



# **2007 Performance Measurement and Benchmarking Report**



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## Introduction

This report provides service level and performance measurement results in 23 of the City of Toronto's service areas. It includes up to eight years of Toronto's historical data to examine internal trends, and compares results externally to 14 other municipalities through the Ontario Municipal CAOs Benchmarking Initiative (OMBI). It also includes more detailed supplementary reviews of Library Services and Solid Waste Diversion. This is Toronto's third annual performance and benchmarking report and it continues to strengthen accountability and enhance the level of transparency in the way performance of Toronto's services is reported.

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 2008 and planned in 2009 have been described in this report.

There is also value in comparing Toronto to other municipalities. In December 2008, the fifteen OMBI member municipalities released a joint report entitled OMBI 2007 Performance Benchmarking Report (OMBI Joint Report) [http://ombi.ca/docs/08-4192-Final%20OMBI-Dec8\(HI-RES\).pdf](http://ombi.ca/docs/08-4192-Final%20OMBI-Dec8(HI-RES).pdf). The OMBI Joint Report provides 2006 and 2007 summary data in 22 service areas. Municipal results for each performance measure are presented in alphabetical order. The joint report does not attempt to interpret or rank the results of municipalities in any way.

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

Toronto's 2007 Performance Measurement and Benchmarking Report builds 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 by quartile in an external comparison to the other OMBI municipalities. It differs from the OMBI Joint Report through the inclusion of:

- Governance and Corporate Management as an additional service area
- Many additional performance measures and service level indicators not included in 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
- 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 2008 and initiatives planned for 2009 that are expected to further improve Toronto's operations in the future

## Context

To provide context to this report on Toronto's performance in service delivery, from the perspective of an average Toronto family it is important to consider:

- How much and what different types of taxes they pay over the course of a year?
- What level of government these taxes are paid to and in what proportions?
- How are these tax dollars used by the City of Toronto and the other two orders of government?

### **How Much and What Types of Taxes did an Ontario Family Pay in 2008?**

Families pay taxes regularly throughout the year in many different forms. Some taxes such as income tax, Employment Insurance and Canada Pension Plan premiums are deducted directly from gross salaries. Other consumption-based taxes like GST and PST are paid at the point of purchase and can amount to 13% of the purchase price, while others such as gasoline, liquor and tobacco taxes are embedded in the purchase price and as a result are not always evident. Property tax is based on a percentage of the assessed value of land and buildings, with approximately two thirds of the tax bill utilized for municipal purposes and the remainder for educational purposes. Property tax is also highly visible and is the only form of tax where taxpayers receive a bill they are required to pay - usually through a cheque or pre-authorized bank withdrawal.

Figure 1 on the next page provides a summary, based on the work of the Fraser Institute, of the types and amounts of all forms of taxes paid to all three level of government by an average Ontario family with two or more individuals. In 2008, it is estimated an average family with a total income of \$95,102 will pay approximately \$41,495 in all forms of taxes to all levels of government.

### **How Much Tax did Each Level of Government Receive from the Average Ontario Family?**

As illustrated in Figure 2, the estimated \$41,495 in all forms of taxes paid by the average Ontario family in 2008 is split as follows:

- The Canadian Federal government is estimated to have received \$23,828 or 57.4%
- The Ontario Provincial government is estimated to have received \$15,354 or 37.0%
- The City of Toronto received \$2,313 or 5.6%, which includes the municipal portion of property taxes, and the personal vehicle ownership tax (implemented in 2008), an average family with two cars, would pay in Toronto

### **How did Toronto Spend its 5.6% Share of Taxes the Average Toronto Family Paid?**

Figure 2 also provides a table which takes the \$2,313 or 5.6 % of all taxes that the City of Toronto receives and then breaks that amount down to show how those 2008 municipal tax dollars were spent in Toronto for the numerous services provided that impact the day-to-day lives of citizens.

The balance of this report is focused on providing performance measurement and benchmarking results as well as key improvement initiatives, for 23 of the major services the City of Toronto and other Ontario municipalities provide, with the 5.6% share of the total tax dollar.

**Figure 1**  
**Estimated Total Taxes Paid in 2008 (\$41,495)**  
**(for an Avg. Ontario Family with Two or More Individuals and a Cash Income of \$95,102)**

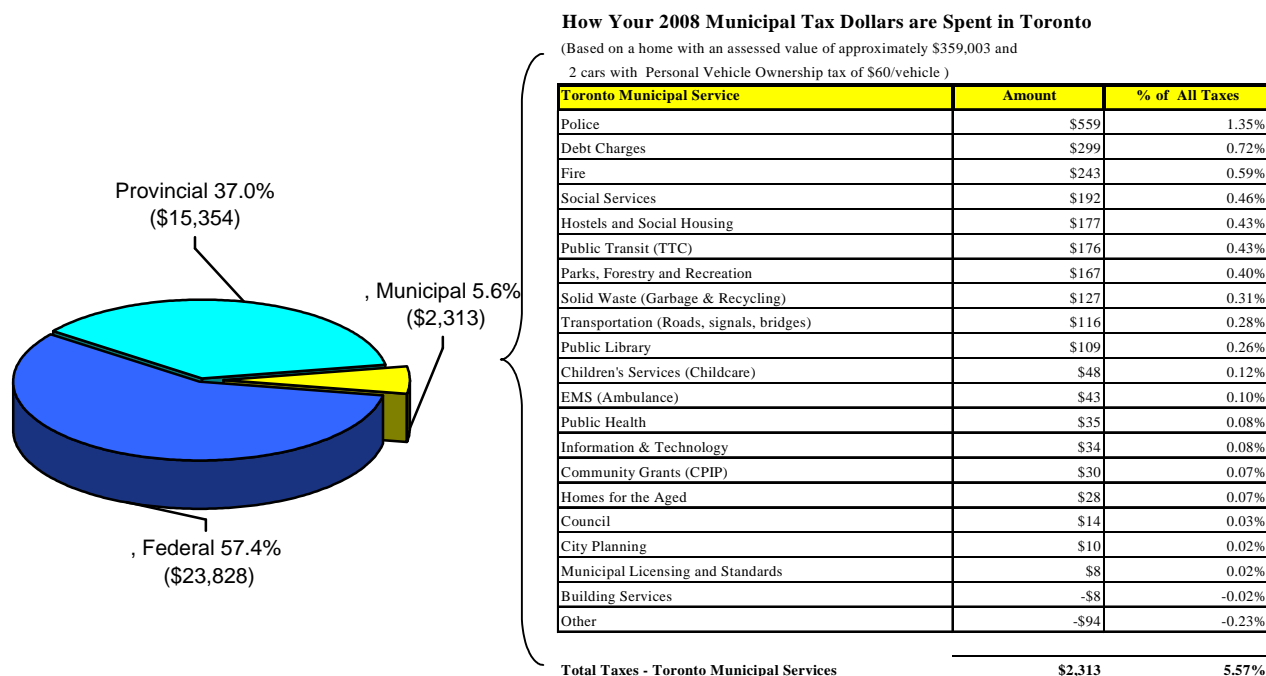
Applicable Tax	Taxes Paid \$	Applicable Tax as % of Total Taxes	Applicable Tax as % of Total Cash Income of \$95,012
<b>Cash income</b>	95,102	n/a	n/a
<b>Applicable Taxes</b>			
Income tax	14,314	34.5%	15.1%
Social security, pension, medical and hospital taxes	9,419	22.7%	9.9%
Sales taxes	6,662	16.1%	7.0%
Profits tax	3,443	8.3%	3.6%
<b>Property tax- municipal portion (note 1)</b>	<b>2,193</b>	<b>5.3%</b>	<b>2.3%</b>
Liquor, tobacco, amusement & other excise taxes	2,071	5.0%	2.2%
Automobile, fuel and motor vehicle license taxes	971	2.3%	1.0%
Property tax- education portion (note 1)	948	2.3%	1.0%
Other taxes	925	2.2%	1.0%
Import duties	403	1.0%	0.4%
<b>Personal vehicle ownership tax-Toronto (note 2)</b>	<b>120</b>	<b>0.3%</b>	<b>0.1%</b>
Natural resource levies	26	0.1%	0.0%
<b>Total taxes</b>	<b>41,495</b>	<b>100.0%</b>	<b>43.6%</b>
<b>Cash Income after taxes</b>	<b>53,607</b>	<b>n/a</b>	<b>n/a</b>

