

Guide to Toronto's Performance Measurement Results Summaries

Toronto's Performance measurement framework for service delivery

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

1. **Service/Activity Level Indicators** – provide an indication of service/activity levels by reflecting the amount of resources approved by City Council or the volumes of service delivered to residents. To reflect Toronto's population growth over time and for the purpose of comparison, results are often expressed on a common basis; such as, the number of units of service provided per 100,000 population.

Performance Measures

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

City staff are responsible for the efficient delivery of services. In service delivery, staff consider the highest customer service and/or positive impact on the community as possible. At the same time, they adhere to the financial resources and associated service levels and/standards approved by Council.

Balancing the optimal combination of efficiency and customer service/community impact is an ongoing challenge. An isolated focus on efficiency may have an adverse effect on customer service or community impact; and vice versa.

In some cases, it is also difficult to separate the portion of community impact measures or outcomes that are related to City programs from external factors; such as the efforts or responsibilities of other orders of government or the private sector.

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

Comparing Toronto’s Internal Trends

In 2016, a general rule to determine increase/decrease/stable was established with a 2% threshold. Please note that in some instances, due to the sensitivity of the topic, this general rule was void.

Generally,

If the results are non-percentage values: The rate of change was determined using current and previous year's values. If rate of change was lower than -2%, it was noted as a decrease. If rate of change was equal to or within + or - 2%, it was noted as stable. If rate of change was higher than + 2%, it was noted as increase.

If the results were percentage values: the difference between previous and current was determined. If the difference was lower than -2%, it was noted as a decrease. If difference was equal to or within + or - 2%, it was noted as stable. If difference was higher than + 2%, it was noted as increase.

To assist with the comparison and review of Toronto's year to year results, Figure 1 describes the conditions under which a colour code and descriptor is assigned to a service/activity level or performance measure.

Summaries describing Toronto's internal trends, along with a page reference to more detailed charts/graphs and explanations, are provided at the beginning of each of the 36 service area sections.

<p>Indicator of increased service or activity levels</p> <p>or</p> <p>Favourable Performance</p>	<p>Service/Activity Levels Indicators - Toronto’s service levels (the amount of resources devoted to the service or the volume of activity delivered to residents) has increased over the time period. This is based on the general assumption for most services that increasing service levels are the favoured or desired goal. For some services, increased levels of activity may not be a desired societal goal (for example social programs or emergency services) but it reflects increased consumption of resources required to provide the service</p> <p>Efficiency, Customer Service or Community Impact Measures– Toronto’s result is improved over the time period or is the best possible result.</p>
<p>Service or activity levels are stable</p> <p>or</p> <p>Performance is stable</p>	<p>Service/Activity Level Indicators - Toronto’s service/activity levels have been maintained or are stable over the period.</p> <p>Efficiency, Customer Service or Community Impact Measures - Toronto’s result has remained stable over the period.</p>
<p>Indicator of decreased service or activity levels</p> <p>or</p> <p>Unfavourable performance</p>	<p>Service/Activity Level Indicators Toronto’s service levels, (the amount of resources devoted to the service), or the volume of activity delivered to residents has decreased over the time period. This is based on the general assumption for most services that increasing service levels are the favoured or desired goal. For some services decreased levels of activity may be a desired societal goal (example social programs or emergency services) but also reflects a decrease in consumption of resources required to provide the service</p> <p>Efficiency, Customer Service or Community Impact Measures – Toronto’s result has declined over the time period.</p>

Figure 1 – Colour Codes for Toronto’s Internal Trends

Comparing Toronto’s results externally to other Canadian municipalities

Over 25 million tourists visit Toronto each year and there is a daily influx of thousands of non-resident vehicles entering the city from surrounding regions during the morning rush hours, in addition to non-residents entering the city via public transit. These factors pose special demands on Toronto’s services. Even Toronto’s largest single-tier municipal comparators within Ontario, such as Hamilton, have significant rural components. Despite Toronto’s unique characteristics, there is value in comparing performance measurement results to other municipalities to assist in understanding how well Toronto is doing.

