2008
Performance Measurement & Benchmarking Report

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TORONTO

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Introduction

This report provides service level and performance measurement results in 27 of the City of Toronto's service areas. It includes up to nine years of Toronto's historical data to examine internal trends, and compares results externally to 14 other municipalities through the Ontario Municipal CAOs Benchmarking Initiative (OMBI). It also includes a more detailed supplementary review of By Law Enforcement Services. This is Toronto's fourth annual performance and benchmarking report and it continues to strengthen accountability and enhance the level of transparency in the way performance of Toronto's services is reported.

Toronto is unique among Ontario municipalities because of its size and its role as the centre of business, culture, entertainment, sporting and provincial and international governance activities in the Greater Toronto Area. The most accurate comparison for Toronto is to examine our own year-over-year performance and longer-term historical trends.

All of Toronto's service areas continue to look for opportunities to improve operations and performance and a number of these initiatives completed in 2009 and planned in 2010 have been described in this report.

There is also value in comparing Toronto to other municipalities. In November 2009, the fifteen OMBI member municipalities released a joint report entitled OMBI 2008 Performance Benchmarking Report (OMBI Joint Report) http://ombi.ca/docs/db2file.asp?fileid=212. The OMBI Joint Report provides 2006 to2008 summary data in 26 service areas. Municipal results for each performance measure are presented in alphabetical order. The joint report does not attempt to interpret or rank the results of municipalities in any way.

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

Toronto's 2008 Performance Measurement and Benchmarking Report builds on the OMBI Joint Report by doing further analysis to focus on, and interpret Toronto's own results in terms of our internal year-over-year changes and longer term trends, and the ranking of Toronto's results by quartile in an external comparison to the other OMBI municipalities. It differs from the OMBI Joint Report through the inclusion of:

- Governance and Corporate Management as an additional service area
- Many additional performance measures and service level indicators not included in OMBI Joint Report
- Up to nine years of Toronto's historical data, to better understand trends in our own internal service levels and performance, and the description of Toronto's 2007 to 2008 change as either favourable, stable or unfavourable
- Ranking of Toronto's results, by quartile in relation to the other municipalities, to assist in interpreting how well Toronto is doing
- Factors that have significantly influenced Toronto's results
- Achievements from 2009 and initiatives planned for 2010 that are expected to further improve Toronto's operations in the future

Context

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

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

How Much and What Types of Taxes did an Ontario Family Pay in 2009?

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

Figure 1 on the next page provides a summary, based on the work of the Fraser Institute, of the types and amounts of all forms of taxes paid to all three level of government by an average Ontario family with two or more individuals. In 2009, it is estimated an average family with a total income of $92,609 will pay approximately $38,600 in all forms of taxes to all levels of government.

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

As illustrated in Figure 2, the estimated $38,600 in all forms of taxes paid by the average Ontario family in 2009 is split as follows:

- The Canadian Federal government is estimated to have received $21,504 or 55.7%
- The Ontario Provincial government is estimated to have received $14,563 or 37.7%
- The City of Toronto received $2,533 or 6.6%, which includes the municipal portion of property taxes, the personal vehicle ownership tax for a family with 2 cars ,as well as the solid waste fee for a medium sized bin

How did Toronto Spend its 6.6% Share of Taxes the Average Toronto Family Paid?

Figure 2 also provides a table which takes the $2,533 or 6.6 % of all taxes that the City of Toronto receives and then breaks that amount down to show how those 2009 municipal tax dollars were spent in Toronto for the numerous services provided that impact the day-to-day lives of citizens.

The balance of this report is focused on providing performance measurement and benchmarking results as well as key improvement initiatives, for 27 of the major services the City of Toronto provides with the 6.6% share of the total tax dollar.

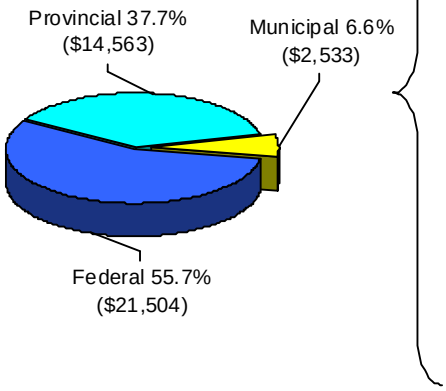
Figure 1
Estimated Total Taxes Paid in 2009 ($38,600)
(for an Avg. Ontario Family with Two or More Individuals and a Cash Income of $92.609)

Applicable Tax	Taxes Paid $	Applicable Tax as % of Total Taxes	Applicable Tax as % of Total Cash Income of $92,609
Cash income	92,609	n/a	n/a
Applicable Taxes			
Income tax	13,016	33.7%	14.1%
Social security, pension, medical and hospital taxes	9,141	23.7%	9.9%
Sales taxes	6,346	16.4%	6.9%
Profits tax	2,486	6.4%	2.7%
Property tax- municipal portion (note 1)	**2,165**	**5.6%**	**2.3%**
Liquor, tobacco, amusement & other excise taxes	2,007	5.2%	2.2%
Automobile, fuel and motor vehicle license taxes	941	2.4%	1.0%
Property tax- education portion (note 1)	905	2.3%	1.0%
Other taxes	822	2.1%	0.9%
Import duties	382	1.0%	0.4%
Solid Waste Fee for Garbage Bin - Toronto (note 2)	**248**	**0.6%**	**0.3%**
Personal vehicle ownership tax-Toronto (note 3)	**120**	**0.3%**	**0.1%**
Natural resource levies	21	0.1%	0.0%
Total taxes	38,600	100.0%	41.7%
Cash Income after taxes	54,009	n/a	n/a

Source: The Fraser Institute, June , 2009

Note 1: In Ontario, residential property taxes are levied for municipal services as well as education, which is a provincial responsibility. The property tax figure in the Fraser Institute's report of $3,070 has therefore been split between the municipal and educational components based on Toronto's 2009 property tax rates.
Note 2: Reflects solid waste management fee for family with medium size garbage bin in Toronto, (not included in original Fraser Institute Report)
Note 3: Reflects additional cost for family with 2 personal vehicles in Toronto (assumed not to be included in Fraser Institute Report)

Figure 2
Total Taxes Paid ($38,600) in 2009
by Average Ontario Family (by Level of Government)



How Your 2009 Municipal Tax Dollars are Spent in Toronto
(Based on a home with an assessed value of approximately $359,156 and 2 cars with Personal Vehicle Ownership tax of $60/vehicle and $248 fee for garbage bin)

Toronto Municipal Service	Amount	% of All Taxes
Police	$570	1.48%
Debt Charges	$129	0.33%
Fire	$237	0.61%
Social Services	$211	0.55%
Hostels and Social Housing	$177	0.46%
Public Transit (TTC)	$251	0.65%
Parks, Forestry and Recreation	$164	0.42%
Solid Waste (Garbage & Recycling)	$248	0.64%
Transportation (Roads, signals, bridges)	$122	0.32%
Public Library	$108	0.28%
Children's Services (Childcare)	$45	0.12%
EMS (Ambulance)	$42	0.11%
Public Health	$29	0.08%
Information & Technology	$33	0.09%
Community Grants (CPIP)	$30	0.08%
Long Term Care	$28	0.07%
Council	$13	0.03%
City Planning	$9	0.02%
Municipal Licensing and Standards	$12	0.03%
Building Services	-$8	-0.02%
Other	$82	0.21%
Total Taxes - Toronto Municipal Services	**$2,532**	**6.56%**

Source: The Fraser Institute, June, 2009 & Toronto Revenue Services
Note: The average home in Toronto has an assessed value of $387,680. To conform with the municipal property tax figures used in the Fraser Institute's work, the figures for Toronto's municipal services have been based on a home assessed at $359,156

Guide to the Summaries of Toronto's Performance Measurement Results

Toronto's Performance Measurement Framework for Service Delivery

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

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

Performance Measures

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

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

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

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

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

Comparing Toronto's Results Internally Over Time

Toronto is unique among Ontario municipalities because of its size and its role as the centre of business, culture, entertainment, sporting and provincial and international governance activities in the Greater Toronto Area.

Approximately 20 million tourists visited Toronto in 2009 and there is an estimated daily influx of 314,000 non-resident vehicles entering the City from surrounding regions during the morning rush hours, in addition to non-residents entering the City through public transit. All of these factors pose special demands on Toronto's municipal services.

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

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

Any cost-based measures for Toronto included in this report, will differ from those that may have been reported in Toronto's budget documents. In order to compare Toronto's costs to other municipalities, all municipalities follow a standard costing methodology which includes the allocation of program support costs such as Human Resources and Information and Technology. For the purposes of consistency, Toronto's historical costs included in this report have also been determined on the same basis, unless another specific data source has been noted.

To take into consideration the impact of inflation over long periods of time, where appropriate, costs have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI).

Figure 3 below, describes the conditions under which a colour-code and descriptor is assigned to the service/activity level indicator or performance measure, based on a comparison of Toronto's internal 2008 vs. 2007 results.

Figure 3

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

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

Comparing Toronto's Results Externally to Other Ontario Municipalities

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

For a number of years Toronto has been an active participant in the Ontario Municipal CAOs Benchmarking Initiative (OMBI.) The fifteen municipalities that comprise OMBI, serve more than 9.3 million residents or 73% of Ontario's population for regional services. OMBI's members are comprised of the following eight single-tier cities/counties and seven regional or upper tier municipalities, which are listed in the table below along with the abbreviations of their names used in the detailed graphs of results included in this report.

Single-Tier Municipalities	
Bran	County of Brant
Ham	City of Hamilton
Lond	City of London
Ott	City of Ottawa
Sud	City of Greater Sudbury
T-Bay	City of Thunder Bay
Tor	City of Toronto
Wind	City of Windsor
Upper Tier Municipalities	
Durh	Regional Municipality of Durham
Halt	Regional Municipality of Halton
Musk	District of Muskoka
Niag	Regional Municipality of Niagara
Peel	Regional Municipality of Peel
Wat	Regional Municipality of Waterloo
York	Regional Municipality of York

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

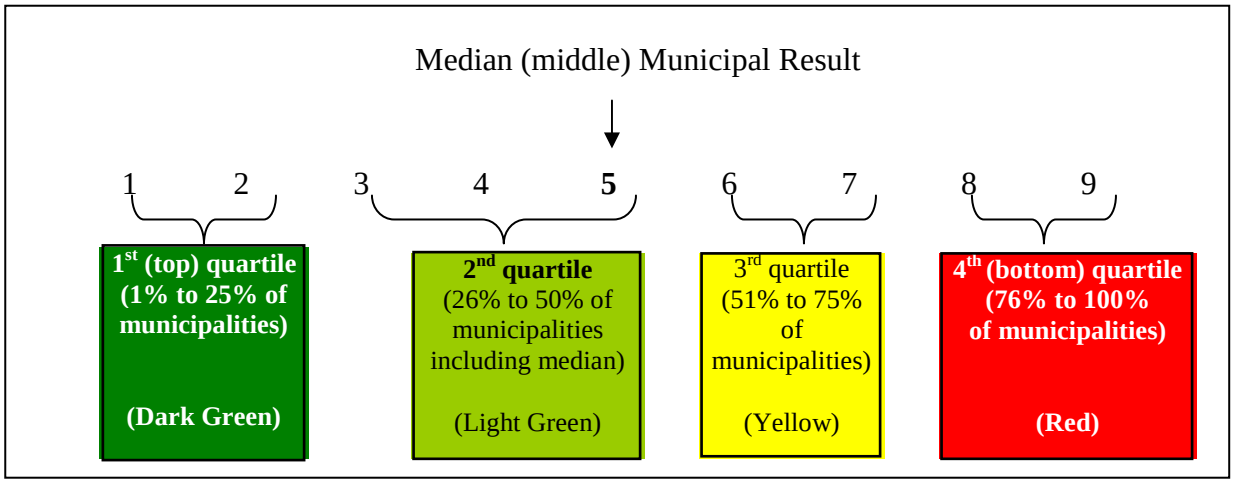
In order to determine Toronto's ranking relative to other municipalities, OMBI data has been sorted according to what would be considered as the most desirable result from Toronto's perspective (the highest service level or levels of efficiency, customer service or community impact) to the least desirable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

It is important to note that the presentation of sorted municipal data in the charts of this report is in no way intended to make inferences on the relative service levels or performance of other municipalities. It is only intended to provide context to Toronto's own results. Each of the other 14 OMBI municipalities has different factors that influence their results to varying degrees. It would therefore be unfair to interpret or make conclusions about the relative efficiency or effectiveness of their operations without that understanding and without contacting staff in those municipalities. Results of other municipalities are as of February 10, 2010.

Once the municipal data has been sorted, the median (middle) result of the data set is identified and Toronto's result is placed in the appropriate quartile, with a quartile dividing the municipal results into quarters. The first/top quartile, represents municipalities falling within the top 25% of the results. The second quartile includes municipalities falling within 26% to 50% of the sample meaning they are still better than, or at the median value. Results falling in the third or fourth quartile are below the median. The third quartile includes municipalities falling within 51% to 75% of the sample and the fourth/bottom quartile represents municipalities falling within the bottom 76% to 100% of the sample.

The example in Figure 4 below, provides an illustration of medians and quartiles using a set of nine numbers. In this example, the number 1 would be the most desirable result indicative of the highest service levels or the highest level of efficiency, customer service or beneficial impact on the community. Conversely, the number 9 would be the least desirable result. The number in the middle of the data set (5 in this case) is referred to as the median. The data set is divided into quartiles (quarters) and each quartile is identified by a different colour. Toronto's result is placed in the applicable quartile, with each quartile identified by a colour and description, as noted below.

Figure 4



The quartiles have been associated with a colour scheme to provide a visual aid to assist in reviewing Toronto's results in summaries provided at the beginning of each service section. These summaries also include a reference to more detailed charts/graphs, as well as key factors that have influenced results in each service section.

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

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

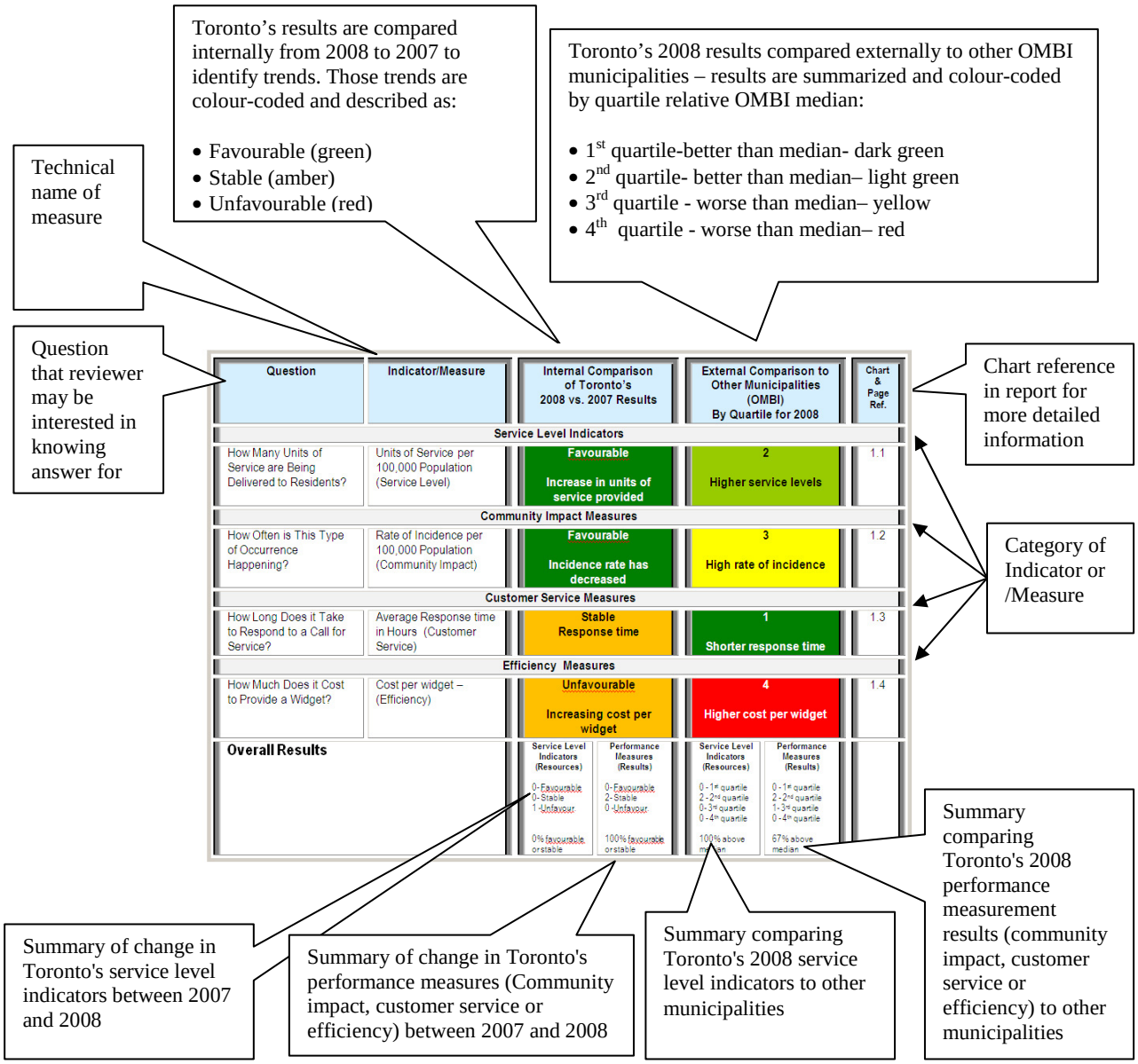
The colours of yellow (3rd quartile) and red (4th or bottom quartile) represent:

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

How to Interpret Summaries of Toronto's Performance Measurement Results

Each of the 27 areas included in this report, includes a summary of Toronto's internal and external performance measurement results using the colour code schemes described previously, as well as text describing the result. There is also a consolidated summary by service area on pages 1 – 23. An illustration of these summaries is provided below in Figure 5.

Figure 5

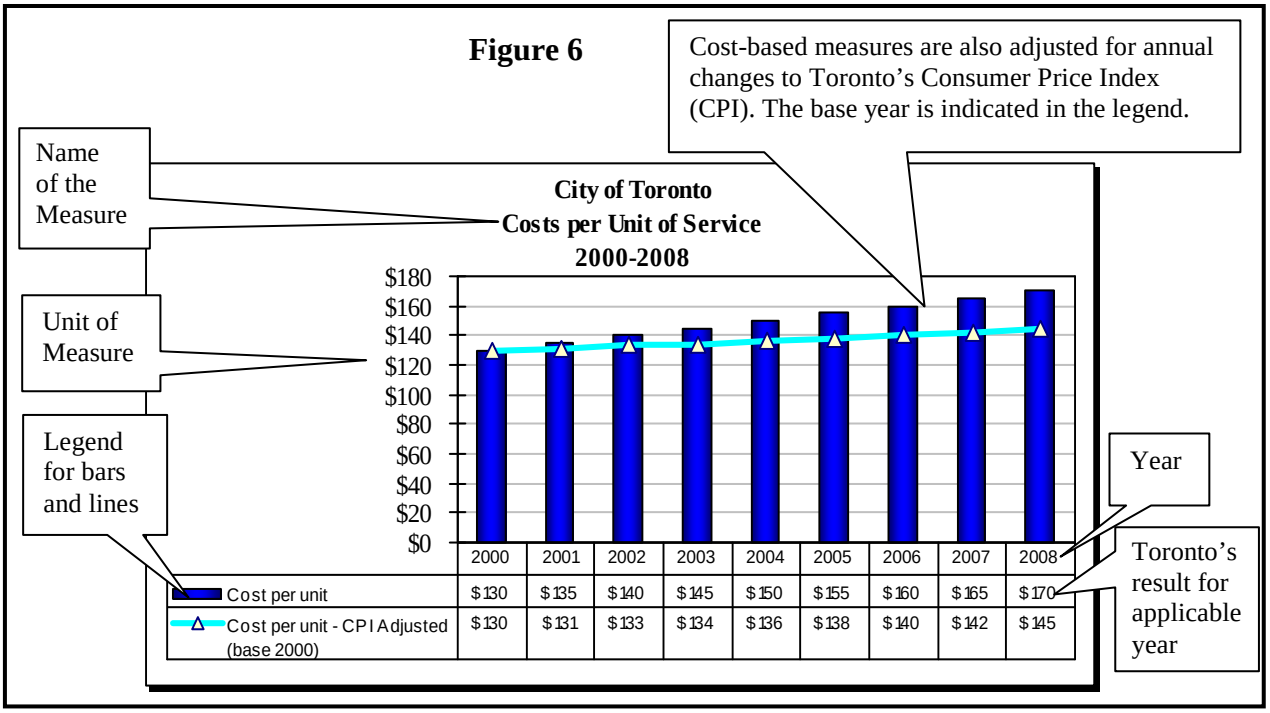


- Columns 1 poses a frequently asked question that may be of interest to readers, while column 2 provides the indicator or measure that can be associated with that question
- Columns 3 provides a colour-coded (see page v) indication of Toronto's internal trend in results between 2008 and 2007as well as a brief description of that trend
- Columns 4 summarizes Toronto's quartile results (see page vii) of the external comparison of results to other Ontario municipalities, based on 2008 OMBI
- Column 5 provides chart and page number references to each service section where Toronto's results over multiple years are graphed, compared to other municipalities and interpreted

How to Interpret Charts of Toronto's Internal Results

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

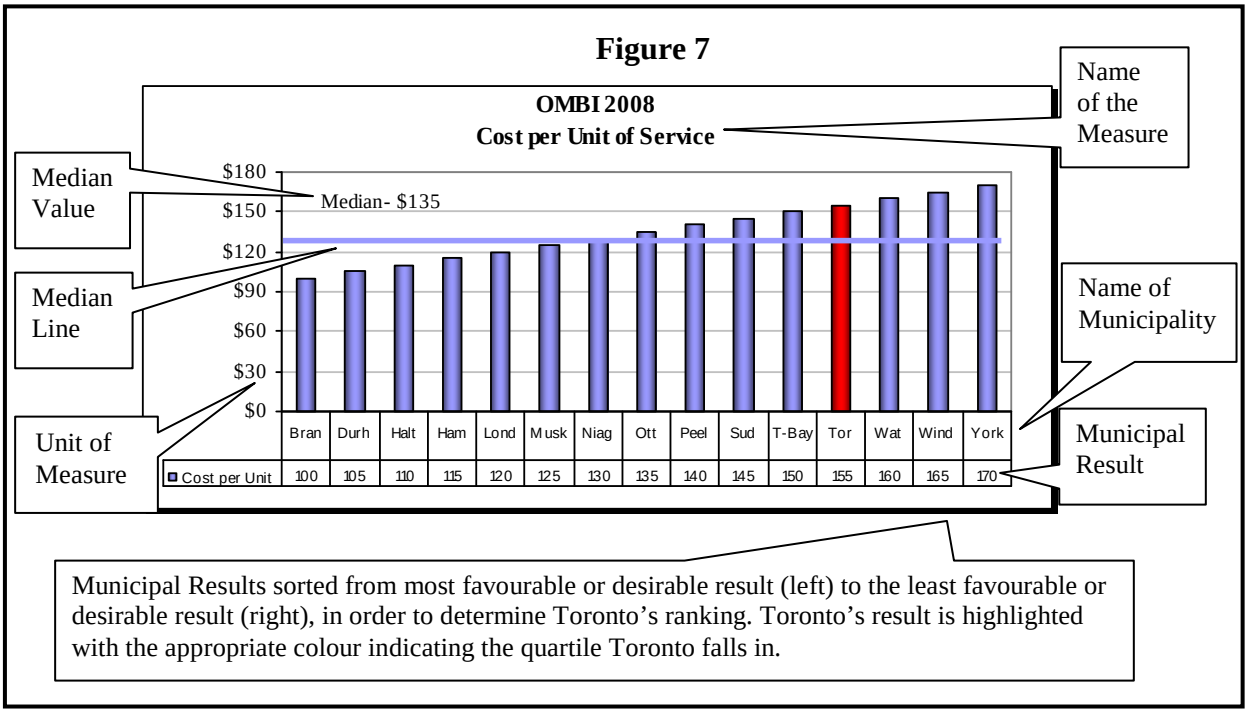
Figure 6



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

Figure 7 below, illustrates how charts in each service section comparing Toronto's 2008 results to other municipalities, can be interpreted.

Figure 7



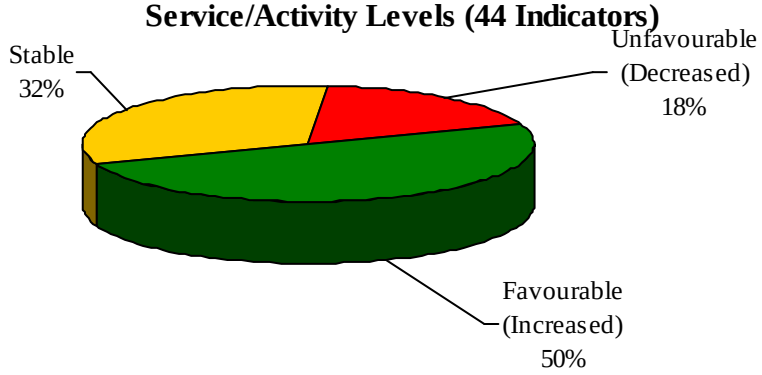
Overall Summary of Toronto's Results

Pages 1 to 23 of this report provide a consolidated colour-coded summary of Toronto's results for each indicator/measure by service area. Highlights from this consolidated summary are included below.

Internal Comparison – How Have Toronto's Service/Activity Levels Changed Between 2008 and 2007?

Of the forty-four service/activity level indicators included in Toronto's 2008 Performance Measurement and Benchmarking Report, service or activity levels in 2008 have been maintained (stable) or have increased (favourable) for 82% of the indicators in relation to 2007, as reflected in Figure 8.

Figure 8
Toronto's Internal Trends 2008 vs. 2007
Service/Activity Levels (44 Indicators)



Examples of some of the areas in which Toronto's service levels or levels of activity have increased in 2008 are:

- More ICI (Industrial, Commercial and Institutional) building permits and residential permits over $50,000 were issued
- A greater investment in childcare was made
- Arts grants per capita increased
- More emergency shelter beds were provided
- The Library's collection size increased
- More parking spaces were added
- More parkland was added and the trail system in parks was increased
- More public transit vehicle hours were provided
- More registered sports and recreation programming was offered

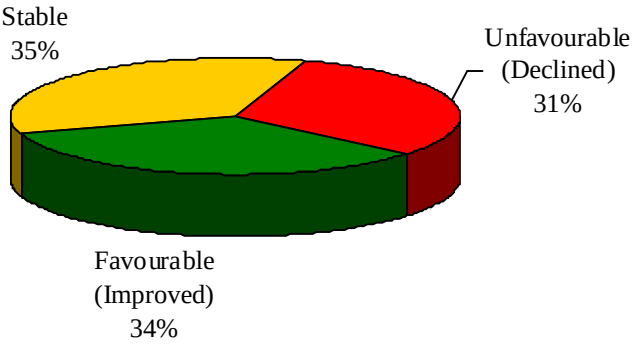
The areas where Toronto's service levels have decreased is generally related to lower number of service units delivered in 2008 such as:

- Fewer emergency responses for Fire Services
- Lower volumes of drinking water were treated
- Fewer Library hours (branches closed for renovation)
- Lower spending on Cultural Services

Internal Comparison – How Have Toronto's Performance Measurement Results Changed Between 2008 and 2007?

Of the 118 performance measurement results of efficiency, customer service and community impact included in Toronto's 2008 Performance Measurement and Benchmarking Report, 69% of the measures examined, had 2008 results that were either improved or stable relative to 2007, as reflected in Figure 9.

Figure 9
Toronto's Internal Trends 2008 vs. 2007
Performance Measures (118 Measures)



Examples of areas in which Toronto's 2008 performance has improved include:

- Increased construction value of ICI (Institutional, Commercial, Industrial) building permits issued, more residential units were built, there was a lower cost per building permit issued and the time period to issue permits was reduced
- There was an increase in the supply of subsidized child care spaces relative to the low income child population
- Reductions in the rate of fire-related injuries and fatalities, as well as an improvement in response time
- Increasing use by residents of electronic library services
- Reduced/ cost per bed night in emergency hostels
- Continuing high rate of resident satisfaction in homes for the aged
- Decreasing crime rates in all crime categories
- A decrease in the time period that recipients are receiving social assistance
- Increasing solid waste diversion rates
- Public transit trips per person increased
- Decreased cost of wastewater, collection, treatment and disposal
- Decrease in the number of watermain breaks

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

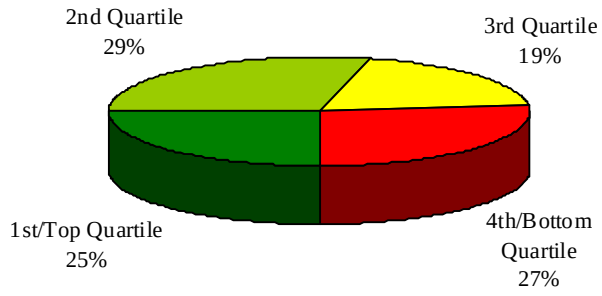
- A number of efficiency measures, where the costs of providing a unit of service have increased in 2008, due to wage increases in collective agreements

- An increase in the rate of wastewater by-passing full treatment and an increased rate of sewer backups
- Decreased use of non-electronic library services and lower turnover (times borrowed) of the circulating collection
- There was decrease in the percentage of long-term care beds in relation to the elderly population
- There were an increase in the cost of solid waste disposal per tonne arising from contractual agreements with haulers of the waste
- An increase in the cost per public transit trip
- The costs of water treatment increased

External Comparison - How Do Toronto's 2008 Service/Activity Levels Compare to Other Municipalities?

There are 52 service/activity level indicators, in Toronto's 2008 Performance Measurement and Benchmarking Report where Toronto's results can be compared and ranked with other municipalities and placed in quartiles. Toronto's service/activity levels are higher than the OMBI median for 54% of the indicators as reflected in Figure 10. Between Toronto's 2007 and 2008 Benchmarking reports, there has been very little change in Toronto's quartile ranking for each of the service/activity level indicators in relation to other municipalities. Any changes in Toronto's quartile ranking for individual indicators would likely only occur over much longer time periods.

Figure 10
Toronto 2008 Results Compared to Other Municipalities
Service Level/Activity (52 Indicators)



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

- Services where Toronto's size and high population density requires higher service levels, which are indicative of large densely populated cities:

  - A higher number of police staff (officers and civilians) per 100,000 population
  - The highest number of transit vehicle hours per capita, because of Toronto's multi-modal system and high transit use
  - The highest number of library holdings (collection) per capita, due to our extensive research and reference collections, electronic products and multilingual collections

- Higher spending per capita on cultural services due to the size of Toronto's arts and culture community
- A higher number of parking spaces

- Services where there is a higher need or demand for social programs in large cities:

  - The highest childcare investment per child aged 12 and under
  - The highest number of social assistance cases per 100,000 households
  - The highest number of emergency shelter beds per 100,000 population.
  - The highest number of social housing units per 1,000 households

- Services where a different service delivery model may be used in Toronto than in other municipalities:

  - Toronto has a higher number of medical incidents and a high number of total incidents (primarily because of medical calls) responded to by fire services per 1,000 population
  - Toronto has a lower proportion of municipally operated long term care beds in relation to all beds in the community from all service providers

Areas where Toronto's service levels or levels of activity are lower (3rd or 4th quartile) relative to other municipalities, are primarily related to much higher population densities in Toronto than in the other OMBI municipalities. This includes:

- Fewer facilities or less infrastructure required in densely populated municipalities like Toronto because of proximity and ease of access, while other less densely populated municipalities require proportionately more facilities or infrastructure to be within a reasonable travel distance of their residents:

  - A lower numbers of sports and recreation community centres, and indoor ice pads per 100,000 population (in contrast Toronto has a higher number of indoor pools)
  - A lower number of library hours per capita (resulting from a lower number of library branches relative to population)
  - The lowest number of road lane kilometres per 1,000 population
  - Lower hectares of parkland and the lowest kilometres of trails in relation to population
  - Lower rates of residential building permits issued and planning applications received per 100,000 population, as Toronto's geographic area is more developed.

- Fewer emergency services vehicle-hours may be required in densely populated municipalities like Toronto because of the close proximity of vehicles and stations to residents, that allows for timely emergency response. Those municipalities with lower population densities (including rural areas in some municipalities) may require proportionately more vehicle hours in order to provide acceptable response times.

  - Toronto has the lowest number of fire vehicle hours per capita.
  - Toronto has a lower number of EMS vehicle hours per 1,000 population.

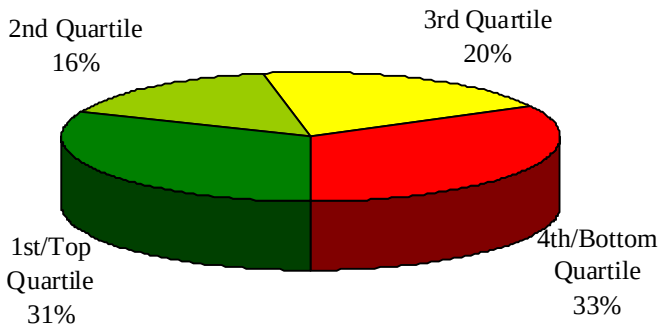
- Older age of Toronto's infrastructure in relation to other municipalities:
  - Toronto's indoor ice pads and indoor pools are older
  - Toronto's underground water distribution and wastewater collection pipes are older

External Comparison - How Do Toronto's 2008 Performance Measurement Results Compare To Other Municipalities?

There are 115 measures of efficiency, customer service and community impact, in Toronto's 2008 Performance Measurement and Benchmarking Report where Toronto's results can be compared and ranked with other municipalities and placed in quartiles.

Toronto's results are higher than the OMBI median for 47% of the indicators as shown in Figure 11. Between Toronto's 2007 and 2008 Benchmarking reports, there has been very little change in Toronto's quartile ranking for each of the performance measures in relation to other municipalities. Changes in Toronto's quartile ranking for individual measures are more likely to occur over a five-year or longer period.

Figure 11
Toronto 2008 Results Compared to Other Municipalities
Performance Measures (115 Measures)



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

- The highest ICI (industrial, commercial or institutional) construction values per capita
- The lowest rate of residential fire related injuries per 100,000 population
- The lowest rate of governance and corporate management costs as a percentage of total operating expenditures (single-tier municipalities)
- The highest revenue generated per off-street & on-street parking space
- The highest percentage of a municipality's geographic area that is parkland (both maintained parks and natural areas)
- The highest pavement quality rating for our roads system
- The best possible result (100%) for the number of winter event responses on roads meeting standard
- The highest rate of transit trips per capita and the highest number of transit trips per vehicle hour
- The best possible result for drinking water quality (no boil water advisories)
- The lowest cost of drinking water treatment per megalitre

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

- A higher rate of new residential units created
- A lower level of by-law complaints received and a higher rate of voluntary compliance to by-law infractions
- A higher number of regulated child care spaces per 1,000 children and a higher number of subsidized child care spaces per 1,000 children from low income families
- A better rate of leveraging city grants (to access other revenue sources) by recipient arts organizations
- A lower rate of residential structural fires, and a shorter fire response time to emergencies
- The occupancy rate of beds in emergency shelters is higher
- A higher rate of total library uses, electronic library uses and non-electronic uses per capita, as well as a higher turnover rate (number of times an item is borrowed) of the circulating collection
- A lower cost per library use
- A shorter EMS response time to emergency calls
- There is a high rate of long term care resident satisfaction
- A low cost to manage an on-street parking space
- For trends in crime rates, Toronto had a larger rate of decrease in the 2008 rate of total crime, youth crime, and property crime
- The administration cost of social assistance per case was lower, and there was a lower (shorter) average response time for eligibility notification of social assistance clients
- A lower social housing administrative cost per social housing unit
- Toronto had a lower solid waste collection cost per tonne, and a lower level of complaints regarding solid waste collection
- There was a higher usage (visits) of registered sports and recreation programming per capita and a higher percentage of the available capacity utilized in these programs
- Toronto had the second lowest amount of prior years property tax arrears outstanding
- A lower cost of providing transit services per passenger trip

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

Measures in social programs that Toronto has little control over:

- The highest percentage of children that are in low income families and a larger waiting list for a subsidized child care space
- A high length of stay in Toronto's emergency shelters due to a shortage of available social housing and the availability of transitional shelter beds in Toronto, which have longer stays
- A lower rate of long term care beds (both municipal and other providers) as a percentage of the population age 75 and over
- Higher benefits costs per social assistance case due to a greater percentage of Toronto's clients reaching the maximum of the shelter component arising from higher housing costs in Toronto

- A low percentage of the social housing waiting list is placed annually (longer wait times) because of a shortage of social housing
- Subsidy costs per social housing unit are higher because initial land and construction costs were higher in Toronto (resulting in higher mortgage costs) and a higher proportion of Rent Geared to Income (RGI) units with RGI costs directly related to the high market rents in Toronto

Measures impacted by Toronto's high population density and urban form include:

- Lower residential construction values per capita of building permits issued because of Toronto's more developed urban form
- There is higher rate of violent crime as densely populated municipalities tend to have higher rates. Toronto's results however, compare favourably to other heavily urbanized municipalities in Canada and the United Stat.es
- Toronto has the third highest rate of traffic congestion and the highest vehicle collision rate on these congested roads
- A higher cost of solid waste transfer/disposal per tonne. Without our own local municipal landfill site, which is not practical in Toronto's urban setting, Toronto's cost of waste transfer and disposal will always be higher than those municipalities that have the advantage of a local landfill site.

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

- The highest cost of wastewater collection per km. of pipe and a higher rate of sewer back-ups per 100 km. of sewer line, as well as a higher percentage of wastewater by-passing treatment – More than 30% of the Toronto sewer system is over 50 years old and 24% of it is combined sanitary/storm sewers, requiring higher and more costly maintenance levels. There are also approximately 80,000 homes, which have downspouts connected to the sanitary/storm sewer system, contributing to sewer back-ups and by-pass events, especially during rain storms.
- A higher cost of wastewater treatment per megalitre, due the age of our plants (the oldest has been in operation since 1929) and the costs of disposing of biosolids
- The highest cost of water distribution per km. of pipe and second highest rate of water main breaks per km. of pipe – more than 10% of Toronto's water system is over 80 years old and 26% is between 50 to 80 years of age, leading to more watermain breaks and higher costs relative to municipalities with newer water distribution systems

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

- A higher child care cost per subsidized space relating to Council's direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care
- A higher cost of shelters per bed night due to the operation of our own shelters (37% of beds), while most other municipalities contract out or purchase all of their shelter beds
- Toronto has high costs of roads maintenance but also has the highest pavement condition rating of the OMBI municipalities

- A higher cost of winter roads maintenance per lane km. but Toronto also has high winter maintenance standards, and the driveway windrows clearing program which is unique to Toronto. Our urban form, including narrow streets, on-street parking and traffic congestion during storm events, also add to Toronto's costs
- A high cost for solid waste diversion per tonne but Toronto also has had the highest diversion rate for single unit homes/houses of the OMBI municipalities
- A high transit cost per revenue vehicle hour, however this is due to Toronto's multi-modal system with subways, streetcars and the light rail transit being more expensive to maintain than buses, which are used exclusively in other municipalities. This multi-modal system leads to the highest transit use per capita of the OMBI municipalities.

Other performance measures where Toronto's results fall below the OMBI median and where improvements in efficiency and effectiveness can be made over time include:

- A higher EMS cost per in-service vehicle hour and higher percentage of ambulance time lost due to hospital off-load delays
- A higher cost of fire per in-service vehicle hour
- A higher cost per Long -Term Care bed day
- The highest cost to manage an off-street parking space
- The highest cost of parks maintenance per hectare
- Lower clearance rates for violent and total non-traffic criminal code incidents and a lower number of Criminal Code incidents in the municipality per police officer
- The highest average time period that an individual or family receives social assistance, the lowest percentage of cases less than 12 months, and the lowest percentage of cases with employment income - Toronto staff that support social assistance cases, carry a high case load in relation to other municipalities, which could be a factor
- A lower solid waste diversion rate in multi-residential buildings – new initiatives have been launched in to raise this rate
- A lower percentage of the population using registered sports and rec. programs at least once
- A higher cost to maintain a property tax account (some of which may be related to special rebate and deferral programs), and a lower percentage of accounts enrolled in pre-authorized payment plans
- A higher cost per building permit issued and a higher cost per planning application received, which may be related to a greater level of complexity in Toronto
- A higher number of days to resolve by-law complaints

Area of Supplementary Review

In addition to the detailed results provided in this report for each service area, Council also requested that the City Manager select one service area where the City's performance is found to be within the fourth quartile in benchmarked results, and identify the reasons and factors behind this as well as steps the service area has and will be been taking to improve the efficiency and effectiveness of operations.

The area selected for this review was By-Law Enforcement Services. Through the work of the Ontario Municipal CAOs Benchmarking Initiative it was identified that in relation to other Ontario municipalities it was taking much longer to resolve or close a by-law complaint initiated by a member of the public. This review can be found in Appendix 1 (pages 237 to 245).

The review found that:

- There is value in analyzing key operational data, which the Municipal Licensing and Standards (MLS) Division has put increased emphasis on since mid 2008
- Data was contrasted between their four districts in order to identify different practices that can potentially be shared to collectively improve service delivery. Results showed significant differences in the number of open by-law enforcement files and the age of those files between the districts and between individual by-law enforcement officers.
- As a result of their review, new processes and procedures have been implemented that have reduced the number and age of these open files
- Improvements have been, and will continue to made to better handle the existing stream of complaints/investigation requests received, and reduce the time it takes to close files
- Through this work, additional capacity has been identified within existing resource levels to undertake more proactive inspections and increase service levels in the Multi Residential Apartment Building Inspection Program and the Sign Enforcement Program

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

Each of the service area sections included in this report includes a listing of some of the initiatives completed in 2009 or planned in 2010 that could further improve the efficiency and effectiveness of Toronto's operations. Highlights of the initiatives described in the various service areas have been grouped into the following themes:

Initiatives to Improve Customer Service and Quality

- In May 2009, the Toronto Police Service established the Transit Patrol Unit (TPU) to raise the comfort level of riders and TTC staff
- The Multi Residential Apartment Building Inspection Program (MRAB), significantly increased inspection audits to 187 building with another 200 planned for 2010
- Expanded the 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 provided approximately 300,000 additional hours of service on 91 routes in 2009
- An additional 130 new Low Floor buses entered revenue service in 2009 with another 120 planned for 2010, making virtually the entire fleet accessible
- Fire Services is targeting to complete plan examination and approve plans for the Building Department within seven (7) working days. Preliminary new building inspections should be done within five (5) working days of notification, and final inspection within two (2) working days of notification
- Parks, Forestry and Recreation executed High Five training for staff and program assessments/evaluation for quality assurance of children's recreation programs
- Long-Term Care homes, achieved recognition with Accreditation Canada for exceeding national averages in areas of service quality and safety, developing three leading best practices, and meeting 100% of the national standards

- Expanded services in Long-Term Care homes in dementia care, behavioural response care, and mental health by working with other providers and alleviating alternative level of care pressures in hospitals

Initiatives to Improve Effectiveness

- A new Cardiac Care Program was commenced, whereby Advanced Care Paramedics began to use cardiac monitors to diagnose and begin treatment on "STEMI" (ST Elevation Myocardial infarction) heart attacks. Rapid diagnosis and treatment has reduced death rates associated with STEMI conditions by two thirds.
- Completed the installation of Pedestrian Countdown Signals at all feasible locations as well as the City's second Pedestrian Priority Signal at the Yonge/Bloor intersection
- Produced and promoted nine annual events and campaigns, including Nuit Blanche, WinterCity, Winterlicious, Summerlicious, Fresh Wednesdays, Tasty Thursdays, Sunday Serenades and the Cavalcade of Lights Festival, which collectively attracted and entertained over 2.3 million residents and tourists
- Implemented the Marijuana Grow Operations remediation program with 180 cases received to date, and achieved considerable success in compliance with 41 permits issued
- Prepared and secured adoption of the New Sign By-law and Third Party Sign Tax by City Council in December 2009 (2010- creation of a new dedicated Sign Unit for enforcement & administration)
- Toronto Fire conducted a provincial Heavy Urban Search and Rescue (HUSAR) mock deployment exercise in Ottawa.
- Launched a new public education program (in partnership with Enbridge Gas) aimed at reducing residential fire deaths to zero. "Project Zero" is the first program of its kind in the City of Toronto, where Fire Inspectors go door to door in the community, checking for the presence of working smoke alarms in an effort to eliminate fire deaths in Toronto.
- The Toronto Anti-Violence Intervention Strategy (TAVIS) is an intensive, City-wide violence-reduction and community mobilization strategy intended to reduce crime and increase safety in neighbourhoods. The Neighbourhood Initiative has not only resulted in decreases in violent crime, but also improved perceptions of community safety, according to community surveys carried out in the late spring and early fall of 2009.
- To raise the solid waste diversion rate for multi-residential buildings, in-unit blue boxes/bags and organics containers were provided to residents along with education and communication campaigns in multiple languages

Efficiency Improvement Initiatives

- The Accounts Payable invoice imaging and purchasing module will provide efficiencies and an increased level of productivity
- In Building Services, information technology enhancements have been made including the IVR TelePermit system, and remote access for Building Inspectors.
- A remote computing system will be implemented to update the by-law enforcement management information system, and a case management strategy will be developed to merge different databases utilized to track enforcement activities
- Implemented mobile tablets into the Fire Prevention Division, allowing inspectors to spend more time in the field doing inspections and less time in the office
- Reduced lost-time days by 25% for staff in municipal child care centres through reduced incidence of outbreaks

- In 2010, the Parking Authority will continue testing of on-line authorization of credit card payment at pay-and-display machines
- Parks Forestry and Recreation implemented systems that improve scheduling, safety, and service efficiency such as the Work Order Management System in all park locations and an Automated Vehicle Locate System in 170 vehicles
- Funding in 2010 through the Social Housing Renovation and Retrofit Program (SHRRP), part of the Federal Economic Stimulus Funding, will improve the condition of many social housing units in Toronto and mechanical upgrades to heating, cooling and air handling systems is expected to generate energy savings
- New seven-year winter maintenance contracts for roads have been implemented 2008 and will run to 2015. They include provisions to improve efficiency and safety such as combination salter and plough units, shortened response times in the event of a snow removal emergency, improved clearing of bus stops, crosswalks and pedestrian ramps at intersections. GPS (Global Positioning System) devices will be installed on a broad range of equipment that will ensure a level of contract management and quality assurance not previously available. The Transportation Division will continue to seek efficiencies in these winter maintenance contracts for roads to improve service delivery and also to ensure consistent winter maintenance service levels for all users
- AnRFID/GPS (Radio Frequency Identification/ Global Positioning System) was installed on waste collection vehicles to measure multi-residential solid waste collection volumes and billing date

Initiatives to Improve the Quality of Life of Torontonians

- The Green Roof By-law in May 2009 and developed and conducted training for implementation of the By-law and the Green Development Standards
- Developed the permit approval process for Solar Domestic Hot Water Installations, which received the CanSIA Solar Public Servant Award
- Developed an implementation plan for increasing the supply of locally-produced food in City-operated child care centres
- Planted over 100,000 trees and shrubs as well as planting 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
- 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. Increased the number of Blue Flag beaches for swimming, in 2009 with the designation of Kew-Balmy Beach as the City’s 7th Blue Flag Beach
- To improve the cleanliness of Lake Ontario, in early 2009, there was increased monitoring of influent, untreated wastewater that flows into the treatment plants, to ensure compliance and better enforcement of the Sewer Use By-law.
- Transportation Services completed over 160 neighbourhood projects to beautify and green Toronto’s streets
- Completed conversion of the entire street sweeping fleet to the new PM10 street sweepers
- Added 23 km of on-street bike lanes and opening of the City’s first bike station at Union Station

Additional Initiatives to Protect Vulnerable Communities in Toronto

- Opened a purpose built shelter for youth
- In 2010 ,will open the Assessment and Referral centre at 129 Peter Street, to provide support to the City's street involved homeless clients
- Initiating redevelopment process for the Seaton House shelter into a larger mixed use development along with other surrounding properties
- The expansion of Library services, which supported residents during the economic downturn including services for job seekers, newcomers and recreational. To support job seekers, 35,000 new books on career and job search were purchased and a new job search page was offered on the library's website.
- Sponsored and conducted job and agency fairs for Ontario Works (Social Assistance) clients across the City to help connect over 14,000 clients with potential employers
- Supported and responded to the Partnership to Advance Youth Employment (PAYE) working groups in development of labour market processes to enhance employability for youth. Over 540 youth were provided with the opportunity to prepare for, and meet with potential employers to seek sustainable jobs
- Opened a new Employment Centre at Metro Hall for individuals looking for employment, partnering with the YMCA of Greater Toronto, for the operation of their food service training program in the kitchen facilities

Initiatives to Increase Service Levels

- Wireless service was expanded to all 99 library branches and self service technology was offered at more libraries
- The Bloor/Gladstone Branches and Jane Sheppard branches opened after renovation and expansion with increased usage. Both renovations received awards for excellence in library design
- In 2010 ,library service hours will expand through increased efficiencies related to the introduction of self service technology
- Addressed off-street parking shortfall through opening five new lots including two garages
- Enhanced the quality and number of Parks in Toronto by completing development of 3 waterfront parks/trail improvements (Circulating Channel Landscape Improvement, Leslie Street Greening, and Martin Goodman Trail – Marilyn Bell to Coronation Park), and the first community orchard (Ben Nobleman Park).
- Opened the Beaches/Ashbridge's Bay Skate Park (Toronto's 1st Urban Skate Plaza, & Ontario's Largest Skate Park)
- In 2010, will convert four natural turf to artificial turf multi-purpose sport fields
- Expanded and enhanced the After-School Recreation Care programs, which offered quality after-school care to over 680 children, 6-12 years in 27 locations in Toronto's Priority Neighbourhoods at a reduced fee schedule, to increase accessibility.
- One hundred additional buses were purchased, and there were approximately 100,000 hours of additional peak period service on 64 routes in 2009
- Improvements to transit service frequency to address observed overcrowding from rapid ridership growth in 2008 and earlier, provided approximately 400,000 annual hours of additional service in 2009

Other Methods of Assessing Toronto's Performance

Other Report Cards and Indicator Reports

This report focuses on performance measurement results in specific service areas; however, it is by no means the only type of reporting conducted by Toronto in this area. Links to other report cards or indicator reports issued by the City of Toronto, or, in association with the City, are noted below:

- Children's Report Card: http://www.toronto.ca/reportcardonchildren
- Homelessness and Housing Research and Reports: http://www.toronto.ca/housing/research-reports.htm#hostels
- Toronto Community Health Profiles: http://www.torontohealthprofiles.ca/
- Economic Indicators: http://www.toronto.ca/business_publications/indicators.htm
- Federation of Canadian Municipalities - Quality of Life Indicators http://acaciaconsulting.ca/fcm/qolrs/10x10grid.htm
- Vital Signs- Issued by Toronto Community Foundation http://www.tcf.ca/vitalinitiatives/vitalsigns.html

Toronto's Award-Winning Initiatives

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

An example of this is the 120 awards received by Toronto between 2004 and 2008 for quality and innovation in delivering public services at the Public Sector Quality Fair (PSQF), which showcases service quality excellence in the government, health-care and education sectors across Ontario.

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

Toronto in International Rankings and Reports

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

- Toronto made **Forbes Magazine** 2008 list of the top 10 most economically powerful cities, competing with Madrid, Mexico and Philadelphia for the number 10 spot. According to Forbes, Toronto continues to be the economic heart of one of the world's wealthiest countries, and along with London, is the fastest growing G7 financial centre. For a detailed discussion, please visit http://www.forbes.com/2008/07/15/economic-growth-gdp-biz-cx_jz_0715powercities.html

- **KPMG's 2010 Competitive Alternatives** study found that Toronto continues to offer one of the most cost-effective business and investment climates in the world. The KPMG study measured 26 business cost components, including labour costs, facility costs, transportation costs, utility costs and income taxes in 10 countries and more than 100 cities around the world. The study also compared data on a variety of non-cost competitiveness factors that could also influence the attractiveness of locations to business, such as labour availability and skills, economic conditions and markets, innovation, infrastructure, the regulatory environment, cost of living and quality of life. The basis for comparison is the after-tax cost of startup and operations, over a 10-year period. Further information is available online at www.CompetitiveAlternatives.com

- According to the **Economist Intelligence Unit** (the Economist Magazine), Toronto ranks fourth in the world for liveability, following Vancouver, Vienna and Melbourne. The December 2009 study rated 140 cities worldwide across the following five categories: stability, health care, culture and environment, education, and infrastructure.

- The 2010 **Mercer Quality of Living** survey ranked Toronto 16 out of 50 cities. Canadian cities dominated the rankings in the Americas (North, Central and South America). Mercer's 2010 Quality of Living Survey evaluated 221 cities and selected 50 cities based on various measures relating to quality of living, such as political, social, economic and environmental factors, safety, public services and transportation, and recreation. More detailed information is available online at http://www.mercer.com/qualityofliving.

- A survey conducted in 2009 by **Z/Yen Group** ranked Toronto 12th out of 75 financial centres on the Global Financial Centres Index (GFCI). The aim of the CFCI is to examine major financial centers in terms of competitiveness. The report states that Toronto has risen since the last report and now ranks as the 2nd North American financial centre, as well as the clear leader in Canada. Toronto also performed well in the People sub-index, where it scored 6th place, and in the Asset Management and Professional Services sub-indices, where it ranked 9th place in both categories. The GFCI report evaluated the competitiveness of 75 financial centres worldwide using results of online surveys completed by financial services leaders, and various separate indices of competitiveness. For further information, please visit http://www.zyen.com/long-finance/global-financial-centres-index-gfci.html#GFCI

- In its November/December 2008 issue, **Foreign Policy (FP)** Magazine ranked Toronto as one of the world's top 10 global cities, after New York, London, Paris, Tokyo, Hong Kong, Los Angeles, Singapore, Chicago and Seoul. FP's inaugural 2008 Global Cities Index ranked 60 cities according to the following categories: business activity, human capital, information exchange, cultural experience and political engagement. Toronto ranked fourth for culture (after London, Paris and New York), tenth for human capital, eighteenth for information exchange, twenty-fourth for political engagement, and twenty-sixth for business activity.

- The **World Intellectual Property Organization**, which tracks the number and types of patents that have been issued worldwide, reported that Toronto had the eighteenth-highest number of patents globally. Patents are one of the most direct ways of measuring innovation.

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

- A recent report published in December of 2009 by the **Organization for Economic Co-operation and Development (OECD)** conducted a study on the economic competitiveness of the Toronto metropolitan region. Some of the highlights of the report include the challenges faced in the Toronto region with respect to its mixed economic performance. GDP per capita and GDP growth rates are below the Canadian average. It has had lower annual economic and labour productivity growth than the average of OECD metropolitan regions over 1995-2005. More detailed information on the OECD report can be found at: http://www.oecd.org/document/1/0,3343,en_2649_34413_43985281_1_1_1_1,00.html

Global City Indicators Facility

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

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

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

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

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

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

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

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

As of May 2010, the GCIF had 100 members with approximately 23 of them having a population of over 1 million. Some of the best international comparators for Toronto would be from the United States, Europe, Australia and Japan. To date, only Paris, Milan and King County (Regional Seattle services) are GCIF members, from those areas.

The GCIF has recently completed its latest round of data collection (2008) and Toronto has, in relation to other cities, provided a full data set. The results of other cities are not available as yet to Toronto staff that will also us to validate the comparability of our data to other cities.

Toronto has been recognized by staff of the World Bank and the GCIF as one of the world leaders in these areas in terms of the measures and indicators collected and for the benchmarking of service delivery and quality of life done within Canada. Being able to compare and benchmark internationally and creating networks and forums for Toronto staff to interact with their colleagues in other countries will be invaluable.

It is expected that this initiative will still take some time before we can report comparable results of other cities with those of Toronto, but we anticipate it will provide a valuable additional source of information to assess how well Toronto is doing from both a service delivery and quality of life perspective.

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

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

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Consolidated Summary of Toronto's Results by Service Area

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Accounts Payable Services – Section 1				
Customer Service Measures				
How long does it take to pay an accounts payable invoice?	Percentage of Invoices Paid Within 30 Days - (Customer Service)	Stable Payment of A/P invoices has remained stable with approximately 67% paid within 30 days	3 Higher number of days required to process invoices	1.1 1.2 pg. 29
Efficiency Measures				
Have discounts offered for early payment of invoices been obtained?	Percentage of Early Payment Discounts Achieved – (Efficiency)	Favourable Increasing percentage of early payment discounts offered, were obtained	Not Available	1.3 pg. 29
How many invoices are processed by each accounts payable staff member?	Number of Invoices Paid per Accounts Payable FTE – (Efficiency)	Stable Number of invoices paid per staff member is stable	3 Lower number of invoices paid per staff member	1.4 1.5 pg. 30
How much does it cost to process an accounts payable invoice?	Accounts Payable Cost per Invoice Paid – (Efficiency)	Unfavourable Increased cost per Invoice paid	4 Higher cost per invoice paid	1.6 pg. 30
Building Services – Section 2				
Service Level Indicators				
How many building permits of all types are issued?	Number of Building Permits (ICI and Residential) Issued per 100,000 Population – (Service Level)	Favourable Increasing number of total permits issued	3 Lower rate of total permits issued	2.1 2.2 pg. 37
How many large residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value ≥ $50,000) per 100,000 Population– (Service Level)	Favourable Increasing number of residential permits >$50,000 issued	4 Lowest rate of residential permits issued >$50.000	2.1 2.2 pg. 37
How many small residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value < $50,000) per 100,000 Population– (Service Level)	Stable Number of residential permits issued <$50,000 is stable	4 Lower rate of residential permits issued <$50.000	2.1 2.2 pg. 37
How many institutional, commercial and industrial (ICI) building permits are issued?	Number of ICI Building Permits Issued per 100,000 Population– (Service Level)	Favourable Increasing # of ICI permits issued	1 Highest rate of ICI permits issued	2.1 2.2 pg. 37

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Community Impact Measures				
What is the construction value for all types of building permits issued?	Construction Value of Total Building Permits Issued per capita – (Community Impact)	Favourable Increasing value of total all construction types	1 Highest construction value for all permit types	2.3 2.4 pg. 38
What is the construction value of small residential building permits issued?	Construction Value of Residential Building Permits Issued (of Construction Value ≥ 50,000) per capita – (Community Impact)	Favourable Increasing value of residential construction (>$50,000)	3 Low construction value of residential permits >$50,000)	2.3 2.4 pg. 38
What is the construction value of large residential building permits issued?	Construction Value of Residential Building Permits Issued (of Construction Value < 50,000) per capita – (Community Impact)	Stable Value of residential construction (<$50,000) is stable	4 Lowest construction value of residential permits <$50,000)	2.3 2.4 pg. 38
What is the construction value of institutional, commercial and industrial (ICI) building permits issued?	Construction Value of ICI Building Permits Issued per capita – (Community Impact)	Favourable Increasing value of ICI construction	1 Highest construction value of ICI permits	2.3 2.4 pg. 38
What is the balance between residential and commercial construction activity?	Percentage of Construction Value of Issued ICI Building Permits of the Total Construction Value of Issued Building Permits– (Community Impact)	Favourable Increasing proportion of commercial & industrial construction value	1 Higher proportion of commercial industrial construction value	2.5 2.6 pg. 39
How many new housing units are being created in the year?	New Residential Units Created per 100,000 Population – (Community Impact)	Favourable Increased number of new residential units created	2 Higher rate of new residential units created	2.7 pg. 39
Customer Service Measures				
Are building permit applications being reviewed within the legislated timeframe?	Percentage of Building Permit Applications Reviewed within legislated timeframes – (Customer Service)	Favourable Decreased/shorter time period to review and issue permits is stable	N/A	2.8 pg. 40
Are mandatory building inspections being made within the legislated timeframe?	Percentage of Mandatory Inspections made within legislated timeframes – (Customer Service)	Stable Time period to conduct mandatory inspections is stable	N/A	2.9 pg. 40

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Are emergency complaints inspections being completed within 1 day?	Percentage of complaint inspections (emergency) completed in <1 day – (Customer Service)	Favourable Best possible result as 100% of emergency complaint inspections done within 1 day	N/A	2.10 pg. 40
Are complaint inspections regarding no building permit, being completed within two days?	% of complaint inspections (without permit) completed in <2 days – (Customer Service)	Stable Time period to investigate complaints re no permit is stable	N/A	2.11 pg. 40
Are complaint inspections regarding zoning, being completed within five days?	% of complaint inspections (zoning & other) completed in <5 days– (Customer Service)	Stable Time period to investigate zoning & other complaints is stable	N/A	2.12 pg. 40
Efficiency Measures				
How much does it cost on average to enforce the building code, per building permit issued	Building Cost per permit issued – (Efficiency)	Favourable Decreasing cost per permit issued	4 Higher cost per permit issued	2.13 2.14 pg. 41
By-Law Enforcement Services – Section 3				
Service Level Indicators				
How Much is Being Spent on By-Law Enforcement per Capita?	Total Specified By-Law Enforcement Cost per Capita (Service Level)	-	2 Higher spending on By-Law Enforcement	3.1 pg. 45
How Many By-Law Enforcement Inspections are done in Relation to the Number of Complaints?	Number of Inspections per By-Law Complaint (Service Level)	Unfavourable Decreased rate of inspections relative to complaints	2 Higher rate of inspections relative to complaints	3.2 3.3 pg. 45
Community Impact Measures				
How Many By-Law Complaints are made by Residents?	Number of Specified By-Law Complaints per 100,000 Population (Community Impact)	Increased number of complaints received (due to pro-active initiatives)	2 Lower number of complaints received	3.4 3.5 pg. 46
What Percent of Residents Voluntarily Comply After a By-Law Infraction?	Percentage of Voluntary Compliance to By-Law Infractions (Community Impact)	Stable rate of voluntary compliance	2 Higher rate of voluntary compliance	3.6 3.7 pg. 46

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Customer Service Measures				
How Long Does it Take to Resolve a By-Law Complaint?	Average Time (Days) to Resolve/Close By-Law Complaints – (Customer Service)	Stable Number of days to resolve complaints	3 Higher number of days to resolve complaints	3.8 3..9 pg. 47
Children's Services– Section 4				
Service Level Indicators				
How much is being spent or invested for childcare per child aged 12 and under?	Investment per 1,000 Children (12 & under - (Service Level)	Favourable Investment/gross cost increased	1 Highest level of expenditures on children	41 4.2 pg. 51
Community Impact Measures				
How many regulated childcare spaces are available?	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality – (Community Impact)	Favourable Number of regulated spaces increased	2 High number of regulated spaces	4.3 4.4 pg. 52
How many subsidized childcare spaces are available?	Fee Subsidy Child Care Spaces per 1,000 LICO Children – Community Impact)	Favourable Increasing number of subsidized spaces	2 High number of subsidized spaces	4.5 4.6 pg. 53
What percentage of children under 12 years old are considered low income children?	Percentage of Children in the Municipality (12 and under) that are LICO Children -– (Community Impact)	Stable Proportion of low income children is stable at approximately 33%	4 Highest proportion of low income children	4.6 pg. 53
How large is the waiting list for a subsidized child care space?	Size of Waiting List for a Subsidized Child Care Space as a % of All Subsidized Spaces – (Community Impact)	Unfavourable Increase in size of wait list for a subsidized space	4 Larger waiting list for a subsidized child care space	4.7 pg. 53
Efficiency Measures				
How much does it cost per year, to provide an average child care space?	Annual Child Care Service Cost per Normalized Subsidized Child Care Space – (Efficiency)	Increasing Increasing cost reflects Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care.	4 Higher cost per subsidized space	4.8 4.9 pg. 54

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Cultural Services– Section 5				
Service Level Indicators				
How much is spent on all cultural services?	Cost of All Cultural Services per Capita - (Service Level)	Unfavourable Spending on culture services is decreasing	1 Higher spending on Culture Services	5.1 5.2 pg. 59
How much is spent on arts grants?	Cost of Arts Grants per Capita (Service Level)	Favourable Increased spending on arts grants	2 Higher spending on arts grants	5.3 5.4 pg. 60
Community Impact Measures				
How many people attend city-funded cultural events?	Estimated Attendance at City-Funded Cultural Events – (Community Impact)	2008 data not available	N/A	5.5
Are recipients of arts grants able to use those grants to obtain other revenues?	Arts Grants issued by municipality as a Percentage of the Gross Revenue of Recipients – (Community Impact)	Favourable Arts grants as % of recipients gross revenue has decreased (less dependent on City for funding)	1 Toronto Arts grants are a lower percentage of recipients gross revenue	5.6 5.7 pg. 61
Emergency Medical Services (EMS)– Section 6				
Service Level Indicators				
How many hours are EMS vehicles in-service and available to respond to emergencies?	EMS Actual Weighted Vehicle In-Service Hours per 1,000 Population - (Service Level)	Unfavourable Decreased number of in-service vehicle hours	3 Lower in-service vehicle hours	6.1 6.2 pg. 66
How many emergency calls is EMS responding to?	EMS Calls – Emergency per 1,000 Population - (Service Level)	Increasing Number of emergency calls has increased	2 High rate of emergency calls	6.3 6.4 pg. 67
How many non-emergency calls is EMS responding to?	EMS Calls – Non Emergency per 1,000 Population - (Service Level)	Decreasing number of non-emergency calls	2 High rate of non-emergency calls	6.3 6.4 Pg 67
How many total calls (emergency & non-emergency) is EMS responding to?	All EMS Calls per 1,000 Population - (Service Level)	Increasing Number of total calls has increased	2 High rate of total calls	6.3 6.4 pg. 67

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Community Impact Measures				
What percentage of time do ambulances spend at hospitals transferring patients?	Percentage of Ambulance Time Lost to Hospital Turnaround - (Community Impact)	Favourable Decrease in percentage of lost ambulance time	4 Higher percentage of lost ambulance time	6.5 6.6 pg. 68
Customer Service Measures				
How long does it take from the time an EMS crew is notified, to arrive at the emergency scene?	EMS, 90th Percentile Crew Notification Response Time to Life Threatening Calls – (Customer Service)	Unfavourable Increase in crew notification response time	1 Lower (shorter) crew notification response time	6.7 6.8 pg. 69
How long does it take from the time the EMS communication centre is notified of the call, to arrive at the emergency scene?	EMS 90th Percentile Total (excluding 9-1-1) Response Time to Life Threatening Calls - (Customer Service)	Unfavourable Increase in total EMS response time	1 Lower (shorter) total EMS response time	6.7 6.8 pg. 69
Efficiency Measures				
What is the hourly cost to have an EMS vehicle in-service, available to respond to emergencies?	EMS Cost per Actual Weighted Vehicle Service Hour – (Efficiency)	Unfavourable Increasing cost per in-service vehicle hour	4 High cost per in-service vehicle hour	6.9 6.10 pg. 70
What does it cost for EMS to transport a patient?	EMS Cost per Patient Transported - (Efficiency)	Stable Cost per patient transported is stable	2 Lower cost per patient transported	6.11 6.12 pg. 71
Fire Services – Section 7				
Service Level Indicators				
How many hours are fire vehicles in-service and available to respond to emergencies?	Number of Fire In-Service Vehicle Hours (Urban Area) per Capita – (Service Level)	Stable Vehicle hours in-service are stable	4 Lowest number of in-service vehicle hours	7.1 7.2 pg. 76
How many emergency incidents do fire services respond to each year?	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population – (Service Level)	Decreasing Number of total incidents responded to decreased	1 Higher number of total incidents responded to	7.3 7.4 pg. 77
How many property fires, explosions and alarms do fire services respond to each year?	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population – (Service Level)	Decreasing Number of fires, explosions and alarms responded to, decreased slightly	2 High number of fires, explosions and alarms responded to	7.3 7.4 pg. 77
How many rescues do fire services respond to each year?	Number of Rescues per 1,000 Urban Population – (Service Level)	Decreasing Number of rescues is decreased	4 Lowest number of rescues responded to	7.3 7.4 pg. 77

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How many medical calls do fire services respond to each year?	Number of Medical Calls per 1,000 Urban Population – (Service Level)	Increasing Increase in number of medical responses	2 High number of medical responses	7.3 7.4 pg. 77
How many other incidents do fire services respond to each year?	Number of Other Incidents per 1,000 Urban Population – (Service Level)	Decreasing Number of other incidents responded to is decreasing	2 High number other incidents responded to	7.3 7.4 pg. 77
Community Impact Measures				
How many residential fires, with property loss, are occurring?	Rate of Residential Structural Fires with Losses per 1,000 Households – (Community Impact)	Stable Rate of residential fires is stable	1 Lower rate of residential fires	7.5 7.6 pg. 78
What is the rate of injuries from residential fires?	Residential Fire Related Injuries per 100,000 Population – (Community Impact)	Favourable Decreasing rate of fire related injuries	1 Lowest rate of fire related injuries	7.7 7.8 pg. 79
What is the rate of fatalities from residential fires?	Residential Fire Related Fatalities per 100,000 Population – (Community Impact)	Favourable Decreasing rate of fire related fatalities	3 High rate of fire related fatalities	7.9 7.10 pg. 79
Customer Service Measures				
How long does it take (response time) for fire services to arrive at the scene of emergency?	Actual – 90th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality – (Customer Service)	Favourable station notification response time decreased slightly	2 Station notification response time is shorter	7.11 7.12 pg. 80
Efficiency Measures				
What does it cost per hour, to have a front-line fire vehicle available to respond to emergencies?	Fire Operating Cost (Urban Areas) per In-Service Vehicle Hour – (Efficiency)	Unfavourable Increasing cost per in-service vehicle hour	4 Highest cost per in-service vehicle hour	7.13 7.14 pg. 81
General Revenue Services – Section 8				
Efficiency Measures				
How long does it take for the municipality to receive payment on invoices issued?	Average Collection Period for Accounts Receivable in Days - (Efficiency)	Stable Number of days to receive payment on invoices issued is stable	4 Higher number of days to receive payment on invoices issued	8.1 8.2 pg 85.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How many of the invoices billed are never collected?	Bad Debt Write-off as a Percentage of Revenue Billed - (Efficiency)	Favourable Decreased level of uncollectable amounts	2 Lower levels of uncollectable amounts	8.3 8.4 pg. 85
How much does it cost to bill and collect an accounts receivable invoice?	Cost of Accounts Receivable Function per Invoice Issued- (Efficiency)	Unfavourable Increasing cost per invoice	4 Higher cost per invoice	8.5 pg. 86
Governance and Corporate Management – Section 9				
Efficiency Measures				
How large is the governance and corporate management structure?	Governance and Corporate Management Costs as a % of Total Operating Costs – (Efficiency)	Stable Costs of governance and corporate management are stable	1 Lowest cost /rate of single-tier municipalities	9.1 9.2 Pg. 89
Hostel Services – Section 10				
Service Level Indicators				
How many emergency shelter beds are there?	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population – (Service Level)	Increase More shelter beds in 2008	1 Highest number of shelter beds	10.1 10.2 pg. 93
Community Impact Measures				
What is the average length of stay for singles and families in emergency shelters?	Average Length of Stay per Admission to Emergency Shelters for Singles & Families – (Community Impact)	Stable average length of stay	4 Longer length of average stay singles and families	10.3 10.4 pg. 94
What is the average length of stay for singles in emergency shelters?	Average Length of Stay per Admission to Emergency Shelters for Singles - (Community Impact)	Stable average length of stay - singles	-	10.3 pg. 94
What is the average length of stay for families in emergency shelters?	Average Length of Stay per Admission to Emergency Shelters for Families - (Community Impact)	Stable average length of stay – families	-	10.3 pg. 94
Customer Service Measures				
What is the occupancy rate of emergency shelter beds?	Average Nightly Bed Occupancy Rate of Emergency Shelters – (Customer Service)	Stable Occupancy rate of shelter beds unchanged	2 Higher occupancy rate of shelter beds	10.5 10.6 pg. 95

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Efficiency Measures				
What does it cost per night to provide a shelter bed?	Gross Hostels Cost per Emergency Shelter Bed Night - (Efficiency)	Favourable Decreased gross cost per shelter bed night	4 Higher gross cost per shelter bed night	10.7 10.8 pg. 96
Investment Management Services – Section 11				
Efficiency Measures				
What rate of return are investments achieving?	Gross Fixed Income Yield on Book Value – (Efficiency)	Unfavourable Decreased rate of return on investments	2 Higher rate of return on investments	11.1 pg. 101
How much does it cost to manage the city's investments?	Management Expense Ratio– (Efficiency)	Stable Cost to manage investments is stable	1 Lower cost to manage investments	11.3 11.4 pg. 101
Legal Services – Section 12				
Service Level Indicators				
How much legal work is required to support municipal services?	Legal Services Cost per 1,000 Dollars Municipal Capital and Operating Expenditures - (Service Level)	Increasing Legal expenditures (service levels) are increasing in proportion to operating and capital expenditures	1 Highest service level of the OMBI municipalities	12.1 pg. 105
Efficiency Measures				
How much does it cost per hour for internal lawyers, including overhead costs?	Legal Costs per In-house Lawyer Hour - (Efficiency)	Increasing Cost per hour for internal (in-house) legal services is increasing	4 Highest cost per hour for internal (in-house)legal services	12.2 pg. 105
How much does it cost per hour for external lawyers used?	External Legal Cost per External Lawyer Hour - (Efficiency)	Stable Cost per hour for external legal services is stable	4 Higher cost per hour for external legal services	12.3 pg. 105
Library Services – Section 13				
Service Level Indicators				
How many hours of service are provided at library branches?	Annual Number of Library Service Hours per Capita – (Service Level)	Unfavourable Decrease in number of library hours	3 Low number of library hours	13.1 13.2 pg. 109
What is the Size of Library Holdings/ Collection?	Number of Library Holdings per Capita - (Service Level)	Favourable Increase in size of library holdings	1 Higher number of library holdings	13.3 13.4 pg. 110

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Community Impact Measures				
How often do residents use the library system?	Annual Library Uses per Capita (Electronic & Non-Electronic) – (Community Impact)	Favourable Increase in total library uses	1 Higher rate of library use	13.5 13.6 pg. 111
How often do residents use non-electronic library services such as borrowing a book or visiting a branch?	Non- Electronic Uses per Capita– (Community Impact)	Stable Non-electronic uses are stable	1 Higher non-electronic library use	13.5 13.6 pg. 111
How often do residents use electronic library services such as accessing a data base or using a computer workstation?	Electronic Library Uses per Capita – (Community Impact)	Favourable Increase in electronic library use	1 Higher electronic library use	13.5 13.6 pg. 111
Customer Service Measures				
How often are items borrowed from the circulating collection?	Average Number of Times in Year Circulating Items are Borrowed /Turnover – (Customer Service)	Unfavourable Decrease in turnover rate of circulating materials	1 Higher turnover rate of circulating materials	13.7 13.8 pg. 112
Efficiency Measures				
What does it cost for each library use?	Library Cost per Use - (Efficiency)	Unfavourable Increased cost per library use	2 Lower cost per library use	13.9 13.1 pg. 113
Long-Term Care Services – Section 14				
Service Level Indicators				
How many municipally operated long-term care beds are there?	Number of Municipal LTC Beds per 100,000 Population – (Service Level)	Stable Unchanged number of long- term care beds	-	14.1 pg. 117
Community Impact Measures				
What proportion of all long-term care beds are operated by the City?	Municipally Operated LTC Beds to Total LTC Beds in the Municipality – (Community Impact)	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	14.2 pg. 117
What is the supply of long-term care beds, relative to the elderly population?	Percentage of LTC Community Need Satisfied (beds as a % of population >75 years of age) - (Community Impact)	Unfavourable Number of long-term care beds unchanged relative to growing elderly population	3 Lower percentage of Long-term care beds relative to elderly population	14.3 14.4 pg. 118

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Customer Service Measures				
How satisfied are residents in long-term care homes?	LTC Resident Satisfaction -– (Customer Service)	Favourable Results have remained very high, at a 96% satisfaction rating	1 High levels of resident satisfaction	14.5 14.6 pg. 119
Efficiency Measures				
How much does it cost per day to provide a long-term care bed?	LTC Facility Cost (CMI Adjusted) per LTC Facility Bed Day (Ministry Submissions) (Efficiency)	Unfavourable Cost per bed day is increasing	3 High cost per bed day	14.7 14.8 pg. 120
Parking Services – Section 15				
Service Level Indicators				
How many parking spaces are managed?	Number of Paid Parking Spaces (all types) Managed per 100,000 Population – (Service Level)	Favourable Increased number of parking spaces- all types	2 Higher number of parking spaces – all types	15.1 15.2 pg. 126
How many on-street parking spaces are managed?	Number of On-Street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	Favourable Increased number of on-street parking spaces	2 Higher number of on-street parking spaces	15.1 15.2 pg. 126
How many off-street parking spaces are managed?	Number of Off-Street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	Favourable Increased number of off-street parking spaces	2 Higher number of off-street parking spaces	15.1 15.2 pg. 126
What is the hourly cost to park on the street?	Average Hourly Rate for On-Street Parking- (Service Level)	Increased Average hourly parking rate	3 Higher hourly rate for on-street parking	15.3 pg. 126
Efficiency Measures				
What does it cost to manage a parking space?	Parking Services Cost per Paid Parking Space (all types) Managed – (Efficiency)	Unfavourable Increased cost to manage a parking space (all types)	4 Highest cost to manage a parking space (all types)	15.4 15.5 pg. 127
What does it cost to manage an on-street parking space?	Parking Services Cost per On-Street Paid Parking Space Managed – (Efficiency)	Unfavourable Increased cost to manage an on-street parking space	2 Lower cost to manage an on-street parking space	15.4 15.5 pg. 127
What does it cost to manage an off-street parking space?	Parking Services Cost per Off-Street Paid Parking Space Managed – (Efficiency)	Stable Cost to manage an off-street parking space was stable	4 Highest cost to manage an off-street parking space	15.4 15.5 pg. 127

