



Operating & Capital Budget Summary

2004



TORONTO



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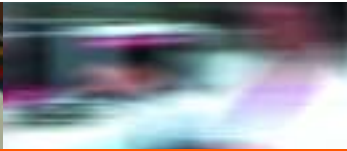
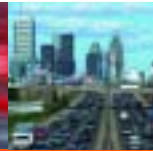
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Operating & Capital Budget Summary



Toronto at a Glance

A city's worth is in its quality of life. In Toronto, residents live in daily sight of the world's traditions, hearing its languages, and experiencing its flavours.

People feel comfortable and celebrated in Toronto. It's no wonder that it's a mecca for the world's talent, creativity, technology, and peoples.

Behind this quality of life however is a City budget. An operating budget to decide the costs for the day-to-day operation, and a capital budget for the future quality of life of its inhabitants. The Mayor, residents, Councillors, and City staff work together to prioritize what's important and above all - fair.



“The Mayor, residents, Councillors, and City staff work together to prioritize what's important and above all - fair.”

Despite passing an approved budget, Toronto, and cities across North America are faced with added responsibilities for services within their boundaries. For years the City of Toronto has done its best to produce a budget that exercises prudent fiscal processes in tandem with new found efficiencies, and fair cost-measures. It is however, understood that in Toronto's case much of it's decision-making powers still reside with higher orders of government, the provincial and federal governments.

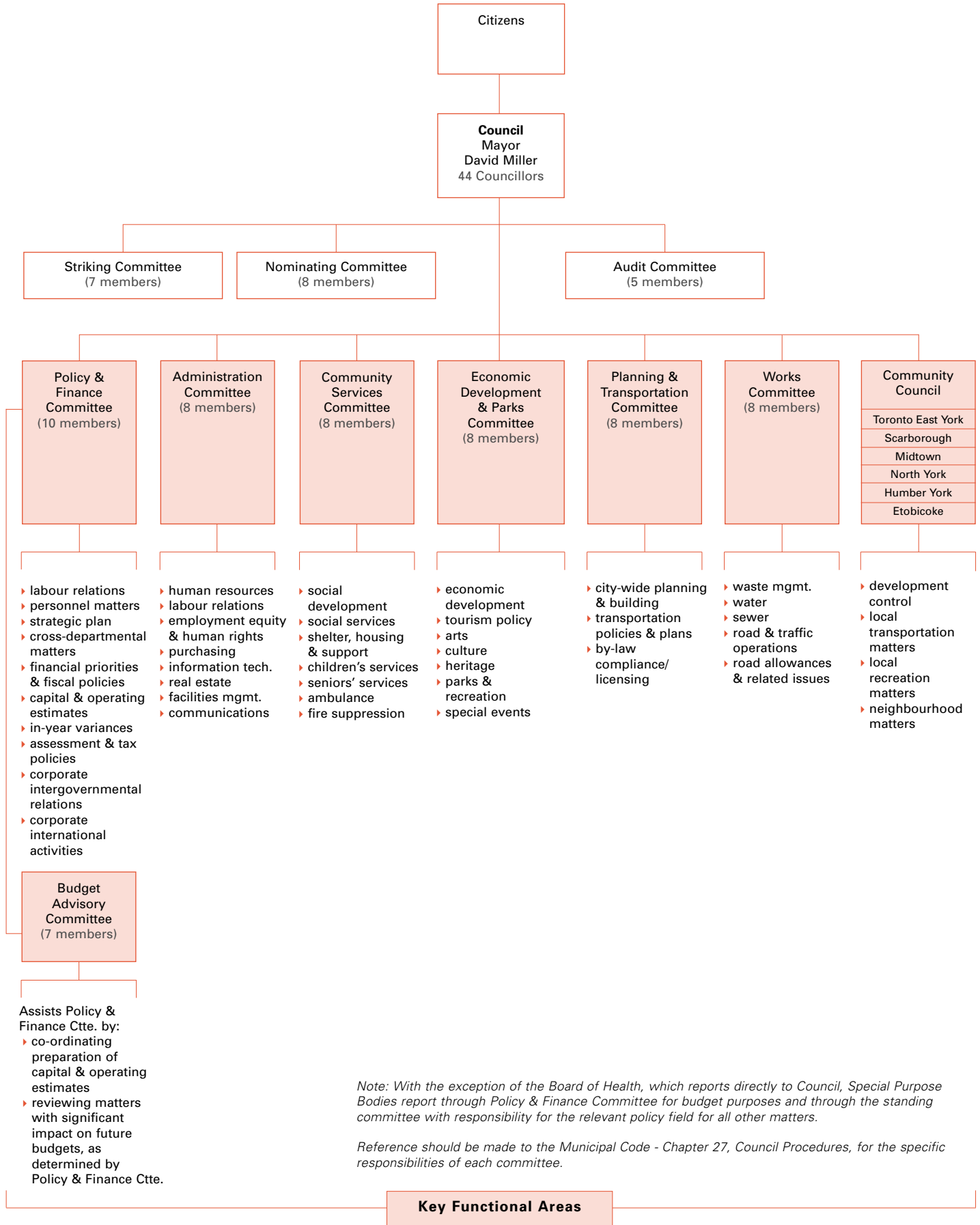


In early 2004, the Mayor embarked on a series of consultations with Toronto's people in various neighbourhoods with the intent of hearing what makes Toronto great, what challenges are faced, and what advice do residents have for City Council as it discusses the 2004 budget. "Listening to Toronto" was the first in its kind whereby the mayor and residents had a platform to discuss, prioritize and share ideas on ways to maintain the level of service in the city.

This Operating and Capital Budget Summary profiles the City's operating and capital budget as voted into action by City Council and is a reflection of what's important to Torontonians as brought forward by Listening to Toronto.

This is the summary for the quality of life that provides for our diversity, natural environment, neighbourhoods, transit, safety, and the world outside our doorstep.

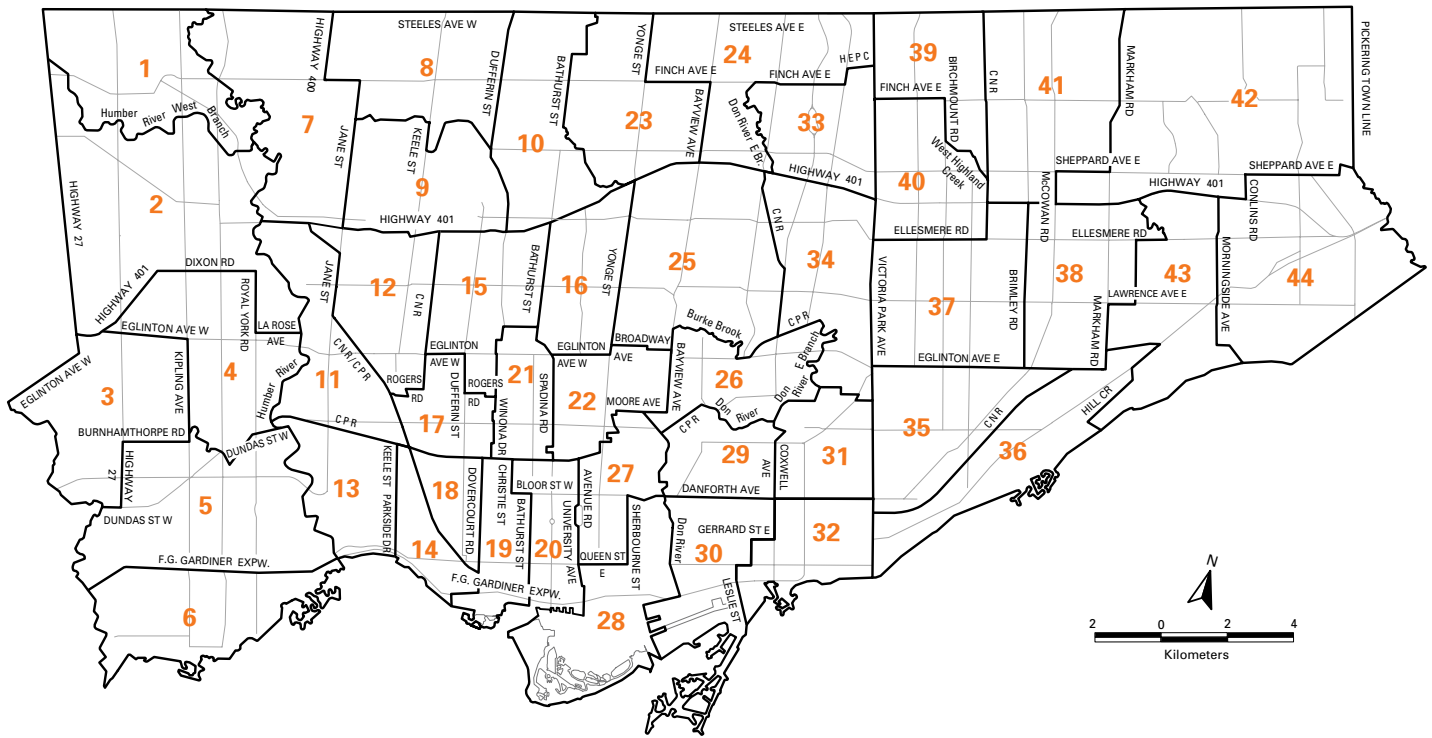
Council-Committee Structure and Mandates



Note: With the exception of the Board of Health, which reports directly to Council, Special Purpose Bodies report through Policy & Finance Committee for budget purposes and through the standing committee with responsibility for the relevant policy field for all other matters.

Reference should be made to the Municipal Code - Chapter 27, Council Procedures, for the specific responsibilities of each committee.

Key Functional Areas



Council 2003 – 2006

Mayor David Miller 416-397-CITY (2489)

1 Etobicoke North	Suzan Hall	416-392-0205	23 Willowdale	John Filion	416-392-0210
2 Etobicoke North	Rob Ford	416-397-9255	24 Willowdale	David Shiner	416-395-6413
3 Etobicoke Centre	Doug Holyday	416-392-4002	25 Don Valley West	Cliff Jenkins	416-395-6408
4 Etobicoke Centre	Gloria Lindsay Luby	416-392-1369	26 Don Valley West	Jane Pitfield	416-392-0215
5 Etobicoke Lakeshore	Peter Milczyn	416-392-4040	27 Toronto Centre-Rosedale	Kyle Rae	416-392-7903
6 Etobicoke Lakeshore	Mark Grimes	416-397-9273	28 Toronto Centre-Rosedale	Pam McConnell	416-392-7916
7 York West	Giorgio Mammoliti	416-395-6401	29 Toronto-Danforth	Case Ootes	416-392-4032
8 York West	Peter Li Preti	416-392-0201	30 Toronto-Danforth	Paula Fletcher	416-392-4060
9 York Centre	Maria Augimeri	416-392-4021	31 Beaches-East York	Janet Davis	416-392-4035
10 York Centre	Michael Feldman	416-392-1371	32 Beaches-East York	Sandra Bussin	416-392-1376
11 York South-Weston	Frances Nunziata	416-392-4091	33 Don Valley East	Shelley Carroll	416-392-4038
12 York South-Weston	Frank Di Giorgio	416-392-4066	34 Don Valley East	Denzil Minnan-Wong	416-397-9256
13 Parkdale-High Park	Bill Saunderson	416-392-4072	35 Scarborough Southwest	Gerry Altobello	416-392-0213
14 Parkdale-High Park	Sylvia Watson	416-392-7919	36 Scarborough Southwest	Brian Ashton	416-392-4052
15 Eglinton-Lawrence	Howard Moscoe	416-392-4027	37 Scarborough Centre	Michael Thompson	416-397-9274
16 Eglinton-Lawrence	Karen Stintz	416-392-4090	38 Scarborough Centre	Glenn De Baeremaeker	416-392-0204
17 Davenport	Cesar Palacio	416-392-7011	39 Scarborough-Agincourt	Mike Del Grande	416-392-1374
18 Davenport	Adam Giambone	416-392-7012	40 Scarborough-Agincourt	Norm Kelly	416-392-4047
19 Trinity-Spadina	Joe Pantalone	416-392-4009	41 Scarborough-Rouge River	Bas Balkissoon	416-392-1375
20 Trinity-Spadina	Olivia Chow	416-392-4044	42 Scarborough-Rouge River	Raymond Cho	416-392-4078
21 St. Paul's	Joe Mihevc	416-392-0208	43 Scarborough East	David Soknacki	416-392-4008
22 St. Paul's	Michael Walker	416-392-7906	44 Scarborough East	Gay Cowbourne	416-392-1373

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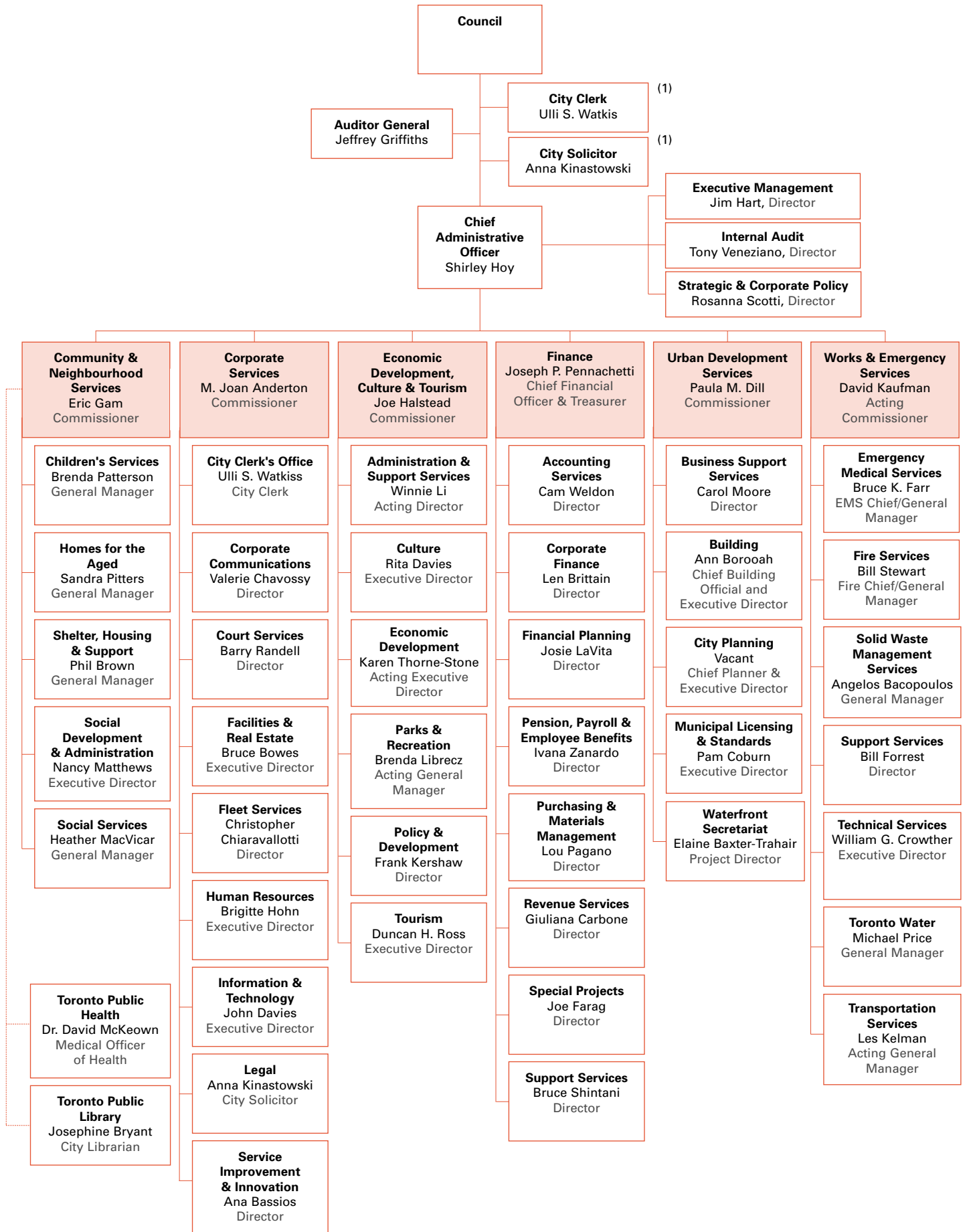
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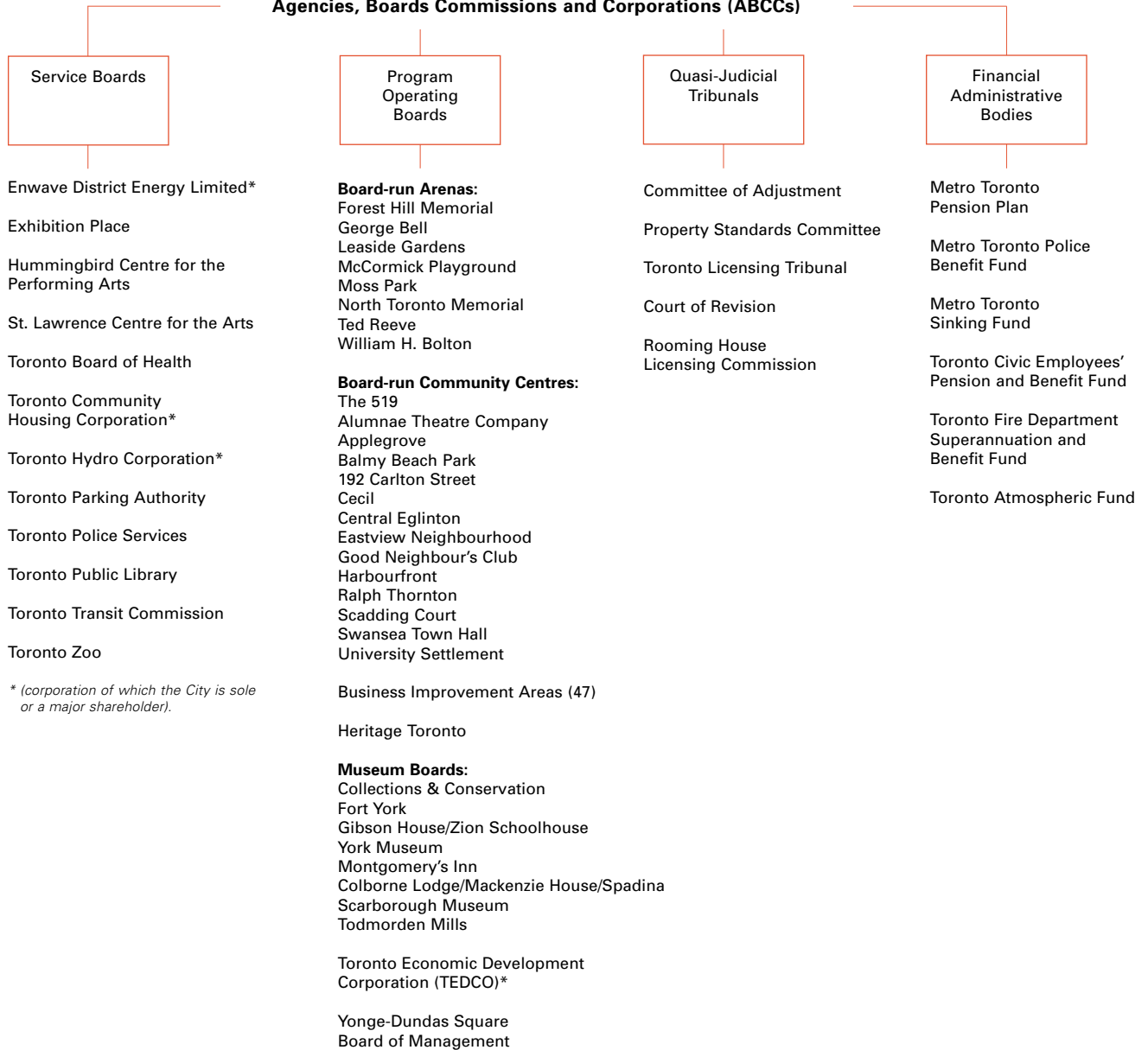
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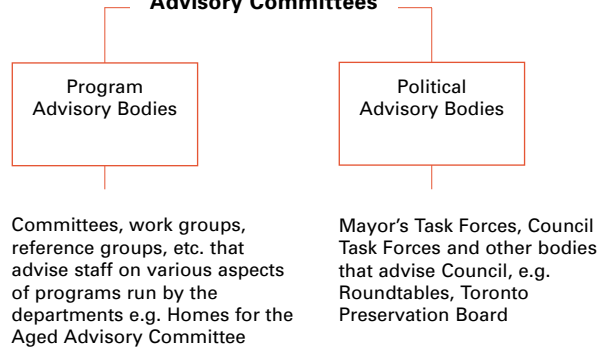
Administrative Organization Chart



Agencies, Boards Commissions and Corporations (ABCCs)



Advisory Committees



External and Partnered Organizations to which Council nominates or appoints citizens or councillors

12 Alexandra Street Theatre Project	Lorraine Kimsa Theatre for Young People
Art Gallery of Ontario	Metropolitan Toronto Convention Centre
Artscape Toronto	National Ballet of Canada
Arts York	North York Emergency Home for Youth (Eva's Place)
Canadian Film Centre	Rouge Park Alliance
Canadian National Exhibition Association (city-funded and appointed)	Royal Agricultural Winter Fair
Canadian Opera Company	Scarborough Arts Council
Canadian Stage Company	Toronto and Region Conservation Authority
Caribbean Cultural Committee	Toronto Arts Council
Crescent Town Club Inc.	Toronto Business Development Centre
Design Exchange	Toronto Child Abuse Centre
Dora Mavor Moore Awards	Toronto Financial Services Alliance
East Metro Youth Services	Toronto District Health Council
FoodShare	Toronto Foundation for Student Success
Friends of Maple Leaf Cottage	Toronto Humane Society
George R. Gardiner Museum of Ceramic Art	Toronto International Film Festival Group
Greater Toronto Airports Authority	Toronto Port Authority
Greater Toronto Marketing Alliance	Toronto Symphony Orchestra
Harbourfront Centre	Tourism Toronto
Historical Societies North York and Town of York	TradeLink Toronto
Hockey Hall of Fame	Woman Abuse Council
Hospital Boards	York Community Information
Bridgepoint Health	
Mount Sinai	
Riverdale Hospital	
Scarborough Hospital	
Salvation Army Grace Health Centre	

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Operating & Capital Budget Summary



Council Direction



Mission Statement

The Government of the City of Toronto champions the economic, social and environmental vitality of the City. The City strives to provide high quality and affordable services that respond to the needs of our communities and invests in infrastructure to support city building. The City is a leader in identifying issues of importance and in finding creative ways of responding to them.

The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

Our actions are guided by the following principles:

Advocacy. We are advocates on behalf of our city's needs with other orders of government.

Community Participation. We facilitate active community involvement in all aspects of civic life, both locally and city-wide.

Equity. We respond to and support diverse needs and interests and work to achieve social justice.

Effectiveness. We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources.

Leadership. We plan for change and take a leadership role on issues of importance to the City.

Partnerships. We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government.

Sustainability. We integrate environmental, social, economic and fiscal perspectives in our actions.

Council's Priorities for the 2003–2006 Term

At its meeting held on July 20, 2004, City Council adopted nine Council's Priorities for duration of the Council term. The Chief Administrative Officer is co-ordinating a response from the Toronto Public Service on options to allow the City to make progress in each of the priority areas over the balance of the term. It is intended that these priorities will guide Council decision making, including the allocation of resources, until the end of the current term of Council.

Key City Building Priorities

What are our priorities?

- (1) Improve public services
- (2) Make progress on the waterfront
- (3) Improve the business climate
- (4) Make Toronto a clean and beautiful city
- (5) Strengthen our at-risk neighbourhoods
- (6) Ensure housing is affordable
- (7) Get the powers and funding needed for Toronto to succeed
- (8) Improve the planning process
- (9) Increase public involvement in civic affairs

What we want to achieve in these areas?

- ▶ Public confidence and pride in the services received from the City.
 - ▶ Improvement in key core services – e.g., physical infrastructure, transit, garbage, parks and recreation, social programs.
 - ▶ Better and quicker ways to respond to public concerns – e.g., 3-1-1.
 - ▶ Excellence in public service demonstrated by service measures and standards.
- ▶ A renewed Council vision for the waterfront after a review of progress to-date.
 - ▶ Improved cooperation between all orders of government.
 - ▶ Commencement of tangible improvements on the waterfront.
- ▶ Toronto's image improved to attract business.
 - ▶ Toronto's competitive advantages strengthened by revitalizing main streets and supporting key industries.
 - ▶ Fairer tax treatment for small business.
- ▶ Public spaces (parks, streets, ravines) are maintained and meet service quality standards.
 - ▶ Demonstrate innovative approaches to beautification.
 - ▶ Increased public pride and responsibility for a clean and beautiful city.
- ▶ The right balance between prevention and response to neighbourhood problems.
 - ▶ Improved services and programs for youth.
 - ▶ Improved community safety.
- ▶ Better public understanding of housing and homelessness issues and goals.
 - ▶ Development of a comprehensive housing strategy for the City that considers subsidies, creation of new housing and a quality rental market.
 - ▶ Speed the delivery of housing to meet our housing targets.
- ▶ Powers and autonomy appropriate to Canada's 5th Largest government.
 - ▶ Appropriate and stable revenue sources that match the levels and types of services we are expected to provide.
 - ▶ A fairer distribution of service and funding responsibilities between orders of government.
- ▶ Clearer communications between the public, planners, developers and Council.
 - ▶ Better citizen input on neighbourhood planning issues.
 - ▶ Council objectives and issues appropriately reflected in the planning and development process.
- ▶ Better public access to Council through improved report formats and committee procedures.
 - ▶ More openness and accountability in City decision making processes.
 - ▶ Opportunities available for direct public involvement.

Council's Priorities for the 2003–2006 Term

To support these priorities, Council needs a budget process that allows it to translate Council priorities into action through budget allocation.

Council is concerned about the following issues:

- i) **Setting priorities** – Members like the idea of setting priorities, but want to follow through. We need to agree to a manageable number of priorities. We need to revisit them annually or as circumstances change. Once adopted, councillors and staff need to act on them and community must be engaged.
- ii) **The budget process** – We need to improve the budget process. In particular, Council needs a process that allows it to translate council priorities into action through budget allocation.
- iii) **Council procedures and conduct of members** – We need to review Council procedures and agree to a set of rules governing our conduct that we will all adhere to. We need processes that make the best use of our time in committee and the Council, while protecting the privileges of individual members.
- iv) **City-wide vs local matters** – Members are concerned about balancing the city-wide policy-making role and the local constituency role. We need to find ways to allow members to balance these roles, in particular to prevent local matters from distracting from city-wide thinking.
- v) **Delegation** – We need to find ways of delegating local matters to community councils, where appropriate and delegating other routine matters to staff. Doing both will allow us to focus on our big challenges.



Listening to Toronto

About Listening to Toronto

Between January 17 and 24, 2004, Mayor David Miller, Councillor David Soknacki and members of Toronto City Council were listening to Toronto.

More than 1,100 people attended seven sessions across the City in facilitated, small group discussions. They were asked three questions:

- ▶ What things make Toronto great, and why is it important that we not lose them?
- ▶ What challenges face our city and why is it urgent we address them?
- ▶ What advice would you offer to City Council as it discusses the 2004 budget?

“When participants were asked to identify things that make Toronto great, they generated a long list.”

The answers to the questions reflect the diversity of experience and opinion that's expected from a cross-section of residents. When participants were asked to identify things that make Toronto great, they generated a long list. Toronto's diversity, its natural environment, its neighbourhoods and the transit system were mentioned time and time again. So too were the City's vibrant cultural life, its relative safety compared to other big cities, the community's feeling of compassion and civility, its economic diversity and valuable municipal services.

It's clear from listening to Toronto residents, the City also has a number of challenges. Addressing homelessness and the lack of affordable housing was considered a priority at every session. Community safety, transit and the environment were also named as top challenges, reflecting Torontonians' desire to prevent any further erosion of these important elements of the City's liveability.

When asked to give advice to Council to consider during its debate on the 2004 City budget, ideas were generated in many different areas. A majority of participants supported ideas such as seeking the appropriate financial tools, powers and financial support from the federal and provincial governments, improving accountability, transparency and community involvement in allocation decisions, and ensuring that Council carefully consider the impact of all budget decisions on the most vulnerable.

A number of topics generated differing opinions, reflecting the range of views among Torontonians. These included topics such as contracting out City services and access to the commercial/industrial property tax base.

In addition to 1,100 people attending the seven Listening to Toronto sessions, over 140 e-mails and letters were received and 80% of the session participants completed a feedback form. The following summarizes the response:

- ▶ 97% agreed they had the opportunity to contribute their ideas
- ▶ 77% said they felt the Mayor and Councillors were listening, but many were cautious, commenting that "time will tell" and "we will wait and see"
- ▶ 89% agreed the session was worth attending
- ▶ 89% agreed it was a good way to communicate with the Mayor and Council
- ▶ When asked if the financial challenges faced by Council were clear, 59% said clear and 35% said somewhat clear
- ▶ 88% said they would participate again in these sessions

Toronto Official Plan

Toronto's future prospects are important for Canada because successful cities are vital to a nation's prosperity. Their success, in turn, is based on their high quality of life, which attracts people, jobs and investment.

What kind of city will Toronto be in the twenty-first century? This question affects us all. It is a question the Official Plan addresses. The Plan sets out the choices that, during extensive public consultations, citizens indicated would create the most prosperous Toronto.

“Toronto Official Plan’s vision is all about ensuring Toronto remains an attractive and safe city that evokes pride, passion and a sense of belonging.”

Vision

The vision of the Plan is about creating an attractive and safe city that evokes pride, passion and a sense of belonging – a city where people of all ages and abilities can enjoy a good quality of life. A city with:

- ▶ vibrant neighbourhoods that are part of complete communities;
- ▶ affordable housing choices that meet the needs of everyone throughout their life;
- ▶ attractive, tree-lined streets with shops and housing that are made for walking;
- ▶ a comprehensive and high quality affordable transit system that lets people move around the city quickly and conveniently;
- ▶ a strong and competitive economy with a vital downtown that creates and sustains well-paid, stable, safe and fulfilling employment opportunities for all Torontonians;
- ▶ clean air, land and water;
- ▶ green spaces of all sizes and public squares that bring people together;
- ▶ a wealth of recreational opportunities that promotes health and wellness;
- ▶ a spectacular waterfront that is healthy, diverse, public and beautiful;
- ▶ cultural facilities that celebrate the best of city living; and
- ▶ beautiful architecture and excellent urban design that astonishes and inspires.

In keeping with City Council's Strategic Plan, the Toronto Official Plan's vision is all about ensuring Toronto remains an attractive and safe city that evokes pride, passion and a sense of belonging. It proposes some fundamental social, environmental and economic choices that will help meet the needs of today and ensure that future generations have the ability to meet their needs. The Plan will preserve and strengthen the character of the city's neighbourhoods, parks, ravines and open spaces, which together make up about 75% of the city. The Plan directs growth to the remaining 25% of the city – areas like downtown and the main roads.

Toronto Official Plan

Principles

The Plan is based on four core principles:

- ▶ **Diversity and opportunity** – Diversity is Toronto's strength because it means vibrancy, inclusiveness and adaptability, and enables the city to offer a dynamic mixture of opportunities for everyone to live, work, learn and play here.
- ▶ **Beauty** – All successful cities astonish with their human-made and natural beauty. People want to live in cities that understand their past and push their creative limits.

“Diversity is Toronto's strength because it means vibrancy, inclusiveness and adaptability.”

- ▶ **Connectivity** – The choices we make about where we live, how we travel, where we work, shop and play all have an impact on, and are affected by, other choices.
- ▶ **Leadership and stewardship** – Leadership and stewardship in the successful city are not confined to elected officials but include everyone, from volunteers in grassroots community organizations to the chief executive officers of our largest corporations.



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Operating & Capital Budget Summary



**2004 Budget Overview-
Corporate**

2004 Budget Objectives, Principles and Guidelines

Early assessment of the magnitude of the preliminary 2004 base budget pressure suggested that the principles established in the 2003 budget process would provide the financial planning foundation for the 2004 budget process. At the staff budget launch held on June 19, 2003, the Chief Administrative Officer (CAO) and Chief Financial Officer & Treasurer (CFO) emphasized the fact that the 2004 budget pressure was substantial given the strategies used to balance the 2003 budget. The one-time funding sources, including the Provincial one-time grant, the growing operating cost of TTC combined with revenue losses resulting from uncontrollable issues such as SARS, funding for wage settlement agreements, and in particular, the above-average wage settlement for the three Emergency Services (Police, Fire and Emergency Medical Services). In addition SARS, the West Nile virus and to a lesser degree, the Power Outage, had a marked impact on tourism and continued to have a lingering effect on revenue loss.

In consideration of the financially stressful environment in which the City operates, the CAO and CFO defined the 2004 Budget guiding principles in a manner that committed all staff to be responsive to the cost containment strategies essential to meeting the 2004 Budget Objectives. The following principles were established for the 2004 Budget process:

- › Achieve budget savings through continuous improvement initiatives;
- › Review non-tax revenue increases (e.g., user fees);
- › Maintain 2003 Council approved service levels; and,
- › Ensure that all stakeholders have an opportunity to participate in the budget process.

These guidelines directed staff on where to focus their efforts to mitigate budget pressures. The budget guidelines set out specific areas where the Administrative Review would focus and these are indicated below:

- › Identify efficiencies in service delivery;
- › Maintain service standards and minimize service reductions;
- › Maximize user fees in accordance with established policies;
- › Maximize cost-sharing opportunities with other levels of government;
- › Apply strict criteria for new / expanded services or programs; and,
- › Implement Council approved service improvement initiatives.

Finally, the CAO and CFO directed staff to adopt the following strategies in developing their 2004 budget submission:

- › Utilize budget vs. actual analysis at the service level as an essential part of the 2004 budget process;
- › Use performance measures to gauge effective and efficient delivery of services; and,
- › Submit base budget requests at or below 1% over the 2003 Approved Budget.

It must be noted that uncontrollable pressures were quite significant. As was the case in 2003, containing the budget pressures associated with Programs and Agencies, Boards and Commissions (ABCs) not under the City's direct control proved to be difficult.

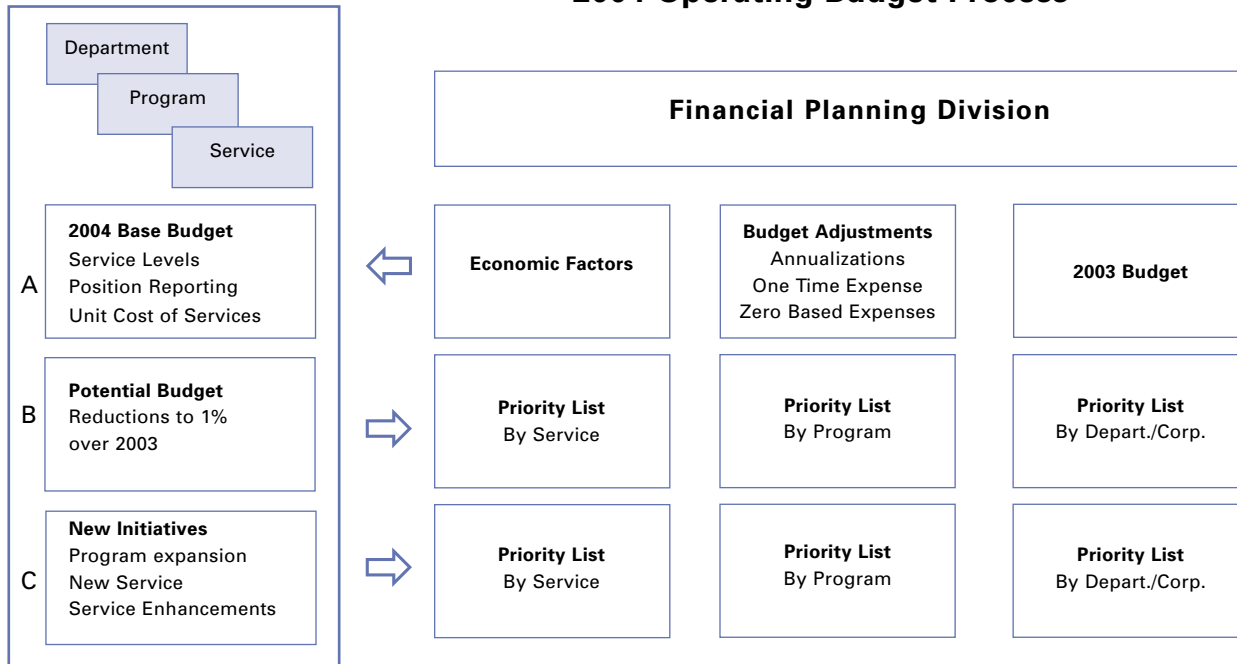
2004 Budget Process

The starting assumption for the 2004 operating budget process was that services and service levels approved in 2003 would be maintained wherever possible. Therefore, the 2003 budget was adjusted to annualize in-year Council initiatives and decisions. Next, the annualized base budget was adjusted for inflation. The result of the above exercise was the cost of continuing to provide the 2003 approved services and service levels in 2004 dollars (See Chart 1 below).

2004 Budget Process (continued)

Chart 1

2004 Operating Budget Process



The 2004 operating budget instructions required City Programs and ABCs to submit, as separate budget packages, requests for any additional funding for current (base) services as well as for new services and/or service enhancement initiatives. In effect, any incremental change of a substantive nature to the approved base budget constituted a decision requirement that had to be supported by a business case/issue decision package.

The 2004 budget instructions required Programs and ABCs to clearly detail the service levels that would be provided given the resources requested. In addition, any gap between available resources and enhanced or expanded service demands required detailed assessment and prioritization of other base services and service levels. The 2004 budget process, therefore, required more information about base level services and convincing justification for any change to the base. Through the 2004 budget instructions, City Programs and ABCs were also requested to provide reduction options to bring their 2004 gross budget request to 1% over the 2003 Approved Adjusted Operating Budget. Business cases had to be prepared for each option submitted and identified as one of the following four categories: reductions through efficiencies, revenue change, minor service impact or major service impact.

Likewise, performance measurement continued to be a priority. Programs built on prior years' experience and demonstrated improvement in their performance levels, particularly their efficiency and effectiveness in service delivery. The use of benchmarks was reemphasized. Programs were encouraged to measure their performance against appropriate benchmarks and to include such benchmarks in their budget submissions wherever possible.

As in prior years, the CAO and CFO reinforced the need to focus on performance measures to justify resource needs. Access to detailed financial data enabled program staff to identify key performance measures useful for tracking annual performance and trends. While this information has laid the groundwork for performance budgeting, analysis and reporting, tools are required throughout the organization to build upon this foundation, particularly as this information becomes more widely used for decision-making, as evidenced by the Municipal Report Card requirements mandated by the Province.

Business cases/issues were again the principal drivers of the budget review and decision making process. They were evaluated and ranked by staff, and subsequently by Standing Committees and the Budget Advisory Committee (BAC) with a focus on achieving the best value for constituents under tough and constraining fiscal conditions.

Inflation/Economic Factors

With regard to inflation, a single rate cannot be applied to all commodities consumed by the City. For instance, some contract prices are fixed for their duration, while others may have pre-established cost schedules and may not require adjustments for inflation until renewal. Others may have escalation clauses with pricing formulae that adjust for changes in economic conditions. Therefore, applying CPI against all contracts would unduly inflate the budget. Similarly, some goods and services are more volatile than others, as was the case with natural gas, hydro, and oil and gas products during the past two years. This warranted a commodity specific price schedule that is more reflective of the behaviour of specific items on which the City spends substantive amounts.

To better address commodity specific sensitivity, the 2004 economic factor list comprised 16 items (see Table 1 below). Staff developed price indices based on research of a variety of sources. Excluding Hydro, commodity price forecasts for 2004 were determined based on predictions of appropriate private and public sector organizations. For expenditure items not specifically listed, the (core) CPI rate was applied. The (core) CPI rate recommended in the summer of 2003 was 2.0 percent as forecasted by private sector organizations. In accordance with the City's strategy to closely monitor spending on furniture and consulting costs, these expenditures were zero-based.

Consistent with policy, the economic factors were reviewed on an ongoing basis to determine if there were any significant changes. Upon reviewing the forecasted economic factors in March 2004, it was determined that the (core) CPI has decreased to 1.7% from 2.0%. This resulted in reduction of \$0.751 million during the political review process.

Table 1 – 2004 Operating Budget Economic Factors

Expenditure Type	Economic Factors
Salaries & Benefits	3.0%
Printing & Paper Products	3.3%
Food	2.0%
Hydro	0.0%
Gas	(7.4)%
Steam Heating	15.0%
Diesel	(7.4)%
Natural Gas	15.0%
Water	9.0%
Postage	2.0%
Telephone	3.7%
Building / Trade Mat./ Tools & Equip.	3.1%
Salt	2.0%
Medical Supplies	5.0%
Contracted Services	6.5%
General *	2.0%

* revised to 1.7%

Public Consultation on the 2004 Budget

Budget Consultation meetings, also known as 'Listening to Toronto', were introduced by the Mayor and the Chair of BAC as a new phase in the 2004 budget process. Between January 17 and 24, 2004, seven such meetings were held throughout the City with over 1,100 residents attending. These meetings were held primarily to give the public an opportunity to have input into the budget process. During these meetings three questions were asked: (1) What things make Toronto great, and why it is important that we not lose them? (2) What challenges do we face, and why it is urgent that we address them? and, (3) What advice do you have for City Council as it discusses the 2004 budget?

Public Consultation on the 2004 Budget (continued)

The top responses to question (1) showed that the public valued Toronto's diversity, the natural environment, public transit and neighbourhoods. Top responses for question (2) indicated that the public has placed high priority on services such as housing (homelessness), transportation, transit, policing and safety. When asked to give advice to Council to be considered during its debate on the 2004 City budget, a majority of participants supported ideas such as seeking the appropriate financial tools, powers and financial support from the federal and provincial governments. They also supported improved accountability, transparency and community involvement in fiscal decision-making and wanted assurance that Council would carefully consider the impact of all budget decisions on the most vulnerable.

In conclusion, the two key messages that emerged from these meetings were 'spend for impact' and 'pursue a new deal for the City' with the Provincial and Federal levels of government. The 2004 BAC review of the City's budget address these key messages.

User Fees

The Municipal Act, 2001 empowers municipalities to impose fees or charges for specific services and/or privileges that they provide. Fees that are imposed under the authority of Part XII, Fees and Charges, of the Municipal Act, 2001 are subject to notice requirements that must be met prior to implementation. For fees and charges that fall under sections 12 and 13 of the regulations, e.g. waste, water, sewer, police and fire, the notice requirement is 21 days while those that fall under section 14 require a 4-day notice period.

To comply with the Municipal Act, a list of fees proposed to change during the budget process was posted on the internet to invite the public to make deputations during the budget review. A briefing note entitled 'Proposed Changes in User Fees in the 2004 Operating Budget' was distributed to all members of Council during the BAC Budget Review.

Long Term Fiscal Sustainability

In an environment of rising costs and increasing demand for services since amalgamation, the City has met its objective of balancing its budget while limiting tax increases. Despite inequity between the cost of providing services downloaded by the Province and available financing sources, operating expenditure and (accumulated) property tax increases continue to be below the rate of inflation. This has been achieved through prudent fiscal strategies, continuous improvement, service efficiencies, and service prioritization and rationalization initiatives.

Analysis confirmed that, in the short term, the City is in a reasonably good financial condition. However, as observed in an assessment performed by the Finance Department in support of the Ad Hoc Committee for a five-year Fiscal Plan and confirmed in recent credit rating update, "the City has a structural financial problem and it is not financially sustainable into the future." This conclusion was premised on the fact that funding responsibilities do not match the financial tools that are available. Key contributors to the City's long-term financial challenges include:

- ▶ **Restricted Revenue Base**

Unlike other jurisdictions that have access to various tax revenues and dedicated funding support from senior levels of government, the City's single tax revenue source is property taxes.

- ▶ **Unique Social Demographics**

The City has disproportionately higher numbers of low-income residents when compared to the rest of the Province. Under current cost-sharing arrangements for income-distributive programs with the Province, an inappropriately high level of social programs is funded from the property tax base.

- ▶ **Transit Funding**

Funding for TTC is derived solely from the fare box and property tax. Prior to amalgamation the Province funded 50% of net operating expenditures. Since 1998, the City has received only one-time, annual assistance until the recent announcement in which the Province has provided \$70.0 million funding for TTC operating purposes. While this is welcomed, the City requires sustainable, predictable funding for TTC operations.

Other factors contributing to the City's structural financial challenge include the cost of maintaining the aging infrastructure valued at over \$52.0 billion, and the rising cost of emergency services. As well, a sizeable proportion of the services funded by the City are mandated by the Province and are, therefore, outside the City's direct control. This restricts the City from independently rationalizing and re-prioritizing its services in order to ensure that limited resources are spent for the greatest impact.

New Deal

Towards finding long-term fiscal solutions and tools, a New Deal is required. Beginning last fall, negotiations for a New Deal were started with the Federal and Provincial Governments. As a long-term strategy, the New Deal will rationalize existing revenue and cost sharing arrangements with the other levels of governments. It will also explore new and more equitable cost-sharing arrangements with a focus on restoring the TTC pre-amalgamation funding arrangements; and aims to establish new funding sources such as a portion of the gas tax.

To date, some progress has already been realized which has helped the City of Toronto in its goal of balancing the 2004 Operating Budget. For instance, the Federal Government has granted municipalities a 100 percent Goods and Services Tax (GST) rebate, while the Provincial Government has provided 2004 Operating Budget assistance to TTC, and has announced its intention to share a portion of fuel taxes which will benefit the City.

2004 Key Pressures

In 2003, the City was confronted with uncontrollable issues/challenges that introduced substantive pressures on the 2004 operating budget. The beginning pressure based on 2004 budget submissions from City Programs and ABCs totalled \$393.419 million. Significant contributors to this pressure included inflation and wage settlement agreements. The 2004 net operating budget pressures for City operations totalled \$100.763 million, for ABCs \$113.574 million, and \$179.082 million in the Non-Program Budget due to non-recurring revenues arising from the loss of Provincial subsidy; the end of the OMERS holiday and one-time use of prior year surplus.

The City's Social and Health Services program also faced significant increased costs. Expenditures increased due to provincial capping of cost-shared funding since the Province does not recognize and, therefore, does not cost-share the actual cost of service delivery of Toronto's programs. As well, the Province continues to increase certain downloaded program costs, such as, Ontario Drug Benefit costs and Ontario Disability Support Program cost of administration. For 2004, Provincial funding is \$66.0 million below prescribed cost-sharing allocations.

The Toronto Transit Commission was faced with significant increases in costs totalling \$42.140 million in 2004 primarily due to wage and benefit increase (\$17.88 million), decrease in revenue (\$17.75 million), increase demand for Wheel Trans (\$1.50 million) and economic factor (\$4.97 million). Also, budget submission pressures were significant for the three Emergency Services primarily due to wage increases. Toronto Police Services budget submission included a pressure of \$53.368 million, Fire Services pressure was \$24.747 million and Emergency Medical Services pressure was \$5.807 million.

2004 Council Approved Operating Budget

The 2004 Council Approved Operating Budget, before assessment growth, is comprised of a base budget of \$6,592.373 million gross expenditure and \$2,927.547 million net to deliver current services, and \$52.830 million gross and \$16.135 million net for new / enhanced services. Overall, the 2004 Council Approved Gross Operating Budget is \$6,645.203 million representing a 2.6% increase over the 2003 Approved Budget; and the 2004 Council Approved Net Operating Budget is \$2,943.682 million net or 3.1% increase over the 2003 Approved Budget.

After adjustments for assessment growth of \$26.570 million and Special Commercial/Industrial Charity Rebate Levy of \$2.151 million, the 2004 Council Approved Operating Budget of \$6,645.203 million gross and \$2,914.960 million net, necessitates a tax rate increase of 3.0% for residential and 1.5% for commercial, industrial and multi-residential taxpayers.

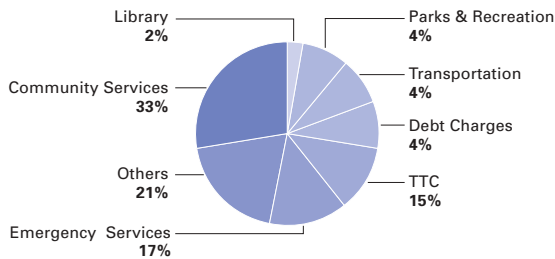
Table 2 below summarizes the net 2004 Council Approved Operating Base Budget and New/Enhanced Service Changes for City Operations, ABCs and Non-Program Budgets.

Table 2 – Summary of 2004 Base and New Service Changes - Net (\$ Millions)

	2003 Approved Budget	2004 Council Approved	Change from 2003		Base Budget Changes	New Service Changes
			\$	%		
Total City Operations	1,659.1	1,715.6	56.5	3.4	51.0	5.5
ABCs	1,077.5	1,110.6	33.1	3.1	26.2	6.9
Non-Program	119.5	117.5	(2.0)	(1.7)	(4.4)	2.4
Total before Assessment Growth	2,856.1	2,943.7	87.6	3.1	72.8	14.8
Less: Assessment Growth		(26.6)	(26.6)	—	(26.6)	—
Charity Rebate - Special Levy	(1.4)	(2.1)	(0.7)	—	(0.7)	—
Net 2004 Budget After Assessment Growth & Charity Rebate - Special Levy	2,854.7	2,915.0	60.3	2.1	45.5	14.8

The following charts 2 and 3 reflect the 2004 Council Approved Gross Operating Budget of \$6.60 billion and Net Operating Budget of \$2.90 billion broken down by major programs.

**Chart 2 – Expenditures by Major Tax Supported Program
Gross Expenditures \$6.6 Billion**



**Chart 3 – Expenditures by Major Tax Supported Programs
Net Expenditures - \$2.9 Billion**

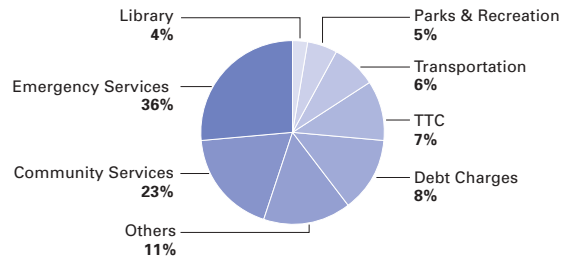
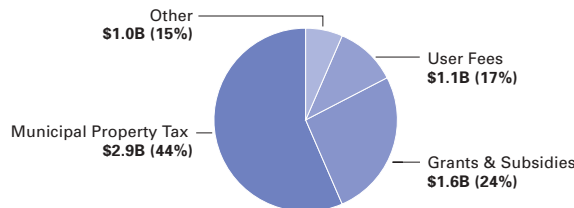


Chart 4 below shows the breakdown of revenues by major source. Municipal Property Tax make up 2.90 billion or 44% of total revenue while Grants & Subsidies account for \$1.60 billion or 24%, User Fees at \$1.10 billion or 17% and Other Revenues such as donations, licenses, permits, fines, service charges, interests and etc. at \$1.0 billion or 15%.

**Chart 4 – Where The Money Comes From in 2004 (\$6.6 Billion)
For Tax Supported Programs**



The following Chart 5 provides a detailed breakdown of how property taxes fund the major services that are delivered to residents. The data is based on an average house with an assessed value of \$330,700 based on Property Tax of \$1,960.

Chart 5 – How Your Tax Dollar Will Work For You In 2004

Based on Property Tax of \$1,960 for an average house with an assessed value of \$330,700

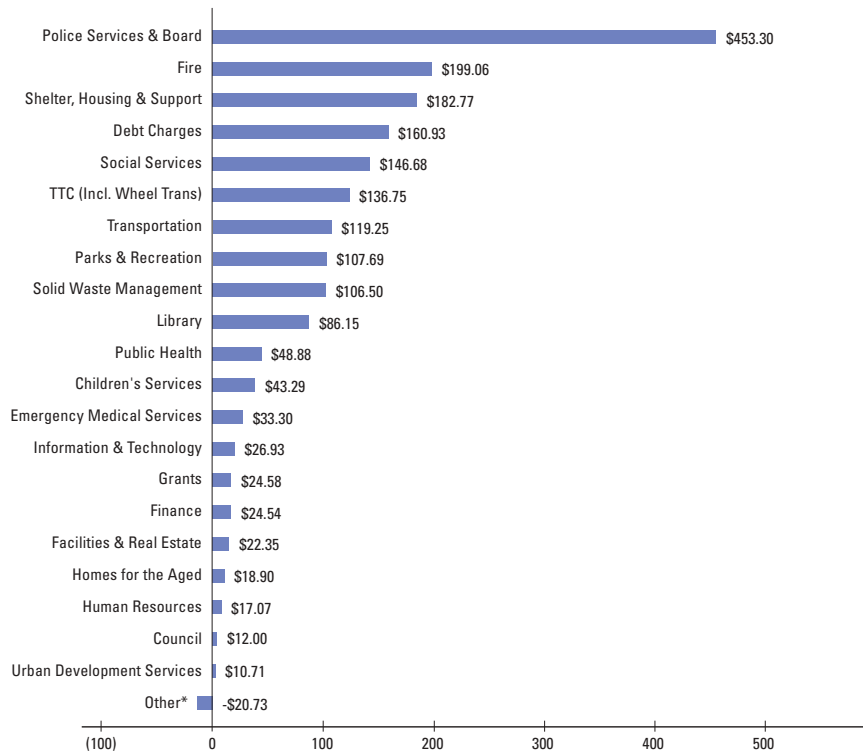


Table 3 below presents the 2004 Council Approved Operating Budget by expenditure and revenue categories.

Table 3 – 2004 Operating Budget Summary by Expenditure and Revenue Category
For Tax Supported Programs (In \$000)

Category	2003 Approved Budget	2004 Approved Budget	Change from 2003 Approved Budget	
	\$	\$	\$	%
Salaries and Benefits	2,973,942.2	3,185,708.3	211,766.1	7.1
Materials and Supplies	377,067.9	377,447.9	380	0.1
Equipment	70,349.0	68,205.9	(2,143.1)	(3.0)
Services and Rents	962,457.6	976,008.0	13,550.4	1.4
Contribution and Transfers	1,343,927.8	1,364,828.3	20,900.5	1.6
Interdepartmental Charges	148,800.1	148,130.1	(670.0)	(0.5)
Other	562,641.0	524,874.8	(36,975.9)	(6.7)
Total Gross Expenditures	6,439,185.6	6,645,203.3	206,017.7	3.2
Grants from Others	1,529,659.9	1,612,390.2	82,730.3	5.4
Interdepartmental Recoveries	228,631.9	235,934.1	7,302.2	3.2
User Fees	1,045,940.0	1,050,917.3	4,977.3	0.5
Other	778,793.7	802,279.9	24,276.5	3.1
Total Revenue	3,583,025.5	3,701,521.6	118,496.0	3.3
Total Net Expenditures				
Excluding Capital Financing	2,856,160.1	2,943,681.8	87,521.7	3.1

Summary of staffing included in the 2004 Council Approved Operating Budget as shown in Table 4 below reflects an increase of 429.9 approved positions.

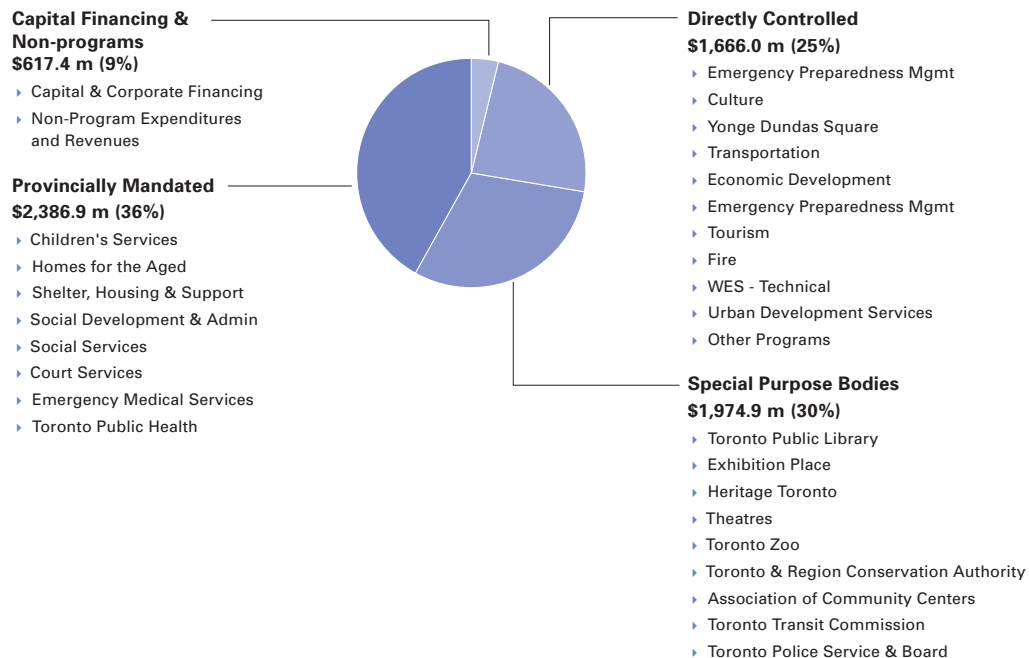
Table 4 – 2004 Council Approved Budget
Summary of Staffing Changes

Department/ABCs	2003 Approved Positions	2004 Council Approved Positions	Variance 2003 vs. 2004
Community and Neighbourhood Services	5,684.3	5,753.1	68.8
Works and Emergency Services	9,437.8	9,512.7	74.9
Economic Development, Culture and Tourism	4,105.4	4,189.3	83.9
Urban Development Services	1,077.0	1,098.5	21.5
Corporate Services	2,515.0	2,586.0	71.0
Finance	825.0	815.0	(10.00)
Other City Departments	280.0	283.0	3.0
Total - City Operations	23,924.5	24,237.6	313.1
Toronto Transit Commission	10,349.0	10,423.0	74.0
Toronto Police Services	7,288.0	7,293.0	5.0
Other Agencies, Boards & Commissions	5,778.1	5,815.9	37.8
Total Levy & Non Levy Operations	47,339.6	47,769.5	429.9

* Excludes TPS Board - 9

Chart 2 below highlights the percentage breakdown of the 2004 Council Approved Operating Budget by controllable and uncontrollable components. Provincially mandated programs make up 36% or \$2,386.938 million, Special Purpose Bodies or ABCs total 30% or \$1,974.866 million, Directly Controlled Programs totalled 25% or \$1,665.983 million while Capital Financing & Non-Program Budget make up 9% or \$617.40 million of the City's 2004 Council Approved Operating Budget. It should be noted that the City has direct control over only 25% of the 2004 gross operating budget. Provincially mandated programs make up 36%, which is the largest component of the gross operating budget.

Chart 2 – 2004 Council Approved Operating Budget
Controllable and Uncontrollable
(Based on Gross Expenditures \$6,645.2 Million)



Actions Taken to Mitigate Pressures

As part of the administrative review process, the Financial Planning Division analyzed program submissions to ensure compliance with Council and CAO/CFO directions and budget guidelines and presented findings and recommendations to the CAO & CFO for consideration.

Given a starting budget pressure of \$393.419 million, the CAO/CFO and the Executive Management Team (EMT) performed detailed reviews of increases beyond the 2004 Adjusted Base Budget and made reductions in the amount of \$49.919 million. In general terms, these adjustments had minimal impact on services and service levels. As well, EMT carefully reviewed options to increase revenues. However, opportunities for new sources of revenue and options to dramatically increase fees for existing services were not available. Considering the fiscal constraints faced by the City, EMT further reviewed the City's budget by performing a thorough line item expenditure review.

Standing Committees played a significant role in the determination of service delivery efficiencies, service priorities, service levels and service level adjustments. These committees reviewed the 2004 EMT Recommended Budget for programs falling under their respective jurisdictions. To ensure public input into the budget process, Standing Committees received public deputations and were responsive to ideas provided by deputants in performing their reviews. The Standing Committee recommendations were then forwarded to the Budget Advisory Committee (BAC) for review. Standing Committees decreased the EMT Recommended Net Operating Base Budget by \$6.047 million, and increased New/Enhanced services by \$22.117 million resulting in a net increase of \$16.070 million.

The Budget Advisory Committee reviewed the recommendations of the Standing Committees together with EMT's recommendations. BAC reduced the net base budget by an amount of \$289.149 million. New/Enhanced services were reduced by \$10.140 million net resulting in total reductions to \$299.289 million net. Note that the BAC adjustments include significant revenue increases from Provincial and Federal governments, Hydro revenues and significant assessment growth.

The 2004 Council Approved Operating Budget reflects a commitment that reasonable service growth is maintained, despite existing financial challenges. It contains new and enhanced services totalling \$52.830 million gross and \$16.135 million net. This was achieved by limiting approval to those items critical to achieving Council strategies, or those financed from other sources in order to minimize any incremental financial impact on the budget shortfall.

A significant amount of the pressures were the result of uncontrollable issues such as the impact of wage settlements and increasing cost of emergency services and transit operations. Careful evaluation of the City's user fees indicated that there were few opportunities to further increase user fees. As well, thorough review of the City's user fees disclosed limited opportunities to increase fees in order to fully recover increased costs without creating undue burden on the less privileged.

Federal Funding - Impact of GST Rebate Increase to 100% to Municipalities

On February 2nd, the Federal Government announced that the GST rebate given to municipalities would increase from 57.14 percent to 100 percent effective February 1, 2004. Therefore, municipalities will continue to be charged for GST by their suppliers but the entire amount of the tax will be rebated by the Federal Government. The GST rebate will reduce expenditures by approximately \$26.0 million in 2004.

The savings on capital expenditures estimated to be \$15.230 million in 2004 will be used to reduce the City's debenture requirements for the 2004 capital program. The expected savings in the Water and Wastewater programs will be captured by a corresponding increase in the transfer to the Water and Wastewater reserve that could be applied to future capital projects.

Provincial Funding

The Provincial government has provided assistance in four areas, two of which are of a one-time nature and two in moving toward a New Deal of providing Provincial operating contribution to the TTC.

One-time Assistance

The Province has agreed to defer the Provincial loan repayment for 2004, which results in 2004 budget savings of \$20.0 million.

In addition, the Province has agreed to one-time regulatory changes to Bill 140 in order to allow for budgetary increase for all property taxes. The City will, for 2004, only be permitted to share the burden of any municipal tax increase across all classes at a rate of 50% of that established for residential properties. The result is a 1.5% increase for commercial, industrial and multi-

residential properties based on a 3% increase on residential taxes. The 1.5% increase resulted in an additional \$26.50 million in 2004 property tax revenue.

Movement Towards New Deal

The Province has responded to the City request with a \$70.0 million operating subsidy for the TTC and a downpayment of \$20.0 million in the future sharing of gas tax revenues.

It is anticipated that further discussions related to the New Deal will result in additional gas tax funding in 2005 and beyond. This is combined with additional financial tools to eliminate the annual one-time Provincial funding and the elimination of one-time reliance on Hydro revenues. This will result in long term sustainable funding for the City.

Toronto Hydro Revenue

The City currently holds an investment in Toronto Hydro Corporation (THC) in the form of a promissory note with an attached interest rate of 6.8%. The CFO & Treasurer identified an operating budget shortfall, which was funded from a combination of additional Provincial funding and internal sources including revenues from the City's investment in Toronto Hydro Corporation. The City redirected revenues of up to \$92.0 million (\$67.0 million in interest payment plus dividend payment of \$25.0 million) from Toronto Hydro Corporation to the 2004 operating budget.

The following table summarizes the resultant actions to reduce the \$344.0 million pressure to effect a 3% tax rate increase for 2004.

Table 5 – Mitigation of 2004 Operating Pressure Reduction (\$ Million)

2004 Operating Budget Pressure	344
Pressure Reduction:	
Further Departmental / Non-Program Service Efficiencies & Improvements and Other BAC Reductions	(24)
Limit ABC increase to COLA + Prior Year Impact only	(11)
Hydro Revenues: Dividends and Interest	(92)
Forgiveness/deferral of Provincial Loan Repayment	(20)
Provincial Subsidy	(70)
Gas Tax	(20)
GST Rebate	(26)
Assessment Growth	(22)
Sub-total Reductions	(285)
	59
Residential Property Tax Increase (3%)	(33)
Commerical / Industrial Property Tax Increase (3% Jan/1.5% April)	(26)
Net 2004 Operating Pressure	0

Budget Highlights

The 2004 Council Approved Operating Budget achieved the goal of maintaining core services and service levels. As well, it achieved cost savings by ensuring that services are being delivered efficiently. This budget optimizes non-tax revenues while ensuring fair access to all residents. Consistent with Council direction, the 2004 Operating Budget has had minimal impact on the services the City provides to its residents.

Core Services Protected

The 2004 Council Approved Operating Budget maintains core services delivered by City Programs and ABCs. This was achieved through continuous improvements and efficiencies, revenue changes and reductions with minor service impacts. During the 2004 Budget process, \$67.649 million was reduced due to efficiencies, and a further \$3.101 million was reduced based on minor service changes. Reductions recommended during the budget review in the amount of \$2.424 million that would have had a major impact on services were added back to maintain core services.

In each year, the City is required by provincial legislation to establish tax rates that raise property tax revenues in the amount of the City's budgetary requirement. The total amount of municipal taxes raised is known as the municipal tax levy. In addition, the City is also required to levy and collect property taxes for school purposes at the education tax rates prescribed by the Province.

In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of the Current Value Assessment (CVA) system. The CVA of a property represents an estimated market value, or the amount that the property would sell for in an open market, arm's length sale between a willing seller and a willing buyer at a fixed point in time. For 1998, 1999 and 2000, properties were taxed based on their current value, reflecting a June 30, 1996 valuation date. For 2001 and 2002, property assessments in Ontario were updated to reflect current values as at June 30, 1999. The year 2003 was another reassessment year, reflecting property values based on a June 30, 2001 valuation date. For subsequent years, current value will be updated annually. With each reassessment, tax rates are adjusted to reflect the changes in CVA. The Municipal Property Assessment Corporation (MPAC) is responsible for property assessment in Ontario, and prepares the assessment rolls for municipalities.

The amount of property taxes payable by a property is determined by multiplying the Current Value Assessment (CVA) of a property by the applicable tax rate for that class of property (e.g., residential, commercial, industrial, or multi-residential). The total tax rate for a class consists of a municipal tax rate necessary to meet the City's budgetary requirement and the education tax rate necessary to fund the costs of education. Chart 2 below illustrates the 2004 taxes payable for the average household in Toronto with an assessed value of \$330,700.

The Municipal Act establishes the rules that governed the assessment and taxation of property in Ontario. Provisions in the Act allow for the phase-in of tax increases and decreases arising from reassessment, and mandates limits on tax increases to 5% per year for the commercial, industrial and multi-residential property classes. Special provisions to provide tax relief for low-income seniors and disabled persons, and charities and similar organizations, are also required.

Tax relief policies in effect for 2004 include:

- ▶ The cancellation of any tax increase for seniors aged 65 or older, or disabled person living with a household income of \$25,000 or less, which residential property assessed value is less than \$398,400 and have occupied his home for at least one year.
- ▶ The interest free deferral of any tax increase for seniors aged 50 years or older or disabled persons, whose household income is \$35,000 or less and have owned the property for at least one year.
- ▶ A 40% rebate of taxes paid for registered charities owning or occupying commercial or industrial properties.

In 2001, further amendments to the Municipal Act (Bill 140) were introduced that restricted municipalities from passing on municipal levy increases to any tax class where the tax ratio for the class exceeded a provincial threshold ratio. Threshold tax ratios, which are intended to represent the provincial average tax ratio for each class, are determined by the Province each year and established by regulation. A municipality whose non-residential tax ratio exceeds the provincial average cannot pass on general budgetary levy increases to that class. In Toronto, tax ratios for the commercial, industrial and multi-residential tax classes all exceed the provincial thresholds, as shown in Chart 5.

Under the provisions of the Municipal Act, this means that no municipal levy (budgetary) increases can be passed on to these classes so long as the ratios exceed the threshold limits. Any budgetary increases, therefore, can only be passed on to the residential class. The implication of this restriction is that a 1% tax increase, which is limited to the residential class, raises only \$11.0 million in additional tax revenue, whereas if the City had access to its entire tax base, a 1% tax increase would raise \$28.56 million in additional tax revenue for the City. For 2004 the Province granted a one-time restriction lift to the Municipal Act, which allowed 50% of the residential tax increase to be passed onto the non-residential class.

Chart 1 – Assessment Changes – 1998 to 2004 (\$Billions)

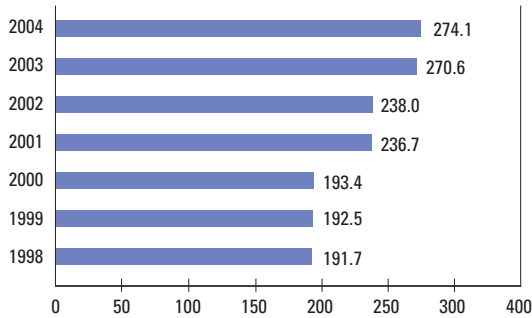


Chart 2 – 2004 Average Household Property Taxes
Average residential assessed value – \$330,700

	2004 Tax Rate	2004 Property Tax
Municipal Purposes	0.5929546%	\$1,961
Education Purposes	0.296%	\$979
Total	0.8889546%	\$2,940

Chart 3 – Toronto Rate Comparison – 1998 to 2004 (%CVA)

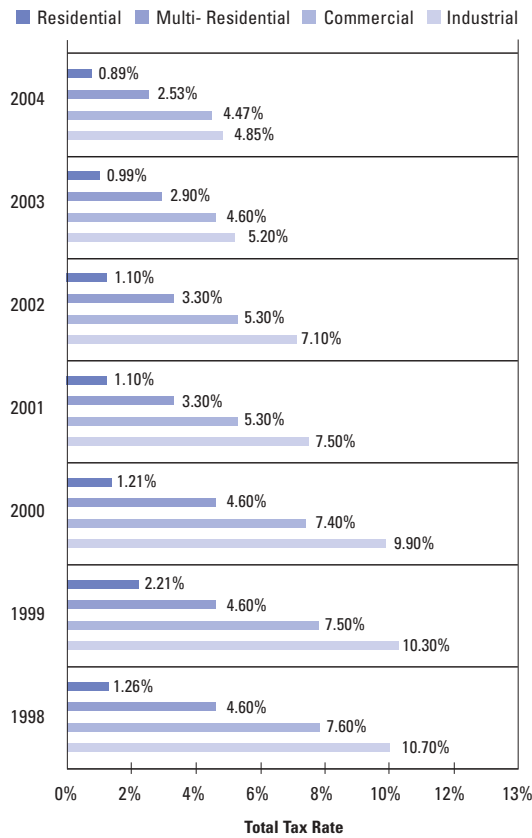


Chart 4 – Toronto 2004 Property Tax Levy

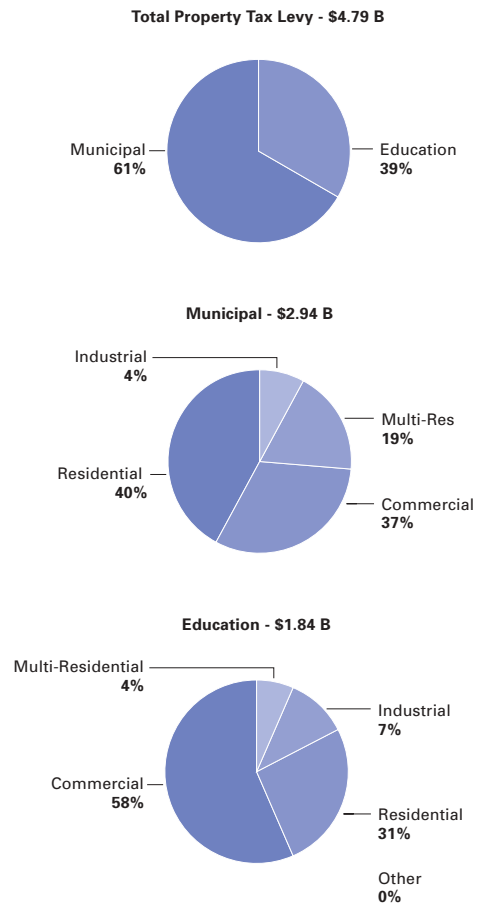


Chart 5 – Toronto’s Tax Ratios vs. Provincial Threshold Ratios

	2001 Taxation Year	2002 Taxation Year	2003 Taxation Year	2004 Taxation Year	Provincial Threshold Ratios
Multi-Residential	4.174	4.001	3.870	3.802	2.74
Commercial	3.798	3.516	3.516	4.273	1.98
Industrial	5.301	4.120	4.120	3.762	2.63

Background

2004 Capital Budget Process:

General Guidelines for the 2004 Capital Budget and 10-year Capital Plan process were detailed in a Staff Report entitled "2004 Budget Process, Directions and Schedule" which was approved by Council at its meeting of September 22, 23, 24 and 25, 2003. The guidelines required Agencies, Boards and Commissions (ABCs) and City Programs to prioritize their request within the same categories prescribed in fiscal 2003. Given the City's fiscal and affordability challenges, priorities were given to Health and Safety, Legislated/City Policy and State of Good Repair projects. While the need for growth and service improvement projects was recognized, the City continued to be challenged to ensure that it does not unduly increase its debt burden beyond what it can reasonably afford. Notwithstanding the need to invest in infrastructure expansion to satisfy growing population demands, it was necessary to carefully balance expansion needs against the goal of ensuring that existing assets are maintained in a state of good repair.

In accordance with directions issued by the Chief Administrative Officer (CAO) and Chief Financial Officer (CFO) and Treasurer, a 10-year capital plan was submitted by City Programs and ABCs. Staff submitted capital project business cases that demonstrated and justified the need for the projects included in their capital budget and capital plan submissions. The business case justification was critical for the assessment of projects on a corporate basis, in order to ensure that the most effective resource allocation decisions were made.

2004 Budget Objectives, Principles and Guidelines:

In consideration of the financial environment in which the City operates, the 2004 Capital Budget and 2005 – 2013 Capital Plan was developed based on guiding principles that committed all staff to be responsive to cost containment strategies essential to achieving the City's Long Term Fiscal Challenges. The 2004 BAC Recommended Capital Budget demonstrates compliance with the following principles:

- ▶ Ensuring that the capital program remains within an affordable fiscal framework;
- ▶ Maximizing partnerships in order to minimize debt;
- ▶ Minimizing the incremental impact of Capital Budget on Operating Budget;
- ▶ Using historical trends as part of the analysis and justification of capital project and capital budget requests; and,
- ▶ Ensuring that all stakeholders have an opportunity to participate in the budget process.

The Mayor's 'Listening to Toronto' initiative confirms the City's commitment to encouraging stakeholder participation in the budget process. Indeed, the large number of participants at the many sessions across the City confirmed the interest of the public in the priority setting process. Among the many messages provided by the public during these sessions was to Spend for Impact and to continue to negotiate a New Deal with the Provincial and Federal governments in order to find sustainable financial solutions.

General budgeting guidelines that were introduced in prior years continued to apply in 2004. These general guidelines are being implemented on an incremental basis and include the following:

- ▶ Council approval of a firm ten-year capital plan, inclusive of fully justified capital project business cases reviewed by Standing Committees and BAC. Previously approved capital projects will be received and not subject to further Council review, unless there has been a change in scope.
- ▶ Ensuring that the ten-year capital plan remains within an approved fiscal framework. Any acceleration of capital projects in the ten-year capital plan requires a compensating offset through deferral of a project of equal value.
- ▶ Ensuring that future years operating budget impacts of the capital program are approved in conjunction with the approval of the capital budget and that the full operating budget impacts of any new capital item added to the infrastructure will be reflected in the year of approval of the capital item.
- ▶ All capital costs associated with a capital project (including land acquisition, project management and information technology) should be identified and included in the total project cost.

The 2004 capital budget process required that the capital program be re-evaluated in every budget cycle and integrated with the multi-year service plans in each program area. The process assumes that multi-year service plans are linked to Council's Strategic Plan. Further, it assumes that at the start of each new term, Council will review and prioritize its strategic directions and approve a set of goals and strategies that would then be incorporated in the multi-year service plans, thereby guiding the capital budgeting process.

Prioritization Categories:

The 2004 capital budget process incorporated strategies to prioritize projects so as to ensure that limited resources were allocated in a manner that was effective. To facilitate the prioritization process, and in recognition of fiscal realities, the following categories were established to help focus on Council's priorities:

1. Health and Safety – assigned the highest priority, this category includes projects that are urgently required to remediate or rehabilitate projects with health and safety risks.
2. Legislated – the second highest priority, this category includes projects that are required by Federal or Provincial legislation or by City Policy.
3. State of Good Repair – the third highest priority, this category includes capital projects that address maintenance, repair or replacement of existing assets. Included in this category are asset-rehabilitation projects that extend the useful life of the specific assets by 10 or more years before replacement is necessary.
4. Service Improvement and Enhancement – the fourth highest priority, this category includes capital projects with objectives to improve service delivery beyond the Council approved standard or that provide for the introduction of new services.
5. Growth Related – this category includes projects that support growth and development across the City.

As part of the 2004 capital budget process, City Programs and ABCs prioritized their projects within the above categories in order to assist senior management and Council to allocate scarce resources in an informed manner. As well, to help Council make the best resource allocation decisions, previously approved projects with new commitments were to undergo a full review based on eligibility criteria established by the Executive Management Team.

Carry Forward Policy:

In 2003, the City adopted a new carry forward. Guiding principles and key elements of the policy are summarized below.

Definition – A capital carry forward project is a previously approved project where the planned capital work was not completed and its associated cash flow budget was not fully spent and/or committed in the year of approval and the total unspent amount, or a portion thereof, is required in future years in order to complete the project.

Carry Forward Principles:

- ▶ Cash flow funding approval will continue to exist for one fiscal year in addition to the year in which the project/sub-project was approved when the project is not complete. In effect, Programs and ABCs will be allowed to carry forward unspent cash flow funds for capital projects/sub-projects for a period of one year subsequent to the year of original approval to establish spending authority for the fiscal year.
- ▶ Carry forward funding requests for projects approved in the previous fiscal year will not form part of the current year capital affordability targets. However, Council approval to carry forward the unspent amount must be obtained.
- ▶ Where a project is not completed and approved funds are still not fully spent by the end of the second fiscal year, any subsequent carry forward funding request will be treated as new and any further spending/funding request will form part of that year's affordability targets.
- ▶ Change in cash flows and/or project costs related to Change in Scope projects will not constitute carry forward, under the premises of the policy. Change in Scope projects are to be identified as new capital projects with incremental funding requirement.
- ▶ During the capital budget process, Programs and ABCs will conduct a complete review of all previously approved projects to determine their completion status. Projects that will not be completed by the end of the current fiscal year should be identified for carry forward spending approval in the next fiscal year.
- ▶ On a project/sub-project basis, the carry forward cash flow amount will not exceed the difference between the actual expenditures and the approved cash flow. Carry forward requests included in the capital budget submissions are initially based on projected actuals. Therefore, during the capital budget review process, Programs and ABCs, together with the Financial Planning Division, will be provided with an opportunity to update their carry forward estimates.

Carry Forward Principles: (continued)

The capital budget process included a review of completed capital projects, and recommendation of such completed projects for closure. Any unspent funds associated with closed projects are to be returned to the original funding source (i.e., unspent reserve funds go back to the specific reserve, etc).

Included in the 2004 BAC Recommended Capital Budget is carry forward funding for 2003 projects with 2004 cash-flow totaling \$333.218 million. These projects were carefully evaluated to confirm that the principles prescribed in the carry forward policy were met.

Capital Financing Principles and Definitions:

Definition - Capital Expenditures are expenditures on real or personal property of a value greater than \$50,000 and that has an estimated useful life greater than one year. Generally, capital expenditures may include land and land improvements, buildings and building improvements, infrastructure, leasehold improvements, furniture and equipment, vehicles, computers and software development, works of art and intangible properties.

For the City of Toronto, capital expenditures generally include any expenditure on an asset, which has been acquired, constructed or developed with the intention of being used on a continuous basis beyond the current budget year, and where the assets are not intended for sale in the ordinary course of business. Capital expenditures also include Improvements, the purpose of which is to alter or modernize an asset in order to appreciably prolong its useful life or improve its physical output or service capacity. Capital expenditures are included in the capital budget and are financed from various sources of capital funds.

The City relies on a number of sources to fund its capital expenditures. These include Reserves and Reserve Funds, Provincial and Federal Grants, Development Charges, Capital from Current (or pay-as-you-go), Debt and Other Funding sources not listed above, such as donations and fundraising.

