2006 Performance Measurement and Benchmarking Report

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TABLE OF CONTENTS

Overview

This report provides service level and performance measurement results in nineteen of the City of Toronto's service areas. It includes up to seven years of Toronto's historical data to examine internal trends, and compares results externally to fourteen other municipalities through the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

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. The most accurate comparison for Toronto is to examine our own year-over-year performance and longer-term historical trends.

All of Toronto's service areas continue to look for opportunities to improve operations and performance and a number of these initiatives completed in 2007 and planned in 2008, have been described in this report.

There is also value in comparing Toronto to other municipalities. In December 2007, the fifteen OMBI member municipalities released a joint report entitled OMBI 2006 Performance Benchmarking Report (OMBI Joint Report) http://ombi.ca/docs/db2file.asp?fileid=190. The OMBI Joint Report provides 2005 and 2006 summary data in sixteen service areas. Municipal results for each performance measure are presented as information in alphabetical order, but the report does not attempt to interpret or rank the results of municipalities in any way.

Toronto's 2006 Performance Measurement and Benchmarking Report expands on the OMBI Joint Report by doing further analysis to focus on and interpret Toronto's own results in terms of our internal year-over-year changes and longer term trends, and the ranking of Toronto's results in an external comparison to the other OMBI municipalities. It differs from the OMBI Joint Report through the inclusion of:

- Three service areas not covered in the OMBI Joint Report (Children's Services, Hostel Services and Governance and Corporate Management).
- Additional performance measures and service level indicators not included with the sixteen service areas in the OMBI Joint Report.
- Up to seven years of Toronto's historical data, to better understand trends in our own internal service levels and performance, and the description of Toronto's 2005 to 2006 change as either favourable, stable or unfavourable.
- Ranking of Toronto's results, by quartile in relation to the other municipalities, to assist in interpreting how well Toronto is doing.
- Factors that have been identified as significantly influencing Toronto's results.
- Achievements from 2007 and initiatives planned for 2008 that could further improve Toronto's operations in the future.

OMBI has developed detailed technical definitions and standardized methodologies to collect consistent performance information to ensure results are as comparable as possible between municipalities.

This report is intended to strengthen accountability and enhance the level of transparency in the way performance of Toronto's services is reported.

Toronto's Performance Measurement Framework for Service Delivery

The City of Toronto's performance measurement framework for service delivery is similar to that used by other OMBI municipalities and includes the following four categories of indicators and measures:

- **Service Level Indicators-** provide an indication of the service levels, or amount of resources approved by Council or volumes of service delivered to residents. For the purposes of comparing to other municipalities it is often expressed on a common basis, such as the number of units of service per 100,000 population.

- **Performance Measures**
  - Efficiency - compares the resources used to the number of units of service provided or delivered. Typically this is expressed in terms of cost per unit of service.
  - Customer Service - measures the quality of service delivered relative to service standards or the customer's needs and expectations.
  - Community Impact - measures the outcome, impact or benefit the City program is having on the communities they serve in relation to the intended purpose or societal outcomes expected. These often tie to the mission statements of the program or service.

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

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

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

Using this performance measurement framework, Toronto's results can be examined from an internal perspective over a period of years, and from an external perspective in relation to other municipalities.

Comparing Toronto's Results Internally

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 20 million tourists visited Toronto in 2006 and there is an estimated daily influx of 356,000 non-resident vehicles entering the City from surrounding regions during the morning rush hours, in addition to non-residents entering the City through public transit. All of these factors pose special demands on Toronto's municipal services.

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

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

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 another 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).

Figure 1 below, describes the conditions under which a colour-code and descriptor is assigned to the service level indicator or performance measure based on a comparison of Toronto's internal 2006 vs. 2005 results.

Figure 1

Favourable (green)	• **Service Levels** - Toronto's service levels or standard, the 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 for most services that increasing service levels are the favoured or desired goal. For some Social Programs (such as Hostels and Social Assistance) and Emergency Services (Fire and EMS), the colour green represents an increase in the units of service delivered, although this may not be the desired societal goal. • **Efficiency, Customer Service or Community Impact** – Toronto's result is improving over the time period, or is the best possible result.
Stable (amber)	• **Service Levels** - Toronto's service levels have been maintained or are stable over the period. • **Efficiency, Customer Service or Community Impact** - Toronto's result has remained stable over the period.
Unfavourable (red)	• **Service Levels** - Service level, standard, the 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. For some Social Programs (Hostels and Social Assistance) and Emergency Services (Fire and EMS), the colour red represents a decrease in the units of service delivered, although this may actually be the desired societal goal. • **Efficiency, Customer Service or Community Impact** – Toronto's result has declined over the time period.

The colour scheme provides a visual aid to assist in reviewing Toronto's year over year results in summaries included at the beginning of each service section.

Charts included in each individual service section of this report can also include up to seven years of historical data to assist in examining longer-term trends.

Comparing Toronto's Results Externally

Despite the unique characteristics of Toronto, such as our much higher population density, there is also value in making comparisons of performance measurement results to other municipalities to assist in understanding how well Toronto is doing.

For a number of years Toronto has been an active participant in the Ontario Municipal CAOs Benchmarking Initiative (OMBI.) The fifteen municipalities that comprise OMBI, serve more than 9.1 million residents or 72% of Ontario's population for regional services. OMBI's members are comprised of the following eight single-tier cities/counties and seven regional or upper tier municipalities which are listed in the table below along with the abbreviations of their names used in this report.

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

Through the OMBI partnership, performance measurement results are shared between municipalities and can be used in reports such as this.

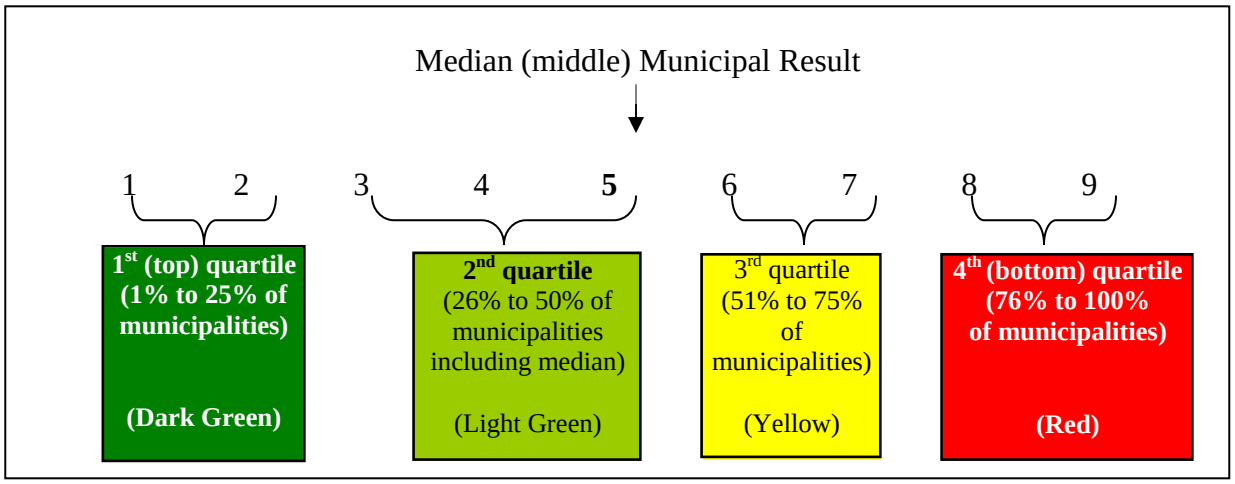
In order to determine Toronto's ranking relative to other municipalities, OMBI data has been sorted according to what would be considered as the most desirable result (the highest service level or levels of efficiency, customer service or community impact) to the least desirable result. The purpose of this is to provide context to Toronto's own results.

It is important to note that the presentation of sorted municipal data in the charts of this report is in no way intended to make inferences on the relative service levels or performance of other municipalities. Each of the OMBI municipalities have different factors that influence their results to varying degrees. It would therefore be unfair to interpret or make conclusions about the efficiency or effectiveness of their operations without that understanding and without speaking to staff in those municipalities.

Once the municipal data has been sorted, the median (middle) result of the data set 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 quartile represents municipalities falling within the bottom 76% to 100% of the sample.

The example in figure 2 below, provides an illustration of medians and quartiles using a set of nine numbers. In this example, the number 1 would be the most desirable result indicative of the highest service levels or the highest level of efficiency, customer service or beneficial impact on the community. Conversely, the number 9 would be the least desirable result. The number in the middle of the data set (5 in this case) is referred to as the median. The data set is divided into quartiles (quarters) and each quartile is identified by a different colour. Toronto's result is placed in the applicable quartile, with each quartile identified by a colour and description, as noted below.

Figure 2



The quartiles have been associated with a colour scheme to provide a visual aid to assist in reviewing Toronto's results in summaries provided at the beginning of each service section.

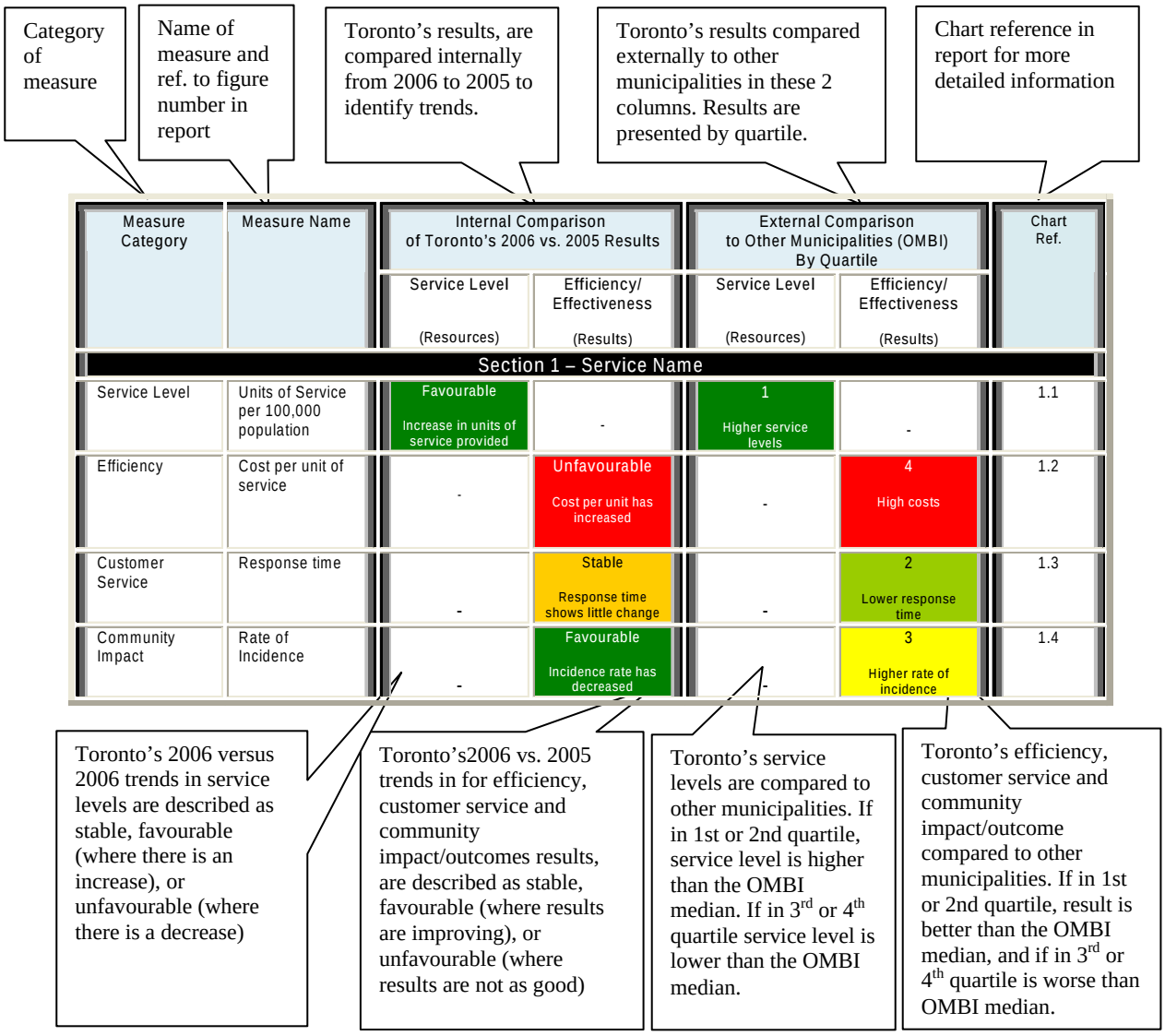
The two shades of green (the 1st and 2nd quartiles) represent:
- Service level indicators – service levels or resources higher than the median.
- Efficiency, customer service and community impact measures - results better than the median.

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

How to Interpret Summaries of Toronto's Performance Measurement Results

Each of the nineteen service areas included in this report, includes a summary of Toronto's internal and external performance measurement results using the colour code schemes described earlier, as well as text describing the result. There is also a consolidated summary by service area on pages 1 - 23. An illustration of these summaries, is provided below in Figure 3.

Figure 3

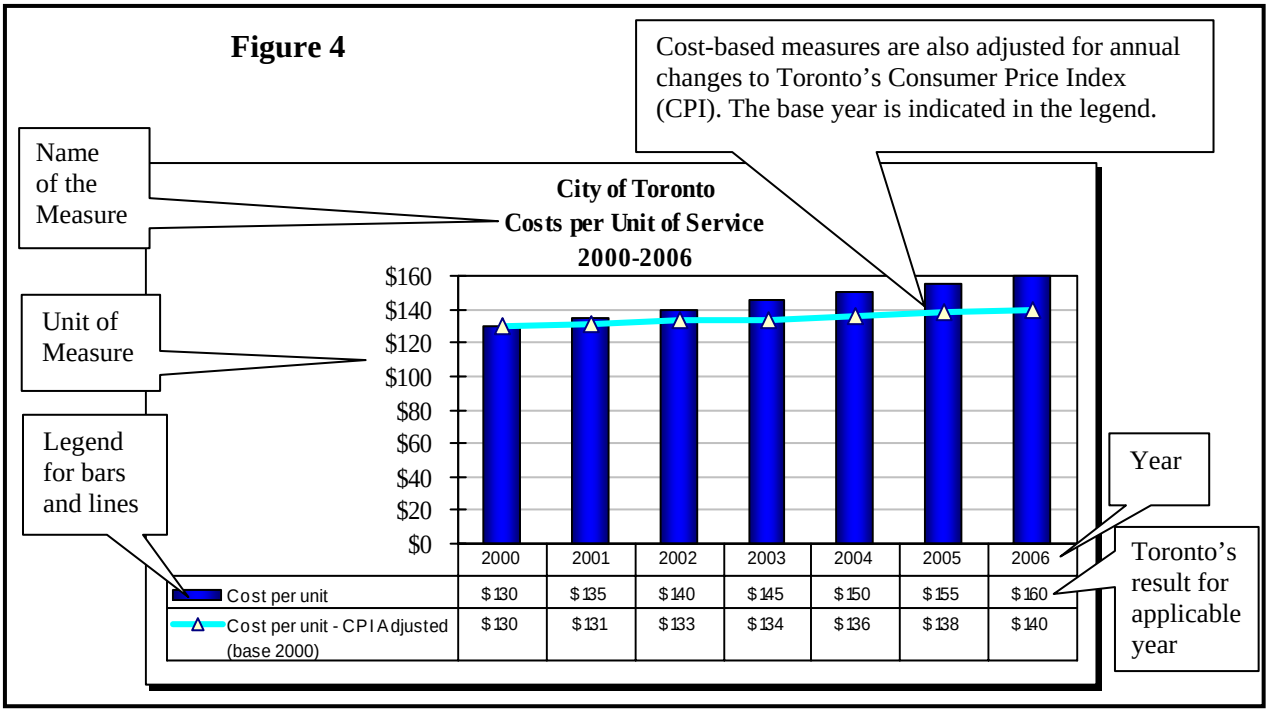


- Columns 1 and 2 indicate the category of measure or indicator and the name of the measure.
- Columns 3 and 4 summarize results of Toronto's internal comparison of service levels and performance measurement results between 2006 and 2005.
- Columns 5 and 6 summarize results of the external comparison of Toronto's service levels and performance measurement results to other municipalities, based on 2006 results of the Ontario Municipal CAOs Benchmarking Initiative (OMBI).
- Column 7 provides a reference to the appropriate chart in each service section graphing the results.

How to Interpret Charts of Toronto's Internal Results

Figure 4 below, illustrates how charts on Toronto's internal results in each service section can be interpreted.

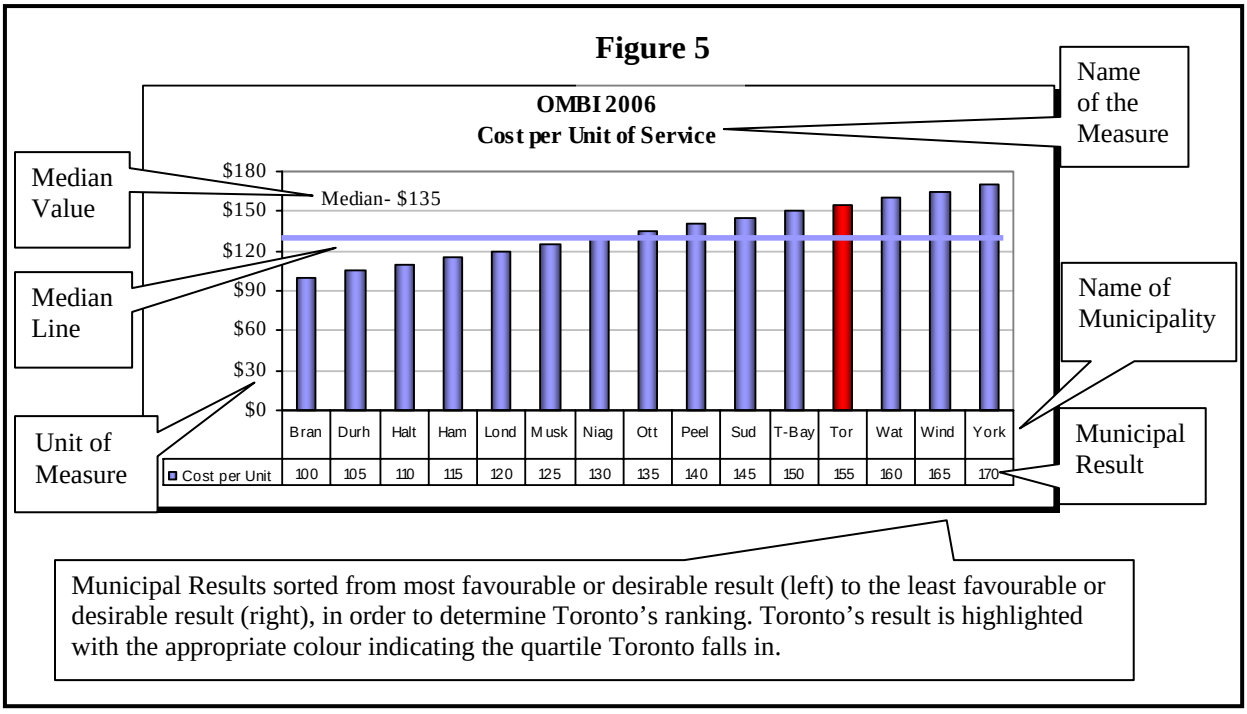
Figure 4



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

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

Figure 5



Overall Summary of Toronto's Results

Internal Comparison – How Have Toronto's Service Levels changed between 2006 and 2005?

Of the thirty-five service level indicators included in Toronto's 2006 Performance Measurement and Benchmarking Report, 2006 service levels have been maintained (stable) or have increased (favourable) for 83% of the indicators in relation to 2005.

Examples of some of the areas in which Toronto's service levels or levels of activity have increased in 2006 are:

- More ICI (Industrial, Commercial and Institutional) building permits were issued
- There was an increased investment in Children's Services and increased number of both regulated and subsidized child care spaces
- An increase in the number of emergency medical calls responded to by EMS
- There are more hostel beds in shelters
- Increased kilometres of trails in the Parks system
- Additional police officers
- The capacity for registered sports and recreation programming was increased
- More public transit vehicle hours were provided

The areas where Toronto's service levels have decreased is related to lower number of service units delivered in 2006 such as:

- Fewer residential building permits were issued by Building Services
- Lower levels of EMS vehicle hours
- Fewer incidents responded to by Fire Services
- Lower volumes of drinking water distributed and wastewater treated

Internal Comparison – How Have Toronto's Performance Measurement Results Changed Between 2006 and 2005?

Of the eighty-seven performance measurement results of efficiency, customer service and community impact included in Toronto's 2006 Performance Measurement and Benchmarking Report, 73% of the measures examined, had 2006 results that were either improved or stable relative to 2005.

Examples of areas in which Toronto's 2006 performance has improved include:

- Increasing construction value of ICI building permits issued
- Increasing supply of regulated and subsidized child care spaces relative to the child population
- Shorter EMS response times and a decreasing cost per patient transported
- Decreasing rates of residential structural fires, and fire related injuries and fatalities, and a shorter response time to emergency calls
- Increasing usage by residents of both electronic and non-electronic library services
- Reduced/shorter length of stay for families in shelters

- Continuing high rate of resident satisfaction in homes for the aged
- Decreasing total (non-traffic) crime and violent crime rates and an increased clearance rate for total (non-traffic) crimes
- Decreasing vehicle collision rate
- Improving pavement condition of Toronto's roads system
- Decreasing costs of winter maintenance on roads
- Decreasing (improving) length of time clients are receiving social assistance, and decreasing administration costs per case
- Decreasing cost of social housing per unit
- Increasing solid waste diversion rates and reduced rate of complaints regarding collection
- Increasing use of registered sports and recreation programs
- Decreasing amounts of property tax arrears
- Increasing public transit trips per person
- Decreasing costs of wastewater collection
- Decreasing rates of drinking water used in homes, fewer water main breaks and lower costs of water treatment and distribution

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

- Ten efficiency measures, where the costs of providing a unit of service have increased in 2006, due to wage increases in collective agreements
- Decreasing construction value of residential building permits issued
- Increased costs of solid waste disposal arising from contractual agreements with haulers of the waste to Michigan
- Increased costs of solid waste diversion as new programs are introduced in order to achieve higher diversion rates
- Higher costs of wastewater treatment relating to higher costs of energy and the disposal of biosolids

Continuous Improvement Initiatives - What Actions are Toronto's Service Areas Taking to Further Improve Operations and Performance?

Each of the service area sections included in this report includes a section that identifies some of the initiatives completed in 2007 or planned in the future that could further improve the efficiency and effectiveness of operations. Highlights from the service areas are:

- In 2007, Toronto Building Services was able to issue 77% of all complete building permit applications received, within the legislated timeframe amidst a very high volume year and has set an even higher performance level for 2008. Great success was experienced in 2007 with the Residential Fastrack and Commercial Xpress services for permit issuance.
- In early 2008, the Children's Services Division introduced a quality ratings system for all child care centres that have a service contract with the City of Toronto. A formal assessment is made for each centre relative to specified quality standards and the ratings for each centre are available on Toronto's website. In 2007, the amount of school age child care was increased through the development of After School Recreation and Care programs by Children's Services and the Parks, Forestry and Recreation Division. The programs will be fully implemented in 2008.

- In 2007, EMS implemented a new wireless electronic patient charting system that will make paramedics more efficient and effective in terms of patient care paperwork processing time, which in turn will increase their availability for response to other calls. A complete re-design was undertaken of the process by which EMS receives, prioritizes and dispatches ambulance calls in Toronto. Implementation and training of staff is expected to be completed in 2008.
- In 2008, Fire Services will implement mobile data terminals and software to improve the efficiency of fire prevention inspectors. Reductions are expected in 2008 in the number of days lost due to firefighter injuries, which could lead in the future to fewer vehicles being removed from service due to insufficient staffing levels. Options for reducing turnout time at fire stations will also be examined to improve response times.
- Hostel Services implemented the Hostels to Homes program, which is a provincial pilot to test whether lengths of stay in shelters can be reduced by making appropriate follow up supports available when people leave the shelter system.
- In January 2007, the Toronto Public Library was able to increase the service hours at over 50 branches within the existing operating budget. A new Toronto Public Library website is being developed, and an online program database will be introduced.
- Long Term Care/Homes for the Aged Services implemented emerging Best Practice Guidelines in 2007 for the provision of skin care, wound management, dementia care, nutritional care and falls management, with evaluation providing evidence of improved outcomes. The Division also implemented RAI-MDS (e-health documentation) in five homes, with the other five homes in a state of readiness for 2008.
- In 2008, the Parks, Forestry and Recreation Division will be analyzing the proximity of parkland in relation to Toronto's population and Toronto's Capital Plan proposes the development of trails and may include the utilization of bicycle lanes on streets as part of the City's bike plan.
- Since 2006, the Toronto Police Service has redeployed 200 officers to front-line operations. A new deployment model has been implemented to ensure officers are used in the most efficient and effective manner possible and absenteeism has continued to decrease in 2007 for both uniform and civilian personnel.
- To improve road safety for motorists and pedestrians Transportation Services is installing additional red light camera systems, pedestrian countdown signals and expanding the RESCU system's 75 cameras enabling greater monitoring and vehicle assistance coverage of the City's expressways to minimize expressway congestion.
- In 2007, with Toronto Social Services support, a total of 7,694 youth on social assistance started employment and in total, more than 26,000 clients reported starting employment.
- Social Housing Services is involved in implementation of an Asset Management Preventative Maintenance Program designed to minimize future capital costs and is also working on Energy Saving Initiatives to reduce utility costs.
- The Solid Waste Management Division has a pilot project underway in 30 high-rise apartment complexes to test the feasibility and cost effectiveness of collecting organics. Roll-out of the recycling and residual waste bins to single-unit homes will also start in 2008.
- In addition to development of After School Recreation and Care programs, the Parks, Forestry and Recreation Division in 2008 will continue development of the Aquatics Indoor Pool Strategy - The Aquatics Strategy that is currently under development will be the framework for future programming, location and capital development decisions. The Indoor Ice Facilities Strategy will present a framework for addressing indoor facility needs over the next 25 years.

- The Revenue Services Division will be introducing new user fees related to tax collections (i.e. statement fees and fees for notification), which is expected to result in lower costs for the collection process and improvements in the overall collection rate for tax arrears.
- In 2008, the Toronto Transit Commission is expanding to match service to ridership in order to both address overcrowding on some routes and accommodate the expected increase in ridership. In the fall of 2008, bus service hours will be extended on most routes to match those of the subway, which operates from 6 a.m. to 2 a.m. In 2007 and early 2008, the TTC introduced more accessible bus routes. To provide enhanced security and safety in 2007, there were 11 new TTC Special Constables added and in 2008 the system of closed-circuit cameras in place in subways and some buses will be expanded to cover all 1,750 buses and streetcars.
- For Wastewater Services (Toronto Water), the Wet Weather Flow Master Plan over the next 25 years will help reduce the amount of wastewater that bypasses treatment during rain storms. Trenchless rehabilitation techniques were enhanced to extend the useful life of the City's Sewer Infrastructure and minimize the impact on adjacent homes and businesses. To lower costs, new technology was used through installation of combination sewer cleaners, vacuum excavation equipment, and closed circuit camera equipment for sewer inspections.
- In 2007, Water Services (Toronto Water) completed a water loss detection study that identified a number of measures that can be implemented during 2008 and beyond to reduce the amount of water lost throughout the distribution system. In 2008, lower overall water consumption is forecasted as residents respond to water efficiency awareness campaigns and reduce their use of water. There is also an increasing amount of capital investment ($125M for 2008) to replace and rehabilitate the water distribution system and substandard water services.

External Comparison - How Do Toronto's 2006 Service Levels Compare to Other Municipalities?

There are forty-three service level indicators, in Toronto's 2006 Performance Measurement and Benchmarking Report where Toronto's results can be compared and ranked with other municipalities and placed in quartiles. Between Toronto's 2005 and 2006 Benchmarking Reports, there has been very little change in Toronto's quartile ranking for each of the service level indicators in relation to other municipalities. Changes in Toronto's quartile ranking for individual service level indicators would likely only occur over much longer time periods.

Some of the key factors that influence Toronto's results and rankings, such as Toronto's much higher population density are common to multiple service areas. Results have been grouped by these key influencing factors and are described below.

- Services where Toronto's size and high population density requires higher service levels, which are indicative of large densely populated cities
  - the highest number of police staff (officers and civilians) per 100,000 population
  - the highest number of transit vehicle hours per capita, because of Toronto's multi-modal system and high transit use
  - the highest number of library holdings (collection) per capita, due to our extensive research and reference collections, electronic products and multilingual collections

- Services where there is a higher need or demand for social programs in large cities
  - the highest childcare investment per child aged 12 and under
  - the highest number of social assistance cases per 100,000 households
  - the highest number of emergency shelter beds per 100,000 population
  - the highest number of social housing units per 1,000 households

- Services where a different service delivery model may be used in Toronto than in other municipalities.
  - Toronto has a higher number of medical incidents and high number of total incidents responded to by fire services per 1,000 population
  - Toronto has the highest proportion (53%) of paramedics that are qualified as Advanced Care Paramedics
  - Toronto has a lower proportion of municipally operated long term care beds in relation to all beds in the community from all service providers

Areas where Toronto's service levels or levels of activity are lower (3rd or 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.
  - lower numbers of large and small sports and recreation community centres, and indoor ice pads per 100,000 population (in contrast Toronto has a higher number of indoor pools)
  - lower number of library hours per capita (resulting from a lower number of library branches)
  - lowest number of road lane kilometres per 1,000 population
  - lowest hectares of parkland and kilometres of trails in relation to population
  - the lowest number of residential building permits and lower levels of ICI permits issued per 100,000 population because most of Toronto's geographic area is fully developed

- 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.
  - lower number of fire vehicle hours per capita
  - lower number of EMS vehicle hours per 1,000 population

- Older age of Toronto's infrastructure in relation to other municipalities.
  - Toronto's indoor ice pads and indoor pools are older
  - Toronto's underground water distribution and wastewater collection pipes are older

External Comparison - How Do Toronto's 2006 Performance Measurement Results Compare To Other Municipalities?

There are eighty-nine performance measures of efficiency, customer service and community impact, in Toronto's 2006 Performance Measurement and Benchmarking Report where Toronto's results can be compared and ranked with other municipalities and placed in quartiles. Between Toronto's 2005 and 2006 Benchmarking Reports, there has been very little change in Toronto's quartile ranking for each of the performance measures in relation to other municipalities. Changes in Toronto's quartile ranking for individual measures is more likely to occur over a five-year or longer period.

Areas where Toronto has the top/best result of the OMBI municipalities are:

- Shortest EMS response time to emergency calls.
- 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, electronic library uses and non-electronic uses per capita, as well as the highest turnover rate (number of times an item is borrowed) of the circulating collection.
- Highest percentage of a municipality's geographic area that is parkland (both maintained parks and natural areas).
- Highest rate of decrease in the 2006 total non-traffic crime rate.
- Highest pavement quality rating for our roads system.
- Highest possible result (100%) for the number of winter event responses on roads meeting standard.
- Lowest social housing administrative cost per social housing unit.
- Highest rate of residential solid waste diversion for single unit homes/houses.
- Lowest amount of current and prior years property tax arrears outstanding.
- Highest rate of transit trips per capita and the highest number of transit trips per vehicle hour.
- 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 OMBI median (1st or 2nd quartile) 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 rate of residential structural fires, lower rate of fire related fatalities and a lower fire response time (at median) to emergencies.
- Higher occupancy rate of beds in emergency shelters.
- Lower cost per library use.
- High rates of long term care resident satisfaction and low costs per bed day.
- Lower property crime rate and lower youth crime rate and a higher rate of decrease in the 2006 rate of reported violent crime.
- Lower administration cost of social assistance per case, and lower (shorter) response times for eligibility notification of social assistance clients.

- Lower overall residential (single-unit homes/houses and apartments) solid waste diversion rate and lower solid waste collection cost per tonne.
- Higher usage (visits) of registered sports and recreation programming per capita and a higher percentage of the available capacity utilized in these programs.
- Lower cost of providing transit services per passenger trip.
- Lower water use per household.

There are also a number of the areas in which Toronto's performance measurement results fall below, the OMBI median. Some of the key factors that influence Toronto's lower rankings, such as Toronto's much higher population density are common to multiple service areas. Measures where Toronto falls below the OMBI median in the 3rd or 4th quartile have been grouped by these key influencing factors described below.

Measures in social programs that Toronto has little control over:

- The highest percentage of children that are in low income families.
- 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 benefits costs per social assistance case 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.
- 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 population density and urban form include:

- Lower residential and ICI construction values per capita of building permits issued and lower levels of new residential housing is being created because of Toronto's fully developed urban form.
- Higher violent crime and total (non-traffic) crime rate and a higher rate of increase in the 2006 property and youth crime rates. 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.
- Highest rate of traffic congestion on roads and the highest vehicle collision rate on these congested roads.
- 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.

Measures where Toronto's less favourable results are heavily influenced by the advanced age of our infrastructure include:

- Higher cost of wastewater collection per km. of pipe, higher rate of sewer back-ups per 100 km. of sewer line and higher percent of wastewater by-passing treatment – 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, contributing to sewer back-ups and by-pass events, especially during rain storms.
- Higher costs of wastewater treatment per megalitre, due the age of our plants (the oldest has been in operation since 1929) and the costs of disposing of biosolids.
- 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.

Measures with high costs required for more effective service delivery or because of the service delivery model used:

- Higher costs of shelters per bed night due to the operation of our own shelters (36% of beds), while most other municipalities contract out or purchase all of their shelter beds.
- 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, the driveway windrows clearing program and our urban form, including narrow streets, on-street parking and traffic congestion during storm events, add to our costs.
- High costs for solid waste diversion per tonne but Toronto also has the highest diversion rate for single unit homes/houses of the OMBI municipalities.
- 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 being 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's results fall below the OMBI median and where improvements in efficiency and effectiveness can be made over time include:

- Higher EMS cost per in-service vehicle hour and per patient transported.
- Higher fire costs per in-service vehicle hour.
- Highest cost of parks maintenance per hectare.
- Lower clearance rates for violent and total non-traffic criminal code incidents and a lower number of Criminal Code incidents in the municipality per police officer.
- 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 solid waste diversion rates in apartments and higher level of complaints regarding solid waste collection often associated with the introduction of new diversion programs.
- Higher costs of maintaining a property tax account and a lower percentage of accounts enrolled in pre-authorized payment plans.
- Lower percentage of the population using registered sports and recreation programs at least once.

Other Methods 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. Links to other report cards or indicator reports issued by the City of Toronto or in association with the City, are noted below:

- Children's Report Card: http://www.toronto.ca/children/report/repcard5/repcard5.htm
- Housing & Homelessness Report Card: http://www.toronto.ca/homelessness/index.htm
- Senior's Report Card http://www.toronto.ca/homesfortheaged/reportcard.htm
- Public Health Profiles and Indicators http://www.toronto.ca/health/hsi/hsi_2004_overview.htm
- Economic Indicators: http://www.toronto.ca/business_publications/indicators.htm
- Federation of Canadian Municipalities – Quality of Life Indicators – http://www.fcm.ca/english/qol/qol.html
- Planning - Key Facts http://www.toronto.ca/publications/keyfacts2004.htm
- Vital Signs- Issued by Toronto Community Foundation http://www.tcf.ca/Theme/TCF/files/Vital_Signs_Report_2007.pdf

Performance also can't be evaluated solely on quantitative data. Achievements, accomplishments and completion of initiatives are equally important factors that must also be considered in any evaluation.

An example of this is the 74 awards received by Toronto between 2004 and 2007 for quality and innovation in delivering public services at the Public Sector Quality Fair (PSQF), which showcases service quality excellence in the government, health-care and education sectors across Ontario.

A description of Toronto's award-winning initiatives can be found at: http://www.toronto.ca/city_manager/psqf/index.htm

For additional information on the City of Toronto's programs and services please visit our website at: www.toronto.ca

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Consolidated Summary of Toronto's Results by Service Area

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
SECTION 1 - BUILDING SERVICES						
Service Level	Number of Building Permits Issued per 100,000 Population	Favourable Increasing # of total permits issued	-	4 Lowest number of total permits issued	-	1.1 1.2
Service Level	Number of Residential Building Permits Issued (of Construction Value ≥ $50,000) per 100,000 Population	Unfavourable Decreasing # of residential permits >$50,000 issued	-	4 Lower number ofresidential permits issued >$50.000	-	1.1 1.2
Service Level	Number of Residential Building Permits Issued (of Construction Value < $50,000) per 100,000 Population	Unfavourable Decreasing # of residential permits issued <$50,000	-	4 Lowest number of residential permits issued <$50.000	-	1.1 1.2
Service Level	Number of ICI Building Permits Issued per 100,000 Population	Favourable Increasing # of ICI permits issued	-	3 Low number of ICI permits issued	-	1.1 1.2
Service Level/ Community Impact	Construction Value of Total Building Permits Issued per capita	-	Unfavourable Decreasing value of total construction	-	3 Low construction value of all permits	1.3 1.4
Service Level/ Community Impact	Construction Value of Residential Building Permits Issued (of Construction Value ≥ 50,000) per capita	-	Unfavourable Decreasing value of residential construction (>$50,000)	-	3 Low construction value of residential permits >$50,000)	1.3 1.4

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level/ Community Impact	Construction Value of Residential Building Permits Issued (of Construction Value < 50,000) per capita	-	Unfavourable Decreasing value of residential construction (<$50,000)	-	4 Lowest construction value of residential permits <$50,000)	1.3 1.4
Service Level/ Community Impact	Construction Value of ICI Building Permits Issued per capita	-	Favourable Increasing value of ICI construction	-	3 Low construction value of ICI permits	1.3 1.4
Community Impact	Percentage of Construction Value of Issued ICI Building Permits of the Total Construction Value of Issued Building Permits	-	Favourable Increasing proportion of ICI construction	-	2 High proportion of total construction value is ICI	1.5
Community Impact	New Residential Units Created per 100,000 Population		Unfavourable Decreased number of new residential units created -		4 Lower rate of new residential units created -	1.6
Efficiency	Building Cost per $1,000 of Construction Value	-	Unfavourable Increasing cost per $1,000 construction value	-	-	1.7
SECTION 2 - CHILDREN'S SERVICES						
Service Level	Investment per 1,000 Children (12 & under) in the Municipality	Favourable Increasing expenditures on children	-	1 Highest level of expenditures on children	-	2.1 2.2

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality	-	Favourable Increasing number of regulated spaces	-	2 High number of regulated spaces	2.3 2.4
Community Impact	Fee Subsidy Child Care Spaces per 1,000 LICO Children	-	Favourable Increasing number of subsidized spaces	-	1 Higher number of subsidized spaces	2.5 2.6
Community Impact	Poverty Measure: Percentage of Children in the Municipality (12 and under) that are LICO Children	-	New measure for 2006	-	4 Highest proportion of Children in poverty	2.6
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.	-	1 Lower cost per subsidized space	2.7 2.8
SECTION 3 – EMERGENCY MEDICAL SERVICES (EMS)						
Service Level	EMS Actual Weighted Vehicle In-Service Hours per 1,000 Population	Unfavourable Decreasing Number of Hours	-	4 Lower In-Service Vehicle Hours	-	3.1 3.2
Service Level	Percentage of EMS Hours Staffed by Advanced Care Paramedics (ACPs)	Stable Approx 53% staffed by ACPs	-	1 Highest % of Hours staffed by ACPs	-	3.8

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	EMS Calls – Emergency per 1,000 Population	Increase/ Favourable Increasing number of emergency calls	-	3 Low rate of emergency calls	-	3.3 3.4
Service Level	EMS Calls – Non Emergency per 1,000 Population	Decreasing number of non-emergency calls	-	2 High rate of non-emergency calls	-	3.3 3.4
Service Level	EMS Calls per 1,000 Population	Stable Number of total calls has remained stable	-	3 Low rate of total calls	-	3.3 3.4
Customer Service	EMS T2-4 Code 4, 90th Percentile (Crew Notification) Response Time	-	Favourable EMS crew notification response time has decreased	-	1 Lowest (shortest) crew notification response time in OMBI	3.5 3.6
Customer Service	EMS T0-4 Code 4, (Total) 90th Percentile Response Time	-	Favourable Total EMS response time has decreased	-	1 Second lowest (shortest) total EMS response time in OMBI	3.5
Efficiency	EMS Cost per Actual Weighted Vehicle Service Hour	-	Unfavourable Increasing cost per in-service vehicle hour	-	4 Highest Cost per In-Service vehicle hour	3.7 3.8
Efficiency	EMS Cost per Patient Transported (C1-4)	-	Favourable Decreasing cost per patient transported	-	3 High cost per patient transported	3.9 3.10

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
SECTION 4 – FIRE SERVICES						
Service Level	Number of Fire In-service Vehicle Hours per Capita - Urban Area	Stable Vehicle hours in-service are stable	-	4 Lower number of in-service vehicle hours	-	4.1 4.2
Service Level	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population	Decreasing Number of total incidents responded to is decreasing	-	2 High number of total incidents responded to	-	4.3 4.4
Service Level	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population	Increasing Number of fires, explosions and alarms responded to is increasing	-	1 Higher number of fires, explosions and alarms responded to	-	4.3 4.4
Service Level	Number of Rescues per 1,000 Urban Population	Increasing Number of rescues is increasing	-	3 Low number of rescues responded to	-	4.3 4.4
Service Level	Number of Medical Calls per 1,000 Urban Population	Decreasing Number of medical responses is decreasing	-	1 Higher number of medical responses	-	4.3 4.4
Service Level	Number of Other Incidents per 1,000 Urban Population	Decreasing Number of other incidents responded to is decreasing	-	3 Low number other incidents responded to	-	4.3 4.4
Community Impact	Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	-	Favourable Decreasing rate of residential fires	-	2 Lower rate of residential fires	4.5 4.6

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		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 Lowest rate of fire related injuries	4.7 4.8
Community Impact	Residential Fire Related Fatalities per 100,000 Population (Entire Municipality)	-	Favourable Decreasing rate of fire related fatalities	-	1 Lower rate of fire related fatalities	4.9 4.10
Customer Service	Actual – 90th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality	-	Favourable Reduced/ shorter station notification response time	-	2 Station notification response time is slightly shorter (at median)	4.11 4.12
Efficiency	Fire Operating Cost per In-service Vehicle Hour - Urban Area	-	Unfavourable Increasing cost per in-service vehicle hour	-	4 Higher cost per in-service vehicle hour	4.13 4.14
SECTION 5 – GOVERNANCE AND CORPORATE MANAGEMENT						
Efficiency	Governance and Corporate Management Costs as a % of Total Operating Costs	-	Stable Percentage is unchanged at 2.0%	-	1 Lowest cost /rate of single-tier municipalities	5.1 5.2

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
SECTION 6 – HOSTEL SERVICES						
Service Level	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population	Increase in Service Level Slight increase in number of shelter beds in 2006	-	1 Highest number of shelter beds	-	6.1 6.2
Community Impact	Average Length of Stay per Admission to Emergency Shelters (Singles & Families)	-	Stable Unchanged average length of stay	-	4 Longer length of average stay singles and families	6.3 6.4
Community Impact	Average Length of Stay per Admission to Emergency Shelters (Singles)	-	Stable Unchanged average length of stay - singles	-	-	6.3
Community Impact	Average Length of Stay per Admission to Emergency Shelters (Families)	-	Favourable Reduced average length of stay - families	-	-	6.3
Customer Service/ Efficiency	Average Nightly Bed Occupancy Rate of Emergency Shelters	-	Stable Occupancy rate of shelter beds unchanged	-	1 Higher occupancy rate of shelter beds	6.5 6.6
Efficiency	Gross Hostels Cost per Emergency Shelter Bed Night	-	Unfavourable Increasing gross cost per shelter bed night	-	4 Higher gross cost per shelter bed night	6.7 6.8
SECTION 7 – LIBRARY SERVICES						
Service Level	Annual Number of Library Service Hours per Capita	Stable Library hours have remained stable	-	3 Low number of library hours	-	7.1 7.2

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Library Holdings per Capita	Stable Size of library holdings has remained stable	-	1 Highest number of library holdings	-	7.3 7.4
Community Impact	Annual Library Uses per Capita (Electronic & Non-Electronic)	-	Favourable Total library uses are increasing	-	1 Highest rate of library use	7.5 7.6
Community Impact	Non- Electronic Uses per Capita	-	Stable Little change in total non-electronic uses	-	1 Highest non-electronic library use	7.5 7.6
Community Impact	Electronic Library Uses per Capita	-	Favourable Increasing electronic library use	-	1 Highest electronic library use	7.5 7.6
Customer Service	Average Number of Times in Year Circulating Items are Borrowed (Turnover)	-	Favourable Turnover rate of circulating materials is increasing /improving	-	1 Highest turnover rate of circulating materials	7.7 7.8
Efficiency	Library Cost per Use (MPMP)	-	Stable Little change in cost per use	-	1 Lower cost per library use	7.9 7.10
SECTION 8 – LONG-TERM CARE SERVICES						
Service Level	Number of Municipal LTC Beds per 100,000 Population	Stable Unchanged number of long term care beds	-	-		8.1

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Municipally Operated LTC Beds to Total LTC Beds in the Municipality	Stable Toronto's municipal share of all beds has remained unchanged	-	3 Toronto's municipal share of all beds is slightly below median	-	8.2
Community Impact	Percentage of LTC Community Need Satisfied (beds as a % of population >75 years of age)	-	Unfavourable Number of beds unchanged relative to growing elderly population	-	4 Lower percentage of LTC beds relative to elderly population	8.3 8.4
Customer Service	LTC Resident Satisfaction	-	Favourable Results have remained very high, at a 97% satisfaction rating	-	2 High levels of resident satisfaction	8.5 8.6
Efficiency	LTC Facility Cost (CMI Adjusted) per LTC Facility Bed Day (Ministry Submissions)	-	Unfavourable Cost per bed day is increasing	-	2 Low LTC cost per bed day	8.7 8.8
SECTION 9 – PARKS SERVICES						
Service Level	Hectares of Maintained Parkland in Municipality per 100,000 Population	Stable Unchanged amount of maintained parkland	-	4 Lowest hectares of maintained parkland related to population	-	9.1 9.2

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Hectares of Natural Parkland in Municipality per 100,000 Population	Stable Unchanged amount of natural parkland	-	3 Lower hectares of natural parkland related to population	-	9.1 9.2
Service Level	Hectares of all (Maintained and Natural) Parkland per 100,000 Population	Stable Unchanged amount of all parkland	-	4 Lowest hectares of all parkland related to population	-	9.1 9.2
Service Level	Km of Maintained Recreational Trails per 1,000 Persons (MPMP)	Favourable Increase of 5 km. in trail system in 2006	-	4 Lowest kilometres of trails related to population	-	9.4
Community Impact	Maintained Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage of maintained parkland is unchanged	-	1 Highest percentage of maintained parkland	9.3
Community Impact	Natural Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage of natural parkland is unchanged	-	1 Highest percentage of natural parkland	9.3
Community Impact	All Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage all parkland is unchanged	-	1 Highest percentage of all parkland	9.3

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Percentage of Toronto Survey Respondents Using Toronto Parks and Frequency of Use	-	Stable High level of park usage maintained	-	-	9.5
Customer Service	Percentage of Toronto Survey Respondents Satisfied With Use of Parks	-	Stable Satisfaction with parks has been maintained	-	-	9.6
Efficiency	Cost of Parks per Hectare - Maintained and Natural Parkland	-	Favourable Decreased cost of parks per hectare	-	4 Highest cost of parks per hectare	9.7 9.8
SECTION 10 – POLICE SERVICES						
Service Level	Number of Police Officers per 100,000 Population	Favourable Increasing number of Police Officers	-	1 Higher number of Police Officers	-	10.1 10.2
Service Level	Number of Civilians and Other Staff per 100,000 Population	Stable Little change in number of civilian staff	-	1 Higher number of civilians and other staff	-	10.1 10.2
Service Level	Number of Total Police Staff (Officers and Civilians) per 100,000 Population	Favourable Increasing police staff levels	-	1 Highest police staffing levels (officers and civilians)	-	10.1 10.2
Community Impact	Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population	-	Favourable Total crime down by 12.6% in 2006	-	3 High total crime rate	10.3 10.4

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents	-	-	-	1 Largest rate of decrease in rate total crimes	10.5
Community Impact	Reported Number of Violent – Criminal Code Incidents per 100,000 Population	-	Favourable Violent crime down by 1% in 2006	-	4 Higher rate of violent crime	10.6 10.7
Community Impact	Annual Percentage Change in Rate of Violent Crime	-	-	-	2 Rate of decrease in violent crime better than in other municipalities	10.8
Community Impact	Reported Number of Property – Criminal Code Incidents per 100,000 Population	-	Unfavourable Property crime up by 1.7% in 2006	-	2 Low rate of property crime	10.9 10.10
Community Impact	Annual Percentage Change in Rate of Property Crime	-	-	-	3 Rate of increase in property crime higher than in other municipalities	10.11
Community Impact	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population	-	Unfavourable Youth crime increased by 7.8% in 2006	-	1 Lower rate of youth crime	10.12 10.13
Community Impact	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population	-	-	-	3 High rate of increase in youth crime	10.14

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Clearance Rate - Total (Non-Traffic) Criminal Code Incidents	-	Favourable Clearance rate for total crime has increased	-	3 Low clearance rates for total crime	10.15 10.16
Customer Service	Clearance Rate - Violent Crime	-	Unfavourable Slight decrease in violent crime clearance rates	-	4 Lower clearance rate for violent crime	10.17 10.18
Efficiency	Number of Criminal Code Incidents (Non-Traffic) per Police Officer	-	Unfavourable Decreasing number of Criminal Code incidents per officer	-	3 Low number of Criminal Code incidents per officer	10.18 10.19
SECTION 11 – ROADS SERVICES						
Service Level	Number of Lane KM per 1,000 Population	Stable Very small increase in lane km of roads	–	4 Lowest number of lane km of roads relative to population	-	11.1 11.2
Community Impact	Vehicle Collision Rate per Million Vehicle KM or per Lane KM	-	Favourable Collision rate decreased in 2006	-	4 Highest collision rate	11.3 11.4
Community Impact	Road Congestion on Major Roads (Vehicle KM Traveled per Lane Km)	-	Stable Road congestion unchanged from 2005	-	4 Higher rate of congestion on Toronto's roads	11.5

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Customer Service	Percentage of Paved Lane Kms. With Pavement Condition Rated Good/Very Good	-	Favourable Increasing percentage of pavement rated good to very good	-	1 Highest percentage of pavement rated good to very good	11.6 11.7
Community Impact/ Service Level	Percentage of Winter Event Responses Meeting New Municipal Winter Level of Service	-	Favourable Best possible result- 100% of winter event responses met standard	-	1 Best possible result- 100% of winter event responses met standard	11.8 11.9
Efficiency	Operating Costs for Winter Maintenance of Roadways per Lane KM Maintained in Winter	-	Favourable Decreased cost of winter maintenance	-	4 Higher cost of winter maintenance	11.10 11.11
Efficiency	Operating Costs for Paved Roads (Hard Top) per Lane KM	-	Unfavourable Increasing cost of paved road maintenance	-	4 Highest cost of paved road maintenance	11.12 11.13
SECTION 12 – SOCIAL ASSISTANCE SERVICES						
Service Level	Monthly Social Assistance Case Load per 100,000 Households	Increasing Social Assistance case load	-	1 Highest Social Assistance case load	-	12.1 12.2
Customer Service	Social Assistance Response Time to Client Eligibility (Days)	-	Favourable Response time dropped/ improved in 2006	-	1 Response time is shorter	12.3 12.4

