

Consolidated Summary of Toronto's Results by Service Area

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
SECTION 1: BUILDING SERVICES						
Service Level	Number of Building Permits (ICI and Residential) Issued per 100,000 Population	Favourable Increasing # of total permits issued	-	4 Lower rate of total permits issued	-	1.1 1.2 pg. 33
Service Level	Number of Residential Building Permits Issued (of Construction Value = \$50,000) per 100,000 Population	Unfavourable Decreasing # of residential permits >\$50,000 issued	-	4 Lowest rate of residential permits issued >\$50,000	-	1.1 1.2 pg. 33
Service Level	Number of Residential Building Permits Issued (of Construction Value < \$50,000) per 100,000 Population	Favourable Increasing # of residential permits issued <\$50,000	-	3 Lower rate of residential permits issued <\$50,000	-	1.1 1.2 pg. 33
Service Level	Number of ICI Building Permits Issued per 100,000 Population	Favourable Increasing # of ICI permits issued	-	1 Highest rate of ICI permits issued	-	1.1 1.2 pg. 33
Service Level/ Comm. Impact	Construction Value of Total Building Permits Issued per capita	-	Favourable Increasing value of total construction	-	3 Low construction value of all permits	1.3 1.4 pg.34
Service Level/ Comm. Impact	Construction Value of Residential Building Permits Issued (of Construction Value = 50,000) per capita	-	Unfavourable Decreasing value of residential construction (>\$50,000)	-	3 Low construction value of residential permits >\$50,000)	1.3 1.4 pg.34

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Service Level/ Comm. Impact	Construction Value of Residential Building Permits Issued (of Construction Value < 50,000) per capita	-	Favourable Increasing value of residential construction (<\$50,000)	-	4 Lowest construction value of residential permits <\$50,000	1.3 1.4 pg. 34
Service Level/ Comm. Impact	Construction Value of ICI Building Permits Issued per capita	-	Favourable Increasing value of ICI construction	-	1 High construction value of ICI permits	1.3 1.4 pg. 34
Comm. Impact	Percentage of Construction Value of Issued ICI Building Permits of the Total Construction Value of Issued Building Permits	-	Favourable Increasing proportion of ICI construction	-	1 Higher proportion of total construction value is ICI	1.5 pg. 35
Comm. Impact	New Residential Units Created per 100,000 Population	-	Favourable Increased number of new residential units created -	-	3 Lower rate of new residential units created	1.6 pg. 35
Cust. Service	Percentage of Building Permit Applications Reviewed within legislated timeframes	-	Stable Time period to review and issue permits is stable	-	2 Lower (at median) time period to review and issue permits	1.7 pg. 36
Cust. Service	Percentage of Mandatory Inspections made within legislated timeframes	-	Stable Time period to conduct mandatory inspections is stable	-	-	1.7 pg. 36

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Cust. Service	Percentage of complaint inspections (emergency) completed in <1 day	-	Favourable Best possible result as 100% of emergency complaint inspections done within 1 day	-	-	1.7 pg. 36
Cust. Service	% of complaint inspections (without permit) completed in <2 days	-	Stable Time period to investigate complaints re no permit is stable	-	-	1.7 pg. 36
Cust. Service	% of complaint inspections (zoning & other) completed in <5 days	-	Stable Time period to investigate other complaints is stable	-	-	1.7 pg. 36
Effic.	Building Cost per permit issued	-	Favourable Decreasing cost per permit issued	-	4 Highest cost per permit issued	1.8 1.9 pg.37
SECTION 2: BY-LAW SERVICES						
Service Level	Total Specified By-Law Enforcement Cost per 100,000 Population	-	-	2 Higher spending on By-Law Enforcement	-	2.1 pg. 41
Service Level	Number of Inspections per By-Law Complaint	Stable rate of inspections relative to complaints	-	2 Higher rate of inspections relative to complaints	-	2.2 2.3 pg. 41

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Comm. Impact	Number of Specified By-Law Complaints per 100,000 Population	-	Favourable Decreased number of complaints received	-	1 Lower number of complaints received	2.4 2.5 pg. 42
Comm. Impact	Percentage of Voluntary Compliance to By-Law Infractions	-	Stable rate of voluntary compliance	-	2 Higher rate of voluntary compliance	2.6 2.7 pg. 42
Cust. Service	Average Time to Resolve/Close By-Law Complaints (Days)	-	Stable Number of days to resolve complaints	-	3 Higher number of days to resolve complaints	2.8 2.9 pg. 43
SECTION 3: CHILDREN'S SERVICES						
Service Level	Investment per 1,000 Children (12 & under) in the Municipality	Stable Investment/ gross cost is stable	-	1 Highest level of expenditures on children	-	3.1 3.2 pg. 48
Comm. Impact	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality	-	Stable Number of regulated spaces is stable	-	2 High number of regulated spaces	3.3 3.4 pg. 49
Comm. Impact	Fee Subsidy Child Care Spaces per 1,000 LICO Children	-	Favourable Increasing number of subsidized spaces	-	2 High number of subsidized spaces	3.5 3.6 pg. 50
Comm. Impact	Poverty Measure: Percentage of Children in the Municipality (12 and under) that are LICO Children	-	-	-	4 Highest proportion of Children in poverty	3.6 pg. 50

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		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Size of Waiting List for a Subsidized Child Care Space as a % of All Subsidized Spaces	-	-		Larger waiting list for a subsidized child care space	3.7 pg. 50
Effic.	Annual Child Care Service Cost per Normalized Subsidized Child Care Space	-	Increasing Increasing cost reflects Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care.	-	3 Higher cost per subsidized space	3.8 3.9 pg. 51
SECTION 4: CULTURAL SERVICES						
Service Level	Cost of All Culture Services per Capita	Stable Cost of culture services is stable	-	1 Higher spending on Culture Services	-	4.1 4.2 pg. 55
Service Level	Cost of Arts Grants per Capita	Favourable Increased spending on arts grants	-	1 Highest spending on arts grants	-	4.3 4.4 pg. 56
Comm Impact	Estimated Attendance at City-Funded Cultural Events	-	Favourable Increased attendance at Special Events in 2006 (2007 not available)	-	-	4.5 pg. 57

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Comm Impact	Arts Grants issued by municipality as a Percentage of the Gross Revenue of Recipients	-	Stable Arts grants as % of recipients gross revenue is stable	-	1 Toronto Arts grants are a lower percentage of recipients gross revenue	4.6 4.7 pg. 57
SECTION 5: EMERGENCY MEDICAL SERVICES						
Service Level	EMS Actual Weighted Vehicle In-Service Hours per 1,000 Population	Not available due to methodology change	-	3 Lower In-Service Vehicle Hours	-	5.1 5.2 pg. 62
Service Level	EMS Calls – Emergency per 1,000 Population	Increasing Number of emergency calls has increased	-	3 Low rate of emergency calls	-	5.3 5.4 pg. 63
Service Level	EMS Calls – Non Emergency per 1,000 Population	Decreasing number of non-emergency calls	-	2 High rate of non-emergency calls	-	5.3 5.4 pg. 63
Service Level	All EMS Calls per 1,000 Population	Stable Number of total calls has remained stable	-	2 Rate of total calls at median	-	5.3 5.4 pg. 63
Comm Impact	Percentage of Ambulance Time Lost to Hospital Turnaround	-	Unfavourable Increase in hours of lost ambulance time	-	4 Higher percentage of lost ambulance time	5.5 5.6 pg. 64
Cust. Service	EMS, 90 th Percentile Crew Notification Response Time to Life Threatening Calls	-	Stable Crew Notification response time is stable	-	1 Lowest (shortest) crew notification response time in OMBI	5.7 5.8 pg. 65

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Cust. Service	EMS 90 th Percentile (Total excluding 9-1-1) Response Time to Life Threatening Calls	-	Stable Total Notification response time is stable	-	1 Lower (shorter) total EMS response time	5.7 pg. 65
Effic.	EMS Cost per Actual Weighted Vehicle Service Hour	-	Not available due to methodology change	-	4 Highest Cost per In-Service vehicle hour	5.9 5.10 pg. 66
Effic.	EMS Cost per Patient Transported (C1-4)	-	Unfavourable Increasing cost per patient transported	-	2 Cost per patient transported – at median	5.11 5.12 pg. 67
SECTION 6: FIRE SERVICES						
Service Level	Number of Fire In-service Vehicle Hours per Capita - Urban Area	Stable Vehicle hours in-service are stable	-	4 Lowest number of in-service vehicle hours	-	6.1 6.2 pg. 72
Service Level	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population	Increasing Number of total incidents responded to increased	-	1 High number of total incidents responded to	-	6.3 6.4 pg. 73
Service Level	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population	Decreasing Number of fires, explosions and alarms responded to decreased slightly	-	1 Higher number of fires, explosions and alarms responded to	-	6.3 6.4 pg. 73
Service Level	Number of Rescues per 1,000 Urban Population	Stable Number of rescues is stable	-	3 Low number of rescues responded to	-	6.3 6.4 pg. 73

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Service Level	Number of Medical Calls per 1,000 Urban Population	Stable Number of medical responses is stable	-	1 Higher number of medical responses	-	6.3 6.4 pg. 73
Service Level	Number of Other Incidents per 1,000 Urban Population	Increasing Number of other incidents responded to is increasing	-	1 Higher number other incidents responded to	-	6.3 6.4 pg. 73
Comm. Impact	Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	-	Unfavourable Increasing rate of residential fires	-	1 Lower rate of residential fires	6.5 6.6 pg. 74
Comm. Impact	Residential Fire Related Injuries per 100,000 Population (Entire Municipality)	-	Unfavourable Increasing rate of fire related injuries	-	1 Lowest rate of fire related injuries	6.7 6.8 pg. 74
Comm. Impact	Residential Fire Related Fatalities per 100,000 Population (Entire Municipality)	-	Unfavourable Increasing rate of fire related fatalities	-	2 Low rate of fire related fatalities	6.9 6.10 pg. 75
Cust. Service	Actual – 90 th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality	-	Stable station notification response time is stable	-	2 Station notification response time is shorter	6.11 6.12 pg. 76
Effic.	Fire Operating Cost per In-service Vehicle Hour - Urban Area	-	Unfavourable Increasing cost per in-service vehicle hour	-	4 Highest cost per in-service vehicle hour	6.13 6.14 pg. 77

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SECTION 7: GOVERNANCE AND CORPORATE MANAGEMENT						
Effic.	Governance and Corporate Management Costs as a % of Total Operating Costs	-	Stable Percentage is unchanged at 2.0%	-	1 Lowest cost /rate of single-tier municipalities	7.1 7.2 pg. 81
SECTION 8: HOSTEL SERVICES						
Service Level	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population	Decrease Fewer shelter beds in 2007 with more permanent housing for homeless	-	1 Highest number of shelter beds	-	8.1 8.2 pg. 85
Comm. Impact	Average Length of Stay per Admission to Emergency Shelters (Singles & Families)	-	Stable Unchanged average length of stay	-	4 Longer length of average stay singles and families	8.3 8.4 pg. 86
Comm Impact	Average Length of Stay per Admission to Emergency Shelters (Singles)	-	Stable Unchanged average length of stay - singles	-	-	8.3 pg. 86
Comm Impact	Average Length of Stay per Admission to Emergency Shelters (Families)	-	Stable Unchanged average length of stay - families	-	-	8.3 pg. 86
Cust. Service/ Efficien.	Average Nightly Bed Occupancy Rate of Emergency Shelters	-	Stable Occupancy rate of shelter beds unchanged	-	2 Higher occupancy rate of shelter beds	8.5 8.6 pg. 87
Efficien.	Gross Hostels Cost per Emergency Shelter Bed Night	-	Unfavourable Increasing gross cost per shelter bed night	-	4 Higher gross cost per shelter bed night	8.7 8.8 pg. 88

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SECTION 9: LIBRARY SERVICES						
Service Level	Annual Number of Library Service Hours per Capita	Favourable Library hours have increased	-	3 Low number of library hours	-	9.1 9.2 pg. 93
Service Level	Number of Library Holdings per Capita	Stable Size of library holdings has remained stable	-	1 Highest number of library holdings	-	9.3 9.4 pg. 94
Comm. Impact	Annual Library Uses per Capita (Electronic & Non-Electronic)	-	Unfavourable Total library uses are decreasing	-	1 Highest rate of library use	9.5 9.6 pg. 95
Comm. Impact	Non- Electronic Uses per Capita	-	Unfavourable Decrease in total non-electronic uses	-	1 Highest non-electronic library use	9.5 9.6 pg. 95
Communit y Impact	Electronic Library Uses per Capita	-	Favourable Increasing electronic library use	-	1 Highest electronic library use	9.5 9.6 pg. 95
Cust. Service	Average Number of Times in Year Circulating Items are Borrowed (Turnover)	-	Unfavourable Turnover rate of circulating materials is decreasing	-	1 Highest turnover rate of circulating materials	9.7 9.8 pg. 96
Effici.	Library Cost per Use	-	Unfavourable Increased cost per library use	-	2 Lower cost per library use	9.9 9.10 pg. 96

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SECTION 10: LONG TERM CARE SERVICES						
Service Level	Number of Municipal LTC Beds per 100,000 Population	Stable Unchanged number of long- term care beds	-	-		10.1 pg. 102
Comm. Impact	Municipally Operated LTC Beds to Total LTC Beds in the Municipality	Stable Toronto's municipal share of all long-term care beds has remained unchanged	-	3 Toronto's municipal share of all long-term care beds is slightly below median	-	10.2 pg. 102
Comm. Impact	Percentage of LTC Community Need Satisfied (beds as a % of population >75 years of age)	-	Unfavourable Number of long-term care beds unchanged relative to growing elderly population	-	4 Lower percentage of Lon-term care beds relative to elderly population	10.3 10.4 pg. 103
Cust. Service	LTC Resident Satisfaction	-	Favourable Results have remained very high, at a 97% satisfaction rating	-	1 High levels of resident satisfaction	10.5 10.6 pg. 104
Effic.	LTC Facility Cost (CMI Adjusted) per LTC Facility Bed Day (Ministry Submissions)	-	Unfavourable Cost per bed day is increasing	-	2 Low cost per bed day	10.7 10.8 pg. 105

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SECTION 11: PARKING SERVICES						
Service Level	Number of Paid Parking Spaces Managed per 100,000 Population (all types)	Favourable Increased number of parking spaces- all types	-	2 Higher number of parking spaces – all types	-	11.1 11.2 pg. 112
Service Level	Number of On-Street Paid Parking Spaces Managed per 100,000 Population	Favourable Increased number of on-street parking spaces	-	2 Higher number of on- street parking spaces	-	11.1 11.2 pg. 112
Service Level	Number of Off-Street Paid Parking Spaces Managed per 100,000 Population	Favourable Increased number of off-street parking spaces	-	3 Lower number of off-street parking spaces	-	11.1 11.2 pg. 112
Service Level	Average Hourly Rate for On-Street Parking	-	-	3 Higher hourly rate for on-street parking	-	11.3 pg. 112
Effic.	Parking Services Cost per Paid Parking Space Managed (all types)	-	Unfavourable Increased cost to manage a parking space (all types)	-	4 Highest cost to manage a parking space (all types)	11.4 11.5 pg. 113
Effic.	Parking Services Cost per On-Street Paid Parking Space Managed	-	Unfavourable Increased cost to manage an on-street parking space	-	1 Low cost to manage an on-street parking space	11.4 11.5 pg. 113

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Effic.	Parking Services Cost per Off-Street Paid Parking Space Managed	-	Stable cost to manage an off-street parking space	-	4 Highest cost to manage an off-street parking space	11.4 11.5 pg. 113
Effic.	Gross Parking Fee Revenue per Paid Parking Space Managed (all types)	-	-	-	1 Highest amount of parking fees per parking space (all types)	11.6 pg. 113
Effic.	Gross Parking Fee Revenue per Paid On-Street Parking Space Managed	-	-	-	1 Higher amount of parking fees per on-street parking space	11.6 pg. 113
Effic.	Gross Parking Fee Revenue per Paid Off-Street Parking Space Managed	-	-	-	1 Highest amount of parking fees per off-street parking space	11.6 pg. 113
SECTION 12: PARKS SERVICES						
Service Level	Hectares of Maintained Parkland in Municipality per 100,000 Population	Stable Small increase in amount of maintained parkland	-	4 Lowest hectares of maintained parkland related to population	-	12.1 12.2 pg. 118
Service Level	Hectares of Natural Parkland in Municipality per 100,000 Population	Stable Unchanged amount of natural parkland	-	4 Lower hectares of natural parkland related to population	-	12.1 12.2 pg. 118

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Service Level	Hectares of all (Maintained and Natural) Parkland per 100,000 Population	Stable Small increase in total amount of all parkland	-	4 Lowest hectares of all parkland related to population	-	12.1 12.2 pg. 118
Service Level	Km of Maintained Recreational Trails per 1,000 Persons (MPMP)	Favourable Increase of 5 km. in trail system in 2006	-	4 Lowest kilometres of trails related to population	-	12.4 pg. 119
Comm Impact	Maintained Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage of maintained parkland is unchanged	-	1 Highest percentage of maintained parkland	12.3 pg. 119
Comm Impact	Natural Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage of natural parkland is unchanged	-	1 Highest percentage of natural parkland	12.3 pg. 119
Comm Impact	All Parkland in Municipality as a Percentage of Total Area of Municipality	-	Stable Percentage all parkland is unchanged	-	1 Highest percentage of all parkland	12.3 pg. 119
Comm Impact	Percentage of Toronto Survey Respondents Using Toronto Parks and Frequency of Use	-	Stable High level of park usage maintained	-	-	12.5 pg. 120
Cust. Service	Percentage of Toronto Survey Respondents Satisfied With Use of Parks	-	Stable High level of satisfaction with parks has been maintained	-	-	12.6 pg. 120

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Effic.	Cost of Parks per Hectare - Maintained and Natural Parkland	-	Unfavourable Increased cost of parks per hectare	-	4 Highest cost of parks per hectare	12.7 12.8 pg. 121
SECTION 13: PLANNING SERVICES						
Service/ Activity Level	Number of Development Applications Received per 100,000 Population	Decrease Number of development applications received decreased	-	4 Lower rate of development applications received	-	13.1 13.2 pg. 125
Service/ Activity Level	Number of Non-Statutory Civic Engagement Community Meetings Attended by City Planning Staff	Increase Number of meetings attended increased in 2007 and 2008	-	-	-	13.3 pg. 126
Effic.	Development Planning Applications Cost per Development Application Received	-	Unfavourable Increased cost per application (due to drop in # of applications)	-	3 Higher cost per application	13.4 13.5 pg. 126
SECTION 14: POLICE SERVICES						
Service Level	Number of Police Officers per 100,000 Population	Stable Number of Police Officers is stable	-	1 Higher number of Police Officers	-	14.1 14.2 pg. 133

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Service Level	Number of Civilians and Other Staff per 100,000 Population	Favourable Increased number of civilian staff	-	1 Highest number of civilians and other staff	-	14.1 14.2 pg. 133
Service Level	Number of Total Police Staff (Officers and Civilians) per 100,000 Population	Favourable Increasing police staff levels	-	1 Higher police staffing levels (officers and civilians)	-	14.1 14.2 pg. 133
Comm. Impact	Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population	-	Favourable Total crime down by -12.4% in 2007	-	2 total crime rate at median	14.3 14.4 pg. 134
Comm. Impact	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents	-	-	-	1 Larger decrease in rate of total crimes	14.5 pg. 134
Comm. Impact	Reported Number of Violent – Criminal Code Incidents per 100,000 Population	-	Favourable Violent crime down by -4.5% in 2007	-	4 Higher rate of violent crime	14.6 14.7 pg. 135
Comm. Impact	Annual Percentage Change in Rate of Violent Crime	-	-	-	2 Larger decrease in rate of violent crime	14.8 pg. 135
Comm. Impact	Reported Number of Property – Criminal Code Incidents per 100,000 Population	-	Favourable Property crime down by -7.4% in 2007	-	2 Low rate of property crime	14.9 14.10 pg. 136

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Comm. Impact	Annual Percentage Change in Rate of Property Crime	-	-	-	2 Larger decrease in rate of property crime	14.11 pg. 136
Comm. Impact	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population	-	Favourable Youth crime decreased by -12.8% in 2007	-	2 Lower rate of youth crime	14.12 14.13 pg. 137
Comm. Impact	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population	-	-	-	1 Largest decrease in rate of youth crime	14.14 pg. 137
Cust. Service	Clearance Rate - Total (Non-Traffic) Criminal Code Incidents	-	Stable Clearance rate for total crime is stable	-	3 Low clearance rates for total crime	14.15 14.16 pg. 138
Cust. Service	Clearance Rate - Violent Crime	-	Stable Clearance rate for violent crime is stable	-	4 Lower clearance rate for violent crime	14.17 14.18 pg. 138
Effic.	Number of Criminal Code Incidents (Non-Traffic) per Police Officer	-	Unfavourable Decreasing number of Criminal Code incidents per officer	-	4 Low number of Criminal Code incidents per officer	14.19 14.20 pg. 139
SECTION 15: ROAD SERVICES						
Service Level	Number of Lane KM per 1,000 Population	Stable Very small increase in lane km of roads	-	4 Lowest number of lane km of roads relative to population	-	15.1 15.2 pg. 144

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Comm. Impact	Vehicle Collision Rate per Million Vehicle km or per Lane km	-	Unfavourable Collision rate increased	-	4 Highest collision rate	15.3 15.4 pg. 145
Comm. Impact	Road Congestion on Major Roads (Vehicle km Traveled per Lane km)	-	Stable Road congestion unchanged from 2006	-	4 Higher rate of congestion on Toronto's roads	15.5 pg. 145
Cust. Service	Percentage of Paved Lane Kms. With Pavement Condition Rated Good/Very Good	-	Favourable Increasing percentage of pavement rated good to very good	-	1 Highest percentage of pavement rated good to very good	15.6 15.7 pg. 146
Comm. Impact/ Service Level	Percentage of Winter Event Responses Meeting New Municipal Winter Level of Service	-	Favourable Best possible result- 100% of winter event responses met standard	-	1 Best possible result- 100% of winter event responses met standard	15.8 15.9 pg. 147
Effic.	Operating Costs for Winter Maintenance of Roadways per Lane KM Maintained in Winter	-	Unfavourable Increased cost of winter maintenance	-	4 Highest cost of winter maintenance of single-tier municipalities	15.10 15.11 pg. 148
Effic.	Operating Costs for Paved Roads (Hard Top) per Lane KM	-	Favourable Decreased cost of paved road maintenance (excluding utility cuts)	-	4 Highest cost of paved road maintenance	15.12 15.13 pg. 149

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SECTION 16: SOCIAL ASSISTANCE SERVICES						
Service/ Activity Level	Monthly Social Assistance Case Load per 100,000 Households	Decreasing Social Assistance case load	-	1 Highest Social Assistance case load	-	16.1 16.2 pg. 153
Cust. Service	Social Assistance Response Time to Client Eligibility (Days)	-	Stable Response time is stable	-	1 Response time is shorter	16.3 16.4 pg. 154
Comm. Impact	Average Time on Social Assistance (Months)	-	Stable Average time period on Social Assistance is stable	-	4 Highest length of time on Social Assistance	16.5 16.6 pg. 155
Effic.	Monthly Social Assistance Administration Cost per Case	-	Unfavourable Increasing admin. cost per case	-	2 Low administration cost per case	16.7 16.8 pg. 156
Effic.	Monthly Social Assistance Benefit Cost per Case	-	Stable Benefits cost per case are stable	-	4 Higher benefits cost per case	16.9 16.10 pg. 157
Effic.	Monthly Total Social Assistance Cost per Case	-	Stable Total cost per case are stable	-	4 Higher total cost per case	16.9 16.10 pg. 157
SECTION 17: SOCIAL HOUSING SERVICES						
Service Level	Number of Social Housing Units per 1,000 Households	Favourable Increased number of units	-	1 Highest number of Social Housing Units	-	17.1 17.2 pg. 161

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Percentage of Social Housing Waiting List Placed Annually	-	Unfavourable Decrease in percentage of waiting list placed	-	4 Lower percentage of waiting list placed	17.3 17.4 pg. 162
Effic	Social Housing Subsidy Costs per Social Housing Unit	-	Favourable Decreasing subsidy cost per unit	-	3 High subsidy cost per unit	17.5 17.6 pg. 163
Effic	Total Social Housing Cost per Housing Unit	-	Favourable Decreasing total (admin. & subsidy) cost per unit	-	3 High Total (admin. & subsidy) cost per unit	17.5 pg. 163
Effic	Social Housing Administration Costs per Social Housing Unit	-	Unfavourable Increasing administrative cost per unit	-	1 Lowest administration cost per unit	17.5 17.7 pg. 163 & 164
SECTION 18: SOLID WASTE MANAGEMENT SERVICES						
Comm. Impact	Percentage of Solid Waste Diverted - Residential (MPMP)	-	Favourable Overall diversion rate is increasing	-	2 High overall diversion rate	18.1 18.2 pg. 167
Comm. Impact	Percentage of Waste Diverted – Single Unit homes/houses (Curbside)	-	Favourable Diversion rate for single unit homes/houses (curbside) is increasing	-	1 Highest diversion rates for single unit homes//house s	18.1 18.3 pg. 167
Comm. Impact	Percentage of Waste Diverted – Multi-Residential	-	Stable Little change in multi-residential diversion rate	-	3 Low multi-residential diversion rate	18.1 18.4 pg. 167 & 168
Cust. Service	Number of Solid Waste Complaints per 1,000 Households	-	Favourable Decreasing rate of complaints	-	2 Lower level of complaints	18.5 18.6 pg. 168

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Effic.	Operating Costs for Garbage Collection per Tonne – Residential (MPMP)	-	Unfavourable Increased cost of waste collection for all housing types	-	2 Low costs of solid waste collection for all housing types	18.7 18.8 pg. 169
Effic.	Operating Costs for Solid Waste Disposal per Tonne – All Streams (MPMP)	-	Unfavourable Increasing cost of solid waste disposal	-	4 Higher cost of solid waste disposal	18.9 18.10 pg. 170
Effic.	Net Operating Costs for Solid Waste Diversion per Tonne – Residential (MPMP)	-	Favourable Decreasing net cost of solid waste diversion	-	4 Highest cost of solid waste diversion	18.11 18.12 pg. 171
SECTION 19: SPORTS AND RECREATION SERVICES						
Service Level	Number of Operational Indoor Pool Locations (with municipal influence) per 100,000 Population	Stable Number of indoor pool locations has remained fairly constant	-	2 High number of indoor pool locations	-	19.1 19.2 pg. 177
Service Level	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population	Stable Number of indoor ice rinks/pads has remained stable	-	4 Lowest number of indoor ice rinks/pads	-	19.3 19.4 pg. 178
Service Level	Number of Large Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	Stable Number of large sports & rec. community centres remained fairly stable	-	3 Low number of large sports & recreation community centres	-	19.5 19.6 pg. 179