Guiding principles that influence the selection of funding sources for specific capital projects include the *Equity* principle, which is aimed at ensuring that beneficiaries or consumers of a capital asset or service pay for it. In effect, if a project provides benefits to a specific group, then that group is made to pay for development of the related capital costs through user fees. Projects that benefit the entire community are appropriately funded from property tax revenues.

The *effective financing* principle focuses on ensuring that sufficient funds are available when needed to proceed with a capital project. This principle recognizes that required funds are not always available from the operating budget to pay for capital projects. Therefore, the City must rely on other funding sources to generate the benefits required by its constituents.

In selecting amongst available funding sources, the City imputes the cost of borrowing along with other administrative costs associated with competing funding options. It also examines the impact of funding options on the operating budget with a view toward ensuring, in accordance with the *efficiency* principle, that the most efficient funding source is utilized.

Affordability Analysis:

Annually, the City undertakes an affordability analysis to determine the amount of capital funds available for the capital budget and program. This review assesses the amount of non-debt funds available, and the amount of debt that the City can afford based on its long-term fiscal plan and numerous credit criteria as part of the capital financing strategy. Factors influencing the debt affordability determination include the cost of borrowing, policies on debenture/long term borrowing, the outstanding debt, Credit Ratings, and the impact of borrowing on the current account or operating budget.

Debt Financing:

Upon issuance, debt financing must be allocated to specific projects in accordance with statute, with the term of debenture debt not exceeding the useful life of the asset. Since City debentures typically have a term of up to 10 years, capital projects funded with debt should have a useful life of greater than 1 year and less than 10 years to be financed by Serial debentures (example vehicles and equipment), or an asset life greater than 10 years when financed from a sinking fund debenture (that is roads, facilities).

From a financing strategy viewpoint, Debt is a funding source of last resort. Consistent with the efficiency principle, given that debt financing has an impact on the operating budget with incremental debt charges, the City's policy is to ensure that all other available funding sources are utilized before considering debt.

Debt Financing: (continued)

In 2003, based on an assessment of how much new debt the City could afford without significantly increasing the debt service cost burden on the operating budget, affordability targets were established. A significant consideration in determining affordability was the City's constrained revenue base and growing operating expenditure pressures associated with maintaining base service levels. After careful and critical analysis, the CAO and CFO and Treasurer defined the 2004 affordability target as "zero new debt except for TTC".

To ensure that the highest priority projects were selected, Program areas analyzed previously approved projects to determine which projects could be closed without detriment to the City's operations and goals, and otherwise, which projects needed carry forward funding in 2004 to ensure their completion. Previously approved projects were reviewed to ensure that they remained within budget and within the scope approved by Council.

For the 2004 Capital Budget and 10-year Plan, projects will receive total project cost approval and full cash flow approval for 2004 and future year commitments arising from the approval of the 2004 Capital Budget. The balance of the Plan represents cash flow projections, which will be used to determine long-term financing requirements and to develop a comprehensive debt management strategy.

Administrative Review

Financial Planning Division staff in conjunction with Departments, Agencies, Boards and Commissions reviewed the 2004 Capital Budget and 2005 – 2013 Capital Plan submissions to ensure compliance with prescribed policies and 2004 guidelines. Findings and recommendations of this review were considered by the Chief Administrative Officer, Chief Financial Officer & Treasurer, and other Commissioners in arriving at the Executive Management Team (EMT) Recommended Budget.

Gross Capital Budget Expenditures contained in the 2004 capital budget submission from City Programs and ABCs totalled \$1.300 billion (including 2003 carry forward). Debt required to finance the program submission above was \$473.678 million. Included in the submission was a total carry forward amount of \$253.817 million with debt financing of \$120.750 million. For various reasons explained in the 2003 Capital Variance Report, programs had not spent the full amount approved to the December 31, 2003. The Administrative review confirmed the need to continue projects with carry forward requirements to focus on recommending only new projects that could be fully spent.

After adjusting for carry forward expenditures, the new spending request in the 2004 Capital Budget submission was \$1.046 billion, with debt financing of \$352.928 million. Analysis indicated that \$232.928 million of new debt was not financially sustainable over the long-term and that a strategy was required to address this debt burden, without substantively compromising the state of good repair or eroding the useful-life and utility of the City's infrastructure and capital assets. The debt reduction strategy addressed the need to slowdown the rapid increase of the City's debt-load and the associated debt service cost pressures on the operating budget

EMT recommended a total 2004 Capital Budget of \$1,231.546 million with a total debt requirement of \$316.121 million. This assumed that the Provincial and Federal governments would contribute 1/3 each (\$113.425 million) of the funds required for the Toronto Transit Commission (TTC) capital budget. The EMT 2004 – 2008 tax supported capital program gross expenditure was \$2.204 billion (\$2.214 billion for the 10 year plan).

Political Review**(i) Standing Committee Review Process:**

In 2004, Standing Committees reviewed the EMT Recommended Capital Budget for programs falling within their respective Committee jurisdictions. In summary, these reviews increased the 2004 EMT Recommended Capital Budget by \$1.311 million resulting in a total Standing Committee recommended 2004 Capital Budget, excluding carry forward funding of \$1,232.857 million.

Standing Committee recommendations were presented to the Budget Advisory Committee for review. After careful review, BAC reduced the Standing Committee recommended budget by \$82.957 million and recommended a gross 2004 capital budget of \$1,149.899 million, excluding carry forward funding for 2003 projects.

Political Review (continued)

(ii) Budget Advisory Committee Review - 2004 Recommended Capital Budget:

The total 2004 Recommended Capital Budget of \$1,149.899 million gross, with \$943.244 million or 82% related to Tax Supported Programs and \$206.655 million or 18% related to Non-Tax Supported and Other Programs.

(iii) Council Approved 2004 Capital Budget:

Chart 1 highlights the Council approved 2004 Capital Budget of \$1,114.587 million gross, with \$907.932 million or 81% related to Tax Supported Programs and \$206.655 million or 19% related to Non-Tax Supported and Other Programs.

**Chart 1 – 2004 Council Approved Capital Budget
Tax and Rate Supported
\$1,114.587 Million Cash Flow**

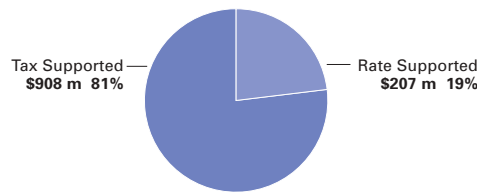


Chart 2 illustrates the 2004 Recommended Tax Supported Capital Budget net of carry forward of \$907.932 million, by major program area. As indicated in this chart, TTC accounts for \$282.752 million or 35% of the total tax supported program. All other city Departments, Agencies, Boards and Commissions combined represents \$625.180 million or 65% of the total.

**Chart 2 – 2004 Council Approved Capital Budget
Tax Supported Program
\$907.932 Million Cash Flow**

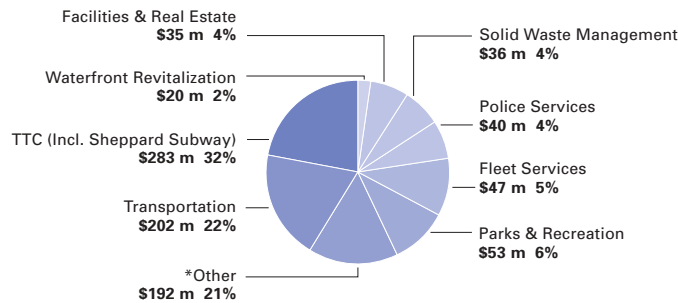
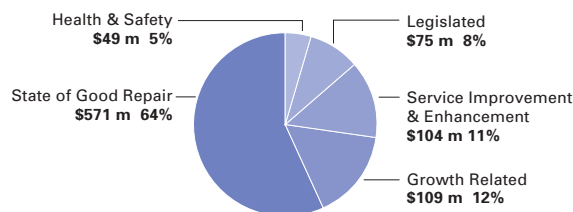


Chart 3 shows that 66% of the 2004 Recommended Capital Budget is being allocated to state of good repair projects. This is consistent with the direction to focus first on ensuring that existing assets are properly maintained in order to maximize utility of the assets.

**Chart 3 – 2004 Council Approved Capital Budget
Tax Supported Program by Category
\$907.932 Million**

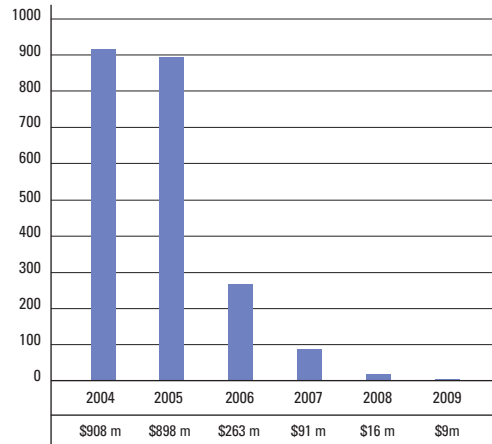


Political Review (continued)

Future Year Impact of 2004 Recommended Capital Program:

Chart 4 highlights the future year capital commitments resulting from approval of projects recommended in the 2004 cash flow component of the 2004 Capital Budget and 2005 to 2013 plan totals \$2.185 billion.

**Chart 4 – 2004 Council Approved Capital Budget
Tax Supported Program
2004 & Future Year Commitments - \$2.185 Billion**



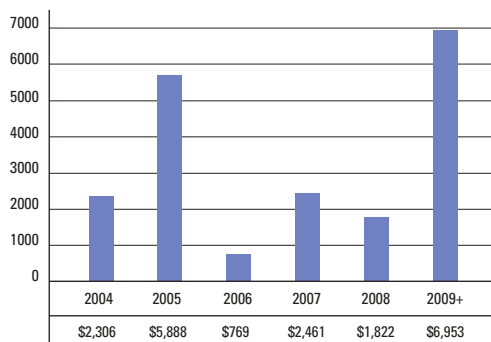
Incremental Operating Impact of the 2004 Capital Budget:

The capital program impacts the operating budget in four areas:

- Increased operating costs related to new or expanded facilities
- Efficiency savings from investments that reduce operating costs
- Direct contributions to the capital program to reduce annual borrowing requirements (i.e., "Capital from Current")
- Principal and interest payments on debt issued for the capital program

Chart 5 highlights the future year operating budget costs, excluding debt services costs, resulting from approval of the 2004 cash flow component of the 2004 Recommended Capital Budget:

**Chart 5 – 2004 Council Approved Capital Budget
Incremental Net Operating Impact
\$20.199 Million**



Political Review (continued)

In summary, the 2004 BAC Recommended Capital Budget satisfies the immediate objective of maintaining the City's infrastructure and capital assets in a State of Good Repair. Nonetheless, the City continues to face the challenge of identifying an affordable spending envelope that ensures that future infrastructure and facility maintenance requirements do not cause fluctuations in the capital program. Given fiscal realities, it was necessary in 2004 to balance between the strategic goals of maintaining capital assets in a state of good repair and the need to remain in a financially stable position. This has resulted in a continued gap between program needs and affordability.

Toronto Transit Commission:

The cash flow for the 2004 Toronto Transit Commission (TTC) gross capital program is \$282.752 million with total commitments of \$757.969 million. This cash flow represents 35% of the total 2004 recommended gross cash flow for the City of Toronto.

Projects Recommended for Closure

Programs were submitted a list of projects that have been completed and/or those that should otherwise be closed with their 2004 Capital Budget and 20-year Plan. These projects have been reviewed by Financial Planning Division staff and the CFO & Treasurer recommended that they be closed and that any unspent funds be returned to the original approved funding source.

Capital Budget Financing

For the Tax Supported Program, the principal financing sources are debt of \$242.177 million, and Reserves and Reserve Funds of \$132.025 million.

CFO & Treasurer Certification

The Chief Financial Officer & Treasurer, in accordance with requirements of Provincial regulations, confirmed that expenditures in the amount of \$242.177 million for projected borrowing requirements (i) can be financed by the issuance of debentures; (ii) is within the City's Updated Debt and Financial Obligation Limit; and (iii) authority for debenture terms not exceeding 10 years is being recommended. The CFO & Treasurer further confirmed that funds are available from the other financing sources.

2004 Council Approved Capital Budget

2004 Capital Budget and Future Year Commitments – Including 2003 Carry Forwards

(\$000s)	Cash Flow							Financing Sources						
	Total Cash Flow 2004-2013	2004	2005	2006	2007	2008	2009 to 2013	Prov. Sub. & Grants	Develop. Charges	Reserve Reserves	Reserve Funds	Capital from Current	Debt/ Internal Other	Debt/ Internal Sources
Community and Neighbourhood Services														
Children's Services	9,748	9,644	104	—	—	—	—	6,000	—	—	2,685	1,000	—	63
Homes for the Aged	19,734	13,750	5,984	—	—	—	—	1,095	—	—	4,200	—	—	14,439
Shelter, Housing & Support	63,098	15,379	30,074	17,446	199	—	—	569	—	—	23,153	—	12,078	27,298
Social Services	7,932	5,532	2,400	—	—	—	—	—	—	—	—	1,652	5,820	460
Department Total	100,512	44,305	38,562	17,446	199	—	—	7,664	—	—	30,038	2,652	17,898	42,260
Works and Emergency Services														
Emergency Medical Services	15,182	7,351	6,144	1,687	—	—	—	764	—	330	—	3,304	300	10,484
Emergency Management Plan	5,374	1,597	3,777	—	—	—	—	—	—	—	—	1,145	1,739	2,490
Fire	18,354	10,921	5,771	1,662	—	—	—	—	2,193	—	630	3,643	30	11,858
Solid Waste Management	115,970	53,599	42,315	14,568	5,445	43	—	—	—	1,444	25,992	470	—	88,064
Transportation	585,949	294,988	229,144	51,969	8,848	1,000	—	—	17,295	—	11,400	33,992	305,565	217,697
Works & Emergency Services	12,406	9,872	2,186	348	—	—	—	—	—	—	—	4,157	1,984	6,265
Department Total	753,235	378,328	289,337	70,234	14,293	1,043	—	764	19,488	1,774	38,022	46,711	309,618	336,858
Economic Development, Culture and Tourism														
Culture	13,868	11,134	2,734	—	—	—	—	790	—	—	2,278	475	2,176	8,149
Economic Development	7,793	6,763	1,030	—	—	—	—	—	—	—	—	2,971	2,688	2,134
Parks & Recreation	109,804	76,246	16,691	7,061	—	—	—	105	17,016	—	31,927	12,422	24,876	23,528
Casa Loma	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Department Total	131,465	94,143	20,455	7,061	—	—	—	895	17,016	—	34,205	15,868	29,740	33,811
Urban Development Services														
Urban Development Services	8,007	7,471	536	—	—	—	—	—	508	—	—	1,226	179	6,094
Waterfront Revitalization	175,411	26,325	92,295	27,189	13,667	6,394	9,541	184	—	—	—	1,607	183	173,437
Yonge-Dundas Project	3,135	3,135	—	—	—	—	—	—	—	—	—	—	11,630	(8,495)
Department Total	186,553	36,931	92,831	27,189	13,667	6,394	9,541	184	508	—	—	2,833	11,992	171,036
Corporate Services														
City Clerk's Office	5,114	1,331	1,303	2,480	—	—	—	—	—	—	256	1,013	—	3,845
Corporate Communications	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Court Services	9,309	9,309	—	—	—	—	—	—	—	—	9,309	—	—	—
Facilities and Real Estate	89,331	55,834	31,154	1,343	500	500	—	—	—	—	887	21,012	895	66,537
Fleet Services	83,185	66,356	8,006	8,823	—	—	—	—	—	—	83,185	—	—	—
Information Technology	26,069	20,077	5,797	195	—	—	—	—	—	—	—	12,158	—	13,911
End of Lease Strategy	83,436	48,147	35,289	—	—	—	—	—	3,200	—	22,474	18,156	39,606	—
Union Station	11,490	1,305	10,185	—	—	—	—	—	—	—	—	—	10,185	1,305
Department Total	307,934	202,359	91,734	12,841	500	500	—	—	3,200	—	116,111	52,339	50,686	85,598
Finance														
Finance	14,057	5,955	7,292	810	—	—	—	—	61	—	1,434	—	3,673	8,889
Department Total	14,057	5,955	7,292	810	—	—	—	—	61	—	1,434	—	3,673	8,889
Total City Operations	1,493,756	762,021	540,211	135,581	28,659	7,937	9,541	9,507	40,273	1,774	219,810	120,403	423,607	678,452

2004 Capital Budget and Future Year Commitments – Including 2003 Carry Forwards (continued)

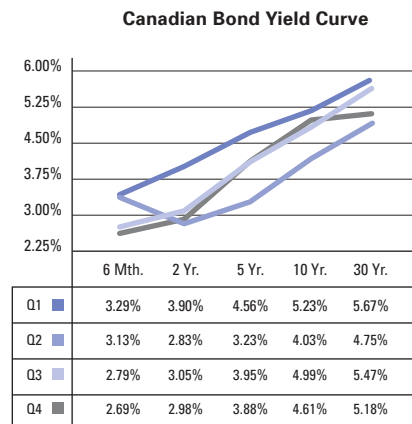
(\$000s)	Cash Flow							Financing Sources						
	Total Cash Flow 2004-2013	2004	2005	2006	2007	2008	2009 to 2013	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Capital from Current	Other	Debt/ Internal Sources
Special Purpose Bodies & Other														
Energy Retrofit Program	20,000	20,000	—	—	—	—	—	—	—	—	—	—	—	20,000
Exhibition Place	6,864	6,324	540	—	—	—	—	—	—	—	—	3,569	—	3,295
Public Health	7,707	6,208	1,499	—	—	—	—	8	—	—	—	2,467	7,082	(1,850)
Toronto And Region Conservation Authority	5,926	5,926	—	—	—	—	—	—	—	—	2,946	—	—	2,980
Toronto Parking Enforcement Operations	3,299	3,249	50	—	—	—	—	—	—	434	—	—	—	2,865
Toronto Police Service	124,587	54,172	35,458	22,457	12,500	—	—	—	—	5,033	8,438	8,195	7,800	95,121
Toronto Port Authority	3,000	3,000	—	—	—	—	—	—	—	—	—	—	—	3,000
Toronto Public Library	20,810	12,414	6,288	2,108	—	—	—	—	1,710	—	1,048	3,623	1,638	12,791
Toronto Zoo	9,057	5,613	3,444	—	—	—	—	—	—	—	—	4,351	—	4,706
Special Purpose Bodies & Other Total	201,250	116,906	47,279	24,565	12,500	—	—	8	1,710	5,467	12,432	22,205	16,520	142,908
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl. TTC)	1,695,006	878,927	587,490	160,146	41,159	7,937	9,541	9,515	41,983	7,241	232,242	142,608	440,127	821,360
Toronto Transit Commission														
Toronto Transit Commission– Sheppard Subway	7,140	(2,248)	1,750	2,600	2,500	2,538	—	—	—	—	—	—	(2,248)	9,388
Toronto Transit Commission (Excl. R.T.E.P.)	760,288	285,000	321,468	100,368	47,811	5,637	4	223,441	937	—	—	—	265,495	270,415
Total Toronto Transit Commission	767,428	282,752	323,218	102,968	50,311	8,175	4	223,441	937	—	—	—	263,247	279,803
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Incl. TTC)	2,462,434	1,161,679	910,708	263,114	91,470	16,112	9,545	232,956	42,920	7,241	232,242	142,608	703,374	1,101,163
RATE SUPPORTED PROGRAM (\$000s)														
Parking Authority	34,574	33,924	650	—	—	—	—	—	—	—	4,630	—	29,944	—
Water Supply	146,314	146,314	—	—	—	—	—	—	—	—	132,116	—	14,198	—
Water Pollution Control	105,818	105,818	—	—	—	—	—	—	—	—	105,818	—	—	—
TOTAL RATE SUPPORTED CAPITAL PROGRAM	286,706	286,056	650	—	—	—	—	—	—	—	242,564	—	44,142	—
TOTAL CAPITAL PROGRAM (Incl. TTC)	2,749,140	1,447,735	911,358	263,114	91,470	16,112	9,545	232,956	42,920	7,241	474,806	142,608	747,516	1,101,163

By-law No. 92-2004, as adopted by Council on January 29, 2004 authorized the Mayor and Treasurer to enter into agreements for the issue and sale of debentures during the year to authorize an amount not exceeding \$500,000,000 for purposes of the City and including the purposes of any former municipality, the former municipality of Metropolitan Toronto and a board of education.

Financial Market Environment during 2004

After much debate concerning when the monetary policy tightening cycle would begin, the US Federal Reserve made its first move on June 30 and the Bank of Canada followed in early September. Central banks are in various stages of rescinding the easy money policy in place since 2001. Higher interest rates and the Canadian dollar's 20 per cent appreciation has damped economic growth trends and has contributed to an increase in the unemployment rate during the year.

The Canada benchmark interest rate for a ten-year term fluctuated during 2004 from a low of 4.25% in March 2004 to a high of 5.12% in June 2004. There continues to be considerable volatility during this trading range.



Debenture Issuance

During 2004, the City has issued a total of \$375 million in debentures consisting of \$200 million issued on May 23, 2004 and \$175 million issued on October

The structure and pricing of the transaction achieved the lowest cost of funds available relative to other potential structures, markets and currencies as permitted by provincial legislation.

The City's first debenture issued in 2004 received a good reception in an attractive and stable bond market. The instalment debentures were issued with a par value of \$72 million for maturities ranging from 1 to 9 years with interest rates between 2.50% to 5.15% per annum. Sinking fund debentures in the amount of \$128 million were issued with a ten-year maturity at an interest rate of 5.30% per annum. The overall net average cost of financing the \$200 million issue was approximately 5.233%.

The City's second debenture issued in 2004 received an excellent reception in an attractive and stable bond market. The instalment debentures were issued with a par value of \$75 million ranging from 1 to 5 years terms-to-maturity with interest rates between 2.90% to 4.10% per annum. Sinking fund debentures in the amount of \$100 million were issued with a ten-year maturity at an interest rate of 4.90% per annum. The overall net average cost of financing the \$175 million issue is 4.79% which is the lowest cost of funding incurred over the last thirty years.

The issue's maturity structure blends current capital market conditions with the matching of the economic life of the capital expenditure to its financing term.

Credit Ratings

The City of Toronto is recognized as an important participant in global financial markets. The maintenance of a high quality credit rating is essential to insure that the City's ability to access the most cost-effective world capital markets will continue.

A municipality's credit rating helps to determine the ability to borrow funds. Credit rating agencies assess the City's financial position by comparing it with other cities and regions. A number of factors affect the credit rating, such as quality of management; strength of economy; level of reserves, state of repair of assets, debt levels, etc. If a municipality's current debt levels and future trends appear to be high, this will have a negative impact on its credit rating. If debt levels are considered low, this will have a positive impact. The rating essentially indicates the City's ability to make payments on the debt now and in the future.

While the City's debt affects its rating, the rating affects the City's ability to borrow, as well as the cost of borrowing. A higher rating translates into a lower cost of borrowing, as well as a wider market for investors to invest in City debt. Below a certain rating, investors may have policies that don't allow them to purchase the City's debt. The City would then have to offer a higher interest rate to attract investors.

Currently, the City of Toronto's credit ratings are:

- › Dominion Bond Rating Service (DBRS) — AA with a stable outlook (reaffirmed May 17, 2004)
- › Standard and Poor's Canada (S&P) — AA with a stable outlook (reaffirmed February 2003)
- › Moody's Investor Service — Aa1 with a stable outlook (reaffirmed in January 2004)

Outlook for 2005

For 2005, the Province has added the option of financing from the Ontario Strategic Infrastructure Financing Authority (OSIFA) to the issuance of debentures as tools to finance capital expenditures. The City continues to monitor the domestic and international capital markets as well as evaluating alternative financing vehicles to identify opportunities to achieve the lowest cost of capital funding for the City.

Budget Summary by Program

Adjusted 2004 Council Approved Operating Budget – Net Expenditures

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget Incr/(Dcr)	%
Community and Neighbourhood Services							
Children's Services	62,338.4	65,803.8	64,993.7	(7.3)	64,986.4	2,648.0	4.2%
Homes for the Aged	28,467.0	27,823.5	28,369.5	43.8	28,413.3	(53.7)	(0.2%)
Shelter, Housing & Support	273,996.5	278,466.8	274,367.0	(296.7)	274,070.3	73.8	—
Social Development & Administration	8,322.4	8,615.2	8,589.8	148.1	8,737.9	415.5	5.0%
Social Services	221,901.3	224,053.7	220,187.3	(70.5)	220,116.8	(1,784.5)	(0.8%)
Department Total	595,025.6	604,763.0	596,507.3	(182.6)	596,324.7	1,299.1	0.2%
Works and Emergency Services							
Emergency Medical Services	45,863.4	51,670.3	49,996.0	(946.7)	49,049.3	3,185.9	6.9%
Emergency Management Plan	1,854.3	1,654.3	1,010.3	(5.8)	1,004.5	(849.8)	(45.8%)
Solid Waste Management Services	149,274.5	169,307.0	159,883.3	(193.1)	159,690.2	10,415.7	7.0%
Fire Services	274,628.1	299,375.3	298,828.8	(506.3)	298,322.5	23,694.4	8.6%
Transportation Services	174,100.7	187,766.5	179,013.4	536.3	179,549.7	5,449.0	3.1%
WES - Support Services	—	—	—	—	—	—	n/a
WES - Technical Services	4,160.3	10,217.2	5,529.1	(398.5)	5,130.6	970.3	23.3%
Department Total	649,881.3	719,990.6	694,260.9	(1,514.1)	692,746.8	42,865.5	6.6%
Economic Development, Culture and Tourism							
Culture	8,529.2	9,279.0	9,084.0	(47.1)	9,036.9	507.7	6.0%
Customer & Business Support	16,993.8	18,247.0	17,575.9	(91.6)	17,484.3	490.5	2.9%
Economic Development	7,513.0	7,731.4	7,627.1	(126.6)	7,500.5	(12.5)	(0.2%)
Parks & Recreation	152,048.5	164,103.7	161,670.1	1,503.1	163,173.2	11,124.7	7.3%
Tourism	8,851.2	9,138.3	7,769.3	(137.7)	7,631.6	(1,219.6)	(13.8%)
Economic Recovery	—	—	200.0	—	200.0	200.0	n/a
Department Total	193,935.7	208,499.4	203,926.4	1,100.1	205,026.5	11,090.8	5.7%
Urban Development Services							
Urban Development Services	15,996.2	17,585.5	16,076.0	(481.4)	15,594.6	(401.5)	(2.5%)
Department Total	15,996.2	17,585.5	16,076.0	(481.4)	15,594.6	(401.5)	(2.5%)
Corporate Services							
City Clerk's Office	20,746.4	21,403.0	21,058.8	(159.9)	20,898.9	152.5	0.7%
Court Services	(4,422.6)	(9,344.1)	(9,541.5)	17.9	(9,523.6)	(5,101.0)	115.3%
Service Improvement & Innovation	3,048.9	3,155.4	3,122.6	(136.4)	2,986.2	(62.7)	(2.1%)
Corporate Communications	6,337.0	6,536.3	6,398.0	(95.2)	6,302.8	(34.2)	(0.5%)
Facilities & Real Estate	32,751.4	33,782.1	33,557.1	(200.1)	33,357.0	605.6	1.8%
Fleet Services	—	—	—	—	—	—	n/a
Human Resources	24,732.8	25,852.8	25,620.7	(699.9)	24,920.8	188.0	0.8%
Information & Technology	39,009.9	40,899.1	40,420.3	(606.3)	39,814.0	804.2	2.1%
Legal	18,037.7	19,090.0	18,640.0	(939.5)	17,700.5	(337.2)	(1.9%)
Department Total	140,241.5	141,374.6	139,276.0	(2,819.4)	136,456.6	(3,784.9)	(2.7%)
Finance							
Finance	35,919.2	38,344.5	36,822.4	(314.5)	36,507.9	588.7	1.6%
Department Total	35,919.2	38,344.5	36,822.4	(314.5)	36,507.9	588.7	1.6%

Adjusted 2004 Council Approved Operating Budget – Net Expenditures (continued)

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget	Incr/(Dcr) %
Other City Departments							
Auditor General's Office	3,114.2	3,481.5	3,302.5	(135.0)	3,167.5	53.3	1.7%
Chief Administrator's Office	5,625.5	5,866.8	5,647.1	(154.8)	5,492.3	(133.2)	(2.4%)
Council	17,615.7	18,212.4	18,020.1	(317.2)	17,702.9	87.2	0.5%
Mayor's Office	1,763.7	1,763.5	1,753.5	(4.5)	1,749.0	(14.7)	(0.8%)
Department Total	28,119.1	29,324.2	28,723.2	(611.5)	28,111.7	(7.4)	(0.0%)
TOTAL - CITY OPERATIONS	1,659,118.5	1,759,881.8	1,715,592.2	(4,823.4)	1,710,768.8	51,650.2	3.1%
Special Purpose Bodies							
Toronto Public Health	69,652.0	73,380.0	73,379.1	(75.4)	73,303.7	3,651.7	5.2%
Toronto Public Library	121,767.2	131,967.0	129,319.8	60.5	129,380.3	7,613.1	6.3%
Association of Community Centers	4,792.3	5,136.8	5,258.3	5.2	5,263.5	471.2	9.8%
Exhibition Place	(249.6)	(332.3)	(249.6)	—	(249.6)	—	—
Heritage Toronto	260.5	279.4	297.9	—	297.9	37.4	14.4%
Theatres	2,953.5	3,059.4	2,669.0	—	2,669.0	(284.5)	(9.6%)
Toronto Zoo	8,255.6	11,298.8	10,664.7	(24.9)	10,639.8	2,384.2	28.9%
Arena Boards of Management	57.4	85.9	143.2	—	143.2	85.8	149.5%
Yonge/Dundas Square	545.5	551.0	551.0	—	551.0	5.5	1.0%
Toronto & Region Conservation Authority	5,636.7	6,311.5	2,744.5	—	2,744.5	(2,892.2)	(51.3%)
Toronto Transit Commission - Conventional	182,162.2	219,524.3	154,774.3	(290.2)	154,484.1	(27,678.1)	(15.2%)
Toronto Transit Commission - Wheel Trans	45,740.9	50,518.5	50,518.5	—	50,518.5	4,777.6	10.4%
Toronto Police Service	634,596.9	687,936.5	679,111.5	—	679,111.5	44,514.6	7.0%
Toronto Police Board	1,354.3	1,383.0	1,383.0	—	1,383.0	28.7	2.1%
TOTAL - SPECIAL PURPOSE BODIES	1,077,525.4	1,191,099.8	1,110,565.2	(324.8)	1,110,240.4	32,715.0	3.0%
Corporate Accounts							
Community Partnership & Investment Program	34,756.6	35,470.1	36,897.0	—	36,897.0	2,140.4	6.2%
Capital & Corporate Financing	385,328.9	415,222.9	386,529.9	—	386,529.9	1,201.0	0.3%
Non-Program Expenditures							
- Tax Deficiencies/Write-offs	85,500.0	85,500.0	74,251.4	—	74,251.4	(11,248.6)	(13.2%)
- Assessment Function (MPAC)	27,707.0	29,100.0	29,200.0	—	29,200.0	1,493.0	5.4%
- Temporary Borrowing	750.0	750.0	400.0	—	400.0	(350.0)	(46.7%)
- Funding of Employee Related Liabilities	25,482.6	25,482.6	25,482.6	—	25,482.6	—	—
- Other Corporate Expenditures	6,812.8	9,367.9	(29,738.2)	6,775.7	(22,962.5)	(29,775.3)	(437.0%)
- Insurance Premiums & Claims	12,700.0	17,700.0	16,300.0	—	16,300.0	3,600.0	28.3%
- OMERS Holiday Savings	(26,218.0)	—	—	—	—	26,218.0	(100.0%)
- Parking Tag Enforcement & Oper.	39,220.3	40,557.8	40,241.2	—	40,241.2	1,020.9	2.6%
- Vacancy Rebate Program	12,000.0	12,000.0	12,000.0	—	12,000.0	—	—
- Corporate Utilities	16,640.0	22,257.7	25,317.6	(1,627.5)	23,690.1	7,050.1	42.4%
- Computer Leasing & External Contract Inquiry	—	—	—	—	—	—	n/a
- SARS Economic Recovery	—	—	—	—	—	—	n/a
- Green Power Purchase	—	—	—	—	—	—	n/a
Non-Program Expenditures	200,594.7	242,715.9	193,454.6	5,148.2	198,602.8	(1,991.9)	(1.0%)

Budget Summary by Program

Adjusted 2004 Council Approved Operating Budget –
Net Expenditures (continued)

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget Incr/(Dcr)	%
Non-Program Revenue							
- Payments in Lieu of Taxes	(113,165.7)	(92,000.0)	(83,129.2)	—	(83,129.2)	30,036.5	(26.5%)
- Supplementary Taxes	(21,000.0)	(25,000.0)	(27,000.0)	—	(27,000.0)	(6,000.0)	28.6%
- Tax Penalties	(31,000.0)	(28,000.0)	(29,000.0)	—	(29,000.0)	2,000.0	(6.5%)
- Interest/Investment Earnings	(61,000.0)	(61,000.0)	(61,000.0)	—	(61,000.0)	—	—
- Prior Year Surplus	(39,000.0)	(15,000.0)	(15,184.0)	—	(15,184.0)	23,816.0	(61.1%)
- Other Corporate Revenues	(4,318.1)	(2,318.1)	(93,973.8)	—	(93,973.8)	(89,655.7)	2076.3%
- Provincial Revenue	(64,000.0)	—	(20,000.0)	—	(20,000.0)	44,000.0	(68.8%)
- Parking Authority Revenues	(27,371.9)	(25,848.9)	(29,394.0)	—	(29,394.0)	(2,022.1)	7.4%
- Administrative Support Recoveries - Water	(18,973.0)	(18,973.0)	(18,973.0)	—	(18,973.0)	—	—
- Administrative Support Recoveries - Health & EMS	(19,100.0)	(19,100.0)	(17,302.0)	—	(17,302.0)	1,798.0	(9.4%)
- Parking Tag Enforcement & Oper.	(71,671.2)	(71,671.2)	(71,671.2)	—	(71,671.2)	—	—
- Other Tax Revenues	(16,934.1)	(16,900.0)	(17,030.0)	—	(17,030.0)	(95.9)	0.6%
- Woodbine Slots	(13,630.0)	(14,000.0)	(15,700.0)	—	(15,700.0)	(2,070.0)	15.2%
Non-Program Revenues	(501,164.0)	(389,811.2)	(499,357.2)	—	(499,357.2)	1,806.8	(0.4%)
TOTAL - CORPORATE ACCOUNTS	119,516.2	303,597.7	117,524.3	5,148.2	122,672.5	3,156.4	2.6%
2004 TOTAL LEVY	2,856,160.1	3,254,579.3	2,943,681.7	—	2,943,681.7	87,521.6	3.1%
Assessment Growth - 2004	—	(5,000.0)	(26,570.3)	—	(26,570.3)	(26,570.3)	n/a
C & I Charity Rebate - Special Levy	(1,400.0)	—	(2,151.3)	—	(2,151.3)	(751.3)	53.7%
TOTAL NET OPERATING BUDGET AFTER ASSESSMENT GROWTH AND CHARITY REBATE							
	2,854,760.1	3,249,579.3	2,914,960.1	—	2,914,960.1	60,200.0	2.1%
Less: Tax Increase							
3.0% Residential			(33,700.0)	—	(33,700.0)	(33,700.0)	n/a
1.5% Business			(26,500.0)	—	(26,500.0)	(26,500.0)	n/a
TOTAL TAX INCREASE			(60,200.0)		(60,200.0)	(60,200.0)	n/a
TOTAL NET OPERATING BUDGET	2,854,760.1	3,249,579.3	2,854,760.1	—	2,854,760.1	—	—
NON LEVY OPERATIONS							
Parking Authority*	(42,762.5)	(41,134.2)	(43,012.2)	—	(43,012.2)	(249.7)	0.6%
Water & Waste Water	—	—	—	—	—	—	n/a
TOTAL NON LEVY OPERATING BUDGET	(42,762.5)	(41,134.2)	(43,012.2)	—	(43,012.2)	(249.7)	0.6%

Note:

* Parking Authority (TPA): Net revenue has been distributed according to City's Revenue Sharing Agreement: 25% retained by TPA, 75% to the City (with \$4.679M to Transportation and the balance to Non-program).

Adjusted 2004 Council Approved Operating Budget – Gross Expenditures

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget Incr/(Dcr)	%
Community and Neighbourhood Services							
Children's Services	299,556.8	290,470.1	290,200.0	(147.7)	290,052.3	(9,504.5)	(3.2%)
Homes for the Aged	163,895.4	168,999.9	169,545.9	(152.9)	169,393.0	5,497.6	3.4%
Shelter, Housing & Support	648,219.5	632,169.8	634,873.7	(333.5)	634,540.2	(13,679.3)	(2.1%)
Social Development & Administration	17,486.1	18,279.3	18,440.5	119.4	18,559.9	1,073.8	6.1%
Social Services	934,079.7	967,587.1	940,732.9	(141.0)	940,591.9	6,512.2	0.7%
Department Total	2,063,237.5	2,077,506.2	2,053,793.0	(655.7)	2,053,137.3	(10,100.2)	(0.5%)
Works and Emergency Services							
Emergency Medical Services	115,513.1	126,646.2	124,140.4	(946.7)	123,193.7	7,680.6	6.6%
Emergency Management Plan	1,854.3	1,654.3	1,770.3	(5.8)	1,764.5	(89.8)	(4.8%)
Solid Waste Management Services	204,063.6	222,850.4	217,924.8	(193.1)	217,731.7	13,668.1	6.7%
Fire Services	278,404.2	302,603.2	303,406.7	(506.3)	302,900.4	24,496.2	8.8%
Transportation Services	243,411.5	266,714.8	257,995.2	536.3	258,531.5	15,120.0	6.2%
WES - Support Services	35,095.8	37,215.8	35,469.8	47.3	35,517.1	421.3	1.2%
WES - Technical Services	46,865.4	53,833.8	51,514.9	(398.5)	51,116.4	4,251.0	9.1%
Department Total	925,207.9	1,011,518.5	992,222.1	(1,466.8)	990,755.3	65,547.4	7.1%
Economic Development, Culture and Tourism							
Culture	11,989.9	12,351.8	12,890.6	(47.1)	12,843.5	853.6	7.1%
Customer & Business Support	19,368.8	20,398.8	19,779.4	(91.6)	19,687.8	319.0	1.6%
Economic Development	8,914.3	8,990.7	8,926.4	(126.6)	8,799.8	(114.5)	(1.3%)
Parks & Recreation	221,891.8	232,027.4	239,953.1	1,503.1	241,456.2	19,564.4	8.8%
Tourism	12,068.1	12,355.2	11,241.2	(137.7)	11,103.5	(964.6)	(8.0%)
Economic Recovery	—	—	200.0	—	200.0	200.0	n/a
Department Total	274,232.9	286,123.9	292,990.7	1,100.1	294,090.8	19,857.9	7.2%
Urban Development Services							
Urban Development Services	92,869.6	92,638.2	94,062.2	(481.4)	93,580.8	711.3	0.8%
Department Total	92,869.6	92,638.2	94,062.2	(481.4)	93,580.8	711.3	0.8%
Corporate Services							
City Clerk's Office	44,913.4	41,479.2	41,427.0	(159.9)	41,267.1	(3,646.3)	(8.1%)
Court Services	27,339.9	25,855.9	27,758.5	17.9	27,776.4	436.5	1.6%
Service Improvement & Innovation	3,772.5	3,611.9	3,579.1	(136.4)	3,442.7	(329.8)	(8.7%)
Corporate Communications	6,449.6	6,645.9	6,507.6	(95.2)	6,412.4	(37.2)	(0.6%)
Facilities & Real Estate	84,078.5	88,124.1	88,806.9	(200.1)	88,606.8	4,528.3	5.4%
Fleet Services	31,296.9	32,334.4	31,489.0	(299.4)	31,189.6	(107.3)	(0.3%)
Human Resources	26,318.3	27,649.0	27,416.9	(699.9)	26,717.0	398.7	1.5%
Information & Technology	40,322.3	42,949.3	45,701.5	(606.3)	45,095.2	4,773.0	11.8%
Legal	24,505.9	25,592.7	26,327.9	(939.5)	25,388.4	882.5	3.6%
Department Total	288,997.3	294,242.4	299,014.4	(3,118.8)	295,895.6	6,898.3	2.4%
Finance							
Finance	68,864.9	70,889.3	70,199.2	(314.5)	69,884.7	1,019.8	1.5%
Department Total	68,864.9	70,889.3	70,199.2	(314.5)	69,884.7	1,019.8	1.5%

Budget Summary by Program

**Adjusted 2004 Council Approved Operating Budget –
Gross Expenditures** (continued)

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget	
						Incr/(Dcr)	%
Other City Departments							
Auditor General's Office	3,230.5	3,481.5	3,302.5	(135.0)	3,167.5	(63.0)	(2.0%)
Chief Administrator's Office	5,625.5	5,866.8	5,804.5	(154.8)	5,649.7	24.2	0.4%
Council	17,615.7	18,212.4	18,020.1	(317.2)	17,702.9	87.2	0.5%
Mayor's Office	1,763.7	1,763.5	1,753.5	(4.5)	1,749.0	(14.7)	(0.8%)
Department Total	28,235.4	29,324.2	28,880.6	(611.5)	28,269.1	33.7	0.1%
TOTAL - CITY OPERATIONS	3,741,645.5	3,862,242.7	3,831,162.2	(5,548.6)	3,825,613.6	83,968.2	2.2%
Special Purpose Bodies							
Toronto Public Health	173,733.5	176,909.3	182,671.7	(140.0)	182,531.7	8,798.2	5.1%
Toronto Public Library	134,752.9	144,971.7	144,025.7	60.5	144,086.2	9,333.3	6.9%
Association of Community Centers	4,961.8	5,303.6	5,425.1	5.2	5,430.3	468.5	9.4%
Exhibition Place	40,778.2	42,221.5	42,406.8	—	42,406.8	1,628.6	4.0%
Heritage Toronto	419.1	438.0	464.0	—	464.0	44.9	10.7%
Theatres	20,502.3	19,955.4	20,005.8	—	20,005.8	(496.5)	(2.4%)
Toronto Zoo	32,857.1	34,156.3	34,498.2	(24.9)	34,473.3	1,616.2	4.9%
Arena Boards of Management	5,021.3	5,282.5	5,386.1	—	5,386.1	364.8	7.3%
Yonge/Dundas Square	1,030.5	910.4	910.4	—	910.4	(120.1)	(11.7%)
Toronto & Region Conservation Authority	23,912.5	26,890.1	26,650.7	—	26,650.7	2,738.2	11.5%
Toronto Transit Commission - Conventional	908,965.1	928,576.7	933,826.7	(290.2)	933,536.5	24,571.4	2.7%
Toronto Transit Commission - Wheel Trans	48,202.1	53,221.1	53,221.1	—	53,221.1	5,019.0	10.4%
Toronto Police Service	658,325.7	715,604.0	707,573.2	—	707,573.2	49,247.5	7.5%
Toronto Police Board	1,354.3	1,383.0	1,383.0	—	1,383.0	28.7	2.1%
TOTAL - SPECIAL PURPOSE BODIES	2,054,816.4	2,155,823.6	2,158,448.5	(389.4)	2,158,059.1	103,242.7	5.0%

Adjusted 2004 Council Approved Operating Budget – Gross Expenditures (continued)

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget Incr/(Dcr)	%
Corporate Accounts							
Community Partnership & Investment Program	39,468.1	40,053.3	42,105.2	—	42,105.2	2,637.1	6.7%
Capital & Corporate Financing	388,828.9	417,722.9	394,663.9	—	394,663.9	5,835.0	1.5%
Non-Program Expenditures							
- Tax Deficiencies/Write-offs	85,500.0	85,500.0	74,251.4	—	74,251.4	(11,248.6)	(13.2%)
- Assessment Function (MPAC)	27,707.0	29,100.0	29,200.0	—	29,200.0	1,493.0	5.4%
- Temporary Borrowing	750.0	750.0	400.0	—	400.0	(350.0)	(46.7%)
- Funding of Employee Related Liabilities	25,482.6	25,482.6	25,482.6	—	25,482.6	—	—
- Other Corporate Expenditures	7,512.9	9,922.9	(14,270.2)	6,775.7	(7,494.5)	(15,007.3)	(199.8%)
- Insurance Premiums & Claims	12,700.0	17,700.0	16,300.0	—	16,300.0	3,600.0	28.3%
- OMERS Holiday Savings	—	—	—	—	—	—	n/a
- Parking Tag Enforcement & Oper.	39,220.3	40,557.8	40,241.2	—	40,241.2	1,020.9	2.6%
- Vacancy Rebate Program	12,000.0	12,000.0	12,000.0	—	12,000.0	—	—
- Corporate Utilities	25,517.3	27,899.4	30,959.3	(1,627.5)	29,331.8	3,814.5	14.9%
- Computer Leasing & External Contract Inquiry	9,000.0	—	4,549.0	—	4,549.0	(4,451.0)	(49.5%)
- SARS Economic Recovery	5,500.0	—	—	—	—	(5,500.0)	(100.0%)
- Green Power Purchase	500.0	500.0	500.0	—	500.0	—	—
Non-Program Expenditures	251,390.0	249,412.6	219,613.3	5,148.2	224,761.5	(26,628.5)	(10.6%)
TOTAL - CORPORATE ACCOUNTS	679,687.0	707,188.8	656,382.4	5,148.2	661,530.6	(18,156.4)	(2.7%)
TOTAL OPERATING BUDGET BEFORE ASSESSMENT GROWTH, CHARITY REBATE AND TAX INCREASE							
	6,476,148.9	6,725,255.1	6,645,993.1	(789.8)	6,645,203.3	169,054.4	2.6%
Assessment Growth - 2004	—	—	—	—	—	—	n/a
C & I Charity Rebate - Special Levy	—	—	—	—	—	—	n/a
TOTAL OPERATING BUDGET AFTER ASSESSMENT GROWTH AND CHARITY REBATE							
	6,476,148.9	6,725,255.1	6,645,993.1	(789.8)	6,645,203.3	169,054.4	2.6%
NON LEVY OPERATIONS							
Parking Authority*	48,293.0	52,300.9	52,322.9	—	52,322.9	4,029.9	8.3%
Water & Waste Water	520,142.8	531,271.8	555,185.5	—	555,185.5	35,042.7	6.7%
TOTAL NON LEVY OPERATING BUDGET	568,435.8	583,572.7	607,508.4	—	607,508.4	39,072.6	6.9%

Note:

* Parking Authority (TPA): Net revenue has been distributed according to City's Revenue Sharing Agreement: 25% retained by TPA, 75% to the City (with \$4.679 m to Transportation and the balance to Non-program).

Budget Summary by Program

Adjusted 2004 Council Approved Operating Budget –
Revenues

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget Incr/(Dcr)	%
Community and Neighbourhood Services							
Children's Services	237,218.4	224,666.3	225,206.3	(140.4)	225,065.9	(12,152.5)	(5.1%)
Homes for the Aged	135,428.4	141,176.4	141,176.4	(196.7)	140,979.7	5,551.3	4.1%
Shelter, Housing & Support	374,223.0	353,703.0	360,506.7	(36.8)	360,469.9	(13,753.1)	(3.7%)
Social Development & Administration	9,163.7	9,664.1	9,850.7	(28.7)	9,822.0	658.3	7.2%
Social Services	712,178.4	743,533.4	720,545.6	(70.5)	720,475.1	8,296.7	1.2%
Department Total	1,468,211.9	1,472,743.2	1,457,285.7	(473.1)	1,456,812.6	(11,399.3)	(0.8%)
Works and Emergency Services							
Emergency Medical Services	69,649.7	74,975.9	74,144.4	—	74,144.4	4,494.7	6.5%
Emergency Management Plan	—	—	760.0	—	760.0	760.0	n/a
Solid Waste Management Services	54,789.1	53,543.4	58,041.5	—	58,041.5	3,252.4	5.9%
Fire Services	3,776.1	3,227.9	4,577.9	—	4,577.9	801.8	21.2%
Transportation Services	69,310.8	78,948.3	78,981.8	—	78,981.8	9,671.0	14.0%
WES - Support Services	35,095.8	37,215.8	35,469.8	47.3	35,517.1	421.3	1.2%
WES - Technical Services	42,705.1	43,616.6	45,985.8	—	45,985.8	3,280.7	7.7%
Department Total	275,326.6	291,527.9	297,961.2	47.3	298,008.5	22,681.9	8.2%
Economic Development, Culture and Tourism							
Culture	3,460.7	3,072.8	3,806.6	—	3,806.6	345.9	10.0%
Customer & Business Support	2,375.0	2,151.8	2,203.5	—	2,203.5	(171.5)	(7.2%)
Economic Development	1,401.3	1,259.3	1,299.3	—	1,299.3	(102.0)	(7.3%)
Parks & Recreation	69,843.3	67,923.7	78,283.0	—	78,283.0	8,439.7	12.1%
Tourism	3,216.9	3,216.9	3,471.9	—	3,471.9	255.0	7.9%
Economic Recovery	—	—	—	—	—	—	n/a
Department Total	80,297.2	77,624.5	89,064.3	—	89,064.3	8,767.1	10.9%
Urban Development Services							
Urban Development Services	76,873.4	75,052.7	77,986.2	—	77,986.2	1,112.8	1.4%
Department Total	76,873.4	75,052.7	77,986.2	—	77,986.2	1,112.8	1.4%
Corporate Services							
City Clerk's Office	24,167.0	20,076.2	20,368.2	—	20,368.2	(3,798.8)	(15.7%)
Court Services	31,762.5	35,200.0	37,300.0	—	37,300.0	5,537.5	17.4%
Service Improvement & Innovation	723.6	456.5	456.5	—	456.5	(267.1)	(36.9%)
Corporate Communications	112.6	109.6	109.6	—	109.6	(3.0)	(2.7%)
Facilities & Real Estate	51,327.1	54,342.0	55,249.8	—	55,249.8	3,922.7	7.6%
Fleet Services	31,296.9	32,334.4	31,489.0	(299.4)	31,189.6	(107.3)	(0.3%)
Human Resources	1,585.5	1,796.2	1,796.2	—	1,796.2	210.7	13.3%
Information & Technology	1,312.4	2,050.2	5,281.2	—	5,281.2	3,968.8	302.4%
Legal	6,468.2	6,502.7	7,687.9	—	7,687.9	1,219.7	18.9%
Department Total	148,755.8	152,867.8	159,738.4	(299.4)	159,439.0	10,683.2	7.2%
Finance							
Finance	32,945.7	32,544.8	33,376.8	—	33,376.8	431.1	1.3%
Department Total	32,945.7	32,544.8	33,376.8	—	33,376.8	431.1	1.3%

Adjusted 2004 Council Approved Operating Budget – Revenues (continued)

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget	
						Incr/(Dcr)	%
Other City Departments							
Auditor General's Office	116.3	—	—	—	—	(116.3)	(100.0%)
Chief Administrator's Office	—	—	157.4	—	157.4	157.4	n/a
Council	—	—	—	—	—	—	n/a
Mayor's Office	—	—	—	—	—	—	n/a
Department Total	116.3	—	157.4	—	157.4	41.1	35.3%
TOTAL - CITY OPERATIONS	2,082,526.9	2,102,361.0	2,115,570.1	(725.2)	2,114,844.9	32,317.9	1.6%
Special Purpose Bodies							
Toronto Public Health	104,081.5	103,529.2	109,292.5	(64.6)	109,227.9	5,146.4	4.9%
Toronto Public Library	12,985.7	13,004.7	14,705.9	—	14,705.9	1,720.2	13.2%
Association of Community Centers	169.5	166.8	166.8	—	166.8	(2.7)	(1.6%)
Exhibition Place	41,027.8	42,553.8	42,656.4	—	42,656.4	1,628.6	4.0%
Heritage Toronto	158.6	158.6	166.1	—	166.1	7.5	4.7%
Theatres	17,548.8	16,896.0	17,336.8	—	17,336.8	(212.0)	(1.2%)
Toronto Zoo	24,601.5	22,857.5	23,833.5	—	23,833.5	(768.0)	(3.1%)
Arena Boards of Management	4,963.9	5,196.6	5,242.9	—	5,242.9	279.0	5.6%
Yonge/Dundas Square	485.0	359.4	359.4	—	359.4	(125.6)	(25.9%)
Toronto & Region Conservation Authority	18,275.8	20,578.6	23,906.2	—	23,906.2	5,630.4	30.8%
Toronto Transit Commission - Conventional	726,802.9	709,052.4	779,052.4	—	779,052.4	52,249.5	7.2%
Toronto Transit Commission - Wheel Trans	2,461.2	2,702.6	2,702.6	—	2,702.6	241.4	9.8%
Toronto Police Service	23,728.8	27,667.5	28,461.7	—	28,461.7	4,732.9	19.9%
Toronto Police Board	—	—	—	—	—	—	n/a
TOTAL - SPECIAL PURPOSE BODIES	977,291.0	964,723.7	1,047,883.2	(64.6)	1,047,818.6	70,527.6	7.2%
Corporate Accounts							
Community Partnership & Investment Program	4,711.5	4,583.2	5,208.2	—	5,208.2	496.7	10.5%
Capital & Corporate Financing							
	3,500.0	2,500.0	8,134.0	—	8,134.0	4,634.0	132.4%
Non-Program Expenditures							
- Other Corporate Expenditures	700.1	555.0	15,468.0	—	15,468.0	14,768.0	2109.6%
- OMERS Holiday Savings	26,218.0	—	—	—	—	(26,218.0)	(100.0%)
- Corporate Utilities	8,877.3	5,641.7	5,641.7	—	5,641.7	(3,235.6)	(36.4%)
- Computer Leasing & External Contract Inquiry	9,000.0	—	4,549.0	—	4,549.0	(4,451.0)	(49.5%)
- SARS Economic Recovery	5,500.0	—	—	—	—	(5,500.0)	(100.0%)
- Green Power Purchase	500.0	500.0	500.0	—	500.0	—	—
Non-Program Expenditures	50,795.4	6,696.7	26,158.7	—	26,158.7	(24,636.7)	(48.5%)

Budget Summary by Program

Adjusted 2004 Council Approved Operating Budget –
Revenues (continued)

(In \$000's)	2003 Approved Budget	2004 Base Budget Request	2004 Council Approved Budget	Technical Adjustments	Adjusted 2004 Council Approved Total Budget		
					Adj. Council Approved Budget	Change from 2003 Approved Budget Incr/(Dcr)	%
Non-Program Revenue							
- Payments in Lieu of Taxes	113,165.7	92,000.0	83,129.2	—	83,129.2	(30,036.5)	(26.5%)
- Supplementary Taxes	21,000.0	25,000.0	27,000.0	—	27,000.0	6,000.0	28.6%
- Tax Penalties	31,000.0	28,000.0	29,000.0	—	29,000.0	(2,000.0)	(6.5%)
- Interest/Investment Earnings	61,000.0	61,000.0	61,000.0	—	61,000.0	—	—
- Prior Year Surplus	39,000.0	15,000.0	15,184.0	—	15,184.0	(23,816.0)	(61.1%)
- Other Corporate Revenues	4,318.1	2,318.1	93,973.8	—	93,973.8	89,655.7	2076.3%
- Provincial Revenue	64,000.0	—	20,000.0	—	20,000.0	(44,000.0)	(68.8%)
- Parking Authority Revenues	27,371.9	25,848.9	29,394.0	—	29,394.0	2,022.1	7.4%
- Administrative Support Recoveries - Water	18,973.0	18,973.0	18,973.0	—	18,973.0	—	—
- Administrative Support Recoveries - Health & EMS	19,100.0	19,100.0	17,302.0	—	17,302.0	(1,798.0)	(9.4%)
- Parking Tag Enforcement & Oper.	71,671.2	71,671.2	71,671.2	—	71,671.2	—	—
- Other Tax Revenues	16,934.1	16,900.0	17,030.0	—	17,030.0	95.9	0.6%
- Woodbine Slots	13,630.0	14,000.0	15,700.0	—	15,700.0	2,070.0	15.2%
Non-Program Revenues	501,164.0	389,811.2	499,357.2	—	499,357.2	(1,806.8)	(0.4%)
TOTAL - CORPORATE ACCOUNTS	560,170.9	403,591.1	538,858.1	—	538,858.1	(21,312.8)	(3.8%)
TOTAL OPERATING BUDGET BEFORE ASSESSMENT GROWTH, CHARITY REBATE AND TAX INCREASE							
	3,619,988.8	3,470,675.8	3,702,311.4	(789.8)	3,701,521.6	81,532.8	2.3%
Assessment Growth - 2004	—	5,000.0	26,570.3	—	26,570.3	26,570.3	n/a
C & I Charity Rebate - Special Levy	1,400.0	—	2,151.3	—	2,151.3	751.3	53.7%
TOTAL OPERATING BUDGET AFTER ASSESSMENT GROWTH AND CHARITY REBATE							
	3,621,388.8	3,475,675.8	3,731,033.0	(789.8)	3,730,243.2	108,854.4	3.0%
NON LEVY OPERATIONS							
Parking Authority*	91,055.5	93,435.1	95,335.1	—	95,335.1	4,279.6	4.7%
Water & Waste Water	520,142.8	531,271.8	555,185.5	—	555,185.5	35,042.7	6.7%
TOTAL NON LEVY OPERATING BUDGET	611,198.3	624,706.9	650,520.6	—	650,520.6	39,322.3	6.4%

Note:

* Parking Authority (TPA): Net revenue has been distributed according to City's Revenue Sharing Agreement: 25% retained by TPA, 75% to the City (with \$4.679 m to Transportation and the balance to Non-program).

Toronto's 2003 Results

On October 3, 2000 the Province introduced the Municipal Performance Measurement Program (MPMP) indicating that "Ontario municipalities have more authority now than they had in the past and, with increased authority, comes the need for greater accountability." Additional provincial objectives for MPMP are to improve service delivery, share best practices within and among municipalities and to increase taxpayer awareness.

Results of MPMP for each calendar year are required to be reported to the Ministry of Municipal Affairs & Housing by June 30th and to taxpayers by September 30th of the subsequent year. Since the original introduction of the program for the 2000 reporting year, the program has been expanded from sixteen performance measures, to twenty-six (thirty-eight including component measures) for the 2003 reporting year.

The ten service areas currently included under MPMP are:

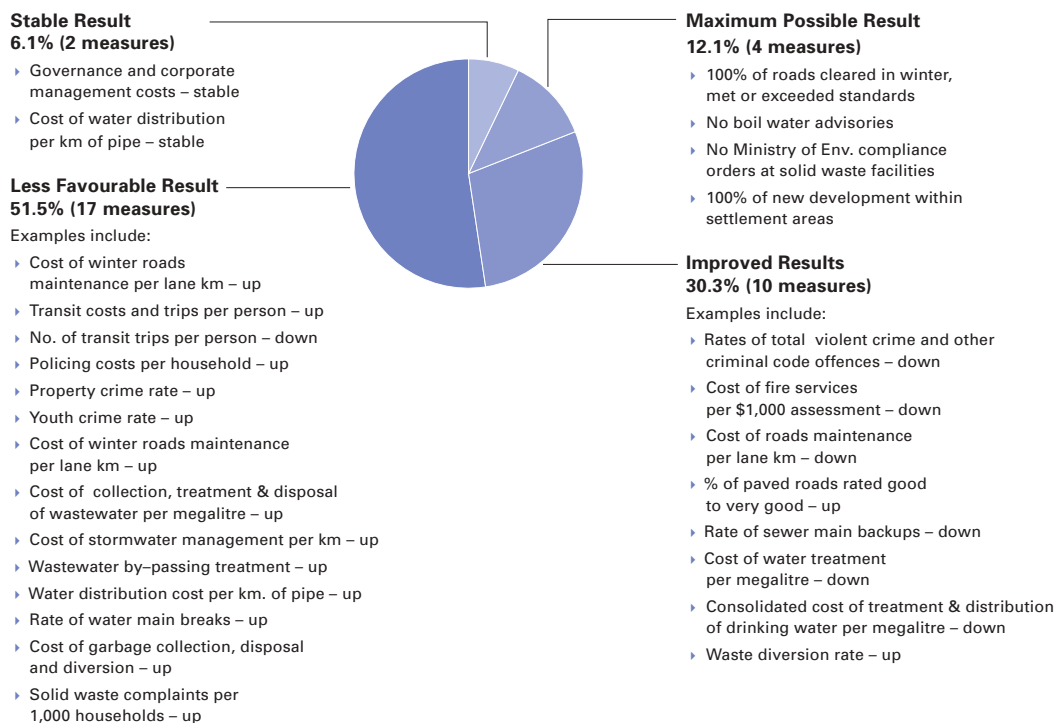
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|---------------------|-----------------------|
| 1. Local Government | 6. Wastewater |
| 2. Fire | 7. Stormwater |
| 3. Police | 8. Water |
| 4. Roads | 9. Solid Waste |
| 5. Public Transit | 10. Land Use Planning |

Very few changes have been made to the 2003 MPMP measures by the Ministry of Municipal Affairs and Housing and they have been primarily to clarify technical definitions. For measures with 2003 definitional changes or where there have been changes in how Toronto's data has been compiled to match these technical definitions, the 2002 comparative results have also been restated to ensure comparability between the two years. The Chief Administrative Officer and the Chief Financial Officer and Treasurer will also report in January 2005 on a detailed analysis of Toronto's 2003 MPMP results and influencing factors relative to trends in other Ontario municipalities.

Toronto's 2003 Results in Relation to 2002

A summary of Toronto's MPMP results for both 2003 and 2002 is included at the end of this report. Of the 33 measures in MPMP, approximately 49% have results in 2003, that are either the highest possible result, an improved result or a stable result relative to 2002. These results are summarized in Chart 1:

Chart 1 – Toronto's 2003 vs. 2002 MPMP Results (Total of 33 Measures)



Toronto's 2003 Results

Toronto's 2003 Results in Relation to 2002 (continued)

For a number of efficiency measures, the cost per unit has increased in 2003. These increases are not however, an indication of inefficiency but usually have resulted from factors such as increased wage rates arising from collective agreements.

The one program area where there has been a significant change in 2003 is Solid Waste Management. As predicted in previous reports, there has been a significant, but expected, increase in their per tonne costs in 2003. This has resulted from:

- ▶ Increased disposal costs due to the provincially directed closure of the City's Keele Valley landfill site at the end of 2002. Disposal costs at Keele Valley were much lower than the more costly alternative of shipping solid waste to Michigan for disposal.
- ▶ In 2003, there was a large reduction in the tonnage of waste disposed of by the City. This is primarily related to:
 - ▶ A reduction of commercial industrial waste handled by the City that prior to 2003 was disposed of at Keele Valley but in 2003 has moved to other service providers. Prior to 2003, the City's fixed costs for waste disposal could be spread out over larger tonnages that included a sizeable commercial/industrial component.
 - ▶ A reduction in the amount of residential garbage collected and disposed of which has been replaced by increased diversion activities which are inherently more costly, on a per tonne basis, for collection and processing.
- ▶ There has also been a change in the mix of recyclable materials that are being diverted as organics programs have been introduced. The net cost per tonne to divert organics (green bin) is higher than those to divert paper, fibre and containers (grey and blue box) because:
 - ▶ There is little revenue (a component in the calculations) from composting organics but there is through the sale of processed paper, fibre and containers.
 - ▶ Composting organics is significantly more expensive on a per tonne basis than processing paper, fibre and containers.
 - ▶ Contracted processing of leaf and yard waste in 2003 much more expensive than in-house composting at the Keele Valley Composting Facility which closed at the end of 2002 to the receipt of any new material.

The costs of Solid Waste Management will continue to increase in future years as lower cost disposal tonnage is shifted to the more costly diversion stream. Diversion costs will also increase each year as more material types are added to the City's diversion programs. All material types that are easily processed and that have a high resale value are already part of our existing diversion programs. New material types that are added to increase our diversion rates in the future, will tend to be more costly to process, on a per tonne basis, and will likely have minimal residual market values.

External Comparisons of Results with other Similar Municipalities

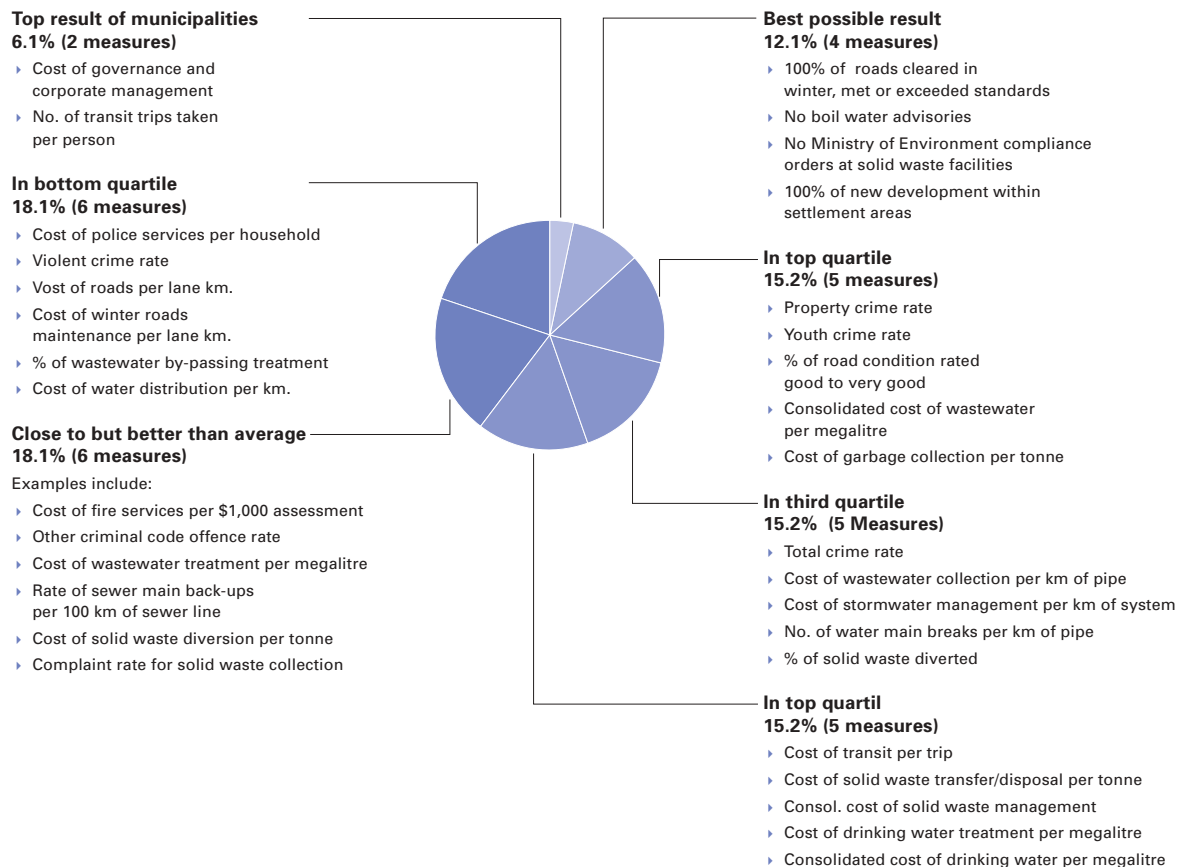
In addition to internally comparing and monitoring the City's own year over year results, comparisons to other Ontario municipalities can also be made. Other organizations or municipalities may in turn, be comparing their results to Toronto. If Toronto's results are to be examined or compared to other municipalities either internally or externally, these factors and their influence on Toronto's performance measurement results must be taken into consideration in any analysis or interpretation of results.

Similar to last year, the Chief Administrative Officer and the Chief Financial Officer and Treasurer will report back in January 2005 on a detailed analysis of Toronto's 2003 MPMP results and influencing factors relative to trends in other Ontario Municipalities. For reference purposes in examining our 2003 results, Toronto's 2002 MPMP results in relation to other Ontario municipalities are summarized in chart 2 below. In total two-thirds, or 66.7% of Toronto's MPMP results were better than the municipal average. Because of the escalation of Solid Waste Management costs in 2003, for the reasons noted earlier, when the comparison of 2003 results is completed, we do not expect to fare as well in relation to other municipalities with their own landfill sites.

Toronto's 2003 Results

External Comparisons of Results with other Similar Municipalities (continued)

Chart 2 – Toronto's 2002 MPMP Results Versus Other Ontario Municipalities



Ontario Municipal CAOs Benchmarking Initiative (OMBI)

For a number of years the City has been an active participant in the Ontario Municipal CAOs Benchmarking Initiative (OMBI). This initiative includes the Regional Municipalities of Peel, Durham, York, Halton, Waterloo, and Niagara and the Cities of Toronto, London, Ottawa, Hamilton, Sudbury, Kingston, Thunder Bay and others and represents approximately 80 per cent of Ontario residents.

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The purpose of OMBI is to identify and develop appropriate service specific performance measures, capture performance data, and analyze and benchmark results, in order to identify best practices of service efficiency and quality in participating municipalities.

Toronto's 2003 Results

Ontario Municipal CAOs Benchmarking Initiative (OMBI) (continued)

Expert panels have been established in the following service areas:

- ▶ Solid Waste
- ▶ Water & Wastewater
- ▶ Long Term Care (Homes for the Aged)
- ▶ Roads
- ▶ Ambulance (EMS)

The OMBI expert panels are examining performance at the service and activity levels, as opposed to MPMP, which has established broad performance measures at the much higher program level. The work undertaken by these expert panels will be a key source of information for the Ontario Centre for Municipal Best Practices (OCMBP), discussed below, given that best practices are most likely to be identified through examination of operations at the more detailed service and activity levels.

The OMBI Treasurer's group is currently examining fixed asset valuation and depreciation and their use in performance measurement as well as utilizing a data warehouse to share municipal data.

Ontario Centre for Municipal Best Practices (OCMBP)

In June of 2002, the Ontario Centre for Municipal Best Practices (OCMBP) was launched as a partnership between the Association of Municipalities of Ontario (AMO) and the Ministry of Municipal Affairs & Housing (MMAH). The Centre's mandate is to research, in specific service areas, the practice(s) that enabled above-average municipal performance using the results of the Municipal Performance Measurement Program (MPMP) and to share these practices so that others may benefit.

The direction and operation of the Centre is guided by a steering committee comprised of volunteer municipal practitioners (including a representative from the Chief Administrator's Office) and representatives from municipal associations, MMAH, the Ministry of Finance, the private sector and the academic community.

To date the Centre has released a total of twenty-five best practices in the areas of Transit (four), Solid Waste (three), Water and Wastewater (five), and Roads (thirteen). One of the best practices found in Water and Wastewater was Toronto's integrated business environment that connects many application programs including a Central Integrated Database through middleware software. OCMBP specifically recognizes that a 'best practice' which has contributed to service performance achieved in a particular municipality, may not be applicable or equally beneficial to all other Ontario municipalities.

For further information, please contact Lorne Turner, Chief Administrator's Office at (416)-397-0533 or e-mail: lturner@toronto.ca

Toronto's 2003 Results

MPMP Measure	2002 Result	2003 Result	% Inc (Dec)	Explanations for Measures With Significant Change in 2003
Local Government				
(1) Operating costs for governance & corporate management as a percentage of total municipal operating costs	2.7%	2.7%	0%	▶ Results have remained stable
Fire				
(2) Operating costs for fire services per \$1,000 of assessment	\$1.44	\$1.23	(14.6%)	▶ The significant reduction in this result is primarily attributable to a large increase in the assessment base of 15.8% (over \$3 Billion) primarily relating to market value increases as opposed to real growth. ▶ There was also a 1.6% decrease in gross costs due to one-time costs paid in 2002 relating to an arbitrator's award for the period prior to 2001 that harmonized the differing firefighter wage rates.
Police				
(3) Operating costs for police services per household	\$639.58	\$683.15	6.85%	▶ This increase is largely attributable to a contractual salary increase in 2003 of 3.5% plus retention pay increases and other inflationary increases.
(4) <i>Crime rates</i>				
(a) Violent crime per 1,000 population	13.4*	12.8	(4.5%)	▶ Compared with 2002, the 2003 violent crime rate is down 4.5% due to a 6.7% decrease in non-sexual assaults, which constituted the bulk of violent crime, and a 10.8% decrease in sexual assaults, despite a 14.2% increase in robberies. ▶ The rate for property crime is up slightly by 1.1% primarily because of a 4% increase in thefts. ▶ The youth crime rate increased from 44.1 in 2002 to 47.1 in 2003 as a result of a 9.4% increase in youths charged. ▶ The overall crime rate, computed on the basis of arrest statistics, has decreased slightly.
(b) Property crime per 1,000 population	44.9*	45.4	1.1%	
(c) Youth crime per 1,000 youth population	44.1*	47.1	6.8%	
(d) Other criminal code offences (non-traffic) per 1,000 population	17.7*	16.9	(4.5%)	
(e) Total (non-traffic) crime per 1,000 population	76.0*	75.1	(1.2%)	
Roads				
(5) Operating costs for paved (hard top) roads per lane kilometre	\$4,422 (Restated)*	\$3,816	(13.7%)	▶ This decrease is primarily attributable to a \$7.2 million reduction in roadway cut repair costs. These restoration costs arise from the installation of underground facilities by private fibre optic companies but are recoverable from these companies. User fees are however not a component of the MPMP calculations.

Toronto's 2003 Results

MPMP Measure	2002 Result	2003 Result	% Inc (Dec)	Explanations for Measures With Significant Change in 2003
Roads (continued)				
(6) Operating costs for unpaved (loose top) roads per lane kilometre	N/A	N/A	N/A	
(7) Operating costs for winter control maintenance of roadways per lane kilometre	\$3,803 <i>(Restated)*</i>	\$5,197	36.7%	This increase is primarily due to: <ul style="list-style-type: none"> Abnormally higher costs for road salt due to more frequent applications as a result of severe winter conditions and low temperatures. Higher staff (overtime) and contracted services costs for salting/sanding and ploughing operations in order to maintain safe road conditions.
(8) Percentage of paved lane kilometres where condition is rated as good to very good	78.1%	80.9%	3.6%	<ul style="list-style-type: none"> Small improvement.
(9) Percentage of winter event responses that met or exceeded municipal road maintenance standards	100%	100%	0%	<ul style="list-style-type: none"> All winter event responses have met or exceeded standards.
Transit				
(10) Operating costs for conventional transit per regular service passenger trip	\$2.01	\$2.20	9.5%	This increase is attributable to: <ul style="list-style-type: none"> An increase of 6.5% in total costs relating to a 3% contracted wage and salary increases, a full year's impact of operating the Sheppard Subway (opened Nov. 2002), higher energy and accident claims costs, compliance with the Employment Standards Act and higher plant and vehicle maintenance material costs. A drop of 2.4% in the number of conventional transit passenger trips as described below.
(11) Number of conventional transit passenger trips per person in the service area in a year	158.6	153.2	(3.4%)	<ul style="list-style-type: none"> Relates to a drop of 2.4% (10.1 million riders) in the number of conventional transit passenger trips attributable to the impact of the SARS outbreak and economic under performance (3.5 million trips), hydro blackout (2.5 million trips) and one-time World Youth Day Event in 2002 (4.1 million trips) A 1% increase in population.

Toronto's 2003 Results

MPMP Measure	2002 Result	2003 Result	% Inc (Dec)	Explanations for Measures With Significant Change in 2003
Wastewater (Sewage)				
(12) Wastewater				
(a) Operating costs for wastewater collection per kilometre of wastewater main	\$5,323	\$5,734	7.7%	▶ This increase is attributable to a 3% increase in wage rates, as well as increased costs for haulage and disposal costs of catch basin material, (due to closure of Keele Valley Landfill Site at end of 2002), cut repair costs for permanent road restoration and an increased level of service for maintenance hole inspection and repair.
(b) Operating costs for wastewater treatment and disposal per megalitre of wastewater treated	\$194.36	\$224.15	15.3%	▶ This increase is due to a 3% increase in wage rates, a fire in the Pelletizer Facility disrupting the Biosolids Management Program and a 3.6% reduction in the number of megalitres of wastewater because of a reduction in tourism and travel to the City as a result of the SARS outbreak.
(c) Operating costs for wastewater (collection, treatment & disposal) per kilometre of wastewater main (integrated system)	\$302.14	\$344.65	14.1%	▶ This increase is due to a 3% increase in wage rates, a fire in the Pelletizer Facility disrupting the Biosolids Management Program, increased costs for haulage and disposal costs of catch basin material, (due to closure of Keele Valley Landfill Site at end of 2002), cut repair costs for permanent road restoration, an increased level of service for maintenance hole inspection & repair and a 3.6% reduction in wastewater volumes because of a tourism reduction due to SARS.
(13) Number of sewer-main backups per 100 kilometres of sewer line in the year	5.25 <i>(Restated)</i>	4.88	(7.0%)	▶ Decrease resulted from an increased sewer-cleaning program, CCTV program and drain installation.
(14) Percentage of wastewater estimated to have by-passed treatment	0.56%	0.71%	26.8%	▶ The City of Toronto experienced unusually high rainfalls during several storms in 2003, which were the cause of the most significant by-pass events that year.
Stormwater				
(15) Operating cost for urban storm water management per km of drainage system	\$1,498	\$1,933	29.0%	▶ This increase is attributable to an increased level (approximately 40%) of catch basin cleaning and maintenance.

Toronto's 2003 Results

MPMP Measure	2002 Result	2003 Result	% Inc (Dec)	Explanations for Measures With Significant Change in 2003
Water				
(16) Water				
(a) Operating costs for treatment of drinking	\$71.64	\$61.35	(14.4%)	▶ Decrease is due to savings realized from the Works Best Practice Program, lower funds expenditures out of reserve funds and a 1.6% decrease in the volume of drinking water produced.
(b) Operating costs for distribution of drinking quality, water per kilometre of water distribution pipe	\$8,210	\$8,176	(0.4%)	▶ Result has remained stable.
(c) Operating costs for the treatment and distribution of drinking quality water per megalitre (integrated system)	\$258.17	\$250.18	(3.1%)	▶ This decrease has arisen from a combination of a 4.7% reduction in costs, primarily through the Works Best Practice Program, and a 1.6% decrease in the volume of drinking water produced.
(17) Number of breaks in water mains per 100 kilometres of water main pipe in a year	28.62* <i>(Restated)*</i>	30.46	6.5%	▶ This increase is attributable to a combination of cold temperatures along with the age and materials which make up the watermain system. More than 20% of Toronto's system is over 80 years old.
(18) Weighted number of days when a boil water advisory is issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect	0 days	0 days	(0.0%)	▶ No boil water advisories in 2002 or 2003.
Solid Waste Management				
(19) Solid Waste (garbage)				
(a) Operating costs for solid waste (garbage) collection per tonne	\$57.05	\$61.47	7.7%	Gross collection costs are stable but there was a 7% reduction (48,926 tonnes) in the volume of garbage collected as a result of: <ul style="list-style-type: none"> ▶ Expansion of the organics/green bin program (18,953 tonnes) in Etobicoke & Scarborough ▶ Increased residential recycling (9,230 tonnes) partly as a result of full-year impact of recycling programs in apartments ▶ Reduced commercial collection (8,327 tonnes) because of the yellow bag program and a change in the eligibility criteria for collection.

Toronto's 2003 Results

MPMP Measure	2002 Result	2003 Result	% Inc (Dec)	Explanations for Measures With Significant Change in 2003
Solid Waste Management (continued)				
(b) Operating costs for solid waste (garbage) transfer and disposal per tonne	\$40.67	\$70.32	72.9%	<ul style="list-style-type: none"> ▶ A 22 % increase in costs from higher shipping and waste disposal costs in Michigan in 2003 versus use of the City's own lower cost landfill site in 2002. ▶ A 30 % reduction (492,000 tonnes) in volumes of garbage disposed: <ul style="list-style-type: none"> ▶ A drop of 100,814 tonnes of commercial & industrial waste after the City's landfill site closed. ▶ Lower volumes of commercial/industrial waste collected (described above) ▶ Increased diversion programs (see below)
(20) Operating costs for solid waste diversion (recycling) per tonne	\$135.01	\$169.87	25.8%	<ul style="list-style-type: none"> ▶ The increase in this result was driven primarily by a change in the mix of recyclable materials that are being diverted as organics programs have been introduced. The net cost per tonne to divert organics (green bin) is higher than paper, fibre and containers (grey and blue box) because: <ul style="list-style-type: none"> ▶ There is little revenue from composting organics but there are sizeable revenues from the sale of processed paper, fibre and containers. ▶ Composting organics is significantly more expensive than processing paper, fibre and containers. ▶ More expensive contracted processing of leaf and yard waste with closure of Keele Valley.
(21) Average operating costs for solid waste management (collection, transfer, disposal & diversion) per tonne (integrated systems)	\$74.72	\$118.80	59.0%	<p>This significant increase is related to:</p> <ul style="list-style-type: none"> ▶ A 23% reduction (or approximately 444,000 tonnes) in the total number of tonnes managed (total of tonnes disposed and diverted) relating primarily to a reduction in tonnage disposed from the commercial/industrial sector. This arose from the closure of the City's landfill site at the end of 2002 forcing them to find alternative disposal sites. ▶ A 22% increase in expenditures arising from the higher costs of hauling and disposing of waste in Michigan and the increased net costs, on a per tonne basis, from expanding diversion programs into more costly organics (no revenue from sales and more costly composting) as opposed to paper, fibre and containers (have a market value and lower processing costs).

