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A Message From The Mayor



It gives me great pleasure to present the 1999 budget for our new City of Toronto. It demonstrates Council's strong commitment and dedication to ensuring Toronto is the City that works for everyone.

We have achieved a zero tax increase for the second year in a row, which means taxes remain frozen at the 1997 level. At the same time, we have maintained and in some cases enhanced core services to improve the quality of life for our over 2.3 million citizens.

As the largest City in Canada and the fifth largest in North America, Toronto's operating budget of \$5.5 billion and our \$3 billion capital budget covers core services including policing, fire protection, ambulance, public transit, welfare and social housing that rank with the finest on the continent.

Social services include improving care for the homeless and job creation for youth. Our City also remains committed to funding support for a wide range of arts, culture and heritage, community services, public health, tourism and multi-cultural programs.

I would like to thank all Members of Council, the Budget Committee, members of the Standing Committees, the Community Councils, the Chief Administrative Officer, the Chief Financial Officer and Treasurer, and all staff for all the hard work they have done and for all the effort they continue to put forward.

Cordially,

Message From The Chief Administrative Officer, Michael R. Garrett



Toronto City Council approved a 1999 operating budget of \$5.5 billion and a capital budget of \$3 billion, maintaining a zero tax increase for a second year, while core services have been maintained and in certain areas improved.

This has been particularly significant since the City of Toronto is the largest in Canada with more than 2.3 million residents. There are enormous pressures for funding the hundreds of programs and services provided through the City's departments, agencies, boards and commissions.

It is important, therefore, to highlight some of our achievements:

- amalgamation of the seven former municipalities produced cumulative savings of \$120.7 M in 1998 and 1999, although this was largely offset by the increased costs of provincial downloading
- the ambulance program, supported by new provincial funding, was expanded
- garbage and recycling collection were harmonized
- snow ploughing, driveway and sidewalk clearing have improved
- introductory recreation programs are free for preschoolers, children and youth
- Public Health Service programs for food safety, needle exchange, tuberculosis and dentistry were harmonized
- Homelessness Task Force recommendations are being implemented

Together with the Mayor and Council, staff have worked very hard to ensure Toronto remains a strong, vibrant City ready to meet the challenges of the 21st century.

Message From The Chief Financial Officer and Treasurer, Wanda Liczyk



Toronto City Council once again delivered a "zero tax increase" to city residents and businesses, with the approval of the operating budget in April 1999. The budget continues to reflect the progress of amalgamation, as the programs and services of the seven former municipalities harmonize into one new City of Toronto.

Achieving a successful City budget is a year-long planning process that involves all City departments, agencies, boards and commissions. For 1999, that planning culminated in 230 recommendations being brought to City Council for discussion and decision.

As we plan for tomorrow, we also look to the years ahead by developing strategic plans and objectives. Our goals reflect the importance of fiscal responsibility while providing quality service delivery to all 2.3 million Toronto residents. The City continues to implement good financial planning initiatives. Savings realized from a reduction in the welfare caseload have been transferred to a social services reserve to mitigate against future increases. Another \$25 million have been added to pay for the capital funding of the City's transit operations. Over the past two years, a total of \$40 million has been added to begin dealing with the funding of the TTC's capital budget, following this service download from the Province of Ontario.

The Current Value Assessment (CVA) tax relief mechanisms adopted by Council in 1998 continue to apply until the year 2000. These allowed protection to properties experiencing large tax increases due to CVA, while reducing the decrease permitted to those that would have had reductions. The value base for 1999 taxation is still calculated from 1996 market values with the next reassessment for 2001 to be based on 1999 values.

1999 marks significant improvements to the budgeting process and budget disclosure for both operating and capital budgets. This process was designed to facilitate and support the decision-making needs of Council, Committees and Departments. 1999 will also see the implementation of one financial system for the City and substantial progress toward one payroll/human resources system.

For the year 2000, our goals are to provide more information during the budget process, with more supporting details on service delivery and funding. We will also begin to move towards a full five-year capital program to ensure that priorities are identified and planned.

As we build on our successes of 1999, the City of Toronto prepares to welcome the new millennium with sound financial strategies for future of the City.

1999 Budget Highlights

BUDGET AT A GLANCE

- For the second year in a row, City Council has held property taxes at 1997 levels.
- The City has approved an operating budget of \$5.5 billion and a capital budget of \$3 billion.
- The City has realized savings of \$120.7 million through amalgamation.
- Staff levels were reduced by 1,278 full-time equivalent (FTE) positions in 1998, representing \$45 million in budget savings, with a total annualized impact of \$78 million. For 1999, an additional \$72 million in savings is expected from the downsizing of a further 1,200 FTE positions.
- Even though the City has held the budget at no increase over the 1997 base, the province's introduction of current value assessment (CVA) in 1998 has increased taxes on some properties and decreased it on others. Council approved plans to phase in assessment changes as follows:
 - Assessment-related tax decreases and increases for residential properties are being phased in over five years (starting in 1998).
 - Council approved a three year plan for 1998, 1999 and 2000 to cap assessment-related tax increases for commercial, industrial and multi-residential properties. In 1999, your commercial and industrial assessment-related tax increase is capped at 4.8% of 1997 taxes. For multi-residential properties (apartment building with seven units or more) your assessment-related tax increase is capped at 5% of 1997 taxes.
- Extraordinary one-time capital expenditures in 1999 include the Year 2000, project at an estimated \$150 million, as well as the continuing Sheppard Subway project, at \$199 million.

PROGRAMS AND SERVICES

- Core public services are maintained in 1999.
- Numerous recommendations from the report of the Task Force on Homelessness are being implemented, including the transfer of social housing mortgage renewal savings (approximately \$5 to 7 million) to a special "Mayor's Homelessness Initiatives" reserve fund.

- Supported by new provincial funding, the Toronto Ambulance program is expanded with the addition of 65 paramedics.
- The Police Services Budget provides for the hiring of 136 new police officers by the end of 1999. In addition to 170 replacement police officers to cover attrition.

The City approved harmonizing service delivery in the following areas:

- Harmonized and improved snow ploughing, driveway and sidewalk clearing will be phased in over four years, beginning in 1999/2000.
- Garbage and recycling collection across the City will be completely harmonized by 2003.
- Water service rates for residential, commercial and industrial customers will be phased in over four years, beginning in 1999.
- Funding for Public Health service harmonization and expansion in food safety, needle exchange, tuberculosis and dental programs has been approved.
- Permit parking and front-yard parking fees will be harmonized to \$84 per year, beginning in 1999.
- Harmonized recreation fees are being introduced City-wide beginning September 1999. There will be no fees for many of the basic programs for all ages, for basic and introductory level child and youth programs, and for drop-in programs offered to older adults. Specialized programs for all ages and most adult programs will have new harmonized fees.

PROVINCIAL DOWNLOADING

Background

The Provincial Government provides funding for certain services that the City offers its residents. In 1998 the Province, in addressing their own fiscal pressures significantly reduced their funding contributions in many key service areas (e.g. social assistance, daycare, family benefits allowance); eliminated funding in other service areas (e.g. public transit, housing, public health) and transferred responsibility for funding services previously provided by the Province (e.g. GO Transit, property assessment) to the City.

Introduction

In exchange for this downloading of costs and services to the municipalities, the Province agreed to offset this impact by assuming funding responsibility for the residential portion of property taxes, totalling \$573 million.

However, the budget impact of this Provincial initiative was not revenue neutral. The Province transferred \$630 million in additional gross costs and eliminated \$74 million in municipal support grants, resulting in a staggering increase of \$704 million in new costs to the City. After allowing for the \$573 million in residential education taxes (now assumed by the Province), the City was still faced with a net downloading cost of in the 1998 budget of \$131.8 million.

New Provincial Subsidy in 1999

On March 23, 1999, the Province announced a new partnership arrangement to deliver ambulance and public health services. Effective January 1, 1999, the Province will share 50 percent of municipal costs for the Public Health and Ambulance programs.

The Provincial announcement provides for \$76.3 million of new subsidy for the City's public health and ambulance programs. It also creates additional costs of \$5.4 million to the Children's Services program, representing a change to the cost-sharing formula for administration from 80% 20% to 50% 50% and additional costs for pay equity implementation.

In addition, the Ontario Property Assessment Corporation costs have increased by \$1.0 million relating to the Property Assessment function. There is also a \$2.4 million addition to the Ambulance program for service expansion initiatives.

The following table illustrates the estimated provincial downloading costs for the City of Toronto, with the 1998 Estimate compared to the 1999 Estimate:

Service / Program	1998 Estimate (\$ millions)	1999 Estimate (\$ millions)	\$ Increase (De- crease) in Costs
Social Assistance	128.3	152.3	24.0
Child Care	8.9	12.9	4.0
Public Health	39.9	(9.6)	(49.5)
Ambulance	29.4	0.0	(29.4)
Social Housing	266.6	249.3	(17.3)
Children's Aid Societies	(25.1)	(25.1)	0.0
GO Transit	53.1	53.1	0.0
Transit – operating	96.6	96.6	0.0
Provincial Offences (net revenue)	(5.0)	(13.0)	(8.0)
Property Assessment	24.7	25.7	1.0
Gross Receipts Tax	13.2	13.2	0.0
Total	630.6	555.4	(75.2)
Residential Education Tax Room	(573.2)	(572.0)	1.2
Net Change in City Costs	57.4	(16.6)	(74.0)
Municipal Support Grant Eliminated	74.4	74.4	0.0
Net Additional Costs	131.8	57.8	(74.0)

As indicated in the above table, the net downloading cost to the City is now estimated at \$57.8 million, a reduction of \$74.0 million, largely attributed to the new cost-sharing announcement in the Public Health and Ambulance programs.

Toronto City Council Approves \$5.5 Billion 1999 Operating Budget

“Zero tax increase” achieved for second year!

In April 1999, Toronto City Council approved a City operating budget of \$5.5 billion, maintaining a zero tax increase for the second year, freezing City taxes at the 1997 level, while maintaining core services and finding savings through amalgamation. The 1999 operating budget establishes the City of Toronto firmly on the road to a healthy future as the City has now realized savings of \$120.7 M through amalgamation in 1998 and 1999.

The Process

Throughout 1998, each City department’s commissioner and staff, together with CAO Michael Garrett, reviewed their operations in an effort to continue providing quality services during the amalgamation process, while seeking financial savings.

The proposed budget was presented to Community Councils and all Standing Committees for discussion and public input before it was put before the City’s Budget Committee for final review and discussion. The Budget Committee brought the operating budget, comprised of 230 recommendations through the City’s Strategic Policies and Priorities Committee, to City Council on April 26 and 27 for discussion and decision.

Budget Highlights

- Harmonized garbage and recycling collection across the City, phased in by 2003.
- Improved snow ploughing, driveway and sidewalk clearing phased in within four years.
- Free recreation programs for children and youth; increased fees for the Island Ferry, golf and skiing
- Public Health service harmonization in food safety, needle exchange, tuberculosis and dental programs
- Implementation of the Homelessness Task Force recommendations
- Expanded ambulance program, supported by new provincial funding

The operating budget provides funding for City departments, agencies, boards and commissions to provide programs and services to Toronto residents and businesses.

