

APPENDIX 1

2025 SERVICE LEVELS IN THE PREPARED BUDGET

Service level tables presented in this appendix include prior year (2021-2024) planned and achieved service levels, and 2025 target service levels for each program and agency. It is important to note that 2024 Actuals are projected to year-end as of third quarter of 2024 (September 30, 2024).

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COMMUNITY AND SOCIAL SERVICES

Children's Services

2025 Service Level								
Child Care Delivery ¹								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Enriched Early Learning and Care	Directly Operated Child Care	# of child care spaces	Approved	2,027	2,027	2,151	1,757	1,757
			Actual	2,027	2,027	1,933	1,757	
		# of child care centres	Approved	42	42	39	39	39
			Actual	42	42	37	39	
Family Financial Support	Child Care Fee Subsidy	# of child care fee subsidies	Approved	30,700	30,700	30,700	30,700	30,700
			Actual	21,150	23,000	25,500	27,500	
Family Well-Being Support Care	Every Child Belongs	# of children with extra support needs served	Approved	4,400	4,500	4,750	4,800	5,000
			Actual	4,300	4,400	4,700	4,950	
	EarlyON Child and Family Centres	# of locations	Approved	270	270	273	270	270
			Actual	270	270	270	270	
		# of Indigenous-led locations	Approved	3	3	3	3	3
			Actual	3	3	3	3	

2025 Service Level								
Child Care System Management ¹								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Family Supports	Service Navigation	# of family interactions	Approved	55,000	57,500	60,000	65,000	70,000
			Actual	59,100	60,000	58,500	65,750	

2025 Service Level								
Child Care System Management ¹								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Early Learning and Care Capacity	Licensed Child Care Capacity (Centre-Based)	# of centres	Approved	1,060	1,060	1,060	1,075	1,100
			Actual	1,036	1,052	1,051	1,062	
		# of licensed spaces	Approved	80,000	81,000	82,000	82,100	84,000
			Actual	78,921	78,921	80,035	81,800	
	Licensed Child Care Capacity (Home-Based)	# of homes	Approved	859	865	865	885	925
			Actual	830	850	860	880	

Notes:

1. Changes in 2024 and 2025 reflect updated information contained in Children's Services Directed Growth Plan, in alignment with provincial space targets and funding allocations.

Court Services

2025 Service Level									
Provincial Offences/Licensing/Tribunal Dispute									
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025	
Hearings	Trial Court	Outcome of court proceedings updated within 3 business days	Approved	100%	100%	100%	100%	100%	
			Actual	95%	65%	84% ¹	89%		

2025 Service Level							
Default Fine Collection Management							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
Processing Payments	Payments processed within 24 hours of receipt	Approved	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	
Collection	Default Fines collected within first year of default	Approved	52%	45%	42%	48%	49%
		Actual	33%	32%	46% ²	49%	

2025 Service Level							
Court Case Management							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
Provincial Offences non-parking charges	Accept incoming charges within 7 days of Service date	Approved	100%	100%	100%	100%	100%
		Actual	99%	98%	100%	100%	
Customer service	Customers served within 45 minutes	Approved	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	

Notes:

1. Updated to reflect 2023 year-end results.
2. Updated to reflect 2023 year-end results.

Economic Development and Culture

2025 Service Level								
Arts and Culture Services								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Arts Activities, Classes, Exhibits and Events	Community Arts Programs	# of art classes/programs provided per year	Approved	229	345	423	314	288
			Actual	306	232	72 ¹	292	
Arts Activities, Classes, Exhibits and Events	Community Art Events	# of events produced/supported annually	Approved	123	254	338	174	319
			Actual	112	231	45 ¹	316	
Arts Activities, Classes, Exhibits and Events	Community Art Exhibits (city-organized)	# of exhibits presented annually	Approved	18	41	47	66	45
			Actual	6	33	35	49	
Art Venues and Public Art	Public Art Selection, Location and maintenance	# of public arts projects	Approved	25	20	20	48	60
			Actual	30	34	48	60	
City-produced Festivals and Events	Design and Delivery of Events	# of signature events produced annually on time and on budget	Approved	6	6	6	5	4
			Actual	6	5	6	5	
City-produced Festivals and Events	Design and Delivery of Events	# of programming days produced annually on time and on budget	Approved	138	96	96	67	130
			Actual	94	167	84	75	
Culture Grants	Funding to Art Organizations	\$ grants provided by services grant programming	Approved	36,020,494	36,612,511	40,291,876	40,291,876	46,781,976
			Actual	35,295,964	38,291,876	40,291,876	42,871,876	
Festivals and Events	Design and Delivery of Events	# Toronto events supported by Events Support	Approved	Added as a Service Level in 2023		750	750	750
			Actual	400	475	750	649	
Festivals and Events	Support to 3rd Party Event Organizers	# public programming days in Nathans Philips Square	Approved	Added as a Service Level in 2023		150	150 ²	170
			Actual	86	166	179	166	

2025 Service Level								
Arts and Culture Services								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Arts, Activities, Classes, Exhibits and Events	Community Arts Programs	# participants in arts programs and events	Approved	Added as a Service Level in 2023		61,775	36,000	60,066
			Actual	22,014	31,500	45,382 ³	65,131	
Arts, Activities, Classes, Exhibits and Events	Community Arts Programs	# attendees at youth programs and events offered by Arts Services	Approved	Added as a Service Level in 2023		10,765	1,525	3,020
			Actual	6,450	8,500	7,911 ³	3,246	

2025 Service Level								
Films and Entertainment Industries								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Film Permitting	Permits and Customer Service	% of film permits issued in 2 business days	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Tourism Services	Visitor Information Services	# of unique visits to the Festival and Events Calendar	Approved	Added as a Service Level in 2023		460,000	483,000	850,000 ¹⁰
			Actual	103,957	250,000	482,000	810,000	
Tourism Services	Visitor Information Services	# of visitors to Toronto receiving information from Tourism Services staff	Approved	Added as a Service Level in 2023		160,000	12,000 ⁴	12,000
			Actual	0	65,000	8,813 ⁴	11,673	

2025 Service Level								
Museums and Heritage Services								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Historical Museums, Collections and Heritage Properties	Cultural Facilities Maintenance and Development	# of properties maintained and managed to keep cultural facilities in a state of good repair	Approved	38	38	38	37	35
			Actual	38	38	38	34	
Museum Classes, Exhibits and Events	Program design and delivery	# of public programs, education programs and special events held annually (excludes third-party rentals)	Approved	200	540	50	472	256
			Actual	105	20	358	112	
Museum Classes, Exhibits and Events	Program design and delivery	# of days of public programs, education programs and special events held annually (excludes general tours and third-party rentals)	Approved	1,467	1,800	1,500	1,776	1,598
			Actual	1,961	100	1,618	1,601	
Museum Classes, Exhibits and Events	Program design and delivery	# of Third-Party Special Events held annually	Approved	25	31	39	207	211
			Actual	10	13	171	187	
Museum Classes, Exhibits and Events	Program design and delivery	# of participants at Third-Party Special Events	Approved	19,000	23,750	29,750	56,088	58,331
			Actual	37,295	8,950	50,830	78,702	
Museum Classes, Exhibits and Events	Partnership Development	# of partnerships maintained or created annually	Approved	155	150	150	107	109
			Actual	134	20	90	111	
Historical Museums, Collections and Heritage Properties	Conservation	# of works from the City art collection displayed annually	Approved	3,000	3,000	3,000	2,080	1,500
			Actual	1,472	2,215	1,479	1,436	
Museums Classes, Exhibits and Events	Revenue Generation	\$ revenue from fee-based programs	Approved	N/A	N/A	790,750	750,000	274,528
			Actual	80,904	105,000	750,000	248,192	
Museums Classes, Exhibits and Events	Program design and delivery	# participants in heritage programs and events	Approved	N/A	N/A	225,290	200,000	133,822
			Actual	30,720	20,000	200,000	121,887	

2024 Service Level								
Business Growth Services								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Business and Industry Advice	Business and Industry Advice	# of jobs supported by newly approved IMIT incentives	Approved	NA	NA	14,000	8,000 ⁶	640
			Actual	8,500	3,000	1,463 ⁵	1,870	
Business and Industry Advice	Business, Training and Events	# of EDC organized business webinars, forums and training programs	Approved	90	90	90	156 ⁷	156
			Actual	74	96	207	175	
Business Training and Events	Business, Training and Events	# of participants attending EDC organized business webinars, forums and training programs	Approved	8,500	8,500	8,500	13,121	8,500
			Actual	5,646	7,800	13,999	16,120	
Business Incentives	Business Incentives	Amount (\$\$) of private investment leveraged through BIA and small business support grants	Approved	NA	NA	4,500,000	2,716,000 ⁸	3,300,000
			Actual	501,000	2,800,000	3,728,030	3,533,636	
Business Incentives	Business Incentives	Amount (\$\$) of private investment leveraged through the award of IMIT financial incentives	Approved	NA	NA	2.8 billion ⁸	1.1 billion ⁹	46,000,000
			Actual	525,000,000	621,222,000	150,000,000	409,000,000	

Notes:

1. 2023 Actual: Recovering from the effects of COVID-19. Registration in events is not at pre-pandemic level. Programs are being cancelled.
2. 2024 Approved: Reduced due to planned construction.
3. 2023 Actual: Less attendance from partner projects (Cultural Hotspot and Youth Cultural Incubators)

4. 2023 projection was based on exceeding pre-pandemic 2019 Info-To-Go numbers of 150,000. However, Info-To-Go was cancelled in 2023 and did not reach the level expected. Projections for 2024 is under the assumption that Info-To-Go will continue to be cancelled, with continued lower visits due to cancellation of program.
5. Original projection for 2023 was 14,000. However, this figure has been adjusted to reflect the anticipated refusal of 3 large IMIT applications. There are 2 applications approved to date in 2023 and 4 expected to be approved in remainder of 2023. The discrepancy between 2023 Approved and Projected (labeled as Actuals) is related to the likelihood of the 3 applications being refused which estimated - 12,000 jobs.
6. Council adopted review of the IMIT Program in February 2024 – [2024.EX11.6](#)
7. 2024 Projected TBD (no provincial funding agreement confirmed yet for Entrepreneurship Services)
8. Includes:
 - a. \$\$ amount of private investment leveraged through Café TO Property Improvement Grant
 - b. \$\$ amount of private investment leveraged through Vacant Commercial Space Rehabilitation Grant
 - c. \$\$ amount of private investment leveraged through Façade Improvement Grant
9. Original projection for 2023 was at one point \$725 M and projected investment should have been closer to \$2.8 B in relation to East Harbour applications. Please note the projected figure has been adjusted to reflect the anticipated refusal of 3 large IMIT applications. Estimated approvals in 2026 = 2 approved already and 4 expected to be approved prior to year end. A review of the Program is currently underway, with a report back to Council expected in the first quarter of 2024. Projected figures for 2024 may vary pending the outcome of the review. Pipeline for 2024 = 9 applications (6 office, 1 film studio, 1 Manufacturing and 1 Scientific and R and D application) Figures can also vary as a result of application withdraws, in addition to other factors.
10. Website views are reflecting number of visits per year and are not “uniquely” tracked.

Parks, Forestry and Recreation

2025 Service Level							
Community Recreation - Registered Recreation Programs ¹							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Adapted & Integrated Programs	# of Adapted & Integrated Recreation Course hours	Approved	38,300	55,900	59,800	100,000	115,000
		Actual	36,108	71,711	100,813 ^{2,3}	114,000	
After-school Recreation Care (ARC) and Community Leadership After School Program (CLASP)	# of ARC & CLASP Locations	Approved	51	51	47	48	48
		Actual	51	39	44	46	
	# of ARC / CLASP Course hours	Approved	527,260	598,600	552,720	757,000	900,000
		Actual	193,488	482,156	768,873 ^{2,3}	896,000	
Camps	# of Specialized Camp Course hours	Approved	424,600	655,800	663,400	494,000	555,000
		Actual	89,544	351,421	494,218 ^{2,3}	551,000	
	# of General & Enriched Camp Course hours	Approved	1,524,000	2,313,000	2,381,200	2,400,000	2,600,000
		Actual	1,098,734	1,981,993	2,445,125 ²	2,567,000	
Instructional Aquatics	# of Aquatic Course hours for group and private (semi) lessons	Approved	646,300	840,000	505,000	600,000	1,005,000
		Actual	40,362	221,713	524,313 ^{2,3}	760,000	
Instructional Arts & General Interests	# of Instructional Arts & General Interest Course hours	Approved	833,000	1,012,000	1,301,400	1,000,000	1,100,000
		Actual	235,413	543,263	943,140 ^{2,3}	1,000,000	
Instructional Fitness & Sports	# of Fitness Course hours	Approved	297,000	367,800	464,000	450,000	400,000
		Actual	72,758	249,228	440,710 ^{2,3}	370,000	
	# of Instructional Sports Course hours	Approved	486,000	600,000	759,300	800,000	950,000
		Actual	112,911	606,446	975,945 ^{2,3}	945,000	

2025 Service Level							
Community Recreation - Registered Recreation Programs ¹							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Instructional Skating	# of Instructional Skating Course hours	Approved	118,200	140,300	184,600	135,000	160,000
		Actual	45,726	81,209	140,250 ^{2,3}	158,000	
Instructional Skiing	# of Instructional Skiing Course hours	Approved	21,900	12,400	21,900	15,000	13,000
		Actual	0	10,032	7,967 ^{2,4}	13,000	

2025 Service Level							
Community Recreation - Permitted Activities - Recreation Facilities							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Community Centre Space	# of Permit Hours	Approved	335,000	531,100	659,200	659,200	660,000
		Actual	225,911	506,920	543,899 ^{2,3}	506,000	
Ice Pads	Continuous maintenance - mostly 7 days per week coverage	Approved	Continuous maintenance - mostly 7 days per week coverage				
		Actual	Continuous maintenance - mostly 7 days per week coverage				
Outdoor Pools	Daily inspection and maintenance for pool filtration and chemistry.	Approved	Daily inspection and maintenance for pool filtration and chemistry.				
		Actual	Daily inspection and maintenance for pool filtration and chemistry.				
Indoor Pools	Daily inspection and maintenance for pool filtration and chemistry.	Approved	Daily inspection and maintenance for pool filtration and chemistry.				
		Actual	Daily inspection and maintenance for pool filtration and chemistry.				
Stadiums	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.	Approved	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.				
		Actual	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.				

2025 Service Level							
Community Recreation - Community Development							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Community Engagement: Investing in Families	# of recreational assessments with families	Approved	Conduct recreational assessment with families		1,500	1,500	1,500
		Actual	247	552	1,064 ^{2,5}	4,740 ⁶	
	# of Adult Enrollments	Approved	320	975	975	975	975
		Actual	215	284	826 ^{2,5}	924	
	# of Children Enrollments	Approved	2,370	3,700	3,700	5,700	5,700
		Actual	574	3,282	10,682 ^{2,5}	10,000 ⁶	
Community Development & Engagement	# of Community Advisory Groups	Approved	35	35	35	35	31
		Actual	35	30	31	31	
Special Events	Locally planned community events	Approved	Limited locally planned community events due to COVID-19		370	370	370
		Actual	Limited locally planned community events due to COVID-19	372	250 ^{2,5}	320	
Volunteerism	# of Volunteers	Approved	3,500	3,500	6,200	7,000	7,000

2025 Service Level							
Community Recreation - Community Development							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
		Actual	564	4,779	8,101 ^{2.5}	14,076	
Youth Outreach	# of Youth Advisory Councils	Approved	31	31	31	31	31
		Actual	31	30	31	31	
	# of Youth Referrals & Contacts	Approved	250,000	250,000	350,000	350,000	350,000
		Actual	36,916	113,160	204,621 ^{2.7}	320,000	

2025 Service Level							
Community Recreation - Planning & Development							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Large Community Centres	# of Community Centres	Approved	124	126	126	126	128
Small Community Centres		Actual	124	125	126	126	
Facility Feasibility Study	As Required	Approved	As Required				
		Actual	As Required				
Indoor Ice Pads	# of Indoor Ice Pads operated by PFR	Approved	47	48	48	48	48
		Actual	47	48	47	47	
Outdoor Ice Pads	# of Outdoor Ice Pads operated by PFR	Approved	70	70	70	69	71
		Actual	70	70	69	69	
Indoor Pools	# of Indoor Pools	Approved	62	64	64	65	65
		Actual	62	63	65	64	
Outdoor Pools	# of Outdoor Pools	Approved	59	59	59	59	59
		Actual	59	59	58	59	

2025 Service Level							
Community Recreation - Leisure Recreation Programs							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Leisure Arts & General Interests	# of Leisure Arts & General Interest Program hours	Approved	71,200	84,400	104,600	117,000	118,000
		Actual	41,688	97,523	119,207 ^{2,3}	117,000	
Leisure Fitness & Sports	# Leisure Fitness Program hours	Approved	95,200	127,900	159,500	183,000	237,000
		Actual	60,587	150,916	191,462 ^{2,3}	237,000	
	# of Leisure Sports Program hours	Approved	43,700	67,800	85,100	111,000	100,000
		Actual	23,615	84,508	113,161 ^{2,3}	119,000	
Leisure Skating	# of Leisure Indoor Skating Program hours	Approved	9,700	7,400	9,700	9,700	9,100
		Actual	3,702	7,800	9,658 ²	9,000	
	# of Leisure Outdoor Skating Program hours	Approved	87,700	71,200	71,200	84,500	81,000
		Actual	99,305	77,429	84,314 ^{2,3}	80,000	
Leisure Ski	# of Ski Hills Maintained (Weather Dependent)	Approved	2	2	2	1	1
		Actual	2	2	1 ⁴	1	
Leisure Swim	# of Outdoor Aquatic Leisure Program hours	Approved	69,300	66,500	33,300	280,000 ⁸	72,000
		Actual	107,358	69,377 ⁸	66,245 ⁸	71,000 ⁸	
	# of indoor Aquatic Leisure Program hours	Approved	48,600	57,900	35,000	75,500	79,000
		Actual	70,028	105,830	79,532 ^{2,9}	78,000	

2025 Service Level								
Parks								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Planning & Development	Parkland	# ha of Parkland owned and/or operated	Approved	8,104	8,090	8,116	8,110	6,841 ¹⁰
			Actual	8,085	8,091	8,092 ¹¹	8,097 ¹¹	
Ferry	Ticketing	# of Rounds Trips per year (Weather Permitting)	Approved	19,500	19,500	19,500	19,500	19,500
			Actual	19,613	19,500	19,500	16,000 ¹²	
Ferry	Ticketing	# of daily round trip tickets	Approved	3,520	3,520	3,520	3,520	3,520
			Actual	3,520	3,520	4,135 ²	3,520	
Parkland Maintenance	Ravine & Watercourse	# or work orders completed to eliminate stream blockages	Approved	250	250	260	260	260
			Actual	260	260	250 ²	200 ¹³	
Parkland Maintenance	Beach Maintenance	Beaches are groomed an average of 5 days per week and adjusted based on weather conditions	Approved	Beaches are groomed an average of 5 days per week and adjusted based on weather conditions.				
			Actual	Beaches are groomed an average of 5 days per week and adjusted based on weather conditions.				
Parkland Maintenance	Parkland	General services, turf maintenance and litter pick-up on a weekly basis during peak season	Approved	General services, turf maintenance and litter pick-up on a weekly basis during peak season.				
			Actual	General services, turf maintenance and litter pick-up on a weekly basis during peak season.				
Parkland Maintenance	Parkland	Specialized sports turf maintenance completed as per industry best practices recommendations	Approved	Specialized sports turf maintenance completed as per industry best practices recommendations.				
			Actual	Specialized sports turf maintenance completed as per industry best practices recommendations.				
Parkland Maintenance	Natural parkland	Annual Inspections for natural areas as per grass cutting schedule and regular	Approved	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails & bridge. Life stations inspected monthly				

2025 Service Level								
Parks								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		maintenance for trails & bridges	Actual	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails & bridges. Life stations inspected monthly				
Parkland Maintenance	Golf Course Maintenance	Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Approved	Daily maintenance as per seasonal requirements at 5 city-run golf courses.				
			Actual	Daily maintenance as per seasonal requirements at 5 city-run golf courses.				
Parkland Maintenance		Animal care provided based on standards.	Approved	Animal care provided based on standards.				
			Actual	Animal care provided based on standards.				
Infrastructure Maintenance	Equipment Maintenance	# of work orders completed for various pieces of equipment.	Approved	Work orders completed in priority order as time and resources permit.				
			Actual	Work orders completed in priority order as time and resources permit.				
Infrastructure Maintenance	Parks Construction	# of work orders completed for park facilities, infrastructures and assets	Approved	Work orders completed in priority order as time and resources permit.				
			Actual	Work orders completed in priority order as time and resources permit.				
Infrastructure Maintenance		Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.	Approved	Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.				
			Actual	Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.				
Horticulture	Allotment Gardens	# of Allotment Plots	Approved	1,498	1,580	1,580	1,547	1,580
			Actual	1,493	1,580	1,547	1,580	
Horticulture	Allotment Gardens	# of allotment garden sites	Approved	13	13	13	13	13
			Actual	13	13	13	13	
Horticulture	Community Gardens	# of community gardens	Approved	77	77	83	75	77
			Actual	77	80	75	76	

2025 Service Level								
Parks								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Horticulture	Conservatories	# of Conservatories and Plant Collections maintained	Approved	3	3	3	3	3
			Actual	3	3	3	3	
Horticulture	Conservatories	# of Seasonal Flower Shows	Approved	10	10	10	10	10
			Actual	10	10	10	10	
Horticulture	Plant Production	# of Annuals produced for City parks & flower shows	Approved	900,000	900,000	900,000	900,000	900,000
			Actual	900,000	900,000	900,000	900,000	
Horticulture	Parks Horticulture Beds	Regular maintenance as required based on horticulture display (i.e. annuals, perennials, shrubs).	Approved	Regular maintenance as required. Horticulture beds rejuvenated on an as needed schedule.				
			Actual	Regular maintenance as required. Horticulture beds rejuvenated on an as needed schedule.				
Winter Operations	Artificial Ice Rinks - Ice Production & Maintenance	# of artificial ice rinks maintained	Approved	54	54	54	54	54
			Actual	52	54	54	54	

2025 Service Level								
Urban Forestry ¹⁴								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Planning & Development		# of Public Trees under Management	Approved	4.9 Million	5.0 Million	5.1 Million	5.2 Million	5.3 Million
			Actual	4.9 Million	5.0 Million	5.1 Million	5.2 Million	
Tree Protection	Tree Permits	# of Tree Permits	Approved	9,000	9,000	9,000	9,000	9,000
			Actual	11,407	10,350	10,252 ²	9,000	
	By-Law Contraventions Inspected	# of By-Law Contraventions Inspected	Approved	1,800	1,800	1,800	1,800	1,800
			Actual	2,520	2,572	2,742 ²	7,000	

2025 Service Level

Urban Forestry¹⁴

Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Tree Care & Maintenance	Forest Health Care	# of Trees	Approved	12,900	12,900	11,700	11,700	11,700
			Actual	127,889	57,458	22,567 ¹⁵	20,000	
	Inspection	# of Tree Inspections	Approved	172,000	172,000	169,500	169,500	169,500
			Actual	142,989	150,554	158,007 ²	169,500	
	Pruning	# of Tree Pruning	Approved	129,300	129,300	126,800	56,250 ¹⁶	55,250
			Actual	45,506	28,428	49,480 ²	57,000 ¹⁶	
	Removals	# of Tree Removals	Approved	15,200	15,200	15,200	15,200	15,200
			Actual	11,443	11,376	9,671 ^{2,17}	8,000	
	Stumping	# of Stumpings	Approved	6,100	6,100	6,100	6,100	6,100
			Actual	4,579	2,720	3,936 ^{2,18}	6,100	
	Storm Clean-ups	# of Storm Clean-ups	Approved	7,000	7,000	7,000	7,000	7,000
			Actual	8,535	11,646	7,512 ²	8,500	
	Other Removal Activities	# of Other Removal Activities	Approved	13,100	13,100	13,100	13,100	13,100
			Actual	9,629	8,094	8,373 ^{2,19}	8,000	
General Maintenance Activities	# of General Maintenance Activities	Approved	37,400	37,400	37,400	37,400	37,400	
		Actual	16,422	20,088	30,166 ²⁰	40,000		
Tree Planting & Natural Area Management ²¹	Wire Baskets (B & B)	# of Wire Basket Tree Plantings	Approved	11,850	11,850	11,000	11,000	9,150
			Actual	10,737	11,064	10,974 ²²	9,500	
	Container / Bare Root	# of Container / Bare Root Trees Planted	Approved	18,500	18,500	17,500	18,000	17,500
			Actual	22,328	14,800	20,367 ²²	18,500	
	Naturalization	# of Naturalized Tree Plantings	Approved	90,650	90,650	89,500	91,000 ²¹	95,050
			Actual	92,279	103,574	93,348 ²	98,000	

Notes:

1. Community Recreation – Registered Recreation Program 2023 Actual: Participation in recreation programs continues to rise as program and services return to pre-pandemic levels. Service capacities will continue to increase as staffing levels improve and will subsequently improve registration and utilization.
2. GENERAL – 2023 Actual data has been updated to reflect complete year-end results after close of 2023.
3. Community Recreation (GENERAL): Substantial discrepancy between 2023 Actuals and Approved targets, and between 2023 Actuals and 2023 projected actuals published in last year's budget, are due to the unpredictability of post-pandemic service recovery levels and public response.
4. Community Recreation – Instructional Skiing Course hours and Ski Hills Maintained (Weather Dependent), 2023 Actual: Substantially lower 2023 Actual than 2023 Approved target due to the closure of Centennial Ski Hill. From 2023 onwards, PFR has only been only operating 1 ski hill.
5. Community Recreation – Community Development (GENERAL): 2023 Actuals were substantially higher than projected 2023 Actuals in last year's published service levels for several activities because 2023 programs were still in post-pandemic recovery mode and numbers increased more than anticipated.
6. Community Recreation – Recreational Assessments with Families and Children Enrollments 2024 Actual: There has been an increase in the number of referrals from Toronto Employment and Social Services (TESS) due to increased numbers of Ontario Works Applications and high volumes of newcomers, as TESS services have returned to pre-pandemic numbers. This increase in referrals has resulted in 2024 projected Actuals for recreational assessments and children enrollments that are substantially higher than 2024 Approved targets.
7. Community Recreation – Youth Referrals and Contacts 2023 Actual: Discrepancy from 2023 Approved target and projected 2023 Actual published last year can be attributed to there being community safety concerns over the year in various communities we serve and parents being unwilling for their youth to be in community spaces, along with an error that was identified in the data reported last year. The 2023 Actual has been revised to address the previous error and is now accurate.

8. Community Recreation – Outdoor Aquatic Leisure Program hours 2022-2024 Actual and 2024 Target: Updates were made to address a data quality issue. 2022 and 2023 Actuals published in last year’s budget were substantially higher due to an error where splash pad operating hours were included. The 2024 Approved target reflected these higher numbers. Splash pad operating hours do not represent drop-in leisure swim programs operated by PFR Community Recreation staff. Moving forward this service level will only capture outdoor pool and wading pool drop-in hours operated by PFR Community Recreation staff. 2022 and 2023 Actuals have been revised, and 2024 projected Actuals and 2025 Approved target reflect this change. The substantial discrepancy between the 2024 Approved target and 2024 projected Actuals is due to this issue.
9. Community Recreation – Indoor Aquatic Leisure Program hours 2023 Actual: Substantial discrepancy between the 2023 Approved target and 2023 Actuals can be attributed to aquatics services being funded for a slower post-COVID recovery, however actual recovery was more robust than predicted.
10. Parks – Hectares of Parkland Owned or Operated 2025 Approved: 2025 Approved target is substantially lower than previous years due to the transfer of approximately 1260 ha of parkland to Parks Canada for inclusion in Rouge National Urban Park (transferred operationally over previous years, but with official transfer in 2025), and expropriation of 0.5 ha of parkland to Metrolinx.
11. Parks – Hectares of Parkland Owned or Operated 2023 and 2024 Actual: Updates were made to address a data quality issue. This means that the 2023 Actual (8,092 ha) is 14 hectares less than the 2023 projected Actual (8,106 ha) reported last year, and the 2024 projected Actual does not meet the 2024 Approved target which was estimated last year before the data quality change. Previously the numbers have included some parks that were not yet owned or operated by PFR, but were planned to be in the future; starting in 2023 and moving forward, parkland will only be included if it is already PFR owned or operated.
12. Parks – Ferry Round Trips per year 2024 Actual: Ferries are short one vessel for the spring and start of summer schedule in 2024, leading to fewer projected ferry crossings in 2024.
13. Parks – Work Orders Completed to Eliminate Stream Blockages 2024 Actual: Reduced due to staff shortage.
14. Urban Forestry - Tree care and maintenance is a vital component of growing a sustainable urban forest that contributes to a climate resilient city. Improvements have been made to the quality of tree maintenance including pruning which although

more costly and time intensive, will ensure a healthier, more resilient tree canopy in the face of increasing urban and environmental pressures.

15. Urban Forestry - Forest Health Care 2023 Actual: In 2023, forest health care work orders were substantially higher than 2023 Approved target and projected 2023 Actual in last year's published service levels due to a greater than anticipated infestation of Spongy moth requiring management and intervention measures.
16. Urban Forestry – Tree Pruning 2024 Approved and Actual: Council approved one-time additional funding for 2024 that increases the pruning 2024 Approved target and projected actual by 1,000 from 55,250 to 56,250. The 2025 Approved target reflects the 2024 base without the additional funding.
17. Urban Forestry – Tree Removals 2023 Actual: In 2023, tree removals were substantially lower than the 2023 Approved target because there were fewer unplanned tree removals required as a result of damage caused by extreme weather. This is a favourable result as it indicates less than anticipated loss of tree canopy.
18. Urban Forestry – Stumpings 2023 Actual: Stumpings were substantially lower than the 2023 Approved target because there were fewer unplanned tree removals (see note 17).
19. Urban Forestry – Other Removal Activities 2023 Actual: Other removal activities were substantially lower than the 2023 Approved target because there were fewer unplanned tree removals and stumpings (see notes 17 and 18).
20. Urban Forestry – General Maintenance Activities 2023 Actual: 2023 Actual is substantially lower than the projected 2023 Actual published in last year's budget because of changes in how services are delivered and recorded. Some services have been consolidated for more efficient implementation and as a result are no longer counted as separate work orders.
21. Urban Forestry – Tree Planting and Natural Area Management: Council approved one-time additional funding for 2024 that increases the overall tree and shrub planting target by 1,000 from 119,000 to 120,000; the increase was applied to naturalized plantings, increasing the 2024 Approved target for this type of planting to 91,000. In 2025, the overall tree planting target will be adjusted by a net increase of 1,700 to 121,700 to reflect the year over year impacts one-time funding. In addition, the allocation of the 2025 tree planting target by type of planting is updated to align with program planning and available planting sites.

22. Urban Forestry – Wire Basket Tree Planting and Container/Bare Root Trees Planted 2023 Actuals: Wire Basket Tree Planting and Container/Bare Root Trees Planted were substantially higher than the projected 2023 Actual published in last year’s budget. Through the 2023 grants and incentives program we were able to plant more trees than anticipated.