Toronto's 2003 Results

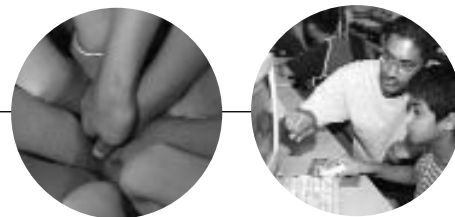
MPMP Measure	2002 Result	2003 Result	% Inc (Dec)	Explanations for Measures With Significant Change in 2003
Solid Waste Management (continued)				
(22) Number of days per year when a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect for a solid waste management facility, by site and total number of sites in the municipality.	0 days	0 days	0.0%	▶ No compliance orders in either 2002 or 2003.
(23) Number of complaints received in a year concerning the collection of solid waste (garbage) and recycled materials per 1,000 households	33.0	39.0	18.2%	▶ This increase is attributable to the implementation and expansion of aggressive new waste diversion programs such as green bin and user fees for commercial residual waste (yellow bag) as well as severe winter conditions in the spring of 2003.
(24) Percentage of residential solid waste diverted	27.9%	31.6%	13.2%	▶ The increase in the diversion rate in 2003 is attributable to: ▶ Improved recovery from existing diversion programs and public awareness of the various diversion programs and a mandatory recycling by-law which if violated may culminate in discontinued City collection. ▶ Full-year impact of recycling programs in multi-unit residential buildings. ▶ Expansion of the organics/green box program.
Land-Use Planning				
(25)				
(a) Percentage of new development with final approval which is located within settlement areas	100%	100%	0%	▶ All new development is within settlement areas.
(b) The number of new lots, blocks and/or units	17,415	15,576	(10.6%)	
(26)				
(a) Percentage of land designated for agricultural purposes which was preserved and	N/A	N/A		▶ No agriculturally designated lands in Toronto's Official Plan.
(b) Number of hectares of land originally designated for agricultural purposes, which was re-designated for other uses during year.	N/A	N/A		

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Operating & Capital Budget Summary



Program Summaries



Department Overview: Community and Neighbourhood Services is responsible for providing timely, high quality human services to eligible residents of the City of Toronto, identifying emerging community needs and responding as appropriate with innovative, effective programs. Community and Neighbourhood Services is comprised of the following divisions: Children’s Services, Homes for the Aged, Shelter, Housing and Support, Social Development & Administration, Social Services, and indirectly Public Health and Toronto Public Library.

Mission

"Serving People, Strengthening Communities"

The Community and Neighbourhood Services Department promotes and advances the well-being of all people in Toronto, making a positive contribution to people’s lives and to Toronto’s quality of life. We accomplish this by effectively planning, managing, funding and delivering human services, in partnership with communities and other levels of government.

Committed to service excellence and to making Toronto a city where all residents thrive, the Community and Neighbourhood Services Department is dedicated to:

- ▶ being a leader in the provision of human services;
- ▶ fostering innovation in program development and service delivery;
- ▶ enabling residents to participate in decisions that affect their services;
- ▶ advocating for social equity;
- ▶ strengthening Toronto’s diverse communities; and
- ▶ ensuring the effective and accountable management of resources.

Our responsibilities reflect the wide-ranging needs of Toronto residents. They include social assistance, child care, social housing, affordable housing, emergency shelter, long- term care facility and community-based services, community grants and the services and programs provided by Toronto Public Health and the Toronto Public Library.

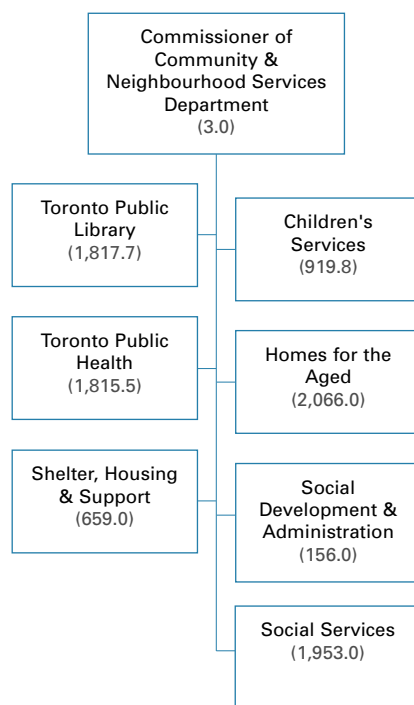
2004 Operating Budget by Program

The 2004 operating budget for Community & Neighbourhood Services Department is \$2,053.6 million gross and \$596.6 million net, which is comprised of:

Program	Gross (\$000s)	Net (\$000s)
Children’s Services	290,052.3	64,986.4
Homes for the Aged	169,393.0	28,413.3
Shelter, Housing & Support	634,540.2	274,070.3
Social Development & Administration	18,559.9	8,737.9
Social Services	940,591.9	220,116.8
Total Department Budget	2,053,137.3	596,324.7

Department Map

The Community and Neighbourhood Services Department is comprised of seven divisions, with a total of 9,389.8 approved positions:



2003 Achievements

Despite the continuing serious financial pressures and the uncontrollable and unforeseen factors such as SARS, Hydro Disruption and West Nile Virus, the department accomplished a great deal in 2003, which is summarized below for each division.

- ▶ Supported the City's SARS outbreak and Hydro disruption response strategy, including the provision of significant staff resources to carry out critical functions.
- ▶ Children's Services: Negotiated the City's child care service agreement with the province following the implementation of the Provincial Early Years Centres and allocated recovered City Funds. Improved child care service accessibility by opening new child care facilities at 34 Bathurst and 5176 Young Street. Raised Public awareness and support for improved child care access through a communication strategy entitled "A New Deal for Toronto's Kids".
- ▶ Completed Wesburn Manor construction and facility fully in operation with a successfully "pre-occupancy submission" from MOHLTC. Completed the renovations and transition at True Davidson Acres (East Side). Started implementation on True Davidson Acres (West Side). Initial plan and proposal for New Supportive Housing completed. Implemented a new integrated housekeeping system.
- ▶ Shelter, Housing and Support Services: Managed the first full year of program administration of social housing (95,000 units). Provided over 1,651,308 bed nights of emergency shelter services for homeless people and 310,250 bed-nights of boarding home services to adults with psychiatric disabilities. Committed 276 beds to replace and/or expand shelter bed capacity. Opened the First new Affordable Housing units in Toronto in eight years. Secured Council approval through the "Let's Build" and SCPI programs for housing projects that will create over 1,000 units of affordable and transitional housing.
- ▶ The Administration & Program Support component released a two set compilation of 140 neighbourhood profiles on 2001 census data on Age/Gender, Immigration, Ethnicity and Language; completed 240 MFIPPA requests; finished over 850 design projects and 540 editorial and writing projects within 96% of required deadlines. Services to the Department were provided in budget coordination and financial reporting (\$2.2 billion), and subsidy and cash management (\$1.2 billion). Support to the City was provided in social policy and research; and as lead policy and/or project management support to Council-directed special initiatives/committees, including the issue areas of community safety, housing/homelessness, children/youth, food and hunger, and seniors. The Community Resources component supported a wide variety of community and / or Council initiatives to increase the effectiveness and efficiency of civic engagement in community service related areas, and successfully administered Ontario Works Incentive Fund, Grants, Youth, Community Development and Community Space Programs. A total of 553 programs and 298 agencies received allocations in the Community Services and Breaking the Cycle of Violence Grants Programs in 2003.
- ▶ Social Services: Served over 113,500 individual cases (over 231,500 person) including financial and employment assistance. To support clients' employment goals, assisted over 19,200 clients through the division's Employment Resource Centres, and enabled 3,500 clients to upgrade their skills through a wide range of training courses delivered by numerous community partners. Achieved over 39,800 Ontario works placements between April 1 and March 31, more than doubling the Provincial target set for the City. Through the innovative Kids @ Computers Scholarship project, provided home computers to over 6,000 children in 3,000 families. Supported vulnerable low-income residents as follows: provided emergency assistance to nearly 6,500 low income individuals and families during the blackout and through the division's Christmas Bureau, co-ordinated the distribution of Christmas gifts to more than 110,000 low-income children in Toronto on behalf of over 600 agencies and organizations.

Children’s Services

Mission Statement:

The Children’s Services Division is the service system manager of childcare within Toronto. In partnership with the community, the division promotes equitable access to high quality care for children and support for families and caregivers. Children’s Services are planned, managed and provided in ways that promote early learning and development, respond to families’ needs and choices and respect the diversity of Toronto’s many communities. An integrated approach to serving children and families ensures public value and benefit for all.

Children’s Services (CSD)

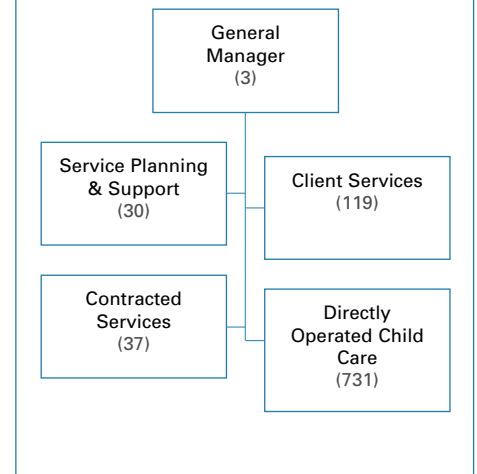
- Committed to Children
- Supportive of Families
- Developing Community Capacity

Program Objectives

- 1. Providing **strategic leadership** to build public support for childcare, to secure recognition for the important role the City plays in managing the child care system and to ensure that the City secures its fair share of funding support from senior levels of government.
- 2. Maintaining **organizational soundness** to ensure that the Children’s Services Division is structured and resourced to meet its service mandate and plan.
- 3. Focusing on **customer service** to ensure that high quality child care service is accessible and equitably available across the City to meet the needs of communities, families and children.
- 4. Demonstrating **financial prudence** in the management of the child care service system and the implementation of the City’s Children’s Strategy.

Program Map

Children’s Services Division is comprised of four services, with a total of 920 approved positions:



Children's Services

2004 Strategic Direction and Service Priorities

- ▶ Promote increased public awareness and support for quality licensed childcare through continuation of the child care communication strategy entitled "A New Deal for Toronto's Kids".
- ▶ Ensure Toronto receives its "fair share" of child care funding under the Early Childhood Development Initiative and the Federal/Provincial Child Care Agreement through participation on the Children's Services Sub-committee of the Provincial Municipal Social Services Working Group.
- ▶ Partner with CPRN and interested Canadian municipalities to produce a review of municipal contribution to child care in Canada as a companion piece to the federal/provincial submission to the Organization of Economic Co-operation and Development (OECD) as part of an international review of child care.
- ▶ Identify and pursue opportunities to showcase divisional innovations and research findings at professional conferences.
- ▶ Cooperate with senior government funders and improve the fiscal sustainability of child care by implementing the mediated settlement of the Pay Equity Charter Challenge within Toronto's childcare community.
- ▶ Implement the City's Strategy for Children through continued support of the work of the City's Children's Advocate and the Children's and Youth Action Committee.
- ▶ Undertake an organizational review to streamline structure, and improve operational performance, accountability and internal control.
- ▶ Refine program performance measures and establish benchmarking targets as part of the City's new Child Care Service Plan, the next Children's Report Card and the Provincial Municipal Social Services Working Group.
- ▶ Develop property management capabilities commensurate with new property ownership responsibilities.
- ▶ Renegotiate corporate service level agreements consistent with divisional needs and reduced provincial cost sharing.
- ▶ Maintain divisional credibility and expertise by replenishing leadership lost through retirement and by recognizing excellence within the workforce.
- ▶ Implement a summer student recruitment program to provide staff vacation relief, maintain service levels and build a future pool of professional staff.
- ▶ Through the 2004 Child Care Service Planning process update ward-based service needs analysis and strategies to improve child care service access and equity.
- ▶ Improve field office access by completing the Scarborough field office relocation and the relocation to the refurbished York Civic Centre site.
- ▶ Complete the development of new childcare sites at 610 Jane Street and 118 Enderby to improve service access in two underserved wards, 13 and 32 respectively.
- ▶ Explore strategies to extend/expand the seamless service model demonstrated in the current First Duty pilot projects.



Children's Services

2004 Strategic Direction and Service Priorities (continued)

- ▶ Explore partnership models of school aged care.
- ▶ Recognize and celebrate service quality excellence.
- ▶ Harness the ideas and energy of families served or in need of service by more actively involving them in the service planning process, the child care communication strategy and in service evaluation.
- ▶ Design a model of wage subsidy reallocation to prevent further subsidized space loss.
- ▶ Focus public and political attention on provincial cost-sharing issues seeking remedies for current shortfalls by maximizing current funding mechanisms (STEP, LEAP, NCB) and strategically utilizing new funding sources (mediated pay equity settlement, ECDI initiative, federal/provincial child care agreement) to secure the City's "fair share" for childcare.
- ▶ Continue the implementation of the virtual networking computing model to improve ease, speed and cost efficiency of information management within the division.
- ▶ Seek funding from the federal Ministry of Human Resource Development to support A Review of Municipal Contribution to Child Care in Canada planned to compliment Canada's contribution to the international survey of child care practices being undertaken by OECD.
- ▶ Revamp and rationalize provider rates to promote home child care as a flexible and cost effective service model.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Divisional Office	511.0	312.9
Service Planning and Support	3,241.1	1,560.3
Client Services	8,762.7	4,993.9
Contracted Services	3,957.3	2,388.0
Directly Operated Child Care	56,388.1	13,675.2
Purchased Services	217,192.1	42,056.1
Total Program Budget	290,052.3	64,986.4

2004 Highlights

- ▶ \$1.782 m gross/\$0.356 m net – to maintain the current level of wage subsidies applicable to child care operators
- ▶ \$9.561 m gross/\$0 m net – to maintain up to 1,300 subsidized childcare spaces, subject to the receipt of Provincial funding related to the Federal / Provincial Framework for Children
- ▶ \$15.425 m gross/\$3.085 m net – to provide for additional 2,000 childcare spaces, subject to receipt of the 80% Provincial subsidy

Children's Services

2003 Achievements

- ▶ Improved financial support to child care by implementing the provincially funded mediated settlement to the pay equity charter challenge.
- ▶ Renegotiated the City's child care service agreement with the province following the implementation of the Provincial Early Years Centres and reallocated recovered City funds.
- ▶ Preserved child care health and safety program without sacrificing subsidized spaces.
- ▶ Improved child care service accessibility by opening new child care facilities at 34 Bathurst and 5176 Yonge Street.
- ▶ Demonstrated the merit of an integrated and seamless day model of service delivery for young children and families through the First Duty Pilots.
- ▶ Hosted training events for child care operators in community safety, child abuse prevention, addressing war-related trauma, and in promoting an inclusive service environment free from bias.
- ▶ Improved the staff working environment and improved clients' service access by relocating the York and Scarborough field offices.
- ▶ Demonstrated the efficacy of the new part-time scheduling model negotiated in the CUPE Local 79 Collective Agreement.
- ▶ Improved efficiency of information support with virtual network computing.
- ▶ Improved cost efficiency of fee collection by centralizing billing in the directly operated centres.
- ▶ Raised public awareness and support for improved child care access through a communication strategy entitled "A New Deal for Toronto's Kids".

Performance Measures

Indicator	2002 Actual	2003 Actual	2004 Target
Subsidized child care spaces as percentage of children in need	25%	26%	28%
Average daily cost per subsidized space	\$ 30.10	\$ 30.52	\$ 31.27
Administration as % of Total Program Cost	5.6%	5.0%	5.8%
Annual Client Satisfaction Rating	90.4%	92.7%	92.2%

2004 Capital Budget

Total 2004 Gross Budget is \$9.644 million [2003 Budget – \$6.309 m]:

- ▶ \$2.58 million for new child care centres at 5176 Yonge Street, 610 Jane Street, 118 Enderby Road and a new child care centre.
- ▶ \$7.06 million for health and safety / playground programs.

Children's Services

Asset Inventory

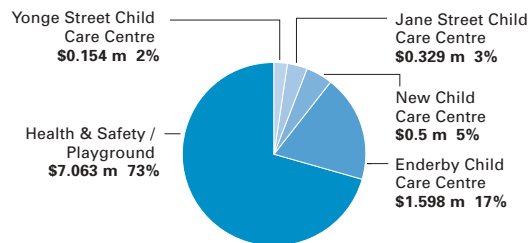
Children's Services has no capital assets at the present.

Properties are city-owned, but Children's Services, as major occupant, has operational jurisdiction for capital repairs.

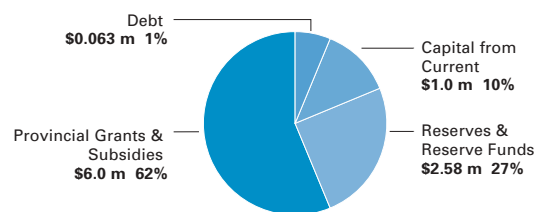
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Yonge Street Childcare Centre	104	—	—	—	—	104
Jane Street Child Care Centre	329	—	—	—	—	329
Enderby Child Care Centre	1,598	—	—	—	—	1,598
Health & Safety - Playground	2,063	—	—	—	—	2,063
Total Previously Approved	4,094	—	—	—	—	4,094
New						
Yonge Street Childcare Centre	50	—	—	—	—	50
Enderby Child Care Centre	—	104	—	—	—	104
New Child Care Centre	500	—	—	—	—	500
Health & Safety - Playground	5,000	—	—	—	—	5,000
Total New	5,550	104	—	—	—	5,654
Total Culture	9,644	104	—	—	—	9,748

Where the money goes



Where the money comes from



Homes for the Aged

Mission Statement:

The Homes for the Aged is responsible for developing and implementing a continuum of care and services to eligible adults in long term care facilities, at supportive housing sites and in clients' own homes.

Program Objectives

- ▶ Provide high quality client focused care and service in a manner that maintains public accountability and consumer confidence.
- ▶ Continue to improve services through a Quality Improvement approach. The Division plans to exceed the established 90 per cent threshold for Customer Satisfaction rate in each program provided.
- ▶ Proceed with final phase implementation of the integrated housekeeping system, which educates staff and incorporates new technology resulting in revised staffing routines and improved utilization of resources leading to a goal of achieving a standard 8 hours of Support Service Work per 10,000 square feet per day.
- ▶ Maximize the occupancy at the 4 Adult Day Programs to achieve a projected target of 12,740 client days.

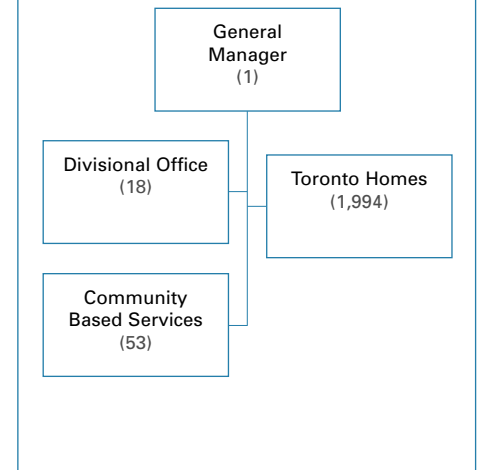
2004 Strategic Direction and Service Priorities

Toronto Homes – There are ten Homes for the Aged owned and operated by the City of Toronto.

- ▶ To provide a continuum of long-term care and services through both permanent admission and short-stay programs to 2,641 residents, primarily adults with varying degrees of physical frailties, cognitive impairment and complex care needs.
- ▶ To provide high quality client focused care and service in a manner that maintains public accountability and consumer confidence, and continue to improve services through a Quality Improvement approach. The Division plans to exceed the established 90 per cent threshold for Customer Satisfaction rate in each program provided.
- ▶ To continue with final phase implementation of the integrated housekeeping system, which educates staff and incorporates new technology resulting in revised staffing routines and improved utilization of resources leading to a goal of achieving a standard of 8 hours of Support Service Work per 10,000 square feet per day.
- ▶ To maximize the occupancy at the 4 Adult Day Programs to achieve/exceed a projected target of 12,740 client days.
- ▶ To exercise client-centred interdisciplinary approach to independence. Services provided to clients include recreational programming, nursing and medical services, housekeeping maintenance, dietetics and food services, laundry, social work, volunteer services, spiritual and religious care, rehabilitative and therapy services, trust and administrative services.

Program Map

The Homes for the Aged Division is comprised of three services, with a total of 2,066 positions proposed for 2004:



Homes for the Aged

2004 Strategic Direction and Service Priorities (continued)

Community Based Services – Homemakers & Nurses Services – Homemakers & Nurses Services purchases homemaker hours from Homemaking Agencies on behalf of elderly, disabled and family clients who may be experiencing a crisis.

- ▶ To support clients to remain at home preventing premature institutionalization and family break-ups through a process of initial and on-going assessment and monitoring of client need by program caseworker.
- ▶ To improve customer satisfaction to 90.0 per cent.
- ▶ To increase the average caseload of each caseworker from 175 to 225.



Supportive Housing – The Supportive Housing Program is committed to the provision of quality personal support services to persons whose individual needs require the availability of 24-hour-on-site assistance.

- ▶ To provide affordable units to seniors who only receive basic pension allowance.
- ▶ To provide services such as individual assessment, case management and service co-ordination.
- ▶ To provide supportive services through purchase of service agreements with landlords, site operators, and service providers.

Adult Day Centres – The Adult Day Centre programs offer clients living in the city the opportunity to achieve and maintain their optimal level of functioning.

- ▶ To assist in preventing premature or inappropriate institutionalization.
- ▶ To provide respite and support for caregivers of clients.
- ▶ To provide services, which include planned social, recreational and physical activities as well nutritional meals for which client’s pay a daily fee based on ability to pay.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Divisional Office	1,747.5	398.1
Toronto Homes	157,811.0	26,245.7
Community Based Services	9,834.5	1,769.5
Total Program Budget	169,393.0	28,413.3

2004 Highlights

- ▶ The construction of Wesburn Manor will be completed and in full operation. The long-term care beds at Wesburn Manor will hold occupancy of 192 beds.
- ▶ Phase 1 (East Side) of True Davidson Acres will be fully in operation. Phase 2 (West Side) will commence construction and transition during 2004.
- ▶ Conversion of the existing Albion Lodge building into a Supportive Housing site.
- ▶ Achieve service efficiencies with the implementation of an integrated housekeeping system and revised staffing standards for housekeeping and food services.

Homes for the Aged

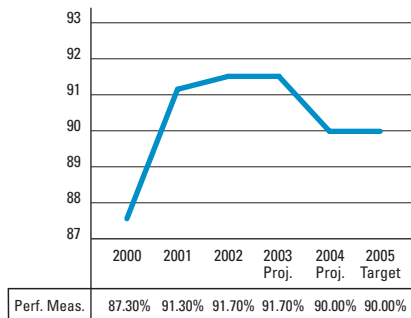
2003 Accomplishments

- ▶ Completed Wesburn construction and facility fully in operation with a successfully "pre-occupancy submission" from MOHLTC.
- ▶ Completed the renovations and transition at True Davidson Acres (East Side).
- ▶ Started implementation on True Davidson Acres (West Side).
- ▶ Initial plan and proposal for New Supportive Housing completed.
- ▶ Implemented a new integrated housekeeping system.

Performance Measures

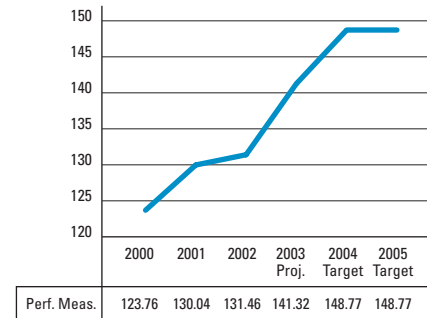
The ten Homes for the Aged, which are owned and operated by the City of Toronto, provide a continuum of long-term care and services through both permanent admission and short-stay programs to 2,641 residents, primarily adults with varying degrees of physical frailties, cognitive impairment and complex care needs. Services provided to clients include recreational programming, nursing and medical services, housekeeping, maintenance, dietetics and food services, laundry, social work, volunteer services, spiritual and religious care, rehabilitative and therapy services, trust and administrative services.

Customer Satisfaction



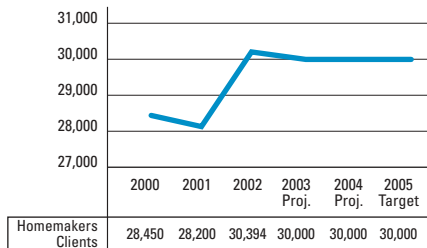
The Division collects customer satisfaction data towards identifying improvement opportunities as the division strives to provide client focused care and service through a Quality Improvement approach.

Expenditure Per Diem



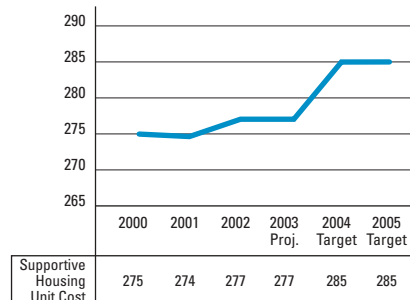
Changes in the expenditure per diem are due primarily to COLA increasing adjustments, Provincial LTC program standards and the fact that residents admitted to our homes are sicker, frailer, and possessing more complex needs than in previous years.

Homemakers Clients



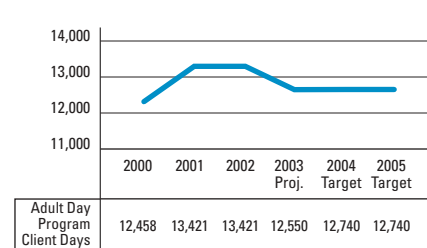
In 2002, the Ministry of Health and Long-Term Care changed the funding model for the Homemakers & Nurses Services program. The maximum allowable provincial subsidy for the program is 3.47 million. This represents a marginal increase over the 2001 subsidy level.

Supportive Housing Clients



The Supportive Housing Program provides personal support services to clients whose individual needs require the availability of 24-hour on-site assistance. There is a growing need for supportive housing services within the City.

Adult Day Program Client Days



The Adult Day Program offers clients living in the City the opportunity to achieve and maintain their optimal level of functioning. The high demand for caregiver relief has added pressure on the resources of the Adult Day Program.

Homes for the Aged

2004 Capital Budget

Total 2004 Gross Budget is \$13.750 million (2003 Budget - \$31.175 m):

- ▶ \$7.215 million for True Davidson Acres redevelopment (187 beds) anticipated for completion in December 2004;
- ▶ \$0.580 million for Wesburn Manor (192 beds) opened in September 2003;
- ▶ \$4.955 million for on-going Maintenance projects;
- ▶ \$1.000 million towards the conversion of Albion Lodge into a Supportive Housing site.

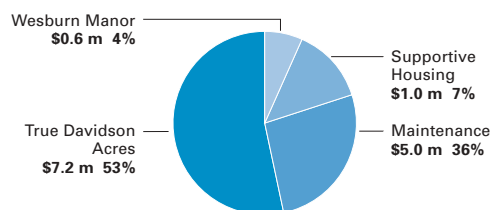
Asset Inventory

- ▶ Bendale Acres
- ▶ Carefree Lodge
- ▶ Castleview Wychwood Towers
- ▶ Cummer Lodge
- ▶ Fudger House
- ▶ Kipling Acres
- ▶ Lakeshore Lodge
- ▶ Seven Oaks
- ▶ True Davidson Acres
- ▶ Wesburn Manor

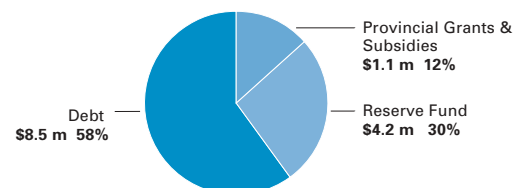
5 Year Capitals Work Plan

	Approved 2004	Commitments			Total
		2005	2006	2007	
Previously Approved					
True Davidson Acres	7,215	4,984	—	—	12,199
Wesburn Manor	580	—	—	—	580
Supportive Housing	1,000	1,000	—	—	2,000
Maintenance	1,455	—	—	—	1,455
Total Previously Approved	10,250	5,984	—	—	16,234
New					
Maintenance	3,500	—	—	—	3,500
Total New	3,500	—	—	—	3,500
Total Homes for the Aged	13,750	5,984	—	—	19,734

Where the money goes



Where the money comes from



Shelter, Housing and Support Division

Mission Statement:

The Shelter, Housing & Support Division contributes to healthy communities by ensuring that vulnerable people have a range of shelter and affordable housing options. We provide temporary shelter and support for homeless individuals and families, while creating and maintaining permanent housing solutions.

Program Objectives

- ▶ Support and develop programs that fund and encourage the development of affordable housing.
- ▶ Maintain programming that supports transitional housing to help people move from emergency shelter to more permanent housing.
- ▶ Support programs that preserve the existing affordable housing stock and enhance the utilization of that housing.
- ▶ Administer the City's social housing portfolio.
- ▶ Provide emergency shelter, including provision of meals, childcare and counselling for homeless people.
- ▶ Provide funding to community agencies that work to prevent homelessness and provide support services to homeless individuals and families.
- ▶ Provide support to tenants and landlords with respect to rental housing issues with the aim of maintaining the supply and affordability of rental housing.
- ▶ Provide information to the public on matters relating to affordable housing and homelessness.
- ▶ Co-ordination of the Community and Neighbourhood Services Emergency Preparedness/Response Program.

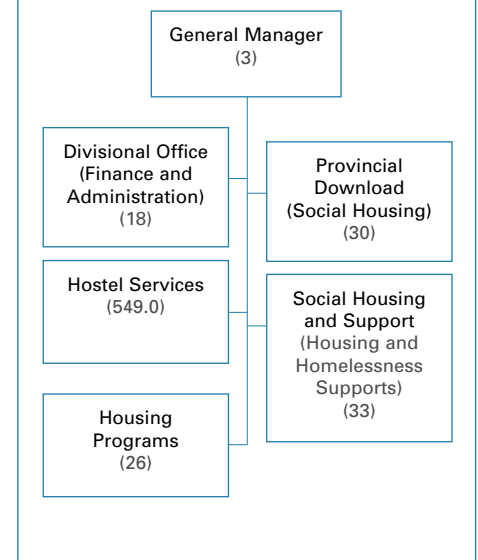
2004 Strategic Direction and Service Priorities

Provincial Housing-Social Housing: To manage and maintain the City's affordable housing portfolio.

- ▶ Provide stewardship of the annual social housing budget.
- ▶ Finalize the implementation of the Social Housing Transfer.
- ▶ Develop effective communication and training materials to better deliver the social housing business.
- ▶ Work with the province, other municipalities and key social housing stakeholders to ensure a smooth transfer of federal funding.

Program Map

The Shelter, Housing and Support Division is comprised of five services, with a total of 659.0 approved positions:



Shelter, Housing and Support Division

2004 Strategic Direction and Service Priorities (continued)

Hostel Services: To provide emergency shelter beds for the homeless.

- ▶ Implement the revised hostel standards and further develop and implement quality-assurance practices/programs.
- ▶ Develop the business case requirements to support the implementation of a Central Intake Centre – one access point for shelter service.
- ▶ Continue to address the challenges and opportunities surrounding chronic hostel users, i.e., harm reduction approaches.
- ▶ Implement information technology (IT) solutions for managing the hostel delivery system.

Housing Programs: To leverage funding for and to provide support for existing affordable housing that is managed by third parties.

- ▶ Build on the work effort and promotion campaign of the Let's Build program to facilitate the development of several hundred affordable housing units.
- ▶ Maximize creation of affordable housing under Residential Rehabilitation Assistance Program.
- ▶ Align resources of housing rehabilitation programs to address pressures on the existing affordable housing stock.
- ▶ Negotiate with federal and provincial governments for the flexible use of funding to create affordable housing, including the implementation of the new national housing program.

Social Housing and Support: To administer grants that support the homeless and to monitor delivery of services to the City's homeless.

- ▶ Continue to monitor and respond to the impact of rental market changes and the Tenant Protection Act on low-income units and ensure tenants have access to information or are linked to appropriate services.
- ▶ Complete research projects, including: Eviction Analysis Research Project, Rooming House Research Project, Second Suites Research Project, as well as initiate a review and evaluation of street outreach programs for homeless.
- ▶ Maximise the use of the Tenant Defence Fund to help tenants retain their housing and counter unwarranted above-guideline rent increases.
- ▶ Continue to implement recommendations from the Mayor's Homelessness Action Task Force, including collaboration with other Divisions and Departments.
- ▶ Continue to support City and Community based initiatives to prevent and resolve homelessness, including funding of housing help and eviction prevention support services, drop-in and outreach programs and food access services.
- ▶ Continue to administer the Homeless Initiative Fund, Community Partners Program, Supports to Daily Living Program and the Off the Street, Into Shelters Fund.

Shelter, Housing and Support Division

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Divisional Finance and Administration	1,560.2	1,560.2
Provincial Download-Social Housing	475,813.6	220,006.6
Hostel Services	114,358.2	45,450.5
Social Housing and Support	35,502.3	4,377.7
Housing Programs	7,305.9	2,675.3
Total Program Budget	634,540.2	274,070.0

2004 Highlights

- › Provides an average of 5,446 shelter-bed nights, with a budgeted cost of \$53.80 per bed night.
- › Provides affordable housing through 95,400 units, with an average annual cost to the City of \$2,300 per unit.

2004 Capital Budget

Total 2004 Gross Budget is \$15.379 million [2003 Budget – \$22.260 m]:

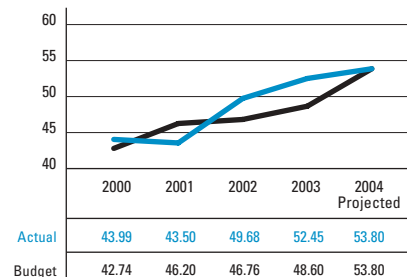
- › \$3.475 million for spending of the Multi-year Shelter Strategy initiative that provides funding for 545 shelter beds (240 new and 305 replacement);
- › \$7.528 million for affordable permanent housing, two projects of which will be completed in 2005, providing as many as 176 new affordable-housing units;
- › \$1.053 million to provide permanent housing through the Municipal/Federal-Provincial Partnership Program that totals \$10,025 million through 2007, potentially creating up to 1,369 new affordable-housing units.
- › \$1.030 million to continue the implementation of a Shelter Management Information System to automate program operational-reporting requirements;
- › \$2.293 million for other shelter construction/upgrades, including (28 Bathurst \$0.470 million; Seaton House \$0.480 million; Eva's Youth Shelter \$1.343 million).

Asset Inventory

- › Adelaide Resource Centre
- › Downsview Dells
- › Family Residence
- › Greenfield Family Centre
- › Robertson House
- › Seaton House
- › Women's Residence
- › 38 Bathurst Street

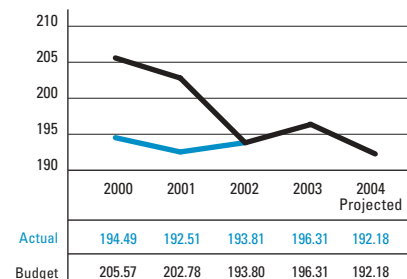
Performance Measures

City Bed Night Per Diem \$



Shelter, Housing and Support provides shelter services in accordance with City policies and within the program's budget framework. A measure of effectiveness is the program's net cost per diem of service provision.

Social Housing Monthly Cost Per Unit



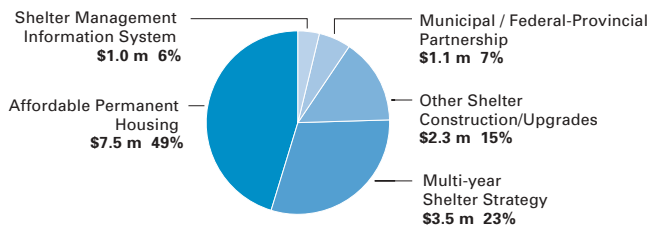
The program is responsible for managing the City's social housing portfolio. One measure of efficiency is the cost to the City of maintaining these units of housing.

Shelter, Housing and Support Division

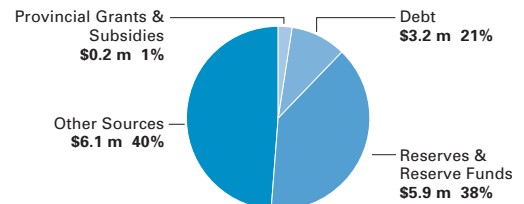
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Family Shelter	—	1,667	715	—	—	2,382
Short Term Accommodation	913	100	—	—	—	1,013
Seaton House Renovations	480	—	—	—	—	480
Women’s Harm Reduction Program	700	900	100	—	—	1,700
Replacement Beds	1,700	3,275	3,025	—	—	8,000
Relocation/Development	125	1,000	1,375	—	—	2,500
Shelter Management Information System	1,009	1,164	803	—	—	2,976
Emergency Beds-Coed	300	300	—	—	—	600
Let’s Build	7,078	8,471	1,034	—	—	16,583
Total Previously Approved	12,305	16,877	7,052	—	—	36,234
New						
Emergency Beds-Coed	350	2,950	3,300	—	—	6,000
Emergency Beds-Men	150	1,200	1,650	—	—	3,000
Client Group Non-Specified	150	1,200	1,650	—	—	3,000
Shelter Managemtn Information System	21	483	98	—	—	602
Short Tem Shelter Accomodation	900	500	—	—	—	1,400
Let’s Build	1,503	6,864	3,696	199	—	12,262
Total New	3,074	13,197	10,394	—	—	26,864
Total Shelter Housing and Support	15,379	30,074	17,446	199	—	63,098

Where the money goes



Where the money comes from



Social Development & Administration

Mission Statement:

The Division believes that the City's strength derives from its diverse community and that the Division's services must therefore be based on the principles of resident participation, accessibility and equity and be conducted with integrity, professionalism and accountability.

The Division's goal is to improve social prospects and conditions for residents of the City of Toronto by providing leadership, expertise and professionalism in developing social policy, strengthening communities, and efficiently providing effective support to service delivery.

The Division's services include:

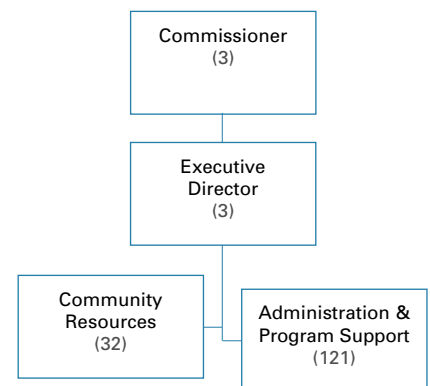
- ▶ Effectively co-ordinating and directing social policy and planning, analysis and research.
- ▶ Strategically providing leadership in and project management support to Council-directed special initiatives.
- ▶ Clearly identifying community social needs and responding by providing direct support.
- ▶ Efficiently providing, facilitating and brokering effective administrative, professional and technical functions in support of client service delivery, Departmental accountability requirements and Corporate objectives.

Program Objectives

- ▶ Provide strategic advice to the Commissioner and Council on social and community service issues through policy development, research and analysis.
- ▶ Provide strategic and sound policy advice, project management and research support to Council Roundtables and special committees/initiatives and support CNS Department in facilitating the City's social development direction.
- ▶ Allocate and monitor City support under the Community Services and Breaking the Cycle of Violence grants programs, provision of specialized employment services to high risk, hard-to-serve and/or street involved youth.
- ▶ Provide management support, sound financial advice and consultation, in the development and co-ordination of Department's operating and capital budget submissions, purchasing and telecommunications, revenue management, financial reporting, and Ontario Works Program banking and cheque management.
- ▶ Respond to IT related requests from both divisional and corporate IT management to ensure efficient operation of applications and effective project execution within the requested timeframes, effectively manage Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and records management compliance functions in partnership with Clerk's divisions for the department.
- ▶ Provide a wide range of communication services, supports and products to help communicate the issues and operations of Community and Neighbourhood Services to its various publics.

Program Map

The Social Development & Administration Division is comprised of two services, with a total of 159 approved positions:



Social Development & Administration

2004 Strategic Direction and Service Priorities

- ▶ Work with community partners and other levels of government to develop new partnerships for strengthening the City social infrastructure (e.g., Tripartite agreements).
- ▶ Provide lead support to round tables and special initiatives to respond to Council priorities.
- ▶ Work in partnership with the CAO's office, Finance Department and operating Divisions to set policy direction and provide strategic leadership in asserting a new deal for the City as it relates to social programs.
- ▶ Continue providing high level support and services in all areas of financial management to the operating divisions/department for planning and efficient delivery of programs and services and compliance with the corporate accountability requirements. Work with corporate departments and programs to enhance all aspect of financial management, budget process and Corporate IT initiatives to improve service delivery.
- ▶ Pursue greater co-ordination and liaison of information between divisions, other departments, S D & A units, and community.
- ▶ Continue providing Departmental leadership and representation to key Corporate policy and administrative committees.



2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Admin. & Program Support	13,264.8	7,601.8
Community Resources	5,295.1	1,136.1
Total Program Budget	18,559.9	8,737.9

2004 Highlights

- ▶ \$0.212 m gross/\$0 net for the extension of the Life Skills in the Community Program to provide targeted youth outreach, case management and employment support to at risk youth in the Malvern community
- ▶ \$0.460 m gross/\$0 net to fund the Community Safety Secretariat from the reallocation of the task force budget in Non-program expenditure

Social Development & Administration

2003 Achievements

The Administration & Program Support component released a two set compilation of 140 neighbourhood profiles on 2001 census data on Age/Gender, Immigration, Ethnicity and Language; completed 240 MFIPPA requests; finished over 850 design projects and 540 editorial and writing projects within 96% of required deadlines. Services to the Department were provided in budget coordination and financial reporting (\$2.2 billion), and subsidy and cash management (\$1.2 billion). Support to the City was provided in social policy and research; and as lead policy and/or project management support to Council-directed special initiatives/committees, including the issue areas of community safety, housing/homelessness, children/youth, food and hunger, and seniors.

The Community Resources component supported a wide variety of community and/or Council initiatives to increase the effectiveness and efficiency of civic engagement in community service related areas, and successfully administered Ontario Works Incentive Fund, Grants, Youth, Community Development and Community Space Programs. A total of 553 programs and 298 agencies received allocations in the Community Services and Breaking the Cycle of Violence Grants Programs in 2003.

Performance Measures

	2004 Forecast
Number of information and data requests to support Council, the City and CNS department facilitating City's social development directions	228
Number of MFIPPA requests	280
Total subsidy \$ approved	\$ 1.3 billion
Total number of subsidy claims	500
Number of program/project funding requests through grants program	747
Number of program/project requests per Approved Position	149
Number of program/ projects for recommendation	553
Number of program/projects for recommendation per Approved Position	111
Grants \$ administered per Approved Position	\$ 2.2 million
Number of design projects for completion	850
Number of writing and editorial projects for completion	540
Number of telephone inquiries for Ontario Works Banking and cheque management	110,000

Social Services

Mission Statement:

Our Vision is a future in which all of our clients are moving toward greater self-reliance and eventual independence.

Our Mission is to:

- Ensure a service and support system exists within the community and operates effectively to assist those in need.
- Support clients as they fulfill their obligations to pursue opportunities and programs that will enable them to become more self-sufficient.
- Advocate on behalf of those in the community who are most vulnerable and least able to obtain supports on their own.

Program Objectives

Ontario Works (OW) is a mandatory province-wide program delivered by municipalities under the Ontario Works Act and Regulations. It provides employment assistance and financial support for people who are in financial need.

- Employment Assistance provides opportunities for clients to be engaged in a variety of activities which lead to jobs, or which increase their employability through:

Employment Supports (ES) – including activities such as basic education and training, job specific skill training and a range of other supports.

Community Participation (CP) – unpaid placements sponsored by community agencies and/or non-profit organizations.

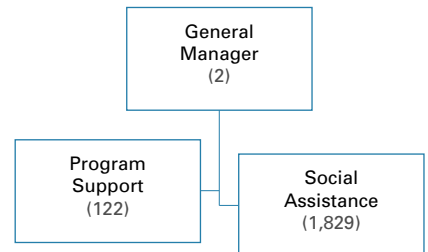
Employment Placement (EP) – placement of job-ready clients into unsubsidized, competitive employment and/or assistance to develop self-employment opportunities.

Financial Assistance under the Ontario Works Act (OWA) may include:

- Funds to cover food, shelter, clothing and other household items;
- A monthly drug benefits card to cover the cost of prescribed medications;
- Other benefits such as winter clothing, back-to-school allowance, dental services for children, eyeglasses and medical transportation;
- Assistance with employment-related expenses and child care costs.

Department Map

The Social Services Division is comprised of two services, with a total of 1,953 approved positions:



Social Services

2004 Strategic Direction and Service Priorities

- ▶ Implement initial stage of Employment Assistance Renewal Strategy, including introduction of new employment services procurement policies and processes, introduction of new case management approaches and strengthening of Employment Resource Centres.
- ▶ Maximize provision of employment supports to clients including childcare, employment-related expenses and community participation expenses.
- ▶ Expand Kids @ Computers by developing new public and private sector partnerships that will support and sustain the project's capacity to provide computers and related benefits (e.g., computer training, mentoring) to children of families on OW.
- ▶ In conjunction with community partners, continue to advocate to the Province for changes to OW that ensure social assistance allowance rates recognize the increases in costs of shelter, food, transportation and other basic needs in Toronto.
- ▶ Through the Management Information Strategy, facilitate informed operational and strategic planning and decision making and improved service delivery by enabling staff to rapidly and easily access core service data, monitor key performance measures, analyze service trends and develop options and scenarios.
- ▶ Manage the transfer from the province of responsibility for the computer hardware and software required to deliver the mandatory OW program and establish the necessary infrastructure to carry out new responsibilities on an ongoing basis.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Program Support	10,534.7	5,249.9
Social Assistance	930,057.2	214,866.9
Total Program Budget	940,591.9	220,116.8

2004 Budget Highlights

- ▶ \$588.772 m gross/\$108.219 m net- to fund financial assistance for an average monthly Ontario Works caseload of 72,000 cases
- ▶ \$137.650 m – to fund the City's share of the Ontario Disability Support Program (ODSP) including mandatory benefits (e.g. Ontario Drugs Benefits)
- ▶ \$53.334 m gross/\$8.031 m net -employment assistance funding for approximately 88,300 Ontario Works participants
- ▶ \$6.343 m gross/\$0 net – Ontario Works Target Incentive Funds provided by the Province to Toronto Social Services for exceeding Ontario Works placement targets are being used to provide computer equipment to disadvantaged children in the community, and to fund 85 projects to address food, hunger and safety needs of at risk youth populations in disadvantaged communities

2003 Achievements

- ▶ The 2004 Budgeted average monthly caseload is set at 72,000 cases.
- ▶ As per the 2002/2003 funding strategy approved by City Council for Toronto Social Services budget, up to 57,000 OW cases will be funded through property taxes and OW cases over 57,000 will be funded through the SAS Reserve Fund. As such, for 2004, an estimated \$17.7 million, is planned to be withdrawn from the SAS Reserve Fund.
- ▶ Provision for reinvestment of Projected National Child Benefits Supplement savings of \$11.9 million (net) under the OW Program and \$1.0 million (net) under the ODSP Program.

Social Services

Performance Measure #1:

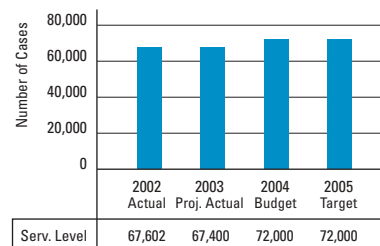
Ontario Works Average Monthly Caseload

Explanation of Performance Measure Trend:

Reflects the demand for Ontario Works and the volume of service provided.

Output/Outcome, Community Impact:

By providing temporary financial benefits to eligible unemployed persons and others who lack financial resources, OW stabilizes the lives of people in need and supports their re-entry to the labour market. The number of cases receiving OW is driven by economics and employment factors. Caseload volumes, in conjunction with Provincial requirements for program delivery, drive program and administration costs.



Performance Measure #2:

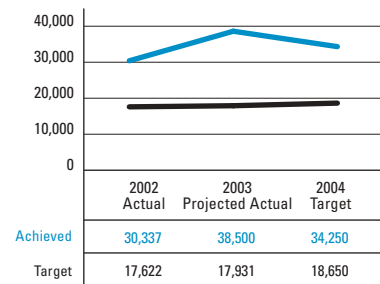
Number of Community Participation Placements (CP) Achieved vs Provincial Target

Explanation of Performance Measure Trend:

TSS will substantially exceed provincial targets for CP.

Outcome/Output, Community Impact:

Community and employment placements are key service delivery interventions aimed at helping OW clients become more employable or obtain work. Placements in a wide range of employment and voluntary settings provide valuable work, networking and skills development opportunities for clients, but also directly contribute to the delivery of services and supports in communities across the city. TSS will more than double Provincially set targets in 2003.



Performance Measure #3:

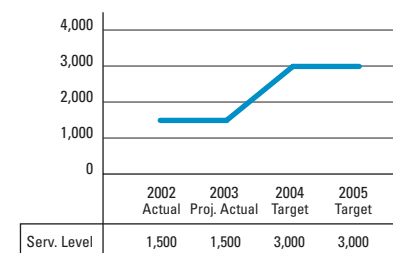
Number of families provided computers through Kids@Computers Scholarship Project

Explanation of Performance Measure Trend:

Using 100 percent Provincial funds awarded for exceeding provincial placement targets, TSS has developed the Kids @ Computers Scholarship Project.

Community Impact:

Designed to help bridge the digital divide in Toronto, Kids @ Computers provides eligible children on OW computers in their own homes. Evaluation of the program to date indicates that children and families receiving computers have benefited significantly. In 2004, TSS is piloting a mentoring project that will result in an increase in the number of families benefiting from this initiative.



Social Services

2004 Capital Budget

Total 2004 Gross Budget is \$5.532 million [no capital submission in 2003]:

- ▶ \$4.904 million is for IT Refresh Initiative (replace 2,308 personal computers, 190 network printers and 15 domain servers over two years - old equipment was leased from the Province).
- ▶ \$0.492 million for capital repairs at 111 Wellesley Street East (repair spalling brick, replace 2nd & 4th floor roofs, and interior repairs in 2004).
- ▶ \$0.136 million for emergency capital repairs at city-owned buildings.

Asset Inventory

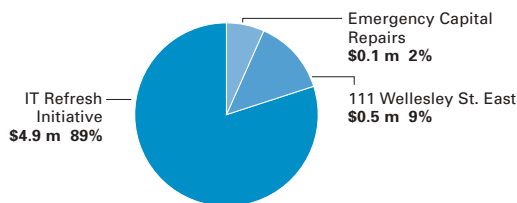
Social Services has no capital assets at present.

- ▶ All the computer equipment being purchased under the IT Refresh Initiative was previously leased from the Province.
- ▶ Properties are city-owned, but Social Services, as major occupant, has operational jurisdiction for capital repairs.

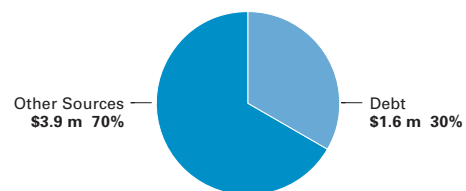
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Total Previously Approved	—	—	—	—	—	—
New						
IT Refresh Initiative	4,904	2,400	—	—	—	7,304
111 Wellesley Street East	492	—	—	—	—	492
Emergency Capital Repairs	136	—	—	—	—	136
Total New	5,532	2,400	—	—	—	7,932
Total Social Services	5,532	2,400	—	—	—	7,932

Where the money goes



Where the money comes from





Department Overview: The Works and Emergency Services Department provides water, wastewater, solid waste, recycling, engineering environmental, surveying, mapping, construction, transportation, fire and emergency medical services to the City of Toronto. The Department has approximately 9,300 employees, and has operations covering the entire City of Toronto from Pickering in the east, to the border with Mississauga in the west, and from the shores of Lake Ontario to York Region in the north. The activities and essential services provided by Works and Emergency Services employees affect the day to day life of all Toronto residents.

Mission Statement

Provide services essential to the City’s daily operation.
Prevent and respond to hazards.
Build, operate and maintain physical infrastructure.

Service Philosophy

Be a leader in public service for those who live in, work in and visit our City.
Achieve results that balance operational, environmental and financial needs.

Commitment

To value and recognize staff input and contribution to the services we provide.

Motto

Proudly working for Toronto 24/7.

2004 Operating Budget by Program

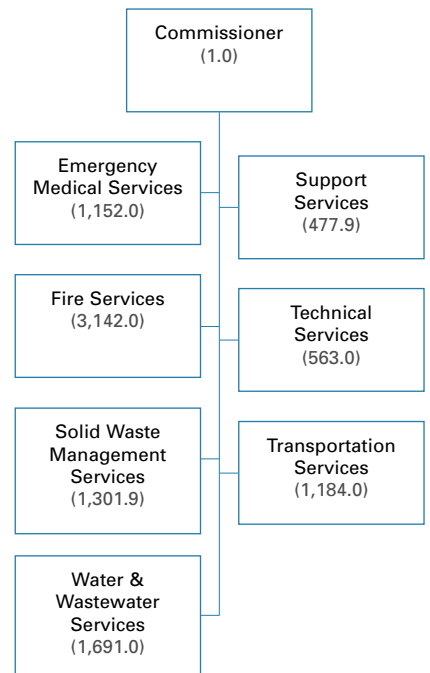
The 2004 operating budget for the Works & Emergency Services Department is \$1,545.9 million gross and \$692.7 million net, which is comprised of:

Program	Gross (\$000s)	Net (\$000s)
Emergency Medical Services	123,193.7	49,049.3
Emergency Management Plan	1,764.5	1,004.5
Fire Services**	302,900.4	298,322.5
Solid Waste Management Services **	217,731.7	159,690.2
Support Services	35,517.1	—
Technical Services	51,116.4	5,130.6
Transportation Services**	258,531.5	179,549.7
Water & Wastewater Services	555,185.4	—
Total Department Budget	1,545,940.7	692,746.8

**Gross and Net include technical adjustments.

Department Map

The Works & Emergency Services Department is comprised of seven divisions, with a total of 9,511.8 approved positions:



2003 Achievements

- Dufferin Single Stream recycling Facility constructed and opened
- Clean Streets Litter Prevention Program launched
- Several Divisions supported the Toronto Rocks Rolling Stones Concert And the 2003 hydro blackout emergency
- Phase 2 of the Green Bin Organics was rolled-out
- The Waterfront Transportation Master Plan was initiated
- The Front Street Extension E.A. was completed and Project Management started
- New STAR development review process guidelines and a monitoring System were developed and put in place
- The first E-City application was developed with Permit Parking Renewals
- State of the art anti-icing techniques were started for Winter Maintenance
- Initiated Energy Retrofit Program for WES Buildings
- Emergency Medical Services in 48 hours established. Constructed and launched a Province-wide patient transfer, control and authorization centre for all SARS patients and provided outstanding safe medical care throughout the SARS epidemic
- Launched the RISK WATCH child fire safety program which is the largest of its kind in North America
- Introduced "Interest Based Bargaining" to the City with the Fire Association

Emergency Medical Services

Toronto Emergency Medical Services (EMS) exists to safeguard the quality of life in our city through the provision of outstanding ambulance-based health services, responding in particular to medical emergencies and to special needs of vulnerable communities through mobile health care.

Program Objectives

- ▶ Secure and diversify the funding base to provide a comprehensive EMS system.
- ▶ To provide an outstanding EMS infrastructure.
- ▶ Focus on quality and customer satisfaction.
- ▶ Consolidate Toronto EMS’ position within the broader health care sector as an identified and reliable component of the overall public safety system in Ontario.
- ▶ Adapt EMS’s services to reflect changing needs and expectations in the community, among stakeholders and in the medical environment in which EMS operates.

2004 Strategic Direction and Service Priorities

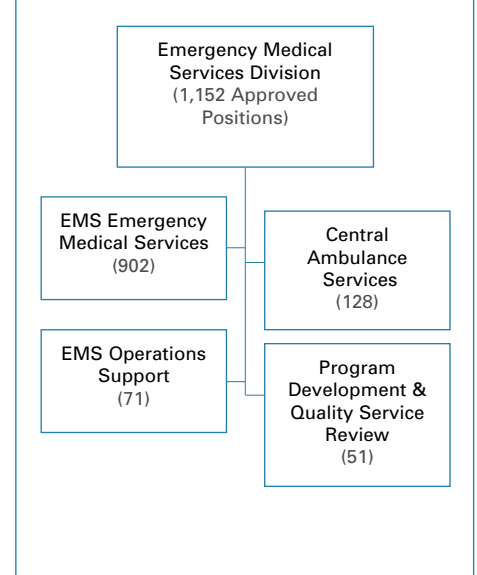
- ▶ Continuously improve emergency response times through changes in EMS process and practices, and by advocacy with our hospital partners to ensure paramedic crews are not delayed in emergency departments.
- ▶ To respond effectively to the increased demands related to health service restructuring, natural demographics and the impacts associated with provincial downloading.
- ▶ To continue to implement infrastructure and state of good repair programs.
- ▶ To continue to work with the hospital network steering committees and the Ministry of Health and Long-Term Care on the development of immediate and long-term solutions to address current demands in the health care system.
- ▶ To extensively expand the Public Access Defibrillation program within the City of Toronto.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Program Development & Quality Service Review	6,076.9	2,365.2
EMS Operations Support	16,799.2	4,825.2
EMS Emergency Medical Services	81,990.7	34,796.1
CACC	11,264.1	—
Corporate Charges	7,062.8	7,062.8
Total Program Budget	123,193.7	49,049.3

Program Map

The Emergency Medical Services is comprised of four services and one staff psychologist, with a total of 1,152 approved positions:



Emergency Medical Services

2004 Highlights

- ▶ \$5.551 m gross/\$2.776 m net to fund a 5% wage rate increase and related fringe benefits as ruled by the provincial arbitrator.
- ▶ \$0.352 m gross/\$0.0 m net to add six new positions including 4 fully funded communications and technical support specialists and 2 handy persons to be absorbed within the existing budget.

2003 Achievements



- ▶ Strategies to reduce the impact of the loss of ambulance unit hours and improvement in response time are being implemented in order to protect and improve service and response to life-threatening emergencies.
- ▶ Toronto EMS will offset the impact of lack of long-term care and complex care facilities through better coordination and development of alternative delivery options.
- ▶ EMS will continue to exert a cooperative effort with all other health care stakeholders within and surrounding the City of Toronto.
- ▶ Provided outstanding, safe medical care to patients and staff alike throughout the SARS epidemic. Toronto EMS paramedics were the first health care providers in Ontario to contact a SARS patient, and operated wearing demanding and uncomfortable isolation equipment for nearly four months. Four paramedics and one supervisor were infected with SARS, all prior to its identification as a threat in the community.
- ▶ With less than 48 hours notice, constructed and launched a province-wide patient transfer control and authorization communications centre to protect all Ontario health care facilities from accidental cross-contamination with SARS. With 100% provincial funding, the centre continues to operate to control inter-facility transfers and to monitor for public health infection outbreaks.
- ▶ EMS will continue to work with allied health and other community service agencies in the implementation of a multi-graded community medicine program to assist the elderly, hard to reach and hard to serve populations.

Performance Measures

- ▶ Total response times and road response times have been impacted by decreased resources due to hospital off-load delays and increased call volume.
- ▶ The cost per city resident has increased steadily since 1999 and substantially in 2003 based on the ageing population and the cutbacks in medical services by the province.
- ▶ The total emergency response and the number of patients transported indicate an upward trend-based on the ageing population. The mix of total calls has changed – non-emergency calls are decreasing and emergency calls are increasing at a faster rate.

2004 Capital Budget – Emergency Medical Services

Total 2004 Gross Budget is \$7.351 million [2003 Budget – \$9.907 m]:

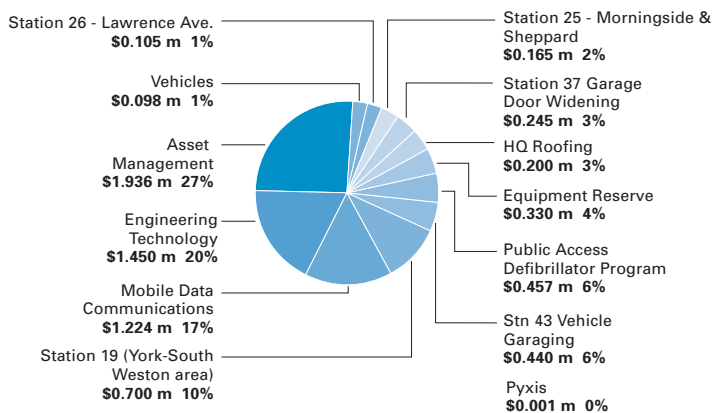
- ▶ \$1.936 million is for asset management, which includes renovating, roofing and HVAC.
- ▶ \$1.450 million for engineering technology projects which include the electronic data collection project, and the data radio system project.
- ▶ \$0.457 million for the Public Access Defibrillator Program which contributes to the safe city initiative.

Emergency Medical Services

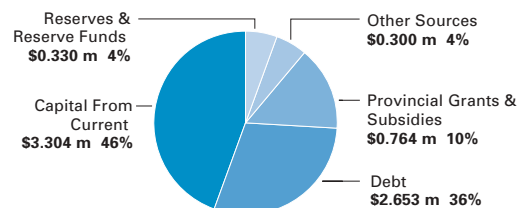
5 Year Capital Work Plan

	2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Pyxis	1	—	—	—	—	1
Station 19 (York-South Weston area)	400	789	—	—	—	1189
Station 21 - Sunnybrook	—	3092	1687	—	—	4779
Station 25 - Morningside & Sheppard	165	—	—	—	—	165
Mobile Data Communications	1224	150	—	—	—	1374
Asset Management	309	—	—	—	—	309
Engineering Technology	150	—	—	—	—	150
Public Access Defibrillator Program	7	—	—	—	—	7
Station 37 Garage Door Widening	245	—	—	—	—	245
Total Previously Approved	2,501	4,031	1,687	—	—	8,219
New						
Station 19 (York-South Weston area)	300	733	—	—	—	1,033
Asset Management	1627	—	—	—	—	1,627
Engineering Technology	1300	—	—	—	—	1,300
Vehicles	98	—	—	—	—	98
Station 26 - Lawrence Ave.	105	1260	—	—	—	1,365
Public Access Defibrillator Program	450	—	—	—	—	450
Equipment Reserve	330	—	—	—	—	330
HQ Roofing	200	—	—	—	—	200
Stn 43 Vehicle Garaging	440	120	—	—	—	560
Total New	4850	2113	—	—	—	6963
Total Emergency Medical Services	7,351	6,144	1,687	—	—	15,182

Where the money goes



Where the money comes from



Emergency Management Plan

Mission Statement:

The Emergency Management Plan program was created to provide a co-ordinated approach by the City to deter and respond to terrorist threats and other catastrophes.

Program Objectives

- ▶ To co-ordinate with Fire, EMS, Public Health and Police and to be the first responders to deal safely with hazardous substances.
- ▶ To extract people from collapsed structures arising from natural or man-made disasters.
- ▶ To provide leadership in the implementation of Emergency Preparedness activities.

2004 Strategic Direction and Service Priorities

- ▶ To begin the replacement of equipment as it is damaged through exposure to hazardous substances through training or real incidents.
- ▶ To increase the flow through of staff for specialized training through the HUSAR (Heavy Urban Search and Rescue) project.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Emergency Management Plan	1,764.5	1,004.5
Total Program Budget	1,764.5	1,004.5

Program Map

The Emergency Management Plan program is a corporate program co-ordinated by the Emergency Planning Unit in W.E.S – Technical Services. The program funds six employees located with Fire, EMS, Police and the Emergency Management Office.

2004 Highlights

- ▶ \$0.760 m/\$0.0 m net to continue the Chemical, Biological, Radiological, and Nuclear (CBRN) emergency response team, with funding provided from the City's Emergency Planning Reserve to be offset by any JEPP funding received from the Federal Government.

2003 Achievements

- ▶ EMP provided incident managers at emergency sites with logistical support.
- ▶ HUSAR (Heavy Urban Search and Rescue) teams are trained, equipped and ready to be mobilized when the need occurs.

Performance Measures

- ▶ There are no performance measures or service level indicators for the Emergency Management Plan program.

Emergency Management Plan

2004 Capital Budget

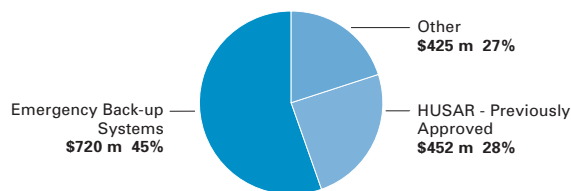
Total 2004 Gross Budget is \$1,597 million [2003 Budget – \$2.571 m]:

- ▶ \$0.452 million is for HUSAR – Heavy Urban Search and Rescue.
- ▶ \$1.145 million is for new projects to maintain the facilities in a State of Good Repair.
- ▶ Spending for these projects reflects the nature of the world today and to make sure that the City of Toronto is prepared.

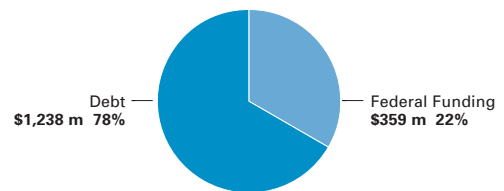
5 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
HUSAR – Heavy Urban Search and Rescue	452	—	—	—	—	452
CBRN – Chemical, Biological, Radiological, Nuclear	—	1,647	—	—	—	1,647
Total Previously Approved	452	1,647	—	—	—	2,099
New						
Emergency Operations Centre Upgrades	225	—	—	—	—	225
HUSAR/CBRN Facility	200	800	—	—	—	1,000
Emergency Back-up Systems	720	1,330	—	—	—	2,050
Total new	1,145	2,130	—	—	—	3,275
Total	1,597	3,777	—	—	—	5,374

Where the money goes



Where the money comes from



Fire Services

Mission Statement:

Toronto Fire Services is dedicated to protect life, property and the environment from the effects of fires, illness, accidents, natural disasters and other hazards. Toronto Fire Services is committed to enhancing fire safety and raising community awareness through education and involvement. Toronto Fire Services will pursue the acquisition and use of the most effective technology, equipment and resources to ensure performance in a competent and professional manner. The Service will always seek new opportunities to fulfil our mission. The service is dedicated to building a cohesive, equitable and unified workforce. The Toronto Fire Service provides high quality and caring services to those who live in, work in, and visit our City....safely efficiently and effectively.

Program Objectives

- ▶ The Toronto Fire Service is committed to protecting life, property and the environment from fire, hazardous materials, natural disasters and other emergencies.
- ▶ The Fire Prevention Division of Fire Services provides information about emergencies, fire regulations, home inspections, and the Alarm for Life campaign regarding smoke alarms and carbon monoxide detection.
- ▶ Fire Services provides public education and school fire safety programs in accordance with the Fire Protection and Prevention Act, in addition to delivering fire and emergency training to all employees and appropriate outside organizations.
- ▶ Toronto Fire Services will be a proactive leader in fire prevention, protection and emergency services to meet the diverse needs of the community.
- ▶ The Service operates in relation to five core values: Integrity, Professional Development (Development of Human Resources), Accountability, Teamwork, and Innovation.

2004 Strategic Direction and Service Priorities

The Strategic Plan of the Toronto Fire Services as released in January 2003, follows guiding principles as outlined in the City's Strategic Plan 2001. The TFS Strategic Plan is based on seven Strategic Directions. Each Strategic Direction is comprised of goals, which are meant as starting points in order to achieve the Strategic Plan. An extract of the Toronto Fire Services Strategic Plan summarizes four of the seven Strategic Directions:

Strategic Direction #4: Clearly Define Who Does What

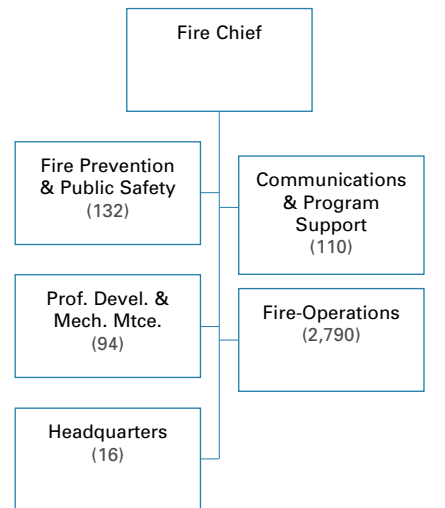
- ▶ **Goal 4.1:** Clearly define roles and responsibilities for various sections within TFS.
- ▶ **Goal 4.3:** Clearly define roles and responsibilities for various ranks within the structure of TFS.

Strategic Direction #5: Standardization

- ▶ **Goal 5.3:** Develop Standard Operating Policies and Guidelines for all divisions within TFS.

Program Map

The Toronto Fire Services is comprised of five services, under four deputy chiefs and the Headquarters function, with a total of 3,142 approved positions:



Fire Services

2004 Strategic Direction and Service Priorities (continued)

Strategic Direction #6: Strengthen Interdivisional Relationships

- ▶ **Goal 6.1:** Encourage methods to pursue communication between divisions.
- ▶ **Goal 6.3:** Strengthen relationships with agencies outside TFS.

Strategic Direction #7: Develop Division Specific Plans

- ▶ **Goal 7.1:** Introduce and further develop new training methods to ensure adequate training is available that least impacts service delivery.
- ▶ **Goal 7.3:** Conduct a business process review for the Mechanical Division.
- ▶ **Goal 7.4:** Clarify the roles of the Public Information and Video sections.
- ▶ **Goal 7.8:** Finalize and fully implement the Attendance Management Program.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Fire-Operations	245,449.5	241,810.5
Fire Prevention And Public Safety	11,672.6	11,372.6
Communications And Operational Support	22,866.9	22,402.4
Professional Development And Mechanical Support	19,769.6	19,595.1
Fire - Headquarters	3,141.8	3,141.8
Total Program Budget	302,900.4	298,322.5

2004 Highlights

- ▶ \$11.2 m – Adjustment to wage levels and fringe benefits reflecting arbitration awards in 2003 for new firefighter wage scales in 2001 and prior years
- ▶ \$5.5 m – Phase 1 impact of recognition pay for firefighters based on years of experience
- ▶ \$3.0 m – Scheduled Wage Increments
- ▶ \$2.9 m – Fringe Benefit adjustment for higher salaries and
- ▶ \$1.0 m – Increase allows for increased Fleet replacement to address backlog as well as ageing and deteriorating vehicles
- ▶ \$0.9 m – Leap year impact on Salaries

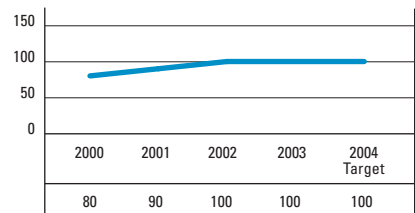
2004 Capital Budget

Total 2003 Gross Budget is \$10.921 million [2003 Budget – \$19.392 m]:

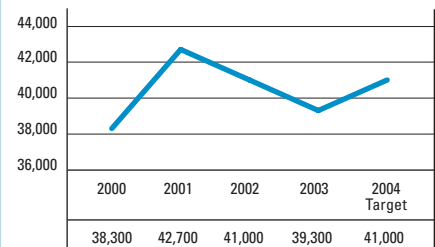
- ▶ \$2.117 million is for the CAD/RMS - Computer Aided Dispatch System –Records Management System development.
- ▶ \$2.797 million for renovation of Training Facilities including building training simulators for Construction Crane rescue, Firefighting Foam Training, Railway Hazmat, and 2 Training pumpers.
- ▶ \$2.391 million for Asset Management projects to maintain the 80+ Toronto fire stations in a State of Good repair including facility maintenance and refurbishment.
- ▶ \$1.157 million for the Rebuild of Station 1 in West Command.
- ▶ \$1.093 million for KPMG Redeployment Projects recommended rehabilitation to allow vehicle redeployment.

Performance Measures¹

Fire Suppression: The cost per capita of providing fire services has stabilized over time, following the impact of harmonization of the former six collective agreements.



Fire Prevention: The number of inspections is not necessarily comparative from year to year as the time commitment varies depending on site (e.g., hospital vs. convenience store). Although the number of inspections averages approximately at 40,000, the qualitative analysis of inspection data would be more important in preventing fire-related damage than the number of inspections.



¹ Ongoing work with both the Office of the Fire Marshal and other Ontario Fire Service providers to develop a performance measurement and benchmarking system that is applicable and meaningful for all Ontario municipalities, and will allow comparisons to be made with other similar departments is nearing completion. This initiative will allow for enhanced performance reporting in upcoming years.

Fire Services

Asset Inventory

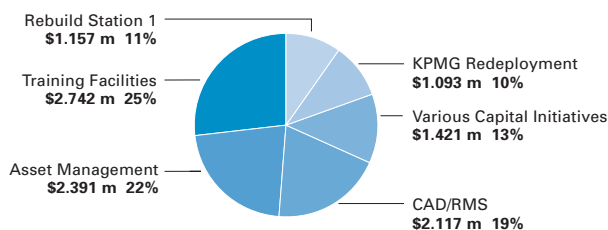
Replacement Value of \$0.4 Billion

- ▶ 81 Fire Stations
- ▶ 1 Maintenance Facilities
- ▶ 175 Light Vehicles
- ▶ 3 Training Facilities
- ▶ 178 Heavy Fire Vehicles
- ▶ 1 Fireboat

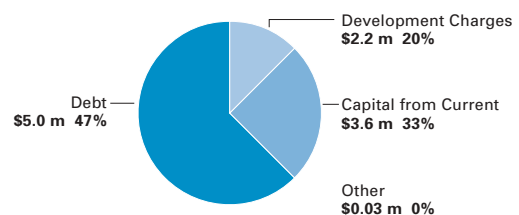
5 Year Capital Works Plan

	Approved 2004	2005	2006	2007	2008	Total
Previously Approved						
CAD/RMS-Computer Aided Dispatch	2,117	4,111	—	—	—	6,228
Asset Management	1,575	—	—	—	—	1,575
Rebuild Station 1 - West Command	944	400	—	—	—	1,344
Training Facilities Renovations	770	—	—	—	—	770
KPMG Redeployment Projects	475	—	—	—	—	475
Fire Station Alerting System Imprvmnts	240	—	—	—	—	240
Fire Academy-Propane Training Props	108	—	—	—	—	108
Station E & F	65	—	—	—	—	65
New Vehicles	30	—	—	—	—	30
Station G - Sunnybrook	—	1,260	1,662	—	—	2,922
Total Previously Approved	6,324	5,771	1,662	—	—	13,757
New						
Asset Management - 2004	816	—	—	—	—	816
KPMG Redeployment Projects	618	—	—	—	—	618
Training Division Pumper Trucks	615	—	—	—	—	615
Fire Fighting Foam Training Simulator	500	—	—	—	—	500
Training Facilities Renovations	464	—	—	—	—	464
Water Tanker	386	—	—	—	—	386
Fire Station Alerting System Imprvmnts	240	—	—	—	—	240
Rebuild Station 1 - West Command	213	—	—	—	—	213
Raliway Car Haz Mat Simulator	200	—	—	—	—	200
In-floor Hoists-Toryork	160	—	—	—	—	160
Replace CAD Control Monitors	85	—	—	—	—	85
Crane Rescue Simulator	85	—	—	—	—	85
Communications Centre - Projector	80	—	—	—	—	80
Fire Apparatus Pump Panel Headsets	80	—	—	—	—	80
All Terrain Vehicles	55	—	—	—	—	55
Total New	4,597	—	—	—	—	4,597
Total Previously Approved & New	10,921	5,771	1,662	—	—	18,354

Where the money goes



Where the money comes from



Solid Waste Management Services

To provide effective and efficient waste management and resource recovery services to residents, visitors and businesses in the City of Toronto in order to maintain a clean city and to minimize the impact of waste on the environment.

Program Objectives

- ▶ Collection of the City’s waste and recyclables to maintain a clean and healthy city.
- ▶ Processing of recycled materials to protect the environment and to minimize the impact of waste on the environment.
- ▶ Disposal of the City’s waste to maintain a clean and healthy city.

2004 Strategic Direction and Service Priorities

Solid Waste Management has identified the following direction and service priorities for 2004:

- ▶ To increase residential waste diversion to 34% by 2004, and 60% by 2006.
- ▶ To ensure diversion processing capacity for leaf and yard waste, source separated organics (SSO) and single stream recyclable materials.
- ▶ To reduce litter to maintain a clean and healthy city.
- ▶ To increase the capture of recyclable material at multi-family buildings by 5%.

2004 Operating Budget by Service

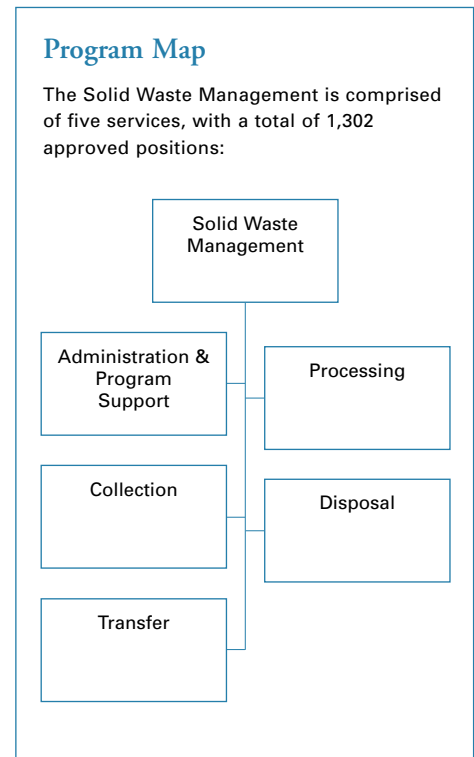
Service	Gross-after adjust (\$000s)	Net-after adjust (\$000s)
Administration & Program Support	29,873.7	18,819.5
Collection	85,068.5	81,975.9
Transfer	22,790.0	-3,335.4
Processing	20,780.2	5,710.0
Disposal	59,219.5	56,520.3
Total Program Budget	217,731.7	159,690.1

2004 Highlights

- ▶ Expansion of Three Stream Collection Program \$8.1 m
- ▶ 24 Hour – 5 Day per week operation at Transfer Stations \$3.0 m
- ▶ Increased revenues at Transfer Stations for private paid waste \$5.5 m
- ▶ Increase revenues from the sale of recyclable materials \$1.5 m
- ▶ Decreased revenue from the Waste Diversion Office \$1.2 m
- ▶ Decreased revenues related to the Yellow Bag Program \$2.7 m

Program Map

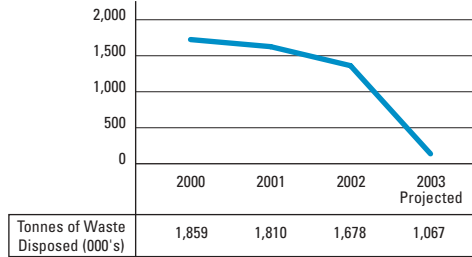
The Solid Waste Management is comprised of five services, with a total of 1,302 approved positions:



Solid Waste Management Services

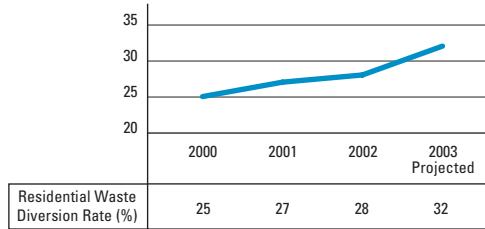
Performance Measures

Tonnes of Waste Disposed (000's)



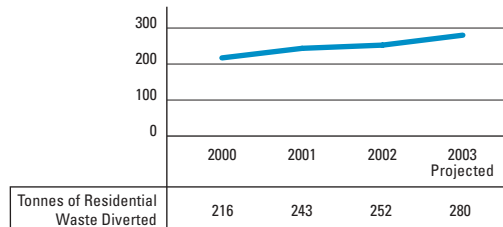
Total tonnage is decreasing as a result of the closure of the Keele Valley Landfill site. The City of Toronto did not receive waste from York Region, Durham Region and the private sector that was previously received at the Keele Valley Landfill. Implementation of various initiatives towards higher diversion is also contributing to the decrease.