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Average Time on Social Assistance (Months)	-	Favourable Reduced average time period on Social Assistance	-	4 Highest length of time on Social Assistance	12.5 12.6
Efficiency	Monthly Social Assistance Administration Cost per Case	-	Favourable Decreasing admin. cost per case	-	2 Low administratio n cost per case	12.7 12.8
Efficiency	Monthly Social Assistance Benefit Cost per Case	-	Increasing Increasing benefits cost per case in 2006	-	4 Higher benefits cost per case	12.10 12.11
Efficiency	Monthly Total Social Assistance Cost per Case	-	Stable Total cost per case unchanged in 2006	-	3 High total cost per case	12.10 12.11
SECTION 13 – SOCIAL HOUSING SERVICES						
Service Level	Number of Social Housing Units per 1,000 Households	Stable Very little change in number of units	-	1 Highest number of Social Housing Units	-	13.1 13.2
Community Impact	Percentage of Social Housing Waiting List Placed Annually	-	Favourable Increase in percentage of waiting list placed	-	4 Lower percentage of waiting list placed	13.3 13.4
Efficiency	Social Housing Subsidy Costs per Social Housing Unit	-	Favourable Decreasing subsidy cost per unit	-	4 Higher subsidy cost per unit	13.5 13.6

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Total Social Housing Cost per Housing Unit	-	Favourable Decreasing total (admin. & subsidy) cost per unit	-	4 Higher total (admin. & subsidy) cost per unit	13.5
Efficiency	Social Housing Administration Costs per Social Housing Unit	-	Favourable Decreasing administrative cost per unit	-	1 Lowest administration cost per unit	13.5 13.7
SECTION 14 – SOLID WASTE MANAGEMENT SERVICES						
Community Impact	Percentage of Solid Waste Diverted - Residential (MPMP)	-	Favourable Overall diversion rate is increasing	-	2 High overall diversion rate	14.1 14.2
Community Impact	Percentage of Waste Diverted – Single Unit homes/houses (Curbside)	-	Favourable Diversion rate for single unit houses/homes (curbside) is increasing	-	1 Highest diversion rates for single unit homes//houses	14.1 14.3
Community Impact	Percentage of Waste Diverted – Multi-Residential	-	Stable Little change in multi-residential diversion rate	-	3 Low multi-residential diversion rate	14.1 14.4
Customer Service	Number of Solid Waste Complaints per 1,000 Households	-	Favourable Decreasing rate of complaints	-	3 High level of complaints	14.5 14.6
Efficiency	Operating Costs for Garbage Collection per Tonne – Residential (MPMP)	-	Stable Very slight increase in waste collection for all housing types	-	2 Low costs of solid waste collection for all housing types	14.7 14.8

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Operating Costs for Solid Waste Disposal per Tonne – All Streams (MPMP)	-	Unfavourable Increasing cost of solid waste disposal	-	4 Higher cost of solid waste disposal	14.9 14.10
Efficiency	Operating Costs for Solid Waste Diversion per Tonne – Residential (MPMP)	-	Unfavourable Increasing cost of solid waste diversion	-	4 Highest cost of solid waste diversion	14.11 14.12
SECTION 15 – SPORTS & RECREATION SERVICES						
Service Level	Number of Operational Indoor Pool Locations (with municipal influence) per 100,000 Population	Stable Number of indoor pool locations has remained fairly constant	-	2 High number of indoor pool locations	-	15.1 15.2
Service Level	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population	Stable Number of indoor ice rinks/pads has remained stable	-	4 Lowest number of indoor ice rinks/pads	-	15.3 15.4
Service Level	Number of Large Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	Stable Number of small sports & rec. community centres remained fairly stable	-	3 Low number of large sports & recreation community centres	-	15.5 15.6

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Small Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	Stable Number of small sports & rec. community centres remained fairly stable	-	4 Lower number of small sports & recreation community centres	-	15.5 15.6
Service Level	Percentage of Sports and Recreation Centres (with Municipal Influence), under 25 years of age	-	-	2 High proportion of Rec. Centres less than 25 years old	-	15.7
Service Level	Percentage of Indoor Pool Locations (with Municipal Influence), under 25 years of age	-	-	4 Lower proportion of indoor pools less than 25 years old	-	15.8
Service Level	Percentage of Indoor Ice Pads (with Municipal Influence), under 25 years of age	-	-	4 Lower proportion of indoor ice pads less than 25 years old	-	15.9
Service Level	Overall Participant Capacity for Directly Provided Registered Programs	Favourable Increase in registered programming offered	-	3 Low amount of registered programming offered	-	15.10 15.11

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Community Impact	Number of Participant Visits per Capita – Directly Provided Registered Programs	-	Favourable Increasing amount of registered programming used per capita	-	2 High amount of registered programming used per capita	15.10 15.11
Customer Service	Utilization Rate of Available Capacity for Directly Provided Registered Programs	-	Stable Percentage of capacity used is fairly stable	-	1 Higher rate of capacity used for registered sports & recreation participants	15.12 15.13
Community Impact	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population	-	Stable No change from 5.9% of the population using registered programs	-	3 Low percentage of population using registered programs	15.14 15.15
SECTION 16 – TAXATION SERVICES						
Customer Service	Percentage of Accounts (All Classes) enrolled in a Pre-Authorized Payment Plan	-	Favourable Increased enrollment in pre-authorized payment plan	-	3 Low number of accounts enrolled in pre-authorized payment plan	16.1 16.2
Efficiency	Current Year's Tax Arrears as a Percentage of Current Year Levy	-	Favourable Current year's tax arrears decreased	-	1 Lowest percentage of current year's tax arrears	16.3 16.4
Efficiency	Percentage of Prior Year's Tax Arrears as a Percentage of Current Year Levy	-	Favourable Prior year's tax arrears decreased	-	1 Lowest percentage of prior year's tax arrears	16.3 16.4

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Cost to Maintain Taxation Accounts per Account Serviced	-	Unfavourable Increased cost per account maintained	-	4 Higher cost per tax account maintained	16.5 16.6
SECTION 17 – TRANSIT SERVICES						
Service Level	Transit In-Service (Revenue) Vehicle Service Hours per Capita	Favourable Total vehicle hours per capita has increased slightly	-	1 Highest transit vehicle hours per capita	-	17.1 17.2
Community Impact	Number of Conventional Transit Trips per Capita in Service Area (MPMP)	-	Favourable Total ridership and trips per capita increased in 2006	-	1 Highest transit usage by residents per capita	17.3 17.4
Efficiency	Passenger Trips per In-Service Vehicle Hour	-	Favourable Increase in trips per in-service vehicle hour	-	1 Highest trips per in-service vehicle hour	17.8
Efficiency	Transit Cost per In-Service Vehicle Service Hour	-	Unfavourable Cost per in-service vehicle hour is increasing	-	4 Highest cost per in-service vehicle hour for multi-modal system	17.5 17.6
Efficiency	Transit Cost per Vehicle Hour	-	Unfavourable Cost per vehicle hour is increasing	-	4 Highest costs per vehicle hour for multi-modal system	17.6

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		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)	-	Unfavourable Cost to provide a passenger trip is increasing	-	1 Lower cost to provide a passenger trip	17.7 17.8
SECTION 18 – WASTEWATER SERVICES						
Service Level	Megalitres of Wastewater Treated per 100,000 Population	Unfavourable Volume of wastewater treated has decreased	-	3 Low volumes of wastewater treated	-	18.1 18.2
Community Impact	Percentage of Wastewater estimated to have Bypassed Treatment (MPMP)	-	Unfavourable Volume of wastewater bypassing treatment is increasing	-	3 High volumes of wastewater bypassing treatment	18.3 18.4
Community Service	Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main (MPMP)	-	Unfavourable Increasing rate of wastewater/ sewer backups	-	4 Highest rate of wastewater/ sewer backups	18.5 18.6
Community Impact	Average Age of Wastewater Pipe	Stable Average age of wastewater pipe is unchanged		4 Wastewater pipe is old		18.8
Efficiency	Operating Cost of Wastewater Collection per KM of Pipe	-	Favourable Decreased cost of wastewater collection	-	4 Highest cost of wastewater collection	18.7 18.8

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (MPMP)	-	Unfavourable Increasing cost of wastewater treatment & disposal	-	3 High cost of wastewater treatment & disposal	18.9 18.10
SECTION 19 – WATER SERVICES						
Service Level	Megalitres of Water Treated per 100,000 Population	Unfavourable Volume of wastewater treated is decreasing	-	3 Low volumes of wastewater treated	-	19.1 19.2
Community Impact	Number of Household Days with Boil Water Advisories	-	Favourable No boil water advisories	-	1 No boil water advisories	Page5 x
Community Impact	Residential Water Use (Megalitres) per Household	-	Favourable Reduced amount of water used per Household	-	2 Low amount of water used per Household	19.3 19.4
Service Level	Average Occupancy Ratio = Serviced Population /Serviced Households	-	-	occupants per Household slightly lower	-	19.4
Customer Service	Number of Water Main Breaks per 100 KM of Water Distribution Pipe (excluding Service Connections and Hydrant Leads) (MPMP)	-	Favourable Decreasing number of watermain breaks	-	4 Higher rate of water main breaks	19.5 19.6
Service Level	Average Age of Water Pipe	Stable Average age of wastewater pipe is unchanged		4 Oldest average age of pipes		19.6

Measure Category	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Efficiency	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated (MPMP)	-	Favourable Decreasing cost of water treatment	-	1 Lowest cost of water treatment	19.7 19.8
Efficiency	Operating Cost for the Distribution of Drinking Water per KM of Water Distribution Pipe (MPMP)	-	Favourable Decreasing cost of water distribution	-	4 Higher cost of water distribution	19.9 19.10

Detailed Results and Charts by Service Area

Building Services

Building Services ensures buildings and structures in Toronto are constructed, renovated or demolished in a manner that ensures the buildings where citizens live, work and play are safe. This involves reviewing building permit applications, issuing building permits and conducting inspections in accordance with the Ontario Building Code, the City of Toronto's zoning by-laws and other legislation.

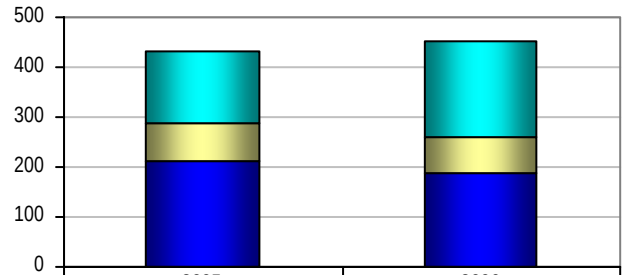
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Building Permits Issued per 100,000 Population	Favourable Increasing # of total permits issued	-	4 Lowest number of total permits issued	-	1.1 1.2
Service Level	Number of Residential Building Permits Issued (of Construction Value ≥ $50,000) per 100,000 Population	Unfavourable Decreasing # of residential permits >$50,000 issued	-	4 Lower number of residential permits issued >$50.000	-	1.1 1.2
Service Level	Number of Residential Building Permits Issued (of Construction Value < $50,000) per 100,000 Population	Unfavourable Decreasing # of residential permits issued <$50,000	-	4 Lowest number of residential permits issued <$50.000	-	1.1 1.2
Service Level	Number of ICI Building Permits Issued per 100,000 Population	Favourable Increasing # of ICI permits issued	-	3 Low number of ICI permits issued	-	1.1 1.2
Service Level/ Comm. Impact	Construction Value of Total Building Permits Issued per capita	-	Unfavourable Decreasing value of total construction	-	3 Low construction value of all permits	1.3 1.4
Service Level/ Comm. Impact	Construction Value of Residential Building Permits Issued (of Construction Value ≥ 50,000) per capita	-	Unfavourable Decreasing value of residential construction (>$50,000)	-	3 Low construction value of residential permits >$50,000)	1.3 1.4
Service Level/ Comm. Impact	Construction Value of Residential Building Permits Issued (of Construction Value < 50,000) per capita	-	Unfavourable Decreasing value of residential construction (<$50,000)	-	4 Lowest construction value of residential permits <$50,000)	1.3 1.4
Service Level/ Comm. Impact	Construction Value of ICI Building Permits Issued per capita	-	Favourable Increasing value of ICI construction	-	3 Low construction value of ICI permits	1.3 1.4

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Percentage of Construction Value of Issued ICI Building Permits of the Total Construction Value of Issued Building Permits	-	Favourable Increasing proportion of ICI construction	-	2 High proportion of total construction value is ICI	1.5
Comm. Impact	New Residential Units Created per 100,000 Population		Unfavourable Decreased number of new residential units created -		4 Lower rate of new residential units created -	1.6
Efffic.	Building Cost per $1,000 of Construction Value	-	Unfavourable Increasing cost per $1,000 construction value	-	-	1.7
	Overall Results	2 - Favourable 0 - Stable 2 - Unfavour. 50% favourable or stable	2 - Favourable 0 - Stable 5 - Unfavour. 29% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 3 - 4th quartile 0% above median	0 - 1st quartile 1 - 2nd quartile 3 - 3rd quartile 2 - 4th quartile 17% above median	

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

Service Level - How Many Building Permits are Issued in Toronto?

Chart 1.1 - City of Toronto
Number of Building Permits Issued per 100,000 Population
2005-2006



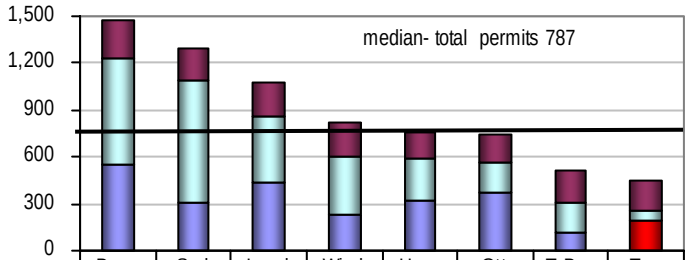
	2005	2006
Total # Permits	4316	4512
# ICI Permits Issued	144.5	192.7
# Res. Permits<$50,000	75.0	719
# Res. Permits >$50,000	212.1	186.6

One method of examining service levels for Building Services is reflected in Chart 1.1, which provides the total number of building permits issued in Toronto on a per 100,000 population basis. It includes the figures for the three main categories of permits as well as a total of all the categories in 2005 and 2006.

In 2006, there was growth in permits for the institutional, commercial and industrial (ICI) sector, which more than offset the decrease in the residential sector resulting in an overall increase for all permits issued.

Service Level - How Does Toronto's Number of Building Permits Issued, Compare to Other Municipalities?

Chart 1.2 - OMBI 2006
Number of Building Permits Issued per 100,000 Population



	Bran	Sud	Lond	Wind	Ham	Ott	T-Bay	Tor
Total # Permits	1,477.7	1,294.9	1,071.9	817.1	756.8	745.6	517.9	4512
# ICI Permits	242.0	201.3	214.9	219.9	167.7	179.2	215.4	192.7
# Res Permits<$50,000	684.7	790.5	416.7	371.4	272.7	199.6	190.7	719
#Res Permits>$50,000	551.0	303.2	440.3	225.9	316.4	366.8	111.8	186.6

Chart 1.2 provides 2006 information for the number of building permits issued per 100,000 population in Toronto, compared to other municipalities.

In terms of the highest number of building permits issued, Toronto ranks:

- 8th of 8 (4th quartile) for total building permits in all classes
- 7th of 8 (4th quartile) for residential permits >$50,000 in value
- 8th of 8 (4th quartile) for residential permits <$50,000 in value
- 6th of 8 (3rdh quartile) for ICI permits

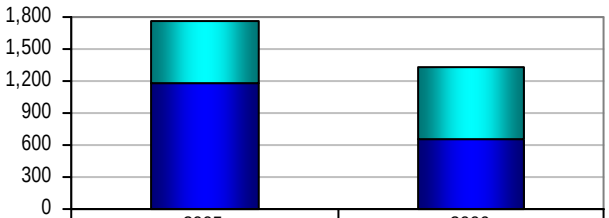
The number of building permits issued in a year can be influenced by the level of economic activity in a municipality, the availability of vacant greenfield and serviced lands for development, and municipal policy for what type of construction requires a permit or the requirement for multiple phased permits.

The fact that there is very little undeveloped land in Toronto is a significant factor in Toronto's placing in that much of the activity must come from redevelopment of existing properties.

Toronto requires up to three permits including separate permits for plumbing and HVAC. Some municipalities may be counting renovations under $50,000 in their totals while those requiring three permits including Toronto, do not. Toronto's numbers of permits issued may therefore be lower compared to other municipalities.

Community Impact – What is the Value of Building Construction in Toronto and How has it Been Changing?

Chart 1.3 - City of Toronto
Construction Value of Building Permits Issued per Capita
2005-2006



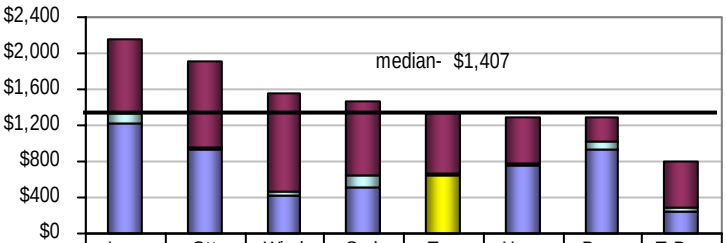
	2005	2006
$ Total Permits per capita	$1,770	$1,336
$ ICI Permits Issued per capita	$586	$674
$ Res. Permits<$50,000 per capita	$7	$7
$ Res. Permits >$50,000 per	$1,176	$655

In addition to the number of building permits issued, the construction value of those permits is an important indicator of economic activity in a municipality.

Chart 1.3 illustrates the construction value of building permits issued in Toronto, on a per capita basis. It includes values for the three main categories of permits as well as a total for all the categories in 2005 and 2006. In Toronto this represented $3.613 billion in 2006 construction which was down from the $4.775 billion in 2005 construction.

Community Impact – How Do Toronto's Construction Values Compare to Other Municipalities?

Chart 1.4 - OMBI 2006
Construction Value of Building Permits Issued per Capita



	Lon	Ott	Wind	Sud	Tor	Ham	Bran	T-Bay
$ total permits	$2,153	$1,903	$1,557	$1,477	$1,336	$1,297	$1,284	$805
$ ICI permits	$827	$949	$1,093	$822	$674	$518	$259	$525
$ res permits<$50,000	$111	$24	$33	$146	$7	$33	$96	$31
$ res permits<$50,000	$1,215	$930	$431	$509	$655	$746	$929	$249

Chart 1.4 compares Toronto's 2006 construction value of building permits issued per capita to other municipalities.

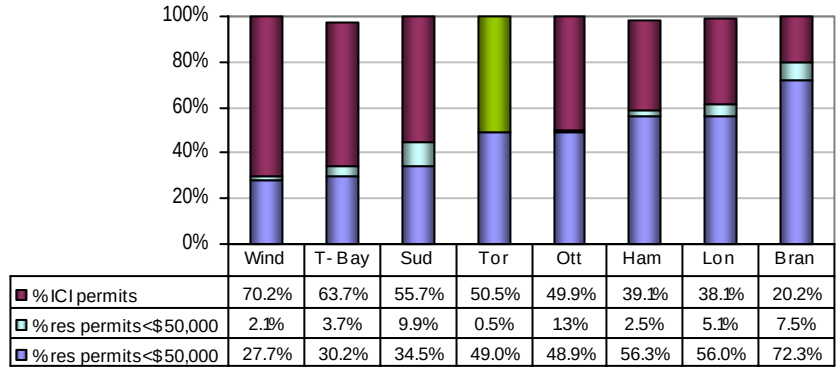
In terms of the highest construction value per capita, Toronto ranks:

- 5th of 8 (3rd quartile) for total building permits
- 5th of 8 (3rdh quartile) for residential permits >$50,000 in value
- 8th of 8 (4th quartile) for residential permits <$50,000 in value
- 5th of 8 (3rdh quartile) for ICI permits

The construction value of building permits in municipalities is influenced by the level of economic activity in a municipality and the availability of vacant greenfield and serviced lands for development. As noted earlier, the fact that there is very little undeveloped land in Toronto, is a significant factor in Toronto's placing in that much of the activity must come from redevelopment of existing properties.

Community Impact – What is the Ratio of Residential and ICI Construction Values in Toronto, Compared to Other Municipalities?

Chart 1.5 - OMBI 2006
ICI versus Residential Components of Total Construction Value



	Wind	T-Bay	Sud	Tor	Ott	Ham	Lon	Bran
%ICI permits	70.2%	63.7%	55.7%	50.5%	49.9%	39.1%	38.1%	20.2%
%res permits<$50,000	2.1%	3.7%	9.9%	0.5%	1.3%	2.5%	5.1%	7.5%
%res permits<$50,000	27.7%	30.2%	34.5%	49.0%	48.9%	56.3%	56.0%	72.3%

In addition to the absolute dollar value of construction associated with building permits, another consideration is the ratio between the value of residential construction (where people live) and ICI construction (where people work).

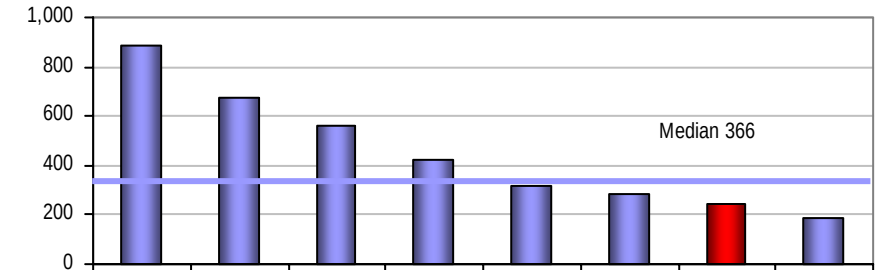
Chart 1.5 reflects the 2006 component split of total construction values and has been sorted from left to right on the basis of the highest percentage ICI component. On this basis, Toronto ranks 4th of 8 (2nd quartile).

Toronto has been relatively consistent for the past number of years with an approximate 50% ICI and 50% residential split in construction values.

Some newer type of developments in Toronto (e.g. Trump Hotel/condominium) are primarily residential but are classed as commercial based on the Building Code.

Community Impact –How Does the Rate of New Housing Units Created in Toronto, Compare to Other Municipalities?

Chart 1.6 - OMBI 2006
New Residential Units Created per 100,000 Population



	Lond	Ott	Bran	Ham	Sud	Wind	Tor	T-Bay
# units	890	672	561	420	313	282	242	183

The construction of new housing to attract and accommodate new and existing residents is also a goal of municipalities.

Figure 1.6 shows the number of new residential units created in Toronto in 2006, on a per 100,000 population basis, compared to other municipalities. In terms of having the highest rate of new housing created, Toronto ranks 7th of 8 (4th quartile).

Residential units in this measure range from those in apartments or condominiums to single-family dwellings. As discussed earlier, the availability of vacant greenfield and serviced lands has a large impact on this measure. There is very little undeveloped land in Toronto and as a result in recent years, most of the new residential units in Toronto are from redevelopment and the construction of condominiums.

Efficiency – What is the Cost of Building Services in Toronto per $1,000 of Construction Value?

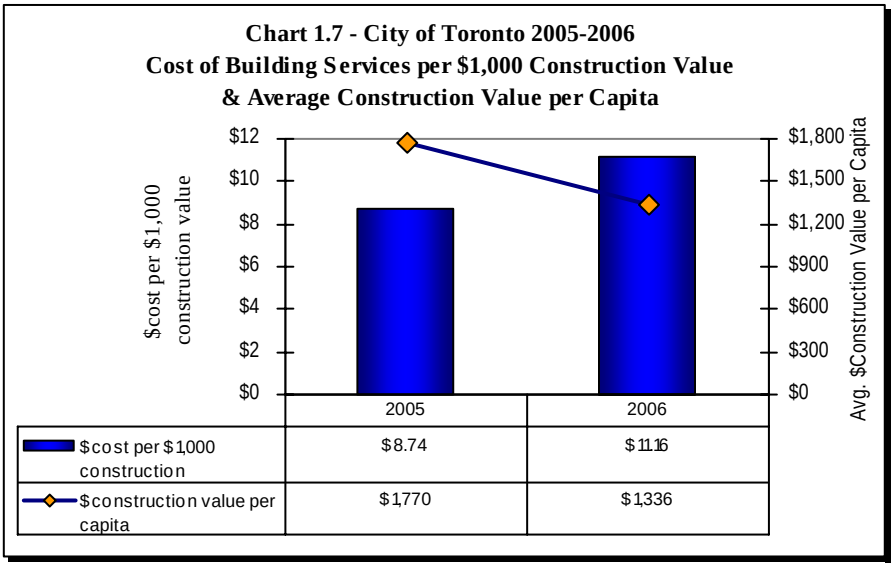


Chart 1.7 provides Toronto's cost of Building services per $1,000 of construction value for 2005 and 2006, which are plotted as bars relative to the left axis.

These costs include all activities such as the review of building plans, the issuance of building permits, the inspection of buildings during the construction process and administration and support.

Fluctuations in total construction value from year to year (see Chart 1.3) is a significant factor in the variation in results of this measure. The average construction value per permit has also been plotted on Chart 1.9 as a line graph relative to the right axis. The increase in 2006 costs per $1,000 of construction value is directly related to the drop in 2006 construction values.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Building Services in Toronto:

1. In 2007, Toronto Building Services was able to issue 77% of all complete building permit applications received, within the legislated timeframe amidst a very high volume year. Toronto Building Services has set an even higher performance level for 2008.

2. Great success was experienced in 2007 with the Residential Fastrack and Commercial Xpress services, which contributed to the overall success of the performance levels achieved in permit issuance.

3. In 2007, 90% of all mandatory inspections were responded to within two working days. Through electronic service delivery improvements Toronto Building Services plans to enhance customer service in this area even further and enable advanced tracking capability of inspections performed.

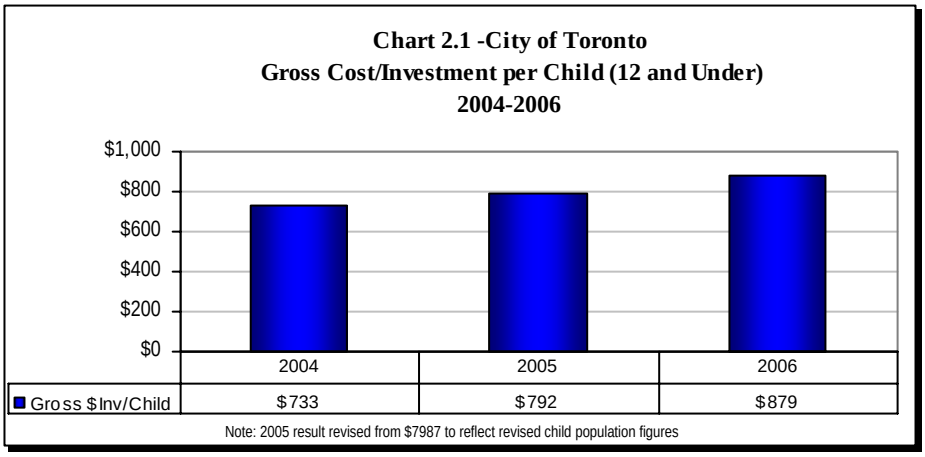
Children’s Services

Children’s Services is the service manager of 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 the 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 Toronto’s communities.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Investment per 1,000 Children (12 & under) in the Municipality	Favourable Increasing expenditures on children	-	1 Highest level of expenditures on children	-	2.1 2.2
Comm. Impact	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality	-	Favourable Increasing number of regulated spaces	-	2 High number of regulated spaces	2.3 2.4
Comm. Impact	Fee Subsidy Child Care Spaces per 1,000 LICO Children	-	Favourable Increasing number of subsidized spaces	-	1 Higher number of subsidized spaces	2.5 2.6
Comm. Impact	Poverty Measure: Percentage of Children in the Municipality (12 and under) that are LICO Children	-	New measure for 2006	-	4 Highest proportion of Children in poverty	2.6
Effic.	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.	-	1 Lower cost per subsidized space	2.7 2.8
	Overall Results	1 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	2 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	2 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 75% above median	

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

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



One method of examining service levels for child care, is to relate municipal costs to all children under the age of 12. These children include those cared for in regulated child care programs, by families at home, or in non-regulated child care arrangements.

Chart 2.1 reflects Toronto's gross cost or investment in all child care related activities, per child aged 12 years and under, between 2004 and 2006.

These costs include the activities of operating and purchasing subsidized child care 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?

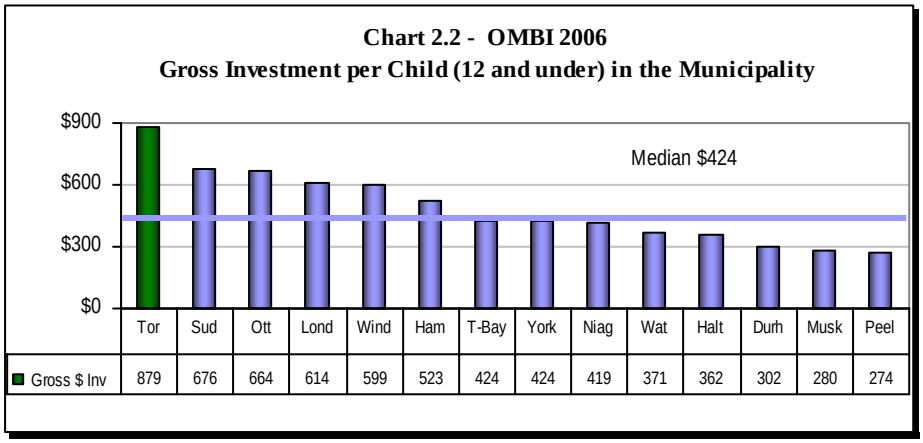


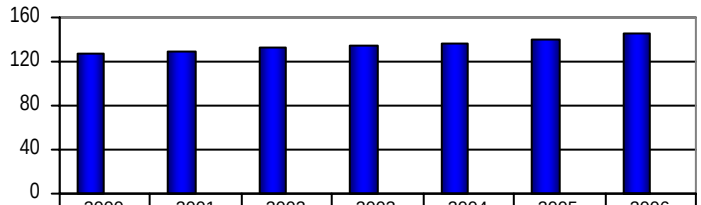
Chart 2.2 compares Toronto's 2006 child care cost or investment per child to other Ontario municipalities.

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 in a municipality.

Community Impact- How Many Regulated Childcare Spaces are there in Toronto?

Chart 2.3 -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	132.9	134.7	135.7	139.7	145.3
Total # regulated spaces	47,537	40,065	50,452	51,209	51,683	53,300	55,533

Note: 2002 to 2005 results adjusted for revised census data on child population

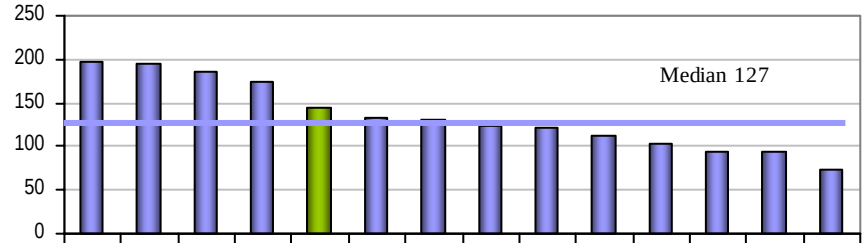
Providing access to early learning and care is a primary objective of Children's Services. The number of licensed child care spaces available impacts access for families. For parents that are unable to afford the full cost of child care services, access to a subsidy is very important.

Chart 2.3 provides information from 2000 to 2006 on the number of regulated Child Care spaces there were in Toronto per 1,000 children under the age of 12.

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

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

Chart 2.4 - OMBI 2006
Regulated Child Care Spaces in Municipality per 1,000 Children Under 12



	Halt	York	Sud	Lond	Tor	Musk	Ott	Niag	Wind	Peel	Ham	Durh	Wat	T-Bay
# spaces	196.9	195.1	186.5	173.9	145.3	133.7	130.4	123.7	121.7	112.6	104.1	94.3	94.2	74.5

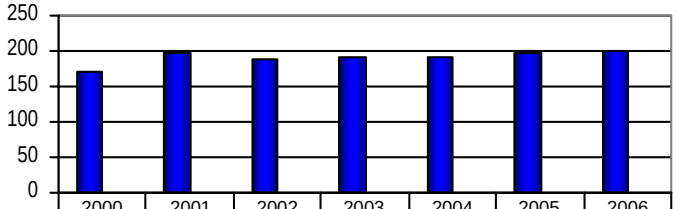
Chart 2.4 compares the number of regulated child care spaces there were per 1,000 children aged 12 and under in Toronto for 2006, relative to other Ontario municipalities.

Toronto ranks 5th of 14 (2nd quartile) in terms of having the largest number of regulated spaces.

The total number of regulated spaces is a function of provincial licensing responsibility 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, which require developers to fund child care in new developments, and municipal capital funding.

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

Chart 2.5 -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	189.3	189.9	190.8	197.5	199.5
Total # of subsidized spaces	23,112	22,523	21,562	21,664	21,806	22,616	22,882

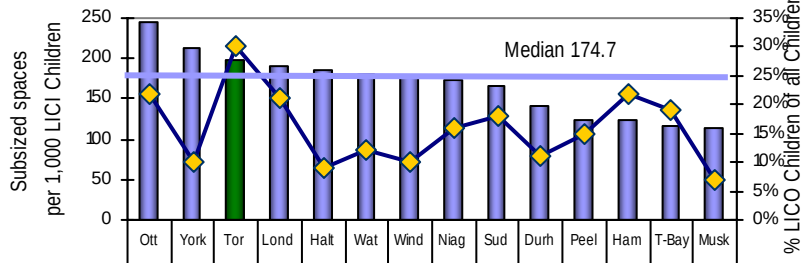
Note: 2002 to 2005 results revised for updated census information on LICO children

While the previous charts related to the number of regulated spaces, Chart 2.5 provides information on the number of subsidized child care spaces there were in Toronto, per 1,000 children in low income (LICO) families.

These subsidized spaces are for parents who are unable to afford the full cost of child care. Over the period of 2002 to 2006, the total number of subsidized child care spaces has been increasing.

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

Chart 2.6 - OMBI 2006 -Subsidized Spaces per 1,000 LICO (Low Income) Children & % of All Children Considered as LICO Children



	Ott	York	Tor	Lond	Halt	Wat	Wind	Niag	Sud	Durh	Peel	Ham	T-Bay	Musk
Sub Spaces per 1,000 LICO	244	212	199	191	185	181	176	174	167	142	123	123	116	114
% LICO Children	22%	10%	30%	21%	9%	12%	10%	16%	18%	11%	15%	22%	19%	7%

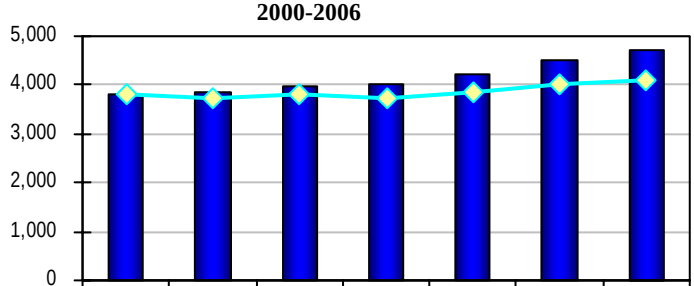
Chart 2.6 compares Toronto's 2006 result to other municipalities for the number of subsidized child care spaces per 1,000 children in low income (LICO) families, which are reflected as bars relative to the left axis. Toronto ranks 3rd of 14 municipalities (1st quartile) in terms of having the highest number of subsidized spaces.

The number of subsidized spaces in municipalities can be influenced by economic conditions and provincial funding decisions.

The chart also reflects the number of children in low income families, as a percentage of all children in the municipality, which is plotted as a line graph relative to the right axis. This provides some indication of the level of child poverty and Toronto by far, has the highest levels. The relationship between these two measures may indicate that Toronto may be underserved in terms of the number of subsidized spaces.

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

Chart 2.7 -City of Toronto
Annual Child Care Cost per Normalized Space
2000-2006

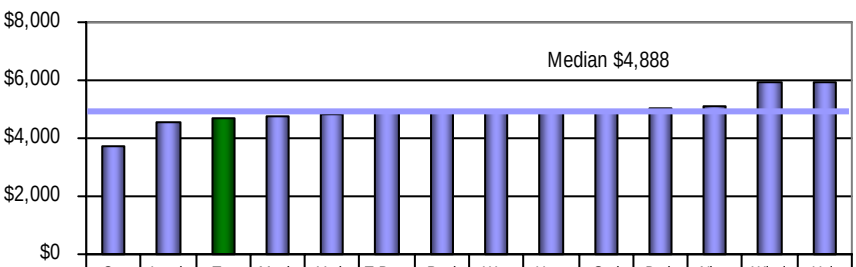


	2000	2001	2002	2003	2004	2005	2006
$cost/subsidized space	3,821	3,854	3,995	4,028	4,228	4,503	4,693
CPI Adjusted Cost (2000 Base)	3,821	3,736	3,793	3,713	3,833	4,009	4,111

Source for costs are Provincial Returns

Efficiency- How Does Toronto's Annual Cost to Provide a Child Care Space Compare to Other Municipalities?

Chart 2.8 - OMBI 2006
Annual Childcare Cost per Normalized Subsidized Child Care Space



	Ott	Lond	Tor	Musk	York	T-Bay	Peel	Wat	Ham	Sud	Durh	Niag	Wind	Halt
$ per sub. space	3,730	4,564	4,693	4,753	4,829	4,872	4,877	4,900	4,903	4,927	5,036	5,134	5,909	5,935

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.

Children of different ages require a different level of staff ratios to provide care. Since more staff are required to provide care to infants 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 to provide care.

This measure adjusts for these 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 (e.g., more child care staff are needed for younger children than for older ones), and the costs associated with providing care.

Chart 2.7 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 2005 and 2006 for Toronto indicated in Chart 2.8, reflect Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care, as well as the growth of service to young children under Best Start expansion.

Chart 2.8 compares Toronto's 2006 annual child care costs per normalized child care space, to other municipalities. Toronto ranks 3rd of 14 (1st quartile) in terms of having the lowest cost.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Children's Services in Toronto:

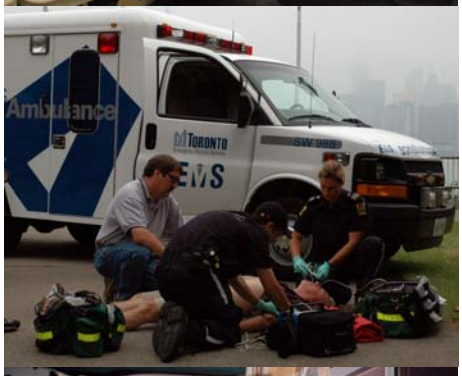
1. In early 2008 Toronto's Children's Services Division introduced a quality ratings system, for all child care centres that have a service contract with the City of Toronto to serve families receiving fee subsidies. A Children's Services Consultant makes unannounced visits to these centres throughout the year, one of which is a formal assessment where they rate the centre using quality standards as set out in Toronto's Operating Criteria. This assessment rates a child care centre's activities, learning, health, safety, adult/child interactions and nutrition by comparing them to the standards laid out in the City's Criteria. The ratings for each centre, from these assessments are available on Toronto's website for parents to consider when they choose a child care program and for parents to monitor ongoing quality once their child is enrolled. For further information see http://www.toronto.ca/children/quality.htm.

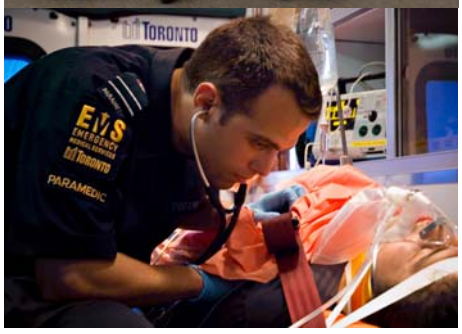
2. The number of subsidized child care spaces was expanded from 22,882 in 2006 to 23,530 in 2007, and the target in the 2008 budget is 24,000 subsidized spaces.

3. In 2007, the amount of school age child care was increased through the development of After School Recreation and Care programs in partnership with the Parks and Forestry and Recreation Division. The programs will be fully implemented in 2008.

Emergency Medical Services

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.





Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	EMS Actual Weighted Vehicle In-Service Hours per 1,000 Population	Unfavourable Decreasing Number of Hours	-	4 Lower In-Service Vehicle Hours	-	3.1 3.2
Service Level	Percentage of EMS Hours Staffed by Advanced Care Paramedics (ACPs)	Stable Approx 53% staffed by ACPs	-	1 Highest % of Hours staffed by ACPs	-	3.8
Service Level	EMS Calls – Emergency per 1,000 Population	Increase/ Favourable Increasing number of emergency calls	-	3 Low rate of emergency calls	-	3.3 3.4
Service Level	EMS Calls – Non Emergency per 1,000 Population	Decreasing number of non-emergency calls	-	2 High rate of non-emergency calls	-	3.3 3.4
Service Level	EMS Calls per 1,000 Population	Stable Number of total calls has remained stable	-	3 Low rate of total calls	-	3.3 3.4
Cust. Service	EMS T2-4 Code 4, 90th Percentile (Crew Notification) Response Time	-	Favourable Crew Notification response time has decreased	-	1 Lowest (shortest) crew notification response time in OMBI	3.5 3.6
Cust. Service	EMS T0-4 Code 4, (Total) 90th Percentile Response Time	-	Favourable Total EMS response time has decreased	-	1 Second lowest (shortest) total EMS response time in OMBI	3.5
Effic.	EMS Cost per Actual Weighted Vehicle Service Hour	-	Unfavourable Increasing cost per in-service vehicle hour	-	4 Highest Cost per In-Service vehicle hour	3.7 3.8
Effic.	EMS Cost per Patient Transported (C1-4)	-	Favourable Decreasing cost per patient transported	-	3 High cost per patient transported	3.9 3.10

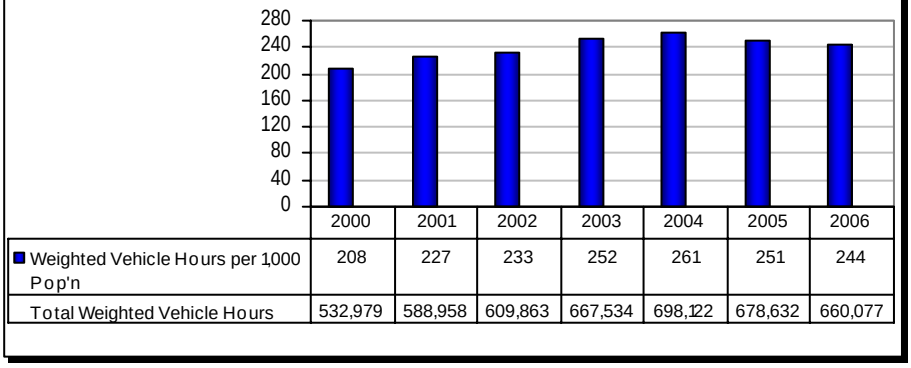
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
	Overall Results	1 - Favourable 2 - Stable 1 - Unfavour. 75% favourable or stable	3 - Favourable 0 - Stable 1 - Unfavour. 75% favourable or stable	1 - 1st quartile 1 - 2nd quartile 2 - 3rd quartile 1 - 4th quartile 40% above median	2 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 50% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages iii-vii. These quartile results are based on a maximum sample size of 7 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, either on calls or available to respond to emergencies.

Chart 3.1 - City of Toronto
Toronto Weighted In-Service EMS Vehicle Hours per 1,000 Population
2000-2006



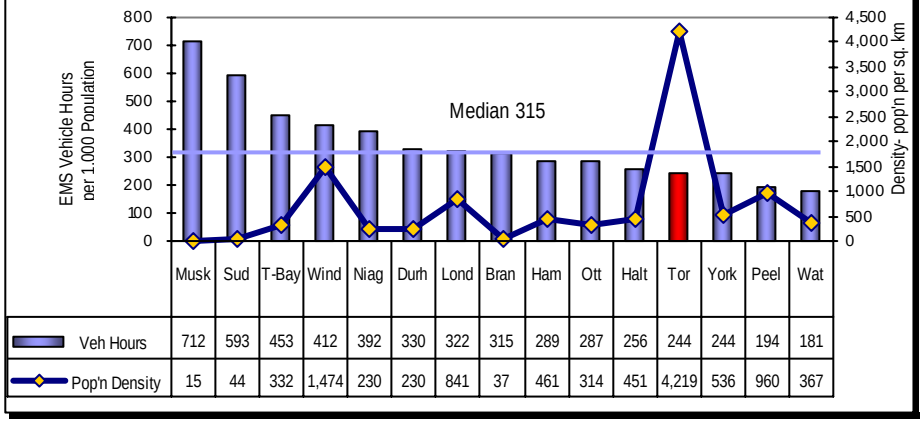
	2000	2001	2002	2003	2004	2005	2006
Weighted Vehicle Hours per 1,000 Pop'n	208	227	233	252	261	251	244
Total Weighted Vehicle Hours	532,979	588,958	609,863	667,534	698,122	678,632	660,077

Chart 3.1 provides Toronto's weighted in-service EMS vehicle hours per 1,000 population between 2000 and 2006. Weighted hours take into consideration the number of personnel on the three different types of emergency response vehicles being ambulances, first response units and supervisory units.

Over this time period, Toronto's in-service vehicle hours has generally 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.

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

Chart 3.2 - OMBI 2006
Weighted EMS In-Service Vehicle Hours per 1,000 Population



	Musk	Sud	T-Bay	Wind	Niag	Durh	Lond	Bran	Ham	Ott	Halt	Tor	York	Peel	Wat
Veh Hours	712	593	453	412	392	330	322	315	289	287	256	244	244	194	181
Pop'n Density	15	44	332	1,474	230	230	841	37	461	314	451	4,219	536	960	367

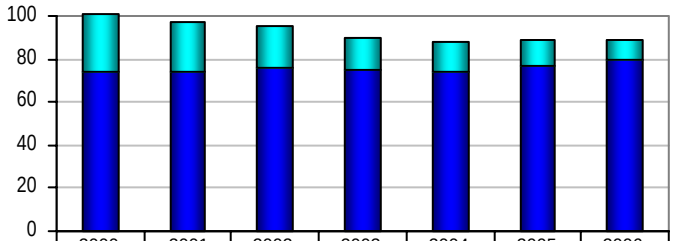
Although the number of vehicle hours has increased in recent years this has not necessarily translated into a service improvement to the public. The additional vehicle hours/staff has helped but has not fully compensated for EMS staff tied up in hospital off-load delays (see Chart 3.6).

Chart 3.2 compares Toronto's 2006 weighted in-service EMS vehicle hours per 1,000 population, to other Ontario municipalities, which are reflected as bars relative to the left axis. Population density (population per sq. km), has also been plotted as a line graph relative to the right axis. Toronto ranks 12th of 15 municipalities (4th quartile) in terms of having the highest number of in-service EMS 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.

Service Level - How Many Calls is Toronto EMS Responding to?

Chart 3.3 - Toronto
Emergency & Non-Emergency Calls per 1,000 Population
2000-2007



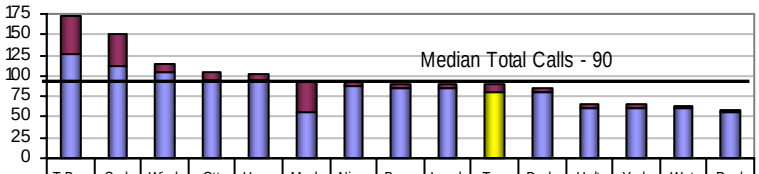
	2000	2001	2002	2003	2004	2005	2006
Total # calls	258,279	252,484	247,289	239,344	234,132	239,714	240,318
Total calls/1,000 pop'n	101	97	95	90	88	89	89
Non-emerg. calls/1,000 pop'n	27	23	19	15	14	12	9
Emerg. calls/1,000 pop'n	74	74	76	75	74	77	80

Another indicator of EMS service levels is shown in Chart 3.3 which reflects the number of emergency, non-emergency and total calls received, on a per 1,000 population basis for the period 2000 to 2007.

Since 2007, there has been a significant reduction in the number of non-emergency calls.

Service Level - How do the Number of EMS Calls in Toronto Compare to Other Municipalities?

Chart 3.4 - OMBI 2006
Emergency & Non-Emergency Calls per 1,000 Population



	T-Bay	Sud	Wind	Ott	Ham	Musk	Niag	Bran	Lond	Tor	Durh	Halt	York	Wat	Peel
Toltal/1,000 pop'n	173	150	115	104	101	93	92	90	90	89	85	66	64	63	58
Non emerg/1,000 pop'n	47	39	11	10	5	36	5	4	6	9	6	5	5	2	2
Emergency/1,000 pop'n	126	111	104	94	96	56	87	86	84	80	79	61	60	61	56

Chart 3.4 compares Toronto's 2006 number of emergency, non-emergency and total calls received, to other municipalities on a per 1,000 population basis.

In terms of the having the highest rate of calls for service, Toronto ranks:

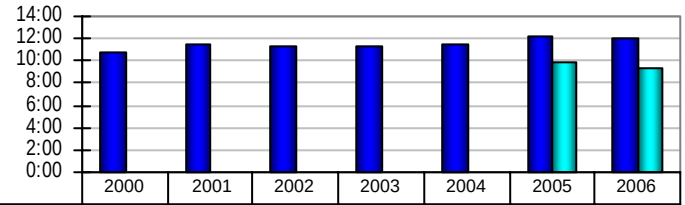
- 9th of 15 in (3rd quartile) for emergency calls
- 6th of 15 (2nd quartile) for non-emergency calls
- 10th of 15 (3rd quartile) for all types of calls

Emergency calls are high priority, considered to be of a life threatening nature at the time of dispatch. Some services handle more of the non-emergency or patient transfer type calls, while others have delegated most of these calls to third-party providers.

The number of EMS calls can be influenced by many factors, such as the medical care system in the area and if there is a need to move patients between facilities within the area or to move patients to tertiary care centres in larger urban areas. An aging population can also result in more calls, as can the number of day visitors, i.e., people who come into the municipality for either tourism or work purposes.

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

Chart 3.5 - City of Toronto
EMS 90th Percentile Response Times for Life Threatening Calls (Min:Sec)
2000-2006



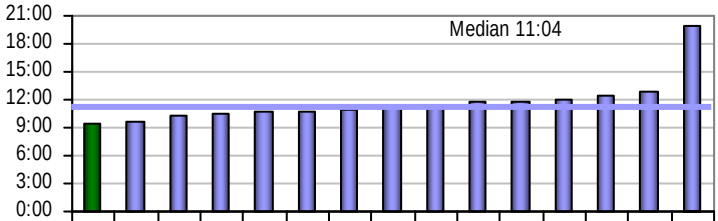
	2000	2001	2002	2003	2004	2005	2006
Total EMS response time (Min:Sec)	10:41	11:29	11:15	11:18	11:31	12:17	11:57
Crew notification response time (Min: Sec)	-	-	-	-	-	9:54	9:25

From a customer service perspective, EMS response time to emergencies is a key consideration.

Chart 3.5 provides Toronto's 90th percentile EMS response times for the years 2000 through 2006 for serious and life-threatening emergency calls (those categorized as Delta and Echo). The 90th percentile means that 90 per cent of all emergency calls have a response time within the time-period reflected on the graph.

Customer Service – How Do Toronto's EMS Response Times Compare to Other Municipalities?

Chart 3.6 - OMBI 2006
EMS 90th Percentile EMS Crew Notification Response Time for Life Threatening Calls (Min:Sec)



	Tor	Niag	Halt	Durh	Wind	Sud	Lond	T-Bay	Ham	Peel	Bran	Ott	York	Wat	Musk
Notification response time (Min: Sec)	9:25	9:39	10:16	10:28	10:38	10:40	10:54	11:04	11:27	11:43	11:50	11:59	12:24	12:48	20:00

Two different response times are shown with the total response time representing the period from the point when Toronto EMS picks up the phone at their communications centre to the time of arrival of EMS crews at the emergency scene (This excludes the 911 call handling time). The EMS crew notification response time is from when the responding EMS crew is notified of the emergency to arrival on the scene.

