



STAFF REPORT ACTION REQUIRED

Toronto's 2007 Performance Measurement and Benchmarking Report

Date:	March 26, 2009
To:	Executive Committee
From:	City Manager
Wards:	All
Reference Number:	

SUMMARY

This report and the accompanying Attachment A, entitled Toronto's 2007 Performance Measurement and Benchmarking Report, provide service/activity level and performance measurement results in 23 service areas. It includes up to eight years of Toronto's historical data to examine internal trends, and compares 2007 results externally to 14 other municipalities through the Ontario Municipal CAOs Benchmarking Initiative (OMBI).

In December 2008, the 15 OMBI member municipalities released a joint report entitled OMBI 2007 Performance Benchmarking Report (OMBI Joint Report), which is included as Attachment B. The OMBI Joint Report provides 2006 and 2007 summary data in 22 service areas. Municipal results for each performance measure are presented as information in alphabetical order. The report does not attempt to interpret or rank the results of municipalities in any way.

Toronto's 2007 Performance Measurement and Benchmarking Report, expands on the OMBI Joint Report by focusing on Toronto's 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 also includes one additional service area, more performance measures and service level indicators, identification of key factors influencing Toronto's results, and highlights Toronto initiatives that have, or will be implemented that are expected to further improve the efficiency and effectiveness of our operations.

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. Toronto's 2007 Performance Measurement and Benchmarking Report includes up to eight years of historical data for 41 service/activity level indicators and 101 measures of efficiency, customer service and community impact.

Notwithstanding Toronto's unique place in Ontario, there is also value in comparing Toronto's 2007 results to those of other Ontario municipalities. Toronto's results have been ranked by quartile, in relation to other municipalities for 51 service/activity level indicators and 103 performance measures. Between Toronto's 2006 and 2007 Benchmarking Reports, there has been very little change in Toronto's quartile ranking for each of the indicators and measures in relation to other municipalities. Changes in Toronto's quartile ranking for individual measures are more likely to occur over a five-year or longer period.

Factors that make Toronto unique, such as our high population density, more developed urban form and older infrastructure, can have a significant influence on why Toronto's results are higher or lower in relation to other municipalities. To assist in understanding the impact these factors can have on Toronto's ranking, the attached report has grouped measures from across service areas based on these key influencing factors.

Toronto's 2007 Performance Measurement and Benchmarking Report also includes, in Appendices 1 and 2 to Attachment A, findings from supplementary reviews of:

- Solid Waste Diversion where Toronto's cost per tonne is high in relation to other municipalities and it provides the reasons for this and describes the linkage between costs and diversion rates
- Library Services where Toronto's library use per capita is very high and cost per use is low, and the review indicates how these very positive results have been achieved

Comparisons of Toronto's service delivery and quality of life should also go beyond Ontario and include results from other large Canadian and international cities.

One example of Toronto's efforts on this front is work staff have been doing first with the World Bank, and now with the Global City Indicators Facility (GCIF) to develop a standardized set city indicators that measure and monitor city performance and quality of life globally. Toronto staff have made a significant contribution to this work to date, such as the sharing of our experiences in benchmarking work done through OMBI and FCM's Quality of Life Initiative. Toronto has been recognized by staff of the World Bank and the GCIF as one of the world leaders in these areas.

RECOMMENDATIONS

The City Manager recommends that:

1. The Executive Committee receive this report for information.

FINANCIAL IMPACT

As this report deals with performance measurement results of prior years, there are no direct financial implications arising from this report. However, staff analysis of performance measurement results are utilized as part of the City's service reviews and continuous improvement initiatives.

EQUITY IMPACT STATEMENT

This report summarizes Toronto's performance measurement results in 23 service areas and also includes data of up to 14 other Ontario municipalities. The measures and indicators included are at a high level and therefore are not at a level of detail that would allow for an equity impact analysis to be undertaken.

DECISION HISTORY

In April 2006, Council recommended that "Benchmarking results of additional program areas, not covered by the provincially-mandated Municipal Performance Measurement Program (MPMP), also be reported to the Executive Committee."

This report on Toronto's 2007 Performance Measurement and Benchmarking Results is the third such report that has been prepared and includes four additional service areas not included in previous reports bringing the total to 23.

In April 2007, Council recommended that the City Manager be requested to annually select, as the 'target improvement area of the year', one area where the City's performance is found to be within the fourth quartile, and to review that target improvement area and develop a remediation plan for consideration by the Executive Committee and the Budget Committee.