Seniors Services and Long-Term Care

2025 Service Level								
Long-Term Care Homes ¹								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Long-Term Care Homes	Resident Care - Long Stay	# of days long-term care homes for extended period of time is operational for 24 hours/day	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for the year. This information can be provided upon request.				Service Level (SL) Discontinued ¹
			Actual					
	Resident Care - Short Stay	# of days long-term care homes for extended period of time is operational for 24 hours/day	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for the year. This information can be provided upon request.				Service Level (SL) Discontinued ¹
			Actual					
	Convalescent Care	# of days convalescent care program is operational for 24 hours/day	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for the year. This information can be provided upon request.				Service Level (SL) Discontinued ²
			Actual					
	Behavioural Support Care	# of days behaviour support program is operational for 24 hours/day	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for the year. This information can be provided upon request.				Service Level (SL) Discontinued ¹
			Actual					
	Occupancy Levels	# of occupied beds during the year / # of beds in operation	Approved	100%	100%	Over 97%	Over 97%	Over 97%
			Actual	93%	99%	98%	Over 97%	
	Customer Satisfaction Rates	Customer satisfaction level	Approved	Over 85%	Over 85%	Over 85%	Over 85%	Over 85%
			Actual	93%	93%	Over 85%	Over 85%	

2025 Service Level								
Community and Seniors Services ¹								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Adult Day Program	Adult Day Services	# of weeks the adult day program is operational from Monday to Friday	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for the year. This information can be provided upon request.				Service Level (SL) Discontinued ¹
			Actual					
	Adult Day Services	# of days of client attendance in the Adult Day Program ²	Approved	14,410	14,410	14,410	14,449	14,410
			Actual ²	2,866	4,287	14,410	14,410	
	Customer Satisfaction Rates	Customer satisfaction level	Approved	Over 85%	Over 85%	Over 85%	Over 85%	Over 85%
			Actual	N/A	N/A	N/A	Over 85%	
Supportive Housing Services	Personal Care and Homemaking	# of days the personal care and homemaking services is provided for 24 hours/day	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for the year. This information can be provided upon request.				Service Level (SL) Discontinued ¹
			Actual					
	Customer satisfaction level	Approved	Over 85%	Over 85%	Over 85%	Over 85%	Over 85%	
		Actual	98%	97%	Over 85%	Over 85%		
Homemakers and Nurses Services	Homemaking	# of weeks the homemaking service is available from Monday to Friday	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for the year. This information can be provided upon request.				Service Level (SL) Discontinued ¹
			Actual					
	Annual # of hours of homemaking and nursing services provided to clients at home	Approved	162,942	134,000	134,000	134,367 ⁵	120,000 ⁶	
		Actual ⁴	103,921	94,000	110,000	110,000		
	Customer satisfaction level	Approved	Over 85%	Over 85%	Over 85%	Over 85%	Over 85%	
		Actual ⁴	96%	96%	Over 85%	Over 85%		

Notes:

1. The division is legislatively required to provide care 24 hours a day, 7 days a week for a full calendar year (365 or 366) in its long-term care homes and 52 weeks of programming in its community-based programs.

2. Convalescent care beds were converted into long-stay beds as of January 2025.
3. This measure indicates the number of days clients have attended adult day programming offered in 4 homes, 52 weeks a year. Programming is offered 5-6 days per week depending on the home.
4. The Homemakers and Nurses Services program was impacted by COVID-19 during 2020 as service was focused on only serving high-risk seniors who could not be without service. Adult Day programming was suspended in April 2020 with off/on service disruptions due to COVID-19 in 2021. In 2022, the Adult Day Program operated with reduced service.
5. The measure indicates the number of hours of in-home service that can be provided to clients during the year. 2024 target # of annual hours reflects the total # of hours that can be provided if no additional City and Provincial contributions are made to the HMNS program to absorb rate increases to HMNS agencies driven by increasing costs to operate post pandemic.
6. The target is aligned with available funding with no impacts to service recipients as the target is still higher than actual service needs in the past few years. SSLTC plans to contact the Ministry for a funding increase if the actual hours of service is expected to surpass the approved target.

Social Development, Finance and Administration

2025 Service Level							
Community and Neighbourhood Development							
Activity	Type	Status	2021	2022	2023	2024	2025
Community Development	Community Engagement	Approved	Support 5 Resident Engagement Advisories; *(includes Poverty Reduction Strategy (PRS), Toronto Strong Neighbourhood Strategy (TSNS), Partnership Accountability Circle (PAC), Toronto Youth Cabinet (TYC),) 19 Local Planning Tables and 14 Community Cluster Tables; Engage 15,000 residents, and 2400 other stakeholders.	Support 5 Resident Engagement Advisories; *(includes Poverty Reduction Strategy (PRS), Toronto Strong Neighbourhood Strategy (TSNS), Partnership Accountability Circle (PAC), Toronto Youth Cabinet (TYC),) 19 Local Planning Tables and 14 Community Cluster Tables; Engage 15,000 residents, and 2400 other stakeholders.	Support 4 Resident Engagement Advisories; *(includes Poverty Reduction Strategy (PRS), Partnership Accountability Circle (PAC), Toronto Youth Cabinet (TYC),) 14 Vaccine Engagement Team Consortiums and 14 Community Cluster Tables; Engage 800,000 residents, and 400 other stakeholders.	Support 4 Resident Engagement Advisories; *(includes Poverty Reduction Strategy (PRS), Partnership Accountability Circle (PAC), Toronto Youth Cabinet (TYC),) 9 Community Networks, 4 Local Leader Forums, 1 Conference and 12 Community Cluster Tables; Engage 15,000 residents, and 400 other stakeholders.	Support 4 Resident Engagement Advisories; *(includes Poverty Reduction Strategy (PRS), Toronto Strong Neighbourhood Strategy (TSNS), Partnership Accountability Circle (PAC), Toronto Youth Cabinet (TYC),) 9 TSNS Community Networks and a Community Newsletter, 12 Community Cluster Tables and E-Blast; Downsview and Jane Finch Community Development Plans. Engage 15,000 residents, 600 Resident Leaders and 400 other stakeholders.

2025 Service Level							
Community and Neighbourhood Development							
Activity	Type	Status	2021	2022	2023	2024	2025
	Local Service Planning	Approved	Develop 3 Social Development Plans and support implementation of 14 Cluster Plans for 14 Community Clusters including 31 Neighbourhood Improvement Areas	Develop 3 Social Development Plans and support implementation of 14 Cluster Plans for 14 Community Clusters including 31 Neighbourhood Improvement Areas	Develop 3 Social Development Plans and support implementation of 14 Cluster to prioritize actions for 14 Community Clusters including 31 Neighbourhood Improvement Areas, 8 Emerging Neighbourhoods and Toronto Public Health (TPH) Priority Neighbourhoods	Develop 3 Social Development Plans and 2 Community Development Plans, support implementation to prioritize actions for 12 Community Clusters including 31 Neighbourhood Improvement Areas, and 8 Emerging Neighbourhoods.	Implement 2 Community Development Plans, monitor implementation of 3 Social Development Plans, and the operation of 12 Clusters to prioritize actions for vulnerable residents across 158 social planning neighbourhoods with a focus on 31 Neighbourhood Improvement Areas and 8 Emerging Neighbourhoods.
Youth Development	Youth Employment	Approved	Provide employment supports to 6,000	Provide employment supports to 6,000	Provide employment supports to 6,000	Provide employment supports to 6,000	Provide employment supports to 6,000.
	Youth Service Planning	Approved	Deliver 30 youth focused initiatives and engage 2,500 youth	Deliver 30 youth focused initiatives and engage 2,500 youth	Deliver 40 youth focused initiatives and engage 4,000 youth	Provide supports to 5,000 youth Deliver 30 programs that engage 3,000	Provide supports to 5,000 youth. Deliver 30 programs that engage 3,000 youth.
Tower and Neighbourhood Revitalization	Community Infrastructure Planning	Approved	Deliver 7 neighbourhood revitalization initiatives; facilitate policy and structural change to enable neighbourhood revitalization actions	Deliver 7 neighbourhood revitalization initiatives; facilitate policy and structural change to enable neighbourhood revitalization actions	Deliver 7 community infrastructure initiatives; facilitate policy and structural change to enable actions	Deliver 7 community infrastructure initiatives; facilitate policy and structural change to enable actions	Deliver 7 community infrastructure initiatives; facilitate policy and structural change to enable actions.
	Community Space Management	Approved	Manage 100 Community Space Tenancies. Develop 3 community hubs. Allocate \$3.8M to community infrastructure on City-owned properties.	Manage 100 Community Space Tenancies. Develop 3 community hubs. Allocate \$3.8M to community infrastructure on City-owned properties.	Manage 100 Community Space Tenancies. Develop 4 community hubs.	Manage 100 Community Space Tenancies. Develop 4 community hubs.	Manage 100 Community Space Tenancies. Manage 10 Associations of Community Centres. Develop 6 community hubs.

2025 Service Level

Community and Neighbourhood Development

Activity	Type	Status	2021	2022	2023	2024	2025
Community Funding Delivery	Investment Funding	Approved	Manage \$6.2M in grants; Fund 286 agencies and 286 projects.	Manage \$6.2M in grants; Fund 286 agencies and 286 projects.	Manage \$6.2M in grants; Fund 286 agencies and 286 projects.	Investment Funding – Manage \$8.7M in grants; fund at least 260 not-for-profit organizations, grassroots and/or resident-led groups supporting Indigenous, Black and equity-deserving communities.	Manage \$9.5M in grants; fund at least 260 not-for-profit organizations, grassroots and/or resident-led groups within Indigenous, Black, and equity-deserving communities.
	Partnership Funding	Approved	Manage \$18M in grants, number of programs and agencies dependent on results of grant call	Manage \$18M in grants, number of programs and agencies dependent on results of grant call	Investment Funding – Manage \$8.7M in grants; fund at least 260 not-for-profit organizations, grassroots and/or resident-led groups supporting Indigenous, Black and equity-deserving communities. Partnership Funding – Manage \$19.3M in grants; fund 172 organizations to deliver 326 programs that support Indigenous, Black and equity-deserving communities.	Partnership Funding – Manage \$19.3M in grants; fund 172 organizations to deliver 326 programs that support Indigenous, Black and equity-deserving communities.	Partnership Funding – Manage \$19.9M in grants; fund 170 organizations to deliver 322 programs that support Indigenous, Black, and equity-deserving communities.
Confronting Anti-Black Racism	Community Consultation	Approved	New in 2024			Support 30 Community Consultations with Black-mandated organisations for new Action Plan	Support 30 Community Consultations with Black-mandated organisations for new Action Plan.

2025 Service Level							
Community and Neighbourhood Development							
Activity	Type	Status	2021	2022	2023	2024	2025
Confronting Anti-Black Racism		Approved	New in 2024			Receive an 85% satisfaction rate with CABR (Confronting Anti-Black Racism) training for City Staff	Receive an 85% satisfaction rate with CABR (Confronting Anti-Black Racism) training for City Staff.
Confronting Anti-Black Racism		Approved	New in 2024			Finalise the implementation of the Growing in Place Framework and Anti-Displacement Strategy	Finalise the implementation of the Growing in Place Framework and Anti-Displacement Strategy.

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
Social Policy	Place-Based	Approved	100% of targets and conditions in Rexdale Community Benefits Agreements are monitored and publicly reported on -Support Golden Mile Local Economic Development initiative		100% of targets and conditions in Rexdale Community Benefits Agreements are monitored and publicly reported on. Provide consultation and guidance to 100% of requests from place-based community benefits initiatives (E.g. Golden Mile, Regent Park, Lawrence Heights, Downsview, Jane-Finch).	100% of targets and conditions in Rexdale Community Benefits Agreements are monitored and publicly reported on. Provide consultation and guidance to 100% of requests from place-based community benefits initiatives (E.g. Golden Mile, Regent Park, Lawrence Heights, Downsview, Jane-Finch). Support the development of a Toronto Neighbourhood Assessment Framework.	100% of targets and conditions in Rexdale Community Benefits Agreements are monitored and publicly reported on. Provide consultation and guidance to 100% of requests from place-based community benefits initiatives (E.g. Golden Mile, Regent Park, Lawrence Heights, Downsview, Jane-Finch). Support the development of a Toronto Neighbourhood Assessment Framework.

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
	Population-Based	Approved	<p>Continue SDFA activities in the 2019-2022 Poverty Reduction Strategy Deliver Newcomer Day May, 2021 Install the 15th Newcomer kiosk in Scarborough Civic Centre - create Indigenous Guide for newcomers Commence implementation of Phase 3 of Transit Fare Equity</p>		<p>Continue implementation of the 2019-2022 Poverty Reduction Strategy Action Plan.</p> <p>Develop the 2023-2026 Poverty Reduction Strategy Action Plan.</p> <p>Develop a new Toronto Food Charter and identify associated municipal actions to be accomplished.</p> <p>Deliver Toronto Newcomer Day, May 2023.</p> <p>Transition to hybrid model for Newcomer kiosk program.</p> <p>Create Indigenous Guide for newcomers.</p> <p>Develop initial Newcomer Access Plans.</p> <p>Commence implementation of Phase 3 of Transit Fare Equity.</p> <p>Increase the number of programs participating in the Youth Outcomes Framework.</p>	<p>Implement the 2023-2026 Poverty Reduction Strategy Action Plan.</p> <p>Launch external engagement and develop a new Toronto Food Charter and identify associated municipal actions to be accomplished.</p> <p>Evaluate and refresh LEAG (Lived Experience Advisory Group) and approach to community development.</p> <p>Deliver Toronto Newcomer Day, May 2024.</p> <p>Continue implementation of the 2022-2026 Toronto Newcomer Strategy, with a focus on development of Newcomer Access Plans and rigorous implementation of AccessTO.</p> <p>Support the resumption of in-person Newcomer Services Kiosk sites.</p> <p>Disseminate Indigenous Guide for newcomers and develop online resource tool for settlement sector.</p>	<p>Implement the 2023-2026 Poverty Reduction Strategy Action Plan.</p> <p>Launch external engagement and develop a new Toronto Food Charter and identify associated municipal actions to be accomplished.</p> <p>Evaluate and refresh LEAG (Lived Experience Advisory Group) and approach to community development.</p> <p>Deliver Toronto Newcomer Day, May 2025.</p> <p>Continue implementation of the 2022-2026 Toronto Newcomer Strategy, with a focus on the rigorous implementation of AccessTO and continued collaboration with City divisions to implement NAPs (Newcomer Action Plans).</p> <p>Support the continued coordination of in-person Newcomer Services Kiosk sites.</p> <p>Continue disseminating Indigenous Guide for newcomers. Finalize and distribute online Guide resource tool for settlement sector.</p>

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
						<p>Support the City's response to arrivals of refugees and refugee claimants through the Refugee Resettlement Program and Refugee Capacity Plan.</p> <p>Develop initial Newcomer Access Plans.</p> <p>Continue to implementation of Phase 3 of Transit Fare Equity.</p> <p>Increase the number of programs participating in the Youth Outcomes Framework.</p> <p>Develop a Two-Spirit, Trans, Non-Binary Youth Service Plan.</p> <p>Expand the Youth Outcomes Framework with the addition of new community safety and well being indicators as well as the number of programs participating.</p>	<p>Support the City's response to arrivals of refugees and refugee claimants through the Refugee Resettlement Program and Refugee Capacity Plan.</p> <p>Develop initial Newcomer Access Plans.</p> <p>Transit Fare Equity Service Level moved to Application for Service Activity</p> <p>Increase the number of programs participating in the Youth Outcomes Framework.</p> <p>Implement the Access Plan for Two-Spirit, Trans, Non-Binary Youth.</p> <p>Mainstream the Youth Outcomes Framework among Divisions.</p>

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
	Systems-Based	Approved	Facilitate 100% participation in City-wide equity-responsive budgeting process Complete the transfer 100% of TCHC scattered house portfolio to the non-profit sector Monitor and review the new TCHC permanent funding model - coordinate the implementation of Community Benefits as resourced	Support 100% participation in City-wide equity-responsive budgeting process. Continue to lead collaboration across multiple sectors with Community Benefits Advisory Group, Working Groups, City Leads Table with over 50 City and community partners. Provide community benefits consulting services to 100% of requests from City Councillors, City divisions, agencies, corporations. Lead development of community benefits implementation toolkit. Increase capacity building within City divisions, agencies and corporations to implement community benefits in City projects.	Expand and support the divisional participation in the PRS 3rd Term Action Plan. Lead strategic planning with Anchor Institutions to update new collective goals and objectives. Continue to lead collaboration across multiple sectors with Community Benefits Advisory Group, Working Groups, City Leads Table with over 50 City and community partners. Provide community benefits consulting services to 100% of requests from City Councillors, City divisions, agencies, corporations. Lead development of community benefits implementation toolkit. Increase capacity building within City divisions, agencies and corporations to implement community benefits in City projects. Develop a plan and process to better streamline and coordinate equity strategies. Design and implement the Divisional Outcomes Framework.	Expand and support the divisional participation in the PRS (Poverty Reduction Strategy) 3rd Term Action Plan. Lead strategic planning with Anchor Institutions to update new collective goals and objectives. Continue to lead collaboration across multiple sectors with Community Benefits Advisory Group, Working Groups, City Leads Table with over 70 City and community partners. Provide community benefits consulting services to 100% of requests from City Councillors, City divisions, agencies, corporations. Provide community benefits consulting services to 100% of requests from City Councillors, City divisions, agencies, corporations. Implement roll out of community benefits tools and resources. Increase capacity building within City divisions, agencies and corporations to implement community benefits in City projects.	

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
						<p>Advance the For Public Benefits Framework, in collaboration with City divisions and community partners.</p>	<p>Develop a plan and process to better streamline and coordinate equity strategies. Design and implement the Divisional Outcomes Framework.</p> <p>Advance the For Public Benefits Framework, in collaboration with City partners.</p>

2025 Service Level

Social Policy and Research

Activity	Type	Status	2021	2022	2023	2024	2025
Social Research and Information Management	Social Research Reporting	Approved	- Respond to almost 500 information requests. - Continue to add more data to City website for public consumption and thus reduction in direct requests numbers. - Participated directly in major cross-cluster/service area projects (Environment Plan, Deputy City Manager Housing Dashboard, Transportation Safety). - Continue to lead City's Community Data program with over 1000 datasets used for service planning purposes across several Divisions. - Continue to publish SparMonitor Newsletter with over 500 subscribers.		Initiate internal information requests within 5 business days. Initiate external information requests within 10 business days. Continue to add more data to City website for public consumption and thus reduction in direct request numbers Maintain access to sociodemographic and socioeconomic data for external organizations through the Community Data Program.		Initiate internal information requests within 5 business days. Initiate external information requests within 10 business days. Continue to add more data to City website for public consumption and thus reduction in direct request numbers Maintain access to sociodemographic and socioeconomic data for external organizations through the Community Data Program.
	Data Management and Analytics	Approved	Continue to manage 16 data collection systems. Enhance new features and updates as required.		Maintain continuous availability of 16 data collection systems.		Maintain continuous availability of 16 data collection systems.

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
Social Research and Information Management	Customer Service	Approved	Continue to maintain high ratings in customer service at least above 75th percentile				N.A. ¹
Social Research and Information Management	Customer Outcomes	Approved	Continue to maintain high ratings in assisting people with positive outcomes at least above 75th percentile.				N.A. ²
Social Policy	Customer Service	Approved	Continue to maintain high ratings in customer service at least above 75th percentile.				Continue to maintain high ratings in customer service at least above 75th percentile.
Community Benefits Unit	Customer Service	Approved	New in 2023	Continue to maintain high ratings in customer service at least above 75th percentile.		Continue to maintain high ratings in customer service at least above 75th percentile.	

2025 Service Level

Social Policy and Research

Activity	Type	Status	2021	2022	2023	2024	2025
Community Benefits Unit	Stakeholder and Community Partner Coordination and Engagement	Approved	New in 2022	<p>Convene, coordinate and lead external Community Benefits Advisory Group 4 times per year.</p> <p>Convene, coordinate and lead external Ad Hoc Working Groups 1-2 times in 2022.</p> <p>Convene, coordinate and lead internal CBF (Community Benefits Framework) City Leads Table 4 times per year.</p>	<p>Convene, coordinate and lead external Community Benefits Advisory Group 4 times per year.</p> <p>Convene, coordinate and lead external Ad Hoc Working Groups 3-4 times per year.</p> <p>Convene, coordinate and lead internal CBF (Community Benefits Framework) 9 City Leads Table 4 times per year.</p> <p>Convene, coordinate and lead internal Voluntary Private Sector Community Benefits City Leads Table 4 times per year.</p>	<p>Convene, coordinate and lead external Community Benefits Advisory Group 2-3 times per year.</p> <p>Convene, coordinate and lead internal CBF (Community Benefits Framework) City Leads Table 4 times per year.</p> <p>Convene, coordinate and lead internal Voluntary Private Sector Community Benefits City Leads Table 2 times per year.</p>	<p>Convene, coordinate and lead external Community Benefits Advisory Group 3 times per year.</p> <p>Convene, coordinate and lead internal CBF (Community Benefits Framework) 9 City Leads Table 4 times per year.</p> <p>Convene, coordinate and lead FIFA (Fédération Internationale de Football Association) World Cup Program Advisory Body (Community Benefits and Social Procurement) 4 times per year.</p>

2025 Service Level

Social Policy and Research

Activity	Type	Status	2021	2022	2023	2024	2025
Community Benefits Unit	Rexdale Community Benefits Agreement (CBA) Oversight and Monitoring (Transferred to CBU (Community Benefits Unit) as of June 2023)	Approved	N/A	N/A	100% of targets and conditions in Rexdale Community Benefits Agreements are monitored and publicly reported on. Convene, coordinate and lead Rexdale CBA (Community Benefits Agreement) Community Steering Committee 4 times per year.	100% of targets and conditions in Rexdale Community Benefits Agreements are monitored and publicly reported on. Convene, coordinate and lead Rexdale CBA (Community Benefits Agreement) Community Steering Committee 4 times per year.	100% of targets and conditions in Rexdale Community Benefits Agreements are monitored and publicly reported on. Convene, coordinate and lead Rexdale CBA (Community Benefits Agreement) Community Steering Committee 4 times per year.
Community Benefits Unit	Community Benefits Toolkit	Approved	N/A	Convene, coordinate, and lead external Ad Hoc Working Groups 3-4 times per year.	Collaborate with 5 City of Toronto community benefits initiatives (E.g. Social Procurement Program, Imagination, Manufacturing, Innovation and Technology Program (IMIT), Housing Now) and select at least 10 City project sites to begin pilot testing CB Toolkit components, monitor and track progress.	Continue to collaborate with 5 City of Toronto community benefits initiatives (E.g. Social Procurement Program, Imagination, Manufacturing, Innovation and Technology Program (IMIT)) and continue pilot testing CB Toolkit components with at least 10 City projects and monitor and track progress.	Provide community benefits workforce intermediary services to Create TO-led Housing Now project sites, Social Procurement Program projects, and Economic Development and Culture's Imagination, Manufacturing, Innovation and Technology Program (IMIT) Program recipients.

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
Community Benefits Unit	CB Policy and Program Development	Approved	New in 2023		<p>Provide CB (Community Benefits) policy and program development support to FIFA (Fédération Internationale de Football Association) Secretariat for FIFA (Fédération Internationale de Football Association) World Cup 2026 Community Benefits Plan.</p> <p>Develop policy and program approach to voluntary, private sector opt-in community benefits plans.</p> <p>Respond to 100% of requests from Councillors, divisions and agencies for community benefits consulting, guidance and advice to support Council motions, staff reports, community benefits initiatives and projects.</p> <p>Support Labour Relations with final negotiation of Community Benefits Partnership Agreement within the Voluntary Recognition Agreement with LiUNA Laborers' International Union of North America) 506.</p>	<p>Conduct research and policy analysis on revenue generating, fee for service approach to deliver community benefits consulting services and workforce intermediary services.</p> <p>Continue to provide CB (Community Benefits) policy and program development support to FIFA (Fédération Internationale de Football Association) Secretariat for FIFA (Fédération Internationale de Football Association) World Cup 2026 Community Benefits Plan.</p> <p>Continue to develop policy and program approach to voluntary, private sector opt-in community benefits plans, and begin intensive case study approach with 3 private developer projects.</p> <p>Continue to respond to 100% of requests from Councillors, divisions and agencies for community benefits consulting, guidance and advice to support Council motions, staff reports, community benefits initiatives and projects.</p> <p>Continue to oversee and monitor implementation of</p>	<p>N.A.³</p> <p>Continue to provide CB (Community Benefits) policy and program development support to FIFA (Fédération Internationale de Football Association) Secretariat for FIFA (Fédération Internationale de Football Association) World Cup 2026 Community Benefits Plan.</p> <p>Continue to develop policy and program approach to voluntary, private sector opt-in community benefits plans.</p> <p>Continue to respond to 100% of requests from Councillors, divisions and agencies for community benefits consulting, guidance and advice to support Council motions, staff reports, community benefits initiatives and projects.</p> <p>Continue to oversee and monitor implementation of</p>

2025 Service Level							
Social Policy and Research							
Activity	Type	Status	2021	2022	2023	2024	2025
						terms and conditions in LiUNA Laborers' International Union of North America) 506 VRA (Voluntary Recognition Agreement) Community Benefits Partnership Agreement.	terms and conditions in LiUNA (Laborers' International Union of North America) 506 VRA (Voluntary Recognition Agreement) Community Benefits Partnership Agreement.

2025 Service Level

Financial Management

Activity	Type	Status	2021	2022	2023	2024	2025
Financial Management and Reporting	Purchasing and Contract Management	Approved	Target turnaround time for Divisional Purchase Orders (DPOs) less than \$3,000 is 3 days; greater than \$3,000 up to \$50,000 is 3-10 days depending on the complexity of the request.				Target turnaround time for Divisional Purchase Orders \$3,000 up to \$50,000 is 3-10 days depending on the complexity of the request.
		Approved	Ensure that Cluster A Contracts are reviewed, analyzed, reported and coordinated for corrective action within 5 business days of receiving the reports 95% of the time.	Ensure that Community and Social Services Contracts are reviewed, analyzed, reported and coordinated for corrective action within 5 business days of receiving the reports 95% of the time.	Ensure that Community and Social Services Contracts are reviewed, analyzed, reported and coordinated for corrective action within 5 business days of receiving the reports 95% of the time.		
	Consolidated Cluster Financial Reporting	Approved	Financial reports are reviewed, consolidated and issued by the deadlines 95% of the time.				Financial reports are reviewed, consolidated, and issued by the deadlines 95% of the time.
Financial Services	Approved	Services provided as per requested deadlines in accordance with policies and guidelines, 95% of the time.				Services provided as per requested deadlines in accordance with policies and guidelines, 95% of the time.	

2025 Service Level							
Financial Management							
Activity	Type	Status	2021	2022	2023	2024	2025
		Approved	Petty Cash, payment requisitions and TTC (Toronto Transit Commission) tickets are issued within 3 days 90% of the time and 100% of the time in emergency cases.				Petty Cash, payment requisitions and TTC (Toronto Transit Commission) tickets are issued within 3 days 90% of the time and 100% of the time in emergency cases.
Financial Planning and Coordination	Budget Development	Approved	Budget developed and submitted in accordance with the corporate budget guidelines and meeting budget deadlines 95% of the time.				Budget developed and submitted in accordance with the corporate budget guidelines and meeting budget deadlines 95% of the time.
	Cluster-A Budget Coordination and Oversight	Approved	Provide budget coordination and oversight support to the DCM (Deputy City Manager), division heads, Cluster-A Excellence Team, Financial Planning, committees and Council, as requested 100% of the time.				Provide budget coordination and oversight support to the DCM (Deputy City Manager), division heads, Financial Planning, committees, and Council, as requested 100% of the time.

2025 Service Level							
Financial Management							
Activity	Type	Status	2021	2022	2023	2024	2025
Revenue and Cash Management	Subsidy and Receivable Management	Approved	Prepare subsidy claims for submission to Federal and Provincial ministries and finalize subsidies and receivables for corporate reporting and consolidation in accordance with reporting requirements and deadlines, 100% of the time.				Prepare subsidy claims for submission to Federal and Provincial ministries and finalize subsidies and receivables for corporate reporting and consolidation in accordance with reporting requirements and deadlines, 100% of the time.
	Audited Financial Statements and Financial Reports	Approved	Submission of audited financial statements and financial reports to ministries for cost shared programs by the ministries' deadlines, 100% of the time.				Submission of audited financial statements and financial reports to ministries for cost shared programs by the ministries' deadlines, 100% of the time.
	Corporate reporting	Approved	Finalize subsidies and receivables for corporate reporting and consolidation in accordance with reporting requirements and deadlines, 100% of the time.				Finalize subsidies and receivables for corporate reporting and consolidation in accordance with reporting requirements and deadlines, 100% of the time.
	Ontario Works Benefit Payment Management	Approved	Ontario Works benefit payments validated and processed with 100% accuracy and meeting deadlines 100% of the time.				Ontario Works benefit payments validated and processed with 100% accuracy and meeting deadlines 100% of the time.

2025 Service Level

Financial Management

Activity	Type	Status	2021	2022	2023	2024	2025
	Bank Reconciliations for PFR (Parks, Forestry and Recreation), TPS (Toronto Paramedic Service), TESS (Toronto Employment and Social Services), City Clerk's Divisions	Approved	Bank Reconciliations performed with 100% accuracy and 100% of the time			Bank Reconciliations performed with 100% accuracy and within time deadlines 95% of the time.	Bank Reconciliations performed with 100% accuracy and within time deadlines 95% of the time.
Program Support	Strategic Cluster Leadership, Advice and Support	Approved	Regular and ongoing support provided to the DCM (Deputy City Manager) and Cluster A Divisions 100% of the time.			Regular and ongoing support provided to the DCM (Deputy City Manager) and Community and Social Services Divisions 100% of the time.	Regular and ongoing support provided to the DCM (Deputy City Manager) and Community and Social Services Divisions 100% of the time.
	Relationship Management	Approved	90% of issues are managed and resolved. 10% of issues are outside of the Relationship framework.				90% of issues are managed and resolved. 10% of issues are outside of the Relationship framework.
	Program and Operational Reviews	Approved	Projects are completed on time and within budget as established in an approved project plan/charter.				Projects are completed on time and within budget as established in an approved project plan/charter.

2025 Service Level							
Human Services Integration Office							
Activity	Type	Status	2021	2022	2023	2024	2025
Application for Service	Service Access Request	Approved	90% of applications are completed in a single transaction.				90% of applications are completed in a single transaction. Continue implementation of Phase 3 of Transit Fare Equity.
	Application Completions	Approved	90% of applications are completed in a single transaction.				90% of applications are completed in a single transaction.
	Eligibility Determination	Approved	Eligibility determination is accurate 96% of the time.				Eligibility determination is accurate 96% of the time.
Service Information and Navigation		Approved	100% of residents who request information on multiple services receive it.				100% of residents who request information on multiple services receive it.
		Approved	100% of knowledge articles are reviewed on an annual basis for accuracy.				100% of knowledge articles are reviewed on an annual basis for accuracy.
Client Information Management		Approved	85% of eligible clients receive a client account.				85% of eligible clients receive a client account.

2025 Service Level							
Human Services Integration Office							
Activity	Type	Status	2021	2022	2023	2024	2025
		Approved	85% of client profiles in the Customer Relationship Management system are accurate.				85% of client profiles in the Customer Relationship Management system are accurate.

2024 Service Level							
Community Safety and Wellbeing							
Activity	Type	Status	2021	2022	2023	2024	2025
Community Safety	Violent Incident Response	Approved	<p>Respond to 700 violent incidents and provide customized Crisis Response Protocols</p> <p>Support 25 existing local safety networks</p> <p>Provide 35 Community Crisis Response Funding to community groups to support community healing and capacity building. Provide 20 MVP (Most Vulnerable Person) Youth Interventions/Interruptions</p>		<p>Respond to 700 violent incidents and provide customized Crisis Response Protocols</p> <p>Support 25 existing local safety networks</p> <p>Provide 40 Community Crisis Response Fund to community groups to support community healing and capacity building. Provide MVP (Most Vulnerable Person) Youth Interventions/Interruptions</p>		<p>Respond to 800 violent incidents and provide customized Crisis Response Protocols. Support 15 existing local safety networks Provide 60 Community Crisis Response Fund to community groups to support community healing and capacity building. Provide 80 MVP (Most Vulnerable Person) Youth Interventions/ Interruptions.</p>

2024 Service Level								
Community Safety and Wellbeing								
Activity	Type	Status	2021	2022	2023	2024	2025	
	Safety Promotion	Approved	Engage over 10,000 residents in over 400 engagement activities including events, trainings, workshops, open dialogues and consultations to enhance and support community safety and resiliency. Engage 1000 residents through online violence prevention and promotion of peace.					Engage over 10,000 residents in over 400 engagement activities including events, trainings, workshops, open dialogues and consultations to enhance and support community safety and resiliency. Engage 500 residents online violence prevention and promotion of peace.