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How much parking fee revenue is generated from all parking spaces?	Gross Parking Fee Revenue per Paid Parking Space (all types) Managed– (Efficiency)	Favourable Increased parking fees per parking space (all types)	1 Highest amount of parking fees per parking space (all types)	15.6 15.7 pg. 127
How much parking fee revenue is generated from on-street parking spaces?	Gross Parking Fee Revenue per Paid On-Street Parking Space Managed– (Efficiency)	Favourable Increased parking fees per on-street parking space	1 Highest amount of parking fees per on-street parking space	15.6 15.7 pg. 127
How much parking fee revenue is generated from off-street parking spaces?	Gross Parking Fee Revenue per Paid Off-Street Parking Space Managed– (Efficiency)	Favourable Increased parking fees per off-street parking space	1 Highest amount of parking fees per off-street parking space	15.6 15.7 pg. 127
Parks Services – Section 16				
Service Level Indicators				
How much maintained parkland is there?	Hectares of Maintained Parkland in Municipality per 100,000 Population – (Service Level)	Favourable Small increase of 3 hectares in amount of maintained parkland	4 Lowest hectares of maintained parkland related to population	16.1 16.2 pg. 132
How much natural parkland is there?	Hectares of Natural Parkland in Municipality per 100,000 Population– (Service Level)	Stable Amount of natural parkland was unchanged	3 Lower hectares of natural parkland related to population	16.1 16.2 pg. 132
How much total parkland, of all types is there?	Hectares of all (Maintained and Natural) Parkland per 100,000 Population– (Service Level)	Favourable Small Increase in total amount of all parkland	4 Lower hectares of all parkland related to population	16.1 16.2 pg. 132
What is the length of the recreational trail system?	Km of Maintained Recreational Trails per 1,000 Persons – (Service Level)	Favourable Small increase of 3 km in trail system	4 Lowest kilometres of trails related to population	16.4 pg. 133
Community Impact Measures				
What proportion of the municipality's area is maintained parkland?	Maintained Parkland in Municipality as a Percentage of Total Area of Municipality- (Community Impact)	Stable Proportion of city area as maintained parkland is stable	1 Highest percentage of maintained parkland	16.3 pg. 133

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
What proportion of the municipality's area is natural parkland?	Natural Parkland in Municipality as a Percentage of Total Area of Municipality- (Community Impact)	Stable Proportion of city area as natural parkland is stable	1 Highest percentage of natural parkland	16.3 pg. 133
What proportion of the municipality's area is parkland (all types)?	All Parkland in Municipality as a Percentage of Total Area of Municipality- (Community Impact)	Stable Proportion of city area as total parkland is stable	1 Highest percentage of all parkland	16.3 pg. 133
How frequently do Toronto residents use parks?	Percentage of Toronto Survey Respondents Using Toronto Parks and Frequency of Use- (Community Impact)	Stable High level of park usage maintained	N/A	16.5 pg. 134
Customer Service Measures				
How satisfied are the users of Toronto parks?	Percentage of Toronto Survey Respondents Satisfied With Use of Parks - (Customer Service)	Stable High level of satisfaction with parks has been maintained	N/A	16.6 pg. 134
Efficiency Measures				
What does it cost to operate a hectare of parkland?	Cost of Parks per Hectare - Maintained and Natural Parkland – (Efficiency)	Unfavourable Increased cost of parks per hectare	4 Highest cost of parks per hectare	16.7 16.8 pg. 135
Planning Services – Section 17				
Service / Activity Level Indicators				
How much is spent on planning services?	Cost of Planning Services per Capita (Service Level)	Increase Cost of planning per capita has increased	3 Lower cost of planning per capita	17.1 17.2 pg. 139
How many development applications are received?	Number of Development Applications Received per 100,000 Population - (Service Level)	Decrease Number of development applications received decreased	3 Lower rate of development applications received	17.3 17.4 pg. 140
How many community meetings are planning staff attending?	Number of Non-Statutory Civic Engagement Community Meetings Attended by City Planning Staff – (Activity Level)	Stable Number of meetings attended was stable in 2008	N/A	17.5 pg. 141

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Efficiency Measures				
How much does it cost in Toronto to process a development application?	Development Planning Applications Cost per Development Application Received – (Efficiency)	Unfavourable Increased cost per application (due to drop in # of applications)	3 Higher cost per application	17.6 17.7 pg. 141
Police Services – Section 18				
Service Level Indicators / Number of Police Staff				
How many police officers are there?	Number of Police Officers per 100,000 Population - (Service Level)	Stable Number of Police Officers is stable	1 Higher number of Police Officers	18.1 18.2 pg. 146
How many civilians and other staff are there in Police Services?	Number of Civilians and Other Staff per 100,000 Population - (Service Level)	Favourable Increased number of civilian staff	1 Highest number of civilians and other staff	18.1 18.2 pg. 146
How many total staff (police officers and civilians) is there?	Number of Total Police Staff (Officers and Civilians) per 100,000 Population - (Service Level)	Favourable Increased number of total police staff (officers and civilians)	1 Higher police staffing levels (officers and civilians)	18.1 18.2 pg. 146
Community Impact Measures / Crime Rates				
What is the total crime rate?	Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population -(Community Impact)	Favourable Total crime rate down by -5.3% in 2008	2 Lower total crime rate	18.3 18.4 pg. 147
How has the total crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents - (Community Impact)	See above	1 Larger decrease in rate of total crimes	18.5 pg. 147
What is the violent crime rate?	Reported Number of Violent – Criminal Code Incidents per 100,000 Population -(Community Impact)	Favourable Violent crime rate down by -1.4% in 2008	3 Higher rate of violent crime	18.6 18.7 pg. 148
How has the violent crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Violent Crime- (Community Impact)	See above	3 Smaller decrease in rate of violent crime	18.8 pg. 148
What is the property crime rate?	Reported Number of Property – Criminal Code Incidents per 100,000 Population - (Community Impact)	Favourable Property crime rate down by -7.2% in 2008	2 Lower rate of property crime	18.9 18.10 pg. 149

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How has the property crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Property Crime - (Community Impact)	See above	1 Larger decrease in rate of property crime	18.11 pg. 149
What is the youth crime rate?	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population -(Community Impact)	Favourable Youth crime decreased by -9.1% in 2008	1 Lower rate of youth crime	18.12 18.13 pg. 150
How has the youth crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population - (Community Impact)	See above	1 Larger decrease in rate of youth crime	18.14 pg. 150
Customer Service Measures - Clearance Rates				
What percentage of the total crimes committed are solved/cleared?	Clearance Rate - Total (Non-Traffic) Criminal Code Incidents – (Customer Service)	Stable Clearance rate for total crime is stable	3 Low clearance rates for total crime	18.15 18.16 pg. 151
What percentage of the violent crimes committed are solved/cleared?	Clearance Rate - Violent Crime – (Customer Service)	Unfavourable Clearance rate for violent crime decreased	4 Lower clearance rate for violent crime	18.17 18.18 pg. 151
Efficiency Measures				
How many criminal code incidents are there for each police officer?	Number of Criminal Code Incidents (Non-Traffic) per Police Officer – (Efficiency)	Unfavourable Decreasing number of Criminal Code incidents/workload per officer	4 Low number of Criminal Code incidents /workload per officer	18.19 18.20 pg. 152
Road Services – Section 19				
Service Level Indicators				
How long is the road network?	Number of Lane KM per 1,000 Population – (Service Level)	Stable Very small increase in lane km of roads	4 Lowest number of lane km of roads relative to population	19.1 19.2 pg. 157
Community Impact Measures				
How many vehicle collisions are occurring?	Vehicle Collision Rate per Million Vehicle km or per Lane km – (Community Impact)	Stable Collision rate is stable	4 Highest collision rate	19.3 19.4 pg. 158

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How congested are the major roads?	Road Congestion on Major Roads (Vehicle km Traveled per Lane km) – (Community Impact)	Stable Road congestion is stable	4 Higher rate of congestion on Toronto's roads	19.5 pg. 158
Are roads being maintained to standard in the winter?	Percentage of Winter Event Responses Meeting New Municipal Winter Level of Service – (Community Impact)	Favourable Best possible result- 100% of winter event responses met standard	1 Best possible result- 100% of winter event responses met standard	19.8 19.9 pg. 160
Customer Service Measures				
What is the pavement condition of the roads?	Percentage of Paved Lane Kilometers with Pavement Condition Rated Good/Very Good – (Customer Service)	Stable Slight decrease in percentage of pavement rated good to very good	1 Highest percentage of pavement rated good to very good	19.6 19.7 pg. 159
Efficiency Measures				
How much does it cost to plough, sand and salt roads in the winter?	Operating Costs for Winter Maintenance of Roadways per Lane KM Maintained in Winter – (Efficiency)	Unfavourable Increased cost of winter maintenance	4 Highest cost of winter maintenance of single-tier municipalities	19.10 19.11 pg. 161
How much does it cost to maintain the road surface?	Operating Costs for Paved Roads (Hard Top) per Lane KM – (Efficiency)	Unfavourable Decreased cost of paved road maintenance (excluding utility cuts)	4 Highest cost of paved road maintenance	19.12 19.13 pg. 162
Social Assistance Services – Section 20				
Service / Activity Level Indicators				
How many individuals or families are receiving social assistance?	Monthly Social Assistance Case Load per 100,000 Households (Service Level)	Stable Social Assistance case load is stable	1 Highest Social Assistance case load	20.1 20.2 pg. 167
Community Impact Measures				
What is the average length of time that people receive social assistance?	Average Time (Months) on Social Assistance – (Community Impact)	Stable Average time period on Social Assistance is stable	4 Highest length of time on Social Assistance	20.3 20.4 pg. 168
What proportion of cases receives social assistance for less than one year?	% of Social Assistance Cases on Assistance less than 12 Months - (Community Impact)	Favourable Increasing % of cases less than 12 months	4 Lowest % of cases less than 12 months	20.5 20.6 pg. 168

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
What proportion of participants in social assistance programs also has employment income?	% of Participants in Social Assistance Programs with Employment Income - (Community Impact)	Stable Proportion of cases with employment income is stable	4 Lowest % of cases with employment income	20.7 20.8 pg. 169
Customer Service Measures				
How long does it take to inform a client if they are eligible for social assistance?	Social Assistance Response Time (Days) to Client Eligibility – Customer Service)	Stable Response time is stable	1 Response time is shorter	20.9 20.10 pg. 170
Efficiency Measures				
What is the monthly administrative cost to support a social assistance case?	Monthly Social Assistance Administration Cost per Case – (Efficiency)	Unfavourable Increasing admin. cost per case	2 Low administration cost per case	20.11 20.12 pg. 171
What is the average monthly benefit cost per social assistance case?	Monthly Social Assistance Benefit Cost per Case - (Efficiency)	Benefits cost per case increased	4 Higher benefits cost per case	20.13 20.14 pg. 172
What is the average monthly total cost per social assistance case?	Monthly Total Social Assistance Cost per Case - (Efficiency)	Total cost per case increased	4 Higher total cost per case	20.13 20.14 pg. 172
Social Housing Services – Section 21				
Service Level Indicators				
How many social housing units are there in Toronto?	Number of Social Housing Units per 1,000 Households - (Service Level)	Stable Number of Social Housing units is stable	1 Highest number of Social Housing Units	21.1 21.2 pg. 177
Community Impact Measures				
How much of a wait is there for a social hosing unit?	Percentage of Social Housing Waiting List Placed Annually - (Service Level)	Favourable Increase in percentage of waiting list placed	4 Lower percentage of waiting list placed	21.3 21.4 pg. 178
Efficiency Measures				
What is the annual cost of direct funding (subsidy) paid to social housing providers?	Social Housing Subsidy Costs per Social Housing Unit - (Efficiency)	Unfavourable Increasing subsidy cost per unit	3 High subsidy cost per unit	21.5 21.6 pg. 179
What is the total cost of both administration and direct funding paid to social housing providers?	Total Social Housing Cost per Social Housing Unit - (Efficiency)	Unfavourable Increasing total cost (admin. & subsidy) per unit	3 High total cost (admin. & subsidy) per unit	21.5 pg. 179

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
What is the cost of administration for social housing?	Social Housing Administration Costs per Social Housing Unit- (Efficiency)	Unfavourable Increasing administrative cost per unit	1 Lower administration cost per unit	21.5 21.7 pg. 180
Solid Waste Management Services – Section 22				
Community Impact Measures				
How much waste from houses and apartments is recycled?	Percentage of Solid Waste Diverted - Residential – (Community Impact)	Favourable Overall diversion rate is increasing	3 Lower overall diversion rate	22.1 22.2 pg. 185
How much waste from houses is recycled?	Percentage of Waste Diverted – Single Unit homes/houses (Curbside) – (Community Impact)	Stable Diversion rate for single unit houses/homes (curbside) is stable	N/A	22.1 pg. 185
How much waste from apartments is recycled?	Percentage of Waste Diverted – Multi-Residential – (Community Impact)	Favourable Increase in multi-residential diversion rate	3 Low multi-residential diversion rate	22.1 22.3 pg. 185
Customer Service Measures				
How many complaints are received regarding garbage collection?	Number of Solid Waste Complaints per 1,000 Households – (Customer Service)	Unfavourable Increase in rate of complaints	2 Lower level of complaints	22.4 22.5 pg. 186
Efficiency Measures				
How much does it cost to collect a tonne of garbage?	Operating Costs for Garbage Collection per Tonne – Residential – (Efficiency)	Unfavourable Increased cost of waste collection for all housing types	2 Low costs of solid waste collection for all housing types	22.6 22.7 pg. 187
How much does it cost to dispose of a tonne of garbage?	Operating Costs for Solid Waste Disposal per Tonne – All Streams – (Efficiency)	Unfavourable Increasing cost of solid waste disposal	4 Higher cost of solid waste disposal	22.8 22.9 pg. 188
How much does it cost to recycle a tonne of solid waste?	Net Operating Costs for Solid Waste Diversion per Tonne – Residential – (Efficiency)	Unfavourable Increased net cost of solid waste diversion	4 Higher cost of solid waste diversion	22.10 22.11 pg. 189

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Sports and Recreation Services – Section 23				
Service Level Indicators				
How many indoor pools are there?	Number of Operational Indoor Pool Locations (with municipal influence) per 100,000 Population – (Service Level)	Unfavourable Decrease in the number of indoor pool locations	2 High number of indoor pool locations	23.1 23.2 pg. 194
How many indoor ice pads (rinks) are there?	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population – (Service Level)	Stable Number of indoor ice rinks/pads has remained stable	4 Lowest number of indoor ice rinks/pads	23.3 23.4 pg. 195
How many large sports and recreation community centres are there?	Number of Large Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population – (Service Level)	Stable Number of large sports & recreation community centres remained stable	3 Low number of large sports & recreation community centres	23.5 23.6 pg. 196
How many small sports and recreation community centres are there?	Number of Small Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population – (Service Level)	Stable Number of small sports & recreation community centres remained stable	4 Lower number of small sports & recreation community centres	23.5 23.6 pg. 196
How old are the sports and recreation community centres?	Percentage of Sports and Recreation Centres (with Municipal Influence), under 25 years of age – (Service Level)	N/A	2 High proportion of sports & recreation centres less than 25 years old	23.7 pg. 197
How old are the indoor pools?	Percentage of Indoor Pool Locations (with Municipal Influence), under 25 years of age – (Service Level)	N/A	4 Lower proportion of indoor pools less than 25 years old	23.8 pg. 197
How old are the indoor ice pads/rinks?	Percentage of Indoor Ice Pads (with Municipal Influence), under 25 years of age – (Service Level)	N/A	4 Lower proportion of indoor ice pads less than 25 years old	23.9 pg. 197

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How much registered sports and recreation programming is offered?	Overall Participant Capacity for Directly Provided Registered Programs – (Service Level)	Favourable Increase in registered programming offered	2 High amount of registered programming offered	23.10 23.11 pg. 198
Community Impact Measures				
How much registered sports and recreation programming is being used?	Number of Participant Visits per Capita – Directly Provided Registered Programs – (Community Impact)	Stable Amount of registered programming used is stable	1 Higher amount of registered programming used per capita	23.10 23.11 pg. 198
What percentage of residents register for at least one program in sports and recreation?	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population – (Community Impact)	Stable Percentage of population using registered programs is stable at about 5.8%	3 Low percentage of population using registered programs	23.14 23.15 pg. 200
Customer Service Measures				
What percentage of capacity in registered programs is being used?	Utilization Rate of Available Capacity for Directly Provided Registered Programs – (Customer Service)	Unfavourable Decreased percentage of capacity used for registered programs	2 High rate of capacity used for registered sports & recreation participants	23.12 23.13 pg. 199
Taxation Services – Section 24				
Customer Service Measures				
What percentage of taxpayers take advantage of pre-authorized payment plans?	Percentage of Accounts (All Classes) enrolled in a Pre-Authorized Payment Plan - (Customer Service)	Favourable Increased enrollment in pre-authorized payment plans	3 Low number of accounts enrolled in pre-authorized payment plan	24.1 24.2 pg. 205
Efficiency Measures				
How successful is the city at collecting property taxes that have been billed in the current year?	Current Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	Stable Current year's tax arrears are stable	3 Higher percentage of current year's tax arrears	24.3 24.4 pg. 206

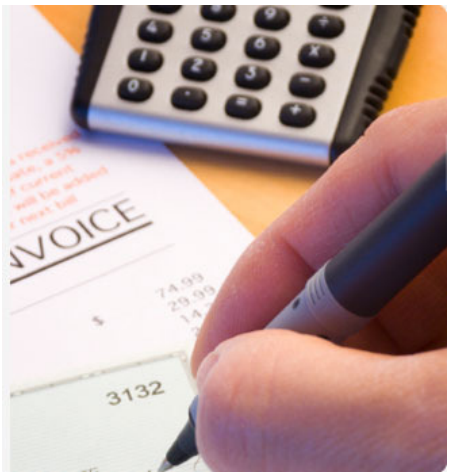
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How successful is the city at collecting property taxes that were billed in and outstanding from prior years?	Percentage of Prior Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	Stable Prior year's tax arrears are stable	1 Lower percentage of prior year's tax arrears	24.3 24.4 pg. 206
What does it cost to administer a tax account?	Cost to Maintain Taxation Accounts per Account Serviced – (Efficiency)	Unfavourable Increased cost per account maintained	4 Higher cost per tax account maintained	24.5 24.6 pg. 207
Transit Services – Section 25				
Service Level Indicators				
How many vehicle hours of transit service are provided?	Transit In-Service (Revenue) Vehicle Service Hours per Capita (Service Level)	Favourable vehicle hours of transit provided has increased	1 Highest transit vehicle hours per capita	25.1 25.2 pg. 211
Community Impact Measures				
How many transit passenger trips are taken by an average person per year?	Number of Conventional Transit Trips per Capita in Service Area (Community Impact)	Favourable Transit usage has increased	1 Highest transit usage by residents	25.3 25.4 pg. 212
Efficiency Measures				
What does it cost to operate a transit vehicle for an hour?	Transit Cost per In-Service Vehicle Service Hour ((Efficiency)	Unfavourable Cost per in-service vehicle hour is increasing	4 Higher cost per in-service vehicle hour	25.5 25.6 pg. 213
How well are transit vehicles being utilized to move people?	Passenger Trips per In-Service Vehicle Hour (Efficiency)	Stable Number of transit trips per in-service vehicle hour is stable	1 Higher trips per in-service vehicle hour	25.8 25.9 pg. 214
What does it cost to provide one passenger trip?	Operating Costs for Conventional Transit per Regular Service Passenger Trip (Efficiency)	Unfavourable Cost to provide a passenger trip is increasing	1 Lower cost to provide a passenger trip	25.7 25.9 pg. 214
Wastewater Services – Section 26				
Service / Activity Level Indicators				
How much wastewater is treated each year?	Megalitres of Wastewater Treated per 100,000 Population – (Service Level)	Increase Volume of wastewater treated has increased	3 Low volumes of wastewater treated (in relation to other municipalities)	26.1 26.2 pg. 219

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How old is the wastewater pipe system?	Average Age of Wastewater Pipe - (Service Level/ Standard)	Stable Average age of wastewater pipe is stable at 58 years	4 Wastewater pipe is oldest of OMBI municipalities	26.8 pg. 220
Community Impact Measures				
How much wastewater by-passes full treatment each year?	Percentage of Wastewater estimated to have Bypassed Treatment – (Community Impact)	Unfavourable Increase in volume of wastewater bypassing treatment	3 Higher volumes of wastewater bypassing treatment	26.3 26.4 pg. 221
Customer Service Measures				
How often do wastewater mains (sewers) back-up?	Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main – (Customer Service)	Unfavourable Increased rate of wastewater/ sewer backups	4 Higher rate of wastewater/ sewer backups	26.5 26.6 pg. 222
Efficiency Measures				
What does it cost to collect wastewater?	Operating Cost of Wastewater Collection per KM of Pipe – (Efficiency)	Favourable Decreased cost of wastewater collection	4 Highest cost of wastewater collection	26.7 26.8 pg. 223
What does it cost to treat wastewater and dispose of the residual material?	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated – (Efficiency)	Favourable Decreased cost of wastewater treatment & disposal	3 High cost of wastewater treatment & disposal	26.9 26.10 pg. 224
Water Services – Section 27				
Service Level Indicators				
How much drinking water is treated each year?	Megalitres of Water Treated per 100,000 Population – (Service Level)	Decrease Volume of water treated decreased	3 Low volumes of water treated	27.1 27.2 pg. 228
How old are the water distribution pipes?	Average Age of Water Pipe - (Service Level)	Stable Average age of water pipe is stable at 57 years	4 Oldest average age of pipes	27.8 pg. 231
Community Impact Measures				
How much drinking water does the average household use?	Residential Water Use (Megalitres) per Household – (Community Impact)	Unfavourable Increased amount of water used per household	3 Higher amount of water used per Household	27.3 27.4 pg. 229

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Customer Service/Quality Measures				
Is the quality of drinking water in compliance with provincial standards?	% of Water Quality Tests in Compliance with Provincial Drinking Water Standards - (Customer Service/Quality)	Favourable Percentage of tests in compliance has remained high at 99.94% in 2008	3 Slightly lower percentage of tests in compliance, but still very high at 99.94%	27.5 27.6 pg. 230
Were there any boil water advisories?	Number of Household Days with Boil Water Advisories – (Customer Service/Quality)	Favourable No boil water advisories	1 No boil water advisories	
How often do water mains break?	Number of Water Main Breaks per 100 KM of Water Distribution Pipe – (Customer Service)	Favourable Decrease in number of water main breaks	4 Higher rate of water main breaks	27.7 27.8 pg. 231
Efficiency Measures				
What does it cost in to distribute drinking water?	Operating Cost for the Distribution of Drinking Water per KM of Water Distribution Pipe – (Efficiency)	Stable Cost of water distribution is stable	4 Highest cost of water distribution	27.9 27.10 pg. 232
What does it cost to treat drinking water?	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated – (Efficiency)	Unfavourable Increasing cost of water treatment	1 Lowest cost of water treatment	27.11 27.12 pg. 233
Overall Results		Service Level Indicators (Resources) 22- Favourable 14 -Stable 8 - Unfavour. 82% favourable or stable	Performance Measures (Results) 40 - Favourable 41 - Stable 37 - Unfavour. 69% favourable or stable	Service Level Indicators (Resources) 13 - 1st quartile 15 - 2nd quartile 10 - 3rd quartile 14 - 4th quartile 54% above median	Performance Measures (Results) 36 - 1st quartile 18 - 2nd quartile 23 - 3rd quartile 38 - 4th quartile 47% above median	

Detailed Results and Charts by Service Area

Accounts Payable Services



The goal of Accounts Payable is to ensure the efficient and effective management of payments to suppliers who do business with the City of Toronto. Specific objectives include:

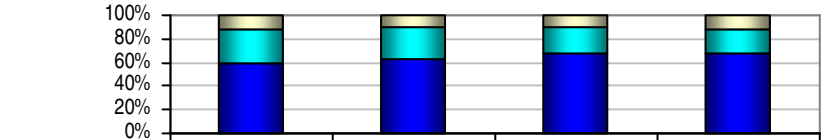
- ensuring invoices are accurate and properly authorized for payment
- processing of invoices on a timely basis
- taking advantage of available early payment discounts where appropriate
- maintaining relationships with suppliers
- providing customer service to internal departments and vendors
- corporate oversight of payable activity across the organization
- accounts payable compliance

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Customer Service Measures				
How long does it take to pay an accounts payable invoice?	Percentage of Invoices Paid Within 30 Days - (Customer Service)	**Stable** **Payment of A/P invoices has remained stable with approximately 67% paid within 30 days**	**3** **Higher number of days required to process invoices**	1.1 1.2 pg. 29
Efficiency Measures				
Have discounts offered for early payment of invoices been obtained?	Percentage of Early Payment Discounts Achieved – (Efficiency)	**Favourable** **Increasing percentage early payment discounts offered, were obtained**	**Not Available**	1.3 pg. 29
How many invoices are processed by each accounts payable staff member?	Number of Invoices Paid per Accounts Payable FTE – (Efficiency)	**Stable** **Number of invoices paid per staff member is stable**	**3** **Lower number of invoices paid per staff member**	1.4 1.5 pg. 30
How much does it cost to process an accounts payable invoice?	Accounts Payable Cost per Invoice Paid – (Efficiency)	**Unfavourable** **Increased cost per Invoice paid**	**4** **Higher cost per invoice paid**	1.6 pg. 30
Overall Results		Service Level Indicators (Resources): n/a Performance Measures (Results): 1- Favourable, 2- Stable, 1 -Unfavour.; 75% favourable or stable	Service Level Indicators (Resources): n/a Performance Measures (Results): 0 - 1st quartile, 0 - 2nd quartile, 2- 3rd quartile, 1 - 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.

How long does it take to pay an accounts payable invoice in Toronto?

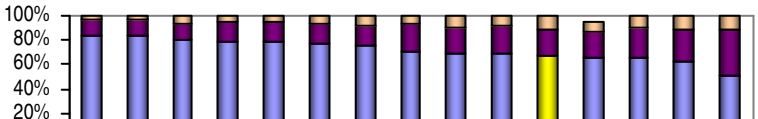
Chart 1.1- City of Toronto
Percentage of A/P Invoices Paid Within Specified Time Period (Customer Service)
2005 to 2008



	2005	2006	2007	2008
> 60 days	12.0%	11.0%	11.0%	12.2%
>30 & <= 60days	29.0%	26.0%	22.0%	20.6%
<= 30 days	59.0%	63.0%	67.0%	67.2%

How long does it take to pay an accounts payable invoice in Toronto compared to other municipalities?

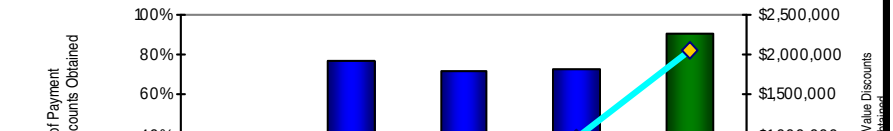
Chart 1.2 - OMBI 2008
Percentage of A/P Invoices Paid Within Specified Time Period (Customer Service)



	Wat	T-Bay	Musk	Durh	Lond	Niag	Ott	Halt	Ham	Peel	Tor	Wind	Bran	York	Sud
>60 days	3.5%	3.5%	6.0%	4.2%	4.1%	5.9%	7.6%	7.2%	9.4%	8.2%	12.2%	8.8%	9.1%	12.1%	11.8%
>30 & <=60 days	13.1%	13.4%	14.0%	16.5%	16.7%	16.3%	16.3%	21.6%	21.8%	23.6%	20.6%	21.0%	25.9%	24.8%	37.0%
<=30 days	83.4%	83.1%	80.0%	79.3%	79.2%	77.8%	76.1%	71.2%	68.8%	68.2%	67.2%	65.2%	65.0%	63.1%	51.2%

Have discounts offered for early payment of invoices, been obtained?

Chart 1.3 - City of Toronto
Percentage and $Value of Available Early Payment Discounts Obtained (Efficiency)



	2004	2005	2006	2007	2008
%obtained	29.8%	76.9%	72.1%	72.9%	91.0%
$value obtained	399,000	507,121	763,057	975,463	2,063,837

One objective of the accounts payable (A/P) function is the timely processing of vendor invoices, while at the same time ensuring that invoices are accurate and the specified goods or services have been received and authorized for payment by city divisions.

Chart 1.1 summarizes the proportion of A/P invoices paid within 30 days of the invoice date, between 31 and 60 days, and over 60 days. Between 2005 and 2007 there was a significant improvement with 67% of invoices being paid within 30 days (and 88% within 60 days), which was unchanged in 2008.

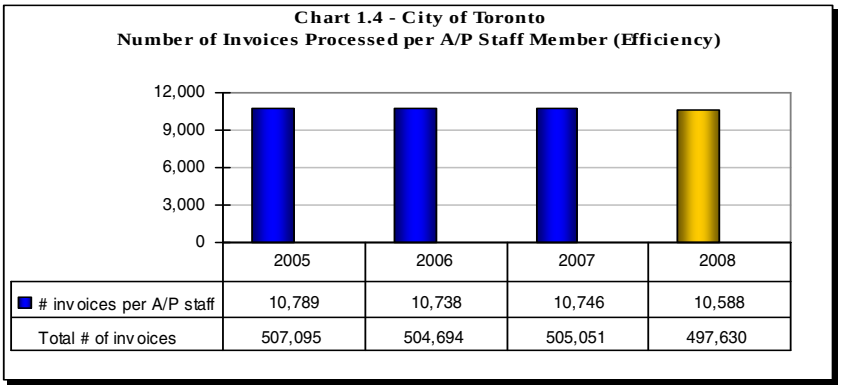
Initiatives in recent years that have been implemented to reduce the payment cycle time include:

- the publication of clear billing requirements for vendors to reduce the incidence of incorrect or incomplete invoicing information
- introduction of an option for vendors to receive payment from the City via direct deposit
- the ability for vendors to submit their invoices electronically via e-mail
- vendor early payment discount program

Chart 1.2 compares Toronto to other Ontario municipalities for the time required to pay invoices. Toronto ranks 11th of 15 (3rd quartile) in terms of having the highest percentage of invoices paid within 30 days.

Some vendors offer an early payment discount of a specified percentage when an invoice is paid within a certain period of time. Chart 1.3 provides Toronto's 2004 to 2008 data for both the percentage of available early payment discounts obtained, and the dollar value of those discounts obtained. It shows a steady improvement/ increase during this period. It should be noted that one time early payment discount opportunity was realized in 2008.

How many invoices are processed by each of Toronto accounts payable staff member?



In 2008, Toronto's A/P staff processed approximately 498,000 invoices, with over 1.6 million transaction lines.

Chart 1.4 provides the total number of A/P invoices paid between 2005 and 2008 as well as the number of invoices paid per A/P staff member. As vendors consolidate more transactions into invoices, the total number of A/P invoices has started to slowly decline, while the number of invoices processed per staff member has remained fairly stable.

How many invoices are processed by each accounts payable staff member in Toronto compared to other municipalities?

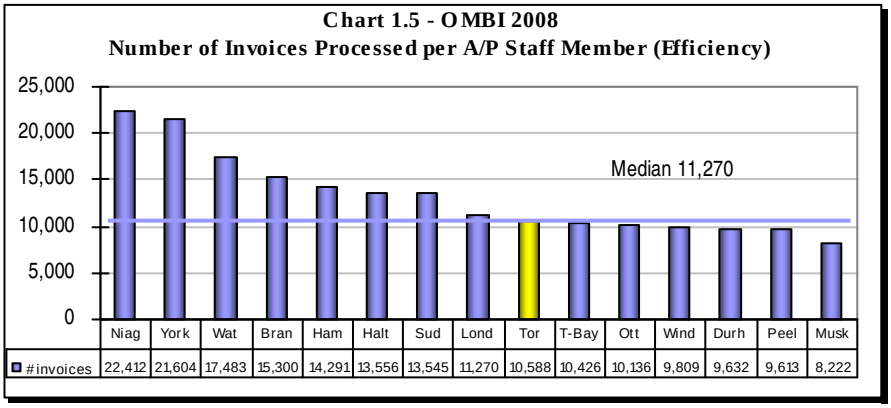


Chart 1.5 compares Toronto's 2008 result to other municipalities for the number of A/P invoices processed per staff member. Toronto ranks 9th of 15 (3rd quartile) in terms of having the highest number of A/P invoices processed per staff member.

How much does it cost to process an accounts payable invoice in Toronto and other municipalities?

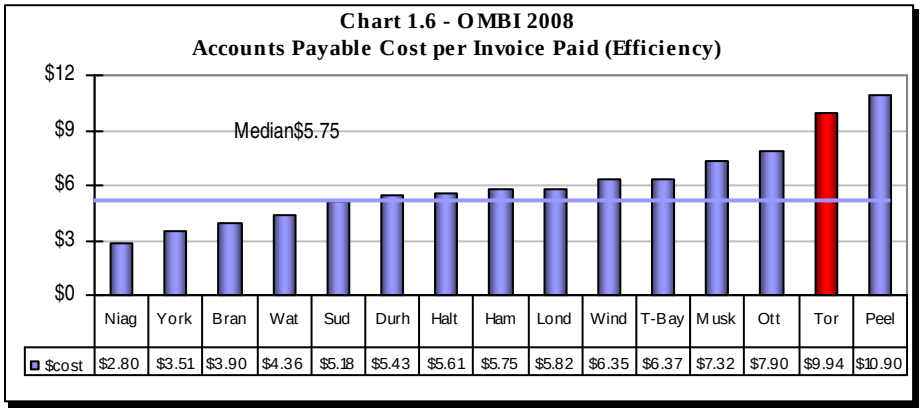


Chart 1.6 reflects Toronto's 2008 cost per A/P invoice paid, of $9.94, which was increased over 2007. This included direct A/P cost as well as indirect supporting costs such as Information and Technology and facility space.

In relation to other municipalities, Toronto ranks 14th of 15 (4th quartile) in terms of having the lowest cost per invoice paid. Toronto's higher cost may be as a result of a more centralized accounts payable process than other municipalities, where A/P costs are centralized in one operating unit and less of the A/P process is done in operating divisions.

Note: the early payment discounts reflected in Chart 1.3 are not offset against the costs for this measure in Chart 1.6.

2009 Achievements or 2010 Planned Initiatives

The following initiatives are intended to further improve the efficiency and effectiveness of Toronto's Accounts Payable Operations:

- 2009 Initiatives Completed/Achievements:
    - introduced invoice imaging functionality to support a full electronic accounts payable solution.
- 2010 Initiatives Planned:
-
    - will introduce a fully electronic payable solution by way of implementation of invoice imaging functionality.
    - full implementation of the Accounts Payable invoice imaging and purchasing module will provide efficiencies and an increased level of productivity resulting in savings of $0.047 million ($.040 million from rebates) in 2010, and a projected $0.153 million ($0.065 million in rebates) in 2011, with a reduction of 2 permanent vacant positions.

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:

- organizational form - centralized vs. de-centralized invoice approval process, as well as the number of different office locations
- credit card purchases - some invoices are system generated (credit cards), which reduces the number of invoices to process
- payment policy - timeline for paying invoices will vary according to different local policies

Building Services

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

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many building permits of all types are issued?	Number of Building Permits (ICI and Residential) Issued per 100,000 Population – (Service Level)	**Favourable** **Increasing number of total permits issued**	**3** **Lower rate of total permits issued**	2.1 2.2 pg. 37
How many large residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value ≥ $50,000) per 100,000 Population– (Service Level)	**Favourable** **Increasing number of residential permits >$50,000 issued**	**4** **Lowest rate of residential permits issued >$50.000**	2.1 2.2 pg. 37
How many small residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value < $50,000) per 100,000 Population– (Service Level)	**Stable** **Number of residential permits issued <$50,000 is stable**	**4** **Lower rate of residential permits issued <$50.000**	2.1 2.2 pg. 37
How many institutional, commercial and industrial (ICI) building permits are issued?	Number of ICI Building Permits Issued per 100,000 Population– (Service Level)	**Favourable** **Increasing # of ICI permits issued**	**1** **Highest rate of ICI permits issued**	2.1 2.2 pg. 37
Community Impact Measures				
What is the construction value for all types of building permits issued?	Construction Value of Total Building Permits Issued per capita – (Community Impact)	**Favourable** **Increasing value of total all construction types**	**1** **Highest construction value for all permit types**	2.3 2.4 pg. 38
What is the construction value of small residential building permits issued?	Construction Value of Residential Building Permits Issued (of Construction Value ≥ 50,000) per capita – (Community Impact)	**Favourable** **Increasing value of residential construction (>$50,000)**	**3** **Low construction value of residential permits >$50,000)**	2.3 2.4 pg. 38
What is the construction value of large residential building permits issued?	Construction Value of Residential Building Permits Issued (of Construction Value < 50,000) per capita – (Community Impact)	**Stable** **Value of residential construction (<$50,000) is stable**	**4** **Lowest construction value of residential permits <$50,000)**	2.3 2.4 pg. 38
What is the construction value of institutional, commercial and industrial (ICI) building permits issued?	Construction Value of ICI Building Permits Issued per capita – (Community Impact)	**Favourable** **Increasing value of ICI construction**	**1** **Highest construction value of ICI permits**	2.3 2.4 pg. 38

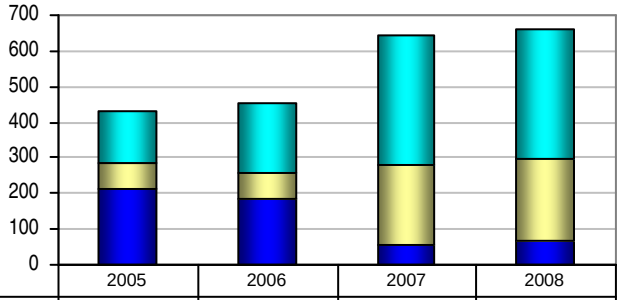
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
What is the balance between residential and commercial construction activity?	Percentage of Construction Value of Issued ICI Building Permits of the Total Construction Value of Issued Building Permits– (Community Impact)	**Favourable** **Increasing proportion of commercial & industrial construction value**	1 **Higher proportion of commercial industrial construction value**	2.5 2.6 pg. 39
How many new housing units are being created in the year?	New Residential Units Created per 100,000 Population – (Community Impact)	**Favourable** **Increased number of new residential units created**	**2** **Higher rate of new residential units created**	2.7 pg. 39
Customer Service Measures				
Are building permit applications being reviewed within the legislated timeframe?	Percentage of Building Permit Applications Reviewed within legislated timeframes – (Customer Service)	**Favourable** **Decreased/shorter time period to review and issue permits is stable**	**N/A**	2.8 pg. 40
Are mandatory building inspections being made within the legislated timeframe?	Percentage of Mandatory Inspections made within legislated timeframes – (Customer Service)	**Stable** **Time period to conduct mandatory inspections is stable**	**N/A**	2.9 pg. 40
Are emergency complaints inspections being completed within 1 day?	Percentage of complaint inspections (emergency) completed in <1 day – (Customer Service)	**Favourable** **Best possible result as 100% of emergency complaint inspections done within 1 day**	**N/A**	2.10 pg. 40
Are complaint inspections regarding no building permit, being completed within two days?	% of complaint inspections (without permit) completed in <2 days – (Customer Service)	**Stable** **Time period to investigate complaints re no permit is stable**	**N/A**	2.11 pg. 40
Are complaint inspections regarding zoning, being completed within five days?	% of complaint inspections (zoning & other) completed in <5 days– (Customer Service)	**Stable** **Time period to investigate zoning & other complaints is stable**	**N/A**	2.12 pg. 40
Efficiency Measures				
How much does it cost on average to enforce the building code, per building permit issued?	Building Cost per permit issued – (Efficiency)	**Favourable** **Decreasing cost per permit issued**	**4** **Higher cost per permit issued**	2.13 2.14 pg. 41

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2008		Chart & Page Ref.
Overall Results		Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
		3 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	8 - Favourable 4 - Stable 0 - Unfavour. 100% favourable or stable	1 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 2 - 4th quartile 25% above median	3 - 1st quartile 1 - 2nd quartile 1 - 3rd quartile 2 - 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 8 municipalities.

How many building permits are issued in Toronto?

Chart 2.1 - City of Toronto
Number of Building Permits Issued (by Type) per 100,000 Population (Service Level)
2005-2008



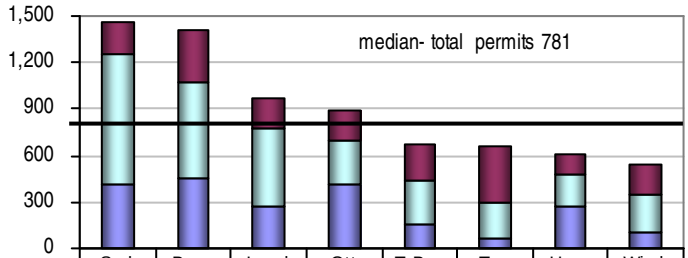
	2005	2006	2007	2008
Total # Permits	431.6	451.2	643.4	662.2
# ICI Permits Issued	144.5	192.7	360.9	367.9
# Res. Permits<$50,000	75.0	71.9	225.9	227.8
# Res. Permits >$50,000	212.1	186.6	56.6	66.5

One method of examining service levels for Building Services is to examine the number of building permits issued. Chart 2.1, provides data from 2005 to 2008 on the three main categories of permits expressed per 100,000 population basis, as well as the total number of permits issued.

In 2008, there was growth in permits for the institutional, commercial and industrial (ICI) sector, as well as the residential sector for permits over $50,000 resulting in an overall increase for total permits issued.

How does Toronto's number of building permits issued, compare to other municipalities?

Chart 2.2 - OMBI 2008
No. of Building Permits Issued (by Type) per 100,000 Population (Service Level)



	Sud	Bran	Lond	Ott	T-Bay	Tor	Ham	Wind
Total # Permits	1461.7	1404.5	972.1	887.8	673.7	662.2	608.7	537.4
# ICI Permits	204.7	324.8	191.2	187.2	234.7	367.9	128.5	187.2
# Res Permits<$50,000	842.6	627.4	504.7	286.6	285.1	227.7	208.8	249.7
#Res Permits>$50,000	414.4	452.2	276.2	414.1	154.0	66.5	271.4	100.5

Chart 2.2 provides 2008 information for the number of building permits issued per 100,000 population in Toronto, compared to other municipalities.

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

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

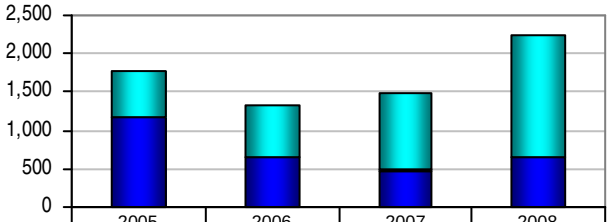
The number of building permits issued in a year can be influenced by the level of economic activity in a municipality, the availability of vacant greenfield and serviced lands for development, and municipal policy for what type of construction requires a permit or the requirement for multiple phased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

The fact that there is very little undeveloped land in Toronto is a significant factor in Toronto's placing in that much of the activity must come from redevelopment of existing properties, normally at higher densities leading to fewer larger permits.

Toronto requires up to three permits, including separate permits for plumbing and HVAC. Some municipalities may be counting renovations under $50,000 in their totals, while the municipalities who require three permits, do not. As a result, Toronto's value for numbers of permits issued may be lower than that of other municipalities.

What is the value of building construction in Toronto?

Chart 2.3 - City of Toronto
Construction Value of Building Permits Issued per Capita (Commnity Impact)
2005-2008



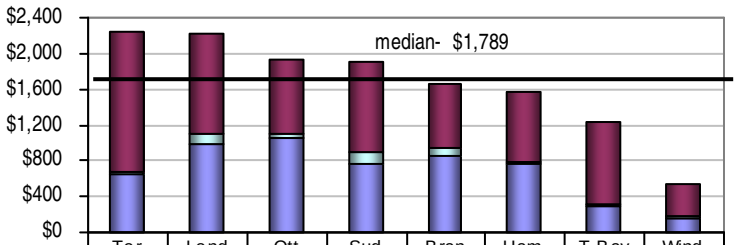
	2005	2006	2007	2008
$ Total Permits per capita	$1,770	$1,336	$1,472	$2,241
$ ICI Permits Issued per capita	$586	$674	$990	$1,578
$ Res. Permits<$50,000 per capita	$7	$7	$22	$21
$ Res. Permits >$50,000 per	$1,176	$655	$460	$641

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

Chart 2.3 illustrates the construction value of building permits issued in Toronto, from 2005 to 2008 expressed on a per capita basis for the three main categories of permits as well as a total for all the categories. In Toronto this represented $6.1 billion in 2008 construction, which was up from $4.0 billion in 2007 construction.

How do Toronto's construction values compare to other municipalities?

Chart 2.4 - OMBI 2008
Construction Value of Building Permits Issued per Capita (Community Impact)



	Tor	Lond	Ott	Sud	Bran	Ham	T-Bay	Wind
$ total permits	2,240	2,215	1,923	1,912	1,660	1,564	1,240	534
$ ICI permits	1,578	1,109	832	1,024	709	781	931	350
$ res permits<$50,000	21	112	28	118	97	24	22	22
$ res permits>$50,000	641	994	1,063	770	854	759	287	162

Chart 2.4 compares Toronto's 2008 construction value of building permits issued per capita to other municipalities.

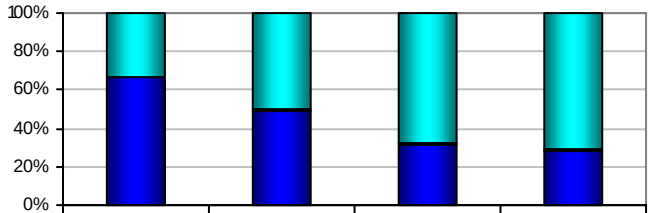
In terms of the highest construction value per capita, Toronto ranks:

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

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

What is the ratio of residential and commercial construction values in Toronto?

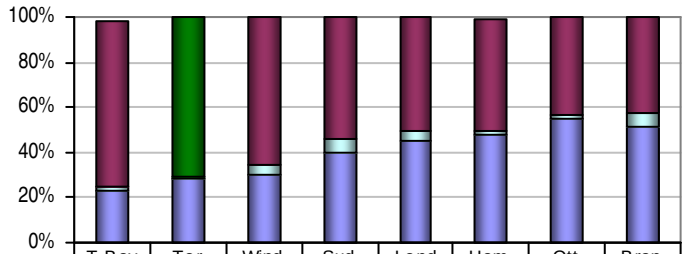
Chart 2.5 - City of Toronto
Commercial / Residential Split of Total Construction Value (Community Impact)
2005-2008



	2005	2006	2007	2008
%ICI permits	33.1%	50.5%	67.3%	70.4%
%res permits<$50,000	0.4%	0.5%	1.4%	1.0%
%res permits>$50,000	66.5%	49.0%	31.3%	28.6%

What is the ratio of residential and commercial construction values in Toronto, compared to other municipalities?

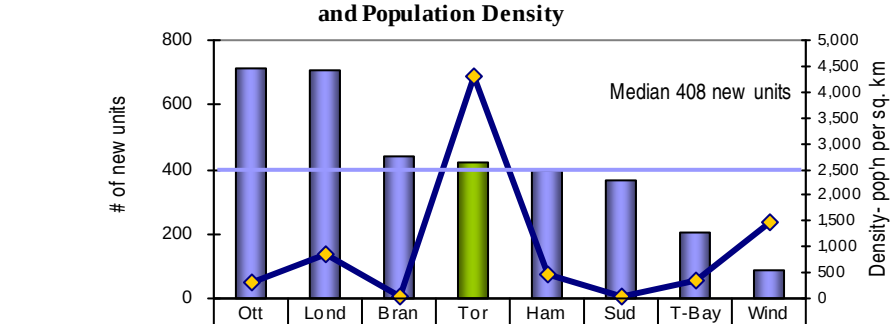
Chart 2.6 - OMBI 2008
Commercial/ Residential Split of Total Construction Value (Community Impact)



	T-Bay	Tor	Wind	Sud	Lond	Ham	Ott	Bran
%ICI permits	73.8%	70.4%	65.6%	53.4%	50.0%	49.6%	43.1%	42.7%
%res permits<$50,000	1.8%	1.0%	4.0%	6.1%	5.1%	1.5%	1.5%	5.8%
%res permits>$50,000	22.8%	28.6%	30.3%	40.2%	44.9%	48.2%	55.1%	51.4%

How many new housing units are being created in Toronto, compared to other municipalities?

Chart 2.7 - OMBI 2008
New Residential Units Created per 100,000 Population (Commnity Impact)
and Population Density



	Ott	Lond	Bran	Tor	Ham	Sud	T-Bay	Wind
# Units Created	713	706	443	419	398	363	203	89
Pop'n density	321	848	37	4,319	460	44	332	1,483

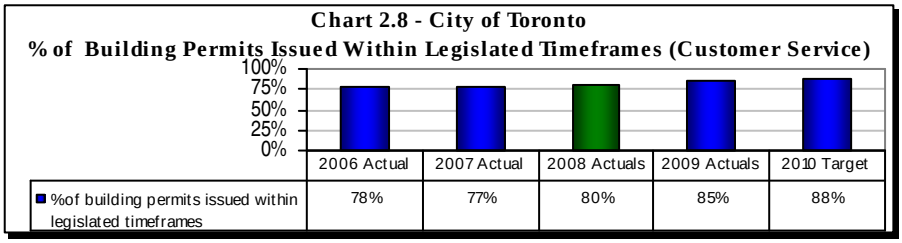
In addition to the absolute dollar value of construction associated with building permits, another consideration is the ratio between the value of residential construction (where people live) and ICI construction (where people work). Chart 2.5 provides the percentage split between residential and ICI construction values between 2005 and 2008 and shows an increasing proportion of ICI construction in Toronto.

Chart 2.6 compares Toronto to other municipalities for the 2008 component split of total construction values. It has been sorted from left to right on the basis of the highest percentage of ICI construction, and on this basis Toronto ranks 2nd of 8 (1st quartile).

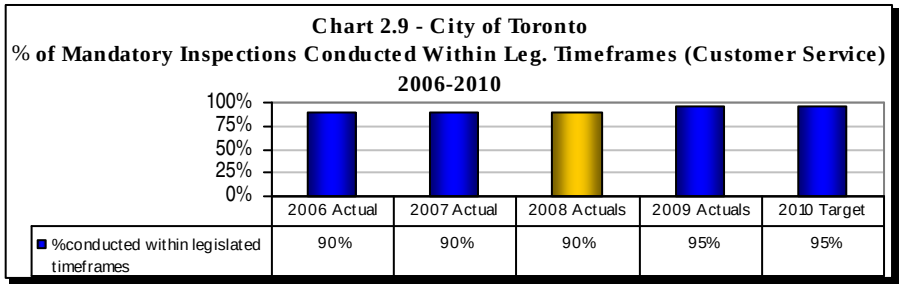
The construction of new housing to attract and accommodate new and existing residents is also a goal of municipalities. Figure 2.7 shows the number of new residential units created in, Toronto and other municipalities for 2008, on a per 100,000 population basis. This information has been plotted as bars relative to the left axis. In terms of having the highest rate of new housing created, Toronto ranks 4th of 8 (2nd quartile). Toronto's 2008 result of 419 new units per 100,000 population, increased by 55% over the 2007 figure of 271 units.

Residential units in this measure range from apartments or condominiums to single-family dwellings. As noted earlier, the availability of vacant greenfield and serviced lands has a large impact on this measure. There is very little undeveloped land in Toronto and as a result in recent years, most of the new residential units in Toronto are from redevelopment and the construction of condominiums. Toronto's much higher population density is also reflected in Chart 2.7.

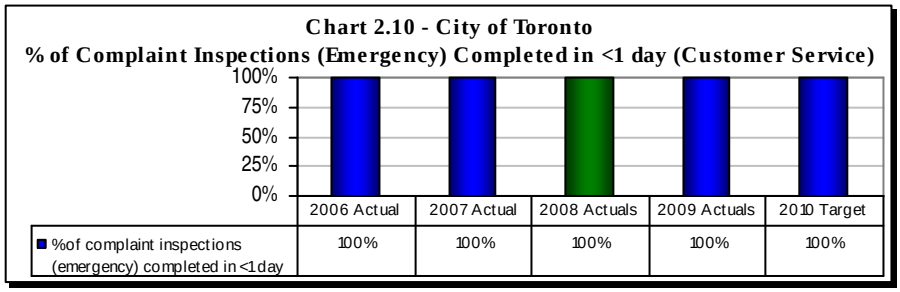
Are building permit applications being reviewed within the legislated timeframe?



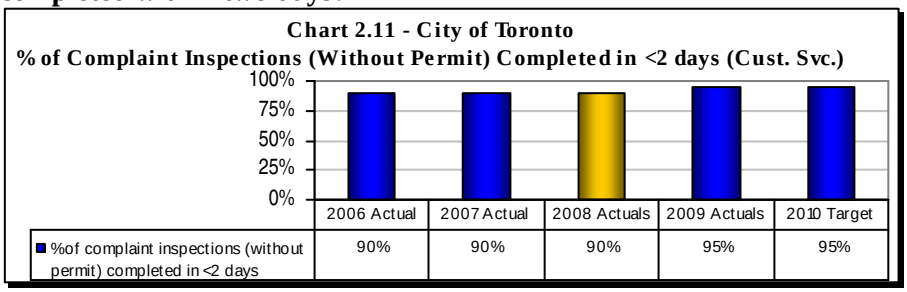
Are mandatory building inspections being made within the legislated timeframe?



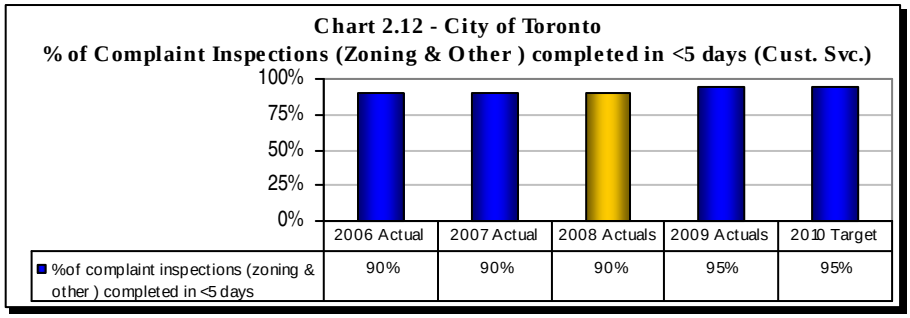
Are emergency complaints inspections completed within one day?



Are complaint inspections regarding no building permit, being completed within two days?



Are complaint inspections regarding zoning, being completed within five five days?



The series of charts of this page are an indication of customer service being the percentage of time that legislated timeframes for building permit issuance and inspections are met. They display the actual results for 2006 to 2009 as well as 2010 targets that have been established.

In the case of building permit issuance (Chart 2.8) results improved in 2008 and 2009 and further improvements expected in 2010.

The legislated timeframes for review of application (those that are complete) for compliance with the Building Code and permits issued (if they meet code) are within:

- 10 days for small residential (houses)
- 20 days for residential high rise and mixed residential
- 30 days for other Part 3 projects of a more complex nature

For the remaining four categories of mandatory and complaint inspections, results show high levels of compliance with the legislated timeframes.

Chart 2.9 reflects results for mandatory inspections, which are to be completed within 2 days of receiving the request for inspection. If this is not done by the City, the construction is permitted to proceed.

Complaints received that require an inspection, to resolve issues or take appropriate enforcement action are to be completed within:

- 1 day for emergency complaints (Chart 2.10)
- 2 days where complaints relate to no building permit (Chart 2.11)
- 5 days for zoning and other complaints (Chart 2.12)

How much does it cost on average to enforce the Building Code in Toronto per building permit issued?

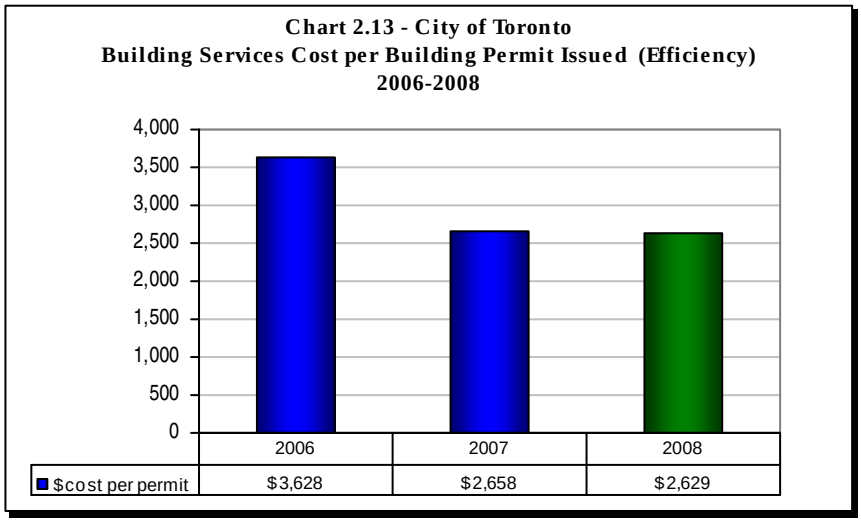


Chart 2.13 reflects Toronto's 2006 to 2008 costs as reported under the Building Code Statute Law Amendment Act expressed on the basis of cost per building permit. The cost per permit changed very little in 2008.

These activities included in costs for this measure are for:

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

How does Toronto's cost of enforcing the building code compare to other municipalities?

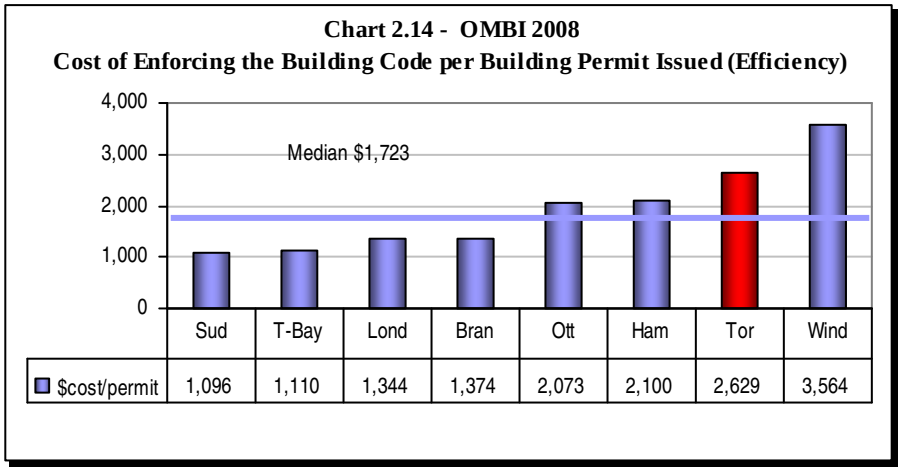


Chart 2.14 compares Toronto's 2008 cost per Building permit issued to other municipalities and Toronto ranks 7th of 8th (4th quartile) in terms of having the lowest cost.

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

2009 Achievements or 2010 Planned Initiatives

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

- 2009 achievements include:
  - prepared and secured adoption of the New Sign By-law and Third Party Sign Tax by City Council in December 2009
  - achieved the adoption of the Green Roof By-law in May 2009 and developed and conducted training for implementation of the By-law and the Green Development Standards
  - developed the permit approval process for Solar Domestic Hot Water Installations, which received the CanSIA Solar Public Servant Award
  - implemented the Marijuana Grow Operations remediation program with 180 cases received to date, and achieved considerable success in compliance with 41 permits issued
  - completed and implemented service enhancing IT enhancements including the IVR TelePermit system, and Remote Access for Inspectors.
  - developed the Electronic Service Delivery Initiative which includes the Divisional eService Plan, digitizing building records and changing the Retention By-law to recognize digital records as official records

- 2010 initiatives planned include:
  - restructuring of the Inspections of Marijuana Growth Operations Program
  - creation of a new dedicated Sign Unit for the enforcement & administration of the new Sign By-Law that was approved by City Council on December 2009 in the staff report "New Sign Regulation and Revenue Strategy for the City of Toronto".

Factors Influencing Results of Municipalities

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

- permit requirements – municipal policy for what type of construction requires a permit and the phasing of permits (one for the foundation, one for plumbing, one for the structure, etc.)
- complexity – size and technical complexity of permit applications and construction work requiring varying amounts of review/inspection times
- volume of work and resource levels
- established service standards

By-Law Enforcement Services

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

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

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

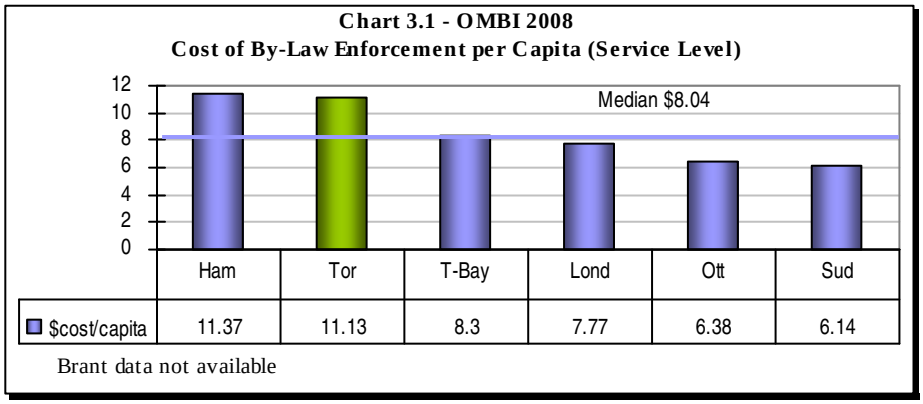
This enforcement involves the inspection of public and private property and municipally licensed businesses to ensure compliance with City by-laws and regulations in order to maintain a high level of public safety, consumer protection, neighborhood integrity and cleanliness.

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

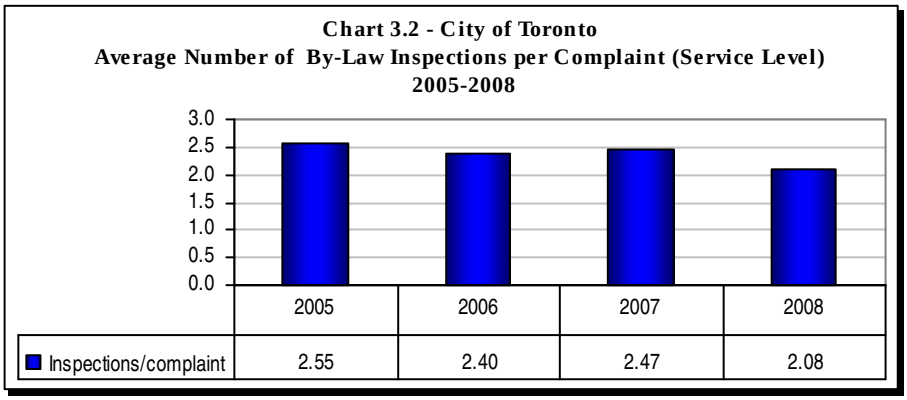
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How Much is Being Spent on By-Law Enforcement per Capita?	Total Specified By-Law Enforcement Cost per Capita - (Service Level)	-	**2** **Higher spending on By-Law Enforcement**	3.1 pg. 45
How Many By-Law Enforcement Inspections are done in Relation to the Number of Complaints?	Number of Inspections per By-Law Complaint - (Service Level)	**Unfavourable** **Decreased rate of inspections relative to complaints**	**2** **Higher rate of inspections relative to complaints**	3.2 3.3 pg. 45
Community Impact Measures				
How Many By-Law Complaints are made by Residents?	Number of Specified By-Law Complaints per 100,000 Population - (Community Impact)	**Increased number of complaints received (due to pro-active initiatives)**	**2** **Lower number of complaints received**	3.4 3.5 pg. 46
What Percent of Residents Voluntarily Comply After a By-Law Infraction?	Percentage of Voluntary Compliance to By-Law Infractions - (Community Impact)	**Stable** **rate of voluntary compliance**	**2** **Higher rate of voluntary compliance**	3.6 3.7 pg. 46
Customer Service Measures				
How Long Does it Take to Resolve a By-Law Complaint?	Average Time (Days) to Resolve/Close By-Law Complaints – (Customer Service)	**Stable** **Number of days to resolve complaints**	**3** **Higher number of days to resolve complaints**	3.8 3..9 pg. 47
Overall Results		Service Level Indicators (Resources) 0 - Favourable 0 - Stable 1 - Unfavour. 0% favourable or stable Performance Measures (Results) 0 - Favourable 2 - Stable 0 - Unfavour. 100% favourable or stable	Service Level Indicators (Resources) 0 - 1st quartile 2 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median Performance Measures (Results) 0 - 1st quartile 2 - 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.

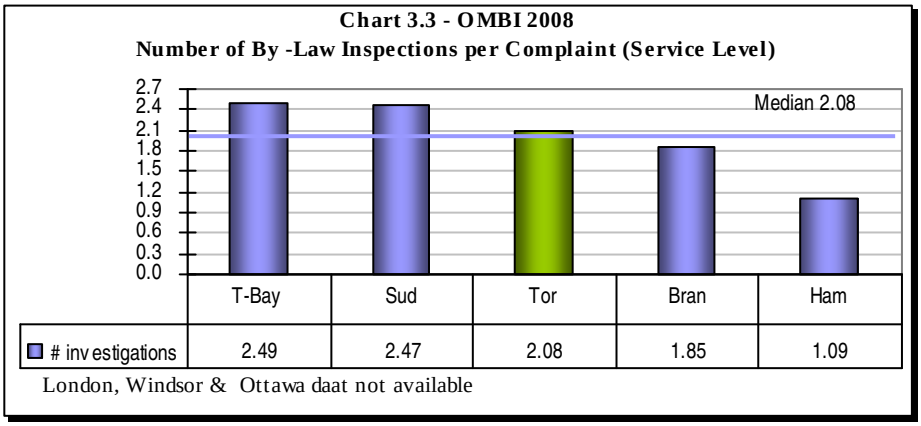
How does Toronto's cost of by-law enforcement compare to other municipalities?



How many by-law enforcement inspections are done in Toronto in relation to the number of complaints?



How does Toronto's rate of by-law inspections relative to complaints compare to other municipalities?



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

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

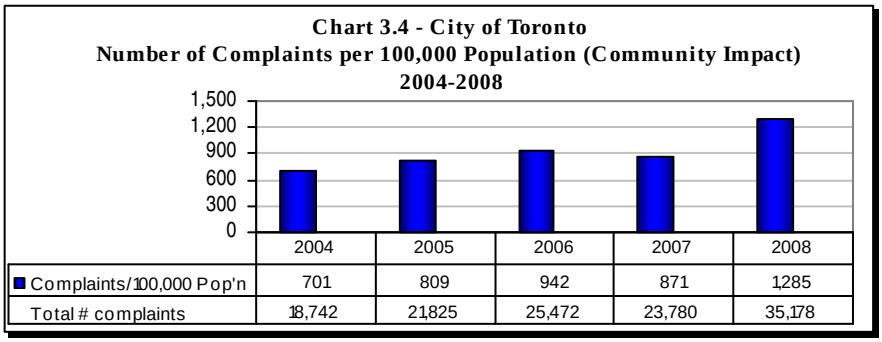
By-law enforcement activities that are not included in Toronto's results or those of other municipalities relate to, Waste Enforcement, Fences, Graffiti, Abandoned Refrigerators and Other Appliances, Vending, Sign Enforcement, Vital Services, Adequate Heat, Boulevard Marketing and Rooming House Licensing.

Chart 3.1 compares Toronto's 2008 cost per capita of By-law Enforcement to other Ontario municipalities and Toronto ranks 2nd of 6 (2nd quartile), in terms of having the highest cost per capita, which provides an indication of service levels.

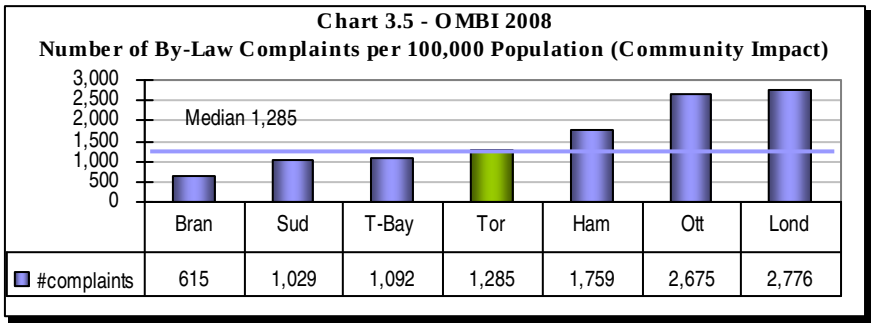
Chart 3.2 provides another indication of service levels being the average number of By-Law inspections made by Toronto staff, per complaint received from residents.

Chart 3.3 compares 2008 results for Toronto to other municipalities for the average number of inspections per complaint and Toronto ranks 3rd of 5 (2nd quartile) in terms of having the highest rate of inspections.

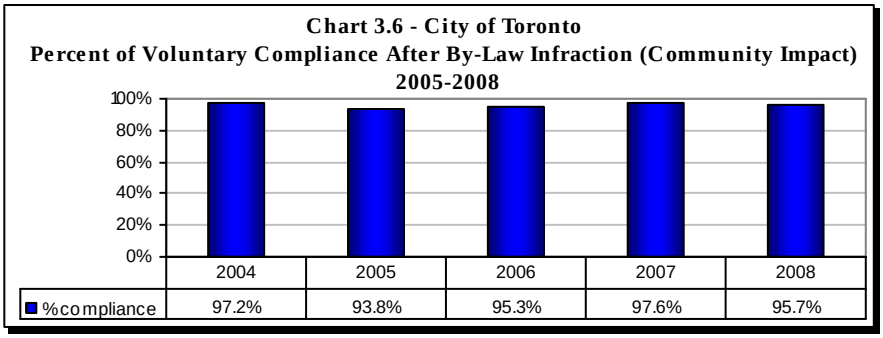
How many by-law complaints are being made by Toronto residents?



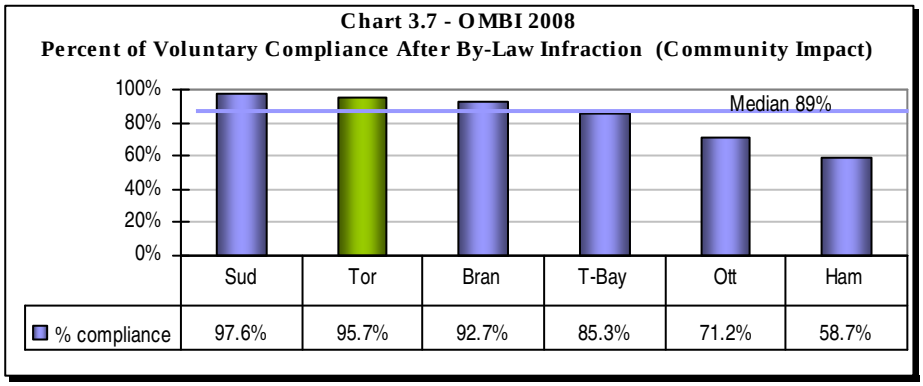
How does the rate of by-law complaints in Toronto compare to other municipalities?



What percent of Toronto residents voluntarily comply after a by-law infraction?



How does Toronto's rate of voluntarily by-law compliance compare to other municipalities?



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

Chart 3.4 provides Toronto's rate of bylaw complaints per 100,000 population for the years 2004 to 2008, as well as the total number of complaints. In 2008 there was a significant increase in the number of complaints due to increased emphasis on pro-active enforcement. For example 37.6% of yard maintenance complaints and 27.15 % of property standards complaints resulted from proactive enforcement inspections initiated by city staff.

Chart 3.5 compares Toronto's 2008 rate of by-law enforcement complaints to other municipalities and Toronto ranks 4th of 8 (2nd quartile in terms of having the lowest complaint rate.

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

Chart 3.6 reflects Toronto's voluntary compliance rate for by-law infractions over the period 2004 through 2008 and results have been very good and stable.

Chart 3.7 compares Toronto's 2008 voluntary compliance rate for by-law infractions and Toronto ranks 2nd of 6 (2nd quartile) in terms of having the highest compliance rate.

How long does it take in Toronto to resolve a by-law complaint?

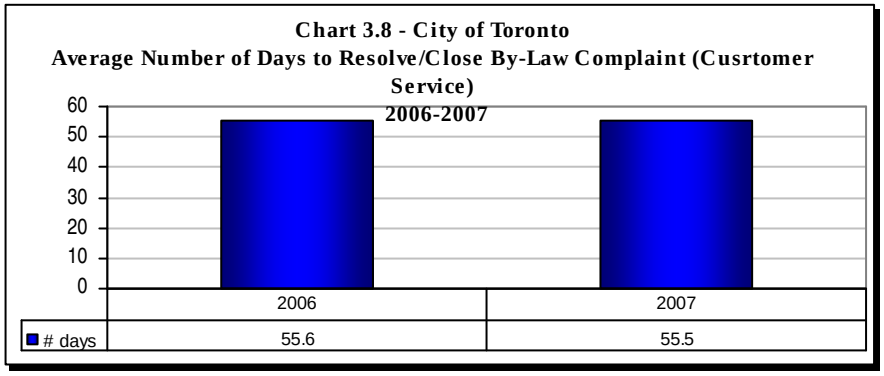
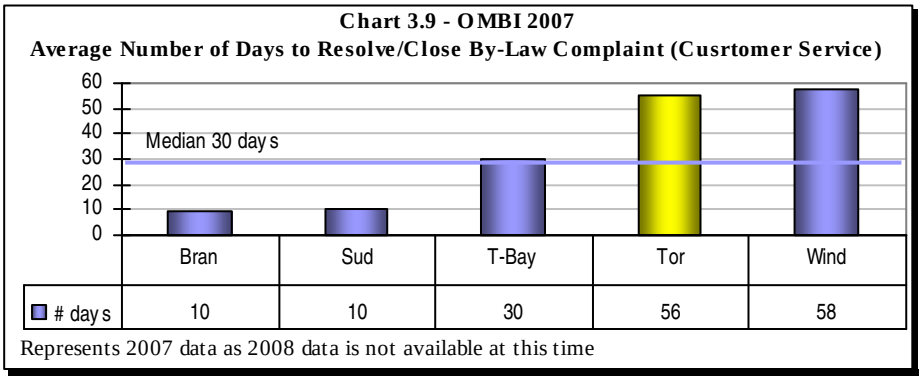


Chart 3.8 provides 2006 to 2007 results for Toronto regarding the average number of days it take for a substantiated by-law complaint to be resolved or closed.

Chart 3.9 compares Toronto's 2007 result (2008 data is not available) for the average number of days to resolve a by-law complaint to other municipalities. Toronto ranks 5th of 6 (3rd quartile) in terms of having the shortest time period to resolve a complaint.

How does the time it takes to resolve a by-law complaint in Toronto compare to other municipalities?