In April 2008, Council recommended that the City Manager be requested to include in next year's report the one best and the one worst areas of performance, and the summary report be succinct.

Appendices 1 and 2 to Attachment A, include findings from supplementary reviews of:

- Solid Waste Diversion where Toronto's cost per tonne of waste diverted is high in relation to other municipalities and the reasons for this and the relationship of costs to diversion rates
- Library Services where Toronto's library use per capita is very high and cost per use is low, and how the Toronto Public Library has achieved these positive results

In April 2008, Council recommended that the City Manager also be directed to request the Ontario Municipal Benchmarking Initiative (OMBI) to develop measurements to evaluate the cleanliness of the City of Toronto and other relevant municipal jurisdictions.

ISSUE BACKGROUND

From 2000 to 2005, the City Manager prepared a series of reports on Toronto's performance measurement results under MPMP, a provincially-mandated program that requires all Ontario municipalities to report annually on performance measurement results.

With the development of OMBI, which is more comprehensive than MPMP, commencing with 2005 data, the City Manager has reported annually to the Executive Committee on Toronto's results utilizing data available through the OMBI process.

This report on Toronto's 2007 Performance Measurement and Benchmarking results (Attachment A) builds on the work of the previous two reports and includes for the first time results for By-Law Enforcement Services, Cultural Services, Parking Services and Planning Services.

City staff have been working for a number of years in collaboration with other Ontario municipalities through OMBI. In December 2008, the 15 OMBI member municipalities released their third annual joint report entitled OMBI 2007 Performance Benchmarking Report (Attachment B - OMBI Joint Report).

This OMBI Joint Report provides 2007 and 2006 summary data in 23 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. Each OMBI member has the option of doing further analysis to interpret their own OMBI data and issuing a local public report.

Toronto's 2007 Performance Measurement and Benchmarking Report is included as Attachment A. It differs from the OMBI Joint Report through the inclusion of:

- A section on Governance and Corporate Management
- Many additional performance measures and service level indicators not included in the OMBI Joint Report

- Up to eight years of Toronto's historical data, to better understand trends in our own internal service levels and performance, and the description of Toronto's 2006 to 2007 change as either favourable, stable or unfavourable
- A 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

Toronto's 2007 Performance Measurement and Benchmarking Report is centred on results that can be quantified. It is equally important to consider achievements from 2008 and initiatives planned for 2009 that could further improve Toronto's operations in the future. These have been included as the end of each service section in Attachment A.

These initiatives are illustrative of staff efforts to build and foster a climate and culture of continuous improvement in our programs. Appendices 1 and 2 of Attachment A to this report (Review of Solid Waste Diversion and Library Services) provide further examples describing staff efforts to find ways to improve services delivered to the public.

COMMENTS

The table of contents to Toronto's 2007 Performance Measurement and Benchmarking Report (Attachment A) provides page references to all of the sections included in the report.

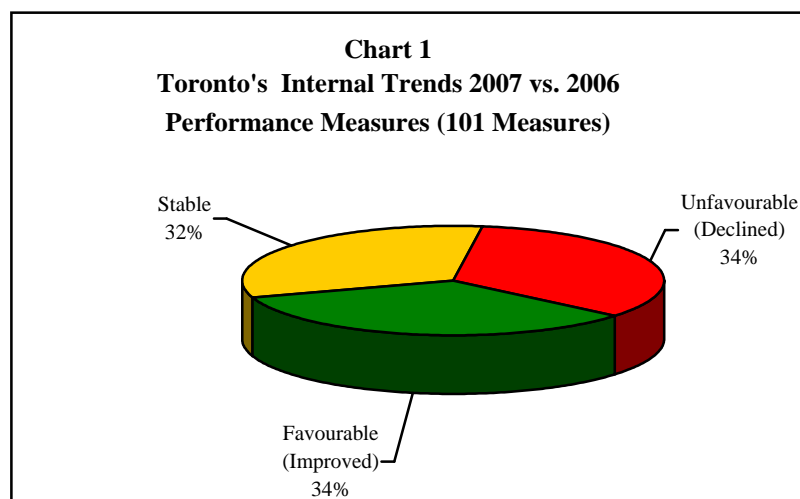
The report includes:

- Contextual information on how much taxes, in all forms, the average Ontario family pays to all three levels of government and how the City of Toronto's 5.6% share of those taxes was spent in 2008
- Summaries of :
 - How Toronto's service levels changed between 2006 and 2007
 - How Toronto's performance changed between 2006 and 2007
 - How Toronto's 2007 service levels compare to other Ontario municipalities
 - How Toronto's 2007 performance measurement results compare to other Ontario municipalities
- Continuous improvement initiatives - Actions Toronto's service areas are taking to further improve operations and performance:
 - Initiatives to improve customer service and quality
 - Initiatives to improve effectiveness
 - Efficiency improvement initiatives
 - Initiatives to improve the quality of life of Torontonians
 - Additional initiatives to protect vulnerable communities in Toronto
 - Initiatives to increase service levels
- Links to other report cards and indicator reports for Toronto
- A summary of Toronto in international rankings and reports

- A consolidated colour-coded summary of results by service area showing:
 - Toronto's 2006 vs. 2007 trends (favourable/stable/unfavourable)
 - Toronto's quartile ranking relative to other OMBI municipalities
 - A reference to more detailed supporting charts with actual results for Toronto and the other municipalities
- Detailed Results for each of the 23 service area including:
 - Colour coded summaries of Toronto's results
 - Charts with up to eight years of Toronto's results for each indicator and measure
 - Sorted 2007 results of the 15 OMBI municipalities for each indicator and measure, highlighting Toronto's ranking (based on what would be considered as the most to least desirable result from Toronto's perspective)
 - Identification of factors that influence municipal results for each measure and why Toronto ranks as it does
 - Key initiatives completed in 2008 or are planned for 2009, that are expected to further improve the efficiency or effectiveness of operations

Internal Comparison – How Have Toronto's Performance Measurement Results Changed Between 2007 and 2006?

Of the 101 performance measurement results of efficiency, customer service and community impact included in Toronto's 2007 Performance Measurement and Benchmarking Report, 66% of the measures examined, had 2007 results that were either improved or stable relative to 2006, as reflected in Chart 1.

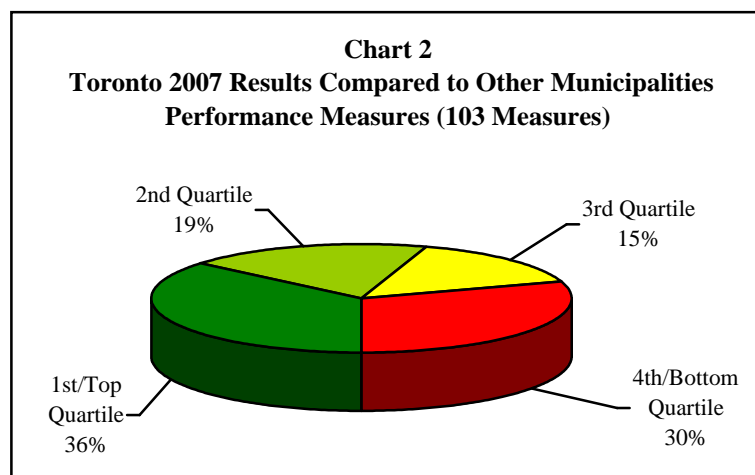


For further information on Toronto's internal year-over-year results, please refer to pages xi to xii of Attachment A.

External Comparison - How Do Toronto's 2007 Performance Measurement Results Compare To Other Municipalities?

There are 103 measures of efficiency, customer service and community impact, in Toronto's 2007 Performance Measurement and Benchmarking Report where Toronto's results can be compared and ranked with other municipalities and placed in quartiles.

Toronto's results are higher than the OMBI median for 55% of the indicators as shown in Chart 2. Between Toronto's 2006 and 2007 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 are more likely to occur over a five-year or longer period.



For further information on Toronto's quartile rankings in relation to other Ontario municipalities, please refer to pages xiv to xvii of Attachment A.

Continuous Improvement Initiatives - Actions to Further Improve Operations and Performance

Each of the service area sections included in Attachment A includes a listing of some of the initiatives completed in 2008 or planned in 2009 that could further improve the efficiency and effectiveness of Toronto's operations. Highlights of those initiatives are provided on pages xviii to xxii of Attachment A, and examples of some of those initiatives are noted below.