2024 Service Level							
Community Safety and Wellbeing							
Activity	Type	Status	2021	2022	2023	2024	2025
	Vulnerability Intervention	Approved	<p>Lead 5 weekly FOCUS (Furthering Our Community by Uniting Services) Situation Tables (with potential expansion both to the area coverage of each situation table, as well as the number of situation tables, pending capacity and resource evaluation) to respond to over 600 situations of acutely elevated risks</p> <p>Develop 3 System level reports</p> <p>Conducted System level Risk Factor and Study Flag Audit</p> <p>Lead SPIDER (Specialized Program for Interdivisional Enhanced Responsiveness) Situation Table to respond to over 40 situations of complex acutely elevated risk and provide consultation to over 70 complex risk situations</p>	<p>Lead 6 weekly FOCUS (Furthering Our Community by Uniting Services) Situation Tables (with potential expansion both to the area coverage of each situation table, as well as the number of situation tables, pending capacity and resource evaluation) to respond to over 900 situations of acutely elevated risks</p> <p>Develop 3 System level reports</p> <p>Conduct System Barriers Feedback Survey, collect responses from participating FOCUS (Furthering Our Community by Uniting Services) partners</p> <p>Lead SPIDER (Specialized Program for Interdivisional Enhanced Responsiveness) Situation Table to respond to over 40 situations of complex acutely elevated risk and provide consultation to over 70 complex risk situations</p>	<p>Lead 7 weekly FOCUS (Furthering Our Community by Uniting Services) Situation Tables (with potential expansion both to the area coverage of each situation table, as well as the number of situation tables, pending capacity and resource evaluation) to respond to over 900 situations of acutely elevated risks</p> <p>Develop 3 System level reports</p> <p>Conduct System Barriers Feedback Survey, collect responses from participating FOCUS (Furthering Our Community by Uniting Services) partners</p> <p>Lead SPIDER (Specialized Program for Interdivisional Enhanced Responsiveness) Situation Table to respond to over 40 situations of complex acutely elevated risk and provide consultation to over 70 complex risk situations</p>	<p>Lead 7 weekly FOCUS (Furthering Our Community by Uniting Services) Situation Tables to respond to over 1100 situations of acutely elevated risks.</p> <p>Develop 3 System level reports.</p> <p>Explore Accreditation process for FOCUS (Furthering Our Community by Uniting Services) Toronto, FOCUS Toronto Program Impact Evaluation (finalized), and 2025 Annual Report.</p> <p>Lead SPIDER (Specialized Program for Interdivisional Enhanced Responsiveness) Situation Table to respond to over 40 situations of complex acutely elevated risk and provide consultation to over 70 complex risk situations.</p>	
Toronto Community Crisis Service	Calls for Service	Approved	New in 2023		6,827 total calls received for service.	7,000 calls received for service.	10,000 calls received for service.

2024 Service Level							
Community Safety and Wellbeing							
Activity	Type	Status	2021	2022	2023	2024	2025
	Diversion Rate	Approved	New in 2023		78% of calls transferred from 911 were handled by TCCS (Toronto Community Crisis Service) with no police involvement.	80% of calls transferred from 911 were handled by TCCS (Toronto Community Crisis Service) with no police involvement	80% of calls transferred from 911 were handled by TCCS (Toronto Community Crisis Service) with no police involvement.
	Wrap-Around Supports	Approved	New in 2023		1,160 clients were connected to case management supports.	1,500 clients connected to case management supports.	1,500 clients connected to case management supports.

Notes:

1. Discontinued from Service Level file, as the data was not consistently collected.
2. Discontinued from Service Level file, as the data was not consistently collected.
3. Service now included as part of the Community Benefits Unit, Activity and Community Benefits Toolkit.

Toronto Employment and Social Services

2025 Service Level							
Employment Services							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Develop and Implement Integrated Employment Strategies	# of workforce development projects and initiatives that connect employers and job seekers	Approved	25	25	25	25	N/A
		Actual	11	11	14	N/A	

2025 Service Level							
Employment Services							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Plan and Manage Employment and Career Services	# office Visits	Approved	125,000	125,000	125,000	125,000	250,000
		Actual	937	14,396	161,314 ¹	272,400	
	% of OW clients who left for employment and accessed extended employment health benefit	Approved	18%	18%	19%	15%	15%
		Actual	18%	18%	13%	11%	
	# of PAYE Employers Offering Jobs to Youth	Approved	N/A	N/A	N/A	N/A	N/A
		Actual	N/A	N/A	N/A	N/A	

2025 Service Level							
Integrated Case Management and Service Planning							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Provide Individualized Employment Service Planning and Integrated Employment Strategies	# of individual service plans developed and updated	Approved	200,000	200,000	200,000	200,000	200,000
		Actual	156,560	144,109	151,783	184,860	
	% Service Plans that are Current	Approved	80%	80%	80%	80%	80%
		Actual	79%	53%	45%	45%	
	Client satisfaction with Overall Quality and Service Delivery	Approved	90%	90%	90%	90%	90%
		Actual	91%	85%	85%	85%	
	% of caseload with employment income	Approved	8%	8%	8%	7%	6%
		Actual	8%	8%	7%	6%	
Eligibility Determination and Case Management	% of eligibility decisions reached within 4 business days	Approved	90%	90%	90%	90%	90%
		Actual	93%	75%	77%	40% ²	
	% of appeals and Internal Reviews reviewed within legislated 30 day timeframe	Approved	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	
		Approved	50%	50%	45%	45%	45%

2025 Service Level							
Integrated Case Management and Service Planning							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
	reduce % of caseload on assistance more than 2 years	Actual	65%	56%	42%	36%	
	average monthly OW cases served	Approved	91,000	91,000	91,000	96,000	115,000
		Actual	64,475	73,415	85,405	102,000	
	# of OW applications processed annually	Approved	50,000	50,000	50,000	50,000	80,000
		Actual	27,239	48,286	61,451	78,325	

2025 Service Level							
Financial Supports							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Financial and Employment Benefits Administration	# of financial and employment benefit payments processed annually	Approved	1,300,000	1,300,000	1,300,000	1,300,000	1,500,000
		Actual	836,204	982,651	1,175,875	1,381,000	
	\$ of overpayment recoveries per year	Approved	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000
		Actual	22,554,514	29,044,189	29,590,792	29,210,000	
	% of client fraud allegations investigated	Approved	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	
	# of monthly Housing Stabilization Fund payments	Approved	2,700	2,700	2,700	2,700	2,700
		Actual	1,356	1,729	2,115	2,610	

Notes:

1. Office visits for 2023 covers the months of April through December.
2. % of eligibility decisions reached within 4 business has been negatively impacted by challenges with the provincial centralized intake process and consistently high application volumes.
3. 2023 numbers have been updated where required to reflect the full year actual figure.

Toronto Fire Services

2025 Service Level								
Fire Prevention, Inspection, and Enforcement								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Development Review	Building Code	% Ontario Building Code site plan reviews completed	Approved	100%	100%	100%	100%	100%
			Actual	100% (1141)	100% (1286)	100% (1027)	100%	
Fire Code Enforcement	Vulnerable Occupancies	% of Vulnerable Occupancies inspected annually	Approved	100%	100%	100%	100%	100%
			Actual	89% (303)	99% (340)	100% (343)	100%	
	Complaint / Request	% of Complaint/Request inspections conducted annually	Approved	100%	100%	100%	100%	100%
			Actual	100% (6602)	100% (7169)	100% (8713)	100%	
	Rooming Houses	% of Licenced Rooming Houses inspected annually	Approved	100% (390)	100%	100%	100%	100%
			Actual	75% (293)	100% (233)	100% (272)	100%	
	Toronto Community Housing Corp (TCHC)	% of TCHC multi-units residential properties inspected annually	Approved	100% (336)	100%	100%	100%	100%
			Actual	99% (333)	100% (336)	100% (336)	100%	

2025 Service Level								
Fire Prevention, Inspection, and Enforcement								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	High-Rise Residential	% of High-rise residential buildings inspected annually	Approved	100% (2925)	100%	100%	100%	100%
			Actual	91% (2657)	95% (2792)	97% (2838)	100%	
	Shelter Support and Housing	% of SSHA buildings inspected annually	Approved	100%	100%	100%	100%	100%
			Actual	100% (56)	100% (59)	100% (56)	100%	
	Enhanced Quality Assurance (QA) Inspection	# Enhanced QA inspections conducted annually	Approved	325	325	325	325	325
			Actual	82% (266)	117% (382)	91% (297)	100%	
Investigation	Fire Investigations	% of fatal fires investigated	Approved	100%	100%	100%	100%	100%
			Actual	100% (19)	100% (13)	100% (15)	100%	
		% of serious injury fires investigated	Approved	100%	100%	100%	100%	100%
			Actual	100% (15)	100% (26)	100% (32)	100%	
		% of explosions investigated	Approved	100%	100%	100%	100%	100%
			Actual	100% (1)	100% (2)	100% (3)	100%	
	% of fires investigated where suspected fire code violations impacted the growth/development/spread of the fire	Approved	100%	100%	100%	100%	100%	
		Actual	100% (34)	100% (14)	100% (36)	100%		
	% of fires in TCHC residential properties investigated	Approved	100%	100%	100%	100%	100%	
		Actual	100% (63)	100% (88)	100% (66)	100%		

2024 Service Level								
Fire Safety Education ¹								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
School Based Fire Education		# Elementary School presentations conducted annually	Approved	1,373	750	1,862	1,500	1500
			Actual	1,452	953	1,500	1,700	
Campaign Based Fire Education	Fire Education Material/Brochures Fire Education Training Sessions Public Events	# of Presentations conducted annually for Seniors	Approved	123	200	204	240	245
			Actual	141	226	230	265	

Notes:

1. 2023 actuals have been updated to reflect 2023 year-end results.

Toronto Paramedic Services

2025 Service Level									
Paramedic Services									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023 ²	2024	2025
Emergency Medical Care	Pre-Hospital Emergency Care	Length of time in minutes to arrive at life threatening	Response Time (minutes)	Approved	12.40	12.50	14.0	14.3	14.3
				Actual	13.00	14.2 ³	14.0	14.5	

2025 Service Level									
Paramedic Services									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023 ²	2024	2025
		calls 90% of the time							
Emergency Medical Care	Pre-Hospital Emergency Care	Service Time (minutes) (90th Percentile All Calls)	Service Time (minutes) (90th Percentile All Calls)	Approved	130.67	137.08	145.83	152.00	148.00
				Actual	139.00	146.90	141.60	145.00	
Emergency Medical Care	Pre-Hospital Emergency Care	WSIB Cost (\$ million)	WSIB Cost (\$ million)	Approved	\$11.59	\$13.30	\$15.50	\$15.70	\$17.00
				Actual	\$13.50	\$14.70	\$15.5	\$17.00	
Community Paramedicine and Emergency Call Mitigation	Community Healthcare Outreach and Referral	CP Supporting Vulnerable Patients	Number of Supported Vulnerable Patients	Approved	26,054	27,877	28,860	29,437	29,500
				Actual	26,147 ¹	26,296	26,839	28,000	
Emergency Medical Dispatch and Preliminary Care	Emergency Medical Dispatch and Preliminary Care	Number of Calls Processed	Emergency Calls Processed	Approved	390,011	416,094	428,577	439,436	560,366
				Actual	394,040	427,749	508,059	529,206	

Notes:

1. Total interactions in 2021 is 44,612 of which 18,465 were Community COVID-19 tests.
2. 2023 actuals updated to reflect Year End results.

3. The expression of Response Time changed from minutes and seconds MM:SS (i.e. 14:20) to decimal minutes (i.e. 14.3 minutes).

Toronto Shelter and Support Services

2025 Service Level								
Emergency Shelter and Related Support								
Type	Service Level Description	Status	2021	2022	2023	2024	2025	
Directly operated	# of Shelter Beds	Approved	1,397	1,086	1,158	1,224	1,381	
		Actual	986	1,123	1,220	1,284		
	Food Services - # of Meals or Snacks Provided / Total Value of Meals or Snacks	Approved	1,232,370 / \$7.2M 28,955 / \$0.217M	1,342,300 / \$7.3M 19,250 / \$0.168M	1,342,300 / \$7.3M 19,250 / \$0.168M	1,654,041 / \$8.4M 12,067 / \$0.91M	1,906,941 / \$8.75M 9,804 / \$0.074M	
		Actual	1,342,300 / \$7.3M 16,303 / \$0.122M	1,654,041 / \$7.8M 14,704 / \$0.11M	1,775,541 / \$8.1M 12,021 / \$0.090M	1,906,941 / \$8.75M 9,804 / \$0.074M		
	Children's Supports - # Children Supported	Approved	2,200	1,685	3,300	3,520	7,500	
		Actual	2,096	2,465	4,993	7,166		
	Street Outreach site visits conducted ¹	Approved	New in 2023			28,500	28,000	26,000
		Actual				26,787	25,500	
	Nursing Care - Average # of Individuals per Day Supported with On-Site Nursing or Medical Care	Approved	400	220	230	300	300	
		Actual	300	210	222	225		
Community Agencies	Emergency Shelter funding - # Contracts with Funding / # Beds / # Providers / Total Value of Funding	Approved	32 / 3,169 / 52 / \$70.4M	31 / 2,009 / 51 / \$77.4M	30 / 2,024 / 50 / \$82.8M	28 / 2,420 / 48 / \$93.6M	50 / 2,380 / 30 / \$99.6M	
		Actual	32 / 1,502 / 52 / \$69.6M	31 / 1,796 / 51 / \$72.5M	50 / 2,050 / 30 / \$78.9M	50 / 2,216 / 30 / \$88.3M		
		Approved	8 / 834	8 / 870	8 / 870	8 / 870	8 / 880	

2025 Service Level							
Emergency Shelter and Related Support							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Shelter Expansion Initiative - # of Sites / # of Beds	Actual	8 / 870	8 / 870	8 / 870	8 / 880	
	Human Service Response - Motel Program - # of Beds / Total Value of Funding	Approved	2,036 / \$60.7M	2,036 / \$60.7M	1,881 / \$96.5M	2,397 / \$131.1M	2,467 / \$154.4M
		Actual	588 / \$21.2M	1,285 / \$76.9M	1,725 / \$103.5M	2,357 / \$156.1M	
	Housing Help services inside shelters funding - # Agencies Provided Funding / Total Value of Funding	Approved	42 / \$12.22M	33 / \$7.54M	31 / \$6.99M	27 / \$5.71M	26 / \$6.90M
		Actual	33 / \$7.45M	31 / \$6.97M	26 / \$6.07M	26 / \$5.47M	
	Quality Assurance - # of Visits	Approved	55	364	800	792	440
		Actual	308	780	428	418	
	Complaints Management - # Complaints Handled	Approved	373	340	450	662	507
		Actual	258	516	600	457	
	Central Intake - # Calls / # Intakes	Approved	100,000 / 29,000	243,893 / 55,000	317,000 / 75,402	500,000 / 170,000	550,000 / 120,000
		Actual	196,373 / 56,115	310,469 / 76,733	452,678 / 79,142	480,000 / 90,000	

2025 Service Level							
Homeless and Housing Support in the Community							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
Community Agencies	Street Outreach funding - # Agencies Funded / Total Value of Funding	Approved	18 / \$7.47M	16 / \$7.25M	6 / \$2.92M	6 / \$2.92M	6 / \$2.98M
		Actual	11 / \$5.00M	6 / \$0.73M	6 / \$2.87M	6 / \$2.92M	
	Drop-in funding - # Agencies Funded / Total Value of Funding	Approved	28 / \$7.83M	28 / \$7.83M	21 / \$8.03M	24 / \$9.03M	24 / \$8.31M
		Actual	28 / \$8.25M	28 / \$7.74M	24 / \$9.08M	24 / \$10.79M	

2025 Service Level								
Homeless and Housing Support in the Community								
Type	Service Level Description	Status	2021	2022	2023	2024	2025	
	System Support funding - # Agencies Funded / Total Value of Funding	Approved	New in 2022	4 / \$0.26M	4 / \$1.05M	8 / \$2.23M	7 / \$3.13M	
		Actual		5 / \$0.57M	12 / \$3.30M	21 / \$2.88M		
	Winter Respite Services - Total Spaces Provided / Total Value of funding	Approved	350 / \$34.98M	213 / \$29.37M	316 / \$29.76M	1,375 / \$64.40M	1,180 / \$67.39M	
		Actual	213 / \$29.21M	576 / \$28.66M	947 / \$41.74M	1,211 / \$64.56M		
	Capital funding - # Agencies Funded / Total Value of Funding	Approved	3 / \$3.64M	0 / \$0.8M	1 / \$2.5M	1 / \$3.4M	1 / \$3.43M	
		Actual	0 / \$0.57M	0 / \$0M	1 / \$2.5M	1 / \$3.43M		
Directly Operated	Street Outreach - # Street Outreach Clients Offered Assistance	Approved	1,300	1,500	1,500	1,500	3,959	
		Actual	1,900	2,200	2,481	3,459		
	Housing Follow-up - # Clients / Average Length of Support (Months)	Approved	150 / 18	170 / 18	100 / 18	100 / 18	100 / 18	
		Actual	150 / 18	80 / 18	90 / 18	100 / 18		
	Shelter Referrals - # Shelter Referrals Made from SHARC (Not Unique Individuals)	Approved	12,000	2,000	2,000	500	200	
		Actual	1,839	2,959	713	251		
	Transition to Housing Beds - # Clients / # Available Transition to Housing Beds at SHARC (Unique Individuals)	Approved	330 / 30	100 / 27	200 / 27	175 / 33	180 / 35	
		Actual	85 / 27	287 / 27	192 / 35	160 / 35		
Directly Operated and Community Agencies	Total bed nights of sleeping accommodation provided ²	Approved	New in 2022	2,920,000	3,200,000	3,879,600	4,465,800	
		Actual	New in 2022	2,924,216	3,538,535	4,392,000		
	Temporary Hotel Program - # of beds	Approved	New in 2024				2,295	2,206
		Actual	New in 2024			2,625	2,250	

2025 Service Level								
Homeless and Housing Support in the Community ⁴								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Provide Homeless and Housing Support in the Community	Shelter Supplement	Bridging and Triage program for families - Refugee Client (New)	Approved	New in 2025				1,740
			Actual					
		Bridging and Triage program for families - Non-Refugee client (New)	Approved					777
			Actual					

Notes:

1. Methodology revised to focus on Streets to Homes only, previously reported number is revised since it included community partner reported totals that have not been sustained in subsequent years.
2. Service level description name changed from Total shelter and allied services bed nights provided (New) to Total bed nights of sleeping accommodation provided.
3. 2023 Actuals updated to reflect 2023 Year-end results for all Service levels.
4. New measures introduced this year to include individuals provided accommodation in programs outside the shelter system, specifically in bridging and triage hotel programs that support families unable to access space in a program within the City's shelter services.

INFRASTRUCTURE SERVICES

Engineering and Construction Services

2025 Service Level								
Municipal Infrastructure Construction								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Design	Engineering Design	% of tenders / RFPs / RFQs issued compared to plan	Approved	90%	90%	90%	90%	90%
			Actual	70%	82%	79%	85%	
Construction	Engineering Construction	Year End Actual Expenditure as a % of Approved Capital Budget	Approved	80%	80%	80%	80%	80%
			Actual	86%	79%	96%	> 80%	

2025 Service Level								
Engineering Review and Acceptance								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Development Applications Review and Acceptance	Development Applications	Review and acceptance of Development Application submissions within approved timelines	Approved	75%	75%	75%	75%	N/A ¹
			Actual	64%	68%	79%	85%	
	Engineering Drawings	Review of engineering drawing submissions within established timelines	Approved	75%	75%	75%	75%	N/A ¹
			Actual	94%	93%	94%	90%	
	Transit Related Applications	Review and acceptance of Transit Related Application submissions within 20 working days	Approved	90%	90%	90%	90%	90%
			Actual	99%	99%	100%	99%	

2025 Service Level								
Engineering Information								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Land Information	Land Surveying	Completion of projects by estimated date	Approved	90%	90%	90%	90%	90%
			Actual	91%	91%	90%	90%	
	Street Naming	Provide a recommendation within 6 months	Approved	90%	90%	90%	90%	90%
			Actual	92%	92%	86%	80%	
	Municipal Numbering	Provide comments within 5 working days	Approved	90%	90%	90%	90%	90%
			Actual	70%	70%	93%	93%	
Bridge Condition Assessment	Bridge Inspection and Assessment	Bridge condition inspection compliance within regulatory timelines	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

Notes:

1. In 2025, Development Review division will develop and implement a new data model for Outcome and Service Level Measures.

Municipal Licensing and Standards

2025 Service Level								
Animal Services								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Shelter and Care	Sheltered Animals	Average days in shelter	Approved	15	14	13	13	13
			Actual	9	11	12	11	

2025 Service Level								
Animal Services								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Stray Animals Adopted or Returned to Owner	% sheltered animals adopted/transferred or returned to owner	Approved	85%	85%	85%	85%	85%
			Actual	73%	77%	76%	78%	
Pet Licence Issuance	Dog and Cat Licences Renewed	% pet licences renewed	Approved	80%	80%	80%	80%	80%
			Actual	75%	76%	77%	76%	
	Licence Application	% applications conducted on-line	Approved	65%	65%	65%	65%	65%
			Actual	74%	74%	74%	87%	
Response and Enforcement	Response Times	% of TAS service requests response times within standards (5 days or less)	Approved	80%	80%	80%	80%	80%
			Actual	58%	67%	65%	74%	
	Emergency Animal Rescue and Care	% response to emergency animal rescue and public safety within 2 hours	Approved	80%	80%	80%	80%	80%
			Actual	82%	68%	57%	64%	
	Non-Emergency Animal Removal	% non-emergency response for removal within 48 hrs. Respond to dead animal removal (domestic or wildlife / public or private property) ¹	Approved	85%	85%	85%	85%	Consolidated into priority response below.
			Actual	88%	47%	40%	N/A	
	Animal Rescue and Care	Priority 1: Time to respond to TAS priority care, services, and dangerous dog bites/acts (Within 5 hours)	Approved	New in 2025				85%
			Actual					
		Priority 2: Time to respond to TAS priority care, services, and dangerous dog bites/acts (Within 24 hours)	Approved	New in 2025				85%
			Actual					
Priority 3: Time to respond to TAS priority care, services, and dangerous dog bites/acts (Within 48 hours)		Approved	New in 2025				85%	
		Actual						

2025 Service Level								
Licences and Permits								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Licence and Permit Issuance	Business Licenses	% business licences issued in 20 days or less, excluding PTC driver licences (new and renewal)	Approved	70%	70%	70%	70%	85%
			Actual	74%	76%	88%	93%	
	Clothing Drop Box, Right of Way (Patio, Café, Marketing), Fireworks and Temporary Sign Permits	% Licenses issued in 20 days or less (new and renewal)	Approved	95%	95%	95%	95%	80%
			Actual	83%	86%	78%	84%	
	Business Licencing and Registration	% Online Transactions and Payments	Approved	85%	85%	85%	85%	85%
			Actual	87%	86%	85%	81%	
By-law Exemptions	Fence / Noise / Natural Gardens	% an exemption or permit referral to Community Council occurs in 30 days.	Approved	100%	100%	100%	100%	N/A ²
			Actual	N/A	N/A	N/A	N/A	

2025 Service Level								
By-Law Compliance and Enforcement								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Licensing	Licence and Permit Service Response	% initial response or action taken on business licensing service requests within two business days of entry of report. ³	Approved	90%	90%	90%	90%	Service Levels are now being tracked as part of the Priority Response Model below.
			Actual	56%	46%	53%	89%	
Public Spaces	Public Spaces Service Request	% violations of by-law provisions regarding public spaces resolved within 30 business days from receipt of report ⁴	Approved	80%	80%	80%	80%	
			Actual	93%	91%	89%	N/A	
Licensing	Licence and Permit Service Response	Priority 1: % rate response within 3 business days of reported issue for licence and permit bylaw enforcement service requests	Approved	New in 2025				90%
			Actual					

2025 Service Level								
By-Law Compliance and Enforcement								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Enforcement	Noise	Priority 2: % rate response within 5 business days of reported issue for licence and permit bylaw enforcement service requests	Approved	New in 2025				90%
			Actual					
		Priority 3: % rate response within 10 business days of reported issue for licence and permit bylaw enforcement service requests	Approved	New in 2025				95%
			Actual					
		High Priority: % rate response within 24 hours of reported Noise issue	Approved	New in 2025				90%
			Actual					
Normal Priority: % rate response within 5 days of reported Noise issue	Approved		New in 2025				80%	
	Actual							
Low Priority: % rate response within 7 days of reported Noise issue	Approved	New in 2025				70%		
	Actual							
	Investigation Services	Investigation Services Service Response	Priority 1: % rate response conducted within 24 hours of reports	Approved	New in 2025			
Actual								
Priority 2: % rate response conducted within 5 days of reports			Approved	New in 2025				70%
			Actual					
Priority 3: % rate response conducted within 10 days of reports			Approved	New in 2025				70%
			Actual					

Notes:

1. This service level has been updated for 2025 as part of Animal Services priority response model and is reflected in the “new” indicators below.
2. Natural Garden Exemption Permits were discontinued as a result of bylaw changes made in 2022; business processes and tracking have changed for both Noise and Fence Exemption Permits.

Policy, Planning, Finance and Administration

2025 Service Level								
Organizational Effectiveness								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Cross Divisional Planning and Coordination	Administrative support and coordination	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
	Strategy and policy development	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
	Implementation support	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Performance Measurement	Monitoring and tracking	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

2025 Service Level									
Financial Management									
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Budget Planning and Coordination	Budget coordinated, prepared and submitted		% of Infrastructure and Development Services divisional budgets supported and coordinated within deadlines	Approved	100%	100%	100%	100%	100%
				Actual	100%	100%	100%	100%	
	Research, data generation, analysis and presentation		% of requests acknowledged within 2 days	Approved	95%	95%	95%	95%	95%
				Actual	As Requested			As Requested	

2025 Service Level										
Financial Management										
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025	
	Assistance with service planning		% of Infrastructure and Development Services plans supported and submitted within timelines	Approved	100%	100%	100%	100%	100%	
				Actual	As Requested				As Requested	
	Management reporting and control	Monthly Variance Reports		% of reports issued within 7 days after month end	Approved	80%	80%	80%	80%	80%
					Actual	80%	80%	80%	80%	
		Corporate Variance Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%	100%
					Actual	100%	100%	100%	100%	
	Business advice and consultation			% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%	100%
					Actual	As Requested				As Requested
	Financial Transaction and Payment Processing	Management reporting and control		% of accounts reconciled within 30 days of month end	Approved	100%	100%	100%	100%	100%
					Actual	100%	100%	100%	100%	
Business advice and consultation				% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%	100%
					Actual	As Requested				
Purchasing and procurement		Purchasing documents		% of documents processed in SAP within 3 business days	Approved	90%	90%	90%	90%	90%
					Actual	99%	99%	99%	99%	
				% of documents processed in SAP within 2 business days if no sourcing required	Approved	95%	95%	95%	95%	95%
					Actual	99%	98%	98%	98%	
		Informal Calls (\$7,500 - \$50,000/\$120,000 new limit)		% of informal calls processed within 60 days	Approved	90%	90%	90%	90%	90%
					Actual	100%	100%	100%	99%	
Accounts payable				% of invoices confirmed for payment within 60 days	Approved	85%	85%	85%	85%	85%
					Actual	79%	77%	82%	82%	
					Approved	90%	90%	90%	90%	90%

2025 Service Level										
Financial Management										
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025	
	Accounts receivable		% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request	Actual	95%	98%	98%	97%		
	Collect and process customer payments	Collection	% of undisputed accounts receivable collected within agreed upon payment terms	Approved	70%	70%	70%	70%	70%	
				Actual	62%	64%	65%	68%		
		Deposit	% of customer payments deposited by the next business day	Approved	100%	100%	100%	100%	100%	
				Actual	95%	100%	98%	100%		
		Account updates	% of accounts updated within 5 business days upon receipt of supporting documents	Approved	90%	90%	90%	90%	90%	
				Actual	95%	99%	99%	95%		
		Collects and process customer deposits and prepare refunds for payment	Customer deposits	% of customer deposits processed within 48 hours of receipt	Approved	100%	100%	100%	100%	100%
					Actual	95%	100%	100%	100%	
	Refunds		% of completed refund requests processed within 10 business days of receipt	Approved	90%	90%	90%	90%	90%	
				Actual	86%	97%	95%	72%		

2025 Service Level										
Program Support										
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025	
Time and Attendance - Data Entry and Reporting	Payroll Advice and Reporting	Monthly attendance reports	% of reports provided	Approved	100%	100%	100%	100%	100%	
				Actual	100%	100%	95%	95%		
		Other reports	% of reports provided within 5 days	Approved	95%	95%	95%	95%	95%	95%
				Actual	100%	100%	95%	95%		
	Time and attendance - Data entry and reporting	Time sheets	% of time sheets entered	Approved	100%	100%	100%	100%	100%	100%
				Actual	100%	100%	100%	100%		
Complement Management and Reporting	Complement Management Percentage of SuccessFactor Transactions processed (prepping positions for hire, creating positions, deactivating positions, cost centre changes, org movements and routine maintenance).	SuccessFactors-Records updates	% of employee record updates completed within 2 days	Approved	95%	95%	95%	95%	95%	
				Actual	95%	95%	95%	95%		
	Various monthly and/or ad-hoc reports		% of reports completed within agreed upon timelines	Approved	95%	95%	95%	95%	95%	
				Actual	95%	95%	95%	95%		
	Client consultation/support		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%	100%	
				Actual	As Requested				100%	

2025 Service Level									
Program Support									
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Complement Management related documentation (Organizational Change Approval Form and Staff Requisition Form)		# of days to prepare	Approved	1	1	1	1	1
				Actual	1	1	1	1	
Public Consultation			% of compliance to meet notification guidelines, legislated requirements, and client and program needs	Approved	100%	100%	100%	100%	100%
				Actual	100%	100%	100%	100%	
General Administration	Telephone Coordination		% coordinated within 5 business days	Approved	95%	95%	95%	95%	95%
				Actual	95%	95%	95%	95%	
	Mail Services		% coordinated within 2 business days	Approved	100%	100%	100%	100%	100%
				Actual	30%	100%	100%	100%	

Toronto Emergency Management

2025 Service Level								
Emergency Management Program Development and Response								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Customer Service	Communications (phone, email, material request)	% acknowledged in 1 business day and responded within 3 business days	Approved	90%	90%	90%	90%	90%
			Actual	100%	100%	100%	100%	
Municipal Program Requirements		% of compliance with the requirements under the Toronto Municipal Code	Approved	100%	100%	100%	100%	100%
			Actual	N/A ¹	100%	100%	100%	
Provincial Program Requirements		% of compliance with the requirements under the Act	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Business Continuity	Business Impact Analysis	% of Divisions with a business impact analysis	Approved	90%	90%	90%	90%	90%
			Actual	N/A ¹			25%	80%
	Business Continuity Plan	% of Divisions with a current business continuity plan	Approved	90%	90%	90%	90%	90%
			Actual	N/A ¹			25%	80%
OEM 24/7 On-Call	On Call Service	% of calls responded to within 15 minutes of initiation	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Emergency Operation Centre (EOC)	Normal Hours	% of appropriate staffing at EOC within 15 minutes of requests	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
	After Hours		Approved	100%	100%	100%	100%	100%

2025 Service Level								
Emergency Management Program Development and Response								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
		% of appropriate staffing at EOC within 2 hours of requests	Actual	100%	100%	100%	100%	