Operating Budget Overview

GROSS EXPENDITURE ESTIMATES ON A PROGRAM BASIS (\$'000's)

	1998 Budget	1999 Council Approved Budget	Increase or Decrease 99 Bud/98 Bud \$	%
COMMUNITY AND NEIGHBOURHOOD SERVICES				
Children's Services	228,053.9	234,833.3	6,779.4	3.0%
Homes for the Aged	126,711.3	125,578.9	(1,132.4)	(0.9%)
Shelter, Housing & Support	408,216.7	401,894.7	(6,322.0)	(1.5%)
Social Development & Administration	8,420.4	8,632.4	212.0	2.5%
Social Services	1,152,812.3	1,067,441.5	(85,370.8)	(7.4%)
Toronto Housing Company	255,192.5	251,073.2	(4,119.3)	(1.6%)
Department Total	2,179,407.1	2,089,454.0	(89,953.1)	(4.1%)
WORKS AND EMERGENCY SERVICES				
Ambulance	65,777.9	75,828.9	10,051.0	15.3%
Solid Waste	125,672.5	125,964.4	291.9	0.2%
Toronto Fire	223,485.3	219,062.1	(4,423.2)	(2.0%)
Transportation	201,836.3	184,734.6	(17,101.7)	(8.5%)
Works - Support Services	0.0	18,978.4	18,978.4	
Works - Technical Services	0.0	32,458.0	32,458.0	
Department Total	616,772.0	657,026.4	40,254.4	6.5%
ECONOMIC DEVELOPMENT, CULTURE AND TOURISM				
Arts, Culture, Heritage	3,442.0	3,240.5	(201.5)	(5.9%)
Customer & Business Support	19,055.1	17,606.8	(1,448.3)	(7.6%)
Economic Development	6,647.6	6,463.0	(184.6)	(2.8%)
Parks and Recreation	181,259.4	169,904.7	(11,354.7)	(6.3%)
Special Events	3,219.0	6,857.2	3,638.2	113.0%
Department Total	213,623.1	204,072.2	(9,550.9)	(4.5%)
URBAN PLANNING AND DEVELOPMENT SERVICES				
Urban Planning and Development	58,175.5	55,777.6	(2,397.9)	(4.1%)
Toronto Licensing	10,270.6	11,259.4	988.8	9.6%
Department Total	68,446.1	67,037.0	(1,409.1)	(2.1%)
CORPORATE SERVICES				
Audit	3,662.4	2,335.3	(1,327.1)	(36.2%)
City Clerk	36,207.2	35,963.9	(243.3)	(0.7%)
Service Integration & Support	1,311.1	1,099.5	(211.6)	(16.1%)
Corporate Communications	6,419.3	5,849.3	(570.0)	(8.9%)
Facilities and Real Estate	82,143.3	81,947.4	(195.9)	(0.2%)
Fleet Management Services	22,994.6	22,516.1	(478.5)	(2.1%)
Human Resources	23,173.2	22,576.3	(596.9)	(2.6%)
Information & Technology	40,353.0	36,854.6	(3,498.4)	(8.7%)
Legal	18,248.8	17,613.1	(635.7)	(3.5%)
Department Total	234,512.9	226,755.5	(7,757.4)	(3.3%)

Operating Budget Overview

	1998 Budget	1999 Council Approved Budget	Increase or Decrease 99 Bud/98 Bud \$	%
FINANCE	54,264.3	53,138.9	(1,125.4)	(2.1%)
Chief Administrative Officer	4,507.7	3,957.1	(550.6)	(12.2%)
Council	19,000.1	18,807.9	(192.2)	(1.0%)
Mayor's Office	1,446.5	1,446.5	0.0	0.0%
Total-City Operations	3,391,979.8	3,321,695.5	(70102.3)	(2.1%)
SPECIAL PURPOSE BODIES				
Public Health	92,769.6	111,820.6	19,051.0	20.5%
Toronto Public Library	117,060.8	109,804.8	(7,256.0)	(6.2%)
Exhibition Place	37,971.5	36,369.6	(1,601.9)	(4.2%)
Heritage Toronto	6,093.7	5,803.4	(290.3)	(4.8%)
Theatres and Galleries	17,781.0	21,611.6	3,830.6	21.5%
Toronto Zoo	22,887.0	22,800.0	(87.0)	(0.4%)
Arenas' Boards of Management	4,377.3	4,339.7	(37.6)	(0.9%)
Conservation Authority	20,162.0	20,701.0	539.0	2.7%
Toronto Transit Commission	756,423.0	760,720.7	4,297.7	0.6%
Toronto Police Services	522,146.3	540,977.8	18,831.5	3.6%
Total-Special Purpose Bodies	1,597,672.2	1,634,949.2	37,277.0	2.3%
CORPORATE ACCOUNTS				
Non-program Expenditures	292,334.1	341,295.2	48,961.1	16.7%
Consolidated Corporate Grants	45,765.0	44,617.3	(1,147.7)	(2.5%)
Capital Financing and Corporate Financing	311,938.0	355,211.0	43,273.0	13.9%
Total-Corporate Accounts	650,037.1	741,123.5	91,086.4	14.0%
Total Expenditures	5,639,689.1	5,697,768.2	58,079.1	1.0%
Interdepartmental charges	(66,680.6)	(107,950.6)	(41,270.0)	
Gross Expenditures	5,573,008.5	5,589,817.6	16,809.1	0.3%
NON-LEVY OPERATIONS				
Parking Authority	53,669.2	60,319.0	6,649.8	12.4%
TEDCO	7,848.9	8,373.5	524.6	6.7%
Toronto Harbour Commission	10,229.6	11,491.0	1,261.4	12.3%
Water Program	199,579.0	202,034.2	2,455.2	1.2%
Wastewater Program	241,341.0	239,999.2	(1,341.8)	(0.6%)

Operating Budget Overview

REVENUE ESTIMATES ON A PROGRAM BASIS (\$'000's)

	1998 Budget	1999 Council Approved Budget	Increase or Decrease 99 Rec/98 Est \$ %
COMMUNITY AND NEIGHBOURHOOD SERVICES			
Children's Services	(195,582.7)	(193,341.3)	2,241.4 (1.1%)
Homes for the Aged	(103,494.3)	(102,664.0)	830.3 (0.8%)
Shelter, Housing & Support	(134,837.8)	(130,357.1)	4,480.7 (3.3%)
Social Development & Administration	(3,964.0)	((4,549.1)	(585.1) 14.8%
Social Services	(876,114.1)	(800,224.1)	75,890.0 (8.7%)
Toronto Housing Company	(255,192.5)	(251,073.2)	4,119.3 (1.6%)
Department Total	(1,569,185.4)	(1,482,208.8)	86,976.6 (5.5%)
WORKS AND EMERGENCY SERVICES			
Ambulance	(8,800.0)	(42,984.5)	(34,184.5) 388.5%
Solid Waste	(51,181.6)	(57,948.4)	(6,766.8) 13.2%
Toronto Fire	(2,268.1)	(1,622.6)	645.5 (28.5%)
Transportation	(35,103.9)	(31,581.4)	3,522.5 (10.0%)
Works - Support Services	0.0	(18,978.4)	(18,978.4)
Works - Technical Services	0.0	(32,458.0)	(32,458.0)
Department Total	(97,353.6)	(185,573.3)	(88,219.7) 90.6%
ECONOMIC DEVELOPMENT, CULTURE AND TOURISM			
Arts, Culture, Heritage	(717.9)	(710.9)	7.0 (1.0%)
Customer & Business Support-ED	(253.0)	(345.0)	(92.0) 36.4%
Economic Development	(341.0)	(350.0)	(9.0) 2.6%
Parks and Recreation	(58,152.8)	(60,237.7)	(2,084.9) 3.6%
Special Events	(474.9)	(3,044.8)	(2,569.9) 541.1%
Department Total	(59,939.6)	(64,688.4)	(4,748.8) 7.9%
URBAN PLANNING AND DEVELOPMENT SERVICES			
Urban Planning and Development	(34,939.4)	(41,376.1)	(6,436.7) 18.4%
Toronto Licensing	(10,286.6)	(11,498.1)	(1,211.5) 11.8%
Department Total	(45,226.0)	(52,874.2)	(7,648.2) 16.9%
CORPORATE SERVICES			
Audit	(782.0)	(154.2)	627.8 (80.3%)
City Clerk	(14,909.6)	(14,745.3)	164.3 (1.1%)
Service Integration & Support	0.0	0.0	0.0
Corporate Communications	(201.0)	(114.0)	87.0 (43.3%)
Facilities and Real Estate	(33,550.2)	(36,232.4)	(2,682.2) 8.0%
Fleet Management Services	(22,908.1)	(22,516.1)	392.0 (1.7%)
Human Resources	(1,340.7)	(854.1)	486.6 (36.3%)
Information & Technology	(4,945.4)	(4,300.8)	644.6 (13.0%)
Legal	(2,399.6)	(2,253.3)	146.3 (6.1%)
Department Total	(81,036.6)	(81,170.2)	(133.6) 0.2%

Operating Budget Overview

	1998 Budget	1999 Council Approved Budget	Increase or Decrease 99 Bud/98 Bud \$	%
FINANCE	(21,479.0)	(22,941.3)	(1,462.3)	6.8%
Chief Administrative Officer	(1.0)	((176.6)	(175.6)	560.0%
Council	(44.9)	(44.9)	0.0	0.0%
Mayor's Office	0.0	0.0	0.0	
Total-City Operations	1,874,266.1	1,889,677.7	(15,411.6)	0.8%
SPECIAL PURPOSE BODIES				
Public Health	(9,301.4)	(58,261.2)	(48,959.8)	526.4%
Toronto Public Library	(12,561.1)	(11,851.9)	709.2	(5.6%)
Exhibition Place	(38,121.5)	(37,324.9)	796.6	(2.1%)
Heritage Toronto	(1,530.8)	(1,508.3)	22.5	(1.5%)
Theatres and Galleries	(16,830.4)	(20,139.5)	(3,309.1)	19.7%
Toronto Zoo	(15,912.0)	(15,525.0)	387.0	(2.4%)
Arenas' Boards of Management	(4,131.3)	(4,235.5)	(104.2)	2.5%
Conservation	(15,809.0)	(16,644.0)	(835.0)	5.3%
Toronto Transit Commission	(569,492.0)	(572,592.4)	(3,100.4)	0.5%
Toronto Police Services	(11,379.9)	(18,077.8)	(6,697.9)	58.9%
Total-Special Purpose Bodies	(695,069.4)	(756,160.5)	(61,091.1)	8.8%
CORPORATE ACCOUNTS				
Non-program Revenues	(411,946.9)	(449,146.9)	(37,200.0)	9.0%
Capital Financing Recovery	(68,286.0)	(25,100.0)	43,186.0	(63.2%)
Corporate Financing Offsets	(58,888.5)	0.0	58,888.5	(100.0%)
Total-Corporate	(539,121.4)	(476,171.1)	62,950.3	(11.7%)
Total Revenue	(3,108,456.9)	(3,122,009.3)	(13,552.4)	0.4%
NON-LEVY OPERATIONS				
Parking Authority	(53,669.2)	(60,319.0)	(6,649.8)	12.4%
TEDCO	(7,848.9)	(8,373.5)	(524.6)	6.7%
Toronto Harbour Commission	(10,229.6)	(11,491.0)	(1,261.4)	12.3%
Water Program	(199,579.0)	(202,034.2)	(2,455.2)	1.2%
Wastewater Program	(241,341.0)	(239,999.2)	1,341.8	(0.6%)

Operating Budget Overview

NET EXPENDITURE ESTIMATES ON A PROGRAM BASIS (\$'000's)