Residential Waste Diversion Rate (%)



The residential diversion rate exceeded the Council-approved 30% diversion target in 2003 through the introduction of different diversion initiatives including Source Separated Organics implementation and rolling out of apartment recycling to all buildings receiving city collection services.

Tonnes of Residential Waste Diverted (000's)



Similar to the diversion rate graph, the Tonnes of Residential Waste Diverted reflect the City's increased efforts on waste diversion each year.

Solid Waste Management Services

2004 Capital Budget

Total 2004 Gross Budget is \$53.599 million [2003 Budget – \$36.400 m]:

- ▶ \$39.526 million is for the Diversion Facilities
- ▶ \$7.732 million for Perpetual Care of Landfills
- ▶ \$1.486 million for Keele Valley Development
- ▶ \$3.411 million for Transfer Station Asset Management
- ▶ \$1.444 million for Multi-family Residential Containers

Asset Inventory

(Insured/Replacement Value - \$177.3 million)

City Facilities

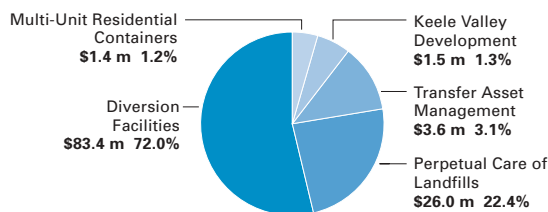
- ▶ 7 Transfer Stations
- ▶ 2 Material Recovery Facilities (MRF)
- ▶ 1 Organics Processing Facility
- ▶ 1 Maintenance Yard
- ▶ 9 Collection Yards
- ▶ 157 Former Landfills
- ▶ 6 Household Hazardous Waste (HHW) Depots

State of Good Repair: 2004 expenditure \$3.6 m (2.0 % of insured replacement value)

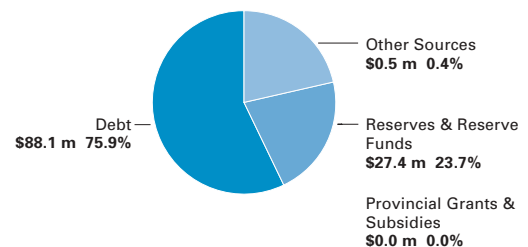
5 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Perpetual Care of Landfills	6732	7,197	5,618	5,445	—	24,992
Keele Valley Development	1,465	—	—	—	—	1,465
Transfer Stations Asset Management	1,225	100	50	—	43	1,418
Diversion Facilities	30,676	35,018	8,900	—	—	75,594
Total Previously Approved	40,098	42,315	14,568	5,445	43	102,469
New						
Perpetual Care of Landfills	1,000	—	—	—	—	1,000
Keele Valley Development	21	—	—	—	—	21
Transfer Stations Asset Management	2,186	—	—	—	—	2,186
Diversion Facilities	8,850	—	—	—	—	8,850
Multi-Family Residential Unit Containers	1,444	—	—	—	—	1,444
Total New	13,501	—	—	—	—	13,501
Total Solid Waste Management	53,599	42,315	14,568	5,445	43	115,970

Where the money goes



Where the money comes from



Transportation Services

Mission Statement:

The Transportation Services Division's mission is to safely, efficiently and effectively serve the mobility needs of the City in harmony with its neighbourhoods and the environment.

Program Objectives

- ▶ Transportation Services objectives include maintaining the transportation infrastructure including roads, bridges, sidewalks and boulevards within the four geographical city districts in a state of good repair with regard to public safety and efficient movement of people, goods and services. This would include five public services and district administration/technical support as listed below.
- ▶ Transportation Services is responsible for all aspects of traffic operations, roadway regulation, street maintenance and cleaning, transportation infrastructure management, road, sidewalk and boulevard occupation and snow removal.
- ▶ Transportation Services is committed to serving the mobility needs of the population in a safe and efficient manner.

2004 Strategic Direction and Service Priorities

The Strategic Direction and Service Priorities of Transportation Services for 2004, follows guiding principles as outlined in the City's Strategic Plan 2001. In the short term, the Transportation Services Division will continue to focus on the harmonization of service levels across the City in response to Council directives and the need to adjust service delivery resources to meet fiscal and human resources available.

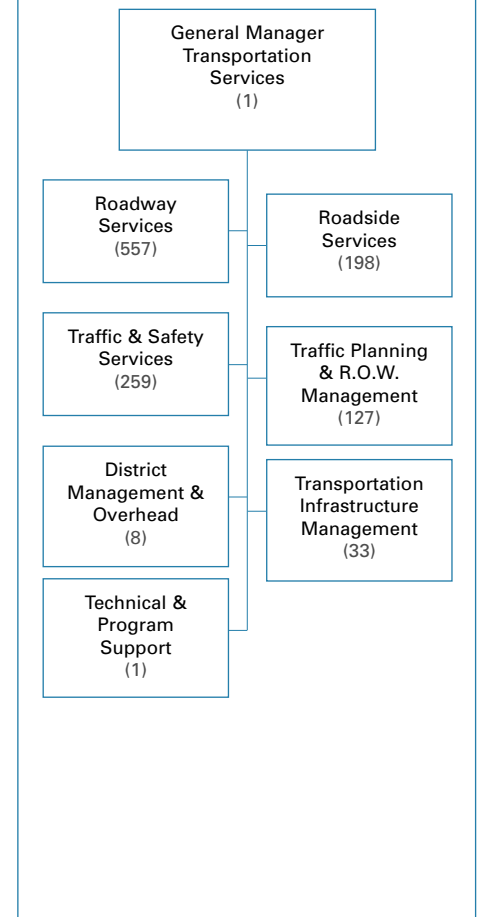
For 2004, efforts will be directed toward improving the aesthetics of the road system, notably the sweeping and flushing functions. The physical condition of the visible traffic plant such as signal heads, poles, pavement markings and signs will also be highlighted as part of our overall initiative to be more aware of the contextual nature of our responsibilities. The allocation of additional by-law enforcement resources will reduce the number of instances of illegal dumping on public roads adjacent to undeveloped open areas, particularly in the Rouge Valley.

As stewards of the roadway network including expressway, arterial and local roads, the division is committed to ensure that the infrastructure assets are properly maintained and that public access is provided safely.

The Strategic Direction and Service Priorities of Transportation Services is comprised of goals and objectives for each of the five public services that are provided to the citizens of Toronto.

Program Map

Transportation Services is comprised of five public services, with a total of 1,184 approved positions:



Transportation Services

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Roadway Services	120,177.7	89,632.4
Roadside Services	48,716.7	25,056.6
Traffic Planning / Row Mgmt	11,847.8	(3,119.3)
Traffic & Safety Services	51,404.3	46,894.0
Infrastructure Management	5,151.9	2,843.3
District Mgmt & Overhead	1,104.3	(1,852.7)
Technical And Program Support	20,128.9	20,095.4
Total Program Budget	258,531.5	179,549.7

2004 Highlights

- ▶ **\$6.0 m** – Retained annual budget to fund clearing of driveway windrows at 2003 levels.
- ▶ **\$3.8 m** – Retained annual budget for local mechanical sidewalk snow clearing at 2003 levels.
- ▶ **\$2.0 m** – Reduced contracted services provision for winter maintenance budget.
- ▶ **\$2.8 m** – Increased efficiency due to miscellaneous decreases in salary, standby and support costs.
- ▶ **\$10.3 m** – Retained annual budget to fund contracted summer maintenance at 2003 levels.
- ▶ **\$0.5 m** – Retained annual budget to fund special mechanical leaf clearing at 2003 levels.
- ▶ **\$0.5 m** – Increased funding associated with the Clean & Beautiful City Initiative including harmonized road sweeping and by-law enforcement against illegal dumping activities.
- ▶ **\$0.5 m** – Reduced overtime provision for response to community event planning.
- ▶ **\$0.05 m** – Increased funding provision for seven (7) Car Free Sundays during the summer in the Kensington Market and Church Street areas.

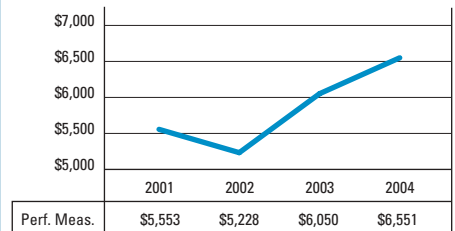
2004 Capital Budget

Total 2004 Gross Budget is \$294.988 million [2003 Budget - \$282.085 m]:

- ▶ \$42.107 million is for Road Resurfacing
- ▶ \$30.444 million is for City Bridge Rehabilitation
- ▶ \$32.303 million is for Road Reconstruction
- ▶ \$60.035 million for the Front Street Extension
- ▶ \$14.018 million is for Expressway Rehabilitation
- ▶ \$10.037 million is for Sidewalk Reconstruction

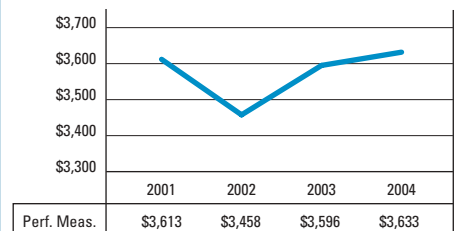
Performance Measures

Roadway Services Cost per Km: Ongoing maintenance including winter maintenance and operation of the roadway and laneway network (13,700km), including surface maintenance and surface cleaning. Summer maintenance activities including road repairs and permanent utility cut repairs of road surfaces and sidewalks/boulevards.



Increase over the 2003 net cost reflects higher staffing and contracted winter maintenance costs, as well as the provision for harmonized street sweeping as part of the Clean and Beautiful City Initiative

Winter Maintenance Cost per Km: Maintenance includes salting, sanding and ploughing of the roadway and laneway network.



These costs are included in the overall roadway services costs shown above.

Transportation Services

5 Year Capital Works Plan

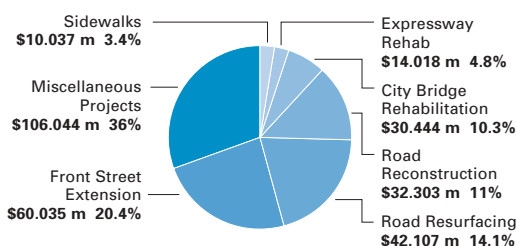
	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
New Pedestrian Crossovers	46	—	—	—	—	46
Signal Major Modification	51	—	—	—	—	51
Oversized Street Name Signs	87	—	—	—	—	87
Facility Improvements	1,837	—	—	—	—	1,837
Third Party Signals	55	—	—	—	—	55
Street Lighting Asset Management	1,783	—	—	—	—	1,783
Third Party Street Lighting	75	—	—	—	—	75
Sheppard Ave. E (Kingston-Morningside)	3,264	—	—	—	—	3,264
Cycling Infrastructure	445	—	—	—	—	445
North Yonge Centre - Acquisition	3,119	—	—	—	—	3,119
Expressway Lighting	763	—	—	—	—	763
Traffic Calming	299	—	—	—	—	299
Sheppard Ave. (Beecroft-Leslie)	500	7,000	—	—	—	7,500
Various Construction Projects	2,502	—	—	—	—	2,502
Gardiner Dismatling (DVP-Leslie)	406	—	—	—	—	406
Don Valley Parkway Rehab	3,873	4,550	—	—	—	8,423
New Traffic Control Signals	500	—	—	—	—	500
Traffic Plant Req./Signal Asset Mngt.	126	—	—	—	—	126
Advanced Traffic Signal Control (ATSC)	823	—	—	—	—	823
Traffic Control - RESCU	600	—	—	—	—	600
Audible Signals	24	—	—	—	—	24
City Bridge Rehabilitation	7,944	—	—	—	—	7,944
Dufferin Street Jog	5,932	7,800	—	—	—	13,732
Engineering Studies	883	—	—	—	—	883
Expressway Rehab Gardiner DVP-427	5,045	25,600	1,000	1,000	1,000	33,645
Front Street Extension	59,035	127,458	49,894	7,848	—	244,235
Major Road Reconstruction	4,121	—	—	—	—	4,121
Steeles/Kennedy Grade Separation	250	—	—	—	—	250
Safety and Operational Improvements	345	—	—	—	—	345
Major Road Resurfacing	3,629	—	—	—	—	3,629
Construction of Underpass-Railway Lands	7,265	1,000	1,075	—	—	9,340
Salt Management Program	1,763	—	—	—	—	1,763
Street Tree Planting	25	—	—	—	—	25
LED Signal Module Conversion	13	—	—	—	—	13
Local Road Reconstruction	3,082	—	—	—	—	3,082
Local Road Resurfacing	2,711	—	—	—	—	2,711
Sidewalks	2,337	—	—	—	—	2,337
Laneways	504	—	—	—	—	504
Flourescent Signs	369	—	—	—	—	369
Parklawn Rd. Off Ramp from Gardiner	1,900	—	—	—	—	1,900
Milner Connector at Morningside/401	2,000	—	—	—	—	2,000
Unified Business Application	3,264	—	—	—	—	3,264
North Yonge Centre - Construction	1,300	—	—	—	—	1,300
Total Previously Approved	134,895	173,408	51,969	8,848	1,000	370,120
New						
New Pedestrian Crossovers	220	—	—	—	—	220
Signal Major Modification	1,200	—	—	—	—	1,200
Oversized Street Name Signs	440	—	—	—	—	440
Facility Improvements	1,000	—	—	—	—	1,000
Transit Priority	1,440	—	—	—	—	1,440
Third Party Signals	2,400	—	—	—	—	2,400
Street Lighting Asset Management	2,800	—	—	—	—	2,800
Hydro Conversion	1,000	—	—	—	—	1,000

Transportation Services

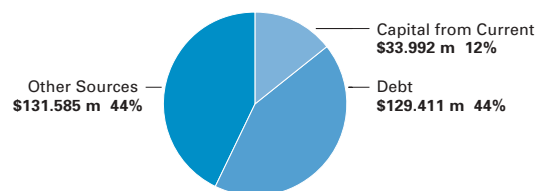
5 Year Capital Works Plan (continued)

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Third Party Street Lighting	220	—	—	—	—	220
Cycling Infrastructure	1,800	—	—	—	—	1,800
City Wide Development Related	3,500	—	—	—	—	3,500
Ellesmere Rd. (Warden-Kennedy)	500	—	—	—	—	500
North Yonge Centre - Acquisition	—	2,050	—	—	—	2,050
Street Name Sign Duplication	110	—	—	—	—	110
Expressway Lighting	2,250	—	—	—	—	2,250
Traffic Calming	750	—	—	—	—	750
Leslie/Sheppard	1,000	—	—	—	—	1,000
Sheppard Ave. (Beecroft-Leslie)	—	9,500	—	—	—	9,500
Various Construction Projects	15,000	—	—	—	—	15,000
Don Valley Parkway Rehab	5,100	1,450	—	—	—	6,550
New Traffic Control Signals	1,900	—	—	—	—	1,900
Traffic Plant Req./Signal Asset Mngt.	2,700	—	—	—	—	2,700
Advanced Traffic Signal Control (ATSC)	460	—	—	—	—	460
Traffic Control - RESCU	3,255	—	—	—	—	3,255
Audible Signals	424	—	—	—	—	424
City Bridge Rehabilitation	22,500	7,500	—	—	—	30,000
Red Light Cameras	1,800	—	—	—	—	1,800
Engineering Studies	1,000	—	—	—	—	1,000
Expressway Rehab Gardiner DVP-427	—	15,700	—	—	—	15,700
Front Street Extension	1,000	10,206	—	—	—	11,206
Major Road Reconstruction	13,100	1,400	—	—	—	14,500
Safety and Operational Improvements	500	—	—	—	—	500
Major Road Resurfacing	16,200	1,800	—	—	—	18,000
Construction of Pavement,Sidewalks-Railway	1,000	—	—	—	—	1,000
Salt Management Program	2,000	—	—	—	—	2,000
Street Tree Planting	533	—	—	—	—	533
LED Signal Module Conversion	1,000	—	—	—	—	1,000
We Are All Pedestrians (PPPP)	520	—	—	—	—	520
Local Road Reconstruction	12,000	3,000	—	—	—	15,000
Local Road Resurfacing	19,567	2,130	—	—	—	21,697
Sidewalks	7,700	800	—	—	—	8,500
Laneways	1,000	200	—	—	—	1,200
Repair of Noise Walls	54	—	—	—	—	54
Milner Connector at Morningside/401	2,000	—	—	—	—	2,000
North Yonge Centre - Construction	2,500	—	—	—	—	2,500
Operational Gridlock	100	—	—	—	—	100
Morningside/Finch Grade Separation	250	—	—	—	—	250
Upgrades To Meet New ESA Requirements	2300	—	—	—	—	2,300
Pole Replacement/Street Lighting Asset Mngt.	2000	—	—	—	—	2,000
Total New	160,093	55,736	—	—	—	215,829
Total Transportation Services	294,988	229,144	51,969	8,848	1,000	585,949

Where the money goes



Where the money comes from



Support Services

Mission Statement:

The WES Support Services Division provides value-added, customer-focused business support services to Works and Emergency Services staff, to assist them in providing efficient and effective services to their customers / clients.

Program Objectives

- ▶ To operate on a full cost recovery basis resulting in a net expenditure of zero.
- ▶ To allocate costs based on actual services provided to each operating program within Works and Emergency Services.

2004 Strategic Direction and Service Priorities

- ▶ Information technology support to assist programs in maximizing the use of technology to service the public.
- ▶ To educate and inform the public on the new and ongoing initiatives that impact services provided by WES programs.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Support Services	35,517.1	0.0
Total Program Budget	35,517.1	0.0

2004 Highlights

- ▶ The 2004 Budget reflects a 1.2% increase over the 2003 Budget.
- ▶ New services reflect additional resources for program support.

Performance Measures

- ▶ The number of desktops supported has increased steadily since 2000 resulting in more support obligations and therefore, increased allocations to the client programs.
- ▶ The number of staff for payroll data entry has decreased since 1999 and shows the effectiveness of centralized support services by allowing the flexibility to assign other tasks when demand for payroll services is reduced.
- ▶ The number of service calls answered by WES Support Services has increased due to the policy of the department to assist in service provisions on a 7/24 basis.

Program Map

Support Services has a total of 471.9 approved positions:

Director Support
Services
471.9

Technical Services

Mission Statement:

Technical Services is committed to providing superior design and project management services, technical solutions and expert advice on municipal infrastructure, land development and environmental and emergency planning issues, in an efficient and cost effective manner, with minimal negative impact on the environment and the community. The Technical Services Program provides strategic environmental and engineering leadership, policy, program and project co-ordination, and technical support to the Works and Emergency Services Department, other City departments and the Corporation.

Program Objectives

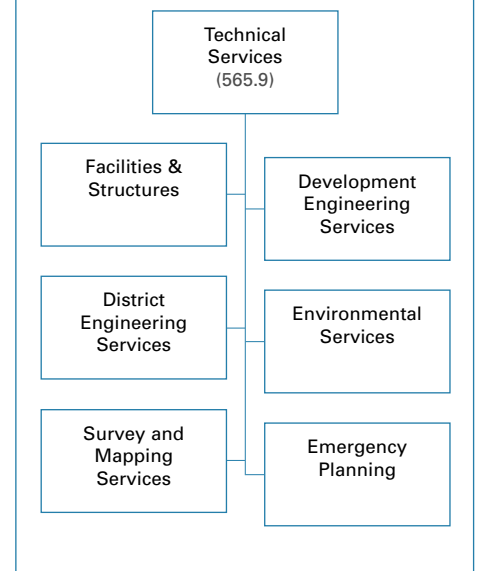
- ▶ Supply technical support to the Works and Emergency Services Department, other City departments and the Corporation;
- ▶ Provide strategic environmental and engineering leadership to the Corporation;
- ▶ Improve efficiency of the Corporation through variety of engineering services;
- ▶ Provide leadership in surveying, mapping and land information management;
- ▶ Help develop asset data bases for City's infrastructure projects such as Transportation and Water and Wastewater;
- ▶ Support land development with direction, advice and approval on all WES servicing issues;
- ▶ Promote a clean Environment and sustainable city through Air and Soil monitoring and associated remedial initiatives;
- ▶ Co-ordination of the City's emergency planning process.

2004 Highlights

- ▶ Develop and implement certified as-built drawing standards for water and wastewater assets and private utilities in the road allowance.
- ▶ Develop a program to expand the composite utility mapping program across the City for the consideration of City Council.
- ▶ Better Buildings New Construction Program to facilitate building developers in the voluntary construction of new commercial, institutional, multi-residential and industrial buildings at higher energy efficiency standards than the minimum levels required in the Ontario Building Code.
- ▶ Deliver the Capital Works Program on time/on budget.
- ▶ Provide Emergency Management Training for Workforce - deliver training on basic emergency management, incident management, and Emergency Operations Centre management, nuclear operations; annual exercise components of the plan.
- ▶ Ensure a functional Emergency Operations Centre - Phase 3 capital upgrades; training and exercises; operational response to real events.

Program Map

The Technical Services Program is comprised of six major service activities, with a total of 563.9 approved positions:



Technical Services

2004 Operating Budget by Service

Service	Gross (\$000's)	Net (\$000's)
Facility & Structures	8,302.0	6,724.0
Survey & Mapping	15,643.9	7,196.8
Environmental Services	3,676.6	2,588.3
Development Engineering Services	4,571.2	3,364.7
District Engineering Services	14,412.9	5,535.8
Emergency Planning	2,045.4	1,275.4
Executive	539.8	539.8
Inter-Divisional Recoveries*	1,924.6	(22,094.2)
Total Program Budget	51,116.4	5,130.6

Performance Measures

- ▶ Development Engineering: 85% rate of compliance with development review timeframes.
- ▶ Survey & Mapping: 90% to 95% average client satisfaction rating for completed projects.
- ▶ Survey & Mapping: 95% property inquiries responded to within 48 hours.

W.E.S. Departmental

2004 Capital Budget

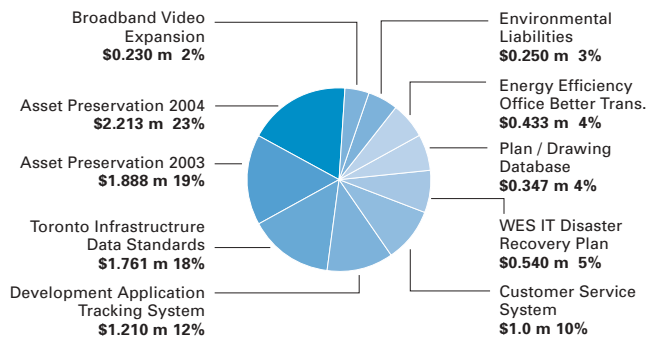
Total 2004 Gross Budget is \$9.872 million [2003 Budget – \$10.503 m]:

- ▶ \$4.101 million is for the Asset Preservation. It is required to complete the 2003 program (\$1.888 m) and for priority projects in 2004 (\$2.213 m). It addresses the most immediate needs to secure the facilities from further deterioration and schedules necessary repair and rehabilitation work.
- ▶ \$1.761 million for Toronto Infrastructure Data Standards is a major undertaking that updates the mapping of the City's technical and land based assets including watermains, and wastewater pipes.
- ▶ \$1.210 million is for the Project Tracking Portal to track development review applications.

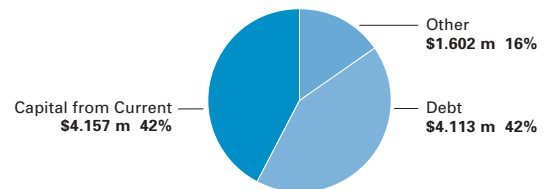
5 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Toronto Infrastructure Data Standards	1,761	1,628	—	—	—	3,389
Development Application Tracking System	1,210	—	—	—	—	1,210
WES IT Disaster Recovery Plan	540	210	—	—	—	750
Asset Preservation 2003	1,888	—	—	—	—	1,888
Broadband Video Expansion	230	—	—	—	—	230
Energy Efficiency Office Better Trans.	433	—	—	—	—	433
Total Previously Approved	6,062	1,838	—	—	—	7,900
New						
Asset Preservation 2004	2,213	—	—	—	—	2,213
Plan / Drawing Database	347	348	348	—	—	1,043
Customer Service System	1,000	—	—	—	—	1,000
Environmental Liabilities	250	—	—	—	—	250
Total New	3,810	348	348	0	0	4,506
Total WES Departmental	9,872	2,186	348	0	0	12,406

Where the money goes



Where the money comes from





Department Overview: The Economic Development, Culture and Tourism Department is responsible for a wide range of services which contribute to an economically strong, socially enjoyable and culturally vibrant City. Our combined service responsibilities heighten Toronto's ability to sustain and promote itself as one of the leading communities in the world in which to live, visit and do business. Our mandate ties together many of the factors which enrich people's quality of life – economic well being, cultural expression, sense of civic identity and heritage, recreational opportunities and the natural beauty of the landscape and waterways.

The Department is organized into six Divisions. The operating divisions are Culture, Economic Development, Parks and Recreation and Tourism. Each division is a separate program in the Operating Budget submission. In addition, the program of Customer and Business Support is comprised of two supporting divisions -- Administration and Support Services, and Policy and Development.

Economic Development Culture and Tourism was the lead department in the coordination of City services and the implementation of a promotional program to spearhead the City of Toronto's recovery efforts to reduce the devastating impact of the SARS medical outbreak on Toronto's economy. Department staff comprised the Secretariat that supports the work of the Mayor's SARS Recovery Task Force and coordinates the City's recovery program. The Economic Recovery Program is included as part the Department's 2004 Operating Budget.

Mission

The vision of Economic Development, Culture and Tourism Department is to see Toronto recognized around the world as an unparalleled city in which to live, work, play, visit and do business.

The mission and mandate of the Department is to:

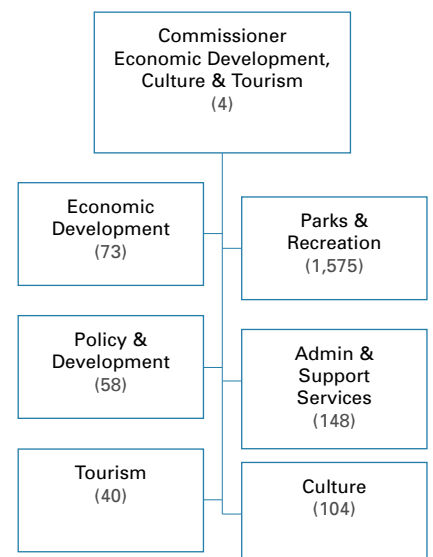
- ▶ Create a diverse and competitive economy;
- ▶ Promote the City to the world as a desirable destination;
- ▶ Stimulate and support a range of cultural expressions and art forms;
- ▶ Inspire and enable the full participation of residents in the pursuit of physical and emotional health;
- ▶ Promote a clean, sustainable city through the stewardship of parks, open spaces and heritage resources.

The Department operates in a manner that embodies the City's overall values and aspirations and reflects a departmental commitment to a common standard of professional service and behaviour. We are:

- ▶ Customer oriented;
- ▶ Cost effective in service delivery;
- ▶ Proactive and innovative;
- ▶ Inclusion, open and accessible;
- ▶ Committed to continuous improvement;
- ▶ Well-connected and informed;
- ▶ Able to make effective use of specialized knowledge and expertise; and
- ▶ Respectful of the seriousness of our responsibilities while bringing a sense of balance and enjoyment to our work.

Department Map

The Economic Development, Culture and Tourism Department is comprised of six divisions, with a total of 2,002 approved positions.



Key Customers

The Department has strong multi-faceted relationships with a well-developed network of community organizations, business organizations, private companies, municipal departments and agencies, as well as other governments and their agencies. These relationships are essential to our business, helping us better understand and respond to the community's needs and priorities, build partnerships and leverage resources.

2004 Operating Budget by Program

Program	Gross (\$000s)	Net (\$000s)
Culture	12,843.4	9,036.9
Customer and Business Support	19,687.9	17,484.4
Economic Development	8,799.8	7,500.5
Parks and Recreation	241,456.2	163,173.2
Tourism	11,103.5	7,631.6
Economic Recovery	200.0	200.0
Total Program Budget	294,090.8	205,026.5

2003 Achievements

- ▶ Provided the lead to the coordination of City services and the development and implementation of the City of Toronto's economic recovery efforts to reduce the severe impact of the SARS medical outbreak on Toronto's economy, including the Toronto You Belong Here campaign.
- ▶ Successfully launched major corporate strategic plans, including the Culture Plan and the Tourism Development Action Plan. Continued the implementation of the previously Council approved Economic Development Strategy. Completed community consultations and input into the Parks and Recreation Strategic Plan. The final plan will be submitted to Council for approval at the end of 2003/early 2004.
- ▶ Supported corporate projects and initiatives such as the Official Plan, and the launch of the streamlined development application process.
- ▶ Enhanced internal communications with the launch of a departmental intranet site and launched the EDCT Learning Academy to promote staff development and recognition.
- ▶ Co-ordinated departmental services and participated in the emergency management of the blackout in August, including the closure of Departmental facilities for energy conservation during the critical period.

Culture

Mission Statement:

To foster and maintain cultural growth and expression for citizens and visitors that contribute to Toronto as a dynamic, healthy and diverse city.

Program Objectives

- ▶ Recognize the essential role that culture plays in the social and economic life of the City.
- ▶ Encourage the creative, open expression of ideas through all art forms and the full participation of residents and visitors.
- ▶ Foster the health and development of the cultural sector by integrating cultural policy with corporate objectives, delivering financial support, providing art and heritage facilities and a wide range of cultural programs.
- ▶ Strengthen and support diversity of cultural expression and the many diverse communities in Toronto.
- ▶ Identify, preserve and interpret Toronto's heritage.
- ▶ Ensure that residents and visitors encounter Toronto's history everyday and everywhere, and that Toronto's unique character is preserved and passed to future generations.

2004 Strategic Direction and Service Priorities

Cultural Affairs

Service Description: To foster the health and development of the cultural sector through the creation of cultural policy, research and the maintenance of key cultural assets.

Service Goal(s):

- ▶ To reach a state of Good Repair with City owned Cultural Assets (built form).
- ▶ To develop a restoration plan for City owned heritage properties for the next 10 years.
- ▶ To set the cultural policy direction for the City of Toronto for the next 10 years.
- ▶ To revitalize major heritage properties through adaptive reuse.
- ▶ To maintain and promote the City's collection of public art.

Arts Services

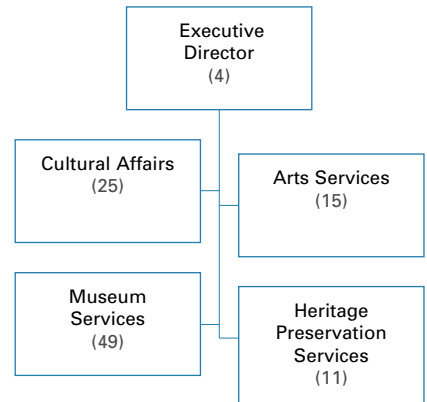
Service Description: Arts Services will foster a vibrant artistic life in Toronto through its programs, facilities, partnerships and encouragement of arts development, arts education and artistic expression.

Service Goal(s):

- ▶ To promote and support community arts development and best practices.
- ▶ To align City grants with Culture Plan directions.
- ▶ To promote quality cultural programs and opportunities at City facilities for the public.
- ▶ To develop cultural sector leaders through city-wide initiatives.
- ▶ To provide arts and culture opportunities for underserved geographic areas and groups across the city.
- ▶ To promote the City's fine art collection.

Program Map

The Culture Program is comprised of four Services – Cultural Affairs, Arts Services, Museum Services and Heritage Preservation Services with a total of 104 approved positions.



Culture

2004 Strategic Direction and Service Priorities (continued)

Museum Heritage Services

Service Description: Ensure residents and visitors encounter Toronto's history everywhere and ensure that Toronto's unique character is preserved and passed to future generations.

Service Goal(s):

- ▶ To develop innovative programs that will redefine heritage in the City of Toronto that will sustain existing museums and bring in a new and diverse audience.
- ▶ To increase use of museum sites for public events to enhance public awareness and revenue.
- ▶ To increase public access to the City of Toronto Collection.
- ▶ To expand focus and enhance the education services offered by the City of Toronto Museums.
- ▶ To increase attendance by adults in educational programs.



Preservation Services

Service Description: Preservation, enhancement and defense of Toronto's built and archaeological heritage resources to provide a sense of context, history and memory for the developing City.

Service Goal(s):

- ▶ To expeditiously provide comment and advice on planning and building applications.
- ▶ To continually and proactively add heritage structures to the Inventory of Heritage Properties.
- ▶ To increase the number of Heritage Easement Agreements.
- ▶ To identify and designate additional Heritage Conservation Districts.
- ▶ To involve the wider heritage community in the operations of HPS.
- ▶ To assist the Toronto Preservation Board and Preservation Panels to effectively fulfil their roles.
- ▶ To review, restructure, increase the funding for and reinstitute the Toronto Heritage Fund Grant Program.
- ▶ To secure and implement the Heritage Property Tax Rebate Program.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Cultural Affairs	4,832.7	2,979.4
Arts Services	1,863.6	1,383.6
Heritage Services	6,147.1	4,673.9
Total Program Budget	12,843.4	9,036.9

Culture

2004 Highlights

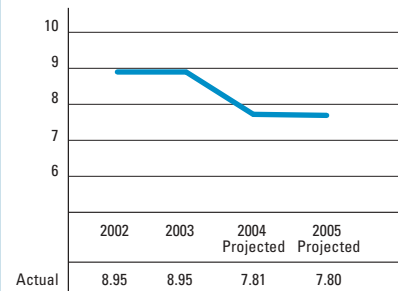
- ▶ \$0.485 m gross/\$0.050 m net for the relocation of Museum of Canadian Contemporary Art to the Queen West Art and Design District
- ▶ \$0.200 m gross from the Ontario Works Target Incentive Fund to be used for Council approved arts and cultural programs for at risk youth
- ▶ \$0.005 m gross funded from reserves to be used for art acquisitions for the City's permanent art collection
- ▶ \$0.044 m gross and net for the operations of the Market Gallery at the St. Lawrence Market
- ▶ \$0.021 m gross and net related to the continuation of maintenance activities at the Neilson Park Creative Centre
- ▶ 5% increase in user fees at the Cedar Ridge Creative Centre including materials and supplies for arts programs
- ▶ \$0.59 m gross for the addition of one heritage preservation officer for the City's Streamlining Application Review Process (STAR) fully recoverable from development application fees

2003 Achievements

- ▶ Developed and received Council approval for the new "Culture Plan for the Creative City" which will allow Toronto to fulfil its potential as an international cultural capital and define culture's role as an engine of economic and social development.
- ▶ 700,000 people visited the 21 museums, historical sites, cultural centres and art galleries operated by the Division.
- ▶ The Doors Open Toronto program attracted 200,000 visitors to Toronto buildings of architectural and heritage significance; increased audience by almost and attracted ten new funders to the program.
- ▶ Completed the Waterfront Culture and Heritage Infrastructure Plan for the east and west sections of the Waterfront and undertook feasibility study for a museum strategy for Toronto's waterfront.
- ▶ Presented more than 90 art exhibits and other public programs and special events for all ages, directly or with partners, at City community cultural centres and galleries reaching 138,000 visitors. Launched the Archives of Ontario 100th Anniversary celebrations with a major exhibition at the Market Gallery.
- ▶ Reviewed 102 planning applications, 58 Committee of Adjustment applications and 318 Building Permits. Facilitated the designation of 21 heritage buildings, the listing of 13 heritage building and entered into nine Heritage Easement Agreements with heritage property owners. Approved two Heritage Conservation Districts containing 950 properties and began review of three Heritage Conservation Districts containing 2,200 properties.
- ▶ Implemented Creative Youth Envoy international cultural internship program.
- ▶ Managed and maintained 221 monuments, sculptures and works of public art, and approximately 90 museums, arts centres, theatres and cemeteries.

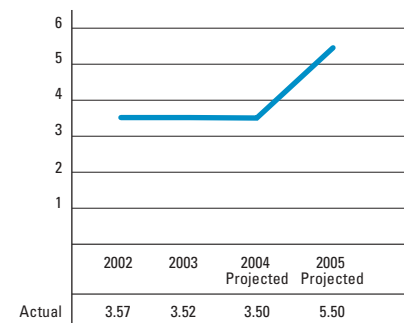
Performance Measures

Cost per visitor for Culture Division Programs



The measure comprises attendance figures for all site/programs within the Museums Services Unit and Art Services Unit. Costs include salary and non-salary dollars attributed to each program.

Spending per capita on Culture Division Programs



The measure relates to the approved Culture budget and actuals to a static population for the City of 2.5 million people to present per capita spending on Culture.

Culture

2004 Capital Budget

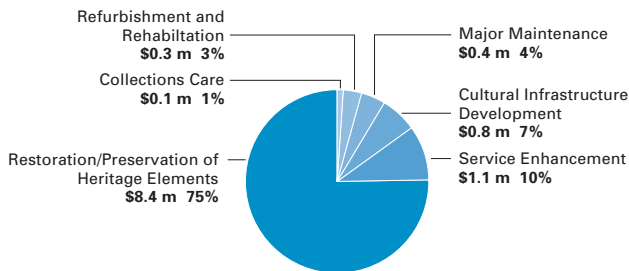
Total 2004 Gross Budget is \$11,134 million [2003 Budget – \$15.349 m]:

- ▶ \$8.469 million is for the restoration of heritage elements including \$3.118 million for Casa Loma related restoration and preservation projects.
- ▶ \$1.111 million for service enhancement initiatives, which include the Todmorden mills retrofit project and the Front of House program for City Museums and Art centres.
- ▶ \$1.554 million for other projects such as major maintenance initiatives (\$0.362 m), culture infrastructure development (\$0.770 m), collections care (\$0.075 m), and refurbishment and rehabilitation projects (\$0.347 m).

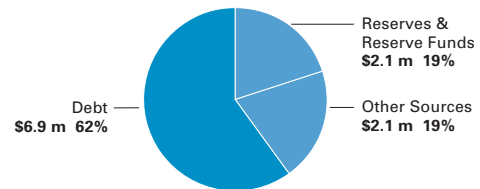
5 Year Capital Work Plan

	Approved 2004	Commitment				Total
		2005	2006	2007	2008	
Previously Approved						
Cultural Infrastructure Development	545	975	—	—	—	1,520
Service Enhancement	936	—	—	—	—	936
Restoration/Preservation of Heritage Elements	6,616	1,300	—	—	—	7,916
Refurbishment and Rehabilitation	277	—	—	—	—	277
Collections Care	—	—	—	—	—	—
Major Maintenance	87	—	—	—	—	87
Total Previously Approved	8,461	2,275	—	—	—	10,736
New						
Cultural Infrastructure Development	225	30	—	—	—	255
Service Enhancement	175	125	—	—	—	300
Restoration/Preservation of Heritage Elements	1,853	254	—	—	—	2,107
Refurbishment and Rehabilitation	70	50	—	—	—	120
Collections Care	75	—	—	—	—	75
Major Maintenance	275	—	—	—	—	275
Total New	2,673	459	—	—	—	3,132
Total	11,134	2,734	—	—	—	13,868

Where the money goes



Where the money comes from



Customer and Business Support

Mission Statement:

Administration and Support Services

The Division works in partnership with corporate service providers to ensure the delivery of high quality, timely, cost-effective services to the Department and its external customers.

Division staff are key contributing members of District, Division and Department-wide management teams. They provide pro-active advice and solutions and help to achieve City-wide consistency and standards.

Division staff embrace and promote change and form multi-skilled, flexible work teams to provide superior customer service to the Department and its customers.

Policy and Development

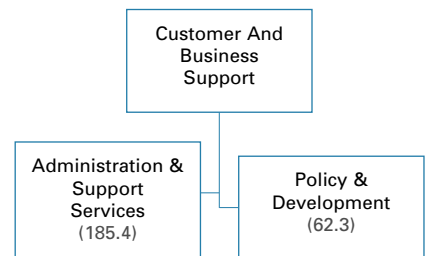
To provide client-based support in the areas of planning, development, design, land acquisition, policy and research to fulfill the Department's mandate of delivering high quality, accessible park and recreational and cultural facilities and services that will improve the quality of life of the citizens of Toronto and preserve and enhance the natural environment and open space areas of the City.

Program Objectives

- ▶ Provide one-stop shopping and accountability.
- ▶ Establish effective business partnerships both outside and within the Department.
- ▶ Ensure cost effectiveness by minimizing duplication, taking advantage of economies of scale, technology and working with corporate partners.
- ▶ Provide strong technical expertise in all disciplines in order to provide effective, responsive services.
- ▶ Focus on a Department perspective to assist in the integration and coordination of issues across divisional lines.
- ▶ Establish consistency and standardization of those services that require a high degree of control.
- ▶ Support long term capital planning.
- ▶ Provide effective capital project management.
- ▶ Develop sectoral and community level plans for the provision of parks and recreation facilities.
- ▶ Support the development of policies / strategies to guide the work of the department.
- ▶ Produce statistical tools to support the management of Parks & Recreation and Culture Divisions' programs.

Program Map

The Customer and Business Support Program is comprised of two services with a total of 247.7 approved positions.



Customer and Business Support

2004 Strategic Direction and Service Priorities

Administration and Support Services

Service Description: Administration & Support Services works in partnership with corporate service providers and external partners to ensure the delivery of high quality, timely, cost-effective, professional, accountable and responsive support services to the Department and its external customers. The unit focuses on a department perspective to assist in the integration and co-ordination of services across division lines and establishes consistency and standardization of those services that require a high degree of control.

Customer Service

Service Goal(s):

- ▶ To implement an on-line registration for all sessions while maintaining existing methods of registration.
- ▶ To evaluate the success of the on-line registration program through a customer survey.
- ▶ To facilitate public's access to information about Parks and Recreation's Programs and Services through the implementation of a Call Centre.
- ▶ To harmonize support to permit services on a city-wide basis for sports fields and other Parks and Recreation facilities.
- ▶ To capture all permit activity on CLASS system for Parks and Recreation facilities.
- ▶ To work with Facilities and Real Estate to complete the major staff moves ensure in compliance with the Master Accommodations Plan initiative.
- ▶ To develop an office operations manual thus ensuring consistency in office operations on a city-wide basis.

Finance

Service Description: Operating Budget development and monitoring, Capital Budget support, financial information systems, financial reporting and analysis, general accounting, revenue management, accounts receivable, purchasing and accounts payable, financial policies and procedures.

Service Goal(s):

- ▶ To provide effective and efficient financial control systems, operating budget monitoring and financial reporting in the Department.
- ▶ To develop and implement effective departmental accounts payable and purchasing procedures to support corporate policies and systems.

Compliance

Service Description: Development of internal management control policies and procedures; training to staff, review and monitoring of compliance; risk management; and departmental audit services.

Service Goal(s):

- ▶ To implement the modules as highlighted from various studies above and to ensure compliance.
- ▶ To implement a management control module for memberships/passport/punch card issuance.
- ▶ To promote cash control policies and procedures to agencies affiliated to EDCT.

Information Technology

Service Description: Business applications development and support; systems planning and interfaces; training and operational support; second level help desk support; e-City initiative support.

Service Goal(s):

- ▶ To optimize the Department's connectivity and efficiency with its IT infrastructure.
- ▶ To support the corporate e-City strategy.

Customer and Business Support

2004 Strategic Direction and Service Priorities (continued)

Promotions and Communications

Service Description: Development and implementation of internal and external communications strategies and plans in support of departmental initiatives and divisional programs and services; multimedia, internet and intranet support; media relations and issues management; partnership and sponsorship support.

Service Goal(s):

- ▶ To increase awareness of the department's programs and services through a multitude of external communication tools.
- ▶ To enhance staff morale through the provision of accurate and updated information about the department and its staff through an effective internal communications strategy.
- ▶ To maintain public awareness and a positive attitude towards the Department and the City's position on various issues through a pro-active issue management process.
- ▶ To seek alternative revenue for department initiatives through partnerships and sponsorships.

Staff Support

Service Description: Payroll Transactions and Time Entry; Training and Development; Recruitment and Staffing (part-time staff); Staffing - Seasonal Recall and Layoff; and Complement Control and Salary Cost Planning.

Service Goal(s):

- ▶ To ensure optimal efficiency in the payroll process.
- ▶ To provide optimal support to Parks and Recreation and Culture divisions to assist them in meeting their training needs.
- ▶ To provide optimal support to the recall/layoff process of seasonal parks employees.
- ▶ To support the harmonization process for part-time Local 79 jobs.

Policy and Development

Service Description: Policy and Development's mission is to provide client-based support in the areas of planning, development, design, land acquisition, policy and research to fulfil the Department's mandate of delivering high quality, accessible park and recreational and cultural facilities and services that will improve the quality of life of the citizens of Toronto and preserve and enhance the natural environment and open space areas of the City.

Capital Projects

Service Goal(s):

- ▶ To undertake facility and park audits to identify current condition and needed repairs to bring assets up to a state of good repair. This is a multi-year process.
- ▶ To review the organizational structure and operational processes of the Capital Projects Section.

Parks and Recreation Planning

Service Goal(s):

- ▶ To provide park planning and design services at the department and community level.
- ▶ To provide long term plans and strategies for parks and recreation facilities.
- ▶ To acquire appropriate lands and cash (in-lieu) for the parks and recreation system through land acquisition and the development review process.

Customer and Business Support

2004 Strategic Direction and Service Priorities (continued)

Policy and Standards

Service Goal(s):

- ▶ To develop policies/strategies that guide and support the work of the Department.
- ▶ To support the work of various corporate committees, task forces and inter-departmental policy teams (e.g., Council Strategic Plan, Environmental Plan, School Advisory Committee, Community Safety Task Force, Policy Coordinating Team, Social Development Strategy).
- ▶ To develop and maintain the Department's Policy and Forms Intranet site.

Research

Service Goal(s):

- ▶ To develop city-wide, district and region level program summaries for Parks & Recreation and Culture Division.
- ▶ To develop program location summary information to assist in understanding what the public response has been/could be.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Administration and Support	14,369.1	14,169.1
Policy and Development	5,318.8	3,315.3
Total Program Budget	19,687.9	17,484.4

2004 Highlights

- ▶ Service efficiencies that result in maintaining 2003 expenditure levels for various materials and supplies and services and rents
- ▶ Efficiencies in advertising and promotion including changing the format of printed materials such as the Toronto Guide from a booklets postcard format
- ▶ \$0.052 m gross for the addition of one temporary position to support Parks and Recreation for the City's Streamlining Application Review Process (STAR) fully recoverable from development application fees

2003 Achievements

Administration and Support Services

- ▶ Issued 27,500 permits in Parks and Recreation facilities, totalling over \$17 million and processed over 400,000 registration related transactions for recreation programs. Operated a call-centre, responding to over 250,000 calls.
- ▶ Processed payroll transactions and time-entry information to support the accurate and timely payment and payroll record keeping for approximately 7,000 department staff (full-time management/exempt and unionized, seasonal and part-time employees).
- ▶ Delivered or facilitated 51,700 hours of training on the topics of recreation quality assurance, health and safety, first aid, risk avoidance and supervisory skills.
- ▶ Responded to more than 1,325 calls re Class problems, issues, questions, and more than 1,425 non-Class related Help Desk calls. Consulted on and processed 215 Technology Acquisition Requests and deployed over 680 desktop related hardware and implemented ADSL upgrades at 39 remote sites.

Customer and Business Support

2003 Achievements (continued)

- ▶ Secured more than \$350,000 sponsorship in-kind and cash for the Tree Advocacy Planting Program (TAPP) – an increase of more than 100% over 2002. The Toronto Star became TAPP's official media sponsor.
- ▶ Between January and August, responded to nearly 1,900 inquiries on the Parks and Recreation web site, issued more than 85 news releases and media alerts and responded to 250 calls on the EDCT Media hotline, and organized and/or provided event management support for more than 45 events, including the official launch of Yonge Dundas Square.
- ▶ Effectively monitor departmental expenditures and revenues for both operating and capital budgets through monthly financial reports and variance analysis to allow timely corrective action. Managed and monitored financial activities and reporting for SARS, the Toronto You Belong Here recovery campaign, and the power outage.

Policy and Development

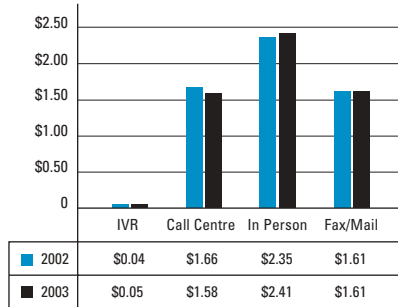
- ▶ Developed and submitted the Parks & Recreation FY2004 – 2013 Capital Budget & Plan. The 2003 Capital Budget was approved at \$72.1 million. Managed the Capital Budget & Plan to reduce the backlog of projects from previously approved years. The number of projects backlogged was reduced by 110 from 140 leaving only 30 items to carry forward in to FY2003.
- ▶ Completed the first detailed phases of the Capital Asset Management Plan (CAMP). This phase addressed the state of good repair requirements for community centres, arenas (indoor and outdoor), pools (indoor and outdoor), bridges, field houses, stadiums, tennis courts, parking lots, paths & trails, as well as providing for the scanning and development of an electronic data base of drawings and plans for facilities.
- ▶ Undertook/completed five community level studies, 29 park/facility designs, 11 park/facility concepts, 9 inter-departmental studies, and four City-wide planning documents. Reviewed and commented on 291 development applications, projected 580 to year end.
- ▶ Secured 1.5 hectares of parkland (through development process, purchase and/or jurisdictional transfer). Secured \$3.2 million through cash-in-lieu contributions, projected \$8.7 million to end of 2003, as well as 10.5 hectares of parkland through acquisition and dedication.
- ▶ Developed a harmonized Policies and Procedures manual and intranet site and provided policy support to the Culture Plan, temporary and permanent Outdoor Memorials (on City owned property), Housing First, development of Green Parking Lots in City Parks/Ravines, Nomination Process for Community Research Panels (Culture) and prepared reports on various capital projects.
- ▶ Completed generic capture rate estimates for gymnasias, pools, arenas, 13 Brochure Sections (program categories) and for five Parks & Recreation Age categories based on year 2001 Class registration and census.
- ▶ Provided geographic support for four study areas (two skate park surveys (Cummer and Port Union), Ward 34 survey, Midland-St. Clair study). Developed census tract approximations for the 75 per cent catchment area estimates for 284 program locations and consulted on the development of eight survey questionnaires.

Customer and Business Support

Performance Measures

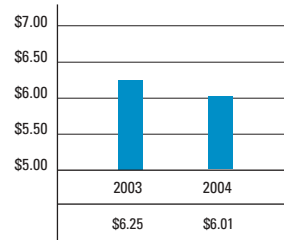
Administration and Support Services

Cost per Registration Method



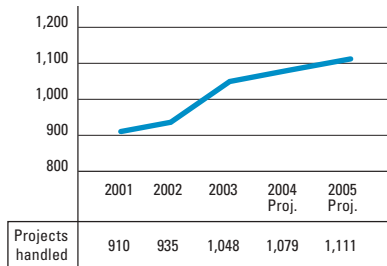
The costs are based on an 8-day registration period for fall/winter recreation program and includes IT and Customer Service costs. The chart projects the difference in costs between 4 registration methods -- IVR, Call Centre, In-person and Fax/mail.

Cost per million in revenue generated



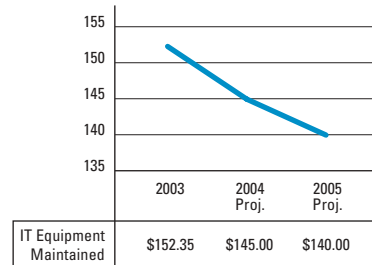
This performance measure reflects the cost of processing the revenue generated by EDCT, including invoicing, collection, recording and reporting.

Number of Communication Projects



This performance measure reflects the volume of work and demand on Promotions and Communications staff. The scope and size of projects vary within any given year. Major projects include each issue of Toronto FUN Parks and Recreation Guide, which is considered one project. Alternatively, the design of a simple flyer is also considered a project. As the variation of size and scope of projects are similar from year to year, annual comparisons can provide a meaningful trend on output. The increase from 2002 to 2003 may be attributed to the fact that there were no major events such as World Youth Day or the Labour Disruption, therefore allowing staff to take on additional projects. The taking on of additional projects is also reflected in the amount of overtime put in by staff.

Cost per IT equipment maintained

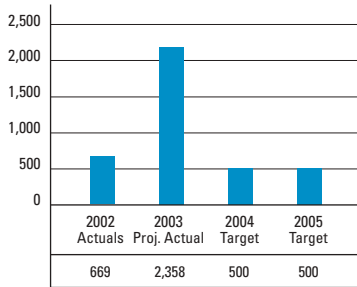


This is the cost of maintaining the department's printers, personal computers and monitors across 291 work locations. It does not include scanners, PDA's, or digital cameras.

Customer and Business Support

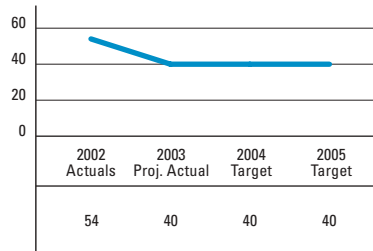
Policy and Development

Capital - Accumulated number of assets audited



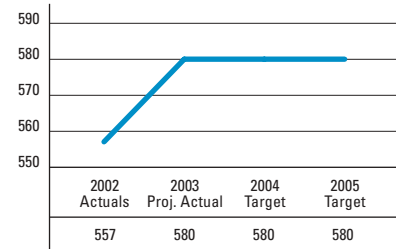
Each year some assets are selected to be audited (bridges, roofs, compressors, etc). These asset audits are added to the (CAMP) data base to support the development of life-cycle plans and the prioritization of the Parks & Recreation capital projects in the 5 and 10 year Capital Plans. The number of assets in the system will continue to grow until all assets have been audited. Note - the number of actual audits does not equate to the value of the audit work nor to the staff time committed to completing the work. (e.g., Larger assets like Curling Rinks, Swimming pools are more costly and time consuming than "accessibility" or "designated substances").

Parks & Recreation Planning - Number of park plans/designs/concepts undertaken/developed



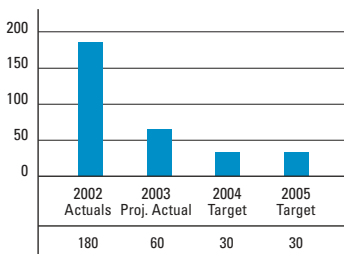
As planning catches up with the proposal of capital projects the number of plans, concepts or designs requested will even out. This reflects a more managed approach to parks and facility development.

Parks & Recreation Planning - Number of development applications reviewed



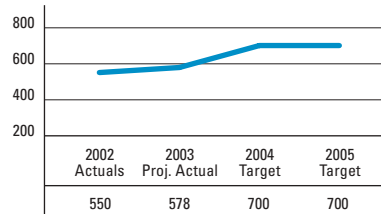
Development within the city is expected to continue at the same rate over the next 2 years. Note under the new STAR process there is greater demand on staff time. Staff resources are stretched to accommodate this workload.

Policy & Standards - Number of policies posted to departmental PPF site.



Parks & Recreation Division policies were the first to be posted. This represented a large initial segment. The other divisions within the department are expected to develop and add their policies to the PPF site. Divisional staff will update and maintain all policies on the PPF site.

Research - Number of (different) program summaries produced



Program summaries are management tools for both Parks & Recreation and Culture division staff. We now have a large body of tools (summaries) for staff to use. With basic tools in place we are expecting only minimal growth in the number of tools (summary types). Summaries are being modified in themselves, but do not represent a different summary.

Economic Development

Mission Statement:

The Economic Development Division supports the Department's vision for Toronto as an economically strong, socially enjoyable and culturally vibrant city where businesses prosper and citizens share in their prosperity through full employment and access to the high quality public services and infrastructure supported by a strong business tax base.

The Economic Development Division's mission is to accelerate and support a sustainable economy whereby businesses are attracted, employment-generating initiatives are advanced, and wealth for all citizens is fostered.

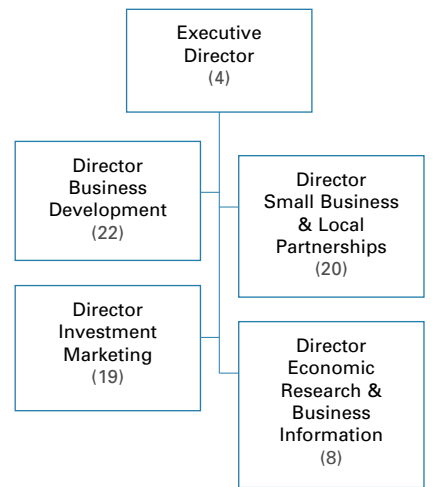
Program Objectives

- ▶ Grow and support existing businesses through a business retention/expansion program.
- ▶ Support the start up of new businesses and foster the entrepreneurial spirit of small business.
- ▶ Promote the City's competitive position in order to attract new businesses and investment.
- ▶ Develop long-term strategies to support Toronto's competitive economic clusters and financial sustainability.
- ▶ Keep the City "top of mind" with business, investors and site selectors.
- ▶ Facilitate growth of the Toronto film industry, biotech, financial, IT, food & beverage, fashion, business & professional services and other leading clusters.
- ▶ Ensure the ease of doing business in the City by providing direct service or problem solving.
- ▶ Gather data, create and maintain current information, demographic, economic and business relevant statistics on Toronto.
- ▶ Advocate and collaborate in promoting a business-friendly environment at City Hall.

Recognizing the diversity of clients' needs within a complex urban environment, the Division will exemplify customer service while focussing on business retention, attraction, new business formation and other strategies to grow Toronto's economy.

Program Map

The Economic Development Program is comprised of four services, with a total of 73 approved positions:



Economic Development

2004 Strategic Direction and Service Priorities

Business Development & Retention

- ▶ To retain and grow businesses in Toronto in a highly competitive environment.
- ▶ To increase the capacity of Toronto businesses to trade internationally.
- ▶ To expand targeted economic clusters, enhancing their local and global competitive position, increasing the number of businesses and jobs

Economic Research & Business Information

- ▶ To gather, maintain and disseminate quality economic, labour force and business information.
- ▶ To form partnerships and alliances with business, labour, educators, other governments and stakeholders that implement the Economic Development Strategy and the Labour Force Readiness Plan.
- ▶ To increase awareness of Toronto as a centre for knowledge, innovation and creativity.



Small Business & Local Partnerships

Enterprise Toronto

- ▶ To increase the number of start up businesses and to increase the survival rate of businesses during incubation.

City Revitalization & Reinvestment Strategies

- ▶ To improve the vitality and availability of retail and employment areas across the City. (Business Improvement Areas).
- ▶ To maintain and enhance the City's commercial and industrial assessment base by strategically targeting commercial and employment districts across the city for reinvestment.
- ▶ To maintain and improve the physical infrastructure of Employment Revitalization Areas that will enhance the viability of these employment areas.
- ▶ To deliver a revitalization "Tool Kit" in targeted Revitalization areas.

Investment Marketing

- ▶ To generate new investment and attract new business to Toronto.
- ▶ To raise Toronto's international profile, stimulate economic investment and pursue trade development opportunities for Toronto businesses through strategic city to city relationships and alliances.
- ▶ To develop and implement a coordinated marketing plan that generates inquiries and leads and raises awareness of Toronto's competitive advantages nationally and internationally.
- ▶ To undertake a local marketing campaign targeted to existing businesses, business groups and the workforce of the city that increases their knowledge of Toronto's competitive position; and a communications program to enhance awareness of the Division's services and activities.
- ▶ To promote Toronto's film industry domestically and internationally, facilitate the development of infrastructure supporting film production, and provide excellent customer service to all stakeholders.

Economic Development

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Business Development & Retention	2,840.0	2,340.0
Economic Research & Business Development	1,121.9	1,086.9
Local Partnerships	1,375.7	1,061.4
Investment Marketing	2,580.9	2,310.9
Entrepreneurship & Small Business	881.3	701.3
Total Program Budget	8,799.8	7,500.5

2004 Highlights

- ▶ \$0.020 m in additional revenues generated from the Enterprise Toronto Web-site
- ▶ \$0.020 m increase in revenues from the Film Parking Permit operations

2003 Achievements

- ▶ Field and sector staff handled 423 corporate calls and 1,550 business inquiries, with TradeLink handling an additional 303 contacts, resulting in 13 business investment projects, a total investment value of \$228 million and 903,000 sq. ft. of space occupied or built. An estimated 1,579 new jobs were generated and 2,133 jobs were retained.
- ▶ Launched the South Etobicoke Tax Incremental Financing (TIF) Pilot Project, Toronto's first employment area TIF program, providing financial incentives for companies to expand and locate in the area, improve their building facades and remediate contaminated sites.
- ▶ Began implementation of Toronto Financial Services Alliance cluster action plan that focuses on advancing the competitive position of Toronto and Canada as a financial centre. Created the Toronto Discovery District consortium composed of the Economic Development Division, MaRS and Toronto's teaching hospitals to promote the capabilities of the cluster and opportunities in the city's downtown science park.
- ▶ Completed phase one of the Labour Force Readiness Plan and prepared report to Council. Maintained and developed new partnerships related to Labour Force Development.
- ▶ Co-ordinated capital improvements budget of \$ 2.5 million with various BIAs to develop and implement Streetscape Improvement Projects that include pedestrian scale lights, signage, garbage receptacles and benches.
- ▶ Implemented the Human Resources Development Canada Summer Student Program creating 300 summer student positions in WES, Special Events, Public Health and BIAs through \$800,000 of federal funding.
- ▶ Attracted six new international firms in establishing operations in the City of Toronto, creating 1,450 jobs and occupying 414,500 square feet of space. The new firms will generate an estimated \$860,225 in new municipal taxes and \$102,168,000 in increased Gross Domestic Product for the City.
- ▶ Handled about 10,000 film inquiries, resolved 76 community issues related to filming, responded to 137 international leads and issued 1,757 permits, representing 3,763 days of shooting that generated \$111,821.29 in revenue (recoveries from parking meter use).

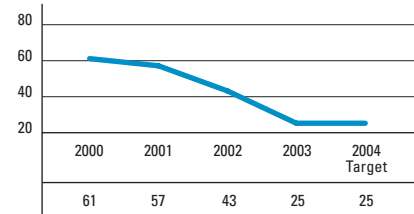
Economic Development

Performance Measures

Business Expansions and Companies Retained

Direct staff involvement with targeted local businesses to offer assistance on expansion/relocation issues. This measure tracks the number of businesses that have made a decision to stay and reinvest in Toronto.

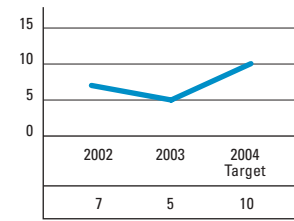
Business Expansions and Companies Retained



New Business Investment

Estimate of number of companies making investments, which are new to the City of Toronto and assisted by staff.

New Business Investment



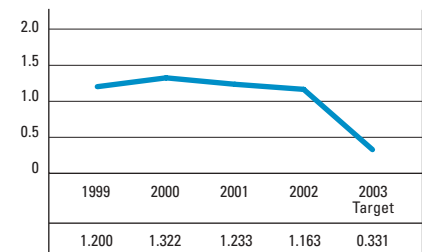
Value of Total Film Spending in the City of Toronto

Production spending shows the total number of dollars spent below-the-line by major productions in Toronto from 1999 to June 2003. All years shown include Canadian independent productions, cop-ventures and treaty co-productions as well as U.S. and other foreign feature films, movies for television, mini-series, television specials and TV series. Below the line refers to all the expenditures necessary in order to produce the show. This includes labour costs, equipment rentals, studio rentals, and the operating budget of each department, material costs and expenses. Above-the-line expenditures, not included here, include contracted key creative elements such as the producer, director, star, director of photography, script, etc. necessary to "green light" the production.

Figures for 1999 to 2001 show spending in billions of dollars. Broadcasting, television commercial production, animation, music video, corporate, non-broadcast and direct-to-home video productions and their related activities are reflected in the totals.

From January to June 2003, spending is \$331,543. Broadcasting, television commercial production, animation, music video, corporate, non-broadcast and direct-to-home video productions and their related activities are not reflected in these totals.

Value of Total Film Spending



Economic Development

2004 Capital Budget

Total 2004 Gross Budget is \$6.763 million [2003 Budget – \$6.514 million]:

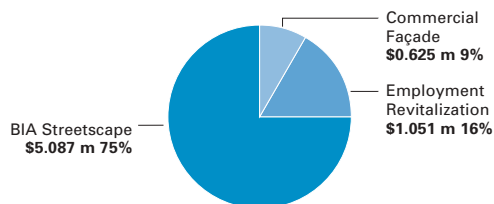
- \$5.087 million for BIAs Streetscape Improvement Projects in 36 business improvement areas
- \$0.625 million for Commercial Façade Improvement Projects which include the New Toronto Employment Area and the Danforth Victoria Park commercial area.
- \$1.051 million for Employment Revitalization Projects in 9 employment revitalization areas of the City.

Capital Asset Inventory listing for 2004 not included.

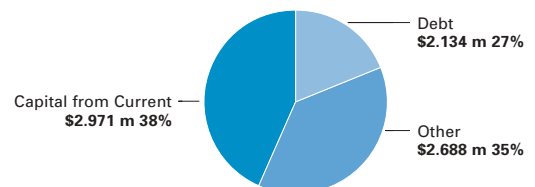
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
BIA Streetscape Improvement	2,483	166	—	—	—	2,649
Commercial Façade	352	—	—	—	—	352
Employment Revitalization	585	—	—	—	—	585
Total Previously Approved	3,420	166	—	—	—	3,586
New						
BIA Streetscape	2,604	373	—	—	—	2,977
Commercial Façade	273	276	—	—	—	549
Employment Revitalization	466	215	—	—	—	681
Total New	3,343	864	—	—	—	4,207
Total Economic Development	6,763	1,030	0	0	0	7,793

Where the money goes



Where the money comes from



Economic Recovery

Mission Statement:

Economic Development, Culture and Tourism Department was the lead department in coordinating the City of Toronto's recovery efforts to offset the devastating impact of SARS on Toronto's economy in 2003.

The SARS Economic Recovery program is a one-time program in 2004 to address the continued impact of SARS on Toronto's economy. The program included concentrated efforts to repair Toronto's tarnished international image and to reposition Toronto as a destination for both tourists and businesses.

2004 Strategic Direction and Service Priorities

The program is divided into two areas of activity – initiation of a branding project for the City, and the development of a business plan for the Year of Creativity in 2006.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
SARS Economic Recovery	200.0	200.0
Total Program Budget	200.0	200.0

2004 Highlights

- ▶ \$0.200 m in one-time funding for the Year of Creativity program and branding initiatives that enhance awareness of Toronto's global identity and competitive advantages

2003 Achievements

- ▶ Supported the Mayor's SARS Recovery Task Force and implemented work plans in five mandate streams: Public Health, Global Positioning -- Tourism and Global Positioning -- economic development/business investment; Engaging Torontonians, Hardship Relief and Social/Community.
- ▶ Launched a Mother's Day campaign with television, radio and print public service announcements, generating 11 million reach, 35 news stories and 41 free ads.
- ▶ Organized four fireworks and entertainment events for the Victoria Day weekend, attracting crowds of up to 100,000. Promoted these events with 146 radio and print ads and posters, reaching 17 million. Developed and distributed 25,000 Victoria Day weekend booklets in welcome packages for visitors to Toronto at the airport, train and bus terminals.
- ▶ Launched the Toronto You Belong Here campaign as a totally integrated program that includes media advertising, promotions, media and public relations, the internet as well as a significant multicultural component.

Economic Recovery

2003 Achievements (continued)

- ▶ As part of the Toronto You Belong Here campaign, launched an original song Right Here with Me, ran 1,673 television commercials and 2,478 radio commercials, distributed 1 million playbooks and 200,000 postcards. Twenty ambassadors attended 50 events totalling 91 event days and 320 event hours. The Toronto You Belong Here mini-site, off the City's website, received 3,400,000 hits in July and August, with 750,000 visitors and 160,000 page views.
- ▶ As the multicultural component of the campaign, launched television commercials in 7 languages, radio commercials in 8 languages and print advertising in 10 languages. Helped revive a sense of community and pride, as well as businesses among the Chinese community through a special Chinese slogan and specific support to six Chinese summer festivals.
- ▶ Co-ordinated with other City departments to implement the Task Force's decision to waive certain fees for City services in support of more than 450 events and festivals across the City from June 1 to September 30, 2003.
- ▶ Co-ordinated a diverse range of City services in support of the Molson Canadian Rocks for Toronto concert. The concert was attended by 450,000 and received significant international media coverage. City services ensured the success of the concert and minimized the impact of the event on neighbouring residents and businesses.
- ▶ Worked with private sector corporations and organizations to extend the impact of the City's campaign, such as the Toronto's Heroes advertising campaign launched by the Raptors' Foundation, and advertising programs by brands such as Pepsi, Eaton Centre and VISA. 10,000 bumper stickers were displayed on Toronto taxicabs and on City vehicles. Generated significant corporate support and partnership, including in-kind media value of \$4.3 million. The commercial was produced free for the City, valued at \$700,000. Other corporations contributed long distance phone cards, free vehicles, free ambassador uniforms and cell phones, as well as prizes for the Toronto playbook contest.

Parks and Recreation

Mission Statement:

Toronto will be known by the world as the "City within a Park" – a rich fabric of parks, open space, rivers and streams that will connect our neighbourhoods and join us to our clean, vibrant waterfront.

The world will envy and seek to emulate the healthy, productive and balanced lives that the people of Toronto have achieved. Our Parks and Recreation Services will signal to the world Toronto's commitment to the best of all possible futures.

The people in the diverse communities of Toronto will have full and equitable access to high caliber, locally responsible recreational programs, efficiently operated facilities, and safe, clean and beautiful parks, open spaces, ravines and forests.

Program Objectives

Parks and Recreation delivers its program in two main service areas – Sports and Recreation Programming, and Parkland and Open Space.

Sports and Recreation Programming

Our goal is to provide a variety of sports and recreational facilities and programs that are attractive, safe, well maintained, cost-effective, ecologically healthy, and which promote personal and social health and wellness while meeting community needs.

Parkland and Open Space

Our goal is to provide a variety of green spaces and services that are safe, attractive, well maintained, cost-effective, ecologically healthy, and which promote personal and social health and wellness while meeting community needs.

2004 Strategic Direction and Service Priorities

Recreation Programs and Services

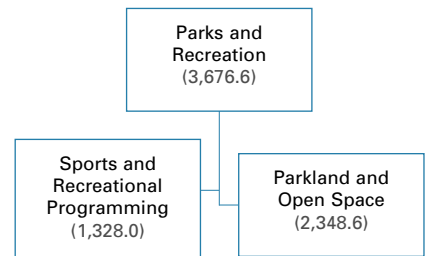
Service Description: The Division delivers recreation programs and services in a customer-driven, high quality, accessible, equitable and innovative manner. Programs and services are responsive to the needs and interests of our communities while meeting city-wide standards. Program areas include early childhood, children, youth, adults, older adults, aquatics, skating, camps, and fitness.

Service Goal(s):

- ▶ To continue to review and enhance program and service quality, and availability with the involvement of citizens and community organizations.
- ▶ To evaluate our risk management policies and practices
- ▶ To reduce barriers and increase access to recreation programs and services.

Program Map

The Parks and Recreation Program is comprised of two services with a total of 3,676.6 approved positions.



Parks and Recreation

2004 Strategic Direction and Service Priorities (continued)

Recreation Facilities

Service Description: The Division maintains 140 community centres, 61 arenas, 67 artificial ice rinks, 2 ski centres, 21 fitness centres, 144 pools and 143 wading pools in an efficient, well-used and safe manner. These resources are accessible and reflect community needs.

Service Goal(s):

- ▶ To provide recreation facilities that are functional, clean and in a state of good repair.



Marine Services

Service Description: The Division operates five ferry boats to service Toronto Island Park and the Island residential communities.

Service Goal(s):

- ▶ To transport passengers year-round to the Island in a safe, timely and satisfactory manner.

Urban Forestry Services

Service Description: The Division is responsible for the management of over 3 million trees, including the enforcement of by-laws.

Service Goal(s):

- ▶ To enhance the health of the urban forest.

Parks Operations

Service Description: The Division is responsible for the management of 1,500 named parks, 839 sports fields, 216 tennis court locations, 833 playgrounds and 40 splash pads dispersed over 7,325 hectares of parkland.

Service Goal(s):

- ▶ To provide clean, safe and well-maintained greenspace and park amenities for passive and permit use.

Horticultural Services

Service Description: The Division's operations at eight greenhouses include plant production for floral displays in garden parks, conservatories, and City Hall and the Civic Centres, and at special community events and horticultural shows, including Canada Blooms. Horticultural Services also organizes garden contests and community recognition programs such as Thank You Green Toronto.

Service Goal(s):

- ▶ To ensure an adequate supply of quality plants for use in City facilities and at events supported by the City.

Environmental Management

Service Description: The Division is responsible for managing natural areas and their associated plants, animals and features, as well as integrated plant health care, composting and recycling in parks operations, and the adoption of progressive land management practices.

Service Goal(s):

- ▶ To improve environmental health by protecting, cleaning and restoring the city's land, air and water.

Parks and Recreation

2004 Strategic Direction and Service Priorities (continued)

Concession and Other Business Services

Service Description: The Division operates 70 snack bars, restaurants, catering venues and retail outlets in association with its operations. These operations provide a value-added service to facility users and provide net revenues to assist in funding other programs and operations.

Service Goal(s):

- ▶ To develop and operate concessions and engage in new business agreements

Golf Courses

Service Description: The Division operates five full-service 18-hole golf courses and offers golf camps and lessons.

Service Goal(s):

- ▶ To provide quality golf experience at an affordable price.

Ski Centres and Programs

Service Description: The Division operates two full-service alpine ski facilities with lifts and chalets, and offers snowboarding/skiing lessons, camp programs and equipment rentals.

Service Goal(s):

- ▶ To provide safe and accessible skiing/snowboarding opportunities

Special Events

Service Goal(s):

- ▶ To directly operate special events or support community groups in the delivery of special events.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Parkland & Open Space	107,215.8	85,350.0
Sports & Recreation Programming	134,240.4	77,823.2
Total Program Budget	241,456.2	163,173.2

2004 Highlights

- ▶ \$0.102 m for the expansion of Children's Programs
- ▶ \$0.410 m to open the New St. Jamestown Community Centre in the fall of 2004
- ▶ \$0.172 m for operating costs arising from capital improvements
- ▶ \$0.252 m for increased security at various Park locations
- ▶ \$0.460 m for the Illegal Dumping By-law Enforcement program, part of the Clean and Beautiful City Initiative
- ▶ \$0.600 m for additional litter and recycling bins in parks, part of the Clean and Beautiful City Initiative
- ▶ \$0.003 m for new solar lighting in Centre Park
- ▶ \$0.200 m for increased tree watering to maintain the urban forest

Parks and Recreation

2004 Highlights (continued)

- ▶ \$0.100 m for a new Inner City Out-Tripping program
- ▶ An \$8.000 m initiative, funded by federal sources to combat the Asian Long-Horned Beetle
- ▶ \$0.049 m to add one "pesticide free" demonstration park per district
- ▶ A \$0.399 m initiative for West Nile Virus prevention in Parkland, approved conditional upon the receipt of provincial funding
- ▶ (\$0.290 m net) –Additional revenue for 2004 from increased fees as follows:
 - ▶ (\$0.082 m) – Adult Fitness Class Fees increase of \$5
 - ▶ (\$0.103 m) – General Children’s Camp Fees increase of \$5 per session
 - ▶ (\$0.105 m) – A 3% increase in all Ice Rates at Arenas
- ▶ (\$0.600 m) - Decreased contribution to reserve for vehicle replacement
- ▶ (\$1.000 m) of funding from the National Childcare Benefits Reserve Fund will be applied to Parks and Recreation in 2004 and 2005 to support Welcome Program participation by children of ODSP and Ontario Works recipients
- ▶ (\$0.636 m) in savings from the transfer of aquatics programs from TDSB pools to decrease city usage from 47 to 41 pools
- ▶ (\$0.327 m) in savings resulting from sharing the costs of a further 11 of the TDSB pools on a 50 /50 basis with the TDSB
- ▶ (\$1.041 m) - Reduction of 10 permanent staff positions arising from the Parks and Recreation restructuring, currently under way
- ▶ (\$0.996 m) – Current and proposed parking charges at waterfront and regional parks included in this budget were requested to be the subject of a report to the May 18th Council meeting on the possible commitment of increased revenue from other sources in order eliminate parking charges at all parks.

2003 Achievements

Parkland and Open Space

- ▶ Among 52 Cities and 30 Countries, participated in ‘Mosaiculture International Montreal’ representing the City of Toronto with a display that was conceived, designed, constructed and grown entirely by Parks & Recreation employees in partnership with the Ontario Parks Association.
- ▶ Launched the Urban Forestry web page on the Parks and Recreation Internet site where the public can access information on Forestry related issues, including bylaws, reports, and tree information.
- ▶ Completed and implemented the Harmonized Ravine By-law and hired inspectors to administer the by-law.
- ▶ Completed the second phase of the Franklin Children’s Garden on the Toronto Islands and operated interactive programs for children.

Parks and Recreation

2003 Achievements (continued)

- ▶ Assisted in the establishment of the Toronto Parks and Trees Foundation and secured registration as a charity.
- ▶ Received over \$200,000 in grants for environmental and naturalization projects.

Sports and Recreational Programming:

- ▶ Completed a five-year service plan for the delivery of senior's services and programs.
- ▶ Hosted the "Swim for Kids" swim-a-thon at 30 indoor and outdoor pools where residents were encouraged to register for challenges with a fundraising goal of \$100,000 for the Hospital for Sick Children.
- ▶ Secured and administered \$2.2 Million in funding from Ontario Works for various recreation projects across the City. Through the Youth Action Plan secured funding and established 42 new youth programs.
- ▶ Secured a \$100,000 Provincial Grant and implemented the Skills 'n Thrills/Sportability (a physical "literacy" program) to all priority centres (25) and recreation centres.
- ▶ With the support of the Toronto Maple Leafs, organized a first-time ever ball hockey program for Muslim girls living in the north Etobicoke neighborhood, to provide a physical activity opportunity for this community.
- ▶ Hosted the 4th Annual Toronto Youth Games with over 24 teams from across the city competing.

2004 Capital Budget

Total 2004 Gross Budget is \$76.2 million (2003 Budget –72.2 million):

- ▶ 17.3 million is for parks development
- ▶ 11.1 million is for community centres, including the completion of the St. James Town (renamed Wellesley) Community Centre
- ▶ 6.2 million for special facilities, including the Allan Gardens Conservatory and University of Toronto Greenhouse project.

Inventory of Assets

The total replacement value of the assets is to be confirmed. At the time of amalgamation, Parks and Recreation asset value is estimated at \$6 billion.