Consolidated Summary of Toronto's Results by Service Area 2007 Performance Measurement And Benchmarking Report

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Small Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population	Stable Number of small sports & rec. community centres remained fairly stable	-	4 Lower number of small sports & recreation community centres	-	19.5 19.6 pg. 179
Service Level	Percentage of Sports and Recreation Centres (with Municipal Influence), under 25 years of age	-	-	2 High proportion of Sports & Rec. Centres less than 25 years old	-	19.7 pg. 180
Service Level	Percentage of Indoor Pool Locations (with Municipal Influence), under 25 years of age	-	-	4 Lower proportion of indoor pools less than 25 years old	-	19.8 pg. 180
Service Level	Percentage of Indoor Ice Pads (with Municipal Influence), under 25 years of age	-	-	4 Lower proportion of indoor ice pads less than 25 years old	-	19.9 pg. 180
Service Level	Overall Participant Capacity for Directly Provided Registered Programs	Unfavourable Decrease in registered programming offered	-	2 High amount of registered programming offered	-	19.10 19.11 pg. 181
Comm. Impact	Number of Participant Visits per Capita – Directly Provided Registered Programs	-	Favourable Increasing amount of registered programming used per capita	-	1 Higher amount of registered programming used per capita	19.10 19.11 pg. 181

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Cust. Service	Utilization Rate of Available Capacity for Directly Provided Registered Programs	-	Favourable Increased percentage of capacity used for registered programs	-	1 Higher rate of capacity used for registered sports & recreation participants	19.12 19.13 pg. 182
Comm. Impact	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population	-	Stable Percentage of population using registered programs is stable at about 5.8%	-	3 Low percentage of population using registered programs	19.14 19.15 pg. 183
SECTION 20: TAXATION SERVICES						
Cust. Service	Percentage of Accounts (All Classes) enrolled in a Pre-Authorized Payment Plan	-	Unfavourable Decreased enrollment in pre-authorized payment plans	-	3 Low number of accounts enrolled in pre-authorized payment plan	20.1 20.2 pg. 187
Effic.	Current Year's Tax Arrears as a Percentage of Current Year Levy	-	Favourable Current year's tax arrears decreased	-	1 Lower percentage of current year's tax arrears	20.3 20.4 pg. 188
Effic.	Percentage of Prior Year's Tax Arrears as a Percentage of Current Year Levy	-	Stable Prior year's tax arrears are unchanged	-	1 Lower percentage of prior year's tax arrears	20.3 20.4 pg. 188
Effic.	Cost to Maintain Taxation Accounts per Account Serviced	-	Unfavourable Increased cost per account maintained	-	4 Higher cost per tax account maintained	20.5 20.6 pg. 189

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
SECTION 21: TRANSIT SERVICES						
Service Level	Transit In-Service (Revenue) Vehicle Service Hours per Capita	Favourable Total vehicle hours per capita has increased slightly	-	1 Highest transit vehicle hours per capita	-	21.1 21.2 pg. 193
Comm. Impact	Number of Conventional Transit Trips per Capita in Service Area (MPMP)	-	Favourable Total ridership and trips per capita increased in 2006	-	1 Highest transit usage by residents	21.3 21.4 pg. 194
Effic.	Passenger Trips per In-Service Vehicle Hour	-	Favourable Increase in trips per in-service vehicle hour	-	1 Highest trips per in-service vehicle hour	21.8 pg. 196
Effic.	Transit Cost per In-Service Vehicle Service Hour	-	Unfavourable Cost per in-service vehicle hour is increasing	-	4 Highest cost per in-service vehicle hour for multi-modal system	21.5 21.6 pg. 195
Effic.	Operating Costs for Conventional Transit per Regular Service Passenger Trip (MPMP)	-	Unfavourable Cost to provide a passenger trip is increasing	-	1 Lower cost to provide a passenger trip	21.7 21.8 pg. 196
SECTION 22: WASTEWATER SERVICES						
Service/ Activity Level	Megalitres of Wastewater Treated per 100,000 Population	Decrease Volume of wastewater treated has decreased (which is actually the desired result)	-	3 Low volumes of wastewater treated (in relation to other municipalities)	-	22.1 22.2 pg. 202

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Percentage of Wastewater estimated to have Bypassed Treatment (MPMP)	-	Favourable Volume of wastewater bypassing treatment decreased	-	3 Higher volumes of wastewater bypassing treatment	22.3 22.4 pg. 203
Cust. Service	Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main (MPMP)	-	Favourable Decreased rate of wastewater/ sewer backups	-	4 Highest rate of wastewater/ sewer backups	22.5 22.6 pg. 204
Comm. Impact	Average Age of Wastewater Pipe	Stable Average age of wastewater pipe is stable at 53 years		4 Wastewater pipe is oldest of OMBI municipalities		22.8 pg. 205
Effic.	Operating Cost of Wastewater Collection per KM of Pipe	-	Unfavourable Increased cost of wastewater collection	-	4 Highest cost of wastewater collection	22.7 22.8 pg. 205
Effic.	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated (MPMP)	-	Unfavourable Increasing cost of wastewater treatment & disposal	-	3 High cost of wastewater treatment & disposal	22.9 22.10 pg. 206
SECTION 23: WATER SERVICES						
Service/ Activity Level	Megalitres of Water Treated per 100,000 Population	Stable Volume of water treated is stable	-	3 Low volumes of water treated (in relation to other municipalities)	-	23.1 23.2 pg. 212

Consolidated Summary of Toronto's Results by Service Area 2007 Performance Measurement And Benchmarking Report

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Number of Household Days with Boil Water Advisories	-	Favourable No boil water advisories	-	1 No boil water advisories	-
Comm. Impact	Residential Water Use (Megalitres) per Household	-	Favourable Reduced amount of water used per Household	-	2 Low amount of water used per Household	23.3 23.4 pg. 213
Cust. Service	Number of Water Main Breaks per 100 KM of Water Distribution Pipe	-	Unfavourable Increasing number of watermain breaks	-	4 Highest rate of water main breaks	23.5 23.6 pg. 214
Service Level	Average Age of Water Pipe	Stable Average age of wastewater pipe is stable at 57 years		4 Oldest average age of pipes		23.6 pg. 214
Effic.	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated (MPMP)	-	Unfavourable Increasing cost of water treatment	-	1 Lower cost of water treatment	23.7 23.8 pg. 215
Effic.	Operating Cost for the Distribution of Drinking Water per KM of Water Distribution Pipe (MPMP)	-	Unfavourable Increasing cost of water distribution	-	4 Higher cost of water distribution	23.9 23.10 pg. 216

Detailed Results and Charts by Service Area

Building Services

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



Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Building Permits (ICI and Residential) Issued per 100,000 Population	Favourable Increasing # of total permits issued	-	4 Lower rate of total permits issued	-	1.1 1.2 pg. 33
Service Level	Number of Residential Building Permits Issued (of Construction Value = \$50,000) per 100,000 Population	Unfavourable Decreasing # of residential permits >\$50,000 issued	-	4 Lowest rate of residential permits issued >\$50,000	-	1.1 1.2 pg. 33
Service Level	Number of Residential Building Permits Issued (of Construction Value < \$50,000) per 100,000 Population	Favourable Increasing # of residential permits issued <\$50,000	-	3 Lower rate of residential permits issued <\$50,000	-	1.1 1.2 pg. 33
Service Level	Number of ICI Building Permits Issued per 100,000 Population	Favourable Increasing # of ICI permits issued	-	1 Highest rate of ICI permits issued	-	1.1 1.2 pg. 33
Service Level/ Comm. Impact	Construction Value of Total Building Permits Issued per capita	-	Favourable Increasing value of total construction	-	3 Low construction value of all permits	1.3 1.4 pg.34
Service Level/ Comm. Impact	Construction Value of Residential Building Permits Issued (of Construction Value = 50,000) per capita	-	Unfavourable Decreasing value of residential construction (>\$50,000)	-	3 Low construction value of residential permits >\$50,000)	1.3 1.4 pg.34

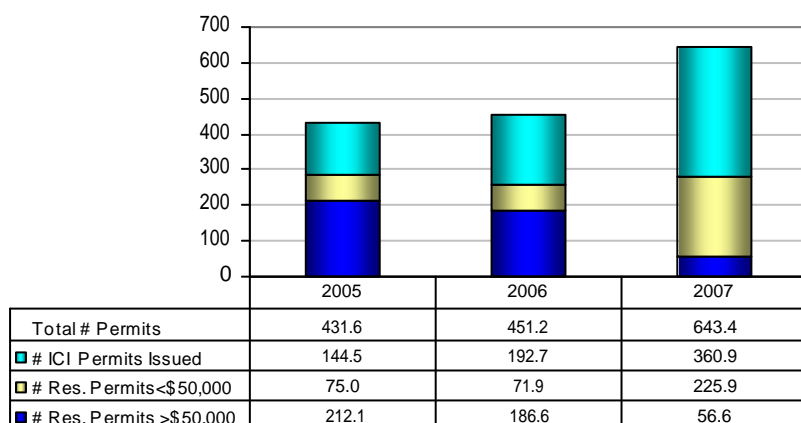
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level/ Comm. Impact	Construction Value of Residential Building Permits Issued (of Construction Value < 50,000) per capita	-	Favourable Increasing value of residential construction (<\$50,000)	-	4 Lowest construction value of residential permits <\$50,000	1.3 1.4 pg. 34
Service Level/ Comm. Impact	Construction Value of ICI Building Permits Issued per capita	-	Favourable Increasing value of ICI construction	-	1 High construction value of ICI permits	1.3 1.4 pg. 34
Comm. Impact	Percentage of Construction Value of Issued ICI Building Permits of the Total Construction Value of Issued Building Permits	-	Favourable Increasing proportion of ICI construction	-	1 Higher proportion of total construction value is ICI	1.5 pg. 35
Comm. Impact	New Residential Units Created per 100,000 Population	-	Favourable Increased number of new residential units created	-	3 Lower rate of new residential units created	1.6 pg. 35
Cust. Service	Percentage of Building Permit Applications Reviewed within legislated timeframes	-	Stable Time period to review and issue permits is stable	-	2 Lower (at median) time period to review and issue permits	1.7 pg. 36
Cust. Service	Percentage of Mandatory Inspections made within legislated timeframes	-	Stable Time period to conduct mandatory inspections is stable	-	-	1.7 pg. 36

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Cust. Service	Percentage of complaint inspections (emergency) completed in <1 day	-	Favourable Best possible result as 100% of emergency complaint inspections done within 1 day	-	-	1.7 pg. 36
Cust. Service	% of complaint inspections (without permit) completed in <2 days	-	Stable Time period to investigate complaints re no permit is stable	-	-	1.7 pg. 36
Cust. Service	% of complaint inspections (zoning & other) completed in <5 days	-	Stable Time period o investigate other complaints is stable	-	-	1.7 pg. 36
Effic.	Building Cost per permit issued	-	Favourable Decreasing cost per permit issued	-	4 Highest cost per permit issued	1.8 1.9 pg.37
Overall Results		3 - Favourable 0 - Stable 1 - Unfavour. 75% favourable or stable	7 - Favourable 4 - Stable 1 - Unfavour. 92% favourable or stable	1 - 1 st quartile 0 - 2 nd quartile 1 - 3 rd quartile 2 - 4 th quartile 25% above median	2 - 1 st quartile 1 - 2 nd quartile 3 - 3 rd quartile 2 - 4 th quartile 38% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages viii - ix. These quartile results are based on a maximum sample size of 8 municipalities.

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

Chart 1.1 - City of Toronto
Number of Building Permits Issued per 100,000 Population
2005-2007



One method of examining service levels for Building Services is to examine the number of building permits issued. Chart 1.1, provides data from 2005 to 2007 on the three main categories of permits expressed on a per 100,000 population basis, as well as the total number of permits issued.

In 2007, there was significant growth in permits for the institutional, commercial and industrial (ICI) sector, as well as the residential sector for permits under \$50,000, which more than offset the decrease in permits greater than \$50,000 for the residential sector resulting in an overall increase for all permits issued.

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

Chart 1.2 - OMBI 2007
Number of Residential and ICI Building Permits Issued per 100,000 Population

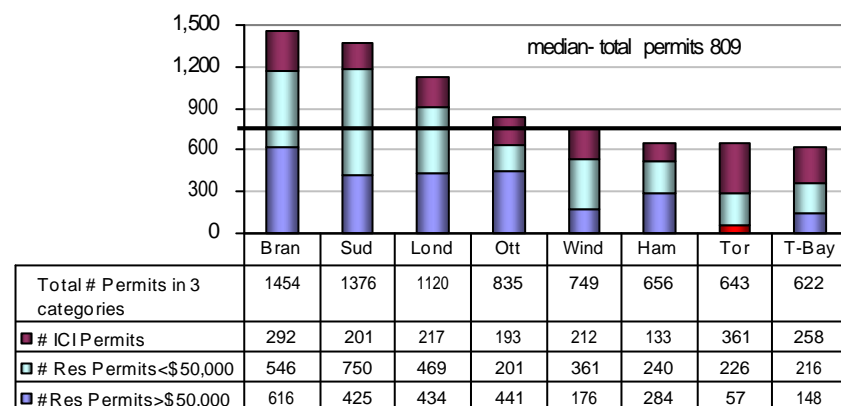


Chart 1.2 provides 2007 information for the number of building permits issued per 100,000 population in Toronto, compared to other municipalities.

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

- 7th of 8 (4th quartile) for total building permits in all 3 categories
- 8th of 8 (4th quartile) for residential permits >\$50,000 in value
- 6th of 8 (3rd quartile) for residential permits <\$50,000 in value
- 1st of 8 (1st quartile) for ICI permits

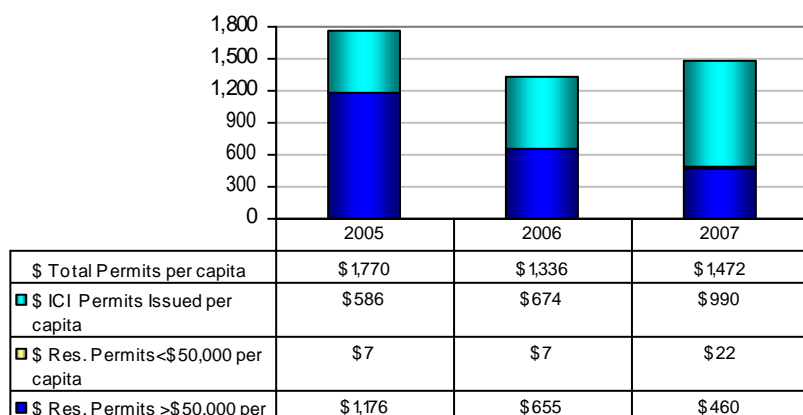
The number of building permits issued in a year can be influenced by the level of economic activity in a municipality, the availability of vacant greenfield and serviced lands for development, and municipal policy for what type of construction requires a permit or the requirement for multiple phased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

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

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

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

Chart 1.3 - City of Toronto
Construction Value of Building Permits Issued per Capita
2005-2007



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

Chart 1.3 illustrates the construction value of building permits issued in Toronto, from 2005 to 2007 expressed on a per capita basis for the three main categories of permits as well as a total for all the categories. In Toronto this represented \$4.0 billion in 2007 construction, which was up from the \$3.6 billion in 2006 construction.

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

Chart 1.4 - OMBI 2007
Construction Value of Building Permits Issued per Capita

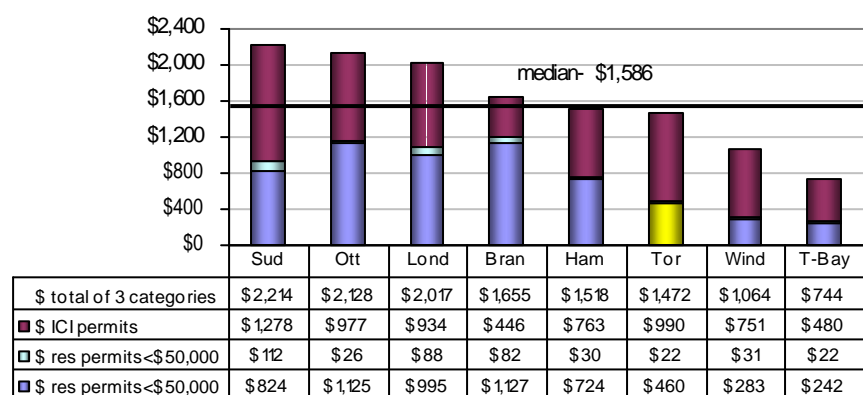


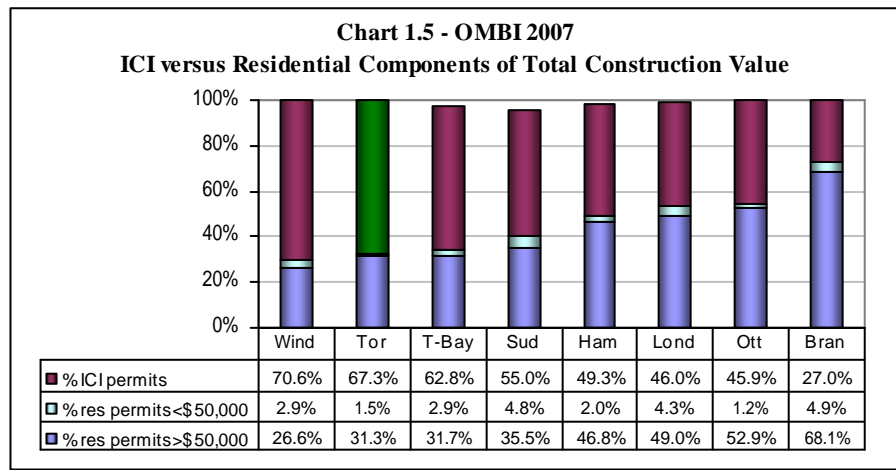
Chart 1.4 compares Toronto's 2007 construction value of building permits issued per capita to other municipalities.

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

- 6th of 8 (3rd quartile) for total building permits
- 6th of 8 (3rd quartile) for residential permits >\$50,000 in value
- 8th of 8 (4th quartile) for residential permits <\$50,000 in value
- 2nd of 8 (1st quartile) for ICI permits

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

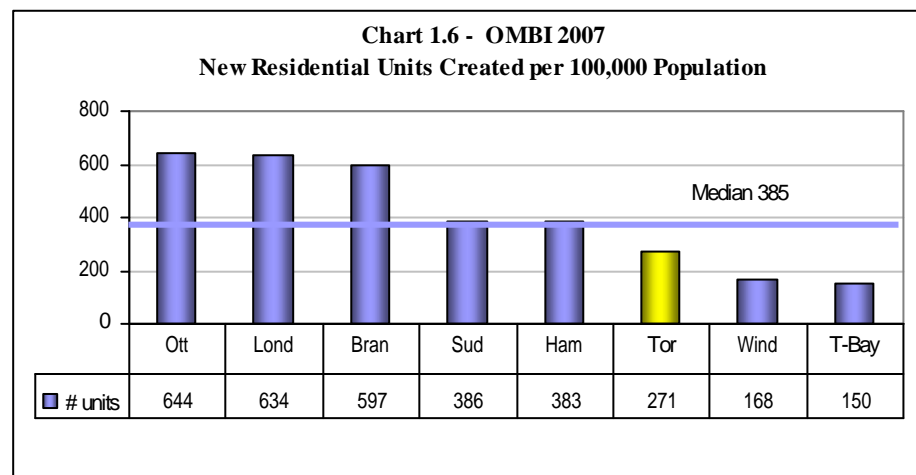
Community Impact – What is the Ratio of Residential and ICI Construction Values in Toronto, Compared to Other Municipalities?



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

Chart 1.5 reflects the 2007 component split of total construction values and has been sorted from left to right on the basis of the highest percentage of ICI construction. On this basis, Toronto ranks 2nd of 8 (1st quartile).

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



Toronto's result has been relatively consistent for the past number of years with an approximate 50% ICI and 50% residential split in construction values, but 2007 shows a higher proportion of ICI construction.

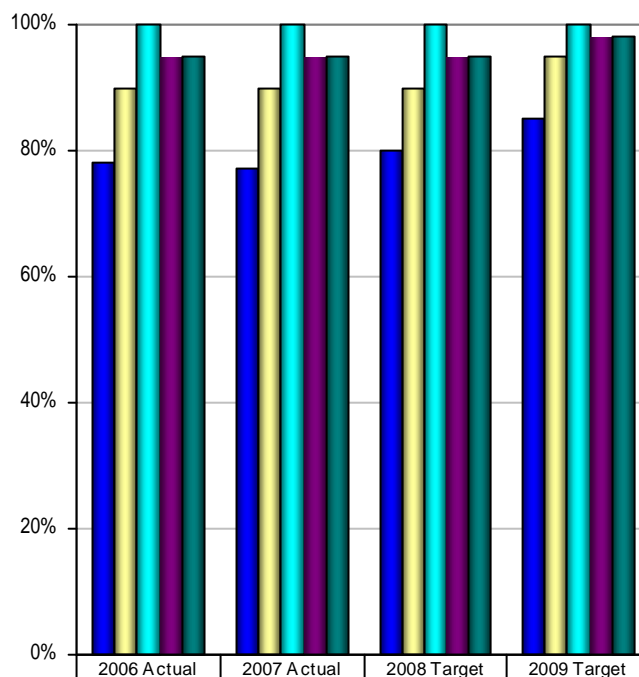
The construction of new housing to attract and accommodate new and existing residents is also a goal of municipalities.

Figure 1.6 shows the number of new residential units created in Toronto in 2007, on a per 100,000 population basis, compared to other municipalities. In terms of having the highest rate of new housing created, Toronto ranks 7th of 8 (3rd quartile). Toronto's 2007 result of 271 new units per 100,000 population, increased by 12% increase over the 2006 figure of 242 units.

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

Customer Service – What Percentage of the Time Does Toronto Meet the Legislated Time Frames for Building Permit Issuance and Inspections?

Chart 1.7 - City of Toronto
Percentage of Time Legislated Timeframes in Building Code Act are Met
2006-2009



	2006 Actual	2007 Actual	2008 Target	2009 Target
% of building permits issued within legislated timeframes	78%	77%	80%	85%
% of mandatory inspections conducted within legislated timeframes	90%	90%	90%	95%
% of complaint inspections (emergency) completed in <1 day	100%	100%	100%	100%
% of complaint inspections (without permit) completed in <2 days	95%	95%	95%	98%
% of complaint inspections (zoning & other) completed in <5 days	95%	95%	95%	98%

Chart 1.7 reflects Toronto's actual results for 2006 and 2007 as well as targets established for 2008 & 2009, regarding the percentage of time that legislated timeframes for building permit issuance and inspections are met. Results for the 5 categories noted below were stable between 2006 and 2007 and improvements in these results are expected in 2009.

The legislated timeframes under the Building Act are as follows:

- Applications (those that are complete) are reviewed for compliance with the Building Code and permits issued (if they meet code) within:
 - 10 days for small residential (houses)
 - 20 days for residential high rise and mixed residential
 - 30 days for other Part 3 projects of a more complex nature
- Mandatory inspections are to be completed within 2 days of receiving the request for inspection and if this is not done by the City the construction is permitted to proceed.

- Complaints received that require an inspection, to resolve issues or take appropriate enforcement action are to be completed within:
 - 1 day for emergency complaints
 - 2 days where complaints relate to no building permit
 - 5 days for zoning and other complaints
- In relation to other Ontario Municipalities in OMBI, Toronto's 2007 result of 77% is at the median for the percentage of time that building applications are reviewed and permits issued within legislated time frames

Efficiency – How Much Does it Cost on Average to Enforce the Building Code in Toronto per Building Permit Issued?

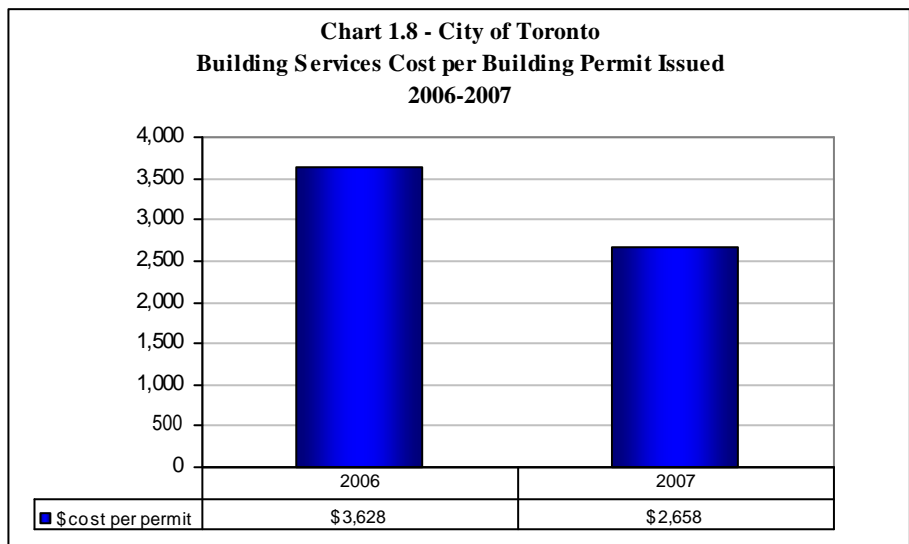


Chart 1.8 reflects Toronto's 2006 and 2007 costs as reported under the Building Code Statute Law Amendment Act expressed on the basis of cost per building permit. The cost per permit decreased in 2007 as a result in a jump in the number of building permits issued in 2007.

These costs include the costs of:

- Processing permit applications
- Undertaking reviews to determine intention to comply with the Building Code and applicable law (i.e. zoning by-law, Heritage Act, etc.)
- Issuing permits
- Inspecting at key stages of completed construction
- Issuing orders and prosecution where compliance is not obtained
- Administration and support

Efficiency – How Much Toronto's Cost of Enforcing the Building Code Compare to Other Municipalities?