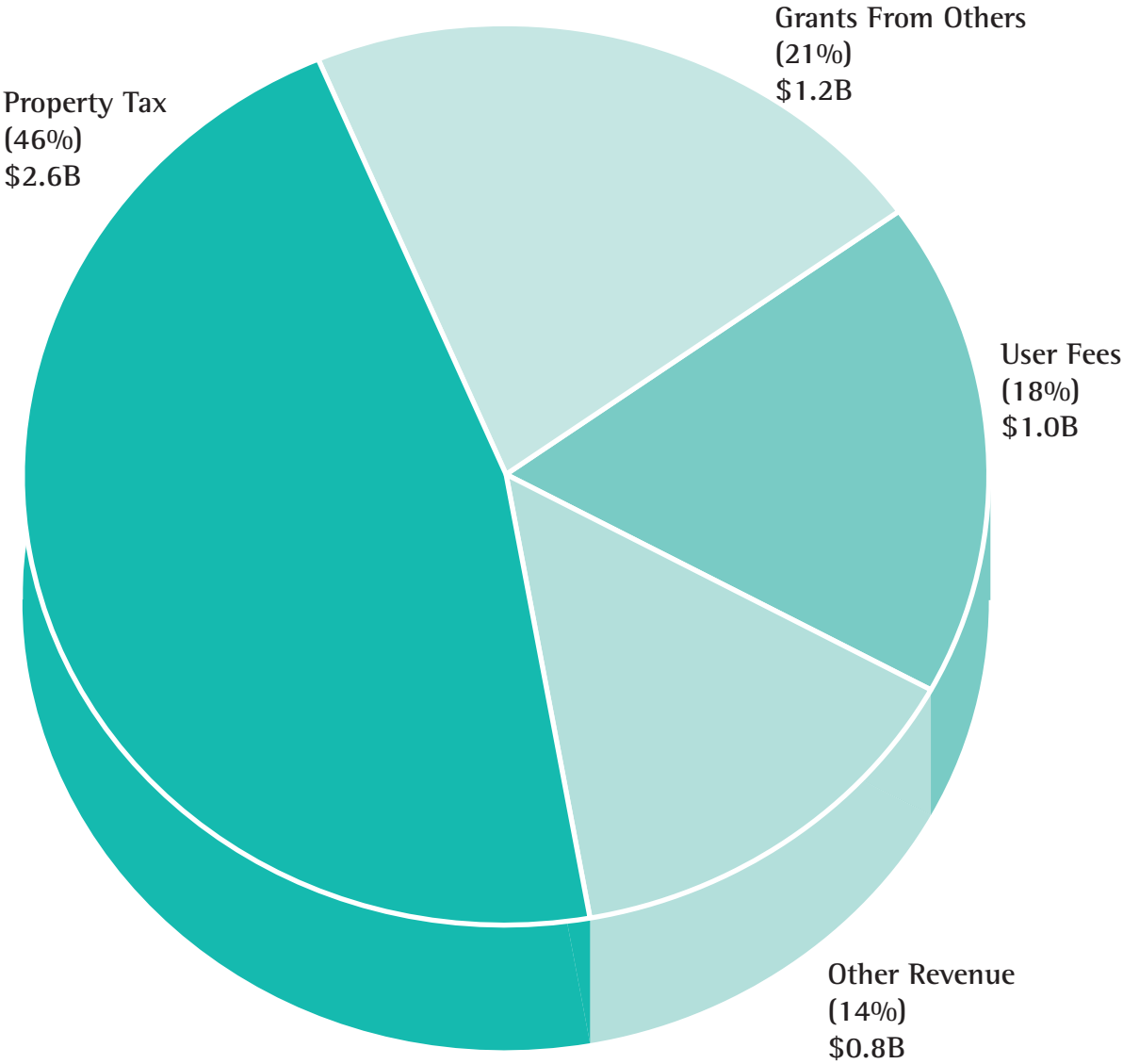
	1998 Budget	1999 Council Approved Budget	Increase or Decrease 99 Rec/98 Est \$ %
COMMUNITY AND NEIGHBOURHOOD SERVICES			
Children's Services	32,471.2	41,492.0	9,020.8 27.8%
Homes for the Ages	23,217.0	22,914.9	(302.1) (1.3%)
Shelter, Housing & Support	273,378.9	271,537.6	(1,841.3) (0.7%)
Social Development & Administration	4,456.4	4,083.3	(373.1) (8.4%)
Social Services	276,698.2	267,217.4	(9,480.8) (3.4%)
Toronto Housing Company	0.0	0.0	0.0
Department Total	610,221.7	607,245.2	(2,976.5) (0.5%)
WORKS AND EMERGENCY SERVICES			
Ambulance	56,977.9	32,844.4	(24,133.5) (42.4%)
Solid Waste	74,490.9	68,016.0	(6,474.9) (8.7%)
Toronto Fire	221,217.2	217,439.5	(3,777.7) (1.7%)
Transportation	166,732.4	153,153.2	(13,579.2) (8.1%)
Works - Support Services	0.0	0.0	0.0
Works - Technical Services	0.0	0.0	0.0
Department Total	519,418.4	471,453.1	(47,965.3) (9.2%)
ECONOMIC DEVELOPMENT, CULTURE AND TOURISM			
Arts, Culture, Heritage	2,724.1	2,529.6	(194.5) (7.1%)
Customer & Business Support	18,802.1	17,261.8	(1,540.3) (8.2%)
Economic Development	6,306.6	6,113.0	(193.6) (3.1%)
Parks and Recreation	123,106.6	109,667.0	(13,439.6) (10.9%)
Special Events	2,744.1	3,812.4	1,068.3 38.9%
Department Total	153,683.5	139,383.8	(14,299.7) (9.3%)
URBAN PLANNING AND DEVELOPMENT SERVICES			
Urban Planning and Development	23,236.1	14,401.5	(8,834.6) (38.0%)
Toronto Licensing	(16.0)	(238.7)	(222.7) 1391.9
Department Total	23,220.1	14,162.8	(9,057.3) (39.0%)
CORPORATE SERVICES			
Audit	2,880.4	2,181.1	(699.3) (24.3%)
City Clerk	21,297.6	21,218.6	(79.0) (0.4%)
Service Integration & Support	1,311.1	1,099.5	(211.6) (16.1%)
Corporate Communications	6,218.3	5,735.3	(483.0) (7.8%)
Facilities and Real Estate	48,593.1	45,715.0	(2,878.1) (5.9%)
Fleet Management Services	86.5	0.0	(86.5) (00.0%)
Human Resources	21,832.5	21,722.2	(110.3) (0.5%)
Information & Technology	35,407.6	32,553.8	(2,853.8) (8.1%)
Legal	15,849.2	15,359.8	(489.4) (3.1%)
Department Total	153,476.3	145,585.3	(7,891.0) (5.1%)

Operating Budget Overview

	1998 Budget	1999 Council Approved Budget	Increase or Decrease 99 Bud/98 Bud \$	%
FINANCE	32,785.3	30,197.6	(2,587.7)	(7.9%)
Chief Administrative Officer	4,506.7	3,780.5	(726.2)	(16.1%)
Council	18,955.2	18,763.0	(192.2)	(1.0%)
Mayor's Office	1,446.5	1,446.5	0.0	0.0%
Total City Operations	1,517,713.7	1,432,017.8	(85,695.4)	(5.6%)
SPECIAL PURPOSE BODIES				
Public Health	83,468.2	53,559.4	(29,908.8)	(35.8%)
Toronto Public Library	104,499.7	97,952.9	(6,546.8)	(6.3%)
Exhibition Place	(150.0)	(955.3)	(805.3)	536.9%
Heritage Toronto	4,562.9	4,295.1	(267.8)	(5.9%)
Theatres and Galleries	950.6	1,472.1	521.5	54.9%
Toronto Zoo	6,975.0	7,275.0	300.0	4.3%
Arenas' Boards of Management	246.0	104.2	(141.8)	(57.6%)
Conservation	4,353.0	4,057.0	(296.0)	(6.8%)
Toronto Transit Commission	186,931.0	188,128.3	1,197.3	0.6%
Toronto Police Services	510,766.4	522,900.0	12,133.6	2.4%
Total-Special Purpose Bodies	902,602.8	878,788.7	(23,814.1)	(2.6%)
CORPORATE ACCOUNTS				
Non-program Expenditures	292,334.1	341,295.2	48,961.1	16.7%
Non-program Revenues	(411,946.9)	(449,146.9)	(371,200.0)	9.0%
Consolidated Corporate Grants	45,765.0	42,693.1	(3,071.9)	(6.7%)
Capital & Corporate Financing	184,763.5	330,111.0	145,347.5	(64.5%)
Total-Corporate Accounts	110,915.7	264,952.4	154,036.7	138.9%
Net Expenditures	2,531,232.2	2,575,758.9	44,526.7	1.8%
Assessment Loss	44,526.7	0.0	(44,526.7)	(100.0%)
Net Levy	2,575,758.9	2,575,758.9	0.0	0.0%
NON-LEVY OPERATIONS				
Parking Authority	0.0	0.0	0.0	
TEDCO	0.0	0.0	0.0	
Toronto Harbour Commission	0.0	0.0	0.0	
Water Program	0.0	0.0	0.0	
Wastewater Program	0.0	0.0	0.0	