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

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

A supplementary review has been done (see Appendix A) to identify steps that are being taken to reduce the time it takes in Toronto to close a by-law complaint file and progress is being made.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - completed inspection audits of 187 apartment buildings and complexes, which was a significant increase over the 14 inspections completed in 2008
    - developed an Officer Safety Awareness program
    - implemented the Temporary Sign Pro-Active Enforcement program with the removal of 735 mobile signs and 7,302 plastic signs
    - completed a Graffiti enforcement pilot project
    - improved/reduced response time for non-emergency by-law complaints received to an average of 5 business days in 2009 (100% of emergency calls are already responded to within 24 hours)

- 2010 Initiatives Planned:
    - a remote computing system will be implemented to update the by-law enforcement management information system (IBMS), and a case management strategy will be developed to merge different databases utilized to track enforcement activities.
    - the Multi Residential Apartment Building Inspection Program (MRAB) will be continued with another 200 apartments to be inspected
    - review of processes in order to reduce the average time it takes to close a by-law complaint file

Factors Influencing Results of Municipalities

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

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

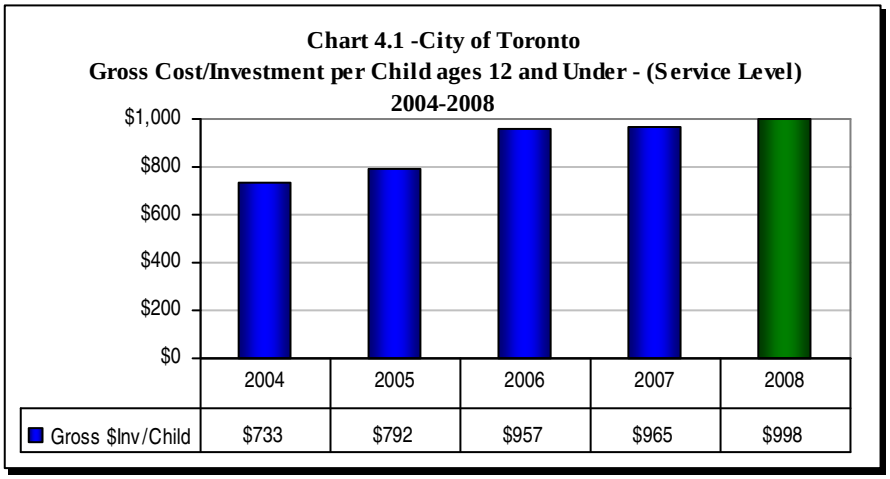
Children’s Services

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

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How much is being spent or invested for childcare per child aged 12 and under?	Investment per 1,000 Children (12 & under - (Service Level)	**Favourable** **Investment/gross cost increased**	**1** **Highest level of expenditures on children**	41 4.2 pg. 51
Community Impact Measures				
How many regulated childcare spaces are available?	Regulated Child Care Spaces in Municipality per 1,000 Children (12 & under) in Municipality – (Community Impact)	**Favourable** **Number of regulated spaces increased**	**2** **High number of regulated spaces**	4.3 4.4 pg. 52
How many subsidized childcare spaces are available?	Fee Subsidy Child Care Spaces per 1,000 LICO Children – Community Impact)	**Favourable** **Increasing number of subsidized spaces**	**2** **High number of subsidized spaces**	4.5 4.6 pg. 53
What percentage of children under 12 years old are considered low income children?	Percentage of Children in the Municipality (12 and under) that are LICO Children –– (Community Impact)	**Stable** **Proportion of low income children is stable at approximately 33%**	**4** **Highest proportion of low income children**	4.6 pg. 53
How large is the waiting list for a subsidized child care space?	Size of Waiting List for a Subsidized Child Care Space as a % of All Subsidized Spaces – (Community Impact)	**Unfavourable** **Increase in size of wait list for a subsidized space**	**4** **Larger waiting list for a subsidized child care space**	4.7 pg. 53
Efficiency Measures				
How much does it cost per year, to provide an average child care space?	Annual Child Care Service Cost per Normalized Subsidized Child Care Space – (Efficiency)	**Increasing** Increasing cost reflects Council direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care.	**4** **Higher cost per subsidized space**	4.8 4.9 pg. 54
Overall Results		**Service Level Indicators (Resources)** 1 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable **Performance Measures (Results)** 2 - Favourable 1 - Stable 1 - Unfavour. 67% favourable or stable	**Service Level Indicators (Resources)** 1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median **Performance Measures (Results)** 0 - 1st quartile 2 - 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 13 municipalities.

How much is being spent or invested in Toronto for childcare per child aged 12 and under?



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

Chart 4.1 reflects Toronto's gross cost or investment in all child care related activities, per child aged 12 years and under. Costs increased in 2008.

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

How does Toronto's cost or investment per child under 12, compare to other municipalities?

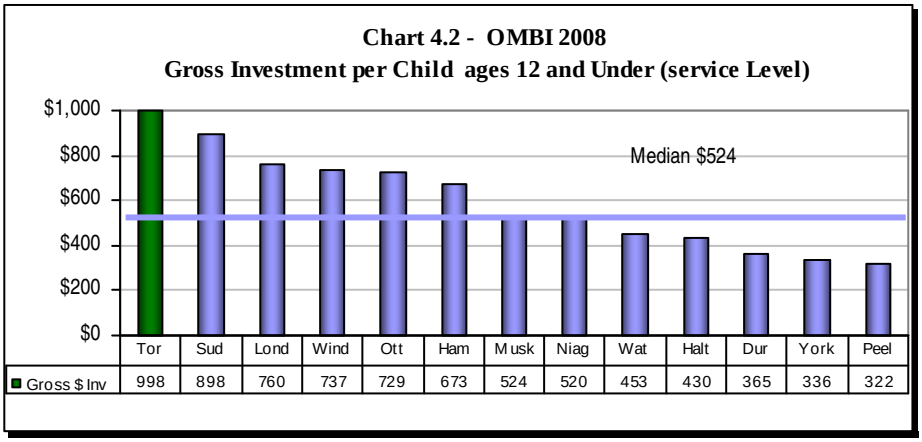


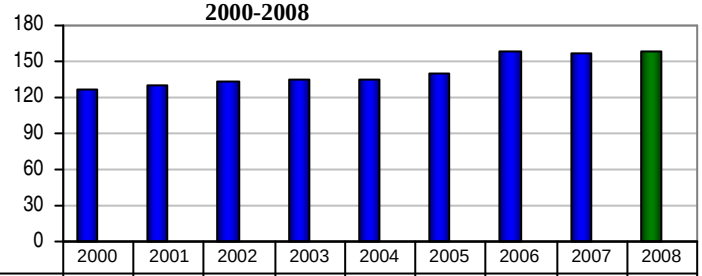
Chart 4.2 compares Toronto's 2008 child care cost or investment per child to other Ontario municipalities.

Toronto ranks 1st of 13 municipalities (1st quartile), in terms of having the highest cost or investment per child.

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

How many regulated childcare spaces are there in Toronto?

Chart 4.3 -City of Toronto
Regulated Child Care Spaces per 1,000 Children Under 12 (Community Impact)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
regulated spaces per 1,000 children	127.4	129.5	132.9	134.7	135.7	139.7	158.1	156.7	157.7
Total # regulated spaces	47,537	40,065	50,452	51,209	51,683	53,300	55,533	55,579	56,091

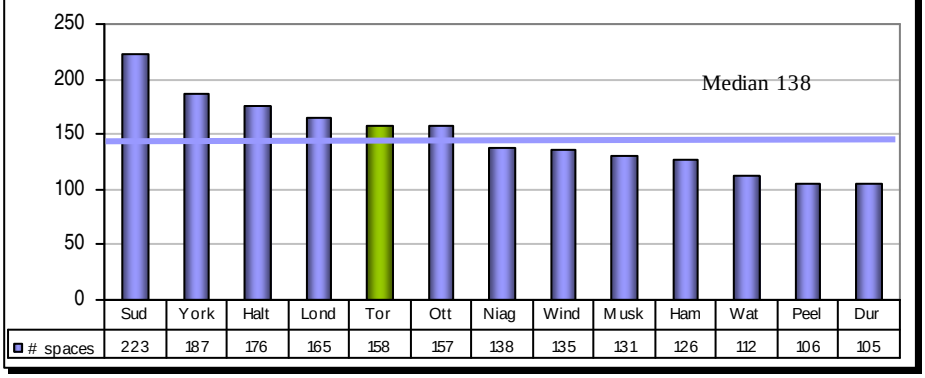
Providing access to early learning and care is a primary objective of Children's Services. The number of licensed child care spaces available impacts access for families. For parents that are unable to afford the full cost of child care services, access to a subsidy is very important.

Chart 4.3 provides information from 2000 to 2007 on the number of regulated Child Care spaces there were in Toronto per 1,000 children under the age of 12.

The total number of regulated child care spaces has also been provided and shows an increasing trend but stable numbers between 2007 and 2008.

How does the number of regulated child care spaces in Toronto compare to other municipalities?

Chart 4.4 - OMBI 2008
Regulated Child Care Spaces per 1,000 Children Under 12 - (Community Impact)



	Sud	York	Halt	Lond	Tor	Ott	Niag	Wind	Musk	Ham	Wat	Peel	Dur
# spaces	223	187	176	165	158	157	138	135	131	126	112	106	105

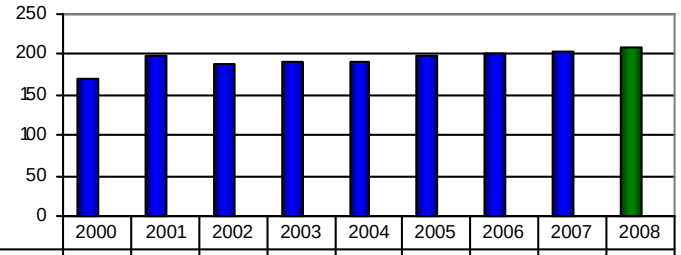
Chart 4.4 compares the number of regulated child care spaces there were per 1,000 children aged 13 and under in Toronto for 2008, relative to other Ontario municipalities.

Toronto ranks 5th of 13 (2nd quartile) in terms of having the largest number of regulated spaces.

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

How many subsidized child care spaces are there in Toronto?

Chart 4.5 -City of Toronto
Subsidized Child Care Spaces per 1,000 LICO (Low Income) Children Under 12 (Community Impact) 2000-2008



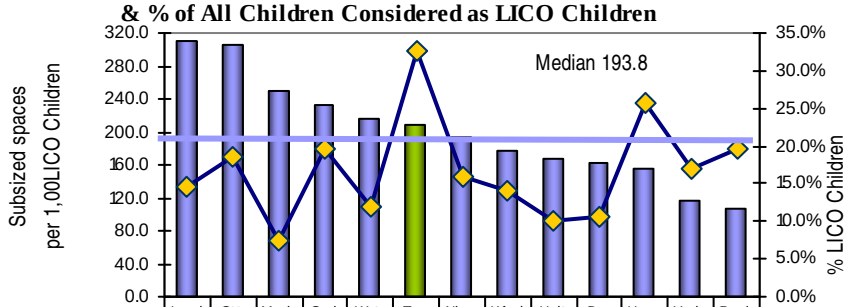
	2000	2001	2002	2003	2004	2005	2006	2007	2008
# subsized spaces per 1,000 LICO Children	170.3	198.1	189.3	189.9	190.8	197.5	200.5	203.3	207.5
Total # of subsidized spaces	23,112	22,523	21,562	21,664	21,806	22,616	22,882	23,423	23,983

While the previous charts related to the number of regulated spaces, Chart 4.5 provides information on the number of subsidized child care spaces there were in Toronto, per 1,000 children in low income (LICO) families.

These subsidized spaces are for parents who are unable to afford the full cost of child care. Over the period of 2002 to 2008, the total number of subsidized child care spaces has been increasing.

How does the number of subsidized child care spaces in Toronto compare to other municipalities?

Chart 4.6 - OMBI 2008
Subsidized Spaces per 1,000 LICO (Low Income) Children (Community Impact) & % of All Children Considered as LICO Children



	Lond	Ott	Musk	Sud	Wat	Tor	Niag	Wind	Halt	Dur	Ham	York	Peel
Sub Spacesper 1,000 LICO	310.3	305.4	249.0	232.7	216.2	207.5	193.8	176.6	167.8	163.4	154.2	115.6	106.3
%LICO Children	14.6%	18.5%	7.3%	19.7%	11.9%	32.5%	15.9%	14.0%	10.0%	10.6%	25.7%	16.9%	19.6%

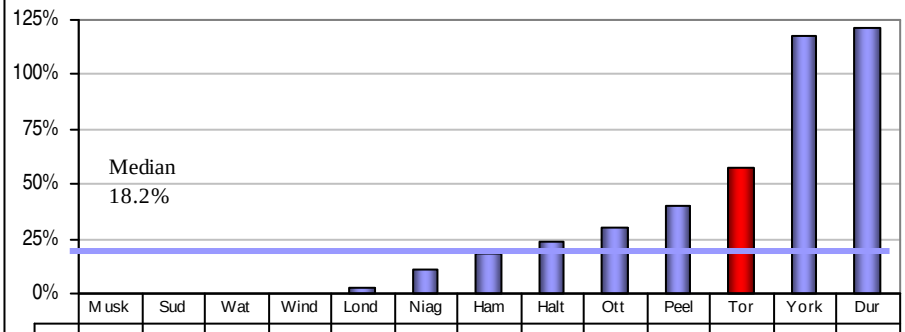
Chart 4.6 compares Toronto's 2008 result to other municipalities for the number of subsidized child care spaces per 1,000 children in low income (LICO) families, which are reflected as bars relative to the left axis. Toronto ranks 6th of 13 municipalities (2nd quartile) in terms of having the highest number of subsidized spaces.

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

Chart 4.6 also reflects the number of children in low income families, as a percentage of all children in the municipality, which is plotted as a line graph relative to the right axis. This provides some indication of the level of child poverty and Toronto by far, has the highest levels. The relationship between these two measures may indicate that Toronto may be underserved in terms of the number of subsidized spaces.

How large is the waiting list for a subsidized space in Toronto compared to other municipalities?

Chart 4.7 - OMBI 2008
Size of Waitlist for a Subsidized Space as a % of All Subsidized Spaces (Community Impact)



	Musk	Sud	Wat	Wind	Lond	Niag	Ham	Halt	Ott	Peel	Tor	York	Dur
%	0.0%	0.0%	0.0%	0.0%	2.7%	10.7%	18.2%	24.0%	30.1%	40.6%	57.4%	117.5%	121.5%

Chart 4.7 reflects the size of the waitlist in 2008 for a subsidized child care space as a percentage of all subsidized spaces. Toronto ranks 11th of 13 (4th quartile) in terms of having the smallest waiting list. Toronto's percentage grew from 45.7% in 2007 to 57.4% in 2008.

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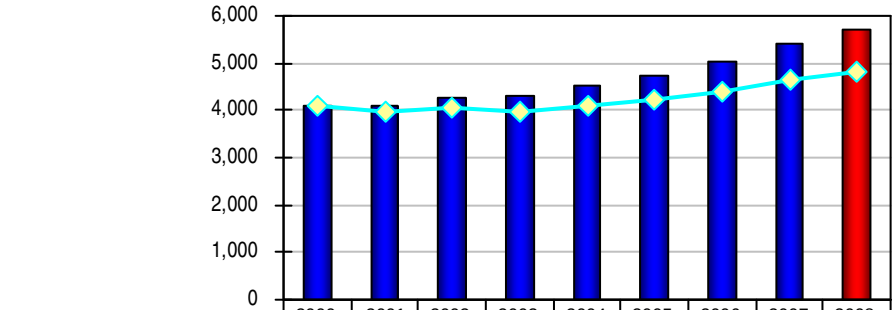
How much does it cost per year to provide an average child care space in Toronto?

Chart 4.8 -City of Toronto
Annual Child Care Cost per Normalized Child Care Space (Efficiency)
2000-2008

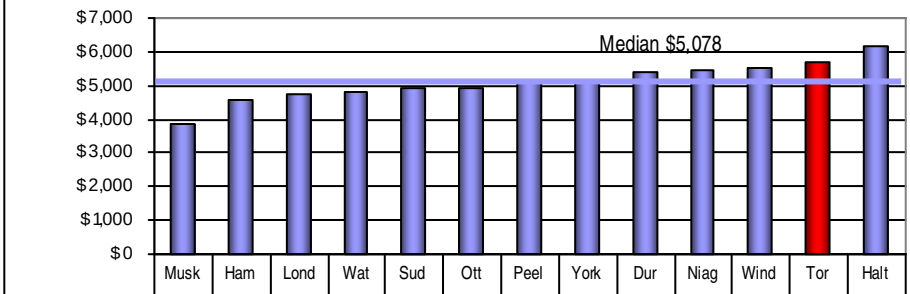


	2000	2001	2002	2003	2004	2005	2006	2007	2008
$cost/subsidized space	4,082	4,116	4,268	4,302	4,516	4,735	5,013	5,408	5,723
CPI Adjusted Cost (2000 Base)	4,082	3,991	4,052	3,967	4,094	4,216	4,391	4,649	4,807

Source for costs are Provincial Returns.

How does Toronto's annual cost to provide a child care space compare to other municipalities?

Chart 4.9 - OMBI 2008
Annual Childcare Cost per Normalized Subsidized Child Care Space (Efficiency)



	Musk	Ham	Lond	Wat	Sud	Ott	Peel	York	Dur	Niag	Wind	Tor	Halt
$ per sub. space	3,875	4,587	4,761	4,821	4,895	4,923	5,078	5,170	5,374	5,457	5,492	5,723	6,199

Source for costs are Provincial Returns

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

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

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

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

Chart 4.8 provides Toronto's annual child care costs per normalized child care space for the period 2000 to 2008. Costs have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2000 as the base year.

Cost increases in 2005 through 2008 for Toronto indicated in Chart 4.8 reflect Council's direction to eliminate the gap between rates paid on behalf of subsidized clients and the actual cost of providing care, as well as the growth of service to young children under Best Start expansion.

Chart 4.9 compares Toronto's 2008 annual child care costs per normalized child care space, to other municipalities. Toronto ranks 12th of 13 (4th quartile) in terms of having the lowest cost. The cost of service between municipalities varies significantly depending on the proportions of the two different modes for providing care used in each municipality (home or centre-based care).

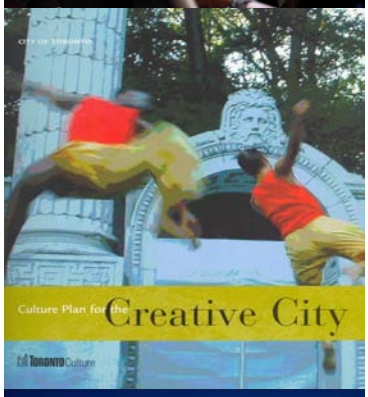
2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - expanded the After-School Recreation and Care (ARC) program to provide safe affordable after school recreation care for children age 6 to12 in partnership with Parks, Forestry and Recreation
    - established partnership agreements for several capital initiatives aligned with City priorities, including Crescent Town and Highfield
    - in consultation with the Toronto Environment Office, developed an implementation plan for increasing the supply of locally-produced food in City-operated child care centres
    - reduced lost-time days by 25% for staff in municipal child care centres through reduced incidence of outbreaks
    - Improved level of compliance with first-come first-served and equity of access policies, through the implementation of a centralized application process for fee subsidy

- 2010 Initiatives Planned:
    - In October 2009, the Provincial government announced September, 2010 as the implementation date for the new Early Learning Program (ELP), which is to rely on municipal governments and school boards to begin the staged delivery of full day kindergarten for children four-and five years of age. The City is gathering further information about the program as it becomes available, and determining and assessing implications for the City.

Cultural Services



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

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

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

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

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

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

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How much is spent on all cultural services?	Cost of All Cultural Services per Capita - (Service Level)	**Unfavourable** **Spending on culture services is decreasing**	**1** **Higher spending on Culture Services**	5.1 5.2 pg. 59
How much is spent on arts grants?	Cost of Arts Grants per Capita (Service Level)	**Favourable** **Increased spending on arts grants**	**2** **Higher spending on arts grants**	5.3 5.4 pg. 60
Community Impact Measures				
How many people attend city-funded cultural events?	Estimated Attendance at City-Funded Cultural Events – (Community Impact)	**2008 data not available**	**N/A**	5.5
Are recipients of arts grants able to use those grants to obtain other revenues?	Arts Grants issued by municipality as a Percentage of the Gross Revenue of Recipients – (Community Impact)	**Favourable** **Arts grants as % of recipients gross revenue has decreased (less dependent on City for funding)**	**1** **Toronto Arts grants are a lower percentage of recipients gross revenue**	5.6 5.7 pg. 61
Overall Results		**Service Level Indicators (Resources)** 1 - Favourable 0 - Stable 1 - Unfavour. 50% Favourable or stable **Performance Measures (Results)** 1 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	**Service Level Indicators (Resources)** 1 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median **Performance Measures (Results)** 1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	

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

How much is spent on all cultural services in Toronto?

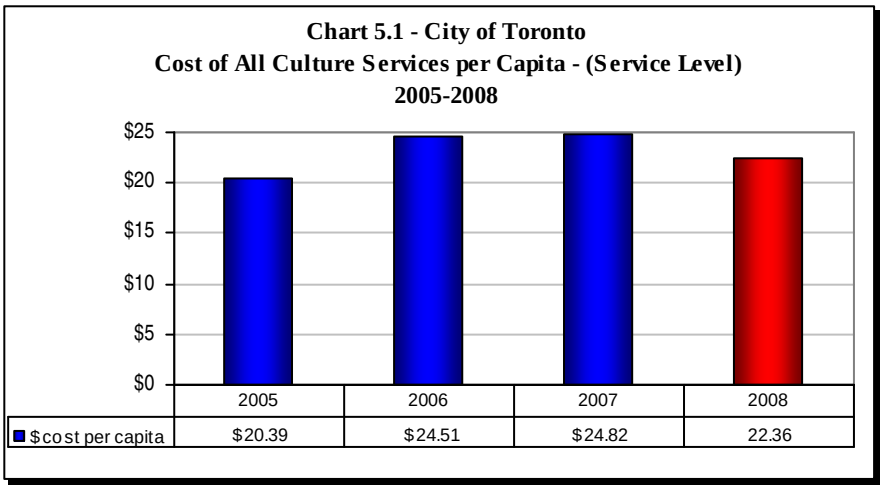
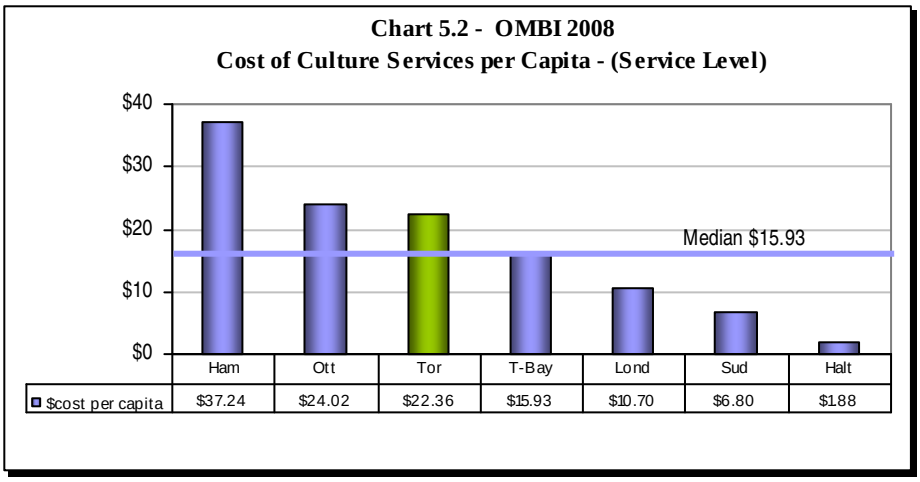


Chart 5.1 provides Toronto's gross cost per capita of all Cultural Services between 2005 and 2008. It includes Arts Services, Cultural Affairs and Museum operations, three large theatres: (Sony Centre, St. Lawrence Centre and Toronto Centre for Arts), all arts and culture grants, and the Special Events unit (events like Nuit Blanche).

This provides an indication of service levels and the resources devoted to all Cultural Services. The increase in costs between 2005 and 2006 is related to a large production at the Hummingbird Centre (now Sony Centre); however the associated revenues are not a component of this measure. The decrease in costs in 2008 was related to a drop in expenditures at the Sony Centre.

How does Toronto's cost of all culture services compare to other municipalities?



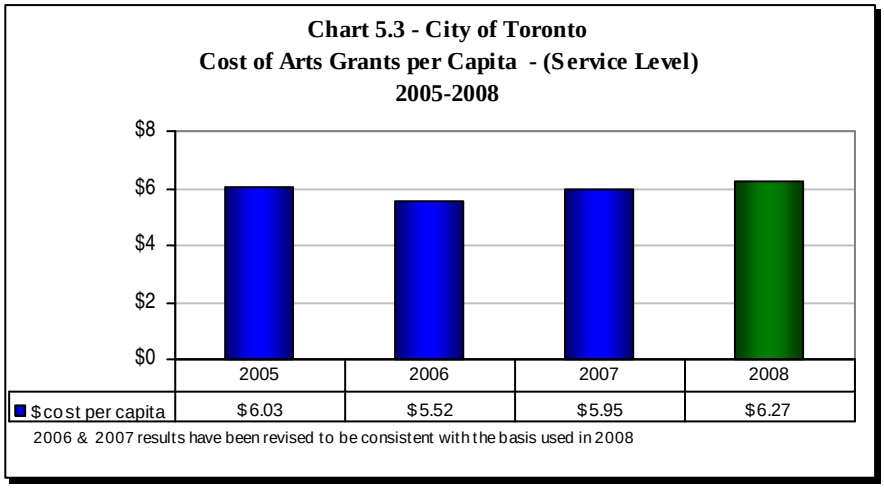
Results in this report are based on gross expenditures, including an allocation of program support costs so that results are comparable to other Ontario municipalities.

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

Chart 5.2 compares Toronto's cost of all Cultural Services on a per capita basis to other Ontario municipalities based on the OMBI costing methodology and Toronto ranks 3nd of 7 municipalities (2nd quartile) in terms of having the highest costs/service levels per capita.

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

How much does Toronto spend on arts grants?



Arts grants are one component of all Cultural Services costs discussed on the previous page. Chart 5.3 summarizes Toronto's cost of arts grants per capita between 2005 and 2008, which are comprised of grants to four Local Art Service Organizations, eight major organizations and 214 grants provided through the Toronto Arts Council.

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

How does Toronto's cost of arts grants compare to other municipalities?

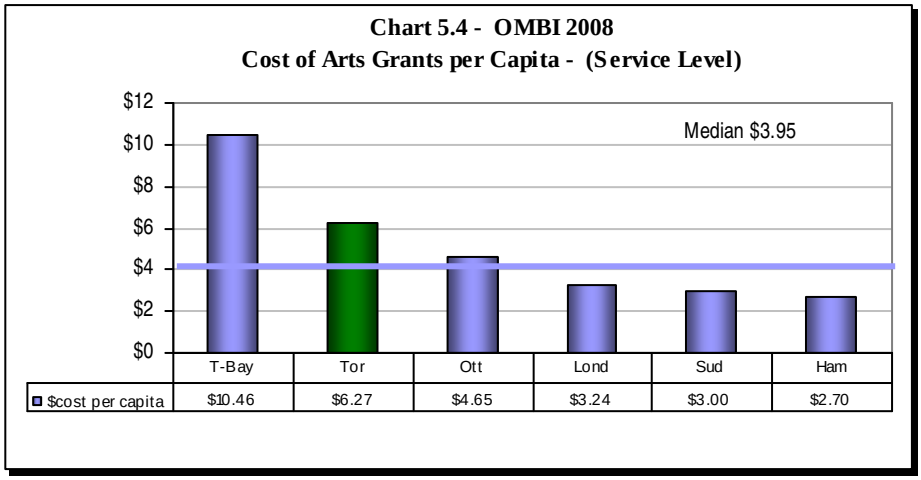
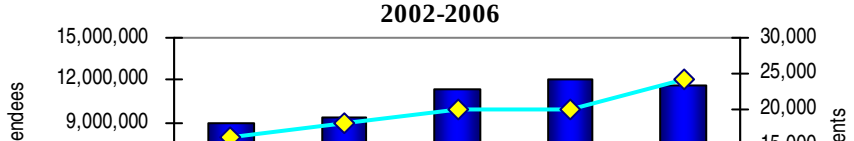


Chart 5.4 compares Toronto's 2008 costs of arts grants per capita to other Ontario municipalities and Toronto ranks 2nd of 6 (1st quartile) in terms of having the highest service levels/cost . This ranking is due to the significant size of Toronto's arts community and the impact on the economy.

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

How many people attend city-funded cultural events in Toronto?

Chart 5.5 - City of Toronto
Estimated Attendance at City-Funded Cultural Events - (Community Impact)
2002-2006

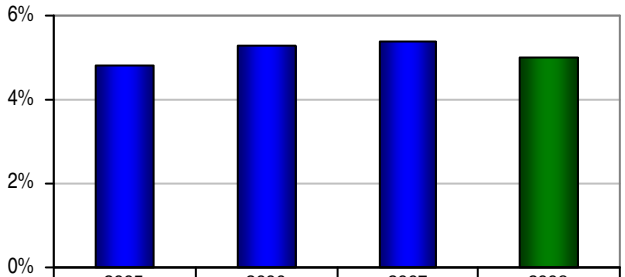


	2002	2003	2004	2005	2006
# attendees	8,998,000	9,407,000	11,348,000	12,002,000	11,590,000
# events	16,000	18,000	20,000	20,000	24,000

Source: City of Toronto, Cultural Services, Toronto Arts Council

Are recipients of arts grants in Toronto able to utilize those grants to obtain other revenues?

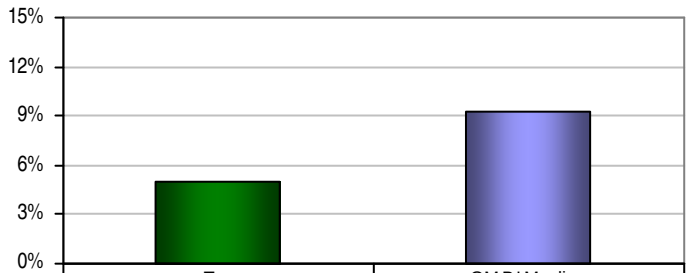
Chart 5.6 - City of Toronto
Arts Grants Received as a % of Recipients Gross Revenue - (Community Impact)
2005-2008



	2005	2006	2007	2008
grants as % of gross revenues	4.8%	5.3%	5.4%	5.0%

How well are recipients of arts grants in Toronto able to utilize those grants to obtain other revenues, in comparison to other municipalities?

Chart 5.7 - OMBI 2008
Arts Grants Received as a % of Recipients Gross Revenue - (Community Impact)



	Tor	OMBI Median
% of gross revenues	5.0%	9.3%

Chart 5.5 summarizes 2002 to 2006 data (2007 & 2008 not available) for the estimated number of residents and tourists attending city-funded cultural events (bar chart relative to left axis) and the estimated number of those cultural events (line graph relative to right axis).

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

Chart 5.6 reflects 2005 to 2008 data for municipal arts grants received by organizations in Toronto from the City, as a percentage of all revenues of those recipient organizations. In 2008 arts grants were $16.0 million, which comprised 5.0% of the $322 million in gross revenues of those recipient organizations.

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

- 5% City of Toronto investment
- 10% Provincial investment
- 16% Federal investment
- 29% Private revenue
- 39% Earned revenue

Chart 5.7 compares Toronto's 2008 result of arts grants received as a percentage of recipient gross revenue to the median of the OMBI municipalities, and, in Toronto it is lower. Arts grants received by organizations from the City of Toronto are being used effectively to leverage other revenue sources.

2009 Achievements or 2010 Planned Initiatives

The following achievements in 2009 are representative of the ways in which the efficiency and effectiveness of Toronto's Cultural Services are being improved:

2009 Initiatives Completed/Achievements:

- managed and operated 10 museums presenting 175 programs for 261,434 visitors.
- developed successful program for of Toronto's 175th anniversary and collaborated on year-long celebrations through City programs and partnerships
- produced and promoted nine annual events and campaigns, including Nuit Blanche, WinterCity, Winterlicious, Summerlicious, Fresh Wednesdays, Tasty Thursdays, Sunday Serenades and the Cavalcade of Lights Festival which collectively attracted and entertained over 2.3 million residents and tourists.
- the fourth annual Nuit Blanche, in four short years, it is widely regarded as having become the leading contemporary art event in Canada. Audiences grew to 1,000,000; of these attendees, 13% were from outside of Toronto.
- over 300 restaurants took part in Winterlicious and Summerlicious serving over 500,000 WL/SL meals.
- attracted 250,000 visits to the Doors Open Toronto Program of 175 Toronto buildings of architectural and heritage significance
- negotiated an agreement with Centennial College for the revitalization of the Guild Inn in Scarborough to include the Institute of Culture and Heritage Management. Completed the adaptive reuse of the John Street Roundhouse and opened the national heritage site to the public in July in partnership with a private developer.
- organized a major international conference entitled "Placing Creativity" on mapping the intersection of culture, economy and place in partnership with the Martin Prosperity Institute, the Ontario Ministry of Culture and MaRS.
- worked in partnership with Toronto Artscape on the Creative Places + Spaces Conference entitled "The Collaborative City".
- secured funding for and completed first stage of TMP Virtual Museum Project as part of ongoing development of Toronto Museum Project.

- 2010 Initiatives Planned:
  - City on the Move, a Festival of Young Artists in Transit - is a joint project between Arts Services, Cultural Services and the TTC. The project creates a new artistic and audience platform for talented young urban artists from the city's priority neighbourhoods and underserved areas. From September 2009 through June 2010 over 40 artists will present over 70 performances and artistic works showcasing dance, music, visual arts and performance art. This initiative will offers artists aged 18 to 32 an expanded public audience and also the money to make money through their arts by providing an honorarium and the ability to receive donations from the public like regular TTC performers. This is the first time that dancers and visual artists will be regularly showcased on the TTC.

Factors Influencing Results of Municipalities

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

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

Emergency Medical Services

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

EMS System Access and Preliminary Care Services

The Central Ambulance Communications Center (CACC), is the initial access point to City of Toronto's emergency health services system for victims of illness or injury, and is in operation 24 hours a day, 365 days a year. For both emergency and non-emergency calls these ambulance communication services allow for:

- immediate response to requests for service
- preliminary care with callers
- resource management and deployment

Emergency & Preventive Care Services

EMS provides emergency and preventative care services to the people of Toronto through activities such as:

- pre-hospital care, which includes the support, instruction, care and treatment provided from the moment the request for emergency care is initiated until the patient's care is transferred to the receiving health care provider. Major activities include:
    - response to emergency 911 calls within the designated response time standards
    - pre-hospital emergency care
    - patient transport
- community medicine is a non-emergency, community-based service with a focus on health promotion and injury prevention. This includes:
    - client referrals to appropriate Community Care Access Centres for further assessment
    - influenza vaccination to homeless and marginally-housed persons through clinics held in shelters and drop-in centres, in collaboration with Toronto Public Health.
    - provision of multi-cultural outreach events and presentations, which includes education of 911 emergency services
- out-of- hospital care, which includes all other aspects of care and treatment provided by emergency services personnel including patient transfers, response to and the treatment of citizens involved in mass casualty incidents and community emergencies, and the provision of medical support to other emergency services

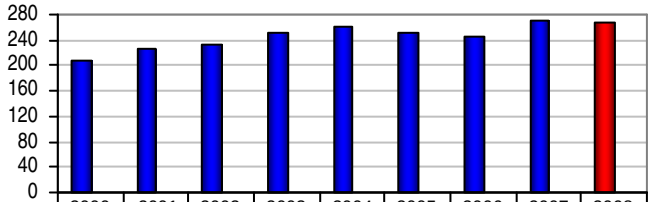
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many hours are EMS vehicles in-service and available to respond to emergencies?	EMS Actual Weighted Vehicle In-Service Hours per 1,000 Population - (Service Level)	**Unfavourable** **Decreased number of in-service vehicle hours**	**3** **Lower in-service vehicle hours**	6.1 6.2 pg. 66
How many emergency calls is EMS responding to?	EMS Calls – Emergency per 1,000 Population - (Service Level)	**Increasing** **Number of emergency calls has increased**	**2** **High rate of emergency calls**	6.3 6.4 pg. 67
How many non-emergency calls is EMS responding to?	EMS Calls – Non Emergency per 1,000 Population - (Service Level)	**Decreasing number of non-emergency calls**	**2** **High rate of non-emergency calls**	6.3 6.4 Pg 67
How many total calls (emergency & non-emergency) is EMS responding to?	All EMS Calls per 1,000 Population - (Service Level)	**Increasing** **Number of total calls has increased**	**2** **High rate of total calls**	6.3 6.4 pg. 67
Community Impact Measures				
What percentage of time do ambulances spend at hospitals transferring patients?	Percentage of Ambulance Time Lost to Hospital Turnaround - (Community Impact)	**Favourable** **Decrease in percentage of lost ambulance time**	**4** **Higher percentage of lost ambulance time**	6.5 6.6 pg. 68
Customer Service Measures				
How long does it take from the time an EMS crew is notified, to arrive at the emergency scene?	EMS, 90th Percentile Crew Notification Response Time to Life Threatening Calls – (Customer Service)	**Unfavourable** **Increase in crew notification response time**	**1** **Lower (shorter) crew notification response time**	6.7 6.8 pg. 69
How long does it take from the time the EMS communication centre is notified of the call, to arrive at the emergency scene?	EMS 90th Percentile Total (excluding 9-1-1) Response Time to Life Threatening Calls - (Customer Service)	**Unfavourable** **Increase in total EMS response time**	**1** **Lower (shorter) total EMS response time**	6.7 6.8 pg. 69
Efficiency Measures				
What is the hourly cost to have an EMS vehicle in-service, available to respond to emergencies?	EMS Cost per Actual Weighted Vehicle Service Hour – (Efficiency)	**Unfavourable** **Increasing cost per in-service vehicle hour**	**4** **High cost per in-service vehicle hour**	6.9 6.10 pg. 70
What does it cost for EMS to transport a patient?	EMS Cost per Patient Transported - (Efficiency)	**Stable** **Cost per patient transported is stable**	**2** **Lower cost per patient transported**	6.11 6.12 pg. 71

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2008		Chart & Page Ref.
Overall Results		Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
		2 - Favourable 0 - Stable 1 - Unfavour. 67% favourable or stable	1 - Favourable 1 - Stable 3 - Unfavour. 40% favourable or stable	0 - 1st quartile 3 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 75% 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 15 municipalities.

How many hours are Toronto's EMS vehicles in-service and available to respond to emergencies?

Chart 6.1 - City of Toronto
Weighted EMS In-ServiceVehicle Hours per 1,000 Population (Service Level)
2000-2008

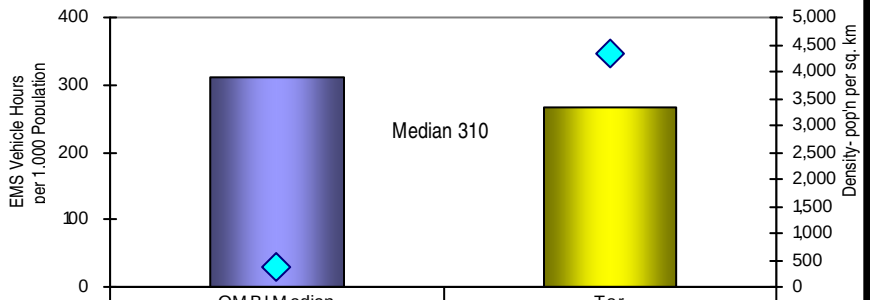


	2000	2001	2002	2003	2004	2005	2006	2007	2008
Weighted Vehicle Hours per 1,000 Pop'n	208	227	233	252	261	251	244	272	266
Total Weighted Vehicle Hours	532,979	588,958	609,863	667,534	698,122	678,632	660,077	741,699	727,232

Note: 2006 and prior years data is not comparable to 2007 onwards due to methodology change

How do Toronto's in-service EMS vehicle hours compare to other municipalities?

Chart 6.2 - OMBI 2008
Weighted EMS In-Service Vehicle Hours per 1,000 Population (Service Level)



	OMBI Median	Tor
Veh Hours	310	266
Pop'n Density	386	4319

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

Chart 6.1 provides Toronto's weighted in-service EMS vehicle hours per 1,000 population, between 2000 and 2008. Weighted hours take into consideration the number of personnel on the three different types of emergency response vehicles being ambulances, first response units and supervisory units.

Over the longer term, Toronto's in-service vehicle hours has generally increased as a result of additional staffing required for increased demand on ambulance services. This increased demand arose from hospital restructuring and emergency room overcrowding/off-load delays (see Chart 6.5), increased call volumes and a response time reduction strategy.

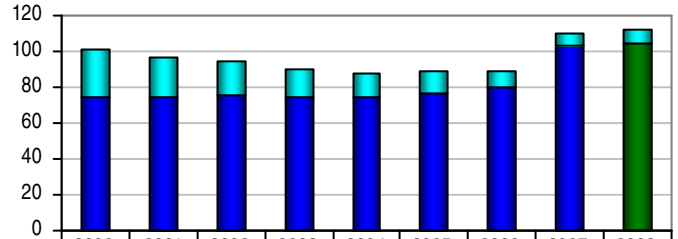
It should be noted that 2006 and prior year's data on vehicle hours is not comparable to 2007 and 2008 results. Commencing with the 2007 data, Toronto EMS instituted processes that more accurately monitored in-service vehicle hours, offload times and other parameters in real time. Comparable information from prior years is not available.

Chart 5.2 compares Toronto's 2008 weighted in-service EMS vehicle hours per 1,000 population, to the median of the OMBI municipalities, which are reflected as bars relative to the left axis. Population density (population per sq. km), has also been plotted as a diamonds relative to the right axis. Toronto ranks 11th of 15 municipalities (3rd quartile) in terms of having the highest number of in-service EMS vehicle hours.

Toronto's population density is high relative to the other municipalities meaning ambulances are in close proximity to residents, which is a significant factor in this result. The median population density for the other municipalities is 386 people per sq. km and range from 16 to 1,483. Those municipalities with lower population densities (including rural components in some municipalities) may require proportionately more vehicle hours in order to provide acceptable response times. The increased demand on ambulance services in Toronto from hospital off-load delays has also been experienced in many of the other OMBI municipalities.

How many calls is Toronto EMS responding to?

Chart 6.3 - Toronto
Emergency & Non-Emergency Calls per 1,000 Population - (Service Level)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total # calls	258,279	252,484	247,289	239,344	234,132	239,714	240,318	301,084	306,004
Total calls/1,000 pop'n	101	97	95	90	88	89	89	110	112
Non-emerg. calls/1,000 pop'n	27	23	19	15	14	12	9	7	7
Emerg. calls/1,000 pop'n	74	74	76	75	74	77	80	103	105

Note: Results for 2007 and 2008 are not comparable to 2006 and prior years

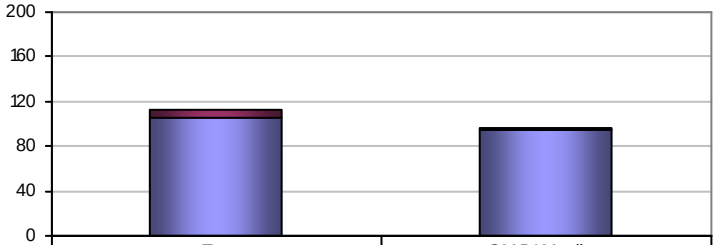
Another indicator of EMS service levels is shown in Chart 6.3, which reflects the number of emergency, non-emergency and total calls received, on a per 1,000 population basis for the period 2000 to 2008.

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

In 2008 the number of emergency calls increased by approximately 1.6% which is consistent with an increasing and aging population.

How do the number of EMS calls in Toronto compare to other municipalities?

Chart 6.4 - OMBI 2008
Emergency & Non-Emergency Calls per 1,000 Population (Service Level)



	Tor	OMBI Median
Toltal/1,000 pop'n	112	97
Non emerg/1,000 pop'n	7	2
Emergency/1,000 pop'n	105	95

Chart 6.4 compares Toronto's 2008 number of emergency, non-emergency and total calls received, to the median of the other OMBI municipalities.

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

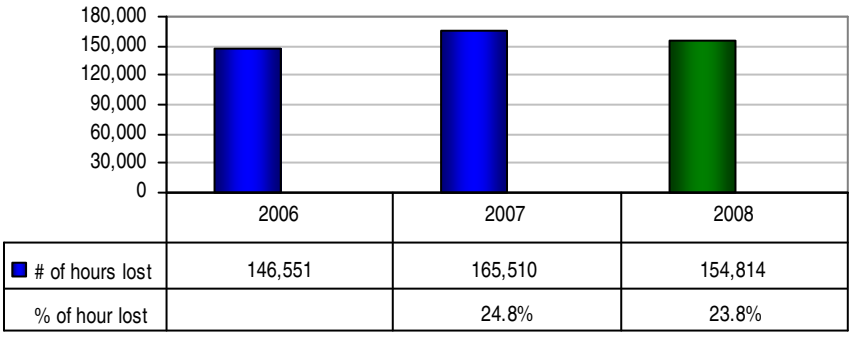
- 6th of 15 in (2nd quartile) for emergency calls
- 6th of 15 (2nd quartile) for non-emergency calls
- 7th of 15 (2nd quartile at median) for all types of calls

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

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

What percentage of time do ambulances in Toronto spend at hospitals transferring patients?

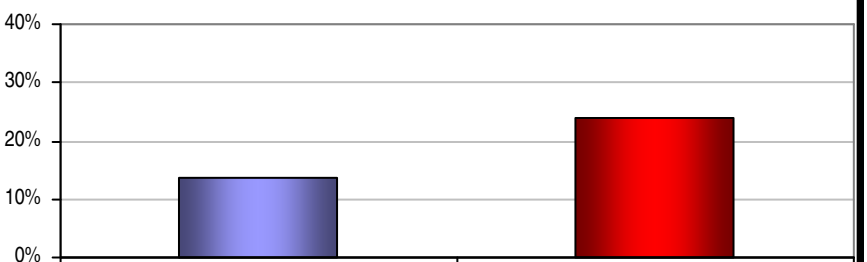
Chart 6.5 - City of Toronto
Hours of Ambulance Time Lost to Hospital Turnaround (Efficiency)
2006-2008



	2006	2007	2008
# of hours lost	146,551	165,510	154,814
% of hour lost		24.8%	23.8%

How does Toronto ambulance time spend at hospitals compared to other municipalities?

Chart 6.6 - OMBI 2008
Percentage of Ambulance Time Lost to Hospital Turnaround (Efficiency)



	OMBI Median	Tor
% hours lost	13.6%	23.8%

In mid 2008, Toronto implemented the EMS Nursing Initiative, which provided extra nursing shifts in seven hospital emergency rooms to speed up offloading of Toronto EMS patients. This has contributed to improving the average wait times from 70 minutes in April 2008 to 49.3 minutes in December 2009. This has resulted in an increase in ambulance unit availability by 93.5 unit hours per day or an equivalent of almost 4 ambulances, 24 hours a day. It is also expected to improve EMS response time to life threatening calls and in 2009 reduced overtime costs by approximately $1.0 million.

Figure 6.6 compares Toronto's 2008 result for ambulance turnaround time to the median of the other OMBI municipalities and Toronto ranks 13th of 15 (4th quartile) in terms of having the shortest ambulance turnaround time. Off-load delays in hospitals can be due to a combination of factors, such as bed occupancy rates, the level of activity in hospital emergency departments, and the efficiency of admission procedures.

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

Off-load delays results in less time that paramedics are available "on the road" to respond to other emergency calls and as a result, EMS may be pressured to add resources in order to maintain sufficient units available to respond to calls and to keep the response times (as seen in Charts 6.7 and 6.8) at acceptable levels.

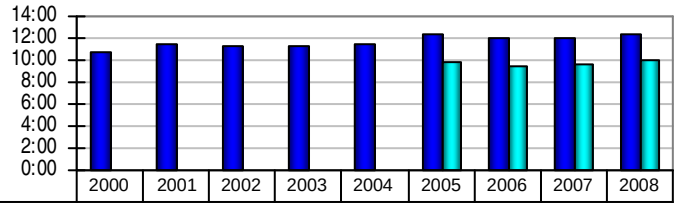
Chart 6.5 shows Toronto's data for the total ambulance hours involved in the turnaround activities noted above between 2006 and 2008. Off-load delays at hospitals account for much of this time. Although there was a small improvement/reduction turnaround time in 2008, the delays still amounted to approximately 24% of ambulance vehicle hours.

How long does it take in Toronto for EMS to arrive at the emergency scene?

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

Chart 6.7 provides Toronto's 90th percentile EMS response times for the years 2000 through 2007 for serious and life-threatening emergency calls (those categorized as Delta and Echo). The 90th percentile means that 90 per cent of all emergency calls have a response time within the time-period reflected on the graph.

Chart 6.7 - City of Toronto
EMS 90th Percentile Response Times for Life Threatening Calls - (Cust. Service)
2000-2008

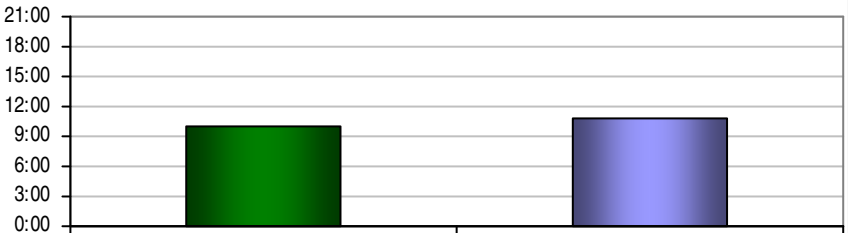


	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total EMS response time (Min:Sec)	10:41	11:29	11:15	11:18	11:31	12:17	11:57	11:58	12:26
Crew notification response time (Min: Sec)	-	-	-	-	-	9:54	9:27	9:36	9:56

How do Toronto's EMS response times compare to other municipalities?

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

Chart 6.8 - OMBI 2008
EMS 90th Percentile EMS Crew Notification Response Time
for Life Threatening Calls (Customer Service)



	Tor	OMBI Median
resp (min: sec)	9:56	10:54

Between 2001 and 2004, the 90th percentile total EMS response time was fairly stable, with the addition of more hours of ambulance service required to address the increasing time spent by EMS at hospitals to complete the transfer of patients. In 2005, there was an increase in this response time, which then stabilized in 2006 and 2007, followed by another increase in 2008.

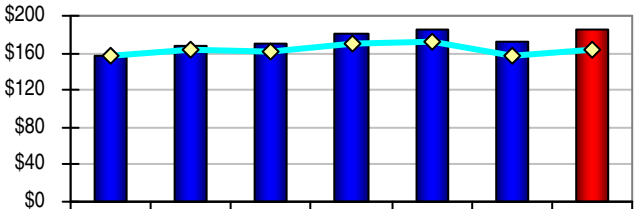
The goal of Toronto EMS for life threatening calls is a total response time within 8 minutes and 59 seconds for life threatening calls (excluding 911 call handling time) but with existing resources and the off-load delays at hospitals mentioned earlier, this standard was met for only 69% of these calls in 2007, 66 % in 2008 and 64% in 2009, versus 90% of the calls in 1996 to 1998, when off-load delays were not an issue.

Chart 6.8 compares Toronto's 90th percentile EMS crew notification response time in 2008 to other municipalities. In terms of having the shortest response time (from when the responding EMS crew is notified of the emergency, to arrival on the scene), Toronto ranks 3rd of 15 (1st quartile).

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

What is the hourly cost in Toronto to have an EMS vehicle in – service, available to respond to emergencies?

Chart 6.9- City of Toronto
Cost of EMS per Weighted In -Service Vehicle Hour (Efficiency)
(2002-2008)



	2002	2003	2004	2005	2006	2007	2008
$hour	$156	$168	$170	$180	$185	$173	$185
$hour (CPI Adjusted-2002 Base)	$156	$163	$162	$169	$171	$157	$164

Note: 2006 and 2007 results restated to reflect more accurate information on cosst to excludes for the Communications Centre. Results for 2007 and 2008 are not comparable to 2006 and prior years

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

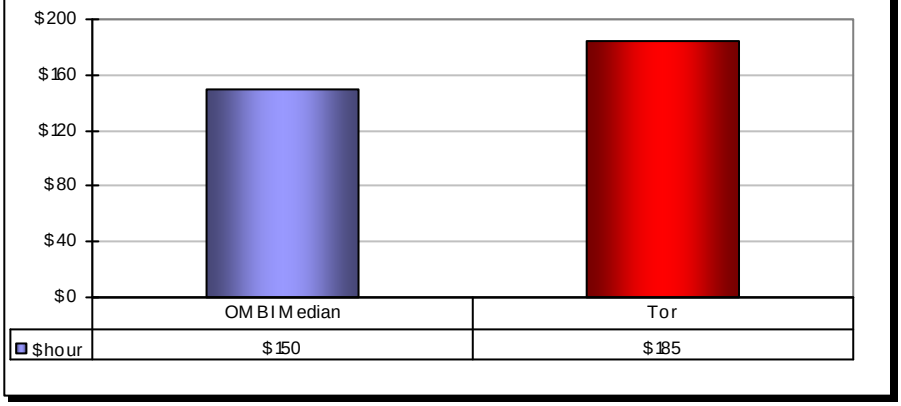
The first perspective from the supply side, relates costs to the hours that EMS vehicles are in-service, available to respond, or responding to emergencies. Chart 6.9 shows Toronto's EMS cost to provide one-weighted in-service vehicle hour for the period 2002 to 2008.

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

From 2002 to 2006, the cost per in-service vehicle hour increased primarily due to collective agreement settlements which exceeded the increase in Toronto's CPI. This increase was at a much lower rate than the cost per patient transported, which is discussed in Chart 6.11.

How does Toronto's hourly in -service vehicle cost for EMS compare to other municpalities?

Chart 6.10 - OMBI 2008
Cost of EMS per Weighted In-Service Vehicle Service Hour (Efficiency)



	OMBI Median	Tor
$hour	$150	$185

As noted earlier with Chart 6.1, the increase of in-service vehicle hours reported by Toronto in 2007 is the result of a methodology change in the recording of vehicle hours, therefore results for 2007 and subsequent years can't be compared to 2006 and prior years. The increase in Toronto's 2008 cost is primarily related to increased wages from collective agreements.

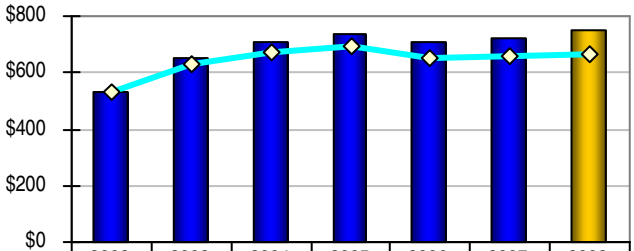
Chart 6.10 compares Toronto's 2008 EMS cost per weighted-in-service vehicle hour to the median of the other Ontario municipalities. Toronto ranks 15th of 15 municipalities (4th quartile) in terms of having the lowest cost per vehicle hour. Toronto's cost exclude those relate to the dispatch/communications function so that they are comparable to other municipalities where this function is provided by the Ontario Ministry of Health.

One factor that can impact costs is the staffing mix in municipalities between Advanced Care Paramedics (ACPs) who are paid at a higher rate reflective of their training, and Primary Care Paramedics (PMPs). Toronto has the highest proportion of ACPs at 48%, which contributes to our higher costs.

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

What does it cost for EMS transport of a patient in Toronto?

Chart 6.11- City of Toronto
Cost of EMS per Patient Transported (Efficiency)
2002-2008



	2002	2003	2004	2005	2006	2007	2008
$transport	$530	$652	$705	$737	$709	$725	$750
$ transport (CPI Adjusted base 2002)	$530	$633	$673	$691	$654	$656	$663

Note: Excludes costs of Communications Centre for all years and SARs related costs in 2003. Results for 2007 and 2006 have also been re-stated to reflect more accurate information on the cost of the communication functionthat have been excluded.

Chart 6.11 looks at efficiency from the utilization perspective by relating costs to the number of patients that have been transported (both emergency and non-emergency).

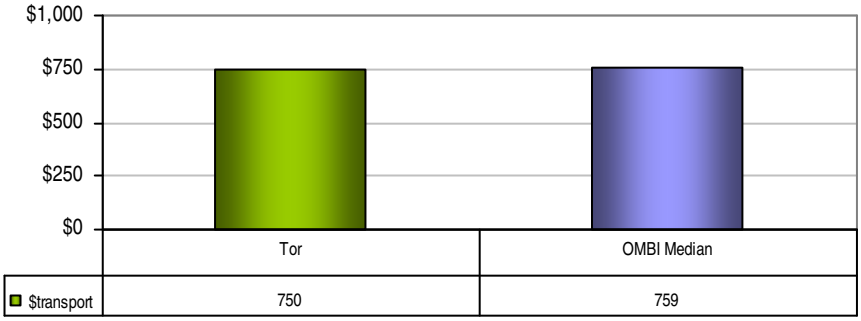
This chart covers the period from 2002 to 2008 and also adjusts for annual changes in Toronto's Consumer Price Index (CPI), using 2002 as the base year, which are plotted as a line graph.

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

In 2008, Toronto's per patient transported remained stable relative to 2008.

How does Toronto's cost of patient transport compare to other municipalities?

Chart 6.12 - OMBI 2008
Cost of EMS per Patient Transported (Efficiency)



	Tor	OMBI Median
$transport	750	759

Chart 6.12 compares Toronto's 2008 cost per patient transported to the median of the other OMBI municipalities and Toronto ranks 7th of 15 (2nd quartile) in terms of having the lowest cost.

Municipal costs for this measure can be influenced by where in the cycle of collective agreements a municipality is, the proportion of Advanced Care Paramedics (discussed under Chart 6.10), the extent of off-load delays at hospitals and the utilization rate of vehicles in-service for transporting patients.

Toronto has been shown to have higher costs on an hourly basis (see Chart 6.10), but Toronto also has a high utilization rate of its vehicles in transporting patients, which improves our ranking for this measure based on the cost per patient transported.

2009 Achievements or 2010 Planned Initiatives

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

Accomplishments in 2009 included:

- a new Cardiac Care Program was commenced, whereby Advanced Care Paramedics began to use cardiac monitors to diagnose and begin treatment on "STEMI" (ST Elevation Myocardial infarction) heart attacks. Rapid diagnosis and treatment has reduced death rates associated with STEMI conditions by two thirds.)
- the Central Ambulance Communications Center (CACC)'s new redesigned communication systems and decision support software was implemented. It enables dispatchers to more accurately anticipate, monitor, deploy, coordinate and direct the movement of all EMS ambulances and emergency response vehicles throughout the City to ensure an integrated healthcare system. This new system focuses on how EMS receives and processes emergency calls and is anticipated to reduce call handling time, improve response time and achieve EMS' objective of assigning the right resource to respond to each emergency call in the appropriate time frame.
- Toronto EMS was awarded both the award of Merit and the Diamond Award for innovation in 2009 by the City of Toronto and the Province of Ontario for the ePCR (Electronic Patient Care Records) initiative. This ePCR technology, is a data management system that centralizes information and links the entire pre-hospital chain of events into a single system managed online and wirelessly.

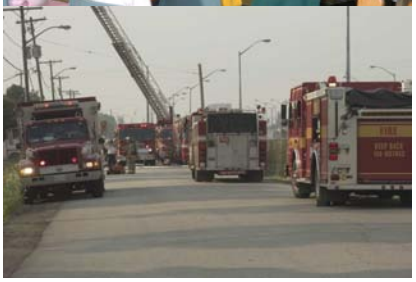
Initiatives planned and objectives in 2010 include:

- improving EMS' response time to life threatening calls within 8.59 minutes, from 64% in 2009 to 70% in 2010
- reducing in hospital time from 49 minutes to 45 minutes which will result in an increase in the availability of vehicles to respond to medical emergencies, and at the same time reduce the pressure on overtime
- assigning the correct response determinant in the call screening process and the appropriate EMS resource to each emergency call with 95% accuracy

Fire Services

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

- fire prevention, inspection and enforcement – providing building inspection and enforcement of fire bylaws as well as building plan examination services
- fire safety education - providing public education in matters relating to fire prevention and emergency preparation for individuals, community groups and schools.
- fire rescue and emergency response - providing fire suppression services as well as first response to medical emergencies, heavy urban search and rescue, hazardous materials response, road accident response as well as response to other disasters and emergencies as required



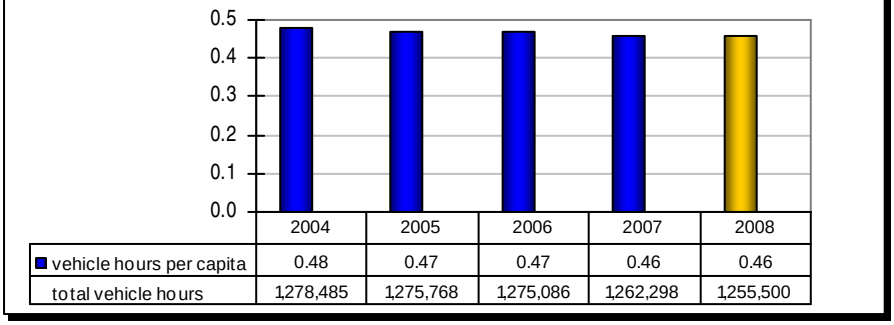
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many hours are fire vehicles in-service and available to respond to emergencies?	Number of Fire In-Service Vehicle Hours (Urban Area) per Capita – (Service Level)	**Stable** **Vehicle hours in-service are stable**	**4** **Lowest number of in-service vehicle hours**	7.1 7.2 pg. 76
How many emergency incidents do fire services respond to each year?	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population – (Service Level)	**Decreasing** **Number of total incidents responded to decreased**	**1** **Higher number of total incidents responded to**	7.3 7.4 pg. 77
How many property fires, explosions and alarms do fire services respond to each year?	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population – (Service Level)	**Decreasing** **Number of fires, explosions and alarms responded to, decreased slightly**	**2** **High number of fires, explosions and alarms responded to**	7.3 7.4 pg. 77
How many rescues do fire services respond to each year?	Number of Rescues per 1,000 Urban Population – (Service Level)	**Decreasing** **Number of rescues is decreased**	**4** **Lowest number of rescues responded to**	7.3 7.4 pg. 77
How many medical calls do fire services respond to each year?	Number of Medical Calls per 1,000 Urban Population – (Service Level)	**Increasing** **Increase in number of medical responses**	**2** **High number of medical responses**	7.3 7.4 pg. 77
How many other incidents do fire services respond to each year?	Number of Other Incidents per 1,000 Urban Population – (Service Level)	**Decreasing** **Number of other incidents responded to is decreasing**	**2** **High number other incidents responded to**	7.3 7.4 pg. 77
Community Impact Measures				
How many residential fires, with property loss, are occurring?	Rate of Residential Structural Fires with Losses per 1,000 Households – (Community Impact)	**Stable** **Rate of residential fires is stable**	**1** **Lower rate of residential fires**	7.5 7.6 pg. 78
What is the rate of injuries from residential fires?	Residential Fire Related Injuries per 100,000 Population – (Community Impact)	**Favourable** **Decreasing rate of fire related injuries**	**1** **Lowest rate of fire related injuries**	7.7 7.8 pg. 79
What is the rate of fatalities from residential fires?	Residential Fire Related Fatalities per 100,000 Population – (Community Impact)	**Favourable** **Decreasing rate of fire related fatalities**	**3** **High rate of fire related fatalities**	7.9 7.10 pg. 79

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Customer Service Measures				
How long does it take (response time) for fire services to arrive at the scene of emergency?	Actual – 90th Percentile Station Notification Response Time for Fire Services in Urban Component of Municipality – (Customer Service)	**Favourable** **station notification response time decreased slightly**	**2** **Station notification response time is shorter**	7.11 7.12 pg. 80
Efficiency Measures				
What does it cost per hour, to have a front-line fire vehicle available to respond to emergencies?	Fire Operating Cost (Urban Areas) per In-Service Vehicle Hour – (Efficiency)	**Unfavourable** **Increasing cost per in-service vehicle hour**	**4** **Highest cost per in-service vehicle hour**	7.13 7.14 pg. 81
Overall Results		**Service Level Indicators (Resources)** 0 - Favourable 1 - Stable 1 - Unfavour. 50% favourable or stable	**Performance Measures (Results)** 3 - Favourable 1 - Stable 1 - Unfavour. 80% favourable or stable	**Service Level Indicators (Resources)** 1 - 1st quartile 3 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 66% above median	**Performance Measures (Results)** 2 - 1st quartile 1 - 2nd quartile 1 - 3rd quartile 1 - 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 7 municipalities.

How many hours are Toronto's fire vehicles in-service and available to respond to emergencies?

Chart 7.1- City of Toronto
Number In-Service Fire Vehicle Hour per Capita (Service Level)
2004-2008



	2004	2005	2006	2007	2008
vehicle hours per capita	0.48	0.47	0.47	0.46	0.46
total vehicle hours	1,278,485	1,275,768	1,275,086	1,262,298	1,255,500

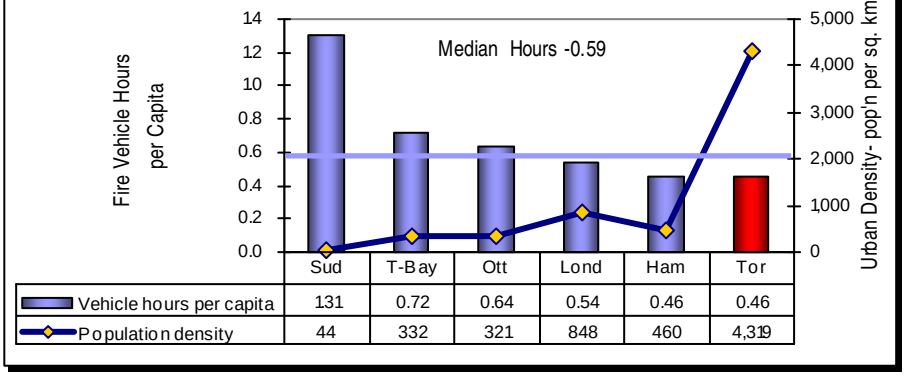
The number of hours that fire vehicles are in-service and are either responding to, or available to respond to emergencies, is the primary unit of service used for fire operations.

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

Chart 7.1 provides Toronto's results for the number of in-service fire vehicle hours per capita, as well as total vehicle hours from 2004 to 2008. It shows total hours being fairly stable over this period.

How do Toronto's in-service fire vehicle hours, compare to other municipalities?

Chart 7.2 - OMBI 2008
Fire In-Service Vehicle Hours (in Urban Areas) per Capita (Service Level)
& Urban Population Density



	Sud	T-Bay	Ott	Lond	Ham	Tor
Vehicle hours per capita	131	0.72	0.64	0.54	0.46	0.46
Population density	44	332	321	848	460	4,319

Chart 7.2 compares Toronto's 2008 in-service vehicle hours per capita, to other municipalities (urban areas only), which are shown as bars relative to the left axis. Toronto ranks 6th of 6 municipalities (4th quartile), in terms of having the highest number of vehicle hours.

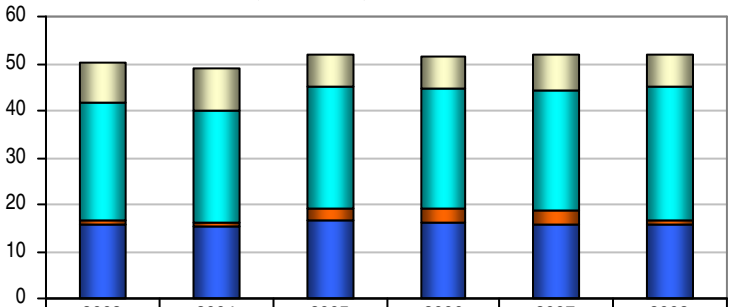
Population density can have a significant impact on the requirement for fire vehicles. Proportionately fewer fire stations and vehicle hours may be required in densely populated municipalities such as Toronto, because of proximity to residents and businesses, while less densely populated areas may require more fire vehicles and stations in order to provide desired response times. Urban population densities for the OMBI municipalities have been plotted above as a line graph relative to the right axis on Chart 7.2 and there does appear to be an inverse relationship between vehicle hours and population density. Toronto's urban form also requires different response capabilities and equipment.

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

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

How many and what type of emergency incidents does Toronto fire services respond to each year?

Chart 7.3 - City of Toronto
No. of Incidents Responded to (by Type) per 1,000 Population (Service Level)
(2003-2008)



	2003	2004	2005	2006	2007	2008
Total	50.4	48.8	52.1	51.3	52.0	51.8
Other	8.9	8.8	6.8	6.7	7.6	6.8
Medical	24.8	24.1	26.0	25.6	25.6	28.6
Rescues	0.8	0.8	2.9	3.0	3.0	0.8
Fires/Expl/Alarms	15.9	15.2	16.4	16.0	15.8	15.7

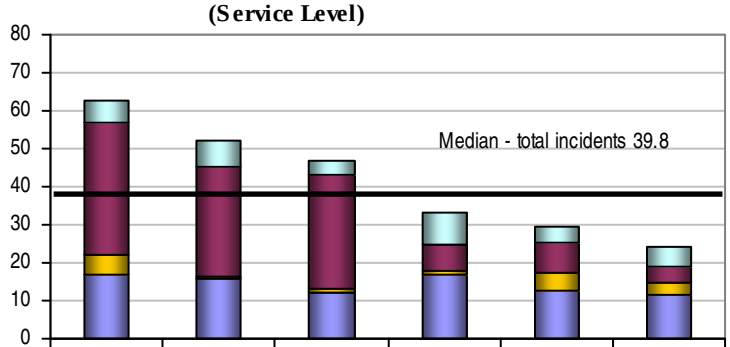
Chart 7.3 provides the number and type of incidents responded to by Toronto Fire Services in 2003 to 2008, expressed on a per 1,000 population basis.

In 2008, there were over 142,000 incidents responded to and in relation to 2007 there was:

- a decrease in the number of total incidents
- a slight decrease in fires, explosions and alarms
- a decrease in the number of rescues
- an increase in the number of medical calls
- a decrease in other incidents

How do the number of emergency incidents responded to in Toronto, compare to other municipalities?

Chart 7.4- OMBI 2008
No. of Incidents Responded to (by Type) per 1,000 Population in Urban Areas
(Service Level)



	T-Bay	Tor	Ham	Sud	Ott	Lond
Total	62.7	51.9	46.9	32.8	29.2	24.2
Other	6.0	6.8	3.7	8.4	4.2	5.1
Medical	34.6	28.6	30.1	6.4	7.6	4.3
Rescues	5.2	0.8	0.8	1.2	4.7	3.3
Fires/Expl/Alarms	16.9	15.7	12.3	16.9	12.8	11.5

Chart 7.4 compares Toronto's 2008 results for the number of incidents per 1,000 persons, to other Ontario Municipalities for their urban areas.

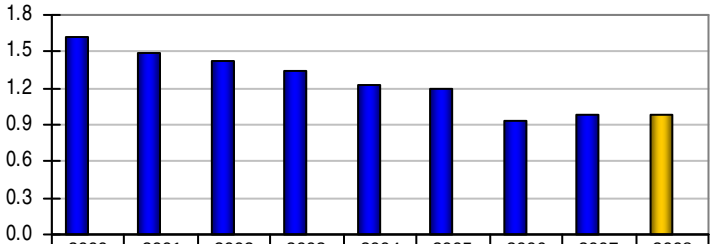
In terms of having the highest number of incidents per 1,000 population, Toronto ranks:

- 2nd of 6 (1st quartile) for the total number of incidents.
- 3rd of 6 (2nd quartile) for fires, explosions and alarms
- 6th of 6 (4th quartile) for rescues
- 3rd of 6 (2nd quartile) for medical calls
- 2nd of 6 (2nd quartile) for other incidents.

In some municipalities, depending on response agreements between Fire Services, Emergency Medical Services (EMS) and hospital protocols, responses to medical calls can also be a significant component of total responses. In Toronto during 2008 there were over 78,000 medical calls accounting for approximately 55% of the more than 142,000 incidents responded to by Toronto Fire Services.

How many residential fires, with property loss, are occurring in Toronto?

Chart 7.5- City of Toronto
Rate of Residential Structural Fires with Property Losses per 1,000 Households
2000-2008 (Community Impact)



	2000	2001	2002	2003	2004	2005	2006	2007	2008
# of fires /1,000 HH	162	149	143	135	123	120	0.94	0.98	0.98
Total Residential Fires	1,558	1,454	1,411	1,346	1,244	1,228	995	1,053	1,060

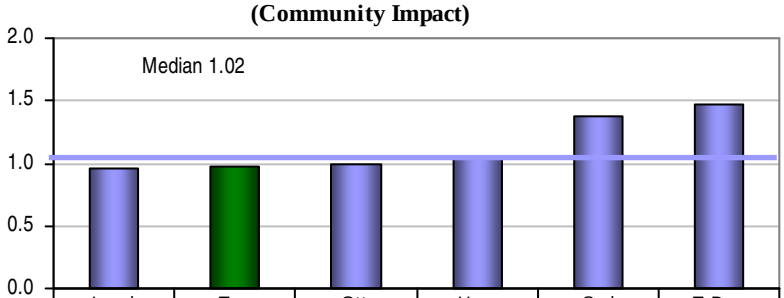
2006 fire per 1,000 HH revised from 0.97 to reflect revised nuimber of households to be comparable to 2007.

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

Chart 7.5 provides the rate of residential fires in Toronto per 1,000 households from 2000 to 2008. Results show a consistent decline in the rate of residential fires until 2006, stabilizing after that. The decline provides an indication that fire prevention and education programs are working effectively.

How does Toronto's rate of residential fires compare to other municipalities?

Chart 7.6 - OMBI 2008
Rate of Residential Structural Fires with Property Losses per 1,000 Households
(Community Impact)



	Lond	Tor	Ott	Ham	Sud	T-Bay
Rate of Fires	0.96	0.98	0.99	104	137	148

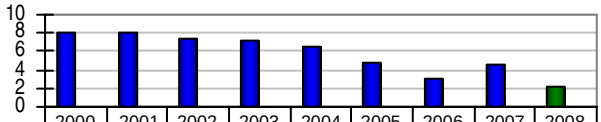
Chart 7.6 compares the 2008 rate of residential fires in Toronto, to other municipalities. Toronto ranks 2nd of 6 municipalities (1st quartile) in terms of having the lowest rate of fires.

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

- the age and densification of the housing stock
- the extent of fire prevention and education efforts
- socio-demographics
- enforcement of the fire code

What is the rate of injuries from residential fires in Toronto?

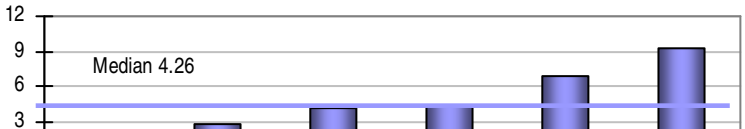
Chart 7.7- City of Toronto
Rate of Residential Fire Related Injuries per 100,000 Persons (Community Impact)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
# of fire injuries/100,000 persons	8.15	7.94	7.44	7.26	6.44	4.82	3.03	4.47	2.26
total fire injuries	209	206	195	192	172	130	82	122	62

How does Toronto's rate of injuries from residential fires, compare to other municipalities?

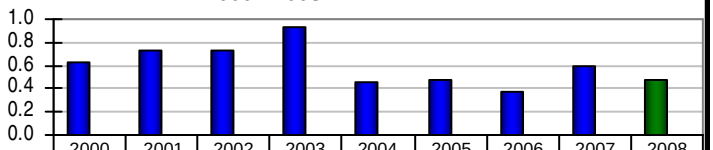
Chart 7.8- OMBI 2008
Rate of Residential Fire Related Injuries per 100,000 Persons (Community Impact)



	Tor	T-Bay	Lond	Ott	Sud	Ham
Injuries per 100k	2.26	2.75	4.18	4.34	6.85	9.25

What is the rate of fatalities from residential fires in Toronto?

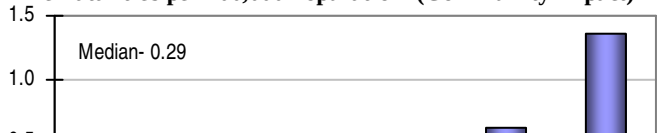
Chart 7.9 - City of Toronto
Rate of Residential Fire Related Fatalities per 100,000 Persons (Community Impact)
2000 - 2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
# of fire fatalities/100,000 persons	0.62	0.73	0.73	0.94	0.45	0.48	0.37	0.59	0.47
total fatalities	16	19	19	25	12	13	10	16	13

How does Toronto's rate of fatalities from residential fires compare to other municipalities?

Chart 7.10- OMBI 2008
Rate of Residential Fire Fatalities per 100,000 Population (Community Impact)



	Lond	T-Bay	Ott	Tor	Sud	Ham
fatalities per 100,000 persons	0	0	0.11	0.47	0.62	135

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

Chart 7.7 provides the number of residential fire related injuries there were in Toronto per 100,000 persons, from 2000 to 2008. It shows a longer term decreasing trend.

Chart 7.8 compares Toronto's 2008 rate of residential fire related injuries per 100,000 population, to other Ontario municipalities. Toronto ranks 1st of 6 municipalities (1st quartile) for the lowest rate.

Chart 7.9 provides the number of residential fire related fatalities there were in Toronto per 100,000 persons, from 2000 to 2008.

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

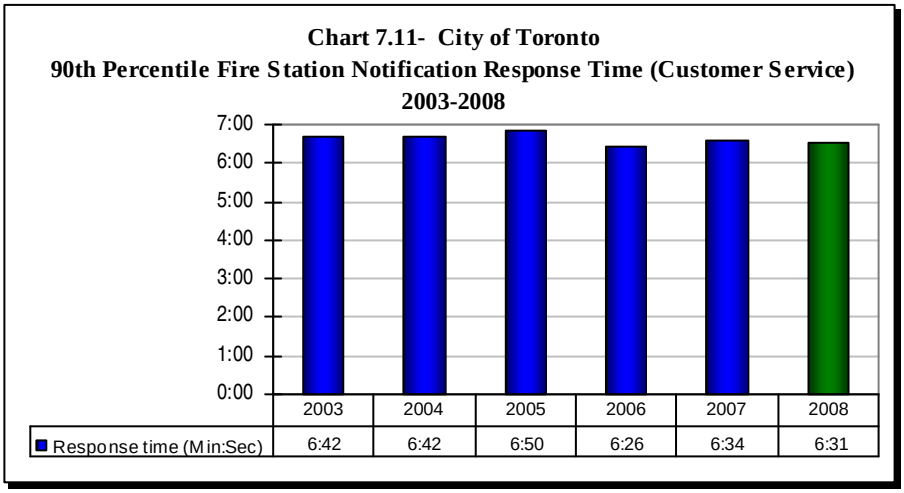
Chart 7.10 compares Toronto's 2008 rate of residential fire related fatalities to other Ontario municipalities and Toronto ranks 4th of 6 municipalities (3rd quartile) in terms of the lowest rate.