Initiatives to improve customer service and quality include:

- Pro-active by-law enforcement inspections, which increased by 140% in 2008 and in 2009 building audits will be conducted in 186 multi-residential buildings
- For non-emergency by-law complaints received, there is a target to improve/reduce the response time to an average of 5 business days in 2009

- The city introduced a quality ratings system, in 2008 for all child care centres that have a service contract with the City of Toronto. The system includes assessments of each center based on specified criteria, and the ratings for each centre are available on Toronto's website.
- New express bus services are being introduced in 2009, which will reduce travel times and, in doing so, improve service for customers and create long-term operating efficiencies

Initiatives to improve effectiveness include:

- In order to establish and maintain a safe and healthy school community, the Toronto Police Service added 30 School Resource Officers in September 2008. To pursue this goal these officers build partnerships with students, teachers, school administrators, School Board officials, parents, other police officers, and the community.
- Under the new EMS Model of Care, Advanced Life Support (ALS) units will only be dispatched to "ALS-appropriate" calls based on the Medical Priority Dispatch System (MPDS) software, as opposed to the first available unit responding. This change (commenced in 2008) will result in improved care as medical skills will be more closely matched to patient need.
- Water efficiency efforts are continuing on programs that will reduce the water used by consumers such as funding to advance municipal system leak detection, toilet and clothes washer replacement rebates, and computer controlled irrigation for City facilities. Water audits will be conducted on industrial, commercial and institutional indoor use, and residential outdoor use of water, along with public education and promotion.

Efficiency improvement initiatives include:

- In 2008, mobile data terminals and software (called One Step) were 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.
- New and larger recycling bins were introduced in 2008 that allow for an automated mechanical arm to tip and empty the blue cart. Using this system will allow for the reduction of two person crews to one person, which is both more efficient and is also expected in the longer term to reduce the number of injuries through reduced lifting.

Supplementary Review of Toronto's Solid Waste Diversion

Council requested the City Manager to annually select one service area where the City's performance is found to be within the fourth quartile in benchmarked results, and identify the reasons and factors behind this as well as steps the service area has and will be taking to improve the efficiency and effectiveness of operations.

The area selected for the review in this year's report was solid waste diversion where Toronto's costs have historically been higher than those of other municipalities. This was

also accompanied by reviewing the linkage between the success of diversion programs in raising diversion rates and costs. This review can be found in Appendix 1 to Attachment A. Noted below is a brief summary of the findings.

Toronto's solid waste diversion costs are higher on a cost per tonne basis than other municipalities; however, this must be linked with diversion rates, where Toronto's has the highest diversion rate for houses at 59% in 2007. As new materials are added to the diversion stream in the future, costs are likely to continue to rise as higher costs are often associated with higher effectiveness/diversion. Given the scale and scope of Toronto's waste diversion program, our costs are not unreasonable in relation to other municipalities.

Besides our high diversion rate, there are other key factors we have identified that are also likely key contributors to Toronto's higher costs including:

- Green bin/organics materials, which in Toronto for 2007 are thought to have been a larger proportion of Toronto's diversion stream than in other municipalities. Processing organic material is significantly more expensive than other recyclable materials.
- Toronto's green bin program also differs from many others in that it accepts diapers, sanitary products and plastic bags (with the organics). This, however, requires an additional process and costs in Toronto to remove the plastic materials compared to other programs that do not accept these materials.
- Higher public education and communication costs with education materials often being produced in 11 other languages besides English, to reflect Toronto's diversity
- Higher transportation costs since currently there is insufficient capacity or appropriate locations for diversion facilities within Toronto because of our urban form. For some waste diversion activities services such as, Source Separated Organics (green bin) processing, and leaf and yard waste composting, this requires the transport of these materials to contractors outside of Toronto.
- A greater level of by-law enforcement and associated education activities may be required in Toronto than in other municipalities. Multi-residential dwellings in Toronto represent approximately 48% of the total dwellings/households, which is far more than any other Ontario municipality. Multi-unit residential buildings also have a far lower diversion rate (13% in 2007) than houses (59% in 2007). Proportionately higher levels of education and enforcement activities may be required in Toronto (than in other municipalities) for these buildings in order to raise their diversion rates.

Much of Toronto's diversion efforts are now being focussed on increasing the diversion rates for multi-residential apartments, through the introduction of in-unit containers for blue box materials and organics in 2009 and 2010. Historically, the recovery rates (based on participation rates and quantities separated from garbage) for multi-residential units has been much lower than for houses, because it tends to be less convenient. Education and enforcement activities are intended to encourage a greater recovery rate.

Staff are not aware of any other large North American city undertaking such a large-scale source separated organics program project, so we could be considered as trailblazers without the benefit of lessons learned from other organizations.

Toronto's Solid Waste Management staff have already implemented a number of innovative initiatives to improve the efficiency and effectiveness of diversion programs, and have a number of others planned for the future.

Due to the significant drop in commodity prices from the sale of recycled/processed materials that commenced in the last quarter of 2008, the total revenues realized by Toronto from these sales is also expected to drop in 2009, and our net costs of solid waste diversion will likely increase in the future.

