|   | 2013 | 2012 | 2011 | 2010 | 2009 |
|---|------|------|------|------|------|
| 3.3 Property crime rate per 1,000 persons. <sup>1</sup> | 29.3 | 36.6 | 46.9 | 49.5 | 58.2 |
| <b>OBJECTIVE:</b><br>Safe communities.                  |      |      |      |      |      |

### 3.4 TOTAL CRIME RATE – EFFECTIVENESS

|   | 2013 | 2012 | 2011 | 2010 | 2009  |
|---|------|------|------|------|-------|
| 3.4 Total crime rate per 1,000 persons ( <i>Criminal Code</i> offences, excluding traffic). | 63.0 | 80.5 | 95.5 | 99.6 | 104.6 |
| <b>OBJECTIVE:</b><br>Safe communities.  |      |      |      |      |       |

### 3.5 YOUTH CRIME RATE – EFFECTIVENESS

|  | 2013 | 2012 | 2011  | 2010 | 2009 |
|--|------|------|-------|------|------|
| 3.5 Youth crime rate per 1,000 youths. | 73.1 | 55.2 | 155.9 | 21.8 | 29.1 |
| <b>OBJECTIVE:</b><br>Safe communities. |      |      |       |      |      |

## Building Permits & Inspection Services

**CONTACT PERSON FOR BUILDING PERMITS & INSPECTION SERVICES:** Mike Aldred

### 4.1 BUILDING PERMITS & INSPECTION SERVICES – EFFICIENCY

|   | 2013    | 2012    | 2011     |
|---|---------|---------|----------|
| 4.1 a) Operating costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued). | \$ 0.69 | \$ 0.88 | \$ 17.14 |
| 4.1 b) Total costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued).     | \$ 3.07 | \$ 1.95 | \$ 21.54 |

**OBJECTIVE:**  
Efficient building permits and inspection services.

### 4.2 REVIEW OF COMPLETE BUILDING PERMIT APPLICATIONS – EFFECTIVENESS

|  | 2013 | 2012 | 2011 |
|--|------|------|------|
| 4.2 Median number of days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal:                            |      |      |      |
| a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres).<br>Reference: provincial standard is 10 working days.  | 4    | 2    | 2    |
| b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres).<br>Reference: provincial standard is 15 working days.                        | 4    | 3    | 3    |
| c) Category 3: Large Buildings (large residential/commercial/ industrial/ institutional).<br>Reference: provincial standard is 20 working days.                                      | 4    | 8    | 8    |
| d) Category 4: Complex buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS, communications).<br>Reference: provincial standard is 30 working days. | 4    |      |      |

**OBJECTIVE:**  
Complete building permit applications are processed quickly and accurately.

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## Roads

**CONTACT PERSON FOR ROADS: Steve Ranta**

### 5.1 PAVED ROADS – EFFICIENCY

|  | 2013         | 2012         | 2011         | 2010         |  |
|--|--------------|--------------|--------------|--------------|--|
| 5.1 a) Operating costs for paved (hard top) roads per lane kilometre. <sup>1</sup> | \$ 15,754.65 | \$ 15,405.38 | \$ 12,849.25 | \$ 11,903.86 |  |
| 5.1 b) Total costs for paved (hard top) roads per lane kilometre.                  | \$ 21,952.06 | \$ 21,554.25 | \$ 18,090.82 | \$ 17,454.63 |  |
| <b>OBJECTIVE:</b><br>Efficient maintenance of paved roads.                         |              |              |              |              |  |

### 5.2 UNPAVED ROADS – EFFICIENCY

|  | 2013        | 2012        | 2011        | 2010        | 2009        |  |
|--|-------------|-------------|-------------|-------------|-------------|--|
| 5.2 a) Operating costs for unpaved (loose top) roads per lane kilometre. | \$ 2,485.24 | \$ 3,058.76 | \$ 3,089.43 | \$ 3,252.86 | \$ 3,894.48 |  |
| 5.2 b) Total costs for unpaved (loose top) roads per lane kilometre.     | \$ 2,485.24 | \$ 3,058.76 | \$ 3,089.43 | \$ 3,252.86 |             |  |
| <b>OBJECTIVE:</b><br>Efficient maintenance of unpaved roads.             |             |             |             |             |             |  |