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

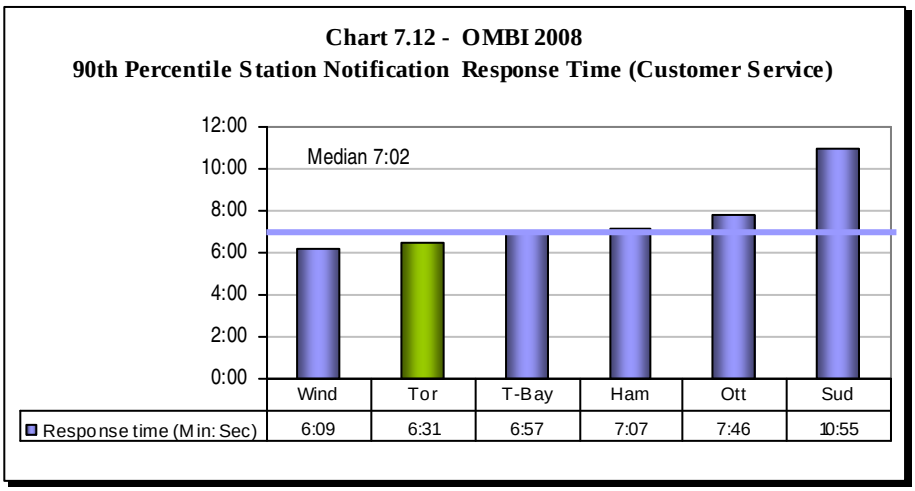
- the age and densification of housing (apartments/houses)
- fire prevention/education efforts
- socio-demographics
- enforcement of the fire code.
- presence of working smoke alarms

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

How long does it take (response time) in Toronto for fire services to arrive at the emergency scene?



How does Toronto's fire response time compare to other municipalities?



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

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

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

Chart 7.11 provides Toronto's 90th percentile fire station notification response time from 2003 to 2008. In 2008, this was 6 minutes and 31 seconds, which is a slight improvement over 2007. If the Fire dispatch time was also added, the 2007 total response time in Toronto would be 7 minutes and 31 seconds, however this excludes the 911 call handling time.

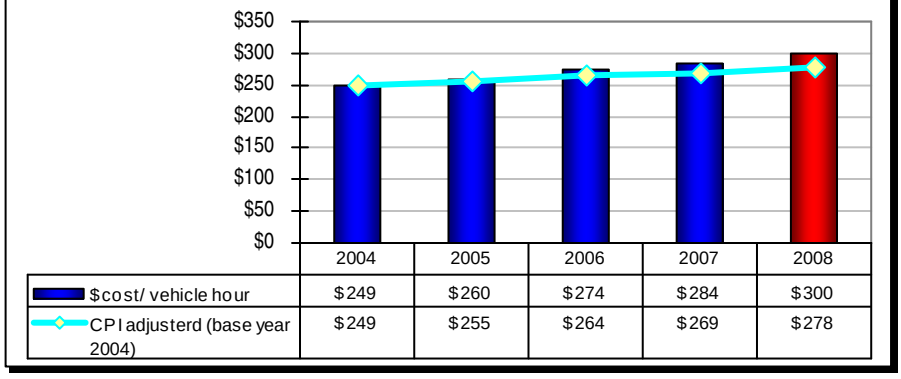
Chart 7.12 compares Toronto's 2008 station notification response time (90th percentile) to other municipalities. Toronto ranks 2nd of 6 municipalities (2nd quartile) in terms of having the lowest response time.

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

- differences in population densities
- the nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes)
- geography and topography
- transportation routes, traffic congestion and travel distances
- staffing levels on fire apparatus/vehicles

What does it cost in Toronto per hour, to have a front-line fire vehicle available to respond to emergencies?

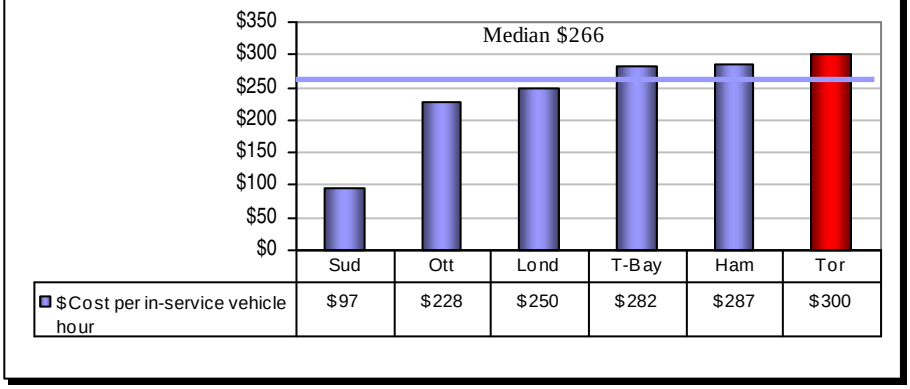
Chart 7.13 - City of Toronto
Cost of Fire Services per In-Service Vehicle Hour (Efficiency)
2004 - 2008



	2004	2005	2006	2007	2008
$cost/ vehicle hour	$249	$260	$274	$284	$300
CPI adjusterd (base year 2004)	$249	$255	$264	$269	$278

How does Toronto's fire cost per in-service vehicle hour, compare to other municipalities?

Chart 7.14- OMBI 2008
Cost of Fire Services (Urban Areas) per In-Service Vehicle Hour (Efficiency)



	Sud	Ott	Lond	T-Bay	Ham	Tor
$Cost per in-service vehicle hour	$97	$228	$250	$282	$287	$300

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

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

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

Chart 7.13 provides the cost per hour in Toronto from 2004 and 2008, to have a front-line vehicle in service, staffed and available to respond to emergencies. The cost increase each year is primarily related to increased wages and benefits from collective agreements. Data is also provided that also adjusts for annual changes in Toronto's Consumer Price Index (CPI), using 2004 as the base year, which is plotted as a line graph.

Chart 7.14 compares Toronto's 2008 fire cost per in-service vehicle hour, to other Ontario municipalities. Toronto ranks 6th of 6 municipalities (4th quartile) in terms of having the lowest cost per hour. As noted earlier, Sudbury's lower costs relates to specialty vehicles such as bush trucks and water tankers used to combat forest fires that do not have fully dedicated staff, but utilize firefighters from other vehicles should the need for their use arise.

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

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

2009 Achievements and 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:

  - conducted a provincial HUSAR mock deployment exercise in Ottawa, Ontario. Also participated as an international visitor in a HUSAR exercise held outside of Buffalo, New York.
  - began implementation of the Risk Watch public education program into senior elementary school grades (previously this program ended at Grade 4).
  - launched a new public education program (in partnership with Enbridge Gas) aimed at reducing residential fire deaths to zero. “Project Zero” is the first program of its kind in the City of Toronto, where Fire Inspectors go door to door in the community, checking for the presence of working smoke alarms in an effort to eliminate fire deaths in Toronto.
  - implemented mobile tablets into the Fire Prevention Division, allowing inspectors to spend more time in the field doing inspections and less time in the office
  - implemented recommendations regarding the amalgamation of administrative services resulting from the Fire/EMS Program Review
  - completed a remediation project to remove old/obsolete radio towers across the City

- 2010 Initiatives Planned:

  - reduce retrofit inspections to zero – hotel retrofits to be completed within the mandated five (5) year time from January 1, 2007 to January 1, 2012. In addition, Fire Services should complete plans examination and approve plans for the Building Department within seven (7) working days. Preliminary new building inspections should be done within five (5) working days of notification, and final inspection within two (2) working days of notification
  - integrate the use of residential fire sprinklers in proposed buildings, which are a key to promoting life safety and reducing property damage
  - increase the efficiency of Fire Prevention Inspectors by 10% within three years through the use of mobile tablets introduced in 2009
  - provide public education forums (1,000 events annually) to promote fire safety, special events and advertising;
  - implement the risk watch program in all (191) TCDSB schools by June 2010 as well as increase the number of schools participating in the risk watch program to 400 from 225 by 2010.
  - introduce a new fee ($350 per vehicle dispatched) for the first malicious/nuisance false alarm incident. This fee is intended to reduce the approximately 15,000 false alarms each year that are responded to, which ties up fire vehicles and firefighters that are unavailable for valid emergencies.

General Revenue Services

General Revenue Services refers to services provided for the billing and issuance of invoices and for the collection of accounts receivable owed to the municipality by citizens, businesses and other agencies that do business with the municipality.

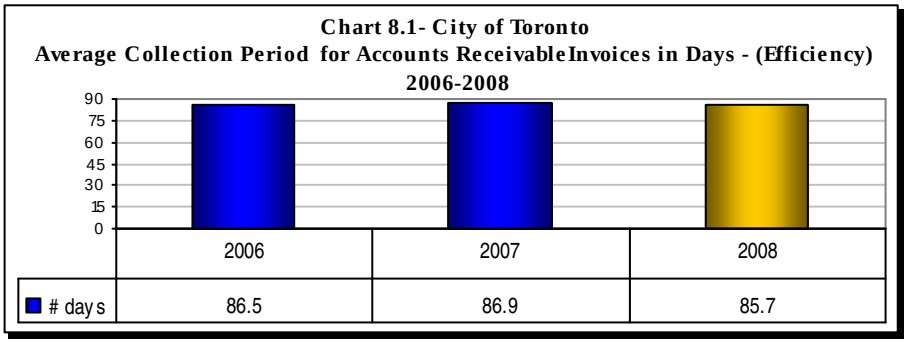
The goal of General Revenue Services is to ensure the municipality collects revenue to which it is entitled in a timely, accurate, and efficient manner in order to assist the municipality in exercising prudent fisscal management. This service includes:

- cash receipts
- local improvement billing
- special assessment billing
- processing bill payments and collections
- monitoring the performance of accounts receivable

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Efficiency Measures				
How long does it take for the municipality to receive payment on invoices issued?	Average Collection Period for Accounts Receivable in Days - (Efficiency)	**Stable** **Number of days to receive payment on invoices issued is stable**	**4** **Higher number of days to receive payment on invoices issued**	8.1 8.2 pg. 85
How many of the invoices billed are never collected?	Bad Debt Write-off as a Percentage of Revenue Billed - (Efficiency)	**Favourable** **Decreased level of uncollectable amounts**	**2** **Lower levels of uncollectable amounts**	8.3 8.4 pg. 85
How much does it cost to bill and collect an accounts receivable invoice?	Cost of Accounts Receivable Function per Invoice Issued- (Efficiency)	**Unfavouarable** **Increasing cost per invoice**	**4** **Higher cost per invoice**	8.5 pg. 86
Overall Results		**Service Level Indicators (Resources)** n/a **Performance Measures (Results)** 1- Favourable 1- Stable 1 -Unfavour. 67% favourable or stable	**Service Level Indicators (Resources)** n/a **Performance Measures (Results)** 0 - 1st quartile 1 - 2nd quartile 0- 3rd quartile 2 - 4th quartile 33% above median	

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

How long does it take for Toronto to receive payment on invoices issued?



In 2008, Toronto issued approximately 121,000 invoices with an invoice value of over $2 billion for functions such as, provincial sharing of costs for social programs, sale of blue boxes, and work done on roads by utility companies.

Once these invoices have been issued, it is important that these amounts be collected on a timely basis in order to optimize the city's cash flow.

Chart 8.1 reflects the average collection period in Toronto for these invoices, which was fairly stable at about 87 days between 2006 and 2008.

How does Toronto compare to other municipalities for the length of time to receive payment on invoices issued?

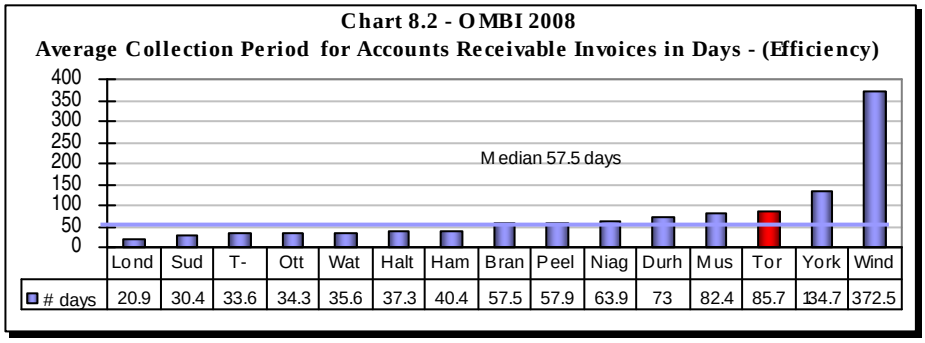
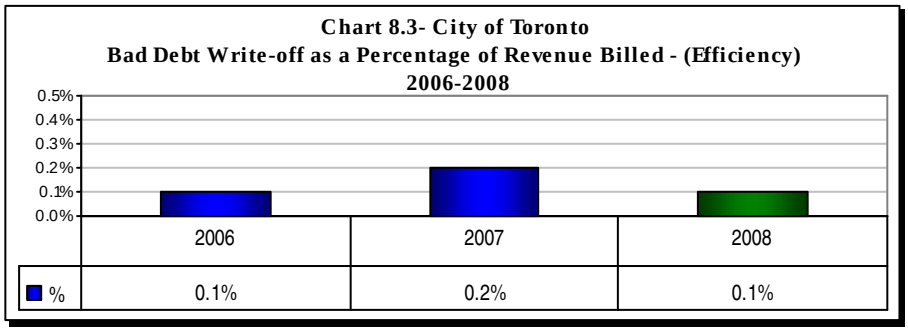


Chart 8.2 compares Toronto's 2008 average collection period for accounts receivable invoices to other municipalities and Toronto ranks 13th of 15 (4th quartile) in terms of having the shortest collection period.

How many of the invoices billed in Toronto are never collected?



For invoices that can't be collected on a timely basis it is important that every effort be made to ultimately collect these amounts. Amounts that are deemed to be uncollectible are considered to be a bad debt expense and are written off.

How does Toronto compare to other municipalities in terms of invoices billed that are never collected?

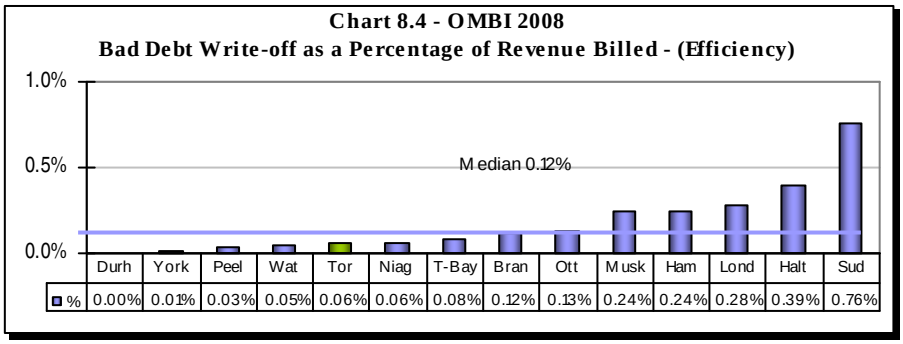


Chart 8.3 shows Toronto's bad debt expense to be very low and in 2008 represented only 0.1% of the revenues billed. As Chart 8.4 illustrates, in relation to other municipalities Toronto's 2008 result ranked 5th of 14 municipalities (2nd quartile) in terms of having the lowest rate of bad debt expense.

How much does it cost to bill and collect an accounts receivable invoice?

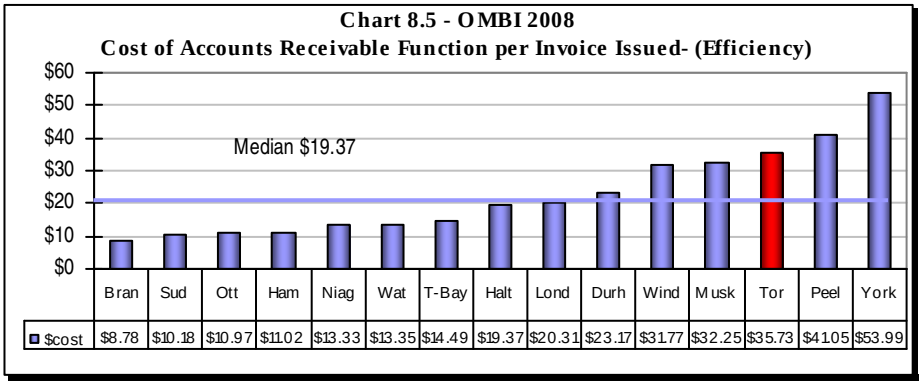


Chart 8.5 provides the 2008 cost of the accounts receivable function to bill and collect one invoice. Toronto ranks 13th of 15 municipalities (4th quartile), in terms of having the lowest cost.

One factor in Toronto's higher cost appears to be the size of the average invoice. The three municipalities with the highest cost per invoice issued, which includes Toronto, also have the three highest average dollar values per invoice issued.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - the automation of “dunning letters” and late payment charges.
- 2010 Initiatives Planned:
    - re-engineering of the business processes
    - providing process information on our Web site for internal use
    - initiating on-line payments through our banking institutions

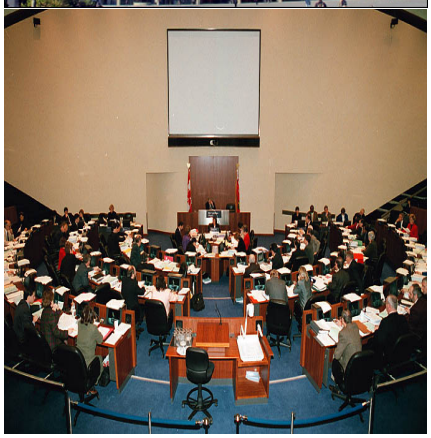
Factors Influencing Results of Municipalities

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

- level of government and types of services: single-tier vs. two-tier and the specific services each one offers will affect the results
- systems/processes: the type and quality of systems used to capture Accounts Receivable including uploads and automated billing will influence results
- municipal policy: collection practices and payment terms.

Governance & Corporate Management

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



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

Corporate management activities also include:

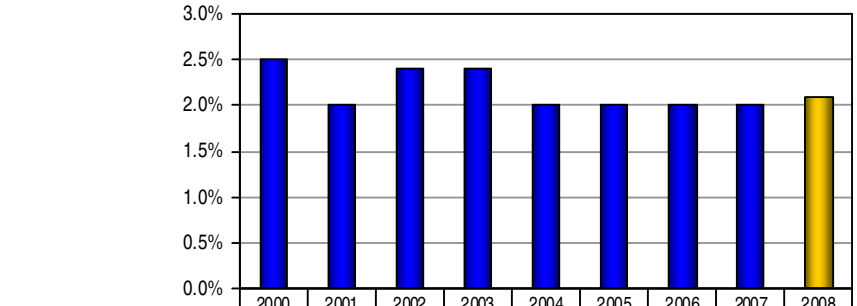
- City Manager
- Auditor General
- Corporate Accounting
- Corporate Finance
- Debt Management & Investments
- Development Charges Administration
- Taxation
- Strategic Communications
- Protocol
- Real Estate and properties owned by the City but not used for service delivery, such as Old City Hall and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

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2008		Chart & Page Ref.
Efficiency Measures						
How large is the governance and corporate management structure?	Governance and Corporate Management Costs as a % of Total Operating Costs – (Efficiency)	**Stable** **Costs of governance and corporate management are stable**		**1** **Lowest cost /rate of single-tier municipalities**		9.1 9.2 pg. 89
Overall Results		**Service Level Indicators (Resources)** n/a	**Performance Measures (Results)** 0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	**Service Level Indicators (Resources)** n/a	**Performance Measures (Results)** 1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	

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

How large is the governance and corporate management structure in Toronto?

Chart 9.1 - City of Toronto
Governance and Corporate Management Costs
as a Percentage of Total Operating Expenditures (Efficiency)
2000-2008



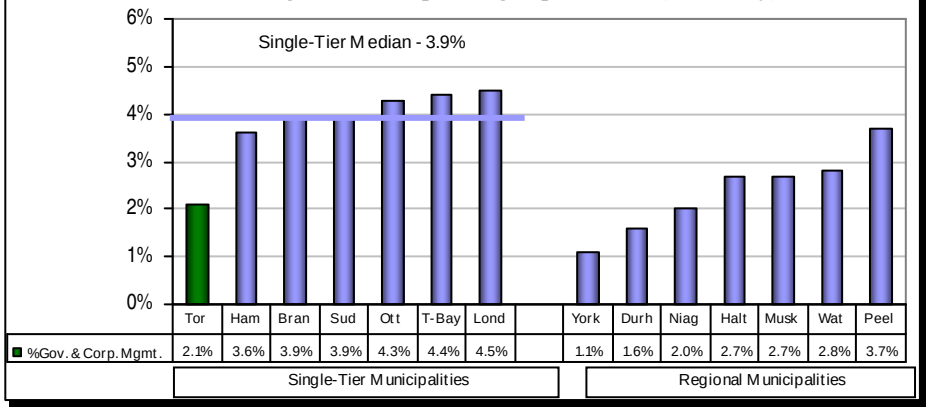
	2000	2001	2002	2003	2004	2005	2006	2007	2008
% Governance and Corporate Management	2.5%	2.0%	2.4%	2.4%	2.0%	2.0%	2.0%	2.0%	2.1%

Chart 9.1 provides Toronto's governance and corporate management costs as a percentage of total operating expenditures (excluding debt and transfers to capital or reserves) for the years 2000 to 2008. Over this time period Toronto's results have been very stable.

In 2008, these costs represented only 2.1% of total expenditures in Toronto with governance & political support comprising approximately 0.6 % and corporate management & support, accounting for the remaining 1.5%.

How does the relative size of Toronto's corporate management and governance structure, compare to other municipalities?

Chart 9.2 - OMBI 2008
Governance and Corporate Management Costs
as a Percentage of Total Operating Expenditures (Efficiency)



	Tor	Ham	Bran	Sud	Ott	T-Bay	Lond		York	Durh	Niag	Halt	Musk	Wat	Peel
%Gov. & Corp. Mgmt.	2.1%	3.6%	3.9%	3.9%	4.3%	4.4%	4.5%		1.1%	1.6%	2.0%	2.7%	2.7%	2.8%	3.7%
	Single-Tier Municipalities								Regional Municipalities						

Chart 9.2 compares Toronto's 2008 costs of governance and corporate management to other municipalities.

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

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

Of the single-tier municipalities, Toronto ranks 1st of 7 (1st quartile) with the lowest rate/cost of governance and political support.

The results of Toronto and the other municipalities reflected above exclude the fees charged to municipalities by the Municipal Property Assessment Corporation, (MPAC) for assessment services, as the assessment function is not a responsibility of municipalities.

Hostel Services

Hostel Services provides shelter and assistance to homeless individuals and families with children. Meals and basic necessities are provided in a secure environment, as well as case management, counselling and support programs for adults and children. Housing workers help clients in pursuing permanent housing opportunities.

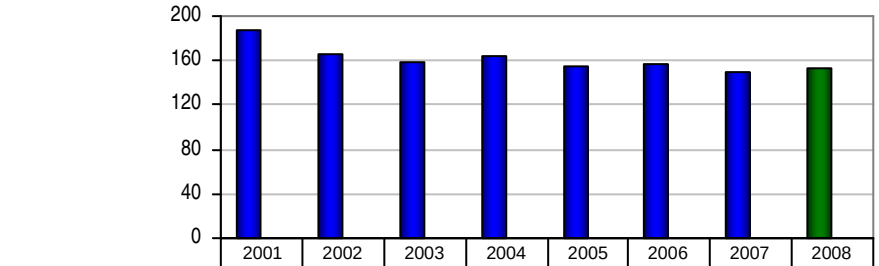
During the winter, additional shelter spaces are made available through the Out of the Cold program and the extreme Cold Weather alert system. City funding also supports the Habitat Services program, which supplies 931 boarding home and rooming house beds for adult psychiatric survivors.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many emergency shelter beds are there?	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population – (Service Level)	**Increase** **More shelter beds in 2008**	**1** **Highest number of shelter beds**	10.1 10.2 pg. 93
Community Impact Measures				
What is the average length of stay for singles and families in emergency shelters?	Average Length of Stay per Admission to Emergency Shelters for Singles & Families – (Community Impact)	**Stable** **average length of stay**	**4** **Longer length of average stay singles and families**	10.3 10.4 pg. 94
What is the average length of stay for singles in emergency shelters?	Average Length of Stay per Admission to Emergency Shelters for Singles - (Community Impact)	**Stable** **average length of stay - singles**	-	10.3 pg. 94
What is the average length of stay for families in emergency shelters?	Average Length of Stay per Admission to Emergency Shelters for Families - (Community Impact)	**Stable** **average length of stay - families**	-	10.3 pg. 94
Customer Service Measures				
What is the occupancy rate of emergency shelter beds?	Average Nightly Bed Occupancy Rate of Emergency Shelters – (Customer Service)	**Stable** **Occupancy rate of shelter beds unchanged**	**2** **Higher occupancy rate of shelter beds**	10.5 10.6 pg. 95
Efficiency Measures				
What does it cost per night to provide a shelter bed?	Gross Hostels Cost per Emergency Shelter Bed Night - (Efficiency)	**Favourable** **Decreased gross cost per shelter bed night**	**4** **Higher gross cost per shelter bed night**	10.7 10.8 pg. 96
Overall Results		Service Level Indicators (Resources): 1 - Favourable, 0 - Stable, 0 - Unfavour. 100% favourable or stable Performance Measures (Results): 1 - Favourable, 4 - Stable, 0 - Unfavour. 100% favourable or stable	Service Level Indicators (Resources): 1 - 1st quartile, 0 - 2nd quartile, 0 - 3rd quartile, 0 - 4th quartile 100% above median Performance Measures (Results): 0- 1st quartile, 1- 2nd quartile, 0- 3rd quartile, 2- 4th quartile 33% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages viii - ix. These quartile results are based on a maximum sample size of 11 municipalities.

How many emergency shelter beds are there in Toronto?

Chart 10.1 - City of Toronto
Number of Emergency Shelter/Hostel Beds per 100,000 Population - (Service Level)
2001-2008



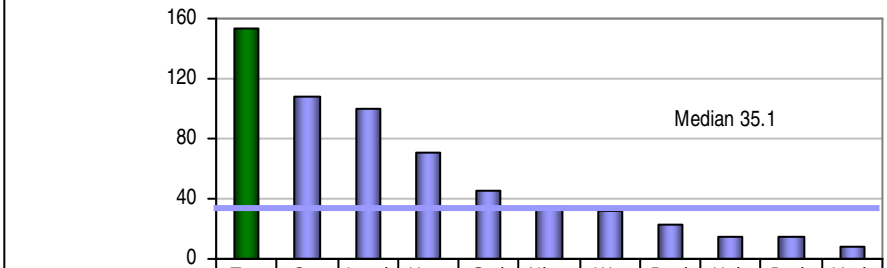
	2001	2002	2003	2004	2005	2006	2007	2008
beds per 100,000 pop'n	188.2	165.7	159.2	164.4	154.8	156.5	150.0	153.6
Total beds	4,881	4,341	4,213	4,393	4,177	4,232	4,094	4,207

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

Chart 10.1 provides information on the number of emergency shelter beds per 100,000 population in Toronto for the years 2001 through 2008.Information on the total number of shelter beds has also been shown.

How does the number of emergency shelter beds in Toronto, compare to other municipalities?

Chart 10.2 - OMBI 2008
Number of Shelter/Hostel Beds per 100,000 Population - (Service Level)



	Tor	Ott	Lond	Ham	Sud	Niag	Wat	Peel	Halt	Durh	York
Beds/100,000 pop'n	153.6	107.6	100.3	71.3	44.8	35.1	31.5	22.2	15.0	14.7	7.4

A direct comparison of 2001 shelter beds to 2008 beds demonstrates a longer-term trend of decrease in the number of shelter beds. Year over year comparison shows both small increases and decreases between years. The increase of shelter beds in 2008 over the number of beds in 2007 is related mostly to the use of motels for the family sector.

Of the 4,207 emergency shelter beds in Toronto in 2008, there were 1,572 or 37% that were operated by the City and another 2,635 or 63% that were contracted through other organizations

Chart 10.2 compares Toronto's 2008 number of emergency shelter beds per 100,000 population, to other municipalities. Toronto ranks 1st of 11 (1st quartile), in terms of having the greatest number of shelter beds.

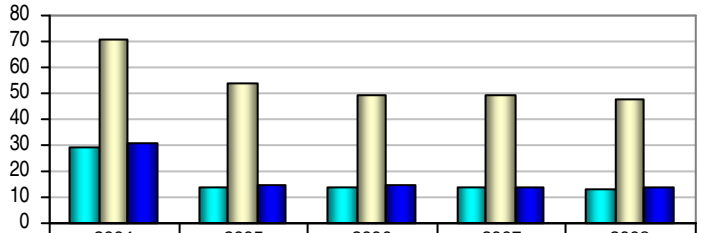
The number of shelter beds in municipalities can be influenced by a number of factors such as:

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

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

What is the average length of stay in Toronto's emergency shelters?

Chart 10.3 - City of Toronto
Average Length of Stay in Emergency Shelters - (Community Impact)
2004-2008



	2004	2005	2006	2007	2008
Singles (days)	29	14	14	14	13
Families (days)	71	54	49	49	48
Singles & Family (days)	30	15	15	14	14

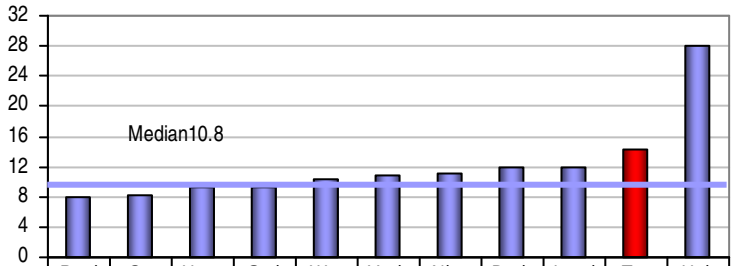
Emergency Shelters are intended to provide temporary short-term accommodation until an individual or family is able to find appropriate housing in the community.

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

Chart 10.3 summarizes the average length of stay for singles and families in Toronto's shelters from 2004 to 2008, as well as a blended result for singles and families.

How does the average length of stay in Toronto's emergency shelters compare to other municipalities?

Chart 10.4 - OMBI 2008
Average Length of Stay (Days) in Emergency Shelters - (Community Impact)
(Singles and Families)



	Peel	Ott	Ham	Sud	Wat	York	Niag	Durh	Lond	Tor	Halt
Single & Fam. (days)	8.1	8.3	9.2	9.4	10.3	10.8	11.2	11.8	12.0	14.4	28.0

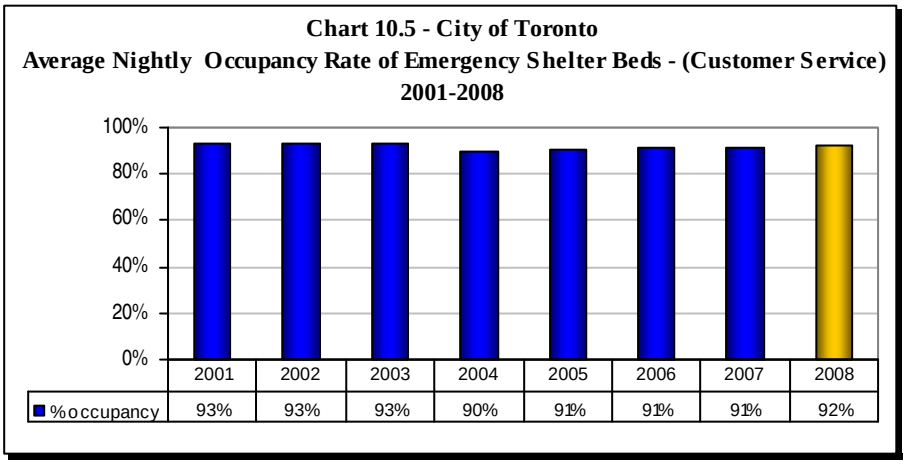
Results show the length of stay in Toronto for singles has remained stable but the length of stay for families has been decreasing, as they have been more successful at re-establishing themselves in the housing market during times of higher vacancy rates.

Chart 10.4 compares the 2008 average blended length of stay in shelters for singles and families in Toronto compared to other municipalities. Toronto ranks 10th of 12 municipalities (4th quartile), in terms of having the shortest length of stay in shelters. In Toronto, the length of stay is impacted by the availability of transitional shelter beds, which have longer stays.

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

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

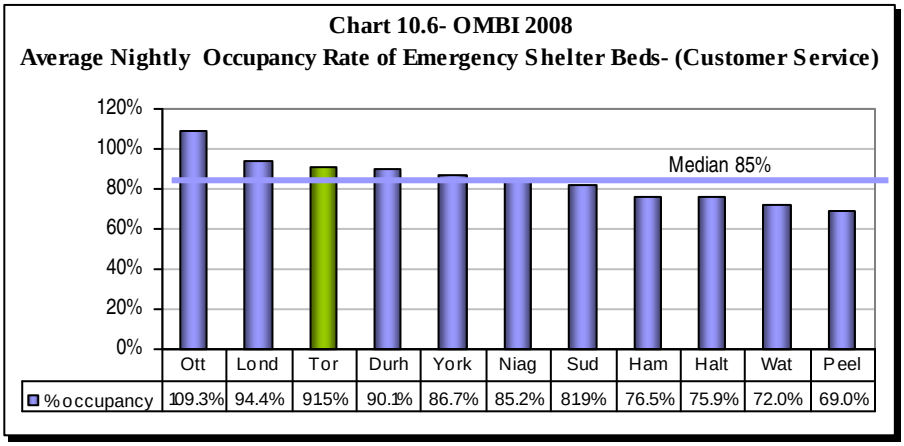
What is the occupancy rate of emergency shelter beds in Toronto?



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

One way of examining a municipality's success in this area is to look at the occupancy rate of emergency shelter beds, which is shown in Chart 10.5 for Toronto for the period of 2001 to 2008.

How does the occupancy rate for shelter beds in Toronto, compare to other municipalities?



The occupancy rate in the whole Hostels system has been stable. Occupancy rates in the family shelter system decreased significantly for a number of years and have stabilized over the last three years even when it increased from the system low of 2004.

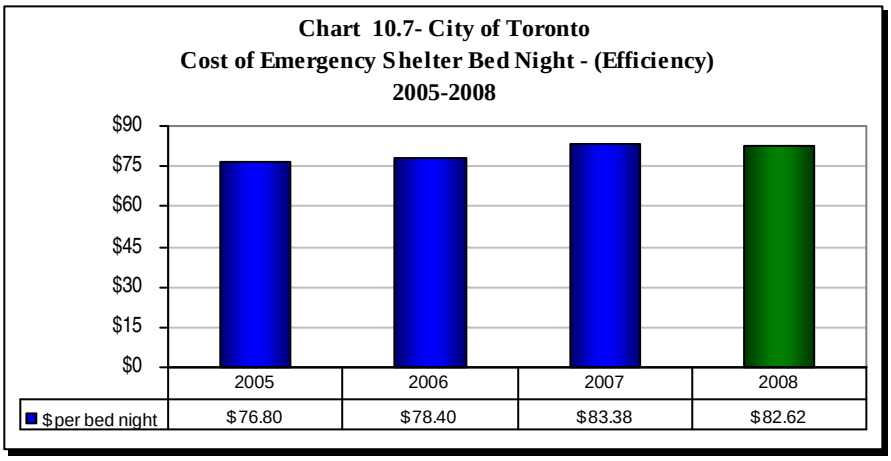
Occupancy rates in the single adult system and youth system have been stable over the last several years.

Chart 10.6 compares the 2008 occupancy rate of Toronto's emergency shelter beds to other Ontario municipalities and Toronto ranks 3rd of 11 municipalities (2nd quartile), in terms of having the highest occupancy rate.

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

- municipal policies regarding eligibility and access for services
- housing vacancy rates in a municipality
- unusual or extreme weather conditions or natural disasters in the course of a given year
- the City of Toronto family shelter system is subject to fluctuation due to external factors. Federal Immigration policy and international geopolitical circumstances can lead to both increases and decreases in family shelter occupancy.

What does it cost per night to provide a shelter bed in Toronto?



The average cost of providing an emergency shelter for one night provides some indication of efficiency and this information is reflected in Chart 10.7 for Toronto for 2005 through 2008. It should be noted that these costs reflect both direct costs and an allocation of internal program support costs such as facilities, information & technology, legal, and human resources.

Costs decreased slightly in 2008.

How does Toronto's nightly cost to provide a shelter bed compare to other municipalities?

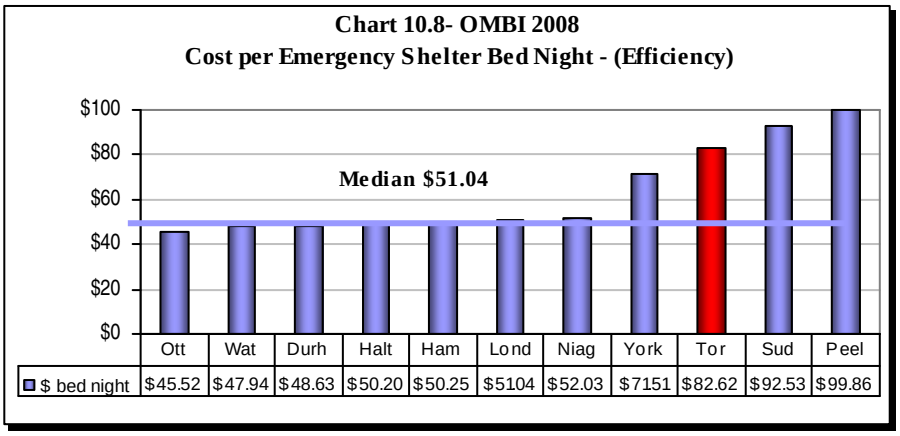


Chart 10.8 compares Toronto's 2008 cost per shelter bed night to other municipalities with Toronto ranking 9th of 11 (4th quartile) in terms of having the lowest cost per night.

Toronto is one of three OMBI municipalities that directly operate some of their own shelters (37 % of the shelter beds in Toronto) while the other seven OMBI municipalities do not directly operate any of their own beds, as they are contracted or purchased from other service providers.

One factor behind Toronto's higher costs is that the City operates 37% of its own shelter beds as noted above. For these municipally operated shelters, 100% of the operating costs are recorded on the City's books. For shelter beds that are purchased or contracted, the amounts paid by municipalities (the amounts on the municipal books) covers only a portion of actual costs of the shelter operation (in Toronto anywhere from 16% to 98% of their costs), with the balance of the other provider's revenues coming from independent fund raising and accessing other sources such as the United Way. With the large majority of OMBI municipalities contracting or purchasing all of their shelter beds, their costs will therefore tend to be lower than in Toronto.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - opened a purpose built shelter for youth with funding for harm reduction programming
    - conducted the City's second Street's Needs Assessment, a survey which helps guide services provided to homeless people
    - received Council approval to negotiate a proposal for the redevelopment of the Seaton House shelter into a larger mixed use development along with other properties surrounding this 580 bed shelter

- 2010 Initiatives Planned:
    - opening of the Assessment and Referral centre at 129 Peter Street, to provide support to the City's street involved homeless clients.
    - completing implementation of the web based Shelter Management Information System (SMIS) in the 57 shelters to provide bed management and case management functions
    - initiating the review of shelter sites for redevelopment as affordable housing and shelter as per the Housing Opportunities Toronto Plan approved by Council in 2009
    - initiating redevelopment process for Seaton House
    - advocating for an improved funding model for shelters/hostels

Investment Management Services

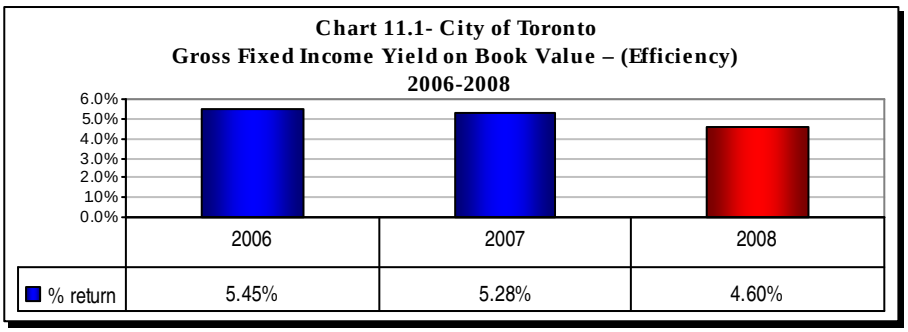
Investment Management Services are provided in Toronto by the Capital
Finance Division, and are responsible for the internal investment manage
portfolios.

In accordance with the Council-approved directive, City funds are manag
provide the highest investment return consistent with the maximum secu
the cash requirements of the City and conforming to all legislation gover
funds.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2008		Chart & Page Ref.
Efficiency Measures						
What rate of return are investments achieving?	Gross Fixed Income Yield on Book Value – (Efficiency)	**Unfavourable** **Decreased rate of return on investments**		**2** **Higher rate of return on investments**		11.1 pg. 101
How much does it cost to manage the city's investments?	Management Expense Ratio– (Efficiency)	**Stable** **Cost to manage investments is stable**		**1** **Lower cost to manage investments**		11.3 11.4 pg. 101
Overall Results		**Service Level Indicators (Resources)** n/a	**Performance Measures (Results)** 0 - Favourable 1 - Stable 1 - Unfavour. 50% favourable or stable	**Service Level Indicators (Resources)** n/a	**Performance Measures (Results)** 1 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	

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

What rate of return is Toronto earning on its investments?



The primary objectives for all of Toronto's investment activities, in order of priority, are:

- ensuring safety of principal
- maintaining adequate liquidity to fund the City's daily cash needs
- maximizing the rate of return while conforming to the first and second objectives

Chart 11.1 summarizes Toronto's gross fixed income yield (rate of return) on the book value of its investments. The decrease in the 2008 return was due to generally lower interest rates offered in the investment industry resulting from the economic recession and the freezing of domestic and international credit markets.

How does Toronto's rate of return on investments compare to other municipalities?

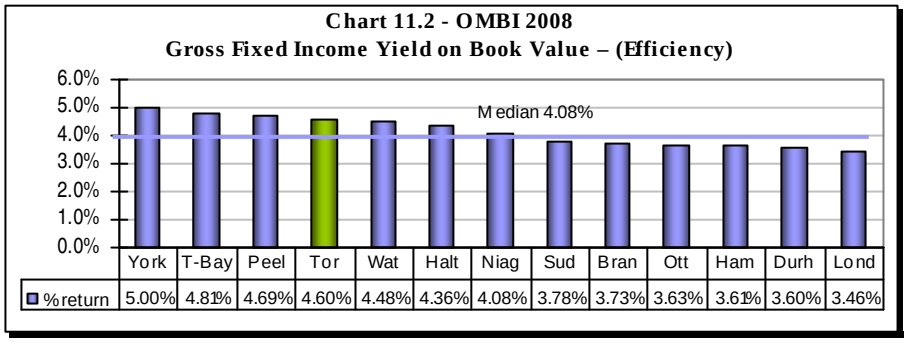
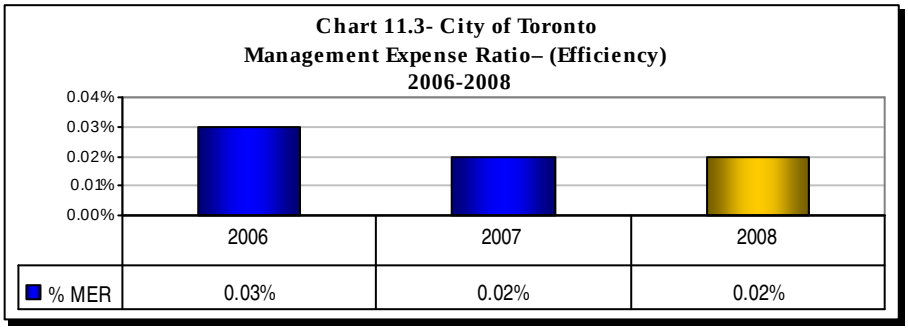


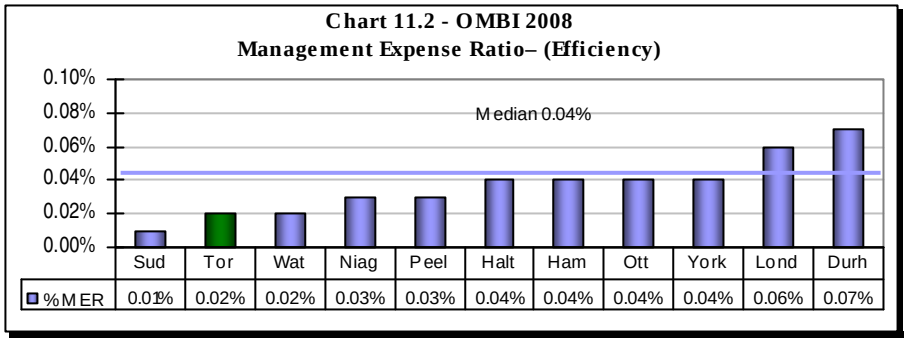
Chart 11.2 compares Toronto's 2008 yield on investments to other municipalities and Toronto ranks 4th of 13 (2nd quartile) in terms of the highest rate of return.

How much does it cost in Toronto to manage the City's investments?



Toronto also strives to keeps its cost of managing these investments low. Chart 11.3 shows these costs, which include both direct and indirect cost such as facility space, to be very stable representing just 0.02% of the investment value in 2008.

How does Toronto's cost to manage investments compare to other municipalities?



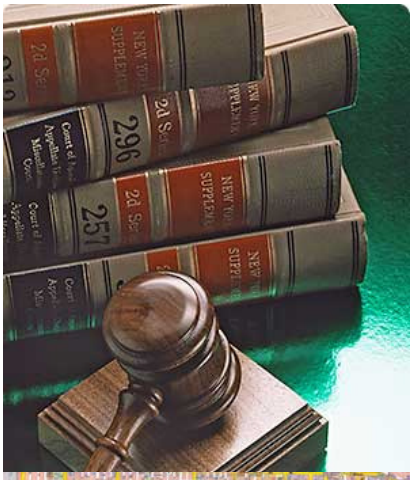
These costs noted above, when expressed as a proportion of the investment value is referred to as the Management Expense Ratio or MER. Chart 11.2 reflects Toronto's MER compared to other municipalities, with Toronto ranking 2nd of 11 (1st quartile) in terms of having the lowest investment management costs.

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:

- asset mix (types of different investment vehicles)
- availability of product
- amount of funds under investment
- cash inflows and outflows (is new cash being added or is the portfolio shrinking?)
- type of investment management (in house vs. the use of external managers and brokers)
- strategies employed (active vs. passive)

Legal Services



The goal of Legal Services is to provide responsive, cost effective legal support to Council, its local boards and staff on governance, strategic initiatives, legislative compliance, risk management and operational issues, using best efforts to see that actions undertaken by the municipality comply with applicable laws and have the desired legal effect.

Some specific objectives of legal services include:

- meeting the needs of council, department heads and staff for timely, accurate and effective legal advice
- protecting, advocating for, and advancing the legal interests of the municipality and the general public interest
- providing cost effective representation of the municipality before the courts and boards/tribunals
- preparing, negotiating and reviewing contracts and agreements to protect the municipality's interests
- overseeing the delivery of services under the Provincial Offences Act consisting of administrative, prosecutorial and court support functions

In Toronto, Legal Services is comprised of more than 100 practicing lawyers, more than 15 law clerks, 11 conveyancing staff, and more than 30 prosecutions staff, providing services to Council, its local boards, and staff in the following areas:

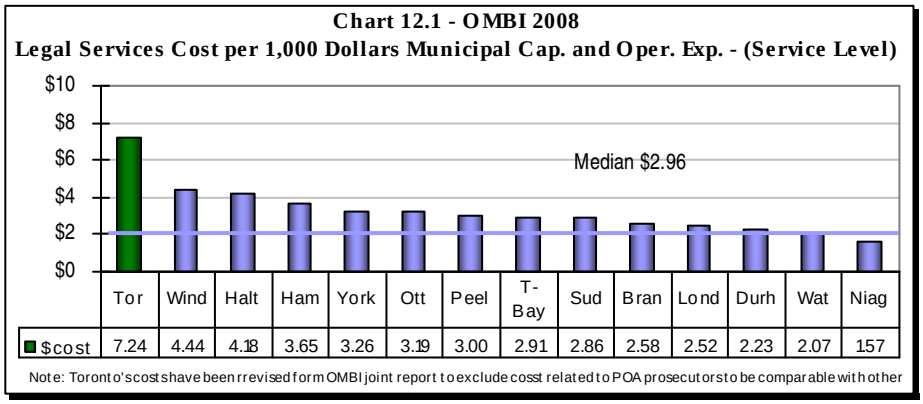
- Municipal Law – providing legal advice and opinions on issues relating to governance, service delivery, operations and corporate initiatives, including contract negotiations and drafting agreements.
- Real Estate Law- providing assistance and advice on a wide-range of diverse and sophisticated real estate transactions dealing with the City's property interests
- Planning and Development Law - providing advice on the use and development of land and policy related matters. Includes matters relating to the Ontario Municipal Board and the Alcohol and Gaming Commission
- Employment Law - providing advice and assistance in matters related to Employment law and deals with issues arising from collective agreements between the City and its unions. Includes dealings with the Labour Relations Board, Workplace Safety and Insurance Appeals Tribunal and the Human Rights Tribunal
- Litigation – representing and defending in litigation matters at all levels of courts and administrative tribunals
- Prosecutions - prosecuting of a wide range of offences committed under City bylaws and Provincial statutes**.**

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How much legal work is required to support municipal services?	Legal Services Cost per 1,000 Dollars Municipal Capital and Operating Expenditures - (Service Level)	**Increasing** **Legal expenditures (service levels) are increasing in proportion to operating and capital expenditures**	**1** **Highest service level of the OMBI municipalities**	12.1 pg. 105
Efficiency Measures				
How much does it cost per hour for internal lawyers, including overhead costs?	Legal Costs per In-house Lawyer Hour - (Efficiency)	**Increasing** **Cost per hour for internal (in-house) legal services is increasing**	**4** **Highest cost per hour for internal (in-house)legal services**	12.2 pg. 105
How much does it cost per hour for external lawyers used?	External Legal Cost per External Lawyer Hour - (Efficiency)	**Stable** **Cost per hour for external legal services is stable**	**4** **Higher cost per hour for external legal services**	12.3 pg. 105

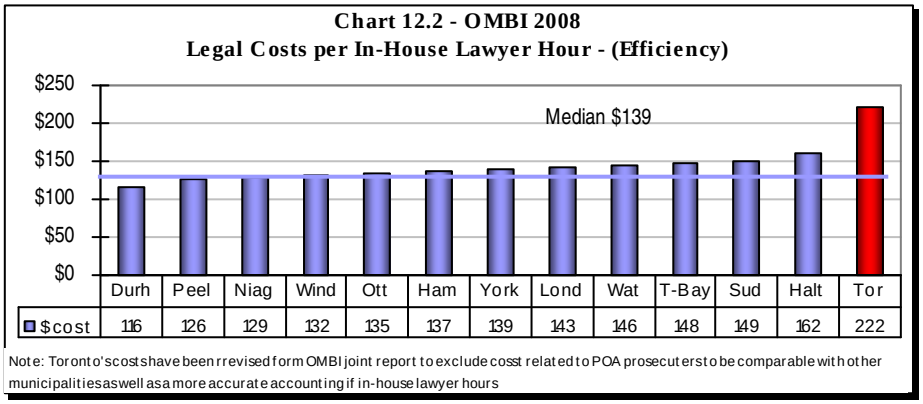
Overall Results	Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
	1 - Favourable 0 - Stable 0 - Unfavour. 100% favourable or stable	0 - Favourable 1 - Stable 1 - Unfavour. 50% favourable or stable	1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	0 - 1st quartile 0 - 2nd quartile 0 - 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 14 municipalities.

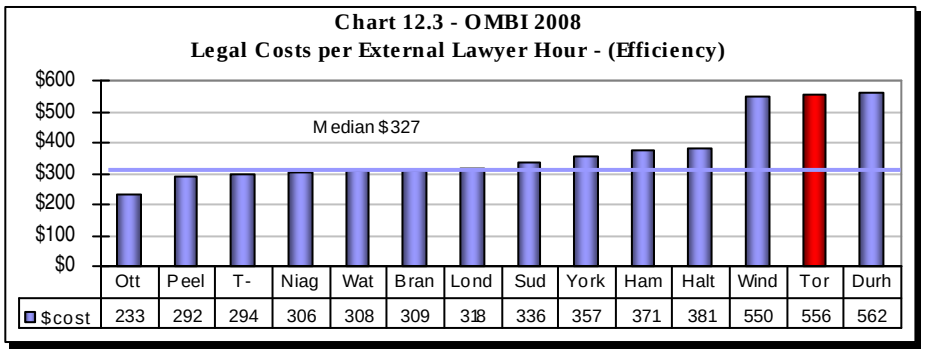
How much legal work is required to support municipal services?



How much does it cost per hour for internal lawyers, including overhead costs?



How much does it cost per hour for external lawyers used?



Each municipality's requirement for legal services to support its operations differs due to factors such as those listed on the next page. One way of comparing the volume of legal services (service levels) provided is to relate legal expenditures to the operating and capital expenditures of the municipal services they support.

Chart 12.1 compares Toronto's 2008 level of legal expenditures to other municipalities and Toronto ranks 1st of 14 (1st quartile) in terms of having the highest expenditure/service level. This high ranking is likely due to:

- Toronto's urban environment leading to a greater complexity of files, greater volumes and higher dollar values
- many municipalities don't undertake new initiatives until Toronto has done it and withstood legal challenges

Toronto's legal services costs increased in 2008 primarily from the addition of 4 solicitors in the Municipal Law area.

Chart 12.2 compares Toronto's 2008 cost per hour for internal (in-house) lawyers to other Ontario municipalities. This includes all overhead and legal staff supporting lawyers. Toronto's ranks 13th of 13 (4th quartile) in terms of having the lowest cost per hour.

Chart 12.3 compares Toronto's 2008 cost per hour for external lawyers to other Ontario municipalities. Toronto's ranked 13th of 14 (4th quartile) in terms of having the lowest cost per hour.

With respect to Toronto's higher in-house legal cost per lawyer hour there are a number of factors behind this. Toronto has a greater proportion of paralegal staff, and although their time is not considered as "lawyer hours", their work such as preparing standard form agreements is less costly compared to other municipalities if that work is being done by lawyers.

Toronto also provides full in-house legal services as described on the lead page, often involving complex matters. Outside counsel are only used in extremely specialized or complex matters with this legal expertise being much more expensive, as evidenced by the differences in rates shown in Charts 12.2 and 12.3 above. Similar legal matters dealt with by in-house lawyers in Toronto, in another municipality may be handled by an external lawyer at a higher cost.

2009 Achievements

In 2009 Legal Services provided legal research, advice, opinions, counsel, negotiation and drafting services to facilitate major corporate initiatives and participated in the implementation and roll-out of major corporate projects such as:

- provided strategic advice and services relating to the Union Station revitalization
- provided strategic advice and services relating to the harmonized Sign By-law and associated Third Party Sign Tax
- represented the City for the sale of the Sony Centre development rights
- represented the City for the acquisition of lands required for the Transit City initiatives and the Spadina Subway Extension
- provided legal advice to the collective bargaining teams
- represented the City's interests in Divisional Court on the appeal of the bank towers Assessment Review Board's decision and received a favourable decision from Divisional Court
- defended the City's interests in the airport exemption by-law challenge
- defended the City's interests in the class proceeding with respect to the explosion at 2 Secord Avenue

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:

- organizational form - determines whether all legal costs are controlled centrally by Legal Services as well as the mix of external vs. in-house lawyer hours
- staffing model - the ratio of paralegal and administrative staff to lawyers affects the cost per lawyer hour, as only lawyer hours are reflected in the cost per hour calculations
- litigation costs - the nature and volume of legal claims (including civil claims, human rights matters, contractual disputes, by-law challenges, and applications for Judicial review), drive legal costs
- council philosophy - cost benefit of settling claims at different stages
- municipal services - different services can demand varying levels of legal support
- client initiatives - new initiatives (i.e. re-organization or restructuring, amendments to by-laws, introduction of new by-laws, official plan review, major infrastructure projects) often generate a considerable amount of legal work and may impact both internal and external legal hours as well as cost per hour
- reimbursement of legal fees to municipal employees and members of council - employees and council members may be reimbursed for legal costs incurred to retain external lawyers when they are not represented by in-house lawyers
- the rates of pay for lawyers in municipalities

Library Services

Public libraries provide services for residents of all ages and backgrounds in a welcoming and supportive environment. Libraries promote literacy, address residents' educational and recreational needs and enhance their quality of life. Libraries are important community hubs which strengthen community connections and build diverse communities. Libraries also promote the skill of reading.

Public libraries provide responsive collections, services and programs which proactively address diverse and changing community needs. Partnerships enhance and extend the library's reach, remove barriers and engage residents in services.

In an information society, access to the Internet and technology is essential to meaningful participation in daily life. Public libraries have an important role in addressing the digital divide, which is residents' lack access to technology or the skills to use it effectively. The digital divide is related to education, income and age. Libraries address this divide by providing access to the Internet, computers, wireless access and user education. For some residents the public library is their main access, for others it augments access available at home, work or school. Increasingly, collections, programs and services are offered online, enhancing accessibility and engaging new library users.

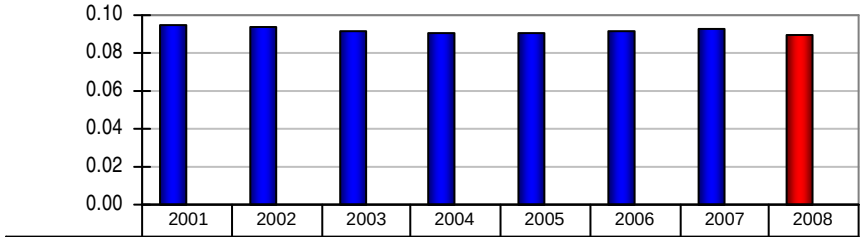
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many hours of service are provided at library branches?	Annual Number of Library Service Hours per Capita – (Service Level)	**Unfavourable** **Decrease in number of library hours**	**3** **Low number of library hours**	13.1 13.2 pg. 109
What is the Size of Library Holdings/ Collection?	Number of Library Holdings per Capita - (Service Level)	**Favourable** **Increase in size of library holdings**	**1** **Higher number of library holdings**	13.3 13.4 pg. 110
Community Impact Measures				
How often do residents use the library system?	Annual Library Uses per Capita (Electronic & Non-Electronic) – (Community Impact)	**Favourable** **Increase in total library uses**	**1** **Higher rate of library use**	13.5 13.6 pg. 111
How often do residents use non-electronic library services such as borrowing a book or visiting a branch?	Non- Electronic Uses per Capita– (Community Impact)	**Stable** **Non-electronic uses are stable**	**1** **Higher non-electronic library use**	13.5 13.6 pg. 111
How often do residents use electronic library services such as accessing a data base or using a computer workstation?	Electronic Library Uses per Capita – (Community Impact)	**Favourable** **Increase in electronic library use**	**1** **Higher electronic library use**	13.5 13.6 pg. 111
Customer Service Measures				
How often are items borrowed from the circulating collection?	Average Number of Times in Year Circulating Items are Borrowed /Turnover – (Customer Service)	**Unfavourable** **Decrease in turnover rate of circulating materials**	**1** **Higher turnover rate of circulating materials**	13.7 13.8 pg. 112
Efficiency Measures				
What does it cost for each library use?	Library Cost per Use - (Efficiency)	**Unfavourable** **Increased cost per library use**	**2** **Lower cost per library use**	13.9 13.1 pg. 113

Overall Results	Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
	1 - Favourable 0 - Stable 1 - Unfavour. 50% favourable or stable	2 - Favourable 1 - Stable 2 - Unfavour. 60% favourable or stable	1 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 50% above median	4 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	

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

How many hours are library branches open in Toronto?

Chart 13.1- City of Toronto
Library Service Hours per Capita (Service Level)
2001-2008



	2001	2002	2003	2004	2005	2006	2007	2008
hours/capita	0.095	0.094	0.092	0.091	0.091	0.092	0.093	0.089
total hours	246,042	246,090	243,899	243,819	245,425	247,700	253,875	243,790

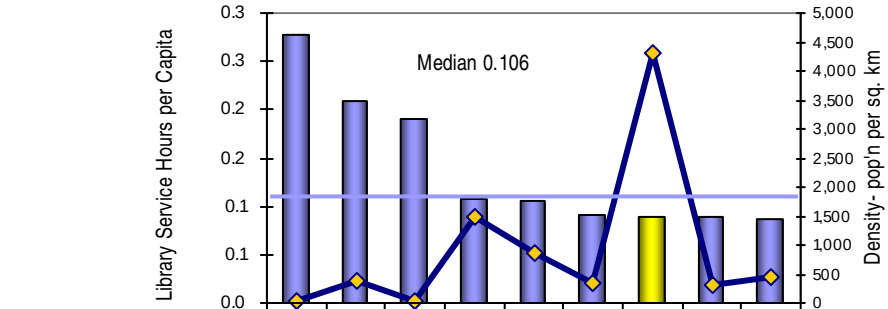
Two aspects of library services that can be used to compare service levels are:

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

Chart 13.1 summarizes the number of library service hours that all Toronto library branches were open, on a per capita basis from 2001 to 2008. The decrease in service hours in 2008 reflects number of library branches closed for renovation, rather than a decrease in open hours per branch.

How do Toronto's library hours compare to other municipalities?

Chart 13.2 - OMBI 2008
Number of Library Service Hours per Capita and Population Density



	Bran	Wat	Sud	Wind	Lond	T-Bay	Tor	Ott	Ham
Library hours per capita	0.277	0.210	0.191	0.108	0.106	0.091	0.089	0.088	0.087
Pop'n density	37	386	44	1,483	848	332	4,319	3212	460.3

Chart 13.2 compares Toronto's library service hours per capita to other Ontario municipalities, which are plotted as bars relative to the left axis. This calculation is based on the sum of hours at all library branches that were open in 2008, regardless of the size of those branches.

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

Toronto ranks 7th of 9 municipalities (3rd quartile) in terms of having the highest number of library service hours per capita. A municipality's result can be influenced by the density (persons per square kilometre) of its population, which has been plotted as a line graph relative to the right axis. Toronto is far more densely populated than the other municipalities.

Municipalities with relatively lower population densities may require more library branches, and hence more service hours so that service can be provided within a reasonable distance of residents. In a more urban setting like Toronto, residents can use non-vehicular alternatives modes to travel to a library such as public transit or walking.

As population density increases, such as in Toronto, there can also be an increased need and demand to extend service hours. Residents, including students, require access to computers and wireless, study space, research materials, and a central community hub to relax and engage with others. Access to meeting rooms by community groups can build community networks and capacity.

This measure does not consider the size of library branches, the range of services provided at those branches and if the service hours provided, maximizes usage of library branches in municipalities. If the average weekly service hours per branch is compared, Toronto ranks 1st of 9.

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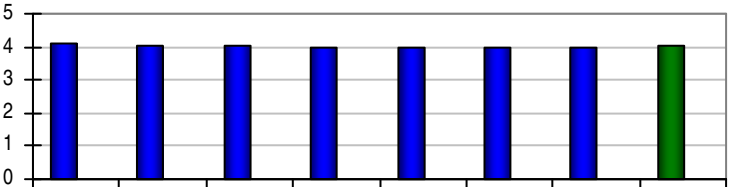
What is the size of Toronto's library holdings/ collection?

Chart 13.3 - City of Toronto
Library Holdings per Capita (Service Level)
2001 to 2008



	2001	2002	2003	2004	2005	2006	2007	2008
Holdings/capita	4.09	4.04	4.01	3.98	3.98	3.98	3.95	4.03
total holdings	10,606,221	10,581,265	10,606,009	10,636,725	10,750,446	10,766,443	10,792,487	11,686,150

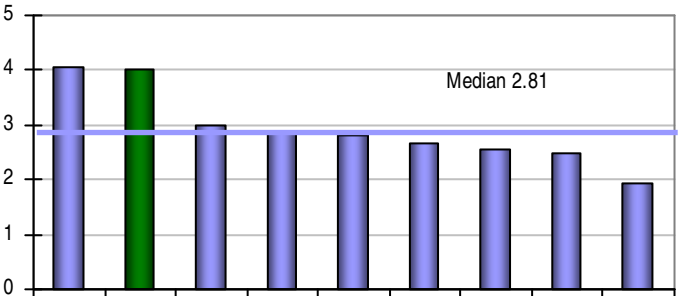
Another indication of service levels is the size of the library holdings/ collection per capita, which consist of both print and electronic media.

Print media include:
- reference collections
- circulating/ borrowing collections
- periodicals

Electronic media include:
- CDs/DVDs
- downloadable materials
- audio books

How does Toronto's library holdings/collection compare in size to other municipalities?

Chart 13.4- OMBI 2008
Number of Library Holdings Per Capita (Service Level)



	Bran	Tor	Wat	T-Bay	Wind	Sud	Lond	Ott	Ham
Holdings/capita	4.05	4.03	2.98	2.90	2.81	2.66	2.56	2.50	195

Chart 13.3 provides information on Toronto's library holdings per capita for the years 2001 to 2008 as well as the total number of holdings. Library holdings increased slightly in 2008 to just over 11 million items.

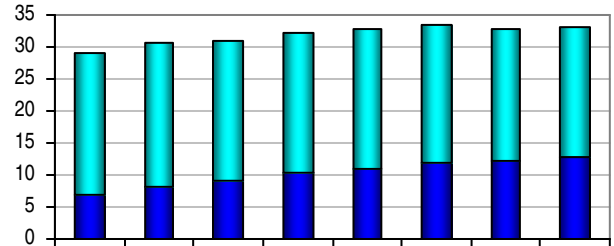
Chart 13.4 compares the 2008 number of library holdings per capita in Toronto to other municipalities. Toronto ranks 2nd of 9 municipalities (1st quartile), in terms of having the largest library holdings.

Toronto's high ranking reflects the library's responsiveness to the diverse population and the comprehensiveness of the library's collections. Toronto offers extensive research and reference collections including both special and archival materials, ESL and literacy collections, electronic and recreational collections. To enhance accessibility, materials are offered for all ages in a range of reading levels, in over 40 languages and in a variety of accessible formats including large print, electronic formats including audio and eBooks.

Municipal results for this measure can be influenced by differing needs for multilingual collections and the size of a library's electronic collection.

How often do Toronto residents use our library system?

Chart 13.5 - City of Toronto
Library Uses per Capita by Type (Community Impact)
2001-2008



	2001	2002	2003	2004	2005	2006	2007	2008
Total Lib. Uses/Capita	29.0	30.7	31.0	32.1	32.9	33.6	32.8	33.2
Non- Electronic Uses/Capita	22.1	22.5	21.8	21.8	21.9	21.7	20.5	20.5
Electronic Uses/Capita	6.9	8.3	9.2	10.2	11.0	11.9	12.3	12.7

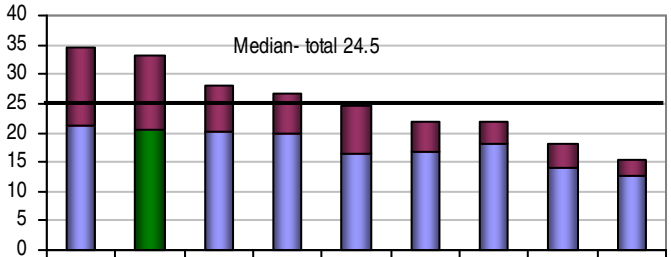
One of the primary goals of a municipal library system is to maximize the use of library resources and programming by residents.

Library uses have been grouped into two categories:
- non-electronic
- electronic

Non-electronic library uses include:
- a visit to a library branch
- borrowing materials
- reference questions
- use of materials within the branch
- attendance at programs

How does library use in Toronto compare to other municipalities?

Chart 13.6 - OMBI 2008
Library Uses per Capita By Type (Community Impact)



	Lond	Tor	Ott	Ham	T-Bay	Sud	Bran	Wind	Wat
Total Lib. Uses	34.4	33.2	28.1	26.6	24.5	22	21.9	18.2	15.4
elec use/capita	13.2	12.7	7.8	6.8	8.2	5.3	3.7	4.1	2.8
non- elec use/capita	21.2	20.5	20.3	19.8	16.4	16.7	18.2	14.1	12.5

Electronic library use is a growing service channel of many library systems. It includes:
- the use of computers in libraries
- on-line collections available in branches
- 24-hour access to library web services and collections from home, work or school

Chart 13.5 illustrates how many times Toronto's library system was used, on a per capita basis, from 2001 to 2008.

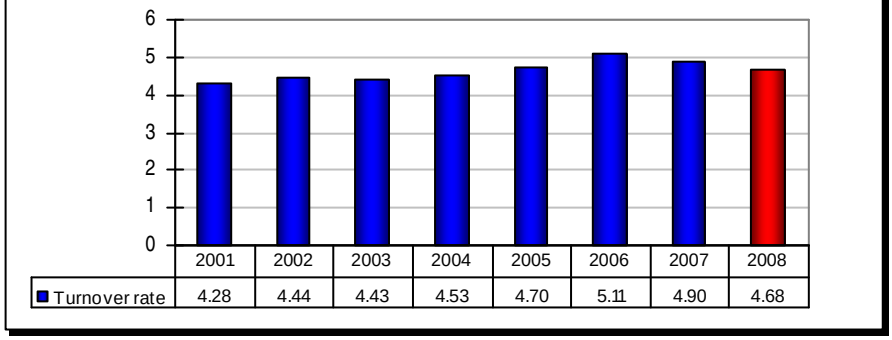
In 2008 electronic uses continued to increase while non-electronic uses were stable compared to 2007 but over the longer term have been decreasing.

Chart 13.6 compares Toronto's 2008 library use per capita, to other municipalities. Toronto falls in the 1st quartile for the highest rate of library use, ranking 2nd[t] of 9 municipalities (1st quartile) for total library uses, electronic library uses and non-electronic uses. High usage reflects the responsiveness of library service to residents needs with 2008 continuing the established trend of expanding electronic use and stable or declining non-electronic use.

A number of variables can influence how much and how often a library is used, including:
- the number and size of branches
- hours of operation
- the size and mix of collections
- the number of languages supported in library collections
- the range of program offerings
- the availability and degree of investment in web services
- effectiveness of outreach activities

How often are items borrowed from Toronto's circulating collection?

Chart 13.7- City of Toronto
Average No. of Times in Year Circulating Items are Borrowed (Customer Service)
2001-2008



	2001	2002	2003	2004	2005	2006	2007	2008
Turnover rate	4.28	4.44	4.43	4.53	4.70	5.11	4.90	4.68

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

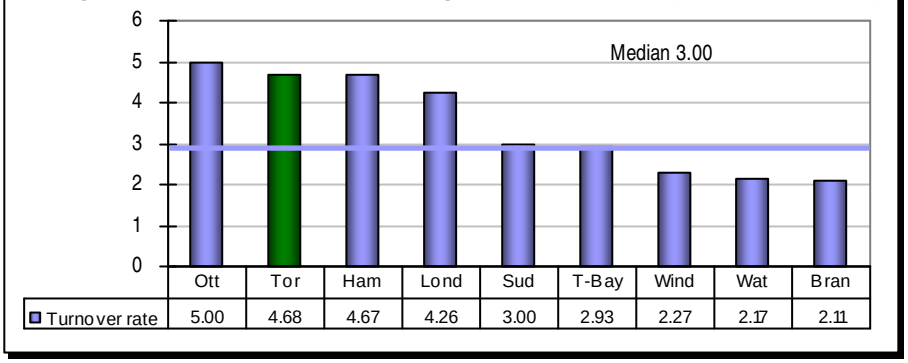
Generally, if the number of times an item has been borrowed in a year is higher, it is an indication of how popular and relevant the item is to users.

Chart 13.7 provides data on the turnover rate of Toronto's circulating collection for the years 2001 to 2008. Between 2001 and 2006 there was a general increasing/ trend. In 2007wasa slight decrease possibly due to the cost containment measures undertaken in the fall of 2007, which included Sunday closings and a hiring freeze resulting in declining library visits and use.

In 2008 total, library circulation increased by 3.0%, but the collection size that can be borrowed, increased by 7.8% resulting in an overall decrease in average number of times each item in a library's circulating collection is borrowed

How does Toronto's borrowing/turnover rate from our collection compare to other municipalities?

Chart 13.8 - OMBI 2008
Average No. of Times in Year Circulating Items are Borrowed (Customer Serrvice)



	Ott	Tor	Ham	Lond	Sud	T-Bay	Wind	Wat	Bran
Turnover rate	5.00	4.68	4.67	4.26	3.00	2.93	2.27	2.17	2.11

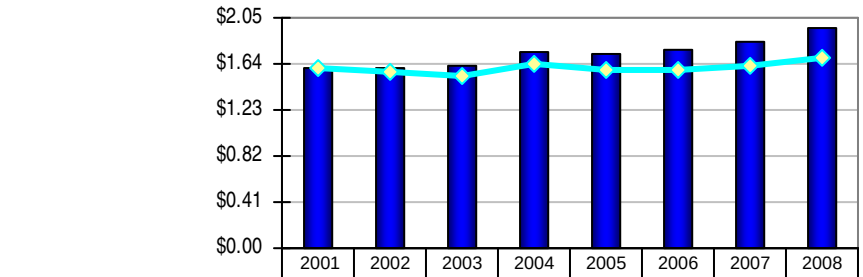
Chart 13.8 compares Toronto's 2087 turnover rate for its circulating collection to other municipalities. Toronto ranks 2nd of 9 municipalities (1st quartile), in terms of having the highest turnover rate. This demonstrates the relevancy of library collections to community residents. Toronto achieved this ranking, while at the same time offering extensive, non-circulating, reference collections.

Each municipality's result can be influenced by:

- the size, variety, and how current the circulating collection is
- the extent of library web services available
- each library system's borrowing policy

What does it cost in Toronto for each library use?

Chart 13.9- City of Toronto
Cost per Library Use (Efficiency)
2001-2008



	2001	2002	2003	2004	2005	2006	2007	2008
Cost per Library Use	$160	$160	$162	$175	$173	$176	$183	195
CPI Adjusted (2001base)	$160	$156	$154	$164	$159	$159	$162	169

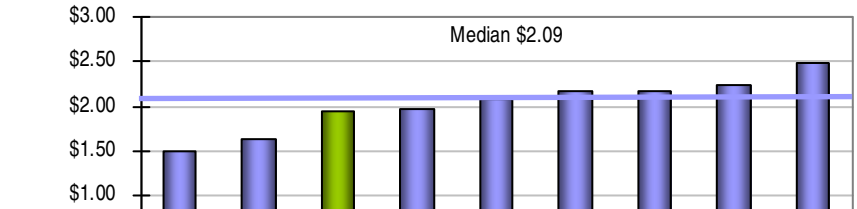
The cost of library services in relation to the number of library uses can be used to assess the efficiency of library systems.

Chart 13.9 illustrates Toronto's cost per library use for the years 2001 to 2008. Results have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2001 as the base year.

The 2008 increase in cost was related to a combination of higher wage rates in the 2008 collective agreements, and a one-time retroactive pay equity settlement of approximately $6.4 million relating to prior years.

How does Toronto's cost per library use, compare to other municipalities?

Chart 13.10 - OMBI 2008
Library Cost per Use (Efficiency)



	Lond	Ott	Tor	T-Bay	Sud	Ham	Bran	Wind	Wat
$ library use	$150	$163	$195	$196	$2.09	$2.17	$2.18	$2.24	$2.49

Chart 13.10 compares Toronto's 2008 cost per library use to other municipalities. Toronto ranks 3rd of 9 municipalities (2nd quartile), in terms of having the lowest cost and has achieved this ranking while having a very comprehensive range of services.

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

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

A major factor behind Toronto's low costs is the high rate of library use by residents, as discussed earlier in reference to chart 13.6, as well as a higher proportion of electronic library uses.

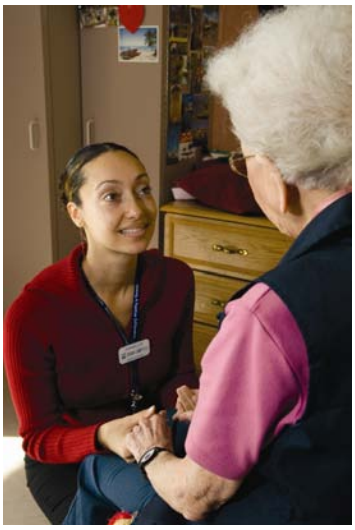
2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
  - all types of library use increased significantly in 2009; this growth was attributable to the expansion of services which supported residents during the economic downturn including services for job seekers, newcomers and recreational users
  - wireless service was expanded to all 99 library branches and self service technology was offered at more libraries
  - access to downloadable e-content including e-Books, e-Audiobooks, e-Videos and music was expanded
  - to support job seekers, 35,000 new books on career and job search were purchased a new job search page and a new job search page was offered on the library's website.
  - to address the needs of at risk youth, implemented an innovative program, Transitional Intervention Program for Suspended Students (TIPSS), in partnership with the Toronto Catholic District School Board to provide at risk students with a link to their local library
  - the Bram and Bluma Appel Salon, a public space for civic and cultural events, opened at Toronto Reference Library
  - to support access to technology for youth, the ProTech Media Centre opened at the Kennedy/Eglinton Branch providing access to media arts programs
  - the Bloor/Gladstone Branches and Jane Sheppard branches opened after renovation and expansion with increased usage; both renovations received awards for excellence in library design
  - the Library Settlement Partnership expanded to 19 branches; through the partnership, settlement services are offered to newcomers in library branches; since its inception in 2007, the Library Settlement Partnership program has served over 30,000 clients.

