TORONTO

2005 Performance Measurement And Benchmarking Report

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OVERVIEW

In January 2007, the fifteen municipalities that comprise the Ontario Municipal CAOs Benchmarking Initiative (OMBI) jointly released the OMBI 2005 Performance Benchmarking Report (OMBI Joint Report). The results presented in that document reflect the joint efforts of 15 municipalities representing more than 9.1 million residents or 72% of Ontario's population. It is a collaboration among municipalities that is unprecedented in North America.

The OMBI Joint Report highlighted twelve service areas and has strengthened accountability and enhanced the level of transparency in the way performance measures are reported in municipalities.

OMBI has developed standardized methodologies to collect consistent performance information to ensure results are as comparable as possible between municipalities. This includes:

- 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 models) are not a factor in the comparison of costs.
- Identification of factors that can influence municipal results for each measure.
- A web-based data warehouse used to collect and share information.

This report focuses on Toronto's 2005 Performance Measurement and Benchmarking Results and builds on the Joint OMBI Report, by:

- Including additional performance measures in the twelve service areas covered in the Joint OMBI Report.
- Expanding the number of service areas included 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.

Toronto's Internal Comparison of Historical Results

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 to undertake is to examine one's own year-over-year performance and longer-term historical trends. This report therefore provides up to six years of historical data that can be used to identify internal trends in Toronto's service levels and performance measures.

Any cost-based measures for Toronto included in this report, will differ from those that may have been reported in Toronto's budget documents. In order to compare Toronto's costs to other municipalities, all municipalities follow a standard costing methodology which includes the allocation of program support costs such as Human Resources and Information and Technology. For the purposes of consistency, Toronto's historical costs included in this report have also been determined on the same basis, unless a specific data source has been noted.

To take into consideration the impact of inflation, where appropriate, costs have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI).

External Comparison of Toronto's 2005 Results to Other OMBI Municipalities

Despite the unique characteristics of Toronto, there is also value in making comparisons of performance measurement results to other municipalities. In order to determine Toronto's ranking relative to other municipalities, OMBI data has been sorted according to what would be considered the most desirable result. This is not intended to make inferences on the service levels or performance of other municipalities but has been done only to determine Toronto's position relative to other municipalities and provide context for Toronto's results.

Each of the OMBI municipalities have factors that influence their results, therefore it would be unfair to interpret or make conclusions about the efficiency or effectiveness of their operations without that understanding.

Other Ways of Assessing Toronto's Performance

This report focuses on performance measurement results in specific service areas, however it is by no means the only type of reporting done by Toronto 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.

Internal and External Comparison of Toronto's Results

Toronto's performance measurement results can be examined from two perspectives:

- Internal comparison – comparing Toronto's historical performance measurement results over a period of years and identifying trends for:
  - Service Levels - the amount of resources devoted to providing the service or the units of service provided
  - Results – measures related to the efficiency and effectiveness (customer service or community impact) of operations

- External comparison – comparing Toronto's 2005 performance measurement results to other Ontario municipalities under the Ontario Municipal CAOs Benchmarking Initiative (OMBI) for:
  - Service Levels - the amount of resources devoted to providing the service or the units of service provided
  - Results – measures related to the efficiency and effectiveness (customer service or community impact) of operations

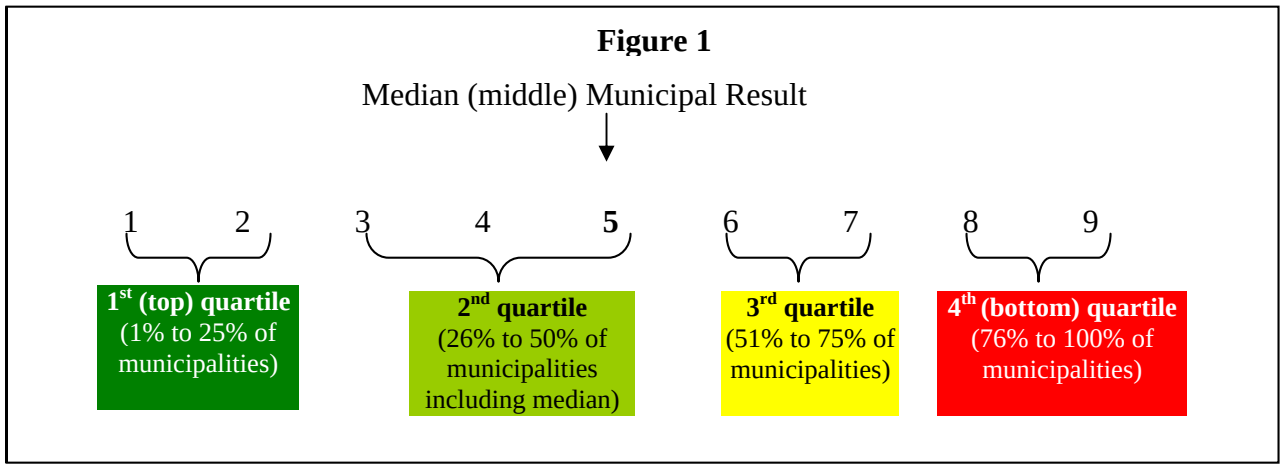
Description of Quartile Results for External Comparisons of Toronto to OMBI Municipalities

When comparing Toronto's performance measurement results externally to other Ontario municipalities, results have been sorted from would be considered as the most desirable result to the least desirable result.

The median (middle) result is identified and Toronto's result is placed in the appropriate quartile, with a quartile dividing the municipal results into quarters. The first/top quartile, represents municipalities falling within the top 25% of the results. The second quartile includes municipalities falling within 26% to 50% of the sample meaning they are still better than, or at the median value. Results falling in the third or fourth quartile are below the median. The third quartile includes municipalities falling within 51% to 75% of the sample and the fourth/bottom representing municipalities falling within the bottom 76% to 100% of the sample.

The example in figure 1 below, provides an illustration of medians and quartiles using a set of nine numbers.

Figure 1



The quartiles have also been associated with a colour scheme.

The two shades of green (the 1st and 2nd quartiles) represent:
- For service level indicators – service levels or resources higher than the median
- For efficiency, customer service and community impact measures - results better than the median

The colours of yellow (3rd quartile) and red (4th or bottom quartile) represent:
- For service level indicators – service levels or resources lower than the median
- For efficiency, customer service and community impact measures - results worse than the median

Description of Internal Comparisons and Trends of Toronto's Historical Results

This report also includes up to six years of Toronto's internal results. Trends in Toronto's internal results have been described using the terminology and colour scheme described in Figure 2 below.

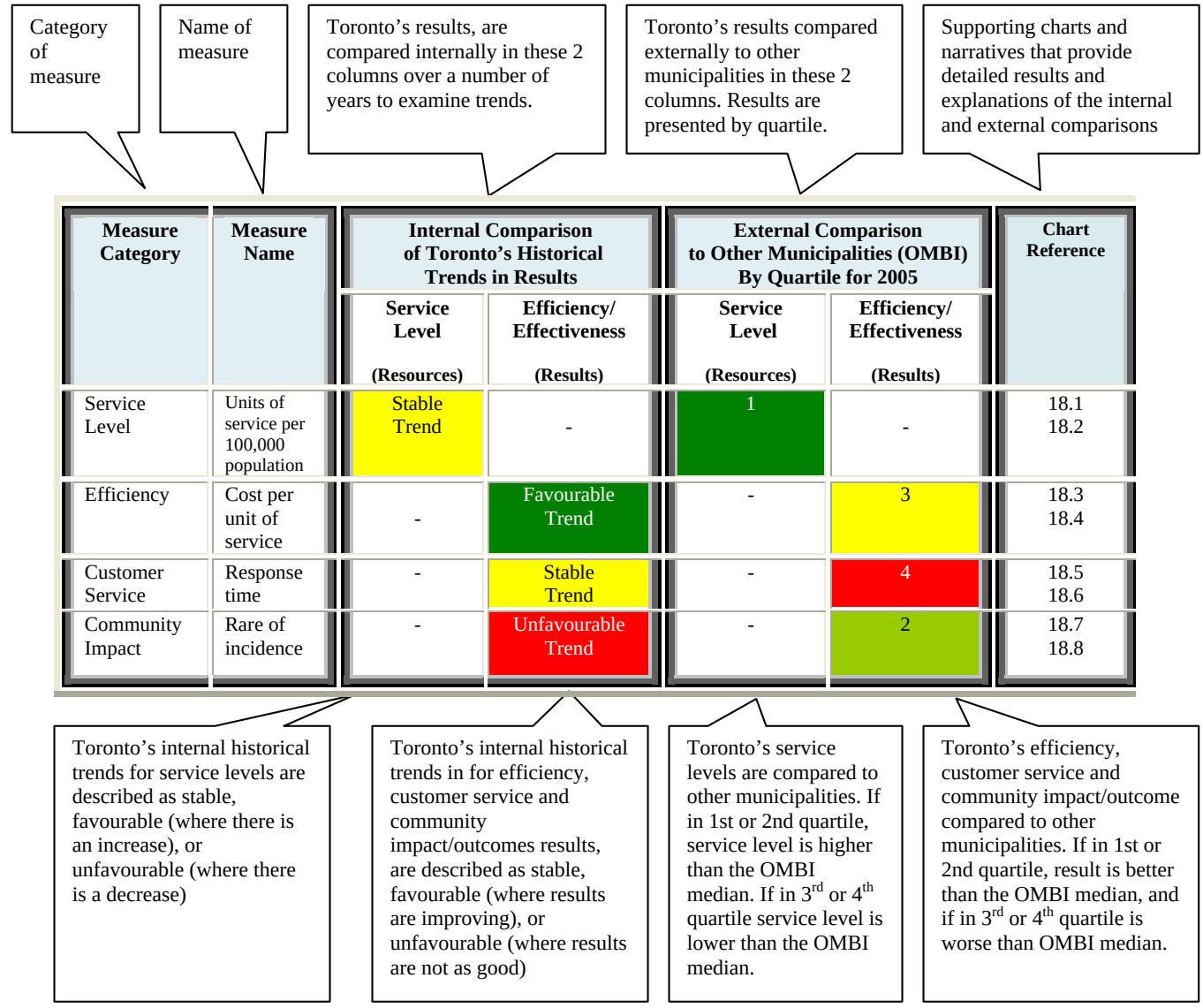
Figure 2

Favourable (green)	• Service level, standard, or amount of resources approved by Council, or the volume of service delivered to residents, has increased over the time period. This is based on the general assumption that increasing service levels are the desired goal. • Efficiency, customer service or community impact result is improving over the time period, or is the best possible result.
Stable (yellow)	• Service levels have been maintained • Efficiency, customer service or community impact result have remained stable.
Unfavourable (red)	• Service level, standard, or amount of resources approved by Council, or the volume of service delivered to residents, has decreased over the time period. This is based on the general assumption that increasing service levels are the desired goal. • Efficiency, customer service or community impact result has declined over the time period.

How to Interpret Summaries of Toronto's Performance Measurement Results

Each of the seventeen service areas included in this report, includes a summary of Toronto's performance measurement results and there is also a consolidated summary by service area on pages 14 to 31. An illustration of these summaries is provided in Figure 3.

Figure 3



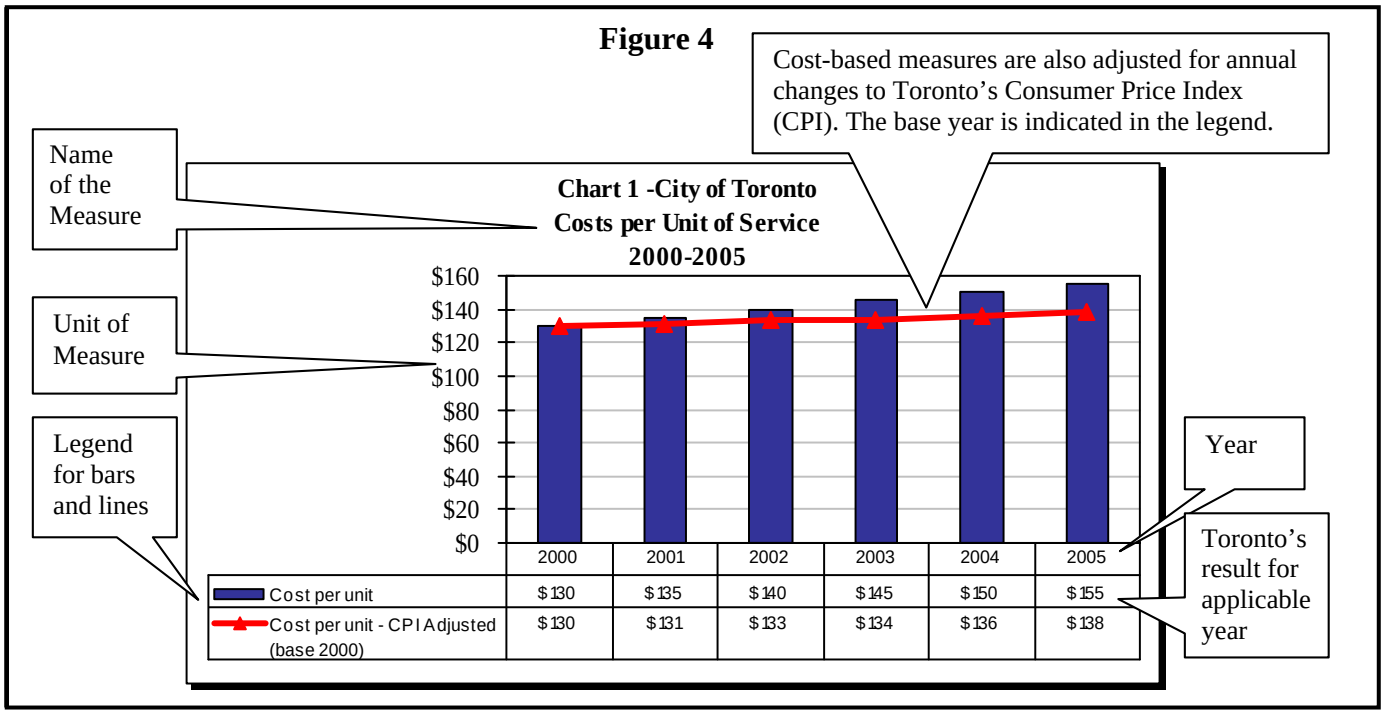
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Reference
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Units of service per 100,000 population	Stable Trend	-	1	-	18.1 18.2
Efficiency	Cost per unit of service	-	Favourable Trend	-	3	18.3 18.4
Customer Service	Response time	-	Stable Trend	-	4	18.5 18.6
Community Impact	Rare of incidence	-	Unfavourable Trend	-	2	18.7 18.8

- Columns 1 and 2 indicate the category of measure or indicator and the name of the measure
- Columns 3 and 4 summarize results of Toronto's internal comparison of service levels and performance measurement results from a historical perspective, over a period of years.
- Columns 5 and 6 summarize results of the external comparison of Toronto's service levels and performance measurement results to other municipalities, based on 2005 results of the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

How to Interpret Charts of Toronto's Historical Results

Figure 4 below, illustrates how charts on Toronto's historical results can be interpreted.

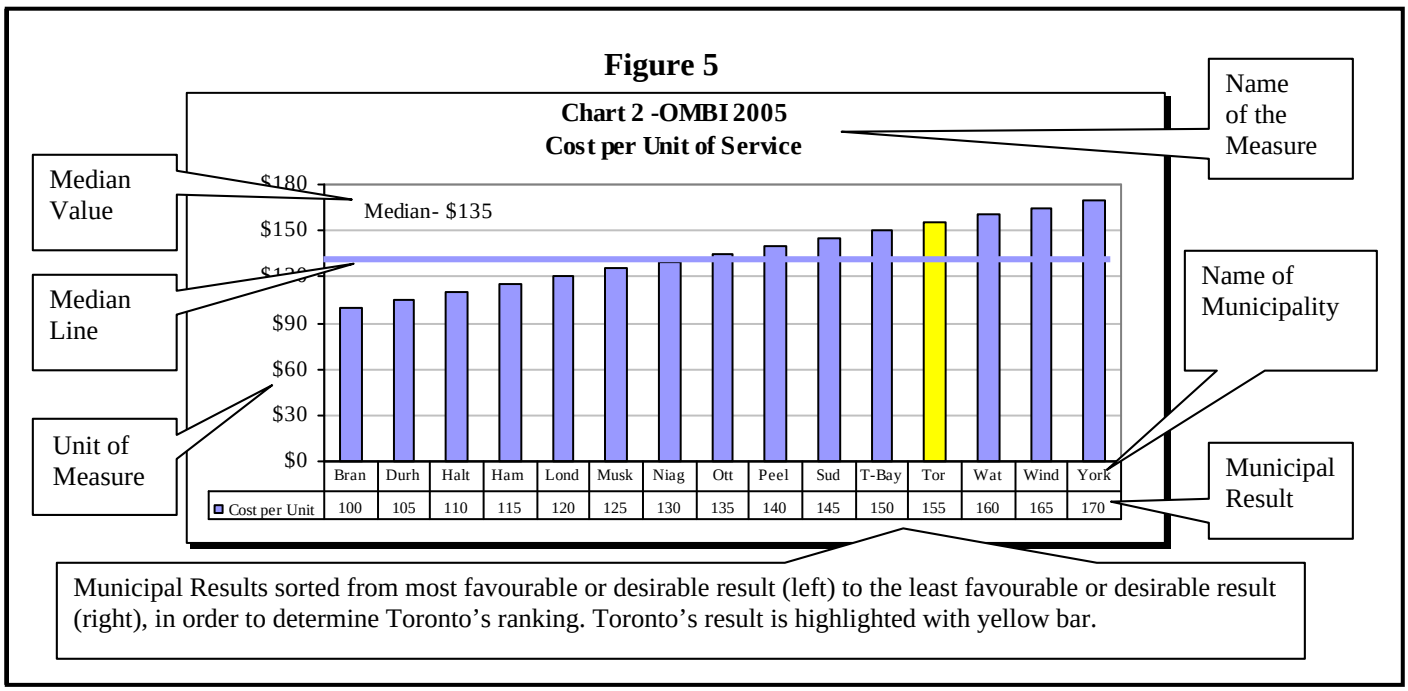
Figure 4



How to Interpret Charts Comparing Toronto's Result to Other Municipalities

Figure 5 below, illustrates how charts comparing Toronto to other municipalities, can be interpreted.

Figure 5



Toronto's Performance Measurement Framework for Service Delivery

- 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 in terms of how many units of service are provided, which is then normalized to be 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.

Municipal Abbreviations Used in Charts

Single-Tier Municipalities	
Bran	County of Brant
Ham	City of Hamilton
Lond	City of London
Ott	City of Ottawa
Sud	City of Greater Sudbury
T-Bay	City of Thunder Bay
Tor	City of Toronto
Wind	City of Windsor
Upper Tier Municipalities	
Durh	Regional Municipality of Durham
Halt	Regional Municipality of Halton
Musk	District of Muskoka
Niag	Regional Municipality of Niagara
Peel	Regional Municipality of Peel
Wat	Regional Municipality of Waterloo
York	Regional Municipality of York

OVERALL SUMMARY OF TORONTO'S RESULTS – INTERNAL COMPARISON

Figure 6 shows that for 91% of the service level indicators, Toronto's service levels have been maintained (stable) or have increased (favourable) in recent years. This refers to service levels, or amount of resources approved by Council or volumes of service delivered to residents. Column 3 of the Table on Toronto's Consolidated Summary of Results by Service Area (pages 14-31), provides further details of the specific indicators that comprise these results.

Figure 7 indicates that 67% of the performance measures (efficiency, customer service and community impact) examined, had results that were either improved or stable in recent years. Column 4 of the Table on Toronto's Consolidated Summary of Results by Service Area, provides further details of the specific measures that comprise these results.

Figure 6
Toronto Report - Internal Historical Trends
Service Levels (23 Indicators)

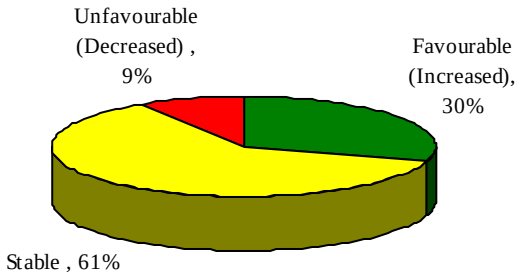
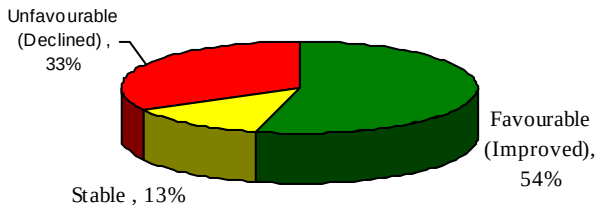


Figure 7
Toronto Report - Internal Historical Trends
Performance Measures (61 Measures)



Internal Trends in Performance Measures

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

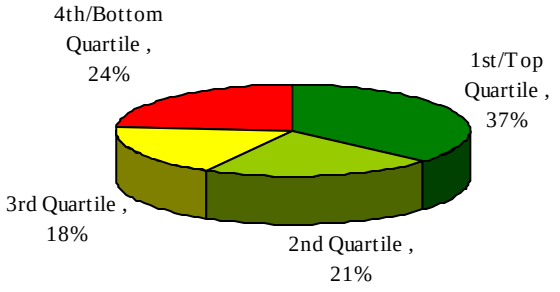
The areas where the internal trends in Toronto's performance measurement results are unfavourable or have declined include:

- 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)

OVERALL SUMMARY OF TORONTO'S RESULTS – EXTERNAL COMPARISON

Figure 8 shows results of the external comparison of Toronto's service levels, and indicates that Toronto is higher than the OMBI median (the 1st and 2nd quartiles) for 58% of the service level indicators. Column 5 of the table on Toronto's Consolidated Summary of Results by Service Area (pages 14-31), provides further details of the specific indicators that comprise these results.

Figure 8
Toronto Report - Results Compared Externally
Service Levels (33 Indicators)



External Comparison of Toronto's Service Levels

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 courts 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:

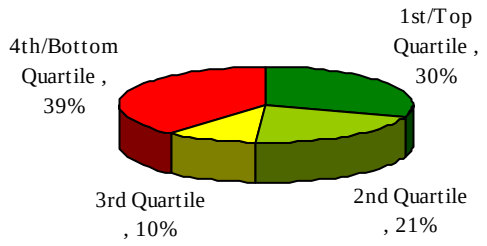
- Fewer facilities or less infrastructure required in densely populated municipalities like Toronto because of proximity and ease of access, while other less densely populated municipalities require proportionately more facilities or infrastructure to be within a reasonable travel distance of their residents.
  - 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

External Comparison of Toronto's Performance

In terms of performance, Figure 9 shows that Toronto is better than the OMBI median (1st and 2nd quartile) for 51% of efficiency, customer service and community impact measures. Column 6 of the Table on Toronto's Consolidated Summary of Results by Service Area (pages 14-31), provides further details of the specific measures that comprise these results.

Figure 9
Toronto Report - Results Compared Externally
Performance Measures (71 Measures)



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

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Consolidated Summary of Toronto's Results by Service Area
2005 Performance Measurement And Benchmarking Report

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Section 1 - Children's Services						
Service Level	Gross Investment/Cost per Child (12 & under) in the Municipality	**Stable** Steady cost for each child aged 12 and under	-	**1** Higher investment in Children	-	1.1 1.2
Community Impact	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality	-	**Favourable** Increasing number of regulated Child Care spaces	-	**2** Higher number of regulated Child Care Spaces	1.3 1.4
Community Impact	Subsidized Child Care Spaces per 1,000 LICO Children	-	**Favourable** Increasing number of subsidized Child Care spaces	-	**1** Higher number of subsidized Child Care Spaces	1.5 1.6
Efficiency	Annual Child Care Service Cost per Normalized Subsidized Child Care Space	-	**Increasing** Increasing cost reflects Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care.	-	**2** Lower costs for providing a subsidized Child Care Space	1.7 1.8
Section 2 - Court/POA Services						
Service Level	Number of Actual Hours of Court Time per 1,000 Persons	**Stable** Actual hours are stable but considered inadequate to meet demand	-	**1** Higher amount of actual Court time compared to others	-	2.1 2.2

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		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Available Hours of Court Time (Judicially determined) per 1,000 Persons	**Favourable** Increasing amount of Court time available with new courtrooms	-	**1** Higher amount of available Court time compared to others	-	2.1 2.2
Service Level	Utilization of Available Court Time	**Unfavourable** Utilization of available Court time is decreasing due to JP shortageS	-	**3** Lower amount of available Court time utilized. More judicial resources required	-	2.1 2.2
Service Level	Number of Charges Filed per Capita Under Provincial Offences Act	**Favourable** Increased number of charges filed due to higher enforcement activity	-	**1** Higher number of POA charges filed re enforcement activity	-	2.3 2.4
Customer Service	Average Time to Trial (Days) for Part 1 POA Offences	-	**Unfavourable** Time before trial is increasing	-	**4** High number of days before trial	2.5 2.6
Efficiency	Costs of Court/POA Services per Charge Filed	-	**Favourable** Decreasing cost per charge filed	-	**2** Lower cost per charge filed	2.7 2.8
Efficiency	Collection Rate of POA Fines	-	**Stable** Rate of fine collection has remained stable	-	**1** Highest/best rate of fine collection	2.9 2.10

***See pages 3 to 5 for a description of how to interpret this summary**

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		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Section 3 - Emergency Medical Services (EMS)						
Service Level	EMS Weighted, In- Service Vehicle Hours per 1,000 Population	**Favourable** Increasing In-Service Vehicle Hours to offset hospital off-load delays	-	**4** Lower In-Service Vehicle Hours	-	3.1 3.2
Efficiency	EMS Cost per Weighted In-Service Vehicle Hour	-	**Unfavourable** Increasing Cost per In-Service Vehicle Hour	-	**4** Higher Costs per In-Service Vehicle Hour	3.3 3.4
Efficiency	EMS Cost per Patient Transported (C1-4)	-	**Unfavourable** Increasing Cost per Patient Transported	-	-	3.5
Customer Service	EMS Total Response Time	-	**Unfavourable** Increasing Response Time in 2005	-	-	3.6
Section 4 - Fire Services						
Service Level	Total Fire Operating Costs per Capita (Urban and Rural Operations)	Unfavourable Increasing cost per capita	-	**2** Higher cost per capita	-	4.1 4.2
Service Level	Number of Fire In-service Vehicle Hours per Capita - Urban Area	Stable In-Service Vehicle Hours are stable	-	**4** Low in-service vehicle hours	-	4.3 4.4
Service Level	Number of Total Incidents Responded to by Fire Services per 1,000 Urban Population	**Increasing** Total # of Incidents responded to is increasing	-	**2** Higher # of incidents responded to	-	4.5 4.6

***See pages 3 to 5 for a description of how to interpret this summary**

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		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population	**Decreasing** # of fires, explosions and alarms responded to is decreasing	-	**2** Higher # of fires, explosions or alarms responded to	-	4.5 4.6
Service Level	Number of Rescues per 1,000 Urban Population	**Stable** Stable # rescues responded to	-	**3** Lower # of rescue responses	-	4.5 4.6
Service Level	Number of Medical Calls per 1,000 Urban Population	**Increasing** # of medical calls is increasing	-	**1** High # of medical responses	-	4.5 4.6
Service Level	Number of Other Incidents per 1,000 Urban Population	**Increasing** # of other incidents is increasing	-	**3** Lower number of other incident responses	-	4.5 4.6
Community Impact	Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	-	Favourable Decreasing rate of structural fires	-	**2** Lower rate of structural fires	4.7 4.8
Community Impact	Residential Fire Related Injuries per 100,000 Population (Entire Municipality)	-	Favourable Decreasing rate of fire related injuries	-	**1** Low rate of fire-related injuries	4.9 4.10
Community Impact	Residential Fire Related Fatalities per 100,000 Population (Entire Municipality)	-	Favourable Decreasing rate of fire related fatalities	-	**2** Lower rate of fire-related fatalities	4.11 4.12

***See pages 3 to 5 for a description of how to interpret this summary**

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Actual – 90th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality (Minutes)	-	**Unfavourable** Slight increase in 2005 response times	-	**2** Shorter response time	4.13 4.14
Efficiency	Fire Operating Cost per In-service Vehicle Hour - Urban Area	-	**Unfavourable** Increasing cost per vehicle hour	-	**4** High cost per in-service vehicle hour	4.15 4.16
Section 5 - Governance & Corporate Management						
Efficiency	Governance and Corporate Management Costs as a % of Total Operating Costs	-	**Stable** Percentage has remained stable	-	**1** Tied for lowest costs of single-tier municipalities	5.1 5.2
Section 6 - Hostel Services						
Service Level	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population	Decreasing Number of shelter beds has been decreasing as the City focuses on providing permanent housing for homeless individuals and families	-	1 Higher number of shelter beds per capita	-	6.1 6.2
Customer Service/ Efficiency	Average Nightly Bed Occupancy Rate of Emergency Shelters	-	**Decreasing** Overall occupancy rate has been slowly decreasing. Occupancy in the family system has decreased significantly and occupancy in the single system has shown a small decrease.	-	2 Higher usage of available shelter beds	6.3 6.4

*See pages 3 to 5 for a description of how to interpret this summary

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Average Length of Stay per Admission to Emergency Shelters (Individuals and Families)	-	**Stable** Based on median length of stay per admission- single adults has been stable since 2001 and for families it has been decreasing.	-	4 Longer average length of stay in shelters	6.5
Section 7 - Library Services						
Service Level	Annual Number of Library Service Hours per Capita	**Stable** Library hours have remained stable	-	**4** Low number of library hours	-	7.1 7.2
Service Level	Number of Library Holdings per Capita	**Stable** Size of library holdings remaining stable	-	**1** High number of library holding	-	7.3 7.4
Community Impact	Annual Library Uses per Capita- (electronic & non-electronic)	-	**Favourable** **Total library use is increasing**	-	1 High library use	7.5 7.6
Community Impact	Electronic Library Uses per Capita	-	**Favourable** Increasing electronic library use	-	**1** High electronic library use	7.5 7.6
Community Impact	Non- Electronic Uses per Capita	-	**Stable** Non-electronic library use is stable	-	**1** High non-electronic library use	7.5 7.6

***See pages 3 to 5 for a description of how to interpret this summary**

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Average Number of Times in Year Circulating Items are Borrowed (Turnover)	-	Favourable Turnover rate is increasing	-	1 High turnover rate	7.7 7.8
Efficiency	Library Cost per Use	-	Favourable Decreasing cost per use in 2005	-	1 Low cost per library use	7.9 7.10
Section 8 - Long Term Care/Homes for the Aged Services						
Service Level	Municipally Operated LTC Beds as a % of all LTC Beds in the Municipality	**Stable** Number of municipally operated Long Term Care beds has remained flat	-	**3** Toronto's municipal share of all beds is slightly below median	-	8.1 8.2
Community Impact	Percentage of LTC Community Need Satisfied (Beds all providers as % of Population > 75 years old)	-	-	-	**3** Slightly lower percentage of LTC beds relative to population >75	8.3
Customer Service	LTC Resident Satisfaction	-	**Favourable** Results have remained very high, at a 98% satisfaction rating	-	**1** High levels of resident satisfaction	8.4 8.5
Efficiency	Long Term Care Cost per Bed Day (CMI Adjusted)	-	**Unfavourable** **Cost per bed day is increasing**	-	**2** Lower LTC cost per bed day	8.6 8.7

***See pages 3 to 5 for a description of how to interpret this summary**

Consolidated Summary of Toronto's Results by Service Area
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Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Section 9 - Police Services						
Service Level	Policing Gross Cost per Capita	**Favourable** Increased staffing leading to increased costs	-	**1** High costs per capita relating to high staffing levels	-	9.1 9.2
Service Level	Number of Total Police Staff (Officers and Civilians) per 100,000 Population	**Favourable** Staffing has been increasing each year	-	**1** High staffing levels	-	9.2
Community Impact	Reported Number of Total (Non-Traffic) Criminal Code Offences per 100,000 Population	-	Favourable Slight decreasing trend	-	**4** High total crime rate	9.3 9.4
Community Impact	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Offences	-	See above	-	**4** 2005 Rate of decrease in Toronto not as large	9.5
Community Impact	Reported Number of Violent – Criminal Code Offences per 100,000 Population	-	**Unfavourable** Increased in 2005 but prior to that had been decreasing	-	**4** High rate of violent crime	9.6 9.7
Community Impact	Annual Percentage Change in Rate of Violent Crime	-	See above	-	**4** Higher rate of increase in 2005 for violent crime	9.8
Community Impact	Reported Number of Property – Criminal Code Offences per 100,000 Population	-	**Favourable** Slight decrease in 2005	-	2 Lower rate of property crime	9.9 9.10

***See pages 3 to 5 for a description of how to interpret this summary**

Consolidated Summary of Toronto's Results by Service Area
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Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Annual Percentage Change in Rate of Property Crime	-	See above	-	**4** Rate of decrease in Toronto for 2005 not as large	9.11
Community Impact	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population	-	**Favourable** Slight increase in youth crime in 2005 but generally downward trend	-	1 Low rate of youth crime	9.12 9.13
Community Impact	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population	-	See above	-	3 Higher rate of increase in youth crime	9.14
Customer Service	Clearance Rate - Total (Non-Traffic) Criminal Code Offences	-	**Unfavourable** Clearance rate has been decreasing	-	4 Low clearance rates for total non-traffic crime	9.15 9.16
Customer Service	Clearance Rate - Violent Crime	-	-	-	4 Low clearance rate for violent crime	9.17
Efficiency	Number of Criminal Code Incidents (Non-Traffic) per Police Officer	-	Favourable Increasing number of Criminal Code incidents per officer	-	4 Low number of Criminal Code incidents per officer	9.18 9.19
Section 10 - Roads/Transportation Services						
Service Level	Number of Lane KM per 1,000 Population	**Stable** # of lane km remaining stable	-	**4** Low # of lane km	-	10.1 10.2

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Vehicle Collision Rate (Collisions per Million Vehicle KM)	-	**Favourable** Collision rate is decreasing	-	4 More collisions on roads	10.3 10.4
Community Impact	Vehicle KM Traveled per Lane Km on major roads (congestion)	-	-	-	4 High congestion on roads	10.5
Customer Service/ Quality	Percentage of Paved Lane Kms where the Condition is Rated as Good to Very Good (MPMP)	-	Favourable Pavement quality is improving	-	1 Roads in best condition of OMBI municipalities	10.6 10.7
Customer Service	Percentage of Winter Events Meeting Municipal Winter Standards	-	Favourable 100% meeting standard	-	1 Maximum possible result - 100% meeting standard	10.8 10.9
Efficiency	Operating Costs for Paved (Hard Top) Roads per Lane KM	-	Unfavourable Costs increased in 2005	-	4 High costs of pavement maintenance	10.10 10.11
Efficiency	Operating Costs for Winter Maintenance of Roadways per Lane KM Maintained in Winter	-	Unfavourable Costs increased in 2005	-	4 High cost of winter maintenance	10.12 10.13
Section 11 - Social Assistance Services						
Service Level	Monthly Social Assistance Case Load per 100,000 Households	**Increasing** Increasing case load	-	**1** Higher caseload	-	11.1 11.2

TORONTO

Consolidated Summary of Toronto's Results by Service Area
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Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Social Assistance Response Time to Client Eligibility (Days)	-	Favourable Response time dropped/ improved in 2005	-	**2** Response time is lower/better	11.3 11.4
Community Impact	Average Time on Social Assistance (Months)	-	**Stable** No change in 2005	-	**4** Higher length of time on Social Assistance	11.5 11.6
Efficiency	Monthly Social Assistance Administration Cost per Case	-	**Favourable** Lower administrative cost per case in 2005	-	**1** Low administrative cost per case	11.7 11.8
Efficiency	Monthly Social Assistance Benefits Cost per Case	-	**Increasing** Increasing benefits cost per case in 2005	-	**4** High benefits cost per case	11.9 11.10
Efficiency	Monthly Social Assistance Total Cost Administration & benefits) per Case	-	**Increasing** Increasing total cost per case in 2005	-	**3** Higher total cost per case	11.9 11.10
Section 12 - Social Housing Services						
Service Level	Number of Social Housing Units /1,000 Households	**Favourable** Amount of Social Housing has been slowly increasing	-	**1** Highest amount of Social Housing	-	12.111 2.2
Community Impact	Percentage of Social Housing Waiting List placed Annually	-	**Unfavourable** Percentage of waiting list placed in Social Housing has been decreasing	-	**4** Lowest percentage of families on waiting list placed in Social Housing	12.3 12.4

***See pages 3 to 5 for a description of how to interpret this summary**

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Social Housing Subsidy Costs per Social Housing Unit	-	**Stable** The Social Housing subsidy is stable decreasing in 2004 and increasing in 2005	-	**4** Higher costs of funding Social Housing providers	12.5 12.6
Section 13 - Solid Waste Management Services						
Community Impact	Percentage of Solid Waste Diverted - Residential	-	**Favourable** Overall diversion rate is increasing	-	**2** Higher overall diversion rate	13.1 13.2
Community Impact	Percentage of Waste Diverted – Houses (Curbside)	-	**Favourable** Diversion rate for houses/ curbside is increasing	-	**1** Highest diversion rate for houses	13.1 13.3
Community Impact	Percentage of Waste Diverted – Multi-Residential	-	**Favourable** Slight increase in multi –residential diversion in 2005	-	3 Lower multi-residential diversion rate	13.1 13.4
Customer Service	Number of Solid Waste Complaints per 1,000 Households	-	**Unfavourable** Increasing rate of complaints	-	-	13.5
Efficiency	Operating Costs for Solid Waste/Garbage Collection per Tonne – Residential	-	**Unfavourable** Increasing cost of solid waste collection	-	2 Lower costs of solid waste collection	13.6 13.7
Efficiency	Operating Costs for Solid Waste Disposal per Tonne – All Streams	-	**Unfavourable** Increasing cost of solid waste disposal	-	4 High cost of solid waste disposal	13.8 13.9

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Operating Costs for Solid Waste Diversion per Tonne – Residential	-	**Unfavourable** Increasing cost of solid waste diversion	-	4 High cost of solid waste diversion	13.10 13.11
Section 14 - Sports & Recreation Services						
Service Level	Number of Municipally Owned/Operated Indoor Pool Tanks per 100,000 Population	**Stable** Number of indoor pool tanks and locations has remained fairly constant	-	**2** Higher number of indoor pool tanks	-	14.1 14.2
Service Level	Number of Municipally Owned/Operated Ice pads (Indoor) per 100,000 Population	**Stable** Number of indoor ice pads has remained fairly stable	-	**4** Low number of Indoor ice pads	-	14.3 14.4
Service Level	Number of Large (>10,000 sq. ft) Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	**Stable** Number of large sports & rec. community centres has remained stable	-	**3** Lower number of large sports & recreation community centres	-	14.5
Service Level	Number of Small (<10,000 sq. ft) Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	**Stable** Number of small sports & rec. community centres has remained stable	-	4 Low number of small sports & recreation community centres	-	14.5

Consolidated Summary of Toronto's Results by Service Area
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Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Percentage of Sports and Recreation Community Centres less than 25 years old	-	-	**2** Greater percentage of sports & recreation community centres under 25 years old	-	14.6
Service Level	Percentage of Pools less than 25 years old	-	-	**4** Greater % of pool tanks over 25 years old	-	14.7
Service Level	Percentage of Ice Pads less than 25 years old	-	-	**4** Greater % of Indoor ice pads over 25 years old	-	14.8
Service Level	Sports and Recreation Participant Hours Offered at Capacity per Capita – Directly Provided Registered Programs	**Favourable** Increasing offerings of registered sports & rec. participant hours	-	**2** Higher amounts offered of registered sports & recreation participant hours	-	14.9 14.10
Community Impact	Average Sports and Recreation Participant Hours Utilized per Capita – Directly Provided Registered Programs	-	**Favourable** Increasing use of registered sports & rec. participant hours	-	**2** Higher amount used of registered sports & rec. participant hours	14.9 14.10

***See pages 3 to 5 for a description of how to interpret this summary**

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Percentage of Available Sports and Recreation Participant Hours (Capacity) Utilized – Directly Provided Registered Programs	-	**Favourable** Percentage of capacity used is increasing	-	**1** High rate of capacity used for registered sports & recreation participant hours	14.11 14.12
Community Impact	Unique Users in Registered Sports and Recreation Programs as a Percentage of Population	-	**Stable** % of population using registered programming at lease once is stable	-	**3** Lower % of population using registered programs at least once	14.13 14.14
Section 15 - Transit Services						
Service Level	Transit Revenue Vehicle Service Hours per Capita in Service Area	**Stable** Total vehicle hours is keeping up with population growth	-	**1** High transit vehicle hours per capita	-	15.1 15.2
Community Impact	Number of Conventional Transit Trips per Capita in Service Area	-	**Favourable** Total ridership and trips per capita increased in 2004 & 2005	-	**1** High transit usage by residents	15.3 15.4
Efficiency	Transit Cost per In-service (Revenue) Vehicle Hour	-	**Unfavourable** Cost per vehicle hour are increasing	-	**4** High costs per in-service vehicle hour for multi-modal system	15.5 15.6
Efficiency	Transit Cost per Vehicle Hour	-	-	-	**4** High costs per vehicle hour for multi-modal system	15.6

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Operating Costs for Conventional Transit per Regular Service Passenger Trip (MPMP)	-	**Stable** Cost to provide a passenger trip is stable	-	1 Low cost to provide a passenger trip	15.7 15.8
Section 16 - Wastewater Services						
Service Level	Megalitres of Wastewater Treated per 100,000 Population	**Stable** Changes from year to year often related to rainfall because of combined sanitary & storm sewers	-	**3** Lower amounts of wastewater treated	-	16.1 16.2
Community Impact	Percentage of Wastewater estimated to have By-passed Treatment	-	**Favourable** Decreasing amount of wastewater by-passing treatment	-	**2** Lower amounts of wastewater by-passing treatment	16.3 16.4
Customer Service	Annual Number of Wastewater Main Back Ups per 100 Km of Wastewater Main	-	**Favourable** Decreasing rate of wastewater back ups between 2002 - 05	-	**3** Higher rate of wastewater main back ups	16.5 16.6
Efficiency	Operating Costs for the Collection of Wastewater per KM of Watermain	-	**Unfavourable** Increasing cost of wastewater collection	-	**4** High cost of wastewater collection	16.7 16.8
Efficiency	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated	-	**Unfavourable** Increasing cost of wastewater treatment & disposal	-	**4** Higher cost of wastewater treatment and disposal	16.9 16.10

*See pages 3 to 5 for a description of how to interpret this summary

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Consolidated Operating Cost of Wastewater Collection, Treatment and Disposal per Megalitre Treated	-	**Unfavourable** Increasing cost of wastewater collection, treatment & disposal	-	**3** Higher cost of wastewater collection, treatment & disposal	16.11 16.12
Section 17 - Water Services						
Service Level	Megalitres of Water Treated per 100,000 Population	**Stable** Small changes in volume from year to year	-	**2** Higher amounts of water treated	-	17.1 17.2
Community Impact	Weighted Number of Days when a Boil Water Advisory Issued by the MOH applicable to a Municipal Water Supply, was in effect	-	**Favourable** No boil water advisories in Toronto from 2000 - 05	-	**1** Best possible result – no boil water advisories	-
Community Impact	Water Use per Household	-	-	-	**2** Water use per household is lower – right at median	17.3
Customer Service	Number of Water Main Breaks per 100 KM of Water Distribution Pipe	-	**Favourable** Slow decrease in number of watermain breaks between 2003-05	-	**4** High rate of watermain breaks	17.4 17.5
Efficiency	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated	-	**Favourable** Decreased water treatment costs in 2005	-	**1** Low cost of water treatment	17.6 17.7

TORONTO

Consolidated Summary of Toronto's Results by Service Area
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Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Operating Cost for the Distribution of Drinking Water per KM of Water Distribution Pipe	-	**Favourable** Decreased water distribution costs in 2005	-	4 High cost of water distribution	17.8 17.9
Efficiency	Consolidated Operating Cost for the Treatment and Distribution of Drinking Water per Megalitre of Drinking Water Treated	-	**Favourable** Decreased water treatment & distribution costs in 2005	-	**1** Low total cost of water treatment and distribution	17.10 17.11
Overall Totals For All Services		**7 - Favourable** **14 - Stable** **2 - Unfavourable**	**33 - Favourable** **8 - Stable** **20 - Unfavourable**	**12 - 1st quartile** **7 - 2nd quartile** **6 - 3rd quartile** **8 - 4th quartile**	**21 - 1st quartile** **15 - 2nd quartile** **7 - 3rd quartile** **28 - 4th quartile**	

***See pages 3 to 5 for a description of how to interpret this summary**

TORONTO

Children's Services
2005 Performance Measurement And Benchmarking Report
(Based on 2006 and Prior Years Data)

Children's Services manages the child care system within Toronto. In partnership with the community, it promotes equitable access to high quality care for children and support for families and caregivers. An integrated approach to planning and management ensures that services to children promote early learning and development, respond to family's needs and choices, and respect the diversity of the Toronto's communities.

Examining Performance

Toronto's performance measurement results can be examined from an internal perspective, by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Gross Investment/Cost per Child (12 & under) in the Municipality	**Stable** Fairly steady cost for each child aged 12 and under	-	**1** Higher investment in Children	-	Charts 1.1 1.2
Community Impact	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality	-	**Favourable** Increasing number of regulated Child Care spaces	-	**2** Higher number of regulated Child Care Spaces	Charts 1.3 1.4
Community Impact	Subsidized Child Care Spaces per 1,000 LICO Children	-	**Favourable** Increasing number of subsidized Child Care spaces	-	**1** Higher number of subsidized Child Care Spaces	Charts 1.5 1.6

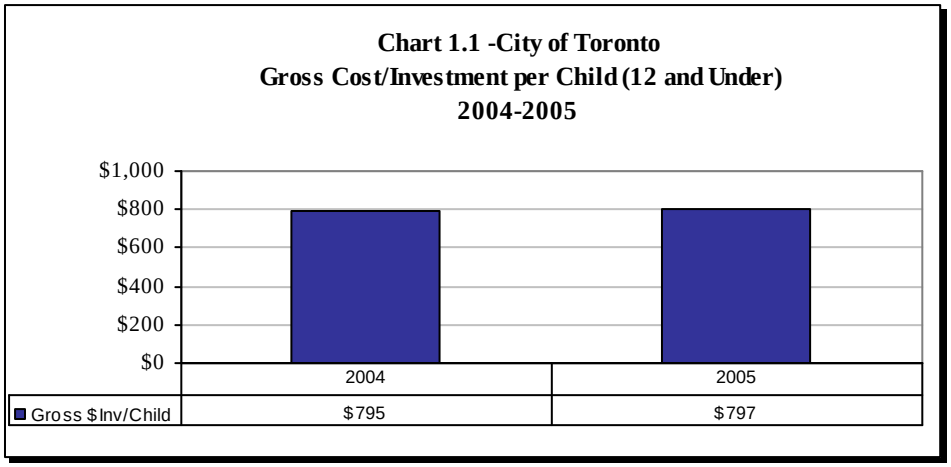
Children's Services
2005 Performance Measurement And Benchmarking Report
(Based on 2006 and Prior Years Data)

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Annual Child Care Service Cost per Normalized Subsidized Child Care Space	-	**Increasing** Increasing cost reflects Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care.	-	**2** Lower costs for providing a subsidized Child Care Space	Charts 1.7 1.8

For an explanation of how to interpret this summary and the supporting charts, please see pages 3 to 7.

These quartile results are based on a maximum sample size of 14 municipalities.

Service Level - How Much is Being Spent or Invested in Toronto for Child Care, per Child Aged 12 and Under?



One way to examine service levels for child care is to relate municipal costs to all Children under the age of 12. This includes children cared for in regulated child care programs, by families at home, or in non-regulated child care arrangements.

Chart 1.1 identifies Toronto's 2004 and 2005 gross cost or investment of all childcare related activities, per child 12 years of age and under. These activities include operating and purchasing subsidized spaces, wage subsidies, special needs resourcing, other municipally funded activities and administration.)

Service Level - How Does Toronto's Cost or Investment per Child Under 12, Compare to Other Municipalities?