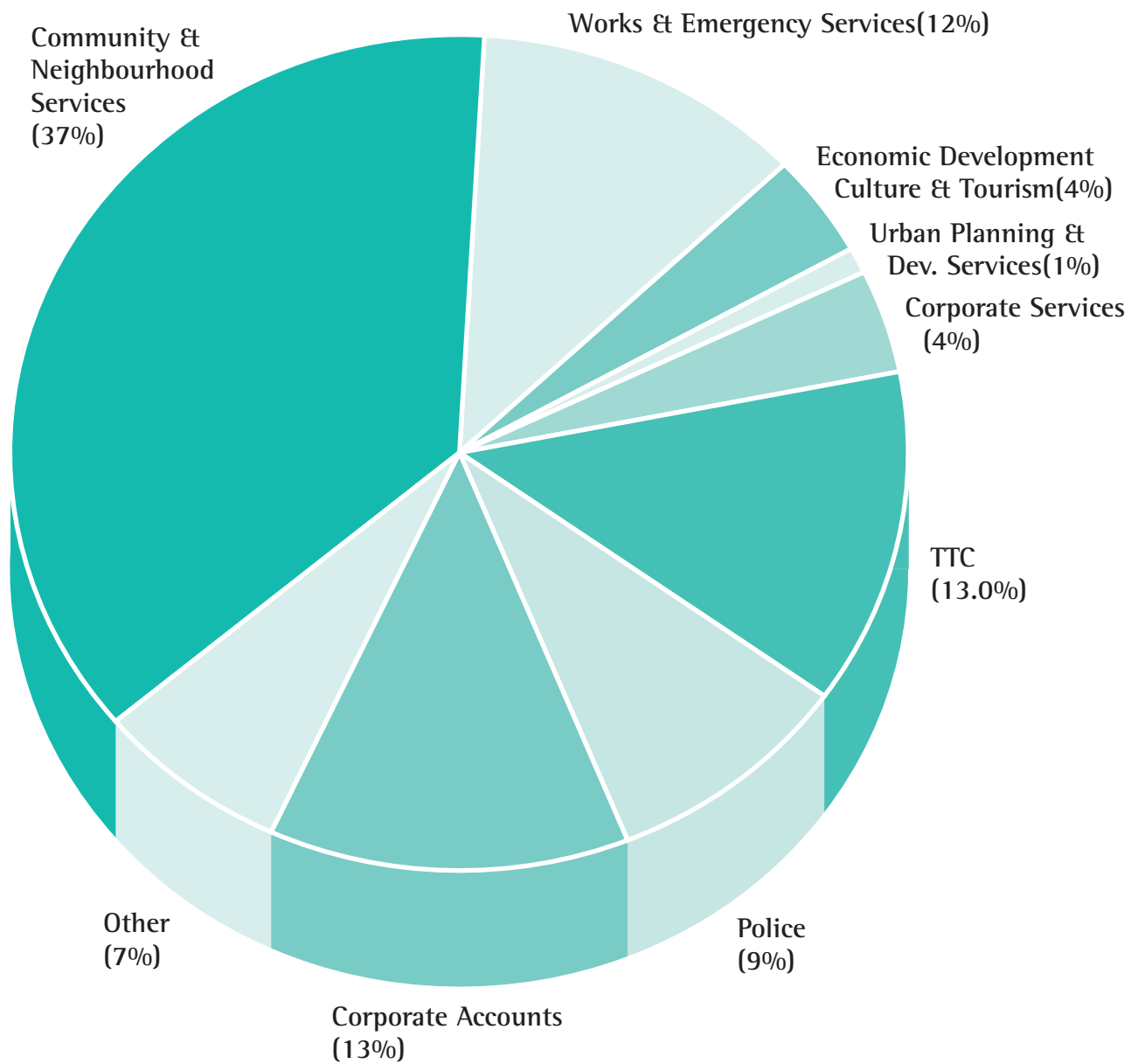
City of Toronto

Where the money comes from (\$5.6 Billion)*

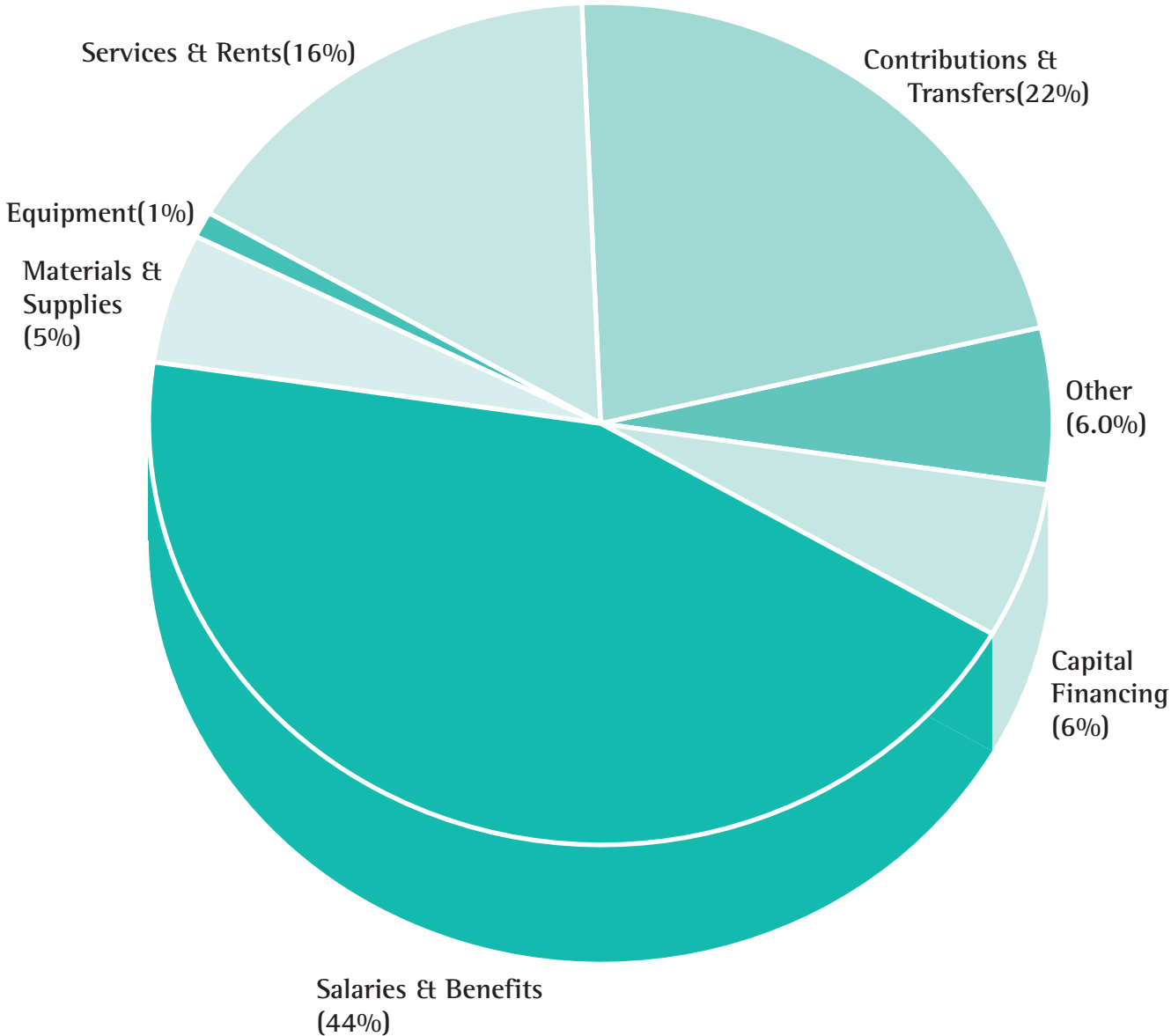


City of Toronto

Where the money goes (\$5.6 Billion)*



Operating Budget Overview

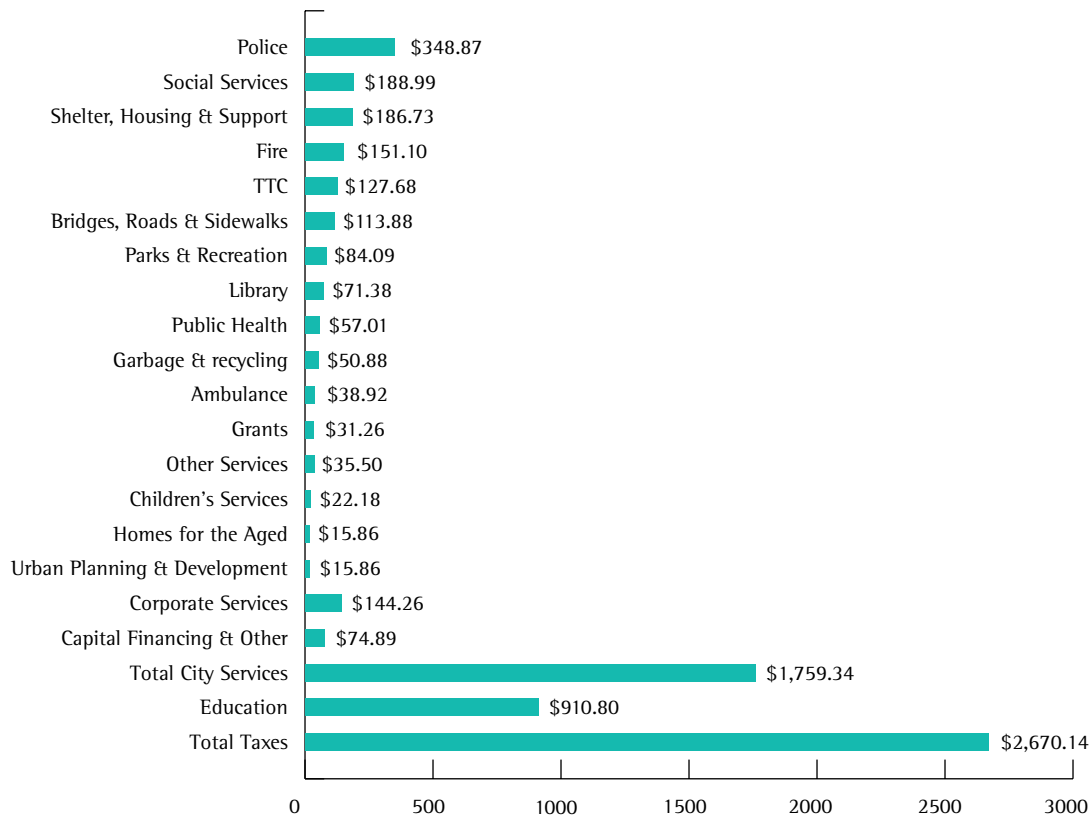


* Represents \$5.6 Billion from non-rate supported programs (less interdepartmental recoveries)

How Your Tax Dollars Work For You!

To understand how property taxes are used within the City of Toronto, take a look at a “sample” Toronto property;

For a home with an assessed value of \$220,000, total taxes would be \$2,670.14. Here's how that money is divided up to pay for services and programs within your city:





Capital Budget Overview

City Council approved a \$3 billion Capital Budget Program that gives priority to investing in City facilities and infrastructure. In 1999, City Council's capital budget recommendations will have a cash flow of \$1.5 billion. It has committed the remainder of the \$3 billion cash flow over the next four years.

Base programs: \$749 million

Toronto Transit Commission (TTC) capital projects receive \$446 million of base program dollars. These funds will help replace cuts in TTC funding resulting from provincial downloading and support the accelerated purchase of subway cars.

Other base program highlights include:

- transportation: \$122 million
- parks and recreation: \$38 million
- police: \$19 million
- solid waste: \$22 million
- other: \$102 million

Significant base program projects include:

- rehabilitation and maintenance of expressways (\$39 million);
- road resurfacing and reconstruction (\$40 million);
- replacement of bridges on arterial roads (\$19 million);
- replacement of fire and police radio systems (\$19.2 million);
- construction of a second material recovery facility and mixed waste processing facility (\$10.2 million);
- 391-bed rehabilitation projects for Homes for the Aged (\$2 million);
- rehabilitation and upgrades to recreation and community centres (\$13.3 million), arenas (\$3.5 million), playgrounds and pools (\$4.9 million).

Extraordinary (one-time expenditures) program: \$453 million

- continuing Transition Projects: \$104 million
- Year 2000 (Y2K) Project: \$150 million
- continuing Sheppard Subway project: \$199 million

Background:

In August 1998, four months after Council approval of the 1998 Capital Budget, work began on the 1999 – 2003 Capital Program. It was virtually impossible to create a full and complete five year capital program particularly in the amalgamating programs in the four month period. The focus in the 1999 – 2003 Capital Works Program was therefore on preparing solid projects for 1999 for approval, and preparing preliminary plans for future years that would be reviewed but only received.

The 2000 – 2003 Capital Program is presented to give an indication of the magnitude of projected spending. Therefore, the capital projects which have been deferred and/or included as part of the future years (2000 – 2003) projections should be considered as placeholders and are subject to a full review as part of the 2000 – 2004 capital budget review, unless a project and an amount has been specifically identified as relating to a future year. In 2000, a full and complete five year plan will be presented for approval and all projects revisited.

The five year capital program request (tax supported) for Departments, Agencies and Boards totals \$3.8 billion in gross expenditures and cash flow requirements. The TTC five year capital program, totaling \$ 1.7 billion in gross expenditures and cash flow requirements, accounts for 45 percent of the total program. The balance of \$2.1 billion or 55 percent is for other City Programs, Agencies and Boards.

The 1999 Recommended Capital Program

After a comprehensive review process, the Chief Administrative Officer, in his report of November 9, 1998, recommended a capital works program for 1999 which contained projects totaling \$2.5 billion with 1999 cash flow of \$1.175 billion and future year commitments of \$1.325 million. The projected borrowing requirements totaled \$557 million.

Following preliminary review meetings held in early November, 1998 with Departments, Agencies and Boards, the Budget Committee distributed the Chief Administrative Officer's Recommended Budget to all members of Council, Standing Committees and Community Councils for their review and recommendations.

Capital Budget Overview

After consideration of these recommendations and a final round of meetings with staff, the Budget Council Committee is recommending a capital works program for 1999 which represents tax supported projects totaling \$2.5 billion with a 1999 cash flow of \$1.252 billion; and future commitments of \$607 million in 2000; \$339 million in 2001; \$172 million in 2002; and, \$162 million in 2003. The projected borrowing requirements of the recommended budget totals \$557 million.

The recommended 1999 capital program for the rate supported and other programs will add \$324 million gross and \$0 net capital expenditures to the 1999 Capital Budget and \$126.9 gross, \$0 net in 2000; \$61.9 million gross, \$0 net in 2001; \$ 17.7 million gross, \$0 net in 2002; \$3.7million gross, \$0 net in 2003.

The 1999 recommended program of \$1.242 billion for the tax supported capital projects very clearly has two components:

i) Base Program	\$749 million	62%
ii) Extraordinary Projects	\$453 million	38%
	<u>\$1.202 billion</u>	<u>100.0%</u>

The Base Program of \$744 million accounts for only 62% of the total.

The TTC dominates the base program, accounting for 60% or \$446 million. All other City departments, agencies, boards and commissions represents 40% of the City's base program.

The following are some of the significant projects / programs included in the 1999 base tax supported capital budget:

- Replacement and rehabilitation of subway cars, buses and surface track
- Replacement of Transit Control Centre including technology upgrades
- Replacement of bridges on arterial roads
- Major rehabilitation and maintenance for expressways – ie. DVP, Humber Bridge and Gardiner Expressway to Hwy 427
- Construction of new marine-based Harbourfront fire station
- Replacement of integrated Fire and Police radio system

- Construction of a second material recovery facility and a demonstration mixed waste processing facility
- Assessment and remediation of former landfills
- Continued operation and development of Keele Valley Disposal facility
- Rehabilitation and upgrades to various recreation and community centres, arenas, playgrounds and pools
- Upgrades to Casa Loma
- Rehabilitation and expansion of various library facilities
- Homes for the Aged - 391 bed rehabilitation projects
- Hostels and Seaton House rehabilitation
- Renewal and development of Toronto Zoo African Pavilion and retrofit of monorail track
- Various waterfront development and valley erosion control initiatives
- Demolition of Exhibition Stadium

In terms of perspective, the consolidated capital program of the City is at its highest since 1992 as can be seen in the chart below. The City's base program, excluding the TTC on the other hand, has remained fairly stable. The increase in 2000 reflects the deferral of a number of requests during the 1999 review process. Projects and business cases also proposed in the 2000 – 2004 have not yet been reviewed. A project proposed in 2000 – 2004 could be deleted when the next review period is undertaken.

iii) Rate Supported and Other Programs

The 1999 recommended rate supported and other programs totals \$324 million gross and \$0 net. The Waste Water and Water Services Capital Works Program accounts for \$202 million or 83% of the recommended gross expenditure. The expenditures for these programs are entirely funded by the water rate.