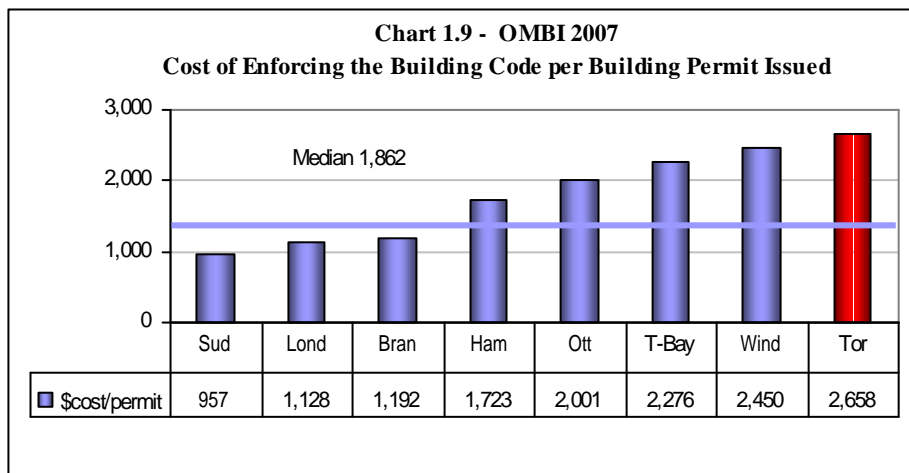


Chart 1.9 compares Toronto's 2007 cost per Building permit issued to other municipalities and Toronto ranks 8th of 8th (4th quartile) in terms of having the lowest cost.

The large size and technical complexity of many building permits in Toronto can require additional review and inspection work, which is likely a factor in our higher costs.

2008 Achievements or 2009 Planned Initiatives

The following 2009 initiatives are expected to further improve the efficiency and effectiveness of Building Services in Toronto:

- A harmonized City-wide Sign By-law will be created and implemented of to help improve the look and feel of Toronto's streets.
- A new program will ensure marijuana grow operation properties (MGO) 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. The City will undertake work on behalf of property owners if they fail to do so within a specified timeframe. Any costs the City incurs to remediate MGO properties will be recovered directly from property owners or through property taxes.
- A Green Roof By-law will be created and implemented and staff will liaise with the province on changes to the energy and sustainability requirements of the Ontario Building Code.
- An enhanced routine disclosure service will allow the public to have increased access to information in a more efficient and timely manner and reduce the need for more formal requests under the Freedom of Information Act (MFIPPA).
- Improvements will be made in average response times in 2009 to meet legislated time frames for Building Inspections and Building Permission and Information:
 - Complete applications will be processed in 10 days for small residential, 20 days for residential high rise and mixed residential projects, and 30 days for projects of a more complex nature 85% of the time.
 - Mandatory inspections will be completed within 2 days of receiving the request 95% of the time.
 - Emergency inspections will be completed within 1 day 100% of the time, and work without permits plus zoning and other inspections will be completed within 2 days and 5 days respectively, 95% of the time.

Factors Influencing Results of Municipalities

The results of each municipality found in the charts included in this report are influenced to varying degrees by factors such as:

- Permit requirements – municipal policy for what type of construction requires a permit and the phasing of permits (one for the foundation, one for plumbing, one for the structure, etc.).
- Complexity – size and technical complexity of permit applications and construction work requiring varying amounts of review/inspection times.
- Volume of work and resource levels.
- Established service standards.
- Geographic size – can lead to more travel time, fewer inspections per day resulting in higher costs.

By-Law Enforcement Services

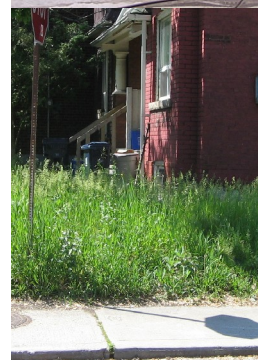
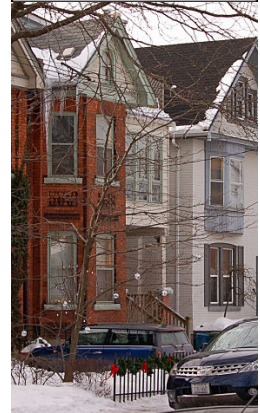
By-law enforcement services in the City of Toronto are provided through various City Divisions.

Toronto's Municipal Licensing and Standards Division's Investigation Services Unit enforces provisions of the Toronto Municipal Code to ensure:

- Mobile and stationary business license holders and permit recipients operate in accordance with the regulations governing those permits and licenses.
- Public and private properties are maintained at standards that preserve neighborhoods and increase the quality of life in the City.
- Specific hazards and safety issues addressed by the Municipal Code are dealt with in a timely manner.
- Pets are licensed and those that have been lost are properly cared for and reunited with their owners or adopted by new families.
- The public is educated regarding responsible pet ownership to ensure public safety.

This enforcement involves the inspection of public and private property and municipally licensed businesses to ensure compliance with City by-laws and regulations in order to maintain a high level of public safety, consumer protection, neighborhood integrity and cleanliness.

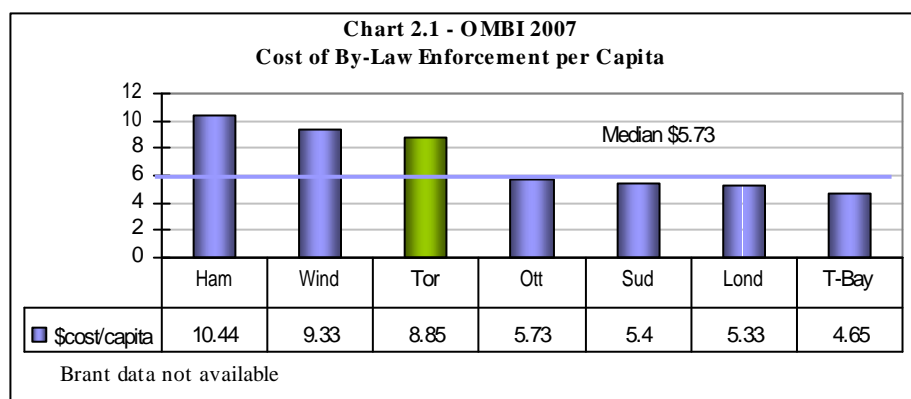
The Division also operates four Animal Centres responsible for the sheltering of lost, stray or abandoned animals, dealing with wild animals and providing adoption and spay/neutering services.



Measure Category	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Total Specified By-Law Enforcement Cost per 100,000 Population	-	-	2 Higher spending on By-Law Enforcement	-	2.1 pg. 41
Service Level	Number of Inspections per By-Law Complaint	Stable rate of inspections relative to complaints	-	2 Higher rate of inspections relative to complaints	-	2.2 2.3 pg. 41
Comm. Impact	Number of Specified By-Law Complaints per 100,000 Population	-	Favourable Decreased number of complaints received	-	1 Lower number of complaints received	2.4 2.5 pg. 42
Comm. Impact	Percentage of Voluntary Compliance to By-Law Infractions	-	Stable rate of voluntary compliance	-	2 Higher rate of voluntary compliance	2.6 2.7 pg. 42
Cust. Service	Average Time to Resolve/Close By-Law Complaints (Days)	-	Stable Number of days to resolve complaints	-	3 Higher number of days to resolve complaints	2.8 2.9 pg. 43
	Overall Results	0- Favourable 1- Stable 0 -Unfavour. 100% favourable or stable	1- Favourable 2- Stable 0 -Unfavour. 100% favourable or stable	0 - 1 st quartile 2 - 2 nd quartile 0- 3 rd quartile 0 - 4 th quartile 100% above median	1 - 1 st quartile 1 - 2 nd quartile 1- 3 rd quartile 0 - 4 th quartile 67% above median	

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

Service Level - How does Toronto's Cost of By-Law Enforcement Compare to Other Municipalities?



For all of the charts included in this report, to improve comparability of statistics to other municipalities, the following categories of By-law enforcement are included:

- yard maintenance
- property standards
- zoning enforcement
- noise control
- animal control

By-law enforcement activities that are not included in Toronto's results or those of other municipalities relate to, Waste Enforcement, Fences, Graffiti, Abandoned Refrigerators and Other Appliances, Vending, Sign Enforcement, Vital Services, Adequate Heat, Boulevard Marketing and Rooming House Licensing.

Service Level – How Many By-Law Enforcement Inspections are done in Toronto in Relation to the Number of Complaints?

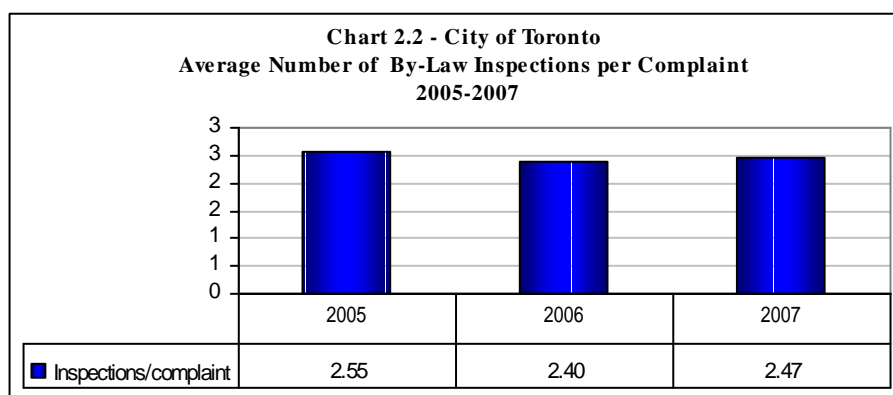


Chart 2.1 compares Toronto's 2007 cost per capita of By-law Enforcement to other Ontario municipalities and Toronto ranks 3rd of 7 (2nd quartile), in terms of having the highest cost per capita, which provides an indication of service levels.

Service Level - How does Toronto's Rate of By-Law Inspections Relative to Complaints Compare to Other Municipalities?

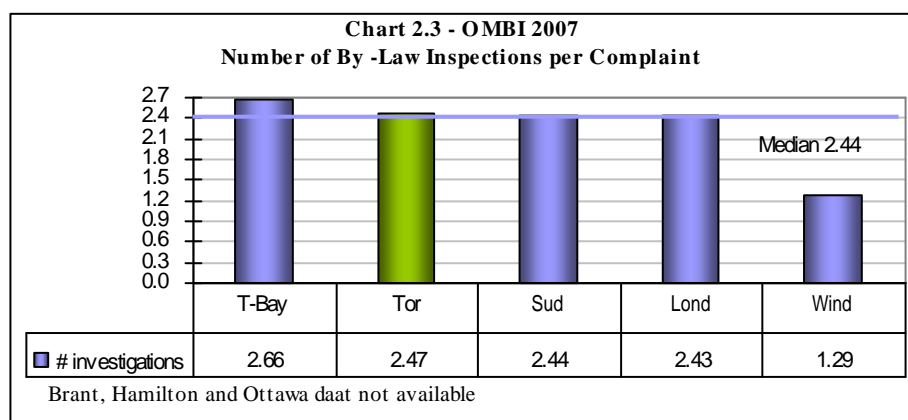
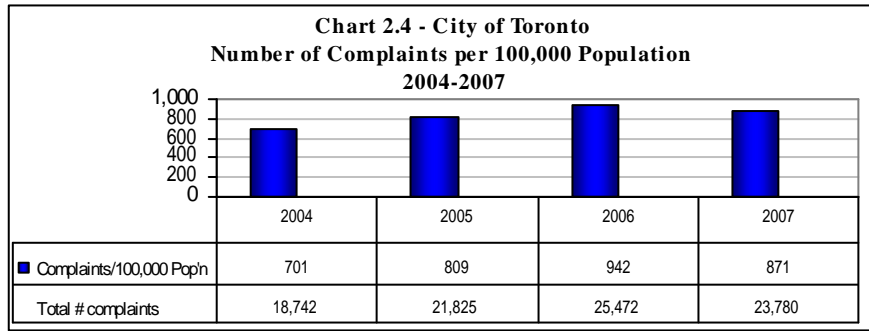


Chart 2.2 provides another indication of service levels being the average number of By-Law inspections made by Toronto staff, per complaint received from residents. Results have been fairly stable between 2005 and 2007.

Chart 2.3 compares 2007 results for Toronto to other municipalities for the average number of inspections per complaint and Toronto ranks 2nd of 5 (2nd quartile) in terms of having the highest rate of inspections.

Community Impact – How Many By-Law Complaints are being made by Toronto Residents?



An objective of municipalities is that all municipal by-laws are followed by residents. One way of assessing how successful a municipality has been, is to look at the number of complaints made by residents about possible infractions of by-laws.

Chart 2.4 provides Toronto's rate of bylaw complaints per 100,000 population for the years 2004 to 2007, as well as the total number of complaints. In 2007 there was a decrease in the number of complaints received.

Community Impact - How does the Rate of By-Law Complaints in Toronto Compare to Other Municipalities?

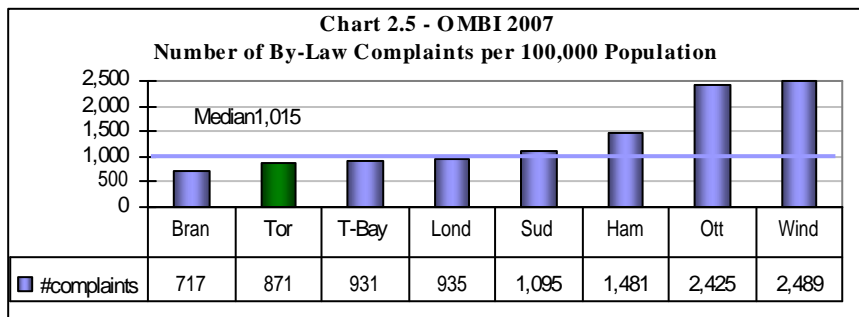
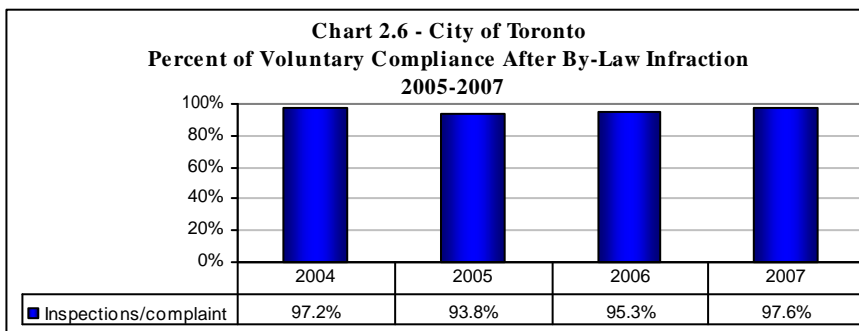


Chart 2.5 compares Toronto's 2007 rate of by-law enforcement complaints to other municipalities and Toronto ranks 2nd of 8 (1st quartile in terms of having the lowest complaint rate). The proactive enforcement program used in Toronto may be responsible for the overall reduction in complaints.

Community Impact – What Percent of Toronto Residents Voluntarily Comply After a By-Law Infraction?



Once municipal staff have responded to a complaint and confirmed a by-law has been broken, the offending party must then make changes to ensure they are in compliance with the specified by-laws. In most cases that party will make these changes voluntarily, with the remaining cases requiring follow-up enforcement or prosecution.

Community Impact – How Does Toronto's Rate of Voluntarily By-Law Compliance Compare to Other Municipalities?

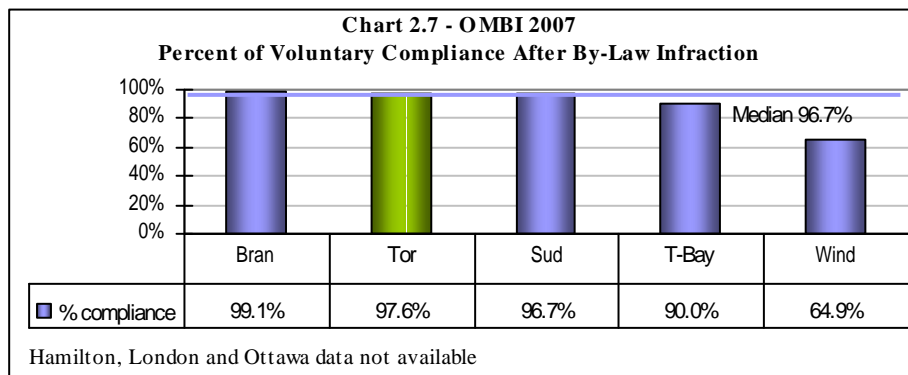


Chart 2.6 reflects Toronto's voluntary compliance rate for by-law infractions over the period 2004 through 2007 and results have been very good and stable.

Chart 2.7 compares Toronto's 2007 voluntary compliance rate for by-law infractions and Toronto ranks 2nd of 5 (2nd quartile) in terms of having the highest compliance rate.

Customer Service – How Long Does it Take in Toronto to Resolve a By-Law Complaint?

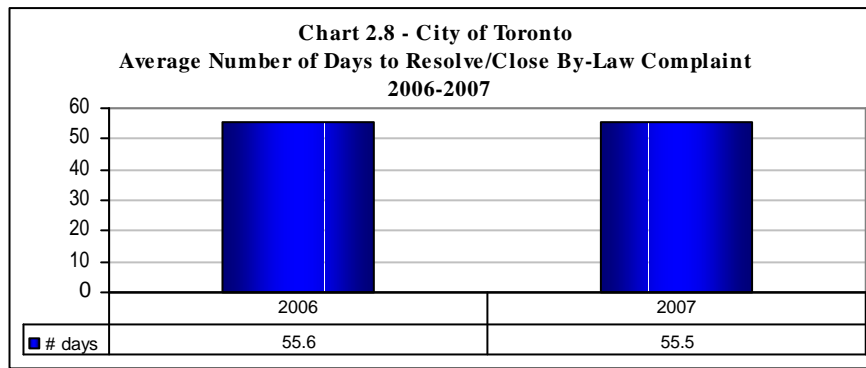
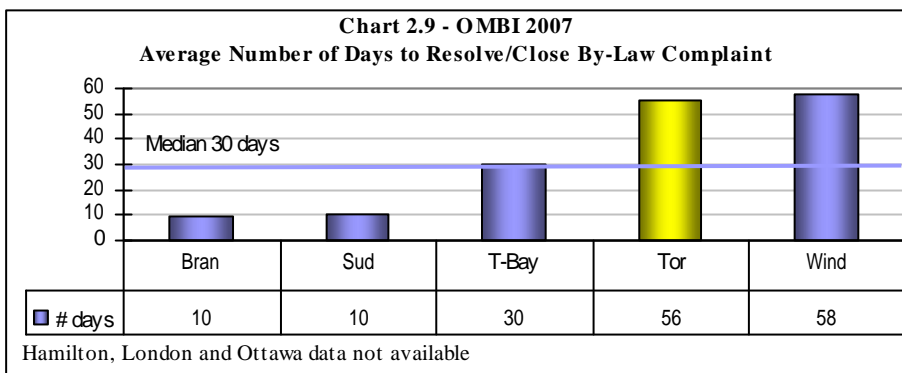


Chart 2.8 provides 2006 and 2007 results for Toronto regarding the average number of days it take for a substantiated by-law complaint to be resolved or closed. Results were stable between the two years.

Chart 2.9 compares Toronto's 2007 result for the average number of days to resolve a by-law complaint to other municipalities. Toronto ranks 5th of 6 (3rd quartile) in terms of having the shortest time period.

Customer Service – How Does the Time it takes to resolve a By-Law Complaint in Toronto Compare to Other Municipalities?



This is due to the fact that Toronto has a far larger number of multi-residential high rise buildings than any of the other reporting municipalities, which involve more complex investigations and require more time for the property owner to complete the required repairs.

In Toronto zoning complaints investigations can be very complex and require more time to resolve. Also parking issues on private property as well as rooming house issues involve zoning investigations and are more prevalent in Ontario's largest municipality.

2008 Achievements or 2009 Planned Initiatives

The following initiatives are intended to further improve the efficiency and effectiveness of the City of Toronto Municipal Licensing and Standards Division's By-Law enforcement program:

- Increased pro-active inspections by 140% in 2008.
- Conduct 186 multi-residential building audits in 2009, which is an increase from 14 in 2008.
- Increase enforcement to ensure dwelling units in apartment buildings are maintained to the prescribed standards.
- Improve/reduce response time for non-emergency by-law complaints received to an average of 5 business days in 2009 (100% of emergency calls are already responded to within 24 hours).
- Remove 10,000 illegal temporary signs in 2009.

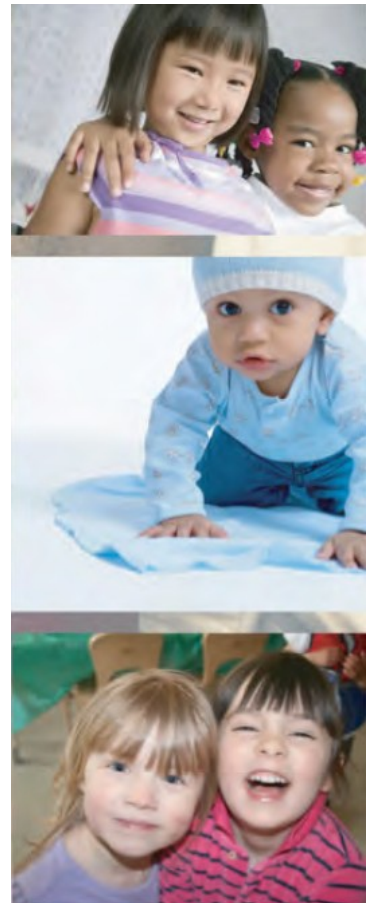
Factors Influencing Results of Municipalities

The results of each municipality found in the charts included in this report are influenced to varying degrees by factors such as:

- Service standards set by each municipality's Council.
- Geographic size and population density of the municipality.
- Monitoring and compliance tracking - type and quality of systems used to track complaints, inspections, and related data.
- Inspection policies - extent and complexity of inspections or other responses carried out by each municipality. Differences in inspection policies from municipality to municipality make it more challenging to make a direct comparison.
- Response capability - nature of the complaint and resources available to respond affecting the timeliness of the response.

Children's Services

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

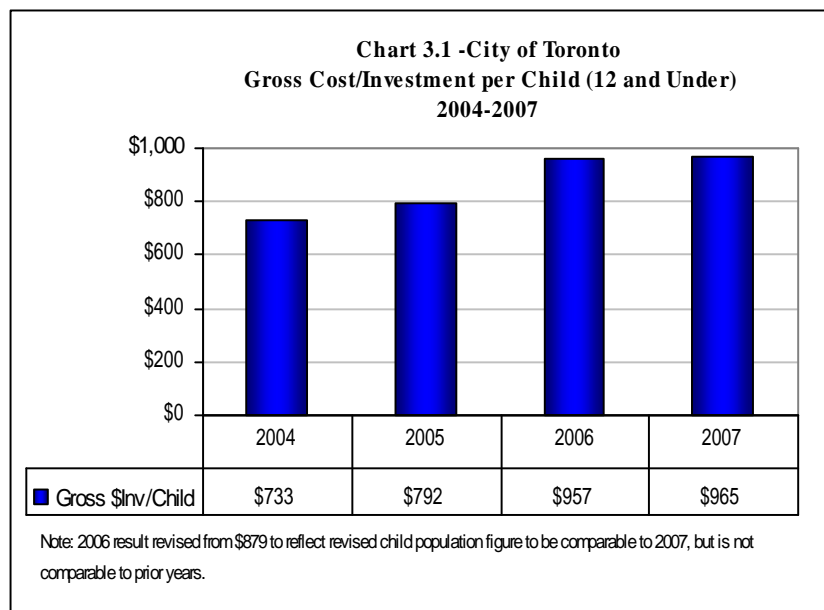


Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Investment per 1,000 Children (12 & under) in the Municipality	Stable Investment/gross cost is stable	-	1 Highest level of expenditures on children	-	3.1 3.2 pg. 48
Comm. Impact	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality	-	Stable Number of regulated spaces is stable	-	2 High number of regulated spaces	3.3 3.4 pg. 49
Comm. Impact	Fee Subsidy Child Care Spaces per 1,000 LICO Children	-	Favourable Increasing number of subsidized spaces	-	2 High number of subsidized spaces	3.5 3.6 pg. 50
Comm. Impact	Poverty Measure: Percentage of Children in the Municipality (12 and under) that are LICO Children	-	-	-	4 Highest proportion of Children in poverty	3.6 pg. 50
Comm. Impact	Size of Waiting List for a Subsidized Child Care Space as a % of All Subsidized Spaces	-	-		Larger waiting list for a subsidized child care space	3.7 pg. 50
Effic.	Annual Child Care Service Cost per Normalized Subsidized Child Care Space	-	Increasing Increasing cost reflects Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care.	-	3 Higher cost per subsidized space	3.8 3.9 pg. 51

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
	Overall Results	0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	1 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	1 - 1 st quartile 0 - 2 nd quartile 0 - 3 rd quartile 0 - 4 th quartile 100% above median	0 - 1 st quartile 2 - 2 nd quartile 2 - 3 rd quartile 1 - 4 th quartile 40% above median	

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

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



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

Chart 3.1 reflects Toronto's gross cost or investment in all child care related activities, per child aged 12 years and under. Costs were stable between 2006 and 2007.

These costs include the activities of operating and purchasing subsidized child care spaces, wage subsidies, special needs resourcing, other municipally funded activities, and administration.