Between 2001 and 2004, the 90th percentile total EMS response time was fairly stable, with the addition of more 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 followed by a decrease in 2006.

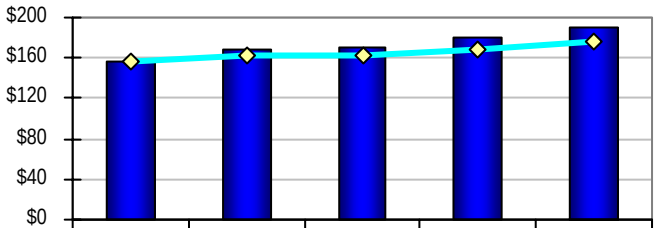
The goal of Toronto EMS for life threatening calls is a total response time within 8 minutes and 59 seconds for life threatening calls but with existing resources and the off-load delays at hospitals mentioned earlier, this standard was met for only 65.3% of these calls in 2005 and 68.2% in 2006, versus 90% of the calls in 1996 to 1998, when off-load delays were not an issue.

Chart 3.6 compares Toronto's 90th percentile EMS crew notification repose time in 2006 to other municipalities and Toronto has the shortest/best time, ranking 1st of 15 (1st quartile). It should be noted that these times exclude the time between when a citizen places an emergency call and when the local EMS provider, or in the case of Toronto the EMS crew, is notified. Toronto EMS is the only service that has complete control over the dispatch operation whereas most other municipalities use a provincial dispatch centre.

These results can be influenced by the levels of calls received, off-load delays at hospitals, travel distances, road congestion and the vertical height of buildings.

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

Chart 3.7- City of Toronto
Cost of EMS per Weighted In -Service Vehicle Hour
(2002-2006)



	2002	2003	2004	2005	2006
$hour	$156	$168	$170	$180	$191
$hour (CPI Adjusted-2002 Base)	$156	$163	$162	$169	$176

Note: Excludes costs of Communications Centre

In considering EMS cost 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 3.7 shows Toronto's EMS cost to provide one-weighted in-service vehicle hour for the period 2002 to 2006.

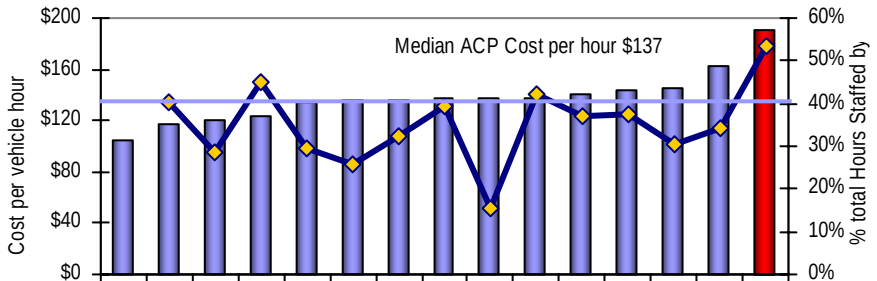
Costs have also been provided that adjust for annual changes in Toronto's Consumer Price Index (CPI), using 2002 as the base year, which are plotted as a line graph.

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 in Chart 3.9.

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

Chart 3.8 - OMBI 2006
Cost of EMS per Weighted In-Service Vehicle Service Hour &
Percentage of Hours Staffed by Advanced Care Paramedics (ACPs)



	Mus	Niag	T- Bay	Durh	Ham	York	Peel	Sud	Wind	Lond	Wat	Halt	Bran	Ott	Tor
$hour	$105	$117	$121	$123	$135	$136	$136	$137	$138	$138	$141	$143	$146	$162	$191
% Hrs ACPs		40.4%	28.6%	44.9%	29.5%	25.8%	32.5%	39.4%	15.3%	42.4%	36.9%	37.7%	30.6%	34.1%	53.3%

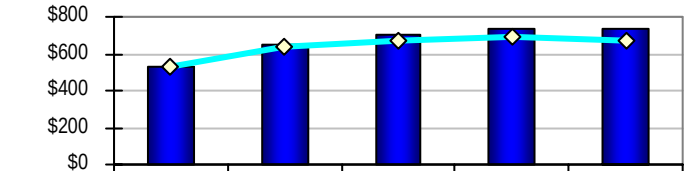
Chart 3.8 compares Toronto's 2006 EMS cost per weighted-in-service vehicle hour to other Ontario municipalities. Toronto ranks 14th of 14 municipalities (4th quartile) in terms of having the lowest cost per vehicle hour.

One factor that can impact costs is the staffing mix in municipalities between Advanced Care Paramedics (ACPs) who are paid at a higher rate reflective of their training, and Primary Care Paramedics (PMPs). The percentage proportion of paramedics in municipalities that are ACPs has been plotted as a line graph relative to the right axis. It shows Toronto having the highest proportion of ACPs, which contributes to our higher costs.

The costs per vehicle hour can also be influenced by where in the cycle of collective agreements a municipality is.

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

Chart 3.9- City of Toronto
Cost of EMS per Patient Transported
2002-2006



	2002	2003	2004	2005	2006
$transport	$530	$652	$705	$737	$730
$ transport (CPI Adjusted base 2002)	$530	$633	$673	$691	$674

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

Chart 3.9 looks at efficiency from the utilization perspective by relating costs to the number of patients that have been transported (both emergency and non-emergency).

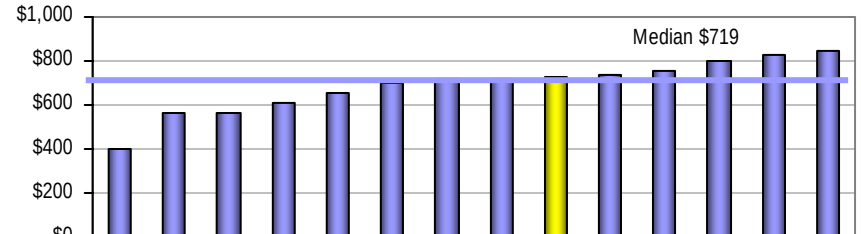
This chart covers the period from 2002 to 2006 and also adjusts for annual changes in Toronto's Consumer Price Index (CPI), using 2002 as the base year, which are plotted as a line graph.

From 2002 to 2005, Toronto's EMS cost per patient transported increased steadily. The primary factor behind this increase was 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.

In 2006, Toronto's cost decreased.

Efficiency – How Does Toronto's Cost of Patient Transport Compare to Other Municipalities?

Chart 3.10 - OMBI 2006
Cost of EMS per Patient Transported



	T-Bay	Wat	Ham	Sud	Lond	Niag	Wind	Peel	Tor	Durh	Bran	Musk	York	Halt
$patient	400	560	564	610	656	699	717	722	730	733	756	802	827	845

Ottawa data not available

Chart 3.10 compares Toronto's 2006 cost per patient transported to other municipalities and Toronto ranks 9th of 14 (3rd quartile) in terms of having the lowest cost.

Municipal costs for this measure can be influenced by where in the cycle of collective agreements a municipality is, the proportion of Advanced Care Paramedics (discussed under Chart 3.8), the extent of off-load delays at hospitals and the utilization rate of vehicles in-service for transporting patients.

Toronto has been shown to have higher costs on an hourly basis (see Chart 3.8), but Toronto also has a high utilization rate of its vehicles in transporting patients which improves our ranking for this measure based on the cost per patient transported.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are intended to further improve the efficiency and effectiveness of Toronto EMS operations.

1. A new wireless electronic patient charting system was implemented in 2007 that will make paramedics more efficient and effective in terms of patient care paperwork processing time, which in turn will increase their availability for response to other calls.

2. In 2007, a complete re-design was undertaken of the process by which EMS receives, prioritizes and dispatches ambulance calls in Toronto. Implementation and training of staff is expected to be completed in 2008.

3. Increase the number of Public Access Defibrillators that are City owned and managed from 55 at the end of 2006 to a target of 470 in 2008.

4. Reduce hospital wait times in 2008 (time spent by EMS at hospitals to complete the transfer of patients) from the average of approximately 60 minutes experienced in 2006 and 2007.

Fire Services

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

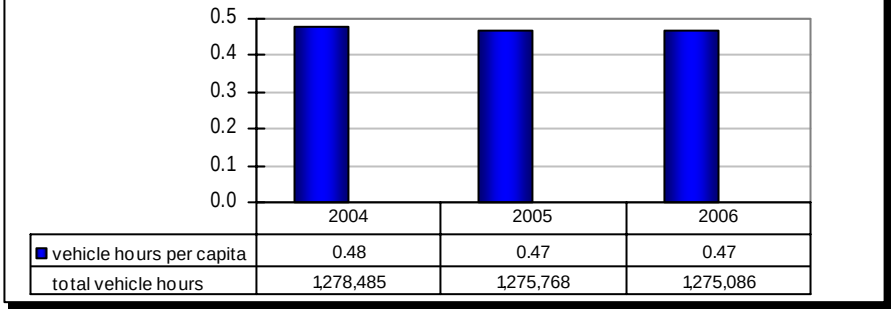
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Vehicle Hours and Incidents						
Service Level	Number of Fire In-service Vehicle Hours per Capita - Urban Area	Stable Vehicle hours in-service are stable	-	4 Lower number of in-service vehicle hours	-	4.1 4.2
Service Level	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population	Decreasing Number of total incidents responded to is decreasing	-	2 High number of total incidents responded to	-	4.3 4.4
Service Level	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population	Increasing Number of fires, explosions and alarms responded to is increasing	-	1 Higher number of fires, explosions and alarms responded to	-	4.3 4.4
Service Level	Number of Rescues per 1,000 Urban Population	Increasing Number of rescues is increasing	-	3 Low number of rescues responded to	-	4.3 4.4
Service Level	Number of Medical Calls per 1,000 Urban Population	Decreasing Number of medical responses is decreasing	-	1 Higher number of medical responses	-	4.3 4.4
Service Level	Number of Other Incidents per 1,000 Urban Population	Decreasing Number of other incidents responded to is decreasing	-	3 Low number other incidents responded to	-	4.3 4.4
Rate of Occurrence of Fires and Fire Related Injuries and Fatalities						
Comm. Impact	Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	-	Favourable Decreasing rate of residential fires	-	2 Lower rate of residential fires	4.5 4.6
Comm. Impact	Residential Fire Related Injuries per 100,000 Population (Entire Municipality)	-	Favourable Decreasing rate of fire related injuries	-	1 Lowest rate of fire related injuries	4.7 4.8

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Residential Fire Related Fatalities per 100,000 Population (Entire Municipality)	-	Favourable Decreasing rate of fire related fatalities	-	1 Lower rate of fire related fatalities	4.9 4.10
Response Times & Efficiency						
Cust. Service	Actual – 90th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality	-	Favourable Reduced/ shorter station notification response time	-	2 Station notification response time is slightly shorter (at median)	4.11 4.12
Effic.	Fire Operating Cost per In-service Vehicle Hour - Urban Area	-	Unfavourable Increasing cost per in-service vehicle hour	-	4 Higher cost per in-service vehicle hour	4.13 4.14
	Overall Results	0 - Favourable 1 - Stable 1 - Unfavour. 50% favourable or stable	4 - Favourable 0 - Stable 1 - Unfavour. 80% favourable or stable	2 - 1st quartile 1 - 2nd quartile 2 - 3rd quartile 1 - 4th quartile 50% above median	2 - 1st quartile 2 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 80% above median	

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

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

Chart 4.1- City of Toronto
Number In-Service Fire Vehicle Hour per Capita
2004-2006



	2004	2005	2006
vehicle hours per capita	0.48	0.47	0.47
total vehicle hours	1,278,485	1,275,768	1,275,086

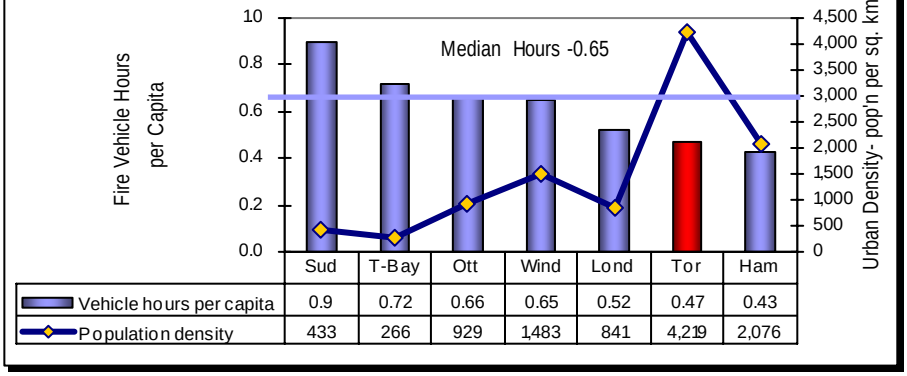
The number of hours that fire vehicles are in-service and are either responding or available to respond to emergencies, is the key unit of service used for fire operations.

The key front-line fire vehicles included in this measure are pumpers, aerials, water tankers, and rescue units. The hours when these vehicles are removed from service for mechanical repairs or insufficient staffing, are excluded from this measure.

Chart 4.1 provides Toronto's results for the number of in-service fire vehicle hours per capita, as well as total vehicle hours from 2004 to 2006. It shows total hours being stable over this period.

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

Chart 4.2 - OMBI 2006
Fire In-Service Vehicle Hours (in Urban Areas) per Capita
& Urban Population Density



	Sud	T-Bay	Ott	Wind	Lond	Tor	Ham
Vehicle hours per capita	0.9	0.72	0.66	0.65	0.52	0.47	0.43
Population density	433	266	929	1483	841	4,219	2,076

Chart 4.2 compares Toronto's 2006 in-service vehicle hours per capita, to other municipalities (urban areas only) which are shown as bars relative to the left axis. Toronto ranks 6th of 7 municipalities (4th quartile), in terms of having the highest number of vehicle hours.

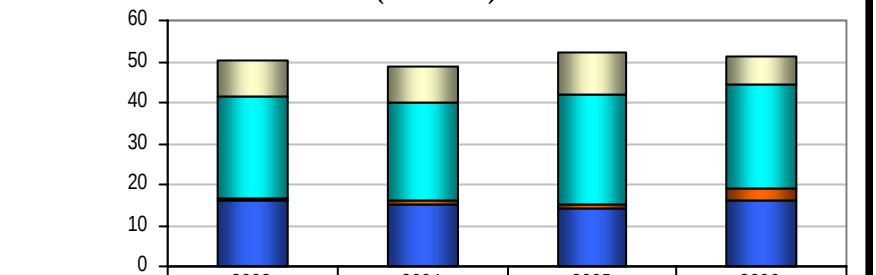
Population density can have a significant impact on the requirement for fire vehicles. Proportionately fewer fire stations and vehicle hours may be required in densely populated municipalities such as Toronto, because of proximity to residents and businesses, while less densely populated areas may require more fire vehicles and stations in order to provide desired response times. Urban population densities for the OMBI municipalities have been plotted above as a line graph relative to the right axis and there does appear to be an inverse relationship between vehicle hours and population density. Toronto's urban form also requires different response capabilities and equipment.

Other factors influencing the number of in-service fire vehicle hours include:

- 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

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

Chart 4.3 - City of Toronto
Number of Incidents Responded to (by Type) per 1,000 Population
(2003-2006)



	2003	2004	2005	2006
Total	50.4	48.8	52.1	51.3
Other	8.9	8.8	10.1	6.7
Medical	24.8	24.1	26.9	25.6
Rescues	0.8	0.8	0.9	3.0
Fires/Expl/Alarms	15.9	15.2	14.2	16.0

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

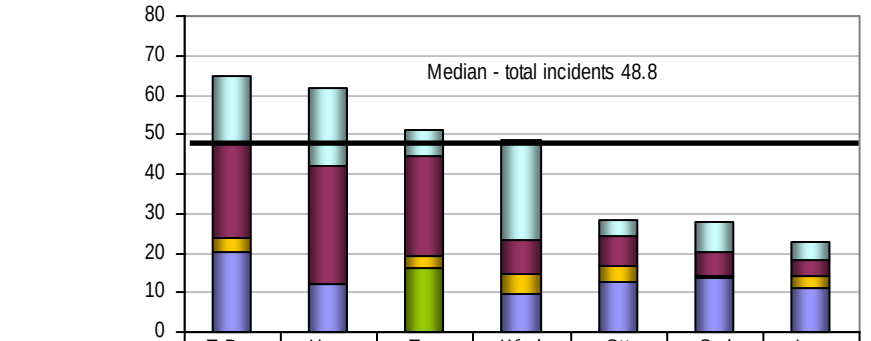
Chart 4.3 provides the number and type of incidents responded to by Toronto Fire Services in 2003 to 2006, expressed on a per 1,000 population basis.

In 2006, the number of incidents responded to:

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

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

Chart 4.4- OMBI 2006
Number of Incidents Responded to (by Type) per 1,000 Population in Urban Areas



	T-Bay	Ham	Tor	Wind	Ott	Sud	Lon
Total	64.8	62.0	51.3	48.8	28.3	27.6	22.8
Other	17.4	20.0	6.7	25.5	4.2	7.4	4.7
Medical	23.6	30.0	25.6	8.7	7.5	6.0	4.0
Rescues	3.5	0.0	3.0	5.0	4.0	0.6	3.1
Fires/Expl/Alarms	20.3	12.0	16.0	9.6	12.7	13.6	11.0

Chart 4.4 compares Toronto's 2006 results for the number of incidents per 1,000 persons, to other Ontario Municipalities for their urban areas.

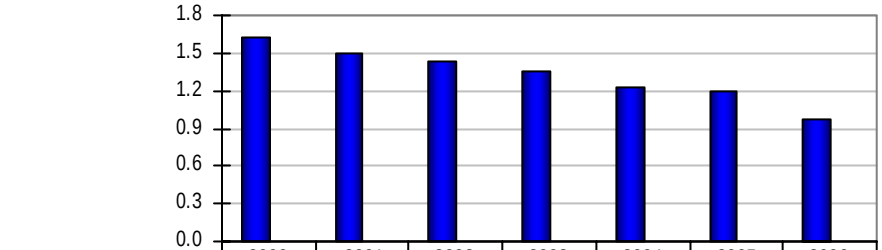
In terms of having the highest number of incidents per 1,000 population, Toronto ranks:

- 3rd of 7 (2nd quartile) for the total number of incidents.
- 2nd of 7 (1st quartile) for fires, explosions and alarms
- 5th of 6 (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 50% of all incidents responded to in 2006.

Community Impact – How Many Residential Fires, With Property Loss, are occurring in Toronto?

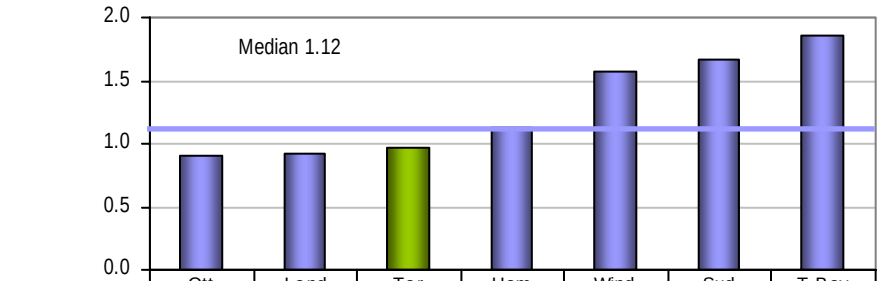
Chart 4.5- City of Toronto
Rate of Residential Structural Fires with Property Losses per 1,000 Households
2000-2006



	2000	2001	2002	2003	2004	2005	2006
# of fires /1000 HH	162	149	143	135	123	120	0.97
Total Residential Fires	1,558	1,454	1,411	1,346	1,244	1,228	995

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

Chart 4.6 - OMBI 2006
Rate of Residential Structural Fires with Property Losses per 1,000 Households



	Ott	Lond	Tor	Ham	Wind	Sud	T-Bay
Rate of Fires	0.90	0.92	0.97	1.12	1.57	1.66	1.86

One of the major objectives of Fire Services is to protect the buildings and property where people live, work or visit. One method of assessing this is to look at the rate at which residential fires, with property losses, are occurring.

Chart 4.5 provides the rate of residential fires in Toronto per 1,000 households from 2000 to 2006. Results show a consistent decline in the rate of residential fires, which provides an indication that fire prevention and education programs are working effectively.

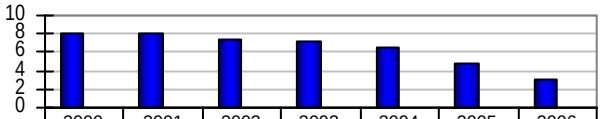
Chart 4.6 compares the 2006 rate of residential fires in Toronto, to other municipalities. Toronto ranks 3rd of 7 municipalities (2nd quartile) in terms of having the lowest rate of fires.

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?

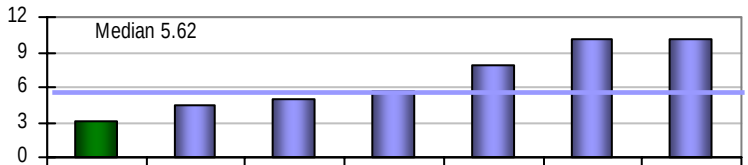
Chart 4.7- City of Toronto
Rate of Residential Fire Related Injuries per 100,000 Persons
2000-2006



	2000	2001	2002	2003	2004	2005	2006
# of fire injuries/100,000 persons	8.15	7.94	7.44	7.26	6.44	4.82	3.03
total fire injuries	209	206	195	192	172	130	82

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

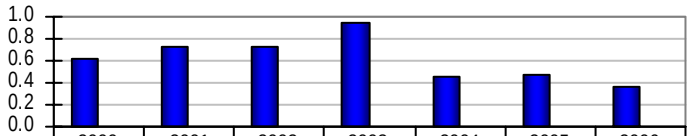
Chart 4.8- OMBI 2006
Rate of Residential Fire Related Injuries per 100,000 Population



	Tor	Ott	Ham	Lond	Wind	T-Bay	Sud
Injuries per 100k	3.03	4.45	5.05	5.62	7.85	10.08	10.13

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

Chart 4.9 - City of Toronto
Rate of Residential Fire Related Fatalities per 100,000 Persons
2000 - 2006



	2000	2001	2002	2003	2004	2005	2006
# of fire fatalities/100,000 persons	0.62	0.73	0.73	0.94	0.45	0.48	0.37
total fatalities	16	19	19	25	12	13	10

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

Chart 4.10- OMBI 2006
Rate of Residential Fire Fatalities per 100,000 Population

	Sud	Tor	Ham	Ott	T-Bay	Wind	Lond
fatalities per 100,000 persons	0.00	0.37	0.78	0.91	0.92	0.92	140

The other primary goal of Fire Services is to protect the safety of residents during fire events.

Chart 4.7 provides the number of residential fire related injuries there were in Toronto per 100,000 persons, from 2000 to 2006. It shows a decreasing trend.

Chart 4.8 compares Toronto's 2006 rate of residential fire related injuries per 100,000 population, to other Ontario municipalities. Toronto ranks 1st of 7 municipalities (1st quartile).

Chart 4.9 provides the number of residential fire related fatalities there were in Toronto per 100,000 persons, from 2000 to 2006.

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

Chart 4.10 compares Toronto's 2006 rate of residential fire related fatalities to other Ontario municipalities and Toronto ranks 2nd of 7 municipalities (1st quartile).

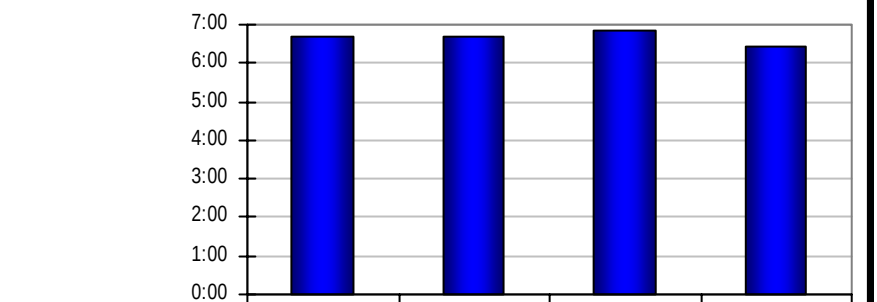
Factors that can influence the rate of injuries and fatalities and the number of fires in a community, include:

- 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 4.11- City of Toronto
90th Percentile Fire Station Notification Response Time (Minutes:Seconds)



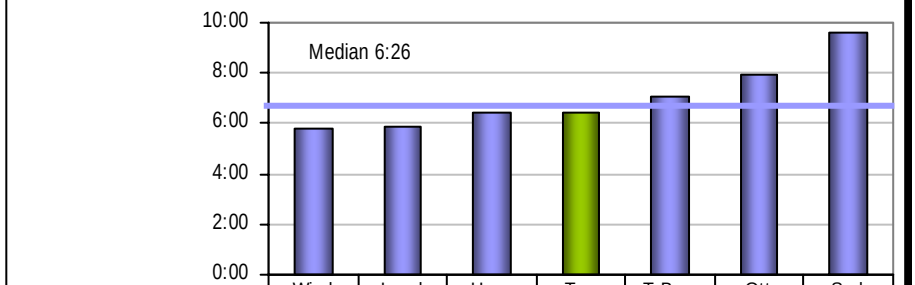
	2003	2004	2005	2006
Response time (Min:Sec)	6:42	6:42	6:50	6:26

When residents require assistance from Fire Services, the time it takes for fire vehicles to arrive at the emergency scene from the time the emergency call is placed (total response time), is very important. Currently, consistent information across municipalities is not available on the dispatch time – the time between when an emergency call is first received and the time the fire station is notified.

Response times for this report are therefore formally referred to 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 4.12 - OMBI 2006
90th Percentile Station Notification Response Time (Min:Sec)



	Wind	Lond	Ham	Tor	T-Bay	Ott	Sud
Response time (Min:Sec)	5:49	5:53	6:25	6:26	7:05	7:55	9:35

The 90th percentile means that 90 per cent of all emergency calls have a station notification response time within the time period reflected on the graph.

Chart 4.11 provides Toronto's 90th percentile fire station notification response time for 2003 to 2006. In 2006, this was 6 minutes and 26 seconds, which is a significant improvement over 2005. If the dispatch time was also added, the 2006 total response time in Toronto would be 7 minutes and 31 seconds.

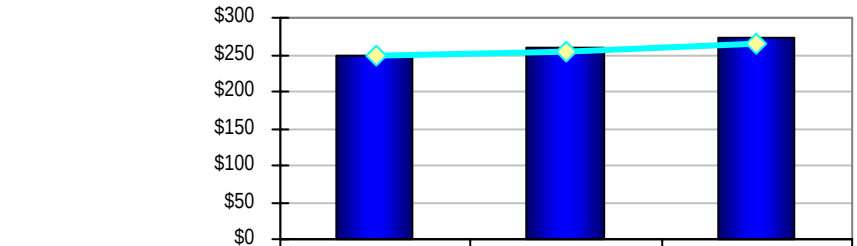
Chart 4.12 compares Toronto's 2006 station notification response time (90th percentile) to other municipalities. Toronto ranks 4th of 7 municipalities (2nd quartile) in terms of having the lowest response time.

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 4.13 - City of Toronto
Cost of Fire Services per In-Service Vehicle Hour
2004 - 2006



	2004	2005	2006
$cost/ vehicle hour	$249	$260	$274
CPI adjusterd (base year 2004)	$249	$255	$264

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

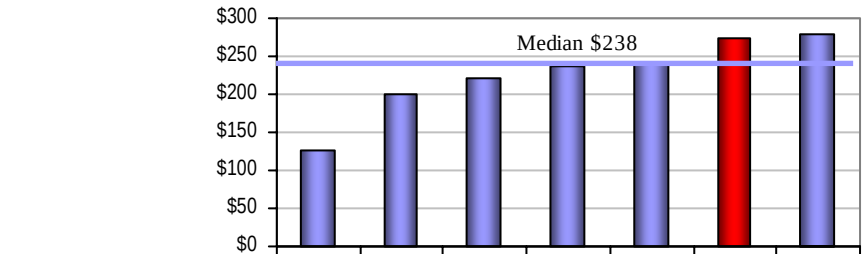
The key front-line fire vehicles included in this measure are pumpers, aerials, water tankers, and rescue units.

Relating these vehicle hours to the costs of all fire activities, (response, prevention, education, vehicle maintenance administration communication etc.), provides an indication of efficiency.

Chart 4.13 provides the cost per hour in Toronto from 2004 and 2006, to have a front-line vehicle in service, staffed and available to respond to emergencies. The cost increase each year is primarily related to increased wages and benefits from collective agreements.

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

Chart 4.14- OMBI 2006
Cost of Fire Services per In-Service Vehicle Hour (Urban Areas)



	Sud	Ott	Lond	Wind	T-Bay	Tor	Ham
$Cost per in-service vehicle hour	$127	$200	$222	$238	$243	$274	$278

Chart 4.14 compares Toronto's 2006 fire cost per in-service vehicle hour, to other Ontario municipalities. Toronto ranks 6th of 7 municipalities (4th quartile) in terms of having the lowest cost per hour.

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. Municipalities can also be at different points in their cycle of collective agreements.

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.

2007 Achievements and 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Fire Services in Toronto:

1. Fire Station 116 was opened in December 2007 at the corner of Leslie Street and Esther Shiner Boulevard and houses one firefighting crew and fire prevention offices. This is expected to result in some improvement in response times in the local area.

2. In 2008, mobile data terminals and software (called One Step) will be implemented to improve the efficiency of fire prevention inspectors by allowing them to prepare their reports in the field and spend less time in the office.

3. Through heath and safety audits and adherence to policies, reductions are expected in 2008 in the number of days lost due to firefighter injuries (1,852 days in 2006 and 1,688 days in 2007). This could lead in the future to fewer vehicles being taken out of service due to insufficient staffing levels.

4. Additional training, and the development and revision of standard operating guidelines, will be done in 2008 to reduce turnout time at fire stations, particularly during the night hours. This turnout period is the elapsed time between when an alarm sounds at the fire station and when the fire vehicle(s) actually leave the station.

Governance & Corporate Management

Governance and Corporate Management refers to the component of municipal government responsible for governing the municipality, providing direction and leadership to staff, and sustaining the organization.

Governance & political support, consists of the Mayor and Councillors and their offices, as well as portions of the City Clerk's Office which directly support the work of elected officials.

Corporate management activities include:

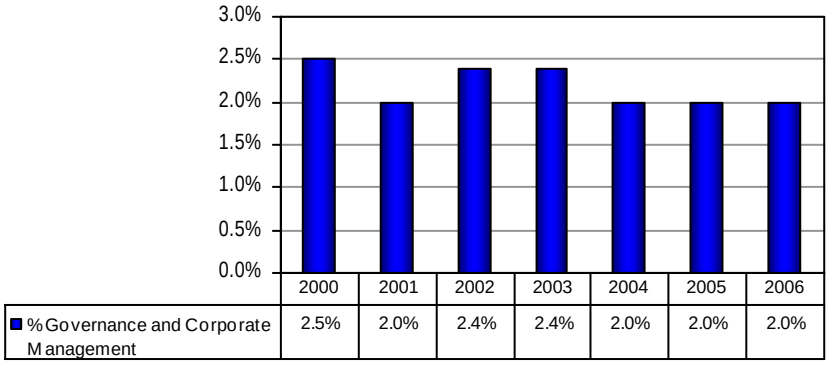
- City Manager
- Auditor General
- Corporate Accounting
- Corporate Finance
- Debt Management & Investments
- Development Charges Administration
- Taxation
- Strategic Communications
- Protocol
- Real Estate and properties owned by the City but not used for service delivery, such as Old City Hall and the St. Lawrence Market

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Effic.	Governance and Corporate Management Costs as a % of Total Operating Costs	-	Stable Percentage is unchanged at 2.0%	-	1 Lowest cost /rate of single-tier municipalities	5.1 5.2
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour. 0% favourable or stable	0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 0% above median	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	

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

Efficiency - How Large is the Governance and Corporate Management 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	2006
%Governance and Corporate Management	2.5%	2.0%	2.4%	2.4%	2.0%	2.0%	2.0%

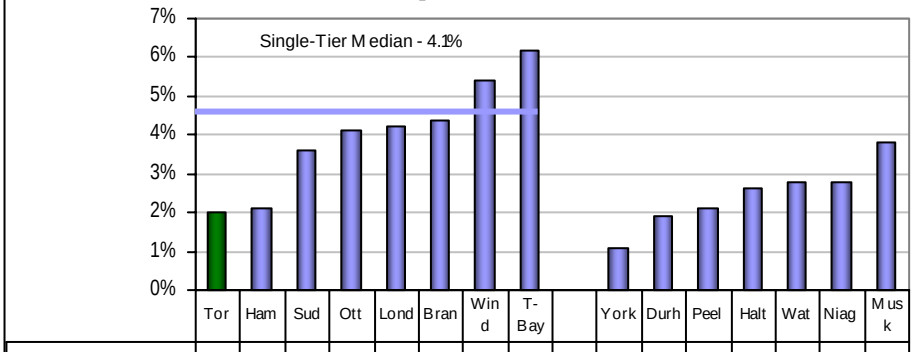
Chart 5.1 provides Toronto's governance and corporate management costs as a percentage of total operating expenditures (excluding debt and transfers to capital or reserves) for the years 2000 to 2006. Over this time period Toronto's results have been very stable.

In 2006, 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 compares Toronto's 2006 costs of governance and corporate management to other municipalities.

Chart 5.2 - OMBI 2006
Governance and Corporate Management as a Percentage of Total Operating Expenditures



	Tor	Ham	Sud	Ott	Lond	Bran	Wind	T-Bay		York	Durh	Peel	Halt	Wat	Niag	Musk
%Gov. & Corp. Mgmt.	2.0%	2.1%	3.6%	4.1%	4.2%	4.4%	5.4%	6.2%		1.1%	1.9%	2.1%	2.6%	2.8%	2.8%	3.8%
	Single-Tier Municipalities									Regional Municipalities						

Single-tier and regional municipalities have been grouped separately to reflect differences in government structure and the range of public services they are responsible for delivering.

Any comparison of results should be made within these two groups, because of these differences.

Of the single-tier municipalities, Toronto ranks 1st of 8 (1st quartile) with the lowest rate/cost of governance and political support.

Hostel Services

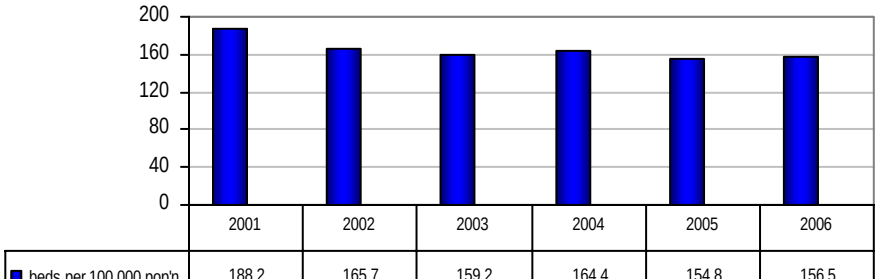
Toronto's Hostel Services provides temporary emergency shelter and support including provision of meals, childcare and counseling for homeless individuals and families.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		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	Increase in Service Level Slight increase in number of shelter beds in 2006	-	1 Highest number of shelter beds	-	6.1 6.2
Comm. Impact	Average Length of Stay per Admission to Emergency Shelters (Singles & Families)	-	Stable Unchanged average length of stay	-	4 Longer length of average stay singles and families	6.3 6.4
Comm Impact	Average Length of Stay per Admission to Emergency Shelters (Singles)	-	Stable Unchanged average length of stay - singles	-	-	6.3
Comm Impact	Average Length of Stay per Admission to Emergency Shelters (Families)	-	Favourable Reduced average length of stay - families	-	-	6.3
Cust. Service/ Efficien.	Average Nightly Bed Occupancy Rate of Emergency Shelters	-	Stable Occupancy rate of shelter beds unchanged	-	1 Higher occupancy rate of shelter beds	6.5 6.6
Efficien..	Gross Hostels Cost per Emergency Shelter Bed Night	-	Unfavourable Increasing gross cost per shelter bed night	-	4 Higher gross cost per shelter bed night	6.7 6.8
	Overall Results	1 - Increasee 0 - Stable 0 - Unfavour. 100% favourable or stable	1 - Favourable 3 - Stable 1 - Unfavour. 80% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 33% above median	

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

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
2001-2006



	2001	2002	2003	2004	2005	2006
beds per 100,000 pop'n	188.2	165.7	159.2	164.4	154.8	156.5
Total beds	4,881	4,341	4,213	4,393	4,177	4,232

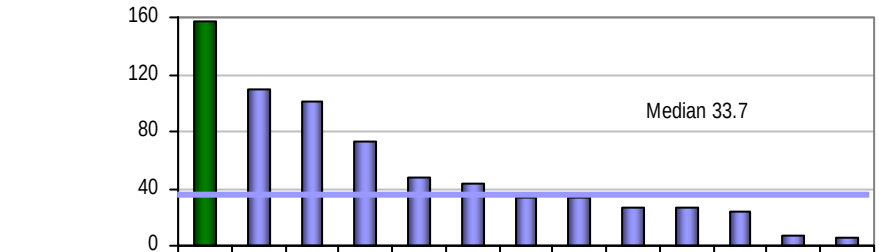
The primary indicator of service levels for Hostel Services is the number of emergency shelter beds that are available in a community for use by homeless individuals and families.

Chart 6.1 provides information on the number of emergency shelter beds per 100,000 population in Toronto for the years 2001 through 2006.

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

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

Chart 6.2 - OMBI 2006
Number of Shelter/Hostel Beds per 100,000 Population



	Tor	Ott	Lond	Ham	Sud	T-Bay	Wat	Niag	Peel	Wind	Durh	York	Halt
Beds/100,000 pop'n	156.5	109.4	101.2	72.4	48.1	43.3	33.7	33.6	27.1	26.2	23.3	7.6	5.7

The number of shelter beds in Toronto has been decreasing as the City focuses on providing permanent housing for homeless individuals and families, although there was a slight increase in 2006. For the past five years there has been a downward trend in the number of shelter beds with small fluctuations between years and a slight increase in 2006.

Of the 4,232 emergency shelter beds in Toronto in 2006, there were 1,509 or 36% that were operated by the City and another 2,723 or 64% that were contracted through other organizations

Chart 6.2 compares Toronto's 2006 number of emergency shelter beds per 100,000 population, to other municipalities. Toronto ranks 1st of 13 (1st quartile), in terms of having the greatest number of shelter beds.

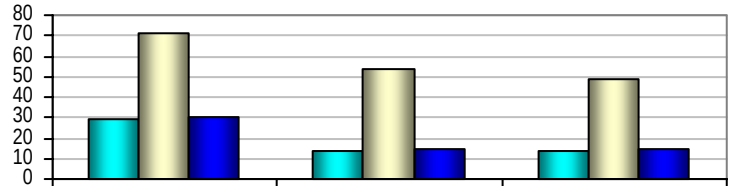
The number of shelter beds in municipalities can be influenced by a number of factors such as:

- The availability of housing, including transitional and supportive housing in the community, and supplementary support services.
- The complexity of client condition.
- Local municipal policies and support for the establishment of shelters and other services for homeless individuals and families.

Toronto has a comparatively higher number of shelter beds because large urban centres tend to have 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 and individuals and families have always migrated to large urban centres for employment, housing and services.

Community Impact- What is the Average Length of Stay in Toronto's Emergency Shelters?

Chart 6.3 - City of Toronto
Average Length of Stay in Emergency Shelters
2004-2006



	2004	2005	2006
Singles (days)	29	14	14
Families (days)	71	54	49
Singles & Family (days)	30	15	15

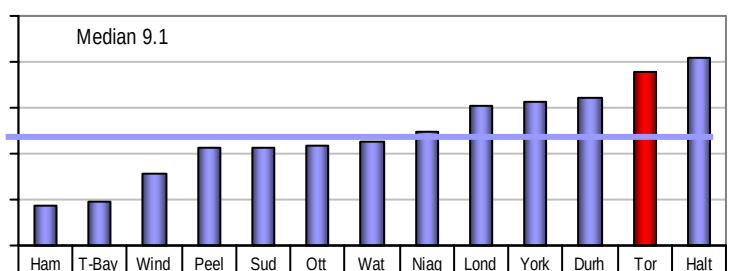
Emergency Shelters are intended to provide temporary short-term accommodation until an individual or family is able to find appropriate housing in the community.

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

Chart 6.3 summarizes the average length of stay for singles and families in Toronto's shelters from 2004 to 2006, as well as a blended result for singles and families.

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

Chart 6.4 - OMBI 2006
Average Length of Stay (Days) in Emergency Shelters
(Singles and Families)



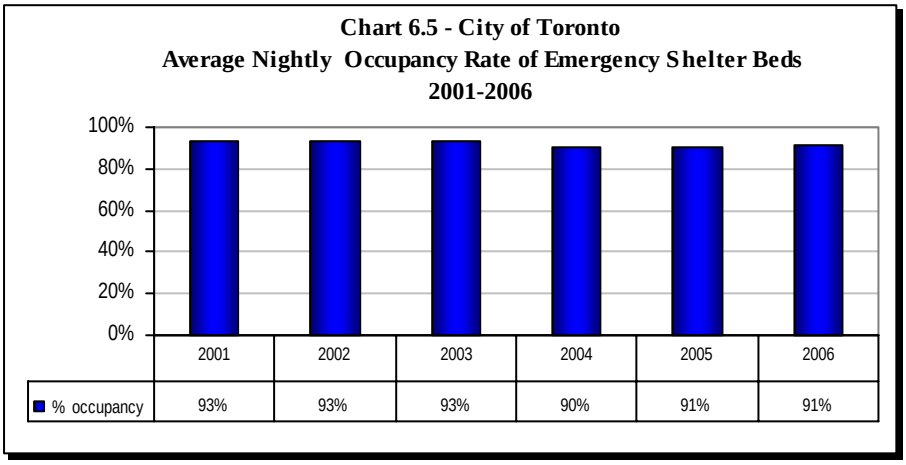
	Ham	T-Bay	Wind	Peel	Sud	Ott	Wat	Niag	Lond	York	Durh	Tor	Halt
Single & Fam. (days)	3.5	3.8	6.2	8.5	8.5	8.7	9.1	9.9	12.2	12.6	12.8	15.1	16.4

Results show the length of stay in Toronto for singles has remained stable but the length of stay for families has been decreasing, as they have been more successful at re-establishing themselves in the housing market during times of higher vacancy rates.

Chart 6.4 compares the2006 average blended length of stay in shelters for singles and families in Toronto compared to other municipalities. Toronto ranks 12th of 13 municipalities (4th quartile), in terms of having the shortest length of stay in shelters. In Toronto, the length of stay is impacted by the availability of transitional shelter beds, which have longer stays.

Other factors influencing municipal results for the length of stay in shelters include:
- Differing municipal policies regarding shelter eligibility including restrictions on the length of stay in shelters.
- The mix of shelter beds for singles and families (families tend to have longer average length of stays in shelters).
- Housing vacancy rates in a municipality.

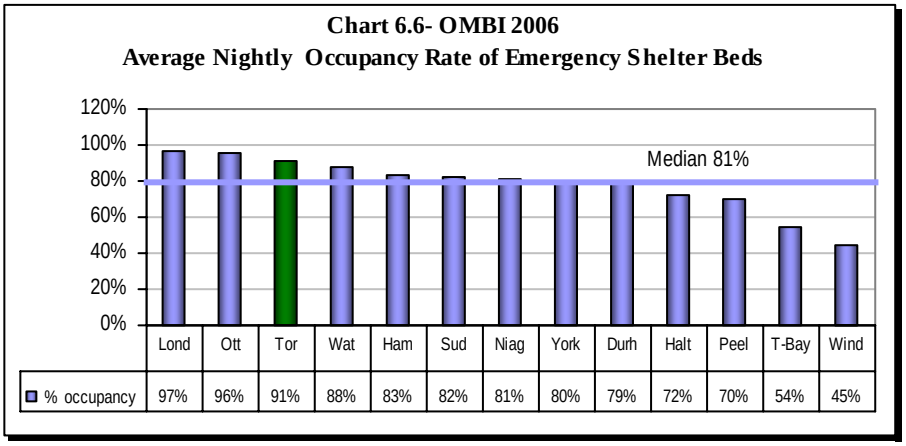
Customer Service & Efficiency - What is the Occupancy Rate of Emergency Shelter Beds in Toronto?



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 6.5 for Toronto for the period of 2001 to 2006.

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



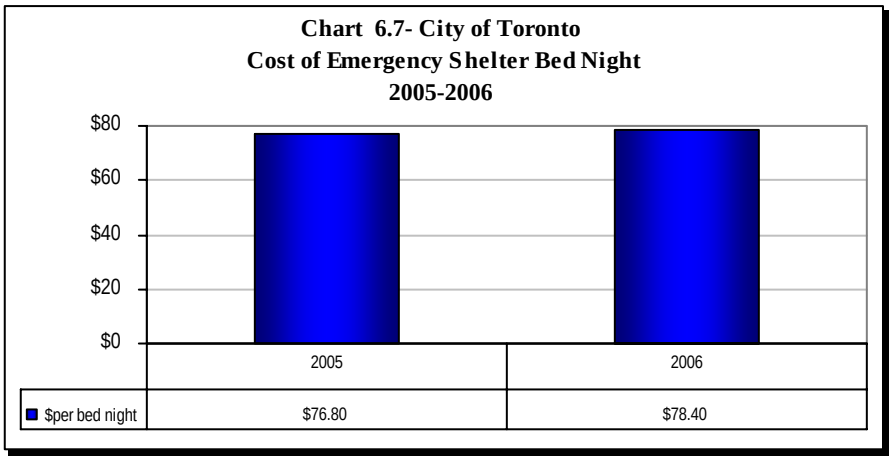
The occupancy rate in the whole Hostels system has been stable. Occupancy rates in the family shelter system decreased significantly for a number of years and have stabilized over the last two years. Occupancy rates in the single adult system and youth system have been stable over the last two years.

Chart 6.6 compares the 2006 occupancy rate of Toronto's emergency shelter beds to other Ontario municipalities and Toronto ranks 3rd of 13 municipalities (1st 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.

Efficiency - What Does it Cost in Toronto to Provide a Shelter Bed for a Day in Toronto?



The average cost of providing an emergency shelter for one night provides some indication of efficiency and this information is reflected in Chart 6.7 for Toronto for 2005 and 2006. It should be noted that these costs reflect both direct costs and an allocation of program support costs.

Costs increased slightly by 2.1% in 2006 relating to the higher costs of utilities, wages and benefits.

Efficiency - How Does Toronto's Cost to Provide a Shelter Bed Compare to Other Municipalities?

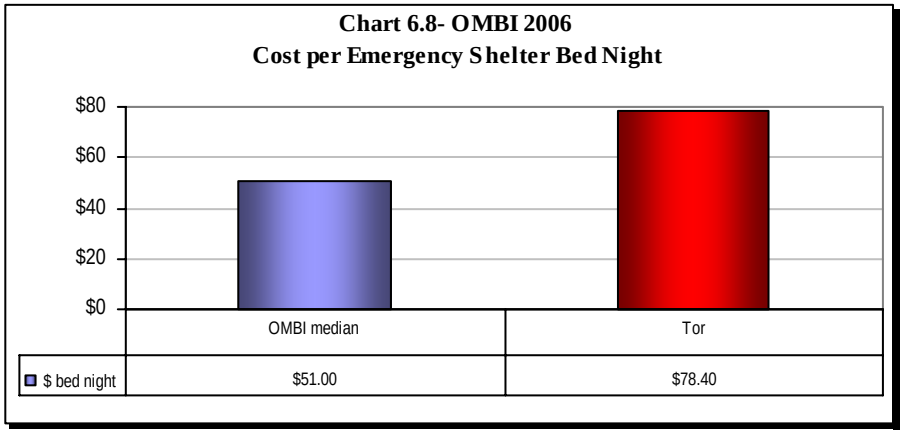


Chart 6.8 compares Toronto's 2006 cost per shelter to the median of the OMBI municipalities, and shows Toronto's costs to be higher.

Toronto is one of three OMBI municipalities that directly operate some of their own shelters (36 % of the shelter beds in Toronto) while the other ten OMBI municipalities do not directly operate any of their own beds, as they are contracted or purchased other service providers.

The primary factor behind Toronto's higher costs is that the City directly operates 36% of its own shelter beds and for these municipally operated shelters, 100% of the operating costs are recorded on the City's books.

For shelter beds that are purchased or contracted, the amounts paid by municipalities (the amounts on the municipal books) covers only a portion of actual costs (in Toronto anywhere from 16% to 98% of their costs) with the balance of the other provider's revenues coming from independent fund raising and accessing other sources such as the United Way. As noted earlier, most municipalities contract out or purchase all of their shelter beds.

2007 Achievements or 2008 Planned Initiatives

The following achievements have helped to improve the effectiveness of Toronto's Hostel Services operations.

1. Hostel Services implemented the Hostels to Homes program, which is a provincial pilot to test whether lengths of stay in shelters can be reduced by making appropriate follow up supports available when people leave the shelter system.

2. A number of shelter sites were closed during 2007 for conversion to permanent housing and Hostel Services participated in the Housing Allowance Program and was able to assist many of the individuals in these facilities in moving into permanent housing in the community.

Library Services

Public libraries are important for the educational and social development of residents of all ages and backgrounds. They serve and help to build our diverse communities and the desire of residents to increase their knowledge, learning and quality of life. 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 residents.

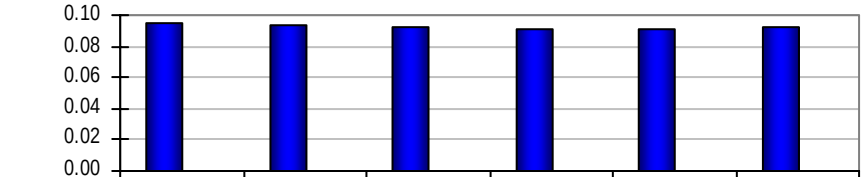
With the emergence of the Internet, library services are expanding beyond their role of providing accessible educational and leisure materials in print form, to offering library and reference materials through the Internet and computers. These electronic services have become an integral part of library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

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		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	-	3 Low number of library hours	-	7.1 7.2
Service Level	Number of Library Holdings per Capita	Stable Size of library holdings has remained stable	-	1 Highest number of library holdings	-	7.3 7.4
Comm. Impact	Annual Library Uses per Capita (Electronic & Non-Electronic)	-	Favourable Total library uses are increasing	-	1 Highest rate of library use	7.5 7.6
Comm. Impact	Non- Electronic Uses per Capita	-	Stable Little change in total non-electronic uses	-	1 Highest non-electronic library use	7.5 7.6
Community Impact	Electronic Library Uses per Capita	-	Favourable Increasing electronic library use	-	1 Highest electronic library use	7.5 7.6
Cust. Service	Average Number of Times in Year Circulating Items are Borrowed (Turnover)	-	Favourable Turnover rate of circulating materials is increasing /improving	-	1 Highest turnover rate of circulating materials	7.7 7.8
Effic.	Library Cost per Use (MPMP)	-	Stable Little change in cost per use	-	1 Lower cost per library use	7.9 7.10
	Overall Results	0 - Favourable 2 - Stable 0 - Unfavour. 100% favourable or stable	3 - Favourable 2 - Stable 0 - Unfavour. 100% favourable or stable	1 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 50% above median	5 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	

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

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

Chart 7.1- City of Toronto
Library Service Hours per Capita
2001-2006



	2001	2002	2003	2004	2005	2006
hours/capita	0.095	0.094	0.092	0.091	0.091	0.092
total hours	246,042	246,090	243,899	243,819	245,425	247,700

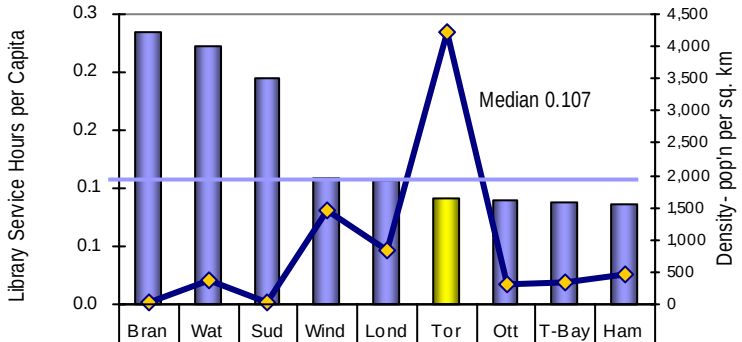
Two aspects of library services that can be used to compare service levels are:

- 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 2006. 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 2006
Number of Library Service Hours per Capita and Population Density



	Bran	Wat	Sud	Wind	Lond	Tor	Ott	T-Bay	Ham
Library hours per capita	0.234	0.223	0.194	0.109	0.107	0.092	0.090	0.088	0.086
Pop'n density	37	367	44	1,474	841	4,219	314	332	461

Chart 7.2 compares Toronto's library service hours per capita to other Ontario municipalities, which are plotted as bars relative to the left axis. This calculation is based on the sum of hours at all library branches that were open in 2006, 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.