The planned expenditures for Waste Water totals \$181.6 million gross, \$0 net. The projects in this program primarily consist of water treatment plant maintenance and upgrades and sewer maintenance and improvements.

The Water Services 1999 gross expenditures total \$90.2 million gross, \$0 net. The projects in this program relate to water main reconstruction and rehabilitation.

The "other" capital programs consist of the Toronto Parking Authority, TEDCO and the Toronto Harbour Commissioners. The 1999 recommended capital expenditures for these programs total \$52.1 million gross, \$0 net.

Capital Program Priority Setting

All of the projects and subprojects requested by the various program areas have been categorized as one of the following: Legislated, Asset Rehabilitation, Asset Replacement, Growth/Expansion, and Service Improvements.

Major maintenance and rehabilitation accounts for 75% of the total recommended tax supported capital program. The next largest category is growth/expansion at 20% percent, which is mainly related to the continued construction of the Sheppard Subway. Service Improvements account for only 3% of the recommended budget.

Now that the City is one year old, it was appropriate to review the requested projects in light of the above categories. Of the utmost importance are projects that are legislated or required for health and safety purposes, followed by asset replacement and rehabilitation. Not unlike the TTC, the City has a tremendous inventory of community centres, libraries, firehalls, police stations, arenas and other facilities that require yearly maintenance ranging from minor to major work. In fact, the insured replacement value of our facilities is \$ 8.5 billion. Unlike the TTC, that has identified a "state of good repair" budget that should be in the \$240 – 250 million range, the City has not yet been able to make this assessment for its facilities and infrastructure for the 1999 Capital Budget.

Program areas over the past six months have been working hard to assess and prioritize the "state of good repair" within their own envelope of responsibility. This work is not complete in all program areas. Projects proposed represent the best identification possible of the facilities in most need of repair at this time.

There has been no attempt in the 1999 recommended Capital Budget to prioritize the individual program projects against each other. For example, a process has not been implemented that weighs the relative merits of a parks and recreation project for asset rehabilitation against a Police request for asset replacement. It is recommended that the 2000 – 2004 Capital Program incorporate a corporate-wide interprogram prioritization.

Assessment of Community Needs

This capital budget very clearly demonstrated that the City is being faced with harmonization issues. In the area of capital, there are two harmonization issues:

- 1) Harmonization of facility maintenance; and,
- 2) Harmonization of the number and quality of facilities, i.e. needs based facility improvements and additions.

While the harmonization of the number and quality of facilities should be considered over the next decade, it should be recognized that the City's priority should be assessing and standardizing the level of major maintenance required for the City's existing inventory of facilities. There is no shortage of projects that fit these categories. In fact, it is evident that across the seven former municipalities there were differing standards and attention to what has been commonly known as the "state of good repair".

Growth Related Capital Program

The assessment of community need for facilities is an important component of the City's capital program for the next decade. However, the former municipalities inability in addressing the varied needs of their respective communities over the last decade cannot be readily corrected in a short period of three years. Instead, a long-term plan must be developed that addresses the need for new facilities or expansion/improvements that is based on providing a minimum standard level of service across the new City.

The assessment of community needs is also impacted by Council's adoption of a work plan to facilitate the implementation of a uniform development charge by-law by September 1999. An important component of this work plan is the assessment of the current standard of capital infrastructure in the City and determining the average level over the past ten years. Once completed, this information

Capital Budget Overview

will be used to establish a base standard for the application of development charges.

This average level will also, as a byproduct, help focus work on identifying communities that are below the average City level and put in motion a method of determining priorities among the various communities. The calculation of this average will not be complete until early 1999 (April). Therefore, consideration of capital projects for service improvement should be deferred pending review and assessment of the implications on the City's future capital program.

The development charges base standard will also determine the benchmark for new growth related facilities and infrastructure that will culminate in a Development Charges Capital Budget being brought forward for approval. This budget will identify all projects that are proposed in growth related areas of the City. Projects in the 1999 – 2003 Capital Budget that were identified as substantially growth/expansion have been deferred for consideration at this time and will be reviewed in the context of the Development Charges Capital Budget.

The Chief Financial Officer and Treasurer will be reporting by Summer 1999 on the City's growth related capital works program to be identified through the development charges review process.

Future Year Impact of 1999 Recommended Capital Budget

The recommended 1999 Capital Budget impacts both the future year's capital and operating budgets.

a)

The total recommended 1999 Capital Program of \$3.0 billion has a cash flow impact of \$1.5 billion in 1999 and a future year (2000 – 2003) commitment of \$1.5 billion.

The 1999 tax supported Capital Budget as recommended approves \$2.5 billion in projects with a cash flow impact of \$1.197 billion in 1999. The future years impact (2000 – 2003) totals \$1.3 billion with a cash flow of \$607 million in 2000 and \$339 million in 2001; \$172 million in 2002; and \$162 million in 2003.

The impact of approving the 1999 tax supported capital program means that the City will commit to \$1.3 billion in future years expenditures. This ultimately restricts the amount of funding available for new spending priorities.

b) Impact

The capital budget also impacts the operating budget in three ways:

1. Direct contributions to the capital program to reduce annual borrowing requirements – this is referred to as "Capital from Current";
2. Direct operating impacts of operating new or expanded facilities, as indicated in Appendix F (e.g. salaries, maintenance costs, heat and hydro); and
3. Principal and interest payments on debt issued for capital purposes.

The Capital from Current assumed is \$143.4 million. This represents an increase of \$29.5 million over the 1998 level of \$113.9 million, with \$25 million of the increase relating to the financing strategy dealing with the TTC downloading pressures and \$4.5 million pertaining to a shift in expenditures from operating to capital in Transportation's 1999 Capital Program. The principal and interest payments on debt issued for capital purposes will depend on the Capital Management Financing Strategy adopted.

c) Projected Operating Budget Impact – Net Savings

The future year's cumulative operating budget impact resulting from the recommended 1999 capital budget has been projected at a net savings of (\$55.6) million; (\$35.0) million relates to amalgamation related savings while (\$20.6) million relates to savings captured from efficiencies. The staffing impact of the recommended budget totals a net reduction of 622 FTE's.

Listed below are the Programs projecting significant 1999 savings that are to be realized by the year 2003 and incorporated into their 1999 Operating Budget Submission.

Program	Cumulative Impact	
	Millions	FTEs
TTC	(10.1)	(53)
Police	(5.0)	(139)
Solid Waste	(6.3)	(2)
Parks & Recreation	+1.7	+ 23
Fire	(1.2)	(16)
Other Programs (Net)	+0.3	0
sub total - net reductions	(20.6)	(187)
Transition Projects	(35.0)	(435)
Total - net reductions	(55.6)	(622)

The net savings of (\$10.1) million in TTC's five year plan relates primarily to the following projects: Bus Garage Replacement Project (\$3.2) million; Replacement of 127 Wheel Trans Vehicles (\$2.2) million; the Tunnel Leak Redemption Program (\$1.7) million; and, the Installation of signal priority equipment for transit vehicles at signalized intersections (\$1.1) million. By the year 2002, the Police are projecting net savings of (\$5.0) million resulting from various technology/re-engineering projects. The net operating budget savings projected in the Solid Waste program of (\$6.3) million in 2003 results from the construction of new recycling and waste processing facilities. The Computer Aided Dispatch project included in the Fire Program estimates a (\$1.2) million dollar savings by the year 2000.

Investments in the transition projects will enable the city to achieve the long-term operating budget savings and efficiencies related to amalgamation and restructuring. Annualized savings of (\$35.0) million are projected of which (\$14.7) million will be reflected as part of the 1999 operating budget submissions. A reduction of 435 FTEs are anticipated. The bulk of these projects consist of technology initiatives and facility rationalization needed to realize these efficiencies.

Conclusion:

The 1999 total Capital Program totals \$3.0 billion in gross capital expenditures, with a 1999 cash flow of \$ 1.5 billion and a future year commitment (2000 – 2003) of \$1.5 billion is recommended for approval.

The recommended 1999 program has focussed on this priority in the face of scarce resources and severe expenditure pressures. The City's base capital program has increased due to the accelerated purchase of TTC subway cars, while a significant expenditure is required to address extraordinary projects for transition, Y2K and the Sheppard Subway. The pressure on the expenditures side of the Capital Budget is exacerbated by severe revenue shortfalls that are a result of Provincial downloading, i.e. withdrawal of Provincial capital subsidies for TTC.

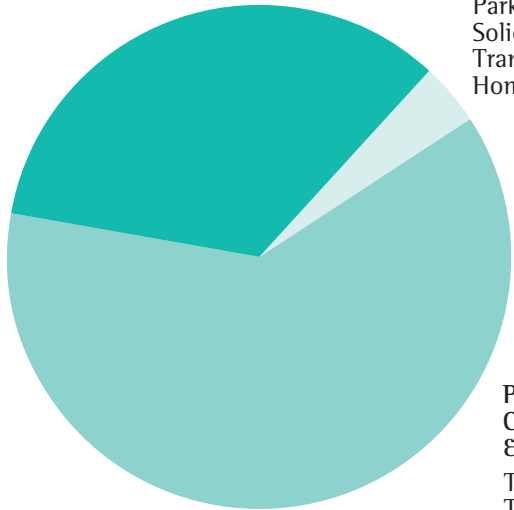
Capital Budget Overview

**1999 RECOMMENDED
TAX SUPPORTED CAPITAL PROGRAM**

66% related to Prior Year Projects

1999 New Projects
34% (\$412 M)

Transportation	\$ 104 M
Transition Projects	\$ 66 M
Y2K Project	\$ 150 M
Fire	\$ 20 M
Parks & Rec.	\$ 18 M
Facilities	\$ 16 M



Prior Year 1998
Underspending
Carried Forward 4% (\$54 M)

Police	\$ 17 M
Parks & Rec.	\$ 8 M
Solid Waste	\$ 5 M
Transition Projects	\$ 29 M
Homes for the Aged	\$ 639 M