Source: The Fraser Institute, June , 2008

Note 1: In Ontario, residential property taxes are levied for municipal services as well as education, which is a provincial responsibility. The property tax figure in the Fraser Institute's report of \$3,141 has therefore been split between the municipal and educational components based on Toronto's 2008 property tax rates.

Note 2: Reflects additional cost for family with 2 personal vehicles in Toronto, which was not included in original Fraser Institute Report

**Figure 2**  
**Total Taxes Paid (\$41,495) in 2008**  
**by Average Ontario Family (by Level of Government)**



Source: The Fraser Institute, June, 2008 & Toronto Revenue Services

Note: The average home in Toronto has an assessed value of \$365,500. To conform with the municipal property tax figures used in the Fraser Institute's work, the figures for Toronto's municipal services have been based on a home assessed at \$359,003



## **Guide to the Summaries of Toronto's Performance Measurement Results**

### **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:

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

#### **Performance Measures**

2. 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
3. Customer Service - measures the quality of service delivered relative to service standards or the customer's needs and expectations
4. 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 or community impact 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 reviewing trends over a period of years, and from an external perspective in relation to the results other municipalities.

### **Comparing Toronto's Results Internally Over Time**

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 2007 and there is an estimated daily influx of 314,000 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 Toronto's 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 eight 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 over long periods of time, where appropriate, costs have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI).

Figure 3 below, describes the conditions under which a colour-code and descriptor is assigned to the service/activity level indicator or performance measure, based on a comparison of Toronto's internal 2007 vs. 2006 results.

**Figure 3**

<b>Favourable</b> (green)	<ul style="list-style-type: none"> <li>• <b>Service/Activity Levels</b> - Toronto's service levels or standard, the amount of resources approved by Council, or the volume of service delivered to residents, <u>has increased</u> 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.</li> <li>• <b>Efficiency, Customer Service or Community Impact</b> – Toronto's result is <u>improving</u> over the time period, or is the best possible result.</li> </ul>
<b>Stable</b> (amber)	<ul style="list-style-type: none"> <li>• <b>Service/Activity Levels</b> - Toronto's service/activity levels have been <u>maintained or are stable</u> over the period.</li> <li>• <b>Efficiency, Customer Service or Community Impact</b> - Toronto's result has remained <u>stable</u> over the period.</li> </ul>
<b>Unfavourable</b> (red)	<ul style="list-style-type: none"> <li>• <b>Service/Activity Levels</b> - Service level, standard, the amount of resources approved by Council, or the volume of service delivered to residents, has <u>decreased</u> 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.</li> <li>• <b>Efficiency, Customer Service or Community Impact</b> – Toronto's result has <u>declined</u> over the time period.</li> </ul>

The colour scheme above is used to describe internal trends in a summary chart at the front of each service section, as well as a consolidated summary of results, and provides a visual aid to assist in reviewing Toronto's year over year results. These summaries also include a references to more detailed charts/graphs in each service section that include up to eight years of historical data to assist in examining longer-term trends, as well as key factors that have influenced results.

## Comparing Toronto's Results Externally to Other Ontario Municipalities

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 9.3 million residents or 73 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 the detailed graphs of results included in this report.

<b>Single-Tier Municipalities</b>	
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
<b>Upper Tier Municipalities</b>	
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.

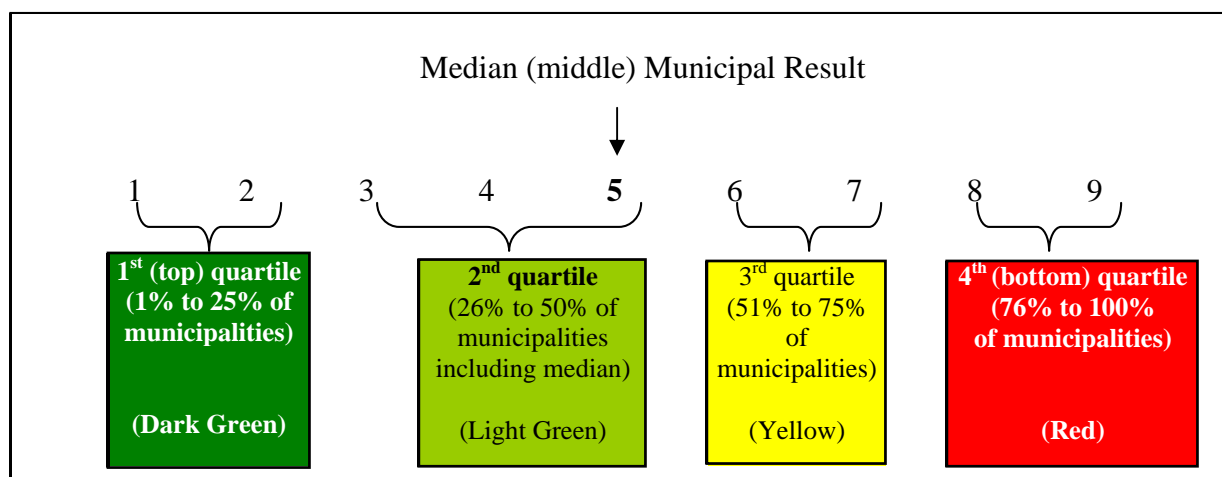
In order to determine Toronto's ranking relative to other municipalities, OMBI data has been sorted according to what would be considered as the most desirable result from Toronto's perspective (the highest service level or levels of efficiency, customer service or community impact) to the least desirable 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. It is only intended to provide context to Toronto's own results. Each of the other 14 OMBI municipalities has different factors that influence their results to varying degrees. It would therefore be unfair to interpret or make conclusions about the relative efficiency or effectiveness of their operations without that understanding and without contacting 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 4 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 4**



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. These summaries also include a reference to more detailed charts/graphs, as well as key factors that have influenced results in each service section.