Notes:

1. Impacted by COVID-19 operational response and/or not tracked or met due to operational response priorities.

Transit Expansion

2025 Service Level							
Transit Expansion							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Program Management and Planning	End-to-end length of time for issues to be considered and resolved at a Steering Committee	Approved	3 Months	3 Months	3 Months	3 Months	3 Months
		Actual	3 Months	2.2 Months	3 Months	3 Months	
Capital Implementation Coordination	% of City reviews of Environmental Assessment/Transit Project Assessment Process documents completed within service standards	Approved	100%	100%	95%	95%	95%
		Actual	95%	95%	95%	95%	
	% of City reviews of procurement documents completed within service standards	Approved	100%	100%	95%	95%	95%
		Actual	95%	95%	95%	95%	
	% of City reviews of capital implementation submissions completed within service standards	Approved	100%	100%	95%	95%	95%
		Actual	95%	95%	95%	95%	

Transportation Services

2025 Service Level								
Road and Sidewalk Management ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Planned De-Ice or Salt (dependent on snow volume)	Expressways	De-Ice within 2 hours after becoming aware roadway is icy ²	Approved	Revised service level as per 2024.IE15.3 Annual Winter Maintenance Report				100%
			Actual					
	Arterial	De-Ice within 4 hours after becoming aware roadway is icy ²	Approved					100%
			Actual					
	Collectors	De-Ice within 4 hours after becoming aware roadway is icy ²	Approved					100%
			Actual					
	Local	De-Ice within 8 hours after becoming aware roadway is icy ²	Approved					100%
			Actual					
	Laneways	De-Ice within 24 hours after becoming aware roadway is icy ²	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	N/A	96%	
Bike lanes - Cycle Tracks, Priority Bike Lanes, Arterial Roads, Bike trails (Martin Goodman and Humber Bay Waterfront Trail)	Salt within 6-8 hours	Approved	Consolidated to new service level below					
		Actual						
Bike Lanes - Collector Roads	Salt within 6-8 hours	Approved						
		Actual						
Cycling Infrastructure	Salt within 8 hours ²	Approved	Consolidated service level as per 2024.IE15.3 Annual Winter Maintenance Report				100%	
		Actual						
Planned Plow (Dependent on snow volume)	Expressways	Plow within 2 hours after becoming aware that snow accumulation depth is greater than 2.5cm ²	Approved	Revised service level as per 2024.IE15.3 Annual Winter Maintenance Report				100%
			Actual					

2025 Service Level								
Road and Sidewalk Management ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Arterial	Plow within 6 hours after becoming aware that snow accumulation depth is greater than 5cm ²	Approved					100%
			Actual					
	Collectors	Plow within 8 hours after becoming aware that snow accumulation depth is greater than 8cm ²	Approved					100%
			Actual					
	Local	Plow within 14 hours after becoming aware that snow accumulation depth is greater than 8cm ²	Approved					100%
			Actual					
Winter Maintenance Investigations (Service Requests)	Roadway and laneway salting	Service requests responded within 24 hours for salting of roadways and laneways	Approved	90%	90%	90%	90%	90%
			Actual	85%	79%	23%	78%	
	Road Plowing	Service requests responded within 36 hours for roadway Plowing complaints	Approved	90%	90%	90%	90%	90%
			Actual	67%	15%	21%	80%	
	Plow Damage	Service requests responded within 5 days for plough damage under emergency investigation and service requests responded within 360 days for plowing damage investigation and repair ³	Approved	Revised to reflect emergency and non-emergency damages. ⁵				90%
			Actual					
Roadways and Laneways complaints	Service requests responded within 72 hours for salting of roadways and laneways ⁴	Approved	Revised description for actual service. ⁴				90%	
		Actual						
Claims and Investigations of Service Requests	Roadway, Roadside, and Bridges	Service requests made safe and responded to within 24 hours	Approved	90%	90%	90%	90%	90%
			Actual	78%	56%	46%	83%	
	Road Spill	Service requests responded and made safe within 48 hours for road spill	Approved	90%	90%	90%	90%	90%
			Actual	41%	34%	13%	N/A	
Pot Hole Repair	Pot hole non-expressway repair	Roadway pot hole made safe within 4 days of receiving an emergency service request ⁵	Approved	90%	90%	90%	90%	90%
			Actual	87%	69%	16%	50% ⁵	
				Approved	90%	90%	90%	90%

2025 Service Level								
Road and Sidewalk Management ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Pot hole expressway repair	Expressway pothole made safe within 24 hours of receiving an emergency service request ⁵	Actual	97%	62%	24%	35% ⁵	
	Pot hole expressway repair	Expressway pothole made safe within 4 days of receiving a non-emergency service request ⁶	Approved	New for 2025				90% ⁶
			Actual					
	Pot hole arterial roads repair	Arterial roads pothole made safe within 4 days of receiving a non-emergency service request ⁶	Approved	New for 2025				90% ⁶
			Actual					
	Pot hole collector roads repair	Collector roads pothole made safe within 14 days of receiving a non-emergency service request ⁶	Approved	New for 2025				90% ⁶
			Actual					
	Pot hole local street repair	Local street pothole made safe within 21 days of receiving a non-emergency service request ⁶	Approved	New for 2025 ⁶				90%
			Actual					
	Pot hole laneway repair	Laneway street pothole made safe within 21 days of receiving a non-emergency service request ⁶	Approved	New for 2025 ⁶				90%
			Actual					
Boulevard and Walkway Maintenance	Boulevard maintenance and repair	Service requests responded with temporary repairs within 5 days for boulevard damage	Approved	90%	90%	90%	90%	90%
			Actual	77%	52%	11%	30%	
	Retaining wall installation and repair	Service requests responded and made safe within 24 hours for retaining wall complaints	Approved	90%	90%	90%	90%	90%
			Actual	63%	43%	0%	n/a	
Ditch and Driveway Culvert Maintenance		Service requests responded within 5 days for ditch and driveway culvert maintenance	Approved	90%	90%	90%	90%	90%
			Actual	66%	42%	10%	23%	
Ponding Maintenance	Driveway ponding	Service requests responded within 5 days for driveway ponding	Approved	90%	90%	90%	90%	90%
			Actual	67%	40%	12%	35%	
Expressway Maintenance	Expressway guiderail/fence damage	Service requests responded with temporary repairs within 5 days for guiderail/fence damage	Approved	90%	90%	90%	90%	90%
			Actual	73%	51%	15%	27%	
			Approved	90%	90%	90%	90%	90%

2025 Service Level								
Road and Sidewalk Management ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Maintenance hole covers	Service requests investigated within 24 hours for maintenance holes		Actual	78%	59%	34%	36%	
Illegal Dumping	Service requests responded within 5 days for illegal dumping		Approved	90%	90%	90%	90%	90%
			Actual	56%	29%	20%	41%	
Roadway Maintenance	Laneway Damage	Service requests responded within 5 days for laneway damage	Approved	90%	90%	90%	90%	90%
			Actual	50%	37%	5%	16%	
Sidewalk Maintenance	Sidewalk Concrete Damage	Service requests responded with temporary repairs within 72 hours for sidewalk concrete damage	Approved	90%	90%	90%	90%	90%
			Actual	95%	68%	N/A	N/A	
	Sidewalk AODA Ramps	Service requests responded with temporary repairs within 5 days for sidewalk AODA ramps	Approved	90%	90%	90%	90%	90%
			Actual	76%	53%	8%	34%	
Grass and Weed Maintenance	Number of cuts per year		Approved	7	7	7	7	7
			Actual	6	6	7	7	
	Service requests responded within 5 days for grass and weed maintenance on boulevards.		Approved	90%	90%	90%	90%	90%
			Actual	54%	46%	23%	85%	
Street Furniture	Street furniture installed within each agreement year as outlined in the street furniture agreement		Approved	1,008	613	613	TBD	1,350
			Actual	835	450	338	50	
Graffiti Maintenance	Service requests responded within 24 hours for graffiti complaints		Approved	90%	90%	90%	90%	90%
			Actual	64%	41%	95%	100%	
Sweeping	Expressway	Kilometres of road swept	Approved	Review for current service level is ongoing to determine appropriate budget and sweeping levels based on environment and location. Reporting to commence in 2026 Budget Cycle.				
			Actual					
	Roadway	Kilometres of road swept	Approved					
			Actual					

2025 Service Level								
Safety and Operations ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Parking Regulation Prohibitions	Corner Parking Prohibition	Service requests completed within 6 months for corner parking prohibition	Approved	90%	90%	90%	90%	90%
			Actual	72%	65%	70%	72%	
	Residential Permit Parking	Service requests completed within 9 months for residential permit parking	Approved	90%	90%	90%	90%	90%
			Actual	100%	43%	64%	N/A	
	General Parking Prohibition	Service requests completed within 1 year for general parking prohibition	Approved	90%	90%	90%	90%	90%
			Actual	76%	59%	72%	90%	
Parking Violations	Service requests completed within 9 months for parking violation investigations	Approved	90%	90%	90%	90%	90%	
		Actual	86%	82%	86%	98%		
Disabled Loading Zone and Parking	Disabled Loading Zone and parking on-street	Service requests completed within 6 months for disabled loading zone investigations	Approved	90%	90%	90%	90%	90%
			Actual	77%	35%	69%	67%	
	Public Transit and Commercial Loading Zone	Service requests completed within 9 months for public transit and commercial loading zone investigations	Approved	90%	90%	90%	90%	90%
			Actual	96%	71%	58%	100%	
	Special parking considerations	Service requests completed within 4 weeks for special parking considerations investigations	Approved	90%	90%	90%	90%	90%
			Actual	95%	93%	98%	97%	
Pedestrian Crossing Protection	Service requests completed within 9 months for pedestrian crossing protection investigations	Approved	90%	90%	90%	90%	90%	
		Actual	54%	47%	57%	70%		
Intersection Safety Review	Service requests responded within 2 weeks for signal intersection safety review investigations	Approved	90%	90%	90%	90%	90%	
		Actual	68%	68%	0%	N/A		
New Traffic Control Signal Request	Service requests completed within 9 months for new traffic signal request investigations	Approved	90%	90%	90%	90%	90%	
		Actual	55%	49%	60%	78%		
			Approved	90%	90%	90%	90%	90%

2025 Service Level								
Safety and Operations ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Signal Priority Features Investigations	Pedestrian issues/timing/delays, Signal timing review/vehicle delays	Service requests completed within 9 months for pedestrian issues/timing/delays, signal timing review and vehicle delays investigations	Actual	49%	48%	32%	N/A	
	Temporary Signal Timings	Service requests completed within 3 months for temporary signal timing investigations	Approved	90%	90%	90%	90%	90%
			Actual	100%	33%	0%	N/A	
	Left/right turn signal priority features	Service requests completed within 1 year for left/right turn signal priority features investigations	Approved	90%	90%	90%	90%	90%
			Actual	49%	52%	23%	0%	
	School Zone Safety Review	Student crossing issues, School safety programs and School-related warning signs	Service requests completed within 6 months for student crossing issues, school safety programs and school-related warning signs investigations	Approved	90%	90%	90%	90%
Actual				58%	71%	66%	80%	
School zone safety review, School bus loading zone and Student pick-up/drop-off area		Service requests completed within 9 months for school zone safety review, school bus loading zone and student pick-up/drop-off area investigations	Approved	90%	90%	90%	90%	90%
			Actual	41%	56%	63%	84%	
Traffic Community Investigations	Traffic Calming Measures	Service requests completed within 1 year for community traffic calming measure investigations	Approved	90%	90%	90%	90%	90%
			Actual	82%	63%	73%	95%	
Speeding Neighbourhood Investigations	Service requests completed within 9 months for speeding neighbourhood investigations		Approved	90%	90%	90%	90%	90%
			Actual	66%	57%	55%	77%	
Traffic Control Investigations	All Way Stop Controls	Service requests completed within 9 months for all way stop controls investigations	Approved	90%	90%	90%	90%	90%
			Actual	64%	44%	61%	84%	
	Traffic Infiltration (cut through Traffic)	Service requests completed within 1 year traffic infiltration investigations	Approved	90%	90%	90%	90%	90%
			Actual	54%	74%	80%	84%	
Sight Line Obstruction Investigations	Service requests completed within 3 months for sight line obstruction investigations		Approved	90%	90%	90%	90%	90%
			Actual	68%	52%	51%	79%	

2025 Service Level								
Safety and Operations ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Traffic Signal Installation		Complete new traffic signal installation within 8 months from the council approval date	Approved	80%	50%	50%	50%	50%
			Actual	N/A	30%	12%	18%	
Pavement Marking Investigations		Service requests completed within 9 months for pavement marking designation investigations	Approved	90%	90%	90%	90%	90%
			Actual	78%	68%	70%	89%	
Investigate Regulatory signs		Service requests completed within 9 months for regulatory signs investigations	Approved	90%	90%	90%	90%	90%
			Actual	81%	75%	74%	86%	
Missing and Damaged Traffic Signs		Service requests completed within 6 months for missing and damaged sign investigations	Approved	90%	90%	90%	90%	90%
			Actual	71%	69%	84%	99%	
Missing and Faded Pavement Markings		Service requests completed within 1 year for missing and faded pavement marking location investigations	Approved	90%	90%	90%	90%	90%
			Actual	59%	49%	55%	96%	
Electrical Sign Maintenance		Service requests made safe and responded to within 4 hours	Approved	90%	90%	90%	90%	90%
			Actual	80%	100%	98%	93%	

2025 Service Level								
Permits and Applications ¹								
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Parking Permits	Street parking residential applications and permits (New/Renewal/Temporary)	% street parking residential renewals	Approved	90%	N/A	N/A	N/A	Upon request
			Actual	87%	90%	89%	97%	
		% of new street parking residential applications and permits processed	Approved	80%	N/A	N/A	N/A	Upon request
			Actual	83%	80%	80%	97%	

2025 Service Level									
Permits and Applications ¹									
Activity	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025	
	Front yard/boulevard parking applications and permits (Residential/Commercial)	% front yard/boulevard parking permits renewed	Approved	99%	99%	99%	99%	99%	
			Actual	72%	96%	88%	85%		
		Number of front yard/boulevard license applications enforcement activity (visits)	Approved	Upon Request					
			Actual	436	1,247	1,530	1,448		
Construction Permits	Encroachment applications and permits (Temporary and Permanent)	Number of encroachment permits issued	Approved	Upon request					
			Actual ¹¹	163	4,207	1,927	189		
	Cut permits	Number of cut permits created	Approved	Upon Request					
			Actual	16,044	30,203	30,460	25,700		
Development Review	Reviews completed	Number of reviews completed on time	Approved	1,303	1,303	1,303	1,303	1,303	
			Actual	499	694	687	1,112		
Street Events	Street event permits	Number of street event permits received	Approved	686	686	686	686	686	
			Actual	19	293	338	750		

Notes:

1. As part of continuous improvement, service levels for all service areas except for winter maintenance will be undertaking a thorough review for improvements in 2025 with proposed changes to be introduced as early as 2026 Budget.
2. Standardized service level for consistency to achieve the maximum operating time as per [2024.IE15.3.](#)
3. Updated service level to reflect two service requests relating to plow damage.
4. Changed from " sidewalks, driveways, bus stops and walkways" to "roadways and laneways".

5. Rationalization in existing service levels to reflect the type of road classification and updated to reflect they are for emergency repairs.
6. New service levels for non-emergency pothole repairs based on road classification.

DEVELOPMENT AND GROWTH SERVICES

City Planning

2025 Service Level								
Development Review, Decision and Implementation ¹								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Minor Variance		% of applications have Committee hearing within 60 days of application receipt	Approved	75%	75%	75%	75%	75%
			Actual	19%	18%	53%	43% ⁴	
Consent		% of applications have Committee hearing within 90 days of application receipt	Approved	75%	75%	75%	75%	75%
			Actual	8%	9%	33%	16% ⁴	
Planning Act Applications	Residential Units	% proposed residential units in Official Plan growth areas	Approved	80%	80%	80%	80%	80%
			Actual	80%	80%	80%	77%	
	Official Plan Amendment/Zoning By-law Amendment Application	% of OPA/Rezoning decisions within 18 months	Approved	80%	80%	80%	80%	80%
			Actual	n/a	n/a	100%	100%	
	Bill 109	Actual	n/a	n/a	100%	100%		
	Non-Bill 109	Actual	29%	32%	43%	34%		

2025 Service Level									
City Building and Policy Development									
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025	
Implementation Plans, Studies and Guidelines	City Building Studies Completed	# of city building studies completed	Approved	18	18	18	18	18	
			Actual	14	23	12	18		
	Heritage Conservation District Studies	# of completed HCD Studies and/or Plans	Approved	5	5	5	5	5	
			Actual	3	5	3	4		
	City-Wide Urban Design Guidelines	# of City-Wide Urban Design Guidelines or Review	Approved	1	1	1	1	1	
			Actual	3	1	1	2		
Monitoring	Residential Units	% of proposed residential units within 500m of higher order transit	Approved	60%	60%	60%	60%	60%	
			Actual	60%	79%	81%	80%		
	Gross Floor Area	% proposed non-residential GFA w/in 500m of higher order transit	Approved	50%	50%	50%	50%	50%	
			Actual	50%	74%	75%	64%		
	Surveys	# of surveys, monitoring, and/or forecasts completed	Approved	3	3	3	3	3	
			Actual	3	3	3	4		
	Toronto Green Standard	% of Tier 1 development applications seeking Tier 2 or higher - Toronto Green Standard	Approved	15%	15%	15%	15%	15%	
			Actual	15%	15%	13%	12%		
	Section 37 and 45 Tracking	Contributions to former Section 37 Density Bonusing and Section 45 for approved Development applications ²	Approved	N/A ²	N/A ²	N/A ²	N/A ²	N/A ²	
			Actual	31.2M	58.2M	84.4M	99.2M		
	Heritage Permits		% of heritage property permits reviewed within 3 days ³	Approved	90%	90%	90%	90%	90%
				Actual	96%	94%	16% ³	18% ³	
		# of heritage property permits reviewed within current year	Approved	2,000	2,000	2,000	2,000	2,000	
			Actual	1,844	2,196	1,741 ³	1,507 ³		

Notes:

1. As part of the implementation of process improvements in collaboration with Concept 2 Keys, City Planning continues to review, develop, and refine service levels and measurement methodology.
2. Section 37 and 45 of the *Planning Act* did not have targets as a contribution was (or is in the case of S. 45) generally contingent on negotiation with applicants. Legislative changes make Section 37 Density Bonusing no longer available for use with new development applications, however, contributions continue to be made as required in registered Section 37 agreements for previously approved developments.
3. In 2023 and 2024, Heritage Planning staff were required to focus on new legislated timelines for certain heritage matters. The additional positions were filled in September 2024 and therefore, the unit can now focus on heritage property permits and meeting the established target.
4. These numbers reflect receipt of incomplete applications that cannot be scheduled.

Housing Secretariat

2025 Service Level							
Housing Development Revitalization and Improvement							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Affordable Ownership Homes Approved	# of new affordable ownership homes approved	Approved	400	400	400	400	54
		Actual	0	151	89 ¹	30	
		Approved	1,913	800	1,000	8,000	6,500

2025 Service Level							
Housing Development Revitalization and Improvement							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Affordable Homes Improvement Project Completed (homes impacted)	# of affordable home impacted by improvement projects	Actual	3,014	768	5,967	7,211	
Affordable Rental Homes Acquired (Multi-Unit Residential Acquisition Program)	# of homes acquired through the MURA Program	Approved	New in 2022	84	120	60 ²	60
		Actual		115	228	293	
Rent-Controlled Homes Approved	The number of new rent-controlled homes that the City has approved for development.	Approved	New in 2025				1,800
		Actual					
Affordable Rental Homes Approved	The number of new affordable rental homes that the City has approved for development (note this excludes RGI homes, which is now a separate metric)	Approved					4,460
		Actual					
Rent-Geared-to-Income Homes Approved	The number of new rent-geared-to-income homes that the City has approved for development.	Approved					680
		Actual					
Rent-Controlled, Affordable and RGI Homes Completed	The number of new rent-controlled, affordable and RGI homes that completed construction	Approved					800
		Actual					

2025 Service Level							
Housing Policy and Strategy							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Policies, Plans, Programs Agreements, Partnerships Funding and Special Council and Committee Directives.	Major Strategic Policy: Innovative affordable housing strategies and solutions developed and implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of the HousingTO 2020-2030 Action Plan and the Housing Action Plan 2022-2026.	Approved	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	
Partnerships/Relationships Developed/Maintained.	Developed and furthered partnerships with organizations serving Indigenous, Black, and equity deserving groups including women and gender diverse people, people with disabilities, youth, seniors, people experiencing homelessness, as well as the non-profit and co-operative housing sector such as Toronto Alliance to End Homelessness, and Co-operative housing Federation of Toronto.	Approved	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	

2025 Service Level							
Housing Stability Services							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Non-Profit and Co-op Subsidy	# of Units / # Providers / Total Value of Subsidy	Approved	7,296 /67/\$48.6M	7,296/67/\$47.5M	7,296/67/\$49.6M	7,296/67/52.1M	7,296/67/54.9M
		Actual	7,296/67/\$47.2M	7,387/69/52.6M	7,296/67/47.9M	7,296/67/52.0M	
	# of Units / # Providers / Total Value of Subsidy	Approved	15,001/ 113/ \$139.81M	18,933/131/\$149.7M	19,282/131/\$155.5M	20,578/135/140.7M	20,556/147 /153.3M
		Actual	18,714/131/139.1M	18,566/142/\$148.4M	19,579 /131/133.2M	19,881/147/137.3M	
City Housing Corporations Subsidy	# of Units / # Providers / Total Value of Subsidy	Approved	53,000/1/\$252.4M	53,000/1/\$261.7M	53,000/1/\$261.7M	51,718/1/312.8M	51,596/1/312.8M
		Actual	53,000/1/\$252.4M	59,898/1/276.2M	52372/1/272.8M	51,596/1/312.8M	
Manage Centralized Social Housing Waiting List	# of Households	Approved	81,664	78,177	78,177	85,464	93,000
		Actual	78,177	84,282	85,464	92,965	
Rent Supplements	Private Landlords - # of Units / Total Value of Rent Supplements	Approved	2,675 / \$26.9M	2,758/\$27.6M	3,046/\$21.7M	2,894/30.3M	2,816/31.3M
		Actual	2,637/\$26.9M	2,635/ \$27.9M	2,686/28.8M	2,720/30.0M	
	Non-Profit Housing - # of Units / Total Value of Rent Supplements	Approved	925 / \$9.4M	929/ \$9.3M	929/\$9.4M	880/9.2M	931/9.8M
		Actual	929/\$9.3M	2,635/ \$27.9M	880/9.0M	909/9.3M	

2025 Service Level							
Housing Stability Services							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Housing Allowances	IAH Extension	Approved	7,410	6,755	6,923	4,800 ²	4,500
		Actual	5,666	5,038	4,454	4,432	
Housing Benefits	Canada Ontario Housing Benefit	Approved	1,000	1,650	1,300	1,200	2,125
		Actual	280	1,800	3,315	1,800	
Supportive Housing		Approved	1248/\$15.4M	2000/\$27.6M	2000/\$48.0M	2,000/48.0M	2,656/45.4M
		Actual	600/\$3.0M	1,600/\$25.5M	2000/48M	2,139/35.8M	

2025 Service Level							
Tenant and Access Support							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
	Rent Bank # Loans and Grants	Approved	\$4.4M	\$6.2M	7.2M	2,400/7.2M	2,700/8.2M
		Actual	1717 / \$5M	2,285 / \$5.4M	2000/ 7.2M	2,200/7.0M	
	Eviction Prevention in the Communities (EPIC) # of Tenancies Sustained	Approved	600	600	1,200	1,100 ²	1,325
		Actual	571	681	690	900	

Notes:

1. 2023 year-end figure updated. Housing prices have increased at a much higher rate than salaries. Given this, and the lack of funding from government programs, the program, in its current state, is not feasible.
2. 2024 targets reflect available funding, program capacity, and scheduled program expiration.

Rationale for Change in Service Levels for 2025:

In November 2023, through [EX9.3](#), Council approved a change in the City’s targets for approving the development of new affordable homes that were established as part of the City’s 2020-2030 HousingTO Plan.

	Previous 10-Year City Housing Targets	Revised 10 Year City Housing Targets
Rent-Controlled Homes	-	17,500
Affordable Rental Homes	36,000	41,000
Rent-Geared-to-Income Homes	4,000	6,500
Total	40,000	65,000

Note, as RGI units are considered a sub-type of affordable rental homes, previous service levels tracked a 40,000 affordable rental homes target, which is the sum of the affordable and RGI targets. These are now being separated to provide a more granular level of detail on the types of homes being developed.

Toronto Building

2025 Service Level									
Building Permission and Information									
Activity	Type	Sub-Type	Standard	Status	2021	2022	2023	2024	2025
Preliminary Review	Preliminary Zoning Review	House	10 Days	Approved (all building types)	75%	80%	80%	80%	85%
		Small Building	15 Days						
		Large Building	20 Days	Actual (all building types)	73%	64%	70%	75%	
		Complex Building	30 Days						
Building Permits	Construction Permit Review (includes demolition) Complete Applications	House	10 Days	Approved (all building types)	95%	95%	95%	95%	95%
		Small Building	15 Days						
		Large Building	20 Days	Actual (all building types)	93%	89%	81%	85%	
		Complex Building	30 Days						
	Construction Permit Review (includes demolition) Incomplete Applications	House	10 Days	Approved (all building types)	80%	80%	80%	80%	80%
		Small Building	15 Days						
		Large Building	20 Days	Actual (all	76%	70%	68%	75%	

2025 Service Level										
Building Permission and Information										
Activity	Type	Sub-Type	Standard	Status	2021	2022	2023	2024	2025	
		Complex Building	30 Days	building types)						
Sign Permit Review	Sign Permit Review	Sign Permit Review	10 Days	Approved	94%	94%	94%	95%	Discontinued in 2025 ¹	
				Actual	88%	83%	87%	N/A		
	Sign Variances and By-law Amendments - drafting reports for approval/refusal of sign variances and By-law amendments	TBD	Approved	Under Development						Discontinued in 2025 ¹
		TBD	Actual	Under Development						Discontinued in 2025 ¹
	Preliminary Review of applications for compliance with Sign By-law	TBD	Approved	Under Development						Discontinued in 2025 ¹
		TBD	Actual	Under Development						Discontinued in 2025 ¹
	Building Permit Review - Express Services (formerly Fastrack)			3 Days	Approved	95%	95%	85%	85%	Replaced with new Service Level Below ¹
					Actual	96%	84%	Under Development		Replaced with new Service Level Below ¹
Express Services: Number of residential permits reviewed within 3 days of intake			3 Days	Approved	New in 2025				85%	90%
				Actual					90%	
Express Services: Number of commercial permits reviewed within 3 days of intake			3 Days	Approved	New in 2025				85%	90%
				Actual					93%	
Express Services: # of sign permits completed within 3 days of intake			3 Days	Approved	New in 2025				85%	90%
				Actual					90%	

2025 Service Level									
Building Permission and Information									
Activity	Type	Sub-Type	Standard	Status	2021	2022	2023	2024	2025
	Business License Zoning Review		20 Days	Approved	95%	95%	95%	95%	95%
				Actual	90%	90%	89%	90%	
Building Information	Compliance Letter Issuance		5 days	Approved	100%	100%	100%	100%	100%
				Actual	100%	100%	100%	100%	
	Freedom of Information Request	Routine Disclosure	30 Days	Approved	95%	95%	95%	95%	95%
				Actual	96%	96%	96%	96%	
	Review Liquor License Application		10 Days	Approved	95%	95%	95%	95%	95%
				Actual	66%	65%	70%	75%	

Notes:

1. Toronto Building is completing a multi-year transition to a new client-centric functional organizational structure and service delivery model. New service levels are added to replace old ones to improve efficiency of service delivery and improve client satisfaction.

CORPORATE SERVICES

Corporate Real Estate Management

2025 Service Level								
Facilities Management								
Activity	Type	Service Level Description	Status	2021	2022	2023 ¹	2024	2025
Facilities Maintenance	Unscheduled Maintenance - On-Demand	% of Response times to On-Demand Requests for Facilities Maintenance:	Approved	80% of Compliance with response times to Level 1 / 2 / 3 On-Demand requests within designated timelines				
		- to Level 1 (Emergency) requests within 2 Hours	Actual	43.9%	45.3%	49.0%	43.0%	48.0%
		- to Level 2 (Urgent Service) requests within 48 Hours	Actual	65.0%	65.0%	67.4%	73.0%	73.0%
		- to Level 3 (Necessary Service) requests within 5 Days	Actual	66.4%	64.8%	65.3%	66.0%	70.0%
Custodial Care	Cleaning Services for City Run Programs	% of Compliance with client SLAs for daily routine cleaning	Approved	80% of Compliance with client SLAs for daily routine cleaning				
			Actual	Compliant	Compliant	Compliant	Compliant	Compliant
Facilities Maintenance	Unscheduled Maintenance - On-Demand	% of All demand maintenance work orders completed within standards (30 days)	Approved	80% of Compliance with demand maintenance work completed				
			Actual	80.1%	77.4%	85.3%	90.0%	70.0%
	Scheduled Maintenance - Preventative	% of Preventative maintenance work orders completed on schedule (90 days)	Approved	80% of Compliance with preventative maintenance work orders completed on schedule				
			Actual	90.7%	90.6%	79.8%	84.0%	90.0%
Energy Management	Energy Consumption	Normalized energy consumption (eKWH) per sq. ft. for corporate buildings per year	Approved	Target: 30.77 eKWH per sq.ft.				
			Actual	29.75	30.42	31.24	31.72	30.44
Renewable Energy	Waste Diversion	Achieve or surpass 90% waste diversion per year on a corporate level	Approved	Grow Corporate diversion rate beyond current 90%				
			Actual	77.0%	73.0%	75.0%	75.0%	80.0%
Facilities Maintenance	Asset Facility Management / Preservation	% of Completed construction projects which meet total cost, schedule, and quality defined within their project charters	Approved	80% of Compliance with completed construction projects meeting three criteria				
			Actual	97.3%	98.7%	98.8%	99.0%	95.0%
			Approved	Target: 80% Compliance				

2025 Service Level								
Facilities Management								
Activity	Type	Service Level Description	Status	2021	2022	2023 ¹	2024	2025
		Completion rate (%) of SOGR capital projects - excluding major projects	Actual	43.8%	49.9%	57.7%	64.0%	80.0%
		Completion rate (%) of SOGR capital projects - including major and strategic projects	Approved	Target: 80% Compliance				
			Actual	56.7%	56.7%	58.7%	66.0%	80.0%
		Completion rate (%) of Client delivered SOGR capital projects	Approved	Target: 80% Compliance				
			Actual	95.7%	95.7%	80.2%	90.0%	80.0%
		Completion rate (%) of Blended Capital Projects	Approved	Target: 80% Compliance				
			Actual	59.8%	59.8%	63.6%	73.0%	80.0%
		Corporate Security	Divisional Security Plans – Assessments	% increase / decrease in "non-routine" security occurrences Year Over Year (YOY)	Approved	Target <= 2% reduction year over year		
Actual	-3.0%				-2.4%	-1.5%	-1.5%	-0.5%
% of unplanned Security system downtime per year	Approved			Target: <= 1% Compliance				
	Actual			0.1%	0.1%	0.1%	0.3%	0.3%
Divisional Security Plans – Implementation of Security Plans	% of Security system corrective maintenance completed on time		Approved	Target: >= 90% Service Standard Compliance				
			Actual	95.0%	96.0%	96.0%	96.0%	96.0%

2025 Service Level								
Real Estate								
Activity	Type	Service Level Description	Status	2021	2022	2023 ¹	2024	2025
Acquire Property	Real Estate Acquisitions and Expropriations	% of Acquisition price to appraised value	Approved	100% of Compliance with Acquisition Price to Appraisal Value				
			Actual	95.7%	95.3%	98.4%	98.0%	100%
Appraise Property	Properties Appraisal	% of Appraisals completed within 6 weeks after client requests	Approved	90% of Compliance with completing appraisal requests within 6 weeks				

2025 Service Level								
Real Estate								
Activity	Type	Service Level Description	Status	2021	2022	2023 ¹	2024	2025
			Actual	87.2%	83.2%	81.0%	84.0%	85.0%
Dispose Property	Real Estate Disposal at Market Rates	% Compliance with disposing of properties at 100% or better of appraised value	Approved	100% of Compliance with disposing of properties at 100% or better of appraised value				
			Actual	99.1%	101.2%	101.6%	100.0%	100.0%

Notes:

1. 2023 Actuals revised to reflect 2023 year-end results.

