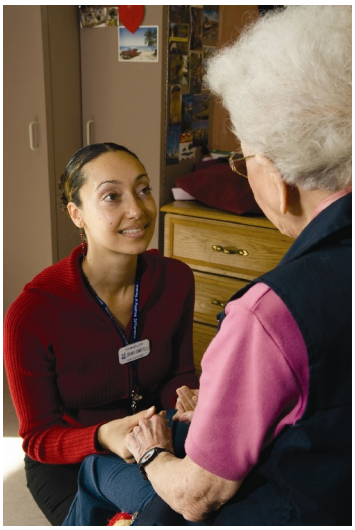
Long-Term Care Services



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

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

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

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

Toronto has a strong advocacy approach within the division and has a full-time Resident-Client Advocate available to assist residents, clients, families, volunteers and staff in their advocacy efforts. They operate through an integrated quality management approach, with attention to transparency and accountability. They promote a culture of safety in all that we do.

Funding responsibilities for long-term care services are shared by the Ministry of Health and Long-Term Care, the residents of the homes (or the clients of the community programs), and the City of Toronto, with rates being set by the provincial government. Long-term care home residents with limited income are eligible for a subsidy to reduce the fee they pay. Although community clients may pay a small fee, the approach for rates varies with each community program.

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

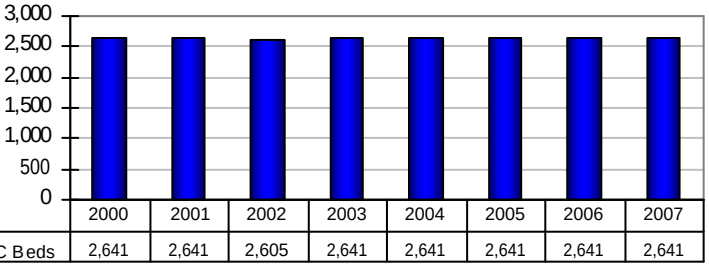
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of 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

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 2 - Stable 0 - Unfavour. 100% favourable or stable	1 - Favourable 0 - Stable 2 - Unfavour. 33% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 0% above median	1 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 66% above median	

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

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

Chart 10.1- City of Toronto
Number of Municipally Operated Long Term Care Beds
2000 - 2007



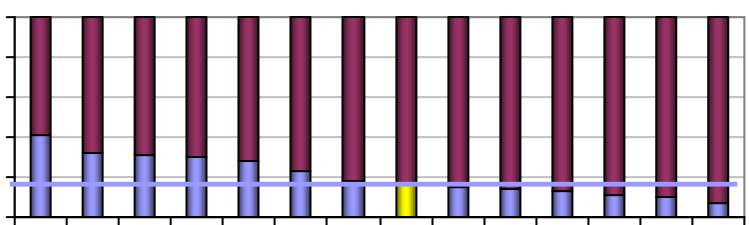
	2000	2001	2002	2003	2004	2005	2006	2007
# Munic. LTC Beds	2,641	2,641	2,605	2,641	2,641	2,641	2,641	2,641

Examining the number of long-term care beds provides an indication of service levels. Chart 10.1 provides the number of long-term care beds in homes operated by the City of Toronto from 2000 to 2007. Over this period, the number of long term care beds operated by the City has remained constant.

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

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

Chart 10.2- OMBI 2007
Municipally Operated Long Term Care Beds as a % Share of All LTC Beds



	T-Bay	Sudb	Musk	Dur	Niag	Halt	Wind	Tor	Ott	Peel	Lond	Ham	Wat	York
Non-munic beds	59.4%	67.8%	68.8%	69.5%	72.5%	77.0%	82.0%	82.8%	84.8%	85.8%	87.1%	89.2%	89.8%	93.3%
Mun beds	40.6%	32.2%	31.3%	30.5%	27.5%	23.0%	18.0%	17.2%	15.2%	14.2%	13.0%	10.8%	10.2%	6.7%

Median Municipal Beds -17.6%

Chart 10.2 presents 2007 data on the percentage proportions of long-term care beds in the community that are provided by the municipality and other service providers (non-municipal beds).

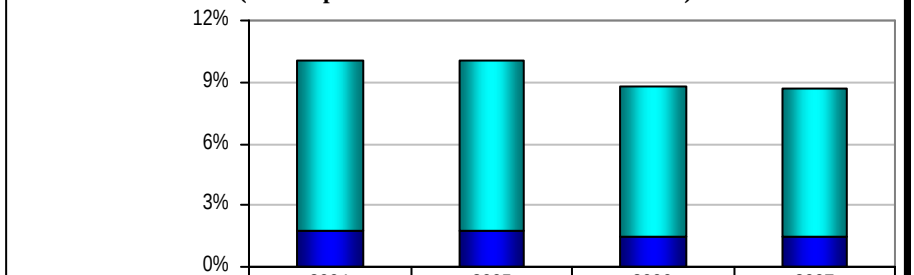
Toronto ranks 8th of 14 (3rd quartile) in terms of having the highest percentage of beds operated by the municipality. Toronto operates 17.2% of the approximately 15,300 long-term care beds from all service providers in the city.

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

- • Age of the population in area.
- • Availability of alternate community programs and services.
- • Proximity of family & friends.

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

Chart 10.3 - City of Toronto
Long Term Care Beds as a Percentage of Population > 75 Years Old
(Municipal and Other Providers 2004-2007)



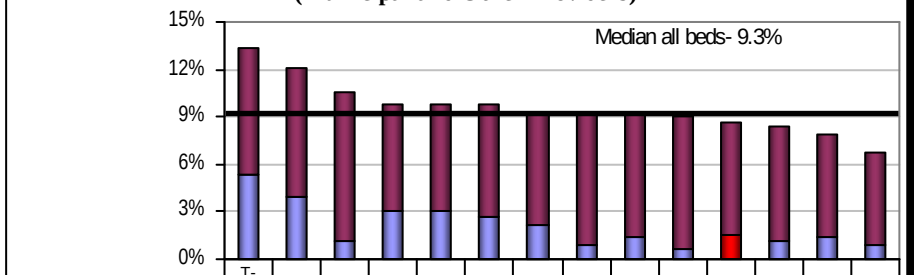
	2004	2005	2006	2007
%All Beds	10.1%	10.1%	8.8%	8.7%
%Beds- other providers	8.3%	8.3%	7.3%	7.2%
%Beds-Municipal	1.7%	1.7%	1.5%	1.5%

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

Chart 10.3 provides for 2004 to 2007, an indication of how many long-term care beds there are in Toronto from all service providers, as a proportion of the population aged 75 and over which was estimated at 176,107 in 2007.

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

Chart 10.4 - OMBI 2007
Long Term Care Beds as a Percentage of Population > 75 Years Old
(Municipal and Other Providers)



	T-Bay	Sudb	Ham	Dur	Musk	Niag	Halt	Wat	Ott	York	Tor	Peel	Wind	Lond
%All Beds	13.2%	12.0%	10.5%	9.8%	9.8%	9.8%	9.3%	9.3%	9.1%	9.0%	8.7%	8.4%	8.0%	6.8%
%Beds- other providers	7.9%	8.2%	9.4%	6.8%	6.7%	7.1%	7.1%	8.3%	7.7%	8.4%	7.2%	7.2%	6.5%	5.9%
%Beds-Municipal	5.4%	3.9%	1.1%	3.0%	3.1%	2.7%	2.1%	0.9%	1.4%	0.6%	1.5%	1.2%	1.4%	0.9%

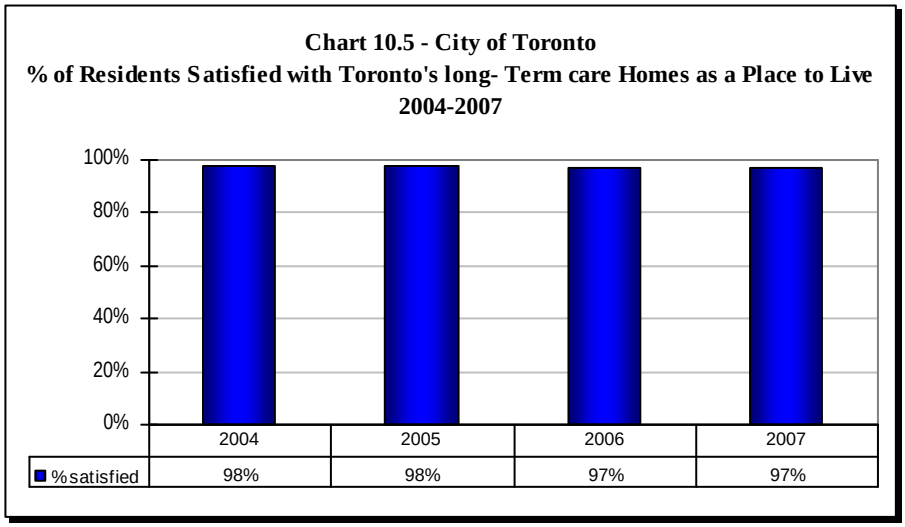
The declining percentage over this period, include a small decrease in 2007, reflects the fact that although the supply of long-term care beds has remained constant, it has not kept pace with the 15% growth in Toronto's elderly population from 152,655 to 176,107 in 2007.

Chart 10.4 reflects 2007 data for Toronto and other municipalities on the number of long-term care beds there are from all service providers as a proportion of the population aged 75 and over.

Toronto ranks 11th of 14 municipalities (4th quartile) in terms of having the largest supply of long term care beds (from all service providers) relative to the population aged 75 and older. Generally, the number of beds in most municipalities has not been keeping pace with the growing/aging population.

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

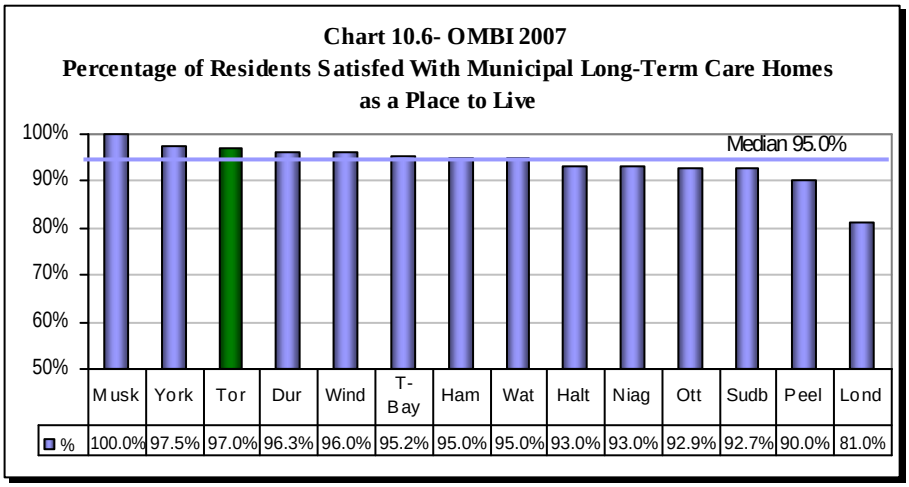
Customer Service – How Satisfied are Residents in Toronto's Long Term Care Homes?



Achieving a high level of satisfaction amongst residents, clients and families is a priority for in Toronto's long-term care homes. Satisfaction surveys are mailed out regularly with results trended and used to guide continuous quality improvement.

Chart 10.5 provides the percentage of surveyed long-term care residents and their families in Toronto homes, who are satisfied or highly satisfied with the homes as a place to live. Results over this 2004 to 2007 period continue to be very good.

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



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

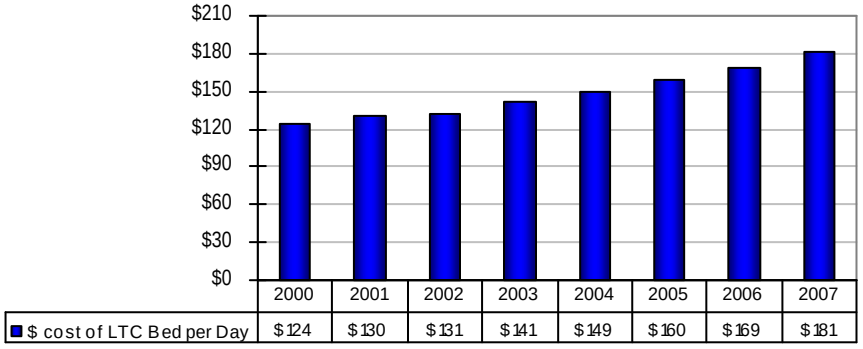
Chart 10.6 compares the satisfaction rate of Toronto's residents in long-term care homes to other municipalities.

Toronto ranks 3rd of 14 municipalities (1st quartile) in terms of the highest resident satisfaction rating.

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

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

Chart 10.7 - City of Toronto
Long Term Care Cost per Bed Day (CMI Adjusted)
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
$ cost of LTC Bed per Day	$124	$130	$131	$141	$149	$160	$169	$181

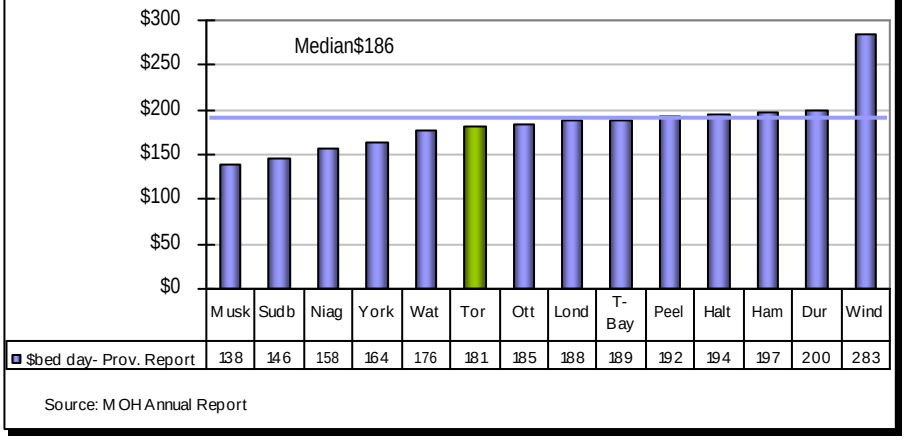
Source: MOH Annual Report

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

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

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

Chart 10.8- OMBI 2007
Long Term Care Cost per Bed Day (CMI Adjusted)



	Musk	Sudb	Niag	York	Wat	Tor	Ott	Lond	T-Bay	Peel	Halt	Ham	Dur	Wind
$bed day- Prov. Report	138	146	158	164	176	181	185	188	189	192	194	197	200	283

Source: MOH Annual Report

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

Chart 10.7 provides Toronto's long-term care cost per bed day (CMI adjusted) for the years 2000 – 2007. Toronto's salary and benefit costs, which account for 85% of gross costs, have been increasing as a result of two arbitration awards with CUPE Local 79 in 2005 (job classification harmonization, job evaluation and pay equity) and 2007 (part-time workers).

Chart 10.8 compares Toronto's 2007 long term care cost per bed day (CMI adjusted) to other municipalities. Toronto ranks 6th of 14 municipalities (2nd quartile) in terms of having the lowest cost.

Toronto continues to search for efficiencies, economies and reduction of net municipal costs by streamlining operations wherever possible. Toronto has preserved high resident care and safety standards as evidenced by high satisfaction ratings in Chart 10.5. Toronto has restructured to match available funding wherever efficiency is possible outside of direct resident care, safety and key drivers of quality of life.

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

- Occupancy rates.
- Level(s) and scope of residents' needs.
- Staffing levels and collective agreements
- Provincially legislated factors such as the compulsory arbitration and pay equity legislation.

2008 Achievements or 2009 Planned Initiatives

The following achievements and initiatives have and will help to improve the effectiveness of Toronto's Long-Term Care and Services.

Accomplishments in 2008 include:

- Enhanced the continuum of care through linkages, and continued to provide a convalescent care program (in three homes) and a slow stream rehabilitation program (in one home) in partnership with the MOHLTC and local hospitals.
- Received program and funding approval for the provision of two new community services (a new supportive housing program and a new adult day program) based on health system improvement plans (HSIP) that were proposed to the LHINs by the division under the Province's *Aging at Home Strategy*.
- Partnered with the Michener Institute and Sherbourne Health Centre to submit a successful proposal under the Province's *Inter-Professional Education Fund* to provide team-based chiropody education and treatment at Fudger House.
- Increased the focus on health promotion and health teaching through assessment, staff and family education and health promotion activities, with a key focus on falls prevention.
- Realized a resident/client satisfaction rate of over 98%.
- Continued to lead the joint planning forum with the five (5) Local Health Integration Networks (LHIN) in collaboration with other City of Toronto divisions and ABCs.
- Demonstrated leading practices in dementia care, restorative care and care programs (e.g. mental health and falls prevention).
- Enhanced care and service to residents and clients based on national best practice information, providing evidence-based care and service and delivering improved outcomes in areas such as nutritional care, skin care, dementia care, etc.
- Continued to expand the division's ability to serve individuals who are frequently unable to secure care and service through other providers (e.g. significant dementia, behavioural response issues, more complex care, specialized care and service), working in partnership with other providers and community agencies to provide an effective continuum.
- Expanded care programs and approaches to better serve the long-term care needs of specific population groups (e.g. younger adults, older adults with developmental disabilities, behavioural response, specialized medical care, individuals with acquired brain injury, LGBT seniors).
- Developed a comprehensive communications plan that guides and coordinates the dissemination of information to LTC stakeholders.
- Updated the division's website to coincide with the name change to Long-Term Care Homes and Services, make it more user-friendly and ensure that the community is provided with accurate and comprehensive information about quality care and services and the cultures of inclusion, quality, safety and learning.
- Continued to build community partnerships and linkages with community groups, service clubs, schools, faith groups and places of worship, community agencies, hospitals and other health care providers to enhance the continuum of care on residents/clients' behalf.
- Increased the focus of health promotion, disease prevention and detection and health teaching through enhanced assessment processes, staff and family education and health promotion programming.
- Continued to deliver cost-effective homemaking services to community clients.
- Strengthened the functioning of Residents' Councils and Family Committees; provided family education and support; strengthened advocacy processes within the division.
- Implemented the new provincial resident assessment instrument/minimum data sets (RAI-MDS) for health care records in all 10 homes and offered advice to the MOHLTC regarding potential implementation issues for other long-term care homes in Ontario.
- Achieved/maintained full three year accreditation status in all 10 homes with Accreditation Canada.

Initiatives in 2009 include:

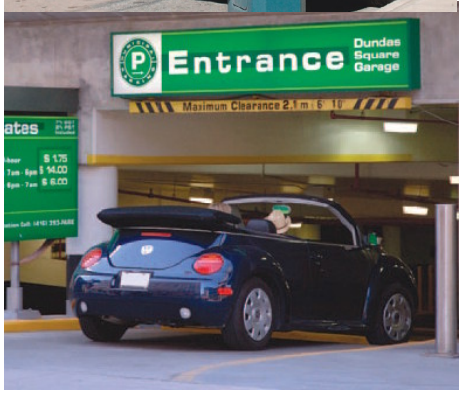
- Resident care will be enhanced by adding 41.6 nursing positions to manage rising resident acuity levels and the increasing complexity and level of care required.
- Supportive Housing services will be provided in priority neighbourhoods, at two additional sites (60 units) to address the growing client preference for “Aging at Home” and will prevent or delay admission into the facility-based care. The additional sites will provide an alternative assistive living for persons who do not require the full services of a long-term care home and assist clients in areas of homemaking, laundry, meal preparation, and personal care.
- A Return to Work Program, will be implemented which will result in efficiency savings by retraining injured workers in receptionist roles and increasing reception service at the long-term care homes. At present time, there is no overnight reception coverage at the long-term care homes and this program will improve service levels by providing live help on the telephone.

Parking Services

The objective of Parking Services is to provide safe, attractive and conveniently located off and on-street parking for the public in order for them to access nearby commercial areas and neighborhoods.

Parking Services in Toronto are provided through four organizations:

- The Toronto Parking Authority (TPA), which is a local Board of the City of Toronto which owns and operates the system of Municipal off-street parking lots ('Green P') and the on-street metered parking. They operate:
  - 160 municipal parking lots (off-street) containing about 20,000 spaces. Twenty of these lots, accounting for approximately 10,000 spaces are garages. The remaining 10,000 spaces are located in approximately 140 surface lots. The TPA also issues parking tickets on these lots.
  - 17,500 on-street spaces. Approximately 10,000 of the spaces are operated by 2,000 parking machines with the remaining 7,500 being operated by way of single space meters.
- The Parking Enforcement Unit of the Toronto Police Services enforces the City's by-laws issuing yellow tags/tickets to illegally parked vehicles and regulate traffic movement and ensure public safety.
- The Parking Tags Unit of Revenue Services processes payments of parking tags/tickets.
- Transportation Services administers a permit parking program that entitles permit holding residents to park their automobile on the street within a specified area exclusively during permit parking hours. This program generally services those residential areas where driveways and/or garages are not common.



The data provided in this report is focused on the management of paid on-street parking (parking machines and meters) and off-street parking spaces (parking garages and surface lots).

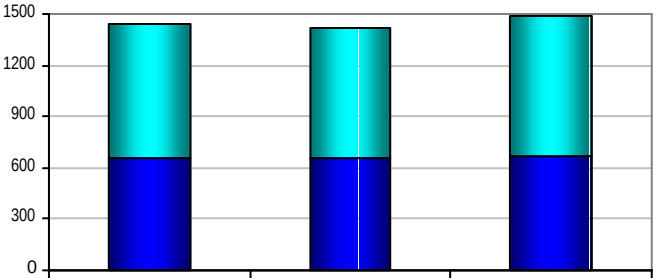
Measure Category	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	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
Efficiency	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
Efficiency	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

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)	
Efficiency	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
Efficiency	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
Efficiency	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
Efficiency	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
	Overall Results	3 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	0 - Favourable 1 - Stable 2 - Unfavour. 33% favourable or stable	0 - 1st quartile 2 - 2nd quartile 2 - 3rd quartile 0 - 4th quartile 50% above median	4 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 66% 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 Paid Parking Spaces Does Toronto Have?

Chart 11.1 - City of Toronto
Number of Paid Parking Spaces Managed per 100,000 Population
2005-2007



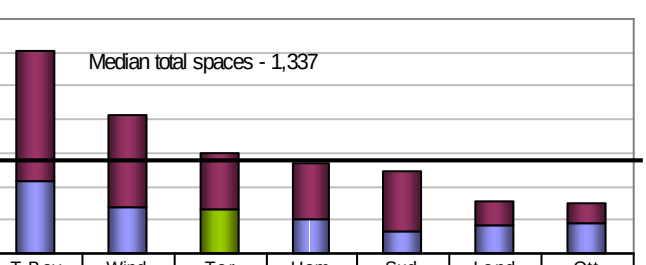
	2005	2006	2007
total spaces	39,000	38,229	40,750
off-street speaces	21,225	20,379	22,500
on-street spaces	17,775	17,850	18,250
total spaces/100,000 pop'n	1,445	1,414	1,493
off-street spaces/100,000 pop'n	787	754	824
on-street spaces/100,000 pop'n	659	660	668

Chart 11.1 graphs the number of on-street parking (parking machines and meters) and off-street parking paces (parking garages and surface lots) spaces managed by the Toronto Parking Authority expressed on a per 100,000 population basis. The absolute number of parking spaces is also provided in the associated table.

In 2007, the supply of both on-street and off-street parking spaces increased.

Service Level - How Does the Number of Paid Parking Spaces in Toronto Compare to Other Municipalities?

Chart 11.2 - OMBI 2007
Number of Paid Parking Spaces Managed per 100,000 Population



	T-Bay	Wind	Tor	Ham	Sud	Lond	Ott
total spaces	3,028	2,062	1,493	1,337	1,216	773	747
off-street spaces	1,938	1,373	824	843	886	340	304
on-street spaces	1,091	688	668	494	330	432	444

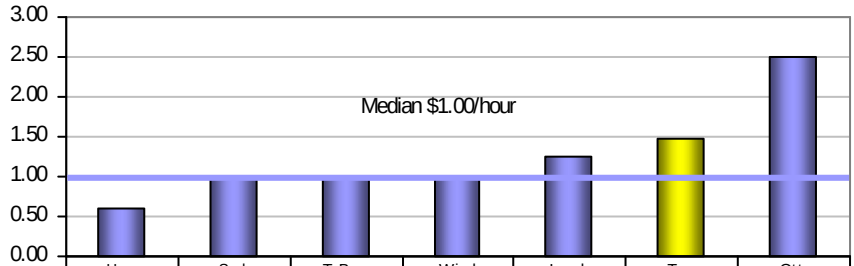
Chart 11.2 compares 2007 data for the number of paid parking spaces managed per 100,000 population in Toronto to other municipalities. In terms of having the highest number of parking spaces Toronto ranks:

- 3rd of 7 (2nd quartile) for total spaces
- 3rd of 7 (2nd quartile) for on-street spaces
- 5th of 7 (3rd quartile) for off-street spaces

Toronto's high population density and the availability of public transit (less use of cars especially in the downtown core) contribute to this ranking.

Service Level- How Does Toronto's Hourly Rate for On-Street Parking Compare to Other Municipalities?

Chart 11.3 - OMBI 2007
Average Hourly Rate for On-Street Parking

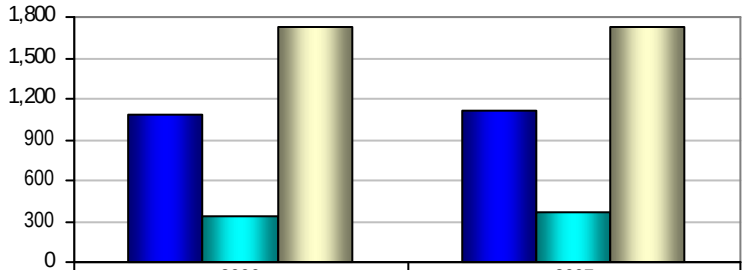


	Ham	Sud	T-Bay	Wind	Lond	Tor	Ott
$ rate/hour	$0.61	$100	$100	$100	$125	$148	$2.50

Chart 11.3 compares Toronto's 2007 average hourly rate to use an on-street parking space to other municipalities. Toronto ranks 6th of 7 (3rd quartile) in terms of having the lowest hourly rate.

Efficiency- What Does it Cost to Manage a Parking Space in Toronto?

Chart 11.4 - Toronto
Parking Services Cost per Paid Parking Space Managed
2006-2007



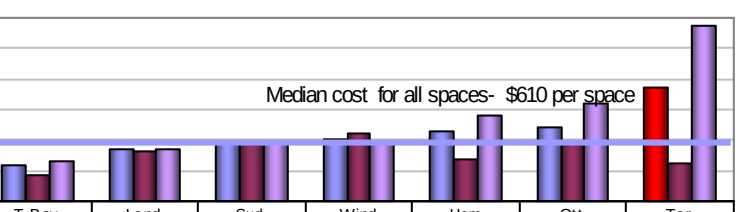
	2006	2007
$ per blended space	1,076	1,119
$ per on-street space	336	372
$ per off-street space	1,723	1,725

Figure 11.4 provides Toronto's 2006 and 2007 costs to manage a paid parking space for both on-street and off-street, as well as a combined blended cost for both types. These costs exclude those relating to the issuance of parking tickets/tags for illegal parking in on-street spaces done by the Enforcement Unit of Toronto Police Services.

Costs increased for on-street parking in 2007 but were stable for off-street parking, resulting in an overall increase for all spaces.

Efficiency - How Does Toronto's Cost to Manage a Parking Space Compare to Other Municipalities?

Chart 11.5 - OMBI 2007
Parking Services Cost per Paid Parking Space Managed



	T-Bay	Lond	Sud	Wind	Ham	Ott	Tor
$ All Spaces	349	501	568	610	685	724	1,119
$ On-Street	256	494	576	664	413	566	372
$Off-Street	401	510	565	582	845	954	1,725

Chart 11.5 compares Toronto's 2007 cost per space to manage paid parking spaces to other municipalities.

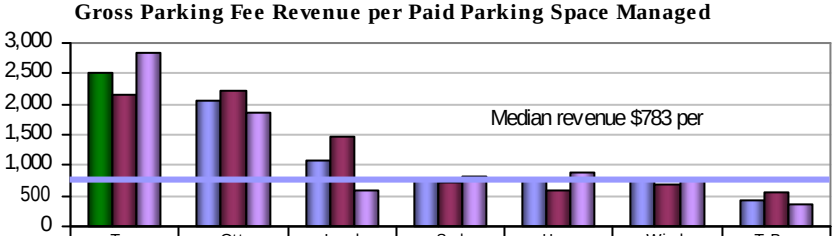
In terms of the having the lowest cost per space, Toronto ranks:

- 7th of 7 (4th quartile) for all spaces
- 2nd of 7 (1st quartile) for on-street parking spaces
- 7th of 7 (4th quartile) for off-street spaces

Toronto's higher costs are related to off street parking where approximately 50% of those spaces are located in parking garages which are more costly to operate than surface lots.

Efficiency - How Much Parking Fee Revenue is Generated per Parking Space in Toronto Compared to Other Municipalities?

Chart 11.6 - OMBI 2007
Gross Parking Fee Revenue per Paid Parking Space Managed



	Tor	Ott	Lond	Sud	Ham	Wind	T-Bay
$ All Spaces	2,517	2,068	1,087	783	769	756	432
$ On-Street	2,142	2,209	1,480	732	576	690	569
$Off-Street	2,821	1,863	587	801	883	789	355

When examining the efficiency of managing parking spaces, the parking revenues generated from those spaces must also be considered. Chart 11.6 compares Toronto's 2007 Parking Fee Revenue per space to other municipalities and in term of having the highest revenue per space, Toronto ranks:

- 1st of 7 in (1st quartile) for all spaces
- 2nd of 7 of (1st quartile) for on-street parking spaces
- 1st of 7 (1st quartile) for off-street spaces

2008 Achievements or 2009 Planned Initiatives

The following initiatives are intended to further improve the efficiency and effectiveness of parking operations:

- In 2009 new technologies will be examined and implemented aimed at improving customer service and reducing costs through initiatives such as:
  - Fast Track Corporate Convenience Card
  - Biometric Hand Scanners
  - Payment Control Equipment

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:

- Local policies - by-laws and standards set by the municipality's Council vary considerably.
- Geographic layout of on-street and off-street parking spaces compared to parking needs in municipalities.
- Geographic size and available resources for enforcement coverage.
- Technological support - the type and quality of technology used to manage operations and enforcement.

Parks Services

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

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

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

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

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

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

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

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

- Parks - general maintenance, turf, horticulture, winter maintenance, and snow ploughing.
- Forestry - community education, tree planting, maintenance and management including pest control, programming of volunteer events, data management. (Note that cost associated with trees the roads allowance are excluded form parks and included as roads expenditure for the purposes of OMBI and benchmarking).
- Parks Development and Infrastructure Management - design/planning, capital construction, land acquisition, property and facility maintenance.
- Community Recreation - park permits for sport fields, allotment gardens, special events.
- Strategic Services - parks adequacy, business and commercial partnerships.

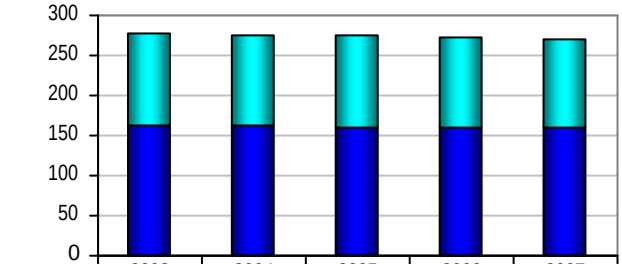
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	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
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

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 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
12.7 12.8	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
	Overall Results	1 - Favourable 3 - Stable 0 - Unfavour. 100% favourable or stable	0 - Favourable 5 - Stable 1 - Unfavour. 83% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 4 - 4th quartile 0% above median	3 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 75% above median	

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

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

Chart 12.1 - City of Toronto
Natural and Maintained Parkland per 100,000 Population
2003-2007



	2003	2004	2005	2006	2007
Total Hectares	7,365	7,365	7,390	7,390	7,397
Total Parkland per 100,000 pop'n	278.31	275.6	273.9	273.3	271.0
Natural Parkland per 100,000 pop'n	114.9	113.8	112.7	112.5	111.4
Maintained parkland per 100,000 pop'n	163.4	161.8	161.2	160.8	159.6

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

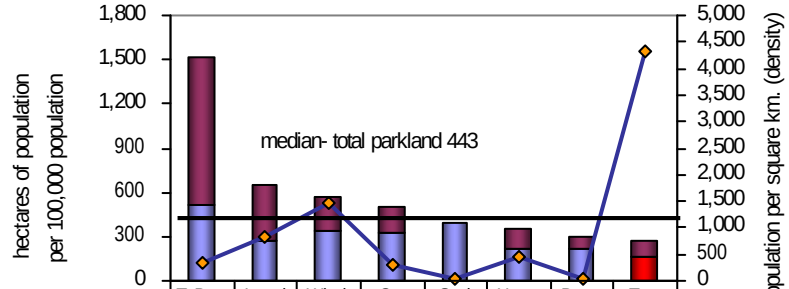
Parkland includes both:

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

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

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

Chart 12.2 - OMBI 2007
Hectares of Parkland per 100,000 Population & Population Density



	T-Bay	Lond	Wind	Ott	Sud	Ham	Bran	Tor
Natural parkland	1012.8	380.5	226.5	179.8		132	79.4	111.4
Maintained parkland	507.8	264.6	343.5	319.2	386.4	214.8	212.7	159.6
Total parkland	1520.6	645.1	570.0	498.9		346.8	292.1	270.9
Population density	332	841	1,478	318	44	459	37	4,306

Chart 12.1 provides the total hectares of parkland in Toronto as well as the two components of maintained and natural parkland, expressed on a per 100,000 population basis for the years 2003 to 2007. The hectares of parkland in Toronto has remained fairly stable over this period, and is reflective of Toronto's fully developed urban form. In 2007, approximately 7.3 hectares of parkland was added at Beffort (Avro) Park, Olive Park, HtO Park, Queen Elizabeth, Janda, Wharnsy Park & McAsphalt Park.

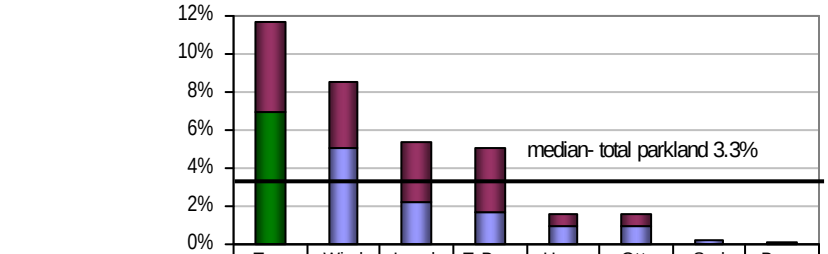
Chart 12.2 compares the 2007 hectares of parkland per100,000 population in Toronto, to other municipalities, which are reflected as bars relative to the left axis. In terms of having the highest amount of parkland, Toronto ranks:

- 8th of 8 (4th quartile) for maintained parkland
- 6th of 7 (4th quartile) for natural parkland
- 8th of 8 (4th quartile) for all parkland

Population density (population per square kilometre) has been plotted as a line graph relative to the right axis in Chart 12.2 and is a significant factor in these results. Toronto is almost three times more densely populated than the next closest OMBI municipality and almost five times more so than the average. In the developed urban core area of municipalities, it is more difficult to establish new parks in terms of both the availability and cost of land to purchase. Accordingly while Toronto has the lowest hectares of parkland relative to population (population based standard), it has the highest proportion of parkland as a percentage of municipal geographic area (geographic based standard) as discussed with chart 12.3.