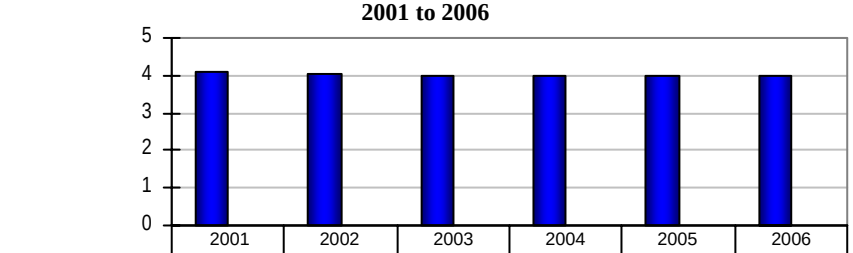
Toronto ranks 6th of 9 municipalities (3rd quartile) in terms of having the highest number of library service hours per capita.

A municipality's result can be influenced by the density (persons per square kilometre) of its population, which has been plotted as a line graph relative to the right axis and it can be seen that Toronto is far more densely populated than the other municipalities. 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. In a more urban setting like Toronto, residents can use non-vehicular alternatives modes to travel to a library such as public transit or walking. If the average weekly service hours per branch is compared, Toronto ranks 2nd of 9.

As noted earlier, these service hours do not consider the size of library branches and the range of service provided at those branches. There is an increased need and demand to extend service hours as population density increases. Greater value is placed on access to study space, research materials, and a central community hub where residents can relax and engage with others. 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 or Collection Size?

Chart 7.3 - City of Toronto Library Holdings per Capita 2001 to 2006



	2001	2002	2003	2004	2005	2006
Holdings/capita	4.09	4.04	4.01	3.98	3.98	3.98
total holdings	10,606,221	10,581,265	10,606,009	10,636,725	10,750,446	10,766,443

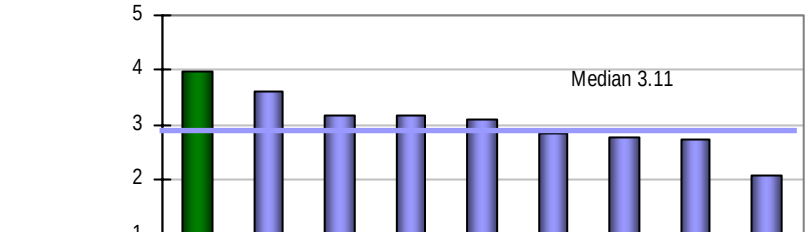
Another indication of service levels is the size of the library holdings/ collection per capita, which consist of both print and electronic media.

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

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

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

Chart 7.4- OMBI 2006 Number of Library Holdings Per Capita



	Tor	Sud	Bran	T-Bay	Wat	Lond	Wind	Ott	Ham
Holdings/capita	3.98	3.63	3.18	3.16	3.11	2.84	2.78	2.74	2.09

Chart 7.3 provides information on Toronto's library holdings per capita for the years 2001 to 2006. Library holdings have been stable over this period and in 2006 amounted to over 10.7 million items.

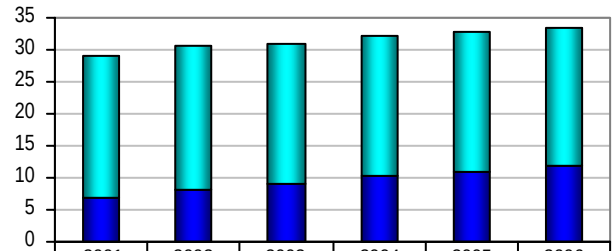
Chart 7.4 compares the 2006 number of library holdings per capita in Toronto to other municipalities. Toronto ranks 1st of 9 municipalities (1st quartile), in terms of having the largest library holdings.

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 which include special collections and archival materials, an expansive array of electronic products and services, and diverse multilingual and English as a Second Language collections.

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

Chart 7.5 - City of Toronto
Library Uses per Capita by Type
2001-2006



	2001	2002	2003	2004	2005	2006
Total Lib. Uses/Capita	29.0	30.7	31.0	32.1	32.9	33.6
Non- Electronic Uses/Capita	22.1	22.5	21.8	21.8	21.9	21.7
Electronic Uses/Capita	6.9	8.3	9.2	10.2	11.0	11.9

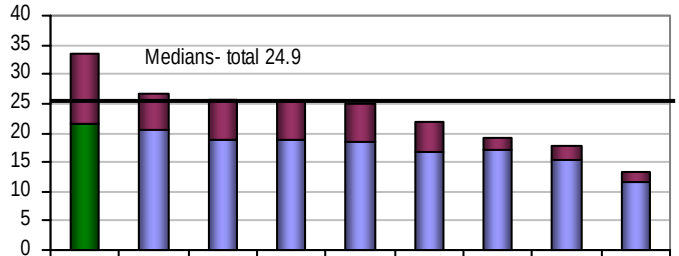
One of the primary goals of a municipal library system is to maximize the use of library resources and programming by residents.

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

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

Chart 7.6 - OMBI 2006
Library Uses per Capita By Type



	Tor	Lond	Ott	Ham	T- Bay	Sud	Bran	Wind	Wat
Total Lib. Uses	33.6	26.7	25.7	25.3	24.9	22	19.1	17.8	13.4
elec use/capita	11.9	6.1	6.8	6.6	6.6	5.3	2	2.5	1.7
non- elec use/capita	21.7	20.6	18.9	18.7	18.3	16.7	17.1	15.3	11.7

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 2006.

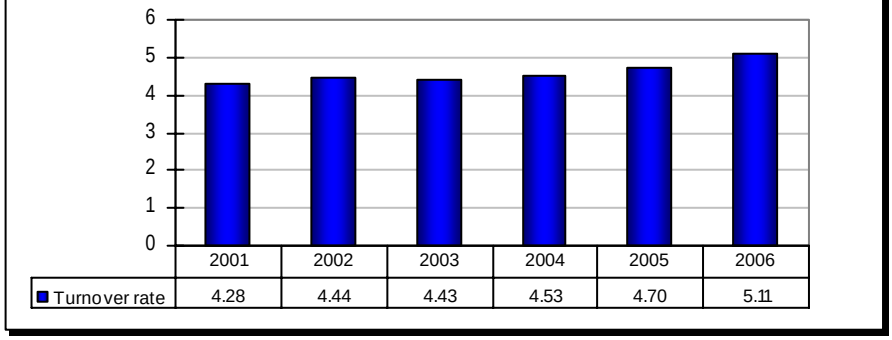
Total library uses, with electronic uses increasing significantly and non-electronic uses being fairly stable.

Chart 7.6 compares Toronto's 2006 library use per capita, to other municipalities. Toronto falls in the 1st quartile for the highest rate of library use, ranking 1st of 9 municipalities for total library uses, electronic library uses and non-electronic uses.

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
- Effectiveness of outreach activities

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)
2001-2006



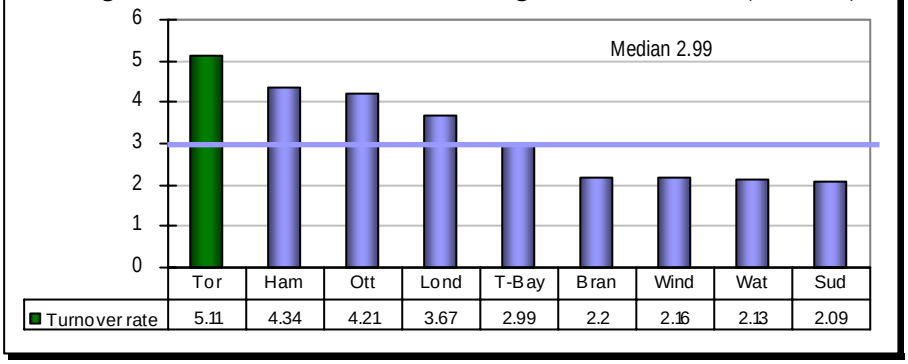
	2001	2002	2003	2004	2005	2006
Turnover rate	4.28	4.44	4.43	4.53	4.70	5.11

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.

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

Chart 7.8 - OMBI 2006
Average Number of Times in Year Circulating Items are Borrowed (Turnover)



	Tor	Ham	Ott	Lond	T-Bay	Bran	Wind	Wat	Sud
Turnover rate	5.11	4.34	4.21	3.67	2.99	2.2	2.16	2.13	2.09

Chart 7.7 provides data on the turnover rate of Toronto's circulating collection for the years 2001 to 2006 and shows results increasing/ improving over this period.

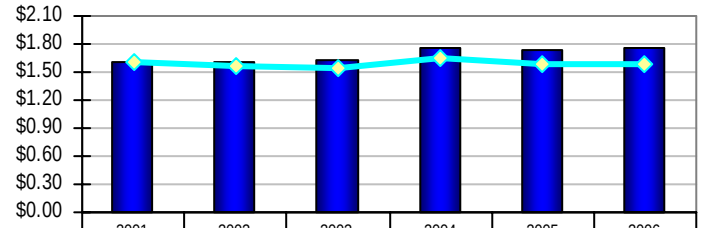
Chart 7.8 compares Toronto's 2006 turnover rate for its circulating collection to other municipalities. Toronto ranks 1st of 9 municipalities (1st quartile), in terms of having the highest turnover rate.

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?

Chart 7.9- City of Toronto
Cost per Library Use
2001-2006



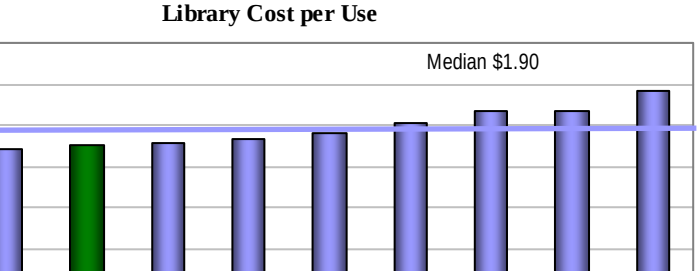
	2001	2002	2003	2004	2005	2006
Cost per Library Use	$1.60	$1.60	$1.62	$1.75	$1.73	$1.76
CPI Adjusted (2001 base)	$1.60	$1.56	$1.54	$1.64	$1.59	$1.59

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 2006. 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 a slight increase in 2006 but if adjusted for inflation, the 2006 cost is lower than that it was in 2001.

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

Chart 7.10 - OMBI 2006
Library Cost per Use



	Ott	Tor	Lond	T-Bay	Bran	Sud	Ham	Wind	Wat
$ library use	$1.71	$1.76	$1.79	$1.83	$1.90	$2.03	$2.16	$2.17	$2.42

Chart 7.10 compares Toronto's 2006 cost per library use to other municipalities. Toronto ranks 2nd of 9 municipalities (1st 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 as well as a higher proportion of electronic library uses.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are intended to improve the efficiency and effectiveness of Toronto's Library operations.

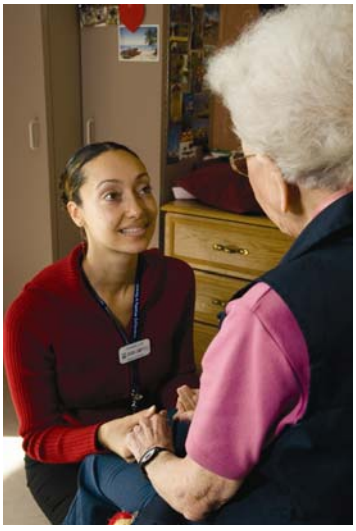
1. In January 2007, the Toronto Public Library enacted the first phase of the Board's "Branch Open Hours Vision" by increasing the hours at over 50 branches within the existing operating budget. Future phases include offering extended morning, weekend and evening hours across the City, but will require a budget investment.

2. Toronto Public Library staff is placing a priority on ensuring that our online resources are easy and enjoyable for our patrons to use. A new website is being developed, and an online program database will be introduced. Resources are being dedicated to test our electronic resources with library users and potential users through customer input and feedback.

3. Toronto Public Library is developing a strategic plan with extensive public engagement and consultation which will set service priorities for the 2008-2011.

Long Term Care / Homes for the Aged Services

Toronto Homes for the Aged is committed to providing exemplary long-term care services to residents and clients, and to actively participating in the creation of an effective continuum of care through strong partnerships with other health care organizations and community partners. Toronto's focus is on the provision of individualized care that respects, supports and enables people to be as independent as possible. Toronto Homes for the Aged provides long-term care services in long-term care homes as well as in the community. The scope of services that Toronto provides includes:



- 10 homes for the aged, providing both permanent and short-stay admissions
- programs in dementia care and other specialized medical needs
- a range of community support programs including adult day programs and meals-on-wheels
- supportive housing in a number of contracted sites
- homemaking services to qualified clients in their own homes

All services are designed to respect the dignity of residents and clients, support their health, well-being and safety and enable them to remain as independent as possible for as long as possible. Within the long-term care homes, Toronto provides services through an interdisciplinary team, comprised of physicians, nurses, personal care staff, therapists, recreation, complementary care and chaplaincy staff, social workers, dietitians, nutrition managers and dietary staff. Support staff maintains the safety and cleanliness of the environment. In the community, nurses and case workers work with contracted personal care staff to provide individualized services to each client, to connect clients to other required community services and to support clients and their families.

Toronto has a number of community advisory committees and family committees which help us get meaningful input from the community to guide our care and service delivery. All of our homes have active Residents' Councils.

Toronto has a strong advocacy approach within the division and has a full-time Resident-Client Advocate available to assist residents, clients, families, volunteers and staff in their advocacy efforts. They operate through an integrated quality management approach, with attention to transparency and accountability. They promote a culture of safety in all that we do.
Funding responsibilities for long-term care services are shared by the Ministry of Health and Long-Term Care, the residents of the homes (or the clients of the community programs), and the City of Toronto, with rates being set by the provincial government. Long-term care home residents with limited income are eligible for a subsidy to reduce the fee they pay. Although community clients may pay a small fee, the approach for rates varies with each community program.

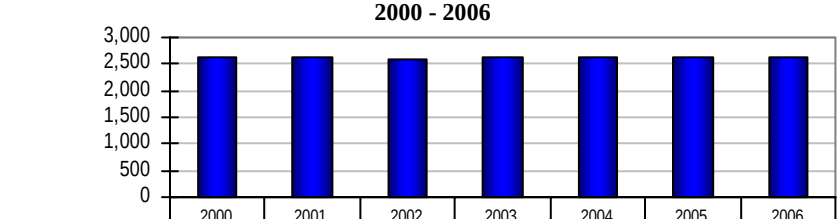
The Ministry of Health and Long-Term Care regulates and inspects all of Ontario's long-term care homes on a regular basis. In addition, all of the City of Toronto's Homes for the Aged are accredited by the Canadian Council on Health Services Accreditation, demonstrating that they meet the national standards for quality care.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Municipal LTC Beds per 100,000 Population	Stable Unchanged number of long term care beds	-	-		8.1
Comm. Impact	Municipally Operated LTC Beds to Total LTC Beds in the Municipality	Stable Toronto's municipal share of all beds has remained unchanged	-	3 Toronto's municipal share of all beds is lightly below median	-	8.2
Comm. Impact	Percentage of LTC Community Need Satisfied (beds as a % of population >75 years of age)	-	Unfavourable Number of beds unchanged relative to growing elderly population	-	4 Lower percentage of LTC beds relative to elderly population	8.3 8.4
Cust. Service	LTC Resident Satisfaction	-	Favourable Results have remained very high, at a 97% satisfaction rating	-	2 High levels of resident satisfaction	8.5 8.6
Effic.	LTC Facility Cost (CMI Adjusted) per LTC Facility Bed Day (Ministry Submissions)	-	Unfavourable Cost per bed day is increasing	-	2 Low LTC cost per bed day	8.7 8.8
	Overall Results	0 - Favourable 2 - Stable 0 - Unfavour. 100% favourable or stable	1 - Favourable 0 - Stable 2 - Unfavour. 33% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 0% above median	0 - 1st quartile 2 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 66% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages iii-vii. These quartile results are based on a maximum sample size of 7 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 - 2006



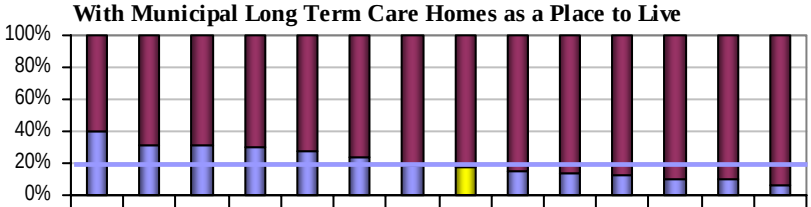
	2000	2001	2002	2003	2004	2005	2006
# Munic. LTC Beds	2,641	2,641	2,605	2,641	2,641	2,641	2,641

Examining the number of long-term care beds in homes for the aged provides an indication of service levels. Chart 8.1 provides the number of long term care beds operated by the City of Toronto in the homes for the aged from 2000 to 2006. Over this period, the number of long term care beds operated by the City has remained constant.

Besides municipalities, there are also long- term care beds in communities, operated by other service providers including both the for-private and charitable sectors.

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

Chart 8.2- OMBI 2006
Municipally Operated Long Term Care Beds as a % Share of All LTC Beds
With Municipal Long Term Care Homes as a Place to Live



	T-Bay	Sud	Musk	Durh	Niag	Halt	Wind	Tor	Ott	Peel	Lond	Ham	Wat	York
Non-munic beds	59.4%	68.4%	68.8%	69.5%	72.9%	76.1%	81.6%	82.8%	84.7%	85.8%	87.0%	89.5%	89.8%	93.4%
Mun beds	40.6%	31.6%	31.3%	30.5%	27.1%	23.9%	18.4%	17.2%	15.3%	14.2%	13.0%	10.5%	10.2%	6.6%

Median Municipal Beds - 17.8%

Chart 8.2 presents 2006 data on the percentage proportions of long-term care beds in the community that are provided by the municipality and other service providers (non-municipal beds).

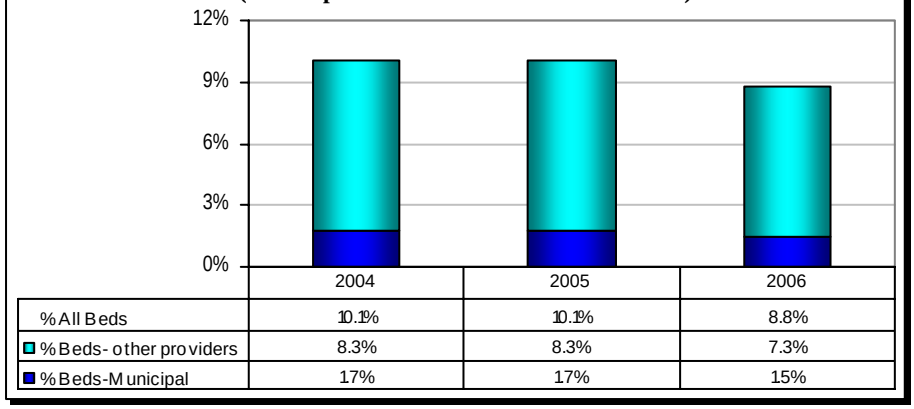
Toronto ranks 8th of 14 (3rd quartile) in terms of having the highest percentage of beds operated by the municipality.

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

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

Community Impact – What is the Supply of Long-Term Care Beds in Toronto, Relative to the Population over 75?

Chart 8.3 - City of Toronto
Long Term Care Beds as a Percentage of Population > 75 Years Old
(Municipal and Other Providers 2004-2006)



	2004	2005	2006
% All Beds	10.1%	10.1%	8.8%
% Beds- other providers	8.3%	8.3%	7.3%
% Beds-Municipal	1.7%	1.7%	1.5%

When individuals require the care provided in a long-term care home, they and/or their families can quickly face a crisis if admission is not possible in a timely manner. Also, the lack of available space in their preferred home can often result in an applicant being required to take admission in a long-term care home that is not their preference.

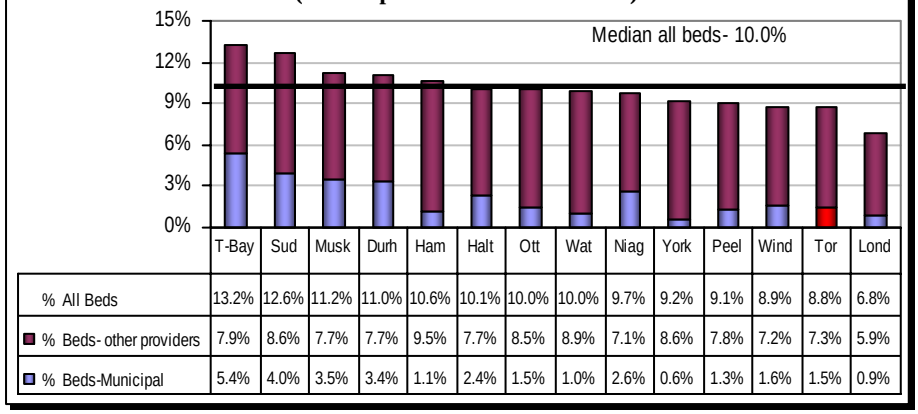
Chart 8.3 provides for 2004 to 2006, an indication of how many long-term care beds there are in Toronto from all service providers, as a proportion of the population aged 75 and over.

This is intended to provide some indication of potential need, however it should be noted that many seniors do continue living in their own homes or with relatives.

The decrease in Toronto's result for 2006 reflects the fact that although the supply of long-term care beds has remained constant, it has not kept pace with the 14% growth in Toronto's elderly population from 152,655 in the 2001 census to 174,450in the 2006 census.

Community Impact – How Does Toronto Compare to Other Municipalities for the Supply of All Long Term Care Beds, Relative to the Population Over 75?

Chart 8.4 - OMBI 2006
Long Term Care Beds as a Percentage of Population > 75 Years Old
(Municipal and Other Providers)



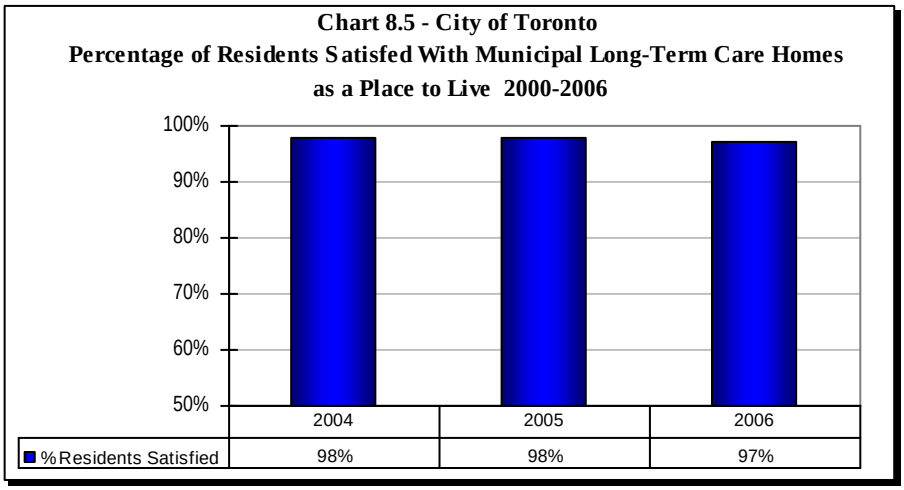
	T-Bay	Sud	Musk	Durh	Ham	Halt	Ott	Wat	Niag	York	Peel	Wind	Tor	Lond
% All Beds	13.2%	12.6%	11.2%	11.0%	10.6%	10.1%	10.0%	10.0%	9.7%	9.2%	9.1%	8.9%	8.8%	6.8%
% Beds- other providers	7.9%	8.6%	7.7%	7.7%	9.5%	7.7%	8.5%	8.9%	7.1%	8.6%	7.8%	7.2%	7.3%	5.9%
% Beds-Municipal	5.4%	4.0%	3.5%	3.4%	1.1%	2.4%	1.5%	1.0%	2.6%	0.6%	1.3%	1.6%	1.5%	0.9%

Chart 8.4 reflects 2006 data for Toronto and other municipalities on the number of long-term care beds there are from all service providers as a proportion of the population aged 75 and over.

Toronto ranks 13th of 14 municipalities (4th quartile) in terms of having the largest supply of long term care beds relative to the population aged 75 and older. Generally, the number of beds in most municipalities has not been keeping pace with the growing/aging population.

The minimum provincial standard for the provision of long-term care beds is 10 per cent of the population 75 years of age and over. Recently, the provincial government announced that more long-term care beds will be built in communities requiring them. There has been no indication to date if any new beds will be allocated to the Toronto area.

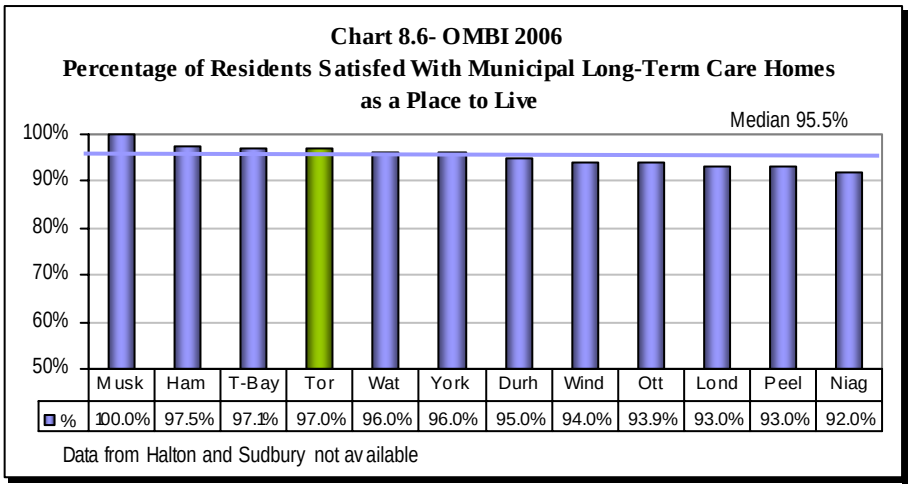
Customer Service – How Satisfied are Residents in Toronto's Long Term Care Homes?



Achieving a high level of satisfaction amongst residents, clients and families is a priority for Toronto Homes for the Aged. Satisfaction surveys are mailed out regularly with results trended and used to guide continuous quality improvement.

Chart 8.5 provides the percentage of surveyed long-term care residents and their families in Toronto homes, who are satisfied or highly satisfied with the homes as a place to live. Results over this 2004 to 2006 period continue to be very good.

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



In 2005, the Province released the *Commitment to Care* report which adopted Toronto's *Your Opinion Counts* survey as a leading practice. The *Your Opinion Counts* survey is more detailed than the OMBI survey.

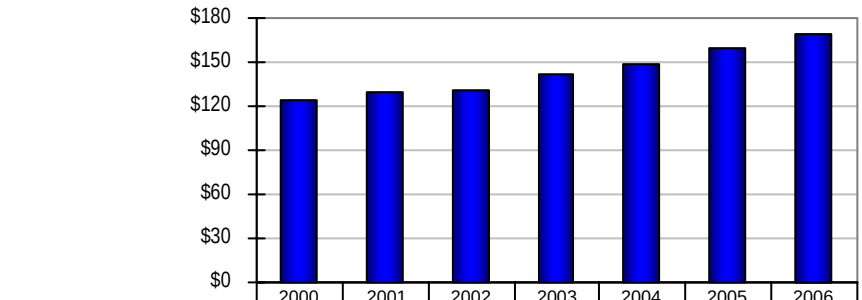
Chart 8.6 compares the satisfaction rate of Toronto's residents in long-term care homes to other municipalities.

Toronto ranks 4th of 12 municipalities (2nd quartile) in terms of 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 a Day?

Chart 8.7 - City of Toronto
Long Term Care Cost per Bed Day (CMI Adjusted)
2000-2006



	2000	2001	2002	2003	2004	2005	2006
$ cost of LTC Bed per Day	$124	$130	$131	$141	$149	$160	$169

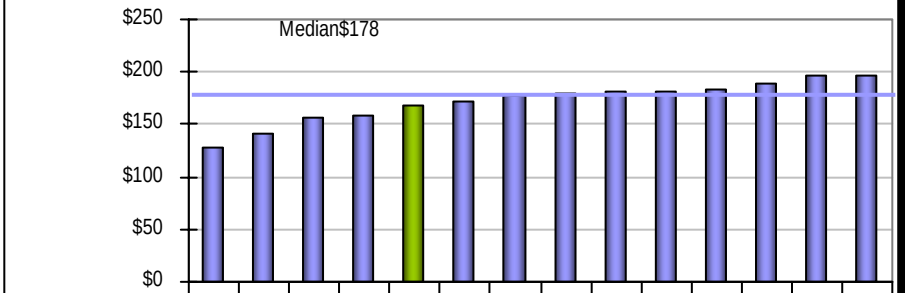
Source: MOH Annual Report -Unaudited

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.

However, the needs of each long-term care resident vary, requiring a different scope of service and/or level of care (only partly captured in the case mix measure/index used for funding). As a result, there can be a significant and legitimate variance in costs. These requirements can vary from one home to another, from one year to another and from one municipality to another.

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

Chart 8.8- OMBI 2006
Long Term Care Cost per Bed Day
Provincial Reporting (CMI Adjusted)



	Musk	Sud	Niag	Wat	Tor	Lond	Halt	T-Bay	Ott	York	Peel	Durh	Wind	Ham
$bed day- Prov. Report	$128	$141	$156	$157	$169	$172	$177	$179	$181	$181	$183	$189	$196	$197

Source: MOH Annual Report -Unaudited

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

Chart 8.7 provides Toronto's long-term care cost per bed day (CMI adjusted) for the years 2000 – 2006.

Chart 8.8 compares Toronto's 2006 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 efficiencies, economies and reduction of net municipal costs by streamlining operations wherever possible. Toronto has preserved high resident care and safety standards as evidenced by high satisfaction ratings (Chart 8.5) and positive CCHSA and MOHLTC results. Toronto has restructured to match available funding wherever efficiency is possible outside of direct resident care, safety and key drivers of quality of life.

The cost to operate a long term care home in a municipality can vary due to:
- Occupancy rates
- Level(s) and scope of residents' needs
- Staffing levels
- Collective agreements
- Provincially legislated factors such as the compulsory arbitration and pay equity legislation

2007 Achievements or 2008 Planned Initiatives

Toronto Homes for the Aged has a formalized process of setting annual operating objectives at both the division-wide and home-specific level(s). The 2007 achievements as reported out to the Advisory Committee on Homes for the Aged included a number of initiatives that relate to the performance measures in this summary. Although full details are available from the division, a sample is listed below:

1. Implemented *customer service role* among selected support assistant C positions in the various homes, streamlining administrative processes, creating return-to-work options for permanently injured workers, providing focused customer service education and achieving improved customer satisfaction.

2. Implemented emerging *Best Practice Guidelines* for the provision of skin care, wound management, dementia care, nutritional care and falls management, with evaluation providing evidence of improved outcomes.

3. Improved the culture of safety within the homes, through the purchase of ergonomically correct health care equipment (e.g. beds, lifts), staff education and a (musculo-skeletal disorders) MSD reduction project and the ongoing enhancement of infection prevention and control (e.g. safety engineered medical devices (SEMDs), sanitizers, staff education, outbreak management)

4. Implemented RAI-MDS (e-health documentation) in five (5) homes, with the other five (5) homes in a state of readiness for 2008; was the successful proponent for funding for the development of a system of e-completion of medication related assessment/documentation.

The 2008 operating objectives have recently been developed by the division's senior management team and include many proactive objectives that will continue to further improve the efficiency and effectiveness of operations. Although full details are available from the division, a sample is listed below:

1. To strengthen leadership, integration and enhancement of health services within the City of Toronto through the City of Toronto – 5 LHIN Collaborative Table and collaboration with TCHC, SS&HA, TPH, EMS and PF&R.

2. To revise the division's participation in the national accreditation program, creating a division-wide survey approach that includes community-based services.

3. To continue to strengthen the division's system of integrated quality management.

4. To simplify and streamline the purchasing process and customer service function.

5. To develop a plan that will enhance volunteer involvement of youth and the 55+ age group cohort.

Parks Services

Parks services include the provision of parkland for residents of all ages to enjoy nature and green open space.

Ravines, naturalized areas, watercourses and woodlots are maintained and managed by the Parks and the Forestry Branches (many on behalf of the Toronto Regional Conservation Authority).

There are parkettes, neighbourhood parks, regional and destination parks that attract citizens from across the Greater Toronto Area. There are amenities like benches, drinking fountains, grassy areas, flower and shrub beds, trails and pathways and trees in many of our parks for the passive enjoyment of everyone. Other features include greenhouses, conservatories, formal gardens, allotment gardens, animal displays and butterfly habitat.

Active pursuits including baseball, cricket, football, frisbee and soccer are available in most of the larger parks. Outdoor swimming and skating are provided in every district of the City.

There are many permit demands from the residents for sport fields and stadiums for organized play, special events for community celebrations and wedding photographs.

Waste diversion, bylaw enforcement, site restoration and naturalization are all initiatives that factor into the costs of providing Parks services in Toronto.

For the purposes of this report, the costs of golf courses, ski hills marina services and the provision and maintenance of street trees (trees on the road allowance) are not included in these results, in order for results to be more comparable to other municipalities.

The services described above are provided through a partnership of several branches in Parks, Forestry & Recreation including:

- Parks - general maintenance, turf, horticulture, winter maintenance, and snow ploughing.
- Forestry Branch - community education, tree planting, maintenance and management including pest control, programming of volunteer events, data management.
- Parks Development and Infrastructure Management - design/planning, capital construction, land acquisition.
- Community Recreation - park permits for sport fields, allotment gardens, special events.
- Strategic Services - parks adequacy, business and commercial partnerships.

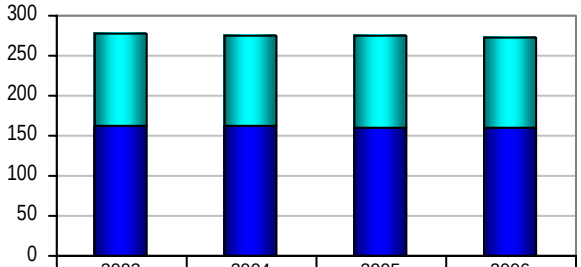
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Hectares of Parkland and Km. of Trails						
Service Level	Hectares of Maintained Parkland in Municipality per 100,000 Population	Stable Unchanged amount of maintained parkland	-	4 Lowest hectares of maintained parkland related to population	-	9.1 9.2
Service Level	Hectares of Natural Parkland in Municipality per 100,000 Population	Stable Unchanged amount of natural parkland	-	3 Lower hectares of natural parkland related to population	-	9.1 9.2
Service Level	Hectares of all (Maintained and Natural) Parkland per 100,000 Population	Stable Unchanged amount of all parkland	-	4 Lowest hectares of all parkland related to population	-	9.1 9.2
Service Level	Km of Maintained Recreational Trails per 1,000 Persons (MPMP)	Favourable Increase of 5 km. in trail system in 2006	-	4 Lowest kilometres of trails related to population	-	9.4
Proportion of Parkland to Municipal Area						
Comm Impact	Maintained Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage of maintained parkland is unchanged	-	1 Highest percentage of maintained parkland	9.3
Comm Impact	Natural Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage of natural parkland is unchanged	-	1 Highest percentage of natural parkland	9.3
Comm Impact	All Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage all parkland is unchanged	-	1 Highest percentage of all parkland	9.3
Frequency of Use and Satisfaction						
Comm Impact	Percentage of Toronto Survey Respondents Using Toronto Parks and Frequency of Use	-	Stable High level of park usage maintained	-	-	9.5
Cust. Service	Percentage of Toronto Survey Respondents	-	Stable Satisfaction with parks has been	-	-	9.6

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
	Satisfied With Use of Parks		maintained			
Costing						
Effic.	Cost of Parks per Hectare - Maintained and Natural Parkland	-	Favourable Decreased cost of parks per hectare	-	4 Highest cost of parks per hectare	9.7 9.8
	Overall Results	1 - Favourable 3 - Stable 0 - Unfavour. 100% f avourable or stable	1 - Favourable 5 - Stable 0 - Unfavour. 100% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 3 - 4th quartile 0% above median	3 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 75% above median	

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

Service Level – How Many Hectares of Parkland are there in Toronto?

Chart 9.1 - City of Toronto
Natural and Maintained Parkland per 100,000 Population
2002-2006



	2003	2004	2005	2006
Total Hectares	7,365	7,365	7,390	7,390
Total Parkland per 100,000 pop'n	278.31	275.6	273.9	273.3
Natural Parkland per 100,000 pop'n	114.9	113.8	112.7	112.5
Maintained parkland per 100,000 pop'n	163.4	161.8	161.2	160.8

The number of hectares of parkland in a municipality is one way of examining service levels.

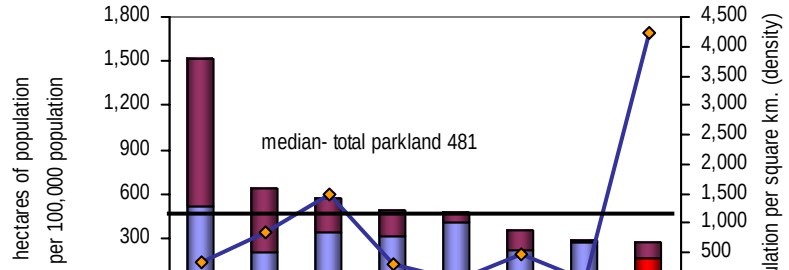
Parkland includes both:

- maintained parkland (such as sports fields, recreational trails, picnic areas, playgrounds)
- natural parkland (such as ravines, watercourses, woodlots) that is an integral component of the green space in the municipality.

Parks can vary in size and include a variety of features such as sportsfields, baseball diamonds, flower and shrub beds, fountains, playgrounds, woodlots, paved areas and benches.

Service Level - How Do the Hectares of Parkland in Toronto, Compare to Other Municipalities?

Chart 9.2 - OMBI 2006
Hectares of Parkland per 100,000 Population & Population Density



	T-Bay	Lond	Wind	Ott	Sud	Ham	Bran	Tor
Natural parkland	1,013	431	227	173	61	133	13	113
Maintained parkland	508	200	345	317	411	216	277	161
Total parkland	1,521	631	572	490	473	349	290	273
Population density	332	841	1,474	314	44	461	37	4,219

Chart 9.1 provides the total hectares of parkland in Toronto as well as the two components of maintained and natural parkland, expressed on a per 100,000 population basis for the years 2003 to 2006. The hectares of parkland in Toronto has remained stable over this period and is reflective of Toronto's fully developed urban form.

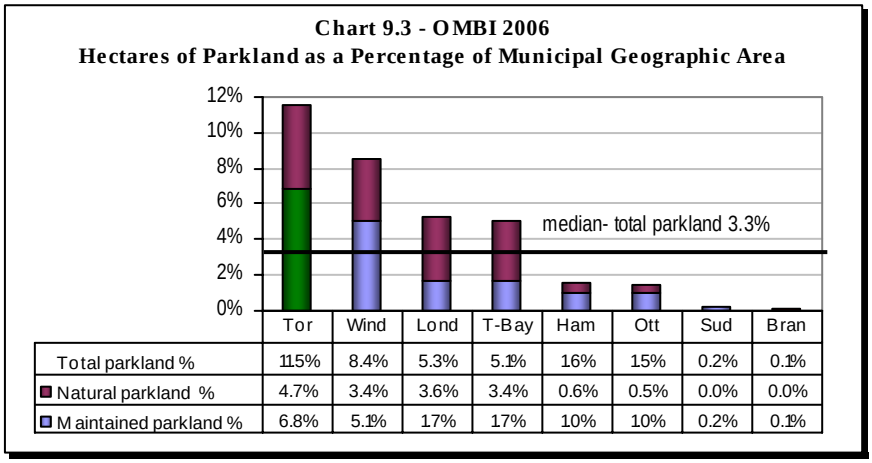
Chart 9.2 compares the 2006 hectares of parkland per100,000 population in Toronto, to other municipalities, which are reflected as bars relative to the left axis. In terms of having the highest amount of parkland, Toronto ranks:

- 8th of 8 (4th quartile) for maintained parkland
- 6th of 8 (3rd quartile) for natural parkland
- 8th of 8 (4th quartile) for all parkland

Population density (population per square kilometre) has been plotted as a line graph relative to the right axis in Chart 9.2 and is a significant factor in these results. Toronto is almost three times more densely populated than the next closest OMBI municipality. In the developed urban core area of municipalities, it is more difficult to establish new parks in terms of both the availability and cost of land to purchase. While Toronto has the lowest hectares of parkland relative to population, it has the highest proportion of parkland as a percentage of municipal geographic area (see chart 9.3).

In 2008, Toronto staff will be analyzing the proximity of parkland in relation to Toronto's population.

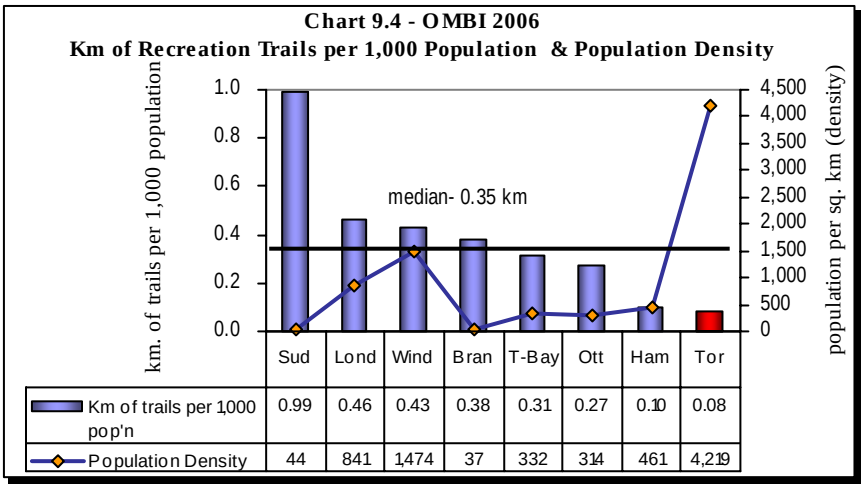
Community Impact – How Does the Proportion of the Toronto's Geographic Area that is Parkland, Compare to Other Municipalities?



The previous charts related the amount of parkland to population, but it is also important to examine what proportion of a municipality's total geographic area is parkland. This provides some indication of the public's proximity and availability of parkland for active and passive use as well as the mix of parkland and developed areas, from an environmental perspective.

Chart 9.3 compares 2006 results for Toronto compared to other municipalities, for the hectares of parkland expressed as a percentage of total geographic area of each municipality.

Service Level - How Do the Kilometres of Recreational Trails in Toronto, Compare to Other Municipalities?



In terms of having the highest proportion of parkland relative to geographic area, Toronto ranks:

- 1st of 8 (1st quartile) for maintained parkland
- 1st of 8 (1st quartile) for natural parkland
- 1st of 8 (1st quartile) for all parkland

The urban and rural mix of municipalities as well as geographic features such as lakes and rocky areas can influence these results.

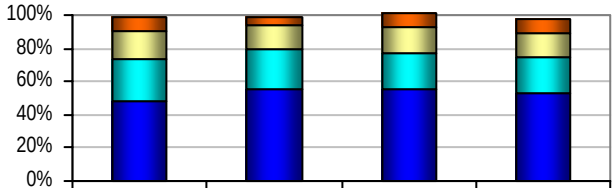
The length of trail systems in municipalities is another aspect of service levels that can be examined. Chart 9.4 reflects 2006 information for Toronto and other municipalities on the kilometre length of all maintained recreational trails per 1,000 population, which are plotted as bars relative to the left axis. These trails include those that have signage and are mapped, and they can either be owned or leased by the municipality. They support a range of non-motorized recreational uses, such as walking, hiking, bicycling and riding/equestrian as well as motorized uses such as snowmobile trails.

Toronto ranks 8th of 8 (4th quartile) in terms of having the greatest length of trails. The primary factor behind this ranking is Toronto's densely populated urban form, which makes it more difficult to establish new trails in developed areas. Population density (persons per square kilometre) in each municipality has been plotted as a line graph relative to the left axis and shows Toronto's density to be significantly higher. Toronto increased its trail system in 2006 by 5 km. to a total length of 225 km.

Toronto's Capital Plan proposes the development of trails and may include the utilization of bicycle lanes on streets as part of the City's bike plan. The City must incorporate street use due to the lack of availability and cost to purchase additional lands for trail development purposes.

Community Impact – How Frequently do Residents Use Parks in Toronto?

Chart 9.5 - City of Toronto
Frequency of Parks Visit in a Year
2001 to 2006



	2001	2003	2005	2006
Never	9%	5%	8%	9%
Less than once/month	16%	14%	16%	14%
Once or couple times/month	26%	25%	21%	22%
Once or more times/week	48%	55%	56%	53%

Source - Focus Ontario Survey

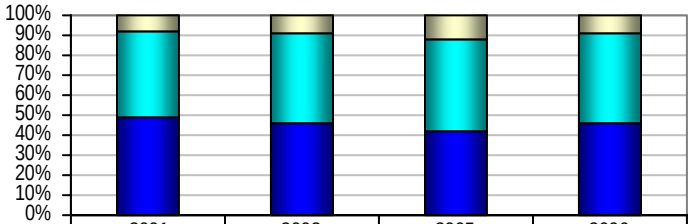
An objective of municipalities is to promote physical activity through the active and passive use of their park systems.

Chart 9.5 reflects the results of the Focus Ontario Survey regarding the percentage of Toronto respondents to the survey who use our parks system and the frequency of that use. Results in 2006 showed:

- 89% of respondents visited Toronto parks in 2006 versus 93% in 2005
- 22% of respondents visit Toronto parks at least once a month
- 53% of respondents visit Toronto parks at least once or more per week
- 16% of respondents visit Toronto parks four or more times per week.
- The percentage of non-visitors is low at 9%.

Customer Service - How Satisfied are Users of Toronto Parks?

Chart 9.6 - City of Toronto
Overall Satisfaction with Visits to Park
2001 to 2006



	2001	2003	2005	2006
Other	8%	9%	12%	9%
Somewhat satisfied	43%	45%	46%	45%
Very satisfied	49%	46%	42%	46%

Source - Focus Ontario Survey

Chart 9.6 is also based on the results of the Focus Ontario Survey with respect to the degree of satisfaction of survey respondents who had used our parks system. It shows that in 2006, approximately 91% of the parks users were either very satisfied or somewhat satisfied with their park visit.

Comparable data from other municipalities is not available.

Efficiency – What does it Cost to Operate or Service a Hectare of Parkland in Toronto?

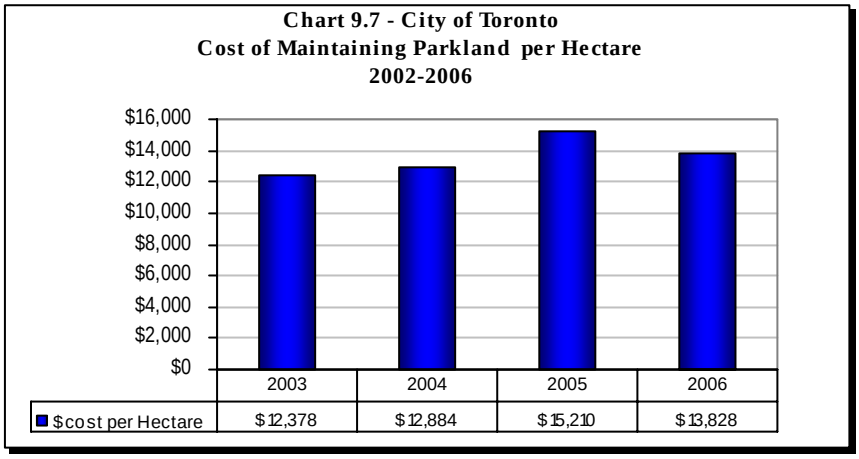
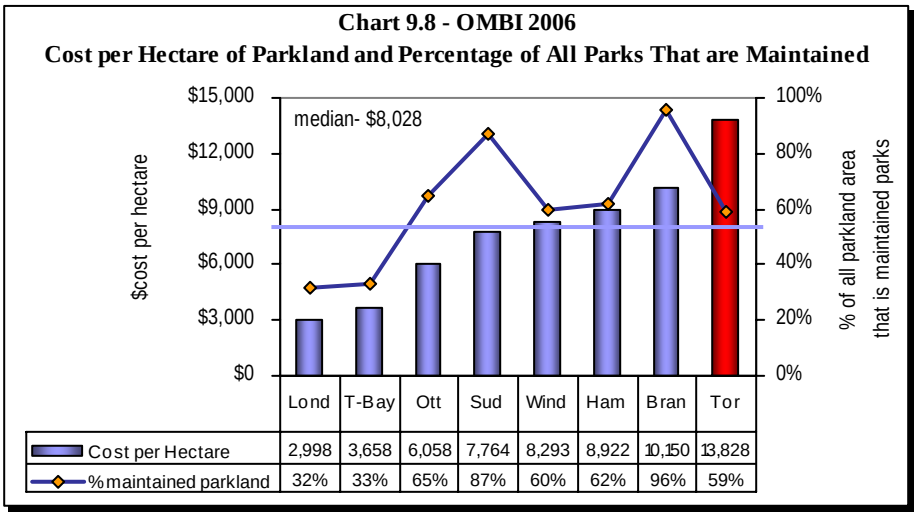


Chart 9.7 reflects the cost of operating or servicing parkland in Toronto (both maintained and natural parkland) per hectare, for the period 2002 to 2006. These costs exclude the portion of the Parks, Forestry and Recreation Division relating to boulevard tree maintenance, which for benchmarking purposes is considered as a roads expenditure. The costs for ski hills, marinas and golf courses are also excluded from this calculation.

Efficiency – How Do Toronto's Parkland Operating Costs Compare to Other Municipalities?



The decrease in costs in 2006 reflects an increasing proportion of tree maintenance work devoted to boulevard trees (roads) and a reduced proportion devoted to tree maintenance in parks.

Figure 9.8 compares 2006 results for Toronto relative to other municipalities, for the cost per hectare of operating or servicing all parkland (both maintained and natural areas), which are shown as bars relative to the left axis.

Toronto ranks 8th of 8 (4th quartile) having the highest cost per hectare.

Maintained parkland includes varying numbers and ranges of amenities (greenhouses, washroom structures, playgrounds, sports fields, splash pads) which are more costly to maintain on a per hectare basis than forests and other natural parkland.