The two shades of green (the 1<sup>st</sup> and 2<sup>nd</sup> quartiles) represent:

- Service/activity level indicators – service/activity levels being volumes of resources approved by Council or the levels of activity provided to residents, are higher than the median
- Efficiency, customer service and community impact measures - results are better than the median

The colours of yellow (3<sup>rd</sup> quartile) and red (4<sup>th</sup> or bottom quartile) represent:

- Service level indicators – service/activity levels being volumes of resources approved by Council or the levels of activity provided to residents, are 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 23 areas included in this report, includes a summary of Toronto's internal and external performance measurement results using the colour code schemes described previously, as well as text describing the result. There is also a consolidated summary by service area on pages 1 – 26. An illustration of these summaries, is provided below in Figure 5.

**Figure 5**

Category of measure	Name of measure and ref. to figure number in report	Toronto's results are compared internally from 2007 to 2006 to identify trends.		Toronto's 2007 results compared externally to other municipalities in these 2 columns. Results are presented by quartile.		Chart reference in report for more detailed information
Measure Category	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Section 1 – Service Name						
Service Level	FIG. 1.1 Units of Service per 100,000 population	Favourable Increase in units of service provided	-	1 Higher service levels	-	1.1
Efficiency	FIG. 1.2 Cost per unit of service	-	Unfavourable Cost per unit has increased	-	4 High costs	1.2
Customer Service	FIG. 1.3 Response time	-	Stable Response time shows little change	-	2 Lower response time	1.3
Community Impact	FIG. 1.4 Rate of Incidence	-	Favourable Incidence rate has decreased	-	3 Higher rate of incidence	1.4

Toronto's 2007 versus 2006 trends in service levels are described as stable, favourable (where there is an increase), or unfavourable (where there is a decrease)

Toronto's 2007 vs. 2006 trends in for efficiency, customer service and community impact/outcomes results, are described as stable, favourable (where results are improving), or unfavourable (where results are not as good)

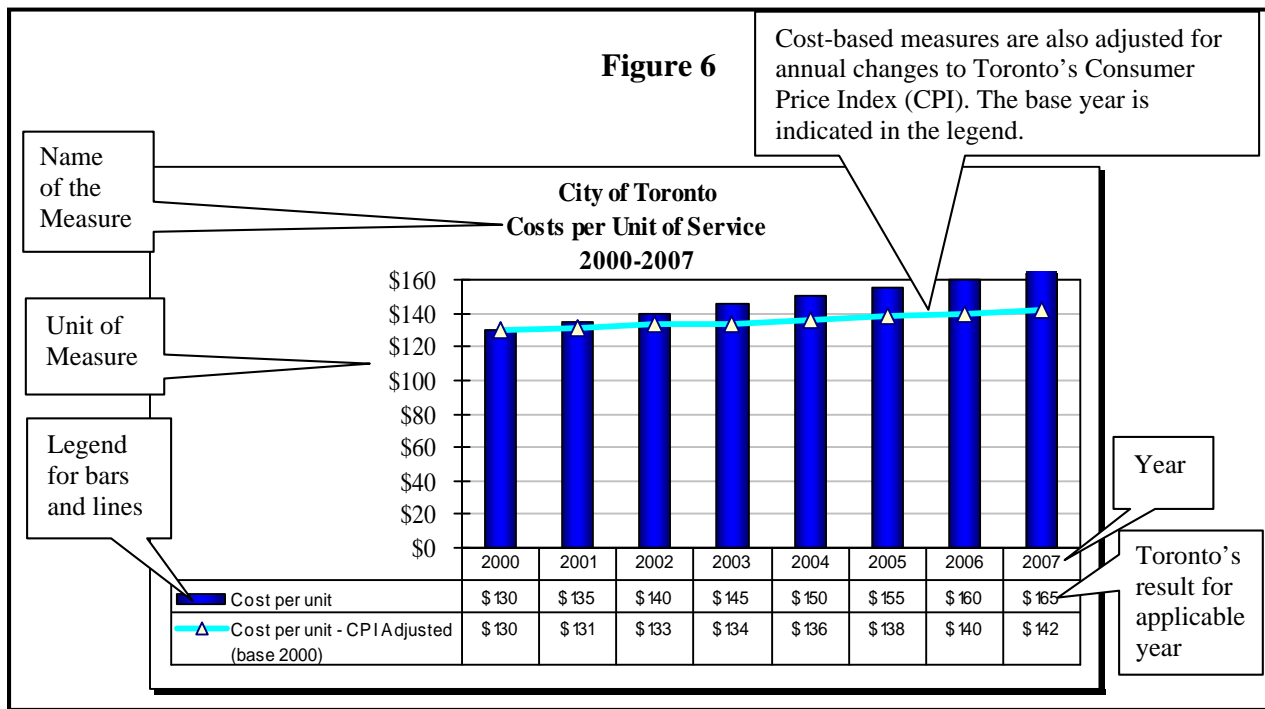
Toronto's 2007 service levels are compared to other municipalities. If in 1st or 2nd quartile, service level is higher than the OMBI median. If in 3<sup>rd</sup> or 4<sup>th</sup> quartile service level is lower than the OMBI median.

Toronto's 2007 efficiency, customer service and community impact/outcome compared to other municipalities. If in 1st or 2nd quartile, result is better than the OMBI median, and if in 3<sup>rd</sup> or 4<sup>th</sup> quartile is worse than OMBI median.

- Columns 1 and 2 indicate the category of measure or indicator and the name of the measure
- Columns 3 and 4 summarize Toronto's internal comparison of service/activity levels and performance measurement and the trend in results between 2007 and 2006
- Columns 5 and 6 summarize quartile results of the external comparison of Toronto's service levels and performance measurement results to other municipalities, based on 2007 results of the Ontario Municipal CAOs Benchmarking Initiative (OMBI)
- Column 7 provides a reference to the appropriate charts in each service section graphing the results for Toronto over multiple years and 2007 results for Toronto compared to other municipalities

