2009

Performance Measurement and Benchmarking Report

CITY MANAGER'S OFFICE

MAY 2011

TORONTO

311
toronto at your service

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Introduction

Toronto's annual performance and benchmarking report provides service / activity level indicators and performance measurement results in 28 of the City's service areas. It includes up to ten years of historical data to examine internal trends, and compares results externally to 14 other Ontario municipalities through the Ontario Municipal CAOs' Benchmarking Initiative (OMBI).

This report builds on the January 2011 joint report issued by the 15 OMBI member municipalities, OMBI 2009 Performance Benchmarking Report (see http://www.ombi.ca/docs/db2file.asp?fileid=216).

Toronto is unique among Ontario municipalities because of its size and role as Canada's economic engine and a centre of business, culture, entertainment, sporting and provincial and international governance activities. The most accurate comparison for Toronto is to examine its 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. Many of these improvement efforts are described at the end of each service section.

This report analyzes and interprets Toronto's own results in terms of internal year-over-year changes and longer term trends and ranks Toronto's results by quartile in comparison to other OMBI municipalities.

Context

For context on Toronto's service delivery performance from the perspective of an average Toronto family, it is important to consider:

- how much and what different types of taxes an average Toronto family pays over the course of a year
- what order of government these taxes are paid to and in what proportions
- how the City of Toronto uses its share of these tax dollars received
- how other orders of government use their share of tax dollars

How much and what types of taxes did an Ontario family pay in 2010?

Families pay taxes 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 the HST (Harmonized Sales Tax) are paid at the point of purchase and amounts to 13 per cent of the item purchase price, while others such as gasoline, liquor and tobacco taxes are embedded in the purchase price and 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 used for municipal purposes and the remainder for educational purposes. Property tax is 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 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 orders of government by an average Ontario family of two or more. Their 2010 estimates are based on a family income of $96,746 and it is estimated that the average family will pay approximately $40,025 in all forms of taxes to all orders of government.

How much tax did each level of government receive from the average Ontario family?

As illustrated in Figure 2, the estimated $40,025 in all forms of taxes paid by the average Ontario family in 2010 is split as follows:

- federal government - $21,939 or 54.8 per cent
- provincial government - $15,058 or 37.6 per cent
- City of Toronto - $3,029 or 7.6 per cent, which includes the municipal portion of property taxes, the personal vehicle registration tax(2010) for a family with two cars and solid waste fee for a medium sized bin

How does the Toronto government spend its 7.6 per cent share of taxes paid by the average Toronto family?

Figure 2 illustrates how the Toronto government spends its 7.6 per cent share of all taxes, or $3,029 to deliver the wide the range of municipal services provided to Torontonians that are vital to their daily lives.

This report provides performance measurement and benchmarking results and information on key improvement initiatives for 28 of the major services the Toronto government provides with its 7.6 per cent share of the total tax dollar.

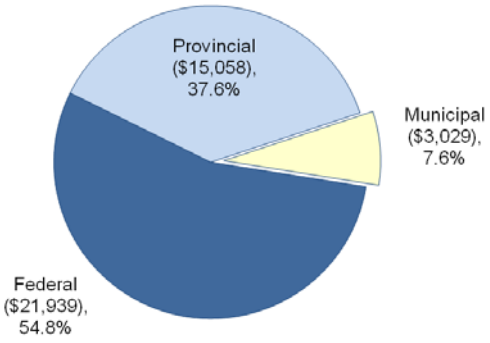
Figure 1 Estimated Total Taxes Paid in 2010 ($40,025)

(for an average Ontario family of two or more and a cash income of $96,746)

Applicable Tax	Taxes paid ($)	Applicable tax as % of total taxes	Applicable tax as % of total cash income of $96,746
Cash income	$96,746	-	-
Applicable Taxes			
Income tax	$13,500	33.7%	14.0%
Social security, pension, medical and hospital taxes	$8,861	22.1%	9.2%
Sales taxes	$6,801	17.0%	7.0%
Profits tax	$2,603	6.5%	2.7%
Property tax- municipal portion (*Note 1)	$2,661	6.7%	2.8%
Liquor, tobacco, amusement & other excise taxes	$2,024	5.1%	2.1%
Automobile, fuel and motor vehicle license taxes	$921	2.3%	1.0%
Property tax- education portion (*Note 1)	$1,088	2.7%	1.1%
Other taxes	$871	2.2%	0.9%
Import duties	$309	0.8%	0.3%
Solid waste fee for garbage bin - Toronto (*Note 2)	$248	0.6%	0.3%
Personal vehicle registration tax-Toronto (*Note 3)	$120	0.3%	0.1%
Natural resource levies	$18	0.0%	0.0%
Total taxes	$40,025	100.0%	41.4%
Cash income after taxes	$56,721	-	-

Figure 2 Total Taxes Paid in 2010 by Order of Government ($40,025)

(based on an average Ontario family with total income of $96,746)



Notes

*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 report of $3,749 has been split between the municipal ($2,661) and educational ($1,088) components based on Toronto's 2010 property tax rates.

*Note 2: Reflects the solid waste management fee in Toronto for a family with a medium sized garbage bin (assumed not to be included in original Fraser Institute Report)

*Note 3: Reflects cost in 2010 of Personal Vehicle Tax (PVT) for family with two personal vehicles in Toronto (assumed not to be included in Fraser Institute Report). The PVT was terminated by Toronto City Council effective January 1, 2011.

*Note 4: The average home in Toronto has an assessed value of $407,374. To conform with the municipal property tax figures used in Fraser Institute Report, the figures for Toronto's' municipal services are based on a home assessed at $451,377

Source: The Fraser Institute (June 2010) and City of Toronto Revenue Services

How Your 2010 Municipal Tax Dollars are Spent in Toronto

*(Based on a home with an assessed value of approximately $451,377 and two cars with Personal Vehicle Ownership tax of $60/vehicle and $248 fee for garbage bin) (*Note 4)*

Toronto Municipal Service	Amount ($)	% of All Taxes
Police	$670	1.67%
Public Transit (TTC)	$386	0.96%
Debt Charges	$301	0.75%
Fire	$270	0.68%
Solid Waste (Garbage & Recycling)	$248	0.62%
Social Services	$244	0.61%
Parks, Forestry and Recreation	$196	0.49%
Hostels and Social Housing	$195	0.49%
Transportation (Roads, signals, bridges)	$136	0.34%
Public Library	$126	0.32%
Children's Services (Childcare)	$53	0.13%
EMS (Ambulance)	$49	0.12%
Information & Technology	$46	0.12%
Community Grants (CPIP)	$35	0.09%
Long Term Care	$35	0.09%
Public Health	$33	0.08%
Council	$15	0.04%
Municipal Licensing and Standards	$14	0.04%
City Planning	$10	0.03%
Building Services	-$8	-0.02%
Other (including PVT)	-$25	-0.06%
Total Taxes - Toronto municipal services	**$3,029**	**7.6%**

Guide to Toronto's Performance Measurement Results Summaries

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 of indicators and measures:

1. **Service/Activity Level Indicators -** provide an indication of service/activity levels by reflecting the amount of resources approved by City Council or the volumes of service delivered to residents. For the purposes of comparing to other municipalities and to reflect Toronto's population growth over time, 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 - measures the resources used in relation 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 has on the communities they serve in relation to the intended purpose or societal outcomes expected. These often tie to the program or service mission statements

City staff are responsible for the efficient delivery of services with the highest customer service and/or positive impact on the community as possible, within the financial resources and associated service levels and/or standards approved by Council.

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.

It is a challenge to separate the portion of community impact measures or outcomes that are related to City programs from the efforts or responsibilities of partners such as other orders of government or the private sector.

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

Comparing Toronto's results internally over time

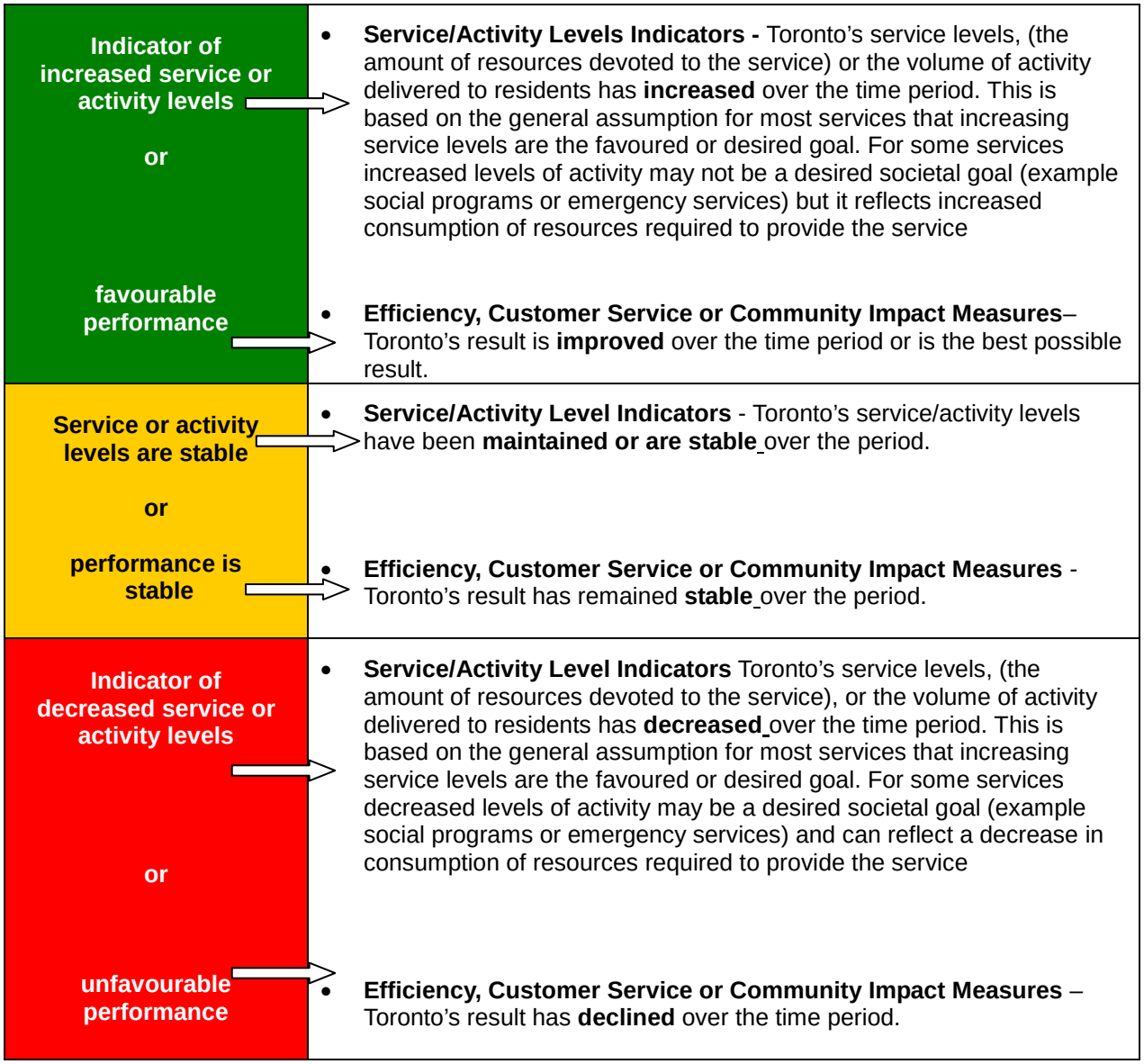
Approximately 20 million tourists visited Toronto in 2010 and there is an estimated daily influx of 314,000 non-resident vehicles entering the City from surrounding regions during the morning rush hours, in addition to non-residents entering the City through public transit. These factors pose special demands on Toronto's 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, up to ten years of Toronto's internal data is included in this report.

Figure 3 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 2009 vs. 2008 results.

Figure 3 – Comparing Toronto's Internal Trends

This chart will describe internal trends at the beginning of each service area and in a consolidated summary of results. These summaries include references to more detailed charts/graphs and explanations in each service area.



Comparing Toronto's results externally to other Ontario municipalities

Despite Toronto's unique characteristics there is value in comparing performance measurement results to other municipalities to assist in understanding how well Toronto is doing.

Toronto is an active participant in the Ontario Municipal CAOs Benchmarking Initiative (OMBI.) The following 15 municipalities, including Toronto comprise OMBI and serve more than 9.3 million residents or 73 per cent of Ontario's population.

Municipal abbreviations used in charts	
Single-Tier Municipalities	
Bar	City of Barrie
Ham	City of Hamilton
Lon	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	
Dur	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

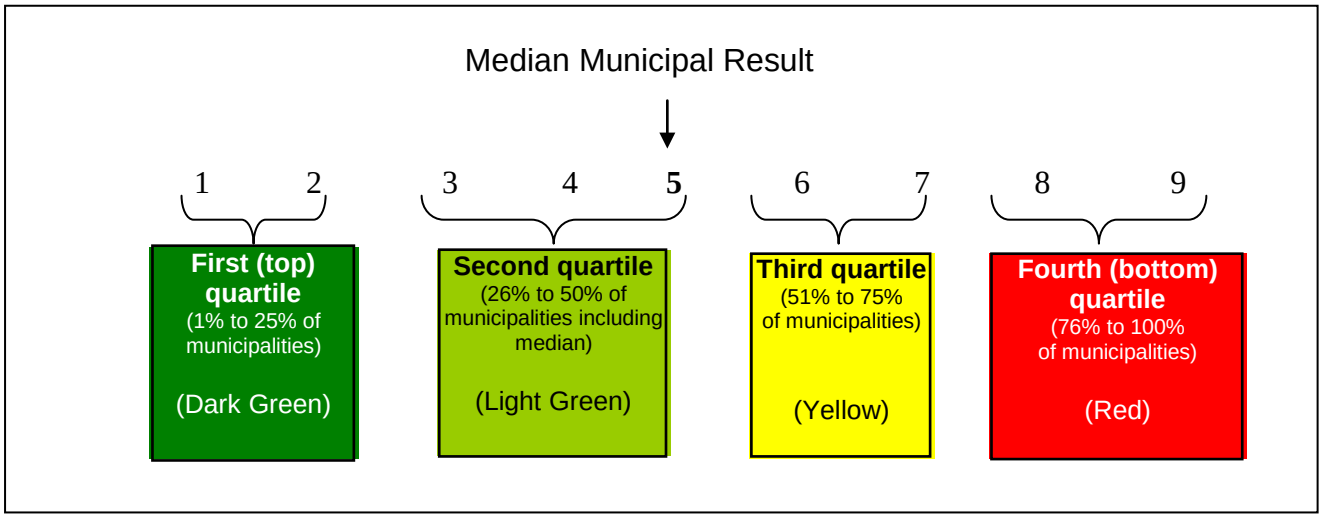
In order to determine Toronto's ranking relative to other municipalities, OMBI data has been sorted according to what would be considered as the most desirable result from Toronto's perspective (the highest service level or levels of efficiency, customer service or community impact) to the least desirable result. 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 not 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 April 11, 2011.

Once the municipal data is sorted, the median 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 per cent of the results. The second quartile includes municipalities falling within 26 to 50 per cent of the sample meaning they are still better than, or at the median value. Results in the third or fourth quartile are considered to be below the median. The third quartile includes municipalities located within 51 to 75 per cent of the sample and the fourth/bottom quartile represents municipalities falling within the bottom 76 to 100 per cent of the sample.

The example in Figure 4 illustrates 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). Toronto's result is placed in the applicable quartile, with each quartile identified by a colour and description, as noted below.

Figure 4



The first and second quartiles represent:

- Service/activity level indicators – service/activity levels being volumes of resources approved by City 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

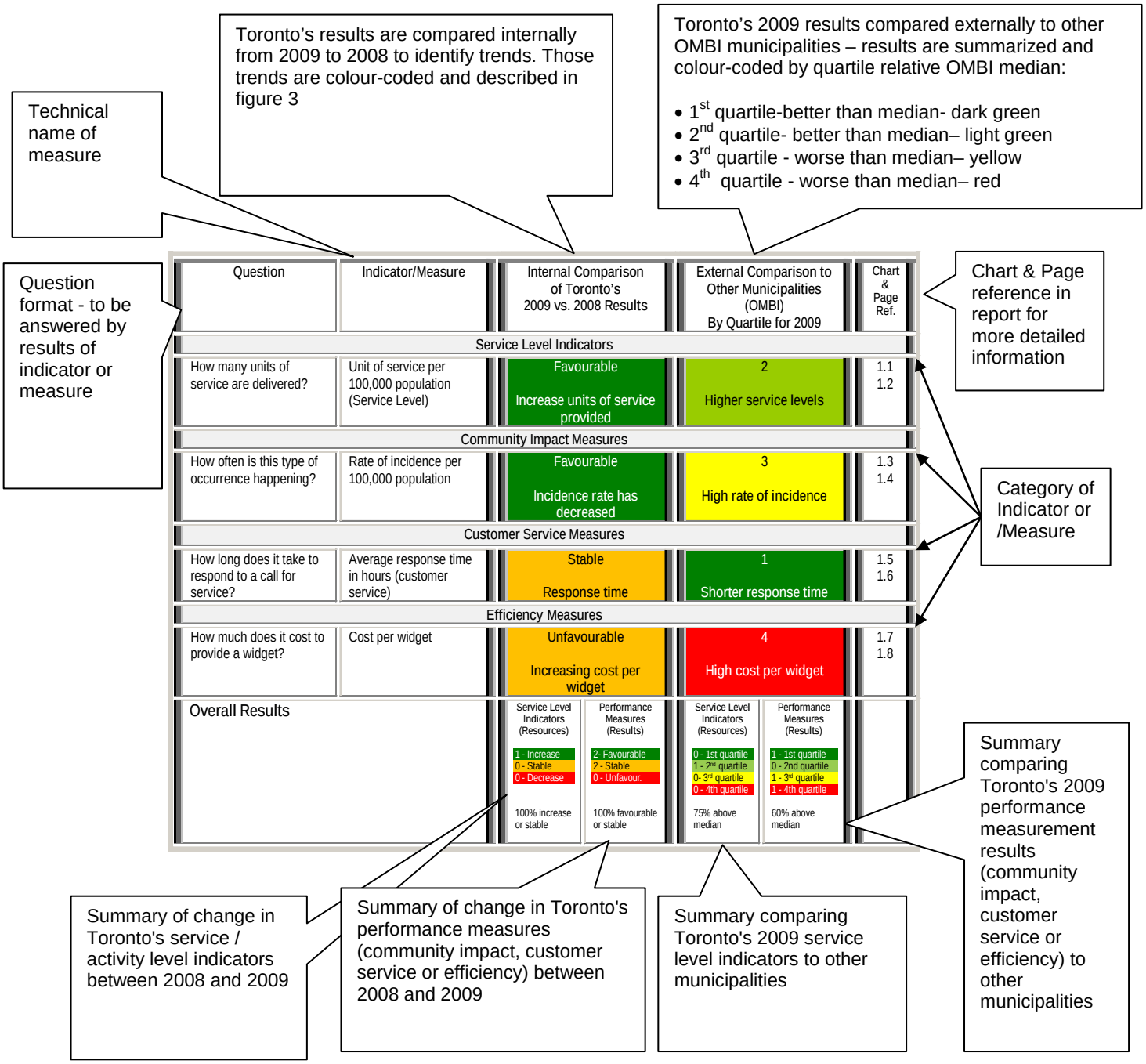
The third and fourth quartiles represent:

- 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 Toronto's performance measurement result summaries

Each of the 28 service areas in this report includes a summary of Toronto's internal and external performance measurement results. There is also a consolidated summary by service area on pages 1– 32. An illustration of these summaries is provided below. .

Figure 5



How to interpret charts of Toronto's internal results

Figure 6 illustrates how charts on Toronto's internal short and longer term trends are presented in each service section.

Figure 6

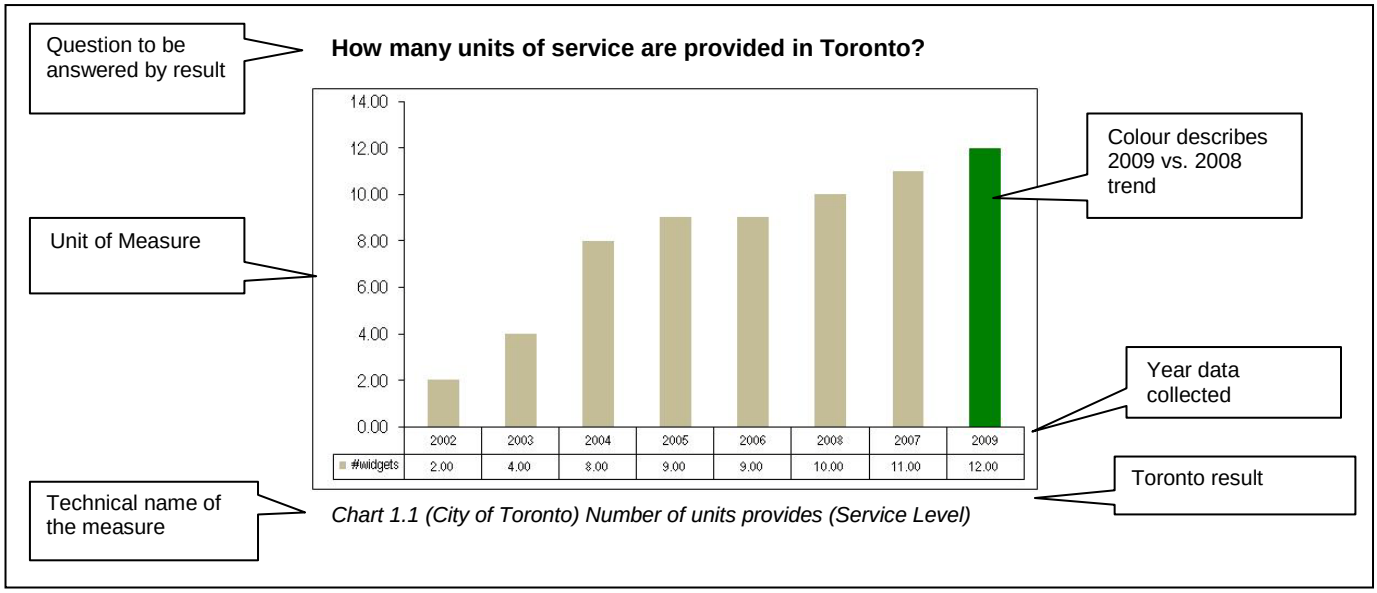


Chart 1.1 (City of Toronto) Number of units provides (Service Level)

How to interpret charts comparing Toronto's result to other municipalities

Figure 7 illustrates how charts in each service section comparing Toronto's 2009 results to other municipalities are presented.

Figure 7

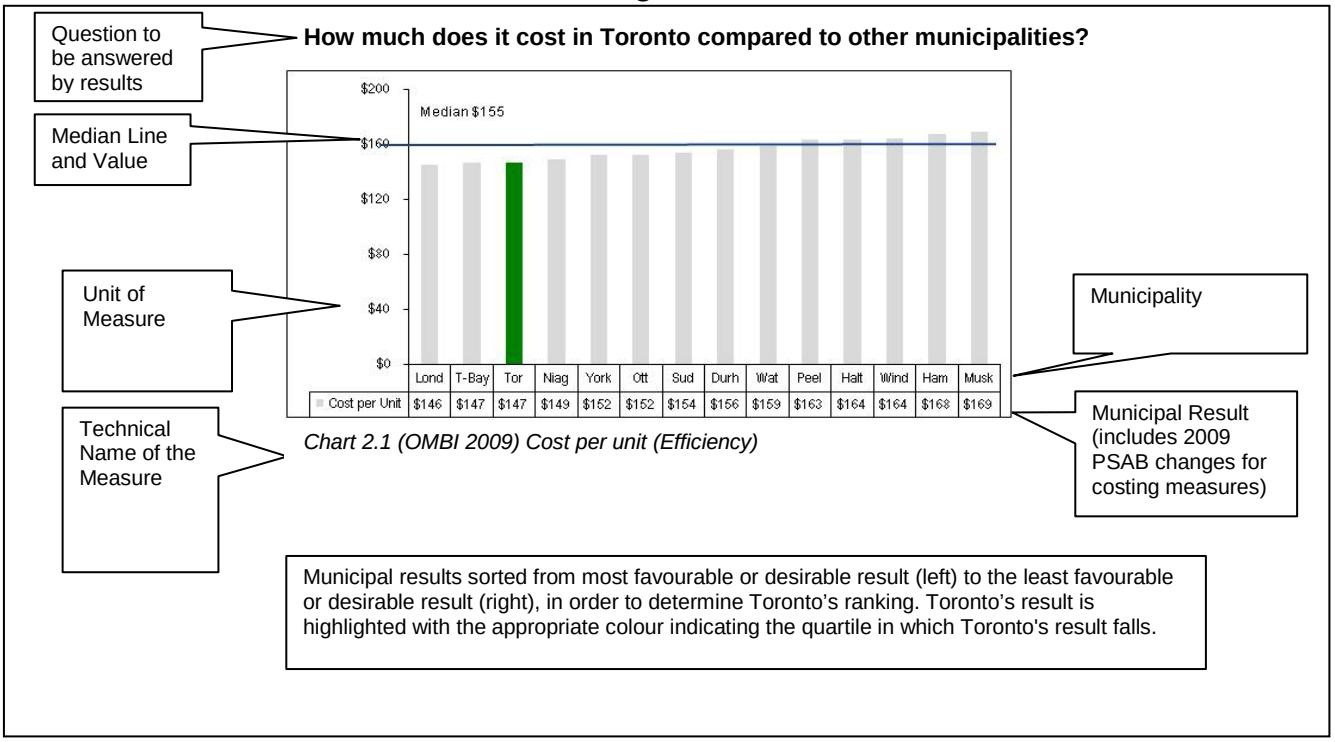


Chart 2.1 (OMBI 2009) Cost per unit (Efficiency)

Basis of costing used in this report

Cost-based measures for Toronto included in this report may differ from those used in other Toronto reports. For the purposes of comparability, all OMBI municipalities follow a standard costing methodology that includes the allocation of program support costs such as Human Resources and Information and Technology. This methodology is applied for all costing measures unless another data source has been noted.

To reflect the impact of inflation over long periods of time where appropriate, costs that adjust for changes in Toronto's Consumer Price Index (CPI) to reflect the impact of inflation are provided.

Effective January 1, 2009, Toronto and all other Ontario municipalities adopted the Public Sector Accounting Board Section 3150 (Tangible Capital Asset) and 1200 (Financial Statement Presentation), of the reporting handbook. This was a major undertaking and represented the largest change ever in municipal accounting. The following amounts were included in Toronto's operating costs for the first time in 2009:

- annual change in unfunded liabilities
- capital maintenance costs (reported as capital expenditures in prior years), but considered as an operating expenditure with the introduction of Tangible Capital Asset (TCA) accounting. The impacts of TCA can be significant for those services such as roads, water and wastewater that have significant infrastructure.

Because these accounting policy changes only took effect for 2009 reporting, costing measures for 2008 and prior years are not comparable to 2009. In order to improve the comparability of 2009 results to prior years, the impact of these accounting policy changes have been identified and segregated in the 2009 results, where the change was significant. Figure 8 illustrates how Toronto's 2009 results for costing measures are n presented, using a stacked bar, in order to make appropriate comparisons to results of prior years.

Figure 8

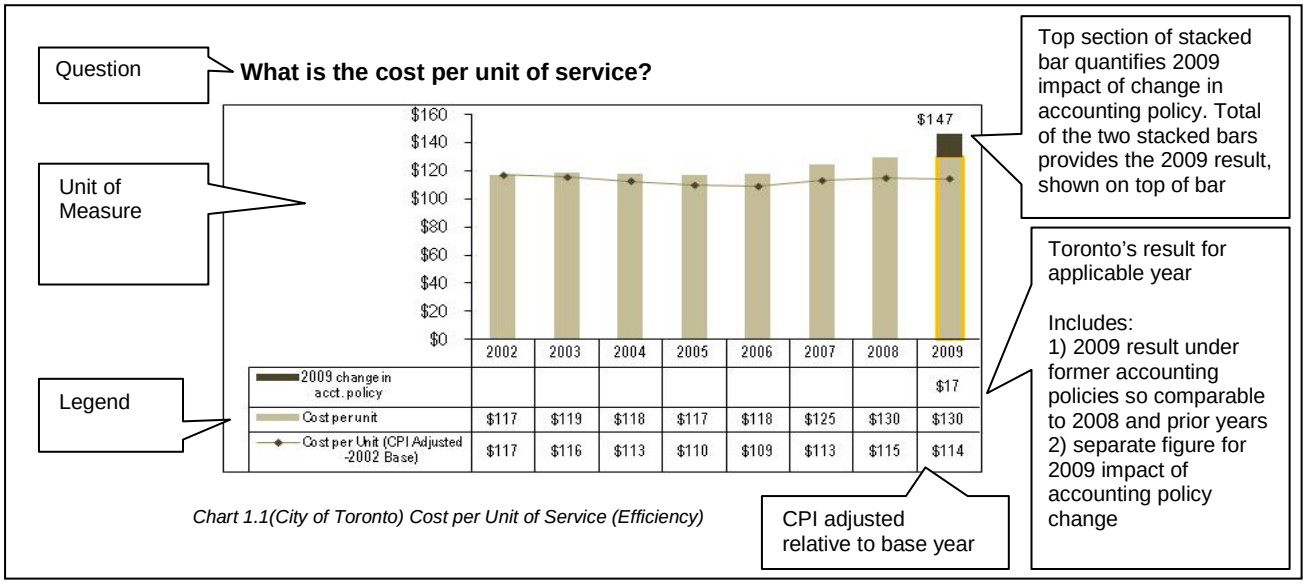


Chart 1.1(City of Toronto) Cost per Unit of Service (Efficiency)

Summary of Toronto's results

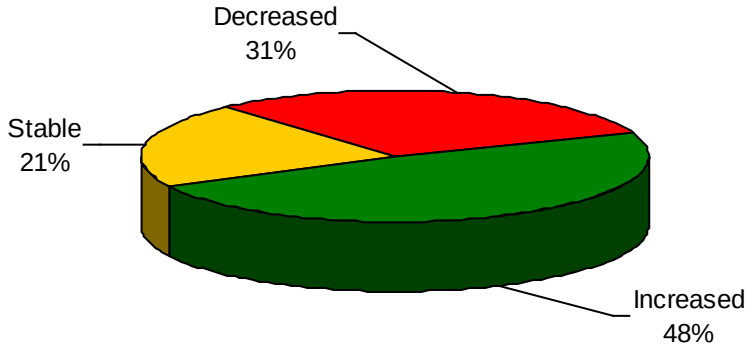
The 28 municipal services included in this report have a colour coded summary of results, and are supported with charts and detailed narratives.

Pages 1 to 32 of this report provide a consolidated summary of Toronto's results for each indicator/measure by service area. Highlights of the results are described below.

Internal Comparison – How have Toronto's service/activity levels changed between 2009 and 2008?

Of the 42 service/ activity level indicators included this report, Toronto's 2009 service or activity levels were maintained (stable) or increased for 69 per cent of the indicators in relation to 2008, as reflected in Figure 9.

Figure 9
Toronto's Internal Trends 2009 vs. 2008
Service/Activity Levels (42 Indicators)



Examples of some of the areas in which Toronto's 2009 service levels or levels of activity increased, were:

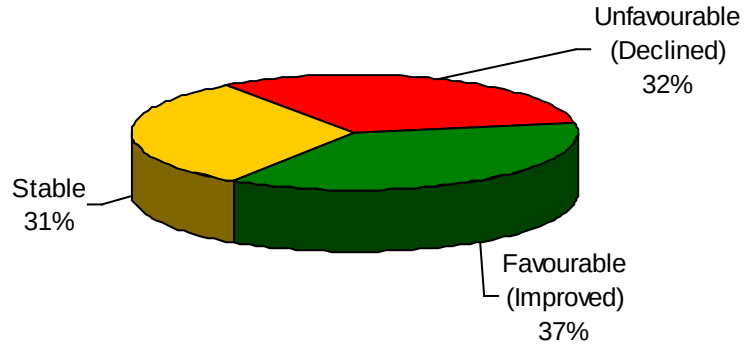
- increased number of police officers
- more public transit vehicle hours
- greater investment in childcare
- expanded library collection and increased library hours
- additional parking spaces

As a result of the recession there were some areas of decreased activity in 2009. The 39 day municipal strike in the summer of 2009 also led to some service reductions such as the amount recreation programming offered.

Internal Comparison – How have Toronto's performance measurement results changed between 2009 and 2008?

Of the 127 performance measurement results of efficiency, customer service and community impact included in this report, 68 per cent of the measures examined had 2009 results that were either improved or stable relative to 2008, as reflected in Figure 10.

Figure 10
Toronto's Internal Trends 2009 vs. 2008
Performance Measures (127 Measures)



Examples of areas where Toronto's 2009 performance improved include:

- continued high rate of resident satisfaction in long term care home
- decreased crime rates in all crime categories
- increased public transit trips per person
- decreased cost of wastewater, collection, treatment and disposal
- improved adherence to timeliness standards for building permit review and inspections
- reduced EMS off load delays at hospital
- increased rate of return on investments
- improved pavement quality of roads

Examples of areas where the internal trends in Toronto's performance measurement results were unfavourable:

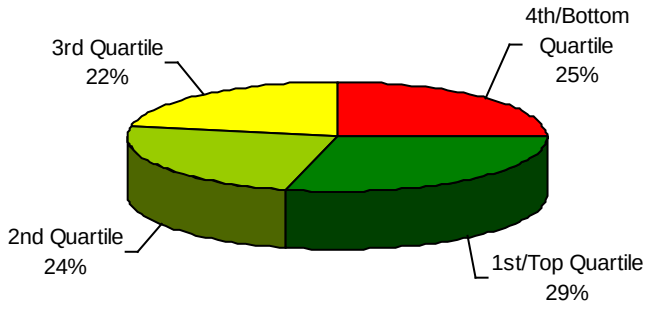
- increased rates of sewer back-ups and watermain breaks
- increased emergency response times
- increased fire related injuries and fatalities
- reduced clearance rates of crimes
- increased tax arrears due to the recession
- increased transit costs per passenger trip and per vehicle hour

External Comparison - How do Toronto's 2009 service/activity levels compare to other municipalities?

There are 51 service/activity level indicators included in this 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 53 per cent of the indicators as reflected in Figure 11.

Between Toronto's 2008 and 2009 benchmarking reports, there was 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 will likely only occur over much longer time periods.

Figure 11
Toronto 2009 Results Compared to Other Municipalities
Service Level/Activity (51 Indicators)



Some of the key factors that influence Toronto's results for service/activity level indicators in relation to other municipalities include:

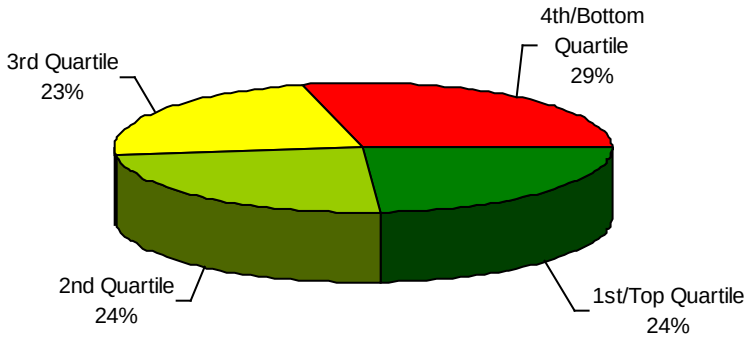
- services where Toronto's size and high population density requires higher service levels, indicative of large densely populated cities, such as higher levels of police staff and transit vehicle hours
- higher needs and demands in a large city like Toronto for social programs such as childcare, social assistance, social housing and emergency hostels
- fewer facilities or less infrastructure can be 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. Examples include recreation facilities, libraries and kilometres of roads:
- 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 may require proportionately more vehicle hours in order to provide acceptable response times.

External Comparison - How do Toronto's 2009 performance measurement results compare to other municipalities?

There are 118 measures of efficiency, customer service and community impact in this 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 48 per cent of the indicators as shown in Figure 12. Between Toronto's 2008 and 2009 benchmarking reports, there was 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 12
Toronto 2009 Results Compared to Other Municipalities
Performance Measures (118 Measures)



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

- lowest rate of governance and corporate management costs of single-tier municipalities
- highest pavement quality rating for our roads system
- highest rate of public transit usage
- lowest rate of residential fire related injuries
- lowest rate of prior year's property tax arrears (unpaid)
- highest revenue generated per off-street and on-street parking space

There are many other examples where Toronto's performance is better than other OMBI median including:

- high rate of new residential housing units created
- better rate of leveraging City grants (to access other revenue sources) by recipient arts organizations
- shorter emergency response times than in many other municipalities
- high library usage rates
- lower youth crime and property crime rates
- high rate of resident satisfaction in long term care homes

- lower costs for building permit issuance and inspection (based on construction value)
- low social assistance and social housing administration costs

Toronto's performance measurement results fall below the OMBI median in a number of areas. Key factors that influence or contribute to some of these lower rankings include:

- social programs measures that Toronto has little control over, such as longer waiting lists for social housing or subsidized childcare and higher benefit costs for social assistance
- measures impacted by Toronto's high population density and urban form including higher rates of violent crime, more traffic congestion, a higher vehicle collision rate and higher solid waste disposal costs that arise from not having a local landfill site
- results impacted by the advanced age of Toronto's infrastructure, such as higher rates of watermain breaks and sewer backups, and higher costs for wastewater collection and treatment, and water distribution
- areas of higher costs that in some part can be related to higher levels of effectiveness such as the highest costs for paved roads (with the highest pavement quality), or the highest cost of solid waste diversion (with a very high diversion rate for houses)

There are also a number of areas where Toronto's year over year results or results in relation to other municipalities can be improved such as:

- reducing the time it takes to close bylaw complaint files - since 2009 actions have been taken to improve these results
- increasing the utilization rate (passengers per vehicle hour) of transit vehicles - in 2011 some weekend and/or late night bus service on routes with low ridership will be reallocated to address rush hour overcrowding elsewhere in the system
- increasing participation rates in registered recreation programs – in 2011 a recreation service plan is being developed
- reducing EMS offload delays at hospitals - the continuing hospital offload delay nurse program has reduced these delays and is expected to improve EMS response time to life threatening calls and reduce overtime costs
- increasing the percentage of social assistance cases with employment income – in 2010, 58 job fairs connected 11,500 residents with potential employers
- improving solid waste diversion rates in apartments - in 2010 the green bin program was rolled out to 405 apartment buildings and expanded recycling in apartments with in-unit containers
- stabilizing or reducing Toronto's cost per unit of service provided in a number of service areas
- increasing the police clearance rates for violent crime

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

Each of the service area sections included here includes a listing of some of the initiatives completed in 2010 or planned in 2011 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 2010:

- Implemented the telepermit system to book building inspections on a 24/7 basis
- implemented bus bypass lanes on the Don Valley Parkway to reduce travel time for GO Transit buses
- Employment and Social Services co-located services, including Service Canada, Enterprise Toronto, YMCA Hospitality Services and Jewish Vocational Services
- launched Canada's first local one-stop labour market information portal: TELMI -Toronto Employment and Labour Market Information www.toronto.ca/telmi/
- The Toronto Transit Commission continued the roll out of initiatives to inform customers such as e-alerts, the internet trip planner, and next vehicle arrivals

In 2011:

- The Culture section will develop a new customer service strategy for accessing City services for special events including a one -window, technology enabled approach
- The Parks Forestry and Recreation Division will develop a customer service strategy, including service standards, an improved website, and better coordination with 311
- Revenue Services will develop a strategy to improve and enhance customer service delivery associated with property tax and utility billings and parking tags payments
- The TTC will reallocate some weekend and/or late night (off-peak) weekday bus service
- on routes with low ridership to address overcrowding at rush hour and midday. They will use managers to ordinate customer service, cleaning, and safety in subway stations on the Yonge-University-Spadina line.

Efficiency improvement initiatives

In 2010:

- implemented a remote computing system for more efficient updating of bylaw enforcement information
- reduced hospital offload delay through the EMS offload delay nurse program from 63.2 minutes in early 2008 to 44.6 minutes in August 2010
- implemented self service express check-out at ten library branches and through the efficiencies gained, 120 additional hours of service per week
- reorganized the Court Services unit of Toronto Police enabling redeployment of ten uniformed officers
- implemented a proactive street tree maintenance program, creating efficiencies and reducing the tree maintenance backlog

- undertook energy optimization initiatives reducing the overall costs of energy and reduced the carbon footprint at Toronto Water facilities
- launched an automated water meter reading system
- implemented invoice imaging to support a fully electronic accounts payable solution

In 2011:

- Municipal Licensing and Standards will develop a cat (stray and feral) over-population strategy potentially reducing long-term costs and will also reduce overtime and standby costs through the implementation of work shifts
- Fire Services plan to increase the efficiency of fire prevention inspectors by 10 per cent within three years through the use of mobile tablets
- Transportation Services will seek efficiencies in the new winter road maintenance contracts to improve service delivery.
- The TTC will implement a comprehensive strategy aimed at reversing a long term upward trend in occupational injury rates

Initiatives to improve effectiveness

In 2010:

- trained Children's Services staff in ELECT (Early Learning for Every Child Today)
- attracted 1 million people to Nuit Blanche including 140,000 tourists, adding $35 million to the Toronto economy (a 48 per cent increase over 2009)
- improved computer-aided dispatch technology to facilitate the deployment of ambulances to improve response time performance
- enhanced Open Data Toronto (publicly accessible data sets) to promote transparency in government
- implemented “Project Zero”, (fire deaths to zero), where fire inspectors go door to door to ensure there are working smoke alarms and a carbon monoxide alarm in every home
- enhanced pedestrian safety through zebra striping at 304 intersections
- established curbside collection of durable and reusable goods and implemented separate collection of electronic waste at the curbside
- initiated installation of automatic train control on the Yonge/University subway line with added capacity of 20 to25 per cent expected in the future
- continued the multi residential apartment building inspection program with another 200 apartments inspected
- opened the streets to homes assessment and referral centre to provide support to the City’s street involved homeless clients
- increased emphasis on library programs addressing the needs of older adults and seniors including programming for seniors with an emphasis on technology (older adult program attendance was up 49 per cent in 2010)

In 2011:

- more targeted dispatching of advanced life support (ALS) ambulances to “ALS appropriate” calls with medical skills will be more closely matched to patient needs
- mechanical street sweeping - implement reduction in afternoon shifts in suburbs without impacting level of service

Initiatives to improve the quality of life of Torontonians

In 2010:

- finalized the tree canopy study, which will inform strategies to expand the tree canopy and the health and sustainability of the urban forest.
- participated in transportation planning and urban design for the development of the regional transportation plan (Metrolinx) and implementation of the City's transit priorities, including Spadina subway extension implementation
- improved the public realm by rolling out 1,000 pieces of harmonized street furniture elements including the first automated public washroom
- implemented pilot pedestrian zones at Ryerson University and the University of Toronto to promote pedestrian activity in commercial areas through temporary street closures
- continued the wet weather flow master plan to manage the discharge of pollutants during wet weather into waterways, with emphasis on improving water quality along the City's waterfront beaches
- opened new waterfront parks: Lower Sherbourne Common, Promenade and Sugar Beach
- implemented the green roof bylaw

In 2011:

- improve bike and pedestrian safety and introduce the BIXI public bicycle program
- refocus water efficiency programs on the ICI sector, and residential public outreach and education to further promote water conservation practices.

Other Methods of Assessing Toronto's Performance

Other report cards and indicator reports

This report focuses on performance measurement results in specific service areas. 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://www.fcm.ca/english/View.asp?mp=1237&x=1115
- Vital Signs- (Toronto Community Foundation) http://www.tcf.ca/vitalinitiatives/vitalsigns.html

Toronto's award winning initiatives

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

Toronto has won numerous awards for quality, innovation and efficiency in delivering public services. Many of Toronto's award-winning initiatives are summarized at http://www.toronto.ca/employment/life_tps/awards.htm

Toronto in international rankings and reports

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports issued by external organizations. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for the 2.6 million residents who live and work here.

More information is available at www.toronto.ca/progress/world_rankings.htm

Lowest risk city in the world for employers

In a global study, Aon Consulting's People Risk Index found that Toronto has the lowest risk to recruit, employ and relocate employees. The Index measured the risks that organizations face with recruitment, employment and relocation in 90 cities worldwide by analyzing demographics, education, employment practices and government regulations. AON selected the 90 cities based on population size, rate of population growth, level of business investment and geographic spread in the world. The top five lowest risk cities for employers are Toronto, New York, Singapore, London and Montreal.

World's most liveable city

PriceWaterHouseCoopers' Cities of Opportunity study took a quantitative and qualitative look at the emerging picture of city life in 2010 in 21 capitals of business, finance and culture worldwide. Toronto led the study in city liveability, with high quality of life and health, and a diverse population with advanced education. Toronto worked well for business, too, offering strength, good value and, this year, building more skyscrapers than any city except Tokyo. Toronto was also one of the top four cities with the most economic clout in the same study, having a major stock exchange, and home to leading global companies' headquarters and continually attracting foreign investments as a means of creating jobs.

6th as the world's most business competitive global city

KPMG's 2010 Competitive Alternatives study found that Toronto offers one of the most cost effective business and investment climates in the world. The 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. The study also compared data on non-cost competitiveness factors that could 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 start-up and operations over a 10 year period.

16th in Worldwide Quality of Living survey

The 2010 Mercer Quality of Living survey ranked Toronto 16 out of 50 cities worldwide. Canadian cities dominated the rankings in the Americas. The 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.

Canada's best sustainable city

Toronto ranked top among Canada's big cities in Corporate Knights' fourth annual Sustainable Cities report that measured the relative sustainability of 17 Canadian cities, considering the ability of individuals and communities to flourish without contributing to the progressive degradation of the human and natural systems, such as ecological integrity, economic security, governance and empowerment, infrastructure and built environment and social wellbeing.

4th on the Toronto Board of Trade's scorecard on prosperity

Toronto ranked as the fourth most prosperous city in the Toronto Board of Trade's April 2010 report among the world's 23 urban regions across a total of 34 indicators, behind Boston, Dallas and Barcelona, but ahead of Calgary, San Francisco and Paris. Toronto excelled in the Labour Attractiveness category, benefiting from a highly diverse population base, strong and consistent population growth, a low homicide rate and an affordable cost of living.

Global City Indicators Facility

In November 2005, Toronto staff joined with World Bank officials in an initiative to develop an integrated approach for measuring and monitoring the performance of cities. The objective of this initiative was to develop a standardized set city indicators that measure and monitor city performance and quality of life at a global level.

This initiative benefits Toronto by expanding its current benchmarking work beyond Ontario to include other large international cities.

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 are designed to capture the service levels or amount of resources each city devotes to delivery of the service and the outcomes or impacts of that service on the city. Examples of service areas included are fire services, recreation services, police services, social services, solid waste management services, water and wastewater services.

As of May 2011, the GCIF had 130 cities as members including:

- Australia - Melbourne
- Brazil – Sao Paulo, Belo Horizonte, and Porto Alegre
- Canada – Montreal, Toronto and Vancouver
- Chile **-** Santiago
- Columbia – Bogotá and Cali
- France- Paris
- Indonesia - Jakarta
- India - Mumbai
- Italy- Milan
- Jordan - Amman
- Netherlands - Rotterdam
- Peru - Lima
- Portugal – Lisbon
- South Africa - Cape Town, Johannesburg and Durban
- Spain- Madrid and Barcelona
- USA - King County (Regional Seattle), Portland and Dallas

Toronto is a leader in this initiative, proactively providing measures and indicators to benchmark service delivery and quality of life. The ability to compare and benchmark internationally and to establish and share better practices through the available networks is invaluable.

While this initiative will take some time before Toronto can report comparable results of other cities, it is anticipated that 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 on Global Cities Indicators Facility, please visit http://www.cityindicators.org/

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

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Consolidated Summary of Toronto's Results by Service Area

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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 65% paid within 30 days	4 Higher number of days required to process invoices	1.1 1.2 pg. 36
Efficiency Measures				
Have discounts offered for early payment of invoices been obtained?	Percentage of Early Payment Discounts Achieved – (Efficiency)	Stable Percentage of early payment discounts achieved is stable	Not Available	1.3 pg. 36
How many invoices are processed by each accounts payable staff member?	Number of Invoices Paid per Accounts Payable FTE – (Efficiency)	Stable Number of invoices processed per staff member is stable	3 Lower number of invoices processed per staff member	1.4 1.5 pg. 37
How many accounts payable transaction lines are processed by each accounts payable staff member?	Number of Transaction Lines Paid per Accounts Payable FTE – (Efficiency)	Increased Number of lines processed per staff member increased	1 Higher number of lines processed per staff member	1.6 pg. 37
How much does it cost to process an accounts payable invoice?	Accounts Payable Cost per Invoice Paid – (Efficiency)	Stable Cost per invoice paid is stable (excluding change in accounting policy)	4 Higher cost per invoice paid	1.7 pg. 37
Building Services – Section 2				
Service /Activity Level Indicators				
How many building permits of all types are issued?	Number of Building Permits (ICI and Residential) Issued per 100,000 Population – (Activity Level)	Decreased Number of total permits issued (activity level) decreased (activity level indicator) (impacted by recession)	4 Lowest rate of total permits issued (activity level indicator) (impacted by fully developed urban form)	2.1 2.2 pg. 44

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How many large residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value ≥ $50,000) per 100,000 Population– (Activity Level)	Increased Number of residential permits >$50,000 issued increased (activity level indicator)	N/A	2.1 2.2 pg. 44
How many small residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value < $50,000) per 100,000 Population– (Activity Level)	Decreased Number of residential permits issued <$50,000 decreased (activity level indicator)	N/A	2.1 2.2 pg. 44
How many institutional, commercial and industrial (ICI) building permits are issued?	Number of ICI Building Permits Issued per 100,000 Population– (Activity Level)	Decreased Number of ICI permits issued decreased (activity level indicator) (impacted by recession)	4 Lowest rate of ICI permits issued (activity level indicator) (impacted by fully developed urban form)	2.1 2.2 pg. 44
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)	Decreased Value of total all construction types decreased (impacted by recession)	2 At median for construction value of all permit types	2.3 2.4 pg. 45
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)	Increased Value of residential construction (>$50,000) increased	N/A	2.3 2.4 pg. 45
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)	Increased Value of residential construction (<$50,000) increased	N/A	2.3 2.4 pg. 45

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
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)	Decreased Value of ICI construction decreased (impacted by recession)	N/A	2.3 2.4 pg. 45
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)	Decreased Proportion of commercial & industrial construction value decreased (impacted by recession)	2 High proportion of commercial industrial construction value	2.5 2.6 pg. 46
How many new housing units are being created?	New Residential Units Created per 100,000 Population – (Community Impact)	Increased Number of new residential units created increased	2 High rate of new residential units created	2.7 pg. 46
Customer Service Measures				
Are building permit applications reviewed within the legislated timeframe?	Percentage of Building Permit Applications Reviewed within legislated timeframes – (Customer Service)	Increased Greater proportion reviewed within legislated timeframe	N/A	2.8 pg. 47
Are mandatory building inspections made within the legislated timeframe?	Percentage of Mandatory Inspections made within legislated timeframes – (Customer Service)	Stable Stable proportion inspected within legislated timeframe	N/A	2.9 pg. 47
Are emergency complaints inspections completed within one day?	Percentage of complaint inspections (emergency) completed in <1 day – (Customer Service)	Maximum Best possible result - 100% of emergency complaint inspections done within standard	N/A	2.10 pg. 47
Are complaint inspections about no building permit completed within two days?	% of complaint inspections (without permit) completed in <2 days – (Customer Service)	Increased Greater proportion inspected within standard	N/A	2.11 pg. 47

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Are complaint inspections about zoning completed within five days?	% of complaint inspections (zoning & other) completed in <5 days– (Customer Service)	Increased Greater proportion inspected within standard	N/A	2.12 pg. 47
Efficiency Measures				
What does it cost to enforce the Building Code per permit issued?	Building Cost per permit issued – (Efficiency)	Increased Cost per permit issued increased (fewer permits during recession)	4 Higher cost per permit issued	2.13 2.14 pg. 48
How much does it cost to enforce the Building Code per $1,000 of construction value?	Building Cost per $1,000 construction value – (Efficiency)	Increased Cost per $1,000 of construction value increased (lower construction values during recession)	2 Building cost per $1,000 of construction is at median	2.15 pg. 48
Bylaw Enforcement Services – Section 3				
Service / Activity Level Indicators				
How much is spent on bylaw enforcement per capita?	Total Specified Bylaw Enforcement Cost per Capita - (Service Level)	Increased Spending per capita on Bylaw Enforcement increased (service Level Indicator)	2 Higher spending per capita on Bylaw Enforcement (service level indicator)	3.1 pg. 52
How many bylaw enforcement inspections are done in relation to the number of complaints?	Number of Inspections per Bylaw Complaint - (Service Level)	Decreased Rate of inspections relative to complaints decreased (service level indicator) (related to 2009 strike)	2 Low rate of inspections relative to complaints (service level indicator)	3.2 3.3 pg. 52
Community Impact Measures				
How many bylaw complaints do residents make?	Number of Specified Bylaw Complaints per 100,000 Population - (Community Impact)	Decreased Number of complaints received decreased	2 Lower number of complaints received	3.4 3.5 pg. 53

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
What per cent of residents voluntarily comply after a bylaw infraction?	Percentage of Voluntary Compliance to Bylaw Infractions - (Community Impact)	Stable Rate of voluntary compliance remained stable at very high/good rates	2 Higher rate of voluntary compliance	3.6 3.7 pg. 53
Customer Service Measures				
How long does it take to resolve a yard maintenance bylaw complaint?	Average Time (Days) to Resolve/Close Yard Maintenance Bylaw Complaints – (Customer Service)	Increased Time to resolve yard maintenance complaint increased (due to 2009 strike – results in 2010 show significant decrease/improvement)	4 Longest time to resolve yard maintenance complaint	3.8 3.9 pg. 54
How long does it take to resolve a property standards bylaw complaint?	Average Time (Days) to Resolve/Close Property Standards Bylaw Complaints – (Customer Service)	Increased Time to resolve property standard complaint increased (due to 2009 strike – results in 2010 show significant decrease/improvement)	4 Longest time to resolve property standards complaint	3.10 pg. 54
Children's Services – Section 4				
Service /Activity Level Indicators				
How much is spent or invested for childcare per child (aged 12 and under)?	Investment per 1,000 Children (12 & under - (Service Level)	Increased Investment/gross cost per child increased (service level indicator)	1 Highest level of expenditures on children (service level indicator)	4.1 4.2 pg. 58
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)	Increased Number of regulated spaces increased	2 High number of regulated spaces	4.3 4.4 pg. 59
How many subsidized childcare spaces are available?	Fee Subsidy Child Care Spaces per 1,000 LICO Children – Community Impact)	Stable Number of subsidized spaces was stable	2 High number of subsidized spaces	4.5 4.6 pg. 60

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
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 per cent	4 Highest proportion of low income children	4.6 pg. 60
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)	Increased Size of wait list for a subsidized space increased	3 Larger waiting list for a subsidized child care space	4.7 pg. 60
Efficiency Measures				
How much does it cost per year, to provide an average child care space?	Annual Child Care Service Cost per Normalized 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. 61
Cultural Services – Section 5				
Service /Activity Level Indicators				
How much is spent on all cultural services?	Cost of All Cultural Services per Capita - (Service Level)	Decreased Spending on cultural services per capita decreased (service level indicator) (due to lower expenditures on Theatre productions)	2 Higher spending on Cultural Services per capita (service level indicator)	5.1 5.2 pg. 66
How much is spent on arts grants?	Cost of Arts Grants per Capita (Service Level)	Stable Spending on arts grants per capita (service level) is stable (service level indicator)	1 Higher spending on arts grants per capita (service level indicator)	5.3 5.4 pg. 67

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Community Impact Measures				
How many people attend city-funded cultural events?	Estimated Attendance at City-Funded Cultural Events – (Community Impact)	Increased Attendance at cultural events has increased	N/A	5.5 pg. 68
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)	Decreased 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. 68
Emergency Medical Services (EMS) – Section 6				
Service / Activity 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)	Decreased Decreased number of in-service vehicle hours (service level indicator) (due to 2009 strike)	4 Lower in-service vehicle hours (service level indicator) (urban form a factor)	6.1 6.2 pg. 75
How many emergency vehicle responses are performed by EMS?	EMS vehicle responses – Emergency per 1,000 Population - (Activity Level)	Decreased Number of emergency vehicle responses decreased (activity level indicator) (due to 2009 strike)	2 High rate of emergency vehicle responses (activity level indicator)	6.3 6.5 pg. 76
How many non-emergency vehicle responses are performed by EMS?	EMS vehicle responses – Non Emergency per 1,000 Population - (Activity Level)	Decreased Number of non-emergency responses decreased (activity level indicator) (due to 2009 strike)	2 High rate of non-emergency vehicle responses (activity level indicator)	6.3 6.5 pg. 76

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How many total vehicle responses (emergency & non-emergency) are performed by EMS?	All EMS vehicle responses per 1,000 Population (Activity Level)	Decreased Number of total vehicle responses decreased (activity level indicator) (due to 2009 strike)	2 High rate of total EMS vehicle responses (activity level indicator)	6.3 6.5 pg. 76
Community Impact Measures				
What percentage of time do ambulances spend at hospitals transferring patients?	Percentage of Ambulance Time Lost to Hospital Turnaround -(Community Impact)	Decreased Percentage of lost ambulance time decreased	3 High percentage of lost ambulance time	6.6 6.7 pg. 77
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)	Increased Crew notification response time increased	2 Low (short) crew notification response time	6.8 6.9 pg. 78
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)	Increased Total EMS response time increased	2 Low (short) total EMS response time	6.9 pg. 78
Efficiency Measures				
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	6.10 6.11 pg. 79
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)	Increased Cost per in-service vehicle hour increased	4 High cost per in-service vehicle hour	6.12 6.13 pg. 80

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Fire Services – Section 7				
Service / Activity 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 (service level indicator)	3 Lower number of in-service vehicle hours (service level indicator) (urban form a factor)	7.1 7.2 pg. 87
How many emergency incidents does Fire Services respond to each year?	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population – (Activity Level)	Decreased Number of total incidents responded to decreased (activity level indicator)	1 Higher number of total incidents responded to (activity level indicator)	7.3 7.4 pg. 88
How many property fires, explosions and alarms does Fire Services respond to each year?	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population – (Activity Level)	Decreased Number of fires, explosions and alarms responded to, decreased slightly (activity level indicator)	1 Higher number of fires, explosions and alarms responded to (activity level indicator)	7.3 7.4 pg. 88
How many rescues does Fire Services respond to each year?	Number of Rescues per 1,000 Urban Population – (Activity Level)	Increased Increase in number of rescues (activity level indicator)	3 Low number of rescues responded to (activity level indicator)	7.3 7.4 pg. 88
How many medical calls does Fire Services respond to each year?	Number of Medical Calls per 1,000 Urban Population – (Activity Level)	Decreased Decrease in number of medical responses (activity level indicator)	1 Higher number of medical responses (activity level indicator)	7.3 7.4 pg. 88

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How many public hazard and other incidents does Fire Services respond to each year?	Number of Public Hazard & Other Incidents per 1,000 Urban Population – (Activity Level)	Decreased Number of hazard &other incidents responded to is decreasing (activity level indicator)	2 High number of hazard & other incidents responded to (activity level indicator)	7.3 7.4 pg. 88
Community Impact Measures				
How many residential fires, with property loss, occur?	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. 89
What is the rate of injuries from residential fires?	Residential Fire Related Injuries per 100,000 Population – (Community Impact)	Increased Rate of fire related injuries increased	1 Lowest rate of fire related injuries	7.7 7.8 pg. 90
What is the rate of fatalities from residential fires?	Residential Fire Related Fatalities per 100,000 Population – (Community Impact)	Increased Rate of fire related fatalities increased	3 High rate of fire related fatalities	7.9 7.10 pg. 90
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)	Increased Station notification response time increased	2 Station notification response time is shorter	7.11 7.12 pg. 91
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)	Increased Cost per in-service vehicle hour increased	4 Highest cost per in-service vehicle hour	7.13 7.14 pg. 92

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
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)	Increased Number of days to receive payment on invoices issued increased (related to strike)	2 Low number of days to receive payment on invoices issued	8.1 8.2 pg. 98
How many of the invoices billed are never collected?	Bad Debt Write-off as a Percentage of Revenue Billed - (Efficiency)	Stable Level of uncollectable amounts is stable at 0.1%	1 Lower levels of uncollectable amounts	8.3 8.4 pg. 98
How much does it cost to bill and collect an accounts receivable invoice?	Cost of Accounts Receivable Function per Invoice Issued- (Efficiency)	Decreased Cost per invoice decreased	3 High cost per invoice	8.5 8.6 pg. 99
How much does it cost to bill and collect $1,000 of billings?	Cost of Accounts Receivable Function per $1,000 of billings (Efficiency)	Decreased Cost per $1,000 of billings decreased	1 Lower cost per $1,000 of billings	8.7 pg. 99
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 (excluding change in accounting policy)	1 Lowest cost /rate of single-tier municipalities	9.1 9.2 pg. 104

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Hostel Service – Section 10				
Service /Activity Level Indicators				
How many emergency shelter beds are there?	Average Nightly Number Emergency Shelter Beds Available per 100,000 Population – (Service Level)	Increased More shelter beds in 2009 (service level indicator)	1 Highest number of shelter beds (service level indicator)	10.1 10.2 pg. 108
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 is stable	4 Longer length of average stay singles and families (related to more transitional beds, which have longer stays)	10.3 10.4 pg. 109
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 is stable	N/A	10.3 pg. 109
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 is stable	N/A	10.3 pg. 109
Customer Service Measures				
What is the emergency shelter bed occupancy rate?	Average Nightly Bed Occupancy Rate of Emergency Shelters – (Customer Service)	Increased Occupancy rate of shelter beds increased	2 High occupancy rate of shelter beds	10.5 10.6 pg. 110
Efficiency Measures				
What does it cost per night to provide a shelter bed?	Gross Hostels Cost per Emergency Shelter Bed Night - (Efficiency)	Increased gross cost per shelter bed night increased	3 High gross cost per shelter bed night (related to greater % of city operated beds)	10.7 10.8 pg. 111

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Information and Technology (I&T) Services – Section 11				
Service/Activity Level Indicators				
What is the cost/investment in information and technology services in relation to the services supported?	Operating and Capital Cost in Information and Technology Services as a Percentage of Municipal Operating and Capital Expenditures (service level indicator)	Increased Cost/investment in I&T services increased (service level indicator)	1 Higher cost/investment in I&T services (service level indicator)	11.1 11.2 Pg 116
How much is spent on information and technology services for each staff member supported?	Operating and Capital Costs for Information and Technology Services per Staff Supported with Active I&T Account (service level indicator)	Increased I&T cost per municipal staff member supported increased (service level indicator)	2 High I&T cost/investment per municipal staff member supported (service level indicator)	11.3 11.4 pg. 117
Community Impact Measures				
How frequently is the City's website visited?	Number of Visits to Municipal Website per Capita	Stable Website visits were stable	2 High volumes of website visits	11.5 11.6 pg. 118.
Investment Management Service – Section 12				
Efficiency Measures				
What rate of return are Toronto's investments earning?	Gross Fixed Income Yield on Book Value – (Efficiency)	Increased Slightly increased rate of return on investments	1 Higher rate of return on investments	12.1 12.2 pg. 122
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	12.3 12.4 pg. 122

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Legal Services – Section 13				
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)	Decreased Legal expenditures decreased in proportion to operating and capital expenditures (service level indicator)	1 Higher amount of legal work compared to other OMBI municipalities in proportion to operating and capital expenditures (service level indicator)	13.1 pg. 126
Efficiency Measures				
How much does it cost per hour for internal lawyers, including overhead costs?	Legal Costs per In-house Lawyer Hour - (Efficiency)	Decreased Cost per hour for internal (in-house) legal services decreased	3 Higher cost per hour for internal (in-house)legal services	13.2 pg. 126
How much does it cost per hour for external lawyers used?	External Legal Cost per External Lawyer Hour - (Efficiency)	Increased Cost per hour for external legal services increased	4 Higher cost per hour for external legal services	13.3 pg. 127
Library Services – Section 14				
Service / Activity Level Indicators				
How many hours of service do library branches provide?	Annual Number of Library Service Hours per Capita – (Service Level)	Increased Number of library hours increased (service level indicator)	2 Number of library hours at median (service level indicator)	14.1 14.2 pg. 132
What is the size of library holdings/ collection?	Number of Library Holdings per Capita - (Service Level)	Increased Size of library holdings increased (service level indicator)	1 Highest number of library holdings (service level indicator)	14.3 14.4 pg. 133

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Community Impact Measures				
How often do residents use the library system?	Annual Library Uses per Capita (Electronic & Non-Electronic) – (Community Impact	Increased Total library uses increased	2 High rate of library use	14.5 14.6 pg. 134
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)	Increased Non-electronic uses increased	1 Higher non-electronic library use	14.5 14.6 pg. 134
How often do residents use electronic library services such as accessing a database or using a computer workstation?	Electronic Library Uses per Capita – (Community Impact)	Decreased Electronic library use decreased	2 High electronic library use	14.5 14.6 pg. 134
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)	Stable Turnover rate of circulating materials is stable	2 High turnover rate of circulating materials	14.7 14.8 pg. 135
Efficiency Measures				
What does it cost for each library use?	Library Cost per Use - (Efficiency)	Decreased Slight decrease in cost per library use (excludes change in accounting policy)	3 High cost per library use	14.9 14.10 pg. 136
Long-Term Care Services – Section 15				
Service / Activity 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 (service level indicator)	-	15.1 pg. 142

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Community Impact Measures				
What proportion of all long-term care beds does the City operate?	Municipally Operated LTC Beds as percentage of all LTC Beds in the Municipality – (Community Impact)	Stable Toronto's municipal share of all long-term care beds has remained stable	3 Toronto's municipal share of all long-term care beds is low	15.2 pg. 142
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)	Stable Number of long-term care beds unchanged relative to elderly population	3 Lower percentage of long-term care beds relative to elderly population	15.3 15.4 pg. 143
Customer Service Measures				
How satisfied are long-term care home residents?	LTC Resident Satisfaction -– (Customer Service)	Very High Results have remained very high, at a 96% satisfaction rating	1 High levels of resident satisfaction	15.5 15.6 pg. 144
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)	Increased Cost per bed day increased	3 High cost per bed day	15.7 15.8 pg. 145
Parking Services – Section 16				
Service / Activity Level Indicators				
How many parking spaces are managed?	Number of Paid Parking Spaces (all types) Managed per 100,000 Population – (Service Level)	Increased Number of parking spaces- all types increased (service level indicator)	2 High number of parking spaces – all types (service level indicator)	16.1 16.2 pg. 151
How many on street parking spaces are managed?	Number of On street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	Increased Number of on- street parking spaces increased (service level indicator)	2 High number of on-street parking spaces (service level indicator)	16.1 16.2 pg. 151

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How many off street parking spaces are managed?	Number of Off street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	Increased Number of off street parking spaces Increased (service level indicator)	3 Low number of off street parking spaces (service level indicator)	16.1 16.2 pg. 151
Efficiency Measures				
What does it cost to manage a parking space?	Parking Services Cost per Paid Parking Space (all types) Managed – (Efficiency)	Stable Cost to manage a parking space (all types) was stable	4 Highest cost to manage a parking space (all types)	16.3 16.4 pg. 152
What does it cost to manage an on street parking space?	Parking Services Cost per On street Paid Parking Space Managed – (Efficiency)	Decreased Cost to manage an on street parking space decreased	2 Low cost to manage an on street parking space	16.3 16.4 pg. 152
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	16.3 16.4 pg. 152
How much parking fee revenue is generated from all parking spaces?	Gross Parking Fee Revenue per Paid Parking Space (all types) Managed– (Efficiency)	Stable Parking fees per parking space (all types) were stable	1 Highest amount of parking fees per parking space (all types)	16.5 16.6 pg. 152
How much parking fee revenue is generated from on street parking spaces?	Gross Parking Fee Revenue per Paid On street Parking Space Managed– (Efficiency)	Stable Parking fees per on street parking space were stable	1 Highest amount of parking fees per on street parking space	16.5 16.6 pg. 152
How much parking fee revenue is generated from off street parking spaces?	Gross Parking Fee Revenue per Paid Off street Parking Space Managed– (Efficiency)	Stable Parking fees per off street parking space were stable	1 Highest amount of parking fees per off street parking space	16.5 16.6 pg. 152

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Parks Services – Section 17				
Service / Activity Level Indicators				
How much maintained parkland does Toronto have?	Hectares of Maintained Parkland in Municipality per 100,000 Population – (Service Level)	Increased Small increase of 2 hectares in amount of maintained parkland (service level indicator)	4 Lowest hectares of maintained parkland in relation to population (service level indicator) (urban form leads to result)	17.1 17.2 pg. 157
How much natural parkland does Toronto have?	Hectares of Natural Parkland in Municipality per 100,000 Population– (Service Level)	Stable Amount of natural parkland was unchanged (service level indicator)	4 Lower hectares of natural parkland in relation to population (service level indicator) (urban form leads to result)	17.1 17.2 pg. 157
How much total parkland of all types does Toronto have?	Hectares of all (Maintained and Natural) Parkland per 100,000 Population– (Service Level)	Increased Small Increase in total amount of all parkland (service level indicator)	4 Lower hectares of all parkland in relation to population (service level indicator) (urban form leads to result)	17.1 17.2 pg. 157
What is the length of Toronto's recreational trail system?	Km of Maintained Recreational Trails per 1,000 Persons – (Service Level)	Increased Small increase of 4.5 km in trail system (service level indicator)	4 Lowest kilometres of trails in relation to population (service level indicator) (urban form leads to result)	17.4 pg. 158
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 Maintained parkland as proportion of city area is stable	1 Highest percentage of maintained parkland in relation to area	17.3 pg. 158
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 Natural parkland as proportion of city area is stable	1 Higher percentage of natural parkland in relation to area	17.3 pg. 158

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
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 Total parkland as proportion of city area is stable	1 Higher percentage of all parkland in relation to area	17.3 pg. 158
How frequently do Toronto residents use parks?	Percentage of Toronto Survey Respondents Using Toronto Parks and Frequency of Use- (Community Impact)	Increased Increased level of park usage in 2010	N/A	17.5 pg. 159
Customer Service Measures				
How satisfied are Toronto parks' users?	Percentage of Toronto Survey Respondents Satisfied With Use of Parks - (Customer Service)	Stable High level of satisfaction with parks has been maintained in 2009 & 2010	N/A	17.6 pg. 159
Efficiency Measures				
What does it cost to operate a hectare of parkland?	Cost of Parks per Hectare - Maintained and Natural Parkland – (Efficiency)	Stable Cost of parks per hectare was stable (excludes impact of change in accounting policy)	4 Highest cost of parks per hectare	17.7 17.8 pg. 160
Planning Services – Section 18				
Service / Activity Level Indicators				
How much is spent on planning services?	Cost of Planning Services per Capita (Service Level indicator)	Increased Cost of planning per capita increased (service level indicator)	3 Low planning cost per capita/ service level (service level indicator)	18.1 18.2 pg. 166
How many development applications are received?	Number of Development Applications Received per 100,000 Population - (Activity Level indicator)	Decreased Number of development applications received decreased (activity level indicator) (impact of recession)	4 Lower rate of development applications received (activity level indicator)	18.3 18.4 pg. 167

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How many community meetings are planning staff attending?	Number of Non-Statutory Civic Engagement Community Meetings Attended by City Planning Staff – (Activity Level)	Decreased Number of meetings attended decreased (activity level indicator) (impact of recession)	N/A	18.5 pg. 168
Efficiency Measures				
How much does it cost in Toronto to process a development application?	Development Planning Applications Cost per Development Application Received – (Efficiency)	Increased Cost per application processed increased (due to drop in number of applications from recession)	2 Low cost per application	18.6 18.7 pg. 168
Police Services – Section 19				
Service / Activity Level Indicators				
How many police officers are there?	Number of Police Officers per 100,000 Population - (Service Level)	Increased Number of Police Officers increased (service level indicator)	1 Higher number of Police Officers (service level indicator)	19.1 19.2 pg. 175
How many civilians and other staff are there in Police Services?	Number of Civilians and Other Staff per 100,000 Population - (Service Level)	Increased Number of civilian staff increased (service Level indicator)	1 Highest number of civilians and other staff (service Level indicator)	19.1 19.2 pg. 175
How many total staff (police officers and civilians) are there?	Number of Total Police Staff (Officers and Civilians) per 100,000 Population - (Service Level)	Increased Number of total police staff increased (service level indicator)	1 Higher total police staffing levels (service level indicator)	19.1 19.2 pg. 175
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)	Decreased Total crime rate down by -2.5% in 2009	2 Low total crime rate	19.3 19.4 pg. 176

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How has the total crime rate changed in Toronto, compared to other municipalities?	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents - (Community Impact)	See above	2 Large rate of decrease in total crimes	19.5 pg. 176
How is the severity of Toronto's total crime changing?	Total Crime Severity Index-(Community Impact)	Decreased Severity of total crime decreased	3 Higher level of severity for total crime	19.6 19.7 pg. 177
What is the violent crime rate?	Reported Number of Violent – Criminal Code Incidents per 100,000 Population -(Community Impact)	Decreased Violent crime rate down by -1.7% in 2009	3 Higher rate of violent crime	19.8 19.9 pg. 178
How has the violent crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Violent Crime- (Community Impact)	See above	2 Higher rate of decrease in violent crime	19.10 pg. 178
What is the violent crime severity index?	Violent Crime Severity Index-(Community Impact)	Decreased Severity of violent crime decreased	4 Higher level of severity for violent crime	19.11 19.12 pg. 179
What is the property crime rate?	Reported Number of Property – Criminal Code Incidents per 100,000 Population - (Community Impact)	Decreased Property crime rate down by -2.7% in 2009	2 Low rate of property crime	19.13 19.14 pg. 180
How has the property crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Property Crime - (Community Impact)	See above	3 Smaller rate of decrease in property crime	19.15 pg. 180
What is the youth crime rate?	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population -(Community Impact)	Decreased Youth crime decreased by -8.0% in 2009	1 Lower rate of youth crime	19.16 19.17 pg. 181

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How has the youth crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population - (Community Impact)	See above	2 Larger rate of decrease in youth crime	19.18 pg. 181
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)	Decreased Clearance rate for total crime decreased	3 Low clearance rate for total crime	19.19 19.20 pg. 182
What percentage of the violent crimes committed are solved/cleared?	Clearance Rate - Violent Crime – (Customer Service)	Decreased Clearance rate for violent crime decreased	4 Lowest clearance rate for violent crime	19.21 19.22 pg. 182
Efficiency Measures				
What is the workload of Criminal Code incidents for each police officer?	Number of Criminal Code Incidents (Non-Traffic) per Police Officer – (Efficiency)	Decreased Number of Criminal Code incidents/ workload per officer decreased	4 Lower number of Criminal Code incidents /workload per officer	19.23 19.24 pg. 183
Road Services – Section 20				
Service / Activity Level Indicators				
How long is Toronto's road network?	Number of Lane KM per 1,000 Population – (Service Level)	Stable Small increase in lane km of roads (service level indicator)	4 Lowest number of lane km of roads relative to population (service level indicator) (related to high population density)	20.1 20.2 pg. 189
Community Impact Measures				
How many vehicle collisions occur?	Vehicle Collision Rate per Million Vehicle km or per Lane km – (Community Impact)	Stable Collision rate is stable	4 Higher collision rate	20.3 20.4 pg. 190

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How congested are 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	20.5 pg. 190
Are roads being maintained to standard in the winter?	Percentage of Winter Event Responses Meeting New Municipal Winter Level of Service – (Community Impact)	Maximum Best possible result- 100% of winter event responses met standard	1 Best possible result- 100% of winter event responses met standard	20.9 20.10 pg. 192
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)	Increased Percentage of pavement rated good to very good increased	1 Highest percentage of pavement rated good to very good	20.6 20.7 pg. 191
What is the condition of bridges and culverts?	% of Bridges and Culverts with Condition Rated as Good to Very Good – (Customer Service)	N/A	3 Low percentage of bridges & culverts rated good to very good	20.8 pg. 191
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)	Decreased Cost of winter maintenance decreased	4 Highest cost of winter maintenance of single-tier municipalities	20.11 20.12 pg. 193
How much does it cost to maintain the road surface?	Operating Costs for Paved Roads (Hard Top) per Lane KM – (Efficiency)	Decreased Cost of paved road maintenance decreased (excluding utility cuts and acct. policy changes)	4 Highest cost of paved road maintenance of single-tier municipalities	20.13 20.14 20.15 pg. 194

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Social Assistance Services – Section 21				
Service / Activity Level Indicators				
How many individuals or families receive social assistance?	Monthly Social Assistance Case Load per 100,000 Households (service/ activity level)	Increased Social Assistance case load increased (service/activity level indicator) (due to recession)	1 Highest Social Assistance case load (service/activity level indicator)	21.1 21.2 pg. 200
Community Impact Measures				
What is the average length of time that people receive social assistance?	Average Time on Social Assistance (Months)	Decreased Average time period on Social Assistance decreased (impacted by influx of new cases during recession)	4 Highest length of time on Social Assistance	21.3 21.4 pg. 201
What proportion of cases receive social assistance for less than one year?	Percentage of Social Assistance Cases on Assistance less than 12 Months	Decreased % of cases less than 12 months decreased (may be due to influx of new cases during recession	4 Lowest % of cases less than 12 months	21.5 21.6 pg. 201
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	21.7 21.8 pg. 202
Customer Service Measures				
How long does it take to inform a client that they are eligible for social assistance?	Social Assistance Response Time to Client Eligibility (Days)	Increased Response time has increased (impacted by influx of new cases during recession)	3 Response time is longer	21.9 21.10 pg. 203

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Efficiency Measures				
What is the monthly administrative cost to support a social assistance case?	Monthly Social Assistance Administration Cost per Case	Decreased Administration cost per case decreased	2 Low administration cost per case	21.11 21.12 pg. 204
What is the average monthly benefit cost per social assistance case?	Monthly Social Assistance Benefit Cost per Case	Increased Benefits cost per case increased (provincially prescribed benefit rate increase)	4 Higher benefits cost per case	21.13 21.14 pg. 205
Social Housing Services – Section 22				
Service / Activity Level Indicators				
How many social housing units are?	Number of Social Housing Units per 1,000 Households - (Service Level)	Decreased Number of Social Housing Decreased (service level indicator)	1 Highest number of Social Housing Units (service level indicator)	22.1 22.2 pg. 210
Community Impact Measures				
How much of a wait is there for a social housing unit?	Percentage of Social Housing Waiting List Placed Annually - (Service Level)	Stable Percentage of waiting list placed is stable	4 Lower percentage of waiting list placed (demand for units exceeds supply)	22.3 22.4 pg. 211
Efficiency Measures				
What is the administration cost of social housing?	Social Housing Administration Costs per Social Housing Unit- (Efficiency)	Increased Administrative cost per unit increased	1 Lower administration cost per unit	22.5 22.7 pg. 212
What is the annual cost of direct funding (subsidy) paid to social housing providers?	Social Housing Subsidy Costs per Social Housing Unit - (Efficiency)	Increased Subsidy cost per unit increased (one time funding from senior orders of government)	3 High subsidy cost per unit	22.5 22.6 pg. 212

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Solid Waste Management Services – Section 23				
Community Impact Measures				
How much solid waste is recycled/diverted away from landfill sites?	Percentage of Solid Waste Diverted - Residential (Community Impact)	Stable Overall diversion rate is stable	3 Lower overall diversion rate (impacted by significance of apartments in Toronto)	23.1 23.2 pg. 218
How much waste from houses is recycled/ diverted away from landfill sites?	Percentage of Waste Diverted – Single Unit homes/houses (Curbside) – (Community Impact)	Increased Diversion rate for single unit houses/homes (curbside) increased	N/A	23.1 pg. 218
How much waste from apartments is recycled/ diverted away from landfill sites?	Percentage of Waste Diverted – Multi-Residential – (Community Impact)	Increased Multi-residential diversion rate increased	2 Multi-residential diversion rate at median	23.1 23.3 pg. 218
Customer Service Measures				
How many garbage collection complaints are received?	Number of Solid Waste Complaints per 1,000 Households (Customer Service)	Increased Rate of complaints increased	3 High level of complaints	23.4 23.5 pg. 219
Efficiency Measures				
How much does it cost to collect a tonne of garbage?	Operating Costs for Residential Garbage Collection per Tonne – (Efficiency)	Decreased Cost of waste collection for all housing types decreased	1 Lower costs of solid waste collection for all housing types	23.6 23.7 pg. 220
How much does it cost to dispose of a tonne of garbage?	Operating Costs for Solid Waste Disposal (All Streams) per Tonne – (Efficiency)	Increased Cost of solid waste disposal increased (excludes impact of 2009 changes in accounting policy)	3 High cost of solid waste disposal	23.8 23.9 pg. 221
How much does it cost to recycle a tonne of solid waste?	Net Operating Costs for Residential Solid Waste Diversion per Tonne – (Efficiency)	Increased Net cost of solid waste diversion increased (declining commodity prices a factor)	4 Highest cost of solid waste diversion (related to high diversion rate for houses & green bin program)	23.10 23.11 pg. 222

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Sports and Recreation Services – Section 24				
Service / Activity Level Indicators				
How many indoor pools are available?	Number of Operational Indoor Pool Locations (with municipal influence) per 100,000 Population – (Service Level)	Decreased Number of indoor pool locations decreased (service level indicator) (School Board Locations)	2 High number of indoor pool locations (service level indicator)	24.1 24.2 pg. 229
How many indoor ice pads (rinks) are available?	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population – (Service Level)	Increased Number of indoor ice rinks/pads increased (service level indicator)	4 Lowest number of indoor ice rinks/pads (service level indicator)	24.3 24.4 pg. 230
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 is stable (service level indicator)	3 Low number of large sports & recreation community centres (service level indicator)	24.5 24.6 pg. 231
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 is stable (service level indicator)	3 Low number of small sports & recreation community centres (service level indicator)	24.5 24.6 pg. 231
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	3 Lower proportion of sports & recreation centres less than 25 years old (service level indicator)	24.7 pg. 232

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How old are the indoor pools?	Percentage of Indoor Pool Locations (with Municipal Influence), under 25 years of age – (Service Level)	N/A	3 Low proportion of indoor pools less than 25 years old (service level indicator)	24.8 pg. 232
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 Lowest proportion of indoor ice pads less than 25 years old (service level indicator)	24.9 pg. 232
How much registered sports and recreation programming is offered?	Overall Participant Capacity for Directly Provided Registered Programs – (Service Level)	Decreased Registered programming offered decreased (service level indicator) (impacted by six week strike)	3 Low amount of registered programming offered (service level indicator)	24.10 24.11 pg. 233
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)	Decreased Amount of registered programming used decreased (impacted by six week strike)	3 Low amount of registered programming used per capita	24.10 24.11 pg. 233
What percentage of residents register for at least one sports and recreation program?	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population – (Community Impact)	Decreased Percentage of population using registered programs decreased (impacted by six week strike)	4 Lower percentage of population using registered programs	24.14 24.15 pg. 234
What percentage of the capacity of registered programs is being used?	Utilization Rate of Available Capacity for Directly Provided Registered Programs – (Customer Service)	Stable Percentage of capacity used for registered programs was stable	3 Low rate of capacity used for registered sports & recreation programs	24.12 24.13 pg. 234

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Taxation Services – Section 25				
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)	Stable Enrolment in pre-authorized payment plans was stable	4 Low number of accounts enrolled in pre-authorized payment plan	25.1 25.2 pg. 240
Efficiency Measures				
How successful is the City in collecting property taxes billed in the current year?	Current Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	Increased Current year's tax arrears increased (impacted by recession)	2 Low percentage of current year's tax arrears	25.3 25.4 pg. 241
How successful is the City in collecting property taxes billed in and outstanding from prior years?	Percentage of Prior Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	Increased Prior year's tax arrears increased (impacted by recession)	1 Lowest percentage of prior year's tax arrears	25.3 25.4 pg. 241
What does it cost to administer a tax account?	Cost to Maintain Taxation Accounts per Account Serviced – (Efficiency)	Decreased Cost per account maintained decreased	4 Higher cost per tax account maintained	25.5 25.6 pg. 242
Transit Services – Section 26				
Service / Activity 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 (service level indicator)	1 Highest transit vehicle hours per capita (service level indicator)	26.1 26.2 pg. 246
Community Impact Measures				
How many transit passenger trips are taken by an average person in a year?	Number of Conventional Transit Trips per Capita in Service Area (Community Impact)	Increased Transit usage has increased	1 Highest transit usage by residents	26.3 26.4 pg. 247

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Efficiency Measures				
What does it cost to operate a transit vehicle for an hour?	Transit Cost per In-Service Vehicle Service Hour ((Efficiency)	Increased Cost per in-service vehicle hour increased	4 Higher cost per in-service vehicle hour (impacted by multi-modal fleet)	26.5 26.6 pg. 248
How well are transit vehicles utilized to move people?	Passenger Trips per In-Service Vehicle Hour (Efficiency)	Decreased Utiilization rate of vehicles decreased	1 Higher utilization rate of transit vehicles	26.8 26.9 pg. 249
What does it cost to provide one passenger trip?	Operating Costs for Conventional Transit per Regular Service Passenger Trip (Efficiency)	Increased Cost to provide a passenger trip increased	1 Lower cost to provide a passenger trip	26.7 26.9 pg. 249
Wastewater Services – Section 27				
Service / Activity Level Indicators				
How much wastewater is treated each year?	Megalitres of Wastewater Treated per 100,000 Population – (Activity Level)	Increased Volume of wastewater treated has increased (activity level indicator)	3 Low volumes of wastewater treated (activity level indicator)	27.1 27.2 pg. 254
How old is the wastewater pipe system?	Average Age of Wastewater Pipe - (Service Level)	Stable Average age of wastewater pipe is stable at 59 years (service level indicator)	4 Wastewater pipe is oldest of OMBI municipalities (service level indicator)	27.8 pg. 257
Community Impact Measures				
How much wastewater bypasses full treatment each year?	Percentage of Wastewater estimated to have Bypassed Treatment – (Community Impact)	Increased Volume of wastewater bypassing treatment increased	3 High volumes of wastewater bypassing treatment	27.3 27.4 pg. 255

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Customer Service Measures				
How many wastewater mains (sewers) backup?	Annual Number of Wastewater Main Backups per 100 kilometre of Wastewater Main (Customer Service)	Increased Rate of wastewater/ sewer backups increased	4 Highest rate of wastewater/ sewer backups	27.5 27.6 pg. 256
Efficiency Measures				
What does it cost to collect wastewater?	Operating Cost of Wastewater Collection per kilometre of Pipe – (Efficiency)	Decreased Cost of wastewater collection decreased	3 Higher cost of wastewater collection	27.7 27.8 pg. 257
What does it cost to treat wastewater and dispose of the residual material?	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated – (Efficiency)	Decreased Cost of wastewater treatment & disposal decreased	4 Higher cost of wastewater treatment & disposal	27.9 27.10 pg. 258
Water Services – Section 28				
Service/Activity Level Indicators				
How much drinking water is treated each year?	Megalitres of Water Treated per 100,000 Population – (activity Level)	Decreased Volume of water treated decreased (activity level indicator)	2 High volumes of water treated (activity level indicator)	28.1 28.2 pg. 265
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 (service level indicator)	4 Oldest average age of pipes (service level indicator)	28.8 pg. 268
Community Impact Measures				
How much drinking water does the average household use?	Residential Water Use (Megalitres) per Household – (Community Impact)	Stable Amount of water used per household is stable	3 Slightly higher amount of water used per household	28.3 28.4 pg. 266

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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 99.84% in 2009	3 Slightly lower than median, but still very high at 99.84%	28.5 28.6 pg. 267
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 many watermain breaks are there?	Number of Water Main Breaks per 100 KM of Water Distribution Pipe – (Customer Service)	Increased Number of watermain breaks increased	4 Highest rate of water main breaks	28.7 28.8 pg. 268
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)	Decreased Cost of water distribution decreased	4 Higher cost of water distribution	28.9 28.10 pg. 269
What does it cost to treat drinking water?	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated – (Efficiency)	Increased Cost of water treatment increased	1 Lower cost of water treatment	28.11 28.12 pg. 270
Overall Results		Service / Activity Level' Indicators (Resources) 20 - Increased 9 - Stable 13 -Decreased 69% stable or increased (42 indicators)	Performance Measures (Results) 47 - Favourable 39 - Stable 41 -Unfavour. 68% stable or favourable (127 measures)	Service ' Activity Level Indicators (Resources) 15- 1st quartile 12- 2nd quartile 11- 3rd quartile 13- 4th quartile 53% above median (51 indicators)	Performance Measures (Results) 28 - 1st quartile 28 - 2nd quartile 27 - 3rd quartile 35 - 4th quartile 48% above median (118 measures)	

Detailed Results and Charts by Service Area

Accounts Payable Services

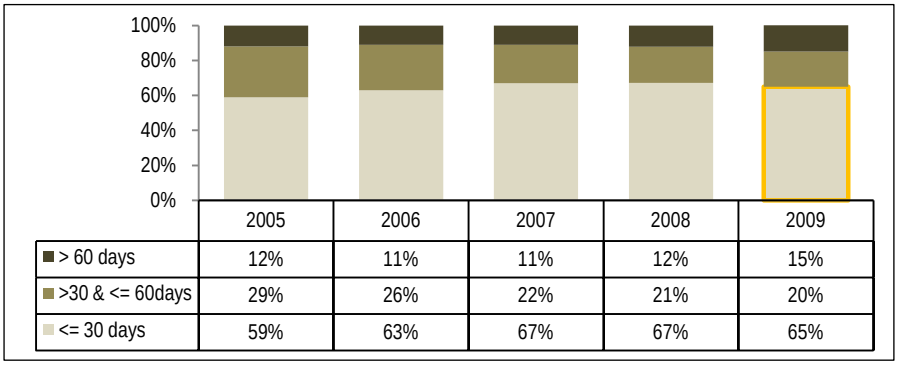
The goal of accounts payable services is to ensure the efficient and effective management of payments to suppliers who do business with the City of Toronto. Specific objectives include:

- 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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 65% paid within 30 days	4 Higher number of days required to process invoices	1.1 1.2 pg. 36
Efficiency Measures				
Have discounts offered for early payment of invoices been obtained?	Percentage of Early Payment Discounts Achieved – (Efficiency)	Stable Percentage of early payment discounts achieved is stable	Not Available	1.3 pg. 36
How many invoices are processed by each accounts payable staff member?	Number of Invoices Paid per Accounts Payable FTE – (Efficiency)	Stable Number of invoices processed per staff member is stable	3 Lower number of invoices processed per staff member	1.4 1.5 pg. 37
How many accounts payable transaction lines are processed by each accounts payable staff member?	Number of Transaction Lines Paid per Accounts Payable FTE – (Efficiency)	Increased Number of lines processed per staff member increased	1 Higher number of lines processed per staff member	1.6 pg. 37
How much does it cost to process an accounts payable invoice?	Accounts Payable Cost per Invoice Paid – (Efficiency)	Stable Cost per invoice paid is stable (excluding change in accounting policy)	4 Higher cost per invoice paid	1.7 pg. 37
Overall Results		Service Level Indicators (Resources) n/a Performance Measures (Results) 1- Favourable 4- Stable 0 -Unfavour. 75% favourable or stable	Service Level Indicators (Resources) n/a Performance Measures (Results) 1 - 1st quartile 0 - 2nd quartile 1- 3rd quartile 2 - 4th quartile 25% - above median	

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

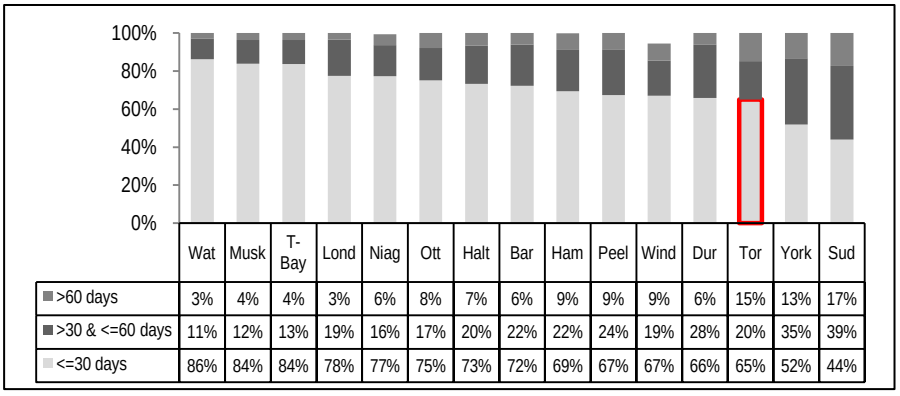
How long does it take Toronto to pay an accounts payable invoice?