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

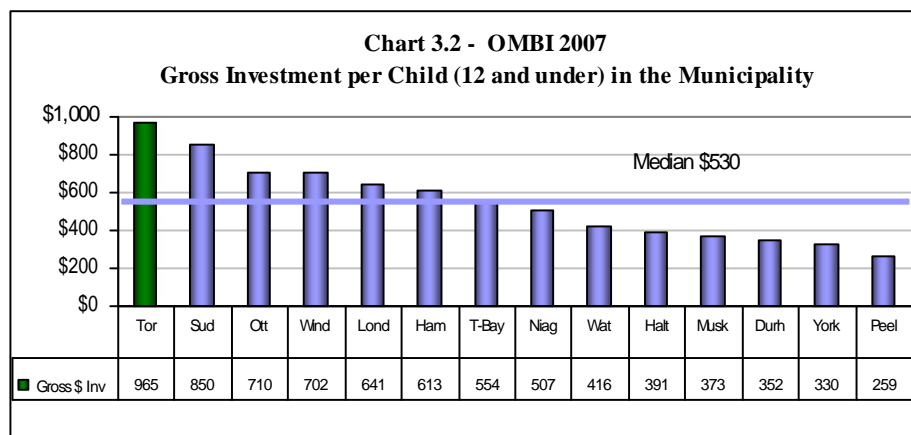
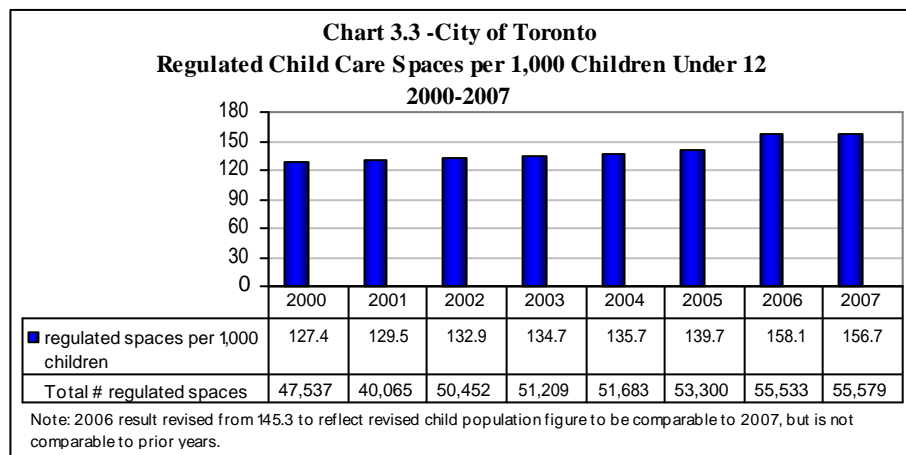


Chart 3.2 compares Toronto's 2007 child care cost or investment per child to other Ontario municipalities.

Toronto ranks 1st of 14 municipalities (1st quartile), in terms of having the highest cost or investment per child.

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

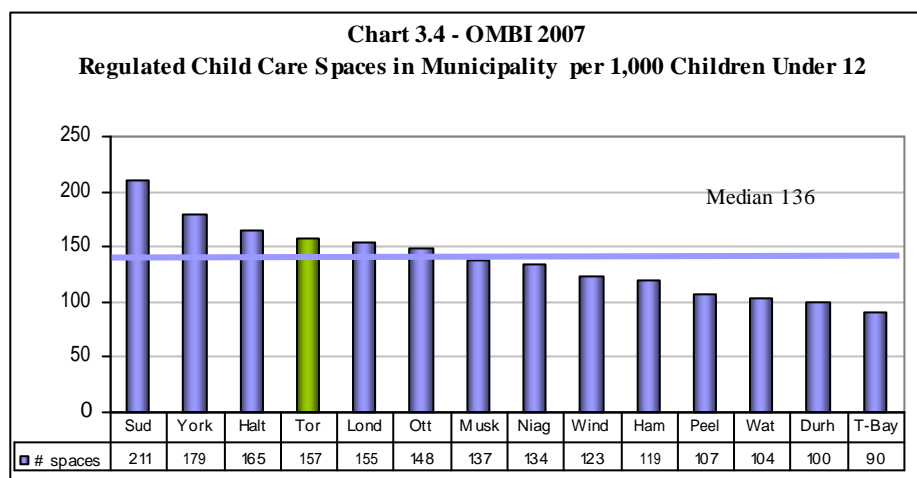
Community Impact- How Many Regulated Childcare Spaces are there in Toronto?



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

Chart 3.3 provides information from 2000 to 2007 on the number of regulated Child Care spaces there were in Toronto per 1,000 children under the age of 12.

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



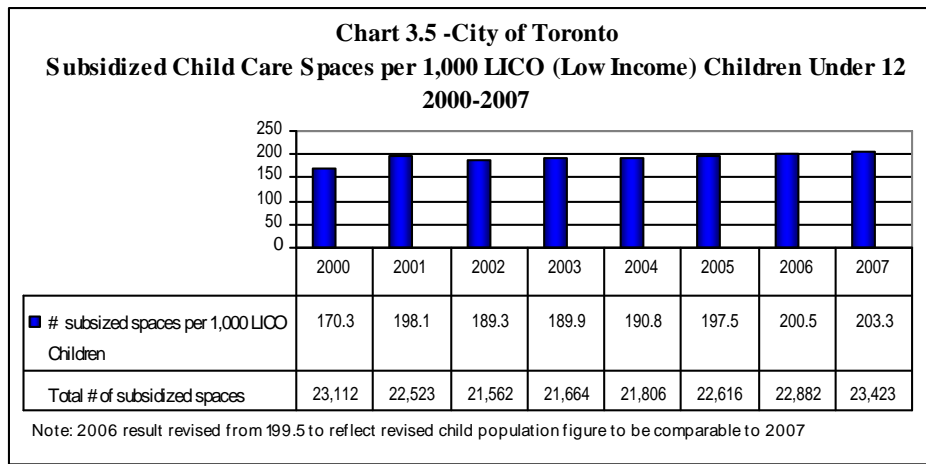
The total number of regulated child care spaces has also been provided and shows an increasing trend but stable numbers between 2006 and 2007.

Chart 3.4 compares the number of regulated child care spaces there were per 1,000 children aged 13 and under in Toronto for 2007, relative to other Ontario municipalities.

Toronto ranks 4th of 14 (2nd quartile) in terms of having the largest number of regulated spaces.

The total number of regulated spaces is a function of provincial licensing responsibility and the availability of federal or provincial capital funding. The municipal role in increasing the supply is often limited to application of instruments such as Section 37 agreements, which require developers to fund child care in new developments, and municipal capital funding.

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



While the previous charts related to the number of regulated spaces, Chart 3.5 provides information on the number of subsidized child care spaces there were in Toronto, per 1,000 children in low income (LICO) families.

These subsidized spaces are for parents who are unable to afford the full cost of child care. Over the period of 2002 to 2007, the total number of subsidized child care spaces has been increasing.

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

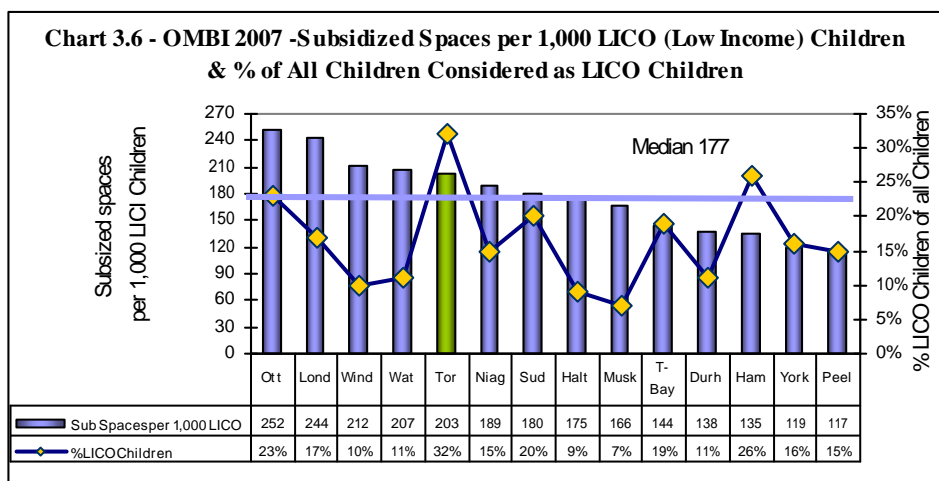


Chart 3.6 compares Toronto's 2007 result to other municipalities for the number of subsidized child care spaces per 1,000 children in low income (LICO) families, which are reflected as bars relative to the left axis. Toronto ranks 5th of 14 municipalities (2nd quartile) in terms of having the highest number of subsidized spaces.

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

Community Impact- How Large is the Wait List for a Subsidized Space in Toronto Compared to Other Municipalities?

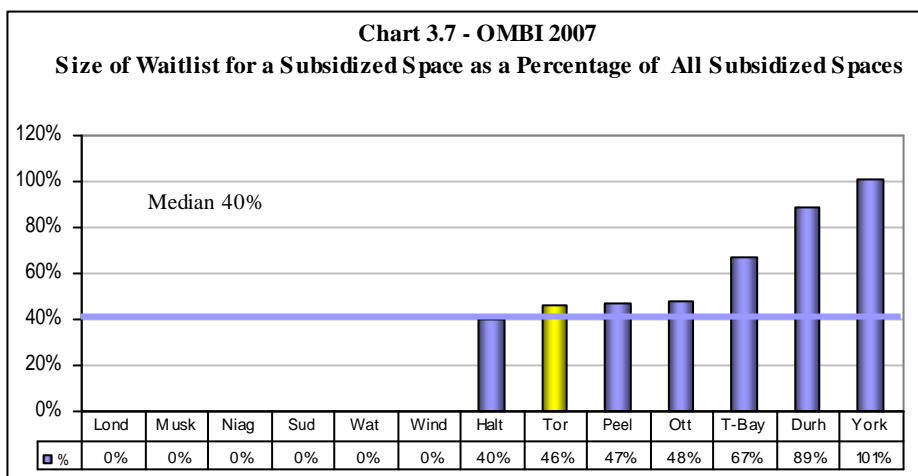
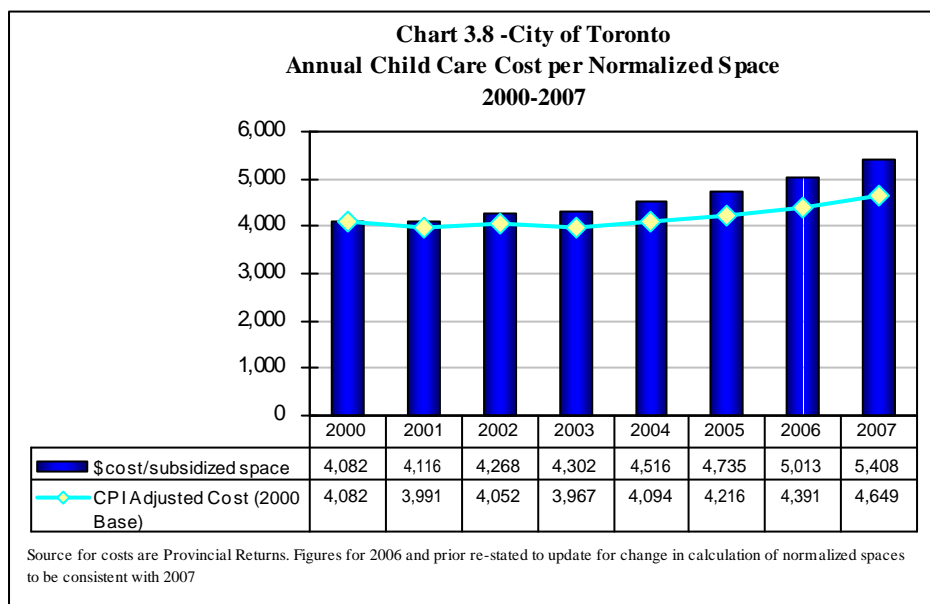


Chart 3.6 also reflects the number of children in low income families, as a percentage of all children in the municipality, which is plotted as a line graph relative to the right axis. This provides some indication of the level of child poverty and Toronto by far, has the highest levels. The relationship between these two measures may indicate that Toronto may be underserved in terms of the number of subsidized spaces

Chart 3.7 reflects the size of the waitlist in 2007 for a subsidized child care space as a percentage of all subsidized spaces. Toronto ranks 8th of 13 (3rd quartile) in terms of having the smallest waiting list.

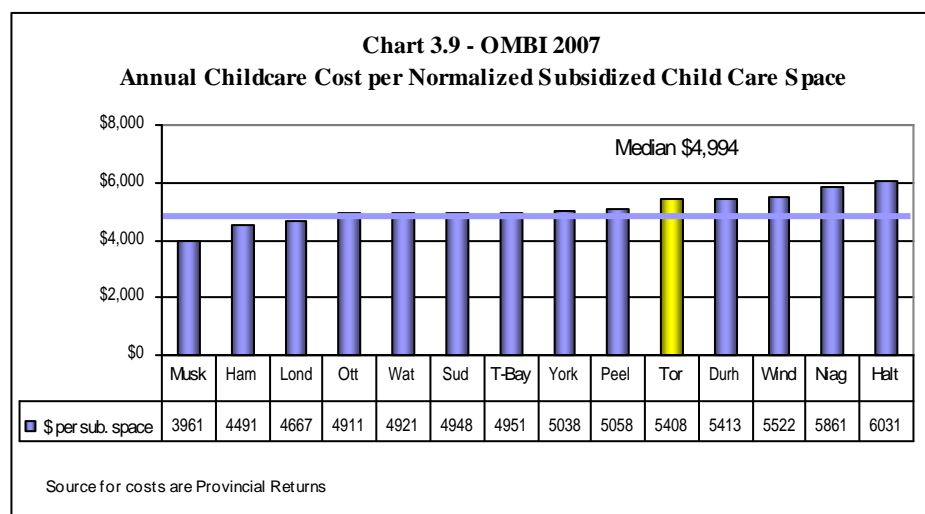
Efficiency- How Much Does it Cost per Year to Provide an Average Child Care Space in Toronto?



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

Children of different ages require a different level of staff to child ratios to provide care. Since more staff are required to provide care to infants a municipality will pay more for an infant space and less for a space occupied by a school-aged child, where fewer staff are required to provide care.

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



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

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

Chart 3.8 provides Toronto's annual child care costs per normalized child care space for the period 2000 to 2007. Costs have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2000 as the base year.

Cost increases in 2005 through 2007 for Toronto indicated in Chart 3.7, reflect Council's direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care, as well as the growth of service to young children under Best Start expansion.

Chart 3.9 compares Toronto's 2007 annual child care costs per normalized child care space, to other municipalities. Toronto ranks 10th of 14 (3rd quartile) in terms of having the lowest cost. The cost of service between municipalities varies significantly depending on the proportions of the two mode for providing care used in each municipality (home or centre based care).

2008 Achievements or 2009 Planned Initiatives

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

- In early 2008 Toronto's Children's Services Division introduced a quality ratings system, for all child care centres that have a service contract with the City of Toronto to serve families receiving fee subsidies. A Children's Services Consultant makes unannounced visits to these centres throughout the year, one of which is a formal assessment where they rate the centre using quality standards as set out in Toronto's Operating Criteria. This assessment rates a child care centre's activities, learning, health, safety, adult/child interactions and nutrition by comparing them to the standards laid out in the City's Criteria. The ratings for each centre, from these assessments are available on Toronto's website for parents to consider when they choose a child care program and for parents to monitor ongoing quality once their child is enrolled. For further information see <http://www.toronto.ca/children/quality.htm>.
- The number of subsidized child care spaces was expanded from 22,882 in 2006 to 23,423 in 2007, and 23,983 in 2008. The target in the 2009 budget is to maintain the 24,000 subsidized space level.
- In accordance to the Auditor General recommendations Children's Services processes will be automated to increase on-line access to child care information.
- Children's Services Service Plan includes the objective of improving geographic equity at the individual ward level by 10% each year through service growth of 1,500 spaces each year so that each ward is within 10% of equity by 2019.

Cultural Services

The data included in this report goes beyond the activities provided by the City of Toronto's Cultural Services Unit to include all investment by the City of Toronto towards the culture and creative sector.

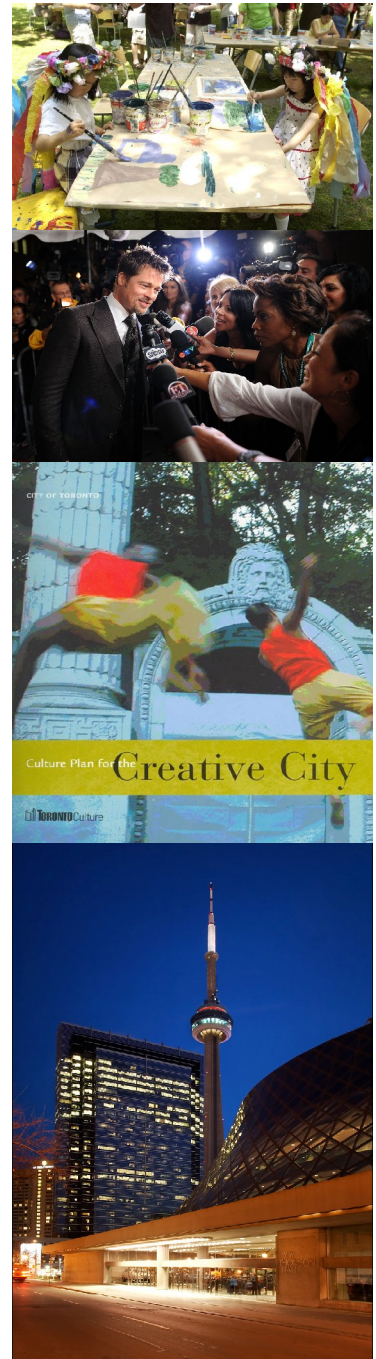
Investment by the City of Toronto in All Cultural Services includes:

- Gross operation and administration of 21 museums historic sites, performing and visual arts centres.
- Financial support for cultural activity and individual artists.
- Encouraging public art projects in both private and public developments.
- Assisting a wide range of community arts organizations in accessing and sharing municipal services and facilities.
- Gross operations of three major Theatres – the Sony Centre, the St. Lawrence Centre and the Toronto Centre for Arts.
- The planning and production of Special Events such as Nuit Blanche, the Celebrate Toronto Street Festival and Toronto Winterfest.

From street festivals to opera galas, book launches to museum visits, the cultural life of Toronto is as rich as it is varied. Cultural activity also injects millions of dollars into the economy. It is a \$9 billion economy, employs over 133,000 people, and is one of the fastest growing sectors, keeping pace with leading industries such as Business Services, Financial Services, Medical and Biotechnology and Food and Beverage.

Along with those directly involved in the creation and presentation of artistic, cultural and heritage endeavours are the citizens and visitors who are the audience. In every community, in every corner of the city, cultural activity has helped to define Toronto as a liveable city bursting with creative energy, ideas, and vibrant neighbourhoods.

Toronto at the beginning of the 21st century has a reputation locally, nationally and globally as a city of great cultural diversity and depth.



Measure Category	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Cost of All Culture Services per Capita	Stable Cost of culture services is stable	-	1 Higher spending on Culture Services	-	4.1 4.2 pg. 55
Service Level	Cost of Arts Grants per Capita	Favourable Increased spending on arts grants	-	1 Highest spending on arts grants	-	4.3 4.4 pg. 56
Community Impact	Estimated Attendance at City-Funded Cultural Events	-	Favourable Increased attendance at Special Events in 2006 (2007 not available)	-	-	4.5 pg. 57
Community Impact	Arts Grants issued by municipality as a Percentage of the Gross Revenue of Recipients	-	Stable Arts grants as % of recipients gross revenue is stable	-	1 Toronto Arts grants are a lower percentage of recipients gross revenue	4.6 4.7 pg. 57
	Overall Results	1 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	1 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	2 - 1 st quartile 0 - 2 nd quartile 0 - 3 rd quartile 0 - 4 th quartile 100% above median	1 - 1 st quartile 0 - 2 nd quartile 0 - 3 rd quartile 0 - 4 th quartile 100% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages viii - ix. These quartile results are based on a maximum sample size of 9 municipalities.

Service Level - How much does Toronto Spend on All Culture Services?

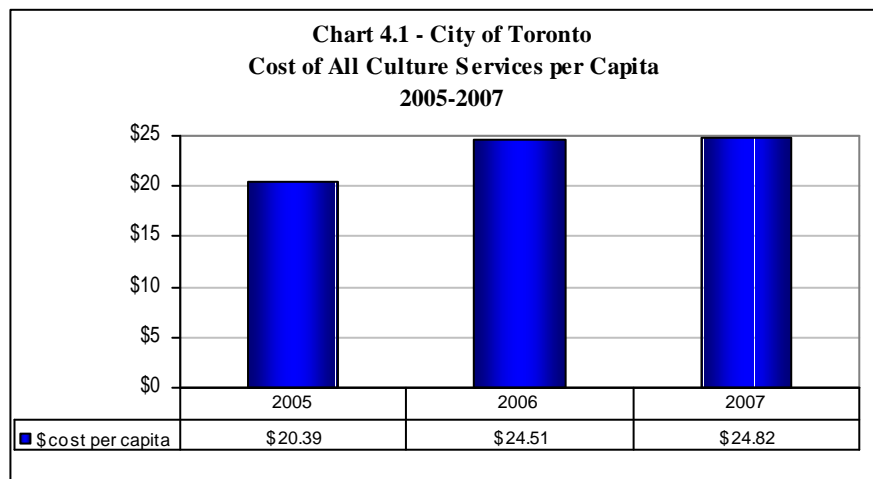
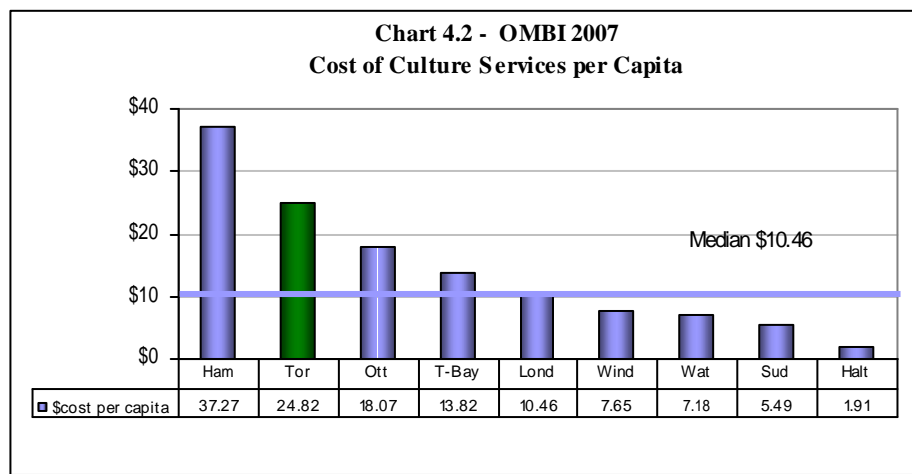


Chart 4.1 provides Toronto's gross cost per capita of all Cultural Services between 2005 and 2007. It includes Arts Services, Cultural Affairs and Museum operations, three large theatres: (Sony Centre, St. Lawrence Centre and Toronto Centre for Arts), all arts and culture grants, and the Special Events unit (events like Nuit Blanche).

This provides an indication of service levels and the resources devoted to all Cultural Services. Toronto's costs were stable between 2006 and 2007. The increase in costs between 2005 and 2006 is related to a large production at the Hummingbird Centre (now Sony Centre), however the associated revenues are not a component of this measure.

Service Level - How does Toronto's Cost of All Culture Services Compare to Other Municipalities?



Results in this report are based on gross expenditures, including an allocation of program support costs so that results are comparable to other Ontario municipalities.

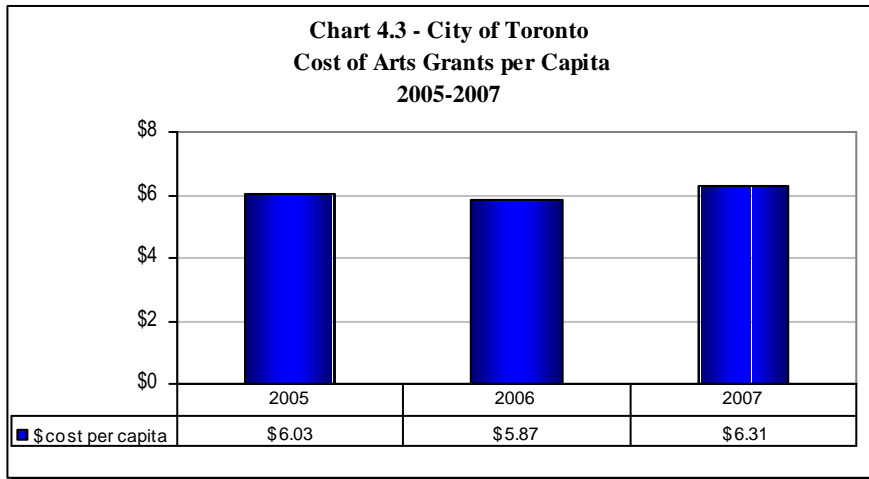
This therefore differs from the basis used to calculate per capita expenditures on arts and culture used in the *Culture Plan for the Creative City* (2003). The Culture Plan benchmark is used to compare Toronto's net expenditures on operations, grants and capital to major cities in North America such as Vancouver, Montreal, Chicago, New York and San Francisco.

Chart 4.2 compares Toronto's cost of all Cultural Services on a per capita basis to other Ontario municipalities based on the OMBI costing methodology and Toronto ranks 2nd of 9 municipalities (1st quartile) in terms of having the highest costs/service levels per capita.

Toronto's high ranking for this measure is likely related to the significant size of its cultural community and the variety and diversity of programs offered.

Results for this measure can be impacted by the types of programs and exhibits provided in a municipality. This measure is also based on each municipality's population, however this fails to consider tourists or visitors from outside the municipality which is certainly a significant factor in Toronto.

Service Level - How much does Toronto Spend on Arts Grants?



Arts grants are one component of all Culture Services costs discussed on the previous page. Chart 4.3 summarizes Toronto's cost of arts grants per capita between 2005 and 2007, which are comprised of grants to four Local Art Service Organizations, eight major organizations and 214 grants provided through the Toronto Arts Council.

Increases to arts grants per capita are in line with recommendations 45 and 46 of the *Culture Plan for the Creative City* (2003) to restore funding to the Major Cultural Organizations and the Toronto Arts Council within five years.

Service Level - How does Toronto's Cost of Arts Grants Compare to Other Municipalities?

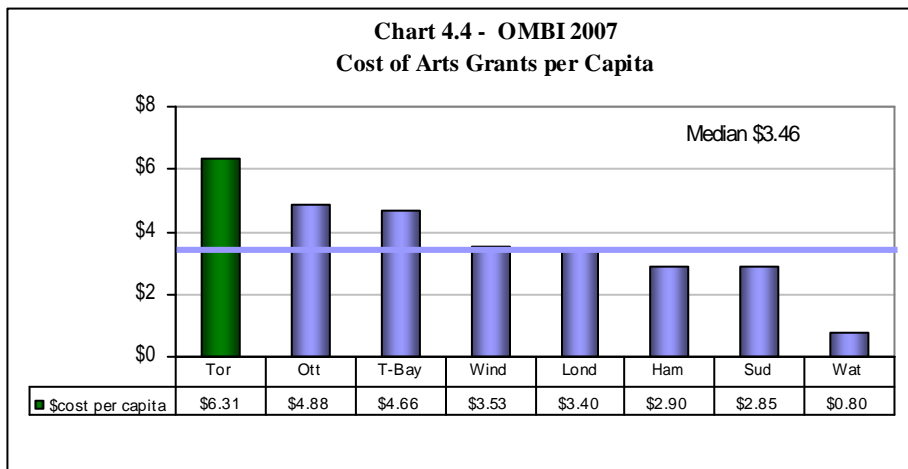


Chart 4.4 compares Toronto's 2007 costs of arts grants per capita to other Ontario municipalities and Toronto ranks 1st of 8 (first quartile) in terms of having the highest service levels/cost. This ranking is due to the significant size of Toronto's arts community and the impact on the economy.