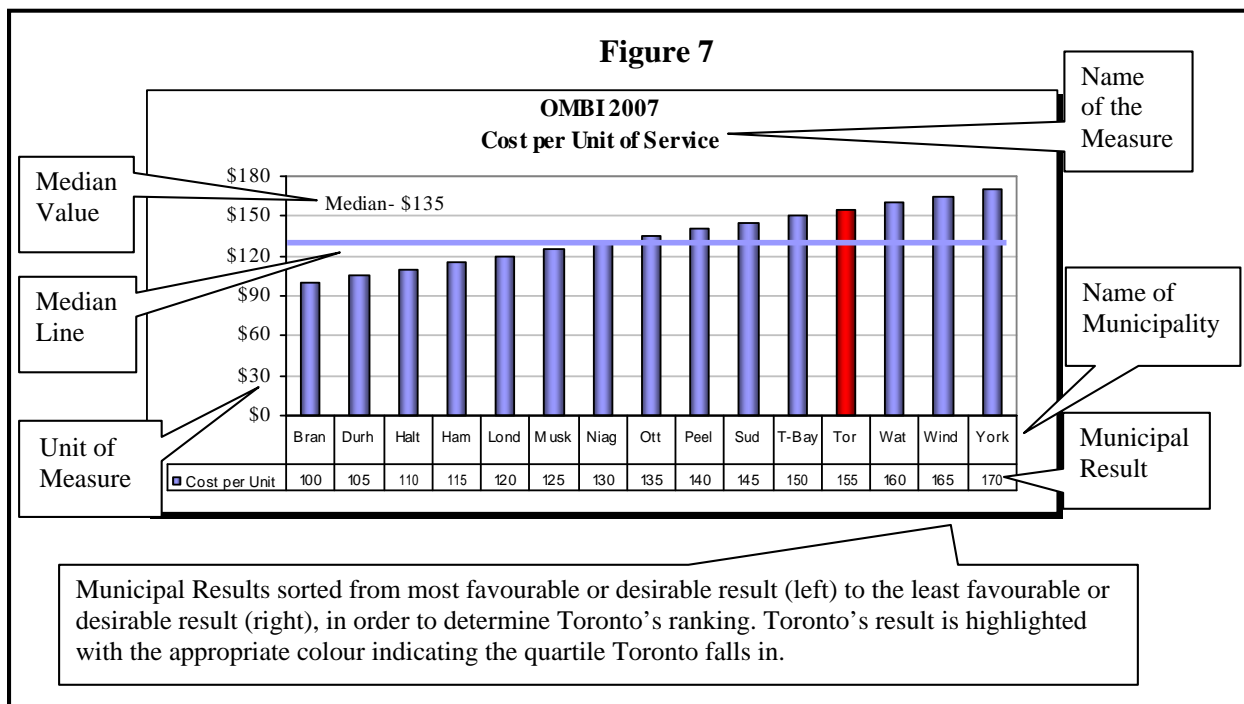
## How to Interpret Charts of Toronto's Internal Results

Figure 6 below, illustrates how charts on Toronto's internal historical results in each service section can be interpreted.



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

Figure 7 below, illustrates how charts in each service section comparing Toronto's 2007 results to other municipalities, can be interpreted.

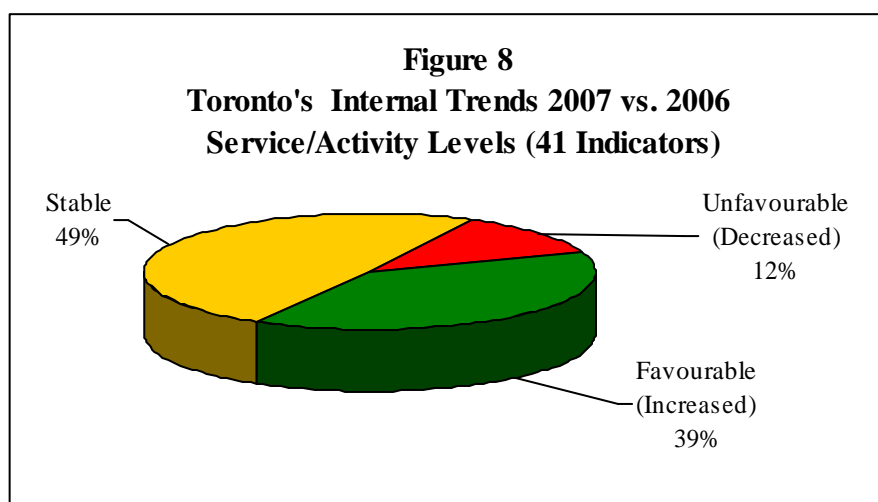


## Overall Summary of Toronto's Results

Pages 1 to 26 provide a consolidated colour-coded summary of Toronto's results for each indicator/measure by service area. Highlights from this consolidated summary are included below.

### Internal Comparison – How Have Toronto's Service/Activity Levels Changed Between 2007 and 2006?

Of the forty-one service/activity level indicators included in Toronto's 2007 Performance Measurement and Benchmarking Report, service or activity levels in 2007 have been maintained (stable) or have increased (favourable) for 88% of the indicators in relation to 2006, as reflected in Figure 8.



Examples of some of the areas in which Toronto's service levels or levels of activity have increased in 2007 are:

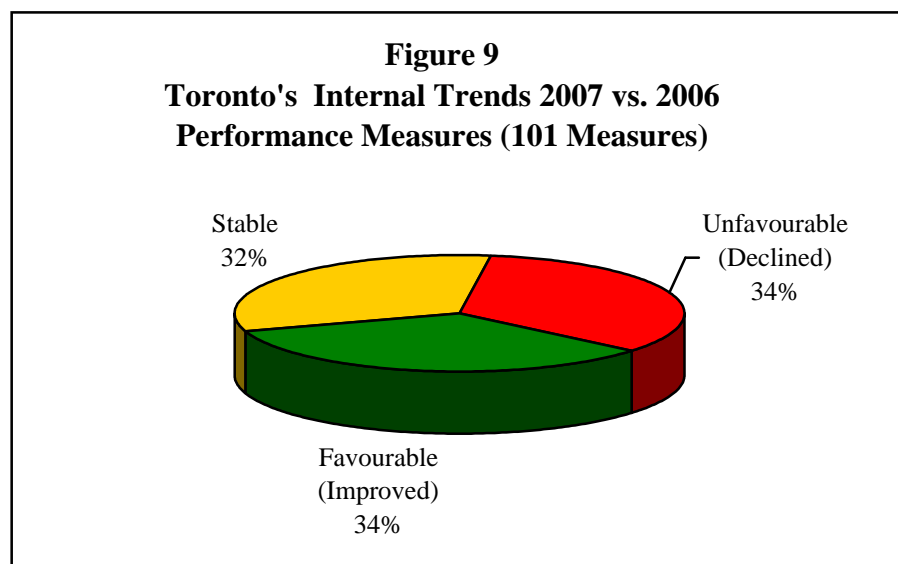
- More ICI (Industrial, Commercial and Institutional) building permits and residential permits under \$50,000 were issued
- Arts grants per capita increased
- The number of emergency medical calls responded to by EMS increased
- More incidents were responded to by Fire Services
- There were increased hours of service in the Library system
- More parking spaces were added
- The kilometres of the trail system in parks was increased
- More police staffing was added
- The number of Social Housing units was increased
- More public transit vehicle hours were provided

The areas where Toronto's service levels have decreased is generally related to lower number of service units delivered in 2007 such as:

- Fewer residential building permits greater than \$50,000 were issued
- There were fewer beds in emergency shelters (hostels)
- Lower volumes of wastewater were treated

## 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 Figure 9.



Examples of areas in which Toronto’s 2007 performance has improved include:

- Increasing construction value of ICI building permits issued, more residential units were built and there was a lower cost per building permit issued
- Fewer by-law complaints were received
- There was an increase in the supply of subsidized child care spaces relative to the low income child population
- Increasing use by residents of electronic library services
- Reduced/shorter length of stay for families in shelters
- Continuing high rate of resident satisfaction in homes for the aged
- Decreasing crime rates for total (non-traffic) crime, violent crime, property crime and youth crime
- Improving pavement condition of Toronto’s roads system and decreasing costs of maintaining the paved surface of roads
- Decreasing total cost of social housing per unit
- Decreased costs of solid waste diversion due to increased revenues from the sale of processed materials like paper, cardboard and aluminum
- Increasing solid waste diversion rates and reduced rate of complaints regarding collection
- Increasing use of registered sports and recreation programs and a higher percentage of available spaces (capacity) was utilized
- There were decreasing amounts of property tax arrears for the current year
- Public transit trips per person increased as did the number of and trips per vehicle hour
- A reduced rate of sewer back-ups and lower volumes of wastewater by-passing treatment.
- Decreasing amounts of drinking water used per household

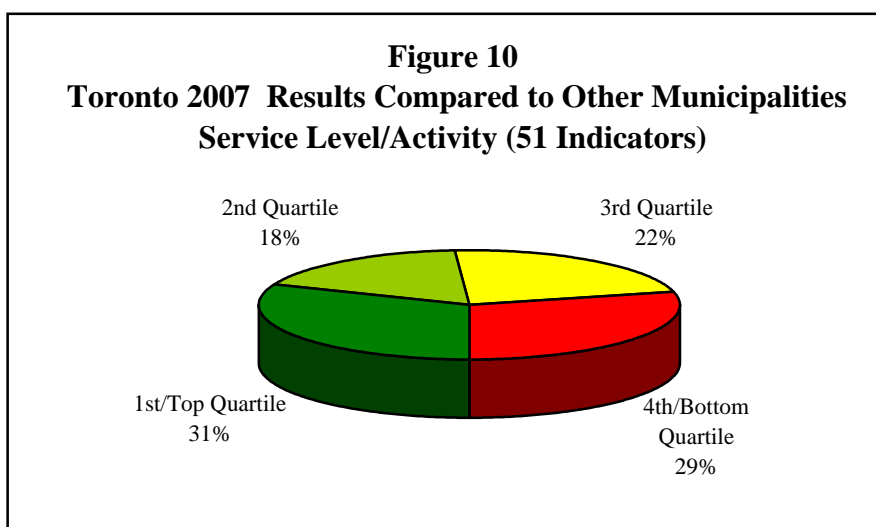


The areas where the internal trends in Toronto's performance measurement results were unfavourable or declined include:

- Twelve efficiency measures, where the costs of providing a unit of service have increased in 2007, due to wage increases in collective agreements
- An increase in the percentage of ambulance time lost to hospital off-load delays
- Increasing rates of residential structural fires, and fire related injuries and fatalities, after a number of years of decline
- Decreased use of non-electronic library services and lower turnover (times borrowed) of the circulating collection
- There was decrease in the percentage of long-term care beds in relation to the elderly population
- The vehicle collision rate on roads increased
- There were an increase in the cost of solid waste disposal per tonne arising from contractual agreements with haulers of the waste to Michigan
- An increase in the cost per public transit trip
- There were increases in the cost of wastewater treatment, and collection
- The costs of water treatment and distribution rose

### External Comparison - How Do Toronto's 2007 Service/Activity Levels Compare to Other Municipalities?

There are 51 service/activity level indicators, 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 service/activity levels are higher than the OMBI median for 49% of the indicators as reflected in Figure 10. Between Toronto's 2006 and 2007 Benchmarking reports, there has been very little change in Toronto's quartile ranking for each of the service/activity level indicators in relation to other municipalities. Any changes in Toronto's quartile ranking for individual 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 grouped by these key influencing factors are described below.

- Services where Toronto's size and high population density requires higher service levels, which are indicative of large densely populated cities
  - A higher 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
  - Higher spending per capita on cultural services due to the size of Toronto's arts and culture community
  - A higher number of on-street parking spaces
- 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 a high number of total incidents (primarily because of medical calls) responded to by fire services per 1,000 population
  - Toronto has the higher proportion 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 (3<sup>rd</sup> or 4<sup>th</sup> quartile) relative to other municipalities, are primarily related to much higher population densities in Toronto than in the other OMBI municipalities. This includes:

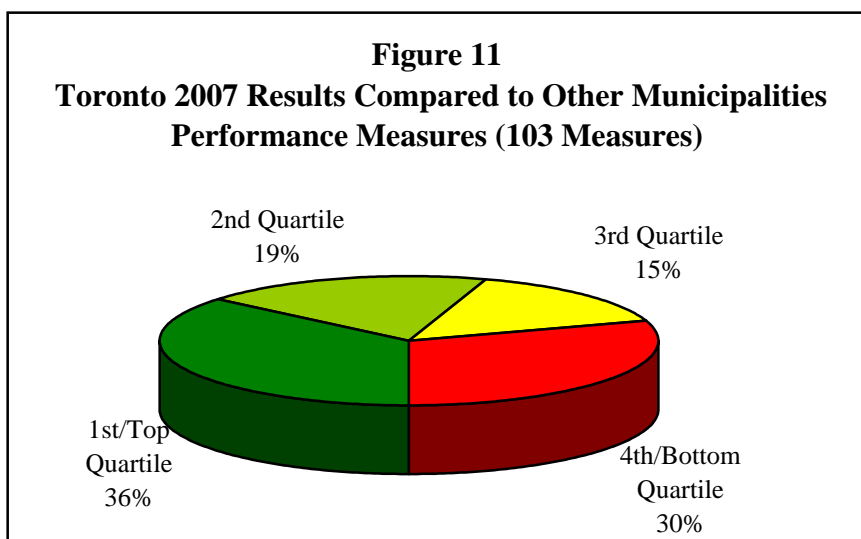
- Fewer facilities or less infrastructure required in densely populated municipalities like Toronto because of proximity and ease of access, while other less densely populated municipalities require proportionately more facilities or infrastructure to be within a reasonable travel distance of their residents
  - A 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)
  - A lower number of library hours per capita (resulting from a lower number of library branches relative to population)
  - The lowest number of road lane kilometres per 1,000 population
  - The lowest hectares of parkland and kilometres of trails in relation to population
  - Lower rates of residential building permits issued and planning applications received per 100,000 population, as Toronto's geographic area is more developed.

- Fewer emergency services vehicle-hours may be required in densely populated municipalities like Toronto because of the close proximity of vehicles and stations to residents, that allows for timely emergency response. 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.
  - Toronto has the lowest number of fire vehicle hours per capita.
  - Toronto has a 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 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 Figure 11. 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.