	2005	2006	2007	2008	2009
> 60 days	12%	11%	11%	12%	15%
>30 & <= 60days	29%	26%	22%	21%	20%
<= 30 days	59%	63%	67%	67%	65%

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

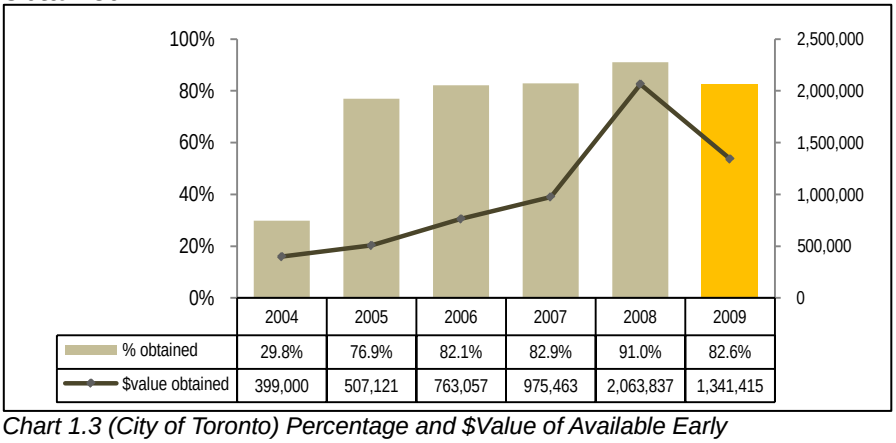
How long does it take Toronto to pay an accounts payable invoice compared to other municipalities?



	Wat	Musk	T-Bay	Lond	Niag	Ott	Halt	Bar	Ham	Peel	Wind	Dur	Tor	York	Sud
>60 days	3%	4%	4%	3%	6%	8%	7%	6%	9%	9%	9%	6%	15%	13%	17%
>30 & <=60 days	11%	12%	13%	19%	16%	17%	20%	22%	22%	24%	19%	28%	20%	35%	39%
<=30 days	86%	84%	84%	78%	77%	75%	73%	72%	69%	67%	67%	66%	65%	52%	44%

Chart 1.2 (OMBI 2009) Percentage of A/P Invoices Paid Within Specified Time Period (Customer Service)

Have discounts offered for early payment of invoices been obtained?



	2004	2005	2006	2007	2008	2009
% obtained	29.8%	76.9%	82.1%	82.9%	91.0%	82.6%
$value obtained	399,000	507,121	763,057	975,463	2,063,837	1,341,415

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

One objective of the accounts payable (A/P) function is the timely processing of vendor invoices, while ensuring that invoices are accurate and the specified goods or services are 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. Results in 2009 were impacted by the strike, but generally were stable.

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

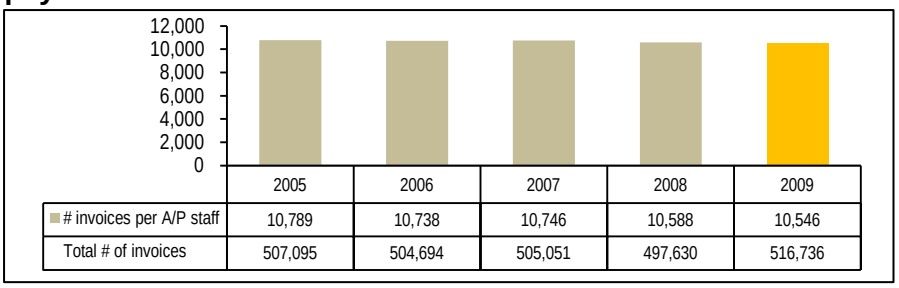
- the publication of clear billing requirements for vendors to reduce the incidence of incorrect or incomplete invoicing information
- introduction of an option for vendors to receive payment from the City by direct deposit
- the ability for vendors to submit their invoices electronically via e-mail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

Chart 1.2 compares Toronto to other Ontario municipalities for the time required to pay invoices. Toronto ranks 13th of 15 (fourth quartile) in terms of having the highest percentage of invoices paid within 30 days.

Some vendors offer an early payment discounts.

Chart 1.3 displays the percentage (bars) and dollar value (line) of available early payment discounts obtained. Result in 2009 were stable relative to 2006 and 2005 (2008 was an unusual year because of a large one time discount from one vendor).

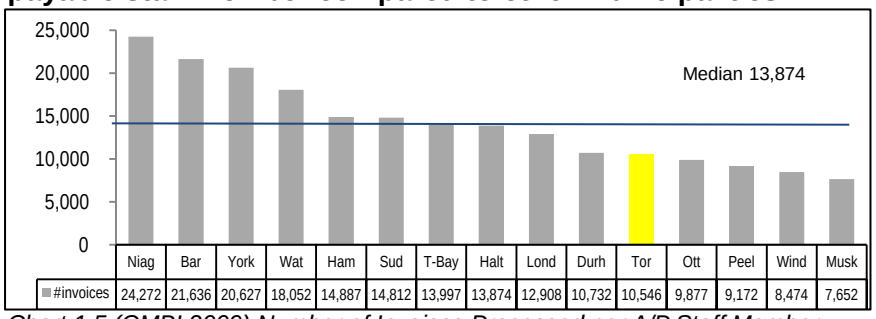
How many invoices are processed by each of Toronto accounts payable staff member?



	2005	2006	2007	2008	2009
# invoices per A/P staff	10,789	10,738	10,746	10,588	10,546
Total # of invoices	507,095	504,694	505,051	497,630	516,736

Chart 1.4 (City of Toronto) Number of Invoices Processed per A/P Staff Member (Efficiency)

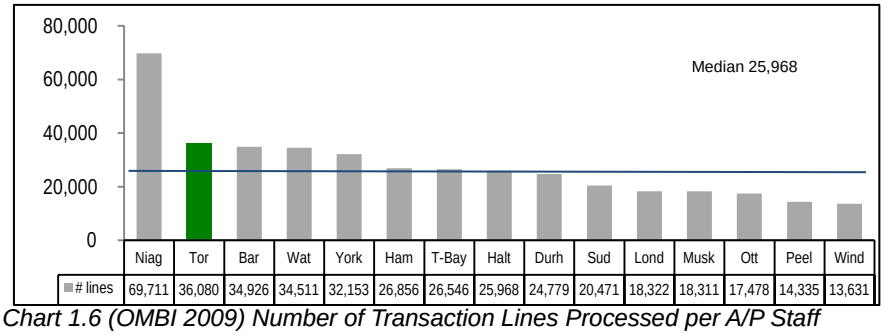
How many invoices are processed by each Toronto accounts payable staff member compared to other municipalities?



	Niag	Bar	York	Wat	Ham	Sud	T-Bay	Halt	Lond	Durh	Tor	Ott	Peel	Wind	Musk
#invoices	24,272	21,636	20,627	18,052	14,887	14,812	13,997	13,874	12,908	10,732	10,546	9,877	9,172	8,474	7,652

Chart 1.5 (OMBI 2009) Number of Invoices Processed per A/P Staff Member (Efficiency)

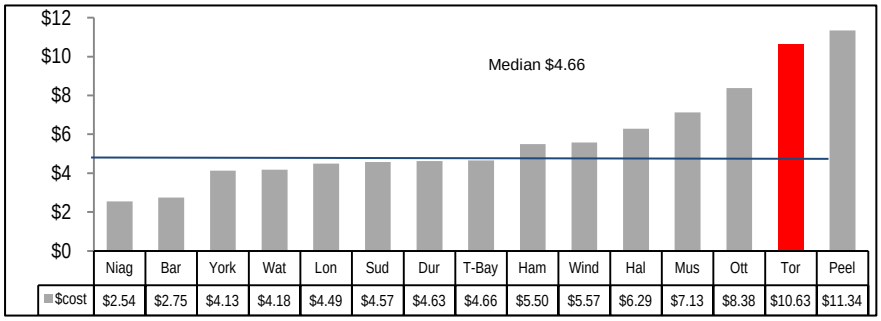
How many transaction lines are processed by each Toronto accounts payable staff member compared to other municipalities?



	Niag	Tor	Bar	Wat	York	Ham	T-Bay	Halt	Durh	Sud	Lond	Musk	Ott	Peel	Wind
# lines	69,711	36,080	34,926	34,511	32,153	26,856	26,546	25,968	24,779	20,471	18,322	18,311	17,478	14,335	13,631

Chart 1.6 (OMBI 2009) Number of Transaction Lines Processed per A/P Staff Member (Efficiency)

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



	Niag	Bar	York	Wat	Lon	Sud	Dur	T-Bay	Ham	Wind	Hal	Mus	Ott	Tor	Peel
$cost	$2.54	$2.75	$4.13	$4.18	$4.49	$4.57	$4.63	$4.66	$5.50	$5.57	$6.29	$7.13	$8.38	$10.63	$11.34

Chart 1.7 (OMBI 2009) Accounts Payable Cost per Invoice Paid (Efficiency)

In 2009, Toronto's A/P staff processed over 500,000 invoices, with over 1.7 million transaction lines.

Chart 1.4 provides Toronto's total number and rate of A/P invoices paid per A/P staff member.

Chart 1.5 compares Toronto's 2009 result to other municipalities for the number of A/P invoices processed per staff member.

Toronto ranks 11th of 15 (third quartile) in terms of having the highest number of A/P invoices processed per staff member.

If the number of transaction lines processed per A/P staff member is considered (Chart 1.6), Toronto ranks second of 15 (first quartile) in terms of the highest number of lines processed

Chart 1.7 reflects Toronto's 2009 cost per A/P invoice paid, of $10.63, which was stable compared to 2008.This result includes direct A/P cost as well as indirect supporting costs.

In relation to other municipalities, Toronto ranks 14th of 15 (fourth quartile) in terms of having the lowest cost per invoice paid.

Toronto's increasing costs are likely the result of having 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.

The combination of Charts 1.5 and 1.6 also shows Toronto invoices paid have more transactions lines, which can be an indication of complexity.

2010 Achievements or 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- implemented invoice imaging to support a fully electronic payable solution for accounts payable.

2011 Initiatives Planned

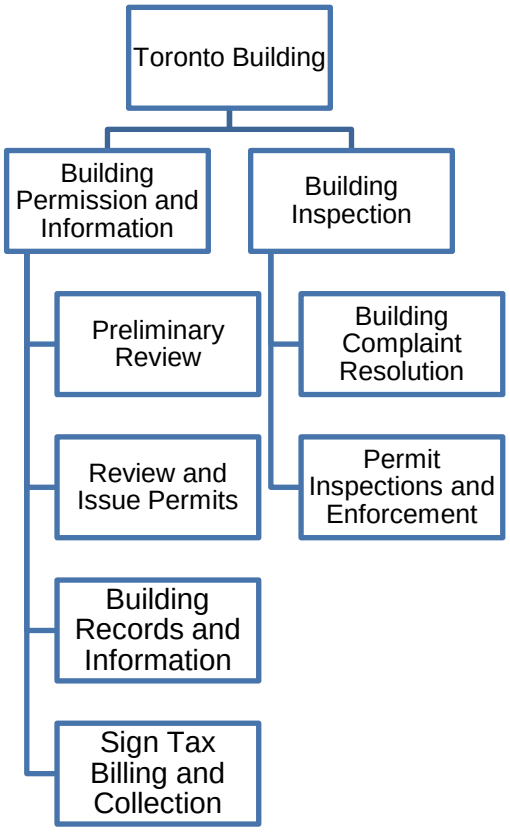
- pursue the streamlining of payable processes through the leveraging of technology to improve service levels. These enhancements are planned for implementation throughout 2011 and 2012

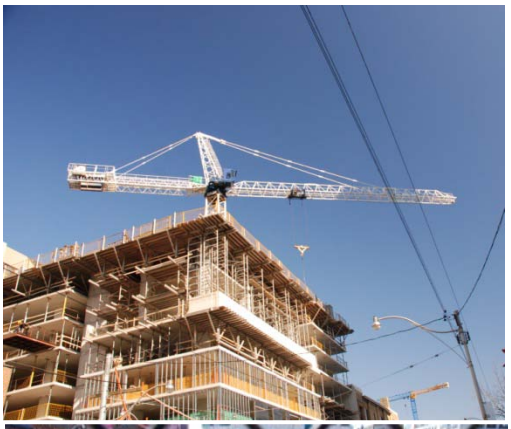
Factors Influencing Results of Municipalities

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 ensure buildings and structures in Toronto are constructed, renovated or demolished in a manner that ensures the buildings 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 bylaws and other legislation.

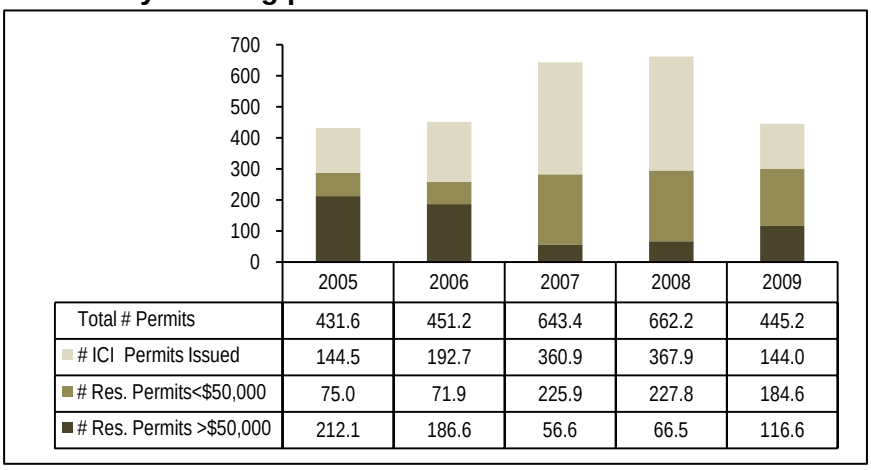
Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service /Activity Level Indicators				
How many building permits of all types are issued?	Number of Building Permits (ICI and Residential) Issued per 100,000 Population – (Activity Level)	Decreased Number of total permits issued (activity level) decreased (activity level indicator) (impacted by recession)	4 Lowest rate of total permits issued (activity level indicator) (impacted by fully developed urban form)	2.1 2.2 pg. 44
How many large residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value ≥ $50,000) per 100,000 Population– (Activity Level)	Increased Number of residential permits >$50,000 issued increased (activity level indicator)	N/A	2.1 2.2 pg. 44
How many small residential building permits are issued?	Number of Residential Building Permits Issued (of Construction Value < $50,000) per 100,000 Population– (Activity Level)	Decreased Number of residential permits issued <$50,000 decreased (activity level indicator)	N/A	2.1 2.2 pg. 44
How many institutional, commercial and industrial (ICI) building permits are issued?	Number of ICI Building Permits Issued per 100,000 Population– (Activity Level)	Decreased Number of ICI permits issued decreased (activity level indicator) (impacted by recession)	4 Lowest rate of ICI permits issued (activity level indicator) (impacted by fully developed urban form)	2.1 2.2 pg. 44
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)	Decreased Value of total all construction types decreased (impacted by recession)	2 At median for construction value of all permit types	2.3 2.4 pg. 45
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)	Increased Value of residential construction (>$50,000) increased	N/A	2.3 2.4 pg. 45
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)	Increased Value of residential construction (<$50,000) increased	N/A	2.3 2.4 pg. 45

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
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)	Decreased Value of ICI construction decreased (impacted by recession)	N/A	2.3 2.4 pg. 45
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)	Decreased Proportion of commercial & industrial construction value decreased (impacted by recession)	2 High proportion of commercial industrial construction value	2.5 2.6 pg. 46
How many new housing units are being created?	New Residential Units Created per 100,000 Population – (Community Impact)	Increased Number of new residential units created increased	2 High rate of new residential units created	2.7 pg. 46
Customer Service Measures				
Are building permit applications reviewed within the legislated timeframe?	Percentage of Building Permit Applications Reviewed within legislated timeframes – (Customer Service)	Increased Greater proportion reviewed within legislated timeframe	N/A	2.8 pg. 47
Are mandatory building inspections made within the legislated timeframe?	Percentage of Mandatory Inspections made within legislated timeframes – (Customer Service)	Stable Stable proportion inspected within legislated timeframe	N/A	2.9 pg. 47
Are emergency complaints inspections completed within one day?	Percentage of complaint inspections (emergency) completed in <1 day – (Customer Service)	Maximum Best possible result - 100% of emergency complaint inspections done within standard	N/A	2.10 pg. 47
Are complaint inspections about no building permit completed within two days?	% of complaint inspections (without permit) completed in <2 days – (Customer Service)	Increased Greater proportion inspected within standard	N/A	2.11 pg. 47
Are complaint inspections about zoning completed within five days?	% of complaint inspections (zoning & other) completed in <5 days– (Customer Service)	Increased Greater proportion inspected within standard	N/A	2.12 pg. 47

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Efficiency Measures				
What does it cost to enforce the Building Code per permit issued?	Building Cost per permit issued – (Efficiency)	Increased Cost per permit issued increased (fewer permits during recession)	4 Higher cost per permit issued	2.13 2.14 pg. 48
How much does it cost to enforce the Building Code per $1,000 of construction value?	Building Cost per $1,000 construction value – (Efficiency)	Increased Cost per $1,000 of construction value increased (Lower construction values during recession)	2 Building cost per $1,000 of construction is at median	2.15 pg. 48
Overall Results		Service/ Activity Level Indicators (Resources) 1 - Increased 0 - Stable 3 - Decreased 25% stable or increased	Performance Measures (Results) 7 - Favourable 1 - Stable 5 - Unfavour. 62% favourable or stable	Service/ Activity Level Indicators (Resources) 0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 0% above median	Performance Measures (Results) 0 - 1st quartile 4 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 80% above median	

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

How many building permits are issued in Toronto?



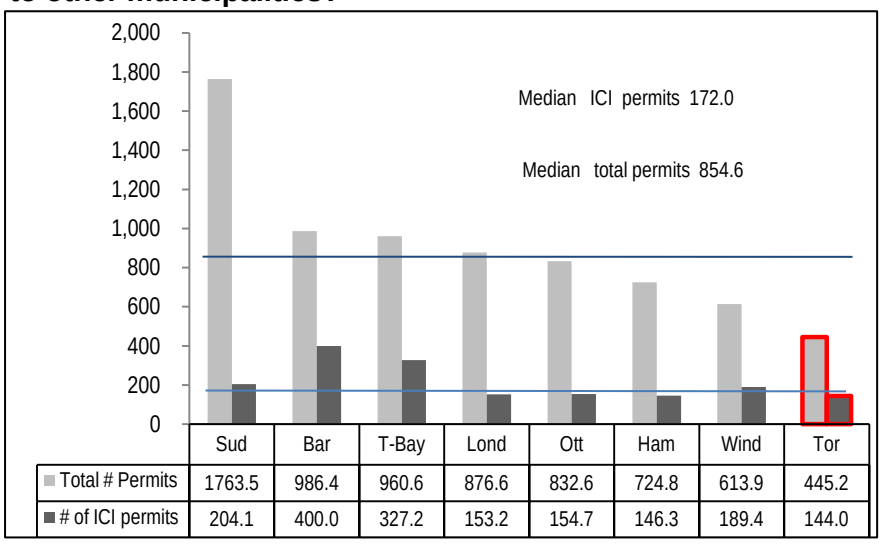
	2005	2006	2007	2008	2009
Total # Permits	431.6	451.2	643.4	662.2	445.2
# ICI Permits Issued	144.5	192.7	360.9	367.9	144.0
# Res. Permits<$50,000	75.0	71.9	225.9	227.8	184.6
# Res. Permits >$50,000	212.1	186.6	56.6	66.5	116.6

Chart 2.1 (City of Toronto) Number of Building Permits Issued (by Type) per 100,000 Population (Activity Level)

One method to review building service levels is to examine the number of building permits issued. Chart 2.1 provides Toronto's data, expressed on a per 100,000 population for the total permits issued and the three components that comprise that total.

In 2009, Toronto experienced a significant decline in the number of permits for the institutional, commercial and industrial (ICI) sector as well as a decrease in residential permits (<$50,000). The decline in these sectors was principally due to the recession, the development cycle and the six week municipal strike.

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



	Sud	Bar	T-Bay	Lond	Ott	Ham	Wind	Tor
Total # Permits	1763.5	986.4	960.6	876.6	832.6	724.8	613.9	445.2
# of ICI permits	204.1	400.0	327.2	153.2	154.7	146.3	189.4	144.0

Chart 2.2 (OMBI 2009) Total Number of Building Permits and ICI Permits Issued per 100,000 Population (Activity Level)

Chart 2.2 compares Toronto's 2009 result to other municipalities for the rate of total permits and ICI permits issued per 100,000 population.

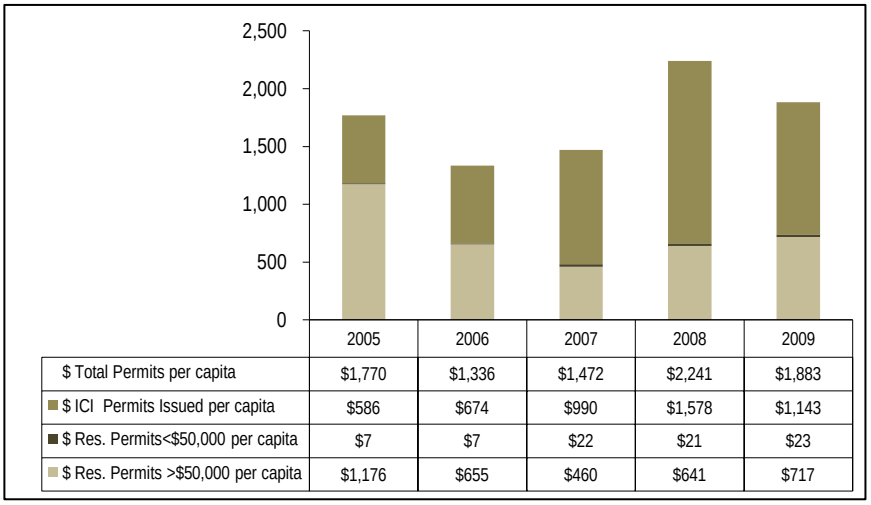
In terms of the highest number of building permits issued, Toronto ranks eighth of eight (fourth quartile) with the lowest rate of both total and ICI permits issued.

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 greenfields and serviced lands for development and municipal policy for what type of construction requires a permit or the requirement for multiple phased permits.

The limited availability of undeveloped land is a factor in Toronto's ranking. The majority of Toronto's activity derives from redevelopment of existing properties. Toronto's higher density is also a contributing factor of fewer larger permits relative to other Ontario municipalities.

Toronto requires up to three permits, including separate permits for plumbing and HVAC. Some municipalities may count 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?



	2005	2006	2007	2008	2009
$ Total Permits per capita	$1,770	$1,336	$1,472	$2,241	$1,883
$ ICI Permits Issued per capita	$586	$674	$990	$1,578	$1,143
$ Res. Permits<$50,000 per capita	$7	$7	$22	$21	$23
$ Res. Permits >$50,000 per capita	$1,176	$655	$460	$641	$717

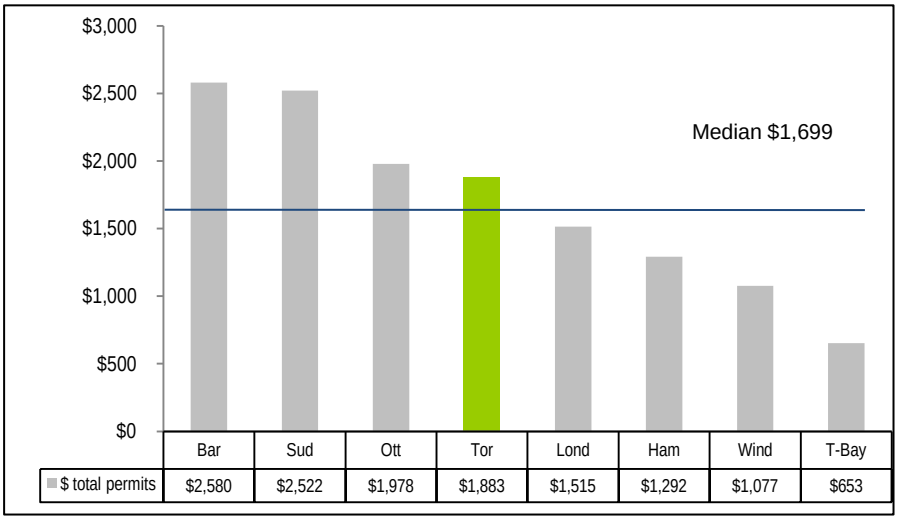
Chart 2.3 (City of Toronto) Construction Value of Building Permits Issued per Capita (Community Impact)

The construction value of building permits is an important indicator of economic activity in a municipality

Chart 2.3 provides Toronto's data, on a per capita basis, of the construction value of building activity in Toronto for the total permits issued and the three components that comprise that total.

Toronto's 2009 construction activity amounted to $5.2 billion which was a decrease of $0.9 billion from 2008 levels. While there was increased construction activity in the residential sector, it was exceeded by a decrease in the ICI sector due to the recession, the development cycle, and the six week municipal strike in the summer.

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



	Bar	Sud	Ott	Tor	Lond	Ham	Wind	T-Bay
$ total permits	$2,580	$2,522	$1,978	$1,883	$1,515	$1,292	$1,077	$653

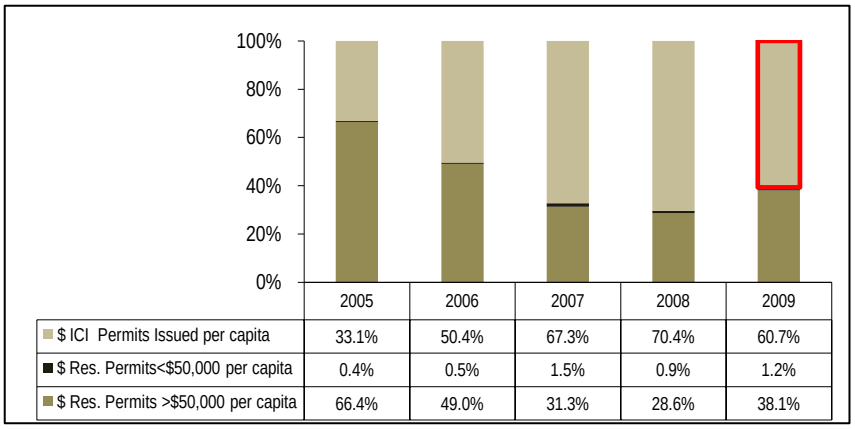
Chart 2.4 (OMBI 2009) Construction Value of Building Permits Issued per Capita (Community Impact)

Chart 2.4 compares Toronto's 2009 construction value of all building permits issued per capita to other municipalities.

In terms of the highest construction value per capita, Toronto ranks fourth of eight (second quartile).

The construction value of building permits in municipalities is influenced by the level of economic activity in a municipality and the availability of vacant greenfields and serviced lands for development. As noted earlier, Toronto's limited availability of undeveloped land is a contributing factor in Toronto's ranking, because most of the activity derives from redevelopment of existing properties at higher densities of higher value per permit.

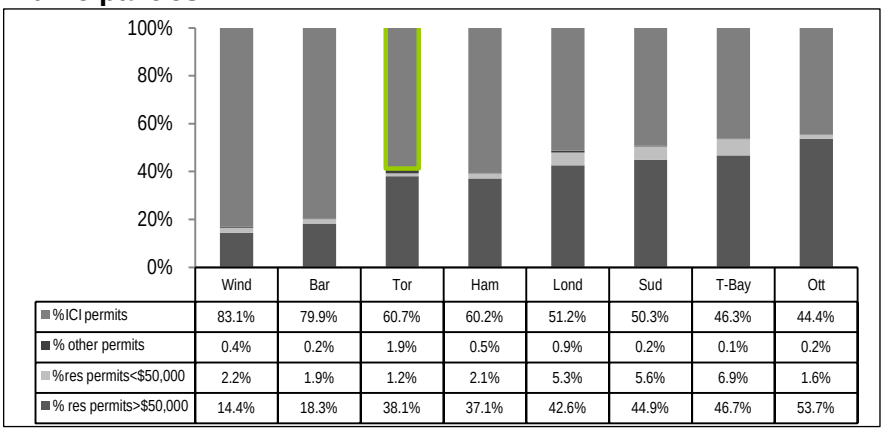
What is the ratio of residential and commercial construction values in Toronto?



	2005	2006	2007	2008	2009
$ ICI Permits Issued per capita	33.1%	50.4%	67.3%	70.4%	60.7%
$ Res. Permits<$50,000 per capita	0.4%	0.5%	1.5%	0.9%	1.2%
$ Res. Permits >$50,000 per capita	66.4%	49.0%	31.3%	28.6%	38.1%

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

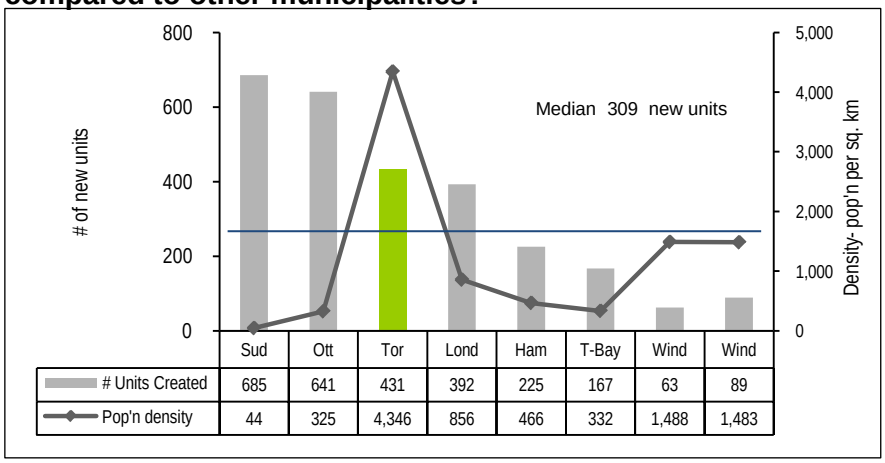
What is the ratio of residential and commercial construction values in Toronto compared to other municipalities?



	Wind	Bar	Tor	Ham	Lond	Sud	T-Bay	Ott
%ICI permits	83.1%	79.9%	60.7%	60.2%	51.2%	50.3%	46.3%	44.4%
% other permits	0.4%	0.2%	1.9%	0.5%	0.9%	0.2%	0.1%	0.2%
%res permits<$50,000	2.2%	1.9%	1.2%	2.1%	5.3%	5.6%	6.9%	1.6%
% res permits>$50,000	14.4%	18.3%	38.1%	37.1%	42.6%	44.9%	46.7%	53.7%

Chart 2.6 (OMBI 2009) Commercial/ Residential Split of Total Construction Value (Community Impact)

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



	Sud	Ott	Tor	Lond	Ham	T-Bay	Wind	Wind
# Units Created	685	641	431	392	225	167	63	89
Pop'n density	44	325	4,346	856	466	332	1,488	1,483

Chart 2.7 (OMBI 2009) New Residential Units Created per 100,000 Population (Community Impact) and Population Density

In addition to the absolute dollar value of construction, it is important to consider 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. In 2009, there was a decrease in the ICI share of construction value as a result of the recession, the development cycle, and the six week municipal strike in the summer.

Chart 2.6 compares Toronto to other municipalities for the 2009 component split of total construction values, sorted from the highest to lowest percentage of ICI construction. Toronto ranks third of eight (second quartile) in terms of having the highest ICI percentage. The construction of new housing to attract and accommodate new and existing residents is a goal of municipalities. Figure 2.7 compares Toronto's 2009 results to other municipalities for the number residential units created per 100,000 population, plotted as bars relative to the left axis.

In terms of having the highest rate of new housing created, Toronto ranks third of eight (second quartile). Toronto's 2009 result of 431 new units per 100,000 population increased by 3 per cent over the 2008 result
The availability of vacant greenfields and serviced lands has a large impact on the number of new housing units created. Toronto does not have much undeveloped land and most of the new residential units in Toronto are re-developed condominium construction. Toronto's population density is also reflected in Chart 2.7.

Are building permit applications reviewed within the legislated timeframe?

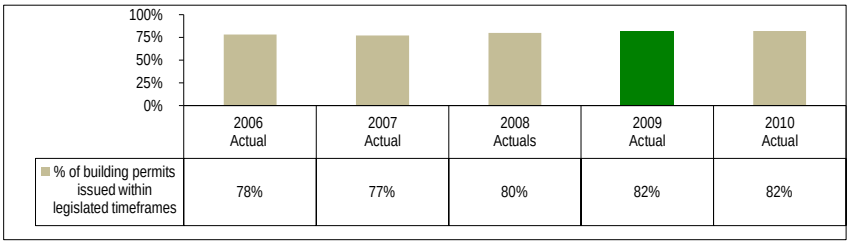


Chart 2.8 (City of Toronto) % of Building Permits Issued Within Legislated Timeframes (Customer Service)

Are mandatory building inspections made within the legislated timeframe?

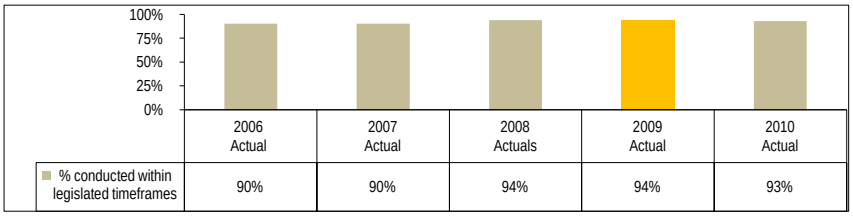


Chart 2.9 (City of Toronto) % of Mandatory Inspections Conducted Within Legislated. Timeframes (Customer Service)

Are emergency complaints inspections completed within one day?

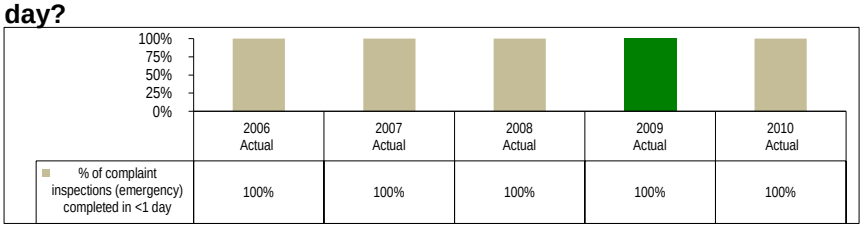


Chart 2.10 (City of Toronto) % of Complaint Inspections (Emergency) Completed in <1 day (Customer Service)

Are complaint inspections about no building permit completed within two days?

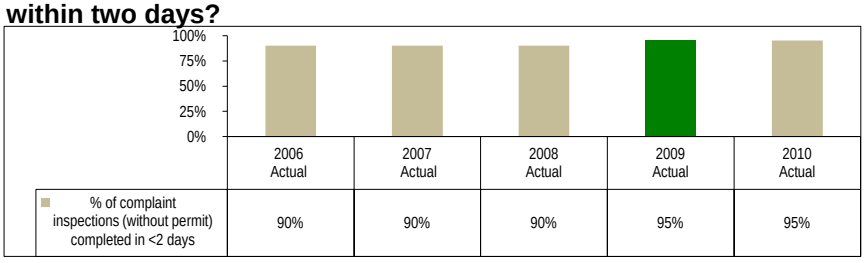


Chart 2.11(City of Toronto) % of Complaint Inspections (Without Permit) Completed in <2 days (Customer Service)

Are complaint inspections about zoning completed within five days?

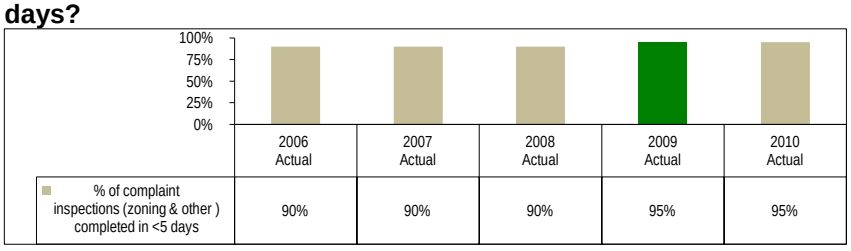


Chart 2.12 (City of Toronto) % of Complaint Inspections (Zoning and Other) Completed in <5 days (Customer Service)

Legislated timeframes for completed application review 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

Chart 2.8 shows Toronto's results for meeting these standards for building permit review and issuance and shows improved results in 2009 from prior years.

Chart 2.9 reflects results for mandatory inspections required for projects to proceed, which are to be completed within two days of receiving the inspection request. Results improved in 2009 from prior years.

Complaints that require an inspection to resolve an issue take appropriate enforcement action are to be completed within:

- one day for emergency complaints (Chart 2.10), which was met 100 per cent of the time
- two days where complaints relate to no building permit (Chart 2.11), which was met 95 per cent of the time
- five days for zoning and other complaints (Chart 2.12), which was met 95 per cent of the time

Data for 2010 is also provided for these measures.

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

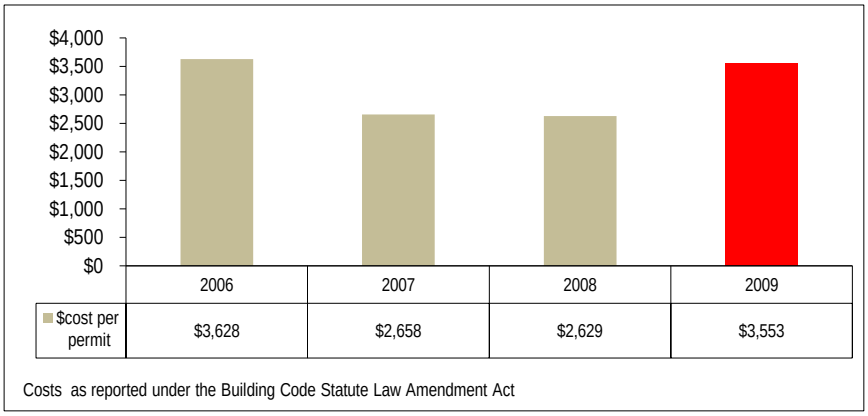


Chart 2.13 (City of Toronto) Building Services Cost per Building Permit Issued (Efficiency)

How does Toronto's cost to enforce the building code (per permit issued) compare to other municipalities?

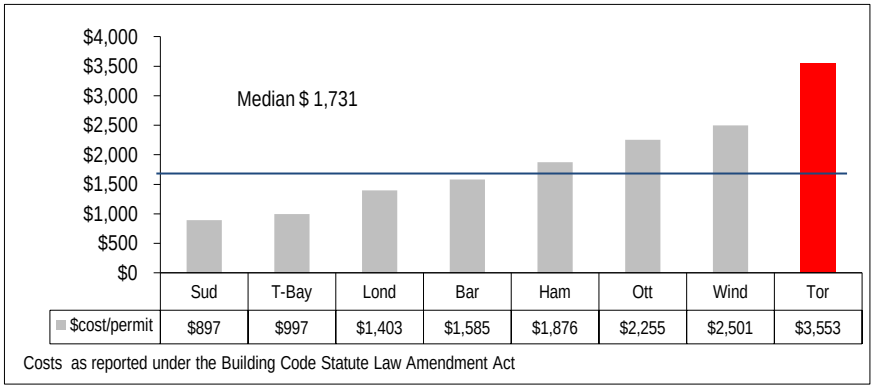


Chart 2.14 (OMBI 2009) Cost of Enforcing the Building Code per Building Permit Issued (Efficiency)

How does Toronto's cost to enforce the building code (per $1,000 of construction), compare to others?

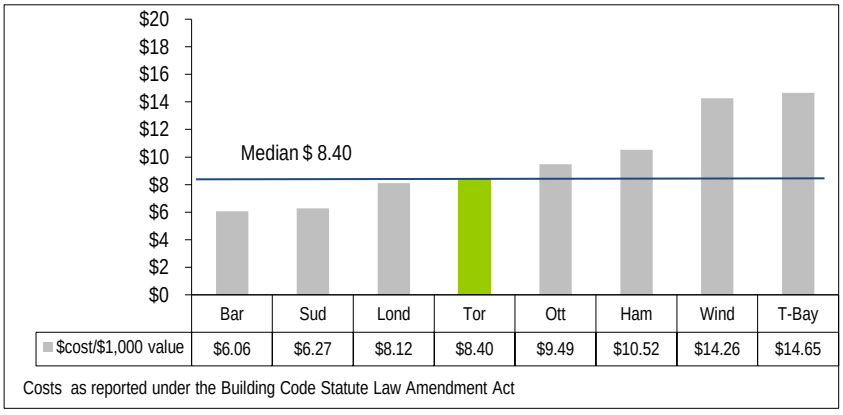


Chart 2.15 (OMBI 2009) Cost of Enforcing the Building Code per $1,000 of Construction Value (Efficiency)

The activities included in building services costs include:

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

Chart 2.13 reflects Toronto's cost to enforce the Building Code per building permit issued. The significant increase in 2009 cost per permit was primarily caused by a 33 per cent drop in the number of permits issued as illustrated in Chart 2.1.

Chart 2.14 compares Toronto's 2009 to other municipalities for the cost to enforce the Building Code per building permit issued. Toronto ranks eight of eight (fourth quartile) in terms of having the lowest cost.

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

Chart 2.15 takes into account the magnitude of construction activity and reflects the cost of enforcing the Building Code per $1,000 of construction value.

Toronto ranks fourth of eight (second quartile) in terms of having the lowest cost to enforce the Building Code per $1,000 of construction value. This measure does not take into account the complexity of development in Toronto compared to most other municipalities**.**

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements:

- implemented new bylaws:
    - new Sign Bylaw and Third Party Sign Tax
    - Green Roof Bylaw and release of supplementary guidelines
    - transition to new Zoning Bylaw
- introduced new Complete Application requirements to implement legislative changes
- electronic customer service improvements:
    - TelePermit system to book inspections fully implemented

2011 Initiatives Planned

- legislated service levels (manage the Division's capacity to meet legislated time frames for the review of complete permit applications for all types of building projects and to meet legislated time frames for mandatory inspections and improve average response for complaint investigations)
- legislative change
    - influence and respond effectively to new legislation and legislative amendments that affect the development of the City
    - develop and implement appropriate amendments to the Municipal Code, Construction and Demolition Bylaw to achieve the Toronto Building Mission Statement
- achieve ongoing financial sustainability (control costs and maximize revenue base to maintain full operating cost offsets)
- healthy and safety (enhance safety in the workplace by implementing corporate health and safety policy and provide effective response to building related emergencies)

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:

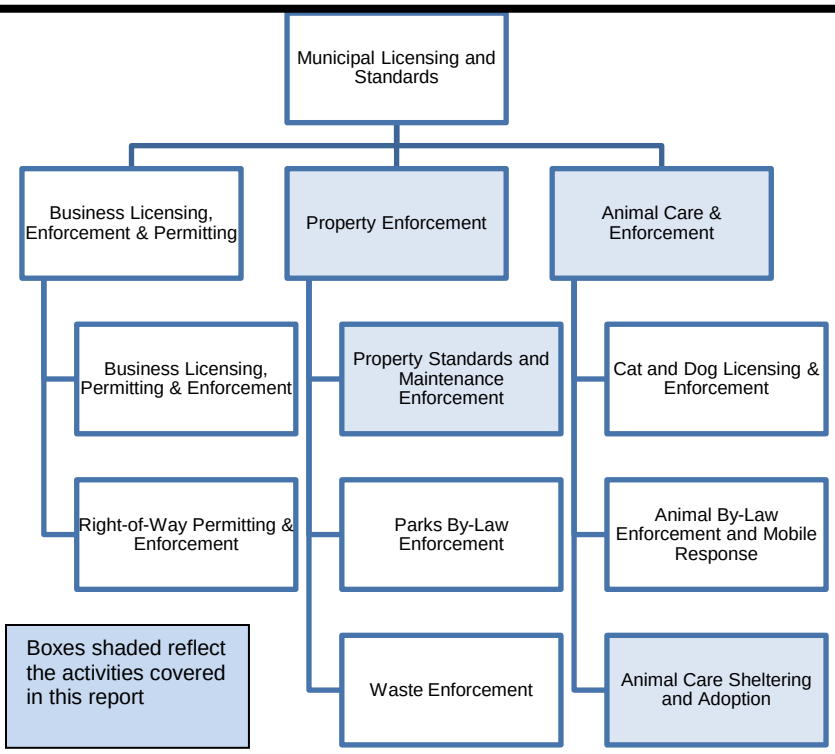
- permit requirements: municipal policy for what type of construction requires a permit and the phasing of permits (one for the foundation, one for plumbing, one for the structure, etc.)

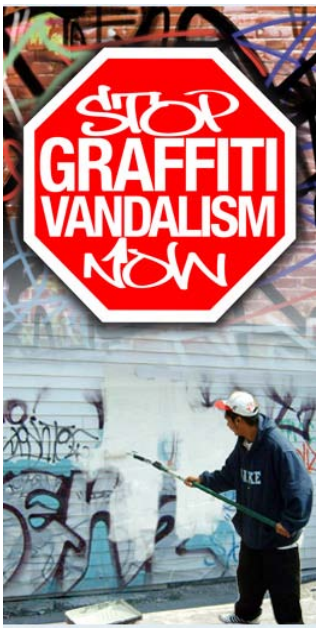
- complexity: size and technical complexity of permit applications and construction work requiring varying amounts of review/inspection times, e.g. costs associated with reviewing and inspecting tract housing (new suburbs) tend to be lower than costs associated with infill projects, custom homes, renovations and larger buildings

- established service standards: some municipalities have opted to deliver enhanced services such as targeting a higher turn-around time for reviews and thus issuance of certain categories of permits

- geographic size: can lead to more travel time and fewer inspections per day resulting in higher costs per permit

Bylaw Enforcement Services





Bylaw enforcement services in the City of Toronto are provided by various City divisions.

The Municipal Licensing and Standards division's Investigation Services unit enforces provisions of the 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
- 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 about responsible pet ownership to ensure public safety

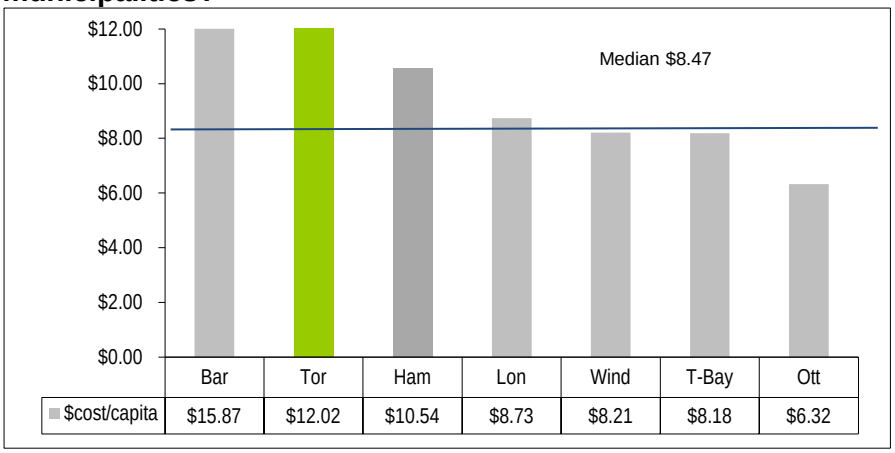
Enforcement involves the inspection of public and private property and municipally licensed businesses to ensure compliance with City bylaws and regulations in order to maintain a high level of public safety, consumer protection, neighbourhood integrity and cleanliness.

Municipal Licensing and Standards 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service / Activity Level Indicators				
How much is spent on bylaw enforcement per capita?	Total Specified Bylaw Enforcement Cost per Capita - (Service Level)	Increased Spending per capita on bylaw enforcement increased (service level indicator)	2 Higher spending per capita on Bylaw Enforcement (service level indicator)	3.1 pg. 52
How many bylaw enforcement inspections are done in relation to the number of complaints?	Number of Inspections per Bylaw Complaint - (Service Level)	Decreased Rate of inspections relative to complaints decreased (service level indicator) (related to 2009 strike)	2 Low rate of inspections relative to complaints (service level indicator)	3.2 3.3 pg. 52
Community Impact Measures				
How many bylaw complaints do residents make?	Number of Specified Bylaw Complaints per 100,000 Population - (Community Impact)	Decreased Number of complaints received decreased	2 Lower number of complaints received	3.4 3.5 pg. 53
What per cent of residents voluntarily comply after a bylaw infraction?	Percentage of Voluntary Compliance to Bylaw Infractions - (Community Impact)	Stable Rate of voluntary compliance remained stable at very high/good rates	2 Higher rate of voluntary compliance	3.6 3.7 pg. 53
Customer Service Measures				
How long does it take to resolve a yard maintenance bylaw complaint?	Average Time (Days) to Resolve/Close Yard Maintenance Bylaw Complaints – (Customer Service)	Increased Time to resolve yard maintenance complaint increased (due to 2009 strike – results in 2010 show significant decrease/improvement)	4 Longest time to resolve yard maintenance complaint	3.8 3.9 pg. 54
How long does it take to resolve a property standards bylaw complaint?	Average Time (Days) to Resolve/Close Property Standards Bylaw Complaints – (Customer Service)	Increased Time to resolve property standard complaint increased (due to 2009 strike – results in 2010 show significant decrease/improvement)	4 Longest time to resolve property standards complaint	3.10 pg. 54
Overall Results		Service Level Indicators (Resources) 1 - Increased 0 - Stable 1 - Decreased. 50% stable or increased Performance Measures (Results) 1 - Favourable 1 - Stable 2 - Unfavour. 50% favourable or stable	Service Level Indicators (Resources) 0 - 1st quartile 1 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 50% above median Performance Measures (Results) 0 - 1st quartile 2 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 50% above median	

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

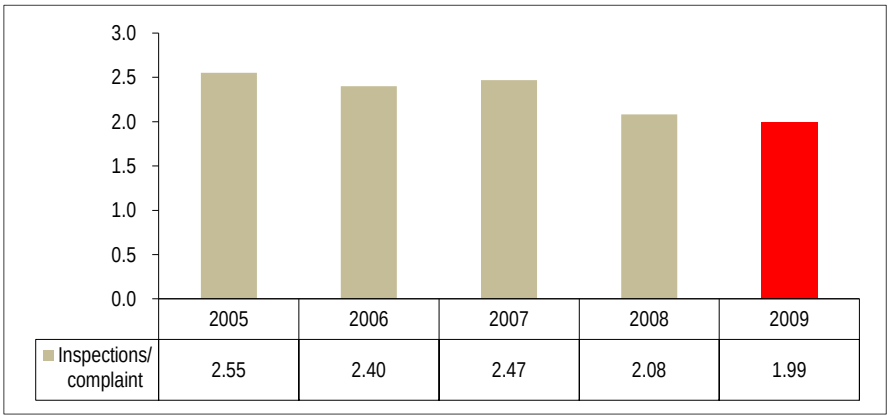
How does Toronto's cost of bylaw enforcement compare to other municipalities?



	Bar	Tor	Ham	Lon	Wind	T-Bay	Ott
$cost/capita	$15.87	$12.02	$10.54	$8.73	$8.21	$8.18	$6.32

Chart 3.1(OMBI 2009) Cost of Bylaw Enforcement per Capita (Service Level)

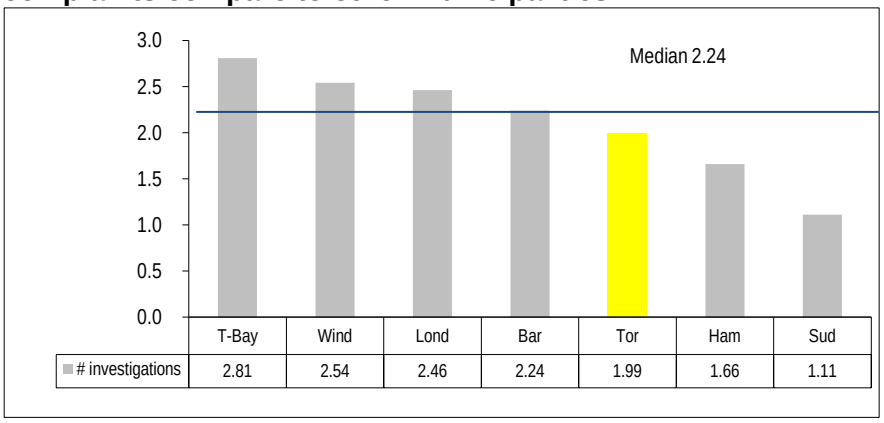
How many bylaw enforcement inspections are done in Toronto in relation to the number of complaints?



	2005	2006	2007	2008	2009
Inspections/ complaint	2.55	2.40	2.47	2.08	1.99

Chart 3.2 (City of Toronto) Average Number of Bylaw Inspections per Complaint (Service Level)

How does Toronto's rate of bylaw inspections relative to complaints compare to other municipalities?



	T-Bay	Wind	Lond	Bar	Tor	Ham	Sud
# investigations	2.81	2.54	2.46	2.24	1.99	1.66	1.11

Chart 3.3 (OMBI 2009) Number of Bylaw Inspections per Complaint (Service Level)

To improve comparability with other municipalities on bylaw enforcement, all charts in this section

- include - yard maintenance, property standards, zoning enforcement, noise control, and animal control
- exclude- waste enforcement, fences, graffiti, abandoned appliances, vending, sign enforcement, vital services, adequate heat, boulevard marketing, and rooming house licensing

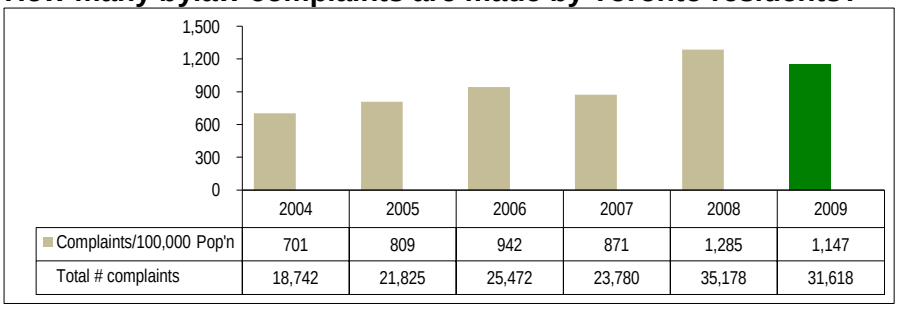
Chart 3.1 compares Toronto's 2009 cost per capita of bylaw enforcement to other Ontario municipalities. Toronto ranks second of seven (second quartile) in terms of having the highest cost per capita, which provides an indication of service levels.

Chart 3.2 displays the average number of bylaw inspections made by Toronto staff, per complaint received from residents. The six week strike in 2009 impacted the number of inspections per complaint.

During the strike period, only a limited number of inspections could be performed regarding complaints received prior to and during the strike, leading to the decreased 2009 result

Chart 3.3 compares results for Toronto to other municipalities for the average number of inspections per complaint and Toronto ranks fifth of seven (third quartile) in terms of having the highest rate of inspections.

How many bylaw complaints are made by Toronto residents?



	2004	2005	2006	2007	2008	2009
Complaints/100,000 Pop'n	701	809	942	871	1,285	1,147
Total # complaints	18,742	21,825	25,472	23,780	35,178	31,618

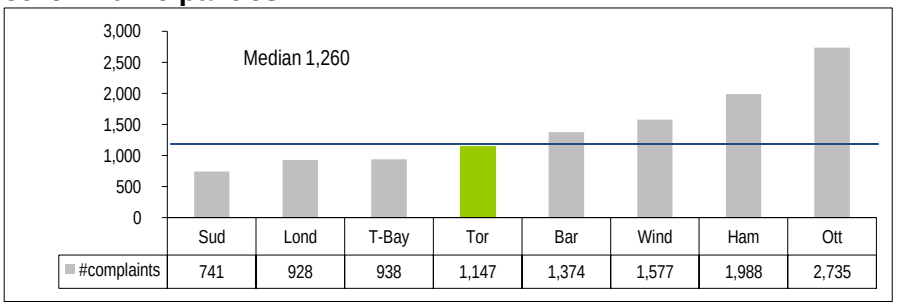
Chart 3.4 (City of Toronto) Number of Complaints per 100,000 Population (Community Impact)

To assess if residents comply with bylaws , the number of complaints made by residents about bylaw infractions provides an indication of success.

Chart 3.4 provides Toronto's total number and rate of bylaw complaints per 100,000 population.

Complaints in 2009 decreased from 2008; however, it should be noted that complaints related to the 2009 strike could not be isolated. As such, it is unclear if the decline was attributed to the strike or the start of a downward trend.

How does the Toronto's rate of bylaw complaints compare to other municipalities?

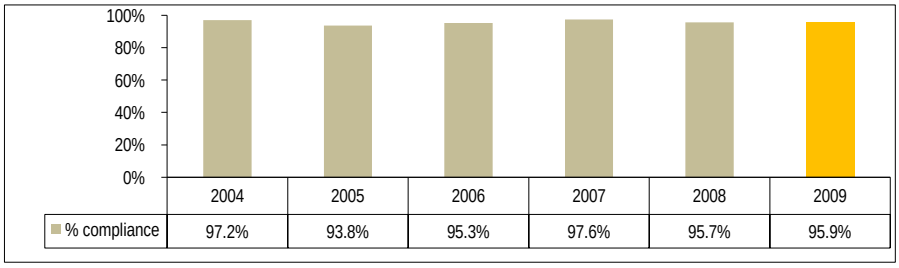


	Sud	Lond	T-Bay	Tor	Bar	Wind	Ham	Ott
#complaints	741	928	938	1,147	1,374	1,577	1,988	2,735

Chart 3.5 (OMBI 2009) Number of Bylaw Complaints per 100,000 Population (Community Impact)

Chart 3.5 compares Toronto's 2009 rate of bylaw enforcement complaints to other municipalities. Toronto ranks fourth of eight (second quartile in terms of having the lowest complaint rate.

What percent of Toronto residents voluntarily comply after a bylaw infraction?



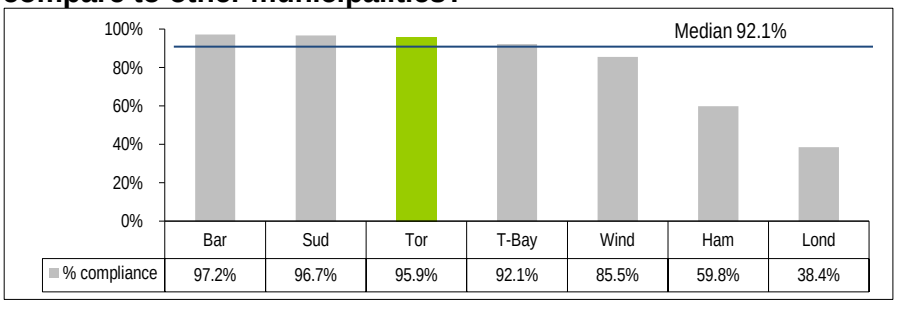
	2004	2005	2006	2007	2008	2009
% compliance	97.2%	93.8%	95.3%	97.6%	95.7%	95.9%

Chart 3.6 (City of Toronto) Percent of Voluntary Compliance After Bylaw Infraction (Community Impact)

Once staff respond to a complaint and confirm a bylaw infraction, the offending party must comply with the specified bylaws. If this is not done voluntarily, staff may be required to follow-up with enforcement or prosecution.

Chart 3.6 reflects Toronto's voluntary compliance rate for bylaw infractions. The fact that voluntary compliance has been over 95 per cent in all years from 2004 to 2009 (except 2006), demonstrates the success of staff efforts.

How does Toronto's rate of voluntarily bylaw compliance compare to other municipalities?

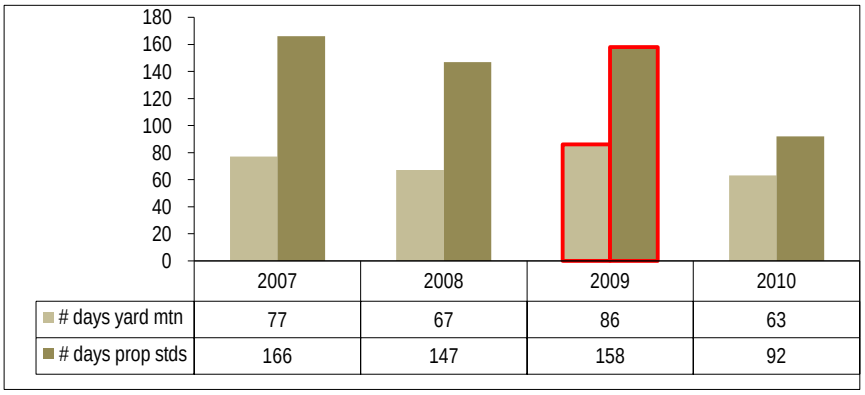


	Bar	Sud	Tor	T-Bay	Wind	Ham	Lond
% compliance	97.2%	96.7%	95.9%	92.1%	85.5%	59.8%	38.4%

Chart 3.7 (OMBI 2009) Percent of Voluntary Compliance after Bylaw Infraction (Community Impact)

Chart 3.7 compares Toronto's 2009 voluntary compliance rate for bylaw infractions to other municipalities and Toronto ranks third of seven (second quartile) in terms of having the highest compliance rate.

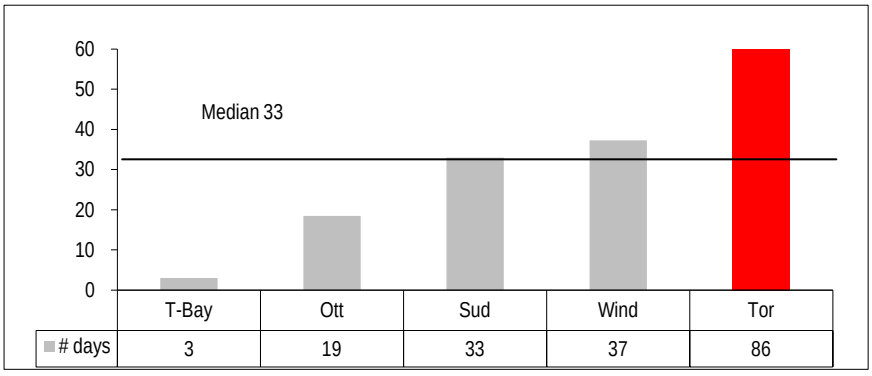
How long does it take in Toronto to resolve a bylaw complaint?



	2007	2008	2009	2010
# days yard mtn	77	67	86	63
# days prop stds	166	147	158	92

Chart 3.8 (City of Toronto) Average Number of Days to Resolve/Close Bylaw Complaint (Customer Service)

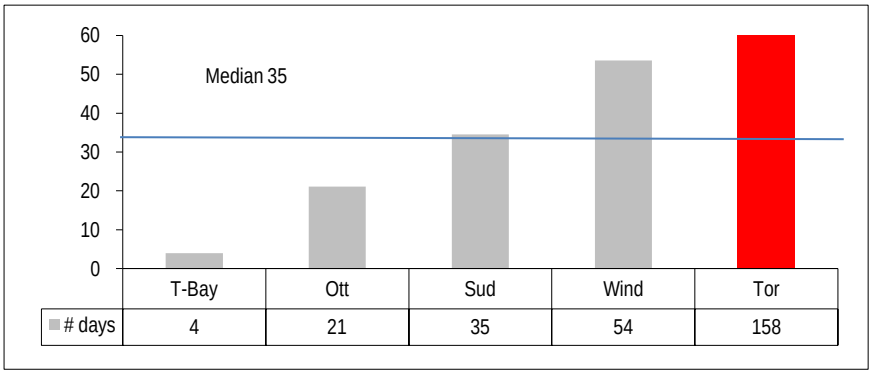
How does the time it takes to resolve yard maintenance bylaw complaints in Toronto compared to other municipalities?



	T-Bay	Ott	Sud	Wind	Tor
# days	3	19	33	37	86

Chart 3.9 (OMBI 2009) Average Number of Days to Resolve/Close Yard Maintenance Bylaw Complaint (Customer Service)

How does the time it takes to resolve property standards bylaw complaints in Toronto compared to other municipalities?



	T-Bay	Ott	Sud	Wind	Tor
# days	4	21	35	54	158

Chart 3.10 (OMBI 2009) Average Number of Days to Resolve/Close Property Standards Bylaw Complaint (Customer Service)

Chart 3.8 provides Toronto's data on the average number of days it takes to resolve or close a substantiated complaint regarding yard maintenance and property standards. In 2009 the time required to close a complaint file increased, but this increase can be attributed to the six week strike, as discussed under Chart 3.2. Data for 2010 has also been included to illustrate the results of staff initiatives to reduce the time to close complaint files

The latest data available for the period January 1 to April 30 of 2011, shows the following results in comparison to the same 2008 period (complaints increased 71 per cent over the same period), regarding the average number of days to close a complaint file:

- yard maintenance – 64 days in 2011 vs. 83 days in 2008
- property standards – 71 days in 2011 vs. 141 days in 2008

Charts 3.9 and 3.10 compares Toronto's 2009 results to other municipalities on the average time it takes to resolve or close yard maintenance and property standards complaints

Toronto ranks fifth of five (fourth quartile) with the longest time to resolve both yard maintenance and property standards complaints. Toronto, unlike the other municipalities in Chart 3.9 *does not* consider investigation files closed when extensions (including those from Property. Standards Committee), are given and/or the case goes to court. As a result, final resolution takes much longer in Toronto. An initiative has begun that will define an 'abeyance' category for investigations that involve extensions and court time.

2010 Achievements and 2011 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 Bylaw enforcement program:

2010 Initiatives Completed/Achievements:

- a remote computing system was implemented to update the bylaw enforcement management information system (IBMS), and a case management strategy was developed to merge different databases utilized to track enforcement activities.
- the Multi Residential Apartment Building Inspection Program (MRAB) continued with another 200 apartments inspected
- reviewed processes in order to reduce the average time it takes to close a bylaw complaint file
- a Customer Response Centre was established to facilitate a triage and work assignment function and to support the other service standards

2011 Initiatives Planned:

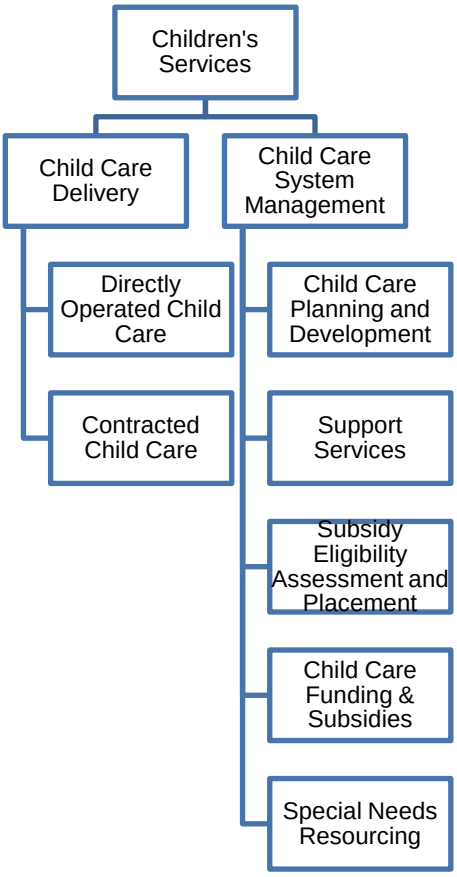
- improve response times and support the City's 311 objectives by enhancement of rapid response capability utilizing real time contact with field staff
- expand the mandate of the Waste Enforcement Unit to focus more on private property issues
- develop a cat (stray & feral) over-population strategy with the potential to reduce long-term costs.
- develop and implement more aggressive and innovative marketing to promote cat adoptions
- reduce overtime and standby costs through the implementation of work shifts

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 child care 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 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service Level Indicators				
How much is spent or invested for childcare per child (aged 12 and under)?	Investment per 1,000 Children (12 & under - (Service Level)	Increased Investment/gross cost per child increased (service level indicator)	1 Highest level of expenditures on children (service level indicator)	4.1 4.2 pg. 58
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)	Increased Number of regulated spaces increased	2 High number of regulated spaces	4.3 4.4 pg. 59
How many subsidized childcare spaces are available?	Fee Subsidy Child Care Spaces per 1,000 LICO Children – Community Impact)	Stable Number of subsidized spaces was stable	2 High number of subsidized spaces	4.5 4.6 pg. 60
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 per cent	4 Highest proportion of low income children	4.6 pg. 60
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)	Increased Size of wait list for a subsidized space increased	3 Larger waiting list for a subsidized child care space	4.7 pg. 60
Efficiency Measures				
How much does it cost per year, to provide an average child care space?	Annual Child Care Service Cost per Normalized 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. 61
Overall Results		Service Level Indicators (Resources) 1- Increased 0 - Stable 0 - Decreased 100% stable or increased	Performance Measures (Results) 1 - Favourable 2 - Stable 1 - Unfavour. 75% 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 1 - 3rd quartile 2 - 4th quartile 40% above median	

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

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

	2004	2005	2006	2007	2008	2009
2009 change in acct. policy						$11
Gross $ Investment /Child	$733	$792	$957	$965	$998	$1,011

Chart 4.1 (City of Toronto) Gross Cost/Investment per Child ages 12 and Under (Service Level)

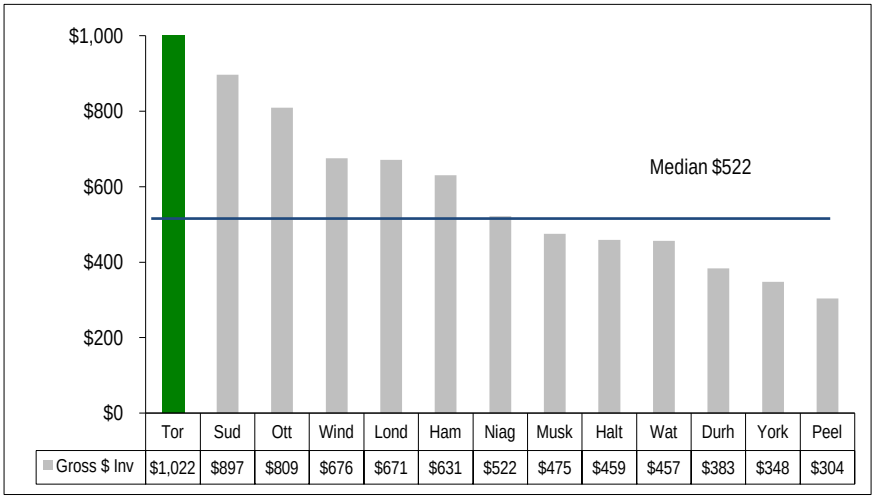
One method of examining service levels for child care is to relate municipal costs to all children under the age of 12.

This category includes children who are 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. It shows an increased cost/investment in 2009.

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 (investment) per child under 12, compare to other municipalities?



	Tor	Sud	Ott	Wind	Lond	Ham	Niag	Musk	Halt	Wat	Durh	York	Peel
Gross $ Inv	$1,022	$897	$809	$676	$671	$631	$522	$475	$459	$457	$383	$348	$304

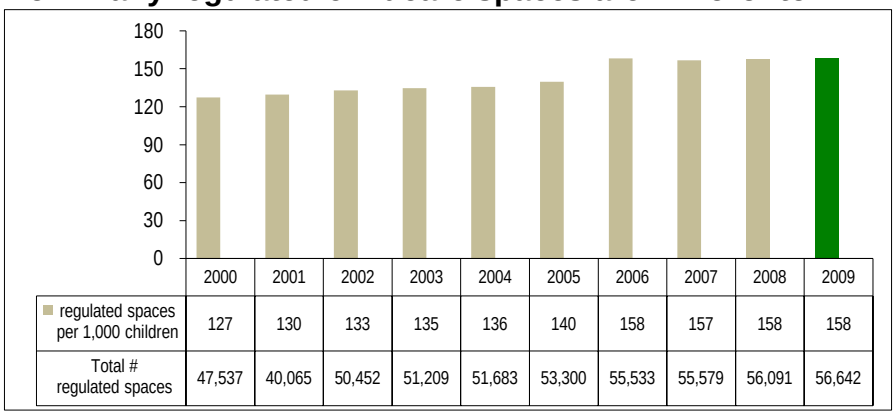
Chart 4.2 (OMBI 2009) Gross Investment per Child ages 12 and Under (Service Level)

Chart 4.2 compares Toronto's 2009 child care cost or investment per child to other Ontario municipalities.

Toronto ranks first of 13 municipalities (first quartile), in with the highest cost or investment per child.

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

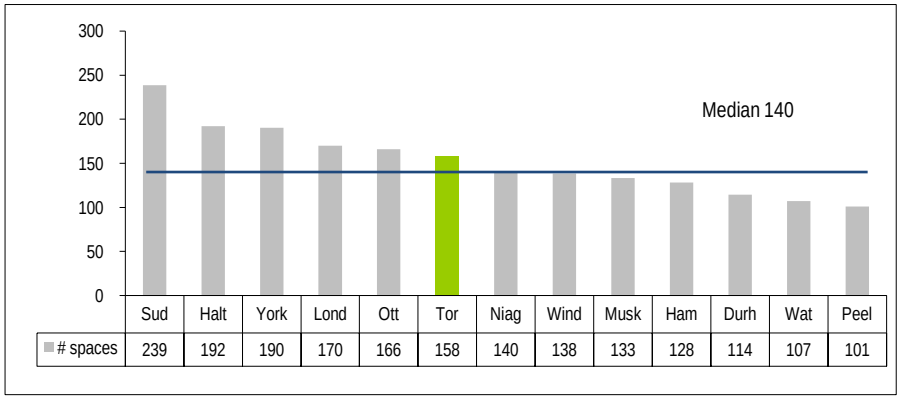
How many regulated childcare spaces are in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
regulated spaces per 1,000 children	127	130	133	135	136	140	158	157	158	158
Total # regulated spaces	47,537	40,065	50,452	51,209	51,683	53,300	55,533	55,579	56,091	56,642

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

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



	Sud	Halt	York	Lond	Ott	Tor	Niag	Wind	Musk	Ham	Durh	Wat	Peel
# spaces	239	192	190	170	166	158	140	138	133	128	114	107	101

Chart 4.4 (OMBI 2009) Regulated Child Care Spaces per 1,000 Children Under 12 - (Community Impact)

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 on the total number and rate of regulated Child Care spaces there were in Toronto per 1,000 children under the age of 12. It shows small increases each year between 2006 and 2009.

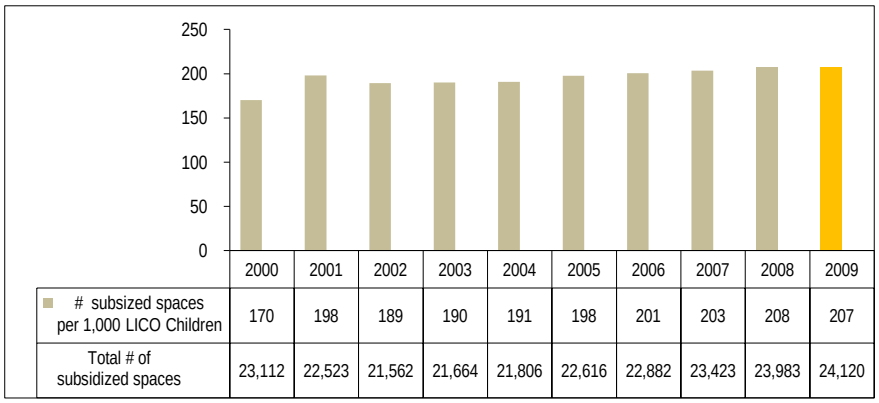
Chart 4.4 compares 2009 results for the number of regulated child care spaces there were per 1,000 children under 12 in Toronto, relative to other Ontario municipalities.

Toronto ranks sixth of 13 (second 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.

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

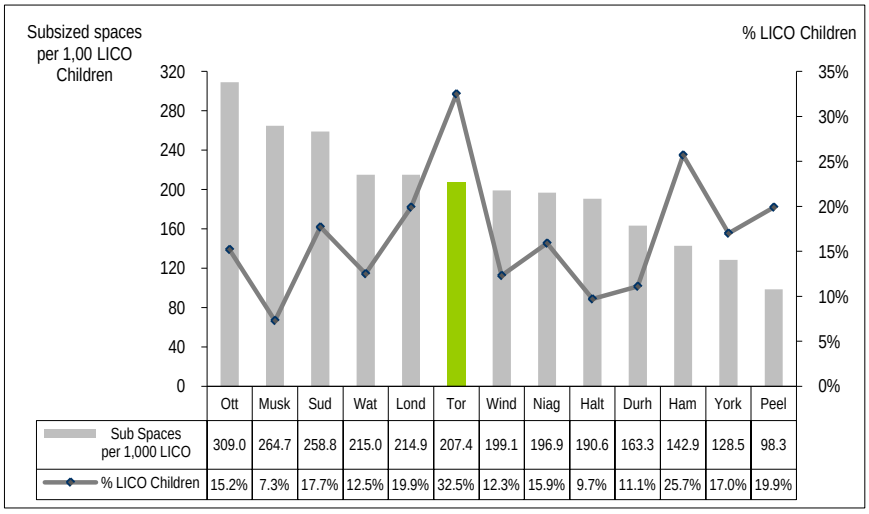
How many subsidized child care spaces are in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# subsized spaces per 1,000 LICO Children	170	198	189	190	191	198	201	203	208	207
Total # of subsidized spaces	23,112	22,523	21,562	21,664	21,806	22,616	22,882	23,423	23,983	24,120

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

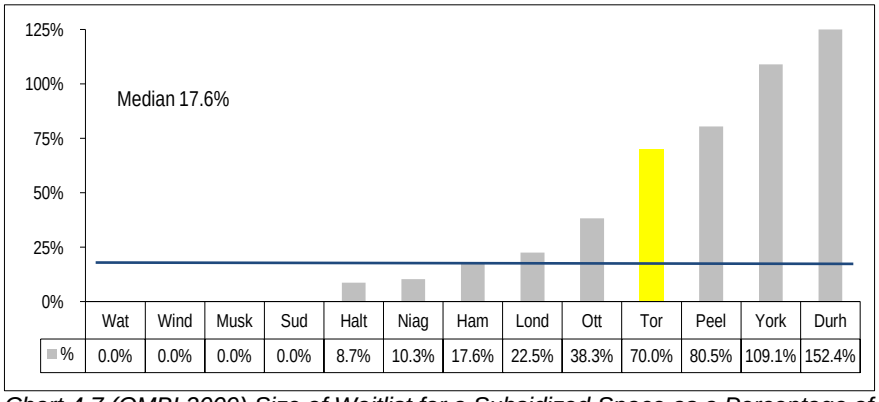
How does the number of subsidized child care spaces in Toronto compare to other municipalities?



	Ott	Musk	Sud	Wat	Lond	Tor	Wind	Niag	Halt	Durh	Ham	York	Peel
Sub Spaces per 1,000 LICO	309.0	264.7	258.8	215.0	214.9	207.4	199.1	196.9	190.6	163.3	142.9	128.5	98.3
% LICO Children	15.2%	7.3%	17.7%	12.5%	19.9%	32.5%	12.3%	15.9%	9.7%	11.1%	25.7%	17.0%	19.9%

Chart 4.6 (OMBI 2009) Subsidized Spaces per 1,000 LICO (Low Income) Children (Community Impact) and % of All Children Considered as LICO Children

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



	Wat	Wind	Musk	Sud	Halt	Niag	Ham	Lond	Ott	Tor	Peel	York	Durh
%	0.0%	0.0%	0.0%	0.0%	8.7%	10.3%	17.6%	22.5%	38.3%	70.0%	80.5%	109.1%	152.4%

Chart 4.7 (OMBI 2009) Size of Waitlist for a Subsidized Space as a Percentage of All Subsidized Spaces (Community Impact)

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 number of subsidized child care spaces increased, but were stable in 2009.

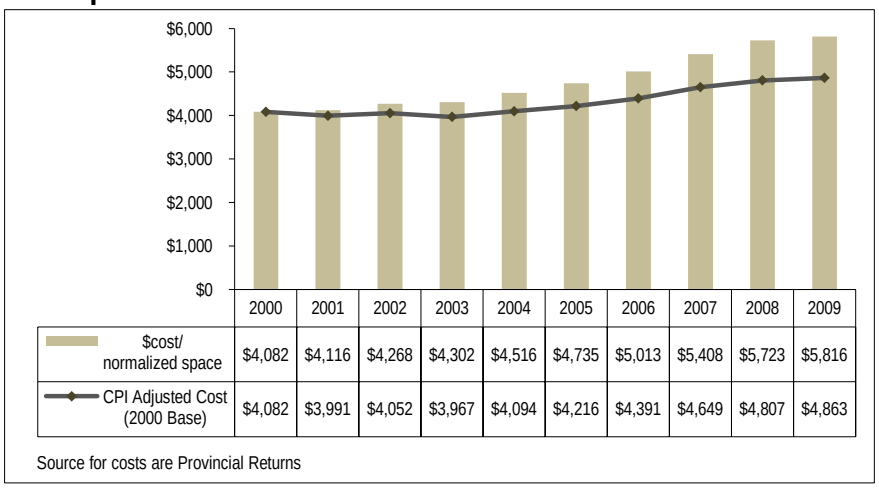
Chart 4.6 compares Toronto's 2009 result to other municipalities for the number of subsidized child care spaces per 1,000 children in low income (LICO) families, reflected as bars relative to the left axis. Toronto ranks sixth of 13 municipalities (second quartile) in terms of having the highest number of subsidized spaces.
The number of subsidized spaces in municipalities is 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, and is plotted as a line graph relative to the right axis. This provides some indication of the level of child poverty. Toronto has the highest levels of low income children compared to other municipalities.

The relationship between these two measures indicates that Toronto may be underserved in terms of the number of subsidized spaces.

Chart 4.7 summarizes the size of the waitlist in 2009 for a subsidized child care space as a percentage of all subsidized spaces. Toronto ranks 10th of 13 (third quartile) in terms of having the smallest waiting list. The size of the waitlist in Toronto grew from 57.4 per cent in 2008 to 70.0 per cent in 2009.

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

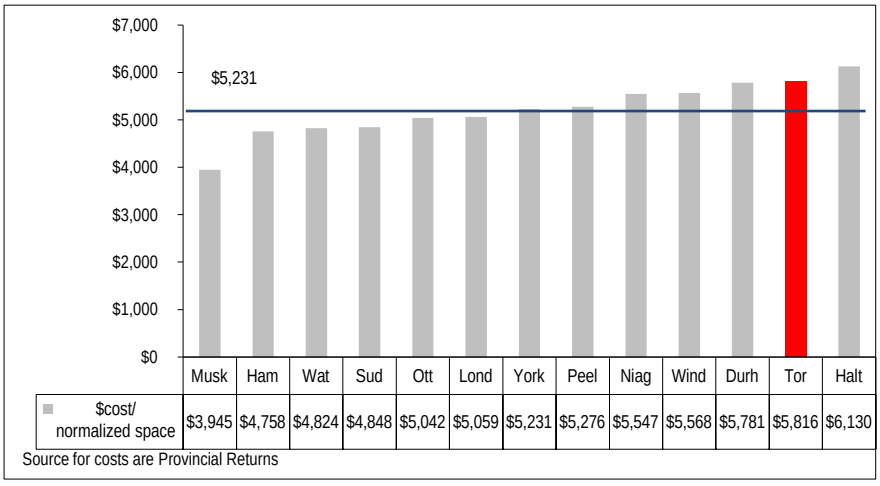


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
$cost/ normalized space	$4,082	$4,116	$4,268	$4,302	$4,516	$4,735	$5,013	$5,408	$5,723	$5,816
CPI Adjusted Cost (2000 Base)	$4,082	$3,991	$4,052	$3,967	$4,094	$4,216	$4,391	$4,649	$4,807	$4,863

Source for costs are Provincial Returns

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

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



	Musk	Ham	Wat	Sud	Ott	Lond	York	Peel	Niag	Wind	Durh	Tor	Halt
$cost/ normalized space	$3,945	$4,758	$4,824	$4,848	$5,042	$5,059	$5,231	$5,276	$5,547	$5,568	$5,781	$5,816	$6,130

Source for costs are Provincial Returns

Chart 4.9 (OMBI 2009) Annual Childcare Cost per Normalized Child Care Space (Efficiency)

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 2009. To reflect the impact of inflation, the chart also provides Consumer Price Index (CPI) adjusted results, plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2000.

Cost increases in 2005 through 2009 for Toronto indicated in Chart 4.8 reflect Toronto City 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 2009 annual child care costs per normalized child care space, to other municipalities. Toronto ranks 12th of 13 (fourth quartile) in terms of having the lowest cost. The cost of service between municipalities varies significantly depending on the proportions of different modes for providing care used in each municipality (e.g. home or centre-based care).

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- Toronto City Council approval of the 2010-2014 Child Care Service Plan
- completed analysis of five-year impact of Early Learning Program (ELP) on child care system and identified resources required to address impacts
- validated the Operating Criteria by Ontario Institute of Studies and Education
- expanded the operating criteria to include financial and governance expectations
- continued to improve health & safety performance in Municipal Child Care Services
- launched a new health and safety program with support from Human Resources
- trained City staff in ELECT (Early Learning for Every Child Today)
- expanded online services to operators with City contracts
- placed settlement workers in municipal child care centres as part of Toronto Newcomer Initiative and received the Spirit of Diversity award from COSTI Immigrant Services for providing work experience to newcomers in municipal child care centres

2011 Initiatives Planned

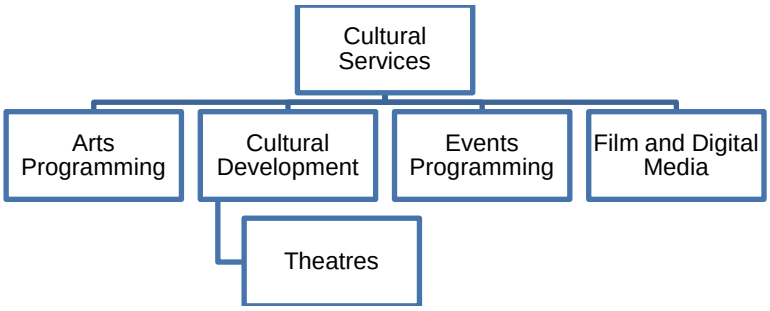
- address historical funding pressures
- work with partners, including the Province and Boards of Education, to address impacts of ELP on the child care system
- manage child care subsidies related to ELP so as to ensure one window access for families
- develop and implement, with Boards of Education, a comprehensive plan for the transition to ELP that minimizes impacts on families and other stakeholders
- utilize all available subsidy resources to maintain Council approved service levels
- continue to provide equitable access to subsidies across the city
- improve the quality and accountability of child care services through the City's operating criteria
- increase and simplify access to services for public and operators through 311 integration and improvement to online services

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- varying levels of child poverty in municipalities results in differing needs for subsidized child care
- cost to provide child care can be impacted by economic variables such as the cost of living in the municipality and the income levels of its residents
- rates for child care spaces other than those directly operated by a municipality are set in service agreements between the municipality and the child care service providers; these rates can be influenced by the level of funding available, local wage conditions, pay equity legislation, municipal policies and business practices

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 City of Toronto investments towards the culture and creative sector.

Investments by include:

- gross operation and administration of 21 museums historic sites, performing and visual arts centres
- grants for 9 Major Cultural Organizations (including festivals) and 223 Toronto Arts Council operating grant recipients and one-time grant recipients
- 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 and Winterlicious

Toronto has a wealth of creative capital—from its training centres, skilled workers, and great cultural institutions and festivals, to its unrivalled diversity and exciting cultural scenes. The cultural sector contributes more than $9 billion annually to Toronto's GDP and employs more than 130,000 people. Creative occupations are growing more than twice as quickly as the overall labour force and creative industries are growing faster than financial services, the medical and biotechnology industries, and the food and beverage industry.

Along with those directly involved in the creation and presentation of artistic, cultural and heritage endeavours are the citizens and visitors who comprise the audience. In every neighbourhood, in every corner of the city, cultural activity has helped to define Toronto as a liveable city bursting with creative energy and ideas. Toronto has a reputation regionally, nationally and globally as a city of great cultural diversity and depth.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service Level Indicators				
How much is spent on all cultural services?	Cost of All Cultural Services per Capita - (Service Level)	Decreased Spending on cultural services per capita decreased (service level indicator) (due to lower expenditures on Theatre productions)	2 Higher spending on Cultural Services per capita (service level indicator)	5.1 5.2 pg. 66
How much is spent on arts grants?	Cost of Arts Grants per Capita (Service Level)	Stable Spending on arts grants per capita (service level) is stable (service level indicator)	1 Higher spending on arts grants per capita (service level indicator)	5.3 5.4 pg. 67
Community Impact Measures				
How many people attend city-funded cultural events?	Estimated Attendance at City-Funded Cultural Events – (Community Impact)	Increased Attendance at cultural events has increased	N/A	5.5 pg. 68
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)	Decreased 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. 68
Overall Results		Service Level Indicators (Resources) 0 - Increased 1 - Stable 1- Decreased 50% increased or stable Performance Measures (Results) 2 - 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 iv – x. These quartile results are based on a maximum sample size of seven municipalities.

How much is spent on all cultural services in Toronto?

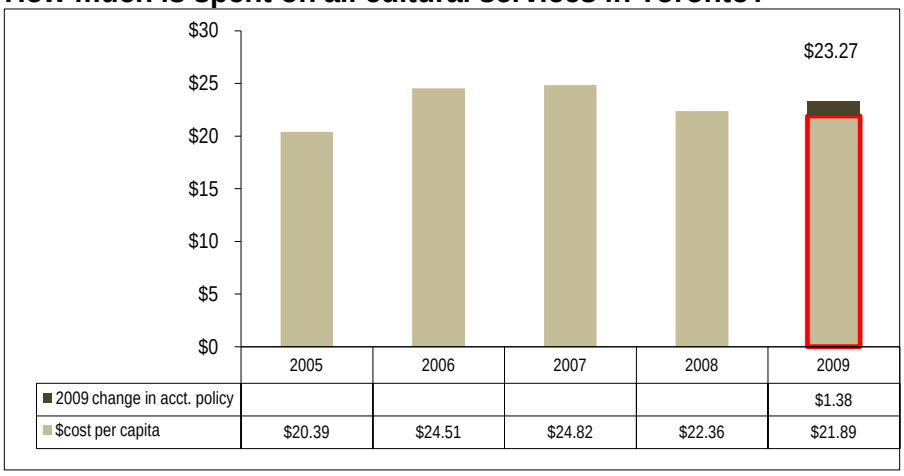


Chart 5.1 (City of Toronto) Cost of All Culture Services per Capita (Service Level)

Chart 5.1 provides Toronto's gross cost per capita of all cultural services, which provides an indication of service levels and the resources devoted to this service. Cultural services include arts services, cultural affairs, museum and heritage services, special events and the operations of three large theatres (Sony Centre, St. Lawrence Centre and Toronto Centre for Arts), and all arts and culture grants.

In 2009, changes in accounting policy were instituted by all Ontario municipalities as described on page x of this report. For Toronto these changes amounted to an increase of $1.38 per capita in 2009 and is graphed as a separate segment to isolate it from changes in normal operations between the years

Excluding the impact of the 2009 accounting policy change, there was a slight decrease in expenditures in 2009. Significant fluctuations between the years are usually associated with large productions at the theatres

It should be noted that this measure is based on gross expenditures of large productions, not their associated revenues.