It should be noted that results for the Region of Waterloo (Wat) included on Charts 4.2 and 4.4 represent those of the regional government only and do not include culture and arts expenditures of local municipalities.

Results for this measure are influenced by the relative size of the arts community and the funding envelope provided by Municipal Councils.

Community Impact – How Many People Attend City-Funded Cultural Events in Toronto?

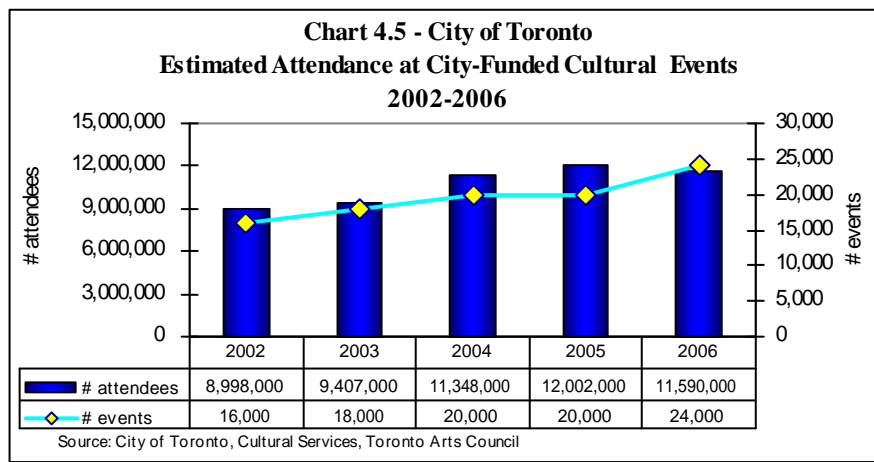


Chart 4.5 summarizes 2002 to 2006 data for the estimated number of residents and tourists attending city-funded cultural events (bar chart relative to left axis) and the estimated number of those cultural events (line graph relative to right axis).

An objective of municipalities providing arts grants is that those organizations also develop other sources of revenues so that they are not dependant on municipal funding.

Community Impact – How are Recipients of Arts Grants In Toronto Able to Utilize those Grants to Obtain Other Revenues?

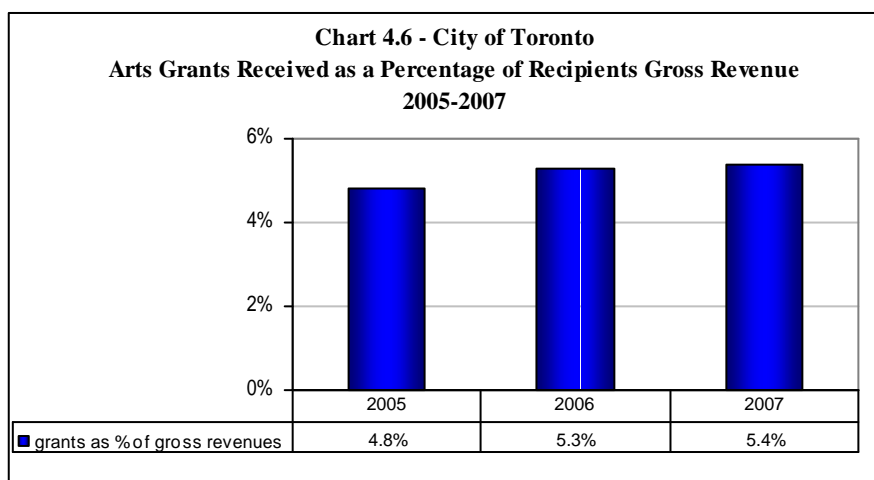


Chart 4.6 reflects 2005 to 2007 data for municipal arts grants received by organizations in Toronto from the City, as a percentage of all revenues of those recipient organizations. In 2007 arts grants were \$14.9 million which comprised 5.4% of the \$278 million in gross revenues of those recipient organizations.

The composition of the revenue sources of the Toronto Arts Council grant recipients is as follows:

- 6% - City of Toronto investment
- 10% - provincial invest.
- 16% federal invest.
- 29% private revenue
- 39% earned revenue

Community Impact – How are Recipients of Arts Grants Able to Utilize those Grants in Toronto Compared to Other Municipalities?

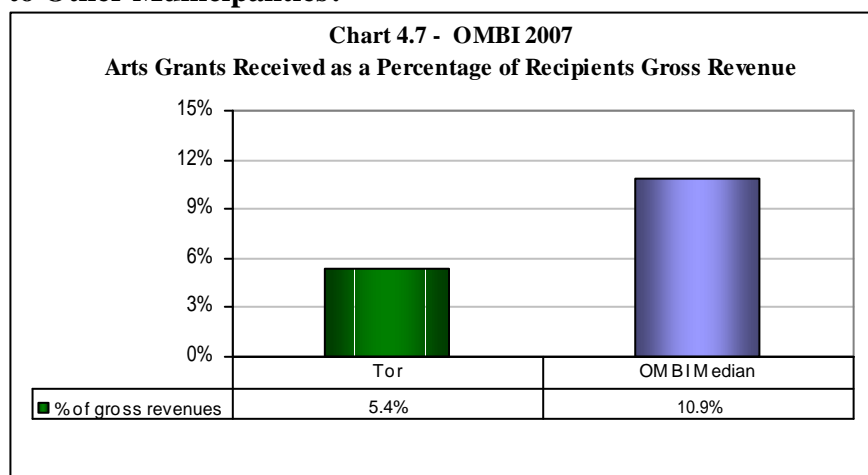


Chart 4.7 compares Toronto's 2007 result of arts grants received as a percentage of recipient gross revenue to the median of the OMBI municipalities, and in Toronto it is significantly lower. Arts grants received by organizations from the City of Toronto are being used effectively to leverage other revenue sources.

2008 Achievements or 2009 Planned Initiatives

The following achievements in 2008 are representative of the ways in which the efficiency and effectiveness of Toronto's Cultural Services are being improved:

- Attracted 244,097 visits to the Doors Open Toronto Program celebrating 147 Toronto buildings of architectural and heritage significance.
- 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 which collectively attracted and entertained over 2.4 million residents and tourists in 2008.
- Developed Community Arts Action Plan in consultation with a Community Arts advisory body and other internal and external stakeholders.
- Developed and implemented two new initiatives to support cultural partnerships and community access at the Assembly Hall, introducing the facility to the growing number of newcomers to Canada who make up a large part of the South Etobicoke population
- Implemented the Mobile City Youth Arts Toronto /Milan -Youth Art in Transit project in partnership with the Italian Chamber of Commerce, TTC, CTV, George Brown College and other Community Arts partners.
- Council adopted the *Creative City Planning Framework*, a supporting document to the *Agenda for Prosperity* and the Creative Toronto pillar.

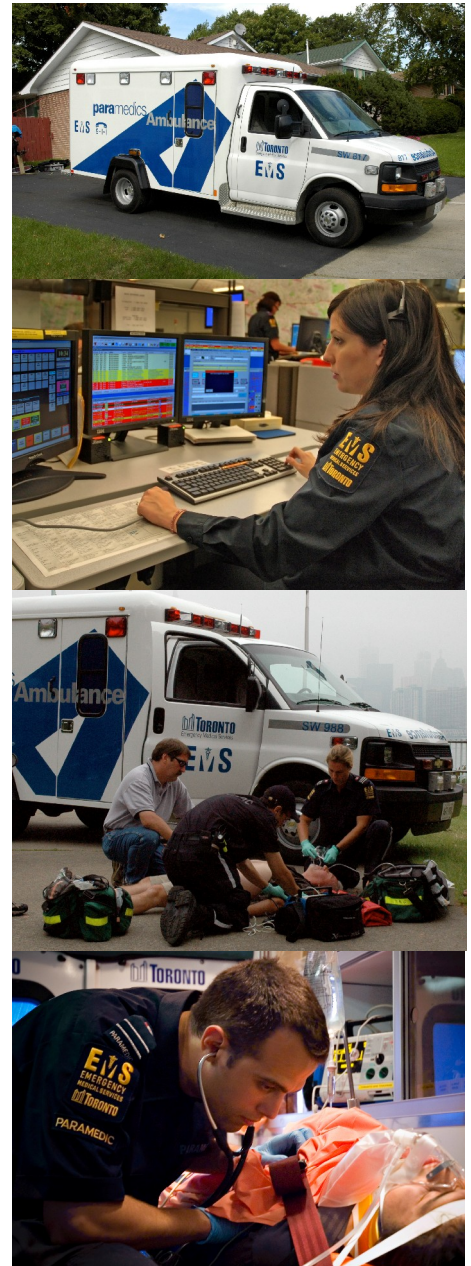
Factors Influencing Results of Municipalities

The results of each municipality found in the charts included in this report are influenced to varying degrees by factors such as:

- Program mix – each municipality funds a different set of programs in terms of historical sites, arts grants, cultural events and other cultural services.
- Financial support - arts grants per capita can be influenced by the size of the funding envelope and the size of the arts community.
- Planning and integration - whether a municipality has adopted a cultural policy or plan may affect the way in which programs and services are delivered, how annual data is collected and the amount of funding invested in the community.

Emergency Medical Services

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

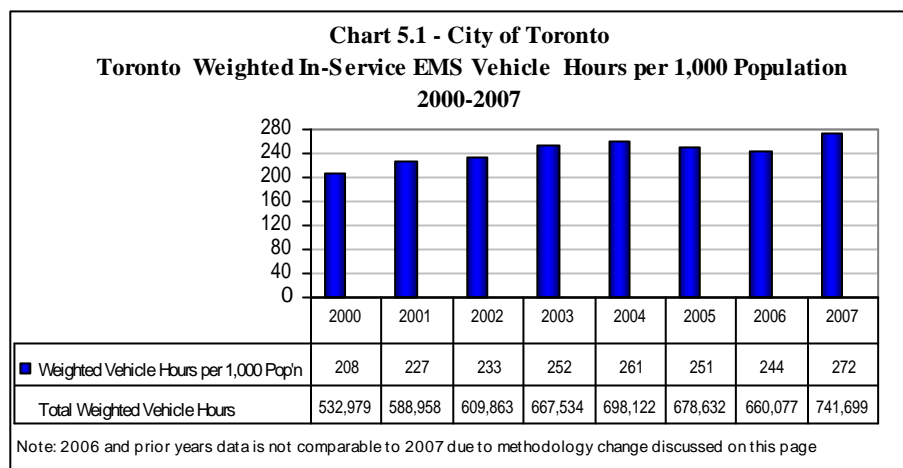


Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	EMS Actual Weighted Vehicle In-Service Hours per 1,000 Population	Not available due to methodology change	-	3 Lower In-Service Vehicle Hours	-	5.1 5.2 pg. 62
Service Level	EMS Calls – Emergency per 1,000 Population	Increasing Number of emergency calls has increased	-	3 Low rate of emergency calls	-	5.3 5.4 pg. 63
Service Level	EMS Calls – Non Emergency per 1,000 Population	Decreasing number of non-emergency calls	-	2 High rate of non-emergency calls	-	5.3 5.4 pg. 63
Service Level	All EMS Calls per 1,000 Population	Stable Number of total calls has remained stable	-	2 Rate of total calls at median	-	5.3 5.4 pg. 63
Comm. Impact	Percentage of Ambulance Time Lost to Hospital Turnaround	-	Unfavourable Increase in hours of lost ambulance time	-	4 Higher percentage of lost ambulance time	5.5 5.6 pg. 64
Cust. Service	EMS, 90 th Percentile Crew Notification Response Time to Life Threatening Calls	-	Stable Crew Notification response time is stable	-	1 Lowest (shortest) crew notification response time in OMBI	5.7 5.8 pg. 65
Cust. Service	EMS 90 th Percentile (Total excluding 9-1-1) Response Time to Life Threatening Calls	-	Stable Total Notification response time is stable	-	1 Lower (shorter) total EMS response time	5.7 pg. 65

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Effic.	EMS Cost per Actual Weighted Vehicle Service Hour	-	Not available due to methodology change	-	4 Highest Cost per In-Service vehicle hour	5.9 5.10 pg. 66
Effic.	EMS Cost per Patient Transported (C1-4)	-	Unfavourable Increasing cost per patient transported	-	2 Cost per patient transported – at median	5.11 5.12 pg. 67
	Overall Results	1 – Favour./Inc 1 - Stable 0 - Unfavour. 100% favourable or stable	0 - Favourable 2 - Stable 2 - Unfavour. 50% favourable or stable	0 - 1 st quartile 2 - 2 nd quartile 2 - 3 rd quartile 0 - 4 th quartile 50% above median	2 - 1 st quartile 1 - 2 nd quartile 0 - 3 rd quartile 2 - 4 th quartile 60% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages viii - ix. These quartile results are based on a maximum sample size of 15 municipalities.

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



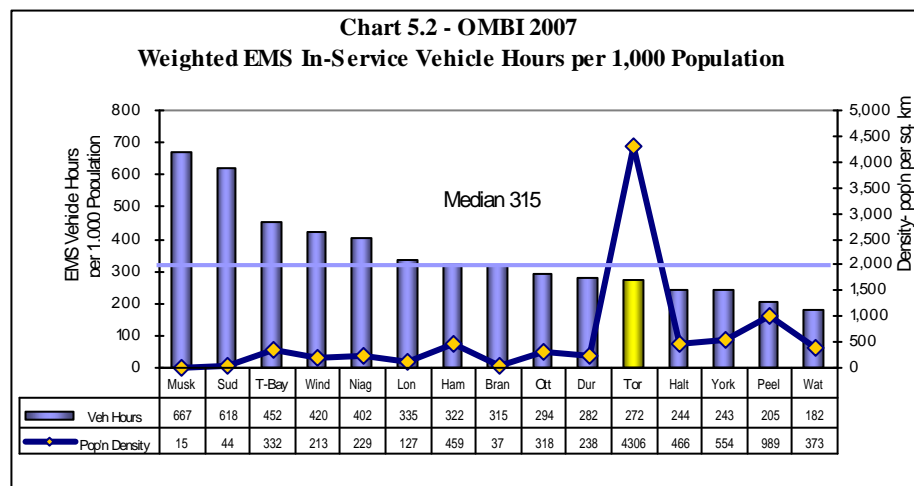
One indication of EMS service levels is the hours that EMS vehicles are in-service, either on calls or available to respond to emergencies.

Chart 5.1 provides Toronto's weighted in-service EMS vehicle hours per 1,000 population between 2000 and 2007. Weighted hours take into consideration the number of personnel on the three different types of emergency response vehicles being ambulances, first response units and supervisory units.

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

Although the number of vehicle hours has increased in recent years this has not necessarily translated into a service improvement to the public. The additional vehicle hours/staff has helped but has not fully compensated for EMS staff tied up in hospital off-load delays (see Chart 5.5).

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

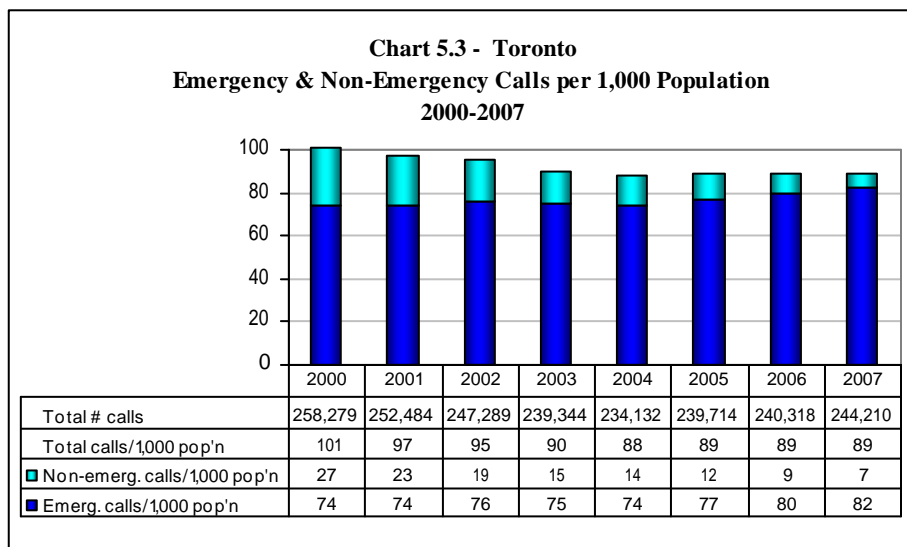


While the information in chart 5.1 indicates a significant increase in Toronto's vehicle hours in 2007, this apparent increase bears explanation. To help manage the off-load delay issue, Toronto EMS has instituted processes that monitor in-service vehicle hours, offload times and other parameters in real time. Summary reports from these were used to produce an accurate number for the 2007 weighted vehicle hours total. These reports were not available in prior years, so the increase from 2006 to 2007 is most likely due to this methodology change rather than an actual increase in available vehicle hours.

Chart 5.2 compares Toronto's 2007 weighted in-service EMS vehicle hours per 1,000 population, to other Ontario municipalities, which are reflected as bars relative to the left axis. Population density (population per sq. km), has also been plotted as a line graph relative to the right axis. Toronto ranks 11th of 15 municipalities (3rd quartile) in terms of having the highest number of in-service EMS vehicle hours.

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

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

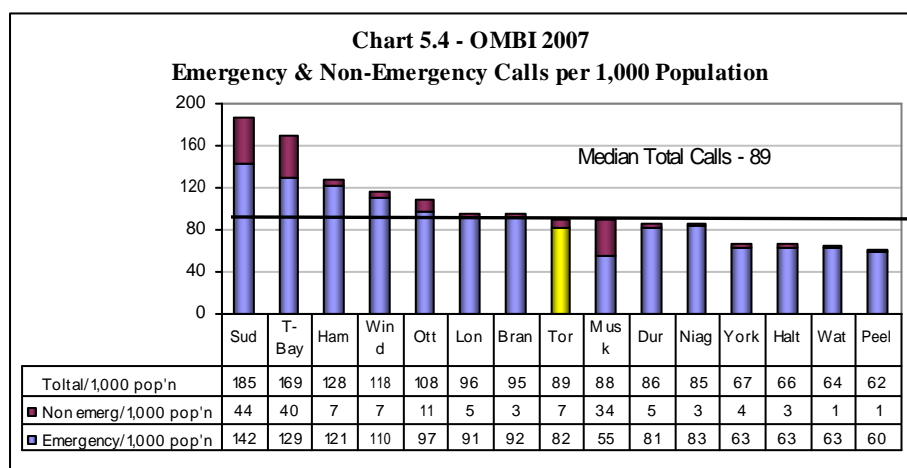


Another indicator of EMS service levels is shown in Chart 5.3, which reflects the number of emergency, non-emergency and total calls received, on a per 1,000 population basis for the period 2000 to 2007.

Since 2000, there has been a significant reduction in the number of non-emergency calls while the number of emergency calls has continued to rise since 2004.

Chart 5.4 compares Toronto's 2007 number of emergency, non-emergency and total calls received, to other municipalities on a per 1,000 population basis.

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



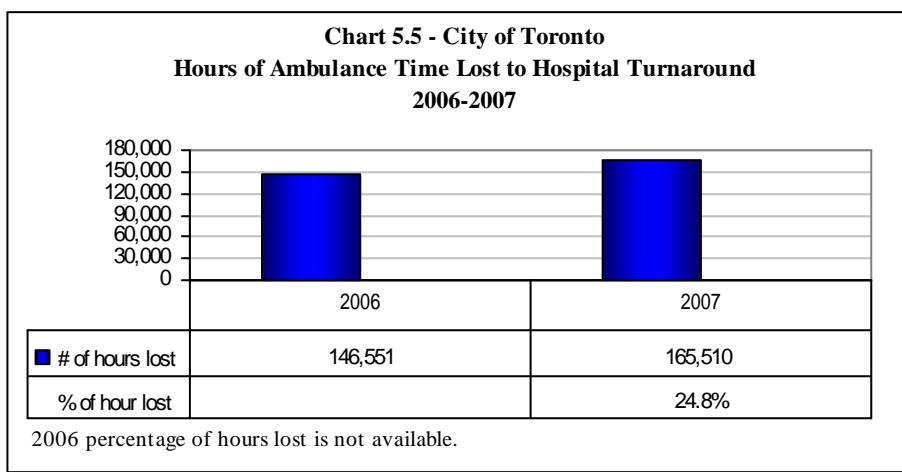
In terms of the having the highest rate of calls for service, Toronto ranks:

- 9th of 15 in (3rd quartile) for emergency calls
- 6th of 15 (2nd quartile) for non-emergency calls
- 8th of 15 (2nd quartile at median) for all types of calls

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

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

Community Impact – What Percentage of Time do Ambulances in Toronto Spend at Hospitals Transferring Patients (Turnaround)



The ambulance turnaround time required to transfer an EMS patient from the care of EMS paramedics to the care of hospital staff is important as it can have a significant impact on service. This turnaround time includes the time it takes to transfer the patient, delays in transfer of care due to shortages of hospital resources (commonly referred to as off-load delay), paperwork, and other activities.

Off-load delays results in less time that paramedics are available “on the road” to respond to other emergency calls and as a result EMS may be pressured to add resources in order to maintain sufficient units available to respond to calls and to keep the response times (as seen in Charts 5.7 and 5.8) to acceptable levels.

Community Impact –How Does Toronto Ambulance Time Spend at Hospitals Compared to other Municipalities?

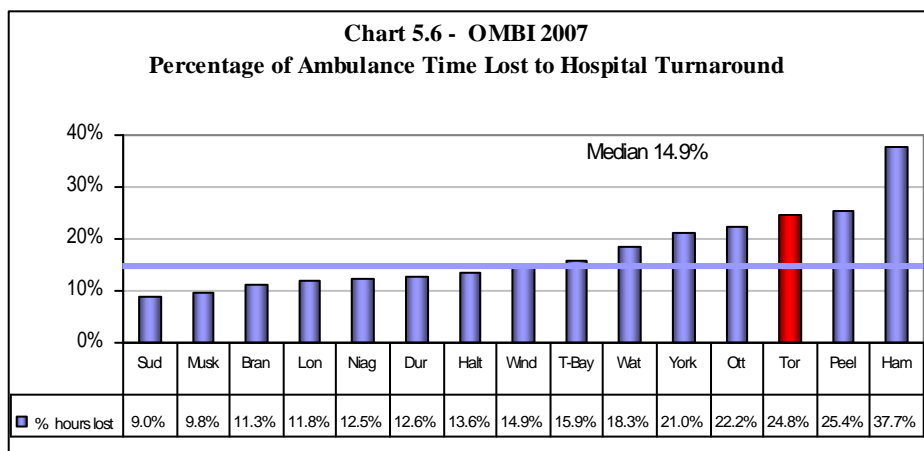
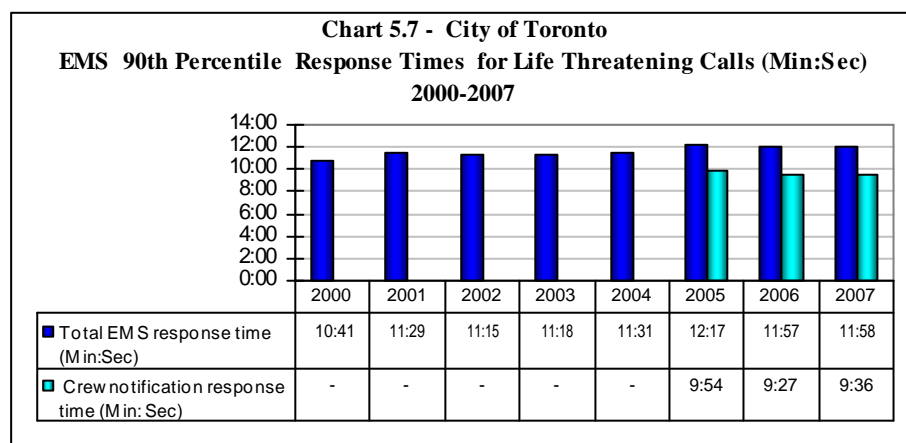


Chart 5.5 shows Toronto’s 2006 and 2007 data for the total ambulance hours involved in the turnaround activities noted above. Off-load delays at hospitals account for much of this time. The total number of hours lost to hospital turnaround has increased in 2007 and represented almost 25% of ambulance vehicle hours.

Figure 5.6 compares Toronto’s 2007 result for ambulance turnaround time to other municipalities and Toronto ranks 13th of 15 (4th quartile) in terms of having the shortest ambulance turnaround time. Off-load delays in hospitals can be due to a combination of factors, such as bed occupancy rates, the level of activity in hospital emergency departments, and the efficiency of admission procedures.

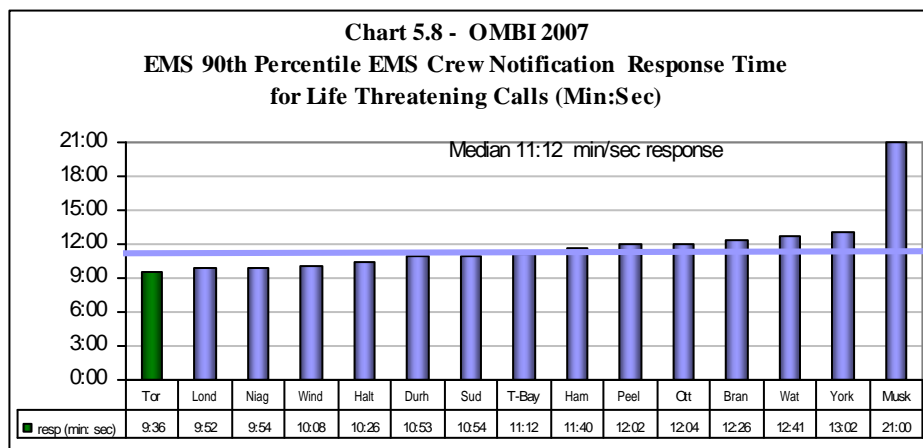
Customer Service - How Long Does it Take in Toronto for EMS to Arrive At the Emergency Scene (Response Time)?



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

Chart 5.7 provides Toronto's 90th percentile EMS response times for the years 2000 through 2007 for serious and life-threatening emergency calls (those categorized as Delta and Echo). The 90th percentile means that 90 per cent of all emergency calls have a response time within the time-period reflected on the graph.