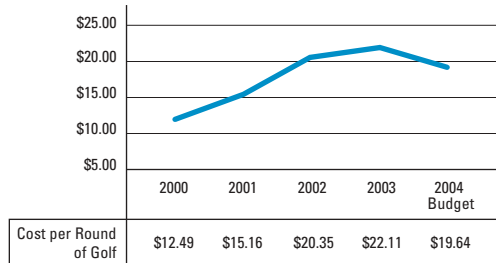
- | | |
|---|--|
| ▶ 30 Indoor Pools | ▶ 725 Tennis Courts |
| ▶ 59 Outdoor Pools | ▶ 97 Service Buildings, 76 Club Houses,
83 Field Houses and 43 Public Washrooms |
| ▶ 144 Community Centres | ▶ 16 Greenhouses |
| ▶ 52 Indoor Arenas with 63 ice pads | ▶ 12 Concession Facilities |
| ▶ 63 Outdoor Artificial Ice Rinks (63 pads) | ▶ 50 Island Buildings |
| ▶ 7 Skateboard Parks (including two permanent
and 5 temporary installations) | ▶ 604 Parks Buildings |
| ▶ 35 Indoor and 173 Outdoor Bocce Courts | ▶ 314 Parks Bridges |
| ▶ 249 Soccer Fields, 363 Ball Diamonds
and 47 Cricket Patches | ▶ 820 Parks Parking Lots |

Parks and Recreation

Performance Measures

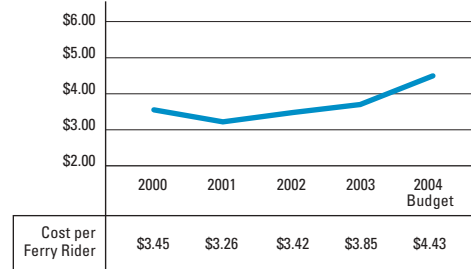
Golf Courses

Cost per Round of Golf



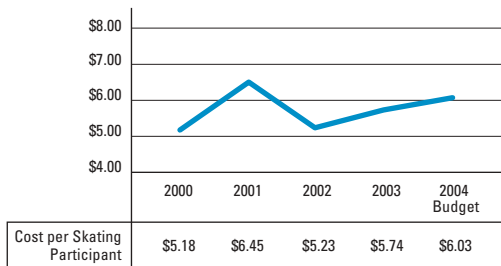
Ferry Services

Cost Per Ferry Rider



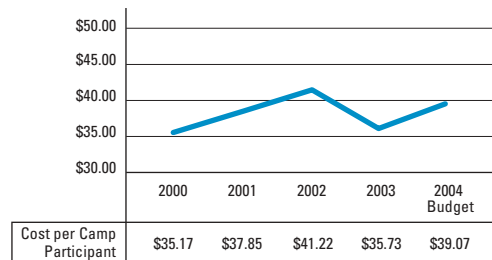
Skating

Cost per Skating Participant



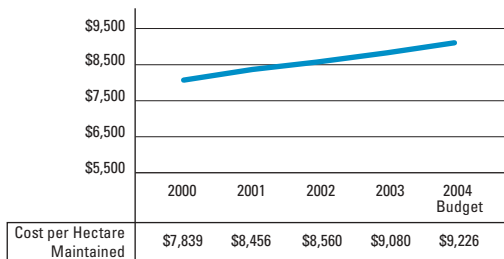
Camps

Cost per Camp Participant



Parks

Cost per Hectare Maintained

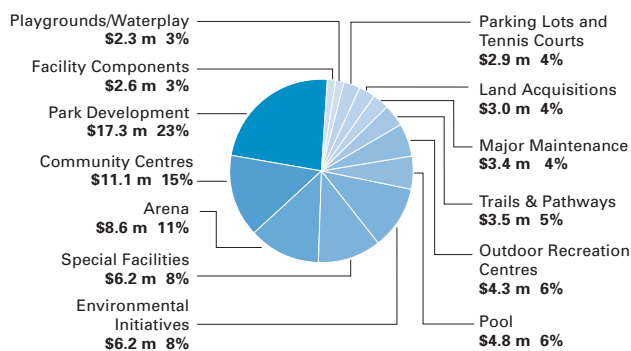


Parks and Recreation

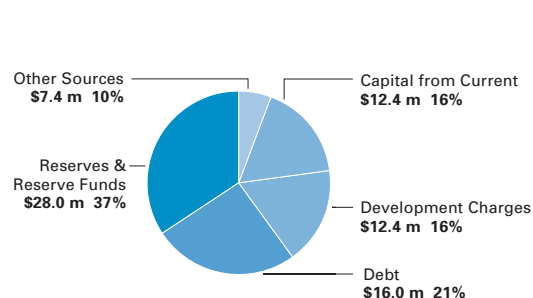
5-Year Capital Work Plan

	2004	2005	2006	2007	2008	Total
Previously Approved						
Facility Components	804	—	—	—	—	804
Land Acquisition	—	—	—	—	—	1,323
Outdoor Recreation Centres	2,849	200	200	—	—	3,249
Park Development	9,537	717	550	—	—	11,004
Parking Lots and Tennis Courts	945	—	—	—	—	1,105
Playgrounds/Waterplay	1,350	750	—	—	—	2,279
Pool	1,707	—	—	—	—	4,829
Arena	2,315	—	—	—	—	3,075
Trails & Pathways	1,802	—	—	—	—	1,802
Environmental Initiatives	2,050	30	—	—	—	2,080
Major Maintenance	1,526	—	—	—	—	1,526
Special Facilities	1,937	—	—	—	—	4,937
Community Centres	5,828	—	—	—	—	6,890
Total Previously Approved	32,650	1,697	750	—	—	44,903
New						
Facility Components	1,800	—	—	—	—	1,800
Land Acquisition	3,000	—	—	—	—	3,000
Outdoor Recreation Centres	1,470	—	—	—	—	1,470
Park Development	7,738	2,850	—	—	—	10,588
Parking Lots and Tennis Courts	1,950	—	—	—	—	1,950
Playgrounds/Waterplay	900	—	—	—	—	900
Pool	3,120	—	—	—	—	3,120
Arena	6,333	3,094	61	—	—	9,488
Trails & Pathways	1,715	—	—	—	—	1,715
Environmental Initiatives	4,100	—	—	—	—	4,100
Major Maintenance	1,900	—	—	—	—	1,900
Special Facilities	4,250	1,000	—	—	—	5,250
Community Centres	5,320	8,050	6,250	—	—	19,620
Total New	43,596	14,994	6,311	—	—	64,901
Total Parks and Recreation	76,246	16,691	7,061	—	—	109,804

Where the money goes



Where the money comes from



Tourism

The Tourism Division’s mission is to accelerate opportunity, promote excellence and liberate the potential that exists in the tourism sector.

The Tourism Division will become a key focal point for developing the tourism sector in Toronto by:

- ▶ Building relationships with all internal and external stakeholders
- ▶ Taking an entrepreneurial approach to creating and implementing strategic initiatives and leading edge partnerships.

Program Objectives

- ▶ Toronto Special Events will showcase Toronto to residents and the world by developing, producing and promoting innovative, large-scale special events and festivals.
- ▶ To foster the health and development of tourism sector by: engaging in strategic planning, establishing industry partnerships, undertaking product development initiatives, working with investors and providing tourism information and data services.
- ▶ To research, analyze, and bid to host large international and national sporting, arts/cultural, social or business events of significance designed to increase Toronto's international profile and stimulate investment in the Tourism sector.

2004 Strategic Direction and Service Priorities

Toronto Special Events

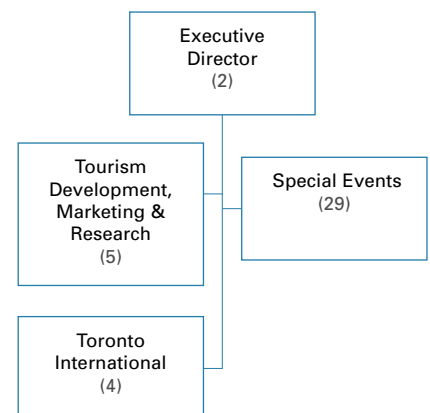
Service Description: Toronto Special Events provides integrated programming, production, marketing, sponsorship and event support for the City of Toronto. Toronto Special Events develops and promotes innovative professionally produced large-scale events and festivals that showcase Toronto to the world, enhance the visitor experience, engender civic pride amongst residents, motivate travel to Toronto and generate a positive economic impact.

Service Goal(s):

- ▶ To develop and produce strategically timed large scale events for the City of Toronto and Tourism industry.
- ▶ To secure corporate funding to support event production costs.
- ▶ To develop and execute marketing strategies that promote products to a diverse audience.
- ▶ To secure media sponsorships to promote TSE and diversify expenditure on marketing promotion.
- ▶ To build economic impact opportunities by developing and promoting tourism packages with industry partners.
- ▶ To deliver support and facilitation to Toronto’s festival and event industry in all areas of event production and logistics.

Program Map

The Tourism Program is comprised of three Services – Toronto Special Events, Tourism Development, Marketing and Research and Toronto International with a total of 40 approved positions.



Tourism

2004 Strategic Direction and Service Priorities (continued)

Tourism Development, Marketing and Research

Service Description: Supports a strong tourism sector by facilitating product development and packaging initiatives, promoting investment and facilitating development, nurturing a "tourist-friendly" environment, liaising with local tourism sector operators, providing strategic and policy development, research and information support, and building strong relationships with Tourism Toronto, other levels of government and sector agencies and organizations.



Service Goal(s):

- ▶ Coalesce partnerships and activity across the sector focused on achieving common objectives to build a strong Toronto tourism industry.
- ▶ Increase local awareness of the tourism sector and its importance.
- ▶ Enhance Toronto's tourism product by facilitating product development, business and project success and packaging initiatives.
- ▶ Promote and facilitate new investment.
- ▶ Nurture a "tourist-friendly" environment.
- ▶ Provide research and information services supporting Division goals and activities.
- ▶ Work with partners to increase Toronto market reach and impact.

Toronto International

Service Description: To research, analyze, and work with bid proponents to host large international and national sporting, arts/cultural, social, and other events of significance designed to increase Toronto's international profile and stimulate investment in the Tourism sector.

Service Goal(s):

- ▶ To develop a 3-year strategy for targeting, hosting and facilitating bid opportunities.
- ▶ To establish a Toronto International Advisory Board and terms of reference.
- ▶ To identify and develop a funding framework for Toronto International.
- ▶ To create an inventory and development of major facilities and infrastructure projects.
- ▶ To establish a pro-active outreach program.
- ▶ To promote Toronto's competitive position.
- ▶ To increase bid development opportunities.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Toronto Special Events	6,894.9	3,553.0
Tourism Development, Marketing & Research	3,832.9	3,702.9
Toronto International	375.7	375.7
Total Program Budget	11,103.5	7,631.6

2004 Highlights

- ▶ \$0.075 million increased revenue from provincial and federal grants available to off-set costs associated with event production
- ▶ \$1.200 million reduction in the contribution to Tourism Toronto, redirected to programming complimentary to the City's Tourism Strategy
- ▶ \$0.064 million cost savings through increased efficiencies in delivering Toronto Special Events

Tourism

2003 Achievements

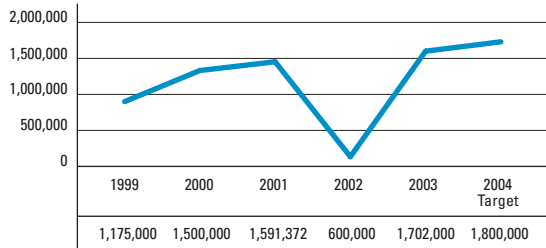
Toronto Special Events

- ▶ Produced and promoted annual event products including the 25th annual Toronto Winterfest, the Celebrate Toronto Street Festival, the Summer Concert Series, the Cavalcade of Lights Festival and Exhibit which collectively attracted and entertained over 1.7 millions residents and tourists in 2003.
- ▶ Produced, marketed and negotiated sponsorship for the Official Opening of Yonge-Dundas Square which heralded the completion of the City's newest meeting space. This project was produced in consultation with Yonge-Dundas Board of Management, stakeholders and City Councillors. More than 55,000 people attended this event.
- ▶ Provided consultative support to over 700 external event producers and organizers.
- ▶ Secured a total of \$2.77 million in cash and in-kind valued sponsorship in 2003 to program City signature and community events as well as other special projects. 40% of revenue secured in 2003 attributed to new partnerships and 37% of cash sponsorship revenue secured from multi-year, multi-event contracts. Increased promotional value of event media sponsorship. Negotiated \$1.6 million in contra advertising in 2003.
- ▶ Developed and launched a restaurant campaign entitled Winterlicious – secured more than 35 restaurants in its inaugural year. Developed and launched Summerlicious -- secured more than 75 restaurants including some of Toronto's internationally celebrated restaurants and chefs. The development of this product attracted over \$15,000 of sponsorship revenue investment.
- ▶ Completed Five-Year Tourism Development Action Plan under the leadership of Tourism Advisory Committee. Acted as the secretariat for the Advisory Committee. Aligned work program with Action Plan priorities. Co-ordinated a tourism development plan for the Walk of Fame involving the co-operation of three departments that includes a framework for a new partnership with the Walk, a physical plan and cost estimates, and an identification of needed tourism development elements.
- ▶ Supported development of three new hotel projects opening in 2003 (Nu Isabella Hotel, Hotel Germain and Soho Metropolitan Boutique Hotel) and provided ongoing assistance to five development projects.
- ▶ Researched and prioritized over 100 worldwide events for potential bid and hosting opportunities. Generated Bid tracking database for international and national sport, cultural, social, and other events of significance.
- ▶ Engaged 7 bid proponents in initial bid preparation (i.e., 2007 President's Cup, SportAccord 2005, Toronto Zoo Panda exhibit, etc.). Secured/retained 4 national and international events for 2003/2004: Vanier Cup, National Liberal convention, Dalai Lama visit, National Cross-Country Championships.

Tourism

Performance Measures

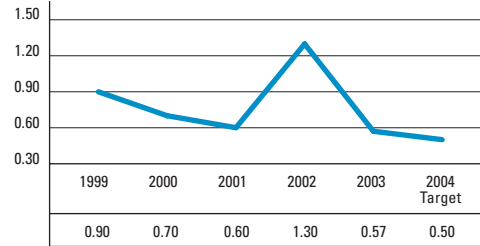
Number of People Attending City-Produced Events



Number of people attending City-produced events

The significant increase in attendance from 2002 to 2003 can be directly attributed to the summer labour dispute which forced the cancellation of several key event properties in 2002. In 2003 all events were produced successfully and attendance figures surpassed 2001 totals.

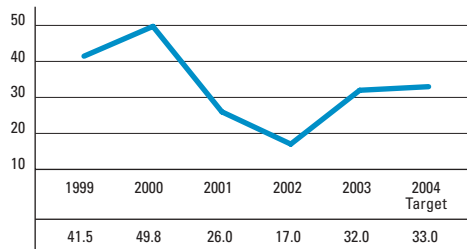
Net Cost of Attendees



Net cost of attendees

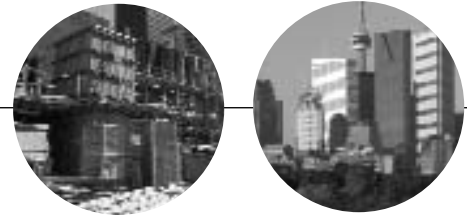
The net cost per attendee has been brought back to its projected levels. The huge shift in net cost of attendees from 2002 to 2003 can be directly attributed to the summer labour dispute in 2002, which forced the cancellation of several key event properties. In 2003 all events were produced successfully.

Revenue as a Percentage of Gross Expenditures



Revenue as a percentage of gross expenditures

Revenues have climbed back to their projected levels since the 2002 summer labour dispute. However with SARS, investors are still hesitant so future targets remain at the same level. The chart below reflects cash revenue only and does not take into account in-kind revenues provided by partners that greatly offset event production costs.



Department Overview: Urban Development Services plays a vital part in the life cycle of land use and building throughout the City of Toronto. Any structure, whether an addition to a house or the construction of an office tower complex, has to be planned, built, maintained and, in some cases, eventually torn down.

- City Planning is at the front end, liaising with citizens and community councils and dealing with planning applications.
- Building is in the middle, issuing building permits and inspecting sites.
- Municipal Licensing & Standards is at the end, ensuring that what is planned and built is maintained and fulfilling its function properly.
- Waterfront Secretariat is project-specific, managing a top priority city building project for the City of Toronto.
- Business Support Services is an essential internal support service for the department.

Mission

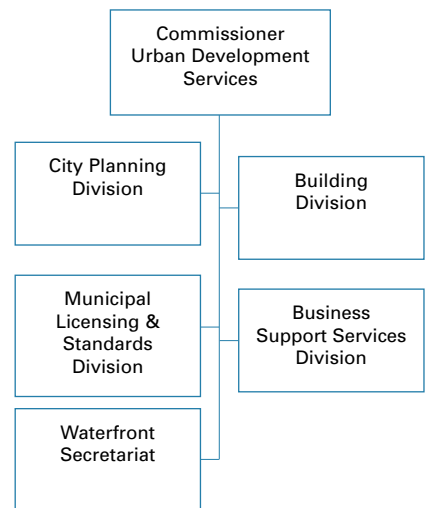
The Urban Development Services Department is a proud partner in sustaining, planning and building Toronto. Urban Development Services works with our community and business partners to guide and manage the city’s growth and enhance public safety.

The Department’s mandate is to:

- Manage growth and physical form of the city;
- Review and process development approval applications;
- Gather public input and research to develop plans, regulations and projects and enhance the urban environment;
- Regulate and support the construction and renovation of all buildings to ensure the health, safety and accessibility for those who use our City’s buildings;
- Review all projects for compliance with legally mandated objectives through the timely issuance of building permits and on-site inspection of construction;
- Enhance the quality of life of all residents, businesses and visitors to Toronto through
 - The regulation and issuance of licences for stationary and mobile businesses, and permits for street vending, boulevard cafes and marketing on the City’s right-of-way.
 - The regulation and control of activities on or associated with the use and maintenance of private property through the enforcement of Acts, by-laws, and regulations;
- Lead and direct the City’s involvement in the Toronto Waterfront Revitalization initiative

Department Map

The Urban Development Services Department is comprised of four divisions, with a total of 1,098.5 approved positions:



2004 UDS Department Operating Budget by Service

The 2004 operating budget for the Urban Development Services Department is \$93.581 million gross and \$15.595 million net, which is comprised of:

Service	Gross (\$000s)	Net (\$000s)
City Planning	27,152.3	16,975.9
Building	30,189.6	(17,130.0)
Municipal Licensing and Standards	25,261.0	5,750.9
Business Support Services	10,977.9	9,997.8
Total Department Budget	93,580.8*	15,594.6

*2004 Approved Budget with technical adjustments

2003 Achievements

- ▶ Issued 32,401 permits for an approximate value of \$3.9 billion dollars
- ▶ Issued 40,556 business & trades licenses
- ▶ Issued 21,756 mobile business licenses
- ▶ Conducted 34,379 standard investigations
- ▶ Conducted 25,238 mobile investigations
- ▶ Attended 392 non statutory civic engagement community meetings
- ▶ Processed 4,056 Planning and Committee of Adjustment applications
- ▶ Developed "Building Toronto Together: A Development Guide" - Development Application Review Project
- ▶ Official Plan approved by the Minister of Municipal Affairs
- ▶ Approval of the Drive Through By-law at the Ontario Municipal Board
- ▶ Official Plan implementation
 - ▶ Avenue Studies
 - ▶ Surface Transit Priority studies
- ▶ Official Plan received two awards from OPPI: 1). Excellence In Planning Award (in the Planning Studies/Reports category) 2). Excellence in Planning Award (in the Research/New Directions category for the background report to the Official Plan entitled Flash Forward: Projecting Population and Employment to 2031 in a Mature Urban Area)
- ▶ Major Secondary Plans completed or underway:
 - ▶ Central Waterfront
 - ▶ Etobicoke Centre
 - ▶ Yonge-Eglinton
 - ▶ Scarborough Centre
- ▶ Initiated Community Improvement Plans
 - ▶ New Toronto
 - ▶ Danforth Avenue and Danforth Road from Victoria Park to Warden Avenue
- ▶ Initiated Regent Park Revitalization and other TCHA projects
- ▶ Completed Ward Profiles (Councillor and public briefings)
- ▶ Completed Community Council Profiles

2003 Achievements (continued)

- Harmonized Committee of Adjustment Practices city-wide and restructured C of A from six to four panels consistent with the four district model
- Conducted series of Urban Design Charettes and Workshops
- Secured approximately 20M in privately installed streetscape improvements
- Completed 8 Civic Improvement projects in close collaboration with WES and EDCT (\$1.5M)
- Extended the City of Toronto Public Art Program to all districts as approved by City Council at its meetings of July 22, 23, and 24th, 2003.
- Successfully completed the Architecture and Urban Design Awards (with 81 submissions)
- Completed 3 Avenues studies and initiated 4 new Avenue studies
- Initiated East Bayfront and West Donlands precinct planning
- Developed Bill 124 in-house training plan
- Finalized agreements between Toronto Waterfront Revitalization Corporation and eligible recipients for priority projects
- Implemented more than 30 case-managed or large cultural, institutional and residential projects (ROM, MaRs, Opera House, University projects, Regent Park, etc.)
- Improved taxi training by reducing waiting times and establishing an in-house Ambassador training program
- Developed West Nile Virus protocol with Public Health and WES - West Nile Virus Joint-Response Team response
- Launched Clean Streets pilot with Works & Emergency Services
- Initiated program components for Clean City Campaign
- Established Problem Property Teams response
- Established Generalist Inspector Co-ordination & Training Initiatives
- Initiated Taxi Mechanical Inspection Service Review

2004 Focus

- Customer Service
 - To improve our service delivery, UDS is continuing to harmonize and enhance procedures and bylaws
 - improve quality and turn-around time for development applications
 - harmonization of sign regulations and policies
 - harmonization of Right-of-Way regulations and policies regarding vending, marketing and cafes
 - Licensing bylaw review
- City Building Initiatives
 - Completing Official Plan appeals that are currently being reviewed by the Ontario Municipal Board
 - Implementation of the Official Plan (e.g., Avenue Studies)
 - Zoning Bylaw project underway
 - Beautiful City - increased attention directed to urban design, the public realm and qualitative aspects of new development
 - Waterfront revitalization proceeds to implementation phase

Program Challenges and Opportunities

- ▶ Responding to Legislation
 - ▶ Ontario Municipal Board (OMB) reform, Provincial Policy Statement
 - ▶ Bill 124 implementation
- ▶ Official Plan implementation
 - ▶ OMB appeal process
- ▶ Emerging Issues
 - ▶ Transition from clean streets to clean city/beautiful city
 - ▶ Rental Residential Preservation strategy
- ▶ High-rise residential construction has seen, and will continue to see, unprecedented activity Institutional sector anticipated to remain active, but not as substantial as the previous year
- ▶ Rental Housing Preservation Strategies
- ▶ Harmonized Sign By-laws including:
 - ▶ Posters, a-frame and mobile signs
 - ▶ First party signs
 - ▶ Third party signs (including billboards)
- ▶ Review of Licensing By-laws mandated by the New Municipal Act
- ▶ Results of governance review (Toronto Waterfront Revitalization Corporation Act)

Performance Measures

Keys

SL	Service Level Indicator	CQ	Customer Service Quality Measure
O	Output Measure	CI	Community Impact Measure
E	Efficiency Measure		

Service: City Planning

Major Activity	PM #	PM Type	Performance Measure Description	2002 Actual	2003 Projected Actual	2004 Target	2005 Outlook
Development Application Review	2	CQ	Development Review Turnaround Times - Complex and Routine Applications (Achievement of Council approved timelines)	40%	60%	70%	80%
Urban Design and Architecture	6	CI	Number of Linear Metres of Streetscape Enhancements	6,700	5,900	5,710	5,710
Community Planning Public Engagement	3	CI	Number of non-statutory civic engagement community meetings attended by City Planning staff	450	392	425	450

Performance Measures (continued)

Keys

- SL Service Level Indicator
- O Output Measure
- E Efficiency Measure
- CQ Customer Service Quality Measure
- CI Community Impact Measure

Service: Building

Major Activity	PM #	PM Type	Performance Measure Description	2002 Actual	2003 Projected Actual	2004 Target	2005 Outlook
Building Permit Issuance	9	CQ	Average Timeframes for Building Permit Issuance by category:				
			Residential	20	19	18	10
			Residential Highrise	26	25	24	20
			Mixed Residential	27	25	24	20
			Other Part 3	35	35	35	25
Preliminary Project Review	11	E	Ratio of Preliminary Project Review applications to Committee of Adjustment applications:				
			South	80%	95%	90%	90%
			North	44%	65%	70%	90%
			East	41%	50%	70%	90%
			West	89%	90%	90%	90%

Service: Municipal Licensing and Standards

Major Activity	PM #	PM Type	Performance Measure Description	2002 Actual	2003 Projected Actual	2004 Target	2005 Outlook
MLS Service Delivery	13	O	Number of Investigations	25,713	25,700	28,500	28,500
		SL	Days to completion of investigation file:				
			Property Standards	46	40	40	40
			Business/Trades	49	31	30	30
			Waste	42	37	35	35
		Zoning/Use	45	41	40	40	
Taxi Licensing & Training	16	SL	Taxi Training waiting time (months)	22.0	12.8	5.9	5.9

Capital Budget

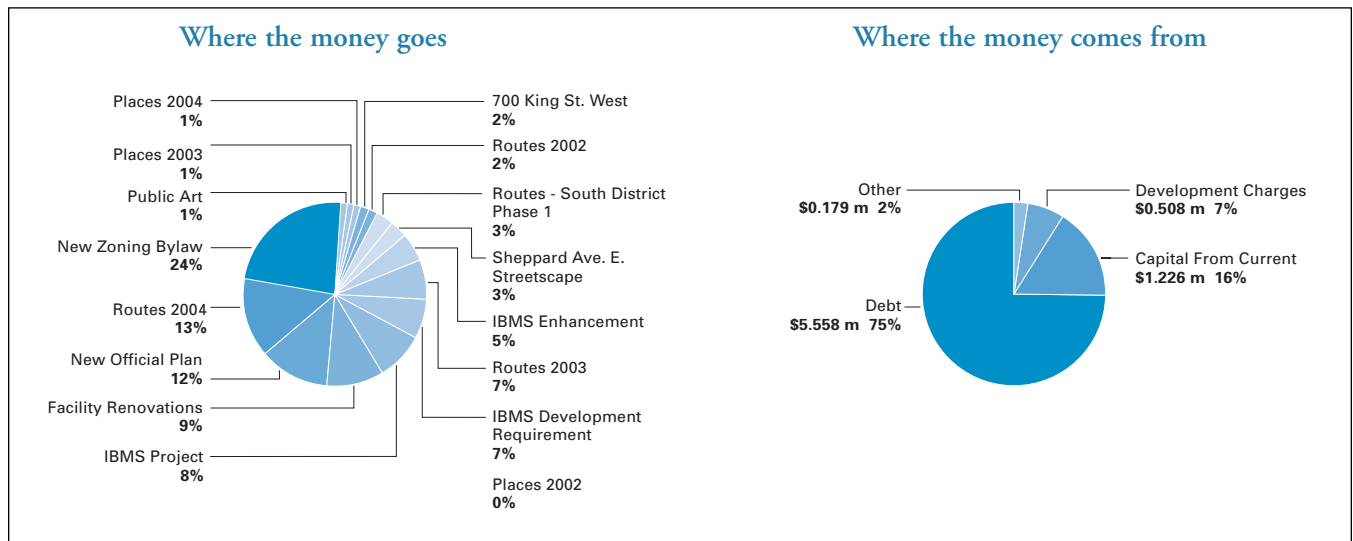
The total 2004 Urban Development Services gross budget is \$7.471 million (2003 budget - \$7.825 million):

- ▶ \$2.561 million for Civic Improvement projects
- ▶ \$1.559 million for the implementation and enhancement of the Integrated Business Management System (IBMS)
- ▶ \$1.762 million for the development of the new Zoning bylaw
- ▶ \$0.962 million for the Official Plan
- ▶ \$0.663 million for facility-related projects

The total 2004 capital budget for the Waterfront Revitalization initiative is \$26.325 million (2003 budget - \$19.457 million). The budget includes funding for the Front Street Extension, Union Station, Portlands Preparation, Mouth of the Don and precinct development projects in the East Bayfront and West Donlands.

5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Legislative	3,133	—	—	—	—	—
Service	—	—	—	—	—	—
Improvement	1,515	323	—	—	—	—
Total Previously Approved	4649	323	—	—	—	5,382
New						
Health & Safety	400	—	—	—	—	—
Legislative	704	—	—	—	—	—
State of Good Repair	263	—	—	—	—	—
Service	—	—	—	—	—	—
Improvement	1,455	213	—	—	—	—
Total New	2,822	213	—	—	—	2,625
Total UDS	7,471	536	—	—	—	8,007



Waterfront Revitalization

2004 Capital Budget

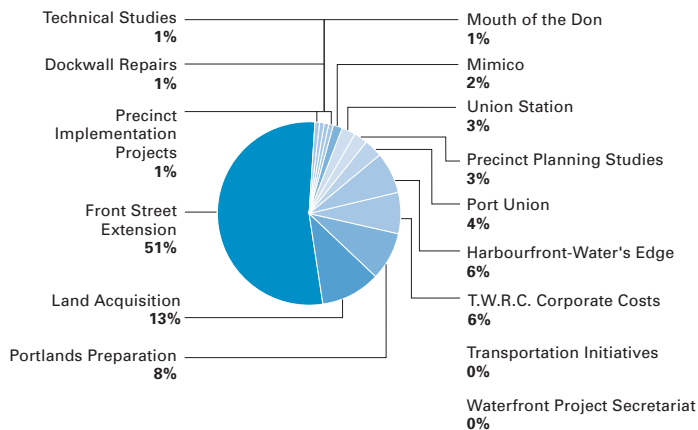
Total 2004 Waterfront Revitalization gross budget is \$26.325 million (2003 budget - \$19.457 million):

- ▶ \$0.250 million for Technical Studies
- ▶ \$25.955 million for T.W.R.C.
- ▶ \$0.079 million for Expansion of T.W.R.C. Funding
- ▶ \$0.120 million for Waterfront Secretariat

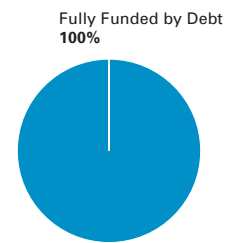
5 Year Capital Work Plan

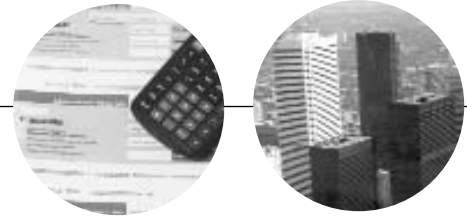
	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Growth Related	26,325	92,295	27,189	13,667	6,394	165,870
Total Waterfront	26,325	92,295	27,189	13,667	6,394	165,870

Where the money goes



Where the money comes from





Department Overview: The Finance Department provides quality financial services to the City of Toronto and effectively manages its financial assets and resources. These services are provided through the following divisions: Support Services, Corporate Finance, Financial Planning, Pension, Payroll & Employee Benefits, Purchasing & Materials Management, Accounting Services, Revenue Services and Special Projects.

Mission

The Finance Department ensures effective use of the Corporation's financial resources by providing sound financial management and advice; maintaining financial controls; developing and implementing effective financial strategies; and by providing timely, accurate and efficient services to Departments, Agencies, Boards, Commissions and the public.

2003 Achievements

Support Services:

- ▶ Prepared and supported the 2003 Departmental operating and capital budgets
- ▶ Monitored and controlled operating and capital variances and managed operations within approved budget allocations.
- ▶ Provided effective communication strategies and support to departmental initiatives.

Corporate Finance:

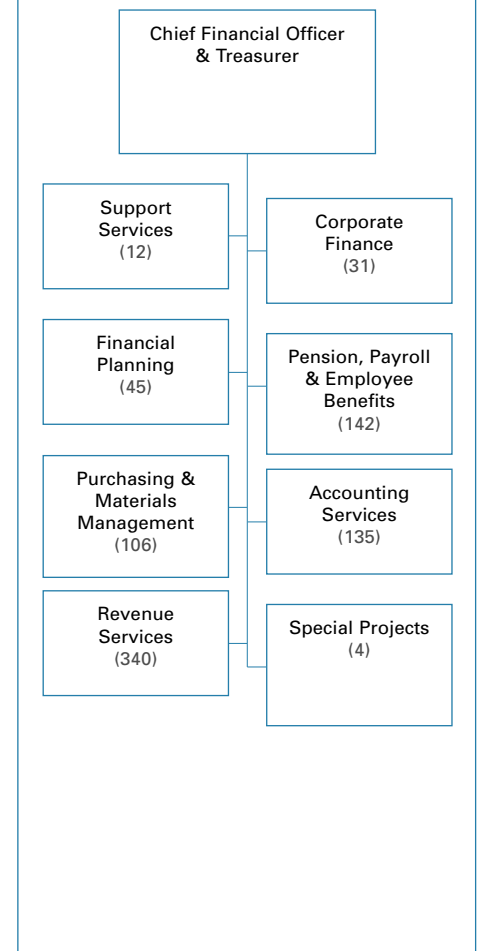
- ▶ Successfully managed a \$300 million debenture issue.
- ▶ Reviewed and monitored Toronto Hydro Corp. and Enwave District Energy Ltd. issues. Supported the initial Toronto Hydro debt issuance from the City's perspective.
- ▶ Led the development of a New Revenue Framework Report for Regional CAO's, Mayors and Chairs, in conjunction with Regional Treasurers.
- ▶ Reported on 2003 reassessment impacts and presented tax policy options for 2003, including tax relief programs for charities and low-income seniors and low-income disabled.
- ▶ Concluded RFP for Banking Services for next 5 years, approved by Council
- ▶ Ensured that the City maintained its credit rating in good standing with the rating agencies.
- ▶ Concluded comprehensive review of insurance and secured coverage in a difficult insurance market.

Financial Planning:

- ▶ Co-ordinated development of the 2003 Operating Budget, and the 2003 Capital Budget and 2004 - 2007 Plan within Council's tax rate goal without reducing the level and/or quality of services provided.
- ▶ Evaluated 2003 capital and operating budget submissions of 36 directly controlled programs and 12 Agencies, Boards and Commissions (ABCs) and made recommendations on resource allocation strategies to decision makers.
- ▶ Enhanced quarterly operating variance reports and established the reporting of quarterly capital variances in 2003, which is the first full year of implementation.

Department Map

The Finance Department is comprised of eight divisions, with a total of 815 approved positions:



2003 Achievements (continued)

- ▶ Rolled-out the implementation of the City's new Financial Protocols city-wide, requiring that all reports submitted to Committees and Council be reviewed by the Chief Financial Officer & Treasurer to ensure Council has full financial information for decision-making.

Pension, Payroll & Employee Benefits:

- ▶ Identified and created new Corporate Management Reports
- ▶ Implemented numerous arbitration/mediation awards and settlements for the City's employee groups.
- ▶ Implemented improvements in payroll processing and pension plan administration.
- ▶ Coordinated the issuance of an RFP for legal and actuarial assistance on the non-OMERS pension plans to determine options regarding the ongoing administration and sponsorship of the plans.
- ▶ Implemented a new Harmonized Benefit Plan for Management, Non-union employees and Elected Officials.

Purchasing & Materials Management:

- ▶ Participated in the Auditor General's Procurement Process Review. Developed plan and timelines to implement the Auditor General's recommendations.
- ▶ Worked with departments and Emergency Operations Centre to provide emergency procurement services during the SARS outbreak and power outage.
- ▶ Processed \$1 billion in purchases on behalf of the City of Toronto.
- ▶ Organized and conducted Spring & Fall Auctions for obsolete items to the City of Toronto.

Accounting Services:

- ▶ Developed and implemented banking and accounting procedures for customer internet payments for the City's pilot project on Residential Permit Parking Renewals.
- ▶ Completed Three Way Match payment processing pilot project and continued implementation in additional Departments.
- ▶ Commenced Payment Improvement Process reviews in Fall, 2003 to identify customized solutions to meet unique business needs.
- ▶ Established the reporting of quarterly reserve/reserve fund variances in 2003.

Revenue Services:

- ▶ Finalized implementation strategy for Divisional restructuring and commenced implementation.
- ▶ Implemented tax policies as approved by Council including the new Tax Cancellation Program for seniors.
- ▶ Reviewed current water and tax policies and practices and recommended enhancements aimed at improving customer services, streamlining operations and minimizing City's risk.

Special Projects:

- ▶ Co-led the negotiations with Union Pearson Group towards a Master Agreement for the renovation and operation of Union Station.
- ▶ Spearheaded a review of the City's development charges by-law as part of the preparation of a new by-law for expected implementation in 2004.
- ▶ Prepared the analysis, background study and report for the implementation of development charges for GO Transit Services.

2004 Strategic Direction and Service Priorities

The Finance Department is committed to the on-going review and continuous improvements that are required to ensure the effective use of the Corporation's financial resources. The major corporate initiatives for 2004 include the following:

Support Services:

- ▶ Continue development of a Departmental performance measurement program to monitor performance, develop service standards and identify improvements.
- ▶ Provide enhanced financial and management reports for informed decision-making.

Corporate Finance:

- ▶ Provide timely and objective financial management and advice to support informed decision making and minimize financial risk to the City of Toronto.
- ▶ Analysis and implementation of long term financial plans, and investment and risk management strategies to ensure the sustainability of services in support of Council's strategic plan and direction.
- ▶ Update property tax policies and rates based on newest assessment information and budgetary requirements.

2004 Strategic Direction and Service Priorities (continued)

Financial Planning:

- ▶ Provide operating and capital budget analysis, manage and support the administrative and political processes effectively by providing strategic advice at every stage of the review that balances program needs and Council priorities and financial constraints.
- ▶ Conduct debriefing meetings with key stakeholders on the 2004 budget process and implement improvements to the budget process for inclusion in 2005.
- ▶ Prepare corporate quarterly operating and capital variance reports to Committees and Council.
- ▶ Enhance financial planning and reporting to allow more meaningful information to be presented to senior management and Council for decision making.

Pension, Payroll & Employee Benefits:

- ▶ Continue replacement of Time Entry System (TES) to harmonize all attendance time entry, payroll information, system security and upgrades to one system.
- ▶ Implement Local 79 wage and position harmonization.
- ▶ Continue to review business processes on end-to-end basis to ensure the most effective and efficient processes and internal controls are in place.

Purchasing & Materials Management:

- ▶ Conduct a feasibility study on E-Procurement to identify requirements, quantify benefits, review potential risks and assess potential savings.
- ▶ Continue implementation of Auditor General recommendations arising from the Procurement Review.
- ▶ To supply all Departments and designated Agencies, Boards and Commissions of the City with the best value and service possible for public monies spent, at all times maintaining the highest standards of business ethics in dealing with suppliers.

Accounting Services:

- ▶ To provide an effective monitoring mechanism to validate the integrity of the City's recorded financial assets and liabilities in order to detect matters requiring the attention of senior management and Council.
- ▶ To provide an efficient process to pay vendors on a timely basis and to provide vendors with a central point of contact to follow up their accounts with the City of Toronto.
- ▶ On-going financial system review and assessment to accommodate changes in PSAB and Provincial Reporting requirements.

Revenue Services:

- ▶ Complete implementation of new organizational structure for the division that will enhance customer service response time and promote operational efficiencies.
- ▶ Review and implement updated property assessment values and tax policies for 2004, including system and process modifications to meet new legislative requirements and/or City by-laws.
- ▶ Re-design business processes to accommodate the introduction of handheld parking ticket writers.
- ▶ Implement a Pre-authorized Payment Program for Water to meet growing customer demand for this payment option.

Special Projects:

- ▶ Undertake a review of the City's development charges; prepare and present the requisite Background Study; initiate and lead the consultation process; and develop appropriate City policies and by-law in respect of development charges.
- ▶ Act as the Finance Department lead on the Union Station, Waterfront, and Coliseum projects.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Support Services	1,348.1	984.1
Corporate Finance	3,228.4	1,378.0
Financial Planning	4,238.8	3,435.7
Pension, Payroll & Employee Benefits	10,387.4	8,280.7
Purchasing & Materials Management	7,381.3	6,177.7
Accounting Services	11,905.7	9,818.5
Revenue Services	30,992.7	6,030.9
Special Projects	402.3	402.3
Total Program Budget	69,884.7	36,507.9

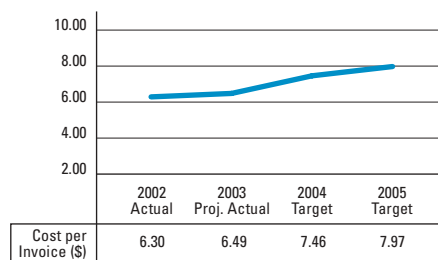
2004 Highlights

- ▶ \$0.635 m in savings from service efficiencies achieved including a reduction of 10 data entry positions in Revenue Services via attrition and redeployment.
- ▶ \$0.600 m increase in revenue from the establishment of a new \$5 administrative fee to be applied to overdue tax accounts.
- ▶ Two temporary positions to oversee the implementation of recommendations arising from the Procurement Review.

Performance Measures

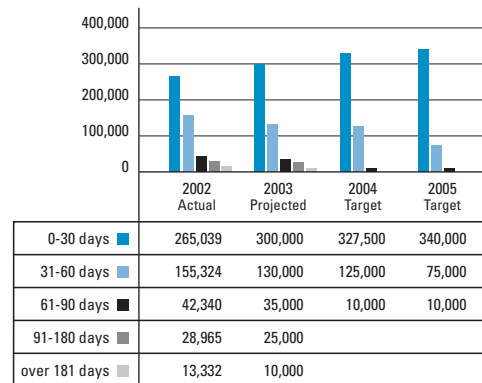
Accounting Services:

Cost Per Invoice Processed



The overall trend in cost per vendor invoice processed between 2002 to 2005 is an increase per unit as a result of increased labour costs and a decrease in the number of invoices processed. Minor reductions in staffing are planned for 2005 as the emphasis is on improved service level.

Aging of Invoices Processed

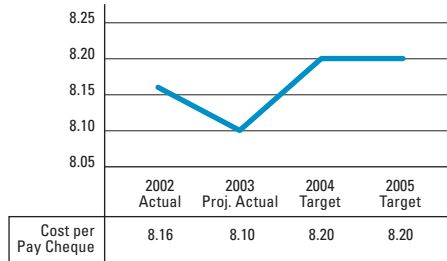


Approximately 85% of invoices are processed within 60 days. With the implementation of 3-Way Match, it is anticipated that a greater number of invoices will be processed within 30 days and with the introduction of the Purchasing Card the number of invoices processed will decrease.

Performance Measures (continued)

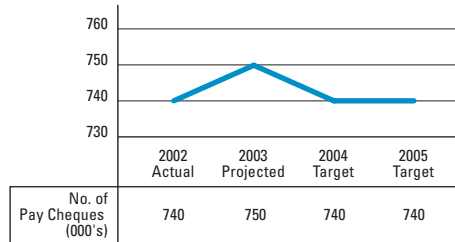
Pension, Payroll & Employee Benefits:

Cost per Pay Cheque Processed



The cost is projected to increase slightly in 2004 due to the stabilization in the total number of cheques produced and an overall increase in costs due to inflationary factors.

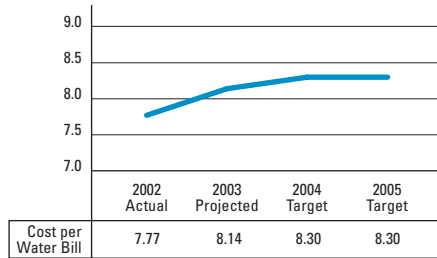
Number of Pay Cheques Processed



The consolidation of biweekly pay cycles resulted in a significant drop in the number of cheques processed from 2001 to 2002 and this number is projected to remain relatively stable. In 2003 payments to retirees stemming from arbitration awards resulted in a greater number of pay cheques.

Revenue Services:

Cost Per Water Bill Issued and Processed



Included in this performance measure are all functions performed by the Revenue Services Division related to water operations (i.e., billing, accounting, collections, payment processing, operational support and customer service). The increase from the 2002 actual to the 2003 projected actual is largely attributable to higher salaries (COLA) in 2003 and 2002 labour savings that did not reoccur in 2003. The increase from the 2003 projected actual to the 2004 Target relates to higher salary costs due to cost of living increases (COLA) and the intent to fill vacant positions in 2004. In addition, the Division will intensify its water collection initiatives resulting in higher printing and postage costs.

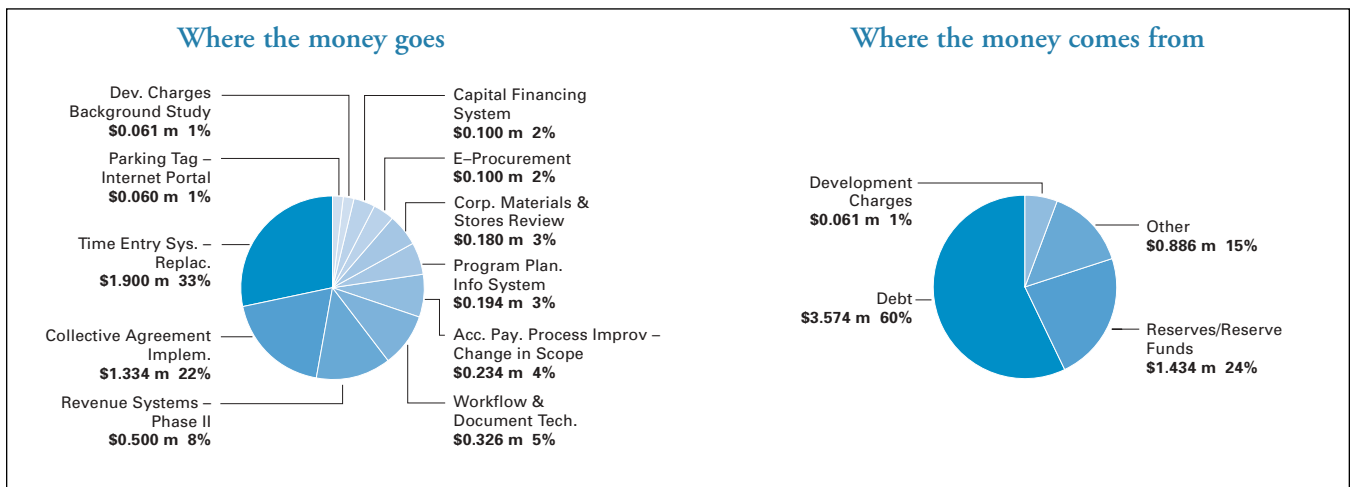
2004 Capital Budget

Total 2004 Gross Budget is \$5.955 million [2003 Budget – \$8.348 m]:

- ▶ \$0.326 million for Workflow and Document Management Technology project
- ▶ \$0.234 million for Accounts Payable Process Improvement project (change in scope)
- ▶ \$0.060 million for Parking Tag Internet Payment Portal project
- ▶ \$5.335 million for the completion of previously approved projects currently underway

5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Accounts Payable Process Improv.	966	645	—	—	—	1,611
Capital Financing System	100	—	—	—	—	100
Revenue System – Phase II	500	1,687	—	—	—	2,187
Program Planning Info System	194	1,733	—	—	—	1,927
E-Procurement	100	300	—	—	—	400
Time Entry System Replacement	1,900	381	—	—	—	2,281
Collective Agreement Implementation	1,334	—	—	—	—	1,334
Development Charges Background Study	61	—	—	—	—	61
Corp. Materials Mgmt & Stores Review	180	80	—	—	—	260
Total Previously Approved	5,335	4,826	—	—	—	10,161
New						
Accounts Payable Process Improv. – Change in Scope	234	750	—	—	—	984
Workflow & Document Mgmt Technology	326	1,716	810	—	—	2,852
Parking Tag Pymt – Internet Portal	60	—	—	—	—	60
Total New	620	2,466	810	—	—	3,896
Total Finance	5,955	7,292	810	—	—	14,057



Department Overview: The Auditor General's Office is an independent office for the City of Toronto, approved by Council, with the responsibility for performing independent audits of the City's business activities and controls. The Auditor General, who reports to City Council through the Audit Committee, provides assurance to both Council and taxpayers on the quality of stewardship over public funds to ensure that money is spent with due regard to economy, efficiency and effectiveness.

Mission

To be recognized as a leading audit organization, respected by our clients and peers for excellence, innovation and integrity, in supporting the City of Toronto to become a world class organization.

Objective

In the pursuit of the above stated mission the Auditor General's Office has adopted the professional audit and ethical standards of the Institute of Internal Auditors. Audits are conducted in accordance with these standards, which relate to independence, objectivity, professional proficiency, scope and performance of work, and departmental management.

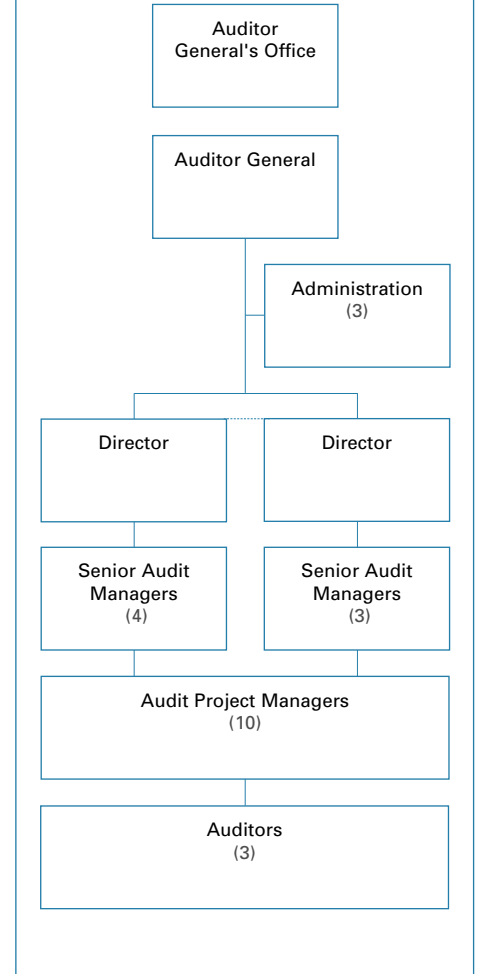
The Auditor General's Office is independent of management, and has the authority to conduct financial, operational, compliance, information systems, forensic and other special reviews of all City departments, agencies, boards and commissions, as well as other entities the City is related to or has an interest in.

The mandate empowers the Auditor General to:

- (a) conduct or cause to be conducted operational audits, defined as evaluating the management of public funds and resources from a standpoint of economy, efficiency and effectiveness, and making recommendations on operating improvements;
- (b) examine and evaluate the adequacy of the City's policies and systems of internal control, both financial and operational;
- (c) evaluate the procedures used by management to measure and report on program effectiveness. A review of the results of such programs or activities will include an evaluation relating to the results or benefits achieved, and whether the programs or activities are meeting established objectives;
- (d) examine problem areas identified by the Auditor General or brought to the Auditor General's attention by Council;
- (e) perform special assignments ranging from consulting work to investigating suspected fraud or wrongdoing;
- (f) assess whether the City's information technology infrastructure contains adequate controls and security; and
- (g) co-ordinate the financial audit activities with the external auditors of the City to ensure the efficient and effective use of audit resources.

Department Map

The Auditor General's Office is administratively structured as follows, with a total of 26 approved positions:



2004 Operating Budget by Program

The 2004 operating budget for the Auditor General's Office is \$3.167 million gross and net, which is comprised of:

Program	Gross (\$000s)	Net (\$000s)
Auditor General's Office	3,167.5	3,167.5
Total Department Budget	3,167.5	3,167.5

2003 Achievements

During 2003, the Auditor General's Office issued over 55 audit reports and expressed an opinion on 79 financial statements to Council and its various Committees. These projects covered a diverse range of issues and operations across the City and, in some cases, went beyond traditional audit assignments. In addition, the Department responded to requests from Committees and Council on a variety of financial and operational issues.

Some of the major reports completed include the Contract Compliance Review, SAP Financial and Human Resources/Payroll Information Systems – Post Implementation Review and the Procurement Process Review.

While certain work have resulted in tangible cost savings, the more important benefits provided relate to the avoidance of future costs, as well as the protection of City assets. Nevertheless, tangible cost savings have occurred, or will occur, as a result of the work conducted by the Auditor General. The majority of the following cost savings, which pertain to work conducted by the Auditor General over the past few years, represents recurring annual savings.

1. Fraud and Fraud Related Investigations

Recovery of funds – Arena fraud	\$ 102,000
Recovery of funds – Works and Emergency Services fraud	100,000
Elimination of excessive overtime	60,000
Recovery of duplicate payments – Drain Grant Program	30,000
Potential overpayments to third parties	150,000
Recovery and reduction of consultants incidental expenses	25,000
	\$ 467,000

2. Summary of Potential Savings

While it is not possible to determine the extent of all savings as a result of management's implementation of our recommendations, the potential for cost savings is significant as summarized below.

Fraud and Fraud Related Investigations	\$ 467,000
SAP Post Implementation Review	3,200,000
Cancellation of Consultants Contracts	100,000
More Effective Management of Consultants	500,000
Reduction of Toronto Police Overtime	945,000
Police Parking Enforcement	600,000
Parking Tags Review	1,010,000
Courtesy Envelopes Review	750,000
	\$ 7,572,000

2003 Achievements (continued)

The majority of this amount represents recurring annual savings achieved through future cost savings as a result of implementing our recommendations.

The savings accrued is significantly in excess of the Department's annual budget.

Comparative Measures/Benchmark

The Department has benchmarked its costs with those of major municipalities across Canada, as well as those of a number of municipalities in the United States. The following comparison of costs with other major municipalities for comparable levels of audit services indicates that, as a percentage of total municipal budget, the audit costs at the City of Toronto are at the lower end of the scale.

	Municipal Operating Budget (in \$000s)	Audit Costs (in \$000s)	Audit Costs as a % of Municipal Operating Budget
Canada			
City of Toronto (excludes TTC)	\$ 5,198,000	\$ 2,916	0.06 %
City of Ottawa	1,680,000	1,060	0.06
Winnipeg	1,000,000	911	0.09
Calgary	1,115,700	1,182	0.11
Edmonton	953,400	1,100	0.12
United States			
Los Angeles	12,200,000	3,000	0.02
District of Columbia	5,676,000	2,394	0.04
Detroit	3,383,000	3,038	0.09
Phoenix	2,329,000	2,300	0.10
Philadelphia	4,627,000	11,253	0.24

Department Overview: The Chief Administrator's Office leads the City's Executive Management Team (EMT), consisting of the Chief Administrative Officer (CAO) and the six Departmental Commissioners, which sets overall broad direction and strategy for the corporation. The Office of the CAO oversees corporate, interdepartmental and intergovernmental business activities, responds to the requests and needs of City Council, and provides business, operational and administrative support to the CAO and the EMT. The CAO's Office facilitates the integration of the City's departments and programs, provides corporate policy advice and guidance to the CAO and Council, coordinates diversity management and healthy city objectives across the corporation, and provides risk and business consulting services to senior management to strengthen controls. The CAO's Office is comprised of three divisions: the Executive Management Division, Strategic and Corporate Policy Division/Healthy City Office and the Internal Audit Division.

Executive Management: This division provides day-to-day advice, coordination and support to the CAO. It monitors and ensures the resolution of Council and other directives and communiques, provides issues management support, provides office management support to the CAO's office and supports the EMT. The division is also involved in corporate integration and improvement initiatives such as the 311 strategy, e-service and corporate customer service improvement initiative (CSII), multi-year program (business) planning, performance measures and benchmarking.

Strategic & Corporate Policy/Healthy City Office: The Strategic & Corporate Policy Division provides independent advice to the CAO and Council on matters related to governance and corporate performance, strategic planning, corporate policies, diversity management, citizen engagement, and intergovernmental relations.

Most of the division's assignments are project based, usually involving interdepartmental consultation or project teams. Significant divisional resources are devoted to supporting Council-established task forces, reference groups, citizen advisory committees and other bodies, including policy and research development and meeting management.

Internal Audit: The Internal Audit Division's primary purpose is to help senior management identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.

The division acts as a resource to the CAO and senior management, providing objective assurance and advice to help mitigate business risks, improve operations, as well as ensure fiscal responsibility and accountability.

Mission

The Chief Administrative Officer leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service challenges. The CAO is accountable to Council for the policy direction and program delivery of all departments and programs.

Key Customers

Work priorities of the three divisions are at the direction of the CAO. The CAO, EMT and Council are the primary clients.

However, the work of the department is conducted through a variety of relationships, including: standing and advisory committees of Council, other departments, agencies, boards and commissions, and City staff; federal, provincial, regional and municipal governments, community-based organizations, service agencies and advocacy groups; businesses, academic institutions and associations; the people of Toronto and international cities and communities.

2004 Operating Budget by Program

The 2004 operating budget for the Chief Administrator's Office is \$5.650 million gross and \$5.492 million net, which is comprised of:

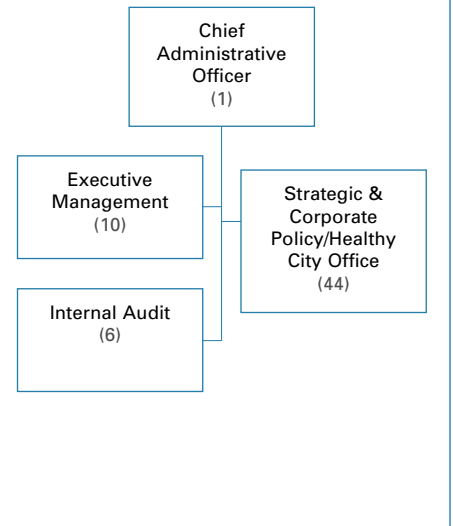
Service	Gross (\$000s)	Net (\$000s)
Executive Management	1,334.8	1,334.8
Strategic & Corporate Policy/Healthy City Office	3,715.9	3,715.9
Internal Audit	599.0	441.6
Total Department Budget	5,649.7	5,492.3

2004 Highlights

- \$0.105 m in savings from efficiencies
- \$0.157 m Gross/\$0 net – Funding for two positions to enhance the Internal Audit function to assist senior management in discharging their responsibilities for effective internal controls in their operations

Department Map

The Chief Administrator's Office is comprised of three divisions, with a total of 61 approved positions:



2003 Achievements

Executive Management Division

- ▶ A final update report was provided to Council in April, 2003 which outlined the actions that have taken place during 2002 to address all of the recommendations regarding Consultants adopted by Council at its meeting in December, 2001.
- ▶ Staff have been working with external lawyers to ensure that information is shared with the Inquiry in a timely manner.
- ▶ Identified corporate service standards for routine customer service transactions and recommended plan for implementation.
- ▶ Identified services that the public would prefer to access in a co-located partnership or "single window access" approach and recommended implementation options to support these models.
- ▶ Developed a corporate technology strategy for all call centres.
- ▶ Developed a service plan for existing customer service units at East York Civic Centre and other Civic Centres as directed.
- ▶ Coordinated the Toronto Counts project on a semi-annual basis with all customer service units.
- ▶ Coordinated the service strategy for new e-commerce transactions in the city.
- ▶ Developed a communication strategy to support all new initiatives and educated the public and staff about new directions.

Executive Management Division (continued)

- ▶ Led corporate team in developing information for year 3 of the Municipal Performance Measurement Program (MPMP) and examined and reported on Toronto's year over year performance as well as comparisons to other municipalities. As part of the MPMP Advisory to the Province, spearheaded the development and introduction of an improved efficiency measure for Police Services.
- ▶ Led and coordinated Toronto's participation in the next phases of the Ontario Municipal Benchmarking Initiative (OMBI) with 18 other municipalities in 5 service areas. Contrasted results for 51 different performance measures in these service areas.
- ▶ Led and coordinated Toronto's participation in the Ontario Centre for Municipal Best Practices (OCMBP) which culminated in the release of 7 best practices in April, 2003.
- ▶ In conjunction with Finance, improved the methodology and accuracy of determining the full cost of municipal services for use in benchmarking and other initiatives.
- ▶ Responded to requests for information or presentations on Toronto's amalgamation to the general public and other public sector organizations throughout the world.

Strategic & Corporate Policy/Healthy City Office: Corporate Policy

- ▶ Managed the review of council governance, including support to the Council governance task force.
- ▶ Planned and managed the transition and briefing activities for the new Mayor and members of Council.
- ▶ Implemented Council's decision to establish an independent Auditor General's Office.
- ▶ Supported the Sustainability Roundtable and undertook related projects including the development of a sustainability charter, indicators and assessment process.
- ▶ Developed the Community Workbook for the 2003 Budget Process.
- ▶ Coordinated 22 governments in the signing of the 2003 Intergovernmental Declaration on Clean Air.
- ▶ Supported the Ethics Steering Committee and undertook policy work in support of Council's desire to establish a lobbyists' registry and an integrity commissioner.
- ▶ Developed and implemented various corporate policies as directed by Council (e.g., Unsolicited Proposals Policy Development Framework, Policy on the Re-hiring/Use of Former City Employees).

Diversity Management & Community Engagement

- ▶ Completed the CAO's Status Report on the implementation of the Final Report of the Task Force on Community Access and Equity by facilitating a corporate process for reporting.
- ▶ Completed the City of Toronto's Municipal Accessibility Plan for submission to the Province of Ontario as required by the Ontarians with Disabilities Act by facilitating a corporate process for the development of the Plan.
- ▶ Completed the City of Toronto's Plan of Action for the Elimination of Racism and Discrimination by facilitating a city wide consultation process of over 50 sessions involving 1000 persons.
- ▶ Initiated the preparation of the following: an action plan guide for access and equity, a research process to the development of a diversity report card, the development of an urban aboriginal strategy, a pilot project to mentor immigrants in conjunction with Human Resources.

2003 Achievements (continued)

Diversity Management & Community Engagement (continued)

- ▶ Facilitated and managed five community advisory committees and three working groups on access, equity and human rights and provided support to the Diversity Advocate and Council's Reference Group on Access, Equity and Human Rights.
- ▶ Managed the Access and Equity Grant Program including the evaluation of 92 applications, monitoring the implementation of grants to 64 organizations, providing capacity building support to organizations and communities of interest.
- ▶ Implemented a range of public education and awareness programs, including the City Council's Access and Equity Human Rights Awards, proclamations, poster campaigns aimed at issues such as literacy, lesbian/gay/bisexual/transgender issues, hate activity; and a number of conferences and community sessions.
- ▶ Provided support to Council's advocacy with respect to legislative proposals for immigration and refugee issues, lesbian/gay/bisexual/transgender issues, and disability access.

Intergovernmental Relations

- ▶ Managed the City's liaison with municipal associations and supported Councillors' participation in AMO, FCM, Big City Mayors' Caucus, Large Urban Mayor's Caucus of Ontario, etc.
- ▶ Coordinated the City's applications for funding under the Green Municipal Fund programs.
- ▶ Developed key elements for a new legislative framework for the City of Toronto to serve as basis for negotiation with the Province of Ontario.
- ▶ Supported the City's involvement in international municipal associations (e.g., IULA, Metropolis, ICLEI) and completed an annual report on the City's international activities.
- ▶ Developed policy framework and priorities for an intergovernmental strategy for review with the incoming Mayor and members of Council.
- ▶ Participated in the work of the Toronto City Summit Alliance.

Governance and Corporate Performance

- ▶ Led inter-departmental ASD Policy Team to develop administrative tools for ASD reviews including union protocol, costing protocol, business case, evaluation process and HR strategies.
- ▶ Coordinated ASD review process by coordinating budget and workplan, liaising with senior staff, developing shared documentation system and ASD reviews database.
- ▶ Led inter-departmental ABC Corporate Team to develop corporate policies applicable to ABCs including remuneration and expense reimbursement policy, access and privacy policy, nomination policy and recruitment strategy.
- ▶ Conducted governance reviews of Toronto Atmospheric Fund, AOCCs and Hummingbird Centre, initiated reviews of arena boards of management, and prepared governance documentation for Toronto Parking Authority and Heritage Toronto.
- ▶ Researched alternative governance structures for agencies such as special operating agencies and municipal corporations.
- ▶ Conducted governance workshop with all ABCs and initiated on-going dialogue with all agency boards.
- ▶ Initiated corporate documentation of the agency-city relationships by developing a template for operating directives for all agencies and strategy for updating the municipal code, developing framework for scheduling agencies, and providing comprehensive agency database.
- ▶ Coordinated inter-departmental due diligence process for TCHC Regent Park development proposal, HB revitalization plan, and facilitated proposal for CanStage to operate St. Lawrence Centre.

Internal Audit Division

- ▶ Hired Director and two Managers for Division.
- ▶ Developed mandate for the Division, as well as specific activities to be performed and services to be provided.
- ▶ Developed proposed organizational structure for the Division.
- ▶ Developed guide for departments that delineates roles and objectives of various audit groups in the City, as well as audit expectations.
- ▶ Developed protocol to guide relationship between Auditor General's Office, Internal Audit Division and Departments, including roles/responsibilities, expectations, sharing of information, response to audit recommendations, etc.
- ▶ Developed Internal Audit Division work plan for 2004.

2004 Strategic Direction and Service Priorities

Executive Management Division

- i) Examine results of judicial inquiry
 - ▶ review and evaluate the recommendations arising out of the judicial inquiry into computer leasing in order to determine if further improvements in internal controls are necessary.
- ii) Electronic Service (E-Service)
 - ▶ 311 strategy – develop implementation plan, obtain CRTC approvals, develop service design and business specifications, launch prerequisite pilots.
 - ▶ on-line e-service development – develop corporate web business strategy, pilot new on-line services, expand existing services.
- iii) Customer Service
 - ▶ counter service design – lead design process for East York, City Hall customer services teams, develop core service standards.
 - ▶ policy framework standards & procedures – continue development of policy framework for customer service units, develop core service standards.
- iv) Multi-Year Program Planning, Benchmarking and the Use of Performance Measures
 - ▶ lead corporate team in developing information for year 4 of the Municipal Performance Measurement Program (MPMP) to examine Toronto's year-over-year performance as well as comparisons to other municipalities. As part of the MPMP Advisory Committee to the Province, provide input and advice on changes to the program in the future.
 - ▶ promote a greater use of performance measures in the 2004 operating budgets.
 - ▶ work with Solid Waste Management, Parks & Recreation and Water & Wastewater Management Divisions to complete business plans for the 2005 budget cycle as pilots for eventual corporate-wide implementation.
 - ▶ lead and coordinate Toronto's participation in the next phase of the Ontario Municipal Benchmarking Initiative (OMBI) with 18 other municipalities in 5 service areas.
 - ▶ lead and coordinate Toronto's participation in the Ontario Centre for Municipal Best Practices (OCMBP). As part of the OCMBP Steering Committee to the Province and AMO, and as a participant in working groups, assist in identifying best practices in Ontario municipalities.
 - ▶ in conjunction with Finance, improve the accuracy of determining the full cost of municipal services for use in benchmarking and other initiatives.

Strategic & Corporate Policy/Healthy City Office:

- i) Corporate policy and strategic planning
 - ▶ review the departmental structure and present options for consideration by the Mayor and Council.
 - ▶ recruit and set up an integrity commissioner and develop further policies aimed at improving integrity.
 - ▶ co-ordinate policy development across departments.
 - ▶ launch a policy capacity-building and skills development program for the public service.
- ii) Intergovernmental relations
 - ▶ Support the Mayor and Council in the implementation of a focus, priority-driven intergovernmental relations strategy.
 - ▶ Sustain and strengthen the Urban Agenda Initiative.
 - ▶ Strengthen the Toronto-Ontario relationship.
 - ▶ Strengthen the Toronto-Canada relationship.
 - ▶ Strengthen inter-municipal relationships and regional governance.
 - ▶ Strengthen the value of Toronto's international activities.
- iii) Governance and corporate performance
 - ▶ Continue on-going ABCC governance reviews.
 - ▶ Coordinate strategy and framework for a continuous improvement program.
 - ▶ Develop context and framework for a corporate performance measurement program and how it fits within other administrative processes.
 - ▶ Coordinate City-wide issues like Hummingbird redevelopment.

2004 Strategic Direction and Service Priorities (continued)

iv) Diversity management and community engagement

- ▶ Provide policy advice and research on diversity.
- ▶ Facilitate community participation in the policy development process.
- ▶ Increase integration of diversity management principles in the delivery of city services and programs.
- ▶ Support community organizations to facilitate their involvement in civic life and local government.
- ▶ Increase awareness and understanding of civic responsibility/governance and to promote respect for diversity.

Internal Audit Division:

The Internal Audit Division, which was created as part of the City's enhanced audit framework, became operational in late 2003.

The City is responsible for numerous and diverse programs and functions, which operate out of over 2600 locations across the City. It is therefore important that senior management are given objective assurance that their areas of responsibilities are working well, are in compliance with applicable policies and legislation, and that proper controls exist to mitigate risks, such that resources and assets are safeguarded from loss or inappropriate use.

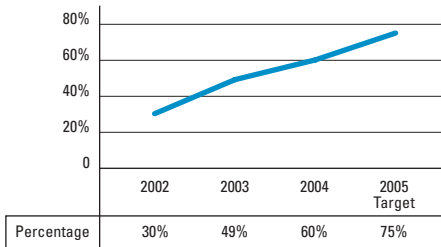
The Division's key priorities in 2004 include:

- ▶ Providing assistance and support to the procurement processes implementation project, including: review/revisions of by-laws, policies and procedures; p-card program; IT related initiatives;
- ▶ Enhancing contract management across the City by developing contract management guidelines for staff and conducting audits of selected City contracts;
- ▶ Enhancing inventory management by developing guidelines for staff and conducting audits of inventories in various locations across the City;
- ▶ Developing guidelines to assist staff in managing revenues, receivables and cash;
- ▶ Performing ad hoc reviews to assess controls over various administrative areas (e.g., overtime, payment processing, etc), as necessary;
- ▶ Completing audits requested by departmental senior management in the following areas:
 - ▶ Public Health Tuberculosis Program – Value for Money Review.
 - ▶ Court Services Division – Financial Controls Review.
 - ▶ UDS Business Support Services – Review of Cash Handling Procedures; and
- ▶ Providing support, from a risk and controls perspective, on new systems or initiatives such as the on-line program registration system in Parks and Recreation and the Shelter Management Information System in CNS.

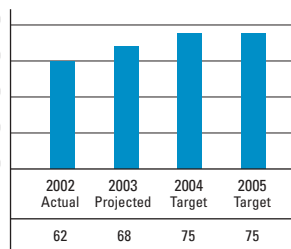
Performance Measures

These measures help to determine workload and allow effective allocation of resources to respond to demand.

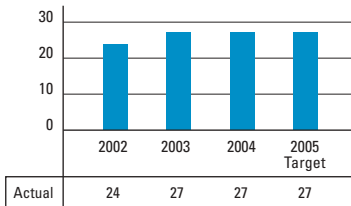
i) Directives received and cleared within the same calendar year



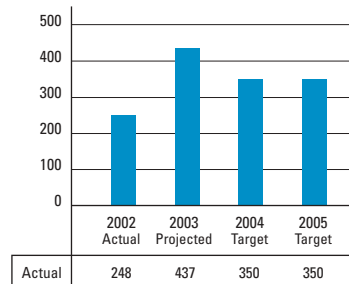
ii) Number of Council reports written



iii) Support to Committees/Task Forces

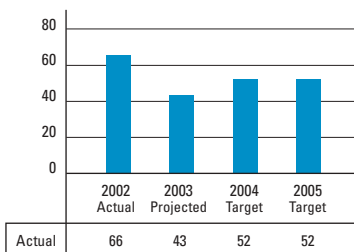


iv) Number of papers and research items completed



This measure helps to determine target audiences and direct information in an effective manner.

v) Number of internal and external presentations



Department Overview: The City of Toronto Council sets corporate strategic direction, priorities and policies; authorizes the raising of revenues and approves the expenditures of funds for the provision high quality and affordable services that respond to the needs of the community and invest in infrastructure to create a thriving, vibrant city. It ensures a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole.

The City Council program staff provide the administrative and other resources that Councillors require to carry out their duties.

Mission

City Council at its meeting on November 23, 24 and 25, 1999 adopted, without amendment, Council's Strategic Plan - Part I, Clause 22 embodied in Report No. 10 of the Policy and Finance Committee which contained the following mission statement:

The Government of the City of Toronto champions the economic, social and environmental vitality of the city. The City strives to provide high quality and affordable services that respond to the needs of our communities and invests in infrastructure to support city building. The City is a leader in identifying issues of importance and in finding creative ways of responding to them.

The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

Our actions are guided by the following principles:

Advocacy: We are advocates on behalf of our city's needs with other orders of government.

Community Participation: We facilitate active community involvement in all aspects of civic life, both locally and citywide.

Equity: We respond to and support diverse needs and interests and work to achieve social justice.

Effectiveness: We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources.

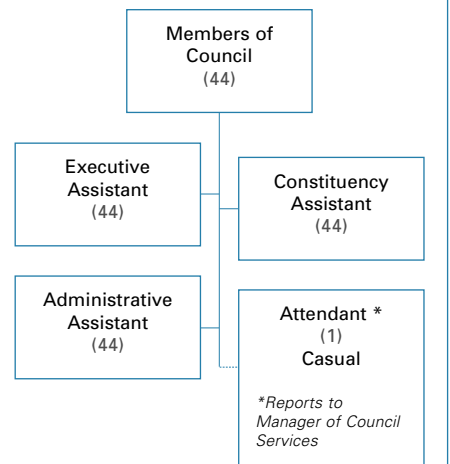
Leadership: We plan for change and take a leadership role on issues of importance to the City.

Partnerships: We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government.

Sustainability: We integrate environmental, social, economic and fiscal perspectives in our actions.

Department Map

The City Council Program is comprised of four divisions with a total of 177 approved positions:



Program Objectives

Continue to provide high quality affordable services to our community, with public participation, while maintaining a system of responsible and accountable governance and to develop the City of Toronto to make it a more desirable place for the community to live in.

2004 Strategic Direction and Service Priorities

The City of Toronto Council sets corporate strategic direction, priorities and policies; authorizes the raising of revenues and approves the expenditures of funds for the provision of services in the City. The Council program provides the administrative and other resources that Councillors require to carry out their duties.

2004 Operating Budget by Service

The 2004 operating budget for the City Council is \$17.703 million gross and net, which is comprised of:

Service	Gross (\$000s)	Net (\$000s)
Councillor's Salaries & Benefits	4,398.5	4,398.5
Councillor's Staff Salaries & Benefits	9,471.5	9,471.5
Councillor's Office Budget	2,336.4	2,336.4
Councillor's General Expenses	1,496.6	1,496.6
Total Program Budget	17,703.0	17,703.0

2004 Highlights

- ▶ Set individual Member's Office Budget at \$53.1k
- ▶ Service provided to constituents will remain at 2003 levels.

Department Overview: The Office of the Mayor leads and represents the City of Toronto in dealings with residents, elected officials, dignitaries, and staff. The Mayor's office has a duty to conduct the business of the City in ways that are transparent, honest, efficient, and inclusive. It is the responsibility of the Mayor to ensure that City Council remains accountable and accessible to the public, so that Torontonians can be sure they are receiving the highest possible standard of City services.

Program Objectives

In 2004 the Office of the Mayor continues to work to enable Toronto to take its place on the global stage as one of the world's great cities. Other initiatives include:

- ▶ Negotiating a new deal with the other orders of government that will provide Toronto with the revenue sources and legislative tools it needs to succeed.
- ▶ Re-engaging residents by increasing the involvement of the public in the processes and decisions of City Hall.
- ▶ Building strong neighbourhoods and beautiful streets and parks, so as to give every Torontonian a sense of safety, pride, and belonging in their city.

2004 Strategic Direction and Service Priorities

- ▶ Enable Torontonians to have input into budgetary and other Council-related initiatives through extensive public meetings, which will allow City Council to remain in tune with the priorities of the residents of Toronto.
- ▶ Continue the development of sustainable neighbourhoods along Toronto's waterfront, the key area for Toronto's economic and cultural rejuvenation.
- ▶ Reinvest in the public realm, including public transit, green spaces, affordable housing and public health.

2004 Operating Budget by Service

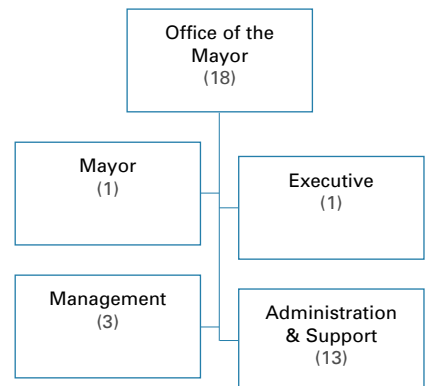
Service	Gross (\$000s)	Net (\$000s)
Office of the Mayor	1,749.0	1,749.0
Total Program Budget	1,749.0	1,749.0

2004 Highlights

- ▶ During the 2004 budget process, Council reduced the Mayor's Office budget by \$10,000.
- ▶ Enable Torontonians to have input into budgetary and other Council-related initiatives through extensive public meetings, which will allow City Council to remain in tune with the priorities of the residents of Toronto.
- ▶ Continue the development of sustainable neighbourhoods along Toronto's waterfront, the key area for Toronto's economic and cultural rejuvenation.
- ▶ Reinvest in the public realm, including public transit, green spaces, affordable housing and public health.

Department Map

The Office of the Mayor is comprised of one service, with a total of 18 approved positions as follows:





Department Overview: Corporate Services provides support services to other departments and to the public by managing corporate assets and resources, delivering and maintaining services and systems and fulfilling governance responsibilities. The department ensures the organization operates efficiently and effectively through direct service delivery to varied client groups, management of corporate assets and resources, and establishing and maintaining the foundations for responsible government. The department fulfills this mandate by providing corporate leadership, building service capacity and by continuously improving service delivery.

The Department is organized into nine Divisions. The operating divisions are the City Clerk’s Office, Corporate Communications, Court Services, Facilities and Real Estate, Fleet Services, Human Resources, Information & Technology, Legal Services and Service Improvement & Innovation. Each division is a separate program in the Operating Budget submission.

Mission

The mission of the Corporate Services Department is to ensure the organization operates efficiently and effectively through:

- ▶ Direct service delivery to varied client groups,
- ▶ Management of corporate assets and resources, and
- ▶ Establishing and maintaining the foundations for responsible government.

The 2004 work plan includes the departmental objectives for 2004 that are focused on three service delivery themes:

1. Providing Corporate Leadership

- ▶ Building a strong corporate organization.
- ▶ Fulfilling corporate governance responsibilities.
- ▶ Developing and implementing key corporate programs.
- ▶ Establishing policy, standards and procedures to achieve corporate objectives.

2. Building Service Capacity

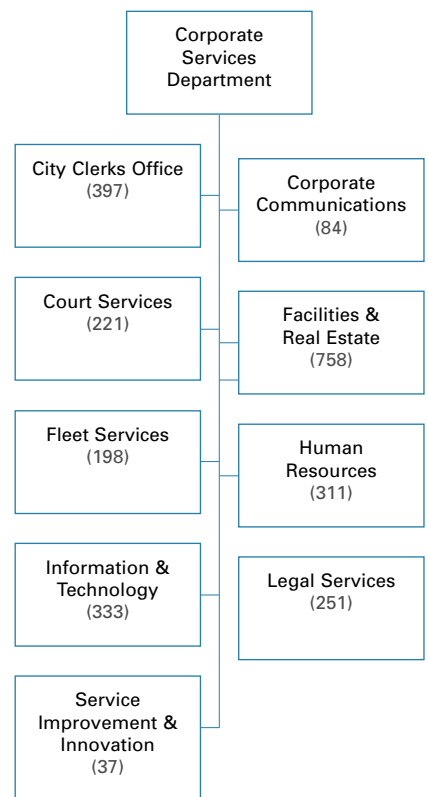
- ▶ Improving core services to expand capacity.
- ▶ Using the right tools to deliver services.
- ▶ Developing staff expertise.
- ▶ Enhancing core services.

3. Meeting Client Service Requirements

- ▶ Understanding clients needs.
- ▶ Delivering quality core services.
- ▶ Managing service expectations.

Department Map

The Corporate Services Department is comprised of nine divisions, with a total of 2,525 approved positions in 2003 and 2,592 recommended for 2004:



Key Customers

The Corporate Services Department serves the following groups:

- ▶ Public
- ▶ City Council and Members
- ▶ Corporation
- ▶ Employees
- ▶ Departments

2004 Operating Budget by Program

The 2004 operating budget for the Corporate Services Department is \$295,895.6 million gross and \$136,456.6 million net, which is comprised of:

Program	Gross (\$000s)	Net (\$000s)
City Clerk's Office	41,267.2	20,898.9
Corporate Communications	6,412.4	6,302.8
Court Services	27,776.5	(9,523.5)
Facilities & Real Estate	88,606.9	33,357.1
Fleet Services	31,189.6	0.0
Information & Technology	45,095.2	39,814.0
Human Resources	26,717.0	24,920.8
Legal Services	25,388.4	17,700.5
Service Improvement & Innovation	3,442.7	2,986.2
Total Department Budget	295,895.6	136,456.6

2003 Achievements

- ▶ Successfully managed the 2003 municipal election event. A recount in Ward 25 was completed with no appeal.
- ▶ Implemented the Toronto Public Service Initiative, which is intended to nourish a shared sense of purpose and pride among City employees. The term Toronto Public Service is increasingly used to identify the City's municipal workforce. The initiative has had impact on the Toronto Public Service through workshops, the web page and a very successful learning event on the themes of Stewardship, Service and Commitment.
- ▶ Improved the Grievance Management Process by resolving more grievances at mediation, reducing the grievance backlog and launching the Grievance Tracking System.
- ▶ York Civic Centre Tender Call awarded, redevelopment of the York Civic Centre to become the new home for the Provincial Offences Act court in the West district.
- ▶ A Technology Testing report was presented to Council in September and includes a review of hybrid technology, bio-diesel, and natural gas. The Green Fleet Transition Plan is in development.
- ▶ Implemented a Facilities Energy Management Program, completing energy audits in 20 buildings. 843 and 875 Eastern Avenue were retrofitted in 2003.
- ▶ Implemented recommendations from the departmental Internal Services Review.