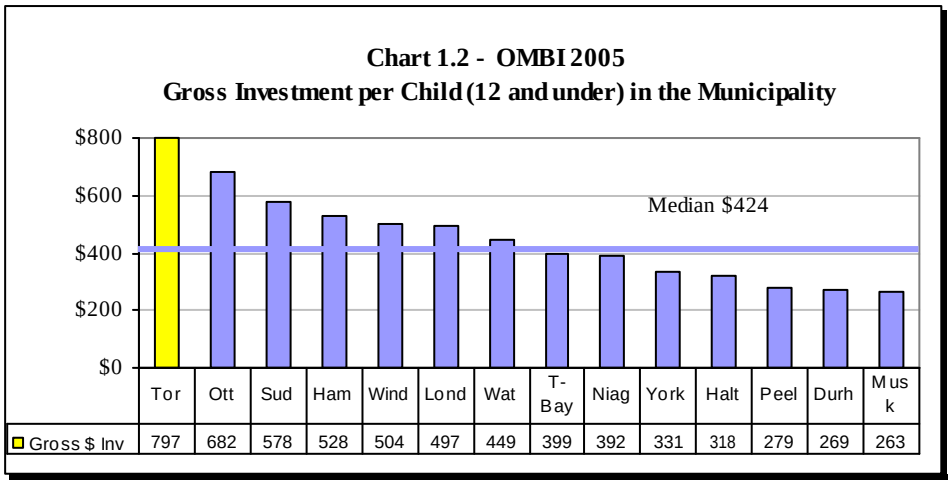
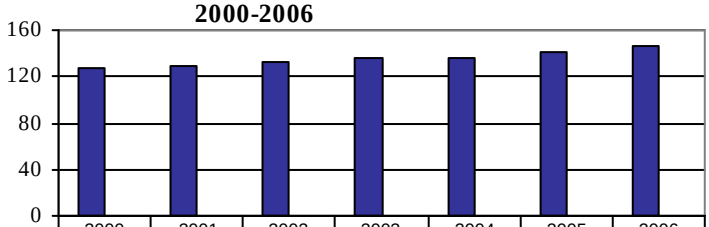


Chart 1.2 compares Toronto's 2005 child care cost or investment, to other Ontario municipalities. Toronto ranks 1st of 14 municipalities (1st quartile), in terms of having the highest cost or investment per child.

These costs can be influenced by the blend of directly operated and purchased child care spaces, the number of subsidized spaces, the age mix of children , the relative cost of living and the level of child poverty.

Community Impact- How Many Regulated Child Care Spaces are There in Toronto?

Chart 1.3 -City of Toronto
Regulated Child Care Spaces per 1,000 Children Under 12
2000-2006



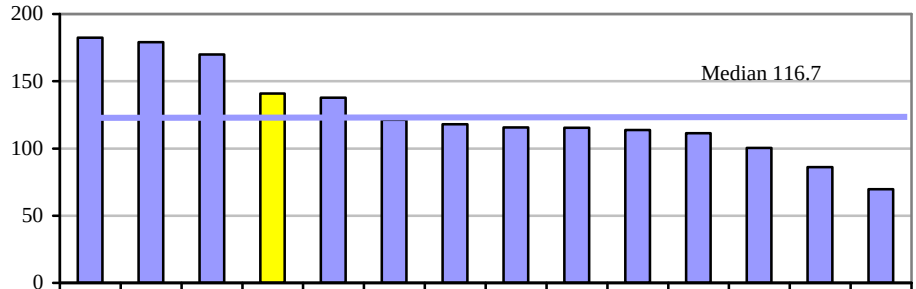
	2000	2001	2002	2003	2004	2005	2006
regulated spaces per 1,000 children	127.4	129.5	133.2	135.1	136.4	140.7	146.6
Total # regulated spaces	47,537	40,065	50,452	51,209	51,683	53,300	55,533

A major objective of Children's Services is for parents to have access to regulated child care providers. For parents that are unable to afford the full cost of child care services, access to subsidized child care programs are very important.

Chart 1.3 provides the number of regulated child care spaces there were in Toronto per 1,000 children under the age of 12, from 2000 to 2006. (The 2006 result is subject to revision once the 2006 census data becomes available).

Community Impact - How Does the Number of Regulated Child Care Spaces in Toronto, Compare to Other Municipalities?

Chart 1.4 - OMBI 2005
Regulated Child Care Spaces in Municipality per 1,000 Children Under 12



	Halt	York	Sud	Tor	Lond	Ott	Niag	Peel	Ham	Musk	Wind	Wat	Durh	T-Bay
# spaces	182.4	179.1	169.7	140.7	137.7	121.2	117.9	115.6	115.3	113.7	111.2	100.4	86.2	69.8

Note Toronto's result has been updated from the 145.3 in the Joint OMBI report to 140.7

Chart 1.4 compares the number of regulated child care spaces there were in Toronto per 1,000 children under age 12, to other municipalities.

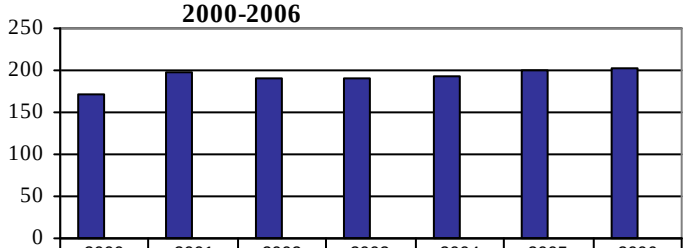
This 2005 data shows that Toronto ranks 4th of 14 municipalities (2nd quartile), in terms of having the largest number of regulated spaces.

Not all parents of young children will require child care services, such as those families providing care in their own homes.

The total number of regulated spaces is a function of provincial licensing and the availability of federal or provincial capital funding. The municipal role in increasing the supply is often limited to application of instruments such as Section 37 agreements and municipal capital funding.

Community Impact- How Many Subsidized Child Care Spaces Are There in Toronto?

Chart 1.5 -City of Toronto
Subsidized Child Care Spaces per 1,000 LICO (Low Income) Children Under 12
2000-2006



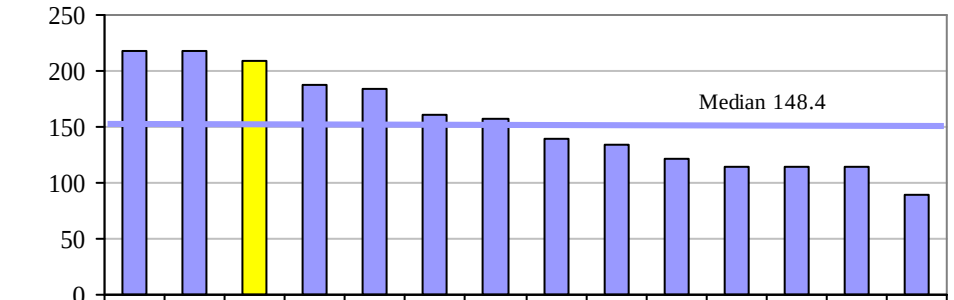
	2000	2001	2002	2003	2004	2005	2006
# subsized spaces per 1,000 LICO Children	170.3	198.1	189.7	190.6	191.9	199.0	201.3
Total # of subsidized spaces	23,112	22,523	21,562	21,664	21,806	22,616	22,882

Chart 1.5 provides information on the number of subsidized child care spaces there were in Toronto, per 1,000 children in low income (LICO) families, from 2000 to 2006. (The 2006 result is subject to revision once the 2006 census data becomes available).

The total number of subsidized child care spaces has also been provided, and shows an increasing trend.

Community Impact- How Does the Number of Subsidized Child Care Spaces in Toronto, Compare to Other Municipalities?

Chart 1.6 -OMBI 2005- Subsidized Child Care Spaces per 1,000 LICO (Low Income) Children under 12



	Ott	Halt	Tor	Wat	York	Niag	Sud	Peel	Lond	Durh	Ham	T-Bay	Wind	Musk
# spaces	217.6	217.4	208.8	187.3	183.3	161.5	157.5	139.4	133.1	122.0	114.7	114.0	113.5	90.0

Chart 1.6 compares the number of subsidized child care spaces there were in Toronto and other municipalities in 2005, per 1,000 children in low income families (LICO).

Toronto ranks 3rd of 14 municipalities (1st quartile), in terms of having the highest number of subsidized spaces.

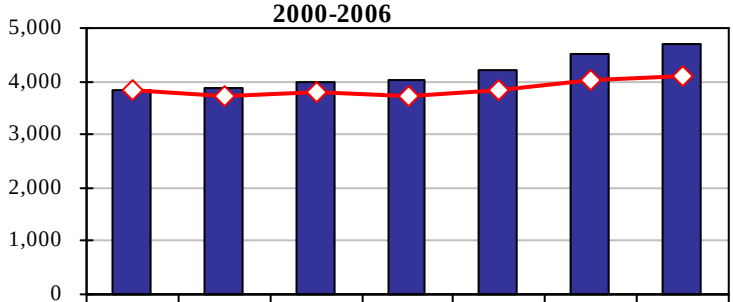
The high level of child poverty in Toronto is a significant factor in this result.

The number of subsidized spaces in municipalities can be influenced by:

- Economic conditions
- Provincial funding decisions
- Growth in community since the last Census data (2001), upon which these results are based

Efficiency- How Much Does it Cost per Year to Provide an Average Child Care Space in Toronto?

Chart 1.7 -City of Toronto
Annual Child Care Cost per Normalized Space
2000-2006

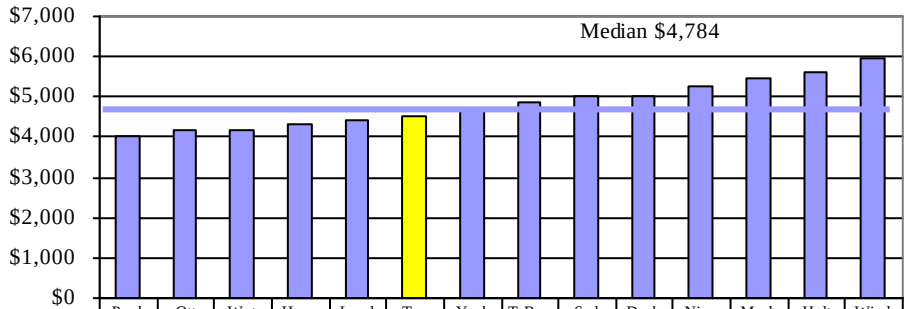


	2000	2001	2002	2003	2004	2005	2006
$cost/subsidized space	3,821	3,854	3,995	4,028	4,228	4,503	4,693
CPI Adjusted Cost (2000 Base)	3,821	3,736	3,793	3,713	3,833	4,009	4,111

Source for costs are Provincial Returns

Efficiency-How Does Toronto's Annual Cost to Provide an Average Child Care Space, Compare to other Municipalities?

Chart 1. 8 - OMBI 200
Annual Childcare Cost per Normalized Subsidized Child Care Space



	Peel	Ott	Wat	Ham	Lond	Tor	York	T-Bay	Sud	Durh	Niag	Musk	Halt	Wind
$ per sub. space	4,005	4,150	4,170	4,339	4,441	4,503	4,700	4,867	5,005	5,012	5,270	5,458	5,634	5,980

Source for costs are Provincial Returns

In examining efficiency, the most comparable area of child care operations between municipalities is the cost of providing a subsidized child care space.

Different staffing ratios are required to provide child care, according to the age of the child.

More staff are required to provide care to infants, thus a municipality will pay more for an infant space and less for a space occupied by a school-aged child, where fewer staff are required.

This measure adjusts for the different staffing ratios by converting them to "a normalized space" which makes the results more comparable.

A normalized space takes into consideration the mix of infant, toddler, pre-school, and school-age spaces, the different staffing ratios required, and the costs associated with providing care.

Chart 1.7 provides Toronto's annual child care costs per normalized child care space, for the period 2000 to 2006. Costs have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2000 as the base year.

Cost increases in Toronto reflected in Chart 1.7, reflect Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care.

Chart 1.8 compares Toronto's 2005 annual child care costs per normalized child care space, to other municipalities. Toronto ranks 6th of 14 (2nd quartile), in terms of having the lowest cost.

Municipal results for this measure can be influenced by the ratio of child care spaces directly operated by the municipality (which tend to be more costly), to the number of child care spaces purchased from other providers where the amount of subsidy paid to the other providers will vary according to the ability of parents to pay fees.

Court Services in Toronto administers court processes, including scheduling and supporting trials, payment and collection of fines relating to the Provincial Offences Act (POA) and serving the public using the court system. The province transferred responsibility for Provincial Offences Courts to the City of Toronto in early 2002.

Court administration and courtroom support services are delivered in accordance with the POA and the memorandum of understanding (MOU) between the City of Toronto and the Ministry of the Attorney General. Toronto Court Services, in addition to its primary responsibilities under the MOU, processes during an average year about 100,000 parking tickets filed for trial purposes and 500,000 unpaid parking tickets convicted by the Clerk of the Court. The majority of business processes respecting the almost 3 million parking tickets issued in Toronto is performed by the Revenue Services Division.

Examining Performance

Toronto's performance measurement results for Court Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Actual Hours of Court Time per 1,000 Persons	**Stable** Actual hours are stable but considered inadequate to meet demand	-	**1** Higher amount of actual Court time compared to others	-	2.1 2.2
Service Level	Number of Available Hours of Court Time (Judicially determined) per 1,000 Persons	**Favourable** Increasing amount of Court time available with new courtrooms	-	**1** Higher amount of available Court time compared to others	-	2.1 2.2

TORONTO

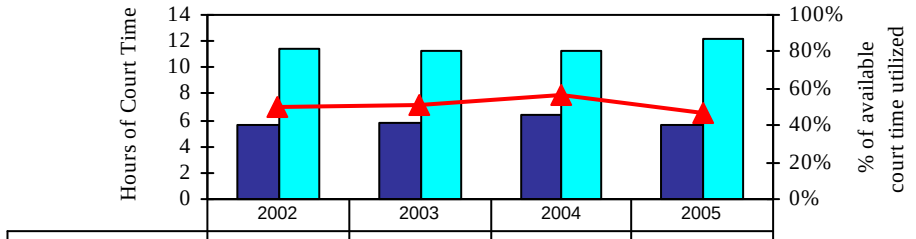
Court/POA Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Utilization of Available Court Time	**Unfavourable** Utilization of available Court time is decreasing due to JP shortages	-	**3** Lower amount of available Court time utilized. More judicial resources required	-	2.1 2.2
Service Level	Number of Charges Filed per Capita Under Provincial Offences Act	**Favourable** Increased number of charges filed due to higher enforcement activity	-	**1** Higher number of POA charges filed re enforce-ment activity	-	2.3 2.4
Customer Service	Average Time to Trial (Days) for Part 1 POA Offences	-	**Unfavourable** Time before trial is increasing	-	**4** High number of days before trial	2.5 2.6
Efficiency	Costs of Court/POA Services per Charge Filed	-	**Favourable** Decreasing cost per charge filed	-	**2** Lower cost per charge filed	2.7 2.8
Efficiency	Collection Rate of POA Fines	-	**Stable** Rate of fine collection has remained stable	-	**1** Highest/best rate of fine collection	2.9 2.10

For an explanation of how to interpret this summary and the supporting charts, please see pages 3 to 7.
These quartile results are based on a maximum sample size of 12 municipalities.

Service Level - How Many Hours of Court Time are Available Versus Hours Actually Used for Trials In Toronto?

Chart 2.1 -City of Toronto
Actual Hours of Court time per 1,000 Persons, Available Hours of Court Time (Judicially determined) per 1,000 Persons and Court Utilization Rate 2002-2005



	2002	2003	2004	2005
Actual hours	5.7	5.8	6.4	5.6
Available hours	11.4	11.3	11.2	12.1
%hours utilized	50.0%	51.3%	56.9%	46.3%

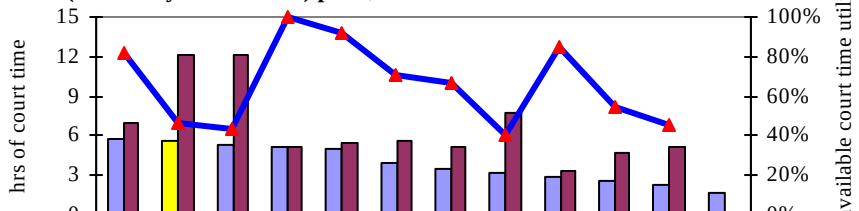
Court Services staff schedule trials for Provincial Offence Act (POA) charges where either a court appearance is mandatory or where trials are optional and a person charged with an offence requests a trial. Currently, 46% of persons charged with a ticketable offence in Toronto (excluding parking tickets) request a trial. Toronto has the highest dispute rate in Ontario.

Hours of Court time is one of the primary ways of comparing service levels. The Provincial Judiciary controls the allocation of available court time for trials to municipalities. Availability of Justices of the Peace (JPs) in turn determines the actual amount of court time.

Chart 2.1 provides 2002 to 2005 information on Toronto's available number of court hours and actual number of court hours per 1,000 persons. It also plots as a line graph relative to the right axis, the percentage of available court hours that have been utilized.

Service Level - How do Toronto's Hours of Court Time Available and Actual Court Hours Utilized Compare to Other Municipalities?

Chart 2.2 - OMBI 2005
Actual Hours of Court time per 1,000 Persons, Available Hours of Court Time (Judicially determined) per 1,000 Persons and Utilization Rate



	Musk	Tor	Sud	Wind	T-Bay	York	Durh	Lond	Wat	Ham	Niag	Ott
Actual hrs	5.73	5.62	5.32	5.09	4.96	3.97	3.43	3.15	2.86	2.53	2.33	1.65
Avail hrs	7.02	12.14	12.17	5.09	5.4	5.61	5.18	7.68	3.37	4.68	5.18	
%utilized	81.7%	46.3%	43.7%	100.0%	91.9%	70.7%	66.2%	40.9%	84.6%	54.1%	45.0%	

Medians - Actual hours available - 3.7; Available Hours - 5.4 ; Percentage Utilized - 66.2%

Toronto results show that available hours have been increased due to addition of seven new trial courtrooms since 2002, but actual hours are less than one-half of capacity due to JP shortages and difficulty in police officers attending court as witnesses.

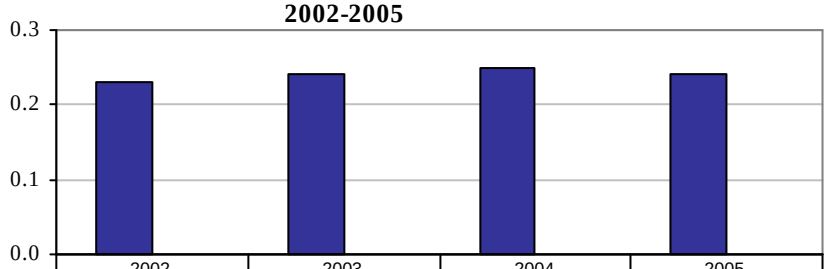
Chart 2.2 contrasts Toronto's 2005 actual number of court hours and the available (judicially determined) number of court hours, per 1,000 population, to other municipalities. The utilization rate of these available hours is also plotted as a line graph relative to the right axis. Toronto's ranking for these measures is as follows:

- For the actual number of court hours per 1,000 population, Toronto ranks 2nd of 12 (1st quartile)
- For the available (judicially determined) number of court hours per 1,000 population, Toronto ranks 2nd of 11 (1st quartile).
- For the utilization rate of the available court hours, Toronto ranks 8th of 11 (3rd quartile).

A shortage of JPs is the primary factor behind the low rate of court utilization in Toronto and other municipalities.

Service Level - How many Charges under the Provincial Offences Act Are Filed in Toronto Each Year?

Chart 2.3 -City of Toronto
Number of Charges Filed per Capita Under Provincial Offences Act
2002-2005



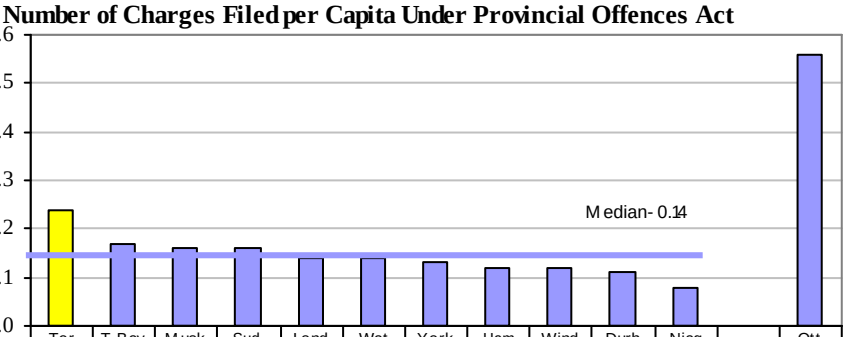
	2002	2003	2004	2005
Charges/capita	0.23	0.24	0.25	0.24
Total # of charges	599,055	622,533	663,385	642,391

Another method of examining service levels is to look at the number of POA charges that have been filed in a year. The number of charges filed can be impacted by the level of enforcement regarding POA matters, which is at the discretion of enforcement agencies.

Chart 2.3 summarizes the number of charges filed in Toronto from 2002 to 2005. Charges have increased since 2003 due to increased resourcing by Toronto Police traffic unit responding to community demand for traffic enforcement.

Service Level - How does the Rate of Charges Filed Under the Provincial Offences Act in Toronto Compare to Other Municipalities?

Chart 2.4 - OMBI 2005
Number of Charges Filed per Capita Under Provincial Offences Act



	Tor	T-Bay	Musk	Sud	Lond	Wat	York	Ham	Wind	Durh	Niag		Ott
# charges filed	0.24	0.17	0.16	0.16	0.14	0.14	0.13	0.12	0.12	0.11	0.08		0.56

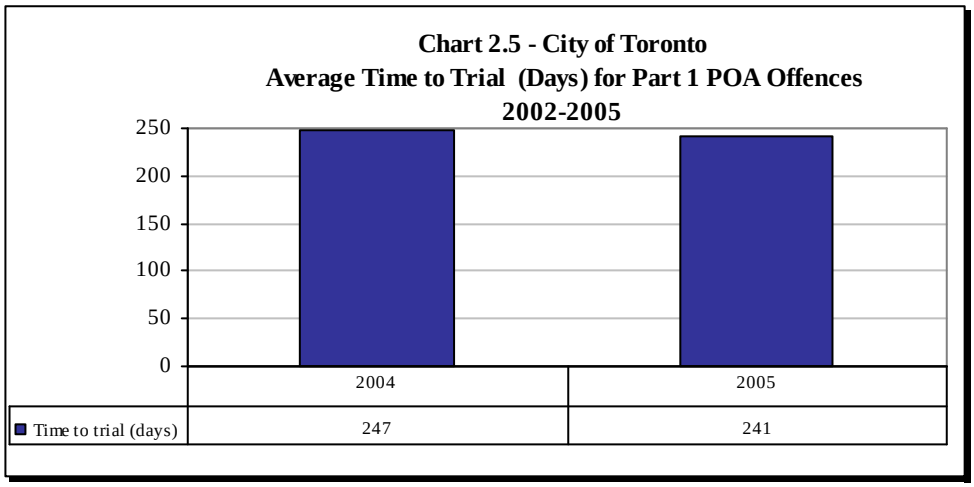
The key driver of demand for court time is not the number of charges filed, but instead it is the proportion of charges filed that result in a request for trial which is approximately 46% in Toronto. While fairly constant, the trial rate is influenced by the ability to process trials more effectively.

Chart 2.4 compares Toronto's 2005 rate of POA charges filed per capita, to other municipalities. Toronto ranks 1st of 11 municipalities (1st quartile), excluding Ottawa, in terms of having the greatest number of charges filed. The City of Ottawa should not be compared to other municipalities for this measure, as their charges include all parking tickets issued (done by Parking Tags in the Revenue Services Division in Toronto), while Toronto and Court Services in other municipalities, only capture trials that are related to these parking tickets.

Toronto's high placement may be due to different enforcement strategies and higher rates of charges to non-Toronto residents who are charged for POA offences while within the boundaries of Toronto.

As noted earlier, of these charges filed in Toronto approximately 46% result in requests for trial which is much higher than other municipalities in the Province, increasing the demand for Court time and resources/costs to process the caseload.

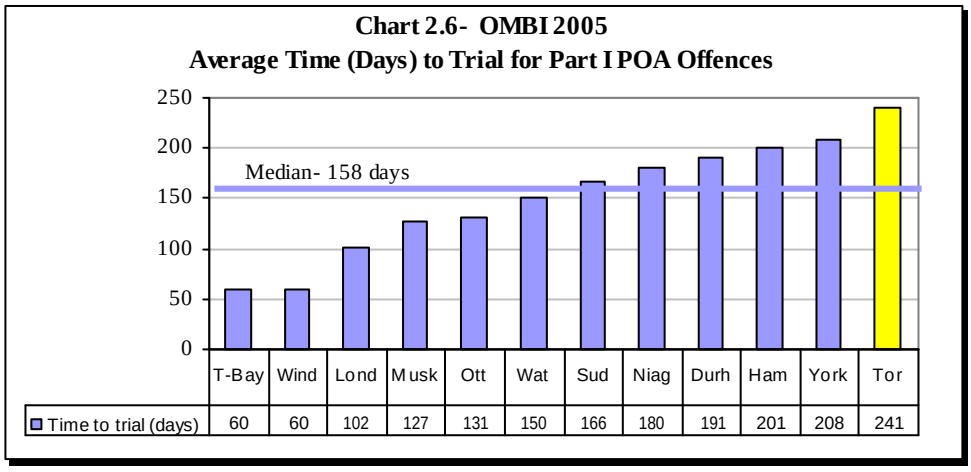
Customer Service – How Long Does it Take to Get a Trial in Toronto?



For individuals that choose to contest a charge under POA Part 1 offences and request a trial, they have an expectation that their trial will occur within a reasonable time period of their request.

Chart 2.5 provides the 2004 and 2005 average time to trial in days in Toronto from the time an individual makes their request for a trial to the trial date.

Customer Service – How Does the Length of Time to Get a Trial in Toronto, Compare to Other Municipalities?



The optimal target for a trial date is six months from the time of the offence date, but with the current shortage of Justices of the Peace (JPs) there is limited court time to conduct these trials.

As a result the average time to trial is approximately 8 months. Note: In 2006, due to continued shortages, the average is now over 11 months.

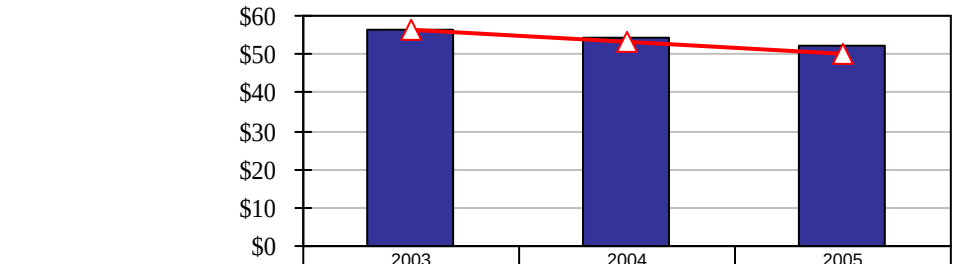
In Toronto, at the end of 2005, there was a need for approximately ten new JP appointments required to meet demand for judicial POA services.

As a result of new JPs appointed by the Province in November 2006 and February 2007, re-opening of six court rooms that had been closed for the past year and a half, will begin in the Spring of 2007.

Chart 2.6 compares Toronto's 2005 time to trial for Part 1 POA Offences to other municipalities. Toronto ranks 12th of 12 municipalities (4th quartile) with the shortage of the JPs as the primary factor. It should however be noted that this shortage in not unique to Toronto and is a similar issue faced by many of the other OMBI municipalities, including all those appearing over the median line.

Efficiency- How Much Does it Cost per POA Charge Filed?

Chart 2.7 -City of Toronto
Costs of Court/POA Services per Charge Filed
2003-2005



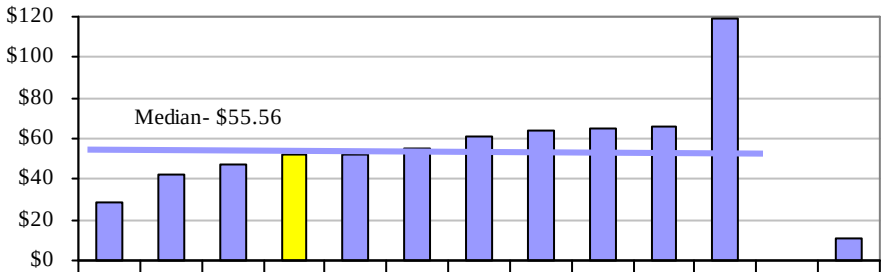
	2003	2004	2005
Cost/charge	$56.54	$54.13	$52.08
Cost/charge- CPI Adjusted	$56.54	$53.23	$50.29

One aspect of efficiency to examine for Court/POA Services is the cost per charge filed.

Chart 2.7 summarizes Toronto's Court/POA costs per charge filed for the years 2003 to 2005. Costs have also been adjusted for changes in Toronto's Consumer Price Index (CPI) and plotted as a line graph. The decline in costs observed in 2005 can be partly attributed to lower court hours and reduction in associated courtroom costs. While appearing favourable the result in effect means a loss of fine revenue to the City.

Efficiency- How Does Toronto's Cost per POA Charge Filed Compare to other Municipalities?

Chart 2.8 - OMBI 2005
Cost of Courts/POA Services per Charge Filed



	Musk	Wat	Ham	Tor	York	Wind	Lond	Sud	Durh	T-Bay	Niag		Ott
Cost/charge	28.51	42.64	46.83	52.08	52.32	55.56	60.50	64.18	65.28	66.22	119.06		10.98

Chart 2.8 compares Toronto's 2005 Court/POA costs per charge filed to other Ontario municipalities. Toronto ranks 4th of 11 municipalities (2nd quartile), excluding Ottawa.

As noted earlier Ottawa's cost and charges filed include those associated with parking tickets, while those of other municipalities only include the costs and charges associated with parking tickets that are contested and go to trial. For the purposes of comparability, Ottawa's data has been plotted separately and excluded from the median calculation.

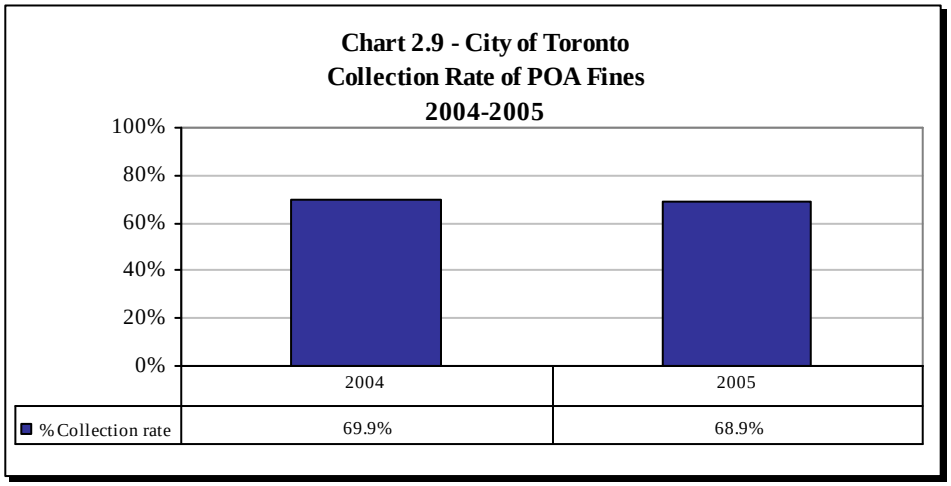
Factors that impact the municipal results for this measure include utilization of available court time by Justices of the Peace, the types of charges, the rate of request for trials and the provision of specialized services.

Toronto's placement for this measure is good considering the higher costs that arise from:

- The highest rate of requests for trial in Toronto of the OMBI municipalities, with trials being much more costly than charges settled without a trial.

Specialized services in Toronto that may not be as pervasive in other municipalities such as night court and Court interpreters.

Efficiency - How Successful is Toronto at Collecting Fines Arising From POA Charges?



Another aspect of efficiency to examine is the collection rate on defaulted cases where the recipient of the ticket had not paid the fine by the specified date.

Chart 2.9 provides the collection rate for POA fines in Toronto for the 2004 and 2005 and results have been stable.

Efficiency - How Does Toronto's Collection Rate of POA Fines Compare to Other Municipalities?

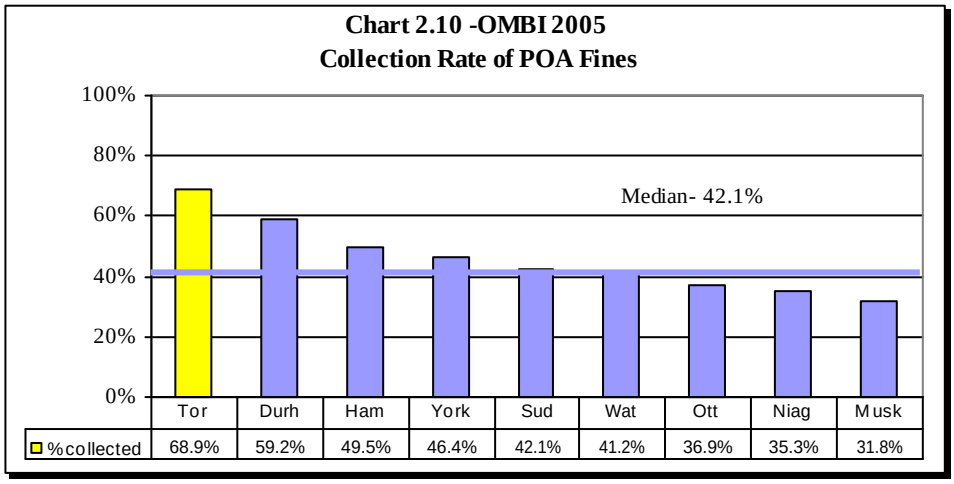


Chart 10 compares Toronto's 2005 collection rate for POA fines to other Ontario municipalities. Toronto ranks 1st of 9 municipalities (1st quartile) in terms of having the highest collection rate.

One factor that impacts the collection rates for fines is the proportion of defendants residing in jurisdictions outside municipal boundaries, and in particular those residing out of Province or out of Country. Collection efforts for these groups are more difficult than for defendants that reside within the municipality.

The use of collection agencies, in place in Toronto since 2004, also impacts on the results achieved. Improved results are achievable through implementation of new sanctions and discussions are ongoing with the Province towards meeting this objective.

TORONTO

Emergency Medical Services (EMS)
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Emergency Medical Services (EMS) provides ambulance-based health services, responding in particular to medical emergencies and to special needs of vulnerable communities through mobile health care.

Examining Performance

Toronto's performance measurement results can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

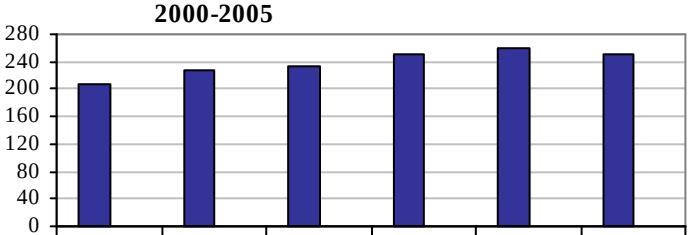
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	EMS Weighted, In- Service Vehicle Hours per 1,000 Population	**Favourable** Increasing In-Service Vehicle Hours to offset hospital off-load delays	-	**4** Lower In-Service Vehicle Hours	-	3.1 3.2
Efficiency	EMS Cost per Weighted In-Service Vehicle Hour	-	**Unfavourable** Increasing Cost per In-Service Vehicle Hour	-	**4** Higher Costs per In-Service Vehicle Hour	3.3 3.4
Efficiency	EMS Cost per Patient Transported (C1-4)	-	**Unfavourable** Increasing Cost per Patient Transported	-	-	3.5
Customer Service	EMS Total Response Time	-	**Unfavourable** Increasing Response Time in 2005	-	-	3.6

For an explanation of how to interpret this summary and the supporting charts, please see pages 3 to 7.
These quartile results are based on a maximum sample size of 14 municipalities.

Service Level - How Many Hours are Toronto's EMS Vehicles In-Service and Available to Respond to Emergencies?

One indication of EMS service levels is the hours that EMS vehicles are in-service, available to respond to emergencies.

Chart 3.1 - City of Toronto
Toronto Weighted In-Service EMS Vehicle Hours per 1,000 Population
2000-2005



	2000	2001	2002	2003	2004	2005
Weighted Vehicle Hours per 1,000 Pop'n	208	227	233	252	261	251
Total Weighted Vehicle Hours	532,979	588,958	609,863	667,534	698,122	678,632

Chart 3.1 provides Toronto's weighted in-service EMS vehicle hours per 1,000 population, from 2000 to 2005. Weighted hours takes into consideration the number of personnel on the different emergency response vehicles of ambulances, first response units and supervisory units.

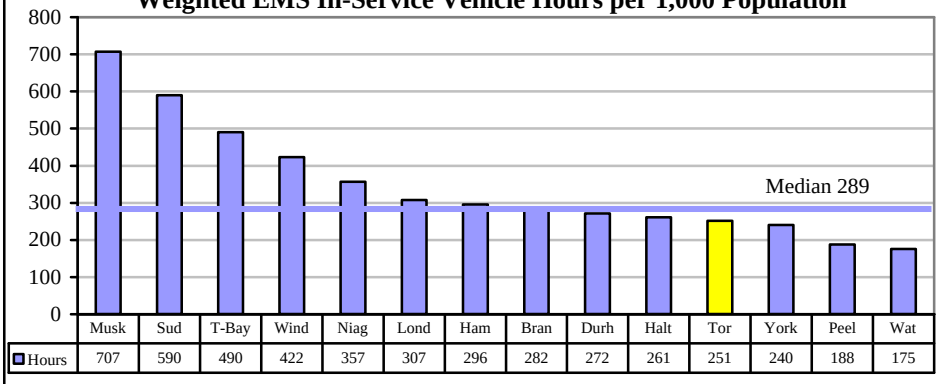
Over this time period Toronto's in-service vehicle hours have been increasing as a result of additional staffing required for increased demand on ambulance services. This increased demand arose from hospital restructuring and emergency room overcrowding/off-load delays, increased call volumes and a response time reduction strategy.

Although the number of vehicle hours has increased this has not necessarily translated into a service improvement to the public. The additional vehicle hours/staff has helped but has not fully compensated for EMS staff tied up in hospital off-load delays (see Chart 3.6).

The large increase in hours in 2003 was due to the SARS outbreak.

Service Level - How do Toronto's In-Service EMS Vehicle Hours, Compare to Other Municipalities?

Chart 3.2 - OMBI 2005
Weighted EMS In-Service Vehicle Hours per 1,000 Population



	Musk	Sud	T-Bay	Wind	Niag	Lond	Ham	Bran	Durh	Halt	Tor	York	Peel	Wat
Hours	707	590	490	422	357	307	296	282	272	261	251	240	188	175

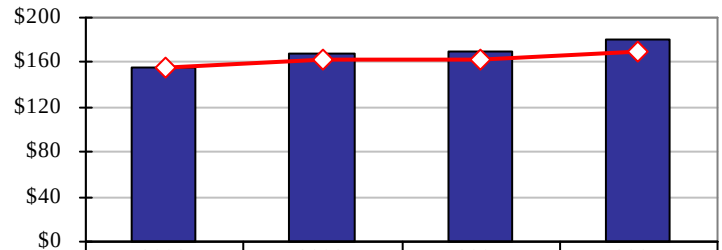
Ottawa data was not available

Chart 3.2 compares Toronto's 2005 weighted in-service EMS vehicle hours per 1,000 population, to other Ontario municipalities. Toronto ranks 11th of 14 municipalities (4th quartile), in terms of having the highest number of in-service vehicle hours.

Toronto's population density is high relative to the other municipalities meaning ambulances are in close proximity to residents, which is a significant factor in this result. Those municipalities with lower population densities (including rural components in some municipalities) may require proportionately more vehicle hours in order to provide acceptable response times. The factors behind the increased demand on ambulance services in Toronto noted earlier, have also been experienced in many of the other OMBI municipalities.

Efficiency – What is the Hourly Cost In Toronto to Have an EMS Vehicle In –Service, Avaliable to Respond to Emergencies?

Chart 3.3- City of Toronto
Cost of EMS per Weighted In -Service Vehicle Hour
(2002-2005)



	2002	2003	2004	2005
$hour	$156	$168	$170	$180
$hour (CPI Adjusted-2002 Base)	$156	$163	$162	$169

Note: Excludes costs of Communications Centre

With respect to EMS efficiency, there are two perspectives that can be examined.

The first perspective relates costs to the hours that EMS vehicles are in-service, available to respond to emergencies. Chart 3.3 shows Toronto's EMS costs of providing one-weighted in-service vehicle hour, from 2002 to 2005.

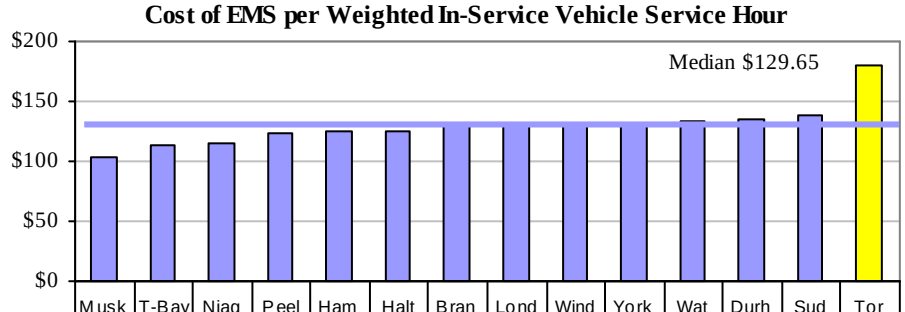
Costs adjusted for annual changes in Toronto's Consumer Price Index (CPI), using 2002 as the base year, have also been reflected on the graph.

Over this time period the cost per in-service vehicle hour has increased primarily due to collective agreement settlements which exceeded the increase in Toronto's CPI.

This increase has been at a much lower rate than the cost per patient transported, which is discussed on the next page.

Efficiency – How do Toronto's Hourly EMS In -Service Vehicle Costs, Compare to other Municpalities?

Chart 3.4 - OMBI 2005
Cost of EMS per Weighted In-Service Vehicle Service Hour



	Musk	T-Bay	Niag	Peel	Ham	Halt	Bran	Lond	Wind	York	Wat	Durh	Sud	Tor
$hour	102.65	112.57	114.63	124.00	124.84	125.10	129.22	130.08	130.23	130.59	132.63	135.73	137.92	179.75

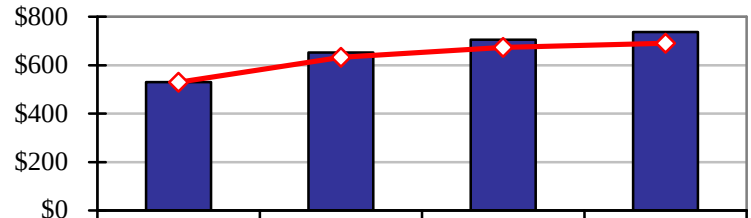
Ottawa data not available

Chart 3.4 compares Toronto's 2005 EMS costs, per weighted-in-service vehicle hour, to other Ontario municipalities. Toronto ranks 14th of 14 municipalities (4th quartile), in terms of having the lowest cost per vehicle hour.

To aid in the comparability of results for cost-based measures, the costs of the Communications/Dispatch Centre in Toronto have been removed. This function is provided by Toronto EMS while in most other municipalities it is provided by the Province.

Efficiency – What Does it Cost in Toronto for EMS to Transport a Patient ?

Chart 3.5 - City of Toronto
EMS Cost per Patient Transported
2002-2005



	2002	2003	2004	2005
$transport	$530	$652	$705	$737
$ transport (CPI Adjusted base 2002)	$530	$633	$673	$691

Note: Excludes costs of Communications Centre for all years and SARs related costs in 2003

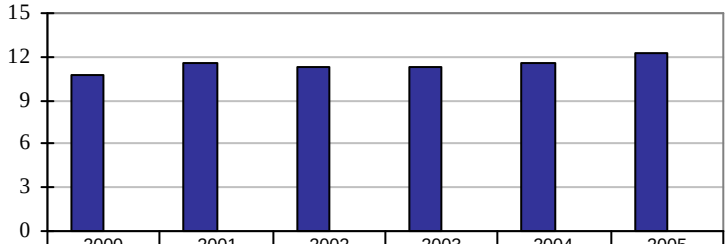
Chart 3.5 looks at efficiency from the utilization perspective by relating costs to the number of patients transported (both emergency and non-emergency).

The chart also adjusts for annual changes in Toronto's Consumer Price Index (CPI), using 2002 as the base year.

From 2002 to 2005 Toronto's EMS cost per patient transported has increased steadily. The primary factor behind this increase is the additional time required to complete a patient transport and transfer, due to offload delays at hospitals. Additional staffing has been required to compensate for off-load delays in the emergency departments. The scope and cost of the balance of Toronto EMS's operations remains very stable, year-over-year.

Customer Service - How Long Does it Take in Toronto for EMS to Arrive At the Emergency Scene (Response Time)?

Chart 3.6 - City of Toronto
EMS Total 90th Percentile Total Response Time for Life Threatening Calls (Minutes)
2000-2005



	2000	2001	2002	2003	2004	2005
Response time (Fraction of Minutes)	10.7	11.5	11.3	11.3	11.5	12.3
Response time (Min. & Sec)	10 min 41sec	11min 29 sec	11min 15 sec	11min 18 sec	11min 31sec	12 min 17 sec

From a customer service perspective, EMS response time to emergencies is a key consideration. Chart 3.6 provides Toronto's 90th percentile EMS total response time for the years 2000 through 2005, for serious and life threatening emergency calls (those categorized as Delta and Echo).

This response time period is from the point that an emergency call is answered to the time of arrival of EMS on the scene. The 90th percentile means that 90 per cent of all emergency calls have a response time within the time period reflected on the graph.

Between 2001 and 2004 the 90th percentile total response time was fairly stable, with additional hours of ambulance service required to address the increasing time spent by EMS at hospitals to complete the transfer of patients. In 2005 there was an increase in this response time.

The goal of EMS for life threatening calls is a total response time within 8 minutes and 59 seconds for life threatening calls, but with existing resources and the off-load delays at hospitals mentioned earlier, this standard was met for only 65.3% of these calls in 2005 versus 90% of the calls in 1996 to 1998, when off-load delays were not an issue.

Fire Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

The goal of **Fire Services** is to protect life and property with the three primary fire safety activities in communities being:

- Public education and fire prevention
- Fire safety standards and enforcement
- Emergency response

Examining Performance

Toronto's performance measurement results for Fire Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Most of the OMBI municipalities have a combination of urban and rural areas within their boundaries, including both Hamilton and Ottawa. Depending on the mix, this can require different firefighting capabilities and staffing models (e.g., full-time versus volunteer firefighters).

To improve the comparability of information contained in this report, some of the measures were limited to the urban component of municipal fire services. In some cases, municipalities could not separate their urban and rural information and were therefore unable to provide urban information.

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Total Fire Operating Costs per Capita (Urban and Rural Operations)	Unfavourable Increasing cost per capita	-	**2** Higher cost per capita	-	4.1 4.2
Service Level	Number of Fire In-service Vehicle Hours per Capita - Urban Area	Stable In-Service Vehicle Hours are stable	-	**4** Low in-service vehicle hours	-	4.3 4.4

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Total Incidents Responded to by Fire Services per 1,000 Urban Population	**Increasing** Total # of Incidents responded to is increasing	-	**2** Higher # of incidents responded to	-	4.5 4.6
Service Level	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population	**Decreasing** # of fires, explosions and alarms responded to is decreasing	-	**2** Higher # of fires, explosions or alarms responded to	-	4.5 4.6
Service Level	Number of Rescues per 1,000 Urban Population	**Stable** Stable # rescues responded to	-	**3** Lower # of rescue responses	-	4.5 4.6
Service Level	Number of Medical Calls per 1,000 Urban Population	**Increasing** # of medical calls is increasing	-	**1** High # of medical responses	-	4.5 4.6
Service Level	Number of Other Incidents per 1,000 Urban Population	**Increasing** # of other incidents is increasing	-	**3** Lower number of other incident responses	-	4.5 4.6
Community Impact	Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	-	Favourable Decreasing rate of structural fires	-	**2** Lower rate of structural fires	4.7 4.8

Fire Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

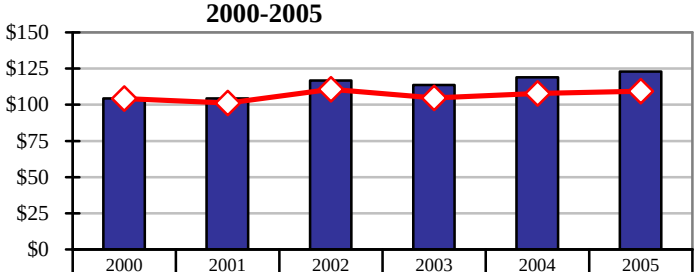
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Residential Fire Related Injuries per 100,000 Population (Entire Municipality)	-	Favourable Decreasing rate of fire related injuries	-	**1** Low rate of fire-related injuries	4.9 4.10
Community Impact	Residential Fire Related Fatalities per 100,000 Population (Entire Municipality)	-	Favourable Decreasing rate of fire related fatalities	-	**2** Lower rate of fire-related fatalities	4.11 4.12
Customer Service	Actual – 90th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality (Minutes)	-	**Unfavourable** Slight increase in 2005 response time		**2** Shorter response time	4.13 4.14
Efficiency	Fire Operating Cost per In-service Vehicle Hour - Urban Area	-	**Unfavourable** Increasing cost per vehicle hour		**4** High cost per in-service vehicle hour	4.15 4.16

For an explanation of how to interpret this summary and the supporting charts, please see pages 3 to 7.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 7 municipalities.