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



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

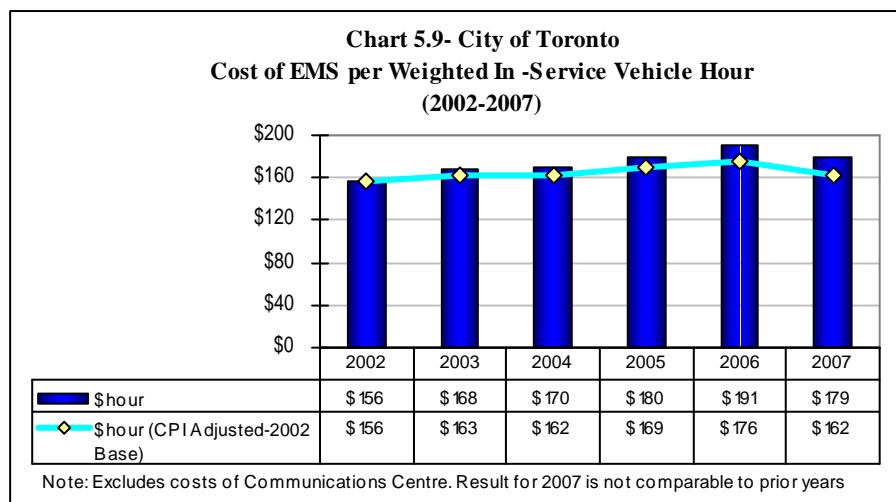
Between 2001 and 2004, the 90th percentile total EMS response time was fairly stable, with the addition of more hours of ambulance service required to address the increasing time spent by EMS at hospitals to complete the transfer of patients. In 2005, there was an increase in this response time, which then stabilized in 2006 and 2007.

The goal of Toronto EMS for life threatening calls is a total response time within 8 minutes and 59 seconds for life threatening calls but with existing resources and the off-load delays at hospitals mentioned earlier, this standard was met for only 68.2% of these calls in 2006 and 69.0 % in 2007, versus 90% of the calls in 1996 to 1998, when off-load delays were not an issue.

Chart 5.8 compares Toronto's 90th percentile EMS crew notification response time in 2007 to other municipalities. In terms of having the shortest response time (from when the responding EMS crew is notified of the emergency to arrival on the scene), Toronto ranks 1st of 15 (1st quartile).

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

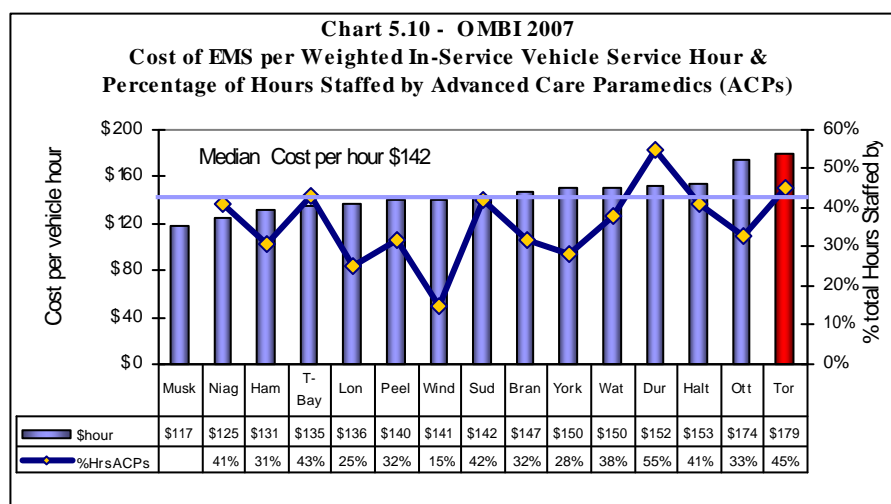
Efficiency – What is the Hourly Cost In Toronto to Have an EMS Vehicle In –Service, Available to Respond to Emergencies?



In considering EMS cost efficiency, there are two perspectives that can be examined.

The first perspective from the supply side, relates costs to the hours that EMS vehicles are in-service, available to respond, or responding to emergencies. Chart 5.9 shows Toronto's EMS cost to provide one-weighted in-service vehicle hour for the period 2002 to 2007.

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



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

From 2002 to 2006, the cost per in-service vehicle hour increased primarily due to collective agreement settlements which exceeded the increase in Toronto's CPI. This increase was at a much lower rate than the cost per patient transported, which is discussed in Chart 5.11.

As noted earlier with Chart 5.1, the increase of in-service vehicle hours reported by Toronto in 2007 is the result of a methodology change rather than an actual increase. Comparable vehicle hour data from 2006 and prior years is not available to restate the 2002 to 2006 results for cost per weighted vehicle hour. Without this data, it is difficult to make meaningful comparisons of the cost per weighted 2007 in-service hour versus previous years.

Chart 5.10 compares Toronto's 2007 EMS cost per weighted-in-service vehicle hour to other Ontario municipalities. Toronto ranks 15th of 15 municipalities (4th quartile) in terms of having the lowest cost per vehicle hour.

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

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

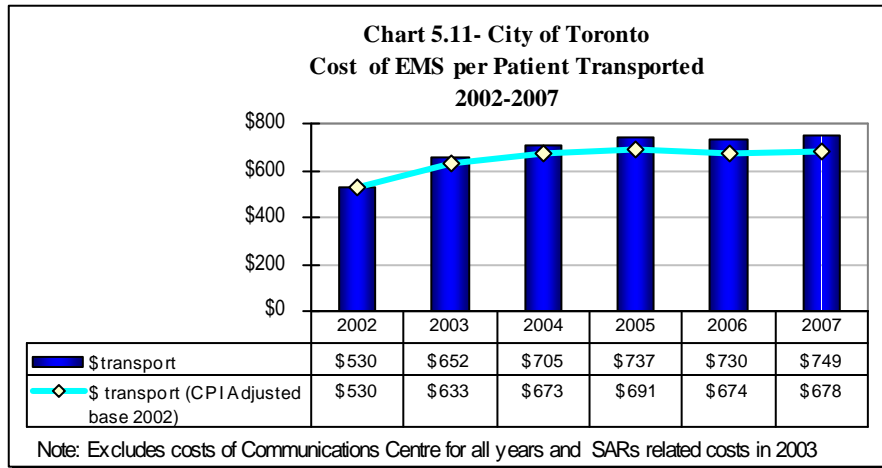
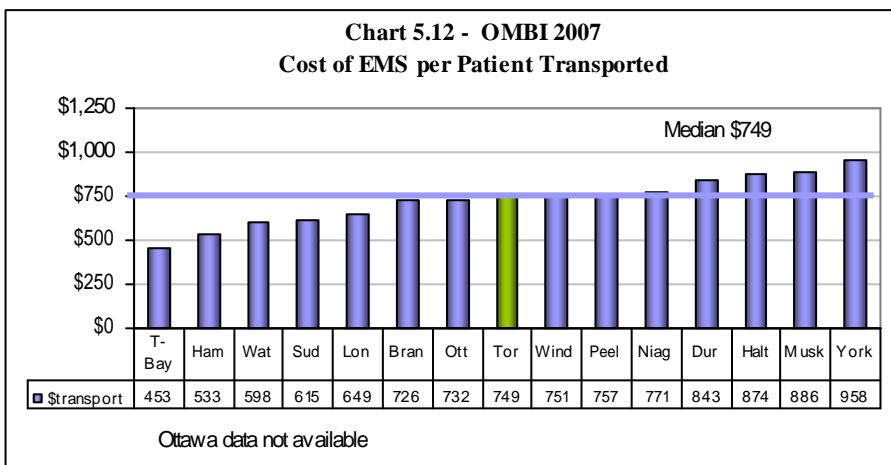


Chart 5.11 looks at efficiency from the utilization perspective by relating costs to the number of patients that have been transported (both emergency and non-emergency).

This chart covers the period from 2002 to 2007 and also adjusts for annual changes in Toronto's Consumer Price Index (CPI), using 2002 as the base year, which are plotted as a line graph.

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



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

In 2007, the small cost increase was primarily due to increased salaries and benefits through collective agreements.

Chart 5.12 compares Toronto's 2007 cost per patient transported to other municipalities and Toronto ranks 8th of 15 (2nd quartile right at median) in terms of having the lowest cost.

Municipal costs for this measure can be influenced by where in the cycle of collective agreements a municipality is, the proportion of Advanced Care Paramedics (discussed under Chart 5.10), the extent of off-load delays at hospitals and the utilization rate of vehicles in-service for transporting patients.

Toronto has been shown to have higher costs on an hourly basis (see Chart 5.10), but Toronto also has a high utilization rate of its vehicles in transporting patients which improves our ranking for this measure based on the cost per patient transported.

2008 Achievements or 2009 Planned Initiatives

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

- The EMS Nursing Initiative implemented in 2008 and continuing into 2009, provides funding for extra nursing shifts dedicated to speed up offloading of Toronto EMS patients in emergency rooms at hospitals with the highest offload delays. To date, this initiative has reduced waiting time for paramedics and resulted in an increase in ambulance unit availability by the equivalent of 3 ambulance vehicles, 24 hours a day. This project is anticipated to improve EMS response time to life threatening calls and also reduce overtime costs in 2009.
- The Duty Officer Program, has now moved from a pilot project and will become part of regular operations. This work has led to more efficient and effective deployment of paramedic staff, which resulted in improved response time and consequently reduced the end of shift overtime.
- 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.
- Distribution and installation in 2009 of an estimated 50 to 100 Automated External Defibrillators (AEDs) to workplaces and facilities throughout the City of Toronto. EMS currently maintains 272 city owned AEDs and provides oversight to over 350 private sector AEDs.
- The Central Ambulance Communications Center new redesigned communication systems 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.
- A new cardiac monitor enables Advanced Care Paramedics to diagnose and begin treatment "STEMI" (ST Elevation Myocardial Infarction) heart attacks. Rapid diagnosis and treatment can reduce death rates associated by this type of heart condition by two thirds.
- Under the new 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.

Fire Services

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

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

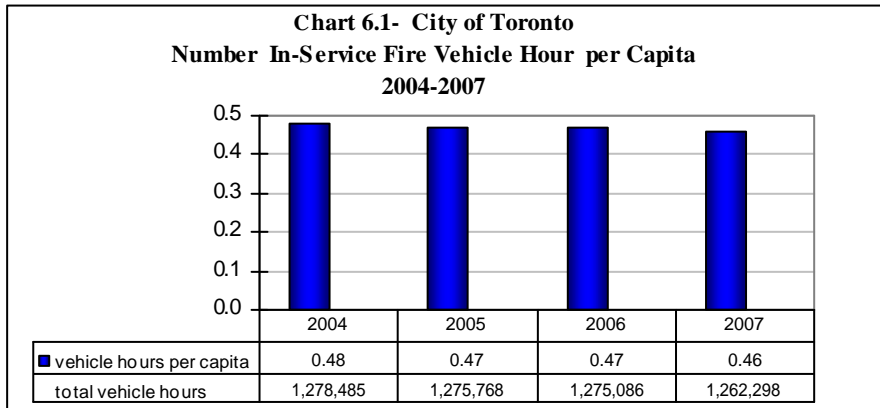


Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of Fire In-service Vehicle Hours per Capita - Urban Area	Stable Vehicle hours in-service are stable	-	4 Lowest number of in-service vehicle hours	-	6.1 6.2 pg. 72
Service Level	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population	Increasing Number of total incidents responded to increased	-	1 High number of total incidents responded to	-	6.3 6.4 pg. 73
Service Level	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population	Decreasing Number of fires, explosions and alarms responded to decreased slightly	-	1 Higher number of fires, explosions and alarms responded to	-	6.3 6.4 pg. 73
Service Level	Number of Rescues per 1,000 Urban Population	Stable Number of rescues is stable	-	3 Low number of rescues responded to	-	6.3 6.4 pg. 73
Service Level	Number of Medical Calls per 1,000 Urban Population	Stable Number of medical responses is stable	-	1 Higher number of medical responses	-	6.3 6.4 pg. 73
Service Level	Number of Other Incidents per 1,000 Urban Population	Increasing Number of other incidents responded to is increasing	-	1 Higher number other incidents responded to	-	6.3 6.4 pg. 73

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	Rate of Residential Structural Fires with Losses per 1,000 Households (Entire Municipality)	-	Unfavourable Increasing rate of residential fires	-	1 Lower rate of residential fires	6.5 6.6 pg. 74
Comm. Impact	Residential Fire Related Injuries per 100,000 Population (Entire Municipality)	-	Unfavourable Increasing rate of fire related injuries	-	1 Lowest rate of fire related injuries	6.7 6.8 pg. 74
Comm. Impact	Residential Fire Related Fatalities per 100,000 Population (Entire Municipality)	-	Unfavourable Increasing rate of fire related fatalities	-	2 Low rate of fire related fatalities	6.9 6.10 pg. 75
Cust. Service	Actual – 90 th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality	-	Stable station notification response time is stable	-	2 Station notification response time is shorter	6.11 6.12 pg. 76
Effic.	Fire Operating Cost per In-service Vehicle Hour - Urban Area	-	Unfavourable Increasing cost per in-service vehicle hour	-	4 Highest cost per in-service vehicle hour	6.13 6.14 pg. 77
Overall Results		1 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	0 - Favourable 1 - Stable 4 - Unfavour. 20% favourable or stable	4 - 1 st quartile 0 - 2 nd quartile 1 - 3 rd quartile 1 - 4 th quartile 67% above median	2 - 1 st quartile 2 - 2 nd quartile 0 - 3 rd quartile 1 - 4 th quartile 80% above median	

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

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



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

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

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

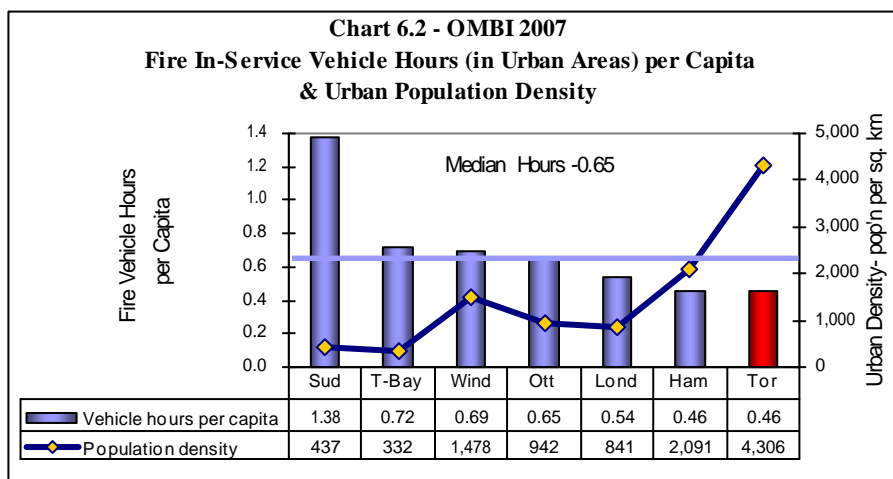


Chart 6.1 provides Toronto's results for the number of in-service fire vehicle hours per capita, as well as total vehicle hours from 2004 to 2007. It shows total hours being fairly stable over this period.

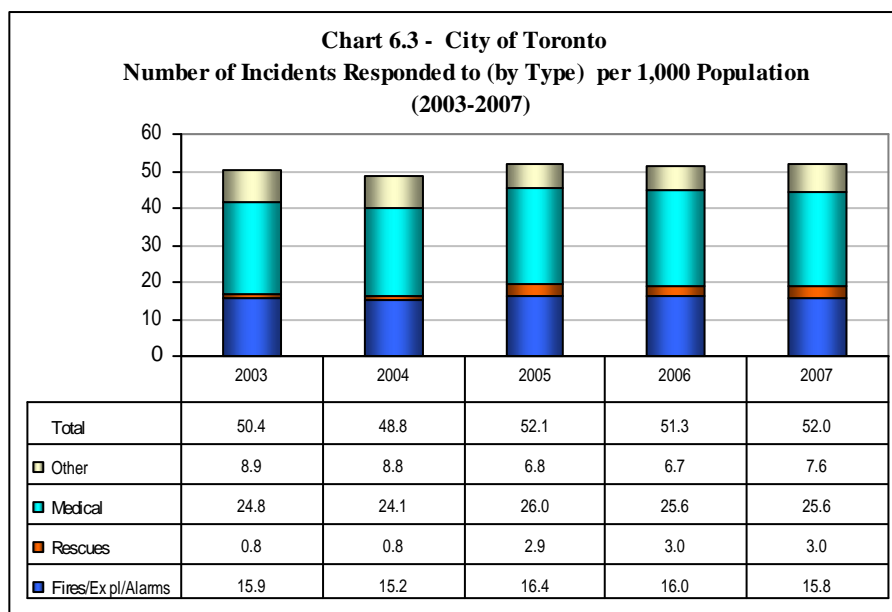
Chart 6.2 compares Toronto's 2007 in-service vehicle hours per capita, to other municipalities (urban areas only), which are shown as bars relative to the left axis. Toronto ranks 7th of 7 municipalities (4th quartile), in terms of having the highest number of vehicle hours.

Population density can have a significant impact on the requirement for fire vehicles. Proportionately fewer fire stations and vehicle hours may be required in densely populated municipalities such as Toronto, because of proximity to residents and businesses, while less densely populated areas may require more fire vehicles and stations in order to provide desired response times. Urban population densities for the OMBI municipalities have been plotted above as a line graph relative to the right axis on Chart 6.2 and there does appear to be an inverse relationship between vehicle hours and population density. Toronto's urban form also requires different response capabilities and equipment.

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

- The nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes).
- Geography and topography.
- Transportation routes, travel distances and traffic congestion.
- The type and staffing levels on fire apparatus/vehicles.
- Specialty vehicles such as bush trucks and water tankers used to combat forest fires (reason for Sudbury's high result) that do not have fully dedicated staff, but utilize firefighters from other vehicles should the need for their use arise.

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



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

Chart 6.3 provides the number and type of incidents responded to by Toronto Fire Services in 2003 to 2007, expressed on a per 1,000 population basis.

In 2007, the number of incidents responded to:

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

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

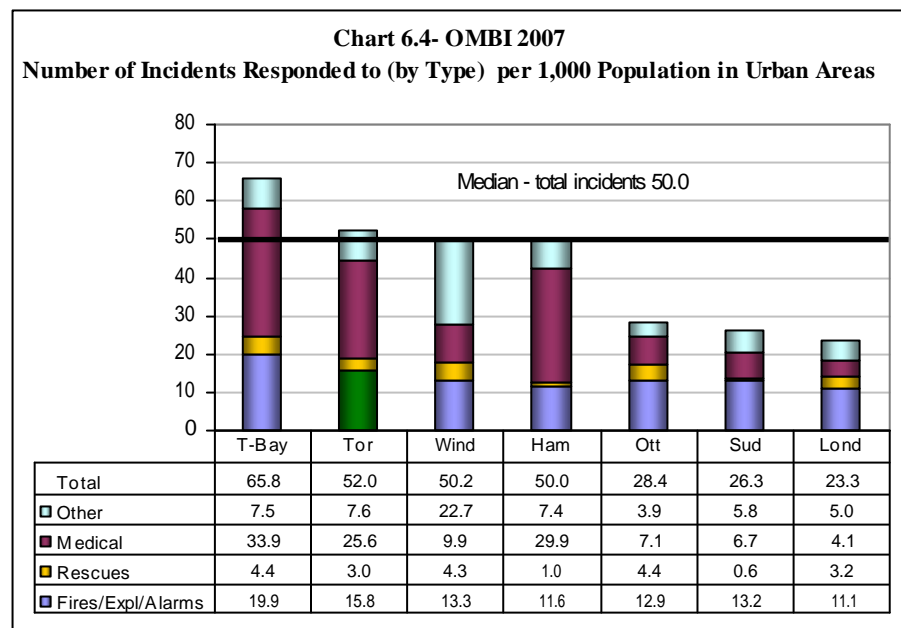


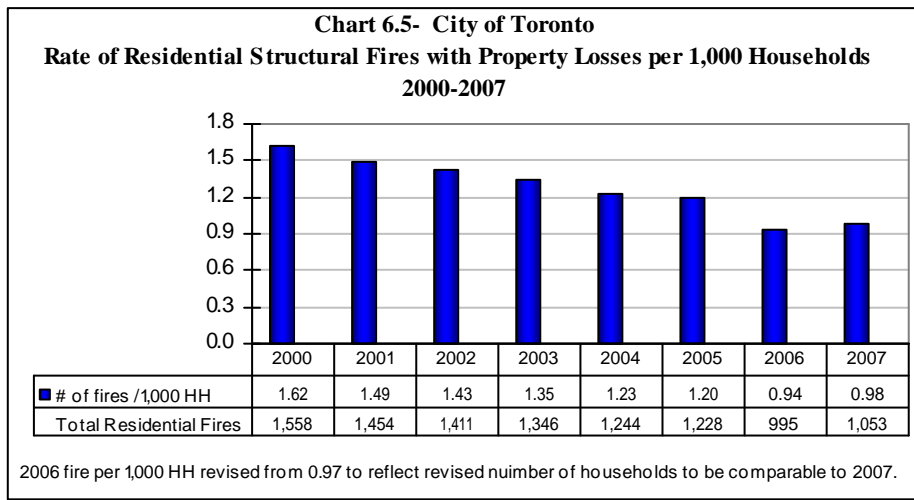
Chart 6.4 compares Toronto's 2007 results for the number of incidents per 1,000 persons, to other Ontario Municipalities for their urban areas.

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

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

In some municipalities, depending on response agreements between Fire Services, Emergency Medical Services (EMS) and hospital protocols, responses to medical calls can also be a significant component of total responses. In Toronto during 2007 they accounted for approximately 49% of the more than 142,000 total incidents responded to by Toronto Fire Services.

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



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

Chart 6.5 provides the rate of residential fires in Toronto per 1,000 households from 2000 to 2007. Results show a consistent decline in the rate of residential fires, which provides an indication that fire prevention and education programs are working effectively.

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

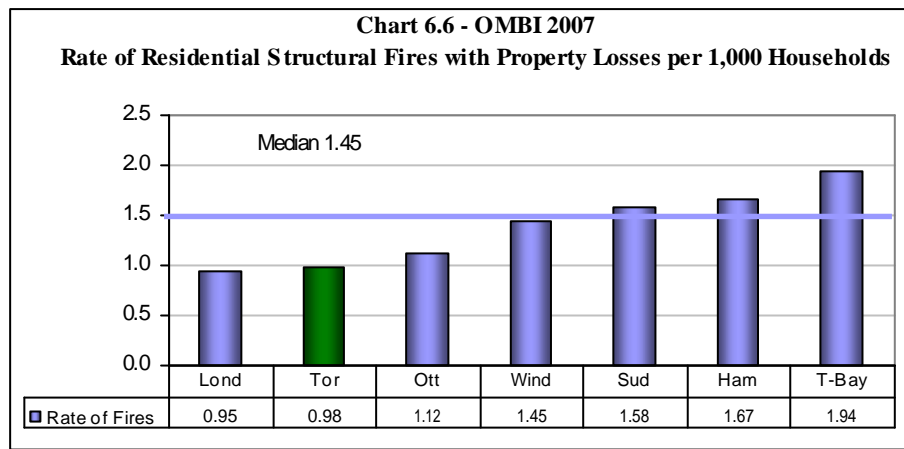
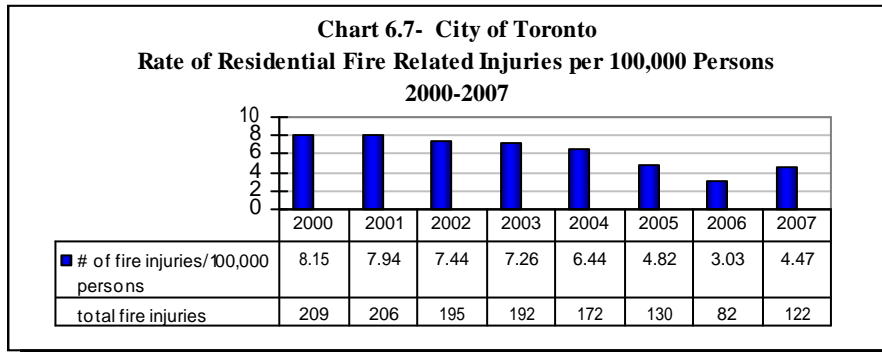


Chart 6.6 compares the 2007 rate of residential fires in Toronto, to other municipalities. Toronto ranks 2nd of 7 municipalities (1st quartile) in terms of having the lowest rate of fires.

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

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

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



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

Chart 6.7 provides the number of residential fire related injuries there were in Toronto per 100,000 persons, from 2000 to 2007. It shows a longer term decreasing trend with an increase in 2007.

Chart 6.8 compares Toronto's 2007 rate of residential fire related injuries per 100,000 population, to other Ontario municipalities. Toronto ranks 1st of 7 municipalities (1st quartile) for the lowest rate.

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

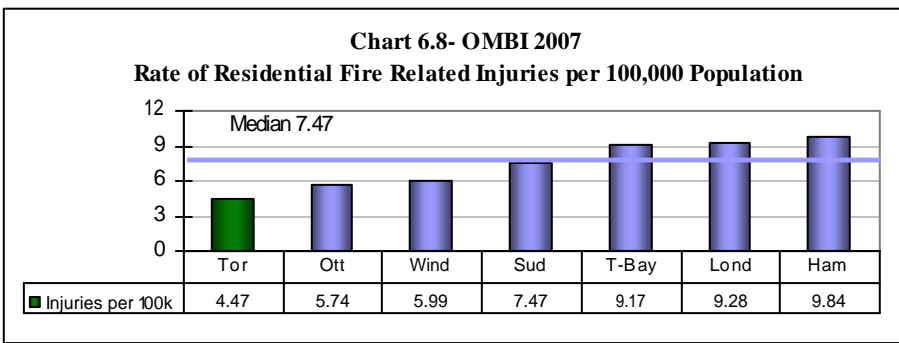


Chart 6.9 provides the number of residential fire related fatalities there were in Toronto per 100,000 persons, from 2000 to 2007.

The unusual spike in fire fatalities in 2003 was as a result of a gas explosion that claimed seven lives, but generally there has been a decreasing trend in the longer term with an increase in 2007.