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

Chart 12.3 - OMBI 2007
Hectares of Parkland as a Percentage of Municipal Geographic Area



	Tor	Wind	Lond	T-Bay	Ham	Ott	Sud	Bran
Total parkland %	11.7%	8.4%	5.4%	5.1%	1.6%	1.6%	0.2%	0.1%
Natural parkland %	4.8%	3.4%	3.2%	3.4%	0.6%	0.6%	0.0%	0.0%
Maintained parkland %	6.9%	5.1%	2.2%	1.7%	1.0%	1.0%	0.2%	0.1%

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

Chart 12.3 compares 2007 results for Toronto compared to other municipalities, for the hectares of parkland expressed as a percentage of total geographic area of each municipality.

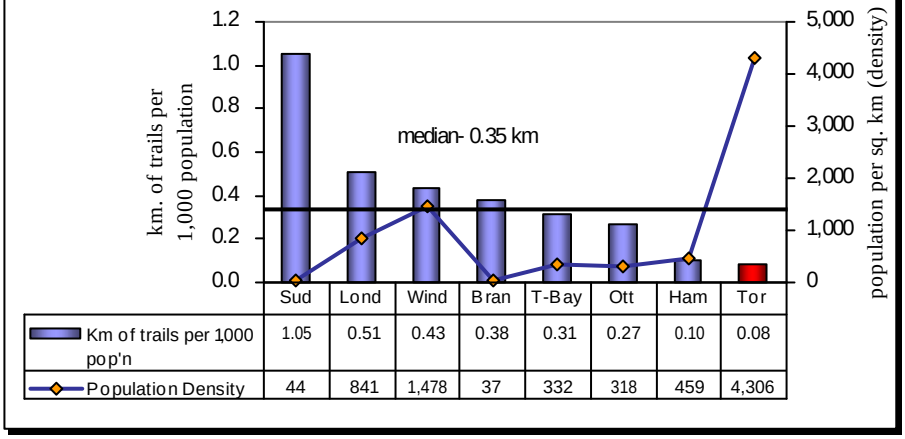
In terms of having the highest proportion of parkland relative to geographic area, Toronto ranks:

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

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

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

Chart 12.4 - OMBI 2007
Km of Recreation Trails per 1,000 Population & Population Density



	Sud	Lond	Wind	Bran	T-Bay	Ott	Ham	Tor
Km of trails per 1,000 pop'n	1.05	0.51	0.43	0.38	0.31	0.27	0.10	0.08
Population Density	44	841	1,478	37	332	318	459	4,306

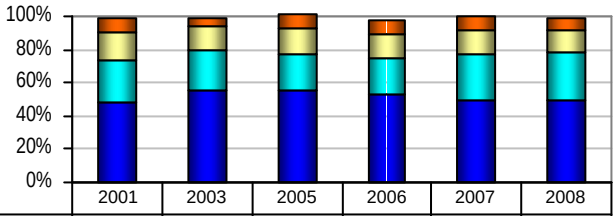
The length of trail systems in municipalities is another aspect of service levels that can be examined. Chart 12.4 reflects 2007 information for Toronto and other municipalities on the kilometre length of all maintained recreational trails per 1,000 population, which are plotted as bars relative to the left axis. These trails include those that have signage and are mapped, and they can either be owned or leased by the municipality. They support a range of non-motorized recreational uses, such as walking, hiking, bicycling and riding/equestrian as well as motorized uses such as snowmobile trails.

Toronto ranks 8th of 8 (4th quartile) in terms of having the greatest length of trails. The primary factor behind this ranking is Toronto's densely populated urban form, which makes it more difficult to establish new trails in developed areas. Population density (persons per square kilometre) in each municipality has been plotted as a line graph relative to the left axis and shows Toronto's density to be significantly higher. Toronto increased its trail system in 2007 by 3.2 km. to a total length of 228 km.

The Toronto Bike Plan, adopted by Council in 2001, includes the development of trails in parks to co-ordinate with an on-road system of bicycle lanes and shared road bikeways. OMBI reporting of the length of trails does not include bicycle lanes on streets.

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

Chart 12.5 - City of Toronto
Frequency of Parks Visit in a Year
2001 to 2008



	2001	2003	2005	2006	2007	2008
Never	9%	5%	8%	9%	9%	7%
Less than once/month	16%	14%	16%	14%	14%	14%
Once or couple times/month	26%	25%	21%	22%	27%	29%
Once or more times/week	48%	55%	56%	53%	50%	49%

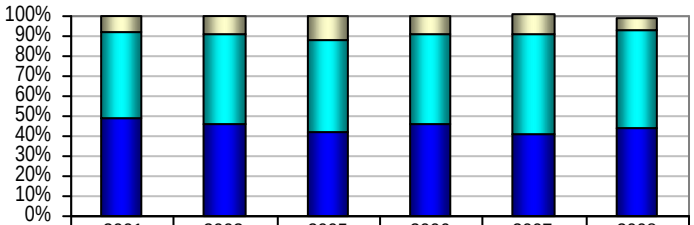
Source - FocusOntario Survey

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

Chart 12.5 reflects 2001 to 2008 results of the Focus Ontario Survey regarding the percentage of Toronto respondents to the survey who use our parks system and the frequency of that use. Results in 2008 showed 78% of respondents visit Toronto Parks at least once a month, which is similar to 2007 and 2006 results. Only 7% of respondents indicated they never visit parks.

Customer Service - How Satisfied are Users of Toronto Parks?

Chart 12.6 - City of Toronto
Overall Satisfaction with Visits to Park
2001 to 2008



	2001	2003	2005	2006	2007	2008
Other	8%	9%	12%	9%	10%	6%
Somewhat satisfied	43%	45%	46%	45%	50%	49%
Very satisfied	49%	46%	42%	46%	41%	44%

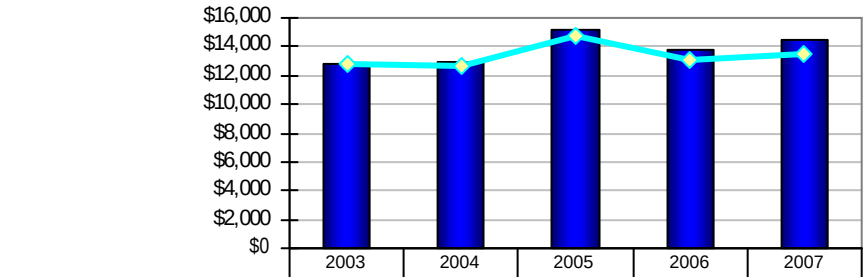
Source - FocusOntario Survey

Chart 12.6 is also based on the results of the Focus Ontario Survey with respect to the degree of satisfaction of survey respondents who had used our parks system. It shows that in 2008, approximately 93% of the parks users were either very satisfied or somewhat satisfied with their park visit.

As these questions in the Focus Ontario Survey were commissioned specifically for Toronto, comparable data from other municipalities is not available.

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

Chart 12.7 - City of Toronto
Cost of Maintaining Parkland per Hectare
2003-2007



	2003	2004	2005	2006	2007
Cost per Hectare	$12,738	$12,884	$15,210	$13,828	$14,521
CPI Adjusted (2003 base)	$12,738	$12,675	$14,696	$13,139	$13,536

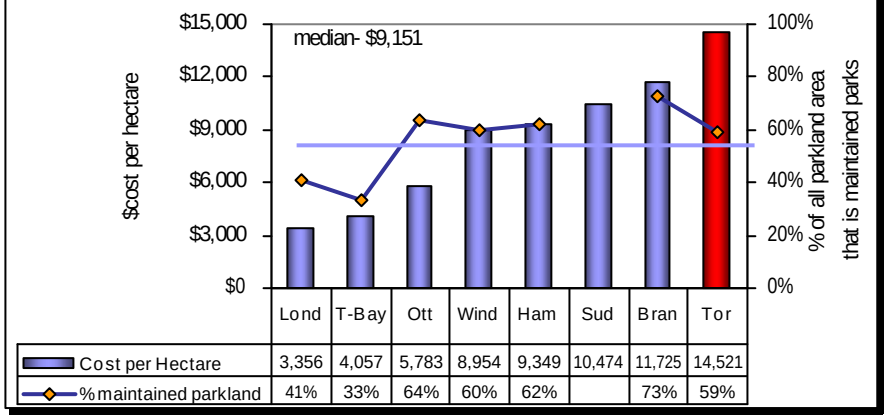
Chart 12.7 reflects the cost of operating or servicing parkland in Toronto (both maintained and natural parkland) per hectare, for the period 2002 to 2007. Results have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2003 as the base year.

These costs exclude the portion of boulevard tree maintenance, which for benchmarking purposes is considered as roads expenditure. The costs for ski hills, marinas and golf courses are also excluded from this calculation.

Toronto's 2007 cost increase relates to a combination of salary and wage increase through collective agreements and additional hectares of parks and kilometers of trails added to the parks system in 2007 as noted previously.

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

Chart 12.8 - OMBI 2007
Cost per Hectare of Parkland and Percentage of All Parks That are Maintained



	Lond	T-Bay	Ott	Wind	Ham	Sud	Bran	Tor
Cost per Hectare	3,356	4,057	5,783	8,954	9,349	10,474	11,725	14,521
% maintained parkland	41%	33%	64%	60%	62%		73%	59%

Figure 12.8 compares 2007 results for Toronto relative to other municipalities, for the cost per hectare of operating or servicing all parkland (both maintained and natural areas), which are shown as bars relative to the left axis.

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

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

The proportion of maintained parkland versus natural parkland is a significant influencing factor in these results and the proportion of maintained parkland (of all parkland) has been plotted as a line on Chart 12.8 relative to the right axis.

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

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

2008 Achievements or 2009 Planned Initiatives

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

- The revitalization of Toronto's waterfront is currently underway. When complete parks, green spaces, naturalized areas and a continuous 10-km water's edge promenade will add 300 hectares to Toronto's revitalized waterfront. These additions will be incorporated into OMBI reporting as they become available to the public. Staff are currently working with other agencies on designing, developing and completing the public spaces planned for the waterfront with a majority of park projects scheduled to be finished by 2010.
- The long term goal of the City is to sustain and expand the urban forest and increase the tree canopy from 17% to 34% as outlined in the Climate Change Adaptation, Clean Air and Sustainable Energy Action Plan. Towards this goal in 20009 the City will:
  - Begin a planned and proactive tree maintenance program on trees on city streets, in parks and natural areas, as well as commercial trees which are set into sidewalk or in containers in the sidewalk.
  - Inspect ravines and natural areas and immediately remove tree hazards.
  - Improve the review process for construction and development near trees to ensure trees are protected in situations that have the potential to injury, damage or destroy those trees.
  - Planting of approximately 58,000 new trees.
- Improving public spaces by supporting growth of the Commemorative Tree and Bench Program.
- Maintaining parks standards while reducing the working season for seasonal staff by one week in 2009.
- The City's Transportation Division, working in partnership with the Parks, Forestry & Recreation Division will take the lead in 2009 on the planning, design and implementation of the major off-road trail infrastructure. This planning includes significant lengths of trail (50 km) to be implemented in hydro corridors.
- Toronto added 1,335 linear metres of trails in 2008.

Planning Services

In Toronto, the City Planning Division helps to guide the way the city looks and grows. City Planning works with the community and other City divisions to set goals and policies for development, while keeping important social, economic and environmental concerns in mind.

This involves:

- Community Planning – offers advice to Council on development projects after consulting with members of the public and City Divisions, and after reviewing and analyzing all parts of a development project.
- Policy and Research - develops planning policy based on extensive research in land use, housing, community services and the environment. Administers and promotes heritage preservation projects and programs.
- Urban Design - promotes a high quality design for our streets, parks and open spaces. It guides how buildings are located, organized and shaped on a particular piece of land.
- Transportation Planning - deals with improving transit, discouraging automobile dependence and encouraging alternative forms of transportation such as walking, cycling, subways and streetcars.
- Zoning Bylaw and Environmental Planning - creates and maintains a comprehensive zoning bylaw for the City, and formulates and implements environmental policy from the perspective of City Planning.

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/ 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
Efficiency	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
	Overall Results	1 - Inc/Favourable 0 - Stable 1 – Dec/Unfavour 50% favourable or stable	0 - Favourable 0 - Stable 1 - Unfavour. 0% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0- 3rd quartile 1 - 4th quartile 0% above median	0 - 1st quartile 0 - 2nd quartile 1- 3rd quartile 0 - 4th quartile 0% above median	

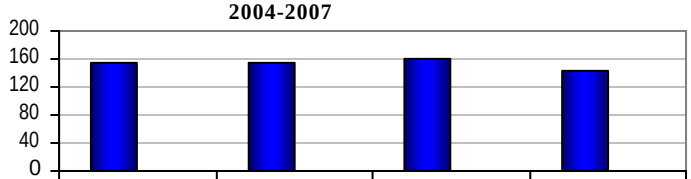
For an explanation of how to interpret this summary and the supporting charts, please see pages viii - ix. These quartile results are based on a maximum sample size of 7 municipalities.

Service/Activity Level – How Many Development Applications Are Received in Toronto?

Community Planning and the review and processing of development applications is only one of the services provided by City Planning.

One way of comparing service levels and volumes of activity is to examine the number of development applications received. This includes official plan amendments, zoning by-law amendments, subdivision plans, condominium plans, condominium conversion plans, minor variances, consents, part lot control, and site plan approvals

Chart 13.1 - City of Toronto
Number of Development Appliactions Received per 100,000 Population
2004-2007

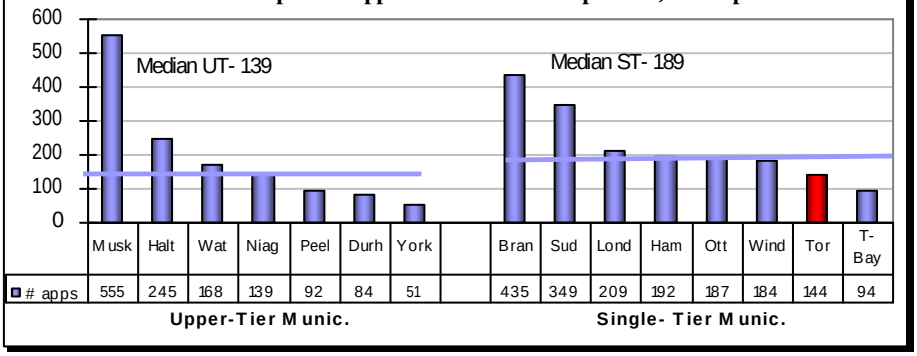


	2004	2005	2006	2007
# apps/100,000 pop'n	155	155	159	144
Total # applications	4,134	4,108	4,288	3,935

Service/Activity Level – How Many Development Applications Does Toronto Receive in Relation to Other Municipalities?

Chart 13.1 shows the number of development applications received in Toronto per 100,000 population between 2004 and 2007, as well as the total number of applications received. In 2007 the decrease in applications was primarily in the categories of minor variances and site plan approvals.

Chart 13.2 - OMBI 2007
Number of Development Appliactions Received per 100,000 Population



	Musk	Halt	Wat	Niag	Peel	Durh	York		Bran	Sud	Lond	Ham	Ott	Wind	Tor	T-Bay
# apps	555	245	168	139	92	84	51		435	349	209	192	187	184	144	94

Upper-Tier Munic. Single- Tier Munic.

The timing of when applications are received is strongly affected by market conditions and changes to Provincial legislation, and the timing of work within the development approvals process can span more than one year and can differ from the dates when applications are received. In 2007 a total of 19,477 units in 156 projects were approved which is an increase over 2006 when 107 projects were approved for 15,254 units.

For the purposes of this report the data of the fifteen OMBI members has been separated into two groups and comparisons between municipalities should only be made within those groups. Those single-tier municipalities such as Toronto deal with a wider range and planning applications within their municipality. Those municipalities grouped as upper-tier are regional municipalities and within those regions, the local municipalities are also involved in the development review process, however the number of these applications and associated review and processing costs are not included with results of those regional/upper-tier municipalities.

Chart 13.2 compares the number of development applications received in 2007 in Toronto to other municipalities. Of the single-tier municipalities, Toronto ranks 7th of 8 (4th quartile) in terms of having the highest rate of development applications received.

According to CMHC, the City's share of GTA housing units completed since 1996 is 26%, and its share rose to 29% in the five years ending in 2006. Toronto's share of housing completions in 2007 was 20%, rebounding in 2008 to 39% or 4 of every 10 units built in the GTA.

Service/Activity Level- How Many Community Meetings are Planning Staff Attending in Toronto?

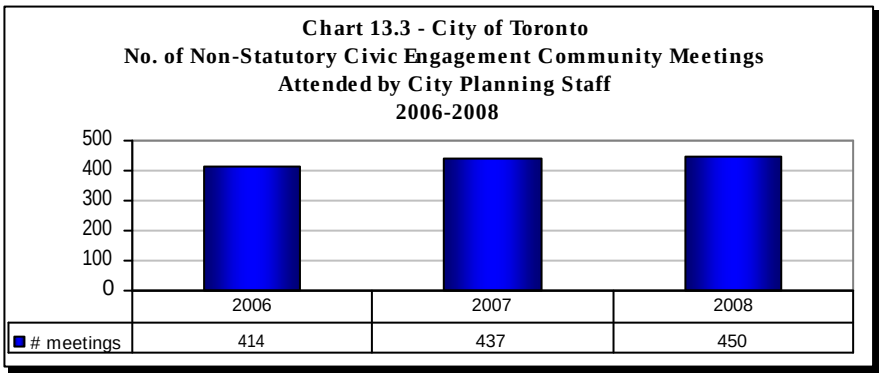


Chart 13.3 provides another indicator of Planning activity and reflects the number of non-statutory civic engagement community meetings that were attended by City Planning staff from 2006 to 2008. Through these meetings, staff engaged over 22,000 residents and members of the public in 2008 about the choices and consequences of new development and infrastructure.

Efficiency – How Much Does it Cost in Toronto to Process a Development Application?

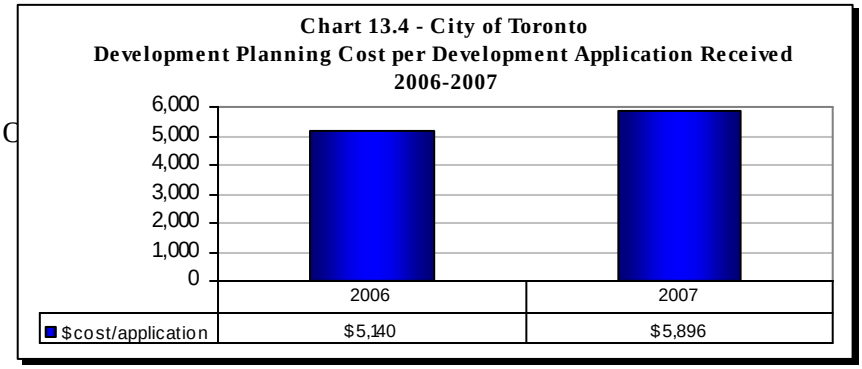


Chart 13.4 reflects Toronto's development planning costs per development application received from 2006 to 2007.

The relative increase in 2007 cost is largely due to the 11% drop in development applications received over 2006, as discussed on the previous page.

Efficiency – How Does Toronto's Cost to Process a Development Application Compare to Other Municipalities?

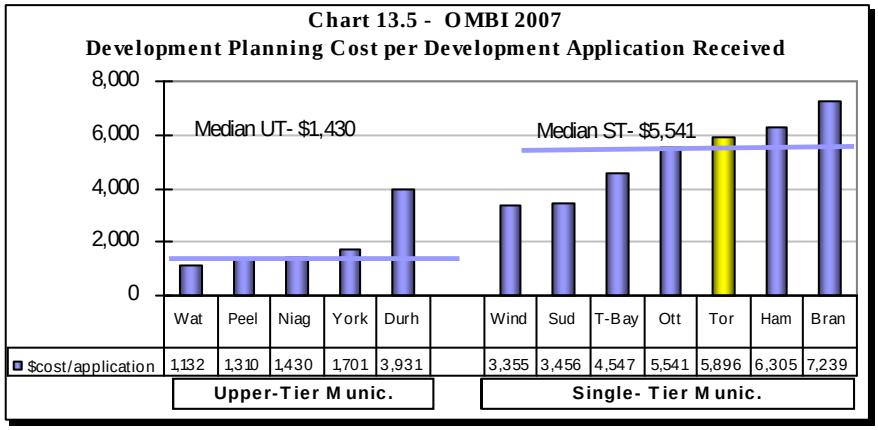


Chart 13.5 compares Toronto's 2007 development planning cost per development application to other municipalities. Of the single-tier municipalities Toronto ranks 5th of 7 (3rd quartile) in terms of having the lowest cost per application and results are similar to those of other cites with large urban centres.

As previously noted, single-tier municipalities have been segregated from upper-tier or regional municipalities and comparisons should only be made within the two groups. The costs of Regional municipalities do not include those of local municipalities within those regions that are also involved in the development review process.

This measure does not take into consideration the scale, scope and complexity of development applications. Many of Toronto's applications deal with re-development which inherently can be more complex, requiring additional staff time, and costs to ensure the applications meet all requirements. Another challenge is that the measure relates application intake to costs in that calendar year, but the actual work to process the applications may continue long after the year of application intake, and, may require costs for area studies, policy development, urban design and community outreach that any particular application might generate. Consequently, the pace of application submission can be significant from one year to the next, leading to dramatic changes in the result for this measure but not necessarily reflecting Planning's workload. A three- or five-year moving average would provide a more relevant perspective.

2008 Achievements or 2009 Planned Initiatives

The following initiatives have and are intended to further improve the efficiency and effectiveness of Toronto's Planning Services:

Achievements in 2008 included:

- Case management of planning and building approvals of large projects including: Woodbine Live!, 2 Holyday Drive, Bridlewood Mall - Finch/Warden Area Study, Markington Square Redevelopment Fountainhead Drive, Valleywoods Redevelopment, Sony Centre, Medical and Research Sciences (MaRS).
- Completed area-based policy studies and Secondary Plans, Avenue Studies, community liaison and input into city-wide policy studies including: Mimico 2020, Quarry Lands, Bloor-Dundas Vision, Markham Ellesmere Area Study, initiated Downsview Park Secondary Plan Review and Lawrence/Allen Revitalization Plan, Bloor Street Visioning Study, South of Eastern Secondary Plan, completion of Phase 1 of Living Downtown Tall Buildings Study.
- Engaged over 22,000 residents and members of the public about the choices and consequences of new development in Toronto through 2 Avenues studies, 2 Environmental Assessments, and over 450 neighbourhood workshops and non-statutory community consultation meetings.
- Completed the City's first City-wide CIP (to implement the "Imagination. Manufacturing, Innovation and Technology Financial Incentives Program"), CIPs for the Waterfront and South of Eastern, as well as the CIP amendment for Woodbine Live.
- Transportation planning analysis and support for numerous transportation and transit projects and environmental assessments, including: Spadina Subway Extension implementation, Don Mills Road Transit Improvements EA, Kingston Road Transit EA, Transit City implementation including Official Plan Amendments, etc.
- Transportation planning participation in the development of the regional transportation plan (Metrolinx) and the implementation of the City's transit priorities and undertook major travel surveys of the four City Centres and the Waterfront.
- Undertook/developed key Urban Design initiatives including: completion of study related to the improvement of public spaces around 11 major cultural institutions, commenced Design Link study in support of Street Furniture Program, Surface Parking Lot Guidelines, mid-rise buildings symposium follow-up work and participation in the Nathan Phillips Square Design Competition.

Initiatives in 2009 include:

- A symposium will be held on designing the Transit City, which will allow international industry experts to present and take part in a two day international symposium to explore ideas for the physical design of our Transit City plan, providing the City with the benefit of learning from other successful transit cities.
- City Planning will support the development of the Keele Wilson Provincial Institutional Campus as the Province plans and implements an approximately 2 million square foot major institutional campus development, which supports the Mayor's agenda for prosperity, represents the continued implementation of city-building initiatives and will help create employment opportunities in high priority neighbourhoods.
- The new Zoning By-law will be completed in 2009 which is required by the *Planning Act which* stipulates that the Zoning By-law must be in conformity with the Official Plan within 3 years of its approval. Toronto's Official Plan was approved in 2006.
- A program review of the City Planning Division will be completed that will examine service delivery and demand challenges facing the Division and opportunities to further improve the efficiency and effectiveness of service.

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:

- Application variables - type, mix, and complexity (in terms of scope and magnitude) of applications received.
- Government form - level of municipal governance (i.e. single-tier vs. upper- or two-tier) will impact the review process. Some applications may require dual review while other applications may only require single-tier review as upper-tier governments do not process some types of applications.
- Organizational structure - differences among the municipalities can affect the process of reviewing applications by departments outside of planning (i.e., infrastructure).
- Public consultation - cost to process a given application can be affected by Council's decisions regarding the opportunities for public participation in the planning process.
- Growth management - activities impact workloads and costs of service.

Police Services

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

Police services include, at a minimum:

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

Crime Rates

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

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

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

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 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)	
Number of Police Staff						
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
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
Crime Rates						
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

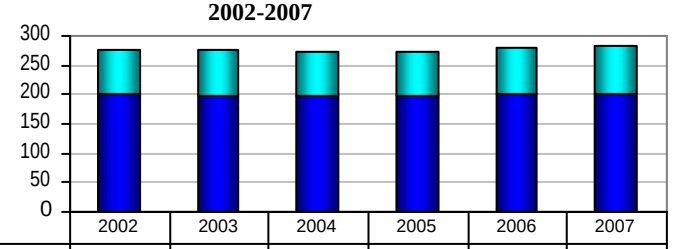
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Comm. Impact	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
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
Clearance Rates and Efficiency						
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

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	2 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	4 - Favourable 2 - Stable 1 - Unfavour. 86% favourable or stable	3 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	2 - 1st quartile 5 - 2nd quartile 1 - 3rd quartile 3 - 4th quartile 64% 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 Police Staff are there in Toronto?

Chart 14.1- City of Toronto
Police Staffing per 100,000 Population
2002-2007



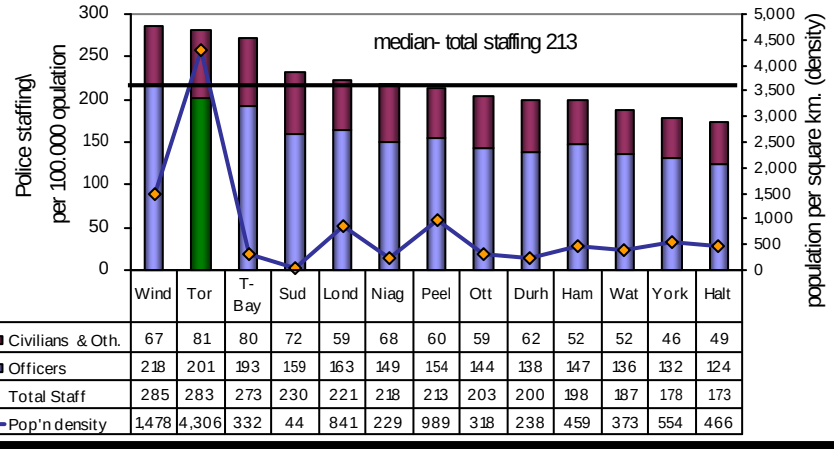
	2002	2003	2004	2005	2006	2007
Total Police Staff	7,268	7,299	7,314	7,373	7,580	7,713
All Police Staff per 100,000 pop'n	277.6	276.1	273.9	273.4	278.2	282.5
Civilians per 100,000 pop'n	77.3	77.3	77.3	77.0	76.3	81.0
Officers per 100,000 pop'n	200.3	198.8	196.7	196.4	201.9	201.5

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

Chart 14.1 provides the number of officers and civilian positions budgeted in Toronto for the period of 2002 to 2007, expressed on a per 100,000 population basis. Over this period the number of officers and increased each year for initiatives such as anti-gang, provincial courts, and Safer Communities.

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

Chart 14.2 - OMBI 2007
Police Staffing Levels per 100,000 Population & Population Density



	Wind	Tor	T-Bay	Sud	Lond	Niag	Peel	Ott	Durh	Ham	Wat	York	Halt
Civilians & Oth.	67	81	80	72	59	68	60	59	62	52	52	46	49
Officers	218	201	193	159	163	149	154	144	138	147	136	132	124
Total Staff	285	283	273	230	221	218	213	203	200	198	187	178	173
Pop'n density	1,478	4,306	332	44	841	229	989	318	238	459	373	554	466

Chart 14.2 compares Toronto's 2007 budgeted number of police and civilian staff per 100,000 persons to other municipalities. This has been plotted as bars relative to the left axis. Population density has also been plotted as a line graph relative to the right axis.

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

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

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

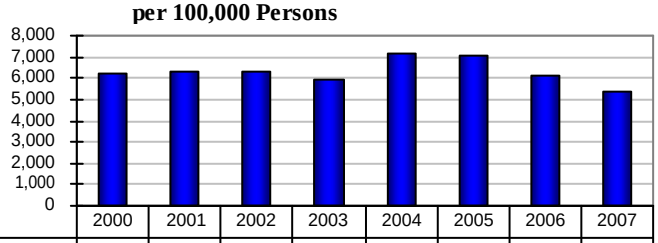
Police service staffing levels can vary between municipalities for a number of reasons, including:

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

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

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

Chart 14.3 - City of Toronto
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Persons

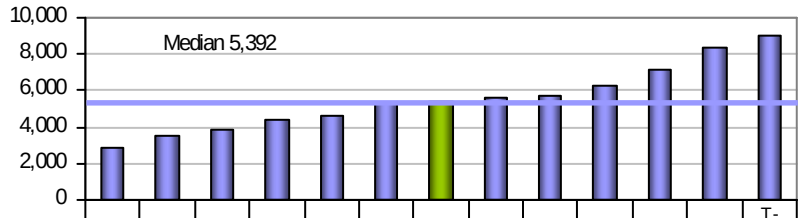


	2000	2001	2002	2003	2004	2005	2006	2007
Total Crime Rate per 100,000 Population	6,250	6,340	6,298	5,892	7,116	7,045	6,153	5,392

2001to 2003 data revised for minor revisions from CCJS

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

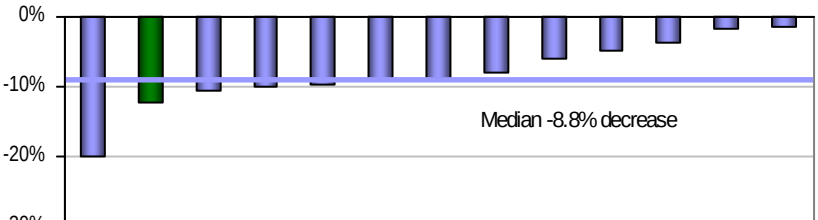
Chart 14.4 - OMBI 2007
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Pop'n



	York	Halt	Peel	Durh	Wat	Ott	Tor	Niag	Sud	Ham	Wind	Lond	T-Bay
rate per 100k	2,887	3,538	3,839	4,374	4,631	5,288	5,392	5,621	5,688	6,261	7,105	8,391	8,989

Community Impact – What Was the 2007 Change in the Total (Non-Traffic) Crime Rate in Toronto, Compared to Other Municipalities?

Chart 14.5- OMBI 2007
Annual % Change in Rate of Total (Non-Traffic) Criminal Code Incidents



	Wind	Tor	Sud	Lond	Durh	Wat	York	Peel	Niag	Halt	Ott	T-Bay	Ham
% change	-20.0%	-12.4%	-10.7%	-10.0%	-9.6%	-9.2%	-8.8%	-8.1%	-5.9%	-4.8%	-3.8%	-1.6%	-1.3%

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

Chart 14.3 provides Toronto's total (non-traffic) crime rate per 100,000 population from 2000 to 2007. It excludes *Criminal Code* driving offences such as impaired driving or criminal negligence causing death.

In 2007, Toronto's total crime rate decreased by -12.4%. What appears to be a large increase in 2004, is actually attributable to a change in methodology used by Statistics Canada starting in 2004, when for the first time criminal incidents occurring in Toronto (relating to counterfeiting incidents) but reported to the RCMP, were also included in addition to those reported to Toronto Police Services. For this reason 2003 and prior results should not be compared to 2004 and subsequent results. The total crime rate in 2006 declined because of a reduction in RCMP crime data allocated to Toronto relating to counterfeiting incidents.

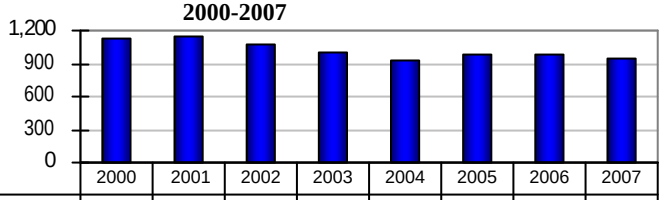
Chart 14.4 compares the 2007 total (non-traffic) crime rate per 100,000 population in Toronto to other municipalities. Toronto ranks 7th of 13 municipalities (2nd quartile at the median), in terms of having the lowest crime rate.

Chart 14.5 compares whether each municipality's 2007 total crime rate has increased or declined from 2006. Toronto ranks 2nd of 13 municipalities (1st quartile) in terms of having the greatest rate of decline.

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

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

Chart 14.6- City of Toronto
Reported Number of Violent Criminal Code Incidents per 100,000 Persons
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
Violent Crime Rate per 100,000 Population	1,124	1,151	1,078	1,005	926	990	984	939

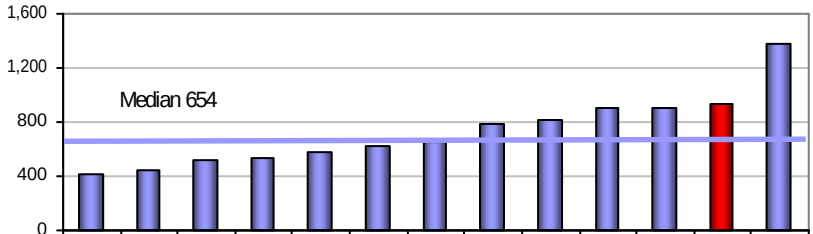
2002 & 2003 data revised for minor revisions from CCJS

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

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

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

Chart 14.7 - OMBI 2007
Reported Number of Violent Criminal Code Incidents per 100,000 Population



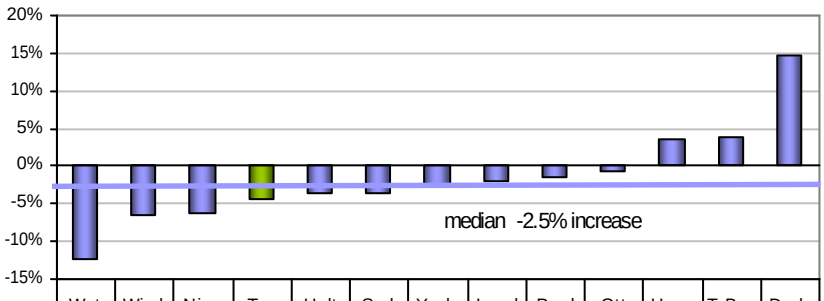
	York	Halt	Peel	Wat	Ott	Durh	Niag	Wind	Lond	Sud	Ham	Tor	T-Bay
rate per 100k	412	446	519	527	575	621	654	785	821	898	899	939	1,379

Chart 14.6 provides Toronto's rate of the reported number of violent *Criminal Code* incidents, per 100,000 population, from 2000 to 2007. Unreported crime is not captured.

