



STAFF REPORT ACTION REQUIRED

Toronto's 2005 Performance Measurement and Benchmarking Report

Date:	April 16, 2007
To:	Executive Committee
From:	City Manager
Wards:	All
Reference Number:	

SUMMARY

This and the attached report entitled Toronto's 2005 Performance Measurement and Benchmarking Report, provides service level and performance measurement results in seventeen service areas. It includes up to six years of Toronto's historical data to examine internal trends, and compares results externally to fourteen other municipalities through the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

This report strengthens accountability and enhances the level of transparency in the way performance measures are reported.

Results show that for 91% of the service level indicators, Toronto's service levels have been maintained (stable) or have increased in recent years. In comparison to other municipalities, Toronto is higher than the OMBI median for 58% of the service level indicators.

Toronto's internal trends in performance measurement results (efficiency, customer service and community impact) indicate that 67% of the measures had results that were either improved or stable in recent years. In relation to other municipalities Toronto is better than the OMBI median for 51% of these performance measures, which is comparable to the other large single-tier municipalities in OMBI who also have responsibility for the full range of services included in this report.

RECOMMENDATIONS

The City Manager recommends that:

1. In the review of Service Plans provided by City Divisions in the coming months, Standing Committees also consider applicable sections of the attached report entitled Toronto's 2005 Performance Measurement and Benchmarking Report;
2. The City's Web site continue to be used as the method to meet the provincial requirement of publicly reporting the City's annual results under the provincially-mandated Municipal Performance Measurement Program (MPMP); and
3. This and the attached report entitled Toronto's 2005 Performance Measurement and Benchmarking Report, also be posted on the City's Web site in addition to MPMP results.

Financial Impact

As this report deals with performance measurement results of prior years, there are no financial implications arising from this report.

Equity Impact Statement

This report summarizes Toronto's performance measurement results in seventeen service areas and also includes data of up to fourteen other Ontario municipalities. The measures and indicators included are at a high level and therefore are not at a level of detail that would allow for an equity impact analysis to be undertaken.

DECISION HISTORY

In April 2006, Council recommended that "Benchmarking results of additional program areas, not covered by the Municipal Performance Measurement Program (MPMP), also be reported to the Policy & Finance Committee in the first quarter of 2007, based on 2005 data from the Ontario Municipal CAOs Benchmarking Initiative (OMBI)."

This report is in response to that recommendation.

ISSUE BACKGROUND

For the past five years the City Manager has prepared a series of reports on Toronto's performance measurement results under MPMP, a provincially-mandated program that requires all Ontario municipalities to report annually on performance measurement results.

With the development of the Ontario Municipal CAOs Benchmarking Initiative (OMBI), which is more comprehensive than MPMP, this and future reports from the City Manager will focus on the reporting of OMBI results.

City staff have been working for a number of years in collaboration with other Ontario municipalities through OMBI. This work culminated in a joint report issued in January 2007, by the fifteen OMBI member municipalities, entitled OMBI 2005 Performance Benchmarking Report (Joint OMBI Report).

This and the attached report entitled Toronto's 2005 Performance Measurement and Benchmarking Report, build on the Joint OMBI Report by:

- Including additional performance measures for the twelve service areas covered in the Joint OMBI report.
- Expanding the number of service areas reported from twelve to seventeen.
- The ranking of Toronto's results in relation to the other municipalities, to assist in determining how well Toronto is doing.
- Providing up to six years of Toronto's historical data, to better understand trends in our own internal service levels and performance.

This report is centred on results that can be quantified, however there are a number of qualitative factors, such as achievements or innovative initiatives currently being piloted, that are not captured in these results. In the past three years for example, Toronto has won more than 50 awards for quality and innovation in delivering public services. This information is equally important and must also be considered in any evaluation.

COMMENTS

Toronto's Performance Measurement Framework

In November 2001, Council approved a report from the City Manager on the City of Toronto's performance measurement framework for service delivery. This framework is used in Toronto's annual budget process and is similar to that used in OMBI. It includes the following four categories of indicators and measures:

- Service Level Indicators- provide an indication of the service levels, or amount of resources approved by Council or volumes of service delivered to residents. For the purposes of comparing to other municipalities it is often expressed on a common basis, such as the number of units of service per 100,000 population.
- Performance Measures
 - Efficiency - compares the resources used to the number of units of service provided or delivered. Typically this is expressed in terms of cost per unit of service.
 - Customer Service - measures the quality of service delivered relative to service standards or the customer's needs and expectations.