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

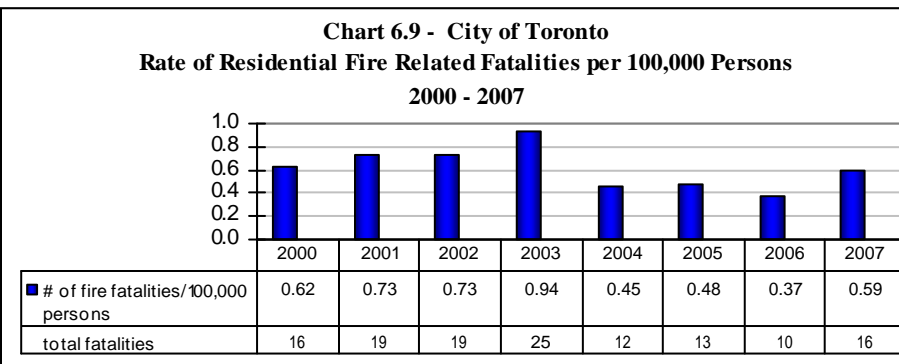
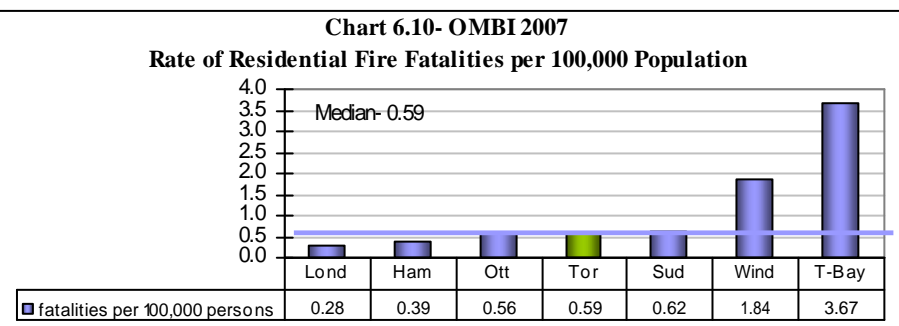


Chart 6.10 compares Toronto's 2007 rate of residential fire related fatalities to other Ontario municipalities and Toronto ranks 4th of 7 municipalities (2nd quartile) in terms of the lowest rate.

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

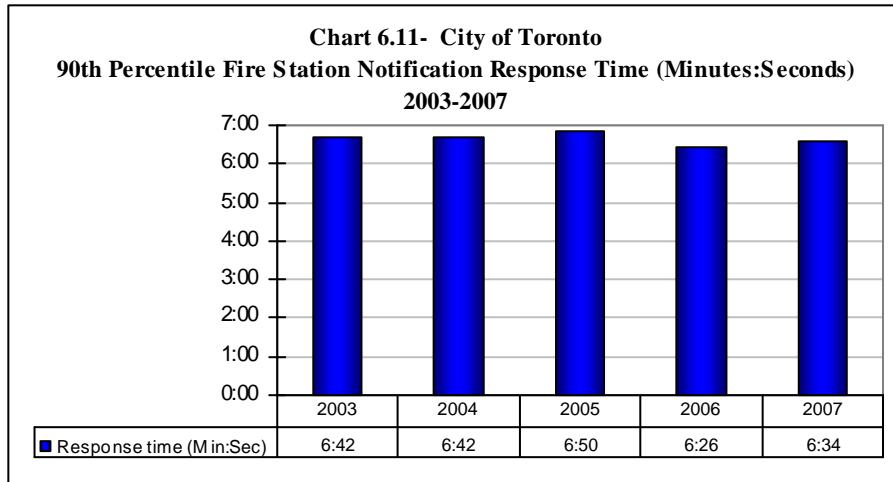


Factors that can influence the rate of injuries and fatalities and the number of fires in a community, include:

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

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

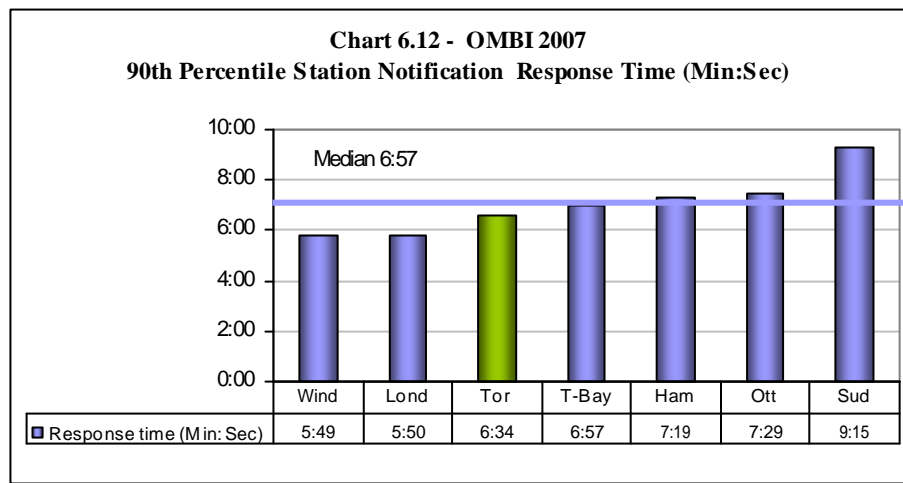
Customer Service- How Long Does it Take (Response Time) in Toronto for Fire Services to Arrive At the Emergency Scene?



When residents require assistance from Fire Services, the time it takes for fire vehicles to arrive at the emergency scene from the time the emergency call is placed (total response time), is very important. Currently, consistent information across municipalities is not available on the dispatch and 911 time – the time between when an emergency call is first received and the time the fire station is notified.

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

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



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

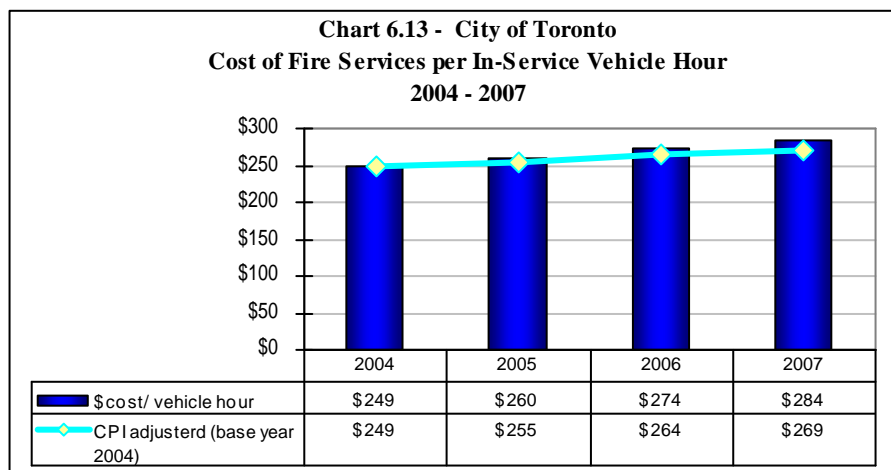
Chart 6.11 provides Toronto’s 90th percentile fire station notification response time from 2003 to 2007. In 2007, this was 6 minutes and 34 seconds, which is stable relative to 2006. If the Fire dispatch time was also added, the 2007 total response time in Toronto would be 7 minutes and 34 seconds, however this excludes the 911 call handling time.

Chart 4.12 compares Toronto’s 2007 station notification response time (90th percentile) to other municipalities. Toronto ranks 3rd of 7 municipalities (2nd quartile) in terms of having the lowest response time.

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

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

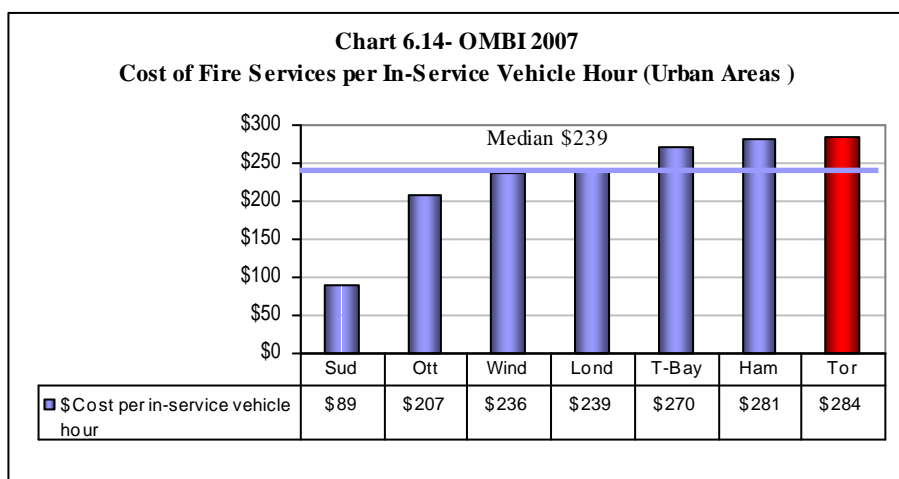
Efficiency – What Does it Cost In Toronto per Hour, to have a Front-Line Fire Vehicle Available to Respond to Emergencies?



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

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

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



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

Chart 6.13 provides the cost per hour in Toronto from 2004 and 2007, to have a front-line vehicle in service, staffed and available to respond to emergencies. The cost increase each year is primarily related to increased wages and benefits from collective agreements. Data is also provided that also adjusts for annual changes in Toronto's Consumer Price Index (CPI), using 2004 as the base year, which is plotted as a line graph.

Chart 6.14 compares Toronto's 2007 fire cost per in-service vehicle hour, to other Ontario municipalities. Toronto ranks 7th of 7 municipalities (4th quartile) in terms of having the lowest cost per hour. As noted earlier, Sudbury has specialty vehicles such as bush trucks and water tankers used to combat forest fires that do not have fully dedicated staff, but utilize firefighters from other vehicles should the need for their use arise leading to their lower cost result.

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

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

2008 Achievements and 2009 Planned Initiatives

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

- Fire Station 116 was opened in December 2007 at the corner of Leslie Street and Esther Shiner Boulevard and houses one firefighting crew and fire prevention offices. This is expected to result in some improvement in response times in the local area.
- 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. The goal is to increase the efficiency of Fire Prevention Inspectors by 10%.
- Through health and safety audits and adherence to policies, reductions are expected in the number of days lost due to firefighter injuries (1,852 days in 2006 and 1,688 days in 2007).
- Additional training, and the development and revision of standard operating guidelines, is being done to reduce turnout time at fire stations, particularly during the night hours. This turnout period is the elapsed time between when an alarm sounds at the fire station and when the fire vehicle(s) actually leave the station.
- Maintain fire inspections of existing and rehabilitated buildings (40,000 inspections yearly) and all new developments (6,000 inspections yearly) to ensure that they have adequate safety measures and protections as required by the Fire Code. Future objectives include completing building plans examination within seven working days completing preliminary new building inspections within five (5) working days of notification, and final inspection within two (2) working days of notification, and eventually reduce retrofit inspections of public buildings to zero by 2012.
- Expand the risk watch program in 2009 to 400 schools from 225 by 2010, as well, conduct public education forums (1,000 events annually) to promote fire safety through schools, special events and advertising.
- Reduce the number of false alarms by working with building owners to make necessary improvements.
- Promote the use of sprinklers and smoke alarms in residential developments in the City to reduce the incidence of residential fire injuries and deaths.
- A capital project is underway to replace the 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.

Governance & Corporate Management

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

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

Corporate management activities also include:

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



Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Effic.	Governance and Corporate Management Costs as a % of Total Operating Costs	-	Stable Percentage is unchanged at 2.0%	-	1 Lowest cost /rate of single-tier municipalities	7.1 7.2 Pg. 81
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour. 0% favourable or stable	0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	0 - 1 st quartile 0 - 2 nd quartile 0 - 3 rd quartile 0 - 4 th quartile 0% above median	1 - 1 st quartile 0 - 2 nd quartile 0 - 3 rd quartile 0 - 4 th quartile 100% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages viii - ix. These quartile results are based on a maximum sample size of 8 single-tier municipalities.

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

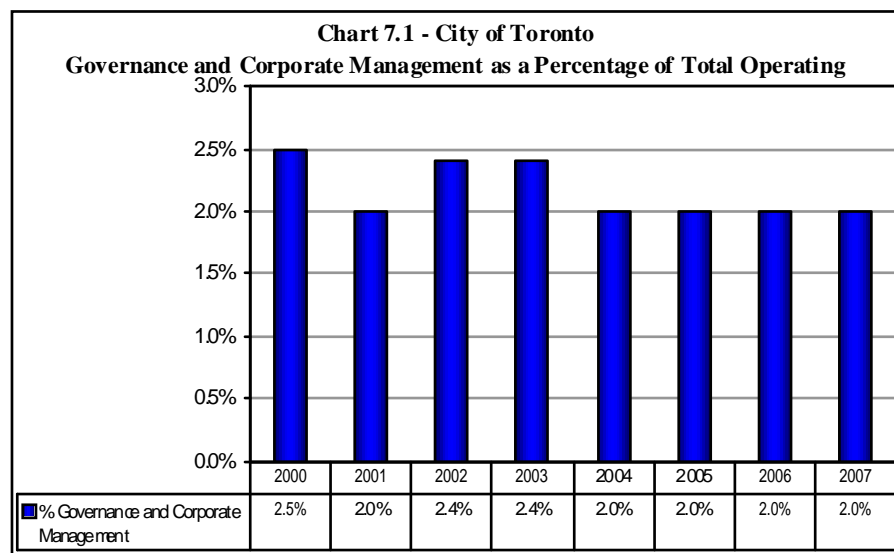
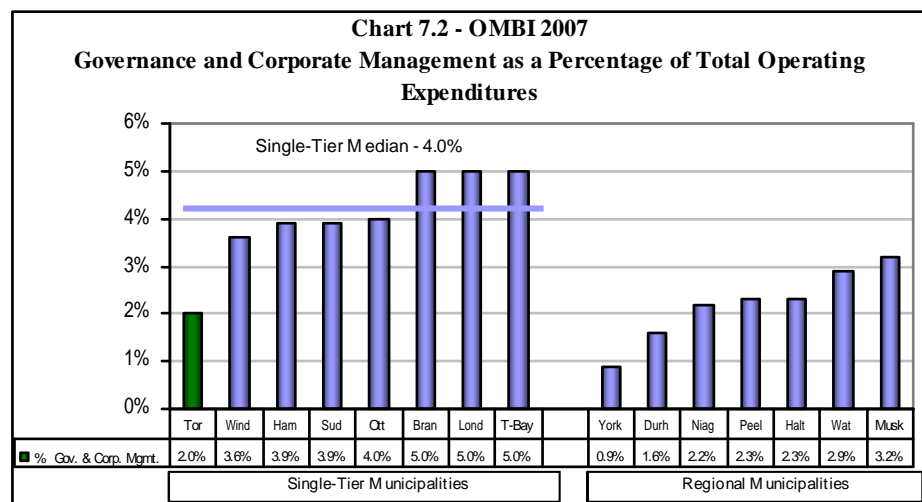


Chart 7.1 provides Toronto's governance and corporate management costs as a percentage of total operating expenditures (excluding debt and transfers to capital or reserves) for the years 2000 to 2007. Over this time period Toronto's results have been very stable.

In 2006, these costs represented only 2.0% of total expenditures in Toronto with governance & political support comprising approximately 0.6 % and corporate management & support, accounting for the remaining 1.4%.

Chart 7.2 compares Toronto's 2007 costs of governance and corporate management to other municipalities.

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



Single-tier and regional municipalities have been grouped separately to reflect differences in government structure and the range of public services they are responsible for delivering, which can impact results for this measure.

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

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

Note: In 2007 the Ministry of Municipal Affairs and Housing (MMAH) changed the technical definition for this measure (included as part of their Municipal Performance Measurement Program) to, for the first time, include costs related to:

- Funding fees charged to municipalities by the Municipal Property Assessment Corporation, (MPAC) for assessment services.
- Provision for refunds of property taxes arising from successful assessment appeals/tax write-offs.

In our opinion, neither of these two items are a reflection of municipal efficiency but are related to the assessment function which is the responsibility of MPAC and not municipalities. For the purposes of this report, results of this measure for Toronto and other municipalities have been presented using the previous technical definition (which excludes MPAC fees and provisions for property tax refunds) to ensure results are comparable. City staff as well as other municipalities, have informed Ministry staff of our concern and we understand in the future they will likely be reverting back to the previous technical definition, which excludes MPAC fees and provisions for property tax refund.

Hostel Services

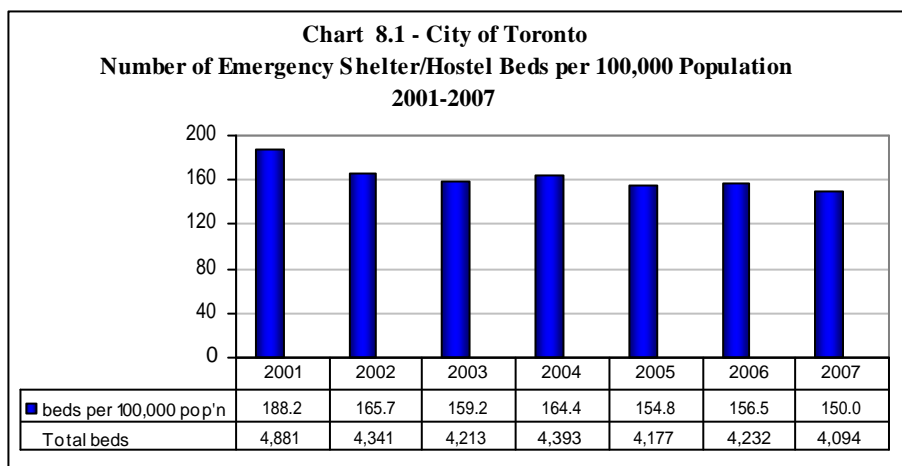
Toronto's Hostel Services provides temporary emergency shelter and support including provision of meals, childcare and counselling for homeless individuals and families.



Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population	Decrease Fewer shelter beds in 2007 with more permanent housing for homeless	-	1 Highest number of shelter beds	-	8.1 8.2 pg. 85
Comm. Impact	Average Length of Stay per Admission to Emergency Shelters (Singles & Families)	-	Stable Unchanged average length of stay	-	4 Longer length of average stay singles and families	8.3 8.4 pg. 86
Comm Impact	Average Length of Stay per Admission to Emergency Shelters (Singles)	-	Stable Unchanged average length of stay - singles	-	-	8.3 pg. 86
Comm Impact	Average Length of Stay per Admission to Emergency Shelters (Families)	-	Stable Unchanged average length of stay - families	-	-	8.3 pg. 86
Cust. Service/ Efficien.	Average Nightly Bed Occupancy Rate of Emergency Shelters	-	Stable Occupancy rate of shelter beds unchanged	-	2 Higher occupancy rate of shelter beds	8.5 8.6 pg. 87
Efficien.	Gross Hostels Cost per Emergency Shelter Bed Night	-	Unfavourable Increasing gross cost per shelter bed night	-	4 Higher gross cost per shelter bed night	8.7 8.8 pg. 88
	Overall Results	0 - Increase 0 - Stable 1 - Decrease 0% increase or stable	0 - Favourable 4 - Stable 1 - Unfavour. 80% favourable or stable	1 - 1 st quartile 0 - 2 nd quartile 0 - 3 rd quartile 0 - 4 th quartile 100% above median	0 - 1 st quartile 1 - 2 nd quartile 0 - 3 rd quartile 2 - 4 th quartile 33% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages viii - ix. These quartile results are based on a maximum sample size of 13 municipalities.

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

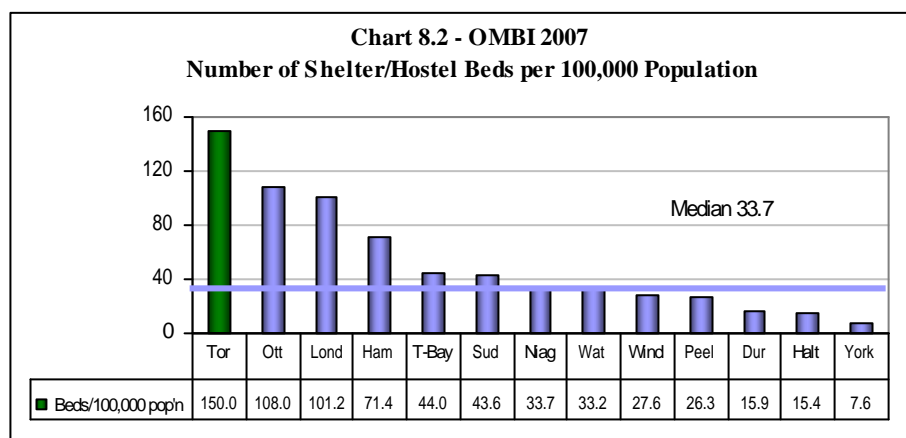


The primary indicator of service levels for Hostel Services is the number of emergency shelter beds that are available in a community for use by homeless individuals and families.

Chart 8.1 provides information on the number of emergency shelter beds per 100,000 population in Toronto for the years 2001 through 2007.

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

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



In 2007, as has been the longer-term trend, the number of shelter beds in Toronto has been decreasing as the City focuses on providing permanent housing for homeless individuals and families.

Of the 4,094 emergency shelter beds in Toronto in 2007, there were 1,488 or 36% that were operated by the City and another 2,606 or 64% that were contracted through other organizations

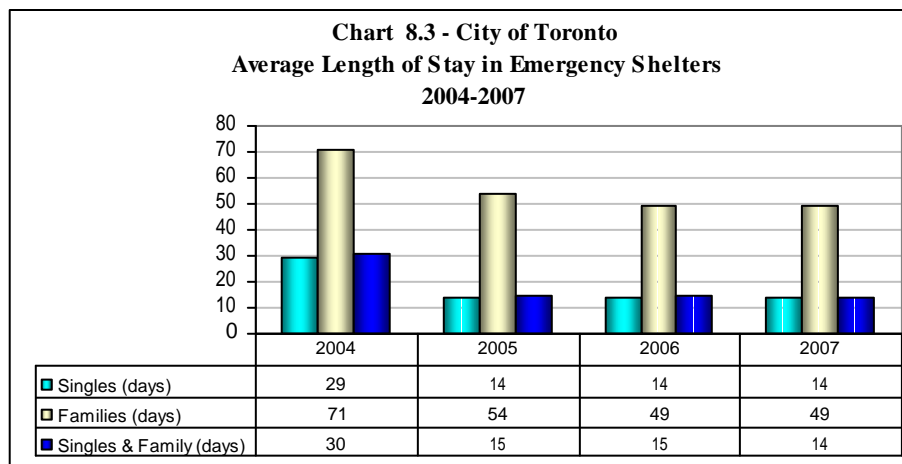
Chart 8.2 compares Toronto's 2007 number of emergency shelter beds per 100,000 population, to other municipalities. Toronto ranks 1st of 13 (1st quartile), in terms of having the greatest number of shelter beds.

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

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

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

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

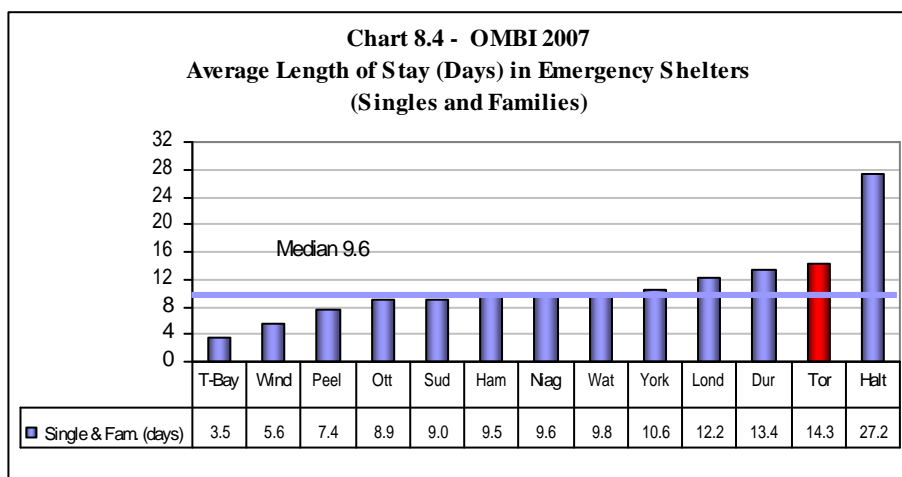


Emergency Shelters are intended to provide temporary short-term accommodation until an individual or family is able to find appropriate housing in the community.

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

Chart 8.3 summarizes the average length of stay for singles and families in Toronto's shelters from 2004 to 2007, as well as a blended result for singles and families.

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



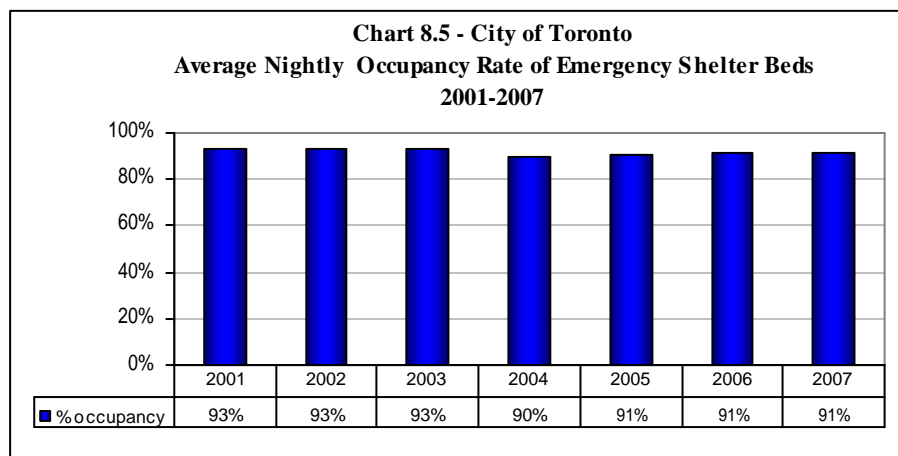
Results show the length of stay in Toronto for singles has remained stable but the length of stay for families has been decreasing, as they have been more successful at re-establishing themselves in the housing market during times of higher vacancy rates.

Chart 8.4 compares the 2007 average blended length of stay in shelters for singles and families in Toronto compared to other municipalities. Toronto ranks 12th of 13 municipalities (4th quartile), in terms of having the shortest length of stay in shelters. In Toronto, the length of stay is impacted by the availability of transitional shelter beds, which have longer stays.