### 5.3 BRIDGES AND CULVERTS – EFFICIENCY

|   | 2013        | 2012      | 2011      | 2010      | 2009      |  |
|---|-------------|-----------|-----------|-----------|-----------|--|
| 5.3 a) Operating costs for bridges and culverts per square metre of surface area. | \$ 1,107.43 | \$ 417.98 | \$ 581.71 | \$ 569.26 | \$ 542.37 |  |
| 5.3 b) Total costs for bridges and culverts per square metre of surface area.     | \$ 1,180.94 | \$ 521.41 | \$ 659.89 | \$ 647.44 |           |  |
| <b>OBJECTIVE:</b><br>Efficient maintenance of bridges and culverts.               |             |           |           |           |           |  |

### 5.4 WINTER MAINTENANCE OF ROADS – EFFICIENCY

|  | 2013        | 2012        | 2011        | 2010        | 2009        |  |
|--|-------------|-------------|-------------|-------------|-------------|--|
| 5.4 a) Operating costs for winter maintenance of roadways per lane kilometre maintained in winter. | \$ 6,037.46 | \$ 4,603.32 | \$ 3,973.16 | \$ 3,850.92 | \$ 5,185.36 |  |
| 5.4 b) Total costs for winter maintenance of roadways per lane kilometre maintained in winter.     | \$ 6,285.24 | \$ 4,844.43 | \$ 4,214.27 | \$ 3,822.03 |             |  |
| <b>OBJECTIVE:</b><br>Efficient winter maintenance of roads.  |             |             |             |             |             |  |

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## 5.5 ADEQUACY OF PAVED ROADS – EFFECTIVENESS

|   | 2013 | 2012 | 2011 | 2010 | 2009 |  |
|---|------|------|------|------|------|--|
| 5.5 Percentage of paved lane kilometres where the condition is rated as good to very good. <sup>1</sup> | 24%  | 24%  | 24%  | 30%  | 34%  |  |

**OBJECTIVE:**  
Pavement condition meets municipal objectives.

## 5.6 ADEQUACY OF BRIDGES AND CULVERTS – EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |  |
|--|------|------|------|------|------|--|
| 5.6 Percentage of bridges and culverts where the condition is rated as good to very good. <sup>1</sup> | 95%  | 95%  | 95%  | 95%  | 95%  |  |

**OBJECTIVE:**  
Safe bridges and culverts.

## 5.7 WINTER EVENT RESPONSES – EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |  |
|--|------|------|------|------|------|--|
| 5.7 Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance. | 100% | 100% | 100% | 88%  | 100% |  |

**OBJECTIVE:**  
Response to winter storm events meets locally determined service levels for winter road maintenance.

## Wastewater (Sewage)

CONTACT PERSON FOR WASTEWATER: Mark Williams

### 7.1 WASTEWATER COLLECTION/CONVEYANCE – EFFICIENCY

|  | 2013        | 2012        | 2011        | 2010        | 2009        |
|--|-------------|-------------|-------------|-------------|-------------|
| 7.1 a) Operating costs for the collection/conveyance of wastewater per kilometre of wastewater main. | \$ 2,370.68 | \$ 2,523.04 | \$ 2,054.66 | \$ 2,635.96 | \$ 3,405.65 |
| 7.1 b) Total costs for the collection/conveyance of wastewater per kilometre of wastewater main.     | \$ 4,402.69 | \$ 4,617.47 | \$ 3,963.02 | \$ 4,584.90 |             |
| <b>OBJECTIVE:</b><br>Efficient municipal wastewater collection/conveyance.                           |             |             |             |             |             |

### 7.2 WASTEWATER TREATMENT AND DISPOSAL – EFFICIENCY

|  | 2013      | 2012      | 2011      | 2010      | 2009      |
|--|-----------|-----------|-----------|-----------|-----------|
| 7.2 a) Operating costs for the treatment and disposal of wastewater per megalitre. | \$ 421.94 | \$ 254.86 | \$ 257.33 | \$ 480.14 | \$ 702.98 |
| 7.2 b) Total costs for the treatment and disposal of wastewater per megalitre.     | \$ 465.60 | \$ 287.28 | \$ 296.39 | \$ 532.19 |           |
| <b>OBJECTIVE:</b><br>Efficient municipal wastewater treatment and disposal.        |           |           |           |           |           |