- Community Impact - measures the outcome, impact or benefit the City program is having on the communities they serve in relation to the intended purpose or societal outcomes expected. These often tie to the mission statements of the program or service.

It is the responsibility of staff, with the financial resources and associated service levels and/or standards approved by Council, to deliver service as efficiently, and with the highest customer service and/or positive impact on the community, as possible.

Balancing the optimal combination of efficiency and customer service is an ongoing challenge. Too much focus on efficiency, in isolation, may have an adverse impact on customer service or community impact, and vice versa.

With respect to community impact measures, it is also a challenge to separate the portion of these impacts or outcomes that are related to City programs versus the efforts or responsibilities of partners, such as other orders of government or the private sector.

Using this performance measurement framework, Toronto's results can be examined internally over a period of years or externally in relation to other municipalities.

What is the Ontario Municipal CAOs Benchmarking Initiative (OMBI)?

For a number of years Toronto has been an active participant in OMBI. The fifteen municipalities that comprise OMBI, noted below, serve more than 9.1 million residents or 72% of Ontario's population. OMBI's members are comprised of the following eight single-tier cities/counties and seven regional or upper tier municipalities:

County of Brant	Regional Municipality of Peel
Regional Municipality of Durham	City of Greater Sudbury
Regional Municipality of Halton	City of Thunder Bay
City of Hamilton	City of Toronto
City of London	Regional Municipality of Waterloo
District of Muskoka	City of Windsor
Regional Municipality of Niagara	Regional Municipality of York
City of Ottawa	

Together, staff from our municipalities have gathered and examined data in a number of service areas. This initiative is unique for the spirit of openness in which it was conducted and for the scale of collaboration required to collect information.

The approach and methodologies developed through OMBI, have been constructed over a number of years to enhance the comparability of information and include:

- Detailed technical definitions for each performance measure.
- Costing methodologies based on the Financial Information Return (FIR).

- A methodology to allocate program support costs (such as Human Resources and Information & Technology) to operating programs. In this way, differences in organizational structure (centralized, de-centralized or mixed program support model) are not a factor in comparisons of costs.
- Identification of factors that can influence municipal results for each measure.
- A web-based data warehouse used to collect and share information.

Panels of experts in each service area have been established with representatives from member municipalities meeting on a periodic basis, to plan for, and review data that has been collected.

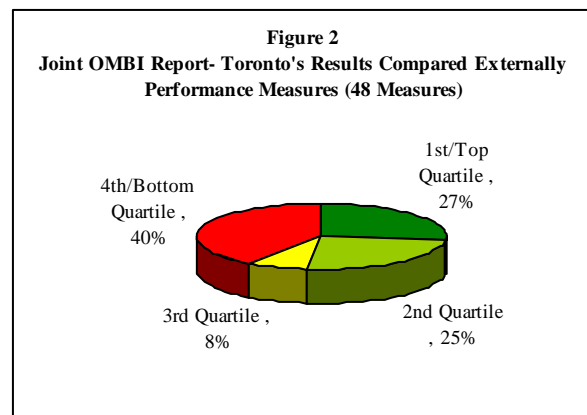
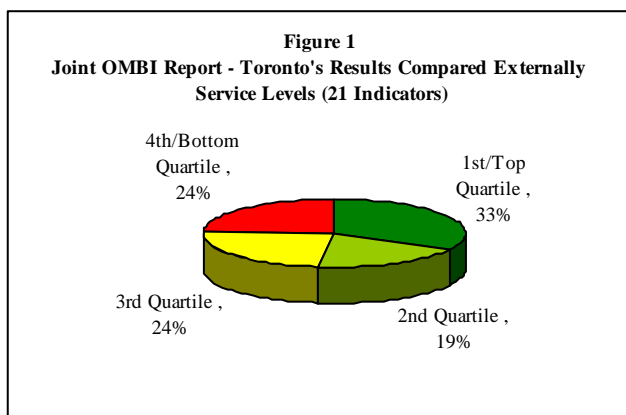
In January 2007, OMBI released its first joint report from its fifteen member municipalities, entitled OMBI 2005 Performance Benchmarking Report (OMBI Joint Report), which can be found in Attachment B.