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

Community Impact – What Was the 2007 Change in the Violent Crime Rate in Toronto Compared to Other Municipalities?

Chart 14.8- OMBI 2007
Annual % Change in Rate of Violent Crime Incidents



	Wat	Wind	Niag	Tor	Halt	Sud	York	Lond	Peel	Ott	Ham	T-Bay	Durh
% change	-12.4%	-6.6%	-6.3%	-4.5%	-3.7%	-3.5%	-2.5%	-2.0%	-1.4%	-0.6%	3.6%	3.9%	14.6%

Toronto's violent crime rate has been decreasing over time with a decrease of -4.5% in 2007.

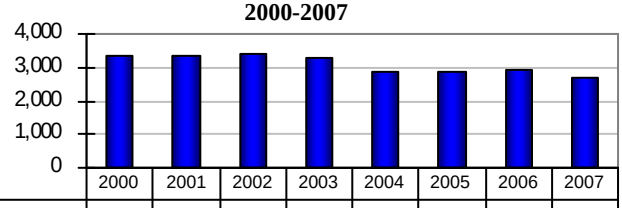
Chart 14.7 compares Toronto's 2007 violent crime rate per 100,000 population, to other Ontario municipalities. Toronto ranks 12th of 13 municipalities (4th quartile), in terms of having the lowest violent crime rate.

Chart 14.8 compares whether each municipality's 2007 violent crime rate has increased or declined from 2006. Toronto ranks 4th of 13 municipalities (2nd quartile), in terms of having the greatest rate of decline.

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

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

Chart 14.9- City of Toronto
Reported Number of Property Criminal Code Incidents per 100,000 Persons
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
Property Crime Rate per 100,000 Population	3,373	3,358	3,407	3,272	2,894	2,860	2,910	2,696

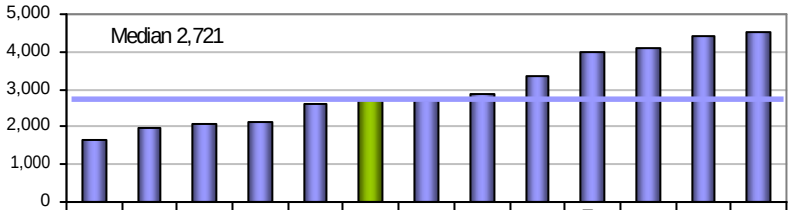
2001to 2003 data revised for minor revisions from CCJS

Chart 14.9 provides Toronto's rate of the reported number of property *Criminal Code* incidents, per 100,000 population, from 2000 to 2007. Unreported crime is not captured.

A property incident involves unlawful acts with the intent of gaining property and which does not involve the use or threat of violence against an individual. Property crime includes breaking and entering, motor vehicle theft, theft over $5,000, theft $5,000 and under, having stolen goods, and fraud. Toronto's property crime rate has been decreasing over time, with a -7.4% decrease experienced in 2007.

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

Chart 14.10 - OMBI 2007
Reported Number of Property Criminal Code Incidents per 100,000 Population



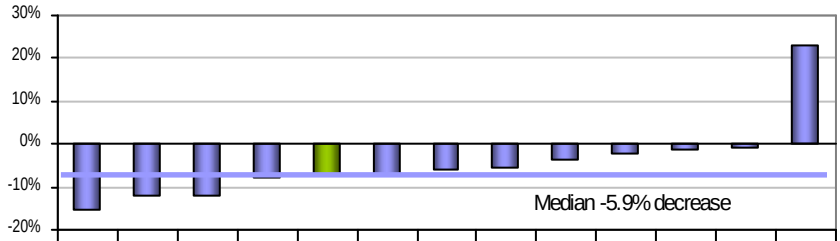
	York	Halt	Peel	Durh	Wat	Tor	Sud	Ott	Ham	T-Bay	Niag	Lond	Wind
rate per 100k	1,667	1,983	2,070	2,130	2,582	2,696	2,721	2,848	3,377	3,997	4,102	4,428	4,534

Chart 14.10 compares Toronto's 2007 property crime rate per 100,000 population, to other Ontario municipalities. Toronto ranks 6th of 13 municipalities (2nd quartile) in terms of having the lowest property crime rate.

Factors influencing crime rates in municipalities have been noted earlier.

Community Impact – What was the 2007 Change in the Property Crime Rate in Toronto, Compared to Other Municipalities?

Chart 14.11- OMBI 2007
Annual % Change in Rate of Property Crime Incidents

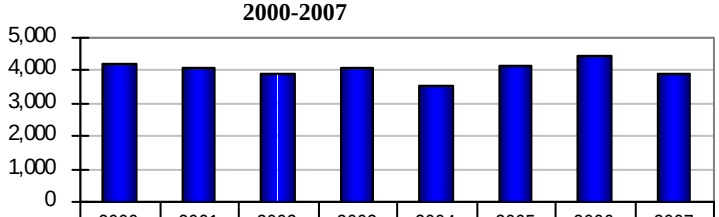


	Sud	Durh	Lond	York	Tor	Ott	Wind	Wat	Ham	Peel	T-Bay	Halt	Niag
% change	-15.3%	-12.2%	-12.0%	-7.8%	-7.4%	-7.2%	-5.9%	-5.6%	-3.7%	-2.2%	-1.2%	-0.8%	23.2%

Chart 14.11 compares whether each municipality's 2007 property crime rate has increased or declined from 2006. Toronto ranks 5th of 13 municipalities (2nd quartile), in terms of having the greatest rate of decline.

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

Chart 14.12 - City of Toronto
Number of Youth Cleared by Charge or Cleared Otherwise
per 100,000 Youth Pop'n
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
rate per 100k youths	4,189	4,085	3,927	4,055	3,537	4,120	4,442	3,875

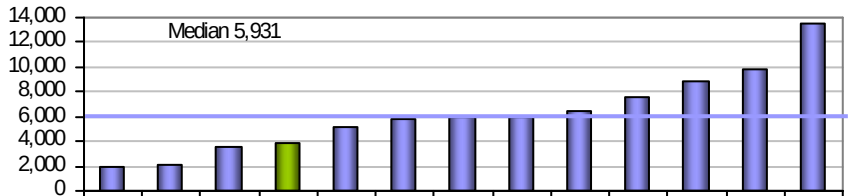
2000 to 2004 data revised for revisions from CCJS

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

Chart 14.12 summarizes the number of youths (aged 12-17) per 100,000 youths in Toronto, who committed criminal offences in the years 2000 to 2007. It represents youths who were apprehended and either arrested and charged (cleared by charge), or issued a warning or caution without a criminal charge (cleared otherwise). The number of youth cleared by charge or otherwise, decreased by -12.8% in 2007.

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

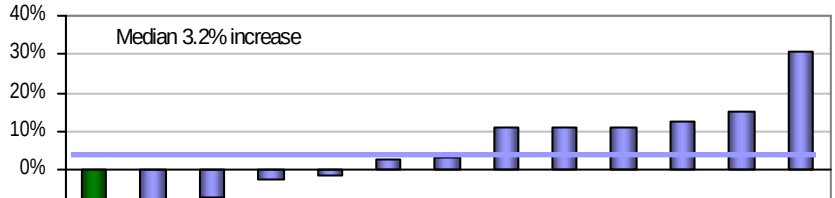
Chart 14.13 - OMBI 2007
Number of Youth Cleared by Charge or Cleared Otherwise
per 100,000 Youth Pop'n



	Ott	Wind	York	Tor	Peel	Halt	Durh	Wat	Ham	Niag	Lond	Sud	T-Bay
rate per 100k	1,958	2,045	3,610	3,875	5,091	5,779	5,931	5,978	6,358	7,489	8,790	9,750	13,538

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

Chart 14.14- OMBI 2007
Annual % Change in Rate of Youth Cleared by Charge or Cleared Otherwise



	Tor	Wind	York	Wat	Peel	Sud	Halt	T-Bay	Lond	Durh	Ham	Ott	Niag
% change	-12.8%	-9.7%	-6.9%	-2.4%	-1.3%	2.6%	3.2%	11.0%	11.0%	11.1%	12.4%	15.0%	30.9%

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

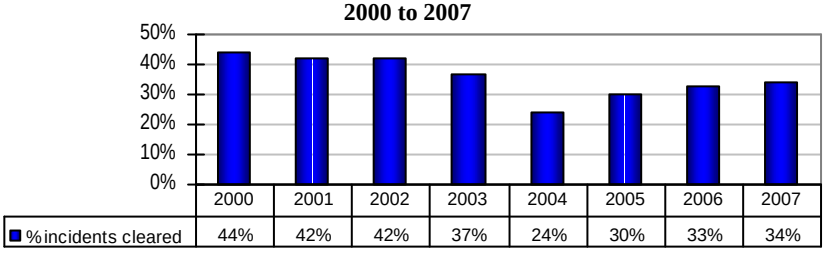
Chart 14.13 compares Toronto's 2007 youth crime rate (cleared by charge or cleared otherwise) per 100,000 youths, to other Ontario municipalities. Toronto ranks 4th of 13 municipalities (2nd quartile), in terms of having the lowest youth crime rate.

Chart 14.14 compares whether each municipality's 2007 youth crime rate has increased or declined from 2006. Toronto ranks 1st of 13 municipalities (1st quartile) in terms of having the greatest rate of decline.

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

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

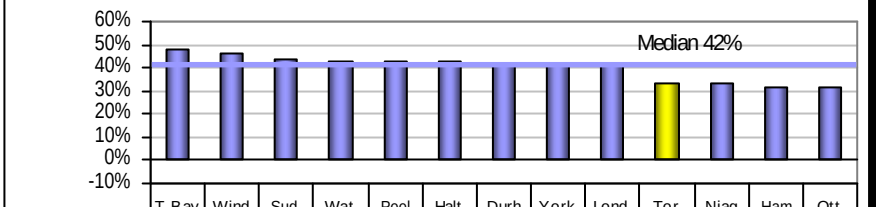
Chart 14.15- City of Toronto
Clearance Rate for Total (Non-Trafffic) Criminal Code Incidents
2000 to 2007



	2000	2001	2002	2003	2004	2005	2006	2007
%incidents cleared	44%	42%	42%	37%	24%	30%	33%	34%

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

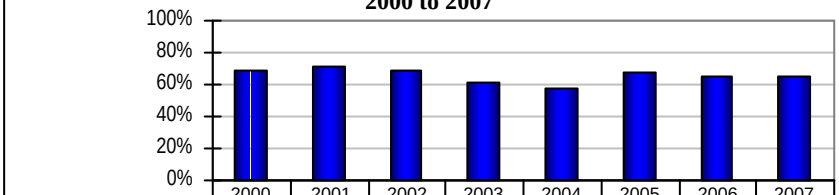
Chart 14.16 - OMBI 2007
Clearance Rate for Total (Non-Traffic) Criminal Code Incidents



	T-Bay	Wind	Sud	Wat	Peel	Halt	Durh	York	Lond	Tor	Niag	Ham	Ott
%clearance rate	48%	46%	44%	43%	42%	42%	42%	41%	41%	34%	33%	32%	31%

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

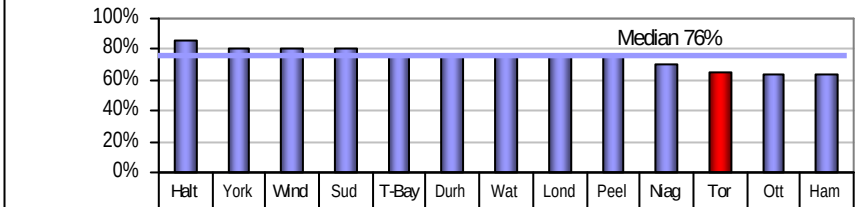
Chart 14.17- City of Toronto
Clearance Rate for Violent Criminal Code Incidents
2000 to 2007



	2000	2001	2002	2003	2004	2005	2006	2007
%incidents cleared	69%	71%	69%	61%	58%	68%	65%	65%

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

Chart 14.18- OMBI 2007
Clearance Rate for Violent Criminal Code Incidents



	Halt	York	Wind	Sud	T-Bay	Durh	Wat	Lond	Peel	Niag	Tor	Ott	Ham
% clearance rate	85%	81%	81%	80%	77%	77%	76%	76%	75%	70%	65%	64%	64%

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

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

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

Chart 14.15 reflects Toronto's clearance rate for total crime from 2000 to 2007 and shows an increasing/ improving trend from 2004 to 2007.

Chart 14.16 compares the 2007 clearance rate of total non-traffic Criminal Code incidents in Toronto with other Ontario municipalities. Toronto ranks 10th of 13 municipalities (3rd quartile), in terms of having the highest clearance rate.

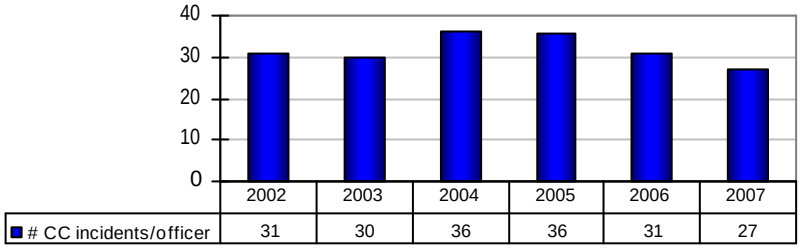
Chart 14.17 summarizes Toronto's clearance rates for violent crime from 2000 to 2007 with results being stable between 2006 and 2007.

Chart 14.18 compares the 2007 municipal clearance rates for violent crime incidents. Toronto ranks 11th of 13 (4th quartile), in terms of having the highest clearance rate.

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

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

Chart 14.19- City of Toronto
Number of Non-Traffic Criminal Code Incidents per Police Officer
2002 to 2007



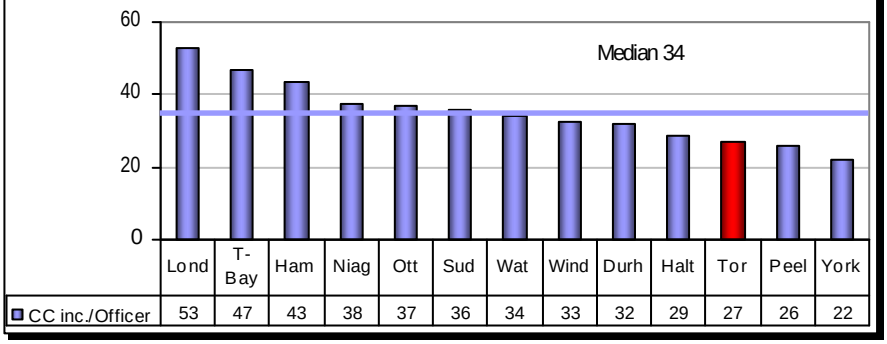
	2002	2003	2004	2005	2006	2007
# CC incidents/officer	31	30	36	36	31	27

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

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

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

Chart 14.20 - OMBI 2007
Number of Criminal Code Incidents (Non-Traffic) per Police Officer



	Lond	T-Bay	Ham	Niag	Ott	Sud	Wat	Wind	Durh	Halt	Tor	Peel	York
CC inc./Officer	53	47	43	38	37	36	34	33	32	29	27	26	22

Chart 14.19, provides the number of (non-traffic) Criminal Code incidents per Police Officer there were in Toronto from 2002 to 2007.

The 2007 decrease in Toronto is due largely to a reduction in the RCMP crime data allocated by the Canadian Centre for Justice Statistics (CCJS) relating to counterfeiting incidents reported directly to the RCMP. This crime category can see large fluctuations from year to year due to the nature of the criminal activity, which can be attributed to increased awareness and detection, and the methodology used by CCJS for distribution of RCMP data to local municipalities.

Chart 14.20 provides comparable 2007 information on the number of (non-traffic) *Criminal Code* incidents per Police Officer to other municipalities. Toronto ranks 11th of 13 municipalities (4th quartile), in terms of having the highest number of *Criminal Code* incidents per Police Officer.

Factors such as the existence of specialized units or different deployment models can have an impact on these results. For example, some jurisdictions such as Toronto, have a collective agreement requirement that results in a minimum of two-officer patrol cars during certain time periods. In these cases, there could be two officers responding to a criminal incident whereas in another jurisdiction only one officer might respond.

2008 Achievements or 2009 Planned Initiatives

The following initiatives are intended to improve the efficiency and effectiveness of Toronto Police Services (TPS)

- The Toronto Anti-Violence Intervention Strategy (TAVIS) combines a focused crackdown on gangs with an emphasis on building strong community relationships. This Strategy uses community mobilization to reduce crime and disorder, make neighbourhoods safer, and bring neighbours together to keep their neighbourhood safe and liveable. 2009 will represent the fourth year of the TAVIS initiative and will include another 30 Officers for 6 months beginning in January 2009.
- The Toronto Police Service added 30 School Resource Officers in September 2008 as part of an augmentation to the Toronto Anti-Violence Intervention Strategy (TAVIS). The School Resource Officers work in partnership with students, teachers, school administrators, School Board officials, parents, other police officers, and the community to establish and maintain a safe and healthy school community.
- The Youth in Policing Initiative (YIPI), which began in 2006, enables youth from priority neighbourhoods across Toronto to work in a variety of areas within the Toronto Police Service program in order to acquaint youth with the police and. In 2008, approximately 100 youth had summer employment with the Toronto Police Service as part of the YIPI.
- Community Policing Partnerships such as:
  - Community Mobilization Unit programs, which include the Empowered Student Partnerships (ESP), a police-led program assisting students (grades 7 through 12) in developing yearly safety plans and dealing with issues such as relationship violence, internet safety and gang violence, and the Public Education and Crime Eradication (PEACE) Project, which enables youth to work with police and community partners to eradicate gun and gang violence. During 2008, ESP was expanded to include all high and middle schools. (Further information on these programs is available on the Service's website, www.torontopolice.on.ca, in the Community Mobilization section, under Youth Programs.)
  - TPS participation in the City of Toronto Community Safety Secretariat to reduce violence in the 13 Priority Neighbourhoods. Through the Secretariat, TPS will continue to develop new partnerships with other city departments and social service providers.
  - Community Police Liaison Committees composed of community volunteers and police representatives in each police division, which assist police in identifying, prioritizing, and resolving local policing issues within the local community.
- Gun Violence: The Chief of Police will continue pursuing discussions with the federal government to advocate for:
  - No bail for anyone who commits a crime while in possession of a gun.
  - Complete ban on handguns and all semi-automatic weapons.
  - Significantly increase enforcement measures.
  - Actively seek the cooperation of the United States government to prevent international gun trafficking.
  - Develop an effective gun registry.

Road Services

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

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

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

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

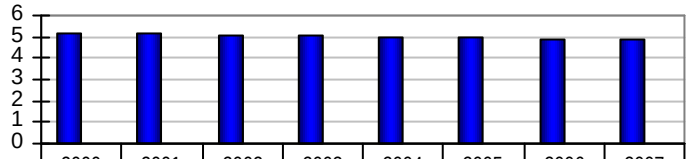
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	Number of 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
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** **Higherst cost of winter maintenance of single-tier municipalities**	15.10 15.11 pg. 148

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 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
	Overall Results	0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	3 - Favourable 1 - Stable 2 - Unfavour. 67% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 0% above median	2 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 4 - 4th quartile 33% above median	

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

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

Chart 15.1 - City of Toronto
Lane Km. of Roads per 1,000 Population
2000 - 2007



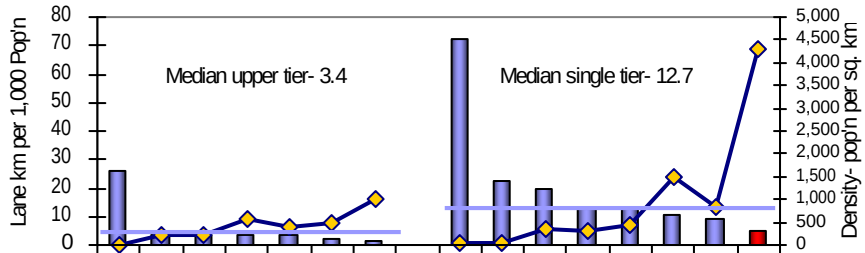
	2000	2001	2002	2003	2004	2005	2006	2007
lane km per 1,000 pop	5.18	5.12	5.07	5.02	4.97	4.93	4.92	4.88
Total lane km	13,291	13,291	13,291	13,291	13,291	13,291	13,317	13,335

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

Chart 15.1 illustrates the number of lane km. of roads there were in Toronto per 1,000 population over the period of 2000 to 2007. The total size of Toronto's road network has remained relatively unchanged, but as the annual population has grown, the lane km. per 1,000 population has decreased leading to increased traffic congestion.

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

Chart 15.2 - OMBI 2007
Lane Kilometres of Roads per 1,000 Population



	Musk	Niag	Durh	York	Wat	Halt	Peel	Bran	Sud	T-Bay	Ott	Ham	Wind	Lond	Tor
Lane km	25.62	3.78	3.55	3.42	3.27	1.93	1.22	72.5	22.32	19.69	12.89	12.44	10.79	9.47	4.88
Pop Density	15	229	238	554	373	466	989	37	44	332	318	459	1,478	841	4,306

Upper-Tier Munic. Single-Tier Munic.

Chart 15.2 compares the relative size of Toronto's road network in 2007 on a per 1,000 population basis, to other Ontario municipalities, which are plotted as bars relative to the left axis.

The single-tier and upper-tier or regional municipalities have been grouped separately on Chart 15.2 as well as some of the subsequent charts to reflect different service delivery responsibilities for different classes of roads.

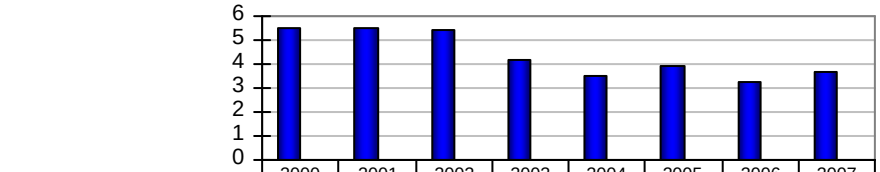
The first group are upper-tier or regional municipalities that usually have responsibility for major road types such as arterial and collector roads, but don't have responsibility for local roads, which are the responsibility of lower-tier municipalities. The second group, which includes Toronto, are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

Toronto ranks 8th of 8 municipalities (4th quartile) among the single-tier municipalities, in terms of having the highest number of lane km. of roads per 1,000 population.

Population density (population per square kilometre) and the geographical size of municipalities are major influencing factors in the results for this measure. Municipalities with larger geographical areas and lower population densities will tend to have proportionately more roads. Population density has been plotted in Chart 15.2 as a line graph relative to the right axis. Toronto is by far the most densely populated of the OMBI municipalities, which accounts for its lower rate of lane kilometres of roads.

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

Chart 15.3 - City of Toronto
Number of Vehicle Collisions per Lane Km. of Roads
2000 - 2007



	2000	2001	2002	2003	2004	2005	2006	2007
Collision Rate per Lane km	5.47	5.51	5.43	4.14	3.52	3.91	3.27	3.70
Total # collisions	72,631	73,174	72,100	55,083	46,767	52,008	43,528	49,322

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

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

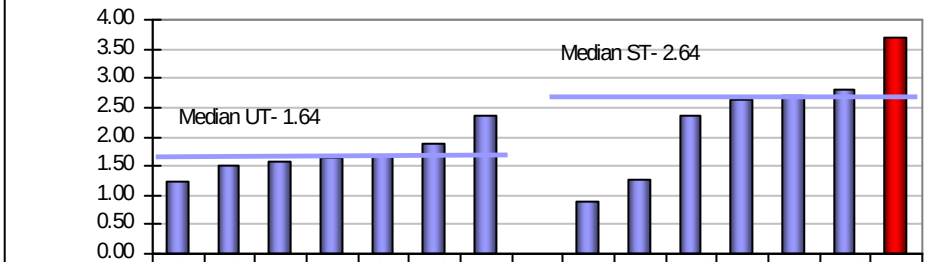
Chart 15.3 illustrates the rate of vehicle collisions in Toronto per lane kilometre of road, from 2000 through 2007 as well as the total number of collisions. Although the collision rate increased in 2007, the rate injuries and fatalities from these collisions involving, drivers, passengers, pedestrians and cyclists dropped in 2007 by -5.4% and -8.8% respectively.

Results for 2003 to 2007 have removed collisions on laneways and private property, but information was not available to remove similar figures from 2002 and prior years, although it is estimated these would account for approximately 0.3 per lane km.

Results indicate that there has been a general decline in collisions over this period with a slight increase in 2007.

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

Chart 15.4 - OMBI 2007
Vehicle Collision Rate (Collisions per Million Vehicle KM)



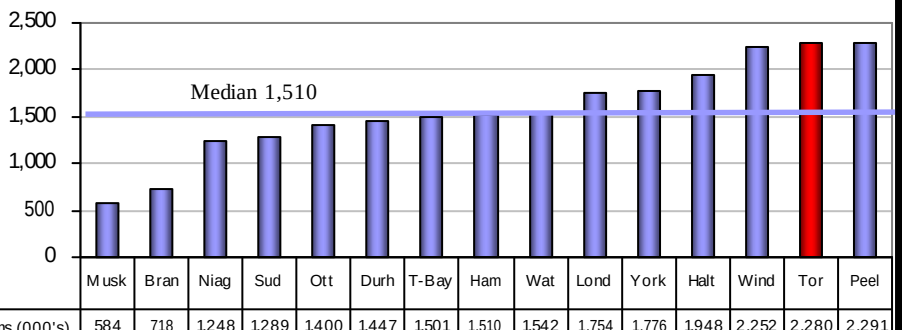
	Halt	Durh	York	Peel	Niag	Musk	Wat		Ham	Bran	Wind	Ott	T-Bay	Lond	Tor
coll/ mill. Veh. km	1.22	1.52	1.57	1.64	1.67	1.89	2.34		0.87	1.26	2.34	2.64	2.72	2.80	3.69
	Upper-Tier Munic.								Single- Tier Munic.						

The results for 2003 to 2007 have removed collisions on laneways and private property, but information was not available to remove similar figures from 2002 and prior years, although it is estimated these would account for approximately 0.3 per lane km.

Results indicate that there has been a general decline in collisions over this period with a slight increase in 2007.

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

Chart 15.5 -OMBI 2007
Congestion- Vehicle Km (000's) Traveled per Lane Km on Major Roads



	Musk	Bran	Niag	Sud	Ott	Durh	T-Bay	Ham	Wat	Lond	York	Halt	Wind	Tor	Peel
kms (000's)	584	718	1,248	1,289	1,400	1,447	1,501	1,510	1,542	1,754	1,776	1,948	2,252	2,280	2,291

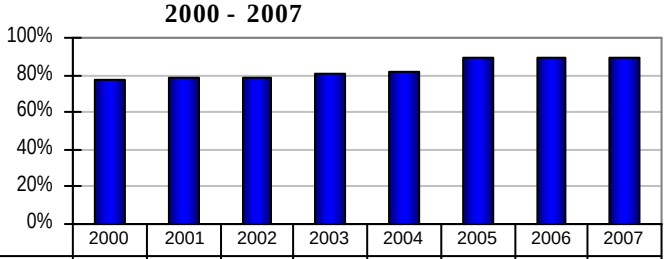
Chart 15.4 summarizes information on the 2007 annual rate of vehicle collisions per million vehicle kilometres traveled for Toronto and other municipalities. On the basis of the lowest collision rate, Toronto ranks 7th of 7 single-tier municipalities (4th quartile). Traffic congestion, discussed below, is likely a factor in this placing as Toronto roads are the second most congested of the OMBI municipalities.

Chart 15.5 compares the 2007 level of congestion on main roads in Toronto to other municipalities. It shows the number of times (in thousands) a vehicle travels over each lane kilometre of road. Toronto ranks 14th of 15 municipalities (4th quartile) in terms of having the least congested roads meaning Toronto roads are very congested.

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

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

Chart 15.6 - City of Toronto
% of Lane Km. of Roads With Pavement Condition Rated as Good to Very Good
2000 - 2007



	2000	2001	2002	2003	2004	2005	2006	2007
% Roads Rated Good to Very Good	77.3%	78.3%	78.1%	80.9%	82.1%	89.2%	89.2%	89.6%

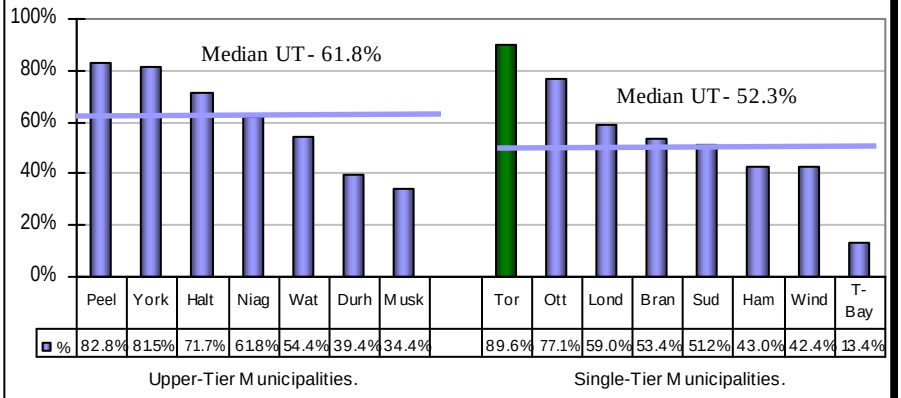
2006 result amended to include laneways so that it is comparable to 2007

Chart 15.6 provides a summary of the pavement condition of Toronto's roads from 2000 to 2007. It indicates the percentage of our road system where the pavement quality is rated as good to very good.

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

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

Chart 15.7- OMBI 2007
% of Lane Km. of Roads With Pavement Condition Rated as Good to Very Good



	Peel	York	Halt	Niag	Wat	Durh	Musk		Tor	Ott	Lond	Bran	Sud	Ham	Wind	T-Bay
%	82.8%	81.5%	71.7%	61.8%	54.4%	39.4%	34.4%		89.6%	77.1%	59.0%	53.4%	51.2%	43.0%	42.4%	13.4%

Upper-Tier Municipalities. Single-Tier Municipalities.

Chart 15.7 compares the 2007 percentage of roads rated in good to very good condition for Toronto, to other municipalities. Upper and Single-Tier municipalities have been grouped separately because of differences in the road types they have responsibility for maintaining, as discussed earlier.

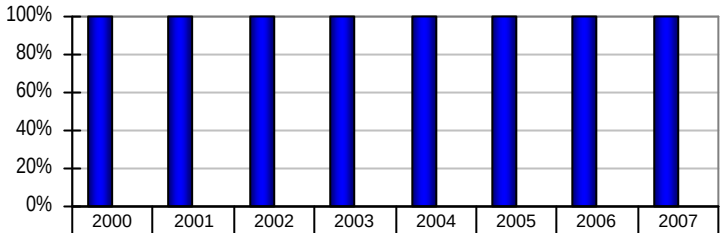
Toronto ranks 1st of 15 upper and single-tier municipalities (1st quartile) in terms of having the best pavement condition of its roads.

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

- The mix of roads being maintained (e.g., arterial, collector, and local roads)
- Winter conditions.
- Preventive maintenance practices (timing, frequency, amounts, and type of preventive maintenance strategies).
- The condition of roads at the time that responsibility for any of them, was assumed from the Province.
- Traffic volumes, the degree of congestion and the composition of vehicles that use the road system (cars, trucks transit vehicles).
- The extent of utility cut repairs.

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

Chart 15.8 - City of Toronto
% of Winter Event Responses Meeting Standard
2000 - 2007



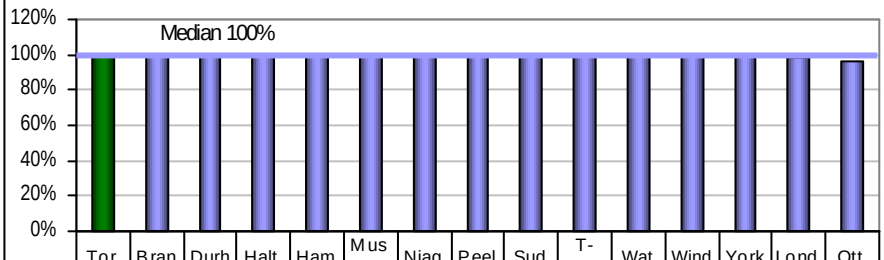
	2000	2001	2002	2003	2004	2005	2006	2007
% winter mtn. std. met	100%	100%	100%	100%	100%	100%	100%	100%
# winter events	36	34	36	69	64	45	33	123

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

Toronto's winter maintenance standards are high and are summarized below. Chart 15.8 indicates the number of winter event responses in Toronto from 2000 to 2007 and the percentage of time standards were met during these winter events. For all years, these standards were met 100% of the time.

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

Chart 15.9 - OMBI 2007
% of Winter Event Responses Meeting Standard



	Tor	Bran	Durh	Halt	Ham	Mus k	Niag	Peel	Sud	T-Bay	Wat	Wind	York	Lond	Ott
%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%	96%

Chart 15.9 compares Toronto's 2007 percentage of winter maintenance responses meeting standard, to other municipalities. These are locally determined municipal service standards. Toronto, as do most of the other municipalities, have the best possible result for this measure which places us in the top quartile.

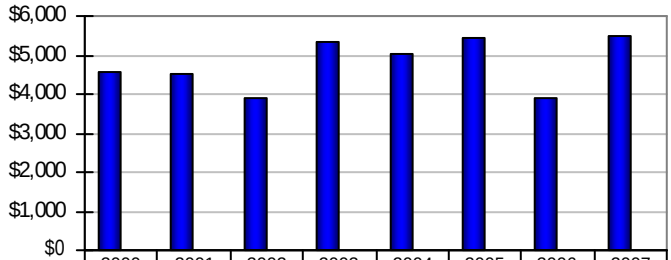
Toronto also clears windrows (snow left by ploughs at end of driveways) where mechanically possible, for residential single-family properties.

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

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

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

Chart 15.10 - City of Toronto
Operating Cost of Winter Control Maintenance of Roads per Lane km.
2000-2007



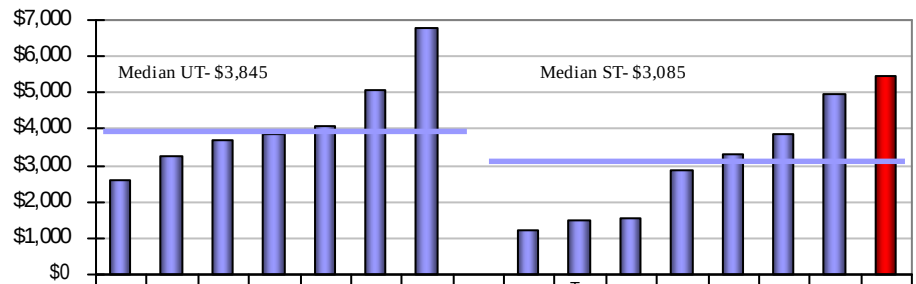
	2000	2001	2002	2003	2004	2005	2006	2007
Operating costs of winter control maintenance per lane km	$4,546	$4,509	$3,907	$5,319	$5,034	$5,427	$3,880	$5,465
# winter events	36	34	36	69	64	45	33	123

Examining the cost of winter maintenance on a per lane kilometre basis, provides some indication of efficiency and Chart 15.10 summarizes these costs from 2000 to 2007. These costs only relate to road maintenance and exclude costs related to sidewalk winter maintenance.