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

- The shortest EMS response time to emergency calls
- The lowest rate of residential fire related injuries per 100,000 population
- The lowest rate of governance and corporate management costs as a percentage of total operating expenditures (single-tier municipalities)

- The 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
- The highest revenue generated per off-street parking space and combined (off-street & on-street) parking space and 2nd highest for on-street parking
- The highest percentage of a municipality's geographic area that is parkland (both maintained parks and natural areas)
- The largest rate of decrease in the 2007 youth crime rate
- The highest pavement quality rating for our roads system
- The best possible result (100%) for the number of winter event responses on roads meeting standard
- The lowest social housing administrative cost per social housing unit
- The highest rate of residential solid waste diversion for single unit homes/houses
- The highest rate of transit trips per capita and the highest number of transit trips per vehicle hour
- The best possible result for drinking water quality (no boil water advisories)

Performance measures where Toronto's results are better than the OMBI median (1<sup>st</sup> or 2<sup>nd</sup> quartile) include:

- Higher ICI (industrial, commercial or institutional) construction values per capita
- A lower level of by-law complaints received and a higher rate of voluntary compliance to by-law infractions
- A higher number of regulated child care spaces per 1,000 children and a higher number of subsidized child care spaces per 1,000 children from low income families
- A better rate of leveraging city grants (to access other revenue sources) by recipient arts organizations
- The cost per EMS patient transported is at the median
- A lower rate of residential structural fires, lower rate of fire related fatalities and a lower fire response time (at median) to emergencies
- The occupancy rate of beds in emergency shelters is higher
- A lower cost per library use
- There is a high rate of long term care resident satisfaction and a lower cost per bed day
- A low cost to manage an on-street parking space
- The total crime rate, property crime rate and youth crime rate were all lower
- For trends in crime rates, Toronto had a larger rate of decrease in the 2007 rate of total crime, violent crime, and property crime
- The administration cost of social assistance per case was lower, and there was a lower (shorter) average response time for eligibility notification of social assistance clients
- Toronto had a lower solid waste collection cost per tonne, and a lower level of complaints regarding solid waste collection
- There was a higher usage (visits) of registered sports and recreation programming per capita and a higher percentage of the available capacity utilized in these programs
- Toronto had the second lowest amount of current and prior years property tax arrears outstanding
- A lower cost of providing transit services per passenger trip
- A lower cost of drinking water treatment per megalitre and 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 3<sup>rd</sup> or 4<sup>th</sup> 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 and a larger waiting list for a subsidized child care space
- A high length of stay in Toronto's emergency shelters due to a 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
- A low percentage of the social housing waiting list is placed annually (longer wait times) because of a shortage of social housing
- Subsidy costs per social housing unit are higher 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 construction values per capita of building permits issued and a lower level of new residential housing units is being created because of Toronto's more developed urban form
- There is higher violent crime as densely populated municipalities tend to have higher violent crime rates. Toronto's results however, compare favourably to other heavily urbanized municipalities in Canada and the United States
- Toronto has the second highest rate of traffic congestion and the highest vehicle collision rate on these congested roads
- A 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:

- The highest cost of wastewater collection per km. of pipe and the highest rate of sewer back-ups per 100 km. of sewer line, as well as a higher percentage 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.

- A higher cost 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
- A higher cost of water distribution per km. of pipe and highest rate of water main breaks per km. of pipe – more than 10% of Toronto's water system is over 80 years old and 26% is between 50 to 80 years of age, 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:

- A higher child care costs per subsidized space relating to Council's direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care
- A higher cost 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
- A higher cost of winter roads maintenance per lane km. but Toronto also has high winter maintenance standards, and the driveway windrows clearing program which is unique to Toronto. Our urban form, including narrow streets, on-street parking and traffic congestion during storm events, also add to Toronto's costs
- A high cost for solid waste diversion per tonne but Toronto also has the highest diversion rate for single unit homes/houses of the OMBI municipalities
- A high transit cost 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:

- A higher EMS cost per in-service vehicle hour and higher percentage of ambulance time lost due to hospital off-load delays
- A higher cost of fire per in-service vehicle hour
- A higher cost to manage an off-street parking space
- The 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
- A 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
- A lower solid waste diversion rate in multi-residential buildings – new initiatives were launched in 2008/09 to raise this rate
- A lower percentage of the population using registered sports and rec. programs at least once
- A higher cost to maintain a property tax account (some of which may be related to special rebate and deferral programs), and a lower percentage of accounts enrolled in pre-authorized payment plans
- A higher cost per building permit issued and a higher cost per planning application received, which may be related to a greater level of complexity in Toronto
- A higher number of days to resolve by-law complaints

## **Areas of Supplementary Review**

In addition to the detailed results provided in this report for each service area, Council also requested that the City Manager to:

- 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 this review in this years report, based on 2007 benchmarked results, 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 (pages 222 to 235).
- 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 this review in this years report, based on 2007 benchmarked results, was library services where the Toronto Public Library's results show a combination of very high library use and lower cost per use. This review can be found in Appendix 2 (pages 237 to 247).

## **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 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 the initiatives described in the various service areas have been grouped into the following themes:

### **Initiatives to Improve Customer Service and Quality**

- In 2008 there was a case management system for planning and building approvals of large projects including: Woodbine Live!, 2 Holyday Drive, Bridlewood Mall - Finch/Warden Area Study, Markington Square Redevelopment Fountainhead Drive, Valleywoods Redevelopment, Sony Centre, Medical and Research Sciences (MaRS)
- For building inspections, building permission and information requests, improvements will be made in average response times in 2009 to meet legislated time frames.
- Pro-active by-law enforcement inspections 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.



- The library will launch a redesigned website in 2009 with enhanced content and additional online self service functionality, which will be rolled out over the next three years. More branches will also offer wireless internet access and improved bandwidth on library computers.
- Approximately 31,791 individuals and 9,636 families were approved for the Welcome Policy in 2008, which helps low-income residents access sports and recreation programs. In 2009 the Program will be implementing a new module of the recreation program registration system, CLASS, to provide Welcome Policy participants with the ability to register through a touch-tone phone or the internet.
- 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 - New operating and supervisory resources have been budgeted in 2009 to improve the reliability of the 501 Queen streetcar route and selected bus routes as well as improving service. It is anticipated that the new approaches being tested, once expanded, will improve the cost-effectiveness and reliability of all services.
- Opening of the York University BRT in 2009 – bus-only lanes linking Downsview subway station with York University. The exclusive lanes will result in a dramatic improvement in the reliability and speed of service for the over 20,000 transit riders which travel this highly congested corridor each day.
- In 2009 the Paramedics Pilot Project with the TTC will station two paramedics (two shifts), at the Yonge/Bloor station control room with a TTC supervisor, who can respond immediately in the event of an emergency. This project will not only improve the response time for medical emergencies in the subway by approximately 50% but also reduce the length of subway delays due to medical emergencies.

### **Initiatives to Improve Effectiveness**

- 2009 will represent the fourth year of the Toronto Anti-Violence Intervention Strategy, which combines a focused crackdown on gangs with an emphasis on building strong community relationships. This Strategy will involve 30 more Police Officers starting in January 2009 and uses community mobilization to reduce crime and disorder, make neighbourhoods safer, and bring neighbours together to keep their neighbourhood safe and liveable.
- 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.
- By the end of March, 2009, closed- circuit cameras will be in place in all 1,950 buses and streetcars as well as in the subway system in order enhance public safety and security
- A capital project is underway to replace the Fire Radio Communication System with a common system to be used by Fire Services, Police Services and Emergency Medical Services, which is expected to improve emergency services communications and response
- 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.

