

Summary of
Efficiency of City Services
(MBNCanada 2019)

City Service		Performance Measure (Cost Related)	How Applied	City of Thunder Bay Cost	MBNC Median Cost	Below / Above Median	Rank (High to Low)
<i>The Municipal Benchmarking Network Canada (MBNCanada) encompasses 168 performance measures across 36 municipal service areas in Regional (Durham, Halton, Niagara, Waterloo, York); Single Tier (Calgary, Halifax, Hamilton, London, Montreal, Regina, Greater Sudbury, Thunder Bay, Toronto, Windsor and Winnipeg)</i>							
Accounts Payable (FINV317)	1.	Cost to process an invoice	Per invoice	\$5.90	\$6.43	↓	9 th (out of 15)
Accounts Receivable (GREV310)	2.	Cost to process & collect one invoice	Per invoice	\$11.07	\$28.88	↓	7 th (out of 9)
Building Inspection (BLDG325)	3.	Cost of building services (permits & inspections)	Per \$1000 of building permit construction value	\$11.28	\$10.37	↑	4 th (out of 9)
By-law Enforcement (BYLW273)	4.	Cost for by-law enforcement including (animal control by-laws)	Per 1,000 population	\$568	\$568	ⓘ	5 th (out of 9)
Clerks (CLKS370)	5.	Total Cost of formal (MFOIF) request	Per request	\$883	\$816	↑	4 th (out of 15)
Culture (CLTR205T)	6.	Total Cost for Culture services including grants	Per capita	\$29.01	\$26.95	↑	4 th (out of 9)
Emergency Medical Services (EMDS306T)	7.	Total Cost of ambulance services	Per in-service vehicle hour	\$213	\$225	↓	1 st (out of 12)
Facilities (FCLT335T)	8.	Total Cost to maintain Headquarter building	Per Square Feet	\$14.01	\$14.16	↓	7 th (out of 15)
Fire (FIRE305T)	9.	Total Cost of fire services (fire suppression)	Per in-service vehicle hour	\$266	\$327	↓	10 th (out of 10)
Fleet (FLET326)	10.	Cost of operating vehicle/equipment fleet	Per vehicle km	\$1.15	\$0.90	↑	1 st (out of 14)
General Government (GENG301T)	11.	Total cost for Governance & Corporate Management	% of Total Municipal Operating Cost	3.90%	3.60%	↑	4 th (out of 10)
Human Resources (HMRS215T)	12.	Total Cost of HR administration per T4 Supported	Per T4	\$914	\$1,117	↓	11 th (out of 15)
Information Technology (INTN243T)	13.	Total Cost of information technology	Per municipal employee supported	\$2,043	\$3,809	↓	15 th (out of 15)

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Legal	14.	Cost of in-house legal services	Per \$1000 of municipal operating & capital expenditures	N/A	N/A	N/A	N/A
Libraries (PLIB305T)	15.	Total Cost for each library use	Per library use	\$2.40	\$2.29	↑	7 th (out of 10)
Licensing (LICN340T)	16.	Total Cost of Business License	Per Business License Issued	\$134	\$166	↓	8 th (out of 10)
Long Term Care (LTCR305)	17.	Cost to provide one long term care bed	Per day	\$250	\$257	↓	7 th (out of 11)
Parking (PRKG320T)	18.	Total Cost to operate parking facilities	Per paid parking space	\$515	\$981	↓	9 th (out of 10)
Parks (PRKS315)	19.	Cost to operate parks	Per hectare of park (all functions)	\$6,618	\$11,249	↓	8 th (out of 10)
Payroll (FPRL300)	20.	Cost of payroll	Per payroll direct deposit & payroll cheque	\$3.89	\$4.95	↓	13 th (out of 14)
Planning (PLNG250T)	21.	Total Cost of planning services	Per capita	\$16.34	\$26.83	↓	8 th (out of 9)
POA (Court Services) (PCRT305T)	22.	Total Cost of POA services per charge filed	Per Offence	\$113.74	\$108.53	↑	4 th (out of 10)
Police (PLCE227T)	23.	Total Cost of police services	Per capita	\$469	\$406	↑	2 nd (out of 10)
Purchasing (FPUR362)	24.	Cost of Centralized Purchasing	Per \$1,000 Municipal Purchases	\$6.56	\$5.28	↑	4 th (out of 14)
Recreation (SREC310T)	25.	Total Cost to provide sports & recreation programs	Per person	\$25.41	\$15.41	↑	2 nd (out of 9)

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Roads (ROAD308T, 307T, 309T)	26.	Total Cost to maintain roads	Per Lane KM (all functions)	\$18,861	\$23,747	↓	8 th (out of 10)
	27.	Total Cost to maintain paved roads	Per Lane KM (Hard Top)	\$9,797	\$12,027	↓	8 th (out of 10)
	28.	Total Cost for winter maintenance of roads	Per lane km maintained	\$3,290	\$5,560	↓	8 th (out of 10)
Taxation (TXRS310)	29.	Cost to maintain a tax account	Per tax account	\$7.78	\$13.56	↓	10 th (out of 10)
Transit (TRNT220T)	30.	Total Cost to operate a transit vehicle (Bus Only)	Per hour the vehicle is in service	\$137	\$134	↑	3 rd (out of 8)
Waste Management (SWST311T,325T, 330T)	31.	Total Cost to collect waste (All Property Classes)	Per tonne	\$195	\$149	↑	1 st (out of 14)
	32.	Total Cost to dispose waste at the landfill (All Streams)	Per tonne	\$42	\$82	↓	11 th (out of 15)
	33.	Total Cost of collection and disposal of waste	Per tonne	\$237	\$207	↑	5 th (out of 15)
	34.	Total Cost for Solid Waste Diversion (All Property Classes)	Per tonne	\$262	\$262	⊞	8 th (out of 15)
Waste Water (WWTR305T,310T, 315T)	35.	Total Cost of waste water collection & conveyance	Per km of collection pipe	\$13,240	\$16,947	↓	9 th (out of 12)
	36.	Total Cost of treatment disposal of waste water	Per megalitre of waste water treated	\$658	\$582	↑	5 th (out of 12)

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	37. Total Cost of Waste Water of collection/conveyance & treatment/disposal	Per megalitre of waste water treated	\$919	\$941		7 th (out of 12)
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Water (WATR305T, 310T, 315T)	38. Total Cost for distribution/transmission of drinking water	Per km of water distribution pipe	\$17,444	\$20,999	↓	9 th (out of 12)
	39. Total Cost for treatment of drinking water	Per megalitre of drinking water treated	\$590	\$459	↑	3 rd (out of 12)
	40. Total Cost for the treatment & distribution/transmission of drinking water	Per megalitre of drinking water treated	\$1,492	\$1,120	↑	3 rd (out of 12)