There has also been external recognition of Toronto's efforts such as the Recycling Council of Ontario's 2007 Ontario Waste Minimization Awards for Solid Waste Management's "Getting to 70 per cent Waste Diversion Plan."

Supplementary Review of Toronto's Library Services

Council also requested the City Manager select one service area where the City's performance is found to be within the first/top quartile in benchmarked results, and identify how this has been achieved.

The area selected for review in this year's report, based on 2007 benchmarked results, was library services where the Toronto Public Library's (TPL) results show a combination of very high library use and lower cost per use. This review can be found in Appendix 2 to Attachment A. A brief summary of the findings are noted below.

On the North American and international front, statistics show the Toronto Public Library to be the busiest urban public library system in the world. This has been achieved through a combination of high service levels, through its branches, collections, programs and electronic services, and managing its costs by maintaining existing staff levels, while also expanding, particularly its electronic services. Toronto residents continue to use the Toronto Public Library's services at a very high rate confirming these services are both accessible and relevant to them.

Measuring the Cleanliness of Toronto

In April 2008, Council recommended that the City Manager also be directed to request OMBI to develop measurements to evaluate the cleanliness of the City of Toronto and other relevant municipal jurisdictions.

In 2008, at meetings of the OMBI Solid Waste and By-Law Enforcement Expert panels, as well as the OMBI Management Committee, Toronto staff enquired with the other OMBI municipalities if there was interest in jointly developing indicators to measure the

cleanliness of Ontario municipalities. A request was also made if they were aware of any existing indicators to measure cleanliness.

In those meetings staff from other municipalities indicated they were not aware of any such indicators, and that at this time they prefer to focus on the existing indicators and measures in their respective expert panels.

As a result, City staff will internally review and identify measures to evaluate the cleanliness of the City of Toronto. Once this work has been completed, Toronto staff will then share the proposed measures with the other OMBI municipalities to determine if there is interest in jointly collecting data for these measures in the future.

Comparing Toronto to Cities Beyond Ontario

Toronto has been involved in a number of initiatives that have looked at indicators beyond Ontario to a broader North American and world context. Much work has been done globally on quality of life type indicators, but there is much less comparable information available on municipal/city service delivery.

Some of the initiatives that the City is currently involved in with other Canadian and international cities are described in the following sections.

World Bank Initiative to Develop City Indicators

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

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

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

The initiative was launched in June 2006 at the World Urban Forum and the pilot process involved nine cities from four countries:

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

The objective for the indicators developed in this pilot process was that they would be applicable to all cities in the world regardless of geography, culture, affluence, size, economic strength, or political structure (which level of government provided the service).

The indicators cover a total of 22 theme areas. Eight of the themes relate to quality of life indicators such as civic engagement, culture, economy and the environment.

Fourteen of the theme areas relate to city services and have been designed to capture both the service levels or amount of resources devoted to delivery of that service, and the outcomes or impacts those services have on the communities they serve. Examples of service areas included are fire, recreation, police, social services, solid waste, water and wastewater.

Cities participating in the pilot were asked to collect and submit data to the World Bank's consultants in June 2007. At the beginning of the process, Toronto staff highlighted the need for precise technical definitions and consistent data sources in order for the information collected to be comparable between cities and countries. Unfortunately, the World Bank's consultants were not able to provide this guidance to the degree Toronto staff feel was required.

Commencing in May 2008, the City Indicators Initiative was managed by a newly established Global City Indicators Facility (GCIF) within the Cities Center at the University of Toronto. Financial support for the facility will be provided for three years by the World Bank's Development Grant Facility and others.

Other cities that have recently joined the GCIF include Amman, Jordan; Dubai, United Arab Emirates; Milan, Italy; Minna, Nigeria; Mumbai, India; Naihati, India and Tehran, Iran.

Discussions are also now underway between the GCIF and the City Councils/Mayor's Offices of 18 additional cities including cities in South Africa (Johannesburg, Durban and Cape Town), U.S.A. (Chicago, New York City, Tulsa, Honolulu and Bellevue Washington), China (Shanghai and Beijing), France (Paris and Marseilles), U.K. (London), Sweden (Stockholm), and four cities in Angola.

The GCIF is hosting a mid-April workshop to review the results of the pilot process as well as the current and potential future indicators, discuss issues such as consistent technical definitions and data sources, and determine next steps for the GCIF.