Toronto is an active participant in the Municipal Benchmarking Network Canada (MBNC or MBNCanada). The following 15 municipalities participate with MBNCanada and combined serve more than 11.5 million residents across Canada. The MBNCanada members, their municipal abbreviations used in charts of this report and their 2016 populations are noted in the table below.

Municipal abbreviations used in charts		Population
Single-Tier Municipalities		
Cal	City of Calgary (Alberta)	1,235,171
Ham	City of Hamilton	555,680
Lon	City of London (Ontario)	383,822
Mtl	City of Montreal (Quebec)	1,765,616
Reg	City of Regina (Saskatchewan)	224,974
Sud	Sudbury (Greater)	161,531
T-Bay	City of Thunder Bay	107,909
Tor	City of Toronto	2,876,095
Wind	City of Windsor	217,188
Winn	City of Winnipeg (Manitoba)	735,600
Upper Tier Municipalities		
Dur	Regional Municipality of Durham	673,070
Halt	Regional Municipality of Halton	556,210
Niag	Regional Municipality of Niagara	453,817
Wat	Regional Municipality of Waterloo	583,500
York	Regional Municipality of York	1,186,907

In order to determine Toronto’s ranking relative to other municipalities, MBNC data has been sorted according to the most desirable result (the highest service/activity level or best efficiency, customer service or community impact) to the least desirable result. The results in this Report are sorted to provide context to Toronto’s own results.

It is important to note that the presentation of sorted municipal data in the charts of this report is not intended to make inferences on the relative service levels or performance of other municipalities. It is only intended to provide context to **Toronto’s own results**. Each of the other 14 municipalities has different factors that influence their results to varying degrees. It would therefore be unfair to interpret or make conclusions about the relative efficiency or effectiveness of their operations without that understanding and without contacting staff in those municipalities. Results of Toronto and other municipalities are as of **November 29th 2017**.

Once municipal data are sorted, the median result of the data set is determined. Toronto’s result is then colour-coded based on the appropriate quartile. The first/top quartile represents municipalities within the top 25 per cent of the results. The second quartile includes municipalities within 26 to 50 per cent of the sample. This means they are better than or at the median value. Results in the third or fourth quartile are considered below the median. The third quartile includes municipalities located within 51 to 75 per cent of the sample and the fourth/bottom quartile represents municipalities falling within the bottom 76 to 100 per cent of the sample.

The example in Figure 2 illustrates medians and quartiles using a set of nine numbers, each representing a municipality. In this example, the number 1 would be the most desirable result indicative of the highest service levels or the highest level of efficiency, customer service or beneficial impact on the community. Conversely, the number 9 would be the least desirable result. The number in the middle of the data set (5 in this case) is referred to as the median. The data set is divided into quartiles (quarters). Toronto’s result is placed in the applicable quartile, with each quartile identified by a colour and description, as noted below.