The proportion of maintained parkland versus natural parkland is a significant influencing factor in these results and the proportion of maintained parkland (of all parkland) has been plotted as a line chart relative to the right axis.

Within the maintained parkland component of parks systems, other factors that influence results include:

- Varying municipal standards for maintained parkland, such as the frequency of grass cutting. There are also differences in the costs of maintaining different levels and types of sports fields.
- High-density areas in municipalities such as Toronto are more costly to maintain because of smaller park sizes and traffic congestion (delays for staff traveling and transporting maintenance equipment from one park to another in the downtown core).
- In Toronto the Clean and Beautiful initiative, with higher standards of care compared with other municipalities.
- Insect infestation control – Asian Long Horned Beetle, Emerald Ash Borer in Toronto.
- Higher densities may mean higher intensity usage and require different maintenance strategies, for example, irrigation, artificial turf and sport field and pathway lighting, which can be more costly.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the effectiveness of Parks Services in Toronto:

1. In 2008, Toronto staff will be analyzing the proximity of parkland in relation to Toronto's population.

2. Toronto's Capital Plan proposes the development of trails and may include the utilization of bicycle lanes on streets as part of the City's bike plan.

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 Service, 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.

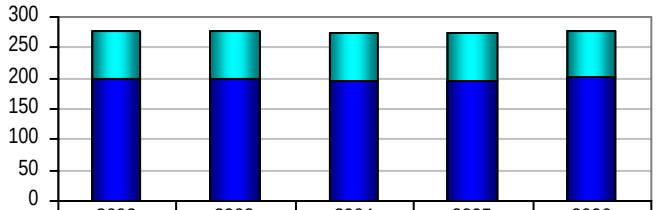
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Number of Police Staff						
Service Level	Number of Police Officers per 100,000 Population	Favourable Increasing number of Police Officers	-	1 Higher number of Police Officers	-	10.1 10.2
Service Level	Number of Civilians and Other Staff per 100,000 Population	Stable Little change in number of civilian staff	-	1 Higher number of civilians and other staff	-	10.1 10.2
Service Level	Number of Total Police Staff (Officers and Civilians) per 100,000 Population	Favourable Increasing police staff levels	-	1 Highest police staffing levels (officers and civilians)	-	10.1 10.2
Crime Rates						
Comm. Impact	Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population	-	Favourable Total crime down by 12.6% in 2006	-	3 High total crime rate	10.3 10.4
Comm. Impact	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents	-	-	-	1 Largest rate of decrease in rate of total crimes	10.5
Comm. Impact	Reported Number of Violent – Criminal Code Incidents per 100,000 Population	-	Favourable Violent crime down by 1% in 2006	-	4 Higher rate of violent crime	10.6 10.7
Comm. Impact	Annual Percentage Change in Rate of Violent Crime	-	-	-	2 Rate of decrease in violent crime better than in other municipalities	10.8
Comm. Impact	Reported Number of Property – Criminal Code Incidents per 100,000 Population	-	Unfavourable Property crime up by 1.7% in 2006	-	2 Low rate of property crime	10.9 10.10

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Annual Percentage Change in Rate of Property Crime	-	-	-	3 Rate of increase in property crime higher than in other municipalities	10.11
Comm. Impact	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population	-	Unfavourable Youth crime increased by 7.8% in 2006	-	1 Lower rate of youth crime	10.12 10.13
Comm. Impact	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population	-	-	-	3 High rate of increase in youth crime	10.14
Clearance Rates and Efficiency						
Cust. Service	Clearance Rate - Total (Non-Traffic) Criminal Code Incidents	-	Favourable Clearance rate for total crime has increased	-	3 Low clearance rates for total crime	10.15 10.16
Cust. Service	Clearance Rate - Violent Crime	-	Unfavourable Slight decrease in violent crime clearance rates	-	4 Lower clearance rate for violent crime	10.17 10.18
Effic.	Number of Criminal Code Incidents (Non-Traffic) per Police Officer	-	Unfavourable Decreasing number of Criminal Code incidents per officer	-	3 Low number of Criminal Code incidents per officer	10.18 10.19
	Overall Results	2 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	3 - Favourable 0 - Stable 4 - Unfavour. 43% favourable or stable	3 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	2 - 1st quartile 2 - 2nd quartile 5 - 3rd quartile 2 - 4th quartile 36% above median	

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

Service Level - How Many Police Staff are there in Toronto?

Chart 10.1- City of Toronto
Police Staffing per 100,000 Population
2002-2006



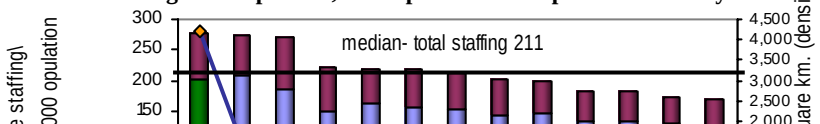
	2002	2003	2004	2005	2006
Total Police Staff	7,268	7,299	7,314	7,373	7,580
All Police Staff per 100,000 pop'n	277.6	276.1	273.9	273.4	278.2
Civilians per 100,000 pop'n	77.3	77.3	77.3	77.0	76.3
Officers per 100,000 pop'n	200.3	198.8	196.7	196.4	2019

The primary method of comparing services levels over time or between municipalities for Police Services is to examine the number of staff. This includes both Police "Officers" and "Civilian" and other staff.

Chart 10.1 provides the number of officers and civilian positions budgeted in Toronto for the period of 2002 to 2006, expressed on a per 100,000 population basis. Over this period the number of officers and increased each year for initiatives such as anti-gang, provincial courts, and Safer Communities.

Service Level - How Do Toronto's Police Staffing Levels Compare to Other Municipalities?

Chart 10.2 - OMBI 2006
Police Staffing Levels per 100,000 Population & Population Density



	Tor	Wind	T-Bay	Niag	Lond	Sud	Peel	Ott	Ham	Wat	Durh	York	Halt
Civilians /100,000 Pop'n	76	67	84	73	57	63	58	60	52	50	48	44	47
Officers /100,000 Pop'n	202	208	187	149	162	155	153	143	147	134	133	129	124
Total Staff/100,000 Pop'n	278	274	272	222	219	218	211	202	200	184	181	174	171
Population density	4,219	1,474	332	230	841	44	960	314	461	367	230	536	451

Chart 10.2 compares Toronto's 2006 budgeted number of police and civilian staff per 100,000 persons to other municipalities. This has been plotted as bars relative to the left axis. Population density has also been plotted as a line graph relative to the right axis

In terms of having the highest police staffing levels, Toronto ranks:

- 1st of 13 (1st quartile) for all police staff
- 2nd of 13 (1st quartile) for officers
- 2nd of 13 (1st quartile) for civilians and other staff

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, and 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.

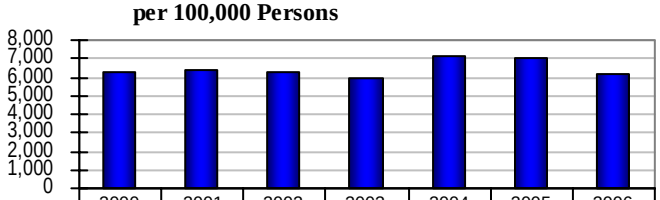
Police service staffing levels can vary between municipalities for a number of reasons, including:

- The number of non-residents (daily commuters and tourists – 20 million visitors to Toronto each year), who require police services.
- Additional police staff who are required to provide services at facilities such as airports or casinos.
- The size of the business/commercial and industrial sectors, which require police services.

The additional persons or businesses requiring police services are not taken into account in population-based measures, such as the staffing levels shown in the chart above, or the crime rates that follow in this report. In general, for all the comparisons made between the municipal police services, it is important to remember that differences in size of commuter/tourist populations, commercial sectors, geography, scales of police operation, and the priorities of the individual police services will all have impacts on the municipal police services.

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

Chart 10.3 - City of Toronto
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Persons

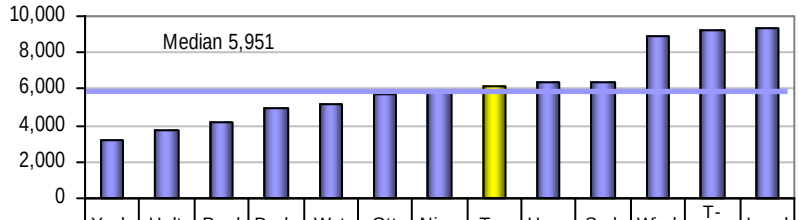


	2000	2001	2002	2003	2004	2005	2006
Total Crime Rate per 100,000 Population	6,250	6,340	6,298	5,892	7,116	7,045	6,153

2001 to 2003 data revised for minor revisions from CCJS

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

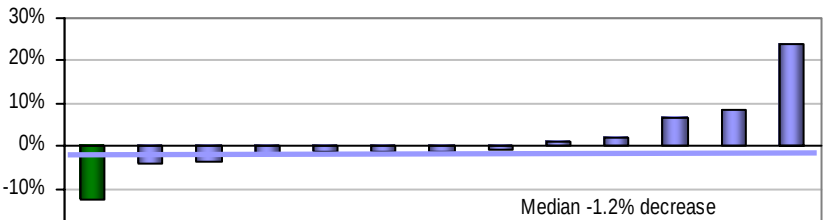
Chart 10.4 - OMBI 2006
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Pop'n



	York	Halt	Peel	Durh	Wat	Ott	Niag	Tor	Ham	Sud	Wind	T-Bay	Lond
rate per 100k	3,165	3,717	4,178	4,906	5,137	5,662	5,951	6,153	6,345	6,370	8,890	9,243	9,322

Community Impact – What Was the 2006 Change in the Total (Non-Traffic) Crime Rate in Toronto, Compared to Other Municipalities?

Chart 10.5- OMBI 2006
Annual % Change in Rate of Total (Non-Traffic) Criminal Code Incidents



	Tor	Wat	Wind	Halt	Ott	Ham	York	Niag	Durh	T-Bay	Sud	Lond	Peel
% change	-12.7%	-4.2%	-3.7%	-1.7%	-1.3%	-1.2%	-1.2%	-0.8%	1.2%	2.0%	6.6%	8.4%	23.7%

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 10.3 provides Toronto's total (non-traffic) crime rate per 100,000 population from 2000 to 2006. It excludes *Criminal Code* driving offences such as impaired driving or criminal negligence causing death.

In 2006, Toronto's total crime rate decreased by -12.7%. 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 (relating to counterfeiting incidents) 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. The total crime rate in 2006 declined because of a reduction in RCMP crime data allocated to Toronto relating to counterfeiting incidents.

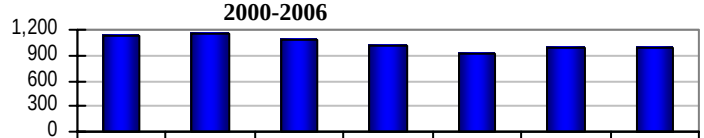
Chart 10.4 compares the 2006 total (non-traffic) crime rate per 100,000 population in Toronto to other municipalities. Toronto ranks 8th of 13 municipalities (3rd quartile), in terms of having the lowest crime rate.

Chart 10.5 compares whether each municipality's 2006 total crime rate has increased or declined from 2005. Toronto ranks 1st of 13 municipalities (1st 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 10.6- City of Toronto
Reported Number of Violent Criminal Code Incidents per 100,000 Persons
2000-2006



	2000	2001	2002	2003	2004	2005	2006
Violent Crime Rate per 100,000 Population	1,124	1,151	1,078	1,005	926	990	984

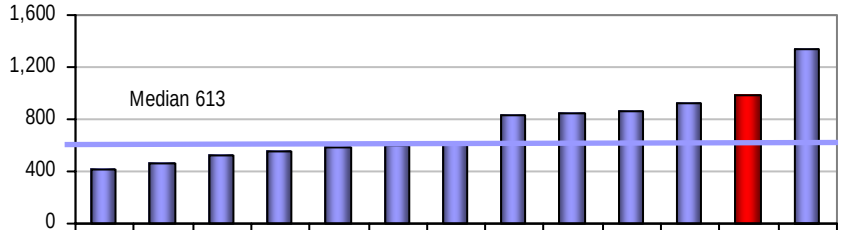
2002 & 2003 data revised for minor revisions from CCJS

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

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

Chart 10.7 - OMBI 2006
Reported Number of Violent Criminal Code Incidents per 100,000 Population



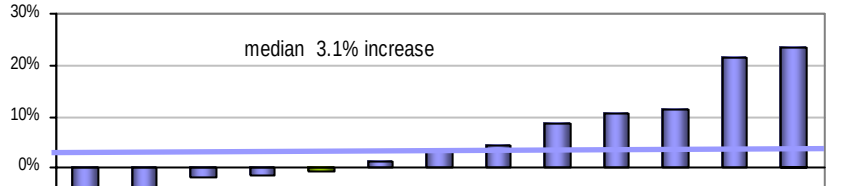
	York	Halt	Peel	Durh	Ott	Wat	Niag	Lond	Wind	Ham	Sud	Tor	T-Bay
rate per 100k	423	463	527	550	581	607	613	838	840	868	930	984	1,345

Chart 10.6 provides Toronto's rate of the reported number of violent *Criminal Code* incidents, per 100,000 population, from 2000 to 2006. 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 – What Was the 2006 Change in the Violent Crime Rate in Toronto Compared to Other Municipalities?

Chart 10.8- OMBI 2006
Annual % Change in Rate of Violent Crime Incidents



	Durh	Ott	Wind	Ham	Tor	Halt	Lond	T-Bay	York	Wat	Peel	Sud	Niag
% change	-13.5%	-6.2%	-1.7%	-1.5%	-0.6%	1.4%	3.1%	4.6%	8.5%	10.8%	11.5%	21.4%	23.5%

Toronto's experience has been similar to that in many other large Canadian cities with relatively stable or slight decreasing rates over time, with a decrease of -0.6% in 2006.

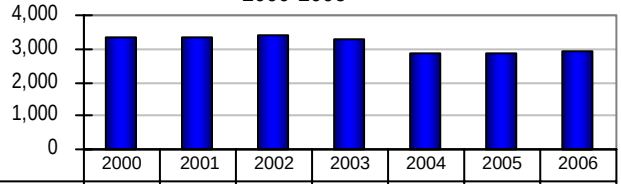
Chart 10.7 compares Toronto's 2006 violent crime rate per 100,000 population, to other Ontario municipalities. Toronto ranks 12th of 13 municipalities (4th quartile), in terms of having the lowest violent crime rate.

Chart 10.8 compares whether each municipality's 2006 violent crime rate has increased or declined from 2005. Toronto ranks 5th of 13 municipalities (2nd 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 10.9- City of Toronto
Reported Number of Property Criminal Code Incidents per 100,000 Persons
2000-2006



	2000	2001	2002	2003	2004	2005	2006
Property Crime Rate per 100,000 Population	3,373	3,358	3,407	3,272	2,894	2,860	2,910

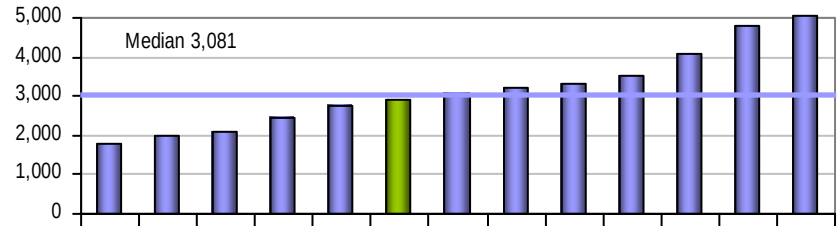
2001to 2003 data revised for minor revisions from CCJS

Chart 10.9 provides Toronto's rate of the reported number of property *Criminal Code* incidents, per 100,000 population, from 2000 to 2006. 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 10.10 - OMBI 2006
Reported Number of Property Criminal Code Incidents per 100,000 Population



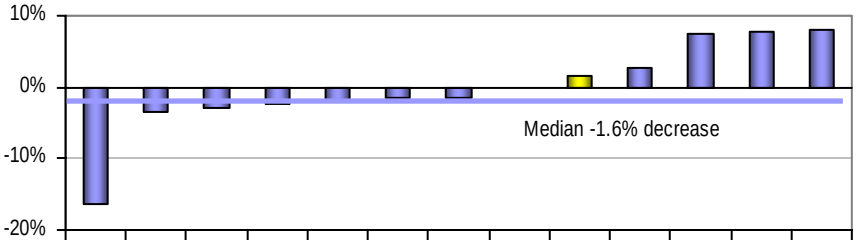
	York	Halt	Peel	Durh	Wat	Tor	Ott	Sud	Niag	Ham	T-Bay	Wind	Lond
rate per 100k	1,809	1,998	2,116	2,460	2,757	2,910	3,081	3,213	3,330	3,508	4,089	4,821	5,034

Chart 10.10 compares Toronto's property crime rate per 100,000 population, to other Ontario municipalities. Toronto ranks 6th of 13 municipalities (2nd quartile) in terms of having the lowest property crime rate.

Factors influencing crime rates in municipalities have been noted earlier.

Community Impact – What was the 2006 Change in the Property Crime Rate in Toronto, Compared to Other Municipalities?

Chart 9.11- OMBI 2006
Annual % Change in Rate of Property Crime Incidents

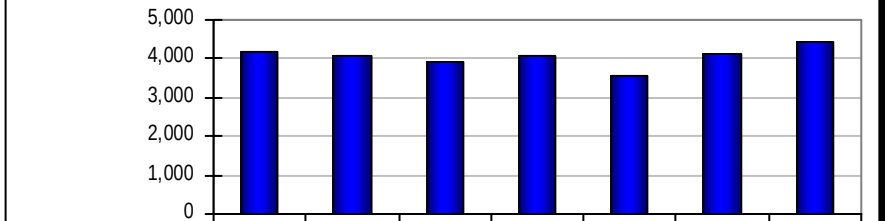


	Wat	Sud	T-Bay	York	Niag	Ham	Ott	Halt	Tor	Wind	Durh	Peel	Lond
% change	-16.3%	-3.5%	-2.9%	-2.4%	-1.9%	-1.6%	-1.6%	0.0%	1.7%	2.8%	7.4%	7.8%	8.1%

Chart 10.11 compares whether each municipality's 2006 property crime rate has increased or declined from 2005. Toronto ranks 9th of 13 municipalities (3rd quartile), in terms of having the greatest rate of decline.

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

Chart 10.12 - City of Toronto
Number of Youth Cleared by Charge or Cleared Otherwise
per 100,000 Youth Pop'n
2000-2006



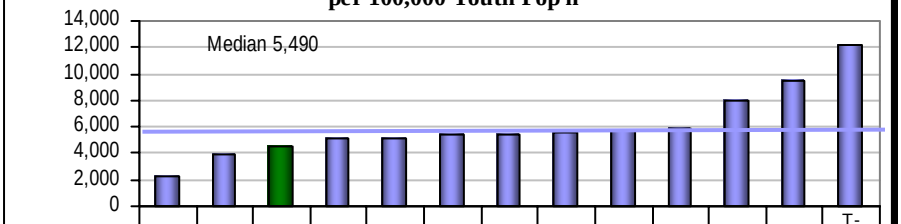
	2000	2001	2002	2003	2004	2005	2006
rate per 100k youths	4,189	4,085	3,927	4,055	3,537	4,120	4,442

2000 to 2004 data revised for revisions from CCJS

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.

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

Chart 10.13 - OMBI 2006
Number of Youth Cleared by Charge or Cleared Otherwise
per 100,000 Youth Pop'n



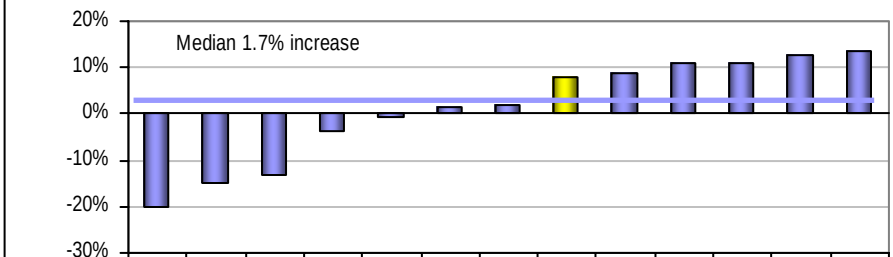
	Wind	York	Tor	Peel	Niag	Durh	Ott	Halt	Ham	Wat	Lond	Sud	T-Bay
rate per 100k	2,265	3,878	4,442	5,159	5,176	5,370	5,490	5,596	5,660	5,852	7,910	9,500	12,200

Chart 10.12 summarizes the number of youths (aged 12-17) per 100,000 youths in Toronto, who committed criminal offences in the years 2000 to 2006. 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.

Community Impact – What was the 2006 Change in the Youth Crime Rate in Toronto, Compared to Other Municipalities?

Chart 10.14- OMBI 2006
Annual % Change in Rate of Youth Cleared by Charge or Cleared Otherwise



	Ham	Wat	Halt	Wind	T-Bay	Ott	York	Tor	Peel	Lond	Sud	Niag	Durh
% change	-19.9%	-14.8%	-13.4%	-3.6%	-0.5%	1.6%	1.7%	7.8%	8.6%	11.0%	11.0%	12.7%	13.6%

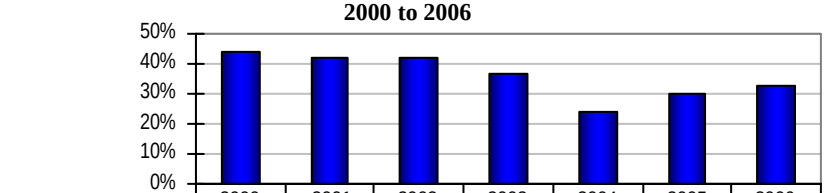
Chart 10.13 compares Toronto's 2006 youth crime rate (cleared by charge or cleared otherwise) per 100,000 youths, to other Ontario municipalities. Toronto ranks 3rd of 13 municipalities (1st quartile), in terms of having the lowest youth crime rate.

Chart 10.14 compares whether each municipality's 2006 youth crime rate has increased or declined from 2005. Toronto ranks 8th 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 10.15- City of Toronto
Clearance Rate for Total (Non-Trafffic) Criminal Code Incidents
2000 to 2006

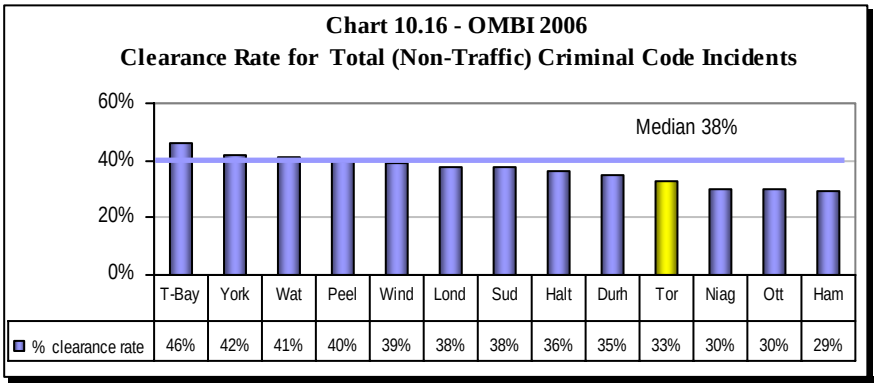


	2000	2001	2002	2003	2004	2005	2006
%incidents cleared	44%	42%	42%	37%	24%	30%	33%

2003 and 2004 data has been revised

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

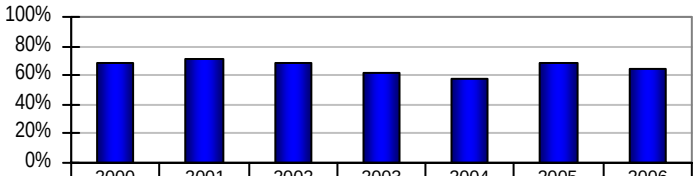
Chart 10.16 - OMBI 2006
Clearance Rate for Total (Non-Traffic) Criminal Code Incidents



	T-Bay	York	Wat	Peel	Wind	Lond	Sud	Halt	Durh	Tor	Niag	Ott	Ham
% clearance rate	46%	42%	41%	40%	39%	38%	38%	36%	35%	33%	30%	30%	29%

Customer Service - How has Toronto's Clearance Rate forViolent Crime Been Changing?

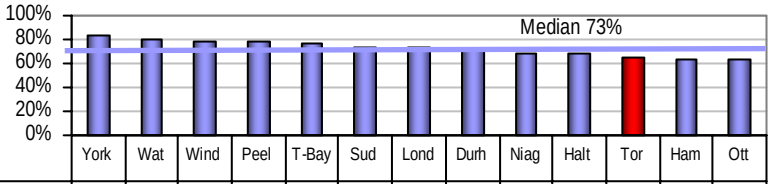
Chart 10.17- City of Toronto
Clearance Rate for Violent Criminal Code Incidents
2000 to 2006



	2000	2001	2002	2003	2004	2005	2006
%incidents cleared	69%	71%	69%	61%	58%	68%	65%

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

Chart 10.18- OMBI 2006
Clearance Rate for Violent Criminal Code Incidents



	York	Wat	Wind	Peel	T-Bay	Sud	Lond	Durh	Niag	Halt	Tor	Ham	Ott
% clearance rate	83%	80%	79%	78%	76%	74%	73%	72%	69%	68%	65%	64%	64%

Clearance rates provide some indication if reported crimes are being solved. Police services generally consider that clearance rates are not a 'true' measurement of effectiveness or efficiency of a Police Service.

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 10.15 reflects Toronto's clearance rate for total crime from 2000 to 2006 and shows a declining trend but an increase/ improvement in 2006.

Chart 10.16 compares the 2006 clearance rate of total non-traffic Criminal Code incidents in Toronto with other Ontario municipalities. Toronto ranks 10th of 13 municipalities (3rd quartile), in terms of having the highest clearance rate.

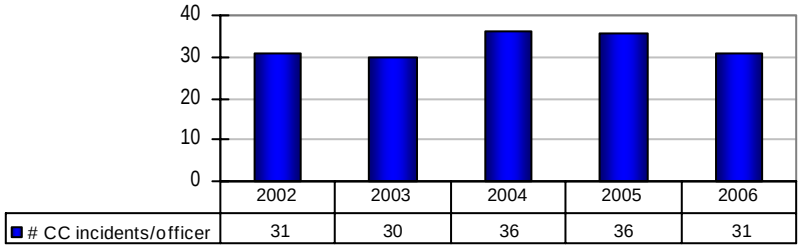
Chart 10.17 summarizes Toronto's clearance rates for violent crime from 2000 to 2006.

Chart 10.18 compares the 2006 municipal clearance rates for violent crime incidents. Toronto ranks 11th of 13 municipalities (4th quartile), in terms of having the highest clearance rate.

The public's willingness to report information that can assist in the solving of violent crime, can be a significant factor influencing these results.

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

Chart 10.19- City of Toronto
Number of Non-Traffic Criminal Code Incidents per Police Officer
2002 to 2006



	2002	2003	2004	2005	2006
# CC incidents/officer	31	30	36	36	31

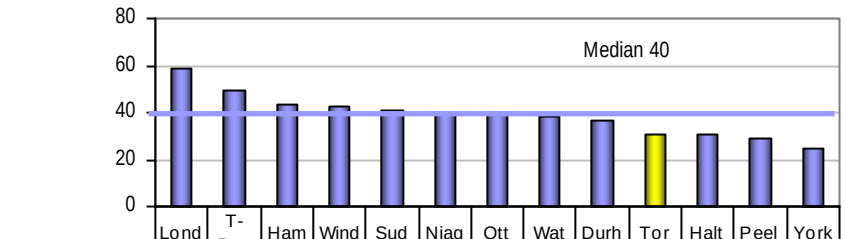
2002 and 2003 revised to reflect change in technical definition to be based on

The number of Criminal Code incidents (non-traffic) there are in a municipality per police officer, provides 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.

Chart 10.19, provides the number of (non-traffic) Criminal Code incidents per Police Officer there were in Toronto from 2002 to 2006.

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

Chart 10.20 - OMBI 2006
Number of Criminal Code Incidents (Non-Traffic) per Police Officer



	Lond	T-Bay	Ham	Wind	Sud	Niag	Ott	Wat	Durh	Tor	Halt	Peel	York
CC inc./Officer	59	49	43	43	41	40	40	38	37	31	30	29	25

The 2006 decrease in Toronto is due largely to a reduction in the RCMP crime data allocated by the Canadian Centre for Justice Statistics (CCJS) relating to counterfeiting incidents reported directly to the RCMP. This crime category can see large fluctuations from year to year due to the nature of the criminal activity, which can be attributed to increased awareness and detection, and the methodology used by CCJS for distribution of RCMP data to local municipalities.

Chart 10.20 provides comparable 2006 information on the number of (non-traffic) *Criminal Code* incidents per Police Officer to other municipalities. Toronto ranks 10th of 13 municipalities (3rd 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. In these cases, there could be two officers responding to a criminal incident whereas in another jurisdiction only one officer might respond.

2007 Achievements or 2008 Planned Initiatives

Toronto Police Service's current priorities, as outlined in the 2006-2008 business plan, are:

- Community Policing Partnerships
- Safety of Vulnerable Groups
- Community Safety and Security
- Traffic Safety
- Delivery of Service
- Human Resources

These priorities are based on a commitment to accountability, transparency, and to our City's diverse communities, and are used in the determination of where resources should be deployed.

The Service has also taken steps to increase and redeploy the resources available to achieve these priorities:

- Since 2006, the Service has redeployed 200 officers to front-line operations;
- As a result of the Province's Safer Communities grant program and City Council's support, the Service has increased its uniform strength by 250 officers, deployed to divisional front-line and investigative functions;
- $5.0M in funding from the Province in 2007 has allowed the Service to continue its Toronto Anti-Violence Intervention Strategy (TAVIS). Under this strategy, the Service deploys officers from divisional units to address priority crime issues in various communities. The provincial funding is used to backfill the officers deployed to the TAVIS rapid response teams and, in effect, adds the equivalent of 72 full-time officers;
- Activities related to traffic enforcement programs have been increased, to address fatality and accident trends;
- A new deployment model has been implemented to ensure officers are used in the most efficient and effective manner possible; and
- Absenteeism has continued to decrease in 2007 for both uniform and civilian personnel.

In order to ensure that the Service is managing its operations efficiently and cost effectively, reviews of specific areas or functions are conducted on a regular basis. Some of the reviews that have been recently completed or are currently underway are:

- Divisional Policing Review (in progress)
- IMPART - Information Management & Process Review Team (in progress)
- City Auditor General's reviews:
    - Training & Education unit (complete)
    - Court Services (in progress)
    - Fleet Operations (in 2008)
- Employment Systems Review
    - Civilian (in progress)
    - Uniform (complete)
- CWW (compressed work week) Schedule
- Facilities Management Unit (complete)
- Radio & Electronics Unit (complete)

Roads Services

Transportation Services in Toronto, is responsible for maintaining the transportation infrastructure of the City in a state of good repair in order for the purposes of public safety and the efficient movement of people, goods and services. This infrastructure includes:

- Roads
- Bridges
- Culverts
- Sidewalks
- Boulevards
- Signage
- Traffic signals

This includes all aspects of traffic operations, roadway regulation, street maintenance and cleaning, transportation infrastructure management, road, sidewalk and boulevard use, as well as snow clearing, salting and removal.

The focus of the costing data in this report is in regard to the maintenance of road surfaces and winter control of roads.

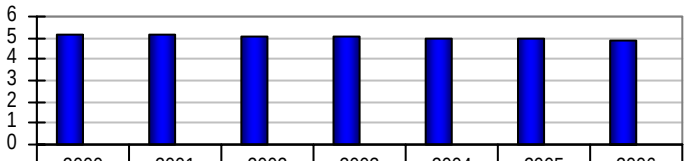
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Lane Kilometres of Roads						
Service Level	Number of Lane KM per 1,000 Population	Stable Very small increase in lane km of roads	–	4 Lowest number of lane km of roads relative to population	-	11.1 11.2
Collisions and Congestion						
Comm. Impact	Vehicle Collision Rate per Million Vehicle km or per Lane km	-	Favourable Collision rate decreased in 2006	-	4 Highest collision rate	11.3 11.4
Comm. Impact	Road Congestion on Major Roads (Vehicle km Traveled per Lane km)	-	Stable Road congestion unchanged from 2005	-	4 Higher rate of congestion on Toronto's roads	11.5
Pavement Condition and Winter Event Responses						
Cust. Service	Percentage of Paved Lane Kms. With Pavement Condition Rated Good/Very Good	-	Favourable Increasing percentage of pavement rated good to very good	-	1 Highest percentage of pavement rated good to very good	11.6 11.7
Comm. Impact/ Service Level	Percentage of Winter Event Responses Meeting New Municipal Winter Level of Service	-	Favourable Best possible result- 100% of winter event responses met standard	-	1 Best possible result- 100% of winter event responses met standard	11.8 11.9
Cost of Service						
Effic.	Operating Costs for Winter Maintenance of Roadways per Lane KM Maintained in Winter	-	Favourable Decreased cost of winter maintenance	-	4 Higher cost of winter maintenance	11.10 11.11
Effic.	Operating Costs for Paved Roads (Hard Top) per Lane KM	-	Unfavourable Increasing cost of paved road maintenance	-	4 Highest cost of paved road maintenance	11.12 11.13

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
	Overall Results	0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	4 - Favourable 1 - Stable 1 - Unfavour. 83% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 0% above median	2 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 4 - 4th quartile 33% above median	

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

Service Level – How Many Lane Kilometres of Roads are there in Toronto

Chart 11.1 - City of Toronto
Lane Km. of Roads per 1,000 Population
2000 - 2006



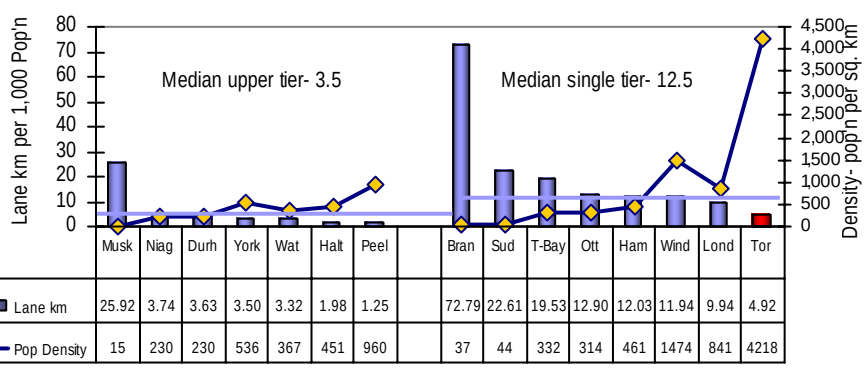
	2000	2001	2002	2003	2004	2005	2006
lane km per 1,000 pop	5.18	5.12	5.07	5.02	4.97	4.93	4.92
Total lane km	13,291	13,291	13,291	13,291	13,291	13,291	13,317

One method of comparing service levels is to examine the lane kilometres of the road network, which factors in differences in the width of roads. For example, a four-lane road over one kilometre is equivalent to four lane kilometres.

Chart 11.1 illustrates the number of lane km. of roads there were in Toronto per 1,000 population over the period of 2000 to 2006. The total size of Toronto's road network has remained relatively unchanged, but as the annual population has grown, the lane km. per 1,000 population has decreased leading to increased traffic congestion.

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

Chart 11.2 - OMBI 2006
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	25.92	3.74	3.63	3.50	3.32	1.98	1.25		72.79	22.61	19.53	12.90	12.03	11.94	9.94	4.92
Pop Density	15	230	230	536	367	451	960		37	44	332	314	461	1474	841	4218

Upper-Tier Munic. Single-Tier Munic.

Chart 11.2 compares the relative size of Toronto's road network on a per 1,000 population basis, to other Ontario municipalities, which are plotted as bars relative to the left axis.

The single-tier and upper-tier or regional municipalities have been grouped separately on Chart 11.2 as well as some of the subsequent charts to reflect different service delivery responsibilities for different classes of roads.

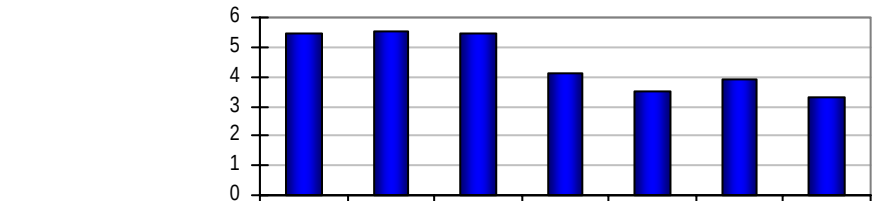
The first group are upper-tier or regional municipalities that usually have responsibility for major road types such as arterial and collector roads, but don't have responsibility for local roads, which are the responsibility of lower-tier municipalities. The second group, which includes Toronto, are single-tier municipalities who have responsibility for 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. of roads per 1,000 population.

Population density (population per square kilometre) and the geographical size of municipalities are major influencing factors in the results for this measure. Municipalities with larger geographical areas and lower population densities will tend to have proportionately more roads. Population density has been plotted in Chart 11.2 as a line graph relative to the right axis. Toronto is by far the most densely populated of the OMBI municipalities, which accounts for its lower rate of lane kilometres of roads.

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

Chart 11.3 - City of Toronto
Number of Vehicle Collisions per Lane Km. of Roads
2000 - 2006



	2000	2001	2002	2003	2004	2005	2006
Collision Rate per Lane km	5.47	5.51	5.43	4.14	3.52	3.91	3.27

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

A major objective for municipalities is for road networks to provide a high level of safety for the vehicles, occupants and pedestrians that use them.

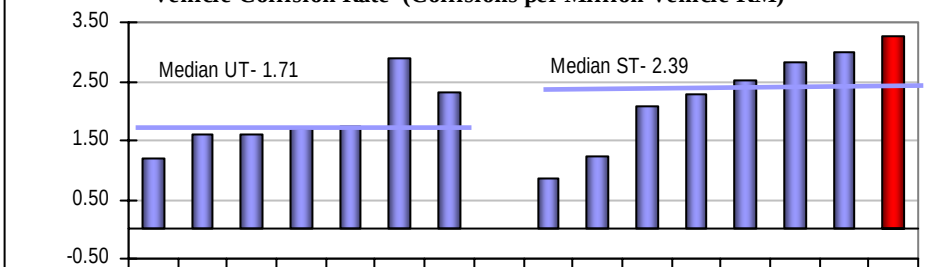
Chart 11.3 illustrates the rate of vehicle collisions in Toronto per lane kilometre of road, from 2000 through 2006.

Results for 2003 to 2006 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.

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

Chart 11.4 - OMBI 2006
Vehicle Collision Rate (Collisions per Million Vehicle KM)

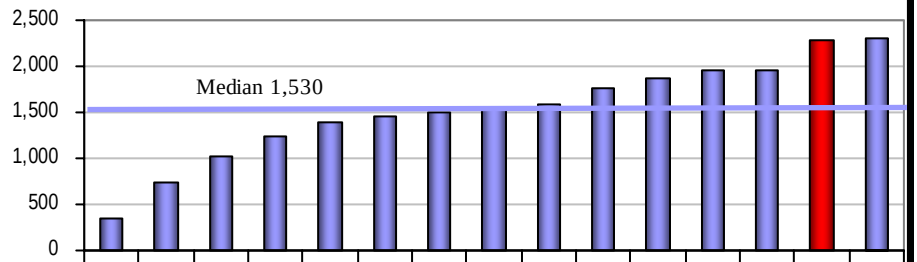


	Halt	Durh	Peel	Niag	York	Musk	Wat		Ham	Bran	Sud	Wind	Ott	T-Bay	Lond	Tor
coll/ mill. Veh. km	1.21	1.61	1.61	1.71	1.75	2.88	2.30		0.84	1.22	2.06	2.27	2.51	2.82	2.98	3.26
	Upper-Tier Munic.								Single- Tier Munic.							

Chart 11.4 summarizes information on the 2006 annual rate of vehicle collisions per million vehicle kilometres traveled for Toronto and other municipalities. On the basis of the lowest collision rate, Toronto ranks 8th of 8 single-tier municipalities (4th quartile). Traffic congestion, discussed below, is likely a factor in this placing as Toronto roads are the second most congested of the OMBI municipalities.

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

Chart 11.5 -OMBI 2006
Congestion- Vehicle Km (000's) Traveled per Lane Km on Major Roads



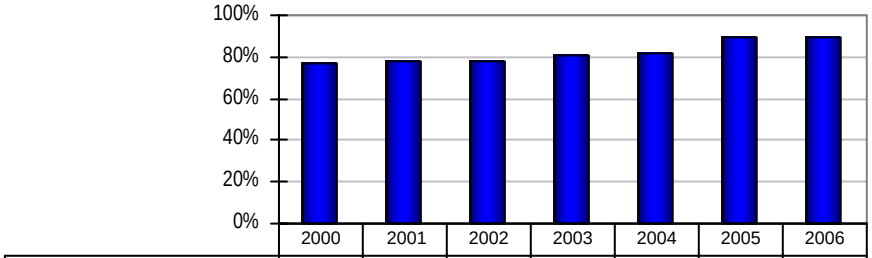
	Musk	Brant	Sud	Niag	Ott	Durh	Wat	T-Bay	Ham	Lond	York	Wind	Halt	Tor	Peel
kms (000's)	342	749	1,014	1,244	1,391	1,461	1,497	1,534	1,594	1,757	1,870	1,964	1,964	2,285	2,305

Chart 11.5 compares the 2006 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 15 municipalities (4th quartile) in terms of having the least congested roads meaning Toronto roads are very congested.

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

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

Chart 11.6 - City of Toronto
% of Lane Km. of Roads With Pavement Condition Rated as Good to Very Good
2000 - 2006



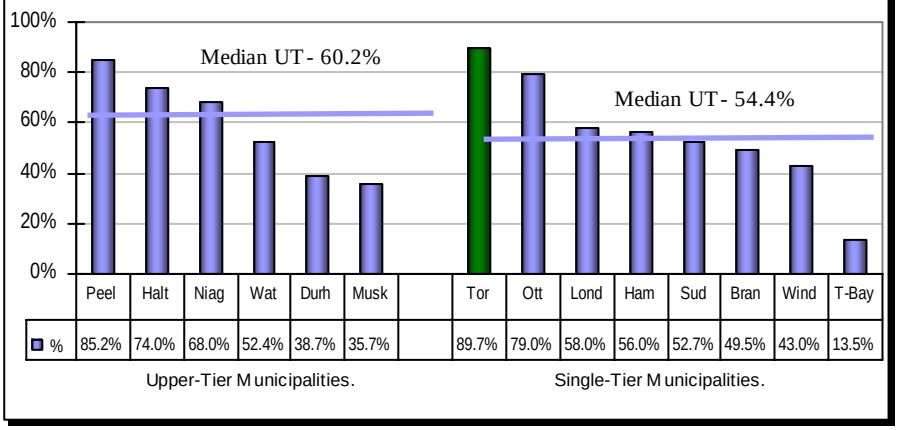
	2000	2001	2002	2003	2004	2005	2006
% Roads Rated Good to Very Good	77.3%	78.3%	78.1%	80.9%	82.1%	89.2%	89.7%

Chart 11.6 provides a summary of the pavement condition of Toronto's roads. It indicates the percentage of our road system where the pavement quality is rated as good to very good.

There has been a significant improvement in pavement condition over this period because of Toronto's Asset Management Programs and strategies to maintain roads in a good state of repair.

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

Chart 11.7- OMBI 2006
% of Lane Km. of Roads With Pavement Condition Rated as Good to Very Good



	Peel	Halt	Niag	Wat	Durh	Musk		Tor	Ott	Lond	Ham	Sud	Bran	Wind	T-Bay
%	85.2%	74.0%	68.0%	52.4%	38.7%	35.7%		89.7%	79.0%	58.0%	56.0%	52.7%	49.5%	43.0%	13.5%

Upper-Tier Municipalities. Single-Tier Municipalities.

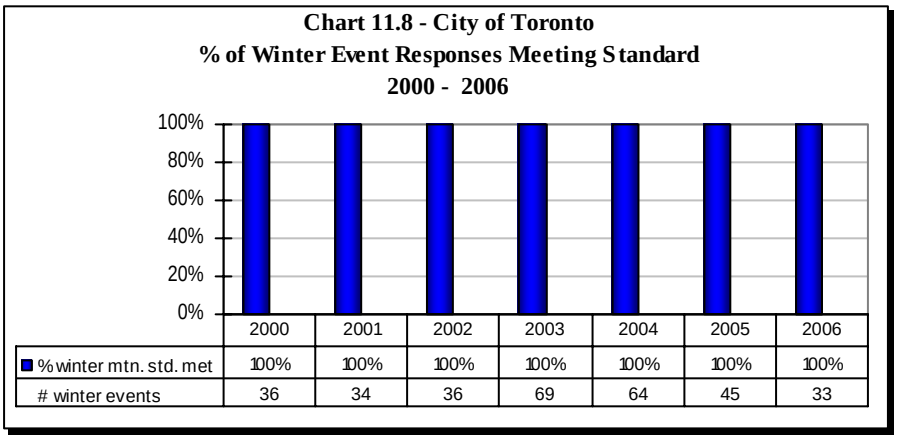
Chart 11.7 compares the 2006 percentage of roads rated in good to very good condition for Toronto, to other municipalities. Upper and Single-Tier municipalities have been grouped separately because of differences in the road types they have responsibility for maintaining, as discussed earlier.

Toronto ranks 1st of 14 upper and single-tier municipalities (1st quartile) in terms of having the best pavement condition of its roads.

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, the degree of congestion and the composition of vehicles that use the road system (cars, trucks transit vehicles)
- The extent of utility cut repairs

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



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

Toronto's winter maintenance standards are high and are summarized below. Chart 11.8 indicates the number of winter event responses in Toronto from 2000 to 2006 and the percentage of time standards were met during these winter events. For all years, these standards were met 100% of the time.

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

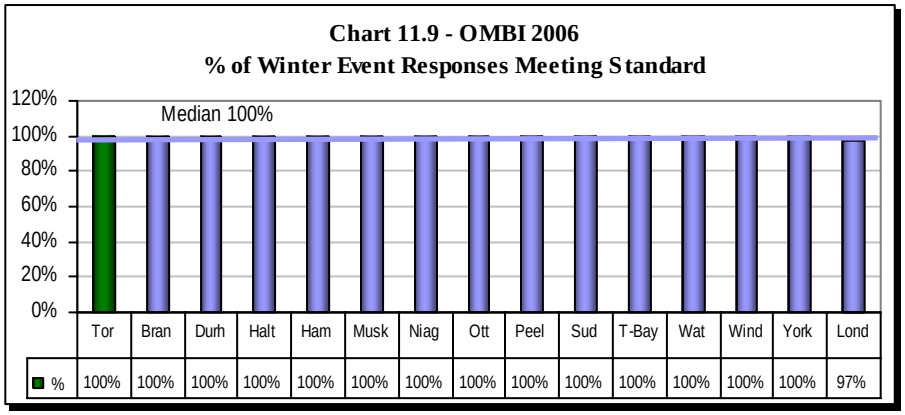


Chart 11.9 compares Toronto's 2006 percentage of winter maintenance responses meeting standard, to other municipalities. These are locally determined municipal service standards. Toronto, as do most of the other municipalities, have the best possible result for this measure which places us in the top quartile.

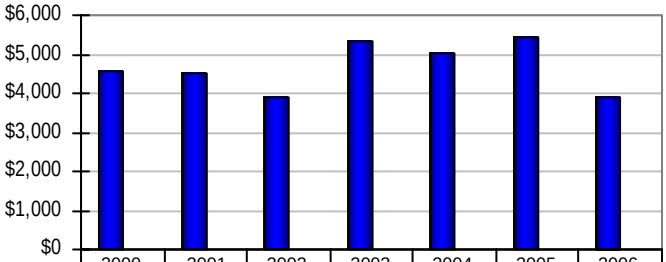
Toronto also clears windrows (snow left by ploughs at end of driveways) where mechanically possible, for residential single-family properties.

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

Road Category	Pavement Condition after Sanding/Salting	Start Ploughing After Accumulation (cm)	Net Snow Accumulation for Removal	Time to Complete Removal
Expressways	Bare Pavement	2.5 to 5.0 cm and still snowing	20 to 30 cm	3 days
Arterials/Streetcar routes	Bare Pavement	5.0 cm and still snowing	20 to 30 cm	2 weeks
Collectors/bus routes/streets with hills	Centre Bare	5.0 to 8.0 cm	20 to 30 cm	2 weeks
Local streets	Safe & Passable	8.0 cm	+30 cm	2 weeks
Dead-ends/cul-de-sacs	Safe & Passable	8.0 cm	20 to 30 cm	1 week

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

Chart 11.10 - City of Toronto
Operating Cost of Winter Control Maintenance of Roads per Lane km.
2000-2006



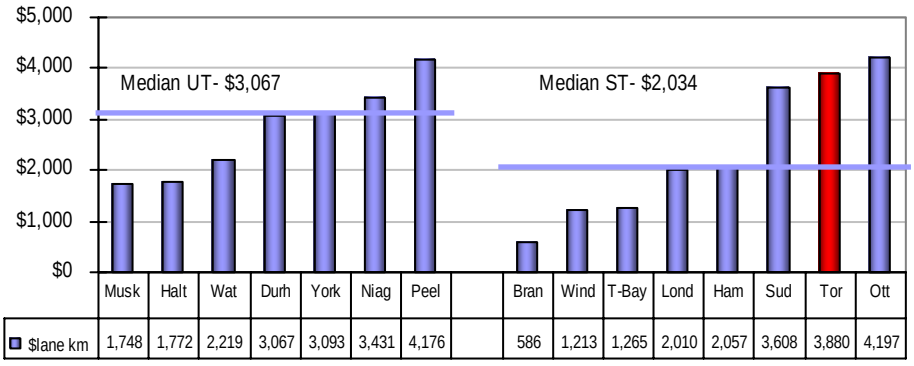
	2000	2001	2002	2003	2004	2005	2006
Operating costs of winter control maintenance per lane km	$4,546	$4,509	$3,907	$5,319	$5,034	$5,427	$3,880
# winter events	36	34	36	69	64	45	33

Examining the cost of winter maintenance on a per lane kilometre basis, provides some indication of efficiency and Chart 11.10 summarizes these costs from 2000 to 2006.

Winter maintenance costs can vary by year and are significantly impacted by weather conditions and the number of winter events which are also shown on the chart. These costs only relate to road maintenance and exclude costs related to sidewalk winter maintenance.

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

Chart 11.11 - OMBI 2006
Operating Costs for Winter Maintenance of Roadways per Lane Km



	Musk	Halt	Wat	Durh	York	Niag	Peel		Bran	Wind	T-Bay	Lond	Ham	Sud	Tor	Ott
$lane km	1,748	1,772	2,219	3,067	3,093	3,431	4,176		586	1,213	1,265	2,010	2,057	3,608	3,880	4,197
	Upper-Tier Munic.								Single -Tier Munic.							

Chart 11.11 reflects Toronto's 2006 winter maintenance costs in relation to other municipalities.

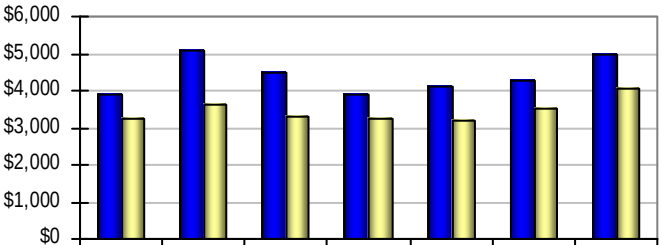
Single-tier and upper- tier or regional municipalities have been grouped separately because they are responsible for maintaining different road types. Toronto ranks 7th of 8 (4th quartile), of the single-tier municipalities.