### 7.3 WASTEWATER INTEGRATED SYSTEM – EFFICIENCY

|  | 2013      | 2012      | 2011      | 2010      | 2009      |
|--|-----------|-----------|-----------|-----------|-----------|
| 7.3 a) Operating costs for the collection/conveyance, treatment, and disposal of wastewater per megalitre (integrated system). | \$ 495.33 | \$ 312.42 | \$ 312.13 | \$ 573.81 | \$ 804.40 |
| 7.3 b) Total costs for the collection/conveyance, treatment, and disposal of wastewater per megalitre (integrated system).     | \$ 601.89 | \$ 392.61 | \$ 402.09 | \$ 695.11 |           |
| <b>OBJECTIVE:</b><br>Efficient municipal wastewater system (integrated system).  |           |           |           |           |           |

### 7.4 WASTEWATER MAIN BACKUPS – EFFECTIVENESS

|  | 2013  | 2012 | 2011  | 2010 | 2009  |
|--|-------|------|-------|------|-------|
| 7.4 Number of wastewater main backups per 100 kilometres of wastewater main in a year.                     | 10.10 | 8.16 | 33.67 | 9.18 | 13.27 |
| <b>OBJECTIVE:</b><br>Municipal sewage management practices prevent environmental and human health hazards. |       |      |       |      |       |

### 7.5 WASTEWATER BYPASSES TREATMENT – EFFECTIVENESS

|  | 2013   | 2012   | 2011   | 2010   | 2009   |
|--|--------|--------|--------|--------|--------|
| 7.5 Percentage of wastewater estimated to have by-passed treatment.  | 2.052% | 2.357% | 1.037% | 0.452% | 5.322% |
| <b>OBJECTIVE:</b><br>Municipal sewage management practices prevent environmental and human health hazards. |        |        |        |        |        |

## Storm Water

**CONTACT PERSON FOR STORM WATER: Mark Williams**

| <b>8.1 URBAN STORM WATER MANAGEMENT – EFFICIENCY</b>  |             |             |             |             |      |  |
|---|-------------|-------------|-------------|-------------|------|--|
|   | 2013        | 2012        | 2011        | 2010        | 2009 |  |
| 8.1 a) Operating costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system. |             |             |             |             |      |  |
| 8.1 b) Total costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system.     | \$ 5,868.36 | \$ 5,976.00 | \$ 5,445.29 | \$ 5,407.04 |      |  |
| <b>OBJECTIVE:</b><br>Efficient urban storm water management.  |             |             |             |             |      |  |



## Drinking Water

CONTACT PERSON FOR DRINKING WATER: Mark Williams

### 9.1 DRINKING WATER TREATMENT – EFFICIENCY

|   | 2013      | 2012      | 2011      | 2010      | 2009      |
|---|-----------|-----------|-----------|-----------|-----------|
| 9.1 a) Operating costs for the treatment of drinking water per megalitre. | \$ 253.72 | \$ 196.10 | \$ 220.84 | \$ 265.82 | \$ 261.92 |
| 9.1 b) Total costs for the treatment of drinking water per megalitre.     | \$ 318.50 | \$ 252.04 | \$ 282.49 | \$ 333.99 |           |
| <b>OBJECTIVE:</b><br>Efficient municipal water treatment services.        |           |           |           |           |           |

### 9.2 DRINKING WATER DISTRIBUTION/TRANSMISSION – EFFICIENCY

|  | 2013         | 2012         | 2011         | 2010         | 2009        |
|--|--------------|--------------|--------------|--------------|-------------|
| 9.2 a) Operating costs for the distribution/transmission of drinking water per kilometre of water distribution pipe. | \$ 10,177.27 | \$ 9,379.75  | \$ 8,610.04  | \$ 7,865.38  | \$ 9,447.81 |
| 9.2 b) Total costs for the distribution/transmission of drinking water per kilometre of water distribution pipe.     | \$ 13,155.23 | \$ 12,353.14 | \$ 11,270.63 | \$ 10,280.74 |             |
| <b>OBJECTIVE:</b><br>Efficient municipal water distribution/transmission services.                                   |              |              |              |              |             |

### 9.3 DRINKING WATER INTEGRATED SYSTEM – EFFICIENCY

|   | 2013      | 2012      | 2011      | 2010      | 2009      |
|---|-----------|-----------|-----------|-----------|-----------|
| 9.3 a) Operating costs for the treatment and distribution/transmission of drinking water per megalitre (integrated system). | \$ 539.89 | \$ 431.65 | \$ 465.19 | \$ 512.64 | \$ 577.55 |
| 9.3 b) Total costs for the treatment and distribution/transmission of drinking water per megalitre (integrated system).     | \$ 688.41 | \$ 562.27 | \$ 602.34 | \$ 656.59 |           |
| <b>OBJECTIVE:</b><br>Efficient municipal water system (integrated system).  |           |           |           |           |           |