- 2010 Objectives and Initiatives Planned:
  - a new library website will launch with expanded search capability and integrated access to library collections, e-content, programs and services
  - library service hours will expand through increased efficiency related to the introduction of self service technology
  - expanded accessibility and outreach will be supported through a registration campaign
  - the library will increase out of school time programming through three hubs addressing the needs of newcomer youth
  - a diversity plan will support future workforce development

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.

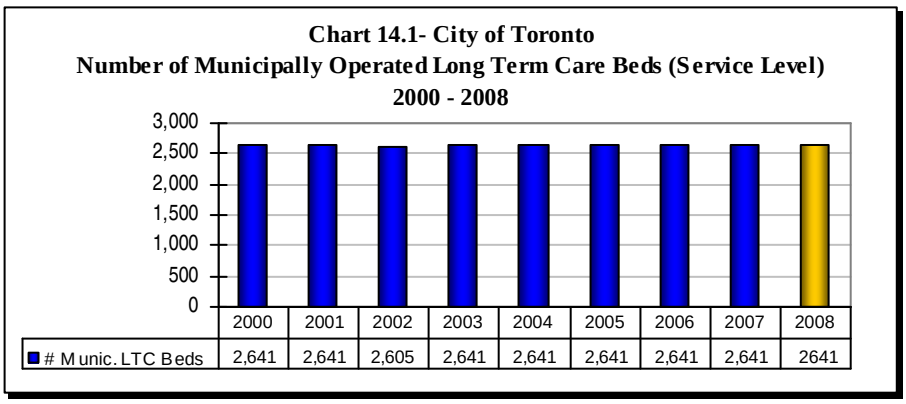
Funding responsibilities for long-term care services are shared by the Ministry of Health and Long-Term Care, the residents of the homes (or the clients of the community programs), and the City of Toronto, with rates being set by the provincial government. Long-term care home residents with limited income 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.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many municipally operated long-term care beds are there?	Number of Municipal LTC Beds per 100,000 Population – (Service Level)	**Stable** **Unchanged number of long- term care beds**	-	14.1 pg. 117
Community Impact Measures				
What proportion of all long-term care beds are operated by the City?	Municipally Operated LTC Beds to Total LTC Beds in the Municipality – (Community Impact)	**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**	14.2 pg. 117
What is the supply of long-term care beds, relative to the elderly population?	Percentage of LTC Community Need Satisfied (beds as a % of population >75 years of age) - (Community Impact)	**Unfavourable** **Number of long-term care beds unchanged relative to growing elderly population**	**3** **Lower percentage of Long-term care beds relative to elderly population**	14.3 14.4 pg. 118
Customer Service Measures				
How satisfied are residents in long-term care homes?	LTC Resident Satisfaction -– (Customer Service)	**Favourable** **Results have remained very high, at a 96% satisfaction rating**	**1** **High levels of resident satisfaction**	14.5 14.6 pg. 119
Efficiency Measures				
How much does it cost per day to provide a long-term care bed?	LTC Facility Cost (CMI Adjusted) per LTC Facility Bed Day (Ministry Submissions) (Efficiency)	**Unfavourable** **Cost per bed day is increasing**	**3** **High cost per bed day**	14.7 14.8 pg. 120
Overall Results		**Service Level Indicators (Resources)** 0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable **Performance Measures (Results)** 1 - Favourable 1 - Stable 2 - Unfavour. 50% favourable or stable	**Service Level Indicators (Resources)** n/a **Performance Measures (Results)** 1- 1st quartile 0- 2nd quartile 3 - 3rd quartile 0- 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.

How many municipally operated long-term care beds are there in Toronto?



Examining the number of long-term care beds provides an indication of service levels. Chart 14.1 provides the number of long-term care beds in homes operated by the City of Toronto from 2000 to 2008. 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.

What proportion of all long-term care beds are operated by Toronto and other municipalities?

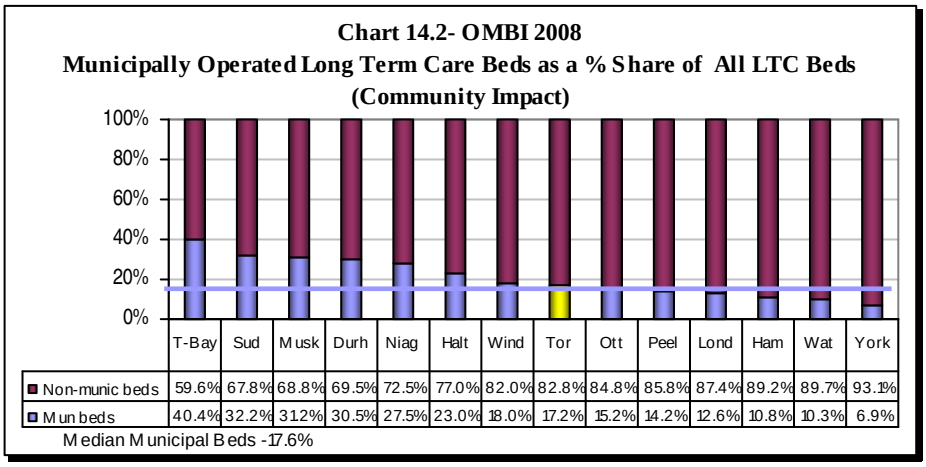


Chart 14.2 presents 2008 data on the percentage proportions of long-term care beds in the community that are provided by the municipality and other service providers (non-municipal beds).

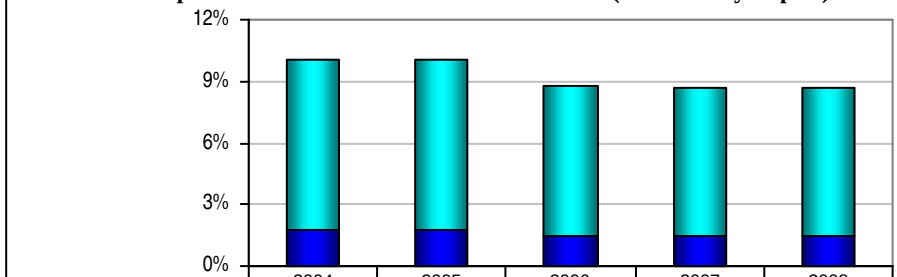
Toronto ranks 8th of 14 (3rd quartile) in terms of having the highest percentage of beds operated by the municipality. Toronto operates 17.2% of the 15,337 long-term care beds from all service providers in the city.

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.

What is the supply of long-term care beds in Toronto, relative to our elderly population?

Chart 14.3 - City of Toronto
Long Term Care Beds as a Percentage of Population > 75 Years Old
Municipal and Other LTC Providers 2004-2008 - (Community Impact)



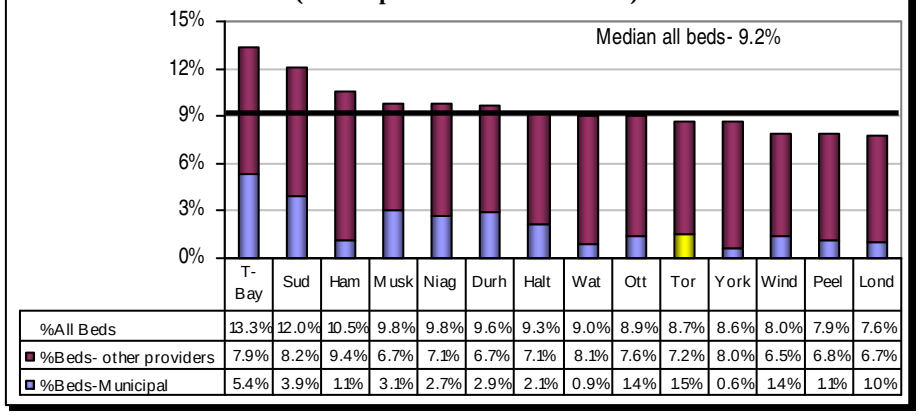
	2004	2005	2006	2007	2008
%All Beds	10.1%	10.1%	8.8%	8.7%	8.7%
%Beds- other providers	8.3%	8.3%	7.3%	7.2%	7.2%
%Beds-Municipal	17%	17%	15%	15%	15%

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 14.3 provides for 2004 to 2008, an indication of how many long-term care beds there are in Toronto from all service providers, as a proportion of the elderly population aged 75 and over, which was estimated at 176,107 in 2008.

How does Toronto compare to other municipalities for the supply of all long term care beds, relative to the elderly population?

Chart 14.4 - OMBI 2008
Long Term Care Beds as a Percentage of Population > 75 Years Old
(Municipal and Other Providers)



	T-Bay	Sud	Ham	Musk	Niag	Durh	Halt	Wat	Ott	Tor	York	Wind	Peel	Lond
%All Beds	13.3%	12.0%	10.5%	9.8%	9.8%	9.6%	9.3%	9.0%	8.9%	8.7%	8.6%	8.0%	7.9%	7.6%
%Beds- other providers	7.9%	8.2%	9.4%	6.7%	7.1%	6.7%	7.1%	8.1%	7.6%	7.2%	8.0%	6.5%	6.8%	6.7%
%Beds-Municipal	5.4%	3.9%	1.1%	3.1%	2.7%	2.9%	2.1%	0.9%	1.4%	1.5%	0.6%	1.4%	1.1%	1.0%

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

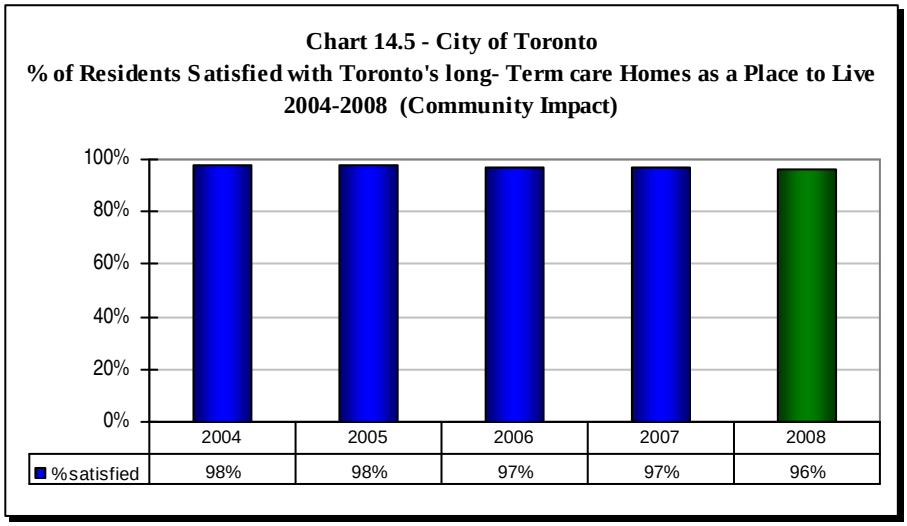
The declining percentage over this period, include a small decrease in 2007, reflects the fact that although the supply of long-term care beds has remained constant, it has not kept pace with the 15% growth in Toronto's elderly population from 152,655 to 176,107 in 2008.

Chart 14.4 reflects 2008 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 10th of 14 municipalities (3rd 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.

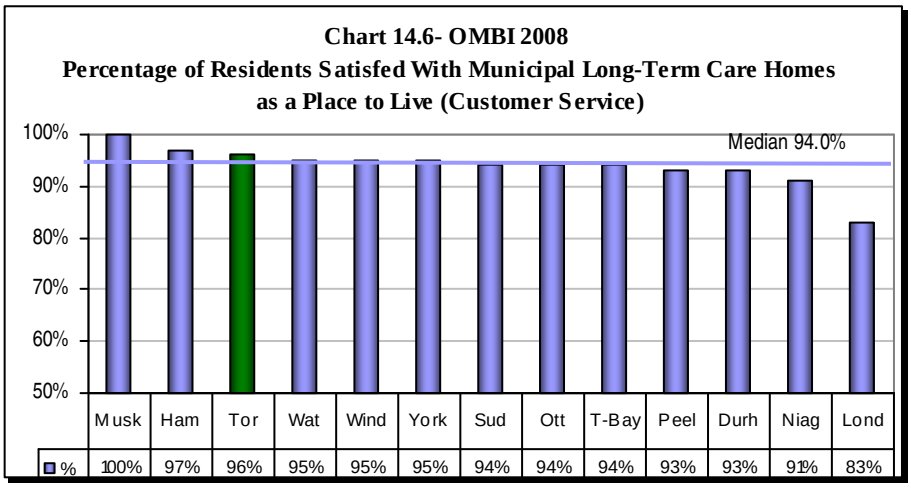
How satisfied are residents in Toronto's long term care homes?



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

Chart 14.5 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 2008 period continue to be very good/high.

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 being used by other municipalities.

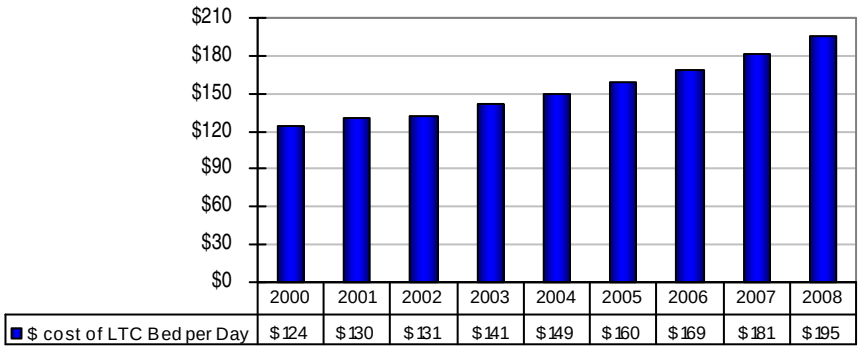
Chart 14.6 compares the satisfaction rate of Toronto's residents in long-term care homes to other municipalities.

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.

How much does it cost per day in Toronto to provide a long-term care bed?

Chart 14.7 - City of Toronto
Long Term Care (CMI Adjusted) Cost per Bed Day (Efficiency)
2000-2008

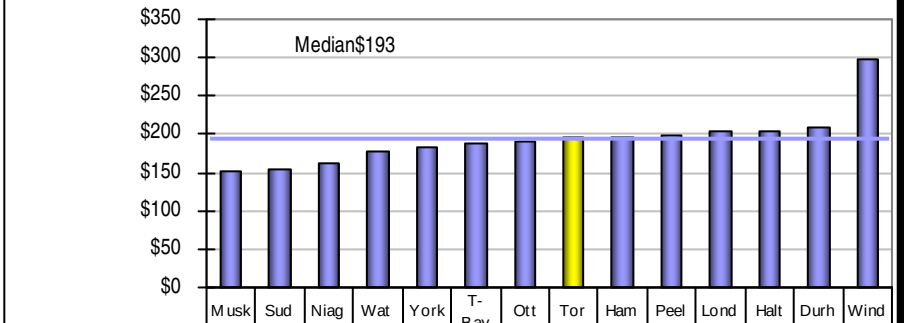


	2000	2001	2002	2003	2004	2005	2006	2007	2008
$ cost of LTC Bed per Day	$124	$130	$131	$141	$149	$160	$169	$181	$195

Source: MOH Annual Report

How does Toronto's daily cost of providing a long term care bed, compare to other municipalities?

Chart 14.8- OMBI 2008
Long Term Care (CMI Adjusted) Cost per Bed Day (Efficiency)



	Musk	Sud	Niag	Wat	York	T-Bay	Ott	Tor	Ham	Peel	Lond	Halt	Durh	Wind
$bed day- Prov. Report	151	154	161	179	182	187	191	195	195	198	203	204	209	298

Source: MOH Annual Report

With respect to efficiency, the 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. 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.

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 14.7 provides Toronto's long-term care cost per bed day (CMI adjusted) for the years 2000 – 2008. 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). Provincial per diem rates have also increased due primarily to the nursing and personal care costs.

Chart 14.8 compares Toronto's 2008 long term care cost per bed day (CMI adjusted) to other municipalities. Toronto ranks 8th of 14 municipalities (3rd 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 14.5. 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

2009 Achievements or 2010 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 2009 included:

- achieved recognition with Accreditation Canada for exceeding national averages in areas of service quality and safety, developing three leading best practices, and meeting 100% of the national standards
- continued to achieve excellence in integrated quality management and clinical areas for enhanced care and services based on best practices, leadership in falls prevention strategy, medication and pain management, and rehabilitation
- expanded services in dementia care, behavioural response care, and mental health by working with other providers and alleviating alternative level of care pressures in hospitals
- expanded supportive housing under the Provincial Aging at Home strategy
- continued to influence public policy on aging and long-term care issues by providing input into the regulations for the Long-Term Care Homes Act, promoting age-friendly communities, and leading the City of Toronto – 5 Local Health Integration Networks Collaborative Table
- embedded a continuous safety culture in daily work and developed environments in all ten homes to respond to the care, comfort and safety needs of residents with higher acuity and dementia;
- increased volunteer programs, with over 130,000 volunteer hours provided in 2009

Initiatives planned in 2010 include:

- expand and enhance supportive housing services, with primary attention to priority neighbourhoods
- continue to develop innovative care and service programs that support the division in optimally meeting resident/client needs and maintaining the division's leadership position in long-term care
- continue to strengthen mental health programs and dementia care
- continue to strengthen the culture of safety, for residents, clients, staff and volunteers
- continue to achieve a successful national accreditation of the division (10 homes and community programs)
- initiate planning for the redevelopment of homes that are classified as B or C, and commence redeveloping Kipling Acres
- continue to strengthen the division's system of integrated quality management
- maintain a high level of compliance with MOHLTC and MoL requirements

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.
    - 18,600 on-street spaces. Approximately 17,000 of the spaces are operated by 2,615 parking machines with the remaining spaces 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).

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many parking spaces are managed?	Number of Paid Parking Spaces (all types) Managed per 100,000 Population – (Service Level)	**Favourable** **Increased number of parking spaces- all types**	**2** **Higher number of parking spaces – all types**	15.1 15.2 pg. 126
How many on-street parking spaces are managed?	Number of On-Street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	**Favourable** **Increased number of on-street parking spaces**	**2** **Higher number of on-street parking spaces**	15.1 15.2 pg. 126
How many off-street parking spaces are managed?	Number of Off-Street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	**Favourable** **Increased number of off-street parking spaces**	**2** **Higher number of off-street parking spaces**	15.1 15.2 pg. 126
What is the hourly cost to park on the street?	Average Hourly Rate for On-Street Parking- (Service Level)	**Increased** **Average hourly parking rate**	**3** **Higher hourly rate for on-street parking**	15.3 pg. 126
Efficiency Measures				
What does it cost to manage a parking space?	Parking Services Cost per Paid Parking Space (all types) Managed – (Efficiency)	**Unfavourable** **Increased cost to manage a parking space (all types)**	**4** **Highest cost to manage a parking space (all types)**	15.4 15.5 pg. 127
What does it cost to manage an on-street parking space?	Parking Services Cost per On-Street Paid Parking Space Managed – (Efficiency)	**Unfavourable** **Increased cost to manage an on-street parking space**	**2** **Lower cost to manage an on-street parking space**	15.4 15.5 pg. 127
What does it cost to manage an off-street parking space?	Parking Services Cost per Off-Street Paid Parking Space Managed – (Efficiency)	**Stable** **Cost to manage an off-street parking space was stable**	**4** **Highest cost to manage an off-street parking space**	15.4 15.5 pg. 127
How much parking fee revenue is generated from all parking spaces?	Gross Parking Fee Revenue per Paid Parking Space (all types) Managed– (Efficiency)	**Favourable** **Increased parking fees per parking space (all types)**	**1** **Highest amount of parking fees per parking space (all types)**	15.6 15.7 pg. 127
How much parking fee revenue is generated from on-street parking spaces?	Gross Parking Fee Revenue per Paid On-Street Parking Space Managed– (Efficiency)	**Favourable** **Increased parking fees per on-street parking space**	**1** **Highest amount of parking fees per on-street parking space**	15.6 15.7 pg. 127

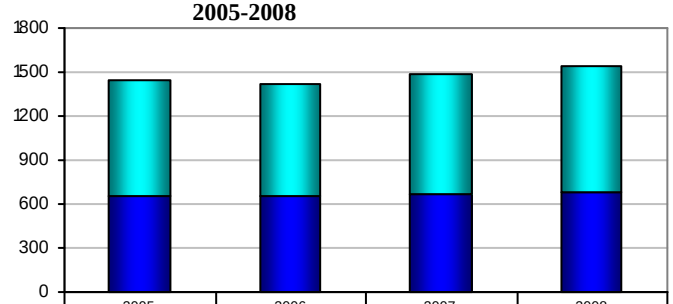
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
How much parking fee revenue is generated from off-street parking spaces?	Gross Parking Fee Revenue per Paid Off-Street Parking Space Managed– (Efficiency)	**Favourable** **Increased parking fees per off-street parking space**	**1** **Highest amount of parking fees per off-street parking space**	15.6 15.7 pg. 127

Overall Results	Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
	3 - Favourable 0- Stable 0 - Unfavour. 100% favourable or stable	3 - Favourable 1 - Stable 2 - Unfavour. 66% favourable or stable	0 - 1st quartile 3 - 2nd quartile 1- 3rd quartile 0 - 4th quartile 75% above median	3- 1st quartile 1 - 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 6 municipalities.

How many paid parking spaces does Toronto have?

Chart 15.1 - City of Toronto
Number of Paid Parking Spaces Managed per 100,000 Population (Service Level)
2005-2008



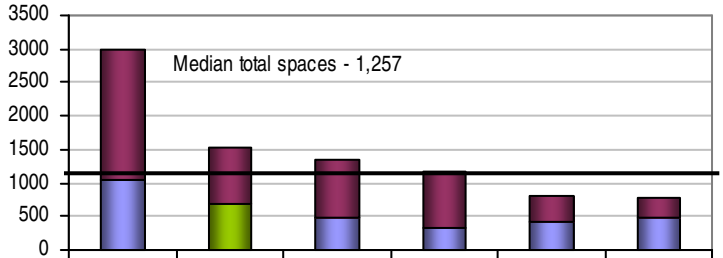
	2005	2006	2007	2008
total spaces	39,000	38,229	40,750	42,066
off-street speaces	21,225	20,379	22,500	23,462
on-street spaces	17,775	17,850	18,250	18,604
total spaces/100,000 pop'n	1,445	1,414	1,493	1,536
off-street spaces/100,000 pop'n	787	754	824	857
on-street spaces/100,000 pop'n	659	660	668	679

Chart 15.1 graphs the number of on-street parking (parking machines and meters) and off-street parking paces (parking garages and surface lots) 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 2008, the supply of both on-street and off-street parking spaces increased.

How does the number of paid parking spaces in Toronto compare to other municipalities?

Chart 15.2 - OMBI 2008
Number of Paid Parking Spaces Managed per 100,000 Population (Service Level)



	T-Bay	Tor	Ham	Sud	Lond	Ott
total spaces	2,996	1,536	1,345	1,169	813	775
off-street spaces	1,941	857	852	849	383	300
on-street spaces	1,055	679	493	320	431	475

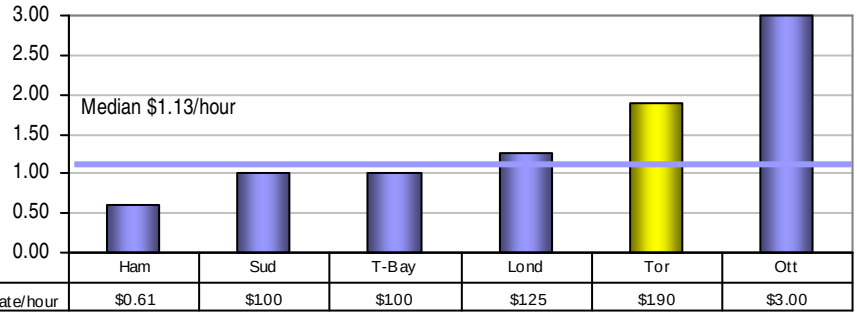
Chart 15.2 compares 2008 data for the number of paid parking spaces managed per 100,000 population in Toronto to other municipalities. In terms of having the highest number of parking spaces Toronto ranks:

- 2nd of 6 (2nd quartile) for total spaces
- 2nd of 6 (2nd quartile) for on-street spaces
- 2nd of 6 (2nd 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.

How does Toronto's hourly rate for on-street parking compare to other municipalities?

Chart 15.3 - OMBI 2008
Average Hourly Rate for On-Street Parking (Service Level)

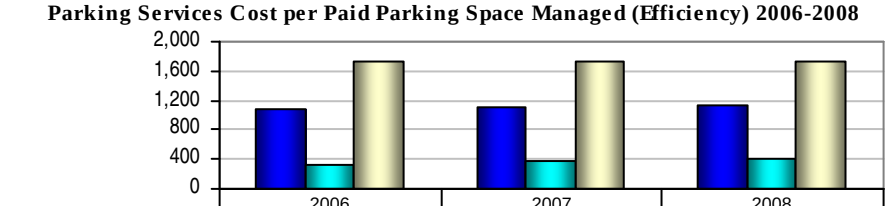


	Ham	Sud	T-Bay	Lond	Tor	Ott
$ rate/hour	$0.61	$1.00	$1.00	$1.25	$1.90	$3.00

Chart 15.3 compares Toronto's 2008 average hourly rate to use an on-street parking space to other municipalities. Toronto ranks 5th of 6 (3rd quartile) in terms of having the lowest hourly rate. The average of $1.90 per hour in Toronto in 2008 was increased over the comparable 2007 figure of $1.48.

What does it cost to manage a parking space in Toronto?

Chart 15.4 - Toronto
Parking Services Cost per Paid Parking Space Managed (Efficiency) 2006-2008



	2006	2007	2008
$ per blended space	$1,076	$1,119	$1,139
$ per on-street space	$336	$372	$407
$ per off-street space	$1,723	$1,725	$1,719

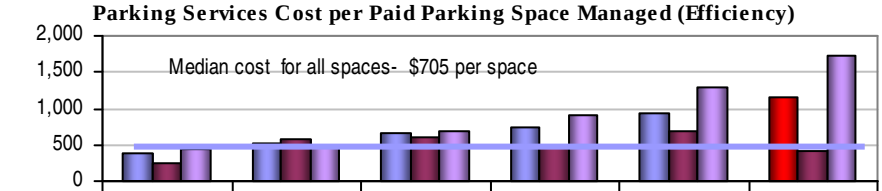
Figure 15.4 provides Toronto's annual costs to manage a paid parking space for both on-street and off-street, as well as a combined blended cost for both types. These costs exclude those for:

- the issuance of parking tickets/tags by Toronto Police Services for illegal parking in on-street spaces
- management of parking at TTC (transit) lots

Costs in 2008 increased for on-street parking but were stable for off-street parking.

How does Toronto's cost to manage a parking space compare to other municipalities?

Chart 15.5 - OMBI 2008
Parking Services Cost per Paid Parking Space Managed (Efficiency)



	T-Bay	Lond	Sud	Ham	Ott	Tor
$ All Spaces	371	525	664	745	924	1,139
$ On-Street	250	564	602	453	692	407
$Off-Street	437	482	688	914	1,290	1,719

Toronto's data revised from OMBI joint report, to exclude amortization so consistemnt with other municipalities

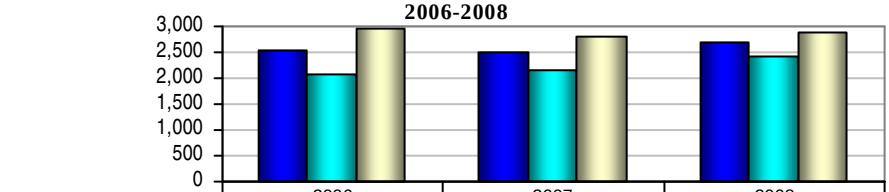
Chart 15.5 compares Toronto's 2008 cost per space to manage paid parking spaces to other municipalities.

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

- 6th of 6 (4th quartile) for all spaces
- 2nd of 6 (2nd quartile) for on-street parking spaces
- 6th of 6 (4th quartile) for off-street spaces

How much parking fee revenue is generated per parking space in Toronto?

Chart 15.6 - Toronto
Parking Services Fee Revenue per Paid Parking Space Managed (Efficiency) 2006-2008



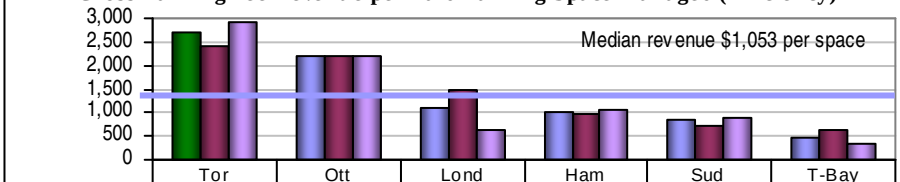
	2006	2007	2008
$ per blended space	$2,542	$2,517	$2,688
$ per on-street space	$2,083	$2,142	$2,425
$ per off-street space	$2,944	$2,821	$2,897

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

When examining efficiency, parking revenues generated from those spaces must also be considered. Chart 15.6 reflects Toronto's parking revenues per space from 2006 to 2008, and shows an increasing trend.

How does Toronto's parking fee revenue per parking space compare to other municipalities?

Chart 15.7 - OMBI 2008
Gross Parking Fee Revenue per Paid Parking Space Managed (Efficiency)



	Tor	Ott	Lond	Ham	Sud	T-Bay
$ All Spaces	2,688	2,201	1,085	1,021	828	449
$ On-Street	2,425	2,212	1,493	959	720	625
$Off-Street	2,897	2,184	626	1,058	869	353

Chart 15.7 compares Toronto's 2008 Parking Fee Revenue per space to other municipalities and in term of having the highest revenue per space, Toronto ranks:

- 1st of 6 in (1st quartile) for all spaces
- 1st of 6 of (1st quartile) for on-street parking spaces
- 1st of 6 (1st quartile) for off-street spaces.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - addressed off-street parking shortfall through opening five new lots including two garages
    - commenced testing of on-line authorization of credit card payment at pay-and-display machines
    - continued to implement information technology security measures to meet compliance standards for credit card acceptance and to enhance data security.
- 2010 Initiatives Planned/Objectives:
    - satisfying urgent parking needs in areas that have identified shortfalls
    - supporting local communities by; providing alternative payment options for customers; constantly enhancing and/or improving customer service delivery; and, ensuring competitively priced and conveniently located on-street and off-street public parking facilities
    - continuing innovative and economic expansion of services by the implementation of new technologies to enhance services and reduce operating costs
    - expansion of off-street parking capacity through joint venture partnerships with the private sector at reduced costs

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, enforcement and payment control

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, and regional and destination parks that attract citizens from across the Greater Toronto Area. Many of the parks include amenities such as benches, drinking fountains, grassy areas, flower and shrub beds, trails and pathways, and trees 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, flying disk, soccer, jogging and walking, which 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 residents for sport fields and stadiums for organized play, special events for community celebrations and wedding photographs.

Waste reduction/diversion, waterfront development, restoration and naturalization are all examples of 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 marinas 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, sport field maintenance, horticulture, children's & community gardens
- Forestry - community education, tree planting, maintenance and management including pest control, programming of volunteer events, administration of tree by-laws
- Parks Development and Capital Projects – planning/design/development, construction management & capital projects, property management & facility maintenance
- Community Recreation - park permits for sport fields, allotment gardens, special events

*Note: Parks, Forestry & Recreation branch structure realignment occurred in fall 2009.

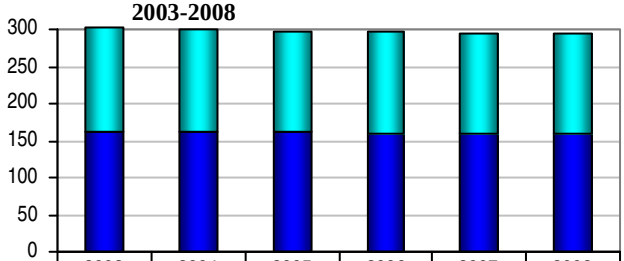
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How much maintained parkland is there?	Hectares of Maintained Parkland in Municipality per 100,000 Population – (Service Level)	**Favourable** **Small increase of 3 hectares in amount of maintained parkland**	**4** **Lowest hectares of maintained parkland related to population**	16.1 16.2 pg. 132
How much natural parkland is there?	Hectares of Natural Parkland in Municipality per 100,000 Population– (Service Level)	**Stable** **Amount of natural parkland was unchanged**	**3** **Lower hectares of natural parkland related to population**	16.1 16.2 pg. 132
How much total parkland, of all types is there?	Hectares of all (Maintained and Natural) Parkland per 100,000 Population– (Service Level)	**Favourable** **Small Increase in total amount of all parkland**	**4** **Lower hectares of all parkland related to population**	16.1 16.2 pg. 132
What is the length of the recreational trail system?	Km of Maintained Recreational Trails per 1,000 Persons – (Service Level)	**Favourable** **Small increase of 3 km in trail system**	**4** **Lowest kilometres of trails related to population**	16.4 pg. 133
Community Impact Measures				
What proportion of the municipality's area is maintained parkland?	Maintained Parkland in Municipality as a Percentage of Total Area of Municipality- (Community Impact)	**Stable** **Proportion of city area as maintained parkland is stable**	**1** **Highest percentage of maintained parkland**	16.3 pg. 133
What proportion of the municipality's area is natural parkland?	Natural Parkland in Municipality as a Percentage of Total Area of Municipality- (Community Impact)	**Stable** **Proportion of city area as natural parkland is stable**	**1** **Highest percentage of natural parkland**	16.3 pg. 133
What proportion of the municipality's area is parkland (all types)?	All Parkland in Municipality as a Percentage of Total Area of Municipality- (Community Impact)	**Stable** **Proportion of city area as total parkland is stable**	**1** **Highest percentage of all parkland**	16.3 pg. 133
How frequently do Toronto residents use parks?	Percentage of Toronto Survey Respondents Using Toronto Parks and Frequency of Use- (Community Impact)	**Stable** **High level of park usage maintained**	**N/A**	16.5 pg. 134
Customer Service Measures				
How satisfied are the users of Toronto parks?	Percentage of Toronto Survey Respondents Satisfied With Use of Parks - (Customer Service)	**Stable** **High level of satisfaction with parks has been maintained**	**N/A**	16.6 pg. 134

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Efficiency Measures				
What does it cost to operate a hectare of parkland?	Cost of Parks per Hectare - Maintained and Natural Parkland – (Efficiency)	**Unfavourable** **Increased cost of parks per hectare**	**4** **Highest cost of parks per hectare**	16.7 16.8 pg. 135
Overall Results		**Service Level Indicators (Resources)** 3 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable	**Performance Measures (Results)** 0 - Favourable 5 - Stable 1 - Unfavour. 83% favourable or stable	**Service Level Indicators (Resources)** 0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 3 - 4th quartile 0% above median	**Performance Measures (Results)** 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 7 municipalities.

How much parkland is there in Toronto?

Chart 16.1 - City of Toronto
Natural and Maintained Parkland per 100,000 Population (Service Level)
2003-2008



	2003	2004	2005	2006	2007	2008
Total Hectares	8,010	8,010	8,035	8,035	8,042	8,045
Total Parkland per 100,000 pop'n	302.7	299.7	297.8	297.1	294.6	293.8
Natural Parkland per 100,000 pop'n	139.3	137.9	136.6	136.3	135	134.6
Maintained parkland per 100,000 pop'n	163.4	161.8	161.2	160.8	159.6	159.2

2007and prior years results re-stated to include revised area of natural parkland

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

Parkland includes both:

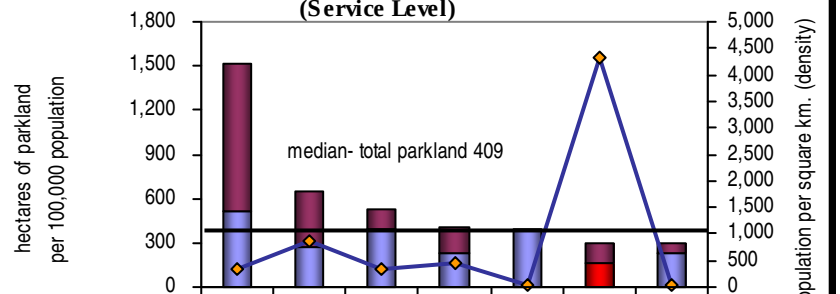
- maintained parkland (such as sports fields, recreational trails, picnic areas, playgrounds)
- natural parkland (such as ravines, watercourses, woodlots) that is an integral component of the green space in the municipality

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.

Chart 16.1 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 2008. The area of parkland in Toronto has remained fairly stable over this period, and is reflective of Toronto's fully developed urban form. The additional 3 hectares added in 2008 came through parkland conveyance and acquisition in parks such as Oates Park, Trudelle Street Park, and Bonspiel Park.

How do the hectares of parkland in Toronto, compare to other municipalities?

Chart 16.2 - OMBI 2008
Hectares of Parkland per 100,000 Population & Population Density
(Service Level)



	T-Bay	Lond	Ott	Ham	Sud	Tor	Bran
Natural parkland	1,013	383	134	179	0	135	61
Maintained parkland	508	266	389	230	386	159	232
Total parkland	1,521	650	523	409	386	294	293
Population density	332	848	321	460	44	4,319	37

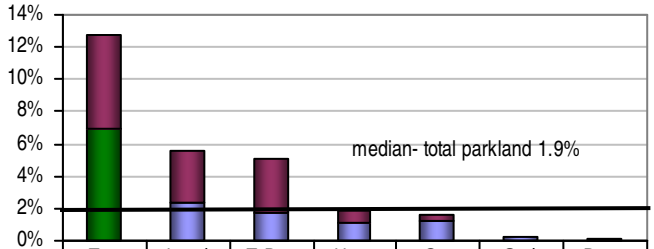
Chart 16.2 compares the hectares of parkland per 100,000 population in Toronto in 2008, to other municipalities, which are reflected as bars relative to the left axis. In terms of having the highest amount of parkland, Toronto ranks:

- 7th of 7 (4th quartile) for maintained parkland
- 4th of 6 (3rd quartile) for natural parkland
- 6th of 7 (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 15.2 and is a significant factor in these results. Toronto is significantly more densely populated than the other OMBI municipalities. 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 16.3.

How does the proportion of the Toronto's geographic area that is parkland, compare to other municipalities?

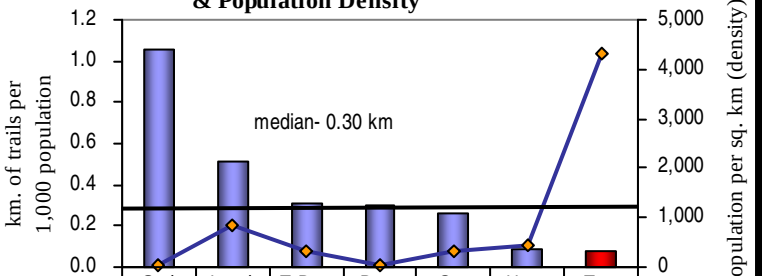
Chart 16.3 - OMBI 2008
Hectares of Parkland as a % of Municipal Geographic Area - (Community Impact)



	Tor	Lond	T-Bay	Ham	Ott	Sud	Bran
Total parkland %	12.7%	5.5%	5.1%	1.9%	1.7%	0.2%	0.1%
Natural parkland %	5.8%	3.3%	3.4%	0.8%	0.4%	0.0%	0.0%
Maintained parkland %	6.9%	2.3%	1.7%	1.1%	1.2%	0.2%	0.1%

How do the kilometres of recreational trails in Toronto, compare to other municipalities?

Chart 16.4 - OMBI 2008
Km of Recreation Trails per 1,000 Population (Service Level)
& Population Density



	Sud	Lond	T-Bay	Bran	Ott	Ham	Tor
Km of trails per 1,000 pop'n	1.05	0.51	0.31	0.30	0.26	0.09	0.08
Population Density	44	848	332	37	321	460	4,319

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 16.3 compares 2008 results for Toronto compared to other municipalities, for the hectares of parkland expressed as a percentage of total geographic area of each municipality. Toronto's 2008 percentages were unchanged from 2007.

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

- 1st of 7 (1st quartile) for maintained parkland
- 1st of 7 (1st quartile) for natural parkland
- 1st of 7 (1st quartile) for all parkland

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

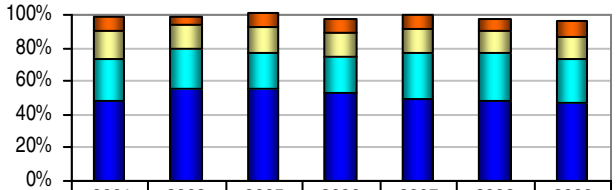
The length of trail systems in municipalities is another aspect of service levels that can be examined. Chart 16.4 reflects 2008 information for Toronto and other municipalities on the kilometre length of all maintained recreational trails per 1,000 population, which are plotted as bars relative to the 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 7th of 7 (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 2008 by 3.0 km to a total length of 231 km.

OMBI reporting of the length of trails does not include bicycle lanes on streets.

How frequently do residents use parks in Toronto?

Chart 16.5 - City of Toronto
Frequency of Parks Visit in a Year (Community Impact)
2001 to 2009



	2001	2003	2005	2006	2007	2008	2009
Never	9%	5%	8%	9%	9%	7%	9%
Less than once/month	16%	14%	16%	14%	14%	13%	14%
Once or couple times/month	26%	25%	21%	22%	27%	29%	26%
Once or more times/week	48%	55%	56%	53%	50%	48%	47%

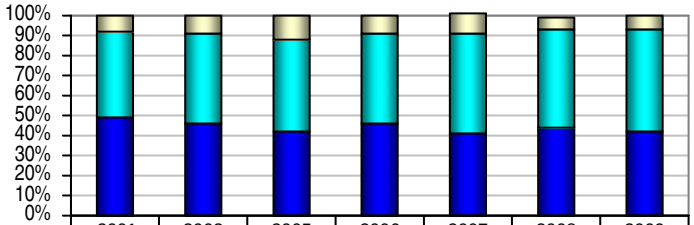
Source - FocusOntario Survey

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

Chart 16.5 reflects 2001 to 2009 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 2009 showed 73% of respondents visit Toronto Parks at least once a month versus 77% in 2008. Only 9% of respondents indicated they never visit parks.

How satisfied are users of Toronto's parks?

Chart 16.6 - City of Toronto
Overall Satisfaction with Visits to Park (Customer Service)
2001 to 2009



	2001	2003	2005	2006	2007	2008	2009
Other	8%	9%	12%	9%	10%	6%	7%
Somewhat satisfied	43%	45%	46%	45%	50%	49%	51%
Very satisfied	49%	46%	42%	46%	41%	44%	42%

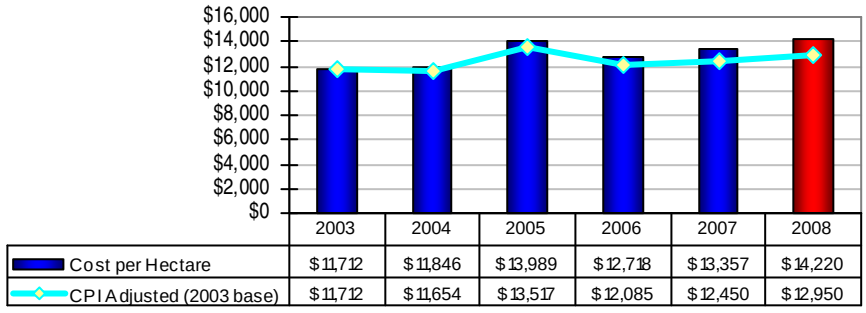
Source - FocusOntario Survey

Chart 16.6 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 2009, approximately 93% of the parks users were either very satisfied or somewhat satisfied with their park visit which was similar to results in 2008 and prior years.

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

What does it cost to operate a hectare of parkland in Toronto?

Chart 16.7 - City of Toronto
Cost of Maintaining All Parkland per Hectare (Efficiency)
2003-2008



	2003	2004	2005	2006	2007	2008
Cost per Hectare	$11,712	$11,846	$13,989	$12,718	$13,357	$14,220
CPI Adjusted (2003 base)	$11,712	$11,654	$13,517	$12,085	$12,450	$12,950

2007and prior years results re-stated to include revised area of natural parkland

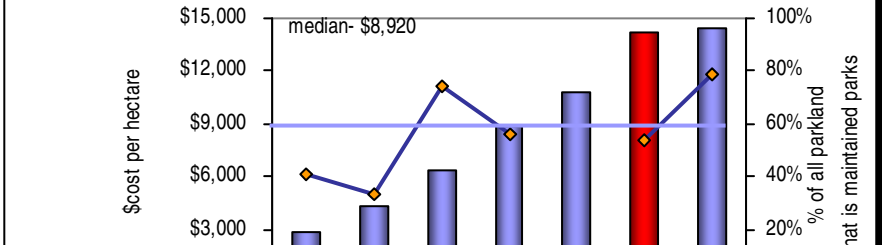
Chart 16.7 reflects the cost of operating or servicing parkland in Toronto (both maintained and natural parkland) per hectare, for the period 2003 to 2008. Results have also been provided that adjust for changes in Toronto's Consumer Price Index (CPI) using 2003 as the base year.

These costs exclude the portion of boulevard tree maintenance, (considered as roads expenditure for benchmarking purposes) as well as costs for ski hills, marinas and golf courses, to allow for better comparability with other municipalities.

Toronto's increased costs in 2008 relates to Toronto Waterfront development, tree hazard abatement in ravines, proactive maintenance of newly planted natural area trees and enhanced waste diversion programs in parks.

How do Toronto's parkland operating costs compare to other municipalities?

Chart 16.8 - OMBI 2008
Cost per Hectare of Parkland (Efficiency)
and Percentage of All Parks that are Maintained



	Lond	T-Bay	Ott	Ham	Sud	Tor	Bran
Cost per Hectare	$2,875	$4,267	$6,311	$8,920	$10,786	$14,220	$14,403
%maintained parkland	41%	33%	74%	56%		54%	79%

Figure 16.8 compares 2008 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 7th of 7 (4th quartile) in terms of having the highest cost per hectare.

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 15.8 relative to the right axis. Maintained parkland is more costly to maintain on a per hectare basis than forests and other natural parkland, because of the higher standards for turf maintenance and the maintenance requirements for varying numbers and ranges of amenities such as greenhouses, washroom structures, playgrounds, sports fields, and splash pads.

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 and 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)
- integrated pest control for Asian Long Horned Beetle, Emerald Ash Borer, which may be higher incidence in Toronto
- higher population 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

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:

  - enhanced the quality and number of Parks in Toronto by completing development of 3 waterfront parks/trail improvements (Circulating Channel Landscape Improvement, Leslie Street Greening, and Martin Goodman Trail – Marilyn Bell to Coronation Park), and first community orchard (Ben Nobleman Park).
  - opened and operated Beaches/Ashbridge's Bay Skate Park (Toronto's 1st Urban Skate Plaza, & Ontario's Largest Skate Park).
  - increased the number of Blue Flag beaches for swimming with the designation of Kew-Balmy Beach as the City's 7th Blue Flag Beach
  - implemented the first year of the Forestry Service Plan, which improved Forestry service levels,
  - planted over 100,000 trees and shrubs
  - effectively managed forest pests and diseases that threaten the urban forest
  - improved tree maintenance
  - increased the number of tree protection application files processed within prescribed timelines.
  - Implemented systems that improve scheduling, safety, and service efficiency such as the Work Order Management System in all park locations and an Automated Vehicle Locate System in 170 vehicles
  - continued implementation of Dogs off Leash Strategy with two additional locations (Coronation park and Hideaway park), which brings the number of Off-Leash locations to 35

- 2010 Initiatives Planned:

  - develop and integrate new Waterfront parks and sport fields into operations with environmental monitoring considerations (with Waterfront Toronto, we will continue to work on designing, developing and completing the planned public spaces, e.g. Sherbourne Park and Sugar Beach)
  - develop a city-wide, multi-year Parks Plan and Service Standards (related to the acquisition, development, management and sustainable operation of public parkland system)
  - improvement of tree maintenance (systematic area pruning) and increased planting of up to 3,000 additional trees in 2010 towards sustaining and expanding the urban forest canopy from 17% to 34% in the next 40 years
  - conversion of four natural turf to artificial turf multi-purpose sport fields (two at L'Amoreaux, one at Earlscourt and one at Weston park locations)
  - continue construction and renovation processes for a number of recreation complexes (e.g. Ken Cox and Edithvale Community Centres)

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.

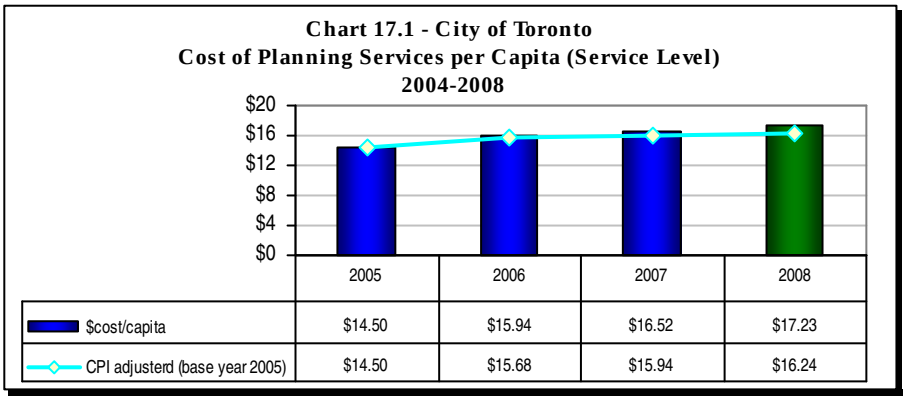
This involves:

- 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.

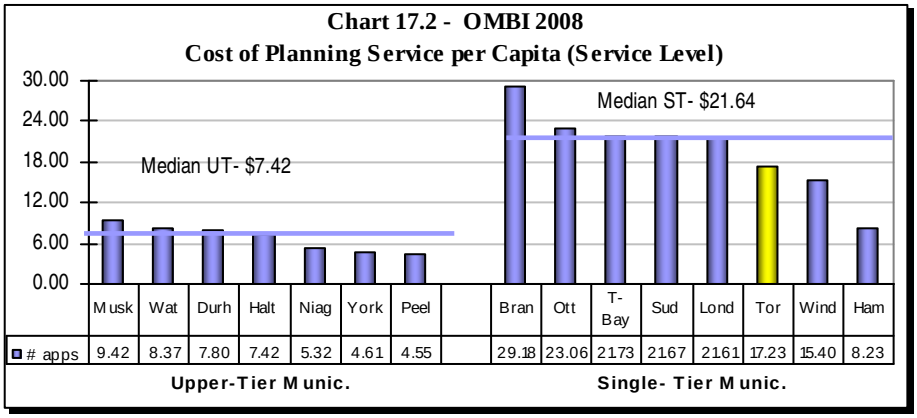
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service / Activity Level Indicators				
How much is spent on planning services?	Cost of Planning Services per Capita (Service Level)	**Increase** **Cost of planning per capita has increased**	**3** **Lower cost of planning per capita**	17.1 17.2 pg. 139
How many development applications are received?	Number of Development Applications Received per 100,000 Population - (Service Level)	**Decrease** **Number of development applications received decreased**	**3** **Lower rate of development applications received**	17.3 17.4 pg. 140
How many community meetings are planning staff attending?	Number of Non-Statutory Civic Engagement Community Meetings Attended by City Planning Staff – (Activity Level)	**Stable** **Number of meetings attended was stable in 2008**	**N/A**	17.5 pg. 141
Efficiency Measures				
How much does it cost in Toronto to process a development application?	Development Planning Applications Cost per Development Application Received – (Efficiency)	**Unfavourable** **Increased cost per application (due to drop in # of applications)**	**3** **Higher cost per application**	17.6 17.7 pg. 141
Overall Results		**Service Level Indicators (Resources)** 1 - Favourable 1 - Stable 1 - Unfavour. 66% favourable or stable **Performance Measures (Results)** 0 - Favourable 0 - Stable 1 - Unfavour. 0% favourable or stable	**Service Level Indicators (Resources)** 0 - 1st quartile 0 - 2nd quartile 2 - 3rd quartile 0 - 4th quartile 0% above median **Performance Measures (Results)** 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 15 municipalities.

How much is spent on planning services in Toronto?



How does the cost of planning services in Toronto compare to other municipalities?



As noted and described on the lead page to this section, Planning Services in Toronto includes the following:

- Community Planning
- Policy and Research
- Urban Design
- Transportation Planning
- Zoning Bylaw and Environmental Planning

Chart 17.1 reflects the costs of all these functions expressed on a cost per capita basis. It provides an indication of the service levels or amount of resources devoted to Planning Services.

Data is also provided that adjusts for annual changes in Toronto's Consumer Price Index (CPI), using 2005 as the base year, which has been plotted as a line graph.

Toronto's cost per capita has been increasing as the estimated population has risen faster than the number of applications received. The slowdown in the world's economy affected Toronto, especially the residential sector in 2008. While the fourth quarter was especially slow, full year data for 2008 was still significant, with almost 15,000 new units approved in the year.

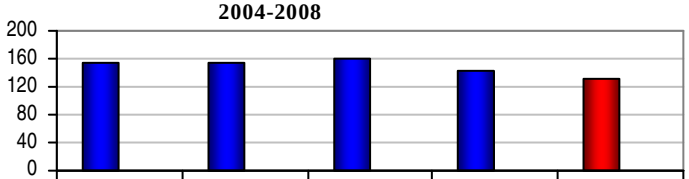
Chart 17.2 compares Toronto's 2008 cost per capita (service levels) to other Ontario municipalities. These municipalities have been separated into two groups:

- upper-tier municipalities, who jointly provide planning services in a jurisdiction with the local (lower-tier) municipalities single-tier municipalities
- single-tier municipalities like Toronto where that municipality is the sole provider of planning services in a jurisdiction

When compared to other single-tier municipalities, Toronto ranks 6th of 8 (3rd quartile) in terms of having the highest cost per capita/service levels.

How many development applications are received in Toronto?

Chart 17.3 - City of Toronto
Number of Development Appliactions Received per 100,000 Pop'n (Service Level)
2004-2008



	2004	2005	2006	2007	2008
# apps/100,000 pop'n	155	155	159	144	131
Total # applications	4,134	4,108	4,288	3,935	3,597

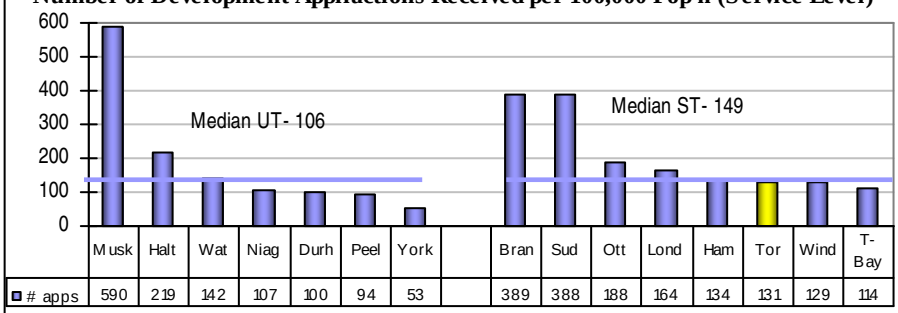
Community planning and the review and processing of development applications are only one of the services provided by City Planning.

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 17.3 shows the number of development applications received in Toronto per 100,000 population between 2004 and 2008, as well as the total number of applications received. In 2008 the decrease in applications was primarily in the categories of minor variances.

How many development applications does Toronto receive in relation to other municipalities?

Chart 17.4 - OMBI 2008
Number of Development Appliactions Received per 100,000 Pop'n (Service Level)



	Musk	Halt	Wat	Niag	Durh	Peel	York		Bran	Sud	Ott	Lond	Ham	Tor	Wind	T-Bay
# apps	590	219	142	107	100	94	53		389	388	188	164	134	131	129	114

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 2008 a total of 14,817 units in 137 projects were approved which is a decrease from 2007 when 156 projects were approved for 19,477 units. This in part reflects the impact of the global economic downturn in 2008.

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 17.4 compares the number of development applications received in 2008 in Toronto to other municipalities. Of the single-tier municipalities, Toronto ranks 6th of 8 (3rd 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.

How many community meetings are planning staff attending in Toronto?

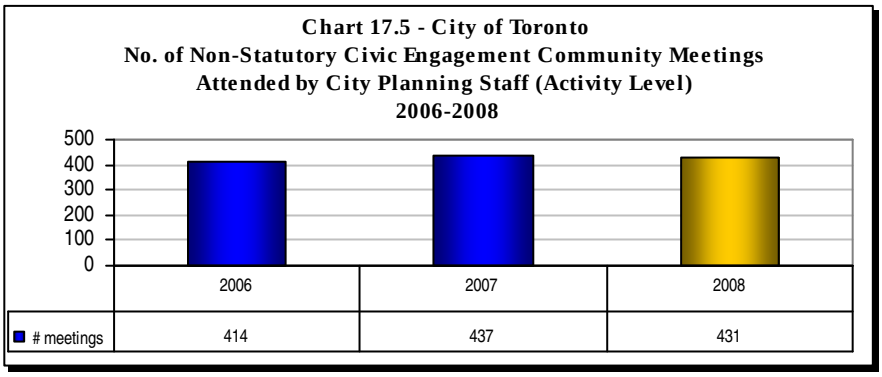


Chart 17.5 provides another indicator of Planning activity and reflects the number of non-statutory civic engagement community meetings that were attended by City Planning staff from 2006 to 2008. Through these meetings, staff engaged 22,734 residents and members of the public in 2008 about the choices and consequences of new development and infrastructure.

How much does it cost in Toronto to process a development application?

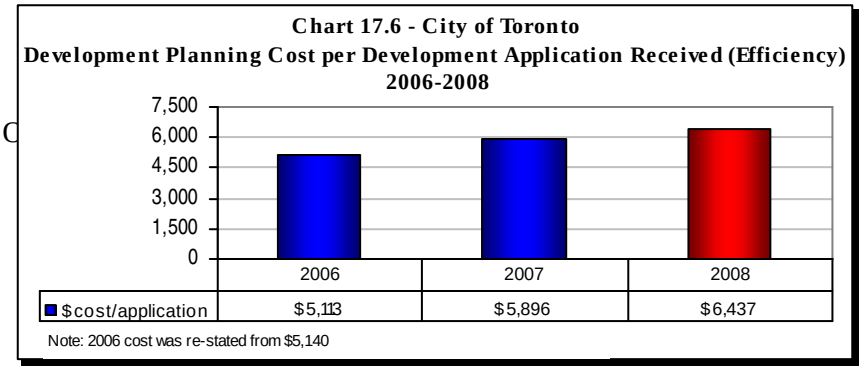


Chart 17.6 reflects Toronto's development planning costs per development application received from 2006 to 2008.

The relative increase in 2008 cost is largely due to the 9% drop in development applications received over 2007, as discussed on the previous page.

How does Toronto's cost to process a development application compare to other municipalities?

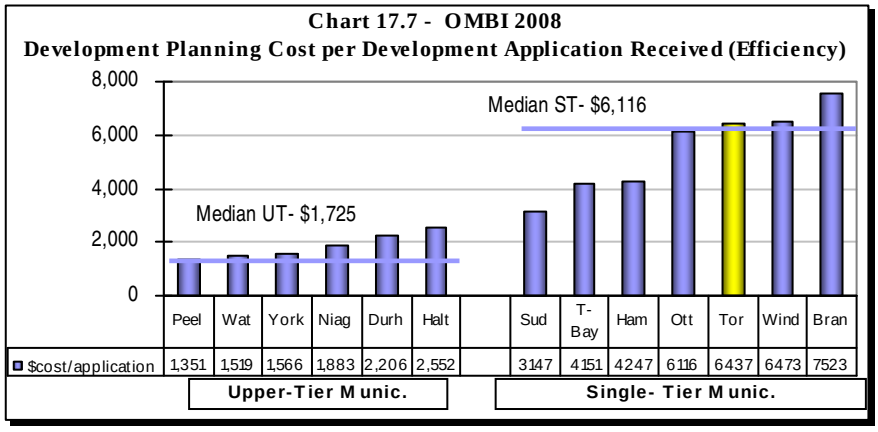


Chart 17.7 compares Toronto's 2008 development planning cost per development application to other municipalities. Of the single-tier municipalities Toronto ranks 5th of 7 (3rd quartile) in terms of having the lowest cost per application and results are similar to those of other cites with large urban 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. Those applications may require costs required for area studies, policy development, urban design and community outreach. 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.

2009 Achievements or 2010 Planned Initiatives

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

- Achievements in 2009 included:
    - processed approximately 2,500 community planning development approval and committee of adjustment applications
    - engaged over 16,000 residents and members of the public on the choices and consequences of new development in Toronto through 2 Avenue studies, 2 Environmental Assessments, and over 450 neighbourhood workshops and non-statutory community consulting meetings
    - continued work on the new Zoning By-law
    - undertook major growth studies such as Parks Downsview, York University Secondary Plan, Keele/Wilson Provincial Institutional Campus, Avenue Typology Study, Mimico 20/20 and the Finch/Warden Revitalization Study
    - supported major City initiatives including Transit City, Spadina Subway Extension, Tower Renewal and the Agenda for Prosperity

- Initiatives in 2010 include:
    - completing the new Zoning By-law and defending any appeals to the Ontario Municipal Board;
    - supporting the implementation of the Transit City plan for additional light rail lines across the City by 2021
    - working with applicants and commenting Divisions to complete the review of development applications that positively contribute to the health, growth and tax base of the City within Council endorsed timeframes
    - expediting the review of time-sensitive, federally-funded infrastructure projects ensuring economic stimulus in the City
    - supporting Council's green agenda through the implementation of the Toronto Green Standard and Green Roof By-law
    - completing City Planning's program review and beginning implementation to address service demand challenges

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.

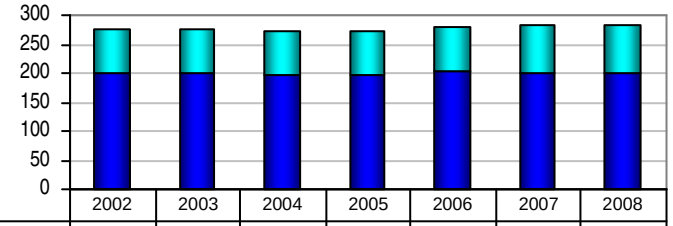
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators / Number of Police Staff				
How many police officers are there?	Number of Police Officers per 100,000 Population - (Service Level)	**Stable** **Number of Police Officers is stable**	**1** **Higher number of Police Officers**	18.1 18.2 pg. 146
How many civilians and other staff are there in Police Services?	Number of Civilians and Other Staff per 100,000 Population - (Service Level)	**Favourable** **Increased number of civilian staff**	**1** **Highest number of civilians and other staff**	18.1 18.2 pg. 146
How many total staff (police officers and civilians) are there?	Number of Total Police Staff (Officers and Civilians) per 100,000 Population - (Service Level)	**Favourable** **Increased number of total police staff (officers and civilians)**	**1** **Higher police staffing levels (officers and civilians)**	18.1 18.2 pg. 146
Community Impact Measures / Crime Rates				
What is the total crime rate?	Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population -(Community Impact)	**Favourable** **Total crime rate down by -5.3% in 2008**	**2** **Lower total crime rate**	18.3 18.4 pg. 147
How has the total crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents - (Community Impact)	**See above**	**1** **Larger decrease in rate of total crimes**	18.5 pg. 147
What is the violent crime rate?	Reported Number of Violent – Criminal Code Incidents per 100,000 Population -(Community Impact)	**Favourable** **Violent crime rate down by -1.4% in 2008**	**3** **Higher rate of violent crime**	18.6 18.7 pg. 148
How has the violent crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Violent Crime- (Community Impact)	**See above**	**3** **Smaller decrease in rate of violent crime**	18.8 pg. 148
What is the property crime rate?	Reported Number of Property – Criminal Code Incidents per 100,000 Population - (Community Impact)	**Favourable** **Property crime rate down by -7.2% in 2008**	**2** **Lower rate of property crime**	18.9 18.10 pg. 149
How has the property crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Property Crime - (Community Impact)	**See above**	**1** **Larger decrease in rate of property crime**	18.11 pg. 149

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
What is the youth crime rate?	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population -(Community Impact)	**Favourable** **Youth crime decreased by -9.1% in 2008**	**1** **Lower rate of youth crime**	18.12 18.13 pg. 150
How has the youth crime rate changed in Toronto compared other municipalities?	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population - (Community Impact)	**See above**	**1** **Larger decrease in rate of youth crime**	18.14 pg. 150
Customer Service Measures - Clearance				
What percentage of the total crimes committed are solved/cleared?	Clearance Rate - Total (Non-Traffic) Criminal Code Incidents – (Customer Service)	**Stable** **Clearance rate for total crime is stable**	**3** **Low clearance rates for total crime**	18.15 18.16 pg. 151
What percentage of the violent crimes committed are solved/cleared?	Clearance Rate - Violent Crime – (Customer Service)	**Unfavourable** **Clearance rate for violent crime decreased**	**4** **Lower clearance rate for violent crime**	18.17 18.18 pg. 151
Efficiency Measures				
How many criminal code incidents are there for each police officer?	Number of Criminal Code Incidents (Non-Traffic) per Police Officer – (Efficiency)	**Unfavourable** **Decreasing number of Criminal Code incidents/workload per officer**	**4** **Low number of Criminal Code incidents /workload per officer**	18.19 18.20 pg. 152
Overall Results		**Service Level Indicators (Resources)** 2- Favourable 1 - Stable 0 -Unfavour. 100% favourable or stable **Performance Measures (Results)** 4- Favourable 1- Stable 2 -Unfavour. 75% favourable or stable	**Service Level Indicators (Resources)** 3 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median **Performance Measures (Results)** 4- 1st quartile 2 - 2nd quartile 3- 3rd quartile 2 - 4th quartile 55% 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.

How many police staff is there in Toronto?

Chart 18.1- City of Toronto
Police Staffing per 100,000 Population (Service Level)
2002-2008



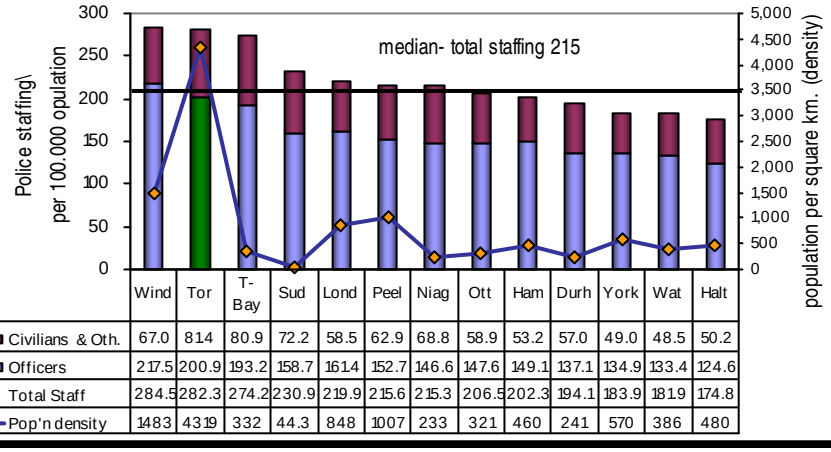
	2002	2003	2004	2005	2006	2007	2008
Total Police Staff	7,268	7,299	7,314	7,373	7,580	7,713	7,730
All Police Staff per 100,000 pop'n	277.6	276.1	273.9	273.4	278.2	282.5	282.3
Civilians per 100,000 pop'n	77.3	77.3	77.3	77.0	76.3	810	814
Officers per 100,000 pop'n	200.3	198.8	196.7	196.4	2019	2015	200.9

The primary method of comparing service levels over time or between municipalities for Police Services is to examine the number of staff.

Chart 18.1 provides the number of officers and civilian positions budgeted in Toronto from 2002 to 2008, expressed on a per 100,000 population basis. Over the longer term the number of officers has been increasing for initiatives such as anti-gang, provincial courts, and Safer Communities. In 2008, the number of officers remained unchanged from 2007 while the number of civilian and other staff grew slightly.

How do Toronto's police staffing levels compare to other municipalities?

Chart 18.2 - OMBI 2008
Police Staffing Levels per 100,000 Pop'n & Pop'n Density (Service Level)



	Wind	Tor	T-Bay	Sud	Lond	Peel	Niag	Ott	Ham	Durh	York	Wat	Halt
Civilians & Oth.	67.0	814	80.9	72.2	58.5	62.9	68.8	58.9	53.2	57.0	49.0	48.5	50.2
Officers	217.5	200.9	193.2	158.7	1614	152.7	146.6	147.6	149.1	137.1	134.9	133.4	124.6
Total Staff	284.5	282.3	274.2	230.9	219.9	215.6	215.3	206.5	202.3	194.1	183.9	1819	174.8
Pop'n density	1483	4319	332	44.3	848	1007	233	321	460	241	570	386	480

Chart 18.2 compares Toronto's 2008 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, 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.

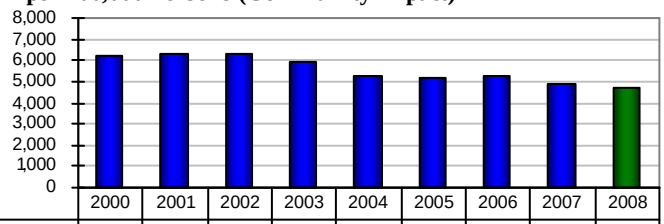
Police service staffing levels can vary between municipalities for a number of reasons, including:

- 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 commuters, visitors 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.

How has Toronto's total (non- traffic) crime rate been changing?

Chart 18.3 - City of Toronto
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Persons (Community Impact)



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total Crime Rate per 100,000 Population	6,250	6,340	6,298	5,892	5,304	5,214	5,264	4,923	4,661

2004 to 2007 data revised for revisions from CCJS

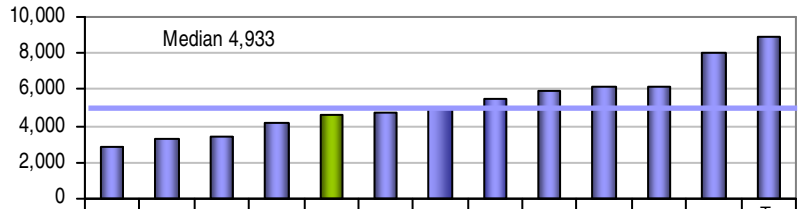
Crime rates are used to measure the extent and nature of criminal activity brought to the attention of the police within a municipality. Unreported crime is not captured.

Chart 18.3 provides Toronto's total (non-traffic) crime rate per 100,000 population from 2000 to 2008. It excludes *Criminal Code* driving offences such as impaired driving or criminal negligence causing death.

In 2008, Toronto's total crime rate decreased by -5.3%. This decrease was largely driven by a decrease in property crime as reflected in Chart 18.9.

How does Toronto's total (non-traffic) crime rate compare to other municipalities?

Chart 18.4 - OMBI 2008
Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Pop'n (Community Impact)



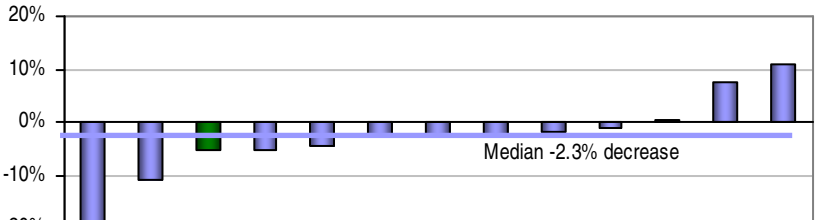
	York	Halt	Peel	Durh	Tor	Ott	Wat	Sud	Wind	Ham	Niag	Lond	T-Bay
rate per 100k	2,855	3,296	3,366	4,231	4,661	4,711	4,933	5,492	5,935	6,128	6,129	8,054	8,950

Chart 18.4 compares the 2008 total (non-traffic) crime rate per 100,000 population in Toronto to other municipalities. Toronto ranks 5th of 13 municipalities (2nd quartile), in terms of having the lowest total crime rate.

Chart 18.5 compares whether each municipality's 2008 total crime rate has increased or declined from 2007. Toronto ranks 3rd of 13 municipalities (1st quartile) in terms of having the greatest rate of decline.

What was the 2008 change in the total (non-traffic) crime rate in Toronto, compared to other municipalities?

Chart 18.5- OMBI 2008
Annual % Change in Rate of Total (Non-Traffic) Criminal Code Incidents (Community Impact)



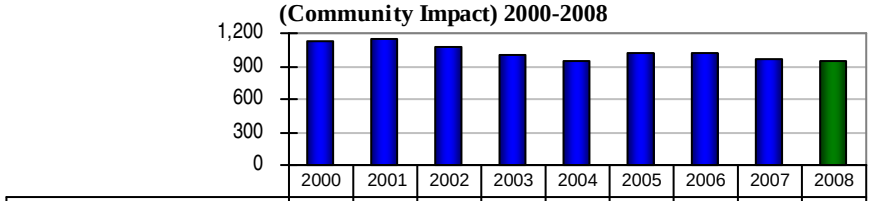
	Wind	Ott	Tor	Peel	Halt	Lond	Ham	Durh	Sud	York	T-Bay	Wat	Niag
% change	-19.7%	-10.9%	-5.3%	-5.1%	-4.7%	-2.5%	-2.3%	-2.1%	-1.9%	-1.1%	0.2%	7.5%	11.1%

Many factors may influence the crime rates in municipalities reflected in this report, 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

How has Toronto's violent crime rate been changing?

Chart 18.6- City of Toronto
Reported Number of Violent Criminal Code Incidents per 100,000 Persons (Community Impact) 2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Violent Crime Rate per 100,000 Population	1,124	1,151	1,078	1,005	948	1,013	1010	963	950

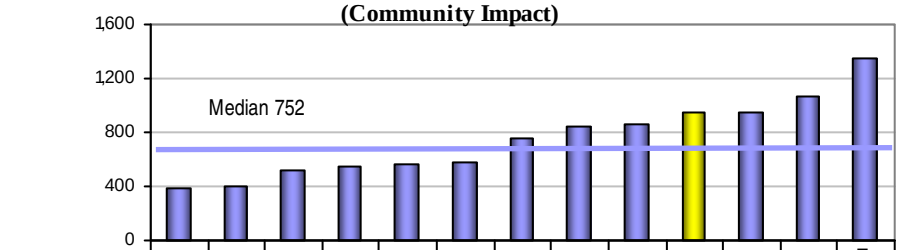
2004 to 2007 data revised for revisions from CCJS

Chart 18.6 provides Toronto's rate of the reported number of violent *Criminal Code* incidents, per 100,000 population, from 2000 to 2008. In 2008, the violent crime rate decreased by -1.4%, which is consistent with the decreasing longer term trend.

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. Unreported crime is not captured.

How does Toronto's violent crime rate compare to other municipalities?

Chart 18.7 - OMBI 2008
Reported Number of Violent Criminal Code Incidents per 100,000 Population (Community Impact)

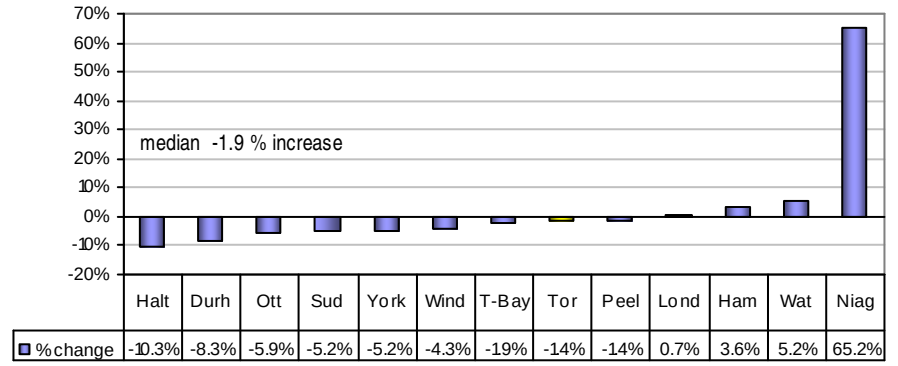


	York	Halt	Peel	Ott	Wat	Durh	Wind	Lond	Sud	Tor	Ham	Niag	T-Bay
rate per 100k	391	404	526	541	570	583	752	838	860	950	954	1,060	1,346

Chart 18.7 compares Toronto's 2008 violent crime rate per 100,000 population, to other Ontario municipalities. Toronto ranks 10th of 13 municipalities (3rd quartile), in terms of having the lowest violent crime rate

What was the change in the violent crime rate in Toronto compared to other municipalities?

Chart 18.8- OMBI 2008
Annual % Change in Rate of Violent Crime Incidents (Community Impact)



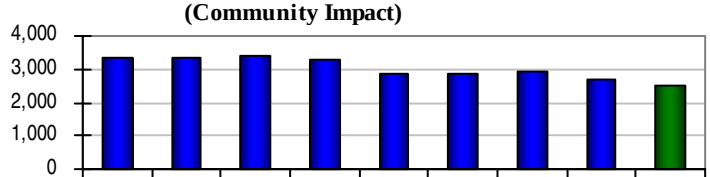
	Halt	Durh	Ott	Sud	York	Wind	T-Bay	Tor	Peel	Lond	Ham	Wat	Niag
%change	-10.3%	-8.3%	-5.9%	-5.2%	-5.2%	-4.3%	-19%	-14%	-14%	0.7%	3.6%	5.2%	65.2%

Chart 18.8 compares whether each municipality's 2008 violent crime rate has increased or declined from 2007. Toronto ranks 8th of 13 municipalities (3rd quartile), in terms rate of decline.

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

How has Toronto's property crime rate been changing?