In addition to the clearing of windrows, other factors that affect winter maintenance costs of roads include:

- Differing service standards for accumulation of snow and ice, before sanding, salting, ploughing and snow removal operations commence, and the time period before completion.
- Differences in standby charges to allow for timely response to winter events.
- Variations in weather conditions between municipalities (high snowfall, winter conditions).
- The number of winter event vehicle hours required for storm events which is an indication of the degree of effort involved to combat these events.
- Narrow streets and on-street parking in sections of Toronto that affects the efficiency of ploughing and the requirement for snow removal in these areas.
- Congestion on roads in Toronto that slows the speed at which ploughs, sanders and salters can travel during storm events.

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

Chart 11.12 - City of Toronto
Operating Cost of Paved Roads per Lane Kilometre
2000-2006



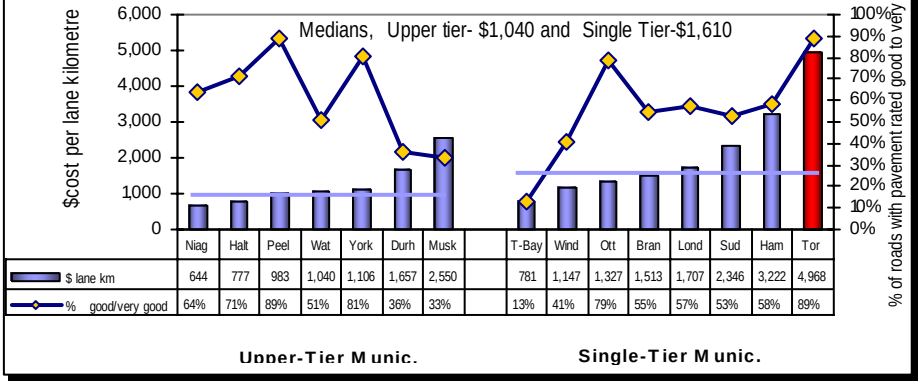
	2000	2001	2002	2003	2004	2005	2006
Operating costs for paved (hard top) roads per lane kilometre	$3,880	$5,107	$4,497	$3,917	$4,114	$4,254	$4,968
Oper. costs excluding utility cuts for paved (hard top) roads per lane kilometre	$3,226	$3,613	$3,306	$3,268	$3,168	$3,532	$4,053

Chart 11.12 provides Toronto's operating costs per lane kilometre, for maintaining paved roads (patching surface repairs, utility cuts, sweeping and flushing), between 2000 and 2006.

Chart 11.12 also includes information that removes the cost of restoring the installation and replacement of utility conduits, which are recovered from the utility companies, but can vary significantly from one year to another.

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

Chart 11.13- OMBI 2006
Operating Costs for Paved (Hard Top) Roads per Lane Km and Percentage of Roads Rated Good to Very Good



	Niag	Halt	Peel	Wat	York	Durh	Musk	T-Bay	Wind	Ott	Bran	Lond	Sud	Ham	Tor
$ lane km	644	777	983	1,040	1,106	1,657	2,550	781	1,147	1,327	1,513	1,707	2,346	3,222	4,968
% good/very good	64%	71%	89%	51%	81%	36%	33%	13%	41%	79%	55%	57%	53%	58%	89%

Upper-Tier Munic. Single-Tier Munic.

Chart 11.13 compares Toronto's operating cost for paved roads per lane km to other municipalities, which have been plotted as bars relative to the right axis.

Excluding the impact of repairing utility cuts, the cost per lane km. in Toronto has been very stable until 2005 and 2006 when costs increased for enhanced road cleaning relating to the City's Clean & Beautiful initiative. Note over this same period there has also been a gradual improvement in road condition each year (Chart 11.6).

Toronto ranks 8th of 8 (4th quartile) of the single-tier municipalities. The percentage of roads where the pavement quality has been rated as good to very good, has also been plotted as a line graph relative to the right axis, to provide additional context.

Although this information only includes operating costs, and does not include capital costs or depreciation, there does appear to be a direct correlation between low costs per lane kilometre and low pavement quality. Toronto has the highest costs but also the highest pavement quality rating. Other factors impacting road maintenance costs in municipalities include:

- Traffic congestion and the amount of work done by utility companies on Toronto roads is significant, and accelerates road deterioration rates and requires more frequent road maintenance at an additional cost.
- Costs incurred for utility cuts done on behalf of, although recovered from the utility companies, increases Toronto's gross costs as discussed earlier.
- When road maintenance work is required in Toronto, expensive traffic management protocols, such as night work, are followed to ensure motorists are not adversely affected during the period of road maintenance/repair.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of road operations in Toronto:

1. Improving road safety for motorists and pedestrians by:
   - Expanding the implementation of Flashing Don't Walk and Audible Pedestrian Signal installations.
   - Installing additional red light camera systems for the existing 78 locations in 2007 to 122 locations in 2008.
   - Installation of 250 pedestrian countdown signals.
   - Expand the RESCU system's 75 cameras enabling greater monitoring and vehicle assistance coverage of the City's expressways thus minimizing expressway congestion.

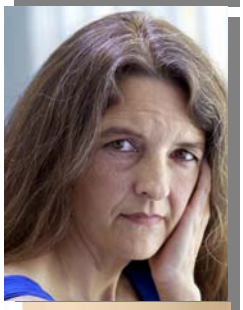
2. Improving the efficiency of Winter Maintenance of Roads by:
   - Establishing a new seven-year winter services contracts.
   - The use of new more flexible winter control vehicles, which can both sand and/or plough.
   - Implementing a new system of standby pay for City Staff based on storm probability that will be more flexible and reduce costs.
   - Continuing to look for ways to reduce the use of salt without compromising safety.

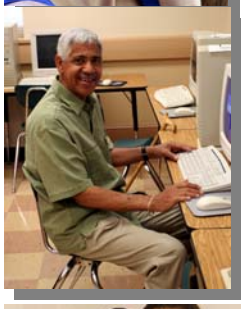
Social Assistance Services

Toronto Social Services delivers Ontario Works (OW), a mandatory province-wide program, providing employment services and financial supports to vulnerable residents.

Employment services include opportunities for unemployed and underemployed residents to engage in a variety of activities, which may lead to jobs or increase their employment prospects. Employment services include job search supports, 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 dental services for children, eyeglasses and medical transportation. It also includes assistance with employment-related expenses and child care costs.



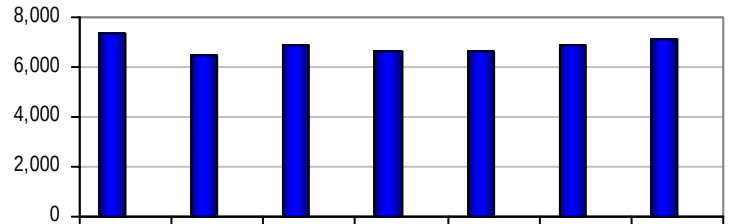


Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Case Load						
Service Level	Monthly Social Assistance Case Load per 100,000 Households	Increasing Social Assistance case load	-	1 Highest Social Assistance case load	-	12.1 12.2
Response Time and Average Period on Social Assistance						
Cust. Service	Social Assistance Response Time to Client Eligibility (Days)	-	Favourable Response time dropped/ improved in 2006	-	1 Response time is shorter	12.3 12.4
Comm. Impact	Average Time on Social Assistance (Months)	-	Favourable Reduced average time period on Social Assistance	-	4 Highest length of time on Social Assistance	12.5 12.6
Cost of Service						
Effic.	Monthly Social Assistance Administration Cost per Case	-	Favourable Decreasing admin. cost per case	-	2 Low administration cost per case	12.7 12.8
Effic.	Monthly Social Assistance Benefit Cost per Case	-	Increasing Increasing benefits cost per case in 2006	-	4 Higher benefits cost per case	12.10 12.11
Effic.	Monthly Total Social Assistance Cost per Case	-	Stable Total cost per case unchanged in 2006	-	3 High total cost per case	12.10 12.11
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour.	3 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	1 - 1st quartile 1 - 2nd quartile 1 - 3rd quartile 2 - 4th quartile 40% above median	

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

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

Chart 12.1 -City of Toronto
Monthly Social Assistance Case Load per 100,000 Households
2000-2006



	2000	2001	2002	2003	2004	2005	2006
Caseload per 100,000 HH	7,371	6,449	6,856	6,649	6,626	6,901	7,150
Total Caseload	69,654	62,751	67,602	66,494	67,124	70,806	73,645

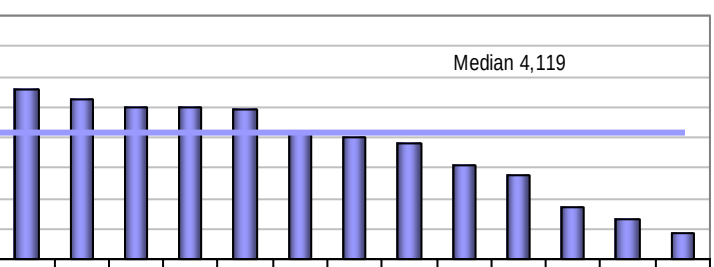
Municipalities are responsible for delivering an Ontario-wide program called Ontario Works (OW), in accordance with provincial regulations and rules.

One way to examine service levels is to identify the case load levels in relation to the number of households there are in a municipality. A case can involve either an individual or a family.

Chart 12.1 provides the social assistance case load in Toronto for the years 2000 through 2006, 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. Toronto's case load has been increasing in recent years due to-changes in the local labour market and provincial eligibility criteria.

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

Chart 12.2 - OMBI 2006
Monthly Social Assistance Case Load per 100,000 Households



	Tor	Wind	Ham	Sud	Lond	Ott	T-Bay	Niag	Wat	Durh	Peel	York	Musk	Halt
#cases	7,150	5,588	5,234	4,994	4,958	4,888	4,220	4,018	3,796	3,056	2,741	1,702	1,331	830

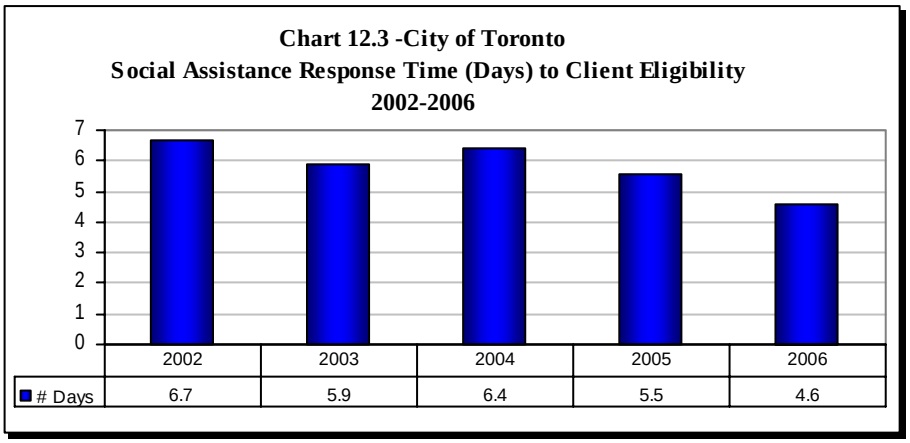
Chart 12.2 compares the 2006 number of cases receiving social assistance in Toronto to other municipalities, on a per 100,000 household basis.

Results show that Toronto has the highest level of social services cases among the OMBI municipalities in 2006, ranking 1st of 14 (1st quartile). As with other large urban centres, Toronto has a disproportionate number of social assistance recipients in comparison to its surrounding jurisdictions directly related to the proportion of the population that is poor.

Approximately 85 percent of Toronto's caseload consists of the five most financially vulnerable groups in our society: single parents, persons with disabilities who are not eligible for Ontario Disability Support Program (ODSP) benefits, aboriginal Canadians, recent immigrants, and unemployed or underemployed people over the age of 45.

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 and are then subsequently informed of their eligibility.

In 2006, Toronto Social Services assessed over 50,000 individuals and families for initial eligibility to receive assistance.

Chart 12.3 provides Toronto's response time to client eligibility in days from 2002 to 2006 and shows an improving trend with shorter response times. This response period is defined from the point that clients request assistance, to the time that a decision is rendered.

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

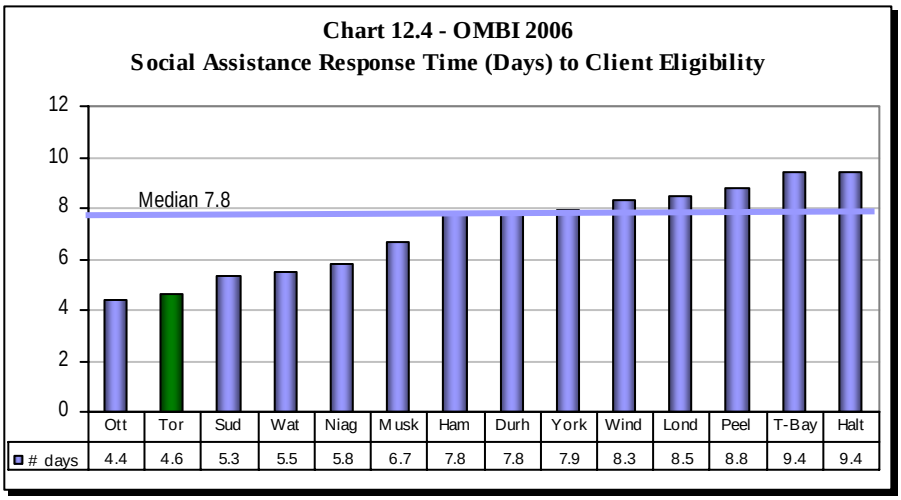


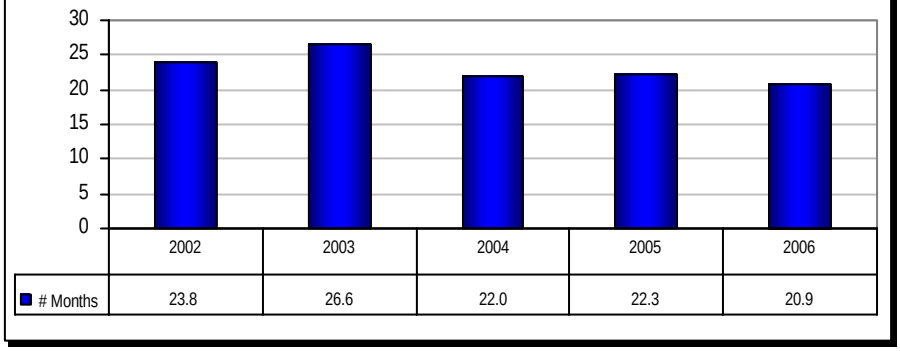
Chart 12.4 compares Toronto's 2006 Social Assistance response time for client eligibility, to other municipalities and Toronto ranks 2nd of 14 (1st quartile), in terms of having the shortest/lowest response time.

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

- How long it takes for a client to provide the necessary information or documentation
- The availability of interpreters when English is not the first language
- How the municipality delivers the service
- Where social services offices are located in municipalities in relation to clients

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

Chart 12.5 - City of Toronto
Average Time (Months) that Individuals or Families Receive Social Assistance
2002 to 2006



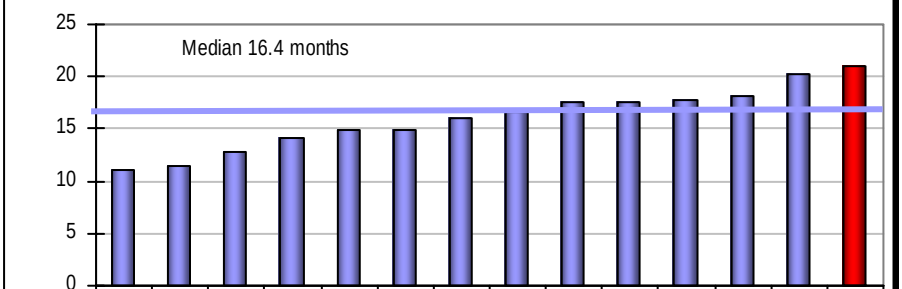
	2002	2003	2004	2005	2006
# Months	23.8	26.6	22.0	22.3	20.9

A person who is eligible to receive social assistance, is also entitled to receive employment services and supports. These programs provide opportunities for participants to engage in a variety of activities that can lead to jobs or increase employment prospects and help them become more self-sufficient.

Chart 12.5 provides information for the City of Toronto on the average number of months that individuals or families received social assistance from 2002 to 2006. It shows an improvement (reduced time) in 2006, which is consistent with the experience of a number of other Ontario municipalities as well.

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

Chart 12.6- OMBI 2006
Average Time (Months) that Individuals or Families Receive Social Assistance



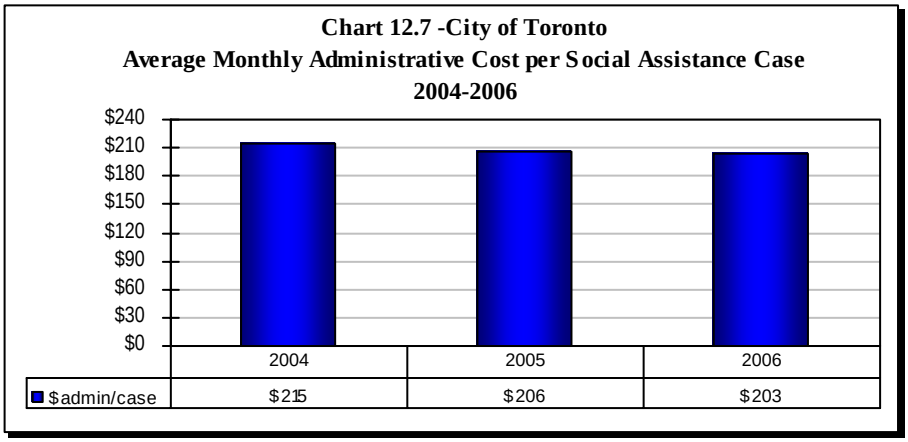
	Musk	Halt	Peel	T-Bay	Niag	York	Durh	Wind	Sud	Wat	Ham	Lond	Ott	Tor
Months	11	11.5	12.7	14.2	14.8	14.8	16.1	16.6	17.6	17.6	17.7	18.1	20.2	20.9

Chart 12.6 compares Toronto to other municipalities for the average number of months in 2006 that individuals or families received social assistance.
Results show that Toronto has the longest/highest average time period on Social Assistance, ranking 14th of 14 municipalities (4th quartile).

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

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 12.7 provides the administrative cost per case in Toronto for the years 2004 to 2006 and shows a decreasing trend. These costs include working with clients to determine their most effective OW program option(s), 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?

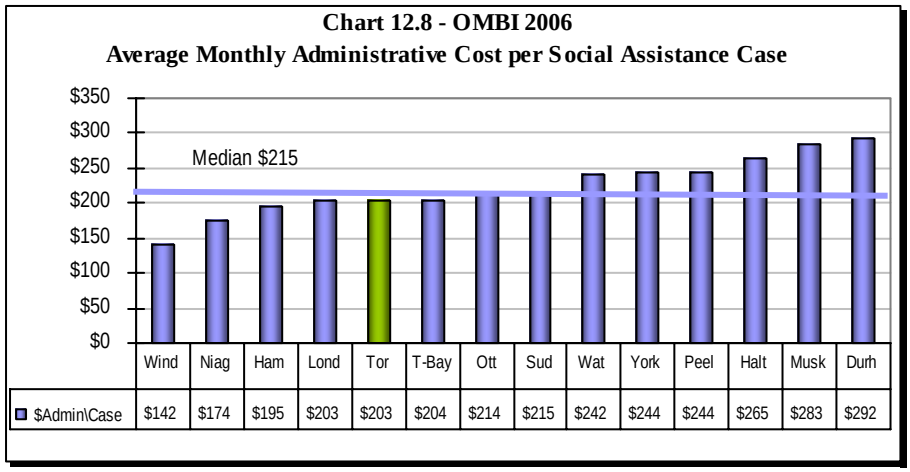


Chart 12.8 compares the 2006 monthly administration cost per case in Toronto to other municipalities as an indicator of efficiency.

Results show that Toronto ranks 5th of 14 municipalities (2nd quartile), in terms of having the lowest administrative costs per case and is the lowest of the GTA municipalities.

Municipal results for this measure are influenced by different service delivery models and the services provided, as well as available community supports.

Toronto staff members supporting social assistance cases, carry a high caseload in relation to other municipalities, which is a significant factor in Toronto's lower costs. The higher case load in Toronto may result in staff not being 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 and Community Impact – Is There a Relationship between the Average Time on Social Assistance and the Cost of Administration?

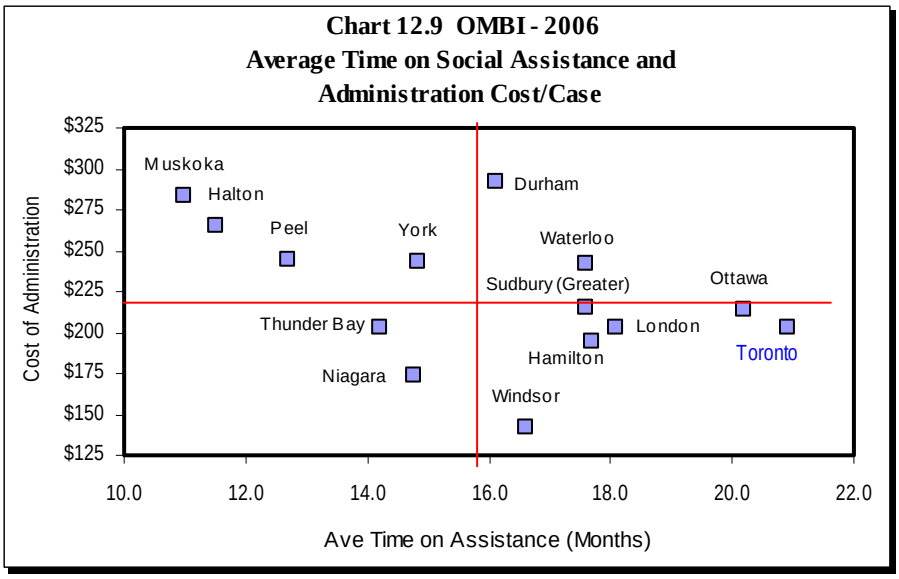


Chart 12.9 is from a December 2007 report to the Community Development and Recreation Committee entitled Moving Towards a Quality Assurance Scorecard.

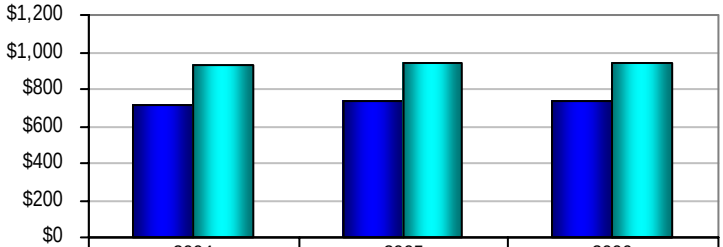
The report indicated that analysis of the OMBI data appears to demonstrate a relationship between the average time clients are in receipt of OW and the average cost of administration.

Most of those municipalities with higher than average cost of administration had lower average lengths of time on assistance. As well, the majority of municipalities with lower than average administration costs, including Toronto, had longer average lengths of time on assistance.

The OMBI Expert Panel will be undertaking further work to better understand the relationship between this data.

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

Chart 12.10 - City of Toronto
Average Monthly Benefits per Social Assistance Case
Average Total Cost (Administration & Benefits) per Social Assistance Case
2004-2006



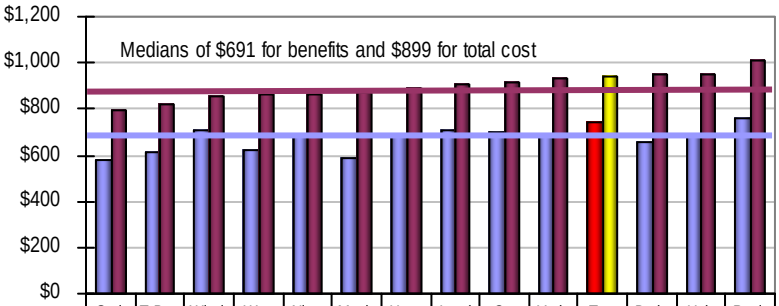
	2004	2005	2006
Monthly $Benefits/Case	$714	$736	$739
Monthly $Total /Case	$929	$942	$943

The second component of social assistance costs are the financial funds (benefits) that are paid to clients to enable them to participate in activities that will help them to become self-sufficient.

These benefit rates are determined by the Province and includes funds to cover food, shelter, clothing and other household items. When these benefit costs (78% of total costs) are combined with the administrative costs discussed earlier, they form the total cost per social assistance case.

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

Chart 12.11- OMBI 2006
Average Monthly Benefits per Social Assistance Case
Average Total Cost (Administration & Benefits) per Social Assistance Case



	Sud	T-Bay	Wind	Wat	Niag	Musk	Ham	Lond	Ott	York	Tor	Durh	Halt	Peel
Monthly $Benefits/Case	582	614	710	620	689	586	694	706	700	692	739	654	680	762
Monthly $Total /Case	797	818	852	862	863	870	889	909	914	935	943	946	947	1,006

Chart 12.10 provides both the average monthly benefit cost and total (administration and benefits) cost per social assistance case in Toronto from 2004 to 2006. There was a 2005 increase in the prescribed provincial benefit rates, which accounts for the 2005 increase but benefit costs were stable in 2006. In the past, the City has promoted an increase to the prescribed benefit rates implemented by the province, which are reflected in these numbers.

Chart 12.11 provides a comparison of Toronto's 2006 monthly benefit and total cost per social assistance case to other municipalities.

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.

In terms of having the lowest monthly benefit cost per case, Toronto ranks 13th of 14 municipalities (4th quartile). The primary factor behind Toronto's higher benefit costs 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.

For total cost (administration and benefits) per social assistance case, Toronto ranks 11th of 14 municipalities (3rd quartile) due to a combination of lower administrative costs and higher benefit costs.

2007 Achievements or 2008 Planned Initiatives

The following achievements have helped to improve the effectiveness of Toronto's Social Assistance operations:

1. provided employment services and financial supports to over 135,000 individual cases or 215,000 of Toronto's most vulnerable residents;

2. in 2007, with Toronto Social Services support, a total of 7,694 youth on social assistance started employment; and

3. in total, more than 26,000 clients reported starting employment in 2007.

Social Housing Services

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 -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.

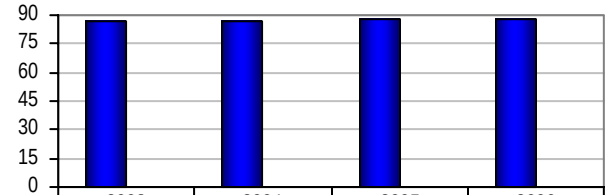
All social housing providers are responsible for managing their own properties, providing day-to-day property management and tenant relations services.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Social Housing Units per 1,000 Households	Stable Very little change in number of units	-	1 Highest number of Social Housing Units	-	13.1 13.2
Comm. Impact	Percentage of Social Housing Waiting List Placed Annually	-	Favourable Increase in percentage of waiting list placed	-	4 Lower percentage of waiting list placed	13.3 13.4
Effic	Social Housing Subsidy Costs per Social Housing Unit	-	Favourable Decreasing subsidy cost per unit	-	4 Higher subsidy cost per unit	13.5 13.6
Effic	Total Social Housing Cost per Housing Unit	-	Favourable Decreasing total (admin. & subsidy) cost per unit	-	4 Higher total (admin. & subsidy) cost per unit	13.5
Effic	Social Housing Administration Costs per Social Housing Unit	-	Favourable Decreasing administrative cost per unit	-	1 Lowest administration cost per unit	13.5 13.7
	Overall Results	0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	4 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 3 - 4th quartile 25% above median	

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

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

Chart 13.1 -City of Toronto
Number of Social Housing Units per 1,000 Households
2000-2006



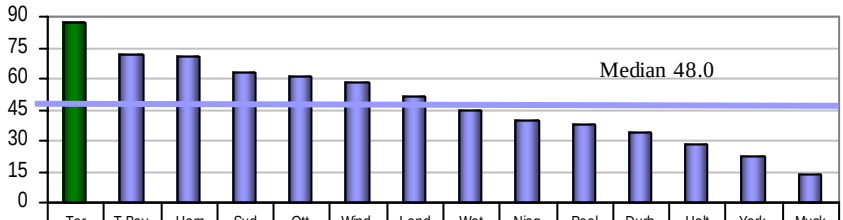
	2003	2004	2005	2006
Social Housing Units per 1,000 Households	86.8	86.7	87.8	87.4
Total No. Social Housing Units	86,811	87,872	90,103	90,027

The number of Social Housing units in a municipality is the primary indicator of service levels.

Chart 13.1 provides information on the number of Social Housing units there were in Toronto per 1,000 households for the period of 2002 through 2006. It also provides the total number of units each year which shows an increasing trend in 2003 to 2005 and stable results in 2006. The very slight reduction in 2006 is due to mortgages paid off by Housing Providers under the Limited Dividend Program.

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

Chart 13.2- OMBI 2006
Number of Social Housing Units /1,000 Households



	Tor	T-Bay	Ham	Sud	Ott	Wind	Lond	Wat	Niag	Peel	Durh	Halt	York	Musk
# units	87.4	71.3	70.3	62.5	61.4	58.4	51.2	44.7	40.1	37.9	34.1	28.0	22.5	13.2

Chart 13.2 compares Toronto's 2006 number of social housing units per 1,000 households, to other Ontario municipalities.

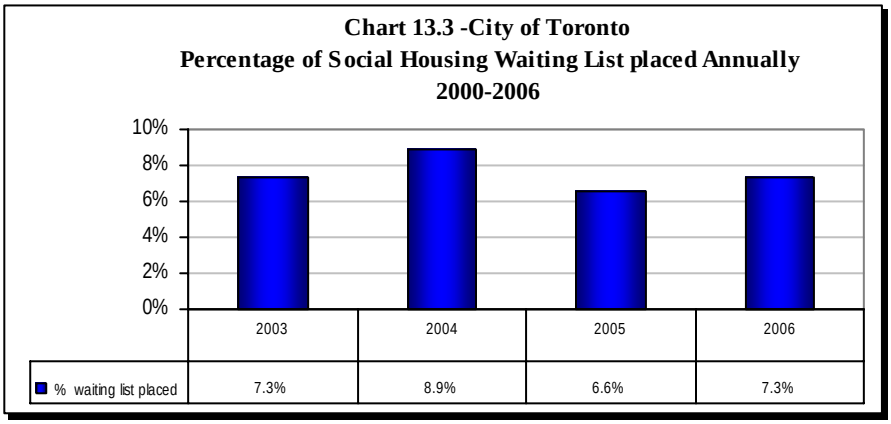
Toronto ranks 1st of 14 municipalities (1st quartile), in terms of having the greatest number of social housing units.

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.
- 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?



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 13.3 provides information on the percentage of Toronto's Social Housing waiting list that was placed in housing for the period of 2000 to 2006.

Results show this to be a fairly low percentage each year but with a slight improvement in 2006. If the 2006 placement rate of 7.3% was to continue in subsequent years, it would take approximately 14 years, for all those on the current list to gain access to a unit.

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

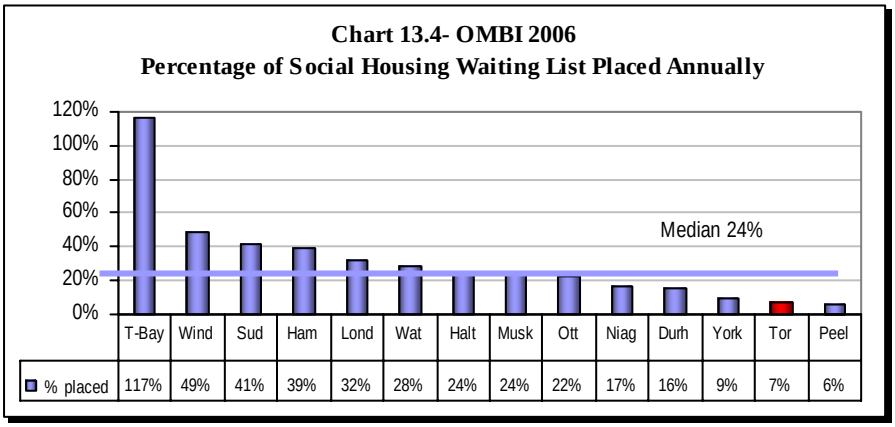


Chart 13.4 compares Toronto's 2006 rate of placement of the waiting list, to other Ontario municipalities.

Toronto ranks 13th of 14 municipalities (4th quartile), in terms of having the shortest waiting period.

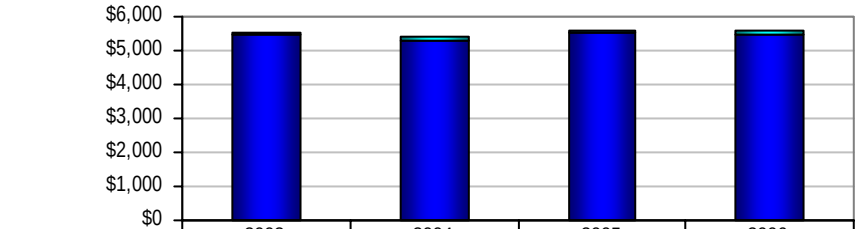
Despite the relatively higher number of Social Housing units in Toronto, as previously illustrated in Chart 13.2, results would indicate that demand for these units far exceeds the supply.

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 Cost per Social Housing Unit, for Administration and Direct Funding (Subsidy) to Social Housing Providers?

Chart 13.5 -City of Toronto
Annual Social Housing Costs (Administration & Subsidy) per Social Housing Unit
2003-2006



	2003	2004	2005	2006
total cost/ unit	$5,541	$5,388	$5,611	$5,596
admin cost/unit	$88	$101	$108	$98
subsidy cost /unit	$5,453	$5,287	$5,503	$5,498

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.

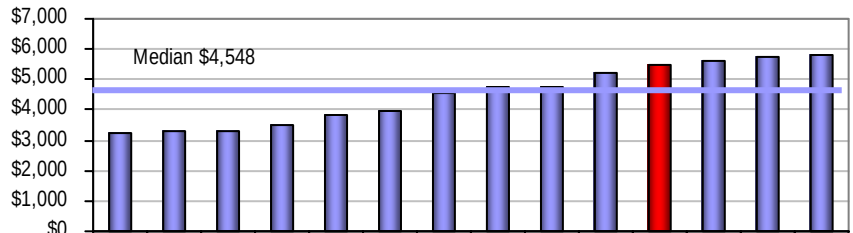
For the Social Housing portfolio, there are two main components of costs to municipalities:

- 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 13.5 provides a summary of Toronto's annual social housing costs per unit for the period of 2003 to 2006. It shows a decrease in administration costs in 2006 while subsidy costs have remained stable.

Efficiency – How Does Toronto's Annual Direct Funding (Subsidy) per Unit to Social Housing Providers, Compare to Others?

Chart 13.6 - OMBI 2006
Annual Social Housing Subsidy Cost per Social Housing Unit



	Wind	Lond	Musk	Ham	Ott	Wat	Halt	T-Bay	Sud	Niag	Tor	Durh	York	Peel
$unit	3,249	3,308	3,326	3,473	3,847	3,952	4,548	4,750	4,780	5,232	5,498	5,586	5,740	5,804

Chart 13.6 compares Toronto's 2006 direct funding (subsidy) cost per social housing unit to other Ontario municipalities. Toronto, ranks 11th of 14 municipalities (4th quartile), in terms of having the lowest subsidy costs.

Municipal 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 because of location, with RGI costs directly related to market rents.
- The funding 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.

Efficiency – How Does the Toronto's Administration Cost per Social Housing Unit, Compare to other Municipalities?

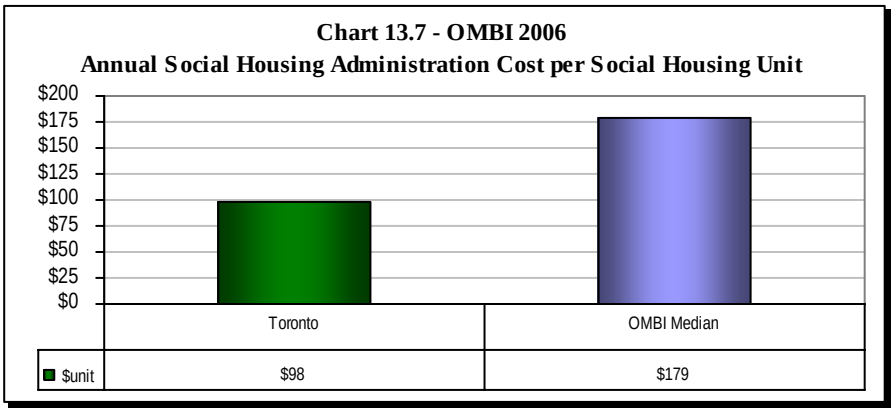


Chart 13.7 compares Toronto's 2006 administrative cost per social housing unit, to the median result of the 14 OMBI municipalities. Toronto's administrative cost per unit is well below the OMBI median, and is the lowest of the OMBI municipalities.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Social Housing Services in Toronto:

1. Implementation of Asset Management Preventative Maintenance Program designed to minimize future capital costs.

2. Working on Energy Saving Initiatives to reduce utility costs.

3. Developing training material and resources to assist and improve administration and management of Housing Providers.

Solid Waste Management Services

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)

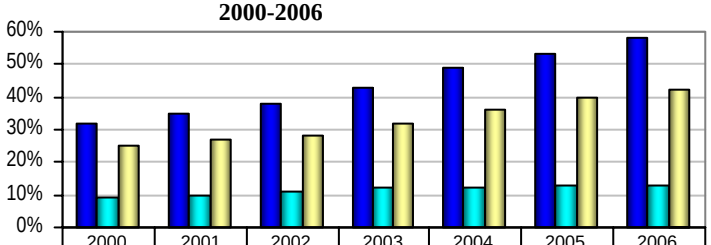
In some municipalities, such as Toronto, commercial customers are also served through waste diversion programs such as food waste collection and the yellow bag program. With the yellow bag program, businesses must buy bags from the municipality to be eligible for waste collection.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Diversion Rates						
Comm. Impact	Percentage of Solid Waste Diverted - Residential (MPMP)	-	Favourable Overall diversion rate is increasing	-	2 High overall diversion rate	14.1 14.2
Comm. Impact	Percentage of Waste Diverted – Single Unit homes/houses (Curbside)	-	Favourable Diversion rate for single unit houses/homes (curbside) is increasing	-	1 Highest diversion rates for single unit homes//houses	14.1 14.3
Comm. Impact	Percentage of Waste Diverted – Multi-Residential	-	Stable Little change in multi-residential diversion rate	-	3 Low multi-residential diversion rate	14.1 14.4
Complaint Rate and Cost of Service						
Cust. Service	Number of Solid Waste Complaints per 1,000 Households	-	Favourable Decreasing rate of complaints	-	3 High level of complaints	14.5 14.6
Effic.	Operating Costs for Garbage Collection per Tonne – Residential (MPMP)	-	Stable Very slight increase in waste collection for all housing types	-	2 Low costs of solid waste collection for all housing types	14.7 14.8
Effic.	Operating Costs for Solid Waste Disposal per Tonne – All Streams (MPMP)	-	Unfavourable Increasing cost of solid waste disposal	-	4 Higher cost of solid waste disposal	14.9 14.10
Effic.	Operating Costs for Solid Waste Diversion per Tonne – Residential (MPMP)	-	Unfavourable Increasing cost of solid waste diversion	-	4 Highest cost of solid waste diversion	14.11 14.12
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour.	3 - Favourable 2 - Stable 2 - Unfavour. 71% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile	1 - 1st quartile 2 - 2nd quartile 2 - 3rd quartile 2 - 4th quartile 43% above median	

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

Community Impact – How Much of Toronto's Solid Waste is Diverted Away From Landfill Sites?

Chart 14.1-City of Toronto
Percentage of Residential Solid Waste Diverted
2000-2006



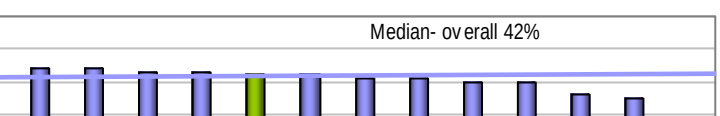
	2000	2001	2002	2003	2004	2005	2006
Div%-curbside/houses	32%	35%	38%	43%	49%	53%	58%
Div%- multi-res	9%	10%	11%	12%	12%	13%	13%
Div%- Overall combined	25%	27%	28%	32%	36%	40%	42%

With the goal of diverting solid waste away from landfill sites, diversion rates are an important measure for determining progress towards this goal.

Chart 14.1 provides Toronto's residential diversion rates, by housing component, from 2000 to 2006. During this period, there has been a steady improvement each year in the area of single unit homes/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 14.2 - OMBI 2006
Percentage of Residential Waste Diverted (Overall)



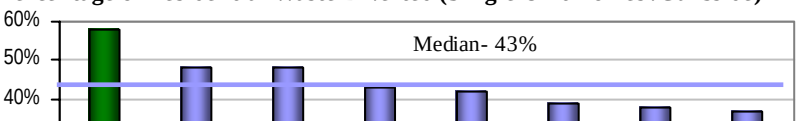
	Peel	Niag	Sud	Musk	Wat	Durh	Tor	Halt	York	Ham	Lond	Bran	Wind	Ott	T-Bay
Overall	45%	45%	44%	44%	43%	43%	42%	42%	41%	41%	40%	40%	36%	35%	25%

Chart 14.2 compares Toronto's overall 2006 diversion rate (both single unit homes/houses and multi-residential building) to other municipalities.

Toronto ranks 7th out of 15 (2nd 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 Single Unit Homes/Houses Compare to Other Municipalities?

Chart 14.3- OMBI 2006
Percentage of Residential Waste Diverted (Single Unit Homes /Curbside)



	Tor	Peel	Durh	Niag	Bran	Halt	Musk	Ott
% diverted houses	58%	48%	48%	43%	42%	39%	38%	37%

Chart 14.3 compares Toronto's 2006 diversion rate for single unit homes/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 Housing, Compare to Other Municipalities?

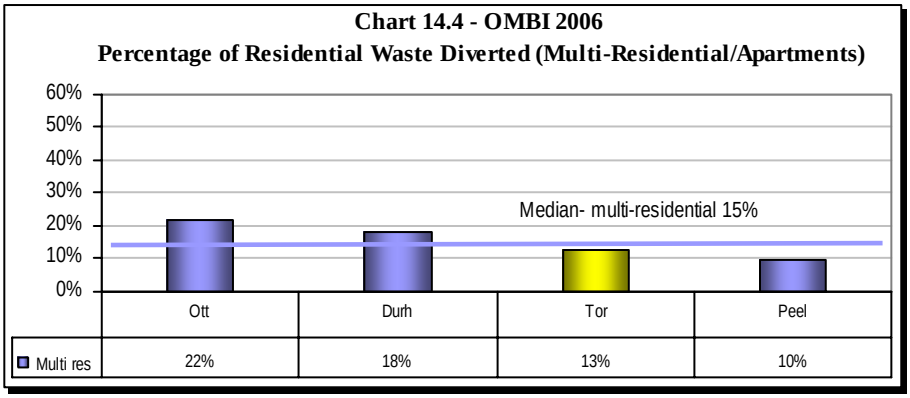
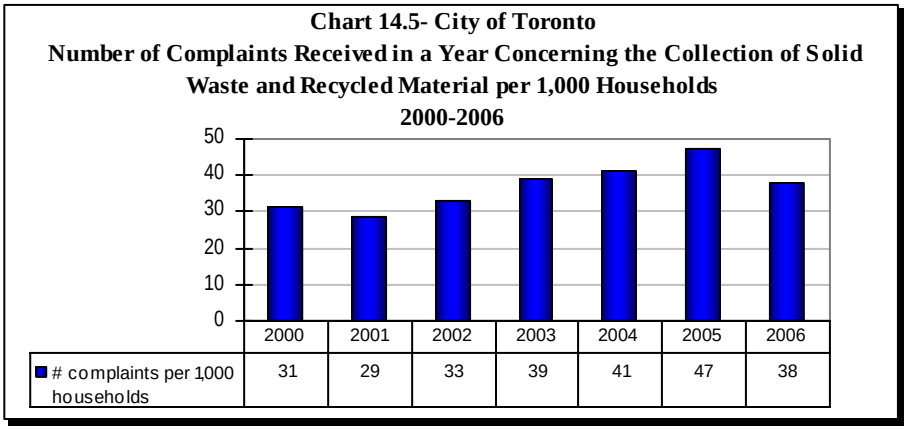


Chart 14.4, compares Toronto's 2006 multi- residential (apartments) diversion rate to other municipalities. Toronto ranks 3rd out of 4 municipalities (3rd quartile), in terms of having the highest diversion rate. Apartment dwellings in Toronto represent approximately 48% of the total housing stock, but as noted earlier, recycling and diversion tends not to be as convenient for residents. The Green Bin program is currently being piloted in some apartments.

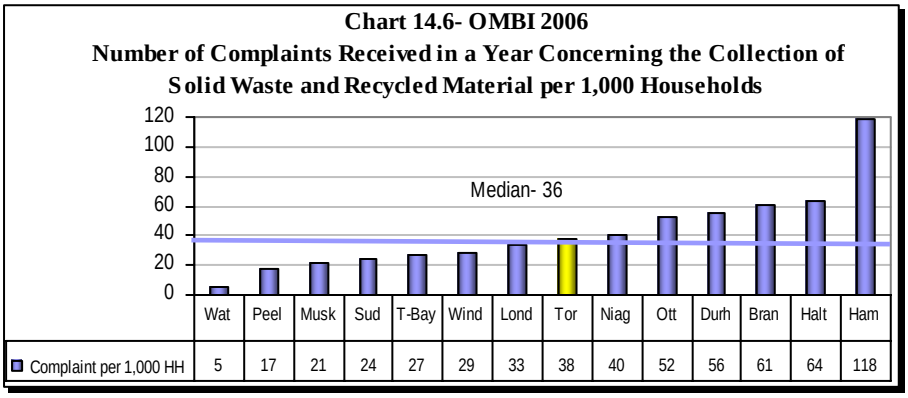
Customer Service – What is the Rate of Complaints in Toronto for Solid Waste Collection?



Other factors that can affect diversion rates in municipalities include:

- 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.
- The number of daily newspapers published in a municipality.

Customer Service – How Does Toronto's Solid Waste Complaint Rate Compare to Other Municipalities?

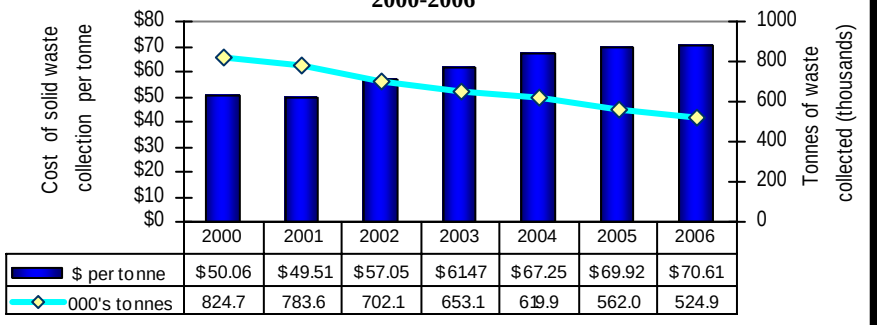


The level of complaints from residents is one method of assessing the quality of service provided. Chart 14.5 provides the rate of complaints in Toronto per 1,000 households concerning the collection of solid waste and recycled materials from 2000 to 2006. Typically, there have been increases in years when new initiatives have been introduced (such as the yellow bag and green bin initiatives).

Chart 14.6 compares Toronto's 2006 Solid Waste complaint rate to other Ontario municipalities and Toronto ranks 8th of 14 (3rd quartile) in terms of having the lowest complaint rate. Results can be influenced by different interpretations of a complaint versus an enquiry, as well uses of adjacent land to solid waste transfer or disposal sites.

Efficiency - How Much Does it Cost to Collect a Tonne of Garbage in Toronto?

Chart 14.7- City of Toronto
Op. Cost of Solid Waste Collection per Tonne and Tonnes of Solid Waste Collected 2000-2006



	2000	2001	2002	2003	2004	2005	2006
$ per tonne	$50.06	$49.51	$57.05	$6147	$67.25	$69.92	$70.61
000's tonnes	824.7	783.6	702.1	653.1	619.9	562.0	524.9

In solid waste management there are three main functions where efficiency is compared on a cost per tonne basis:

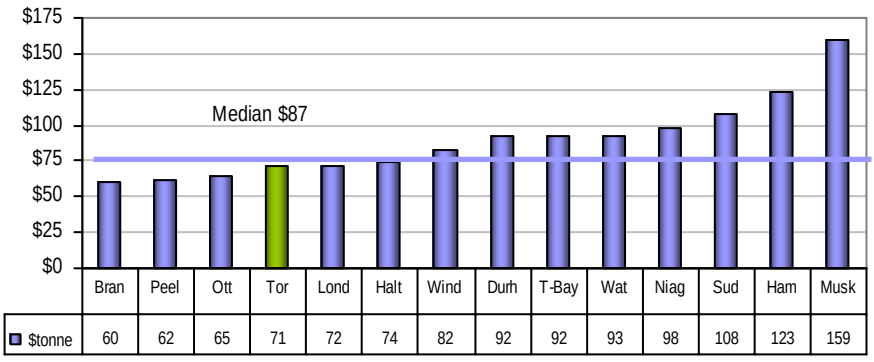
- solid waste collection
- solid waste disposal
- solid waste diversion

Chart 14.7 provides Toronto's cost of solid waste collection per tonne for the years 2000 to 2006, which are plotted as bars relative to the left axis.

The tonnes of waste (in thousands) collected over this period are 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 14.8 OMBI 2006
Cost for Solid Waste Collection per Tonne -Residential



	Bran	Peel	Ott	Tor	Lond	Halt	Wind	Durh	T-Bay	Wat	Niag	Sud	Ham	Musk
$tonne	60	62	65	71	72	74	82	92	92	93	98	108	123	159

Although gross costs actually decreased over this seven-year period, there was also a 36% 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 tonnages.

Chart 14.8 compares Toronto's 2006 solid waste collection costs to other municipalities. Toronto ranks 4th of 14 (2nd quartile), in terms of having the lowest cost per tonne.