### 9.4 BOIL WATER ADVISORIES – EFFECTIVENESS

|  | 2013   | 2012   | 2011   | 2010   | 2009   |
|--|--------|--------|--------|--------|--------|
| 9.4 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. | 0.0000 | 0.0000 | 0.0000 | 0.0000 | 0.0000 |
| <b>OBJECTIVE:</b><br>Water is safe and meets local needs.  |        |        |        |        |        |

### 9.5 BREAKS IN WATER MAINS – EFFECTIVENESS

|  | 2013  | 2012 | 2011 | 2010 | 2009  |
|--|-------|------|------|------|-------|
| 9.5 Number of water main breaks per 100 kilometres of water distribution pipe in a year. | 10.00 | 7.00 | 6.00 | 7.00 | 11.00 |
| <b>OBJECTIVE:</b><br>Improve system reliability.   |       |      |      |      |       |

## Solid Waste Management (Garbage)

CONTACT PERSON FOR SOLID WASTE MANAGEMENT: Mike Aldred

### 10.1 GARBAGE COLLECTION – EFFICIENCY

|   | 2013     | 2012     | 2011     | 2010     | 2009     |
|---|----------|----------|----------|----------|----------|
| 10.1 a) Operating costs for garbage collection per household. | \$ 57.36 | \$ 70.25 | \$ 72.33 | \$ 80.89 | \$ 56.57 |
| 10.1 b) Total costs for garbage collection per household.     | \$ 57.36 | \$ 70.25 | \$ 72.33 | \$ 80.89 |          |

### 10.2 GARBAGE DISPOSAL – EFFICIENCY

|   | 2013     | 2012     | 2011     | 2010      | 2009     |
|---|----------|----------|----------|-----------|----------|
| 10.2 a) Operating costs for garbage disposal per household.         | \$ 83.44 | \$ 78.21 | \$ 80.76 | \$ 100.74 | \$ 77.98 |
| 10.2 b) Total costs for garbage disposal per household.             | \$ 83.80 | \$ 78.57 | \$ 81.67 | \$ 101.73 |          |
| <b>OBJECTIVE:</b><br>Efficient municipal garbage disposal services. |          |          |          |           |          |

### 10.3 SOLID WASTE DIVERSION (RECYCLING) – EFFICIENCY

|  | 2013     | 2012     | 2011     | 2010     | 2009     |
|--|----------|----------|----------|----------|----------|
| 10.3 a) Operating costs for solid waste diversion per household.           | \$ 42.81 | \$ 44.05 | \$ 40.82 | \$ 29.67 | \$ 33.64 |
| 10.3 b) Total costs for solid waste diversion per household.               | \$ 42.81 | \$ 44.05 | \$ 40.82 | \$ 29.67 |          |
| <b>OBJECTIVE:</b><br>Efficient solid waste diversion (recycling) services. |          |          |          |          |          |

### 10.4 SOLID WASTE MANAGEMENT (INTEGRATED SYSTEM) – EFFICIENCY

|  | 2013      | 2012      | 2011      | 2010      | 2009      |
|--|-----------|-----------|-----------|-----------|-----------|
| 10.4 a) Average operating costs for solid waste management (collection, disposal and diversion) per household. | \$ 183.61 | \$ 192.50 | \$ 193.91 | \$ 211.30 | \$ 168.20 |
| 10.4 b) Average total costs for solid waste management (collection, disposal and diversion) per household.     | \$ 183.97 | \$ 192.86 | \$ 194.81 | \$ 212.29 |           |
| <b>OBJECTIVE:</b><br>Efficient solid waste management (integrated system).                                     |           |           |           |           |           |

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## 10.5 COMPLAINTS – COLLECTION OF GARBAGE AND RECYCLED MATERIALS EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |  |
|--|------|------|------|------|------|--|
| 10.5 Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households. | 22.2 | 18.9 | 9.1  | 4.3  | 4.1  |  |

**OBJECTIVE:**  
Improved collection of garbage and recycled materials.

## 10.6 NUMBER OF MUNICIPAL SOLID WASTE MANAGEMENT FACILITIES EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |  |
|--|------|------|------|------|------|--|
| 10.6 Total number of solid waste management facilities owned by the municipality with a Ministry of Environment certificate of approval. | 1    | 1    | 1    | 1    | 1    |  |

**OBJECTIVE:**  
Context for solid waste management facility compliance measure.

## 10.7 FACILITY COMPLIANCE – EFFECTIVENESS

10.7 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.

| FIR line # | Facility Name               | Days 2013 | Days 2012 | Days 2011 | Days 2010 | Days 2009 |  |
|------------|-----------------------------|-----------|-----------|-----------|-----------|-----------|--|
| 3553       | Kirkland Lake Landfill Site | 365       | 365       | 365       | 365       | 365       |  |

List facilities in the order they appear in the 2013 Financial Information Return (FIR).

