

8. Level of Service

Level of Service (LOS) has a different meaning for different interests. For instance, the cost per unit may not have an impact to a ratepayer whose chief concern may be delivery of a service. Similarly, cost or expenditure per unit may not illustrate the condition of an asset to the end user. Municipalities are required to report on various Municipal Performance Measures (MPMP) annually.

A LOS should have both a: customer performance measure - easily understood by the end user, and technical performance measure – used internally to measure performance against service levels.

Multiple customer and technical performance measures may be required to adequately relate the condition of an asset to various user groups.

8.1. Level of Service Measurements: Road System

8.1.1. Minimum Maintenance Standards

Municipal roads are maintained to Regulation 239/02, Minimum Maintenance Standards for Municipal Highways (MMS). The document provides details of actions required for certain events or conditions, such as snow clearing. These activities represent a level of service. Meeting a regulatory requirement is a level of service.

8.1.2. System Adequacy

The system adequacy is the ratio of the roads in the Time of Need ‘NOW’ category to the total road system. This is a holistic measure as, using the Inventory Manual Methodology, needs are identified in six critical areas, not just the distress on the road surface.

The system adequacy of the road system based on the Road Need Study, 2012, was **81%**. A current Road Needs Study is required to calculate an accurate road system adequacy percentage.

8.1.3. Physical Condition

Physical condition is the Structural Adequacy rating (from the Road Needs Study) multiplied by five to produce a rating between 5 and 100. This is a measure of the amount of distress on the road, however, the scale is not linear.

The average physical condition of the road system based on the Road Needs Study, 2012, was **75**. A current Road Needs Study is required to calculate an accurate physical condition rating.

8.1.4. MPMP: Good to Very Good

The Province requires annual reporting on the percentage of roads that are rated as good to very good. It is assumed that roads identified in the ‘6 to 10’ year and ‘Adequate’ Time of Need categories are good to very good and these have been expressed as a percentage of the total system.

Good to very good roads based on the Road Needs Study, 2012, represent **75%** of the road system. A current Road Needs Study is required to calculate an accurate Time of Need / good / very good classification.

8.1.5. Customer and Technical Performance Measures

Consideration should be given to developing customer performance measures for roads that the end user can understand and relate to. Examples may include:

- Meeting the timelines for snow removal as specified in the MMS and the Town's Winter Operations Plan
- Addressing road failures (ex. potholes, washouts) within (x) days
- Less than (x) days of road closures per year

Technical performance measures should also be developed to demonstrate and report on how the Town is doing in relation to delivering the stated levels of service.

8.2. Level of Service Measurements:

Structures – Bridges and Culverts (> 3 meter span)

The Town's structures inventory has continued to deteriorate and some high priority structures have been replaced. A current municipal structure needs report is required, not only to meet legislative requirements, but to develop and calculate accurate level of service measurements.

8.2.1. Legislation

The Ontario Structure Inspection Manual, 2008 (OSIM) requires detailed visual inspections of all structures (bridges, culverts, tunnels) with spans of 3 meters or greater to be inspected every two years (biennially). The Municipal Act 2001, Section 44 (1). The municipality that has jurisdiction over a highway or bridge shall keep it in a state of repair that is reasonable in the circumstances, including the character and location of the highway or bridge. Meeting a regulatory requirement is a level of service.

8.2.2. Customer and Technical Performance Measures

Consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Less than (x) bridge closures per year
- Complete (x)% of identified maintenance activities per year

8.3. Level of Service Measurements:

Structures - Road Crossing Culverts (< 3 meter span)

As part of the Road Needs Study, 2012, the Town requested an assessment of all identified road crossing culverts sized 900mm to 2.9m in diameter. This document provides detail of maintenance and rehabilitation activities required for the culvert inventory. Although regular inspections are not legislated, maintaining the culverts and the associated watercourse and roadway represent a level of service.

Consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Less than (x) road closures due to collapsed culverts per year

- Less than (x) road closures due to flooding per year
- Complete (x)% of identified maintenance activities per year

8.4. Level of Service Measurements: Water Linear

BWG Water Services and Compliance Divisions updated the Drinking Water Quality Management System (DWQMS) in March 2015. The document identifies the systems and processes that BWG has put in place to ensure that the drinking water meets all Provincial regulations with respect to drinking water.

The document provides details of actions required for certain events or conditions. These activities represent a level of service. Meeting a regulatory requirement is a level of service.

Consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- 100% regulatory compliance
- Less than (x) service disruptions per year
- Less than (y) breaks per 100km pipe per year
- Less than (x) low pressure events reported per year

8.5. Level of Service Measurements: Wastewater Linear

Similar to the discussion in the previous section, some consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Less than (x) private side backups reported per year
- Less than (x) mainline backups reported per year
- No spills or bypass events
- Inspect entire system a minimum of once every (x) years

8.6. Level of Service Measurements: Stormwater Linear

Similar to the discussion in the previous section, some consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Less than (x) sewer back-ups / basement flooding per year
- No bypass events

8.7. Level of Service Measurements: Stormwater Management Facilities

Along with the continuing development of the Town's Comprehensive Stormwater Master Plan, some consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Meet the regulatory requirements for reporting

- Complete (x)% of identified maintenance activities per year
- Maintain (x)% of storm pond design capacity

8.8. Level of Service Measurements: Fleet

Similar to the discussion in the previous section, some consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Less than (x) unplanned maintenance events per asset per year
- Less than (x) planned maintenance events per asset per year
- Less than (x) hours average time per service event
- Replace fleet asset as per planned lifecycle or repair costs not to exceed (x)% of replacement cost.

8.9. Level of Service Measurements: Facilities

Similar to the discussion in the previous section, some consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Less than (x) unplanned facility shutdowns per year, across all facilities
- 100% compliance public health requirements
- Complete (x)% of planned equipment maintenance
- Meet planned cleaning schedules (x)% of the time

8.10. Level of Service Measurements: Parks

Similar to the discussion in the previous section, some consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Less than (x) unplanned maintenance events per year, across park system
- Meet parks service level standards as per Service Manual
- Meet planned maintenance and repairs (x)% of the time
- Less than (x) complaints related to maintenance and repairs per year

8.11. Level of Service Measurements: Transit

Similar to the discussion in the previous section, some consideration should be given to developing customer performance measures that the end user can understand and relate to, as well as technical performance measures that demonstrate how the Town is doing in relation to delivering the stated levels of service. Examples may include:

- Maintain 100% AODA compliance
- Less than (x) unplanned maintenance events per asset per year
- Less than (x) minute wait until scheduled arrival