The benefits of this collaboration through OMBI extend beyond the generation of performance measurement results to the identification and sharing of best practices that contribute to superior performance measurement results. A number of best practices have been identified in the roads, solid waste management and water and wastewater service areas, which are listed in Appendix D of the Joint OMBI Report.

What Does the Joint OMBI Report Show?

The Joint OMBI Report provides 2005 results in twelve service areas, including twenty-one service level indicators and forty-eight performance measures.

The report does not focus on the performance of any one municipality with municipal results presented in alphabetical order. Subsequent analysis done of Toronto’s results in the Joint OMBI Report, is summarized by quartile in Figures 1 and 2.



For service levels, which generally relate units of service to population (such as police staffing per 100,000 population), results were sorted assuming high service levels are the desired result. On this basis results show that Toronto is higher than the OMBI median (the 1st and 2nd quartiles) for 52% of service level indicators.

In terms of performance measures, results show that Toronto is better than the OMBI median in 52% of the efficiency, customer service and community impact measures.

Toronto’s overall results in the Joint OMBI Report are comparable to the other large single-tier municipalities who also have responsibility for the full range of services included in that report.

Each of the OMBI municipalities also has the option of producing their own report using OMBI results.

What is Included in Toronto’s 2005 Performance Measurement and Benchmarking Report?

Toronto is unique among Ontario municipalities because of its size and its role as the centre of business, culture, entertainment, sporting and provincial and international governance activities in the Greater Toronto Area.

Approximately 19.7 million tourists visited Toronto in 2005 and there is an estimated daily influx of 356,000 non-resident vehicles entering the City from surrounding regions during the morning rush hours, in addition to non-residents entering the City through public transit. All of these factors pose special demands on Toronto’s municipal services.

Even our largest single-tier municipal comparators within Ontario, such as Hamilton and Ottawa, have a significant rural component that Toronto does not.

The most accurate comparison for any municipality is to examine one’s own year-over-year performance and longer-term historical trends. For this reason, it was considered important to include up to six years of Toronto’s internal data in this report.

Together with the external data obtained through OMBI, this information helps us better understand our own municipal performance over time within a broader context, by providing comparable information of other municipalities. For the seventeen service areas examined, it also helps us identify areas where we are performing well, and other areas where improvements could possibly be made over time.

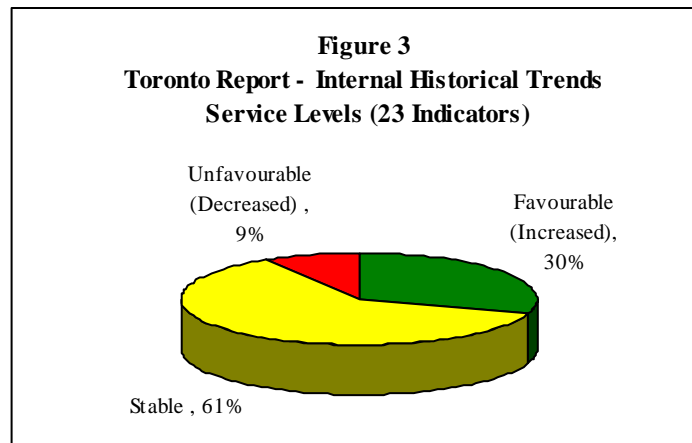
The seventeen service areas included in the report are:

Child Care Services	Road/Transportation Services
Court /POA Services	Social Assistance Services
Emergency Medical Services	Social Housing Services
Fire Services	Solid Waste Management Services
Governance and Corporate Management	Sports and Recreation Services
Hostel Services	Transit Services
Library Services	Wastewater Services
Long Term Care/Homes for the Aged	Water Services
Police Services	

How Have Toronto's Service Levels Changed Over the Past Few Years?

Figure 3 below, provides a summary of Toronto's internal trends for twenty-three service level indicators included in Toronto's 2005 Performance Measurement and Benchmarking Report. Examples of service level indicators are the lane kilometres of roads per 1,000 persons or the in-service transit vehicle hours per capita.