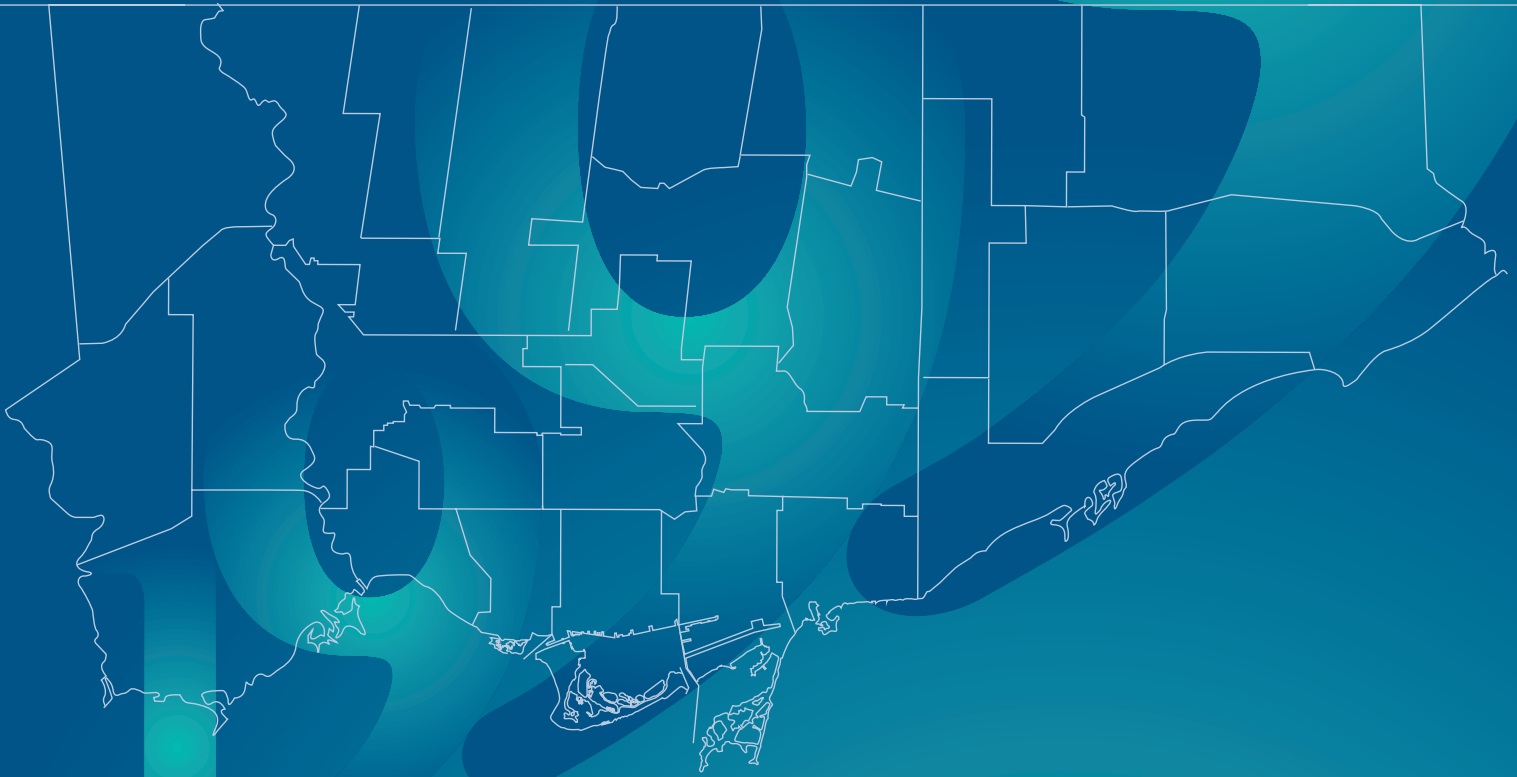
Prior Year - 1999
Component of 1998
& Prior Project 62% (\$731 M)

Transportation	\$ 17 M
Transition Projects	\$ 29 M
TTC	\$ 639 M
Police	\$ 8 M
Parks & Rec.	\$ 8 M

1999 Gross Expenditures \$1.202 Billion

CITY OF TORONTO
1999 CAPITAL BUDGET
AS APPROVED BY COUNCIL MARCH 2, 1999

TAX SUPPORTED (in \$000's)	1999 Capital Budget Gross	Financed By Subsidies & Grants	Financed By Reserves	Financed By Other Revenues	1999 Capital Budget Net
BASE PROGRAM:					
Directly Controlled Programs – Operations					
Ambulance	350	0	0	0	350
Arts, Culture, Heritage	3,900	0	1,670	6	2,224
Economic Development	2,716	0	0	762	1,954
Fire	23,213	0	1,214	0	21,999
Homes For the Aged	15,402	9,666	0	0	5,736
Parks & Recreation	38,444	0	15,935	3,527	18,982
Shelter, Housing & Support	3,050	1,525	0	0	1,525
Social Services Division	104	92	0	0	12
Solid Waste	21,583	0	6,040	0	15,543
Transportation	121,900	0	0	11,153	110,747
Urban Planning & Development	4,538	0	1,698	0	2,840
Sub-Total	235,200	11,283	26,557	15,448	181,912
Special Purpose Bodies					
Conservation Authority	4,260	0	1,230	0	3,030
Exhibition Place	5,685	0	2,850	0	2,835
Library	3,800	0	0	0	3,800
Police	19,500	0	0	0	19,500
TTC excl. Sheppard Subway (RTEP)	445,927	0	189,800	25,693	280,434
Zoo	5,589	0	180	1,561	3,848
Sub-Total	484,761	0	194,060	27,254	263,447
Support Services & Other					
Facilities Management	18,343	0	2,534	625	15,184
Clerks	1,000	0	0	0	1,000
Corporate	10,500	0	-15,100	23,100	2,500
Sub-Total	29,843	0	-12,566	23,725	18,684
TOTAL BASE PROGRAM	948,804	11,283	208,051	66,427	464,043
EXTRAORDINARY PROJECTS					
TTC incl. Sheppard Subway (RTEP)	198,800	0	149,100	0	49,700
Transition Projects	104,140	0	14,293	400	89,447
Y2K Project	150,000	0	0	43,000	107,000
TOTAL EXTRAORDINARY PROJECTS	452,940	0	163,393	43,400	289,147
TOTAL (Recommended by Council Budget Committee)	1,202,744	11,283	371,444	104,827	710,190



Toronto City Council's Committee Structure

Mayor Mel Lastman and 57 elected city councillors, representing 28 wards, form the Council of the City of Toronto. As the main governing and legislative body for the City, Council sets service and spending priorities, and establishes policies. It is then the responsibility of administrative staff in City departments to implement the decisions made by Council. These decisions affect a wide range of essential services, from human services such as welfare and long-term care to hard services like roads and waste management.

In 1999, Toronto City Council has changed its committee structure for the City of Toronto to improve the political decision-making process. Council established six new standing committees, each reporting directly to Council to provide political direction within the committee's area of responsibility. The new structure came into effect June 14, 1999.

The six standing committees as outlined in the chart are: Policy and Finance (replacing the Strategic, Policy and Priorities and the Budget Committees); Administration; Planning and Transportation; Economic Development and Parks; Works; and Community Services. The Emergency and Protective Services Committee was not re-established in the new committee structure. Its responsibilities were reassigned to the new Community Services and Planning and Transportation Committees.

The committees are made up of councillors from various wards who handle issues of city-wide significance and are responsible for various functions as identified on the chart. These councillors respond to the changing needs in the community by providing a forum for public participation. They hear the opinions and concerns of citizens, business owners and community groups and then make recommendations on related budget and service issues for final approval by City Council.

Another major component of the City's governance structure are the six community councils: East York, Etobicoke, North

York, Scarborough, Toronto and York. The community councils, function as committees of council and report directly to Council. Community councils hold public meetings and consult with the standing committees responsible for particular key functional areas on a variety of issues closest to the people in neighbourhoods such as local roads, parks and recreation, planning and transportation matters and development control.

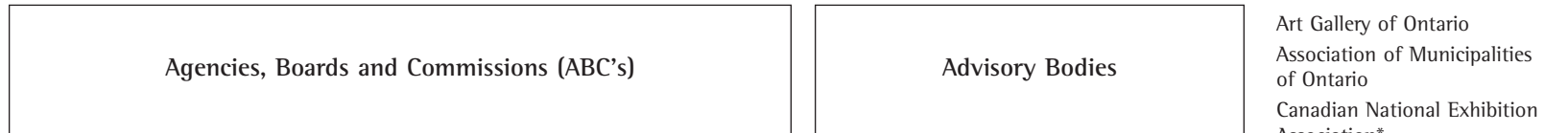
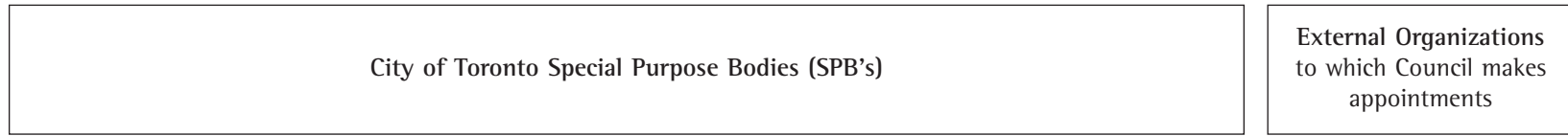
A Budget Advisory Committee has also been established as a sub-committee of the Policy and Finance Committee. This advisory committee assists in co-ordinating the preparation of the annual capital and operating budgets and reviewing matters with significant impact on future budgets, as determined by the Policy and Finance Committee. The committee meets during the budget preparation process and otherwise as determined by the Policy and Finance Committee.

Three additional committees also report directly to Council. The Striking Committee is responsible for councillor appointments to agencies, board and commissions. It also makes recommendations to Council for appointments to the position of deputy mayor, to the standing committees and to the Budget Advisory, Audit and Nominating committees, and for the scheduling of meetings. The Nominating Committee is responsible for citizen appointments to agencies, boards and commissions. However, the committee is not responsible for recommending citizen appointments to advisory committees, working groups and task forces. The Audit Committee is responsible for the City's financial reporting, auditing and internal control.

Local agencies, boards and commissions also play a vital role in providing key services to the City, such as police, TTC, public health, libraries and hydro. These special purpose bodies report through the Policy and Finance Committee for budget purposes and through the relevant standing committee for other matters. The Board of Health continues to report directly to Council.