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

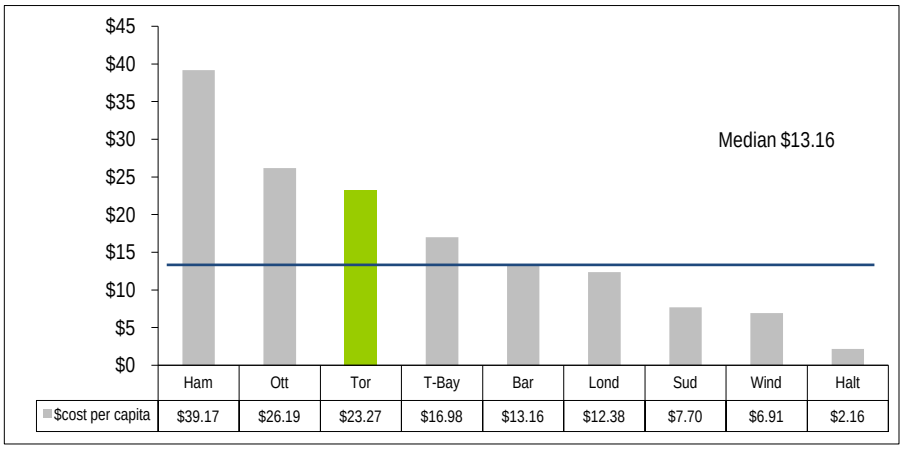


Chart 5.2 (OMBI 2009) Cost of Culture Services per Capita (Service Level)

The results reported in Chart 5.1 are based on gross expenditures, including an allocation of program support costs so that results are comparable to other Ontario municipalities. Therefore, results will differ from the basis used to calculate per capita expenditures on arts and culture used in the *Culture Plan for the Creative City* (2003) and *Capital Gains: An Action Plan for Toronto* (2011). The per capita benchmark reported in these plans 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 third of nine municipalities (second quartile) in terms of having the highest costs/service levels per capita.

How much does Toronto spend on arts grants?

Chart 5.3 (City of Toronto) Cost of Arts Grants per Capita (Service Level)

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

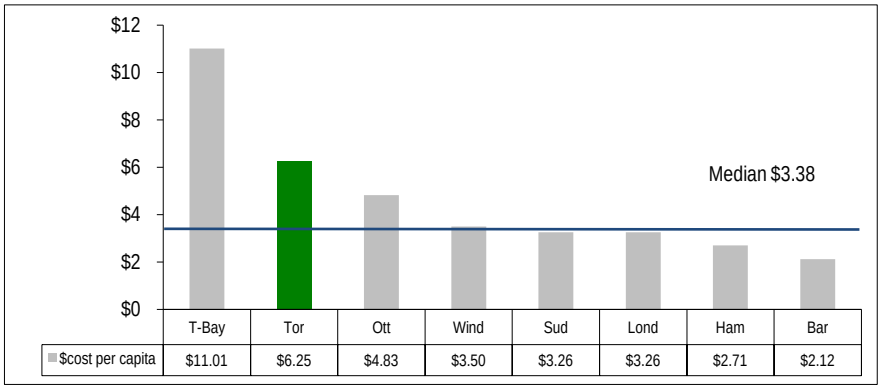


Chart 5.4 (OMBI 2009) Cost of Arts Grants per Capita (Service Level)

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, which are comprised of grants to four local art service organizations; nine major cultural organizations (including festivals); and 223 Toronto Arts Council operating grant recipients, and one-time Toronto Arts Council grant recipients.

Arts grants in 2009 were stable relative to 2008; however, the *2003 Culture Plan* recommended that funding to the major cultural organizations and Toronto Arts Council be increased to reach 1990 levels.

Chart 5.4 compares Toronto's 2009 cost of arts grants per capita to other Ontario municipalities and Toronto ranks second of six (first quartile) in terms of having the highest grant/service levels.

This ranking is due to the significant size of Toronto's arts community and the corresponding impact on the economy.

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

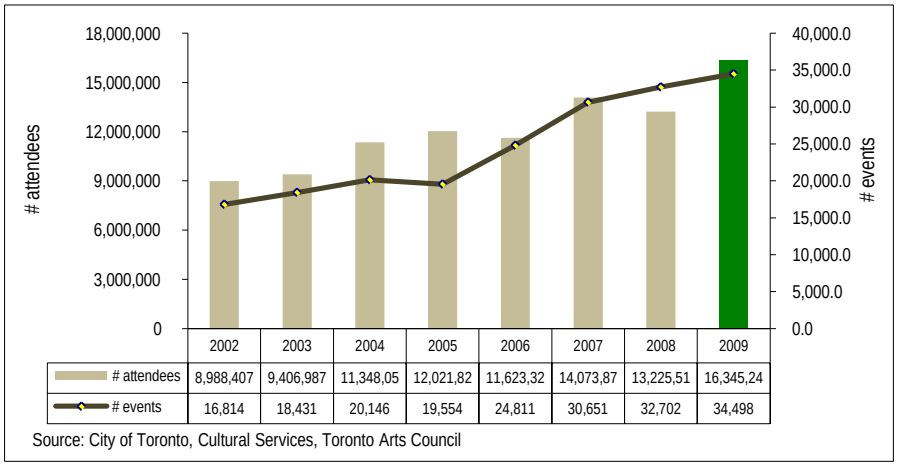


Chart 5.5 (City of Toronto) Estimated Attendance at City-Funded Cultural Events - (Community Impact)

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

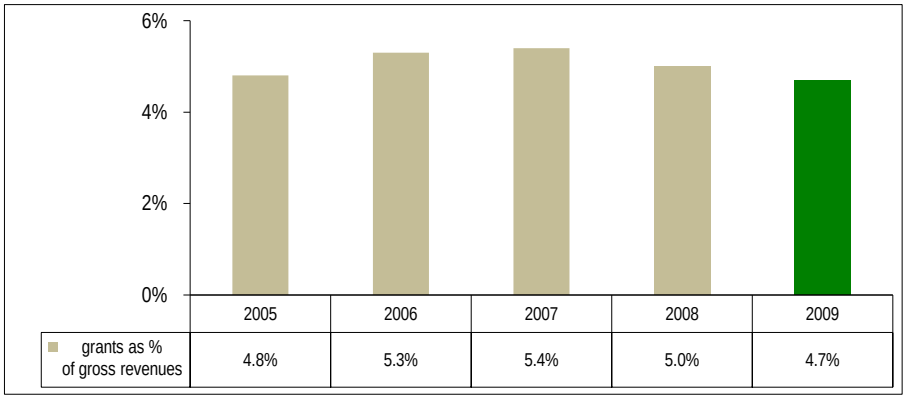


Chart 5.6 (City of Toronto) Arts Grants Received as a % of Recipients Gross Revenue - (Community Impact)

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

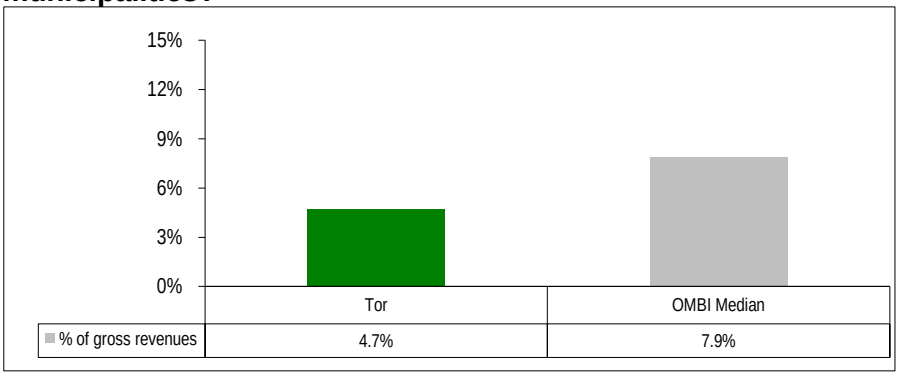


Chart 5.7 (OMBI 2009) Arts Grants Received as a % of Recipients Gross Revenue (Community Impact)

Chart 5.5 summarizes the estimated number of residents and tourists attending city-funded cultural events (bar chart relative to left axis) and the estimated number of cultural events (line graph relative to right axis).

The growth in attendance in 2009 is primarily a result of Toronto's major Cultural Renaissance projects.

One objective of municipalities who provide arts grants is that organizations also develop other sources of revenue so that they are not dependant on municipal funding.

Chart 5.6 represents Toronto's results for municipal arts grants received by organizations from the City, as a percentage of all revenues of those recipient organizations. In 2009, Toronto received $16.2 million, or 4.7 per cent of the $344 million in gross revenues arts grants from organizations.

Chart 5.7 compares Toronto's 2009 result for this measure, to the OMBI median, and shows arts grants received by organizations from the City of Toronto are used effectively to leverage other revenue sources

The composition of the revenue sources of cultural grant recipients is as follows:

- 5 per cent City of Toronto investment
- 13 per cent Provincial investment
- 14 per cent Federal investment
- 29 per cent private revenue
- 38 per cent earned revenue

2010 Achievements or 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements:

- attracted over 200,000 people to Doors Open Toronto
- attracted 1 million people to Nuit Blanche including 140,000 tourists who added $35 million to the Toronto economy, a 48 per cent increase over 2009
- launched “Live Arts Inc.”, an incubator enabling young artists to form successful businesses
- completed a number of capital projects
    - John Street Roundhouse Restoration:- restoration of the 4 historic structures in Roundhouse Park was completed, permitting the new Toronto Railway Heritage Centre to open to the public
    - Spadina House Museum: renovations were completed and museum reopened to great acclaim
    - Casa Loma- phase 6 of the total reconstruction of the exterior of Casa Loma was completed in 2010 and the building is now 80% restored
- City on the Move, a Festival of Young Artists in Transit - joint project between Arts Services, Cultural Services and the TTC. The project created 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 presented over 70 performances and artistic works showcasing dance, music, visual arts and performance art. This initiative offered artists aged 18 to 32 an expanded public audience, funding 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 were regularly showcased on the TTC
- managed, operated and provided programming of two collection facilities and 10 city-run museums presenting 161 programs for 180,510 visitors
- produced and promoted eight city-run special events (WinterCity, Winterlicious, Summerlicious, Nuit Blanche, Cavalcade of Lights, Summer in the Square-Tasty Thursdays/Fresh Wednesdays, Canada Day and Sunday Serenades), which collectively attracted and entertained over two million residents and tourists in 2010
- over 300 restaurants took part in Winterlicious and Summerlicious serving over 420,000 meals

2011 Initiatives Planned

- coordinate activities for Cultural Services regarding the Pan Am games 2015
- produce extended Nuit Blanche program for 2011 and continue development of two year planning cycle
- develop a new customer service strategy for Special Events – related city services, research will include permitting fees and requirements. A policy framework will be developed for the granting of in-kind support to eligible special events and a one-window, technology enabled approach to accessing city services for special events

- Bicentennial of the War of 1812
    - finalize construction documents, tender and commence construction of the Fort York Visitors Centre as part of the preparation of the War of 1812 Bicentennial
    - develop detailed planning and partnership for Bicentennial program including a partnership with Parks Canada to provide GPS-based self-guided tours at Fort York National Historic Site
    - finalize capital and exhibit planning for June 2012 for Fort York buildings within the Fort York walls
    - complete Fort York business plan
- continue work on, and implementation plan for the City's next Culture Plan: *Creative Capital Gains: An Action Plan for Toronto,* and provide input on cultural issues as part of the Official Plan review being led by City Planning

- Facilitate implementation of the Community Arts Action Plan over the next five years, continuing to work in partnership with the Community Arts Action Plan Advisory Committee and the Toronto Arts Foundation to facilitate the development of the Neighbourhood Arts Network
- City public art projects slated for completion in 2011 are Taddle Creek Park, Dufferin Jog; St. Clair Streetcar project; Ashbridges Bay Treatment Plant; Hydro and Rail Corridors Bike Lock Ups and York University Busway

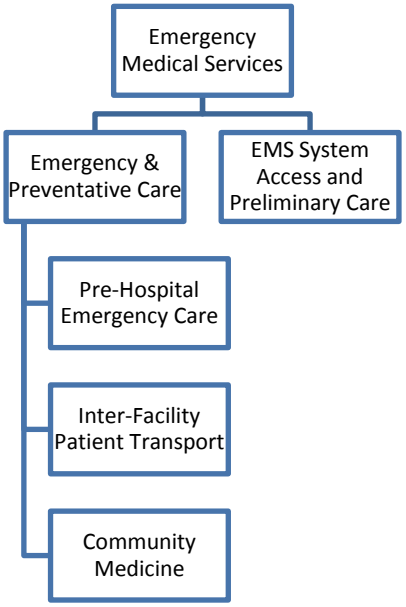
Factors Influencing Results of Municipalities

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

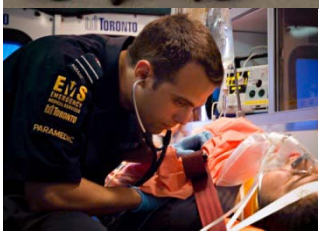
Emergency Medical Services (EMS) provides ambulance-based health services, responding in particular to medical emergencies and to special needs of vulnerable communities through mobile health care. The major services provided are:



Emergency & Preventative Care Services

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

- Pre-hospital emergency medical care, which includes support, instruction, care, treatment and transport 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 medical care for the treatment of residents involved in both community emergencies as well as mass casualty incidents
    - patient transport to appropriate facilities
    - medical support to other emergency services
- 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 (CCAC) for further assessment
    - influenza immunizations to homeless and marginally-housed persons through clinics held in shelters and drop-in centres, as well as to medically shut-in persons, in collaboration with Toronto Public Health and the local CCAC.
- Inter-facility patient transport, which includes emergency and non-emergency patient transfers,



EMS System Access and Preliminary Care Services

The Central Ambulance Communications Centre (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.

The Toronto EMS Communications Centre is the second largest municipally run Emergency Medical Dispatch centre in the world to achieve the internationally recognized Centre of Excellence accreditation along with other key leaders in the industry like the London Ambulance Service, (UK) and Emergency Medical Care Inc. (Province of Nova Scotia). Niagara EMS is the only other Ontario Communications centre to have achieved this prestigious recognition of quality and excellence in Emergency Medical Dispatch.

For both emergency and non-emergency calls, these ambulance communication services allow for:

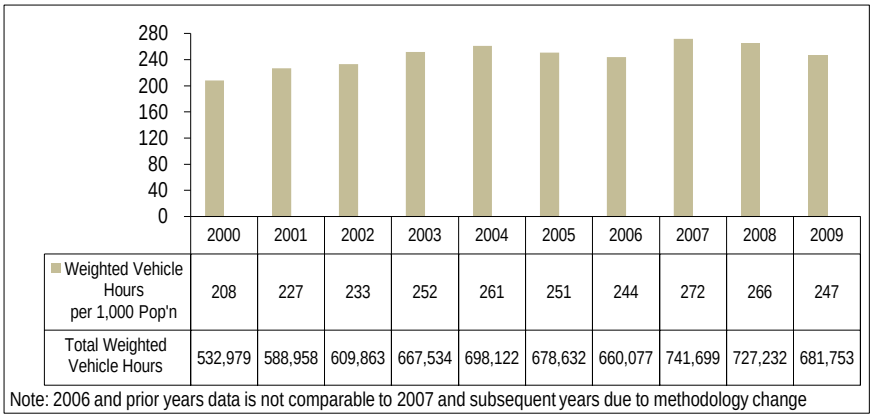
- immediate response to 911 requests for service
- immediate medical care provided to callers over the phone
- effective resource management and deployment

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service / Activity 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)	Decreased Decreased number of in-service vehicle hours (service level indicator) (due to 2009 strike)	4 Lower in-service vehicle hours (service level indicator) (urban form a factor)	6.1 6.2 pg. 75
How many emergency vehicle responses are performed by EMS?	EMS vehicle responses – Emergency per 1,000 Population - (Activity Level)	Decreased Number of emergency vehicle responses decreased (activity level indicator) (due to 2009 strike)	2 High rate of emergency vehicle responses (activity level indicator)	6.3 6.5 pg. 76
How many non-emergency vehicle responses are performed by EMS?	EMS vehicle responses – Non Emergency per 1,000 Population - (Activity Level)	Decreased Number of non-emergency responses decreased (activity level indicator) (due to 2009 strike)	2 High rate of non-emergency vehicle responses (activity level indicator)	6.3 6.5 pg. 76
How many total vehicle responses (emergency & non-emergency) are performed by EMS?	All EMS vehicle responses per 1,000 Population (Activity Level)	Decreased Number of total vehicle responses decreased (activity level indicator) (due to 2009 strike)	2 High rate of total EMS vehicle responses (activity level indicator)	6.3 6.5 pg. 76
Community Impact Measures				
What percentage of time do ambulances spend at hospitals transferring patients?	Percentage of Ambulance Time Lost to Hospital Turnaround - (Community Impact)	Decreased Percentage of lost ambulance time decreased	3 High percentage of lost ambulance time	6.6 6.7 pg. 77
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)	Increased Crew notification response time increased	2 Low (short) crew notification response time	6.8 6.9 pg. 78

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
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)	Increased Total EMS response time increased	2 Low (short) total EMS response time	6.9 pg. 78
Efficiency Measures				
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	6.10 6.11 pg. 79
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)	Increased Cost per in-service vehicle hour increased	4 High cost per in-service vehicle hour	6.12 6.13 pg. 80
Overall Results		Service/ Activity Level Indicators (Resources) 0 - Increased 0 - Stable 1 - Decreased. 0% stable or increased Performance Measures (Results) 1 - Favourable 1 - Stable 3 - Unfavour. 40% favourable or stable	Service/ Activity Level Indicators (Resources) 0 - 1st quartile 3 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 75% above median Performance Measures (Results) 0 - 1st quartile 3 - 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 iv - x. These quartile results are based on a maximum sample size of 14 municipalities.

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



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Weighted Vehicle Hours per 1,000 Pop'n	208	227	233	252	261	251	244	272	266	247
Total Weighted Vehicle Hours	532,979	588,958	609,863	667,534	698,122	678,632	660,077	741,699	727,232	681,753

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

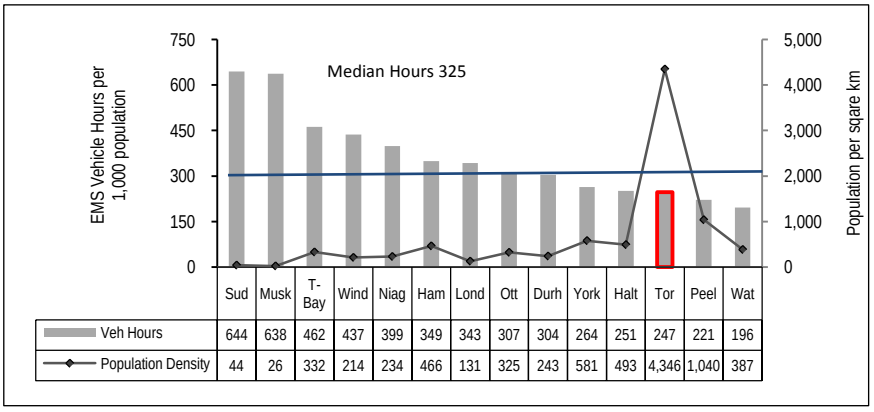
Chart 6.1 (City of Toronto) Weighted EMS In-Service Vehicle Hours per 1,000 Population (Service Level)

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. 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 have generally increased as a result of additional overtime staffing required for increased demand on ambulance services. This increased demand arose from hospital offload delay due to emergency room overcrowding / off-load delays (see Chart 6.6), increased call volumes and a response time reduction strategy that increased targeted ambulance availability.

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



	Sud	Musk	T-Bay	Wind	Niag	Ham	Lond	Ott	Durh	York	Halt	Tor	Peel	Wat
Veh Hours	644	638	462	437	399	349	343	307	304	264	251	247	221	196
Population Density	44	26	332	214	234	466	131	325	243	581	493	4,346	1,040	387

Chart 6.2 - OMBI 2009 - Weighted EMS In-Service Vehicle Hours per 1,000 Population (Service Level)

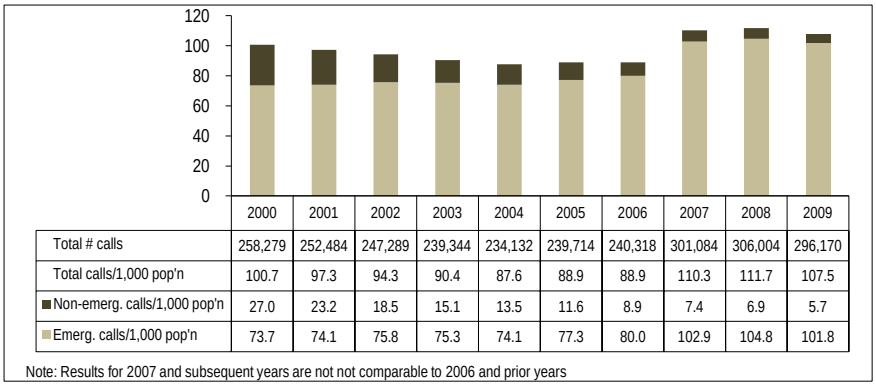
Toronto's 2009 in-service vehicle hours decreased primarily due to the six week strike where EMS was required to reduce the number of ambulances in service under the legislated Essential Services Agreement. It should be noted that, as a result of processes instituted in 2007 that more accurately monitor in-service vehicle hours, the data for vehicles hours in 2007 and subsequent years is not comparable to 2006 and prior years.

Chart 6.2 compares Toronto's 2009 weighted in-service EMS vehicle hours per 1,000 population, to other OMBI municipalities, reflected as bars relative to the left axis. Population density (population per square km), is plotted as a line graph relative to the right axis. Toronto ranks 12th of 14 municipalities (fourth quartile) in terms of having the highest number of in-service EMS vehicle hours.

Although Toronto's EMS system has the third lowest rate of vehicle hours, Toronto's ambulances were also the busiest in the province being engaged in patient care activities 50.2 per cent of the time compared to the OMBI median of 33.2 per cent in 2009.

Toronto's significantly higher population density may be a factor in the lower number of vehicle hours. Those municipalities with lower population densities may require proportionately more vehicle hours in order to provide acceptable response times.

How many vehicle responses does Toronto EMS provide?

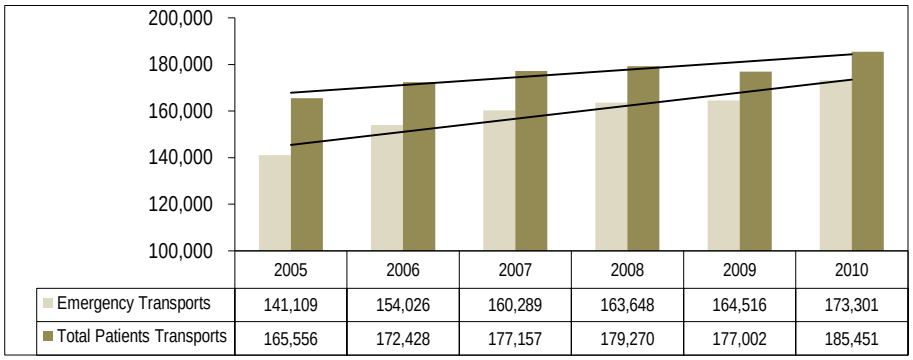


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total # calls	258,279	252,484	247,289	239,344	234,132	239,714	240,318	301,084	306,004	296,170
Total calls/1,000 pop'n	100.7	97.3	94.3	90.4	87.6	88.9	88.9	110.3	111.7	107.5
Non-emerg. calls/1,000 pop'n	27.0	23.2	18.5	15.1	13.5	11.6	8.9	7.4	6.9	5.7
Emerg. calls/1,000 pop'n	73.7	74.1	75.8	75.3	74.1	77.3	80.0	102.9	104.8	101.8

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

Chart 6.3 (City of Toronto) Emergency & Non-Emergency Vehicle Responses per 1,000 Population (Activity Level)

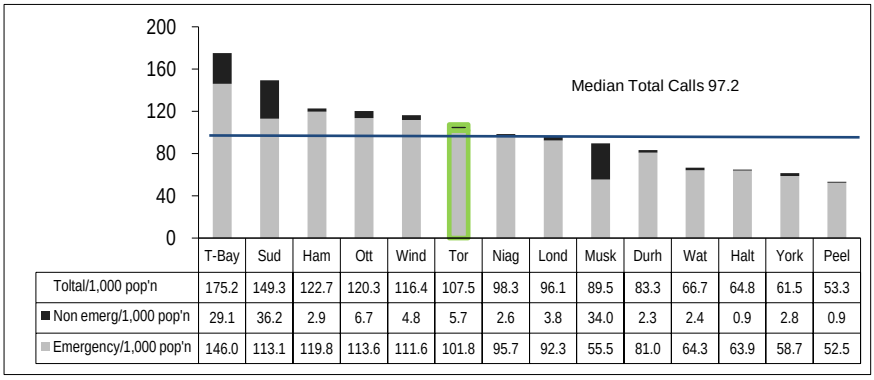
How many patient transports does Toronto EMS provide



	2005	2006	2007	2008	2009	2010
Emergency Transports	141,109	154,026	160,289	163,648	164,516	173,301
Total Patients Transports	165,556	172,428	177,157	179,270	177,002	185,451

Chart 6.4 (City of Toronto) Total Patient Transports

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



	T-Bay	Sud	Ham	Ott	Wind	Tor	Niag	Lond	Musk	Durh	Wat	Halt	York	Peel
Toltal/1,000 pop'n	175.2	149.3	122.7	120.3	116.4	107.5	98.3	96.1	89.5	83.3	66.7	64.8	61.5	53.3
Non emerg/1,000 pop'n	29.1	36.2	2.9	6.7	4.8	5.7	2.6	3.8	34.0	2.3	2.4	0.9	2.8	0.9
Emergency/1,000 pop'n	146.0	113.1	119.8	113.6	111.6	101.8	95.7	92.3	55.5	81.0	64.3	63.9	58.7	52.5

Chart 6.5 (OMBI 2009) Emergency & Non-Emergency Vehicle Responses per 1,000 Population (Activity Level)

Another indicator of EMS service/activity levels is shown in Chart 6.3, which reflects the non-emergency and total vehicle responses, on a per 1,000 population basis.

Since 2000, there was a reduction in the number of non-emergency transfers, while the number of emergency incidents has continued to rise since 2004. Emergency incidents are high priority, and considered to be of a life-threatening or urgent nature at the time of dispatch. Some services handle more non-emergency patient transfers, while in other municipalities third-party providers have assumed most of these transfers.

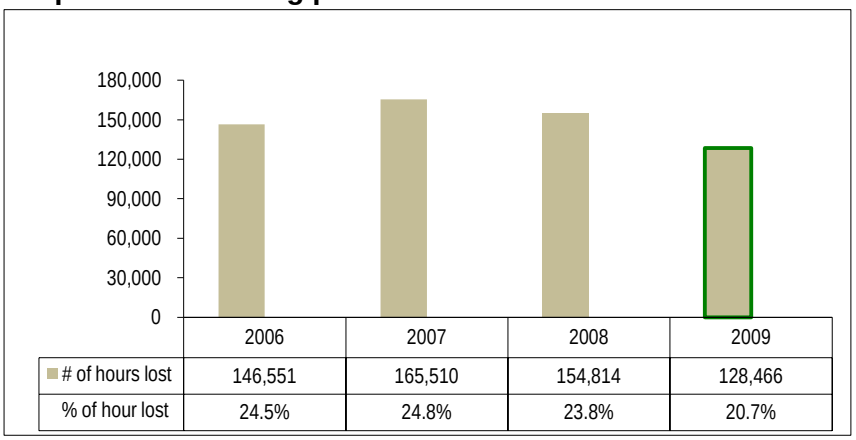
2009 was an unusual year in that EMS experienced a reduction in the number of multiple vehicle responses due to reduced service levels during the prolonged labour disruption. EMS patient transport volume continues to rise about 2.5 per cent per year including 2009 if the period of the labour disruption was excluded from consideration (see Chart 6.4).

In 2009, the number of vehicle responses decreased by 3.2 per cent due to the prolonged labour disruption while overall patient transports decreased by 1.3 per cent as reductions in service levels resulted in the deferral of many lower priority incidents

Chart 6.5 compares Toronto's 2009 results for the number of emergency, non-emergency and total calls received, to other OMBI municipalities. In terms of the having the highest rate of vehicle responses calls for service, Toronto ranks:

- sixth of 14 in (second quartile) for emergency vehicle responses
- fifth of 14 (second quartile) for non-emergency vehicle responses

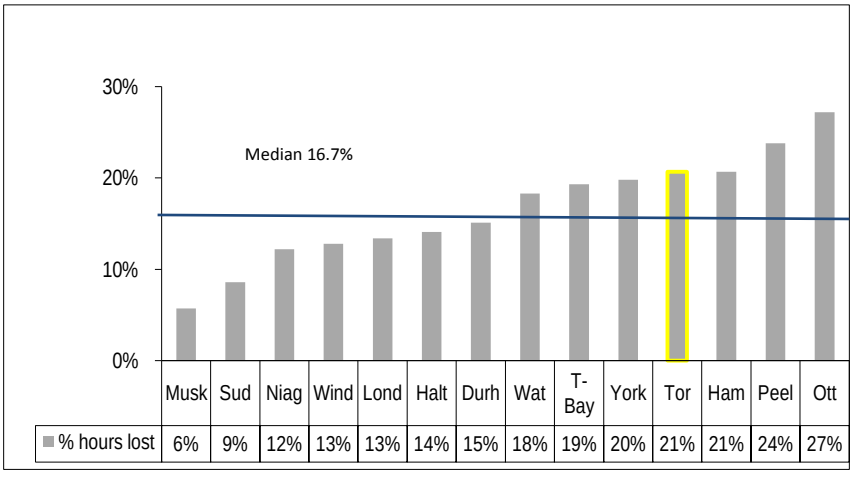
What percentage of time do ambulances in Toronto spend at hospitals transferring patients?



	2006	2007	2008	2009
# of hours lost	146,551	165,510	154,814	128,466
% of hour lost	24.5%	24.8%	23.8%	20.7%

Chart 6.6 (City of Toronto) Hours of Ambulance Time Lost to Hospital Turnaround (Efficiency)

How does Toronto ambulance time spent at hospitals compare to other municipalities?



	Musk	Sud	Niag	Wind	Lond	Halt	Durh	Wat	T-Bay	York	Tor	Ham	Peel	Ott
% hours lost	6%	9%	12%	13%	13%	14%	15%	18%	19%	20%	21%	21%	24%	27%

Chart 6.7 (OMBI 2009) Percentage of Ambulance Time Lost to Hospital Turnaround (Efficiency)

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, complete patient care documentation, and other activities as well as delays in transfer of care due to shortages of hospital resources (commonly referred to as off-load delay).

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 6.8 and 6.9) at acceptable levels.

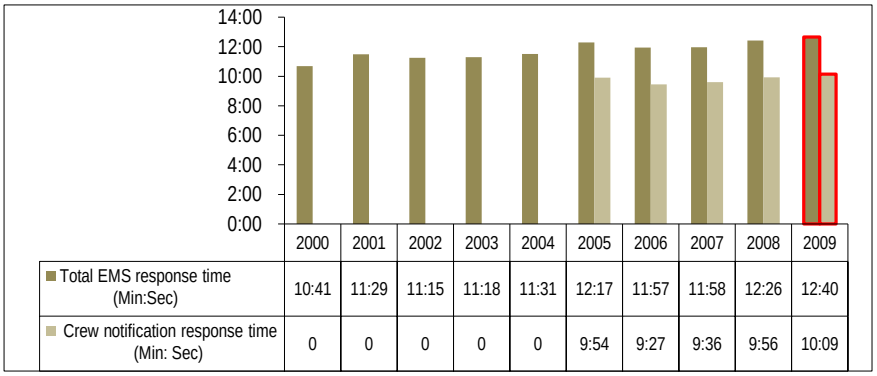
Chart 6.6 shows Toronto's data for the total and percentage of ambulance hours involved in the turnaround activities noted above. Off-load delays at hospitals account for much of this time

In mid-2008, Toronto implemented the Hospital Offload Delay Nurse Program, which provided extra nursing shifts in seven hospital emergency rooms to speed up offloading of Toronto EMS patients. This contributed to improved/shortened wait times from an average of 70 minutes in April 2008 to 49.3 minutes in December 2009. This 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 reduce overtime costs.

Figure 6.7 compares Toronto's 2009 result for ambulance turnaround time to other OMBI municipalities and Toronto ranks 11th of 14 (third quartile) in terms of having the shortest ambulance turnaround time.

While the Hospital Offload Delay Nurse Program has begun to relieve some pressure on EMS resources, Hospital Offload Delay remains a significant pressure requiring EMS to continue to add overtime resources in order to maintain service levels

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



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total EMS response time (Min:Sec)	10:41	11:29	11:15	11:18	11:31	12:17	11:57	11:58	12:26	12:40
Crew notification response time (Min: Sec)	0	0	0	0	0	9:54	9:27	9:36	9:56	10:09

Chart 6.8 (City of Toronto) EMS 90th Percentile Response Times for Life Threatening Calls - (Customer Service)

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

Chart 6.8 provides Toronto's 90th percentile EMS response for serious and life-threatening emergency calls. The 90th percentile means that 90 per cent of all emergency calls have a response time within the time-period reflected on the graph.

Since 2002, the number of patient transports has steadily increased by about 2.5 per cent per year without a commensurate increase in paramedic staffing. This volume increase coupled with significant increases in hospital offload delay has resulted in a decrease in ambulance availability to respond to the next incident. The result is an increase in the time it takes EMS to arrive at an emergency scene.

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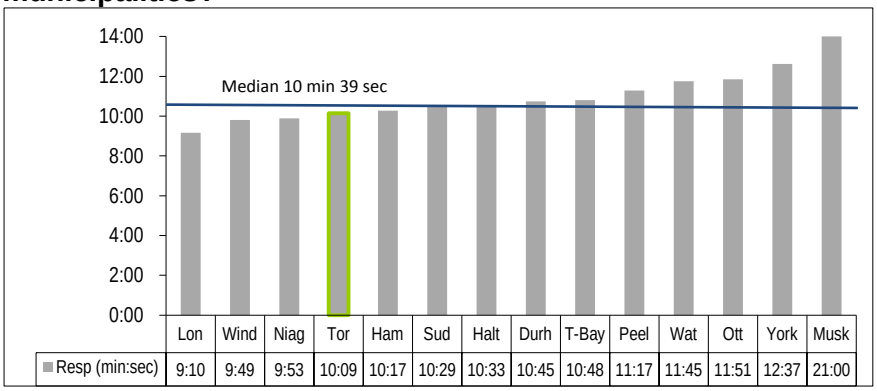
How do Toronto's EMS response time compare to other municipalities?



	Lon	Wind	Niag	Tor	Ham	Sud	Halt	Durh	T-Bay	Peel	Wat	Ott	York	Musk
Resp (min:sec)	9:10	9:49	9:53	10:09	10:17	10:29	10:33	10:45	10:48	11:17	11:45	11:51	12:37	21:00

Chart 6.9 (OMBI 2009) EMS 90th Percentile EMS Crew Notification Response Time for Life Threatening Calls (Customer Service)

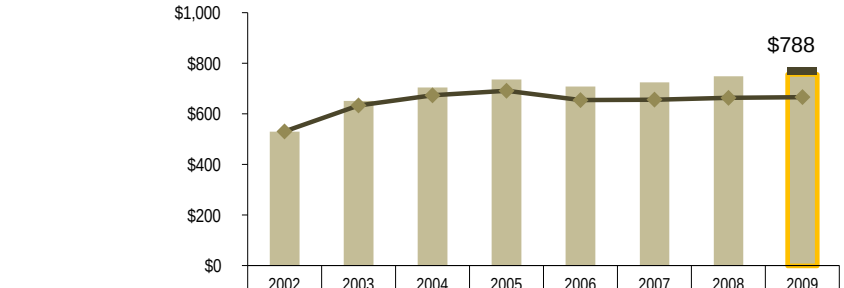
Between 2001 and 2004, the 90th percentile total EMS response time was fairly stable, with the addition of more hours of ambulance service required to address the increasing time spent by EMS at hospitals to complete the transfer of patients. Response times stabilized in 2006 and 2007 but started to increase again in 2008 and 2009.

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 per cent of these calls in 2007, 66 per cent in 2008 and 64 per cent in 2009, versus 90 per cent of the calls in 1996 to 1998, when off-load delays were not an issue.

Chart 6.9 compares Toronto's 90th percentile EMS crew notification response time in 2009 to other municipalities. Toronto has the fourth fastest (shortest) response time of the municipalities ranking fourth of 14 (second quartile).

The two different response times shown in Chart 6.8 represent 1) 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 by Toronto Police) and 2) the EMS crew notification response time represents the time from when the responding EMS crew is notified of the emergency to arrival on the scene.

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

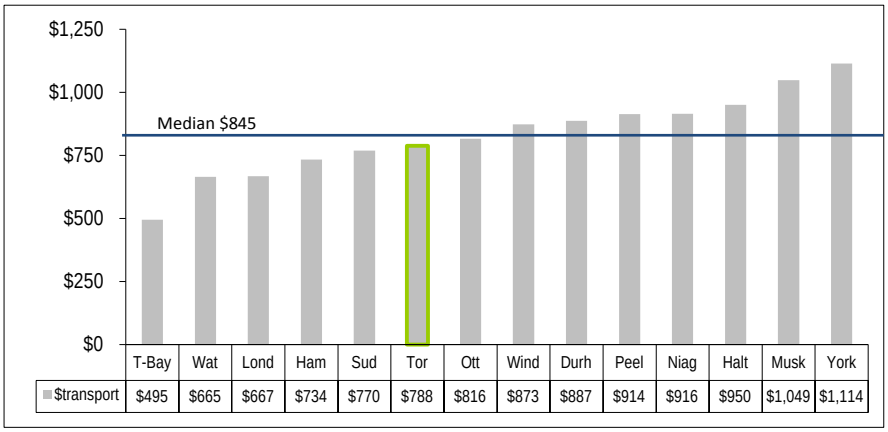


	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy								$31
$transport	$530	$652	$705	$737	$709	$725	$750	$757
$ transport (CPI Adjusted base 2002)	$530	$633	$673	$691	$654	$656	$663	$666

Toronto's costs exclude those related to the dispatch/communications function so that they are comparable to other municipalities, where this function is provided by the Ontario Ministry of Health

Chart 6.10(City of Toronto) Cost of EMS per Patient Transported (Efficiency)

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



	T-Bay	Wat	Lond	Ham	Sud	Tor	Ott	Wind	Durh	Peel	Niag	Halt	Musk	York
$transport	$495	$665	$667	$734	$770	$788	$816	$873	$887	$914	$916	$950	$1,049	$1,114

Chart 6.11 (OMBI 2009) Cost of EMS per Patient Transported (Efficiency)

Chart 6.10 looks at efficiency of EMS services in Toronto in terms of utilization, by relating costs to the number of patients that have been transported (both emergency and non-emergency)

From 2002 to 2005, Toronto's EMS cost per patient transported increased steadily because of the additional time required to complete a patient transport and transfer, due to offload delays at hospitals. The major contributing factor to cost increases lies in the increases in staffing costs as EMS is forced to use paramedic overtime hours to compensate for this lost time while attempting to maintain adequate response times.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $31 per patient transported, which has been plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

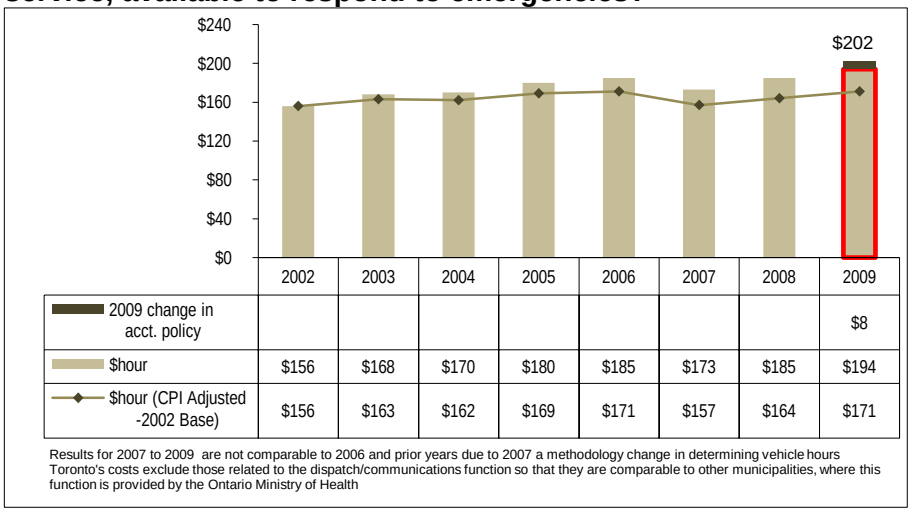
Excluding the 2009 change in accounting policy, results were stable compared to prior years.

To reflect the impact of inflation, Chart 6.11 also provides Consumer Price Index (CPI) adjusted results plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2002

Chart 6.11 compares Toronto's 2009 cost per patient transported to other OMBI municipalities and Toronto ranks sixth of 14 (second quartile) in terms of having the lowest cost. Toronto's ambulances were also the busiest in the province being engaged in patient care activities 50.2 per cent of the time compared to the OMBI median of 33.2 per cent in 2009.

Although Toronto has higher costs on an hourly basis (Chart 6.13), Toronto also has a high utilization rate of its vehicles in transporting patients, which improves Toronto's ranking for this measure based on the cost per patient transported.

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



	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy								$8
$hour	$156	$168	$170	$180	$185	$173	$185	$194
$hour (CPI Adjusted -2002 Base)	$156	$163	$162	$169	$171	$157	$164	$171

Results for 2007 to 2009 are not comparable to 2006 and prior years due to 2007 a methodology change in determining vehicle hours Toronto's costs exclude those related to the dispatch/communications function so that they are comparable to other municipalities, where this function is provided by the Ontario Ministry of Health

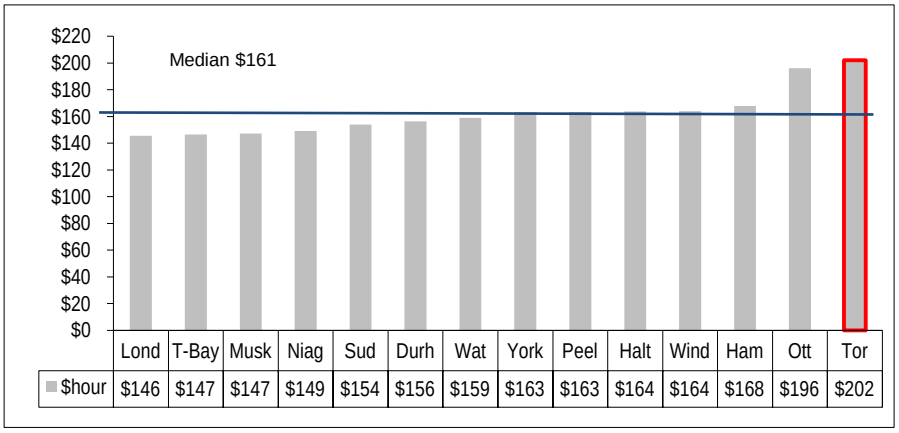
Chart 6.12 (City of Toronto) Cost of EMS per Weighted In-Service Vehicle Hour (Efficiency)

Chart 6.12 looks at efficiency of EMS services in Toronto in terms of supply, by relating costs to the hours that EMS vehicles are in-service, responding or available to respond, to emergencies.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $8 per in-service vehicle hour, which has been plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

To reflect the impact of inflation, Chart 6.9 also provides Consumer Price Index (CPI) adjusted results, plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2002.

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



	Lond	T-Bay	Musk	Niag	Sud	Durh	Wat	York	Peel	Halt	Wind	Ham	Ott	Tor
$hour	$146	$147	$147	$149	$154	$156	$159	$163	$163	$164	$164	$168	$196	$202

Chart 6.13 (OMBI 2009) Cost of EMS per Weighted In-Service Vehicle Service Hour (Efficiency)

Over this eight-year period, the cost per in-service vehicle hour increased primarily due to higher wages from collective agreement settlements, which exceeded the increase in Toronto's CPI.

Chart 6.13 compares Toronto's 2009 EMS cost per weighted-in-service vehicle hour to other Ontario municipalities. Toronto ranks 14th of 14 municipalities (fourth quartile) with the highest cost per vehicle hour. However, it should be recognized that Toronto's ambulances were also the busiest in the province. Toronto EMS ranked sixth of 14 on the basis of EMS cost per patient transported, as shown in Chart 6.11

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- realized measurable decreases in the impacts of hospital offload delay through interaction with the specialized emergency department Hospital Offload Delay Nurse Program. The average offload time in August 2010 was 44.6 minutes representing an average improvement of 18.6 minutes per call over the average of 63.2 minutes in early 2008
- provided emergency medical coverage for the G8 Summit in Huntsville as well as the G20 Summit in Toronto, while maintaining regular service throughout the City
- improved patient care access to specialty treatment centres with improved patient clinical outcome (e.g. STEMI Cardiac Care program)
- completed system-wide implementation of award winning Electronic Patient Care Records (ePCR) devices
- continued implementation of ambulance deployment software, and internal workflow process design changes in the Communications Centre
- designed and implemented an enhanced Operations structure to improve staff leadership and supervision
- improved computer-aided dispatch technology to facilitate the deployment of ambulances to improve response time performance
- improved patient / client access to healthcare by continued implementation of partnership programs – TeleHealth referral with Ministry of Health and Long-Term Care (MOHLTC), Community Referral by EMS (CREMS) with Community Care Access Centres (CCAC)
- successfully completed a MOHLTC Communications Centre audit

2011 Initiatives Planned

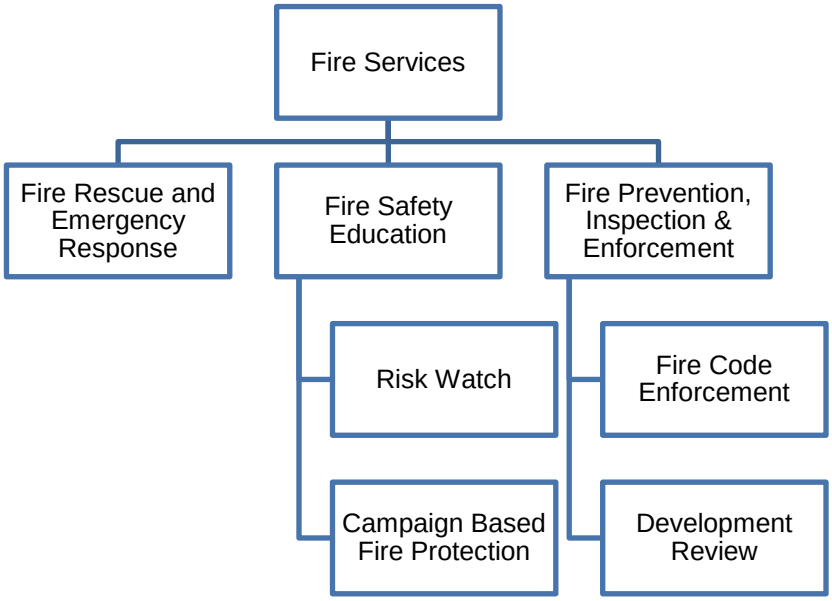
- continue the EMS Hospital Offload Delay Nurse Program and maintain ongoing negotiations with Toronto hospitals to improve their offload times
- implement a new model of care:
    - employ call diversion strategies to better address and route non-life threatening calls
    - more targeted dispatching of Advanced Life Support (ALS) ambulances to “ALS appropriate” calls based on the Advanced Medical Priority Dispatch System (AMPDS). This initiative will result in improved care as medical skills will be more closely matched to patient needs
    - expand the Community Referral by EMS (CREMS) Program to direct specific patient groups to appropriate out-of-hospital medical care
- continue to expand the Safe City Program (i.e., public access defibrillation) that will allow EMS to meet response time standards for sudden cardiac arrest as mandated by the MOHLTC
- expand the STEMI Cardiac Care program to reduce pre-hospital heart attack mortality
- continue the redesign of the Communications Centre, which will use a new system and decision support software that will enable dispatchers to more accurately anticipate, monitor and assign EMS resources throughout the city

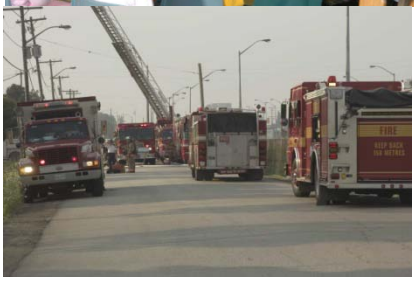
Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- geographic coverage/population density: congestion can make navigating roads more difficult resulting in significant delays. Rural areas can have large under-populated areas making it challenging to provide cost-effective, timely emergency coverage
- local demographics: an older population will increase the demand for service, as can seasonal visitors and the inflow of workers from other communities during the day
- level of certification: the mix of advanced care vs. primary care paramedics and their differing wage rates can impact costs, as well as the status of multi-year collective bargaining contracts
- specialized services: tactical teams, multi-patient transport units, bike and marine teams are increasingly being provided by the larger municipalities to better address urban population demands
- off-load delays in hospitals: impacted by a combination of factors, such as bed occupancy rates, the level of activity in hospital emergency departments, and the efficiency of admission procedures
- labour disruptions: can cause a reduction in the number of vehicles sent to emergency calls due to reduced service levels mandated by Essential Services Agreements -- even while 911 requests for ambulance service received by EMS continue to rise

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.

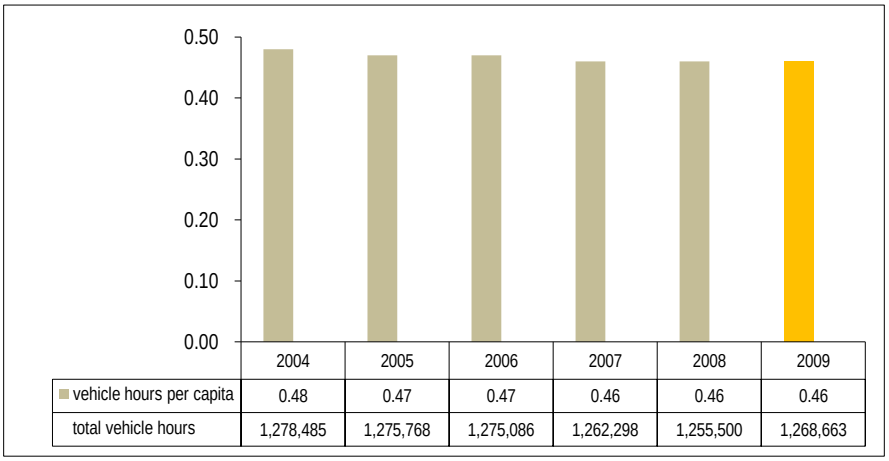
- fire rescue and emergency response - providing fire suppression services, as well as first response to medical emergencies, heavy urban search and rescue, hazardous materials response, road accident response, and response to other disasters and emergencies as required

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service / Activity 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 (service level indicator)	3 Lower number of in-service vehicle hours (service level indicator)	7.1 7.2 pg. 87
How many emergency incidents does Fire Services respond to each year?	Number of Unique Incidents Responded to by Fire Services per 1,000 Urban Population – (Activity Level)	Decreased Number of total incidents responded to decreased (activity level indicator)	1 Higher number of total incidents responded to (activity level indicator)	7.3 7.4 pg. 88
How many property fires, explosions and alarms does Fire Services respond to each year?	Number of Property Fires, Explosions and Alarms per 1,000 Urban Population – (Activity Level)	Decreased Number of fires, explosions and alarms responded to, decreased slightly (activity level indicator)	1 Higher number of fires, explosions and alarms responded to (activity level indicator)	7.3 7.4 pg. 88
How many rescues does Fire Services respond to each year?	Number of Rescues per 1,000 Urban Population – (Activity Level)	Increased Increase in number of rescues (activity level indicator)	3 Low number of rescues responded to (activity level indicator)	7.3 7.4 pg. 88
How many medical calls does Fire Services respond to each year?	Number of Medical Calls per 1,000 Urban Population – (Activity Level)	Decreased Decrease in number of medical responses (activity level indicator)	1 Higher number of medical responses (activity level indicator)	7.3 7.4 pg. 88
How many public hazard and other incidents does Fire Services respond to each year?	Number of Public Hazard & Other Incidents per 1,000 Urban Population – (Activity Level)	Decreased Number of hazard &other incidents responded to is decreasing (activity level indicator)	2 High number of hazard & other incidents responded to (activity level indicator)	7.3 7.4 pg. 88
Community Impact Measures				
How many residential fires, with property loss, occur?	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. 89
What is the rate of injuries from residential fires?	Residential Fire Related Injuries per 100,000 Population – (Community Impact)	Increased Rate of fire related injuries increased	1 Lowest rate of fire related injuries	7.7 7.8 pg. 90

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
What is the rate of fatalities from residential fires?	Residential Fire Related Fatalities per 100,000 Population – (Community Impact)	Increased Rate of fire related fatalities increased	3 High rate of fire related fatalities	7.9 7.10 pg. 90
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)	Increased Station notification response time increased	2 Station notification response time is shorter	7.11 7.12 pg. 91
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)	Increased Cost per in-service vehicle hour increased	4 Highest cost per in-service vehicle hour	7.13 7.14 pg. 92
Overall Results		Service/ Activity Level Indicators (Resources) 0 - Increased 1 - Stable 1 – Decreased 50% stable or increased	Performance Measures (Results) 0 - Favourable 1 - Stable 4 - Unfavourable 20% favourable or stable	Service/ Activity Level Indicators (Resources) 3 - 1st quartile 1 - 2nd quartile 2 - 3rd quartile 0 - 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 v - x. These quartile results are based on a maximum sample size of eight municipalities.

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



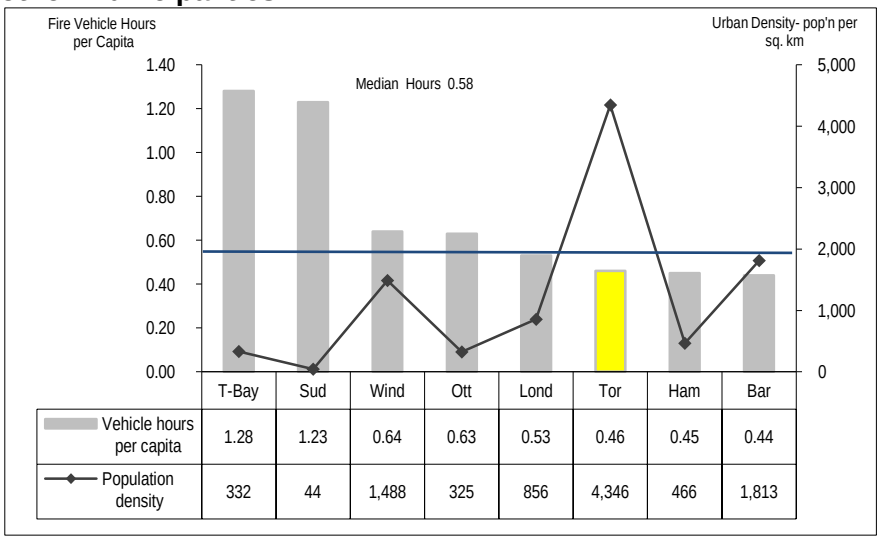
	2004	2005	2006	2007	2008	2009
vehicle hours per capita	0.48	0.47	0.47	0.46	0.46	0.46
total vehicle hours	1,278,485	1,275,768	1,275,086	1,262,298	1,255,500	1,268,663

Chart 7.1 (City of Toronto) Number of Staffed Fire In-Service Vehicle Hours per Capita (Service Level)

As an indicator of service levels, Chart 7.1 provides Toronto's results for both the total number and rate of in-service vehicle hours per capita. Results were stable in 2009 from prior years

The key front-line fire vehicles included in this measure are pumpers, aerials, water tankers, and rescue units. In-service vehicle hours include hours either responding to, or available to respond to emergencies.
The hours when vehicles are removed from service for mechanical repairs or insufficient staffing, are excluded.

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



	T-Bay	Sud	Wind	Ott	Lond	Tor	Ham	Bar
Vehicle hours per capita	1.28	1.23	0.64	0.63	0.53	0.46	0.45	0.44
Population density	332	44	1,488	325	856	4,346	466	1,813

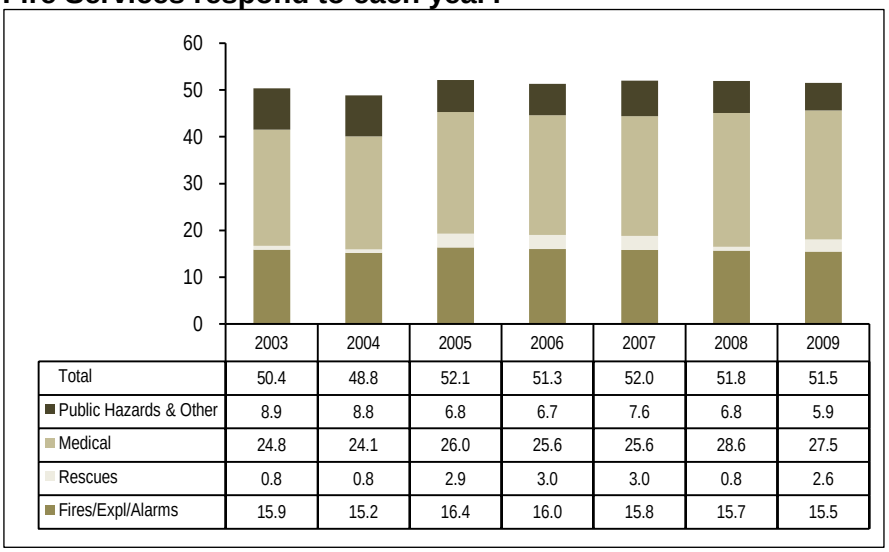
Chart 7.2 (OMBI 2009) Number of Staffed In-Service Fire Vehicle Hours (in Urban Areas) per Capita (Service Level) and Urban Population Density

Chart 7.2 compares Toronto's 2009 in-service vehicle hours per capita (shown as bars relative to the left axis), to the urban areas of other municipalities. In terms of having the highest number of vehicle hours, Toronto ranks sixth of eight municipalities (third quartile).

The most significant factor in Toronto's lower ranking is its significantly higher population density, which for the urban areas of all OMBI municipalities, has been plotted as a line graph relative to the right axis of Chart 7.2

In densely populated municipalities such as Toronto, proportionately fewer fire stations and vehicle hours may be required due to proximity to residents and businesses, while less densely populated areas may require more fire vehicles and stations in order to provide desired response times. Toronto's urban form also requires different response capabilities and equipment.

How many and what type of emergency incidents does Toronto Fire Services respond to each year?



	2003	2004	2005	2006	2007	2008	2009
Total	50.4	48.8	52.1	51.3	52.0	51.8	51.5
Public Hazards & Other	8.9	8.8	6.8	6.7	7.6	6.8	5.9
Medical	24.8	24.1	26.0	25.6	25.6	28.6	27.5
Rescues	0.8	0.8	2.9	3.0	3.0	0.8	2.6
Fires/Expl/Alarms	15.9	15.2	16.4	16.0	15.8	15.7	15.5

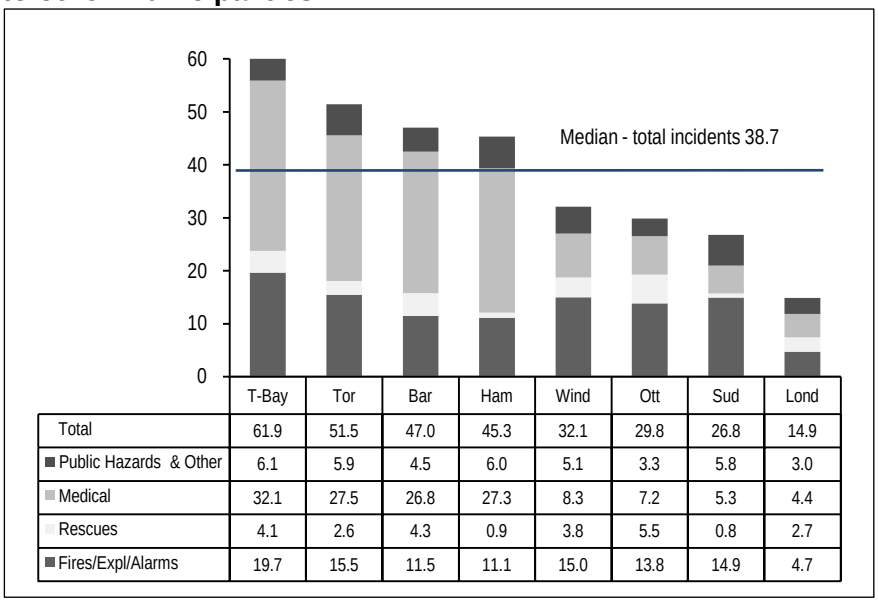
Chart 7.3 (City of Toronto) Number of Incidents Responded to by Fire Services (by Type) per 1,000 Population (Service Level)

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

In 2009, Fire Services responded to 141,788 incidents. In relation to 2008, there was a decrease in the total number of incidents as well as three of the four categories of incidents with the exception of rescues.

Chart 7.4 compares Toronto's 2009 results for the number of incidents per 1,000 persons, to the urban areas of other Ontario municipalities.

How many emergency incidents are there in Toronto, compared to other municipalities?



	T-Bay	Tor	Bar	Ham	Wind	Ott	Sud	Lond
Total	61.9	51.5	47.0	45.3	32.1	29.8	26.8	14.9
Public Hazards & Other	6.1	5.9	4.5	6.0	5.1	3.3	5.8	3.0
Medical	32.1	27.5	26.8	27.3	8.3	7.2	5.3	4.4
Rescues	4.1	2.6	4.3	0.9	3.8	5.5	0.8	2.7
Fires/Expl/Alarms	19.7	15.5	11.5	11.1	15.0	13.8	14.9	4.7

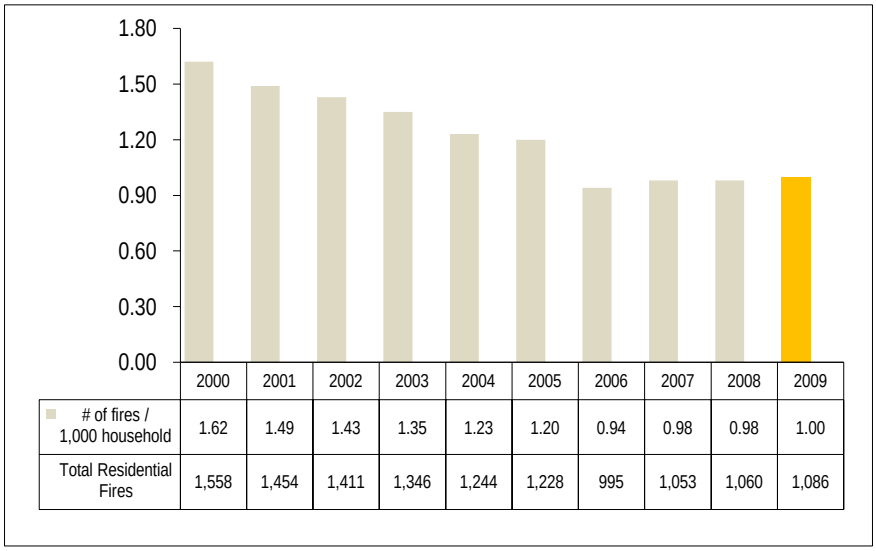
Chart 7.4 (OMBI 2009) Number of Incidents Responded to by Fire Services (by Type) per 1,000 Population in Urban Areas (Service Level)

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

- second of eight (first quartile) for the total number of incidents
- second of eight (first quartile) for fires, explosions and alarms
- sixth of eight (third quartile) for rescues
- second of eight (first quartile) for medical calls
- third of eight (second quartile) for public hazards and other incidents

Toronto's high ranking on total incidents responded to is primarily related to medical incidents, which accounted for 49 per cent of all incidents responded to in 2009. The significance of medical incidents responded to by Fire Services in each municipality is influenced by municipal-specific response agreements between Fire Services, Emergency Medical Services and hospital protocols.

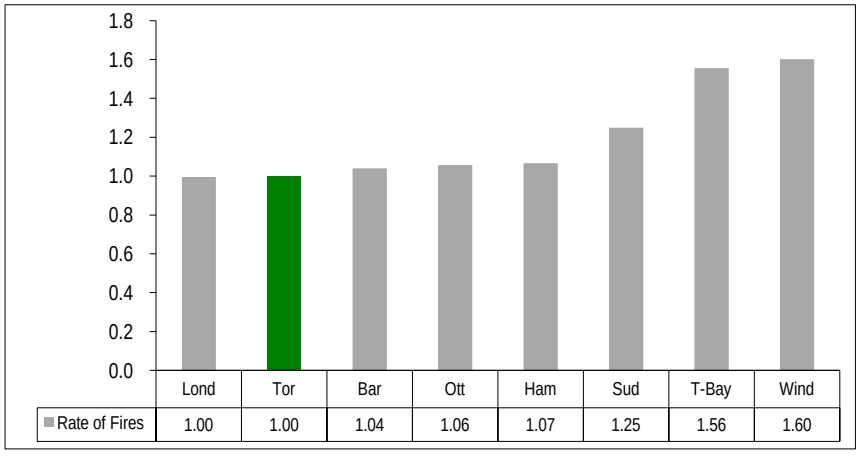
How many residential fires, with property loss, occur in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# of fires / 1,000 household	1.62	1.49	1.43	1.35	1.23	1.20	0.94	0.98	0.98	1.00
Total Residential Fires	1,558	1,454	1,411	1,346	1,244	1,228	995	1,053	1,060	1,086

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

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



	Lond	Tor	Bar	Ott	Ham	Sud	T-Bay	Wind
Rate of Fires	1.00	1.00	1.04	1.06	1.07	1.25	1.56	1.60

Chart 7.6 (OMBI 2009) Rate of Residential Structural Fires with Property Losses per 1,000 Households (Community Impact)

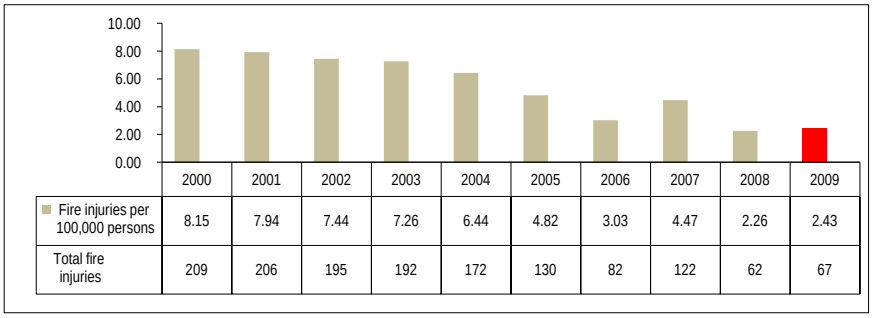
Assessing the rate at which residential fires, with property losses, occur is one method to determine if Fire Services is meeting the objective of protecting the buildings and property where people live, work or visit.

Chart 7.5 provides the rate of residential fires in Toronto per 1,000 households. There was a decline in the rate of residential fires from 2000 to 2006, but from 2007 onward, there was little change and results remained stable

Chart 7.6 compares Toronto's 2009 rate of residential fires to the urban areas of other Ontario municipalities and shows Toronto ranking second of eight municipalities (first quartile) in terms of the lowest rate of fires.

The longer term decline in Toronto's rate of fires and strong ranking relative to other municipalities, illustrates that fire prevention and education programs are working effectively

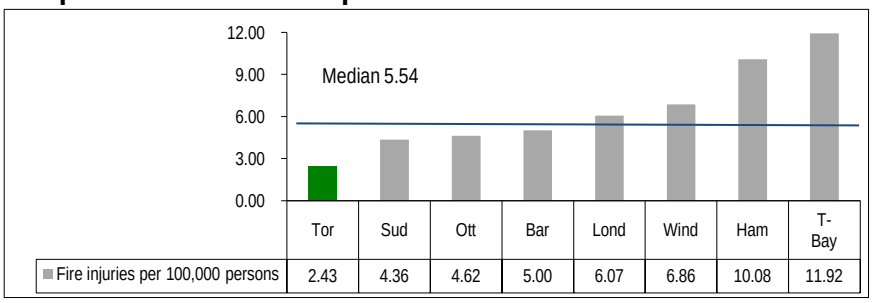
What is the rate of injuries from residential fires in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Fire injuries per 100,000 persons	8.15	7.94	7.44	7.26	6.44	4.82	3.03	4.47	2.26	2.43
Total fire injuries	209	206	195	192	172	130	82	122	62	67

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

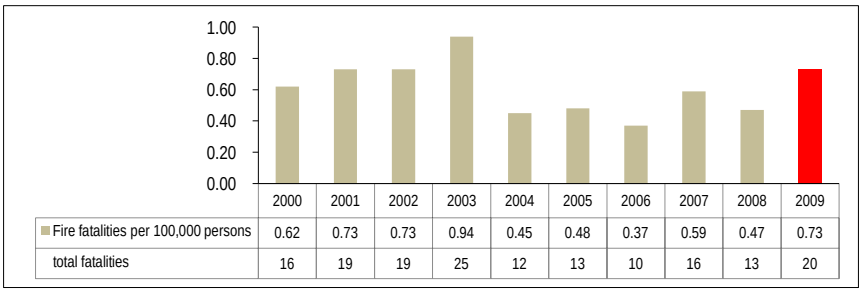
How does Toronto's rate of injuries from residential fires, compare to other municipalities?



	Tor	Sud	Ott	Bar	Lond	Wind	Ham	T-Bay
Fire injuries per 100,000 persons	2.43	4.36	4.62	5.00	6.07	6.86	10.08	11.92

Chart 7.8 (OMBI 2009) Rate of Residential Fire Related Injuries per 100,000 Persons (Community Impact)

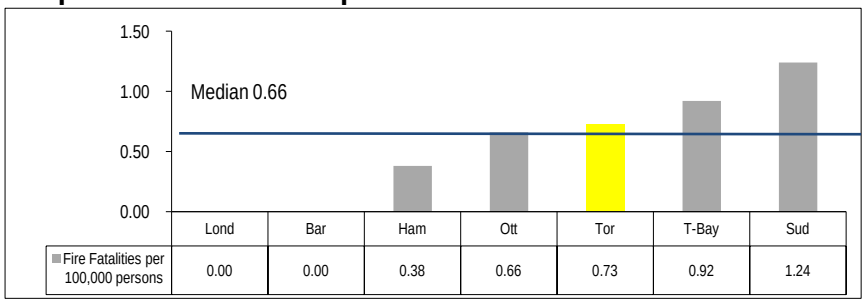
What is the rate of fatalities from residential fires in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Fire fatalities per 100,000 persons	0.62	0.73	0.73	0.94	0.45	0.48	0.37	0.59	0.47	0.73
total fatalities	16	19	19	25	12	13	10	16	13	20

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

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



	Lond	Bar	Ham	Ott	Tor	T-Bay	Sud
Fire Fatalities per 100,000 persons	0.00	0.00	0.38	0.66	0.73	0.92	1.24

Chart 7.10 (OMBI 2009) Rate of Residential Fire Fatalities per 100,000 Population (Community Impact)

Another objective of Fire Services is to protect the safety of residents during fire events. Chart 7.7 provides the total number and rate of residential fire related injuries there were in Toronto per 100,000 persons. It shows a longer term decreasing trend, but an increase in 2009

Chart 7.8 compares Toronto's 2009 rate of residential fire related injuries per 100,000 population, to other Ontario municipalities. Toronto ranks first of eight municipalities (first quartile) with the lowest rate of injuries.

Chart 7.9 provides the total number and rate of residential fire related fatalities in Toronto per 100,000

The unusual spike in fire fatalities in 2003 was as a result of a gas explosion that claimed seven lives.

Chart 7.10 compares Toronto's 2009 rate of residential fire related fatalities to other Ontario municipalities. Toronto ranks fifth of seven municipalities (third quartile) in terms of the lowest rate of fatalities.

Toronto is undertaking a number of fire prevention and public education initiatives. These initiatives are described in the next section of this chapter.

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

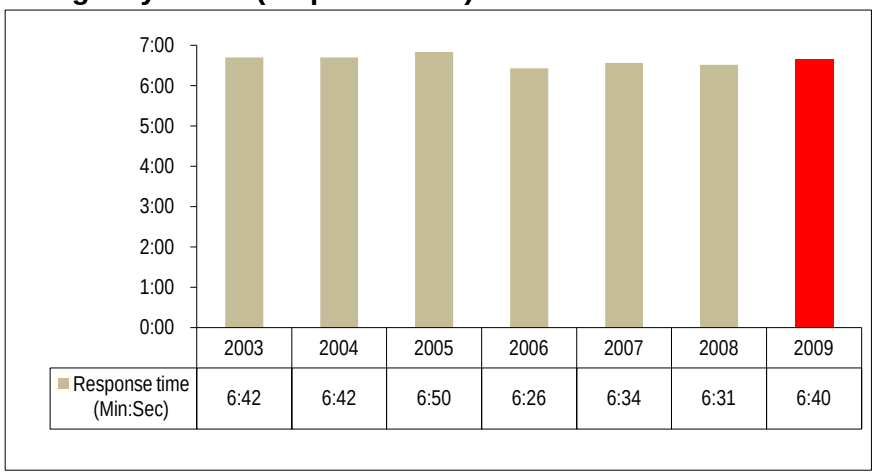


Chart 7.11 (City of Toronto) 90th Percentile Fire Station Notification Response Time (Customer Service)

When residents require fire services assistance, 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.

Consistent information across municipalities is currently unavailable 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.

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

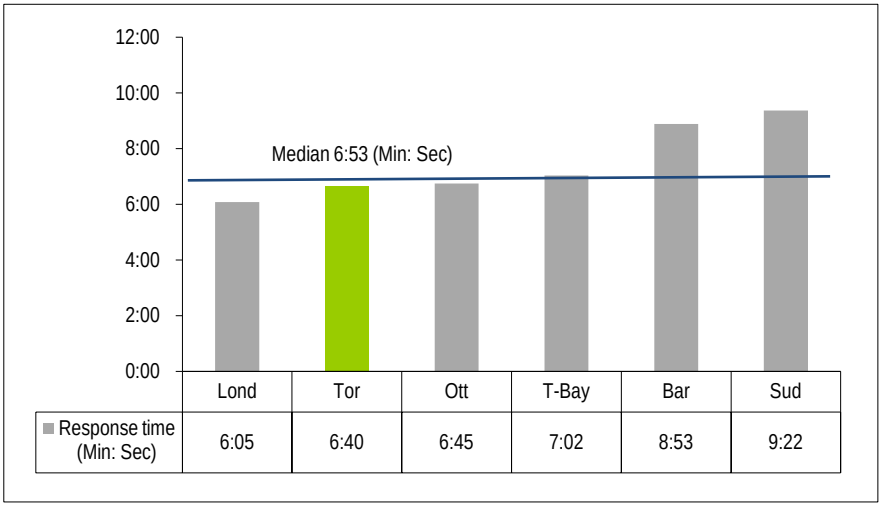


Chart 7.12 (OMBI 2009) 90th Percentile Station Notification Response Time (Customer Service)

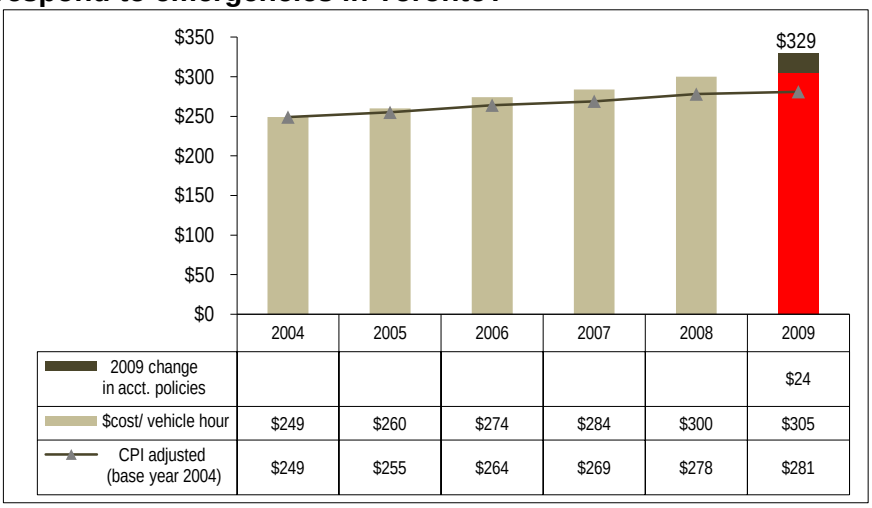
Response times for this report are therefore formally referred to as the "station notification response time". This is the time from the point that fire station staff has been notified of an emergency call, to the point when they arrive at the emergency scene.

Chart 7.11 provides Toronto's 90th percentile fire station notification response time. 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

In 2009, this was 6 minutes and 40 seconds, an increase of 9 seconds over 2008. If the Fire dispatch time was also added, the 2009 total response time in Toronto would be 7 minutes and 37 seconds. It should be noted that this excludes the 911 call handling time.

Chart 7.12 compares Toronto's 2009 station notification response time (90th percentile) to other municipalities. Toronto ranks second of six municipalities (second quartile) for the shortest response time. The proximity of Toronto's fire stations and vehicles to residents and businesses, is the primary factor behind this result.

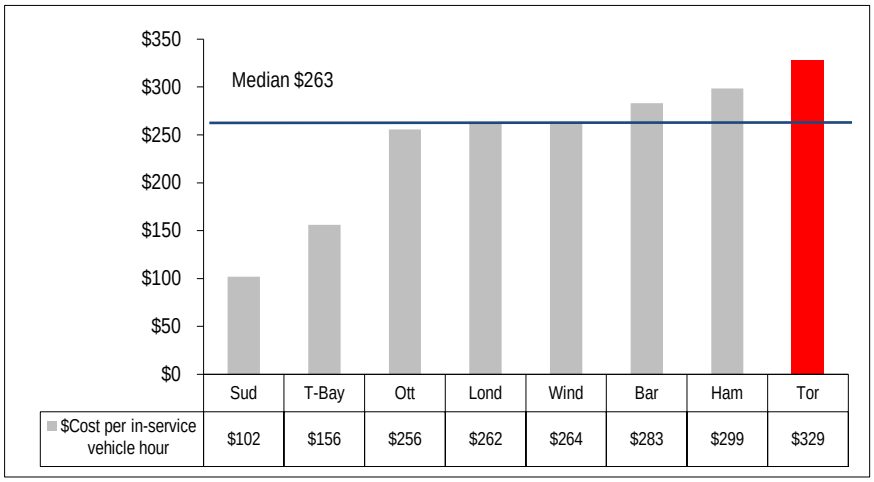
What does it cost to have a front-line fire vehicle available to respond to emergencies in Toronto?



	2004	2005	2006	2007	2008	2009
2009 change in acct. policies						$24
$cost/ vehicle hour	$249	$260	$274	$284	$300	$305
CPI adjusted (base year 2004)	$249	$255	$264	$269	$278	$281

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

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



	Sud	T-Bay	Ott	Lond	Wind	Bar	Ham	Tor
$Cost per in-service vehicle hour	$102	$156	$256	$262	$264	$283	$299	$329

Chart 7.14 (OMBI 2009) Cost of Fire Services (Urban Areas) per In-Service Vehicle Hour (Efficiency)

As discussed under Chart 7.1, the hours that front-line fire vehicles, are in-service provides an indication of service levels.

Chart 7.13 looks at the efficiency aspect of delivering these service levels, and provides Toronto's cost per hour, to have a front-line vehicle in service, staffed and available to respond to emergencies.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $24 per in-service vehicle hour, plotted here as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy changes, Toronto's 2009 costs rose by $5 per hour primarily because of increased wages and benefits.

To reflect the impact of inflation, Chart 7.13 also provides Consumer Price Index (CPI) adjusted results, plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2004.

Chart 7.14 compares Toronto's 2009 fire cost per in-service vehicle hour, to other Ontario municipalities. Toronto ranks eight of eight municipalities (fourth quartile) with the highest cost per hour.

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

- a different mix of fire vehicles because of Toronto's urban form
- training in, such as HUSAR (Heavy Urban Search and Rescue), high angle rescue, ice/swift water rescue, confined spaces, etc. requiring additional training, and equipment, that not all fire services have
- Toronto's wage rates for firefighter may be higher than in other municipalities in terms of basic rates as well as recognition pay for longer service. Municipalities can also be at different points in their cycle of collective agreements
- 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

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- participated as an integral part of the planning and operations of the G20 Summit
- created the new position "Quality Assurance Manager" in the Communications Division, which will implement the recommendations of a quality assurance study completed in 2009, including the ongoing review of call data and developing monitoring systems to ensure that time targets are met to the best of our ability. This is the first step towards of goal of achieving consistent performance in line with NFPA guidelines.
- completed the annual "Alarmed for Life" campaign (a community-based proactive smoke alarm education program) with more than 65,000 house visits
- continued implementation of a pilot project as part of the "Alarmed for Life" campaign, to reach residents of high rise residential buildings in the southern part of the city
- implemented a 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 to ensure that:
- there are working smoke alarms on every storey and at least one carbon monoxide alarm in every home visited
- homeowners are provided with the necessary information to help keep their homes and families safe
- completed Toronto District School Board and Toronto District Catholic School Board Risk Watch program to Grade 4. Risk Watch is a comprehensive injury prevention program for use in schools. Risk Watch gives children and their families the skills and knowledge they need to create safer homes and communities.
- implemented One Step software in the Fire Prevention Division, as recommended by the City's Auditor General that recognized the inability of existing systems to adequately track and report information related to fire prevention inspections. The software will increase fire prevention inspectors' efficiency and will assist with scheduling regular, retrofit and high risk inspections in 2011 – 2012.
- introduced a new $350 fee (per vehicle dispatched) for the first malicious/nuisance false alarm incident. This fee that previously applied to second and subsequent false alarms, is intended to reduce the approximately 15,000 false alarms each year that tie up fire vehicles and fire fighters, making them unavailable for valid emergencies

2011 Initiatives Planned

- continue to work on reducing 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 City's Building Division within seven working days. Preliminary new building inspections should be done within five working days of notification, and final inspection within two working days of notification.
- increase the efficiency of fire prevention inspectors by 10 per cent within three years through the use of mobile tablets and One Step software introduced in 2009/2010.
- continue to implement the Risk Watch program in all schools from the existing grade four up to grade eight.
- begin the process of updating the 2007 Master Fire Plan.
- begin implementation phase of the 2009 Quality Assurance study in the Communications Division, following the hiring of a Quality Assurance Manager at the end of 2009

- complete a required upgrade to the Computer Aided Dispatch (CAD) system
- implement business intelligence software following the CAD upgrade to assist in measuring the ongoing performance of Fire Services and to allow development of processes to improve performance.

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- the age and densification of housing stock
- the nature or extent of fire risks, such as the type of building construction or occupancy (apartment dwellings versus single family homes)
- differences in population densities
- geography and topography
- transportation routes, traffic congestion and travel distances
- socio-demographics
- the extent of fire prevention and education efforts, enforcement of the fire code and the presence of working smoke alarms
- staffing levels on fire apparatus/vehicles

General Revenue Services

General revenue services refers to services provided for billing and issuing invoices and for collecting accounts receivable owed to the municipality by citizens, businesses and other agencies that do business with the municipality.

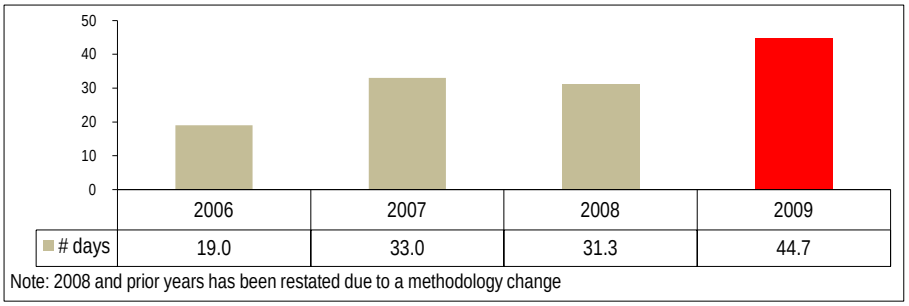
The goal of general revenue services is to ensure the municipality collects revenue to which it is entitled in a timely, accurate, and efficient manner in order to assist the municipality in exercising prudent fisscal management. This service includes:

- 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Increased Number of days to receive payment on invoices issued increased (related to strike)	2 Low number of days to receive payment on invoices issued	8.1 8.2 pg. 98
How many of the invoices billed are never collected?	Bad Debt Write-off as a Percentage of Revenue Billed - (Efficiency)	Stable Level of uncollectable amounts is stable at 0.1%	1 Lower levels of uncollectable amounts	8.3 8.4 pg. 98
How much does it cost to bill and collect an accounts receivable invoice?	Cost of Accounts Receivable Function per Invoice Issued- (Efficiency)	Decreased Cost per invoice decreased	3 High cost per invoice	8.5 8.6 pg. 99
How much does it cost to bill and collect $1,000 of billings?	Cost of Accounts Receivable Function per $1,000 of billings (Efficiency)	Decreased Cost per $1,000 of billings decreased	1 Lower cost per $1,000 of billings	8.7 pg. 99
Overall Results		Service Level Indicators (Resources) n/a Performance Measures (Results) 2- Favourable 1- Stable 1 -Unfavour. 75% favourable or stable	Service Level Indicators (Resources) n/a Performance Measures (Results) 2 - 1st quartile 1 - 2nd quartile 1- 3rd quartile 0 - 4th quartile 75% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages v - x. 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?

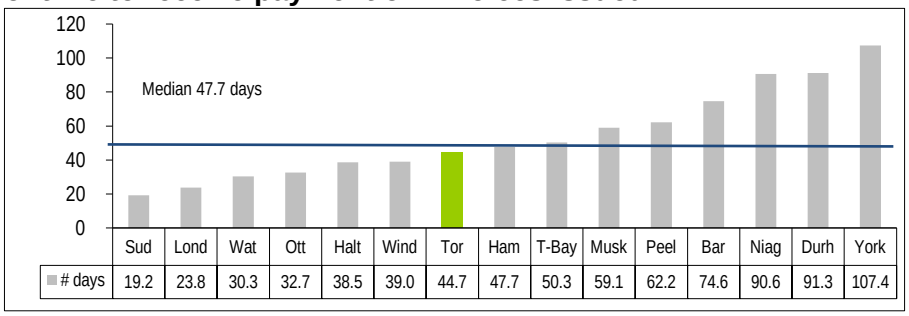


	2006	2007	2008	2009
# days	19.0	33.0	31.3	44.7

Note: 2008 and prior years has been restated due to a methodology change

Chart 8.1 (City of Toronto) Average Collection Periods for Accounts Receivable Invoices in Days (Efficiency)

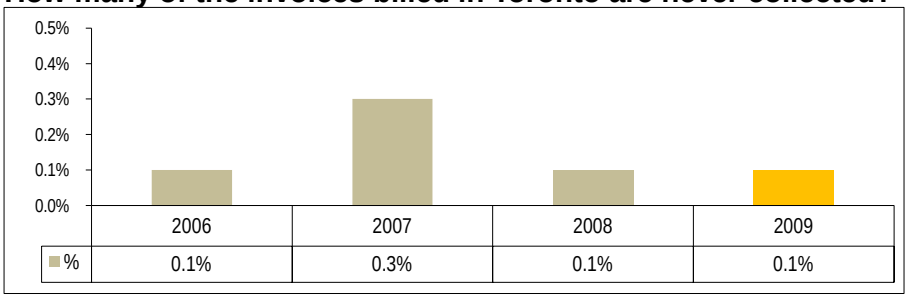
How does Toronto compare to other municipalities for the length of time to receive payment on invoices issued?



	Sud	Lond	Wat	Ott	Halt	Wind	Tor	Ham	T-Bay	Musk	Peel	Bar	Niag	Durh	York
# days	19.2	23.8	30.3	32.7	38.5	39.0	44.7	47.7	50.3	59.1	62.2	74.6	90.6	91.3	107.4

Chart 8.2 (OMBI 2009) Average Collection Period for Accounts Receivable Invoices in Days (Efficiency)

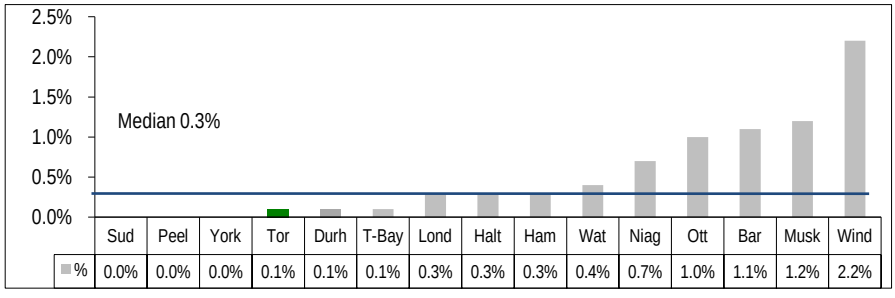
How many of the invoices billed in Toronto are never collected?



	2006	2007	2008	2009
%	0.1%	0.3%	0.1%	0.1%

Chart 8.3 (City of Toronto) Bad Debt Write-off as a Percentage of Revenue Billed (Efficiency)

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



	Sud	Peel	York	Tor	Durh	T-Bay	Lond	Halt	Ham	Wat	Niag	Ott	Bar	Musk	Wind
%	0.0%	0.0%	0.0%	0.1%	0.1%	0.1%	0.3%	0.3%	0.3%	0.4%	0.7%	1.0%	1.1%	1.2%	2.2%

Chart 8.4 (OMBI 2009) Bad Debt Write-off as a Percentage of Revenue Billed (Efficiency)

In 2009, Toronto issued approximately 124,000 invoices with an invoice value of over $1.3 billion for functions such as provincial cost sharing for social programs, sale of blue boxes and work done on roads by utility companies.

Once invoices are issued, it is important to collect these amounts in a timely way to optimize the City's cash flow.

Chart 8.1 reflects Toronto's average collection period (in days) for these invoices. The increase in 2009 was due to the six week strike.

Chart 8.2 compares Toronto's 2009 average collection period for accounts receivable invoices to other municipalities. Toronto ranks seventh of 15 (second quartile) in terms of having the shortest collection period.

For invoices that cannot 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.

Chart 8.3 shows Toronto's bad debt expense to be very low and in 2009 represented only 0.1 per cent of the revenues billed.

Chart 8.4 illustrates that in relation to other municipalities Toronto's 2009 result ranked fifth of 15 municipalities (first 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 in Toronto?

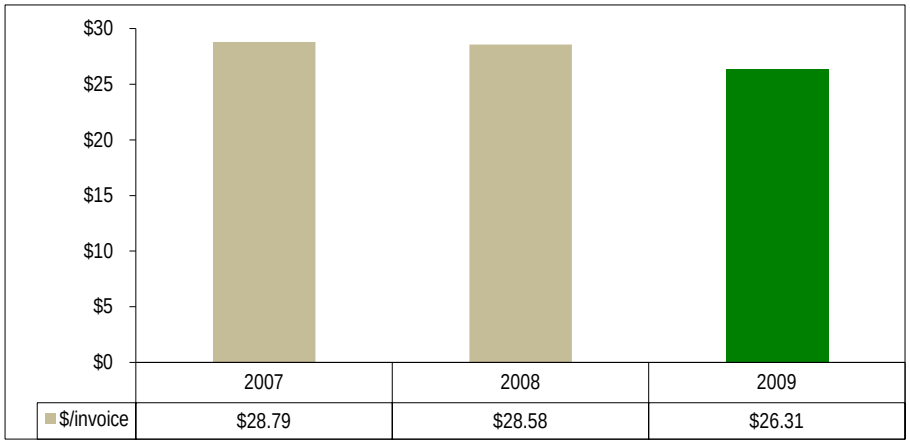


Chart 8.5 (City of Toronto) Cost of Accounts Receivable Function per Invoice Issued (Efficiency)

Chart 8.5 provides Toronto's cost of the accounts receivable function to bill and collect one invoice and shows a lower cost in 2009. This decrease was due to lower costs arising from the six week strike in the summer of 2009.