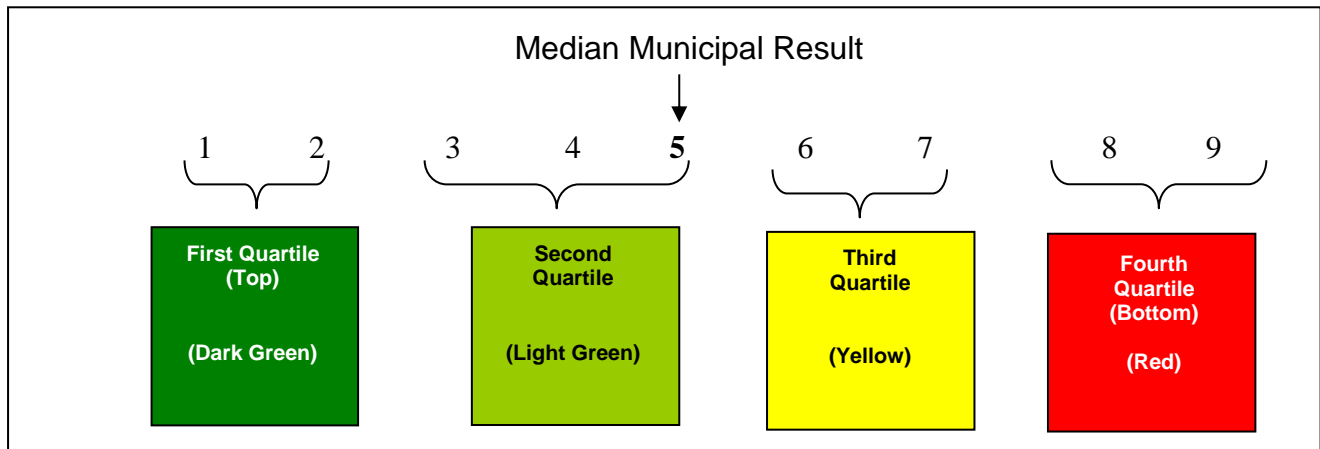


Figure 2 – Illustration of Quartiles

In most cases, the first and second quartiles represent:

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

In most cases, the third and fourth quartiles represent:

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

Using this colour scheme, colour coded summaries describing Toronto's internal trends, along with a page reference to more detailed charts/graphs and explanations, are provided at the beginning of each of the 36 service area sections.

How to interpret Toronto's performance measurement result summaries

Each of the 36 service areas in this report includes a summary at the beginning of their respective sections.

Figure 3 below provides an illustration of these summaries.