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

## 10.8 DIVERSION OF RESIDENTIAL SOLID WASTE EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |  |
|--|------|------|------|------|------|--|
| 10.8 Percentage of residential solid waste diverted for recycling. | 26%  | 19%  | 23%  | 18%  | 19%  |  |

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

## Parks and Recreation

**CONTACT PERSON FOR PARKS AND RECREATION: Bonnie Sackrider**

### 11.1 PARKS – EFFICIENCY

|   | 2013     | 2012     | 2011     | 2010     | 2009     |
|---|----------|----------|----------|----------|----------|
| 11.1 a) Operating costs for parks per person. | \$ 41.30 | \$ 41.91 | \$ 39.94 | \$ 39.38 | \$ 38.32 |
| 11.1 b) Total costs for parks per person.     | \$ 51.70 | \$ 52.04 | \$ 48.01 | \$ 42.24 |          |

**OBJECTIVE:**  
Efficient operation of parks.

### 11.2 RECREATION PROGRAMS – EFFICIENCY

|   | 2013    | 2012    | 2011    | 2010    | 2009    |
|---|---------|---------|---------|---------|---------|
| 11.2 a) Operating costs for recreation programs per person. | \$ 5.25 | \$ 3.52 | \$ 3.38 | \$ 3.19 | \$ 7.75 |
| 11.2 b) Total costs for recreation programs per person.     | \$ 5.25 | \$ 3.52 | \$ 3.38 | \$ 3.19 |         |

**OBJECTIVE:**  
Efficient operation of recreation programs.

### 11.3 RECREATION FACILITIES – EFFICIENCY

|   | 2013      | 2012      | 2011      | 2010      | 2009      |
|---|-----------|-----------|-----------|-----------|-----------|
| 11.3 a) Operating costs for recreation facilities per person. | \$ 152.36 | \$ 135.86 | \$ 132.85 | \$ 129.89 | \$ 129.06 |
| 11.3 b) Total costs for recreation facilities per person.     | \$ 173.98 | \$ 156.54 | \$ 151.36 | \$ 148.40 |           |

**OBJECTIVE:**  
Efficient operation of recreation facilities.

### 11.4 RECREATION PROGRAMS AND RECREATION FACILITIES (SUBTOTAL) EFFICIENCY

|  | 2013      | 2012      | 2011      | 2010      | 2009      |
|--|-----------|-----------|-----------|-----------|-----------|
| 11.4 a) Operating costs for recreation programs and recreation facilities per person (Subtotal). | \$ 157.62 | \$ 139.38 | \$ 136.23 | \$ 133.08 | \$ 136.82 |
| 11.4 b) Total costs for recreation programs and recreation facilities per person (Subtotal).     | \$ 179.23 | \$ 160.06 | \$ 154.75 | \$ 151.60 |           |

**OBJECTIVE:**  
Efficient operation of recreation programs and facilities.

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| 11.5 TRAILS – EFFECTIVENESS                                   |      |      |      |      |      |  |
|---|------|------|------|------|------|--|
|   | 2013 | 2012 | 2011 | 2010 | 2009 |  |
| 11.5 Total kilometres of trails.                              | 11   | 11   | 11   | 10   | 10   |  |
| 11.5 Total kilometres of trails per 1,000 persons.            | 1.30 | 1.30 | 1.33 | 1.23 | 1.21 |  |
| <b>OBJECTIVE:</b><br>Trails provide recreation opportunities. |      |      |      |      |      |  |

| 11.6 OPEN SPACE – EFFECTIVENESS                                    |      |      |      |      |      |  |
|--|------|------|------|------|------|--|
|  | 2013 | 2012 | 2011 | 2010 | 2009 |  |
| 11.6 Hectares of open space (municipally owned).                   | 40   | 40   | 40   | 39   | 39   |  |
| 11.6 Hectares of open space per 1,000 persons (municipally owned). | 4.7  | 4.7  | 4.9  | 4.8  | 4.7  |  |
| <b>OBJECTIVE:</b><br>Open space is adequate for population.        |      |      |      |      |      |  |