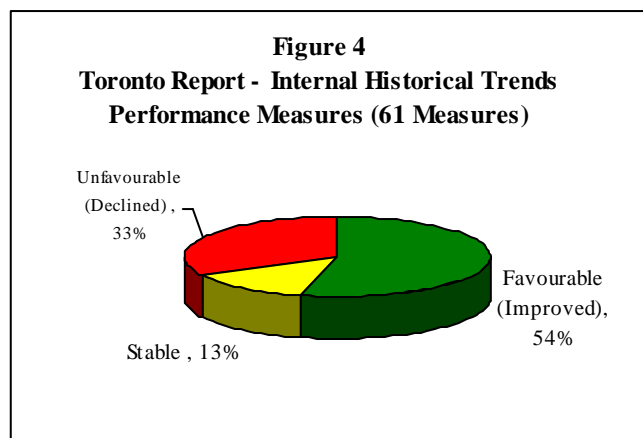
Results show that that for 91% of the service level indicators, Toronto's service levels have been maintained (stable) or have increased (favourable) in recent years.



What Are the Internal Trends in Toronto's Performance Measurement Results Over the Past Few Years?

Figure 4 below, provides a summary of Toronto's internal trends over the past few years, of sixty-one performance measurement results included in Toronto's 2005 Performance Measurement and Benchmarking Report. This includes efficiency, customer service and community impact measures.

Results indicate that 67% of the performance measures examined, had results that were either improved or stable in recent years.



Examples of areas in which Toronto's performance has improved include:

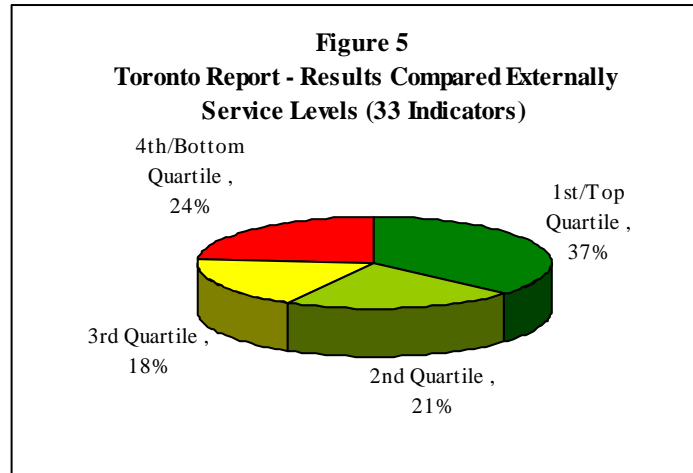
- Increasing supply of regulated and subsidized child care spaces relative to the child population
- Decreasing costs of court services, per charge filed
- Decreasing rates of residential structural fires, and fire related injuries and fatalities
- Increasing usage by residents of electronic and non-electronic library services, and decreasing costs per library use
- Continuing high rate of resident satisfaction in homes for the aged
- Decreasing total (non-traffic) crime and property crime rates
- Decreasing vehicle collision rate
- Improving pavement condition of Toronto's roads system
- Decreasing (improving) response times for eligibility notification of Social Assistance clients, and decreasing administration costs per case
- Increasing solid waste diversion rates
- Increasing use per capita (participant hours), of registered sports & recreation programs
- Increasing transit trips per person
- Decreasing rates of sewer back ups
- Decreasing rate of wastewater by-passing treatment

The areas where the internal trends in Toronto's performance measurement results are unfavourable or have declined include:

- Twelve efficiency measures, where costs are increasing each year, primarily due to wage increases in collective agreements
- Longer response times in EMS (hospital off-load delays) and Fire
- The time to trial for POA offences has increased due to shortages of Justices of the Peace
- Increased violent crime rate in 2005 (prior to 2005 there had been a decreasing trend)

How Do Toronto's 2005 Service Levels Compare to Other Municipalities?

Figure 5 below, summarizes Toronto's 2005 service levels in relation to other OMBI municipalities. Of the thirty-three service level indicators, Toronto is higher than the OMBI median (the 1st and 2nd quartiles) for 58% of the indicators.