Customer Experience (311 Toronto)

2025 Service Level						
Customer Experience - Service Delivery						
Service Level Description	Status	2021	2022	2023	2024	2025
% of calls answered within approved service standard 75 seconds	Approved	80%	80%	80%	80%	80%
	Actual	80%	76%	81%	81%	
% of customer contacts resolved at first point of contact (FCR)	Approved	70%	70%	70%	70%	70%
	Actual	85%	86%	88%	88%	
Average speed of answer - the average time it takes (in seconds) before a call is answered before the up-front recording/Interactive Voice Response (IVR).	Approved	120	120	120	120	120
	Actual	41	56	46	50	
	Approved	270	270	270	270	270

2025 Service Level						
Customer Experience - Service Delivery						
Service Level Description	Status	2021	2022	2023	2024	2025
Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time	Actual	312	312	293	307	

Environment and Climate

2025 Service Level							
Environment and Climate							
Activity	Type	Status	2019 ¹	2020	2021	2022	2023
Energy Management and Programs	Reducing Emissions to Environment	Approved	2020 Target of 30% GHG emissions reduction; and 2025 Target of 45% GHG				
		Actual	38%	43%	43%	37%	

2025 Service Level							
Environment and Climate							
Activity	Type	Status	2021	2022	2023	2024	2025
Energy Management and Programs	Reducing Emissions to Environment	Approved	Retention of "A" listing on Carbon Disclosure Project				Yes
		Actual	Yes	Yes	Yes	Yes	
Environment and Climate Outreach	Community Outreach and Engagement	Approved	Participation in outreach events including Live Green, webinars, workshops, festivals and community presentations.				1550
		Actual	168	1,412	1430	1500	
		% Increase	127.0%	740.5%	27.5%	1%	
	New Construction	Approved	Development applications reviewed for compliance with Toronto Green Standards				75 (within 20 business days)

2025 Service Level								
Environment and Climate								
Activity	Type	Status	2021	2022	2023	2024	2025	
Energy Management and Programs	Community Buildings	Actual	90	75	79	80		
		% Increase	26.8%	-16.7%	5.3%	1.3%		
Environment Management and Programs	Community Outreach and Engagement	Approved	Training and Workforce Development Events Facilitated				35	
		Actual	N/A	20	23	18		
		% Reduction	N/A	N/A	15.0%	-21.7%		

Notes:

1. There is a two-year lag in the collection of the greenhouse gas emissions measurement data; hence, the table column headings are adjusted by two years to reflect the correct data collection year.

Fleet Services

2025 Service Level								
Fleet Management								
Activity	Type	Sub-Type	Status	2021	2022	2023	2024	2025
Fleet Acquisition	Light Duty Vehicle Age (<4500kg)	Average Age	Approved	6.3	6.0	6.0	6.0	6.0
			Actual	5.7	5.7	5.5	5.7	
Fleet Acquisition	Medium Duty Vehicles Age (4500kg - 9000 Kg)	Average Age	Approved	7.5	7.2	7.5	7.5	7.5
			Actual	6.7	7.0	6.6	6.1	
Fleet Acquisition	Heavy Duty Vehicle Age (>9000kg)	Average Age	Approved	7.6	7.2	7.2	7.2	7.2
			Actual	6.5	6.6	6.8	6.9	

2025 Service Level								
Fleet Management								
Activity	Type	Sub-Type	Status	2021	2022	2023	2024	2025
Fleet Acquisition	Off-Road (Driven)	Average Age	Approved	10.3	10.0	10.0	10.0	10.0
			Actual	10.3	10.2	9.5	7.8	
Fleet Acquisition	SOGR % of Asset Value	SOGR	Approved	10%	10%	10%	10%	10%
			Actual	9%	9%	11%	10%	
Vehicle Safety	MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating	Rate	Approved	35%	35%	35%	35%	35%
			Actual	35%	35%	35%	35%	
Fleet Maintenance	Cost / kilometre for light duty vehicles	Rate	Approved	\$0.28	\$0.28	\$0.30	\$0.30	\$0.30
			Actual	\$0.26	\$0.27	\$0.27	\$0.22	
Fleet Maintenance	% Fleet Availability	Percentage	Approved	95%	95%	90%	90%	90%
			Actual	90%	91%	91%	92%	
Fleet Maintenance	% Preventive Maintenance vs Corrective Maintenance work order	Percentage	Approved	70%	70%	70%	70%	70%
			Actual	62%	63%	68%	70%	
Fleet Acquisition	GHG reduction	Percentage	Approved	New in 2022	3.5%	3.5%	3.9%	3.9%
			Actual	1%	3.5%	3.5%	3.6%	
Fleet Acquisition	% of Zero Emission Vehicles (ZEV)	Percentage	Approved	New in 2022	7%	12%	12%	15%
			Actual	5%	7%	9%	12%	
Fleet Replacement Program	% of fleet replaced on time (Secured Supply for Funded Replacement Assets)	Percentage	Approved	New in 2022	New	90%	90%	90%
			Actual	New in 2022	90%	80%	90%	
		Percentage	Approved	New in 2022	New	94%	94%	94%

2025 Service Level								
Fleet Management								
Activity	Type	Sub-Type	Status	2021	2022	2023	2024	2025
Fleet Maintenance	% Preventative Maintenance Program Compliance		Actual	New in 2022	80%	80%	92%	
Fleet Maintenance – Parts Availability	% of parts filled in 1 hour	Percentage	Approved	New in 2022	88%		90%	90%
			Actual	New in 2022	80%	90%	93%	

Office of the Chief Information Security Officer

2025 Service Level							
Cyber Governance							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
General Inquiries	Inquiries responded and/or actioned within one (1) business day	Approved	100%	100%	100%	100%	100%
		Actual	100%	94%	97%	100%	
Cyber Services	Cyber service requests responded within two (2) business days	Approved	90%	90%	90%	90%	90%
		Actual	90%	96%	97%	98%	
Cyber Policies and Procedures	Cyber policies, procedures and standards review requests from City divisions and agencies and corporations actioned within ten (10) business days	Approved	90%	90%	90%	90%	100%
		Actual	90%	100%	100%	100%	
Cyber Awareness	Mandatory cyber awareness training conducted yearly for all staff	Approved	85%	85%	85%	85%	85%
		Actual	85%	92%	88%	94%	

2025 Service Level							
Cyber Operations							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
Cyber Incident	Standard Cyber Incident Management Response Targets Priority 1: 2 business hours Priority 2: 8 business hours (one (1) day) Priority 3: 24 business hours (three (3) days) Priority 4: 48 business hours (six (6) days)	Approved	100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	
Vulnerability Management	Ad-hoc security vulnerability scans scheduled within 24 hours (based on approved change window, scans are scheduled after normal office hours)	Approved	90%	90%	90%	90%	90%
		Actual	90%	100%	100%	100%	
Vulnerability Management	New assets added for vulnerability scanning within 4 hours (based on assets requests received)	Approved	90%	90%	90%	90%	90%
		Actual	90%	100%	100%	100%	
Vulnerability Management	Addition/ changes for security scans within two (2) business days (based on approved user lists for addition/change)	Approved	90%	90%	90%	90%	90%
		Actual	90%	90%	90%	100%	
Cyber Risk Assessments	Enterprise cyber risk assessments completed within twelve (12) weeks ¹	Approved	90%	90%	90%	90%	90%
		Actual	80%	90%	99%	97%	

Notes:

1. Assessments include: cloud, threat risk, technical security, architecture reviews, critical infrastructure, vulnerability management, penetration testing, and code scanning. Assessments timeline initiated after requirements elicitation is completed and project documentation is delivered by divisions.

Technology Services

2025 Service Level								
Business TS Solutions								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Solution Implementation	<ul style="list-style-type: none"> - Program and Service Management Solutions Development - Process Management Solutions Development - Enterprise Asset Management Solutions Development - Financial Management Solutions Development - Supply and Inventory Management Solutions Development - Rules Management Solutions Development - Property Stewardship Solutions Development - Risk Management Solutions Development - Customer Relationship Management Solutions Development - Service Delivery Solutions Development - Human Resource Management Solutions Development - Information Management Solutions Development 	Support services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

2025 Service Level								
Business TS Solutions								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Solutions Sustainment	<ul style="list-style-type: none"> - Program and Service Management Solutions Sustainment - Process Management Solutions Sustainment - Enterprise Asset Management Solutions Sustainment - Financial Management Solutions Sustainment - Supply and Inventory Management Solutions Sustainment - Rules Management Solutions Sustainment - Property Stewardship Solutions Sustainment - Risk Management Solutions Sustainment - Customer Relationship Management Solutions Sustainment - Service Delivery Solutions Sustainment - Human Resource Management Solutions Sustainment - Information Management Solutions Sustainment 	Support services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
IT Common Components	Business Solution/Application Development - Geospatial	Support services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Authoritative Data Custodianship	Geographic Information Dataset/Map Geospatial/Location DataSupport	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90 % of the time Standard incident management targets or consultation per agreed work plan	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

2025 Service Level

Computer and Communications Technology Infrastructure

Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Network and Telecommunications	Telephone Wireless Telecommunication and Devices	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 24/7/365 excluding scheduled maintenance and releases	Approved	99.50%	99.50%	99.50%	99.50%	99.5%
			Actual	99.99%	99.99%	99.99%	99.9%	
	Internet Wireless Network	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 24/7/365 with 99% up time	Approved	99.95%	99.95%	99.95%	99.95%	99.5%
			Actual	100.00%	100.00%	100%	100%	
	Enterprise Network	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 24/7/365 excluding scheduled maintenance and	Approved	99.50%	99.50%	99.00%	99.00%	99%
			Actual	99.99%	99.99%	99.00%	99%	

2025 Service Level

Computer and Communications Technology Infrastructure

Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		releases 99.99% Availability between 9:00am – 5:00pm on business days * Availability time excludes scheduled maintenance						
	Email Enterprise Fax	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 24/7/365 with 98% up time (excluding scheduled maintenance)	Approved	99.95%	99.95%	99.95%	99.95%	99.95%
			Actual	99.95%	99.95%	99.95%	99.95%	
	City Website	Percent of Uptime of City Website Toronto.ca	Approved	99.50%	99.50%	99.50%	99.50%	99.50%
			Actual	99.99%	100.00%	99.00%	99%	
	Telecom Infrastructure	Percent Availability of Telecom Infrastructure	Approved	99.50%	99.50%	99.50%	99.50%	99.50%
			Actual	99.99%	99.99%	99.99%	99.99%	
	Enterprise Network	Percent Availability of Enterprise Network	Approved	99.50%	99.50%	99.50%	99.50%	99.50%
			Actual	99.99%	99.99%	99.00%	99.00%	
Computing Infrastructure ¹	Application Platforms	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets Service availability is 24/7/365	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

2025 Service Level

Computer and Communications Technology Infrastructure

Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		excluding scheduled maintenance and releases						
	Server Computing Hardware	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Approved	100%	100%	100%	100%	100%
		Email Response within 1 business day 90% of the time	Actual	100%	100%		100%	
		Standard incident management targets						
		Service Availability 24/7/365 with 99.50% up time (excluding scheduled maintenance)						
		On-site support 7:00am - 5:00pm on business days, with on-call support for off-hours						
	Data Storage Platform	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Approved	100%	100%	100%	100%	100%
		Email Response within 2 business days 90% of the time	Actual	100%	100%	100%	100%	
		Standard incident management targets						
		Service availability is 24/7/365 with 99.50% up time						
	Enterprise Printing and Peripherals	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)	Approved	99.95%	99.95%	99.95%	99.95%	99.95%
		Email Response within 2 business days 90% of the time	Actual	100%	100%	100%	100%	
		Standard incident management targets						

2025 Service Level								
Computer and Communications Technology Infrastructure								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		Service availability is 24/7/365 with 99% up time						
	Client Computing Hardware	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Standard incident management targets	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

2025 Service Level								
Enterprise Planning and Client Services								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Enterprise Planning and Architecture	Enterprise Architecture – Blueprint	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time Consultation or per agreed work plan / In support of TSD services	Approved	99%	99%	99%	99%	99%
			Actual	100%	100%	100%	100%	
Client Support, Advice and Consultation	Service Desk - Technology	Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m. All other hours (evenings/overnight) and weekend/holidays, limited support is available. Response Targets:- Phone: 80% of Calls Answered within 120 seconds - Voicemail: Response within 4 hours - E-Mail: Response within 48 hours Desktop Management (Workstations, Peripherals, Software) Support available Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays)	Approved	80%	80%	80%	65% ²	65%
			Actual	65.97%	30.40%	41%	55%	

2025 Service Level

Enterprise Planning and Client Services

Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		Both Service Desk and Desktop Management incidents are prioritized and resolved in accordance with standard Incident Management (IM) Targets Standard Incident Management Resolution Targets: - Priority 1: 2 business hours - Priority 2: 8 business hours (1 day) - Priority 3: 24 business hours (3 days) - Priority 4: 48 business hours (6 days)						
		Client Satisfaction with Service Desk – Technology	Approved	90%	90%	90%	90%	Discontinued ³
			Actual	N/A	N/A	N/A	NA	
		Total Number of Contacts (Calls, Emails, and Self Service Requests to Service Desk) - Technology (000s)	Approved	200	200	200	200	200
			Actual	228	230	230	232 (Oct 2024)	
		Percentage of Calls Answered in 120 Seconds	Approved	80%	80%	80%	65% ¹	65%
			Actual	65.97%	30.40%	41%	55%	
	Business Process Analysis and Design	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Approved	90%	90%	90%	90%	90%
			Actual	100%	100%	100%	100%	
		Email Response within 2 business days 90% of the time						
		Consultation or per agreed work plan						
	Client Relationship Management	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays)	Approved	90%	90%	90%	90%	90%
			Actual	100%	100%	100%	100%	
		Email Response within 2 business days 90% of the time						
		Escalations within 1 business day 90% of the time						

2025 Service Level

Enterprise Planning and Client Services

Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		Consultation or per agreed work plan						
	Business Requirement Analysis Business Case Co-ordination IT Consultation and Facilitation	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Approved	90%	90%	90%	90%	90%
			Actual	100%	100%	100%	100%	
	Service Level Management	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Approved	90%	90%	90%	90%	90%
			Actual	100%	100%	100%	100%	
	Corporate Technology Procurement	Support Services provided during core business hours, Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Approved	90%	90%	90%	90%	90%
			Actual	100%	100%	100%	100%	
	Technology Training and Education	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Email Response within 2 business days 90% of the time Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm	Approved	90%	90%	90%	90%	90%
			Actual	100%	100%	90%	90%	
	Customer Satisfaction Survey	Overall Customer Satisfaction with IT Services	Approved	80%	80%	80%	80%	Discontinued ³
			Actual	N/A	N/A	N/A	NA	
Portfolio and Project Management	Project Management Services Project Management Expertise and Support Project Management Methodologies and Tools	Support Services provided during core business hours, Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Email Response within 2 business days 90% of the time	Approved	90%	90%	90%	90%	90%
			Actual	90%	90%	90%	90%	

Notes:

1. Computing Infrastructure future Service Level targets reviewed to align with industry best practices.
2. Service Desk service level pressures are a result of staffing shortages and new service growth which will continue to impact Service Level Actuals in 2024.
3. There is no mechanism to track this measure. It is being discontinued.

FINANCE AND TREASURY SERVICES

Office of the Chief Financial Officer and Treasurer

2025 Service Level									
Finance and Administration									
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Financial Management and Program Support (FA)	Capital and Operating Budget Support	Capital Budget	Capital Budget and 10 Year Plan of Capital Works prepared annually	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Operating Budget	Operating Budget prepared annually	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Operating and Capital Budget	Budget Note prepared annually	Approved	100%				100%
				Actual	100%	100%	100%	100%	
	Financial Control	Management Reports	% of reports issued monthly within agreed upon timelines	Approved	100%				100%
				Actual	100%	100%	100%	100%	

2025 Service Level										
Finance and Administration										
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025	
			% of reports issued quarterly within agreed upon timelines	Approved	100%				100%	
				Actual	100%	100%	100%	100%		
			% of reports issued semi-annually within agreed upon timelines	Approved	100%				100%	
				Actual	100%	100%	100%	100%		
			% of reports issued annually within agreed upon timelines	Approved	100%				100%	
				Actual	100%	100%	100%	100%		
		Financial Oversight	Accounts analysis and journal entries reviewed monthly	Approved	100%				100%	
				Actual	100%	100%	100%	100%		
		Payroll Reports	% of reports issued bi-weekly within agreed upon timelines	Approved	100%				100%	
				Actual	100%	100%	100%	100%		
		Program Support	Accounting	Cheque requisitions, goods receipt and new vendor accounts are processed within 3-5 business days of receipt	Approved	100%				100%
					Actual	100%	100%	100%	100%	
	Pcard transactions are reviewed and approved monthly			Approved	100%				100%	
				Actual	100%	100%	100%	100%		
	Purchasing		% of purchasing documents processed within agreed upon timelines	Approved	100%				100%	
				Actual	100%	100%	100%	100%		
			Corporate calls are managed within standards established by Purchasing and Material Management Division (PMMD)	Approved	100%				100%	
				Actual	100%	100%	100%	100%		
	Organizational Support		Organizational charts are revised as required	Approved	100%				100%	
				Actual	100%	100%	100%	100%		

2025 Service Level									
Finance and Administration									
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
			Organization structure / position changes are reviewed and submitted within 2-3 business days of receipt	Approved	100%				100%
				Actual	100%	100%	100%	100%	
			Staff requisition requests are submitted in SuccessFactors within 2-3 days	Approved	100%				100%
				Actual	100%	100%	100%	100%	

Financial Planning

2025 Service Level									
Financial Planning									
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Budgeting	Operating	Analysis/ Recommendation provided	Balanced Operating Budget approved annually in accordance with Council's mandates	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Decision Support	Released at least 24 hours for Notes and 7 days for Reports, prior to Council / Committee meeting	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Process Management	Guidelines-updated and released 6 weeks in advance of submission deadlines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
	Capital	Analysis/ Recommendation provided	A recommended Capital Budget and Plan, annually, in accordance with Council's mandates	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Decision Support	Released at least 24 hours for Notes and 7 days for Reports, prior to Council / Committee meeting	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Process Management	Guidelines-updated and released 6 weeks in advance of submission deadlines	Approved	100%				100%
				Actual	100%	100%	100%	100%	

2025 Service Level									
Financial Planning									
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Financial Advice	Decision Support	Reports	Meeting agenda closing deadlines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Council Support	Meeting agenda closing deadlines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Initiatives	Meeting agenda closing deadlines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Issues Management	Responses released within prescribed timelines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
Financial Advice	State of Financial Affairs	Issues Management	Responses released within prescribed timelines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Intergovernmental	Provided necessary information to support negotiated stance	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Stakeholder Relations (Media/ Council/ Public)	Responses released within prescribed timelines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
Financial Planning and Policy	Program/ Service Review	Analysis/Recommendation/Decision Support	Analysis provided and Inquiries addressed within prescribed timelines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Process Management	Guidelines updated and released 6 weeks in advance of submission deadlines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
	Policy Development and Review	Review policies once per year	Approved	100%				100%	
			Actual	100%	100%	100%	100%		
Organizational Management Consulting		Project specific	Approved	Project specific	Project specific	Project specific	Project specific	Project specific	
			Actual	100%	100%	100%	100%		

2025 Service Level									
Financial Reporting and Control									
Activity	Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Financial Reporting and Control	Budget Monitoring and Control	Operating – Variance	At the first scheduled Committee meeting after 45 days of the reporting period closing	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Capital – Variance	At the first scheduled Committee meeting after 45 days of the reporting period closing	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Ad hoc (request)	Responses released within prescribed timelines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Active Monitoring	Once per quarter	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		In-Year Adjustments	Operating/ Capital budget adjustment requests reviewed in advance of Agenda closing deadlines	Approved	100%				100%
				Actual	100%	100%	100%	100%	
		Members Motions Reviewed	Number of Members Motions Reviewed	Approved	N/A	N/A	N/A	N/A	N/A
				Actual	400	317	317	241 ¹	

Notes:

- 1. Actual number of Motions as of September 2024.

Insurance and Risk Management

2025 Service Level								
Insurance and Risk Management								
Activity	Type	Status	2021	2022	2023	2024	2025	
Claims Management	Claims Management – General Liability	Approved	Claims are submitted via Insurance and Risk Management's (IRM's) webclaim submission form and claimants receive an acknowledgement upon receipt via return email. City Divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.					
		Actual	Achieved			Achieved		
	Claims Management – Other Coverage	Approved	Claims are submitted via IRM's webclaim submission form and claimants receive an acknowledgement upon receipt via return email. City Divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.					
		Actual	Achieved			Achieved		
Insurance and Risk Management	Insurance - Risk Financing – insurance policies, self insured retention	Approved	Insurance coverage is purchased through a Council-approved broker from insurers and provides coverage above the City's self-insured retention/deductible which is funded by the City's Insurance Reserve Fund. The cost of the insurance program is contained within a Council approved budget.					
		Actual	Achieved			Achieved		
	Insurance - Surety Bonding	Approved	Upon request and in accordance with each contract being reviewed or request made.					
		Actual	Achieved			Achieved		
	Insurance - Certificates of Insurance	Approved	Certificates of insurance reviewed for approval or generated based on specified date required on form.					
		Actual	Achieved			Achieved		

2025 Service Level							
Insurance and Risk Management							
Activity	Type	Status	2021	2022	2023	2024	2025
	Risk Management - Procurement Consultation and Advice	Approved	Upon request and in accordance with each Request for Proposal (RFP)/Request for Quote (RFQ)/Tender being reviewed or request made.				
		Actual	Achieved			Achieved	
	Risk Management - Project Consultation and Advice	Approved	Upon request and in accordance with each contract/lease/plan/construction project being reviewed or request made.				
		Actual	Achieved			Achieved	
	Risk Management - Strategies and Policies	Approved	Risk mitigation strategy is provided upon receipt of risk/exposure or receipt of an insurer recommendation.				
		Actual	Achieved			Achieved	

Internal Audit

2025 Service Level							
Internal Audit							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
Business and Risk Consulting	Prioritize requests for review/audit based on assessment of risk	Approved	100%				100%
		Actual	100%	100%	100%	100%	
	Respond to requests for advice within two business days	Approved	100%				100%
		Actual	100%	100%	100%	100%	
Audit Reporting	Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audits completed.	Approved	4.0	4.0	4.0	4.0	4.0
		Actual	4.0	4.0	4.	4.2	

2025 Service Level								
Internal Audit								
Type	Service Level Description		Status	2021	2022	2023	2024	2025
IT Audit and Advisory Services	Prioritize requests for Information Technology Advice and Assurance based on assessment of risk and corporate priorities.		Approved	New in 2025				100%
			Actual					

Capital Markets

2025 Service Level							
Investment and Debt Management							
Activity	Type	Status	2021	2022	2023	2024	2025
Investment Management	Short Term fund (formerly known as Money Market Funds prior to 2018)	Approved	Available funds are invested in either the money market or long-term funds based on management's assessment of the duration for which the investments should be held.				Available funds are invested in either the money market or long-term funds based on management's assessment of the duration for which the investments should be held.
		Actual	Achieved			Achieved	
	Sinking Funds	Approved					

2025 Service Level							
Investment and Debt Management							
Activity	Type	Status	2021	2022	2023	2024	2025
			Support the Toronto Investment Board with the management of the Sinking Fund (SF).				Support the Toronto Investment Board with the management of the Sinking Fund (SF).
		Actual	Achieved			Achieved	
	Long Term fund (formerly known as Bond Fund prior to 2018)	Approved	Support the Toronto Investment Board with the management of the Long Term Fund (LTF).				Support the Toronto Investment Board with the management of the Long Term Fund (LTF).
	Investment strategy for owned subsidiaries	Approved	Advise on investment related matters, upon request.				Advise on investment related matters, upon request.
		Actual	Achieved			Achieved	
	Investment of Trusts and other internal funds (excl SF and LTF, as listed in Investment Policy)	Approved	Invest for trust and other internal funds (excluding sinking fund and long term fund) in accordance with the City of Toronto Investment Policy.				Invest for trust and other internal funds (excluding sinking fund and long-term fund) in accordance with the City of Toronto Investment Policy.

2025 Service Level							
Investment and Debt Management							
Activity	Type	Status	2021	2022	2023	2024	2025
		Actual	Achieved			Achieved	
Debt Management	City's Divisions and Corporations, and third party	Approved	Upon request, provide financial assessment, oversight, advice and reports on their financing or investment programs.				Upon request, provide financial assessment, oversight, advice and reports on their financing or investment programs.
		Actual	Achieved			Achieved	
	Credit Rating	Approved	Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating.				Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating.
		Actual	Achieved			Achieved	
	Investor Relations	Approved	Attend 4 investor conferences, give presentations and attend meetings upon request with investors.				Attend 4 investor conferences, give presentations and attend meetings upon request with investors.
		Actual	Achieved			Achieved	

2025 Service Level							
Investment and Debt Management							
Activity	Type	Status	2021	2022	2023	2024	2025
	Debentures	Approved	Interest rates and issuing spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year.			Interest rates and issuing spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year.	
		Actual	Achieved			Achieved	
	Advise on Long Term Debt Modelling	Approved	Collaborate with FPD in Long Term debt modelling by being the subject matter expertise in debt issuances.			Collaborate with FPD in Long Term debt modelling by being the subject matter expertise in debt issuances.	
		Actual	Achieved			Achieved	
	Impact Reporting for Debentures	Approved	Publish annual newsletters for each of the sustainable finance programs on time.			Publish annual newsletters for each of the sustainable finance programs on time.	
		Actual	Achieved			Achieved	

2025 Service Level							
Investment and Debt Management							
Activity	Type	Status	2021	2022	2023	2024	2025
Letters of Credit Administration	Third Party Obligations - Letters of Credit	Approved	In accordance with each security being reviewed.				In accordance with each security being reviewed
		Actual	Achieved			Achieved	
Corporate-wide Annual ESG Performance Report	Corporate-wide Annual Environmental, Social and Governance (ESG) Performance Report	Approved	Facilitate and educate divisions to contribute relevant content. Edit and integrate content to publish an annual ESG performance report. Propose areas of improvement.				Facilitate and educate divisions to contribute relevant content. Edit and integrate content to publish an annual ESG performance report. Propose areas of improvement.
		Actual	Achieved			Achieved	

Financial Operations and Control (Formerly Office of the Controller)

Accounting Services

2025 Service Level							
Accounting Services							
Activity	Type	Status	2021	2022	2023	2024	2025
Provincial and Federal Reports Submission ¹	Filing of Annual Provincial Financial Information Return (FIR)	Approved	31-Jul	31-Jul	31-Jul	31-Jul	31-Jul
		Actual	31-Jul	26-Jul	31-Jul	29-Jul	
Financial Statement Preparation ²	Reporting of the City's consolidated, Sinking Fund and Consolidated Trust Fund statements to Committee and Council	Approved	30-Jun	30-Jun	30-Jun	30-Jun	30-Jun
		Actual	30-Jun	30-Jun	30-Jun	30-Jun	
	Publication of the City's Annual Financial Report containing the City's financial statements, management discussion and analysis of the City's performance and position and Task Force for Climate-Related Financial Disclosures	New	Completed by August 31	Completed by August 31	Completed by August 29	Completed by August 31	Completed by August 31
		Actual	Completed by August 31	Completed by August 31	Completed by August 29	Completed by August 31	
Accounting Advice and Policy ³	Advisory role related to accounting standards, accounting treatment and financial reporting/disclosure requirements	Approved	As Required	As Required	As Required	As Required	As Required
	Development and publication of accounting policies and associated training	Approved	No policies completed	Two policies before year end	Two policies before year end	Two policies before year end	Two policies before year end
		Actual	No policies completed	Two policies completed	Two policies before year end	Two policies before year end	
Accounting Reconciliations ⁴	Bank Reconciliations completed monthly within 45 days of month end	Approved	100%	100%	100%	100%	100%

2025 Service Level							
Accounting Services							
Activity	Type	Status	2021	2022	2023	2024	2025
		Actual	100%	100%	100%	100%	
Payment Card Industry (PCI) Organizational Compliance ⁵	Training, governance and compliance reviews to ensure PCI compliance standards by anniversary date are maintained across the organization	Approved	Achieved	Achieved	Achieved	Achieved	Achieved
		Actual	Achieved	Achieved	Achieved	Achieved	
Accounts Payable Processing ⁶	Payment processing - percentage of invoices paid within 60 days	Approved	85%	80%	80%	80%	80%
		Actual	81%	85%	84%	80%	
Analysis and Compliance ⁷	Journal entry review for accounting compliance and posting - time to post of correct entry	Approved	Within 48 hours	Within 48 hours	Within 48 hours	Within 48 hours	Within 48 hours
		Actual	Within 48 hours	Within 48 hours	Within 48 hours	Within 48 hours	
	General Ledger Accounts Analysis	Approved	Not Applicable	In Development	In Development	In Development	Monthly
		Actual				Monthly	

Notes:

1. FIR is completed following completion of the City's consolidated financial statements.

2. The type description for Financial Statement Preparation has been updated from "Annual Audited Consolidated Financial Statements", "Sinking Fund Audited Financial Statements", "Trust fund Audited Financial Statements" to "Reporting of the City's consolidated, Sinking Fund and Consolidated Trust Fund statements to Committee and Councils".
3. The type description for Accounting Advice and Policy has been updated from "Advisory role re accounting controls, reporting and oversight" to "Advisory role related to accounting standards, accounting treatment and financial reporting/disclosure requirements" and "Accounting policy" to "Development and publication of accounting policies and associated training".
4. The Service Level Description for Accounting Reconciliation has been updated from "Percentage completed within 30 days of month end" to "80%" in 2020, "100%" in 2021 and 2022 to better reflect bank reconciliations completed.
5. PCI compliance was first achieved in 2018. The type description has been updated from "Compliance status of the organization following reviews, testing and training" to "Training, governance and compliance reviews to ensure PCI compliance standards are maintained across the organization". The approved target has been updated from "100% at any point in time" to "Achieved" in 2019, 2020 and 2022 and from "Compliance at risk" to "Deferred" in 2021. Deferral occurred as a result of City operational processes not being in compliance with PCI standards.
6. Accounts Receivable Collections has been moved from ASD to RSD since A/R function moved to that group in May 2021.
7. Analysis and Compliance is a new section that branched out from Financial Reporting this year and is focused on ensuring that public sector accounting standards are followed across the organization, in alignment with KPMG observations from the 2020 year end audit. Service levels are evolving as the program is being developed and built up.