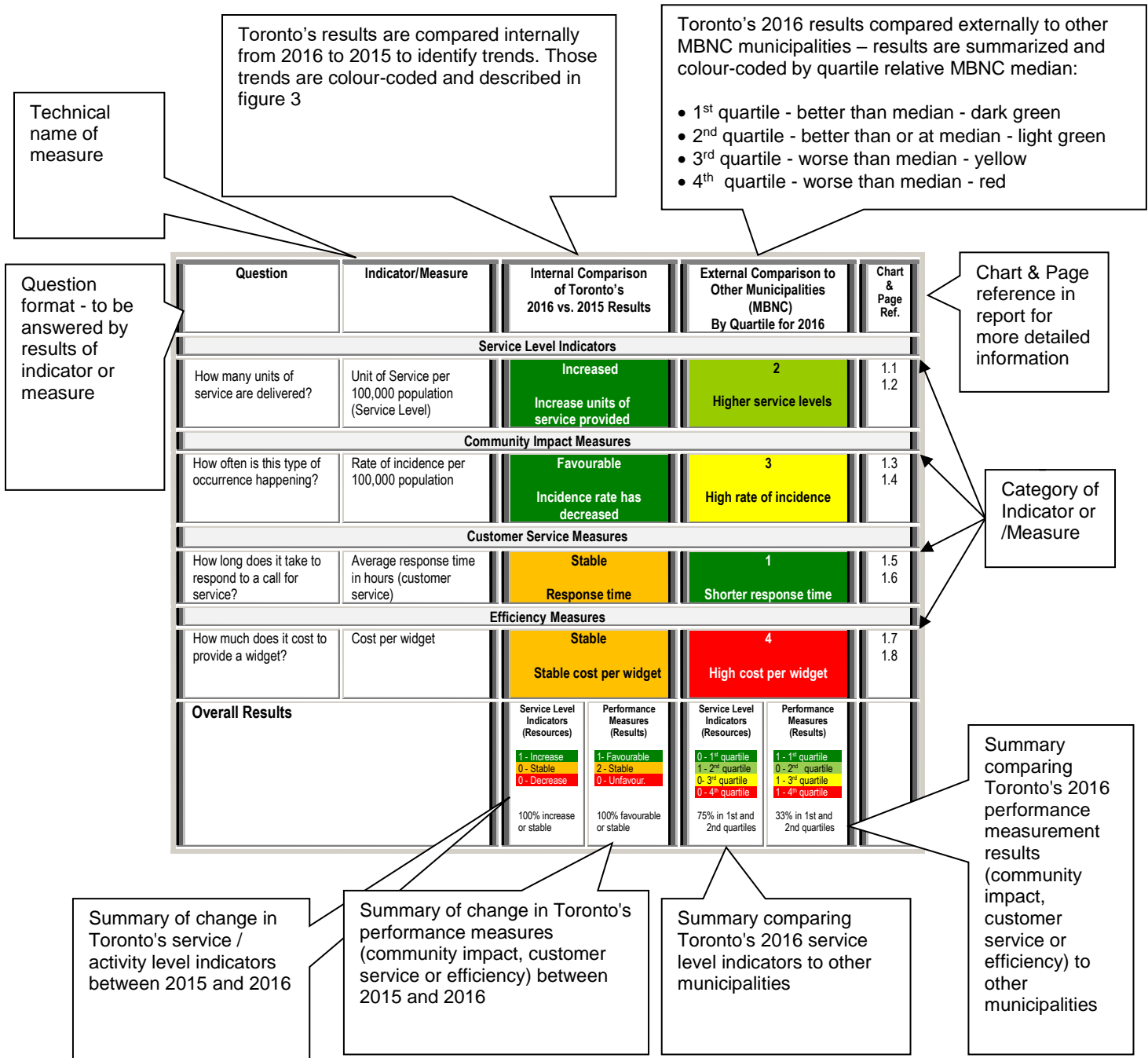