CITY OF TORONTO SPECIAL PURPOSE BODIES

As approved by Council on April 13, 14 and 15, 1999

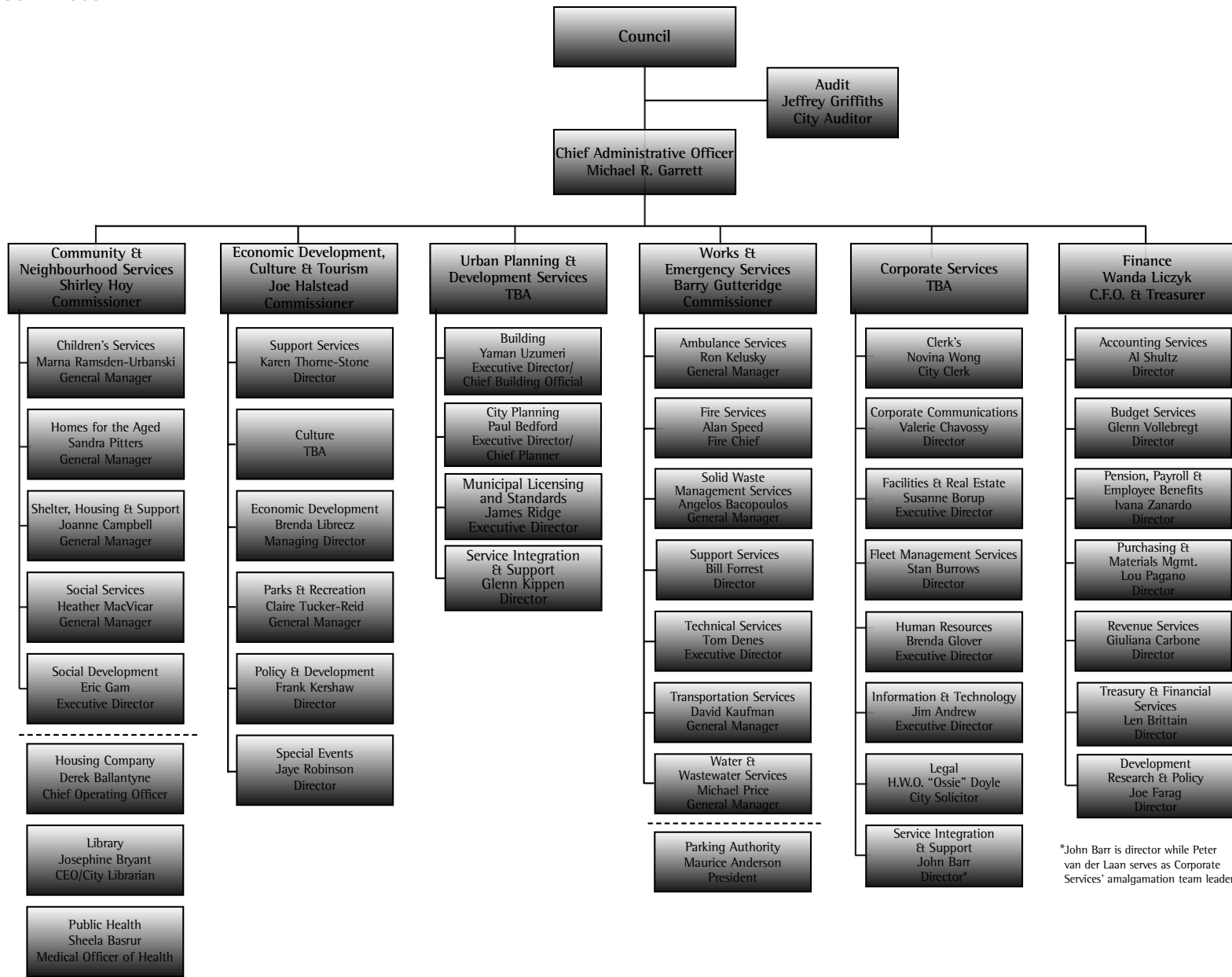


Service Boards	Program Operating Boards	Quasi-Judicial Tribunals	Financial Administrative Bodies	Program Advisory Bodies	Political Advisory Bodies
Exhibition Place Hummingbird Centre for the Performing Arts North York Performing Arts Centre Corporation St. Lawrence Centre for the Arts Toronto Board of Health Toronto Housing Company Toronto Parking Authority Toronto Police Services Board Toronto Public Library Toronto Transit Commission Toronto Zoo	AOCCs Arena boards Business Improvement Areas Museum site boards Toronto Economic Development Corporation (TEDCO)	Committee of Adjustment Court of Revision Fenceviewers Property Standards Committee Rooming House Licensing Commission Toronto Licensing Tribunal	Metro Toronto Pension Plan, Board of Trustees Metro Toronto Police Benefit Fund, Board of Trustees Metro Toronto Sinking Fund Committee Toronto Atmospheric Fund, Board of Directors Toronto Civic Employees' Pension and Benefit Fund Committee Toronto Fire Department Superannuation & Benefit Fund Committee	Committees, work groups, reference groups etc. that advise staff on various aspects of programs administered by the departments	Mayor's Task Forces, Council Task Forces and other bodies that advise Council.

*100% funded by the City

Toronto Hydro Corporation incorporated under OBCA regulated by the Ontario Energy Board.

CITY OF TORONTO ADMINISTRATIVE STRUCTURE
JUNE 1999



*John Barr is director while Peter van der Laan serves as Corporate Services' amalgamation team leader.

TORONTO CITY COUNCIL 1998-2001



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Formerly held by Frank Faubert



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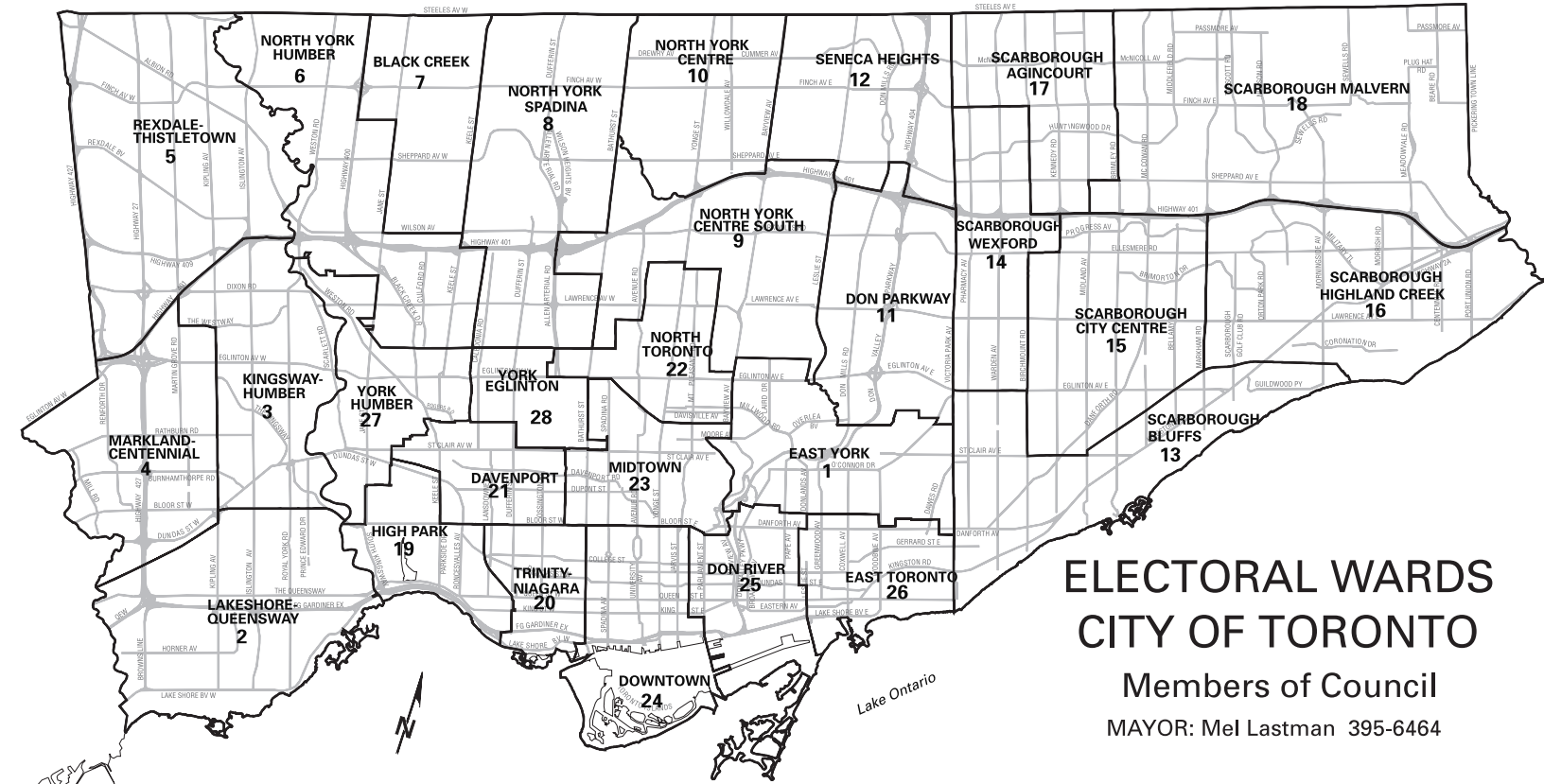
CH City Hall, 100 Queen St. W

Toronto ON M5H 2N2

Fax: 392-1050

Council Message Centre: 392-7937

TORONTO MAP



**ELECTORAL WARDS
CITY OF TORONTO**
Members of Council
MAYOR: Mel Lastman 395-6464

WARD	COUNCILLOR	TELEPHONE	WARD	COUNCILLOR	TELEPHONE	WARD	COUNCILLOR	TELEPHONE
1	Case Oates	392-4032	10	John Filion	392-0210	20	Joe Pantalone	392-4009
2	Jane Pittfield	392-0215	11	Norman Gardner	392-4018	21	Mario Silva	392-7012
3	Michael Prue	392-4035	12	Gordon Chong	392-4061	22	Betty Disero	392-7011
4	Irene Jones	397-9273	13	Denzil Minnan-Wong	397-9256	23	Dennis Fotinos	392-4069
5	Blake Kinahan	392-4039	14	Joan King	392-4038	24	Anne Johnston	392-4090
6	Mario Giansante	397-9279	15	David Shiner	397-9252	25	Michael Walker	392-7906
7	Gloria Lindsay Luby	392-1369	16	Gerry Atobello	392-0213	26	John Adams	392-0013
8	Bruce Sinclair	392-4002	17	Brian Ashton	392-4052	27	Ila Bossoms	392-4096
9	Dick O'Brien	392-4099	18	Mike Tzekas	392-1372	28	Olivia Chow	392-4044
10	Elizabeth Brown	392-0205	19	Lorenzo Berardinetti	397-9274		Kyle Rao	392-7903
11	Bruce Sinclair	392-1370		Brad Duguid	392-0204		Jack Layton	392-4060
12	George Mammoliti	397-9268		Frank Faubert	392-4008		Fam McConnell	392-7916
13	Judy Sgro	392-4066		Ron Mooser	392-373		Sandra Bussin	392-1376
14	Maria Augimeri	392-4021		Doug Mahood	397-9262		Tom Jakotek	392-7915
15	Peter LiPreti	392-0201		Sherene Shaw	392-1374		Frances Nunziata	392-4093
16	Michael Feldman	392-1371		Bas Balkissoon	392-375		Bill Saundercok	397-9255
17	Howard Moscoe	392-4027		Raymond Cho	392-4076		Rob Davis	397-9251
18	Milton Berger	397-9267		Chris Korwin-Kuczynski	392-7919		Joe Mihevc	392-0208
19	Joanne Flint	392-0209		David Miller	392-4072			



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SOURCE :
Ward Data :
City Clerk's Department, Oct. 98
Base Map :
Land Information Services, Aug. 97

About Toronto

Toronto's age reflects its attitude – young and enterprising. Accessible and responsive, Toronto is home to 2.4 million people and 74,000 businesses. That makes Toronto the fifth-largest city in North America and Canada's financial and commercial centre.

All of Canada's top five banks and 90 per cent of the country's top foreign banks are headquartered in Toronto. Toronto also leads the country in manufacturing, employment, new building activity, retail sales, tourism and small business growth, and has recently topped its own record for building-permit issuance. Last year, Toronto generated 25 per cent of all job growth in Canada and is forecast to lead Canada's economy over the next five years.

Toronto is ideally situated because of accessibility to key markets, our well-educated and skilled workforce and links to the global economy. Lester B. Pearson International Airport served 26 million passengers last year with an additional 200,000 served at Toronto's island airport. Our proximity to more than half the American population – a mere 90-minute flight or one-day drive – makes Toronto the gateway to the U.S.

Torontonians care about doing well and living well. Toronto is consistently ranked one of the world's best cities in which to live and do business by the Swiss-based Corporate Resources Group and Fortune Magazine.

Small is big in Toronto. Not only does small business account for more than 94 per cent of all business in the city, there's a small-town feel in our neighbourhoods. Residents often walk or cycle to places of work and play. Streets are safe and clean and public transit extensive and accessible. In fact, 90 per cent of Toronto residents live within 300 metres of public transit routes. The Toronto Transit Commission (TTC) system boasts the highest per capita ridership of any North American public transit system. People say they feel at home in Toronto. That's because the city has one of the world's highest proportion of immigrants, at just under 50 per cent of its population. On any given day,

over 100 languages are spoken in Toronto workplaces, homes and streets. Toronto's diversity provides a clear, competitive advantage in the international marketplace and a good reason to celebrate. Annual festivals such as Caribana, Taste of the Danforth and Winterfest are part of the reason people love living here, not to mention the hundreds of theatre, music, film, art and sports venues.

Torontonians also enjoy standards of education, health care and social security that are among the highest in the world. Toronto's post-secondary institutions have well-deserved international reputations for research and training. The University of Toronto is North America's largest medical faculty.

Is it any wonder millions of people call Toronto home?