Winter maintenance costs can vary by year and are significantly impacted by weather conditions and the number of winter events which are also shown on the chart. The 2007 cost for example increased because the number of winter events responded to more than tripled requiring more frequent application of de-icing materials to combat slippery and freezing road conditions required an additional $7.6 million in additional de-icing materials alone.

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

Chart 15.11 - OMBI 2007
Operating Costs for Winter Maintenance of Roadways per Lane Km



	Musk	Wat	Halt	York	Durh	Niag	Peel		Bran	T-Bay	Wind	Lond	Sud	Ham	Ott	Tor
$/lane km	2,590	3,277	3,680	3,845	4,103	5,094	6,794		1,198	1,481	1,547	2,868	3,302	3,868	4,985	5,465
	Upper-Tier Munic.								Single -Tier Munic.							

Chart 15.11 reflects Toronto's 2007 winter maintenance costs in relation to other municipalities.

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

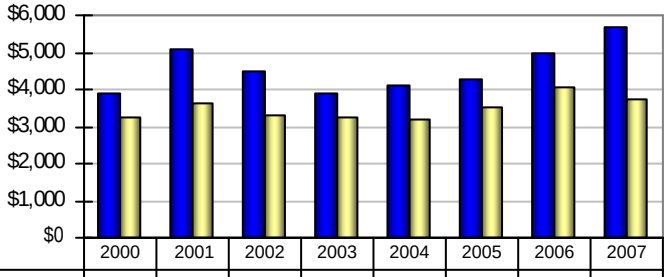
As noted earlier, Toronto also clears windrows at the ends of driveways on residential properties in parts of the City (about 262,000 properties) where this is mechanically possible. This amounts to approximately $4.5 million per year, and is a service that perhaps only one or two other municipalities in Canada provide. Other factors contributing to Toronto's higher costs include narrow streets and on-street parking in sections of Toronto that affects the efficiency of ploughing and can require snow removal, congestion on roads in Toronto that slows the speed at which ploughs, sanders and salters can travel during storm events, and Toronto's high standards noted on the previous page.

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

- Differing service standards for accumulation of snow and ice, before sanding, salting, ploughing and snow removal operations commence, and the time period before completion.
- Differences in standby charges to allow for timely response to winter events.
- Variations in weather conditions between municipalities (high snowfall, winter conditions).
- The number of winter event vehicle hours required for storm events which is an indication of the degree of effort involved to combat these events.

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

Chart 15.12 - City of Toronto
Operating Cost of Paved Roads per Lane Kilometre
2000-2007



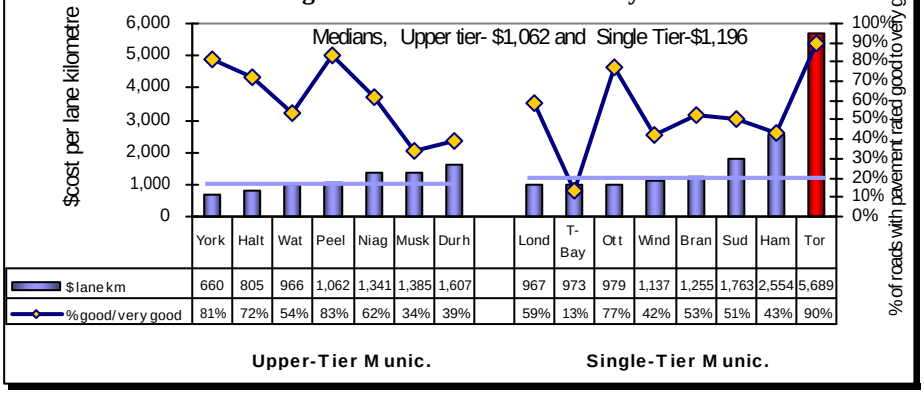
	2000	2001	2002	2003	2004	2005	2006	2007
Operating costs for paved (hard top) roads per lane kilometre	$3,880	$5,107	$4,497	$3,917	$4,114	$4,254	$4,968	$5,689
Oper. costs excluding utility cuts for paved (hard top) roads per lane kilometre	$3,226	$3,613	$3,306	$3,268	$3,168	$3,532	$4,053	$3,720

Chart 15.12 provides Toronto's operating costs per lane kilometre, for maintaining paved roads (patching surface repairs, utility cuts, sweeping and flushing), between 2000 and 2007.

Chart 15.12 also includes information that removes the cost of restoring the installation and replacement of utility conduits (utility cuts), which are recovered from the utility companies, but can vary significantly from one year to another.

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

Chart 15.13- OMBI 2007
Operating Costs for Paved (Hard Top) Roads per Lane Km and Percentage of Roads Rated Good to Very Good



	York	Halt	Wat	Peel	Niag	Musk	Durh		Lond	T-Bay	Ott	Wind	Bran	Sud	Ham	Tor
$ lane km	660	805	966	1,062	1,341	1,385	1,607		967	973	979	1,137	1,255	1,763	2,554	5,689
% good/very good	81%	72%	54%	83%	62%	34%	39%		59%	13%	77%	42%	53%	51%	43%	90%
	Upper-Tier Munic.								Single-Tier Munic.							

Chart 15.13 compares Toronto's operating cost for paved roads per lane km to other municipalities, which have been plotted as bars relative to the right axis. Note this does not include amortization of capital.

Excluding the impact of repairing utility cuts, the cost per lane km. in Toronto has been fairly stable. In 2006 costs increased for enhanced road cleaning relating to the City's Clean & Beautiful initiative. Excluding utility cuts, Toronto's 2007 costs decreased. Note over this same period there has also been a gradual improvement in road condition each year (Chart 15.6).

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

Other factors contributing to higher costs in Toronto include:

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

2008 Achievements or 2009 Planned Initiatives

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

- In 2008 the City:
  - Installed a "Pedestrian Priority" intersection at Yonge and Dundas. A pedestrian scramble phase (also known as the Barnes' dance) enables pedestrians to cross at a signalized intersection in all directions at the same time while drivers are stopped on all approaches to the intersection. The primary advantage of the scramble phase is that pedestrians can cross the intersection without any conflicting motor vehicle movements. Depending upon specific locations pedestrians may also be able to cross the intersection diagonally, essentially completing two crossings in one movement.
  - Installed Pedestrian Countdown Timers at approximately 800 intersections.
  - The street furniture program focuses on harmonizing the design, scale, materials and placement of street furniture to reduce clutter, beautify city streets and give Toronto an identifiable streetscape. The proposed rollout for the first of the 25,640 street furniture elements (transit shelters, benches, multi-publication boxes, tourist information pillars, neighbourhood postering kiosks, bike parking and washrooms) began in the spring of 2008.
  - Acquired additional 24 PM10 street sweepers.
  - Commenced construction of first Bike Station at Union Station, plus significantly expanded the bicycle network.
  - Developed the first Walking Strategy.

- The new seven year winter maintenance contracts will run for the period 2008-2015 and will include a number of provisions to improve safety such as:
  - Combination salter and plough units are being introduced to increase efficiency.
  - Self contained snow removal crews have been included to decrease response time in the event of a snow removal emergency.
  - Improved bus stop clearing, crosswalks and pedestrian ramps at intersections.
  - Installation of GPS on a broad range of equipment will ensure a level of contract management and quality assurance not previously available.

- The 2009 Recommended Operating Budget will enable:
  - Completion of the Bike Plan by 2012 which will help to encourage modes of transportation that will help the City meet its climate change targets.
  - Enhanced winter maintenance for bike lanes including the Martin Goodman Trail.
  - The continued roll out of 3,500 standardized pieces of street furniture in 2009.
  - The clean-up of 360 orphan spaces, which are pieces of roadway or infrastructure that have reached a state of disrepair and appear to have been abandoned through neglect.

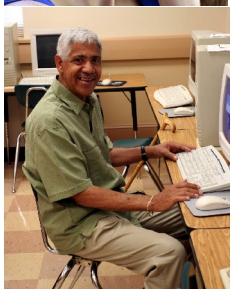
Social Assistance Services

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

Employment services include opportunities for unemployed and underemployed residents to engage in a variety of activities, which may lead to jobs or increase their employment prospects. Employment services include job search supports, education and training, paid and unpaid job placements, and access to other programs that enhance job readiness.

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

Social Supports includes access or referral to mainstream services like child care, mental health services and housing supports, as well as community and neighbourhood services like recreation and libraries.

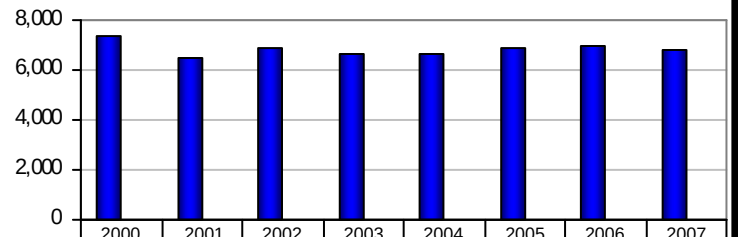


Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service /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
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour.	0 - Favourable 4 - Stable 1 - Unfavour. 80% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	1 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 3 - 4th 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/Activity Level - How Many Individuals or Families (Case Load) are Receiving Social Assistance in Toronto?

Chart 16.1 -City of Toronto
Monthly Social Assistance Case Load per 100,000 Households
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
Caseload per 100,000 HH	7,371	6,449	6,856	6,649	6,626	6,901	6,922	6,784
Total Caseload	69,654	62,751	67,602	66,494	67,124	70,806	73,645	72,859

2006 cases per 100,000 HH restated with updated HH data to be comparabe to 2007- Not comparable to 2005 & prior

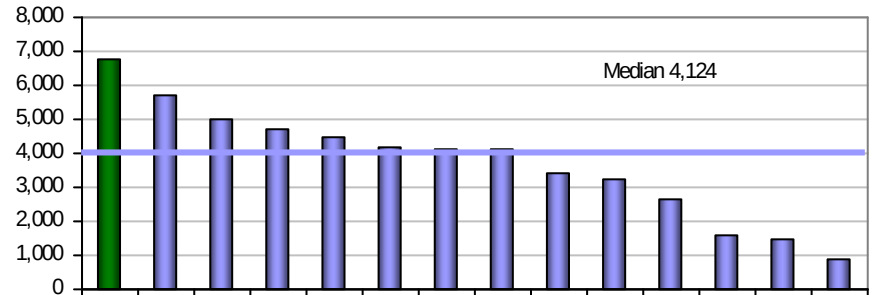
Municipalities are responsible for delivering an Ontario-wide program called Ontario Works (OW), in accordance with provincial regulations and rules.

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

Chart 16.1 provides the social assistance case load in Toronto for the years 2000 through 2007, as well as the case load on a per 100,000 household basis to adjust for changes in population and allow for comparisons to other municipalities. Toronto's case load had been increasing in recent years due to-changes in the local labour market and provincial eligibility criteria, however there was a decrease in 2007, which was indicative of a province-wide decline.

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

Chart 16.2 - OMBI 2007
Monthly Social Assistance Case Load per 100,000 Households



	Tor	Wind	Ham	Lond	Ott	Sud	Niag	T-Bay	Wat	Dur	Peel	York	Musk	Halt
#cases	6,784	5,709	5,016	4,718	4,462	4,168	4,145	4,103	3,408	3,246	2,624	1,609	1,470	896

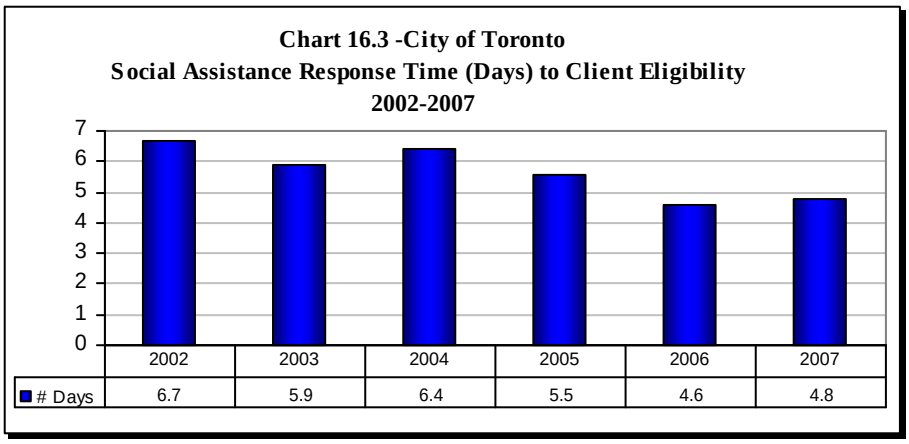
Chart 16.2 compares the 2007 number of cases receiving social assistance in Toronto to other municipalities, on a per 100,000 household basis.

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

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

Factors that can influence municipal case load results include:
- local economic conditions
- the social well-being of a community
- immigration trends and patterns

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



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

In 2007, Toronto Employment and Social Services assessed over 50,000 individuals and families for initial eligibility to receive assistance.

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

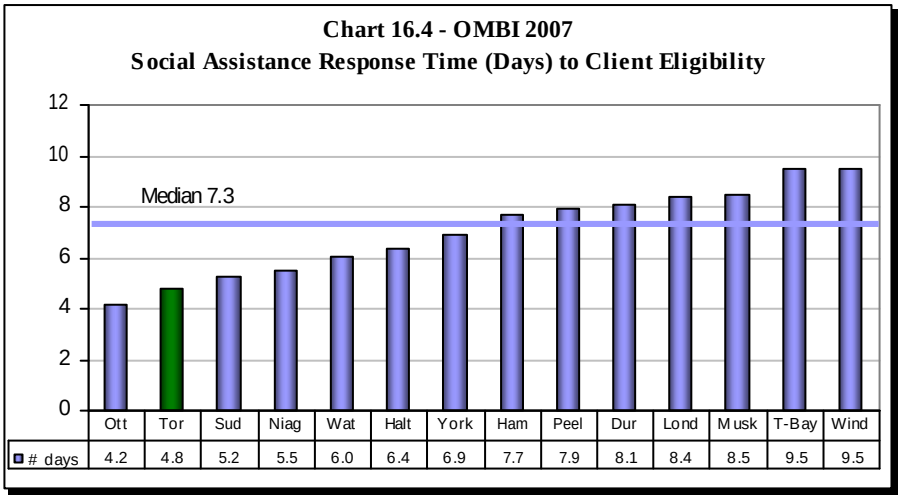


Chart 16.3 provides Toronto's response time, in days, to client eligibility requests, from 2002 to 2007 and shows an improving trend with shorter response times, and stable results between 2006 and 2007. This response period is defined from the point that clients request assistance, to the time that a decision is rendered.

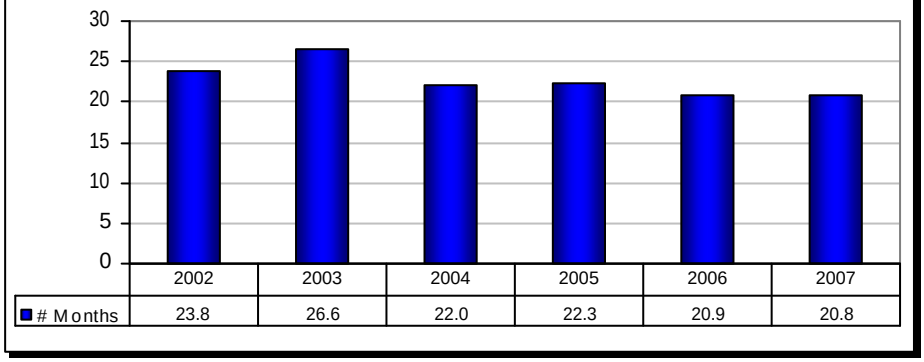
Chart 16.4 compares Toronto's 2007 Social Assistance response time for client eligibility, to other municipalities and Toronto ranks 2nd of 14 (1st quartile), in terms of having the shortest/lowest response time.

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

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

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

Chart 16.5 - City of Toronto
Average Time (Months) that Individuals or Families Receive Social Assistance
2002 to 2007



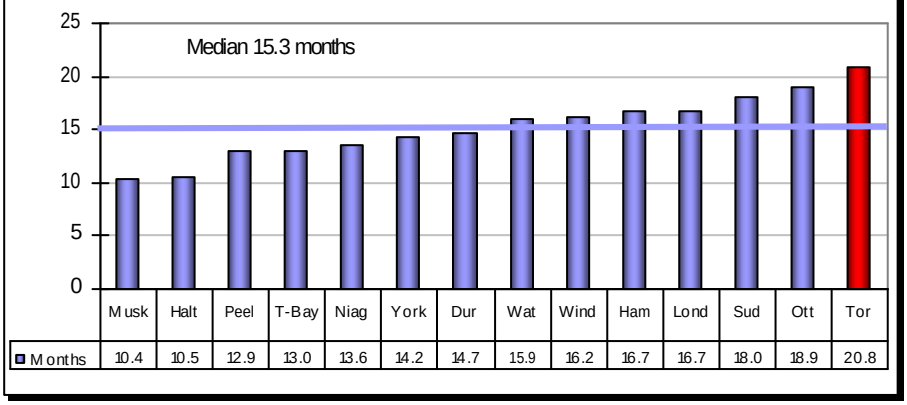
	2002	2003	2004	2005	2006	2007
# Months	23.8	26.6	22.0	22.3	20.9	20.8

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

Chart 16.5 provides information for the City of Toronto on the average number of months that individuals or families received social assistance from 2002 to 2007. It shows 2007 results to be stable in relation to 2006.

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

Chart 16.6- OMBI 2007
Average Time (Months) that Individuals or Families Receive Social Assistance



	Musk	Halt	Peel	T-Bay	Niag	York	Dur	Wat	Wind	Ham	Lond	Sud	Ott	Tor
Months	10.4	10.5	12.9	13.0	13.6	14.2	14.7	15.9	16.2	16.7	16.7	18.0	18.9	20.8

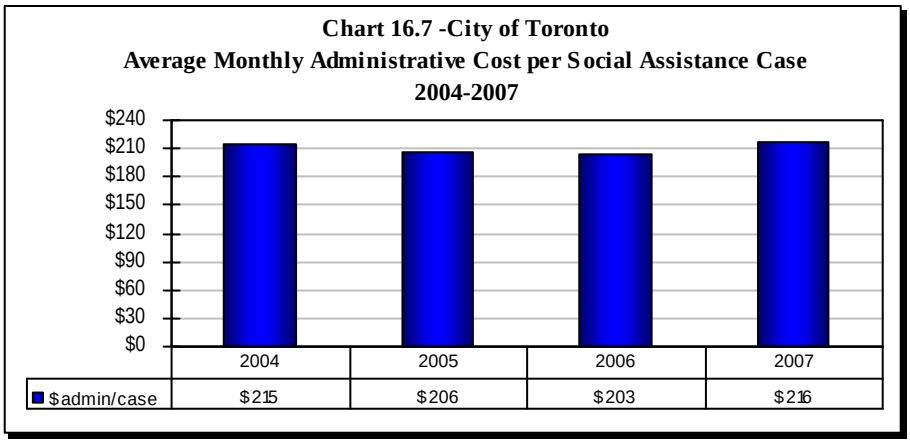
Chart 16.6 compares Toronto to other municipalities for the average number of months in 2007 that individuals or families received social assistance.

Results show that Toronto has the longest/highest average time period on Social Assistance, ranking 14th of 14 municipalities (4th quartile).

Municipal results for this measure can be influenced by factors such as:

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

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

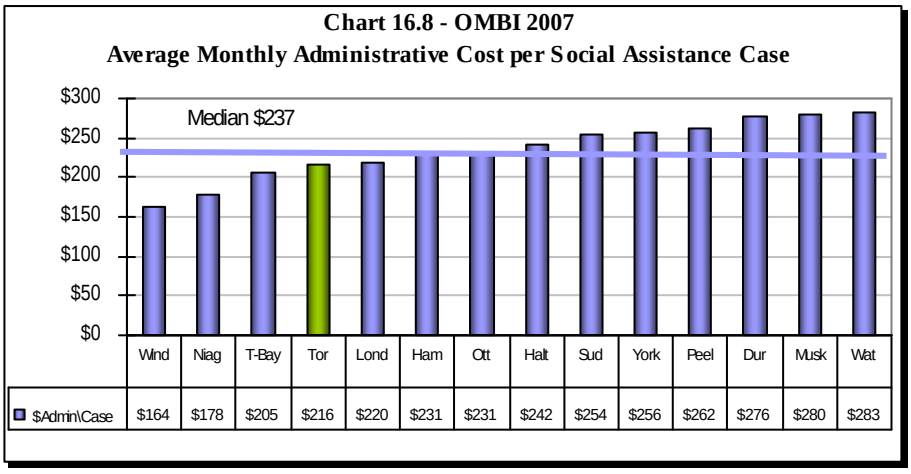


Social assistance costs are comprised of two components:

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

Chart 16.7 provides the administrative cost per case in Toronto for the years 2004 to 2007. These costs include working with clients to determine their most effective OW program option(s), as well as quality assurance, and fraud prevention and control activities.

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



Toronto's 2007 cost per case increased through a combination of higher wages and benefits and a decrease in the number of cases.

Chart 16.8 compares the 2007 monthly administration cost per case in Toronto to other municipalities as an indicator of efficiency.

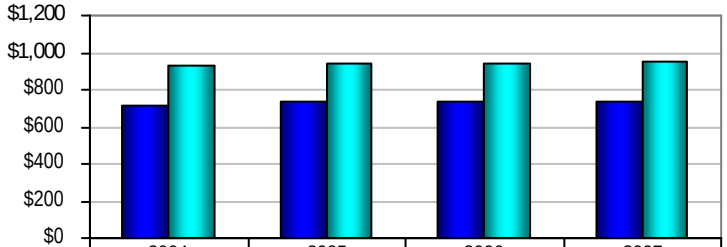
Results show that Toronto ranks 4th of 14 municipalities (2nd quartile), in terms of having the lowest administrative costs per case and is the lowest of the GTA municipalities.

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

Toronto staff members supporting social assistance cases, carry a high caseload in relation to other municipalities, which is a significant factor in Toronto's lower costs. The higher case load in Toronto may result in staff not being in a position to spend as much time with each client as in other municipalities even though they may be serving a higher proportion of complex cases.

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

Chart 16.9 - City of Toronto
Average Monthly Benefits per Social Assistance Case
Average Total Cost (Administration & Benefits) per Social Assistance Case
2004-2007



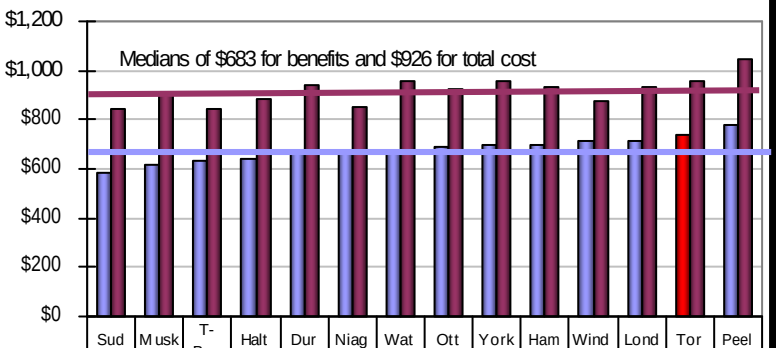
	2004	2005	2006	2007
Monthly $ Benefits/Case	$714	$736	$739	$738
Monthly $ Total /Case	$929	$942	$943	$955

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

These benefit rates are determined by the Province and includes funds to cover food, shelter, clothing and other household items. When these benefit costs (77% of total costs) are combined with the administrative costs discussed earlier, they form the total cost per social assistance case.

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

Chart 16.10- OMBI 2007
Average Monthly Benefits per Social Assistance Case
Average Total Cost (Administration & Benefits) per Social Assistance Case



	Sud	Musk	T-Bay	Halt	Dur	Niag	Wat	Ott	York	Ham	Wind	Lond	Tor	Peel
Monthly $ Benefits/Case	587	618	635	643	665	671	677	690	698	701	710	712	738	780
Monthly $ Total /Case	841	897	841	885	941	849	959	921	954	932	873	932	955	1,042

Chart 16.9 provides both the average monthly benefit cost and total (administration and benefits) cost per social assistance case in Toronto from 2004 to 2007. There was a 2005 increase in the prescribed provincial benefit rates, which accounts for the 2005 increase but benefit costs have been stable between 2005 and 2007. In the past, the City has promoted an increase to the prescribed benefit rates implemented by the province, which are reflected in these numbers.

Chart 16.10 provides a comparison of Toronto's 2007 monthly benefit and total cost per social assistance case to other municipalities.

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

In terms of having the lowest monthly benefit cost per case, Toronto ranks 13th of 14 municipalities (4th quartile). The primary factor behind Toronto's higher benefit costs is that shelter/housing costs tend to be higher in Toronto than in other municipalities, thus a greater percentage of Toronto's clients are reaching the maximum of the shelter component of their benefits when compared to other municipalities.

For total cost (administration and benefits) per social assistance case, Toronto ranks 12th of 14 municipalities (4th quartile) due to a combination of lower administrative costs and higher benefit costs.

2008 Achievements or 2009 Planned Initiatives

The following achievements and initiatives have and will assist in improving the efficiency and effectiveness of Toronto's Employment and Social Services:

- The Investing in Families (IIF) initiative reaches out to single parents in priority neighbourhoods whose social isolation has prevented them and their children from accessing the services they need. The goals of this initiative are to assist the participating families to adopt a healthier lifestyle, reduce reliance on social assistance, improve their physical and mental well-being, and coordinate service delivery to improve access to appropriate services and supports. By May 2008, IIF had resulted in over 700 home visits and 1,800 interventions including more than 200 health related referrals. Of the families involved in IIF, 70% took the opportunity to engage with their local communities through recreational activities and IIF families were 2.5 times more likely to leave the Ontario Works Program for employment.
- The Investing in Neighbourhoods program is designed to increase the skills of single parents from priority neighbourhoods in developing contacts with employers and obtaining current references. It also helps build community capacity by enabling local agencies to provide subsidized employment opportunities in priority communities. By the fall of 2008, nearly 100 single parents have been employed in jobs paying wages that range from $12 to $20 per hour, and 17 single parents have been offered permanent full-time jobs with employers that hired them through program or have been employed in other jobs.
- The Partnership to Advance Youth Employment (PAYE) program was established in 2006 as a joint initiative between the private sector and the City. Approximately 50 employers, from diverse areas such as financial services, legal services, property management and retail, have participated in bringing job opportunities to youth living in priority neighbourhoods. PAYE offers youth personalized support and guaranteed interviews with employers, and to date, more than 350 youth have been engaged through information sessions and employer/City-led workshops. Participants have attended over 600 job interviews and approximately 100 have found employment.
- Integrated Employment and Enterprise Hubs will be developed and implemented in 2009 to address local employment and social services' needs and will respond to the unique needs and differences in specific communities. They will act as a focal point for community based service delivery, and improve access to local employment opportunities by delivering integrated employment services in priority communities and supporting employers to develop local hiring strategies.

Social Housing Services

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

- The Toronto Community Housing Corporation (TCHC) - owned by the City of Toronto and governed by a Board of Directors appointed by City Council.
- Community-based non-profits - owned and operated by community-based non-profit corporations, associated with churches, seniors' organizations and ethno-cultural groups.
- Co-operative non-profits projects developed -owned and managed by its members.
- Private rent supplement buildings - where a private or non-profit landlord sets aside units for households requiring rent-geared-to-income; the City pays the landlord the difference between geared-to-income rent and the market rent for the unit.

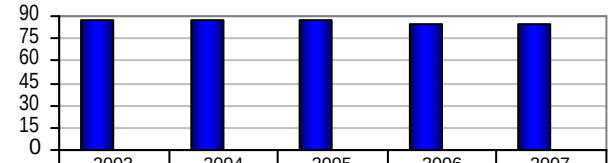
All social housing providers are responsible for managing their own properties, providing day-to-day property management and tenant relations services.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 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 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
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
	Overall Results	1 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	2 - Favourable 0 - Stable 2 - Unfavour. 100% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	1 - 1st quartile 0 - 2nd quartile 2 - 3rd quartile 1 - 4th quartile 25% 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 Many Social Housing Units are there in Toronto?

Chart 17.1 -City of Toronto
Number of Social Housing Units per 1,000 Households
2000-2007



	2003	2004	2005	2006	2007
Social Housing Units per 1,000 Households	86.8	86.7	87.8	84.6	84.9
Total No. Social Housing Units	86,811	87,872	90,103	90,027	91,157

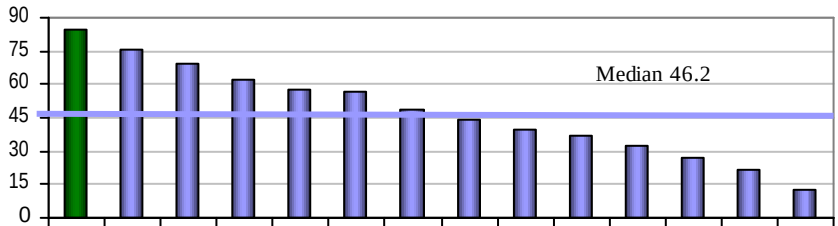
2006 units per 1,000 HH restated based on updated household data to be comparabe to 2007- Not comparable to

The number of Social Housing units in a municipality is the primary indicator of service levels.

Chart 17.1 provides information on the number of Social Housing units there were in Toronto per 1,000 households for the period of 2002 through 2007. It also provides the total number of units each year which shows an increasing trend in 2003 to 2005 and a further increase in 2007.

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

Chart 17.2- OMBI 2007
Number of Social Housing Units /1,000 Households



	Tor	T-Bay	Ham	Sud	Ott	Wind	Lond	Wat	Niag	Peel	Dur	Halt	York	Musk
# units	84.9	75.7	69.4	62.2	57.9	56.7	48.3	44.2	39.9	36.9	32.7	27.1	21.9	12.8

Chart 17.2 compares Toronto's 2007 number of social housing units per 1,000 households, to other Ontario municipalities.

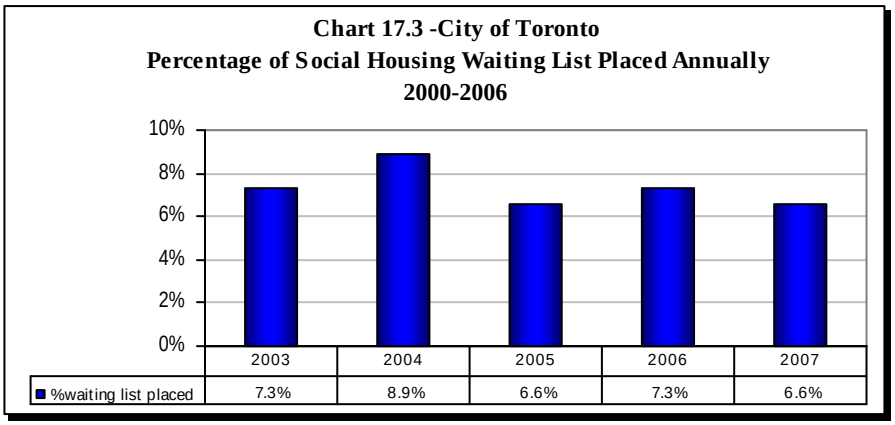
Toronto ranks 1st of 14 municipalities (1st quartile), in terms of having the greatest number of social housing units.

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

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

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

Community Impact – How much of a Wait is there for a Social Hosing Unit in Toronto?

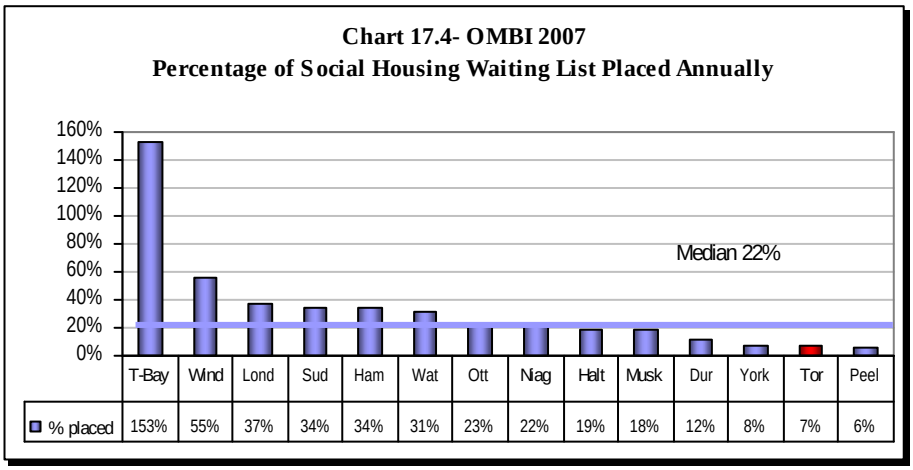


For individuals and families that are eligible for Social Housing, the period of time they must wait to get access to this housing is important.

Chart 17.3 provides information on the percentage of Toronto's Social Housing waiting list that was placed in housing for the period of 2003 to 2007.

Results show this to be a fairly low percentage each year with a small decline in the percentage placed, and hence longer waiting period in 2007.

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



If the 2007 placement rate of 6.6% was to continue in subsequent years, it would take approximately 15 years, for all those on the current list to gain access to a unit.

Chart 17.4 compares Toronto's 2007 rate of placement of the waiting list, to other Ontario municipalities.

Toronto ranks 13th of 14 municipalities (4th quartile), in terms of having the shortest waiting period.

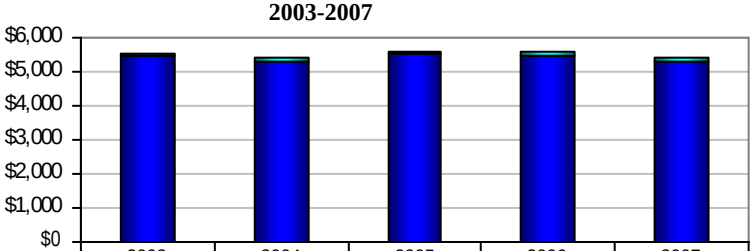
Despite the relatively higher number of Social Housing units in Toronto, as previously illustrated in Chart 17.2, results would indicate that demand for these units far exceeds the supply.

The period of time that individuals and families remain on the Social Housing waiting list can be influenced by:

- Local and economic conditions as well as population growth that affects demand for affordable housing
- Rental market conditions.
- Different portfolios may experience different turnover rates e.g., seniors projects may have residents for longer periods creating a longer waiting period for other seniors, and families who tend to need larger units, which are not readily available.
- Client income mix within the area.
- Eligibility criteria.

Efficiency - What is Toronto's Annual Cost per Social Housing Unit, for Administration and Direct Funding (Subsidy) to Social Housing Providers?

Chart 17.5 -City of Toronto
Annual Social Housing Costs (Administration & Subsidy) per Social Housing Unit
2003-2007

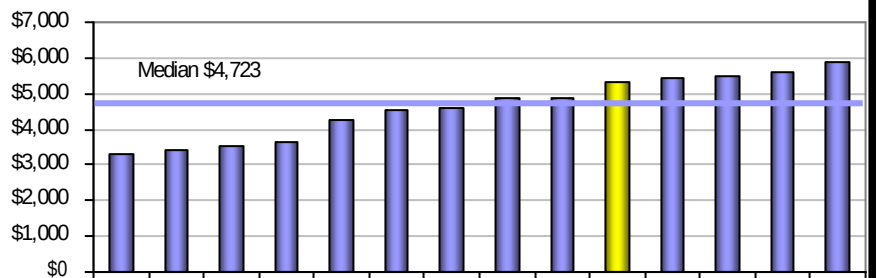


	2003	2004	2005	2006	2007
total cost/ unit	$5,541	$5,388	$5,611	$5,596	$5,408
admin cost/unit	$88	$101	$108	$98	$105
subsidy cost /unit	$5,453	$5,287	$5,503	$5,498	$5,303

Costs of maintaining the waiting list management that is done by Housing Connections, so the subsidy amount paid by the City for this funtion has been re-classified from subsidy to administration for the purposes of comparing to other municipalities.