Chart 18.9- City of Toronto
Reported Number of Property Criminal Code Incidents per 100,000 Persons (Community Impact)



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Property Crime Rate per 100,000 Population	3,373	3,358	3,407	3,272	2,894	2,860	2,912	2,700	2,507

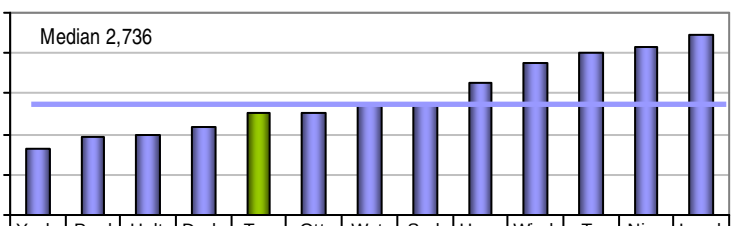
2006 to 2007 data revised for revisions from CCJS

Chart 18.9 provides Toronto's rate of the reported number of property *Criminal Code* incidents, per 100,000 population, from 2000 to 2008. Toronto's property crime rate has been decreasing over time, with a -7.2% decrease experienced in 2008.

A property incident involves unlawful acts with the intent of gaining property and 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. Unreported crime is not captured.

How does Toronto's property crime rate compare to other municipalities?

Chart 18.10 - OMBI 2008
Reported Number of Property Criminal Code Incidents per 100,000 Population (Community Impact)

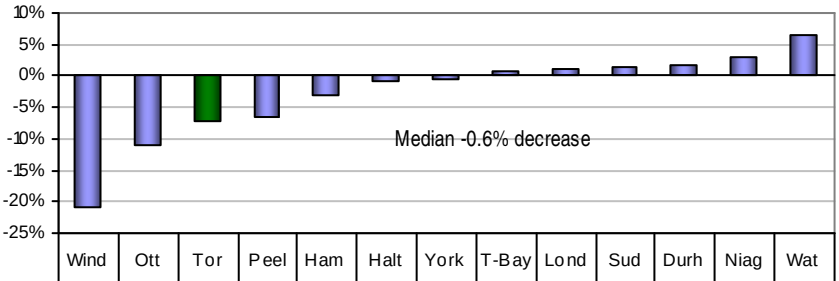


	York	Peel	Halt	Durh	Tor	Ott	Wat	Sud	Ham	Wind	T-	Niag	Lond
rate per 100k	1657	1937	1970	2,165	2,507	2,532	2,736	2,760	3,280	3,750	3,992	4,139	4,474

Chart 18.10 compares Toronto's 2008 property crime rate per 100,000 population, to other Ontario municipalities. Toronto ranks 5th of 13 municipalities (2nd quartile) in terms of having the lowest property crime rate.

What was the change in the property crime rate in Toronto, compared to other municipalities?

Chart 18.11- OMBI 2008
Annual % Change in Rate of Property Crime Incidents (Community Impact)

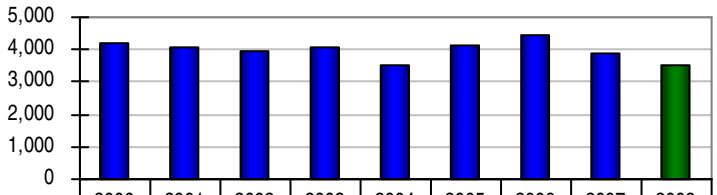


	Wind	Ott	Tor	Peel	Ham	Halt	York	T-Bay	Lond	Sud	Durh	Niag	Wat
% change	-20.9%	-11.1%	-7.2%	-6.4%	-2.9%	-0.7%	-0.6%	0.8%	1.0%	1.5%	1.7%	2.9%	6.4%

Chart 18.11 compares whether each municipality's 2008 property crime rate has increased or declined from 2007. Toronto ranks 3rd of 13 municipalities (1st quartile), in terms of having the greatest rate of decline.

How has Toronto's youth crime rate been changing?

Chart 18.12 - City of Toronto
Number of Youth Cleared by Charge or Cleared Otherwise per 100,000 Youth Pop'n (Community Impact) 2000-2008



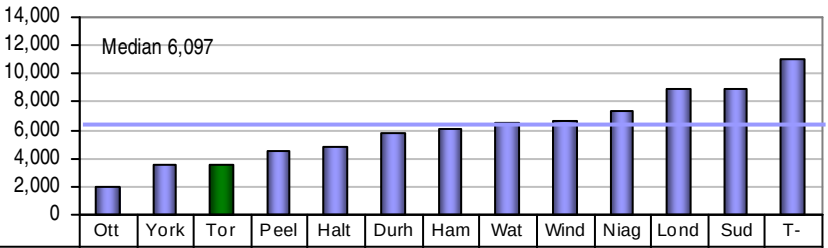
	2000	2001	2002	2003	2004	2005	2006	2007	2008
rate per 100k youths	4,189	4,085	3,927	4,055	3,537	4,120	4,442	3,881	3,529

2007 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.

How does Toronto's youth crime rate compare to other municipalities?

Chart 18.13 - OMBI 2008
Number of Youth Cleared by Charge or Cleared Otherwise per 100,000 Youth Pop'n (Community Impact)



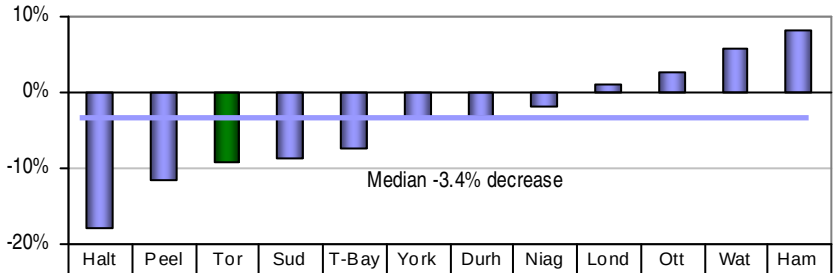
	Ott	York	Tor	Peel	Halt	Durh	Ham	Wat	Wind	Niag	Lond	Sud	T-
rate per 100k	2012	3483	3529	4502	4752	5742	6097	6490	6630	7350	8897	8914	11038

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 18.12 summarizes the number of youths (aged 12-17) per 100,000 youths in Toronto, who committed criminal offences in the years 2000 to 2008. 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 -9.1% in 2008.

What was the change in the youth crime rate in Toronto, compared to other municipalities?

Chart 18.14- OMBI 2008
Annual % Change in Rate of Youth Cleared by Charge or Cleared Otherwise (Community Impact)



	Halt	Peel	Tor	Sud	T-Bay	York	Durh	Niag	Lond	Ott	Wat	Ham
% change	-17.8%	-11.6%	-9.1%	-8.6%	-7.3%	-3.5%	-3.2%	-1.9%	1.1%	2.7%	5.9%	8.2%

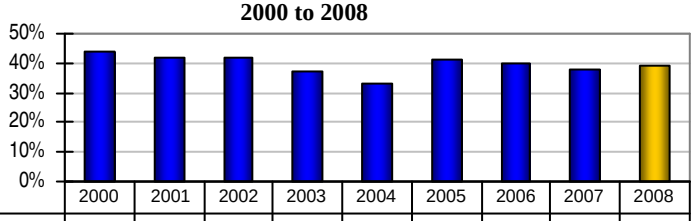
Chart 18.13 compares Toronto's 2008 youth crime rate (cleared by charge or cleared otherwise) per 100,000 youths, to other Ontario municipalities. Toronto ranks 3rd of 12 municipalities (1st quartile), in terms of having the lowest youth crime rate.

Chart 18.14 compares whether each municipality's 2008 youth crime rate has increased or declined from 2007. Toronto ranks 3rd of 12 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.

How has Toronto's clearance rate for total Criminal Code incidents been changing?

Chart 18.15- City of Toronto
Clearance Rate for Total (Non-Trafffic) Criminal Code Incidents (Cust. Svc.)
2000 to 2008

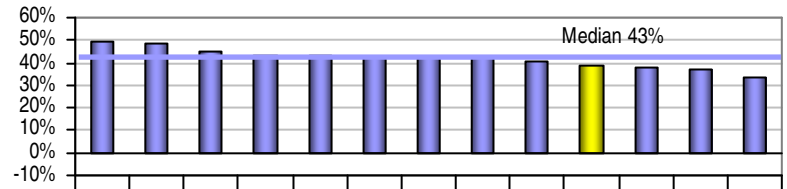


	2000	2001	2002	2003	2004	2005	2006	2007	2008
%incidents cleared	44%	42%	42%	37%	33%	41%	40%	38%	39%

2004 to 2007 data revised for revisions from CCJS

How does Toronto's clearance rate for total (non- traffic) Criminal Code incidents, compare to other municipalities?

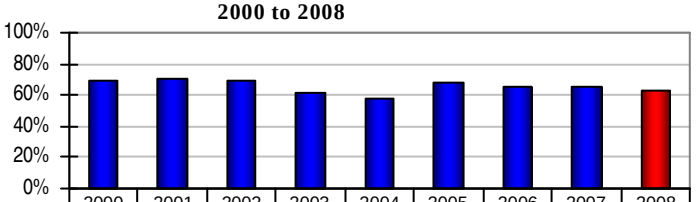
Chart 18.16 - OMBI 2008
Clearance Rate for Total (Non-Traffic) Criminal Code Incidents (Cust. Svc.)



	Durh	T-Bay	Sud	Peel	York	Wat	Halt	Lond	Wind	Tor	Niag	Ott	Ham
%clearance rate	49%	48%	45%	43%	43%	43%	43%	43%	40%	39%	38%	37%	33%

How has Toronto's clearance rate for violent crime been changing?

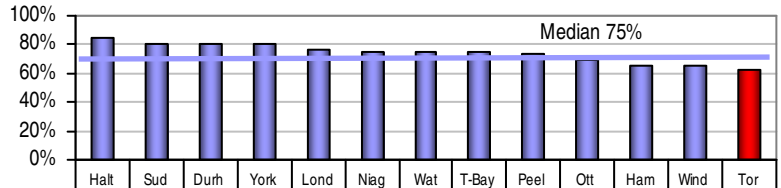
Chart 18.17- City of Toronto
Clearance Rate for Violent Criminal Code Incidents (Customer Service)
2000 to 2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
%incidents cleared	69%	71%	69%	61%	58%	68%	65%	65%	63%

How does Toronto's clearance rate for violent crime, compare to other municipalities?

Chart 18.18- OMBI 2008
Clearance Rate for Violent Criminal Code Incidents (Customer Service)



	Halt	Sud	Durh	York	Lond	Niag	Wat	T-Bay	Peel	Ott	Ham	Wind	Tor
% clearance rate	85%	80%	80%	80%	76%	75%	75%	75%	73%	69%	65%	65%	63%

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 18.15 reflects Toronto's clearance rate for total crime from 2000 to 2008 and shows fairly stable trend between 2005 and 2008.

Chart 18.16 compares the 2008 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.

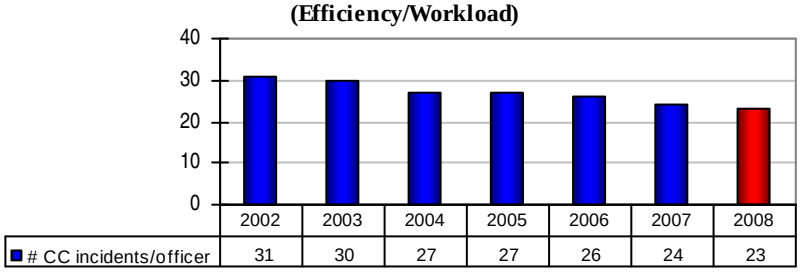
Chart 18.17 summarizes Toronto's clearance rates for violent crime from 2000 to 2008, which declined slightly in 2008.

Chart 18.18 compares the 2008 municipal clearance rates for violent crime incidents. Toronto ranks 13th of 13 (4th quartile), in terms of having the highest clearance rate.

The willingness to report information by the public can assist with solving violent crimes and can be a significant factor influencing these results.

How many Criminal Code incidents are there for each police officer in Toronto?

Chart 18.19- City of Toronto
Number of Non-Traffic Criminal Code Incidents per Police Officer
(Efficiency/Workload)



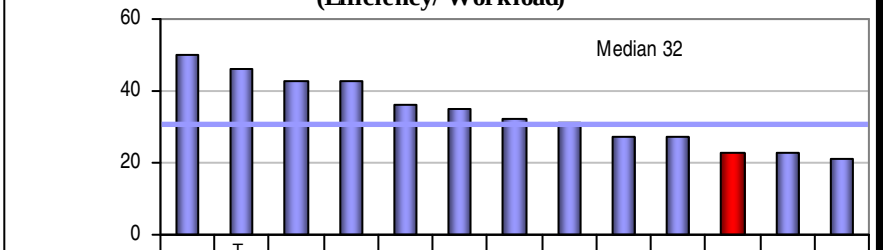
	2002	2003	2004	2005	2006	2007	2008
# CC incidents/officer	31	30	27	27	26	24	23

2004 to 2007 data revised to reflect revisions received from CCJS

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.

How does the number of Criminal Code incidents per officer in Toronto compare to other municipalities?

Chart 18.20 - OMBI 2008
Number of Criminal Code Incidents (Non-Traffic) per Police Officer
(Efficiency/ Workload)



	Lond	T-Bay	Niag	Ham	Wat	Sud	Ott	Durh	Wind	Halt	Tor	Peel	York
CC inc./Officer	50	46	43	43	36	35	32	31	27	27	23	23	21

Chart 18.19, provides the number of (non-traffic) *Criminal Code* incidents there were in Toronto per Police Officer from 2002 to 2008. There has been a downward trend over this period that is consistent with the decrease in the total crime rate noted under Chart 18.3

Chart 18.20 compares Toronto's 2008 results to other municipalities for the number of (non-traffic) *Criminal Code* incidents per Police Officer. Toronto ranks 11th of 13 municipalities (4th quartile), in terms of having the highest number of *Criminal Code* incidents in the municipality 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.

2009 Achievements or 2010 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) is an intensive, City-wide violence-reduction and community mobilization strategy intended to reduce crime and increase safety in neighbourhoods. In 2008, the TAVIS program expanded to include the Neighbourhood TAVIS Initiative during the summer months. The Neighbourhood Initiative has not only resulted in decreases in violent crime, but also in improved perceptions of community safety, according to community surveys carried out in the late spring and early fall of 2009.
    - Three neighbourhoods have been selected for the Neighbourhood TAVIS Initiative which will be carried out in the summer of 2010. Neighbourhoods are chosen based on crime trend analysis, occurrence mapping, and community consultation; they are chosen because they are experiencing a disproportionate level of criminal activity for their size.
    - Seneca College students have been instrumental in communicating to the community that TAVIS is not just an enforcement initiative, but something people can get involved in to make their neighbourhoods safer. Students have designed five advertizing campaigns and produced two videos.
- the Toronto Police Service's Newcomer Outreach Program, established four years ago to help new immigrants become familiar with the role police play in Canadian society, expanded to incorporate a new resource. The "Guide to Police Services in Toronto" is now available in 25 languages on DVD, online, and on interactive touch-screen video kiosks, which will be used at police facilities and community events.
- following a successful pilot project in 2008-2009, the Toronto Police Service expanded the School Resource Officer program to 50 officers. These officers, assigned to Toronto District School Board and Toronto Catholic District School Board schools, continue to 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.
- *On Patrol with Toronto Police* continues on Rogers TV. TV cameras ride along with Primary and Community Response Officers, and go "behind the scenes" with detectives and other investigative units. An important element of the program is showcasing the community mobilization efforts of the Toronto Police Service to engage residents to help solve problems in their own neighbourhoods. The shows have dealt with officers working in partnership with Toronto Community Housing constables and the community, but also with street policing such as john sweeps and drug enforcement.
- Microsoft Canada renewed its commitment to help police use technology to catch those who exploit children online. Microsoft worked with Toronto Sex Crimes Unit detectives over five years ago to develop the Child Exploitation Tracking System (CETS), software that allows police to store, search, share, and analyze large volumes of evidence and help find links to find victims and their abusers. A new version of CETS is being introduced this year.
- in May 2009, the Toronto Police Service established the Transit Patrol Unit (TPU) as a sub-unit of Traffic Services. The TPU provides a high visibility presence within the transit system with focus on intelligence led, strategic enforcement and identification of systemic problems related to the transit system. As such, the officers monitor stations identified through statistics as heavy crime and heavy traffic before settling on regular patrols. The officers are there to raise the comfort level of riders and TTC staff.
- in 2009, Bail Compliance units were established in all Toronto Police Service divisions, in recognition of the need for heightened offender management given that there are typically over 20,000 offenders on bail with conditions and roughly 13,000 outstanding warrants. Offenders out on bail for violent offences or those wanted by police are ranked by software that takes into account the crime they are currently accused of and past conviction. Officers then check up on those at the top of the lists, which are updated in real time. Over 8,500 compliance checks had been carried out by the beginning of May 2010.
- the Toronto Crime Stoppers Cash For Guns campaign continues for its fifth year in 2010, inviting the public to report illegal firearms to the police anonymously. The initiative offers up to $500 for a tip that leads to the seizure of an illegal firearm. In 2009, the campaign led to the seizure of 53 firearms.

2009 Achievements or 2010 Planned Initiatives - Continued

- in March 2010, as part of Project El Mirador, Toronto Drug Squad officers dismantled a nationwide crystal meth ring, as well as a homegrown heroin operation running out of the City's west end. Police seized $615,000 Cdn, $45,000 US, four vehicles, chemicals used for the production of methamphetamine, pills containing Ephedrine, methamphetamine, jewellery, watches, and fraudulent immigration documents.
- during the 2009 Holiday RIDE program, officers stopped 99,850 cars and tested 1,715 drivers, resulting in 99 drinking and driving charges – 7 more than in 2008.
- in May 2007, the Toronto Police Services Board, the Toronto Police Service, and the Ontario Human Rights Commission signed the Human Rights Project Charter (HRPC), initiating a 3-year collaborative approach to incorporate human rights and anti-racism perspectives into all policing activities. Concluding in May 2010, Charter initiatives have been many and varied, including: development of guidelines for the use of appropriate human rights-themed language and messaging, development of a Confidential Employee Database to ensure better use of TPS human resource and demographic data, Employment Systems Reviews, formation of a Diversity Management Unit, establishment of Internal Support Networks (addressing issues of an equitable promotional process for racialized or marginalized members), a gap analysis and re-drafting of TPS procedures that contain human rights components, development of a comprehensive marketing strategy to communicate policy updates to TPS members, and updating of existing Workplace Harassment and Discrimination information and awareness materials.
- the Toronto Police Service has been partnering with the RCMP, OPP, Canadian Forces, Peel Regional Police, and other local police agencies to provide security for the G20 Summit being held in Toronto in late June 2010. Planning efforts strive to balance the necessary security precautions with the community's right to live, work, and play in the city. Community relations officers have been meeting and communicating with downtown residents, businesses and event organizers to ensure life goes on around the summit. The planning also has to consider the normal delivery of police services across the city. Toronto officers will share responsibility for high-visibility patrols, managing access to secure areas and maintaining security at fence lines. And Toronto Police public order officers will be supported by other jurisdictions, just as the Marine Unit will in securing the harbour and waterfront.

Road Services

Transportation Services in Toronto, is responsible for maintaining the transportation infrastructure of the City in a state of good repair 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.

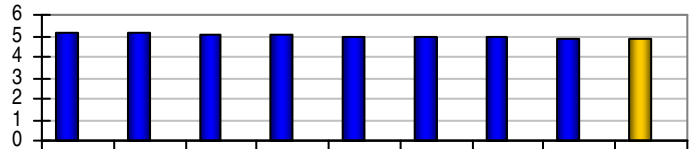
The focus of the costing data in this report is in regard to the maintenance of road surfaces and winter control of roads.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How long is the road network?	Number of Lane KM per 1,000 Population – (Service Level)	**Stable** **Very small increase in lane km of roads**	**4** **Lowest number of lane km of roads relative to population**	19.1 19.2 pg. 157
Community Impact Measures				
How many vehicle collisions are occurring?	Vehicle Collision Rate per Million Vehicle km or per Lane km – (Community Impact)	**Stable** **Collision rate is stable**	**4** **Highest collision rate**	19.3 19.4 pg. 158
How congested are the major roads?	Road Congestion on Major Roads (Vehicle km Traveled per Lane km) – (Community Impact)	**Stable** **Road congestion is stable**	**4** **Higher rate of congestion on Toronto's roads**	19.5 pg. 158
Are roads being maintained to standard in the winter?	Percentage of Winter Event Responses Meeting New Municipal Winter Level of Service – (Community Impact)	**Favourable** **Best possible result- 100% of winter event responses met standard**	**1** **Best possible result- 100% of winter event responses met standard**	19.8 19.9 pg. 160
Customer Service Measures				
What is the pavement condition of the roads?	Percentage of Paved Lane Kms. With Pavement Condition Rated Good/Very Good – (Customer Service)	**Stable** **Slight decrease in percentage of pavement rated good to very good**	**1** **Highest percentage of pavement rated good to very good**	19.6 19.7 pg. 159
Efficiency Measures				
How much does it cost to plough, sand and salt roads in the winter?	Operating Costs for Winter Maintenance of Roadways per Lane KM Maintained in Winter – (Efficiency)	**Unfavourable** **Increased cost of winter maintenance**	**4** **Higherst cost of winter maintenance of single-tier municipalities**	19.10 19.11 pg. 161
How much does it cost to maintain the road surface?	Operating Costs for Paved Roads (Hard Top) per Lane KM – (Efficiency)	**Unfavourable** **Decreased cost of paved road maintenance (excluding utility cuts)**	**4** **Highest cost of paved road maintenance**	19.12 19.13 pg. 162
Overall Results		**Service Level Indicators (Resources)** 0 - Favourable 1 - Stable 0 - Unfavour. 100% favourable or stable **Performance Measures (Results)** 1 - Favourable 3 - Stable 2 - Unfavour. 67% favourable or stable	**Service Level Indicators (Resources)** 0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 0% above median **Performance Measures (Results)** 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 14 municipalities.

How many lane kilometres of roads are there in Toronto?

Chart 19.1 - City of Toronto
Lane Km. of Roads per 1,000 Population (Service Level)
2000 - 2008



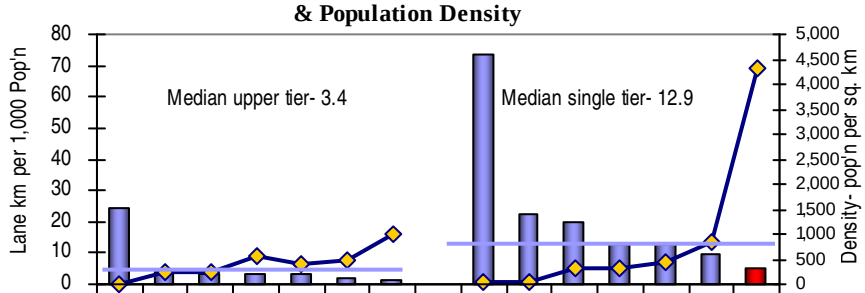
	2000	2001	2002	2003	2004	2005	2006	2007	2008
lane km per 1,000 pop	5.18	5.12	5.07	5.02	4.97	4.93	4.92	4.88	4.88
Total lane km	13,291	13,291	13,291	13,291	13,291	13,291	13,317	13,335	13,357

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 19.1 illustrates the number of lane km. of roads there were in Toronto per 1,000 population over the period of 2000 to 2008. 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.

How does the relative size of Toronto's road network compare to other municipalities?

Chart 19.2 - OMBI 2008
Lane Kilometres of Roads per 1,000 Population (Service Level)
& Population Density



	Musk	Niag	Durh	York	Wat	Halt	Peel	Bran	Sud	T-Bay	Ott	Ham	Lond	Tor
Lane km	24.4	3.75	3.51	3.36	3.15	1.89	1.21	73.48	22.31	19.69	12.89	12.51	9.47	4.88
Pop Density	16	233	241	570	386	480	1,007	37	44	332	321	460	848	4,319

Upper-Tier Munic. | Single-Tier Munic.

Chart 19.2 compares the relative size of Toronto's road network in 2008 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 19.2 as well as some of the subsequent charts to reflect different service delivery responsibilities for different classes of roads.

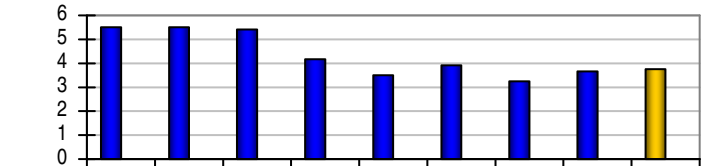
The first group are upper-tier or regional municipalities that usually have responsibility for major road types such as arterial and collector roads, but don't have responsibility for local roads, which are the responsibility of lower-tier municipalities. The second group, which includes Toronto, are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

Toronto ranks 7th of 7 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 19.2 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.

What is the rate of vehicle collisions in Toronto?

Chart 19.3 - City of Toronto
Number of Vehicle Collisions per Lane Km. of Roads (Community Impact)
2000 - 2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Collision Rate per Lane km	5.47	5.51	5.43	4.14	3.52	3.91	3.27	3.70	3.71
Total # collisions	72,631	73,174	72,100	55,083	46,767	52,008	43,528	49,322	49,717

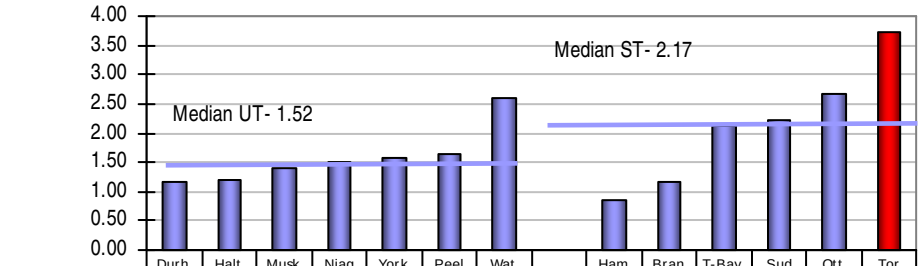
2003 and subsequent years exclude collisions on laneways, unknown and private property

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

Chart 19.3 illustrates the rate of vehicle collisions in Toronto per lane kilometre of road, from 2000 through 2008, as well as the total number of collisions. Although the collision rate was stable between 2007 and 2008, the rate of injuries from these collisions involving, drivers, passengers, pedestrians and cyclists dropped in 2008 by -3.1%.

How does the vehicle collision rate in Toronto, compare to other municipalities?

Chart 19.4 - OMBI 2008
Vehicle Collision Rate/Collisions per Million Vehicle KM - (Community Impact)



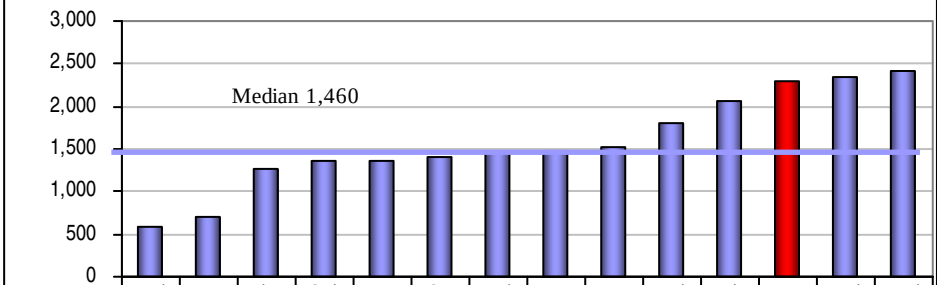
	Durh	Halt	Musk	Niag	York	Peel	Wat		Ham	Bran	T-Bay	Sud	Ott	Tor
coll/ mill. Veh. km	1.16	1.19	1.41	1.52	1.57	1.63	2.59		0.84	1.16	2.11	2.23	2.66	3.71
	Upper-Tier Munic.								Single- Tier Munic.					

Results for 2003 to 2008 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.

How congested are Toronto's major roads, compared to other municipalities?

Chart 19.5 -OMBI 2008
Congestion- Vehicle Km (000's) Traveled per Lane Km on Major Roads (Comm. Impact)



	Musk	Bran	Niag	Sud	Wat	Ott	Durh	T-Bay	Ham	York	Halt	Tor	Peel	Lond
kms (000's)	584	710	1,255	1,353	1,355	1,411	1,449	1,472	1,529	1,809	2,053	2,287	2,336	2,413

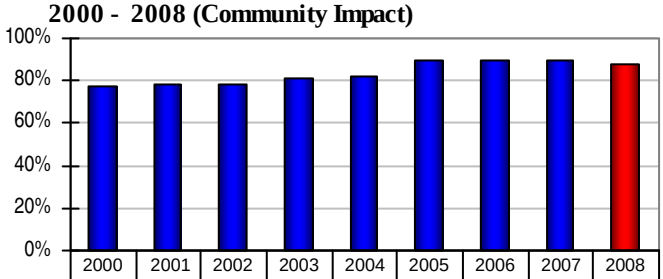
Chart 19.4 summarizes information on the 2008 annual rate of vehicle collisions per million vehicle kilometres traveled for Toronto and other municipalities. On the basis of the lowest collision rate, Toronto ranks 6th of 6 single-tier municipalities (4th quartile). Traffic congestion, discussed below, is likely a factor in this placing as Toronto roads are the third most congested of the OMBI municipalities.

Chart 19.5 compares the 2008 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 12th of 14 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.

What is the pavement condition of Toronto's roads?

Chart 19.6 - City of Toronto
% of Lane Km. of Roads With Pavement Condition Rated as Good to Very Good
2000 - 2008 (Community Impact)



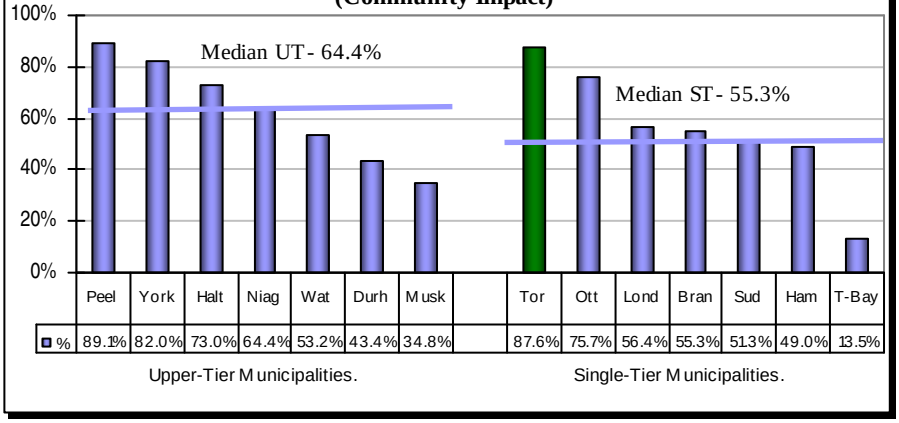
	2000	2001	2002	2003	2004	2005	2006	2007	2008
%Roads Rated Good to Very Good	77.3%	78.3%	78.1%	80.9%	82.1%	89.2%	89.2%	89.6%	87.6%

Chart 19.6 provides a summary of the pavement condition of Toronto's roads from 2000 to 2008. It indicates the percentage of our road system where the pavement quality is rated as good to very good.

Between 2007 and 2008 there was a very slight decline, however over the longer term there has been a significant improvement in pavement condition because of Toronto's Asset Management Programs and strategies to maintain roads in a good state of repair.

How does the pavement condition of Toronto's roads compare to other municipalities?

Chart 19.7- OMBI 2008
% of Lane Km. of Roads With Pavement Condition Rated as Good to Very Good
(Community Impact)



	Peel	York	Halt	Niag	Wat	Durh	Musk		Tor	Ott	Lond	Bran	Sud	Ham	T-Bay
%	89.1%	82.0%	73.0%	64.4%	53.2%	43.4%	34.8%		87.6%	75.7%	56.4%	55.3%	51.3%	49.0%	13.5%
	Upper-Tier Municipalities.								Single-Tier Municipalities.						

Chart 19.7 compares Toronto's 2008 percentage of roads rated in good to very good condition, 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.

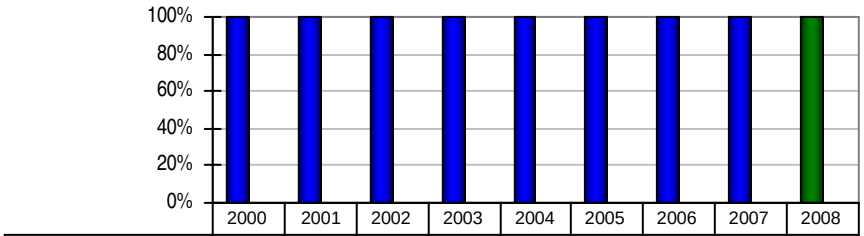
Toronto ranks 2nd of the 15 upper and single-tier municipalities (1st quartile) in terms of having the best pavement condition of its roads and is the best of the single-tier municipalities.

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

Are Toronto's roads being maintained to standard in the winter?

Chart 19.8 - City of Toronto
% of Winter Event Responses Meeting Standard (Community Impact)
2000 - 2008



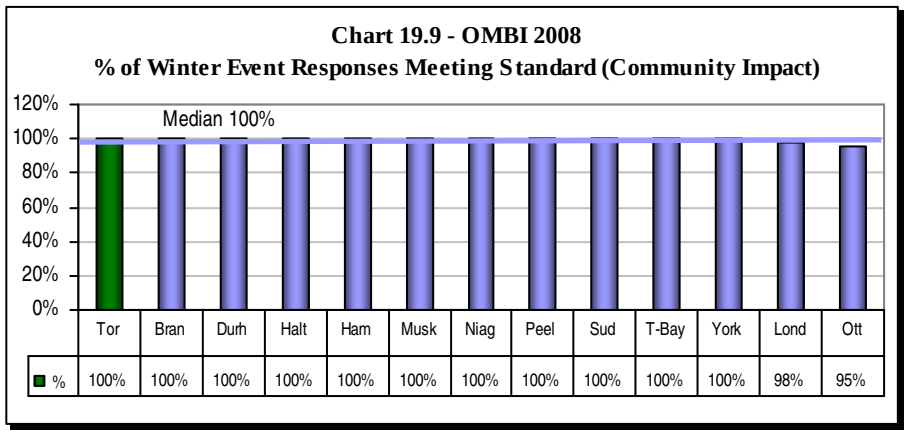
	2000	2001	2002	2003	2004	2005	2006	2007	2008
%winter mtn. std. met	100%	100%	100%	100%	100%	100%	100%	100%	100%
# winter events	36	34	36	69	64	45	33	123	113

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 19.8 indicates the number of winter event responses in Toronto from 2000 to 2008 and the percentage of time standards were met during these winter events. For all years, these standards were met 100% of the time.

How does Toronto's adherence to winter maintenance standards compare to other municipalities?

Chart 19.9 - OMBI 2008
% of Winter Event Responses Meeting Standard (Community Impact)



	Tor	Bran	Durh	Halt	Ham	Musk	Niag	Peel	Sud	T-Bay	York	Lond	Ott
%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%	95%

Chart 19.9 compares Toronto's 2008 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.

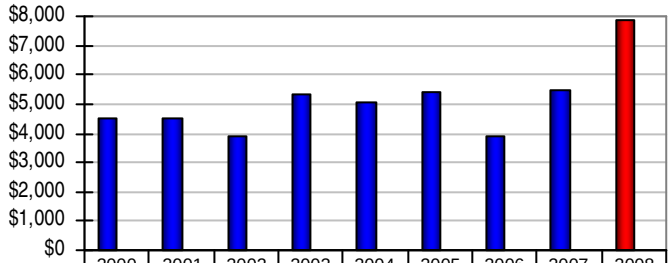
Toronto also clears windrows (snow left by ploughs at end of driveways) where mechanically possible, for residential single-family properties.

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

How much does it cost toronto for winter control of roads?

Chart 19.10 - City of Toronto
Cost for Winter Control Maintenance of Roads per Lane km. (Community Impact)
2000-2008



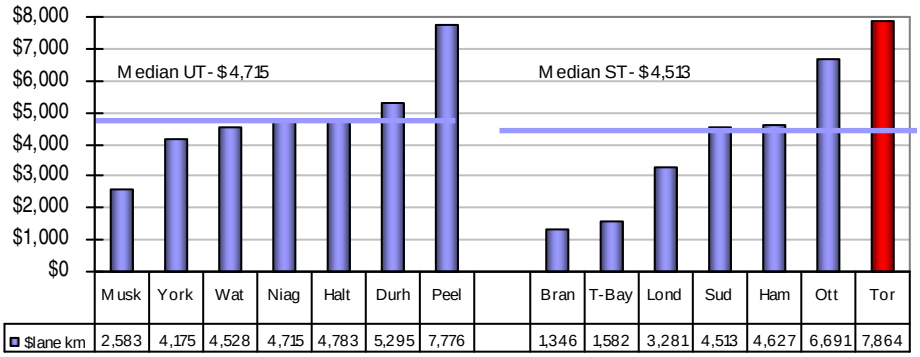
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Operating costs of winter control maintenance per lane km	$4,546	$4,509	$3,907	$5,319	$5,034	$5,427	$3,880	$5,465	$7,864
# winter events	36	34	36	69	64	45	33	123	113

Examining the cost of winter maintenance on a per lane kilometre basis, provides some indication of efficiency and Chart 19.10 summarizes these costs from 2000 to 2008. 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 2008 costs increased because of the severity of the winter events. More frequent application of de-icing materials (road salt and liquid brine costs increased by 37%) was required to combat slippery and freezing road conditions. The mobilization of equipment for snow removal also added a further $11.5 million to the total costs.

How does Toronto's winter control costs compare to other municipalities?

Chart 19.11 - OMBI 2008
Cost for Winter Maintenance of Roadways per Lane Km. (Community Impact)



	Musk	York	Wat	Niag	Halt	Durh	Peel		Bran	T-Bay	Lond	Sud	Ham	Ott	Tor
$/lane km	2,583	4,175	4,528	4,715	4,783	5,295	7,776		1,346	1,582	3,281	4,513	4,627	6,691	7,864

Upper-Tier Munic. Single -Tier Munic.

Chart 19.11 reflects Toronto's 2008 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 7^{h} of 7 (4th quartile), of the single-tier municipalities.

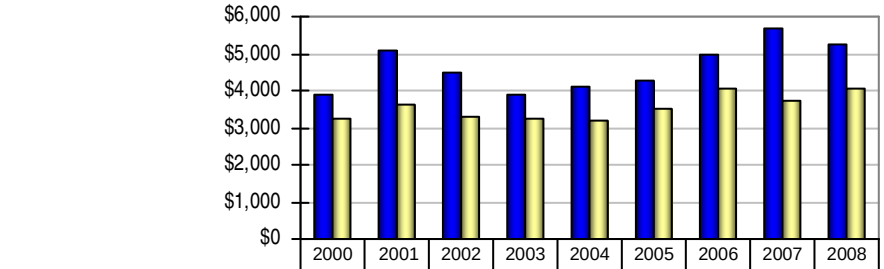
As noted earlier, Toronto also clears windrows at the ends of driveways on residential properties in parts of the City (about 262,000 properties) where this is mechanically possible. This amounts to approximately $4.5 million per year, and is a service that perhaps only one or two other municipalities 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, and salters/sanders 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

How much does it cost to maintain road surfaces in Toronto?

Chart 19.12 - City of Toronto
Operating Cost of Paved Roads per Lane Kilometre (Efficiency)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
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	$5,252
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	$4,058

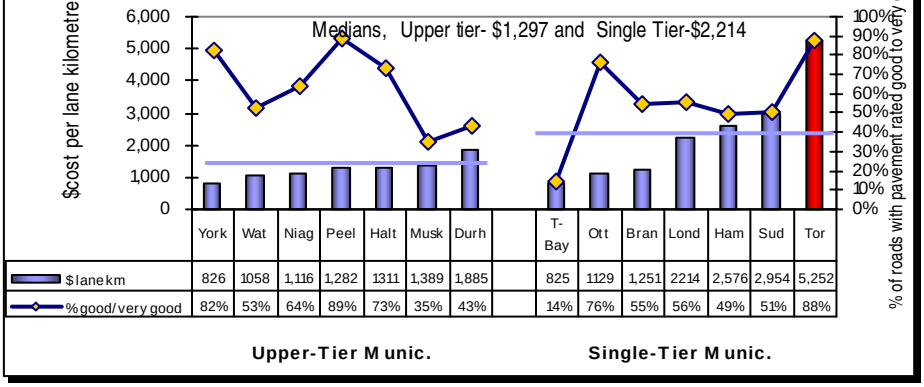
Chart 19.12 provides Toronto's operating costs per lane kilometre, for maintaining paved roads (patching surface repairs, utility cuts, sweeping and bridge repairs), between 2000 and 2008.

Chart 19.12 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.

Excluding the impact of repairing utility cuts, the cost per lane km. in Toronto has been increasing, but over this same period there has also been a gradual improvement in road condition each year (Chart 19.6).

How does Toronto's cost of maintaining road surfaces compare to other municipalities?

Chart 19.13- OMBI 2008
Operating Costs for Paved (Hard Top) Roads per Lane Km. (Efficiency)
and Percentage of Roads Rated Good to Very Good (Community Impact)



	York	Wat	Niag	Peel	Halt	Musk	Durh		T-Bay	Ott	Bran	Lond	Ham	Sud	Tor
$ lane km	826	1058	1,116	1,282	1311	1,389	1,885		825	1129	1,251	2214	2,576	2,954	5,252
% good/very good	82%	53%	64%	89%	73%	35%	43%		14%	76%	55%	56%	49%	51%	88%

Upper-Tier Munic. Single-Tier Munic.

Chart 19.13 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.

Toronto ranks 7th of 7 (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

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - completed over 160 neighbourhood projects to beautify and green Toronto's streets
    - completed the installation of Pedestrian Countdown Signals at all feasible locations as well as the City's second Pedestrian Priority Signal at the Yonge/Bloor intersection
    - added 23 km of on-street bike lanes and opening of the City's first bike station at Union Station
    - provision, for the first time, of winter maintenance on the Martin Goodman Trail.
    - approval of the Walking Strategy by City Council.
    - repaired over 225,000 potholes and installation of approximately 7 km of missing sidewalks
    - managed record high snowfalls for the second straight year.
    - completed conversion of the entire street sweeping fleet to the new PM10 street sweepers
    - issued permits for over 600 street events
    - issued approximately 50,000 permits for utility cuts and other construction activities
    - submitted and received approval of 176 projects for the Infrastructure Stimulus Fund and Recreational Infrastructure Canada programs with total project costs of $82.5 million and $23.3 million, respectively

- 2010 Initiatives Planned:
    - expedite the conversion of the existing traffic signal system to a more modern one by increasing the number of traffic signal conversions to up to 400 per year
    - accelerate the implementation of the elements contained in the report titled "Toronto Bike Plan – New Strategic Directions" and introduce a public bicycle system
    - review service level standards and productivity of street sweeping activities
    - continue to seek efficiencies in new winter maintenance contracts to improve service delivery and also to ensure consistent winter maintenance service levels for all users
    - assist in planning, design and implementation of the Transit City initiatives on the City's right of ways
    - continue to invest and improve the public realm including the roll out of 602 pieces of harmonized street furniture elements in 2010

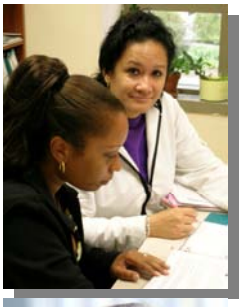
Social Assistance Services

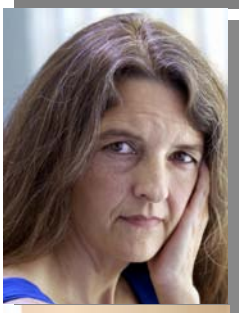
Toronto Employment and Social Services provides employment services, financial benefits and social supports to underemployed and unemployed residents including Ontario Works (OW), a mandatory province-wide program.

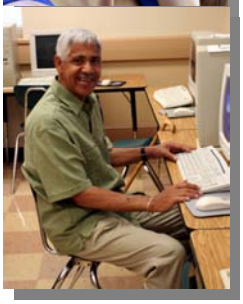
Employment services include opportunities for residents to engage in a variety of activities, which may lead to jobs or increase their employment prospects. Employment services include job search supports, education and training, paid and unpaid job placements, and access to other programs that enhance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

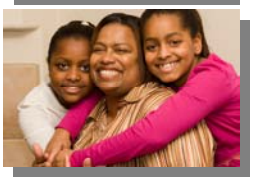
Financial Assistance may include funds to cover food, shelter, clothing and other household items, the cost of prescribed medications, other benefits such as dental services for children, eyeglasses and medical transportation. It can also include assistance with employment-related expenses and child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

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









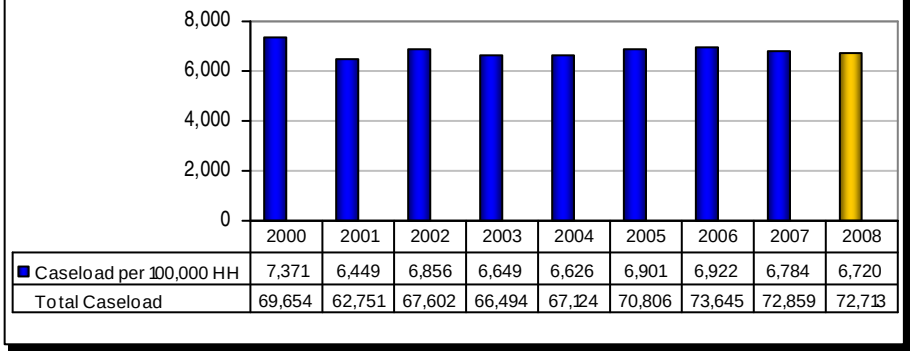
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service / Activity Level Indicators				
How many individuals or families are receiving social assistance?	Monthly Social Assistance Case Load per 100,000 Households	**Stable** **Social Assistance case load is stable**	**1** **Highest Social Assistance case load**	20.1 20.2 pg. 167
Community Impact Measures				
What is the average length of time that people receive social assistance?	Average Time on Social Assistance (Months)	**Stable** **Average time period on Social Assistance is stable**	**4** **Highest length of time on Social Assistance**	20.3 20.4 pg. 168
What proportion of cases receives social assistance for less than one year?	Percentage of Social Assistance Cases on Assistance less than 12 Months	**Favourable** **Increasing % of cases less than 12 months**	**4** **Lowest % of cases less than 12 months**	20.5 20.6 pg. 168
What proportion of participants in social assistance programs also have employment income?	Percentage of Participants in Social Assistance Programs with Employment Income	**Stable** **Proportion of cases with employment income is stable**	**4** **Lowest % of cases with employment income**	20.7 20.8 pg. 169
Customer Service Measures				
How long does it take to inform a client if they are eligible for social assistance?	Social Assistance Response Time to Client Eligibility (Days)	**Stable** **Response time is stable**	**1** **Response time is shorter**	20.9 20.10 pg. 170
Efficiency Measures				
What is the monthly administrative cost to support a social assistance case?	Monthly Social Assistance Administration Cost per Case	**Unfavourable** **Increasing admin. cost per case**	**2** **Low administration cost per case**	20.11 20.12 pg. 171
What is the average monthly benefit cost per social assistance case?	Monthly Social Assistance Benefit Cost per Case	**Benefits cost per case increased**	**4** **Higher benefits cost per case**	20.13 20.14 pg. 172
What is the average monthly total cost per social assistance case?	Monthly Total Social Assistance Cost per Case	**Total cost per case increased**	**4** **Higher total cost per case**	20.13 20.14 pg. 172

Overall Results	Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
	0 - Favourable 1 - Stable 0 -Unfavour. 100% favourable or stable	1 - Favourable 3 - Stable 1 - Unfavour. 80% favourable or stable	1- 1st quartile 0- 2nd quartile 0- 3rd quartile 0- 4th quartile 100% above median	1 - 1st quartile 1 - 2nd quartile 0- 3rd quartile 5- 4th quartile 29% 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 12 municipalities.

How many individuals or families (case load) are receiving social assistance in Toronto?

Chart 20.1 -City of Toronto
Monthly Social Assistance Case Load per 100,000 Households (Serv. Level)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Caseload per 100,000 HH	7,371	6,449	6,856	6,649	6,626	6,901	6,922	6,784	6,720
Total Caseload	69,654	62,751	67,602	66,494	67,124	70,806	73,645	72,859	72,713

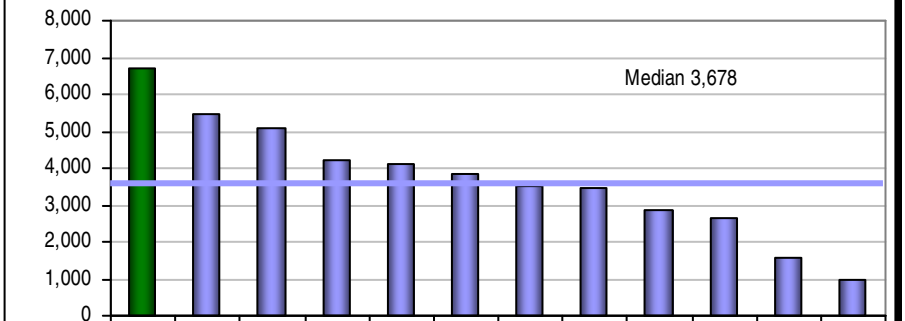
Municipalities are responsible for delivering an Ontario-wide program called Ontario Works (OW), in accordance with provincial regulations and rules.

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 20.1 provides the social assistance case load in Toronto for the years 2000 through 2008, 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. Prior to 2007, Toronto's case load increased. This was primarily due to-changes in the local labour market and provincial eligibility criteria. These results show the caseload was stable in 2008 relative to 2007; however case loads increased in the last half of 2008 and into 2009, as a result of the recession.

How does the number of individuals or families (case load) receiving social assistance in Toronto, compare to other municipalities?

Chart 20.2 - OMBI 2008
Monthly Social Assistance Case Load per 100,000 Households



	Tor	Lond	Ham	Niag	Ott	Sud	Dur	Wat	Musk	Peel	York	Halt
#cases	6,720	5,465	5,099	4,221	4,125	3,855	3,499	3,485	2,875	2,660	1,562	951

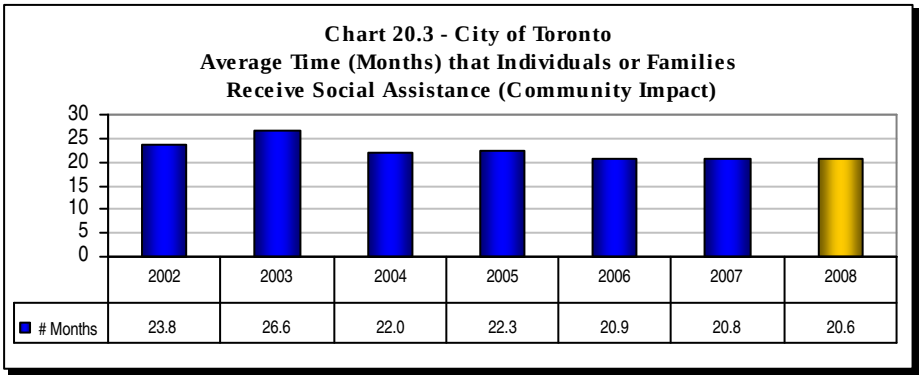
Chart 20.2 compares the 2008 number of cases receiving social assistance in Toronto to other municipalities. Results show that Toronto has the highest level of social services cases among the OMBI municipalities, ranking 1st of 12 (1st quartile). As with other large urban centres, Toronto has a disproportionate 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.

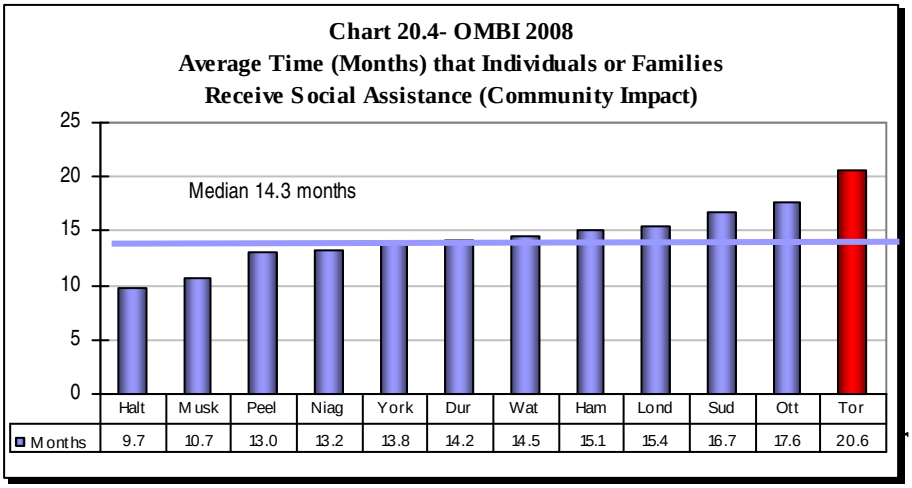
Factors that can influence municipal case load levels include:

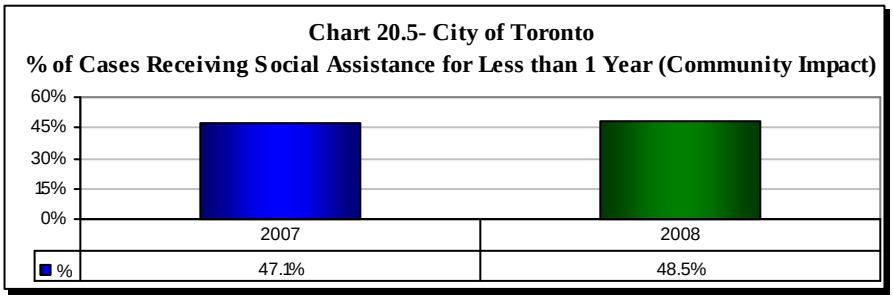
- local economic conditions
- the social well-being of a community
- immigration trends and patterns

What is the average length of time (months) that people receive social assistance in Toronto?

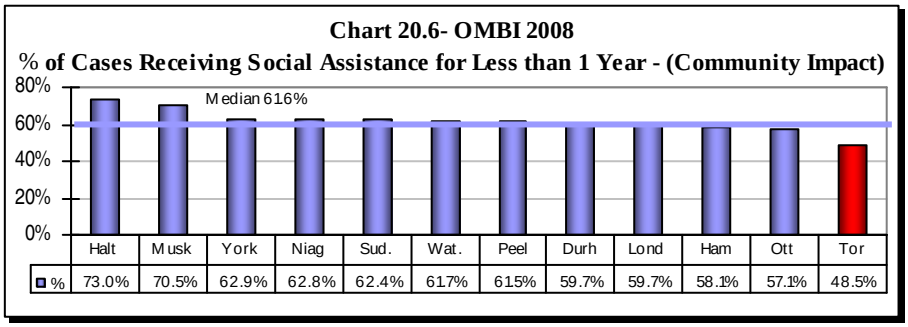


How does the average length of time (months) in Toronto that people receive social assistance compare to other municipalities?





How does the proportion of cases in Toronto receive social assistance less than one year compare to other municipalities?



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 20.3 provides information on the average number of months that individuals or families in Toronto received social assistance from 2002 to 2008. It shows 2008 results are stable in relation to 2007.

Chart 20.4 compares Toronto to other municipalities for the average number of months in 2008 that individuals or families received social assistance. Results show that Toronto has the longest/highest average time period on Social Assistance, ranking 12th of 12 municipalities (4th quartile).

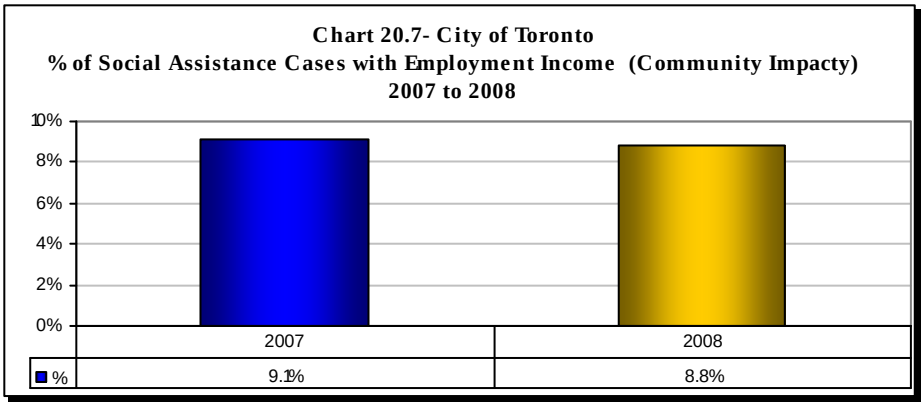
Another view is to look at the proportion of social assistance cases that receive that assistance for less than one year. Chart 20.5 that this percentage increased/improved in 2008, although the addition of a number of new cases at the end of 2008, with the then oncoming recession, may have been a factor.

Chart 20.6 compares Toronto's 2008 result to other municipalities, with Toronto ranking 12th of 12 municipalities (4th quartile) in terms of having the highest proportion of cases receiving that assistance for less than 12 months

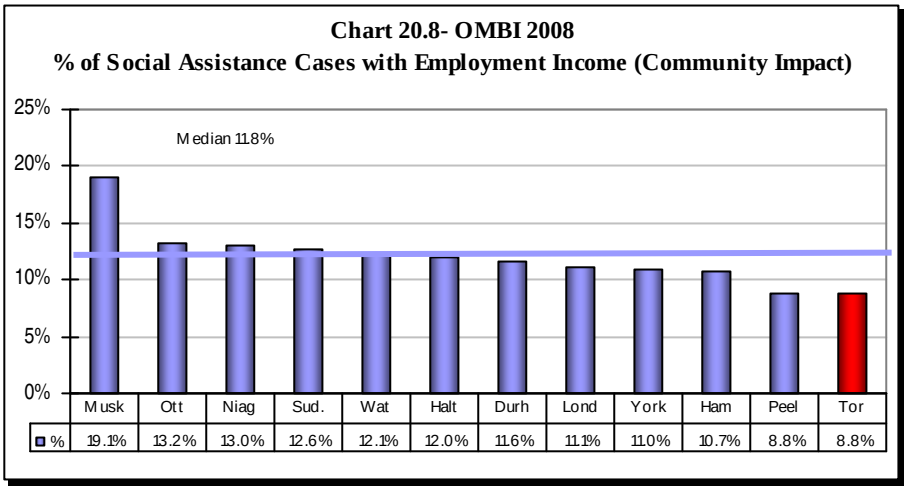
Municipal results for this measure can be influenced by:

- available employment opportunities
- socio-demographics of the cases
- different service delivery models and business practices

What proportion of participants in Toronto's social assistance programs also have employment income?



How does the proportion of social assistance cases with employment income in Toronto compare to other municipalities?



Social Assistance clients are provided with a range of employment services and support. These services and supports can be accessed through 15 directly operated Employment Resource Centres located across the city and staffed with trained Career and Employment Information Specialists.

While everyone's situation is different, many people work and are still eligible for some social assistance. Chart 20.7 shows the proportion of Toronto's social assistance caseload that while in receipt of social assistance are also declaring receipt of earned income. The results being reported are fairly stable between 2007 and 2008.

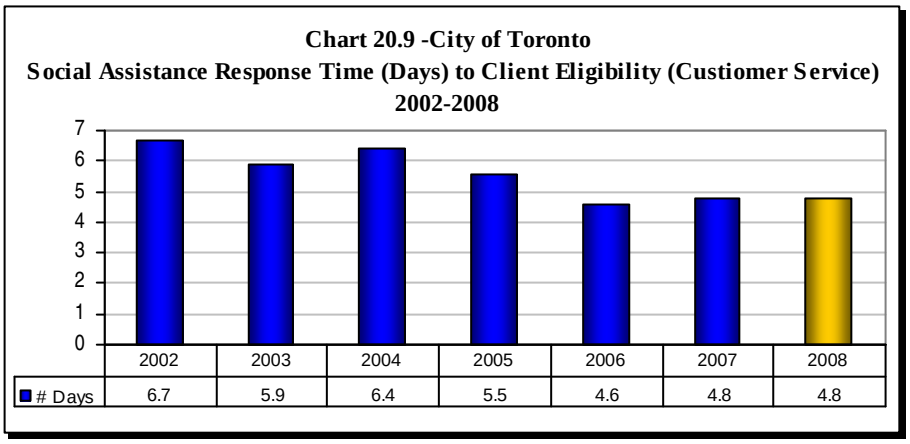
Chart 20.8 compares Toronto to other municipalities for the proportion of Social Assistance cases with employment income

Toronto ranks12th of 12 municipalities (4th quartile) in terms of having the highest proportion of Social Assistance cases with employment income.

Factors that can influence municipal results for this measure include:

- local economic conditions
- types of employment available
- provincial policy such as minimum wage

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 2008, Toronto Employment and Social Services on average assessed between 4,000 and 5,000 individuals and families on a monthly basis for initial eligibility to receive assistance.

Chart 20.9 provides Toronto's response time, in days, to client eligibility requests. From 2002 to 2006 there was an improving trend with shorter response times, and stable results thereafter. This response period is defined from the point that clients request assistance, to the time that a decision is rendered.

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?

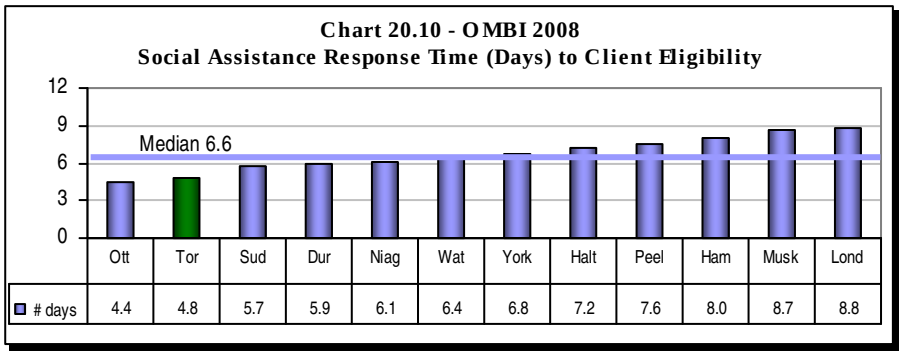
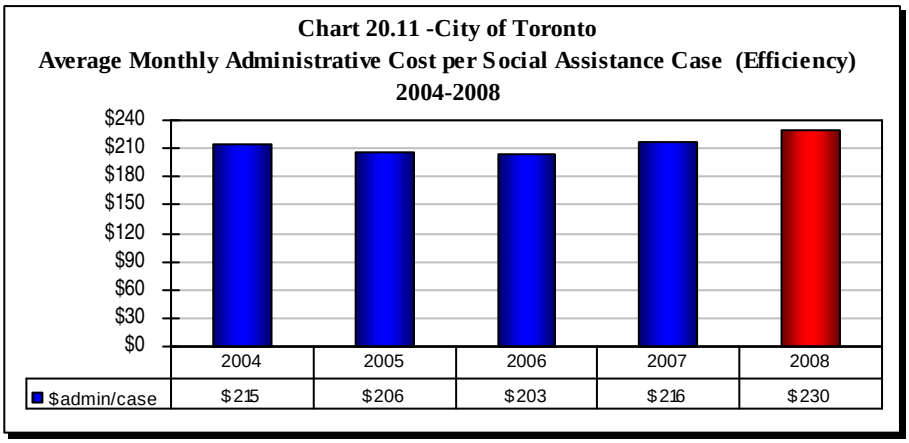


Chart 20.10 compares Toronto's 2007 Social Assistance response time for client eligibility, to other municipalities and Toronto ranks 2nd of 12 (1st quartile), in terms of having the shortest/lowest response time.

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

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 20.11 provides the administrative cost per case in Toronto for the years 2004 to 2008. These costs include working with clients to determine their most effective OW program option(s), as well as quality assurance, fraud prevention and control activities.

Toronto's 2008 cost per case increased through a combination of higher wages and benefits and a slight decrease in the total number of cases.

How does Toronto's administrative cost per social assistance case, compare to other municipalities?

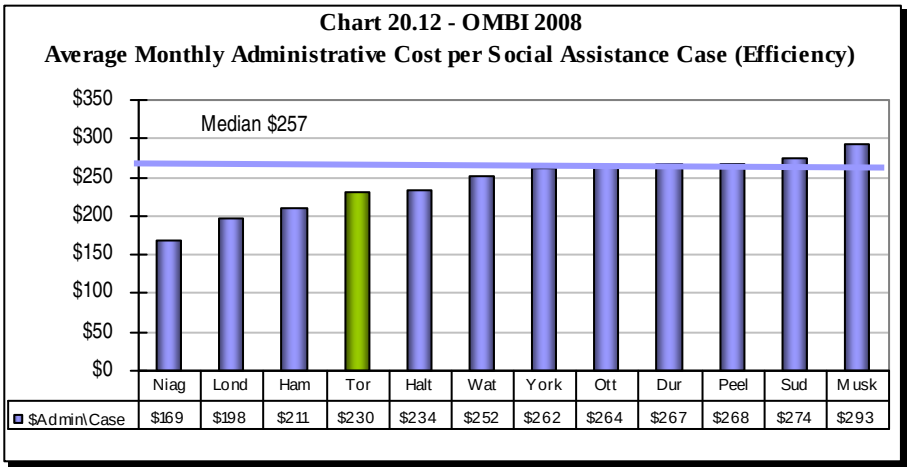


Chart 20.12 compares the 2008 monthly administration cost per case in Toronto to other municipalities as an indicator of efficiency.

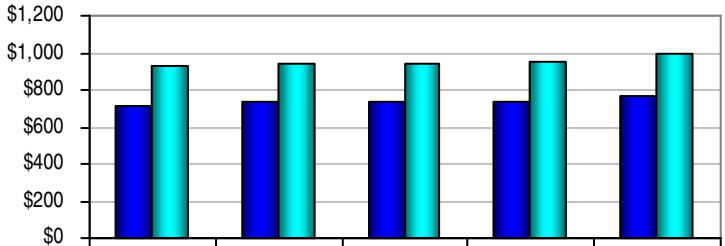
Results show that Toronto ranks 4th of 12 municipalities (2nd quartile), in terms of having the lowest administrative costs per case and is the lowest of the GTA municipalities.

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.

What is the average monthly benefit cost and total cost in Toronto per social assistance case?

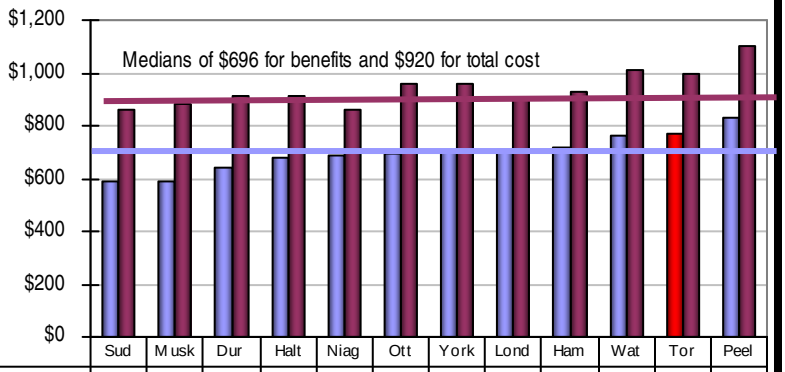
Chart 20.13 - City of Toronto
Average Monthly Benefits per Social Assistance Case
Average Total Cost (Administration & Benefits) per Social Assistance Case
2004-2008



	2004	2005	2006	2007	2008
Monthly $ Benefits/Case	$714	$736	$739	$738	$767
Monthly $ Total /Case	$929	$942	$943	$955	$997

How does Toronto's average monthly benefit cost and total cost per social assistance case, compare to other municipalities?

Chart 20.14- OMBI 2008
Average Monthly Benefits per Social Assistance Case
Average Total Cost (Administration & Benefits) per Social Assistance Case



	Sud	Musk	Dur	Halt	Niag	Ott	York	Lond	Ham	Wat	Tor	Peel
Monthly $Benefits/Case	585	589	645	680	687	691	700	708	716	760	767	831
Monthly $Total /Case	858	882	912	913	857	955	962	907	927	1012	997	1099

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.

Chart 20.13 provides both the average monthly benefit cost and total (administration and benefits) cost per social assistance case in Toronto from 2004 to 2008. The increase in 2005 is a result from the prescribed provincial benefit rates. However, benefit costs have remained stable between 2005 and 2007. In the past, the City has promoted an increase to the prescribed benefit rates implemented by the province. The increase in 2008 benefit cost per case was due to a 2% provincially prescribed increase in rates as well as changes in the case mix that resulted in a greater proportion of cases being made up of families.

Chart 20.14 provides a comparison of Toronto's 2008 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 11th of 12 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 10th of 12 municipalities (4th quartile) due to a combination of lower administrative costs and higher benefit costs.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - sponsored and conducted job and agency fairs for OW clients across the City to help connect over 14,000 clients with potential employers
    - supported and responded to the Partnership to Advance Youth Employment (PAYE) working groups in development of labour market processes to enhance employability for youth. Over 540 youth were provided with the opportunity to prepare for, and meet with potential employers to seek sustainable jobs
    - enhanced access to the Ontario Disability Support Program (ODSP) for homeless/vulnerable people, connecting the homeless with ongoing medical support, and linking homeless people to other service providers through the Homeless to ODSP Project Engagement (HOPE). Assisted over 500 clients in initiating the application process for ODSP since the inception of HOPE.
    - received both a Diamond and Merit Award from Showcase Ontario for technology projects. The Diamond Award was for Web Access to Your Services (WAYS) initiative, which is designed to improve access to services for clients of the OW program who are the most vulnerable residents in Ontario.
    - opened a new Employment Centre in the old cafeteria at Metro Hall, partnering with the YMCA of Greater Toronto, for the operation of their food service training program in the kitchen facilities
- 2010 Initiatives Planned:
    - continue development of Regent Park Employment Hub in 2010 and identify other priority neighbourhoods for development of additional employment centers
    - continue implementation of an Employment Resource Centre model that supports expanded services for the unemployed residents
    - increase the number of employment opportunities for the vulnerable in priority neighbourhoods from 150 in 2009 to 300 in 2010 through the Investing in Neighbourhoods initiative
    - initiate development of local employment plans to support redevelopment and revitalization in specific communities such as Etobicoke North through Woodbine Live, Lawrence Heights, Weston-Mount Dennis, and Kingston-Galloway-Orton Park.
    - continue to support the Partnership to Advance Youth Employment (PAYE), an employer led strategy to increase opportunities for marginalized youth, efforts to assist youth in priority neighbourhoods and communities impacted by the recession in Toronto
    - support city and community engagement efforts with respect to addressing poverty issues in Toronto through the "25 in 5 network" program.
    - continue implementation of the Investing in Families initiative in all priority neighbourhoods and high needs communities across Toronto
    - continue to assist homeless individuals gain access to critical provincial financial supports and employment services by expanding services through the continuation of the Homeless to ODSP Project Engagement (HOPE) in additional communities.
    - provide increased access to vulnerable residents (largely seniors and disabled people) who required assistance through the Hardship Fund (550 cases projected in 2009, increased to 750 in 2010).

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

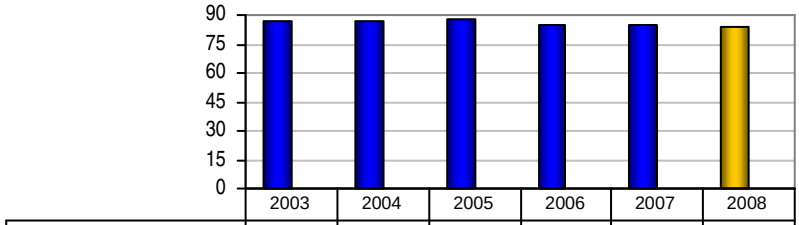
All social housing providers are responsible for managing their own properties, providing day-to-day property management and tenant relations services.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many social housing units are there in Toronto?	Number of Social Housing Units per 1,000 Households - (Service Level)	**Stable** **Number of Social Housing units is stable**	**1** **Highest number of Social Housing Units**	21.1 21.2 pg. 177
Community Impact Measures				
How much of a wait is there for a social hosing unit?	Percentage of Social Housing Waiting List Placed Annually - (Service Level)	**Favourable** **Increase in percentage of waiting list placed**	**4** **Lower percentage of waiting list placed**	21.3 21.4 pg. 178
Efficiency Measures				
What is the annual cost of direct funding (subsidy) paid to social housing providers?	Social Housing Subsidy Costs per Social Housing Unit - (Efficiency)	**Unfavourable** **Increasing subsidy cost per unit**	**3** **High subsidy cost per unit**	21.5 21.6 pg. 179
What is the total cost of both administration and direct funding paid to social housing providers?	Total Social Housing Cost per Social Housing Unit - (Efficiency)	**Unfavourable** **Increasing total cost (admin. & subsidy) per unit**	**3** **High total cost (admin. & subsidy) per unit**	21.5 pg. 179
What is the cost of administration for social housing?	Social Housing Administration Costs per Social Housing Unit- (Efficiency)	**Unfavourable** **Increasing administrative cost per unit**	**1** **Lower administration cost per unit**	21.5 21.7 pg. 180
Overall Results		**Service Level Indicators (Resources)** 0- Favourable 1- Stable 0-Unfavour. 100% favourable or stable **Performance Measures (Results)** 1- Favourable 0 - Stable 3 -Unfavour. 25% favourable or stable	**Service Level Indicators (Resources)** 1 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median **Performance Measures (Results)** 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 13 municipalities.

How many social housing units are there in Toronto?

Chart 21.1 -City of Toronto
Number of Social Housing Units per 1,000 Households - (Service Level)
2000-2008



	2003	2004	2005	2006	2007	2008
Social Housing Units per 1,000 Households	86.8	86.7	87.8	84.6	84.9	84.3
Total No. Social Housing Units	86,811	87,872	90,103	90,027	91,157	91,243

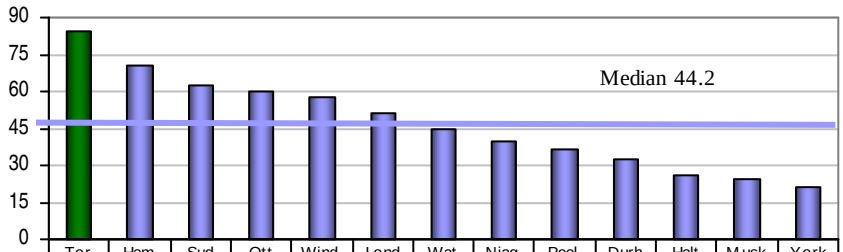
2006 units per 1,000 HH restated based on updated household data to be comparabe to 2007- Not comparable to 2005 & prior

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

Chart 21.1 provides information on the number of Social Housing units there were in Toronto per 1,000 households for the period of 2003 through 2008. It also provides the total number of units each year which shows an increasing trend in 2003 to 2005, but minimal growth thereafter.

How does the number of social housing units in Toronto, compare to other municipalities?

Chart 21.2- OMBI 2008
Number of Social Housing Units /1,000 Households - (Service Level)



	Tor	Ham	Sud	Ott	Wind	Lond	Wat	Niag	Peel	Durh	Halt	Musk	York
# units	84.3	70.7	62.3	59.6	57.3	50.7	44.2	39.5	36.2	32.2	26.2	24.4	21.3

Chart 21.2 compares Toronto's number of social housing units per 1,000 households in 2008 to other Ontario municipalities.

Toronto ranks 1st of 13 municipalities (1st quartile), in terms of having the greatest number of social housing units.

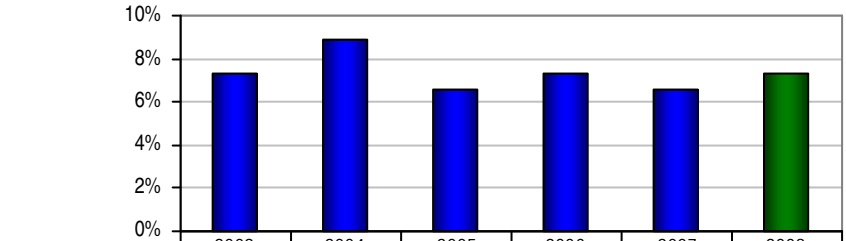
In relation to other municipalities, Toronto's high number of Social Housing units is likely due to individuals in need being drawn to Toronto because of the social supports available, which includes housing to stabilize their lives.

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

How much of a wait is there for a social hosing unit in Toronto?

Chart 21.3 -City of Toronto
Percentage of Social Housing Waiting List Placed Annually - (Community Impact)
2000-2008



	2003	2004	2005	2006	2007	2008
%waiting list placed	7.3%	8.9%	6.6%	7.3%	6.6%	7.3%

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.

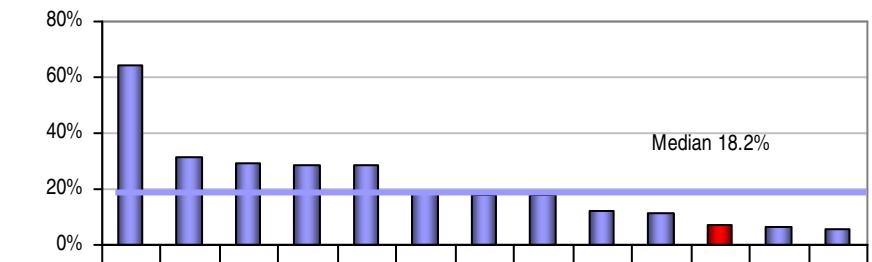
Chart 21.3 provides information on the percentage of Toronto's Social Housing waiting list that was placed in housing for the period of 2003 to 2008.