Purchasing and Materials Management

2025 Service Level									
Purchasing and Materials Management									
Activity	Type	Status	2021	2022	2023	2024	2025		
Purchasing and Materials Management	General Inquiries and Interpretation of Policies and Procedures	Approved	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day						
		Actual	100%	100%	100%	100%			
	Online Call Document Distribution and ARIBA	Approved	To provide vendors with 24/7 online access 100% of the time						
		Actual	100%	100%	100%	100%			
	Non-Competitive Procurement	Approved	100% compliance with Council Policy on Sole Source						
		Actual	87%	95%	91%	100%			
	Issuance of Purchasing Documents (BC/PO)	Approved	Issuing within 2-5 days from time of receipt of final approved document 100% of time						
		Actual	100%	100%	100%	100%			
	Materials Management Stores and Distribution	Warehoused Goods	Approved	Material requests issued and delivered within 5 business days (or 7 calendar days)					
			Actual	80%	89%	90%	95%		
MSDS (Materials Safety Data Sheet)		Approved	Providing city staff with 24/7 online access 100% of the time						
		Actual	100%	100%	100%	100%			
Stores Catalogue		Approved	Providing 24/7 online access to Catalogue details current to one business day 100% of the time						
		Actual	100%	100%	100%	100%			
Inventory		Approved	Turn inventory value at rate of 4.25 times per year						
		Actual	4.1	4.1	4.5	4.5			

Pension Payroll and Employee Benefits

2025 Service Level							
Pension Payroll and Employee Benefits							
Activity	Type	Status	2021	2022	2023	2024	2025
Payroll Administration		Approved	Payroll cheque/ direct deposit / statements are made available to all employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments.				
		Actual	100%	100%	100%	100%	
3rd Party Payroll Payments and Compliance		Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy.				
		Actual	100%	100%	100%	100%	
Payroll Management Reporting		Approved	Payroll reports will be made available to management within 2 days of the pay date with 100% accuracy.				
		Actual	100%	100%	100%	100%	
Employee Benefits and OMERS Pension Administration		Approved	Provide accurate benefit plans to full time active employees and retirees.				
		Actual	100%	100%	100%	100%	
Benefit and Pension 3rd Party Payments and Compliance		Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy.				
		Actual	100%	100%	100%	100%	
Benefit and Pension Management Reporting		Approved	Bi-weekly reports will be made available to management within 2 days of the pay date, with 100% accuracy. Monthly reports will be made available to management by the end of the following month, with 100% accuracy.				
		Actual	100%	100%	100%	100%	
City Sponsored Pension Administration ¹	Toronto Fire Department Superannuation and Benefit Plan	Approved	Produce an accurate bi-monthly pension or spousal pension on the first and fifteenth day of each and every month.				
		Actual	100%	100%	100%	100%	
Pension Deduction and 3rd Party Compliance		Approved	Meet all regulatory filing requirements by prescribed dates.				
		Actual	100%	100%	100%	100%	
Pension Reporting ²		Approved	Financial statements filed by prescribed date (June 30).				
		Actual	100%	100%	100%	99.4% ²	

Notes:

1. The service levels for City Sponsored Pension Administration, specifically the Toronto and Civic Employees' Pension Plan; Metropolitan Toronto Pension Plan; Metropolitan Toronto Police Benefit Plan; and The Corporation of the City of York Employee Pension Plan have been discontinued due to the merger of non-OMERS pension plans to the OMERS plan.
2. Pension Reporting has historically been rounded up to the nearest percentage even though the actual values may have been slightly below 100%. These adjustments do not significantly impact the overall trends or insights. Beginning in 2024, this metric will be reported with one more decimal place.

Revenue Services

2025 Service Level						
Revenue Services						
Type	Status	2021	2022	2023	2024	2025
Property Tax Billing (Interim and Final)	Approved	All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved time frames				
	Actual	Achieved	Achieved	Achieved	Achieved	
Supplementary/Omitted Tax Billings	Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved time frames				
	Actual	Achieved	Achieved	Achieved	Achieved	
Payment in Lieu of Taxes	Approved	All Payment in Lieu of Taxes are prepared and issued consistent with relevant legislation and by-laws, and within legislated time frames				
	Actual	Achieved	Achieved	Achieved	Achieved	
Business Improvement Area (BIA) levies	Approved	All BIA levies are prepared and issued prior to final property tax billing, to ensure that tax bills include Business Improvement Area (BIA) levy.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Property Assessment Reviews	Approved	On average, 120 properties are appealed per year in accordance with council approved criteria and rules and practice of the Assessment Review Board (ARB), and in accordance with timelines set out by Assessment Review Board.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Vacancy Rebates	Approved	Vacancy rebates are processed within legislated timeframe.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Charitable Rebates	Approved	Fully completed charity rebate applications processed within 120 days of application deadline date.				

2025 Service Level						
Revenue Services						
Type	Status	2021	2022	2023	2024	2025
	Actual	Achieved	Achieved	Achieved	Achieved	
Tax/Water Relief for Low-Income Seniors and Disabled	Approved	Fully completed applications processed within 60 days of application deadline date.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Veterans Clubhouse, Ethno-cultural, Heritage Rebates	Approved	Fully completed applications processed within 60 days of application deadline date.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Golf Course deferrals	Approved	Golf course deferrals processed within 60 days of receipt of information.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Assessment Appeals	Approved	Residential appeals processed within 30 days following receipt of ARB decision. Non-residential appeals processed within 120 days following receipt of ARB decision.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Property Tax Appeals	Approved	Approximately 50% of the applications are returned from Municipal Property Assessment Corporation (MPAC) in time to be dealt by September 30 of the following year				
	Actual	Achieved	Achieved	Achieved	Achieved	
Apportionments of Property Tax	Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Flat Rate Accounts	Approved	To issue 100% of utility flat rate billings within scheduled cycles (i.e. former Toronto flat rate billings twice per year and former Etobicoke three times per year)				Same
	Actual	Achieved	Achieved	Achieved	Achieved	

2025 Service Level						
Revenue Services						
Type	Status	2021	2022	2023	2024	2025
Water Relief Applications	Approved	92% of applications processed within first billing cycle				Same
	Actual	Achieved	Achieved	Achieved	Achieved	
Solid Waste Billings	Approved	Mailing of all bills within cycle on schedule				Same
	Actual	Achieved	Achieved	Achieved	Achieved	
Meter Reading	Approved	Read 75% of meters (25% are outcalls ie: no answer at door)				
	Actual	Achieved	Achieved	Achieved	Achieved	
Meter investigations	Approved	Complete all service orders that are in Revenue Services' distribution				
	Actual	Achieved	Achieved	Achieved	Achieved	
Parking Ticket	Approved	99.5% of parking tickets processed within legislated timeframes				
	Actual	99.9%	99.9%	99.9%	99.9%	
Notice of Overdue Parking Penalty (NOPP)	Approved	99.5% of notices sent within legislated timeframe.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Notice of Default (NOD)	Approved	99.5% of notices sent within legislated timeframe.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Refunds and adjustments	Approved	100% of refunds and adjustments processed within 14 days				
	Actual	Achieved	Achieved	Achieved	Achieved	
Investigations	Approved	Complete all investigations within 15 days				
	Actual	Achieved	Achieved	Achieved	Achieved	
Tax certificate	Approved	Service standard is 20 days, providing that all required information is received.				

2025 Service Level						
Revenue Services						
Type	Status	2021	2022	2023	2024	2025
	Actual	Achieved	Achieved	Achieved	Achieved	
Utility Certificate	Approved	Service standard is 20 days, providing that all required information is received.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Ownership Update	Approved	Service standard is 20 days, providing that all required documentation is received.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Designate/Agent Mailing Request	Approved	Service standard is 20 days, providing that all required documentation is received.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Pre-authorized Tax Payment	Approved	In order to change financial institution information or cancel participation in the program, customer is required to provide a signed written notice at least 15 days before the next payment date.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Pre-authorized Utility Payment	Approved	All Pre Authorized Utility Payment (PUP) applications are processed within a 5 day window.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Payment Programs- Mortgages Company	Approved	All mortgage updates are processed within 30 days				
	Actual	Achieved	Achieved	Achieved	Achieved	
Mortgage and PILT payment	Approved	All payments are processed within a 3 - 5 day window				
	Actual	Achieved	Achieved	Achieved	Achieved	
Revenue Services Counter Operations	Approved	All customers are served, with 100% completion of customer transactions, with average wait times of less than 10 minutes for tax/utility transactions, and 15 minute wait times for parking ticket transactions.				

2025 Service Level						
Revenue Services						
Type	Status	2021	2022	2023	2024	2025
	Actual	Counters were closed due to COVID-19	7.0 min planned target	7.0 min planned target	7.0 min	
Customer Enquiry - Telephone Speed of Answer	Approved	Average wait time (speed of answer) of 7 minutes or less				
	Actual	Achieved	Achieved	Achieved	Achieved	
Customer Enquiry - Correspondence	Approved	All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Payment Processing and Collection	Approved	As a minimum 90% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).				
	Actual	Achieved	Achieved	Achieved	Achieved	
Registration - Sale of Land	Approved	In excess of 4,000 accounts in arrears are included in this process annually. Two "Sale of Land by Public Tender" are conducted annually.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Bailiff Warrants	Approved	In excess of 6,000 accounts are issued to the bailiffs annually				
	Actual	Achieved	Achieved	Achieved	Achieved	
Internal Collections	Approved	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines. Same				
	Actual	Achieved	Achieved	Achieved	Achieved	
Returned Cheques Processing	Approved	95% of Returned Payments received by Revenue Services were processed within 10 business days.				
	Actual	Achieved	Achieved	Achieved	Achieved	

2025 Service Level						
Revenue Services						
Type	Status	2021	2022	2023	2024	2025
Account Analysis / Reconciliation	Approved	95% of the monthly reconciliation and Statements were produced in the following month.				
	Actual	Achieved	Achieved	Achieved	Achieved	
MLTT Manual Notices of Assessment	Approved	100% of Municipal Land Transfer Tax (MLTT) Notices of Assessments and Deferral Confirmations are issued and completed in accord to the legislated requirements				
	Actual	Achieved	Achieved	Achieved	Achieved	
Automated MLTT land registration transactions	Approved	100% of Municipal Land Transfer Tax (MLTT) Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements				
	Actual	Achieved	Achieved	Achieved	Achieved	
Refunds due to Over-Payments	Approved	To issue credit letters to property owner requesting required information and issue refunds within one year, over 90% of the time. Tax credit balances of \$500 or less without an ownership change are transferred to the next billing.				
	Actual	Achieved	Achieved	Achieved	Achieved	
Refunds due to Appeals and Rebates	Approved	Over 90% of all refunds as a result of the processing of assessment appeals/ Municipal Property Assessment Corporation (MPAC), Request for Reconsideration (RFR's) and rebate are processed within 120 days.				
	Actual	Achieved	Achieved	Achieved	Achieved	
MAT Remittances	Approved	100% of Municipal Accommodation Tax (MAT) remittances are collected in accord to the legislated requirements as detailed in By-law 296 – 2018				
	Actual	Achieved	Achieved	Achieved	Achieved	
	Approved	No greater than 5% of outstanding receivables transferred to collection agencies				

2025 Service Level						
Revenue Services						
Type	Status	2021	2022	2023	2024	2025
Percentage of invoices sent to Collection agency	Actual	Achieved	Achieved	Achieved	Achieved	

CITY MANAGER AND OTHER CITY PROGRAMS

City Clerk's Office

2025 Service Level									
Corporate Information Management Services									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Open Government	Lifecycle Management of City Information	Access to information	Complete Freedom of Information requests within legislated timelines.	Approved	Meet 30-day response time				Meet 30-day response time
				Actual	55% of requests meeting 30-day response time	51% of requests meeting 30-day response time	51.5% of requests meeting 30-day response time	55.7% of requests meeting 30-day response time	

2025 Service Level

Corporate Information Management Services

Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Open Government	Lifecycle Management of City Information	Lifecycle management of records	Manage records in accordance with legislated requirements.	Approved	Manage records in accordance with legislated requirements.	Provide onsite and virtual support services to manage records in accordance with legislated requirements.	Provide onsite and virtual support services to manage records in accordance with legislated requirements. Support division office moves through ModernTO.		Provide onsite and virtual support service to manage records in accordance with legislated requirements. Support division office moves through ModernTO.
				Actual	Provide onsite and virtual support services to manage records in accordance with legislated requirements.	Provide onsite and virtual support services to manage records in accordance with legislated requirements. Supported division office moves through ModernTO.	Provided onsite and virtual support services to manage records in accordance with legislated requirements. Supported division office moves through ModernTO.		
Open Government	Lifecycle Management of City Information	Lifecycle management of records	Manage records in accordance with legislated requirements.	Approved	Records retrieved within 3 business days at the Records Centre.			Records retrieved within 3 business days at the	

2025 Service Level									
Corporate Information Management Services									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
									Records Centre.
				Actual	Approximately 99.95% of records retrieved for use in the Archives' Research Hall within 1 hour.	Approximately 99% of records retrieved from the Records Centre within 3 business days.		Approximately 99% of records retrieved from the Records Centre within 3 business days.	
Open Government	Lifecycle Management of City Information	Lifecycle management of records	Manage records in accordance with legislated requirements.	Approved	Records retrieved within 1 hour at the Archives Services Research Hall.				Records retrieved within 1 hour at the Archives Services Research Hall.
				Actual	99.83% of records retrieved for use in the Archives' Research Hall within 1 hour.	99% of records retrieved for use in the Archives' Research Hall within 1 hour.		99% of records retrieved for use in the Archives' Research Hall within 1 hour.	
Open Government	Lifecycle Management of City Information	Lifecycle management of records	Make archival records accessible to the public	Approved	Archival photo orders delivered within 10 business days upon payment receipt.				Archival photo orders delivered within 10 business days upon

2025 Service Level									
Corporate Information Management Services									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
									payment receipt.
				Actual	Approximately 100% of archival photo orders delivered within 10 business days upon receipt of payment.	Approximately 99% of archival photo orders delivered within 10 business days upon receipt of payment.		Approximately 99% of archival photo orders delivered within 10 business days upon receipt of payment.	

2025 Service Level									
Elections									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Elect Government	Election	Election	Administer elections in compliance with legislation	Approved	100% compliance with legislation				100% compliance with legislation
				Actual	100% compliance with legislation			100% compliance with legislation	

2025 Service Level										
Member Services and Program Support										
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025	
Make Government Work	Government and Official Services	Support offices of elected officials, accountability officers, and City Clerk.	Provide financial, support to elected officials, accountability officers and the City Clerk.	Approved	90% of councillor requests for reimbursement/payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information.					
				Actual	35.7% of councillor requests for reimbursement / payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information.	59.4% of councillor requests for reimbursement / payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information.	66.8% of councillor requests for reimbursement / payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information.	64.4% of councillor requests for reimbursement/payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information.		
		Provide administrative support to elected officials, accountability officers and the City Clerk.	Approved	100% of visitors at Council reception greeted, signed-in and issued visitor passes during business hours.						
			Actual	Not applicable; no Council reception in 2021.	100% of visitors at Council reception greeted, signed-in and issued visitor passes during business hours.	100% of visitors at Council reception greeted, signed-in and issued visitor passes during business hours.				

2025 Service Level										
Member Services and Program Support										
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025	
			Provide technology support to elected officials, accountability officers and the City Clerk.	Approved	80% of tickets resolved within Corporate timelines					
				Actual	86% of tickets resolved within Corporate timelines	88% of tickets resolved within Corporate timelines	82% of tickets resolved within Corporate timelines	91% of tickets resolved within Corporate timelines		
	Corporate Information Product Services	External and internal mail	External mail processed within 24 hours of receipt. Internal mail distributed to various locations each day.	Approved	Outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 120 locations each day.			Outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 118 locations each day.	Outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 121 locations each day.	

2025 Service Level									
Member Services and Program Support									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
				Actual	100% of outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 100 locations (2021) and 120 locations (2022) each day.		100% of outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 118 locations each day.	100% of outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 121 locations each day.	

2025 Service Level									
Secretariat									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Make Government Work	Government Decision-Making Processes	Manage meetings and legislated notices	Manage meetings of Council, Committees, Agencies and Boards as directed by City Council.	Approved	100% compliance with legislated requirements; 100% of agendas published 3 days before Council meetings and 5 days for Committee meetings; 100% of decisions published 2 days after meetings.				
				Actual	100% compliance with legislated requirements; 100% of agendas published 3 days before Council meetings and 5 days for Committee meetings; 100% of decisions published 2 days after meetings.	100% compliance with legislated requirements; 100% of agendas published 3 days before Council meetings and 5 days for Committee meetings; 100% of			

2025 Service Level									
Secretariat									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
								decisions published 2 days after meetings.	
		Maintain legislative records	Maintain all legislative documents including meeting records and notices in accordance with all applicable legislation.	Approved	100% compliance with legislated requirements.				
		Maintain legislative records	Maintain all legislative documents including meeting records and notices in accordance with all applicable legislation.	Actual	100% compliance with legislated requirements				
		Manage appointments to committees and other bodies	Manage recruitment and retention of appointments to City Boards, Committees and tribunals as vacancies arise in accordance with the Public Appointments Policy.	Approved	100% vacancies filled as per the Public Appointment's Policy				
				Actual	100% vacancies filled as per the Public Appointment's Policy	100% vacancies filled as per the Public Appointment's Policy			
	Deliver Provincially Delegated Services	Register Vital Events	Facilitate registration of vital events.	Approved	100% of marriage licenses issued within 30 minutes of application. 100% of deaths registered within 5 days of receiving all required documentation. 100% of eligible booking requests processed within 30 minutes.				

2025 Service Level									
Secretariat									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
				Actual	100% of marriage licenses issued within 30 minutes of application. 100% of deaths registered within 5 days of receiving all required documentation. 100% of eligible booking requests processed within 30 minutes.			100% of marriage licenses issued within 30 minutes of application. 100% of deaths registered within 5 days of receiving all required documentation. 100% of eligible booking requests processed within 30 minutes.	
		Deliver Provincially Delegated Services	Deliver Provincially Delegated Services	Approved	Assessment roll available during office hours				
				Actual	Assessment roll available during office hours			Assessment roll available during office hours	

2025 Service Level									
Strategic Protocol and External Relations									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Make Government Work	Government and Official Services	Strategic Protocol and External Relations	Contribute to the shaping of the City of Toronto's International and Intergovernmental Relations. Improve awareness and application of protocol procedures, the importance of	Approved	Inquiries responded to within two business days. Requests for individual, civic and community recognitions processed within designated timelines.				

2025 Service Level									
Strategic Protocol and External Relations									
Service	Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
			Protocol and diplomacy. Celebrate individual, civic and community achievements and milestones.	Actual	100% of inquiries responded to within two business days. 95% of requests for individual, civic and community recognitions processed within designated timelines.				

City Manager's Office

Executive Administration:

2025 Service Level							
Executive Administration							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
Corporate Issues	% of issues responded to within 24 hours ¹	Approved	95%				Modified in 2025 – see New Service Level Below. ¹
		Actual	Achieved				
Response Management	% of inquiries received by the CMO Feedback channel (email, phone, or mail) responded to and/or managed within two business days	Approved	New in 2025				90%
		Actual					
Accountability Processes	% of Ombudsman's recommendations implemented on time ²	Approved	100%				Discontinued ²
		Actual	Achieved				
Council and Committee Agenda Management	Coordinate staff reporting to Council / Committee cycles ³	Approved	8				Modified in 2025 – see New Service Level Below ³
		Actual	Achieved				

2025 Service Level							
Executive Administration							
Type	Service Level Description	Status	2021	2022	2023	2024	2025
Council and Committee Agenda Management	% of Standing Committees and Community Councils agenda forecasts established eight weeks before the start of each Committee and Council Cycle	Approved	New in 2025				100%
		Actual					

Notes:

1. This service level has been modified to provide a more precise definition of “issue” and update the timeline to reflect current business operations.
2. This service level is being discontinued as it no longer reflects how Ombudsman’s recommendations are implemented. The majority of Ombudsman’s recommendations are implemented directly to divisions, not the City Manager’s Office.
3. This service level has been modified to provide a more precise description of the CMO’s activities.

Governance and Corporate Strategy/Intergovernmental and Agency Relations:

2025 Service Level								
Governance and Corporate Strategy / Intergovernmental and Agency Relations								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Government-Wide Initiatives		Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council						Discontinued ¹
		Respond to all requests for civic engagement advice						Discontinued ¹
		Effectively coordinates strategic initiatives with key stakeholders and partners						Discontinued ¹

2025 Service Level								
Governance and Corporate Strategy / Intergovernmental and Agency Relations								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Inter-Governmental Relations		Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council						These service level have been modified to provide a more precise description of the CMO's activities. See below.
		Complete all required formal submissions, correspondence and meetings with other governments and associations						
		% of formal submissions to other governments and intergovernmental associations submitted on time in order to secure funding support that advance city strategic interests.	Approved	New in 2025		90%		
			Actual					
		Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds						Discontinued ¹
Governance		Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions						Discontinued ¹
		Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations						Discontinued ¹
		Effectively coordinate governance-related initiatives with key stakeholders and partners						Discontinued ¹
Performance Management and Benchmarking*	Management Information Dashboards	Update Management Information Dashboards ²	Approved	Quarterly				Modified in 2025 – see New Service Level below ²
			Actual	Achieved				
	*Transferred from Executive Administration in 2020		% of quarterly updates to Toronto's Dashboard completed within three business days of being notified, reviewed, and validated	Approved	New in 2025		90%	
				Actual				
	Performance Measurement and Benchmark Report	Update Performance Measurement and Benchmarking Report ³	Approved	Annually		Discontinued ³		
			Actual	Achieved				

2025 Service Level								
Governance and Corporate Strategy / Intergovernmental and Agency Relations								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
	World Council on City Data	Update World Council on City Data ⁴	Approved	Annually				Discontinued ⁴
			Actual	Achieved				
	Toronto's International Rankings	Monitor Toronto's International Rankings and the City's website.	Approved	As required				Discontinued ⁵
			Actual	Achieved				

Notes:

1. This service level is being discontinued as it is not a true service level. It is an objective which is captured elsewhere in the division's budget materials and work plans.
2. This service level has been modified to update the service level description to "Toronto's Dashboard" and to change the service level.
3. This service level is being discontinued as a Performance Management and Benchmarking Report has not been published since 2018 and the City is longer part of the Municipal Benchmarking Network Canada as of 2022.
4. This service level is being discontinued as this has been transferred to the CFO's Office since 2022 for their work on ESG.
5. This service level is being discontinued as international rankings information has been removed from the City's website since 2022.

Strategic Partnerships:

2025 Service Level								
Strategic Partnership								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Corporate Partnership Initiatives	Corporate Partnerships	Number of Corporate partners	Approved	Steward 8.000 corporate, institutional and philanthropic partners				Discontinued ¹
			Actual	Achieved				
	Partnership and Revenue Generation Policies and Procedures	Compliance to Corporate policies and procedures on Revenue Generation	Approved	100% compliance to Corporate policies and procedures on Revenue Generation				Discontinued ²
			Actual	Achieved				
	External and Internal Consulting	Internal and external Consulting	Approved	Provide 350 instances of external and internal consulting and 400 consulting hours				Discontinued ²
			Actual	Achieved				
	Staff Partnership Training	Staff Trained	Approved	Training/capacity in partnership management - 400 participants				Discontinued ³
			Actual	Achieved				
Partnership Development	Development and Management of Agreements	Compliance to Corporate policies and procedures	Approved	100% compliance to Corporate policies and procedures				Discontinued ²
			Actual	Achieved				
	Consultation on Partnership Development	Response to consultation requests and referrals to appropriate party	Approved	100% response to all consultation requests and referrals to appropriate party				Discontinued ²
			Actual	Achieved				

2025 Service Level								
Strategic Partnership								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Relationship Development	New partners	Approved	30 New and developing partners				Discontinued ²
			Actual	Achieved				
	Project Management for Projects going forward	Number of instances projects going forward	Approved	Number partners investing in projects going forward: 50				Discontinued ²
			Actual	Achieved				
		Hours of external and internal partnership projects managed going forward	Approved	Provide 5000 hours of partnership project management				Discontinued ²
			Actual	Achieved				
Revenue Generation and Management	Advice and Consultation on Unsolicited Proposal Policy Process	Compliance to corporate policies and procedures	Approved	100% compliance to Corporate policies and procedures				Discontinued ²
			Actual	Achieved				
	Review Unsolicited Proposal Submissions	Review and respond to received proposals	Approved	Review and respond to 95% of received proposals within 2 business days				Discontinued ²
			Actual	Achieved				
	Revenue Generating Partnerships (Sponsorships, Donations, Joint Ventures/Grants)	Compliance to corporate policies and procedures	Approved	100% compliance to Corporate policies and procedures				Discontinued ²
			Actual	Achieved				
	Emergency Donation Management	Compliance to corporate policies and procedures	Approved	100% compliance to Corporate policies and procedures				Discontinued ²
			Actual	Achieved				
	City initiatives financially supported by external partners	# of initiatives financially supported by external partners	Approved	# of initiatives financially supported by external partners TBD - This data is collected from City Divisions (target is 200)				Discontinued ²
			Actual	Achieved				
Unsolicited Proposals	Unsolicited proposal processed	Approved	Process 60 - GMAP/Unsolicited Proposals/TCAP/CivicLabTO submissions				Discontinued ²	

2025 Service Level								
Strategic Partnership								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
			Actual	Achieved				
		Assessment of all unsolicited proposals	Approved	100% assessment of all Unsolicited Proposals				Discontinued ²
			Actual	Achieved				
	Partnership Revenue Generated	Partnership revenue generated	Approved	Generate \$1.5M in Partnership revenue				Discontinued ¹
			Actual	Achieved				
	United Way Campaign	Total amount of funds generated by City of Toronto United Way Campaign	Approved	Total amount of funds generated by the City of Toronto U.W. campaign \$1.4M				Discontinued ²
			Actual	Achieved				
Policy and Application Review	% of naming rights applications processed within 6 months.		Approved	New in 2025				100%
			Actual					

Notes

1. These service level has been discontinued as it was based on a pandemic focused initiative no longer applicable.
2. This service level has been discontinued as it is not a true service level. It is an objective which is captured elsewhere in the divisions' budget materials and work plans. It will be tracked as a performance measure for operational and business planning.
3. This service level has been discontinued as it is no longer a function of Strategic Partnerships.

People and Equity:

2025 Service Level								
People and Equity								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Employee and Labour Relations	Labour Relations	% of grievances handled by Employee and Labour Relations resolved at Step 2	Approved	44%	44%	40%	41%	44%
			Actual	47%	38%	46%	42%	
		Average participant satisfaction rating with Employee and Labour Relations training	Approved	4.5	4.5	4.5	4.25	4.1
			Actual	4.37	4.02	4.04	4.5	
		Resolved grievances to new grievances ratio	Approved	0.9	0.9	0.9	0.55 ¹	0.53
			Actual	0.37	0.49	0.74 ⁷	1.26	
Safe and Healthy Workplaces	Ministry of Labour Orders	% change in the number of Ministry of Labour orders	Approved	-50.0%	-50.0%	-50.0%	0.0%	Discontinued in 2025 ³
			Actual	0.0%	45.5%	-16.7%	14.3% ³	
	Workplace Safety and Insurance Board	% decrease in WSIB costs	Approved	-6.0%	-6.0%	-6.0%	0.0%	Discontinued in 2025 ⁴
			Actual	16.9%	18.3%	8.2%	9.28% ⁴	
	Safety	% change in the number of workplace injuries	Approved	-6.0%	-6.0%	0.0%	0.0%	Discontinued in 2025 ⁵
			Actual	22.1%	15.0%	-25.0%	4.89% ⁵	
		Annual number of Health and Safety training hours	Approved	40,000	40,000	40,000	32,600 ²	Discontinued in 2025 ⁶
			Actual	22,213	30,995	35,893	12,042 ⁶	

2025 Service Level								
People and Equity								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Ministry of Labour Orders	% Compliance with Ministry of Labour, Immigration, Training and Skills Development Orders	Approved	New in 2025	New in 2025	New in 2025	New in 2025 ³	100%
			Actual				New in 2025 ³	
	Workplace Safety and Insurance Board	% Change in WSIB Invoiced Costs (main firm number)	Approved	New in 2025	New in 2025	New in 2025	New in 2025 ⁴	+16%
			Actual				New in 2025 ⁴	
	Safety	Injury/Illness Frequency Rate	Approved	New in 2025	New in 2025	New in 2025	New in 2025 ⁵	5.63
			Actual				New in 2025 ⁵	
		Injury/Illness Severity Rate	Approved	New in 2025	New in 2025	New in 2025	New in 2025 ⁵	502.68
			Actual				New in 2025 ⁵	
		Number of Health and Safety training courses offered to City staff by Occupational Health, Safety and Wellness	Approved	New in 2025	New in 2025	New in 2025	New in 2025 ⁶	80
			Actual				New in 2025 ⁵	
Organization and Employee Effectiveness		Average participant satisfaction rating with corporate learning programs	Approved	4.33	4.33	4.33	4.33	4.33
			Actual	4.31	4.39	4.38	4.5	
	Recruitment	Average # of days to fill a non-union vacancy	Approved	60	60	60	75	75
			Actual	76	91	85	73	

Notes:

1. Change to 2024 goal is based on the average of the past 5 years.
2. Change to 2024 goal is based on the updated health and safety training calendar.

3. Not able to project to end of year. Data provided to September 30, 2024. Discontinued after 2024, as compliance with Ministry of Labour, Immigration, Training and Skills Development (MLITSD) Orders is a better indication of health and safety performance than receiving Orders. Changed to the percentage of compliance with MLITSD Orders.
4. Projected for full year, based on data up to September 30, 2024. Discontinued after 2024, as the new dataset will reflect all WSIB costs including Toronto Fire Services, which were not previously included. Changed to include all WSIB invoiced costs under the City’s main firm number.
5. Projected for full year, based on data up to September 30, 2024. Discontinued after 2024, as providing the number of lost time injuries did not take into consideration differences in shift hours or other variables. Changed to the provision of frequency rate (number of lost time incidents per year for every 100 workers) and severity rate (number of lost time days per year for every 100 workers).
6. Not able to project to end of year. Data provided to September 30, 2024. Discontinued after 2024, as the calculation of training hours required a number of assumptions which could not be calculated accurately. Changed to the number of health and safety training courses offered to City staff by Occupational Health and Safety and Wellness.
7. Updated to reflect 2023-year end result.