- The newly redesigned EMS communication system is anticipated to be completed in early 2009. The new system and decision support software, will enable dispatchers to more accurately anticipate, monitor, deploy, coordinate and direct the movement of all EMS ambulances and emergency response vehicles throughout the City to ensure an integrated healthcare system. This new system focuses on how EMS receives and processes emergency calls and is anticipated to reduce call handling time, improve response time and achieve EMS' objective of assigning the right resource to respond to each emergency call in the appropriate time frame.
- In 2008 a "Pedestrian Priority" intersection was implemented at Yonge and Dundas. A pedestrian scramble phase (also known as the Barnes' dance) enables pedestrians to cross at a signalized intersection in all directions (including diagonally) at the same time, while drivers are stopped on all approaches to the intersection. The primary advantage of the scramble phase is that pedestrians can cross the intersection without any conflicting motor vehicle movements.
- To raise the solid waste diversion rate for multi-residential buildings, in-unit blue boxes/bags and organics containers are being provided to residents along with education and communication campaigns in multiple languages
- 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, 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**

- 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
- Parks standards will be maintained, while reducing the working season for seasonal staff by one week in 2009
- New seven-year winter maintenance contracts for roads were implemented in 2008 and will run to 2015. They include provisions to improve efficiency and safety such as combination salter and plough units, shortened response times in the event of a snow removal emergency, improved clearing of bus stops, crosswalks and pedestrian ramps at intersections. GPS (Global Positioning System) devices will be installed on a broad range of equipment that will ensure a level of contract management and quality assurance not previously available.
- Training material and resources are being developed to assist and improve administration and management of Social Housing providers
- In 2008 the city entered into a new 2-year contract awarded for printing and mailing services for tax bills, water bills, parking tickets and all associated mailings/forms
- An Automated Meter Reading System (AMR) was approved by Council in June 2008. The AMR system includes a systematic, City-wide water meter replacement program coupled with the concurrent installation of automated meter reading technology (i.e. a radio frequency based fixed area network) over a 6 year period.
- In 2009 a RFID/GPS (Radio Frequency Identification/ Global Positioning System) will be installed on waste collection vehicles to measure multi-residential solid waste collection volumes and billing date

- 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.

### **Initiatives to Improve the Quality of Life of Torontonians**

- In order to expand the urban forest and increase the tree canopy from 17% to 34% (long-term), a planned and proactive tree maintenance program will begin in 2009 on trees on city streets, in parks and natural areas, as well as commercial trees which are set into the sidewalk or in containers in the sidewalk
- Staff are currently working with other agencies on designing, developing and completing the public spaces planned for the waterfront, with a majority of park projects scheduled to be finished by 2010
- In 2008, key Urban Design initiatives were undertaken including: completion of study related to the improvement of public spaces around 11 major cultural institutions, commenced the Design Link study in support of Street Furniture Program, and Surface Parking Lot Guidelines
- In 2009, a two day international symposium will be held on designing the Transit City, which will allow international industry experts to present and take part in, to explore ideas for the physical design of our Transit City plan. This will provide the City with the benefit of learning from other successful transit cities.
- The street furniture program began in the spring of 2008 and focuses on harmonizing the design, scale, materials and placement of street furniture to reduce clutter, beautify city streets and give Toronto an identifiable streetscape. The elements of street furniture include transit shelters, benches, multi-publication boxes, tourist information pillars, neighbourhood poster kiosks, bike parking and washrooms.
- Commenced construction of first Bike Station at Union Station in 2008
- A program called “Help to Clean Up Lake Ontario to Make Toronto’s Beaches More Swimmable” is being implemented with monitoring programs, such as outflow and backflow prevention. It will help clean up Lake Ontario to make Toronto’s beaches more swimmable. Improved monitoring led to 6 beaches meeting the internationally recognized Blue Flag standard and in 2007 Blue Flag beaches were safe for swimming for 93% of the days during the swimming season while all beaches were safe for swimming 82% of the days during the season.
- In February 2009, Council approved “The Toronto Beaches Plan” with an action plan for 2009-2010 that will mean immediate improvements to enhance conditions and water quality at all 11 beaches. The action plan also identifies a number of steps to target water quality at three City beaches (Sunnyside, Marie Curtis East and Rouge) with the poorest water quality. Staff will also embark on a three-year pilot project to enclose part of the swimming area at Sunnyside Beach in order to provide acceptable recreational water quality.

### **Additional Initiatives to Protect Vulnerable Communities in Toronto**

- In 2009, Supportive Housing services (homemaking, laundry, meal preparation, and personal care) will be implemented at two additional sites (60 units) to address the growing client preference for “Aging at Home”. This will prevent or delay admission into facility-based care.

- The Investing in Families (IIF) initiative reaches out to single parents in priority neighbourhoods. The goals of this initiative are to assist the participating families to adopt a healthier lifestyle, reduce reliance on social assistance, improve their physical and mental well-being, and coordinate service delivery to improve access to appropriate services and supports. By May 2008, IIF had resulted in over 700 home visits and 1,800 interventions including more than 200 health related referrals. Of the families involved in IIF, 70% took the opportunity to engage with their local communities through recreational activities and IIF families were 2.5 times more likely to leave the Ontario Works Program for employment.
- Integrated Employment and Enterprise Hubs will be developed and implemented in 2009 to address local employment and social services' needs and will respond to the unique needs and differences in specific communities
- Regarding property taxes, existing programs and enhancements will be communicated and promoted to protect vulnerable residents, including cancellation or deferral of increases for seniors and the disabled as well as rebates for vacant commercial/industrial properties and charities in commercial/industrial properties
- In 2007 and early 2008, the TTC introduced more accessible bus routes to its surface routes making them wheelchair and scooter friendly. By the end of 2009, approximately 147 of 168, or close to 90%, of the TTC's bus routes will be accessible, using about 1500 low-floor or lift-equipped kneeling buses in its fleet.

### **Initiatives to Increase Service Levels**

- In 2008, Toronto's Cultural Services unit produced and promoted nine annual tourism and local campaign events, including Nuit Blanche, WinterCity festival, Winterlicious, Summerlicious, Fresh Wednesdays, Tasty Thursdays, Sunday Serenades and the Cavalcade of Lights Festival and Exhibit. Collectively they attracted and entertained over 2.4 million residents and tourists.
- Library service hours will be increased in 2009 - Monday to Saturday morning service will increase in 8 branches and evening service will increase in 9 branches
- In 2009, resident care in Long-Term Care Homes will be enhanced by adding additional nursing positions to manage rising resident acuity levels and the increasing complexity and level of care required
- In 2008, Toronto added 1,335 linear metres of trails in the parks system
- To improve the quality of peak period bus service, one hundred additional buses were purchased an additional bus garage was opened, and there will be approximately 100,000 hours of additional peak period service on 64 routes in 2009
- The off-peak bus network was expanded so that virtually all neighbourhoods in Toronto will receive service every 30 minutes or better, all day, every day of the week. This improvement results in 85% of the TTC's daytime routes operating until 1:00 am and will provide approximately 300,000 additional hours of service on 91 routes in 2009.
- Implementation, starting in 2009 of door-to-door, curbside collection, Blue Cart Recycling and the Green Bin program for townhouses including the purchase of smaller collection vehicles to service these customers
- In February 2009, a 40 bed emergency shelter and referral centre opened at its new site at 129 Peter Street, providing support to the City's hardest-to-house clientele, focusing on a case management approach that provides higher levels of counseling and housing support. The Shelter will also provide 24/7 emergency shelter referral/ and telephone referral service for people seeking shelter.