Most of the areas where Toronto's service levels are high (1st quartile) relative to the other municipalities, can generally be attributed to:

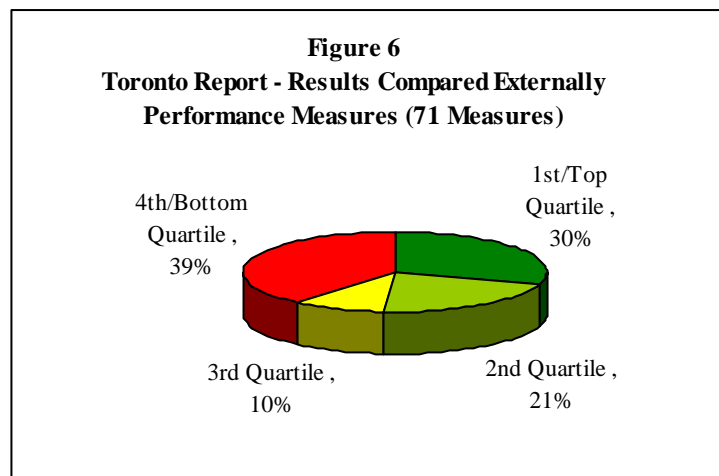
- Services where Toronto's size and high population density requires higher service levels which are indicative of large cities
 - high number of police staff (officers and civilians) per 100,000 population and high policing costs per capita
 - high number of transit vehicle hours per capita, because of Toronto's multi-modal system and high transit use
 - high number of library holdings (collection) per capita, due to our extensive research and reference collections, electronic products and multilingual collections.
 - high number of POA charges filed per capita, along with higher amounts of court hours per 1,000 persons
- Higher need or demand for social services in large cities
 - high childcare investment per child
 - high rate of social assistance cases per 100,000 households
 - high number of emergency shelter beds per 100,000 population
 - high number of social housing units per 1,000 households
- Service delivery model
 - Toronto has a high number of medical incidents responded to by fire, per 1,000 population
 - high rate of registered sports and recreation programming (participant hours) offered per capita

Areas where Toronto's service levels appear to be low (4th quartile) relative to other municipalities, are primarily related to much higher population densities in Toronto than in the other OMBI municipalities. This includes:

- Fewer facilities or less infrastructure required in densely populated municipalities like Toronto because of proximity and ease of access, while other less densely populated municipalities require proportionately more facilities or infrastructure to be within a reasonable travel distance of their residents.
 - low number of large and small sports & recreation community centres, and indoor ice pads per 100,000 population
 - low number of library hours per capita (impacted by number of library branches)
 - low # of road lane km. per 1,000 population
- Fewer emergency services vehicle-hours may be required in densely populated municipalities like Toronto for emergency response because of the close proximity of vehicles and stations to residents. Those municipalities with lower population densities (including rural areas in some municipalities) may require proportionately more vehicle hours in order to provide acceptable response times.
 - low number of fire vehicle hours per capita
 - low number of EMS vehicle hours per 1,000 population

How Do Toronto's 2005 Performance Measurement Results Compare to Other Municipalities?

Figure 6 summarizes Toronto's 2005 performance measurement results in relation to other OMBI municipalities, for seventy-one measures of efficiency, customer service and community impact. Results indicate that Toronto is better than the OMBI median (1st and 2nd quartile) for 51% of these performance measures. These results are comparable to the other large single-tier municipalities in OMBI who also have responsibility for the full range of services included in this report.



Some of the areas in which Toronto is performing well include:

- Performance measures where Toronto has the top/best result of the OMBI municipalities:
 - Highest collection rate for POA fines (court services)
 - Lowest rate of residential fire related injuries per 100,000 population
 - Lowest rate of governance and corporate management costs as a percentage of total operating expenditures (single-tier municipalities)
 - Highest rate of total library uses and electronic library uses per capita, as well as the highest turnover rate (number of times an item is borrowed) of the circulating collection.
 - Within 0.01% of having the highest rate of long term care resident satisfaction (98%)
 - Highest pavement quality rating for our roads system
 - Highest possible result (100%), for the number of winter event responses on roads meeting standard
 - Highest rate of residential solid waste diversion for houses
 - Highest rate of transit trips per capita
 - Lowest cost of providing transit services per passenger trip
 - Lowest cost of drinking water treatment per megalitre
 - Best possible result for drinking water quality (no boil water advisories)