Efficiency – How Does Toronto's Annual Direct Funding (Subsidy) per Unit to Social Housing Providers, Compare to Others?

Chart 17.6 - OMBI 2007
Annual Social Housing Subsidy Cost per Social Housing Unit



	Wind	Musk	Lond	Ham	Wat	T-Bay	Ott	Sud	Halt	Tor	Niag	York	Dur	Peel
$/unit	3,308	3,427	3,510	3,657	4,230	4,539	4,587	4,861	4,889	5,303	5,408	5,499	5,597	5,906

For the Social Housing portfolio, there are two main components of costs to municipalities:

- Administration of the portfolio
- Direct funding (subsidy) provided to all social housing providers who have responsibility for managing their own properties, providing day-to-day property management and tenant relations services

Chart 17.5 provides a summary of Toronto's annual social housing costs per unit for the period of 2003 to 2007. It shows a decrease in total cost and the subsidy component of those costs in 2007, while administration costs have increased over 2006, although they are still below 2005 levels.

Chart 17.6 compares Toronto's 2007 direct funding (subsidy) cost per social housing unit to other Ontario municipalities. Toronto, ranks 10th of 14 municipalities (3rd quartile), in terms of having the lowest subsidy costs.

Municipal results for this measure can be influenced by the portfolio mix of units, condition and age of housing stock and provincially prescribed formulas for costs.

Toronto's Social Housing subsidy costs are high and will continue to be higher than other municipalities in the rest of the province for the following reasons:

- The original capital costs of land and construction were higher in Toronto than elsewhere, thus the required mortgage and associated annual mortgage costs were higher, which in turn increases the subsidy required.
- Toronto has a disproportionate number of the old public housing stock. This stock is 100% Rent Geared to Income (RGI), and has no market tenant revenue to offset the housing costs. In addition, Toronto has a higher proportion of RGI units in the portfolio as a whole, and the highest level of market rents in the province because of location, with RGI costs directly related to market rents.
- The funding levels established in the GTA for the former provincial housing providers are different from those of other areas in the province. On average, the GTA levels are higher per unit than other large urban areas, and also higher per unit than small urban and rural areas**.**
- Toronto has a much higher level of alternative providers that provide housing to the homeless and hard to house. These providers are funded at a much higher level than other providers.

Efficiency – How Does the Toronto's Administration Cost per Social Housing Unit, Compare to other Municipalities?

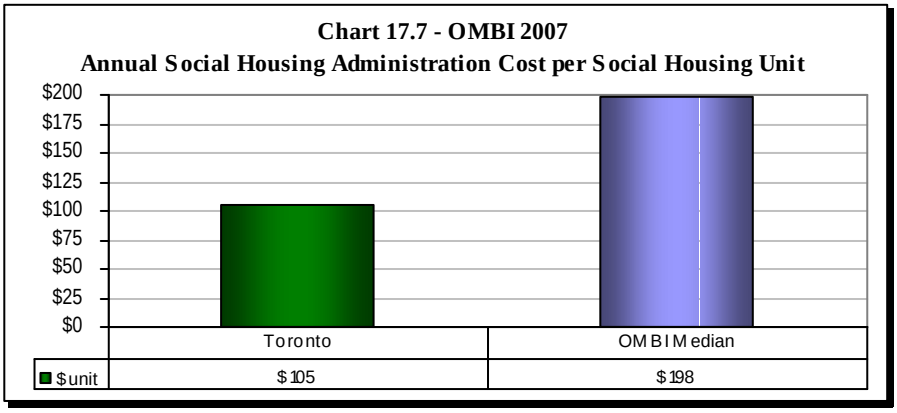


Chart 17.7 compares Toronto's 2007 administrative cost per social housing unit, to the median result of the 14 OMBI municipalities. Toronto's administrative cost per unit is well below the OMBI median, and is the lowest of the OMBI municipalities.

2008 Achievements or 2009 Planned Initiatives

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

- Implementation of Asset Management Preventative Maintenance Program designed to minimize future capital costs.
- Working on Energy Saving Initiatives to reduce utility costs.
- Developing training material and resources to assist and improve administration and management of Housing Providers.
- Continue to provide focused assistance promoting good governance and management.

Solid Waste Management Services

Solid Waste Management Services is responsible for the handling, transfer, and disposal of garbage, as well as the diversion of blue box materials, organics, and yard waste in order to reduce reliance on landfill sites, and lessen the impact on the environment.

A variety of other programs are also offered and co-ordinated to help residents and businesses reduce how much waste they generate. The goal for municipalities is to reduce or divert the amount of waste disposed in landfill sites. This is achieved through diversion programs such as:

- Blue box (bottles, cans, paper, etc.)
- Green bin (food waste)
- Household hazardous waste
- Composting initiatives (leaf and yard waste)

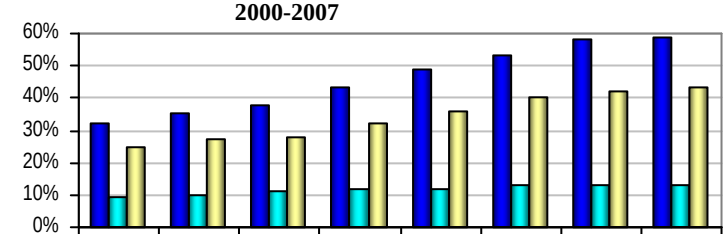
In some municipalities, such as Toronto, commercial customers are also served through waste diversion programs such as food waste collection and the yellow bag program. With the yellow bag program, businesses must buy bags from the municipality to be eligible for waste collection.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 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 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 houses/homes (curbside) is increasing	-	1 Highest diversion rates for single unit homes//houses	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
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
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour.	4 - Favourable 1 - Stable 2 - Unfavour. 71% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile	1 - 1st quartile 3 - 2nd quartile 1 - 3rd quartile 2 - 4th quartile 57% 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.

Community Impact – How Much of Toronto's Solid Waste is Diverted Away From Landfill Sites?

Chart 18.1-City of Toronto
Percentage of Residential Solid Waste Diverted
2000-2007



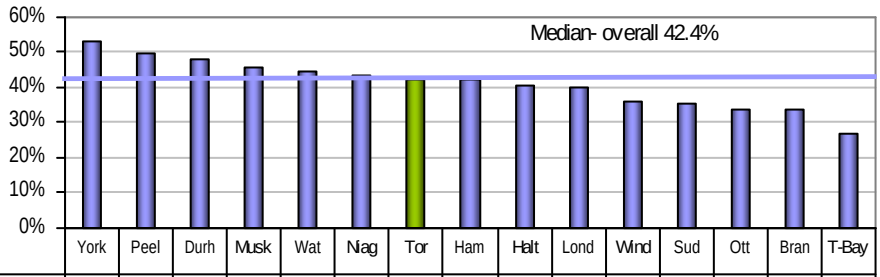
	2000	2001	2002	2003	2004	2005	2006	2007
Div%-curbside/houses	32%	35%	38%	43%	49%	53%	58%	59%
Div%- multi-res	9%	10%	11%	12%	12%	13%	13%	13%
Div%- Overall combined	25%	27%	28%	32%	36%	40%	42%	43%

With the goal of diverting solid waste away from landfill sites, diversion rates are an important measure for determining progress towards this goal.

Chart 18.1 provides Toronto's residential diversion rates, by housing component, from 2000 to 2007. During this period, there has been a steady improvement each year in the area of single unit homes/houses as new programs have been introduced. In 2008 and beyond new programs are being introduced in the multi-residential/ apartment sector to increase diversion where historically this has not been convenient for residents.

Community Impact – How Does Toronto's Overall Residential Diversion Rate Compare to Other Municipalities?

Chart 18.2 - OMBI 2007
Percentage of Residential Waste Diverted (Overall)



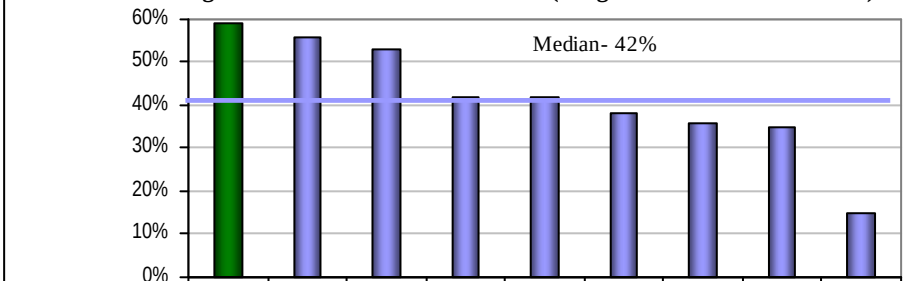
	York	Peel	Durh	Musk	Wat	Niag	Tor	Ham	Halt	Lond	Wind	Sud	Ott	Bran	T-Bay
Div. %	53.0%	49.6%	48.0%	45.5%	44.6%	43.3%	42.5%	42.4%	40.3%	40.0%	36.1%	35.7%	33.9%	33.7%	26.6%

Toronto ranks 7th out of 15 (2nd quartile), in terms of having the highest diversion rate, primarily because apartments (with their low diversion rates) tend to be a much more significant housing form in Toronto than in other municipalities.

Chart 18.3 compares Toronto's 2007 diversion rate for single unit homes/houses (curbside) to other municipalities.

Community Impact – How Does Toronto's Diversion Rate For Single Unit Homes/Houses Compare to Other Municipalities?

Chart 18.3- OMBI 2007
Percentage of Residential Waste Diverted (Single Unit Homes /Curbside)



	Tor	Durh	Peel	Ham	Niag	Halt	Ott	Musk	Bran
%diverted houses	59%	56%	53%	42%	42%	38%	36%	35%	15%

Toronto ranks 1st out of 9 municipalities (1st quartile) in terms of having the highest diversion rate.

The introduction of new diversion programs in Toronto, such as the green bin program for organics, has been a major contributor to this result.

Community Impact – How Does Toronto's Diversion Rate for Multi-Residential Housing, Compare to Other Municipalities?

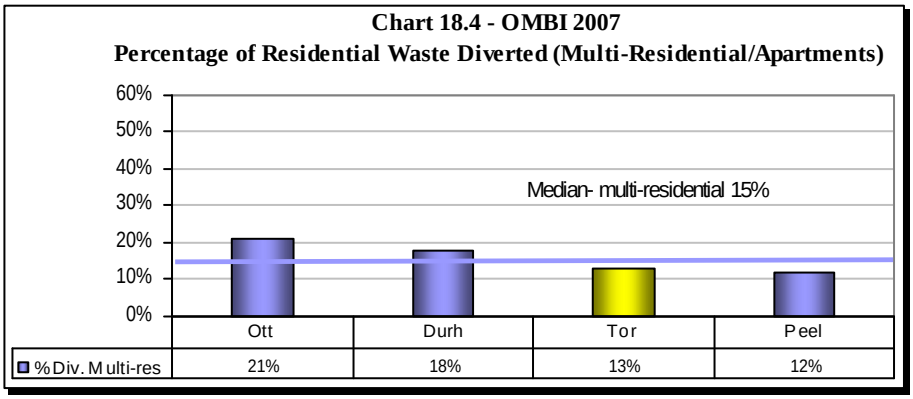
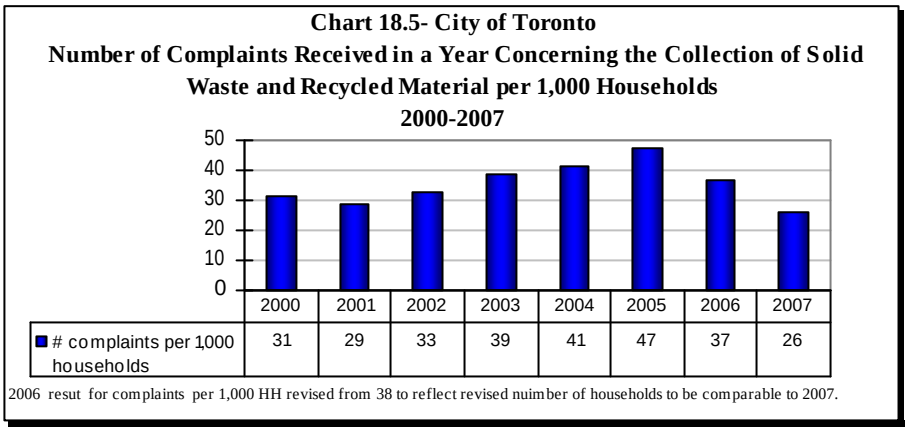


Chart 18.4, compares Toronto's 2007 multi- residential (apartments) diversion rate to other municipalities. Toronto ranks 3rd out of 4 municipalities (3rd quartile), in terms of having the highest diversion rate.

Apartment dwellings in Toronto represent approximately 48% of the total housing stock, but as noted earlier, recycling and diversion tends not to be as convenient for residents. New programs are being introduced in 2008 and 2009 such as green bins, to improve Toronto's result.

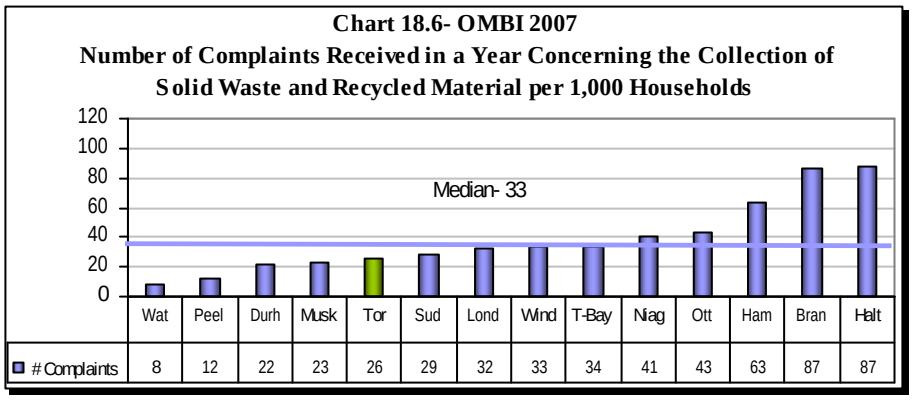
Customer Service – What is the Rate of Complaints in Toronto for Solid Waste Collection?



Other factors that can affect diversion rates in municipalities include:

- How a municipality manages and enforces its recycling program.
- The rate of public participation in recycling activities.
- The number of material types included in diversion programs (e.g., organics).
- Seasonal residents or tourists and their participation in diversion programs.
- The number of daily newspapers published in a municipality.

Customer Service – How Does Toronto's Solid Waste Complaint Rate Compare to Other Municipalities?

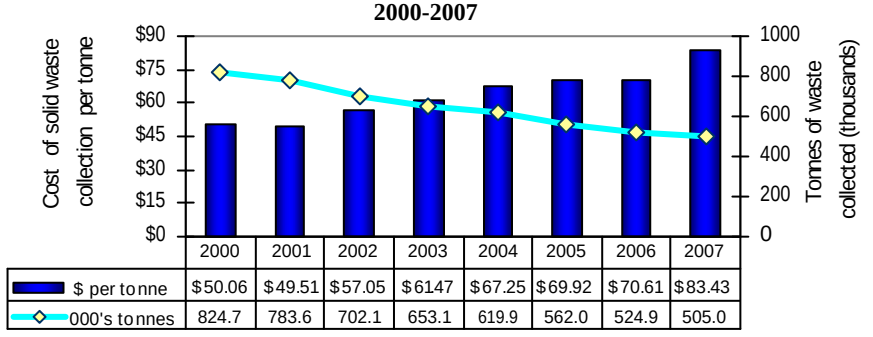


The level of complaints from residents is one method of assessing the quality of service provided. Chart 18.5 provides the rate of complaints in Toronto per 1,000 households concerning the collection of solid waste and recycled materials from 2000 to 2007. Typically, there have been increases in years when new initiatives have been introduced (such as the yellow bag and green bin initiatives) and the number of complaints declined in 2007.

Chart 18.6 compares Toronto's 2007 Solid Waste complaint rate to other Ontario municipalities and Toronto ranks 5th of 14 (2nd quartile) in terms of having the lowest complaint rate. Results can be influenced by different interpretations of a complaint versus an enquiry, as well uses of adjacent land to solid waste transfer or disposal sites.

Efficiency - How Much Does it Cost to Collect a Tonne of Garbage in Toronto?

Chart 18.7- City of Toronto
Op. Cost of Solid Waste Collection per Tonne and Tonnes of Solid Waste Collected
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
$ per tonne	$50.06	$49.51	$57.05	$6147	$67.25	$69.92	$70.61	$83.43
000's tonnes	824.7	783.6	702.1	653.1	619.9	562.0	524.9	505.0

In solid waste management there are three main activities where efficiency can be compared on a cost per tonne basis:

- solid waste collection
- solid waste disposal
- solid waste diversion

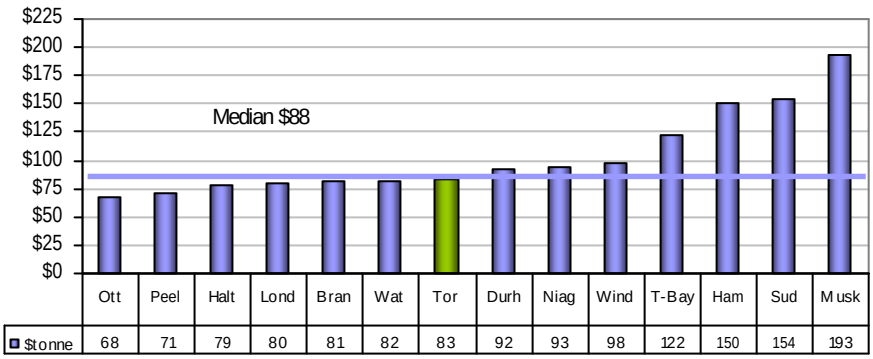
Chart 18.7 provides Toronto's cost of solid waste collection per tonne for the years 2000 to 2007, which are plotted as bars relative to the left axis.

The tonnes of waste (in thousands) collected over this period are also provided as a line graph relative to the right axis.

Although gross costs are only up by about 2% over this eight -year period, there was also a 39% decrease in tonnes collected over this same period resulting from the success of the City's diversion programs. As a result, the cost per tonne has increased each year as fixed costs are spread over smaller tonnages.

Efficiency – How Does Toronto's Cost of Garbage Collection Compare to Other Municipalities?

Chart 18.8 OMBI 2007
Cost for Solid Waste Collection per Tonne -Residential



	Ott	Peel	Halt	Lond	Bran	Wat	Tor	Durh	Niag	Wind	T-Bay	Ham	Sud	Musk
$tonne	68	71	79	80	81	82	83	92	93	98	122	150	154	193

The increase in Toronto's 2007 costs are due to an increase in salaries partly because of City boundary realignment and initial collection adjustment to it by collection crews, higher collection contract costs, and increases in maintenance and fuel costs.

Chart 18.8 compares Toronto's 2007 solid waste collection costs to other municipalities. Toronto ranks 7th of 14 (2nd quartile), in terms of having the lowest cost per tonne.

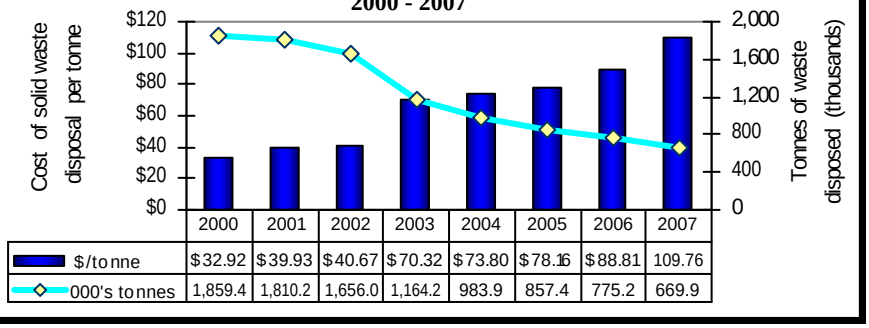
Municipal collection costs can be influenced by:

- The frequency of collection (weekly or bi-weekly pick-ups).
- The existence of any bag limits for residents.
- The mix of houses versus apartment units and the different collection methods required.

Toronto's overall costs are lowered by multi-residential collection (bulk-lift), which is much less expensive than curbside collection, however curbside collection costs are higher relative to other municipalities due in part to factors such as on-street parking, one-way streets and heavy traffic volumes that impact collection efficiency.

Efficiency - How Much Does it Cost Toronto to Dispose of a Tonne of Garbage?

Chart 18.9 - City of Toronto
Op. Cost of Solid Waste Disposal per Tonne and Tonnes of Solid Waste Disposed
2000 - 2007



	2000	2001	2002	2003	2004	2005	2006	2007
$/tonne	$32.92	$39.93	$40.67	$70.32	$73.80	$78.16	$88.81	109.76
000's tonnes	1,859.4	1,810.2	1,656.0	1,164.2	983.9	857.4	775.2	669.9

Chart 18.9 summarizes Toronto's cost of solid waste disposal per tonne from 2000 to 2007, which have been plotted as bars relative to the left axis,

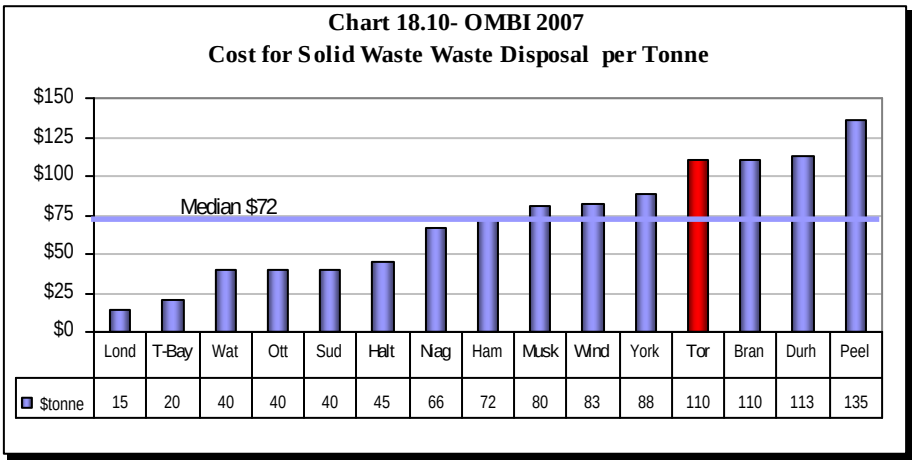
Tonnes disposed (in thousands) are also plotted as a line graph relative to the right axis

Since 2002, costs have been steadily increasing due to the following two key factors:

- The closure of the Keele Valley landfill site in 2002 and its low cost operation, and the movement to shipping waste to Michigan for disposal at a higher cost.
- A significant decline in the volume of waste disposed, due to enhanced diversion programs and the reduction of commercial waste, which has gone to other service providers.

Efficiency – How Does Toronto's Cost of Solid Waste Disposal, Compare to Other Municipalities?

Chart 18.10- OMBI 2007
Cost for Solid Waste Waste Disposal per Tonne



	Lond	T-Bay	Wat	Ott	Sud	Halt	Niag	Ham	Musk	Wind	York	Tor	Bran	Durh	Peel
$tonne	15	20	40	40	40	45	66	72	80	83	88	110	110	113	135

Chart 18.10 compares Toronto's 2007 solid waste disposal costs per tonne, to other municipalities.

Toronto ranks 12th of 15 (4th quartile in terms of having the lowest cost of solid waste disposal

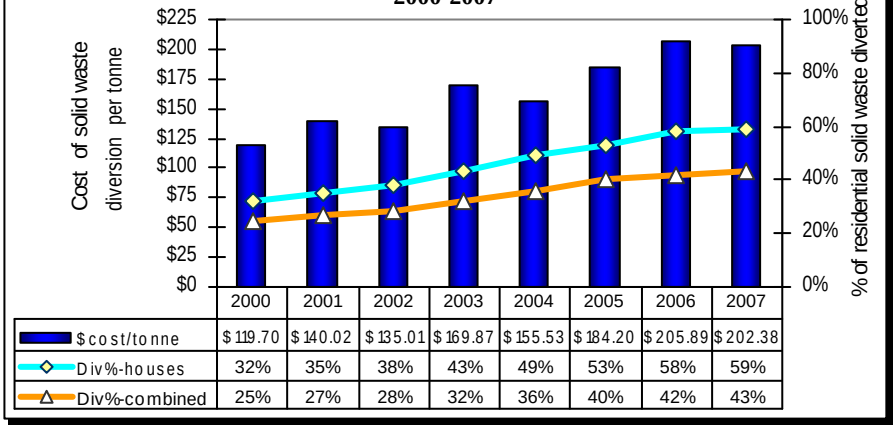
Solid waste disposal costs in municipalities can be influenced by:

- The existence of a local landfill site for disposal as opposed to increased costs associated with transporting and disposing waste in a landfill site outside the community as is the case for Toronto accounting for its higher costs.
- Higher costs associated with the incineration of garbage in some municipalities.
- The use of private contractors.

In April 2007, the City of Toronto officially acquired the Green Lane Landfill, which is located approximately 200 km from Toronto, southwest of London Ontario. This secures the City's long-term disposal requirements for future decades by providing for Toronto's landfill needs when the City's Michigan landfill disposal contract expires in 2010 or earlier should the border close to waste shipments.

Efficiency - How Much Does it Cost in Toronto to Divert a Tonne of Garbage Away From Landfill?

Chart 18.11 -City of Toronto
Net Operating Cost of Solid Waste Diversion per Tonne
and Percentage of Residential Solid Waste Diverted
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
$ cost/tonne	$ 119.70	$ 140.02	$ 135.01	$ 169.87	$ 155.53	$ 184.20	$ 205.89	$ 202.38
Div%-houses	32%	35%	38%	43%	49%	53%	58%	59%
Div%-combined	25%	27%	28%	32%	36%	40%	42%	43%

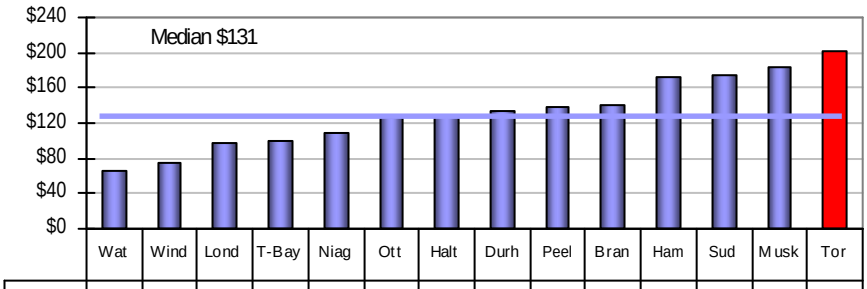
Chart 18.11 shows Toronto's cost of solid waste diversion per tonne, from 2000 to 2007. This has been contrasted against the City's overall/combined diversion rate (houses and multi-residential apartments) and the diversion rate for houses only, which are reflected as line graphs relative to the right axis.

Generally, as diversion rates rise, so will diversion costs on a per tonne basis, as has been the experience in Toronto.

There has been a significant increase in the diversion rate for single-unit homes/houses over this six-year period, attributable to the mandatory recycling by-law and the introduction and expansion of the organics/green bin program since September 2002.

Efficiency – How Does Toronto's Cost of Solid Waste Diversion, Compare to Other Municipalities?

Chart 18.12- OMBI 2007
Net Cost of Solid Waste Diversion per Tonne



	Wat	Wind	Lond	T-Bay	Niag	Ott	Halt	Durh	Peel	Bran	Ham	Sud	Musk	Tor
$ tonne	65	74	98	100	109	126	128	134	138	140	172	173	184	202

Chart 18.12 shows Toronto's cost of solid waste diversion per tonne, from 2000 to 2007. This has been contrasted against the City's overall/combined diversion rate (houses and multi-residential apartments) and the diversion rate for houses only, which are reflected as line graphs relative to the right axis.

Generally, as diversion rates rise, so will diversion costs on a per tonne basis, as has been the experience in Toronto.

There has been a significant increase in the diversion rate for single-unit homes/houses over this six-year period, attributable to the mandatory recycling by-law and the introduction and expansion of the organics/green bin program since September 2002.

Traditional recyclables such as paper and containers have lower collection and processing costs and high market values (revenues from the sale of diverted materials is offset against costs for this measure). Newer diversion programs, such as the green bin program, are required to increase diversion rates, but they are more costly to collect and process and have lower market values.

The drop in 2007 costs resulted a 19% increase in revenues form the sale of recycled materials (which is offset against costs)

Chart 18.12 compares Toronto's 2007 diversion costs per tonne to other municipalities. Toronto ranks 14th of 14 municipalities (4th quartile), in terms of having the lowest costs. Toronto does have comparatively higher costs for its solid waste diversion program, however, these programs have also resulted in the highest diversion rates for single-family homes/houses of the OMBI municipalities as evidenced in chart 18.3.

Toronto also likely has a larger proportion of its diverted materials being organics (green bin) and it tends to be more costly to process with little revenue into compost than the other types of recyclable materials like fibre and containers that have lower cost to process and higher revenues from the sale of processed materials. Toronto's green bin program also differs from many others in that it accepts diapers, sanitary products and plastic bags (with the organics). This however requires an additional process and costs in Toronto to remove the plastic materials compared to other programs that do not accept these materials.

2008 Achievements or 2009 Planned Initiatives

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

- In 2008, Solid Waste Management Services:
  - Began the transition to a volume-based rate funding structure whereby multi-residential buildings and single-family houses will be charged a user fee for waste services in order to fund the service objective of 70% waste diversion by the year 2010. 2009 will be the first full year that Solid Waste Management Services will be funded by user fees based on volume instead of the traditional property tax base.
  - Added plastic grocery and retail bags as well as foam polystyrene (protective packaging, meat trays, takeout food containers, plates, egg cartons coffee cups), to the list of materials that could be placed in blue bins.

- In 2009 Solid Waste Management Services:
  - Is targeting to improve on the current overall residential diversion rate from 43% to a target of 48%, which is a blended rate for both houses and multi-residential buildings.
  - Using the new and larger recycling bins introduced in 2008 will use an automated mechanical arm to tip the blue cart, which will allow for the reduction of two person crews to one person, which is both more efficient and is also expected in the longer term to reduce the number of injuries through reduced lifting.
  - Develop new diversion initiatives such as Multi-Unit Mandatory Diversion Enforcement and green bins in Multi-Unit Residences, Improve Recycling Cart Capacity and On-Floor Carts for Apartments.
  - Enhance diversion services through door-to-door curbside service in town homes, full access to recycle and Green Bin service for residential above commercial, extend household special waste depot operations to 5 days per week (pilot multi-unit mobile depot), and replace and upgrade existing street litter / recycle bins.
  - Secure short/long term processing capacity for diverted material.
  - Undertake analysis of mixed waste residential processing requirements.
  - Create a coordinated litter action team that will quickly clean up serious litter and dumping problems identified by resident’s calls to a new “311” telephone service.
  - Start installation of RFID/GPS (Radio Frequency Identification/ Global Positioning System) on collection vehicles to measure multi-residential waste collection volumes and billing data

Sports & Recreation Services

Sports and Recreation services provide physical and social activities for all ages that are important contributing factors to mental and physical well-being. Municipally managed sports and recreation facilities and programming play a key role in supporting a healthy quality of life for residents.

Sports and recreation activities are provided at facilities such as:

- Community centres
- Indoor and outdoor pools
- Indoor and outdoor artificial ice rinks
- Schools
- Sports fields
- Tennis courts

Programming can be provided and managed either directly by municipal staff, or indirectly through other groups such as community sport and recreation associations that are supported by the municipality through access to facilities and/or operating grants.

Programming can be provided and managed either directly by municipal staff, or indirectly through other groups such as community associations that are supported by the municipality through access to facilities and/or operating grants.

The three main types of programming are:

- Registered programs – where residents register to participate in structured activities such as swimming lessons, dance or fitness classes, or day camps.
- Drop-in programs – where residents participate in unstructured sport and recreation activities such as leisure swimming or skating, fitness centres, or gym sports.
- Permitted programs – where residents and/or community organizations obtain permits or short-term rental of sports and recreation facilities such as sports fields, meeting rooms, and arenas (e.g., hockey league renting ice).

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 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)	
Number of Facilities						
Service Level	Number of Operational Indoor Pool Locations (with municipal influence) per 100,000 Population	**Stable** **Number of indoor pool locations has remained fairly constant**	-	**2** **High number of indoor pool locations**	-	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
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
Age of Facilities						
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

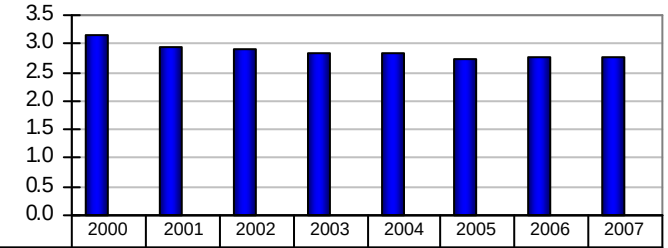
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service Level	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
Programming Use						
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
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

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 4 - Stable 1 - Unfavour. 80% favourable or stable	2 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	0 - 1st quartile 3 - 2nd quartile 1 - 3rd quartile 4 - 4th quartile 43% above median	2 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 67% above median	

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

Service Level - How Many Indoor Pools Are There in Toronto?

Chart 19.1 - City of Toronto
Number of Indoor Pool Locations per 100,000 Population
2000 - 2007



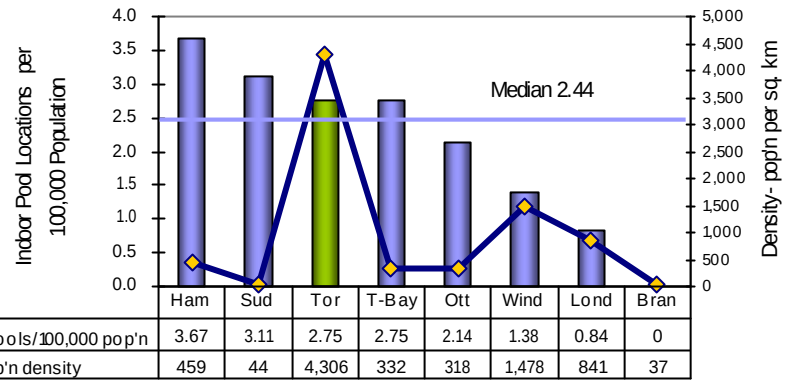
	2000	2001	2002	2003	2004	2005	2006	2007
# pool locations/100,000 pop'n	3.16	2.93	2.9	2.83	2.84	2.74	2.77	2.75
Total # pool locations	81	76	76	75	76	74	75	75

Comparing the number of sports and recreation facilities in municipalities, can provide insights on one aspect of service levels.

Chart 19.1 provides the number of owned / operated indoor pool locations in Toronto per 100,000 population, between 2000 and 2007, as well as the total number of indoor pool locations. The number of pool locations has remained fairly stable over the past five years.