How does Toronto's cost to bill and collect an accounts receivable invoice, compare to other municipalities?

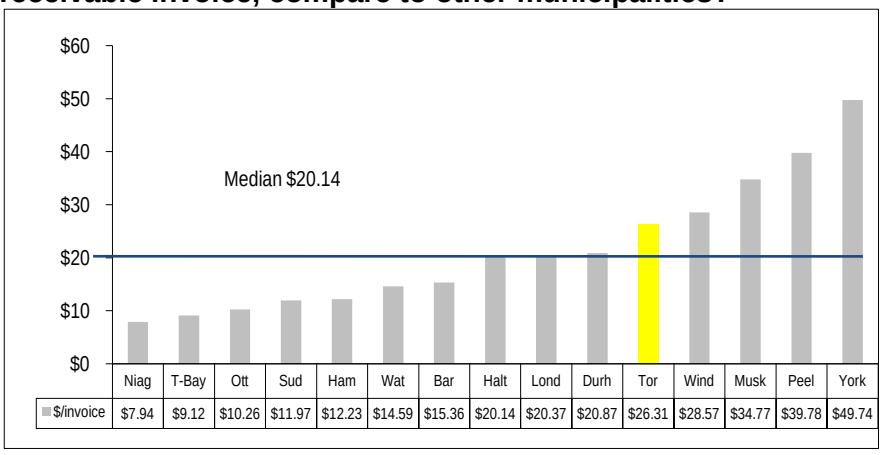


Chart 8.6 (OMBI 2009) Cost of Accounts Receivable Function per Invoice Issued (Efficiency)

Chart 8.6 compares Toronto's 2009 cost of the accounts receivable function per invoice to other municipalities. Toronto ranks 11th of 15 municipalities (third quartile), in terms of having the lowest cost.

One contributing factor behind Toronto's higher cost is the relative size of an invoice. Toronto's invoices are four times larger than the median of other OMBI municipalities. This can be an indication of greater amount of effort or complexity that may be involved in the billing process in Toronto.

How does Toronto's cost to bill and collect $1,000 of receivables, compare to other municipalities

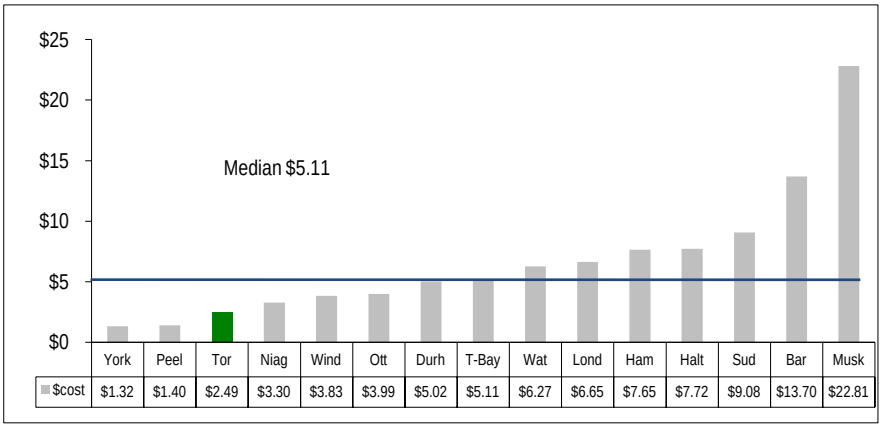


Chart 8.7 (OMBI 2009) Operating Cost of A/R Function per 1,000 Dollar of Billings

To take into consideration the magnitude of billings, Chart 8.7 provides 2009 results for Toronto and other municipalities for the cost to bill and collect $1,000 of billings. On this basis Toronto ranks third of 15 municipalities (first quartile)

Toronto's 2009 costs for this measure also decreased from 2008.

2010 Achievements or 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- re-engineered business processes
- provided process information on website for internal use
- initiated online payments through 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, the Accountability Officers, as well as portions of the City Clerk's Office, which directly support the work of elected officials.

Corporate management activities include:

- City Manager
- 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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** (excluding change in accounting policy)	**1** **Lowest cost /rate of single-tier municipalities**	9.1 9.2 pg. 104
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 v - x. These quartile results are based on a maximum sample size of eight single-tier municipalities.

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

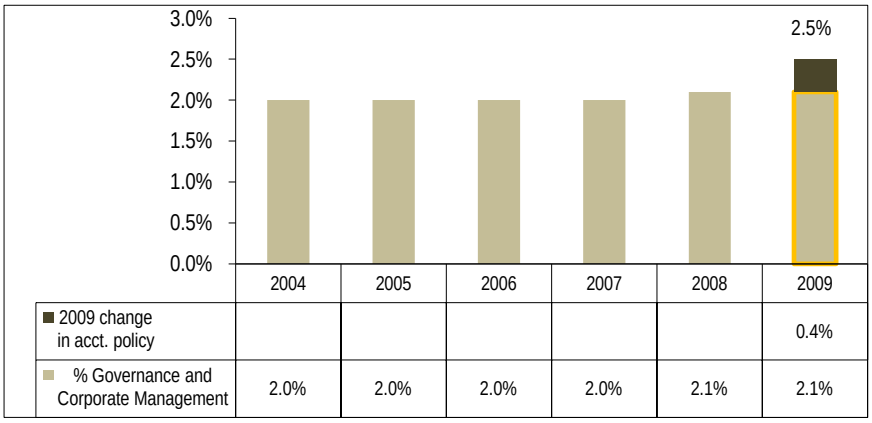


Chart 9.1 (City of Toronto) Governance and Corporate Management Costs as a Percentage of Total Operating Expenditures (Efficiency)

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)

In 2009, these costs represented only 2.5 per cent of total expenditures in Toronto, with governance and political support comprising approximately 1.0 per cent and corporate management comprising the balance of 1.5 per cent

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of +0.4 per cent which is plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy changes, Toronto's 2009 results were stable compared to 2008.

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

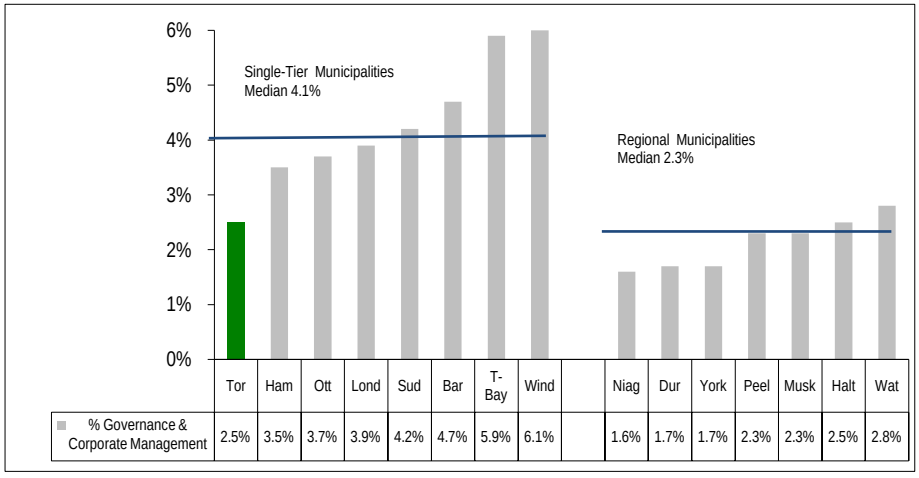
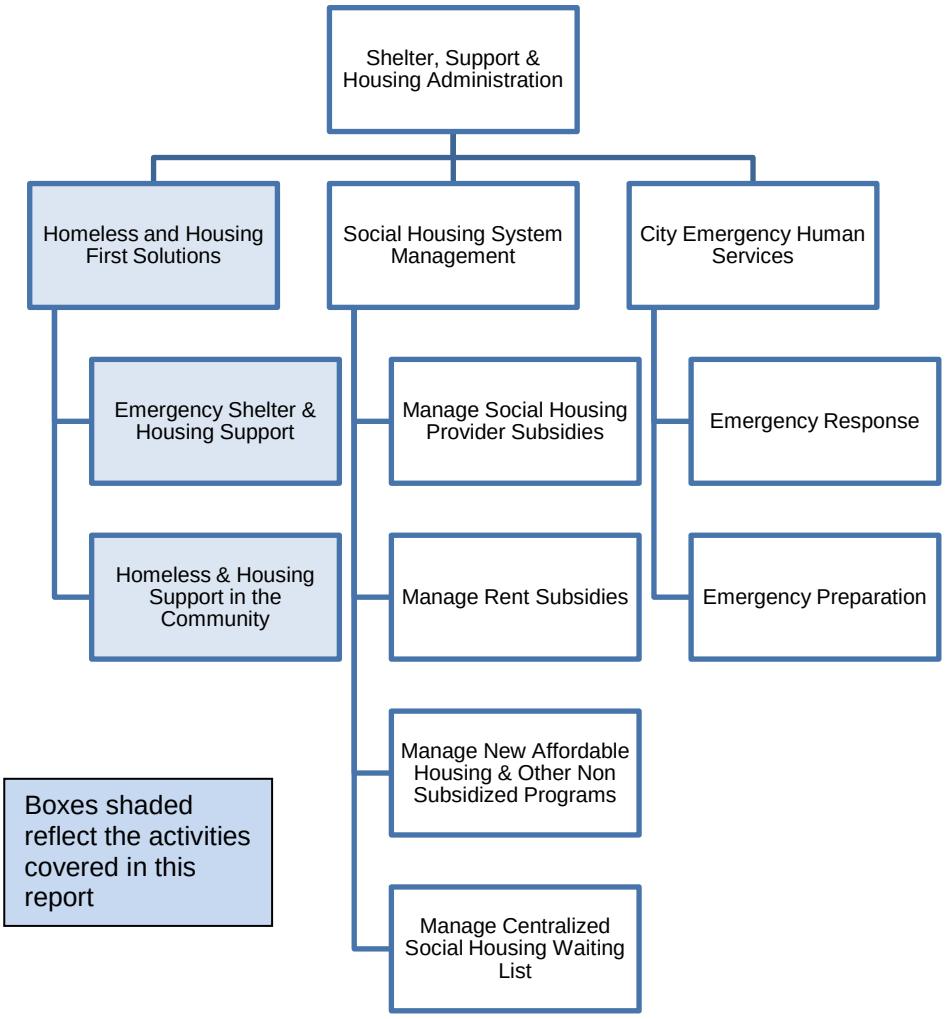


Chart 9.2 (OMBI 2009) Governance and Corporate Management Costs as a Percentage of Total Operating Expenditures (Efficiency)

Chart 9.2 compares Toronto's 2009 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 impact results for this measure. Because of these differences, any comparison of results should be made within these two groups.

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

Hostel Services



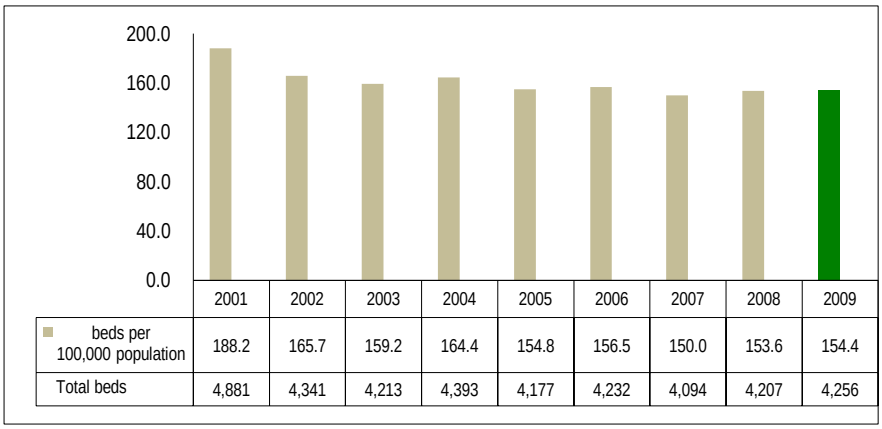
Hostel Services provides shelter and assistance to homeless individuals and families with children. Meals and basic necessities are provided in a secure environment, as well as case management, counselling and support programs for adults and children. Housing workers help clients in pursuing permanent 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Increased More shelter beds in 2009 (service level indicator)	1 Highest number of shelter beds (service level indicator)	10.1 10.2 pg. 108
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 is stable	4 Longer length of average stay singles and families (related to more transitional beds, which have longer stays)	10.3 10.4 pg. 109
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 is stable	N/A	10.3 pg. 109
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 is stable	N/A	10.3 pg. 109
Customer Service Measures				
What is the emergency shelter bed occupancy rate?	Average Nightly Bed Occupancy Rate of Emergency Shelters – (Customer Service)	Increased Occupancy rate of shelter beds increased	2 High occupancy rate of shelter beds	10.5 10.6 pg. 110
Efficiency Measures				
What does it cost per night to provide a shelter bed?	Gross Hostels Cost per Emergency Shelter Bed Night - (Efficiency)	Increased gross cost per shelter bed night increased	3 High gross cost per shelter bed night (related to greater % of city operated beds)	10.7 10.8 pg. 111
Overall Results		Service Level Indicators (Resources) 1 - Increased 0 - Stable 0 - Decreased 100% stable or increased Performance Measures (Results) 1 - Favourable 3 - Stable 1 - Unfavour. 80% 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 1- 3rd quartile 1- 4th quartile 33% above median	

For an explanation of how to interpret this summary and the supporting charts, please see pages v - x. These quartile results are based on a maximum sample size of 12 municipalities.

How many emergency shelter beds are there in Toronto?



	2001	2002	2003	2004	2005	2006	2007	2008	2009
beds per 100,000 population	188.2	165.7	159.2	164.4	154.8	156.5	150.0	153.6	154.4
Total beds	4,881	4,341	4,213	4,393	4,177	4,232	4,094	4,207	4,256

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

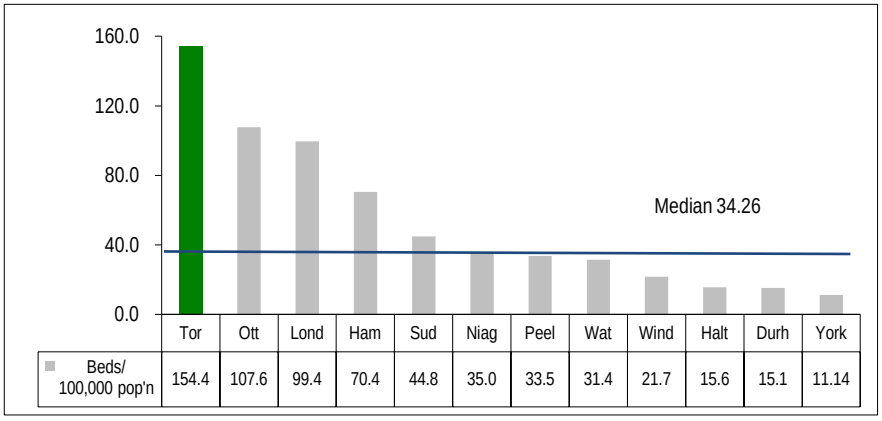
The primary indicator of service levels for Hostel Services is the number of emergency shelter beds available in a community for use by homeless individuals and families.

Chart 10.1 provides information on Toronto's total number and rate of emergency shelter beds per 100,000 population.

A direct comparison of 2001 shelter beds to 2009 beds demonstrates a longer-term decreasing trend in the number of shelter beds. Year over year comparison shows both small increases and decreases between years. The increase of shelter beds in 2009 was related to an increase of motel beds used by the family sector, as well as the opening of a youth shelter.

Of the 4,256 emergency shelter beds in Toronto in 2009, 1,617 or 38 per cent were operated by the City and another 2,639 or 62 per cent were contracted through other organizations

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



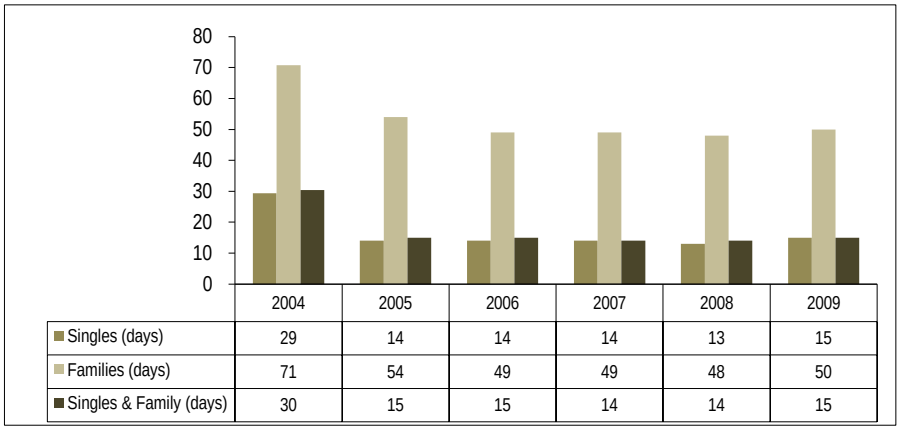
	Tor	Ott	Lond	Ham	Sud	Niag	Peel	Wat	Wind	Halt	Durh	York
Beds/ 100,000 pop'n	154.4	107.6	99.4	70.4	44.8	35.0	33.5	31.4	21.7	15.6	15.1	11.14

Chart 10.2 (OMBI 2009) Number of Emergency Shelter/Hostel Beds per 100,000 Population (Service Level)

Chart 10.2 compares Toronto's 2009 rate of emergency shelter beds per 100,000 population, to other municipalities. Toronto ranks first of 12 (first quartile), with the greatest number of shelter beds.

Toronto has a comparatively higher number of shelter beds because large urban centres tend to have proportionately higher numbers of homeless individuals and families. The City of Toronto has provided shelter services since the 1950's. 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 shelter system?



	2004	2005	2006	2007	2008	2009
Singles (days)	29	14	14	14	13	15
Families (days)	71	54	49	49	48	50
Singles & Family (days)	30	15	15	14	14	15

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

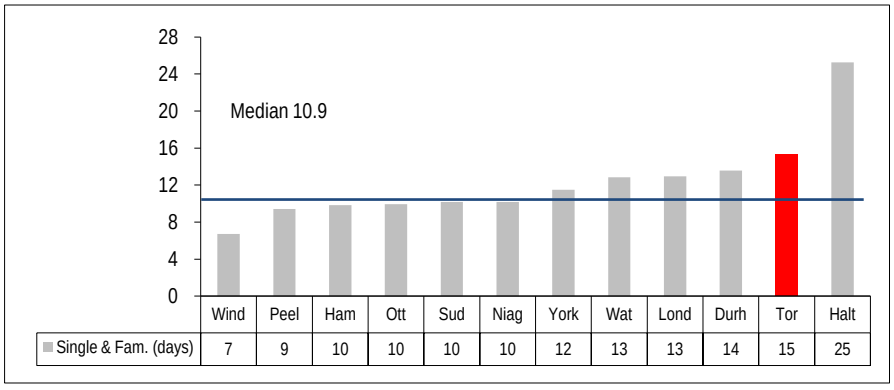
Emergency shelters are intended to provide temporary short-term accommodation until an individual or family is able to find appropriate housing in the community.

One way of assessing municipalities' success in 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 2009, as well as a blended result for singles and families.

Longer term trends show the length of stay in Toronto for singles has remained stable but the length of stay for families has decreased, as they tend to have greater success at re-establishing themselves in the housing market during times of higher vacancy rates.

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



	Wind	Peel	Ham	Ott	Sud	Niag	York	Wat	Lond	Durh	Tor	Halt
Single & Fam. (days)	7	9	10	10	10	10	12	13	13	14	15	25

Chart 10.4 (OMBI 2009) Average Length of Stay (Days) in Emergency Shelters (Singles and Families) (Community Impact)

The length of stay in shelters in 2009 was impacted by:

- the six week strike, as directly operated shelters were unable to provide housing search and housing supports
- an increase in refugees entering the system

Chart 10.4 compares the 2009 average blended length of stay in shelters for singles and families in Toronto compared to other municipalities. Toronto ranks 11th of 12 municipalities (fourth 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.

What is the occupancy rate of Toronto's emergency shelter beds?

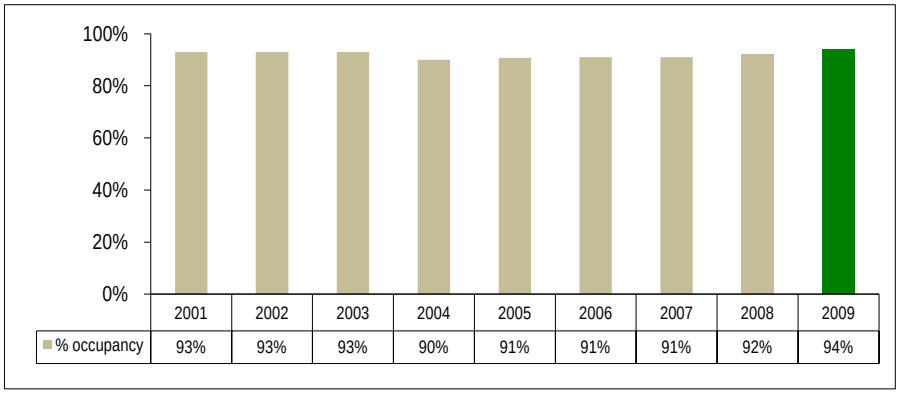


Chart 10.5 (City of Toronto) Average Nightly Occupancy Rate of Emergency Shelter Beds (Customer Service)

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 Toronto's emergency shelter beds, shown in Chart 10.5.

How does the occupancy rate for Toronto's emergency shelter beds, compare to other municipalities?

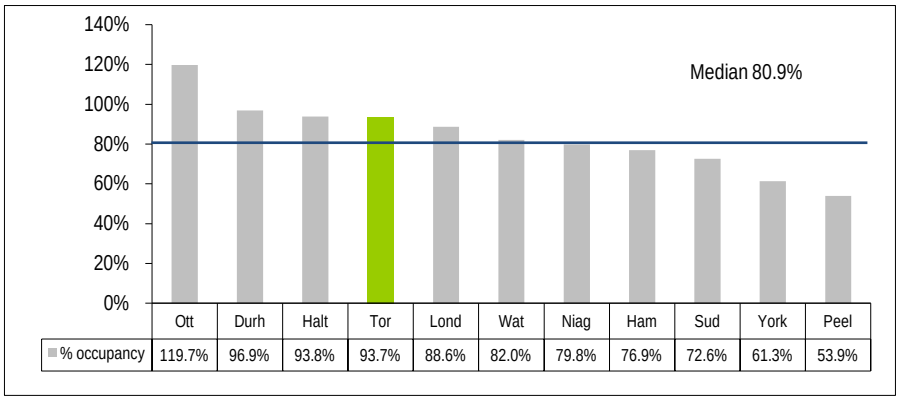


Chart 10.6 (OMBI 2009) Average Nightly Occupancy Rate of Emergency Shelter Beds (Customer Service)

Over the longer term the occupancy rate in the hostels system has been stable. Occupancy rates in the family shelter system decreased significantly for a number of years (reaching a system low in 2004), but has since stabilized over the last five years.

Occupancy rates in the single adult system and youth system were stable over the last several years but increased in 2009 due to the six week strike, as directly operated shelters were unable to provide housing search and housing supports to assist residents to move out of the system.

Chart 10.6 compares Toronto's 2009 occupancy rate of emergency shelter beds to other Ontario municipalities and Toronto ranks fourth of 11 municipalities (second quartile), in terms of having the highest occupancy rate.

The City of Toronto family shelter system fluctuates due to external factors. Federal Immigration policies 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?

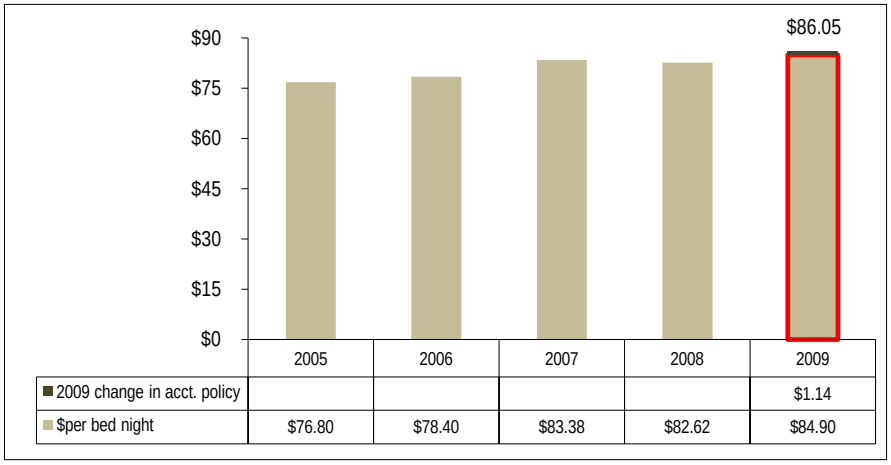


Chart 10.7 (City of Toronto) Cost of Emergency Shelter Bed Night (Efficiency)

The average cost to provide an emergency shelter for one night provides some indication of efficiency as reflected in Chart 10.7. These costs reflect both direct costs and an allocation of internal program support costs such as facilities, information and technology, legal, and human resources.

In 2009, changes in accounting policy were instituted by all Ontario municipalities as described on page x of this report. For Toronto these changes amounted to an increase of $1.14 per shelter bed night in 2009 (of the total increase of $3.43), plotted here as a stacked column to isolate it from the 2009 result using the previous costing methodology.

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

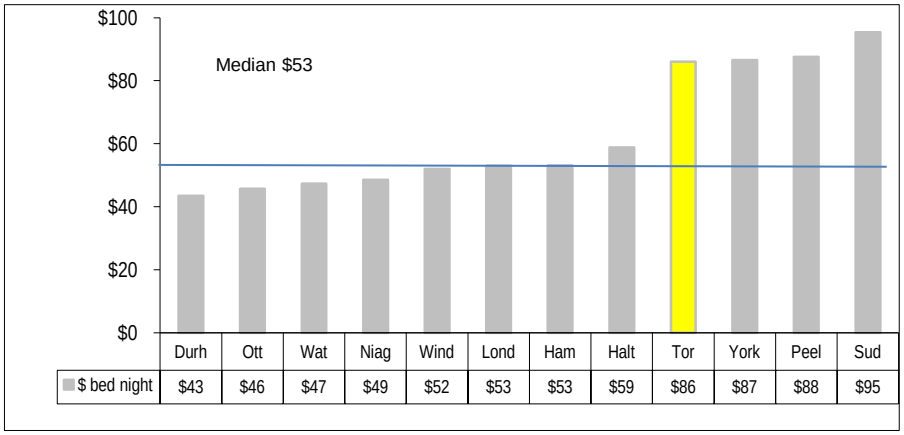


Chart 10.8 (OMBI 2009) Cost per Emergency Shelter Bed Night (Efficiency)

Chart 10.8 compares Toronto's 2009 cost per shelter bed night to other municipalities with Toronto ranking ninth of 12 (third quartile) in terms of having the lowest cost per bed night.

Toronto is one of four OMBI municipalities that directly operate some of their own shelters (38 per cent of the shelter beds in Toronto) while the other eight 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 38 per cent of its own shelter beds. For these municipally operated shelters, 100 per cent of the operating costs are recorded on the City's books. For purchased or contracted shelter beds, the amounts paid by municipalities (the amounts on the municipal books) covers only a portion of actual costs of the shelter operation. In Toronto, this varies from 16 per cent to 98 per cent of their costs, with the balance of the other provider's revenues coming from independent fundraising and accessing other sources such as the United Way. The large majority of OMBI municipalities contract or purchase all of their shelter beds; therefore, their costs will be lower than Toronto's.

2010 Achievements or 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements:

- opened the Streets to Homes Assessment and Referral Centre at 129 Peter Street, to provide support to the City's street involved homeless clients
- completed implementation of the web based Shelter Management Information System (SMIS) in 58 shelters to provide bed management and case management functions
- initiated the review of shelter sites for redevelopment as affordable housing and shelter as per the Housing Opportunities Toronto Plan approved by Council in 2009
- advocated with the Province for an improved funding model for shelters/hostels in the development of the Long-Term Affordable Housing Strategy

2011 Initiatives Planned:

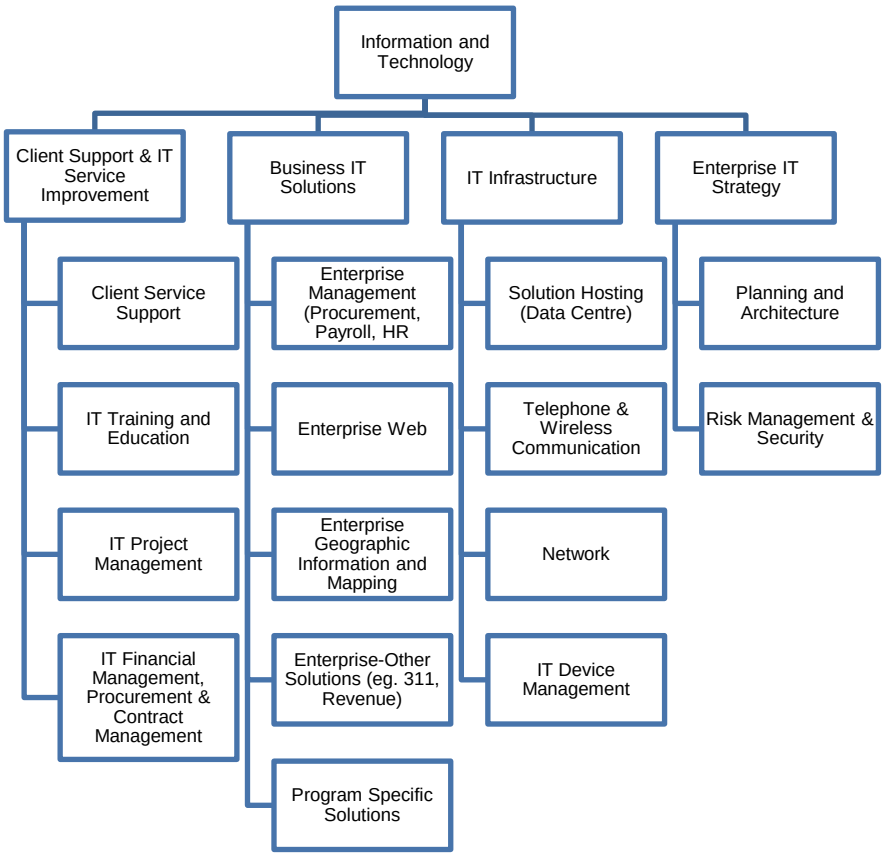
- open of a Central Intake Centre call centre to access beds in the shelter system
- continue capital investment in the state of good repair of city owned shelters
- implement the Short Term Rent Support Program, a provincial rent supplement program, for 300 shelter residents.
- implement the Alternate Model of Shelter Service for single clients who are reasonably self sufficient and require minimal case management and supports by accommodating them in motels and furnished apartments as a means to achieve service efficiencies.
- provide input and advice to the Province's Long-Term Affordable Housing Strategy as the regulations are developed for the consolidation of homeless funding.
- continue development and implementation of enhancements to the Shelter Management Information System (SMIS).

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- condition - chronic vs. newly or episodic homelessness, natural disasters and weather related events,
- communicable diseases, agency or funder policies, and community capacities for providing sufficient housing, income and support for residents who are experiencing or at risk of homelessness
- municipal policies: average lengths of stay are shortened when municipal policies limit funding to a set time period
- supply of and demand for beds: number of emergency shelter beds available in a community may vary by season, by climate, and by bed type (single vs. family)
- availability of housing:, including transitional and supportive housing in the community, and supplementary support services

Information and Technology Services



Information and technology (IT) services plan build and sustain the technology and information environments that support municipal service delivery. Business, IT leaders and staff collaborate to develop portfolios of initiatives in alignment with the overall strategic goals of the organization, and meet the service delivery objectives of each line of business.

Specific objectives of information and technology services include:

- providing reliable, secure service to residents, businesses and municipal staff across multiple channels including counter, kiosk, call centre and the wired and mobile internet
- developing and supporting information and technology infrastructure
- establishing best practices to monitor the efficiency of service delivery results and create flexible solutions to meet future demands

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service/Activity Level Indicators				
What is the cost/investment in information and technology services in relation to the services supported?	Operating and Capital Cost in Information and Technology Services as a Percentage of Municipal Operating and Capital Expenditures (service level indicator)	Increased Cost/investment in I&T services increased (service level indicator)	1 Higher cost/investment in I&T services (service level indicator)	11.1 11.2 pg. 116
How much is spent on information and technology services for each staff member supported?	Operating and Capital Costs for Information and Technology Services per Staff Supported with Active I&T Account (service level indicator)	Increased I&T cost per municipal staff member supported increased (service level indicator)	2 High I&T cost/investment per municipal staff member supported (service level indicator)	11.3 11.4 pg. 117
Community Impact Measures				
How frequently is the City's website visited?	Number of Visits to Municipal Website per Capita	Stable Website visits were stable	2 High volumes of website visits	11.5 11.6 pg. 118
Overall Results		Service Level Indicators (Resources): 2- Increased; 0 - Stable; 0 - Decreased; 100% stable or increased Performance Measures (Results): 0 - Favourable; 1 - 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): 0 - 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 v - x. These quartile results are based on a maximum sample size of 15 municipalities (eight upper tier municipalities and seven single tier municipalities).

What is the cost/investment in information and technology services in Toronto, in relation to the services supported?

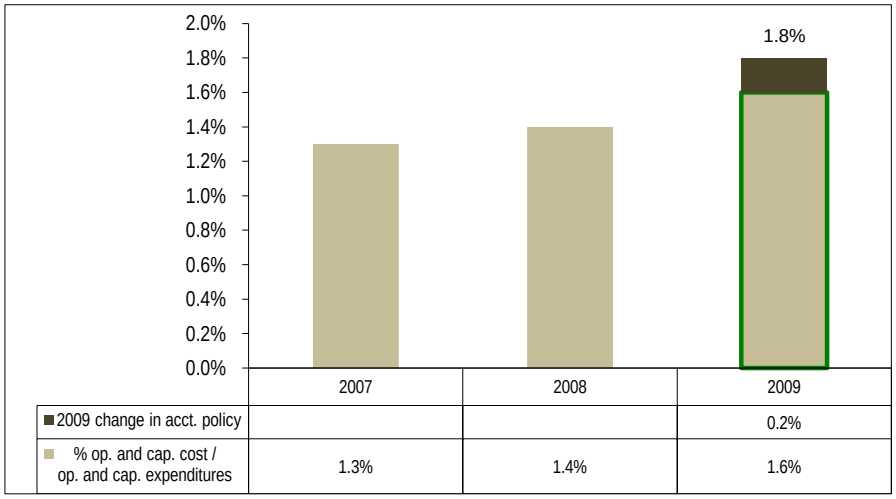


Chart 11.1(City of Toronto) Operating and Capital Cost in Information and Technology Services as a Percentage of Municipal Operating and Capital Expenditures (Service Level)

One way to examine the level of investment in I&T services is to contrast the service cost with the operating and capital budgets of the service areas they support.

Chart 11.1 provides Toronto's cost of IT services as a percentage of f the City's total operating and capital costs (of the service areas they support), which in 2009 represented 1.8 per cent.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to half of the 2009 increase (0.2 per cent of the total 0.4 per cent increase), plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

How does the cost /investment in information and technology services in Toronto compare to other municipalities?

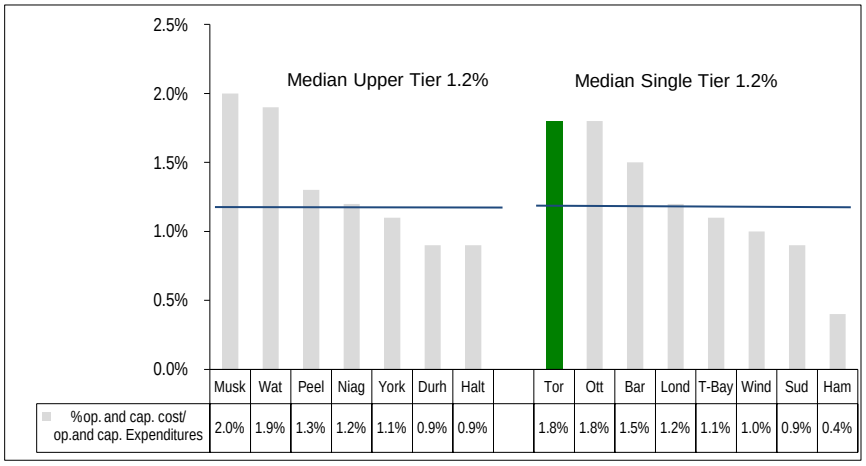


Chart 11.2(OMBI 2009) Operating and Capital Cost in Information and Technology Services as a Percentage of Municipal Operating and Capital Expenditures (Service Level)

Chart 11.2 compares Toronto's 2009 result to other municipalities for the cost of I&T services as a percentage of the total municipal expenditures they support.

In terms of having the highest percentage of investment in Information and Technology, Toronto ties with Ottawa and ranking first out of eight single tier municipalities (first quartile).

Because of differences in municipal service delivery responsibilities between single tier municipalities like Toronto and upper tier / regional municipalities, results have been grouped. These costs only include those of the centralized corporate I&T functions and not those that are decentralized.

How much does Toronto's information and technology services spend per municipal staff member supported?

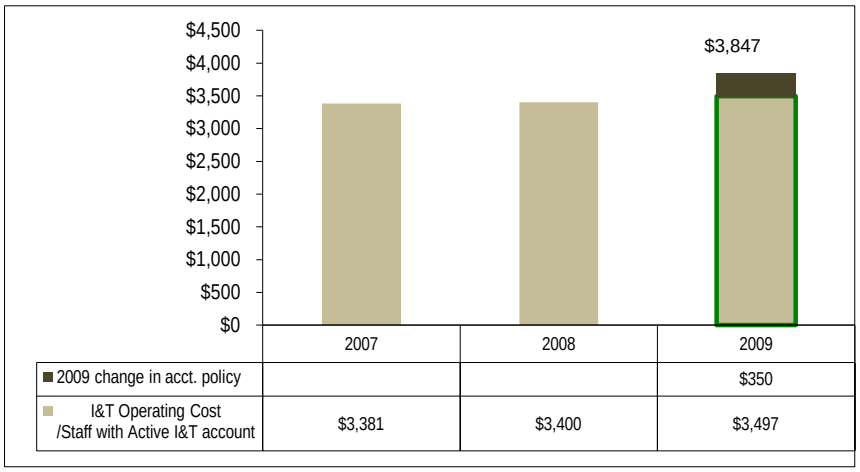


Chart 11.3 (City of Toronto) Operating and Capital Costs for Information and Technology Services per Staff Supported with Active I&T Account (Service Level)

Chart 11.3 provides another way to examine the level of investment in I&T services, in relation to the staff supported, using an indicator of cost of I&T services per staff member supported. These cost relate to all I&T activities, described on the lead page

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $350 per staff member supported, which is plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy change, Toronto's 2009 costs rose by approximately 3 per cent.

How does the I&T cost per municipal staff member in Toronto compare to other municipalities?

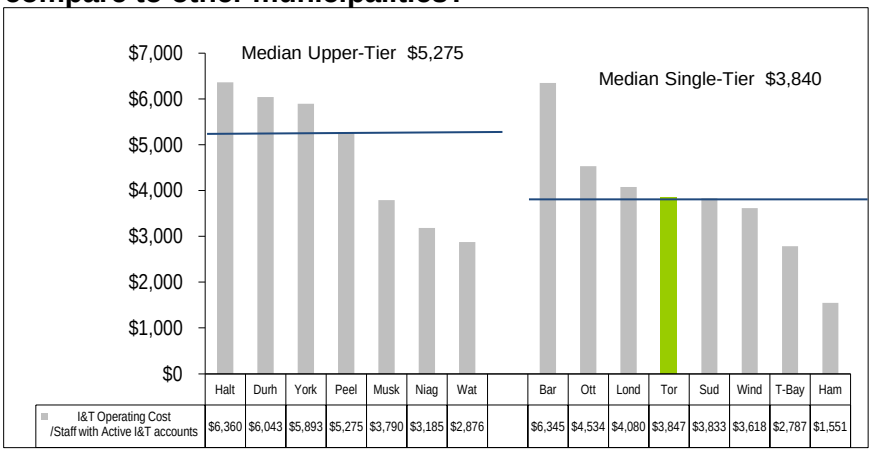


Chart 11.4 (OMBI 2009) Operating and Capital Costs for Information and Technology Services per Staff Supported with Active I&T Account (Service Level)

Chart 11.4 compares Toronto's 2009 result to other municipalities for the cost of I&T services per staff member supported.

Because of differences in municipal service delivery, responsibilities between single tier municipalities like Toronto, and upper-tier / regional municipalities, results have been grouped. Toronto ranks fourth of the eight single tier municipalities (second quartile) in terms of having the highest IT cost/investment per municipal staff member supported

How frequently is Toronto's website visited?

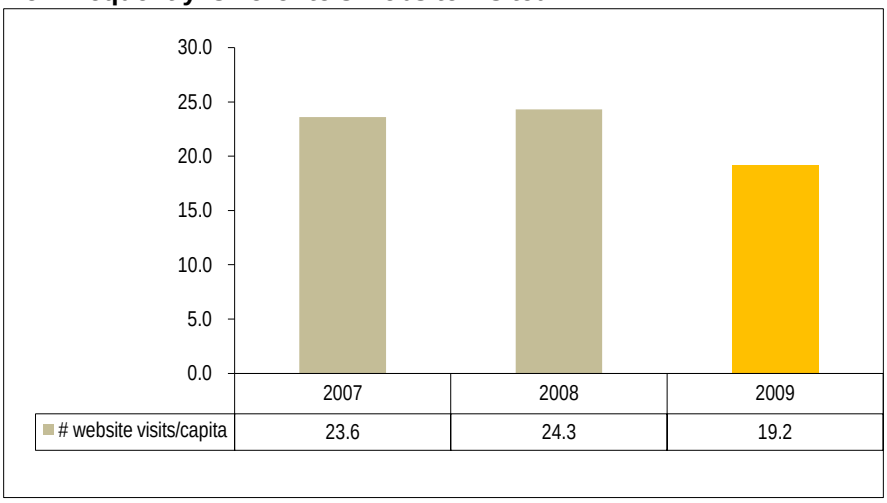


Chart 11.5 (City of Toronto) Number of Visits to Municipal Website per Capita (Community Impact)

How frequently is Toronto's website visited compared to other municipalities?

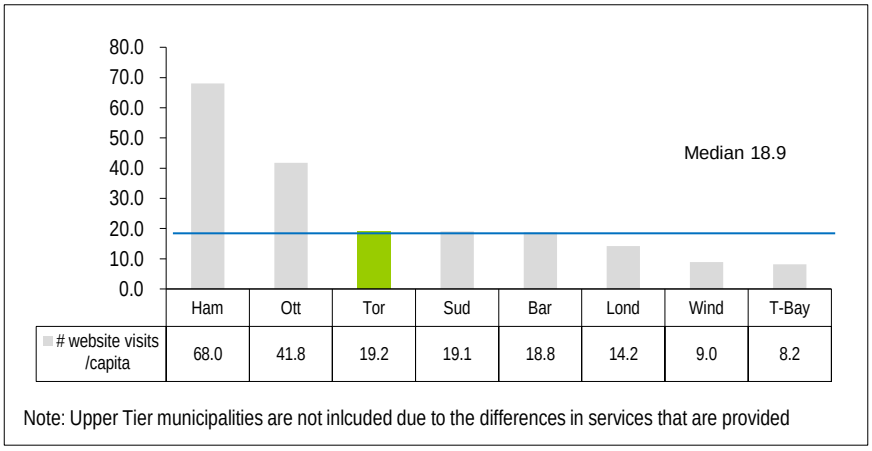


Chart 11.6 (OMBI 2009) Number of Visits to Municipal Website per Capita (Community Impact)

One of the main goals of IT services is to facilitate, through the City's website, communication of information, and completion of transactions (e-business) between the City government, residents and other users.

One method to assess effectiveness of providing these functions is to examine the number of website visits.

Chart 11.5 provides Toronto's data on the number of website visits per capita.

What appears to be a decrease in 2009 was the exclusion of web visits (effective in 2009) to the Toronto Transit Commission (TTC), which was no longer served through the City's website. Excluding this factor, 2009 results would be stable

Chart 11.6 compares Toronto's 2009 website visits to other single-tier municipalities.

Toronto ranks third of eight single tier municipalities (second quartile) in terms of the highest number of websites visits.

Only single tier municipalities are included in this comparison due to the different services provided by regional governments that would impact comparability.

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- provided key IT services for such programs as recreation program registration, H1N1 immunization clinics and automated water meter reading
- provided effective IT development and support for the 2010 municipal election
- enhanced Toronto Open Data to promote transparency in government
- migrated to full IT support for 311 Toronto.
- completed decommissioning of the mainframe business applications
- trained over 3,700 staff on corporate and divisional IT applications
- completed analysis of new solution to manage the IT environment to ensure business continuity and effective IT services
- integrated desktop support across the City resulting in better service
- transitioned cluster IT groups and Information and Technology division positions into new organizational units to achieve operational efficiencies

2011 Initiatives Planned

- web foundation project - develop and implement a framework for the realization of the corporate vision for its websites. New site features developed as part of the project will allow the City to engage the public and other stakeholders in an innovative collaborative development and design process that will establish Toronto as a world leader in municipal website development.
- electronic documents and records management project - enable the City to meets its records management requirements under the City of Toronto Act and more than 200 other pieces of legislation. The implementation of the integrated infrastructure solution, and publication of electronic versions of forms will enable the City to provide good stewardship of its information, which belongs to the public. Information is a collective responsibility.
- SAP facilities preventive maintenance -implement the SAP functionality in the current preventive maintenance process, which is entirely manual and paper based.
- fuel management system - evaluate different fuel management solutions, to implement a fuel management solution to achieve an online, real-time integration with the Fleet Management System (
- financial investment & debt management system - upgrade the system to deal with some of the newer financial instruments that are not available in the current version.
- 311 business intelligence and data warehouse - ensure that all residents, businesses and visitors receive convenient, prompt and reliable access to accurate information and City government services

Influencing Factors

Each municipality's results are influenced to varying degrees by a number of factors, including:

- order of government: due to the nature of service delivery obligations, results may vary among upper tier and single-tier municipalities
- organizational form: the extent to which IT services are centralized, decentralized or contracted to third parties in each municipality can influence reported results
- unique conditions: each municipality exercises flexibility in how it chooses to deploy technology to meet its own unique needs
- IT Services: the types of IT services provided may vary from one municipality to another (e.g. does IT deliver all/some telecommunications services, geospatial information services, etc

Investment Management Services

Investment management services are provided in Toronto by the Capital Markets section of the Corporate Finance division, which is responsible for the internal investment management of several City investment portfolios.

In accordance with a Toronto City Council-approved directive, City funds are managed in a manner that seeks to provide the highest investment return consistent with the maximum security of principal, while meeting the City's cash requirements and conforming to all legislation governing investment of the City's funds.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2009		Chart & Page Ref.
Efficiency Measures						
What rate of return are Toronto's investments earning?	Gross Fixed Income Yield on Book Value – (Efficiency)	Increased Slightly increased rate of return on investments		1 Higher rate of return on investments		12.1 12.2 pg. 122
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		12.3 12.4 pg. 122
Overall Results		Service Level Indicators (Resources) n/a	Performance Measures (Results) 1 - Favourable 1 - Stable 0 - Unfavour. 50% favourable or stable	Service Level Indicators (Resources) n/a	Performance Measures (Results) 2 - 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 vi - x. These quartile results are based on a maximum sample size of 14 municipalities.

What rate of return is Toronto earning on its investments?

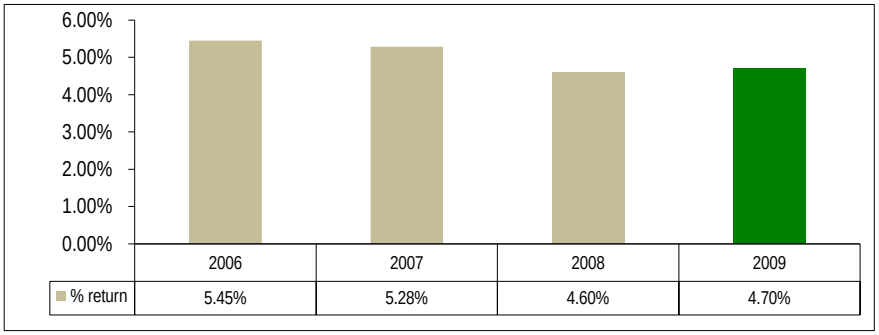


Chart 12.1 (City of Toronto) Gross Fixed Income Yield on Book Value (Efficiency)

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

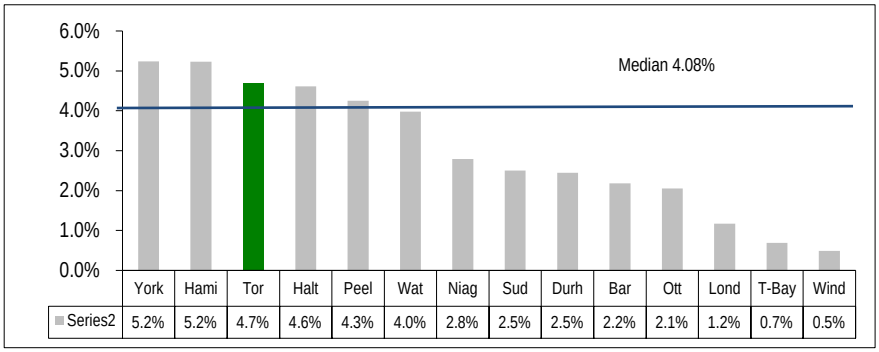


Chart 12.2 (OMBI 2009) Gross Fixed Income Yield on Book Value – (Efficiency)

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

Chart 12.3 (City of Toronto) Management Expense Ratio (Efficiency)

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

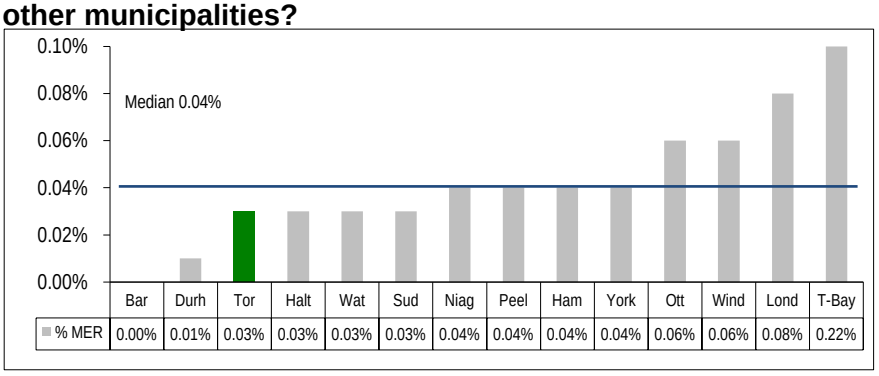


Chart 12.4 (OMBI 2009) Management Expense Ratio (Efficiency)

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 12.1 summarizes Toronto's gross fixed income yield (rate of return) on the book value of its investments. Results in 2009 showed a slight increase in return.

Chart 12.2 compares Toronto's 2009 yield on investments to other municipalities and Toronto ranks third of 14 (first quartile) in terms of the highest rate of return.

Toronto also strives to keeps its cost of managing these investments low.

These costs include both direct and indirect cost such as facility space, and when expressed as a proportion of the investment value is referred to as the Management Expense Ratio (MER).

Chart 12.3 shows Toronto's cost to manage investments to be to be very stable representing just 0.03 per cent of the investment value in 2009.

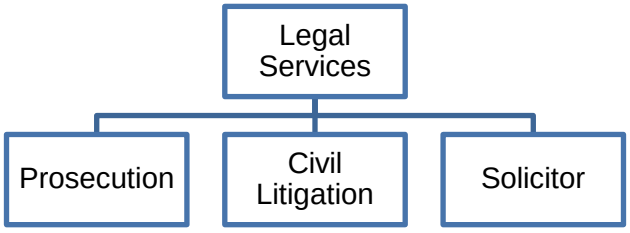
Chart 12.4 reflects Toronto's MER compared to other municipalities, with Toronto ranking third of 14 (first quartile) in terms of having the lowest investment management costs.

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 Toronto City Council and 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 include:

- meeting the needs of council, division 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

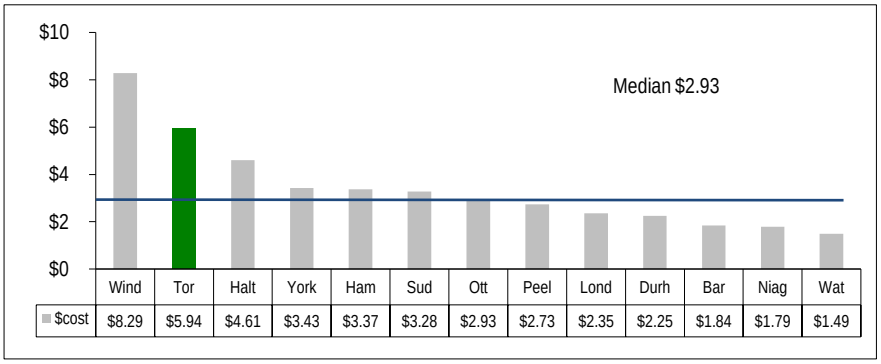
Toronto's Legal Services division is comprised of more than 100 practicing lawyers, more than 15 law clerks, 11 conveyancing staff, and more than 30 prosecutions staff, providing services to Council, its local boards and staff in the following areas:

- 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 Ontario Labour Relations Board, Workplace Safety and Insurance Appeals Tribunal and the Ontario 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Decreased Legal expenditures decreased in proportion to operating and capital expenditures (service level indicator)	1 Higher amount of legal work compared to other OMBI municipalities in proportion to operating and capital expenditures (service level indicator)	13.1 pg. 126
Efficiency Measures				
How much does it cost per hour for internal lawyers, including overhead costs?	Legal Costs per In-house Lawyer Hour - (Efficiency)	Decreased Cost per hour for internal (in-house) legal services decreased	3 Higher cost per hour for internal (in-house)legal services	13.2 pg. 126
How much does it cost per hour for external lawyers used?	External Legal Cost per External Lawyer Hour - (Efficiency)	Increased Cost per hour for external legal services increased	4 Higher cost per hour for external legal services	13.3 pg. 127
Overall Results		Service Level Indicators (Resources) 0 - Increased 0 - Stable 1 - Decreased 0% stable or increased Performance Measures (Results) 1 - Favourable 0 - Stable 1 - 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) 0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 0% above median	

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

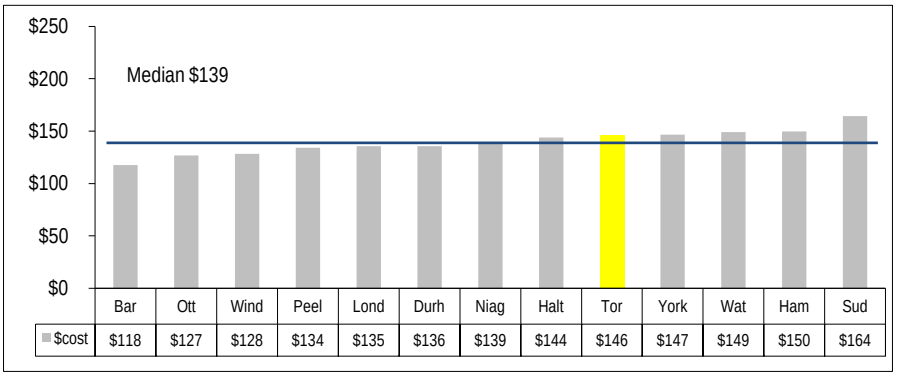
How much legal work is required to support municipal services?



	Wind	Tor	Halt	York	Ham	Sud	Ott	Peel	Lond	Durh	Bar	Niag	Wat
$cost	$8.29	$5.94	$4.61	$3.43	$3.37	$3.28	$2.93	$2.73	$2.35	$2.25	$1.84	$1.79	$1.49

Chart 13.1(OMBI 2009) Legal Services Cost per 1,000 Dollars Municipal Capital and Operating Expenses (Service Level)

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



	Bar	Ott	Wind	Peel	Lond	Durh	Niag	Halt	Tor	York	Wat	Ham	Sud
$cost	$118	$127	$128	$134	$135	$136	$139	$144	$146	$147	$149	$150	$164

Chart 13.2 (OMBI 2009) Legal Costs per In-House Lawyer Hour (Efficiency)

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 13.1 compares Toronto's 2009 level of legal expenditures to other municipalities and Toronto ranks second of 13 (first quartile) in terms of having the highest expenditure/service level.

Toronto's 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 do not undertake new initiatives until Toronto has done it and withstood legal challenges

Chart 13.2 compares Toronto's 2009 cost per hour for internal (in-house) lawyers to other Ontario municipalities. This includes all overhead and legal staff supporting lawyers. Toronto's ranks ninth of 13 (third quartile) in terms of having the lowest cost per hour. Toronto's legal services costs per lawyer hour decreased in 2009

There are a number of factors that lead to higher cost in Toronto such as:

- Toronto has a greater proportion of costs for paralegal staff (included in the measure) 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 provides full in-house legal services often involving complex matters. Outside legal counsel are only used in extremely specialized or complex matters with this external legal expertise being much more expensive, as evidenced by the differences between the rates shown in Charts 13.2 and Chart 13.3. Similar legal matters dealt with by in-house lawyers in Toronto may be handled in another municipality by an external lawyer at a higher cost.

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

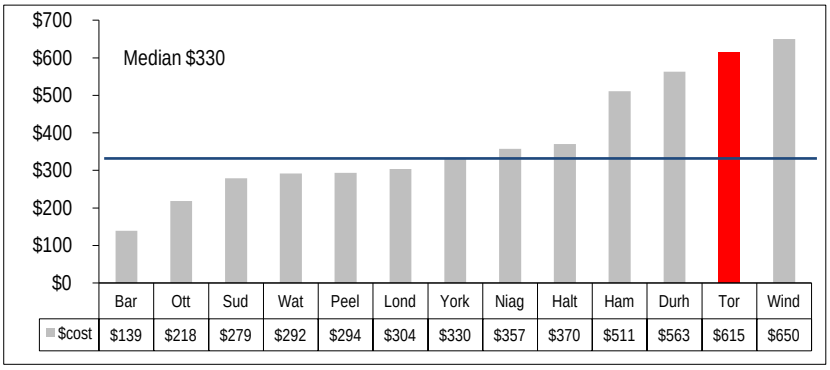


Chart 13.3 (OMBI 2009) Legal Costs per External Lawyer Hour (Efficiency)

Chart 13.3 compares Toronto's 2009 cost per hour for external lawyers to other Ontario municipalities and Toronto ranks 12th of 13 (fourth quartile) in terms of having the lowest cost per hour.

This result is attributable, as noted earlier, to the fact that Toronto only uses external lawyers for extremely specialized or complex matters, with that expertise requiring higher hourly rates. Other municipalities may be retaining external lawyers for more routine legal matters at lower rates.

2010 Achievements or 2011 Planned Initiatives

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

2010 Accomplishments

- provided strategic legal advice and services with respect to:
    - the 2010 Toronto municipal elections
    - G8/G20 Summit
    - infrastructure stimulus funding including contract services
    - acquisition of lands required for Transit City and Spadina Subway Extension
    - harmonized zoning bylaw enacted by Toronto City Council in August 2010
- defended the City's interests in challenge of Third Party Sign Tax
- successfully defended the City's interests in bank towers assessment appeal at the Ontario Court of Appeal
- implemented comprehensive settlement of outstanding Toronto Port Authority litigation providing for transfer of lands at Ashbridges Bay to the City

2011 Initiatives Planned:

- integrate new lawyers for increased claims work thereby reducing costs to the City
- represent City's interest at Court of Appeal on Third Party Sign Tax Appeal
- provide strategic legal advice on asset monetization
- provide strategic legal advice on contracting out of City services including garbage collection

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, bylaw amendments , introduction of new bylaws, 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 staff and Council members – staff 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 that strengthen community connections and build diverse communities. Libraries also support and promote reading skills.

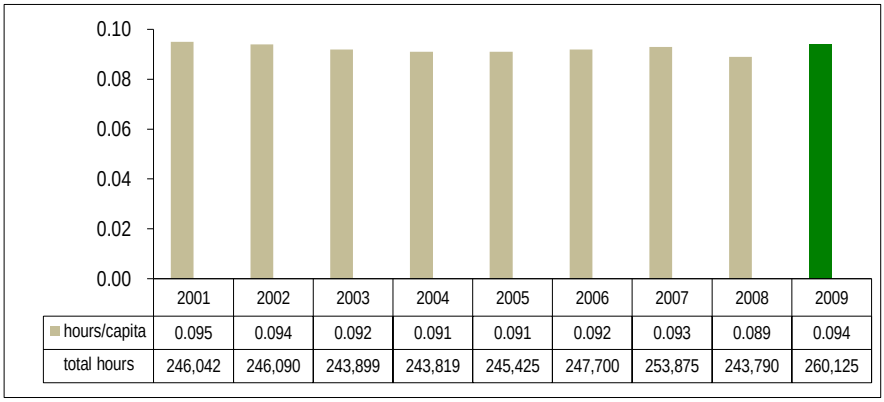
Public libraries provide responsive collections, services and programs that proactively address diverse and changing community needs. Partnerships enhance and extend the library's reach, remove barriers and engage residents in services.

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 of access to technology or the skills to use it effectively. The digital divide relates to education, income and age. Libraries address this divide by providing internet and computer access, wireless access and user education. For some residents, the public library is their main access, while 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 do library branches provide?	Annual Number of Library Service Hours per Capita – (Service Level)	Increased Number of library hours increased (service level indicator)	2 Number of library hours at median (service level indicator)	14.1 14.2 pg. 132
What is the size of library holdings/ collection?	Number of Library Holdings per Capita - (Service Level)	Increased Size of library holdings increased (service level indicator)	1 Highest number of library holdings (service level indicator)	14.3 14.4 pg. 133
Community Impact Measures				
How often do residents use the library system?	Annual Library Uses per Capita (Electronic & Non-Electronic) – (Community Impact	Increased Total library uses increased	2 High rate of library use	14.5 14.6 pg. 134
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)	Increased Non-electronic uses increased	1 Higher non-electronic library use	14.5 14.6 pg. 134
How often do residents use electronic library services such as accessing a database or using a computer workstation?	Electronic Library Uses per Capita – (Community Impact)	Decreased Electronic library use decreased	2 High electronic library use	14.5 14.6 pg. 134
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)	Stable Turnover rate of circulating materials is stable	2 High turnover rate of circulating materials	14.7 14.8 pg. 135
Efficiency Measures				
What does it cost for each library use?	Library Cost per Use - (Efficiency)	Decreased Slight decrease in cost per library use (excludes change in accounting policy)	3 High cost per library use	14.9 14.10 pg. 136
Overall Results		Service Level Indicators (Resources) 2 - Increased 0 - Stable 0 -Decreased 100% stable or increased Performance Measures (Results) 3 - Favourable 1 - Stable 1 - Unfavour. 60% 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 3 - 2nd quartile 1 - 3rd quartile 0 - 4th quartile 80% above median	

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

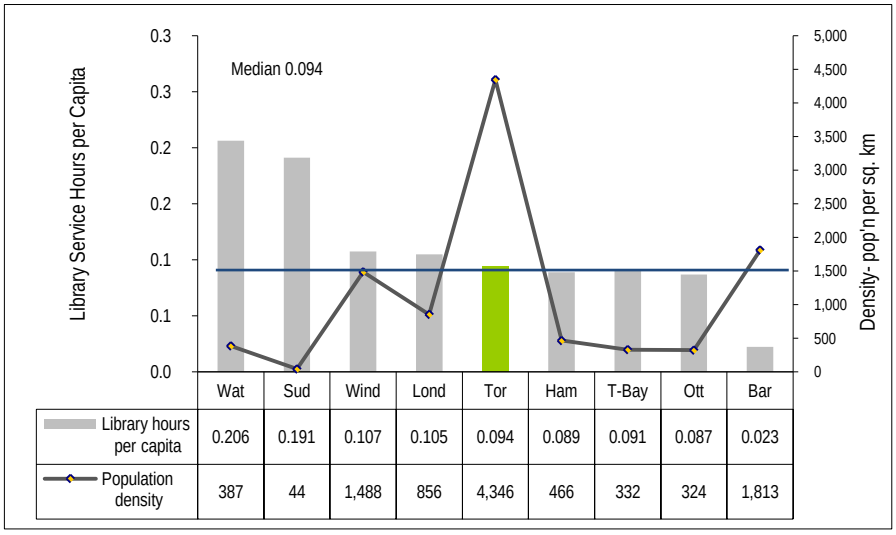
How many hours are library branches open in Toronto?



	2001	2002	2003	2004	2005	2006	2007	2008	2009
hours/capita	0.095	0.094	0.092	0.091	0.091	0.092	0.093	0.089	0.094
total hours	246,042	246,090	243,899	243,819	245,425	247,700	253,875	243,790	260,125

Chart 14.1(City of Toronto) Library Service Hours per Capita (Service Level)

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



	Wat	Sud	Wind	Lond	Tor	Ham	T-Bay	Ott	Bar
Library hours per capita	0.206	0.191	0.107	0.105	0.094	0.089	0.091	0.087	0.023
Population density	387	44	1,488	856	4,346	466	332	324	1,813

Chart 14.2 (OMBI 2009) Number of Library Service Hours per Capita (Service Level) and Population Density

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 14.1 summarizes the total number of library service hours and rate per capita that all Toronto library branches were open. The 2009 increase in service hours is attributable to the reopening of branches closed for renovation in 2008, and efficiencies in operations gained through the introduction of self service technology

Chart 14.2 compares Toronto's 2009 library service hours per capita to other 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, regardless of the size of those branches.

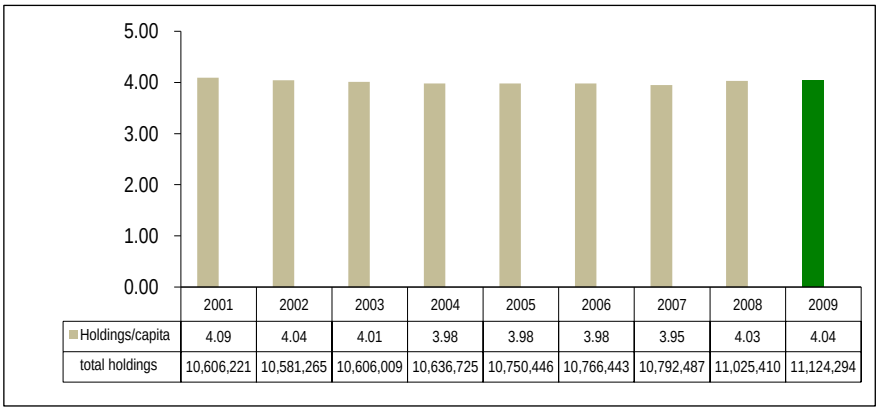
This measurement excludes the numerous electronic services provided on a 24-hour, seven-day-a-week basis, through library websites, as well as through outreach services such as bookmobiles.

Toronto ranks fifth of nine municipalities (second quartile) in terms of having the highest number of library service hours per capita. A municipality's result can be influenced by population density (persons per square kilometre), plotted as a line graph relative to the right axis on Chart 14.2. Toronto is far more densely populated than the other municipalities. Municipalities with relatively lower population densities may require more library branches and 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.

With increased population density, there can also be an increased need and demand to extend service hours. Residents, including students, require computer and wireless access, 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 result of 59 hours per week ranks first of the eight municipalities.

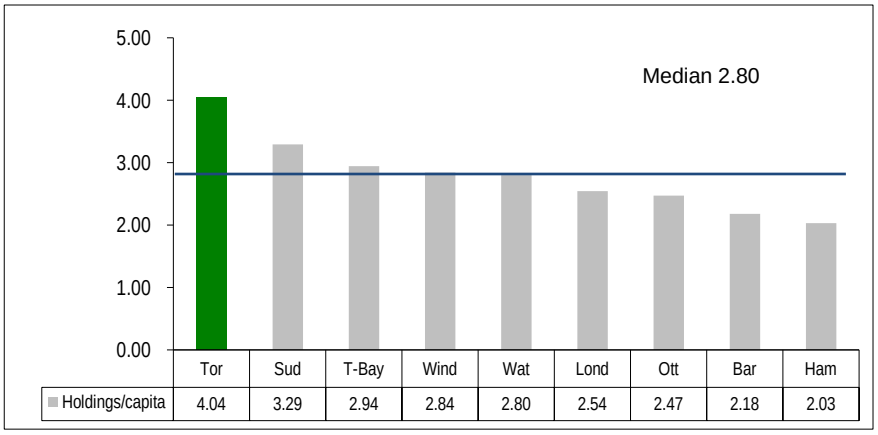
What is the size of Toronto's library holdings/ collection?



	2001	2002	2003	2004	2005	2006	2007	2008	2009
Holdings/capita	4.09	4.04	4.01	3.98	3.98	3.98	3.95	4.03	4.04
total holdings	10,606,221	10,581,265	10,606,009	10,636,725	10,750,446	10,766,443	10,792,487	11,025,410	11,124,294

Chart 14.3 (City of Toronto) Library Holdings per Capita (Service Level)

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



	Tor	Sud	T-Bay	Wind	Wat	Lond	Ott	Bar	Ham
Holdings/capita	4.04	3.29	2.94	2.84	2.80	2.54	2.47	2.18	2.03

Chart 14.4 (OMBI 2009) Number of Library Holdings Per Capita (Service Level)

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

Chart 14.3 provides information on Toronto's total and rate of library holdings per capita. Library holdings increased in 2009 to over 11.1 million items.

Chart 14.4 compares Toronto's 2009 number of library holdings per capita to other municipalities. Toronto ranks first of nine municipalities (first quartile) with the largest rate of 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, such as large print, and electronic formats including audio and eBooks.

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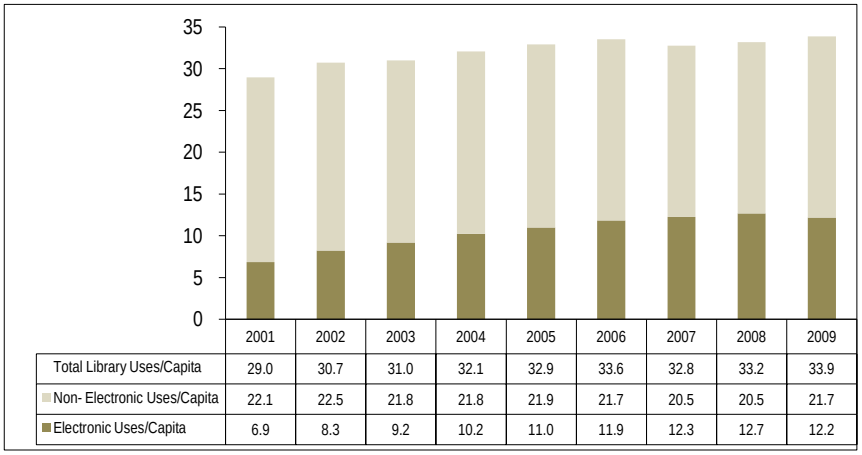
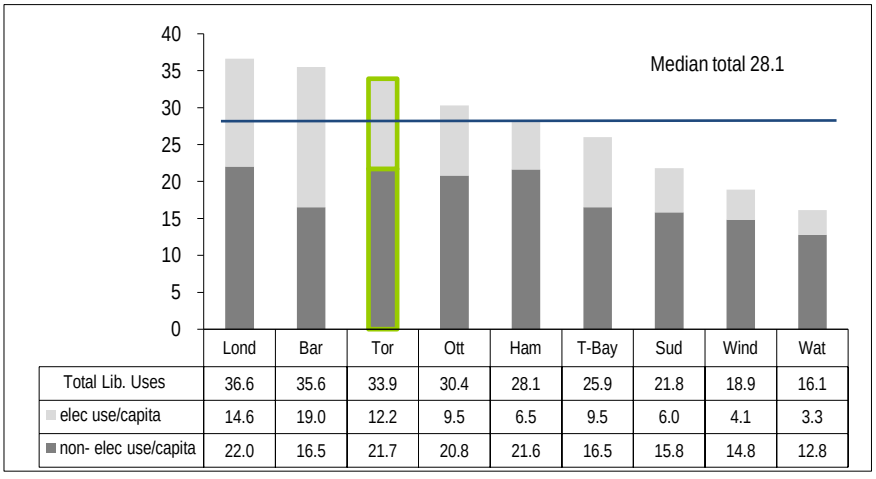
How often do residents use the Toronto library system?



	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total Library Uses/Capita	29.0	30.7	31.0	32.1	32.9	33.6	32.8	33.2	33.9
Non- Electronic Uses/Capita	22.1	22.5	21.8	21.8	21.9	21.7	20.5	20.5	21.7
Electronic Uses/Capita	6.9	8.3	9.2	10.2	11.0	11.9	12.3	12.7	12.2

Chart 14.5 (City of Toronto) Library Uses per Capita by Type (Community Impact)

How does library use in Toronto compare to other municipalities?



	Lond	Bar	Tor	Ott	Ham	T-Bay	Sud	Wind	Wat
Total Lib. Uses	36.6	35.6	33.9	30.4	28.1	25.9	21.8	18.9	16.1
elec use/capita	14.6	19.0	12.2	9.5	6.5	9.5	6.0	4.1	3.3
non- elec use/capita	22.0	16.5	21.7	20.8	21.6	16.5	15.8	14.8	12.8

Chart 14.6 (OMBI 2009) Library Uses per Capita by Type (Community Impact)

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

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

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

Chart 14.5 illustrates how many times Toronto's library system was used, on a per capita basis.

In 2009, total library uses increased as a result of growth in non-electronic uses particularly in the areas of circulation and library visits. The decline in electronic usage in 2009 is a result of the launch of a new website with a more efficient search engine and an updated method of counting electronic usage. As a longer term trend electronic usage is increasing and represents an increasing proportion of overall library activity.

In terms of highest rate of library use, Chart 14.6 compares Toronto's 2009 results to other municipalities with the following results:

- total library uses – Toronto ranks third of nine municipalities (second quartile)
- non-electronic uses – Toronto ranks second of nine municipalities (first quartile)
- electronic uses – Toronto ranks third of nine municipalities (second quartile)

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

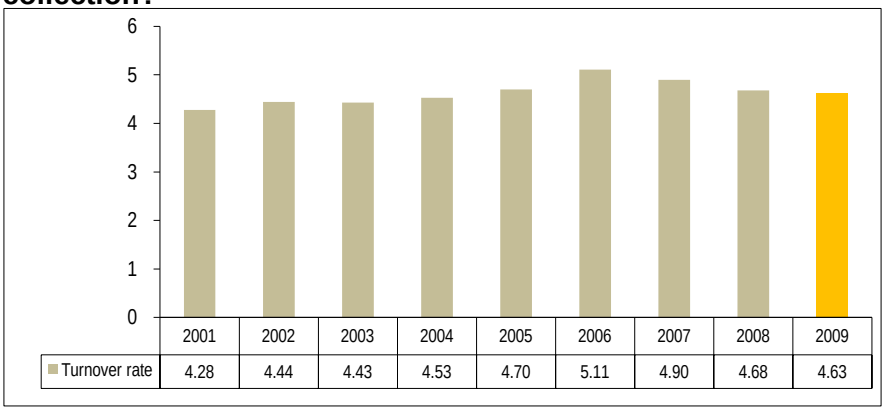


Chart 14.7 (City of Toronto) Average Number of Times in Year Circulating Items are Borrowed (Customer Service)

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

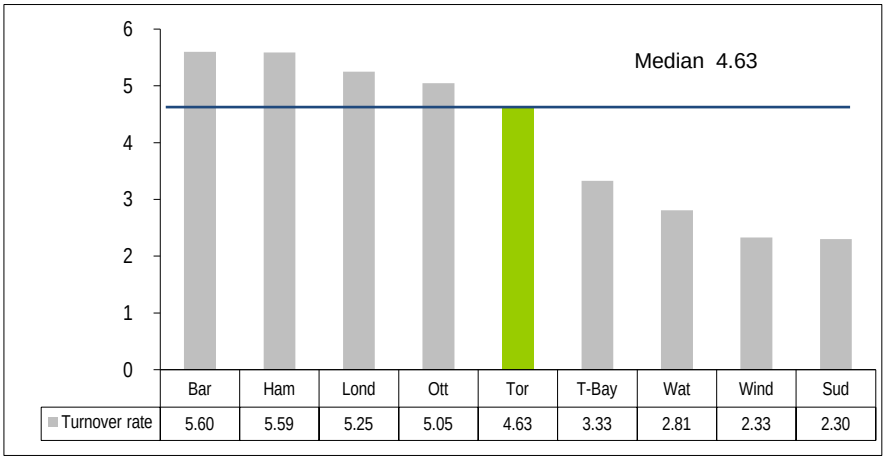


Chart 14.8 (OMBI 2009) Average Number of Times in Year Circulating Items are Borrowed (Customer Service)

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 quality.

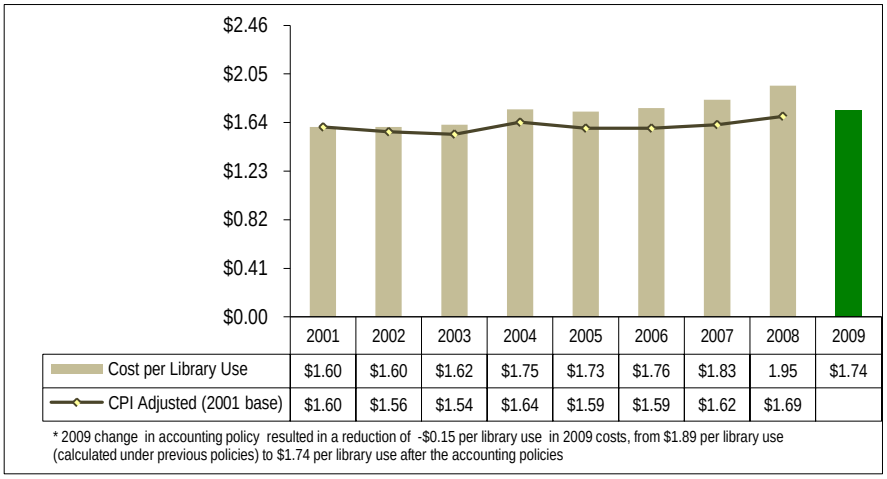
Generally, if the number of times an item has been borrowed in a year is higher, it is an indication of how popular and relevant the item is to users.

Chart 14.7 provides data on the turnover rate of Toronto's circulating collection for the years 2001 to 2009. Between 2001 and 2006 there was a general increasing/ trend. In 2007 there was a 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 per cent, but the collection size that can be borrowed, increased by 7.8 per cent resulting in an overall decrease in average number of times each item in a library's circulating collection is borrowed. In 2009 results were stable.

Chart 14.8 compares Toronto's 2009 turnover rate for its circulating collection to other municipalities. Toronto ranks fifth of nine municipalities (second quartile) in terms of having the highest turnover rate. Toronto achieved this ranking, while at the same time offering extensive, non-circulating, reference collections.

What does it cost in Toronto for each library use?



	2001	2002	2003	2004	2005	2006	2007	2008	2009
Cost per Library Use	$1.60	$1.60	$1.62	$1.75	$1.73	$1.76	$1.83	1.95	$1.74
CPI Adjusted (2001 base)	$1.60	$1.56	$1.54	$1.64	$1.59	$1.59	$1.62	$1.69	

* 2009 change in accounting policy resulted in a reduction of -$0.15 per library use in 2009 costs, from $1.89 per library use (calculated under previous policies) to $1.74 per library use after the accounting policies

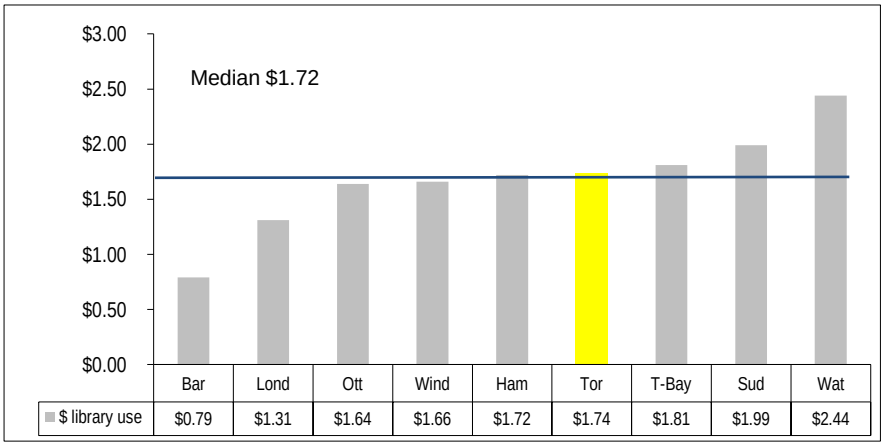
Chart 14.9 (City of Toronto) Cost per Library Use (Efficiency)

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

Chart 14.9 illustrates Toronto's cost per library use.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes reduced the 2009 cost of $1.89 (a slight decrease from 2008, if calculated under the former accounting policies) by a further-$0.15 to $1.74 per library use under the new policies.

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



	Bar	Lond	Ott	Wind	Ham	Tor	T-Bay	Sud	Wat
$ library use	$0.79	$1.31	$1.64	$1.66	$1.72	$1.74	$1.81	$1.99	$2.44

Chart 14.10 (OMBI 2009) Library Cost per Use (Efficiency)

To reflect the impact of inflation, Chart 14.9 also provides Consumer Price Index (CPI) adjusted results (excludes 2009 because of accounting policy change) that are plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2001.

Chart 14.10 compares Toronto's 2009 cost per library use to other municipalities. Toronto ranks sixth of nine municipalities (third quartile), in terms of having the lowest cost.

2010 Achievements or 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- experienced the busiest year ever in 2010 and Toronto Public Library is among the busiest urban public library system in the world over 32 million items circulated (an increase of 3.4 per cent over 2009)
    - over 18 million visitors to library branches (up from 17.5 million in 2009)
    - 25 million virtual visits to library website (an increase of 7 per cent over 2009)
    - 2.4 million reference requests
    - 770,000 people attended library programs
    - E borrowing of downloadable titles increased 70 per cent with 257,000 items borrowed
- increased support for literacy was achieved
    - TD Summer Reading Club program engaged 32,642 children
    - online teen summer reading program visits to the website more than doubled over 2009, exceeding 22,000
    - pre-school early literacy program attendance increased18 per cent
    - attendance at adult literacy and related programs increased 49%
- Increased emphasis on programs addressing the needs of older adults and seniors,
    - older adult program attendance was up 49 per cent
    - expanded intergenerational programming for seniors and youth with an emphasis on technology
- self service express check-out added to 10 branches, allowing for the addition of 120 hours of service per week through efficiencies gained. A total of 26 branches now have self-service check-out.
- 3,300 volunteers provided support (76 per cent youth)
- the redesigned website with integrated catalogue and enhanced search capabilities was fully launched ; access to online information is an efficient way of extending library service hours and managing demand for information
- to improve customer access to computers; 898 public computer were replaced with energy efficient, large screen monitors
- completed a number of successful renovation projects including the reopening of the Thorncliffe and Cedarbrae Branches, renovations of the North York Central meeting rooms and auditorium and ongoing work on the Toronto Reference Library

2011 Initiatives Planned

- engage the public in the evaluation of services as part of the development of a new strategic plan; to respond to customers' changing needs and expectations for library services delivered through the website, and in library branches; foster a culture of customer service excellence, innovation, responsiveness and accountability
- continue the library's focus on literacy emphasizing Ready for Reading to support preschool children in developing skills and a number of reading promotion programs
- meet customer expectations by providing timely, convenient and efficient service including more online self service features and expanded access to e-content
- review processes and standards for the efficient processing and delivery of materials
- develop and deliver training to support customer service excellence in the 21st century library including training in the use of new technologies; develop service standards to foster high quality service
- implement capital projects to address renovations and state of good repair projects to ensure infrastructure is well maintained and accessible to all

Influencing Factors

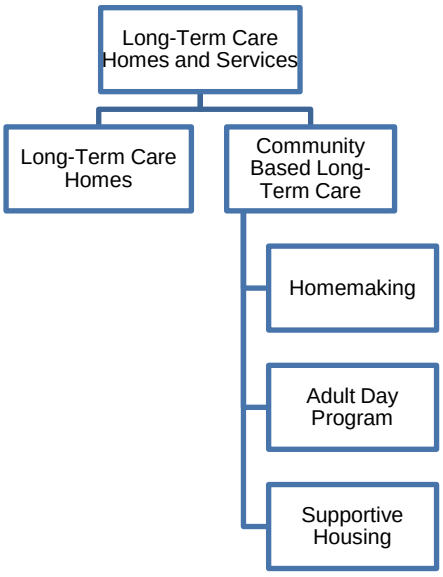
Each municipality's results are influenced to varying degrees by a number of factors including:

- access: number and size of branches and hours of operation mean municipalities with lower population densities may require more library branches and more service hours to provide residents services within a reasonable distance
- collections: size and mix, as well as number of languages supported
- programs: range of public programs
- library use: mix, variety and depth of library uses and the varying amount of staff resources required to support those uses
- web services: availability and degree of investment
- demographics: socio-economic and cultural make-up of the population served

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. 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:

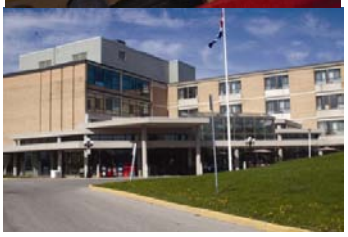
- 10 long-term care homes, providing both permanent and short-stay admissions
- programs in dementia care and other specialized medical needs
- a range of community support programs including adult day programs and meals on wheels
- supportive housing in a number of contracted sites
- homemaking services 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 that help us get meaningful input from the community to guide our care and service delivery. All of our homes have active residents' councils.

Long-Term Care Homes and Services has a strong advocacy approach 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 and promote a culture of safety in all that we do.



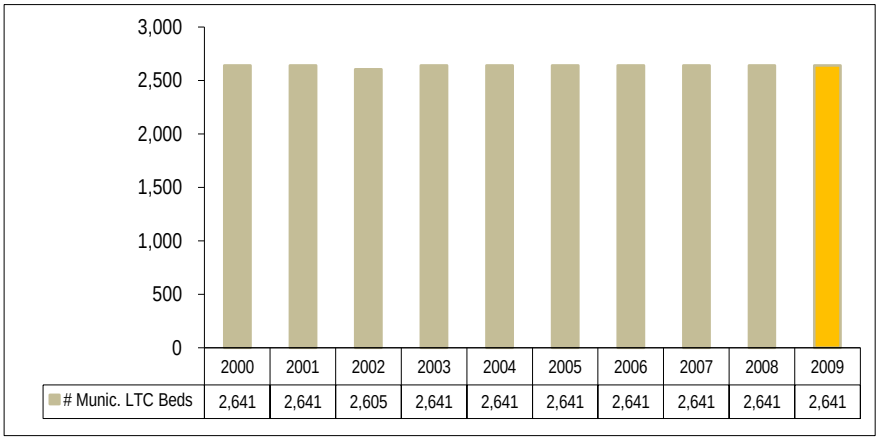
Funding responsibilities for long-term care services are shared by the Ministry of Health and Long-Term Care (MOHLTC), the residents of the homes (or the clients of the community programs) and the City of Toronto, with rates set by the provincial government. Long-term care home residents with limited 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 and Community Based Program's are accredited by Accreditation Canada, demonstrating that they meet the national standards for quality care.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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 (service level indicator)	-	15.1 pg. 142
Community Impact Measures				
What proportion of all long-term care beds does the City operate?	Municipally Operated LTC Beds as percentage of all LTC Beds in the Municipality – (Community Impact)	Stable Toronto's municipal share of all long-term care beds has remained stable	3 Toronto's municipal share of all long-term care beds is low	15.2 pg. 142
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)	Stable Number of long-term care beds unchanged relative to elderly population	3 Lower percentage of long-term care beds relative to elderly population	15.3 15.4 pg. 143
Customer Service Measures				
How satisfied are long-term care home residents?	LTC Resident Satisfaction -– (Customer Service)	Very High Results have remained very high, at a 96% satisfaction rating	1 High levels of resident satisfaction	15.5 15.6 pg. 144
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)	Increased Cost per bed day increased	3 High cost per bed day	15.7 15.8 pg. 145
Overall Results		Service Level Indicators (Resources) 0 - Increased 1 - Stable 0 - Decreased 100% increase or stable 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 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 iv - x. These quartile results are based on a maximum sample size of 14 municipalities.

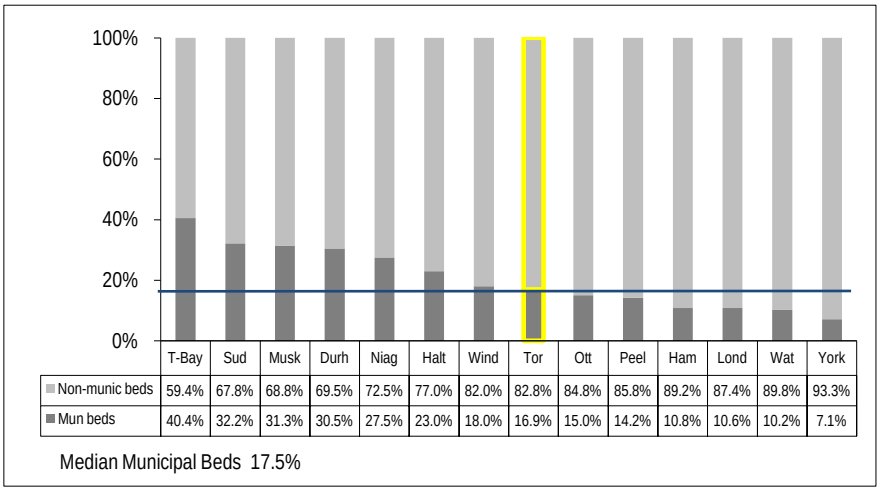
How many municipally operated long-term care beds are in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# Munic. LTC Beds	2,641	2,641	2,605	2,641	2,641	2,641	2,641	2,641	2,641	2,641

Chart 15.1 (City of Toronto) Number of Municipally Operated Long Term Care Beds (Service Level)

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



	T-Bay	Sud	Musk	Durh	Niag	Halt	Wind	Tor	Ott	Peel	Ham	Lond	Wat	York
Non-munic beds	59.4%	67.8%	68.8%	69.5%	72.5%	77.0%	82.0%	82.8%	84.8%	85.8%	89.2%	87.4%	89.8%	93.3%
Mun beds	40.4%	32.2%	31.3%	30.5%	27.5%	23.0%	18.0%	16.9%	15.0%	14.2%	10.8%	10.6%	10.2%	7.1%

Median Municipal Beds 17.5%

Chart 15.2 (OMBI 2009) Municipally Operated Long Term Care Beds as a Percentage Share of all LTC Beds (Community Impact)

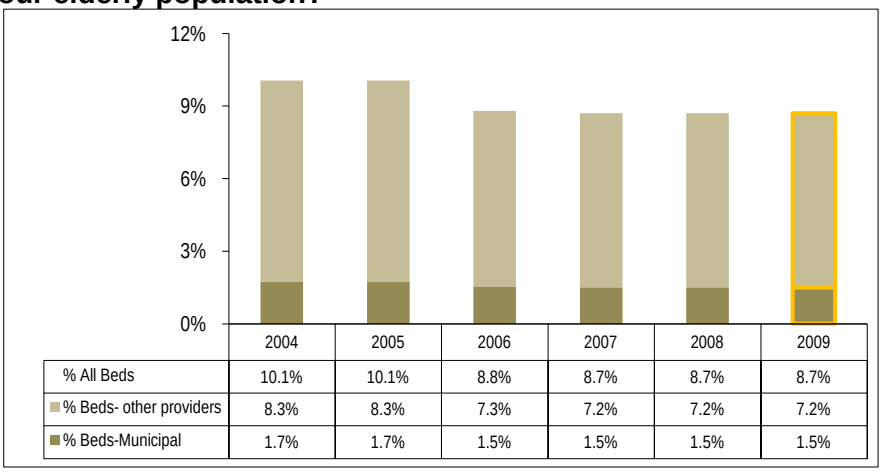
Examining the number of long-term care beds provides an indication of service levels. Chart 15.1 provides the number of long-term care beds in homes operated by the City of Toronto. Over this ten year period, this has remained constant at 2,641.