City Clerk’s Office

The purpose of the City Clerk’s Office is to support effective governance in the City of Toronto by facilitating City Council’s decision making processes and promoting stewardship of corporate information, as follows:

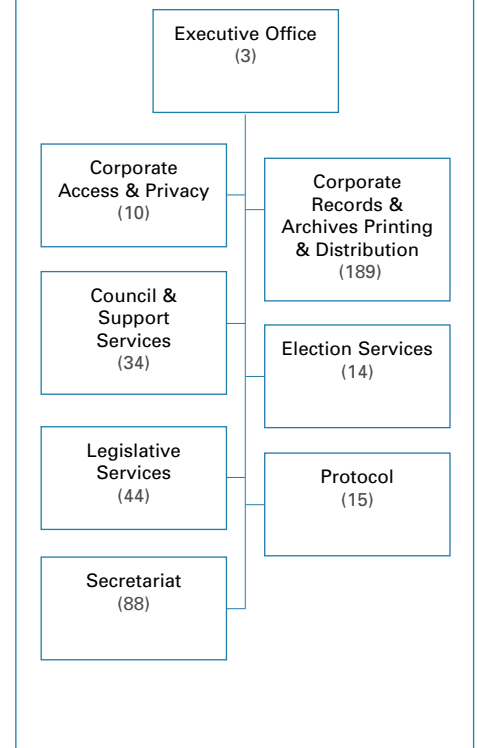
- ▶ **Supports the governance structure and process** through responsibility for the legislative process and related activities of City Council, Community Councils, Council Committees and other deliberative bodies, including the conduct of municipal elections, implementing freedom of information and privacy legislation compliance programs, and managing city protocol services;
- ▶ **Delivers key front-line public services**, including issuing licences to the public for births, deaths and marriages, as well as burial permits, and for charitable gaming, maintaining the assessment roll and the co-ordination of municipal reviews concerning liquor licence applications; and
- ▶ **Delivers critical corporate services**, including corporate records and archives and printing, mail and distribution services.

Program Objectives

- ▶ Provides budgetary, administrative, and information technology support to the Clerk’s Division and Members of Council.
- ▶ Manages the legislative process of Council, the Standing Committees, Community Committees, task forces, the appointment process for Members of Council and the public to Standing Committees, Agencies, Boards and Commissions and maintain by-laws.
- ▶ Provides City printing, document reproductions and distribution services.
- ▶ Issue marriage licenses and register births and deaths in accordance with the Marriage Act and the Vital Statistics Act. Amend assessment rolls from assessment appeals in accordance with the decisions of the Assessment Review Board, and Ontario Municipal Board. Develop and administer gaming and lottery licensing and compliance programs.
- ▶ Develop and administer all activities related to corporate records management, and identify, select, describe, and preserve records of enduring value.
- ▶ Receive and process all requests for information in accordance with the Municipal Freedom of Information and Protection of Privacy Act.
- ▶ Manage the City’s Protocol services; organize official visits, ceremonies, awards and recognition programs; produce scrolls, proclamations, greetings and correspondence for the Mayor and Council.

Program Map

City Clerk’s has a total of 397 positions in the following services.



City Clerk's Office

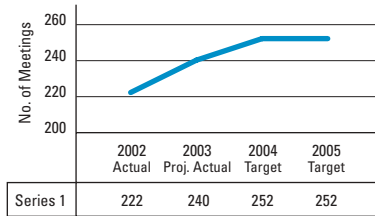
2004 Strategic Directions and Service Priorities

- ▶ Ensure open, accountable, efficient and accessible legislative process.
- ▶ Ensure public access to information while maintaining the privacy of individuals.
- ▶ Develop and refine the City Clerk's multi-year business plan with meaningful and measurable performance indicators.
- ▶ Enhance access to Council legislation and decisions through electronic means.
- ▶ Conduct councillor and citizen appointment process.
- ▶ Provide fully networked, digital, large volume copying services to the Corporation.
- ▶ Extend corporate desktop access to network photocopying facilities.
- ▶ Co-ordinate printing and distribution services provided to the City toward a full-cost recovery basis.
- ▶ Deliver professional and high-quality operational, I.T. and administrative support to City Clerk's office, Members of Council, and the Corporation.
- ▶ Provide centralized management of legislatively mandated access and privacy services to Council, the public and to staff, and to ensure compliance with the Municipal Freedom of Information and Protection of Privacy Act across the Corporation.
- ▶ Manage all recorded information created and accumulated by the City, using a strong client-focused approach that satisfies requirements for corporate governance and to preserve and provide access to those documents of historical value and significance to the corporation.
- ▶ Communicate protocol guidelines and procedures to our clients.

City Clerk's Office

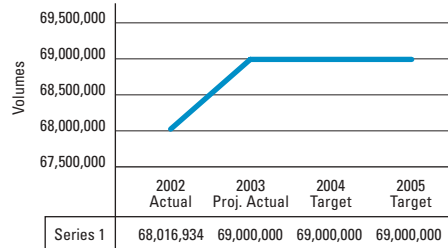
Performance Measures

Statutory Public Meetings Co-ordinated



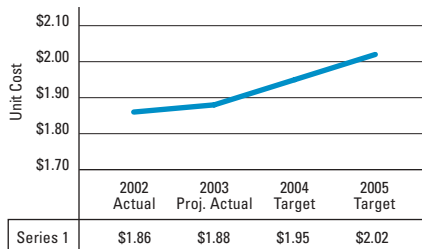
Trend expected to hold steady.

Reproduction Volumes



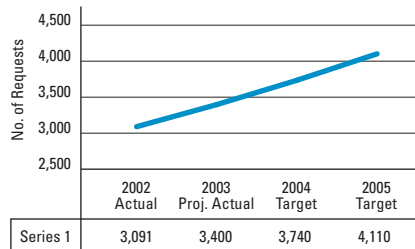
Reproduction volumes expected to hold steady.

Unit Cost Per Inquiry Transaction



The Council Services Unit answers and responds to inquiries regarding administrative support matters from Councillors and their staff on a daily basis, as well as the press and public. While staff costs have increased slightly, the amount of time to answer an inquiry has decreased in recent years, as Councillors and their staff better understand the administrative policies and procedures affecting their offices, as well as having a better awareness of who to contact for what service.

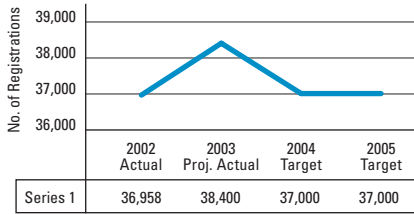
No. of Access Requests



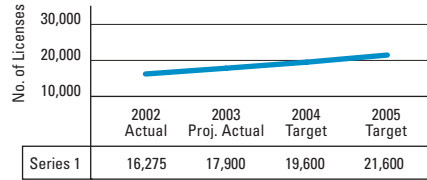
The public has a high degree of interest in the City and the increasing number of access to information requests reflects that interest.

City Clerk's Office

No. of Marriage Licences

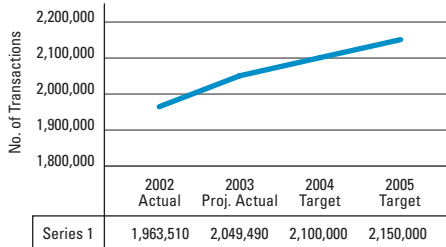


No. of Birth Registrations

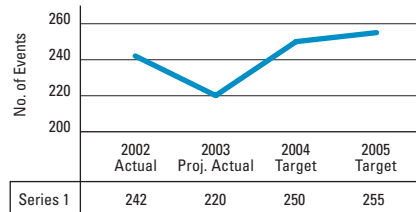


Legislative services registration of births and marriages in accordance with the Vital Statistics Act and Marriage Act.

No. of Transactions Handled by Central Records Rooms



No. of Events



Transactions include document registration, coding documents according to the Corporate Records Classification System, filing documents in folders or electronic directories, retrieving files in response to requests by clients, re-shelving files, and preparing folders for transfer to the City's Records Centre

The number of protocol events is holding steady.

City Clerk's Office

2004 Operating Budget by Service

(Includes Technical Adjustments)

Service	Gross (\$000's)	Net (\$000's)
Secretariat	7,571.8	7,007.8
Printing and Distribution	13,633.4	2,209.4
Council and Support Services	3,127.4	2,835.3
Corporate Access and Privacy	1,025.4	969.4
Corporate Records and Archives	6,555.3	5,971.3
Elections	4,322.8	3,887.1
Legislative Services	3,592.9	(3,419.6)
Protocol	1,438.2	1,438.2
Total Program Budget	41,267.2	20,898.9

2004 Highlights

Co-ordination of Information Management: Development of initiatives to identify, link and better manage the City's information assets, regardless of media. To ensure the long-term preservation of recorded information with enduring value.

Council and Committee Automation: Continued investment in the automation of the City Council meeting chamber to better inform members and staff of motions under consideration, to display presentations/updated agendas and to integrate updated agenda, meeting materials and user documentation.

Printing and Distribution Service Improvement: To continue focus on opportunities for service delivery improvements for the printing and high-speed reproduction services of the Printing and Distribution Unit, within the corporate and industry context.

2004 Capital Budget

Total 2004 Gross Budget is \$1.331 million [2003 Budget – \$0.234 m]:

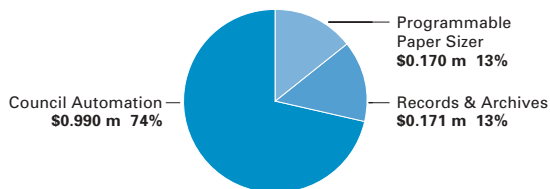
- ▶ \$0.990 million is for Council Automation and Meeting Management project.
- ▶ \$0.171 million is for Corporate Records and Archives projects.
- ▶ \$0.170 million is for Printing project. (Programmable paper sizer)

City Clerk's Office

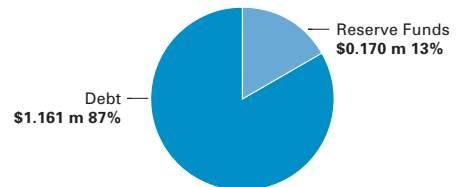
5 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Council Automation and Meeting Management	62	—	—	—	—	62
Total Previously Approved	62	—	—	—	—	62
Carry Forwards						
Corporate Records and Archives Digitization equipment.	86	—	—	—	—	86
Total Carry Forwards	86	—	—	—	—	86
New/Change in Scope						
Council Automation and Meeting Management	928	1,303	2,480	—	—	4,711
Archives Software	85	—	—	—	—	85
Paper Sizer	170	—	—	—	—	170
Total New/Change in Scope	1,183	1,303	2,480	—	—	4,966
Total City Clerk's Office	1,331	1,303	2,480	—	—	5,114

Where the money goes



Where the money comes from



Corporate Communications

To provide excellent corporate communications services that will ensure that our employees, the public, media, national and international communities have a clear understanding of the City of Toronto’s policies, priorities and programs.

Program Objectives

Corporate Communications and Media Services

- ▶ Enhance community awareness of, and access to City programs and services.
- ▶ Promote interest and understanding of Toronto City Council and City programs, services and emerging issues.
- ▶ Increase the effectiveness of employee communications.
- ▶ Develop and implement strategies and best practices based on feedback from employees.

Public Information

- ▶ Facilitate access by the public to all municipal services offered by the City of Toronto.
- ▶ Increase student awareness and interest in municipal government by delivering an educational presentation program that introduces Grade 5 and 10 students, and new residents, to the workings of municipal government that encourages active citizenship and that satisfies curriculum requirements.
- ▶ To expand City information communicated to residents in the appropriate language.

Creative Services

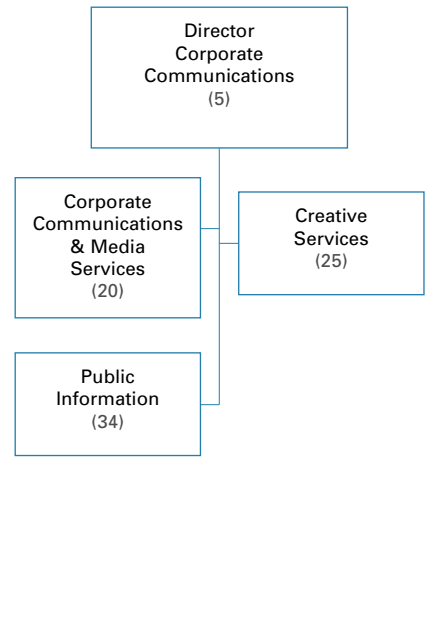
- ▶ Integrate new services and guide the evolution of the City’s Web sites as the primary information resource used by residents, business people, visitors and City stakeholders.
- ▶ Successful implementation and ongoing administration of an enterprise corporate content management system.
- ▶ An established credible corporate image clearly recognized by the public and stakeholders.
- ▶ Maintain value added corporate design services by ensuring cost efficient and effective delivery.

2004 Strategic Direction and Service Priorities

- ▶ Continue to enhance the understanding of city programs and issues through the implementation of communications plans that utilize a wide range of tools to reach Toronto’s diverse population.
- ▶ Continue to provide media relations training program across the City.
- ▶ Contribute to the ongoing success of the Toronto Corporate Identity, Toronto Web site, staff training and city communications products through the provision of professional photography and video services.
- ▶ Report and implement results of advertising RFQ and RFEOI.
- ▶ Implement employee communications strategy and communications support for Toronto Public Service initiatives.

Program Map

The Corporate Communications program is comprised of three services, with a total of 84 approved positions:



Corporate Communications

2004 Strategic Direction and Service Priorities (continued)

- ▶ Present Communications policy for Council approval.
- ▶ As part of the City review of the Emergency plan, develop an emergency communications plan.
- ▶ Implementation of an enterprise content management system for the corporate Web site and intranet site which will facilitate the posting and maintenance of content that is timely, consistent and uniformly representative of all City policies, programs and services.
- ▶ To provide staff education on the Multilingual policy.
- ▶ Continued support to Customer Service Improvement Initiative and establishment of first phase of selected customer service standards for all contact centres.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Corporate Communications and Media Services	2,319.1	2,244.0
Public Information	2,175.1	2,175.1
Creative Services	1,918.2	1,883.7
Total Program Budget	6,412.4	6,302.8

2004 Highlights

- ▶ (\$0.070 m) – Reduction to Corporate Communication & Media Services
- ▶ (\$0.068 m) – Reduction to Access Toronto

2003 Achievements

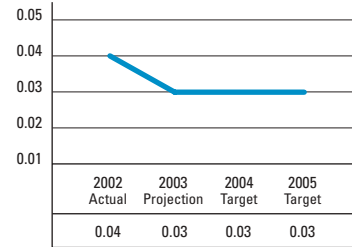
- ▶ Provided corporate communications support during major incidents and emergencies (e.g., SARS, August 2003 blackout).
- ▶ Increased the City information communicated to residents in multiple languages by 10% over 2002.
- ▶ In consultation with the ESL community, designed and presented a new educational program about municipal government and Toronto City Hall, specifically for new residents.
- ▶ Provided communications support for the 2003 Municipal Election.
- ▶ Working with IT and line departments, facilitated the development and implementation of the first on-line payment transaction.
- ▶ Provision of media relations training program across the City to ensure that information provided to stakeholders, media and community groups were timely and accurate. All 2003 sessions were fully booked.
- ▶ Successfully conducted employee survey about employee communications.
- ▶ Cost-efficient professional photography services provided to clients in a digital format.

Corporate Communications

Performance Measures

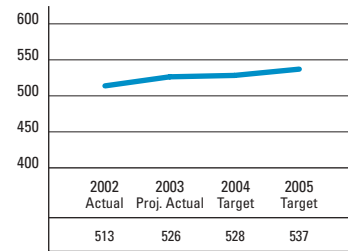
Explanatory Information of Performance Measure Trend: Establishes the City of Toronto's Web site as a cost efficient and timely source of information for residents, business owners, visitors, and city stakeholders.

Cost per user session (cents)



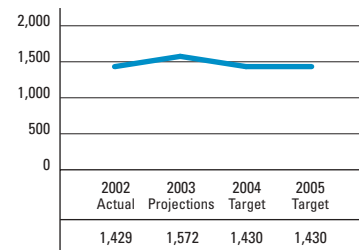
Explanatory Information of Performance Measure Trend: Access Toronto's role as the key information and referral service for the City of Toronto is reflected in the increasing numbers of enquiries. This was evident during the 2002 labour disruption and again in 2003 during the SARS outbreak(s) and the hydro blackout when Access Toronto's phone number was widely publicized as a one-stop source of information for residents and businesses about the status of City services. Enquiries include those by telephone, email, and in person at the counters.

Number of enquiries to Access Toronto (000)



Explanatory Information of Performance Measure Trend: To expand the city information communicated to residents in the appropriate language.

Number of translation projects completed



Court Services

Mission Statement:

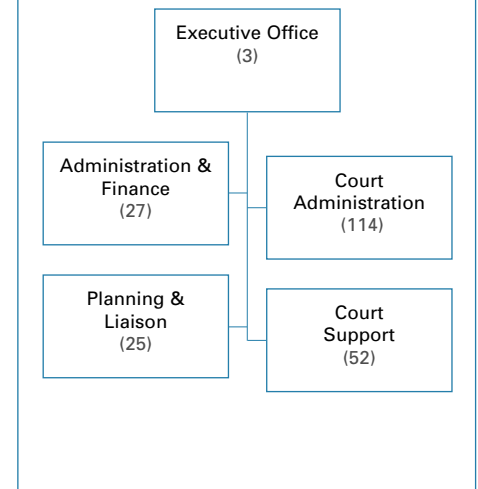
The Court Services Division provides services to the public who use the Provincial Offences Courts in Toronto. By ensuring administrative and courtroom support services are delivered in an efficient and effective manner consistent with the terms of the Memorandum of Understanding between the City of Toronto and the Province of Ontario, the Division strives to provide service excellence.

Program Objectives

- ▶ Provide administrative Provincial Offences Act procedures that are fair, co-ordinated, timely, efficient and accessible to all stakeholders.
- ▶ Provide Court facilities that are accessible, user and staff friendly, and able to accommodate Toronto's POA court needs.
- ▶ Provide quality services to stakeholders, including the Judiciary, Enforcement Agencies, Prosecutor's office, Legal profession, and inter-departmental units.
- ▶ Maintain an effective and efficient trial scheduling procedure.
- ▶ Ensure well co-ordinated and functional operations including documentation, information processing, statistical reporting and records management.
- ▶ Provide effective and efficient financial administrative systems, standards and procedures.
- ▶ Maintain a comprehensive structure of accounts consistent with the financial requirements of the POA operations, and in accordance with Public Sector Accounting requirements and generally accepted accounting principles.
- ▶ Provide statutory, financial and management reports.

Program Map

Court Services operates with a total of 221 approved positions:



Court Services

2004 Strategic Direction and Service Priorities

- ▶ Work with the Ministry of the Attorney General and Municipalities across Ontario to develop an operational framework that provides citizens with access to a streamlined Provincial Offences Court system.
- ▶ Complete transfer of the Toronto West court to the new location in the York Civic Centre.
- ▶ Finalize the closure of the Toronto North court and the opening of the satellite office in the North York Civic Centre.
- ▶ Complete final phases of the construction at Toronto East court.
- ▶ Set up an information wicket at each of the 3 court locations to speed up customer service at the counter.
- ▶ Complete improvements to, and implement "Appeals Log". This will ensure information is up to date at all times and will allow the public to file appeals at any Toronto court instead of the originating court. It will ensure that all staff have access to the status of the appeal.
- ▶ Implement quarterly statistical reporting of Court activity to the Judiciary.
- ▶ Provide in-depth study/analysis of business and related processes and implement streamlining measures.
- ▶ Enhance systems and provide the necessary resources to increase efforts regarding the collection of post-transfer defaulted fines.
- ▶ Retain collection agencies for the collection of pre-transfer POA fines.
- ▶ Provide a cost-effective and efficient means of managing and processing transcript orders to meet required legislative timelines.
- ▶ Provide adequate staffing levels to manage night court sittings and provide immediate contingency plans to ensure the smooth operation of night courts.
- ▶ Develop a replacement case management system consistent with the City's technology directions and compatible with Provincial requirements.



2004 Operating Budget by Service

Service	Gross (\$000's)	Net (\$000's)
Court Administration	6,305.1	(30,494.9)
Court Support	3,844.1	3,844.1
Planning & Liaison	2,035.5	2,035.5
Administration & Finance	15,591.8	15,091.8
Total Program Budget	27,776.5	(9,523.5)

2004 Highlights

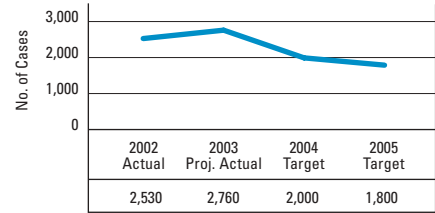
- ▶ The opening of six new Courtrooms to deal with increasing volume of case loads resulting in an increased volume of trials and the number of cases brought before the Courts.

Court Services

Performance Measures

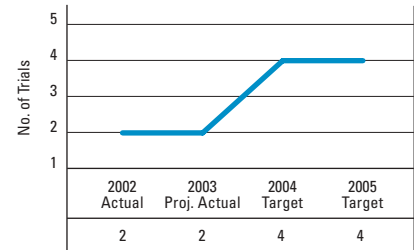
Payments that have not been matched to their respective cases are recorded in suspense. These suspense accounts, majority of which were transferred from the Province, are being analyzed and cleared. Measures have been put in place to screen and match payments to case or flag items, which are recorded in suspense. It is anticipated the number of suspense items will decrease in 2004 and 2005.

No. of Suspense Cases Cleared from ICON



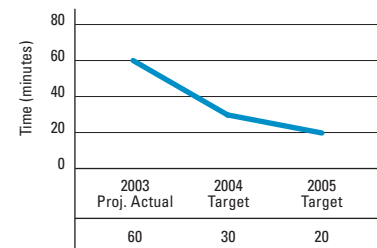
The average number of trials per enforcement officer appearance is currently 2. By using a batch & threshold method to track and control scheduling practices, Court Services projects the number of cases per officer appearance will increase to 4 in 2004 and will be maintained in 2005.

No. of Trials per Officer Appearance



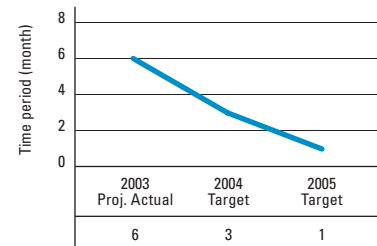
In 2003, the average time defendant's wait to file an appeal is one hour. It is anticipated the average wait time will reduce to 30 minutes in 2004 and 20 minutes in 2005 with the addition of one staff and improved appeal filing processes.

Wait Time to File an Appeal



Currently the average time lapse between transcript order and production is 3 months. Court Services expects to reduce the time span to 6-8 weeks in 2004 and one month in 2005, through the use of computerized database and allocation of additional staff.

Transcript Processing Time



Court Services

2004 Capital Budget

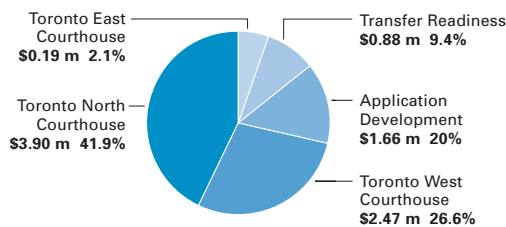
Total 2004 Gross Budget is \$9.309 million [2003 Budget – \$12.250 m]:

- \$6.570 million is for the renovation and building of Courthouse Facilities.
- \$2.739 million is for Courthouse Information Technology.

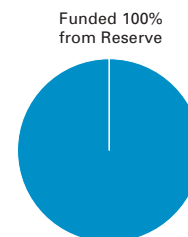
5 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Total Previously Approved	—	—	—	—	—	—
Carry Forwards						
Courthouse West	2,474	—	—	—	—	2,474
Courthouse East	196	—	—	—	—	196
Courthouse North	2,500	—	—	—	—	2,500
Courthouse South	—	—	—	—	—	—
Transfer Readiness	878	—	—	—	—	878
Application Development	1,861	—	—	—	—	1,861
Total Carry Forwards	7,909	—	—	—	—	7,909
New/Change in Scope	—	—	—	—	—	—
Courthouse North	1,400	—	—	—	—	1,400
Total New/Change in Scope	1,400	—	—	—	—	1,400
Total Court Services	9,309	—	—	—	—	9,309

Where the money goes



Where the money comes from



Facilities & Real Estate

Mission Statement:

The Facilities & Real Estate Divisions vision is to contribute to the strategic goals and business priorities of the City of Toronto by providing a comprehensive range of effective and efficient real estate and facility management services, with an emphasis on service, stewardship, and commitment.

Program Objectives

Facilities

- ▶ To effectively manage strategic projects such as MAP, energy & waste management, and development of a service marketing plan.
- ▶ To effectively manage design and construction, space planning & accommodation, as well as asset preservation.
- ▶ To effectively manage building operations, security and life safety.
- ▶ To effectively manage custodial and care-taking functions.

Real Estate

- ▶ To effectively manage appraisals & consulting activities, acquisitions & expropriations and leasing & site management.

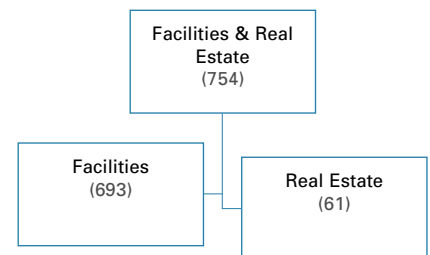
2004 Strategic Direction and Service Priorities

The Facilities and Real Estate Division is committed to carrying out the Department's goals by providing corporate leadership, by building service capacity, and by meeting client service requirements. In 2004, the Facilities & Real Estate Division will attempt to:

- ▶ Secure approval for a minimum of 40 negotiated acquisitions;
- ▶ Process 60 properties through the Property Management Committee;
- ▶ Maximize rental revenue for City-owned properties;
- ▶ Generate \$15 million in Council approved property sales during 2004;
- ▶ Review the development potential of TTC owned/utilized properties;
- ▶ Develop a natural gas purchasing strategy to minimize the risk to the City;
- ▶ Develop and implement a standard specification and approach for the installation of Building Automation Systems (BAS) in City buildings and facilities;
- ▶ Develop a set of construction tender and contract documents suited to construction management and design build projects;
- ▶ Work with other Departments to negotiate one consolidated agreement with the Electrical Safety Authority for annual electrical inspections across the City, thereby eliminating a number of minor agreements;
- ▶ Develop a 5-year Corporate Security Program for key facilities including perimeter security, access control and CCTV;

Program Map

The Facilities & Real Estate Department is comprised of two services, with a total of 754 approved positions:



Facilities & Real Estate

2004 Strategic Direction and Service Priorities (continued)

- ▶ Complete the Alternate Service Delivery Report on Building Cleaning and report on service options and efficiencies;
- ▶ Develop a 3-year Waste Diversion Plan for Corporate Services;
- ▶ Finalize Service Level Agreements with client groups (WES, CNS, & EDCT).
- ▶ Review the Memorial Hall operations with the expectation of full cost recovery in 2004; and
- ▶ Implement a number of SAP functions i.e., work order, project systems, asset management, and leasing to improve business processes.

2004 Operating Budget by Service

Service:	Gross (\$000's)	Net (\$000's)
Facilities	73,800.0	43,755.8
Real Estate	14,806.9	(10,398.7)
Total Program Budget	88,606.9	33,357.1

2004 Highlights

- ▶ (\$0.165 m) – Reduction of external security contracted services at City facilities.
- ▶ \$0.927 m; \$0 m net – Increase staff to support the capital program in maintaining City facilities in a state of good repair and increased service demands to other Program-occupied facilities; for example, Custodial Services

2004 Capital Budget

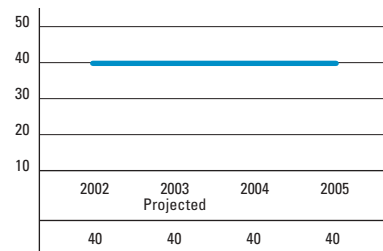
Total 2004 Gross Budget is \$55.834 million [2003 Budget – \$46.751 m]:

- ▶ \$2.3 million for emergency capital repairs
- ▶ \$9.7 million is for MAP (Master Accommodation Plan)
- ▶ \$1.1 million for re-roofing
- ▶ \$1.6 million is for acquisitions
- ▶ \$3.4 million is for capital construction
- ▶ \$1.3 million for renovations
- ▶ \$10.2 million for mechanical & electrical work
- ▶ \$3.8 million is for sitework
- ▶ \$18.5 million is for Structural/Bldg
- ▶ \$1.4 million is for Barrier Free/Equity
- ▶ \$0.6 million for Environmental.

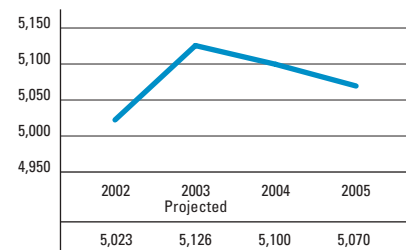
Performance Measures

The program is continuously working to improve its measurement system to illustrate performance and inform service delivery planning and decisions.

Number of City-owned properties sold.



Number of properties in asset portfolio.

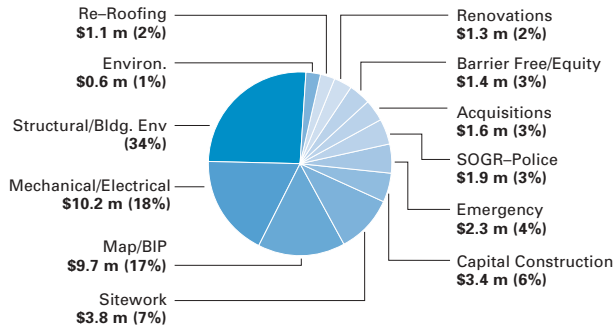


Facilities & Real Estate

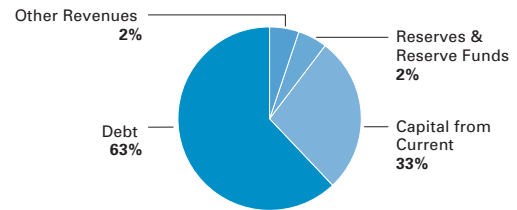
5 Year Capital Works Plan

	Approved 2004	2005	2006	2007	2008	Total
2002 and Prior Carry Forward	19,912	32,590	4,509	1,078	—	58,089
2003 Carry Forward	21,264	—	—	—	—	21,264
New and Change in Scope	14,658	(1,436)	(3,166)	(578)	500	9,978
Total Facilities/RE	\$55,834	31,154	1,343	500	500	89,331

Where the money goes



Where the money comes from



Fleet Services

Fleet Services is responsible for the trusteeship and maintenance of all City of Toronto departments' vehicles covered under the Highway Traffic Acts, Commercial Vehicle Operator's Registration (CVOR) program, and all vehicles and equipment with a replacement value exceeding \$5,000 with wheels and axles. Trusteeship encompasses inventory management, life cycle management, fleet replacement and disposal, and licensing and registration. The fleet maintenance for specific components of the Fire Services and Ambulance Services fleets resides with Works and Emergency Services. Fleet Services is also responsible for the Fleet Safety Program which is required under the CVOR. Fleet Management Services is a recognized signing authority with the Ministry of Transportation and provides driver license upgrading for employees.

Fleet Services functions as an operational partner to its client divisions. Fleet will work co-operatively with clients to develop an understanding of each party's requirements to deliver efficient, effective, and economical service.

Program Objectives

- ▶ Manage Vehicles and Equipment. (Acquisition and disposal)
- ▶ Maintain Vehicles and Equipment.
- ▶ Manage Fuel Operations.
- ▶ Ensure Safe Fleet Operations.

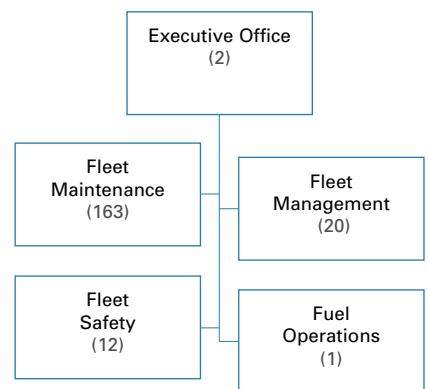
2004 Strategic Direction and Service Priorities

Fleet Services is to provide professional cost effective and efficient service for the City of Toronto.

- ▶ Significant improvements in the Fleet Replacement program by re-engineering processes, standardizing specifications, and obtaining firm corporate commitments to the replacement reserve management and strategy.
- ▶ An organizational design to ensure clear accountability and remove burdens from Fleet Maintenance operations.
- ▶ A service delivery model that optimizes garage locations, service provisions in each and expansion of work conducted during client departments' non-peak hours.
- ▶ Develop and assess Green the Fleet initiatives; implements emission reduction options, investigates alternate fuels and other environmental strategies.
- ▶ A review of the charge-back model with the objective to streamline while maintaining cost control.

Program Map

Fleet Services is comprised of four services, with a total of 198 approved positions:



Fleet Services

2004 Operating Budget by Service

Service	Gross (\$000's)	Net (\$000's)
Fleet Maintenance	20,689.5	—
Fleet Management	2,873.1	—
Fleet Safety	986.8	—
Fuel Operations	6,640.2	—
Total Program Budget	31,189.6	—

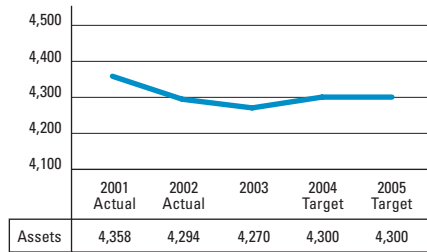


2004 Highlights

Continue the Green the Fleet initiatives, including the Corporate anti-idling awareness campaign to promote emission reductions generated from city vehicles. The implementation of Bio-diesel fuel will significantly reduce vehicle emissions from the City's heavy truck fleet.

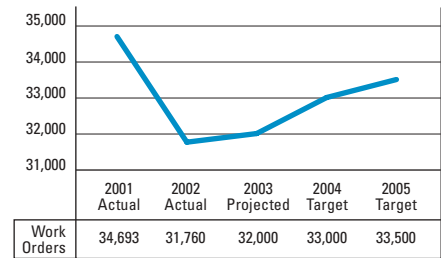
Performance Measures

Number of Assets Managed



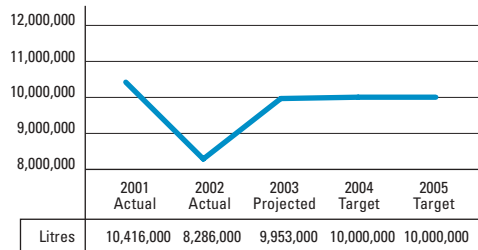
The number of vehicles managed by Fleet Services is holding steady. Note that the number of assets managed by Fleet Services does not include Police, Fire, Ambulance or the ABC's.

Number of Work Orders Completed



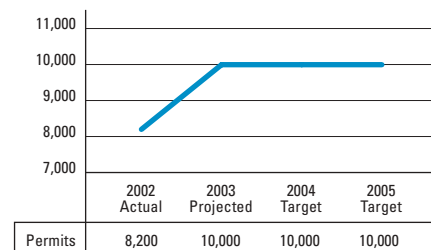
The number of work orders completed per year indicates the frequency of visits to a service location.

Litres of Fuel Managed



Fleet Services currently operates 22 fuel sites across the City. In addition, Fleet Services arranges for the provision of fuel from various commercial sites operated in the City. The decreasing trend reflects change in service delivery from client areas and improved fuel consumption through vehicle replacement.

Number of Operator Permits Managed



The number of permits has remained constant, as there has been no significant changes in service deliveries of programs throughout the City.

Fleet Services

2004 Capital Budget

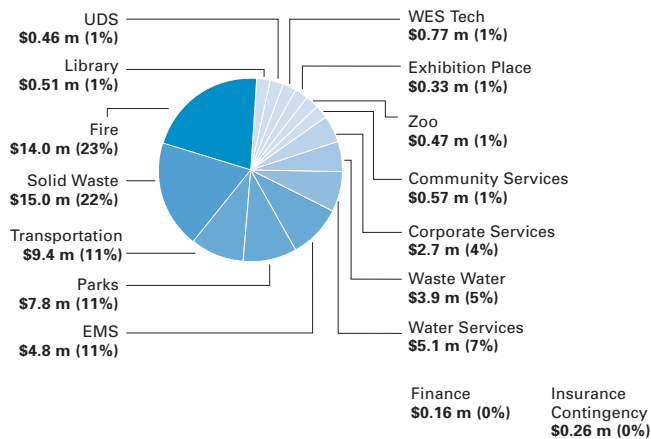
Total 2004 Gross Budget is \$66.356 million [2003 Budget – \$76.883 m]:

- \$66.356 million is for the replacement of vehicles and equipment.

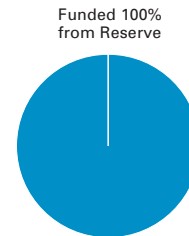
5 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
None	—	—	—	—	—	—
Total Previously Approved	—	—	—	—	—	—
Carry Forwards						
Vehicles and equipment replacement	39,567	—	—	—	—	39,567
Total Carry Forwards	39,567	—	—	—	—	39,567
New/Change in Scope						
Vehicles and equipment replacement	26,789	8,006	8,823	—	—	43,618
Total New/Change in Scope	26,789	8,006	8,823	—	—	43,618
Total Court Services	66,356	8,006	8,823	—	—	83,185

Where the money goes



Where the money comes from



Human Resources

Mission Statement:

To provide leadership and promote excellence in human resources management to enable the City to achieve its service and business objectives.

Program Objectives

Employee and Labour relations

- Provide grievance administration, negotiate and interpret collective agreements, mediation and arbitration, consultation with employees, management and unions, policy development.

Compensation

- Provide job evaluation, wage harmonization, pay equity, job design.

Staffing and Workforce planning

- Provide internal and external recruitment strategies, human rights complaint management, employment equity reporting and analysis, systems review and program development, redeployment program, workforce reporting and analysis.

Employee Health and Safety

- Provide training and education, accident prevention, employee health services, policy development, WSIB claims management, return to work accommodation, employee assistance program consultation, legislative compliance, audits and inspections.

Employee and Organization development

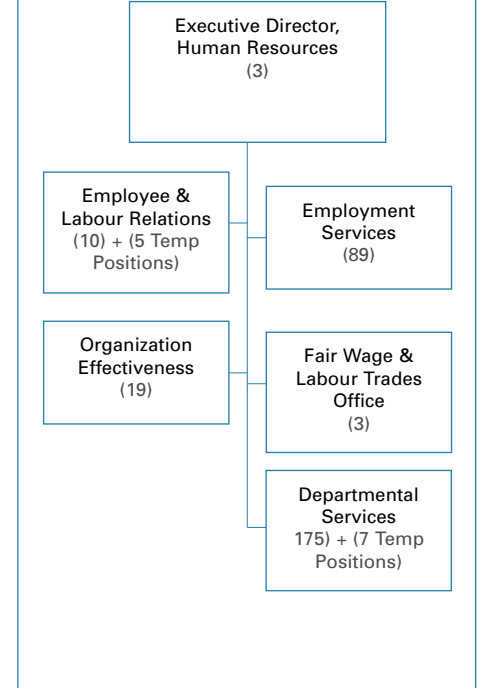
- Provide support for change management, team building and team alignment, support corporate initiatives, employee communication, employee coaching and counseling, identify training needs and resources, develop and evaluate training programs.

Fair Wage and Labour Trades

- Provide fair wage and labour trades approvals, work jurisdiction dispute resolution, investigative fieldwork, inspections and audits, set fair wage schedules, policy interpretation.

Program Map

The Human Resources program is comprised of five services, with a total of 311 approved positions:



Human Resources

2004 Strategic Direction and Service Priorities

Employee & Labour Relations

- ▶ To create a joint senior Union/Management steering committee.
- ▶ To create and support additional joint union management committees.
- ▶ To work collaboratively with the unions in offering educational programs to enhance problem solving and facilitation skills.
- ▶ To review and resolve all outstanding step three grievances in collaboration with the unions.
- ▶ To work with Unions to move to a joint problem solving process to replace current grievance procedure.

Compensation

- ▶ To implement Local 79 arbitration award.
- ▶ To finalize the work of the Job Rating panels.

Staffing & Workforce Planning

- ▶ To complete an Employment equity workforce survey.
- ▶ To analyze and report survey data results and to assist clients in HR business planning.
- ▶ To partner with client departments undergoing significant staffing changes to support their business goals i.e. I&T recruitment, Corporate Services restructuring, Works Best Practices.

Employee Health & Safety

- ▶ To ensure a workplace that is accident free.
- ▶ To reduce WSI Claims.
- ▶ To expedite employee return to work.
- ▶ To enhance the integration of health, safety and ergonomics principles into business decisions.

Employee & Organization Development

- ▶ To develop and promote a people strategy that aligns with corporate strategic directions and client business directions.
- ▶ To conduct a program review of the human resources information systems.
- ▶ To conduct a program review of the staffing function.
- ▶ To conduct a program review of the Employee and Labour Relations function.

Fair Wage & Labour Trades

- ▶ To increase the effectiveness of the Fair Wage and Labour Trades Office by increasing the number of payroll audits to determine compliance with the Fair Wage and Labour Trades policy.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Employment Services	8,371.8	7,988.9
Organizational Effectiveness	1,915.3	1,915.3
Employee and Labour Relations	1,832.5	1,788.5
Departmental Services	14,353.7	12,987.0
Fair Wage and Labour Trades	243.7	241.1
Total Program Budget	26,717.0	24,920.8

2004 Highlights

- ▶ (\$0.175 m) net – Reduction in arbitration accommodation costs
- ▶ (\$0.057 m) net – In savings from efficiencies

Human Resources

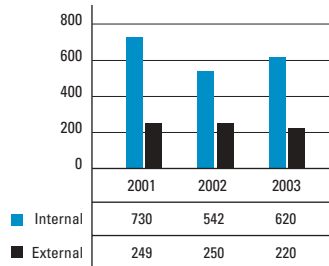
Performance Measures

Performance Measure #1: Staffing cost per hire/termination.



Human Resources has maintained the same number of staff positions to support the hiring/termination of City employees.

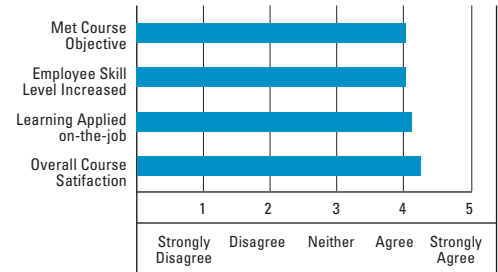
Performance Measure #2: Number of jobs posted internally and externally.



Based on available data from first two quarters of 2003, an estimated projection has been made indicating higher # of internal positions from previous year.

Performance Measure #3: Employee satisfaction with City training courses.

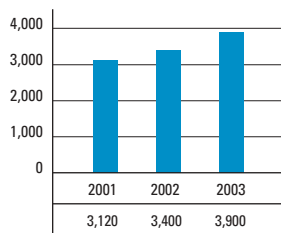
Survey Results of Participant Satisfaction



The above chart represents survey results of employee/participant satisfaction with City provided training offered by the Organization Development & Strategic HR Planning Unit in 2003. This level of satisfaction is consistent with previous year's results.

Performance Measure #4: Number of City Staff attending City offered training and development programs projected to 2003.

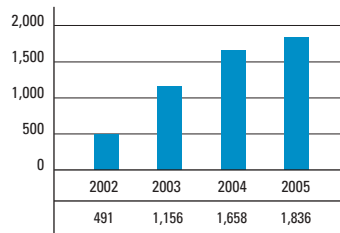
City Employees Attending Corporate Human Resources Training



The above chart demonstrates a 14.9% increase of City staff attending training courses in 2003 over previous year.

Performance Measure #5: Career Services - Improved efficiency and effectiveness.

Career Services Direct Services to Clients



Career Development Services supports clients in corporate initiatives related to restructuring and redeployment; coaches and counsels employees in career and retirement planning; provides vocational, interest, skills and aptitude assessments for employees. The chart above demonstrates the increased number of participants utilizing this group format service.

Performance Measures continued on next page ▶

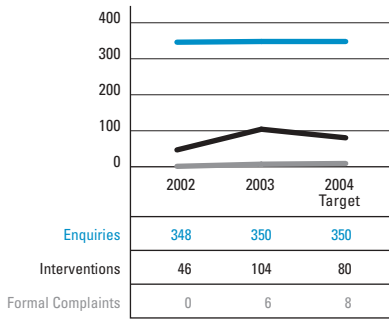
Human Resources

Performance Measure #6: Human Rights Program Activities.

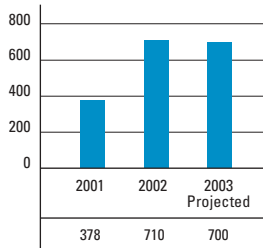
Human Rights Program

	2001	2002	Projected for 2003
Enquiry's	348	350	350
Interventions	46	104	80
Formal Complaints	—	6	8
OHRC Complaints	14	9	10
Total Employees trained	378	710	700

Overview of Complaints Management



Total Employees Trained



The above chart represents level of activity related to City's Human Rights program over 3 year period. Overall # of enquiries interventions and complaints are at same level as previous year and the # of employees trained in the area of Human Rights & Harassment is consistent with previous year.

Information & Technology

Mission Statement:

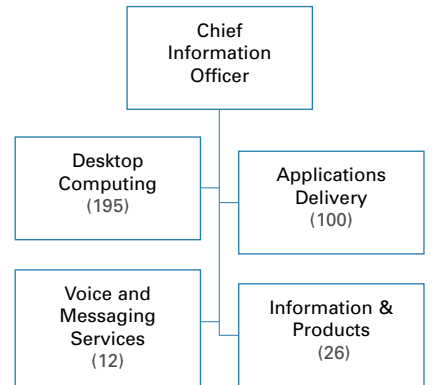
The Corporate Services, Information & Technology Division functions as a city-wide co-ordination point for driving business improvement by assisting City departments in re-designing business operations, translating business needs into information and technology solutions and implementing those solutions.

Program Objectives

- ▶ Implement standardized procedures, including efficient and uniform Help Desk call tracking and trend analysis.
- ▶ Improve network stability and user accessibility to electronic data.
- ▶ Implement asset management for desktop computers, servers and peripheral computer equipment.
- ▶ Initiate and maintain corporate-wide IT contracts for maintenance and resource services.
- ▶ Meet client demands for application development, enhancement and rationalisation.
- ▶ Provide maintenance on corporate applications to benefit network-based application users.
- ▶ To provide telecommunications capabilities to all functions of the corporation.
- ▶ To provide voice mail capabilities, where necessary, to improve corporate-wide productivity.
- ▶ To meet the demand for geography related information and technology services in the City of Toronto.
- ▶ To encourage development of applications incorporating geospatial information.
- ▶ To develop corporate information technology policies, standards, and procedures.

Program Map

The Information & Technology Division is comprised of four service areas, with a total of 333 approved positions:



Information & Technology

2004 Strategic Direction and Service Priorities

eService

- ▶ A suite of initiatives to support the city's service to the public, including electronic service delivery, 3-1-1 Phone Service.
- ▶ To ensure network connectivity and network user support.

eGovernment

- ▶ Initiatives intended to improve public engagement in the political process and enhance City governance processes.
- ▶ To provide geospatial data to City business units, other levels of government, private industry and the public.

eBusiness

- ▶ A wide range of Department-led projects to improve the delivery of City operations and services.
- ▶ To improve corporate application utilisation, delivery and performance.
- ▶ To develop, enhance, maintain and implement corporate solutions.

eFoundation Initiatives

- ▶ A large number of infrastructure and policy initiatives necessary to enable and support the three strategic directions above.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Desktop Computing	29,006.6	24,842.6
Applications Delivery	10,741.2	9,624.0
Voice and Messaging Services	2,069.5	2,069.5
Information and Products	3,277.9	3,277.9
Total Program Budget	45,095.2	39,814.0

2004 Highlights

- ▶ \$0.431 m - City-wide software maintenance support.
- ▶ \$0.373 m - Increase in economic factors for salaries and benefits and prior year adjustments.

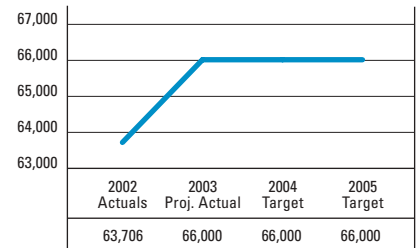
2004 Capital Budget

Total 2004 Gross Budget is \$20.077 million [2003 Budget - \$14.784]:

- ▶ \$4.615 m for Network Upgrades to prepare the City for technology changes.
- ▶ \$2.192 m for Document Imaging and Management to allow the City to electronically store, organize and retrieve documents.
- ▶ \$1.836 m for Electronic Service Delivery to provide services to the City's citizens electronically.
- ▶ \$1.808 m for Data Retention to acquire equipment for consolidation of the City's systems applications.
- ▶ \$1.201 m for Telecommunications Upgrades to upgrade and expand the contact centre technology to include new services and applications required within the City operations.
- ▶ \$2.737 m for Network Upgrade to continue protecting the City's multi-platform environment and to prepare for technological changes.
- ▶ \$0.223 m for Platform Upgrades to improve the disaster recovery response on the City's Enterprise File Servers environment.

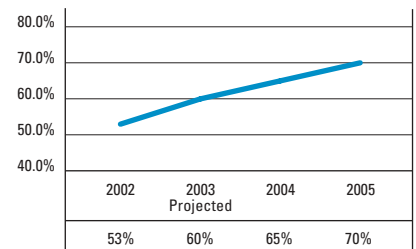
Performance Measures

Help Desk Service Calls



The Help Desk's ability to respond to additional calls is due to recent enhancements, to provide additional user assistance support, combined with upgrades to the Help Desk management tools. Ongoing improvements will increase their capabilities to the levels indicated in the chart above for 2003.

Percentage of first call resolutions through corporate help desk

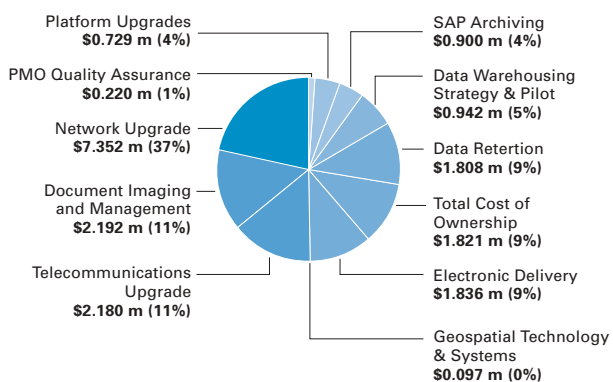


Information & Technology

5 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Electronic Service Delivery	1,836	783	—	—	—	2,619
Data Warehousing	942	—	—	—	—	942
Telecommunications Upgrade	1,201	—	—	—	—	1,201
Platform Upgrades	506	—	—	—	—	506
Document Imaging & Management	2,192	1,210	95	—	—	3,497
PMO Quality Assurance	220	400	100	—	—	720
Data Retention	1,808	—	—	—	—	1,808
Total Cost of Ownership	1,821	470	—	—	—	2,291
Network Upgrade	4,615	1,597	—	—	—	6,212
Geospatial Technology & Systems	97	—	—	—	—	97
SAP Archivin	900	1,000	—	—	—	1,900
Total Previously Approved	16,138	5,460	195	—	—	21,7935
New						
Network Upgrade	2,737	337	—	—	—	3,074
Telecommunications Upgrade	979	—	—	—	—	979
Platform Upgrades	223	—	—	—	—	223
Total New Approved	3,939	337	—	—	—	4,276
Total I&T	20,077	5,797	195	—	—	26,069

Where the money goes



Where the money comes from

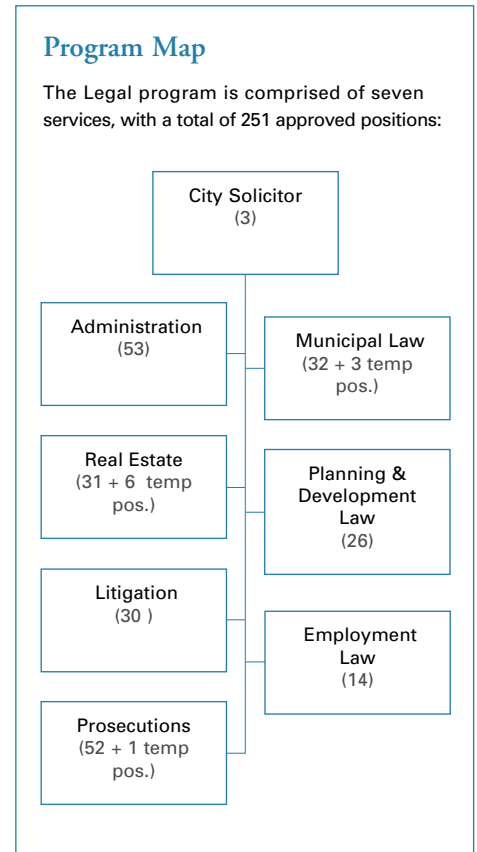
Total 2004 cash flow applies funding as Capital from Current 100%.

Legal

To provide the highest quality of legal services to Council, its committees, departments, agencies, boards, and commissions, and to minimize the necessity to seek outside counsel to represent those interests.

Program Objectives

- ▶ To provide a high quality service whereby the Legal Division is invited by clients to participate in the preliminary, strategic phases of projects as opposed to the production or final phases of an initiative.
- ▶ Legal agreements are delivered in a timely manner.
- ▶ To provide ongoing training for staff to keep them current of developments in law, and to permit staff to develop specialized expertise as an alternative to seeking specialized assistance of outside counsel.
- ▶ With the assistance of HR , prepare skill competency inventories, and training plans for all Legal Division position classifications.
- ▶ In partnership with IT prepare a business case for a project to pilot workflow and document management software.
- ▶ Continued progress on the Division's intranet site with of view of providing a frequently asked questions section for clients.
- ▶ To restructure the Legal Division organization to provide Directors with Legal Assistants within the current complement numbers.
- ▶ To depool the legal secretaries so that lawyers can spend more time on legal matters as opposed to administrative duties.
- ▶ To develop a recruitment and retention plan in conjunction with Human Resources.



Legal

2004 Strategic Direction and Service Priorities

- ▶ Obtain a high rate of client satisfaction on client surveys, and in focus groups.
- ▶ Professional development targets to be set for all positions.
- ▶ Continued implementation of the Division's technology plan.
- ▶ Ongoing organizational review and refinement to meet the needs of the Division and the clients it serves.
- ▶ Manage lawyer turnover.
- ▶ Office consolidation.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Municipal Law	4,880.6	2,497.6
Litigation	4,129.8	3,124.5
Administration	2,443.0	2,443.0
Planning and Development Law	3,813.0	3,458.0
Real Estate	4,161.9	3,056.5
Employment Law	1,912.0	1,812.0
Prosecutions	4,048.1	1,308.9
Total Program Budget	25,388.4	17,700.5

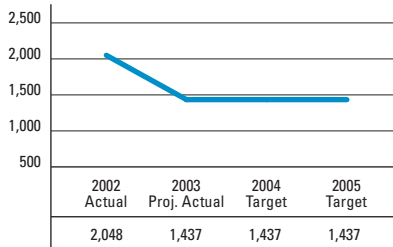
2004 Highlights

- ▶ An increase of \$0.303 m gross/\$0 net for the addition of five prosecutors and one support staff due to the opening of six new courtrooms

Legal

Performance Measure #1: The number of hours spent at employment hearings, grievances, arbitrations, appearances before the Ontario Labour Relations Board, Ontario Human Rights Commission and other tribunals.

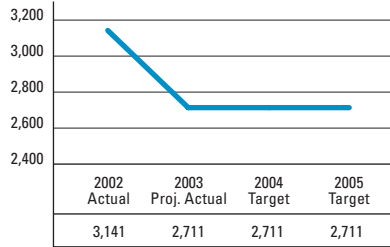
Employment Hearings (Hours)



Docketing and the collection of statistics is an ongoing project. Statistical significance will be apparent in subsequent years. Level of service demand driven by the Labour Relations environment in the city influences the hours dedicated to Employment Law Services.

Performance Measure #2: The number of hours spent in court on motions, applications, pretrials, and appeals.

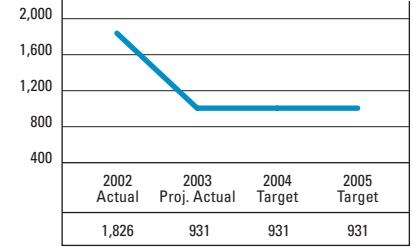
No. of Hours in Court (Litigation Practice)



The variations in the reported statistics reflects the nature of the Legal Division's service, being reactive to the clients' work plans. Accordingly, fluctuations are to be expected.

Performance Measure #3: The number of hours spent at OMB and other administrative tribunals.

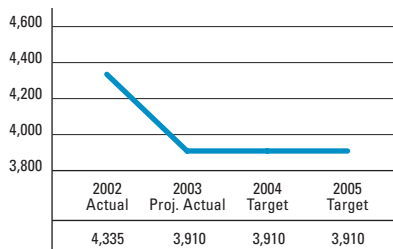
No. of Hours Spent at OMB and Other Tribunals



The variations in the reported statistics reflects the nature of the Legal Division's service, being reactive to the clients' work plans. Accordingly, fluctuations are to be expected.

Performance Measure #4: The total number of title searches completed.

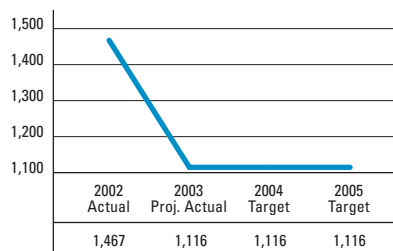
of Title Searches Completed



The variations in the reported statistics reflects the nature of the Legal Division's service, being reactive to the clients' work plans. Accordingly, fluctuations are to be expected.

Performance Measure #5: The total number of conveyancing registrations completed.

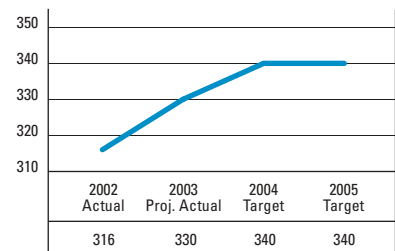
No. of Conveyancing Registrations Completed



The variations in the reported statistics reflects the nature of the Legal Division's service, being reactive to the clients' work plans. Accordingly, fluctuations are to be expected.

Performance Measure #6: The total number of dollars spent on outside Counsel (in 000's).

Total \$ Spent on Outside Counsel (000's)



Since amalgamation, all new legal work has been insourced where practical. The outside counsel budget funded legal work already in progress, in addition to the Union Station project.

Service Improvement and Innovation

Mission Statement:

To assist the Commissioner and the management staff in program areas, by providing department direction and coordination for the effective and efficient delivery of Corporate Services and implementation of Council and Corporate directives.

Program Objectives

- ▶ Lead &/or support inter/intra departmental activities in the coordination, development application, compliance and monitoring of corporate &/or departmental policies through strategic advice and support to programs.
- ▶ Assist organizational design and restructuring process to improve service delivery; problem analysis and solution design.
- ▶ Lead &/or support assessment and analysis of corporate and department.
- ▶ Lead &/or support effective budget preparation, analysis, research and operational support.

2004 Strategic Direction and Service Priorities

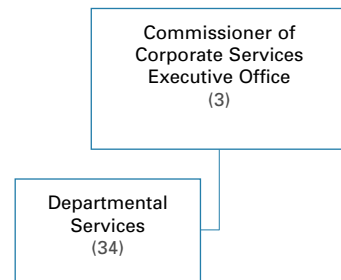
- ▶ Policy Development and Coordination
- ▶ Organizational Innovation
- ▶ Project Management Implementation
- ▶ Effective budget and operational services

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Executive Office	379.8	379.8
Departmental Program Support	3,062.9	2,606.4
Total Program Budget	3,442.7	2,986.2

Program Map

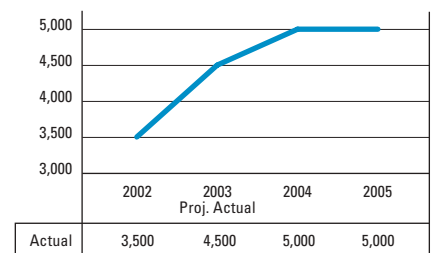
The Service Improvement and Innovation program is comprised of two services, with a total of 37 approved positions:



Performance Measures

Performance Measure #1: Number of budget inquiries.

No. of Budget Inquiries



Request for budget information and expertise has increased. The upward trend can be attributed to increased demand in this area.

Further measures will be collected in 2004.

Union Station

2004 Capital Budget

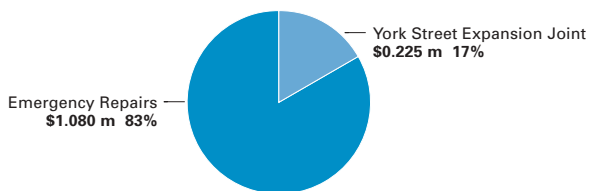
Total 2004 Gross Budget is \$1.305 million

- ▶ **\$0.225 m** York Street expansion
- ▶ **\$1.080 m** Emergency repairs

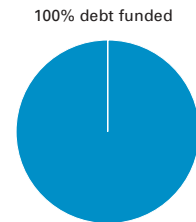
2 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved	—	—	—	—	—	—
Total Previously Approved	—	—	—	—	—	—
New						
Replace skylights on flat roof	—	1,294	—	—	—	1,294
Install new roof anchors	—	212	—	—	—	212
Exterior façade repairs	—	1,871	—	—	—	1,871
Replace west window wall	—	894	—	—	—	894
York Street Expansion	225	2,031	—	—	—	2,256
Replace pedestrian bridges	—	3,883	—	—	—	3,883
Emergency Repairs	1,080	—	—	—	—	1,080
New Total	1,305	10,185	—	—	—	11,490
Total Union Station	1,305	10,185	—	—	—	11,490

Where the money goes



Where the money comes from



Information & Technology— End of Lease Strategy

2004 Capital Budget

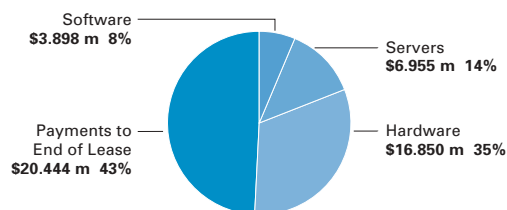
Total 2004 Gross Budget is \$48.147 million [2003 Budget - \$0]:

- ▶ \$48.147 M to purchase hardware, software and servers in order to replace equipment currently leased.

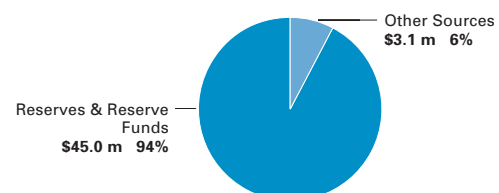
2 Year Capital Works Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
New						
Payments to End of Leases	20.444	—	—	—	—	20,444
Hardware	16.850	24.964	—	—	—	41.814
Software	3.898	3.898	—	—	—	7.796
Servers	6.955	6.427	—	—	—	13.382
Total Approved	48.147	35.289	—	—	—	83.436

Where the money goes



Where the money comes from



Arena Boards of Management

The Arena Boards of Management provide safe, full and equitable access to high quality indoor and outdoor ice sport recreational facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

Program Objectives

The Arena Boards of Management are in business to do the following:

1. Provide equitable access to high quality indoor and outdoor ice sport recreational opportunities by:
 - ▶ maintaining physical facilities at a high standard;
 - ▶ maintaining a high level of responsiveness to community needs;
 - ▶ providing a high standard of public service to the community;
 - ▶ ensuring that program offerings reflect present and emerging community interests and requirements.

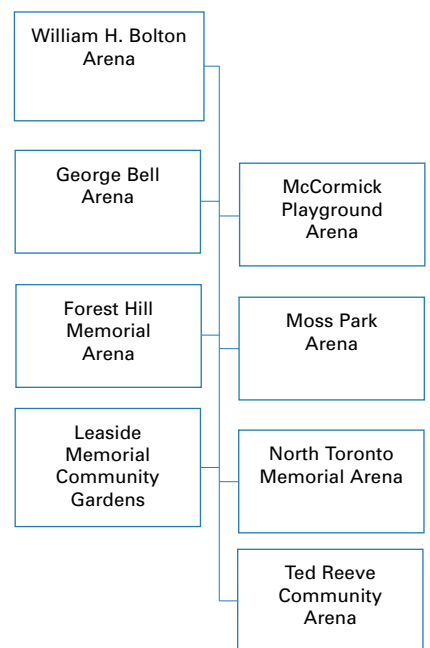
2. Efficiently and effectively manage operations without imposing operating costs on the taxpayer by:
 - ▶ minimizing operating expenditures by using the best management practices available;
 - ▶ pursuing present and emerging revenue opportunities to minimize support from the taxpayer;
 - ▶ pursuing opportunities to provide new or improved programs or services in response to emerging community needs;
 - ▶ maximizing opportunities to generate supplementary revenues from accessory operations to support arena operations.

2004 Strategic Direction and Service Priorities

- ▶ Continue to provide high quality facilities and recreational opportunities that respond to community needs.
- ▶ Manage operations using the best available practices to minimize the need for operating support from the taxpayer.

Program Map

The program is comprised of eight Arena Boards of Management, with a total of 63.5 approved positions:



Arena Boards of Management

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
George Bell Arena	438.6	27.2
William H. (Bill) Bolton Arena	657.4	8.4
Forest Hill Memorial Arena	858.3	(1.0)
Leaside Memorial Community Gardens	863.1	95.4
McCormick Playground Arena	550.5	(0.2)
Moss Park Arena	627.2	(0.2)
North Toronto Memorial Arena	693.1	7.7
Ted Reeve Community Arena	697.9	5.9
Total Program Budget	5,386.1	143.2

2004 Highlights

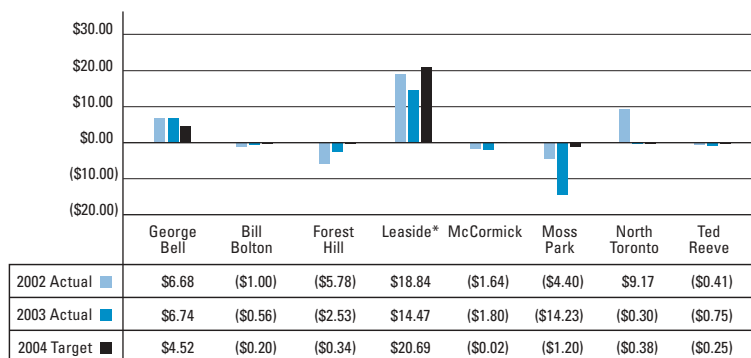
- Adoption of a funding mechanism for ice resurfacer replacements at the Arena Boards of Management beginning with a 2004 contribution of \$0.075 million to the City fleet reserve.
- Four Arenas (George Bell, Forest Hill, McCormick and Moss Park) identified reduction strategies totalling \$0.028 million to absorb all or part of the budget increase for vehicle reserve contributions.
- A total 5.6% revenue growth through expanded programs, incremental ice time rentals, selected ice rate increases and additional accessory operation revenues to offset increasing operating costs and higher benefits costs.

Performance Measures

Net Cost per Hour of Operation

A key mandate of an Arena Board of Management is to manage and operate the arena (a City-owned asset) effectively and efficiently at no cost to the City. The goal is to have a neutral impact on City finances by generating sufficient revenue to fund operations. The "net cost per hour of operation" measurement is a common performance measure in the industry and is applicable to the Arena Boards to determine how each arena is performing, from an operational efficiency and financial perspective.

Net Cost (Surplus) per Hour of Operation



*Leaside's net cost per hour of operation includes historical capital financing of \$25.7K annually or \$6.18 per hour.

Association of Community Centres

The Association of Community Centres, which is made up of ten community centres, is to implement City’s Social Development Strategy by fostering a sense of community, promoting civic engagement and enhancing the quality of life through the development, provision and support of activities, services and programs responsive to local needs.

Program Objectives

- ▶ Strengthen individual and community capacity.
- ▶ Contribute to social infrastructure, quality of life and community safety.
- ▶ Act as a social hub and gathering place.
- ▶ Encourage residents to participate in community life.

2004 Strategic Direction and Service Priorities

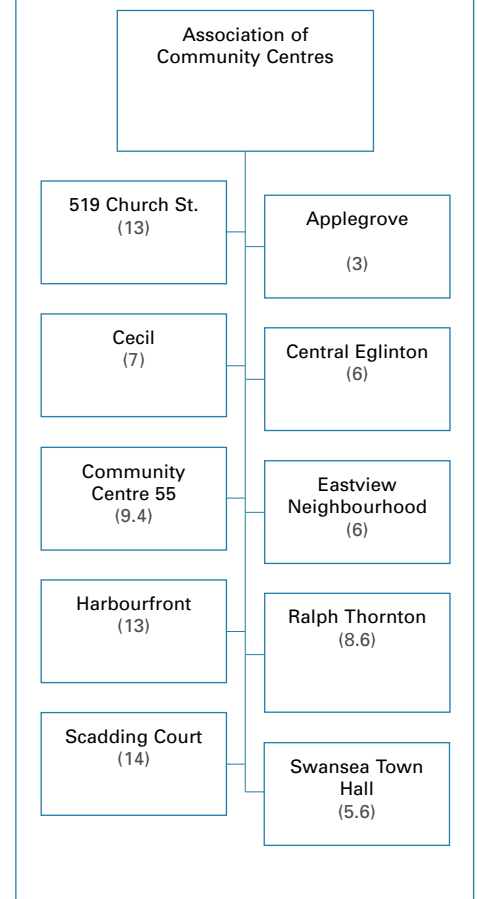
- ▶ Provide a wide range of quality programs and services to meet residents’ needs.
- ▶ Maintain a community base that is representative of the neighbourhood.
- ▶ Provide opportunities for local residents to improve their communities.
- ▶ Provide and preserve community access to space.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
519 Church St.	928.3	928.3
Applegrove	291.4	291.4
Cecil	523.4	523.4
Central Eglinton	424.0	424.0
Community Centre 55	486.0	483.5
Eastview Neighbourhood	386.8	386.8
Harbourfront	878.6	878.6
Ralph Thornton	522.5	475.4
Scadding Court	639.5	639.5
Swansea Town Hall	349.8	232.6
Total Program Budget	5,430.3	5,263.5

Program Map

The Association of Community Centres is comprised of ten community centres, with a total of 85.6 approved positions:



Association of Community Centres

2004 Highlights

- ▶ \$0.006 m –Increase in Clerk Typist and Caretaker's hours for Community Centre 55
- ▶ \$0.036 m –Window shutter, carpet and HVAC repair and replacement for Swansea Town Hall
- ▶ \$0.015 m –New part-time Administration Support position for Swansea Town Hall
- ▶ \$0.020 m –Relocation costs during renovation for 519 Church St. Community Centre
- ▶ \$0.010 m –Additional Bookkeeping support for Eastview Neighbourhood Community Centre
- ▶ \$0.019 m –New part-time Volunteer Co-ordinator position for Ralph Thornton Centre
- ▶ \$0.010 m –Facility development (additional space) for Scadding Court Community Centre

2003 Achievements

- ▶ Together with City staff and councillors, completed the review of the existing governance structure of the ten community centres and made recommendations to Council to further strengthen the relationship between the community centres and the City.
- ▶ Four community centres increased program offerings in public-access computer labs.
- ▶ Substantially increased revenues from business community to support centres.
- ▶ Developed multiple anti-discrimination initiatives including youth scholarship program.
- ▶ Provided leadership and ongoing support to communities during the SARS crisis.

Performance Measures

Community Centre	No. of Clients Contact	No. of Individuals Served	No. of Volunteers
519 Church St.	155,000	24,900	1,600
Applegrove	25,550	1,600	178
Cecil	74,110	25,035	200
Central Eglinton	65,871	6,526	340
Community Centre 55	160,116	36,077	2,410
Eastview Neighbourhood	179,000	5,072	177
Harbourfront	256,130	14,449	142
Ralph Thornton	73,800	8,903	564
Scadding Court	668,000	82,000	257
Swansea Town Hall	80,000	3,000	200
Total	1,737,577	207,562	6,068

There are a number of factors that may impact on the above performance measure data of each community centre, such as the number and the nature of services and programs delivered at each community centre; the size of the community centre; the proportion of the user groups; and the demographic of the local community.

Community Partnership and Investment Program

The Community Partnership and Investment Program (formerly the Consolidated Grants Program) contributes to the enhancement of the quality of life in the City of Toronto. Through its various responsibilities, it guides change and manages growth in the environment with the objective of promoting general social, cultural, recreational and economic prosperity. The Grant-making activities are guided by accessibility, fairness and equity, openness and transparency, accountability and responsiveness.

Program Objectives

- ▶ Provide strategic tools to achieve Council’s social, cultural, recreational and economic goals through the delivery of specific services, projects and programs.
- ▶ Assist communities in drawing upon their own talents and resources to identify needs and develop appropriate programs and services.
- ▶ Encourage residents to engage in civic life and participate in decision-making by supporting a City-wide network of community organizations.
- ▶ Help leverage other resources from the community, business and other governments.

2004 Strategic Direction and Service Priorities

- ▶ Continue implementation of the Grants Accountability and Risk Management Framework.
- ▶ Develop common components and standards for a well managed grant program.
- ▶ Develop and implement corporate program performance measures.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Arts & Culture	14,467.3	14,412.8
Community Services	11,454.5	11,454.5
Recreation	1,405.4	1,280.4
Public Health	4,674.6	4,174.6
Housing	6,927.0	2,398.3
Access & Equity	773.8	773.8
Economic Development	581.3	581.3
Urban Development	309.3	309.3
Property & Miscellaneous	1,512.0	1,512.0
Total Program Budget	42,105.2	36,897.0

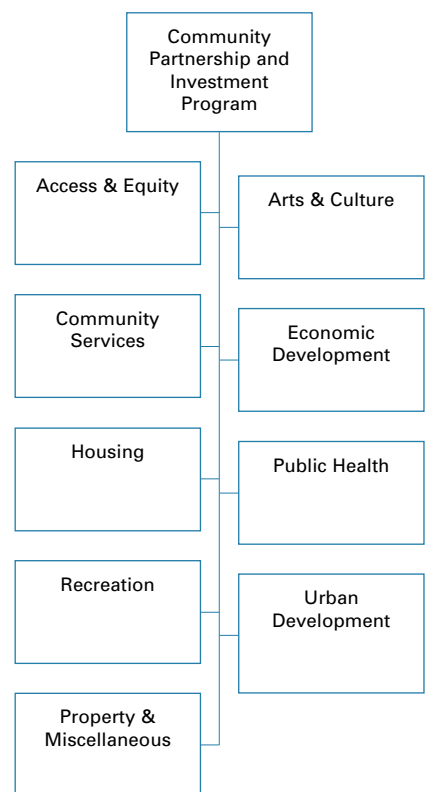
2004 Program Highlights

Budget: \$42.105 m Gross, \$36.897 m Net [2003 Budget - \$39.468 m Gross, \$34.757 m Net]

- ▶ Increase of \$0.227M for the first year of a five-year plan to restore funding to 1990 level for Major Cultural Organizations

Program Map

The Community Partnership and Investment Program is comprised of nine service areas:



Community Partnership and Investment Program

2004 Program Highlights (continued)

- ▶ Provide funding of \$0.097m for George Gardiner Museum of Ceramic Arts as a new participant to Major Cultural Organizations Grant Program.
- ▶ Increase of \$0.150m for Royal Agricultural Winter Fair to \$0.805m.
- ▶ Increase of \$0.345m for Toronto Arts Council Grant Program to \$8.513m.
- ▶ Increase of \$0.055m for Toronto Arts Council Operations Program to \$0.795m.
- ▶ Increase of \$0.190m for Community Information Toronto grant to \$0.524m.
- ▶ Increase of \$0.500m for Community Services Grant Program to \$10.137m.
- ▶ Increase of \$0.300m for Access and Equity Grant Program to \$0.774m.
- ▶ Increase of \$0.150m for Drug Prevention Grant Program to \$0.811m.
- ▶ Provide funding of \$0.125m for Variety Village.
- ▶ Increase of \$0.500m for Student Nutrition Program to \$2.499m.

2003 Achievements

- ▶ Continued implementation of the Grants Accountability and Risk Management Framework to establish standards and common practices for all City grant-making activities to ensure due diligence, effectiveness, consistency and fairness.
- ▶ Implemented City Auditor's recommendations regarding grant program administration across all grants programs.
- ▶ Established a pilot partnership program between the City and three Business Improvement Areas for the removal of graffiti in those retail strips.
- ▶ Completed Phase One of the implementation of the "City-Owned Space Provided at Below Market Rent" Policy.

Performance Measures

Given the breadth of activities funded under the Community Partnership and Investment budget, it is difficult to provide program wide service level indicators. Funded activities include recreation programs, arts and culture activities, community festivals, street outreach for the homeless, outreach to at risk youth, health education, children's breakfast programs etc. Due to the variety of types of activity funded by grant programs, activity level information is not collected in a standard format. Two current initiatives: the Corporate Grants Information System, now under development; and the Grants Accountability and Risk Management Framework will facilitate the standard collection of service activity information across grants programs.

The Allocation data were collected and reported below:

2003 Grant Allocations

Grant Program	2003 Applications		2003 Recommendations	
	Organizations	Programs	Organizations	Programs
Toronto Arts Council				
- organization	524	524	429	429
- individual	955	955	170	170
Culture	14	14	14	14
Community Services	281	577	240	496
Breaking the Cycle of Violence	124	124	48	48
Recreation	147	147	131	131
Community Festivals	61	61	53	53
Aids Prevention	57	57	52	52
School Food Program	192	310	192	310
Access & Equity	92	92	69	69
Homeless Initiatives	78	117	78	117
Graffiti Transformation	21	21	21	21
Total	2,546	2,999	1,497	1,910

Energy Retrofit Program

Intro:

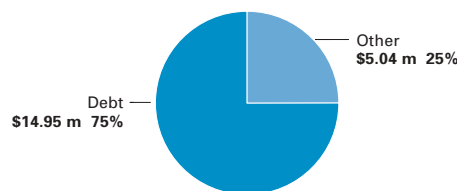
Council’s Strategic Plan and the Environmental Plan identify the need to encourage energy efficiency in the City of Toronto’s portfolio of facilities. Reduced energy consumption will yield financial savings and environmental benefits to the City. Accordingly, in April 2004 Council adopted the report entitled "A Framework for Establishing an Energy Retrofit Program and Financing Strategy". Specifically, this report approved the creation of an initial start-up fund of \$20 million for the retrofitting of City facilities. The guidelines for the operation of the Energy Retrofit Program (ERP) were also approved as part of this report. Debt financing for this program is to be retired using energy consumption savings.

2004 Capital Budget

Total 2004 Gross Budget is \$20.0 million [2003 Budget – \$0 million]:

Allocations to specific projects to be made during the year.

Where the money comes from



Exhibition Place

Mission Statement:

The mission and mandate of the Exhibition Place is to:

- › To provide an opportunity for business stimulation and economic development in the community.
- › To provide a focus for public celebrations and events.
- › To preserve the architecturally and historically significant structures on grounds.
- › To provide a world class venue for trade and consumer shows.

Overview

Consisting of approximately 192 acres of parkland with many historical buildings that are owned by the City of Toronto and managed by the Board of Governors, Exhibition Place is venue to more than 300 events and trade and consumer shows annually. Exhibition Place has matured from a day-stay attraction to a year-round diversified destination attracting over 5.2 million visitors to the grounds each year. We work with our clients to build their events from the ground up. Our seasoned event management team is fully supported by a complete range of in-house services.