Toronto staff have made a significant contribution to this work to date, such as the sharing of our experiences in benchmarking work done through OMBI and FCM's Quality of Life Initiative. Toronto has been recognized by staff of the World Bank and the GCIF as one of the world leaders in these areas.

It is expected that this initiative will still take some time before comparable results will become available, but if successful it will provide a valuable additional source of information to assess how well Toronto is doing from both a service delivery and quality of life perspective.

Federation of Canadian Municipalities – Quality of Life Indicators

Toronto has been a participant for a number of years in the Quality of Life Reporting System (QOLRS) of the Federation of Canadian Municipalities. The objective of the QOLRS is to measure, monitor and report on the quality of life in Canadian urban municipalities.

Toronto's participation in the QOLRS is being led by the Social Development Finance & Administration Division, and it currently includes members from 22 other Canadian cities and communities.

QOLRS Indicators have been developed in the areas of :

- Affordable, and Appropriate Housing
- Civic Engagement
- Community and Social Infrastructure
- Education
- Employment
- Local Economy
- Natural Environment
- Personal and Community Health
- Personal Financial Security
- Personal Safety

As part of the QOLRS work, a theme report on immigration/diversity was recently completed.

Conference Board of Canada - Benchmarking the Attractiveness of Canada's CMAs

On December 12, 2007, the Conference Board of Canada released its report entitled City Magnets- Benchmarking the Attractiveness of Canada's CMAs. The premise of the report was that cities must act as magnets to attract highly skilled workers and mobile populations in order to stay prosperous in the years ahead. Worldwide, cities with a high quality of life will be the most successful in attracting and keeping talented and skilled workers.

The report examined data of 27 Canadian census metropolitan areas (CMAs) using 46 indicators in the following seven domains:

- Economy
- Health
- Society
- Housing
- Environment
- Innovation
- Education

The Conference Board was not able to isolate City of Toronto data from the larger Toronto CMA, but assigned the Toronto CMA an overall grade of "A", ranking second overall in Canada behind only Calgary, with the stronger Calgary economy being the key differentiating factor.

The Conference Board is planning a similar report in 2009/10 which will base data on a City's geographic boundaries as opposed to the CMA. Toronto staff have been involved in preliminary planning work on this next report with the Conference Board.

External Recognition of Toronto's Innovative Initiatives

Performance 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 120 awards received by Toronto between 2004 and 2008 for quality and innovation in delivering public services at the Public Sector Quality Fair (PSQF). It 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

Conclusion

Toronto has made progress in the reporting of performance measurement results from both an internal and external perspective, which has strengthened accountability and enhanced the level of transparency in the way performance of City services is reported.

The inclusion of up to eight years of data used to examine Toronto's own internal trends in results can provide valuable insights. The work being done with other Ontario municipalities through OMBI has been instrumental in gaining access to information provided directly by other municipalities, which is as comparable as possible. Together,

these internal and external perspectives have proven to be very useful in providing a better understanding of our operations, where we are performing well, and in some cases, areas where we can improve.

There are a number of areas where Toronto has the best result of the OMBI municipalities such as:

- The highest pavement quality of roads
- The highest solid waste diversion rate for houses
- The shortest EMS response time
- The highest rates of library and transit use by residents
- The lowest costs of social housing administration
- The lowest rate of governance and corporate management costs as a percentage of total operating expenditures

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

All service areas continue to look for opportunities to further improve operations and a number of these initiatives completed in 2008 and planned in 2009 have been described in Attachment A.

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

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

The value of comparing Toronto's results to other large Canadian and international cities has also been recognized. Toronto is participating in other initiatives such as the Global City Indicators Facility but it is expected that this initiative will take some time before comparable results of other world cities will become available.

The average Toronto family with two incomes pays the vast majority of their taxes, in all forms, to the Provincial and Federal Governments. Only 5.6% of their taxes is paid to the City of Toronto, which is used to provide a wide range of services that are vital to the day- to- day lives of citizens. The performance of 23 of these City services are described in this report as well as a number of initiatives being undertaken to further improve the efficiency and effectiveness of our operations.

CONTACT

Lorne Turner
Manager, Performance Management
City Manager's Office
Phone: (416)-397-0533; Fax: (416)-392-1827
E-mail: lturner@toronto.ca

SIGNATURE

Joseph P. Pennachetti
City Manager

ATTACHMENTS

Attachment A: Toronto's 2007 Performance Measurement and Benchmarking Report
Attachment B: OMBI 2007 Performance Benchmarking Report (OMBI Joint Report)