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

Chart 15.2 presents 2009 data on the percentage share of long-term care beds in the community that are provided by the municipality and by other service providers (non-municipal beds).

Toronto ranks eight of 14 (third quartile) in terms of having the highest percentage of beds operated by the municipality. Toronto operates 16.9 per cent of the 15,641 long-term care beds from all service providers in the city.

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



	2004	2005	2006	2007	2008	2009
% All Beds	10.1%	10.1%	8.8%	8.7%	8.7%	8.7%
% Beds- other providers	8.3%	8.3%	7.3%	7.2%	7.2%	7.2%
% Beds-Municipal	1.7%	1.7%	1.5%	1.5%	1.5%	1.5%

Chart 15.3 (City of Toronto) Long Term Care Beds as a Percentage of Population over 75 Years Old (Municipal and Other LTC Providers) (Community Impact)

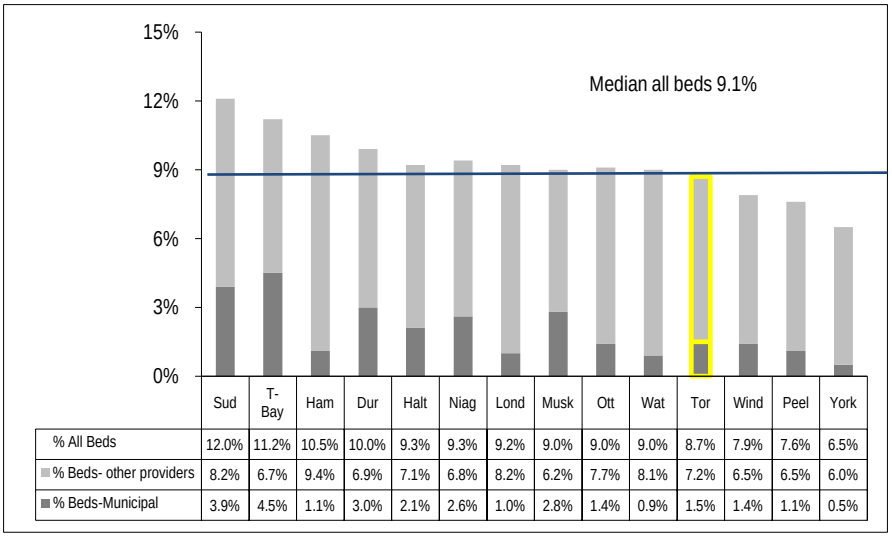
When individuals require the care provided in a long-term care home, they and/or their families can quickly face a crisis if admission is not possible in a timely manner. The lack of available space in their preferred home can often result in an applicant being required to take admission in a long-term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

Chart 15.3 provides 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 180,470 in 2009.

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

The declining percentage over this six-year period, reflects the fact that the relatively unchanged supply of long-term care beds has not kept pace with the 18 per cent growth in Toronto's elderly population over this period.

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



	Sud	T-Bay	Ham	Dur	Halt	Niag	Lond	Musk	Ott	Wat	Tor	Wind	Peel	York
% All Beds	12.0%	11.2%	10.5%	10.0%	9.3%	9.3%	9.2%	9.0%	9.0%	9.0%	8.7%	7.9%	7.6%	6.5%
% Beds- other providers	8.2%	6.7%	9.4%	6.9%	7.1%	6.8%	8.2%	6.2%	7.7%	8.1%	7.2%	6.5%	6.5%	6.0%
% Beds-Municipal	3.9%	4.5%	1.1%	3.0%	2.1%	2.6%	1.0%	2.8%	1.4%	0.9%	1.5%	1.4%	1.1%	0.5%

Chart 15.4 (OMBI 2009) Long Term Care Beds as a Percentage of Population > 75 Years Old (Municipal and Other Providers)

Chart 15.4 reflects 2009 data for Toronto and other municipalities on the number of long-term care beds there are from all service providers as a proportion of the population aged 75 and over.

Toronto ranks 11th of 14 municipalities (third 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.

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?

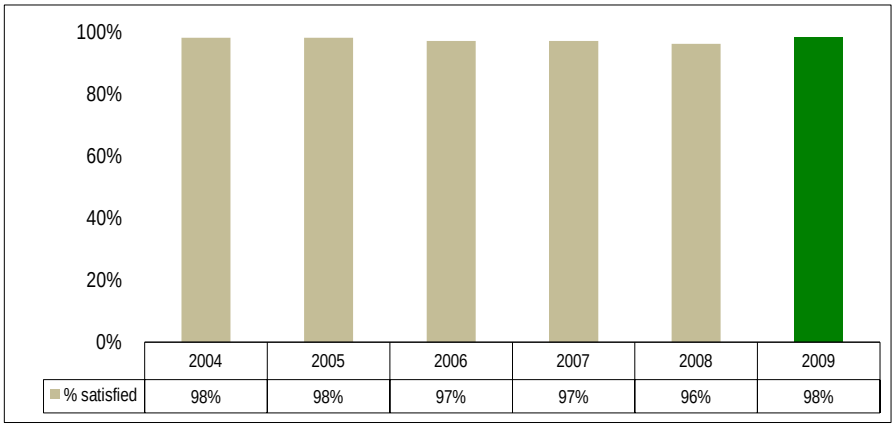


Chart 15.5 (City of Toronto) Percentage of Residents Satisfied with Toronto's Long-Term Care Homes as a Place to Live (Community Impact)

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

Chart 15.5 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 period continue to be very good/high.

How does Toronto's resident satisfaction in long term care homes, compare to other municipalities?

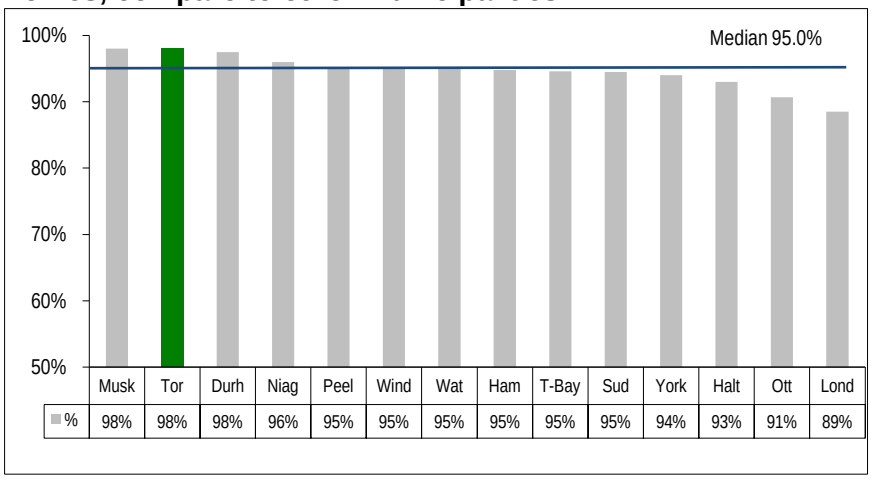


Chart 15.6 (OMBI 2009) Percentage of Residents Satisfied With Municipal Long-Term Care Homes as a Place to Live (Customer Service)

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

Chart 15.6 compares the satisfaction rate of Toronto's residents in long-term care homes to other municipalities.

Toronto ranks second of 14 municipalities (first 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?

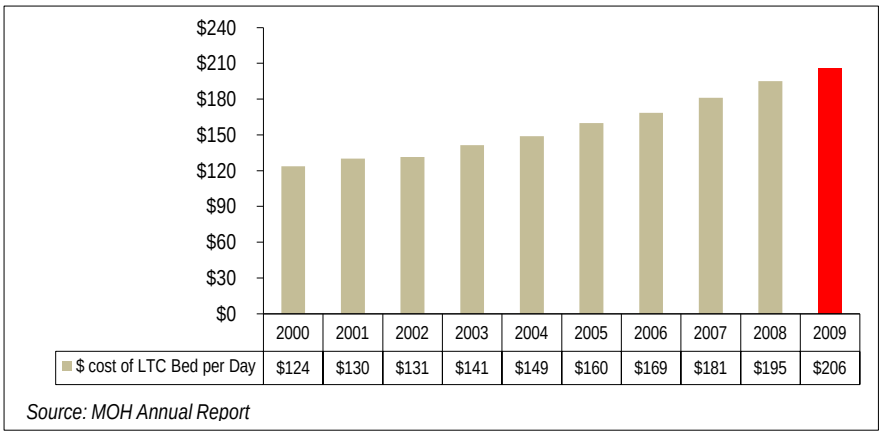


Chart 15.7 (City of Toronto) Long Term Care (CMI Adjusted) Cost per Bed Day (Efficiency)

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

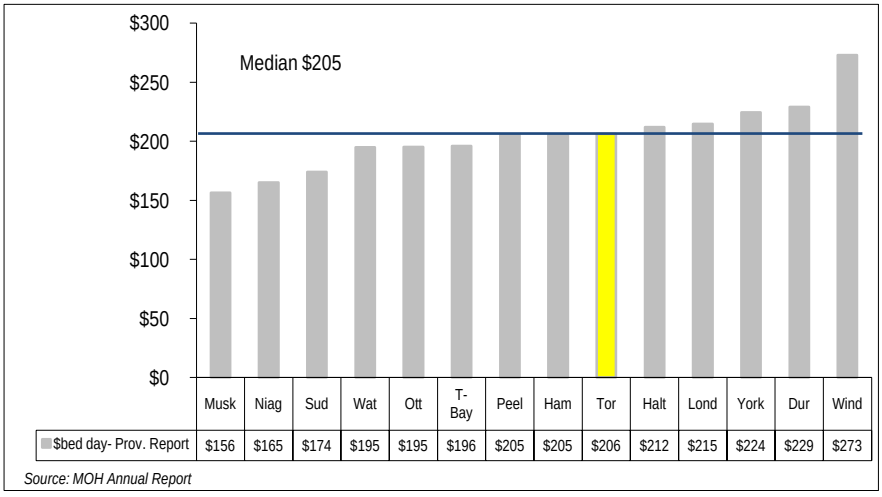


Chart 15.8 (OMBI 2009) Long Term Care (CMI Adjusted) Cost per Bed Day (Efficiency)

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

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 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 15.7 provides Toronto's (CMI adjusted) long-term care cost per bed day. Toronto's salary and benefit costs, which account for 85 per cent of gross costs, have increased 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. The 2009 increase in costs was due to new and revised staffing standards and levels.

Chart 15.8 compares Toronto's 2009 result to other municipalities, for the (CMI adjusted) long term care cost per bed. Toronto ranks ninth of 14 municipalities (third 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 15.5. Toronto has restructured to match available funding wherever efficiency is possible outside of direct resident care, safety and key drivers of quality of life.

2010 Achievements or 2011 Planned Initiatives

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

2010 Achievements:

- achieved excellence in integrated quality management and implementation of evidence-informed practices in various clinical areas, leadership in falls prevention strategy
    - Ontario Health Quality Council – Residents' First
    - Ontario Health Quality Council – Public Reporting
- embedded a continuous safety culture in daily work
- developed environments in all ten homes to respond to care, comfort and safety needs of residents with higher acuity and dementia
- introduced specialized mental health/dementia care at Cummer Lodge for up to eight individuals with significant challenging behaviours
- continued to influence public policy on aging and long-term care issues and promoted age-friendly communities
- realized a resident/client satisfaction rate of over 98 per cent
- continued to provide a convalescent care program (in three homes) and a slow stream rehabilitation program (in one home) in partnership with the MOHLTC and local hospitals
- continued to lead the joint planning forum with the five Local Health Integration Networks (LHINs) in collaboration with other City divisions and ABCs
- continued to expand the division's ability to serve individuals who are frequently unable to secure care and service through other providers (e.g. significant dementia, behavioural response issues, more complex care, specialized care and service)
- continued to enhance diversity practice and customer service excellence strategies
- continued to provide cost-effective homemaking services for community clients
- 2010 Capital Budget focused on meeting legislative requirements including health and safety, and resident security and comfort upgrades
    - increasing resident safety and comfort through heating, ventilation and air conditioning control systems at three homes
    - fire alarm and nurse call system upgrades at three homes
    - major elevator modernizations at 43 homes

2011 Initiatives Planned:

- more effective and efficient staff scheduling
- more effective automated administrative and reporting tools
- Centralized IPAC resources to enhance standardized application of best practices and efficiency.
- upgrades to physical plants
- reduction in outbreaks

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- staff mix: ratio of registered and non-registered staff varies amongst municipalities, resulting in a higher cost structure for registered staff
- support and type of programming provided as determined by Toronto City Council
- role of LHINs: establishing the mix of health services for a given community
- demographics: age of the population and specific needs of the client
- uncontrollable price variables: pay equity legislation and wage arbitration, availability of appropriate skilled workers
- other providers: charitable and private sector participation in the long-term care business

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 neighbourhoods.

Parking services in Toronto are provided through four organizations:

- The Toronto Parking Authority (TPA), 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. TPA operates:
    - 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 Service enforces the City's bylaws issuing yellow tags/tickets to illegally parked vehicles and regulate traffic movement and ensure public safety.
- The Parking Tags unit of the City's Revenue Services division processes payments of parking tags/tickets.
- The Transportation Services division 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 focuses on the management of paid on street parking (parking machines and meters) and off street parking spaces (parking garages and surface lots).

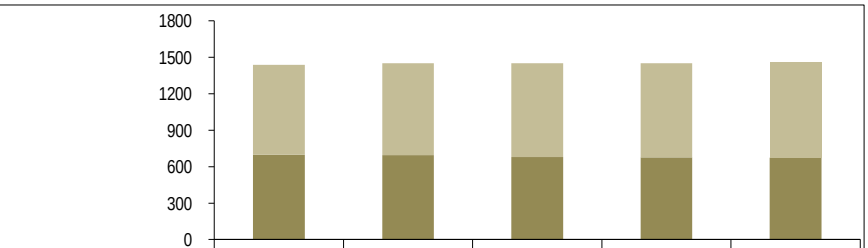
Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service Level Indicators				
How many parking spaces are managed?	Number of Paid Parking Spaces (all types) Managed per 100,000 Population – (Service Level)	Increased Number of parking spaces- all types increased (service level indicator)	2 High number of parking spaces – all types (service level indicator)	16.1 16.2 pg. 151
How many on street parking spaces are managed?	Number of On street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	Increased Number of on- street parking spaces increased (service level indicator)	2 High number of on-street parking spaces (service level indicator)	16.1 16.2 pg. 151
How many off street parking spaces are managed?	Number of Off street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	Increased Number of off street parking spaces Increased (service level indicator)	3 Low number of off street parking spaces (service level indicator)	16.1 16.2 pg. 151
Efficiency Measures				
What does it cost to manage a parking space?	Parking Services Cost per Paid Parking Space (all types) Managed – (Efficiency)	Stable Cost to manage a parking space (all types) was stable	4 Highest cost to manage a parking space (all types)	16.3 16.4 pg. 152
What does it cost to manage an on street parking space?	Parking Services Cost per On street Paid Parking Space Managed – (Efficiency)	Decreased Cost to manage an on street parking space decreased	2 Low cost to manage an on street parking space	16.3 16.4 pg. 152
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	16.3 16.4 pg. 152
How much parking fee revenue is generated from all parking spaces?	Gross Parking Fee Revenue per Paid Parking Space (all types) Managed– (Efficiency)	Stable Parking fees per parking space (all types) were stable	1 Highest amount of parking fees per parking space (all types)	16.5 16.6 pg. 152
How much parking fee revenue is generated from on street parking spaces?	Gross Parking Fee Revenue per Paid On street Parking Space Managed– (Efficiency)	Stable Parking fees per on street parking space were stable	1 Highest amount of parking fees per on street parking space	16.5 16.6 pg. 152

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Stable Parking fees per off street parking space were stable	1 Highest amount of parking fees per off street parking space	16.5 16.6 pg. 152

Overall Results	Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
	3 - Increased 0- Stable 0- Decreased	1 - Favourable 5 - Stable 0 - Unfavour.	0 - 1st quartile 2 - 2nd quartile 1- 3rd quartile 0 - 4th quartile	3- 1st quartile 1 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile	
	0% stable or increased	100% favourable or stable	66% above median	66% above median	

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

How many paid parking spaces does Toronto have?

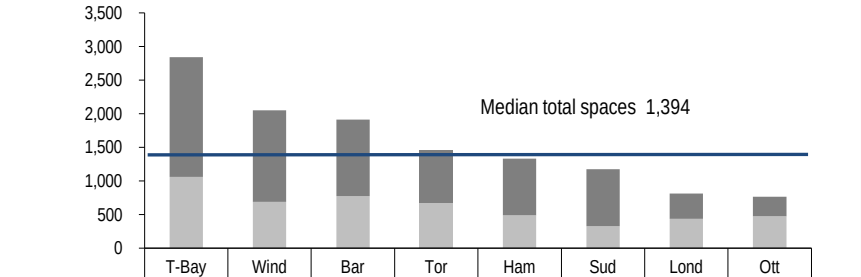


	2005	2006	2007	2008	2009
total spaces	38,826	39,218	39,617	39,790	40,298
off-street spaces	19,990	20,379	21,012	21,207	21,676
on-street spaces	18,836	18,839	18,605	18,583	18,622
total spaces/100,000 pop'n	1,439	1,450	1,451	1,453	1,462
off-street spaces/100,000 pop'n	741	754	770	774	787
on-street spaces/100,000 pop'n	698	697	681	679	676

2008 and prior years data revised from 2008 benchmarking report to reflect more accurate parking space counts, that are comparable to 2009

Chart 16.1 (City of Toronto) Number of Paid Parking Spaces Managed per 100,000 Population (Service Level)

How does the number of paid parking spaces in Toronto compare to other municipalities?



	T-Bay	Wind	Bar	Tor	Ham	Sud	Lond	Ott
total spaces	2,837	2,049	1,909	1,462	1,326	1,170	809	762
off-street spaces	1,782	1,365	1,137	787	841	849	379	294
on-street spaces	1,055	684	771	676	484	321	431	469

2009 data revised from OMBI joint report to reflect more accurate count of parking spaces

Chart 16.2 (OMBI 2009) Number of Paid Parking Spaces Managed per 100,000 Population (Service Level)

Chart 16.1 provides Toronto's total number and rate per 100,000 population of on street parking (parking machines and meters) and off street parking spaces (parking garages and surface lots).

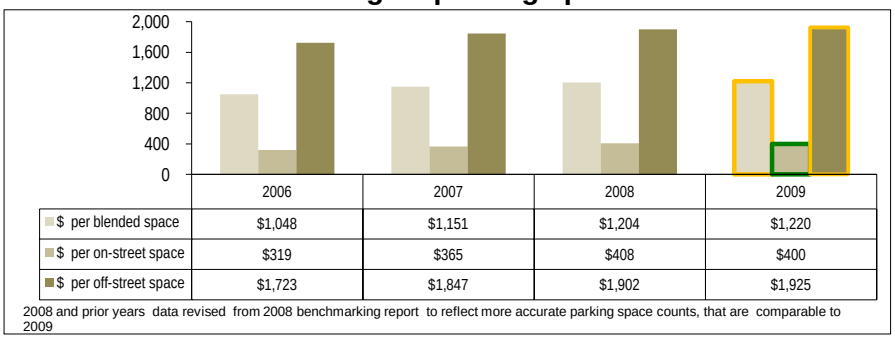
In 2009, the supply of both on street and off street parking spaces increased.

Chart 16.2 compares Toronto's 2009 results to other municipalities for the number of paid parking spaces managed per 100,000 population. In terms of having the highest number of parking spaces Toronto ranks fourth of eight (second quartile) for total spaces, on street spaces and off street spaces.

- fourth of eight (second quartile) for total spaces
- fourth of eight (second quartile) for on-street spaces
- sixth of eight (third 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.

What does it cost to manage a parking space in Toronto?

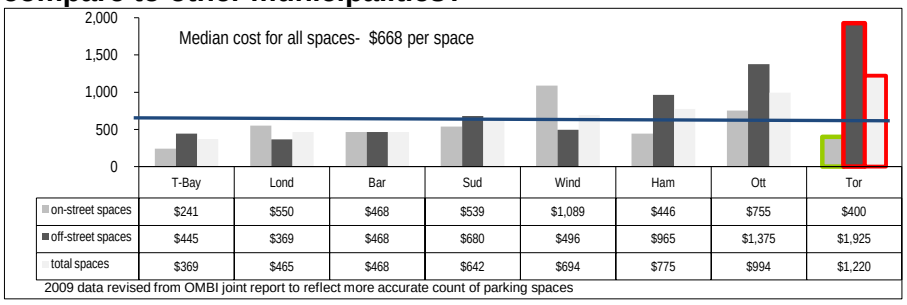


	2006	2007	2008	2009
$ per blended space	$1,048	$1,151	$1,204	$1,220
$ per on-street space	$319	$365	$408	$400
$ per off-street space	$1,723	$1,847	$1,902	$1,925

2008 and prior years data revised from 2008 benchmarking report to reflect more accurate parking space counts, that are comparable to 2009

Chart 16.3 (City of Toronto) Parking Services Cost per Paid Parking Space Managed (Efficiency)

How does Toronto's cost to manage a parking space compare to other municipalities?

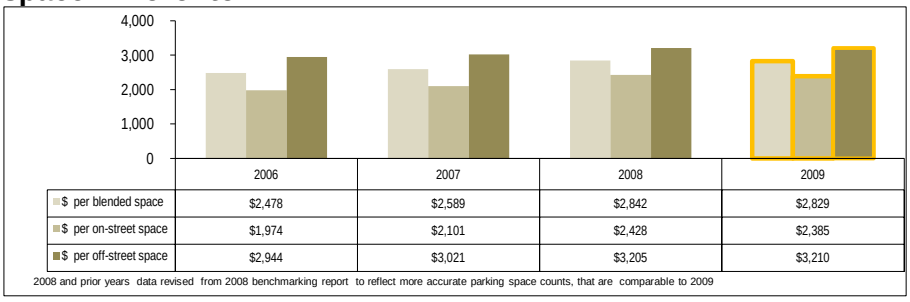


	T-Bay	Lond	Bar	Sud	Wind	Ham	Ott	Tor
on-street spaces	$241	$550	$468	$539	$1,089	$446	$755	$400
off-street spaces	$445	$369	$468	$680	$496	$965	$1,375	$1,925
total spaces	$369	$465	$468	$642	$694	$775	$994	$1,220

2009 data revised from OMBI joint report to reflect more accurate count of parking spaces

Chart 16.4 (OMBI 2009) Parking Services Cost per Paid Parking Space Managed (Efficiency)

How much parking fee revenue is generated per parking space in Toronto?

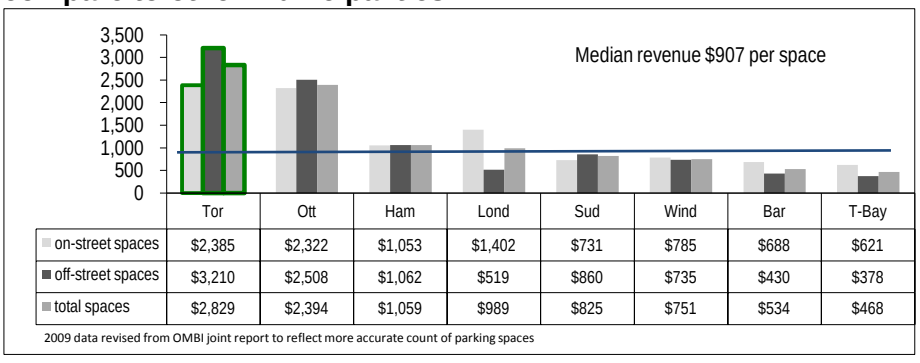


	2006	2007	2008	2009
$ per blended space	$2,478	$2,589	$2,842	$2,829
$ per on-street space	$1,974	$2,101	$2,428	$2,385
$ per off-street space	$2,944	$3,021	$3,205	$3,210

2008 and prior years data revised from 2008 benchmarking report to reflect more accurate parking space counts, that are comparable to 2009

Chart 16.5 (City of Toronto) Parking Services Fee Revenue per Paid Parking Space Managed (Efficiency)

How does Toronto's parking fee revenue per parking space compare to other municipalities?



	Tor	Ott	Ham	Lond	Sud	Wind	Bar	T-Bay
on-street spaces	$2,385	$2,322	$1,053	$1,402	$731	$785	$688	$621
off-street spaces	$3,210	$2,508	$1,062	$519	$860	$735	$430	$378
total spaces	$2,829	$2,394	$1,059	$989	$825	$751	$534	$468

2009 data revised from OMBI joint report to reflect more accurate count of parking spaces

Chart 16.6 (OMBI 2009) Gross Parking Fee Revenue per Paid Parking Space Managed (Efficiency)

Chart 16.3 provides Toronto's annual costs to manage a paid parking space for both on street and off street parking and a blended cost for all spaces. 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 2009 were stable.

Chart 16.4 compares Toronto's 2009 cost per parking space managed to other municipalities. In terms of the having the lowest cost per space, Toronto ranks:

- eighth of eight (fourth quartile) for all spaces
- second of eight (second quartile) for on street parking spaces
- eighth of eight (fourth quartile) for off street spaces

Toronto's higher costs are related to off street parking where 50 per cent 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 16.5 reflects Toronto's parking revenues per space and shows an overall stable trend in 2009.

Chart 16.6 compares Toronto's 2009 parking fee revenue per parking space to other municipalities. In term of having the highest revenue per space, Toronto ranks:

- first of eight(first quartile) for all spaces
- first of eight (first quartile) for parking spaces
- first of eight (first quartile) for off-street spaces

2010 Achievements or 2011 Planned Initiatives

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

2010 Achievements

- addressed off street parking shortfall by opening eight new surface carparks.
- upgraded 2,900 pay & display machines to perform on-line authorization of credit card payments – eliminated lost revenue due to fraudulent card use.
- implemented IT security measures to meet both PCI compliance standards for credit card acceptance and to enhance data security in general.
- commenced development work for IVR & web based payment applications

2011 Initiatives Planned

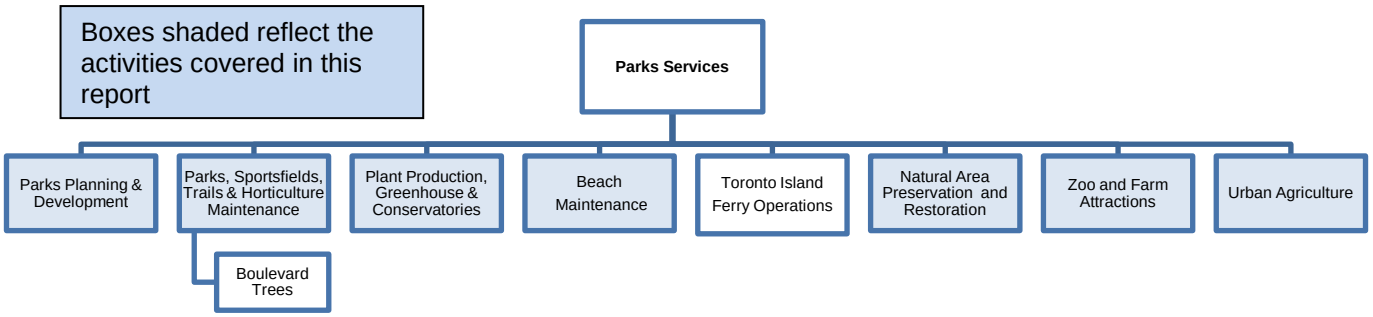
- further development of interactive voice recognition (IVR)/e-payment applications
- review and development of cell phone payment option for pay and display machines
- development of in house payment gateway for online credit card payments at pay and display machines

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 - bylaws 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.
- technology - the type and quality of technology used to manage operations, enforcement and payment control

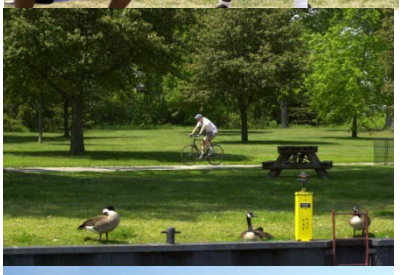
Parks Services



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

Ravines, naturalized areas, watercourses and woodlots are maintained and managed by the Parks and 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 by 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.

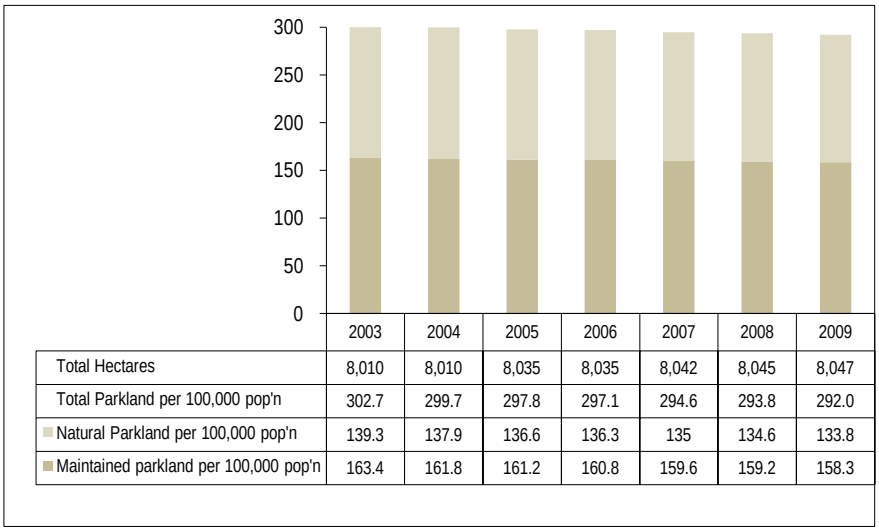
For the purposes of this report, the costs of golf courses, ski hills marinas and the provision and maintenance of street trees (trees on the road allowance) are not included in these results, in order to be more comparable with other municipalities' results.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service Level Indicators				
How much maintained parkland does Toronto have?	Hectares of Maintained Parkland in Municipality per 100,000 Population – (Service Level)	Increased Small increase of 2 hectares in amount of maintained parkland (service level indicator)	4 Lowest hectares of maintained parkland in relation to population (service level indicator) (urban form leads to result)	17.1 17.2 pg. 157
How much natural parkland does Toronto have?	Hectares of Natural Parkland in Municipality per 100,000 Population– (Service Level)	Stable Amount of natural parkland was unchanged (service level indicator)	4 Lower hectares of natural parkland in relation to population (service level indicator) (urban form leads to result)	17.1 17.2 pg. 157
How much total parkland of all types does Toronto have?	Hectares of all (Maintained and Natural) Parkland per 100,000 Population– (Service Level)	Increased Small Increase in total amount of all parkland (service level indicator)	4 Lower hectares of all parkland in relation to population (service level indicator) (urban form leads to result)	17.1 17.2 pg. 157
What is the length of Toronto's recreational trail system?	Km of Maintained Recreational Trails per 1,000 Persons – (Service Level)	Increased Small increase of 4.5 km in trail system (service level indicator)	4 Lowest kilometres of trails in relation to population (service level indicator) (urban form leads to result)	17.4 pg. 158
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 Maintained parkland as proportion of city area is stable	1 Highest percentage of maintained parkland in relation to area	17.3 pg. 158
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 Natural parkland as proportion of city area is stable	1 Higher percentage of natural parkland in relation to area	17.3 pg. 158
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 Total parkland as proportion of city area is stable	1 Higher percentage of all parkland in relation to area	17.3 pg. 158

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
How frequently do Toronto residents use parks?	Percentage of Toronto Survey Respondents Using Toronto Parks and Frequency of Use- (Community Impact)	Increased Increased level of park usage in 2010	N/A	17.5 pg. 159
Customer Service Measures				
How satisfied are Toronto parks' users?	Percentage of Toronto Survey Respondents Satisfied With Use of Parks - (Customer Service)	Stable High level of satisfaction with parks has been maintained in 2009 & 2010	N/A	17.6 pg. 159
Efficiency Measures				
What does it cost to operate a hectare of parkland?	Cost of Parks per Hectare - Maintained and Natural Parkland – (Efficiency)	Stable Cost of parks per hectare was stable (excludes impact of change in accounting policy)	4 Highest cost of parks per hectare	17.7 17.8 pg. 160
Overall Results		Service Level Indicators (Resources) 3 - Increased 1 - Stable 0- Decreased 100% favourable or stable	Performance Measures (Results) 1 - Unfavour. 5 - Stable 0 - Favourable 83% favourable or stable	Service Level Indicators (Resources) 0 - 1st quartile 0 - 2nd quartile 0- 3rd quartile 4 - 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 iv - x. These quartile results are based on a maximum sample size of eight municipalities.

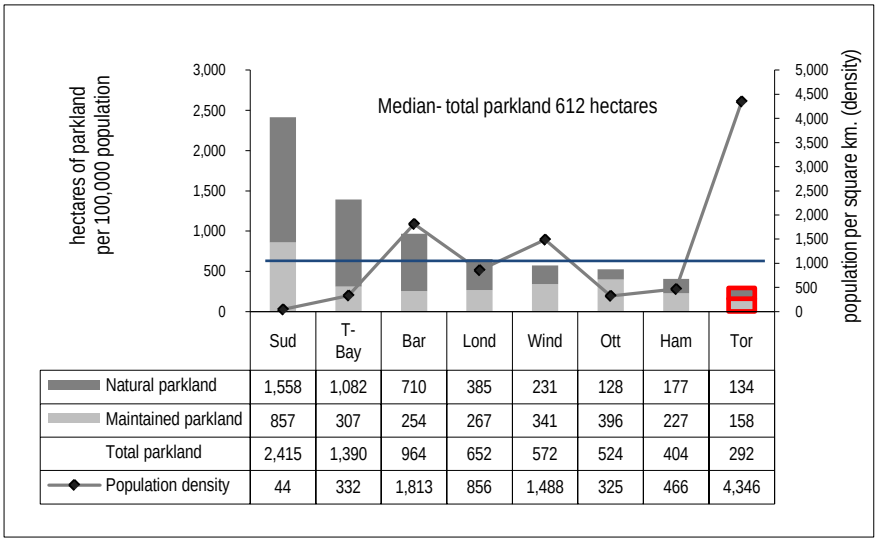
How much parkland is there in Toronto?



	2003	2004	2005	2006	2007	2008	2009
Total Hectares	8,010	8,010	8,035	8,035	8,042	8,045	8,047
Total Parkland per 100,000 pop'n	302.7	299.7	297.8	297.1	294.6	293.8	292.0
Natural Parkland per 100,000 pop'n	139.3	137.9	136.6	136.3	135	134.6	133.8
Maintained parkland per 100,000 pop'n	163.4	161.8	161.2	160.8	159.6	159.2	158.3

Chart 17.1 (City of Toronto) Natural and Maintained Parkland per 100,000 Population (Service Level)

How do the hectares of parkland in Toronto, compare to other municipalities?



	Sud	T-Bay	Bar	Lond	Wind	Ott	Ham	Tor
Natural parkland	1,558	1,082	710	385	231	128	177	134
Maintained parkland	857	307	254	267	341	396	227	158
Total parkland	2,415	1,390	964	652	572	524	404	292
Population density	44	332	1,813	856	1,488	325	466	4,346

Chart 17.2 (OMBI 2009) Hectares of Parkland per 100,000 Population and Population Density (Service Level)

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 municipality's green space

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

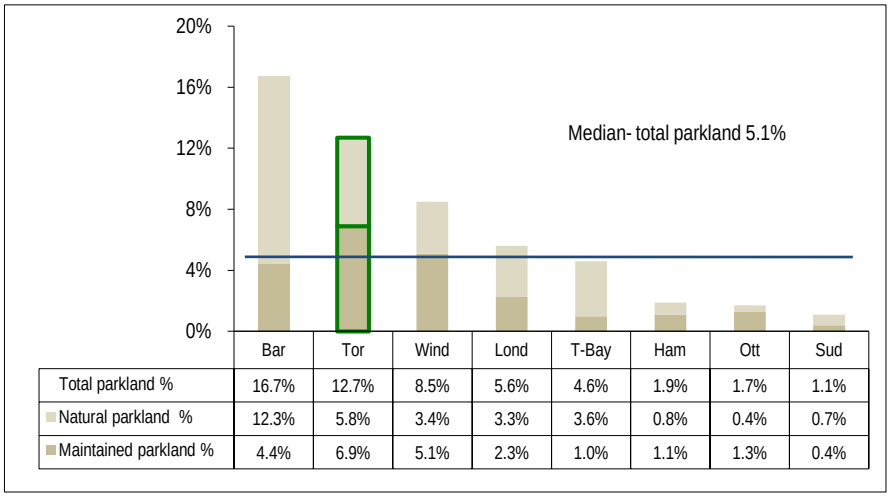
Chart 17.1 provides the total hectares of parkland in Toronto as well as the two components of maintained and natural parkland, expressed on a per 100,000 population basis. The area of parkland in Toronto has remained fairly stable over this period and is reflective of Toronto's fully developed urban form. The additional two hectares added in 2009 came through dedication, jurisdictional transfer and purchases (Albert Campbell Square expansion, Amos Waites Park Addition, Kenasten Park, Tribute Park East and West.

Chart 17.2 compares Toronto's 2009 results to other municipalities for the hectares of parkland per 100,000 population, which are reflected as bars relative to the left axis. In terms of having the highest amount of parkland, Toronto ranks:

- eighth of eight (fourth quartile) for maintained parkland
- seventh of eight (fourth quartile) for natural parkland
- eighth of eight (fourth quartile) for all parkland (maintained and natural)

Population density (population per square kilometre) influences results and is plotted as a line graph relative to the right axis in Chart 17.2. The City of Toronto is more densely populated than other 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 shown in Chart 17.3.

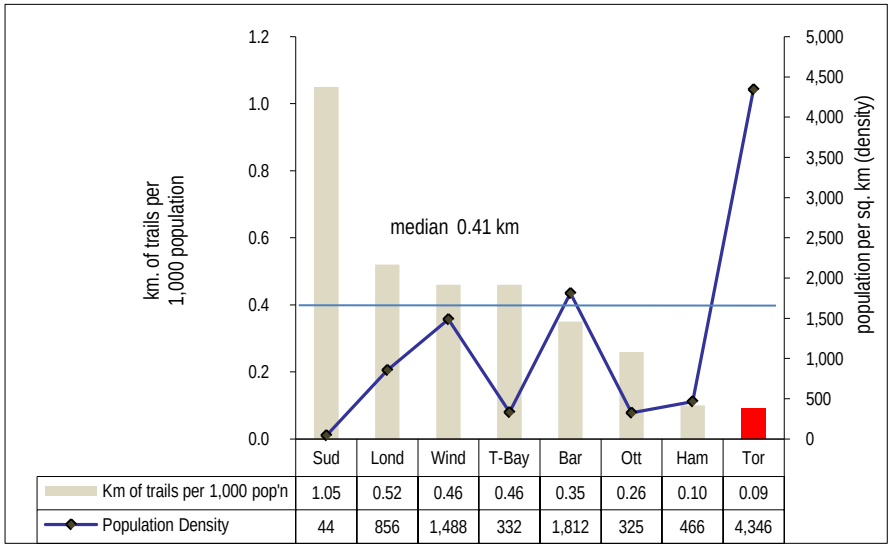
How does the proportion of the Toronto's geographic area that is parkland, compare to other municipalities?



	Bar	Tor	Wind	Lond	T-Bay	Ham	Ott	Sud
Total parkland %	16.7%	12.7%	8.5%	5.6%	4.6%	1.9%	1.7%	1.1%
Natural parkland %	12.3%	5.8%	3.4%	3.3%	3.6%	0.8%	0.4%	0.7%
Maintained parkland %	4.4%	6.9%	5.1%	2.3%	1.0%	1.1%	1.3%	0.4%

Chart 17.3 (OMBI 2009) Hectares of Parkland as a percentage of Municipal Geographic Area (Community Impact)

How do the kilometres of recreational trails in Toronto, compare to other municipalities?



	Sud	Lond	Wind	T-Bay	Bar	Ott	Ham	Tor
Km of trails per 1,000 pop'n	1.05	0.52	0.46	0.46	0.35	0.26	0.10	0.09
Population Density	44	856	1,488	332	1,812	325	466	4,346

Chart 17.4 (OMBI 2009) Kilometres of Recreation Trails per 1,000 Population (Service Level) & Population Density

While the previous charts relate the amount of parkland to population, it is 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 17.3 compares Toronto's 2009 results to other municipalities for the hectares of parkland and is expressed as a percentage of total geographic area. Toronto's 2009 percentages were unchanged from 2008.

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

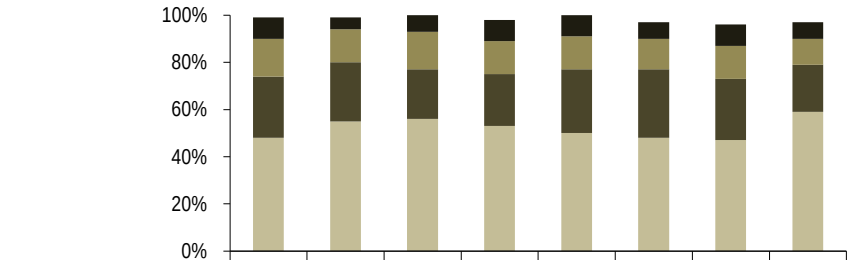
- first of eight (first quartile) for maintained parkland
- second of eight (first quartile) for natural parkland
- second of eight (first quartile) for all parkland

The urban and rural mix of municipalities and 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 17.4 reflects 2009 information for Toronto and other municipalities on the kilometre length of all maintained recreational trails per 1,000 population that are plotted as bars relative to the left axis. These trails include those that have signage and are mapped, and they can be either 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. It excludes the length of trails bicycle lanes on streets.

Toronto ranks eighth of eight (fourth quartile) with the lowest amount of trails per 1,000 persons. 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 2009 by 4.5 km to a total length of 235.7 km.

How frequently do residents use parks in Toronto?

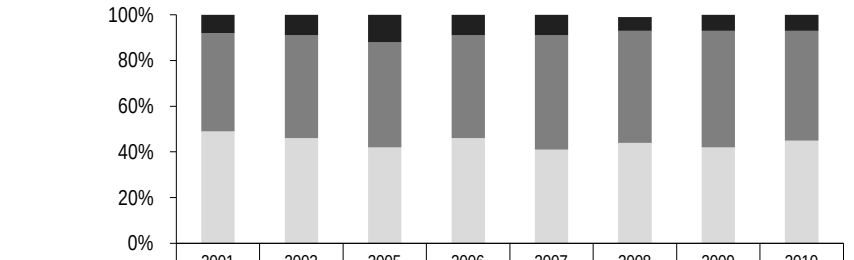


	2001	2003	2005	2006	2007	2008	2009	2010
Never	9%	5%	8%	9%	9%	7%	9%	7%
Less than once/month	16%	14%	16%	14%	14%	13%	14%	11%
Once or couple times/month	26%	25%	21%	22%	27%	29%	26%	20%
Once or more times/week	48%	55%	56%	53%	50%	48%	47%	59%

Source - Focus Ontario Survey- 2010 results based on 487 people surveyed

Chart 17.5 (City of Toronto) Frequency of Parks Visit in a Year (Community Impact)

How satisfied are users of Toronto's parks?



	2001	2003	2005	2006	2007	2008	2009	2010
Other	8%	9%	12%	9%	10%	6%	7%	7%
Somewhat satisfied	43%	45%	46%	45%	50%	49%	51%	48%
Very satisfied	49%	46%	42%	46%	41%	44%	42%	45%

Source - Focus Ontario Survey - 2010 results based on 487 people surveyed

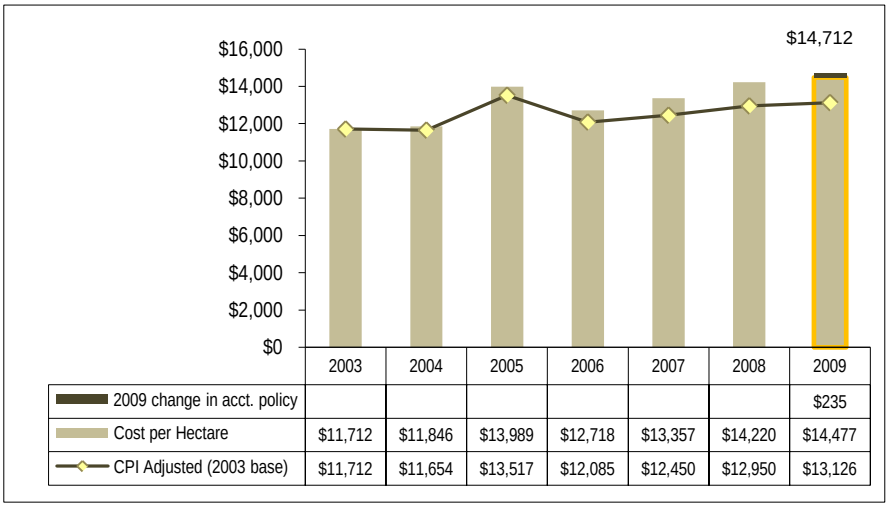
Chart 17.6 (City of Toronto) Overall Satisfaction with Visits to Park (Customer Service)

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

Chart 17.5 reflects 2001 to 2010 results of a the Focus Ontario Survey about the percentage of Toronto survey respondents who use Toronto's parks system and the frequency of that use. Results in 2010 showed 79 per cent of respondents visit Toronto parks at least once a month compared to 73 per cent in 2009. Only 7 per cent of respondents indicated they never visit parks.

Chart 17.6 is also based on the results of the Focus Ontario Survey with respect to the degree of satisfaction of survey respondents who used Toronto's parks system. In 2010, approximately 93 per cent of the parks users were either very satisfied or somewhat satisfied with their park visit, similar to results in 2009 and prior years.

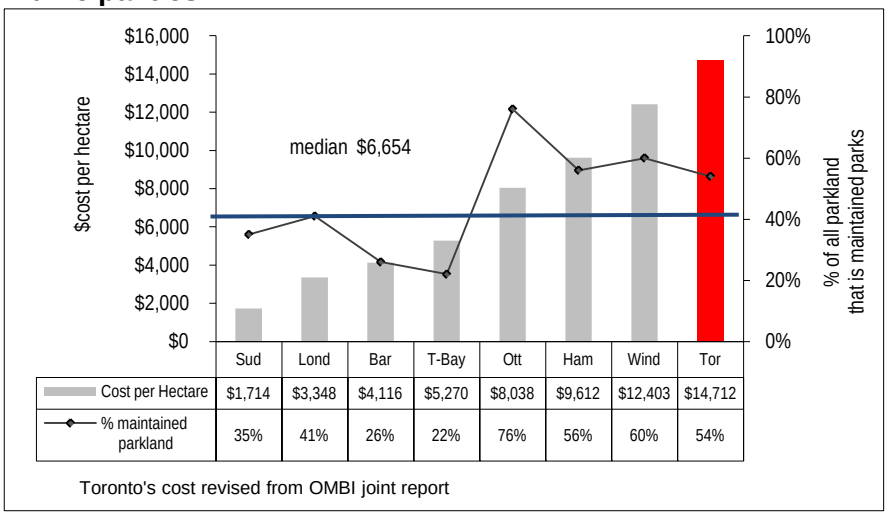
What does it cost to operate a hectare of parkland in Toronto?



	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy							$235
Cost per Hectare	$11,712	$11,846	$13,989	$12,718	$13,357	$14,220	$14,477
CPI Adjusted (2003 base)	$11,712	$11,654	$13,517	$12,085	$12,450	$12,950	$13,126

Chart 17.7 (City of Toronto) Cost of Maintaining All Parkland per Hectare (Efficiency)

How do Toronto's parkland operating costs compare to other municipalities?



	Sud	Lond	Bar	T-Bay	Ott	Ham	Wind	Tor
Cost per Hectare	$1,714	$3,348	$4,116	$5,270	$8,038	$9,612	$12,403	$14,712
% maintained parkland	35%	41%	26%	22%	76%	56%	60%	54%

Toronto's cost revised from OMBI joint report

Chart 17.8 (OMBI 2009) Cost per Hectare of Parkland (Efficiency) and Percentage of All Parks that are Maintained

Chart 17.7 reflects the cost per hectare of operating or servicing all parkland in Toronto (both maintained and natural parkland)

These costs exclude the portion related to 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.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $235 per hectare, which is plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

To reflect the impact of inflation, Chart 7.7 also provides Consumer Price Index (CPI) adjusted results, which is plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2003

Excluding the impact of the accounting policy changes, Toronto's 2009 costs were $14,477, which was stable compared to 2008 costs.

Chart 17.8 compares Toronto's 2009 result 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 eight of eight (fourth quartile) with the highest cost per hectare.

The proportion of maintained parkland of all parkland is an influencing factor in these results and is plotted as a line graph on Chart 17.8 relative to the right axis. Maintained parkland is more costly to maintain 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.

Other factors that influence results and contribute to Toronto's higher parks costs 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. This congestion can cause 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 and Emerald Ash Borer, which may have a higher incidence in Toronto
- higher population densities may mean higher intensity usage and require different maintenance strategies, for example, litter pick-up & collection, special event / permit support .irrigation, artificial turf and sport field and pathway lighting, which can be more costly"

2010 Achievements or 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements:

- implemented a number of service integration initiatives to reduce costs and improve service efficiency:
- consolidation of by law enforcement under Municipal Licensing and Standards Division,
- enhanced the parks infrastructure with new Waterfront Parks: Lower Sherbourne Common, Promenade and Sugar Beach.
- completed conversion of total of two natural turf to artificial turf multi-purpose sport fields (one at Weston Park and one at Earlscourt Park.)
- completed and operated Toronto's first ice trail at Colonel Sam Smith Park
- through Recreational Infrastructional Canada Program realized new playgrounds and waterplays across all districts.
- finished and operated Thackerway Cricket Pitch.
- substantial completion of Earl Bales Playground & Sensory Garden.
- finalized the Toronto Tree Canopy Study, which will inform strategies to expand Toronto's tree canopy and the health and sustainability of the urban forest.
- amended the Dogs off Leash policy to provide greater clarity and continued to implement Dogs off Leash areas in new locations. (17 off-leash sites developed in 2010 and currently 8 sites planned for 2011)
- implemented proactive Street Tree Maintenance program which created efficiencies and reduced the tree maintenance backlog.
- transferred garbage collection in Parks to Solid Waste Management Division (Phase 1 completed)

2011 Initiatives Planned

- complete development of Parks Plan including community consultations and customer service survey targeted for Fall 2011.
- complete conversion of two natural turf to artificial turf multi-purpose sport fields at L'Amoreaux Park.
- complete High Park Children's Garden project.
- develop Cornell Campbell House – Centre of Horticulture.
- complete High Park Children's Garden project - Children's Teaching Kitchen.

Factors Influencing the Results of Municipalities

The results of each municipality can be influenced to varying degrees by factors such as:

- service delivery: differences in service standards established by municipal councils, i.e. types of amenities maintained, frequency of grass cutting
- geographic location: varying topography affects the mix of natural and maintained hectares of parkland in each municipality as well as the number of parks and size of average park
- environmental factors: soil composition, weather patterns
- population density: higher densities may mean more intense usage and require different types of maintenance
- strategies, e.g. irrigation, artificial turf, sport field and pathway lighting
- changing demographics and community use: increased demand for large social gatherings and various cultural activities translate into higher maintenance, signage and staff training costs

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 Toronto's 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service / Activity Level Indicators				
How much is spent on planning services?	Cost of Planning Services per Capita (Service Level indicator)	Increased Cost of planning per capita increased (service level indicator)	3 Low planning cost per capita/ service level (service level indicator)	18.1 18.2 pg. 166
How many development applications are received?	Number of Development Applications Received per 100,000 Population - (Activity Level indicator)	Decreased Number of development applications received decreased (activity level indicator) (impact of recession)	4 Lower rate of development applications received (activity level indicator)	18.3 18.4 pg. 167
How many community meetings are planning staff attending?	Number of Non-Statutory Civic Engagement Community Meetings Attended by City Planning Staff – (Activity Level)	Decreased Number of meetings attended decreased (activity level indicator) (impact of recession)	N/A	18.5 pg. 168
Efficiency Measures				
How much does it cost in Toronto to process a development application?	Development Planning Applications Cost per Development Application Received – (Efficiency)	Increased Cost per application processed increased (due to drop in number of applications from recession)	2 Low cost per application	18.6 18.7 pg. 168
Overall Results		Service/ Activity Level Indicators (Resources) 1 – Increase 0 - Stable 2 - Decrease 33% stable or increased (impacted by recession)	Performance Measures (Results) 0 - Favourable 0 - Stable 1 - Unfavour. 0% favourable or stable (impacted by recession)	Service/ Activity Level Indicators (Resources) 0 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 1 - 4th quartile 0% above median	Performance Measures (Results) 0 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile 100% above median	

The global recession resulted in a decrease in the number of applications received and community meetings required

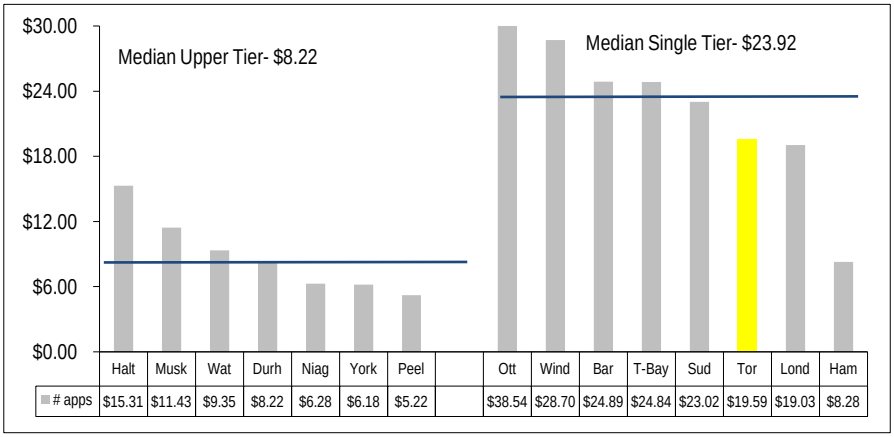
For an explanation of how to interpret this summary and the supporting charts, please see pages iv - x.
These quartile results are based on a maximum sample size of 15 municipalities.

How much is spent on planning services in Toronto?

	2005	2006	2007	2008	2009
2009 change in acct. policy					$1.43
$cost/capita	$14.50	$15.94	$16.52	$17.23	$18.16
CPI adjusted (base year 2005)	$14.50	$15.68	$15.94	$16.24	$17.04

Chart 18.1 (City of Toronto) Cost of Planning Services per Capita (Service Level Indicator)

How does the cost of planning services in Toronto compare to other municipalities?



	Halt	Musk	Wat	Durh	Niag	York	Peel		Ott	Wind	Bar	T-Bay	Sud	Tor	Lond	Ham
# apps	$15.31	$11.43	$9.35	$8.22	$6.28	$6.18	$5.22		$38.54	$28.70	$24.89	$24.84	$23.02	$19.59	$19.03	$8.28

Chart 18.2 (OMBI 2009) Cost of Planning Service per Capita (Service Level)

As noted and described on the lead page, Planning Services in Toronto includes the following:

- Community Planning
- Policy and Research
- Urban Design
- Transportation Planning
- Zoning Bylaw and Environmental Planning

Chart 18.1 reflects Toronto's costs of all these functions expressed on a cost per capita basis. It provides an indication of the amount of resources or service level devoted to Planning Services.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $1.43 per capita, which has been plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy changes, there was an increase in Toronto's 2009 costs per capita, some of which was related to temporary staffing for third-party funded studies.

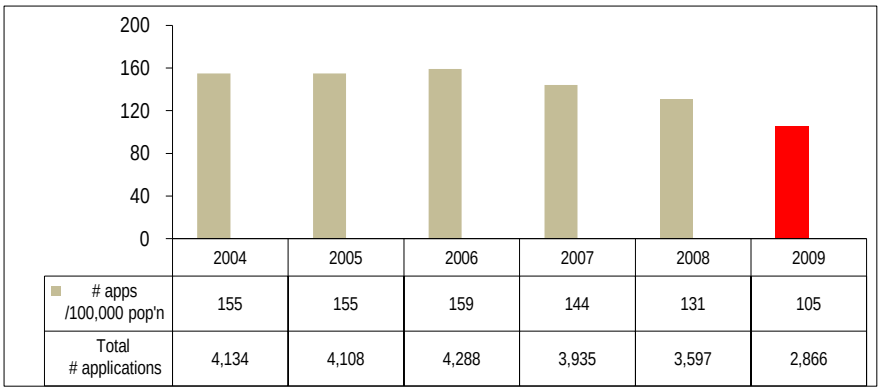
To reflect the impact of inflation, Chart 18.1 also provides Consumer Price Index (CPI) adjusted results which have been plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2005.

Chart 18.2 compares Toronto's 2009 cost per capita to other Ontario municipalities providing an indication of the amount of resources devoted to planning services These municipalities have been separated into two groups:

- upper-tier municipalities, who jointly provide planning services with the local (lower-tier) municipalities
- single-tier municipalities like Toronto where that municipality is the sole provider of planning services

When compared to other single-tier municipalities, Toronto ranks sixth of eight (third quartile) in terms of having the highest cost per capita/service levels, meaning Toronto has the third lowest cost per capita out of eight municipalities.

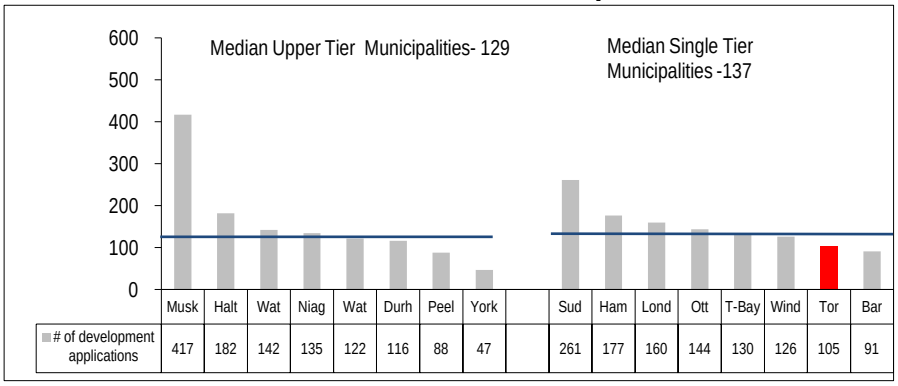
How many development applications are received in Toronto per 100,000 population?



	2004	2005	2006	2007	2008	2009
# apps /100,000 pop'n	155	155	159	144	131	105
Total # applications	4,134	4,108	4,288	3,935	3,597	2,866

Chart 18.3 (City of Toronto) Number of Development Applications Received per 100,000 Population (Activity Level Indicator)

How many development applications per 100,000 people does Toronto receive in relation to other municipalities?



	Musk	Halt	Wat	Niag	Wat	Durh	Peel	York		Sud	Ham	Lond	Ott	T-Bay	Wind	Tor	Bar
# of development applications	417	182	142	135	122	116	88	47		261	177	160	144	130	126	105	91

Chart 18.4 (OMBI 2008) Number of Development Applications Received per 100,000 Population (Service Level)

Community planning and the review and processing of development applications are one of the services provided by City Planning.

One way of comparing 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, exemptions from part lot control, and site plan approvals.

Chart 18.3 shows Toronto's total number and rate of development applications received per 100,000 population.

In 2009 the decrease in applications was experienced in both community planning applications (-14 per cent) and minor variances (-20 per cent), due to the global recession.

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. Activity in 2009 was lower due to the global recession with a total of 11,095 units in 2,886 projects submitted, versus 14,817 units in 3,597 projects 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 of 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 18.4 compares the number of development applications received in 2009 in Toronto to other municipalities. Of the single-tier municipalities, Toronto ranks seventh of eight (fourth quartile) in terms of having the highest rate of development applications received. Note that the City handles Official Plan Amendments and Rezonings through a single review process, reducing the count of individual applications.

Despite the drop in housing starts in 2008 and 2009, development activity has continued at a strong pace and Toronto's share of the GTA market has increased. According to CMHC, the City's share of GTA housing units completed since municipal amalgamation in 1998 is 28.1per cent. Its share rose to 32.1 per cent in the five years ending in 2010. Toronto's share of housing completions in 2010 was 39.4 per cent or 4 of every 10 units built in the GTA. The review and recommendations for approval of these units represents considerable staff effort.

How many community meetings are planning staff attending in Toronto?

Chart 18.5 (City of Toronto) Number of Non-Statutory Civic Engengement Community Meetings Attended by City Planning Staff (Activity Level)

How much does it cost in Toronto to process a development application?

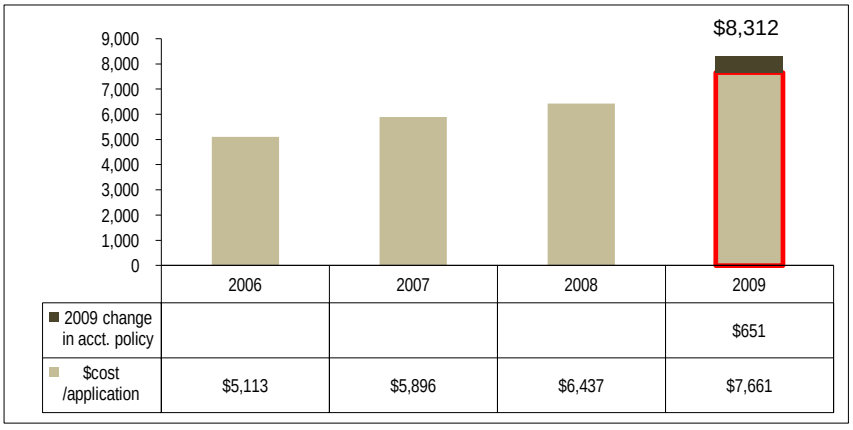


Chart 18.6 (City of Toronto) Development Planning Cost per Development Application Received (Efficiency)

How does Toronto's cost to process a development application compare to other municipalities?

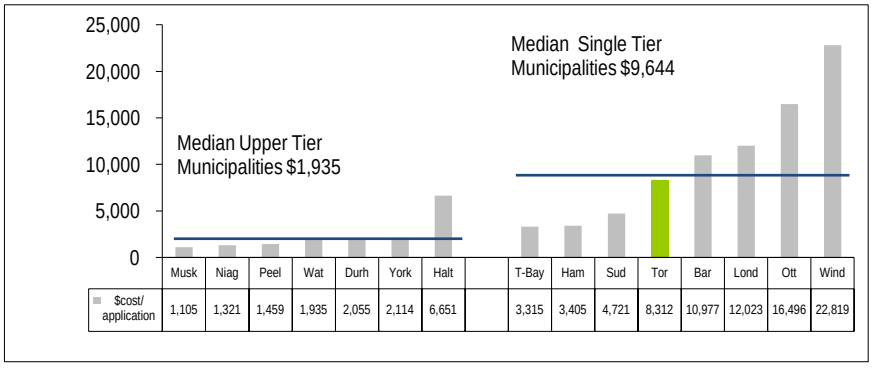


Chart 18.7 (OMBI 2009) Development Planning Cost per Development Application Received (Efficiency)

Chart 18.5 provides another indicator of Planning activity and reflects the number of non-statutory civic engagement community meetings that were attended by City Planning staff. Through these meetings, staff engaged about 13,000 residents and members of the public in 2009 about the choices and consequences of new development and infrastructure.

The decrease in the number of community meetings in 2009 was due to fewer applications submitted-a result of the global recession.

Chart 18.6 reflects Toronto's development planning costs per development application received.

As described under chart 18.1 and on page x, 2009 changes in accounting policies accounted for $651 of the of the total 2009 increase per application.

Excluding the impact of the 2009 accounting policy changes, the increase of $1,224 was related to a 20 per cent drop in development applications experienced due to the global recession.

Chart 18.7 compares Toronto's 2009 development planning cost per development application to other municipalities. Of the single-tier municipalities Toronto ranks fourth of eight (second quartile) in terms of having the lowest cost per application and results are similar to those of other cities with large urban centres.

Single-tier municipalities are 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.

The measure of cost per development application, discussed on the previous page, 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 vary significantly 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.

2010 Achievements or 2011 Planned Initiatives

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

2010 Achievements:

- engaged approximately 13,000 residents and members of the public about the choices and consequences of new development, area studies and environmental assessments in Toronto, including over 300 neighbourhood workshops and non-statutory community consultation meetings
- Council adoption of the New Zoning By-law in August 2010
- undertook major growth studies – Lawrence/Allen, Kingston Road (Birchcliff) Revitalization Study, Phase II Avenues & Mid-rise Typology Study, Dundas/427
- reviewed applications for alterations to Heritage buildings for a growing inventory, including major heritage applications (Union Station, Exhibition Place, Don Valley Brickworks, Canada Malting Silos, Bridgepoint Health, Don Jail, Canadian Film Centre, Maple Leaf Gardens, Distillery District, Sony Centre and Guild Inn)
- reported on Policies and Terms of Reference for the Designation of Heritage Conservation Districts, undertook Cultural Heritage Landscape Study and Community Improvement Plan for Multiple properties destroyed by fire in Commercial HCDs
- established permanent Design Review Panel and updated City Planning Percentage for Public Art Program Guidelines and approval of additional Site Plan Control powers provided by the *Planning Act/City of Toronto Act*
- participated in transportation planning and urban design for the development of the regional transportation plan (Metrolinx) and the implementation of the City's transit priorities, including Spadina Subway Extension implementation
- completed the 2010 Annual Employment Survey
- received the following awards:
  - OPPI Excellence in Planning Awards: Toronto Urban Design Streetscape Manual; Bird Friendly Guidelines
  - CAMA Environmental Award: Building Green in Toronto – Toronto Green Standard & Toronto Green Roof By-law (joint with Toronto Building)
  - CUI Award – Bird Friendly Guidelines

2011 Planned Initiatives:

- undertake and complete 5-year review of the Official Plan (Planning Act)
- undertake Municipal Comprehensive Review as required by the Provincial Growth Plan
- implement legislative changes under the *Planning Act* and the *City of Toronto Act*
- continue to support transit initiatives, including implementation of Spadina Subway Expansion
- undertake major revitalization initiatives/major studies including: Lawrence/Allen Secondary Plan, St. Lawrence North Market, Agincourt Secondary Plan Review, Mid-Rise Typology implementation
- undertake significant growth studies including: Avenue Studies, PATH Master Plan, Dundas/427 Planning Framework, Etobicoke York & Scarborough Public Realm Master Plans/Streetscape Studies, Eglinton Crosstown LRT
- support community engagement in and access to the planning of the City e.g. enhanced web capabilities, open data access, etc.

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

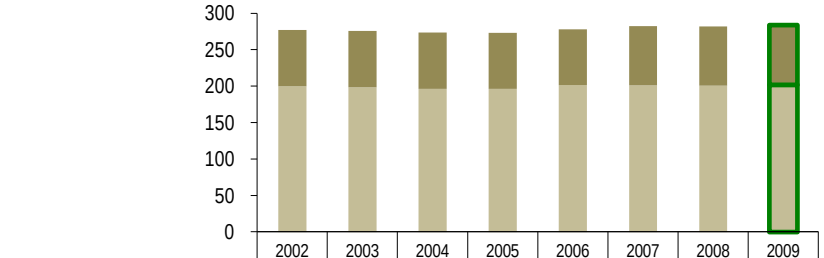
For the purposes of this report, the incident-based methodology is used for the reporting of Toronto's crime rates to allow for comparisons to other municipalities.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Increased Number of Police Officers increased (service level indicator)	1 Higher number of Police Officers (service level indicator)	19.1 19.2 pg. 175
How many civilians and other staff are there in Police Services?	Number of Civilians and Other Staff per 100,000 Population - (Service Level)	Increased Number of civilian staff increased (service Level indicator)	1 Highest number of civilians and other staff (service level indicator)	19.1 19.2 pg. 175
How many total staff (police officers and civilians) are there?	Number of Total Police Staff (Officers and Civilians) per 100,000 Population - (Service Level)	Increased Number of total police staff increased (service level indicator)	1 Higher total police staffing levels (service level indicator)	19.1 19.2 pg. 175
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)	Decreased Total crime rate down by -2.5% in 2009	2 Low total crime rate	19.3 19.4 pg. 176
How has the total crime rate changed in Toronto, compared to other municipalities?	Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents - (Community Impact)	See above	2 Large rate of decrease in total crimes	19.5 pg. 176
How is the severity of Toronto's total crime changing?	Total Crime Severity Index-(Community Impact)	Decreased Severity of total crime decreased	3 Higher level of severity for total crime	19.6 19.7 pg. 177
What is the violent crime rate?	Reported Number of Violent – Criminal Code Incidents per 100,000 Population -(Community Impact)	Decreased Violent crime rate down by -1.7% in 2009	3 Higher rate of violent crime	19.8 19.9 pg. 178
How has the violent crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Violent Crime- (Community Impact)	See above	2 Higher rate of decrease in violent crime	19.10 pg. 178
What is the violent crime severity index?	Violent Crime Severity Index-(Community Impact)	Decreased Severity of violent crime decreased	4 Higher level of severity for violent crime	19.11 19.12 pg. 179

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
What is the property crime rate?	Reported Number of Property – Criminal Code Incidents per 100,000 Population - (Community Impact)	Decreased Property crime rate down by -2.7% in 2009	2 Low rate of property crime	19.13 19.14 pg. 180
How has the property crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Property Crime - (Community Impact)	See above	3 Smaller rate of decrease in property crime	19.15 pg. 180
What is the youth crime rate?	Number of Youths Cleared by Charge or Cleared Otherwise, per 100,000 Youth Population -(Community Impact)	Decreased Youth crime decreased by -8.0% in 2009	1 Lower rate of youth crime	19.16 19.17 pg. 181
How has the youth crime rate changed in Toronto compared to other municipalities?	Annual Percentage Change in Rate of Youths Cleared by Charge or Cleared Otherwise per 100,000 Youth Population - (Community Impact)	See above	2 Larger rate of decrease in youth crime	19.18 pg. 181
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)	Decreased Clearance rate for total crime decreased	3 Low clearance rate for total crime	19.19 19.20 pg. 182
What percentage of the violent crimes committed are solved/cleared?	Clearance Rate - Violent Crime – (Customer Service)	Decreased Clearance rate for violent crime decreased	4 Lowest clearance rate for violent crime	19.21 19.22 pg. 182
Efficiency Measures				
What is the workload of Criminal Code incidents for each police officer?	Number of Criminal Code Incidents (Non-Traffic) per Police Officer – (Efficiency)	Decreased Number of Criminal Code incidents/ workload per officer decreased	4 Lower number of Criminal Code incidents /workload per officer	19.23 19.24 pg. 183
Overall Results		Service Level Indicators (Resources) 3- Increased 0 - Stable 0 -Decreased. 100% stable or increased Performance Measures (Results) 6- Favourable 0- Stable 3 -Unfavour. 67% 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) 1- 1st quartile 5 - 2nd quartile 4- 3rd quartile 3 - 4th quartile 46% above median	

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

How many police staff is there in Toronto?



	2002	2003	2004	2005	2006	2007	2008	2009
Total Police Staff	7,268	7,299	7,314	7,373	7,580	7,713	7,730	7,830
All Police Staff per 100,000 pop'n	277.6	276.1	273.9	273.4	278.2	282.5	282.3	284.1
Civilians per 100,000 pop'n	77.3	77.3	77.3	77.0	76.3	81.0	81.4	82.0
Officers per 100,000 pop'n	200.3	198.8	196.7	196.4	201.9	201.5	200.9	202.1

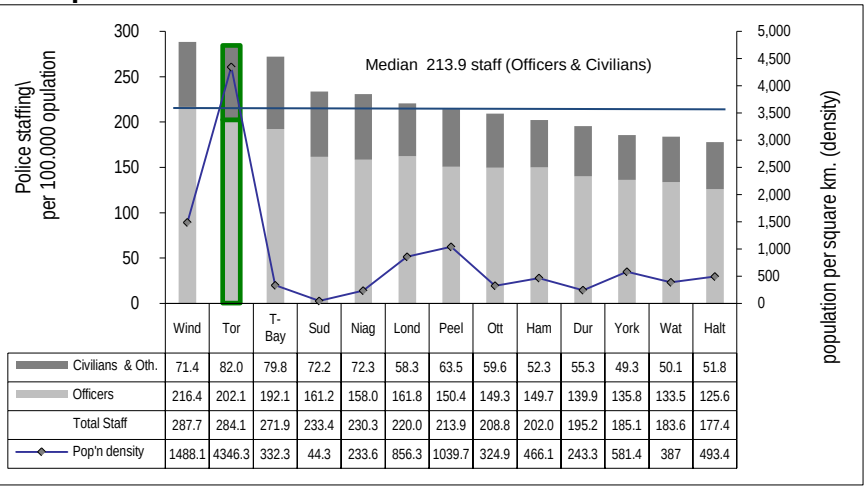
Chart 19.1 (City of Toronto) Police Staffing per 100,000 Population (Service Level)

The primary method of comparing service levels for police services within a municipality over time or between municipalities is to examine the number of staff.

Chart 19.1 provides Toronto's total number of police staff and the rate of officers, civilians and all police staff per 100,000 population. Over the longer term the number of officers has been increasing for initiatives such as anti-gang, provincial courts, and safer communities.

In 2009, there were +38 additional positions funded by the Federal Police Officer Recruitment Fund, +30 additional School Resource Officers (as part of Toronto Anti-Violence Intervention Strategy) and civilian staff increases to address increased workload in the Human Resources Command.

How do Toronto's police staffing levels compare to other municipalities?



	Wind	Tor	T-Bay	Sud	Niag	Lond	Peel	Ott	Ham	Dur	York	Wat	Halt
Civilians & Oth.	71.4	82.0	79.8	72.2	72.3	58.3	63.5	59.6	52.3	55.3	49.3	50.1	51.8
Officers	216.4	202.1	192.1	161.2	158.0	161.8	150.4	149.3	149.7	139.9	135.8	133.5	125.6
Total Staff	287.7	284.1	271.9	233.4	230.3	220.0	213.9	208.8	202.0	195.2	185.1	183.6	177.4
Pop'n density	1488.1	4346.3	332.3	44.3	233.6	856.3	1039.7	324.9	466.1	243.3	581.4	387	493.4

Chart 19.2 (OMBI 2009) Police Staffing Levels per 100,000 Population and Population Density (Service Level)

Chart 19.2 compares Toronto's 2009 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.

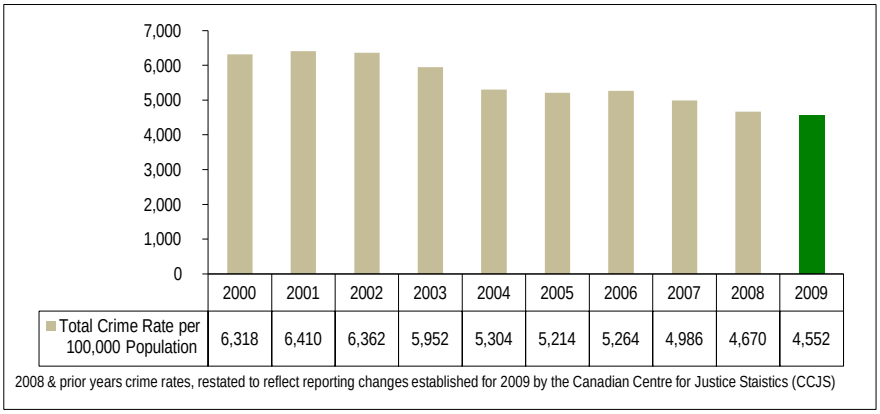
In terms of having the highest police staffing levels, Toronto ranks:

- second of 13 (first quartile) for all police staff
- second of 13 (first quartile) for officers
- first of 13 (first quartile) for civilians and other staff

Toronto's high staffing levels are attributed to the fact that Toronto is an international city requiring specialized services at elevated levels that may not be available or necessary in other municipalities. Examples 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.

It should be noted that additional members of the population, such as commuters, visitors and businesses to Toronto, are not taken into account in population-based measures. As a result, this will impact measures such as the staffing levels or crime rates. 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 affect municipal police services and comparisons between other municipalities.

How has Toronto's total (non- traffic) crime rate changed?

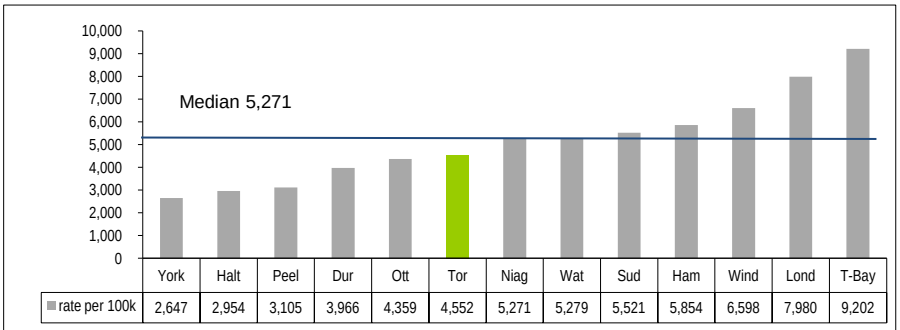


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total Crime Rate per 100,000 Population	6,318	6,410	6,362	5,952	5,304	5,214	5,264	4,986	4,670	4,552

2008 & prior years crime rates, restated to reflect reporting changes established for 2009 by the Canadian Centre for Justice Staistics (CCJS)

Chart 19.3 (City of Toronto) Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Persons (Community Impact)

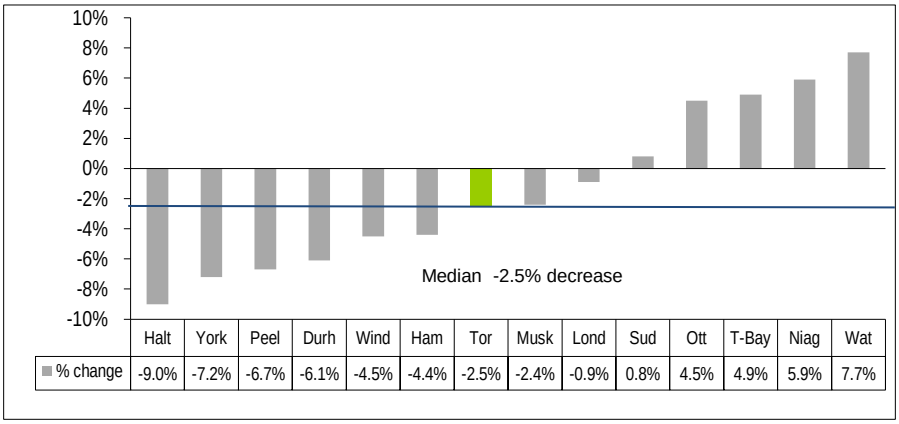
How does Toronto's total (non-traffic) crime rate compare to other municipalities?



	York	Halt	Peel	Dur	Ott	Tor	Niag	Wat	Sud	Ham	Wind	Lond	T-Bay
rate per 100k	2,647	2,954	3,105	3,966	4,359	4,552	5,271	5,279	5,521	5,854	6,598	7,980	9,202

Chart 19.4 (OMBI 2009) Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population (Community Impact)

What was the 2009 change in the total (non-traffic) crime rate in Toronto, compared to other municipalities?



	Halt	York	Peel	Durh	Wind	Ham	Tor	Musk	Lond	Sud	Ott	T-Bay	Niag	Wat
% change	-9.0%	-7.2%	-6.7%	-6.1%	-4.5%	-4.4%	-2.5%	-2.4%	-0.9%	0.8%	4.5%	4.9%	5.9%	7.7%

Chart 19.5 (OMBI 2009) Annual Percentage Change in Rate of Total (Non-Traffic) Criminal Code Incidents (Community Impact)

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

Toronto's 2009 total crime rate decreased by -2.5 per cent .with decreases experienced in all crime categories

Chart 19.4 compares Toronto's 2009 total (non-traffic) crime rate to other municipalities. Toronto ranks sixth of 13 municipalities (second quartile) in terms of having the lowest total crime rate.

Chart 19.5 compares Toronto to other municipalities for the percentage change in the 2009 total crime rate. Toronto ranks seventh of 13 municipalities (second quartile) in terms of having the greatest rate of decline in 2009.

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

Many factors influence the crime rates in municipalities reflected here, 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 is the severity of Toronto's total crime changing?

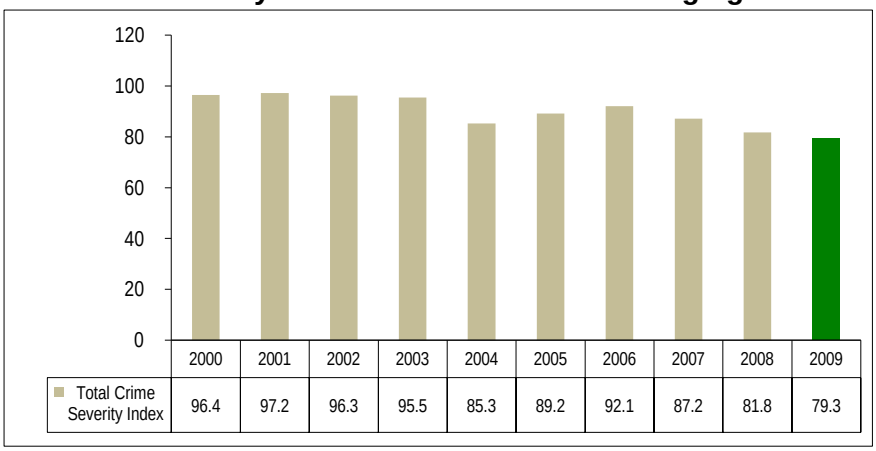


Chart 19.6 (City of Toronto) Total Crime Severity Index

The crime severity index is included here for the first time for both total crime and violent crime. This index differs from traditional crime rates as it takes in to account not only the change in volume of a particular crime, but the relative seriousness of that crime in comparison to other crimes. Traditional crime rates are simply a count of all criminal incidents reported to the police in relation to the local population.

Chart 19.6 identifies Toronto's total crime severity index from 2000 to 2009 and shows a consistent declining/improving trend, including the 2009 change.

How does the severity of total crime in Toronto compare to other municipalities?

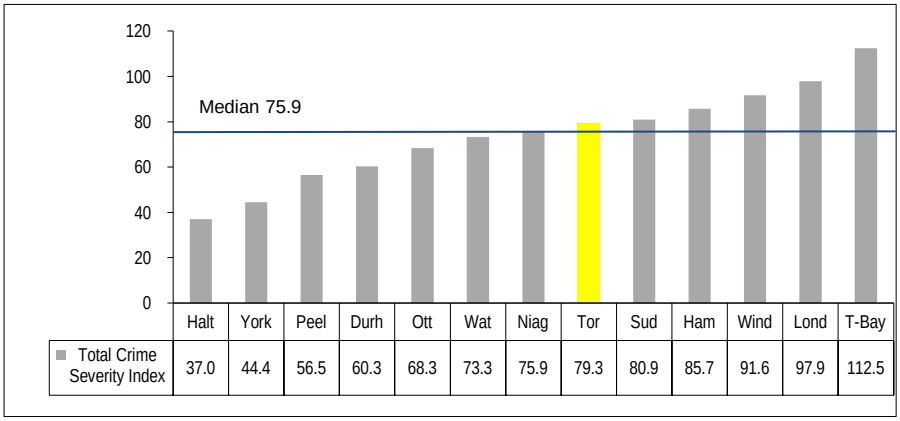


Chart 19.7 (OMBI 2009) Total Crime Severity Index

Chart 19.7 compares Toronto's 2009 total crime severity index to other municipalities and Toronto ranks eighth of 13 (third quartile) in terms of having the lowest crime severity index.

How has Toronto's violent crime rate changed?

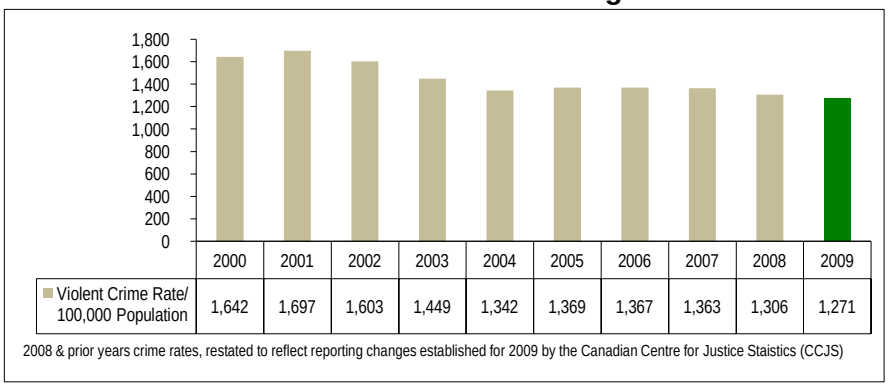


Chart 19.8 (City of Toronto) Reported Number of Violent Criminal Code Incidents per 100,000 Persons (Community Impact)

Chart 19.8 provides Toronto's rate of the reported number of violent *Criminal Code* incidents, per 100,000 population. In 2009, the violent crime rate decreased by -2.7 per cent, consistent with the decreasing longer term trend.

A violent incident is an offence that 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?

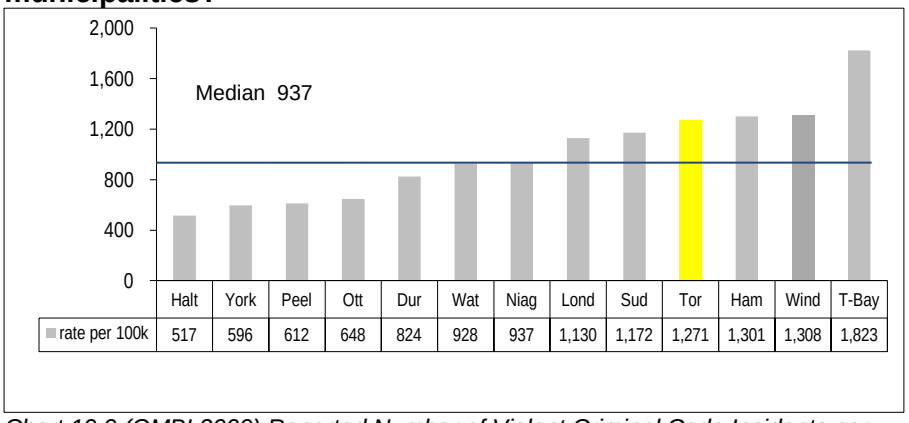


Chart 19.9 (OMBI 2009) Reported Number of Violent Criminal Code Incidents per 100,000 Population (Community Impact)

Chart 19.9 compares Toronto's 2009 violent crime rate to other municipalities. Toronto ranks 10th of 13 municipalities (third quartile) in terms of having the lowest violent crime rate

Chart 19.10 compares Toronto to other municipalities for the percentage change in the 2009 violent crime rate.
Toronto ranks fifth of 13 municipalities (second quartile) in terms of the greatest rate of decline.

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

What was the change in the violent crime rate in Toronto compared to other municipalities?

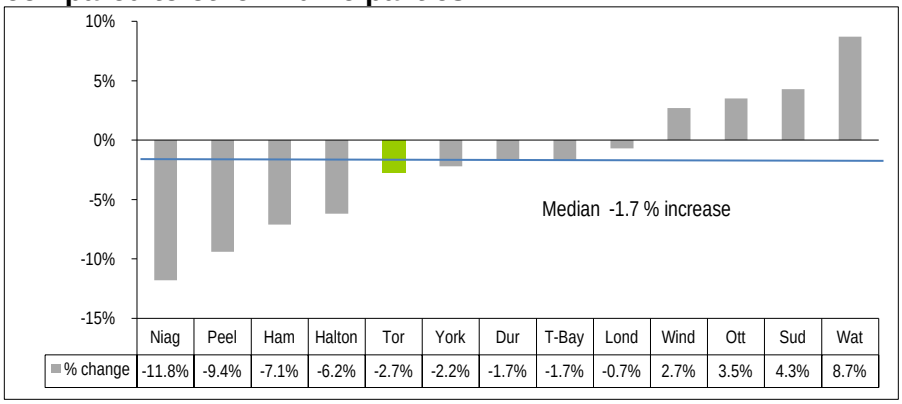


Chart 19.10 (OMBI 2009) Annual Percentage Change in Rate of Violent Crime Incidents (Community Impact)

In 2009, the Canadian Centre for Justice Statistics changed the manner in which they report on the three major crime categories those being violent crime, property crime and other criminal code offences. In order to maintain comparability of crime statistics here and to reflect these changes the comparative results for prior years are restated where applicable.

How is the severity of Toronto's violent crime changing?

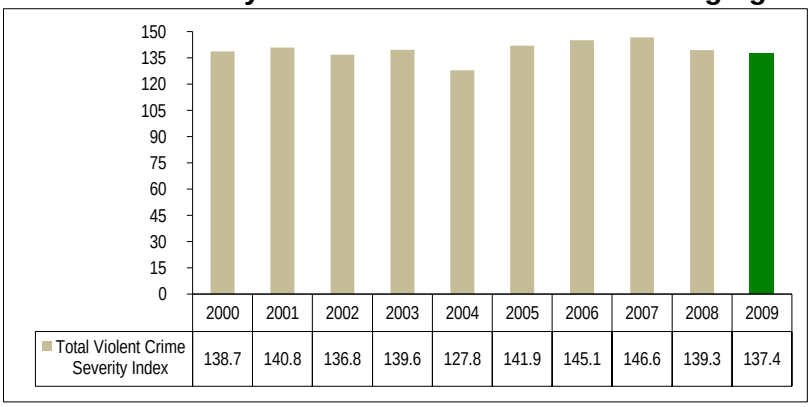


Chart 19.11 (City of Toronto) Violent Crime Severity Index

Chart 19.11 identifies Toronto's violent crime severity index from 2000 to 2009, which takes into account not only the change in the volume of a particular violent crime but the relative seriousness of that crime in comparison to other violent crimes.

In Toronto, the violent crime severity index has varied much more than the traditional violent crime rate (Chart 19.8) but from 2007 to 2009 shows a declining/improving trend.

How does the severity of violent crime in Toronto compare to other municipalities?

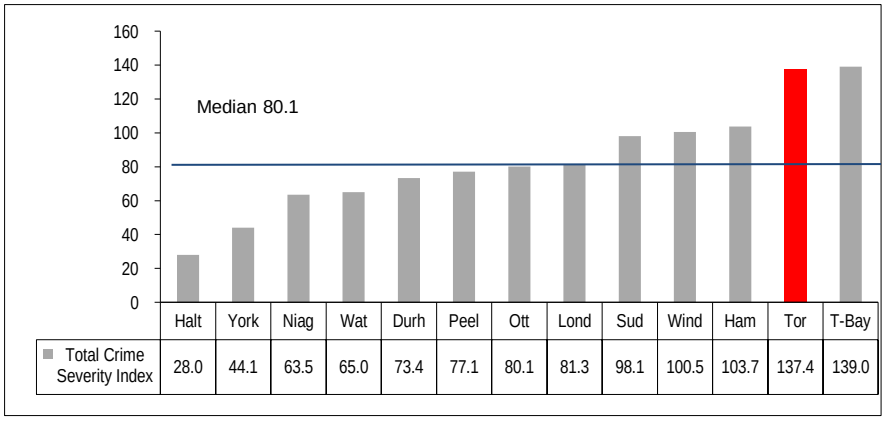


Chart 19.12 (OMBI 2009) Violent Crime Severity Index

Chart 19.12 compares Toronto's 2009 violent crime severity index to other municipalities and Toronto ranks 12th of 13 (fourth quartile) in terms of having the lowest violent crime severity index.