Service Level –How Have Toronto's Fire Costs per Capita Changed Since 2000?

Chart 4.1 - City of Toronto
Fire Cost per Capita
2000-2005



	2000	2001	2002	2003	2004	2005
Fire cost/capita	$104.31	$104.34	$116.62	$113.59	$118.91	$122.93
CPI Adjusted (base 2000)	$104.31	$101.16	$110.72	$104.72	$107.80	$109.45

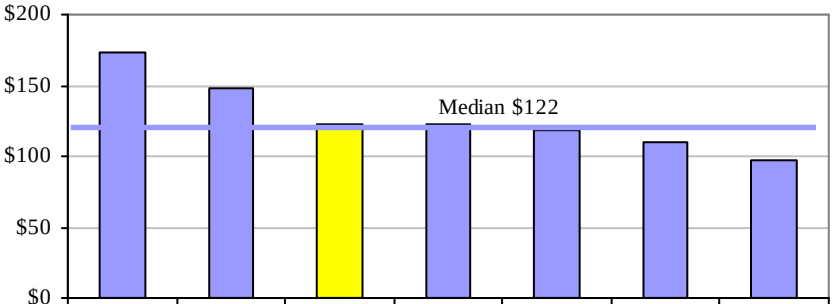
Chart 4.1 provides one indicator of fire service levels, being the cost of Toronto's fire services per capita in from 2000 to 2005. Costs are also provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2000 as the base year.

These resources are used to provide Emergency Response, Fire Safety Standards & Enforcement, and Public Education.

Costs have increased over this time period as a result of wage harmonization arising from amalgamation, as well as increases in contractual wage rates.

Service Level - How do Toronto's Fire Costs per Capita, Compare to Other Municipalities?

Chart 4.2- OMBI 2005
Fire Operating Cost per Capita (Urban and Rural Operations)



	T-Bay	Wind	Tor	Ott	Lon	Sud	Ham
$Cost/Capita	173	148	123	122	119	109	98

Chart 4.2 compares Toronto's 2005 fire costs per capita to other Ontario municipalities. Because costs are related to population, as opposed to a unit of service such as vehicle hours, this measure is usually considered to be more of a reflection of service levels than efficiency.

Toronto ranks 3rd of 7 municipalities (2nd quartile), in terms of having the highest cost per capita.

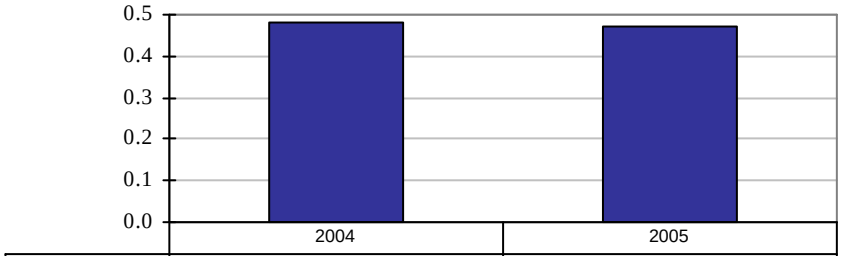
Municipal results for fire cost per capita can be influenced by:

- Differences in population densities
- The nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes)
- Geography and topography
- Transportation routes, travel distances and traffic congestion
- The type and staffing levels on fire apparatus/vehicles

The complexity of the City of Toronto requires a number of specialized services that may not exist in all other fire departments, including Heavy Urban Search and Rescue (HUSAR), Chemical, Biological Radiological and Nuclear Response (CBRNR), other Hazardous Materials responses, Hi-Rise responses, etc. Toronto also has a Marine Unit that provides water fire and rescue response, and the only ice-breaking capabilities in the City. These all impact costs and the different types of vehicles and equipment required for day-to-day operations.

Service Level - How Many Hours are Toronto's Fire Vehicles In-Service and Available to Respond to Emergencies?

Chart 4.3- City of Toronto
Number In-Service Fire Vehicle Hour per Capita
2004-2005

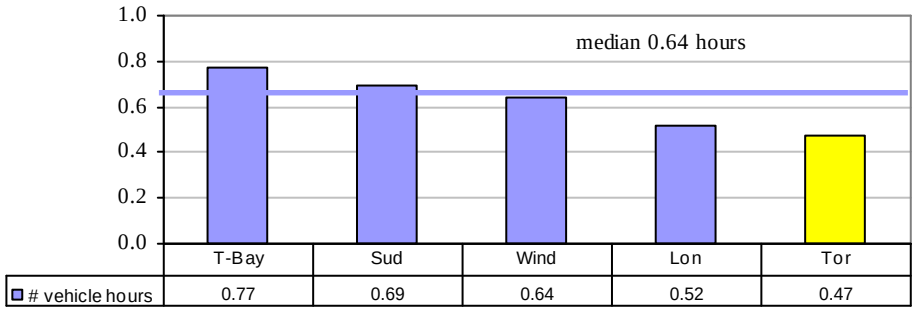


Another indicator of service levels is the number of in-service hours that fire vehicles are available to respond to emergencies. The hours when vehicles are removed from service for mechanical repairs or insufficient staffing, are excluded from this measure.

The key front-line fire vehicles included are pumpers, aerials, water tankers, and rescue units.

Service Level - How do Toronto's In-Service Fire Vehicle Hours, Compare to other Municipalities?

Chart 4.4 - OMBI 2005
Number of In-Service FireVehicle Hours per Capita (Urban Areas)



Hamilton and Ottawa data not available

Chart 4.3 provides Toronto's results for the number of in-service fire vehicle hours per capita in 2004 and 2005.

Chart 4.4 compares Toronto's 2005 in-service vehicle hours per capita, to other municipalities (urban areas only). Toronto ranks 5th of 5 municipalities (4th quartile), in terms of having the highest number of hours.

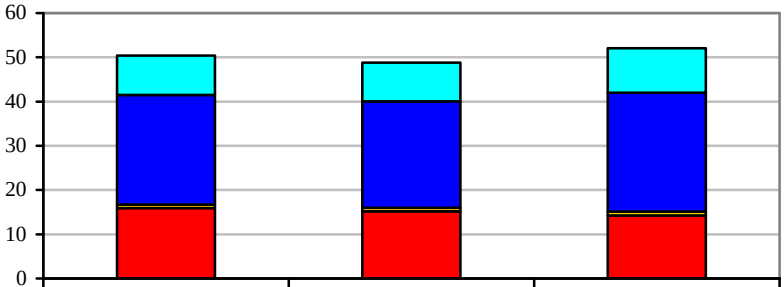
The number of in-service vehicle hours in the urban areas of municipalities can be influenced by many variables, including:

- Differences in population densities
- The nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes)
- Geography and topography
- Transportation routes, travel distances and traffic congestion
- The type and staffing levels on fire apparatus/vehicles

Toronto's high population density (is 2.8 times greater than the next closest municipality and considerably more than the others) is likely a factor in these results. Proportionately fewer fire stations and vehicle hours may be required in densely populated municipalities because of proximity to residents and businesses. Toronto's urban form also requires different response capabilities and equipment.

Service Level – How Many and What Type of Emergency Incidents Does Toronto Fire Services Respond to Each Year?

Chart 4.5 - City of Toronto
Number of Incidents Responded to (by Type) per 1,000 Population
(2003-2005)



	2003	2004	2005
Total	50.4	48.8	52.1
Other	8.9	8.8	10.1
Medical	24.8	24.1	26.9
Rescues	0.8	0.8	0.9
Fires/Expl/Alarms	15.9	15.2	14.2

The types and number incidents responded to by Fire Services in municipalities is also an indicator of service levels and amount of activity.

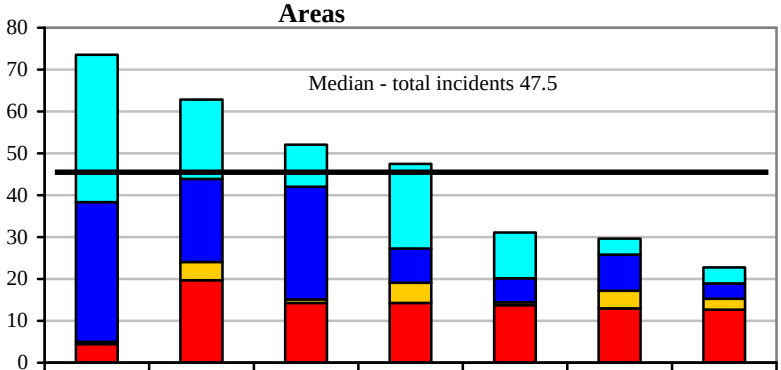
Chart 4.5 provides the number and type of incidents responded to by Toronto Fire Services in 2003 to 2005, expressed on a per 1,000 population basis.

In 2005 the number of incidents responded to:

- increased for the number of total incidents
- decreased for fires, explosions and alarms
- was stable for rescues
- increased for medical calls
- increased for other incidents

Service Level - How do the Number of Incidents Responded to in Toronto, Compare to Other Municipalities?

Chart 4.6- OMBI 2005
Number of Incidents Responded to (by Type) per 1,000 Population in Urban Areas



	Ham	T-Bay	Tor	Wind	Sud	Ott	Lon
Total	73.5	62.8	52.1	47.5	31.1	29.6	22.7
Other	35.2	18.9	10.1	20.2	10.9	3.8	3.8
Medical	33.4	19.8	26.9	8.2	5.8	8.6	3.7
Rescues	0.5	4.4	0.9	4.9	0.6	4.3	2.6
Fires/Expl/Alarms	4.4	19.7	14.2	14.3	13.8	13.0	12.7

Chart 4.6 compares Toronto's 2005 results for the number of incidents per 1,000 persons, to other Ontario Municipalities for their urban areas.

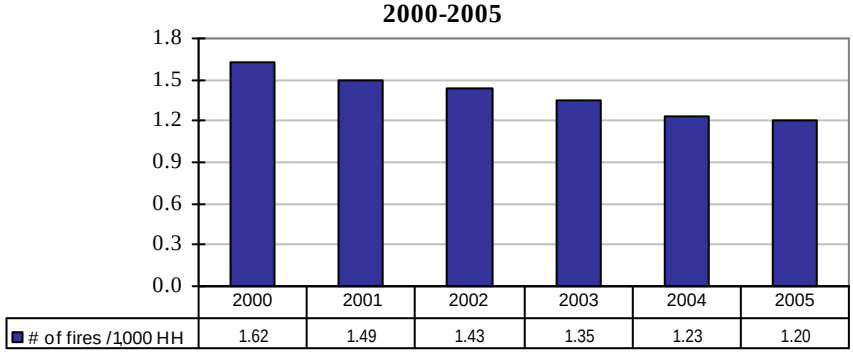
In terms of having the highest number of incidents per 1,000 population, Toronto ranks:

- 3rd of 7 (2nd quartile) for the total number of incidents.
- 3rd of 7 (2nd quartile) for fires, explosions and alarms
- 5th of 7 (3rd quartile) for rescues
- 2nd of 7 (1st quartile) for medical calls
- 5th of 7 (3rd quartile) for other incidents

In some municipalities, depending on response agreements between Fire Services, Emergency Medical Services (EMS), and hospital protocols, responses to medical calls can also be a significant component of total responses as they are in Toronto, where they accounted for approximately 52% of all incidents responded to in 2005.

Community Impact – What is the Occurrence Rate of Residential Fires (With Property Losses) in Toronto?

Chart 4.7 - City of Toronto
Rate of Residential Structural Fires with Property Losses per 1,000 Households
2000-2005



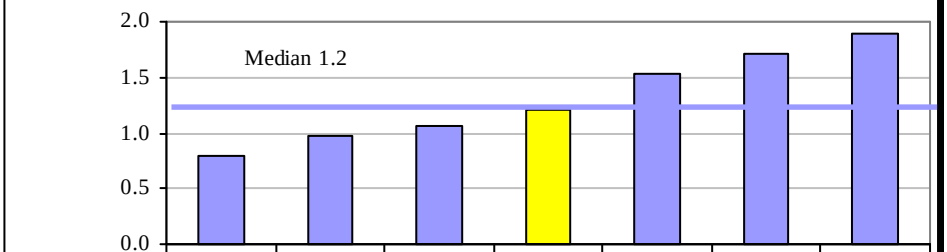
	2000	2001	2002	2003	2004	2005
# of fires /1,000 HH	1.62	1.49	1.43	1.35	1.23	1.20

A major objective of Fire Services is to protect property and one method of assessing this is to look at the rate at which residential fires, with property losses, are occurring.

Chart 4.7 provides the rate of residential fires in Toronto per 1,000 households from 2000 to 2005. Results show a consistent decline in the rate of residential fires, which provides an indication that fire prevention and education programs are working effectively.

Community Impact - How Does Toronto's Rate of Residential Fires Compare to Other Municipalities?

Chart 4.8 - OMBI 2005
Rate of Residential Structural Fires with Losses per 1,000 Households



	Ott	Lon	Sud	Tor	Ham	T-Bay	Wind
Rate of Fires	0.80	0.98	1.07	1.20	1.53	1.71	1.90

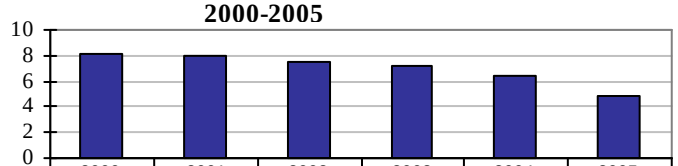
Chart 4.8 compares the 2005 rate of residential fires in Toronto, to other municipalities. Toronto ranks 4th of 7 municipalities (2nd quartile).

Factors that can influence the rate of fires in a community include:

- The age and densification of the housing stock
- The extent of fire prevention and education efforts
- Socio-demographics
- Enforcement of the fire code

Community Impact - What is the Rate of Injuries from Residential Fires in Toronto?

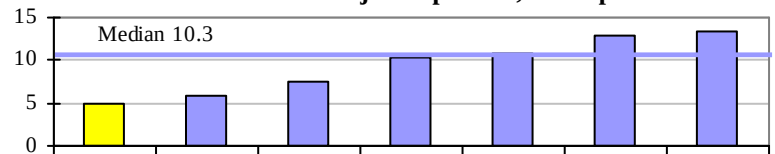
Chart 4.9- City of Toronto
Rate of Residential Fire Related Injuries per 100,000 Persons
2000-2005



	2000	2001	2002	2003	2004	2005
# of fire injuries/100,000 persons	8.15	7.94	7.44	7.26	6.44	4.82

Community Impact - How Does Toronto's Rate of Injuries from Residential Fires Compare to Other Municipalities?

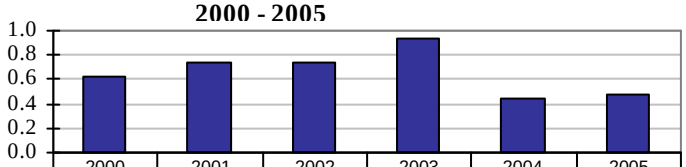
Chart 14.10- OMBI 2005
Rate of Residential Fire Related Injuries per 100,000 Population



	Tor	Ott	Lon	Sud	T-Bay	Wind	Ham
Injuries per 100k	4.82	5.78	7.39	10.30	10.72	12.89	13.30

Community Impact - What is the Rate of Fatalities from Residential Fires in Toronto?

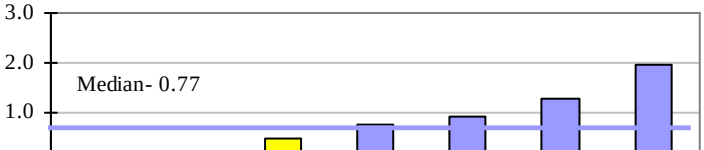
Chart 14.11 - City of Toronto
Rate of Residential Fire Related Fatalities per 100,000 Persons
2000 - 2005



	2000	2001	2002	2003	2004	2005
# of fire fatalities/100,000 persons	0.62	0.73	0.73	0.94	0.45	0.48

Community Impact - How Does Toronto's Rate of Fatalities from Residential Fires Compare to Other Municipalities?

Chart 14.12- OMBI 2005
Rate of Residential Fire Fatalities per 100,000 Population



	Lon	Wind	Tor	Ham	Ott	Sud	T-Bay
fatalities per 100,000 persons	0.00	0.00	0.48	0.77	0.92	1.29	1.95

One of the primary goals of Fire Services is to protect the safety of residents during fire events.

Chart 4.9 provides the number of residential fire related injuries per 100,000 persons, there were in Toronto from 2000 to 2005. It shows a decreasing trend.

Chart 4.10 compares Toronto's 2005 rate of residential fire related injuries per 100,000 population, to other Ontario municipalities. Toronto ranks 1st of 7 municipalities (1st quartile).

Chart 14.11 provides the number of residential fire related fatalities per 100,000 persons, there were in Toronto from 2000 to 2005.

The unusual spike in fire fatalities in 2003 was as result of a gas explosion that claimed seven lives, but generally there is a decreasing trend.

Chart 14.12 compares Toronto's 2005 rate of residential fire related fatalities other Ontario municipalities and Toronto ranks 3rd of 7 municipalities (1st quartile).

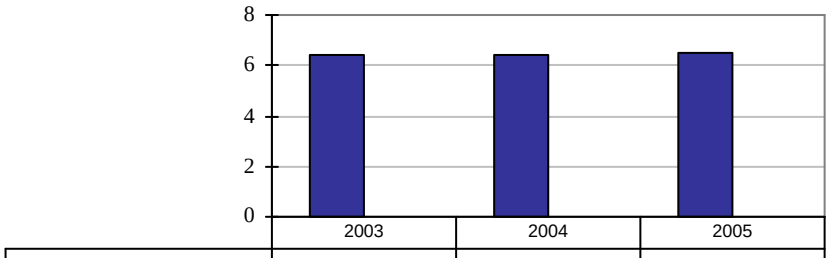
Factors that can influence the rate of injuries and fatalities and the number of fires in a community, include:

- The age and densification of housing (apartments/houses)
- Fire prevention/education efforts
- Socio-demographics
- Enforcement of the fire code
- Presence of working smoke alarms

Toronto's favourable results are likely due to increased activities in the fire prevention and public education areas.

Customer Service- How Long Does it Take (Response Time) in Toronto for Fire Services to Arrive At the Emergency Scene?

Chart 14.13- City of Toronto
90th Percentile Fire Station Notification Response Time (Minutes)



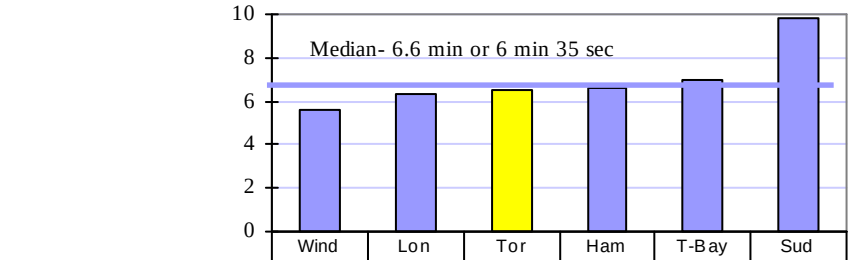
	2003	2004	2005
Response time (Fraction of Minutes)	6.42	6.42	6.50
Response time (Min. & Sec)	6 min 25 sec	6 min 25 sec	6 min 31sec

When residents require assistance from Fire Services, the time it takes for fire vehicles to arrive on an emergency scene from the time the emergency call is made (total response time), is very important.

Response times for this report are referred to formally as the "station notification response time." This is the time from the point that fire station staff have been notified of an emergency call, to the point when they arrive at the emergency scene.

Customer Service- How Does Toronto's Fire Response Time Compare to Other Municipalities?

Chart 14.14 - OMBI 2005
90th Percentile Station Notification Response Time for Fire (Urban Areas)



	Wind	Lon	Tor	Ham	T-Bay	Sud
Response time (Fraction of Minutes)	5.6	6.3	6.5	6.6	7.0	9.8
Response time (Min & Sec)	5 min 38	6 min 16	6 min 31	6 min 33	7 min 02	9 min 50

Ottawa data not available

Chart 14.13 provides Toronto's 90th percentile fire station notification response time for 2003 to 2005. In 2005 this was 6 minutes and 31 seconds which is a slight increase over 2004. If the dispatch time was also added the 2005 total response time in Toronto would be 7 minutes and 51 seconds.

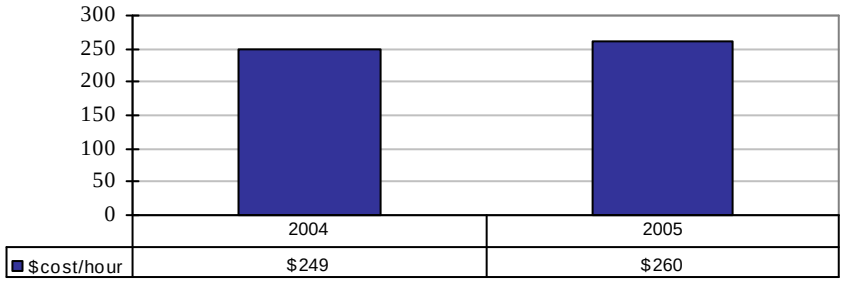
Chart 14.14 compares Toronto's 2005 station notification response time (90th percentile) to other municipalities. Toronto ranks 3rd of 6 municipalities (2nd quartile) in terms of having the lowest response time.

Response times in the urban areas of municipalities can be influenced by many variables, including:

- Differences in population densities
- The nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes)
- Geography and topography
- Transportation routes, traffic congestion and travel distances
- Staffing levels on fire apparatus/vehicles

Efficiency – What Does it Cost In Toronto per Hour, to Have a Front-Line Fire Vehicle Available to Respond to Emergencies?

Chart 14.15 - City of Toronto
Fire Operating Cost per In-Service Vehicle Hour
2004 - 2005

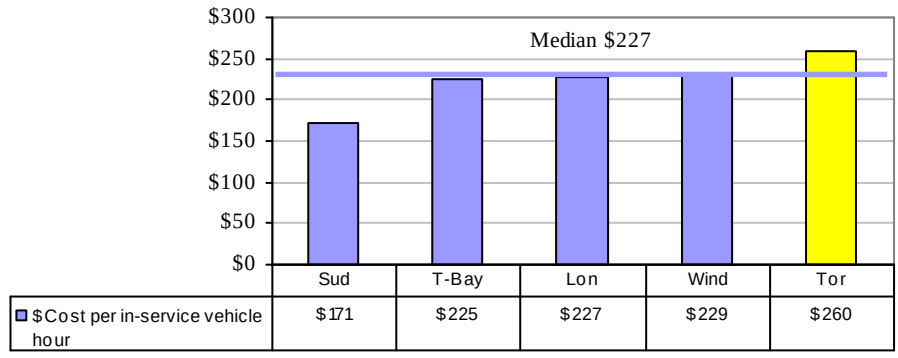


As noted earlier, the unit of service used for fire is an in-service vehicle hour, where a front line fire vehicle is available to respond to emergencies. This would exclude the hours when vehicles are removed from service for mechanical repairs or insufficient staffing.

The key front-line fire vehicles included are pumpers, aerials, water tankers, and rescue units.

Efficiency – How Do Toronto's Fire Costs per In-Service Vehicle Hour, Compare to Other Municipalities?

Chart 14.16- OMBI 2005
Cost of Fire Services per In-Service Vehicle Hour (Urban Areas)



Hamilton and Ottawa data not available

Relating these vehicle hours to costs, provides some indication of efficiency.

Chart 14.15 provides the 2004 and 2005 cost per hour in Toronto to have a front-line vehicle in service, staffed and available to respond to emergencies. Costs increased in 2005 due primarily to increased wages and benefits from collective agreements.

Chart 14.16 compares Toronto's 2005 fire cost per in-service vehicle hour, to other Ontario municipalities. Toronto ranks 5th of 5 municipalities (4th quartile) in terms of having the lowest cost.

Factors that may contribute to Toronto's higher costs include:

- A different mix of vehicles because of Toronto's urban form
- The number of specialties Toronto's firefighters are trained in, such as HUSAR (Heavy Urban Search and Rescue), high angle rescue, ice/swift water rescue, confined spaces, etc. All of these services require additional training, equipment, etc. that not all fire services have.
- Toronto's wage rates for firefighter may also be higher than in other municipalities in terms of basic rates as well as recognition pay for firefighters with long service.
- Differences in service standards - when there is insufficient staffing during a shift for a full complement of fire vehicles in Toronto, some vehicles are removed from service so that the remaining vehicles are fully staffed. Other municipalities may choose to leave vehicles in service with a reduced number of firefighters.

Governance and Corporate Management refers to the component of municipal governments that is responsible for governing the municipality, providing direction and leadership to staff, and sustaining the organizaton.

It includes governance & political support which consists of elected officials and portions of the City Clerk's Office which directly support the work of elected officials. It also includes corporate management & support activities such as:

- City Manager
- Auditor General
- Corporate Accounting
- Corporate Finance
- Debt Management & Investments
- Development Charges Administration
- Taxation
- Strategic Communications
- Protocol
- Real Estate and properties owned by the City but not used for service delivery

Examining Performance

Toronto's performance measurement results can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

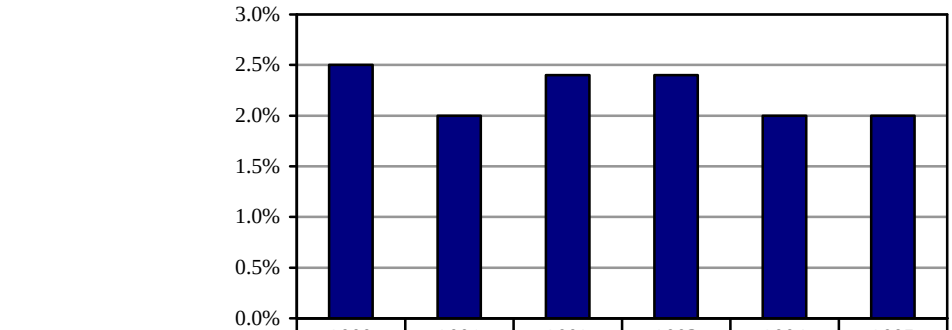
Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Governance and Corporate Management Costs as a % of Total Operating Costs	-	**Stable** Percentage has remained stable	-	**1** Tied for lowest cost of single-tier municipalities	5.1 5.2

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

Efficiency - How Large is the Corporate Management and Governance Structure in Toronto?

Chart 5.1 - City of Toronto
Governance and Corporate Management as a Percentage of Total Operating Expenditures



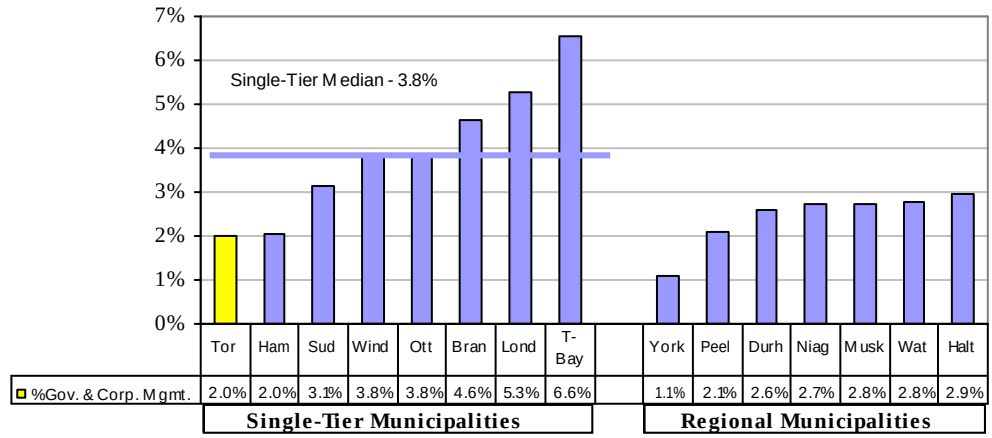
	2000	2001	2002	2003	2004	2005
% Governance and Corporate Management	2.5%	2.0%	2.4%	2.4%	2.0%	2.0%

Chart 5.1 provides Toronto's governance and corporate management costs as a percentage of total operating expenditures (excluding debt charges, transfers to capital and current funding of capital) for the period of 2000 to 2005. Over this time period Toronto's results have been stable.

In 2005 these costs represented only 2.0% of total expenditures in Toronto with governance & political support comprising approximately 0.8 % and corporate management & support, accounting for the remaining 1.2%.

Efficiency - How Does the Relative Size of Toronto's Corporate Management and Governance Structure, Compare to Other Municipalities?

Chart 5.2 - OMBI 2005
Governance and Corporate Management as a Percentage of Total Operating Expenditures



	Tor	Ham	Sud	Wind	Ott	Bran	Lond	T-Bay	York	Peel	Durh	Niag	Musk	Wat	Halt
%Gov. & Corp. Mgmt.	2.0%	2.0%	3.1%	3.8%	3.8%	4.6%	5.3%	6.6%	1.1%	2.1%	2.6%	2.7%	2.8%	2.8%	2.9%
	Single-Tier Municipalities								Regional Municipalities						

Single-tier and regional municipalities have been grouped separately.

Any comparison of results should be made within these groups, to reflect differences in government structure and the different responsibilities for service delivery between these two levels of municipal government.

Of the single-tier municipalities, Toronto ranks 1st of 8 (first quartile) in terms of having the lowest cost.

Hostel Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Toronto's Hostel Services provides temporary emergency shelter and support including provision of meals, childcare and counseling for homeless individuals and families.

Examining Performance

Toronto's performance measurement results can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Hostel Measures were only introduced to OMBI in 2004 and as delivery of Hostel Services is quite different in different jurisdictions, municipalities are continuing to work together to refine measures.

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population	**Decreasing** Number of shelter beds has been decreasing as the City focuses on providing permanent housing for homeless individuals and families	-	1 Higher number of shelter beds per capita	-	6.1 6.2
Customer Service/ Efficiency	Average Nightly Bed Occupancy Rate of Emergency Shelters	-	**Decreasing** Overall occupancy rate has been slowly decreasing. Occupancy in the family system has decreased significantly and occupancy in the single system has shown a small decrease.	-	2 Higher usage of available shelter beds	6.3 6.4

Hostel Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Average Length of Stay per Admission to Emergency Shelters (Individuals and Families)	-	**Stable** Based on median length of stay per admission- single adults has been stable since 2001 and for families it has been decreasing.	-	4 Longer average length of stay in shelters	6.5

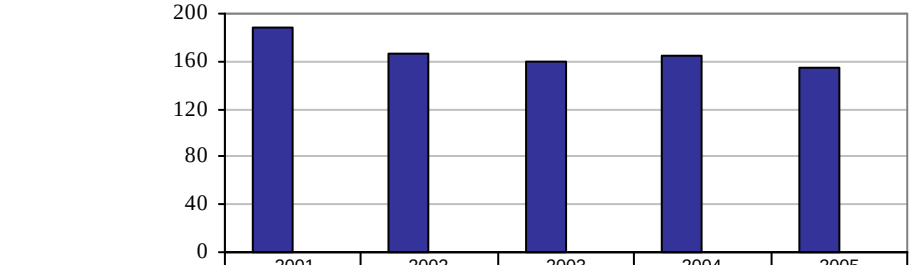
See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results are based on a maximum sample size of 12 municipalities.

Hostel Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Service Level - How Many Emergency Shelter Beds Are There in Toronto?

Chart 6.1 - City of Toronto
Number of Emergency Shelter/Hostel Beds per 100,000 Population
2001-2005



	2001	2002	2003	2004	2005
beds per 100,000 pop'n	188.2	165.7	159.2	164.4	154.8
Total beds	4,881	4,341	4,213	4,393	4,177

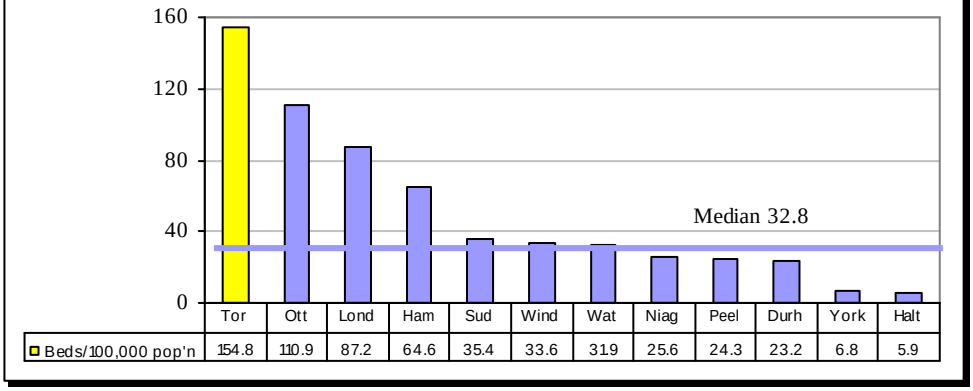
One of the primary indicators of service levels for Hostel Services is the number of emergency shelter beds that are available in a community for use by homeless individuals and families.

Chart 6.1 provides information on the number of emergency shelter beds per 100,000 in Toronto for the period of 2001 through 2005.

Information on the total number of shelter beds has also been provided.

Service Level - How Does the Number of Emergency Shelter Beds in Toronto, Compare to Other Municipalities?

Chart 6.2 - OMBI 2005
Number of Shelter/Hostel Beds per 100,000 Population



	Tor	Ott	Lond	Ham	Sud	Wind	Wat	Niag	Peel	Durh	York	Halt
Beds/100,000 pop'n	154.8	110.9	87.2	64.6	35.4	33.6	31.9	25.6	24.3	23.2	6.8	5.9

The number of shelter beds in Toronto has been decreasing as the City focuses on providing permanent housing for homeless individuals and families.

Of the 4,177 emergency shelter beds in Toronto in 2005, there were 1,350 that were operated by the City and another 2,827 that were contracted through other organizations. These figures do not include spaces available through the "Out of the Cold" program that are provided on a seasonal basis from November to May.

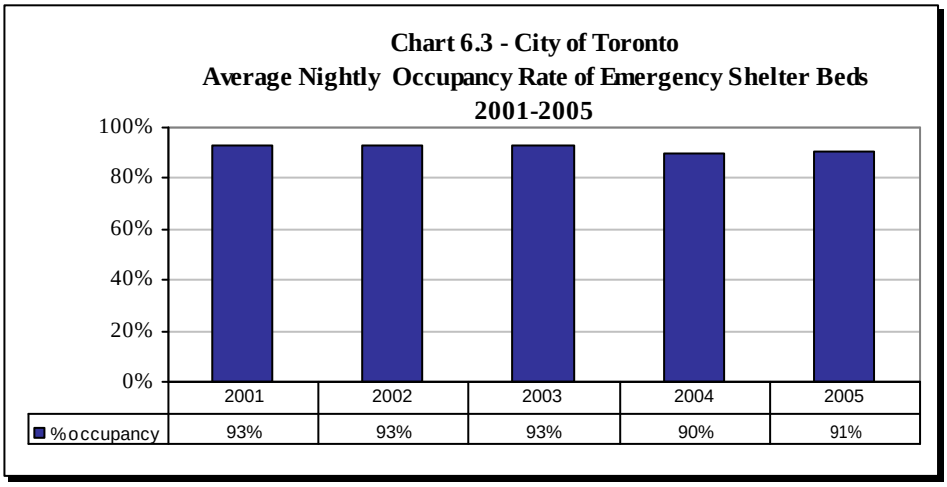
Chart 6.2 compares Toronto's 2005 number of emergency shelter beds per 100,000 population to other municipalities. Toronto ranks 1st of 12 (1st quartile), in terms of having the greatest number of shelter beds.

The number of shelter beds in municipalities can be influenced by a number of factors such as:

- The availability of housing, including transitional and supportive housing in the community, and supplementary support services.
- The severity of client condition (chronic vs. newly or episodic homelessness).
- Local municipal policies and support for shelters and other services for homeless individuals and families

Toronto's comparatively has a higher number of shelter beds because large urban centres have a proportionately higher numbers of homeless individuals and families and service levels reflect this. The City of Toronto has been providing shelter services since the 1950's.

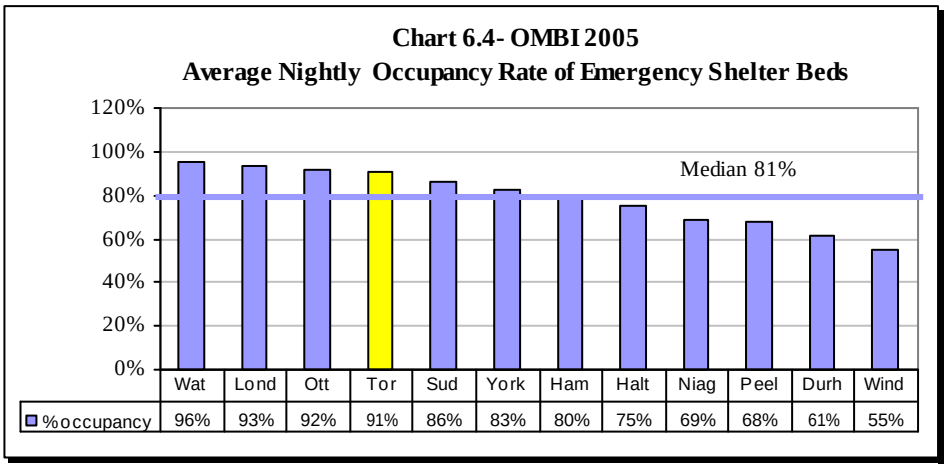
Customer Service & Efficiency - What has the Occupancy Rate of Emergency Shelter Beds in Toronto Been?



A challenge for municipalities is to match the supply of shelter beds to the demand or need for emergency shelters, to ensure that beds are available when required, but that valuable resources are not tied up if these beds are unused.

One way of examining a municipality's success in this area is to look at the occupancy rate of emergency shelter beds, which is shown in Chart 6.3 for Toronto for the period of 2001 to 2005.

Customer Service – How Does the Occupancy Rate for Shelter Beds in Toronto, Compare to Other Municipalities?



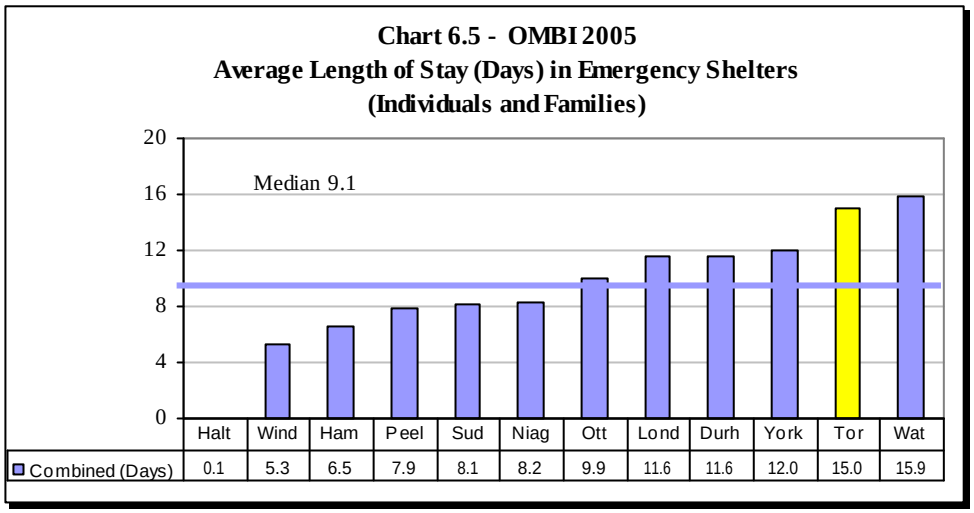
The occupancy rate in the whole Hostels system has been decreasing. Occupancy rates in the family shelter system decreased significantly for a number of years and has stabilized over the last year. Occupancy rates in the single adult system and youth system has shown a slight decrease.

Chart 6.4 compares the 2005 occupancy rate of Toronto's emergency shelter beds to other Ontario municipalities. Toronto ranks 4th of 12 municipalities (2nd quartile), in terms of having the highest occupancy rate.

The occupancy rate of emergency shelter beds in municipalities can be influenced by:

- Municipal policies regarding eligibility and access for services
- Housing vacancy rates in a municipality
- Unusual or extreme weather conditions or natural disasters in the course of a given year

Community Impact- How Does the Average Length of Stay in Toronto's Emergency Shelters Compare to Other Municipalities?



Emergency Shelters are intended to provide temporary short term accommodation until an individual or family is able to find appropriate housing in the community.

One way of assessing how successful municipalities are at achieving this objective is to examine the average length of stay in emergency shelters.

The City of Toronto has historically collected data on median lengths of stay per admission, as there can be some cases with unusually long stays in shelters which can skew averages. The median stay in shelters may perhaps be more informative and in 2005 Toronto's median length stay was:

- Singles – 3 days
- Families – 30 days
- Combined Singles and Families – 3 days

Compared to median lengths of stay in 2001, the length of stay in Toronto for singles has remained stable and the length of stay for families has been decreasing.

Currently OMBI used the average length of stay in emergency shelters as opposed to median length of stay discussed above. Chart 6.5 provides the average length of stay in shelters based on 2005 data. Results show that Toronto ranks 11th of 12 municipalities (4th quartile), in terms of having the shortest average length of stay in shelters.

Municipal results for the length of stay in Emergency Shelters can be influenced by:

- Differing municipal policies regarding shelter eligibility including restrictions on the length of stay in shelters
- Housing vacancy rates in a municipality
- The proportion of clients who are chronically homeless
- In Toronto, the length of stay is impacted by the availability of transitional shelter beds which have longer stays.

Library Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Library Services are important for the educational and social development of citizens. They serve and help to build our diverse communities and the desire of residents to increase their knowledge and learning. They also foster the simple pleasure of reading.

Public libraries meet these objectives through a variety of materials, services, and programs that are always changing to meet the ever-increasing needs of citizens.

With the emergence of the Internet, library services are expanding beyond their role of providing educational and leisure materials in print form, to offering library and reference materials through library web sites. These electronic services have become an integral part of library operations, extending public access beyond physical library walls.

Examining Performance

Toronto's performance measurement results for Library Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

When examining the results for library services in the graphs that follow, it should be noted that the Regional Municipality of Waterloo (abbreviation used in charts is "Wat") only provides library services to its four rural townships.

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Annual Number of Library Service Hours per Capita	**Stable** Library hours have remained stable	-	**4** Low number of library hours	-	7.1 7.2
Service Level	Number of Library Holdings per Capita	**Stable** Size of library holdings remaining stable	-	**1** High number of library holding	-	7.3 7.4
Community Impact	Annual Library Uses per Capita- (electronic & non-electronic)	-	**Favourable** **Total library use is increasing**	-	1 High library use	7.5 7.6

Library Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

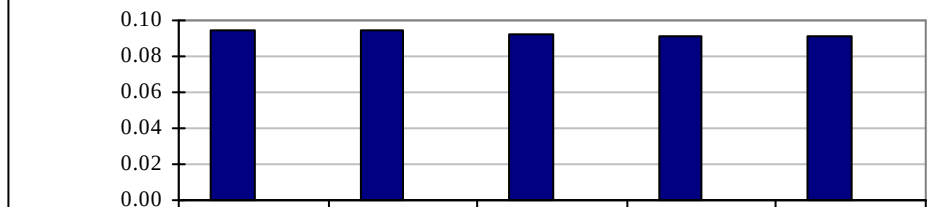
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Electronic Library Uses per Capita	-	**Favourable** Increasing electronic library use	-	**1** High electronic library use	7.5 7.6
Community Impact	Non- Electronic Uses per Capita	-	**Stable** Non-electronic library use is stable	-	**1** High non-electronic library use	7.5 7.6
Customer Service	Average Number of Times in Year Circulating Items are Borrowed (Turnover)	-	Favourable Turnover rate is increasing	-	1 High turnover rate	7.7 7.8
Efficiency	Library Cost per Use	-	Favourable Decreasing cost per use in 2005	-	1 Low cost per library use	7.9 7.10

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 9 municipalities.

Service Level – How Many Hours Are Library Branches Open in Toronto?

Chart 7.1- City of Toronto
Library Service Hours per Capita
2001-2005



	2001	2002	2003	2004	2005
hours/capita	0.095	0.094	0.092	0.091	0.091
total hours	246,042	246,090	243,899	243,819	245,425

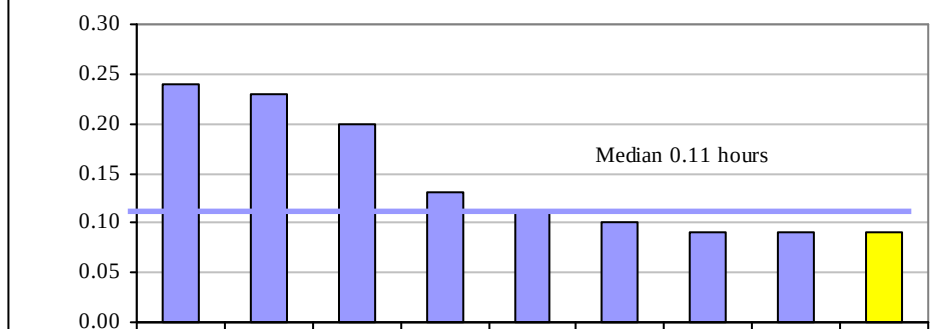
Two aspects of library services that can be used to compare service levels are:

- The service hours of library branches
- The size of the library holdings or collections

Chart 7.1 summarizes the number of library service hours that all Toronto library branches were open, on a per capita basis from 2001 to 2005. Total hours have also been provided. Over this period library hours have remained fairly stable.

Service Level – How Do Toronto's Library Hours Compare to Other Municipalities?

Chart 7.2 - OMBI 2005
Annual Number of Library Service Hours per Capita



	Bran	Wat	Sud	Wind	Lon	T-Bay	Ham	Ott	Tor
hrs/capita	0.24	0.23	0.20	0.13	0.11	0.1	0.09	0.09	0.09

Chart 7.2 compares Toronto's library service hours per capita to other Ontario municipalities. This includes all library branches that were open in 2005, regardless of the size of those branches.

This measurement excludes the numerous electronic services provided on a 24-hour, seven-day-a-week basis, through library web sites, as well as through outreach services such as bookmobiles.

Toronto ranks 9th of 9 municipalities in terms of having the highest number of library service hours per capita.

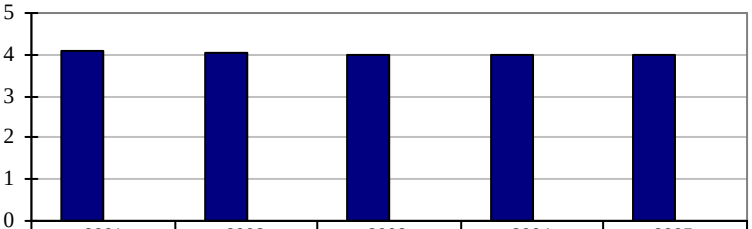
A municipality's results can be influenced by the density of its population. Municipalities with relatively lower population densities may require more library branches, and hence more service hours so that service can be provided within a reasonable distance of residents.

Toronto is 2.8 times more densely populated that the next highest municipality and much greater than the other municipalities. In an urban setting like Toronto, residents use alternatives modes to travel to a library such as public transit and walking, as opposed to vehicles.

As noted earlier, these service hours do not consider the size of library branches and the range of service provided at those branches. As a densely populated urban area, Toronto requires more study space, computers for public use, program areas and access to meeting room space. This measure also does not consider if the range of service hours provided maximizes usage of library branches in municipalities.

Service Level – What is the Size of Toronto's Library Holdings (Collection) per Capita from 2000 to 2005?