Legal Services

2025 Service Level							
Legal Services							
Service	Service Level Description	2020	2021	2022	2023	2024	2025
Civil Litigation	Number of Ontario Land Tribunal/Toronto Local Appeal Board Hearings Heard	390	340	340	340	290	238
		193	245	279	285	219	
	Legal Counsel for the City ensures timely response to referral to arbitration to avoid statutory referrals 100% of the time. (Within 30 days)	100%	100%	100%	100%	100%	100%
		100%	100%	100%	100%	100%	
		80%	80%	80%	85%	85%	85%

2025 Service Level							
Legal Services							
Service	Service Level Description	2020	2021	2022	2023	2024	2025
	Percentage of wins/settlements at Planning Tribunals.	90%	88%	95.5%	88.5%	93.5%	
Prosecution	% of Cases Resolved After Prosecutor Action Through Early Resolution	80%	80%	80%	80%	80%	83%
		57.49%	87.15%	82.60%	87.7%	85.3%	
	Conduct online screening reviews of parking violations under the Administrative Penalty System.	93,000	150,000	170,000	225,000	225,000	225,000
		233,398	174,453	202,310	183,229	176,878	
Solicitor	Close real estate transactions on contracted dates, except due to 3rd party responsibility.	100%	100%	100%	100%	100%	100%
		100%	100%	100%	100%	100%	
	Number of Hours Spent on Reviewing Contracts/Agreements and other legal documents.	85,000	95,000	95,000	95,000	113,159	118,000
		104,630	139,137	112,726	117,515	124,595.2	

AGENCIES

Arena Boards of Management

2025 Service Level								
Arena Boards of Management								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Ice Booking	Prime Time Ice	% of Utilization	Approved	100%	100%	100%	100%	90%
			Actual	45%	90%	90%	90%	
	Non-Prime Time Ice	% of Utilization	Approved	60%	60%	60%	60%	60%
			Actual	25%	55%	58%	60%	
Facility Rental	Banquet Hall/Meeting/Board Rooms	% of Utilization	Approved	76%	76%	76%	76%	76%
			Actual	50%	76%	76%	76%	

2025 Service Level								
Arena Boards of Management								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Arena Floor	% of Demand	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
	Indoor Swimming	Service Agreement % of Utilization	Approved	100%	100%	100%	100%	100%
			Actual	50%	100%	100%	100%	
	Indirect 3 rd Party Coordination (Booking)	Maintain annual contracts for 3 rd party groups	Approved	Maintain annual contracts for 3 rd party groups	Maintain annual contracts for 3 rd party groups	Maintain annual contracts for 3 rd party groups	Maintain annual contracts for 3 rd party groups	Maintain annual contracts for 3 rd party groups
			Actual	Maintain annual contracts for 3 rd party groups	Maintain annual contracts for 3 rd party groups	Maintain annual contracts for 3 rd party groups	Maintain annual contracts for 3 rd party groups	
Concession/ Vending	Snack Bar	% staffed and open	Approved	60%	50%	60%	60%	60%
			Actual	25%	40%	60%	60%	
	Pro Shop	% of Demand	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%		
Facility Rental	Recreational Skate/Shinny	% of programming evaluated to respond to community needs	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
	Camps	% of programming evaluated to respond to community needs	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
	Hockey Schools	% of programming evaluated to respond to community needs	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Summer/Winter		Approved	100%	100%	100%	100%	100%	

2025 Service Level								
Arena Boards of Management								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		% of programming evaluated to respond to community needs	Actual	100%	100%	100%	100%	
	Learn to Skate	% of programming evaluated to respond to community needs	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

Association of Community Centres

2025 Service Level								
Association of Community Centres								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Community Centre Strategic Partnerships and Resource Development	Membership Management	% of increase in membership year-over-year	Approved	5%	5%	5%	5%	5%
		Total number of active members	Approved	20,600	20,600	20,600	20,600	20,600
	Program Funds	Total \$ of Community Centre funding generated from Fundraising/Donations, Productive Enterprises and Grants	Approved	8,800,000	8,800,000	8,800,000	8,800,000	8,800,000
	Partnerships	Total estimated value of in-kind programs, services and product from partnerships	Approved	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Social, Economic,	Volunteer Development	# of volunteer hours	Approved	158,000	158,000	158,000	158,000	158,000

2025 Service Level

Association of Community Centres

Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Neighbourhood Development		# of volunteers	Approved	6,738	6,738	6,738	6,738	6,738
	Programming	# of programming encounters/visits	Approved	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
		# of people served through programming	Approved	150,510	150,510	150,510	150,510	150,510
	Community Supports	# of encounters of individual who received personal supports including food, training, counselling, clothes, and other services	Approved	106,000	106,000	106,000	106,000	106,000
	Community Special Events	# of community special events held	Approved	4,502	4,502	4,502	4,502	4,502
		# of participants for the community special events	Approved	235,000	235,000	235,000	235,000	235,000
Public Space-Community Access	Welcome Services and General Information	# of information and referrals provided for community programs, city services and neighbourhood initiatives	Approved	389,782	389,782	389,782	389,782	389,782
	Program and Community Meeting Space	# of hours of operation	Approved	43,134	43,134	43,134	43,134	43,134
		# of visits	Approved	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
	Community Meetings/Space Use	# of community meetings, forums, workshops, public space held	Approved	1,200	1,200	1,200	1,200	1,200
		# of people attending community meetings, forums, workshops, and utilizing public space	Approved	50,000	50,000	50,000	50,000	50,000

Exhibition Place

2025 Service Level						
Exhibition and Events						
Service Level Description	Status	2021	2022	2023	2024	2025
% compliance with negotiated terms - Trade, Consumer, Festivals, Community Events	Approved	100%	100%	100%	100%	100%
	Actual	100%	100%	100%	100%	
\$X food and beverage sales per attendee	Approved	\$5.42	\$5.49	\$5.33	\$5.97	\$6.41
	Actual	\$5.89	\$6.68	\$7.91	\$8.30	
\$X of Gross Service Revenue per \$1 of Rent Revenue	Approved	\$1.05	\$0.63	\$0.64	\$0.66	\$0.66
	Actual	\$0.43	\$0.93	\$0.78	\$0.69	
\$X per square foot of long-term tenant space supported	Approved	\$6.45	\$8.12	\$9.42	\$10.80	\$11.33
	Actual	\$5.58	\$10.18	\$10.04	\$10.05	

2025 Service Level						
Conventions, Conferences and Meetings						
Service Level Description	Status	2021	2022	2023	2024	2025
% compliance with negotiated terms - Meetings, conventions, conferences and corporate events	Approved	100%	100%	100%	100%	100%
	Actual	100%	100%	100%	100%	
\$x food and beverage sales per attendee	Approved	\$93.82	\$89.52	\$126.71	\$99.24	\$119.14
	Actual	\$139.37	\$86.04	\$114.99	\$115.10	
\$X of Net Service Revenue per \$1 of Rent Revenue	Approved	\$0.30	\$0.19	\$0.19	\$0.17	\$0.16
	Actual	\$0.24	\$0.26	\$0.28	\$0.24	

2025 Service Level						
Exhibition Place Asset Management						
Service Level Description	Status	2021	2022	2023	2024	2025
Waste diversion %	Approved	70%	70%	70%	70%	70%
	Actual	64%	9%	22%	70%	
Maintain Parking Lots, Roads and Sidewalks in good condition for public access;	Approved	Good condition	Good condition	Good condition	Good condition	Good condition
	Actual	Good condition	Good condition	Good condition	Good condition	
Maintain current X vehicles and X pieces of equipment and additional acquisitions	Approved	44 Vehicles, 92 Pieces of Equipment	44 Vehicles, 92 Pieces of Equipment	39 Vehicles, 91 Pieces of Equipment	46 Vehicles, 98 Pieces of Equipment	51 Vehicles, 113 Pieces of Equipment
	Actual	44 Vehicles, 92 Pieces of Equipment	39 Vehicles, 91 Pieces of Equipment	56 Vehicles, 104 Pieces of Equipment	51 Vehicles, 113 Pieces of Equipment	

2025 Service Level						
Exhibition Place Parking Access						
Service Level Description	Status	2021	2022	2023	2024	2025
Variable labour cost ratio of x% of revenue (underground and surface)	Approved	8.75%	8.78%	8.78%	8.78%	8.78%
	Actual	11.46%	8.36%	7.10%	8.78%	
x% of parking spaces available and accessible for all major events	Approved	100%	100%	100%	95%	95%
	Actual	100%	100%	95%	95%	

Heritage Toronto

2025 Service Levels							
Heritage Services							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Historical Plaques	Number of historical plaques installed	Approved	58	60	60	35 ¹	35
		Actual	60	60	35	35	
	Number of Century House plaques installed	Approved	30	40	10	16	20
		Actual	37	10	16	23	
	Number of heritage plaques maintained and repaired	Approved	4	5	6	4	4
		Actual	6	6	7	4	
Heritage Awards	Attendee approval rating	Approved	95%	95%	95%	95%	95%
		Actual	n/a	95%		95%	
	Host Emerging Historians	Approved	30	30	30	30	30
		Actual	n/a	30	30	30	
In person programs	Number of walking/bus tours program	Approved	64	55	60	54	60
		Actual	25	55	60	77	
	Total attendance	Approved	3,300	2,530	2,100	1,450	5,420
		Actual	502	1,130	1,450	4,252 ²	
	Average donation per tour attendee	Approved	\$6.00	\$6.00	\$5.00	\$3.00	\$2.75
		Actual	n/a	\$4.05	\$1.81	\$2.52	
Digital Programming	Sessions of digital programs	Approved	15,000	32,000	32,000	35,000	45,500 ³
		Actual	35,508	28,535	39,716	53,368 ³	
Publications	Public subscribers to bi-monthly e-newsletter	Approved	8,400	8,400	8,900	9,000	10,000
		Actual	8,255	8,651	9,000	9,880	

Notes:

1. A decade long backlog of uninstalled plaques has now cleared, and the program has returned to installing plaques as they are manufactured.
2. Given program diversification, attendance now includes all in person events including Heritage Toronto Awards, tours, plaque unveilings, workshops, and community events.
3. Given changes to Google Analytics and the launch of Heritage Toronto’s new website menu in April, the 2024 measurement reflects visits to both new URLs and old URLs for digital programs. The 2024 Actual may be elevated given how the report tracks unique visits and, as such, a lower number for 2025 is projected.

Sankofa Square (Formerly Yonge-Dundas Square)

2025 Service Level									
Sankofa Square									
Service	Activity	Type	Service Level Description	Status	2021 ¹	2022 ¹	2023	2024	2025
Public Realm	Public Use	General Public	% of Time on a Daily Basis of Square Accessibility for Public Use	Approved	100%	100%	100%	100%	100%
				Actual	100%	100%	100%	100%	
Events	Third Party Rental	Commercial	# of Event days (external)	Approved	75	30	40	70	75
				Actual	5	35	45	48	
Events	Third Party Rental	Community / NFP / City	# of Event days (external)	Approved	Counted in above	40	60	75	50
				Actual		93	81	44	
Events	YDS Productions	Self produced	# of Event Days (internal)	Approved	N/A	30	30	30	50
				Actual	0	34	34	55	

Notes:

1. From March 2020 to March 2022 all events on placed hold due to COVID-19 and no produced events.

TO Live

2025 Service Level								
Theatrical and Other Cultural Events								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Corporate Events	Facility Rentals for Corporate Events	# of usage days	Approved	0	149	216	250	257
			Actual	26	148	205	161	
Stage Shows	Programming Activities	# of usage days	Approved	0	815	852	819	837
			Actual	579	930	1030	909	
Education and Engagement	Community Classes ¹	# of Events	Approved	0	90	60	60	Consolidated See New Service Levels Below ¹
			Actual	0	28	43	37 ¹	
	Xenia Concerts ¹	# of Events	Approved	0	8	9	6	
			Actual	3	9	16	13 ¹	
	Pre-Show Talks ¹	# of Events	Approved	0	18	12	15	
			Actual	0	11	0	0 ¹	
	KeepRockinYou (KRY) Programming ¹	# of Events	Approved	0	81	6	0	
			Actual	0	1	0	0 ¹	
	Summer Day Camp ¹	# of Events	Approved	0	6	7	10	
			Actual	5	1	0	24 ¹	

2025 Service Level								
Theatrical and Other Cultural Events								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Doors Open/Culture Days ¹	# of Events	Approved	0	4	4	2	
			Actual	1	1	8	31 ¹	
	Discover Series ¹	# of Events	Approved	0	20	19	11	
			Actual	5	19	0	0 ¹	
	Masterclasses ¹	# of Events	Approved	0	11	11	11	
			Actual	0	6	3	2 ¹	
	Professional and Artist Development ¹	# of Events	Approved	0	19	9	32	
			Actual	2	3	0	0 ¹	
	Exhibit Workshops and Talks ¹	# of Events	Approved	0	11	16	30	
			Actual	2	2	1	16 ¹	
	Arts and Wellness Events ¹	# of Events	Approved	0	9	20	16	
			Actual	10	14	0	0 ¹	
	Open Rehearsals ¹	# of Events	Approved	0	5	5	5	
			Actual	0	1	0	0 ¹	
	Family Festival Workshops ¹	# of Events	Approved	0	1	1	1	
			Actual	0	1	0	0 ¹	
	Paprika Theatre Festival ¹	# of Events	Approved	0	0	20	0	
			Actual	0	16	25	33 ¹	
	Additional Projects ¹	# of Events	Approved	0	12	12	10	
			Actual	0	1	20	7 ¹	
Community and Outreach	Arts and Wellness	# of Events	Approved	Consolidation of previous service levels				19 ¹
			Actual					
	Community Engagement	# of Events	Approved	Consolidation of previous service levels				97 ¹
			Actual					

2025 Service Level								
Theatrical and Other Cultural Events								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Youth Engagement	# of Events	Approved	Consolidation of previous service levels				24 ¹
			Actual					
	Masterclasses and Talks	# of Events	Approved	Consolidation of previous service levels				11 ¹
			Actual					

Notes:

1. These service levels have been consolidated to better reflect TO Live's service offerings as the theatrical and cultural events space service types change frequently.

Toronto Police Services Parking Tags Enforcement and Operations

2025 Service Level								
Parking Enforcement								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Enforcement	Parking Tags Issued	# of tags	Approved	1,600,000	1,798,000	1,900,000	2,020,000	2,020,000
			Actual	1,479,644	1,821,338	2,250,000	2,256,425	

2025 Service Level								
Revenue Processing								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Process and Collection of Parking Fees	Parking Tags	parking tags processed within legislative timeframes	Approved	99.5%	99.5%	99.5%	99.5%	99.5%
			Actual	99.9%	99.9%	99.9%	99.9%	planned target
	Notice of Overdue Parking Penalty	notices sent within legislative timeframes	Approved	99.5%	99.5%	99.5%	99.5%	99.5%
			Actual	99.5%	99.5%	99.5%	99.5%	planned target
	Notice of Conviction	parking tags processed within legislative timeframes	Approved	99.5%	99.5%	99.5%	99.5%	99.5%
			Actual	99.5%	99.5%	99.5%	99.5%	planned target
	Refunds and Adjustments	refunds and adjustments processed within 14 days	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	planned target
	Investigations	Complete all investigations within 15 days	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	planned target
Administrative Penalty System Violations	Red Light Camera and Automated Speed Enforcement process and collection of fees	Red Light Camera and Automated Speed Enforcement violations processed within legislative timeframes	Approved	New in 2025				99.5%
			Actual					

Toronto Public Health

2025 Service Level								
Chronic Disease and Injury Prevention								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Assessment and Surveillance	Assessment and Surveillance	Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer) to assess the cost and accessibility of nutritious food in Toronto	Approved	Note #3	Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer) to assess the cost and accessibility of nutritious food in Toronto.	Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer) to assess the cost and accessibility of nutritious food in Toronto.	Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer) to assess the cost and accessibility of nutritious food in Toronto.	Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer) to assess the cost and accessibility of nutritious food in Toronto.
			Actual	Note #1	Completed	Completed	Completed	
		Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #6	Service Level Discontinued Note #6	

2025 Service Level								
Chronic Disease and Injury Prevention								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
			Actual	Note #3	Note #1 and 2	Note #6		
Health Promotion and Policy Development	Priority elementary schools outreach	% (# schools) of prioritized elementary/middle/secondary schools reached, as indicated by the Toronto school boards, reached with comprehensive school health services	Approved	Note #3	Note #1	Note #3	100% (400) Note #9	100% (400)
			Actual	Note #1	Note #1	16.8% (56)	100% (400) Note #9	
		# (approx.) students reached in prioritized elementary/middle/secondary schools, as indicated by the Toronto school boards, with comprehensive school health services	Approved	Note #3	Note #1	Note #3	100,000	175,000
			Actual	Note #1	Note #1	12,525	175,000 Note #9	
	Youth peer leader training/outreach	# Peer Leaders trained (between YHAN, IYE and YELL) from # of agencies; the peer leaders will directly reach # of youth in their communities with CDIP messaging.	Approved	Note #3	Note #1	Note #3	Note #7	Note #7
			Actual	Note #1	Note #1	Note #7	Note #7	
Health Promotion and Policy Development	Diabetes prevention education	# participants provided Diabetes Prevention education programs	Approved	Note #3	Note #1	Note #3	Note #7	Note #7
			Actual	Note #1	Note #1	Note #7	Note #7	

2025 Service Level								
Chronic Disease and Injury Prevention								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Public Health Nurse liaison services	% (# schools) of Toronto publicly funded schools with access to Public Health Nurse liaison services	Approved	100% (805)	100% (805)	100% (800) Note #10	100% (800) Note#10	100% (800)
			Actual	Note #1	100%	100% (800) Note #10	100% (800) Note #10	
Health Protection	Health Protection	# (approx.) of inspections done for tobacco enforcements (including compliance and complaints)	Approved	Note #3	Note #1	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #8	Note #8
			Actual					
	Agency education for older adult fall prevention	# service providers from # agencies provided with education and skill building training (Step Ahead) to build capacity in falls prevention for older adults	Approved	Note #3	Note #1	Note #3	Note #8	Note #8
		Actual	Note #8					

2025 Service Level								
Chronic Disease and Injury Prevention								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Partnership Funding	Student Nutrition Program	Percentage (%) of municipally funded Student Nutrition Programs receiving nutrition consultation and support in the relevant school year from a Registered Dietitian	Approved	Note #1	Note #1	Note #3	40%	40%
			Actual	Note #1	Note #1	32% Note #3	49%	
		(# of school communities that received grant support from TPH to provide number (#) meals, and the number (#) of children and youth receiving meals from municipal funding per school year	Approved	624 40,342,168 214,586	616 41,672,296 216,342	616 41,600,000 216,342	619 44,540,800 231,600	668 48,355,480 257,210
	Actual		616 Note #4	616 Note #5 220,000	619 42,729,580 227,285	643 45,817,480 243,710		
Drug Prevention Community Investment Program	# community prevention projects funded in the community	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #11	Service Level Discontinued Note #11	
		Actual		Note #1 and 2	Note #8			

Notes:

1. The program/service was/is suspended as a result of the COVID-19 pandemic as resources supporting the program/service were/are redeployed to support the COVID-19 response.
2. The program/service was suspended as a result of the COVID-19 pandemic which led to the declaration of a provincial and municipal emergency which in turn closed the setting where this service was delivered.
3. It is anticipated that this program will continue to be suspended as resources have been redeployed to support the COVID-19 response and/or the program cannot be delivered as intended/designed due to public measures put in place to support reducing the spread of COVID-19. Toronto Public Health will monitor the situation and should conditions change that allow for the restart of the program/service, the program will resume.
4. 2021 actual meals/year and participant information is not available. The school year began in September 2021 when students were still being offered remote learning options. To support this hybrid learning approach, programs were encouraged to support students using various options based on local needs.
5. 2022 actual meals/year and participant information is not available at this time. The school year begins September 2022, and it is anticipated that numbers will be modified based on the number of students returning to in-person learning.
6. The service level has been consolidated with the following Service Level reported under Public Health Foundations: "# of surveillance indicators that monitor the health of Toronto's population for which data is assessed, updated and reported on to monitor the health of Toronto's population.
7. A review is underway in response to the Auditor General of Ontario's 2017 audit of Public Health – Chronic Disease Prevention (CDP). As part of the response to the Audit, recent communications between local public health and the Ministry of Health indicate that the province is working toward developing a comprehensive and coordinated provincial approach to CDP, including work on indicators to advance efforts and reporting on CDP services and programs.
8. This service level has not been reported as part of the annual budget process for over four years. While the program and/or services is still being provided, this service level will no longer be reported during the Budget process. Information regarding this service level is available upon request.
9. As part of the program modernization strategy, the service level now includes secondary schools starting in 2024.

10.A quality assurance process validated that the number of schools is 800.

11. The service level has been consolidated with the following service level “# community organizations funded to prevent transmission of HIV.”

2025 Service Level								
Emergency Preparedness								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Assessment and Surveillance	Assessment and Surveillance	<p>Conduct systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority populations</p> <p>Conduct surveillance of community emergency planning and preparedness.</p>	Approved	<p>Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.</p>	<p>Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.</p>	<p>Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.</p>	Note #3	Service Level Discontinued Note #3
			Actual				Note #3	Note #3
Health Protection	Business Continuity Plans	<p>% of Toronto Public Health Business Continuity Plans maintained and tested to ensure continuity of public health services to Torontonians</p>	Approved	<p>0%</p> <p>Note #1</p>	Note #2	Note #2	100%	100%
			Actual	Note #2			<p>43%</p> <p>Note#2</p>	98%

2025 Service Level								
Emergency Preparedness								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Public health emergency response	Maintain the availability of Toronto Public Health staff to respond to public health emergencies on a 24/7 basis	Approved	24/7 availability maintained				24/7 availability maintained
			Actual	24/7 availability maintained				

Notes:

1. It is anticipated that this program will continue to be suspended as resources have been redeployed to support the COVID-19 response and/or the program cannot be delivered as intended/designed due to public measures put in place to support reducing the spread of COVID-19. Toronto Public Health will monitor the situation and should conditions change that allow for the restart of the program/service, the program will resume.
2. The service was/is suspended or partially reduced as a result of the COVID-19 pandemic as resources supporting the service were/are redeployed to support the COVID-19 response.
3. The service level has been consolidated with the following Service Level: “# of surveillance indicators that monitor the health of Toronto's population for which data assessed, updated and reported on to monitor the health of Toronto's population.”

2025 Service Level								
Environmental Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Assessment and Surveillance	Public swimming pools and spas assessment/ surveillance	Conduct systematic and routine assessment, surveillance, monitoring and reporting of # (%) public recreational water facilities at frequencies prescribed by the Ontario Public Health Standards and maintain an up-to-date public website on public swimming pool and spa inspection results	Approved	1,700 (100%)	425 (25%) Note #1	950 (50%) Note #1	1,730 (100%)	1900 (100%)
			Actual	270 (16%) Note #5	1,298 (68.7%) Note #5	1,911 (86.55%)	1916 (99.77%)	
Assessment and Surveillance	Assessment and Surveillance	Conduct epidemiological analysis of surveillance data, including monitoring of trends over time, emerging trends and priority populations Conduct surveillance of community environment health status	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	Note #7
			Actual	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	

2025 Service Level								
Environmental Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Health Promotion and Policy Development	Home food safety outreach	Conduct outreach at # community markets serving vulnerable clients with home food safety resources	Approved	10	0 Note #1	Note #2	10	10
			Actual	Note # 2	Note#2	5 Note #2	10	
Health Promotion and Policy Development		<p>Maintain up-to-date public website on Toronto's beach water conditions and disclose public swimming pool and spa inspection results</p> <p>Provide information packages to pool and spa operators</p> <p>Respond to information requests on lead corrosion in Toronto's drinking water system, and private drinking-water systems</p>	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	Note #7
			Actual					

2025 Service Level								
Environmental Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		<p>Provide information to increase public awareness of health hazard risk factors including indoor (legionella) and outdoor (smog) air quality, extreme weather (flooding), climate change (hot weather), radiation exposure (radon, tanning beds)</p> <p>Provide hot weather protection packages to # (100% of high risk) landlords of rooming/boarding houses/retirement homes/nursing homes</p> <p>Inspect and assess facilities where there is an elevated risk of illness associated with exposures that are known or suspected to be associated with health including 289 high risk rooming/boarding houses during an extended Extreme Heat event and monitor approximately 1636 industrial/commercial sites for identified hazardous priority chemicals and their use and release</p>	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #8	Service Level Discontinued Note #8
			Actual			Note #8		

2025 Service Level										
Environmental Health										
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025		
Disease Prevention / Health Protection	Food premises inspection	# pools (approx.) inspected annually	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	Note #7		
			Actual						Note #7	
		# (n=%) of total high risk food premises inspected at least 2 times per year	Approved	Note #3	1,782 (50%) Note #5	2,700 (75%)	3,660 (100%)	3660 (100%)		
			Actual	1,137 (32%) Note #5	787 (29.09%) Note #5	3046 (91.6%)	3660 (100%)			
		# (n=%) of total moderate risk food premises inspected at least once per year	Approved	Note #3	3,912 (50%) Note #5	6,525 (75%) Note #1	9,565 (100%)	9,565 (100%)		
			Actual	2,261 (29%) Note #5	7829 (98.14%)	9467 (96.7%)	9,565 (100%)			
		Complete 3,000 re-inspections or achieve a compliance rate of 90% or higher	Approved	Note #3	Note #5	90%	90%	Service Level Discontinued Note #9		
			Actual	Note #5	94.7%	94.20%	Note #9			
		Percent (%) of all food premises that pass their annual routine inspections	Approved	New in 2025						90%
			Actual							

2025 Service Level								
Environmental Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		Number (#) of food premises inspected annually	Approved	New in 2025				30,000
			Actual					
	Health hazard response	Maintain 24/7 availability to receive, respond and manage alleged health hazards reports within 24 hours or by the next business day	Approved	24/7 availability				24/7 availability
			Actual	24/7 availability				
		Percentage (%) of complaints alleging a Health Hazard responded to within 24 hours or by the next business day	Approved	New in 2025				100%
			Actual					
	West Nile prevention	Implement a local vector-borne management strategy including weekly monitoring, testing and reporting of # mosquito traps in the City (June to September) for mosquito speciation and West Nile Virus infection, larvaciding catch basins across the City and open bodied surface waters as required	Approved	22	22	22	22	22
			Actual	22 Note #6	22	22	22	
	Bed bug response	% of reported complaints/requests responded to for bed bugs and provide co-ordination/financial support for unit preparation for vulnerable clients (where deemed appropriate), nursing assessments, health services referrals and other supports.	Approved	100% Note #4	100% Note #4	100% Note #4	100%	100%
			Actual	Note #4	100%	100%	100%	
Childcare Centre Inspections	Percent (%) of licensed Childcare Centres who pass the initial annual Infection Prevention and Control inspection (IPAC)	Approved	New in 2025				90%	
		Actual						

2025 Service Level								
Environmental Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Tobacco Enforcement	Percent (%) and Number (#) of tobacco retailers who do not sell tobacco to minors	Approved	New in 2025				90% (1550)
			Actual					

Notes:

1. The program/service was/is reduced as a result of the COVID-19 pandemic as resources supporting the program/service were/are redeployed to support the COVID-19 response.
2. The program/service was suspended as a result of the COVID-19 pandemic which led to the declaration of a provincial and municipal emergency which in turn closed the setting where this service was delivered.
3. This service has been suspended during TPH's COVID-19 Response. Inspections are being performed on a modified basis as businesses respond to public health measures which have changed how and when they operate. This service level will resume upon the end of the emergency declared by the provincial government.
4. The bed bug program complaints will be prioritized based on risk and population vulnerability.
5. These inspections were impacted by a majority of the Food Safety/Environmental PHIs being assigned to the pandemic response. The length of time to conduct an inspection was increased due to the COVID-19 precautions that were in place to protect staff (e.g. physical distancing). Staff also conduct inspections of the premises to ensure they were complying with the *Reopening Ontario Act* and any relevant provincial orders and municipal bylaws.
6. This service is outsourced to a specialized provider who supplies this service.
7. This service level has not been reported as part of the annual budget process for over four years. While the program and/or services is still being provided, this service level will no longer be reported during the Budget process. Information regarding this service level is available upon request.

- 8. Service was designed to be delivered over a designated period of time. The service as described is no longer delivered.
- 9. The service level is consolidated with the following service level "Percent (%) of all food premises that pass their annual routine inspections."

2025 Service Level								
Family Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Assessment and Surveillance	Assessment and Surveillance	Service Level Reviewed to be Discontinued	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	Note #7
			Actual				Note #7	Note #7
Health Promotion and Policy Development	Child health educational sessions	# educational sessions delivered to improve families' knowledge in growth and development, positive parenting, healthy eating, and breastfeeding to enable children and parents to attain and sustain optimal health and development.	Approved	Note #1			5,125	1,800 Note #9
			Actual	Note #2			950	2,078 Note #9

2025 Service Level									
Family Health									
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025	
	Child health individual interventions	# individual interventions delivered to families to improve child development outcomes and increase parenting capacity to sustain and optimize child health and development (including home visits).	Approved	Note #1			82,930	40,000	Note #9
			Actual	Note #2			39,421	40,272	Note #9
	Reproductive health educational sessions	# educational sessions delivered to improve individuals and families knowledge to achieve healthy pregnancy, have the healthiest newborns possible and be prepared for parenthood.	Approved	Note #1			Note #4	Note #4	
			Actual	Note #2			Note #4	Note #4	
	Reproductive health individual interventions	# individual interventions delivered to families to sustain and optimize healthy pregnancy, support having the healthiest newborns possible and be prepared for parenthood.	Approved	5,900	600	600	7,980	7,980	
			Actual	5,900	600	6,067	7,138	Note #9	

2025 Service Level								
Family Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Health Protection	Health Protection	Service Level to be Reviewed and Discontinued	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #8	Note #8
			Actual					
Dental Treatment for Children and Youth - Healthy Smiles	Dental Treatment for Children and Youth - Healthy Smiles	Service Level to be Reviewed and Discontinued	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #8	Note #8
			Actual					
Dental Treatment for Eligible Clients	Senior, children and youth dental treatment	# seniors (65+) and # children and youth (17 years of age and younger) provided with dental treatment.	Approved	27,000 18,200	13,500 9,100 Note #3	24,700 5,800 Note #3	15,000 3,000	15,000 3000
			Actual	13,500 9,100 Note #1 and 3	14,330 3,141 Note #2	15,158 3,161	20,769 3,756	

2025 Service Level								
Family Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Emergency dental treatment	# adults (18-64 years of age) eligible for social assistance provided with emergency dental services to improve their oral and general health and thus enhance their job readiness	Approved	4,700	2,350 Note #3	3,525 Note #3	5,000	5,000
			Actual	2,350 Note #1 and 3	836 Note #3	1,733	1,888 Note #10	
	Mobile Dental Clinic	# street-involved clients who will receive dental care on the Mobile Dental Clinic to improve oral health. Homelessness is a major barrier to dental care.	Approved	935	Note #3	Note #5	Note #6	Service Level Discontinued Note #6
			Actual	Note #2	Note #5	Note #6	Note #6	
Preschool Speech and Language	Preschool Speech and Language	Service Level to be Reviewed and Discontinued	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #8	Note #8
			Actual			Note #8	Note #8	

2025 Service Level								
Family Health								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Partnership Funding	Investing in Families	Service Level to be Reviewed and Discontinued	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #8	Note #8
			Actual			Note #8		
Disease Prevention	Reproductive health screening	# screens completed to identify individuals and families at risk for adverse birth outcomes in pregnancy	Approved	500 Note #1	0 Note #3	500 Note #3	1,600	1600
			Actual	Note #2	Note #2	665	883 Note #9	
Population Health Assessment	Surveillance Indicators"	Assess, update and report data for # surveillance indicators that monitor the health of Toronto's population	Approved	50	Note #3		Note #7	Service Level Discontinued Note #7

Notes:

1. It is anticipated that this program will continue to be suspended as resources have been redeployed to support the COVID-19 response and/or the program cannot be delivered as intended/designed due to public measures put in place to support reducing the spread of COVID-19. Toronto Public Health will monitor the situation and should conditions change that allow for the restart of the program/service, the program will resume.

2. The program/service was suspended as a result of the COVID-19 pandemic which led to the declaration of a provincial and municipal emergency which in turn closed the setting where this service was delivered.
3. The program/service was/is reduced as a result of the COVID-19 pandemic as resources supporting the program/service were/are redeployed to support the COVID-19 response.
4. The information technology used to provide this service is unavailable, as such the reporting on this service level has been suspended. This service level will be updated based on the Ministry of Health's Ontario Public Health Standards (OPHS) review.
5. The setting where this program was being delivered was placed out of service. It is anticipated that the setting will be placed back into service in 2023.
6. Service Level has been consolidated with "# adults (18-64 years of age) eligible for social assistance provided with emergency dental services to improve their oral and general health and thus enhance their job readiness" as street involved clients now receive care at Toronto Public Health fixed site dental clinics."
7. The service level has been consolidated with the following Service Level reported under Public Health Foundations: "# of surveillance indicators that monitor the health of Toronto's population for which data assessed, updated and reported on to monitor the health of Toronto's population."
8. This service level has not been reported as part of the annual budget process for over four years. While the program and/or services is still being provided, this service level will no longer be reported during the Budget process. Information regarding this service level is available upon request.
9. This service level is expected to fluctuate for the next 24 months as we continue our rebuilding efforts and modernize our service delivery strategy. 2025 targets have been readjusted to reflect service delivery.
10. The mobile dental operations are being recalibrated based on operational and capital planning.

2025 Service Levels								
Public Health Foundations								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Population Health Assessment	Surveillance indicators	# of surveillance indicators that monitor the health of Toronto's population for which data assessed, updated and reported on to monitor the health of Toronto's population	Approved	50	Note #2		100	100
			Actual	Note #1	Note #2	102	110	
		Conduct systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority populations	Approved	Conduct systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority population				Completed
			Actual	Completed				
		Conduct surveillance of community emergency planning and preparedness	Approved	Conduct surveillance of community emergency planning and preparedness.				Completed
			Actual	Completed				

Notes:

1. The program/service was suspended as a result of the COVID-19 pandemic as resources supporting the program/service were redeployed to support the COVID-19 response.
2. The program/service is reduced as a result of the COVID-19 pandemic as resources supporting the program/service are redeployed to support the COVID-19 response.