How has Toronto's property crime rate changed?

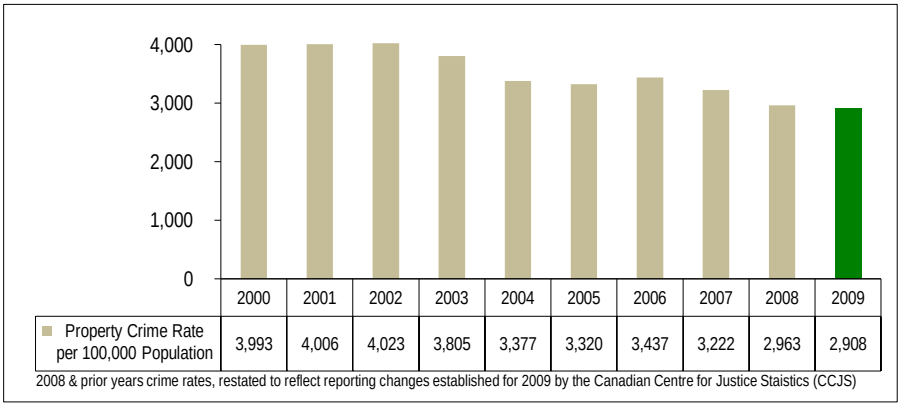


Chart 19.13 (City of Toronto) Reported Number of Property Criminal Code Incidents per 100,000 Persons (Community Impact)

Chart 19.13 provides Toronto's rate of the reported number of property *Criminal Code* incidents, per 100,000 population. Toronto's property crime rate has been decreasing over time, with a -1.9 per cent decrease experienced in 2009.

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?

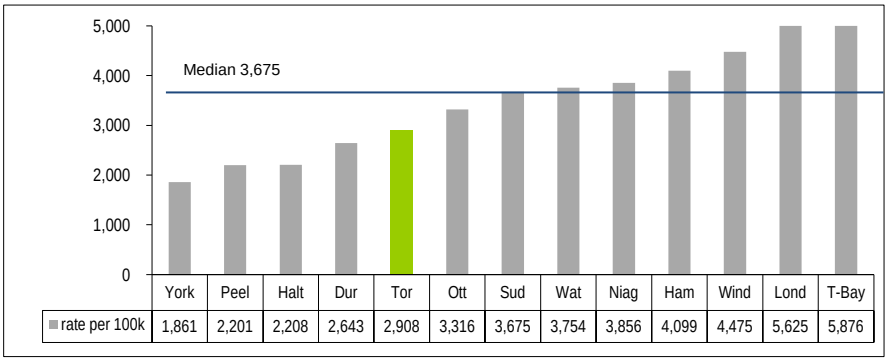


Chart 19.14 (OMBI 2009) Reported Number of Property Criminal Code Incidents per 100,000 Population (Community Impact)

Chart 19.14 compares Toronto's 2009 property crime rate, to other municipalities. Toronto ranks fifth of 13 municipalities (second 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?

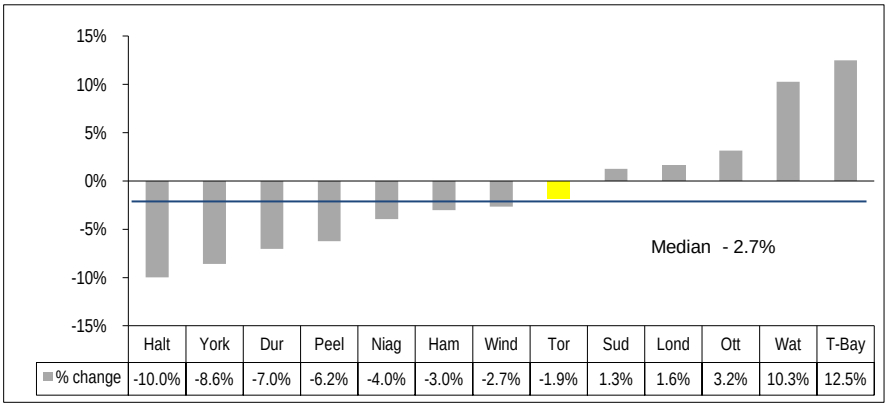
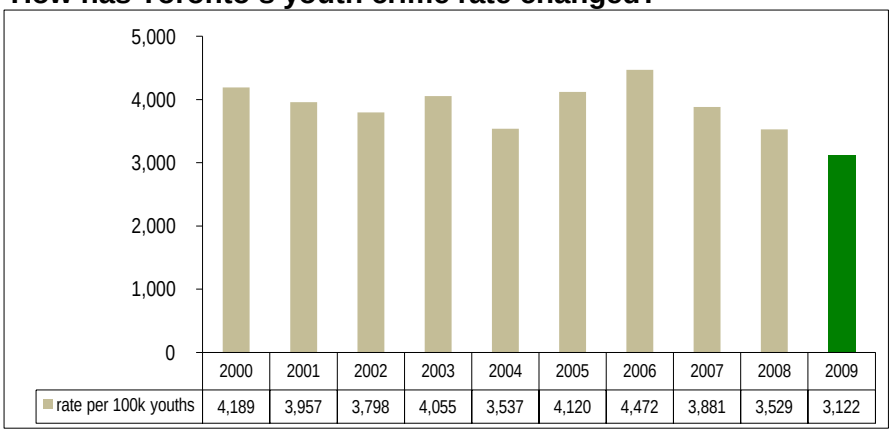


Chart 19.15 (OMBI 2009) Annual % Change in Rate of Property Crime Incidents (Community Impact)

Chart 19.15 compares Toronto to other municipalities for the percentage change in the 2009 property crime rate. Toronto ranks eighth of 13 municipalities (third quartile), in terms of the greatest rate of decline.

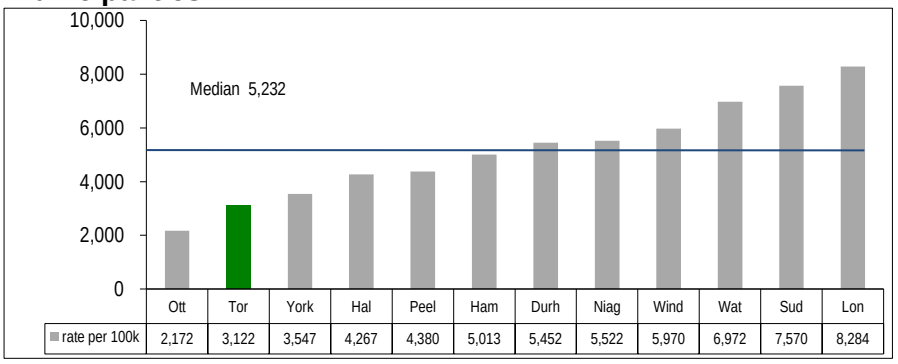
How has Toronto's youth crime rate changed?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
rate per 100k youths	4,189	3,957	3,798	4,055	3,537	4,120	4,472	3,881	3,529	3,122

Chart 19.16 (City of Toronto) Number of Youth Cleared by Charge or Cleared Otherwise per 100,000 Youth Population (Community Impact)

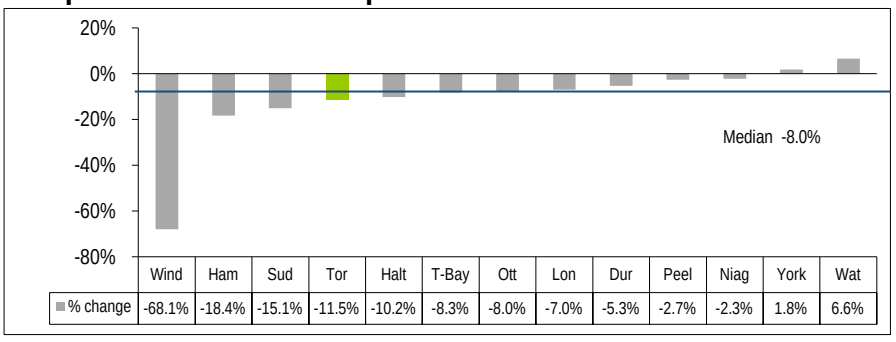
How does Toronto's youth crime rate compare to other municipalities?



	Ott	Tor	York	Hal	Peel	Ham	Durh	Niag	Wind	Wat	Sud	Lon
rate per 100k	2,172	3,122	3,547	4,267	4,380	5,013	5,452	5,522	5,970	6,972	7,570	8,284

Chart 19.17 (OMBI 2009) Number of Youth Cleared by Charge or Cleared Otherwise per 100,000 Youth Pop'n (Community Impact)

What was the change in the youth crime rate in Toronto, compared to other municipalities?



	Wind	Ham	Sud	Tor	Halt	T-Bay	Ott	Lon	Dur	Peel	Niag	York	Wat
% change	-68.1%	-18.4%	-15.1%	-11.5%	-10.2%	-8.3%	-8.0%	-7.0%	-5.3%	-2.7%	-2.3%	1.8%	6.6%

Chart 19.18 (OMBI 2009) Annual % Change in Rate of Youth Cleared by Charge or Cleared Otherwise (Community Impact)

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.

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 all crimes committed by youths.

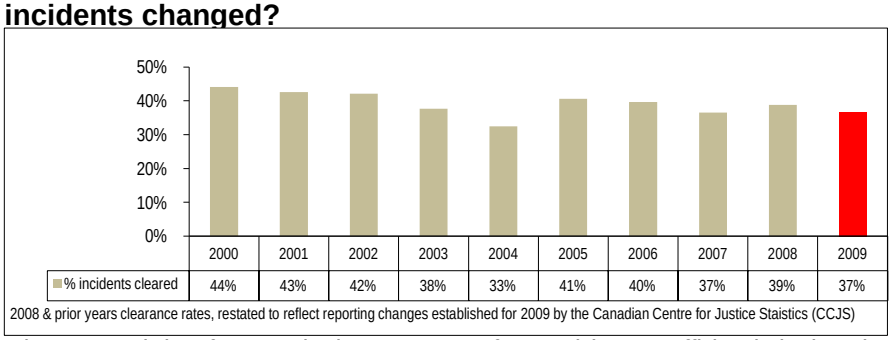
Chart 19.16 summarizes Toronto's youth (aged 12-17) crime rate per 100,000 youths. It represents youths who were apprehended and either arrested and charged (cleared by charge), or issued a warning or caution without a criminal charge (cleared otherwise). In 2009 Toronto's youth crime rate dropped by -11.5 per cent.

Chart 19.17 compares Toronto's 2009 youth crime rate (cleared by charge or cleared otherwise), to other municipalities. Toronto ranks second of 12 municipalities (first quartile), with the second lowest youth crime rate.

Chart 19.18 compares Toronto to other municipalities for the percentage change in the 2009 youth crime rate. Toronto ranks fourth of 13 municipalities (second quartile) in terms of having the greatest rate of decline.

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

How has Toronto's clearance rate for total Criminal Code incidents changed?

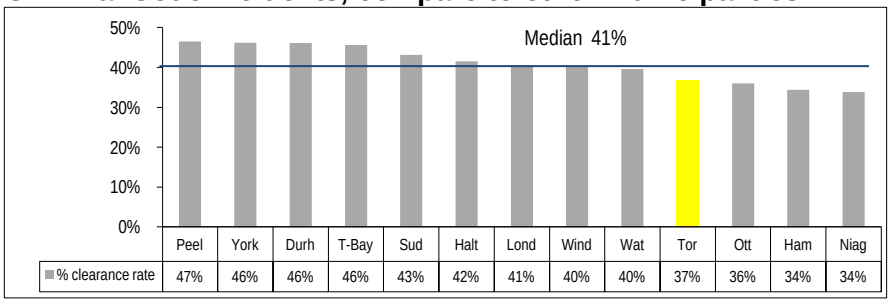


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
% incidents cleared	44%	43%	42%	38%	33%	41%	40%	37%	39%	37%

2008 & prior years clearance rates, restated to reflect reporting changes established for 2009 by the Canadian Centre for Justice Staistics (CCJS)

Chart 19.19 (City of Toronto) Clearance Rate for Total (Non-Traffic) Criminal Code Incidents (Customer Service)

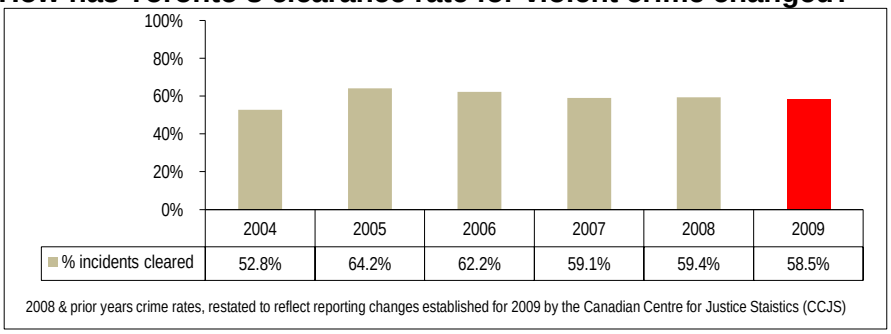
How does Toronto's clearance rate for total (non- traffic) Criminal Code incidents, compare to other municipalities?



	Peel	York	Durh	T-Bay	Sud	Halt	Lond	Wind	Wat	Tor	Ott	Ham	Niag
% clearance rate	47%	46%	46%	46%	43%	42%	41%	40%	40%	37%	36%	34%	34%

Chart 19.20 (OMBI 2009) Clearance Rate for Total (Non-Traffic) Criminal Code Incidents (Customer Service)

How has Toronto's clearance rate for violent crime changed?

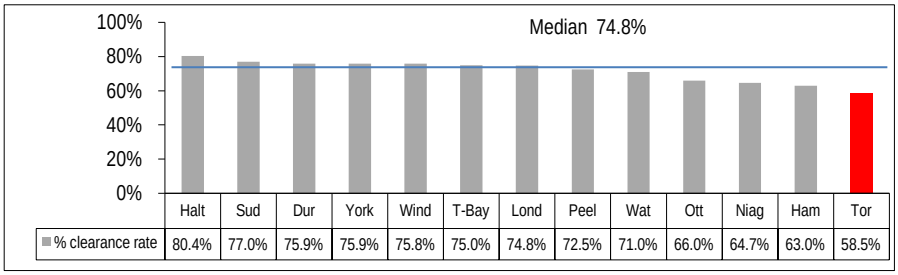


	2004	2005	2006	2007	2008	2009
% incidents cleared	52.8%	64.2%	62.2%	59.1%	59.4%	58.5%

2008 & prior years crime rates, restated to reflect reporting changes established for 2009 by the Canadian Centre for Justice Staistics (CCJS)

Chart 19.21 (City of Toronto) Clearance Rate for Violent Criminal Code Incidents (Customer Service)

How does Toronto's clearance rate for violent crime, compare to other municipalities?



	Halt	Sud	Dur	York	Wind	T-Bay	Lond	Peel	Wat	Ott	Niag	Ham	Tor
% clearance rate	80.4%	77.0%	75.9%	75.9%	75.8%	75.0%	74.8%	72.5%	71.0%	66.0%	64.7%	63.0%	58.5%

Chart 19.22 (OMBI 2009) Clearance Rate for Violent Criminal Code Incidents (Customer Service)

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.
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.

These rates are based on the Statistics Canada definition: clearance rates are 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.
Chart 19.19 reflects Toronto's clearance rate for total crime and shows a longer term declining/unfavourable trend.

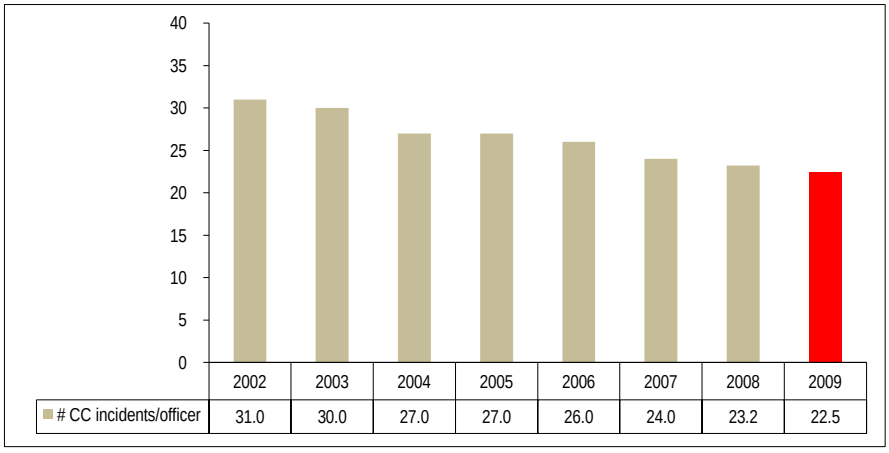
Chart 19.20 compares Toronto's 2009 clearance rate of total non-traffic *Criminal Code* incidents to other Ontario municipalities. Toronto ranks 10th of 13 municipalities (third quartile) in terms of having the highest clearance rate.

Chart 19.21 summarizes Toronto's clearance rates for violent crime and shows a longer term declining/ unfavourable trend.

Chart 19.22 compares Toronto's 2009 clearance rate for violent crime incidents to other municipalities. Toronto ranks 13th of 13 (fourth quartile) with the lowest clearance rate.

The public's willingness to report information to assist with solving violent crimes can be a significant factor influencing these results.

How many Criminal Code incidents are there for each police officer in Toronto?



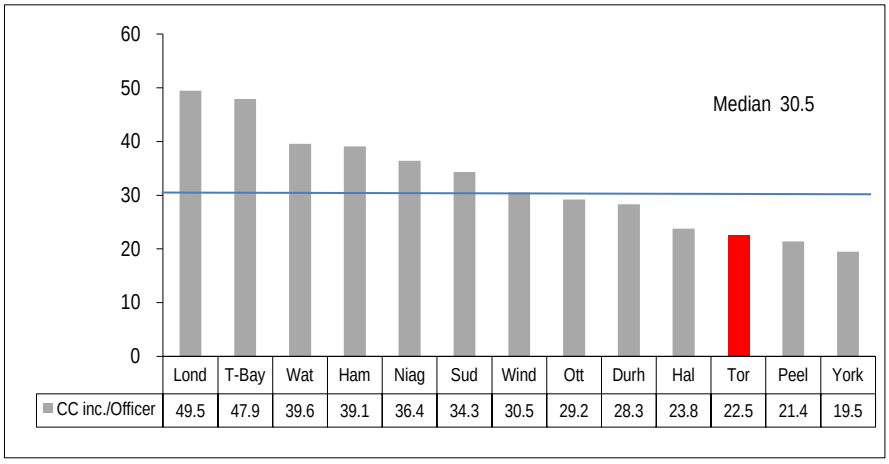
	2002	2003	2004	2005	2006	2007	2008	2009
# CC incidents/officer	31.0	30.0	27.0	27.0	26.0	24.0	23.2	22.5

Chart 19.23 (City of Toronto) Number of Non-Traffic Criminal Code Incidents per Police Officer (Efficiency/Workload)

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.

Chart 19.23, provides the number of (non-traffic) *Criminal Code* incidents there were in Toronto per police officer. There has been a downward trend over this period that is consistent with the decrease in the total crime rate noted under Chart 19.3.

How does the number of Criminal Code incidents per officer in Toronto compare to other municipalities?



	Lond	T-Bay	Wat	Ham	Niag	Sud	Wind	Ott	Durh	Hal	Tor	Peel	York
CC inc./Officer	49.5	47.9	39.6	39.1	36.4	34.3	30.5	29.2	28.3	23.8	22.5	21.4	19.5

Chart 19.24 (OMBI 2009) Number of Criminal Code Incidents (Non-Traffic) per Police Officer (Efficiency/ Workload)

Chart 19.24 compares Toronto's 2009 result to other municipalities for the number of (non-traffic) *Criminal Code* incidents per police officer. Toronto ranks 11th of 13 municipalities (fourth 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, including Toronto, have a collective agreement requirement that results in a minimum of two-officer patrol cars during certain time periods. As such, there could be two officers responding to a criminal incident in Toronto. In another jurisdictions, only one officer might respond.

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

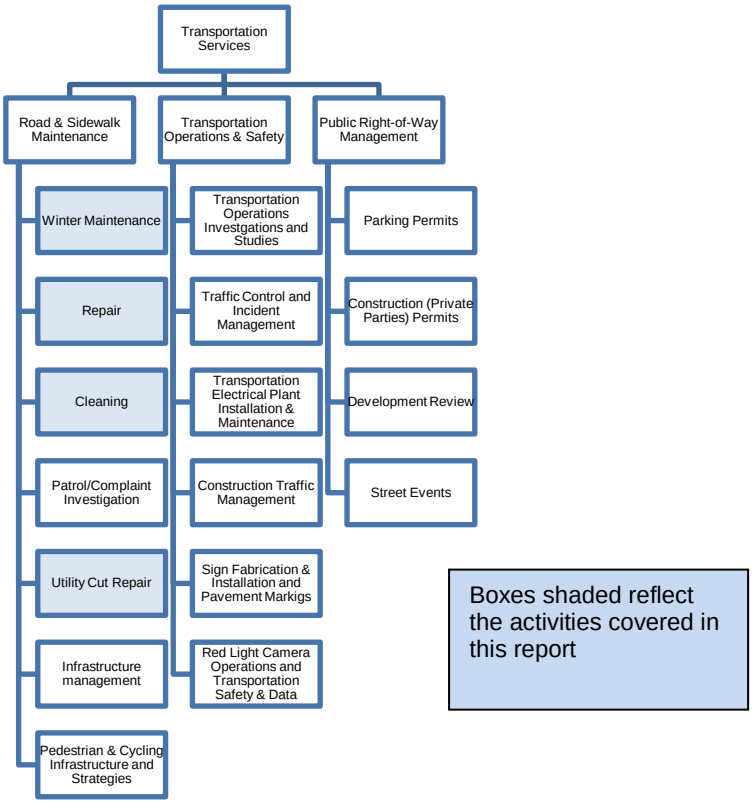
- experienced a decrease in 2010 crime rates in all seven major crime categories: murders, assaults, sexual assaults, robberies, break and enter, auto thefts and thefts over $1,000
- completed implementation of the Transit Patrol Unit
- reorganized the Court Services unit, enabling redeployment of 10 uniformed officers
- planned, mobilized and demobilized for the G20 Summit
- decreased rates of absenteeism (uniform and civilian)
- realized efficiencies in the following areas:
    - outsourcing of Employee & Family Assistance Program
    - automated clothing reimbursement process
    - asset management review
    - energy efficiency initiatives
- continued the radio replacement project which allows the Service to replace existing communication radios ensuring operability on the new shared EMS, Fire Services and Toronto Police Service platform
- substantially completed the in-car camera project, which will increase officer and community safety

Factors Influencing the Results of Municipalities

The results of each municipality can be influenced to varying degrees by factors such as:

- non-residents: daily inflow and outflow of commuters and tourists, attendees at cultural, entertainment and sporting events or seasonal residents (e.g. post-secondary students) who require police services and are not captured in population-based measures
- business/commercial and industrial sectors: size of these sectors, which require police services but are not factored into population-based measures
- specialized facilities: airports, casinos, etc. that can require additional policing
- public support: public’s willingness to report crimes and to provide information that assists police services in the solving of crimes
- demographic trends: social and economic changes in the population

Road Services



Toronto's Transportation Services division is responsible for maintaining the City's transportation infrastructure 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

The division is responsible for 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.

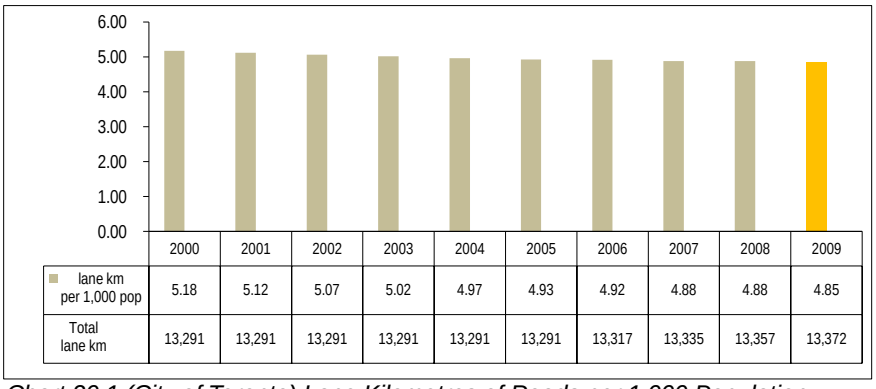
The focus of the costing data in this report is with respect to maintenance of road surfaces and winter control of roads.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service Level Indicators				
How long is Toronto's road network?	Number of Lane KM per 1,000 Population – (Service Level)	Stable Small increase in lane km of roads (service level indicator)	4 Lowest number of lane km of roads relative to population (service level indicator) (related to high population density)	20.1 20.2 pg. 189
Community Impact Measures				
How many vehicle collisions occur?	Vehicle Collision Rate per Million Vehicle km or per Lane km – (Community Impact)	Stable Collision rate is stable	4 Higher collision rate	20.3 20.4 pg. 190
How congested are 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	20.5 pg. 190
Are roads being maintained to standard in the winter?	Percentage of Winter Event Responses Meeting New Municipal Winter Level of Service – (Community Impact)	Maximum Best possible result- 100% of winter event responses met standard	1 Best possible result- 100% of winter event responses met standard	20.9 20.10 pg. 192
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)	Increased Percentage of pavement rated good to very good increased	1 Highest percentage of pavement rated good to very good	20.6 20.7 pg. 191
What is the condition of bridges and culverts?	% of Bridges and Culverts with Condition Rated as Good to Very Good – (Customer Service)	N/A	3 Low percentage of bridges & culverts rated good to very good	20.8 pg. 191
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)	Decreased Cost of winter maintenance decreased	4 Highest cost of winter maintenance of single-tier municipalities	20.11 20.12 pg. 193
How much does it cost to maintain the road surface?	Operating Costs for Paved Roads (Hard Top) per Lane KM – (Efficiency)	Decreased Cost of paved road maintenance decreased (excluding utility cuts and acct. policy changes)	4 Highest cost of paved road maintenance of single-tier municipalities	20.13 20.14 20.15 pg. 194

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2009		Chart & Page Ref.
Overall Results		Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
		0 -Increased 1 - Stable 0 - Decreased. 100% stable or increased	4 - Favourable 2 - Stable 0 - Unfavour. 100% favourable or stable	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile 0% above median	2 - 1st quartile 0 - 2nd quartile 1 - 3rd quartile 4 - 4th quartile 29% above median	

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

How many lane kilometres of roads are there in Toronto?



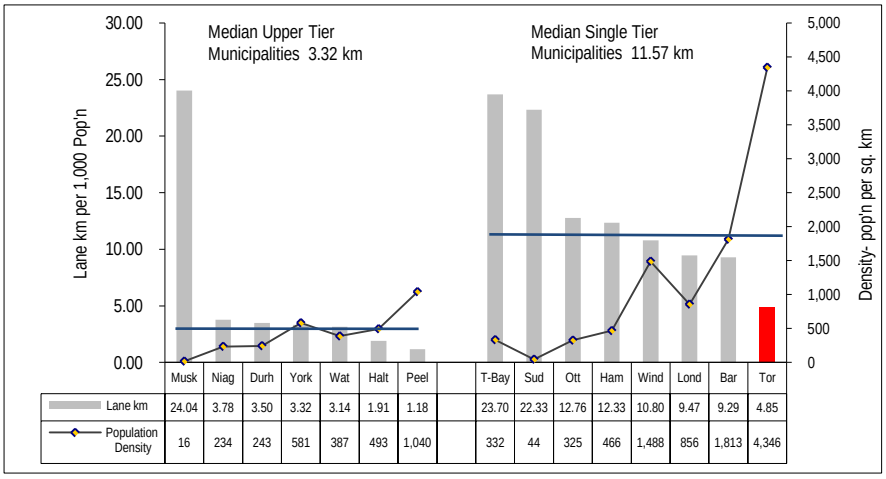
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
lane km per 1,000 pop	5.18	5.12	5.07	5.02	4.97	4.93	4.92	4.88	4.88	4.85
Total lane km	13,291	13,291	13,291	13,291	13,291	13,291	13,317	13,335	13,357	13,372

Chart 20.1 (City of Toronto) Lane Kilometres of Roads per 1,000 Population (Service Level)

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 20.1 illustrates Toronto's total number and rate of lane km of roads per 1,000 population. 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?



	Musk	Niag	Durh	York	Wat	Halt	Peel		T-Bay	Sud	Ott	Ham	Wind	Lond	Bar	Tor
Lane km	24.04	3.78	3.50	3.32	3.14	1.91	1.18		23.70	22.33	12.76	12.33	10.80	9.47	9.29	4.85
Population Density	16	234	243	581	387	493	1,040		332	44	325	466	1,488	856	1,813	4,346

Chart 20.2 (OMBI 2009) Lane Kilometres of Roads per 1,000 Population (Service Level) and Population Density

Chart 20.2 compares the relative size of Toronto's road network in 2009 on a per 1,000 population basis, to other Ontario municipalities, which is plotted as bars relative to the left axis.

The single tier and upper tier or regional municipalities have been grouped separately on Chart 20.2 as well as some of the subsequent charts to reflect different service delivery responsibilities for different classes of roads.

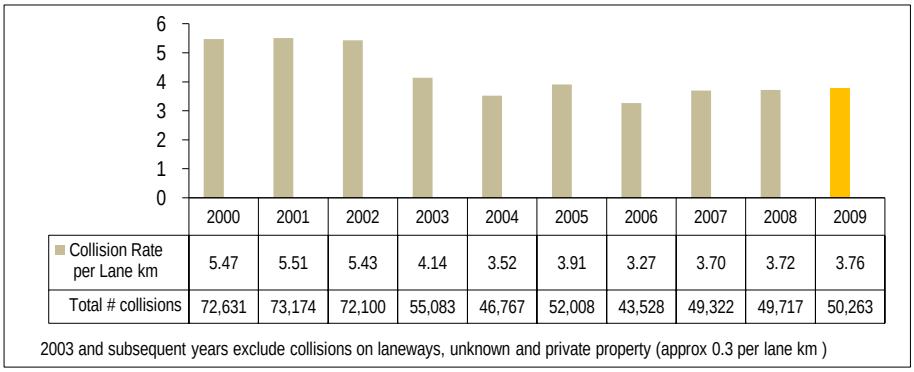
The first group are upper-tier or regional municipalities that usually have responsibility for major road types such as arterial and collector roads, but don't have responsibility for local roads, which are the responsibility of lower-tier municipalities. The second group, which includes Toronto, are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

Toronto ranks eighth of eight municipalities (fourth 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 20.2 as a line graph relative to the right axis. Toronto is the most densely populated of OMBI municipalities, which accounts for its lower rate of lane kilometres of roads.

What is the rate of vehicle collisions in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Collision Rate per Lane km	5.47	5.51	5.43	4.14	3.52	3.91	3.27	3.70	3.72	3.76
Total # collisions	72,631	73,174	72,100	55,083	46,767	52,008	43,528	49,322	49,717	50,263

2003 and subsequent years exclude collisions on laneways, unknown and private property (approx 0.3 per lane km)

Chart 20.3 (City of Toronto) Number of Vehicle Collisions per Lane Kilometre of Roads (Community Impact)

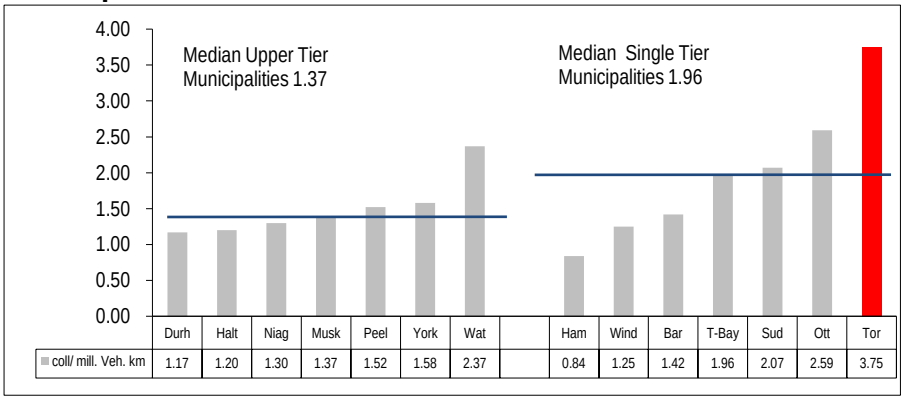
A major objective for municipalities is for road networks to provide a high level of safety for vehicles, occupants, cyclists and pedestrians that use them.

Chart 20.3 reflects Toronto's total number and the rate of vehicle collisions per lane kilometre of road. Results indicate that there has been a general decline in collisions over the longer term.

Although the collision rate was stable between 2008 and 2009, the rate of injuries from these collisions involving drivers, passengers, pedestrians and cyclists increased by 7 per cent in 2009.

Results indicate that there has been a general decline in collisions over this period.

How does the vehicle collision rate in Toronto compare to other municipalities?

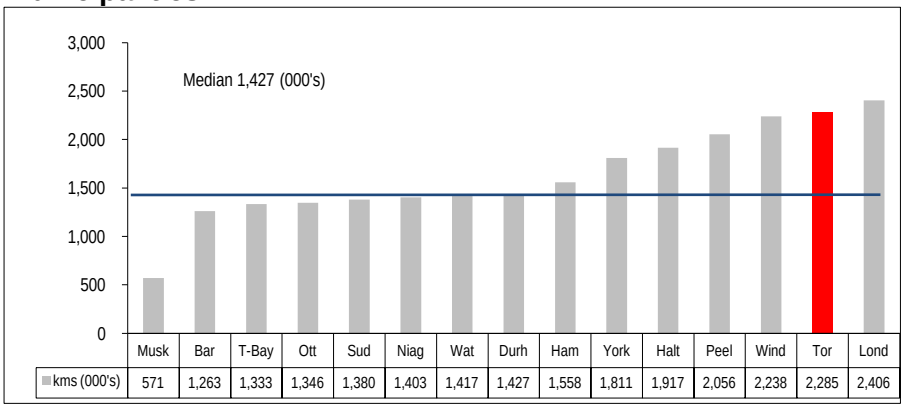


	Durh	Halt	Niag	Musk	Peel	York	Wat		Ham	Wind	Bar	T-Bay	Sud	Ott	Tor
coll/ mill. Veh. km	1.17	1.20	1.30	1.37	1.52	1.58	2.37		0.84	1.25	1.42	1.96	2.07	2.59	3.75

Chart 20.4 (OMBI 2009) Vehicle Collision Rate/Collisions per Million Vehicle km (Community Impact)

Chart 20.4 summarizes information on the 2009 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 seventh of seven of the single-tier municipalities (fourth quartile). Traffic congestion is likely a factor in this ranking, given that Toronto's roads are the one of the most congested of the OMBI municipalities.

How congested are Toronto's major roads compared to other municipalities?

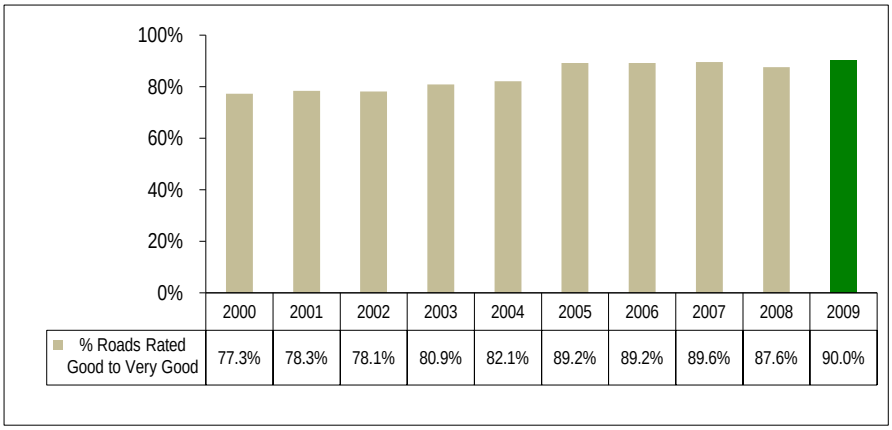


	Musk	Bar	T-Bay	Ott	Sud	Niag	Wat	Durh	Ham	York	Halt	Peel	Wind	Tor	Lond
kms (000's)	571	1,263	1,333	1,346	1,380	1,403	1,417	1,427	1,558	1,811	1,917	2,056	2,238	2,285	2,406

Chart 20.5 (OMBI 2009) Congestion Vehicle km (000's) Traveled per Lane km on Major Roads (Community Impact)

Chart 20.5 compares the 2009 level of congestion on Toronto's main roads to other municipalities. It shows the number of times (in thousands) a vehicle travels over each lane kilometre of road. In terms of having the least congested roads Toronto ranks 14th of 15 municipalities (fourth quartile), meaning Toronto roads are heavily 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.

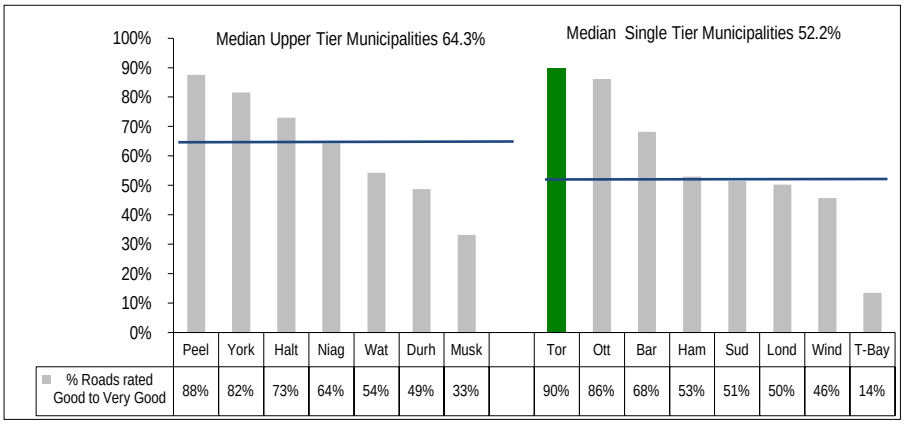
What is the pavement condition of Toronto's roads?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
% Roads Rated Good to Very Good	77.3%	78.3%	78.1%	80.9%	82.1%	89.2%	89.2%	89.6%	87.6%	90.0%

Chart 20.6 (City of Toronto) % of Lane Kilometres of Roads With Pavement Condition Rated as Good to Very Good (Customer Service)

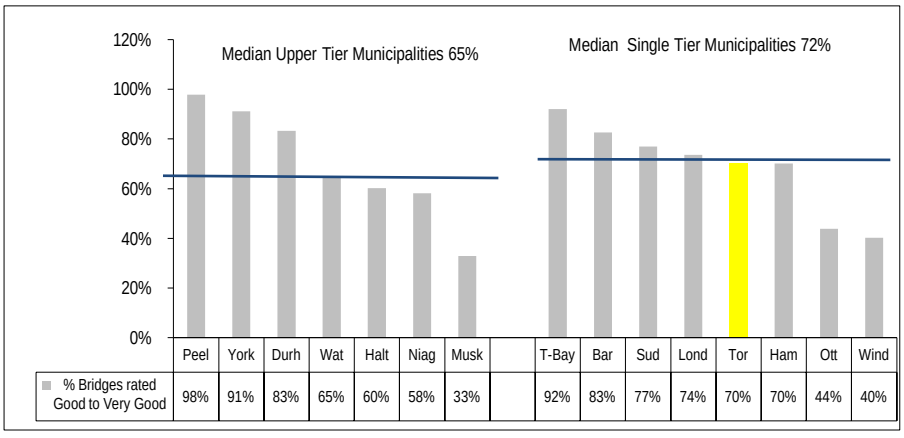
How does the pavement condition of Toronto's roads compare to other municipalities?



	Peel	York	Halt	Niag	Wat	Durh	Musk		Tor	Ott	Bar	Ham	Sud	Lond	Wind	T-Bay
% Roads rated Good to Very Good	88%	82%	73%	64%	54%	49%	33%		90%	86%	68%	53%	51%	50%	46%	14%

Chart 20.7(OMBI 2009) % of Lane Km. of Roads With Pavement Condition Rated as Good to Very Good (Customer Service)

How does the condition of Toronto's bridges and culverts compare to other municipalities?



	Peel	York	Durh	Wat	Halt	Niag	Musk		T-Bay	Bar	Sud	Lond	Tor	Ham	Ott	Wind
% Bridges rated Good to Very Good	98%	91%	83%	65%	60%	58%	33%		92%	83%	77%	74%	70%	70%	44%	40%

Chart 20.8 (OMBI 2009) % of Bridges and Culverts with Condition Rated as Good to Very Good (Customer Service)

The state of repair of the City's infrastructure is extremely important in delivering effective services.

Chart 20.6 summarizes the pavement condition of Toronto's roads, providing the percentage of our road system where the pavement quality is rated as good to very good.

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.

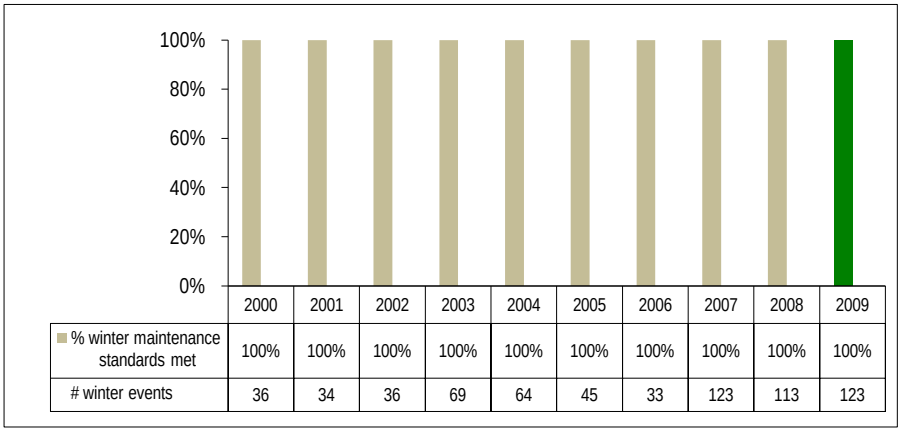
Chart 20.7 compares Toronto's 2009 percentage of roads rated in good to very good condition, to other municipalities. Upper and single -tier municipalities are grouped separately because of differences in the road types they have responsibility for maintaining.

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

Chart 20.8 compares Toronto's 2009 percentage of bridges and culverts rated in good to very good condition, to other municipalities.

Toronto ranks fifth of eight (third quartile) of the single tier municipalities

Are Toronto's roads maintained to standard in the winter?



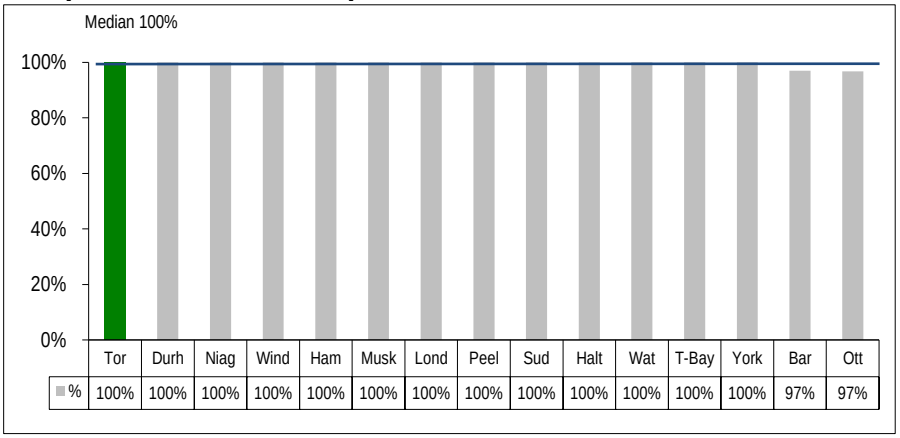
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
% winter maintenance standards met	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
# winter events	36	34	36	69	64	45	33	123	113	123

Chart 20.9 (City of Toronto) Percentage of Winter Event Responses Meeting Standard (Community Impact)

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 20.9 indicates the number of winter event responses in Toronto and the percentage of time service standards were met during those winter events. For all years these standards were met 100 per cent of the time.

How does Toronto's adherence to winter maintenance standards compare to other municipalities?



	Tor	Durh	Niag	Wind	Ham	Musk	Lond	Peel	Sud	Halt	Wat	T-Bay	York	Bar	Ott
%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	97%	97%

Chart 20.10 (OMBI 2009) Percentage of Winter Event Responses Meeting Standard (Community Impact)

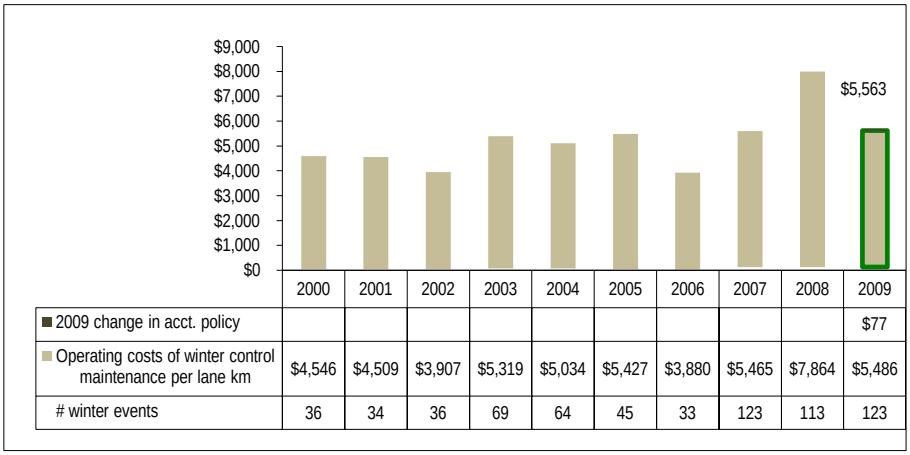
Chart 20.10 compares Toronto's 2009 percentage of winter maintenance responses meeting standard, to other municipalities. These standards comply with the Provincial mandated 'Minimum Maintenance Standards for Highways, or may be exceeded by a municipality to achieve local objectives. Toronto and many other municipalities have achieved 100 per cent compliance, thereby placing the City of Toronto in the first 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 City's current winter maintenance standards:

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	2 weeks
Laneways	De-ice as necessary to maintain passable conditions	Plowing and/or removal, subject to localized laneway conditions	30+ cm	3 weeks

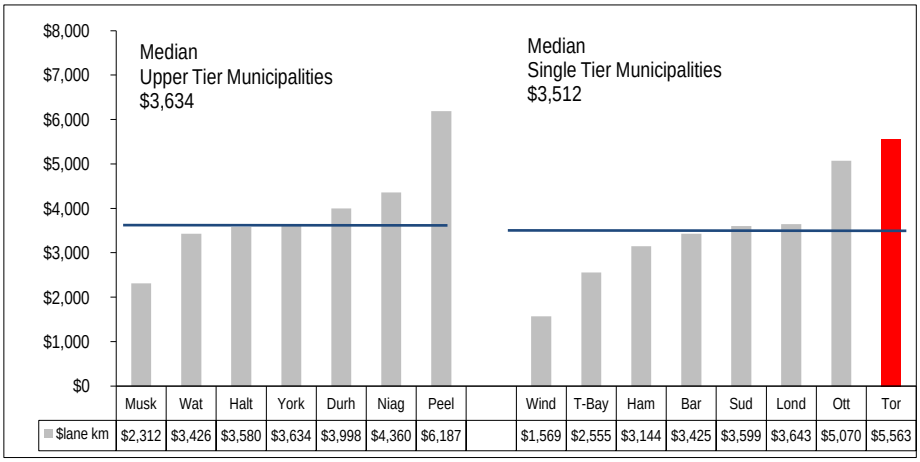
How much does it cost Toronto for winter control of roads?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy										$77
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	$5,486
# winter events	36	34	36	69	64	45	33	123	113	123

Chart 20.11 (City of Toronto) Cost for Winter Control Maintenance of Roads per Lane Kilometre. (Community Impact)

How do Toronto's winter control costs compare to other municipalities?



	Musk	Wat	Halt	York	Durh	Niag	Peel		Wind	T-Bay	Ham	Bar	Sud	Lond	Ott	Tor
$lane km	$2,312	$3,426	$3,580	$3,634	$3,998	$4,360	$6,187		$1,569	$2,555	$3,144	$3,425	$3,599	$3,643	$5,070	$5,563

Chart 20.12 (OMBI 2009) Cost for Winter Maintenance of Roadways per Lane Kilometre. (Community Impact)

Chart 20.10 summarizes Toronto's winter maintenance costs on a lane km basis.

These costs only relate to road maintenance and exclude costs related to sidewalk winter maintenance. Costs in 2009 included an additional $77 per lane km, because of changes in accounting policy as described on chart 20.13.

Winter maintenance costs can vary significantly by year according to weather conditions and the type, severity and number of winter events.

The 2009 costs decreased because of less severe winter conditions compared to 2008. In 2008, more frequent application of de-icing materials was required to combat slippery and freezing road conditions and the mobilization of more equipment for snow removal operations.

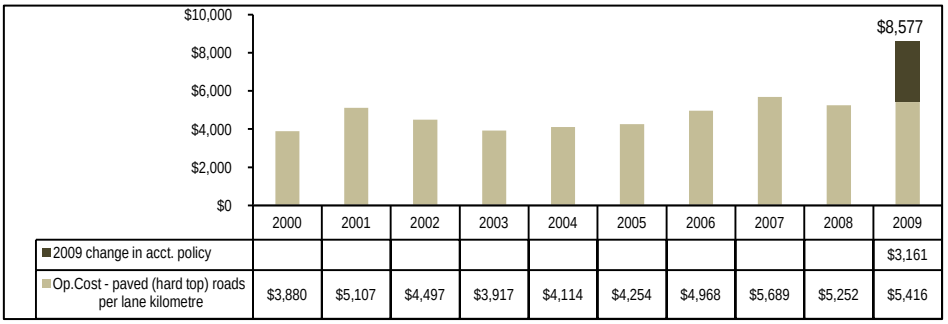
Chart 20.12 reflects Toronto's 2009 winter maintenance costs in relation to other municipalities.

Single tier and upper tier or regional municipalities have been grouped separately because they are responsible for maintaining different road types. Toronto ranks eighth of eight (fourth quartile) of the single-tier municipalities.

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 is a service that perhaps only one or two other municipalities in Canada provide.

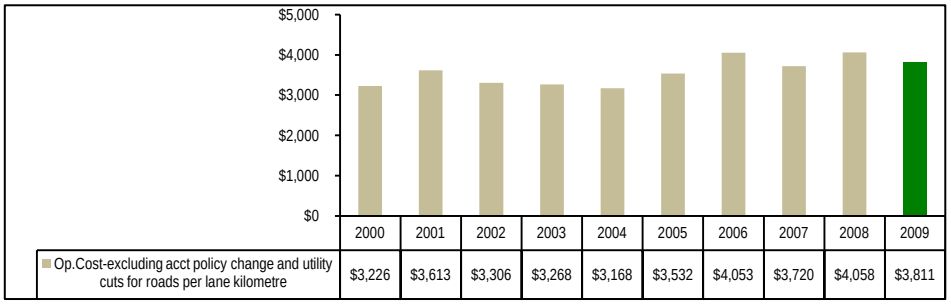
Other factors contributing to Toronto's higher costs include narrow streets and on-street parking in sections of Toronto that affects the efficiency of plowing and can require snow removal, congestion on roads in Toronto that slows the speed at which ploughs, and salters/sanders can travel during storm events, and Toronto's enhanced standards noted previously.

How much does it cost to maintain Toronto's road surfaces?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy										$3,161
Op.Cost - 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	$5,416

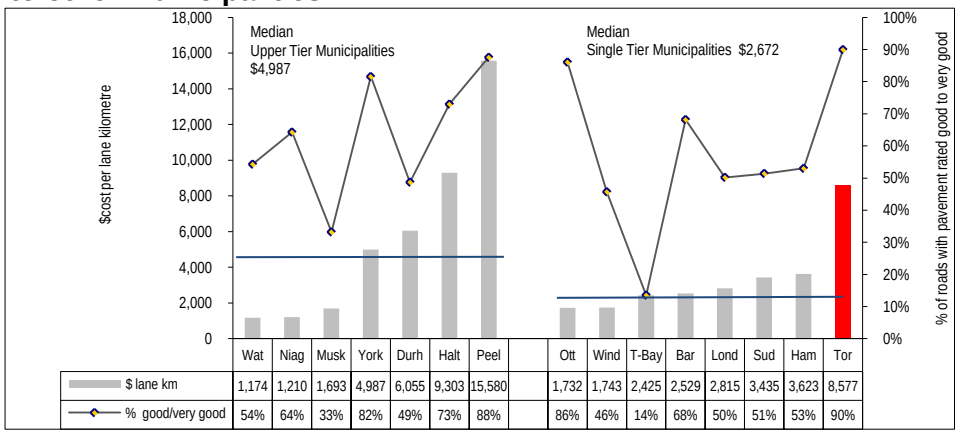
Chart 20.13 (City of Toronto) Operating Cost of Paved Roads per Lane Kilometre (Efficiency)



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Op.Cost-excluding acct policy change and utility cuts for roads per lane kilometre	$3,226	$3,613	$3,306	$3,268	$3,168	$3,532	$4,053	$3,720	$4,058	$3,811

Chart 20.14 (City of Toronto) Operating Cost of Paved Roads per Lane Kilometre Excluding Impact of Utility Cuts and Accounting Policy Change (Efficiency)

How does Toronto's cost of maintaining road surfaces compare to other municipalities?



	Wat	Niag	Musk	York	Durh	Halt	Peel		Ott	Wind	T-Bay	Bar	Lond	Sud	Ham	Tor
$ lane km	1,174	1,210	1,693	4,987	6,055	9,303	15,580		1,732	1,743	2,425	2,529	2,815	3,435	3,623	8,577
% good/very good	54%	64%	33%	82%	49%	73%	88%		86%	46%	14%	68%	50%	51%	53%	90%

Chart 20.15 (OMBI 2009) Operating Costs for Paved (Hard Top) Roads per Lane Km. (Efficiency) and Percentage of Roads Rated Good to Very Good (Community Impact)

Chart 20.13 provides Toronto's operating costs per lane kilometre, for maintaining paved roads (patching, surface repairs, utility cuts and sweeping).

There are two factors contributing to the 2009 increase:

- starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $3,161 per lane km, plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.
- a $5.5 million increase in the cost of permanently restoring utility cuts after installation and replacement of utility conduits, which can vary significantly by year, but is recovered from the utility companies.

Chart 20.14 excludes both the impact of the utility cuts and the impact of the 2009 accounting policy and costs decreased in 2009.

Chart 20.15 compares Toronto's operating cost for paved roads per lane km to other municipalities, and is plotted as bars relative to the left axis. It should be noted that this does not include amortization of capital. Toronto ranks eight of eight (fourth quartile) 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, as discussed under Chart 20.7.

Other factors contributing to Toronto's higher costs on Chart 20.13 include:

- traffic congestion and the amount of work done by utility companies on Toronto roads is significant, accelerate road deterioration rates and require 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 - 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

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements:

- expedited conversion of the existing traffic signal system to a more modern one (LED) by increasing the number of traffic signal conversions to up to 400 per year
- accelerated implementation of the elements contained in the Toronto Bike Plan and introduced a public bicycle system
- reviewed service level standards and productivity of street sweeping activities and identified $0.5 million in savings by eliminating afternoon sweeping shifts in 2011
- assisted in planning, design and implementation of the Transit City initiatives on the City's right of ways
- improved the public realm by rolling out 1,000 pieces of harmonized street furniture elements including the first automated public washroom
- managed impacts on the road network from the G20 Summit
- made significant improvement in Transportation Services' health and safety culture - resulting in significant injury reduction and recognized by an honourable mention in the Dr. Sheela Basrur Occupational Health & Safety Award
- completed $70 million in projects as part of the federal Infrastructure Stimulus Fund (ISF) program,
- introduced pavement degradation fees (intended to recover utility cut related losses from premature deterioration of pavement) and increased maintenance expenses resulting from the utility cuts addressed over 80,000 service requests received from the public
- managed over 600 street events (ranged from small block parties organized by resident volunteers to major events charity events on expressways and major roads, the Pride Festival and parade, Honda Indy, Toronto Caribbean Carnival/Caribana and Santa Claus parades)
- implemented bus bypass lanes on the Don Valley Parkway to reduce travel time for GO Transit buses
- completed the first engineered snow disposal facility that includes features such as a graded and paved site, drains, snowmelt pond system for runoff, etc. to ensure that ground water quality is not adversely impacted
- implemented pilot pedestrian zones at Ryerson University and the University of Toronto to encourage and promote pedestrian activity in commercial areas through temporary street closures
- enhanced pedestrian safety through zebra striping at 304 intersections
- completed 140 neighbourhood beautification projects

2011 Initiatives Planned

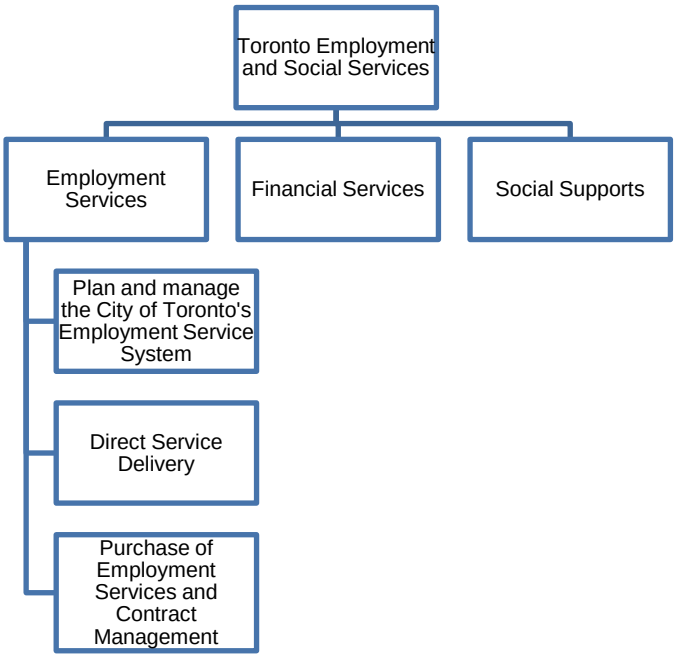
- mechanical street sweeping - implement reduction in afternoon shifts in suburbs without impacting level of service
- increase utility cut repairs to 60,000 in 2011 from 55,000 in 2010 and 38,000 in 2009
- continue to invest and improve the public realm including the roll out of 5,133 pieces of harmonized street furniture pieces. To date, 6043 street furniture pieces have been located on Toronto's streets.
- improve bike and pedestrian safety and introduce the BIXI public bicycle program
- continue to seek efficiencies in new winter maintenance contracts to improve service delivery and ensure consistent service levels for all users.
- complete a review of service level standards and productivity of street cleaning and roadway repair activities.

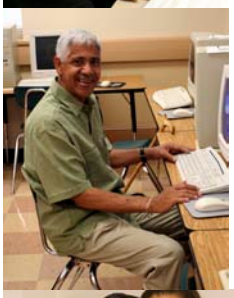
Factors Influencing the Results of Municipalities

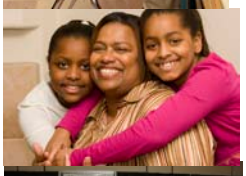
The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- the mix of roads being maintained (e.g. arterial, collector, local roads and laneways)
- 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
- 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

Social Assistance Services







Toronto's 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.

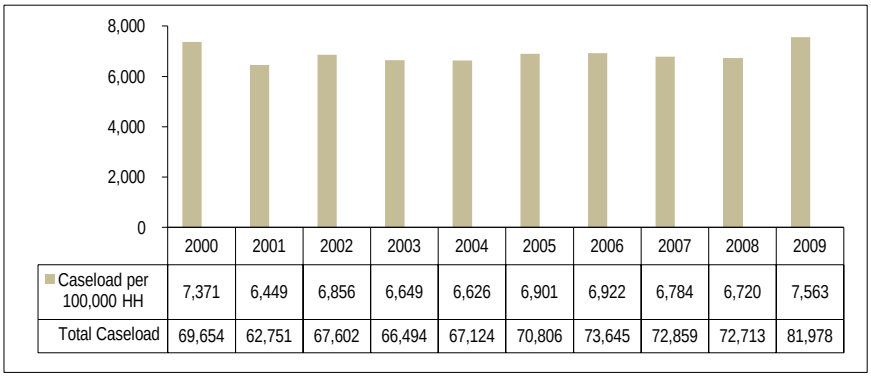
Employment services include opportunities for residents to engage in a variety of activities that may lead to jobs or increase their employment prospects. Employment services include job search supports, education and training, paid and unpaid job placements, and access to other programs that enhance 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service / Activity Level Indicators				
How many individuals or families receive social assistance?	Monthly Social Assistance Case Load per 100,000 Households (service/ activity level)	Increased Social Assistance case load increased (service/activity level indicator) (due to recession)	1 Highest Social Assistance case load (service/activity level indicator)	21.1 21.2 pg. 200
Community Impact Measures				
What is the average length of time that people receive social assistance?	Average Time on Social Assistance (Months)	Decreased Average time period on Social Assistance decreased (impacted by influx of new cases during recession)	4 Highest length of time on Social Assistance	21.3 21.4 pg. 201
What proportion of cases receive social assistance for less than one year?	Percentage of Social Assistance Cases on Assistance less than 12 Months	Decreased % of cases less than 12 months decreased (may be due to influx of new cases during recession	4 Lowest % of cases less than 12 months	21.5 21.6 pg. 201
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	21.7 21.8 pg. 202
Customer Service Measures				
How long does it take to inform a client that they are eligible for social assistance?	Social Assistance Response Time to Client Eligibility (Days)	Increased Response time increased (impacted by influx of new cases during recession)	3 Response time is longer	21.9 21.10 pg. 203
Efficiency Measures				
What is the monthly administrative cost to support a social assistance case?	Monthly Social Assistance Administration Cost per Case	Decreased Administration cost per case decreased	2 Low administration cost per case	21.11 21.12 pg. 204
What is the average monthly benefit cost per social assistance case?	Monthly Social Assistance Benefit Cost per Case	Increased Benefits cost per case increased (provincially prescribed benefit rate increase)	4 Higher benefits cost per case	21.13 21.14 pg. 205
Overall Results		Service /Activity Level Indicators (Resources) 0 - Increased 0 - Stable 0 -Decreased.	Performance Measures (Results) 3 - Favourable 2 - Stable 1 - Unfavour. 83% favourable or stable	Service/ Activity 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 1- 3rd quartile 4- 4th quartile 17% above median	

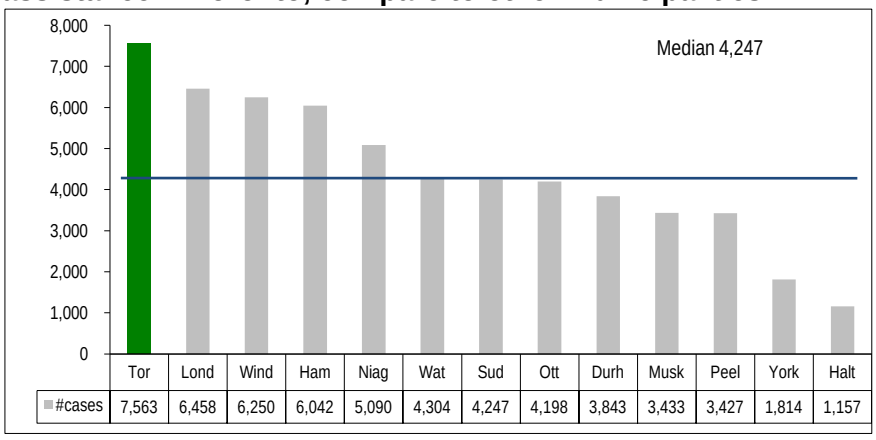
How many individuals or families are receiving social assistance in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Caseload per 100,000 HH	7,371	6,449	6,856	6,649	6,626	6,901	6,922	6,784	6,720	7,563
Total Caseload	69,654	62,751	67,602	66,494	67,124	70,806	73,645	72,859	72,713	81,978

Chart 21.1 (City of Toronto) Monthly Social Assistance Case Load per 100,000 Households (Service Level)

How does the number of individuals or families receiving social assistance in Toronto, compare to other municipalities?



	Tor	Lond	Wind	Ham	Niag	Wat	Sud	Ott	Durh	Musk	Peel	York	Halt
#cases	7,563	6,458	6,250	6,042	5,090	4,304	4,247	4,198	3,843	3,433	3,427	1,814	1,157

Chart 21.2 (OMBI 2109) Monthly Social Assistance Case Load per 100,000 Households (Service Level)

Municipalities are responsible for delivering 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 21.1 provides Toronto's total number and rate of social assistance cases per 100,000 households. The significant increase in the 2009 caseload resulted from the economic slowdown. Toronto's unemployment rate in December 2009 was 10.0 per cent compared to 7.9 per cent at the end of 2008.

Chart 21.2 compares Toronto's 2009 rate of social assistance cases to other municipalities and shows Toronto has the highest service level of social services cases among the OMBI municipalities, ranking first of 13 (first 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 per cent 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 persons, recent immigrants, and unemployed or underemployed people over the age of 45.

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

What is the average length of time (months) that people receive social assistance in Toronto?

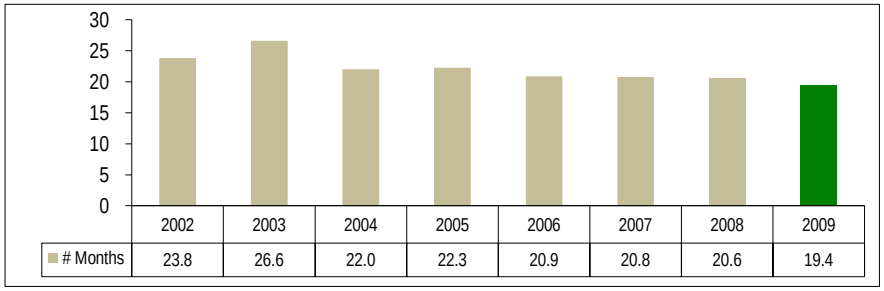


Chart 21.3 (City of Toronto) Average Time (Months) that Individuals or Families Receive Social Assistance (Community Impact)

How does the average length of time (months) in Toronto that people receive social assistance compare to other municipalities?

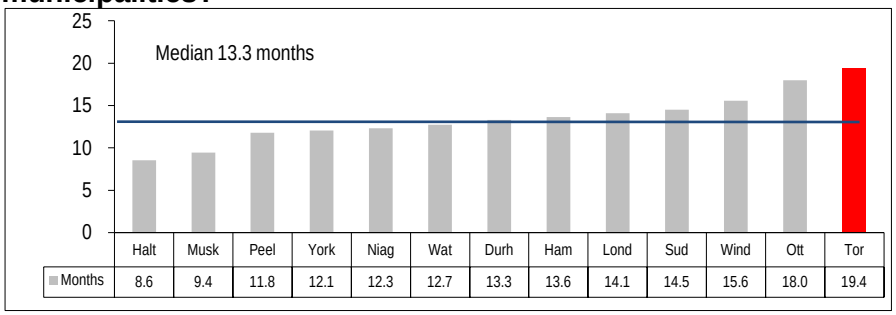


Chart 21.4 (OMBI 2009) Average Time (Months) that Individuals or Families Receive Social Assistance (Community Impact)

What proportion of cases receive social assistance for less than one year in Toronto?

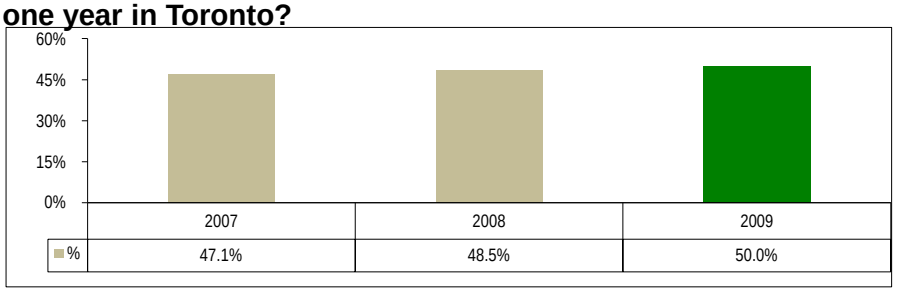


Chart 21.5 (City of Toronto) Percentage of Cases Receiving Social Assistance for Less than 1 Year (Community Impact)

How does the proportion of cases in Toronto receive social assistance less than one year compare to other municipalities?

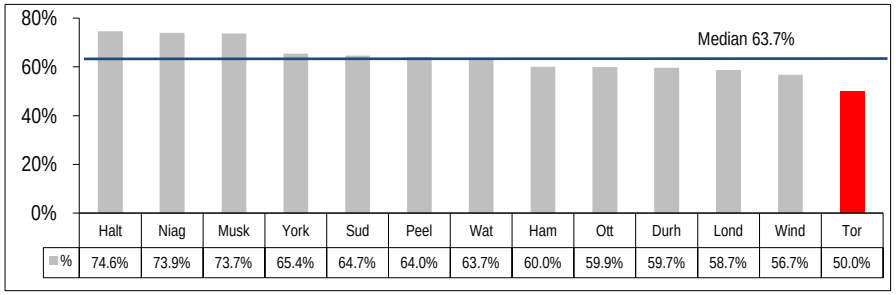


Chart 21.6 (OMBI 2009) Percentage of Cases Receiving Social Assistance for Less than 1 Year (Community Impact)

A person 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. The period of time that people receive social assistance provides one indication of success of employment services.

Chart 21.3 provides information on the average number of months that individuals or families in Toronto received social assistance, and shows a 2009 decrease.

Chart 21.4 compares Toronto's 2009 result to other municipalities for the average number of months that individuals or families received social assistance. Results show that Toronto has the longest/ highest average time period on social assistance, ranking 13th of 13 municipalities (fourth quartile).

Examining the proportion of cases that receive social assistance for less than one year provides another perspective. Chart 21.5 shows that this percentage increased/improved in 2009, although the addition of a number of new cases arising from the economic slowdown may have been a contributing factor.

Chart 21.6 compares Toronto's 2009 result to other municipalities, with Toronto ranking 13th of 13 municipalities (fourth quartile) with the lowest proportion of cases receiving that assistance for less than 12 months

See Chart 21.12 for observations regarding the relationship between these measures and the cost of administration per case.

What proportion of participants in Toronto's social assistance programs also have employment income?

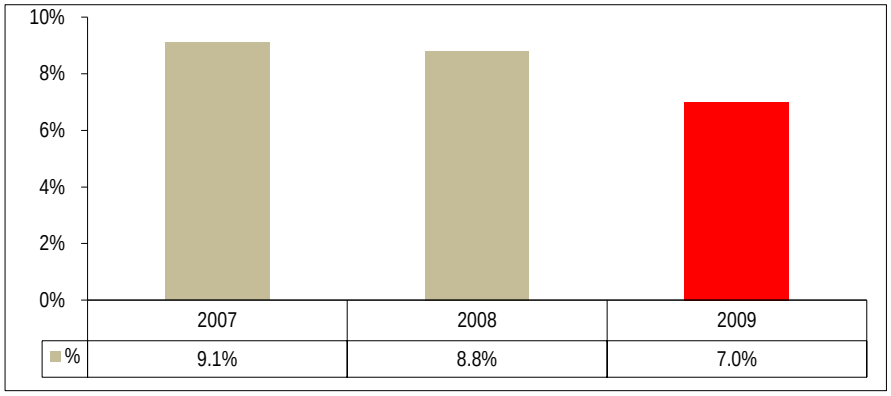


Chart 21.7 (City of Toronto) Percentage of Social Assistance Cases with Employment Income (Community Impact)

How does the proportion of social assistance cases with employment income in Toronto compare to other municipalities?

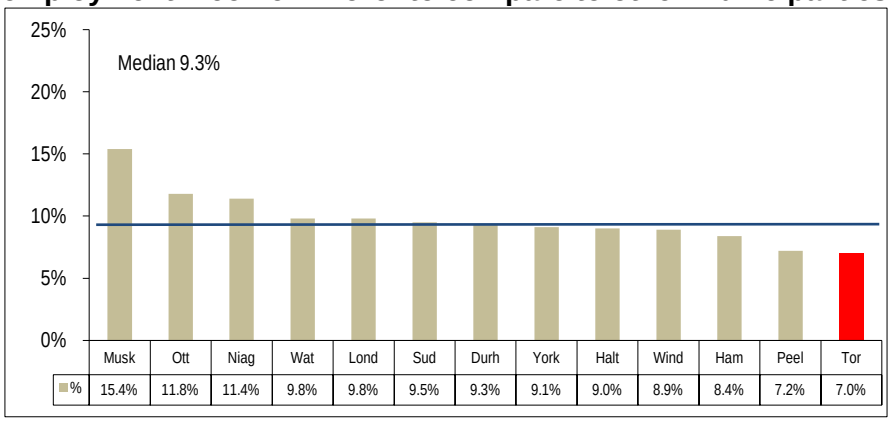


Chart 21.8 (OMBI 2009) % of Social Assistance Cases with Employment Income (Community Impact)

Social assistance clients receive a range of employment services and support that can be accessed through 15 directly operated Employment Resource Centres located across the city and staffed by trained career and employment information specialists.

While everyone's situation is different, many people work and are still eligible for some social assistance. Chart 21.7 shows the proportion of Toronto's social assistance caseload that while in receipt of social assistance also declare receipt of earned income. In 2009 the percentage of participants with employment income declined, which is attributable to fewer employment opportunities during the economic slowdown.

Chart 21.8 compares Toronto's 2009 result to other municipalities and Toronto ranks13th of 13 municipalities (fourth quartile) with the lowest proportion of social assistance cases with employment income.

How long does it take in Toronto to inform a client if they are eligible for social assistance?

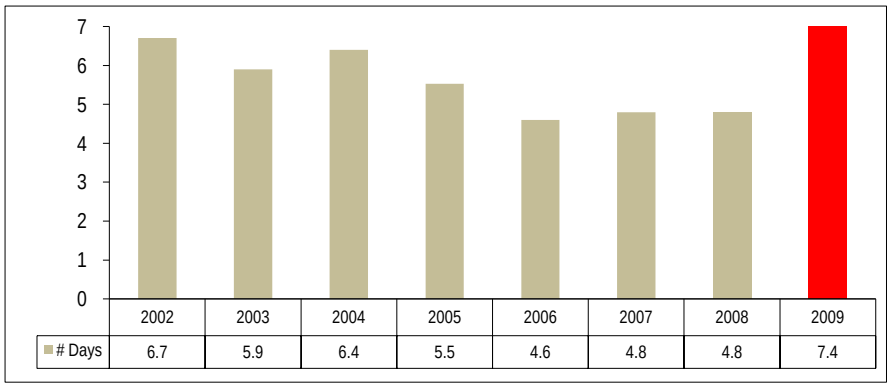


Chart 21.9 (City of Toronto) Social Assistance Response Time (Days) to Client Eligibility (Customer Service)

At any of the City's community-based employment centres, 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 2009, Employment and Social Services on average assessed more than 5,000 individuals and families per month for initial eligibility to receive assistance.

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?

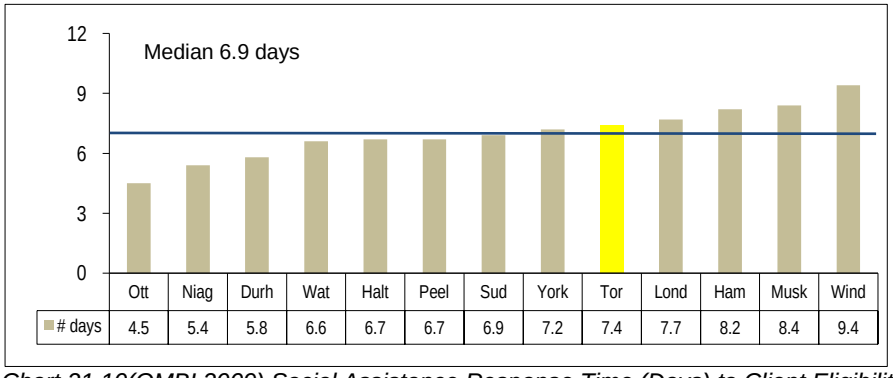


Chart 21.10(OMBI 2009) Social Assistance Response Time (Days) to Client Eligibility

Chart 21.9 provides Toronto's average response time in days, to client eligibility requests, which is the period from the point that clients request assistance, to the time that a decision is rendered. From 2002 to 2006 there was an improving trend with shorter response times, which stabilized between 2006 and 2008. In 2009 the large 13 per cent increase in the average monthly social assistance caseload was caused by the economic slowdown (see Chart 21.1),and resulted in longer response times to clients.

Chart 21.10 compares Toronto's 2009 social assistance response time for client eligibility, to other municipalities and Toronto ranks ninth of 13 (third quartile), in terms of having the shortest/lowest response time.

What is the administrative cost in Toronto to support a social assistance case?

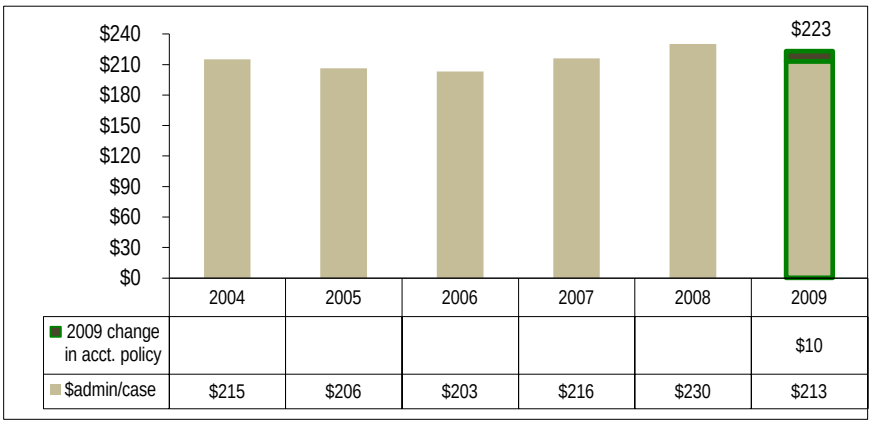


Chart 21.11 (City of Toronto) Average Monthly Administrative Cost per Social Assistance Case (Efficiency)

How does Toronto's administrative cost per social assistance case, compare to other municipalities?

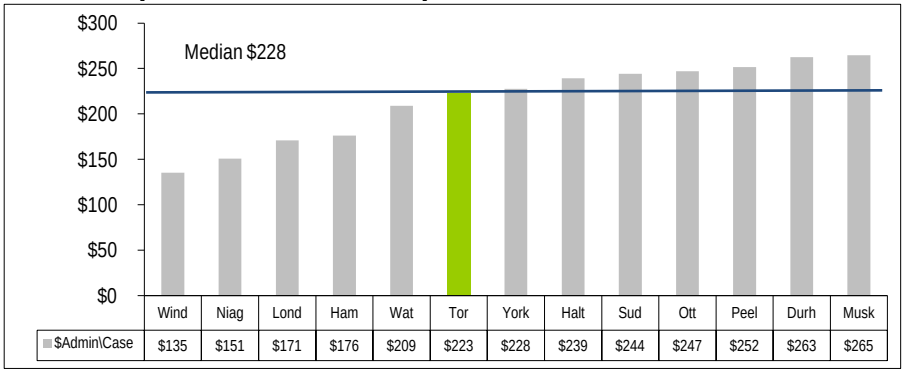


Chart 21.12 (OMBI 2009) Average Monthly Administrative Cost per Social Assistance Case (Efficiency)

Social assistance costs have two components:

- administrative costs to deliver and administer the program
- benefits paid to social assistance clients

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Chart 21.11 provides Toronto's average monthly administrative cost per case. 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.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $10 per case, which is plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy changes, Toronto's 2009 costs decreased by $17 per case, as staff carried/ supported a higher monthly caseload as a result of the large jump in the total caseload (see Chart 21.1) caused by the economic slowdown.

Chart 21.12 compares Toronto's 2009 monthly administration cost per case to other municipalities. Results show that Toronto ranks sixth of 13 municipalities (second quartile) in terms of having the lowest administrative costs per case and is the lowest of the GTA municipalities.

A December 2007 report to the Community Development and Recreation Committee entitled *Moving Towards a Quality Assurance Scorecard,* analyzed 2006 OMBI results. The data appeared to demonstrate a relationship between the average time clients are in receipt of Social Assistance and the average cost of administration. Most of those municipalities with higher than average cost of administration had lower average lengths of time on assistance. As well, the majority of municipalities with lower than average administration costs, including Toronto, had longer average lengths of time on assistance.

Toronto staff supporting social assistance cases tend to carry a high caseload in relation to other municipalities, which is a significant factor in Toronto's lower costs. The higher caseload 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 in Toronto per social assistance case?

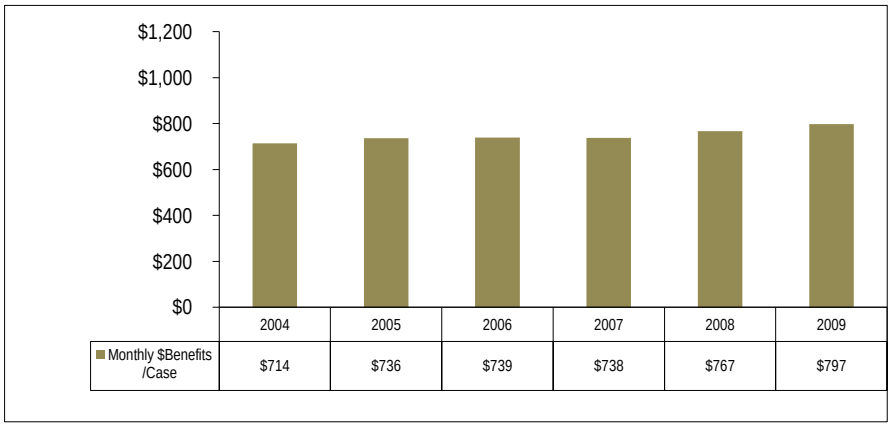


Chart 21.13 (City of Toronto) Average Monthly Benefits per Social Assistance Case and Average Total Cost (Administration & Benefits) per Social Assistance Case

The second component of social assistance costs are the funds (benefits) 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 include funds to cover food, shelter, clothing and other household items.

Chart 21.13 provides Toronto's average monthly benefit cost per social assistance case.

The increase in 2005 was the result of prescribed provincial benefit rates; while benefit costs between 2005 and 2007 were stable.

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 per cent 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.

How does Toronto's average monthly benefit cost per social assistance case, compare to other municipalities?

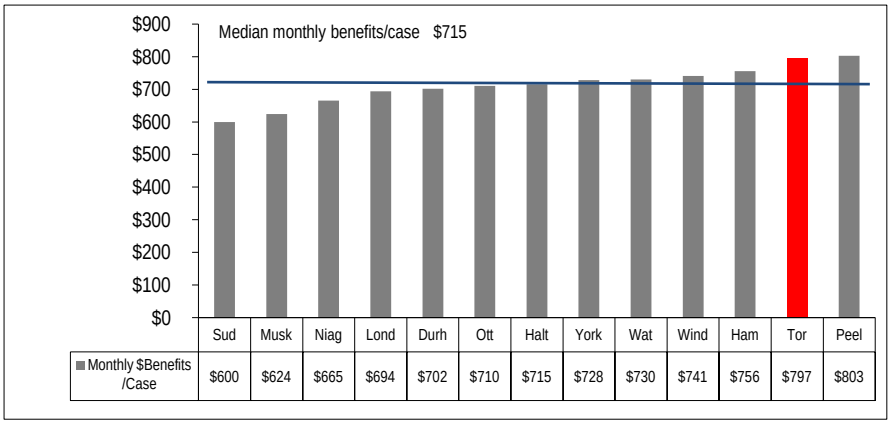


Chart 21.14 (OMBI 2009) Average Monthly Benefits Cost per Social Assistance Case

The 2009 increase in Toronto was due to another provincially prescribed benefit rate increase.

Chart 21.14 compares Toronto's 2009 monthly benefit cost per social assistance case to other municipalities. In terms of having the lowest monthly benefit cost per case, Toronto ranks 12th of 13 municipalities (fourth quartile).

The primary factor behind the higher benefit costs is that shelter/housing costs tend to be higher in Toronto than in other municipalities, thus a greater percentage of clients are reaching the maximum of the shelter component of their benefits when compared to other municipalities.

Municipal results for this measure can also be influenced by the mix of single and family case, as families receive larger amounts of benefits.

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements:

- assisted approximately 27,500 people to obtain employment
- supported 28,500 social assistance recipients to attend education/upgrading programs
- sponsored and conducted 58 job fairs that connect 11,500 residents with potential employers
- managed significant recession-driven service demand increases by:
    - accelerating the implementation of a transformed employment services delivery model
    - reconfiguring eight service delivery sites to increase Employment Centre capacity
    - introducing the Employment Opportunity System (EOS), a job matching tool adapted from current market technology
- developed employment plans/strategies to support city revitalization, efforts in designated neighbourhoods (e.g. Regent Park, Woodbine Live, Weston-Mt Dennis, Kingston-Galloway)
- implemented key employment and service integration initiatives as part of the division's Council-approved service and business transformation:
- co-located services, including Service Canada, Enterprise Toronto, YMCA Hospitality Services and Jewish Vocational Services
- provided residents non-paid work placements in the Toronto Public Service through the job incentive project
- provided 400 paid employment placements in non-profit organizations across the City. Through Investing In Neighbourhoods, increased access to the Welcome Policy for low income residents with no new resources (26,200 applications between January and November 2010)
- launched Canada's first local one-stop labour market information portal: TELMI -Toronto Employment and Labour Market Information www.toronto.ca/telmi/
- met or exceeded the annual compliance and audit requirements established by the Ontario Works program and City and provincial auditors
- benchmarked current service satisfaction levels through a comprehensive satisfaction survey

2011 Initiatives

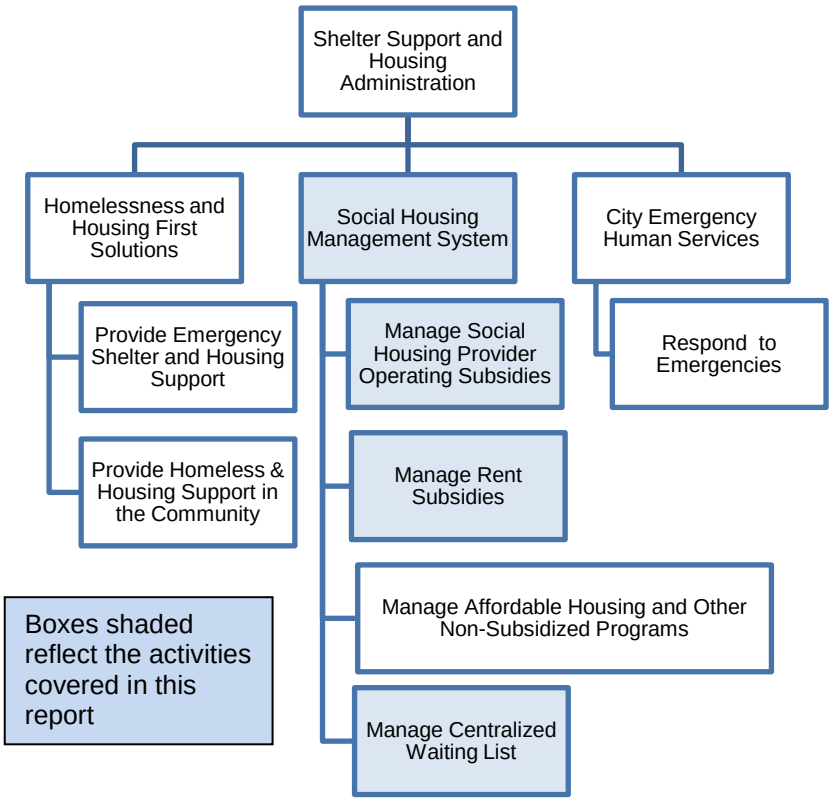
- seek new opportunities to increase service co-locations with service partners (e.g. other City divisions, community partners and governments)
- continue implementation of the Employment Centre model to improve services to unemployed and under-employed residents
- reconfigure physical space and business processes within Employment Centres to improve access and service delivery
- strengthen the division's job matching capacities through the deployment of new technologies and business processes
- formulate and implement employment plans to support City sector initiatives, ongoing neighbourhood revitalizations and commercial redevelopments (e.g. Woodbine Live, Waterfront Toronto, Pan Am Games, Metrolinx).
- assist unemployed and underemployed city residents to prepare for and obtain sustainable employment by increasing the number of:
    - residents who transition to employment
    - people who access employment services through the City's employment centres
    - partnerships with employers
    - placement opportunities provided through a range of City initiatives (Job Incentive Program, Investing In Neighbourhoods etc.)
    - people who access education and training programs

Factors Influencing the Results of Municipalities

The results of each municipality included here can be influenced to varying degrees by factors such as:

- employability: significant numbers of clients with one or more barriers to employment, including health barriers, lack of education and language skills, literacy levels, and lack of Canadian work experience
- urban form: client access to programs can vary due to geographical, technological, cultural or other limitations
- economic conditions: differing local labour market conditions and the types of employment available
- demographics: family size and caseload mix, the availability of interpreters when English is not the first language
- service delivery: different service delivery models and the services provided, the availability of community supports and where social services offices are located in municipalities in relation to clients

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 section of the Shelter, Support and Housing Division provides administration and direct funding to all City of Toronto social housing providers including:

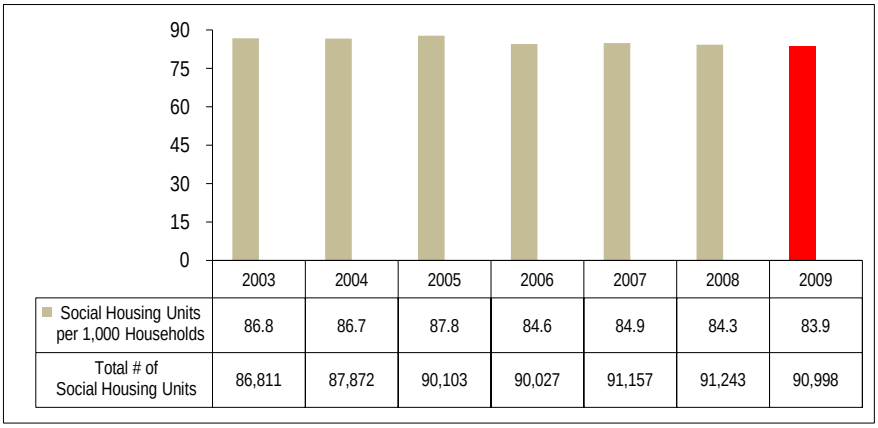
- the Toronto Community Housing Corporation (TCHC) owned by the City of Toronto and governed by a Board of Directors appointed by City Council
- community-based non-profits - owned and operated by community-based non-profit corporations, associated with churches, seniors' organizations and ethno-cultural 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service / Activity Level Indicators				
How many social housing units are?	Number of Social Housing Units per 1,000 Households - (Service Level)	Decreased Number of Social Housing Units Decreased (service level indicator)	1 Highest number of Social Housing Units (service level indicator)	22.1 22.2 pg. 210
Community Impact Measures				
How much of a wait is there for a social housing unit?	Percentage of Social Housing Waiting List Placed Annually - (Service Level)	Stable Percentage of waiting list placed was stable	4 Lower percentage of waiting list placed (demand for units far exceeds supply)	22.3 22.4 pg. 211
Efficiency Measures				
What is the administration cost of social housing?	Social Housing Administration Costs per Social Housing Unit- (Efficiency)	Increased Administrative cost per unit increased	1 Lower administration cost per unit	22.5 22.7 pg. 212
What is the annual cost of direct funding (subsidy) paid to social housing providers?	Social Housing Subsidy Costs per Social Housing Unit - (Efficiency)	Increased Subsidy cost per unit increased (one time funding from senior orders of government flowed through to providers)	3 High subsidy cost per unit	22.5 22.6 pg. 212
Overall Results		Service Level Indicators (Resources) 0- Increased 0- Stable 1-Decreased. 0% stable or increased Performance Measures (Results) 0- Favourable 1 - Stable 2 -Unfavour. 0% 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 1 - 3rd quartile 1 - 4th quartile 33% above median	

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

How many social housing units are there in Toronto?