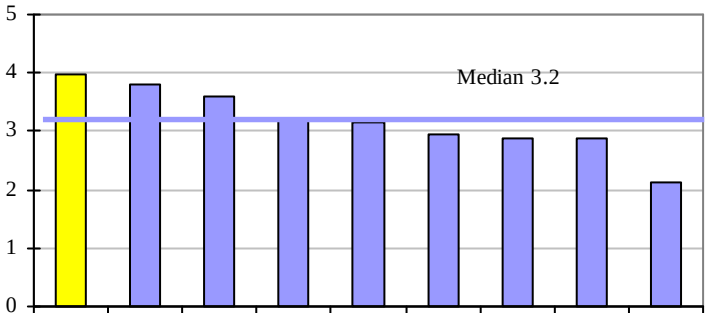
Chart 7.3 - City of Toronto
Library Holdings per Capita
2001 to 2005



	2001	2002	2003	2004	2005
Holdings/capita	4.09	4.04	4.01	3.98	3.98
total holdings	10,606,221	10,581,265	10,606,009	10,636,725	10,750,446

Service Level - How Does the Size of Toronto's Library Collection Compare to Other Municipalities?

Chart 7.4- OMBI 2005
Number of Library Holdings Per Capita



	Tor	Sud	Ham	T-Bay	Wat	Lon	Ott	Wind	Bran
Holdings/capita	4.0	3.8	3.6	3.2	3.2	2.9	2.9	2.9	2.1

Another indication of service levels is the size of the library holdings/ collection per capita, which consist of both print and electronic media.

Print media include:
- Reference collections
- Circulating/ borrowing collections
- Periodicals

Electronic media include:
- CDs/DVDs
- MP3 materials
- Audio books

Chart 7.3 provides information on Toronto's library holdings per capita for the years 2001 to 2005. Library holdings have been stable over this period.

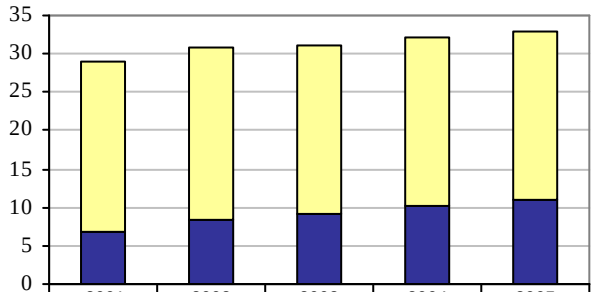
Chart 7.4 compares the 2005 number of library holdings per capita in Toronto to other municipalities. Toronto ranks 1st of 9 municipalities (1st quartile), in terms of having the largest library holdings.

Municipal results for this measure can be influenced by differing needs for multilingual collections and the size of a library's electronic collection.

Toronto's top placing relates to our extensive research and reference collections, an expansive array of electronic products and services, and diverse multilingual and English as a Second Language collections.

Community Impact - How Much do Toronto Residents Use our Library System?

Chart 7.5 - City of Toronto Library Uses per Capita 2001-2005



	2001	2002	2003	2004	2005
Total Lib. Uses/Capita	28.99	30.73	31.00	32.07	32.94
Non- Electronic Uses/Capita	22.1	22.48	21.79	21.83	21.94
Electronic Uses/Capita	6.88	8.25	9.21	10.24	11.00

One of the primary goals of a municipal library system is to maximize the use of library resources and programming by residents.

Library uses have been grouped into two categories:

- Non-electronic
- Electronic

Non-electronic library uses include:

- A visit to a library branch
- Borrowing materials
- Reference questions
- Use of materials within the branch
- Attendance at programs

Electronic library use is a growing service channel of many library systems. It includes:

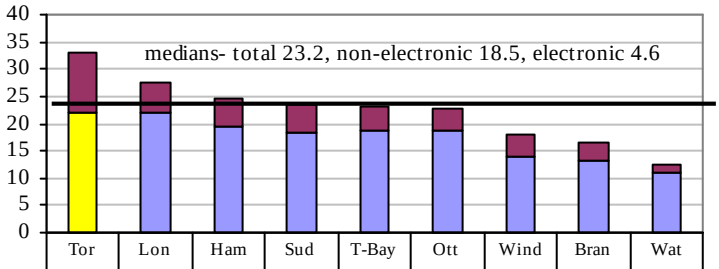
- The use of computers in libraries
- On-line collections available in branches
- 24-hour access to library web services and collections from home, work or school

Chart 7.5 illustrates how many times Toronto's library system was used on a per capita basis, from 2001 to 2005.

Total library uses, as well as electronic uses and non-electronic uses, have increased over this period, with electronic use increasing significantly.

Community Impact - How Does Library Use in Toronto Compare to Other Municipalities?

Chart 7.6 - OMBI 2005 Library Uses per Capita By Type



	Tor	Lon	Ham	Sud	T-Bay	Ott	Wind	Bran	Wat
Total Lib. Uses	32.9	27.6	24.6	23.4	23.2	22.6	17.8	16.4	12.3
elec use/capita	11.0	5.5	5.2	5.1	4.6	4.0	4.0	3.3	1.4
non- elec use/capita	21.9	22.1	19.4	18.3	18.6	18.5	13.8	13.2	10.9

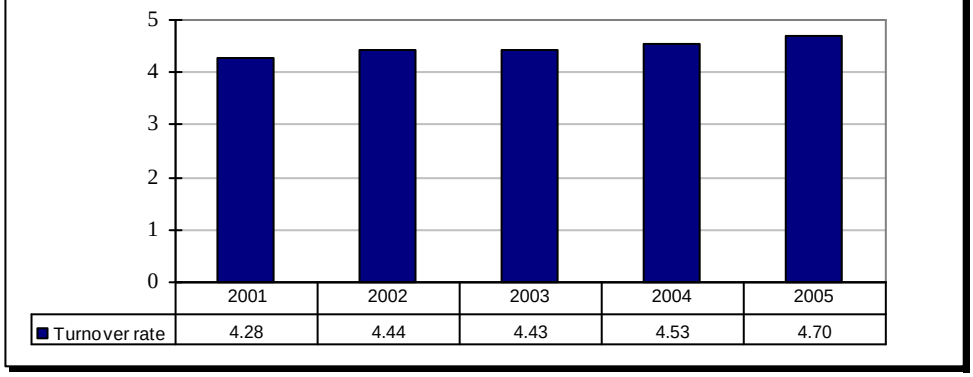
Chart 7 compares Toronto's 2005 library use per capita to other municipalities. Toronto ranks 1st of 9 municipalities for total library uses, 1st of 9 for electronic library uses and 2nd of 9 for non-electronic uses. Theses results, based on the highest rate of use, are all in the first quartile.

A number of variables can influence how much and how often a library is used, including:

- The number and size of branches
- Hours of operation
- The size and mix of collections
- The number of languages supported in library collections
- The range of program offerings
- The availability and degree of investment in web services

Customer Service – How Often Are Items Being Borrowed From Toronto's Circulating Collection?

Chart 7.7- City of Toronto
Average Number of Times in Year Circulating Items are Borrowed (Turnover)
2001-2005



	2001	2002	2003	2004	2005
Turnover rate	4.28	4.44	4.43	4.53	4.70

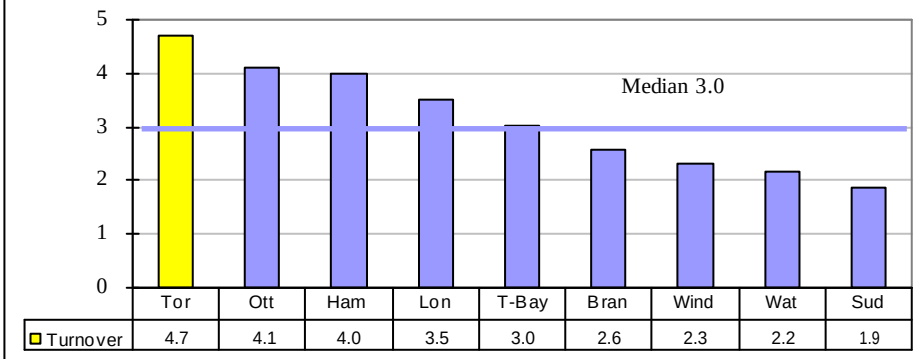
The quality of a library's collection is an important consideration for library users. The average number of times each item in a library's circulating collection is borrowed (turnover), is one way of measuring this quality.

Generally, if the number of times an item has been borrowed in a year is higher, it is an indication of how popular and relevant the item is to users.

Chart 7.7 provides data on the turnover rate of Toronto's circulating collection for the years 2001 to 2005 and shows results increasing/ improving over this period.

Customer Service – How Does Toronto's Borrowing/Turnover Rate Compare to Other Municipalities?

Chart 7.8 - OMBI 2005
Average Number of Times in Year Circulating Items are Borrowed (Turnover)



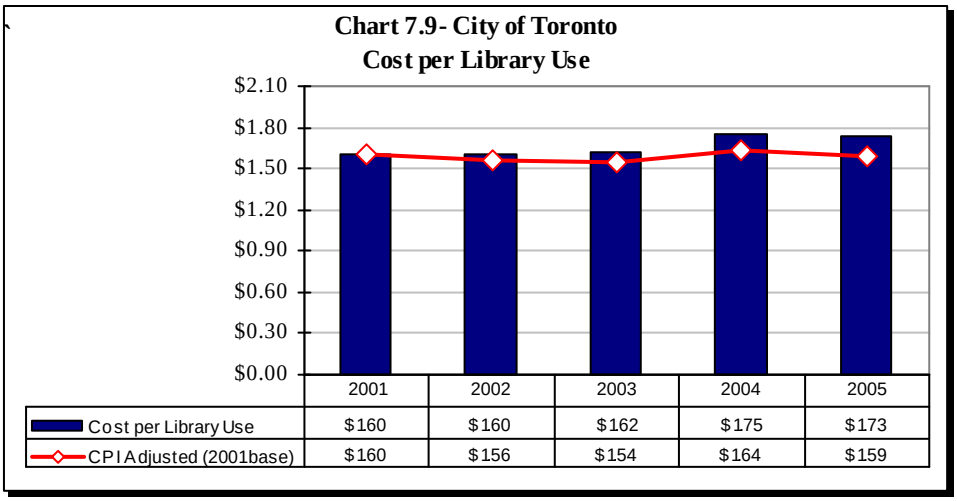
	Tor	Ott	Ham	Lon	T-Bay	Bran	Wind	Wat	Sud
Turnover	4.7	4.1	4.0	3.5	3.0	2.6	2.3	2.2	1.9

Chart 7.8 compares Toronto's 2005 turnover rate for its circulating collection to other municipalities. Toronto ranks 1st of 9 (1st quartile), in terms of having the highest turnover rate.

Each municipality's result can be influenced by:

- The size, variety, and how current the circulating collection is
- The extent of library web services available
- Each library system's borrowing policy

Efficiency – What Does it Cost in Toronto for Each Library Use?



The cost of library services in relation to the number of library uses can be used to assess the efficiency of library systems.

Chart 7.9 illustrates Toronto's cost per library use for the years 2001 to 2005. Results have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2001 as the base year. Results over this period have been stable with costs actually decreasing in 2005.

Efficiency - How Does Toronto's Cost per Library Use, Compare to Other Municipalities?

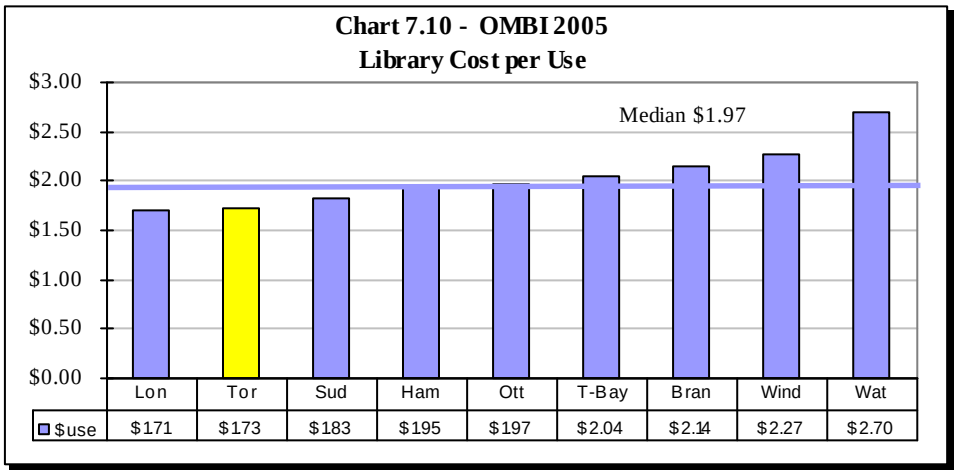


Chart 7.10 compares Toronto's 2005 cost per library use to other municipalities. Toronto ranks 2nd of 9 municipalities (first quartile), in terms of having the lowest cost.

A number of variables influence municipal results for this measure including:

- The mix, variety, and depth of library uses
- The number and types of staff time needed to support these different activities

A major factor behind Toronto's low costs is the high rate of library use by residents, as discussed earlier in reference to chart 7.6.

Long Term Care or Homes for the Aged Services, include services provided in long term care homes or in the community. Services are designed to promote the health, well-being and safety of clients while enabling them to remain in their own homes longer.

Long term care homes provide medical, nursing, and/or personal care to their residents who are no longer able to live independently in their own homes, with an objective of ensuring residents of the home feel safe, comfortable, respected, and well cared for. These homes also offer a variety of recreational and social activities and spiritual and therapy services to meet residents' lifestyle needs and maximize their independence. The multi-disciplinary team that delivers care includes but is not limited to:

- Physicians
- Registered nurses
- Registered practical nurses
- Personal support workers
- Therapists
- Social workers
- Nutritionists and dietary staff
- Facility services staff

At the community level, a growing emphasis is placed on wellness and preventative services. Community programs such as adult day care, supportive housing, and "meals on wheels" are an integral part of long term care services. Community programs also provide information and support to help clients and their families. Many of these programs are designed to help clients stay in their own homes longer.

Funding responsibilities for long term care services are shared by the Ontario Ministry of Health and Long-Term Care, the residents of the home, and the municipality. Facility fees are set by the provincial government. Long term care home residents with limited income are eligible for a subsidy to reduce the fee they pay. The long term care industry has high quality standards, which are regulated by the Province.

Examining Performance

Toronto's performance measurement results can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

There are two key services in long term care operations being the provision on long term care beds in facilities, and community based services. The operation of long term care beds is by far the larger of the two services and is the focus of the information in this report.

Results of these comparisons are summarized below:

TORONTO

Long Term Care/Homes for the Aged Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

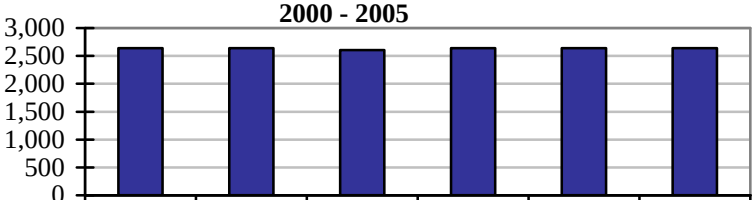
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Municipally Operated LTC Beds as a % of all LTC Beds in the Municipality	**Stable** Number of municipally operated Long Term Care beds has remained flat	-	**3** Toronto's municipal share of all beds is slightly below median	-	8.1 8.2
Community Impact	Percentage of LTC Community Need Satisfied (Beds all providers as % of Population > 75 years old)	-	-	-	**3** Slightly lower percentage of LTC beds relative to population >75 years of age	8.3
Customer Service	LTC Resident Satisfaction	-	**Favourable** Results have remained very high, at a 98% satisfaction rating	-	**1** High levels of resident satisfaction	8.4 8.5
Efficiency	Long Term Care Cost per Bed Day (CMI Adjusted)	-	**Unfavourable** **Cost per bed day is increasing**	-	**2** Lower LTC cost per bed day	8.6 8.7

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results are based on a maximum sample size of 14 municipalities.

Service Level - How Many Municipally Operated Long Term Care Beds are There in Toronto?

Chart 8.1- City of Toronto
Number of Municipally Operated Long Term Care Beds
2000 - 2005



	2000	2001	2002	2003	2004	2005
# Munic. LTC Beds	2,641	2,641	2,605	2,641	2,641	2,641

In terms of service levels, Chart 8.1 provides the number of long term care beds operated by Toronto from 2000 to 2005 which has been constant.

There are also long term care beds in the community, operated by other providers such as the private and non-profit sectors.

Service Level – What Percentage of Long Term Care Beds Do Toronto and Other Municipalities Provide?

Chart 8.2- OMBI 2005
Municipally Operated Long Term Care Beds as a % Share of All LTC Beds

	T-Bay	Sud	Musk	Durh	Niag	Halt	Wind	Tor	Ott	Peel	Lond	Ham	Wat	York
Non-munic beds	59%	68%	69%	71%	72%	76%	81%	83%	85%	86%	87%	89%	90%	93%
Mun beds	41%	32%	31%	29%	28%	24%	19%	17%	15%	14%	13%	11%	10%	7%

Median Municipal Beds - 18.2%

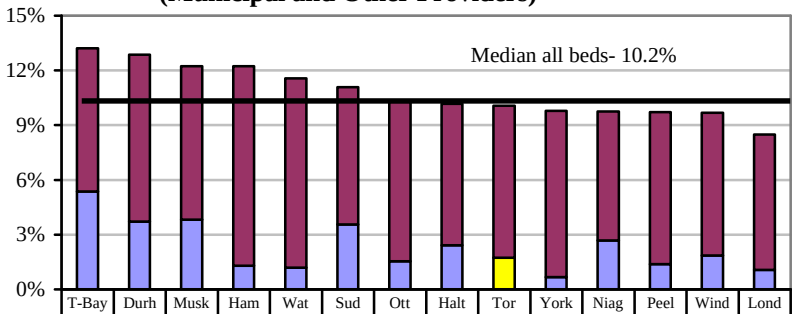
Each municipality is faced with a different level of demand due to a number of factors, including:

- age of the population in the area
- availability of alternate community programs and services
- proximity of family & friends

Chart 8.2 provides data on the percentage breakdown of the portion of long term care beds in the community that are provided by Ontario municipalities and the portion provided by other service providers (non-municipal beds).Toronto ranks 8th of 14 municipalities (3rd quartile), in terms of having the highest percentage of beds operated by the municipality.

Community Impact – How Does the Supply of Long Term Care Beds (From All Service Providers), Compare to the Population Aged 75 and Over?

Chart 8.3 - OMBI2005
Long Term Care Beds as a Percentage of Population > 75 Years Old
(Municipal and Other Providers)



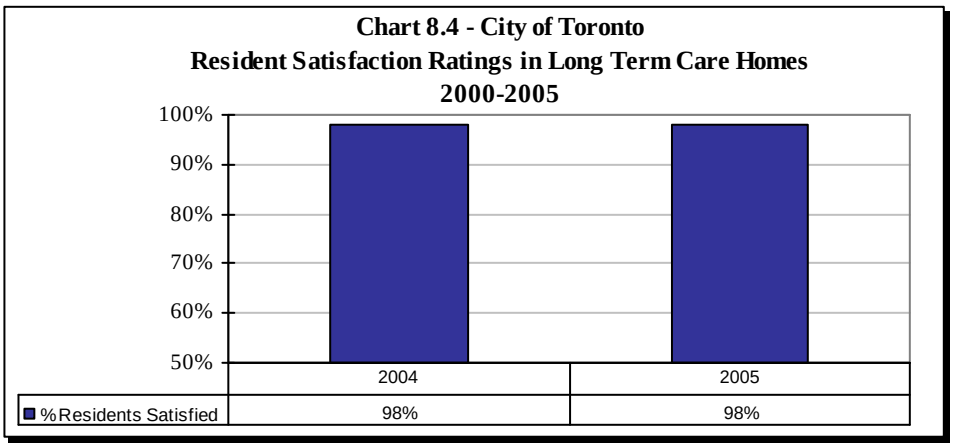
	T-Bay	Durh	Musk	Ham	Wat	Sud	Ott	Halt	Tor	York	Niag	Peel	Wind	Lond
% All Beds	13.22%	12.87%	12.23%	12.23%	11.57%	11.08%	10.26%	10.16%	10.05%	9.77%	9.75%	9.71%	9.67%	8.49%
% Beds- other providers	7.85%	9.16%	8.41%	10.94%	10.38%	7.53%	8.71%	7.75%	8.32%	9.10%	7.07%	8.33%	7.81%	7.42%
% Beds-Municipal	5.37%	3.71%	3.82%	1.29%	1.19%	3.55%	1.55%	2.41%	1.73%	0.67%	2.68%	1.38%	1.86%	1.07%

Chart 8.3 provides an indication of how many long term care beds there are from all service providers in municipalities, as a proportion of the population aged 75 and over.

Toronto ranks 9th of 14 municipalities (3rd quartile) in terms of having the largest supply of long term care beds relative to the population aged 75 and over.

The need for long term care beds in a given community is affected by factors such as the availability of hospital beds, supportive housing units, and adult day spaces.

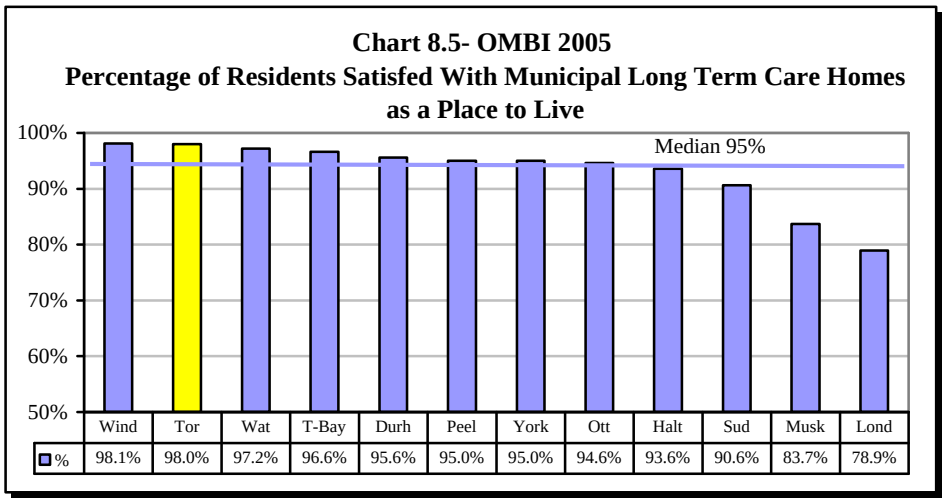
Customer Service – How Satisfied are Residents in Toronto's Long Term Care Homes?



The satisfaction of residents in Toronto's long term care homes is imperative and annual surveys of residents and their families are conducted to assess this.

Chart 8.4 provides the percentage of surveyed long term care residents and their families in Toronto homes, who are satisfied with the homes as a place to live. Results are very high at a 98% satisfaction rating.

Customer Service – How Does Toronto's Resident Satisfaction In Long Term Care Homes, Compare to Other Municipalities?



In 2005, the Province released its "Commitment to Care" which adopted Toronto's "Your Opinion Counts" resident and family satisfaction survey. Toronto Homes have used this satisfaction survey feedback to direct ongoing quality improvement activities.

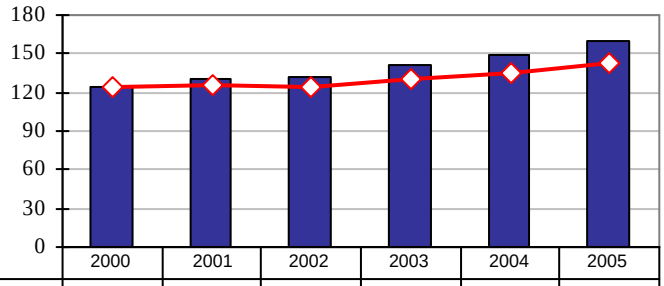
Chart 8.5 compares the 2005 satisfaction rate of Toronto's residents in long term care homes, to other municipalities.

Toronto ranks 2nd of 12 municipalities (1st quartile), in terms of having the highest resident satisfaction rating.

Municipal long term care homes have historically experienced high satisfaction ratings from their residents as a place to live and all OMBI municipal long term care service providers maintain comprehensive quality improvement programs to ensure safe, high quality care and services for the residents in their homes.

Efficiency – How Much Does it Cost in Toronto to Provide a Long Term Care Bed for One Day?

Chart 8.6 - City of Toronto
Long Term Care Cost per Bed Day (CMI Adjusted)
2000-2005

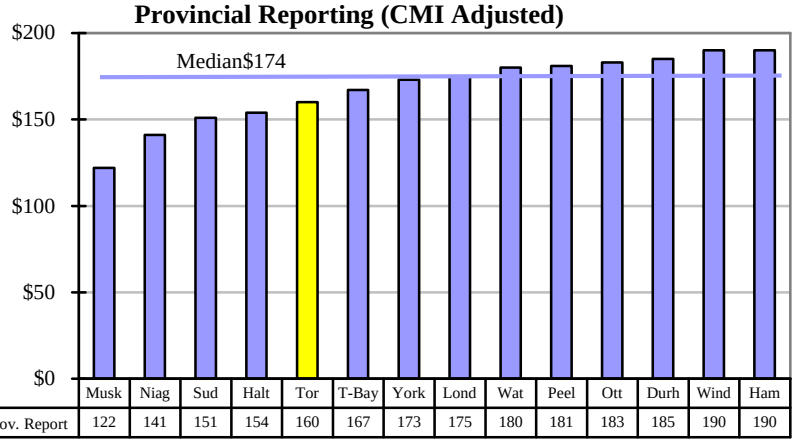


	2000	2001	2002	2003	2004	2005
$ cost of LTC Bed per Day	123.76	130.04	131.38	141.29	148.77	159.82
CPI adjusted cost (base 2000)	123.76	126.08	124.73	130.26	134.87	142.29

Source: MOH Annual Report -Unaudited

Efficiency – How Does Toronto's Cost of Providing a Long Term Care Bed, Compare to Other Municipalities?

Chart 8.7- OMBI 2005
Long Term Care Cost per Bed Day
Provincial Reporting (CMI Adjusted)



	Musk	Niag	Sud	Halt	Tor	T-Bay	York	Lond	Wat	Peel	Ott	Durh	Wind	Ham
$bed day- Prov. Report	122	141	151	154	160	167	173	175	180	181	183	185	190	190

Source: MOH Annual Report -Unaudited

With respect to efficiency, the common unit of measurement in long term care homes is the cost to provide a long term care bed for one day.

The needs of each long term care resident can differ, requiring different levels of care, which can have a significant impact on costs. These requirements can vary from one home to another, from one year to another and from one municipality to another.

To improve the comparability of results, costs are adjusted by the case mix index (CMI), which is a numerical factor that adjusts costs to reflect differences in the level and intensity of care required by the residents in long term care homes.

Chart 8.6 provides Toronto's long term care cost per bed day (CMI adjusted) for the years 2000 to 2005. Results have also been provided that adjust costs for the annual change in Toronto's Consumer Price Index (CPI), using 2000 as the base year.

Toronto has streamlined and restructured to the available funding in areas where efficiency is possible, outside of resident care, safety and quality of life.

Chart 8.7 compares Toronto's 2005 long term care cost per bed day (CMI adjusted) to other municipalities. Toronto ranks 5th of 14 municipalities (2nd quartile), in terms of having the lowest cost. Toronto continues to search for economies by streamlining and restructuring its operations wherever possible, and has preserved its high resident care and safety standards as evidenced by high resident satisfaction ratings (Chart 8.5).

The cost to operate a long term care home in a municipality will vary due to:

- Occupancy rate
- Staffing levels required to accommodate the residents
- Collective agreements
- Provincially legislated factors such as the compulsory arbitration and pay equity legislation

Police Services - under the *Police Services Act*, municipalities are responsible for the provision of effective police services to satisfy the needs of their communities. Municipalities are also required to provide the administration and infrastructure necessary to support such services. For their part, police agencies must create and implement strategies, policies, and business models that meet the specific needs and priorities of their local communities.

Police services include, at a minimum:

- Crime prevention
- Law enforcement
- Victims' assistance
- Maintenance of public order
- Emergency response services

Crime Rates

It should be noted that the Toronto Police Services, in its statistical documents, reports its crime statistics using the offence-based method (counting offences). Other Canadian Police Services, such as the municipalities involved in OMBI, and organizations such as Statistics Canada, use the Uniform Crime Report (UCR) for their crime statistics, using incident-based statistics (the most serious offence per incident is counted).

For example, a suspect unlawfully enters into a dwelling unit and takes several items and upon leaving the house, the suspect encounters the homeowner. An altercation occurs and the suspect assaults the homeowner. In the offence-based method, this occurrence would be counted as a break and enter and an assault. This occurrence would only be counted as one offence of assault under the incident-based counting method.

For the purposes of this report, **the incident-based methodology** is used for the reporting of Toronto's crime rates to allow for comparisons to other municipalities.

Examining Performance

Toronto's performance measurement results for Police Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Police Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Policing Gross Cost per Capita	**Favourable** Costs have been increasing including more staff	-	**1** High costs per capita relating to high staffing levels	-	9.1 9.2
Service Level	Number of Total Police Staff (Officers and Civilians) per 100,000 Population	**Favourable** Staffing has been increasing each year	-	**1** High staffing levels	-	9.2
Community Impact	Reported Number of Total (Non-Traffic) Criminal Code Offences per 100,000 Population	-	Favourable Slight decreasing trend	-	**4** High total crime rate	9.3 9.4
Community Impact	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Offences	-	See above	-	**4** Rate of decrease in Toronto for 2005 not as large	9.5
Community Impact	Reported Number of Violent – Criminal Code Offences per 100,000 Population	-	**Unfavourable** Increased in 2005	-	**4** High rate of violent crime	9.6 9.7
Community Impact	Annual Percentage Change in Rate of Violent Crime	-	See above	-	**4** Higher rate of increase in 2005 for violent crime	9.8
Community Impact	Reported Number of Property – Criminal Code Offences per 100,000 Population	-	**Favourable** Slight decrease in 2005	-	2 Lower rate of property crime	9.9 9.10
Community Impact	Annual Percentage Change in Rate of Property Crime	-	See above	-	**4** Rate of 2005 decrease not as large	9.11

TORONTO

Police Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

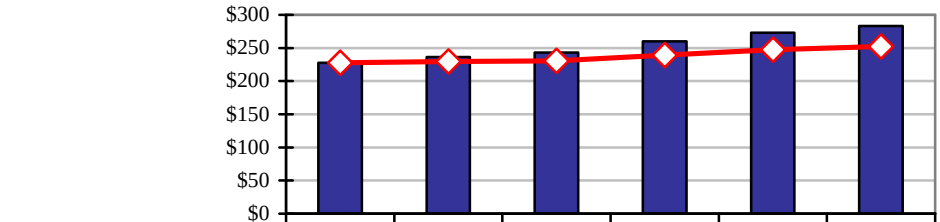
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population	-	**Favourable** Slight increase in youth crime in 2005 but generally downward trend	-	1 Low rate of youth crime	9.12 9.13
Community Impact	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population	-	See above	-	3 Higher rate of increase in youth crime	9.14
Customer Service	Clearance Rate - Total (Non-Traffic) Criminal Code Offences	-	**Unfavourable** Clearance rate has been decreasing	-	4 Low clearance rates for total non-traffic crime	9.15 9.16
Customer Service	Clearance Rate - Violent Crime	-	-	-	4 Low clearance rate for violent crime	9.17
Efficiency	Number of Criminal Code Incidents (Non-Traffic) per Police Officer	-	Favourable Increasing number of Criminal Code incidents per officer	-	4 Low number of Criminal Code incidents per officer	9.18 9.19

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 13 municipalities.

Service Level - How Have Police Costs per Capita in Toronto Changed Since 2000?

Chart 9.1- City of Toronto's Six-Year MPMP Results – 2000 through 2005
Operating Cost for Police Services per Person



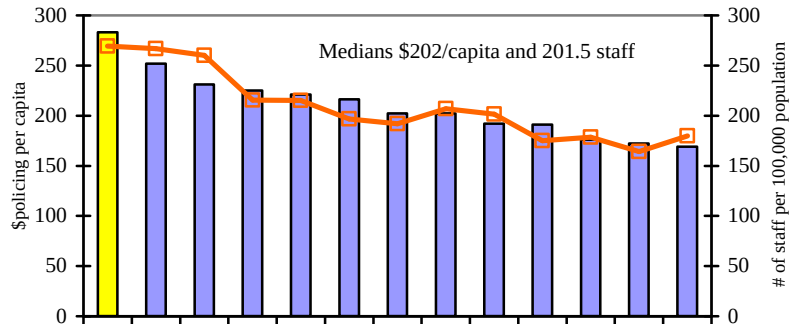
	2000	2001	2002	2003	2004	2005
$police services/capita	$227.57	$236.56	$243.03	$259.75	$272.83	$283.26
CPI adjusted cost	$227.57	$229.35	$230.74	$239.46	$247.34	$252.20

When comparing service levels for police services, costs of policing per capita can be examined. Since staffing costs are approximately 90% of total costs, there is a direct correlation between staffing levels and total costs.

Chart 9.1 summarizes Toronto's policing costs per capita for the years 2000 to 2005. It shows a steady increase due to additional staffing (194 positions were added in the budget during this period) and collective bargaining settlements. Results adjusted for increases in Toronto's Consumer Price Index (CPI) have also been provided using 2000 as the base year.

Service Level - How do Toronto's Costs per Capita and Staffing Levels Compare to Other Municipalities?

Chart 9.2 - OMBI 2005
Policing Gross Cost per Capita and Police Staffing per 100,000 Population



	Tor	Wind	T-Bay	Niag	Sud	Ham	Ott	Lond	Peel	Durh	Wat	Halt	York
$ per capita	283	252	231	225	221	216	202	202	192	191	176	172	169
Tot. staff per 100 k pop'n	269.5	267.0	260.0	215.5	215.1	196.7	192.0	206.9	201.5	175.1	178.6	164.2	179.8

Chart 9.2 compares Toronto's gross policing costs per capita (plotted as a bar graph relative to the left axis) and total police staffing, both officers and civilians per 100,000 population (plotted as a line graph relative to the right axis), to other Ontario municipalities.

Toronto ranks 1st of 14 municipalities (1st quartile) in terms of having both the highest policing cost per capita and the highest police staffing per 100,000 population.

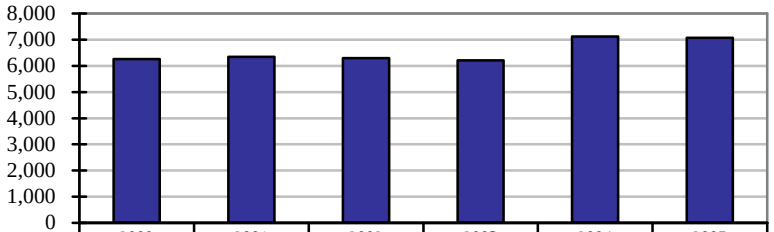
A number of factors can have a direct impact on calls for police service, operational demands, and overall workload. As a result, each municipality has a unique blend of policing and municipal needs, and ways to respond to them. Staffing levels can vary due to:

- The number of non-residents – the daily inflow and outflow of commuters and tourists (19.7 million visitors to Toronto in 2005) ; attendees at cultural, entertainment, and sporting events; or seasonal residents (e.g., post-secondary students) – who require police services and are not captured in population-based measures
- Additional police staff who are required to provide services at facilities such as airports or casinos

One significant factor that contributes to Toronto's higher costs and staffing levels, is that Toronto is an international city requiring specialized services at elevated levels that may not be available or necessary in other municipalities. These include the Emergency Task Force, Public Order Unit, Emergency Measures, Intelligence units targeting terrorist groups, providing security for visiting dignitaries, targeting hate crime, Sex Crime Unit, Fugitive Squad, Mounted Unit, Marine Unit, and the Forensic Identification Unit.

Community Impact - How Has Toronto's Total (Non- Traffic) Crime Rate Been Changing?

Chart 9.3 - City of Toronto
Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Persons
2000 through 2005



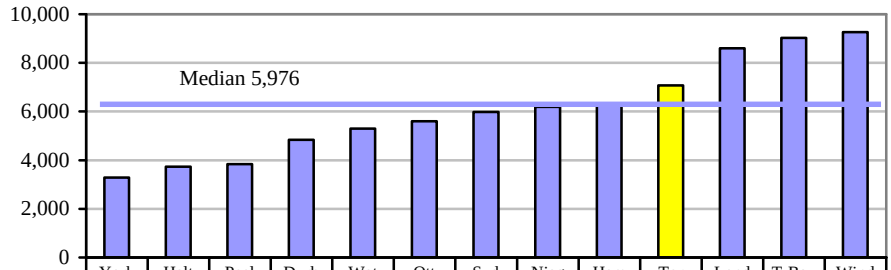
	2000	2001	2002	2003	2004	2005
Total Crime Rate per 100,000 Population	6,250	6,335	6,288	6,208	7,116	7,068

Crime rates are used to measure the extent and nature of criminal activity brought to the attention of the police within a municipality. Unreported crime is not captured.

Chart 9.3 provides Toronto's total (non-traffic) crime rate per 100,000 population from 2000 to 2005. It excludes *Criminal Code* driving offences such as impaired driving or criminal negligence causing death.

Community Impact - How Does Toronto's Total (Non-Traffic) Crime Rate Compare to Other Municipalities?

Chart 9.4 - OMBI 2005
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population



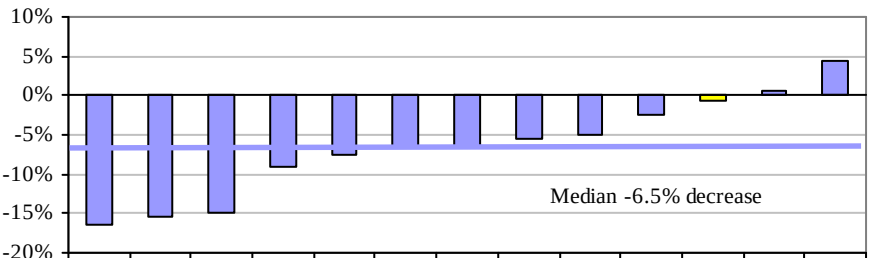
	York	Halt	Peel	Durh	Wat	Ott	Sud	Niag	Ham	Tor	Lond	T-Bay	Wind
rate per 100k	3,285	3,727	3,837	4,831	5,296	5,602	5,976	6,187	6,299	7,068	8,600	9,021	9,261

In 2005, Toronto's total crime rate decreased by -0.7%. What appears to be a large increase in 2004, is actually attributable to a change in methodology used by Statistics Canada starting in 2004, when for the first time criminal incidents occurring in Toronto but reported to the RCMP, were also included in addition to those reported to Toronto Police Services. For this reason 2003 and prior results should not be compared to 2004 and subsequent results.

Chart 9.4 compares the 2005 total (non-traffic) crime rate per 100,000 population in Toronto to other municipalities. Toronto ranks 10th of 13 municipalities (4th quartile), in terms of having the lowest crime rate.

Community Impact – What was the 2005 Change in the Total (Non-Traffic) Crime Rate in Toronto, Compared to Other Municipalities?

Chart 9.5- OMBI 2005
Annual % Change in Rate of Total (Non-Traffic) Criminal Code Incidents



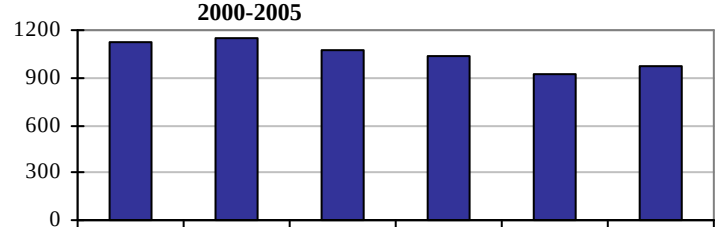
	Wind	York	Niag	Durh	Halt	Wat	T-Bay	Peel	Sud	Ham	Tor	Ott	Lond
%change	-16.4%	-15.5%	-14.8%	-9.2%	-7.6%	-6.6%	-6.5%	-5.6%	-5.0%	-2.4%	-0.7%	0.5%	4.5%

Chart 9.5 compares whether each municipality's total crime rate has increased or declined from 2004. Even though Toronto's total crime rate did decline in 2005, the rate of decrease was not as large as in other municipalities and consequently Toronto ranks 11th of 13 municipalities (4th quartile) in terms of having the greatest rate of decline.

Crime rates should ideally be examined over a longer period of time (5 to 10 years) to examine trends.

Community Impact - How Has Toronto's Violent Crime Rate Been Changing?

Chart 9.6- City of Toronto
Number of Violent Criminal Code Incidents per 100,000 Persons
2000-2005



	2000	2001	2002	2003	2004	2005
Violent Crime Rate per 100,000 Population	1,124	1,151	1,077	1,030	926	973

Many factors may influence overall crime rates in municipalities, including:

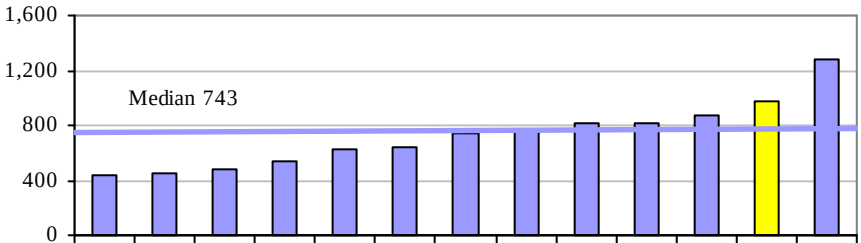
- The public's willingness to report crimes
- Changes in legislation and policies
- The impact of police enforcement practices and special operations
- Demographic, social, and economic changes

Chart 9.6 provides Toronto's rate of the reported number of violent *Criminal Code* incidents, per 100,000 population, from 2000 to 2005. Unreported crime is not captured.

A violent incident is an offence which involves the use or threat of force against a person. This includes homicide, attempted murder, sexual assault, non-sexual assault, other sexual offences, abduction, and robbery.

Community Impact - How Does Toronto's Violent Crime Rate Compare to Other Municipalities?

Chart 9.7 - OMBI 2005
Reported Number of Violent Criminal Code Incidents per 100,000 Population

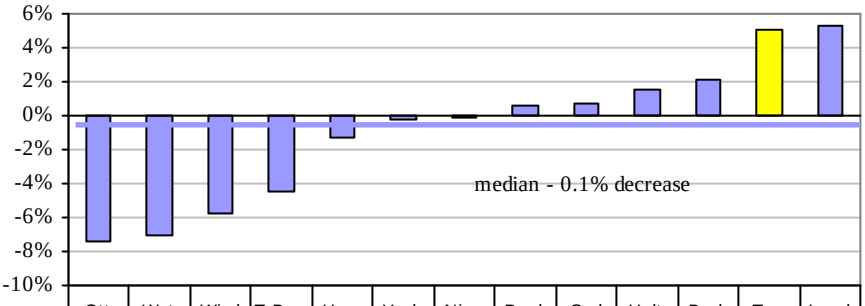


	York	Halt	Peel	Wat	Ott	Durh	Niag	Sud	Lond	Wind	Ham	Tor	T-Bay
rate per 100k	434	451	483	539	621	635	743	766	812	816	866	973	1,284

Toronto's experience has been similar to that in many other large Canadian cities with relatively stable or slight decreasing rates over time, however, there was an increase in 2005.

Community Impact – What was the 2005 Change in the Violent Crime Rate in Toronto Compare to other Municipalities?

Chart 9.8- OMBI 2005
Annual % Change in Rate of Violent Crime Incidents



	Ott	Wat	Wind	T-Bay	Ham	York	Niag	Peel	Sud	Halt	Durh	Tor	Lond
% change	-7.5%	-7.1%	-5.7%	-4.4%	-1.4%	-0.2%	-0.1%	0.6%	0.7%	1.6%	2.1%	5.1%	5.3%

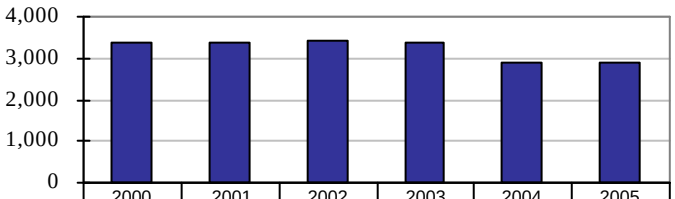
Chart 9.7 compares Toronto's violent crime rate per 100,000 population to other Ontario municipalities. Toronto ranks 12th of 13 municipalities (4th quartile), in terms of having the lowest violent crime rate

Chart 9.8 compares whether each municipality's violent crime rate has increased or declined from 2004. Toronto ranks 12th of 13 municipalities (4th quartile) in terms of having the greatest rate of decline.

Crime rates should ideally be examined over a longer period of time (5 to 10 years) to examine trends.

Community Impact - How has Toronto's Property Crime Rate Been Changing?

Chart 9.9- City of Toronto
Number of Property Criminal Code Incidents per 100,000 Persons
2000-2005



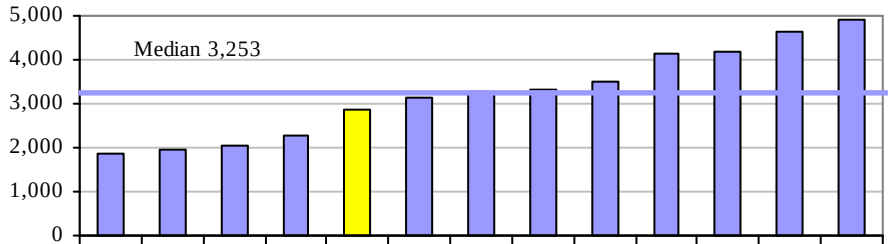
	2000	2001	2002	2003	2004	2005
Property Crime Rate per 100,000 Population	3,373	3,356	3,418	3,394	2,894	2,879

Chart 9.9 provides Toronto's rate of the reported number of property *Criminal Code* incidents, per 100,000 population, from 2000 to 2005. Unreported crime is not captured.

A property incident involves unlawful acts with the intent of gaining property and which does not involve the use or threat of violence against an individual. Property crime includes breaking and entering, motor vehicle theft, theft over $5,000, theft $5,000 and under, having stolen goods, and fraud.

Community Impact - How Does Toronto's Property Crime Rate Compare to Other Municipalities?

Chart 9.10 - OMBI 2005
Reported Number of Property Criminal Code Incidents per 100,000 Population



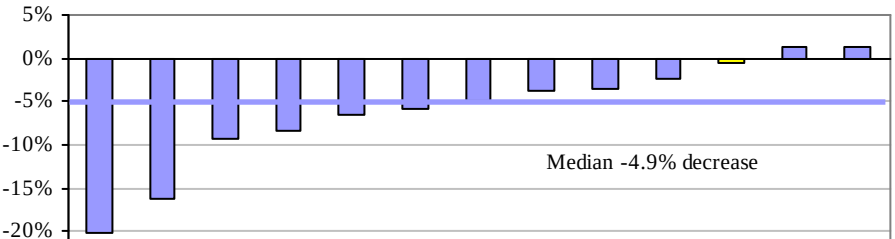
	York	Halt	Peel	Durh	Tor	Ott	Wat	Sud	Ham	Niag	T-Bay	Lond	Wind
rate per 100k	1,872	1,955	2,035	2,284	2,879	3,144	3,253	3,328	3,511	4,152	4,181	4,656	4,919

Chart 9.10 compares Toronto's property crime rate per 100,000 population to other Ontario municipalities. Toronto ranks 5th of 13 municipalities (2nd quartile) in terms of having the lowest property crime rate

There are a number of factors that can influence crime rates in municipalities and which have been discussed earlier.

Community Impact – What was the 2005 Change in the Property Crime Rate in Toronto Compared to other Municipalities?

Chart 9.11- OMBI 2005
Annual % Change in Rate of Property Crime Incidents

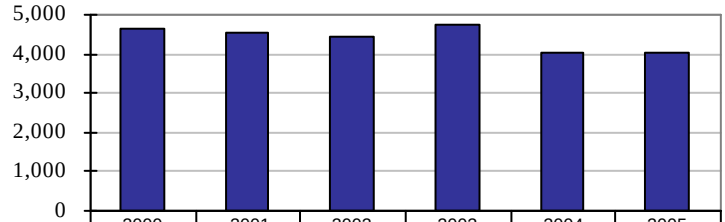


	Wind	York	Peel	Sud	Durh	T-Bay	Wat	Halt	Ham	Niag	Tor	Ott	Lond
% change	-20.2%	-16.3%	-9.3%	-8.5%	-6.6%	-5.8%	-4.9%	-3.8%	-3.6%	-2.3%	-0.5%	1.3%	1.4%

Chart 9.11 compares whether each municipality's property crime rate has increased or declined from 2004. Even though Toronto's property crime rate did decline in 2005, the rate of decrease was not as large as in other municipalities. Consequently Toronto ranks 11th of 13 municipalities (4th quartile), in terms of having the greatest rate of decline.