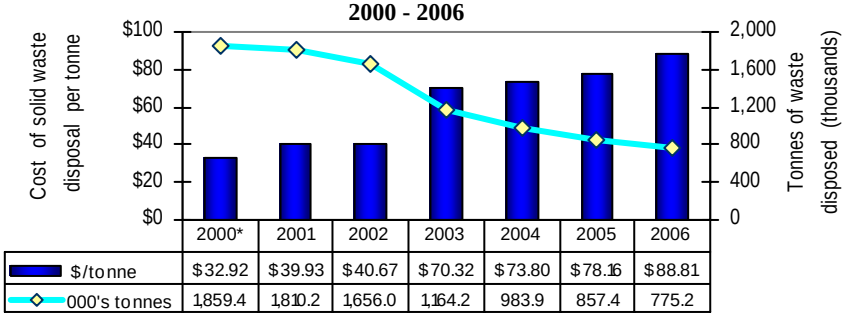
Municipal collection costs can be influenced by:

- 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 14.9 - City of Toronto
Op. Cost of Solid Waste Disposal per Tonne and Tonnes of Solid Waste Disposed
2000 - 2006



	2000*	2001	2002	2003	2004	2005	2006
$/tonne	$32.92	$39.93	$40.67	$70.32	$73.80	$78.16	$88.81
000's tonnes	1,859.4	1,810.2	1,656.0	1,164.2	983.9	857.4	775.2

Chart 14.9 summarizes Toronto's cost of solid waste disposal per tonne from 2000 to 2006, which have been plotted as bars relative to the left axis,

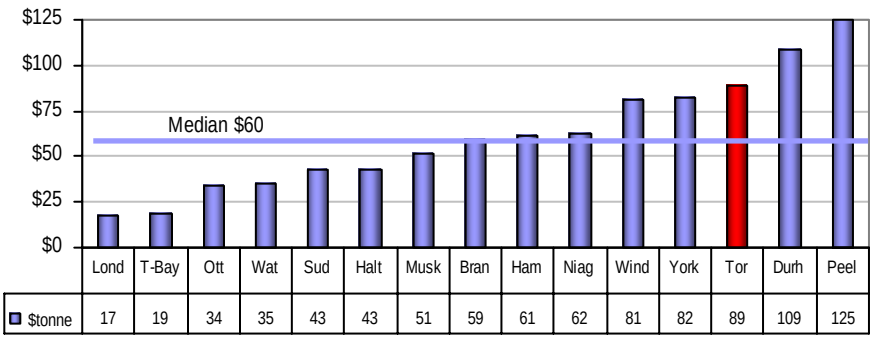
Tonnes disposed (in thousands) are also plotted as a line graph relative to the right axis

Since 2002, costs have been steadily increasing due to the following two key factors:

- The closure of the Keele Valley landfill site 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 14.10- OMBI 2006
Cost for Solid Waste Waste Disposal per Tonne



	Lond	T-Bay	Ott	Wat	Sud	Halt	Musk	Bran	Ham	Niag	Wind	York	Tor	Durh	Peel
$tonne	17	19	34	35	43	43	51	59	61	62	81	82	89	109	125

Chart 14.10 compares Toronto's 2006 solid waste disposal costs per tonne, to other municipalities.

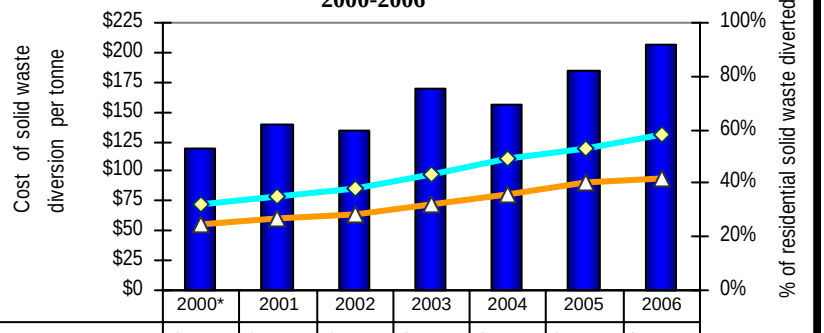
Solid waste disposal costs in municipalities can be influenced by:

- 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 as is the case for Toronto accounting for its higher costs.
- Higher costs associated with the incineration of garbage in some municipalities.
- The use of private contractors.

In April 2007, the City of Toronto officially acquired the Green Lane Landfill, which is located approximately 200 km from Toronto, southwest of London Ontario. This secures the City's long-term disposal requirements for future decades by providing for Toronto's landfill needs when the City's Michigan landfill disposal contract expires in 2010 or earlier should the border close to waste shipments.

Efficiency - How Much Does it Cost in Toronto to Divert a Tonne of Garbage Away From Landfill?

Chart 14.11 -City of Toronto
Operating Cost of Solid Waste Diversion per Tonne
and Percentage of Residential Solid Waste Diverted
2000-2006



	2000*	2001	2002	2003	2004	2005	2006
$cost/tonne	$119.70	$140.02	$135.01	$169.87	$155.53	$184.20	$205.89
Div%-houses	32%	35%	38%	43%	49%	53%	58%
Div%-combined	25%	27%	28%	32%	36%	40%	42%

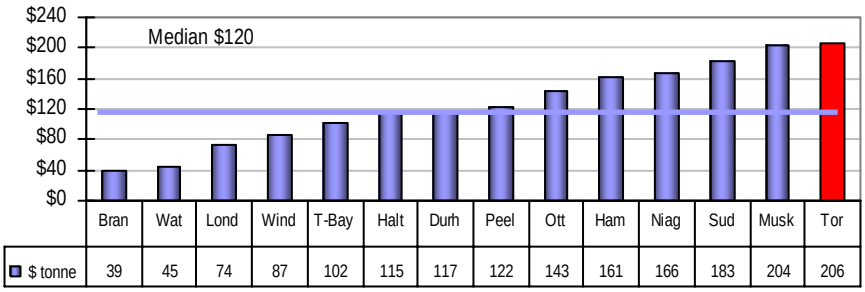
Chart 14.11 shows Toronto's cost of solid waste diversion per tonne, from 2000 to 2006. This has been contrasted against the City's overall diversion rate and the diversion rate for houses, which are reflected as line graphs relative to the right axis.

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 single-unit homes/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 14.12- OMBI 2006
Cost of Solid Waste Diversion per Tonne



	Bran	Wat	Lond	Wind	T-Bay	Halt	Durh	Peel	Ott	Ham	Niag	Sud	Musk	Tor
$ tonne	39	45	74	87	102	115	117	122	143	161	166	183	204	206

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 14.12 compares Toronto's 2006 diversion costs per tonne to other municipalities. Toronto ranks 14th of 14 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 single-family homes/houses of the OMBI municipalities as evidenced in chart 13.3.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Solid Waste Management Services in Toronto:

1. A pilot project is underway in 30 high-rise apartment complexes to test the feasibility and cost effectiveness of collecting organics.

2. A volume-based rate structure based on residual waste for both single-unit homes and multi-unit residential buildings is to be implemented in 2008.

3. Roll-out of the recycling and residual waste bins to single-unit homes starts in 2008.

4. Curbside collection of durable goods is to start in 2008.

Sports & Recreation Services

Sports and Recreation services provide physical and social activities for all ages 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
- Schools
- 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 access to facilities 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 leisure swimming or skating, fitness centres, or gym sports.
- 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).

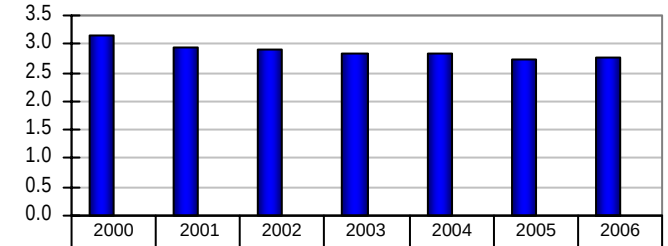
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Number and Municipal Share of Facilities						
Service Level	Number of Operational Indoor Pool Locations (with municipal influence) per 100,000 Population	Stable Number of indoor pool locations has remained fairly constant	-	2 High number of indoor pool locations	-	15.1 15.2
Service Level	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population	Stable Number of indoor ice rinks/pads has remained stable	-	4 Lowest number of indoor ice rinks/pads	-	15.3 15.4
Service Level	Number of Large Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	Stable Number of small sports & rec. community centres remained fairly stable	-	3 Low number of large sports & recreation community centres	-	15.5 15.6
Service Level	Number of Small Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	Stable Number of small sports & rec. community centres remained fairly stable	-	4 Lower number of small sports & recreation community centres	-	15.5 15.6
Age of Facilities						
Service Level	Percentage of Sports and Recreation Centres (with Municipal Influence), under 25 years of age	-	-	2 High proportion of Rec. Centres less than 25 years old	-	15.7
Service Level	Percentage of Indoor Pool Locations (with Municipal Influence), under 25 years of age	-	-	4 Lower proportion of indoor pools less than 25 years old	-	15.8
Service Level	Percentage of Indoor Ice Pads (with Municipal Influence), under 25 years of age	-	-	4 Lower proportion of indoor ice pads less than 25 years old	-	15.9

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Programming Use						
Service Level	Overall Participant Capacity for Directly Provided Registered Programs	Favourable Increase in registered programming offered	-	3 Low amount of registered programming offered	-	15.10 15.11
Comm. Impact	Number of Participant Visits per Capita – Directly Provided Registered Programs	-	Favourable Increasing amount of registered programming used per capita	-	2 High amount of registered programming used per capita	15.10 15.11
Cust. Service	Utilization Rate of Available Capacity for Directly Provided Registered Programs	-	Stable Percentage of capacity used is fairly stable	-	1 Higher rate of capacity used for registered sports & recreation participants	15.12 15.13
Comm. Impact	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population	-	Stable No change from 5.9% of the population using registered programs	-	3 Low percentage of population using registered programs	15.14 15.15
	Overall Results	1 - Favourable 4 - Stable 0 - Unfavour. 100% favourable or stable	1 - Favourable 2 - Stable 0 - Unfavour. 100% favourable or stable	0 - 1st quartile 2 - 2nd quartile 2 - 3rd quartile 4 - 4th quartile 25% above median	1 - 1st quartile 1 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 67% above median	

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

Service Level - How Many Indoor Pools Are There in Toronto?

Chart 15.1 - City of Toronto
Number of Indoor Pool Locations per 100,000 Population
2000 - 2006



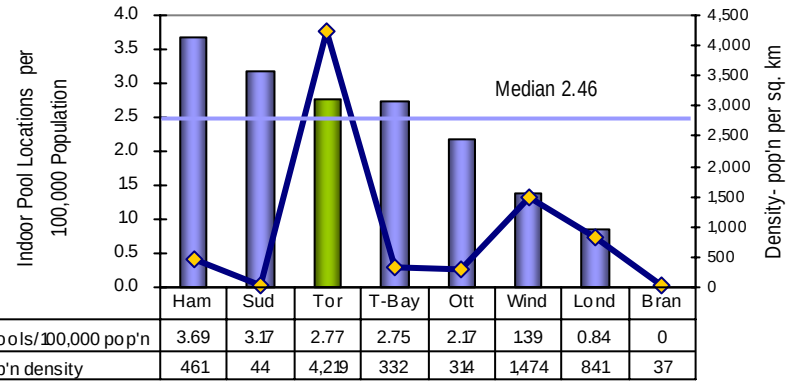
	2000	2001	2002	2003	2004	2005	2006
# pool locations/100,000 pop'n	3.16	2.93	2.9	2.83	2.84	2.74	2.77
Total # pool locations	81	76	76	75	76	74	75

Comparing the number of sports and recreation facilities in municipalities, can provide insights on one aspect of service levels.

Chart 15.1 provides the number of owned / operated indoor pool locations in Toronto per 100,000 population, between 2000 and 2006, as well as the total number of indoor pool locations. The number of pool locations has remained fairly stable over the past five years.

Service Level - How Does the Number of Indoor Pools in Toronto, Compare to Other Municipalities?

Chart 15.2 - OMBI 2006
Number of Indoor Pool Locations per 100,000 Population & Population Density



	Ham	Sud	Tor	T-Bay	Ott	Wind	Lond	Bran
# pools/100,000 pop'n	3.69	3.17	2.77	2.75	2.17	1.39	0.84	0
Pop'n density	461	44	4,219	332	314	1,474	841	37

Chart 15.2 compares the 2006 number of indoor pool locations per 100,000 persons in Toronto to other municipalities, which have been plotted as bars relative to the left axis. These are pools that are owned and/or managed by the municipality.

Toronto ranks 3rd of 8 municipalities (2nd quartile) in terms of having the highest number of pool locations per 100,000 population.

There are also 59 outdoor pool locations that are not included in this measure.

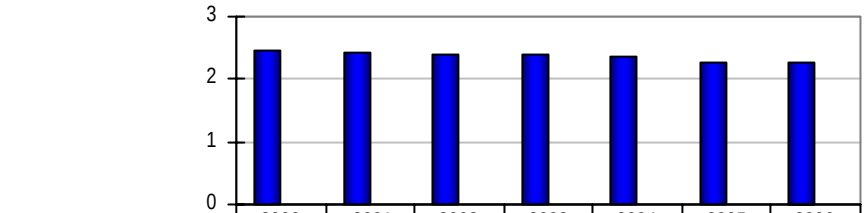
Population density can be a factor in determining the number of sports and recreation facilities that may be required to meet municipal service needs. Fewer sports and recreation facilities may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more facilities, based on a reasonable travel distance for their residents.

Population density (residents per square km) has been plotted as a line graph relative to the left axis and indicates Toronto is far more densely populated than any other municipality. Toronto ranks higher for the number of indoor pools than it does for other types of facilities such as ice pads and sports and recreation community centres (charts 15.4 and 15.5).

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 (excitement/fun) of swimming experience and are not viewed by the swimming public as being as attractive or desirable as the newer “Leisure type” pools. (Indoor Pool Provision Strategy).

Service Level - How Many Indoor Ice Pads (Rinks) Are There in Toronto?

Chart 15.3 - City of Toronto
Number of Indoor Ice Pads per 100,000 Population
2000 - 2006



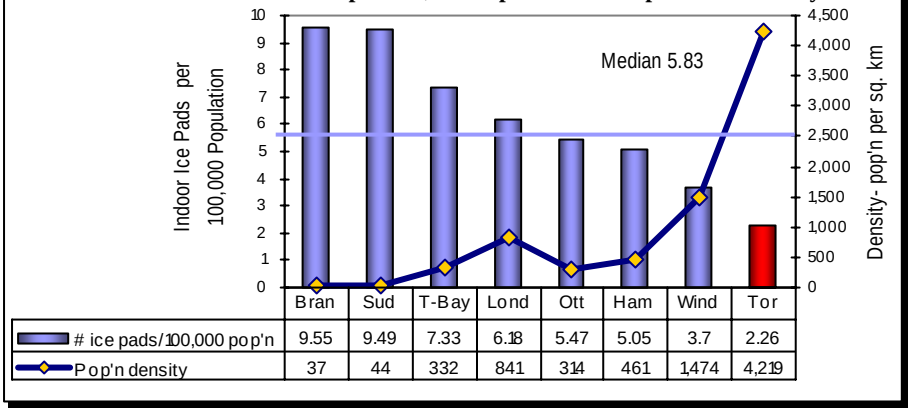
	2000	2001	2002	2003	2004	2005	2006
# ice pads/100,000 pop'n	2.46	2.43	2.4	2.38	2.36	2.26	2.26
Total # ice pads	63	63	63	63	63	61	61

Chart 15.3 illustrates the number of indoor ice pads or rinks, in Toronto per 100,000 population 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 pads at one location in 2005, relating to a conversion to indoor sport-community centre use.

Service Level - How Does the Number of Indoor Ice Pads (Rinks) in Toronto, Compare to Other Municipalities?

Chart 15.4 - OMBI 2006
Number of Indoor Ice Pads per 100,000 Population & Population Density



	Bran	Sud	T-Bay	Lond	Ott	Ham	Wind	Tor
# ice pads/100,000 pop'n	9.55	9.49	7.33	6.18	5.47	5.05	3.7	2.26
Pop'n density	37	44	332	841	314	461	1,474	4,219

Chart 15.4 compares 2006 information for Toronto and other municipalities on the number of indoor ice pads per 100,000 persons. These ice pads are owned and/or managed by the municipalities. They are plotted as bars relative to the left axis.

Toronto ranks 8th of 8 municipalities (4th quartile), in terms of having the highest number of indoor ice pads per 100,000 population.

There are also 31 ice pads available in Toronto from other service providers and Toronto has 63 outdoor artificial ice rinks, (not included in measure) which appear to be much more prevalent in Toronto than other municipalities. If the outdoor artificial ice rinks as well as indoor ice pads of other service providers were also taken into account, Toronto would still rank in the 4th quartile.

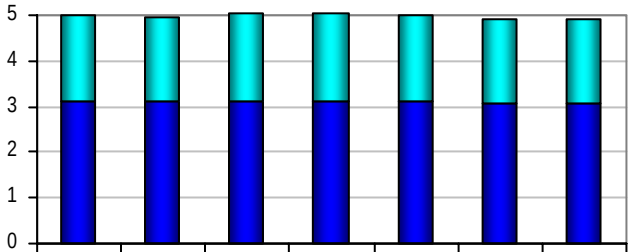
As noted previously, population density is a significant factor in the number of sports and recreation facilities, such as ice pads, that are located in municipalities. Population density has been plotted as a line graph relative to the right axis in Chart 15.4, and Toronto is far more densely populated than the other 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 reasonable travel distances for their residents.

The diversity of a municipality's population can also impact the demand for different types of ice use such as learning to skate or playing hockey. Toronto will be developing an Indoor Ice Facilities Strategy that will present a framework for addressing indoor facility needs over the next 25 years.

Service Level - How Many Sports and Recreation Community Centres Are There in Toronto?

Chart 15.5 - City of Toronto
Number of Large and Small Sports and Rec. Community Centres per 100,000 Pop'n
2000-2006



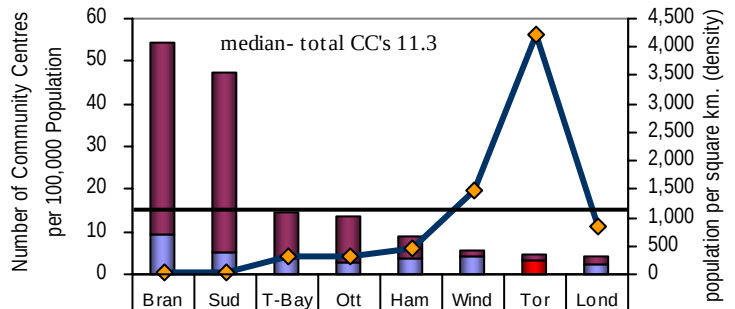
	2000	2001	2002	2003	2004	2005	2006
# Small Com. Ctr.	48	48	50	51	50	49	50
# Large Com. Ctr.	80	81	82	82	83	83	83
# Total Com.Ctr. per 100,000 Pop'n	4.99	4.97	5.04	5.03	4.98	4.89	4.92
# Small Com. Ctr. per 100,000 Pop'n	1.87	1.85	1.91	1.93	1.87	1.82	1.85
# Large Com. Ctr. per 100,000 Pop'n	3.12	3.12	3.13	3.10	3.11	3.08	3.07

Chart 15.5 provides the number of large and small sports and recreation community centres in Toronto per 100,000 population, between 2000 and 2006, as well as the total number of these centres. There have been new centres opened over this period while others have been closed, but overall the numbers have been stable.

A large centre is defined as 10,000 square feet or more while a small community centre is less than 10,000 square feet.

Service Level - How Does The Number of Sports and Recreation Community Centres in Toronto, Compare to Other Municipalities?

Chart 15.6 - OMBI 2006
Number of Large and Small Sports and Rec. Community Centres per 100,000 Pop'n



	Bran	Sud	T-Bay	Ott	Ham	Wind	Tor	Lond
# Small CCs per 100,000 pop'n	44.6	42.4	11.0	10.9	5.4	1.4	1.8	2.0
# Large CCs per 100,000 pop'n	9.6	5.1	3.7	2.6	3.7	4.2	3.1	2.2
# all CCs per 100,000 pop'n	54.1	47.5	14.7	13.6	9.1	5.5	4.9	4.2
Pop Density	37	44	332	314	461	1,474	4,219	841

Chart 15.6 identifies the number of sports and recreation community centres per 100,000 persons, there were in Toronto and other municipalities in 2006, which are plotted as bars relative to the left axis. These community centres refer to those where the municipality has some control or influence over the programming offered at the centres.

In terms of having the largest number of community centres per 100,000 population. Toronto ranks 6th of 8 municipalities (3rd quartile) for large community centres and 7th of 8 (4th quartile), for small community centres.

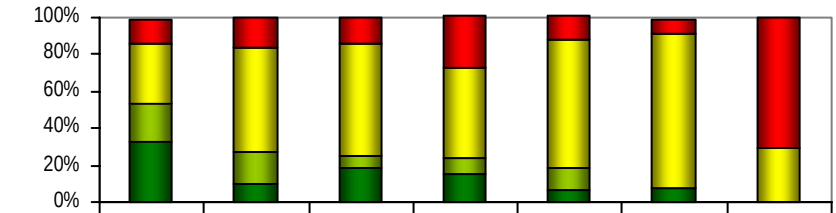
It is generally more expensive to operate multiple small community centres than one larger one of an equivalent size.

As noted previously, population density is a significant factor in the number of sports and recreation facilities, such as community centres, that are located in municipalities. Population density has been plotted as a line graph relative to the right axis in Chart 15.6 and Toronto is far more densely populated than the other municipalities.

Based on a geographic provision standard, other municipalities may require proportionately more community centres to ensure a reasonable travel distance for their residents.

Service Level – What is the Age of the Sports and Recreation Community Centres in Toronto Compared to Other Municipalities?

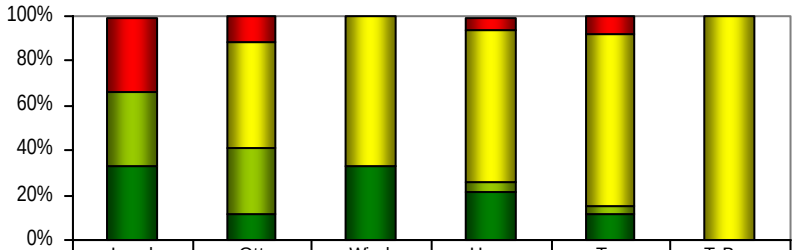
Chart 15.7 - OMBI 2006
% Age Breakdown of Mun. Owned/Managed Sports and Rec. Community Centres



	Lond	Ott	Tor	Ham	T-Bay	Wind	Bran
>50 yrs	13%	16%	14%	28%	13%	8%	71%
25-49 yrs	33%	57%	61%	49%	69%	83%	29%
15-24 yrs	20%	17%	7%	9%	13%	0%	0%
1-14 yrs	33%	10%	18%	15%	6%	8%	0%

Service Level – What is the Age of the Indoor Pools in Toronto Compared to Other Municipalities?

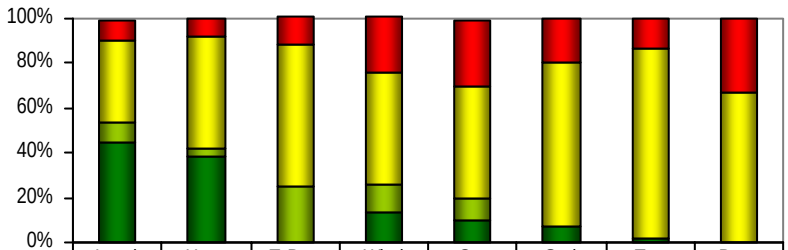
Chart 15.8 - OMBI 2006
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Pools



	Lond	Ott	Wind	Ham	Tor	T-Bay
>50 yrs	33%	12%	0%	5%	8%	0%
25-49 yrs	0%	47%	67%	68%	77%	100%
15-24 yrs	33%	29%	0%	5%	3%	0%
1-14 yrs	33%	12%	33%	21%	12%	0%

Service Level – What is the Age of the Indoor Ice Pads in Toronto Compared to Other Municipalities?

Chart 15.9 - OMBI 2006
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Ice Pads



	Lond	Ham	T-Bay	Wind	Ott	Sud	Tor	Bran
>50 yrs	9%	8%	13%	25%	29%	20%	13%	33%
25-49 yrs	36%	50%	63%	50%	50%	73%	85%	67%
15-24 yrs	9%	4%	25%	13%	10%	0%	0%	0%
1-14 yrs	45%	38%	0%	13%	10%	7%	2%	0%

The age of sports and recreation facilities in municipalities can also provide some indication of service levels and differences in operating costs. Older facilities will require additional operating and capital expenditures to maintain them in a good state of repair, or they may require replacement in the near future.

Results for the three major types of sports and recreation infrastructure illustrated on this page, have been sorted from left to right on the basis of those that have the largest proportion of their infrastructure under 25 years of age (the newest).

Chart 15.7 provides an overview of the aging of both large and small sports and recreation community centres, in Toronto and other municipalities. Toronto ranks 3rd of 7 municipalities (2nd quartile) in terms of having the newest centres with 25% of the centres under 25 years old.

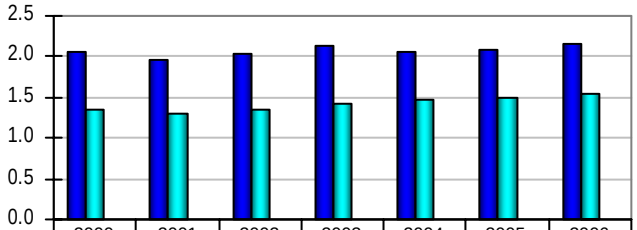
Chart 15.8 reflects an aging of indoor pools in Toronto and other municipalities. Toronto ranks 5th of 6 municipalities (4th quartile) in terms of having the newest pools, with only 15% of the pools under 25 years old.

Chart 15.9 provides an aging of indoor ice pads/rinks in Toronto and other municipalities. Toronto ranks 7th of 8 municipalities (4th quartile) in terms of having the newest ice rinks, with only 2% of the ice pads under 25 years old.

Staff are in the process of developing long-term strategies for the provision of both indoor ice pads and indoor pools.

Service Level & Community Impact – How Much Registered Sports and Recreation Programming is Offered and Used in Toronto?

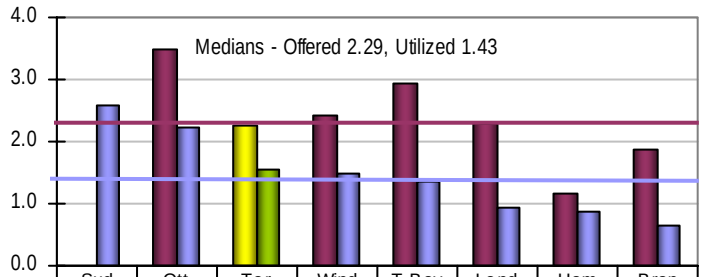
Chart 15.10- City of Toronto
Directly Provided Registered Programs
Participant Spaces Offered and Unilized per Capita
2000 - 2006



	2000	2001	2002	2003	2004	2005	2006
Registered Visits - Offered/Capita	2.07	197	2.03	2.14	2.07	2.08	2.16
Registered Visits - Utilzed/Capita	135	131	134	142	146	149	155
Total Registered Visits	3,472,511	3,388,404	3,505,749	3,748,714	3,899,730	4,019,933	4,178,084

Service Level & Community Impact – How Does Toronto's Level of Registered Sports and Recreation Programming, Compare to Other Municipalities?

Chart 15.11- OMBI 2006
Directly Provided Registered Programs
Participant Spaces, Offered and Unilized per Capita



	Sud	Ott	Tor	Wind	T-Bay	Lond	Ham	Bran
Registered Visits - Offered/Capita		3.48	2.25	2.41	2.92	2.29	1.16	1.86
Registered Visits - Utilzed/Capita	2.58	2.23	1.55	1.5	1.35	0.92	0.86	0.66

Municipalities tailor their sports and recreation programming to meet resident needs by blending the mix of registered, drop-in, and permitted programs offered. The schedule of recreation opportunities available in a community includes a combination of programs directly provided (municipal staff) and those programs that are indirectly provided (other recreation providers - organizations such as community sports groups that deliver the programming).

Registered sports and recreation programming provided directly by the municipality, is the most comparable area of programming between municipalities. Examining the amount of registered participant spaces offered (number of spaces available in programs multiplied by the number of classes in each session) provides an indication of service levels. Comparing how often residents utilize or participate (visit) in the programs, provides some indication of the residents' involvement.

Chart 15.10 provides Toronto's 2000 to 2006 results for the amount of participant spaces "offered" in registered sports and recreation programming to the public and compares it to the amount actually used ("utilized") by residents on a per capita basis. The total participant visits utilized is also provided.

Both participant spaces offered and actual participant visits have been increasing in Toronto with the labour disruption being the reason for the drop in 2002.

It should be noted that the information above and on subsequent charts for directly provided registered programs, represents only one component of sports and recreation programming in Toronto, and in other municipalities. Each municipality builds a schedule of recreation opportunities based on the identified needs and interests of its residents with the resources available to them, thus the significance of registered programming may vary by municipality.

Customer Service - What Percentage of Toronto's Capacity in Registered Programs is being used?

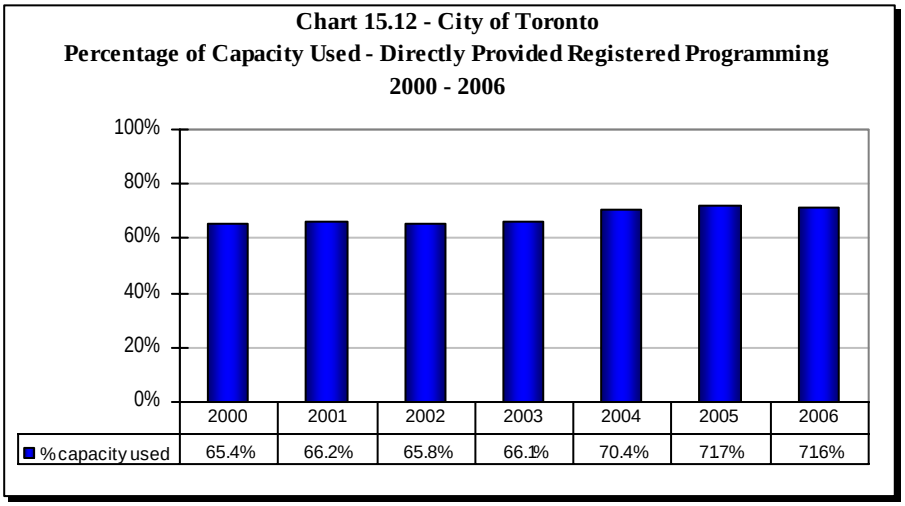
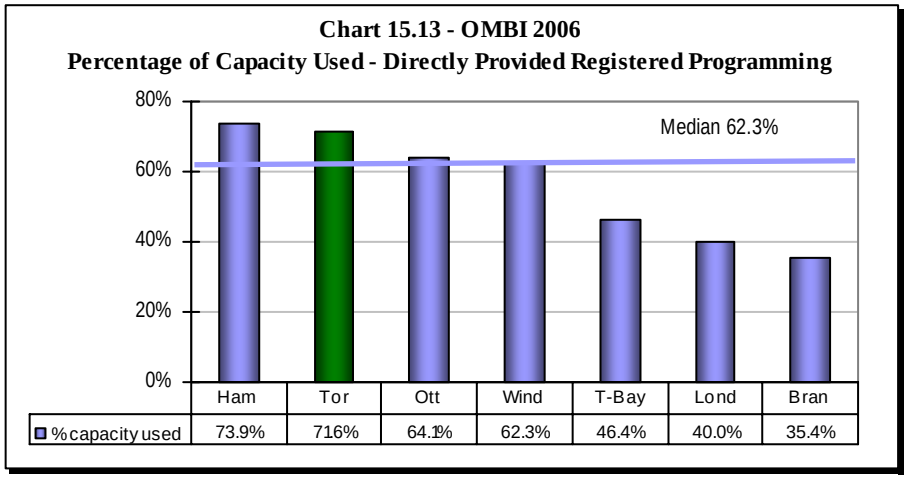


Chart 15.11 on the previous page compares Toronto's 2006 results to other municipalities for the amount of participant spaces "offered directly" in registered sports and recreation programming to the public and the amount actually used ("utilized") by residents on a per capita basis.

On the basis of the highest number of participant visits, Toronto ranks 5th of 7 (3rd quartile) for participant spaces offered and 3rd of 8 (2nd quartile) for participant spaces utilized (visits).

Customer Service – How Does Toronto's Capacity Utilization for Registered Programs, Compare to Other Municipalities?



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 15.12 summarizes Toronto's results from 2000 to 2006 for the percentage of available participant spaces (capacity) in registered programs that were used (actual participant visits) by residents.

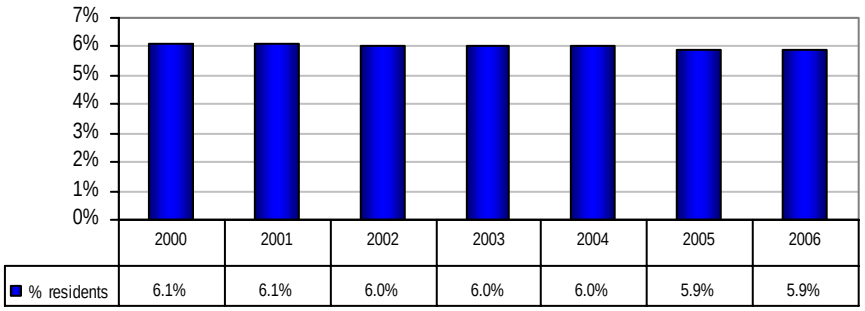
Results have generally been improving over this period. Staff are always looking for ways to facilitate resident participation such as Internet registration introduced in the summer of 2004.

Chart 15.13 compares Toronto's 2006 rate of capacity utilization for registered programs to other municipalities. On the basis of the highest utilization of available capacity, Toronto ranks 2nd of 7 (1st quartile). As demand for programs increases, staff are using less desirable times at City owned facilities to offer additional opportunities and negotiating additional use of Toronto District School Board (TDSB) facilities.

As noted earlier, registered sports and recreation programming provided directly by the municipality is only one component of programming offered.

Community Impact- What Percentage of Toronto's Residents, Register for at least One Sports and Recreation Program?

Chart 15.14 -City of Toronto
Percentage of Residents Registering for at Least One Sports & Recreation Program 2000-2006



	2000	2001	2002	2003	2004	2005	2006
% residents	6.1%	6.1%	6.0%	6.0%	6.0%	5.9%	5.9%

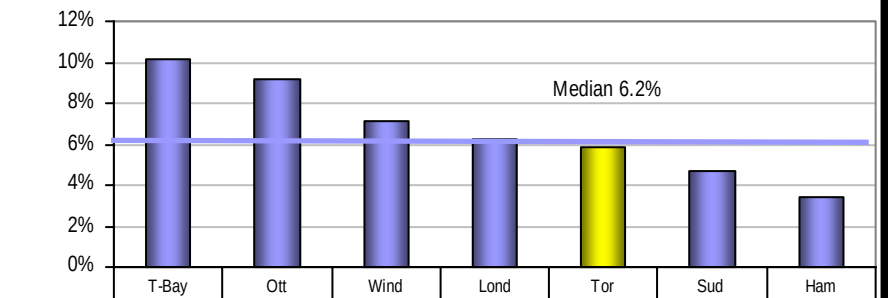
One way to measure the success of municipalities in reaching residents through directly provided registered sports and recreation programs is to examine how many citizens are using the programs.

Chart 15.14.depicts the percentage of residents in Toronto who registered for at least one sports and recreation program in the years 2000 to 2006. Individuals who registered for more than one program are only counted once.

Toronto's results have been stable over this period at approximately 6% of the population using registered programs.

Community Impact- How Does Toronto's Percentage of Residents Registering for at Least One Sports and Recreation Program, Compare to Other Municipalities?

Chart 15.15 - OMBI 2006
Percentage of Residents Registering for at Least One Sports & Recreation



	T-Bay	Ott	Wind	Lond	Tor	Sud	Ham
% residents	10.1%	9.2%	7.1%	6.2%	5.9%	4.7%	3.4%

Chart 15.15 provides 2006 data for Toronto compared to other municipalities on the percentage of residents registered in sports and recreation programming at least once.

Toronto ranks 5th of 7 (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.

As previously noted, this comparison of resident use represents only one component (registered programs) of sports and recreation services, and can vary in significance by municipality.

Directly offered registered programming is the only area of programming that records information for each individual, therefore participation in directly provided drop-in and permitted programs as well as all indirectly provided programming is not captured in this measure.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Sports and Recreation Services in Toronto:

1. The After School Recreation Care Program was piloted in 2006 and expanded in 2007.
2. Divisional Safety and Security – funding provided in the 2007 Operating Budget will allow for a divisional Safety and Security Plan and response capability.
3. Aquatics Indoor Pool Strategy - The Aquatics Strategy that is currently under development will be the framework for future programming, location and capital development decisions.
4. Indoor Ice Facilities Strategy - will present a framework for addressing indoor facility needs over the next 25 years.
5. Health and Safety - Increased Orientation/ Equipment training for staff will help meet all Provincial requirements.

Taxation Services

Taxation Services is responsible for the issuance of property tax bills, the processing of payments and the collection of outstanding amounts.

Property taxes in Ontario consist of:

- a municipal portion that is used to fund services and programs delivered by the municipality such as emergency services, social programs, roads, solid waste management, culture and recreational programs, libraries, planning and development, and public transit
- an education portion that is used to fund education across Ontario

An independent corporation called the Municipal Property Assessment Corporation (MPAC) is responsible for determining the Current Value Assessment (CVA) and tax class for all properties in Ontario.

Each year, MPAC delivers an annual assessment roll to each municipality, containing assessed values for all properties within the municipality. These assessed values form the basis for distributing taxes within a municipality.

Each municipality uses the municipal property tax rates established by Council, and the education tax rates established by the province and multiplies them against the assessed values to determine and issue property tax bills to property owners.

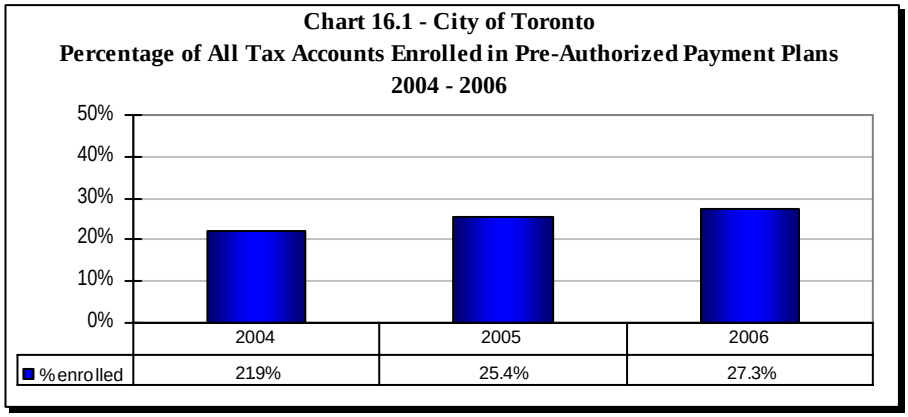
The property tax rates vary by property class, which include:

- Residential customers (including single family dwellings, semi-detached, townhouses, low-rise apartments and condominiums);
- Multi-residential customers (apartment buildings consisting of seven or more rental units);
- Commercial and industrial property owners;
- Farmland;
- Pipelines; and
- Managed forests.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Cust. Service	Percentage of Accounts (All Classes) enrolled in a Pre-Authorized Payment Plan	-	Favourable Increased enrollment in pre-authorized payment plans	-	3 Low number of accounts enrolled in pre-authorized payment plan	16.1 16.2
Effic.	Current Year's Tax Arrears as a Percentage of Current Year Levy	-	Favourable Current year's tax arrears decreased	-	1 Lowest percentage of current year's tax arrears	16.3 16.4
Effic.	Percentage of Prior Year's Tax Arrears as a Percentage of Current Year Levy	-	Favourable Prior year's tax arrears decreased	-	1 Lowest percentage of prior year's tax arrears	16.3 16.4
Effic.	Cost to Maintain Taxation Accounts per Account Serviced	-	Unfavourable Increased cost per account maintained	-	4 Higher cost per tax account maintained	16.5 16.6
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour.	3 - Favourable 0 - Stable 1 - Unfavour. 75% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile	2 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 50% above median	

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

Customer Service – What Percentage of Taxpayers in Toronto Take Advantage of Pre-Authorized Payment Plans?



Pre-authorized property tax payment programs (PAP) allow taxpayers to have tax installments withdrawn directly from their bank account and paid to the municipality to ensure that tax payments are received in full and on time.

This service is both convenient for payees and makes it more efficient for municipalities in handling and processing tax payments.

Customer Service – How Does Toronto's Rate of Enrollment in Pre-Authorized Payment Plans Compare to Other Municipalities?

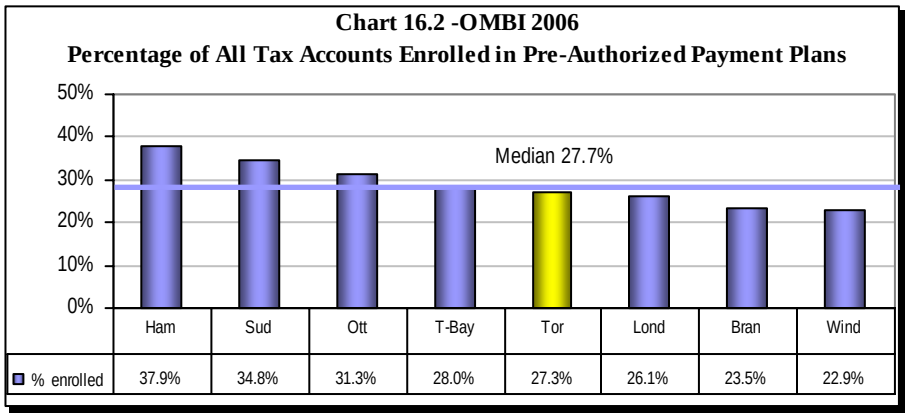


Chart 16.1 reflects the percentage of Toronto's tax accounts that are enrolled in our PAP program between 2004 and 2006 and shows an increasing trend.

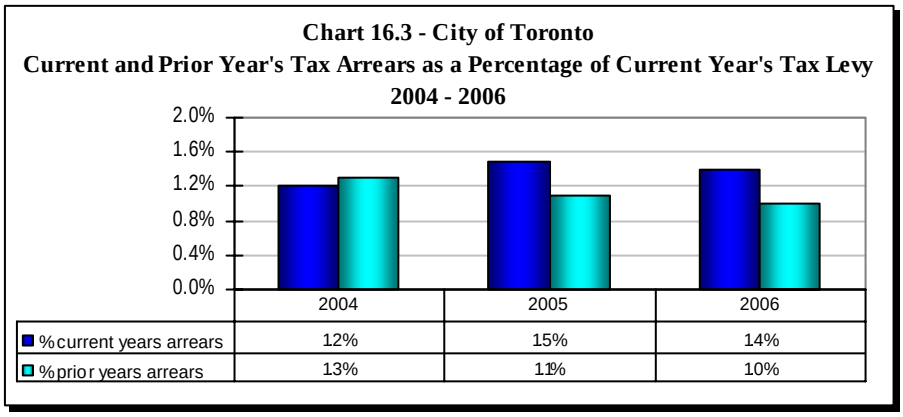
Figure 16.2 compares Toronto's 2006 rate of enrollment in our PAP program to similar programs in other municipalities. Toronto ranks 5th of 8 (3rd quartile) in terms of having the highest enrollment rate.

The percentage of accounts enrolled in Pre-Authorized Payment Programs can be influenced by:

- The extent and effectiveness of advertising for the program.
- The numbers of residential properties, as pre-authorized payment programs are generally directed towards homeowners rather than business owners.
- The number and/or flexibility of installment payment dates and types of payment options available.

Toronto's lower ranking for this measure may be due to the fact that Toronto has the greatest number of regular payment due dates (six), while other municipalities have from two to four. Experience has shown that the fewer the number of due dates (and the larger the cheques that must be written), the greater the participation in PAP programs where the payee can spread their payments out over a longer period of time. Reducing the number of due dates in Toronto could have the potential to increase PAP enrolment and improve efficiency.

Efficiency – How Successful is Toronto at Collecting Property Taxes that have been Levied?



Once municipalities issue tax bills for annual property taxes, staff have a responsibility to follow up on those accounts that have not submitted payments by the specified due dates.

One method of evaluating how successful municipalities have been at collecting property taxes is to examine the rate of tax arrears (taxes receivable or outstanding), as a percentage of the property taxes levied. The objective is to have a low rate of arrears for:

- Current year's arrears which for 2006 was the amount of 2006 property taxes outstanding as a percentage of the 2006 taxes levied
- Prior years arrears which for 2006 is the amount of 2005 and prior year's taxes outstanding as a percentage of the 2006 taxes levied

Efficiency – How Does Toronto Rate of Collecting Property Taxes Compare to other Municipalities?

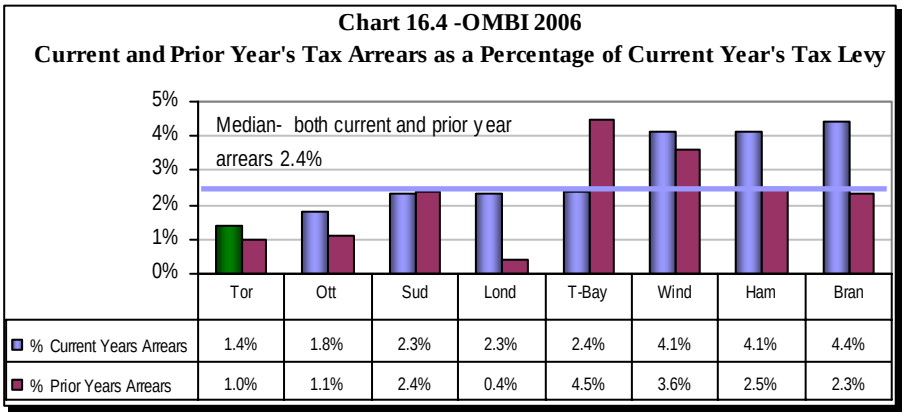


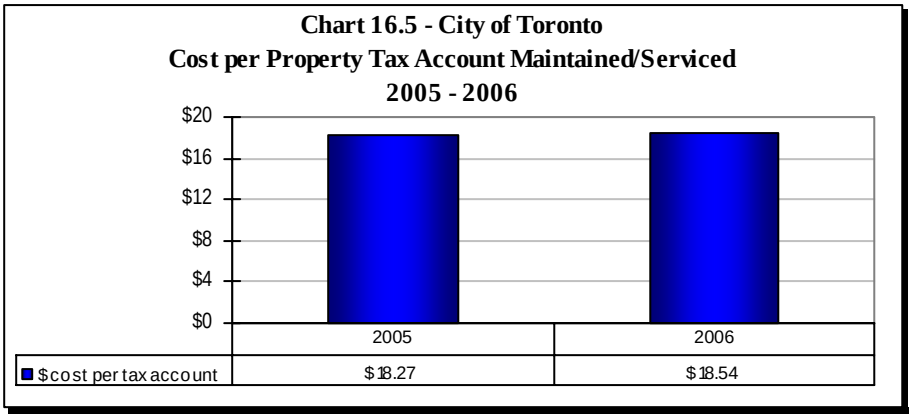
Chart 16.3 summarizes Toronto's rate of current and prior year's tax arrears for the years 2004 to 2006. It shows a reduction or improvement each year in the rate of arrears.

Figure 16.4 compares Toronto's 2006 rate of current and prior year's property tax arrears to other municipalities. In terms of the lowest rate of tax arrears, Toronto ranks 1st of 8 (1st quartile) for both the current and prior years taxes outstanding.

The amount of tax outstanding at the end of a year can be influenced by:

- The degree and types of collection procedures municipalities use (both external and internal processes).
- Whether municipalities transfer other outstanding receivables to the tax account for collection, and the types of receivables transferred, i.e., water arrears, property standards charges.
- Expectations of Council in collection efforts and any mandated policies or procedures.
- A municipality's economic condition; i.e., unemployment rate, cost of living, etc.

Efficiency - What Does it Cost In Toronto to Administer a Tax Account?



In Toronto, there are approximately 642,000 property tax accounts, that staff maintain and support. This involves processes such as:

- applying assessed values received from the Municipal Property Assessment Corporation (MPAC).
- issuing tax bills and processing payments.
- responding to enquiries.
- following up on outstanding property taxes receivable.
- making adjustments to accounts based on ownership changes, successful appeals, rebates, etc.

Efficiency - How Does Toronto's Cost to Administer a Tax Account Compare to Other Municipalities?

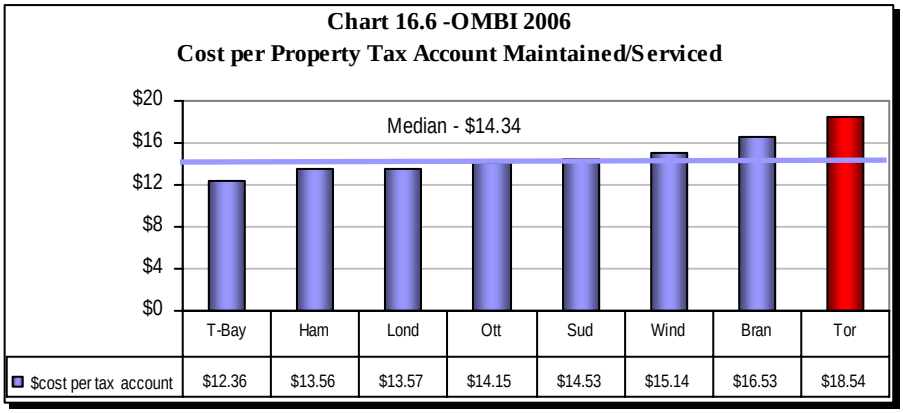


Chart 16.5 reflects Toronto's annual cost to maintain and service a tax account in 2005 and 2006 and shows a slight increase in 2006 costs.

Chart 16.6 compares Toronto's 2006 cost per tax account maintained to other Ontario municipalities. Toronto ranks 8th of 8 (4th quartile) in terms of having the lowest cost per account.

The cost to maintain a tax account can be influenced by:

- the variety and level of programs offered to taxpayers, i.e., the number and complexity of tax rebate, deferral and/or tax cancellation programs, Business Improvement Area initiatives, etc;
- the degree to which tax billing systems are automated. Some municipalities develop and maintain their own in-house systems to calculate and issue billings; some use provincially developed systems or external consultants to calculate taxes; and still others employ a mixture of these approaches;
- the range of tax payment options a municipality can offer, such as pre-authorized payment plans, where payments are withdrawn electronically, or internet-based payment options; and
- the number of government agency tax accounts, both provincial and federal, as many of these accounts may require specialized or manual bill calculations, or negotiated payments, resulting in higher costs to service a small number of accounts.

Toronto's higher costs are likely due to higher service levels/programs such as cancellation of tax increases for low income seniors and the disabled, tax deferral for low income seniors and disabled and rebates programs (veterans organizations, ethno-cultural groups, vacancy and registered charities). It should also be noted that Toronto has the highest Commercial/Industrial base as compared to the other municipalities and these properties/accounts are significantly more time consuming to administer. Commercial/Industrial properties are generally more complicated in relation to their appeals, tax and rebate calculations and overall general administration thus increasing Toronto's overall costs to maintain a tax account.

2007 Achievements or 2008 Planned Initiatives

The following initiative is expected to further improve the efficiency and effectiveness of Taxation Services:

1. Introduction of new user fees related to tax collections (i.e. statement fees and fees for notification), which is expected to result in lower costs for the collection process and improvements in the overall collection rate for tax arrears.

Transit Services

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.

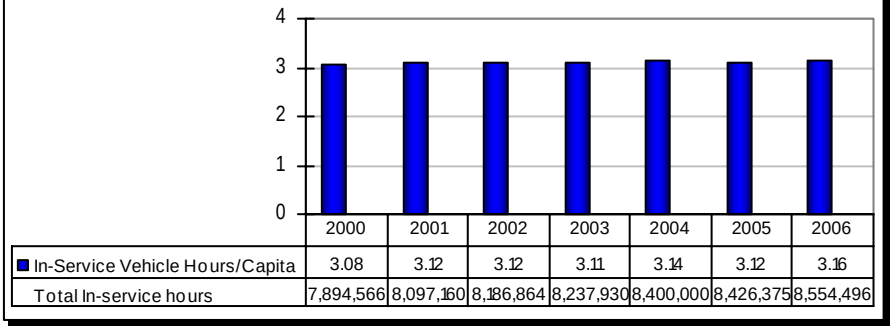
The TTC also provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual's level of functional mobility. The results in this report exclude those of Wheel-Trans.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Transit In-Service (Revenue) Vehicle Service Hours per Capita	Favourable Total vehicle hours per capita has increased slightly	-	1 Highest transit vehicle hours per capita	-	17.1 17.2
Comm. Impact	Number of Conventional Transit Trips per Capita in Service Area (MPMP)	-	Favourable Total ridership and trips per capita increased in 2006	-	1 Highest transit usage by residents	17.3 17.4
Effic.	Passenger Trips per In-Service Vehicle Hour	-	Favourable Increase in trips per in-service vehicle hour	-	1 Highest trips per in-service vehicle hour	17.8
Effic.	Transit Cost per In-Service Vehicle Service Hour	-	Unfavourable Cost per in-service vehicle hour is increasing	-	4 Highest cost per in-service vehicle hour for multi-modal system	17.5 17.6
Effic.	Transit Cost per Vehicle Hour	-	Unfavourable Cost per vehicle hour is increasing	-	4 Highest costs per vehicle hour for multi-modal system	17.6
Effic.	Operating Costs for Conventional Transit per Regular Service Passenger Trip (MPMP)	-	Unfavourable Cost to provide a passenger trip is increasing	-	1 Lower cost to provide a passenger trip	17.7 17.8
	Overall Results	1 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	2 - Favourable 0 - Stable 3 - Unfavour. 40% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	3 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 60% above median	

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

Service Level – How Many Vehicles Hours of Transit Service Are Provided in Toronto?