Other factors influencing municipal results for the length of stay in shelters include:

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

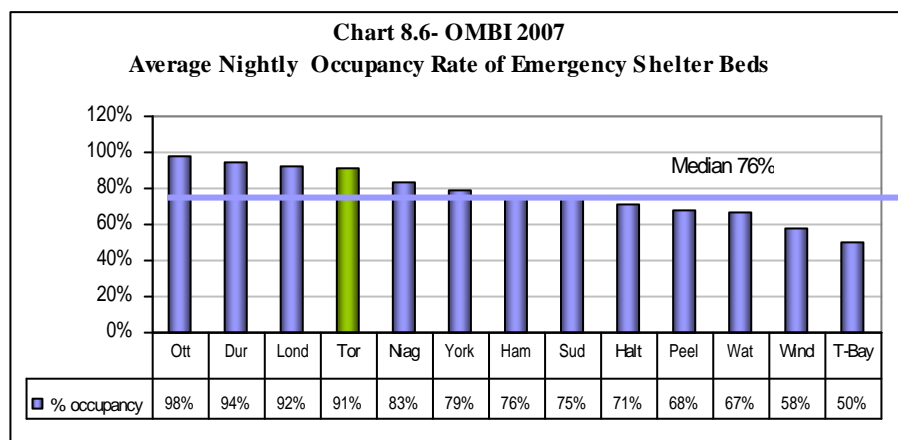
Customer Service & Efficiency - What is the Occupancy Rate of Emergency Shelter Beds in Toronto?



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

One way of examining a municipality's success in this area is to look at the occupancy rate of emergency shelter beds, which is shown in Chart 8.5 for Toronto for the period of 2001 to 2007.

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



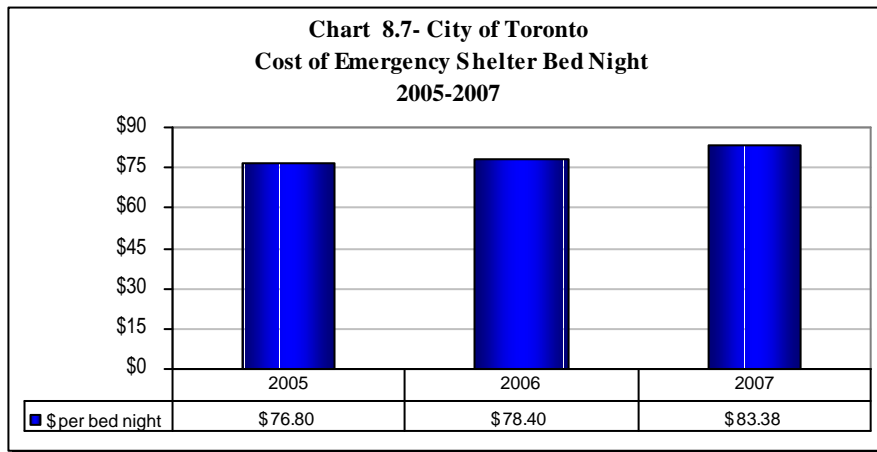
The occupancy rate in the whole Hostels system has been stable. Occupancy rates in the family shelter system decreased significantly for a number of years and have stabilized over the last three years. Occupancy rates in the single adult system and youth system have been stable over the last two years.

Chart 8.6 compares the 2007 occupancy rate of Toronto's emergency shelter beds to other Ontario municipalities and Toronto ranks 4th of 13 municipalities (2nd quartile), in terms of having the highest occupancy rate.

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

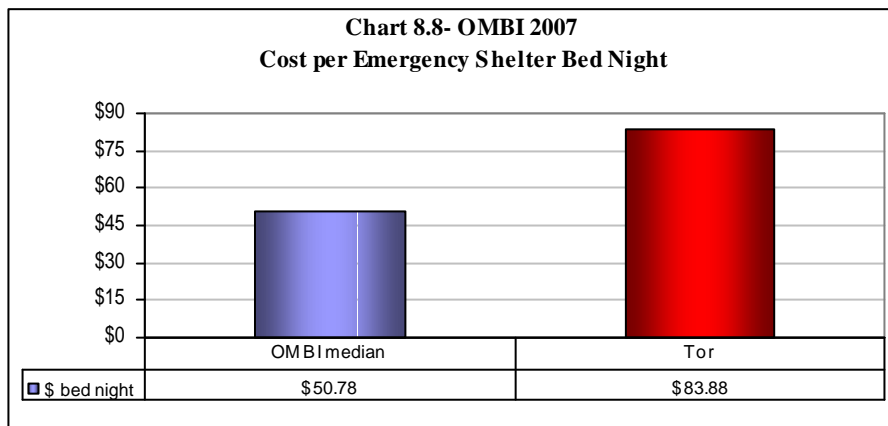
- Municipal policies regarding eligibility and access for services.
- Housing vacancy rates in a municipality.
- Unusual or extreme weather conditions or natural disasters in the course of a given year.

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



The average cost of providing an emergency shelter for one night provides some indication of efficiency and this information is reflected in Chart 8.7 for Toronto for 2005 through 2007. It should be noted that these costs reflect both direct costs and an allocation of internal program support costs such as facilities, information & technology, legal, and human resources.

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



Costs increased in 2007 and predominantly related to the higher costs of utilities, wages and benefits and program enhancements in shelters.

Chart 8.8 compares Toronto's 2007 cost per shelter bed night to the median of the OMBI municipalities, and shows Toronto's costs to be higher.

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

One factor behind Toronto's higher costs is that the City directly operates 36% of its own shelter beds and for these municipally operated shelters, 100% of the operating costs are recorded on the City's books. For shelter beds that are purchased or contracted, the amounts paid by municipalities (the amounts on the municipal books) covers only a portion of actual costs of the shelter operation (in Toronto anywhere from 16% to 98% of their costs) with the balance of the other provider's revenues coming from independent fund raising and accessing other sources such as the United Way. With the large majority of OMBI municipalities contracting or purchasing all of their shelter beds, their costs will therefore tend to be lower than in Toronto.

2008 Achievements or 2009 Planned Initiatives

The following achievements and initiatives have and will help to improve the effectiveness of Toronto's Hostel Services operations.

- Hostel Services has implemented the Hostels to Homes program, which is a provincial pilot to test whether lengths of stay in shelters can be reduced by allowing flexible use of per diem funding to make follow up supports available when people leave the shelter system.
- A "housing first" approach is being used to help homeless individuals stabilize their lives by providing housing and community supports that help move them from the streets into homes.
- The Streets to Homes Program was enhanced in 2008. It is a service that helps street-involved people, some of whom also use the shelter system, stabilize their lives through occupancy in private sector, supportive and affordable housing, and through providing community supports that help individuals stay housed.
- In February 2009, a 40 bed emergency shelter and referral centre will be opening 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.
- The second phase of quality assurance initiative is well underway in the shelter system reviewing policies and procedures related to issues such as admissions and discharges.

Library Services

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

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

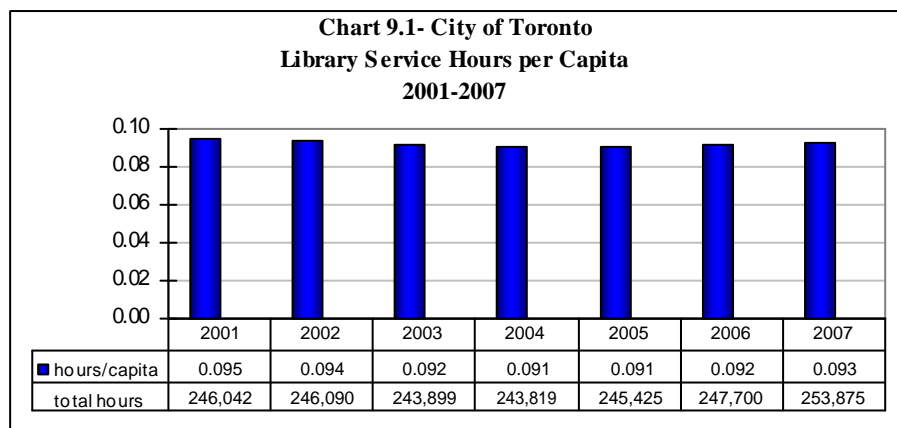
With the emergence of the Internet, library services are expanding beyond their role of providing accessible educational and leisure materials in print form, to offering library and reference materials through the Internet and computers. These electronic services have become an integral part of library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



Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Annual Number of Library Service Hours per Capita	Favourable Library hours have increased	-	3 Low number of library hours	-	9.1 9.2 pg. 93
Service Level	Number of Library Holdings per Capita	Stable Size of library holdings has remained stable	-	1 Highest number of library holdings	-	9.3 9.4 pg. 94
Comm. Impact	Annual Library Uses per Capita (Electronic & Non-Electronic)	-	Unfavourable Total library uses are decreasing	-	1 Highest rate of library use	9.5 9.6 pg. 95
Comm. Impact	Non- Electronic Uses per Capita	-	Unfavourable Decrease in total non-electronic uses	-	1 Highest non-electronic library use	9.5 9.6 pg. 95
Community Impact	Electronic Library Uses per Capita	-	Favourable Increasing electronic library use	-	1 Highest electronic library use	9.5 9.6 pg. 95
Cust. Service	Average Number of Times in Year Circulating Items are Borrowed (Turnover)	-	Unfavourable Turnover rate of circulating materials is decreasing	-	1 Highest turnover rate of circulating materials	9.7 9.8 pg. 96
Effici.	Library Cost per Use	-	Unfavourable Increased cost per library use	-	2 Lower cost per library use	9.9 9.10 pg. 96
	Overall Results	1 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	1 - Favourable 0 - Stable 4 - Unfavour. 20% favourable or stable	1 - 1 st quartile 0 - 2 nd quartile 1 - 3 rd quartile 0 - 4 th quartile 50% above median	4 - 1 st quartile 1 - 2 nd quartile 0 - 3 rd quartile 0 - 4 th quartile 100% above median	

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

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



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

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

Chart 9.1 summarizes the number of library service hours that all Toronto library branches were open, on a per capita basis from 2001 to 2007. Total hours have also been provided. Over this period, the library increased hours of operation at 52 of its 99 branches as part of its efforts to improve branch service.

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

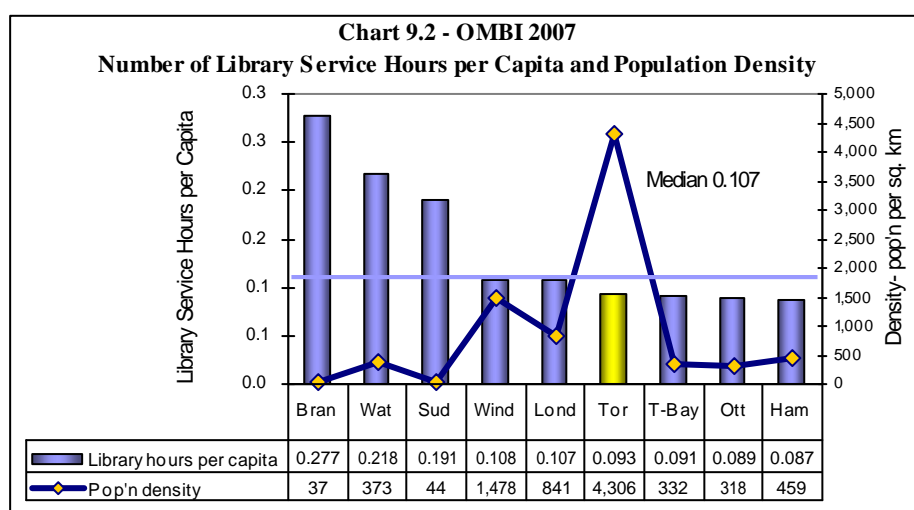


Chart 9.2 compares Toronto's library service hours per capita to other Ontario municipalities, which are plotted as bars relative to the left axis. This calculation is based on the sum of hours at all library branches that were open in 2007, regardless of the size of those branches.

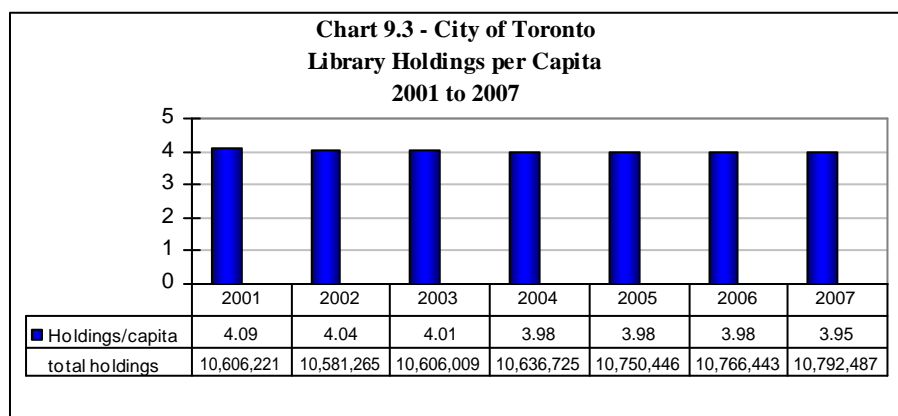
This measurement excludes the numerous electronic services provided on a 24-hour, seven-day-a-week basis, through library web sites, as well as through outreach services such as bookmobiles.

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

A municipality's result can be influenced by the density (persons per square kilometre) of its population, which has been plotted as a line graph relative to the right axis and it can be seen that Toronto is far more densely populated than the other municipalities. Municipalities with relatively lower population densities may require more library branches, and hence more service hours so that service can be provided within a reasonable distance of residents. In a more urban setting like Toronto, residents can use non-vehicular alternatives modes to travel to a library such as public transit or walking. If the average weekly service hours per branch is compared, Toronto ranks 1st of 9.

As noted earlier, these service hours do not consider the size of library branches and the range of service provided at those branches. There is an increased need and demand to extend service hours as population density increases. Greater value is placed on access to study space, research materials, and a central community hub where residents can relax and engage with others. As a densely populated urban area, Toronto requires more study space, computers for public use, program areas and access to meeting room space. This measure also does not consider if the range of service hours provided, maximizes usage of library branches in municipalities.

Service Level – What is the Size of Toronto’s Library Holdings or Collection Size?



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

Print media include:

- Reference collections
- Circulating/ borrowing collections
- Periodicals

Electronic media include:

- CDs/DVDs
- Downloadable materials
- Audio books

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

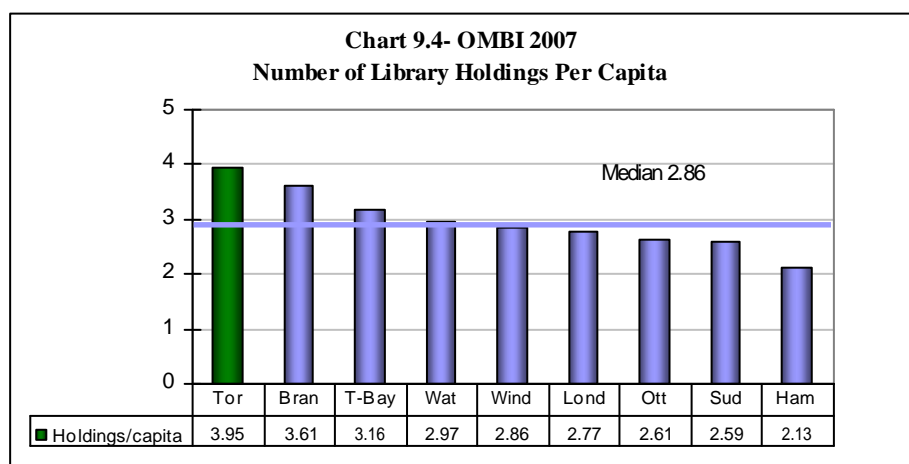
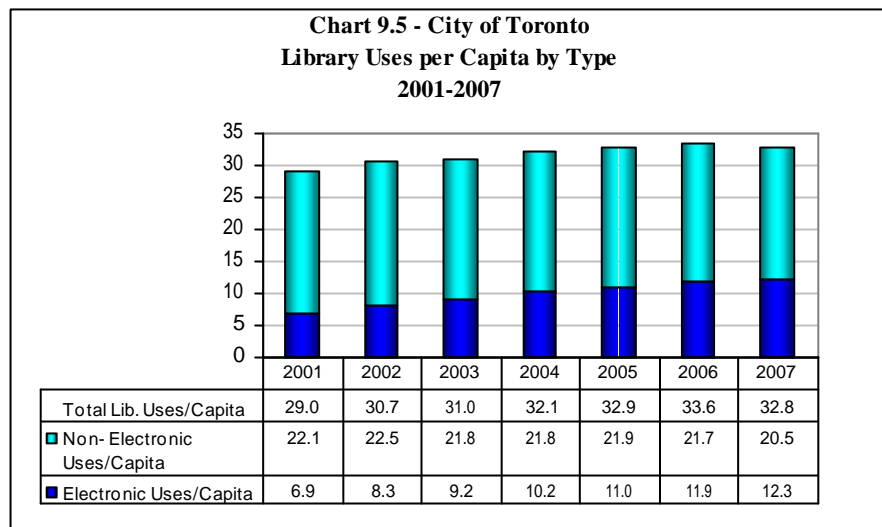


Chart 9.3 provides information on Toronto’s library holdings per capita for the years 2001 to 2007 as well as the total number of holdings. Library holdings have been stable over this period and in 2007 amounted to almost 10.8 million items.

Chart 9.4 compares the 2007 number of library holdings per capita in Toronto to other municipalities. Toronto ranks 1st of 9 municipalities (1st quartile), in terms of having the largest library holdings.

Municipal results for this measure can be influenced by differing needs for multilingual collections and the size of a library’s electronic collection. Toronto’s top placing relates to our extensive research and reference collections which include special collections and archival materials, an expansive array of electronic products and services, and diverse multilingual and English as a Second Language collections.

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



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

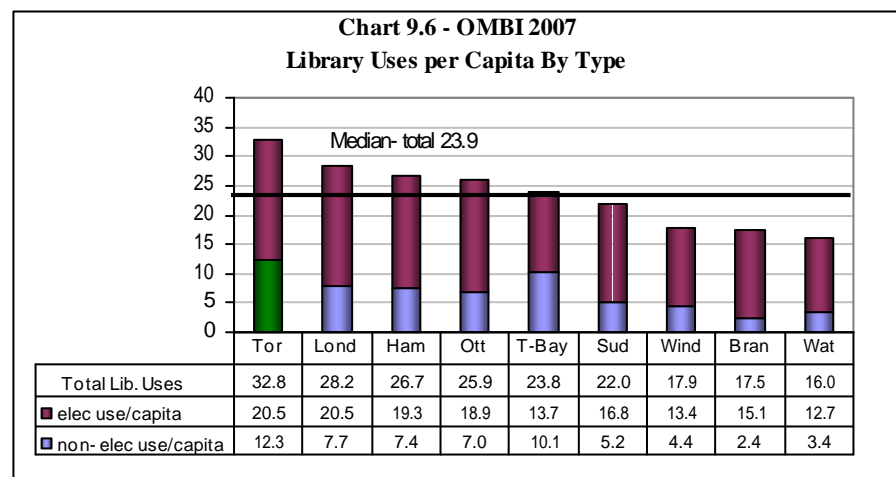
Library uses have been grouped into two categories:

- Non-electronic
- Electronic

Non-electronic library uses include:

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

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



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

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

Chart 9.5 illustrates how many times Toronto's library system was used, on a per capita basis, from 2001 to 2007.

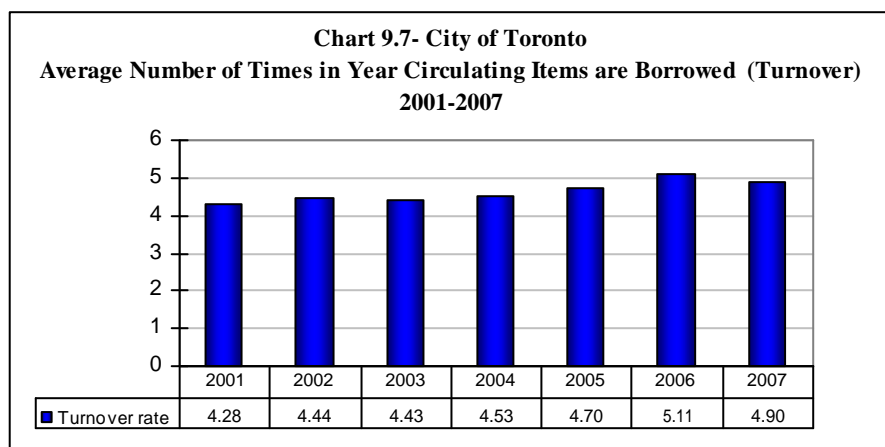
In 2007 electronic uses continued to increase while non-electronic and total library uses, fell possibly due to the cost containment measures under taken in the fall of 2007, which included Sunday closings and a hiring freeze resulting in declining library visits and use.

Chart 9.6 compares Toronto's 2007 library use per capita, to other municipalities. Toronto falls in the 1st quartile for the highest rate of library use, ranking 1st of 9 municipalities for total library uses, electronic library uses and non-electronic uses.

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

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

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



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

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

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

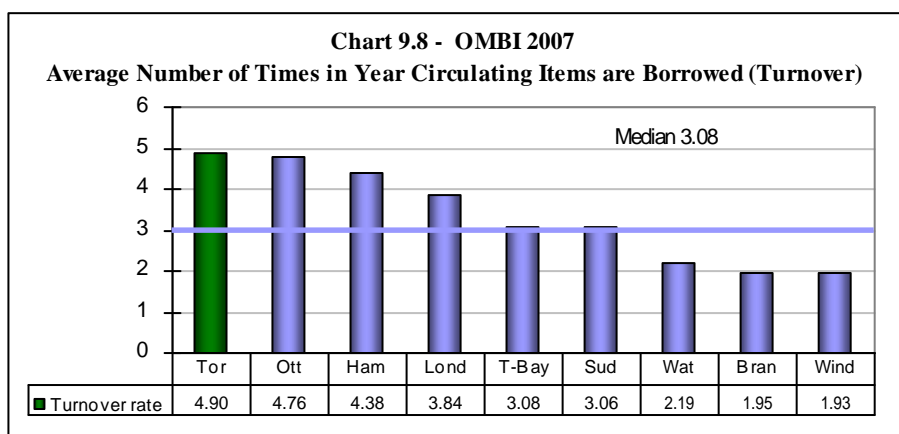


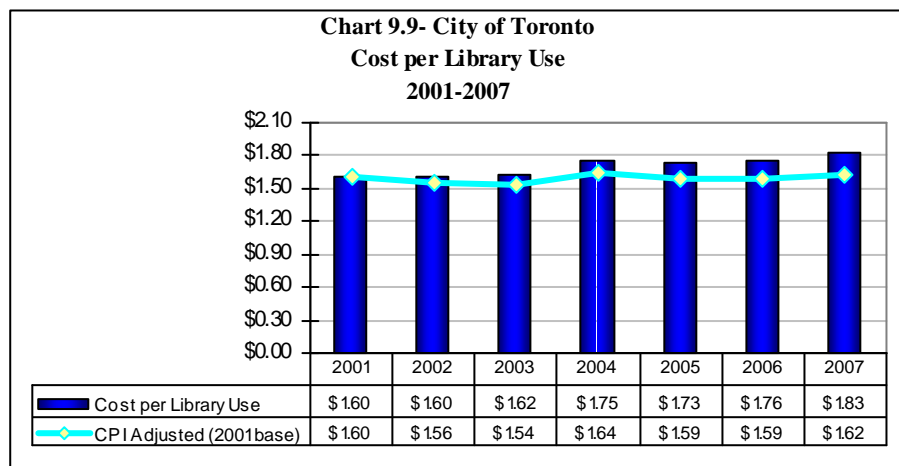
Chart 9.7 provides data on the turnover rate of Toronto’s circulating collection for the years 2001 to 2007 and shows results generally increasing/ improving over this period with the exception of 2007 when there was a slight decrease. This was possibly due to the cost containment measures under taken in the fall of 2007, which included Sunday closings and a hiring freeze resulting in declining library visits and use.

Chart 9.8 compares Toronto’s 2007 turnover rate for its circulating collection to other municipalities. Toronto ranks 1st of 9 municipalities (1st quartile), in terms of having the highest turnover rate.

Each municipality’s result can be influenced by:

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

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



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

Chart 9.9 illustrates Toronto's cost per library use for the years 2001 to 2007. Results have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2001 as the base year. Results over this period have been stable with a slight increase in 2007 but if adjusted for inflation, the 2007 cost is very close to that of 2001.

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

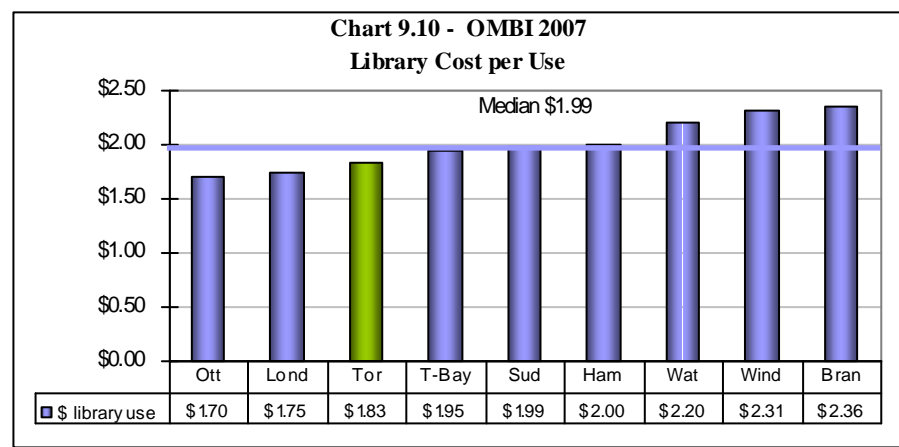


Chart 9.10 compares Toronto's 2007 cost per library use to other municipalities. Toronto ranks 3rd of 9 municipalities (2nd quartile), in terms of having the lowest cost.

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

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

A major factor behind Toronto's low costs is the high rate of library use by residents, as discussed earlier in reference to chart 9.6, as well as a higher proportion of electronic library uses.

2008 Achievements or 2009 Planned Initiatives

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

- Launch a redesigned website with enhanced content in 2009, and with additional online self service functionality which will be rolled out over the next three years.
- More branches will offer wireless internet access and improved bandwidth on library computers.
- Through the new event space in 2009 at the Toronto Reference Library and the enriched programming at library branches throughout the city, this will expand residents' access to a variety of cultural programming
- 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.
- Respond to the economic downturn by targeted collections spending, programming and job help site.
- Implement self-serve check out in 32 branches over the next 4 years to achieve increased service hours.