Community Impact - How has Toronto's Youth Crime Rate Been Changing?

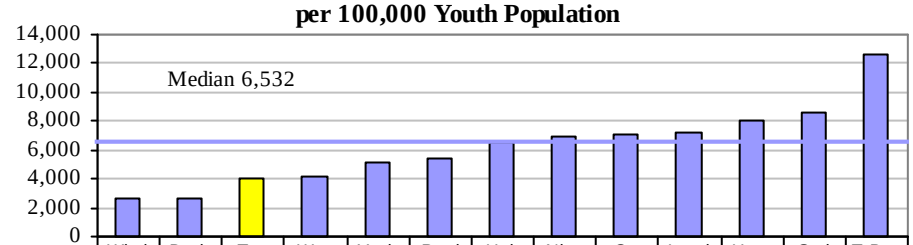
Chart 9.12 - City of Toronto
Number of Youth Cleared by Charge or Cleared Otherwise
per 100,000 Youth Population
2000-2005



	2000	2001	2002	2003	2004	2005
Property Crime Rate per 100,000 Population	4668	4,555	4,431	4,750	4,012	4,044

Community Impact - How Does Toronto's Youth Crime Rate Compare to Other Municipalities?

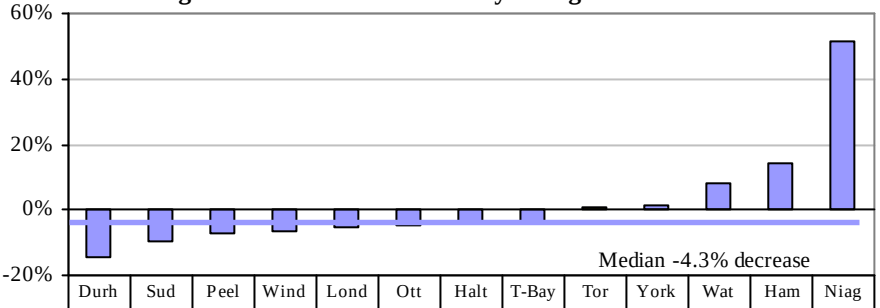
Chart 9.13 - OMBI 2005
Number of Youth Cleared by Charge or Cleared Otherwise
per 100,000 Youth Population



	Wind	Durh	Tor	Wat	York	Peel	Halt	Niag	Ott	Lond	Ham	Sud	T-Bay
rate per 100k	2,574	2,669	4,044	4,096	5,066	5,455	6,532	6,924	7,074	7,170	8,075	8,579	12,636

Community Impact – What was the 2005 Change in the Youth Crime Rate in Toronto Compared to other Municipalities?

Chart 9.14- OMBI 2005
Annual % Change in Rate of Youth Cleared by Charge or Cleared Otherwise



	Durh	Sud	Peel	Wind	Lond	Ott	Halt	T-Bay	Tor	York	Wat	Ham	Niag
% change	-14.2%	-9.5%	-7.0%	-6.7%	-5.1%	-4.5%	-4.3%	-3.7%	0.8%	1.2%	7.9%	14.0%	51.6%

The *Youth Criminal Justice Act* (YCJA) recognizes that appropriate and effective responses to youth crime do not always involve the court system. As such, the YCJA encourages the use of "out-of-court" measures that can adequately hold first-time youth offenders accountable for non-violent, less serious criminal offences. This approach to dealing with youths outside the court system helps address developmental challenges and other needs as young people are guided into adulthood.

Chart 9.12 summarizes the number of youths (aged 12-17) per 100,000 youths in Toronto, who committed criminal offences in the years 2000 to 2005. It represents youths who were apprehended and either arrested and charged (cleared by charge), or issued a warning or caution without a criminal charge (cleared otherwise).

The youth crime rate does not include the number of youths who committed crimes but were not apprehended or arrested for their crimes. Therefore, it does not reflect the total number of crimes committed by youths.

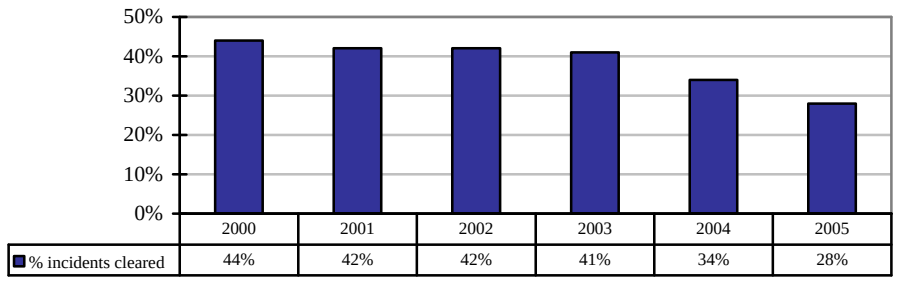
Chart 9.13 compares Toronto's youth crime rate (cleared by charge or cleared otherwise) per 100,000 youths, to other Ontario municipalities. Toronto ranks 3rd of 13 municipalities (1st quartile), in terms of having the lowest youth crime rate.

Chart 9.8 compares whether each municipality's youth crime rate has increased or declined from 2004. Toronto ranks 9th of 13 municipalities (3rd quartile) in terms of having the greatest rate of decline.

Crime rates should ideally be examined over a longer period of time (5 to 10 years) to examine trends.

Customer Service - How has Toronto's Clearance Rate for Total Criminal Code Incidents Been Changing?

Chart 9.15- City of Toronto
Clearance Rate of Total Criminal Code Incidents
2000 to 2005



	2000	2001	2002	2003	2004	2005
% incidents cleared	44%	42%	42%	41%	34%	28%

Source : OMBI for 2005 and Statistics Canada for Previous years

Clearance rates provide some indication if reported crimes are being solved. Police forces generally consider that clearance rates are not a 'true' measurement of effectiveness or efficiency of a Police Service; however, communities have become accustomed to this data being published.

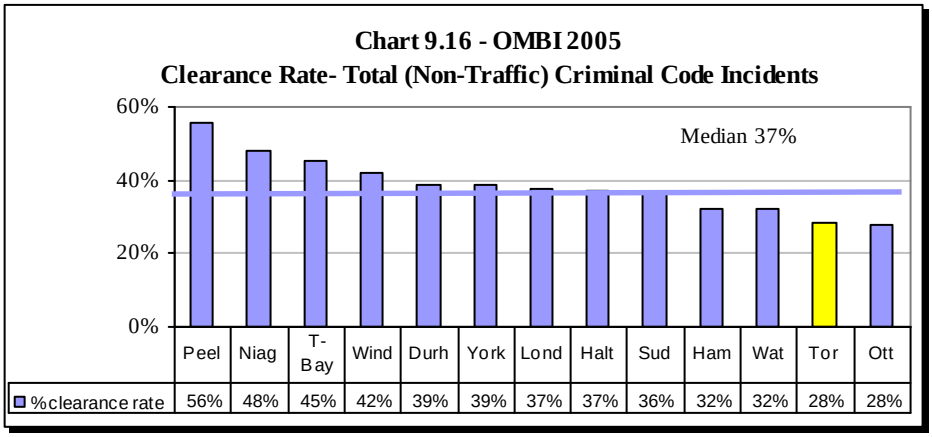
These rates are based on the Statistics Canada definition which defines clearance rates as the number of crimes cleared in a specific period of time, irrespective of when the crimes occurred. Clearance rates are therefore not in direct correlation to crimes that occurred in a particular calendar year.

A criminal incident can be considered cleared when a charge is laid, recommended or cleared by other methods. These clearance results are based on the number of criminal code incidents as opposed to offences (there can be multiple offences for one incident), which Toronto Police Services typically reports on in its statistical reports.

Chart 9.15 reflects Toronto's clearance rate for total crime from 2000 to 2005 and shows a declining trend.

Customer Service - How Does Toronto's Clearance Rate for Total (Non- Traffic) Criminal Code Incidents Compare to Other Municipalities

Chart 9.16 - OMBI 2005
Clearance Rate- Total (Non-Traffic) Criminal Code Incidents

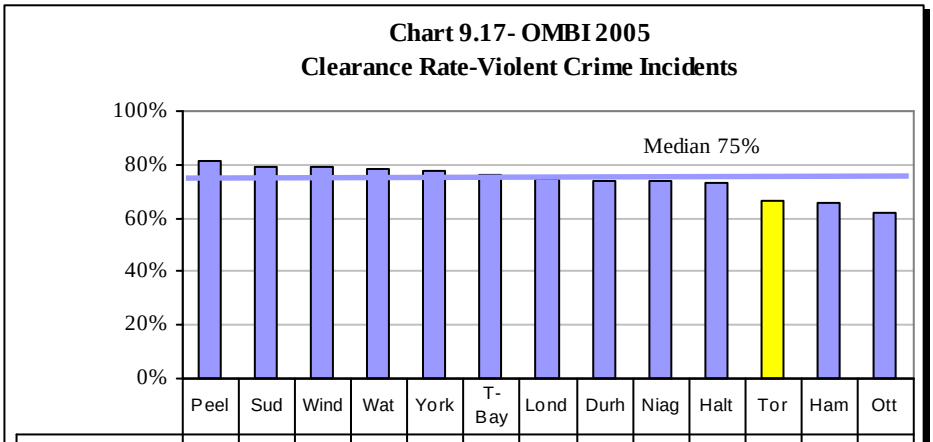


	Peel	Niag	T-Bay	Wind	Durh	York	Lond	Halt	Sud	Ham	Wat	Tor	Ott
%clearance rate	56%	48%	45%	42%	39%	39%	37%	37%	36%	32%	32%	28%	28%

Chart 9.16 compares the 2005 clearance rate of total non-traffic Criminal Code incidents in Toronto with other Ontario municipalities. Toronto ranks 12th of 13 municipalities (4th quartile), in terms of having the highest clearance rate.

Customer Service - How Does Toronto's Clearance Rate for Violent Crime Compare to Other Municipalities

Chart 9.17- OMBI 2005
Clearance Rate-Violent Crime Incidents



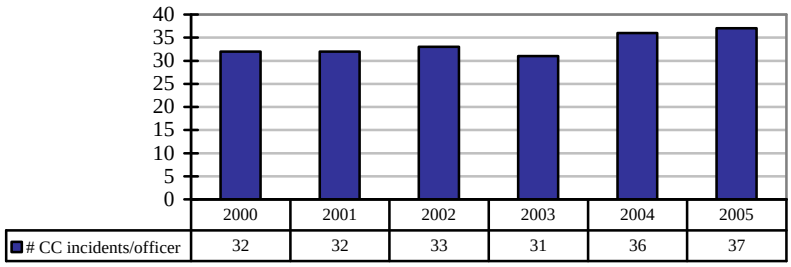
	Peel	Sud	Wind	Wat	York	T-Bay	Lond	Durh	Niag	Halt	Tor	Ham	Ott
%clearance rate	81%	79%	79%	78%	78%	76%	75%	74%	74%	73%	67%	66%	62%

Chart 9.17 compares the 2005 municipal clearance rates for violent crime incidents. Toronto ranks 11th of 13 municipalities, in terms of having the highest clearance rate.

The use of different methodologies in municipalities for determining when a case has been cleared can be a significant factor in the comparability of these results.

Efficiency/ Workload- How Many Criminal Code Incidents Are There for Each Police Officer?

Chart 9.18- City of Toronto
Number of Non-Traffic Criminal Code Incidents per Police Officer
2000 to 2005



	2000	2001	2002	2003	2004	2005
# CC incidents/officer	32	32	33	31	36	37

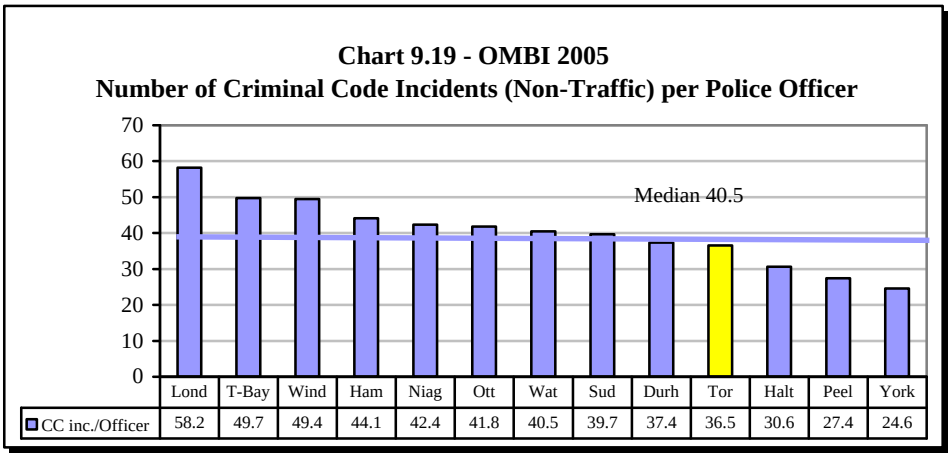
Source : OMBI for 2005 and Statistics Canada for Previous Years

In the 2005 data collected by municipalities, there was no financial indicator of efficiency such as a cost per unit of service.

The number of *Criminal Code* incidents (non-traffic) there are in a municipality per police officer does provide some indication of an officer's workload. It is however important to note that it does not capture all of the reactive aspects of policing such as traffic and drug enforcement, nor does it incorporate proactive policing activities such as crime prevention initiatives or the provision of assistance to victims of crime.

Efficiency/ Workload - How does the Number of Criminal Code Incidents in Toronto Compare to Other Municipalities?

Chart 9.19 - OMBI 2005
Number of Criminal Code Incidents (Non-Traffic) per Police Officer



	Lond	T-Bay	Wind	Ham	Niag	Ott	Wat	Sud	Durh	Tor	Halt	Peel	York
CC inc./Officer	58.2	49.7	49.4	44.1	42.4	41.8	40.5	39.7	37.4	36.5	30.6	27.4	24.6

Chart 9.18, provides the number of (non-traffic) *Criminal Code* incidents per Police Officer there were in Toronto from 2000 to 2005 and shows that this workload or efficiency has been increasing.

Chart 19 provides comparable 2005 information on the number of (non-traffic) *Criminal Code* incidents per Police Officer in other municipalities. Toronto ranks 10th of 13 municipalities (4th quartile), in terms of having the highest number of *Criminal Code* incidents per Police Officer.

Factors such as the existence of specialized units or different deployment models can have an impact on these results. For example, some jurisdictions, such as Toronto, have a collective agreement requirement that results in a minimum of two officer patrol cars during certain time periods.

Roads/Transportation Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Road or Transportation Services is responsible for maintaining the transportation infrastructure including roads, bridges, sidewalks and boulevards in a state of good repair with regard to public safety and efficient movement of people, goods and services.

This includes all aspects of traffic operations, roadway regulation, street maintenance and cleaning, transportation infrastructure management, road, sidewalk and boulevard occupation, and snow removal.

Examining Performance

Toronto's performance measurement results for Road/Transportation Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Single-tier municipalities (cities/counties) are responsible for maintaining all types of roads, including arterial, collector, and local roads and, in the case of Toronto expressways. Upper-tier governments (regional governments/districts) are not responsible for the maintenance of local roads. To assist in the comparability of OMBI results and to reflect differences in the types of roads for which OMBI municipalities have responsibility, results in some graphs have been grouped by the level of municipal government providing the service.

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Lane KM per 1,000 Population	**Stable** # of lane km remaining stable	-	**4** Low # of lane km	-	10.1 10.2
Community Impact	Vehicle Collision Rate (Collisions per Million Vehicle KM)	-	**Favourable** Collision rate is decreasing	-	4 More collisions on roads	10.3 10.4
Community Impact	Vehicle KM Traveled per Lane Km on major roads (congestion)	-	-	-	4 High congestion on roads	10.5

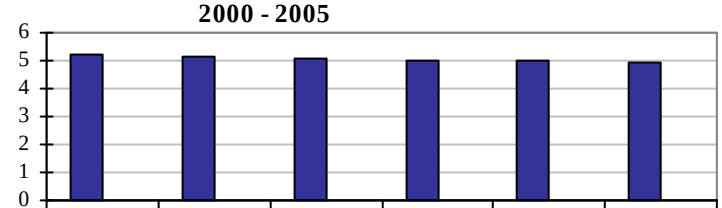
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service/ Quality	Percentage of Paved Lane Kms. where the Condition is Rated as Good to Very Good (MPMP)	-	Favourable Pavement quality is improving	-	1 Roads in best condition of OMBI munic.	10.6 10.7
Customer Service	Percentage of Winter Events Meeting Municipal Winter Standards	-	Favourable 100% meeting standard	-	1 Maximum possible result- 100% meeting standard	10.8 10.9
Efficiency	Operating Costs for Paved (Hard Top) Roads per Lane KM	-	Unfavourable Costs increased in 2005	-	4 High costs of pavement maintenance	10.10 10.11
Efficiency	Operating Costs for Winter Maintenance of Roadways per Lane KM Maintained in Winter	-	Unfavourable Costs increased in 2005	-	4 High cost of winter maintenance	10.12 10.13

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 15 municipalities.

Service Level – How Many Lane Kilometres of Roads are There In Toronto?

Chart 10.1 - City of Toronto
Lane Km. of Roads per 1,000 Population
2000 - 2005



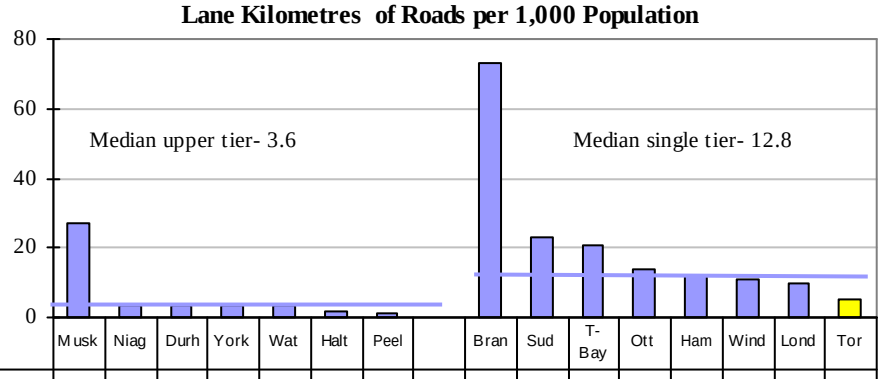
	2000	2001	2002	2003	2004	2005
lane km per 1,000 pop	5.18	5.12	5.07	5.02	4.97	4.93
Total lane km	13,291	13,291	13,291	13,291	13,291	13,291

One method of comparing service levels is to examine the lane kilometers of the road network. A lane kilometer of road factors in differences in the width of roads. For example a four lane road over one kilometre would be four lane kilometers.

Chart 10.1 illustrates the number of lane km. of roads there were in Toronto per 1,000 persons over the period of 2000 to 2005, as well as the total number of lane km. Toronto's road network has remained unchanged at 13,291 lane km., but as the annual population has grown, the lane km. per 1,000 population has decreased slightly.

Service Level – How Does the Relative Size of Toronto's Road Network Compare to other Municipalities?

Chart 10.2 - OMBI 2005
Lane Kilometres of Roads per 1,000 Population



	Musk	Niag	Durh	York	Wat	Halt	Peel		Bran	Sud	T-Bay	Ott	Ham	Wind	Lond	Tor
Lane km	27.30	3.73	3.61	3.59	3.36	1.97	1.26		72.81	23.00	20.78	13.70	11.90	10.72	9.73	4.93
	Upper-Tier Munic.								Single-Tier Munic.							

Chart 10.2 compares the relative size of Toronto's road network on a per 1,000 population basis, to other Ontario municipalities.

The single-tier and upper- tier or regional municipalities have been grouped separately on this and subsequent charts to reflect different service delivery responsibilities.

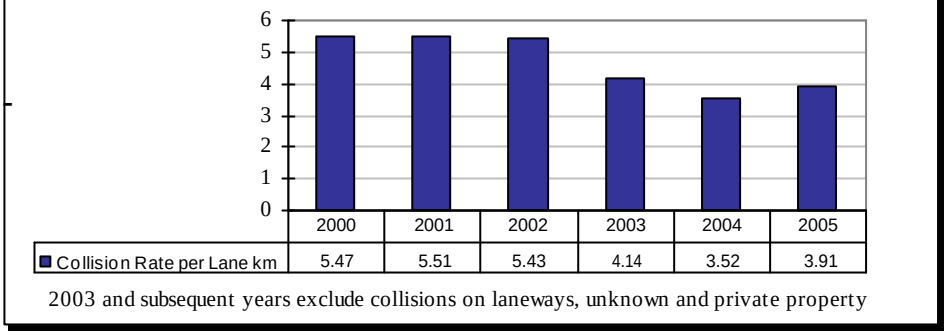
The first group are regional municipalities that usually have maintenance responsibility for major road types such as arterial and collector roads, but don't have responsibility for local roads which are the jurisdiction of lower-tier municipalities. The second group, which includes Toronto, are single-tier municipalities who have responsibility for maintenance of all road types.

Toronto ranks 8th of 8 municipalities (4th quartile) among the single-tier municipalities, in terms of having the highest number of lane km.

Population density and geographical size are major factors in this measure. Municipalities with larger geographical areas and lower population densities will tend to have proportionately more roads. Toronto's placing is therefore understandable given that Toronto is by far the most densely populated of the OMBI municipalities. Among the single-tier municipalities, Toronto's population density per sq. km. is 2.8 times greater than the next closest municipality and significantly more than the others.

Community Impact -What is the Rate of Vehicle Collisions in Toronto?

Chart 10.3 - City of Toronto
Number of Vehicle Collisions per Lane Km. of Roads
2000 - 2005



	2000	2001	2002	2003	2004	2005
Collision Rate per Lane km	5.47	5.51	5.43	4.14	3.52	3.91

2003 and subsequent years exclude collisions on laneways, unknown and private property

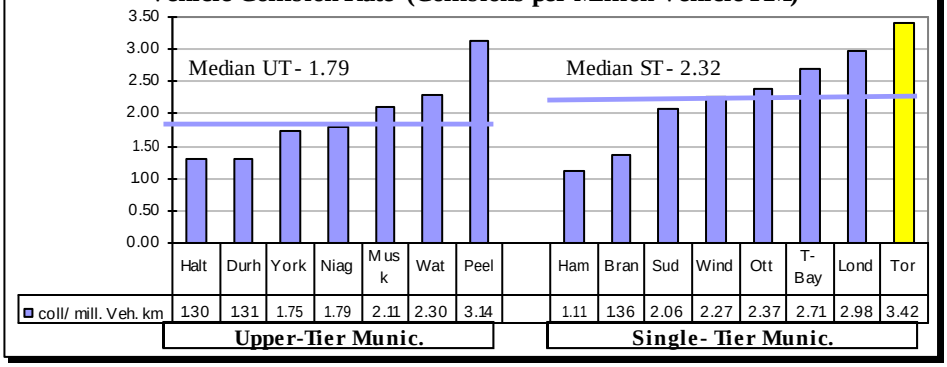
One of the major objectives of a road network is that they are safe.

Chart 10.3 illustrates the rate of vehicle collisions in Toronto per lane kilometre of road, from 2000 through 2005. Results for 2003 to 2005 have removed collisions on laneways and private property, but information was not available to remove similar figures from 2002 and prior years, although it is estimated these would account for approximately 0.3 per lane km.

Results indicate that there has been a decline in collisions over this period but this can be due to a number of factors such as weather conditions.

Community Impact – How Does the Collision Rate in Toronto Compare to Other Municipalities?

Chart 10.4 - OMBI 2005
Vehicle Collision Rate (Collisions per Million Vehicle KM)



	Halt	Durh	York	Niag	Mus k	Wat	Peel	Ham	Bran	Sud	Wind	Ott	T-Bay	Lond	Tor
coll/ mill. Veh. km	1.30	1.31	1.75	1.79	2.11	2.30	3.14	1.11	1.36	2.06	2.27	2.37	2.71	2.98	3.42

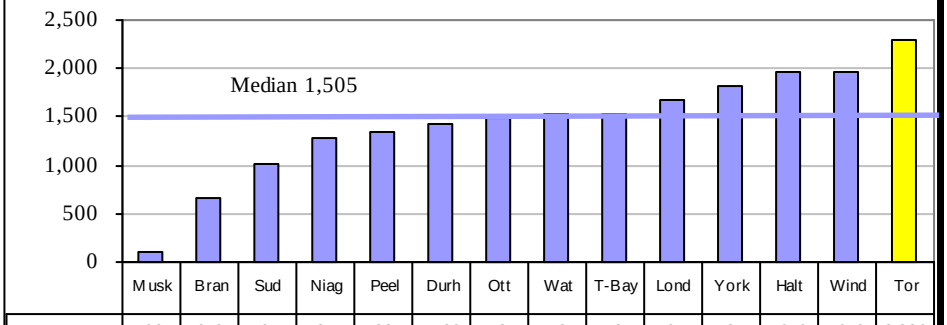
Upper-Tier Munic. | Single- Tier Munic.

Chart 10.5 compares the 2005 level of congestion on main roads in Toronto to other municipalities. It shows the number of times (in thousands) a vehicle travels over each lane kilometre of road. Toronto ranks 14th of 14 municipalities, in terms of having the least congested roads meaning Toronto roads are very congested.

Chart 10.4 summarizes information on the 2005 rate of vehicle collisions per million vehicle kilometres traveled per year for Toronto and other municipalities. On this basis, Toronto ranks 8th of 8 single-tier municipalities, in terms of having the lowest collision rate. Traffic congestion, discussed below, is likely a factor in this placing, as Toronto roads are the most congested of the OMBI municipalities

Community Impact -How Congested are Toronto's Major Roads Compared to Other Municipalities?

Chart 10.5 -OMBI 2005
Congestion- Vehicle Km (000's) Traveled per Lane Km on Major Roads



	Musk	Bran	Sud	Niag	Peel	Durh	Ott	Wat	T-Bay	Lond	York	Halt	Wind	Tor
kms (000's)	102	652	1,014	1,274	1,334	1,429	1485	1,525	1,534	1,671	1,811	1,956	1,959	2,286

The number of vehicles on the roads system can be affected by population density, the type of roads (e.g., arterial, collector or local roads, and in the case of Toronto, expressways) and average commute distances.

Customer Service/Quality – What is the Pavement Condition of Toronto's Roads?

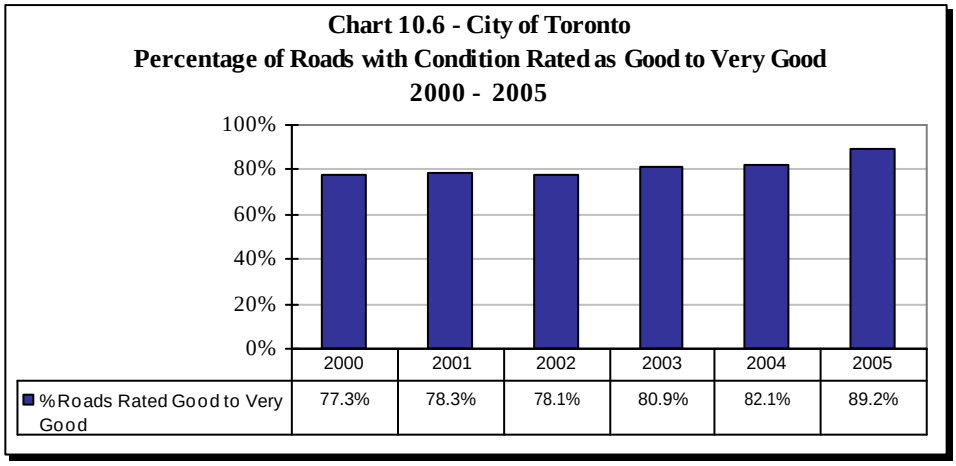
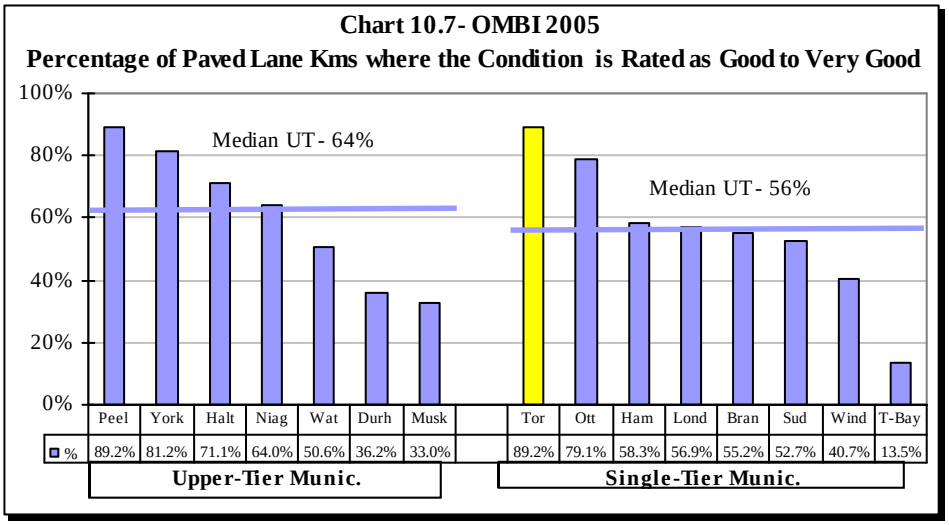


Chart 10.6 provides a summary of the pavement condition of Toronto's roads. It reflects the percentage of our roads system where the pavement quality is rated as good to very good.

There has been a significant improvement in road quality over this period because of Toronto's asset management programs.

Customer Service/Quality – How Does the Pavement Condition of Toronto's Roads, Compare to Other Municipalities?



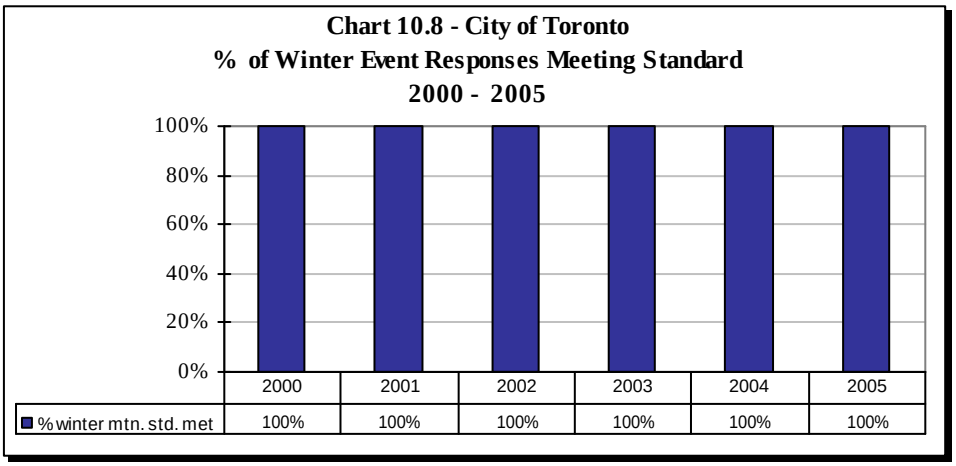
Toronto ranks 1st of 15 municipalities (1st quartile) in terms of having the best road condition.

Toronto's asset management programs once again are the reason for this high ranking.

Municipal results for the pavement condition of roads can be influenced by:

- The mix of roads being maintained (e.g., arterial, collector, and local roads)
- Winter conditions
- Preventive maintenance practices (timing, frequency, amounts, and type of preventive maintenance strategies)
- The condition of roads at the time that responsibility for any of them, was assumed from the Province
- Traffic volumes and congestion

Customer Service/Quality – Are Toronto's Roads Being Maintained to Standard in Winter?



The maintenance of roads during the winter is important to provide safe driving conditions and maintain the flow of traffic.

Chart 10.8 provides a summary of what percentage of Toronto's responses to winter events from 2000 to 2005 have met standard.

Toronto's winter maintenance standards are high and have been met for all winter events over this period. These standards are summarized in the table below.

Customer Service/Quality – How Does Toronto's Adherence to Winter Roads Maintenance Standards, Compare to Other Municipalities?

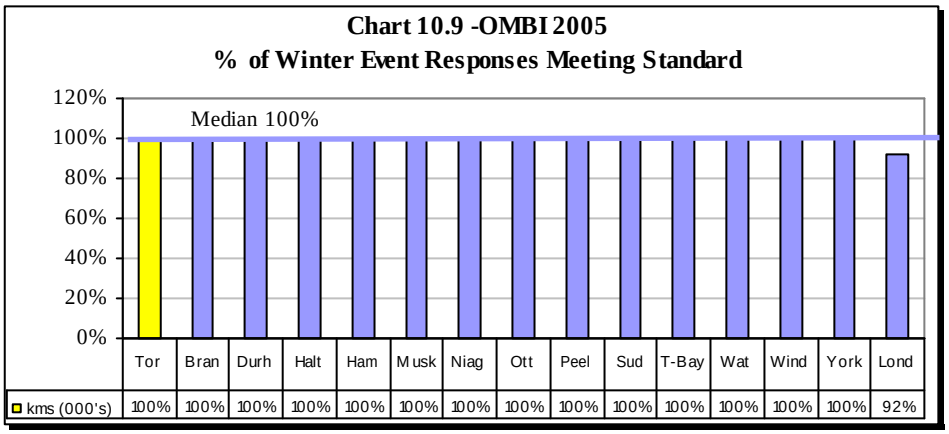


Chart 10.9 compares the 2005 percentage of winter maintenance responses meeting standard, in Toronto to other municipalities.

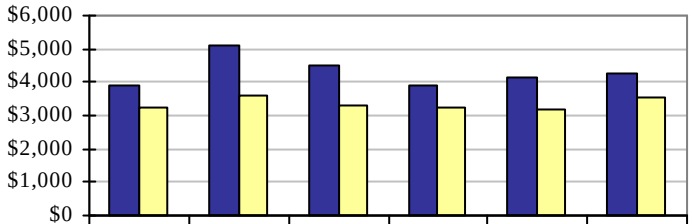
Toronto has the best possible result for this measure as do most of the other municipalities, which would place us in the top quartile.

The following are the current winter maintenance standards for the City of Toronto:

Road Category	Start Ploughing After Accumulation (cm)	Net Snow Accumulation for Removal	Time to Complete Removal
Expressways	2.5 to 5.0 cm and still snowing	20 to 30 cm	3 days
Arterial/Streetcar routes	5.0 cm and still snowing	20 to 30 cm	2 weeks
Collector/bus routes/locals/hills	5.0 to 8.0 cm	20 to 30 cm	2 weeks
Local roads	8.0 cm	20 to 30 cm	2 weeks
Dead-ends	8.0 cm	20 to 30 cm	1 week

Efficiency - How Much Does it Cost to Maintain Road Surfaces in Toronto?

Chart 10.10 - City of Toronto
Operating Cost of Paved Roads per Lane Kilometre
2000-2005



	2000	2001	2002	2003	2004	2005
Operating costs for paved (hard top) roads per lane kilometre	$3,880	$5,107	$4,497	$3,917	$4,114	$4,254
Oper. costs excluding utility cuts for paved (hard top) roads per lane kilometre	$3,226	$3,613	$3,306	$3,268	$3,168	$3,532

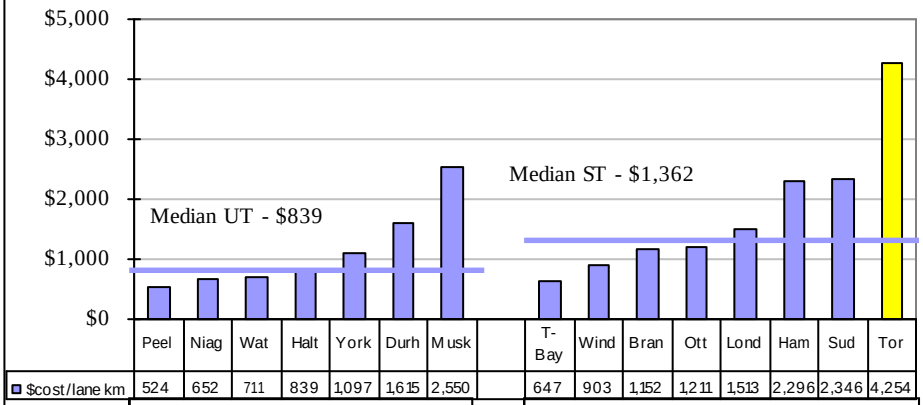
Chart 10.10 summarizes Toronto's operating cost of maintaining paved roads (patching surface repairs, utility cuts, sweeping and flushing) for the years 2000 to 2005.

Chart 10.10 also includes information to remove the cost of restoring the installation and replacement of utility conduits, which are recovered from the utility companies, but which can vary significantly from one year to another.

Excluding the impact of repairing utility cuts, the cost per lane km. in Toronto did increase in 2005but there has also been an improvement in road condition each year (Chart 10.6).

Efficiency – How Does Toronto's Cost of Maintaining Road Surfaces Compare to Other Municipalities?

Chart 10.11- OMBI 2005
Operating Costs for Paved (Hard Top) Roads per Lane Km



	Peel	Niag	Wat	Halt	York	Durh	Musk	T-Bay	Wind	Bran	Ott	Lond	Ham	Sud	Tor
$cost/lane km	524	652	711	839	1,097	1,615	2,550	647	903	1,152	1,211	1,513	2,296	2,346	4,254
	Upper-Tier Munic.							Single-Tier Munic.							

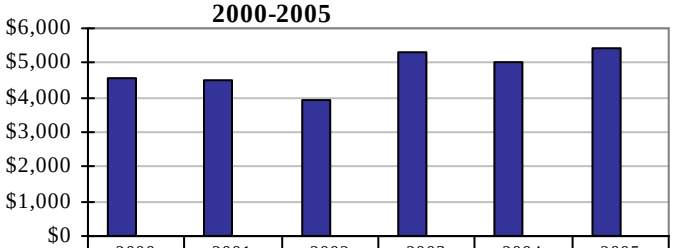
Chart 9 compares Toronto's 2005 operating cost for paved roads per lane km., to other municipalities. Toronto ranks 8th of 8 single-tier municipalities (4th quartile). When comparing municipalities, pavement condition should also be considered as there is often a relationship between this and costs. Chart 10.7, discussed earlier shows that Toronto has the highest pavement condition rating of the OMBI municipalities.

Factors that can influence municipal results for this measure include:

- Differing maintenance standards can have a significant impact on costs - Toronto's standards are high
- Traffic congestion - congestion in Toronto roads is significant(see Chart 10.5) accelerating road deterioration rates, which requires more frequent road maintenance at an additional cost
- The amount of work done by utility companies - Costs incurred for utility cuts done on behalf of, and recovered from the utility companies increases Toronto's costs as discussed earlier
- Timing of maintenance work- in Toronto when that maintenance work is required, expensive traffic management protocols are followed to ensure motorists are not adversely affected during the period of road maintenance/repair activities

Efficiency - How Much Does it Cost Toronto for Winter Control of Roads?

Chart 10.12 - City of Toronto
Operating Cost of Winter Control Maintenance of Roads per Lane km.
2000-2005



	2000	2001	2002	2003	2004	2005
Operating costs of winter control maintenance per lane km	$4,546	$4,509	$3,907	$5,319	$5,034	$5,427
# winter events in year	36	34	36	69	64	45

Chart 10.12 Toronto's cost of winter maintenance per lane km of road, for the period 2000 to 2005,

Winter maintenance costs can vary by year and are significantly impacted by weather conditions which are also included in Chart 10.12. Costs did increase in 2005 even though there were a fewer number of winter events.

Efficiency – How Do Toronto's Winter Control Costs Compare to Other Municipalities?

Chart 10.13 - OMBI 2005
Operating Costs for Winter Maintenance of Roadways per Lane Km Maintained in Winter

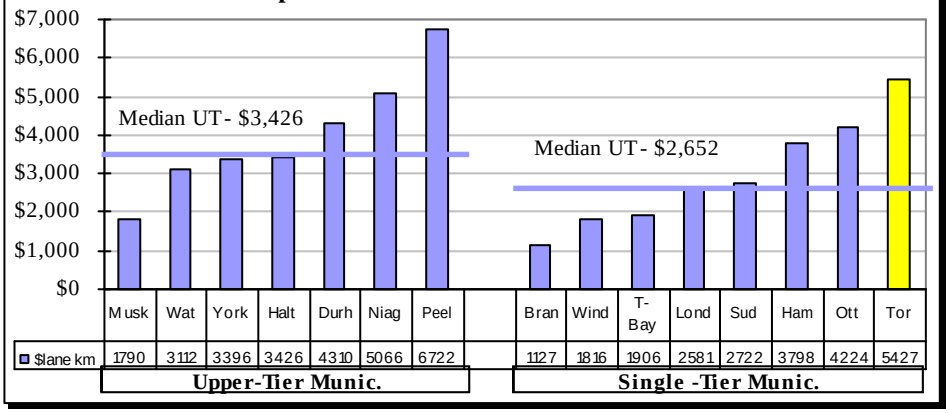


Chart 10.13 illustrates Toronto's winter maintenance costs in relation to other municipalities.

Toronto ranks 8th of 8 single-tier municipalities, in terms of having the lowest cost. Differing standards and weather conditions can influence these results.

Toronto's placement is primarily due to:

- high service standards for accumulation before ploughing and snow removal starts (see page 93)
- Toronto's urban form

In Toronto, narrow streets and on-street parking can require removal of snow. Congestion on Toronto's roads during storm events, slows the speed at which ploughs, sanders and salters can travel which also can impact efficiency.

Toronto may also have higher standby charges to allow for timely response to winter events.

Social Assistance Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Toronto Social Services delivers Ontario Works (OW) which is a mandatory province-wide program under the Ontario Works Act and Regulations, that provides employment assistance and financial support for people who are in financial need.

Employment Assistance provides opportunities for clients to engage in a variety of activities which lead to jobs, or which increase their employment prospects. Employment Assistance activities include:
job search, education and training, paid and unpaid job placements, and access to other programs that enhance job readiness.

Financial Assistance includes funds to cover food, shelter, clothing and other household items, the cost of prescribed medications, other benefits such as winter clothing, back-to-school allowance, dental services for children, eyeglasses and medical transportation. It also includes assistance with employment-related expenses and child care costs.

Examining Performance

Toronto's performance measurement results can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Monthly Social Assistance Case Load per 100,000 Households	**Increasing** Increasing case load	-	**1** Higher caseload	-	11.1 11.2
Customer Service	Social Assistance Response Time to Client Eligibility (Days)	-	**Favourable** Response time dropped/ improved in 2005	-	**2** Response time is lower/better	11.3 11.4
Community Impact	Average Time on Social Assistance (Months)	-	**Stable** No change in 2005	-	**4** Higher length of time on Social Assistance	11.5 11.6

Social Assistance Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

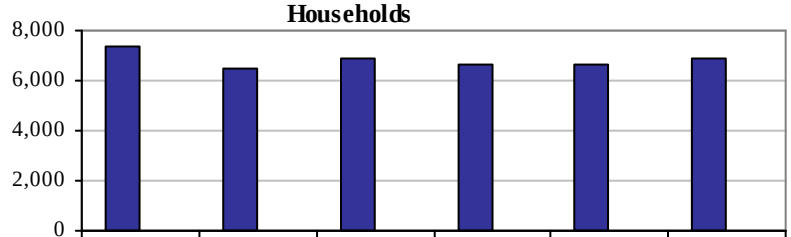
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Monthly Social Assistance Administration Cost per Case	-	**Favourable** Lower admin. cost per case in 2005	-	**1** Low admin. cost per case	11.7 11.8
Efficiency	Monthly Social Assistance Benefits Cost per Case	-	**Increasing** Increasing benefits cost per case in 2005	-	**4** High benefits cost per case	11.9 11.10
Efficiency	Monthly Social Assistance Total Cost Administration & benefits) per Case	-	**Increasing** Increasing total cost per case in 2005	-	**3** Higher total cost per case	11.9 11.10

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results are based on a maximum sample size of 14 municipalities.

Service Level - How Many Individuals or Families (Case Load) are Receiving Social Assistance in Toronto?

Chart 11.1 -City of Toronto
Monthly Social Assistance Case Load per 100,000 Households



	2000	2001	2002	2003	2004	2005
Caseload per 100,000 HH	7,371	6,449	6,856	6,649	6,626	6,901
Total Caseload	69,654	62,751	67,602	66,494	67,124	70,806

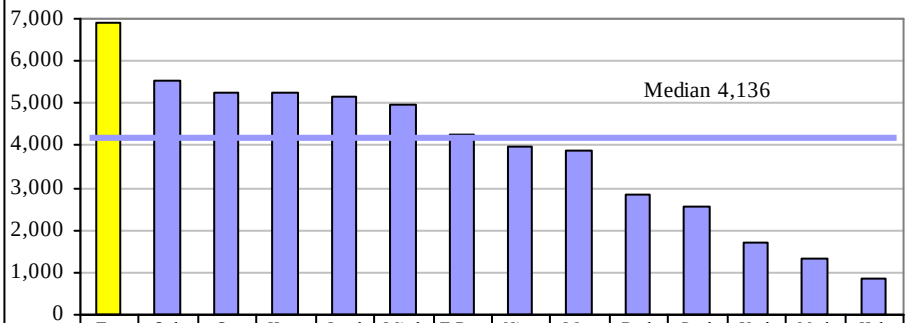
As noted earlier, municipalities are responsible for delivering an Ontario-wide program called Ontario Works (OW), in accordance with provincial regulations and rules.

A case relates to an individual or family that is found to be eligible for social assistance.

Chart 11.1 provides the social assistance case load in Toronto for the years 2000 through 2005, as well as the case load on a per 100,000 household basis to adjust for changes in population and allow for comparisons to other municipalities.

Service Level – How Does the Number of Individuals or Families (Case Load) Receiving Social Assistance in Toronto, Compare to Other Municipalities?

Chart 11.2 - OMBI 2005
Monthly Social Assistance Case Load per 100,000 Households



	Tor	Sud	Ott	Ham	Lond	Wind	T-Bay	Niag	Wat	Durh	Peel	York	Musk	Halt
#cases	6,901	5,545	5,259	5,257	5,152	4,948	4,277	3,996	3,863	2,851	2,533	1,715	1,304	867

The case load has been increasing in recent years due to-changes in the local labour market and provincial eligibility criteria.

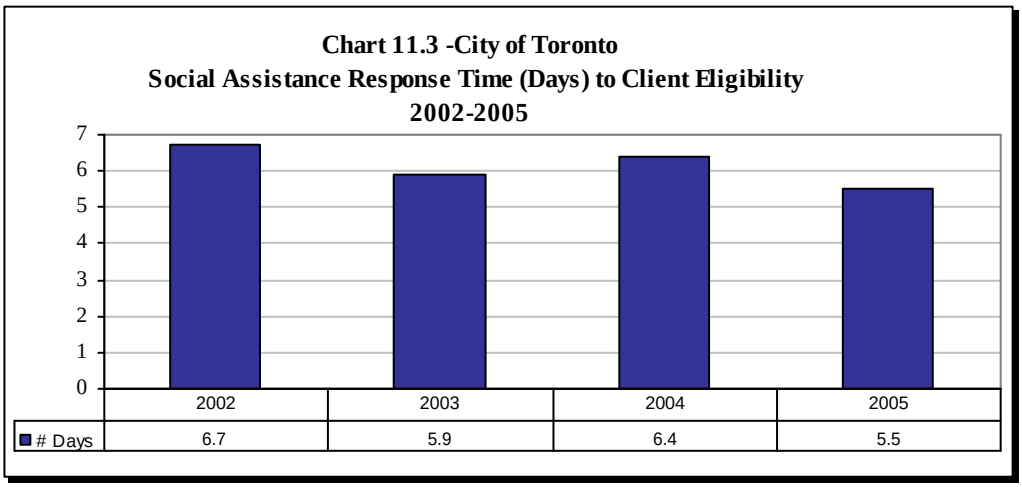
Chart 11.2 compares the 2005 number of cases receiving social assistance per 100,000 households in Toronto to other municipalities.

Results show that Toronto has the highest rate of social assistance cases among the OMBI municipalities, ranking 1st of 14 municipalities (1st quartile). As the largest urban centre in Canada, Toronto has always been a favoured destination for those in need, because of the social supports available.