- Performance measures where Toronto's result is better than the median (1st or 2nd quartile) of the other OMBI municipalities include:
 - Higher number of regulated child care spaces per 1,000 children and higher number of subsidized spaces per 1,000 children from low income families, as well as lower child care costs per subsidized space
 - Lower costs of court/POA services per charge filed
 - Lower rate of residential structural fires (at median), lower rate of fire related fatalities and a lower/better fire response time to emergencies
 - Higher occupancy rate of emergency shelters
 - Higher rate of non-electronic library use and lower cost per library use
 - Lower long term care costs per bed-day
 - Lower property crime rate and lower youth crime rate (based on youths cleared by charge or cleared otherwise)
 - Lower administration cost of social assistance per case, and lower (shorter) response times for eligibility notification of social assistance clients.
 - Lower overall residential (houses and apartments) solid waste diversion rate and lower solid waste collection costs per tonne
 - Higher participant hour usage per capita, of registered sports and recreation programs
 - Lower amounts of wastewater by-passing treatment
 - Lower water use per household

There are also a number of the areas in which Toronto's performance measurement results fall below, or are not as good as the OMBI median, falling in the 3rd or 4th quartile.

Some of these results can be attributed to the following factors:

- Measures that Toronto has little control over:
 - High wait time, for trial of POA offences, due to shortage of Justices of the Peace
 - Higher benefits and total cost per social assistance cases due to a greater percentage of Toronto's clients reaching the maximum of the shelter component resulting from higher housing costs in Toronto
 - Low percentage of the social housing waiting list is placed annually (longer wait times) because of a shortage of social housing
 - High length of stay in Toronto's emergency shelters due to shortage of available social housing and the availability of transitional shelter beds in Toronto, which have longer stays
 - A lower rate of long term care beds (both municipal and other providers) as a percentage of the population age 75 and over
 - Higher subsidy costs per social housing unit because initial land and construction costs were higher in Toronto (resulting in higher mortgage costs) and a higher proportion of Rent Geared to Income (RGI) units with RGI costs directly related to the high market rents in Toronto

- Measures impacted by Toronto's high density urban form include:
 - Higher violent crime and total (non-traffic) crime rate and a higher rate of increase in the 2005 violent crime rate. Densely populated municipalities tend to have higher violent crime rates. Toronto's results compare favourably to other heavily urbanized municipalities in Canada and the United States.
 - Higher cost of solid waste transfer/disposal per tonne. Without our own local municipal landfill site, which is not practical in this urban setting, Toronto's cost of waste transfer and disposal will always be higher than those municipalities that have the advantage of a local landfill site.
 - High rate of traffic congestion on roads and a higher vehicle collision rate on these congested roads.

- Measures where Toronto's less favourable results are heavily influenced by the advanced age of our infrastructure
 - Higher cost of water distribution per km. of pipe and higher number of water main breaks per km. of pipe – more than 20% of Toronto's water system is over 80 years old, leading to more watermain breaks and higher costs relative to municipalities with newer water distribution systems.
 - Higher cost of wastewater collection per km. of pipe and higher rate of sewer back-ups per 100 km. of sewer line – more than 30% of the Toronto sewer system is over 50 years old and 24% of it is combined sanitary/storm sewers, requiring higher and more costly maintenance levels. There are also approximately 80,000 homes which have downspouts connected to the sanitary/storm sewer system, leading to sewer back-ups especially during storm events.

- Higher costs of wastewater treatment per megalitre, due the age of our plants (the oldest has been in operation since 1929)
- Measures with high costs required for effective service delivery
 - High costs for solid waste diversion per tonne but Toronto also has the highest diversion rate for houses of the OMBI municipalities
 - Toronto has high costs of roads maintenance but also has the highest pavement condition rating of the OMBI municipalities.
 - Higher cost of winter roads maintenance per lane km. but Toronto also has high winter maintenance standards and our urban form, including narrow streets, on-street parking and traffic congestion during storm events, add to our costs.
 - High transit cost per vehicle hour and per revenue vehicle hour, however this is due to Toronto's multi-modal system with subways, streetcars and the light rail transit more expensive to maintain than buses which are used exclusively in other municipalities. This multi-modal system leads to the highest transit use per capita of the OMBI municipalities.
- Other performance measures where Toronto falls below the OMBI median:
 - Higher EMS cost per in-service vehicle hour
 - Higher fire costs per in-service vehicle hour
 - Lower clearance rates for total (non-traffic) crime and violent crime
 - Lower number of Criminal Code incidents in the municipality per police officer
 - Rate of decrease in Toronto's 2005 total (non-traffic) crime rate and property crime rate was not as large as the decrease in other municipalities
 - Toronto's 2005 youth crime rate (cleared by charge or cleared otherwise) increased slightly from 2004 but in most other municipalities youth crime decreased in 2005 (excluding the 2005 vs. 2004 change Toronto's 2005 youth crime rate is still low, in the top quartile of the municipalities)
 - Higher average time period that an individual or family receives social assistance - Toronto staff that support social assistance cases, carry a high case load in relation to other municipalities which could be a factor
 - Lower percentage of the population using registered sports and recreation programs at least once