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Assessment and Surveillance	Suspect/confirmed Infectious diseases investigation/management	% (#) of reported suspect/confirmed cases and contacts of infectious diseases. Investigated and managed	Approved	100% (40,000)	100% (40,000)	100% (40,000)	100% (40,000)	100% (40,000)
			Actual	29% (2,450) Note #5	100%	100% (39,354)	100% (40,000)	
	Surveillance system development	# (%) long-term care homes and # (%) retirement homes worked with to develop their infectious disease surveillance systems	Approved	86 (100%) 80 (100%)	86 (100%) 80 (100%)	86 (100%) 80 (100%)	86 (100%) 80 (100%)	86 (100%) 80 (100%)
			Actual	86 (100%) 80 (100%)	100% 100%	86 (100%) 75 (100%)	86 (100%) 75 (100%)	
	Tuberculosis identification	% of identified clusters involving Toronto residents tracked and followed up on to identify local transmission of TB and to identify secondary cases	Approved	100%	100%	100%	100%	100%
			Actual	Note #1	100%	Note #8	100%	
	Immunization record assessment	% of immunization records for 7 and 17 year old children assessed	Approved	100%	100%	100%	100%	100%
			Actual	Note #1	Note #1	100%	100%	

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Health Promotion and Policy Development	Infection prevention and control liaison services	% (#) hospital sites, % (#) complex continuing care / rehab sites and % (#) long-term care Homes, % (#) retirement homes, % (#) licensed child care centers, % (#) correctional facilities, % (#) major school boards and % (#) shelters provided with infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions)	Approved	18 (100%) hospital sites; 18 (100%) complex continuing care/rehab sites; 80 (100%) long-term care Homes, 2 (100%) reactivation centres, 80 (100%) retirement homes 1,065 (100%) licensed child care centers 2 (100%) correctional facilities 4 (100%) major school boards 70 (100%) shelters- 16 (100%) Out of the Cold sites 8 (100%) respite centres	18 (100%) hospital sites; 18 (100%) complex continuing care/rehab sites; 80 (100%) long-term care Homes, 2 (100%) reactivation centres, 80 (100%) retirement homes 1,065 (100%) licensed child care centers 2 (100%) correctional facilities 4 (100%) major school boards 70 (100%) shelters- 16 (100%) Out of the Cold sites 8 (100%) respite centres	100% hospital sites; 100% complex continuing care/rehab sites; 100% long-term care homes, 100% reactivation centres, 100% retirement homes 100% licensed child care centers 100% correctional facilities 100% major school boards 100% shelters 100% Out of the Cold sites 100% respite centres	100% hospital sites; 100% complex continuing care/rehab sites; 100% long-term care homes, 100% reactivation centres, 100% retirement homes 100% licensed child care centers 100% correctional facilities 100% major school boards 100% shelters 100% Out of the Cold sites 100% respite centres	18 (100%) hospital sites; 13 (100%) complex continuing care/rehab sites; 6 (100%) Transitional Care Units 86 (100%) long-term care homes, 4 (100%) reactivation centres, 75 (100%) retirement homes 1,065(100%) licensed child care centers 4 (100%) correctional facilities 2 (100%) major school boards 102 (100%) shelters 250 (100%) group homes

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
			Actual	18 (100%) hospital sites; 18 (100%) complex continuing care/rehab sites; 80 (100%) long-term care Homes, 2 (100%) reactivation centres, 80 (100%) retirement homes 1,065 (100%) licensed child care centers 2 (100%) correctional facilities 4 (100%) major school boards 70 (100%) shelters- 16 (100%) Out of the Cold sites 8 (100%) respite centres	100% hospital sites; 100% complex continuing care/rehab sites; 100% long-term care homes, 100% reactivation centres, 100% retirement homes 100% licensed child care centers 100% correctional facilities 100% major school boards 100% shelters 100% Out of the Cold sites 100% respite centres	18 (100%) hospital sites; 13 (100%) complex continuing care/rehab sites; 6 (100%) Transitional Care Units 86 (100%) long-term care homes, 4 (100%) reactivation centres, 75 (100%) retirement homes 1,065(100%) licensed child care centers 4 (100%) correctional facilities 2 (100%) major school boards 2 (100%) major school boards 102 (100%) shelters 250 (100%) group homes	18 (100%) hospital sites; 13 (100%) complex continuing care/rehab sites; 6 (100%) Transitional Care Units 86 (100%) long-term care homes, 4 (100%) reactivation centres, 75 (100%) retirement homes 1,065(100%) licensed child care centers 4 (100%) correctional facilities 2 (100%) major school boards 102 (100%) shelters 250 (100%) group homes	

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		# community agencies partnered with to deliver harm reduction supplies and the # of community agencies including hospitals that naloxone will be distributed to an the # of overdose training sessions offered to community agencies and selected City divisions	Approved	Partner with agencies to deliver harm reduction supplies: 55	Partner with agencies to deliver harm reduction supplies: 55	Partner with agencies to deliver harm reduction supplies: 55	Partner with agencies to deliver harm reduction supplies: 55	Partner with agencies to deliver harm reduction supplies: 55
			Partner with agencies to deliver naloxone: 66	Partner with agencies to deliver naloxone: 66	Partner with agencies to deliver naloxone: 66	Partner with agencies to deliver naloxone: 66	Partner with agencies to deliver naloxone: 66	Partner with agencies to deliver naloxone: 66
				# of training session provided to community agencies and selected City divisions: 100	# of training session provided to community agencies and selected City divisions: 100	# of training session provided to community agencies and selected City divisions: 100	# of training session provided to community agencies and selected City divisions: 100	# of training session provided to community agencies and selected City divisions: 100
			Actual	Partner with agencies to deliver harm reduction supplies: 62	Partner with agencies to deliver harm reduction supplies: 67	Partner with agencies to deliver harm reduction supplies: 93	Partner with agencies to deliver harm reduction supplies: 55	
				Partner with agencies to deliver naloxone: 75	Partner with agencies to deliver naloxone: 83	Partner with agencies to deliver naloxone: 77	Partner with agencies to deliver naloxone: 66	
				# of training session provided to community agencies and selected City divisions: 15	# of training session provided to community agencies and selected City divisions: Data unavailable.	# of training session provided to community agencies and selected City divisions: 100	# of training session provided to community agencies and selected City divisions: 100	

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	AIDS/Sexual Health Hotline	# Ontario callers assisted through the AIDS and Sexual Health Info Line.	Approved	16,000	16,000	16,000	16,000	16,000
			Actual	12,000	11,027	11,794	14,495 Note #14	
Disease Prevention	Disease Prevention	# (approx.) notifications of infectious diseases received, assessed and reviewed annually	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	Note #7
			Actual				Note #7	Note #7
	Tuberculosis Education	Provide TB education sessions and develop educational resources for populations at risk for developing TB including to # newcomers.	Approved	300	300	300	Note #6	Note #6
			Actual	Note #1	Note #1	Note #6	Note #6	
		# Health Care providers (focusing on reporting requirements, TB screening, optimal treatment of active TB clients and latent TB infection clients) provided with TB information	Approved	200	200	200	400	400
			Actual	Note #1	Note #1	514	400	

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
		# people who are homeless/under housed and # homeless Service Providers provided with TB education through multiple strategies	Approved	200 400	200 400	200 400	200 400	200 400
			Actual	Note #1	Note #1	65 576 Note #9	200 400	
	Disease Prevention	# (approx.) vaccinations provided for Hepatitis B, Meningococcal and HPV to grades 7and8	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	Note #7
			Actual					
	Immunization clinics	# immunization clinics (flu, school immunization, homeless shelters, and school-aged children who are under vaccinated) organized and delivered	Approved	500	1,000	1,000	1,000	1000
			Actual	200 Note #1 and #2	7,467 Note #15	2580 Note#15	1000	
		School immunization vaccine compliance rate for grades 7 and 8 students	Approved	New in 2025				
			Actual					

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Immunization information centre	# phone calls answered at the Immunization Information Centre	Approved	25,000	45,000 Note #1	45,000 Note #1	45,000	60,000
			Actual	Note #1 and 2	Note #1 and 2	9,744 Note # 11	60,000	
Health Protection	Personal service settings inspections	# critical and semi-critical personal services settings Inspected	Approved	Note #3	700 Note #3	700 Note #3	4,300	Service Level Discontinued Note #11
			Actual	690 Note #1 and 2	Note #1 and 2	1042	Note #11	
	Vaccine storage inspection	# fridges Inspected in health care premises (including physicians' offices, pharmacies, hospitals, community health centres, long term care facilities etc.) to ensure that all publicly-funded vaccines are properly refrigerated, safe and effective.	Approved	1,000	2,300	2,300	2,400	2,400
			Actual	1,850 Note #1 and 2	2,000	2,393	2,400	
Outbreak Management	Percent (%) of confirmed influenza outbreaks (OB) that initiated prophylaxis antiviral within 24 hours of declaring a confirmed OB as a result of TPH OB preparedness and facility education	Approved	New in 2025					100%
		Actual						

2025 Service Level								
Infectious Diseases								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Personal Service Setting Inspections	Percent (%) of critical Personal Service Settings (PSS) premises that pass their initial inspection	Approved	New in 2025				90%
			Actual					
		Number (#) of personal service setting premises inspected annually	Approved	New in 2025				4,150
			Actual					
Disease Prevention/Health Protection	Animal bite response	% (#) animal bite reports responded to	Approved	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2021. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2022. This information can be provided upon request.	Service Levels (SLs) still being provided and tracked even though they will not be reported out for 2023. This information can be provided upon request.	Note #7	Note #7
			Actual				Note #7	
	Sexual Health Clinics	# clients served at sexual health clinics.	Approved	34,500	50,250	50,250	50,250	50,250
			Actual	30,346 Note #1 and 2	43,300	49,330	47,000	
Tuberculosis treatment and follow up	Greater than 95% of Active TB cases will complete adequate treatment according to the Canadian TB Standards.	Approved	>95%	>95%	>95%	>95%	Service Level Discontinued Note #12	
		Actual	>95%	>95%	>95%	Note #12		

2025 Service Level									
Infectious Diseases									
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025	
		# Torontonians identified as contacts of infectious TB cases provided with follow-up to identify secondary cases early and identify individuals who have been infected with TB in order to offer preventative medications.	Approved	2,000	2,000	2,000	1,500	1,500	
			Actual	1,000 Note #2	876	1,491	1,500		
		# newcomers to Toronto who are placed on TB Medical Surveillance by Immigration, Refugees and Citizenship Canada assessed and followed up on	Approved	1,800	1,800	1,800	1,800	1,800	
			Actual	Note #1	Note #1	1,570	1,800		
	Tuberculosis	Percent (%) of clients with Tuberculosis (TB) disease who have completed adequate treatment according to the Canadian TB standards	Approved	New in 2025					95%
			Actual						
Partnership Funding	Toronto Urban Health Fund	# community organizations funded to prevent transmission of HIV	Approved	48 48 Agencies	48 48 Agencies	48 48 Agencies	40 40 Agencies	40	
			Actual	43 43 Agencies	42 42 Agencies	18 18 Agencies	24 Note # 13		

Notes:

1. The program/service was suspended as a result of the COVID-19 pandemic as resources supporting the program/service were redeployed to support the COVID-19 response.
2. The program/service level was reduced as a result of the COVID-19 pandemic which led to the declaration of a provincial and municipal emergency which in turn closed the setting where this service was delivered.
3. This service has been suspended during TPH's COVID-19 Response. Inspections are being performed on a modified basis as businesses respond to public health measures which have changed how and when they operate. This service level will resume upon the end of the emergency declared by the provincial government.
4. Service resumed in September 2020.
5. The number of suspect/confirmed cases and contacts of infectious diseases reported to TPH is expected to decrease in 2021 due to under reporting of suspect and confirmed cases and outbreaks of diseases of public health significance and / or importance other than of disease of public health significance and/or importance other than COVID-19. In addition, the program/service is reduced as a result of the COVID-19 pandemic as resources supporting the program/service are redeployed to support the COVID-19 response.
6. The service linked to this service level has changed based on consultation with the recipient of the service. Services to the target population for this service will be captured under the following service levels for Tuberculosis:
 - a. # Torontonians identified as contacts of infectious TB cases provided with follow-up to identify secondary cases early and identify individuals who have been infected with TB in order to offer preventative medications.
 - b. # newcomers to Toronto who are placed on TB Medical Surveillance by Immigration, Refugees and Citizenship Canada assessed and followed up on.
7. This service level has not been reported as part of the annual budget process for over four years. While the program and/or services is still being provided, this service level will no longer be reported during the Budget process. Information regarding this service level is available upon request.
8. Resumption of service began in 2023 and data is available effective 2024.

9. The Tuberculosis program business model has been refocussed to reflect the changing needs of the homeless/underhoused community.
10. Service resumed in September 2023.
11. Consolidated with the following service level "Number (#) of personal service setting premises inspected annually."
12. Consolidated with the following service level "Percent (%) of clients with TB disease who have completed adequate treatment according to the Canadian TB standards."
13. Updated service level wording to reflect the current service delivery.
14. The service level decreased from the pandemic and a robust campaign to promote the services is ongoing.
15. The COVID-19 response resulted in an increased number of Mass Immunization and mobile clinics.

Toronto Public Library

2025 Service Level								
Library Services								
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	2025 Target
Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.								
		Total Use	68,433,740	78,777,719	84,332,599	82,427,403	82,928,663	89,313,093
		Efficiency: Total Operating Cost per Library Use	\$3.13	\$2.91	\$2.89	\$3.06	\$3.05	\$3.01
		Overall User satisfaction with Toronto Public Library	91%	91%	91%	91%	91%	91%

2025 Service Level								
Library Services								
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	2025 Target
		Torontonians who agree public libraries are an important resource for the community	90%	90%	90%	93%	93%	93%

2025 Service Level									
Library Space									
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	2025 Target	
Toronto Public Library provides customers with a seamless experience in person and online, with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs. The library allocates resources efficiently and effectively through four tiers of service to provide easy and equitable access.									
Library Space	Virtual Services	Create an omni-channel experience for customers to access products and services in a seamless and integrated way, offering 24/7 personalized connection with a choice of services delivered when and how customers want/need them.							
		Electronic visits daily average	91,138	87,115	91,814	84,907	83,789	86,539	
		Email and Social Media Activity daily average	45,310	34,145	32,455	37,619	31,128	32,150	
		User satisfaction with tpl website	90%	88%	88%	88%	88%	88%	
	Branches	TPL provides free public access to space and services in accordance with the Public Libraries Act and TPL's Service Delivery Model. Torontonians from all walks of life have easy access to the library services they want and need.							
		Neighbourhood branches	81	81	81	81	81	81	
		District branches	17	17	17	17	17	17	
		Research and reference libraries	2	2	2	2	2	2	

2025 Service Level								
Library Space								
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	2025 Target
		User satisfaction with branch attractiveness and cleanliness	88%	87%	87%	87%	87%	87%
		Library open hours	164,368	257,752	277,919	287,300	285,306	307,052
		Sunday service hours	2,009	7,326	7,942	8,000	8,460	13,716
		In-person visits daily average	19,561	27,569	36,255	35,574	37,730	38,733
		Percent of in-person visits vs total visits (in-person and virtual)	10.8%	23.1%	27.0%	28.0%	30.0%	29.9%
		Youth Hubs to support youth and address goals of the Toronto Poverty Strategy and Toronto Youth Equity Strategy	23	24	23	28	28	31
		Library Settlement Partnerships (LSP) no. of clients served	39,996	32,989	35,057	36,000	35,000	36,000 (funding dependent)
		Library Settlement Partnerships (LSP) average attendance per program	31	27	20	25	24	25 (funding dependent)
	Access to technology in accordance with TPL's Strategic Priority of expanding access to technology to promote digital literacy and inclusion, and advancing the Library's digital platform so that customers have convenient access to a full range of library services through integrated digital platforms and exceptional customer experience at their every point of need.							
	Access to technology	Internet access workstation use daily average	2,189	4,235	5,392	5,862	4,885	6,577
		User satisfaction with the in-branch computers	75%	67%	67%	67%	67%	67%
		User satisfaction with the software on library computers	75%	62%	62%	62%	62%	62%

2025 Service Level								
Library Space								
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	2025 Target
		Wireless connections daily average	8,435	13,551	16,665	16,393	16,393	19,254
		Wi-Fi Hotspot devices loaned for six-month loans	1,000	1,000	1,000	1,000	1,000	1,000
		User satisfaction with the quality of library Wi-Fi	83%	74%	74%	74%	74%	74%
		Percentage of respondents that used technology services at the library who would not have had access otherwise	63%	61%	37%	32%	32%	32%
		Percentage of customers reporting increased digital comfort after using one or more services at the Library	80%	82%	96%	78%	78%	78%
		Computer Learning Centres for digital literacy and technology training in research and reference and district branches	19	20	20	19	19	19
		Digital Innovation Hubs	8	9	10	12	10	13

2025 Service Level								
Information Provision								
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2025 Target	
Information Provision	The Library collects and curates information resources in all forms that are relevant and add value to the library's community of users and that reflect the diversity of their interests and needs. The library strives to provide access to current and accurate information, regardless of source or location. Library programs, events, and exhibits extend and promote access to information in all its forms and encourage participation in community, cultural, and civic life. Programs promote library collections and resources, offer access to professional or community expertise, and build connections between residents and communities. Programs also offer collaborative, experiential and mentorship learning opportunities.							
	Collections	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy providing a broad range of materials that meet the diverse needs of Torontonians.						
		Library Materials Budget per capita	\$7.15	\$7.65	\$6.82	\$6.80	\$6.80	\$6.66
		Physical collections per capita	3.2	3.4	3.0	2.7	2.7	2.7
		Ebooks and audiobooks per capita	0.39	0.55	0.32	0.32	0.32	0.33
		User satisfaction with the variety of books and other materials available to borrow	88%	87%	87%	87%	87%	87%
	Digitized Collections	Digitization program to provide access to materials including special and archival collections including materials focusing on Toronto neighbourhoods and diverse communities and the province of Ontario.						
		Digital Archives Services e-usage statistic	722,585	1,056,849	1,193,058	810,000	1,032,156	1,100,000
	Collection Access	A comprehensive, current inventory of physical and virtual materials supports discovery, access and learning by residents. TPL's Circulation and Collection Use Policy provides the framework for access.						
		Physical circulation per capita	4.4	5.7	4.0	3.6	3.7	4.5
		Ebook and eaudiobook circulation per capita	3.7	3.9	3.9	4.0	4.0	4.1
		Turnover rate of circulating physical collections	2.5	2.9	2.4	2.0	2.0	2.0

2025 Service Level								
Information Provision								
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	2025 Target
		Turnover rate of circulating electronic collections	9.4	7.0	12.2	12.4	12.4	12.3
		eLearning sessions daily average	1,760	1,224	1,104	1,366	1,366	1,438
		Digital Access Cards issued <i>Service began Nov. 12, 2020</i>	44,259	28,217	26,055	15,000	18,000	10,000
		New Library Membership registration	114,379	186,425	251,891	175,000	200,000	229,500
	Information Services	Information services available in all branches to support access to information, collections and services, based on the Service Delivery Model and Staffing Allocation Model Access and is provided free of charge in accordance with the Public Libraries Act. In-branch customers have access to space, reference assistance and technology.						
		Questions answered per capita	0.7	1.5	1.6	1.7	1.7	1.7
		User satisfaction with Knowledge of library staff	92%	89%	89%	89%	89%	89%
		User satisfaction with Helpfulness of library staff	90%	89%	89%	89%	89%	89%
	Programs and Outreach	Programs are available citywide in accordance with TPL's Programming Policy and address the following strategic priorities: early literacy, literary, information, lifelong learning, cultural experience, and training to support digital literacy and inclusion. Programs are offered at times convenient to a broad range of customers. Equitable access to programs is provided to a diverse population based on demographics and community need. Program quality is supported by clear program descriptions, outcomes and evaluation, and delivered by staff and high quality external partners.						
		Users satisfaction with the variety of programs and classes offered	83%	64%	64%	64%	64%	64%
		In-person programs fill rate (all programming)	70%	81%	86%	75%	80%	75%

2025 Service Level								
Information Provision								
Activity	Sub-Activity	Service Level Description	2021 Actual	2022 Actual	2023 Actual	2024 Target	2024 Projection	2025 Target
		In-person Children's programs fill rate	75%	91%	96%	75%	85%	75%
		In-person Youth programs fill rate	65%	60%	72%	70%	75%	70%
		In-person Adult and Seniors programs fill rate	60%	62%	68%	66%	66%	75%
		Online live programs fill rate (all programming)	87%	87%	91%	89%	80%	80%
		Online live Children's programs fill rate	100%	98%	94%	80%	80%	80%
		Online live Youth programs fill rate	91%	58%	146%	75%	75%	75%
		Online live Adult and Seniors programs fill rate	83%	89%	88%	89%	80%	80%
		In-person and Online live Technology programs fill rate (includes all age groups)	98%	80%	93%	75%	85%	75%

Toronto Zoo

2025 Service Level							
Zoo Services							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Zoo Day and Overnight Camps	# of Day and Overnight Camp Participants (modified operations in 2021)	Approved	3,220	4,450	4,450	4,700	6,250
		Actual	762	3,990	6,254	6,215	
Zoo School (Grade 11 Credit Program)	# of "Zoo School" Students Enrolled	Approved	36	72	72	36	36
		Actual	18	36	36	36	
Volunteer Engagement With Visitors / Public	# of Impressions of Volunteer Engagement with Visitors and Public	Approved	700,000	1,000,000	1,000,000	1,100,000	1,300,000
		Actual	423,334	828,730	1,149,329	1,300,000	
Volunteer Hours Contributed	# of Volunteer Hours Contributed	Approved	28,000	35,000	35,000	38,000	44,000
		Actual	15,291	18,000	39,932	44,000	
Climate Action Learning and Leadership program	# of Climate Action Learning and Leadership program participants	Approved	New in 2025				52
		Actual					
Great Lakes Conservation Student Outreach	# of Students Educated about the Great Lakes Conservation	Approved	20,000	20,000	20,000	15,000	N/A ¹
		Actual	15,000	18,000	10,000	Program phased out in 2024 ¹	
Fundraising	External fundraising revenues raised	Approved	3,000,000	5,000,000	5,000,000	5,000,000	5,000,000
		Actual	5,129,000	4,280,000	5,400,000	5,000,000	

2025 Service Level							
Zoo Services							
Activity	Service Level Description	Status	2021	2022	2023	2024	2025
Wildlife Introduced	# of Blandings turtles released into wild habitats	Approved	60	60	60	60	50
		Actual	48	56	66	74	
Social Media fans	Social Media Fans	Approved	544,734	884,800	1,100,000	1,210,000	1,285,000
		Actual	750,000	985,000	1,152,489	1,215,000	
Attendance	# of Attendance at the Zoo	Approved	838,229	1,158,456	1,220,000	1,300,000	1,390,000
		Actual	751,120	1,210,817	1,330,391	1,350,000	
Memberships	# of Membership Subscriptions	Approved	27,000	25,806	27,000	31,000	31,000
		Actual	25,806	35,716	31,510	30,500	
Retail Sales per Visitor	\$ of Retail Sales per Visitor	Approved	\$2.20	\$2.20	\$2.50	\$2.50	\$2.51
		Actual	\$2.34	\$2.71	\$2.52	\$2.51	
Food Sales Per Visitor	\$ of Food Sales per Visitor	Approved	\$5.57	\$5.57	\$5.57	\$5.60	\$7.31
		Actual	\$5.54	\$6.14	\$7.31	\$6.80	

Notes:

1. Program phased out in 2024.

RATE-SUPPORTED PROGRAMS

Solid Waste Management Services

2025 Service Level								
Solid Waste Collection and Transfer								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Garbage and Recyclables	Collection and Transfer	Single Residential	Approved	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.
			Actual	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	
	Collection and Transfer	Multi Residential	Approved	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.
			Actual	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	
	Collection and Transfer	Commercial	Approved	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.
			Actual	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	
Green Bins	Collection and Transfer	Single Residential	Approved	1x/wk	1x /wk	1x /wk	1x /wk	1x /wk
			Actual	1x /wk	1x /wk	1x /wk	1x /wk	
	Collection and Transfer	Multi Residential (where provided)	Approved	1x /wk	1x /wk	1x /wk	1x /wk	1x /wk
			Actual	1x /wk	1x /wk	1x /wk	1x /wk	
	Collection and Transfer	Commercial	Approved	1x - 6x/wks.	1x - 6x/wks.	1x - 6x/wks.	1x - 6x/wks.	1x - 6x/wks.
			Actual	1x - 6x/wks.	1x - 6x/wks.	1x - 6x/wks.	1x - 6x/wks.	
Durable Goods	Collection and Transfer	Single Residential	Approved	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.
			Actual	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	
		Multi Residential	Approved	1x /wk	1x /wk	1x /wk	1x /wk	1x 2/wks.

2025 Service Level								
Solid Waste Collection and Transfer								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
	Collection and Transfer		Actual	1x /wk	1x /wk	1x /wk	1x 2/wks.	
Leaf and Yard Waste	Collection and Transfer	Seasonal Leaf and Yard Waste pick up	Approved	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.
			Actual	1x 2/wks.	1x 2/wks.	1x 2/wks.	1x 2/wks.	
Municipal Hazardous and Special Waste	Collection and Transfer	Single Residential	Approved	Upon Request	Upon Request	Upon Request	Upon Request	Upon Request
		Multi Residential	Approved	Upon Request	Upon Request	Upon Request	Upon Request	Upon Request

2025 Service Level								
Solid Waste Processing and Transport								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Residual Waste	In compliance with Certificate of Approval	Processing and Transport	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Green Bin	In compliance with Certificate of Approval		Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Durable Goods	In compliance with Certificate of Approval		Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
		Approved	100%	100%	100%	100%	100%	

2025 Service Level									
Solid Waste Processing and Transport									
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025	
Leaf and Yard Waste	In compliance with Certificate of Approval		Actual	100%	100%	100%	100%		
Municipal hazardous and Special Waste	In compliance with Certificate of Approval		Approved	100%	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%		
Resale of Recyclables	In compliance with Certificate of Approval		Approved	100%	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%		

2025 Service Level								
Solid Waste Education and Enforcement								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Website	Public communication	% of information content updated in advance of change to program	Approved	90%	90%	90%	90%	90%
			Actual	90%	90%	90%	90%	
Advertised Campaign	Public communication	On schedule on budget for each campaign	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
Printed Material	Public communication	On schedule on budget for each campaign	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	
3R Ambassadors - Volunteer Recruitment	Community Involvement	Number of volunteers	Approved	400	400	400	400	400
			Actual	400	400	200	228	

2025 Service Level								
Solid Waste Education and Enforcement								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Community Environment Days	Community Engagement	Household Hazardous Waste / Electronic Waste Re-Use / Donation	Approved	Up to 26 per year plus 7 Events at Drop-off Depots	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)
			Actual	14 Events at Drop-off Depots across the City	51 Events (7 Events at Drop-off Depots and 44 Events in Ward)	51 Events (6 Events at Drop-off Depots and 45 Events in Ward)	54 Events (7 Events at Drop-off Depots and 47 Events in Ward)	
By-law Enforcement (SWMS)	Enforcement	By-Law Amendment, By-law Complaints, Enforcement	Approved	Proactive Enforcement	Proactive Enforcement	Proactive Enforcement	Proactive Enforcement	Proactive Enforcement
			Actual	Proactive Enforcement	Proactive Enforcement	Proactive Enforcement	Proactive Enforcement	

Toronto Parking Authority

2025 Service Level							
On-Street Parking							
Service	Service Level Description	Status	2021	2022	2023	2024	2025
On-Street Parking	Occupancy of available spaces in established areas	Approved	50%	75%	84%	88%	88%
		Actual	56%	73%	84%	86%	

2025 Service Level								
Off-Street Parking								
Service	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Off-Street Parking	Surface Car Parks	Occupancy of available spaces in established areas	Approved	50%	70%	84%	84%	90%
			Actual	56%	75%	90%	89%	
	Parking Garages	Occupancy of available spaces in established areas	Approved	50%	70%	84%	84%	90%
			Actual	56%	75%	90%	89%	

2025 Service Level							
Bike Share							
Service	Service Level Description	Status	2021	2022	2023	2024	2025
Bike Share	Bicycle Fleet Availability	Approved	70-75%	70-75%	70-80%	70-90%	70-90%
		Actual	80%	85%	85%	85%	

2025 Service Level								
Electric Vehicle Charging								
Type	Sub-Type	Service Level Description	Status	2021	2022	2023	2024	2025
Parking	EV	EV On and Off-Street Session Count	Approved	New in 2025				188,000
			Actual					

Toronto Water

2025 Service Level								
Water Treatment and Supply								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Water Distribution	Service Connections	Percent Time Operating Within 276 kPA to 793 kPA Requirements	Approved	99.5%	99.5%	99.5%	99.5%	99.5%
			Actual	99.5%	99.5%	99.4%	99.5%	
	Water Distribution System	Watermain Breaks per 100 km of Water Distribution Pipe	Approved	22	22	22	22	22
			Actual	12	15	10	22	
Water Treatment	Water Pumping Stations	Electrical kWh per ML of Water Pumped	Approved	330	330	330	330	330
			Actual	321	320	316	318	
	Water Treatment Plants	Water Treatment Non-Compliance Events	Approved	0	0	0	0	0
			Actual	2	0	2	0	
	Water Transmission Mains	Transmission Valve Chambers Inspected	Approved	1,500	1,500	1,500	1,500	660 ¹
			Actual	739	575	307	375	
	Water Storage Reservoirs	Megalitres of Reservoir Storage Capacity Maintained	Approved	1,895	1,895	1,895	1,895	1,895
			Actual	1,895	1,895	1,895	1,877	

2025 Service Level								
Wastewater Collection and Treatment								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Wastewater Collection	Lateral Connection	Percent Sewer Service Line Blocked Requests Resulting in Repair or Rehab	Approved	30.0%	30.0%	30.0%	30.0%	30.0%
			Actual	37.3%	35.0%	26.6%	35.0%	
	Wastewater Collection System	Mainline Backups per 100 KM of Pipe	Approved	4	4	4	4	4
			Actual	3.2	2	1.3	4	

2025 Service Level								
Wastewater Collection and Treatment								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Wastewater Treatment	Solids Management	Percent Samples Not Meeting NMA Requirements	Approved	0	0	0	0	0
			Actual	0	0	0	0	
	Wastewater Treatment Plants	Wastewater Treatment Non-Compliance Events	Approved	0	0	0	0	0
			Actual	3	6	1	0	
	Wastewater Pumping Stations	Percent Wastewater Pumping Stations Meeting Legislative Requirements	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

2025 Service Level								
Stormwater Management								
Activity	Type	Service Level Description	Status	2021	2022	2023	2024	2025
Stormwater Collection	Stormwater Connection System	Percent Catch Basins Cleaned	Approved	50%	50%	50%	50%	50%
			Actual	43%	45%	52%	50%	
	Stormwater Storage Facilities	ML of Dedicated (designed) Stormwater Storage Capacity	Approved	1,248	1,248	1,248	1,248 ²	1,248 ²
			Actual	1,248	1,254	1,254	1,248 ²	
Stormwater Treatment	Stormwater Treatment Facilities	Drainage Area (hectares) Where Quality Control Provided	Approved	7,065	7,065	7,065	7,065 ²	7,065 ²
			Actual	7,065	7,065	7,065	7,065 ²	
	Stormwater Conveyance and Control System	Stormwater Control and Conveyance Systems Meeting Certificates of Approval	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

Notes:

1. To better reflect past achievement and planned work, service levels have been revised for 2025.
2. The data and methodology for these service levels is under review to ensure it is best reflecting the current state of service.