The Exhibition Place program is responsible for the general management and operation of the 192-acre urban park and promotes new business opportunities on the grounds. Exhibition Place is home to 25 historic (designated or listed) buildings and structures.

The National Trade Centre program manages this state-of-the-art trade and consumer show facility which is the largest in Canada and sixth largest in North America. It has over one million square feet of contiguous space and is managed by O&Y/SMG on behalf of Exhibition Place and the City of Toronto. The **Ricoh Coliseum** is part of The National Trade Centre Complex and is Toronto's newest sports and entertainment facility home to the American Hockey League team, the Toronto Roadrunners. With 10,000 seats, 38 luxury suites and full-service concession areas, the **Ricoh Coliseum** is a prime venue for sporting events, concerts, corporate events and trade and consumer shows.

The Canadian National Exhibition program presents the CNE, one of the largest annual Fairs in North America. The fair is held each year for the 18 days prior to and including Labour Day and attracts visitors from the GTA, southern Ontario and beyond. In 2003, the CNE celebrated its 125th anniversary. A study undertaken in 2003 by the Province of Ontario stated that the CNE had an economic impact on the province of \$65.51 million and created more than 1,213 full-year jobs.

2004 Operating Budget by Program

The 2004 operating budget for Exhibition Place is \$42.406 million gross and \$(0.250) million net (surplus), which is comprised of:

Service	Gross (\$000s)	Net (\$000s)
Canadian National Exhibition Association	17,255.8	(670.0)
Exhibition Place	12,593.1	1,673.6
National Trade Centre	12,557.9	(1,253.2)
Total Program Budget	42,406.8	(249.6)

Program Map

Exhibition Place is comprised of three divisions, with a total of 426 approved positions:



Exhibition Place

2004 Budget Highlights

- ▶ \$0.785 million net additional funding for inflationary costs
- ▶ (\$0.496) million net increased profitability at the CNE
- ▶ (\$0.103) million net parking revenue increases due to projected volume increases

2003 Year in Review

A Year of Challenges

- ▶ Exhibition Place had to cope with the SARS outbreak in the Toronto area and its detrimental effects on the corporate and consumer show business.
- ▶ The power black-out in August coincided with the opening day of the Canadian National Exhibition and erased \$2.0 million dollars of expected revenue from the first four days of operation.
- ▶ In spite of these negative factors accomplishments were made in the following areas:

Effective Organization

- ▶ Adopted new Compensation Plan.
- ▶ Finalized agreement with provider for new financial system.
- ▶ Improvements in Waste Management Program meeting recycling target of 32%.
- ▶ Implemented new payroll system provider.

Preserving & Protecting Physical Assets & Historical Structures

- ▶ Completed Capital Budget program on budget.
- ▶ MLEO training completed for all security personnel.
- ▶ Developed new Fire Safety Manual & Procedures for grounds.
- ▶ Audit of security and communication services finalized with implementation of recommendations.

Environmental Leadership

- ▶ Participation in City Bike Week as event location.
- ▶ Site of first urban Wind Turbine.
- ▶ Implementation of first phase of Fuel cell demonstration project.
- ▶ Launched successful "Green Day" event at 2003 CNE.

Stimulating Year Round Business and Continuing Events

- ▶ Long term lease for Ricoh Coliseum and hockey operations commenced in November.
- ▶ Negotiated new long-term leases for Horticulture Building and Bandshell Restaurant.
- ▶ Opening of the Riding Academy and the South District Animal Shelter in the Horse Palace.
- ▶ Provide support and services for eight tenants carrying on full-time businesses.
- ▶ Presented the first and well attended "Bluesfest" event in Toronto.
- ▶ Enter into exclusive negotiations with Developer to construct hotel and conference centre.
- ▶ Finalized new exclusive agreement with private sector for food and beverage rights within The National Trade Centre which resulted in additional capital investment of \$1.1million.



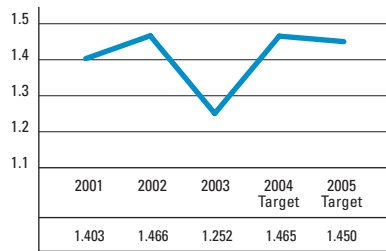
Exhibition Place

2004 Strategic Direction and Service Priorities

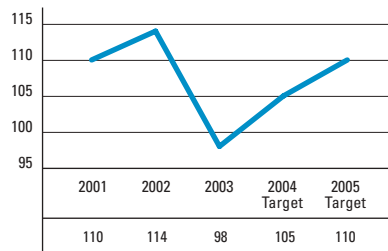
- Recovery from the difficult economic climate and other challenges of 2003 and generate income for the City of Toronto.
- Obtain FCM funding for Tri-Generation project at The National Trade Centre.
- Continue long-term strategies to attract international and US show producers to the National Trade Centre.
- Finalize renovations of Horticulture Building & Bandshell Restaurant for openings in 2004.
- Finalize and implement Exhibition Place 2004 Development and Concept Plan.
- Receive necessary approvals for new Hotel/Conference Centre on the grounds.
- Enter into a agreement for energy efficient capital up-grades for non-tenanted buildings.

Performance Measures

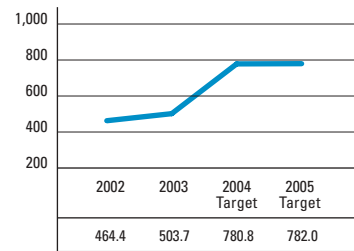
CNE Annual Attendance - Millions



Shows per Year at NTC



Tenant Income (\$'s 000)



Canadian National Exhibition Program

Each year the CNE management strives to increase attendance by innovative programming, aggressive marketing strategies in print, radio, TV and outdoor advertising. Extensive consumer research is conducted in further attempts to refine and improve the product offered to the public. The result has been modest but steady increases in total attendance with the exception of 2003 when the electric power black-out kept the fair closed for four of the eighteen days and resulted in reduced attendance.

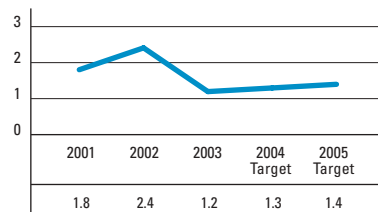
National Trade Centre Program

The National Trade Centre is located in a very competitive market with the Metro Convention Centre and other trade and consumer show venues in the GTA. In spite of these market conditions the National Trade Centre has been able to maintain positive business activity trends each year with the exception of the 2003 and the damaging effects of the SARS issue on the Toronto and area economy.

Exhibition Place Program

Each year strategies are developed to increase the sources of revenue on the grounds. One very important source is the long-term tenants that operate all year around on the grounds and increase customer traffic and revenues from other services offered such as parking. As can be seen from the graph below the revenue from long-term tenants has been trending upward.

NTC - Annual Income - \$'s Million



Exhibition Place

2004 Capital Budget

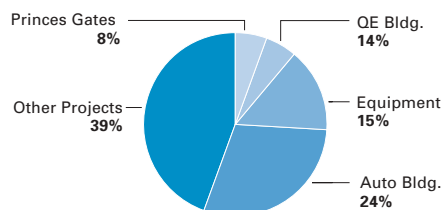
Total 2004 Gross Budget (Cash Flow) is \$6.324 million [2003 Budget – \$13.917 m]:

- ▶ \$0.530 million to repair columns, cracks and joints for the Princes’ Gates.
- ▶ \$1.495 for Automotive Building projects such as \$0.520 million for Phase II of replacement of flat roof on the Automotive Building.
- ▶ \$0.984 million for equipment projects such as: \$0.050 million for wireless technology radios, \$0.300 million for revenue generating show equipment, \$0.300 million to repair transformers and related equipment.
- ▶ \$0.910 million for Queen Elizabeth Building for various projects such as \$0.450 for a new Fire Alarm system.
- ▶ \$2.440 million for other projects.

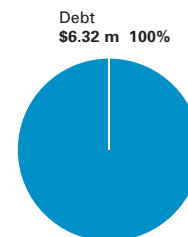
5-Year Capital Works Plan

	2004	2005	2006	2007	2008	Total
Previously Approved						
Princes Gates	530	540	—	—	—	1070
Auto. Bldg. - Roof Replace.	520	—	—	—	—	520
Better Living Centre	200	—	—	—	—	200
Horse Palace Windows	75	—	—	—	—	75
Carry Forward	705	—	—	—	—	705
Total Previously Approved	2,030	540	—	—	—	2,570
New						
Pre-Engineering	125	—	—	—	—	125
Other Buildings	200	—	—	—	—	200
Queen Elizabeth Building	910	—	—	—	—	910
Automotive Building	975	—	—	—	—	975
Equipment	984	—	—	—	—	984
National Trade Centre	190	—	—	—	—	190
Food Building	285	—	—	—	—	285
Parks, Parking Lots	460	—	—	—	—	460
Coliseum Complex	50	—	—	—	—	50
Environmental Restoration	115	—	—	—	—	115
Total New	4,294	—	—	—	—	4,294
Total Exhibition Place	6,324	540	—	—	—	6,864

Where the money goes



Where the money comes from



Heritage Toronto

Mission Statement:

Heritage Toronto is committed to the development of a shared sense of place and memory among the citizens of Toronto, and believes that community involvement is essential in achieving this. Working with the people of the city, Heritage Toronto will interpret, support and act as an advocate on behalf of the city's historic buildings as well as its natural, archaeological and cultural heritage

Program Objectives

- ▶ Heritage Toronto is a charitable agency of the City of Toronto. It is responsible for the presentation of heritage programming with a city wide perspective to all levels of government and private-sector bodies and also for fundraising. The program performs three fundamental functions for Toronto's heritage community: advocacy, programming and fund raising.
- ▶ In the area of advocacy, Heritage Toronto has recently adopted a set of Advocacy Principles for Built Heritage and Built Heritage Issues Criteria for Evaluation. The principles in the documents help ensure objectivity, credibility and soundness for decisions on issues presented and identified by Toronto's heritage community.
- ▶ As one of Canada's largest volunteer-driven heritage charities Heritage Toronto depends on the generosity of individuals, foundations and corporations for their support in making annual donations.

2004 Strategic Direction and Service Priorities

Advocacy - Preserve, protect and promote Toronto's heritage through advisory and information sharing to City Council and on behalf of City Council to other government levels, agencies and the general public.

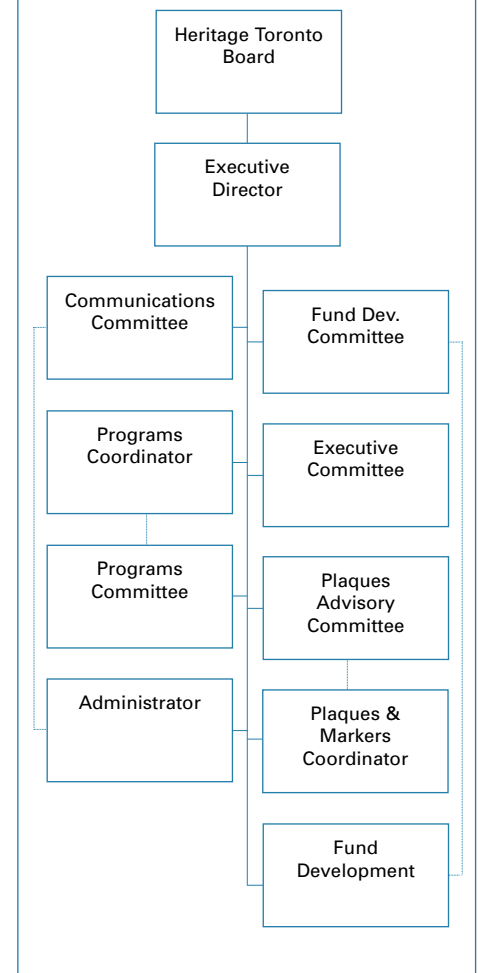
- ▶ Promote the adoption of a set of heritage principles to guide decisions affecting built, natural and cultural heritage by City Council, senior levels of government and the heritage community.
- ▶ Enhance the level of awareness of heritage issues at government levels, in the corporate community and among the general public.
- ▶ Assist with the creation and implementation of legislation at all levels of government that encourages the retention of fragile heritage resources in Toronto.

Fund Development - Organize and carry out major fund raising drives on behalf of the Museum Board, the Community Museum Management Boards, the Toronto Preservation Board and heritage issues generally

- ▶ Support the eligible fund raising objectives of City museums, the Preservation Board and Panels.
- ▶ Provide donation administration support for volunteer driven non-profit heritage organizations.
- ▶ Increase number and amount of donated funds in support of the work of Heritage Toronto.

Program Map

Heritage Toronto has a total of 5 approved positions



Heritage Toronto

2004 Strategic Direction and Service Priorities (continued)

Programming - To enhance the public's appreciation for and enjoyment of Toronto's built, cultural and natural heritage

- To provide heritage programs in communities across Toronto.
- To provide a variety of programs that recognise all aspects of Toronto's heritage and the cultures that have created that heritage.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Total Heritage Toronto	464.0	297.9

2004 Achievements

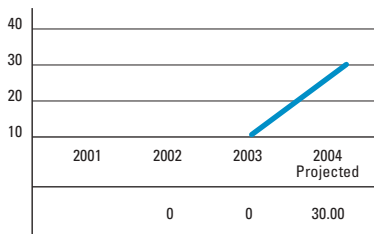
- \$0.039 m gross/\$0.034 m net for the implementation of the Heritage Plaque program which will include both property identification, commemorative and heritage information plaques
- Efficiencies achieved through the use of electronic media such as the website in place of printed reports and newsletters
- The introduction of a new corporate/organization membership level to allow small businesses who have indicated a willingness to support Heritage Toronto an opportunity to participate in programming

2003 Highlights

- Presented 58 Walk Historic Path Walking Tour programs between April and October of which 21 were presented in partnership with local community organizations. Seventy-one Heritage Toronto volunteers delivered the program to over 5,000 participants. Program sponsor contributed over \$350 K in cash and gifts in kind.
- Presented 3 additional Kensington Market walks to encourage residents and tourists to visit an area of the City hard hit by SARS publicity.
- Presented Kilbourn Lecture at the newly opened CARLU attracting largest paid audience in eight year history of event.

Performance Measures

Heritage Plaque Requests Completed



Program has received funding for 2004 to include the identification, creation, installation, and maintenance of commemorative and heritage property identification plaques as well as heritage information plaques

Theatres

Mission Statement:

Hummingbird Centre

To provide a home for the Canadian Opera Company and the National Ballet of Canada until the summer of 2006. To continue to present a broad variety of entertaining and profitable theatrical and concert events for the enrichment of the diverse public in Toronto.

St. Lawrence Centre for the Arts

To provide state of the art performance facilities and services for Toronto's "not-for-profit" performing arts organizations at an affordable cost.

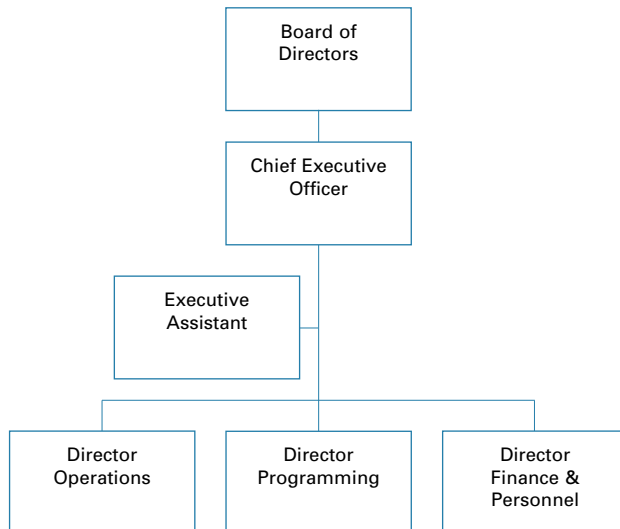
Toronto Centre for the Arts

To ensure that the (City owned) Toronto Centre for the Arts functions as a first class venue for a full range of performing arts, to enliven and enrich the cultural life of the citizens of Toronto.

Program Map

Hummingbird Centre

The Hummingbird Centre for the Performing Arts has a total of 105.8 approved positions:

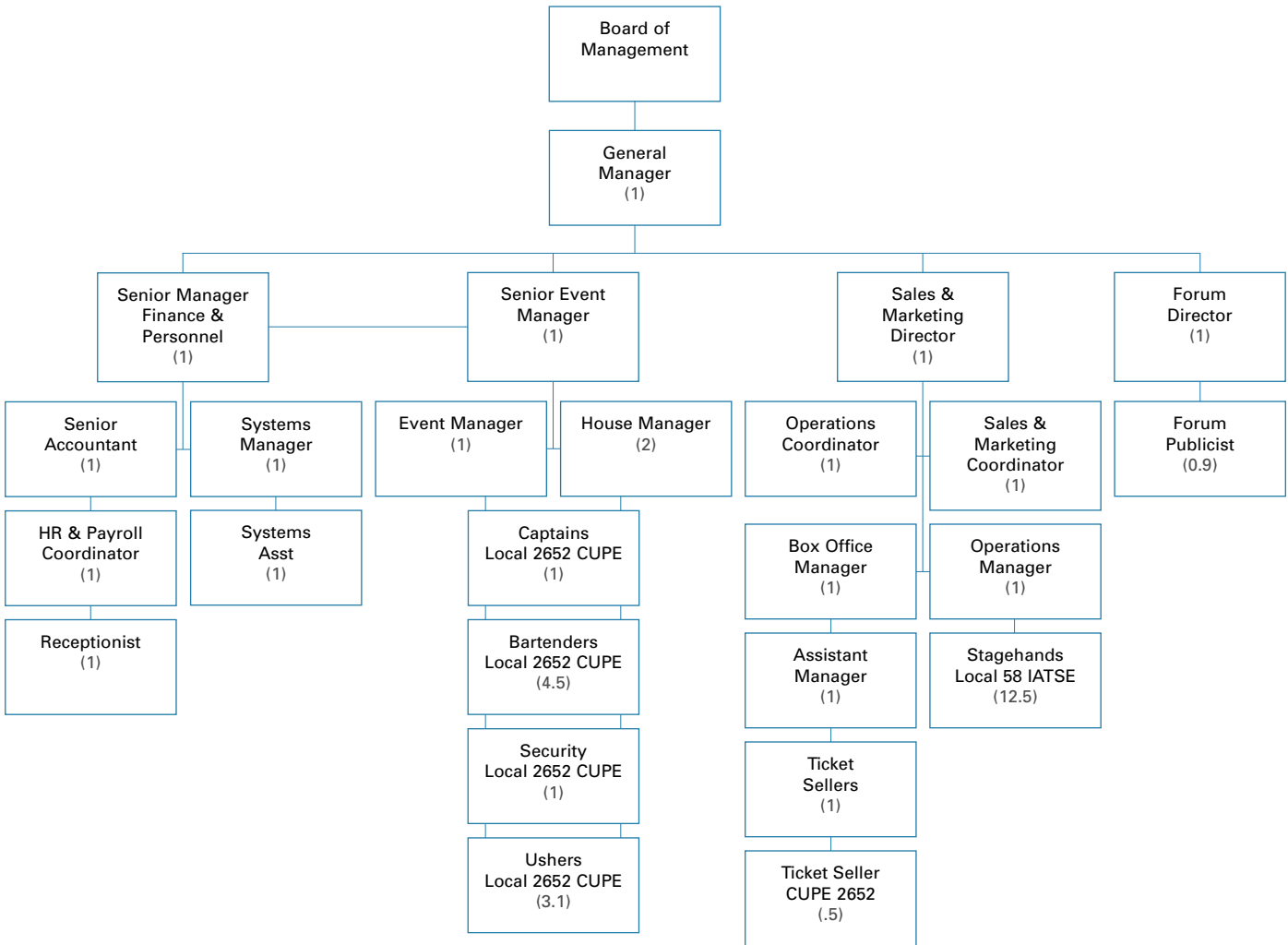


Theatres

Program Map (continued)

St. Lawrence Centre for the Arts

The St. Lawrence Centre for the Arts has a total of 42.2 approved positions:

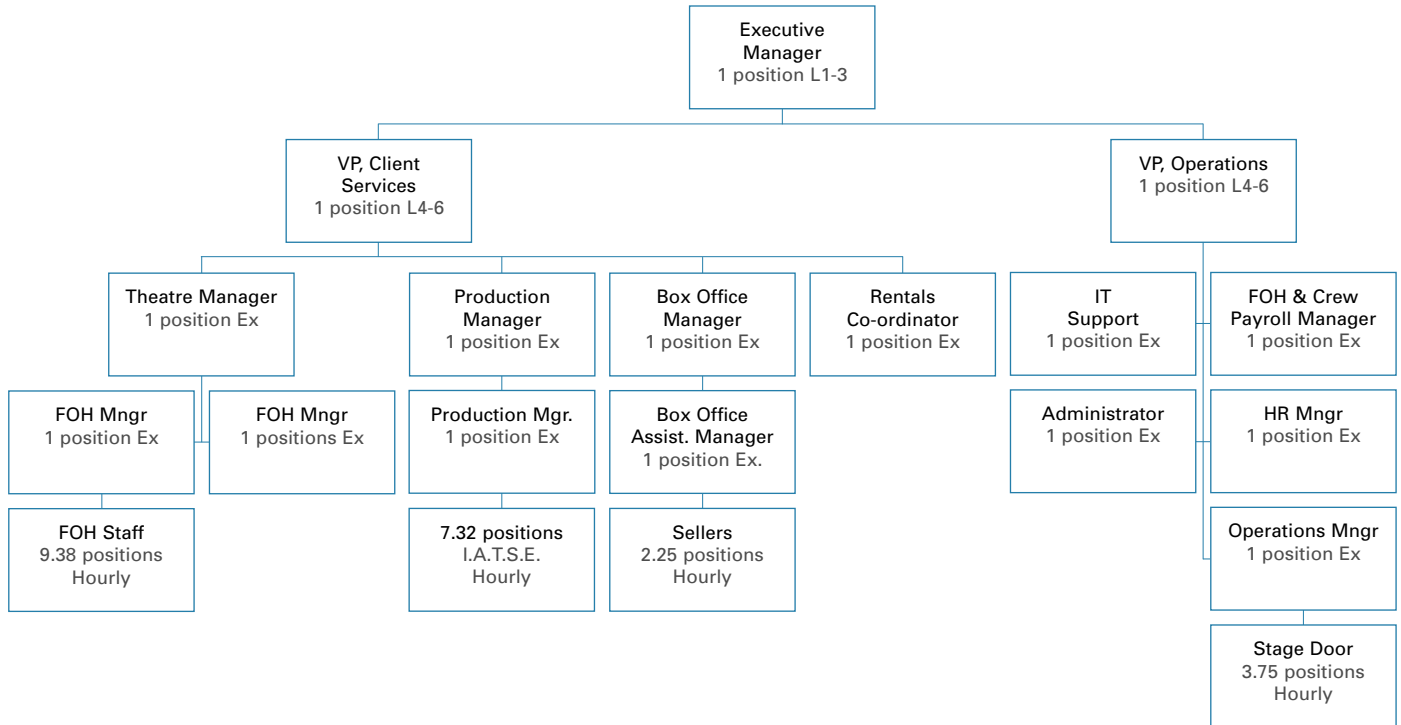


Theatres

Program Map (continued)

Toronto Centre for the Arts

The Toronto Centre for the Arts has a total of 38.7 approved positions:



2004 Strategic Direction and Service Priorities

Hummingbird Centre for the Arts

To reinvent One Front Street East as City Centre – a location for residents and tourists alike to celebrate the diversity of cultural interchange that is Toronto.

St. Lawrence Centre for the Arts

To increase total rentals by 25%. To achieve this, renew focus on corporate rentals and independent producers.

To provide affordable ticket services to various arts organisations in the city.

Toronto Centre for the Arts

Strategic planning: To stabilise and reduce the City's current annual financial support while defining viable long term options for the Centre.

Complete the development of and implement phase 1 Business Plan (Board roles, responsibility, complement and recruitment).

Theatres

2004 Operating Budget by Service:

Service	Gross (\$000s)	Net (\$000s)
Hummingbird Centre For The Arts	13,459.4	0.0
St. Lawrence Centre For The Arts	3,273.3	1,169.0
Toronto Centre For The Arts	3,307.1	1,500.0
Total Theatre Program	20,005.8	2,669.0

2004 Highlights

- ▶ No City funding required in budget for The Hummingbird Centre For the Performing Arts
- ▶ \$0.295 m reduced City funding for The Toronto Centre For The Arts achieved through a combination of revenue increases and efficiency gains
- ▶ New marketing plan for the St. Lawrence Centre geared towards increasing rentals to the corporate sector and independent producers

2003 Achievements

Hummingbird Centre

- ▶ No City funding required in budget for The Hummingbird Centre for the Performing Arts.

St. Lawrence Centre for the Arts

- ▶ Increased use of the Jane Mallet Theatre for theatrical productions.
- ▶ Implemented new web site with fully integrated e-commerce on-line ticketing as a major marketing initiative.
- ▶ "Canadian Urban Music Awards presented in Bluma Appel theatre as a major CBC television special.
- ▶ "Shakespeare Zone" A summer camp for children aged seven to sixteen.

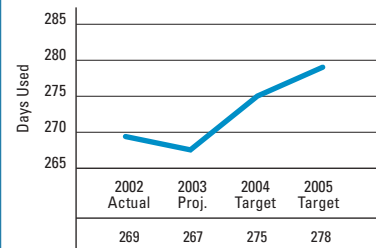
Toronto Centre for the Arts

- ▶ The Toronto Centre for the Arts experienced another successful year by fulfilling its mandate to ensure that the (City owned) Toronto Centre for the Arts functions as a first class venue for a full range of performing arts to enliven and enrich the cultural life of the citizens of Toronto.
- ▶ During 2003 the Centre continued to diversify and expand its rental client base by adding long-term Main Stage clients that include Royal Opera Canada and Royal Winnipeg Ballet. Total rental revenues again exceeded expectations.
- ▶ Management at the Centre continued to reduce the overall costs associated with operating and maintaining the facility, while providing the same level of excellent service.

Performance Measures

Hummingbird Centre

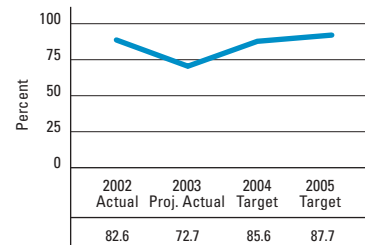
Days Used



Volume - Decline in days used due to SARS. Expectations to return to higher volume of days used in 2004 and 2005.

St. Lawrence Centre for the Arts

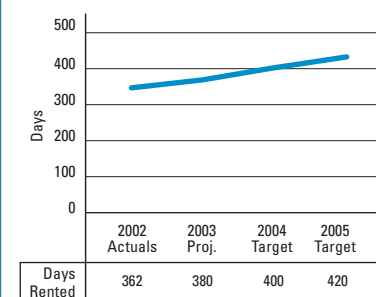
Days booked/Days available %



Days Booked As Percentage of Availability: Summer productions representing 7% of total programming cancelled due to SARS. Marketing initiatives are expected to bring 2004 programming back to its 2002 levels or higher.

Toronto Centre for the Arts

Facility days rented



Toronto and Region Conservation Authority

Mission Statement:

Our mission is to work with our partners to ensure that The Living City is built upon a natural foundation of healthy rivers and shorelines, green space and bio-diversity, and sustainable communities.

Vision Statement

The quality of life on Earth is being determined in the rapidly expanding city regions. Our vision is for a new kind of community, the Living City, where human settlement can flourish forever as part of nature's beauty and diversity.

Program Objectives

1. Healthy Rivers and Shorelines

To restore the integrity and health of the region's rivers and waters from the headwaters in the Oak Ridges Moraine, throughout each of the nine watersheds in TRCA's jurisdiction, to the Toronto waterfront on Lake Ontario.

2. Regional Biodiversity

To protect and restore a regional system of natural areas that provide habitat for plants and animal species, improve air quality and provide opportunities for the enjoyment of nature.

3. Sustainable Communities

To facilitate broad community understanding, dialogue and action toward integrated approaches to sustainable living and city building that improves the quality of life for residents, businesses and nature.

4. Business Excellence

To pursue continuous improvement in the development and delivery of all programs through creative partnerships, diverse funding sources and careful auditing of outcomes and effectiveness.

2004 Strategic Direction and Service Priorities

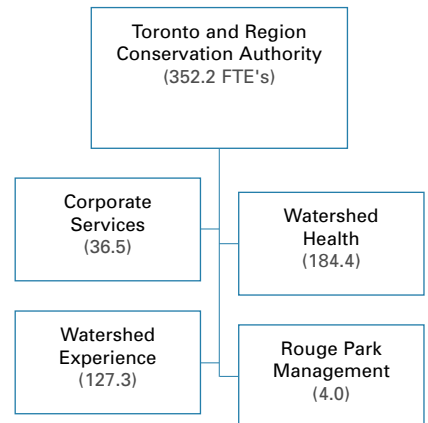
Flat-lined service level in general but more emphasis on completing baseline science and monitoring work in support of restoration strategies.

Service Priorities Include

- 1) Corporate Services:** the mandate of Corporate Services is to provide high quality administrative support services to organizational programs and staff. Activities include accounting and budgets, HR, Information Systems, Legal services, corporate communication, Board and committee support, printing and office services, and head office maintenance. This service is located at the head office site at Downsview.

Program Map

The Toronto and Region Conservation Area is comprised of four divisions, with a total of 352.2 approved positions:



Toronto and Region Conservation Authority

2004 Strategic Direction and Service Priorities (continued)

2) Watershed Health: the products and services of this category are at the core of the TRCA's environmental protection mandate.

The purpose of this service is to deliver preventative and regenerative services supported by specialized expertise. In addition, the service provides Asset Management related to the costs of maintaining the lands and infrastructure held in trust by the TRCA on behalf of residents. This would include activities such as Municipal Planning Services to analyse the impact to the Watershed for land use planning and ensure environmental quality and management of risk. Also included in the mandate of this service are Resource Science for research and studies, Watershed Strategies focusing on coordinated stakeholder environmental planning. Watershed Health comprises numerous other products and services such as:

- ▶ Geographic info systems, cartography
- ▶ Engineering
- ▶ Plant material, planting and forestry
- ▶ Habitat rehabilitation
- ▶ Water control structures: operation and maintenance
- ▶ Water level monitoring
- ▶ Water quality
- ▶ Capital project management
- ▶ Greenspace management
- ▶ Conservation education
- ▶ Environmental education
- ▶ Heritage artifact collection, storage and research
- ▶ Rental property management

This service is located at various locations within the TRCA's jurisdiction including specific sites such as the head office at Downsview, the Kortright Conservation Centre, 3 residential conservation field centres, the Conservation Services Workshop and Nursery. The jurisdiction of the TRCA includes over 34,000 acres of land holdings as well as dams and water control structures.

3) Watershed Experience: This service represents outdoor recreation and programming at the TRCA's public use facilities. The mandate of this service is to make the land and resource holdings of the TRCA available to the public for recreational and educational opportunities including hiking, skiing, swimming and camping for over 450,000 visitors annually. Educational and heritage programming includes the top rated Black Creek Pioneer Village which is visited by 180,000 people annually.

4) Rouge Park Interim Management: The mandate of this service is to oversee the assembling of the land base and restoration of the watershed for areas incorporated into the Rouge Park. This is a joint initiative between the Federal, Provincial and Municipal governments meant to increase land holdings for conservation along the Rouge River corridor and create the largest urban park in North America.

2004 Operating Budget by Program

The 2004 Council Operating Budget of \$26.650 million gross and \$2.745 million net, comprised of a base budget of \$26.042 million gross and \$2.745 million net, and new/enhanced budget of \$0.609 million gross and \$0 net, be approved for the following services:

Service	Gross (\$000s)	Net (\$000s)
Corporate Services	3,606.5	2,017.6
Watershed Health	14,882.8	3,153.2
Watershed Experience	7,744.3	833.1
Rouge Park Interim Management	417.2	68.2
WWW Contribution to TRCA Operating Program	—	(3,327.6)
Total Program Budget	26,650.8	2,744.5

2004 Highlights

- ▶ \$14.883 m - Watershed Health Services, contributing to public safety from the harmful effects of flooding and erosion
- ▶ \$7.744 m - Watershed Experience Program, promoting conservation education
- ▶ \$0.417 m - Rouge Park Interim Management Services
- ▶ \$3.328 m - Contribution from the Water Capital Reserve Fund directed towards the funding of watershed protection related programs at the TRCA.

Toronto and Region Conservation Authority

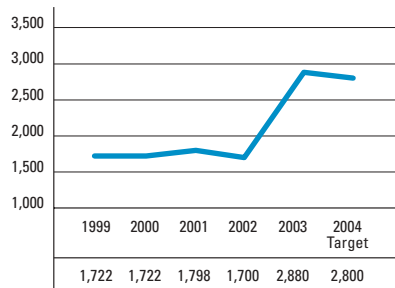
2003 Achievements

- ▶ Provided input into Provincial Smart Growth and National Urban Strategy, Toronto Sustainability Roundtable, and World Summit on Sustainable Development in Johannesburg.
- ▶ Provided input into the Source Protection Planning for Ontario as well as progressed on our own watersheds groundwater protection planning and water management plans.
- ▶ Released revitalization strategies for Etobicoke and Mimico Creeks and State of the Watershed reports for Duffins/Carruthers Creeks.

Performance Measures

Development Applications Processed

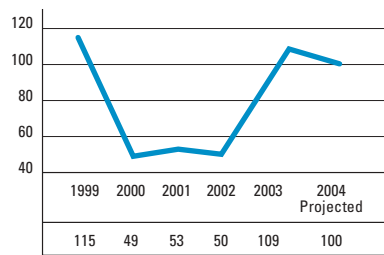
No. of Development Applications Processed



The Authority is an agency with a legislated mandate to enforce regulations concerning the impact a proposed development or expansion may have in terms of the impact of storm water run-off in terms of increasing flood risk and associated water quality issues. It should be noted that the numbers presented do not tell the whole story in that though absolute volumes appear to be fairly constant, because of a better pre-screening process worked out with area municipalities, the applications that do come are more complex and demanding than 5 years ago.

Number of Fill Violations Issued Annually

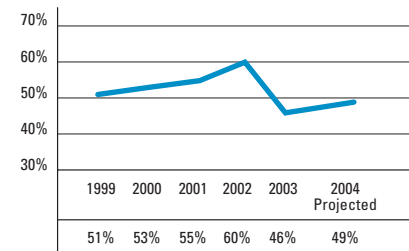
No. of Fill violations issued



In addition to administering its regulations through the process of screening applications, the Authority also directly inspects for compliance and monitors its areas of jurisdiction for infractions committed outside of the application process. A fill violation represents a situation where a party has illegally dumped fill into a river or valley system creating the potential for flooding of the site, an unstable site on the edge of a valley, or blockages that create heightened flood vulnerability upstream. The Authority employs its own group of trained officers to inspect and charge as necessary. It is assumed that for every discovered infraction there are other undiscovered ones and others prevented by the possibility of detection. The trend is downward because as a result of funding reductions in recent years vacant positions have not been filled.

Baseline Resource Science Monitoring

No. of baseline resource science/monitoring completed



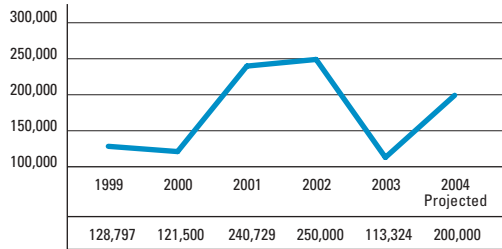
The many environmental protection and regeneration activities of the TRCA require scientific information to plan and carry out. The Authority employs biologists, engineers, ecologists, hydrologists, etc., to carry out such work. The TRCA has a framework around what studies and monitoring activities are required to put in place what is referred to as an Integrated Watershed Plan, the comprehensive context for decision making. It encompasses items ranging from hydrological and water hydraulics studies to inventories of aquatic species, terrestrial landform data, some 30- 40 items in all. The measure above describes how much of that base science has been completed to date and is planned for this key strategic activity.

Toronto and Region Conservation Authority

Performance Measures (continued)

Number of Trees Planted

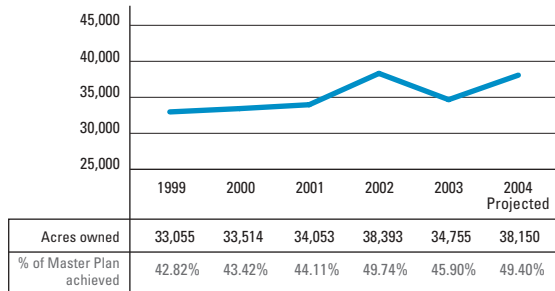
No. of trees planted annually



While the planting of trees is only one activity among many of the kinds of things the TRCA does to regenerate the watersheds of our jurisdiction, it provides some insight into the substantial volume. As can be seen, the trend is upward reflecting the Authority's goal of planting 1 million trees over each 4 year cycle.

Land Ownership

TRCA Land Ownership

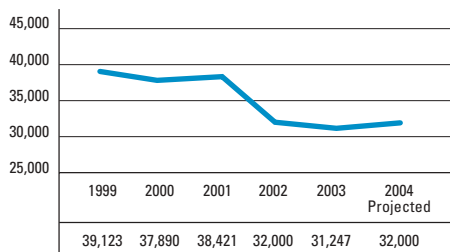


Year	Acres owned	% of Master Plan achieved
1999	33,055	42.82%
2000	33,514	43.42%
2001	34,053	44.11%
2002	38,393	49.74%
2003	34,755	45.90%
2004 Projected	38,150	49.40%

The TRCA is one of the largest landholders in the GTA. While there is more than one way to protect environmentally important, it has been found that outright ownership, particularly in headwater areas, is often advisable. It may be of interest to mention that much of the Toronto Parks system is actually TRCA owned land managed by Toronto Parks. The pace of land acquisition is dependent on availability of a willing seller and the necessary funding.

Students Using Environmental Education Programs

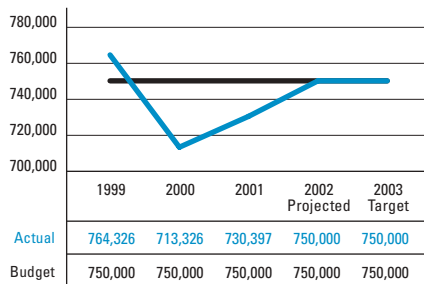
No. students using TRCA residential environmental education programs



The Authority runs 3 Field Centres, which are used by GTA students. A fourth was closed in mid-2001 when the Toronto District School Board did not renew its contract for usage, an arrangement in place for 25 years.

Visitors to TRCA Public Use Facilities

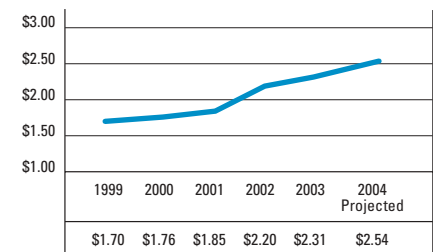
No. visitors to TRCA Public Use facilities



The TRCA operates 9 Conservation Areas, the Kortright Centre for Conservation and Black Creek Pioneer Village, all used extensively by the public. Actual attendance is very influenced by seasonal weather.

Per Capita Levy Cost

Per capita levy cost



While the trend is upward the 1999 start point was the end of a 5 year series of reductions to the levy.

Toronto and Region Conservation Authority

2004 Capital Budget

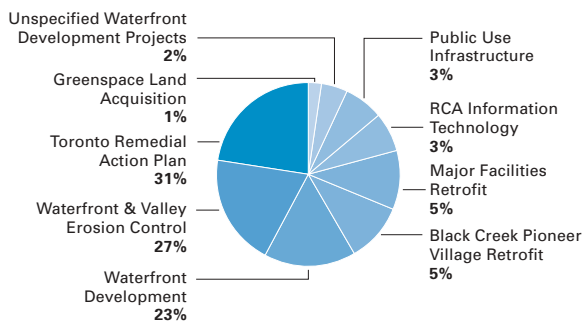
Total 2004 Gross Budget is \$5.926 million [2003 Budget – \$6.452 m]:

- ▶ \$1.615 million is for Waterfront and Valley Erosion Control
- ▶ \$1.355 million for Waterfront Development, including Ashbridge’s Bay, Tommy Thompson Park and the Mimico Apartment Strip
- ▶ \$1.788 million for the implementation of the Toronto Remedial Action Plan
- ▶ \$1.168 million for other projects including, Black Creek Pioneer Village Retrofit (\$0.3 million); Major Facilities Retrofit (\$0.308 million); TRCA Information Technology (\$0.205 million); Public Use Infrastructure (\$0.205 million); Unspecified Waterfront Development Projects (\$0.1 million); and Greenspace Land Acquisition (\$0.05 million).

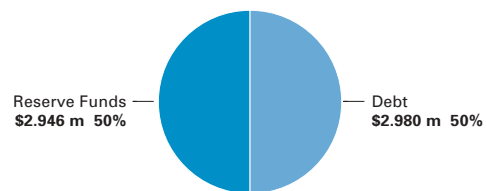
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Total Previously Approved	—	—	—	—	—	—
New						
Waterfront & Valley Erosion Control	1,615	—	—	—	—	1,615
Waterfront Development	1,355	—	—	—	—	1,355
Toronto Remedial Action Plan	1,788	—	—	—	—	1,788
Black Creek Pioneer Village Retrofit	300	—	—	—	—	300
Major Facilities Retrofit	308	—	—	—	—	308
TRCA Information Technology	205	—	—	—	—	205
Public Use Infrastructure	205	—	—	—	—	205
Unspecified Waterfront Development Projects	100	—	—	—	—	100
Greenspace Land Acquisition	50	—	—	—	—	50
Total TRCA	5,926	—	—	—	—	5,926

Where the money goes



Where the money comes from



Toronto Atmospheric Fund

Mission Statement:

Toronto City Council established the Toronto Atmospheric Fund (TAF) in 1991. TAF’s mandate is to promote global climate stabilization by financing local projects that reduce greenhouse gas emissions, educate the public, absorb carbon from the air, and foster partnerships with senior levels of government, business, educational institutions, and non-governmental organizations.

The Toronto Atmospheric Fund is a financially self-sustaining not-for-profit corporation. It supports, through grants and loans, projects that address its mandate. Eligible grant applicants include not-for-profit organizations; registered charities; public institutions and schools.

TAF’s mandate is to:

- › Reduce local emissions of greenhouse gases.
- › Improve energy efficiency.
- › Improve local air quality.
- › Educate the public.
- › Facilitate mandate-related science and technology development.
- › Foster community, academic and government partnerships.

TAF’s priority interests in 2004 – 2005 will continue in the following areas:

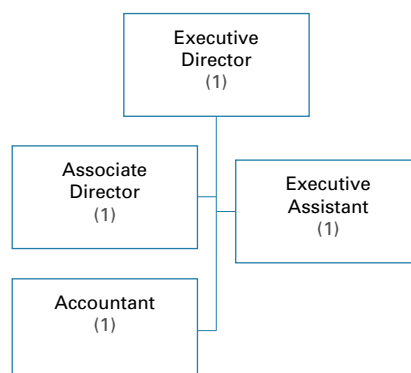
- › Energy conservation and efficiency.
- › Renewable energy; and
- › Reducing the fossil fuel content of energy sources.

2004 Strategic Direction and Service Priorities

- › **Complete its governance renewal** process by establishing an Operating Directive with the City and securing Provincial assent of an updated TAF;
- › **Maximize the performance of TAF’s assets** by ensuring timely approval of updated Trustee Act provisions, establishing policies and procedures for its mandate-related financings, and undertaking further work to understand carbon risk as pertains to its investment portfolio;
- › **Increase mandate related financing activity** - loans, leases, and other innovative financing approaches - and develop a systematic application process, in parallel with the grant making process, for considering such financings, including criteria for application, an evaluation and review process, and recruitment of a private financial partner(s);
- › **Refine the new granting programs** to ensure maximum leverage of TAF’s greenhouse reduction mandate and federal Kyoto dollars flowing into the Toronto community and local NGOs;

Program Map

The Toronto Atmospheric Fund fulfills a multi-service mandate, with a total of 4 approved positions:



Toronto Atmospheric Fund

2004 Strategic Direction and Service Priorities (continued)

- ▶ **Strengthen financial management** by completing cash flow management processes, establishing optimum instruments for short-term cash management and updating grants accounting;
- ▶ **Provide assistance to the City's Kyoto Task Force** and to appropriate committees such as the Works Committee, to develop effective municipal strategies to reduce greenhouse gas emissions; establish a new allocations process for City projects;
- ▶ **Increase its public visibility** through case studies of TAF success stories, targeted communications campaign with financial press and continued outreach and networking;
- ▶ **Develop a community-wide economic development and energy efficiency strategy** for meeting the Kyoto targets in Toronto, based on a rigorous community inventory of emissions (none exists currently), community and neighbourhood input into the strategy, and the coordination of resources, perhaps at a ward level as a pilot, to ensure that the federal One Tonne Challenge Program is effective and appropriately financed locally.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Toronto Atmospheric Fund	1,600.00	0.000
Total Program Budget	1,600.00	0.000

TAF 2003 Highlights

In 2003, the Toronto Atmospheric Fund was successful in building its capacities in a number of areas to meet the changing and increasingly complex needs of its stakeholders. TAF's achievements in the past year include:

- ▶ Successful completion of a governance review with the City of Toronto that clarifies TAF's relationship with the City – expectations, reporting, structures and financial interaction;
- ▶ Completion of a comprehensive strategic review and planning process that has established a new vision and strategic priorities that will guide TAF's work over the next term of City Council 2003-2006;
- ▶ Agreements concluded on a groundbreaking \$5 million financing project with Toronto Community Housing Corporation initiated by TAF that realizes 12:1 leveraging of TAF's investment by funds from the Federation of Canadian Municipalities and a private sector leasing company;
- ▶ Launch of two new grant programs in response to TAF's new strategic directions – the Business Development program and the Incubation program, focused on developing and proofing the highest impact, most cost-effective opportunities for greenhouse gas emission reductions locally;
- ▶ Re-development of investment policy to clarify TAF's investment objectives and beliefs with respect to governance, mission and accountability;
- ▶ Successful uptake by the Federal government to replicate and expand TAF's Home Rewards program pilot with GreenSaver. TAF's investment of \$500,000 in the Toronto pilot has leveraged a Federal investment of \$74 million to offer the program nation-wide.

Toronto Atmospheric Fund

TAF Achievements

Since TAF's establishment,

- ▶ TAF has provided over \$6.6 million in grants and over \$18.5 million in income-generating loans to community and City organizations.
- ▶ TAF's endowment has grown from \$23 million originally, to over \$25 million today.
- ▶ TAF has financed, at no taxpayer expense, CO2 emission reductions totalling upwards of 225,000 tonnes - equal to about half the City's annual energy-related emissions.
- ▶ Projects financed by TAF loans have saved the City \$17.5 million - over \$2.7 million annually - in cumulative energy and maintenance costs.
- ▶ TAF has provided essential development support for many of the City's most important air quality initiatives including:
 - ▶ Better Buildings Partnership,
 - ▶ Heat-health watch warning system,
 - ▶ Tree Advocate's program,
 - ▶ Annual Smog Summit,
 - ▶ GTA Clean Air Council.
- ▶ Over the past 3 years, TAF has raised over \$1 million in external funding – primarily from corporate and federal sources, to support City and TAF projects.

Performance Measures

Governance

- ▶ Fully constituted Board of 10 members reflective of all areas of expertise needed to carry out TAF's mandate.
- ▶ Strategic planning and priority setting completed to inform priorities in all areas of the organization.
- ▶ All additional governance changes recommended by the CAO implemented.
- ▶ Six appointments to the CAP Board confirmed by TAF.
- ▶ All standing committees as approved by the TAF Board at full complement and operational.
- ▶ Organizational planning ensures achievement of benchmark performance target (total administration costs below 1.0% of assets per year).

Investment

- ▶ TAF assets are fully invested in accordance with investment policy and applicable legislation.
- ▶ Investments achieve benchmark return established in TAF's Investment Policy (Consumer Price Index + 3% measured on a 4-year rolling average basis).
- ▶ Framework for mission-based investing is developed for Board approval.

Toronto Atmospheric Fund

Performance Measures (continued)

Grants

- ▶ Grant funding opportunities are provided to the community and the City that best achieve TAF's mandate and priorities.
- ▶ Evaluation of past TAF-funded projects is documented, communicated and used to inform future grant making.
- ▶ Benchmark performance target achieved (Grant payout of 4.5% of assets, excluding administration, measured on a four-year rolling average basis).

Loans

- ▶ 2-3 pilot financings completed involving diverse elements and partners to test utility of the model.
- ▶ Final recommendations presented to TAF Board and to Council concerning next steps for TAF's financing program.

Finance

- ▶ Internal accounting systems fully operational and enable timely monitoring, reporting and processing.
- ▶ Fund-based accounting enables project and donor tracking as required.
- ▶ Cash flow management procedures are integrated to ensure fulfilment of loan financing and grant requirements and the least disruption possible to investment portfolios.

City Initiatives Support

- ▶ City's Air Quality Interim Strategy completed by June 2003. Comprehensive Air Quality Strategy finalized by early 2004.
- ▶ City's access to external sources of funding for projects related to TAF's mandate is maximized.

Communications

- ▶ Visibility and public awareness of TAF and CAP projects is increased.
- ▶ Recognition of the City of Toronto's leadership in emissions reduction is enhanced.

Toronto Parking Enforcement

2004 Operating Budget

Not applicable.

2004 Capital Budget

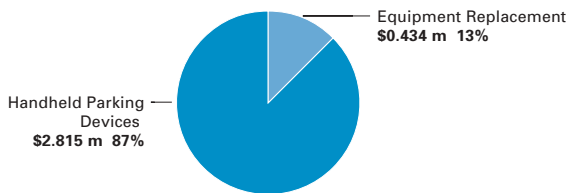
Total 2004 Gross Budget is \$3.249 million [2003 Budget – \$4.116 m]:

- \$2.815 million for handheld parking devices.
- \$0.434 million for vehicle and equipment replacement.

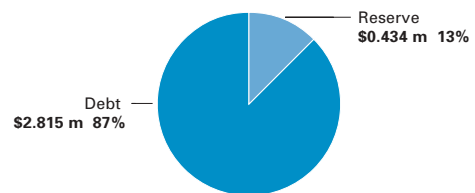
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Handheld Parking Devices	2,815	50	—	—	—	2,865
Total Previously Approved	2,815	50	—	—	—	2,865
New						
Vehicle & Equipment Replacement	434	—	—	—	—	434
Total New	434	—	—	—	—	434
Total Toronto Parking Enforcement	3,249	50	—	—	—	3,299

Where the money goes



Where the money comes from



Toronto Police Service and Toronto Police Services Board

Mission Statement:

Department Overview

The Toronto Police Service is mandated by the Police Services Act to provide adequate and effective police services, including, at a minimum, all of the following police services:

- › Crime prevention
- › Law enforcement
- › Assistance to victims of crime
- › Public order maintenance
- › Emergency response

Mission

The Toronto Police Service is dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

Our Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership and management.

We are committed to deliver police services which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome all challenges.

We take pride in what we do and measure our success by the satisfaction of our members and our communities.

To support this mission, the Toronto Police Service adheres to the following core values:

- › Honesty – We are truthful and open in our interactions with each other and with members of our communities.
- › Integrity – We are honourable, trustworthy, and strive to do what is right.
- › Fairness – We treat everyone on an impartial, equitable, sensitive and ethical manner.
- › Reliability – We are conscientious, professional, responsible and dependable in our dealings with each other and our communities.
- › Respect – We value ourselves, each other and members of our communities, showing understanding and appreciation for our similarities and differences.
- › Teamwork – We work together within the Service and with members of our communities to achieve our goals, making use of diverse skills, abilities, roles and views.
- › Positive Attitude - We strive to bring positive and constructive influences to our dealings with each other and our communities.

Toronto Police Service and Toronto Police Services Board

Key Customers

- ▶ Police Services Board
- ▶ Chief and Command Officers
- ▶ members of the Police Service, past and present
- ▶ members of other police services or law enforcement agencies
- ▶ members of government ministries, departments, agencies
- ▶ members of the public

2004 Operating Budget by Program

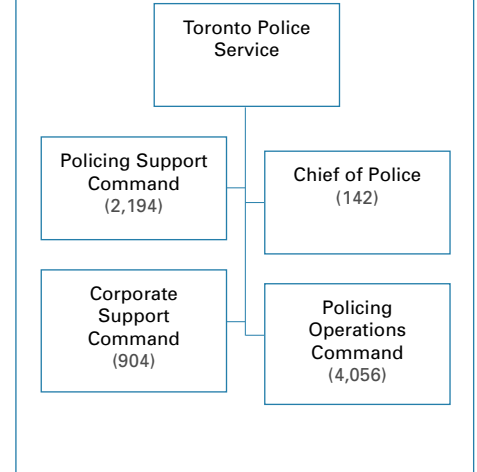
Program	Gross (\$000s)	Net (\$000s)
Chief of Police	13,073.4	14,653.5
Corporate Support Command	170,494.4	152,299.6
Policing Operations Command	349,840.2	342,310.2
Policing Support Command	174,165.2	169,848.2
Total	707,573.2	679,111.5

2003 Achievements

- ▶ Increased enforcement activities and prevention initiatives that focused on decreasing the victimisation of youth by robberies (in particular, those involving swarming) and sexual assaults.
- ▶ Continued to develop and improve the processes by which the Service responds to all organised crime.
- ▶ Through increased training, improved the Service's ability to respond to organised crime.
- ▶ Improved the Service's ability to identify and disrupt international and domestic terrorist groups active within the City.
- ▶ Used a crime analysis or intelligence-driven approach to identifying traffic safety issues to be addressed.
- ▶ Formed or strengthened partnerships with community and government agencies to improve traffic safety.
- ▶ Increased and strengthen partnerships with local agencies to provide a multi-faceted response to drug issues.
- ▶ In partnership with other City emergency services and agencies, improved and expanded disaster management response.
- ▶ Developed and implemented a formal special event planning process.
- ▶ Increased public awareness of crime prevention through environmental design principles.
- ▶ Ensured officers continue to display a high level of professionalism during any type of contact with members of the public.
- ▶ 4,113 callers for CrimeStoppers making it a record year.
- ▶ Marine Unit - Special Operations Section was formed in May to partner with federal authorities in port and border security.

Department Map

The Toronto Police Service is comprised of four commands with a total of 7,296 approved full time equivalent positions.



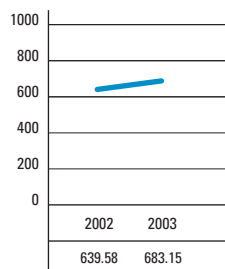
Toronto Police Service and Toronto Police Services Board

2003 Achievements (continued)

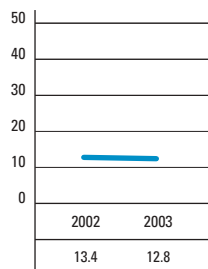
- ▶ Hold Up Squad - won 2003 Bill Hancox Award from CrimeStoppers.
- ▶ TRMS - deployed in August 2003 after an 18 month project that started in 2001.
- ▶ ERMS - created in Fall 2003 to manage the Service's two Human Resources systems (TRMS noted above and HRMS implemented in 2001).
- ▶ Guns & Gangs - Task Force created; wins the IACP Webber Seavey Award.
- ▶ Parking Enforcement - Street Sweeper implemented - 872 of the 1,874 stolen vehicles were recovered because of the Street Sweeper.
- ▶ Forensic Identification Services - FIS Truck hits the road in 2003, considered a lab/office on wheels that attends most major crime scenes.
- ▶ Streams. The five work streams were Public Health, Global Positioning -- Tourism and Global Positioning -- economic development/business investment; Engaging Torontonians, Hardship Relief and Social/Community.
- ▶ In coordination with staff from other City departments, developed and implemented work plans in support of the work of the Mayor's SARS Recovery Task Force in five mandate streams. The five work streams were Public Health, Global Positioning -- Tourism and Global Positioning -- economic development/business investment; Engaging Torontonians, Hardship Relief and Social/Community.
- ▶ Provided targeted support to the Chinese community because of the particular social and economic hardship experienced by that community. Six Chinese summer festivals were successfully held, resulting in significant community pride and enhanced business for retail stores and restaurants in those areas.
- ▶ Co-ordinated a diverse range of City services in support of the Molson Canadian Rocks for Toronto concert. The concert was attended by 450,000 and received significant international media coverage. City services ensured the success of the concert and minimized the impact of the event on neighbouring residents and businesses.

Performance Measures

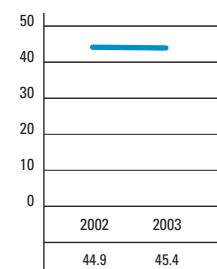
Spending per Capita



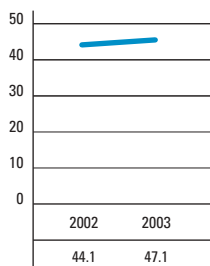
Violent Crime per 1,000 Population



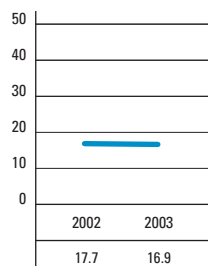
Property Crime per 1,000 Population



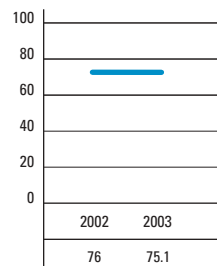
Youth Crime per 1,000 Youth Population



Other Criminal Code Offences (non-traffic) per 1,000 Population



Total Crime per (non-traffic) 1,000 Population



Toronto Police Service and Toronto Police Services Board

2004 Strategic Direction and Service Priorities

Chief of Police

The Chief of Police is charged with managing the operations of the Service, which is structured into four broad program areas: Professional Standards, Corporate Support Command, Policing Operations Command, and Policing Support Command. The Chief is required by the Police Services Act to administer the Police Service and oversee its operation in accordance with the objectives, priorities and policies established by the Board; ensure that the members of the Police Service carry out their duties in accordance with the Police Services Act and the regulations, and in a manner that reflects the needs of the community, and ensure that discipline is maintained in the Police Service; ensure that the Police Service provides community-oriented Police Services; and administer the complaints system. Units within this Command include:

- ▶ Chief of Police
- ▶ Executive Officer
- ▶ Corporate Communications
- ▶ Disciplinary Hearings Officer
- ▶ Professional Standards
- ▶ Professional Standards Investigative Unit
- ▶ Professional Standards Risk Management Unit

Corporate Support Command

The purpose of Corporate Support Command is to contribute to the achievement of the Toronto Police Service's mission, goals, and objectives by assisting in the development of Service policy and providing advice to the Chief of Police and the Police Services Board on matters pertaining to all areas of the organization. This Command also provides corporate administrative support to serve the operational needs of the Service in the areas of Executive Support, Finance & Administration, Human Resources, and Information Technology Services. This Command is responsible for co-ordinating the efficient and effective operation of the units under its Command; providing administrative support to Policing Operations and Support Commands; co-ordinating and facilitating corporate budget management strategies; managing the administration, access and security of Service records and information; co-ordinating and administering the acquisition and maintenance of materials, facilities and the Service fleet; and co-ordinating and facilitating the Service's corporate information technology strategy. Units within this Command include:

- ▶ Executive Support
- ▶ Corporate Planning
- ▶ Training and Education
- ▶ Property and Evidence Management
- ▶ Video Services
- ▶ Corporate Information Services
 - Information Access
- ▶ Corporate Information Services
 - Operations
- ▶ Human Resources
- ▶ Compensation and Benefits
- ▶ Employee Records
- ▶ Employment Unit
- ▶ Labour Relations
- ▶ Occupational Health Services
- ▶ Finance & Administration
- ▶ Facilities Management
- ▶ Financial Management
- ▶ Fleet and Materials Management
- ▶ Budgeting & Control
- ▶ Purchasing Support Services
- ▶ Information Technology Services
- ▶ Information Systems Services
- ▶ Police Liaison Services
- ▶ Radio and Electronics Services
- ▶ Communications and System Operations Services

Policing Operations Command

The purpose of Policing Operations Command is to contribute to the achievement of the Toronto Police Service's goals and objectives by providing efficient and effective uniform, investigative and specialised policing services to meet the needs of all communities in the City of Toronto. The Command is responsible for apprising the Chief of Police and Command Officers of all pertinent matters occurring within Policing Operations Command, to ensure appropriate information exchange and Service response to major issues; the efficient administration and operation of 16 Field Divisions; ensuring adequate financial and staffing levels are maintained in all Field Units, to secure the safety of the citizens of those communities and the proper investigation, apprehension and prosecution of offenders as outlined in the Police Services Act; annually setting the goals and objectives for Policing Operations Command, assist in the development of Service policy and work on all executive committees; participating in Police Service Board meetings and committees; providing a leadership role internally and externally at social, political, community meetings and events. Units within this Command include:

continued on next page ▶

Toronto Police Service and Toronto Police Services Board

2004 Strategic Direction and Service Priorities (continued)

- | | | |
|-------------------------------|---------------------------------------|----------------------------|
| › Policing Operations Command | › 52 Division | › 31 Division |
| › Central Field | › 53 Division | › 32 Division |
| › 11 Division | › 54 Division Police Support Division | › 33 Division |
| › 12 Division | › 55 Division | › 41 Division |
| › 13 Division | › Area Field | › 42 Division |
| › 14 Division | › 22 Division | › Community |
| › 51 Division | › 23 Division | › Policing Support Command |

The purpose of Policing Support Command is to contribute to the achievement of the Toronto Police Service's mission, goals and objectives by delivering an effective, efficient and economical support service. This Command is split into two support areas: Operational Support and Detective Support.

Operational Support is responsible for: providing an exemplary Mounted Unit that serves as a positive reinforcement to the public by effectively managing crowd control and addressing everyday policing issues; representing the Service at public events; providing timely and accurate information to police field units; overseeing the operations of the Emergency Measures and the Duty Desk; enforcing the Criminal Code, Canada Shipping Act, Provincial Offences Act and related Regulations on the water in an area stretching for 27 miles, and including inshore and offshore rescues; ensuring adequate court security for Judges and all persons taking part or attending proceedings as defined in Section 127(1) of the Police Services Act; and monitoring and evaluating the level of internal and external service provided by members of Communications Services (911; CAD). Units within Operational Support include:

- | | |
|-----------------------------------|--------------------------|
| › Operational Support | › Traffic Services |
| › Mounted and Police Dog Services | › Communication Services |
| › Marine | › Communications Centre |
| › Emergency Task Force | › Duty Operations Centre |
| › Public Safety | › Court Service |
| › Parking Enforcement | › Area Courts |
| › Community Policing Support | › Central Courts |

Detective Support group's mission is to contribute to the fulfilment of the Toronto Police Service's goals and objectives by providing efficient and cost-effective, specialised criminal investigation of major and/or complex crimes occurring within the geographical boundaries of the City of Toronto, providing centralised investigative service to field units, working with other police and/or governmental agencies to encompass the cohesive and competent investigation of criminal matters.

This Support group is responsible for developing and implementing investigative strategies; providing support to investigative units throughout the Service; conducting investigations; ensuring the appropriate level of Forensic Identification support is provided to the Service; providing the information and education required as it relates to the function of the Reporting Centre; and performing such activities as directed by the Chief of Police. Units within Detective Support include:

- | | |
|------------------|------------------------------------|
| › Fraud Squad | › Detective Services |
| › Hold-Up Squad | › Sex Crimes Unit |
| › Homicide Squad | › Forensic Identification Services |

2004 Capital Budget

Total 2004 Gross Budget is \$54.175 million [2003 Budget – \$58.817 million]:

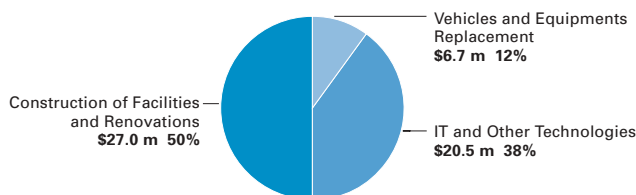
- › \$12.833 million for IT, Vehicle and Equipment Replacement plan.
- › \$9.062 million for long-term facility projects of 43 Division (\$5.608 million), 23 Division (\$2.687 million), 51 Division (\$0.567 million) and 11 Division (\$0.200 million).
- › \$8.438 million for land acquisitions.
- › \$5.100 million for the construction of the Traffic Services and Garage Facility.
- › \$3.715 million for Livescan Fingerprinting System.
- › \$2.870 million for the New Training Facility that will replace the C.O. Bick College.

Toronto Police Service and Toronto Police Services Board

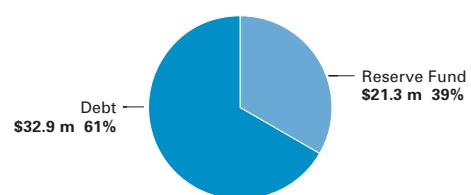
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
51 Division	567	—	—	—	—	567
Livescan Fingerprinting	3,715	—	—	—	—	3,715
TRMS	186	—	—	—	—	186
IT Lifecycle Replacement	139	—	—	—	—	139
Traffic Service and Garage Facility	5,100	—	—	—	—	5,100
New Training Facility	2,870	15,500	14,100	11,100	—	43,570
State of Good Repair	1,770	—	—	—	—	1,770
23 Division	2,687	9,150	26	—	—	11,863
Boat Replacement	467	—	—	—	—	467
Police Integration System	1,650	1,550	—	—	—	3,200
11 Division	200	3,400	6,750	1,400	—	11,750
TPS Headquarter Renovation	575	263	250	—	—	1,088
43 Division	5,608	4,002	—	—	—	9,608
Land Acquisition	8,438	—	—	—	—	8,438
Total Previously Approved	33,972	33,865	21,126	12,500	—	101,463
New						
Mobile Data Network Conversion	900	—	—	—	—	900
Voice Logging Recording	400	273	131	—	—	804
Lawfully Authorized Electronic Surveillance	1,850	—	—	—	—	1,850
Investigative Voice Radio						
Occupational Health and Safety Furniture	1,200	1,200	1,200	—	—	3,600
Lifecycle Replacement	750	—	—	—	—	750
Mobile Command Post Vehicle	750	—	—	—	—	750
Police Command Center	605	120	—	—	—	725
Facility Fencing	915	—	—	—	—	915
Vehicle and Equipment Replacement	5,033	—	—	—	—	5,033
IT Replacement Plan	7,800	—	—	—	—	7,800
Total New	20,203	1,593	1,331	—	—	23,127
Total TPS	54,175	35,458	22,457	12,500	—	124,590

Where the money goes



Where the money comes from



Toronto Public Health

Mission Statement:

Our Toronto will be the healthiest city possible, where all people enjoy the highest achievable level of health.

We strive for excellence and innovation in public health practice. We work to enhance the health of all communities and individuals that live, work, and play in Toronto.

We pledge to work with the people of Toronto to make our programs and services effective, efficient and responsive to the health needs of all people in Toronto.

Program Objectives

As a division of the City of Toronto, with responsibilities under the provincial Health Protection and Promotion Act, we achieve our mission through:

- ▶ **Health Promotion.** Raising awareness and educating people about health issues and working with communities to meet their health needs.
- ▶ **Advocacy.** Encouraging and enabling policymakers to recognize possible health consequences of their activities and to develop policies that promote the health of the public.
- ▶ **Health Protection.** Controlling infectious diseases, reducing exposure to health hazards in our environment, and enforcing laws that protect the health of the public.
- ▶ **Prevention.** Reducing the risk of disease, injury and premature death.
- ▶ **Health Assessment.** Monitoring community health, identifying health trends and needs, and effectively communicating this information.

2003 Service Achievements

Toronto Public Health Overall

- ▶ During the SARS outbreak, Toronto Public Health investigated over 1,800 reports, of these there were 212 probable cases of SARS and 16 suspect cases of SARS identified and managed. Over 23,000 contacts were identified and more than 9,700 quarantined. The SARS hotline logged 316,615 calls.

Communicable Disease Control

- ▶ Responded to 37,328 notifications of reportable/communicable diseases and investigated and managed 298 disease outbreaks.

Family Health

- ▶ Provided 32,726 Healthy Babies Healthy Children home visits by Public Health Nurse and Family Home Visitors to high risk families.

Toronto Public Health

2003 Service Achievements (continued)

Healthy Environments

- ▶ Implemented West Nile Virus contingency plan including responding to 1,763 calls to the WNV information line, 7,160 visits on Web Site, and distribution of 28,000 fact sheets. Implemented mosquito, bird and human surveillance. Applied larvicide to 206,911 stormwater catchbasins and to 51 different surface water ponds for mosquito control.

Healthy Lifestyles

- ▶ Provided training, consultation and site support to 335 student nutrition programs serving 64,000 children.

Planning & Policy

- ▶ Provided research, policy, evaluation and communication support to Toronto Public Health's response to the SARS crisis, including information management, epidemiology, management and staff support, data systems development, public education, and media relation.

Dental/Oral Health Services

- ▶ Provided dental treatment and preventive services to approximately 28,000 children and adolescents of low-income families, low income independent living seniors, and high risk parents referred from other public health programs.

Support Services

- ▶ Continued development of Toronto Public Health's web site, with 2,464,735 visits in 2003.

2004 Strategic Direction and Service Priorities

Communicable Disease Control

- ▶ Reduce incidence of vaccine preventable disease.
- ▶ Control infectious disease and infection.

Family Health

- ▶ Promote and support healthy behaviours and environments, healthy birth outcomes, and readiness to parent for people in their reproductive years.
- ▶ Promote the physical, cognitive, communicative, and psychosocial development of children and support effective parenting in high-risk families.

Healthy Environments

- ▶ Ensure food safety.
- ▶ Minimize health hazards from man-made or natural environmental emergencies, exposure to toxic chemical and physical agents, and unsafe water.

Healthy Lifestyles

- ▶ Promote chronic disease prevention and sexual health.
- ▶ Foster injury and substance abuse prevention.

Planning & Policy

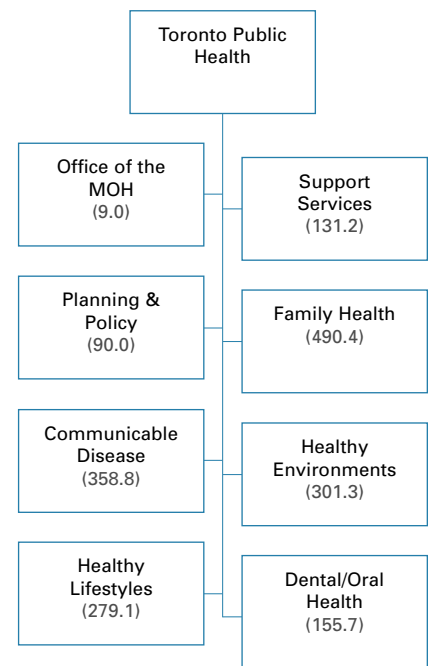
- ▶ Provide community health status information and epidemiological services in support of the planning, monitoring and evaluation of programs.
- ▶ Ensure that Public Health programs address the diverse health needs of Toronto, are equitable and accessible, and are based on evidence of need, efficiency and effectiveness.

Program Map

In Ontario, the Health Protection and Promotion Act requires Boards of Health to provide a minimum level of public health programs and services in specified areas. The Mandatory Health Programs and Services Guidelines, issued by the Ministry of Health and Long-Term Care, set out minimum requirements for core programs and services targeted at disease prevention, health promotion and health protection.

In Toronto, the Board of Health also ensures that Toronto Public Health delivers programs and services in response to local needs. The Board of Health determines and sets public health policy and advises City Council on a broad range of health issues. Recommendations with city-wide or financial implications are forwarded to City Council for final approval. The Board of Health has 13 members - six Toronto City Councillors, six citizen representatives and an elected school board representative. The Medical Officer of Health for the City of Toronto is the Executive Officer of the Board.

Public Health has 1,815.5 approved positions in 2004. The program map is presented below:



Toronto Public Health

2004 Strategic Direction and Service Priorities (continued)

Dental/Oral Health Services

- ▶ Provide dental treatment services to low income seniors and children.
- ▶ Prevent early childhood tooth decay and reduce waiting lists for dental appointments in clinics.

Support Services

- ▶ Deliver Information Technology (IT) projects that provide measurable efficiencies and effectiveness to Public Health operations.
- ▶ Increase the capacity of all Public Health Managers for fiscally responsible use of funds within their program budgets.

2004 Operating Budget by Service

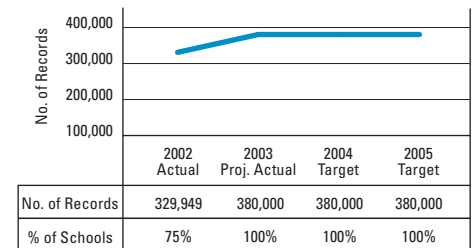
Service	Gross (\$000s)	Net (\$000s)
Office of the MOH	1,220.8	906.0
Healthy Families	48,147.2	11,323.9
Healthy Living	27,682.0	12,960.0
Dental / Oral Health	18,623.0	8,781.8
Communicable Diseases	32,481.4	12,633.6
Healthy Environments	27,162.3	15,761.1
Planning & Policy	10,269.3	4,835.9
Support Services	16,945.7	6,101.4
Total Program Budget	182,531.7	73,303.7

2004 Budget Highlights

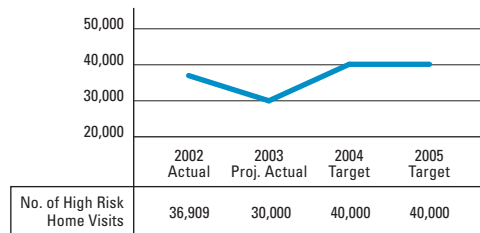
- ▶ The approved 2004 Operating Budget of Public Health is \$182.7 million (gross) and \$73.4 million (net). The budget represents a 5.1% (gross) and 5.4% (net) increase over last year's approved adjusted budget.
- ▶ The budget reflects a base budget of \$3.5 million for the West Nile Virus Program which is cost-shared with the Province, and a \$4.5 million budget for the Communicable Disease Liaison Unit which will be funded 100% by the Province until 2005.
- ▶ The budget also provides increased spending for cost-shared programs such as the implementation of the No-Smoking By-law in bars, billiard and gaming establishments, the enhancements for vulnerable and frail elderly, expansion of Hassle Free Clinic services, strengthening of the Tuberculosis Program liaison with correctional facilities, and the implementation of the Pesticide By-Law.
- ▶ The Dental Children In Need of Treatment (CINOT) budget was reduced to reflect a more realistic service demand level and the funding for the Development Review Team in Healthy Environments was eliminated.
- ▶ Salaries and Benefits comprised about 71% of TPH expenditures, followed by Services & Rents at 16% and Inter-Departmental Charges at 8.5%. The rest are Equipment and Materials and Supplies.
- ▶ In terms of revenue sources, grants from the provincial and federal governments account for 86% of total revenues.
- ▶ The budget incorporates a gapping target of 4% which amounts to \$4.4 million or approximately 60 positions. It also assumes full provincial cost sharing for eligible programs.

Performance Measures

Student Immunization Records Assessed and % of Schools Assessed



Number of Home Visits to High Risk Families



Toronto Public Health

2004 Capital Budget

Total 2004 Gross Budget is \$6.2 million [2003 Budget – \$7.3 million], consisting of 6 previously approved and 2 new capital projects.

- ▶ \$4.1 million or 66% is for the Community Nursing Customer Management System which will provide customers with a centralized point of access to services and information, significantly improving the delivery, management, tracking and reporting of services and activities.
- ▶ \$0.8 million or 13% is for the Communicable Disease Control Information System that will replace older systems to support investigations and follow-up of 42,000 reports of communicable disease and the assessment of immunization status of 425,000 school children each year.
- ▶ \$0.8 million or 13% is for Facilities – State of Good Repair.

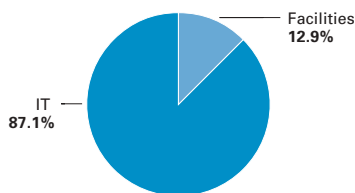
Asset Inventory:

- ▶ Computer equipment with a replacement value of \$3.5 million, including 1,700 computers, 180 printers, 24 servers and 100 switches.
- ▶ 39 vehicles with a replacement value of \$1.3 million.
- ▶ Facilities are leased or city-owned, but Public Health, as major occupant, has operational jurisdiction for capital repairs.

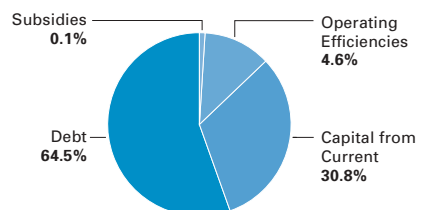
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Community Nursing Customer Mgt.System	4,125	1,070	—	—	—	5,195
THEIS - Phase 3	17	—	—	—	—	17
Communicable Disease Ctrl. Info. Sys.	233	—	—	—	—	233
Facilities – State of Goods Repair	407	—	—	—	—	407
Health-Intake System	320	429	—	—	—	749
Health - Vaccine Prevention	156	—	—	—	—	156
Total Previously Approved	5,258	1,499	—	—	—	6,758
New						
Communicable Disease Ctrl. Info. Sys	556	—	—	—	—	556
Facilities – State of Goods Repair	394	—	—	—	—	394
Total New	950	—	—	—	—	950
Total TPH	6,208	1,499	—	—	—	7,707

Where the money goes



Where the money comes from



Toronto Public Library

Mission Statement:

Toronto Public Library (TPL) provides free and equitable access to public library services, which meet the changing needs of the people of Toronto.

Toronto Public Library preserves and promotes universal access to a board range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond the library walls.

The Toronto Public Library upholds the principle of Intellectual Freedom.

Effective partnerships enhance library service throughout the City. Toronto Public Library is accountable for the effective management of library resources and for the quality of library service offered to the people of Toronto.

Vision & Values

Toronto Public Library inspires the spirit of exploration, the joy of reading, and the pursuit of knowledge for people of all ages and backgrounds, beginning with the very young. The Library promotes and enriches the democratic, cultural, educational and economic life of our diverse and evolving City. Our values are:

- › Accountability
- › Creativity
- › Equity
- › Integrity
- › Participatory
- › Respect
- › Vision
- › Service Orientation
- › Intellectual Freedom

Program Objectives

Toronto Public Library's new Strategic Plan 2004-2007 - Urban Stories: the Next Chapter outlines four key priorities identified through extensive public consultation

Books & Culture: addresses resident's first priority for library services, contributes to ongoing cultural renaissance in the City

- › Champion and promote reading: contribute to Toronto's literary culture
- › Broaden Torontonians' access to the City's civic and cultural life
- › Increase spending to build collections and improve access

Youth: addresses the increasing number of youth in the City, issues of youth alienation and violence, the need to support youth in gaining literacy skills, being successful in school and finding employment

- › Create library services which address the needs of youth
- › Encourage youth to read
- › Support youth in school, career development and employment
- › Expand access to high quality volunteer experiences throughout the City

Low Income Neighbourhoods: addresses growing income disparity in the City

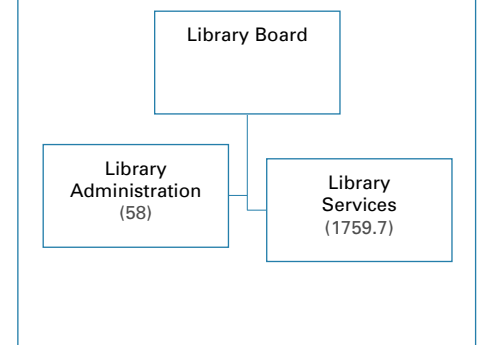
- › Provide library service that meets the needs of low income neighbourhoods in identified areas
- › Increase the Library's contribution to community capacity building

Newcomers: addresses needs of newcomers in the City and barriers to finding employment

- › Contribute to the successful adaptation of newcomers to Toronto
- › Help address barriers to labour market integration for immigrants

Program Map

The Toronto Public Library Board is comprised of 2 services, with a total of 1817.7 approved positions:



Toronto Public Library

2004 Strategic Direction and Service Priorities

Books and Culture

1. Improve library collections in specific priority areas including children's, youth, and multilingual collections.
2. Continue the kindergarten outreach campaign.

Youth

3. Establish youth homework clubs and study centres in high needs areas of the City
4. Launch the new Ramp gateway for teens.

Low Income Neighbourhoods

5. Re-open Malvern District Branch and McGregor Park Neighbourhood Branch after reconstruction.
Open the new St. James Town Neighbourhood Branch.