Continuous Improvement

The City continues to look for ways in which performance can be improved. Examples of some of the initiatives that have or are taking place include:

- Winter maintenance of roads- In 2005, Toronto received a gold award at the Public Sector Quality Fair for our salt management plan which has reduced the volume of salt used while maintaining safe winter driving conditions for vehicular and pedestrian movements.
- Road maintenance- new street sweeping equipment, technology and routing is expected to reduce costs and alternatives are being examined for diversion of residual material

- Water & Wastewater
 - Emerging technologies in the relining and trenchless technology field, may reduce the renewal costs and avoid the need for a complete system replacement.
 - Programs to reduce sewer back-ups include the free disconnection of downspouts for residents who request it, and a subsidized program to assist homeowners with the repair and replacement of sewer laterals, which are damaged or blocked by city trees.
 - Wastewater treatment plants have implemented energy efficiency measures and are continuing to do so as opportunities arise.
- Solid Waste Diversion
 - Will be implementing efficiencies at organics processing facility to increase the processing capacity of source separated organics. Also are examining optical sorting technology to improve mechanical sorting of single stream materials.
 - In 2005, the City instituted a single-stream recycling pick-up for residents allowing them to mix recyclables all in the same box. This has the dual advantage of making recycling easier for residents and improving collection efficiency. The City also utilizes co-collection vehicles to optimize collection activities, collecting garbage and green-bin materials on a single vehicle one week and then recyclables and green-bin materials on a single vehicle the next week.
- Solid Waste Disposal - compressed hours of operation at transfer stations to eliminate need for night shift
- Solid Waste Collection - re-routing of collection routes

Municipal Performance Measurement Program (MPMP)

As noted earlier, this report has focused on presenting Toronto's performance measurement results using OMBI data.

Toronto, as well as all other Ontario municipalities, is also required to report annually to the public and the Ministry of Municipal Affairs and Housing, on results under a provincially-mandated program called the Municipal Performance Measurement Program (MPMP). Toronto's 2005 MPMP results were placed on the City's web site in September, 2006.

The majority of the MPMP measures are also incorporated in Toronto's 2005 Performance Measurement and Benchmarking Report.

Toronto's 2005 MPMP results are summarized in Attachment C including:

- Variance explanations for the change in Toronto's results between 2005 and 2004
- The municipal median, of 2005 MPMP data collected from the Web sites of 49 other Ontario municipalities

World Bank Initiative to Develop City Indicators

In November 2005, Toronto staff were approached by officials of the World Bank, regarding participation in an initiative to develop an integrated approach for measuring and monitoring the performance of cities. Their objective is to develop a standardized set of city indicators that measure and monitor city performance and quality of life globally.

The key benefits that led to Toronto's agreement to participate in the initiative were:

- the opportunity to have some influence at the pilot stage, in the identification of city indicators, that if successful, could be adopted worldwide.
- the possibility in the future, of gaining access to comparable information from major Canadian and international cities, that would allow for meaningful comparisons of the service levels and performance of Toronto's services, as well as quality of life of Toronto residents.

The initiative was launched in June 2006 at the World Urban Forum and is funded through a consultant study supported by the Government of Japan. This pilot process involves nine cities from four countries:

- Canada - Cities of Toronto, Montreal and Vancouver
- United States – King County, Washington
- Brazil - Cities of São Paulo, Belo Horizonte and Porto Alegre
- Columbia - Cities of Bogotá and Cali

Infrastructure Canada is also playing a prominent role in the Canadian component of the initiative and the Federation of Canadian Municipalities (FCM) has also been invited to meetings.

The objective for the indicators developed in this pilot process would be that they are applicable to all cities in the world regardless of geography, culture, affluence, size, economic strength, or political structure. A desired outcome at the end of the consultants study is that all cities would see value in the indicators and will want to report them annually. In this way it would be self-sustaining with some form of coordinating body assisting in facilitation and administration.

The nature and logistics of this coordinating body are still to be determined by the World Bank, however we understand that locating it at the University of Toronto's Cities Centre, is one of the options being considered.