- In 2009, a new program will ensure marijuana grow operation properties are investigated and correctly remediated to a safe standard. The Program will ensure that, where an unsafe order is issued, buildings used for this purpose will remain unoccupied until they are remediated and returned to a safe condition.

## Other Methods of Assessing Toronto's Performance

### Other Report Cards and Indicator Reports

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/reportcardonchildren>
- Housing & Homelessness Report Card: <http://www.toronto.ca/homelessness/index.htm>
- Long-Term Care Report Card <http://www.toronto.ca/ltc/reportcard.htm>
- Public Health Profiles and Indicators  
[http://www.toronto.ca/health/hsi/hsi\\_2004\\_overview.htm](http://www.toronto.ca/health/hsi/hsi_2004_overview.htm)
- Economic Indicators: [http://www.toronto.ca/business\\_publications/indicators.htm](http://www.toronto.ca/business_publications/indicators.htm)
- Federation of Canadian Municipalities – Quality of Life Indicators (Toronto staff are active participants in working group) <http://www.fcm.ca/english/View.asp?x=477&id=364>
- Vital Signs- Issued by Toronto Community Foundation  
<http://www.tcf.ca/Default.aspx?tabid=56>

### Toronto's Award-Winning Initiatives

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 120 awards received by Toronto between 2004 and 2008 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](http://www.toronto.ca/city_manager/psqf/index.htm)

### Toronto in International Rankings and Reports

Toronto continues to be considered one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports. These include:

- Toronto made Forbes Magazine's 2008 list of the top 10 most economically powerful cities, beating out Madrid, Mexico and Philadelphia for the number 10 spot. According to Forbes, Toronto continues to be the economic heart of one of the world's wealthiest countries, and along with London, is the fastest growing G7 financial centre.

- KPMG's 2008 Competitive Alternatives study found that Toronto continues to offer one of the most cost-effective business and investment climates in the world. Toronto ranked fifteenth, ahead of U.S. cities such as Chicago, Detroit, New York, Philadelphia and Phoenix. The KPMG study measured 27 business cost components, including labour costs, facility costs, transportation costs, utility costs and income taxes in 10 countries and more than 100 cities around the world. The study also compared data on a variety of non-cost competitiveness factors that could also influence the attractiveness of locations to business, such as labour availability and skills, economic conditions and markets, innovation, infrastructure, the regulatory environment, cost of living and quality of life. The basis for comparison is the after-tax cost of startup and operations, over a 10-year period.
- According to the Economist Intelligence Unit (the Economist Magazine), Toronto continues to rank fifth in the world for liveability; after Vancouver, Melbourne, Vienna and Perth. The December 2007 study rated 140 cities worldwide across the following five categories: stability, health care, culture and environment, education, and infrastructure. The Economist Intelligence Unit (EIU) also ranked Toronto the second best destination for business travel; Vancouver beat Toronto by just 0.6 per cent. The EIU's Business Travel index compares cities as potential venues for business trips, conferences and training locations. Cost considerations and environmental factors, such as stability, infrastructure, culture and health care, are taken into account.
- For the third year in a row, Toronto's quality of living was ranked fifteenth in the world by Mercer Human Resources Consulting. Canadian cities dominated the rankings in the Americas (North, Central and South America) with Toronto once again placing second after Vancouver. Canadian cities also scored best for personal safety, with Toronto tying Calgary, Montreal, Ottawa and Vancouver for the number 22 spot in the world. In the U.S., Chicago, Honolulu, Houston, Lexington, San Francisco and Winston-Salem all share rank 53. Mercer's 2008 Quality of Living Survey evaluated 215 cities and selected 50 cities based on 39 quality of living criteria, including political, social, economic and environmental factors, safety, public services and transportation, and recreation.
- A survey conducted by Z/Yen Group Limited for the City of London ranked Toronto twelfth on the Global Financial Centres Index (GFCI), just behind Frankfurt, Sydney and Boston, and ahead of Dublin and Jersey. Toronto has gained a position since the September 2007 report. The September 2008 GFCI report evaluated the competitiveness of 59 financial centres worldwide using results of online surveys completed by financial services leaders, and 57 separate indices of competitiveness. Toronto's regulatory and tax environment, as well as its people factors, infrastructure and quality of life, contributed to the city's rating.
- In its November/December 2008 issue, Foreign Policy (FP) Magazine ranked Toronto as one of the world's top 10 global cities, after New York, London, Paris, Tokyo, Hong Kong, Los Angeles, Singapore, Chicago and Seoul. FP's inaugural 2008 Global Cities Index ranked 60 cities according to the following categories: business activity, human capital, information exchange, cultural experience and political engagement. Toronto ranked fourth for culture (after London, Paris and New York), tenth for human capital, eighteenth for information exchange, twenty-fourth for political engagement, and twenty-sixth for business activity.
- The World Intellectual Property Organization, which tracks the number and types of patents that have been issued worldwide, reported that Toronto had the eighteenth-highest number of patents globally. Patents are one of the most direct ways of measuring innovation.

- The 2008 Worldwide Centers of Commerce Index ranked Toronto thirteenth in the world (after London, New York, Tokyo, Singapore, Chicago, Hong Kong, Paris, Frankfurt, Seoul, Amsterdam, Madrid and Sydney), and third in North America (after New York and Chicago). Developed for MasterCard, the index evaluates 75 of the world's leading global cities and their role in driving the international economy based on seven categories: legal and political framework, economic stability, ease of doing business, financial flow, business centre, knowledge creation and information flow, and liveability. Toronto ranked sixth, alongside Montreal and Vancouver, for its legal and political framework, and fourth for ease of doing business, after Singapore, Hong Kong and London.

### **Global City Indicators Facility**

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

Since 2006 Toronto has been working with the World Bank and now the Global City Indicators Facility (GCIF), as well as eight other North and South American cities to develop a standardized set city indicators that measure and monitor city performance and quality of life globally.

There are now 16 cities that have joined the GCIF from Canada (3), Brazil (3), Columbia (2), U.S.A (1), India (2), Jordan (1), the United Arab Emirates (1), Italy (1), Nigeria (1) and Iran (1).

As of March 2009, discussions are also now underway between the GCIF and the City Councils/Mayor's Offices of eighteen additional cities including cities in South Africa (3), U.S.A. (5.), China (2), France (2), U.K. (1), Sweden (1), and Angola (4).

This work is still in its early stages, with challenges such as developing precise technical definitions and consistent data sources, however in time it is expected to provide a valuable additional source of information to assess how well Toronto is doing from both a service delivery and quality of life perspective, in relation to other large global cities.

For further information see: <http://cityindicators.org/>

For additional information on the City of Toronto's programs and services please visit our website at: [www.toronto.ca](http://www.toronto.ca)

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