Factors that can influence municipal case load results include:

- Local economic conditions
- the social well-being of a community
- immigration trends and patterns

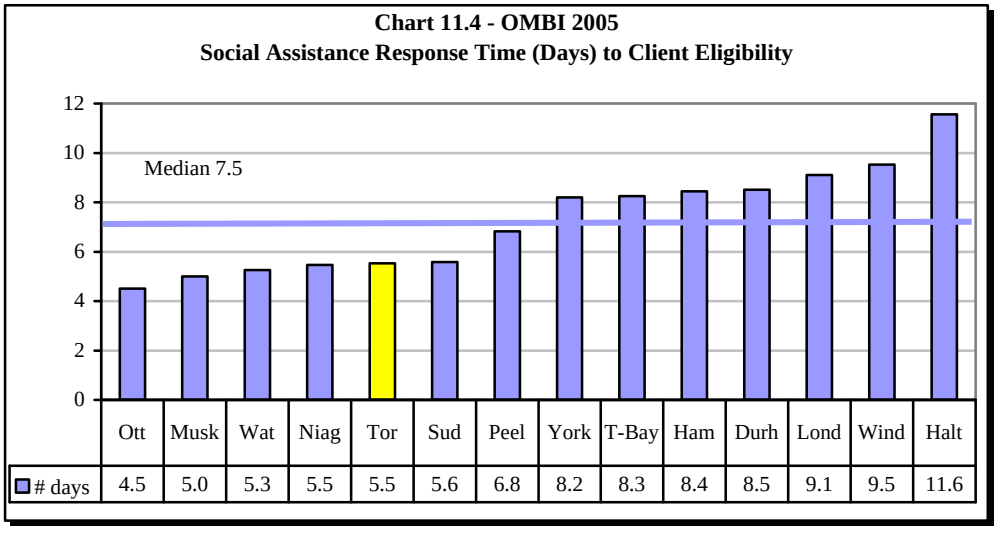
Customer Service - How Long Does it Take in Toronto to Inform a Client If They are Eligible for Social Assistance?



At one of the 14 community-based offices in Toronto, individuals can apply for social assistance. Clients are first assessed to determine whether they are in financial need and eligible to receive social assistance.

In 2005, 119,000 individuals and families were assessed in Toronto for initial eligibility, and in 2002 this number was 115,000.

Customer Service - How Does the Length of Time it Takes in Toronto to Inform a Client f They are Eligible for Social Assistance, Compare to Other Municipalities?



From a customer service standpoint clients, have a basic expectation that they will be notified in a timely manner, if they are eligible or not.

Chart 11.3 provides Toronto's response time to client eligibility (in days) from 2002 to 2005. This response period is from the time a person requests assistance to the time they are informed of their eligibility. There was a general reduction (improvement) in Toronto's response time over this period.

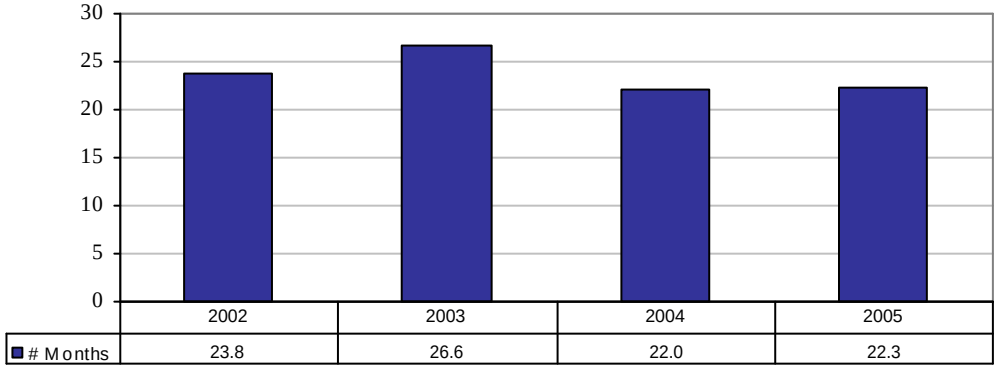
Results show that Toronto ranks 5th of 14 (2nd quartile), in terms of having a short response time to client eligibility.

A number of factors affect this response time in municipalities, including:

- How long it takes for a client to provide the necessary information
- The availability of interpreters when English is not the first language
- How the municipality delivers the service

Community Impact – What is the Average Length of Time (Months) That People Receive Social Assistance in Toronto?

Chart 11.5 - City of Toronto
Average Time (Months) that Individuals or Families Receive Social Assistance
2002 to 2005



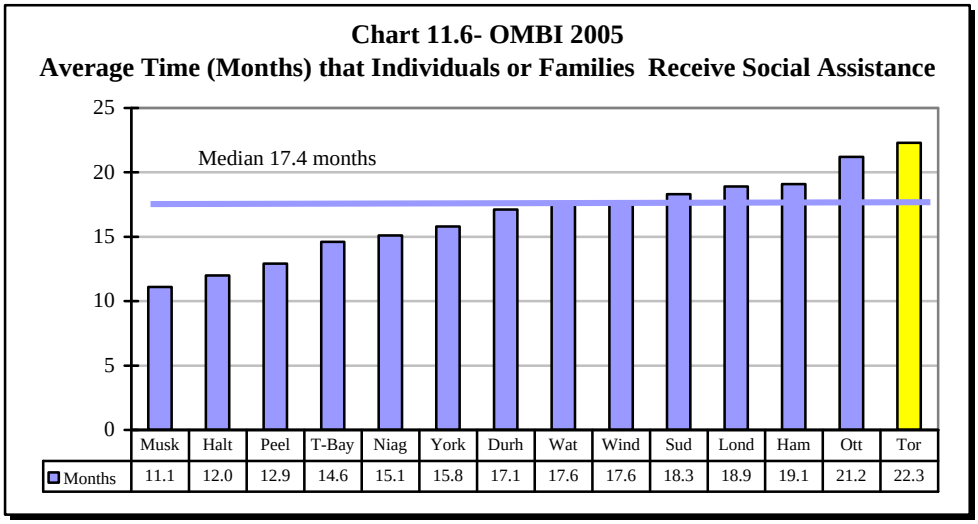
	2002	2003	2004	2005
# Months	23.8	26.6	22.0	22.3

Once it has been determined Social Assistance clients are eligible to receive financial assistance they participate in employment assistance programs. These programs provide opportunities for participants to engage in a variety of activities that lead to jobs or increase employment prospects and help hem become more self-sufficient.

Chart 5 provides information for the City of Toronto on the average number of months that individuals or families received social assistance from 2002 to 2005.

Community Impact – How Does the Average Length of Time (Months) in Toronto That People Receive Social Assistance, Compare to Other Municipalities?

Chart 11.6- OMBI 2005
Average Time (Months) that Individuals or Families Receive Social Assistance



	Musk	Halt	Peel	T-Bay	Niag	York	Durh	Wat	Wind	Sud	Lond	Ham	Ott	Tor
Months	11.1	12.0	12.9	14.6	15.1	15.8	17.1	17.6	17.6	18.3	18.9	19.1	21.2	22.3

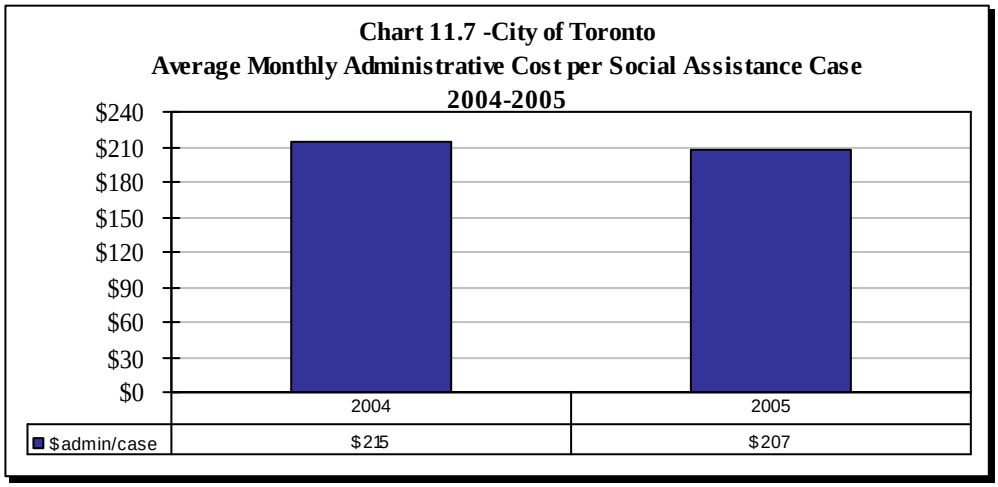
Chart 11.6 compares the average number of months that individuals or families receive social assistance in Toronto in 2005 to other municipalities. Municipal results for this measure can be influenced by factors such as:

- Employment opportunities available
- Socio-demographics of the case load
- Different service delivery models and municipal business practices
- The number of complex cases

Toronto ranks 14th of 14 municipalities (4th quartile), in terms of having the shortest average time that individual receives Social Assistance.

One factor that could be contributing to this result is that each Toronto staff member that supports social assistance cases, carries a high case load in relation to other municipalities, and may therefore not be in a position to spend as much time with each client as in other municipalities even though they may be serving a higher proportion of complex cases.

Efficiency- What is the Administrative Cost in Toronto to Support a Social Assistance Case?



Social assistance costs are comprised of two components:

- Benefits paid to social assistance clients
- Administrative costs to deliver and administer the program

Chart 11.7 provides the administrative cost per case in Toronto for the years 2004 to 2005. This includes working with clients to determine the most effective OW program option(s) for the client, as well as quality assurance, and fraud prevention and control activities.

Efficiency- How Does Toronto's Administrative Cost per Social Assistance Case, Compare to Other Municipalities?

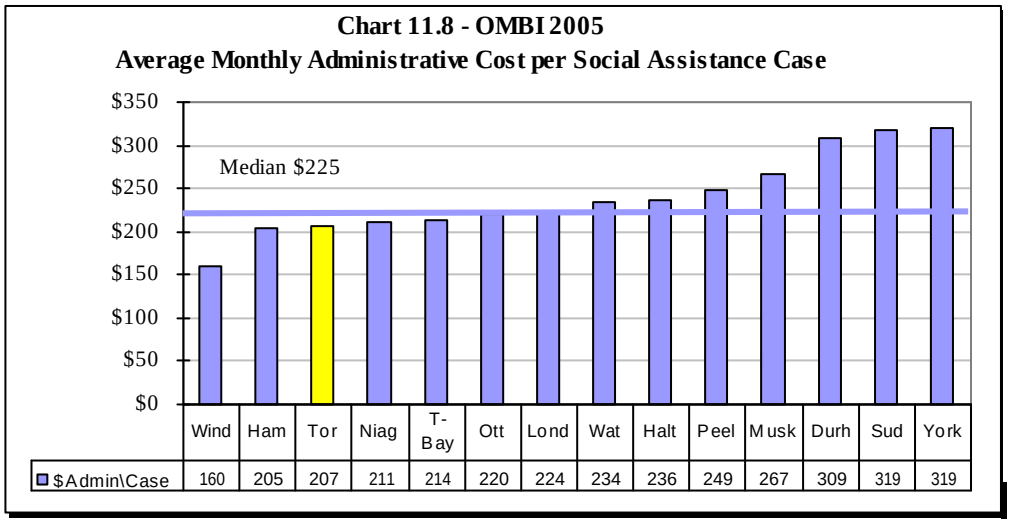


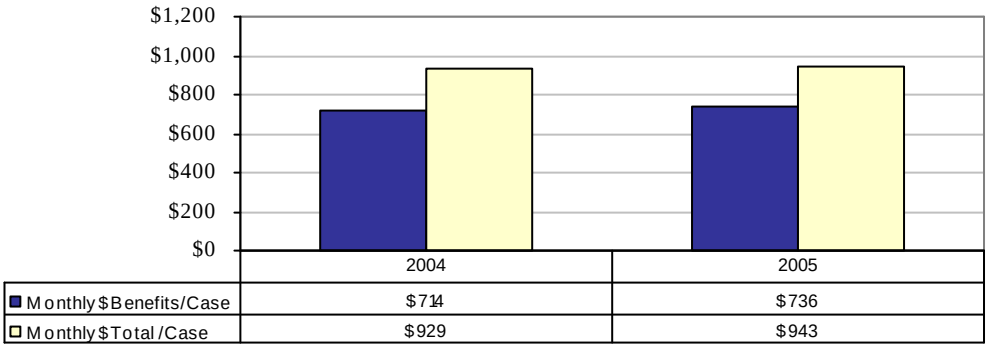
Chart 11.8 compares the 2005 monthly administration cost per case in Toronto to other municipalities as an indicator of efficiency.

Municipal results for this measure are influenced by different service delivery models.

Results show that Toronto ranks 3rd of 14 municipalities (1st quartile) in terms of having the lowest administrative costs per case. As noted earlier, Toronto staff members that support social assistance cases, carry a high case load in relation to other municipalities, which is likely a significant factor behind this result.

Efficiency - What is the Average Monthly Benefit Cost and Total Cost in Toronto, per Social Assistance Case?

Chart 11.9 - City of Toronto
Average Monthly Benefits per Social Assistance Case
Average Total Cost (Administration & Benefits) per Social Assistance Case
2004-2005



	2004	2005
Monthly $Benefits/Case	$714	$736
Monthly $Total /Case	$929	$943

Efficiency – How Does Toronto's Average Monthly Benefit Cost and Total Cost per Social Assistance Case, Compare to other Municipalities?

Chart 11.10- OMBI 2005
Average Monthly Benefits per Social Assistance case
Average Total Cost (Administration & Benefits) per Social Assistance Case

	Musk	Sud	Wat	Dur	T-Bay	Niag	Halt	York	Ott	Wind	Ham	Peel	Tor	Lon
Monthly $Benefits/Case	581	595	632	638	639	673	676	701	703	707	712	731	736	758
Monthly $Total /Case	848	914	866	947	853	885	912	1019	923	867	917	980	943	982

Municipal results for these measures are influenced by the mix of single and family case (families receive greater benefits) as well as the cost of shelter in a municipality

Toronto ranks 13th of 14 municipalities (4th quartile) in terms of having the lowest monthly benefit cost per case. The primary factor behind this is that shelter/housing costs tend to be higher in Toronto than in other municipalities, thus a greater percentage of Toronto's clients are reaching the maximum of the shelter component of their benefits when compared to other municipalities. On the basis of the total cost (administration and benefits) per social assistance case, Toronto ranks 10th of 14 municipalities (3rd quartile) in terms of low costs due to a combination of low administrative costs and high benefit costs.

Social Housing Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Responsibility for the funding and administration of social housing programs was transferred from the Province of Ontario to Toronto in May 2002. **The Social Housing Unit** within the Shelter, Support and Housing Division, provides administration and direct funding to all Social Housing Providers in the City of Toronto including:

- The Toronto Community Housing Corporation (TCHC) - owned by the City of Toronto and governed by a Board of Directors appointed by City Council
- Community-based non-profits - owned and operated by community-based non-profit corporations, such as churches, seniors' organizations and ethno-cultural groups
- Co-operative non-profits projects developed by the City of Toronto-owned and managed by its members
- Limited dividend buildings - where, in return for preferential mortgage financing by Canada Mortgage and Housing Corporation (CMHC), private landlords agree to set aside some units to provide rent-geared-to-income housing for low-income households
- Private rent supplement buildings - where a private or non-profit landlord sets aside units for households requiring rent-geared-to-income; the City pays the landlord the difference between geared-to-income rent and the market rent for the unit

All social housing providers are responsible for managing their own properties, providing day-to-day property management and tenant relations services.

Examining Performance

Toronto's performance measurement results can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Social Housing Units /1,000 Households	**Favourable** Amount of Social Housing has been slowly increasing	-	**1** Highest amount of Social Housing	-	12.11 12.2

TORONTO

Social Housing Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

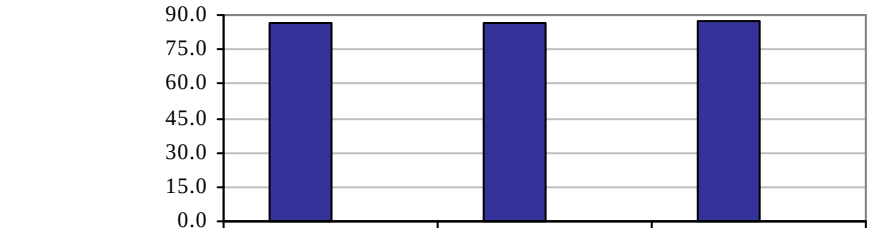
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Percentage of Social Housing Waiting List placed Annually	-	**Unfavourable** Percentage of waiting list placed in Social Housing has been decreasing	-	**4** Lowest percentage of families on waiting list placed in Social Housing	12.3 12.4
Efficiency	Social Housing Subsidy Costs per Social Housing Unit	-	**Stable** The Social Housing subsidy is stable decreasing in 2004 and increasing in 2005	-	**4** Higher costs of funding Social Housing providers	12.5 12.6

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results are based on a maximum sample size of 14 municipalities.

Service Level - How Many Social Housing Units are there in Toronto?

Chart 12.1 -City of Toronto
Number of Social Housing Units per 1,000 Households
2000-2005



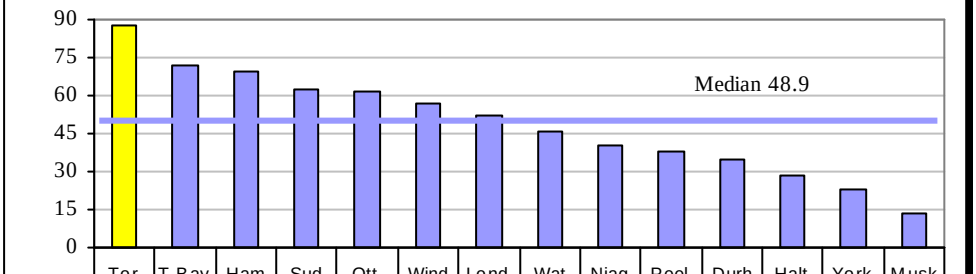
	2003	2004	2005
S.H. Units per 1,000 HH	86.8	86.7	87.8
# S.H. Units	86,811	87,872	90,103

The number of Social Housing Units in a Municipality is the primary indicator of service levels.

Chart 12.1 provides information on the number of Social Housing units there were in Toronto per 1,000 households for the period of 2002 through 2005. It also provides the total number of units each year which shows an increasing trend in 2005.

Service Level - How Does the Number of Social Housing Units in Toronto Compare to Other Municipalities?

Chart 12.2- OMBI 2005
Number of Social Housing Units /1,000 Households



	Tor	T-Bay	Ham	Sud	Ott	Wind	Lond	Wat	Niag	Peel	Durh	Halt	York	Musk
# units	87.8	72.1	69.2	62.6	61.8	56.8	52.1	45.7	40.5	37.6	34.7	28.3	23.3	13.4

Chart 12.2 compares the number of Social Housing Units per 1,000 households in Toronto in 2005, with other Ontario municipalities.

Toronto ranks 1st of 14 municipalities (1st quartile) in terms of the greatest number of social housing units.

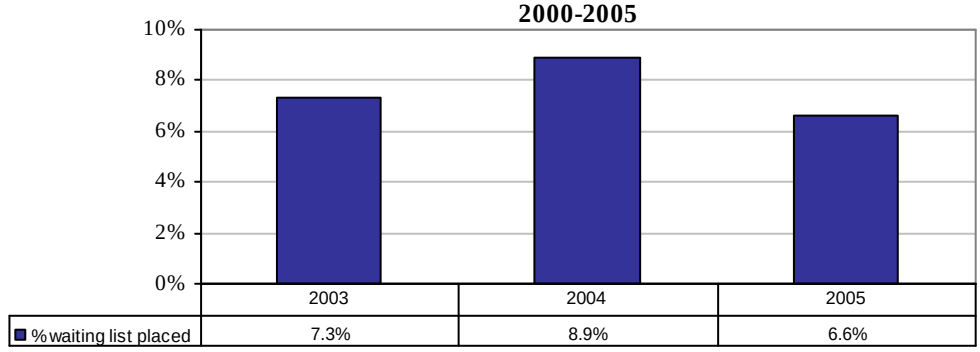
In relation to other municipalities, Toronto's high number of Social Housing Units is likely due to individuals in need of supportive housing being drawn to Toronto because of the social supports available.

The number of Social Housing Units in municipalities can be impacted by:

- Local and economic conditions as well as population growth that can affect demand for affordable housing
- Prescribed standards in legislation oblige minimum base level
- Historical funding – Municipal take-up of senior level government program funding

Community Impact – How Much of a Wait is there For a Social Hosing Unit in Toronto?

Chart 12.3 -City of Toronto
Percentage of Social Housing Waiting List placed Annually
2000-2005



	2003	2004	2005
% waiting list placed	7.3%	8.9%	6.6%

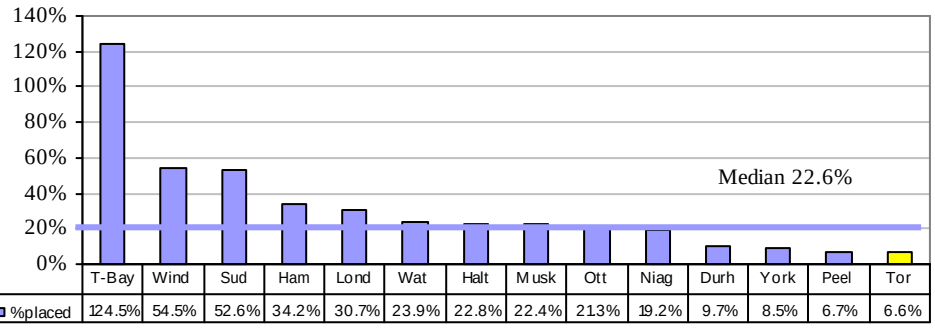
For individuals and families that are eligible for Social Housing, the period of time they must wait to get access to this housing is important.

Chart 12.3 provides information on the percentage of the Social Housing waiting list that was placed in Toronto for the period 2000 to 2005.

Results show this to be a fairly low percentage each year and at the 2005 rate of 6.6 % this would equate to a wait of approximately 15 years in Toronto, for all those on the list to gain access to a unit.

Community Impact – How does the Wait for a Social Housing Unit in Toronto Compare to other Municipalities?

Chart 12.4- OMBI 2005
Percentage of Social Housing Waiting List placed Annually



	T-Bay	Wind	Sud	Ham	Lond	Wat	Halt	Musk	Ott	Niag	Durh	York	Peel	Tor
%placed	124.5%	54.5%	52.6%	34.2%	30.7%	23.9%	22.8%	22.4%	213%	19.2%	9.7%	8.5%	6.7%	6.6%

Chart 12.4 compares the percentage of the Social Housing waiting list that was placed in 2005 in Toronto, to other Ontario municipalities.

Toronto ranks 14th of 14 municipalities (4th quartile), in terms of having the shortest waiting period.

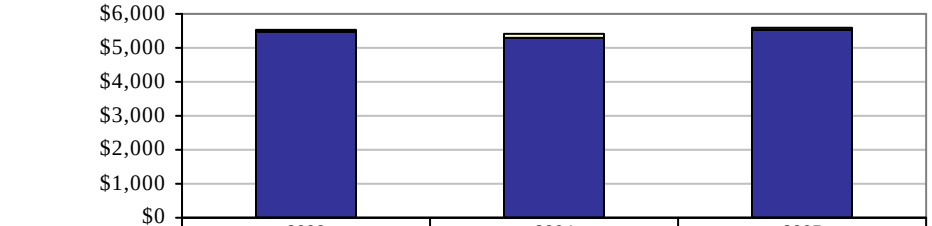
Despite the relatively higher number of Social Housing units in Toronto, as previously illustrated in Chart 12.2, results would indicate that demand for these units far exceeds the supply.

The period of time that individuals and families remain on the Social Housing waiting list can be influenced by:

- Local and economic conditions as well as population growth that affects demand for affordable housing
- Rental market conditions
- Different portfolios may experience different mobility rates e.g., seniors projects may be more stable for long periods, whereas families and singles tend to move more often
- Client income mix within the area
- Eligibility criteria

Efficiency - What is Toronto's Annual Total Cost per Social Housing Unit for Administration and Direct Funding (Subsidy) to Social Housing Providers?

Chart 12.5 -City of Toronto
Annual Social Housing Costs (Administration & Subsidy) per Social Housing Unit
2003-2005



	2003	2004	2005
total cost/ unit	$5,541	$5,388	$5,611
admin cost/unit	$88	$101	$108
subsidy cost /unit	$5,453	$5,287	$5,503

Costs of maintaining the waiting list management that is done by Housing Connections, so the subsidy amount paid by the City for this funtion has been re-classified from subsidy to administration for the purposes of comparing to other municipalities.

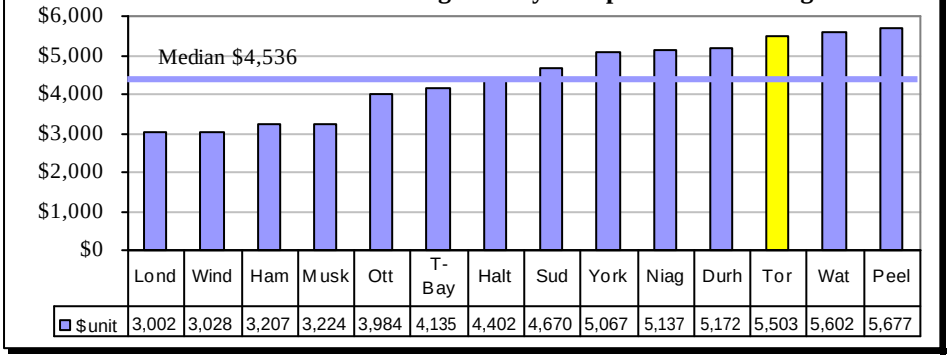
For the Social Housing portfolio, there are two main components of costs to municipalities:

- Administration of the portfolio
- Direct funding (subsidy) provided to all social housing providers who have responsibility for managing their own properties, providing day-to-day property management and tenant relations services

Chart 12.5 provides a summary of Toronto's annual social housing costs per unit for the period of 2003 to 2005.

Efficiency – How Does the Annual Direct Funding (Subsidy) per Unit to Social Housing Providers in Toronto, Compare to other Municipalities?

Chart 12.6 - OMBI 2005
Annual Social Housing Subsidy Cost per Social Housing Unit



	Lond	Wind	Ham	Musk	Ott	T-Bay	Halt	Sud	York	Niag	Durh	Tor	Wat	Peel
$unit	3,002	3,028	3,207	3,224	3,984	4,135	4,402	4,670	5,067	5,137	5,172	5,503	5,602	5,677

Toronto's direct funding (subsidy) cost per social housing unit is compared to other municipalities in Chart 12.6. Toronto, ranks 12th of 14 municipalities (4th quartile), in terms of having the lowest subsidy costs.

Municpal results for this measure can be influenced by the portfolio mix of units, condition and age of housing stock and provincially prescribed formulas for costs.

Toronto's Social Housing Subsidy costs are high and will continue to be higher than other municipalities in the rest of the province for the following reasons:

- The original capital costs of land and construction were higher in Toronto than elsewhere, thus the required mortgage and associated annual mortgage costs were higher, which in turn increases the subsidy required.
- Toronto has a disproportionate number of the old public housing stock. This stock is 100% Rent Geared to Income (RGI), and has no market tenant revenue to offset the housing costs. In addition Toronto has a higher proportion of RGI units in the portfolio as a whole, and the highest level of market rents in the province with RGI costs directly related to market rents.
- The funding formulas and levels established in the GTA for the former provincial housing providers are different from those of other areas in the province. On average the GTA levels are 15% higher per unit than other large urban areas, and 18% higher per unit than small urban and rural areas.
- Toronto has a much higher level of alternative providers that provide housing to the homeless and hard to house. These providers are funded at a much higher level than other providers.

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Solid Waste Management Services are responsible for the handling, transfer, and disposal of garbage, as well as the diversion of blue box materials, organics, and yard waste in order to reduce reliance on landfill sites, and lessen the impact on the environment.

A variety of other programs are also offered and co-ordinated to help residents and businesses reduce how much waste they generate. The goal for municipalities is to reduce or divert the amount of waste disposed in landfill sites. This is achieved through diversion programs such as:

- Blue box (bottles, cans, paper, etc.)
- Green bin (food waste)
- Household hazardous waste
- Composting initiatives (leaf and yard waste)

In some municipalities, such as Toronto, commercial customers are also served through waste diversion programs such as food waste collection and the yellow bag program. With the yellow bag program, businesses must buy bags from the municipality to be eligible for waste collection.

Examining Performance

Toronto's performance measurement results for Solid Waste Management Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Percentage of Solid Waste Diverted - Residential	-	**Favourable** Overall diversion rate is increasing	-	**2** Higher overall diversion rate	13.1 13.2
Community Impact	Percentage of Waste Diverted – Houses (Curbside)	-	**Favourable** Diversion rate for houses/ curbside is increasing	-	**1** Highest diversion rate for houses	13.1 13.3

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Solid Waste Management Services
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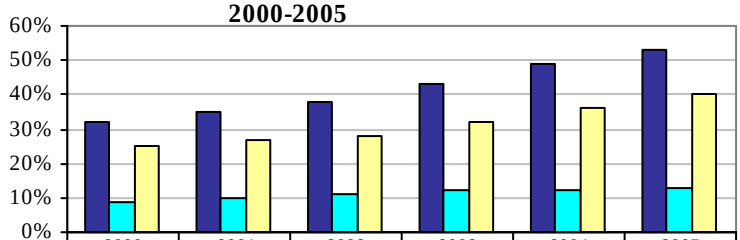
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Percentage of Waste Diverted – Multi-Residential	-	**Favourable** **Slight increase in multi –res. diversion in 2005**	-	3 Lower multi-res. diversion rate	13.1 13.4
Customer Service	Number of Solid Waste Complaints per 1,000 Households	-	**Unfavourable** Increasing rate of complaints	-	-	13.5
Efficiency	Operating Costs for Solid Waste/Garbage Collection per Tonne – Residential	-	**Unfavourable** Increasing cost of solid waste collection	-	2 Lower costs of solid waste collection	13.6 13.7
Efficiency	Operating Costs for Solid Waste Disposal per Tonne – All Streams	-	**Unfavourable** Increasing cost of solid waste disposal	-	4 High cost of solid waste disposal	13.8 13.9
Efficiency	Operating Costs for Solid Waste Diversion per Tonne – Residential	-	**Unfavourable** Increasing cost of solid waste diversion	-	4 High cost of solid waste diversion	13.10 13.11

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 15 municipalities.

Community Impact – How Have Toronto's Solid Waste Diversion Rates Been Changing?

Chart 13.1-City of Toronto
Percentage of Residential Solid Waste Diverted
2000-2005



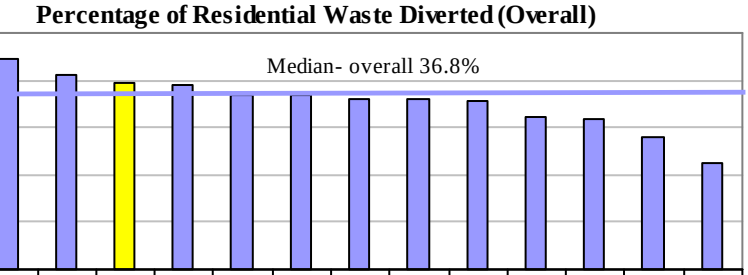
	2000	2001	2002	2003	2004	2005
Div%-curbside/houses	32%	35%	38%	43%	49%	53%
Div%- multi-res	9%	10%	11%	12%	12%	13%
Div%- Overall combined	25%	27%	28%	32%	36%	40%

With the goal of diverting solid waste away from landfill sites, diversion rates are an important measure for determining progress towards this goal.

Chart 13.1 provides Toronto's residential diversion rates by housing component from 2000 to 2005. During this period there has been a steady improvement each year in the area of houses as new programs have been introduced. Similar advances have not been made as yet in the multi-residential/ apartment sector where recycling and diversion tends not to be as convenient for residents.

Community Impact – How Does Toronto's Overall Residential Diversion Rate Compare to Other Municipalities?

Chart 13.2- OMBI 2005
Percentage of Residential Waste Diverted (Overall)



	Peel	Niag	Halt	Tor	Musk	Durh	Lond	Sud	Wind	Bran	Ott	York	Ham	T-Bay
Overall	45.2%	44.7%	41.3%	39.6%	39.0%	36.8%	36.7%	36.0%	36.0%	35.6%	32.3%	31.9%	28.0%	22.4%

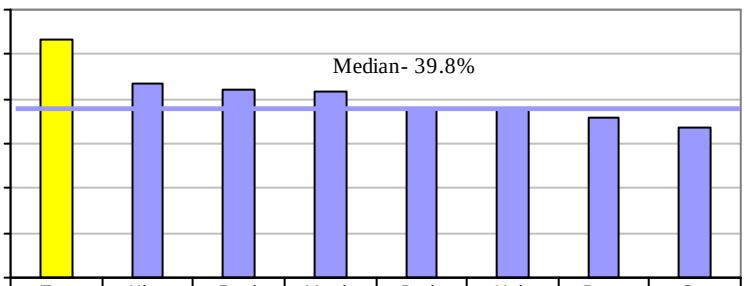
With the goal of diverting solid waste away from landfill sites, diversion rates are an important measure for determining progress towards this goal.

Chart 13.2 compares Toronto's overall 2005 diversion rate (both houses and multi-residential building) to other municipalities.

Toronto ranks 4th out of 15 (second quartile), in terms of having the highest diversion rate, primarily because apartments (with their low diversion rates) tend to be a much more significant housing form in Toronto than in other municipalities.

Community Impact – How Does Toronto's Diversion Rate For Houses Compare to Other Municipalities?

Chart 13.3- OMBI 2005
Percentage of Residential Waste Diverted (Houses)



	Tor	Niag	Peel	Musk	Durh	Halt	Bran	Ott
%diverted houses	53.4%	43.5%	42.1%	41.7%	37.8%	37.6%	35.6%	33.8%

Chart 13.3 compares Toronto's 2005 diversion rate for houses (curbside) to other municipalities.

Toronto ranks 1st out of 8 municipalities (1st quartile) in terms of having the highest diversion rate.

The introduction of new diversion programs in Toronto, such as the green bin program for organics, have been a major contributor to this result.

Community Impact – How Does Toronto's Diversion Rate For Multi-Residential Buildings Compare to Other Municipalities?

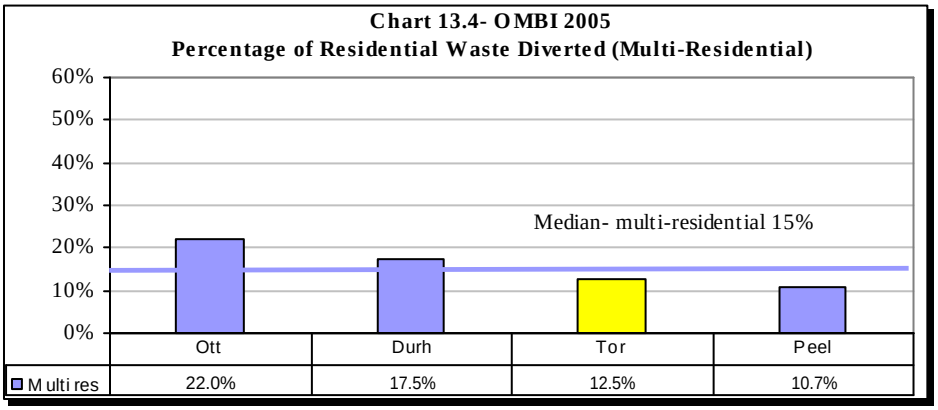


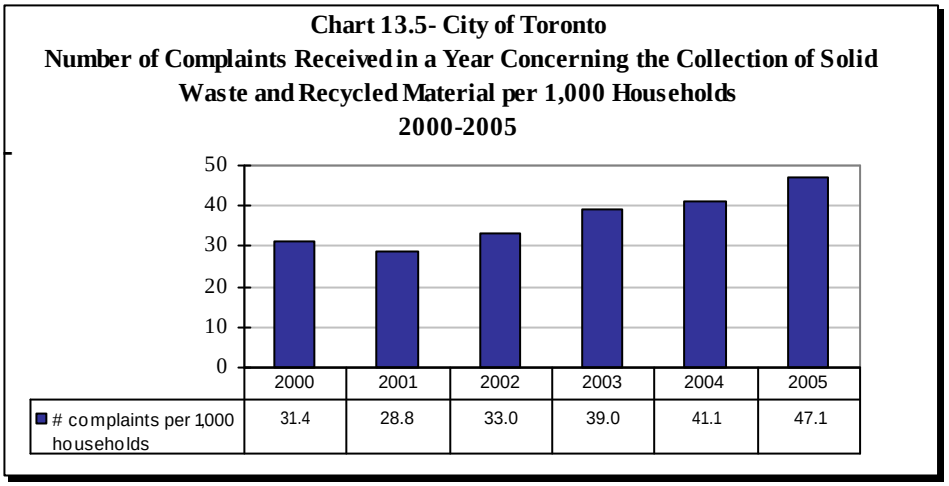
Chart 13.3 on the previous page, compares Toronto's 2005 multi-residential (apartments) diversion rate to other municipalities. Toronto ranks 3rd out of 4 municipalities (3rd quartile), in terms of having the highest diversion rate.

Apartment dwellings in Toronto represent approximately 48% of the total housing stock, but recycling and diversion tends not to be as convenient for residents.

A number of factors affect diversion rates in municipalities including:

- How a municipality manages and enforces its recycling program
- The rate of public participation in recycling activities
- The number of material types included in diversion programs (e.g., organics)
- Seasonal residents or tourists and their participation in diversion programs

Customer Service – What is the Rate of Complaints in Toronto for Solid Waste Collection?



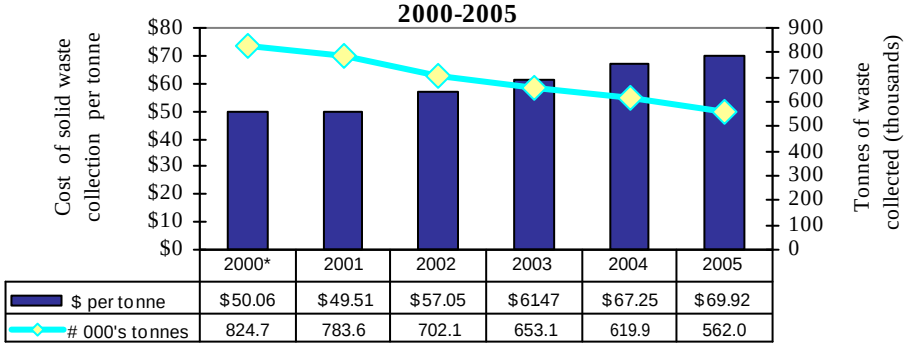
- The number of daily newspapers published in a municipality
- The mix of single family homes, and multi-unit residential buildings where recycling is more difficult

The level of complaints from residents is one method of assessing the quality of service provided. Chart 13.5 provides the rate of complaints in Toronto per 1,000 households concerning the collection of solid waste and recycled materials from 2000 to 2005.

The increase in the rate of complaints in recent years is related to the introduction of new diversion programs, as complaints typically increases with the introduction of new initiatives (such as the yellow bag and green bin initiatives).

Efficiency - How Much Does it Cost to Collect a Tonne of Garbage in Toronto?

Chart 13.6- City of Toronto
Op. Cost of Solid Waste Collection per Tonne and Tonnes of Solid Waste Collected 2000-2005



	2000*	2001	2002	2003	2004	2005
$ per tonne	$50.06	$49.51	$57.05	$6147	$67.25	$69.92
# 000's tonnes	824.7	783.6	702.1	653.1	619.9	562.0

In solid waste management there are three main functions where efficiency is compared on a cost per tonne basis:

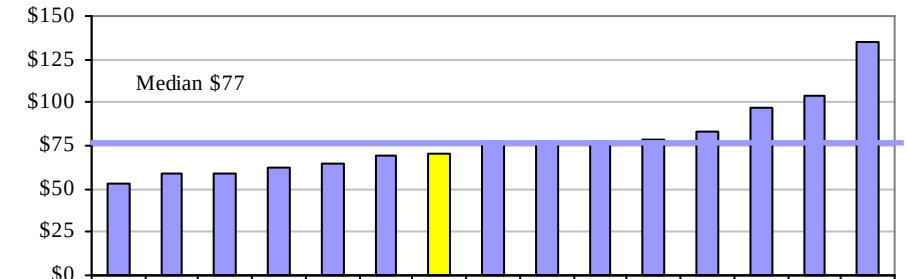
- solid waste collection
- solid waste disposal
- solid waste diversion

Chart 13.6 provides Toronto's cost of solid waste collection per tonne for the years 2000 to 2005.

The tones of waste (in thousands) collected over this period, is also provided as a line graph relative to the right axis.

Efficiency – How Does Toronto's Cost of Garbage Collection Compare to Other Municipalities?

Chart 13.7 OMBI 2005
Cost for Solid Waste Collection per Tonne -Residential



	Bran	Peel	Wind	Ott	Musk	Halt	Tor	Ham	Wat	Lon	T-Bay	Durh	Niag	Sud	Musk
$tonne	53	59	59	62	65	70	70	77	77	77	78	84	97	104	135

Although gross costs actually decreased over this six year period, there was a 32% decrease in tonnes collected over this same period resulting from the success of the City's diversion programs.

As a result, the cost per tonne has increased each year as fixed costs are spread over smaller tonnage.

Chart 13.7 compares Toronto's 2005 solid waste collection costs to other municipalities. Toronto ranks 7th of 15 (second quartile), in terms of having the lowest cost.

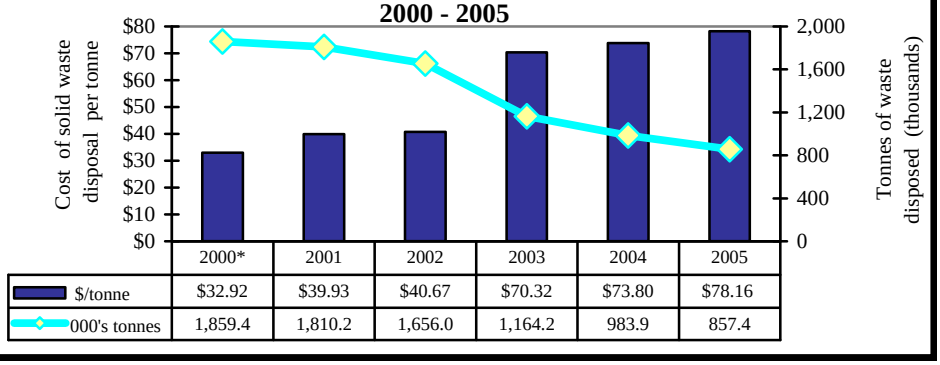
Municipal collection costs can be influenced by:

- The frequency of collection (weekly or bi-weekly pick-ups)
- The existence of any bag limits for residents
- The mix of houses versus apartment units and the different collection methods required

Toronto's overall costs are lowered by multi-residential collection (bulk-lift), which is much less expensive than curbside collection, however curbside collection costs are higher relative to other municipalities due in part to factors such as on-street parking, one-way streets and heavy traffic volumes that impact collection efficiency.

Efficiency - How Much Does it Cost Toronto to Dispose of a Tonne of Garbage?

Chart 13.8 - City of Toronto
Op. Cost of Solid Waste Disposal per Tonne and Tonnes of Solid Waste Disposed
2000 - 2005



	2000*	2001	2002	2003	2004	2005
$/tonne	$32.92	$39.93	$40.67	$70.32	$73.80	$78.16
000's tonnes	1,859.4	1,810.2	1,656.0	1,164.2	983.9	857.4

Chart 13.8 summarizes Toronto's cost of solid waste disposal per tonne from 2000 to 2005, which has been increasing.

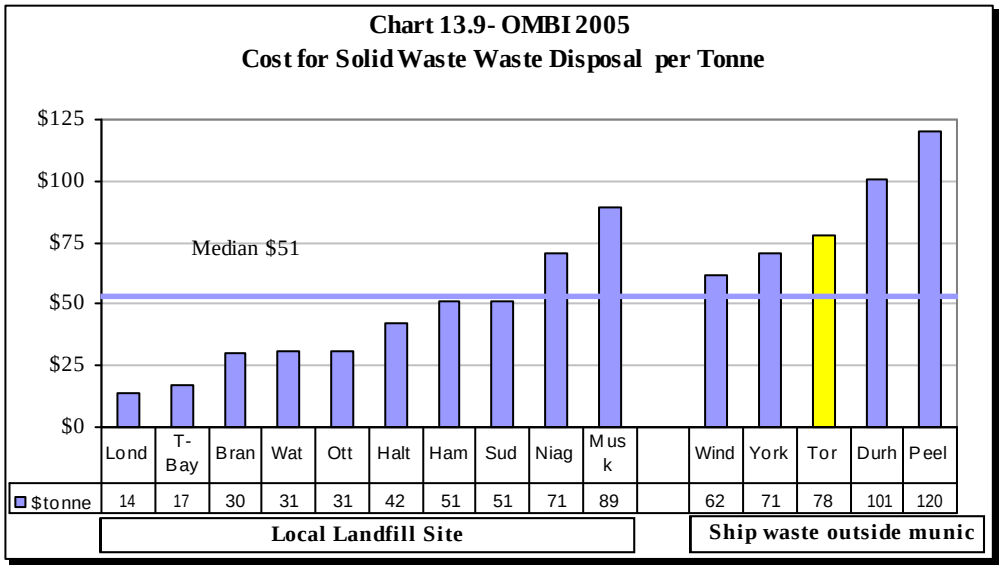
Tonnes disposed (in thousands) are also plotted as a line graph relative to the right axis

There are two key factors behind this increase:

- The closure of Keele Valley in 2002 and its low cost operation, and the movement to shipping waste to Michigan for disposal at a higher cost.
- A significant decline in the volume of waste disposed, due to enhanced diversion programs and the reduction of commercial waste which has gone to other service providers.

Efficiency – How Does Toronto's Cost of Solid Waste Disposal, Compare to Other Municipalities?

Chart 13.9- OMBI 2005
Cost for Solid Waste Waste Disposal per Tonne



	Lond	T-Bay	Bran	Wat	Ott	Halt	Ham	Sud	Niag	Mus k		Wind	York	Tor	Durh	Peel
$tonne	14	17	30	31	31	42	51	51	71	89		62	71	78	101	120
	Local Landfill Site											Ship waste outside munic				

Chart 13.9 compares Toronto's 2005 solid waste disposal costs per tonne, to other municipalities.

Toronto ranks 12th of 15 municipalities (4th quartile) in terms of having the lowest cost.

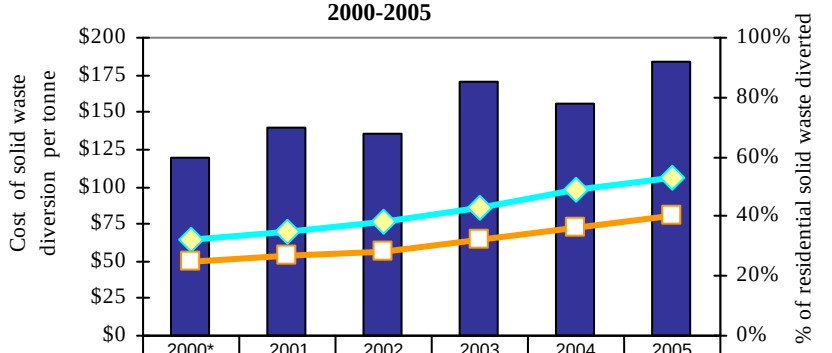
Solid waste disposal costs in municipalities can be influenced by:

- The existence of a local landfill site for disposal as opposed to increased costs associated with transporting and disposing waste in a landfill site outside the community
- Higher costs associated with the incineration of garbage in some municipalities
- The use of private contractors

Those municipalities with a local landfill site have been grouped separately in Chart 13.9, from those that must ship all or some of their waste outside their community for disposal. This accounts for Toronto's higher costs for waste disposal.

Efficiency - How Much Does it Cost in Toronto to Divert a Tonne of Garbage Away From Landfill?