Chart 17.1 - City of Toronto
In-Service (Revenue) Transit Vehicle Hours per Capita
2000-2006



	2000	2001	2002	2003	2004	2005	2006
In-Service Vehicle Hours/Capita	3.08	3.12	3.12	3.11	3.14	3.12	3.16
Total In-service hours	7,894,566	8,097,160	8,186,864	8,237,930	8,400,000	8,426,375	8,554,496

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 can have an impact on how often residents use public transit.

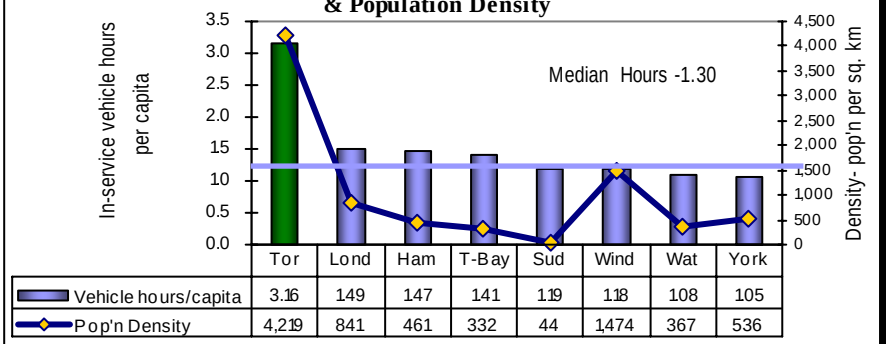
An "in-service vehicle hour" refers to the hours a transit vehicle accepts paying passengers. It does not include other activities such as school contracts, charters and cross-boundary service, or vehicle hours devoted to road tests or maintenance activities.

Chart 17.1 provides the number of in-service (accepting passengers) vehicle hours per capita in Toronto from 2000 to 2006. The total number of in-service vehicle hours has also been provided as supporting information.

Over this period Toronto's total in-service transit vehicle hours has grown each year, as has Toronto's population. On a per capita basis, in-service vehicle hours have been fairly stable over this period and in 2006, there was a slight increase.

Service Level - How Do Toronto's In- Service Transit Vehicle Hours Compare to Other Municipalities?

Chart 17.2 - OMBI 2006
In-Service (Revenue) Transit Vehicle Hours per Capita
& Population Density



	Tor	Lond	Ham	T-Bay	Sud	Wind	Wat	York
Vehicle hours/capita	3.16	1.49	1.47	1.41	1.19	1.18	1.08	1.05
Pop'n Density	4,219	841	461	332	44	1,474	367	536

Ottawa data not available

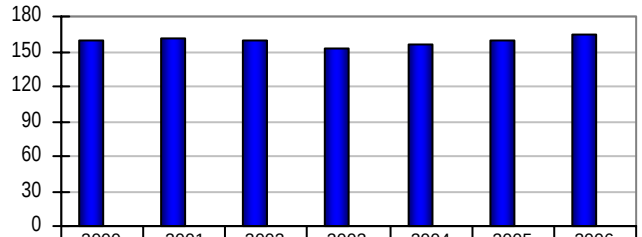
Chart 17.2 compares Toronto's in-service transit vehicle hours per capita, with other Ontario municipalities, which are shown as bars relative to the left axis. Toronto ranks 1st of 8 municipalities (1st quartile) in terms of having the highest number of transit vehicle hours per capita. Population density (persons per square kilometre) can have a large impact on the need for, and extent of transit systems and has been plotted as a line graph relative to the right axis. It can be seen that Toronto's density is much higher than that of the other municipalities and as a result, 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.

Other factors that can influence municipal results for this measure include:

- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit strategies such as park and ride
- The availability and cost of parking in the municipality

Community Impact - How Many Passenger Trips per Person are taken in a Year in Toronto?

Chart 17.3- City of Toronto
Number of Transit Passenger Trips per Person
2000-2006



	2000	2001	2002	2003	2004	2005	2006
# of passenger trips per person	160.0	161.9	158.6	153.2	156.5	159.8	164.4
Total # of trips	410,558,0	419,993,0	415,539,0	405,412,0	418,099,0	431,220,0	444,544,0

One of the primary goals of a transit system is to maximize resident use of the public transit provided.

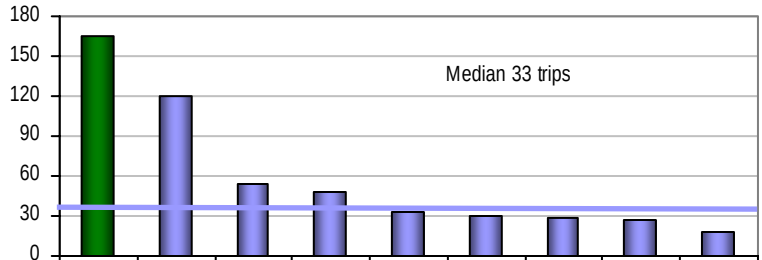
Chart 17.3 provides a summary of the average annual number of transit trips taken in Toronto per person, over the period of 2000 to 2006. The total number of passenger trips (ridership) has also been provided as additional information.

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% each year between 2004 and 2006.

Community Impact - How Does Toronto's Annual Transit Use per Person, Compare to Other Municipalities?

Chart 17.4- OMBI 2006
Number of Coventional Transit Passenger Trips per Person



	Tor	Ott	Lond	Ham	Sud	Wat	Wind	T-Bay	York
#trips/capita	164.4	119.3	54.1	48.0	32.5	30.5	28.4	27.5	18.0

Chart 17.4 compares Toronto's 2006 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.

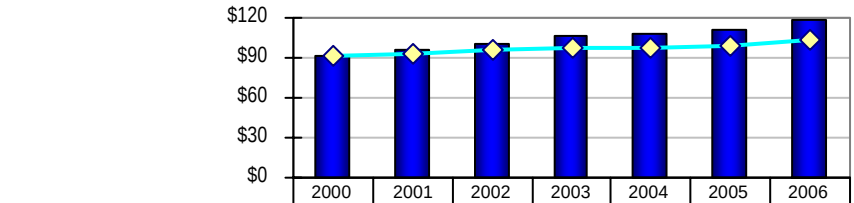
Factors that can influence municipal results for this measure include:

- 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 ride, 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 for an Hour?

Chart 17.5 - City of Toronto
Transit Cost per In-Service (Revenue) Vehicle Hour
2000 -2006



	2000	2001	2002	2003	2004	2005	2006
Cost per in-service vehicle hour	$91.42	$95.50	$100.48	$105.84	$107.32	$110.51	$118.55
CPI adjusted (2000 base)	$91.42	$92.59	$95.40	$97.57	$97.29	$98.39	$103.86

In terms of efficiency, there are two aspects of service delivery to examine:

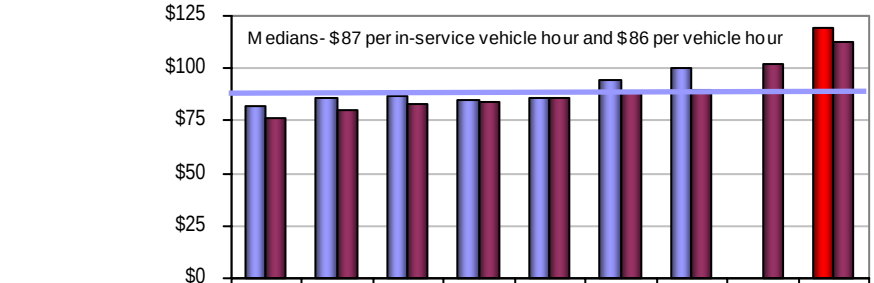
- the cost to supply a transit vehicle to accept passengers for one hour
- the cost to provide a passenger trip, which takes into consideration actual utilization of the transit supply made available for use.

Chart 17.5 provides the transit cost per in-service vehicle hour in Toronto for the years 2000 to 2006. Costs have also been provided as a line graph, which adjust 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 salaries as a result of collective agreements, as well as increases in the cost of fuel & hydro.

Efficiency - How Does Toronto's Transit Cost per Vehicle Hour, Compare to Other Municipalities?

Chart 17.6- OMBI 2006
Operating Costs for Conventional Transit
per In-Service (Revenue) Vehicle Hour and per Vehicle Hour



	Lond	Wind	Ham	T-Bay	Sud	Wat	York	Ott	Tor
$cost/in-service veh hr.	$82	$86	$87	$85	$86	$94	$100		$119
$cost/vehicle hr.	$76	$80	$83	$84	$86	$89	$90	$102	$113

Ottawa data on cost per in-service (reveue) hour not

Chart 17.6 compares Toronto's costs to other municipalities for:

- 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.)

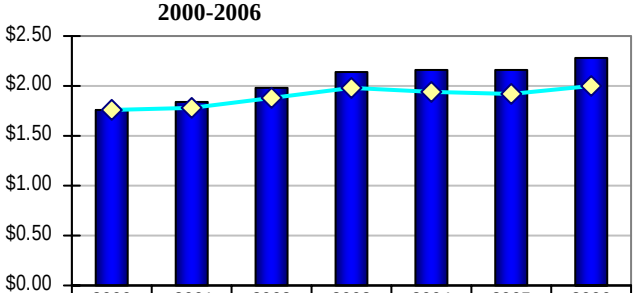
For transit cost per in-service vehicle hour Toronto ranks 8th of 8 municipalities (4th quartile) in terms of having the lowest cost, and for cost per vehicle hour Toronto ranks 9th of 9 municipalities (4th quartile).

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) that 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 than buses.

Efficiency - What Does it Cost to Provide One Passenger Trip?

Chart 17.7- City of Toronto
Operating Cost for Conventional Transit per Regular Service Trip
2000-2006



	2000	2001	2002	2003	2004	2005	2006
Operating cost per passenger trip	$176	$184	$198	$2.15	$2.16	$2.16	$2.28
CPI Adjusted (2000 base)	$176	$179	$188	$198	$195	$192	$2.00

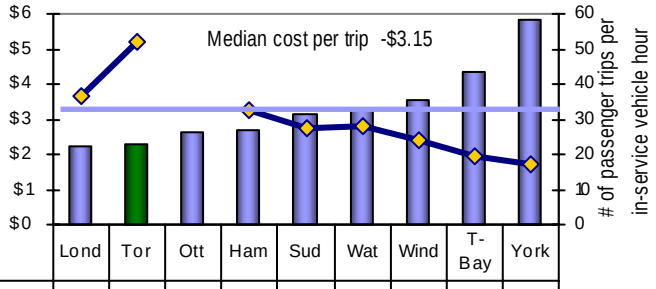
The second aspect of examining efficiency is from the utilization side, where the transit cost to provide a passenger trip, is considered. This should not be confused with the cost of purchasing a transit ticket.

Chart 17.7 illustrates Toronto's transit costs per passenger trip from 2000 to 2006. 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. The 5.6% increase in the 2006 cost per trip was due to a combination of an 8.9% increase in costs due to contractual wage and salary increases and increased fuel prices, which was partially offset by an increase of 3.1% in the number of passenger trips.

Information has also been supplied that adjusts the cost per trip 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 17.8 - OMBI 2006
Cost of Conventional Transit per Passenger Trip and
Aveerage Number of Passenger Trips per In-Service Vehicle Hour



	Lond	Tor	Ott	Ham	Sud	Wat	Wind	T-Bay	York
$cost per trip	$2.25	$2.28	$2.63	$2.68	$3.15	$3.32	$3.56	$4.34	$5.81
trips per in-service hour	36	52		33	27	28	24	20	17

Ottawa data not available

Chart 17.8 compares Toronto's transit cost per passenger trip to other Ontario municipalities, which have been plotted as bars relative to the left axis. Toronto ranks 2nd of 9 municipalities (1st quartile), in terms of having the lowest cost.

The degree of passenger utilization of the transit vehicles that are in-service, is a primary factor in the cost per passenger trip as it allows fixed and variable costs to be spread over a larger number of riders. The average number of passenger per hour that a transit vehicle is in service provides an indication of utilization, and has been plotted as a line graph relative to the right axis. It shows Toronto has, by far the highest utilization ranking 1st of 8 municipalities (1st quartile).

Other factors that can influence 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. impacting transit usage.
- Transit policies such as parking rates, park and ride, etc.
- Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.).
- Composition of the fleet and the different modes of transit.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of transit operations in Toronto:

1. In 2008, service will be expanded to match service to ridership in order to both address overcrowding on some routes and accommodate the expected 15 million and 20 million increase in ridership. In February 2008, improvements were made on 43 bus routes and 3 streetcar routes and further improvements will be made on another 31 routes by the end of the year. In the fall, the TTC will also extend bus service hours on most routes to match those of the subway, which operates from 6 a.m. to 2 a.m.

2. In 2007 and early 2008 the TTC introduced more accessible bus routes to its surface routes making them wheelchair and scooter friendly. As of February 2008, nearly 65 per cent of the TTC's bus routes (107 of 167 routes) are accessible, using the 1,150 low-floor or lift-equipped kneeling buses in its fleet.

3. In 2007, there were 11 new TTC Special Constables added to provide enhanced security and safety bringing the total number of constables to 95 as of November 2007. The TTC Special Constables are sworn peace officers and have the same powers as Toronto Police Officers to enforce the Criminal Code, the Controlled Drugs and Substance Act, the Trespass to Property Act, the Liquor License Act, sections of the Mental Health Act and TTC By-Law No 1. They have these powers for incidents that occur on or in relation to TTC property and vehicles.

4. At the end of 2007 there were 1,200 closed- circuit cameras in place in subways and about 300 on buses. By the end of 2008, this program will be expanded to cover all 1,750 buses and streetcars, in order enhance public safety and security.

Wastewater Services

Wastewater Services encompasses the collection of wastewater or sewage from the point it leaves residential or ICI (industrial, commercial, and institutional) properties to the point where it is treated in wastewater treatment plants and returned to Lake Ontario. It also includes the disposal of any residual material.

Approximately 24% of Toronto's sewer system is combined sanitary and storm sewers.

The safe and effective treatment of wastewater is important to a community's continued health and well being, with treatment standards established by provincial and federal agencies to ensure minimal impact on the natural environment.

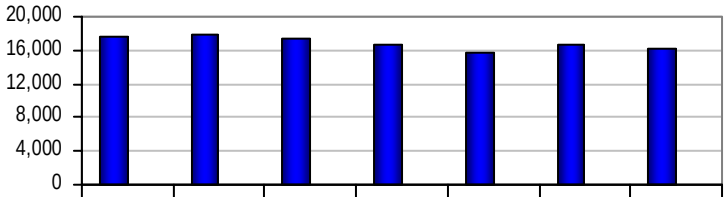
Funding for these services is provided through municipal water rates, which includes a sewer surcharge.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Megalitres of Wastewater Treated per 100,000 Population	Unfavourable Volume of wastewater treated has decreased	-	3 Low volumes of wastewater treated	-	18.1 18.2
Comm. Impact	Percentage of Wastewater estimated to have Bypassed Treatment (MPMP)	-	Unfavourable Volume of wastewater bypassing treatment is increasing	-	3 High volumes of wastewater bypassing treatment	18.3 18.4
Cust. Service	Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main (MPMP)	-	Unfavourable Increasing rate of wastewater/ sewer backups	-	4 Highest rate of wastewater/ sewer backups	18.5 18.6
Comm. Impact	Average Age of Wastewater Pipe	Stable Average age of wastewater pipe is unchanged		4 Wastewater pipe is old		18.8
Effic.	Operating Cost of Wastewater Collection per KM of Pipe	-	Favourable Decreased cost of wastewater collection	-	4 Highest cost of wastewater collection	18.7 18.8
Effic.	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (MPMP)	-	Unfavourable Increasing cost of wastewater treatment & disposal	-	3 High cost of wastewater treatment & disposal	18.9 18.10
	Overall Results	0 - Favourable 1 - Stable 1 - Unfavour. 50% favourable or stable	1 - Favourable 0 - Stable 3 - Unfavour. 25% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 0% above median	0 - 1st quartile 0 - 2nd quartile 2 - 3rd quartile 2 - 4th quartile 0% above median	

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

Service Level - How Much Wastewater is Treated Each Year in Toronto?

Chart 18.1 -City of Toronto
Megalitres of Wastewater Treated per 100,000 Population
2000-2006



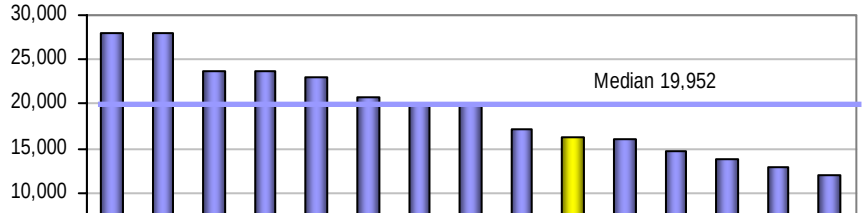
	2000	2001	2002	2003	2004	2005	2006
Megalitres per 100,000 pop'n	17,695	17,803	17,360	16,561	15,731	16,734	16,202
Total Megalitres	453,987	461,840	454,863	438,269	420,388	451,490	438,108

Chart 18.1 summarizes the volume (megalitres) of wastewater that was treated in Toronto Wastewater Treatment Plants from 2000 to 2006. One megalitre is equivalent to one million litres. 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.

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 18.2 - OMBI 2006
Megalitres of Wastewater Treated per 100,000 Population



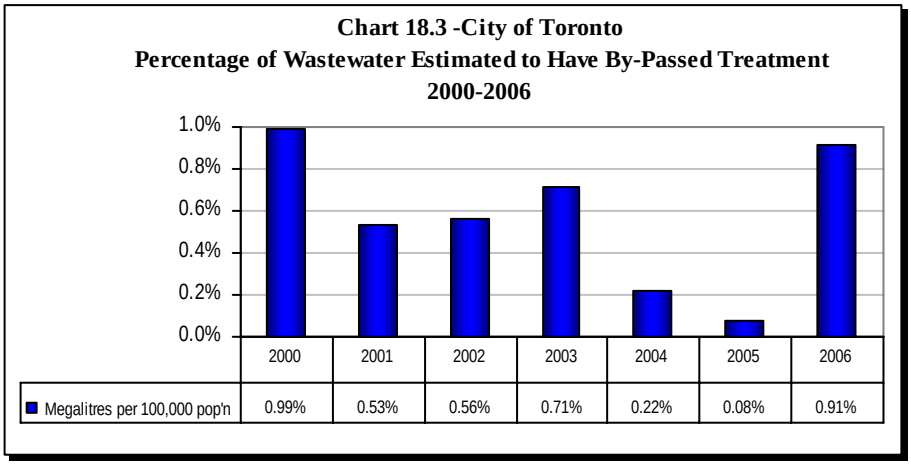
	Wind	Ham	Sud	Lond	T-Bay	Ott	Niag	Halt	Musk	Tor	Peel	Durh	Wat	York	Bran
Megalitres	27,952	27,877	23,758	23,578	22,973	20,798	20,002	19,952	17,120	16,202	16,017	14,697	13,802	12,775	11,933

Chart 18.2 provides 2006 information for Toronto and other municipalities on the volume of wastewater treated per 100,000 persons. Toronto ranks 10th 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 sector.
- 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.

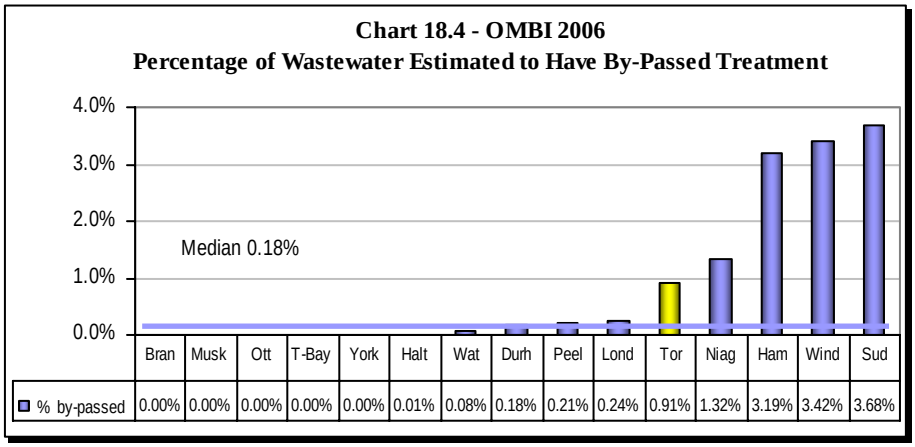
Community Impact- How Much Wastewater By-Passes Full Treatment in Toronto Before it is Released into Lake Ontario Each Year?



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 18.3 summarizes the percentage of total wastewater from 2000 to 2006 in Toronto that was released each year into Lake Ontario without full treatment. 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 wastewater system that is combined sanitary/storm sewers. Additional stormwater retention infrastructure was installed at the Western Beaches in 2004.

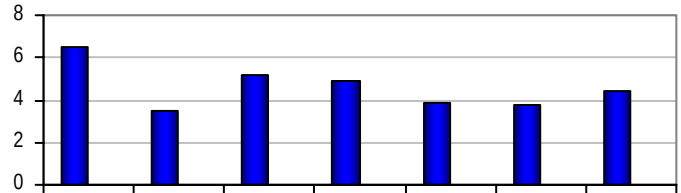
The significant increase in the 2006 bypass quantity was caused by an equipment malfunction, which occurred at the conclusion of a planned bypass event at the Ashbridges Bay Treatment Plant.

Since this 2006 event, a number of system improvements have been implemented and several other long term enhancements are planned to help ensure better control of secondary bypass events.

Chart 18.4 compares the 2006 percentage of wastewater by-passing treatment in Toronto to other municipalities. Toronto ranks 11th of 15 (3rd 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 18.5 - City of Toronto
Number of Wastewater Main Back Ups per 100 Km. of Wastewater Pipe
2000-2006



	2000	2001	2002	2003	2004	2005	2006
# back-ups per 100km of pipe	6.5	3.5	5.2	4.9	3.9	3.8	4.4
Total # of back-ups	373	201	299	278	220	219	251

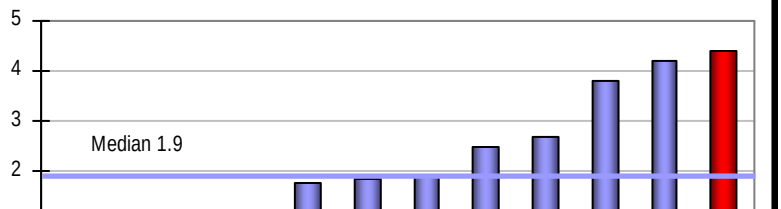
Chart 18.5 indicates the number of wastewater main back-ups there were in Toronto from 2000 to 2006.

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 during storm events, which can cause wastewater to back up through sewer pipes where it can escape through floor drains or any other low lying plumbing fixtures in basements.

From 1998 to November 2007, Toronto had a voluntary downspout disconnection program, however Council decided to terminate the program as there was insufficient participation.

Customer Service – How Does the Rate of Wastewater Main Back-Ups in Toronto Compare to Other Municipalities?

Chart 18.6 - OMBI 2006
Number of Wastewater Main BackUps per 100 Km. of Wastewater Pipe



	Lond	Wind	Durh	Peel	Ham	Ott	Musk	Sud	Bran	T-Bay	Halt	Tor
#backups/100km	0.7	0.7	0.9	0.9	1.8	1.9	1.9	2.5	2.7	3.8	4.2	4.4

Effective November 20, 2007, Toronto has implemented a mandatory downspout disconnection programs that will require certain homeowners to disconnect their home's downspout from the City's combined sewer system where feasible, and within three years. This will result in less stormwater in the wastewater system, which will help prevent wastewater from backing up in the future.

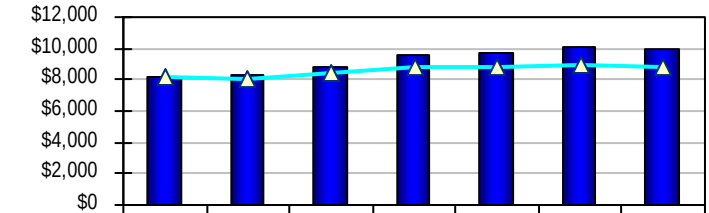
Chart 18.6 compares the 2006 rate of wastewater/sewer back ups in Toronto to other municipalities. Toronto ranks 12th of 12 municipalities (4th quartile) in terms of having the lowest rate of back-ups.

Other factors that can influence the rate of wastewater main backups in municipalities include:

- Capacity of the wastewater sewer system and extent to which storm sewers are combined with sanitary sewers
- The rate of water infiltration/inflow into the wastewater sewer system
- The frequency of wastewater sewer system maintenance
- The age and condition of the wastewater sewer system

Efficiency – What Does it Cost in Toronto to Collect Wastewater?

Chart 18.7 - City of Toronto
Operating Cost for Wastewater Collection per Km. of Collection Pipe
2000-2006



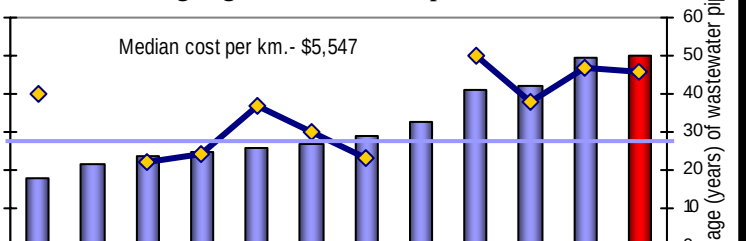
	2000	2001	2002	2003	2004	2005	2006
$cost per km of pipe	8,130	8,292	8,849	9,564	9,723	10,104	10,017
CPI Adjusted cost (base 2000)	8,130	8,039	8,401	8,817	8,815	8,996	8,775

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 18.7 provides these wastewater collection costs in Toronto, per kilometer of collection pipe for the years 2000 to 2006. Results have also been provided that adjust costs for the annual change 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 18.8 - OMBI 2006
Operating Cost for Wastewater Collection per Km. of Collection Pipe and Average Age of Wastewater Pipe



	Musk	Wind	Peel	Halt	Bran	Ott	Durh	Lond	T-Bay	Sud	Ham	Tor
$cost per km	3,572	4,365	4,776	4,930	5,175	5,333	5,761	6,489	8,170	8,388	9,918	10,017
Average age	40		22	24	37	30	23		50	38	47	46

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. Costs did decrease slightly in 2006 due to a restructuring of operations.

Chart 18.8 compares the 2006 cost of wastewater collection per km. of pipe in Toronto to other municipalities, which have been plotted as bars relative to the left axis. Toronto ranks 12th of 12 municipalities (4th quartile), in terms of having the lowest cost.

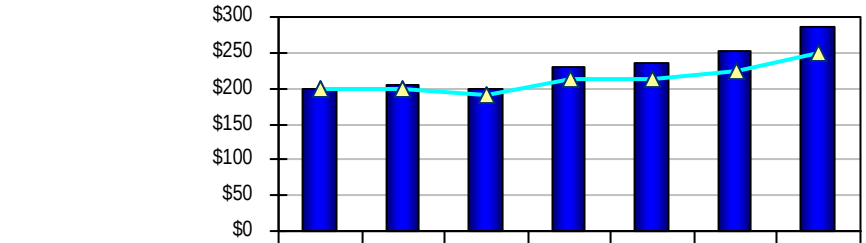
Age of the wastewater pipe, which has been plotted as a line graph relative to the right axis, can have a significant impact on costs as noted earlier. Toronto has some of the oldest underground infrastructure of the OMBI municipalities and is a key factor in Toronto's higher costs.

Other key factors that can influence wastewater collection costs in municipalities are:

- The age of the wastewater collection infrastructure.
- The number of independent wastewater collection systems operated by the municipality.
- The frequency of maintenance activities.
- Proximity of infrastructure to other utilities.

Efficiency- What Does it Cost to Treat and Dispose of Wastewater in Toronto?

Chart 18.9 - City of Toronto
Operating Cost for Wastewater Treatment and Disposal per Megalitre
2000 to 2006



	2000	2001	2002	2003	2004	2005	2006
$Cost per megalitre	198	204	200	231	236	251	285
CPI Adjusted cost (base 2000)	198	198	190	213	214	223	250

Wastewater Treatment costs include the operation and maintenance of treatment plants to meet or exceed the provincial Ministry of Environment regulations and standards.

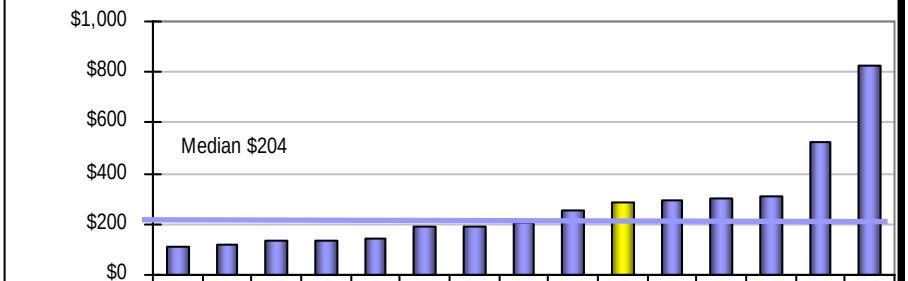
It also includes the disposal of bio-solids (sludge) which is primarily organic accumulated solids separated from wastewater that have been stabilized by treatment and can be beneficially used.

Chart 18.9 summarizes Toronto's cost of treating a megalitre (one million litres) of wastewater from 2000 to 2006. 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.

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 required finding other biosolids disposal sites at much higher costs.

Efficiency- How Does Toronto's Cost of Wastewater Treatment and Disposal, Compare to Other Municipalities?

Chart 18.10 - OMBI 2006
Operating Cost for Wastewater Treatment and Disposal per Megalitre



	Ham	Ott	Wind	Wat	Peel	Lond	Sud	York	T-Bay	Tor	Durh	Niag	Halt	Bran	Musk
$cost /megalitre	110	122	134	138	146	189	189	204	253	285	293	305	312	522	829

Chart 18.10 compares Toronto's 2006 cost of wastewater treatment and disposal per megalitre, to other municipalities. Toronto ranks 10th of 15 municipalities (3rd quartile) in terms of having the lowest costs.

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.

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Wastewater Services in Toronto:

1. Council has approved the Wet Weather Flow Master Plan that is projecting to spend $1 billion over 25 years to help reduce the amount of wastewater that bypasses treatment during rain storms.

2. Forecasting lower overall wastewater flows for 2008 due to reductions in water consumption.

3. Engineering studies are being completed in 2008-2010 to identify capital investment required over the next ten years to upgrade wastewater and stormwater systems to alleviate basement flooding problems in many parts of Toronto

4. Launched an Outfall Monitoring Program starting in the Taylor Massey Creek area. The program will be moving across all of the six watersheds in the City over the next five years and is designed to identify and map all municipal and private outfalls discharging into the City's creeks and rivers. Samples have been collected and tested from these outfalls to identify potential cross-connection problems between sanitary and storm sewers. Sewer By-law Officers have investigated a number of potential problems with local property owners.

5. Toronto Water's Sewer Use By-law has won awards and is recognized as one of the most restrictive of its type in Canada.

6. Trenchless rehabilitation techniques were enhanced to extend the useful life of the City's Sewer Infrastructure and minimize the impact on adjacent homes and businesses.

7. New technology was used through installation of combination sewer cleaners, vacuum excavation equipment, and closed circuit camera equipment for sewer inspections to lower costs.

8. Began odour control and heating system improvements at the Ashbridges Bay Treatment Plant.

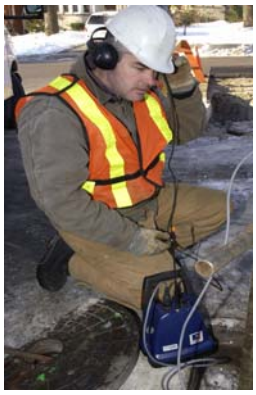
9. Co-Generation of Waste Gas at the Humber Wastewater Treatment Plant to use green energy. Co-Generation burns methane gas produced during the actual wastewater processing cycle to generate heat and electricity.

Water Services

Water Services in Toronto refer to the process from the point that source water is pumped from Lake Ontario, to the point that drinking water is delivered to residential, and ICI (industrial, commercial, and institutional) customers. It also includes the provision of water through fire hydrants for fire protection.

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



Funding for these activities is provided through municipal water rates.

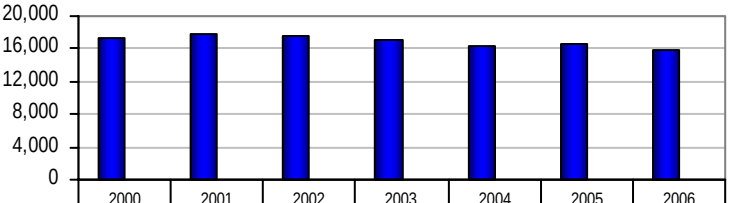
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Water Volumes						
Service Level	Megalitres of Water Treated per 100,000 Population	Unfavourable Volume of wastewater treated is decreasing	-	3 Low volumes of wastewater treated	-	19.1 19.2
Water Use and Safety						
Comm. Impact	Number of Household Days with Boil Water Advisories	-	Favourable No boil water advisories	-	1 No boil water advisories	Page5 x
Comm. Impact	Residential Water Use (Megalitres) per Household	-	Favourable Reduced amount of water used per Household	-	2 Low amount of water used per Household	19.3 19.4
Service Level	Average Occupancy Ratio = Serviced Population /Serviced Households	-	-	- occupants per Household slightly lower	-	19.4
Cust. Service	Number of Water Main Breaks per 100 KM of Water Distribution Pipe (excluding Service Connections and Hydrant Leads) (MPMP)	-	Favourable Decreasing number of watermain breaks	-	4 Higher rate of water main breaks	19.5 19.6
Service Level	Average Age of Water Pipe	Stable Average age of wastewater pipe is unchanged		4 Oldest average age of pipes		19.6
Costing Measures						
Effic.	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated (MPMP)	-	Favourable Decreasing cost of water treatment	-	1 Lowest cost of water treatment	19.7 19.8

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2006 vs. 2005 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2006		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Effic.	Operating Cost for the Distribution of Drinking Water per KM of Water Distribution Pipe (MPMP)	-	Favourable Decreasing cost of water distribution	-	4 Higher cost of water distribution	19.9 19.10
	Overall Results	0 - Favourable 1 - Stable 1 - Unfavour. 50% favourable or stable	5 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 0% above median	2 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 60% above median	

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

Service Level - How Much Drinking Water is Treated Each Year in Toronto?

Chart 19.1 -City of Toronto
Megalitres of Drinking Water Treated per 100,000 Population
2000-2006



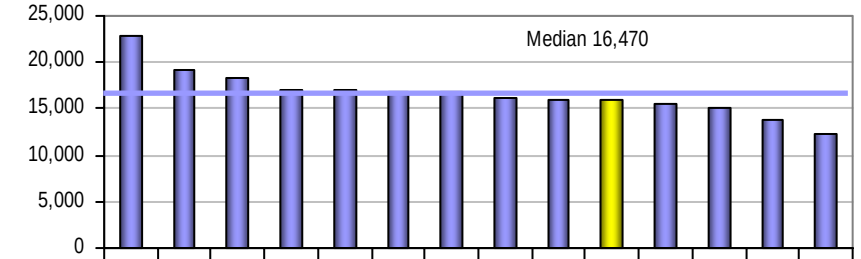
	2000	2001	2002	2003	2004	2005	2006
Megalitres per 100,000 pop'n	17,314	17,702	17,516	17,060	16,301	16,533	15,916
Total Megalitres	444,188	459,215	458,945	451,463	435,610	446,130	430,410

Chart 19.1 summarizes the volume (megalitres) of drinking water that was treated in Toronto water treatment plants from 2000 to 2006. One megalitre is equivalent to one million litres. 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.

There has been a general reduction over time in the volume of drinking water treated as consumers use water more efficiently.

Service Level – How Does the Amount of Water Treated in Toronto, Compare to Other Municipalities?

Chart 19.2 - OMBI 2006
Megalitres of Drinking Water Treated per 100,000 Population



	Wind	T- Bay	Ham	Musk	Niag	Bran	Sud	Peel	Halt	Tor	Lond	Ott	Durh	Wat
Megalitres	22,829	19,189	18,250	17,062	16,968	16,872	16,755	16,184	16,055	15,916	15,461	15,157	13,725	12,221

Chart 19.2 compares2006 data for Toronto to other municipalities for the volume of drinking water treated per 100,000 persons. Toronto ranks 10th of 14 (3rd quartile), in terms of having the highest volumes of water treated.

It should be noted that these volumes are used by both the residential and ICI (Industrial, Commercial & Institutional) sectors.

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.
- Weather conditions and variations in seasonal water use.

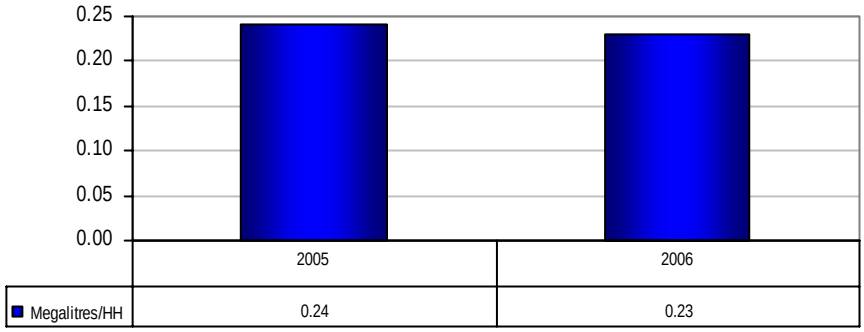
Community Impact- What is the Quality of Drinking Water in Toronto?

Toronto'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 2006, a total of 110,343 tests were performed on treated water and at various stages of the treatment process. Additional tests are conducted through comprehensive distribution monitoring.

One measure of water quality is the weighted number of days when boil water advisory has been issued by the Medical Officer of Health, applicable to a municipal water supply. No boil water advisories were issued in Toronto in 2006 or in prior years whereas, five of the other fourteen OMBI municipalities had boil water advisories for portions of their municipalities in 2006.

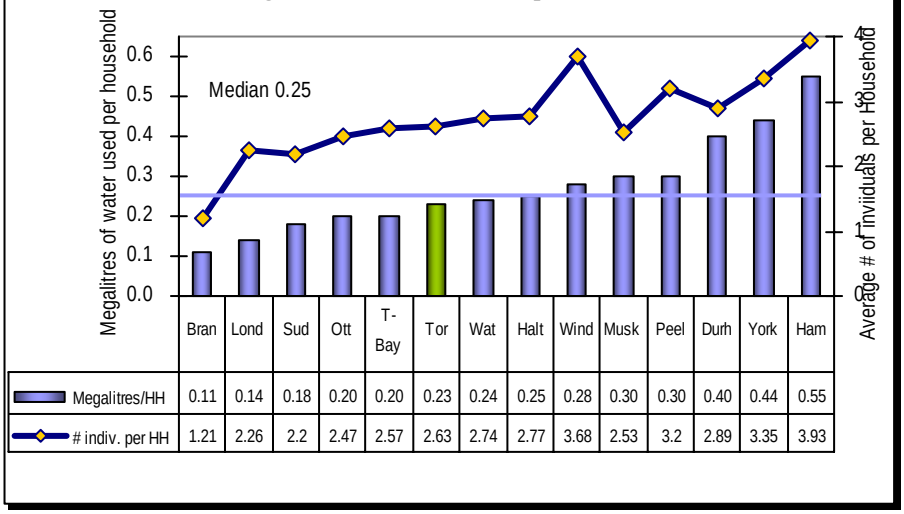
Community Impact- How Much Drinking Water Does the Average Toronto Household Use?

Chart 19.3 -City of Toronto
Megalitres of Drinking Water Used per Household
2005-2006



Community Impact- How Does Toronto's Drinking Water Use per Household Compare to Other Municipalities?

Chart 19.4 - OMBI 2006
Annual Residential Water Use (Megalitres) per Household &
Average Number of Individuals per Household



Water conservation by residential customers is a goal of all municipalities, to both protect the environment and to accommodate future population growth within the capacity constraints of existing water treatment plants.

Chart 19.3 shows the average volume of water (megalitres) used in an average Toronto household between 2005 and 2006. Rebate programs for more water efficient toilets and washing machines are examples of initiatives in Toronto being used to reduce residential water consumption.

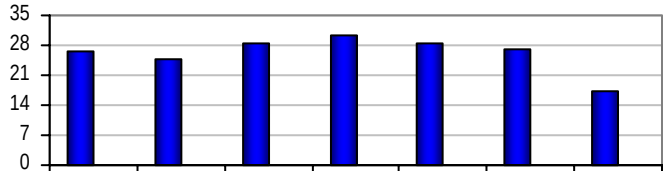
Chart 19.4 compares Toronto's 2006 water use per household to other Ontario municipalities, which are plotted as bars relative to the left axis. Toronto ranks 6th of 14 municipalities (2nd quartile), in terms of having the lowest water use per household.

Other factors influencing municipal results for this measure include:

- the average number of individuals per household, which is plotted as a line graph relative to the right axis above
- the proportion of apartments and houses in a municipality. Apartments (a significant housing form in Toronto) tend to have lower water usage because there is no need to water lawns
- mandatory or voluntary water restrictions during summer months (Toronto does not have) which can lead to reductions in water use
- the effectiveness of water conservation and efficiency programs, as well as public education

Customer Service – How Often Do Watermains Break in Toronto?

Chart 19.5 - City of Toronto
Annual Number of Watermain Breaks per 100 Km. of Distribution Pipe
2000-2006



	2000	2001	2002	2003	2004	2005	2006
# breaks per 100km of pipe	26.4	24.9	28.6	30.5	28.3	26.9	17.5
Total # of breaks	1,460	1,375	1,581	1,683	1,562	1,484	965

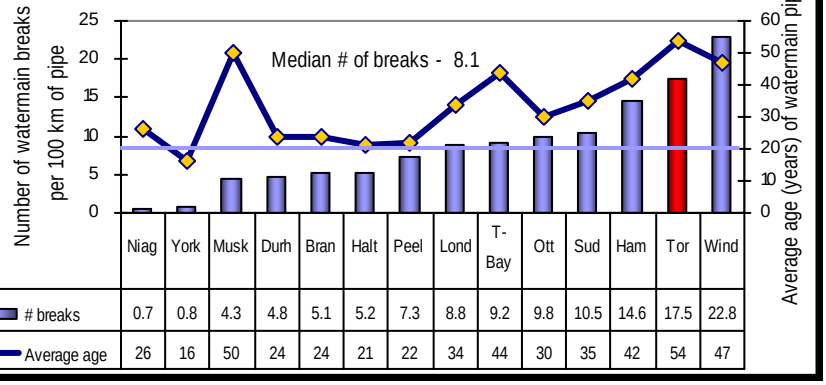
Chart 19.5 summarizes the number of watermain breaks there were in Toronto from 2000 to 2006.

The magnitude 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 2006 there was a decline due to generally milder weather conditions and increased levels of infrastructure replacement and rehabilitation.

Customer Service – How Does Toronto's Rate of Watermain Breaks, Compare to Other Municipalities?

Chart 19.6 - OMBI 2006
Number of Watermaon Breaks per 100 km of Pipe & Average Age of Pipe



	Niag	York	Musk	Durh	Bran	Halt	Peel	Lond	T-Bay	Ott	Sud	Ham	Tor	Wind
# breaks	0.7	0.8	4.3	4.8	5.1	5.2	7.3	8.8	9.2	9.8	10.5	14.6	17.5	22.8
Average age	26	16	50	24	24	21	22	34	44	30	35	42	54	47

Chart 19.6 compares the 2006 rate of watermain breaks in Toronto per 100 km of pipe, to other municipalities, which have been plotted as bars relative to the left axis.

Toronto ranks 13th of 14 (4th quartile), in terms of having the lowest rate of watermain breaks.

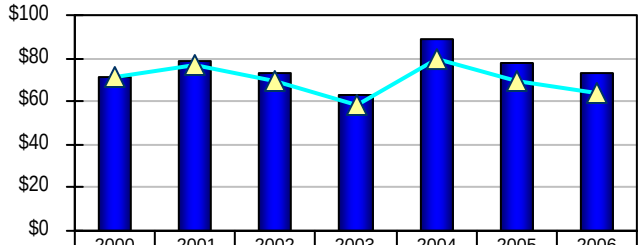
The age and condition of a municipality's water distribution system can be a significant factor in the number of watermain breaks. The average age of the water distribution pipe has been plotted above as a line graph relative to the right axis. Toronto's watermain system is the oldest of the OMBI municipalities at 54 years with 20% of it being over 80 years old. The condition of the watermain system can be affected by the amount of co-located utilities, and subway and streetcars, which can accelerate pipe corrosion (through electrolysis) and is another factor in Toronto's higher rate of 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

Efficiency- What Does it Cost to Treat Drinking Water in Toronto?

Chart 19.7 - City of Toronto
Operating Cost for Drinking Water Treatment per Megalitre
2000 to 2006



	2000	2001	2002	2003	2004	2005	2006
$Cost per megalitre	71	79	73	63	89	78	73
CPI Adjusted cost (base 2000)	71	77	69	58	80	69	64

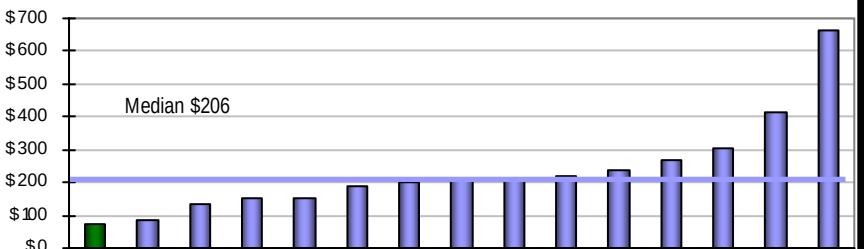
Water treatment costs include the operation and maintenance of treatment plants as well as quality assurance and laboratory testing to ensure compliance with regulations.

Chart 19.7 summarizes Toronto's cost of treating a megalitre (one million litres) of drinking water from 2000 to 2006. 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.

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 and 2006, costs returned to more historical levels.

Efficiency- How Does Toronto's Cost of Drinking Water Treatment, Compare to Other Municipalities?

Chart 19.8 - OMBI 2006
Cost of Water Treatment per Megalitre Treated



	Tor	Wind	Lond	Ott	Ham	Halt	Peel	T- Bay	Durh	Niag	Sud	Bran	Wat	York	Musk
$ megalitre	73	84	133	151	154	190	203	206	207	221	237	266	306	415	662

Chart 19.8 compares the 2006 cost of water treatment per megalitre in Toronto to other municipalities. Toronto has the lowest cost, ranking 1st of 15 municipalities (1st quartile).

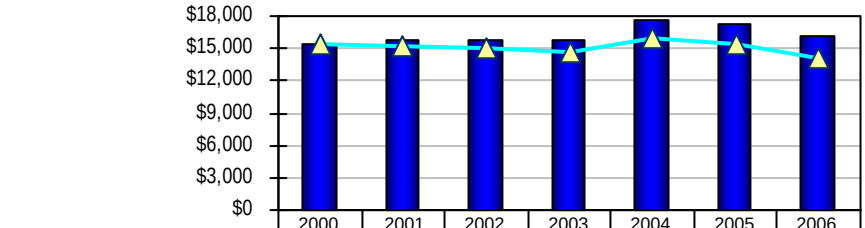
Key factors that can influence water treatment costs in municipalities are:

- 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 lower costs are efficiencies and economies of scale 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 19.9 - City of Toronto
Oper. Cost for Drinking Water Distrubution per Km. of Distribution Pipe
2000-2006



	2000	2001	2002	2003	2004	2005	2006
$cost per km of pipe	15,474	15,686	15,818	15,823	17,647	17,216	16,154
CPI Adjusted cost (base 2000)	15,474	15,208	15,018	14,587	15,998	15,328	14,152

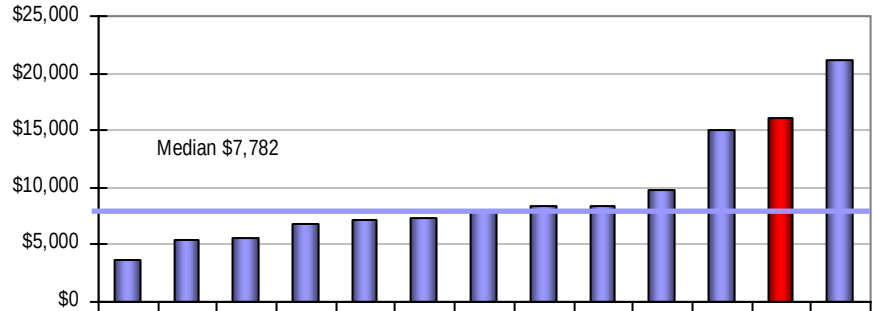
Note 2005 and prior year's results amended to exclude kms of connections

Water distribution refers to the process of distributing drinking water from the water treatment plant through the system of watermains to the customer.

Chart 19.9 provides these water distribution costs in Toronto, per kilometer of distribution pipe for the years 2000 to 2006. 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 19.10 - OMBI 2006
Operating Cost for Drinking Water Distrubution per Km. of Distribution Pipe



	Wind	Musk	Peel	T- Bay	Ham	Halt	Ott	Lond	Durh	Sud	Bran	Tor	York
$cost	3,744	5,361	5,510	6,854	7,129	7,275	7,782	8,324	8,402	9,777	15,054	16,154	21,200

There has been a general increase in Toronto's cost of water distribution in response to ageing infrastructure, although costs did decrease in 2005 and 2006 due to lower watermain breaks, fewer responses required for rusty water complaints and efficiencies gained by restructuring operations.

Chart 19.10 compares the 2006 cost of water distribution per km. of pipe in Toronto to other municipalities. Toronto ranks 11th of 13 (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 17.6).

2007 Achievements or 2008 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Water Services in Toronto:

1. Forecasting lower overall water consumption for 2008 as compared to 2007 as water users respond to water efficiency awareness campaigns and increasing water rates.

2. Increasing amount of capital investment ($125M for 2008) to replace and rehabilitate water distribution system and substandard water services.

3. Completed a water loss detection study in 2007 to identify a number of measures that can be implemented during 2008 and beyond to reduce the amount of water lost throughout the distribution system.

4. Winner of the American Water Works Association Public Achievement Award for educating the public, promoting awareness of water issues and engaging residents and businesses in model behavior regarding water usage and source protection (Water Efficiency Program and Downspout Disconnection Program)

5. Winner of a silver award in the Public Service Quality Fair for promotion and delivery of the City of Toronto's Toilet Replacement Program in the Multi-Residential and Single Family sectors as part of the Water Efficiency Program

6. Completed licensing of staff that test drinking water as Water Quality Analysts, increased the scope of the City's laboratory accreditation and enhanced the Laboratory Information. Management System (LIMS) to improve lab staff efficiency in managing day-to-day work