Service Level - How Does the Number of Indoor Pools in Toronto, Compare to Other Municipalities?

Chart 19.2 - OMBI 2007
Number of Indoor Pool Locations per 100,000 Population & Population Density



	Ham	Sud	Tor	T-Bay	Ott	Wind	Lond	Bran
# pools/100,000 pop'n	3.67	3.11	2.75	2.75	2.14	1.38	0.84	0
Pop'n density	459	44	4,306	332	318	1,478	841	37

Chart 19.2 compares the number of indoor pool locations per 100,000 persons in Toronto in 2007 to other municipalities, which have been plotted as bars relative to the left axis. These are pools that are owned and/or managed by the municipality.

Toronto ranks 3rd of 8 municipalities (2nd quartile) in terms of providing the highest number of indoor pool locations per 100,000 population.

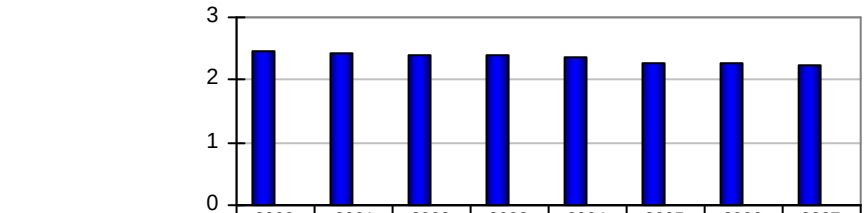
There are also 60 outdoor pool locations that are not included in this measure.

Population density can be a factor in determining the number of sports and recreation facilities that may be required to meet municipal service needs. Fewer sports and recreation facilities may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more facilities, based on a reasonable travel distance for their residents.

Population density (residents per square km) has been plotted as a line graph relative to the left axis and indicates Toronto is far more densely populated than any other municipality. Toronto ranks higher for the number of indoor pools than it does for other types of facilities such as ice pads and sports and recreation community centres (charts 19.4 and 19.5).

Service Level - How Many Indoor Ice Pads (Rinks) Are There in Toronto?

Chart 19.3 - City of Toronto
Number of Indoor Ice Pads per 100,000 Population
2000 - 2007



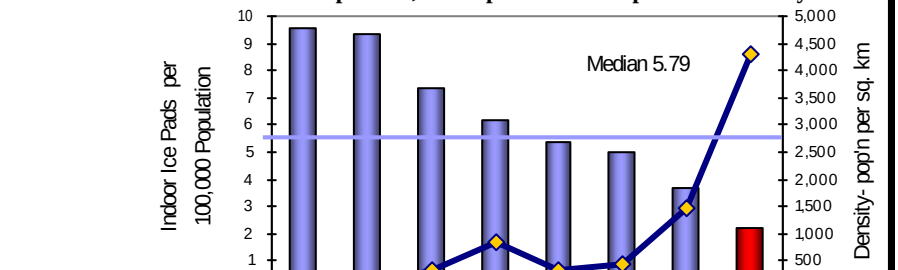
	2000	2001	2002	2003	2004	2005	2006	2007
# ice pads/100,000 pop'n	2.46	2.43	2.4	2.38	2.36	2.26	2.26	2.23
Total # ice pads	63	63	63	63	63	61	61	61

Chart 19.3 illustrates the number of indoor ice pads or rinks, in Toronto per 100,000 population between 2000 and 2007, as well as the total number of indoor ice pads.

The number of ice pads has remained fairly stable with the reduction of two pads at one location in 2007, relating to a conversion to indoor sport-community centre use.

Service Level - How Does the Number of Indoor Ice Pads (Rinks) in Toronto, Compare to Other Municipalities?

Chart 19.4 - OMBI 2007
Number of Indoor Ice Pads per 100,000 Population & Population Density



	Bran	Sud	T-Bay	Lond	Ott	Ham	Wind	Tor
# ice pads/100,000 pop'n	9.52	9.33	7.33	6.19	5.40	5.02	3.68	2.23
Pop'n density	37	44	332	841	318	459	1,478	4,306

Chart 19.4 compares 2007 information for Toronto and other municipalities on the number of indoor ice pads per 100,000 persons. These ice pads are owned and/or managed by the municipalities. They are plotted as bars relative to the left axis.

Toronto ranks 8th of 8 municipalities (4th quartile), in terms of having the highest number of indoor ice pads per 100,000 population.

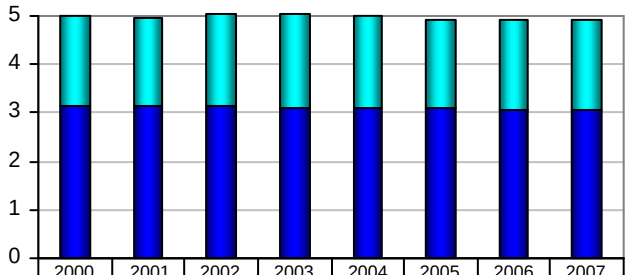
There are also 33 ice pads available in Toronto from other service providers and Toronto has 61 outdoor artificial ice rinks, (not included in measure) which appear to be much more prevalent in Toronto than other municipalities. If the outdoor artificial ice rinks as well as indoor ice pads of other service providers were also taken into account, Toronto would still rank in the 4th quartile.

As noted previously, population density is a significant factor in the number of sports and recreation facilities, such as ice pads, that are located in municipalities. Population density has been plotted as a line graph relative to the right axis in Chart 19.4, and Toronto is far more densely populated than the other municipalities.

Fewer ice pads may be required in densely populated areas because of proximity and ease of access, while other less densely populated municipalities may require proportionately more ice pads based on reasonable travel distances for their residents. The diversity of a municipality's population can also impact the demand for different types of ice use such as learning to skate or playing hockey.

Service Level - How Many Sports and Recreation Community Centres Are There in Toronto?

Chart 19.5 - City of Toronto
Number of Large and Small Sports and Rec. Comm. Centres per 100,000 Pop'n
2000-2007



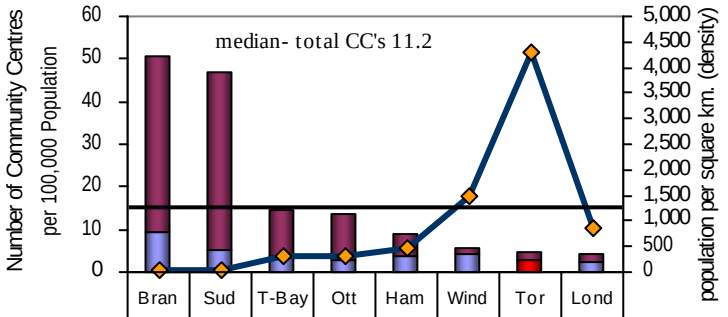
	2000	2001	2002	2003	2004	2005	2006	2007
# Small Com. Ctr.	48	48	50	51	50	49	50	51
# Large Com. Ctr.	80	81	82	82	83	83	83	83
# Total Com.Ctr. per 100,000 Pop'n	4.99	4.97	5.04	5.03	4.98	4.89	4.92	4.91
# Small Com. Ctr. per 100,000 Pop'n	1.87	1.85	1.91	1.93	1.87	1.82	1.85	1.87
# Large Com. Ctr. per 100,000	3.12	3.12	3.13	3.10	3.11	3.08	3.07	3.04

Chart 19.5 provides the number of large and small sports and recreation community centres in Toronto per 100,000 population, between 2000 and 2007, as well as the total number of these centres. There have been new centres opened over this period while others have been closed, but overall the numbers have been stable. For example Rose Avenue CC was decommissioned with the opening of the Wellesley Community Centre.

A large centre is defined as 10,000 square feet or more while a small community centre is less than 10,000 square feet.

Service Level - How Does The Number of Sports and Recreation Community Centres in Toronto, Compare to Other Municipalities?

Chart 19.6 - OMBI 2007
Number of Large and Small Sports and Rec. Community Centres per 100,000 Pop'n



	Bran	Sud	T-Bay	Ott	Ham	Wind	Tor	Lond
# Small CCs per 100,000 pop'n	41.27	41.69	11.00	10.80	5.40	1.38	1.87	1.97
# Large CCs per 100,000 pop'n	9.52	4.98	3.67	2.59	3.67	4.14	3.04	2.25
# all CCs per 100,000 pop'n	50.79	46.67	14.67	13.39	9.07	5.53	4.91	4.22
Pop Density	37	44	332	318	459	1,478	4,306	841

Chart 19.6 identifies the number of sports and recreation community centres per 100,000 persons, there were in Toronto and other municipalities in 2007, which are plotted as bars relative to the left axis. To be included the municipality must have some control or influence over the programming offered at the centre.

In terms of having the largest number of community centres per 100,000 population. Toronto ranks 6th of 8 municipalities (3rd quartile) for large community centres and 7th of 8 (4th quartile), for small community centres.

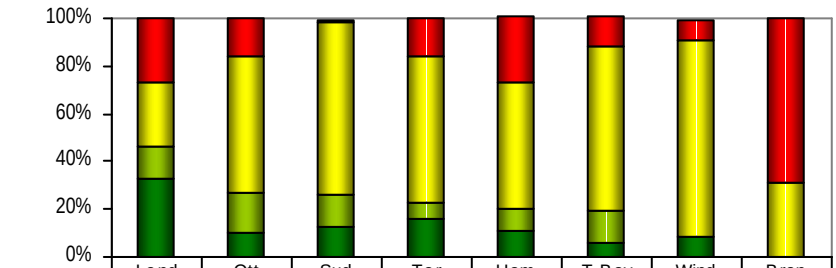
It is generally more expensive to operate multiple small community centres than one larger one of an equivalent size.

As noted previously, population density is a significant factor in the number of sports and recreation facilities, such as community centres, that are located in municipalities. Population density has been plotted as a line graph relative to the right axis in Chart 19.6 and Toronto is far more densely populated than the other municipalities.

Based on a geographic provision standard, other municipalities may require proportionately more community centres to ensure a reasonable travel distance for their residents.

Service Level – What is the Age of the Sports and Recreation Community Centres in Toronto Compared to Other Municipalities?

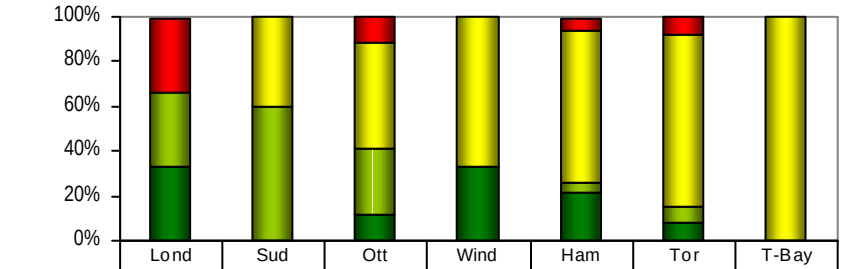
Chart 19.7 - OMBI 2007
% Age Breakdown of Mun. Owned/Managed Sports and Rec. Community Centres



	Lond	Ott	Sud	Tor	Ham	T-Bay	Wind	Bran
>50 yrs	27%	16%	1%	16%	28%	13%	8%	69%
25-49 yrs	27%	57%	72%	61%	53%	69%	83%	31%
15-24 yrs	13%	17%	13%	7%	9%	13%	0%	0%
1-14 yrs	33%	10%	13%	16%	11%	6%	8%	0%

Service Level – What is the Age of the Indoor Pools in Toronto Compared to Other Municipalities?

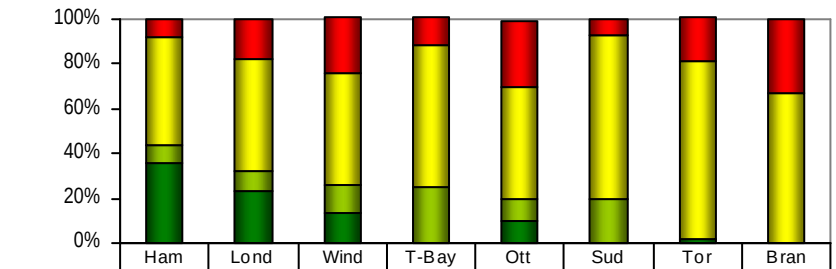
Chart 19.8 - OMBI 2007
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Pools



	Lond	Sud	Ott	Wind	Ham	Tor	T-Bay
>50 yrs	33%	0%	12%	0%	5%	8%	0%
25-49 yrs	0%	40%	47%	67%	68%	77%	100%
15-24 yrs	33%	60%	29%	0%	5%	7%	0%
1-14 yrs	33%	0%	12%	33%	21%	8%	0%

Service Level – What is the Age of the Indoor Ice Pads in Toronto Compared to Other Municipalities?

Chart 19.9 - OMBI 2007
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Ice Pads



	Ham	Lond	Wind	T-Bay	Ott	Sud	Tor	Bran
>50 yrs	8%	18%	25%	13%	29%	7%	20%	33%
25-49 yrs	48%	50%	50%	63%	50%	73%	79%	67%
15-24 yrs	8%	9%	13%	25%	10%	20%	0%	0%
1-14 yrs	36%	23%	13%	0%	10%	0%	2%	0%

The age of sports and recreation facilities in municipalities can also provide some indication of service levels and differences in operating costs. Older facilities will require additional operating and capital expenditures to maintain them in a good state of repair, or they may require replacement in the near future.

Results for the three major types of sports and recreation infrastructure illustrated on this page, have been sorted from left to right on the basis of those that have the largest proportion of their infrastructure under 25 years of age (the two shades of green being the newest).

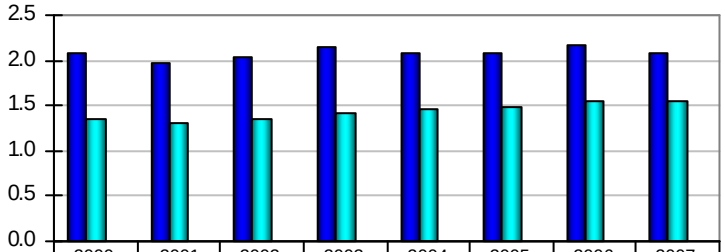
Chart 19.7 provides an overview, as of 2007 of the aging of both large and small sports and recreation community centres, in Toronto and other municipalities. Toronto ranks 4th of 8 municipalities (2nd quartile) in terms of having the newest centres with 23% of the centres under 25 years old.

Chart 19.8 reflects an aging of indoor pools in Toronto and other municipalities. Toronto ranks 6th of 7 municipalities (4th quartile) in terms of having the newest pools, with only 15% of the pools under 25 years old.

Chart 19.9 provides an aging of indoor ice pads/rinks in Toronto and other municipalities. Toronto ranks 7th of 8 municipalities (4th quartile) in terms of having the newest ice rinks, with only 2% of the ice pads under 25 years old.

Service Level & Community Impact – How Much Registered Sports and Recreation Programming is Offered and Used in Toronto?

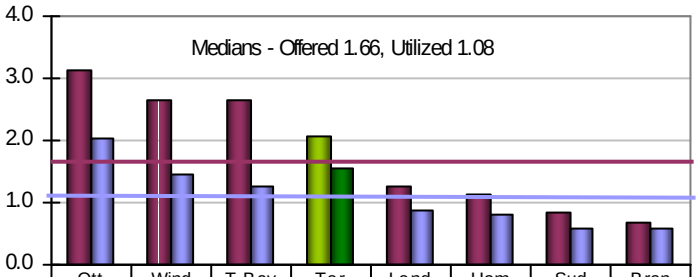
Chart 19.10- City of Toronto
Directly Provided Registered Programs
Participant Spaces Offered and Utilized per Capita
2000 - 2007



	2000	2001	2002	2003	2004	2005	2006	2007
Registered Visits - Offered/Capita	2.07	1.97	2.03	2.14	2.07	2.08	2.16	2.07
Registered Visits - Utilzed/Capita	1.35	1.31	1.34	1.42	1.46	1.49	1.55	1.55
Total Registered Visits	3,472,511	3,388,404	3,505,749	3,748,714	3,899,730	4,019,933	4,178,084	4,242,633

Service Level & Community Impact – How Does Toronto's Level of Registered Sports and Recreation Programming, Compare to Other Municipalities?

Chart 19.11- OMBI 2007
Directly Provided Registered Programs
Participant Spaces, Offered and Utilized per Capita



	Ott	Wind	T-Bay	Tor	Lond	Ham	Sud	Bran
Registered Visits - Offered/Capita	3.14	2.65	2.64	2.07	1.25	1.13	0.84	0.69
Registered Visits - Utilzed/Capita	2.03	1.45	1.27	1.55	0.88	0.82	0.58	0.59

Municipalities tailor their sports and recreation programming to meet resident needs by blending the mix of registered, drop-in, and permitted programs offered. The schedule of recreation opportunities available in a community includes a combination of programs directly provided (municipal staff) and those programs that are indirectly provided (other recreation providers - organizations such as community sports groups that deliver the programming).

Registered sports and recreation programming provided directly by the municipality, is the most comparable area of programming between municipalities. Examining the amount of registered participant spaces offered (number of spaces available in programs multiplied by the number of classes in each session) provides an indication of service levels. Comparing how residents utilize or participate (visit) in the programs, provides some indication of the residents' involvement.

Chart 19.10 provides Toronto's 2000 to 2007 results for the amount of participant spaces "offered" in registered sports and recreation programming to the public and compares it to the amount actually used ("utilized") by residents on a per capita basis. The total participant visits utilized is also provided.

In 2007 there was a small decrease in the registered programs offered that may have been related to cost containment measures, however actual participant visits increased in these programs.

It should be noted that the information above and on subsequent charts for directly provided registered programs, represents only one component of sports and recreation programming in Toronto, and in other municipalities. Each municipality builds a schedule of recreation opportunities based on the identified needs and interests of its residents with the resources available to them, thus the proportion of registered programming may vary by municipality.

Customer Service - What Percentage of Toronto's Capacity in Registered Programs is being used?

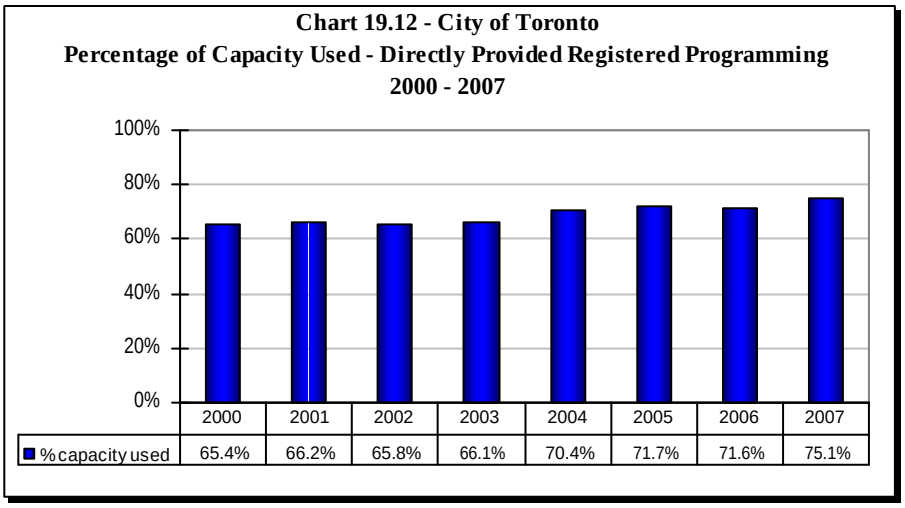
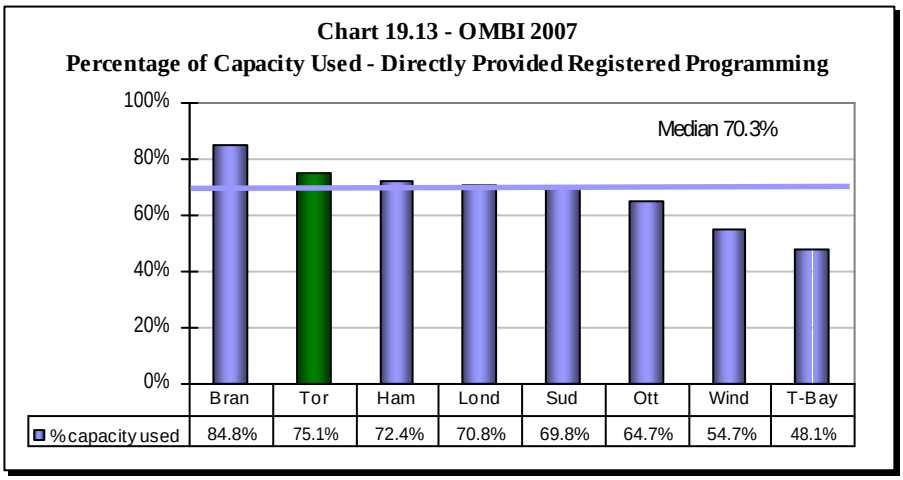


Chart 19.11 on the previous page compares Toronto's 2007 results to other municipalities for the amount of participant spaces "offered directly" in registered sports and recreation programming to the public and the amount actually used ("utilized") by residents on a per capita basis.

On the basis of the highest number of participant visits, Toronto ranks 4th of 8 (2nd quartile) for participant spaces offered and 2nd of 8 (1st quartile) for participant spaces utilized (visits).

Customer Service – How Does Toronto's Capacity Utilization for Registered Programs, Compare to Other Municipalities?



One measure of assessing whether the schedule of registered sports and recreation programming is responsive to resident demand is the percentage of program capacity that has actually been used.

Chart 19.12 summarizes Toronto's results from 2000 to 2007 for the percentage of available participant spaces (capacity) in registered programs that were used (actual participant visits) by residents.

Results have generally been improving over this period. Staff are always looking for ways to facilitate resident participation such as Internet registration introduced in the summer of 2004.

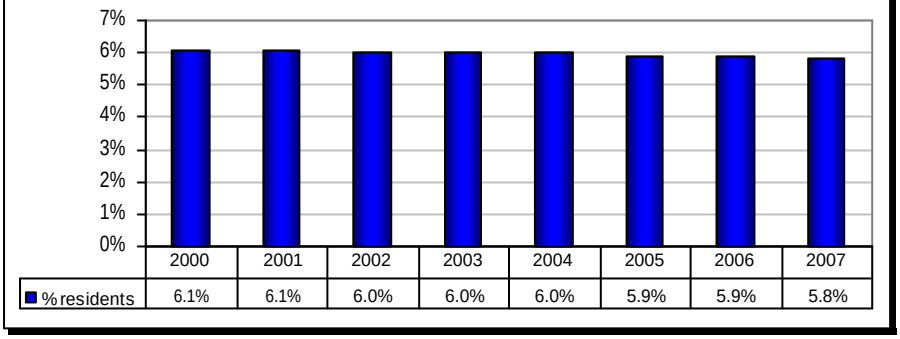
In 2007 the capacity of Toronto's registered programs was reduced (chart 19.10) and combined with higher use of those programs led to the significant jump in the percentage of capacity utilized.

Chart 19.13 compares Toronto's 2007 rate of capacity utilization for registered programs to other municipalities. On the basis of the highest utilization of available capacity, Toronto ranks 2nd of 8 (1st quartile). As demand for programs increases the most popular times are filled up, staff are then forced to program non-prime time (less desirable) at City owned facilities to provide additional opportunities and permitting additional use of Toronto District School Board (TDSB) facilities.

As noted earlier, registered sports and recreation programming provided directly by the municipality is only one component of programming offered.

Community Impact- What Percentage of Toronto's Residents, Register for at least One Sports and Recreation Program?

Chart 19.14 -City of Toronto
Percentage of Residents Registering for at Least One Sports & Recreation Program 2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
%residents	6.1%	6.1%	6.0%	6.0%	6.0%	5.9%	5.9%	5.8%

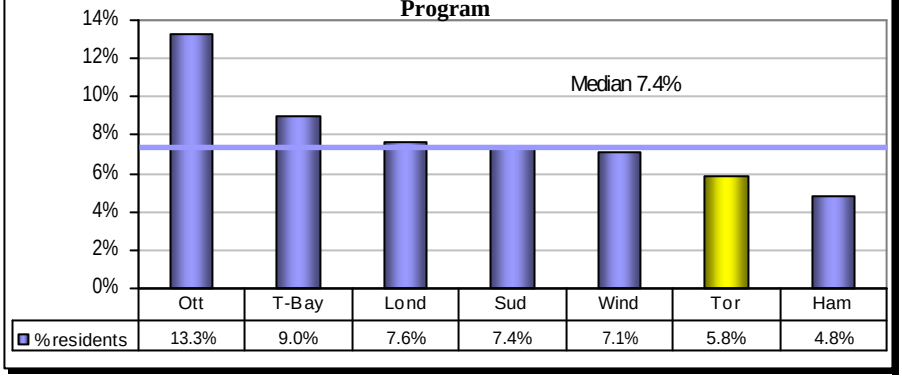
One way to measure the success of municipalities in reaching residents through directly provided registered sports and recreation programs is to examine how many citizens are using the programs.

Chart 19.14.depicts the percentage of residents in Toronto who registered for at least one sports and recreation program in the years 2000 to 2007. Individuals who registered for more than one program are only counted once.

Community Impact- How Does Toronto's Percentage of Residents Registering for at Least One Sports and Recreation Program, Compare to Other Municipalities?

Toronto's results have been stable over this period at approximately 6% of the population using registered programs.

Chart 19.15 - OMBI 2007
Percentage of Residents Registering for at Least One Sports & Recreation Program



	Ott	T-Bay	Lond	Sud	Wind	Tor	Ham
%residents	13.3%	9.0%	7.6%	7.4%	7.1%	5.8%	4.8%

Chart 19.15 provides 2007 data for Toronto compared to other municipalities on the percentage of residents registered in sports and recreation programming at least once.

Toronto ranks 6th of 7 (3rd quartile) in terms of having the highest percentage of the population using registered programs.

Municipal results for this measure can be influenced by the amount, variety and timing of registered programming offered by municipalities.

As previously noted, this comparison of resident use represents only one component (registered programs) of sports and recreation services, and can vary in significance by municipality.

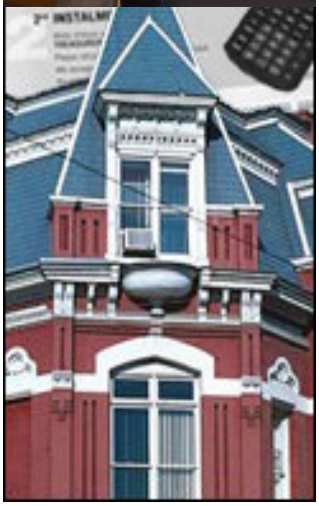
Directly offered registered programming is the only area of programming that records information for each individual. Participation by specific individuals in directly provided drop-in and permitted programs as well as all indirectly provided programming is not recorded in Toronto or by any of the other OMBI partner municipalities and is therefore not available for performance measurement.

2008 Achievements or 2009 Planned Initiatives

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

- The After School Recreation and Care (ARC) Programs are a part of the City's strategy to support the care needs of school age children during after school hours, from Monday to Friday, during the school year. All ARC program sites have been selected using criteria that reviewed accessibility for families, local service needs and appropriateness of facilities. Implementation of the ARC Program began in September 2006, with 13 sites and is now being offered at 27 sites. There were 690 children registered in the ACR program in 2008.
- Approximately 31,791 individuals and 9,636 families were approved for the Welcome Policy in 2008 which helps low-income residents access sports and recreation programs. In 2009 the Program will be implementing a new module of the recreation program registration system, CLASS, to provide Welcome Policy participants with the ability to register through touch-tone phone or internet.

Taxation Services



Taxation Services is responsible for the issuance of property tax bills, the processing of payments and the collection of outstanding amounts.

Property taxes in Ontario consist of:

- A municipal portion that is used to fund services and programs delivered by the municipality such as emergency services, social programs, roads, solid waste management, culture and recreational programs, libraries, planning and development, and public transit.
- An education portion that is used to fund education across Ontario.

An independent corporation called the Municipal Property Assessment Corporation (MPAC) is responsible for determining the Current Value Assessment (CVA) and tax class for all properties in Ontario.

Each year, MPAC delivers an annual assessment roll to each municipality, containing assessed values for all properties within the municipality. These assessed values form the basis for distributing taxes within a municipality.

Each municipality uses the municipal property tax rates established by Council, and the education tax rates established by the province and multiply them against the assessed values to determine and issue property tax bills to property owners.

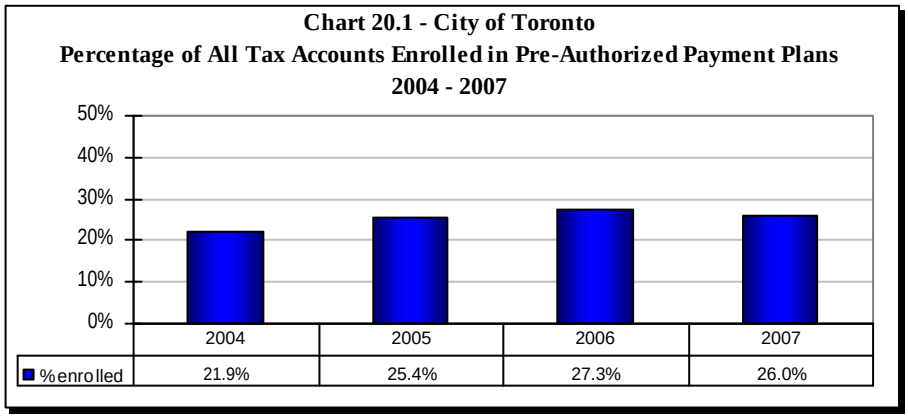
The property tax rates vary by property class, which include:

- Residential customers (including single family dwellings, semi-detached, townhouses, low-rise apartments and condominiums);
- Multi-residential customers (apartment buildings consisting of seven or more rental units);
- Commercial and industrial property owners;
- Farmland;
- Pipelines; and
- Managed forests.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 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 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
	Overall Results	0 - Favourable 0 - Stable 0 - Unfavour.	1 - Favourable 1 - Stable 2 - Unfavour. 50 favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile	2 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 50% above median	

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

Customer Service – What Percentage of Taxpayers in Toronto Take Advantage of Pre-Authorized Payment Plans?

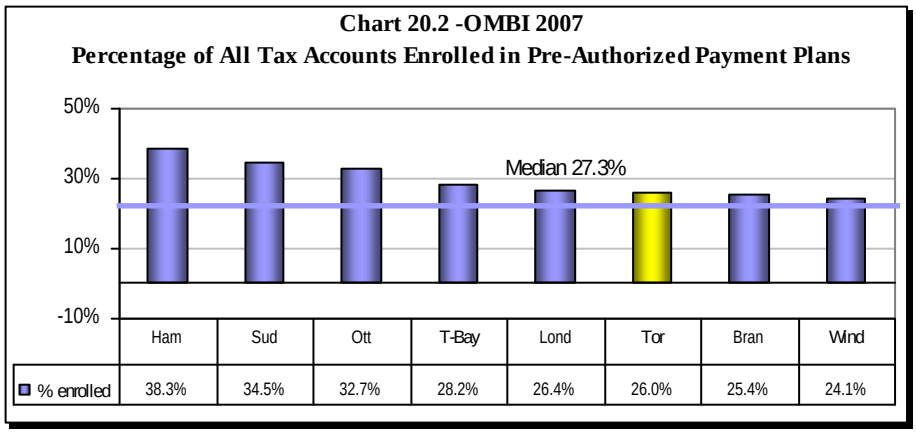


Pre-authorized property tax payment programs (PAP) allow taxpayers to have tax installments withdrawn directly from their bank account and paid to the municipality to ensure that tax payments are received in full and on time.

This service is both convenient for payees and makes it more efficient for municipalities in handling and processing tax payments.

Chart 20.1 reflects the percentage of Toronto's tax accounts that are enrolled in our PAP program between 2004 and 2006 and shows an increasing trend but enrollment decreased in 2007.

Customer Service – How Does Toronto's Rate of Enrollment in Pre-Authorized Payment Plans Compare to Other Municipalities?



The slight decrease in 2007 was as a result of the Municipal Property Assessment Corporation (MPAC) adding a large number of new accounts in late 2007 to the assessment roll Most of these were after the 2007 final tax bills were issued which would have been our way to communicate the PAP program.

Figure 20.2 compares Toronto's 2007 rate of enrollment in our PAP program to similar programs in other municipalities. Toronto ranks 6th of 8 (3rd quartile) in terms of having the highest enrollment rate.

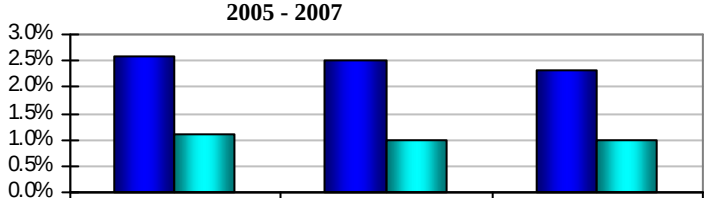
The percentage of accounts enrolled in Pre-Authorized Payment Programs can be influenced by:

- The extent and effectiveness of advertising for the program.
- The numbers of residential properties, as pre-authorized payment programs are generally directed towards homeowners rather than business owners.
- The number and/or flexibility of installment payment dates and types of payment options available.

Toronto's lower ranking for this measure may be due to the fact that Toronto has the greatest number of regular payment due dates (six), while other municipalities have from two to four. Experience has shown that the fewer the number of due dates (and the larger the cheques that must be written), the greater the participation in PAP programs where the payee can spread their payments out over a longer period of time. Reducing the number of due dates in Toronto could have the potential to increase PAP enrolment and improve efficiency.

Efficiency – How Successful is Toronto at Collecting Property Taxes that have been Levied?

Chart 20.3 - City of Toronto
Current and Prior Year's Tax Arrears as a Percentage of Current Year's Tax Levy
2005 - 2007



	2005	2006	2007
% current years arrears	2.6%	2.5%	2.3%
% prior years arrears	1.1%	1.0%	1.0%

Current year's arrears restated for 2005 & 2006 to be on same basis as 2007

Once municipalities issue tax bills for annual property taxes, staff have a responsibility to follow up on those accounts that have not submitted payments by the specified due dates.

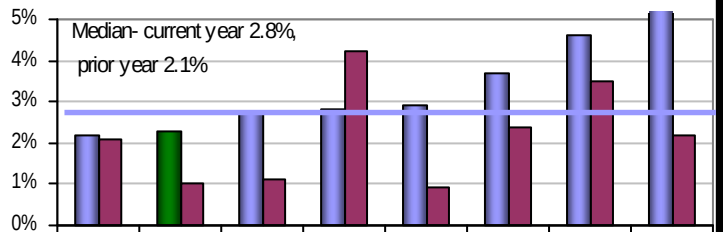
One method of evaluating how successful municipalities have been at collecting property taxes is to examine the rate of tax arrears (taxes receivable or outstanding), as a percentage of the property taxes levied. The objective is to have a low rate of arrears for:

- Current year's arrears which for 2007 was the amount of 2007 property taxes outstanding as a percentage of the 2007 taxes levied.
- Prior years arrears which for 2007 is the amount of 2006 and prior year's taxes outstanding as a percentage of the 2007 taxes levied.

Chart 20.3 summarizes Toronto's rate of current and prior year's tax arrears for the years 2005 to 2007. The 2007 result improved slightly for current year's arrears and was stable for prior year's arrears.

Efficiency – How Does Toronto Rate of Collecting Property Taxes Compare to other Municipalities?