Newcomers

6. Expand outreach aimed at newcomers.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Library Administration	4,872.3	4,597.3
Library Services	139,213.9	124,782.9
Total	144,086.2	129,380.2

2004 Highlights

- ▶ \$0.601 M or 4% - Increase in library material funding, (to \$15.583 m or \$6.3 per capita) to provide an estimated 21,500 additional items to the library collection
- ▶ Decrease in Gapping to 3% from 3.6% or \$0.424 m increase in salaries
- ▶ Opening of St. James Town Library, the 99th branch effective September 2004
- ▶ Re-opening of expanded Malvern District Library effective August 2004, and McGregor Park Neighbourhood Library effective June 2004
- ▶ No major Service Level Reductions and only one Minor Service Reduction (\$0.040 m reduction) related to standardized latest close times in four branches (removing eight hours of service per week)

2003 Achievements

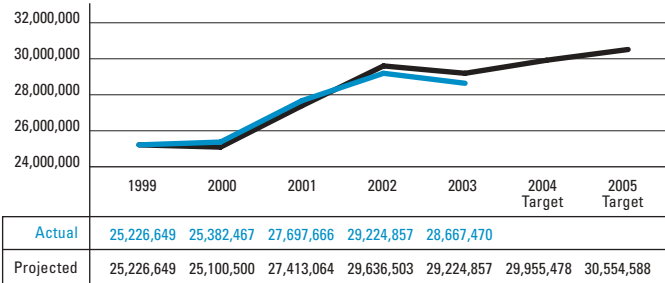
- ▶ Launched the new upgraded version of the online catalogue, accessible from any computer with Internet access.
- ▶ Over 17,500 international participants attended the joint American Library Association (ALA) and Canadian Library Association (CLA) conference in June 19-25.
- ▶ Opened the reconstructed Maria A. Shchuka District Branch, relocated the Bayview Neighbourhood Branch in a larger facility and continued the revitalization of the Toronto Reference Library.
- ▶ Introduced a new Internet gateway, Ontario History Quest, designed to support the history and social studies curriculum for students and teachers, grades 7, 8, 10, and 12.
- ▶ Funding secured and planning started for development of a new gateway, Ramp, focussing on teen issues, interests and information needs.
- ▶ Continued the Kindergarten Registration Campaign to introduce children and their families to library services.
- ▶ Engaged in extensive public consultation on the new strategic plan and the 2004 budget process using a variety of methods. A new customer feedback process was implemented to register comments about library services and programs.

Toronto Public Library

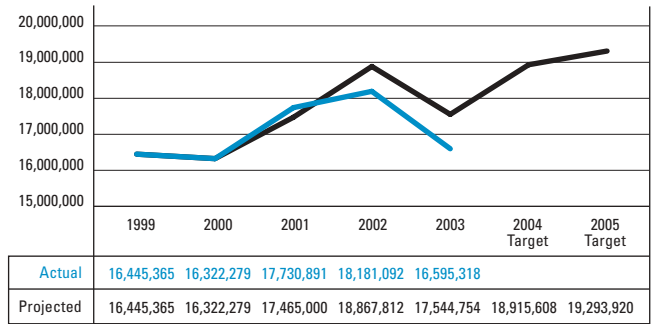
Performance Measures

2003 was a very difficult year for Toronto. The SARS outbreaks and the power blackout in August impacted all businesses and organizations in the City. As a direct result, all of the library's performance measures linked to branch visits experienced decreases. These include circulation, library visits, information requests and in-library use of materials and programs. In contrast, electronic services increased as these services are not dependant on branch visits.

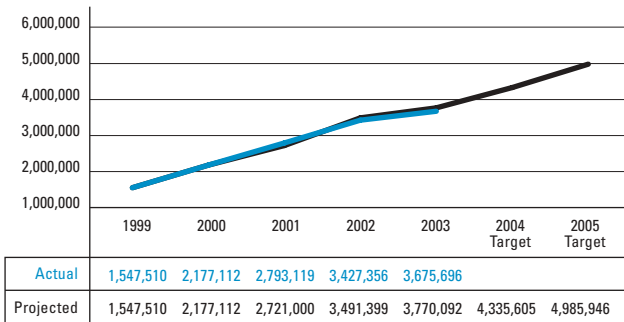
Circulation



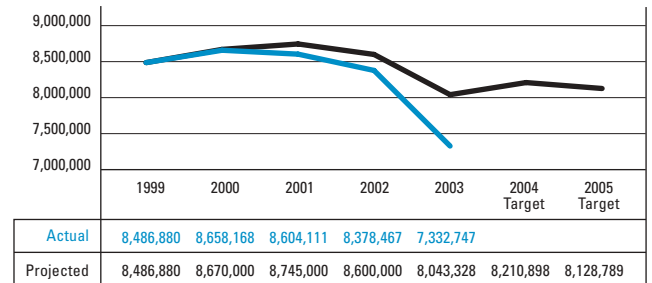
Visits



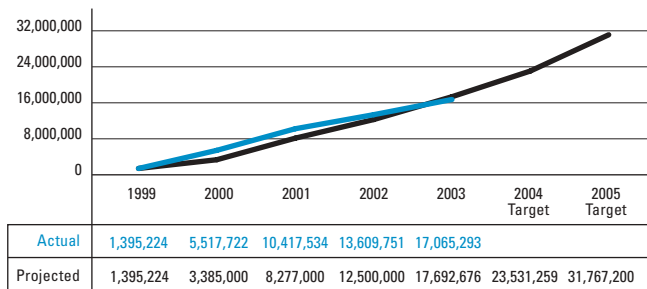
Holds Filled



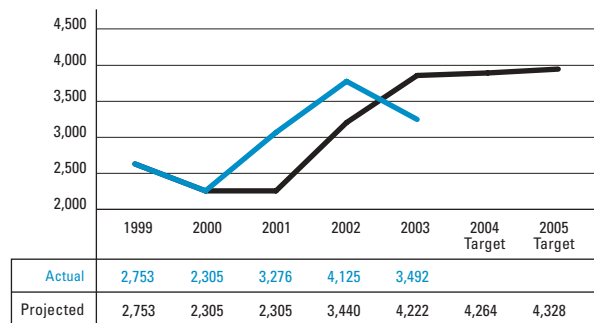
Information Requests



Electronic Use



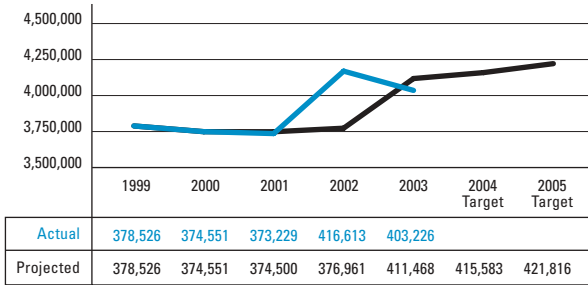
Adult Programs



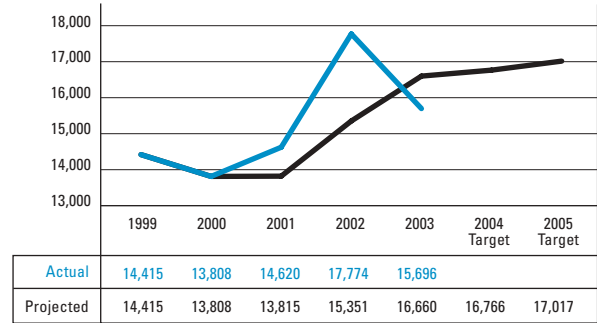
Toronto Public Library

Performance Measures (continued)

Child & Youth Attendance



Child & Youth Programs



2004 Capital Budget

Total 2004 Gross Budget is \$12.414 million [2003 Budget – \$12.468 million]:

- ▶ \$0.076 M for the planning, public consultation and design drawings for the relocation of the new Morningside Neighbourhood Library to the Heron Park site
- ▶ \$1.500 M for on-going capital maintenance of library occupied facilities including; roofing, building systems, flooring and shelving
- ▶ \$1.269 M for continuing repair and retrofit of the Toronto Reference Library
- ▶ \$4.164 M to complete St. James Town Construction \$1.000 M; McGregor Park Reconstruction \$1.043 M; and Malvern Renovations \$2.121 M, in 2004
- ▶ \$2.916 M to renovate Runnymede \$1.091 M; Beaches \$1.068 M; Long Branch \$0.054 M; Jane Sheppard \$0.500 M; Pape/Danforth \$0.113 M; and Fairview Theatre \$0.090 M
- ▶ \$0.970 M for IT infrastructure to allow self-serve check out of library materials, improved search capabilities, content updating and statistical tracking on the Library's web-sites, upgrade emergency backup power supply and increase disk space for digitization of library materials
- ▶ Carry forward \$1.519 M consisting of; Toronto Reference Library Reno & Retrofit \$0.500 M, Multi-branch Repair Program \$0.300 M and Reconstruction and Renovation projects \$0.719 M

Asset Inventory

Estimated Replacement Value

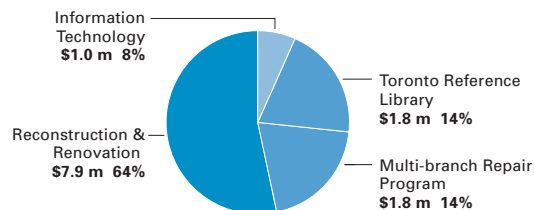
- ▶ Facilities \$494 Million
- ▶ Facilities of 102 Buildings - 17 District Libraries, 80 Neighbourhood Libraries, 2 Research and Reference Libraries, 3 Service Buildings
- ▶ Approximately 1.8 million square feet of building space
- ▶ Collections \$192 Million
- ▶ Approximately 11 million collection items
- ▶ Special Collections \$41 Million
- ▶ Special Collections include Osborne Children's Books, Merril Science Fiction, Baldwin Historical, Audubon Bird and Arthur Conan Doyle Publications
- ▶ Vehicles \$2.4 Million
- ▶ Fleet of 44 service vehicles – 26 vans, 14 cube vans, 2 bookmobiles and 2 pickups

Toronto Public Library

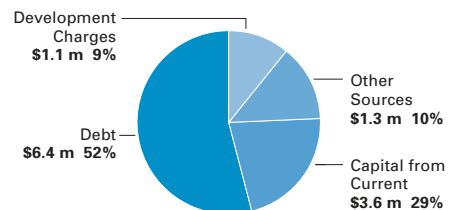
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Maria Shchuka Reconstruction	30	—	—	—	—	30
2003 Multi-branch Renovation Program	300	—	—	—	—	300
2003 Toronto Reference Library Retro & Reno	500	—	—	—	—	500
Malvern Renovation	1,455	—	—	—	—	1,455
Malvern Expansion	666	—	—	—	—	666
McGregor Reconstruction	1,043	—	—	—	—	1,043
St. James Town Construction	1,000	—	—	—	—	1,000
Runnymede Renovation	1,091	300	—	—	—	1,391
Beaches Renovation	929	868	—	—	—	1,797
Long Branch Renovation	101	1,184	—	—	—	1,285
Jane/Sheppard Relocation	581	884	—	—	—	1,465
Public Database Remediation	60	509	—	—	—	569
Intranet Document Management	60	317	—	—	—	377
Total Previously Approved	7,816	4,062	—	—	—	11,878
New						
2004 Toronto Reference Library Retro & Reno	1,269	—	—	—	—	1,269
2004 Multi-branch Minor Renovation Program	1,500	—	—	—	—	1,500
Morningside Relocation	76	1,066	1,188	—	—	2,330
Pape/Danforth Renovation	113	1,070	920	—	—	2,103
Fairview Theatre Renovation	90	90	—	—	—	180
Beaches Renovation - Change in Scope	200	—	—	—	—	200
Jane/Sheppard Relocation - Change in Scope	500	—	—	—	—	500
Electronic Information Services	850	—	—	—	—	850
Total New	4,598	2,226	2,108	—	—	8,932
Total Toronto Public Library	12,414	6,288	2,108	—	—	20,810

Where the money goes



Where the money comes from



Toronto Transit Commission

Mission Statement:

The Toronto Transit Commission (TTC) is the third largest transit property in North America based on ridership after New York City and Mexico City. TTC carries about 410 million riders per year and operates heavy and light rail, streetcar and bus services totalling over 2500 vehicles throughout the City of Toronto. In addition, TTC provides special door-to-door transit service (Wheel-Trans) for persons with disabilities. TTC carries 90 percent of all local transit trips in the Greater Toronto Area and over 68 percent of the Toronto population uses the TTC at least once per month. Fully 96 percent of Toronto residents live within 400 meters of at least one TTC service.

Mission

- ▶ The TTC is responsible for the provision and maintenance of transit infrastructure and service in the City of Toronto.
- ▶ The TTC operates and maintains a highly integrated transit system and a multi-modal fleet.
- ▶ TTC provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessibility transit as established by eligibility criteria based upon an individual’s physical functional mobility.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Conventional System	933,536.5	154,484.0
Wheel-Trans	53,221.1	50,518.5
Total Program Budget	986,757.6	205,002.5

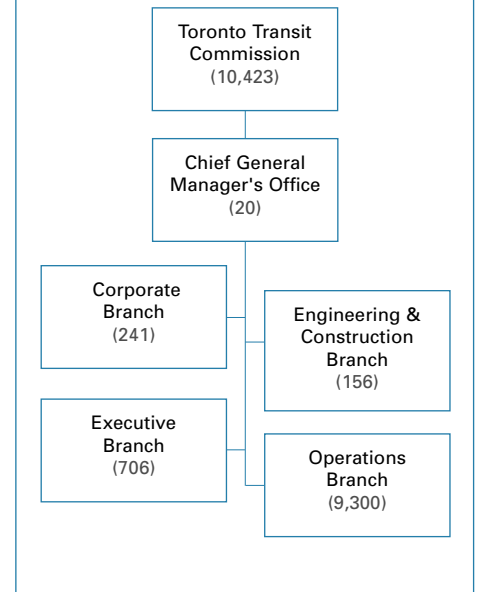
2004 Highlights

Toronto Transit Commission: Conventional

- ▶ \$70.0 m in provincial operating subsidy that reduced the City’s subsidy from \$224.774 m net to \$154.774 m net and thereby averted a fare increase and/or service reductions in 2004
- ▶ \$709.05 m in transit revenues based on 410 m riders in 2004
- ▶ Service levels set to accommodate 420 million riders with similar service levels for streetcars, buses, subways, streetcars and the Scarborough Rapid Transit as in 2003
- ▶ \$9.85 m net for the funding of 2003 budget approvals, including the 2003 3% wage increase and other annualized increases
- ▶ \$18.735 m net to fund inflationary increases, of which \$13.0 m is required for the 3% wage increase effective April 1, 2004; a \$3.7 m increase for employee benefits and a \$1.8 m increase for insurance increases
- ▶ \$8.776 m net in funding, to partially offset a decline in revenue of \$17.75 m, discontinuation of capital funding from the operating budget at \$11.8 m, and \$3.0 m hydro rebate

Program Map

The TTC is comprised of five major branches with a total of 10,423 positions including the Toronto Coach Terminal and Wheel-Trans. Of this amount, 844 positions are for capital projects and 396 positions are for Wheel-Trans.



Toronto Transit Commission

2004 Highlights (continued)

- ▶ \$0.250 m net to fund the start-up of the Ridership Growth Strategy that is conditional on Council's approval of this strategy
- ▶ \$5.0 m net expense to address the legislative impact of the Employment Standards Act which now requires the TTC to pay its operators for meal breaks

Toronto Transit Commission: Wheel-Trans



- ▶ The budgeted unaccommodated rate (percentage of requested rides not met) in 2004 is 2%, the same as the 2003 budget
- ▶ Wheel-Trans operates a fleet of 139 large capacity ELF buses and 73 accessible and 32 sedan taxis under contract to service 1.8 m riders in 2004
- ▶ \$0.543 m increase in prior year impacts that includes \$0.468 m increase in revenue from taxi tariff rate increases in 2003 and \$0.225 m increase for the 2003 wage increase of 3%, the balance due to smaller changes
- ▶ \$2.036 m to fund inflationary increases including \$0.679 m for the 3% wage increase in April 1, 2004; \$0.501 m in increased fringe benefits; and \$0.675 m for increased insurance costs; and material price increases of \$0.181 m
- ▶ \$2.197 m in other base budget changes including \$1.576 m for a 5% increase in service demand and \$0.621 m in other smaller increases, including elimination of a 30 minute passenger pickup window

2003 Achievements

In 2003 the TTC successfully confronted two unusual occurrences that lowered ridership. The outbreak of SARS and the blackout were pressures on the TTC budget, on staff and riders. The blackout successfully tested the TTC's emergency preparedness.

- ▶ SARS: The year-end impact of the SARS outbreak was a reduction in ridership of 3.5 million riders.
- ▶ August 2003 Power Outage: lowered year-end ridership by an additional 2.5 million riders and lowered revenue by a further \$3.1 million due to cancelled subway service that followed the initial blackout period. The blackout demonstrated the TTC's emergency preparedness when subway passengers were evacuated effectively and efficiently. Streetcars were idled in the position where electricity ended leaving operators and riders alike without electrical powered transit. Traction power (electrical energy for propulsion) powers the subway, streetcars and the Scarborough Rapid Transit (SRT).
- ▶ Economic under performance during 2003 accounted for about 1 million reduction in ridership as the economy in Toronto gradually improved during the year.

Toronto Transit Commission

2004 Strategic Direction and Service Priorities

TTC Conventional

- ▶ The Toronto Transit Commission essentially offers two main services: TTC Conventional and Wheel-Trans. TTC Conventional consists of transit services provided to the general public, utilizing buses, streetcars, RT vehicles (rapid transit) and subways. The TTC operates a system comprising almost \$9 billion in fixed assets, providing service on over 6600 kilometres of bus routes, 306 kilometres of streetcar routes and 68 kilometres of subway including the Scarborough Rapid Transit line.
- ▶ The TTC accomplishes its objectives with a staff of 10,423 (including 844 staff working on capital projects and 34 staff assigned to the Toronto Coach Terminal) and 396 staff for Wheel-Trans.
- ▶ On an average business day there are approximately 1.3 million revenue passengers (2.2 million revenue passengers including transfer fares). Of the 149 surface routes, 148 make 242 connections with the subway/Scarborough RT system during the morning rush period. The 2004 service budget is based on service levels in 2003 being the same as were operated in the Fall of 2002. The 2002 service budget was, itself, scaled back to remove all service improvements that had originally been planned, in order to reflect the ridership downturn that originally began after nine-eleven.

Wheel-Trans

- ▶ Wheel-Trans operations is the division of TTC responsible for provision of specialized door-to-door transportation service for persons with the greatest need for accessible transportation as established by a set of eligibility standards based upon an individual's physical functional mobility. Transportation services are provided within the City of Toronto boundaries, to the Airport, and to established boundary transfer points in order to co-ordinate trips with specialized transit services to and from the Greater Toronto Area (GTA).
- ▶ Wheel-Trans operates and maintains a high capacity bus service accommodating 53% of all trips while the balance of the door-to-door trips are provided on contracted taxi services using both accessible and sedan vehicles. In addition to the door-to-door service, Wheel-Trans operates fixed route community bus service. These four routes serve local community areas populated with a concentration of hospitals, senior homes, malls, and medical facilities. Integrated trip planning continues with accessible Conventional TTC subways and bus routes. Wheel-Trans trip booking, planning, scheduling, and dispatch functions are handled in-house.
- ▶ Customer demand in 2004 increased by 5 percent over the 2003 budget. There are 139 specialized buses and 111 contracted taxis. Contracted accessible and sedan taxis are the primary provider during the off-peak periods.

Performance Measures

- ▶ A key performance measure for the Conventional System is ridership, the amount of rides taken by passengers on all conventional modes of transportation operated by the Commission. Ridership projections are based on a number of factors including economic activity both locally and in relation to the national economy and the U.S. economy focusing on such factors as growth in employment and consumer spending. Ridership in 2003 was 6.6 million riders under budget, or around 405 million riders, but these impacts include the impacts of SARS at 3.5 million fewer riders, 2.5 million fewer riders due to the hydro blackout and about 1 million riders due to economic under performance.
- ▶ A key service indicator for the Wheel-Trans Operation is the unaccommodated rate defined as the percentage of trips lost due to inability to meet demand. This is projected to be 2% in 2004 representing a 75% improvement since 1994. Budgeted ridership in 2004 is 1.8 million riders.

Toronto Transit Commission

2004 Capital Budget

Total 2004 Gross Budget is \$285.000 million, Sheppard Subway is a net credit of \$2.248 million; 2004 total is \$282.752 [2003 total Budget \$319.870 million]

- ▶ \$3.9 billion required over the next ten years
- ▶ \$285 million in 2004 to maintain the existing system and a \$2.2 million credit for the Sheppard Subway project considered a separate project from the base budget.
- ▶ in 2004 the base program of \$285 million is comprised of: \$236 million for State of Good Repair and Safety projects; \$13 million for Legislated projects; \$1 million for Growth Related projects; \$35 million for Service Improvement projects

Asset Inventory

Insured Replacement Value of \$9 Billion

Infrastructure- \$5.2 Billion

Subway/SRT

- ▶ 114 miles of Subway & SRT track & 398 switches/cross overs
- ▶ 280,000 double track feet (DTF) & 80 Special Track layouts along with streetcar overhead and pole systems
- ▶ Traction power feeder and distribution systems comprised of 56 substations, 32 breaker rooms and 550 cable chambers and 80 km of traction power cables for the supply of traction and AC power
- ▶ Communication systems
- ▶ Subway and SRT signal control systems
- ▶ 70 Subway and SRT stations with integrated bus terminal facilities
- ▶ Bridges and Tunnel Structures comprised of 103 Bridges/166 Retaining Walls / 68 Stations/359 Misc. Structures /74 km of running structures /1,056 Special Beam Spans
- ▶ 9 garages and 6 carhouses
- ▶ 4 heavy maintenance shops and 4 yards
- ▶ 10 divisions and 5 administrative buildings
- ▶ 26 Commuter Parking lots with 13,279 spaces
- ▶ Transit traffic signal equipped intersections and vehicles

Vehicles & Equipment -\$3.8 Billion

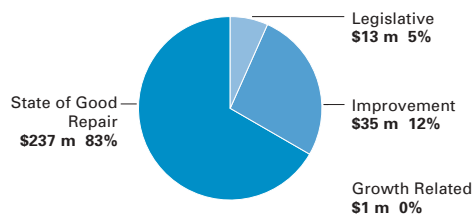
- ▶ 1489 conventional buses
- ▶ 144 wheel trans buses
- ▶ 248 Streetcars (CLRV & ALRV)
- ▶ 684 Subway Cars
- ▶ 28 SRT Cars
- ▶ 60 Rail Non Revenue vehicle workcars
- ▶ 363 Automotive Non-Revenue vehicles including: 60 sedans, 162 light trucks and vans, 24 medium duty trucks, 59 heavy duty trucks, 15 swingloaders and front end loaders and 43 trailers
- ▶ Shop and maintenance equipment
- ▶ Revenue and Fare handling equipment

Toronto Transit Commission

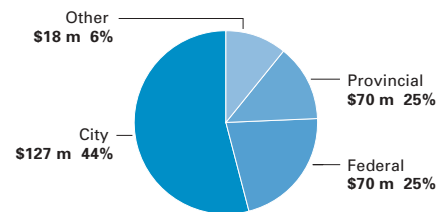
5 Year Capital Works Plan (Excluding Sheppard Subway)

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Excluding Sheppard						
Previously Approved						
State of Good Repair	168,235	203,949	87,324	37,049	4,182	500,489
Growth Related	1,100	1,905	—	—	—	3,005
Service	—	—	—	—	—	—
Improvement	13,883	3,437	—	—	—	17,320
Legislative	12,699	10,354	8,120	3,075	—	34,248
Total Previously Approved	195,917	219,645	95,444	40,124	4,182	555,062
New						
State of Good Repair	67,767	85,926	1,809	4,687	1,455	161,898
Growth Related	—	195	—	—	—	195
Service	—	—	—	—	—	—
Improvement	20,583	13,094	3,115	—	—	36,792
Legislative	733	2,608	—	3,000	—	6,341
Total New	89,083	101,823	4,924	7,687	1,455	205,226
Total TTC	285,000	321,468	100,368	47,811	5,637	760,288

Where the money goes



Where the money comes from



Where the money comes from

- ▶ The three levels of government attended the TTC's 50th anniversary for the Yonge Subway on March 30, 2004 and committed to fund the TTC capital program with \$1.05 billion over five years based on a 1/3, 1/3, 1/3 funding breakdown. That would mean the average annual contribution from the Province and the Government of Canada of \$70 million, respectively.
- ▶ The 2004-2013 TTC capital program is based on 1/3 equal funding from each level of government. In 2004, with a gross budget of \$285 million, this equates to \$95.0 million from each level of government under the three-way funding scenario. At \$70 million respectively, as announced on March 30, 2004, this leaves a funding shortfall of \$75 million in 2004 alone. Assuming no capital deferrals, the funding shortfall is the amount the City will have to make up by increased borrowing or through TTC under expenditure in 2004.
- ▶ Historically, the Province paid up to 75% of net capital expenditures based on detailed eligibility criteria. On October 4, 1996, the TTC, Metro and the Province executed Capital Subsidy Agreements under which the Province agreed to pay \$511 million towards the construction of the new Sheppard Subway and \$915 million towards the TTC's State-of Good-Repair Budget covering the period January 1, 1996 to December 31, 2000.
- ▶ The ten-year capital base program at \$3.96 billion (nearly 90% of which is state of good repair) requires \$1.32 billion each from the Province and the Federal Government. Over the next five years the gross capital budget is \$2.2 billion in total, or \$1.46 billion in total from the Province and the Fed over five years. Under the March 30, 2004 funding announcement of \$70 million each from the Province and the Government of Canada for the next five years respectively, this translates into \$700 million from the two senior levels of government. The total projected funding shortfall over five-years is projected to be \$760 million.

Toronto Zoo

Mission Statement:

The Toronto Zoo is Canada's premier zoo, known for its interactive education and conservation activities. As a unique wildlife experience, we inspire people to live in ways that promote the well being of the natural world.

Program Objectives

Overall Program Objectives for the Zoo flow from the Vision, Strategic Direction, Implementation and Business Plan which was approved as the outcome of a Strategic Planning process in 2001. The Plan includes a "conservation" focus in all programs, exhibitry and future site development. The new Vision sees the Zoo re-positioned as a leader in conservation efforts, a centre for education and research, and, a respected community institution. Following through on this vision, the Zoo must: offer exciting experiences that inspire visitors to care about nature and commit to personal action; build a higher profile in wildlife education, conservation and research by actively promoting the work that goes on behind the scenes; and, strengthen community involvement to increase public pride in, and ownership of the Zoo.

2004 Strategic Direction and Service Priorities

The following directions are the basis of the 2004 Budget:

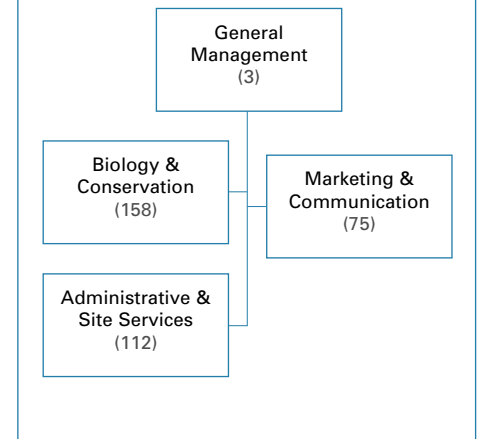
- ▶ Attendance target is set at 1,165,000 visitors to reflect the impact of lower attendance levels resulting from SARS, the blackout, and the general decline in the tourism market since September 11, 2001.
- ▶ Implement measures to ensure proper maintenance of the ageing facility and to meet accreditation standards for animal care and welfare.
- ▶ The Kid's Zoo (third) phase of the Zellers Discovery Zone will be completed on schedule.
- ▶ Execute an effective marketing campaign to promote the Zoo as a fun place with many family activities.
- ▶ The Toronto Zoo Foundation will be able to meet its financial obligations in support of Zoo programs.

Goals and Objectives for 2004 are the following:

- ▶ Open the third phase of the Zellers Discovery Zone, a new children's zoo.
- ▶ Organize a series of events to celebrate the Zoo's 30th birthday.
- ▶ Co-ordinate and implement a zooarts Festival, featuring several unique installations that focus on children and the environment.
- ▶ Launch the fifth "Zoo Diaries" series, a program that focuses on positive heart-warming stories of the keepers and animals.
- ▶ Focus on a preventative maintenance program to address deficiencies in animal and public areas.
- ▶ Start the detailed design process for the North Site Redevelopment Project, the next major capital development.
- ▶ Pursue alternative sources of revenue to broaden the Zoo's program and funding base.
- ▶ Actively seek grants and donations to support important education, conservation and research work.
- ▶ Implement an Enterprise Resources Plan (ERP) replace the Zoo's computer systems.

Program Map

The Toronto Zoo is comprised of three divisions, with a total of 348 approved (FTE) positions:



Toronto Zoo

2004 Operating Budget by Service

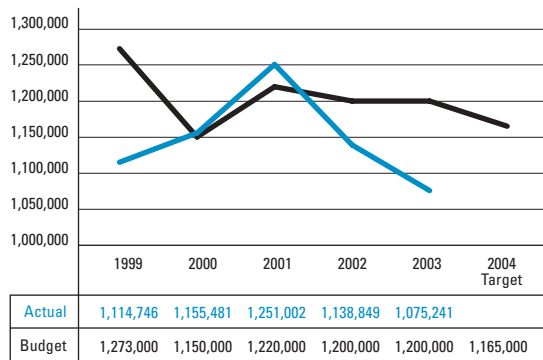
Service	Gross (\$000s)	Net (\$000s)
Biology & Conservation	9,785	9,272
Marketing & Communications	10,058	1,037
Administration and Site Services	13,293	13,107
General Management	1,202	1,016
Animal & Endangered Species	136	—
Revenue & Recoveries	—	(13,792)
Total Program Budget	34,474	10,640

2004 Highlights

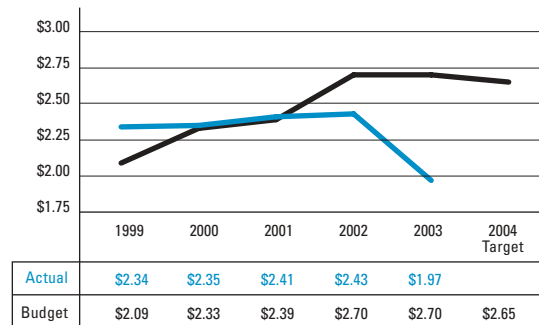
- \$0.090 m of new finding for improvements to safety and communications on the Zoo site \$0.157 m for additional site repair and maintenance work to ensure that the Zoo can meet accreditation standards
- \$0.743 m to adjust the Zoo’s overall revenue target in recognition of the general decline in tourism in the last year
- \$0.180 m of one time support in 2004 for the ZooArts project to integrate culture and art into the Zoo’s programming
- \$0.150 m to be drawn from the Zoo’s Stabilization Reserve fund to develop and recommend a plan for bringing Giant Pandas to the Zoo for a net zero impact on the 2004 budget
- No increases to Admission or Parking charges in 2004

Performance Measures

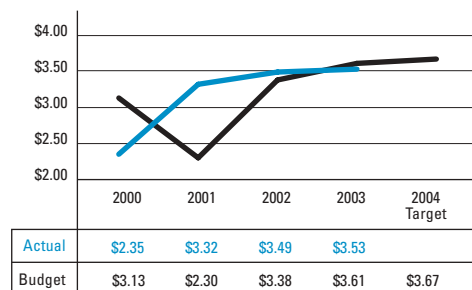
Attendance Retail



Sales per Visitor



Food Sales per Visitor



Toronto Zoo

2004 Capital Budget

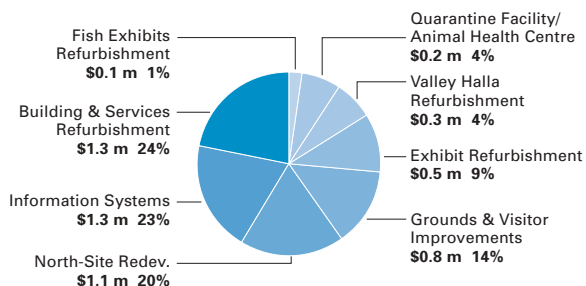
Total 2004 Gross Budget is \$5.613 million [2003 Budget – \$6.377 m]:

- ▶ \$2.890 million or 51.5% is for renewal of the Zoo infrastructure and site services.
- ▶ \$1.309 million or 23.3% is for IT system improvements and replacements.
- ▶ \$1.147 million or 20.4% is for Detailed Design work for the North Site Redevelopment.
- ▶ \$0.267 million 4.8% is for Feasibility and planning work for the Quarantine Facility / Animal Health Centre and the Fish Exhibits Refurbishment.

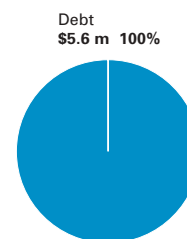
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Building & Services Refurbishment	120	—	—	—	—	120
Exhibit Refurbishment	503	—	—	—	—	503
Grounds & Visitor Improvements	234	—	—	—	—	234
Information Systems	98	—	—	—	—	98
North Site Redevelopment	1	—	—	—	—	1
Quarantine Facility / Animal Health Centre	77	—	—	—	—	77
Fish Exhibits Refurbishment	50	—	—	—	—	50
Valley Halla Refurbishment	39	—	—	—	—	39
Total Previously Approved	1,122	—	—	—	—	1,122
New						
Building & Services Refurbishment	1,212	453	—	—	—	1,665
Exhibit Refurbishment	—	—	—	—	—	—
Grounds & Visitor Improvements	570	—	—	—	—	570
Information Systems	1,211	416	—	—	—	1,627
North Site Redevelopment	1,146	1,105	—	—	—	2,251
Quarantine Facility / Animal Health Centre	140	1,470	—	—	—	1,610
Fish Exhibits Refurbishment	—	—	—	—	—	—
Valley Halla Refurbishment	212	—	—	—	—	212
Total New	4,491	3,444	—	—	—	7,935
Total Toronto Zoo	5,613	3,444	—	—	—	9,057

Where the money goes



Where the money comes from



Yonge Dundas Square

Mission Statement:

The primary objective of Yonge Dundas Square is to create an active, vibrant focal point for redevelopment in the downtown core. It is an economic catalyst that, in concert with the on-going achievements of the Downtown Yonge BIA, will help retain existing businesses and generate renewed investment in the area, increase retail activity, tourism development and provide an exceptional entertainment venue for the community.

The Square’s Board of Management combines the interest of the local community with the entrepreneurial energy and experience in the management of this strategic city asset. The Board is responsible for overseeing the maintenance, operation and programming of the Square.

Program Objectives

The one-acre Square is designated for use as a public open space. It is also designated as an event venue that can accommodate events of various sizes. A wide range of activities - community celebrations, theatrical events, concerts, receptions, promotions - would appeal to residents and tourists alike and showcase local and national businesses.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Yonge Dundas Square	910.4	550.9
Total Program Budget	910.4	550.9

Program Map

The Yonge Dundas Square is comprised of 1 small Administration and Marketing Unit with a total of 3 approved positions:

General Manager
(3)

2004 Highlights

- ▶ \$0.005 million net increase after first full year of operation of Yonge-Dundas Square. Gross Expenditure reduced by \$(0.120) million through increased efficiencies in delivering services

2003 Highlights

- ▶ More than 100,000 attended the Grand Opening of the Square on May 30, 2003.
- ▶ A total of 60 events were held over 82 event days - estimated attendance was 147,000.
- ▶ Eighteen City sponsored events (community groups using City event days) were held.
- ▶ Three new in-house productions were launched: Weekly Artisan Market, Daily Vendors Market and Friday Music Series.
- ▶ In-kind donations, leveraged funds and contributions totalled \$125,000.
- ▶ Signage Request for Proposals issued and proponent selected to install and maintain video signage board.
- ▶ Marketing materials designed and produced.
- ▶ Human Resources Committee formed—all job descriptions with compensation levels completed. Facilities Manager position filled.
- ▶ Street furniture and temporary stage canopy installed.



Yonge Dundas Square

2004 Capital Budget

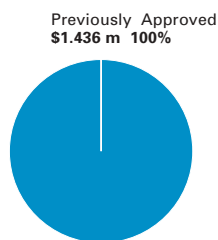
Total 2004 Gross Budget is \$1.436 million (2003 Budget - \$4.101 million):

- \$1.436 million for completion of Yonge Dundas project, including completion of the new stairway connection to the TTC and completion of the land acquisition component of the project

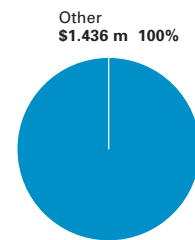
5 Year Capital Work Plan

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Yonge Dundas	3,135	—	—	—	—	3,135
Total Previously Approved	3,135	—	—	—	—	3,135
New						
Yonge Dundas	—	—	—	—	—	—
Total New	—	—	—	—	—	—
Total Yonge Dundas Square	3,135	—	—	—	—	3,135

Where the money goes



Where the money comes from



Toronto Parking Authority

Mission Statement:

The Toronto Parking Authority (TPA) exists to provide safe, attractive, self sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system.

The TPA is committed to customer service and being the lowest cost provider of short term parking space. Our focus is on supporting the local business areas by providing the short term parking spaces that their customers require.

Objective

The (TPA) is a local board ("ABC") responsible for providing municipal parking in the City of Toronto. This includes both off-street parking facilities (Green "P" lots) and the maintenance and collection of on-street metered parking.

The TPA is a financially self-sustaining operation. Operating and capital expenses are funded solely from parking revenues. No funding support is received from the City of Toronto or other source. Based on a net income sharing arrangement the TPA returns 75% of it's annual net income to the City each year – approximately \$30-\$32 million per year. The 25% of net income that the TPA retains is used to fund capital projects – land and development costs of new parking lots and on-street equipment upgrades/replacements.

On-street

- ▶ Over 18,000 metered parking spaces
- ▶ Inventory of 4,500 "old style" meters and 2,200 pay and display machines
- ▶ Payment accepted - coins or credit cards
- ▶ TPA installs, maintains and collects revenue from equipment

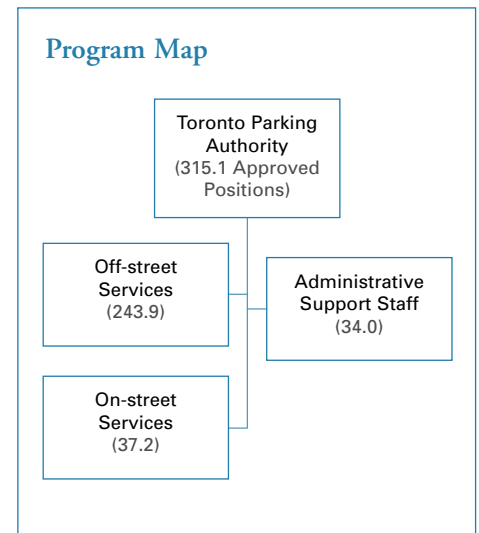
Off-street

- ▶ Over 20,000 spaces in 170 parking lots
- ▶ 19 attended lots
- ▶ 6 fully automated garages
- ▶ 22 garages in total
- ▶ 134 unattended facilities ("pay and display")

Other

TPA also supplements parking income by leasing office and retail space incorporated into certain garages. This income is deposited to reserve accounts held by the City and is used to fund new off-street capital projects.

Program Map



Toronto Parking Authority

2004 Operating Budget by Service

The 2004 Approved Operating Budget for the TPA included revenues from all sources of \$95.3 million, expenses of \$52.3 million and a budgeted net income of \$43 million. The budget is comprised of the following services.

Service

Service	Gross (\$000's)	Net (\$000's)
On-Street Parking	9.490	-25.778
Off-Street Parking	42.833	-17.234
Total 2004 Approved Budget	52.323	-43.012

2003 Achievements

- ▶ Continued conversion of on-street meters to pay and display technology resulting in increased revenue and control – 448 new machines (replacing 2,700 existing meters) were installed during 2003
- ▶ Opened 6 new off-street parking lots in areas of the city that were experiencing a shortage of short term parking spaces
- ▶ 3 new facilities are anticipated for 2004
- ▶ Contributed \$29.3 million to the City – this is the City's share of TPA's net income for year
- ▶ Launched the "Green-P" Web site during 2003 to provide citizens and visitors with information on locations served by the TPA

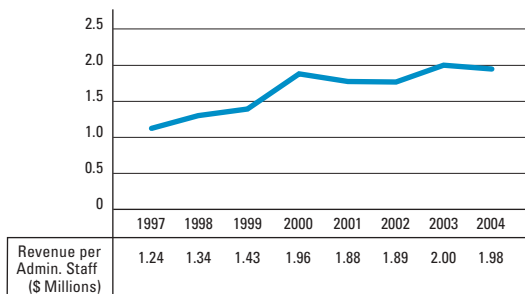
2004 Capital Budget – Toronto Parking Authority

Total 2004 authorized costs are \$33.924 million [2003 Budget – \$32.522 m]:

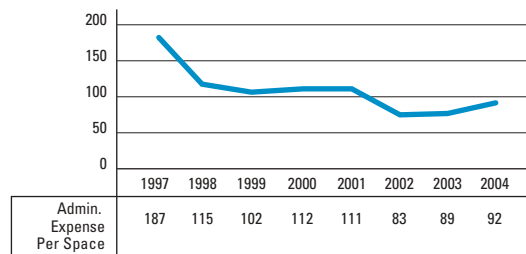
- ▶ \$4.00 million for additional off-street spaces in the King/Dufferin area (Liberty Village)
- ▶ \$3.79 million the addition of 200 more pay and display machines on-street
- ▶ \$2.50 million for fan upgrades in 3 existing garages
- ▶ \$2.25 million for additional off-street spaces on Queen St West
- ▶ \$1.90 million is for bus parking facilities at the Skydome

Performance Measures

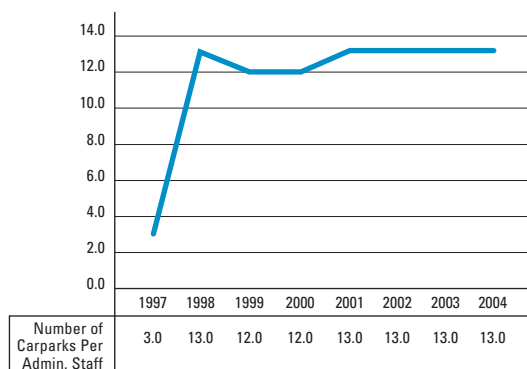
Revenue Per Admin. Staff (\$ Millions)



Admin. Expense Per Space



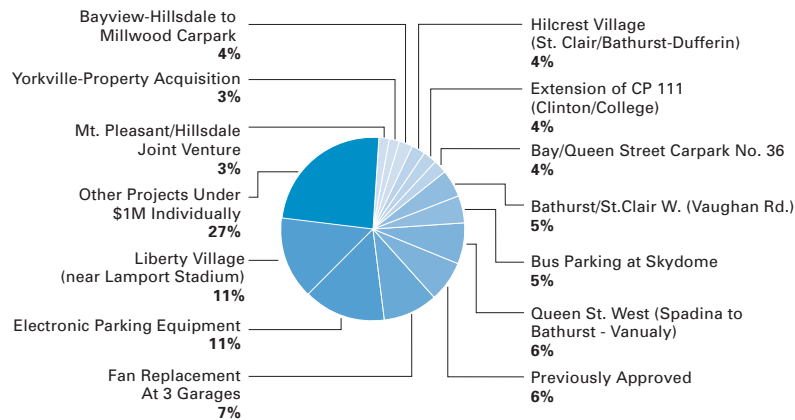
Number of Carparks Per Admin. Staff



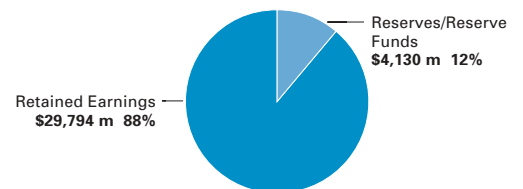
Toronto Parking Authority

	Approved 2004	Commitments				Total
		2005	2006	2007	2008	
Previously Approved						
Bayview-Hillsdale to Millwood Carpark	1,465	—	—	—	—	1,465
Yorkville-Property Acquisition	1,117	150	—	—	—	1,267
Queen St. East Carpark	950	—	—	—	—	950
Deck Over TTC Right-Of-Way	157	—	—	—	—	157
Bay/Queen Street Carpark No. 36	1,540	—	—	—	—	1,540
Chester/Danforth-Carpark 87 Expansion	500	—	—	—	—	500
Spadina/Thelma	35	—	—	—	—	35
Queen St. West (Spadina to Bathurst - Vanualy)	2,250	—	—	—	—	2,250
Purchase of CP 79 (Sherbourne/Wellesley)	330	—	—	—	—	330
Extension of CP 111 (Clinton/College)	1,500	—	—	—	—	1,500
Bathurst/St.Clair W. (Vaughan Rd)	1,675	—	—	—	—	1,675
Hilcrest Village (St. Clair/Bathurst-Dufferin)	1,498	—	—	—	—	1,498
CP 205 Huron Street Land Purchase	300	—	—	—	—	300
Mt. Pleasant/Hillsdale Joint Venture	700	—	—	—	—	700
Markham St.	20	—	—	—	—	20
North York Centre – Yonge/Sheppard to Finch	1,000	500	—	—	—	1,500
Bloor/Islington	1,000	—	—	—	—	1,000
Bathurst/St.Clair Carpark	145	—	—	—	—	145
Total Previously Approved	16,182	650	—	—	—	16,832
New/Change In Scope						
Electronic Parking Equipment	3,791	—	—	—	—	3,791
Bus Parking At Skydome	1,900	—	—	—	—	1,900
Carpark 26 Expansion	400	—	—	—	—	400
Bayview-Hillsdale to Millwood Carpark	361	—	—	—	—	361
Fan Replacement At 3 Garages	2,500	—	—	—	—	2,500
Eglinton Ave East of Dufferin	750	—	—	—	—	750
Upgrade of HVAC System at Cumberland Mall	100	—	—	—	—	100
Spadina/Thelma - Forest Hill Village	15	—	—	—	—	15
McCaul/Baldwin	750	—	—	—	—	750
Bathurst/St.Clair W. (Vaughan Rd)	130	—	—	—	—	130
Mt. Pleasant/Hillsdale Joint Venture	1,045	—	—	—	—	1,045
Weston Village – extension to CP 650	1,000	—	—	—	—	1,000
Albion/Islington	1,000	—	—	—	—	1,000
Liberty Village (near Lamport Stadium)	4,000	—	—	—	—	4,000
Total New/Change In Scope Projects	17,742	—	—	—	—	17,742
Total	33,924	650	—	—	—	34,574

Where the money goes



Where the money comes from



Water and Wastewater Services

Mission Statement:

Water and Wastewater Program is committed to provide quality water services to the community in order to protect public health and safety, and environment.

Key Business Services:

- › Drinkable Water Supply
- › Water Distribution
- › Wastewater Treatment
- › Wastewater Collection
- › Stormwater Management

2004 Strategic Direction and Service Priorities

The Water and Wastewater division is committed to providing services of the highest quality in the areas of water pollution control and water supply for the inhabitants of the City of Toronto and parts of York Region. The Program provides leadership in enhancing the quality of the environment by the use of the best available technology, water efficiencies and other sound conservation principles, public participation, and departmental teamwork. The division is required to be self-sustaining under the terms of the Municipal Act, with a separate budget that does not impact the municipal tax levy.

Major Initiatives Incorporated in the 2004 Operating Budget:

Works Best Practices Program – a complex multi-year improvement initiative, with significant long-term implications on future reliability and efficiency of the water and wastewater production and operation systems. The initiative is currently being implemented and is expected to be fully completed by the end of 2004. Highlights of the Program:

- › Introduced new technologies and organizational structure
- › Implemented new work practices and multi-skill technical training
- › Once in place a new organizational structure will promote a development of strong leadership skills at all levels and foster a team-based decision making process

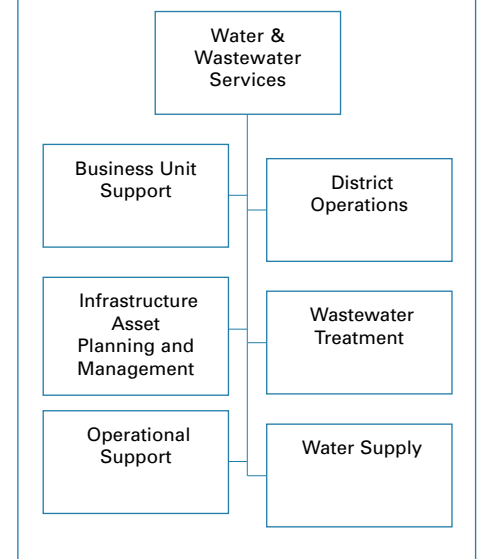
District Services Improvement – another multi-year initiative that was introduced to improve efficiencies of the water distribution and sewage collection systems, and storm water management. In addition it covers other areas that are not included in the Works Best Practices Program such as Quality Control, Systems Planning, etc. Highlights of the Program:

- › Program was introduced throughout District Operations work areas in late 2000
- › The initiative is expected to achieve immediate savings through implementation of a new Work Management System technology for District Operations in 2003
- › Savings of \$12 million annually in operating expenditures are projected upon completion of the DSI Program in 2006

Water Efficiency – the primary objective of this program is to reduce capital costs associated with new water and wastewater facilities by about \$220 million. This will be accomplished through a reduction of the City's average annual water demand by 15% by the year 2011. Highlights of the Program:

Program Map

The Water and Wastewater Services Program is comprised of six distinct service areas, with a total of 1,691 approved positions:



Water and Wastewater Services

2004 Strategic Direction and Service Priorities (continued)

- ▶ More Efficient Use of Water – it provides a way of creating capacity within the existing system for future needs, while providing environmental benefits
- ▶ Environmental Benefits – decreased energy use for pumping and corresponding decrease in CO2 emissions, decreased usage of water and wastewater treatment chemicals and a decrease in wastewater treatment plant effluent discharges
- ▶ Reduction of Operating and Capital expenditures, as well as savings for consumers and end-users as a result of lower water consumption and corresponding reduction of water and wastewater service charges.



2004 Operating Budget by Service

	Gross (\$000's)	Net (\$000's)
Water Services		
Water Production	58,002.6	0.0
Water Distribution	53,968.9	0.0
Administration & Other	43,913.8	0.0
Capital Financing	102,370.1	0.0
Total Wastewater Budget	258,255.5	0.0
Wastewater Services		
Wastewater Treatment	80,641.1	0.0
Wastewater Collection	51,156.2	0.0
Administration & Other	46,385.4	0.0
Capital Financing	118,747.3	0.0
Total Wastewater Budget	296,929.9	0.0
2004 Combined Water and Wastewater Operating Budget:	296,929.9	0.0
Total Program Budget	555,185.4	0.0

2004 Highlights

- ▶ Continued efforts to improve efficiency by implementation of Works Best Practices and District Service Improvement initiatives.
- ▶ The implementation of the Water Efficiency Program will continue in 2004 with the ultimate objective of reducing the City's water demand by 15% in the year 2010.
- ▶ The City's Wet Weather Flow Management Master Plan and its objectives were completed in 2003. The main long-term target is the redevelopment of the City's Waterfront. Emphasis will be placed on storm water management initiatives. The Plan also includes measures that would address the recurring basement flooding problems.
- ▶ The Biosolids Beneficial Use Program that was initiated to end incineration at the Ashbridges Bay Treatment Plant will continue.
- ▶ Development of an Asset Management Technology system is currently underway. The objective is to assess the needs and condition of the linear pipe system which will eventually assist with the development of the annual capital works program aimed at the City's pipe system rehabilitation and/or replacement process in a timely manner.

Water and Wastewater Services

Performance Measures

- ▶ The operating cost for treatment of drinking water has risen slightly in the past years due to aging Plants and Equipment. A significant effort has been made to reverse this trend. As part of this effort a number of initiatives have been undertaken such as Works Best Practices and the Water Efficiency Plan.
- ▶ Operating cost for distribution of drinking water is measured per kilometre of water distribution pipe. The 2004 target is \$8,250.0 which is a slight increase of 0.1% from 2003.
- ▶ In a similar trend cost of wastewater treatment and collection has been rising in recent years. This is also primarily a result of aging Plants and Equipment. In an effort to reverse this trend the Program has undertaken a number of initiatives such as Works Best Practices and the District Service Improvement Plan.
- ▶ Cost of wastewater treatment is measured in terms of cost of treatment per megalitre of wastewater treated. The 2004 target is \$224.1 per treatment and disposal of one megalitre of wastewater.

2004 Capital Budget

Total 2004 Gross Budget is \$249.150 million [2003 Budget – \$242.327 million]:

- ▶ \$25.0 million is for Works Best Practices, a complex multi-year improvement initiative, with significant long- term implications on future services. Its purpose is to improve efficiency and reliability of water and wastewater production and operation systems.
- ▶ \$4.3 million for Water Efficiency Plan. It is part of a comprehensive, multi-year Program. The objective is to use the existing water and wastewater infrastructure more efficiently, thus providing a way of creating capacity within the existing system for future needs.
- ▶ \$50.3 and 23.0 million to be spent on the replacement program of the City's ageing watermain and wastewater infrastructures respectively.
- ▶ \$19.0 million has been budgeted for upgrading of four wastewater treatment plants. Major initiatives would include upgrade of the old digestion tanks and the construction of new anaerobic digestion facilities at different treatment plants. Additional \$22.0 million has been budgeted for upgrading of existing filtration plants.

Asset Inventory

Replacement value of \$21.8 billion

Water—\$8.5 billion

- ▶ 4 water production plants
- ▶ 10 reservoirs and 4 elevated storage tanks
- ▶ 5,015 km of distribution watermains and 510 km of trunk watermains
- ▶ 52,900 valves and 40,460 hydrants
- ▶ 470,202 water service connections, plus York Region (population served 400,000)
- ▶ 18 water pumping stations
- ▶ 1 water laboratory and 4 plant laboratories
- ▶ 9 maintenance yards
- ▶ 7 maintenance yards
- ▶ 2,300 outfalls & 122,500 catchbasins

Wastewater—\$13.3 billion

- ▶ 4 wastewater treatment plants
- ▶ 5 storage and detention tanks
- ▶ 4,397 km of sanitary, 1,300 of combined, 4,305 km of storm sewers and 546 km of roadside ditches
- ▶ 120,000 maintenance holes
- ▶ 463,300 sewer service connections
- ▶ 81 wastewater pumping stations
- ▶ 371 km of watercourses, 43 stormwater management ponds serviced and 3 facilities
- ▶ 1 wastewater laboratory and 3 plant laboratories

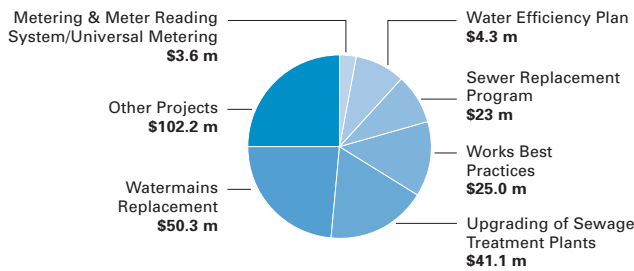
Water and Wastewater Services

5 Year Capital Works Plan

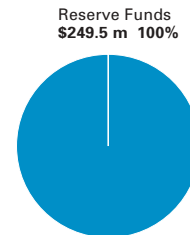
The Water and Wastewater Capital Plan is comprised of a large number of projects. Thus, only major projects are highlighted and similar projects are grouped together. Because of the continuous nature of many of these projects there is no distinction made here between previously approved and new projects.

	Approved 2004	Projected Cash Flow				Total
		2005	2006	2007	2008	
Previous and New Approvals						
Works Best Practices	25,004	—	—	—	—	25,004
Water Efficiency Plan	4,298	—	—	—	—	4,298
Watermains Replacement and Rehab. Program	50,272	—	—	—	—	50,272
Sewer Replacement and Rehab. Program	23,027	—	—	—	—	23,027
Upgrading of Water Production/Sewage Treatment Plants	41,378	—	—	—	—	41,378
Metering & Meter Reading Systems/ Universal Metering	3,610	—	—	—	—	3,610
Other Projects	109,146	—	—	—	—	109,146
GST Rebate Adjustment	(6,934)	—	—	—	—	(6,934)
Total Water & Wastewater	249,510					249,510

Where the money goes



Where the money comes from



Department Overview: Capital and Corporate Financing provides the financing for the City of Toronto's 2004 Capital Budget and other assets that are financed corporately. Non-Program Expenditures consist of corporate items, of which 71% are Tax Related and Employee Related. Non-Program revenues consist of corporate revenue items, of which 80% fall into the following categories: Tax Related Revenues; Parking Tags; Provincial Assistance; Toronto Hydro Revenues; and Investment Income.

2004 Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Capital and Corporate Financing	394,663.9	386,529.9
Non-Program Expenditures	224,761.5	198,602.8
Non-Program Revenues		(499,357.2)
Total Program Budget	619,425.4	85,775.5

Capital and Corporate Financing

City Council approved the 2004 Tax Supported Capital Program with capital expenditures and future year commitments totalling \$2.463 billion. The 2004 cash flow requirement (excluding the 2003 carry-forward of \$254 million) is \$908 million. The 2004 Debt Financing budget provides support for the capital program through net debt charges of \$241.6 million and capital from current funding of \$124.2 million.

The 2004 Capital Financing budget provides funding for computer hardware and software totalling \$20.8 million.

The following chart summarizes the 2004 Approved Budget for Capital and Corporate Financing, with comparative figures for 2003. The Capital and Corporate Financing budget has been increased by \$1.501 million or 0.4% from the 2003 Budget:

Capital and Corporate Financing

	\$000's			
	2003 Budget	2004 Approved	Increase (Decrease)	% Incr. (Decrease)
Debt Financing				
Debt Charges	243,587.2	245,088.2	1,501.0	0.6%
Housing Company Recovery	(3,500.0)	(3,500.0)	0.0	0.0%
Net Debt Financing	240,087.2	241,588.2	1,501.0	0.6%
Capital from Current	124,172.0	124,172.0	0.0	0.0%
Capital Financing				
Computer Hardware & Software	20,769.7	20,769.7	0.0	0.0%
Total Capital & Corporate Financing	385,028.9	386,529.9	1,501.0	0.4%

Non-Program Expenditures

This budget consists of expenditure items considered to be corporate in nature. The following chart summarizes the 2004 Approved Budget for Non-Program Expenditures, with comparative figures for 2003. Non-Program Expenditures budget has decreased by \$2.292 million or 1.1% over the 2003 Budget:

Non-Program Expenditure Summary

	\$000's			
	2003 Budget	2004 Approved	Increase (Decrease)	% Incr. (Decr.)
Tax Related				
Tax Deficiencies/Write-Offs	85,500.0	74,251.4	(11,248.6)	(13.2)
Assessment Function (MPAC)	27,707.0	29,200.0	1,493.0	5.4
Vacancy Rebate Program	12,000.0	12,000.0	—	—
Total Tax Related	125,207.0	115,451.4	(9,755.6)	(7.8)
Other				
Temporary Borrowing	750.0	400.0	(350.0)	(46.7)
Employee Related Liabilities	25,482.6	25,482.6	—	—
Insurance Premiums & Claims	13,000.0	16,300.0	3,300.0	25.4
Parking Tag Enforcement & Operations	39,220.3	40,241.2	1,020.9	2.6
Corporate Utilities	25,517.3	29,331.9	3,814.6	0.1
Green Power Purchase	500.0	500.0	—	—
Other Corporate Expenditures	16,512.9	(2,945.6)	(19,458.5)	(117.8)
Recoveries				
Recovery 2% OMERS Contribution	(26,218.0)	—	26,218.0	(100.0)
Corporate Utilities	(8,877.3)	(5,641.7)	3,235.6	(36.4)
Green Power Purchase	(500.0)	(500.0)	—	—
Other Corporate Expenditures	(9,700.1)	(20,017.0)	(10,316.9)	106.4
Total Non-Program Expenditures	200,894.7	198,602.8	(2,291.9)	(1.1)

- ▶ The Tax Deficiencies expenditure has been reduced by \$11.249 million to reflect 2003 actual experience.
- ▶ The fee charged by MPAC (Municipal Property Assessment Corporation) has increased by \$1.493 million or 5.4%. This provides for assessment services across the City.
- ▶ The Non-Program contribution to the Reserve Fund for Insurance Premiums and Claims has increased by \$3.300 million or 25.4% to ensure a stable level is achieved to fund future claims.
- ▶ Parking Tag Enforcement and Operations expenditure has increased by \$1.021 million or 2.6% to reflect inflationary pressures.
- ▶ Corporate Utilities net expenditure has increased by \$7.050 million or 42% resulting from inflationary pressures; lifting of the hydro rate cap; and funding from Utility Conservation/Retrofit Reserve no longer available in 2004.
- ▶ Other Corporate Expenditures budget includes \$26.000 million savings as a result of the announcement made by the Federal Government to provide Canadian municipalities with a full recovery of Goods and Services Tax expenditures as of February 1, 2004.
- ▶ The Non-Program Expenditure budget includes funding in the amount of \$4.800 million for the 2003 municipal election Contribution Rebate Program.

This budget consists of tax related and other revenue items considered to be corporate in nature. The following chart summarizes the 2004 Approved Budget for Non-Program Revenues, with comparative figures for 2003. Non-Program Revenues budget has decreased by \$1.807 million or 0.4% over the 2003 Budget.

Non-Program Revenue Summary

	\$000's			
	2003 Budget	Budget 2004 Approved	Increase (Decrease)	% Incr. (Decr.)
Tax Related				
Payments in Lieu of Taxes	113,165.7	83,129.2	(30,036.5)	(26.5)
Supplementary Taxes	21,000.0	27,000.0	6,000.0	28.6
Tax Penalty Revenue	31,000.0	29,000.0	(2,000.0)	(6.5)
Other Tax Revenues	16,934.1	17,030.0	95.9	0.6
Total Tax Related	182,099.8	156,159.2	(25,940.6)	(14.2)
Other				
Interest/Investment Earnings	61,000.0	61,000.0	—	—
Prior Year Surplus	39,000.0	15,184.0	(23,816.0)	(61.1)
Toronto Hydro Revenues	—	91,655.7	91,655.7	N/A
Provincial Revenue	64,000.0	20,000.0	(44,000.0)	(68.8)
Parking Authority Revenues	27,371.9	29,394.0	2,022.1	7.4
Woodbine Slot Revenues	13,630.0	15,700.0	2,070.0	15.2
Corporate Recoveries - Water	18,973.0	18,973.0	—	—
Corporate Recoveries - Health/Emerg Med. Serv	19,100.0	17,302.0	(1,798.0)	(9.4)
Parking Tag Enforcement & Operations	71,671.2	71,671.2	—	—
Other Corporate Revenues	4,318.1	2,318.1	(2,000.0)	(46.3)
Total Non-Program Revenues	501,164.0	499,357.2	(1,806.8)	(0.4)

- ▶ Payments in Lieu of Taxes revenue has decreased by \$30.037 million to reflect the impact of re-assessment; changes in property classification; and anticipated appeal reductions.
- ▶ Supplementary Taxes revenue has increased by \$6.000 million based on the 2003 actual level.
- ▶ Prior Year Surplus reflects a base budget amount of \$15.000 million.
- ▶ Toronto Hydro revenue includes \$66.656 million interests on Notes Receivable and payment of dividends of \$25.000 million.
- ▶ Provincial Revenue includes city's share of the provincial gas tax revenue of \$20.000 million.
- ▶ Parking Authority revenue has increased by \$2.022 million mainly the result of one-time contribution of \$2.000 million.

Operating

Activity

An activity is an individual function that is identifiable and measurable; supporting the delivery of internal or external services. A grouping of activities comprises a service.

Agency

An agency is an organization associated with the City, but operating at arm's-length. An Agency often operates under an independent body of Directors. An agency is referred to in the acronym ABC - Agencies, Boards and Commissions.

Approved Position

An Approved Position is equivalent to a single permanent position regardless of whether it is full-time or part-time.

Approved Position Year

An Approved Person Year is an equivalent for a temporary, seasonal, casual or trade position that is calculated in one of three ways:

1. A single 35 hour per week position
2. A single 40 hour per week position, or
3. A combination of part-time positions (less than 35 hours per week) equating to 1820 hours per year (35 hours per week x 52 weeks), or 2080 hours per year for positions less than 40 hours per week (40 hours per week by 52 weeks).

Benchmarking

An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of accounting for costs.

Budget

The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

Budget Advisory Committee

A committee formed by the City Council of appointed Councillors that plays a key role in coordinating the budget process and submitting a final budget to Council for its consideration. The committee also monitors any variances that might occur in the budget throughout the year. The Budget Advisory Committee is a sub-committee of the Policy and Finance Committee.

Budget Scenario

The term used in SAP to describe a particular data set reflecting all budget detail at a particular point in the review process (as submission, CAO recommended, etc.). Each scenario includes a number of budget versions in the CO SAP module that represent such analytical categories as projected actuals, adjusted base, new service changes, total budget, future year outlook.

Budget Versions

In each budget scenario, the categories of analysis and presentation are in separate structures in the SAP budget module known as versions. The projected actuals, the prior year base budget, the categories of change, service changes, new services, total request, and future year outlook all exist as versions in the SAP CO budget module.

Capital Budget

A multi-year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding four years. The multi-year plan covers longer term and one-time expenditures for fixed assets that are more than fifty thousand dollars. It also entails the assumption of debt by the Corporation.

Capital Financing

Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. Composed of Capital from Current expenditures and debt charges.

Capital from Current (CFC)

Funding allocated from the current (operating) budget to support the capital budget program.

Operating

Categories of Change

Descriptive categories are used in analysis of the 2004 Operating Budget at the submission phase, as well as analysis and reporting during the review and approval phases of the process. In SAP each category of change is maintained as a separate budget version and a particular stage in the budget version is referred to as a budget scenario. The Operating Budget Impact of Capital Projects will be included in these categories according to how the definitions apply to the nature of these costs. Examples of categories of change are: Base Budget, Adjusted Base Budget, Revenue Change, etc.

Clerical/Technical/Professional Position

A clerical/technical/professional position is an Approved Position, which is generally affiliated with Local 79. A clerical/technical/professional position may be either Full-time or Part-time in status.

Community Impact Measure

A measure of the public benefit derived from a service, or the impact on a community of providing the particular service. It is the stated program output achieved.

Complement

The number of permanent positions plus funding for temporary, seasonal, casual and/or trade positions, all expressed in Approved Positions that are required to provide the approved level of service for a particular program or agency of the City.

Complement Management

Complement Management is the administration of the range of positions, people and structures related to the City as an organization in adherence to its established business processes and operational needs.

Cost Element

A cost element is a numerical reference to a particular kind of expense or revenue. For instance, 6030 is the cost element denoting 'contributions to reserve funds'.

Customer Service Quality Measure

A measure of customer satisfaction with the service that they receive relative to their needs and expectations.

Debt

The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred by the City of Toronto such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

Debt Charges

The principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

Efficiency Measures

The ratio between the amount of service or product delivered and the amount of input, either in terms of cost or resource use. Efficiency is often expressed in terms of gross cost or output per unit of service or output per employee.

Effectiveness/Customer Service Measures

A measure of whether and how well goals and objectives are being achieved in terms of achieving the intended community service objective, delivery of quality service through key result areas such as productivity, timeliness, resource utilization, compliance with standards, and customer satisfaction levels.

Exempt Professional & Clerical Position

Any position which is not affiliated with a union and acts as an individual contributor but does not have direct reports.

Expenditure Category (Cost Element) Group

Expenditure Categories, now called Cost Element Groups in the SAP environment are the high level categories of expenditure and revenue as seen on the budget templates. They are Salaries & Benefits, Materials & Supplies, Equipment, Services and Rents, Contributions and Transfers, Interdepartmental Charges and Other on the Expenditure side. On the Revenue side they are Grants from Others, Interdepartmental recoveries, User Fees and Other.

Operating

Fiscal Year

The period for which budgets are prepared and financial records are maintained. The fiscal year for the City is the calendar year (January 1st to December 31st).

Full Time Position

A full time position is a position approved as part of the organizational structure for a particular service or program working 35 or 40 hours per week for the full year.

Gapping

Gapping represents the amount of potential reduction in the requirement for salary dollars as a result of (a) vacancies not intended to be filled for a full or part year (known gapping) and (b) unplanned or unanticipated turnover (unknown gapping).

Goals

Goals specify where the organization desires to be in the future within the scope of the stated key business service as it relates to the Program's mission. Goals provide a framework for the identification of specific, well-defined objectives to be accomplished within specific time frames. Goals are to be pursued over time. The goals that a Program develops should be in support of the key business services and help establish the Program's direction. These goals provide a unifying theme for activities. Each goal should have at least one objective.

Grant

A contribution to the City to support a particular function, service or program.

Head Count

The total number of staff individuals employed by a unit at a particular time, regardless of the nature of their employment: full-time, part-time, seasonal or casual/trades. Currently, the City is using the terminology 'Approved Position'.

Hourly/Operations

A position which is either paid on an hourly basis or works directly in operations (maintenance, waste collection, etc.). These positions are often associated with Local 416.

Key Business Services

These are the fundamental services critical to the Program's mandate and success. Performance of these services in an exemplary manner will result in the Program achieving its mission.

Key Customers

Key Customers are the direct beneficiaries of the service or product provided by a particular program or agency. Key customers may be clients or customer groups, either inside or outside the City, including members or the public or other external entities.

Objectives

Objectives are linked directly to Program goals and are specified, quantified, time-based statements of accomplishments or outcomes which should clearly state the specific results the Program seeks to accomplish. The development of objectives aids decision making and accountability by focusing on issues and the accomplishment of outcomes and sets the direction for strategies. A Program may have multiple objectives under a single goal. The target indicated for each objective should focus on 2003 budgeted results. Example of an objective – develop and implement a cross-shelter case management plan for homeless clients that tracks their visits to all Toronto shelters in a given year by end of fiscal 2004.

Operating Budget

The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act for a short term, (e.g., a fiscal year).

Operating Impact of Capital

The Operating Budget impact of Capital projects is the changes in operating expenditure and/or revenue, which is projected to occur during the course of a Capital Project and/or when a Capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

Operating

Other Revenue

Represents all revenues other than property tax levy, provincial grants, interdepartmental recoveries and prior year's surplus. Other Revenue is made up of user fees, fines, interest earnings, and revenues from other governments excluding the Province, and revenues from any other source.

Outlook

The Outlook is the anticipated financial plan for the following fiscal year, based on Council approved decisions.

Output Measure

These measure the number of units of a service or product produced. An example is the tons of curbside waste recycled or cubic metres of water pumped at Pumping Station X.

Part Time Position

A part time position is a position approved as part of the organizational structure for a particular service or program working less than 35/40 hours per week.

Performance Measures

Performance measures seek to express, usually in quantifiable terms, how well a Program is discharging its responsibilities. These measures may be applied to the service as a whole, or to the activities involved.

Program

A Division of a Department or an Agency, Board or Commission, which constitutes a service delivery unit and may encompass one or more related municipal services (e.g., the Solid Waste Management program includes a number of services and is a division of Works and Emergency Services Department) and satisfies the following:

- ▶ aimed at one or more target groups (e.g., households);
- ▶ has program goals defined in social terms with outcomes of public good (e.g., public health); and
- ▶ is either mission-driven, (e.g., recreation, or mandate-driven, law-enforcement).

Program Map

A program map provides a visual summary of how the various functional levels - program > service > activity - of program operations are categorized and relate to each other.

Projected Actuals

Refers to the expected, or anticipated, outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine actuals year to date as of June 30, plus the balance of the calendarized Council-approved current fiscal year budget. Departments can adjust and update the projected actuals as they see fit. The Projected Actuals are often compared with the current year Budget to determine variances.

Reserve/Reserve Funds

Reserves and reserve funds have designated purposes and are created through the specific authorizations of Council. All earnings from the investment of reserve funds must form part of the reserve fund, whereas the earnings from reserves flow to the operating budget. The assets of reserve funds are segregated and restricted to the purpose of the reserve funds.

Revenue

Income received by an organization for the fiscal year. In the City of Toronto revenue includes tax payments, service (user) fees, transfers from other governments, fines, interest income, etc.

Service

A series of activities that deliver the things your customer is expecting, or fulfills the requirements of other stakeholders. Grouping below Program. The Service level has, since amalgamation, been the approval level for the City's program budgets. When defining and quantifying cost per unit measures for services, programs should give consideration to more meaningful interpretations of service—for example, in the Transportation Program, the cost per unit of winter maintenance is more informative than cost per unit of Roadway Services.

Operating

Service Level Indicators

Service Level Indicators express the level and the standard of service provided to key customers or customer groups. Service level indicators may reflect an agreed standard of service (e.g., processing time), a quantitative level of resources or the frequency of service provided (e.g., hectares of parkland per capita), or the supply of service as a percentage of need (e.g., number of subsidized day care spaces provided as a percentage of the number of children in low income families).

Strength

The number of actual filled staff positions at a specific point in time, whether permanent, seasonal or casual expressed as approved position years.

Student/Recreation Worker

A student or recreation worker is one who is employed on a temporary, seasonal or casual basis.

Tax Rate

A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

Total Gross Expenditures

Includes all expenditures properly incurred by the Program Area and charged to the Program Area's Budget.

Total Revenues

Includes all program-generated revenues (e.g., User Fees), subsidies and grants, internal recoveries and internal financing (e.g., Funding from reserves).

Units of Service

Reflects the measurable components of each service deliverable, which illustrates how much service is being provided. These can be identified both in terms of costs and volumes.

User Fees

Includes all program-generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various city permits), encompassing cost elements 8500 to 8680. Donations are not included.

Variances

Programs/agencies are expected to clearly detail all assumptions with respect to year-over-year changes, which are greater than \$250,000 or 5% of total gross expenditures. Rationale provided should be based on changes in service levels, objectives or funding requirements.

Zero Based

The requirement for all expenditures to be fully justified each year without reference to the prior year budget level. All office furniture and consultants are zero based and must be fully supported and justified by an operating budget case and supporting detailed listing.

Capital

Cash Flow Carry Forwards - The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital sub-project/project in the subsequent budget year. Refer to Capital Budget Policy FS-FP-003 in the Capital Policy Section of this manual for details.

Capital from Current (CFC) - Funds allocated from the current Operating Budget for the funding of capital projects in the Capital Budget.

Capital Program - A multi-year plan adopted by Council for long term capital investments in assets and entails the financing of such long term expenditures with capital assessment and assumption of appropriate funding sources. This program lets Council determine long term expenditure priorities, and enables the City to plan long term debt requirements. The capital program should be linked to individual Program Business Plan.

Capital Project - Expenditure for major rehabilitation, replacement and/or expansion of existing assets and infrastructure, and acquisition or creation of new assets. A capital project is a one-time activity with a well-defined set of desired outcomes or end results. It must bring benefit to the organization for one year or longer, the decision usually cannot be changed, and investments are over \$50K. A capital project can be divided into capital sub-projects or sub-tasks that must be performed in order to achieve the desired result. Capital Projects are Classified according to the following 5 categories listed in the order of importance – Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related.

Capital Sub-project - Subset or logical components/stages of a major capital project. Individual sub-projects could vary depending on the nature of the project. Examples:

- A Park Improvement project could have sub-projects showing individual parks at which the improvement work will be undertaken.
- Main Treatment Plant Upgrade project could have sub-projects showing different stages of the treatment plant process being upgraded such as Primary Treatment, Secondary Treatment, etc.

Commitments - the following 2 examples illustrate the definition of a capital budget commitment: (i) any capital project approved by Council in the current year which results in current and/or future year cash flow requirements needed to complete the project; (ii) cash flow carry forward estimates that are based on known liabilities, with a liability defined as an obligation for goods or services received and may be recorded as an accrual at year-end. (see Capital Budget Policy FP-FS-003).

Encumbrance - Upon approval of projects/sub-projects, programs can begin the RFP process to determine the vendor that will provide goods/services required. Once the vendor's bid is approved, it becomes a legally binding contract hence the value of the bid is an encumbrance and considered spent.

Estimated Useful Life - This is an estimation of the time period, usually expressed in years, that the capital asset (project) brings benefit to the organization or a community. This may apply to new sub-project/projects or an addition, alteration or improvement of an existing capital asset.

External Financing - Financing from sources external to the City of Toronto (such as Provincial or Federal subsidy, Corporate Sponsorships, etc.). In addition it includes debt financing as well (see Debt Financing definition below).

Growth Related - A capital project is categorized as growth related if it supports growth and development across the City. Potential development charge revenues could apply to, and be identified for these projects.

Health and Safety - A capital project is categorized as health and safety if there is an urgent requirement for repairs due to demonstrated concerns for a health and safety hazard.

Internal Financing - Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

Legislated or City Policy - Capital Expenditures required by Provincial or Federal legislation or compliance with City Policy (i.e., environmental initiatives). In the capital project justification section of each business case, the specific legislative or City Council reference will be provided as well as the action required to meet the requirements and timeframe.

Capital

Debt Financing - The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered.

Priority - A priority shows how important a project is to the Program in achieving the Program's objectives for the planning period. Prioritization may differ from Ranking such that any two projects cannot have the same priority preference number though they may have an equal ranking. Priority shows which projects the Program would prefer over the others if not all projects were allowed for approval. Priorities also show the areas of focus and the strategic direction the Program is heading to. Prioritization should be consistent with the mission and goals of the Program and any deficient areas that need to be addressed during the budget period. Priority numbers should only consist of integers other than zero. Assignments like 0, 1A, 1B, 1.5, 1.75 are not valid priority numbers.

Ranking - Ranking is an evaluation of a project based on certain criteria. This year it also incorporates and quantifies five Capital Project Categories, (i.e., Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related).

Each criteria must be assigned a weight from the given range/points. The system would then automatically calculate the overall weight of the project. Care should be taken while inputting weight's as there is a lot of subjectivity involved. Every weight entered or point assigned must be backed by sound reasoning and where possible, supported by working papers. Additionally, a sensitivity analysis could be performed in order to identify the extra efforts/resources that would be required in order to make the project a higher ranked one without ignoring the relevant economic and social costs associated with the increased ranking. (This will be helpful in case an audit is performed to investigate the basis used to rank a particular project at any point of time. This kind of detailed approach would also be immensely helpful in situations where there is a change in the nature/scope of the project or if the project is being affected in any way by other projects going on along side. Ranking based on logical reasoning and solid groundwork helps establish standards for future project appraisals. It is possible that more than one project have the same ranking though they may/may not differ in their individual criteria ratings.)

Replacement Cost - Is the cost of replacing the original asset on the basis of current prices (cost). It is not related to the original asset cost.

Service Improvement and Enhancement - A capital project is categorized as service improvement and enhancement if it improves service delivery above the current Council-approved standard or provides for the introduction of new services.

State of Good Repair - A capital project that allows for the maintenance, repair or replacement of existing assets. This includes asset rehabilitation that extends the useful life of the asset by 10 or more years before replacement is necessary. Asset replacement should be considered, if rehabilitation is not feasible and delayed replacement could result in potential safety hazards. Asset rehabilitation required to meet health and safety issues should be categorized as "Health and Safety".

Capital

Status - The sub-projects/projects are classified into six types:

1. Prior Year - (No **2004** and/or Future Year Cost/Cash flow)

This pertains to a sub-project/project that was previously approved, is completed, and has no cost/cash flow requested for the year 2004 and/or future years.

2. Prior Year - (With **2004** and/or Future Year Cash flow)

This pertains to a sub-project/project that was previously approved and has a year 2004 and/or future year **cash flow** but no **2004** and/or future year **cost**.

3. Prior Year - Change of Scope (**2004** and/or Future Year Cost/Cash flow)

This pertains to a sub-project/project that was previously approved, but there are changes in cost or the nature of the project requested in the year **2004** and/or future year commitments. Project must be revisited if there is a change in scope. Budget only the incremental change.

4. New - Stand-alone Project (Current Year Only)

This pertains to a new sub-project/project, which is discrete/stand-alone, in the year **2004**.

5. New - On-going or Phased Project

This pertains to a new sub-project/project that is on-going in nature or has distinct phases. Approval in **2004** does not necessarily result in a future year commitment, but must be reassessed each year relative to current priorities and/or service standards.

6. New - Future Year (Commencing in **2005** & Beyond)

This pertains to any new (future year) sub-project/project planned beyond the current year time frame.

WBS (Work Breakdown Structure) - The Work Breakdown Structure is the hierarchy that is used within SAP for recording the approved project/sub-project transactions including the budget, plan, expenditures and revenues. It is within these WBS Elements that the financial status of a project/sub-project can be monitored through system generated reports.

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