	2003	2004	2005	2006	2007	2008	2009
Social Housing Units per 1,000 Households	86.8	86.7	87.8	84.6	84.9	84.3	83.9
Total # of Social Housing Units	86,811	87,872	90,103	90,027	91,157	91,243	90,998

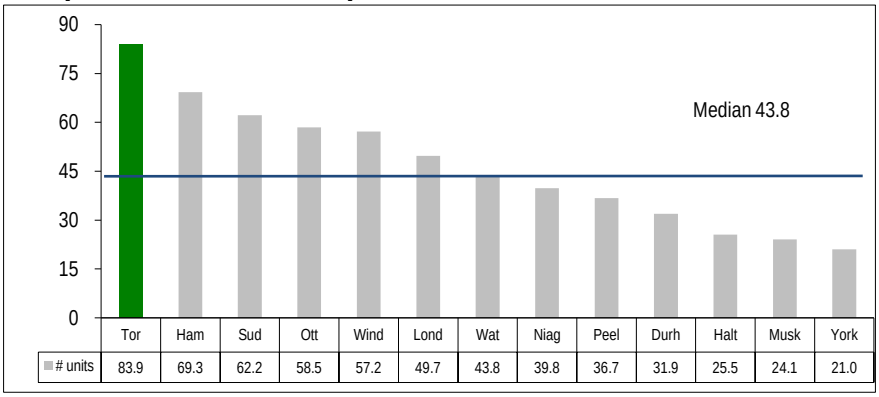
Chart 22.1 (City of Toronto) Number of Social Housing Units per 1,000 Households (Service Level)

The number of social housing units in a municipality is the primary indicator of service levels.

Chart 22.1 provides information on Toronto's total number and rate of social housing units per 1,000 households. It shows an increasing trend from 2003 to 2005, due to the provincial transfer of units to the city for social housing administration.

The 2009 decline in social housing units is due to the expiry of operating agreements under the Limited Dividend Program. The City will continue to lose social housing units in its portfolio as federal operating agreements expire.

How does the number of social housing units in Toronto, compare to other municipalities?



	Tor	Ham	Sud	Ott	Wind	Lond	Wat	Niag	Peel	Durh	Halt	Musk	York
# units	83.9	69.3	62.2	58.5	57.2	49.7	43.8	39.8	36.7	31.9	25.5	24.1	21.0

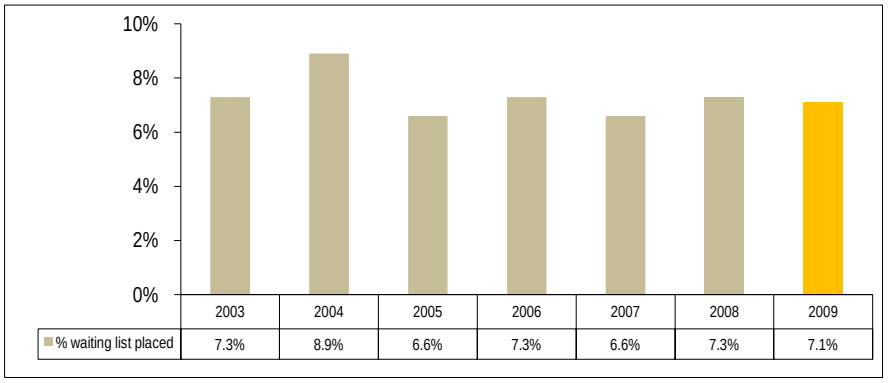
Chart 22.2 (OMBI 2009) Number of Social Housing Units /1,000 Households (Service Level)

Chart 22.2 compares Toronto's 2009 result, to other municipalities for the number of social housing units per 1,000 households.

Toronto ranks first of 13 municipalities (first quartile) with the highest number of social housing units.

Toronto's population growth together with the draw of individuals to the City requiring health and social support services, is the reason for a higher number of social housing units, as they were developed to assist the many individuals in need of housing to stabilize their lives.

How much of a wait is there for a social housing unit in Toronto?



	2003	2004	2005	2006	2007	2008	2009
% waiting list placed	7.3%	8.9%	6.6%	7.3%	6.6%	7.3%	7.1%

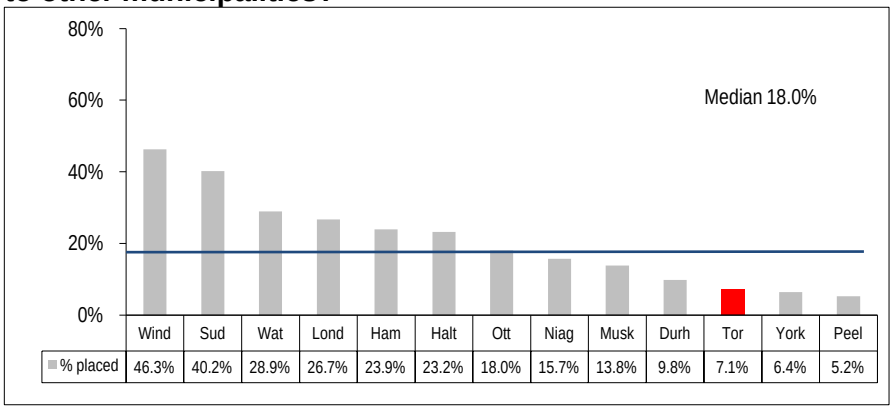
Chart 22.3(City of Toronto) Percentage of Social Housing Waiting List Placed Annually - (Community Impact)

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

Chart 22.3 provides information on the percentage of Toronto's social housing waiting list that was placed in housing each year.

Results have been low and stable over this period If the 2009 placement rate of 7.1 per cent was to continue in subsequent years, it would take approximately 14 years for all those on the current list to gain access to a unit. As a large number of Toronto residents face ongoing financial hardship requiring subsidized rent assistance, the placement of applicants from the social housing waiting list into units will continue to be low with the lack of new social housing units being developed.

How does the wait for a social housing unit in Toronto, compare to other municipalities?



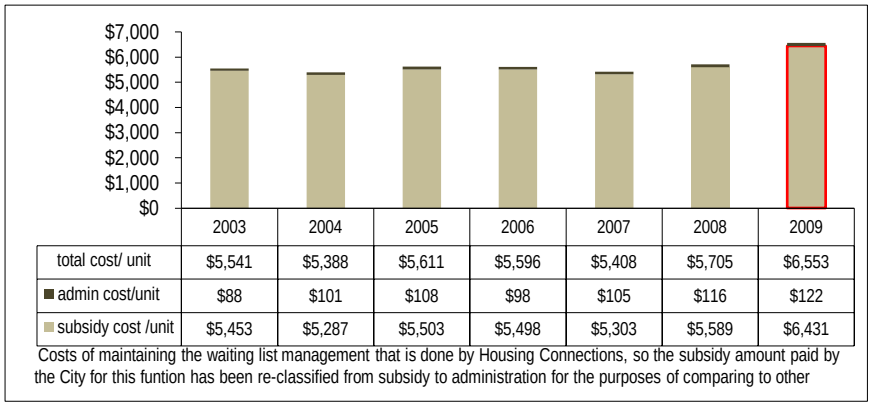
	Wind	Sud	Wat	Lond	Ham	Halt	Ott	Niag	Musk	Durh	Tor	York	Peel
% placed	46.3%	40.2%	28.9%	26.7%	23.9%	23.2%	18.0%	15.7%	13.8%	9.8%	7.1%	6.4%	5.2%

Chart 22.4(OMBI 2009) Percentage of Social Housing Waiting List Placed Annually (Community Impact)

Chart 22.4 compares Toronto's 2009 rate of placement from the waiting list, to other Ontario municipalities. Toronto ranks 11th of 13 municipalities (fourth quartile) in terms of having the shortest waiting period.

Despite the relatively higher number of social housing units in Toronto, (Chart 22.2) results indicate that demand for these units far exceeds the supply. This was particularly the case in 2009 when the effects of recessionary job losses, among other factors, contributed to an increase in new applications to the centralized social housing waiting list.

What is Toronto's total cost of both administration and direct funding paid to social housing providers?

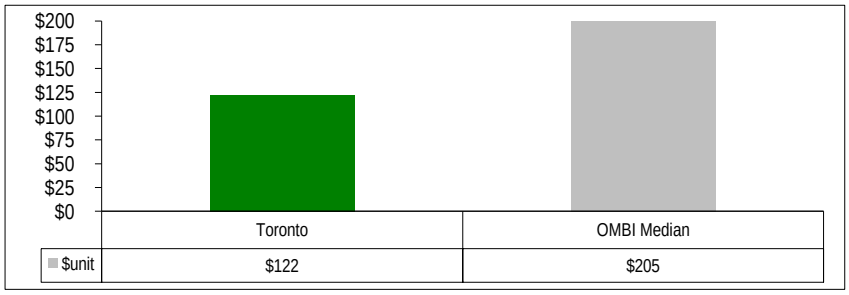


	2003	2004	2005	2006	2007	2008	2009
total cost/ unit	$5,541	$5,388	$5,611	$5,596	$5,408	$5,705	$6,553
admin cost/unit	$88	$101	$108	$98	$105	$116	$122
subsidy cost /unit	$5,453	$5,287	$5,503	$5,498	$5,303	$5,589	$6,431

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

Chart 22.5 (City of Toronto) Total Social Housing Costs (Administration and Subsidy) per Social Housing Unit (Efficiency)

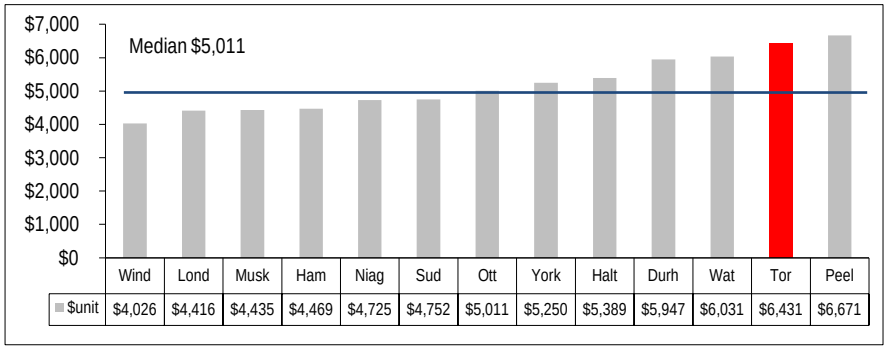
How do Toronto's social housing administration costs, compare to other municipalities?



	Toronto	OMBI Median
$unit	$122	$205

Chart 22.6 (OMBI 2009) Annual Social Housing Administration Cost per Social Housing Unit (Efficiency)

How does Toronto compare top other municipalities for the cost of direct funding (subsidy) paid to social housing providers?



	Wind	Lond	Musk	Ham	Niag	Sud	Ott	York	Halt	Durh	Wat	Tor	Peel
$unit	$4,026	$4,416	$4,435	$4,469	$4,725	$4,752	$5,011	$5,250	$5,389	$5,947	$6,031	$6,431	$6,671

Chart 22.7 (OMBI 2009) Total Social Housing Subsidy Costs per Social Housing Unit (Efficiency)

Social Housing, has two main components of costs to municipalities:

- administration of the housing 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 22.5 provides a summary of Toronto's annual social housing costs per unit. It shows an increase in both the subsidy and administrative cost per unit in 2009. Of the $6 per unit increase in administrative cost per unit in 2009 $1.46 of that increase related to changes in accounting policy.

In 2009, the increase in subsidy costs was due to one-time funding from the provincial and federal governments under the Social Housing Repair and Renovation Program.

Chart 22.6 compares Toronto's 2009 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.

Chart 22.7 compares Toronto's 2009 direct funding (subsidy) cost per social housing unit to other municipalities. Toronto ranks 12th of 13 municipalities (fourth quartile), in terms of having the lowest subsidy costs.

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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 are higher in Toronto than elsewhere. The mortgage and associated annual debt costs are higher, which in turn increases the subsidy required
- Toronto has a disproportionate amount of old public housing stock. This stock is 100 per cent 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.
- funding levels established in the GTA for the former provincial housing providers are different from those of other areas in the province. On average, 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.
-

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements:

- funded of over $125 million was provided to social housing providers for capital repairs under the Social Housing Repair and Renovation Program (SHRRP). Repairs funded under SHRRP have improved the condition of many social housing units in Toronto. Over 2,100 projects have commenced and over 200 providers assisted. Upgrades such as mechanical systems, will contribute to operating efficiencies in a number of social housing providers
- continued to provide support to social housing providers to strengthen their capacity to deliver and maintain social housing communities. This was done through the continuance of social housing provider training in management and administration, governance and asset management.

2011 Initiatives Planned

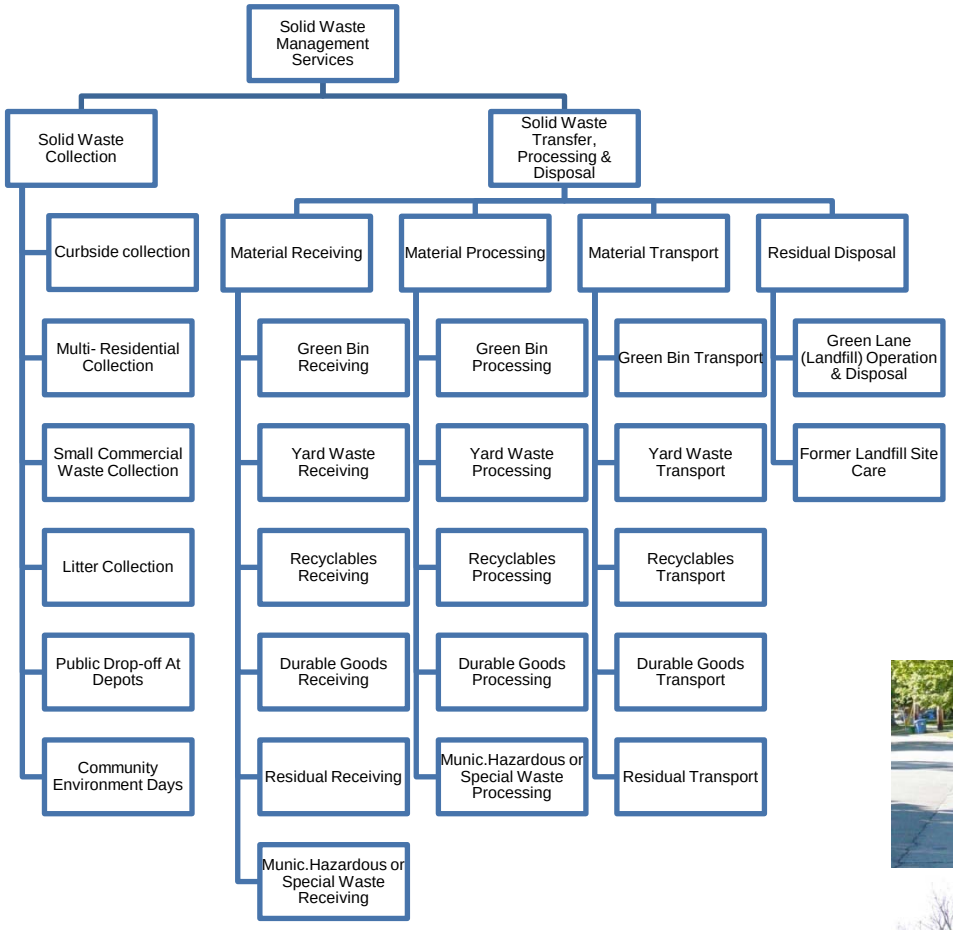
- review of the social housing waiting list and related housing access services to improve customer service.
- under the Renewable Energy Initiative (REI) program of SHRRP, funding of over $30 million will be provided for 81 projects and 25 social housing providers. The funding will enable social housing providers to make investments to reduce their energy costs by installing renewable energy technologies for heating, cooling or generating electricity. The REI funding will support investment in five eligible technologies: solar photovoltaic (roof top system); solar water heating; solar air heating; geo-thermal; and micro-sized wind technology
- The Province of Ontario has designed a Short-term Rent Support Program (STRSP) to help address housing affordability issues faced by households in need. It is a time-limited program administered in 2011 and ending in 2013. The City of Toronto was approved an allocation of $21M to deliver the program. Participation in the program will provide economic relief to some vulnerable households in Toronto who are struggling with housing affordability.

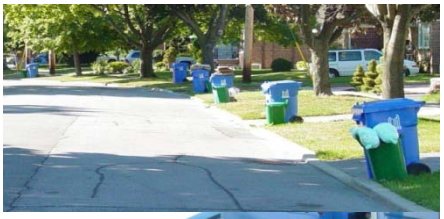
Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- housing stock: age and supply (both private and municipal), and adequacy of capital reserves to maintain them
- demographic and economic conditions: may increase waiting list pressure, i.e. loss of local industry, rapid growth, percentage of Special Priority Policy applicants
- wait list management: frequency of the service manager updating the waiting list and cancelling applicants no longer actively seeking RGI housing
- portfolio mix: older federal units are generally less costly than units built under subsequent provincial programs (fewer assisted units, lower land costs)
- geographic conditions: construction and land costs, higher snow removal costs in northern areas of the province, rental market availability, utility costs and usage profiles
- tenant mix: seniors communities are usually less costly to operate than families and singles

Solid Waste Management Services





The City's Solid Waste Management Services division 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 citizens and businesses reduce the waste they generate and meet the municipal goal for of reducing or diverting the amount of waste disposed in landfill sites. This is achieved through programs such as:

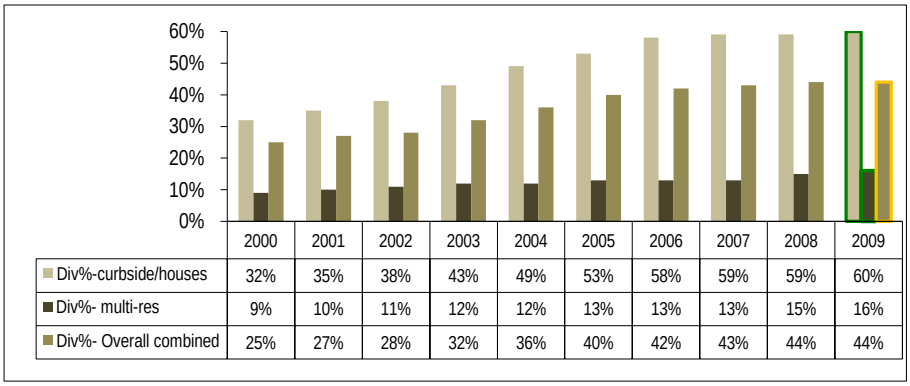
- blue box (bottles, cans, paper, etc.)
- green bin (food waste)
- household hazardous waste
- composting initiatives (leaf and yard waste)

In Toronto and some other municipalities 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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Community Impact Measures				
How much solid waste is recycled/diverted away from landfill sites?	Percentage of Solid Waste Diverted - Residential (Community Impact)	Stable Overall diversion rate is stable	3 Lower overall diversion rate (impacted by significance of apartments in Toronto)	23.1 23.2 pg. 218
How much waste from houses is recycled/ diverted away from landfill sites?	Percentage of Waste Diverted – Single Unit homes/houses (Curbside) – (Community Impact)	Increased Diversion rate for single unit houses/homes (curbside) increased	N/A	23.1 pg. 218
How much waste from apartments is recycled/ diverted away from landfill sites?	Percentage of Waste Diverted – Multi-Residential – (Community Impact)	Increased Multi-residential diversion rate increased	2 Multi-residential diversion rate at median	23.1 23.3 pg. 218
Customer Service Measures				
How many garbage collection complaints are received?	Number of Solid Waste Complaints per 1,000 Households (Customer Service)	Increased Rate of complaints increased (related to new diversion programs in apartments)	3 High level of complaints	23.4 23.5 pg. 219
Efficiency Measures				
How much does it cost to collect a tonne of garbage?	Operating Costs for Residential Garbage Collection per Tonne – (Efficiency)	Decreased Cost of waste collection for all housing types decreased	1 Lower costs of solid waste collection for all housing types	23.6 23.7 pg. 220
How much does it cost to dispose of a tonne of garbage?	Operating Costs for Solid Waste Disposal (All Streams) per Tonne – (Efficiency)	Increased Cost of solid waste disposal increased (excludes impact of 2009 changes in accounting policy)	3 High cost of solid waste disposal	23.8 23.9 pg. 221
How much does it cost to recycle a tonne of solid waste?	Net Operating Costs for Residential Solid Waste Diversion per Tonne – (Efficiency)	Increased Net cost of solid waste diversion increased (declining commodity prices a factor)	4 Highest cost of solid waste diversion (related to high diversion rate for houses & green bin program	23.10 23.11 pg. 222
Overall Results		Service Level Indicators (Resources): n/a Performance Measures (Results): 3 - Favourable, 1 - Stable, 3 - Unfavour. 57% favourable or stable	Service Level Indicators (Resources): n/a Performance Measures (Results): 1 - 1st quartile, 1 - 2nd quartile, 3 - 3rd quartile, 1 - 4th quartile 33% above median	

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

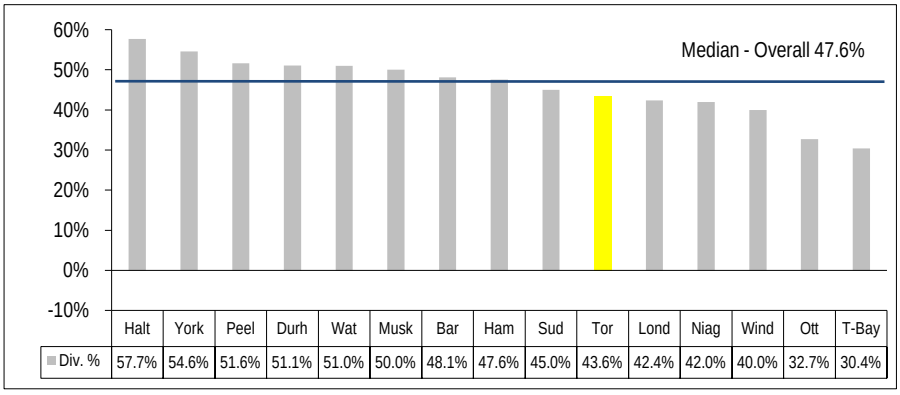
How much of Toronto's solid waste is diverted away from landfill sites?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Div%-curbside/houses	32%	35%	38%	43%	49%	53%	58%	59%	59%	60%
Div%- multi-res	9%	10%	11%	12%	12%	13%	13%	13%	15%	16%
Div%- Overall combined	25%	27%	28%	32%	36%	40%	42%	43%	44%	44%

Chart 23.1 (City of Toronto) Percentage of Residential Solid Waste Diverted (Community Impact)

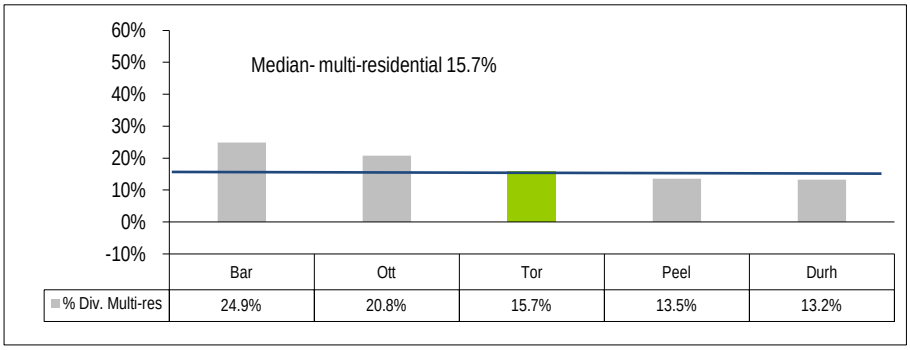
How does Toronto's combined residential diversion rate compare to other municipalities?



	Halt	York	Peel	Durh	Wat	Musk	Bar	Ham	Sud	Tor	Lond	Niag	Wind	Ott	T-Bay
Div. %	57.7%	54.6%	51.6%	51.1%	51.0%	50.0%	48.1%	47.6%	45.0%	43.6%	42.4%	42.0%	40.0%	32.7%	30.4%

Chart 23.2 (OMBI 2009) Percentage of Residential Waste Diverted (Community Impact)

How does Toronto's diversion rate for multi-residential housing, compare to other municipalities?



	Bar	Ott	Tor	Peel	Durh
% Div. Multi-res	24.9%	20.8%	15.7%	13.5%	13.2%

Chart 23.3 (OMBI 2009) % of Residential Waste Diverted for Multi-Residential/Apartments- (Community Impact)

Diversion rates are an important measure to determine progress towards the goal of diverting solid waste away from landfill sites. Chart 23.1 provides Toronto's residential diversion rates, by housing component.

From 2000 to 2006 there was steady improvement each year in the area of single unit homes/houses as a result of new diversion programs. Since 2007 the rate of increase for houses has slowed, while new programs introduced in 2009 in the multi-residential/ apartment sector (where historically recycling has not been convenient for residents) resulted in some increased diversion.

Chart 23.2 compares Toronto's 2009 overall combined diversion rate (both single unit homes/houses and multi-residential building) to other municipalities. Toronto ranks 10th of 15 (third quartile) in terms of having the highest diversion rate, primarily because, unlike other municipalities, apartments (with their low diversion rates) comprise 48 per cent of the total housing stock in Toronto.

Chart 23.3, compares Toronto's 2009 multi-residential (apartments) diversion rate to other municipalities. Toronto ranks third out of five municipalities (at median) in terms of having the highest diversion rate.

In comparison to other municipalities, Toronto has historically had the highest diversion rate for single family homes/houses, however, data is not available from other municipalities to compare to Toronto's, 60 per cent rate for 2009.

How many complaints does Toronto receive about solid waste collection?

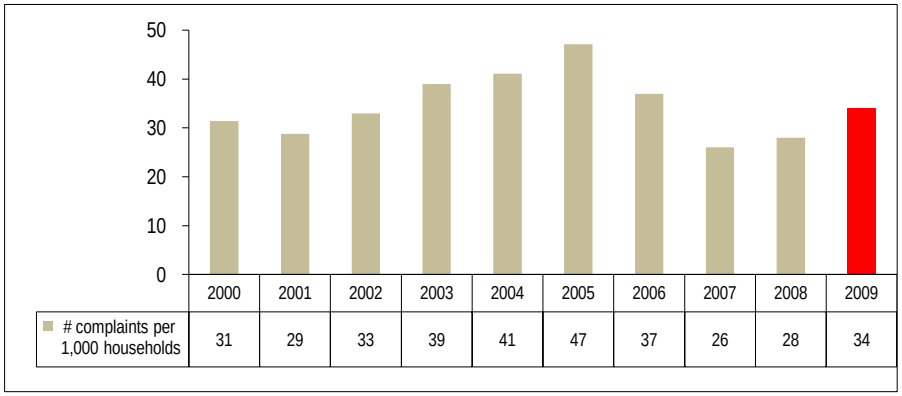


Chart 23.4 (City of Toronto) Number of Complaints Received in a Year Concerning the Collection of Solid Waste and Recycled Material per 1,000 Households (Customer Service)

The level of complaints from residents is one method of assessing the quality of service provided. Chart 23.4 provides the rate of complaints in Toronto per 1,000 households concerning the collection of solid waste and recycled materials.

Typically, there are increases in complaint rates in years when new initiatives have been introduced. The 2009 increase was due to implementation of new diversion programs in apartments and related user fees, as well as the six week strike.

How does Toronto's solid waste complaint rate compare to other municipalities?

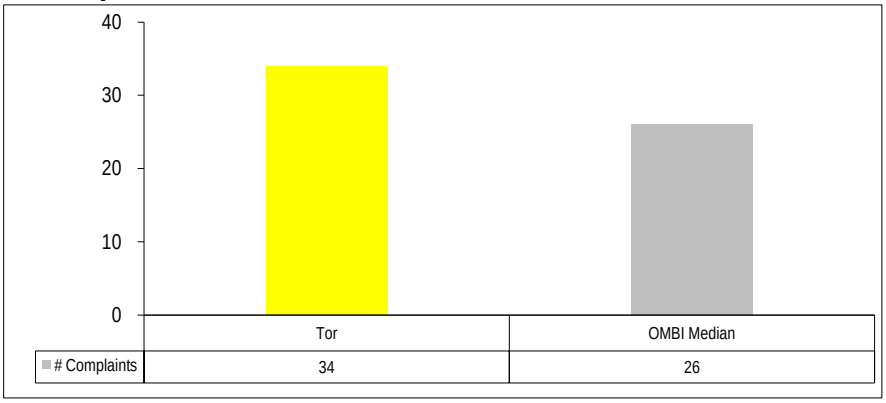
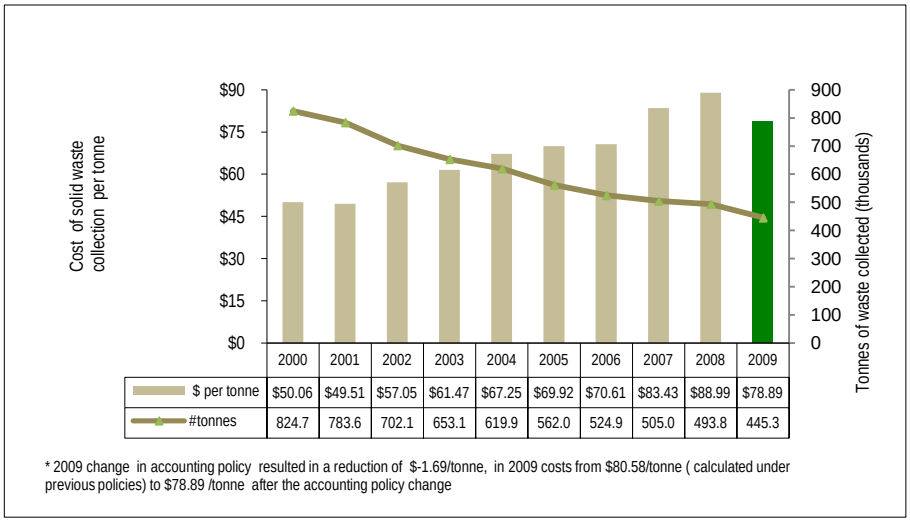


Chart 23.5 (OMBI 2009) Number of Complaints Received in a Year Concerning the Collection of Solid Waste and Recycled Material per 1,000 Households

Chart 23.5 compares Toronto's 2009 rate of garbage collection complaints to the median of OMBI municipalities. Toronto ranks ninth of 14 (third quartile) in terms of having the lowest complaint rate.

Results can be influenced by different interpretations of a complaint versus an enquiry.

How much does it cost to collect one tonne of garbage in Toronto?

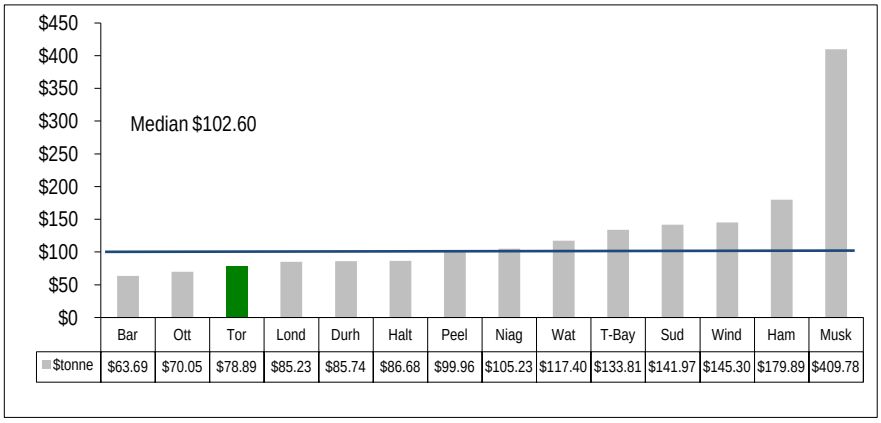


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
$ per tonne	$50.06	$49.51	$57.05	$61.47	$67.25	$69.92	$70.61	$83.43	$88.99	$78.89
#tonnes	824.7	783.6	702.1	653.1	619.9	562.0	524.9	505.0	493.8	445.3

* 2009 change in accounting policy resulted in a reduction of $-1.69/tonne, in 2009 costs from $80.58/tonne (calculated under previous policies) to $78.89 /tonne after the accounting policy change

Chart 23.6 (City of Toronto) Operating Cost of Solid Waste Collection per Tonne (Efficiency) and Tonnes of Solid Waste Collected

How does Toronto's cost of garbage collection compare to other municipalities?



	Bar	Ott	Tor	Lond	Durh	Halt	Peel	Niag	Wat	T-Bay	Sud	Wind	Ham	Musk
$tonne	$63.69	$70.05	$78.89	$85.23	$85.74	$86.68	$99.96	$105.23	$117.40	$133.81	$141.97	$145.30	$179.89	$409.78

Chart 23.7 (OMBI 2009) Cost for Residential Solid Waste Collection per Tonne (Efficiency)

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 23.6 provides Toronto's cost of solid waste collection per tonne, which are plotted as bars relative to the left axis.

The tonnes of waste (in thousands) collected over this 10-year period are also provided as a line graph relative to the right axis. It shows a drop of -46 per cent or 379,000 tonnes, over this period arising from the success of the City's diversion programs. As a result, the longer term trend has seen the cost per tonne increase each year as fixed costs are spread over smaller volumes.

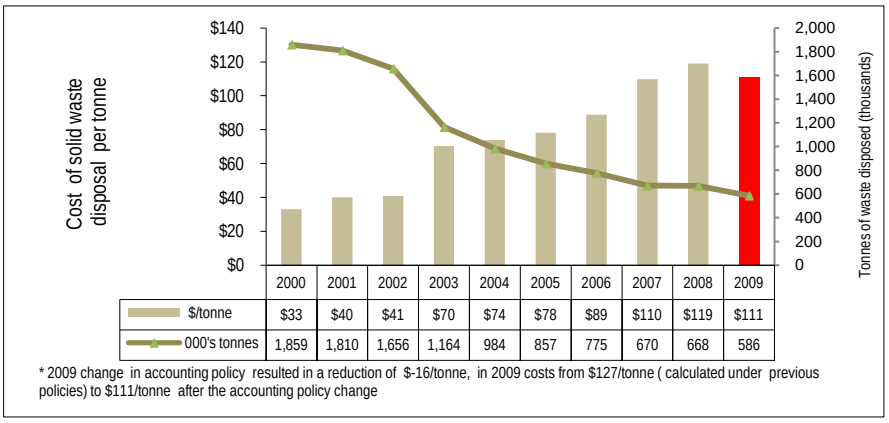
Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to a small decrease for Toronto of $1.69 per tonne of the total decrease of $10.10 per tonne.

The remaining decrease in Toronto's 2009 cost per tonne is due to a combination of a 20% decrease in costs and a 10% decrease in tonnage. The six week strike in the summer of 2009 also had an impact on these results.

Chart 23.7 compares Toronto's 2009 solid waste collection costs to other municipalities. Toronto ranks third of 14 (first quartile), in terms of having the lowest cost per tonne.

Toronto's collection operations are provided through a combination of municipal staff and contracted services. Overall costs in relation to other municipalities are lowered by the significance of multi-residential collection (bulk-lift), which is much less expensive than curbside collection. Toronto's curbside collection costs can be 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?

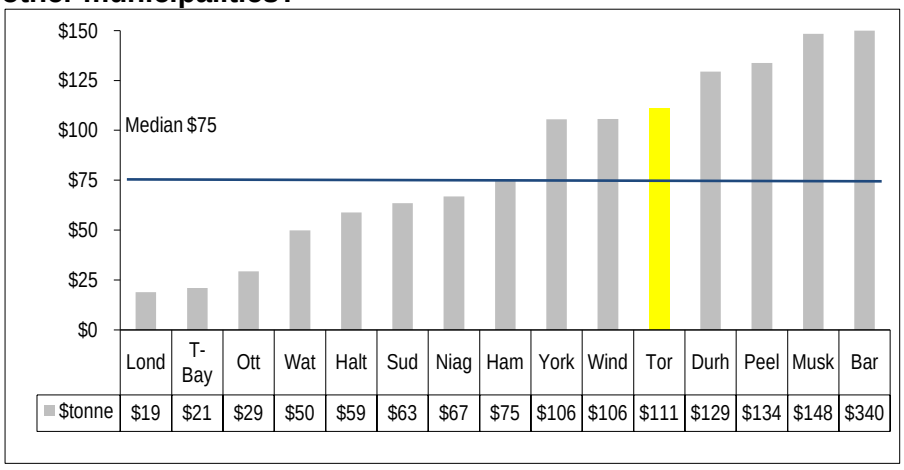


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
$/tonne	$33	$40	$41	$70	$74	$78	$89	$110	$119	$111
000's tonnes	1,859	1,810	1,656	1,164	984	857	775	670	668	586

* 2009 change in accounting policy resulted in a reduction of $-16/tonne, in 2009 costs from $127/tonne (calculated under previous policies) to $111/tonne after the accounting policy change

Chart 23.8 (City of Toronto) Cost of Solid Waste Disposal per Tonne (Efficiency) and Tonnes of Solid Waste Disposed

How does Toronto's cost of solid waste disposal, compare to other municipalities?



	Lond	T-Bay	Ott	Wat	Halt	Sud	Niag	Ham	York	Wind	Tor	Durh	Peel	Musk	Bar
$tonne	$19	$21	$29	$50	$59	$63	$67	$75	$106	$106	$111	$129	$134	$148	$340

Chart 23.9 (OMBI 2009) Cost for Solid Waste Disposal per Tonne (Efficiency)

Chart 23.8 summarizes Toronto's cost of solid waste disposal per tonne, plotted as bars relative to the left axis. Tonnes disposed (in thousands) are also plotted as a line graph relative to the right axis.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to a decrease of -$16/tonne and reduced the 2009 cost from $127/tonne (an increase of +6.7 per cent under former accounting policies) to $111/tonne under the new policies

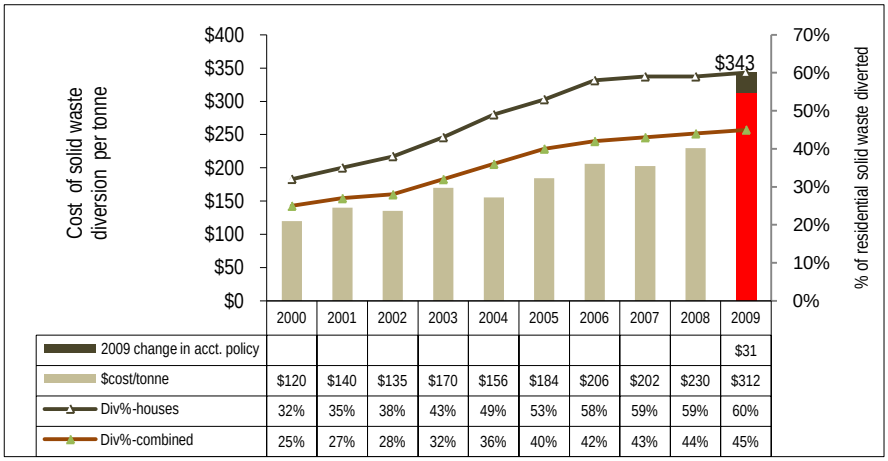
From 2002 to 2009 the disposal cost per tonne increased steadily due to:

- the closure of the Keele Valley landfill sitein 2002
- the higher cost of transporting waste to Michigan (contract expired in 2010) for disposal
- The 2007 acquisition of the Green Lane Landfill site located 200 km from Toronto and higher fuel surcharges that are part of contract with haulers

Another factor in Toronto's increasing cost trend has been the significant decline in the volume of waste disposed (-68 per cent between 2002 and 2009), due to enhanced diversion programs and the reduction of commercial waste, which has gone to other service providers. As a result fixed costs are spread over lower volumes.

Chart 23.9 compares Toronto's 2009 solid waste disposal costs per tonne, to other municipalities. Toronto ranks 11th of 15 (fourth quartile) in terms of having the lowest cost of solid waste disposal This arises from increased costs associated with transporting and disposing waste at the Green Lane landfill site as opposed to many other municipalities that have local landfill sites.

How much does it cost in Toronto to divert one tonne of garbage away from landfill?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy										$31
$cost/tonne	$120	$140	$135	$170	$156	$184	$206	$202	$230	$312
Div%-houses	32%	35%	38%	43%	49%	53%	58%	59%	59%	60%
Div%-combined	25%	27%	28%	32%	36%	40%	42%	43%	44%	45%

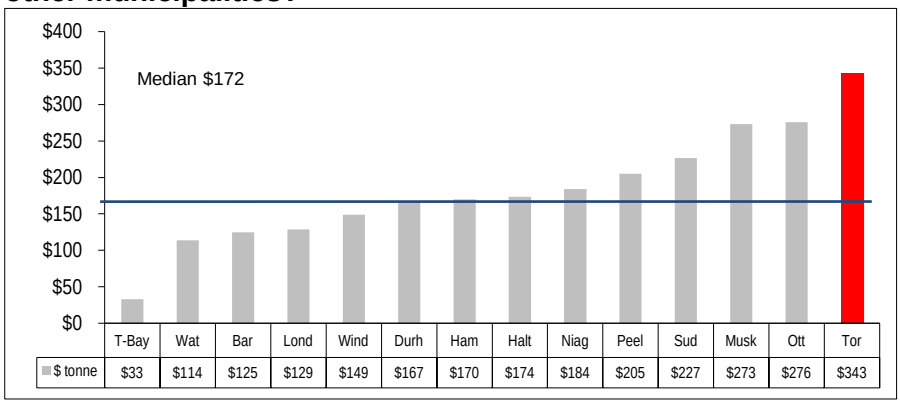
Chart 23.10 (City of Toronto) Net Operating Cost of Solid Waste Diversion per Tonne (Efficiency) and Percentage of Residential Solid Waste Diverted (Community Impact)

Chart 23.10 shows Toronto's cost of solid waste diversion per tonne, from 2000 to 2009. This is 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.

Traditional recyclables such as paper and containers have lower collection and processing costs and high market values (revenue from the sale of diverted materials is offset against costs for this measure).

In recent years enhanced diversion programs such as the green bin program have increased diversion rates, but they also are more costly to collect and process and processed materials have much lower market values. Generally, as diversion rates rise, so will diversion costs on a per tonne basis, as has been the experience in Toronto.

How does Toronto's cost of solid waste diversion, compare to other municipalities?



	T-Bay	Wat	Bar	Lond	Wind	Durh	Ham	Halt	Niag	Peel	Sud	Musk	Ott	Tor
$ tonne	$33	$114	$125	$129	$149	$167	$170	$174	$184	$205	$227	$273	$276	$343

Chart 23.11(OMBI 2009) Net Cost of Solid Waste Diversion per Tonne (Efficiency)

Of the $113/tonne increase in 2009, approximately $31 was attributable to changes in accounting policies as described on page x. The balance of this increase was related to

- a 7.0 per cent decrease (29,354 tonnes) in the volume of waste diverted in 2009 due to the six week strike
- a 26 per cent increase in net costs due to:
  - revenue decreases of -43 per cent or -$10.9 million from the sale of collected materials due to a significant drop in commodity prices during the recession
  - higher collection contract costs, and increased maintenance and fuel costs
  - higher advertising and promotion costs for the roll-out of the green bin program in apartments

Chart 23.11 compares Toronto's 2009 diversion costs per tonne to other municipalities. Toronto ranks 14th of 14 municipalities (fourth quartile), with the highest costs however, these diversion programs have also resulted in Toronto historically having the highest diversion rates for single-family homes/houses of the OMBI municipalities. Toronto has a larger proportion of its diverted materials being organics (green bin) that tend to be more costly to process into compost than other types of recyclables. 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.

2010 Achievements and 2011 Planned Initiatives

The following initiatives have and are expected to further improve the efficiency and effectiveness of solid waste management services in Toronto:

2010 Initiatives Completed/Achievements:

- prepared for the transition for solid waste disposal from the Michigan landfill site to the City's Green Lane landfill site in Ontario
- reduction from 142 trucks of waste disposed per day in 2001 to approximately 60-70 trucks/day in 2010
- cell excavation to eventually provide for the removal of 1,438,000 cubic metres of soil to provide ongoing disposal capacity for the city's waste
- received all environmental approvals to allow the 2011 expansion of the onsite leachate treatment plant and an expansion of the amount of landfill gas that will be collected and flared
- reduction in residual waste (the volume of blue and green material that can't be processed)
- implemented separate collection of electronic waste at curbside
- further “greening” of the vehicle fleet reducing the use of diesel fuel
- secured an end market (buyers) for porcelain materials that are collected and diverted from landfill
- the Green Bin Program (organics)was rolled out to 405 multi-residential apartment buildings
- finalized the contract to design, build and operate a 75,000 tonne per year Green Bin processing facility at the Disco Transfer Station
- enforced mandatory waste diversion practices for apartments & condominiums
- expanded recycling activities in apartments & condominiums by continuing to provide in-unit containers
- established curbside collection of durable and reusable goods for single and multi-unit residences including "chuck and vince" campaign
- implemented a comprehensive on-going promotion and education campaign aimed at changing the purchasing behaviour of resident.
- started separate collection of electronics from single-family and multi-residential buildings including introduction of e-waste bag for convenient curbside collection of smaller goods
- established litter clean up initiative designed to quickly respond to serious litter and dumping problems identified by resident calls to the “311” telephone service

2011 Initiatives Planned:

- dispose all of Toronto residual waste at Green Lane landfill with no further shipments to Michigan
- complete the transition (from another City division) for the collection of waste and recyclables in all City of Toronto parks, in order to improve efficiencies
- achieve efficiencies in collections as a result of automation
- continue the greening of the fleet
- continue program rollout of apartment SSO collection
- establish a permanent reuse centre
- introduce new materials for durable goods & blue bin recycling

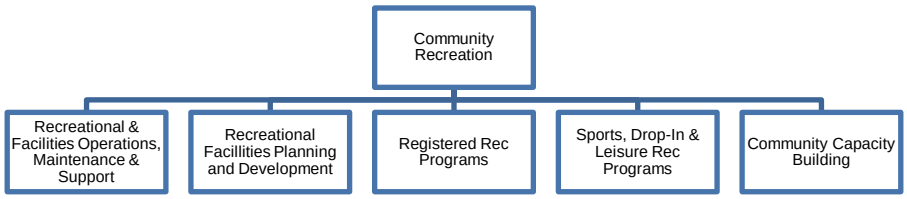
.

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- governance: single-tier vs. upper-tier vs. mixed municipal systems
- program design: based on urban/rural mix of single-family homes, multi-unit residential buildings, commercial, industrial, seasonal homes and tourists, age of infrastructure, proximity to collection sites, processing sites and sellable markets
- participation: the rate of public participation in recycling activities
- service levels: frequency of collection, bag limits, single stream waste collection vs. co-collection programs, hours of operations and the number and types of materials collected
- education: how municipalities promote, manage and enforce their garbage collection, disposal, recycling and diversion programs and services
- disposal method: location of landfill site (local or outside municipality) or use of incineration

Sports and 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 offered are:

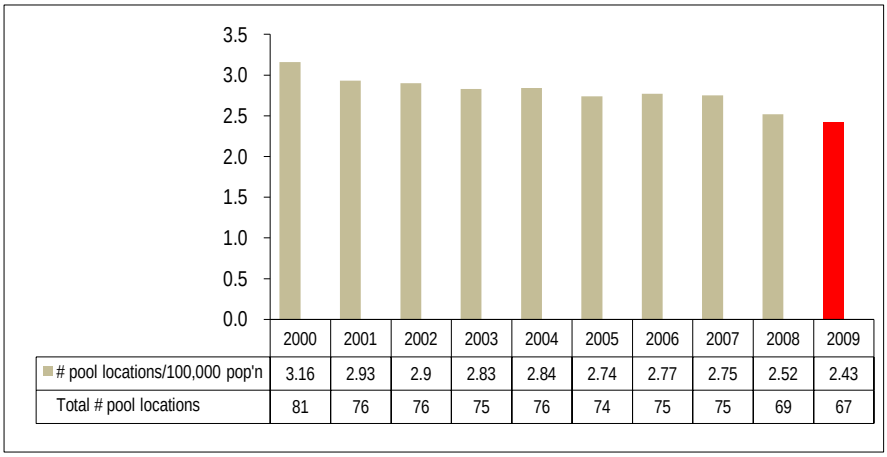
- registered programs – where residents register to participate in structured activities such as swimming lessons, dance or fitness classes, or day camps
- drop-in programs – where residents participate in unstructured sport and recreation activities such as leisure swimming or skating, fitness centres,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

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Decreased Number of indoor pool locations decreased (service level indicator) (School Board Locations)	2 High number of indoor pool locations (service level indicator)	24.1 24.2 pg. 229
How many indoor ice pads (rinks) are available?	Number of Operational Indoor Ice Pads (with Municipal Influence) per 100,000 Population – (Service Level)	Increased Number of indoor ice rinks/pads increased (service level indicator)	4 Lowest number of indoor ice rinks/pads (service level indicator)	24.3 24.4 pg. 230
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 is stable (service level indicator)	3 Low number of large sports & recreation community centres (service level indicator)	24.5 24.6 pg. 231
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 is stable (service level indicator)	3 Low number of small sports & recreation community centres (service level indicator)	24.5 24.6 pg. 231
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	3 Lower proportion of sports & recreation centres less than 25 years old (service level indicator)	24.7 pg. 232
How old are the indoor pools?	Percentage of Indoor Pool Locations (with Municipal Influence), under 25 years of age – (Service Level)	N/A	3 Low proportion of indoor pools less than 25 years old (service level indicator)	24.8 pg. 232

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
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 Lowest proportion of indoor ice pads less than 25 years old (service level indicator)	24.9 pg. 232
How much registered sports and recreation programming is offered?	Overall Participant Capacity for Directly Provided Registered Programs – (Service Level)	Decreased Registered programming offered decreased (service level indicator) (impacted by six week strike)	3 Low amount of registered programming offered (service level indicator)	24.10 24.11 pg. 233
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)	Decreased Amount of registered programming used decreased (impacted by six week strike)	3 Low amount of registered programming used per capita	24.10 24.11 pg. 233
What percentage of residents register for at least one sports and recreation program?	Annual Number of Unique Users for Directly Provided Registered Programs as a Percentage of Population – (Community Impact)	Decreased Percentage of population using registered programs decreased (impacted by six week strike)	4 Lower percentage of population using registered programs	24.14 24.15 pg. 234
Customer Service Measures				
What percentage of the capacity of registered programs is being used?	Utilization Rate of Available Capacity for Directly Provided Registered Programs – (Customer Service)	Stable Percentage of capacity used for registered programs was stable	3 Low rate of capacity used for registered sports & recreation programs	24.12 24.13 pg. 234
Overall Results		Service Level Indicators (Resources) 1 - Increased 2 - Stable 2 -Decreased 60% favourable or stable Performance Measures (Results) 0 - Favourable 1 - Stable 2 Unfavour 33% favourable or stable	Service Level Indicators (Resources) 0- 1st quartile 1 - 2nd quartile 5 - 3rd quartile 2 - 4th quartile 13% above median 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 iv -x. These quartile results are based on a maximum sample size of eight municipalities.

How many indoor pools are there in Toronto?



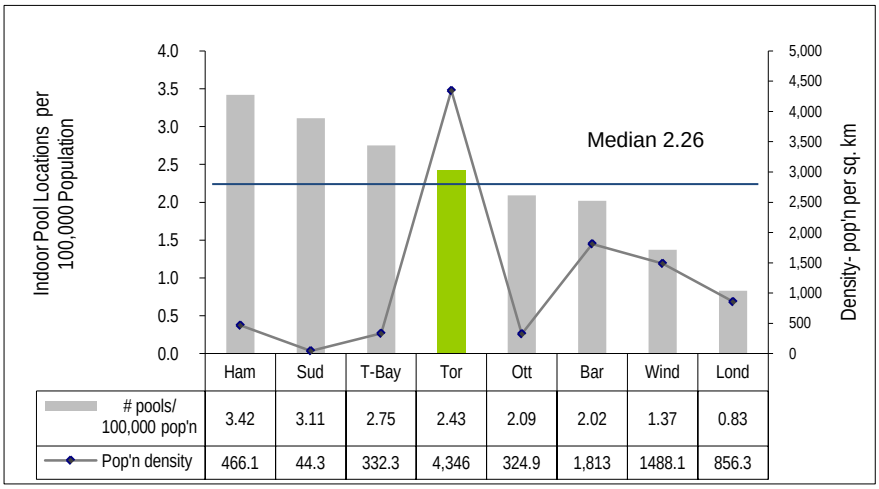
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# pool locations/100,000 pop'n	3.16	2.93	2.9	2.83	2.84	2.74	2.77	2.75	2.52	2.43
Total # pool locations	81	76	76	75	76	74	75	75	69	67

Chart 24.1 (City of Toronto) Number of Indoor Pool Locations per 100,000 Population (Service Level)

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

Chart 24.1 provides Toronto's total number and rate of owned and/or operated indoor pool locations per 100,000 population. The number of pool locations decreased by two (School Board locations) in 2009.

How does the number of indoor pools in Toronto, compare to other municipalities?



	Ham	Sud	T-Bay	Tor	Ott	Bar	Wind	Lond
# pools/ 100,000 pop'n	3.42	3.11	2.75	2.43	2.09	2.02	1.37	0.83
Pop'n density	466.1	44.3	332.3	4,346	324.9	1,813	1488.1	856.3

Chart 24.2 (OMBI 2009) Number of Indoor Pool Locations per 100,000 Population (Service Level) and Population Density

Chart 24.2 compares Toronto's 2009 results to other municipalities for the number of (owned and/or managed) indoor pool locations per 100,000 population. Results are plotted as bars relative to the left axis.

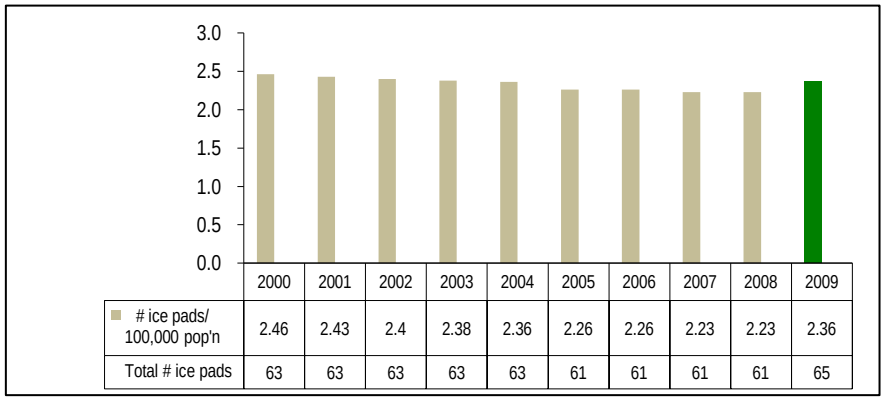
Toronto ranks fourth of eight municipalities (second quartile) in terms of providing the highest number of indoor pool locations per 100,000 population.

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 kilometre) is plotted as a line graph relative to the left axis on Chart 24.2, confirming that 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 infrastructure such as ice pads and sports and recreation community centres (charts 24.4 and 24.5).

In addition, Toronto has 59 city outdoor pool locations that are not included in this report. In comparison, the combined number of outdoor pools for all other reporting municipalities is 43 who serve a combined population of over 2.4 million, yet with much lower population densities than the City of Toronto.

How many indoor ice pads (rinks) are there in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# ice pads/ 100,000 pop'n	2.46	2.43	2.4	2.38	2.36	2.26	2.26	2.23	2.23	2.36
Total # ice pads	63	63	63	63	63	61	61	61	61	65

Chart 24.3 (City of Toronto) Number of Indoor Ice Pads per 100,000 Population (Service Level)

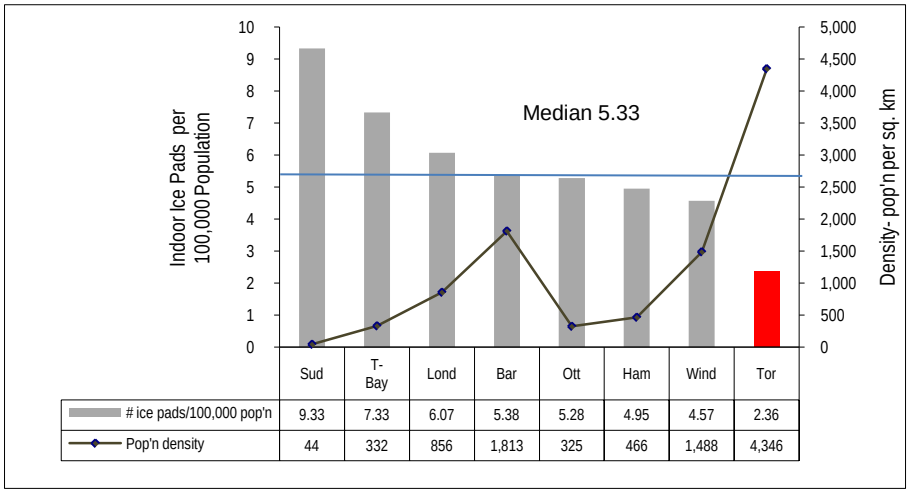
Chart 24.3 illustrates the total number and rate of indoor ice pads or rinks, in Toronto per 100,000 population.

In 2009, Toronto, through a partnership built and opened, a new arena complex, with four ice pads that opened in the Fall of 2009

Chart 24.4 compares 2009 information for Toronto to other municipalities on the number of indoor ice pads/rinks (owned and/or managed) per 100,000 persons. These are plotted as bars relative to the left axis.

Toronto ranks eighth of eight municipalities (fourth quartile), with the lowest number of indoor ice pads per 100,000 population.

How does the number of indoor ice pads (rinks) in Toronto, compare to other municipalities?



	Sud	T-Bay	Lond	Bar	Ott	Ham	Wind	Tor
# ice pads/100,000 pop'n	9.33	7.33	6.07	5.38	5.28	4.95	4.57	2.36
Pop'n density	44	332	856	1,813	325	466	1,488	4,346

Chart 24.4 (OMBI 2009) Number of Indoor Ice Pads per 100,000 Population (Service Level) and Population Density

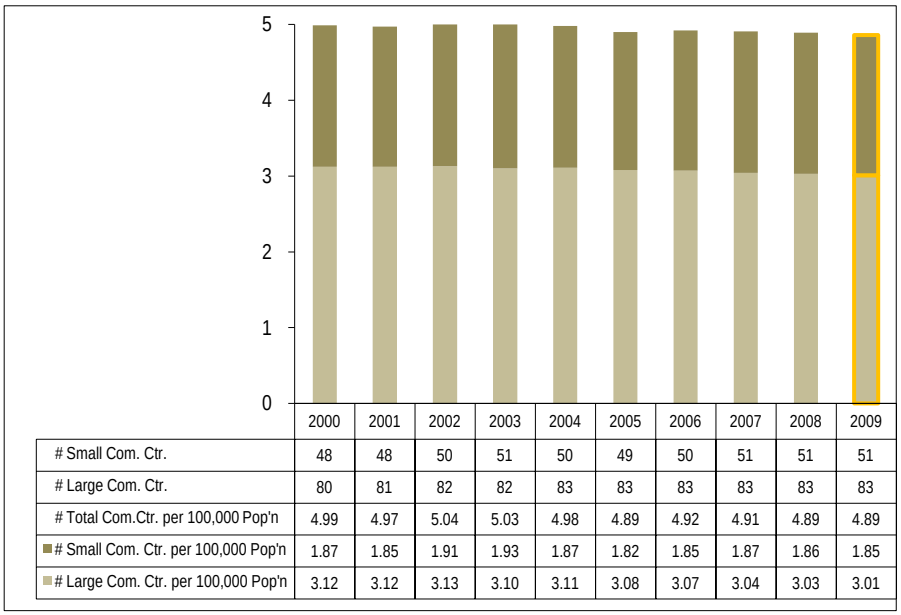
As previously noted, population density is a significant factor in the number of sports and recreation facilities, such as ice pads, located in municipalities. Population density has been plotted as a line graph relative to the right axis in Chart 24.4.

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.

In addition Toronto has 62 outdoor artificial (refrigerated) ice rinks (not included in measure), and these appear to be more prevalent in Toronto than in the other reporting municipalities (which have a combined a total of eight outdoor ice pads).

There are also 36 indoor ice pads available in Toronto from other service providers 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 eighth in this population based measure.

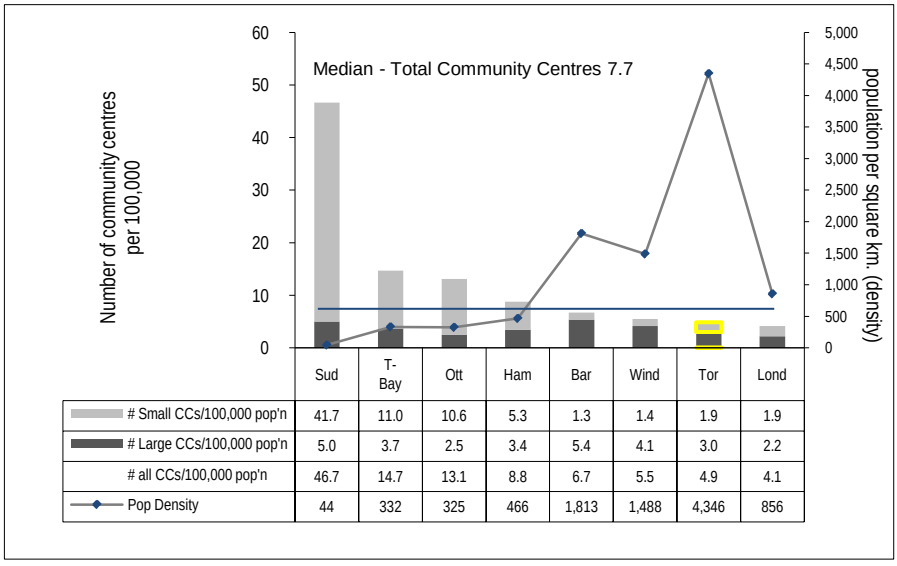
How many sports and recreation community centres exist in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# Small Com. Ctr.	48	48	50	51	50	49	50	51	51	51
# Large Com. Ctr.	80	81	82	82	83	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	4.89
# Small Com. Ctr. per 100,000 Pop'n	1.87	1.85	1.91	1.93	1.87	1.82	1.85	1.87	1.86	1.85
# Large Com. Ctr. per 100,000 Pop'n	3.12	3.12	3.13	3.10	3.11	3.08	3.07	3.04	3.03	3.01

Chart 24.5 (City of Toronto) Number of Large and Small Sports and Recreation Community Centres per 100,000 Population (Service Level)

How does the number of sports and recreation community centres in Toronto, compare to other municipalities?



	Sud	T-Bay	Ott	Ham	Bar	Wind	Tor	Lond
# Small CCs/100,000 pop'n	41.7	11.0	10.6	5.3	1.3	1.4	1.9	1.9
# Large CCs/100,000 pop'n	5.0	3.7	2.5	3.4	5.4	4.1	3.0	2.2
# all CCs/100,000 pop'n	46.7	14.7	13.1	8.8	6.7	5.5	4.9	4.1
Pop Density	44	332	325	466	1,813	1,488	4,346	856

Chart 24.6 (OMBI 2009) Number of Large and Small Sports and Recreation Community Centres per 100,000 Population (Service Level) & Population Density

Chart 24.5 provides Toronto's total number and rate of large (more than 10,000 sq. ft) and small (less than 10,000 sq. ft) sports and recreation community centres. During this period, new centres opened, while others closed, but overall, the numbers have been stable.

Toronto has 10 facilities, which are operated as Association of Community Centres that are multi-purpose facilities and provide recreation opportunities to residents and organizations.

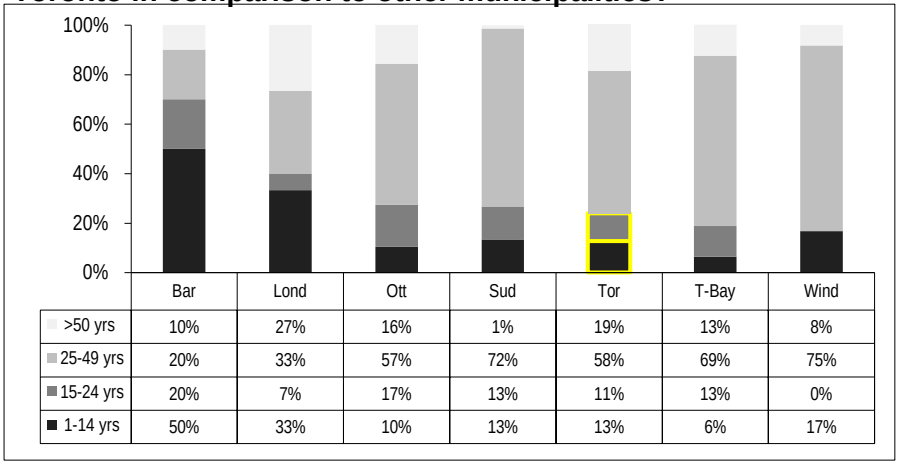
Chart 24.6 compares Toronto's 2009 results for the number of sports and recreation community centres per 100,000 population, to other municipalities. These are plotted as bars relative to the left axis. In order to be included in this measure, the municipality must have some control or influence over the programming offered at the centre. Toronto uses dedicated and shared space with school boards to provide recreation programming at 28 school sites, in addition to satellite locations across the City.

In terms of having the largest number of community centres per 100,000 population, Toronto ranks sixth of eight municipalities (third quartile) for both large and small community centres.

It is generally more expensive to operate multiple small community centres than one larger one of an equivalent size. Toronto's small sport and recreation centres are distributed city-wide and 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 located in municipalities. Population density is plotted as a line graph relative to the right axis in Chart 24.6.Toronto is far more densely populated than the other municipalities.

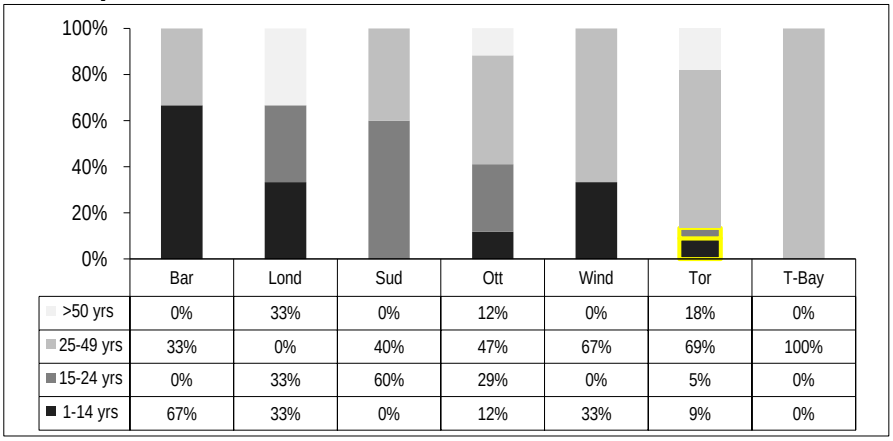
How old are the sports and recreation community centres in Toronto in comparison to other municipalities?



	Bar	Lond	Ott	Sud	Tor	T-Bay	Wind
>50 yrs	10%	27%	16%	1%	19%	13%	8%
25-49 yrs	20%	33%	57%	72%	58%	69%	75%
15-24 yrs	20%	7%	17%	13%	11%	13%	0%
1-14 yrs	50%	33%	10%	13%	13%	6%	17%

Chart 24.7 (OMBI 2009) Percentage Age Breakdown of Municipally Owned/Managed Sports and Recreation Community Centres (Service Level)

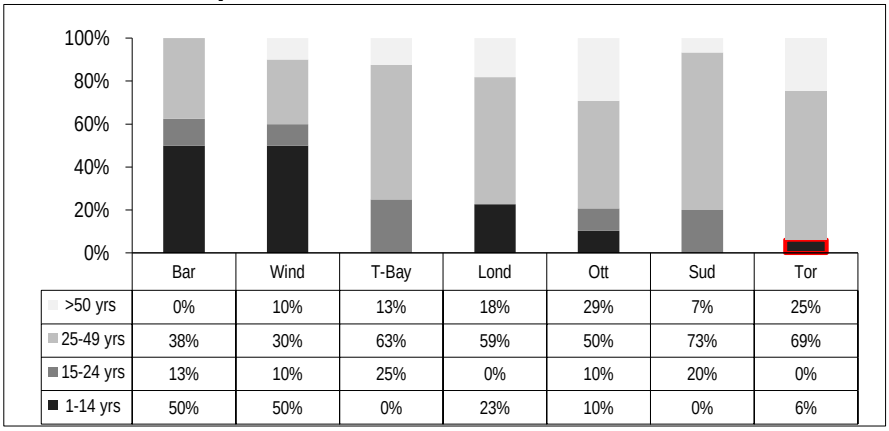
How old are the indoor pools in Toronto in comparison to other municipalities?



	Bar	Lond	Sud	Ott	Wind	Tor	T-Bay
>50 yrs	0%	33%	0%	12%	0%	18%	0%
25-49 yrs	33%	0%	40%	47%	67%	69%	100%
15-24 yrs	0%	33%	60%	29%	0%	5%	0%
1-14 yrs	67%	33%	0%	12%	33%	9%	0%

Chart 24.8 (OMBI 2009) Percentage Breakdown by Age of Municipally Owned/Managed Indoor Pools (Service Level)

How old are the indoor ice pads/rinks in Toronto in comparison to other municipalities?



	Bar	Wind	T-Bay	Lond	Ott	Sud	Tor
>50 yrs	0%	10%	13%	18%	29%	7%	25%
25-49 yrs	38%	30%	63%	59%	50%	73%	69%
15-24 yrs	13%	10%	25%	0%	10%	20%	0%
1-14 yrs	50%	50%	0%	23%	10%	0%	6%

Chart 24.9 (OMBI 2009) Percentage Breakdown by Age of Municipally Owned/Managed Indoor Ice Pads (Service Level)

The age of sports and recreation facilities in municipalities provides an 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.

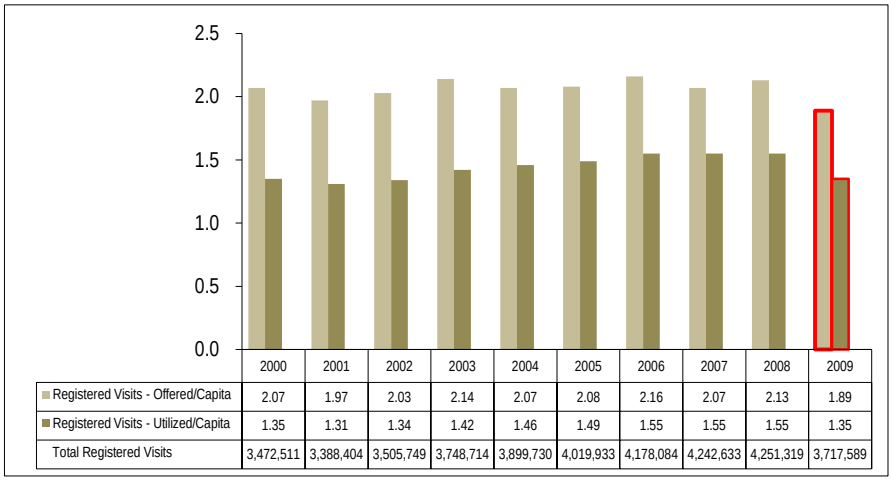
Results for the three major types of sports and recreation infrastructure illustrated on this page are sorted from left to right on the basis of those that have the largest proportion of their infrastructure under 25 years of age (the bottom two sections of each stacked bar)

Chart 24.7 provides an overview, as of 2009, of the aging of large and small sports and recreation community centres in Toronto and other municipalities. Toronto ranks fifth of seven municipalities (third quartile) in terms of having the newest centres, with 24 per cent of the centres under 25 years of age.

Chart 24.8 reflects a 2009 aging of indoor pools in Toronto and other municipalities. Toronto ranks sixth of seven municipalities (third quartile) in terms of having the newest pools, with only 14 per cent of the pools under 25 years of age.

Chart 24.9 provides a 2009 aging of indoor ice pads/rinks in Toronto and other municipalities. Toronto ranks seventh of seven municipalities (fourth quartile) in terms of having the newest ice rinks, with only 6 per cent of the ice pads under 25 years of age.

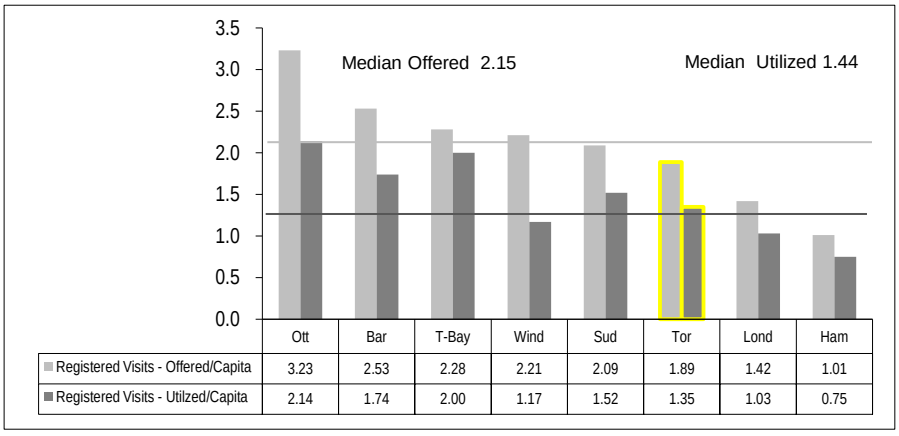
How much registered sports and recreation programming is offered to and used by residents in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Registered Visits - Offered/Capita	2.07	1.97	2.03	2.14	2.07	2.08	2.16	2.07	2.13	1.89
Registered Visits - Utilized/Capita	1.35	1.31	1.34	1.42	1.46	1.49	1.55	1.55	1.55	1.35
Total Registered Visits	3,472,511	3,388,404	3,505,749	3,748,714	3,899,730	4,019,933	4,178,084	4,242,633	4,251,319	3,717,589

Chart 24.10 (City of Toronto) Directly Provided Registered Programs Participant Spaces Offered (Service Level) and Utilized (Community Impact) per Capita

How does Toronto's level of registered sports and recreation programming, compare to other municipalities?



	Ott	Bar	T-Bay	Wind	Sud	Tor	Lond	Ham
Registered Visits - Offered/Capita	3.23	2.53	2.28	2.21	2.09	1.89	1.42	1.01
Registered Visits - Utilzed/Capita	2.14	1.74	2.00	1.17	1.52	1.35	1.03	0.75

Chart 24.11 (OMBI 2009) Directly Provided Registered Programs Participant Spaces, Offered (Service Level) and Utilized per Capita (Community Impact)

Recreation opportunities available in a community includes a combination of programs directly provided (municipal staff) and those programs that are indirectly provided by other recreation providers delivering programming such as community sports groups.

Municipalities tailor their sports and recreation programming to meet resident needs by blending the mix of registered, drop-in and permitted programs offered

Registered sports and recreation programming provided directly by municipalities is the most comparable area of programming between municipalities. Examining the amount of registered participant spaces offered (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 an indication of residents' involvement.

Chart 24.10 provides Toronto's results for the amount of participant spaces "offered" per capita in registered sports and recreation programming to the public and compares it to the amount actually used or "utilized" per capita by residents. Registered program visits represent a portion of overall visits for recreation programming opportunities.

Toronto's six week strike in the summer of 2009 was the primary contributor to a 13% decrease in the total number of registered visits from 4.25 million in 2008 to 3.72 million in 2009, which accounts for the decline in spaces offered, and visits (utilization) per capita on Chart 24.10.

Chart 24.11 compares Toronto's 2009 results to other municipalities for the amount of participant spaces "directly offered" 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 sixth of eight (third quartile) for participant spaces offered (capacity) and fifth of eight (third quartile) for participant spaces used (visits).

What percentage of Toronto's capacity in registered programs is used?

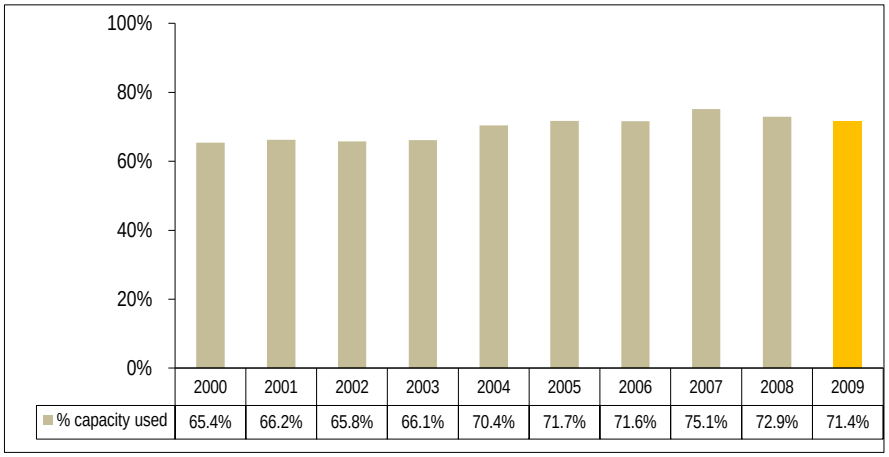


Chart 24.12 (City of Toronto) Percentage Capacity Used - Directly Provided Registered Programs (Customer Service)

These and previous charts about directly provided registered programs, represent only one component of sports and recreation programming in Toronto. Drop-in (unregistered) programs and permits by community organizations provide the balance of visits for recreation programs.

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

How does Toronto's capacity utilization for registered programs, compare to other municipalities?

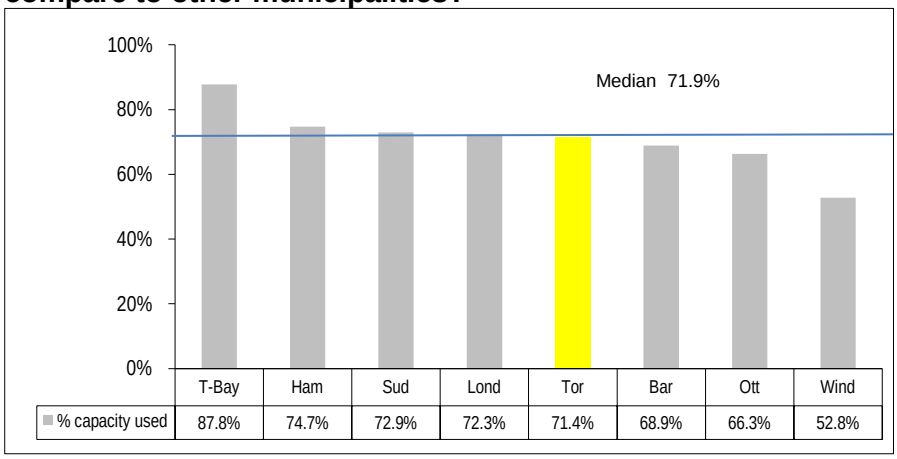


Chart 24.13 (OMBI 2009) % Capacity Used - Directly Provided Registered Programs (Customer Service)

Chart 24.12 summarizes Toronto's results for the percentage of available participant spaces (capacity) in registered programs that were used (actual participant visits) by residents.

Staff continues to look for ways to facilitate resident participation such as Internet registration introduced in the summer of 2004, which increased the utilization rate. The spike in 2007 resulted from a reduction in program offerings/capacity due to cost containment measures in the fall season, while participant visits increased during the same. In 2009, results were impacted by six week strike during the summer season when programming was not offered.

Chart 24.13 compares Toronto's 2009 rate of capacity utilization for registered programs to other municipalities. Each municipality builds a schedule of recreation opportunities based on the identified needs and interests of its residents with the resources available to them, thus the proportion of registered programming may vary by municipality.

On the basis of the highest utilization of available capacity, Toronto ranks fifth of eight (third quartile). As demand for programs increases, the most popular times fill quickly. Then staff may offer non-prime time (less desirable) programming at City owned facilities to provide additional opportunities, as well as permitting additional use of school board and other facilities to fulfill customer demand, as existing space is not available during the prime time period.

What percentage of Toronto's residents, register for at least one sports and recreation program?

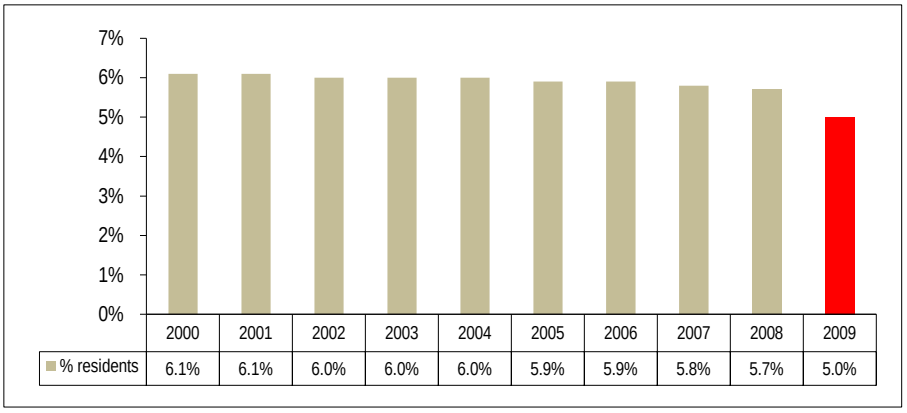


Chart 24.14 (City of Toronto) % of Residents Registering for at Least One Sports & Recreation Program (Community Impact)

Although it represents only a portion of sports and recreation services, 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 24.14.depicts the percentage of residents in Toronto who registered for at least one sports and recreation program. 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?

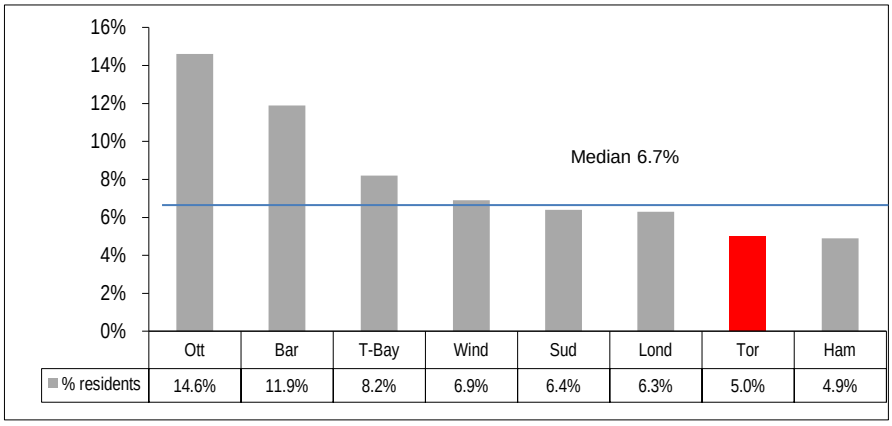


Chart 24.15 (OMBI 2009) % of Residents Registering for at Least One Sports & Recreation Program (Community Impact)

Toronto's 2009 result declined primarily due the six week strike in the summer season when camp programs were typically offered.

Chart 24.15 compares Toronto's 2009 percentage of residents registered in sports and recreation programming to other municipalities.

Toronto ranks sixth of seven (fourth quartile) in terms of having the highest percentage of the population using registered programs.

In Toronto, there are many private and non-profit organizations that offer recreation opportunities that residents may opt to use in lieu of municipal services.

Directly offered registered programming is the only area of recreation programming in Toronto that records participant and 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.

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

2010 Achievements or 2011 Planned Initiatives

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

2010 Achievements

- refreshed the Parks Forestry and Recreation external website (www.toronto.ca/parks); by improving web page appearance and content.
- enhanced the recreation facilities infrastructure through
    - new or enhanced facilities at Ken Cox Community Centre, Jenner Jean Marie Community Centre, and the Edithvale Community Centre
    - renovated four wading pools and 6 new water play areas
    - completed ten arena rehabilitations and upgrades
    - renovated 11 tennis facilities
- expanded City wide initiatives in partnership with other city divisions:
    - After School Recreation Program
    - Investing in Families Program
    - Toronto Newcomer Initiative
- implemented the Ice Time Allocation Policy that includes Board of Management Arenas to ensure equitable distribution of ice time in all City owned &/or indoor ice facilities
- responded to increased resident demand for extended outdoor pool season as a result of declared heat alert days
- continued to provide Family Day programming across all Districts
- improved access to recreation by completing transfer of the administration of the Welcome Policy (subsidy) program through an inter-divisional partnership with the Employment and Social Services Division.
- streamlined business processes by completing the transfer of the administration of Community Grants to the Social Development Finance and Administration Division
- developed an implementation plan to address violence in the workplace at PFR locations

2011 Initiatives Planned

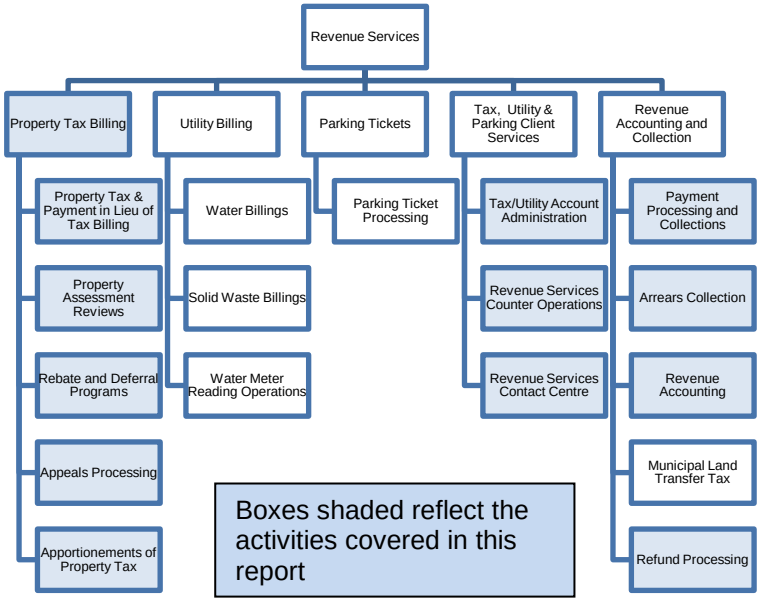
- develop a customer service strategy which includes standards of service, an improved web site, and better coordination with 311
- finalize development of an Information Technology strategy and roadmap
- complete the Recreation Service Plan, supporting the principles of equitable access, quality, inclusion and capacity building through community consultations and a customer service survey
- Implement a community recreation business transformation project to improve the reporting of programs by providing accurate and consistent information.
- renegotiate the agreement for use of Toronto District School Board Pools
- continue to address the state of good repair backlog on recreational facility infrastructure
- continue to work on the Regent Park Pool, and Warden Woods Community Centre projects

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- recreation facilities: number of facilities, mix of facility types and age of facilities
- programming: variety of recreation program types offered, number and extent of age groups with targeted programming; frequency and times of program offerings; class length; mix of instructional vs. drop-in vs. permitted programming
- transportation: access and the number of program locations
- collective agreements: differences in wage rates and staffing structures
- socio-economic: needs of different ethnic groups within the community; changes in legislation, such as the impact of Accessibility for Ontarians with Disabilities Act (AODA) on the cost of providing service; accessibility
- utilization rates: user fees influence the decisions of residents to register and how often; availability of qualified and trained staff can impact program offerings

Taxation Services



Taxation services involve issuing property tax bills, processing payments and collecting 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, culture and recreational programs, libraries, planning and development, and public transit
- an education portion that is used to fund education across Ontario

The Municipal Property Assessment Corporation (MPAC), an independent corporation, 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 Toronto City 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.

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 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Stable Enrolment in pre-authorized payment plans was stable	4 Low number of accounts enrolled in pre-authorized payment plan	25.1 25.2 pg. 240
Efficiency Measures				
How successful is the City in collecting property taxes billed in the current year?	Current Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	Increased Current year's tax arrears increased (impacted by recession)	2 Low percentage of current year's tax arrears	25.3 25.4 pg. 241
How successful is the City in collecting property taxes billed in and outstanding from prior years?	Percentage of Prior Year's Tax Arrears as a Percentage of Current Year Levy – (Efficiency)	Increased Prior year's tax arrears increased (impacted by recession)	1 Lowest percentage of prior year's tax arrears	25.3 25.4 pg. 241
What does it cost to administer a tax account?	Cost to Maintain Taxation Accounts per Account Serviced – (Efficiency)	Decreased Cost per account maintained decreased	4 Higher cost per tax account maintained	25.5 25.6 pg. 242
Overall Results		Service Level Indicators (Resources) n/a 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 1 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 50% above median	

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

What percentage of Toronto taxpayers take advantage of the pre-authorized payment plan?

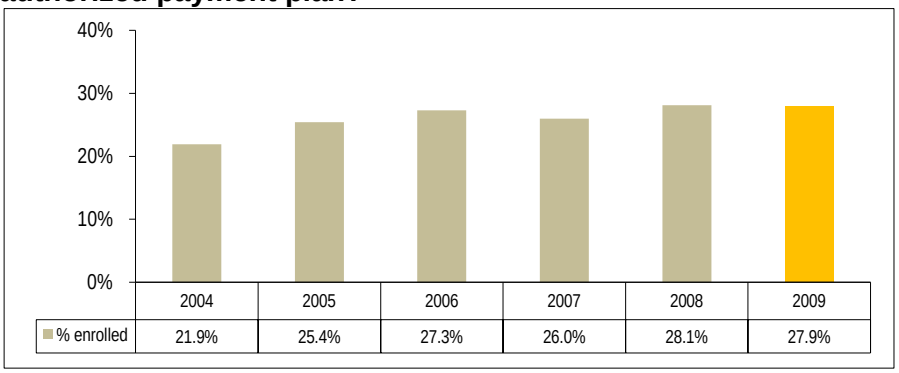


Chart 25.1 (City of Toronto) % of All Tax Accounts Enrolled in Pre-Authorized Payment Plans (Customer Service)

Pre-authorized property tax payment programs (PAP) allow taxpayers to have tax instalments 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 convenient for taxpayers and makes it more efficient for municipalities in handling and processing tax payments.

Chart 25.1 reflects the percentage of Toronto's tax accounts enrolled in the PAP program and shows a longer term increasing trend with stable results in 2009.

How does Toronto's rate of enrolment in pre-authorized payment plans compare to other municipalities?