Chart 20.4 -OMBI 2007
Current and Prior Year's Tax Arrears as a Percentage of Current Year's Tax Levy



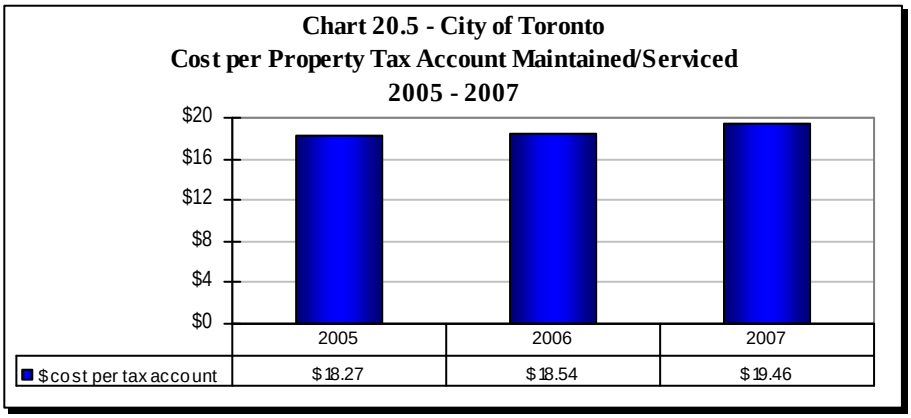
	Sud	Tor	Ott	T-Bay	Lon	Ham	Winid	Bran
% Current Years Arrears	2.2%	2.3%	2.7%	2.8%	2.9%	3.7%	4.6%	5.2%
% Prior Years Arrears	2.1%	1.0%	1.1%	4.2%	0.9%	2.4%	3.5%	2.2%

Figure 20.4 compares Toronto's 2007 rate of current and prior year's property tax arrears to other municipalities. In terms of the lowest rate of tax arrears, Toronto ranks 2nd of 8 (1st quartile) for the rate of current year's tax arrears and 2nd of 8 (1st quartile) for prior year's arrears.

The amount of tax outstanding at the end of a year can be influenced by:

- The degree and types of collection procedures municipalities use (both external and internal processes).
- Whether municipalities transfer other outstanding receivables to the tax account for collection, and the types of receivables transferred, i.e., water arrears, property standards charges.
- Expectations of Council in collection efforts and any mandated policies or procedures.
- A municipality's economic condition, i.e.; unemployment rate, cost of living, etc.

Efficiency - What Does it Cost In Toronto to Administer a Tax Account?



In Toronto, there are approximately 655,000 property tax accounts, which staff maintain and support. This involves processes such as:

- Applying assessed values received from the Municipal Property Assessment Corporation (MPAC).
- Issuing tax bills and processing payments.
- Responding to enquiries.
- Following up on outstanding property taxes receivable.
- Making adjustments to accounts based on ownership changes, successful appeals, rebates, etc.

Efficiency - How Does Toronto's Cost to Administer a Tax Account Compare to Other Municipalities?

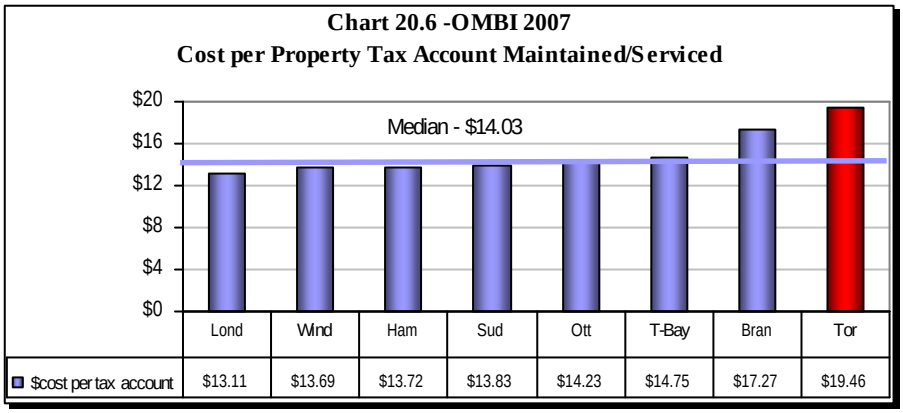


Chart 20.5 reflects Toronto's annual cost to maintain and service a tax account from 2005 to 2007.

Chart 20.6 compares Toronto's 2007 cost per tax account maintained to other Ontario municipalities. Toronto ranks 8th of 8 (4th quartile) in terms of having the lowest cost per account.

The cost to maintain a tax account can be influenced by:

- the variety and level of programs offered to taxpayers, i.e., the number and complexity of tax rebate, deferral and/or tax cancellation programs, Business Improvement Area initiatives, etc;
- the degree to which tax billing systems are automated. Some municipalities develop and maintain their own in-house systems to calculate and issue billings; some use provincially developed systems or external consultants to calculate taxes; and still others employ a mixture of these approaches;
- the range of tax payment options a municipality can offer, such as pre-authorized payment plans, where payments are withdrawn electronically, or internet-based payment options; and
- the number of government agency tax accounts, both provincial and federal, as many of these accounts may require specialized or manual bill calculations, or negotiated payments, resulting in higher costs to service a small number of accounts.

Toronto's higher costs are likely due to higher service levels/programs such as cancellation of tax increases for low income seniors and the disabled, tax deferral for low income seniors and disabled and rebates programs (veterans organizations, ethno-cultural groups, vacancy and registered charities). **I**t should also be noted that Toronto has the highest Commercial/Industrial base as compared to the other municipalities and these properties/accounts are significantly more time consuming to administer. Commercial/Industrial properties are generally more complicated in relation to their appeals, tax and rebate calculations and overall general administration thus increasing Toronto's overall costs to maintain a tax account.

2008 Achievements or 2009 Planned Initiatives

The following items have and are expected to further improve the efficiency and effectiveness of Taxation Services:

- Introduction of new user fees related to tax collections (i.e., statement fees and fees for notifications), which are expected to result in lower costs for the collection process and improvements in the overall collection rate for tax arrears.
- Entered into a new 2-year contract awarded for printing and mailing services for tax bills, water bills, parking tickets and all associated mailings/forms. The City will now be employing FSC certified papers for its mailings.
- To improve customer service at counters in Civic Centres and the Call Centre, a pool of temporary trained customer service representatives will provide part-time staff coverage in 2009 on an as-needed basis during busy periods in order reduce line-ups and busy signals, improve response times and maintain high levels of customer service.
- Programs to protect vulnerable residents are currently in place. Existing programs and enhancements will be communicated and promoted, including:
  - Revised eligibility criteria for property tax increase cancellation program for low-income seniors and disabled persons.
  - Revised eligibility criteria for property tax increase deferral program for low-income seniors and disabled persons.
  - Property Tax Poverty Appeals.
  - Property tax rebate for vacant commercial and industrial properties.
  - Property tax rebate for registered charities in commercial or industrial properties.
- Council's property tax policies will continue to be implemented, including:
  - "Enhancing Toronto's Business Climate" strategy, which includes graduated tax rates (providing accelerated rate reductions to commercial properties, to achieve Council's mandate to promote Toronto's business competitiveness), special education tax treatment for newly constructed commercial buildings, and an expanded Heritage Tax Rebate program.
  - "Toronto's Imagination, Manufacturing, Innovation and Technology (IMIT) Financial Incentives Program", which is a City-wide tax incentive grant program (impacting workload and will require new processes and procedures as well as IT system modifications).
- New provincial legislation and directives will be implemented and administered related to the 4-year phase-in of property assessment increases.

Transit Services

Transit Services in Toronto are provided through the Toronto Transit Commission (TTC), which provides and maintains transit infrastructure and service in the City of Toronto. This involves the operation and maintenance of an integrated transit system and a multi-modal fleet including buses, subways, streetcars and light rail transit.

The TTC is the third largest transit system in North America, based on ridership, after New York City and Mexico City.

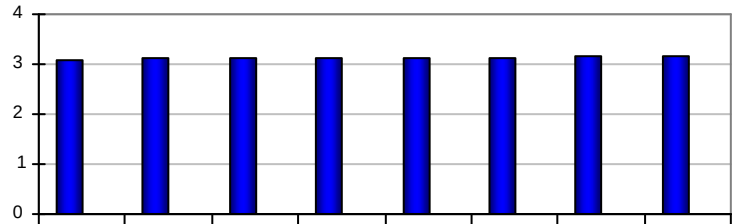
The TTC also provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual's level of functional mobility. The results in this report exclude those of Wheel-Trans.

Meas. Cat.	Measure Name	Internal Comparison of Toronto's 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	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
	Overall Results	1 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	2 - Favourable 0 - Stable 2 - Unfavour. 50% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	3 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 75% 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 10 municipalities.

Service Level – How Many Vehicles Hours of Transit Service Are Provided in Toronto?

Chart 21.1 - City of Toronto
In-Service (Revenue) Transit Vehicle Hours per Capita
2000-2007



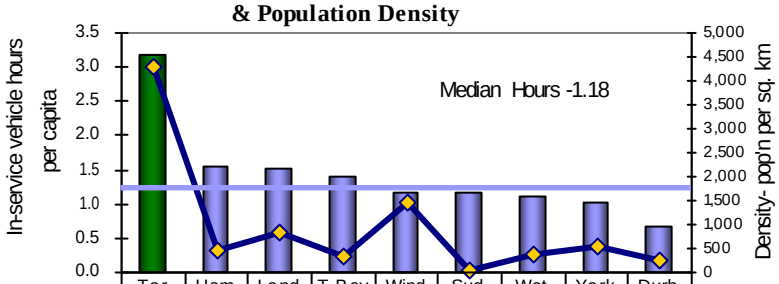
	2000	2001	2002	2003	2004	2005	2006	2007
In-Svc. Veh. Hrs/Capita	3.08	3.12	3.12	3.11	3.14	3.12	3.16	3.18
Total In-svc. hours	7,894,566	8,097,160	8,186,864	8,237,930	8,400,000	8,426,375	8,554,496	8,677,092

The number of in-service transit vehicle hours that are available in a year for residents to use, provides an indication of service levels. It also can have an impact on how often residents use public transit.

An "in-service vehicle hour" refers to the hours a transit vehicle accepts paying passengers. It does not include other activities such as school contracts, charters and cross-boundary service, or vehicle hours devoted to road tests or maintenance activities.

Service Level - How Do Toronto's In- Service Transit Vehicle Hours Compare to Other Municipalities?

Chart 21.2 - OMBI 2007
In-Service (Revenue) Transit Vehicle Hours per Capita
& Population Density



	Tor	Ham	Lond	T-Bay	Wind	Sud	Wat	York	Durh
Veh. Hrs./capita	3.18	1.53	1.52	1.40	1.18	1.17	1.10	1.02	0.68
Pop'n Density	4,306	459	841	332	1,478	44	373	554	238

Ottawa data not available

Chart 21.1 provides the number of in-service (accepting passengers) vehicle hours per capita in Toronto from 2000 to 2007. The total number of in-service vehicle hours has also been provided as supporting information.

Over this period Toronto's total in-service transit vehicle hours has grown each year, as has Toronto's population and on a per capita basis there was a small increase in 2007.

Chart 21.2 compares Toronto's 2007 in-service transit vehicle hours per capita, with other Ontario municipalities, which are shown as bars relative to the left axis. Toronto ranks 1st of 9 municipalities (1st quartile) in terms of having the highest number of transit vehicle hours per capita. Population density (persons per square kilometre) can have a large impact on the need for, and extent of transit systems and has been plotted as a line graph relative to the right axis.

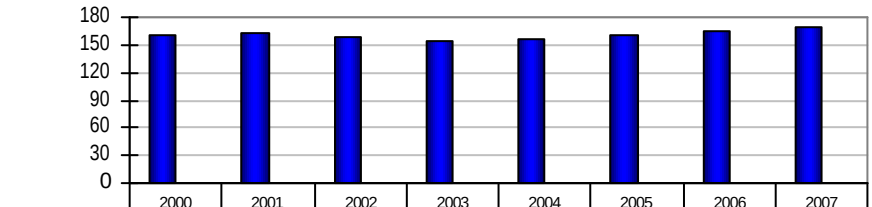
It can be seen that Toronto's density is much higher than that of the other municipalities and as a result, Toronto's transit system is extensive, with approximately 96 per cent of Toronto residents living within 400 metres of at least one of the TTC's multi-modal services.

Other factors that can influence municipal results for this measure include:

- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit strategies such as park and ride.
- The availability and cost of parking in the municipality.

Community Impact - How Many Passenger Trips per Person are taken in a Year in Toronto?

Chart 21.3- City of Toronto
Number of Transit Passenger Trips per Person
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
# trips/ person	160.0	161.9	158.6	153.2	156.5	159.8	164.4	168.4
Total # of trips	410,558,000	419,993,000	415,539,000	405,412,000	418,099,000	431,220,000	444,544,000	459,769,000

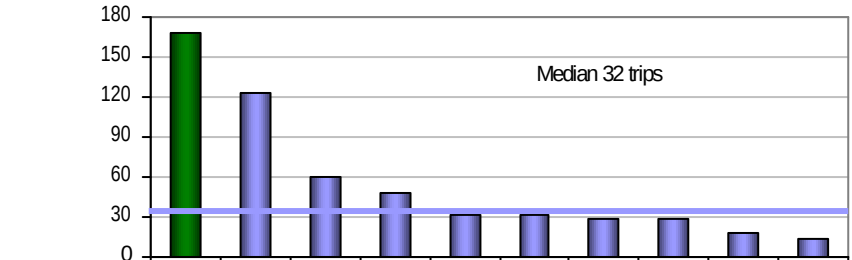
One of the primary goals of a transit system is to maximize resident use of the public transit provided.

Chart 21.3 provides a summary of the average annual number of transit trips taken in Toronto per person, over the period of 2000 to 2007. The total number of passenger trips (ridership) has also been provided as additional information.

Toronto's population over this period has been growing at an annual rate of approximately 1%.

Community Impact - How Does Toronto's Annual Transit Use per Person, Compare to Other Municipalities?

Chart 21.4- OMBI 2007
Number of Coventional Transit Passenger Trips per Person



	Tor	Ott	Lond	Ham	Sud	Wat	Wind	T-Bay	York	Durh
#trips/capita	168.4	122.9	60.3	47.6	32.0	31.7	29.0	28.6	18.5	13.9

In 2001, ridership increased by 2.3%, dropped by 1% in 2002 (economic slowdown after 9/11), and decreased by another 2.4% in 2003 due primarily to SARS and the hydro blackout. Ridership grew by 3.1% each year between 2004 and 2006 and 3.4% in 2007.

Chart 21.4 compares Toronto's 2007 transit use (passenger trips) per capita with other Ontario Municipalities. Toronto ranks 1st of 10 municipalities (1st quartile) in terms of having the highest transit usage per capita.

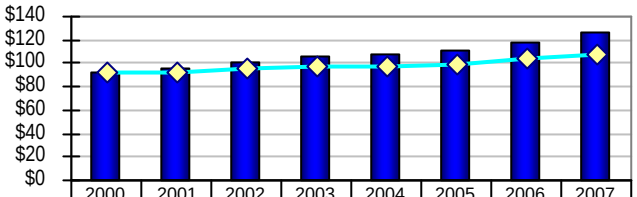
Factors that can influence municipal results for this measure include:

- Size and population density of the service area.
- Socio-economic factors such as income levels, population age, energy prices, etc.
- Transit policies such as parking rates, park and ride, etc.
- Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.).
- The number of transit trips taken by non-residents, since these results are based on the total number of passenger trips in the municipality (by residents and non-residents) divided by the municipality's population.

Toronto's extensive multi-modal transit system is the primary factor behind high transit use by Toronto residents in relation to other municipalities.

Efficiency – What Does it Cost in Toronto to Operate a Transit Vehicle for an Hour?

Chart 21.5 - City of Toronto
Transit Cost per In-Service (Revenue) Vehicle Hour
2000 -2007



	2000	2001	2002	2003	2004	2005	2006	2007
Cost per in-service vehicle hour	$91.42	$95.50	$100.48	$105.84	$107.32	$110.51	$118.55	126.09
CPI adjusted (2000 base)	$91.42	$92.59	$95.40	$97.57	$97.29	$98.39	$103.86	$108.40

In terms of efficiency, there are two aspects of service delivery to examine:

- The cost to supply a transit vehicle to accept passengers for one hour.
- The cost to provide a passenger trip, which takes into consideration actual utilization of the transit supply made available for use.

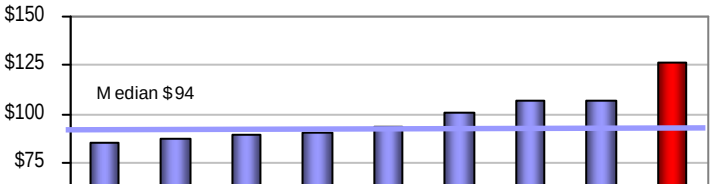
Chart 21.5 provides the transit cost per in-service vehicle hour in Toronto for the years 2000 to 2007.

Costs have also been provided as a line graph, which adjust for changes in Toronto's annual Consumer Price Index (CPI) using 2000 as the base year.

Over this period, costs have continued to rise due to increases in salaries as a result of collective agreements, as well as increases in the cost of fuel & hydro.

Efficiency - How Does Toronto's Transit Cost per Vehicle Hour, Compare to Other Municipalities?

Chart 21.6- OMBI 2007
Operating Costs for Conventional Transit
per In-Service (Revenue) Vehicle Hour



	Lond	T-Bay	Ham	Sud	Wind	Wat	Durh	York	Tor
$cost/in-service veh hr.	85	87	89	90	94	101	107	107	126

Ottawa data not available

Chart 21.6 compares Toronto's 2007 costs to other municipalities for the cost per in-service vehicle hour, which includes only hours where transit vehicles are accepting passengers

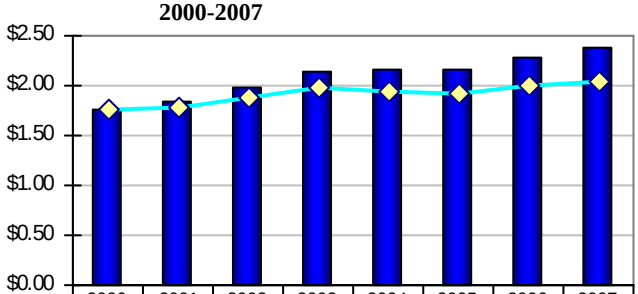
Toronto ranks 9th of 9 municipalities (4th quartile) in terms of having the lowest cost per in-service vehicle hour.

Municipal results for these measures are influenced by service design and delivery such as the diversity and number of routes, the frequency of service, hours of service, and type of transit vehicles used.

Toronto's costs are the highest of the OMBI municipalities due to a number of factors such as the additional modes of transit (subway, streetcars and LRT) that Toronto provides. These additional transit modes are unique among the OMBI municipalities and result in high usage by Toronto residents, but are also more expensive to operate on an hourly basis than buses.

Efficiency - What Does it Cost to Provide One Passenger Trip?

Chart 21.7- City of Toronto
Operating Cost for Conventional Transit per Regular Service Trip
2000-2007



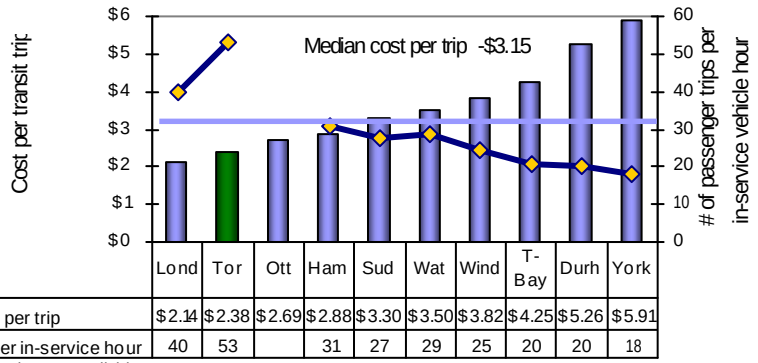
	2000	2001	2002	2003	2004	2005	2006	2007
Operating cost per passenger trip	$176	$184	$198	$2.15	$2.16	$2.16	$2.28	$2.38
CPI Adjusted (2000 base)	$176	$179	$188	$198	$195	$192	$2.00	$2.05

The second aspect of examining efficiency is from the utilization side, where the transit cost to provide a passenger trip, is considered. This should not be confused with the cost of purchasing a transit ticket.

Chart 21.7 illustrates Toronto's transit costs per passenger trip from 2000 to 2007. Over this period, gross costs have continued to increase with contractual wage and salary increases, higher energy prices and service enhancements such as the opening of the Sheppard Subway in late 2002. The 4.4% increase in 2007 was due to a combination of a 7.9% increase in costs due to contractual wage and salary increases, increased fuel prices, and expanded service, which was partially offset by an increase of 3.4% in the number of passenger trips.

Efficiency - How Do Toronto's Transit Costs per Passenger Trip, Compare to other Municipalities?

Chart 21.8 - OMBI 2007
Cost of Conventional Transit per Passenger Trip and
Average Number of Passenger Trips per In-Service Vehicle Hour



	Lond	Tor	Ott	Ham	Sud	Wat	Wind	T-Bay	Durh	York
$cost per trip	$2.14	$2.38	$2.69	$2.88	$3.30	$3.50	$3.82	$4.25	$5.26	$5.91
trips per in-service hour	40	53		31	27	29	25	20	20	18

Ottawa data not available

Information has also been supplied that adjusts the cost per trip for changes in Toronto's Consumer Price Index (CPI), using 2000 as the base year.

Chart 21.8 compares Toronto's 2007 transit cost per passenger trip to other Ontario municipalities, which have been plotted as bars relative to the left axis. Toronto ranks 2nd of 10 municipalities (1st quartile), in terms of having the lowest cost.

The degree of passenger utilization of the transit vehicles that are in-service, is a primary factor in the cost per passenger trip as it allows fixed and variable costs to be spread over a larger number of riders. The average number of passenger per hour that a transit vehicle is in service provides an indication of utilization, and has been plotted as a line graph relative to the right axis. It shows Toronto has, by far the highest utilization ranking 1st of 10 municipalities (1st quartile).

Other factors that can influence results for this measure include:

- Size and population density of the service area.
- Socio-economic factors such as income levels, population age, energy prices, etc. impacting transit usage.
- Transit policies such as parking rates, park and ride, etc.
- Service design and delivery (diversity and the number of routes, frequency of service, hours of service, fare structures, etc.).
- Composition of the fleet and the different modes of transit.

2009 Achievements or 2009 Planned Initiatives

- In 2008 the TTC implemented its largest service increase in 25 years, and established a new base line for service quality for 2009 forward. These improvements included:

  - New standards to improve the quality of peak period bus service as part of the TTC's on-going Ridership Growth Strategy. One hundred additional buses were purchased, an additional bus garage was opened, and there will be approximately 100,000 hours of additional peak period service on 64 routes in 2009 as a result of this program.
  - An expanded off-peak bus network so that virtually all neighbourhoods in Toronto receive service every 30 minutes or better, all day, every day of the week. This improvement, also part of the Ridership Growth Strategy, results in 85% of the TTC's daytime routes operating until 1:00 am and will provide approximately 300,000 additional hours of service on 91 routes in 2009.
  - In 2008, the TTC set an all-time record of 467 million riders, surpassing the 1988 record of 464 million – the result of year-after-year strong increases in ridership from economic growth and the introduction of previous Ridership Growth Strategy fare and service initiatives. Improvements to service frequency made in 2008 and early 2009, to address observed overcrowding from this growth, will provide approximately 400,000 annual hours of additional service in 2009.

- For 2009, further improvements to the quality of TTC services are planned, including:

  - Introducing new express bus services which reduce travel times and, in doing so, improve service for customers and create long-term operating efficiencies.
  - Initiatives to improve the reliability of the 501 Queen streetcar route and selected bus routes. New operating and supervisory resources have been budgeted for this purpose. As well as improving service in 2009, it is anticipated that the new approaches being tested, once expanded, will improve the cost-effectiveness and reliability of all services.
  - Opening of the York University BRT – bus-only lanes linking Downsview subway station with York University. The exclusive lanes will result in a dramatic improvement in the reliability and speed of service for the over 20,000 transit riders which travel this highly congested corridor each day.
  - In 2007 and early 2008 the TTC introduced more accessible bus routes to its surface routes making them wheelchair and scooter friendly. By the end of 2009, approximately 147 of 168, or close to 90%, of the TTC's bus routes will be accessible, using about 1500 low-floor or lift-equipped kneeling buses in its fleet.
  - Expansion of the number of routes served by bike rack equipped buses from approximately 40% to 80%.
  - By the end of March, 2009, closed- circuit cameras will be in place in all 1,950 buses and streetcars as well as in the subway system in order enhance public safety and security.
  - Additional positions added in 2009 will further improve the cleanliness/appearance of the transit system.

Wastewater Services

Wastewater Services encompasses the collection of wastewater or sewage from the point it leaves residential or ICI (industrial, commercial, and institutional) properties to the point where it is treated in wastewater treatment plants and returned to Lake Ontario. It also includes the disposal of any residual material.

Approximately 24% of Toronto's sewer system is combined sanitary and storm sewers.

The safe and effective treatment of wastewater is important to a community's continued health and well being, with treatment standards established by provincial and federal agencies to ensure minimal impact on the natural environment.

Funding for these services is provided through municipal water rates, which includes a sewer surcharge.

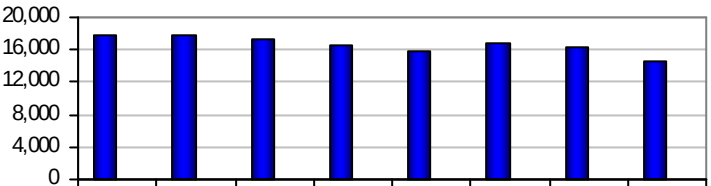
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service/ 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
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

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 – Inc/Fav 1 - Stable 1 - Dec./Unfav. 50% favourable or stable	2 - Favourable 0 - Stable 2 - Unfavour. 50% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 0% above median	0 - 1st quartile 0 - 2nd quartile 2 - 3rd quartile 2 - 4th quartile 0% above median	

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

Service Level - How Much Wastewater is Treated Each Year in Toronto?

Chart 22.1 -City of Toronto
Megalitres of Wastewater Treated per 100,000 Population
2000-2007



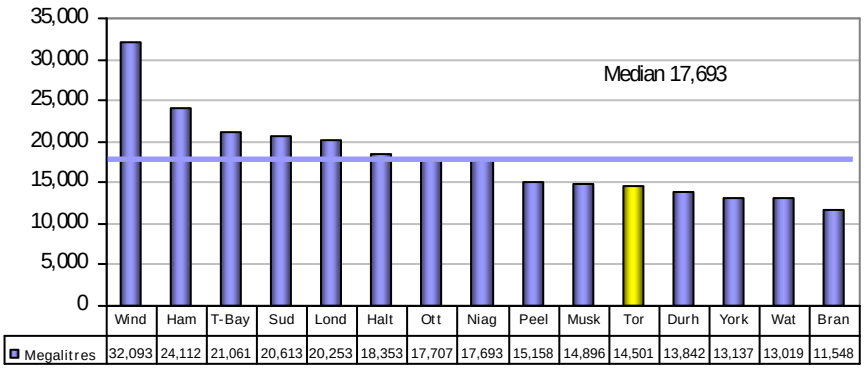
	2000	2001	2002	2003	2004	2005	2006	2007
Megalitres per 100,000 pop'n	17,695	17,803	17,360	16,561	15,731	16,734	16,202	14,501
Total Megalitres	453,987	461,840	454,863	438,269	420,388	451,490	438,108	395,881

Chart 22.1 summarizes the volume (megalitres) of wastewater that was treated in Toronto Wastewater Treatment Plants from 2000 to 2007. One megalitre is equivalent to one million litres. Results have also been expressed on a per 100,000 population basis to account for population growth and to allow for comparisons to other municipalities.

It should be noted that these volumes relate to wastewater from both the residential and ICI (Industrial, Commercial & Institutional) sectors, as well as stormwater that is collected in the 24% of Toronto's system that is combined sanitary and storm sewers. The 2007 decrease of -9.6% in the volume of wastewater treated was due to less precipitation for 2007 (stormwater in combined sanitary/storm sewers)

Service Level – How Does the Amount of Wastewater Treated in Toronto, Compare to Other Municipalities?

Chart 22.2 - OMBI 2007
Megalitres of Wastewater Treated per 100,000 Population



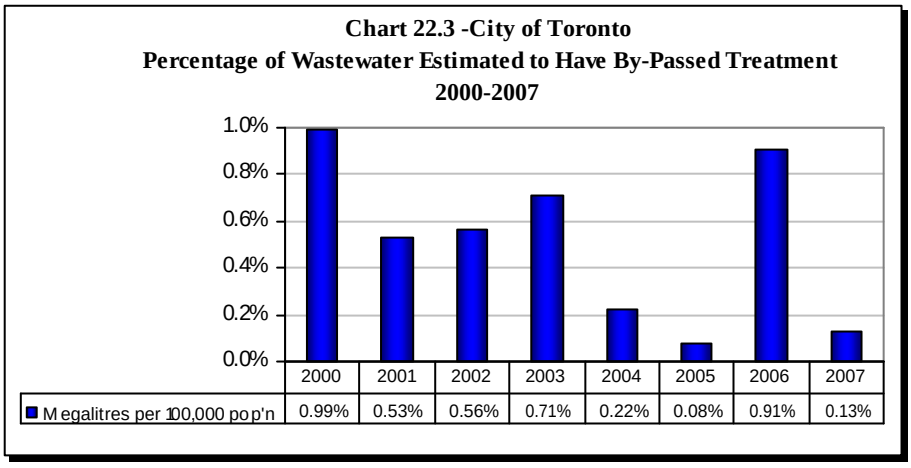
	Wind	Ham	T-Bay	Sud	Lond	Halt	Ott	Niag	Peel	Musk	Tor	Durh	York	Wat	Bran
Megalitres	32,093	24,112	21,061	20,613	20,253	18,353	17,707	17,693	15,158	14,896	14,501	13,842	13,137	13,019	11,548

Chart 22.2 provides 2007 information for Toronto and other municipalities on the volume of wastewater treated per 100,000 persons. Toronto ranks 11th of 15 (3rd quartile) in terms of having the highest volumes treated.

The volume of wastewater treated in municipalities can be affected by a number of factors, including:

- The volume of wastewater generated by the ICI sector.
- Urban form (high-density urban versus suburban).
- The extent to which storm sewers are connected to or combined with sanitary sewers and the impact of rainfall events on flows into wastewater treatment plants.

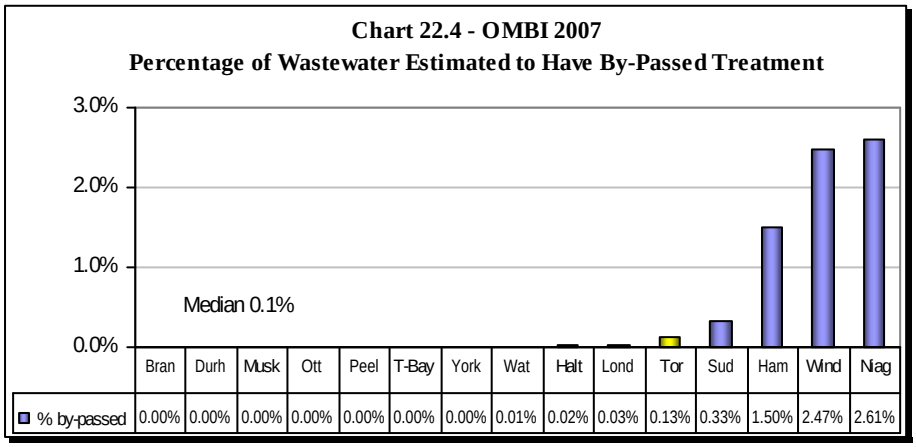
Community Impact- How Much Wastewater By-Passes Full Treatment in Toronto Before it is Released into Lake Ontario Each Year?



A major objective of all municipal wastewater systems is to protect the environment by minimizing the amount of untreated wastewater that is released into lakes and rivers.

Chart 22.3 summarizes the percentage of total wastewater from 2000 to 2007 in Toronto that was released each year into Lake Ontario without full treatment. This wastewater does however receive partial treatment before release.

Community Impact- How Does the Amount of Wastewater By-Passing Treatment In Toronto, Compare to Other Municipalities?



Secondary bypass events are usually the result of heavy precipitation/ runoff events that can flow into the 24% portion of Toronto's wastewater system that is combined sanitary/storm sewers. Additional stormwater retention infrastructure was installed at the Western Beaches in 2004.

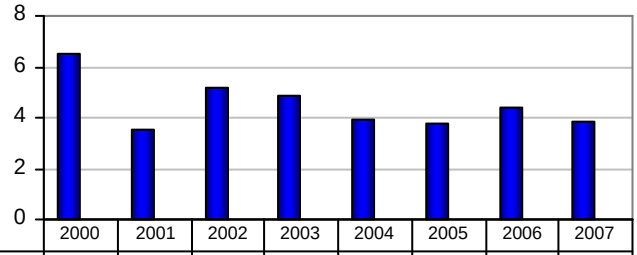
The frequency and intensity of these events varies from year to year. Secondary bypass quantities receive preliminary and primary treatment and are chlorinated before discharge to the lake. Bypasses are sampled for E. Coli, suspended solids, BOD, phosphorus, ammonia and nitrates.

The significant increase in Toronto's 2006 by-pass volumes related to an equipment malfunction, which occurred at the conclusion of a planned bypass event at the Ashbridges Bay Treatment Plant. Since that 2006 event, a number of system improvements have been implemented and several other long term enhancements are planned to help ensure better control of secondary bypass events, as evidenced in the drop in 2007 volumes.

Chart 22.4 compares the 2007 percentage of wastewater by-passing treatment in Toronto to other municipalities. Toronto ranks 11th of 15 (3rd quartile), in terms of having the lowest percentage of wastewater by-passing treatment.

Customer Service – How Often do Wastewater Mains Back-Up in Toronto?

Chart 22.5 - City of Toronto
Number of Wastewater Main Back Ups per 100 Km. of Wastewater Pipe
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
# back-ups per 100km of pipe	6.5	3.5	5.2	4.9	3.9	3.8	4.4	3.8
Total # of back-ups	373	201	299	278	220	219	251	219

Chart 22.5 indicates the number of wastewater main back-ups there were in Toronto from 2000 to 2007.

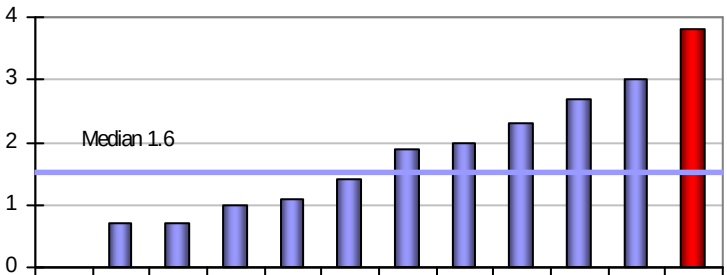
Over 24% of Toronto's sewer system is comprised of combined sanitary and storm sewers with 80,000 homes in the older areas of the city having downspouts directly connected to the combined sewer system. This results in a significant inflow into the local and trunk systems during storm events, which can cause wastewater to back up through sewer pipes where it can escape through floor drains or any other low lying plumbing fixtures in basements.

The decrease in the number of back-ups in 2007 is primarily attributable to lower precipitation levels in 2007 compared to 2006.