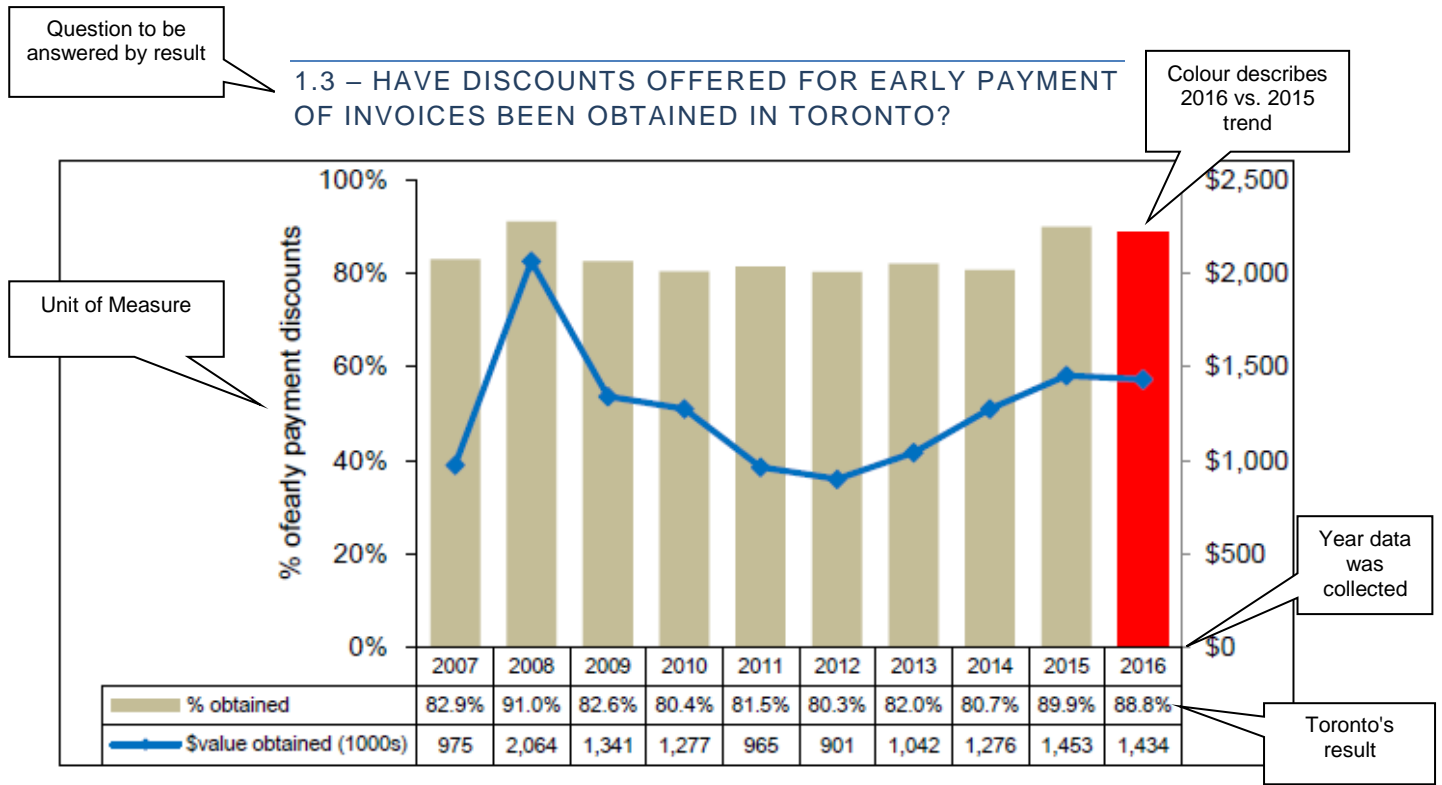