Measures are currently under development and being tested in the following twenty theme areas:

Civic Engagement	Health
City Finances	Shelter
Crime and Safety	Social Equity
Culture	Social Services
Economy	Solid Waste
Education	Technology and Innovation
Energy	Transport
Environment	Urban Planning
Fire	Wastewater
Governance	Water

The responsibility of city governments under these theme areas can vary from one country to another as well as within a country. The federal and provincial or state governments also play an important part in the outcomes in many of these theme areas. In the case of Toronto and the other cities it was felt that, regardless if City governments had little or no involvement in these theme areas, they are important to residents and every effort should be made to collect data once the indicators have been established.

It would be fair to say that Toronto staff have made a significant contribution to the World Bank's work to date, such as proposed measures suggested by our program experts as well as our experiences in the OMBI and FCM Quality of Life initiatives, that have been brought to the process.

We have stressed the importance of sound and precise technical definitions for the measures and indicators identified, as a critical pre-requisite in order to obtain comparable information. This, as well as the identification of appropriate data sources, has proven to be a challenge, when there are nine cities in four different countries involved.

It is expected that this initiative will take quite some time before comparable results will become available, but if successful it will provide a valuable additional source of information to assess how well Toronto is doing.

Conclusion

Toronto has made progress in the reporting of performance measurement results from both an internal and external perspective. Toronto's 2005 Performance Measurement and Benchmarking Report has strengthened accountability and enhanced the level of transparency in the way performance measures are reported.

The work being done with other Ontario municipalities through OMBI has been instrumental in gaining access to information provided directly by other municipalities, that is as comparable as possible. The inclusion of up to six years of data used to examine Toronto's own internal trends in results, is equally important. Together, these internal and external perspectives have proven to be very useful in providing a better understanding of our operations and, where appropriate, identify areas for improvement.

Results show that for 91% of the service level indicators, Toronto's service levels have been stable (maintained) or have increased in recent years. In comparison to other municipalities Toronto is higher than the OMBI median for 58% of the service level indicators.

Toronto's internal trends in performance measurement results (efficiency, customer service and community impact) indicate that 67% of the measures had results that were either improved or stable in recent years. In relation to other municipalities Toronto is better than the OMBI median for 51% of these performance measures, which is comparable to the other large single-tier municipalities in OMBI who also have responsibility for the full range of services included in this report.

There are a number of areas where Toronto has the best result of the OMBI municipalities such as the highest pavement quality of roads, the highest solid waste diversion rate for houses, the highest rates of library and transit use by residents and the lowest costs of water treatment, transit trips and library use.

There are also a number of areas where results show Toronto does not do as well. In these areas we have tried to identify the reasons behind these results, and recognize that certain factors such as urban form and population density are not controllable and are some of the reasons why Toronto is unique among Ontario municipalities.

This report focuses on performance measurement results in specific service areas, however it is by no means the only type of reporting done in this area. There are also other report card initiatives or monitoring reports that are produced on a periodic basis such as:

- Quality of Life Reporting through the Federation of Canadian Municipalities (FCM)
- The Toronto Report Card on Children
- The Toronto Report Card on Housing and Homelessness
- Toronto Health Status
- Reports on Economic Indicators

This report is also centred on results that can be quantified, however there are a number of qualitative factors, such as achievements or innovative initiatives currently being piloted, that are not captured in these results. In the past three years for example, Toronto has won more than 50 awards for quality and innovation in delivering public services. This information is equally as important and must also be considered in any evaluation.

Further work is to be done with our municipal partners to expand the program areas we are able to report benchmarking results on, and identify and validate best practices that can lead to superior performance that can then be collectively shared.

The City continues to promote a continuous improvement culture in order to provide our citizens and businesses with services that are as efficient and effective as possible, looking for the optimal combination of efficiency and quality and beneficial impact on our communities.

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SIGNATURE

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City Manager

ATTACHMENTS

Attachment A – Toronto’s 2005 Performance Measurement and Benchmarking Report

Attachment B – OMBI 2005 Performance Benchmarking Report (OMBI Joint Report)
<http://www.ombi.ca/docs/db2file.asp?fileid=176>

Attachment C – Municipal Performance Measurement Program (MPMP) - Summary of Toronto’s 2005 versus 2004 MPMP Results and Toronto’s 2005 Results Compared to Other Municipalities