From 1998 to November 2007, Toronto had a voluntary downspout disconnection program, however Council decided to terminate the program as there was insufficient participation.

Customer Service – How Does the Rate of Wastewater Main Back-Ups in Toronto Compare to Other Municipalities?

Chart 22.6 - OMBI 2007
Number of Wastewater Main BackUps per 100 Km. of Wastewater Pipe



	Bran	Lond	Wind	Musk	Ham	Peel	Durh	Ott	Halt	Sud	T-Bay	Tor
#backups/100km	0.0	0.7	0.7	1.0	1.1	1.4	1.9	2.0	2.3	2.7	3.0	3.8

Effective November 20, 2007, Toronto implemented a mandatory downspout disconnection programs that will require certain homeowners to disconnect their home's downspout from the City's combined sewer system where feasible, and within three years. This will result in less stormwater in the wastewater system, which will help prevent wastewater from backing up in the future.

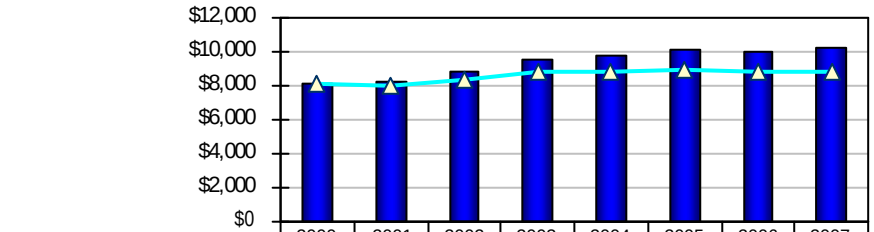
Chart 22.6 compares the 2007 rate of wastewater/sewer back ups in Toronto to other municipalities. Toronto ranks 12th of 12 municipalities (4th quartile) in terms of having the lowest rate of back-ups.

Other factors that can influence the rate of wastewater main backups in municipalities include:

- Capacity of the wastewater sewer system and extent to which storm sewers are combined with sanitary sewers.
- The rate of water infiltration/inflow into the wastewater sewer system.
- The frequency of wastewater sewer system maintenance.
- The age and condition of the wastewater sewer system.

Efficiency – What Does it Cost in Toronto to Collect Wastewater?

Chart 22.7 - City of Toronto
Operating Cost for Wastewater Collection per Km. of Collection Pipe
2000-2007



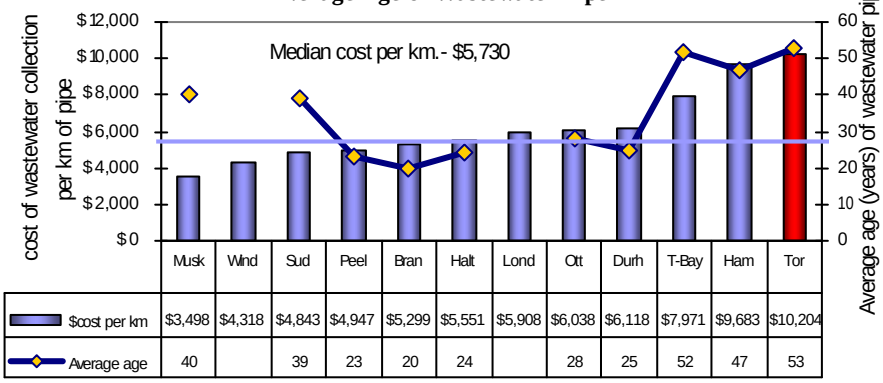
	2000	2001	2002	2003	2004	2005	2006	2007
$cost per km of pipe	8,130	8,292	8,849	9,564	9,723	10,104	10,017	10,204
CPI Adjusted cost (base 2000)	8,130	8,039	8,401	8,817	8,815	8,996	8,775	8,773

Wastewater collection refers to the process of collecting wastewater from the time it exits residential and ICI properties, to the point it arrives at the wastewater treatment plant.

Chart 22.7 provides these wastewater collection costs in Toronto, per kilometer of collection pipe for the years 2000 to 2007. Results have also been provided that adjust costs for the annual change to Toronto's consumer price index (CPI) using 2000 as the base year.

Efficiency – How Does the Cost of Wastewater Collection in Toronto, Compare to Other Municipalities?

Chart 22.8 - OMBI 2007
Operating Cost for Wastewater Collection per Km. of Collection Pipe and Average Age of Wastewater Pipe



	Musk	Wind	Sud	Peel	Bran	Halt	Lond	Ott	Durh	T-Bay	Ham	Tor
$cost per km	$3,498	$4,318	$4,843	$4,947	$5,299	$5,551	$5,908	$6,038	$6,118	$7,971	$9,683	$10,204
Average age	40		39	23	20	24		28	25	52	47	53

There has been a general increase in the Toronto's cost of wastewater collection, due to increased maintenance requirements attributable to the age of this infrastructure. Over 30% of Toronto's sewer system is over 50 years old.

Chart 22.8 compares the 2007 cost of wastewater collection per km. of pipe in Toronto to other municipalities, which have been plotted as bars relative to the left axis. Toronto ranks 12th of 12 municipalities (4th quartile), in terms of having the lowest cost.

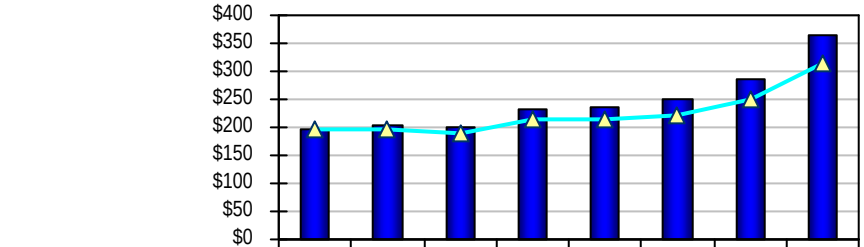
Age of the wastewater pipe, which has been plotted as a line graph relative to the right axis, can have a significant impact on costs as noted earlier. Toronto has some of the oldest underground infrastructure of the OMBI municipalities and is a key factor in Toronto's higher costs.

Other key factors that can influence wastewater collection costs in municipalities are:

- The age of the wastewater collection infrastructure.
- The number of independent wastewater collection systems operated by the municipality.
- The frequency of maintenance activities.
- The inclusion of storm sewer management costs together with sanitary sewer management costs as many comparator municipalities only include sanitary costs within their OMBI calculations.
- Proximity of infrastructure to other utilities.

Efficiency- What Does it Cost to Treat and Dispose of Wastewater in Toronto?

Chart 22.9 - City of Toronto
Operating Cost for Wastewater Treatment and Disposal per Megalitre
2000 to 2007



	2000	2001	2002	2003	2004	2005	2006	2007
$Cost per megalitre	$198	$204	$200	$231	$236	$251	$285	$365
CPI Adjusted cost (base 2000)	$198	$198	$190	$213	$214	$223	$250	$314

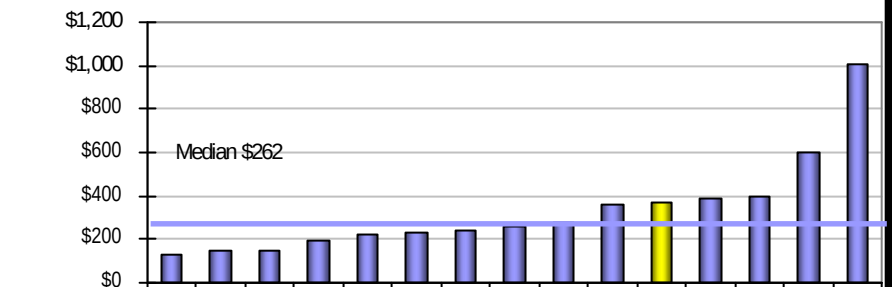
Wastewater Treatment costs include the operation and maintenance of treatment plants to meet or exceed the provincial Ministry of Environment regulations and standards.

It also includes the disposal of bio-solids (sludge) which is primarily organic accumulated solids separated from wastewater that have been stabilized by treatment and can be beneficially used.

Chart 22.9 summarizes Toronto's cost of treating a megalitre (one million litres) of wastewater from 2000 to 2007. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Efficiency- How Does Toronto's Cost of Wastewater Treatment and Disposal, Compare to Other Municipalities?

Chart 22.10 - OMBI 2007
Operating Cost for Wastewater Treatment and Disposal per Megalitre



	Ham	Ott	Peel	Wind	Wat	Lond	York	T-Bay	Durh	Halt	Tor	Niag	Sud	Bran	Musk
$cost /megalitre	132	144	152	192	219	228	242	262	279	361	365	389	399	604	1,005

Toronto's cost of wastewater treatment and disposal per megalitre was fairly stable from 2000 to 2002, but in 2003 costs increased as a result of a fire in the Pelletizer facility, which required finding other biosolids disposal sites at much higher costs.

Operating costs for wastewater treatment and disposal per megalitre of wastewater treated has increased by 27.8 % in 2007 and is attributable to a combination of:

- A 15.5% increase in operational costs primarily in the areas of biosolids (waste sludge) disposal, wages and benefits, energy and chemicals.
- A -9.6% decrease in the volume of wastewater treated, due to less precipitation for 2007 (stormwater in combined sanitary/storm sewers).

Chart 22.10 compares Toronto's 2007 cost of wastewater treatment and disposal per megalitre, to other municipalities. Toronto ranks 10th of 15 municipalities (3rd quartile) in terms of having the lowest costs.

Key factors that can influence municipal wastewater treatment costs are:

- The sensitivity of lakes and rivers to receive treated wastewater, which dictates the complexity and cost of the required wastewater treatment process.
- The number, size, and complexity of wastewater treatment plants operated by the municipality.
- Specific municipal requirements for the quality of wastewater treatment.

Key factors that contribute to Toronto's higher costs are the age of our plants (the oldest has been in operation since 1929) that can be more costly to maintain than newer plants in other municipalities, as well as higher disposal costs for biosolids. The City's Biosolids and Residuals Master Plan (BRMP) has been drafted on the future management of biosolids and water residuals, and public information sessions have been held and comments requested in early 2009.

2008 Achievements or 2009 Planned Initiatives

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

- Council has approved the Wet Weather Flow Master Plan to manage the discharge of pollutants into waterways and Lake Ontario. The goal of the Plan is to reduce and ultimately eliminate the adverse impacts of wet weather flow on the built and natural environments to achieve a measurable improvement in ecosystem health of the City's watersheds and waterfront, with emphasis on improving water quality along the City's waterfront beaches.
- Additional funding is being provided in 2009 for the Planting of Trees to improve the retainment of rainwater to reduce surface run-off, which will also contribute to the reduction of CO2 and other green house gases in the atmosphere.
- A Master Plan for Biosolids Treatment and Disposal has been drafted and the Plan is proceeding with public consultation. The updated Master Plan will be released for a 30 day public review period upon completion, anticipated for late-Fall 2009.
- A program is being implemented with funding for various monitoring programs, such as outflow and backflow prevention, to help clean up Lake Ontario to make Toronto's beaches more swimmable. Improved monitoring programs were a key factor contributing to the improvement of water quality at Toronto's beaches experienced in 2007such as:
  - 6 beaches met the internationally recognized Blue Flag standard.
  - Blue Flag beaches were safe for swimming for 93% of the days during the swimming season while all beaches were safe for swimming 82% of the days during the season.
- In February 2009, Council approved "The Toronto Beaches Plan" with an action plan for 2009-2010 that will mean immediate improvements to enhance conditions and water quality at all 11 beaches. The action plan also identifies a number of steps to target water quality at three City beaches (Sunnyside, Marie Curtis East and Rouge) with the poorest water quality. Staff will embark on a three-year pilot project to enclose part of the swimming area at Sunnyside Beach in order to provide acceptable recreational water quality. To deal with the poor water quality issues at Marie Curtis East Beach and Rouge Beach, staff will investigate the possibility of relocating each site. The long-term vision to get all Toronto swimming beaches to the international Blue Flag standard or better.
- To improve the cleanliness of Lake Ontario, in early 2009, there will be increased monitoring of influent, untreated wastewater that flows into the treatment plants, to ensure compliance and better enforcement of the Sewer Use By-law.
- Council approved the Mandatory Downspout Disconnection Program in September 2008 which will reduce the amount of stormwater entering Toronto's combined sanitary and storm sewers. Additional resources will be added in 2009 to enable the processing of 47,000 applications to the City's former Voluntary Downspout Disconnection Program received by November 20, 2007.
- Council approved the Basement Flooding Remediation Work Plan in September, 2008, which will involve a comprehensive engineering review to address chronic basement flooding problems in 31 separate study areas. Priority projects to relieve basement flooding in study areas 14, 28, 29 and 30 will commence on the first set of projects in 2009.
- Hydro usage at water supply and wastewater treatment plants is anticipated to decrease by approximately $5 million in 2009, reflecting an anticipated decline in water production from implementation of the Water Efficiency Plan, weather change, and consumer sensitivity to water consumption.
- Sewer replacement programs are included in the capital budget for pipes that are structurally deficient or where increased sewer flow warrants larger pipe sizes. In many areas, pipe relining and trenchless technology will be used to minimise the impact on local communities.

Water Services

Water Services in Toronto refer to the process from the point that source water is pumped from Lake Ontario, to the point that drinking water is delivered to residential, and ICI (industrial, commercial, and institutional) customers. It also includes the provision of water through fire hydrants for fire protection.

The two main activities are:

- The treatment of water from the source at water treatment plants to ensure the quality of drinking water meets or exceeds regulatory requirements
- The distribution of drinking water to customers through the system of watermains, water pumping stations, and storage reservoirs

Funding for these activities is provided through municipal water rates.

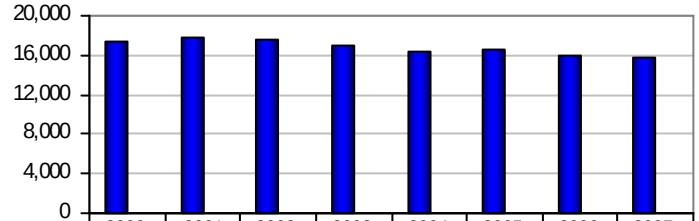
Meas. Cat.	Measure Name	Internal Comparison of Toronto's 2007 vs. 2006 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2007		Chart & Page Ref.
		Service Level (Resources)	Efficiency/ Effectiveness (Results)	Service Level (Resources)	Efficiency/ Effectiveness (Results)	
Service/ 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
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

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 – Inc./Fav. 2 - Stable 0 – Dec./Unfav. 100% favourable or stable	2 - Favourable 0 - Stable 3 - Unfavour. 40% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 0% above median	2 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 60% above median	

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

Service Level - How Much Drinking Water is Treated Each Year in Toronto?

Chart 23.1 -City of Toronto
Megalitres of Drinking Water Treated per 100,000 Population
2000-2007



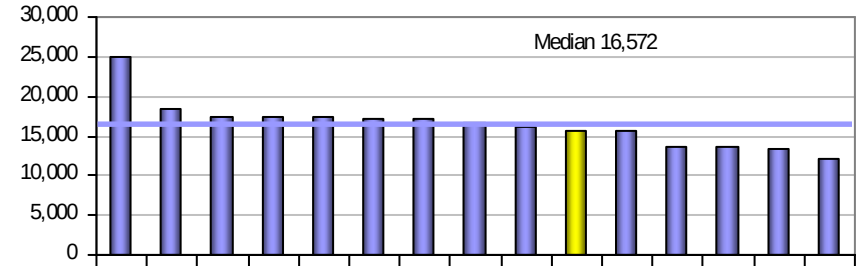
	2000	2001	2002	2003	2004	2005	2006	2007
Megalitres per 100,000 pop'n	17,314	17,702	17,516	17,060	16,301	16,533	15,916	15,730
Total Megalitres	444,188	459,215	458,945	451,463	435,610	446,130	430,410	429,432

Chart 23.1 summarizes the volume (megalitres) of drinking water that was treated in Toronto water treatment plants from 2000 to 2007. One megalitre is equivalent to one million litres. Results have also been expressed on a per 100,000 population basis to account for population growth and to allow for comparisons to other municipalities.

There has been a general reduction over time in the volume of drinking water treated as consumers use water more efficiently, although in 2007 there was very little change from 2006 despite having an increase the population served.

Service Level – How Does the Amount of Water Treated in Toronto, Compare to Other Municipalities?

Chart 23.2 - OMBI 2007
Megalitres of Drinking Water Treated per 100,000 Population



	Wind	Ham	Niag	Bran	Sud	T-Bay	Musk	Halt	Peel	Tor	Lond	Ott	York	Durh	Wat
Megalitres	25,028	18,311	17,421	17,327	17,314	17,180	17,129	16,572	16,248	15,730	15,652	13,736	13,549	13,385	12,124

It should be noted that these volumes relate to water use by both the residential and ICI (Industrial, Commercial & Institutional) sectors. In many municipalities the ICI sectors can use significant water volumes in their operations, such as in Toronto where ICI usage accounts for 37% of the total volumes of drinking water treated.

Chart 23.2 compares 2007 data for Toronto to other municipalities for the volume of drinking water treated per 100,000 persons. Toronto ranks 10th of 15 (3rd quartile), in terms of having the highest volumes of water treated.

The volume of drinking water treated by municipalities can be influenced by a number of factors, including:

- Source and adequacy of the water supply (municipal well or surface water supply)
- Demand from the ICI sector. This will vary by municipality and can be significant
- Urban form (high-density urban versus suburban)
- Impact of municipal water conservation programs
- Weather conditions and variations in seasonal water use

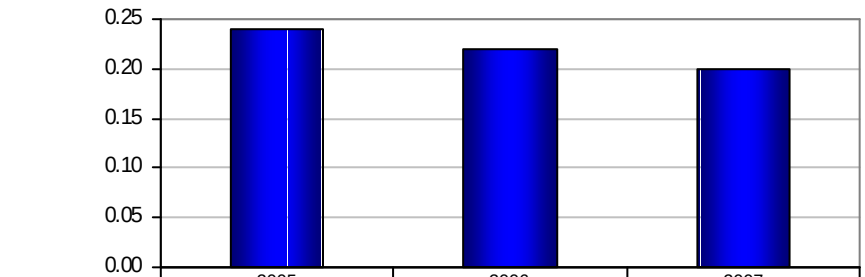
Community Impact- What is the Quality of Drinking Water in Toronto?

Toronto's drinking water monitoring program extends, in intensity and scope, well beyond the regulatory requirements. Many more parameters are tested for on a regular basis as compared to those that are formally regulated. During 2007, there were over 21,000 analyses performed in the labs on treated water as well as water at various stages of treatment. Additional tests are conducted through comprehensive distribution monitoring.

One measure of water quality is the weighted number of days when boil water advisory has been issued by the Medical Officer of Health, applicable to a municipal water supply. No boil water advisories were issued in Toronto in 2007 or in prior years whereas, two of the other fourteen OMBI municipalities had boil water advisories for portions of their municipalities in 2007.

Community Impact- How Much Drinking Water Does the Average Toronto Household Use?

Chart 23.3 -City of Toronto
Megalitres of Drinking Water Used per Household
2005-2007



	2005	2006	2007
Megalitres/HH	0.24	0.22	0.20

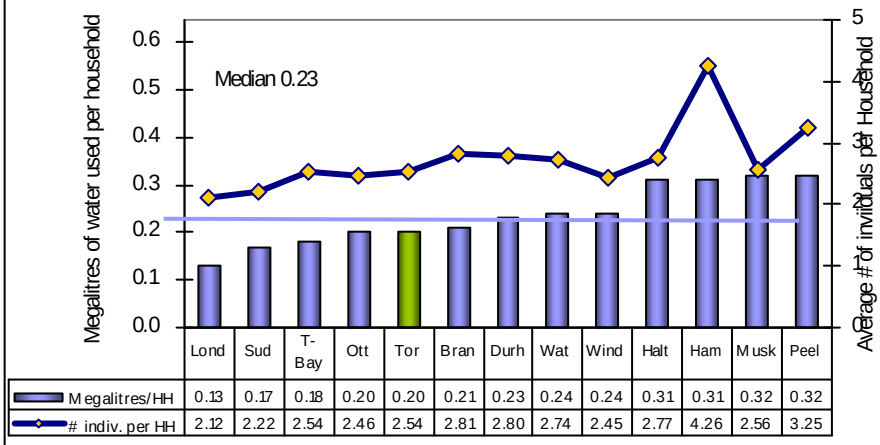
2006 result restated from 0.23 to reflect updated number of households

Toronto has an approved water efficiency plan designed to both protect the environment and to accommodate future population growth within the planned capacity of water treatment plants.

Chart 23.3 shows the volume of water (megalitres) used in an average Toronto household between 2005 and 2007 is declining. Rebate programs for more water efficient toilets and washing machines are examples of initiatives being used to reduce water consumption.

Community Impact- How Does Toronto's Drinking Water Use per Household Compare to Other Municipalities?

Chart 23.4 - OMBI 2007
Annual Residential Water Use (Megalitres) per Household &
Average Number of Individuals per Household



	Lond	Sud	T-Bay	Ott	Tor	Bran	Durh	Wat	Wind	Halt	Ham	Musk	Peel
Megalitres/HH	0.13	0.17	0.18	0.20	0.20	0.21	0.23	0.24	0.24	0.31	0.31	0.32	0.32
# indiv. per HH	2.12	2.22	2.54	2.46	2.54	2.81	2.80	2.74	2.45	2.77	4.26	2.56	3.25

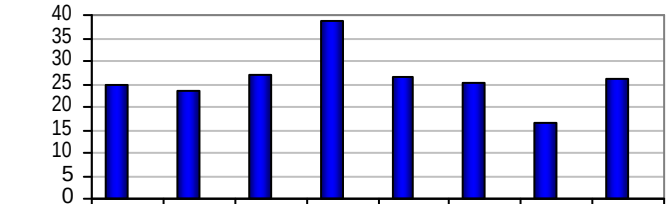
Chart 23.4 compares Toronto's 2007 water use per household to other Ontario municipalities, which are plotted as bars relative to the left axis. Toronto ranks 6th of 13 municipalities (2nd quartile) in terms of having the lowest water use per household.

Other factors influencing municipal results for this measure include:

- The average number of individuals per household, which is plotted as a line graph on chart 23.4 relative to the right axis
- The proportion of apartments and houses in a municipality. Apartments (a significant housing form in Toronto) have lower water use
- Mandatory or voluntary water restrictions during summer months
- The effectiveness of water conservation and efficiency programs

Customer Service – How Often Do Watermains Break in Toronto?

Chart 23.5 - City of Toronto
Annual Number of Watermain Breaks per 100 Km. of Distribution Pipe
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
# breaks per 100km of pipe	24.8	23.3	26.8	38.5	26.5	25.2	16.4	26.0
Total # of breaks	1,460	1,375	1,581	1,683	1,562	1,484	965	1,533

Breaks per 100km restated for 2006 and prior to reflect updated data on km of watermains

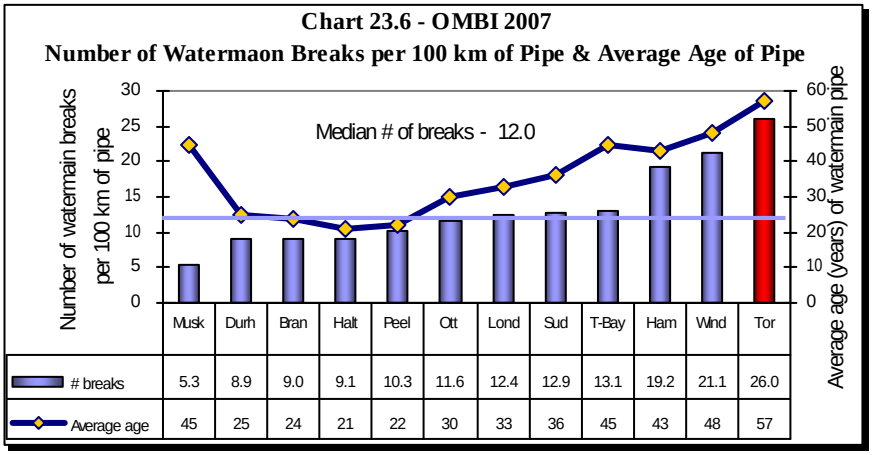
Chart 23.5 summarizes the number of watermain breaks there were in Toronto from 2000 to 2007.

The magnitude of variance in winter temperatures can be a significant factor in the number of watermain breaks that occur in a given year.

Between 2003 and 2006 there was a decline due to generally milder weather conditions and increased levels of infrastructure replacement and rehabilitation, but the number of watermain breaks increased by 59% in 2007 due to a more severe winter including significant variations in temperature.

Customer Service – How Does Toronto's Rate of Watermain Breaks, Compare to Other Municipalities?

Chart 23.6 - OMBI 2007
Number of Watermaon Breaks per 100 km of Pipe & Average Age of Pipe



	Musk	Durh	Bran	Halt	Peel	Ott	Lond	Sud	T-Bay	Ham	Wind	Tor
# breaks	5.3	8.9	9.0	9.1	10.3	11.6	12.4	12.9	13.1	19.2	21.1	26.0
Average age	45	25	24	21	22	30	33	36	45	43	48	57

Chart 23.6 compares the 2007 rate of watermain breaks in Toronto per 100 km of pipe, to other municipalities, which have been plotted as bars relative to the left axis.

Toronto ranks 12th of 12 (4th quartile), in terms of having the lowest rate of watermain breaks.

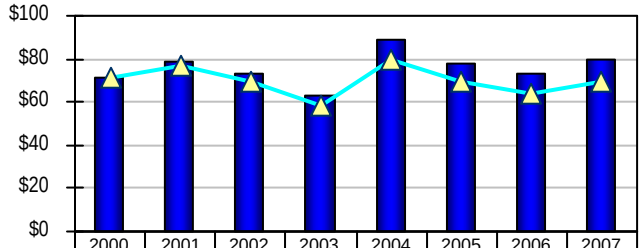
The age and condition of a municipality's water distribution system can be a significant factor in the number of watermain breaks. The average age of the water distribution pipe has been plotted above as a line graph relative to the right axis. Toronto's watermain system is the oldest of the OMBI municipalities at an average of 57 years with 10% of it being over 80 years old. The condition of the watermain system can be affected by the amount of co-located utilities, and subway and streetcars, which can accelerate pipe corrosion (through electrolysis) and is another factor contributing to Toronto's higher rate of breaks.

Key factors that can influence the rate of watermain breaks in municipalities include:

- Age and condition of the pipe
- Type of pipe material (cast iron, ductile iron, PVC, etc.)
- Proximity of the pipes to other utilities
- Extreme cold weather (frozen watermains and watermain breaks)
- Soil conditions, which can increase risk of corrosion
- Topography, which can cause pressure variations

Efficiency- What Does it Cost to Treat Drinking Water in Toronto?

Chart 23.7 - City of Toronto
Operating Cost for Drinking Water Treatment per Megalitre
2000 to 2007



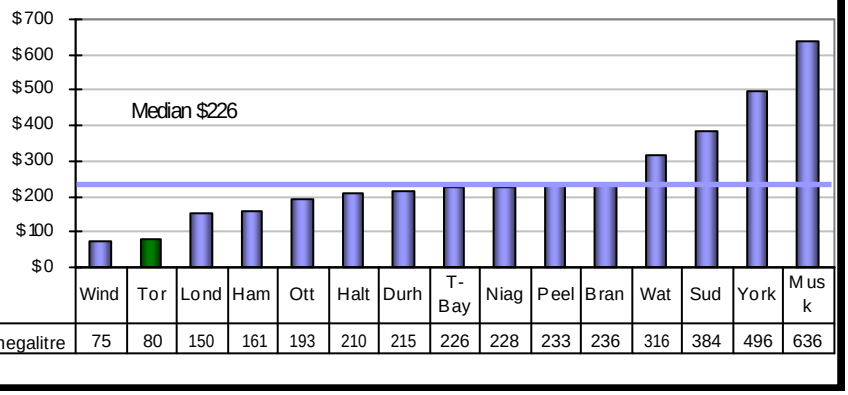
	2000	2001	2002	2003	2004	2005	2006	2007
$Cost per megalitre	71	79	73	63	89	78	73	80
CPI Adjusted cost (base 2000)	71	77	69	58	80	69	64	69

Water treatment costs include the operation and maintenance of treatment plants as well as quality assurance and laboratory testing to ensure compliance with regulations.

Chart 23.7 summarizes Toronto's cost of treating a megalitre (one million litres) of drinking water from 2000 to 2007. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Efficiency- How Does Toronto's Cost of Drinking Water Treatment, Compare to Other Municipalities?

Chart 23.8 - OMBI 2007
Cost of Water Treatment per Megalitre Treated



	Wind	Tor	Lond	Ham	Ott	Halt	Durh	T-Bay	Niag	Peel	Bran	Wat	Sud	York	Musk
$ megalitre	75	80	150	161	193	210	215	226	228	233	236	316	384	496	636

Costs were fairly stable from 2000 through to 2002. In 2003, savings from the Works Best Practices Program led to a decrease, but in 2004 a combination of lower volumes of water treated and one-time cost adjustments for hydro costs of prior years, led to an increase. In 2005 and 2006, costs returned to more historical levels and in 2007 increased due to increased costs in the areas of wages, energy, chemicals and materials.

Chart 23.8 compares the 2007 cost of water treatment per megalitre in Toronto to other municipalities. Toronto has the second lowest cost, ranking 2nd of 15 municipalities (1st quartile).

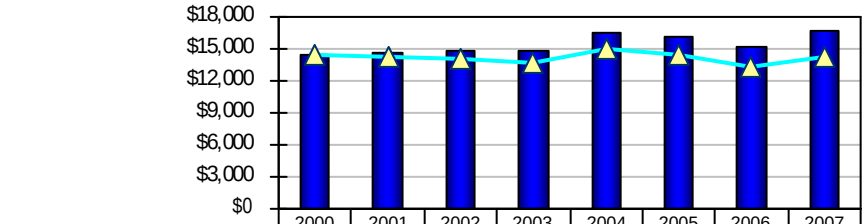
Key factors that can influence water treatment costs in municipalities are:

- Water source – the quality of ground or surface (source) water, which dictates the complexity and cost of the water treatment process
- The number, size, and complexity of water treatment plants operated by the municipality
- Specific municipal requirements for the quality of drinking water provided to customers, which may exceed provincial regulations

The primary factor behind Toronto's lower costs are efficiencies and economies of scale that have been realized from the operation of four large water treatment plants.

Efficiency – What Does it Cost in Toronto to Distribute Drinking Water?

Chart 23.9 - City of Toronto
Oper. Cost for Drinking Water Distrubution per Km. of Distribution Pipe
2000-2007



	2000	2001	2002	2003	2004	2005	2006	2007
$cost per km of pipe	14,495	14,694	14,818	14,823	16,531	16,127	15,132	16,683
CPI Adjusted cost (base 2000)	14,495	14,246	14,068	13,665	14,987	14,359	13,256	14,343

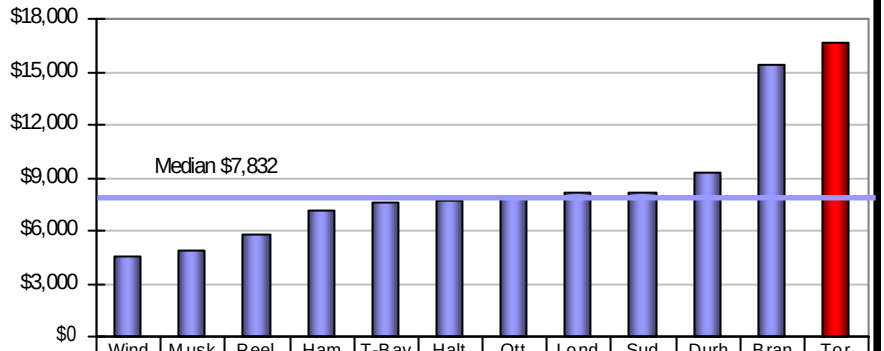
2006 and prior years results have been restated to reflect more accurate data on the kms. of watermains

Water distribution refers to the process of distributing drinking water from the water treatment plant through the system of watermains to the customer.

Chart 23.9 provides these water distribution costs in Toronto, per kilometer of distribution pipe for the years 2000 to 2007. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Efficiency – How Does the Cost of Distributing Drinking Water in Toronto, Compare to Other Municipalities?

Chart 23.10 - OMBI 2007
Operating Cost for Drinking Water Distrubution per Km. of Distribution Pipe



	Wind	Musk	Peel	Ham	T-Bay	Halt	Ott	Lond	Sud	Durh	Bran	Tor
$cost	4,515	4,923	5,812	7,140	7,627	7,727	7,936	8,122	8,135	9,336	15,365	16,683

There has been a general increase in Toronto's cost of water distribution in response to ageing infrastructure. The jump in 2007 costs was related to the 59% increase in the rate of watermain breaks experienced (see Chart 23.5).

Chart 23.10 compares the 2007 cost of water distribution per km. of pipe in Toronto to other municipalities. Toronto ranks 12th of 12 (4th quartile) in terms of having the lowest costs.

Key factors that can influence water distribution costs in municipalities are:

- Age of the water distribution infrastructure.
- Number of independent water distribution systems operated by the municipality.
- Frequency of maintenance activities.
- Urban form (proximity of infrastructure to other utilities).
- Frequency of extreme cold weather which can cause frozen watermains and watermain breaks, which in turn increase costs.

The topography of the City of Toronto is a factor in our higher costs. It is necessary to have 12 separate pressure districts at 6 different levels to provide adequate pressure to all consumers and in some cases, water must be pumped 3 or 4 times before it reaches the consumer.

Toronto's high operating costs are also related to the high rate of watermain breaks noted earlier (chart 23.6), and the age of the infrastructure, with 26% of the Toronto watermain system being 50 to 80 years old and 10% over 80 years old.

2008 Achievements or 2009 Planned Initiatives

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

- In July 2007 Council approved the Lead Water Service Connection Replacement Program, which will accelerate replacement of lead water service connections over a 9 year period, in response to amendments to the Safe Drinking Water Act to reduce the potential for elevated levels of lead in drinking water at the tap.
- Water efficiency efforts are continuing on initiatives that will reduce the water used by consumers such as funding to advance municipal system leak detection, toilet and clothes washer replacement rebates, computer controlled irrigation for City facilities, industrial, commercial and institutional indoor and residential outdoor water audits, and public education. As an example, from 2004 to 2007, rebates were issued for 216,749 for low-flow toilets and 28,021 for high efficiency washing machines.
- Electricity use at water supply and wastewater treatment plants is anticipated to decrease by $4.8 million relating to an anticipated decline in water production of 4.4% for 2009 due to the implementation of the Water Efficiency Plan; weather change; and, consumer sensitivity to water consumption.
- An Automated Meter Reading System (AMR) was approved by Council in June 2008. The AMR System includes a systematic, City-wide water meter replacement program coupled with the concurrent installation of automated meter reading technology (i.e. a radio frequency based fixed area network) over a 6 year period. Based on 2006 total water consumption and 2007 water rates, the City is losing approximately $28 million per year due to aging and inaccurate water meter infrastructure.
- Programs in place to rehabilitate aging watermains include installing cathodic protection to prevent corrosion; cleaning and lining; and, replacing deficient hydrants and valves to improve system performance. Replacement projects are also in the Capital Budget for pipes that are structurally deficient or where increased water demand warrants larger pipe sizes. In many areas, pipe relining and trenchless technology will be used to minimise the impact on local communities.