| 11.7 PARTICIPANT HOURS FOR RECREATION PROGRAMS<br>EFFECTIVENESS         |          |          |          |          |          |  |
|---|----------|----------|----------|----------|----------|--|
|   | 2013     | 2012     | 2011     | 2010     | 2009     |  |
| 11.7 Total participant hours for recreation programs per 1,000 persons. | 20,153.9 | 16,271.4 | 15,866.4 | 17,220.2 | 17,222.7 |  |
| <b>OBJECTIVE:</b><br>Recreation programs serve needs of residents.      |          |          |          |          |          |  |

| 11.8 INDOOR RECREATION FACILITY SPACE – EFFECTIVENESS                                     |       |       |       |       |       |  |
|---|-------|-------|-------|-------|-------|--|
|   | 2013  | 2012  | 2011  | 2010  | 2009  |  |
| 11.8 Square metres of indoor recreation facilities (municipally owned).                   | 6,130 | 6,130 | 6,130 | 6,130 | 6,130 |  |
| 11.8 Square metres of indoor recreation facilities per 1,000 persons (municipally owned). | 721.8 | 721.8 | 743.2 | 754.5 | 743.0 |  |
| <b>OBJECTIVE:</b><br>Indoor recreation facility space is adequate for population.         |       |       |       |       |       |  |

## Libraries

**CONTACT PERSON FOR LIBRARIES:** Cheryl Lafreniere

### 12.1 LIBRARY COSTS PER PERSON – EFFICIENCY

|  | 2013     | 2012     | 2011     | 2010     | 2009     |
|--|----------|----------|----------|----------|----------|
| 12.1 a) Operating costs for library services per person. | \$ 32.68 | \$ 32.67 | \$ 31.23 | \$ 34.25 | \$ 33.42 |
| 12.1 b) Total costs for library services per person.     | \$ 33.59 | \$ 33.39 | \$ 32.26 | \$ 35.17 |          |
| <b>OBJECTIVE:</b><br>Efficient library services.         |          |          |          |          |          |

### 12.2 LIBRARY COSTS PER USE – EFFICIENCY

|  | 2013    | 2012    | 2011    | 2010    | 2009    |
|--|---------|---------|---------|---------|---------|
| 12.2 a) Operating costs for library services per use. <sup>1</sup> | \$ 1.94 | \$ 1.71 | \$ 1.85 | \$ 2.20 | \$ 2.06 |
| 12.2 b) Total costs for library services per use.                  | \$ 2.00 | \$ 1.75 | \$ 1.91 | \$ 2.26 |         |
| <b>OBJECTIVE:</b><br>Efficient library services.                   |         |         |         |         |         |

### 12.3 LIBRARY USES – EFFECTIVENESS

|   | 2013 | 2012  | 2011  | 2010  | 2009  |
|---|------|-------|-------|-------|-------|
| 12.3 Library uses per person. <sup>1</sup>              | 16.8 | 19.05 | 16.89 | 15.55 | 16.25 |
| <b>OBJECTIVE:</b><br>Increased use of library services. |      |       |       |       |       |

### 12.4 ELECTRONIC LIBRARY USES – EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |
|--|------|------|------|------|------|
| 12.4 Electronic library uses as a percentage of total library uses. <sup>1</sup> | 15%  | 15%  | 13%  | 11%  | 9%   |
| <b>OBJECTIVE:</b><br>Better information on library usage.                        |      |      |      |      |      |

### 12.5 NON - ELECTRONIC LIBRARY USES – EFFECTIVENESS

|  | 2013 | 2012 | 2011 | 2010 | 2009 |
|--|------|------|------|------|------|
| 12.5 Non-electronic library uses as a percentage of total library uses. <sup>1</sup> | 85%  | 85%  | 87%  | 89%  | 91%  |
| <b>OBJECTIVE:</b><br>Better information on library usage.                            |      |      |      |      |      |

## Land Use Planning

**CONTACT PERSON FOR LAND USE PLANNING:** Ashley Bilodeau

**13.1 LOCATION OF NEW RESIDENTIAL DEVELOPMENT – EFFECTIVENESS**

|   | 2013 | 2012 | 2011 | 2010 | 2009 |  |
|---|------|------|------|------|------|--|
| 13.1 Percentage of new residential units located within settlement areas. | 100% | 100% | 100% | 100% | 100% |  |

**OBJECTIVE:**  
New residential development is occurring within settlement areas.