Chart 13.10 -City of Toronto
Operating Cost of Solid Waste Diversion per Tonne and Percentage of Residential Solid Waste Diverted 2000-2005



	2000*	2001	2002	2003	2004	2005
$cost/tonne	$119.70	$140.02	$135.01	$169.87	$155.53	$184.20
Div%-houses	32%	35%	38%	43%	49%	53%
Div%-combined	25%	27%	28%	32%	36%	40%

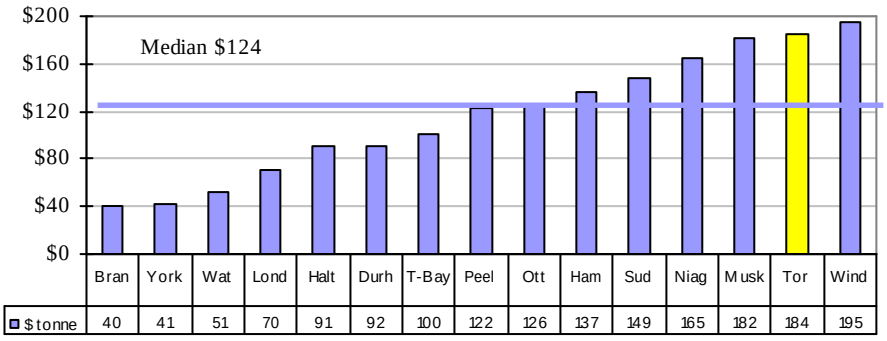
Chart 13.10 shows Toronto's cost of solid waste diversion per tonne, from 2000 to 2005. This has been contrasted against the City's overall diversion rate and the diversion rate for houses which are reflected as line graphs relative to the right axis.

Generally as diversion rates rise, so will diversion costs on a per tonne basis, as has been the experience in Toronto.

There has been a significant increase in the diversion rate for houses over this six-year period, attributable to the mandatory recycling by-law and the introduction and expansion of the organics/green bin program since September 2002.

Efficiency – How Does Toronto's Cost of Solid Waste Diversion, Compare to Other Municipalities?

Chart 13.11- OMBI 2005
Cost of Solid Waste Diversion per Tonne



	Bran	York	Wat	Lond	Halt	Durh	T-Bay	Peel	Ott	Ham	Sud	Niag	Musk	Tor	Wind
$tonne	40	41	51	70	91	92	100	122	126	137	149	165	182	184	195

Traditional recyclables such as paper and containers have lower collection and processing costs and high market values. Newer diversion programs, such as the green bin program, are required to increase diversion rates, but they are more costly to collect and process and have lower market values.

The drop in 2004 costs resulted from high commodity prices/revenues from the sale of recycled materials.

Chart 13.11 compares Toronto's 2005 diversion costs per tonne to other municipalities. Toronto ranks 14th of 15 municipalities (4th quartile), in terms of having the lowest costs.

Toronto does have comparatively higher costs for its solid waste diversion program, however, these programs have also resulted in the highest diversion rates for houses of the OMBI municipalities as evidenced in chart 13.3.

Sports and Recreation services provide physical and social activities that are important contributing factors to mental and physical well-being. Municipally managed sports and recreation facilities and programming play a key role in supporting a healthy quality of life for residents.

Sports and recreation activities are provided at facilities such as:

- Community centres
- Indoor and outdoor pools
- Indoor and outdoor artificial ice rinks
- Sports fields
- Tennis courts

Programming is targeted to all age groups from early years to seniors, and covers a wide variety of activities, including swimming, skating, sports, arts, camps, dance, drama, and fitness.

Programming can be provided and managed either directly by municipal staff, or indirectly through other groups such as community associations that are supported by the municipality through provision of the facility and/or operating grants.

The three main types of programming are:

- Registered programs – where residents register to participate in structured activities such as swimming lessons, dance or fitness classes, or day camps
- Drop-in programs – where residents participate in unstructured sport and recreation activities such as public swimming or skating, fitness centres, or open gyms
- Permitted programs – where residents and/or community organizations obtain permits or short-term rental of sports and recreation facilities such as sports fields, meeting rooms, and arenas (e.g., hockey league renting ice)

Each municipality tailors its sports and recreation programming to meet the needs of its local communities. The municipality determines how to best serve its residents by balancing registered, drop-in, and permitted programs, as well as establishing the blend of municipal staff and other organizations such as community groups that provide the programming.

Registered sports and recreation programming provided directly by the municipality, is currently the most comparable area of programming between municipalities, and is the focus of the programming graphs included in this report. However, it should be noted that this comparison represents only one component of sports and recreation programming, and can vary in significance by municipality.

Examining Performance

Toronto's performance measurement results for Sports and Recreation Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

TORONTO

Sports and Recreation Services
2005 Performance Measurement And Benchmarking Report
(Based on 2006 and Prior Years Data)

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Municipally Owned/Operated Indoor Pool Tanks per 100,000 Population	**Stable** Number of indoor pool tanks and locations has remained fairly constant	-	**2** Higher number of indoor pool tanks	-	14.1 14.2
Service Level	Number of Municipally Owned/Operated Ice pads (Indoor) per 100,000 Population	**Stable** Number of indoor ice pads has remained fairly stable	-	**4** Low number of Indoor ice pads	-	14.3 14.4
Service Level	Number of Large (>10,000 sq. ft) Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	**Stable** Number of large sports & rec. community centres has remained stable	-	**3** Lower number of large sports & recreation community centres	-	14.5
Service Level	Number of Small (<10,000 sq. ft) Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	**Stable** Number of small sports & rec. community centres has remained stable	-	4 Low number of small sports & recreation community centres	-	14.5
Service Level	Percentage of Sports and Recreation Community Centres less than 25 years old	-	-	**2** Greater percentage of sports & recreation community centres under 25 years old	-	14.6

TORONTO

Sports and Recreation Services
2005 Performance Measurement And Benchmarking Report
(Based on 2006 and Prior Years Data)

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Percentage of Pools less than 25 years old	-	-	**4** Greater % of pool tanks over 25 years old	-	14.7
Service Level	Percentage of Ice Pads less than 25 years old	-	-	**4** Greater % of Indoor ice pads over 25 years old	-	14.8
Service Level	Sports and Recreation Participant Hours Offered at Capacity per Capita – Directly Provided Registered Programs	**Favourable** Increasing offerings of registered sports & rec. participant hours	-	**2** Higher amounts offered of registered sports & recreation participant hours	-	14.9 14.10
Community Impact	Average Sports and Recreation Participant Hours Utilized per Capita – Directly Provided Registered Programs	-	Favourable Increasing use of registered sports & rec. participant hours	-	**2** Higher amount used of registered sports & recreation participant hours	14.9 14.10
Customer Service	Percentage of Available Sports and Recreation Participant Hours (Capacity) Utilized – Directly Provided Registered Programs	-	Favourable Percentage of capacity used is increasing	-	**1** High rate of capacity used for registered sports & recreation participant hours	14.11 14.12

TORONTO

Sports and Recreation Services
2005 Performance Measurement And Benchmarking Report
(Based on 2006 and Prior Years Data)

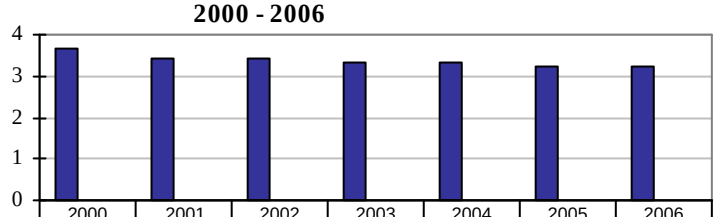
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Unique Users in Registered Sports and Recreation Programs as a Percentage of Population	-	Stable % of population using registered programming at lease once, is stable	-	**3** Lower % of population using (at least once) registered programs	14.13 14.14

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 8 municipalities.

Service Level - How Many Indoor Pools Are There in Toronto?

Chart 14.1 - City of Toronto
Number of Indoor Pool Tanks per 100,000 Population
2000 - 2006



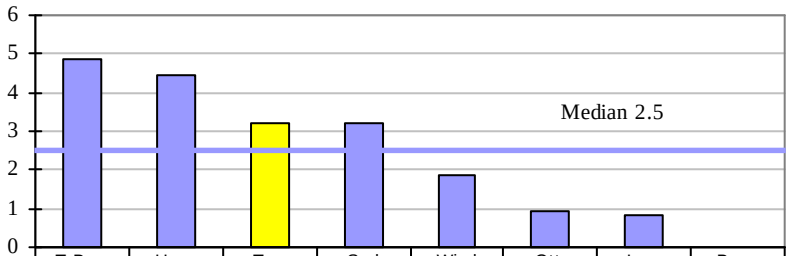
	2000	2001	2002	2003	2004	2005	2006
# pool tanls/100,000 pop'n	3.66	3.43	3.4	3.33	3.33	3.22	3.23
Total # pool tanks	94	89	89	88	89	87	88
Total # pool locations	81	76	76	75	76	74	75

Comparing the number of sports and recreation facilities in municipalities is one aspect of examining service levels.

Chart 14.1 provides the number of indoor pool tanks (that are owned and/or managed) per 100,000 population in Toronto between 2000 and 2006, as well as the total number of indoor pool tanks and locations. The number of pool locations has remained fairly stable over this period.

Service Level - How Does the Number of Indoor Pool Tanks in Toronto, Compare to Other Municipalities?

Chart 14.2 - OMBI 2005
Number of Indoor Pool Tanks per 100,000 Population



	T-Bay	Ham	Tor	Sud	Wind	Ott	Lon	Bran
# pool tanks	4.9	4.4	3.2	3.2	1.8	0.9	0.9	-

Note: Toronto's result has been updated from 2.9 peviously reported in the Joint OMBI Report

There are also 68 outdoor pool tanks that are not included in this measure.

Chart 14.2 compares the 2005 number of indoor pool tanks per 100,000 persons in Toronto to other municipalities.

Toronto ranks 3rd of 8 municipalities (2nd quartile) in terms of having the highest number of pool tanks.

Population density can be a factor in determining the number of indoor pools that may be required to satisfy municipal service level provisions.

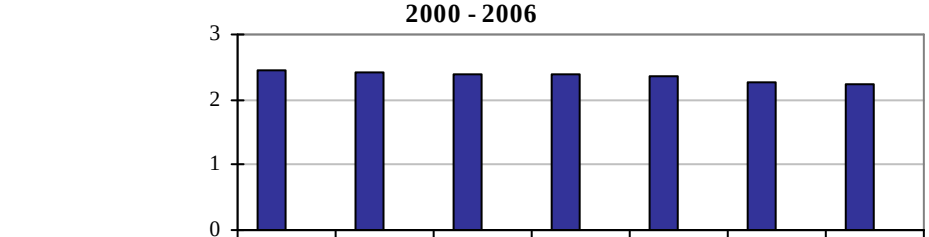
Fewer pools may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more pools based on a reasonable travel distance for their residents.

When compared to the other OMBI municipalities, Toronto has a significantly higher level of population density (residents per square km) than any of the other municipality. Toronto is 2.8 times more densely populated than the next highest municipality. Toronto ranks higher for the number of indoor pools than it does for ice pads and sports and recreation community centres (charts 14.4 and 14.5).

Based on a geographic provision standard, other municipalities may require proportionately more pools to ensure a reasonable travel distance for their residents. Toronto staff are currently exploring both geographic and population based service provision strategies in combination with quality of swimming experience criteria. Older “Shoe Box” type pools do not provide the same quality of swimming experience and are not viewed by the swimming public as being as desirable as the newer “Leisure type” pools. (Indoor Pool Provision Strategy)

Service Level - How Many Indoor Ice Pads (Rinks) Are There in Toronto?

Chart 14.3 - City of Toronto
Number of Indoor Ice Pads per 100,000 Population
2000 - 2006



	2000	2001	2002	2003	2004	2005	2006
# ice pads/100,000 pop'n	2.46	2.43	2.4	2.38	2.36	2.26	2.25
Total # ice pads	63	63	63	63	63	61	61

Chart 14.3 provides the number of indoor ice pads or rinks, per 100,000 population in Toronto between 2000 and 2006 as well as the total number of indoor ice pads.

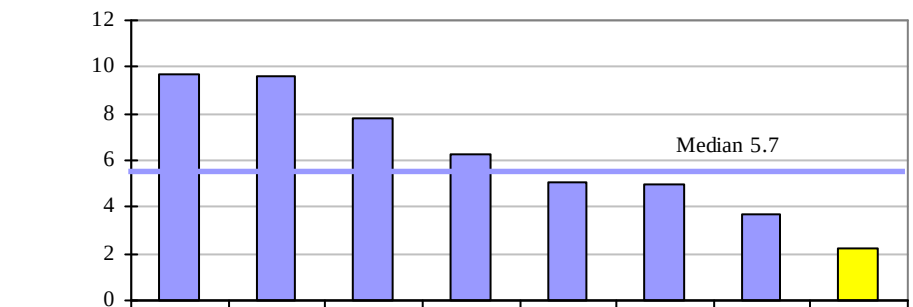
The number of ice pads has remained fairly stable with the reduction of two in 2005 relating to a conversion to indoor sport-community centre use.

Toronto also has 63 outdoor artificial ice rinks, (not included in measure) which appear to be much more prevalent in Toronto than other municipalities.

There are also 33 ice pads available in Toronto from other service providers.

Service Level - How Does the Number of Indoor Ice Pads (Rinks) in Toronto Compare to Other Municipalities?

Chart 14.4 - OMBI 2005
Number of Indoor Ice Pads per 100,000 Population



	Sud	Bran	T-Bay	Lon	Ott	Ham	Wind	Tor
# ice pads	9.7	9.6	7.8	6.3	5.1	5.0	3.7	2.3

Chart 14.4 compares the 2005 number of indoor ice pads per 100,000 persons in Toronto to those in other municipalities that are owned and/or managed them.

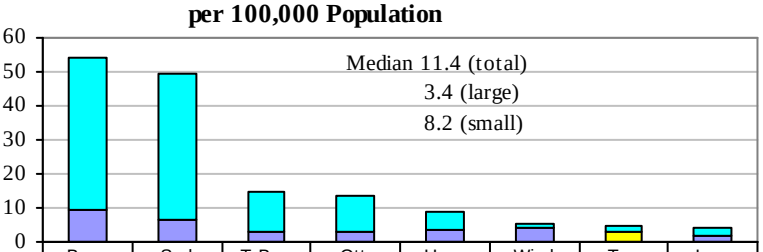
Toronto ranks 8th of 8 municipalities (4th quartile), in terms of having the highest number of indoor ice pads. If the outdoor artificial ice rinks noted earlier were also included, Toronto would still rank in the 4th quartile.

As noted previously, population density is a significant factor in the number of indoor ice pads that are located in municipalities. Fewer ice pads may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more ice pads based on a reasonable travel distance for their residents.

Toronto is 2.8 times more densely populated than the next highest municipality. Based on a geographic provision standard, other municipalities may require proportionately more ice pads to ensure a reasonable travel distance for their residents.

Service Level - How Many Sports and Recreation Community Centres Are There in Toronto in Comparison to Other Municipalities?

Chart 14.5 - OMBI 2005
Number of Lage and Small Sports and Recreation Community Centres per 100,000 Population



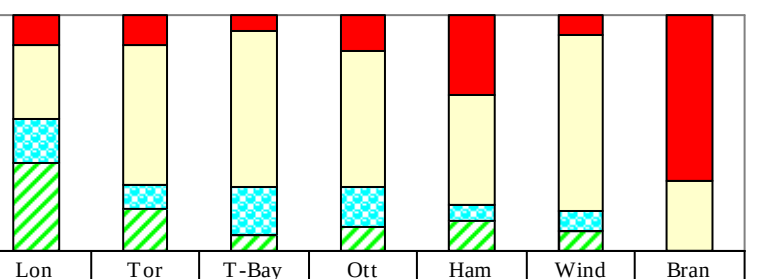
	Bran	Sud	T-Bay	Ott	Ham	Wind	Tor	Lon
# Total Com.Ctr	54.3	49.5	14.6	13.8	9.1	5.5	4.9	4.0
# Small Com. Ctr.	44.7	43.1	11.7	11.1	5.4	1.4	1.9	2.0
# Large Com. Ctr.	9.6	6.4	2.9	2.7	3.7	4.1	3.0	2.0

Chart 14.6 graph shows the number of sports and recreation community centres per 100,000 persons, there were in Toronto and other municipalities in 2005. These centers refer to those where the municipality has some control or influence over the programming offered at the centres.

A large centre is defined as 10,000 square feet or more and a small community centre is less than 10,000 square feet.

Service Level – What is the Age of the Sports and Recreation Community Centres in Toronto Compared to Other Municipalities?

Chart 14.6 - OMBI
Age Breakdown of Municipally Owned Sports and Recreation Community Centres



	Lon	Tor	T-Bay	Ott	Ham	Wind	Bran
>50 yrs	13%	13%	7%	16%	34%	8%	71%
25-49 yrs	31%	60%	67%	57%	47%	75%	29%
15-24 yrs	19%	10%	20%	17%	6%	8%	0%
1-14 yrs	38%	18%	7%	10%	13%	8%	0%

Toronto ranks 6th of 8 municipalities (4th quartile) for large community centres per 100,000 population and 7th of 8 municipalities (4th quartile), for small community centres, in terms of the largest number of centres.

As noted previously, population density is a significant factor in the number of community centres that are located in municipalities. Fewer community centres may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more community centres based on a reasonable travel distance for their residents.

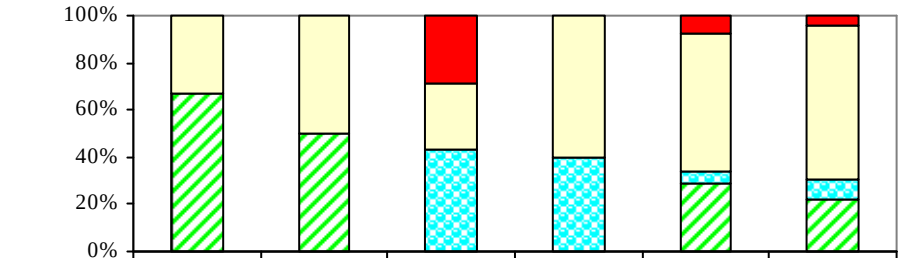
Toronto is 2.8 times more densely populated than the next highest municipality. Based on a geographic provision standard, other municipalities may require proportionately more community centres to ensure a reasonable travel distance for their residents.

The age of sports and recreation community centres in municipalities can also provide some indication of service levels. Older facilities will require additional operating and capital costs to maintain them in a good state of repair. Chart 14.6 provides a percentage breakdown of facility age by age category, for both large and small community centres, in Toronto and other municipalities.

Toronto ranks 2nd of 7 municipalities (1st quartile) in terms of having the highest percentage of sports and recreation community centres built or replaced in the last 25 years (28%).

Service Level – What is the Age of the Indoor Pools in Toronto Compared to Other Municipalities?

Chart 14.7 - OMBI 2005
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Pools



	Lon	Wind	Ott	T-Bay	Tor	Ham
>50 yrs	0%	0%	29%	0%	8%	4%
25-49 yrs	33%	50%	29%	60%	58%	65%
15-24 yrs			43%	40%	5%	9%
1-14 yrs	67%	50%	0%	0%	29%	22%

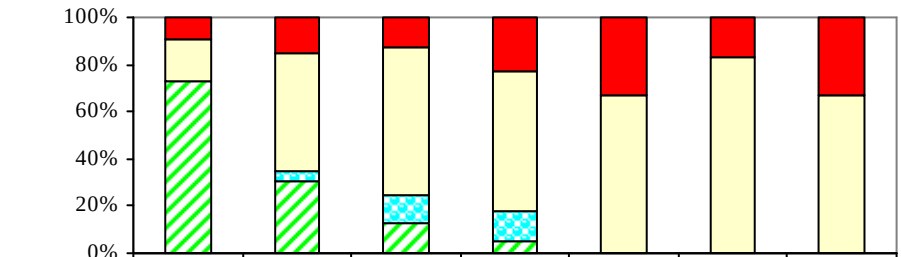
The age of indoor pools in municipalities can also provide some indication of service levels.

Older pools will require additional operating and capital costs to maintain them in a good state of repair. Chart 14.7 provides a percentage breakdown of facility age, by age category, for indoor pools in Toronto and other municipalities.

Results have been sorted based on the highest percentage of pools under 25 years of age (the newest), and on this basis Toronto ranks 5th of 6 municipalities (4th quartile).

Service Level – What is the Age of the Indoor Ice Pads in Toronto Compared to Other Municipalities?

Chart 14.8 - OMBI 2005
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Ice Pads



	Lon	Ham	Wind	Ott	Bran	T-Bay	Tor
>50 yrs	9%	15%	13%	23%	33%	17%	33%
25-49 yrs	18%	50%	63%	60%	67%	83%	67%
15-24 yrs	0%	4%	13%	13%	0%	0%	0%
1-14 yrs	73%	31%	13%	5%	0%	0%	0%

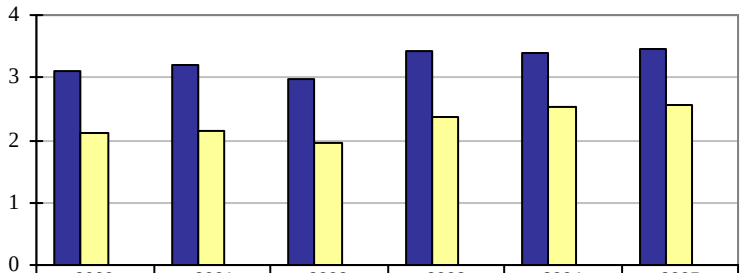
Chart 14.8 provides a similar percentage breakdown of facility age, by age category, for indoor ice pads in Toronto and other municipalities.

Toronto ranks 7th of 7 municipalities (4th quartile) and has the lowest percentage of indoor ice pads under the age of 25 years.

Approximately 67% of Toronto's ice pads are between 25 and 49 years of age and 33% are over 50 years of age.

Service Level & Community Impact – How Many Participant Hours of Registered Sports and Recreation Programming are Offered and Used per Resident?

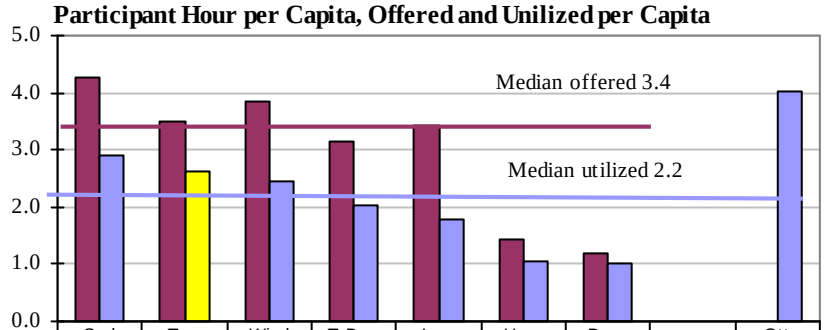
Chart 14.9- City of Toronto
Directly Provided Registered Programs
Participant Hour per Capita, Offered and Unilized per Capita
2000 - 2005



	2000	2001	2002	2003	2004	2005
Hours Offered/capita	3.1	3.19	2.99	3.42	3.39	3.46
Hours utilized/capita	2.1	2.15	1.96	2.38	2.53	2.56
Total hours utilized	5,392,764	5,588,378	5,132,817	6,287,909	6,748,060	6,902,929

Service Level & Community Impact – How Does Toronto's Level of Registered Sports and Recreation Programming, Compare to Other Municipalities?

Chart 14.10- OMBI 2005
Directly Provided Registered Programs
Participant Hour per Capita, Offered and Unilized per Capita



	Sud	Tor	Wind	T-Bay	Lon	Ham	Bran		Ott
Hrs Offered	4.3	3.5	3.9	3.1	3.4	1.4	1.2		
Hrs Utilized	2.9	2.6	2.5	2.0	1.8	1.1	1.0		4.0

Note: Toronto's results for hours offered have been updated from that included in Joint OMBI Report
Data on hours offered not available from Ottawa

The amounts and type of registered sports and recreation programming offered directly through municipal staff to residents, is another method of comparing service levels. This form of programming is more easily evaluated for residents' participation rates in sports and recreation activities.

The unit of measure used for service delivery is a participant hour.

For example:
A "learn to swim" course is offered over eight weeks for one hour per week, and has enough space for 10 children. This equates to 80 participant hours offered.

Capacity *=1 hour per week x 10 participants x 8 weeks = 80 participant hours offered*

If seven children actually register, a total of 56 participant hours are utilized.

Utilization = *1 hour per week x 7 participants x 8 weeks = 56 participant hours utilized*

Chart 14.9 provides 2000 to 2005 results for Toronto's average number of participant hours of registered sports and recreation programming (delivered by municipal staff) available to the public ("offered") and compares it to the amount actually used ("utilized") by residents on a per capita/person basis. The total participant hours utilized is also provided.

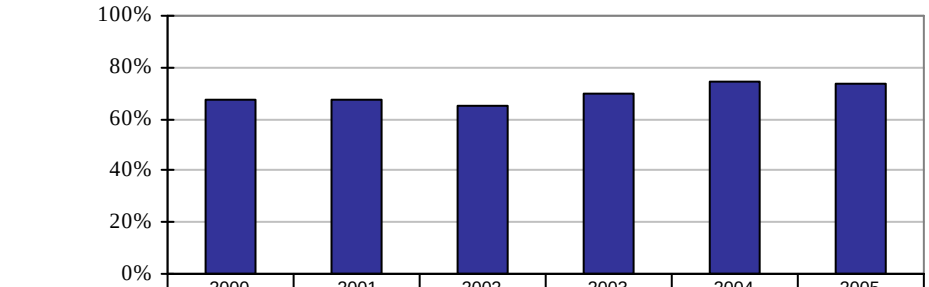
Both participant hours offered and utilized have been increasing in Toronto with the labour disruption being the reason for the drop in 2002.

Chart 14.10 compares Toronto's 2005 results to other municipalities for the average number of participant hours of registered sports and recreation programming available to the public ("offered") and actually used ("utilized") by residents, on a per capita/person basis.

Compared to other municipalities based on the highest number of participant hours, Toronto ranks 3rd of 8 (2nd quartile) for participant hours utilized and 3rd of 7 (2nd quartile) for participant hours offered.

Customer Service - What Percentage of Toronto's Capacity in Registered Programs is Being Used?

Chart 14.11 - City of Toronto
Percentage of Capacity Used - Directly Provided Registered Programming
2000 - 2005



	2000	2001	2002	2003	2004	2005
% capacity used	67.8%	67.5%	65.5%	69.5%	74.6%	74.0%

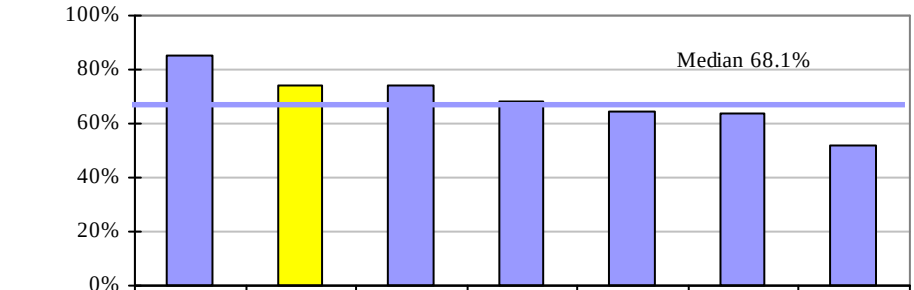
One measure of assessing whether the schedule of registered sports and recreation programming is responsive to resident demand, is the percentage of program capacity that has actually been used.

Chart 14.11 summarizes Toronto's results from 2000 to 2005 for the percentage of available participant hours (capacity) in registered programs that were used by residents.

Results have generally been improving over this period, with Internet registration introduced in the summer of 2004, being a contributing factor.

Customer Service – How Does Toronto's Capacity Utilization for Registered Programs Compare to Other Municipalities?

Chart 14.12 - OMBI 2005
Percentage of Capacity Used - Directly Provided Registered Programming



	Bran	Tor	Ham	Sud	T-Bay	Wind	Lon
% capacity	85.2%	74.0%	73.8%	68.1%	64.3%	63.8%	51.8%

Note: Toronto's result has been updated from 67.8% previously reported in OMBI Joint Report
Ottawa data not available

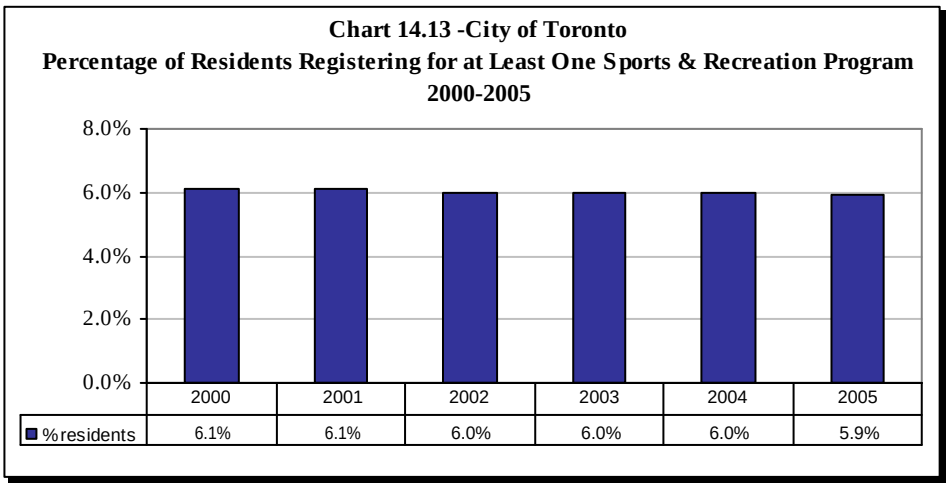
Chart 14.12 compares Toronto's 2005 results to other municipalities for the percentage of available participant hours (capacity) in registered programs that were used by residents.

Toronto ranks 2nd of 7 municipalities (1st quartile) in terms of having the highest percentage of capacity utilized.

With no new facilities, Toronto is now offering programming at less favourable times at exiting facilities and negotiating additional use of Toronto District School Board (TDSB) facilities.

Registered sports and recreation programming provided directly by the municipality is currently the most comparable area of programming between municipalities, and is the focus of the graphs above. However, it should be noted that this comparison represents only one component of sports and recreation services, and can vary in significance by municipality.

Community Impact- What Percentage of Toronto's Residents Register for at Least One Sports and Recreation Program?



One way to measure the success of municipalities in reaching residents through directly provided registered sports and recreation programs is shown in Chart 14.13.

This graph depicts the percentage of residents in Toronto who registered for at least one sports and recreation program in the years 2000 to 2005.

Individuals who registered for more than one program are only counted once; therefore, this graph represents "unique users."

Results have been stable over this period at approximately 6%.

Community Impact- How Does the Percentage of Toronto's Residents Registering for at Least One Sports and Recreation Program, Compare to Other Municipalities?

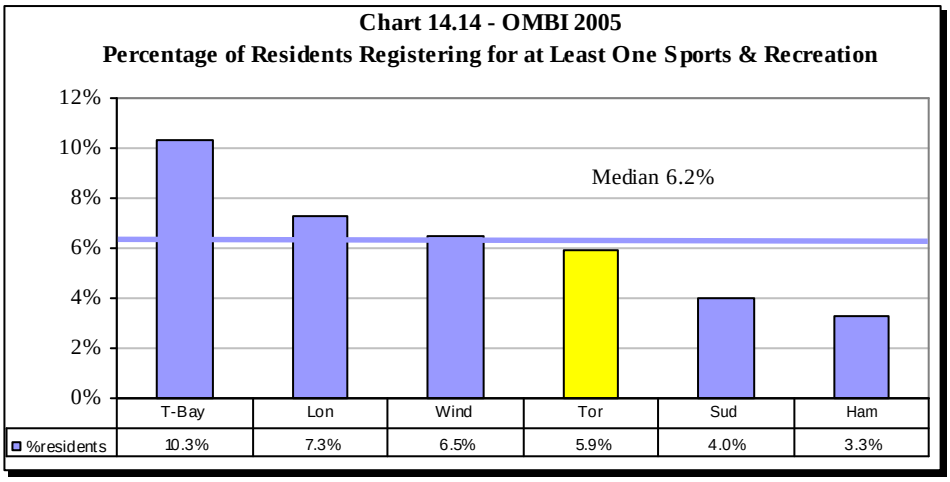


Chart 14.10 compares the percentage of Toronto's population using registered sports and recreation programming at least once, to other municipalities.

Toronto ranks 4th of 6 (3rd quartile) in terms of having the highest percentage of the population using registered programs.

Municipal results for this measure can be influenced by the amount, variety and timing of registered programming offered by municipalities.

It should be noted that this comparison of resident use represents only one component (registered programs) of sports and recreation services, and can vary in significance by municipality. Participation in directly provided drop-in and permitted programs as well as all indirectly provided programming is not captured in this measure.

Transit Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Transit Services in Toronto are provided through the **Toronto Transit Commission (TTC),** which provides and maintains transit infrastructure and service in the City of Toronto. This involves the operation and maintenance of an integrated transit system and a multi-modal fleet including, buses, subways, streetcars and light rail transit.

The TTC is the third largest transit system in North America, based on ridership, after New York City and Mexico City.

The TTC also provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual's level of functional mobility.

Examining Performance

Toronto's performance measurement results for Transit Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons for conventional transit (which excludes Wheel-Trans in Toronto and similar services in other municipalities) are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Transit Revenue Vehicle Service Hours per Capita in Service Area	**Stable** Total vehicle hours is keeping up with population growth	-	**1** High transit vehicle hours per capita	-	15.1 15.2
Community Impact	Number of Conventional Transit Trips per Capita in Service Area	-	**Favourable** **Total ridership and trips per capita increased in 2004 & 2005**	-	**1** High transit usage by residents	15.3 15.4

TORONTO

Transit Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

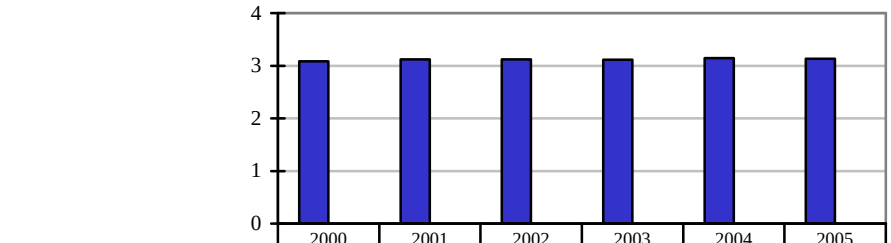
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Transit Cost per In-service (Revenue) Vehicle Hour	-	**Unfavourable** Cost per vehicle hour are increasing	-	**4** High costs per in-service vehicle hour for multi-modal system	15.5 15.6
Efficiency	Transit Cost per Vehicle Hour	-	-	-	**4** High costs per vehicle hour for multi-modal system	15.6
Efficiency	Operating Costs for Conventional Transit per Regular Service Passenger Trip (MPMP)	-	Stable Cost to provide a passenger trip is stable	-	1 Low cost to provide a passenger trip	15.7 15.8

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 9 municipalities.

Service Level – How Many Vehicles Hours of Transit Service Are Provided in Toronto?

Chart 15.1 - City of Toronto
In-Service (Revenue) Transit Vehicle Hours per Capita
2000-2005



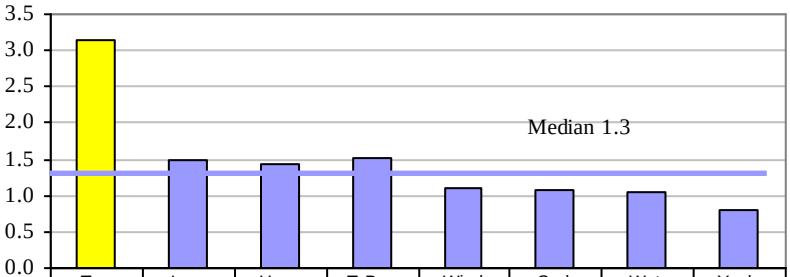
	2000	2001	2002	2003	2004	2005
In-Service Vehicle Hours/Capita	3.08	3.12	3.12	3.11	3.14	3.13
Total In-service hours	7,894,566	8,097,160	8,186,864	8,237,930	8,400,000	8,452,000

The number of in-service transit vehicle hours that are available in a year for residents to use, provides an indication of service levels. It also has an impact on how often and much residents use public transit.

An "in-service vehicle hour" refers to the hours a transit vehicle accepts paying passengers. It does not include other activities such as school contracts, charters and cross-boundary service, or vehicle hours devoted to road tests or maintenance activities.

Service Level - How Does Toronto's In- Service Transit Vehicle Hours Compare to Other Municipalities?

Chart 15.2- OMBI 2005
In-Service (revenue) Transit Vehicle Hours per Capita



	Tor	Lon	Ham	T-Bay	Wind	Sud	Wat	York
Veh. hours/capita	3.1	1.5	1.4	1.5	1.1	1.1	1.1	0.8

Ottawa data on in-service (revenue) vehicle hours not available

Chart 15.1 provides the number of in-service (accepting passengers) vehicle hours per capita in Toronto from 2000 to 2005. The total number of in-service vehicle hours has also been provided as supporting information.

Over this period Toronto's population has grown by approximately 1% per year and in-service vehicle hours have increased as well, so that the hours per capita have remained relatively stable.

Chart 15.2 compares Toronto's in-service transit vehicle hours per capita, with other Ontario municipalities. Toronto ranks 1st of 8 municipalities (1st quartile) in terms of having the highest number of transit vehicle hours.

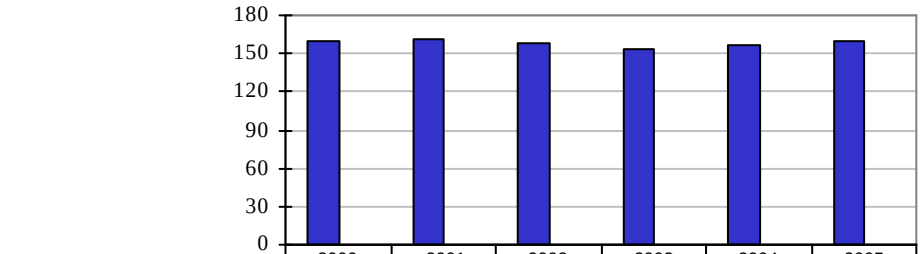
Factors that can influence municipal results for this measure include:

- Size and population density of the service area
- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit policies such as parking rates, park and rides, etc.

Toronto's transit system is extensive, with approximately 96 per cent of Toronto residents living within 400 metres of at least one of the TTC's multi-modal services and is a major factor in high transit usage by residents as illustrated in chart 15.4.

Community Impact - How Many Annual Passenger Trips Are There Per Person in Toronto?

Chart 15.3- City of Toronto
Number of Transit Passenger Trips per Person
2000-2005



	2000	2001	2002	2003	2004	2005
Number of passenger trips per person	160.0	161.9	158.6	153.2	156.5	159.8
Total # of trips	410,558,000	419,993,000	415,539,000	405,412,000	418,099,000	431,220,000

One of the primary goals of a transit system is to maximize resident use of the public transit.

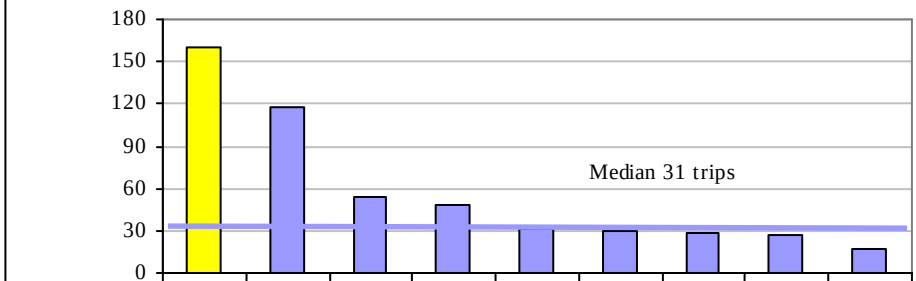
Chart 15.3 provides a summary of the average annual number of transit trips taken in Toronto per person, over the period 2000 to 2005. The total number of passenger trips (ridership) has also been provided as supporting information.

Toronto's population over this period has been growing at an annual rate of approximately 1%.

In 2001, ridership increased by 2.3%, dropped by 1% in 2002 (economic slowdown after 9/11), and decreased by another 2.4% in 2003 due primarily to SARS and the hydro blackout. Ridership grew by 3.1% in both 2004 and 2005.

Community Impact - How Does Toronto's Annual Transit Use per Person Compare to Other Municipalities?

Chart 15.4- OMBI 2005
Number of Coventional Transit Trips per Person



	Tor	Ott	Lon	Ham	Sud	T-Bay	Wat	Wind	York
#trips/capita	159.8	117.8	53.5	47.8	31.2	30.0	28.7	27.4	16.6

Chart 15.4 compares Toronto's transit use (passenger trips) per capita with other Ontario Municipalities. Toronto ranks 1st of 9 municipalities (1st quartile) in terms of having the highest transit usage per capita

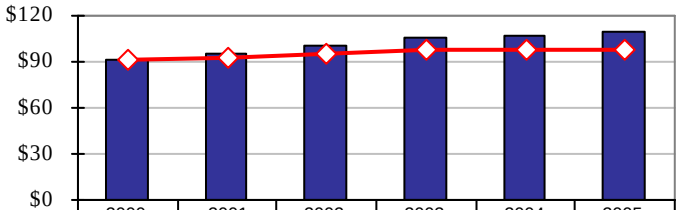
Factors that can influence municipal results for this measure include:

- Size and population density of the service area
- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit policies such as parking rates, park and rides, etc.
- Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.)
- The number of transit trips taken by non-residents since these results are based on the total number of passenger trips in the municipality (by residents and non-residents) divided by the municipality's population.

Toronto's extensive multi-modal transit system is the primary factor behind high transit use by Toronto residents in relation to other municipalities.

Efficiency – What Does it Cost in Toronto to Operate a Transit Vehicle?

Chart 15.5 - City of Toronto
Transit Cost per In-Service (Revenue) Vehicle Hour
2000 -2005



	2000	2001	2002	2003	2004	2005
Cost per in-service vehicle hour	$91.42	$95.50	$100.48	$105.84	$107.32	$110.17
CPI adjusted (2000 base)	$91.42	$92.59	$95.40	$97.57	$97.29	$98.09

In terms of efficiency there are two aspects of service delivery to examine:

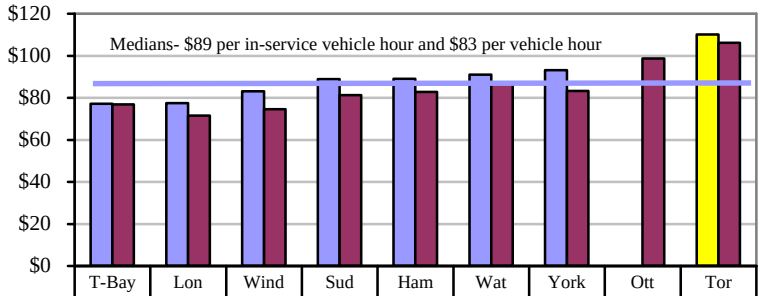
- the cost to supply a transit vehicle to accept passengers for one hour
- the cost to provide a passenger trip which takes into consideration actual utilization of the transit supply made available for use.

Chart 15.5 provides the transit cost per in-service vehicle hour in Toronto for the years 2000 to 2005. Costs have also been provided as a line graph which adjusts for changes in Toronto's annual Consumer Price Index (CPI) using 2000 as the base year.

Over this period costs have continued to rise due to increases in fuel, hydro and salaries.

Efficiency - How Does Toronto's Transit Cost per Vehicle Hour Compare to Other Municipalities?

Chart 15.6- OMBI 2005
Operating Costs for Conventional Transit
per In-Service (Revenue) Vehicle Hour and per Vehicle Hour



	T-Bay	Lon	Wind	Sud	Ham	Wat	York	Ott	Tor
$cost/in-service veh hr.	$77	$77	$83	$89	$89	$91	$93		$110
$cost/vehicle hr.	$77	$72	$75	$81	$83	$87	$83	$99	$106

Ottawa data on cost per in-service (reveue) hour not available

Chart 15.6 compares Toronto's costs to other municipalities on the basis of:

- cost per in-service vehicle hour, which includes only hours where transit vehicles are accepting passengers.
- cost per vehicle hour, which includes hours where transit vehicle are accepting passengers, as well as hours out of service (being driven to and from the garage or between routes, or undergoing maintenance work.)

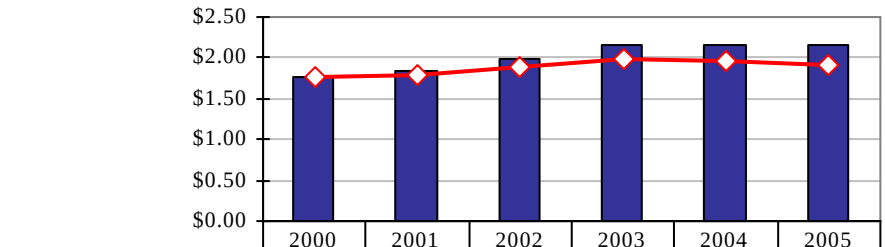
For transit cost per in-service vehicle hour Toronto ranks 8th of 8 municipalities (4th quartile) in terms of having the lowest cost, and for cost per vehicle hour Toronto ranks 9th of 9 municipalities (4th quartile).

Municipal results for these measures are influenced by service design and delivery such as the diversity and number of routes, the frequency of service, hours of service, and type of transit vehicles used.

Toronto's costs are the highest of the OMBI municipalities due to a number of factors such as the additional modes of transit (subway, streetcars and LRT) Toronto provides. These additional transit modes are unique among the OMBI municipalities and result in high usage by Toronto residents, but are also more expensive to operate on an hourly basis.

Efficiency - What does it Cost to Provide One Passenger Trip?

Chart 15.7- City of Toronto
Operating Cost for Conventional Transit per Regular Service Trip



	2000	2001	2002	2003	2004	2005
Operating cost per passenger trip	$1.76	$1.84	$1.98	$2.15	$2.16	$2.16
CPI Adjusted (2000 base)	$1.76	$1.79	$1.88	$1.98	$1.95	$1.92

The second aspect of examining efficiency is from the utilization side, where the transit cost to provide a passenger trip is considered.

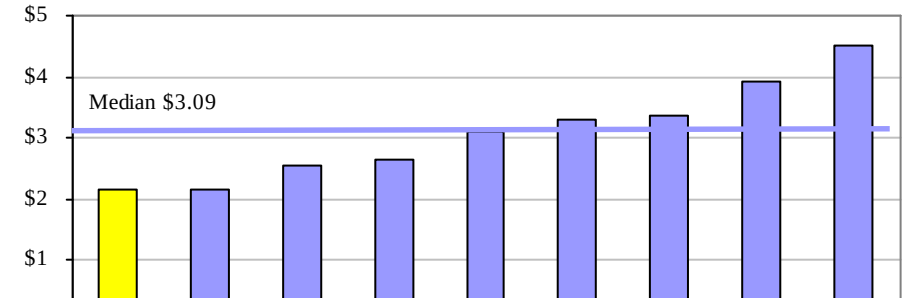
Chart 15.7 illustrates Toronto's transit costs per passenger trip from 2000 to 2005. Over this time period gross costs have continued to increase with contractual wage and salary increases, higher energy prices and service enhancements such as the opening of the Sheppard Subway in late 2002.

These cost increases and declining ridership in 2002 and 2003 (discussed earlier) caused the increases in the cost per passenger trip in 2002/03, which did not stabilize until 2004 when ridership grew.

The cost per trip has also been provided. That adjusts for changes in Toronto's Consumer Price Index (CPI) using 2000 as the base year.

Efficiency - How do Toronto's Transit Costs per Passenger Trip Compare to other Municipalities?

Chart 15.8 - OMBI 2005
Cost of Conventional Transit per Passenger Trip



	Tor	Lon	Ott	Ham	Sud	Wat	Wind	T-Bay	York
$trip	$2.16	$2.17	$2.54	$2.66	$3.09	$3.31	$3.36	$3.91	$4.52

Chart 15.8 compares Toronto's transit cost per passenger trip to other Ontario municipalities. Toronto ranks 1st of 9 municipalities (1st quartile), in terms of having the lowest cost.

The transit cost per passenger trip in municipalities can be influenced by:

- Size and population density of the service area
- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit policies such as parking rates, park and rides, etc.
- Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.)

The primary factor behind Toronto's low costs per passenger trip is the high utilization rate by the public in relation to the vehicle service hours that are provided.

Wastewater Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Wastewater Services in Toronto encompasses the collection and treatment process from the time that wastewater or sewage leaves a residential or ICI (industrial, commercial, and institutional) property to the point where it is treated in wastewater treatment plants and retuned to Lake Ontario. It also includes the disposal of any residual material. Approximately 24% of the sewer system is combined sanitary and storm sewer system. Funding for these services is provided through municipal water rates, which includes a sewer surcharge.