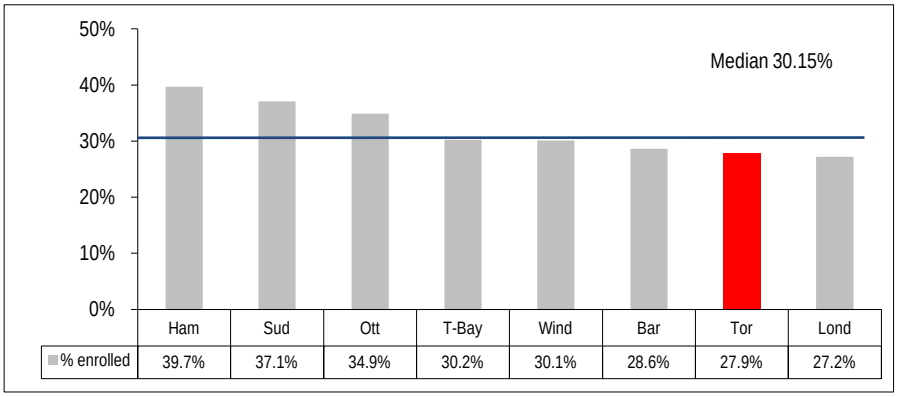
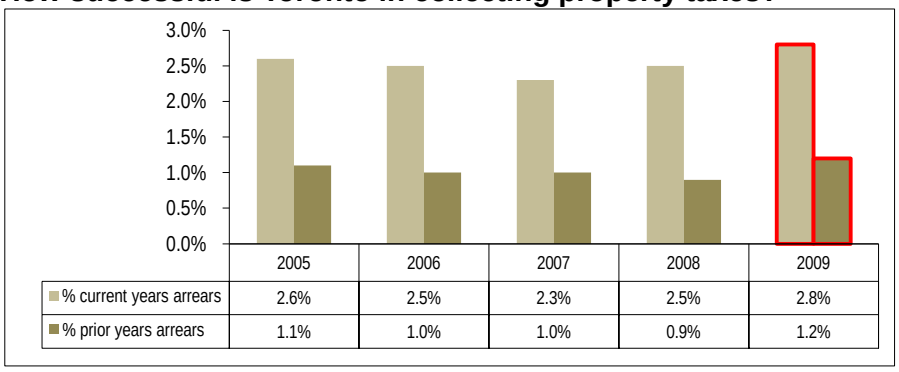


Chart 25.2 (OMBI 2009) % of All Tax Accounts Enrolled in Pre-Authorized Payment Plans (Customer Service)

Figure 25.2 compares Toronto's 2009 rate of enrolment in PAP programs to other municipalities and Toronto ranks seventh of eight (fourth quartile) in terms of having the highest enrolment rate.

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 in collecting property taxes?



	2005	2006	2007	2008	2009
% current years arrears	2.6%	2.5%	2.3%	2.5%	2.8%
% prior years arrears	1.1%	1.0%	1.0%	0.9%	1.2%

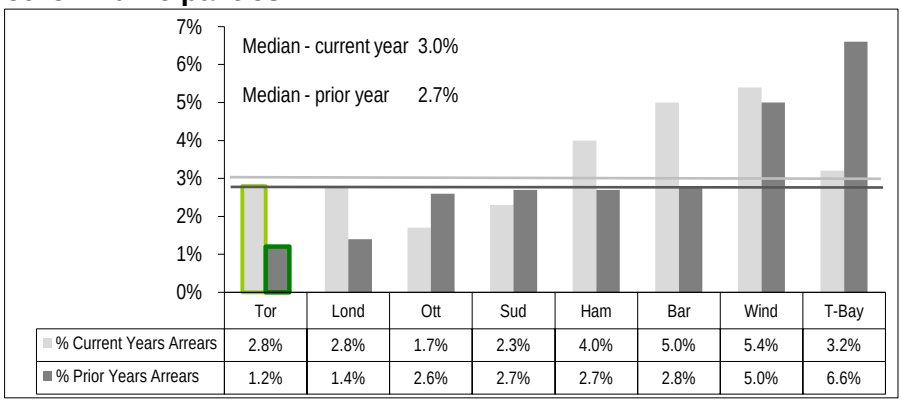
Chart 25.3 (City of Toronto) Current and Prior Year's Tax Arrears as a % of Current Year's Tax Levy (Efficiency)

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

One method of evaluating the success of municipalities in collecting property taxes is to examine the rate of tax arrears (taxes receivable or outstanding) as a percentage of the property taxes billed. The objective is to have a low rate of arrears for:

- current year's arrears, which for 2009 was the amount of 2009 property taxes outstanding as a percentage of the 2009 taxes billed.
- prior years arrears, which for 2009 was the amount of 2008 and prior year's taxes outstanding as a percentage of the 2009 taxes billed.

How does Toronto's rate of collecting property taxes compare to other municipalities?



	Tor	Lond	Ott	Sud	Ham	Bar	Wind	T-Bay
% Current Years Arrears	2.8%	2.8%	1.7%	2.3%	4.0%	5.0%	5.4%	3.2%
% Prior Years Arrears	1.2%	1.4%	2.6%	2.7%	2.7%	2.8%	5.0%	6.6%

Chart 25.4 (OMBI 2009) Current and Prior Year's Tax Arrears as a % of Current Year's Tax Levy (Efficiency)

Chart 25.3 summarizes Toronto's rate of current and prior years' tax arrears. The increase in the amount of tax arrears experienced by Toronto in 2009 is attributed to the recession, which is consistent with the results of other municipalities.

Figure 25.4 compares Toronto's 2009 rate of current and prior years' property tax arrears to other municipalities. In terms of the lowest rate of tax arrears, Toronto ranks third of eight (second quartile) for the rate of current year's tax arrears, and first of eight (first quartile) with the lowest rate of tax arrears of prior years.

What does it cost in Toronto to administer a tax account?

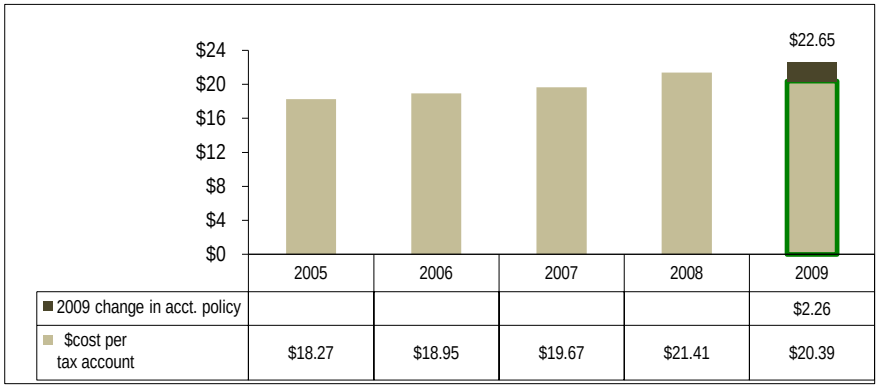


Chart 25.5 (City of Toronto) Cost per Property Tax Account Maintained/Serviced (Efficiency)

In Toronto, there are approximately 681,000 property tax accounts that staff maintain and support. This involves processes such as:

- applying assessed values received from 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.

Chart 25.5 reflects Toronto's annual cost to maintain and service a tax account.
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How does Toronto's cost to administer a tax account compare to other municipalities?

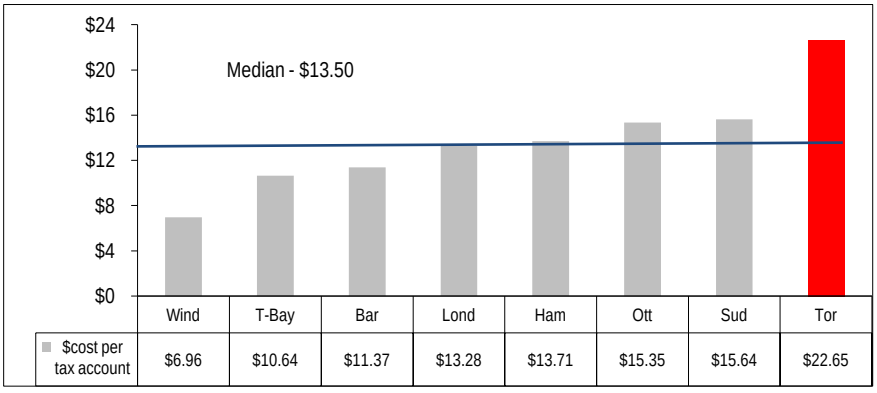


Chart 25.6 (OMBI 2009) Cost per Property Tax Account Maintained/Serviced (Efficiency)

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $2.26 per account maintained, which has been plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology

Excluding the impact of the accounting policy changes, Toronto's 2009 costs decreased by $1.02 per account maintained, This was accomplished through using existing staff levels to maintain an additional 14,000 new accounts added in 2009.

Chart 25.6 compares Toronto's 2009 cost per tax account maintained to other municipalities. Toronto ranks eighth of eight (fourth quartile) with the highest cost per account maintained.

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).

Toronto also has a full team dedicated to defending the City's assessment base to ensure that property assessment information is complete and accurate. It should be noted that Toronto has the highest commercial/industrial base when compared to other municipalities. 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.

2011 Planned Initiatives

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

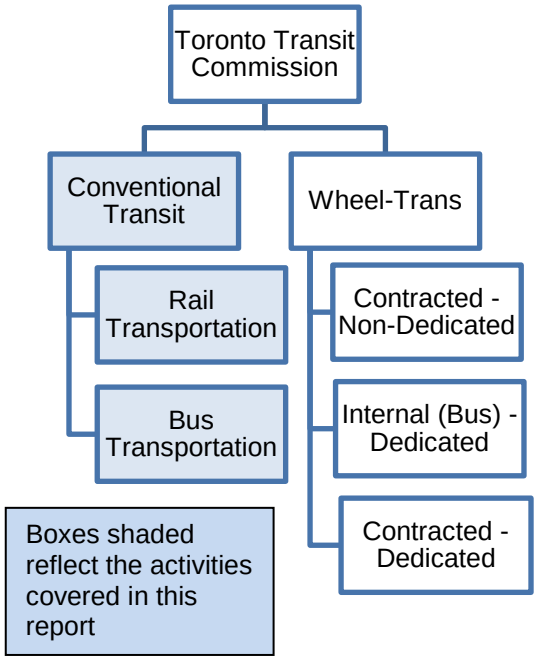
- in consultation with Corporate I&T, document systems requirements and software and hardware needs for the City's current Tax Management and Collection System. Explore options to implement a new technology platform to ensure the continued sustainability of the City's tax billing system, and the system's ability to expand and incorporate new requirements and web-based services, with implementation anticipated for 2013.
- 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 an integrated cashiering software solution for cash handling operations of 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 2011.
- determine and implement a 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

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- degree/types of collection procedures: acknowledging the expectations of Council in collection efforts, and any mandated policies or procedures
- economic condition: municipal unemployment rate, cost of living, rate of growth in property assessments etc.
- variety and level of programs offered to the tax payer: number and complexity of tax rebates, deferral and/or tax cancellation programs, 'Business Improvement Area' initiatives, etc.
- degree to which tax billing systems are automated: some municipalities develop and maintain their own 'in-house' systems to calculate and issue billings, some municipalities use provincially-developed systems or external consultants to calculate taxes and still others employ a mixture of these approaches
- range and number and/or flexibility of payment instalment dates: types of payment options such as pre-authorized payment plans where payments are withdrawn electronically, or internet-based payment options and the extent and effectiveness of advertising for these programs
- number of payment-in-lieu of tax accounts administered by the municipality: accounts may require specialized or manual bill calculations, or negotiated payments, resulting in higher costs to service a small number of accounts

Transit Services



Transit services in the City of Toronto are provided through the Toronto Transit Commission (TTC), which provides and maintains transit infrastructure and service including 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.

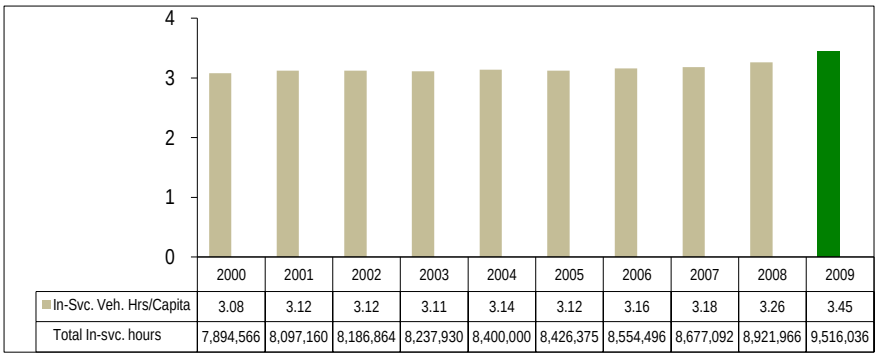
The TTC also provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual's level of functional mobility.

The results reported here exclude those of Wheel-Trans.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	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)	Increased Vehicle hours of transit provided increased (service level indicator)	1 Highest transit vehicle hours per capita (service level indicator)	26.1 26.2 pg. 246
Community Impact Measures				
How many transit passenger trips are taken by an average person in a year?	Number of Conventional Transit Trips per Capita in Service Area (Community Impact)	Increased Transit usage increased	1 Highest transit usage by residents	26.3 26.4 pg. 247
Efficiency Measures				
What does it cost to operate a transit vehicle for an hour?	Transit Cost per In-Service Vehicle Service Hour ((Efficiency)	Increased Cost per in-service vehicle hour increased	4 Higher cost per in-service vehicle hour (impacted by multi-modal fleet)	26.5 26.6 pg. 248
How well are transit vehicles used to move people?	Passenger Trips per In-Service Vehicle Hour (Efficiency)	Decreased Utiilization rate of vehicles decreased	1 Higher utilization rate of transit vehicles	26.8 26.9 pg. 249
What does it cost to provide one passenger trip?	Operating Costs for Conventional Transit per Regular Service Passenger Trip (Efficiency)	Increased Cost to provide a passenger trip increased	1 Lower cost to provide a passenger trip	26.7 26.9 pg. 249
Overall Results		Service Level Indicators (Resources) 1- Increase 0- Stable 0-Decrease 100% increased 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) 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 iv- x. These quartile results are based on a maximum sample size of 11 municipalities.

How many vehicles hours of transit service are provided in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
In-Svc. Veh. Hrs/Capita	3.08	3.12	3.12	3.11	3.14	3.12	3.16	3.18	3.26	3.45
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	9,516,036

Chart 26.1 (City of Toronto) In-Service (Revenue) Transit Vehicle Hours per Capita (Service Level)

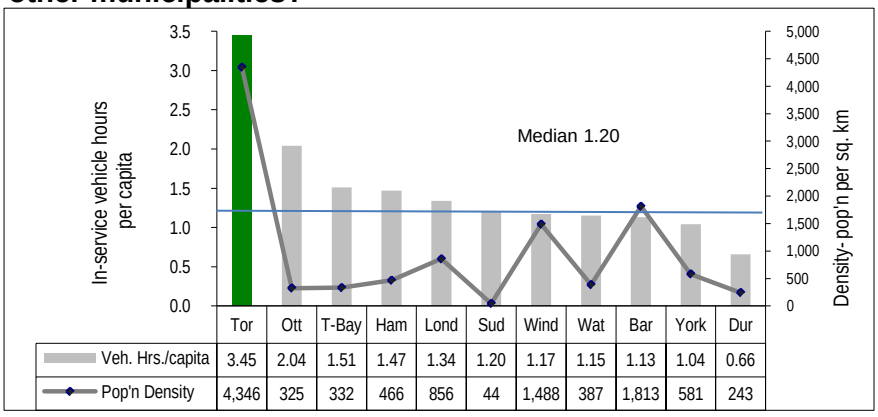
The number of in service transit vehicle hours that are available in a year for residents to use, provides an indication of service levels. It can also influence how often residents use public transit.

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 26.1 provides Toronto's total number and rate of In service (accepting passengers) vehicle hours per capita.

Over this period Toronto's total in service transit vehicle hours has grown each year, as has Toronto's population. In 2009 the total number of in service vehicle hours grew by almost 600.000 hours or 6.7 per cent.

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



	Tor	Ott	T-Bay	Ham	Lond	Sud	Wind	Wat	Bar	York	Dur
Veh. Hrs./capita	3.45	2.04	1.51	1.47	1.34	1.20	1.17	1.15	1.13	1.04	0.66
Pop'n Density	4,346	325	332	466	856	44	1,488	387	1,813	581	243

Chart 26.2 (OMBI 2009) In-Service (Revenue) Transit Vehicle Hours per Capita (Service Level) & Population Density

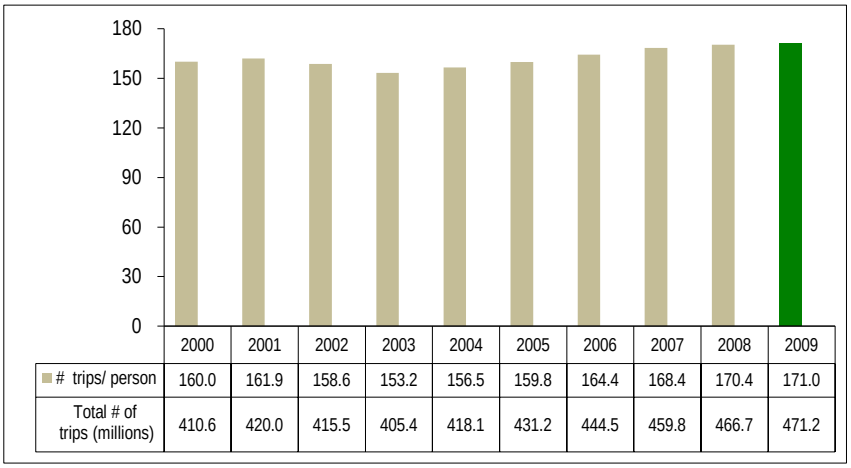
This increase was due to:

- the Ridership Growth Strategy (RGS), which improved the quality of both peak and off-peak services between 2004 and 2008, by adding 100 additional peak period buses with 100,000 hours of additional peak period service on 64 routes
- 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 resulted in 85 per cent of the TTC's daytime routes operating until 1:00 am, with approximately 300,000 additional hours of service on 91 routes.
- improvements to service frequency made in 2008 and early 2009, to address observed overcrowding

Chart 26.2 compares Toronto's 2009 in-service transit vehicle hours per capita, with other Ontario municipalities, which are shown as bars relative to the left axis. Toronto ranks first of 11 municipalities (first quartile), with the highest number of transit vehicle hours per capita. As service levels are primarily set based on observed ridership, the number of trips taken per capita is the largest determinant of the number of in-service hours per capita required to carry passengers (see Chart 26.4 below). Population density (persons per square kilometre) can have a large impact on the number of passengers attracted to the service and therefore the need for, and extent of transit systems. This is plotted as a line graph relative to the right axis.

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

How many passenger trips per person are taken in a year in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# trips/ person	160.0	161.9	158.6	153.2	156.5	159.8	164.4	168.4	170.4	171.0
Total # of trips (millions)	410.6	420.0	415.5	405.4	418.1	431.2	444.5	459.8	466.7	471.2

Chart 26.3 (City of Toronto) Number of Transit Passenger Trips per Person (Community Impact)

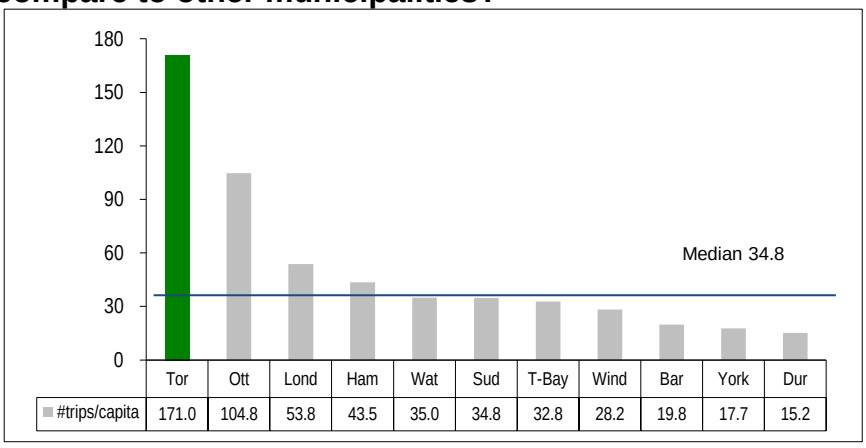
One of the primary goals of a transit system is to maximize resident use of the public transit provided.

Chart 26.3 provides a summary of the total number and rate of transit trips taken in Toronto per person, which has grown by 7 per cent since 2000, in part as a result of the Ridership Growth Strategy.

Toronto's population over this period has grown at an annual rate of approximately 1 per cent. Highlights of the changes in ridership over this period are:

- 2001– increased by +2.3 per cent
- 2002- dropped by -1 per cent due to economic slowdown after 9/11
- 2003 – decreased by -2.4 per cent due primarily to SARS and the hydro blackout.
- 2004-2007 – ridership grew each year by over 3 per cent
- 2008 – increase of +1.5 per cent due to increased sales of monthly passes (federal income tax credit) and rising automobile vehicle fuel prices.
- 2009 – total ridership of over 471 million, an increase of almost 1% primarily due to increases in the system capacity from the Ridership Growth Strategy (Chart 26.1).

How does Toronto's annual transit use per person, compare to other municipalities?



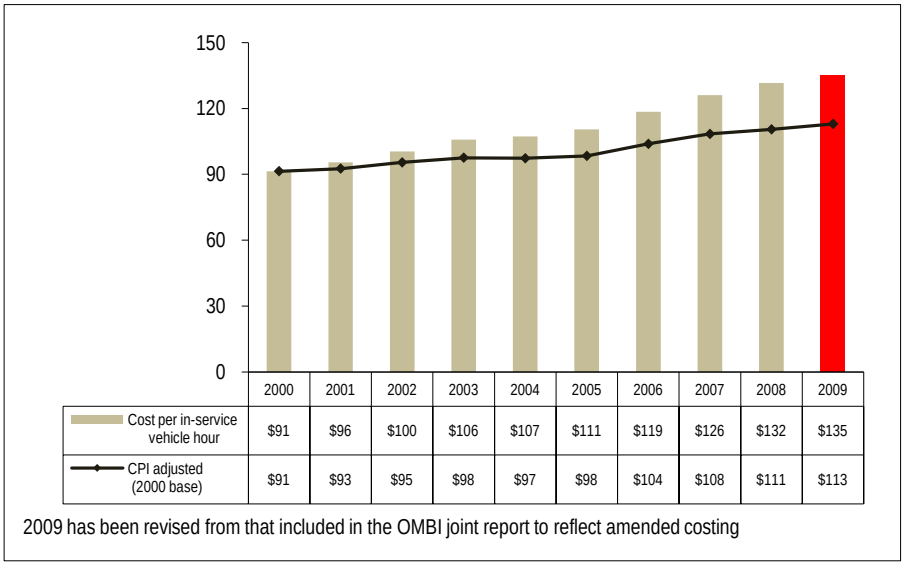
	Tor	Ott	Lond	Ham	Wat	Sud	T-Bay	Wind	Bar	York	Dur
#trips/capita	171.0	104.8	53.8	43.5	35.0	34.8	32.8	28.2	19.8	17.7	15.2

Chart 26.4 (OMBI 2009) Number of Conventional Transit Passenger Trips per Person (Community Impact)

Chart 26.4 compares Toronto's 2009 transit use (passenger trips) per capita to other municipalities, and shows Toronto ranking first of 10 (first quartile), with the highest transit usage per capita.

Toronto's high population density and extensive multi-modal transit system are the primary factors 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?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Cost per in-service vehicle hour	$91	$96	$100	$106	$107	$111	$119	$126	$132	$135
CPI adjusted (2000 base)	$91	$93	$95	$98	$97	$98	$104	$108	$111	$113

2009 has been revised from that included in the OMBI joint report to reflect amended costing

Chart 26.5 (City of Toronto) Transit Cost per In-Service (Revenue) Vehicle Hour (Efficiency)

In terms of efficiency, it is important to examine two aspects of service delivery:

- 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 use of the available transit supply

Chart 26.5 provides Toronto's transit cost per in service vehicle hour, including only hours where transit vehicles are accepting passengers.

To reflect the impact of inflation, Chart 26.5 also provides Consumer Price Index (CPI) adjusted results, which have been plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2000.

Over this period, costs have continued to rise due to wage increases as a result of collective agreements, as well as fuel and hydro cost increases.

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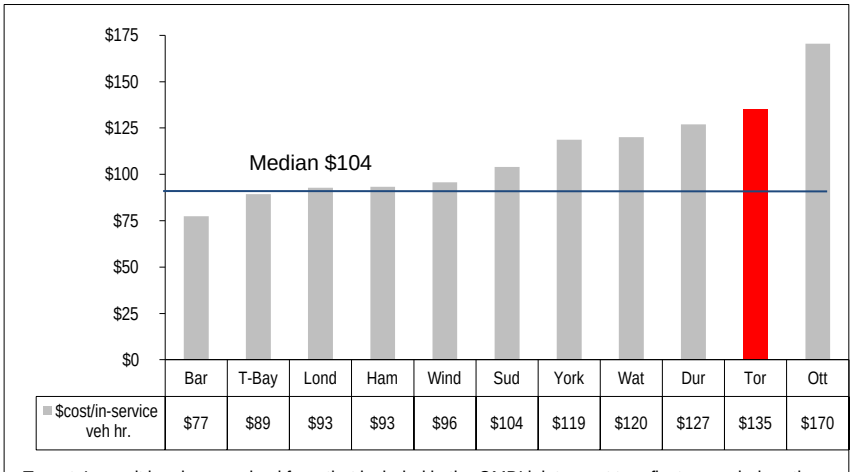
How does Toronto's transit cost per vehicle hour, compare to other municipalities?



	Bar	T-Bay	Lond	Ham	Wind	Sud	York	Wat	Dur	Tor	Ott
$cost/in-service veh hr.	$77	$89	$93	$93	$96	$104	$119	$120	$127	$135	$170

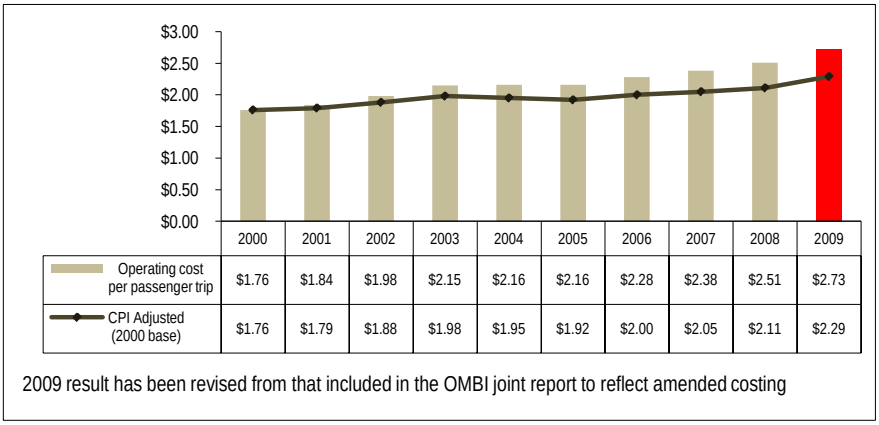
Toronto's result has been revised from that included in the OMBI joint report to reflect amended costing

Chart 26.6 (OMBI 2009) Operating Costs for Conventional Transit per In-Service Vehicle Hour (Efficiency)

Chart 26.6 compares Toronto's 2009 result to other municipalities for the cost per in-service vehicle hour. Toronto ranks10th of 11 municipalities (fourth quartile) with the second highest cost per in service vehicle hour.

Toronto's costs are high among OMBI municipalities due to a number of factors that are unique to Toronto such as additional modes of transit (subway, streetcars and light rapid transit) that are more expensive to operate on an hourly basis than buses.

What does it cost to provide one passenger trip?

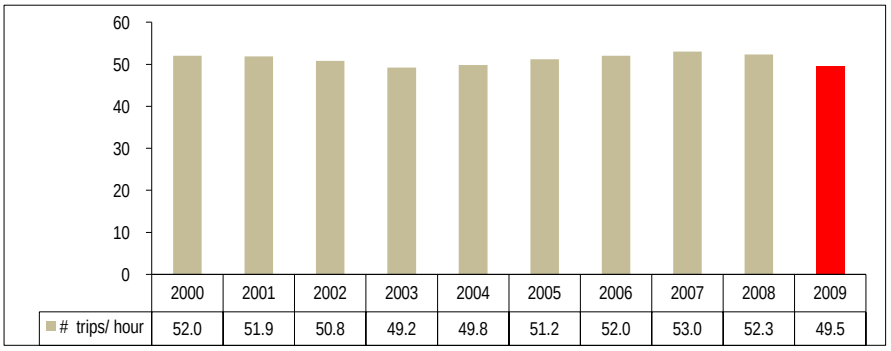


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Operating cost per passenger trip	$1.76	$1.84	$1.98	$2.15	$2.16	$2.16	$2.28	$2.38	$2.51	$2.73
CPI Adjusted (2000 base)	$1.76	$1.79	$1.88	$1.98	$1.95	$1.92	$2.00	$2.05	$2.11	$2.29

2009 result has been revised from that included in the OMBI joint report to reflect amended costing

Chart 26.7 (City of Toronto) Operating Cost for Conventional Transit per Regular Service Trip (Efficiency)

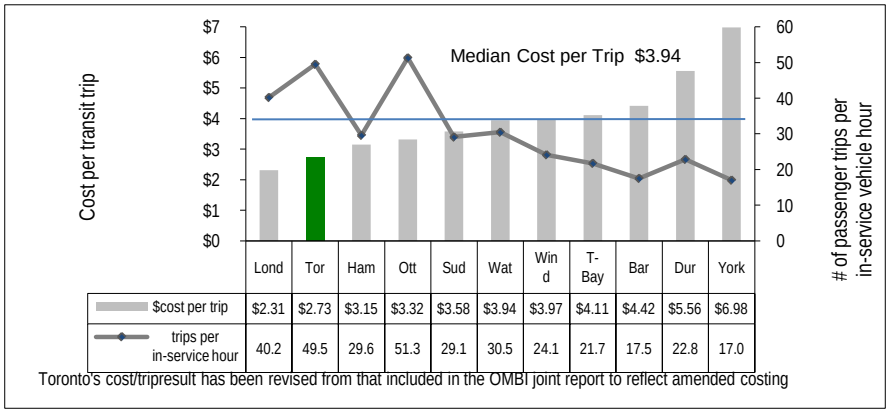
How well are transit vehicles being utilized in Toronto to move people?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# trips/ hour	52.0	51.9	50.8	49.2	49.8	51.2	52.0	53.0	52.3	49.5

Chart 26.8 (City of Toronto) Passenger Trips per In-Service Vehicle Hour (Efficiency)

How do Toronto's transit costs per passenger trip, compare to other municipalities?



	Lond	Tor	Ham	Ott	Sud	Wat	Win d	T-Bay	Bar	Dur	York
$cost per trip	$2.31	$2.73	$3.15	$3.32	$3.58	$3.94	$3.97	$4.11	$4.42	$5.56	$6.98
trips per in-service hour	40.2	49.5	29.6	51.3	29.1	30.5	24.1	21.7	17.5	22.8	17.0

Toronto's cost/tripresult has been revised from that included in the OMBI joint report to reflect amended costing

Chart 26.9 (OMBI 2009) Cost of Conventional Transit per Passenger Trip and Average Number of Passenger Trips per In-Service Vehicle Hour (Efficiency)

The second aspect of efficiency is from the utilization perspective, 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 26.7 illustrates Toronto's transit costs per passenger trip, which has been steadily increasing. The 8.8 per cent increase in the 2009 cost per trip is primarily due to:

- the decline in the utilization rate of transit vehicles with the RGS program to attract new passengers (Chart 26.1)
- contractual wage and salary increases, and increased fuel prices

To reflect the impact of inflation, Chart 26.7 also provides Consumer Price Index (CPI) adjusted results, which have been plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2000.

The degree of passenger utilization of transit vehicles is a primary factor in the cost per passenger trip, as higher usage rates allow fixed and variable costs to be spread over a larger number of riders. Chart 26.8 provides this data for Toronto.

There was a 5.5 per cent decline in 2009 vehicle usage as 6.7 per cent more vehicle hours were added (see Chart 26.1), but there was only a 1 per cent increase experienced in passenger trips (see Chart 26.3) due to the recession.

Chart 26.8 compares Toronto's 2009 transit cost per passenger trip to other Ontario municipalities, plotted as bars relative to the left axis. Toronto ranks second of 11 municipalities (first quartile) in terms of having the lowest cost. The average number of passengers per hour that a transit vehicle is in service is also plotted as a line graph relative to the right axis. Toronto has a very high utilization rate ranking second of 11 municipalities (first quartile) and is a key factor in Toronto's low cost per transit trip.

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- actual TTC ridership in 2010 was 477 million, with a 6 million rider increase over the 2009 levels. This far exceeded expectations given that the economy was in a down turn at the start of 2010
- continued improvement in the utilization of the service, even through an economic down turn, reflecting continuing success of the RGS program in attracting passengers
- continued the roll out of initiatives to inform customers such as e-Alerts, the Internet Trip Planner, and Next Vehicle Arrivals
- continued crowd control measures at the Bloor-Yonge Station
- addressed the Customer Service Advisory Panel report and recommendations
- introduced the Station Manager program (described under 2011 initiatives))
- continued progress on Subway capacity improvements including:
    - 360 Toronto Rocket (subway cars) order with additional 8-10% capacity. The first car was delivered in October 2010 and is undergoing testing
    - initiated installation of Automatic Train Control on the Yonge University Subway line progressed with added capacity of 20-25% expected
    - contract work progressed for delivery of 204 Low Floor LRV cars commencing in 2012
    - Toronto-York Spadina Subway project awarded 2 major station construction contracts with anticipated opening in late 2015
- completed 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 entered service making virtually the entire fleet (approx.95%) accessible

2011 Planned Initiatives

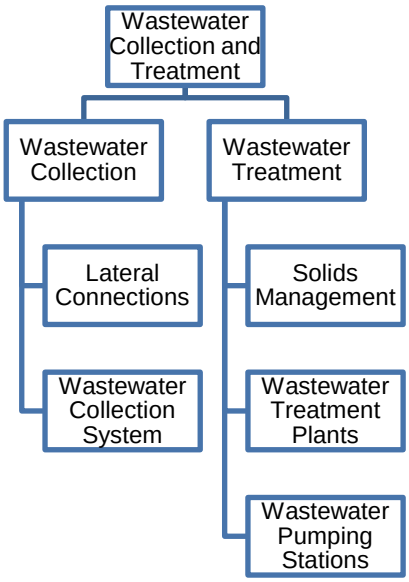
- ongoing implementation of the Station Managers program - these Station Managers will be co-ordinating customer service, cleaning, and safety in subway stations on the Yonge-University-Spadina line. The TTC plans to continue to roll this program out on the Bloor-Danforth and subway line in the future.
- reallocation of some weekend and/or late night (off-peak) weekday bus service on 48 routes with low ridership. This service will be reallocated to address observed overcrowding elsewhere in the system primarily at rush hour and midday.
- improve customer service including implementation of Customer Service Advisory Panel recommendations
- improve the cleanliness of subway stations, including cleaning and repairing floors, ceilings, walls and escalators
- support Work Safe – Home Safe to develop and implement a comprehensive strategy aimed at reversing a long term upward trend in occupational injury rates by transforming the basic safety culture and instilling safety as a value by employees at all levels in the Commission. Deliverables include leadership development, skills transfer, and employee engagement in behavioural safety program
- implement AVL/GPS technology
- shift trips from Wheel-Trans to conventional transit - Wheel-Trans staff will continue to encourage customers to take advantage of conventional fixed route accessible transit service by making it convenient and advantageous for customers to book their trips to accessible subway stations by 2015

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- 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 fare levels, 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
- 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

Wastewater Service



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 kilometres 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.

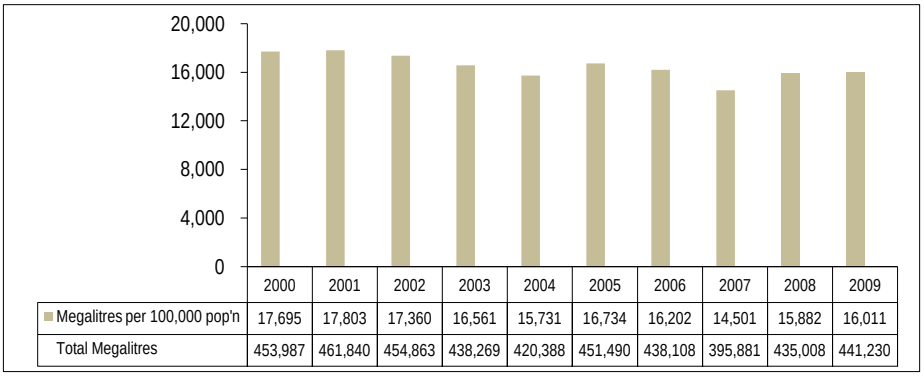
The safe and effective treatment of wastewater is important to a community's continued health and well being. Toronto Water must operate under strict regulations and meet or exceed treatment standards set by the Ministry of the Environment to ensure minimal impact on the natural environment.

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

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2009	Chart & Page Ref.
Service / Activity Level Indicators				
How much wastewater is treated each year?	Megalitres of Wastewater Treated per 100,000 Population – (Activity Level)	Increased Volume of wastewater treated has increased (activity level indicator)	3 Low volumes of wastewater treated (activity level indicator)	27.1 27.2 pg. 254
How old is the wastewater pipe system?	Average Age of Wastewater Pipe - (Service Level)	Stable Average age of wastewater pipe is stable at 59 years (service level indicator)	4 Wastewater pipe is oldest of OMBI municipalities (service level indicator)	27.8 pg. 257
Community Impact Measures				
How much wastewater bypasses full treatment each year?	Percentage of Wastewater estimated to have Bypassed Treatment – (Community Impact)	Increased Volume of wastewater bypassing treatment increased	3 High volumes of wastewater bypassing treatment	27.3 27.4 pg. 255
Customer Service Measures				
How many wastewater mains (sewers) back-up?	Annual Number of Wastewater Main Back-Ups per 100 kilometre of Wastewater Main (Customer Service)	Increased Rate of wastewater/ sewer back-ups increased	4 Highest rate of wastewater/ sewer back-ups	27.5 27.6 pg. 256
Efficiency Measures				
What does it cost to collect wastewater?	Operating Cost of Wastewater Collection per kilometre of Pipe – (Efficiency)	Decreased Cost of wastewater collection decreased	3 Higher cost of wastewater collection	27.7 27.8 pg. 257
What does it cost to treat wastewater and dispose of the residual material?	Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated – (Efficiency)	Decreased Cost of wastewater treatment & disposal decreased	4 Higher cost of wastewater treatment & disposal	27.9 27.10 pg. 258
Overall Results		Service/ Activity Level Indicators (Resources) 0- Increased 1- Stable 0-Decreased 0% stable or increased Performance Measures (Results) 2- Favourable 0- Stable 2 -Unfavour. 50% favourable or stable	Service/ Activity 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 iv - x. These quartile results are based on a maximum sample size of 15 municipalities.

How much wastewater is treated each year in Toronto?



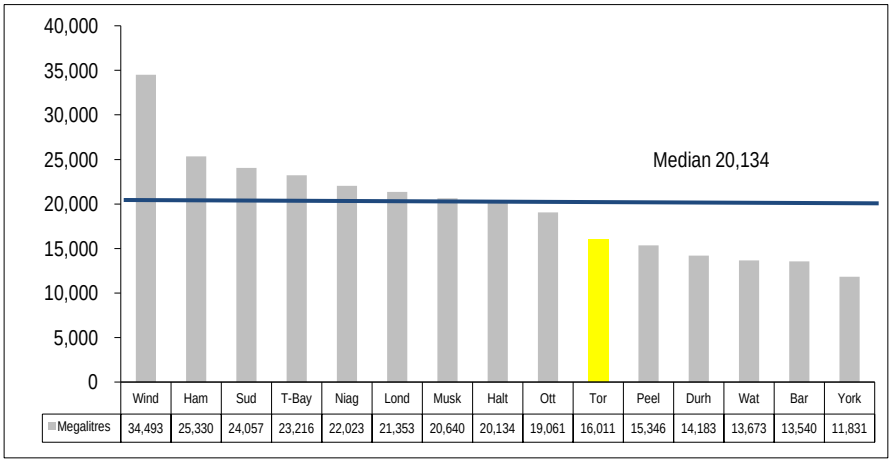
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Megalitres per 100,000 pop'n	17,695	17,803	17,360	16,561	15,731	16,734	16,202	14,501	15,882	16,011
Total Megalitres	453,987	461,840	454,863	438,269	420,388	451,490	438,108	395,881	435,008	441,230

Chart 27.1(City of Toronto) Megalitres of Wastewater Treated per 100,000 Population (Activity Level)

Chart 27.1 summarizes the volume (megalitres) and rate per 100,000 population of wastewater that was treated in Toronto wastewater treatment plants. 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.

In 2009 there was a +1.4 per cent increase in the volume of wastewater treated relating to much higher levels of precipitation, some of which entered the combined sanitary/storm sewers.

How does the amount of wastewater treated in Toronto, compare to other municipalities?



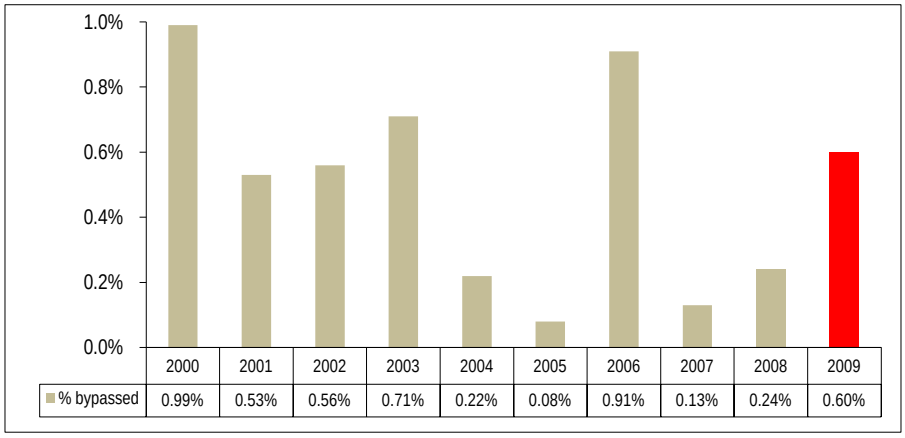
	Wind	Ham	Sud	T-Bay	Niag	Lond	Musk	Halt	Ott	Tor	Peel	Durh	Wat	Bar	York
Megalitres	34,493	25,330	24,057	23,216	22,023	21,353	20,640	20,134	19,061	16,011	15,346	14,183	13,673	13,540	11,831

Chart 27.2 (OMBI 2009) Megalitres of Wastewater Treated per 100,000 Population (Activity Level)

Chart 27.2 provides Toronto's 2009 rate/volume of wastewater treated per 100,000 persons and compares it to other Ontario municipalities. Toronto ranks 10th of 15 (third quartile) in terms of having the highest volumes of wastewater treated.

It should be noted that these volumes relate to wastewater from both the residential and ICI (Industrial, Commercial and Institutional) sectors, as well as stormwater that is collected in the portion (24 per cent) of Toronto's system that is combined sanitary and storm sewers.

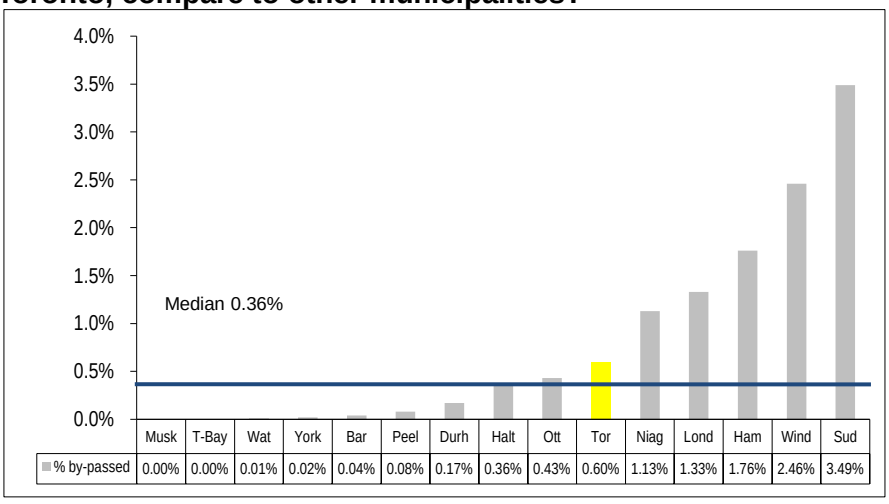
How much wastewater bypasses full treatment in Toronto before it is released into Lake Ontario each year?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
% bypassed	0.99%	0.53%	0.56%	0.71%	0.22%	0.08%	0.91%	0.13%	0.24%	0.60%

Chart 27.3(City of Toronto) % of Wastewater Estimated to Have By-Passed Treatment (Community Impact)

How does the amount of wastewater by-passing treatment in Toronto, compare to other municipalities?



	Musk	T-Bay	Wat	York	Bar	Peel	Durh	Halt	Ott	Tor	Niag	Lond	Ham	Wind	Sud
% by-passed	0.00%	0.00%	0.01%	0.02%	0.04%	0.08%	0.17%	0.36%	0.43%	0.60%	1.13%	1.33%	1.76%	2.46%	3.49%

Chart 27.4 (OMBI 2009) % of Wastewater Estimated to Have By-Passed Treatment (Community Impact)

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 27.3 summarizes Toronto's percentage of wastewater that was released into Lake Ontario without full treatment. It should be noted that this wastewater does receive partial treatment, including disinfection, before release.

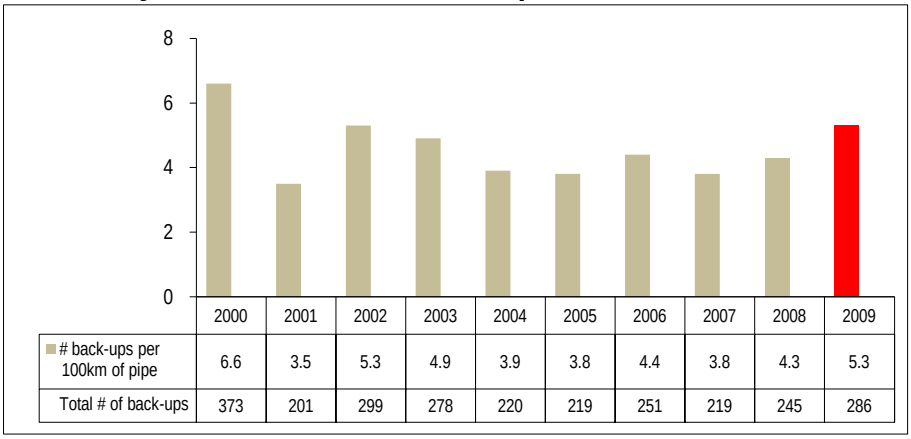
Secondary bypass events are usually the result of heavy precipitation/ runoff events that can flow into the 24 per cent portion of Toronto's wastewater system that is combined sanitary/storm sewers, or can be due to infiltration/inflow into the sewer system. Additional stormwater retention infrastructure 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 increase in Toronto's 2009 by-pass volumes related to the frequency of storm events and their intensity. Although volumes increased in 2009, they were far less than one per cent. April and August had 375 mm of combined rainfall those two months, almost half of the entire year's rainfall of 811 mm.

Chart 27.4 compares the 2009 percentage of wastewater by-passing treatment in Toronto to other municipalities. Toronto ranks 10th of 15 (third quartile), in terms of having the lowest percentage of wastewater by-passing treatment. This result is attributable to the combined sanitary/storm sewers, noted above that Toronto has, which are less prevalent in other municipalities with newer infrastructure.

How many wastewater mains back-up in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# back-ups per 100km of pipe	6.6	3.5	5.3	4.9	3.9	3.8	4.4	3.8	4.3	5.3
Total # of back-ups	373	201	299	278	220	219	251	219	245	286

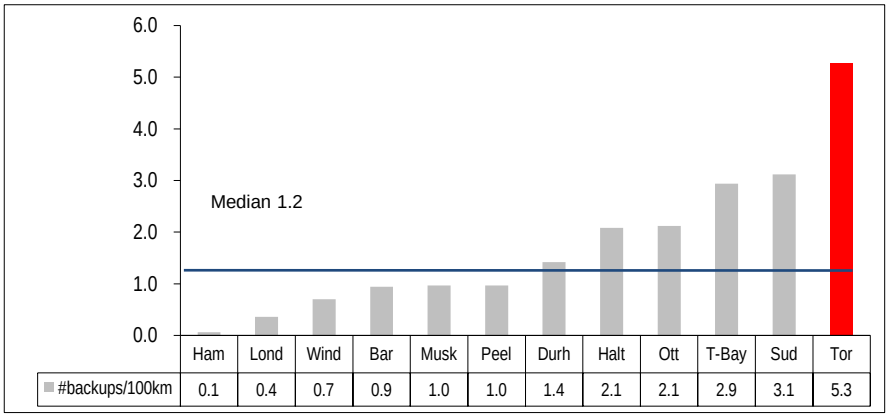
Chart 27.5 (City of Toronto) Number of Wastewater Main Back Ups per 100 kilometre. of Wastewater Pipe (Customer Service)

Chart 27.5 provides Toronto's total number and rate of wastewater main back-ups.per 100 km of pipe.

As noted earlier, 24 per cent 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 2009 is partially attributable to higher precipitation levels experienced in April and August, as high intensity storms have a significant impact on the results of this measure.

How does the rate of wastewater main back-ups in Toronto compare to other municipalities?



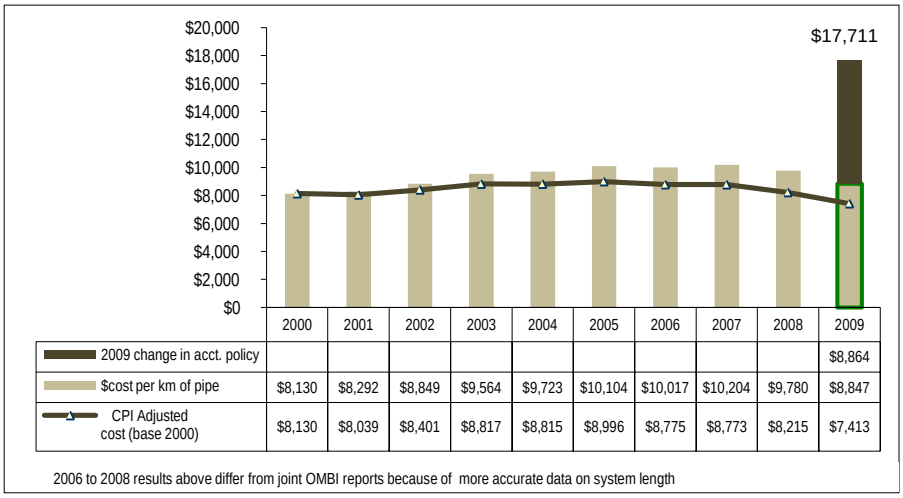
	Ham	Lond	Wind	Bar	Musk	Peel	Durh	Halt	Ott	T-Bay	Sud	Tor
#backups/100km	0.1	0.4	0.7	0.9	1.0	1.0	1.4	2.1	2.1	2.9	3.1	5.3

Chart 27.6 (OMBI 2009) Number of Wastewater Main Back-Ups per 100 kilometre of Wastewater Pipe (Customer Service)

Effective November 20, 2007, Toronto implemented a mandatory downspout disconnection program 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 (Chart 27.3) at the treatment plants.

Chart 27.6 compares Toronto's 2009 rate of wastewater/sewer backups to other municipalities. Toronto ranks 12th of 12 municipalities (fourth quartile) with the highest rate of back-ups.

What does it cost in Toronto to collect wastewater?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy										$8,864
$cost per km of pipe	$8,130	$8,292	$8,849	$9,564	$9,723	$10,104	$10,017	$10,204	$9,780	$8,847
CPI Adjusted cost (base 2000)	$8,130	$8,039	$8,401	$8,817	$8,815	$8,996	$8,775	$8,773	$8,215	$7,413

2006 to 2008 results above differ from joint OMBI reports because of more accurate data on system length

Chart 27.7 (City of Toronto) Operating Cost for Wastewater Collection per kilometre. of Collection Pipe (Efficiency)

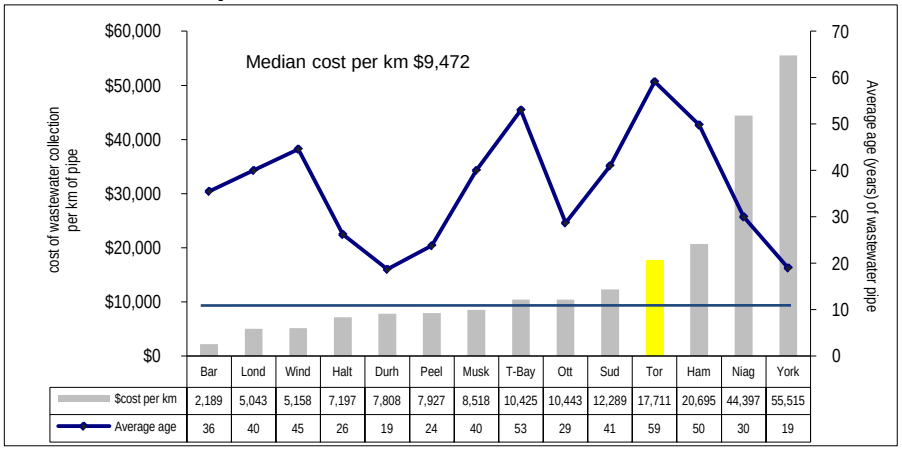
Wastewater collection refers to the process of collecting wastewater from the time it exits residential and ICI properties to the point it arrives at the wastewater treatment plant.

Chart 27.7 provides Toronto's wastewater collection costs per kilometre of collection pipe.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $8,864 per kilometre of pipe, which has been plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy changes, Toronto's 2009 costs decreased by $933 per kilometre of pipe. This reduction is partly attributed to a continuing increased focus and resources on planned, rather than reactive maintenance.

How does the cost of wastewater collection in Toronto, compare to other municipalities?



	Bar	Lond	Wind	Halt	Durh	Peel	Musk	T-Bay	Ott	Sud	Tor	Ham	Niag	York
$cost per km	2,189	5,043	5,158	7,197	7,808	7,927	8,518	10,425	10,443	12,289	17,711	20,695	44,397	55,515
Average age	36	40	45	26	19	24	40	53	29	41	59	50	30	19

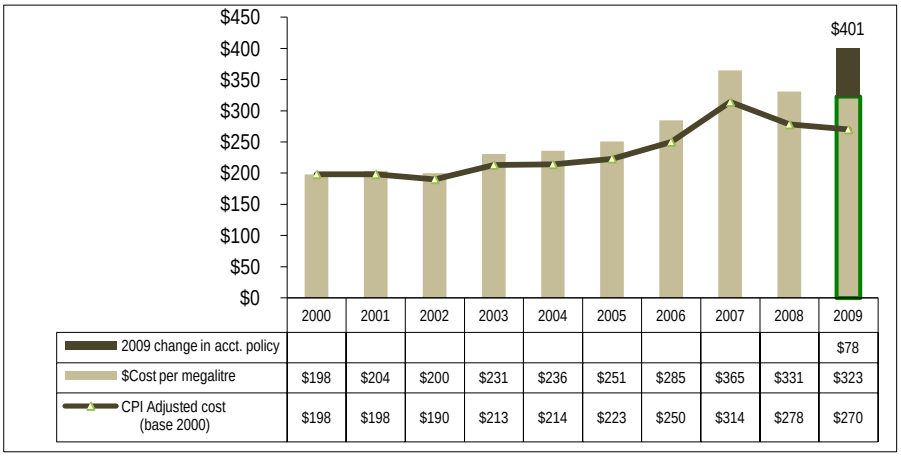
Chart 27.8 - OMBI 2009 Operating Cost for Wastewater Collection per kilometre. of Collection Pipe (Efficiency) and Average Age of Wastewater Pipe (Service Level)

Chart 27.7 also provides Consumer Price Index (CPI) adjusted results, plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2000.

Chart 27.8 compares the Toronto's 2009 cost of wastewater collection per kilometre. of pipe to other municipalities, plotted as bars relative to the left axis. Toronto ranks 11th of 14 municipalities (third quartile) in terms of having the lowest cost.

The average age of the wastewater pipe, plotted on Chart 27.8 as a line graph relative to the right axis, can have a significant impact on costs as noted earlier. Toronto has the oldest underground infrastructure of the OMBI municipalities and is a key factor in Toronto's higher costs.

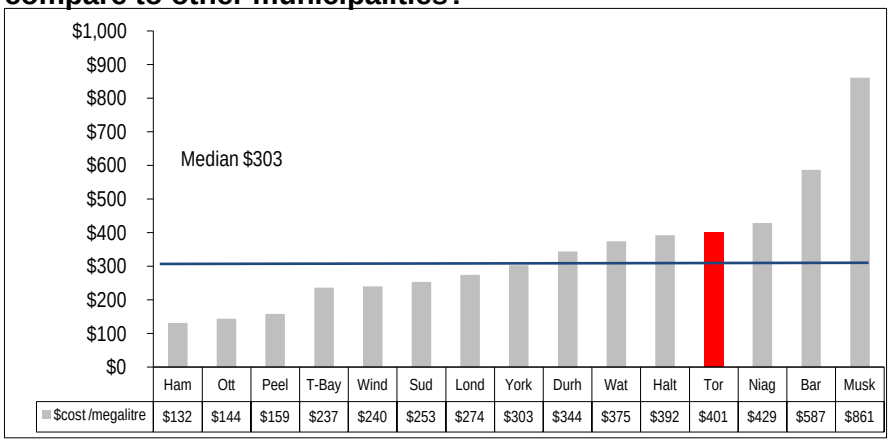
What does it cost to treat and dispose of wastewater in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy										$78
$Cost per megalitre	$198	$204	$200	$231	$236	$251	$285	$365	$331	$323
CPI Adjusted cost (base 2000)	$198	$198	$190	$213	$214	$223	$250	$314	$278	$270

Chart 27.9 (City of Toronto) Operating Cost for Wastewater Treatment and Disposal per Megalitre (Efficiency)

How does Toronto's cost of wastewater treatment and disposal, compare to other municipalities?



	Ham	Ott	Peel	T-Bay	Wind	Sud	Lond	York	Durh	Wat	Halt	Tor	Niag	Bar	Musk
$cost /megalitre	$132	$144	$159	$237	$240	$253	$274	$303	$344	$375	$392	$401	$429	$587	$861

Chart 27.10 (OMBI 2009) Operating Cost for Wastewater Treatment and Disposal per Megalitre (Efficiency)

Wastewater treatment costs include the operation and maintenance of treatment plants to meet or exceed Ministry of Environment regulations and standards.

It also includes the disposal of biosolids (stabilized sludge). This material is primarily the organic solids that have been removed from the wastewater and processed so that it can be beneficially used.

Chart 27.9 summarizes Toronto's cost of treating a megalitre (one million litres) of wastewater.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $78 per megalitre treated, which has been plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy changes, Toronto's 2009 costs decreased by $8 per megalitre. 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 and 2009 the decrease in cost per megalitre was achieved by spreading cost over larger volumes in the volume of wastewater treated.

Chart 27.9 also provides CPI adjusted results plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2000.

Chart 27.10 compares Toronto's 2009 cost of wastewater treatment and disposal per megalitre, to other municipalities. Toronto ranks 12th of 15 municipalities (fourth quartile) in terms of having the lowest costs.

One of the key factors contributing to Toronto's higher costs is the age of Toronto's water treatment 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 will be determined by mid 2011.

2010 Achievements or 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- replaced sewer pipes that were structurally deficient or where increased sewer flow warranted larger pipe sizes. In many areas, pipe relining and trenchless technology was used to minimize the impact on local communities
- odour control projects were in progress at the Ashbridges Bay, Humber and Highland Creek Wastewater Treatment plants
- commissioned dechlorination facilities at the Humber and North Toronto Wastewater Treatment Plants
- continued Council-approved Wet Weather Flow Master Plan for managing 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. This includes emphasis on improving water quality along the City's waterfront beaches
- undertook energy optimization initiatives reducing the overall costs of energy and reducing carbon footprint

2011 Initiatives Planned

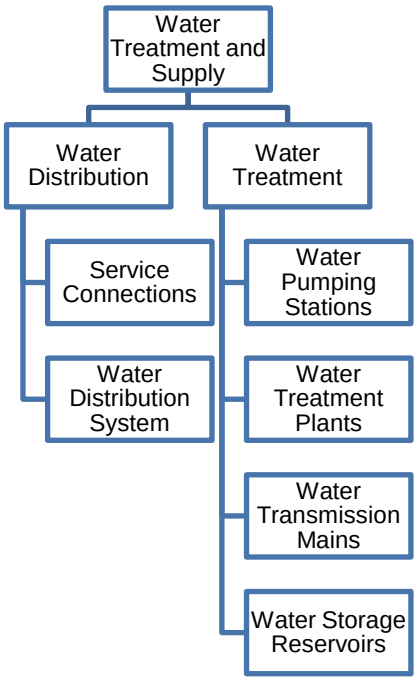
- increase infrastructure renewal funding that will reduce backlog by a further $126M (backlog forecasted to be $1.597B by end of 2011)
- increased budget for basement flooding protection projects by 60.5% year-over-year
- complete Infrastructure stimulus funding projects
- complete major capital projects:
  - Coxwell Sanitary Trunk Sewer Bypass
  - Horgan Water Treatment Plant Expansion
  - Dufferin and Milliken Water Reservoirs
  - Earl Bales Park Stormwater Management Facility
- complete major servicing studies and Environmental Assessments
- reduce biosolids disposal contracted services
- reduce natural gas consumption at Ashbridges Bay Treatment Plant
- reduce hydro costs in complex wastewater systems
- complete major servicing studies and Environmental Assessments:
  - Don River and Central Waterfront Project
  - Waterfront Sanitary Servicing Master Plan
  - Highland Creek Geomorphic Master Plan
  - Basement Flooding Mitigation Environmental Assessment Studies
- implement the first phase of the Mandatory Downspout Disconnection Program in November 2011

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- size of the ICI sectors: the respective volume of wastewater generated relative to the total system demand
- urban density: proximity of pipes to other utilities increases the cost for infrastructure repair and replacement
- age of infrastructure: age and condition of the wastewater collection and frequency of maintenance costs
- treatment plants/processes: number, size and complexity of the wastewater collection systems and treatment plants operated
- maintenance policies: frequency of wastewater collection system maintenance activities, collection system age, condition and type of pipe material
- weather conditions: negative impacts associated with more severe and frequent extreme weather events

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:

- 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

- distribution of drinking water via 470,200 connections to industrial, commercial, institutional and household water customers. In Toronto this is accomplished with 18 water pumping stations, 102 pumps, 510 kilometres of trunk watermain, 10 underground storage reservoirs, four elevated storage tanks, 52,900 valves, and, 5,015 kilometres of distribution water mains. If these water mains were laid end-to-end, they would exceed the entire distance from Newfoundland to British Columbia.

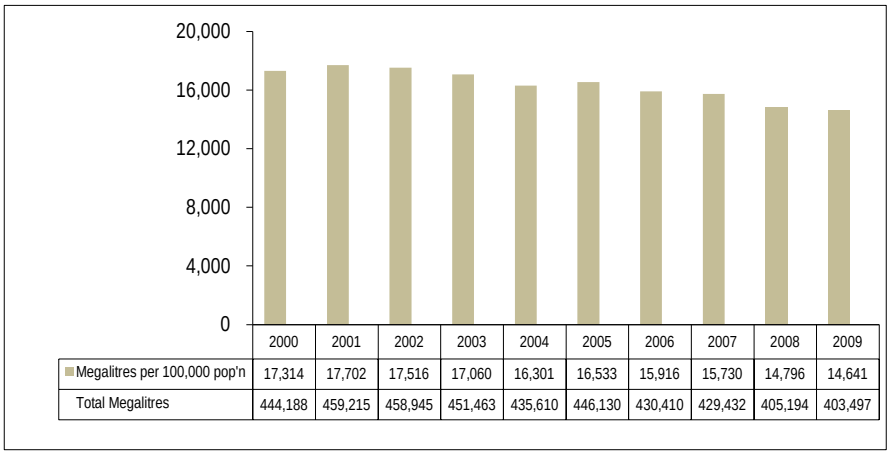
Funding for these activities is provided through municipal water rates.

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results	External Comparison to Other Municipalities (OMBI) By Quartile for 2008	Chart & Page Ref.
Service/Activity Level Indicators				
How much drinking water is treated each year?	Megalitres of Water Treated per 100,000 Population – (activity Level)	Decreased Volume of water treated decreased (activity level indicator)	2 High volumes of water treated (activity level indicator)	28.1 28.2 pg. 265
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 (service level indicator)	4 Oldest average age of pipes (service level indicator)	28.8 pg. 268
Community Impact Measures				
How much drinking water does the average household use?	Residential Water Use (Megalitres) per Household – (Community Impact)	Stable Amount of water used per household is stable	3 Slightly higher amount of water used per household	28.3 28.4 pg. 266
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 99.84% in 2009	3 Slightly lower than median, but still very high at 99.84%	28.5 28.6 pg. 267
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 many watermain breaks are there?	Number of Water Main Breaks per 100 KM of Water Distribution Pipe – (Customer Service)	Increased Number of watermain breaks increased	4 Highest rate of water main breaks	28.7 28.8 pg. 268
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)	Decreased Cost of water distribution decreased	4 Higher cost of water distribution	28.9 28.10 pg. 269
What does it cost to treat drinking water?	Operating Cost for the Treatment of Drinking Water per Megalitre of Drinking Water Treated – (Efficiency)	Increased Cost of water treatment increased	1 Lower cost of water treatment	28.11 28.12 pg. 270

Question	Indicator/Measure	Internal Comparison of Toronto's 2009 vs. 2008 Results		External Comparison to Other Municipalities (OMBI) By Quartile for 2008		Chart & Page Ref.
Overall Results		Service/ Activity Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
		0 - Increased 1 - Stable 0 - decreased	3 - Favourable 1 - Stable 2 - Unfavour.	0 - 1st quartile 1 - 2nd quartile 0 - 3rd quartile 1 - 4th quartile	2 - 1st quartile 0 - 2nd quartile 2- 3rd quartile 2- 4th quartile	
		100% stable or increased	67% favourable or stable	50% above median	33% above median	

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

How much drinking water is treated each year in Toronto?



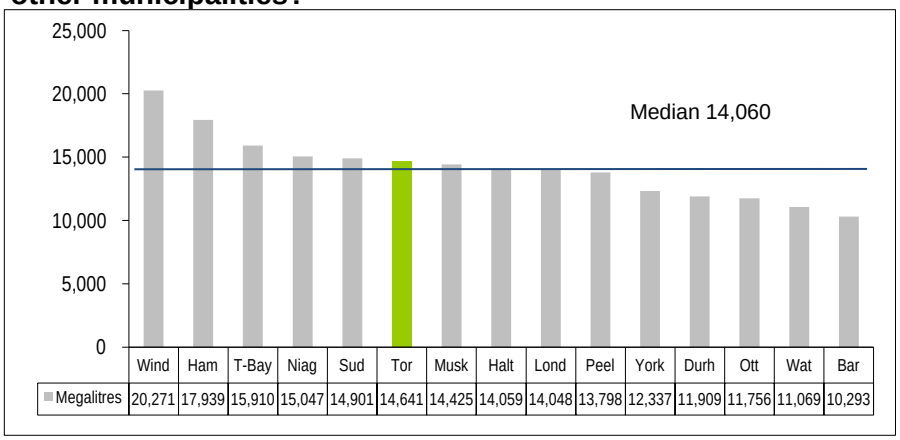
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Megalitres per 100,000 pop'n	17,314	17,702	17,516	17,060	16,301	16,533	15,916	15,730	14,796	14,641
Total Megalitres	444,188	459,215	458,945	451,463	435,610	446,130	430,410	429,432	405,194	403,497

Chart 28.1 (City of Toronto) Megalitres of Drinking Water Treated per 100,000 Population (Activity Level)

Chart 28.1 summarizes Toronto's total volume (megalitres) and rate of drinking water treated per 100,000 population. One megalitre is equivalent to one million litres.

There has been a general reduction over time in the volume of drinking water treated as consumers use water more efficiently. Other factors contributing to lower water consumption are higher density new construction, more asphalt/parking spaces on properties (less grass to water), and possibly some impact from increased water rates.

How does the amount of water treated in Toronto, compare to other municipalities?



	Wind	Ham	T-Bay	Niag	Sud	Tor	Musk	Halt	Lond	Peel	York	Durh	Ott	Wat	Bar
Megalitres	20,271	17,939	15,910	15,047	14,901	14,641	14,425	14,059	14,048	13,798	12,337	11,909	11,756	11,069	10,293

Chart 28.2 (OMBI 2008) Megalitres of Drinking Water Treated per 100,000 Population (Activity Level)

Chart 28.2 compares Toronto's 2009 result to other municipalities on the volume of water treated per 100,000 population.

Toronto ranks sixth of 15 (second quartile), in terms of having the highest volumes of water treated.

These volumes relate to water use by both the residential and ICI sectors. In many municipalities the ICI sectors can use significant water volumes in their operations, such as in Toronto where ICI usage accounts for 39 per cent of the total volume of drinking water treated.

How much drinking water does the average Toronto household use?

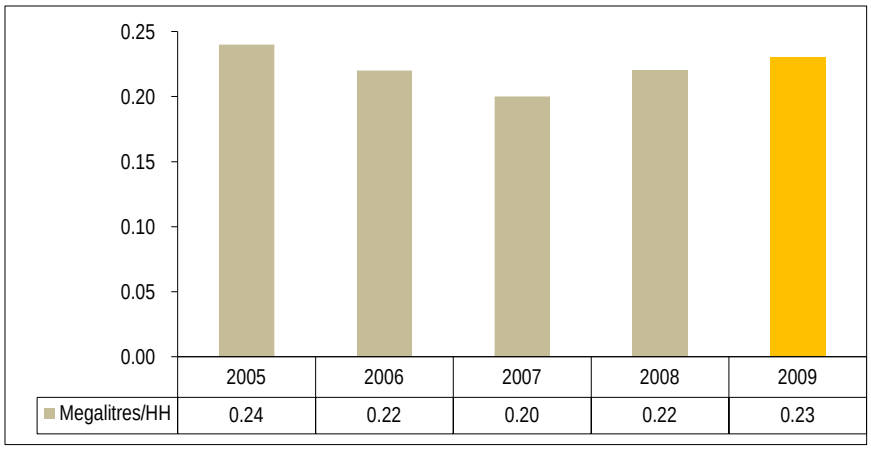


Chart 28.3 (City of Toronto) Megalitres of Drinking Water Used per Household (Community Impact)

Toronto has an approved water efficiency plan designed to protect the environment and accommodate future population growth within the planned capacity of water treatment plants.

Chart 28.3 shows the annual volume of water (megalitres) used in an average Toronto household. Results in 2009 were stable.

Rebate programs for more water efficient toilets and washing machines are examples of initiatives that were used in 2009 to reduce water consumption (these programs are no longer available in 2011).

Over the longer term, total average daily water demand during the winter period (excludes outdoor water uses in spring/summer) decreased by 12% from 1,155 Megalitres per day in 2001 to 1,015 megalitres per day in 2010.

How does Toronto's drinking water use per household compare to other municipalities?

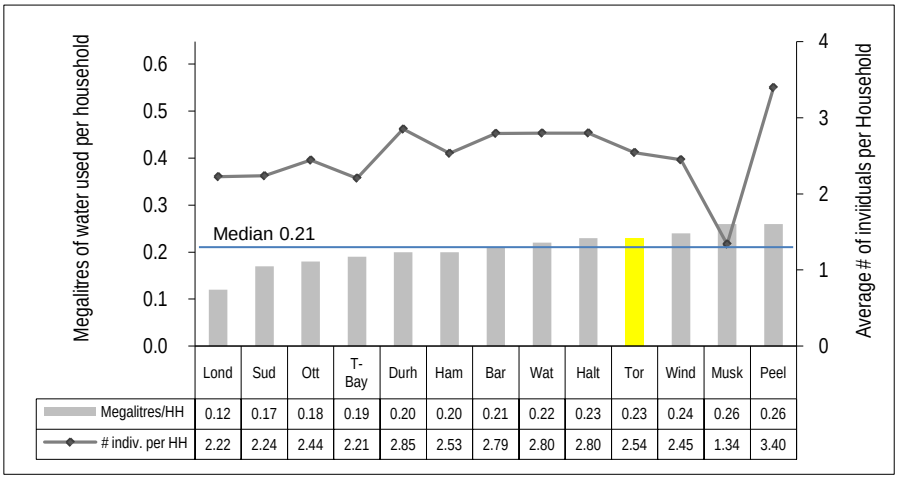


Chart 28.4 (OMBI 2009) Annual Residential Water Use (Megalitres) per Household (Community Impact) & Average Number of Individuals per Household

Chart 28.4 compares Toronto's 2009 water use per household to other Ontario municipalities, plotted as bars relative to the left axis. Toronto ranks 10th of 13 municipalities (third quartile) in terms of having the lowest water use per household.

The average number of individuals per household is also plotted as a line graph relative to the right axis, as family size can impact household water consumption.

Does Toronto's water quality meet or exceed provincial standards?

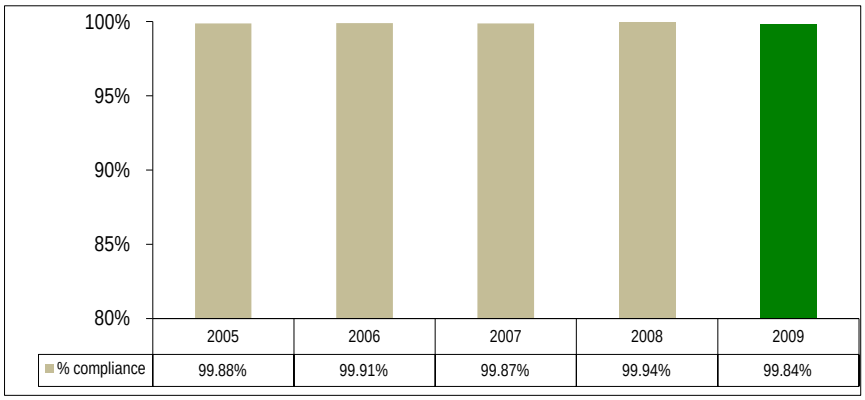


Chart 28.5 (City of Toronto) % of Water Quality Tests in Compliance with Drinking Water Standards. (Customer Service)

The quality of drinking water provided in Toronto is of paramount importance.

Toronto's drinking water monitoring program extends in intensity and scope well beyond provincial regulatory requirements. Many more parameters are regularly tested compared to those formally regulated.

During 2009, over 23,000 analyses were performed on treated water as well as at various stages of the treatment process. Additional tests are conducted through comprehensive distribution monitoring.

How does Toronto's compliance with provincial water quality standards compare to other municipalities?

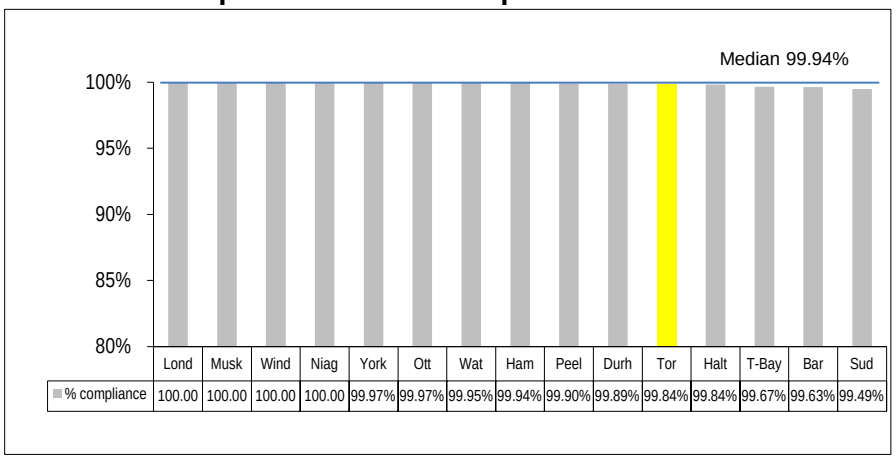


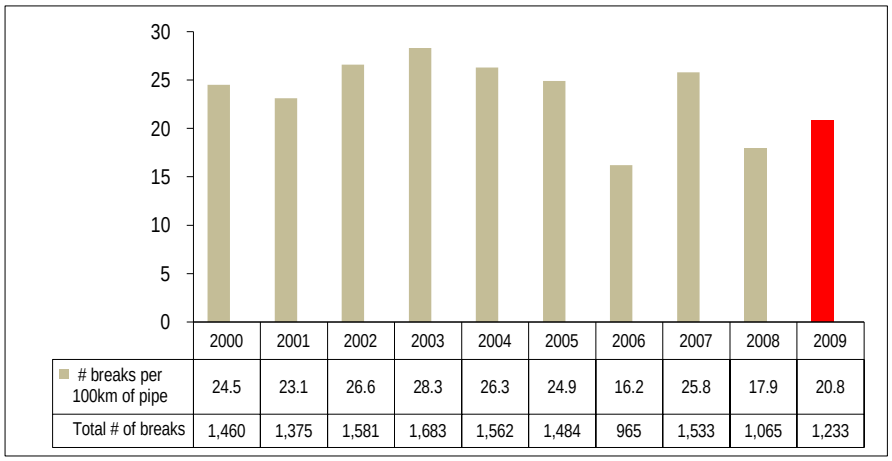
Chart 28.6 (OMBI 2009) % of Water Quality Tests in Compliance with Drinking Water Standards. (Customer Service)

Chart 28.6 reflects Toronto's results for the number of drinking water microbiological test results that met or exceeded the standards as set out in Ontario Regulation 169/03 of the Ontario Drinking Water Act. Results continue to be very strong.

Chart 28.4 compares Toronto's 2009 result to other municipalities for the percentage of tests in compliance with provincial standards. In terms of having the highest compliance rate, Toronto ranks 11th of 15 (third quartile); however, Toronto continues to have very high rates of compliance at 99.94 per cent.

Another measure of water quality is the weighted number of days when a boil water advisory relating to a municipal water supply is issued by the Medical Officer of Health. In Toronto, there were no boil water advisories issued in 2009 or prior years.

How many watermain breaks are there in Toronto?



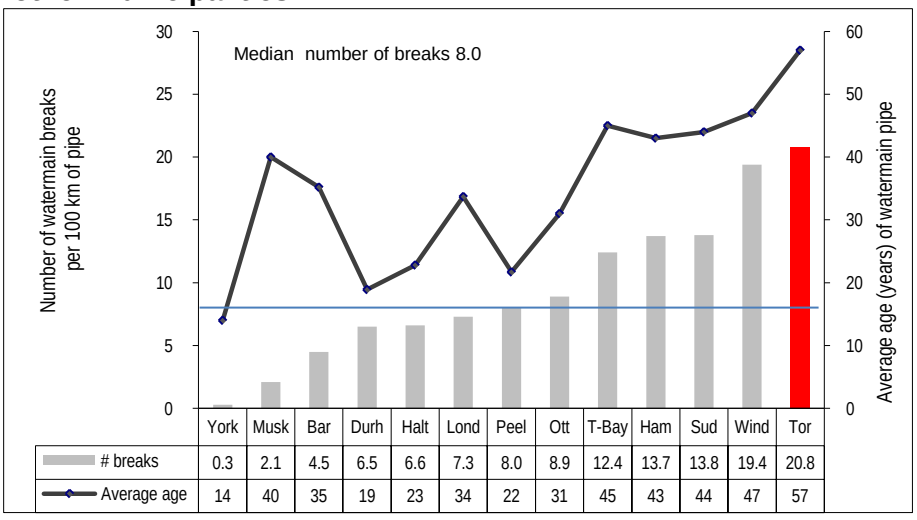
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
# breaks per 100km of pipe	24.5	23.1	26.6	28.3	26.3	24.9	16.2	25.8	17.9	20.8
Total # of breaks	1,460	1,375	1,581	1,683	1,562	1,484	965	1,533	1,065	1,233

Chart 28.7 (City of Toronto) Annual # of Watermain Breaks per 100 km of Distribution Pipe (Customer Service)

Chart 28.7 summarizes Toronto's total number, and rate of watermain breaks per 100 km of pipe, and shows an increase in 2009

The rate of breaks varies from year to year with the degree of variation in winter temperatures being a significant factor .Other contributing factors that can lead to variations in watermain breaks are surrounding construction projects and changes in water pressure from other project work.

How does Toronto's rate of watermain breaks compare to other municipalities?



	York	Musk	Bar	Durh	Halt	Lond	Peel	Ott	T-Bay	Ham	Sud	Wind	Tor
# breaks	0.3	2.1	4.5	6.5	6.6	7.3	8.0	8.9	12.4	13.7	13.8	19.4	20.8
Average age	14	40	35	19	23	34	22	31	45	43	44	47	57

Chart 28.8 (OMBI 2009) Annual Number of Watermain Breaks per 100km of Distribution Pipe (Customer Service) and Average Age of Watermains (Service Level)

Extreme minimum temperatures were 4 degrees colder in January and February of 2009 than 2008, which may have contributed to more watermain breaks.

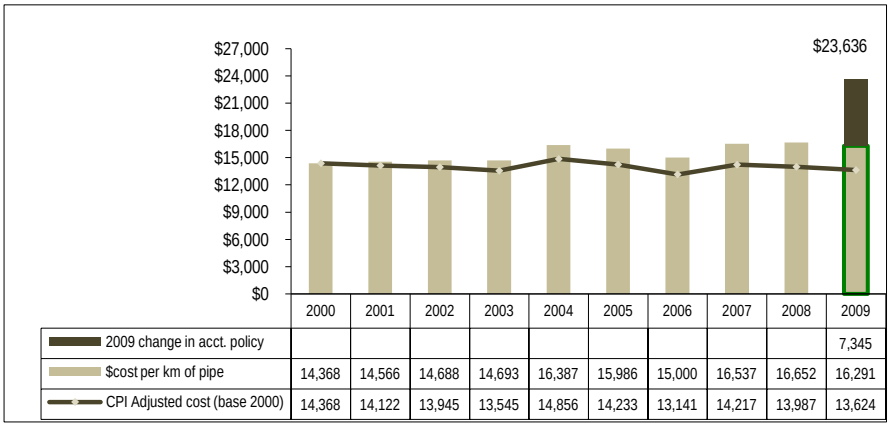
Chart 28.8 compares Toronto's 2009 rate of watermain breaks, to other municipalities, plotted as bars relative to the left axis.

Toronto ranks 12th of 12 (fourth quartile), with the highest 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 is plotted on Chart 28.8 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 per cent of the watermains over 80 years old. The condition of the watermain system can be affected by the amount of co-located utilities and subway and streetcar tracks, which can accelerate pipe corrosion (through electrolysis) contributing to Toronto's higher rate of breaks.

What does it cost in Toronto to distribute drinking water?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy										7,345
$cost per km of pipe	14,368	14,566	14,688	14,693	16,387	15,986	15,000	16,537	16,652	16,291
CPI Adjusted cost (base 2000)	14,368	14,122	13,945	13,545	14,856	14,233	13,141	14,217	13,987	13,624

Chart 28.9 (City of Toronto) Operating Cost for Drinking Water Distribution per km of Pipe (Efficiency)

Water distribution refers to the process of distributing drinking water from the water treatment plant through the system of watermains to the customer.

Chart 28.9 provides Toronto's water distribution costs, per kilometre of distribution pipe.

There has been a longer term trend of increasing costs in response to ageing infrastructure.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $7,345 per km of pipe, and is plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology.

Excluding the impact of the accounting policy changes, Toronto's 2009 costs decreased by $361 per kilometre of pipe.

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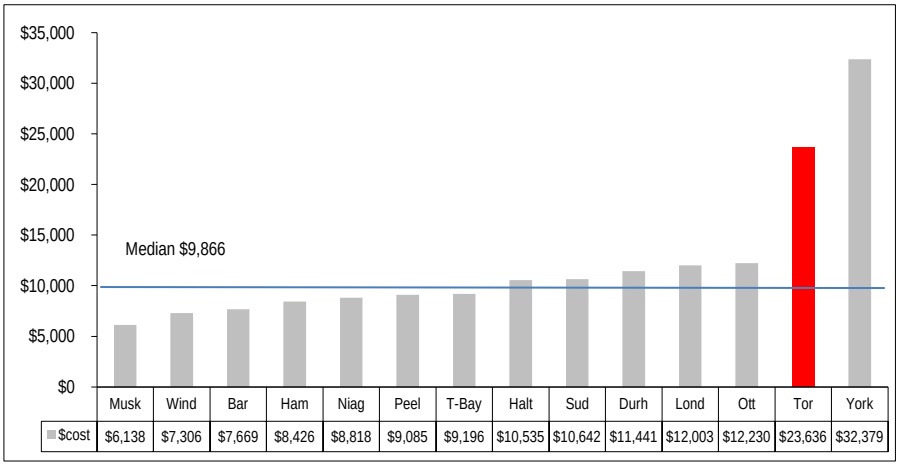
How does the cost of distributing drinking water in Toronto compare to other municipalities?



	Musk	Wind	Bar	Ham	Niag	Peel	T-Bay	Halt	Sud	Durh	Lond	Ott	Tor	York
$cost	$6,138	$7,306	$7,669	$8,426	$8,818	$9,085	$9,196	$10,535	$10,642	$11,441	$12,003	$12,230	$23,636	$32,379

Chart 28.10 (OMBI 2009) Operating Cost for Drinking Water Distribution per km of Pipe (Efficiency)

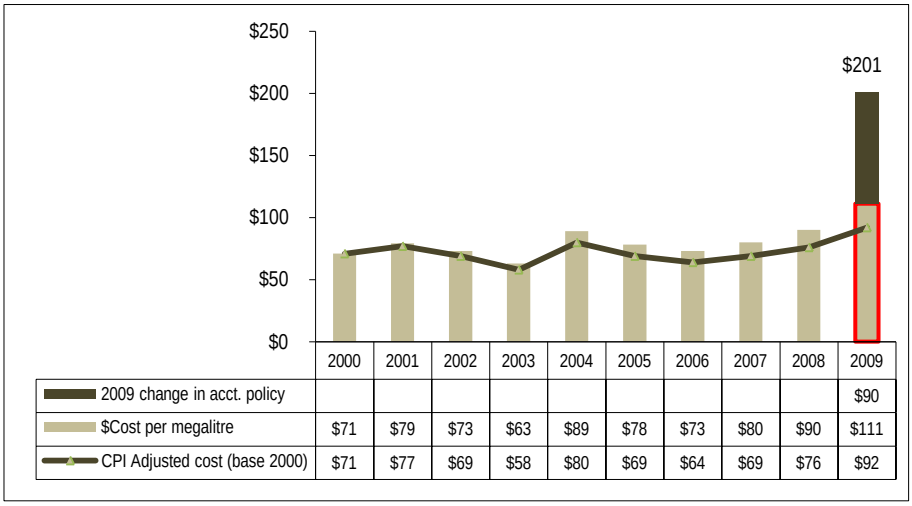
Chart 28.10 also provides Consumer Price Index (CPI) adjusted results, plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2000.

Chart 28.10 compares Toronto's 2009 cost of water distribution per km. of pipe to other municipalities. Toronto ranks 13th of 14 (fourth quartile), with the second highest 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 six different levels to provide adequate pressure to all consumers. In some cases, water must be pumped three or four times before it reaches the consumer.

Toronto's high operating costs are also related to the higher rate of watermain breaks (chart 28.8), and the age of the infrastructure, with 26 per cent of the Toronto watermain system being 50 to 80 years old and 10 per cent over 80 years old.

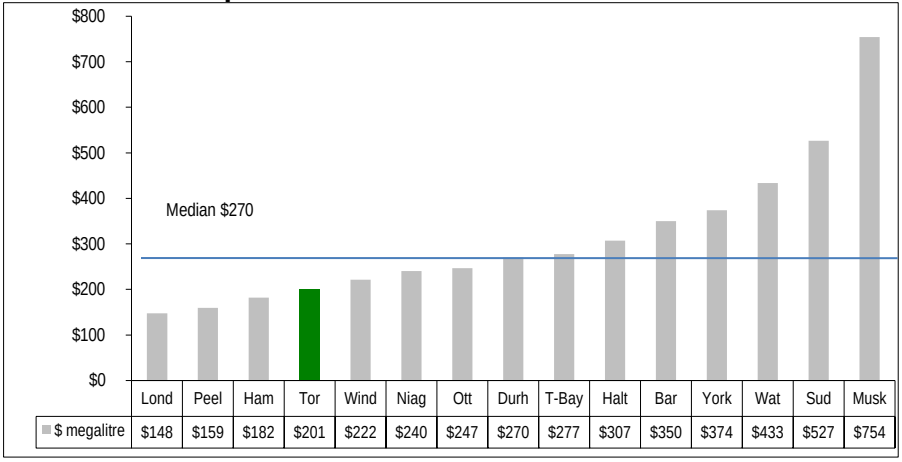
What does it cost to treat drinking water in Toronto?



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2009 change in acct. policy										$90
$Cost per megalitre	$71	$79	$73	$63	$89	$78	$73	$80	$90	$111
CPI Adjusted cost (base 2000)	$71	$77	$69	$58	$80	$69	$64	$69	$76	$92

Chart 28.11 (City of Toronto) Operating Cost for Drinking WaterTreatment per Megalitre (Efficiency)

How does Toronto's cost of drinking water treatment compare to other municipalities?



	Lond	Peel	Ham	Tor	Wind	Niag	Ott	Durh	T-Bay	Halt	Bar	York	Wat	Sud	Musk
$ megalitre	$148	$159	$182	$201	$222	$240	$247	$270	$277	$307	$350	$374	$433	$527	$754

Chart 28.12 (OMBI 2009) Cost of Water Treatment per Megalitre Treated (Efficiency)

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 28.11 summarizes Toronto's cost of treating a megalitre (one million litres) of drinking water.

Starting in 2009, changes in accounting policies were instituted by all Ontario municipalities as described on page x. The 2009 impact of these accounting policy changes amounted to an increase of $90 per megalitre treated, which has been plotted as a stacked column to isolate it from the 2009 result using the previous costing methodology

Excluding the impact of the accounting policy changes, Toronto's 2009 costs increased by $21 per megalitre due to higher wage, energy chemical and material costs, as well as lower volumes of water treated.

In 2009 there was a combination of a 6.1% increase in costs in the areas of wages, energy, chemicals and materials.

Chart 28.11 also provides CPI adjusted results plotted as a line graph. This adjusts/discounts the actual result for each year by the change in Toronto's CPI since the base year of 2000.

Chart 28.12 compares Toronto's 2009 cost of water treatment per megalitre to other municipalities. Toronto ranks fourth of 15 municipalities (first quartile).

The primary factors behind Toronto's lower costs are efficiencies and economies of scale that have been realized from the operation of four large water treatment plants.

2010 Achievements and 2011 Planned Initiatives

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

2010 Initiatives Completed/Achievements

- completed a plan to identify and evaluate alternative measures for corrosion control with a focus on reducing lead release in premise plumbing.
- undertook energy optimization initiatives to reduce the overall costs of energy and reduce the carbon footprint.
- completed and implemented the Drinking Water Quality Management System Operational Plan to ensure consistent reliable drinking water and comply with legislation.
- implemented a reliability centered maintenance program at water treatment facilities to effectively and proactively maintain plant equipment.
- launched the Automated Meter Reading System - a systematic, City-wide water meter replacement program coupled with the installation of automated meter reading technology (i.e. a radio frequency based fixed area network) over a six year period
- continued water efficiency initiatives that reduce the water used by consumers such as funding to advance municipal system leak detection, toilet and clothes washer replacement rebates, commercial and institutional audits, residential outdoor water use audits, and public education. Based on incentives alone, water efficiency programs have saved 81.4 million litres of water per day from program start to the end of 2010.

2011 Initiatives Planned

- complete process optimization and major expansion at the F.J. Horgan Plant
- centralize pipe locate services
- refocus water efficiency programs on the ICI sector, and residential public outreach and education to further promote water conservation practices. Terminate programs that offered financial incentives to purchase water-efficient toilets and washing machines, due to changes in market conditions and consumer awareness

Factors Influencing the Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- demand: variation in supply to the ICI and residential sectors, relative to total system demand
- supply: cost is impacted by the water source (ground water or surface water), the resulting treatment costs and the number of independent water supply/distribution systems operated; size of the geographic area serviced
- treatment plants: number, size and complexity of a municipality's water treatment plants
- urban density: proximity of pipes to other utilities increases the cost for infrastructure repair and replacement
- age of infrastructure: age and condition of the water distribution pipe, type of water distribution pipe material and frequency of maintenance activities
- local water supply requirements: specific municipal water quality requirements may exceed provincial regulations
- weather conditions: negative impacts associated with more severe and frequent extreme weather events
- conservation programs: extent of municipal water conservation programs can impact water consumption