Figure 3 – Guide to Interpreting Section Summaries

How to interpret charts of Toronto's internal results

Figure 4 illustrates how to interpret Toronto's internal short and longer term trends.



Technical name of the measure

Chart 1.3 (City of Toronto) Percentage and \$ Value of Available Early payment discounts obtained

Figure 4 – Guide to Interpreting Graphs Showing Toronto's Short and Long-Term Internal Trends

Measures and Indicators that use Population Estimates

The population figures that this Report uses are from Municipal Benchmarking Network Canada as of **November 29th 2017**. City of Toronto's City Planning Division provides Municipal Benchmarking Network Canada with the estimated population figures for **Toronto**. Toronto's population for the last four years are:

Year	Population
2013	2,771,770
2014	2,808,503
2015	2,826,498
2016	2,876,095

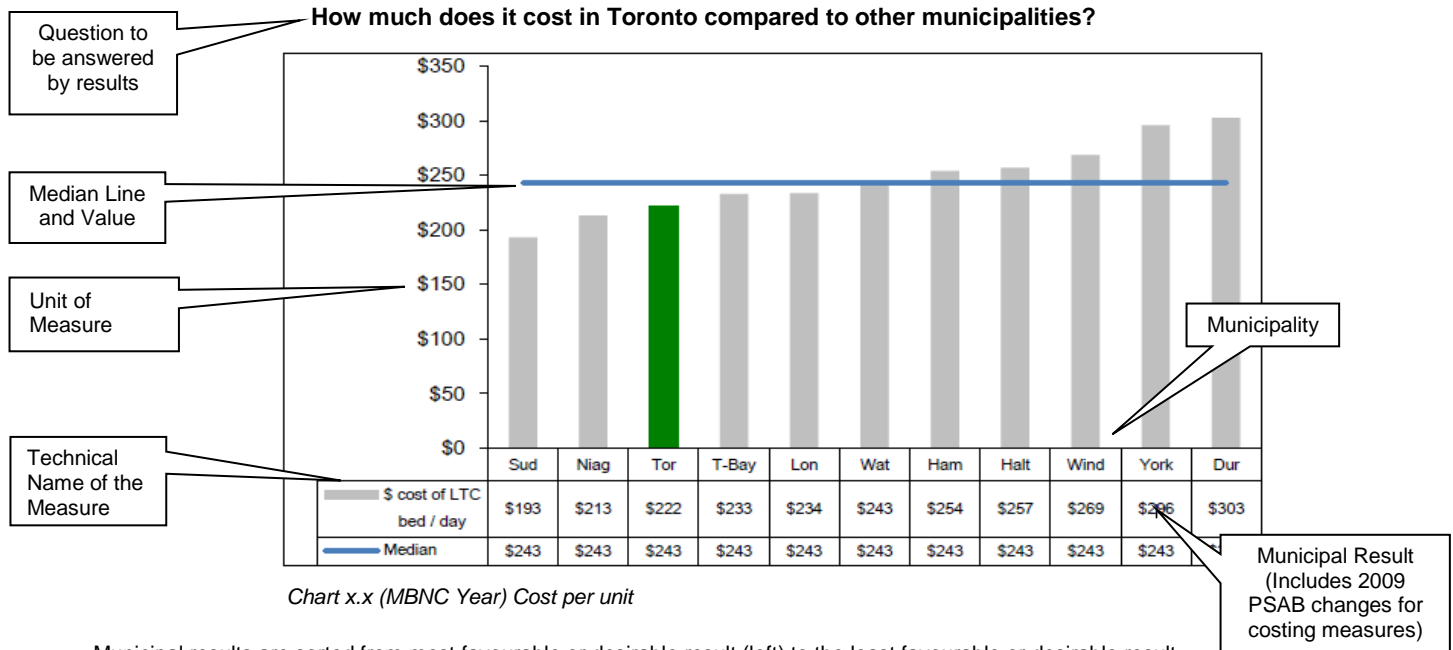
Source: Municipal Benchmarking Network Canada, <http://mbncanada.ca/>

The population estimates could be updated, affecting the performance measures and indicators for the years. This may impact the extent to which comparisons can be made with previous population estimates and with the measures and indicators for Toronto's results in this Report. Any changes in the Toronto's population results will impact all measures and indicators relating to:

- Population (impacts most service areas)
- Households (impacts some service areas)
- Children population (impacts Children's Services)
- Youth population (impacts Police Services)
- Senior population >75 years (impacts Long Term Care Services)

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

Figure 5 illustrates how charts in each service section comparing Toronto's 2016 results to other municipalities are presented.



Municipal results are sorted from most favourable or desirable result (left) to the least favourable or desirable result (right), in order to determine Toronto's ranking. Toronto's result is highlighted with the appropriate colour indicating the quartile in which Toronto's result falls.

Figure 5 – Guide to Interpreting Graphs Comparing Toronto's 2016 Results to Other MBNC Municipalities

Basis of costing used in this report

Cost-based measures for Toronto included in this report may differ from those used in other Toronto reports. For the purposes of comparability, all MBNC municipalities follow a standard costing methodology in the determination of operating costs that in addition to direct costs includes the allocation of;

- External program support costs, such as Human Resources and Information & Technology
- Internal program support costs within a division or department/cluster
- Expenditures funded out of reserve funds that are related to service delivery

Effective January 1, 2009, the City has adopted PSAB Sections 3150 and 1200. PSAB 3150 provides the requirement for recording and amortizing tangible capital assets, while PSAB 1200 establishes general reporting principles and standards for the disclosure of information in government financial statements. Tangible capital assets were previously recorded as capital expenditures upon acquisition.

Because these accounting policy changes only took effect for 2009 reporting, costing measures for 2008 and prior years are not comparable to those of 2009 through 2013. Toronto's results for costing measures are presented, using a stacked column, showing that operating cost when combined with amortization, equals total cost. To reflect the impact of inflation on Toronto's operating costs over longer time periods, some charts in this Report also provide Consumer Price Index (CPI) adjusted operating costs per unit, which discount the actual operating cost result for each year by the change in Toronto's CPI relative to the base year.