Results show this to be a fairly low percentage each year with a small increase in the percentage placed, and hence a slightly reduced waiting period in 2008.

If the 2008 placement rate of 7.3% was to continue in subsequent years, it would take approximately 13.7 years, for all those on the current list to gain access to a unit.

How does the wait for a social housing unit in Toronto, compare to other municipalities?

Chart 21.4- OMBI 2008
Percentage of Social Housing Waiting List Placed Annually (Community Impact)



	Wind	Sud	Wat	Ham	Lond	Ott	Halt	Niag	Durh	Musk	Tor	York	Peel
% placed	64.6%	31.3%	29.6%	28.9%	28.8%	19.6%	18.2%	18.0%	11.9%	11.5%	7.3%	6.2%	5.8%

Toronto ranks 11th of 13 municipalities (4th quartile), in terms of having the shortest waiting period.

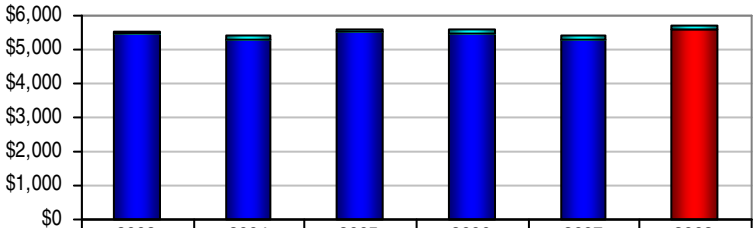
Despite the relatively higher number of Social Housing units in Toronto, as previously illustrated in Chart 21.2, results indicate that demand for these units far exceeds the supply.

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, as well as families who tend to need larger units that are not readily available
- client income mix within the area.
- eligibility criteria.
- provincial access and local priorities

What is Toronto's total cost of both administration and direct funding paid to social housing providers?

Chart 21.5 -City of Toronto
Tot. Social Housing Costs (Admin. & Subsidy) per Social Housing Unit (Efficiency) 2003-2008



	2003	2004	2005	2006	2007	2008
total cost/ unit	$5,541	$5,388	$5,611	$5,596	$5,408	$5,705
admin cost/unit	$88	$101	$108	$98	$105	$116
subsidy cost /unit	$5,453	$5,287	$5,503	$5,498	$5,303	$5,589

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

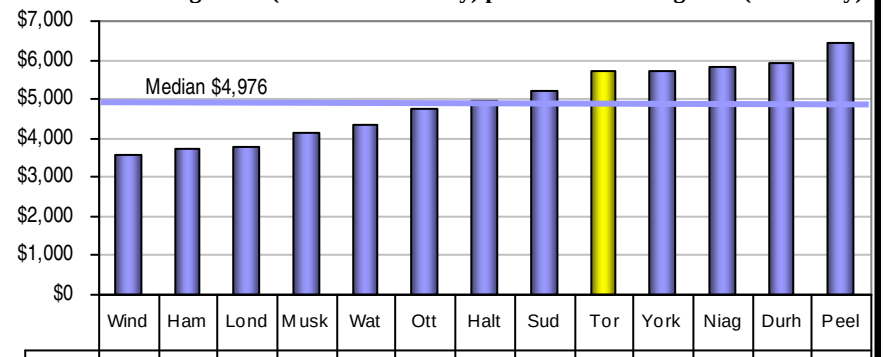
For the Social Housing portfolio, there are two main components of costs to municipalities:

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

Chart 21.5 provides a summary of Toronto's annual social housing costs per unit for the period of 2003 to 2008. It shows an increase in both the subsidy and administrative cost per unit in 2008.

How does Toronto compare top other municipalities for the cost of direct funding (subsidy) paid to social housing providers?

Chart 21.6 - OMBI 2008
Tot. Social Housing Costs (Admin. & Subsidy) per Social Housing Unit (Efficiency)



	Wind	Ham	Lond	Musk	Wat	Ott	Halt	Sud	Tor	York	Niag	Durh	Peel
$unit	3,559	3,751	3,780	4,118	4,321	4,741	4,976	5,195	5,705	5,727	5,802	5,919	6,456

Chart 21.6 compares Toronto's 2008 direct funding (subsidy) cost per social housing unit to other Ontario municipalities. Toronto, ranks 9th of 13 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.

How Does Toronto's cost of administration for social housing, compare to other municipalities?

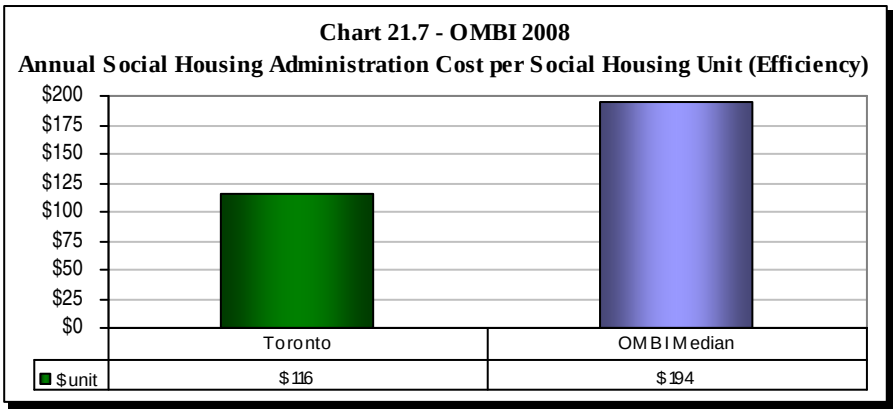


Chart 21.7 compares Toronto’s 2008 administrative cost per social housing unit, to the median result of the 13 OMBI municipalities. Toronto’s administrative cost per unit is well below the OMBI median, and is the second lowest of the OMBI municipalities.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - through the Social Housing Renovation and Retrofit Program (SHRRP), part of the Federal Economic Stimulus Funding, new, 2-year funding of $220.2 million net has been awarded to the City of Toronto for renovation and retrofit projects of the City's social housing stock. The City of Toronto's notional funding allocation for the program is $98,576,948 in Year One and $121,433,789 in Year Two. The focus of the capital spending is on major capital replacements that meet provincial priorities for the program (health and safety, energy efficiency and accessibility). Funding will assist to meet the ongoing capital needs of the social housing stock.

- 2010 Initiatives Planned:
    - spending of the SHRRP funds in 2010 will focus on major capital/mechanical upgrades. Recommendations for Year Two funding include $15,000,000 for replacement of major mechanical systems for heating, cooling and air handling. It is anticipated that these upgrades will contribute to operating efficiencies in a number of social housing providers through the use of more efficient mechanical equipment.
    - SHRRP provides a tremendous opportunity for the City to move forward in the implementation of Housing Opportunities Toronto, the City's Ten Year Action Plan for Affordable Housing. Repairs funded under SHRRP will improve the condition of many social housing units in Toronto.
    - the Ministry of Municipal Affairs and Housing is developing a $70 million Renewable Energy Initiative with the Ministry of Energy and Infrastructure. Funding will be additional to the Year One and Two allocations. The City will be submitting a list of renewable energy projects to the Ministry for approval in 2010. Funding will support the development and implementation of renewable energy technologies in social housing.
    - the City of Toronto will continue to provide support to social housing providers to strengthen their capacity to deliver and maintain social housing communities through the continuance of social housing provider training in management and administration, governance and asset 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)

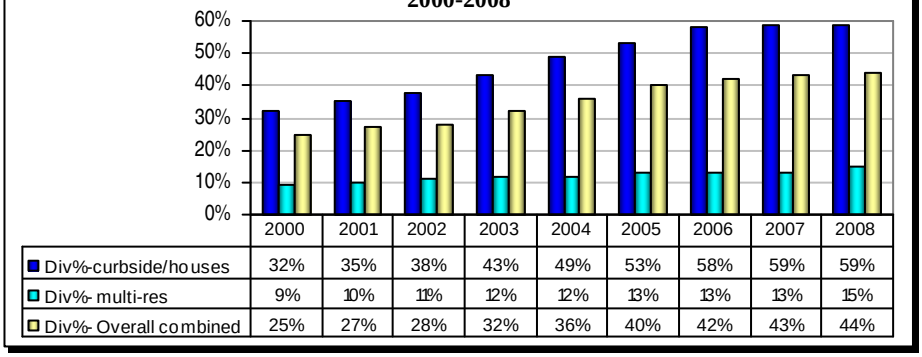
In some municipalities, such as Toronto, commercial customers are also served through waste diversion programs such as food waste collection and the yellow bag program. With the yellow bag program, businesses must buy bags from the municipality to be eligible for waste collection.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Community Impact Measures				
How much waste from houses and apartments is recycled?	Percentage of Solid Waste Diverted - Residential – (Community Impact)	**Favourable** **Overall diversion rate is increasing**	**3** **Lower overall diversion rate**	22.1 22.2 pg. 185
How much waste from houses is recycled?	Percentage of Waste Diverted – Single Unit homes/houses (Curbside) – (Community Impact)	**Stable** **Diversion rate for single unit houses/homes (curbside) is stable**	**N/A**	22.1 pg. 185
How much waste from apartments is recycled?	Percentage of Waste Diverted – Multi-Residential – (Community Impact)	**Favourable** **Increase in multi-residential diversion rate**	**3** **Low multi-residential diversion rate**	22.1 22.3 pg. 185
Customer Service Measures				
How many complaints are received regarding garbage collection?	Number of Solid Waste Complaints per 1,000 Households – (Customer Service)	**Unfavourable** **Increase in rate of complaints**	**2** **Lower level of complaints**	22.4 22.5 pg. 186
Efficiency Measures				
How much does it cost to collect a tonne of garbage?	Operating Costs for Garbage Collection per Tonne – Residential – (Efficiency)	**Unfavourable** **Increased cost of waste collection for all housing types**	**2** **Low costs of solid waste collection for all housing types**	22.6 22.7 pg. 187
How much does it cost to dispose of a tonne of garbage?	Operating Costs for Solid Waste Disposal per Tonne – All Streams – (Efficiency)	**Unfavourable** **Increasing cost of solid waste disposal**	**4** **Higher cost of solid waste disposal**	22.8 22.9 pg. 188
How much does it cost to recycle a tonne of solid waste?	Net Operating Costs for Solid Waste Diversion per Tonne – Residential – (Efficiency)	**Unfavourable** **Increased net cost of solid waste diversion**	**4** **Higher cost of solid waste diversion**	22.10 22.11 pg. 189
Overall Results		**Service Level Indicators (Resources)** n/a . **Performance Measures (Results)** 2 - Favourable 1 - Stable 4 - Unfavour. 29% favourable or stable	**Service Level Indicators (Resources)** n/a **Performance Measures (Results)** 0 - 1st quartile 2 - 2nd quartile 2 - 3rd quartile 2 - 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.

How much of Toronto's solid waste is diverted away from landfill sites?

Chart 22.1-City of Toronto
Percentage of Residential Solid Waste Diverted (Community Impact)
2000-2008



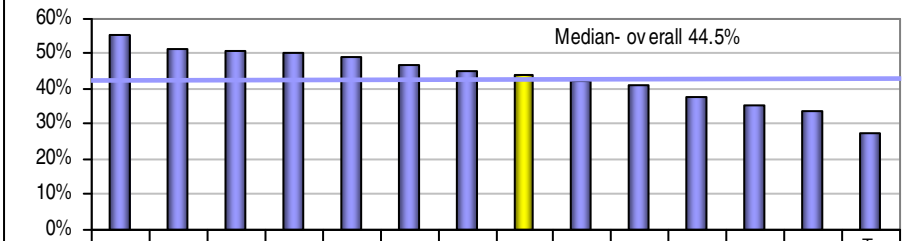
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Div%-curbside/houses	32%	35%	38%	43%	49%	53%	58%	59%	59%
Div%- multi-res	9%	10%	11%	12%	12%	13%	13%	13%	15%
Div%- Overall combined	25%	27%	28%	32%	36%	40%	42%	43%	44%

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

Chart 22.1 provides Toronto's residential diversion rates, by housing component, from 2000 to 2008. During this period, there was a steady improvement each year in the area of single unit homes/houses as a result of new programs. In 2008 the diversion rate for houses remained unchanged from 2007 at 59%, and improved its rate for multi-residential units (apartments) up to 15%. New programs were introduced in 2009 in the multi-residential/ apartment sector to increase diversion where historically this has not been convenient for residents.

How does Toronto's combined residential diversion rate compare to other municipalities?

Chart 22.2 - OMBI 2008
Percentage of Residential Waste Diverted (Community Impact)

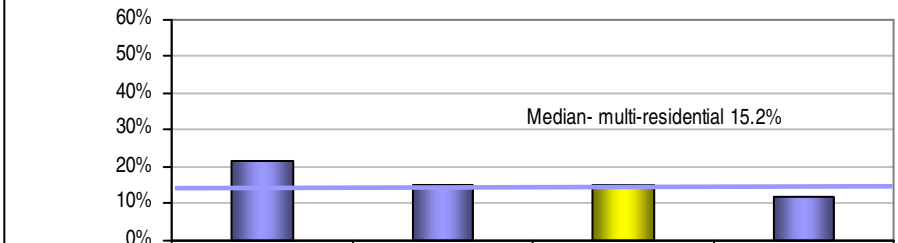


	Halt	York	Musk	Peel	Dur	Wat	Ham	Tor	Niag	Lond	Sud	Bran	Ott	T-Bay
Div. %	55.5%	51.6%	51.0%	50.2%	49.0%	47.0%	45.1%	43.9%	42.5%	41.2%	38.0%	35.5%	33.7%	27.5%

Chart 22.2 compares Toronto's overall combined diversion rate (both single unit homes/houses and multi-residential building) to other municipalities. Toronto ranks 8th out of 14 (3rd quartile), in terms of having the highest diversion rate, primarily because apartments (with their low diversion rates) comprise 48% of the total housing stock in Toronto, which is much higher than other municipalities.

How does Toronto's diversion rate for multi-residential housing, compare to other municipalities?

Chart 22.3 - OMBI 2008
% of Residential Waste Diverted for Multi-Residential/Apartments- (Comm. Impact)



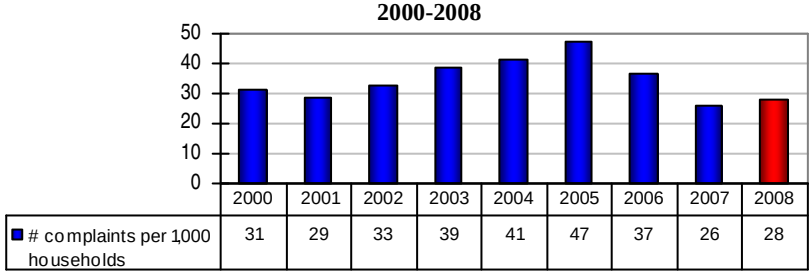
	Ott	Durh	Tor	Peel
%Div. Multi-res	21.6%	15.2%	15.1%	11.7%

Data for 2008 is not available but, historically, Toronto has had the highest diversion rate for single family homes/houses.

Chart 22.3, 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.

What is the rate of complaints in Toronto for solid waste collection?

Chart 22.4- City of Toronto
Number of Complaints Received in a Year Concerning the Collection of Solid Waste and Recycled Material per 1,000 Households (Customer Service)
2000-2008



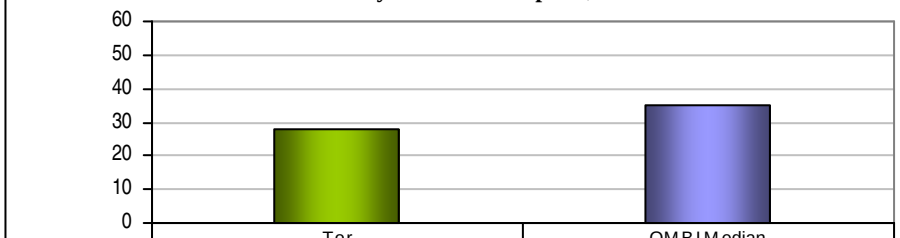
	2000	2001	2002	2003	2004	2005	2006	2007	2008
# complaints per 1,000 households	31	29	33	39	41	47	37	26	28

With respect to diversion rates, discussed on the previous page, other factors that can affect results of 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.

How does Toronto's solid waste complaint rate compare to other municipalities?

Chart 22.5- OMBI 2008
Number of Complaints Received in a Year Concerning the Collection of Solid Waste and Recycled Material per 1,000 Households



	Tor	OMBI Median
# Complaints	28	35

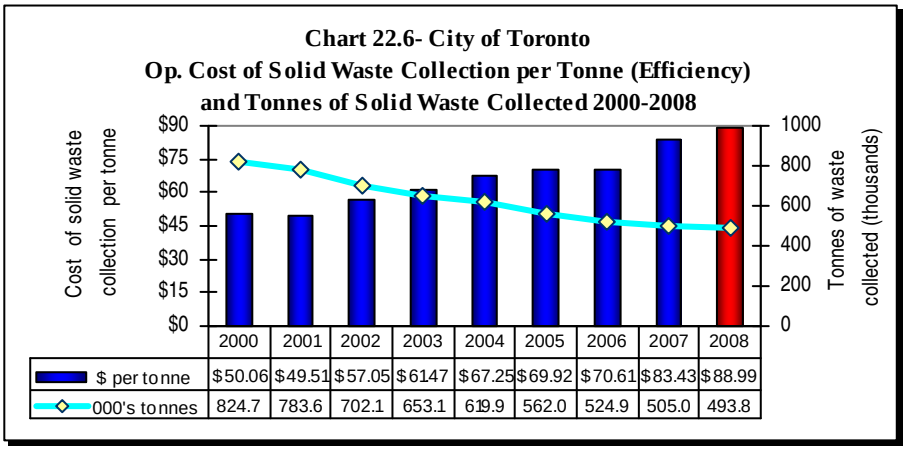
The level of complaints from residents is one method of assessing the quality of service provided. Chart 22.4 provides the rate of complaints in Toronto per 1,000 households concerning the collection of solid waste and recycled materials from 2000 to 2008.

Typically, there are increases in complaint rates in years when new initiatives have been introduced and in 2008 the increase was due to implementation of single family bin program and a new customer service phone number prompting an increase in calls and related complaints.

Chart 22.5 compares Toronto's 2008 complaint concerning garbage collection to the median of the OMBI municipalities. Toronto ranks 6th of 13 (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.

How much does it cost to collect one tonne of garbage in Toronto?



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 22.6 provides Toronto's cost of solid waste collection per tonne for the years 2000 to 2008, which are plotted as bars relative to the left axis.

The tonnes of waste (in thousands) collected over this eight year period are also provided as a line graph relative to the right axis. It reflects a drop of -40% or 331,000 tonnes, 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.

The increase in Toronto's 2008 cost per tonne is due to a combination of a +4.3 increase in costs from, higher wages and collection contract costs, and an increases in maintenance and fuel costs, as well as a -2.2% reduction (11,205 tonnes) in the volume of garbage collected

How does Toronto's cost of garbage collection compare to other municipalities?

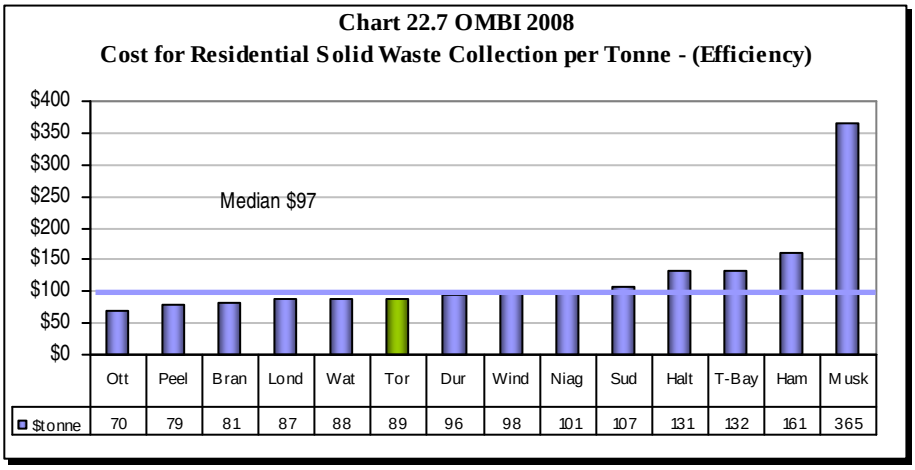


Chart 22.7 compares Toronto's 2008 solid waste collection costs to other municipalities. Toronto ranks 6th of 14 (2nd quartile), in terms of having the lowest cost per tonne.

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.

How much does it cost Toronto to dispose of one tonne of garbage?

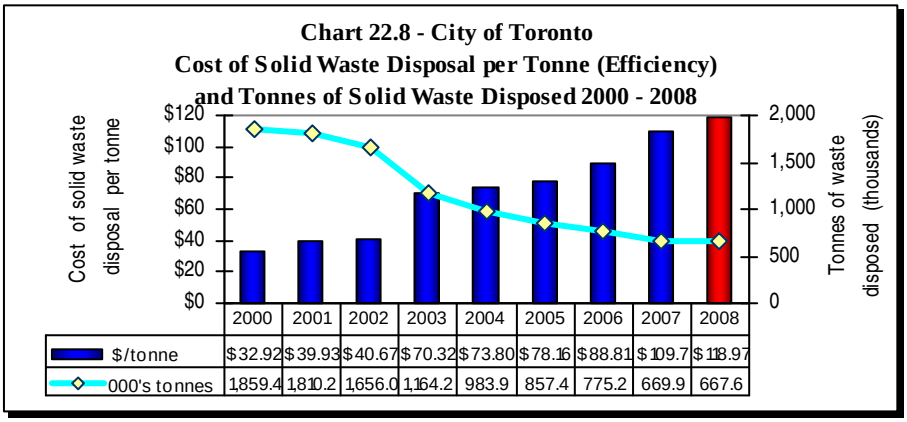


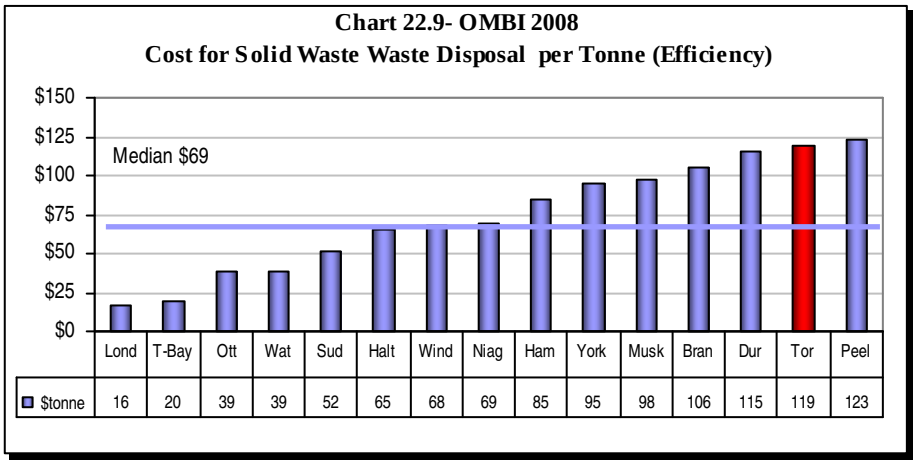
Chart 22.8 summarizes Toronto's cost of solid waste disposal per tonne from 2000 to 2008, which have been plotted as bars relative to the left axis,

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.

How does Toronto's cost of solid waste disposal, compare to other municipalities?



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. Toronto's 2008 costs of disposal per tonne increased due to a full-year of operating costs for the Green Lane Landfill site (only part-year in 2007), and higher haulage costs (fuel surcharge that is part of contract with haulers) from the transfer stations in Toronto to the Green Lane and Michigan landfill/disposal sites

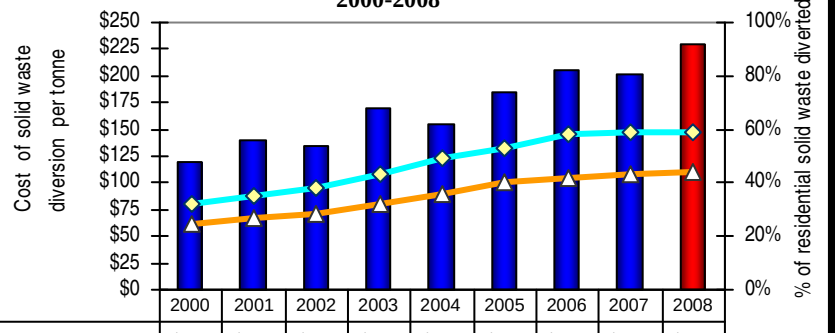
Chart 22.9 compares Toronto's 2008 solid waste disposal costs per tonne, to other municipalities Toronto ranks 14th of 15 (4th quartile in terms of having the lowest cost of solid waste disposal

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

How much does it cost in Toronto to divert a tonne of garbage away from landfill?

Chart 22.10 -City of Toronto
Net Operating Cost of Solid Waste Diversion per Tonne (Efficiency)
and Percentage of Residential Solid Waste Diverted (Community Impact)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
$cost/tonne	$120	$140	$135	$170	$156	$184	$206	$202	$230
Div%-houses	32%	35%	38%	43%	49%	53%	58%	59%	59%
Div%-combined	25%	27%	28%	32%	36%	40%	42%	43%	44%

Chart 22.10 shows Toronto's cost of solid waste diversion per tonne, from 2000 to 2008. 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.

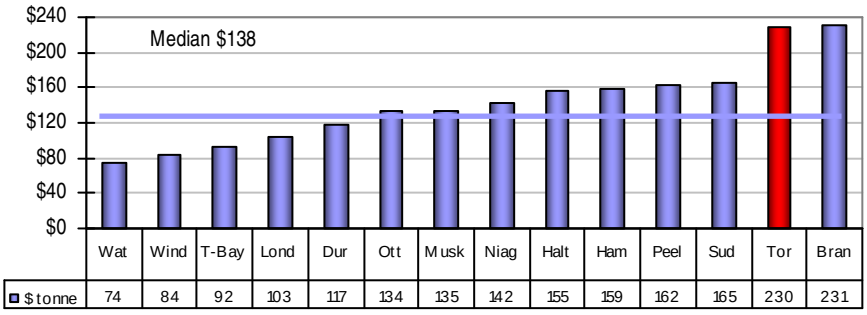
Generally, as diversion rates rise, so will diversion costs on a per tonne basis, as has been the experience in Toronto.

There has been a significant increase in the diversion rate for single-unit homes/houses over this eight-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).

How does Toronto's cost of solid waste diversion, compare to other municipalities?

Chart 22.11- OMBI 2008
Net Cost of Solid Waste Diversion per Tonne (Efficiency)



	Wat	Wind	T-Bay	Lond	Dur	Ott	Musk	Niag	Halt	Ham	Peel	Sud	Tor	Bran
$tonne	74	84	92	103	117	134	135	142	155	159	162	165	230	231

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 processed materials have much lower market values. The increase in 2008 costs was due to higher wages, additional staff hired for the introduction of new diversion initiatives, higher collection contract costs, increases in maintenance and fuel costs, higher overtime costs due to the roll-out of the new recycling and garbage bin program and higher than normal volumes of leaf and yard waste collected, and higher advertising and promotion costs for the roll-out of the new bin program.

Chart 22.11 compares Toronto's 2008 diversion costs per tonne to other municipalities. Toronto ranks 13th 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 Toronto historically having the highest diversion rates for single-family homes/houses of the OMBI municipalities.

Toronto also likely has a larger proportion of its diverted materials being organics (green bin) and it tends to be more costly to process into compost (with much lower market value of 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.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements
    - completed the transition to a volume-based rate funding structure whereby multi-residential buildings and single-family houses are charged a user fee for waste services in order to fund the service objective of 70% waste diversion
    - started installation of RFID (Radio Frequency Identification/ Global Positioning System) on collection vehicles to measure multi-residential waste collection volumes and billing data
    - improved diversion rates in 2009 for residential (houses) from 59% to 60%, for multi-residential (apartments) from 15% to 16%
    - distributed free in-unit recycling containers for tenants and owners of apartment and condominiums
    - distributed a special Recycling Calendar for apartments and condominiums
    - initiated 3R's Ambassador Volunteer Program to improve diversion in apartments and condominiums.

- 2010 Initiatives Planned:
    - improve diversion rates in 2010 for residential (houses) to 65%, multi-unit residences (apartments) from to 22% and overall combined rate from to 50%. The diversion rates will increase by:
        - continuing to expanding the Green Bin program to include apartments & condominiums
        - building a composting plant that will increase capacity and provide and provide long term stability for the Green Bin Program
        - enforcing mandatory waste diversion practices for apartments & condominiums
        - expanding recycling activities in apartments & condominiums by continuing to provide in-unit containers
        - establishing a reusable goods drop-off centre to provide residents with a one-stop location for reusable goods
        - establishing curbside collection of durable and reusable goods for single and multi-unit residences
        - implementing comprehensive on-going promotion and education campaign aimed at changing the purchasing behaviour of resident.
        - start separate collection of electronics from single-family and multi-residential buildings
        - use renewable energy systems with landfill gas utilization
        - create a coordinated litter action team that will quickly clean up serious litter and dumping problems identified by resident's calls to an new "311" telephone service.

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.

The three main types of programming are:

1. registered programs – where residents register to participate in structured activities such as swimming lessons, dance or fitness classes, or day camps
2. drop-in programs – where residents participate in unstructured sport and recreation activities such as leisure swimming or skating, fitness centres, or gym sports
3. 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)

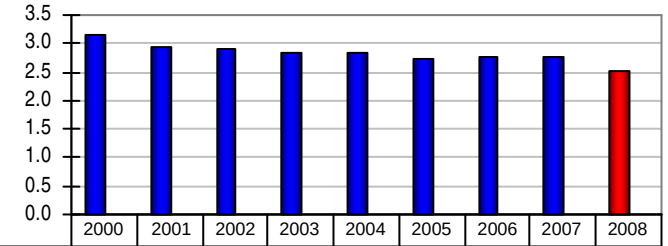
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many indoor pools are available?	Number of Operational Indoor Pool Locations (with municipal influence) per 100,000 Population – (Service Level)	**Unfavourable** **Decrease in the number of indoor pool locations**	**2** **High number of indoor pool locations**	23.1 23.2 pg. 194
How many indoor ice pads (rinks) are available?	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population – (Service Level)	**Stable** **Number of indoor ice rinks/pads has remained stable**	**4** **Lowest number of indoor ice rinks/pads**	23.3 23.4 pg. 195
How many large sports and recreation community centres are available?	Number of Large Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population – (Service Level)	**Stable** **Number of large sports & recreation community centres remained stable**	**3** **Low number of large sports & recreation community centres**	23.5 23.6 pg. 196
How many small sports and recreation community centres are available?	Number of Small Operational Sports and Recreation Community Centres (with Municipal Influence) per 100,000 Population – (Service Level)	**Stable** **Number of small sports & recreation community centres remained stable**	**4** **Lower number of small sports & recreation community centres**	23.5 23.6 pg. 196
How old are the sports and recreation community centres?	Percentage of Sports and Recreation Centres (with Municipal Influence), under 25 years of age – (Service Level)	**N/A**	**2** **High proportion of sports & recreation centres less than 25 years old**	23.7 pg. 197
How old are the indoor pools ?	Percentage of Indoor Pool Locations (with Municipal Influence), under 25 years of age – (Service Level)	**N/A**	**4** **Lower proportion of indoor pools less than 25 years old**	23.8 pg. 197
How old are the indoor ice pads/rinks?	Percentage of Indoor Ice Pads (with Municipal Influence), under 25 years of age – (Service Level)	**N/A**	**4** **Lower proportion of indoor ice pads less than 25 years old**	23.9 pg. 197
How much registered sports and recreation programming is offered?	Overall Participant Capacity for Directly Provided Registered Programs – (Service Level)	**Favourable** **Increase in registered programming offered**	**2** **High amount of registered programming offered**	23.10 23.11 pg. 198

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Community Impact Measures				
How much registered sports and recreation programming is being used?	Number of Participant Visits per Capita – Directly Provided Registered Programs – (Community Impact)	**Stable** **Amount of registered programming used is stable**	**1** **Higher amount of registered programming used per capita**	23.10 23.11 pg. 198
What percentage of residents register for at least one program in sports and recreation?	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population – (Community Impact)	**Stable** **Percentage of population using registered programs is stable at about 5.8%**	**3** **Low percentage of population using registered programs**	23.14 23.15 pg. 200
Customer Service Measures				
What percentage of capacity in registered programs is being used?	Utilization Rate of Available Capacity for Directly Provided Registered Programs – (Customer Service)	**Unfavourable** **Decreased percentage of capacity used for registered programs**	**2** **High rate of capacity used for registered sports & recreation participants**	23.12 23.13 pg. 199
Overall Results		**Service Level Indicators (Resources)** 1 - Favourable 3 - Stable 1 -Unfavour. 80% favourable or stable	**Performance Measures (Results)** 0 - Favourable 2 - Stable 1 -Unfavour. 67% favourable or stable	**Service Level Indicators (Resources)** 0- 1st quartile 3 - 2nd quartile 1 - 3rd quartile 4 - 4th quartile 30% above median	**Performance Measures (Results)** 1 - 1st quartile 1 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 67% above median	

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

How many indoor pools are there in Toronto?

Chart 23.1 - City of Toronto
Number of Indoor Pool Locations per 100,000 Population (Service Level)
2000 - 2008



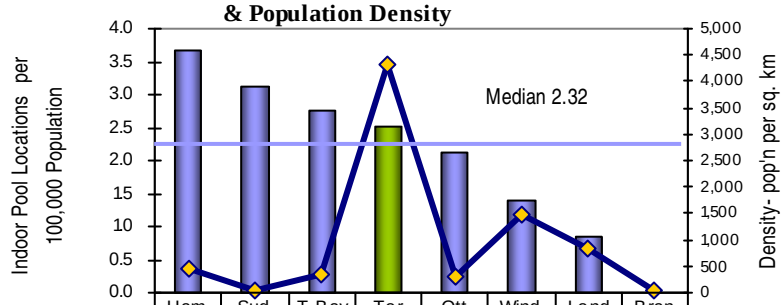
	2000	2001	2002	2003	2004	2005	2006	2007	2008
# pool locations/100,000 pop'n	3.16	2.93	2.9	2.83	2.84	2.74	2.77	2.75	2.52
Total # pool locations	81	76	76	75	76	74	75	75	69

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

Chart 23.1 provides the number of owned and/or operated indoor pool locations in Toronto per 100,000 population, between 2000 and 2008, as well as the total number of indoor pool locations. The number of pool locations has decreased in 2008, due to the withdrawal of aquatic programming from six school board locations since fall of 2007.

How does the number of indoor pools in Toronto, compare to other municipalities?

Chart 23.2 - OMBI 2008
Number of Indoor Pool Locations per 100,000 Population (Service Level)
& Population Density



	Ham	Sud	T-Bay	Tor	Ott	Wind	Lond	Bran
# pools/100,000 pop'n	3.66	3.11	2.75	2.52	2.12	138	0.84	0
Pop'n density	460	44	332	4,319	321	1,483	848	37

Chart 23.2 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 4th of 8 municipalities (2nd quartile) in terms of providing the highest number of indoor pool locations per 100,000 population.

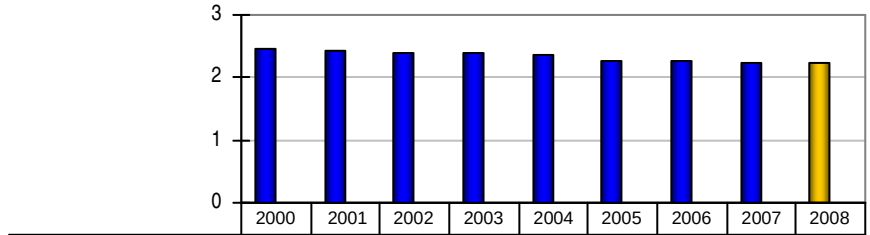
There are also 58 city outdoor pool locations that are not included in this measure. In comparison, the total number of outdoor pools for all other reporting municipalities is 35.

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 in its results for the number of indoor pools than it does for other types of recreation facilities such as ice pads and sports & recreation community centres (charts 23.4 and 23.5) in comparison to other municipalities.

How many indoor ice pads (rinks) are there in Toronto?

Chart 23.3 - City of Toronto
Number of Indoor Ice Pads per 100,000 Population (Service Level)
2000 - 2008



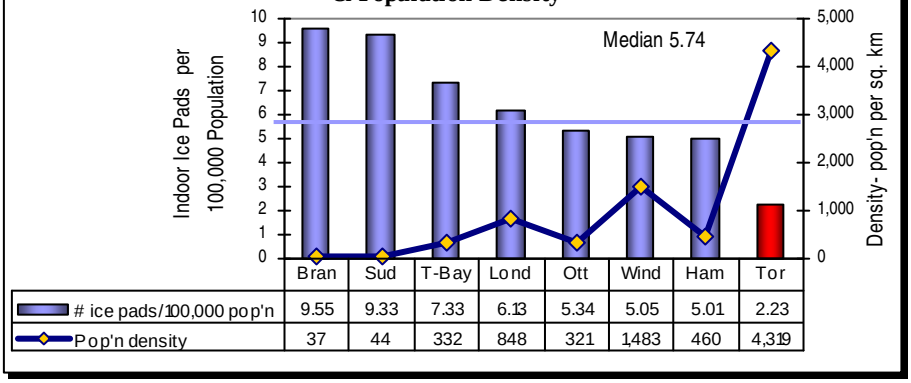
	2000	2001	2002	2003	2004	2005	2006	2007	2008
# ice pads/100,000 pop'n	2.46	2.43	2.4	2.38	2.36	2.26	2.26	2.23	2.23
Total # ice pads	63	63	63	63	63	61	61	61	61

Chart 23.3 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 2005, relating to a conversion to indoor sport-community centre use.

How does the number of indoor ice pads (rinks) in Toronto, compare to other municipalities?

Chart 23.4 - OMBI 2008
Number of Indoor Ice Pads per 100,000 Population (Service Level)
& Population Density



	Bran	Sud	T-Bay	Lond	Ott	Wind	Ham	Tor
# ice pads/100,000 pop'n	9.55	9.33	7.33	6.13	5.34	5.05	5.01	2.23
Pop'n density	37	44	332	848	321	1,483	460	4,319

Chart 23.4 compares 2008 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.

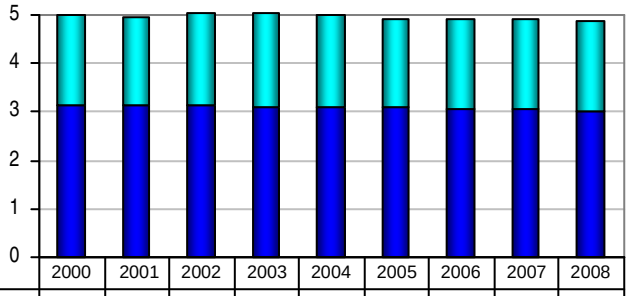
There are also 33 indoor ice pads available in Toronto from other service providers and Toronto has 61 outdoor artificial ice rinks, (not included in measure) which appear to be much more prevalent in Toronto than other municipalities. There is a total of 7 outdoor ice pads for all other municipalities However, if all of 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 23.4, 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.

How many sports and recreation community centres are there in Toronto?

Chart 23.5 - City of Toronto
No. of Large and Small Sports and Rec. Comm. Centres per 100,000 Pop'n
Service Level - 2000-2008



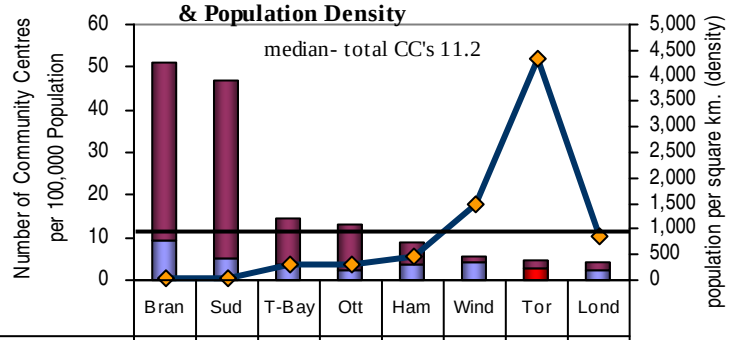
	2000	2001	2002	2003	2004	2005	2006	2007	2008
# Small Com. Ctr.	48	48	50	51	50	49	50	51	51
# Large Com. Ctr.	80	81	82	82	83	83	83	83	83
# Total Com.Ctr. per 100,000 Pop'n	4.99	4.97	5.04	5.03	4.98	4.89	4.92	4.91	4.89
# Small Com. Ctr. per 100,000 Pop'n	187	185	191	193	187	182	185	187	186
# Large Com. Ctr. per 100,000	3.12	3.12	3.13	3.10	3.11	3.08	3.07	3.04	3.03

Chart 23.5 provides the number of large and small sports and recreation community centres in Toronto per 100,000 population, between 2000 and 2008, as well as the total number of these centres. During this period, new centres opened, while others closed, but overall, the numbers have been stable.

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

How does the number of sports and recreation community centres in Toronto, compare to other municipalities?

Chart 23.6 - OMBI 2008
No. of Large and Small Sports and Rec. Comm. Centres per 100,000 Pop'n & Population Density



	Bran	Sud	T-Bay	Ott	Ham	Wind	Tor	Lond
# Small CCs per 100,000 pop'n	41.4	41.69	11	10.69	5.39	1.38	1.86	1.95
# Large CCs per 100,000 pop'n	9.55	4.98	3.67	2.56	3.66	4.13	3.03	2.23
# all CCs per 100,000 pop'n	50.95	46.67	14.67	13.25	9.05	5.51	4.89	4.18
Pop Density	37	44	332	321	460	1,483	4,319	848

Chart 23.6 identifies the number of sports and recreation community centres per 100,000 persons, there were in Toronto and other municipalities in 2008, which are plotted as bars relative to the left axis. To be included in this measure, the municipality must have some control or influence over the programming offered at the centre. Toronto utilizes dedicated and shared space with the school boards to provide recreation programming in 18 schools.

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.

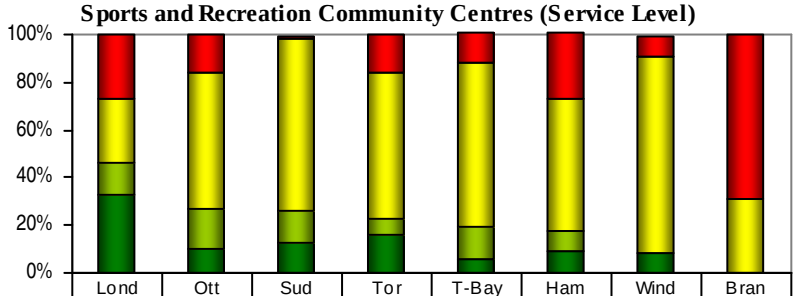
It is generally more expensive to operate multiple small community centres than one larger one of an equivalent size.

There are 11 community centres in Toronto that are permitted or leased for the purposes of providing recreation opportunities to other organizations. Toronto's small sport and recreation centres are distributed city-wide; these locations focus their programming on their local communities.

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 23.6 and Toronto is far more densely populated than the other municipalities.

How old are the sports and recreation community centres in Toronto in comparison to other municipalities?

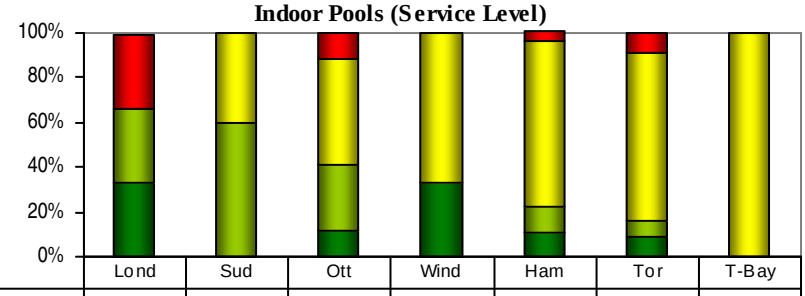
Chart 23.7 - OMBI 2008
Percentage Age Breakdown of Municipally Owned/Managed Sports and Recreation Community Centres (Service Level)



	Lond	Ott	Sud	Tor	T-Bay	Ham	Wind	Bran
>50 yrs	27%	16%	1%	16%	13%	28%	8%	69%
25-49 yrs	27%	57%	72%	61%	69%	55%	83%	31%
15-24 yrs	13%	17%	13%	7%	13%	9%	0%	0%
1-14 yrs	33%	10%	13%	16%	6%	9%	8%	0%

How old are the indoor pools in Toronto in comparison to other municipalities?

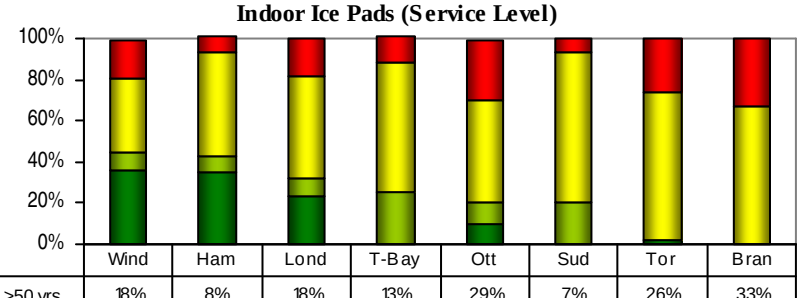
Chart 23.8 - OMBI 2008
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Pools (Service Level)



	Lond	Sud	Ott	Wind	Ham	Tor	T-Bay
>50 yrs	33%	0%	12%	0%	5%	9%	0%
25-49 yrs	0%	40%	47%	67%	74%	75%	100%
15-24 yrs	33%	60%	29%	0%	11%	7%	0%
1-14 yrs	33%	0%	12%	33%	11%	9%	0%

How old are the indoor ice pads/rinks in Toronto in comparison to other municipalities?

Chart 23.9 - OMBI 2008
Percentage Breakdown by Age of Municipally Owned/Managed Indoor Ice Pads (Service Level)



	Wind	Ham	Lond	T-Bay	Ott	Sud	Tor	Bran
>50 yrs	18%	8%	18%	13%	29%	7%	26%	33%
25-49 yrs	36%	50%	50%	63%	50%	73%	72%	67%
15-24 yrs	9%	8%	9%	25%	10%	20%	0%	0%
1-14 yrs	36%	35%	23%	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).

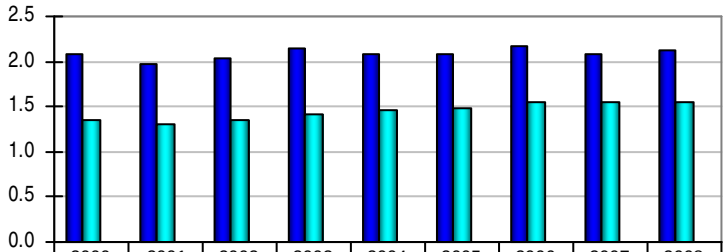
Chart 23.7 provides an overview, as of 2008 of the aging of both large and small sports and recreation community centres, in Toronto and other municipalities. Toronto ranks 4th of 8 municipalities (2nd quartile) in terms of having the newest centres with 23% of the centres under 25 years old.

Chart 23.8 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 16% of the pools under 25 years old.

Chart 23.9 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.

How much registered sports and recreation programming is offered to and used by residents in Toronto?

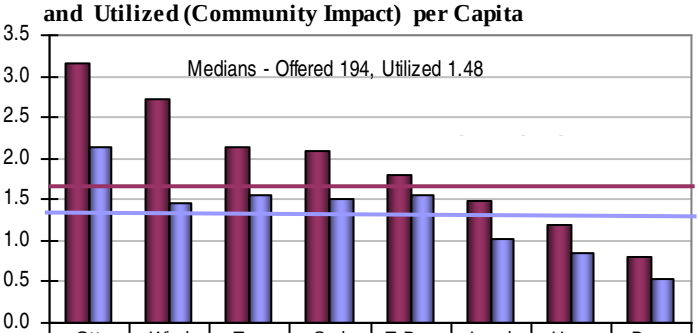
Chart 23.10- City of Toronto
Directly Provided Registered Programs
Participant Spaces Offered (Service Level) and Utilized (Community Impact)
per Capita -2000 - 2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Registered Visits - Offered/Capita	2.07	1.97	2.03	2.14	2.07	2.08	2.16	2.07	2.13
Registered Visits - Utilzed/Capita	1.35	1.31	1.34	1.42	1.46	1.49	1.55	1.55	1.55
Total Registered Visits	3,472,511	3,388,40	3,505,74	3,748,714	3,899,73	4,019,933	4,178,084	4,242,63	4,251,319

How does Toronto's level of registered sports and recreation programming, compare to other municipalities?

Chart 23.11- OMBI 2008
Directly Provided Registered Programs
Participant Spaces, Offered (Service Level)
and Utilized (Community Impact) per Capita



	Ott	Wind	Tor	Sud	T-Bay	Lond	Ham	Bran
Registered Visits - Offered/Capita	3.17	2.72	2.13	2.09	179	148	1.18	0.81
Registered Visits - Utilzed/Capita	2.14	145	155	151	155	103	0.86	0.53

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 23.10 provides Toronto's 2000 to 2008 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 or"utilized" by residents on a per capita basis.

Registered program attendance represents a portion of overall visits for recreation programs. In 2008 there was an increase in the registered programs offered as compared to 2007 due to reductions in programming from cost containment initiatives. The 2008 registered program levels are similar to those in 2006. In terms of actual participant usages, they remained unchanged (stable) from 2007 levels.

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. Drop-in (unregistered) programs and permits by community organizations provide the balance of visits for recreation options. 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.

What percentage of Toronto's capacity in registered programs is being used?

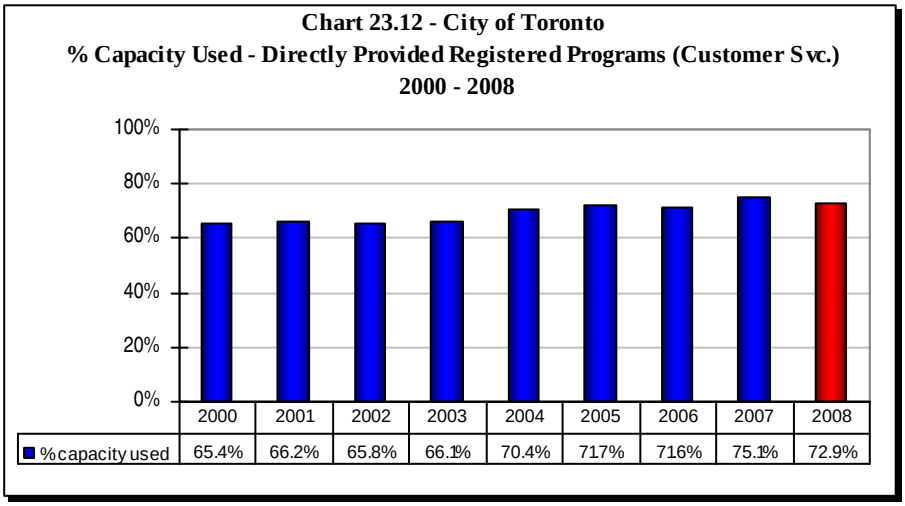
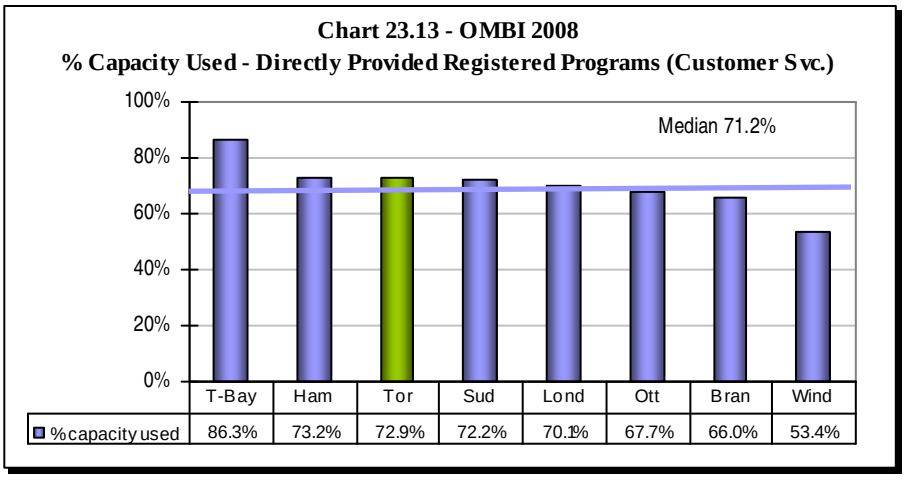


Chart 23.11 on the previous page compares Toronto's 2008 results to other municipalities for the amount of participant spaces "offered directly" in registered sports and recreation programming to the public and the amount actually used ("utilized") by residents on a per capita basis.

On the basis of the highest number of participant visits, Toronto ranks 3rd of 8 (2nd quartile) for participant spaces offered and 2nd of 8 (1st quartile) for participant spaces utilized (visits).

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.

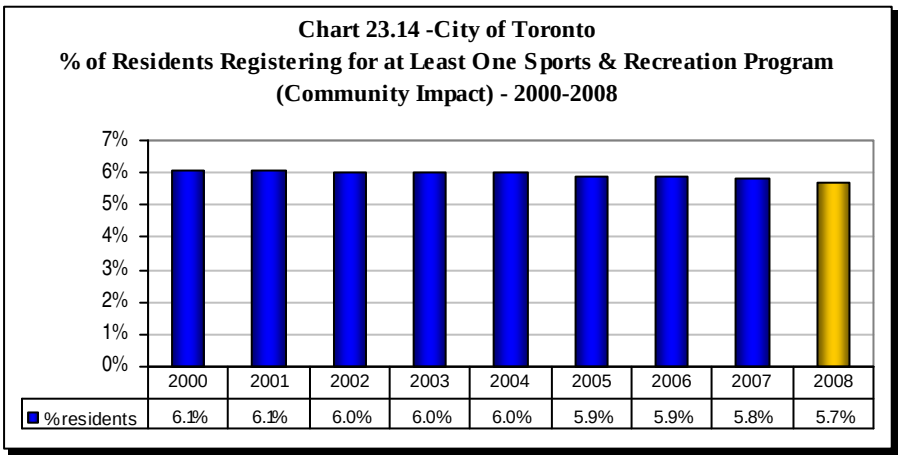
Chart 23.12 summarizes Toronto's results from 2000 to 2008 for the percentage of available participant spaces (capacity) in registered programs that were used (actual participant visits) by residents. Staff continue to look for ways to facilitate resident participation such as Internet registration introduced in the summer of 2004.

The percentage of capacity utilized has generally been improving over this period. What appears to be a decrease in 2008 was caused by a spike in 2007, when as noted previously program offerings/capacity were reduced due to cost containment, while participant visits increased. In 2008, program capacity increased, while participant visits were stable. This resulted in the 2008 decrease in percentage of capacity utilized.

Chart 23.13 compares Toronto's 2008 rate of capacity utilization for registered programs to other municipalities. On the basis of the highest utilization of available capacity, Toronto ranks 3rd of 8 (2nd quartile). As demand for programs increases, the most popular times are filled quickly. Staff are then forced to offer non-prime time (less desirable) programming 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.

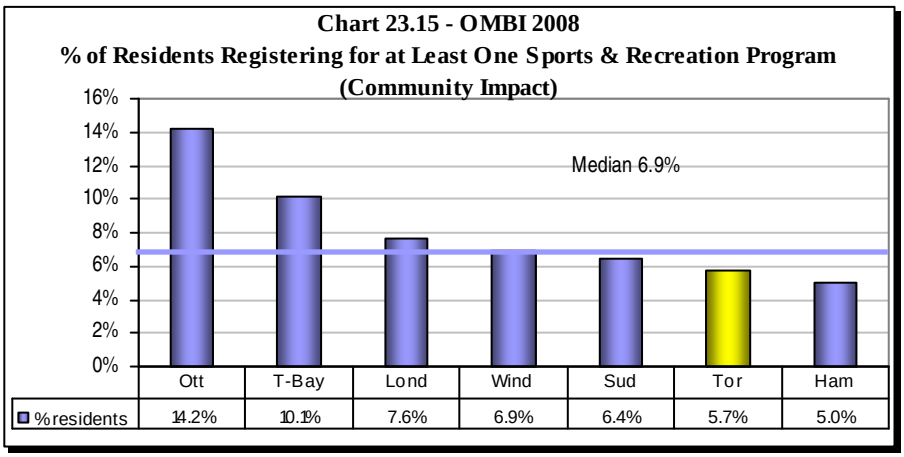
What percentage of Toronto's residents, register for at least one sports and recreation program?



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 23.14.depicts the percentage of residents in Toronto who registered for at least one sports and recreation program in the years 2000 to 2008. Individuals who registered for more than one program are only counted once.

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 23.15 provides 2008 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 significantly by municipality.

Directly offered registered programming is the only area of recreation programming in Toronto that records participant/attendance information for individuals. 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 or comparison.

2009 Achievements or 2010 Planned Initiatives

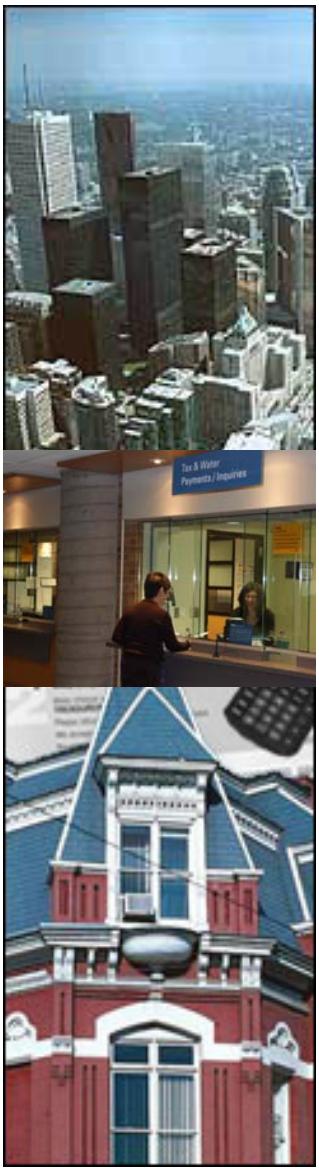
The following initiatives have and are expected to further improve the efficiency and effectiveness of Sports and Recreation Services in Toronto:

- 2009 Initiatives Completed/Achievements:
    - expanded and enhanced the After-School Recreation Care programs, which offered quality after-school care to over 680 children, 6-12 years in 27 locations in Toronto's Priority Neighbourhoods at a reduced fee schedule, to increase accessibility.
    - implemented online and touch tone registration for Welcome Policy clients to improve access (this program helps low income residents to access sports and recreation programs)
    - Provincially Legislated Accessibility for Ontarians with Disability Act (AODA) – Accessibility Standards for customer service training for 95 % of full–time, permanent divisional staff.
    - executed High Five training for staff and program assessments/evaluation for quality assurance of children's recreation programs

- 2010 Initiatives Planned:
    - development of a Five-Year Recreation Service Plan supported by the Facilities and Amenities strategy.; to improve recreation programs and services so that they are locally responsive to changing needs and interests of diverse communities; by following principles of equitable access to services, quality, inclusiveness and capacity building.
    - expansion of Investing in Families Program; an initiative designed to improve the economic, health and social status of single-parent families receiving Ontario Works benefits in priority neighbourhoods and high needs communities across Toronto.
    - expansion of the Can-Bike Program
    - expansion of Learn to Swim Program
    - improve access to recreation by removing economic, cultural, disability and systems barriers (in part through the Welcome Policy program by facilitating subsidy growth, in part by establishing inter-divisional intake partnerships)
    - continue to respond to Ministry of Labour Order to devise a Violence in the Workplace plan for high-risk program locations
    - review impact of Provincially mandated full-day learning for 4 and 5 year olds on recreation services

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 the 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.

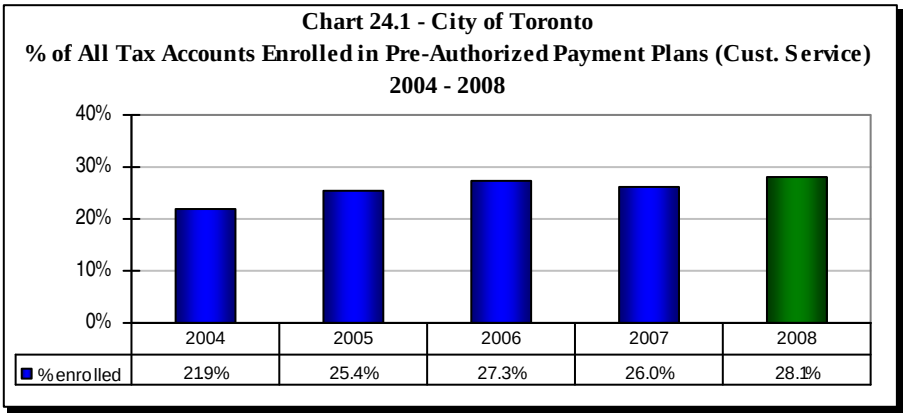
The property tax rates vary by property class, which include:

- 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
- managed forests

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Customer Service Measures				
What percentage of taxpayers take advantage of pre-authorized payment plans?	Percentage of Accounts (All Classes) enrolled in a Pre-Authorized Payment Plan - (Customer Service)	**Favourable** **Increased enrollment in pre-authorized payment plans**	**3** **Low number of accounts enrolled in pre-authorized payment plan**	24.1 24.2 pg. 205
Efficiency Measures				
How successful is the city at collecting property taxes that have been billed in the current year?	Current Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	**Stable** **Current year's tax arrears are stable**	**3** **Higher percentage of current year's tax arrears**	24.3 24.4 pg. 206
How successful is the city at collecting property taxes that were billed in and outstanding from prior years?	Percentage of Prior Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	**Stable** **Prior year's tax arrears are stable**	**1** **Lower percentage of prior year's tax arrears**	24.3 24.4 pg. 206
What does it cost to administer a tax account?	Cost to Maintain Taxation Accounts per Account Serviced – (Efficiency)	**Unfavourable** **Increased cost per account maintained**	**4** **Higher cost per tax account maintained**	24.5 24.6 pg. 207
Overall Results		**Service Level Indicators (Resources)**: n/a **Performance Measures (Results)**: 1- Favourable, 2 - Stable, 1 -Unfavour.; 75% favourable or stable	**Service Level Indicators (Resources)**: n/a **Performance Measures (Results)**: 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 8 municipalities.

What percentage of taxpayers in Toronto take advantage of pre-authorized payment plans?

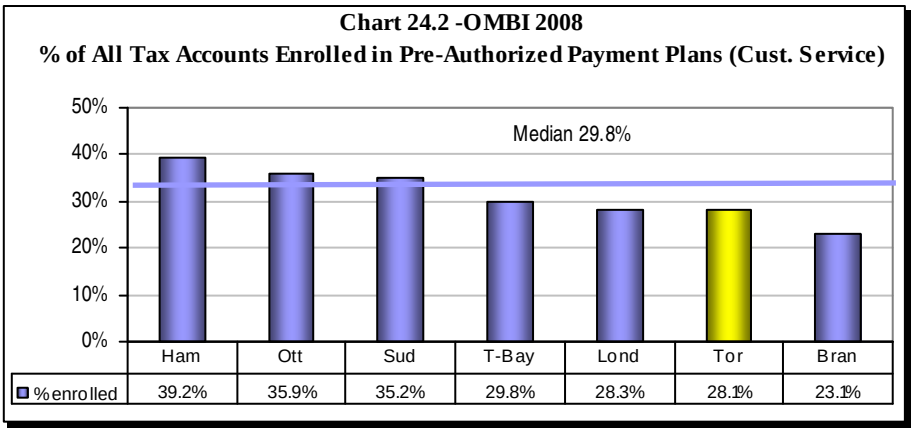


Pre-authorized property tax payment programs (PAP) allow taxpayers to have tax installments withdrawn directly from their bank account and paid to the municipality to ensure that tax payments are received in full and on time.

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

Chart 24.1 reflects the percentage of Toronto's tax accounts that are enrolled in our PAP program between 2004 and 2008 and shows an increasing trend.

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 24.2 compares Toronto's 2008 rate of enrollment in our PAP program to similar programs in other municipalities. Toronto ranks 6th of 7 (3rd quartile) in terms of having the highest enrollment rate.

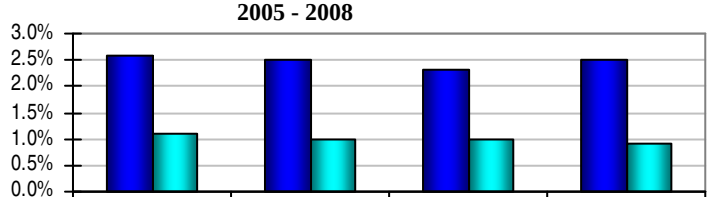
The percentage of accounts enrolled in Pre-Authorized Payment Programs can be influenced by:

- 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.

How successful is Toronto at collecting property taxes that have been levied?

Chart 24.3 - City of Toronto
Current and Prior Year's Tax Arrears as a % of Current Year's Tax Levy -(Effic.)
2005 - 2008



	2005	2006	2007	2008
% current years arrears	2.6%	2.5%	2.3%	2.5%
% prior years arrears	1.1%	1.0%	1.0%	0.9%

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.

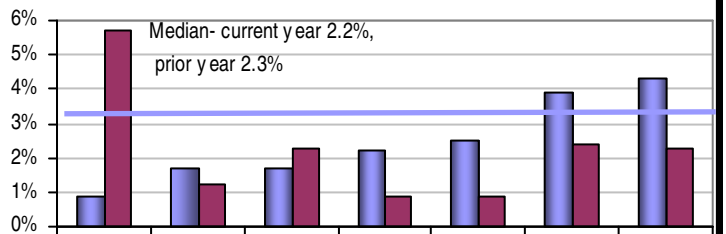
One method of evaluating how successful municipalities have been at collecting property taxes is to examine the rate of tax arrears (taxes receivable or outstanding), as a percentage of the property taxes levied. The objective is to have a low rate of arrears for:

- current year's arrears which for 2008 was the amount of 2008 property taxes outstanding as a percentage of the 2008 taxes levied.
- Prior years arrears which for 2008 was the amount of 2008 and prior year's taxes outstanding as a percentage of the 2008 taxes levied.

Chart 24.3 summarizes Toronto's rate of current and prior year's tax arrears for the years 2005 to 2008, with 2008 results being very similar to 2007.

How does Toronto rate of collecting property taxes compare to other municipalities?

Chart 24.4 -OMBI 2008
Current and Prior Year's Tax Arrears as a % of Current Year's Tax Levy -(Effic.)



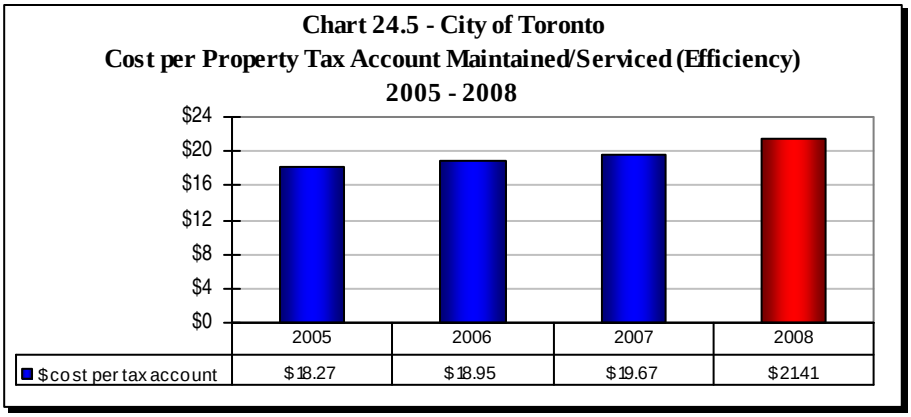
	T-Bay	Ott	Sud	Lond	Tor	Ham	Bran
% Current Years Arrears	0.9%	17%	17%	2.2%	2.5%	3.9%	4.3%
% Prior Years Arrears	5.7%	12%	2.3%	0.9%	0.9%	2.4%	2.3%

Figure 24.4 compares Toronto's 2008 rate of current and prior year's property tax arrears to other municipalities. In terms of the lowest rate of tax arrears, Toronto ranks 5nd of 7 (3rd quartile) for the rate of current year's tax arrears and 2nd of 7 (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

What does it cost in Toronto to administer a tax account?



In Toronto, there are approximately 666,000 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.

How does Toronto's cost to administer a tax account compare to other municipalities?

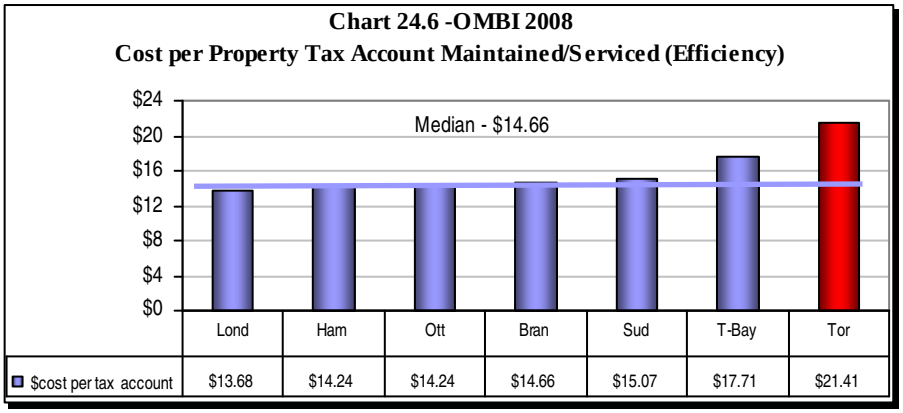


Chart 24.5 reflects Toronto's annual cost to maintain and service a tax account from 2005 to 2008 and shows cost increasing in 2008.

Chart 24.6 compares Toronto's 2008 cost per tax account maintained to other Ontario municipalities. Toronto ranks 7th of 7 (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
- 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). Additionally Toronto has a full team dedicated to defending the City's assessment base to ensure that property assessment information is complete and accurate. It should also be noted that Toronto has the highest Commercial/Industrial base when 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.

2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - Provincial Reassessment and 4-Year Phase-In of Property Assessments in Property Tax Billing - transitioned to updated assessment values for all properties and new provincially legislated 4-year phase-in of property assessments for property taxes. Final property tax bills were mailed in June 2009.
- 2010 Initiatives Planned:
    - in consultation with Corporate I&T, document systems requirements and software and hardware needs for the City's current Tax Management and Collection System, and explore options to implement a new technology platform to ensure the continued sustainability of the City's tax billing system, and the system's ability to expand and incorporate new requirements and web-based services, with implementation anticipated for 2012.
    - develop a strategy to improve and enhance customer service delivery associated with property tax and utility billings and parking tags payments. This strategy will examine current resource levels, and how new I/T solutions can be utilized to improve customer service response times, service satisfaction and operational efficiency.
    - acquire and implement integrated cashiering software solution for cash handling operations for property tax, utility, and parking ticket counter operations, acquire and install associated point-of-sale cashiering hardware, and establish necessary interfaces between cashiering software and City networks and internal systems, for planned implementation in 2010.
    - determine and implement payment processing solution to handle payments for tax, utility, parking tickets and miscellaneous revenues. The new technology is intended to improve operational efficiencies and customer service with implementation planned for 2011.

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.

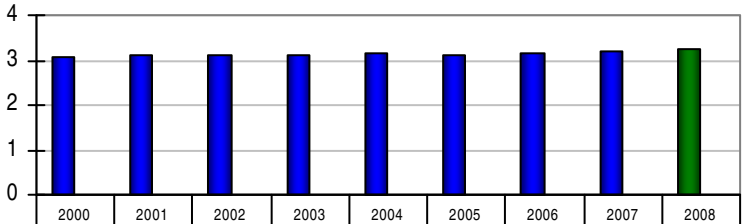
The TTC also provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual's level of functional mobility. The results in this report exclude those of Wheel-Trans.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How many vehicle hours of transit service are provided?	Transit In-Service (Revenue) Vehicle Service Hours per Capita (Service Level)	**Favourable** **vehicle hours of transit provided has increased**	**1** **Highest transit vehicle hours per capita**	25.1 25.2 pg. 211
Community Impact Measures				
How many transit passenger trips are taken by an average person per year?	Number of Conventional Transit Trips per Capita in Service Area (Community Impact)	**Favourable** **Transit usage has increased**	**1** **Highest transit usage by residents**	25.3 25.4 pg. 212
Efficiency Measures				
What does it cost to operate a transit vehicle for an hour?	Transit Cost per In-Service Vehicle Service Hour ((Efficiency)	**Unfavourable** **Cost per in-service vehicle hour is increasing**	**4** **Higher cost per in-service vehicle hour**	25.5 25.6 pg. 213
How well are transit vehicles being utilized to move people?	Passenger Trips per In-Service Vehicle Hour (Efficiency)	**Stable** **Number of transit trips per in-service vehicle hour is stable**	**1** **Higher trips per in-service vehicle hour**	25.8 25.9 pg. 214
What does it cost to provide one passenger trip?	Operating Costs for Conventional Transit per Regular Service Passenger Trip (Efficiency)	**Unfavourable** **Cost to provide a passenger trip is increasing**	**1** **Lower cost to provide a passenger trip**	25.7 25.9 pg. 214
Overall Results		**Service Level Indicators (Resources)** 1- Favourable 0- Stable 0 -Unfavour. 100% favourable or stable **Performance Measures (Results)** 1- Favourable 1- Stable 2 -Unfavour. 50% favourable or stable	**Service Level Indicators (Resources)** 1- 1st quartile 0- 2nd quartile 0- 3rd quartile 0- 4th quartile 100% above median **Performance Measures (Results)** 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.

How many vehicles hours of transit service are provided in Toronto?

Chart 25.1 - City of Toronto
In-Service (Revenue) Transit Vehicle Hours per Capita (Service Level)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
In-Svc. Veh. Hrs/Capita	3.08	3.12	3.12	3.11	3.14	3.12	3.16	3.18	3.26
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	8,921,966

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 can also have an impact on how often residents use public transit.

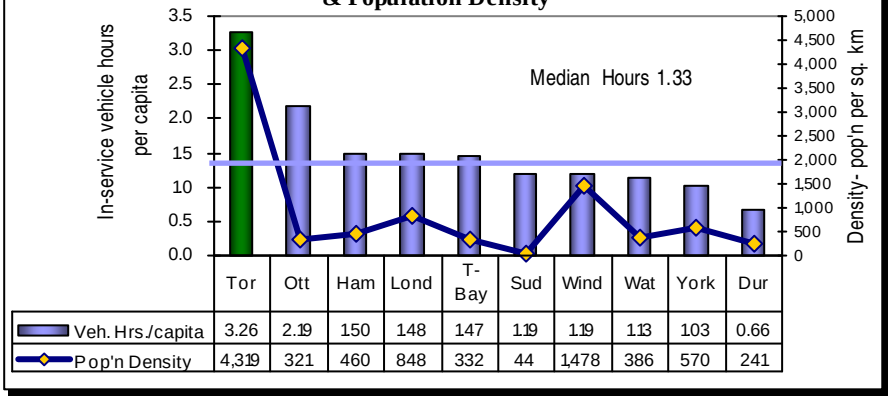
An "in-service vehicle hour" refers to the hours a transit vehicle accepts paying passengers. It does not include other activities such as school contracts, charters and cross-boundary service, or vehicle hours devoted to road tests or maintenance activities.

Chart 25.1 provides the number of in-service (accepting passengers) vehicle hours per capita in Toronto from 2000 to 2008. 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.

How do Toronto's in- service transit vehicle hours compare to other municipalities?

Chart 25.2 - OMBI 2008
In-Service (Revenue) Transit Vehicle Hours per Capita (Service Level)
& Population Density



	Tor	Ott	Ham	Lond	T-Bay	Sud	Wind	Wat	York	Dur
Veh. Hrs./capita	3.26	2.19	1.50	1.48	1.47	1.19	1.19	1.13	1.03	0.66
Pop'n Density	4,319	321	460	848	332	44	1,478	386	570	241

Chart 25.2 compares Toronto's 2008 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 10 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.

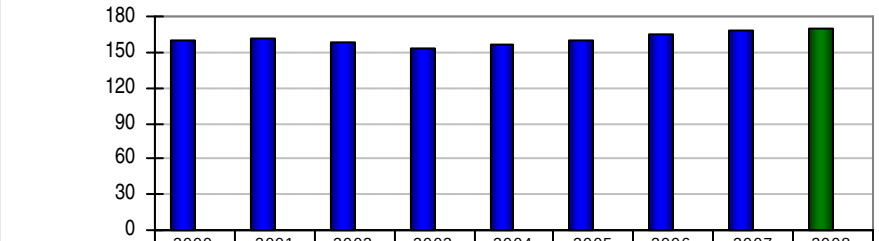
It can be seen that Toronto's density is much higher than that of the other municipalities and as a result, Toronto's transit system is extensive, with approximately 96 % of Toronto residents living within 400 metres of at least one of the TTC's multi-modal services.

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.

How many passenger trips per person are taken in a year in Toronto?