The two main activities are:

- Collection of wastewater from the customer via the municipal sewage system
- Operation of wastewater treatment facilities and disposal of wastewater in accordance with federal and provincial regulations

Examining Performance

Toronto's performance measurement results for Wastewater Services can be examined from an internal perspective by comparing historical results and trends over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Megalitres of Wastewater Treated per 100,000 Population	**Stable** Changes from year to year often related to rainfall because of combined sanitary & storm sewers	-	**3** Lower amounts of wastewater treated	-	16.1 16.2
Community Impact	Percentage of Wastewater estimated to have By-passed Treatment	-	**Favourable** Decreasing amount of wastewater by-passing treatment	-	**2** Lower amounts of wastewater by-passing treatment	16.3 16.4

TORONTO

Wastewater Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

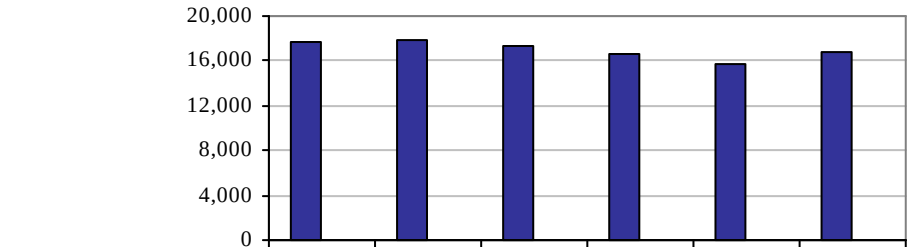
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Annual Number of Wastewater Main Back Ups per 100 Km of Wastewater Main	-	**Favourable** Decreasing rate of wastewater back ups between 2002 - 05	-	**3** Higher rate of wastewater main back ups	16.5 16.6
Efficiency	Operating Costs for the Collection of Wastewater per KM of Watermain	-	**Unfavourable** Increasing cost of wastewater collection	-	**4** High cost of wastewater collection	16.7 16.8
Efficiency	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated	-	**Unfavourable** Increasing cost of wastewater treatment & disposal	-	**4** Higher cost of wastewater treatment and disposal	16.9 16.10
Efficiency	Consolidated Operating Cost of Wastewater Collection, Treatment and Disposal per Megalitre Treated	-	**Unfavourable** Increasing cost of wastewater collection, treatment & disposal	-	**3** Higher cost of wastewater collection, treatment & disposal	16.11 16.12

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 15 municipalities.

Service Level - How Much Wastewater is Treated Each Year in Toronto?

Chart 16.1 -City of Toronto
Megalitres of Wastewater Treated per 100,000 Population
2000-2005



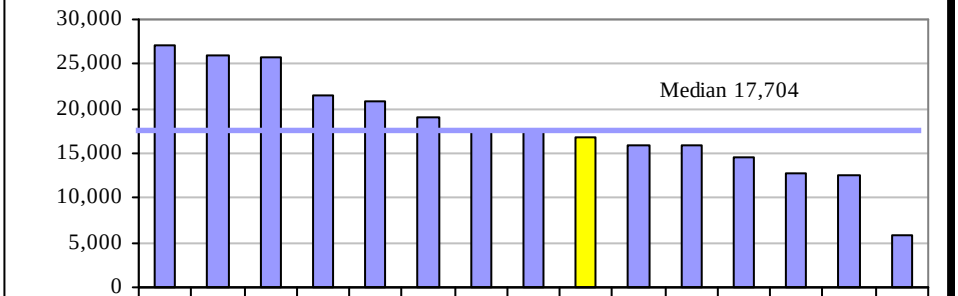
	2000	2001	2002	2003	2004	2005
Megalitres per 100,000 pop'n	17,695	17,803	17,360	16,561	15,731	16,734
Total Megalitres	453,987	461,840	454,863	438,269	420,388	451,490

Chart 16.1 summarizes the volume (megalitres) of wastewater that was treated in Toronto Wastewater Treatment Plants from 2000 to 2005. Results have also been expressed on a per 100,000 population basis to account for population growth and to allow for comparisons to other municipalities.

One megalitre is equivalent to one million litres. It should be noted that these volumes relate to wastewater from both the residential and ICI (Industrial, Commercial & Institutional) sectors, as well as stormwater that is collected in the 24% of Toronto's system that is combined sanitary and storm sewers.

Service Level – How Does the Amount of Wastewater Treated in Toronto Compare to Other Municipalities?

Chart 16.2 - OMBI 2005
Megalitres of Wastewater Treated per 100,000 Population



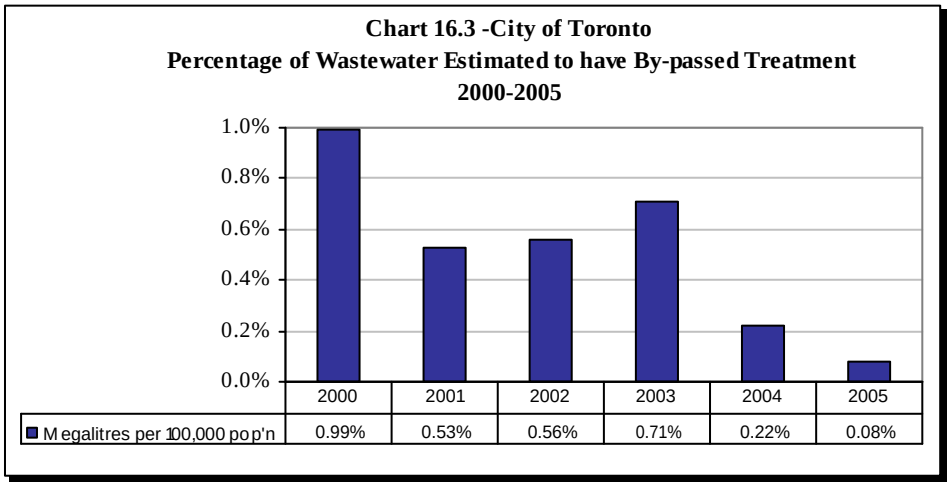
	Ham	T-Bay	Wind	Lond	Niag	Halt	Ott	Sud	Tor	Musk	Peel	Durh	Wat	York	Bran
Megalitres	27010	25942	25809	21523	20823	19088	17786	17704	16734	15845	15793	14539	12839	12468	5715

Chart 16.2 compares the 2005 volume of wastewater treated per 100,000 persons, in Toronto, to other municipalities with Toronto ranks 9th of 15 (3rd quartile) in terms of having the highest volumes treated.

The volume of wastewater treated in municipalities can be affected by a number of factors, including:

- The volume of wastewater generated by the ICI sectors
- Urban form (high-density urban versus suburban)
- The extent to which storm sewers are connected to or combined with sanitary sewers and the impact of rainfall events on flows into wastewater treatment plants

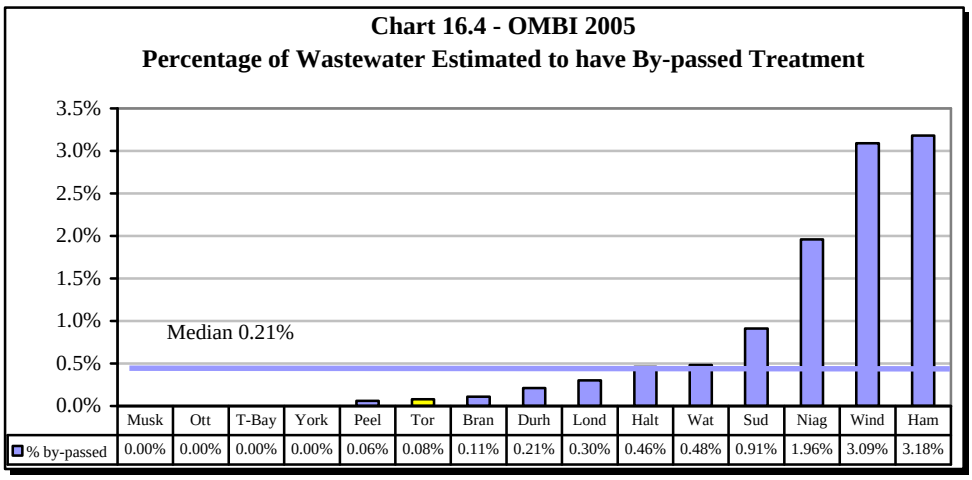
Community Impact- How Much Wastewater By-Passes Full Treatment in Toronto Before it is Released into Lake Ontario Each Year?



A major objective of all municipal wastewater systems is to protect the environment by minimizing the amount of untreated wastewater that is released into lakes and rivers.

Chart 16.3 summarizes the percentage of total wastewater in Toronto that was released each year into Lake Ontario without full treatment, from 2000 to 2005. This wastewater does however receive partial treatment before release.

Community Impact- How Does the Amount of Wastewater By-Passing Treatment In Toronto, Compare to Other Municipalities?



As in other municipalities, the most significant by-pass events usually relate to periods of high rainfall that flows into the 24% portion of Toronto's system that is combined sanitary/storm sewers.

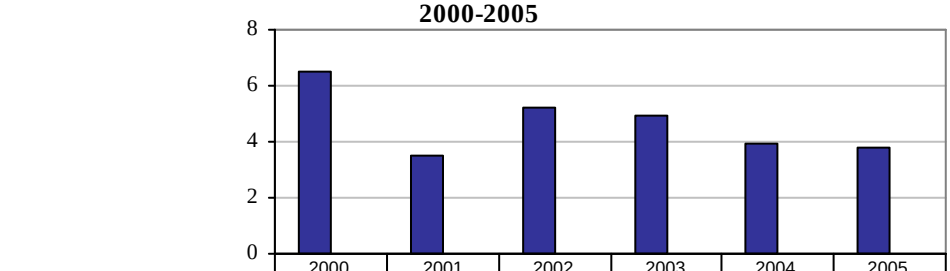
Additional stormwater retention infrastructure at the Western Beaches in 2004 is likely a factor in Toronto's decreasing trend.

Chart 16.4 compares the 2005percentage of wastewater by-passing treatment in Toronto to other municipalities.

Toronto ranks 6th of 15 (2nd quartile), in terms of having the lowest percentage of wastewater by-passing treatment.

Customer Service – How Often do Wastewater Mains Back Up in Toronto?

Chart 16.5 - City of Toronto
Number of Wastewater Main Back Ups per 100 Km. of Wastewater Pipe
2000-2005



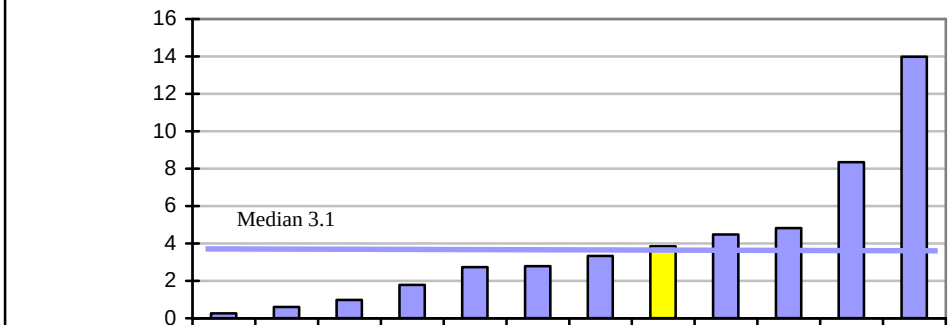
	2000	2001	2002	2003	2004	2005
# back-ups per 100km of pipe	6.5	3.5	5.2	4.9	3.9	3.8
Total # of back-ups	373	201	299	278	220	219

Chart 16.5 summarizes the number of wastewater main back-ups there were in Toronto from 2000 to 2005.

Over 24% of Toronto's sewer system is comprised of combined sanitary and storm sewers with 80,000 homes in the older areas of the city having downspouts directly connected to the combined sewer system. This results in a significant inflow into the local and trunk systems especially during storm events.

Customer Service – How Does the Rate of Wastewater Main Back-Ups in Toronto Compare to Other Municipalities?

Chart 16.6 - OMBI 2005
Number of Wastewater Main BackUps per 100 Km. of Wastewater Pipe



	Peel	Wind	Ham	Musk	Lond	Bran	Halt	Tor	T-Bay	Ott	Sud	Durh
#backups/100km	0.3	0.6	1.0	1.8	2.7	2.8	3.3	3.8	4.5	4.8	8.4	14.0

Increased sewer cleaning, CCTV program and drain installation activities in 2003 and onwards, has helped to slowly reduce the rate of sewer backups but storms with large amounts of rainfall are the major cause of back-ups.

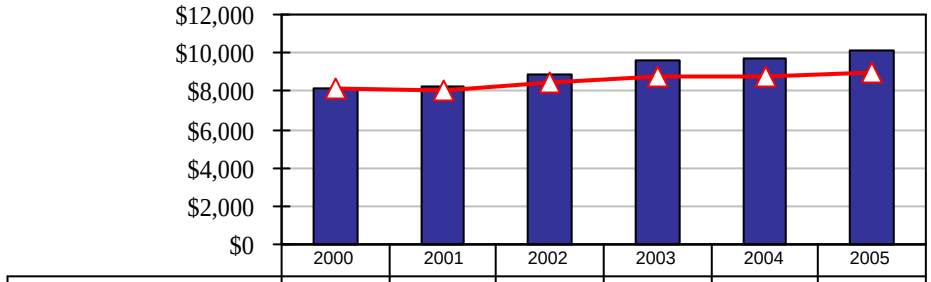
Chart 16.6 compares the 2005 rate of wastewater/sewer back ups in Toronto to other municipalities. Toronto ranks 8thth of 12 (3rd quartile) in terms of having the lowest rate of back-ups.

Key factors that can influence the rate of wastewater main backups in municipalities include:

- Capacity of the wastewater sewer system
- Rate of water infiltration/inflow into the wastewater sewer system
- Frequency of wastewater sewer system maintenance
- Age and condition of the wastewater sewer system
- The extent to which storm sewers are connected to or combined with sanitary sewers and the impact of rainfall events on flows into the wastewater sewer system

Efficiency – What Does it Cost in Toronto to Collect Wastewater?

Chart 16.7 - City of Toronto
Operating Cost for Wastewater Collection per Km. of Collection Pipe
2000-2005



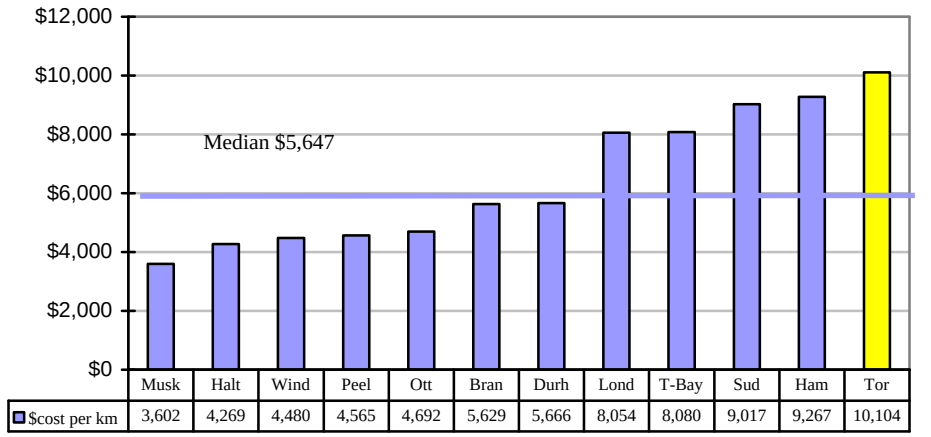
	2000	2001	2002	2003	2004	2005
$cost per km of pipe	8,130	8,292	8,849	9,564	9,723	10,104
CPI Adjusted cost (base 2000)	8,130	8,039	8,401	8,817	8,815	8,996

Wastewater collection refers to the process of collecting wastewater from the time it exits residential and ICI properties, to the point it arrives at the wastewater treatment plant.

Chart 16.7 provides these wastewater collection costs in Toronto, per kilometer of collection pipe for the years 2000 to 2005. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Efficiency – How Does the Cost of Wastewater Collection in Toronto, Compare to Other Municipalities?

Chart 16.8 - OMBI 2005
Operating Cost for Wastewater Collection per Km. of Collection Pipe



	Musk	Halt	Wind	Peel	Ott	Bran	Durh	Lond	T-Bay	Sud	Ham	Tor
$cost per km	3,602	4,269	4,480	4,565	4,692	5,629	5,666	8,054	8,080	9,017	9,267	10,104

There has been a general increase in the Toronto's cost of wastewater collection, due to increased maintenance requirements attributable to the age of this infrastructure. Over 30% of Toronto's sewer system is over 50 years old.

Chart 16.8 compares the 2005 cost of wastewater collection per km. of pipe in Toronto to other municipalities. Toronto ranks 12th of 12 municipalities (4th quartile), in terms of having the lowest cost.

Note that these OMBI results differ from those reported through MPMP because of a different technical definition which excludes the kilometres of pipe associated with connections.

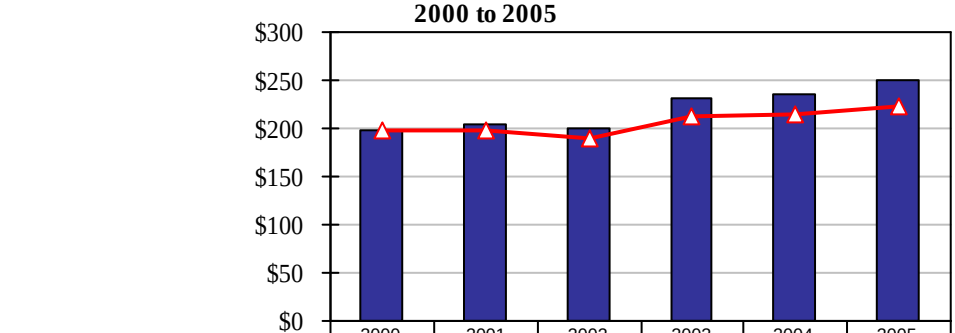
Key factors that can influence wastewater collection costs in municipalities are:

- Age of the wastewater collection infrastructure
- Number of independent wastewater collection systems operated by the municipality
- Frequency of maintenance activities
- Proximity of infrastructure to other utilities

Toronto's high costs are primarily related to the age of the wastewater collection system noted earlier.

Efficiency- What Does it Cost to Treat and Dispose of Wastewater in Toronto?

Chart 16.9 - City of Toronto
Operating Cost for Wastewater Treatment and Disposal per Megalitre
2000 to 2005



	2000	2001	2002	2003	2004	2005
$Cost per megalitre	198	204	200	231	236	251
CPI Adjusted cost (base 2000)	198	198	190	213	214	223

Wastewater Treatment costs include the operation and maintenance of treatment plants to meet or exceed the provincial Ministry of Environment regulations and standards.

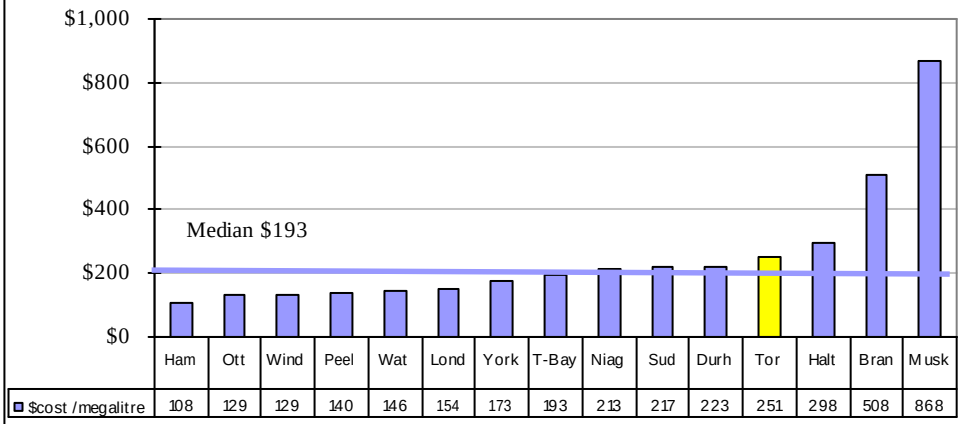
It also includes the disposal of bio-solids (sludge) which is primarily organic, accumulated solids separated from wastewater that have been stabilized by treatment and can be beneficially used.

Chart 16.9 summarizes Toronto's cost of treating a megalitre (one million litres) of wastewater from 2000 to 2005. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI).

Toronto's cost of wastewater treatment and disposal per megalitre was fairly stable from 2000 to 2002, but in 2003 costs increased as a result of a fire in the Pelletizer facility which until that time had processed the waste sludge. After this fire, disposal costs for this waste sludge increased.

Efficiency- How Does Toronto's Cost of Wastewater Treatment and Disposal, Compare to Other Municipalities?

Chart 16.10 - OMBI 2005
Operating Cost for Wastewater Treatment and Disposal per Megalitre



	Ham	Ott	Wind	Peel	Wat	Lond	York	T-Bay	Niag	Sud	Durh	Tor	Halt	Bran	Musk
$cost /megalitre	108	129	129	140	146	154	173	193	213	217	223	251	298	508	868

Chart 16.10 compares the 2005 cost of wastewater treatment and disposal per megalitre, in Toronto to other municipalities. Toronto ranks 12th of 15 municipalities (4th quartile) in terms of having the lowest cost.

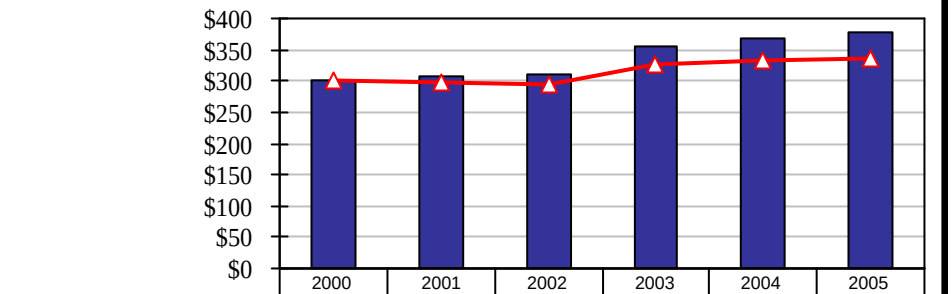
Key factors that can influence municipal wastewater treatment costs are:

- The sensitivity of lakes and rivers to receive treated wastewater, which dictates the complexity and cost of the required wastewater treatment process
- The number, size, and complexity of wastewater treatment plants operated by the municipality
- Specific municipal requirements for the quality of wastewater treatment

Key factors that contribute to Toronto's higher costs are the age of our plants (the oldest has been in operation since 1929) that can be more costly to maintain than newer plants in other municipalities, as well as higher disposal costs for biosolids.

Efficiency- What is the Consolidated Cost to Collect, Treat and Dispose of Wastewater in Toronto?

Chart 16.11 - City of Toronto
Consolidated Operating Cost for Wastewater Collection, Treatment & Disposal per Megalitre
2000 to 2005



	2000	2001	2002	2003	2004	2005
$cost per megalitre	300	306	311	355	368	378
CPI Adjusted cost (base 2000)	300	297	295	328	334	337

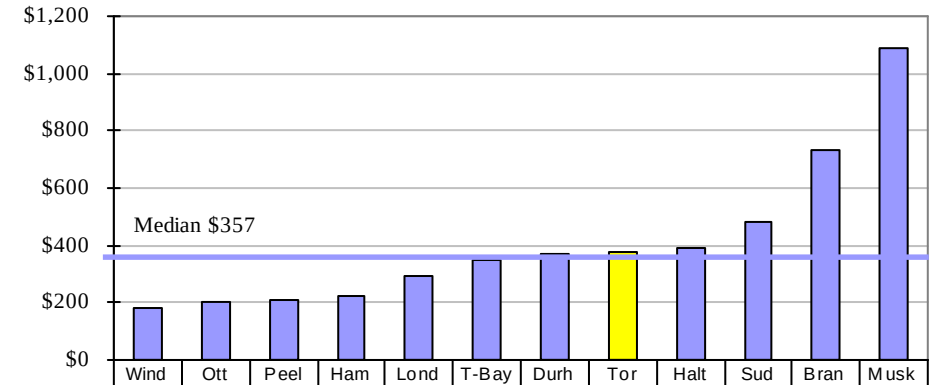
Chart 16.11 combines Toronto's costs of wastewater collection along with the costs of wastewater treatment and disposal, on a per megalitre basis, for the years 2000 through 2005.

Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

There has been a general increase in the Toronto's costs because of the age of the underground wastewater pipes (more than 30% of the sewer system is over 50 years old) and the increased costs of biosolids (sludge) disposal from 2003 onwards.

Efficiency- How Does Toronto's Consolidated Cost to Collect, Treat and Dispose of Wastewater, Compare to Other Municipalities?

Chart 16.12 - OMBI 2005
Consolidated Operating Cost for Wastewater Collection, Treatment & Disposal per Megalitre



	Wind	Ott	Peel	Ham	Lond	T-Bay	Durh	Tor	Halt	Sud	Bran	Musk
$ megalitre	183	204	211	220	294	346	368	378	389	481	736	1085

Chart 16.12 compares Toronto's 2005 consolidated costs of wastewater collection, treatment and disposal, to other municipalities.

Toronto ranks 8th of 12 municipalities (3rd quartile), in terms of having the lowest cost.

The age of Toronto's wastewater infrastructure is a large factor in our higher costs.

Key factors that can influence overall municipal wastewater collection and treatment costs are:

- The sensitivity of lakes and rivers to receive treated wastewater, which dictates the complexity and cost of the required wastewater treatment process
- The number, size, and complexity of wastewater treatment plants operated by the municipality
- Specific municipal requirements for the quality of wastewater treatment
- Age of the wastewater collection infrastructure
- Number of independent wastewater collection systems operated by the municipality

TORONTO

Water Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

Water Services in Toronto relate to the process from the time that source water is pumped from Lake Ontario, to the point that drinking water is delivered to residential, and ICI (industrial, commercial, and institutional) sector customers. Funding for these services is provided through the municipal water rates. The two main activities are:

- The treatment of water from the source at water treatment plants to ensure the quality of drinking water meets or exceeds regulatory requirements
- The distribution of drinking water to customers through the system of watermains, water pumping stations, and storage reservoirs

Examining Performance

Toronto's performance measurement results for Water Services can be examined from an internal perspective by comparing trends in historical results over a period of years, and from an external perspective in relation to other Municipalities that are participants in the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

Results of these comparisons are summarized below:

Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Megalitres of Water Treated per 100,000 Population	**Stable** Small changes in volume from year to year	-	**2** Higher amounts of water treated	-	17.1 17.2
Community Impact	Weighted Number of Days when a Boil Water Advisory Issued by the MOH applicable to a Municipal Water Supply, was in effect	-	**Favourable** No boil water advisories in Toronto from 2000 - 05	-	**1** Best possible result – no boil water advisories	-
Community Impact	Water Use per Household	-	-	-	**2** Water use per household is lower – right at median	17.3

TORONTO

Water Services
2005 Performance Measurement And Benchmarking Report
(Based on 2005 and Prior Years Data)

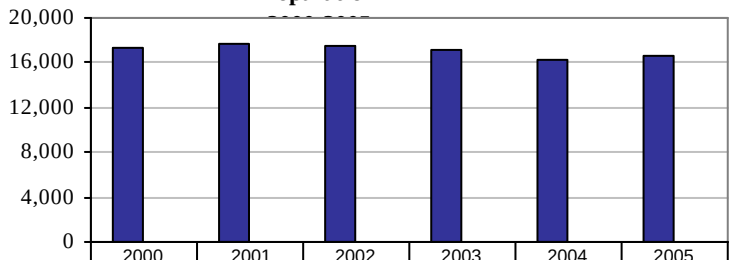
Measure Category	Measure Name	Internal Comparison of Toronto's Historical Trends in Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2005		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Number of Water Main Breaks per 100 KM of Water Distribution Pipe	-	**Favourable** Slow decrease in number of watermain breaks between 2003-05	-	**4** High rate of watermain breaks	17.4 17.5
Efficiency	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated	-	**Favourable** Decreased water treatment costs in 2005	-	**1** Low cost of water treatment	17.6 17.7
Efficiency	Operating Cost for the Distribution of Drinking Water per KM of Water Distribution Pipe	-	**Favourable** Decreased water distribution costs in 2005	-	4 High cost of water distribution	17.8 17.9
Efficiency	Consolidated Operating Cost for the Treatment and Distribution of Drinking Water per Megalitre of Drinking Water Treated	-	**Favourable** Decreased water treatment & distribution costs in 2005	-	**1** Low total cost of water treatment and distribution	17.10 17.11

See pages 3 to 7 for guidance on how to interpret this summary and the supporting charts.

These quartile results for comparisons to other municipalities are based on a maximum sample size of 15 municipalities.

Service Level - How Much Drinking Water is Treated Each Year in Toronto?

Chart 17.1 -City of Toronto
Megalitres of Drinking Water Treated per 100,000 Population



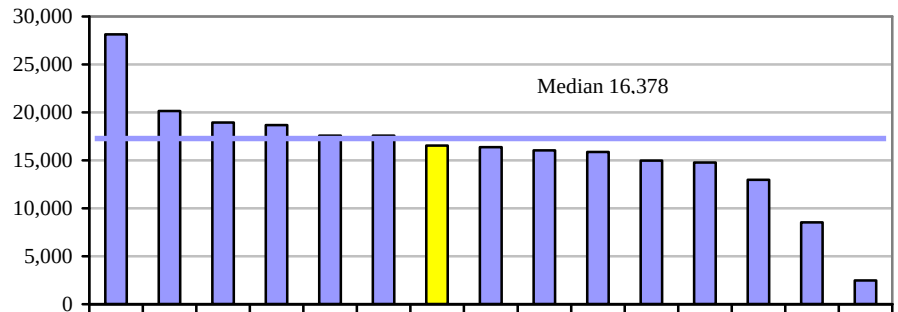
	2000	2001	2002	2003	2004	2005
Megalitres per 100,000 pop'n	17,314	17,702	17,516	17,060	16,301	16,533
Total Megalitres	444,188	459,215	458,945	451,463	435,610	446,130

Chart 17.1 summarizes the volume (megalitres) of drinking water that was treated in Toronto water treatment plants from 2000 to 2005. Results have also been expressed on a per 100,000 population basis to account for population growth and to allow for comparisons to other municipalities.

One megalitre is equivalent to one million litres. It should be noted that these volumes are used by both the residential and ICI (Industrial, Commercial & Institutional) sectors.

Service Level – How Does the Amount of Water Treated in Toronto Compare to Other Municipalities?

Chart 17.2 - OMBI 2005
Megalitres of Drinking Water Treated per 100,000 Population



	Wind	T-Bay	Ham	Niag	Halt	Musk	Tor	Peel	Lond	Ott	Durh	Sud	Wat	Bran	York
Megalitres	28,147	20,144	18,937	18,668	17,578	17,570	16,533	16,378	16,032	15,860	14,953	14,768	12,953	8,544	2,477

Chart 17.2 compares the volume of drinking water treated per 100,000 persons, in Toronto to other municipalities. Toronto ranks 7th of 15 (2nd quartile), in terms of having the highest volumes treated.

The volume of drinking water treated by municipalities can be influenced by a number of factors, including:

- Source and adequacy of the water supply (municipal well or surface water supply)
- Demand from the ICI sector. This will vary by municipality and can be significant with the ICI sector accounting for 37% of the total volume in Toronto.
- Urban form (high-density urban versus suburban)
- Impact of municipal water conservation programs

Community Impact- What is the Quality of Drinking Water in Toronto?

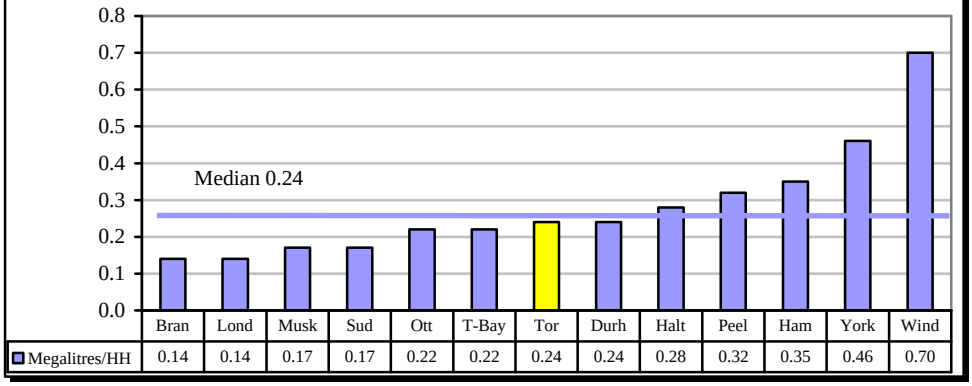
The City's drinking water monitoring program extends, in intensity and scope, well beyond the regulatory requirements. Many more parameters are tested for on a regular basis as compared to those that are formally regulated. During 2005 approximately 140,000 analyses were performed on treated water and as well as various analyses at various stages of treatment. Additional tests are conducted through comprehensive distribution monitoring.

The current measure of water quality used under the Municipal Performance Measurement Program (MPMP) is the weighted number of days when a boil water advisory is issued by the Medical Officer of Health, applicable to a municipal water supply.

No boil water advisories were issued in Toronto in 2005 or in prior years. Of the fifteen OMBI municipalities, two had boil water advisories for portions of their municipalities in 2005.

Community Impact- How Much Water is Used by an Average Household?

Chart 17.3 - OMBI 2005
Annual Residential Water Use (Megalitres) per Household



	Bran	Lond	Musk	Sud	Ott	T-Bay	Tor	Durh	Halt	Peel	Ham	York	Wind
Megalitres/HH	0.14	0.14	0.17	0.17	0.22	0.22	0.24	0.24	0.28	0.32	0.35	0.46	0.70

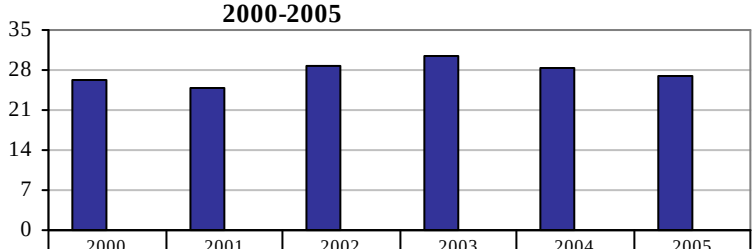
Water conservation by residents is a goal of all municipalities in the residential sector, to both protect the environment and to accommodate future population growth within the capacity constraints of water treatment plants.

Chart 17.3 summarizes residential water use on a per household basis and shows Toronto ranking 7th of 13 municipalities (second quartile), in terms of having lower water use per household. Municipal results for this measure can be influenced by the effectiveness of water conservation and efficiency programs, as well as public education.

A number of municipalities have mandatory or voluntary water restrictions during summer months (Toronto does not) which can lead to reductions in water use. On the other hand Toronto has a higher proportion of apartments than other municipalities and water usage tends to be lower in apartments than in houses.

Customer Service – How Often do Watermains Break in Toronto?

Chart 17.4 - City of Toronto
Annual Number of Watermain Breaks per 100 Km. of Distribution Pipe
2000-2005



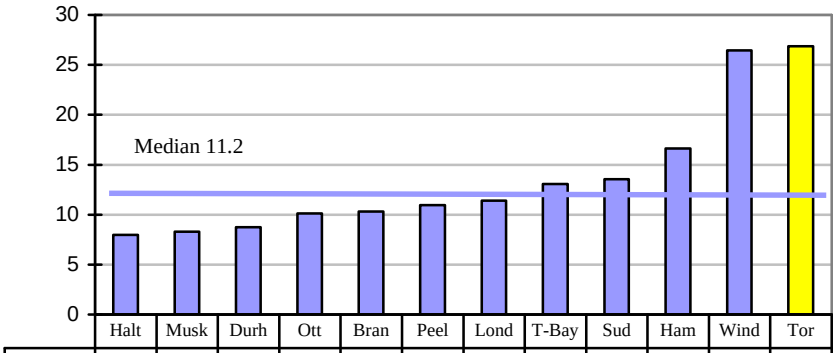
	2000	2001	2002	2003	2004	2005
# breaks per 100km of pipe	26.4	24.9	28.6	30.5	28.3	26.9
Total # of breaks	1,460	1,375	1,581	1,683	1,562	1,484

Chart 17.4 summarizes the number of watermain breaks there were in Toronto from 2000 to 2005.

The amount of variance in winter temperatures can be a significant factor in the number of watermain breaks that occur in a given year. Between 2003 and 2005 there was a small decline due to generally milder weather conditions and increased levels of infrastructure replacement and rehabilitation.

Customer Service – How Does the Rate of Watermain Breaks in Toronto Compare to Other Municipalities?

Chart 17.5 - OMBI 2005
Number of Watermain Breaks per 100 Km. of Pipe



	Halt	Musk	Durh	Ott	Bran	Peel	Lond	T-Bay	Sud	Ham	Wind	Tor
#breaks	8.0	8.3	8.7	10.1	10.3	10.9	11.4	13.1	13.5	16.6	26.5	26.9

Chart 17.5 compares the 2005 rate of watermain breaks in Toronto per 100 km of pipe, to other municipalities.

Toronto ranks 12th of 12 (4th quartile), in terms of having the lowest rate of watermain breaks.

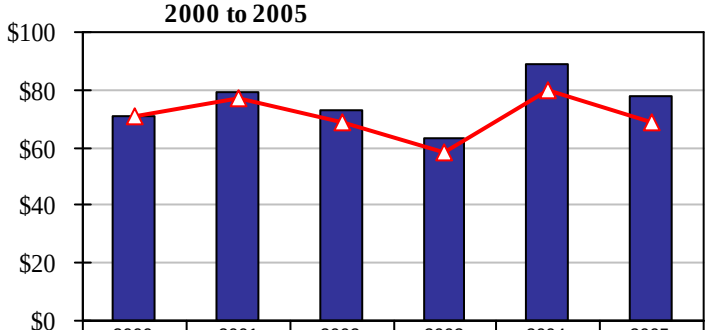
Key factors that can influence the rate of watermain breaks in municipalities include:

- Age and condition of the pipe
- Type of pipe material (cast iron, ductile iron, PVC, etc.)
- Proximity of the pipes to other utilities
- Extreme cold weather (frozen watermains and watermain breaks)
- Soil conditions, which can increase risk of corrosion
- Topography, which can cause pressure variations

Toronto's high rate of watermain breaks is primarily related to the age of the water system, with 20% of it being over 80 years old, as well as the amount of co-located utilities, subway and streetcars which accelerate electrostatic pipe corrosion.

Efficiency- What Does it Cost to Treat Drinking Water in Toronto?

Chart 17.6 - City of Toronto
Operating Cost for Drinking Water Treatment per Megalitre
2000 to 2005



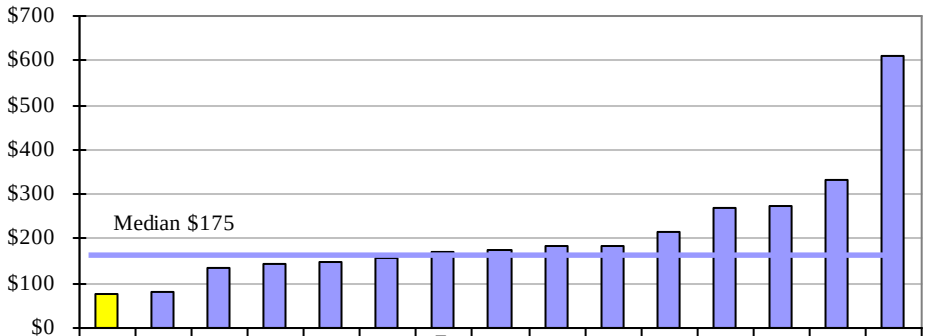
	2000	2001	2002	2003	2004	2005
$Cost per megalitre	71	79	73	63	89	78
CPI Adjusted cost (base 2000)	71	77	69	58	80	69

Water treatment costs include the operation and maintenance of treatment plants as well as quality assurance and laboratory testing to ensure compliance with regulations.

Chart 17.6 summarizes Toronto's cost of treating a megalitre (one million litres) of drinking water from 2000 to 2005. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI).

Efficiency- How Does Toronto's Cost of Drinking Water Treatment, Compare to Other Municipalities?

Chart 17.7 - OMBI 2005
Cost of Water Treatment per Megalitre Treated



	Tor	Wind	Lond	Ham	Ott	Niag	T-Bay	Halt	Peel	Durh	Sud	Wat	Bran	York	Musk
$ megalitre	78	83	136	144	150	159	170	175	183	186	217	271	272	331	611

Costs were fairly stable from 2000 through to 2002. In 2003 savings from the Works Best Practices Program led to a decrease, but in 2004 a combination of lower volumes of water treated and one-time cost adjustments for hydro costs of prior years, led to an increase. In 2005 the cost returned to more historical levels.

Chart 17.7 compares the 2005 cost of water treatment per megalitre in Toronto to other municipalities. Toronto has the lowest cost, ranking 1st of 15 municipalities (1st quartile).

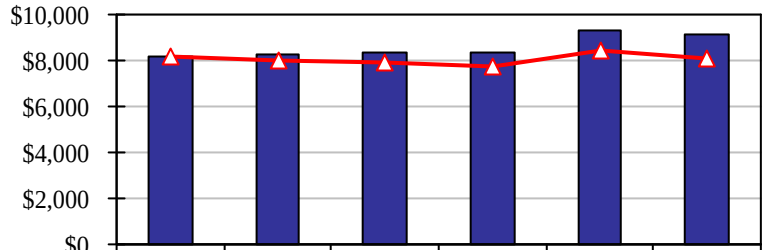
Key factors that can influence water treatment costs in municipalities are:

- Water source – the quality of ground or surface (source) water, which dictates the complexity and cost of the water treatment process
- The number, size, and complexity of water treatment plants operated by the municipality
- Specific municipal requirements for the quality of drinking water provided to customers, which may exceed provincial regulations

The primary factor behind Toronto's higher costs are efficiencies that have been realized from the operation of four large water treatment plants.

Efficiency – What Does it Cost in Toronto to Distribute Drinking Water?

Chart 17.8 - City of Toronto
Operating Cost for Drinking Water Distrubution per Km. of Distribution Pipe
2000-2005



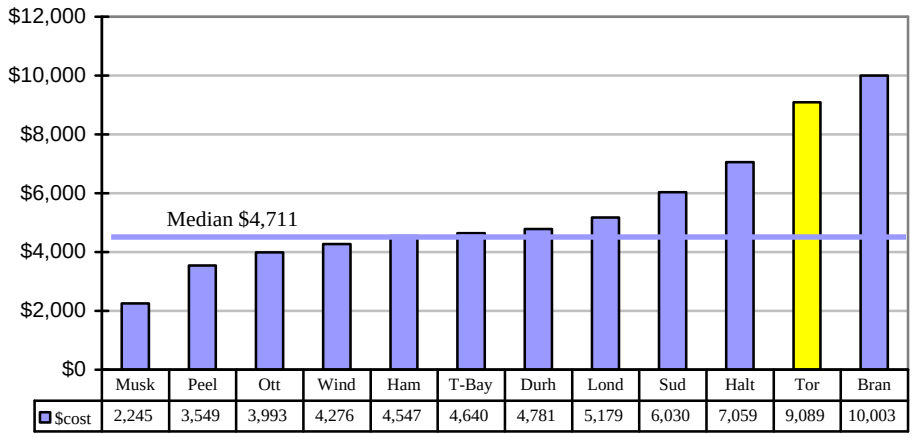
	2000	2001	2002	2003	2004	2005
$cost per km of pipe	8,169	8,282	8,351	8,354	9,317	9,089
CPI Adjusted cost (base 2000)	8,169	8,029	7,929	7,702	8,446	8,093

Water distribution refers to the process of distributing drinking water from the water treatment plant through the system of watermains to the customer.

Chart 17.8 provides these water distribution costs in Toronto, per kilometer of distribution pipe for the years 2000 to 2005. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Efficiency – How Does the Cost of Distributing Drinking Water in Toronto, Compare to Other Municipalities?

Chart 17.9 - OMBI 2005
Operating Cost for Drinking Water Distrubution per Km. of Distribution Pipe



	Musk	Peel	Ott	Wind	Ham	T-Bay	Durh	Lond	Sud	Halt	Tor	Bran
$cost	2,245	3,549	3,993	4,276	4,547	4,640	4,781	5,179	6,030	7,059	9,089	10,003

Chart 17.9 compares the cost of water distribution per km. of pipe in Toronto to other municipalities. Toronto ranks 11th of 12 (4th quartile) in terms of having the lowest costs.

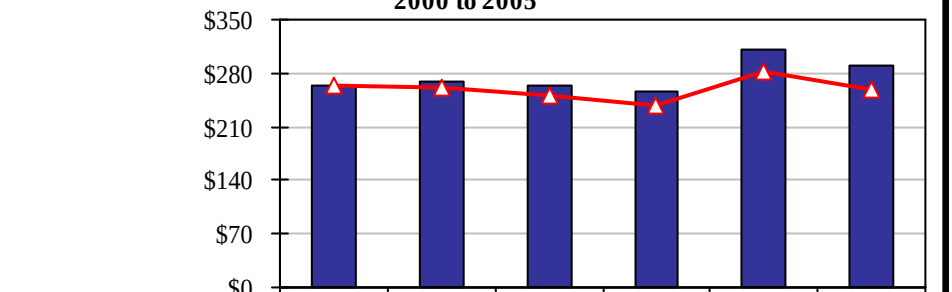
Key factors that can influence water distribution costs in municipalities are:

- Age of the water distribution infrastructure
- Number of independent water distribution systems operated by the municipality
- Frequency of maintenance activities
- Urban form (proximity of infrastructure to other utilities)
- Frequency of extreme cold weather which can cause frozen watermains and watermain breaks, which in turn increase costs

Toronto's high costs are related to the age of the water system, with 20% of it being over 80 years old, and are consistent with the high rate of watermain breaks noted earlier (chart 17.5).

Efficiency- What is the Consolidated Cost to Both Treat and Distribute Drinking Water in Toronto?

Chart 17.10 - City of Toronto
Consolidated Op. Cost for Drinking Water Treatment & Distribution per Megalitre
2000 to 2005



	2000	2001	2002	2003	2004	2005
$cost per megalitre	263	268	264	257	312	291
CPI Adjusted cost (base 2000)	263	260	251	237	283	259

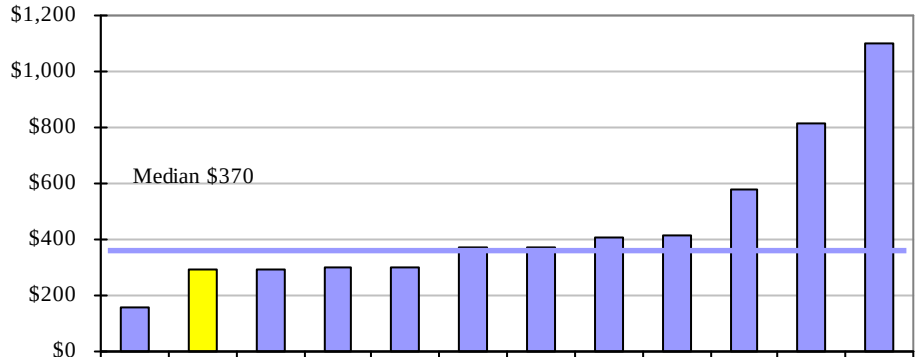
Chart 17.10 combines Toronto's costs of drinking water treatment and distribution, on a per megalitre basis, for the years 2000 through 2005.

Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Fluctuations in annual water volumes associated with dry summers and lawn watering, are a factor in some of the annual variances.

Efficiency- How Does Toronto's Consolidated Cost of Treating and Distributing Drinking Water, Compare to Other Municipalities?

Chart 17.11 - OMBI 2005
Consolidated Op. Cost for Drinking Water Treatment & Distribution per Megalitre



	Wind	Tor	Ham	Ott	Peel	Lond	Halt	T-Bay	Durh	Sud	Musk	Bran
$ megalitre	160	291	293	299	302	368	372	410	415	576	815	1101

Chart 17.11 compares Toronto's 2005 consolidated costs of water treatment and distribution per megalitre, to other municipalities.

Toronto ranks 2nd of 12 municipalities (1st quartile), with the efficiencies realized at the water treatment plants, discussed earlier, more than offsetting high costs of water distribution.

Key factors that can influence water treatment and distribution costs in municipalities are:

- Water source – ground water or surface water considering specific water quality issues, which will dictate the complexity and cost of the water treatment process
- The number, size, and complexity of water treatment plants operated by the municipality
- Specific municipal requirements for the quality of drinking water provided to customers, which may exceed provincial regulations
- Age of the water distribution infrastructure
- Number of independent water distribution systems operated by the municipality
- Frequency of maintenance activities
- Urban form (proximity of infrastructure to other utilities)
- Frequency of extreme cold weather which can cause frozen watermains and watermain breaks, which in turn increase costs