Chart 25.3- City of Toronto
Number of Transit Passenger Trips per Person (Community Impact)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
# trips/ person	160.0	161.9	158.6	153.2	156.5	159.8	164.4	168.4	170.4
Total # of trips	410.6M	420.0M	415.5M	405.4M	418.1M	431.2 M	444.5M	459.8M	466.7M

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

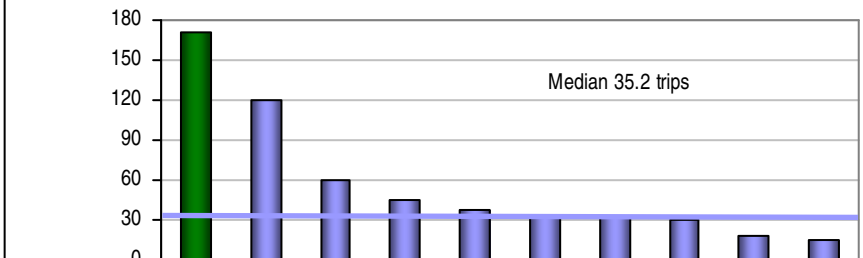
Chart 25.3 provides a summary of the average annual number of transit trips taken in Toronto per person, from 2000 to 2008. The total number of passenger trips (ridership) has also been provided as additional information.

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

In 2001, ridership increased by 2.3%, dropped by 1% in 2002 (economic slowdown after 9/11), and decreased by another 2.4% in 2003 due primarily to SARS and the hydro blackout. Ridership grew each year by over 3% between 2004 and 2007 and by 1.5% in 2008 primarily due to increased sales of monthly passes (Federal income Tax Credit) and rising automobile vehicle fuel prices.

How does Toronto's annual transit use per person, compare to other municipalities?

Chart 25.4- OMBI 2008
Number of Coventional Transit Passenger Trips per Person (Community Impact)



	Tor	Ott	Lond	Ham	Sud	Wat	T-Bay	Wind	York	Dur
#trips/capita	170.4	119.7	60.6	44.8	36.9	33.4	31.2	29.4	18.6	15.3

Chart 25.4 compares Toronto's 2008 transit use (passenger trips) per capita with other Ontario Municipalities, with Toronto ranking 1st of 10 municipalities (1st quartile) in terms of having the highest transit usage per capita.

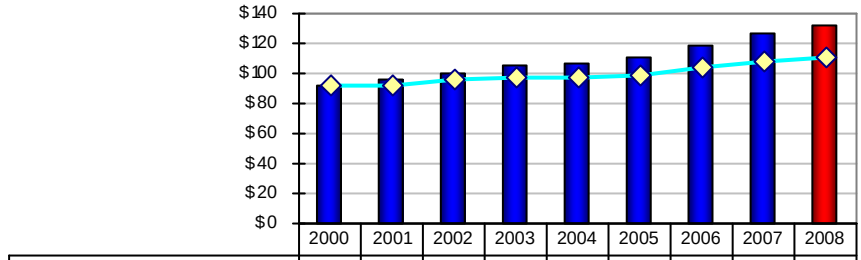
Factors that can influence municipal results for this measure include:

- 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.

What does it cost in Toronto to operate a transit vehicle for an hour?

Chart 25.5 - City of Toronto
Transit Cost per In-Service (Revenue) Vehicle Hour (Efficiency)
2000 -2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Cost per in-service vehicle hour	$91.42	$95.50	$100.48	$105.84	$107.32	$110.51	$118.55	$126.09	$131.55
CPI adjusted (2000 base)	$91.42	$92.59	$95.40	$97.57	$97.29	$98.39	$103.86	$108.40	$110.50

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 available transit supply

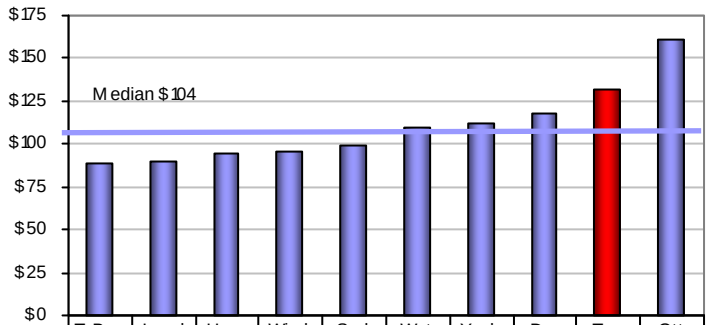
Chart 25.5 provides the transit cost per in-service vehicle hour in Toronto for the years 2000 to 2008.

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.

How does Toronto's transit cost per vehicle hour, compare to other municipalities?

Chart 25.6- OMBI 2008
Operating Costs for Conventional Transit per In-Service Vehicle Hour (Efficiency)



	T-Bay	Lond	Ham	Wind	Sud	Wat	York	Dur	Tor	Ott
$cost/in-service veh hr.	$88	$90	$94	$96	$99	$109	$112	$118	$132	$162

Chart 25.6 compares Toronto's 2008 costs to other municipalities for the cost per in-service vehicle hour, which includes only hours where transit vehicles are accepting passengers

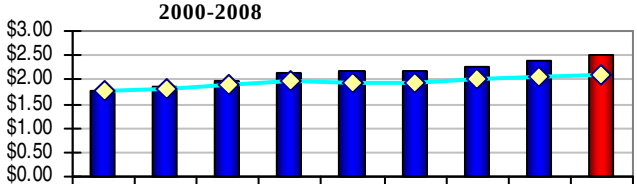
Toronto ranks 8th of 10 municipalities (4th quartile) in terms of having the lowest cost per in-service vehicle hour.

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 high amongst 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.

What does it cost to provide one passenger trip?

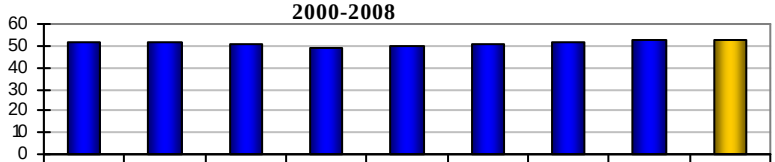
Chart 25.7- City of Toronto
Operating Cost for Conventional Transit per Regular Service Trip (Efficiency)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
Operating cost per passenger trip	$1.76	$1.84	$1.98	$2.15	$2.16	$2.16	$2.28	$2.38	$2.51
CPI Adjusted (2000 base)	$1.76	$1.79	$1.88	$1.98	$1.95	$1.92	$2.00	$2.05	$2.11

How well are transit vehicles being utilized to move people

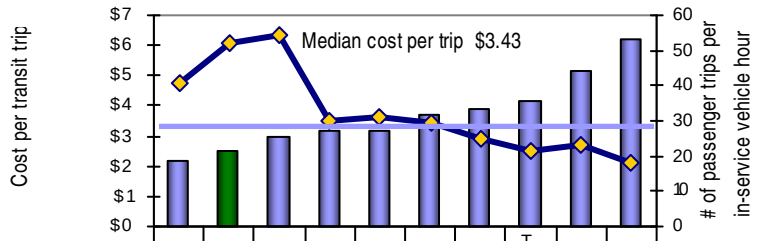
Chart 25.8- City of Toronto
Passenger Trips per In-Service Vehicle Hour (Efficiency)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
# trips/ hour	52.0	519	50.8	49.2	49.8	51.2	52.0	53.0	52.3

How do Toronto's transit costs per passenger trip, compare to other municipalities?

Chart 25.9 - OMBI 2008
Cost of Conventional Transit per Passenger Trip and
Average Number of Passenger Trips per In-Service Vehicle Hour (Efficiency)



	Lond	Tor	Ott	Ham	Sud	Wat	Wind	T-Bay	Dur	York
$cost per trip	$2.20	$2.51	$2.96	$3.14	$3.18	$3.68	$3.90	$4.14	$5.13	$6.20
trips per in-service hour	41	52	55	30	31	30	25	21	23	18

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 25.7 illustrates Toronto's transit costs per passenger trip from 2000 to 2008, which has been steadily increasing. The 5.5% increase in 2008 is primarily due to contractual wage and salary increases, increased fuel prices, and increased service resources to accommodate ridership growth

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

The degree of passenger utilization of the transit vehicles that are in-service, is a primary factor in the cost per passenger trip as higher utilization allows fixed and variable costs to be spread over a larger number of riders. Chart 25.9 provides this data for Toronto and shows results to be stable.

Chart 25.8 compares Toronto's 2008 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 average number of passenger per hour that a transit vehicle is in service provides has been plotted as a line graph relative to the right axis. It shows Toronto has a high utilization ranking 2nd of 10 municipalities (1st quartile) and is a key factor in Toronto's lower cost per transit trip.

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 2010 Planned Initiatives

The following initiatives are expected to further improve the efficiency and effectiveness of Transit Services:

- 2009 Initiatives Completed/Achievements:
    - In the fall of 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 was 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.
        - improvements to service frequency to address observed overcrowding from rapid ridership growth in 2008 and earlier, will provide approximately 400,000 annual hours of additional service in 2009
    - met the service requirements for a record 471 million riders
    - opened 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
    - 130 new Low Floor buses entered revenue service bringing the fleet to 93% accessibility. This enables the TTC to operate 145 of 168 routes with accessible buses.
    - ordered 204 modern, accessible and larger, light rail vehicles to provide more capacity and replace its aging fleet of streetcars
    - completed the retro-fit of bike rack on all accessible buses doubling the network of bike rack routes from 71 to 145
    - introduced new express bus services which reduce travel times and, in doing so, improve service for customers and create long-term operating efficiencies.
    - a broad range of initiatives to improve the reliability of the 501 Queen streetcar route and selected bus routes were tested to improve the cost-effectiveness and reliability of all services from 2010 forward

- 2010 Initiatives Planned:
    - completion of the St. Clair streetcar right-of-way between Keele Street and the Yonge Subway line to improve service reliability for approximately 30,000 transit riders each weekday
    - 120 New Low Floor buses will enter revenue service making virtually the entire fleet accessible

Wastewater Services

Wastewater Services encompass 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.

In Toronto this involves the collection and treatment of wastewater from over 4,400 kilometres of sanitary sewers, and, 1,300 kilometers of combined sewers (carries both sanitary and storm flows). Wastewater is pumped by 82 pumping stations to four wastewater treatment plants where physical and biological treatment processes remove solids, chemicals, and pathogens. Toronto's wastewater treatment plants have a combined rated capacity of over 1.5 billion litres of wastewater a day.

The safe and effective treatment of wastewater is important to a community's continued health and well being. Toronto Water must operate under strict regulations and meet or exceed treatment standards set by the Ministry of the Environment, to ensure minimal impact on the natural environment.

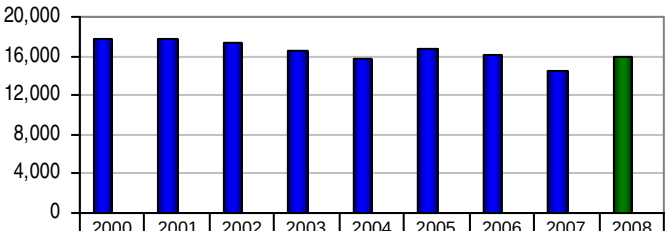
Funding for these services is provided through municipal water rates, which includes a sewer surcharge.

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service / Activity Level Indicators				
How much wastewater is treated each year?	Megalitres of Wastewater Treated per 100,000 Population – (Service Level)	**Increase** **Volume of wastewater treated has increased**	**3** **Low volumes of wastewater treated (in relation to other municipalities)**	26.1 26.2 pg. 219
How old is the wastewater pipe system?	Average Age of Wastewater Pipe - (Service Level/ Standard)	**Stable** **Average age of wastewater pipe is stable at 58 years**	**4** **Wastewater pipe is oldest of OMBI municipalities**	26.8 pg. 220
Community Impact Measures				
How much wastewater by-passes full treatment each year?	Percentage of Wastewater estimated to have Bypassed Treatment – (Community Impact)	**Unfavourable** **Increase in volume of wastewater bypassing treatment**	**3** **Higher volumes of wastewater bypassing treatment**	26.3 26.4 pg. 221
Customer Service Measures				
How often do wastewater mains (sewers) back-up?	Annual Number of Wastewater Main Backups per 100 Km of Wastewater Main – (Customer Service)	**Unfavourable** **Increased rate of wastewater/ sewer backups**	**4** **Higher rate of wastewater/ sewer backups**	26.5 26.6 pg. 222
Efficiency Measures				
What does it cost to collect wastewater?	Operating Cost of Wastewater Collection per KM of Pipe – (Efficiency)	**Favourable** **Decreased cost of wastewater collection**	**4** **Highest cost of wastewater collection**	26.7 26.8 pg. 223
What does it cost to treat wastewater and dispose of the residual material?	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated – (Efficiency)	**Favourable** **Decreased cost of wastewater treatment & disposal**	**3** **High cost of wastewater treatment & disposal**	26.9 26.10 pg. 224
Overall Results		Service Level Indicators (Resources): 1- Favourable, 1- Stable, 0-Unfavour. — 100% favourable or stable Performance Measures (Results): 2- Favourable, 0- Stable, 2 -Unfavour. — 50% favourable or stable	Service Level Indicators (Resources): 0 - 1st quartile, 0 - 2nd quartile, 1- 3rd quartile, 1- 4th quartile — 0% above median Performance Measures (Results): 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.

How much wastewater is treated each year in Toronto?

Chart 26.1 -City of Toronto
Megalitres of Wastewater Treated per 100,000 Population (Service Level)
2000-2008



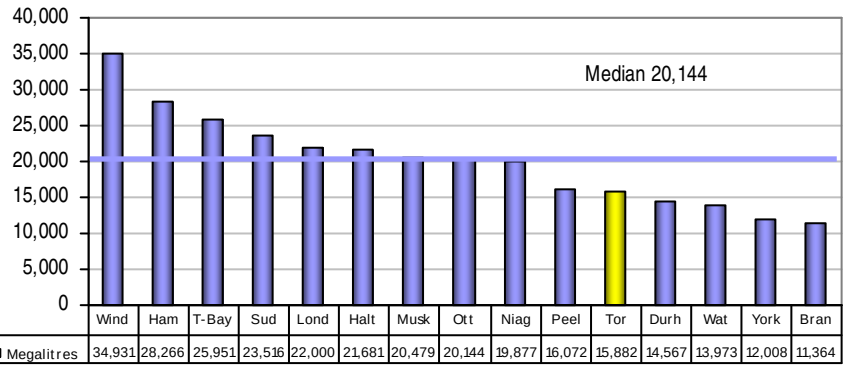
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Megalitres per 100,000 pop'n	17,695	17,803	17,360	16,561	15,731	16,734	16,202	14,501	15,882
Total Megalitres	453,987	461,840	454,863	438,269	420,388	451,490	438,108	395,881	435,008

Chart 26.1 summarizes the volume (megalitres) of wastewater that was treated in Toronto Wastewater Treatment Plants from 2000 to 2008. 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. In 2008 there was a +9.9% increase in the volume of wastewater treated relating to much higher levels precipitation, some of which entered the combined sanitary/storm sewer.

How does the amount of wastewater treated in Toronto, compare to other municipalities?

Chart 26.2 - OMBI 2008
Megalitres of Wastewater Treated per 100,000 Population (Service Level)



	Wind	Ham	T-Bay	Sud	Lond	Halt	Musk	Ott	Niag	Peel	Tor	Durh	Wat	York	Bran
Megalitres	34,931	28,266	25,951	23,516	22,000	21,681	20,479	20,144	19,877	16,072	15,882	14,567	13,973	12,008	11,364

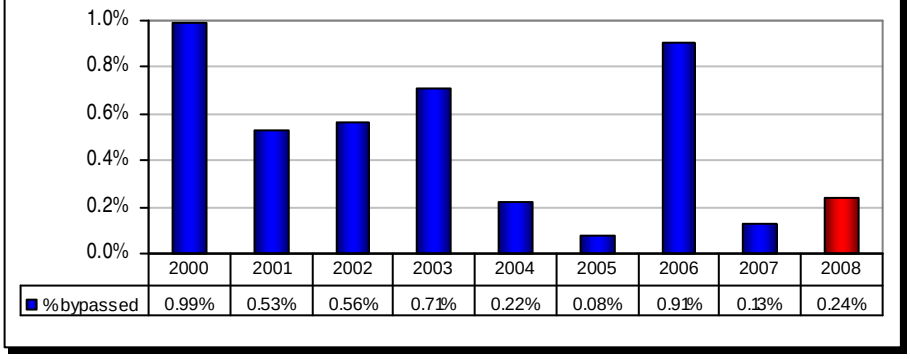
Chart 26.2 provides 2008 information for Toronto and other municipalities on the volume of wastewater treated per 100,000 persons. Toronto ranks 11th of 15 (3rd quartile) in terms of having the highest volumes treated.

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

How much wastewater by-passes full treatment in Toronto before it is released into Lake Ontario each year?

Chart 26.3- City of Toronto
% of Wastewater Estimated to Have By-Passed Treatment (Community Impact)
2000-2008



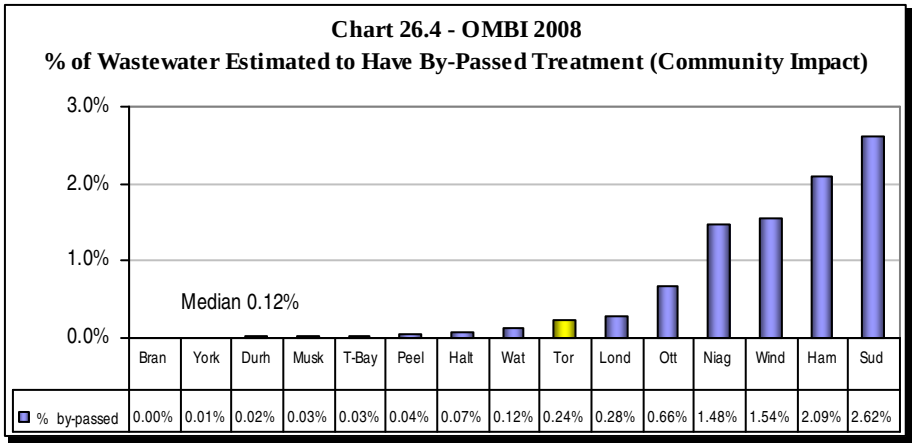
	2000	2001	2002	2003	2004	2005	2006	2007	2008
%bypassed	0.99%	0.53%	0.56%	0.71%	0.22%	0.08%	0.91%	0.13%	0.24%

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 26.3 summarizes the percentage of total wastewater from 2000 to 2008 in Toronto that was released each year into Lake Ontario without full treatment. This wastewater does however receive partial treatment, including disinfection, before release.

How does the amount of wastewater by-passing treatment in Toronto, compare to other municipalities?

Chart 26.4 - OMBI 2008
% of Wastewater Estimated to Have By-Passed Treatment (Community Impact)



	Bran	York	Durh	Musk	T-Bay	Peel	Halt	Wat	Tor	Lond	Ott	Niag	Wind	Ham	Sud
% by-passed	0.00%	0.01%	0.02%	0.03%	0.03%	0.04%	0.07%	0.12%	0.24%	0.28%	0.66%	1.48%	1.54%	2.09%	2.62%

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.

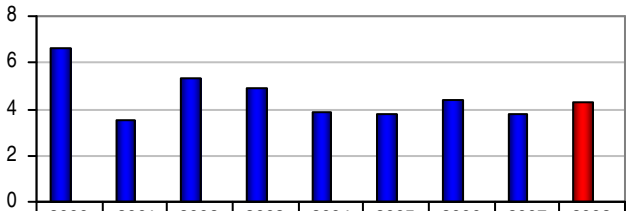
The frequency and intensity of these events varies from year to year. Secondary bypass quantities receive preliminary and primary treatment and are chlorinated before discharge to the lake. Bypasses are sampled for E. Coli, suspended solids, CBOD, phosphorus, ammonia and nitrates.

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 in progress to help ensure better control of secondary bypass events. Volumes increased slightly in 2008 but were still less than one quarter of one percent.

Chart 26.4 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.

How often do wastewater mains back-up in Toronto?

Chart 26.5- City of Toronto
Number of Wastewater Main Back Ups per 100 Km. of Wastewater Pipe (Cust. Svc.)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
# back-ups per 100km of pipe	6.6	3.5	5.3	4.9	3.9	3.8	4.4	3.8	4.3
Total # of back-ups	373	201	299	278	220	219	251	219	245

2006 to 2008 results above differ slightly from joint OMBI reports because of more accurate data on system length

Chart 26.5 indicates the number of wastewater main back-ups there were in Toronto from 2000 to 2008.

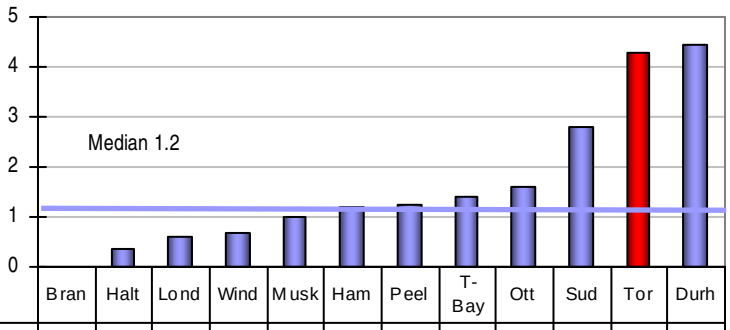
Over 24% of Toronto's sewer system is comprised of combined sanitary and storm sewers with 80,000 homes in the older areas of the city having downspouts directly connected to the combined sewer system. This results in a significant inflow into the local and trunk systems during storm events, which can 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 increase in the number of back-ups in 2008 is primarily attributable to higher precipitation levels in 2008.

From 1998 to November 2007, Toronto had a voluntary downspout disconnection program, however Council decided to terminate the program as there was insufficient participation.

How does the rate of wastewater main back-ups in Toronto compare to other municipalities?

Chart 26.6 - OMBI 2008
Number of Wastewater Main BackUps per 100 Km. of Wastewater Pipe (Cust. Svc.)



	Bran	Halt	Lond	Wind	Musk	Ham	Peel	T-Bay	Ott	Sud	Tor	Durh
# backups/100km	0.0	0.4	0.6	0.7	10	12	12	14	16	2.8	4.3	4.4

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 and minimize by-pass events at the treatment plants.

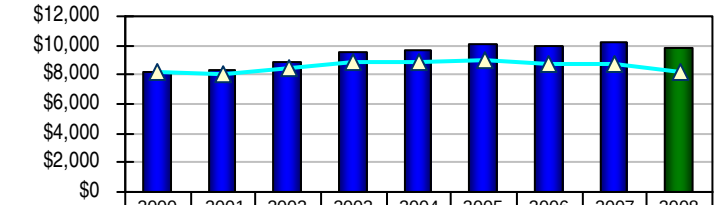
Chart 26.6 compares the 2008 rate of wastewater/sewer back ups in Toronto to other municipalities. Toronto ranks 11th of 12 municipalities (4th quartile) in terms of having the lowest rate of back-ups.

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

What does it cost in Toronto to collect wastewater?

Chart 26.7 - City of Toronto
Operating Cost for Wastewater Collection per Km. of Collection Pipe (Efficiency)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
$cost per km of pipe	8,130	8,292	8,849	9,564	9,723	10,104	10,017	10,204	9,780
CPI Adjusted cost (base 2000)	8,130	8,039	8,401	8,817	8,815	8,996	8,775	8,773	8,215

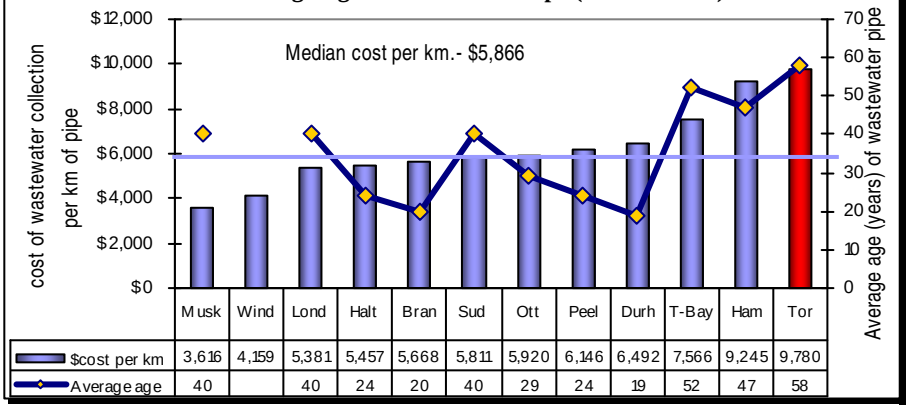
2006 to 2008 results above differ from joint OMBI reports because of more accurate data on system length

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 26.7 provides these wastewater collection costs in Toronto, per kilometer of collection pipe for the years 2000 to 2008. 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.

How does the cost of wastewater collection in Toronto, compare to other municipalities?

Chart 26.8 - OMBI 2008
Op. Cost for Wastewater Collection per Km. of Collection Pipe (Efficiency)
and Average Age of Wastewater Pipe (sercice Level)



	Musk	Wind	Lond	Halt	Bran	Sud	Ott	Peel	Durh	T-Bay	Ham	Tor
$cost per km	3,616	4,159	5,381	5,457	5,668	5,811	5,920	6,146	6,492	7,566	9,245	9,780
Average age	40		40	24	20	40	29	24	19	52	47	58

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, but there was a decrease in costs in 2008. Over 30% of Toronto's sewer system is over 50 years old.

Chart 26.8 compares the 2008 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.

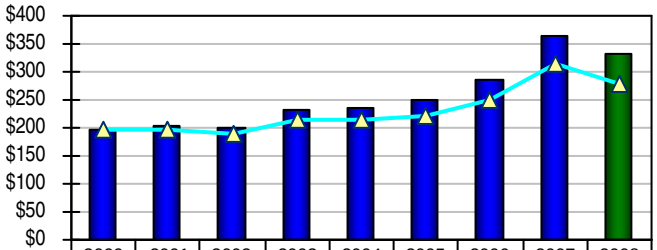
Age of the wastewater pipe, which has been plotted as a line graph relative to the right axis, can have a significant impact on costs as noted earlier. Toronto has some of the oldest underground infrastructure of the OMBI municipalities and is a key factor in Toronto's higher costs.

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

What does it cost to treat and dispose of wastewater in Toronto?

Chart 26.9 - City of Toronto
Operating Cost for Wastewater Treatment and Disposal per Megalitre (Efficiency)
2000 to 2008



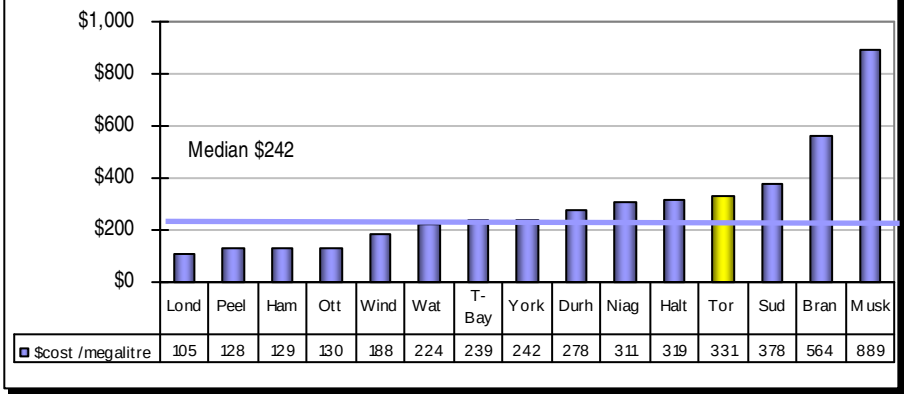
	2000	2001	2002	2003	2004	2005	2006	2007	2008
$Cost per megalitre	$198	$204	$200	$231	$236	$251	$285	$365	$331
CPI Adjusted cost (base 2000)	$198	$198	$190	$213	$214	$223	$250	$314	$278

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.

How does Toronto's cost of wastewater treatment and disposal, compare to other municipalities?

Chart 26.10 - OMBI 2008
Operating Cost for Wastewater Treatment and Disposal per Megalitre (Efficiency)



	Lond	Peel	Ham	Ott	Wind	Wat	T-Bay	York	Durh	Niag	Halt	Tor	Sud	Bran	Musk
$cost /megalitre	105	128	129	130	188	224	239	242	278	311	319	331	378	564	889

Chart 26.9 summarizes Toronto's cost of treating a megalitre (one million litres) of wastewater from 2000 to 2008. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Toronto's cost of wastewater treatment and disposal per megalitre was fairly stable from 2000 to 2002, but in 2003 costs increased as a result of a fire in the Pelletizer facility, which required finding other biosolids disposal sites at much higher costs.

In 2008 the decrease in cost per megalitre was achieved my keeping gross expenditures at 2007 levels, while at the same time accommodating a 9.9% increase in the volume of wastewater treated.

Chart 22.10 compares Toronto's 2008 cost of wastewater treatment and disposal per megalitre, to other municipalities. Toronto ranks 12th 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 strategies contained in the City's Biosolids and Residuals Master Plan (BRMP) were approved in late 2009 for three of the City's four wastewater treatment plants. A decision regarding the biosolids management strategy for the Highland Creek Treatment Plant has been deferred.

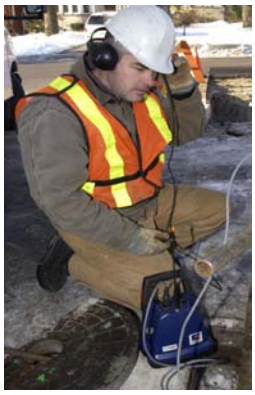
2009 Achievements or 2010 Planned Initiatives

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

- 2009 Initiatives Completed/Achievements:
    - planted 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.
    - the recommended strategies contained in the Master Plan for Biosolids Treatment and Disposal was approved by Council in December 2009 for 3 of the 4 wastewater treatment plants. The decision regarding the biosolids management strategy to be implemented for the Highland Creek Treatment Plant has been deferred.
    - 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 identified 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 was 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 were added in 2009 to process of 47,000 applications received under the City's former Voluntary Downspout Disconnection Program. Implementation of the program is continuing in 2010.
    - Council approved the Basement Flooding Remediation Work Plan in September, 2008, which involves a comprehensive engineering review to address chronic basement flooding problems in 31 separate study areas. The first contracts for remediation in the most critical were awarded and construction commence by towards the end of 2009. Environmental Assessments are currently being completed for the remainder of the Study Areas.
    - hydro usage at wastewater treatment plants decreased in 2009
- 2010 Initiatives Planned:
    - 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.
    - odour control projects are planned at the Humber and Ashbridges Bay Wastewater Treatment plants
    - Council 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.

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 over 1 billion litres of source water from Lake Ontario, each day at four water treatment plants to ensure the quality of drinking water meets or exceeds regulatory requirements
- the distribution of drinking water via 470,200 connections to industrial, commercial, institutional and household water users customers. In Toronto this is accomplished with 18 water pumping stations, 102 pumps, 510 kilometers of trunk watermain, 10 underground storage reservoirs, 4 elevated storage tanks, 52,900 valves, and, 5,015 kilometers of distribution water mains. If these water mains were laid end-to-end, they would exceed the entire distance from Newfoundland to British Columbia.

Funding for these activities is provided through municipal water rates.

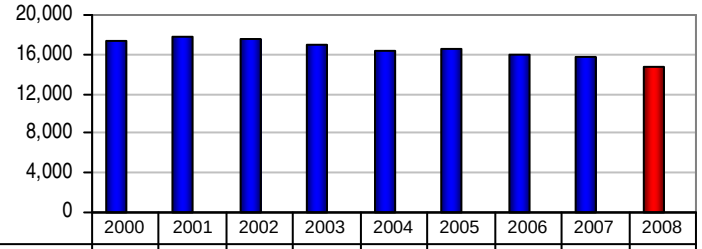
Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service Level Indicators				
How much drinking water is treated each year?	Megalitres of Water Treated per 100,000 Population – (Service Level)	**Decrease** **Volume of water treated decreased**	**3** **Low volumes of water treated**	27.1 27.2 pg. 228
How old are the water distribution pipes?	Average Age of Water Pipe - (Service Level)	**Stable** **Average age of water pipe is stable at 57 years**	**4** **Oldest average age of pipes**	27.8 pg. 231
Community Impact Measures				
How much drinking water does the average household use?	Residential Water Use (Megalitres) per Household – (Community Impact)	**Unfavourable** **Increased amount of water used per household**	**3** **Higher amount of water used per Household**	27.3 27.4 pg. 229
Customer Service/Quality Measures				
Is the quality of drinking water in compliance with provincial standards?	% of Water Quality Tests in Compliance with Provincial Drinking Water Standards - (Customer Service/Quality)	**Favourable** **Percentage of tests in compliance has remained high at 99.94% in 2008**	**3** **Slightly lower percentage of tests in compliance, but still very high at 99.94%**	27.5 27.6 pg. 230
Were there any boil water advisories?	Number of Household Days with Boil Water Advisories – (Customer Service/Quality)	**Favourable** **No boil water advisories**	**1** **No boil water advisories**	
How often do watermains break?	Number of Water Main Breaks per 100 KM of Water Distribution Pipe – (Customer Service)	**Favourable** **Decrease in number of watermain breaks**	**4** **Higher rate of water main breaks**	27.7 27.8 pg. 231
Efficiency Measures				
What does it cost in to distribute drinking water?	Operating Cost for the Distribution of Drinking Water per KM of Water Distribution Pipe – (Efficiency)	**Stable** **Cost of water distribution is stable**	**4** **Highest cost of water distribution**	27.9 27.10 pg. 232
What does it cost to treat drinking water?	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated – (Efficiency)	**Unfavourable** **Increasing cost of water treatment**	**1** **Lowest cost of water treatment**	27.11 27.12 pg. 233

Question	Indicator/Measure	Internal Comparison of Toronto's 2008 vs. 2007 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2008		Chart & Page Ref.
Overall Results		Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
		0- Favourable 1 - Stable 1 -Unfavour. 50% favourable or stable	3 - Favourable 1 - Stable 2 - Unfavour. 67% favourable or stable	0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 0% above median	2 - 1st quartile 0 - 2nd quartile 2- 3rd quartile 2- 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 14 municipalities.

How much drinking water is treated each year in Toronto?

Chart 27.1 -City of Toronto
Megalitres of Drinking Water Treated per 100,000 Population (Service Level)
2000-2008



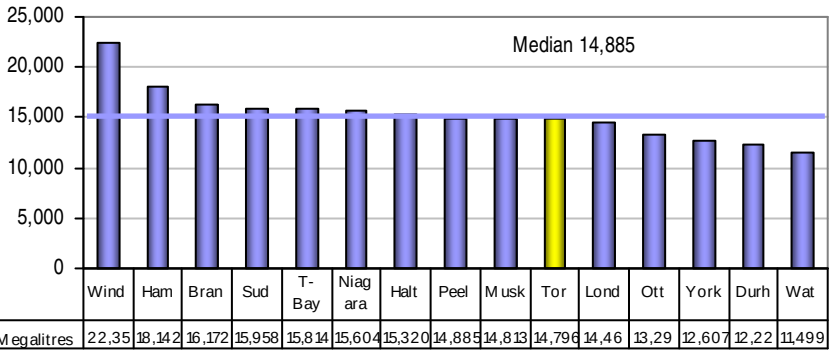
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Megalitres per 100,000 pop'n	17,314	17,702	17,516	17,060	16,301	16,533	15,916	15,730	14,796
Total Megalitres	444,188	459,215	458,945	451,463	435,610	446,130	430,410	429,432	405,194

Chart 27.1 summarizes the volume (megalitres) of drinking water that was treated in Toronto water treatment plants from 2000 to 2008. 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. There were also much higher levels of rainfall in 2008 resulting in less lawn watering.

How does the amount of water treated in Toronto, compare to other municipalities?

Chart 27.2 - OMBI 2008
Megalitres of Drinking Water Treated per 100,000 Population (Service Level)



	Wind	Ham	Bran	Sud	T-Bay	Niagara	Halt	Peel	Musk	Tor	Lond	Ott	York	Durh	Wat
Megalitres	22,35	18,142	16,172	15,958	15,814	15,604	15,320	14,885	14,813	14,796	14,46	13,29	12,607	12,22	11,499

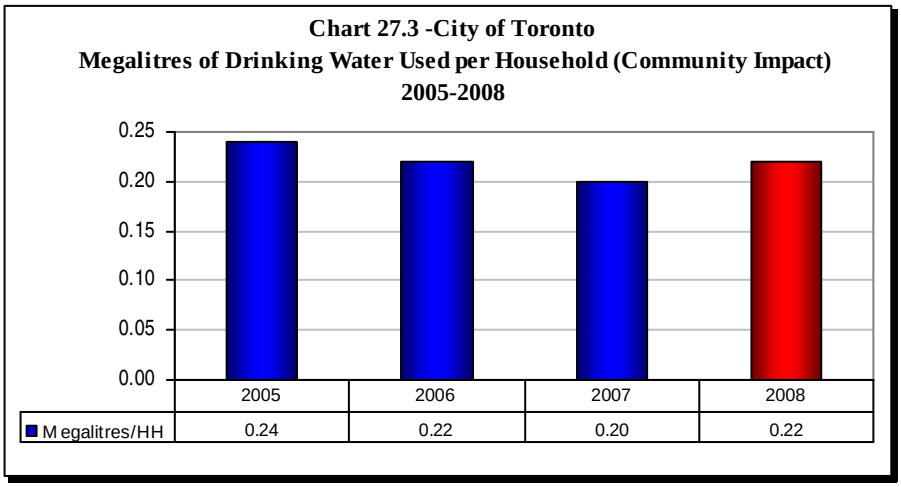
It should be noted that these volumes relate to water use by both the residential and ICI (Industrial, Commercial & Institutional) sectors. In many municipalities the ICI sectors can use significant water volumes in their operations, such as in Toronto where ICI usage accounts for 41% of the total volumes 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

How much drinking water does the average Toronto household use?



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 27.3 shows the volume of water (megalitres) used in an average Toronto household between 2005 and 2008. The general trend is declining water use but in 2008 there was an increase. Rebate programs for more water efficient toilets and washing machines are examples of initiatives being used to reduce water consumption.

How does Toronto's drinking water use per household compare to other municipalities?

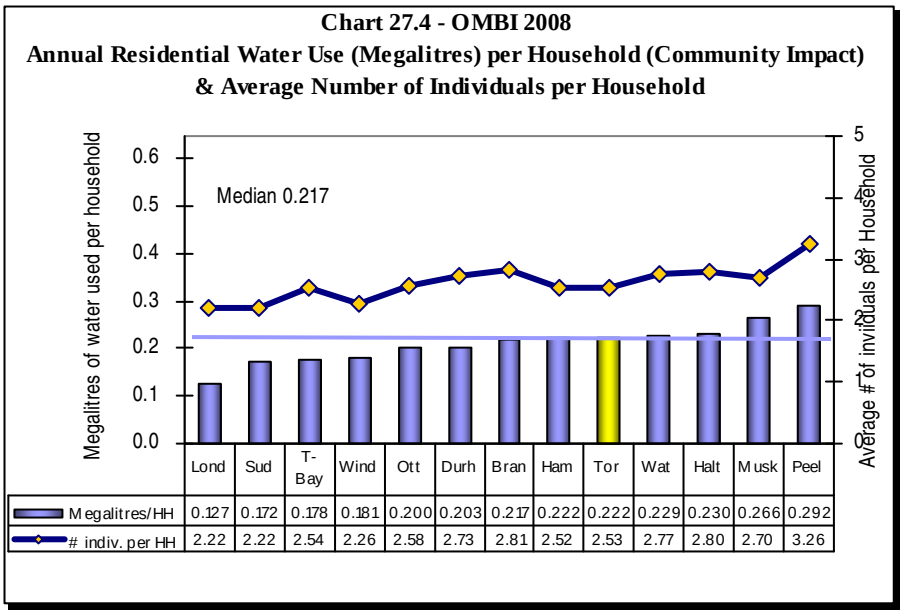
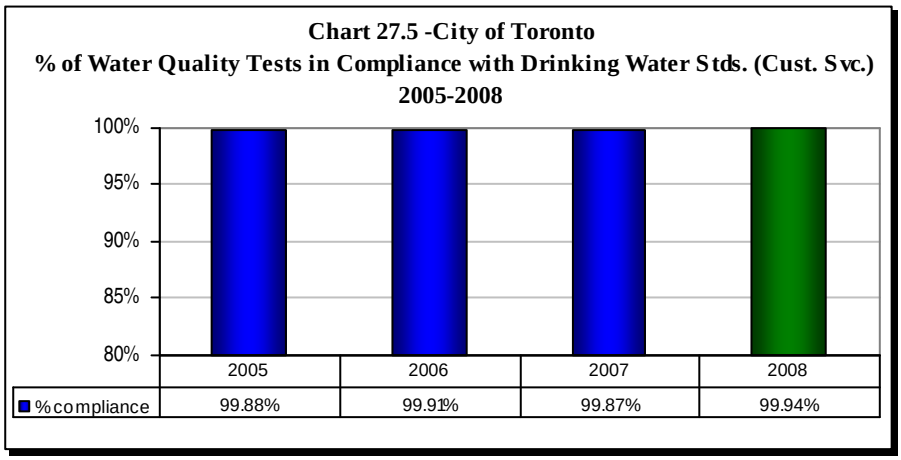


Chart 27.4 compares Toronto's 2008 water use per household to other Ontario municipalities, which are plotted as bars relative to the left axis. Toronto ranks 9th of 13 municipalities (3rd quartile) in terms of having the lowest water use per household.

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

Does Toronto's water quality meet or exceed provincial standards?



The quality of drinking water provided to the residents, businesses and tourists in Toronto is of paramount importance.

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 2008, 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.

How Does Toronto's compliance with provincial water quality Standards compare to other municipalities?

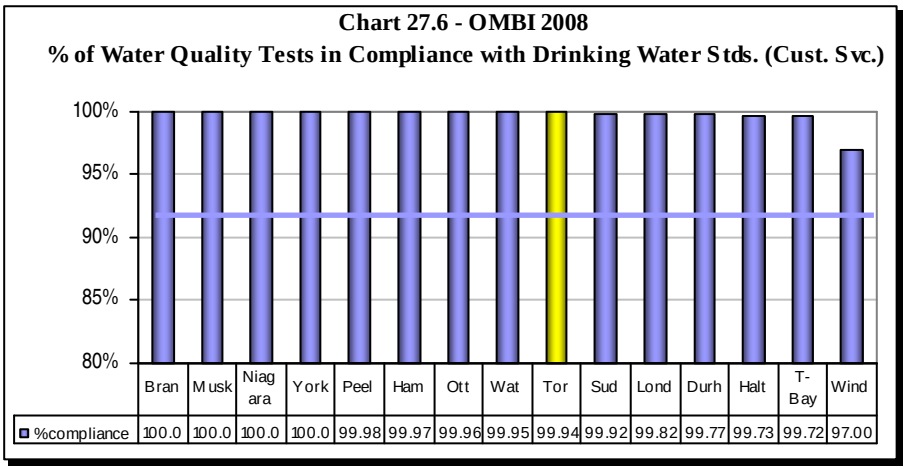


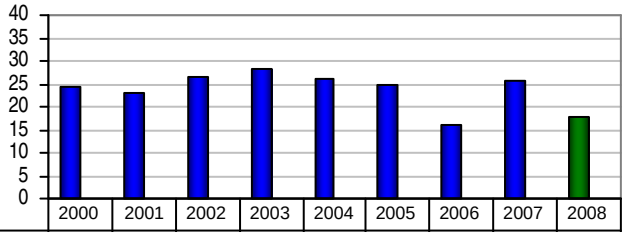
Chart 27.3 reflects Toronto's results for 2005 through 2008 for the number of drinking water microbiological test results that meet or exceed the standards as set out in Ontario Regulation 169/03 under the Ontario Drinking Water Act. Results continue to be very high/good.

Chart 27.4 compares Toronto's 2008 result for percentage of the tests in compliance with the provincial standards noted above, to other municipalities. In terms of having the highest compliance rate, Toronto ranks 9th of 15 (3rd quartile), but Toronto's result continues to be very good with a 99.94% compliance rate in 2008.

Another measure of water quality is the weighted number of days when boil water advisory relating to a municipal water supply has been issued by the Medical Officer of Health,. No boil water advisories were issued in Toronto in 2008 or in prior years whereas, two of the other thirteen OMBI municipalities had boil water advisories for portions of their municipalities in 2008.

How often do watermains break in Toronto?

Chart 27.7 - City of Toronto
Annual # of Watermain Breaks per 100 Km. of Distribution Pipe (Cust. Svc.)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
# breaks per 100km of pipe	24.5	23.1	26.6	28.3	26.3	24.9	16.2	25.8	17.9
Total # of breaks	1,460	1,375	1,581	1,683	1,562	1,484	965	1,533	1,065

Breaks per 100km restated for 2007 and prior to reflect updated data on km of watermains

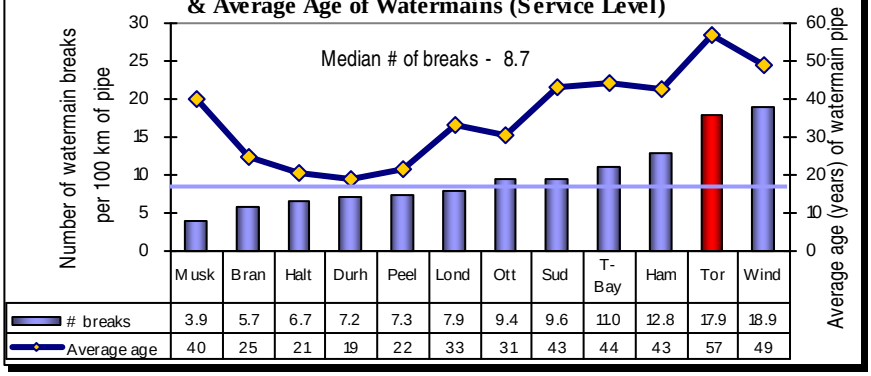
Chart 27.7 summarizes the number of watermain breaks there were in Toronto from 2000 to 2008.

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. In 2007 there was a 59% increase in breaks due to a more severe winter including significant variations in temperature, while in 2008 there was a-31% decrease attributable to less significant variations in winter temperatures.

How does Toronto's rate of watermain breaks, compare to other municipalities?

Chart 27.8 - OMBI 2008
Annual # of Watermain Breaks per 100 Km. of Distribution Pipe (Cust. Svc.)
& Average Age of Watermains (Service Level)



	Musk	Bran	Halt	Durh	Peel	Lond	Ott	Sud	T-Bay	Ham	Tor	Wind
# breaks	3.9	5.7	6.7	7.2	7.3	7.9	9.4	9.6	11.0	12.8	17.9	18.9
Average age	40	25	21	19	22	33	31	43	44	43	57	49

Chart 27.8 compares the 2008 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 11th of 12 (4th quartile), in terms of having the lowest rate of watermain breaks.

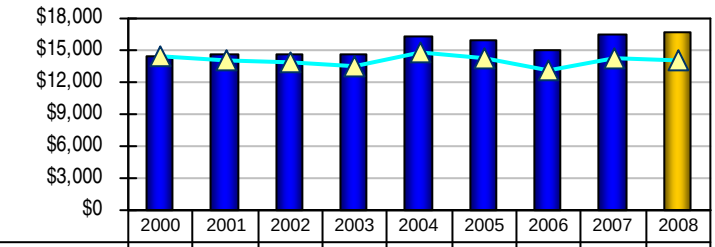
The age and condition of a municipality's water distribution system can be a significant factor in the number of watermain breaks. The average age of the water distribution pipe has been plotted above as a line graph relative to the right axis. Toronto's watermain system is the oldest of the OMBI municipalities 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

What does it cost in Toronto to distribute drinking water?

Chart 27.9 - City of Toronto
Oper. Cost for Drinking Water Distrubution per Km. of Pipe (Efficiency)
2000-2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
$cost per km of pipe	14,368	14,566	14,688	14,693	16,387	15,986	15,000	16,537	16,652
CPI Adjusted cost (base 2000)	14,368	14,122	13,945	13,545	14,856	14,233	13,141	14,217	13,987

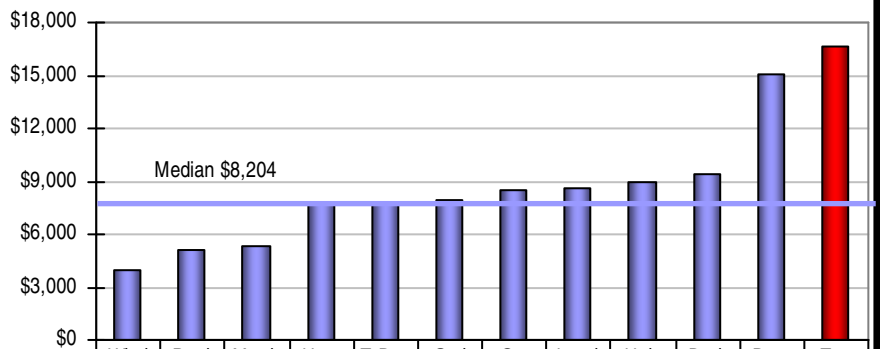
2007 and prior years results have been restated to reflect more accurate data on the kms. of watermains

Water distribution refers to the process of distributing drinking water from the water treatment plant through the system of watermains to the customer.

Chart 27.9 provides these water distribution costs in Toronto, per kilometer of distribution pipe for the years 2000 to 2008. 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.

How does the cost of distributing drinking water in Toronto, compare to other municipalities?

Chart 27.10 - OMBI 2008
Operating Cost for Drinking Water Distrubution per Km. of Pipe (Efficiency)



	Wind	Peel	Musk	Ham	T-Bay	Sud	Ott	Lond	Halt	Durh	Bran	Tor
$cost	4,011	5,080	5,301	7,802	7,820	7,932	8,477	8,575	8,891	9,376	15,063	16,652

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 , while 2008 costs changed very little, as inflationary cost increases were offset by lower costs from fewer watermain breaks.

Chart 27.10 compares the 2008 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.

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.

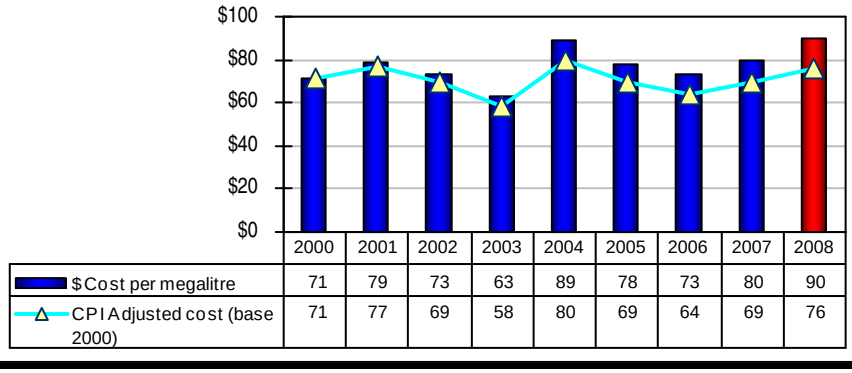
Toronto's high operating costs are also related to the higher rate of watermain breaks noted earlier (chart 27.8), and the age of the infrastructure, with 26% of the Toronto watermain system being 50 to 80 years old and 10% over 80 years old.

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

What does it cost to treat drinking water in Toronto?

Chart 27.11 - City of Toronto
Operating Cost for Drinking Water Treatment per Megalitre (Efficiency)
2000 to 2008



	2000	2001	2002	2003	2004	2005	2006	2007	2008
$ Cost per megalitre	71	79	73	63	89	78	73	80	90
CPI Adjusted cost (base 2000)	71	77	69	58	80	69	64	69	76

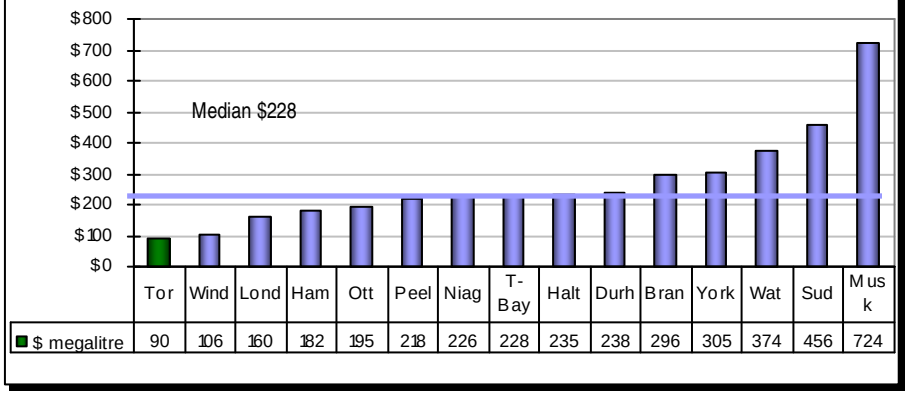
Water treatment costs include the operation and maintenance of treatment plants as well as quality assurance and laboratory testing to ensure compliance with regulations.

Chart 27.11 summarizes Toronto's cost of treating a megalitre (one million litres) of drinking water from 2000 to 2008. Results have also been provided that adjust costs for the annual changes to Toronto's consumer price index (CPI) using 2000 as the base year.

Costs were fairly stable from 2000 through to 2002. In 2003, savings from the Works Best Practices Program led to a decrease, but in 2004 a combination of lower volumes of water treated and one-time cost adjustments for hydro costs of prior years, led to an increase. In 2005 and 2006, costs returned to more historical levels. The 2008 increase arose from a combination of a 6.1% increase in costs in the areas of wages, energy, chemicals and materials and a -5.6% decrease in the volume of drinking water treated due to a wet summer and water efficiency measures.

How does Toronto's cost of drinking water treatment, compare to other municipalities?

Chart 23.12 - OMBI 2008
Cost of Water Treatment per Megalitre Treated (Efficiency)



	Tor	Wind	Lond	Ham	Ott	Peel	Niag	T-Bay	Halt	Durh	Bran	York	Wat	Sud	Musk
$ megalitre	90	106	160	182	195	218	226	228	235	238	296	305	374	456	724

Chart 23.8 compares the 2008 cost of water treatment per megalitre in Toronto to other municipalities. Toronto has the lowest cost, ranking 1st of 15 municipalities (1st quartile).

Key factors that can influence water treatment costs in municipalities are:

- water source – the quality of ground or surface (source) water, which dictates the complexity and cost of the water treatment process
- the number, size, and complexity of water treatment plants operated by the municipality
- specific municipal requirements for the quality of drinking water provided to customers, which may exceed provincial regulations

The primary factor behind Toronto's lower costs are efficiencies and economies of scale that have been realized from the operation of four large water treatment plants.

2009 Achievements or 2010 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.
- 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 are 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.

Appendix 1

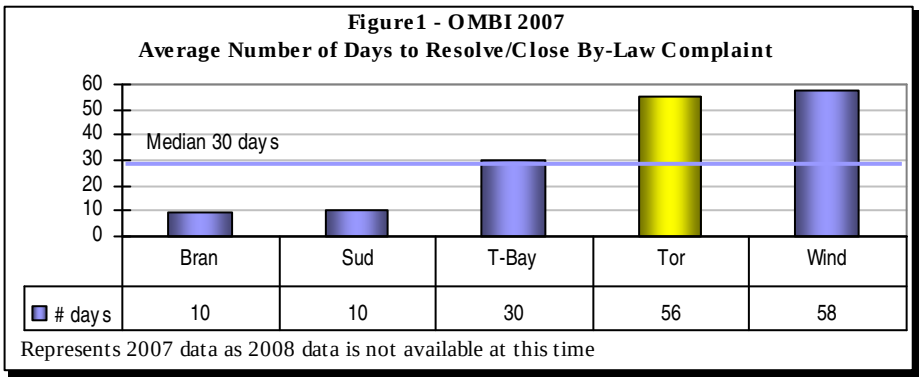
Supplementary Review of By-Law Enforcement Services

Appendix 1 – Supplementary Review of Toronto's By- Law Enforcement Operations

In April 2008, when Council reviewed Toronto's 2006 Performance Measurement and Benchmarking Report, Council requested in the future that the City Manager annually select one target improvement area where the City's performance is found to be within the fourth/bottom quartile in comparison to other municipalities, and to identify what steps the division has or will be taking to improve operations.

Scope of the Review

The area selected for this review was by-law enforcement services. Through the work of the Ontario Municipal CAOs Benchmarking Initiative (OMBI) it was identified that in relation to other Ontario municipalities it was taking much longer to resolve or close a by-law complaint initiated by a member of the public. Figure 1 below shows Toronto ranking 5th of 6 municipalities based on 2007 data.



Citizens have an expectation that by-law complaints are resolved or closed on a timely basis, which has the dual benefit of:

- resolving the issue that contravened the by-law so that the party involved is now in compliance and the public is protected
- reducing the time and related cost to close the case and potentially freeing up time for other types of inspections

The Municipal Licensing and Standards Division (MLS Division) also has an Investigation Activity search website accessible to the public (http://www.toronto.ca/investigationactivity/index.htm) that provides the status of all active investigations as well as information on all files/investigations closed within the past 2 years.

Given the importance of timeliness, the MLS Division had previously identified this as a priority to better understand the reasons why Toronto took longer to resolve by-law complaints and what improvements could be made to improve this result.

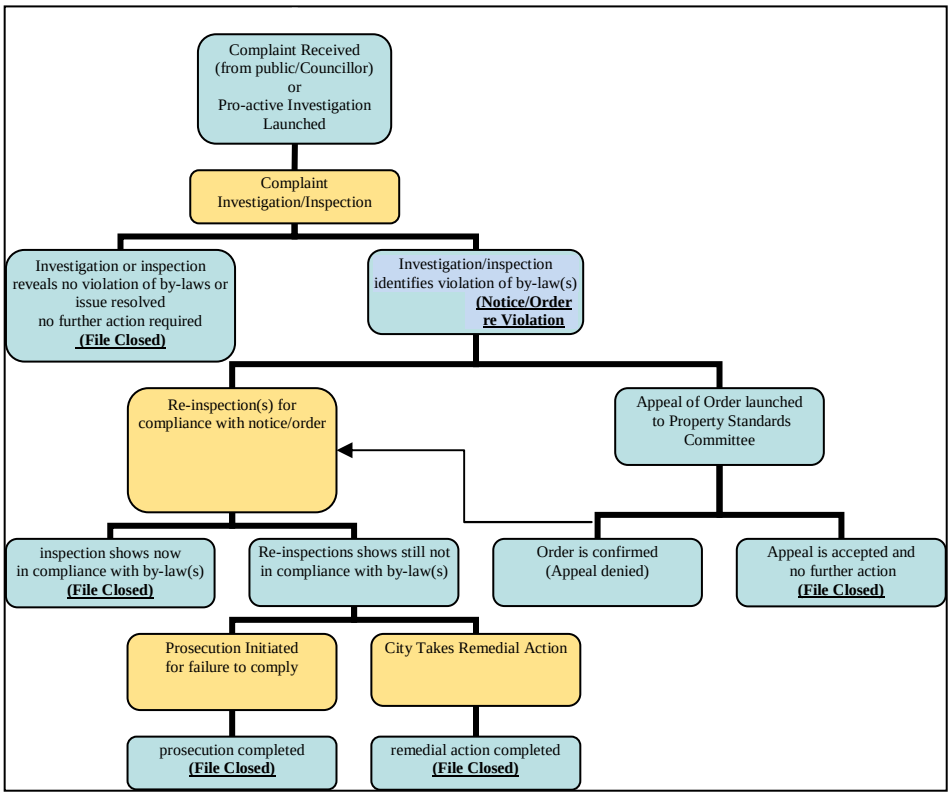
What Processes are Involved Before A By-Law Complaint Can be Resolved/Closed?

The level of activity in By-Law Enforcement Service is triggered by the need to conduct an investigation of a possible violation of a by-law arising from either:

- complaints reported by the public
- complaints reported by Councillors
- proactive inspections initiated by staff

Once an investigation is launched, as a result of a complaint or initiated by staff, there are a number of processes or steps (Figure 2) that must take place before a file can be closed.

Figure 2 – Process for Handling By-Law Enforcement Files



The time required to complete these steps and close a file will vary depending on:

1. The number and types of actions of steps that must be taken to close the file
   - If the investigation shows no violation of a by-law (less time), or if it shows a violation and a notice/order is issued (more time)
   - If the individual rectifies the issues outlined in the notice of violation/order (less time) or if the individual appeals the notice/order (more time) or does not comply forcing the City to take remedial action or proceed to prosecution (more time)

2. The workload (number and types of files) and productivity of the by-law enforcement officer in completing the above noted steps

What Did the Analysis of Workload Show?

In 2009, the Executive Director of Municipal Licensing and Standards Division identified the need to examine in more detail the key data sets available from the division's management information system (IBMS) to better understand some of the factors behind why the average time to close a by-law enforcement file in Toronto was high. A dedicated position was established to undertake this and associated work, that included:

- contrasting file statistics from the four different district offices
- examining file statistics for each individual by-law enforcement officer

The MLS Division also identified that with existing staff levels there was capacity to also undertake pro-active inspections of properties to identify violations of by-laws before there is a need for citizens to file a complaint.

In late 2008 the Multi Residential Apartment Building Inspection Program (MRAB) was established with a dedicated team of enforcement officers. In 2009, inspection audits of 187 apartment buildings and complexes were completed, which was a significant increase from the 14 inspection audits completed in 2008. Officers were also encouraged to initiate their own, pro-active inspections of properties for compliance with by-laws.

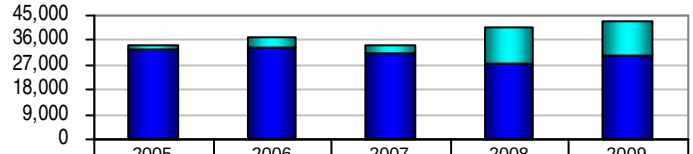
In 2009, staff from across the districts focussed on additional pro-active work being illegal mobile signs and this initiative resulted in the removal of 735 mobile signs and 7,300 plastic signs from city streets.

How Many Investigations Occur in a Year?

Figure 3 shows the number of investigations received between 2005 and 2009. The total number of investigations includes both the number of investigations requested through a complaint and the number of investigations that were launched pro-actively by the division.

In general, the number of complaints/investigations received has decreased while the number of pro-active investigations has increased. This has resulted in an overall increase in the total number of investigations. An increased number of pro-active investigations may also play a role in reducing the number of complaints/requests for investigations received.

Figure 3 - City of Toronto
Number of By-Law Enforcement Investigations
2005-2009 (12 Months Ending May 31)



	2005	2006	2007	2008	2009
Total Investigations (fies)	34,470	36,658	33,921	40,396	42,647
Pro-active investigations	2,089	2,943	2,993	12,822	12,126
Complaints-Investigation Requests	32,381	33,715	30,928	27,574	30,521

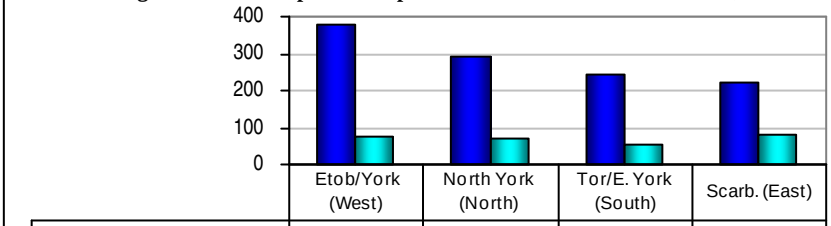
Does the Level of Required By-Law Enforcement Activity Vary by District Office?

The level of required by-law enforcement activity can vary across different communities in Toronto depending on many factors such population density, lot size, structure type etc. There are four district offices in the City where by-law enforcement staff are based, being Scarborough (East), North York (North), Toronto/East York (South), and Etobicoke/York (West).

Figure 4 below shows the average number of complaints/investigations that were requested in 2009 (12 months ending May 31) per staff member in each of the four districts, excluding the pro-active investigations. Figure 4 also includes data on the number of open files per staff member in each district as of March 31, 2010.

A file is opened for each of these investigations and although the types of files can vary between districts, a logical assumption might be that those districts handling more files are also likely to have a greater number of open files that have not been completed.The data in Figure 4 would indicate this is not the case, with there being a fair amount of variance between districts.

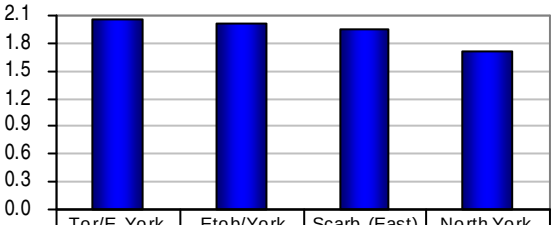
Figure 4 - City of Toronto
Avg. No. of By-Law Enforcement Requests per Staff Member by District
(12 Months Ending May 31, 2009)
Avg. Number of Open Files per Staff Member as of March 31, 2010



	Etob/York (West)	North York (North)	Tor/E. York (South)	Scarb. (East)
Annual Requests/staff member	377	293	242	222
Open files per staff member	78	69	56	83

Another consideration is the complexity of the file. Figure 5 below provides the average number of inspections, notices, or orders there are in aggregate per file, as of March 31, 2010, which provides an indication of the volume of activity on the file. There does appear to be a variation between districts, which can be due to a number of the community factors noted above, as well as potentially different processes that are used by each district. Further work is ongoing by the MLS Division to better understand the reasons behind these differences.

Figure 5 - City of Toronto
Average Number of Inspections, Notices &Orders per File by District
As of March 31, 2010



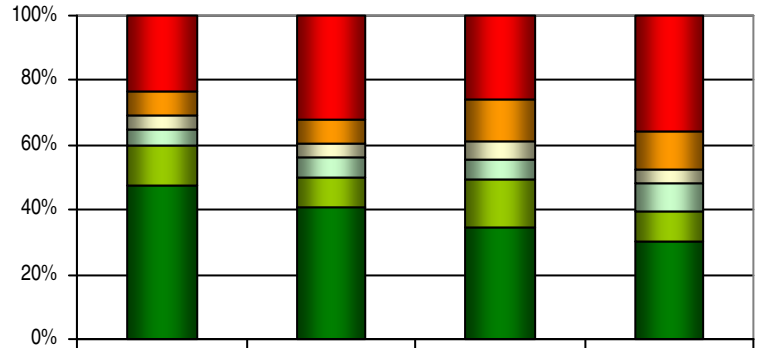
	Tor/E. York	Etob/York	Scarb. (East)	North York
Inspections/notices/orders	2.05	2.02	194	171

Based on all by-law categories (OMBI comparative data in main report is based on a selected set of by-laws)

How Long Are Investigation Files Open?

Figure 6 below provides a snapshot of the aging of the open files there were in the four districts, as of March 31, 2010. Results have been sorted according to the highest proportion of files open for less than 90 days. This would seem to indicate there is not a correlation between the how many new files an officer is assigned in a year (Figure 4) and how long the files remain open. Further work is being undertaken by the MLS Division to better understand the reasons for these differences.

Figure 6 - City of Toronto
Aging of Open Files (Days) by District
As of March 31,2010



	Etob/York (West)	Tor/E. York (South)	North York (North)	Scarb. (East)
Over 180	23.4%	31.9%	26.1%	36.0%
121 - 180	7.4%	7.7%	12.9%	11.5%
91 - 120	4.5%	4.4%	5.4%	4.2%
61 - 90	5.0%	6.0%	6.5%	8.9%
31 - 60	12.2%	9.0%	14.4%	9.3%
0 – 30	47.5%	41.0%	34.7%	30.1%

Note: Excludes files of support staff, MRAB and signs

How Much of a Variance is There in the Number and Age of Open Files of Individual Officers?

Additional analysis has also been done by the MLS Division to examine differences in the number and age of open files that are carried by each by-law enforcement officer. Figures 7 through 9 on the next page provide a summary of the number of open files, and older open files by splitting the by-law enforcement officers into two groups.

Figure 7 reflects the grouping of by-law enforcement officers with Group A representing the 10% of the officers that have the highest number of open files and Group B, which is the remaining 90% of the officers.

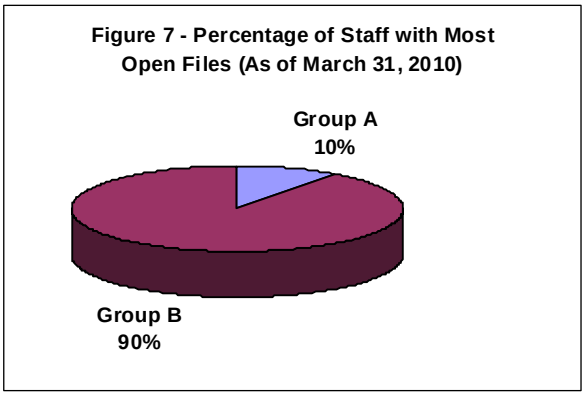
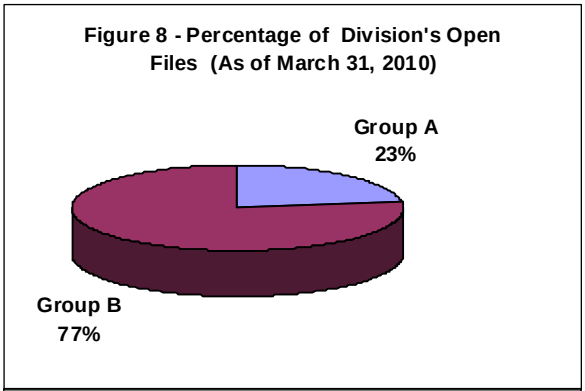
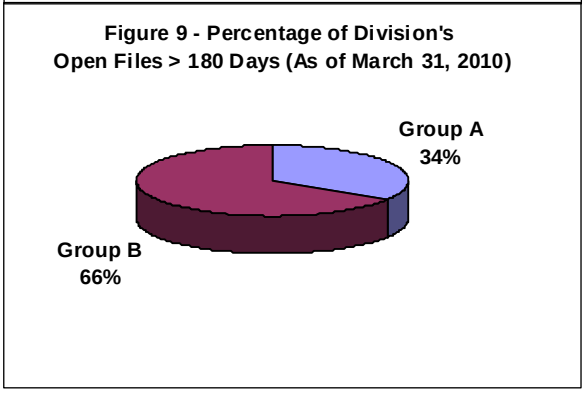


Figure 8 shows that Group A, which is comprised of only 10% of the officers, account for 23% of open files, while Group B comprised of the remaining 90% of the officers, account for only 77% of the open files.



Similarly, Figure 9 show that Group A (10% of all officers) account for 34% of all files that have been open for over 180 days (6 months), while Group B officers only account for 66% of these files yet comprise 90% of the staff.

In summary this would indicate that Group A officers have a disproportionate share of both open files and files that have been open for a long time.



What Changes Have Been Made by The MLS Division to Monitor Files?

A key initiative undertaken by the MLS Division was to dedicate time to extracting and analyzing information of the by-law request/investigation files. Reports are prepared on a quarterly basis for senior management to examine workload distribution and status of files. This has provided the basis for following up with district staff and has also provided an opportunity for the sharing and examination of different practices in the four district offices that can be implemented in other districts to improve service.

As a result of reviewing these statistics on a regular basis, there has been a concerted effort by staff to finalize and close older files. By having a better understanding of the workload of officers the Division has also been able to free up capacity in order to increase service levels by re-deploying 14 officers to the Multi Residential Apartment Building Inspection Program (MRAB) and having officers from across the districts focus

on illegal mobile signs. As noted earlier, it has also allowed officers to initiate their own pro-active inspections of properties for compliance with by-laws.

As noted earlier, an increased level of pro-active investigations initiated by the Division may lead to a reduction in the number of complaints/requests for investigations received from the public.

A number of other initiatives have also been implemented recently to improve efficiency and productivity, reduce closure times for files and improve service. These include:

- a supervisor has been assigned in each of the 4 districts with responsibility for all incoming work, assigning those complaints/files to staff and deploying staff. The Division is also exploring another option of centralizing this function to be done on behalf of all four districts.
- the Director of Investigation Services holds a conference call every 2 weeks with the managers of the four districts .The purpose of these calls is to discuss:
    - approaches and what is being done to clear backlogs
    - how managers are following up with individual officers
    - why files are not being closed
    - recognizing employees that are handling their workload well
    - monitoring initial response time
    - pro-active inspections
    - situations where coaching or training should be provided to assist staff
- targets have been issued to each district that each officer should be completing an average of six inspections per day or 30 per week

There can sometimes be a concern that if an organization puts too much emphasis on efficiency or productivity it can come at the expense of reduced quality of the work. Our understanding is that as a result of the improvements made by the Division there has been no increase in the rate of re-offenders of city by-laws or complaints about the quality of work performed by officers.

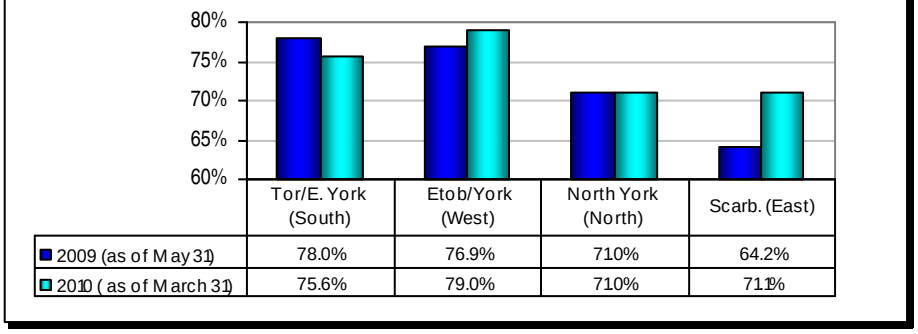
What Does the Data Show Regarding Improvements in File Closures?

As a result of the steps the MLS Division has taken to monitor files, the data shows that progress has been made on the closing of older files. For example, on January 31, 2010, approximately 39% of all open files were over 180 days. By March 31, 2010, the number of open files that were open for 180 days had been reduced to 30%.

Figures 10 through 12 on the next page also provide an indication that process changes made within the MLS Division are leading to service improvements.

Figure 10 shows the percentage of open files that are opened and closed within the same year. Between May 31, 2009 and March 31, 2010 the degree of variance between the four districts has been significantly reduced.

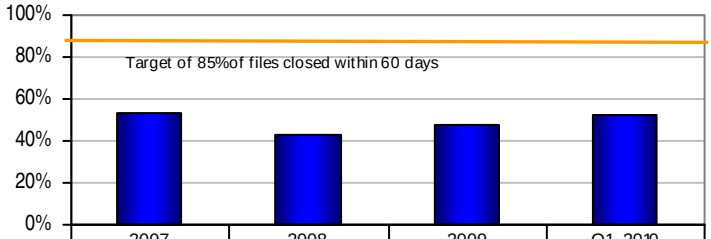
Figure 10 - City of Toronto
Percentage of Files Opened and Closed within Same Year



	Tor/E. York (South)	Etob/York (West)	North York (North)	Scarb. (East)
2009 (as of May 31)	78.0%	76.9%	71.0%	64.2%
2010 (as of March 31)	75.6%	79.0%	71.0%	71.1%

Figure 11 provides data on the percentage of files that have been closed within the 60 day target. It shows improvement in the first quarter of 2010.

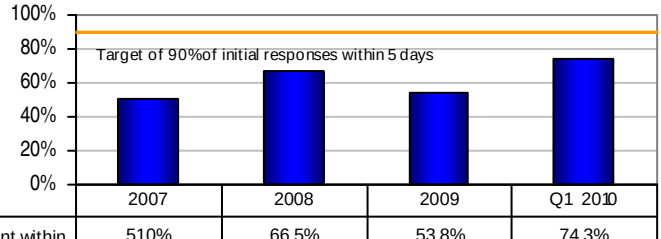
Figure 11 - City of Toronto
Time to Close a By-Law Enforcement File
(Standard of 60 Days 85% of Time)
2007-2010



	2007	2008	2009	Q1 2010
%files closed within 60 days	53.0%	42.7%	47.4%	52.5%

Another area where progress has been made is reflected in Figure 12 below, which provides results on the percentage of complaints/requests for an investigation that are responded to within 5 days. It shows a significant improvement in the first quarter of 2010, compared to 2009 and shows progress towards the target of 90% of calls responded to within 5 days.

Figure 12 - City of Toronto
Time to Initial Response to Complaint/Request for By-Law Investigation
(Standard of 5 Days 90% of the Time)
2007-2010



	2007	2008	2009	Q1 2010
%responses to complaint within 5 days	51.0%	66.5%	53.8%	74.3%

What Further Steps are Planned to Improve Service?

The MLS division is continuing to analyze data in order to identify areas where the efficiency and timeliness of service can potentially be improved as well as generating additional capacity within the Division to place more emphasis on pro-active investigations.

Some of the additional steps being taken include:

- development of a series of information dashboards of key indicators that will be relevant for the division as a whole, each of the four districts, the teams within each district and for individual staff members
- identifying further efficiencies that will allow the Division to improve/ reduce its current standard of 5 days for initial response to non-emergency complaints/investigation requests

Summary

All of the improvements seen in service delivery in By-Law Enforcement Services have come as a result of a concentrated focus on the consistency of actions across District Offices. The process started with initially analyzing where there were inconsistent results, followed by drilling down to probable causes.

Through their analysis they have been able to increase the capacity of their operations with existing resources in order to undertake more pro-active work such as the Multi Residential Apartment Building Inspection Program (MRAB) and the focus on illegal mobile signs. Through a greater focus on pro-active investigations, it may also lead to a reduction in complaint/investigation requests received from the public.

As the results indicate, improvements have been and will continue to be made to better handle the existing stream of complaints/investigation requests received and reduce the time it takes to both initially respond to requests and to complete investigations and close files.

The MLS Division indicates that going forward, further actions will be based on the philosophy that Quality is Consistency and that the best way to continuously improve and expand services is to offer consistent service provided by well trained staff.