GOVERNMENT

- \$5.6 billion budget (\$6.1 billion including rate-supported programs)
- 57 members of Council plus the Mayor
- 45,000 employees (including our Special Purpose Bodies)

POPULATION AND LOCATION

- 2.4 million residents, fifth-largest city in North America
- 632 square kilometres
- One third of Canada's population lives within a 160-kilometer radius of Toronto
- Half of the United States population lives within a one-day drive of Toronto

ECONOMY

- Third-most popular business destination in the world, after London & Paris (Runzheimer)
- "Coolest place" in Canada for young entrepreneurs (Point of View magazine)
- At \$75 billion, the Gross Domestic Product (GDP) is higher than the GDP of four Atlantic provinces combined

Profile of Toronto

- Tourism expenditure reaches \$4.95 billion in 1998
- Total building permits \$2.3 billion – highest since 1990
- At 6.9%, the unemployment rate is the lowest in eight years
- Home to 90 per cent of Canada’s foreign banks, top law firms, advertising agencies and 80 per cent of Canada’s top public accountants and high-tech companies
- Home to computer technology industries, including the headquarters and research centres of Apple, Hewlett-Packard and Sun Microsystems
- One of the most advanced telecommunications centres in North America (100 per cent fibre-optic.)
- North America’s second-largest stock exchange
- Half of Canadian companies on Fortune’s Global 500 are located in Toronto
- Top municipal beautification and environmental awareness program (Communities in Bloom)

ARTS/CULTURE ENTERTAINMENT

- 16 million attendees a year at Toronto performances
- 22 million visitors annually
- Toronto dubbed the best city in the world for cycling (Bicycling Magazine)
- World’s third-largest English-language theatre centre after London and New York
- Home to 7,000 restaurants and clubs
- Home to five professional sports teams: hockey, football, basketball, baseball, lacrosse

RACIAL DIVERSITY AND SOCIAL HARMONY

- More than 70,000 immigrants make Toronto their home each year
- By 2001, foreign-born residents will comprise more than 50 per cent of the population
- Places Rated Almanac ranks Toronto as the safest large metropolitan area in North America
- 59 per cent of Toronto’s 20-to-64-year-olds have received post-secondary education

INFRASTRUCTURE

- National Trade Centre is the third-largest exhibit facility in North America
- TTC operates North America’s second-largest public transit system
- North America’s largest continuous underground pedestrian system connects 1,100 stores and restaurants, 48 office towers, six major hotels and several entertainment centres

Toronto Economy

The early 1990's recession, unlike previous recessions, hit the Toronto area much harder than the rest of Canada. Employment in the Toronto Census Metropolitan Area (CMA) turned down sooner than in the rest of Canada, and fell more sharply than either Canada as a whole or the rest of the province. Recovery was also delayed. Residents of the City of Toronto had more than their share of the pain of the early 1990's recession.

Since 1994, employment in the Toronto CMA has been growing more rapidly than Ontario or Canadian employment. The Toronto CMA accounted for approximately 16.5% of Canadian employment in the late 1980's. This declined to less than 15.5% by 1994, and has subsequently rebounded to 16.3% of Canadian employment. If the trends of the past few years continue, the Toronto CMA is poised to set new employment records, early in the next millennium. The Toronto CMA's share of Ontario employment has already passed its previous peak set in 1989, and it now stands at 41.6% of Ontario employment.

In the late 1980's unemployment rates for residents of the Toronto CMA were much lower than the rest of Ontario and the rest of Canada. The recession impacted the Toronto region more than the rest of the country. In 1992, the unemployment rate for the Toronto CMA exceeded the Canadian and Ontario averages. Since 1992, the unemployment rate for the Toronto CMA has fallen faster than the rest of the country, and it now once again stands below the national and provincial averages. The City of Toronto's unemployment rate, which was 1% above the national average at its peak in 1992-1993, is now also below the national average.

Current Value Assessment

Current Value Assessment was introduced across Ontario in 1998. However, the changes to the assessment system did not address the fundamental inequity that commercial and industrial tax rates remain twice as high in Toronto as in surrounding municipalities.

In the May 1998 budget, the province began to address part of this inequity. The provincial education tax for commercial and industrial properties in those municipalities with average commercial or industrial education tax rates above the provincial average (3.3%) is being lowered over eight years to the provincial average.

This significant step takes us half of the way to equalizing provincial education taxes. Commercial and industrial properties will continue to be levied at a much lower tax rate in the newer "905" suburbs, even after the full eight-year phase-in because historical education tax rates in the 905 area are below the provincial average.

What's Going On?

Various civic projects aim to make Toronto the best possible place to live, work and play

As expected from Canada's biggest city, Toronto's municipal government is a hothouse of activity. Here's a snapshot of 10 high-priority projects currently under way, making sure Toronto's quality of life remains one of the best in the world:

Shaping the Amalgamated Civic Service

Much of the work that went into the 1998 amalgamation of seven municipal governments in the first year involved the creation of an organizational structure, senior management team and departmental management teams. Michael Garrett, the Chief Administrative Officer, and six Commissioners were recruited early in the new year to head each of the six City departments: Community & Neighbourhood Services, Corporate Services, Finance, Economic Development, Culture & Tourism, Urban Planning & Development, and Works & Emergency Services.

Downsizing of the civic service continues today as part of the ongoing amalgamation process. Most of the departures, many of them voluntary exits, have involved managerial staff. The City's amalgamating programs are expected to achieve a total of \$150 million in savings over the three-year period that began in 1998. At the same time, the organization has been striving to develop a vibrant organizational culture of shared ideals, values, goals and enthusiasms. For everyone at the City, the number one commitment is the provision of top-notch municipal services and programs.

Harmonization of Services and Fees

Integrating (or harmonizing) services across the united city is one of the municipality's top priorities for the next two years. Staff teams are reviewing public services and looking at best practices in order to make improvements, reduce costs and establish city-wide consistency in policies, programs and fees. In April, 1999, Toronto City Council approved a new policy on the harmonization of recreation program fees that will take effect on September 1, 1999. Under the new policy, there will be no recreation program fees for introductory

instructional programs for early childhood, child and youth programs, and no fees for many of the basic programs for all ages, for basic and introductory level child and youth programs, and for drop-in programs offered to older adults. Specialized programs for all ages and most adult programs have new harmonized fees. In addition, a new policy is being developed to ensure that high-need individuals and communities will be able to continue to enjoy the City's recreation programs, regardless of ability to pay.

As for harmonizing programs and services, here are several of the projects now under way or undergoing development:

- updating public call-centre technology and establishing other means of one-stop customer service across the organization
- integrating and streamlining warehousing operations
- implementing new, City-wide systems for financial management and human resources information, Project Atlas and
- rationalizing office space and other City facilities.

New Municipal Responsibilities

The City's recommended 1999 budget absorbs about \$40 million in costs resulting from the downloading of responsibilities for community services and public transit. The Social Services Division is in the process of taking on 14,000 single parent and temporary foster case cases from the Province. Children's Services, another division of the Community and Neighbourhood Services Department, is assuming responsibility for the management of childcare services such as family resource centres.

The downloading of capital costs for public transit to municipalities is a major challenge for the City of Toronto. Council is urging the Province to help with the cost of equipment investments for the Toronto Transit Commission by following the lead of provinces and states that allocate a portion of their gas tax to public transit.

The Electronic City

Information makes the world go 'round, and that is certainly true for governments. At the City of Toronto, several important computer-related projects are currently up and running – namely, the Year 2000 "Y2K" Project and Project Atlas.

The Y2K Project, similar to those in other organizations around the world, involves the testing of systems that might be prone to problems associated with the two-digit coding of dates in computer systems. (In short, 00 might be read as 1900 rather than 2000.) The City has identified 84 high-priority municipal business functions requiring scrutiny and another 64 medium-priority projects in departments, agencies, boards and commissions. The Year 2000 Project Office is co-ordinating the inventory, assessment, remedying and testing of all equipment to ensure it will be 'business as usual' on January 1, 2000, for all services, particularly critical services such as water, electricity and emergency-response units. A dedicated Year 2000 hotline has been set up (397-0222) as well as a web site (www.city.toronto.on.ca/Year2000). The City has also distributed an information pamphlet to all Toronto homes.

Project Atlas will result in a single financial and human resources system for the municipal government and its 25,000 employees. The project team, consisting of staff of the City and of the software vendor, are working with departments to implement the new system with a smooth transition.

Maintaining the City's internet web site (<http://city.toronto.on.ca>) is an ongoing activity of considerable importance. Most of the projects identified here offer public information through the web site. As the saying goes: Check it out!

By making this information available, the City of Toronto is seeking to inform but is not giving any business, legal or other advice concerning the Year 2000 and its related issues.

Cleaning Up Toronto's Taxis

The City recently began implementing changes designed to improve taxi service and address the problem posed by absentee owners controlling most of the taxi licences in Toronto. Changes include the creation of a new ambassador class of cabs with new cars and top-notch operators. Three hundred ambassador-class licences will be issued to individual taxi owner-operators over the next three years.

The City is also requiring a program of driver training, cab inspections, and a passenger bill of rights to be posted in each cab. The bill of rights specifies that the driver will provide courteous, safe, knowledgeable service. Inspections staff of the City's licensing and standard division are overseeing the changes.

Preparing For Millennium Celebrations

The year 2000 will be special in Toronto, with a series of major festivals, projects and neighbourhood celebrations unfolding throughout the year. The City is helping local groups through a Millennium Grants Program that will distribute half a million dollars among successful applicants mounting non-profit cultural, sports, recreation, neighbourhood and environmental projects and events. The Millennium Task Force, began assessing the 180 applications in May (the deadline for applications is now past) and will notify the applicants of the outcome in June.

Meanwhile, the City's Special Events Office is preparing for the City's signature events, which will begin with a New Year's Eve extravaganza on December 31, 1999. Other major festivals include the annual winter carnival and the summer street festival.

Bid for the 2008 Olympic Games

Community consultation has been a vital component of Toronto's bid for the 2008 Olympic Games, consistent with Council's direction when it endorsed the bid in principle last year. Council called for a socially and financially responsible bid, which is being undertaken by a non-profit corporation called TO-Bid. The Olympic Games would give Toronto the opportunity to host a celebration of world sport and culture, creating a legacy of tremendous value.

The City Olympic Office, is responsible for implementing Council's directions for the bid.

Toronto's Own Times Square

The most high-profile building project in a city of numerous active construction sites involves the redevelopment of a block of old stores at Yonge and Dundas Streets. Demolition began in March, making way for Dundas Square park and a 30-screen movie-theatre complex called Metropolis. The new

Profile of Toronto

development will revitalize the intersection – also known as the Canada’s busiest – into Toronto’s version of New York’s Times Square. About 30,000 pedestrians and a similar number of vehicles pass through the intersection daily.

The City assembled the land in order to make the dream of a downtown showplace square a reality. The development is financed and managed by the private sector. The development industry is also mounting another long-awaited development in the city core: a residential and commercial project called CityPlace soon to start taking shape on the railway lands south and west of SkyDome.

New Official Plan

The City recently began work on a new official plan, or Toronto Plan, which will serve as a guide for future development and renewal in our city of 2.4 million people and 240 square miles of territory. Toronto Plan will identify priorities for social, environmental and economic development, with guidelines for enhancing green spaces and seeing that any new development is compatible with the environment.

Toronto Plan will replace the seven official plans of the seven former municipalities, which together amount to more than 2,000 pages of detailed text. The new document will contain lots of visual material to help make sure it is clear and interesting to read.

New Subway Line

The Sheppard subway project, a major extension to Toronto’s subway system, will result in a new line extending 6.4 km from Yonge Street to Don Mills Road. This important project of the Toronto Transit Commission is expected to provide 30 million passenger trips in its first year of operation early in the new millennium, and will be the catalyst for new development along the corridor.

The new subway line will have stations at Yonge Street, Bayview Avenue, Bessarion Road, Leslie Street and Don Mills Road. Each of the new stations will be designed to incorporate an art concept along with the standard practical features. Architects and artists are working together to create attractive, functional subway stations.

Another major transit project on the City’s agenda involves the development of a rapid-rail link between downtown Toronto and Pearson International Airport. Mayor Mel Lastman and other members of City Council are actively working with the federal Ministry of Transport to provide the support necessary to bring this project to life.

This overview is by no means a complete list of civic projects, but it should give you a sense of the basic nature of current priorities at the City of Toronto in the final year of the twentieth century.



Community & Neighbourhood Services

Community and Neighbourhood Services' mission is to provide timely, high quality human services to eligible residents of the City of Toronto, to identify emerging community needs and to respond as appropriate with innovative, effective programs. Community and Neighbourhood Services is comprised of:

- Social Services • the Toronto Housing Company • Homes for the Aged • Public Health • Shelter, Housing and Support • Libraries • Children's Services

In addition, one staff Division (Social Development and Administration) provides administration, policy, planning and community development support to the commissioner and each of the operating divisions, as well as delivering the Community Services Grants program.

Children's Services

MISSION STATEMENT

In partnership with the community, Children's Services promotes equitable access to high quality care for children and support to families residing in the City of Toronto. Children's services are planned, managed and provided in ways that invest in children's development, respond to families' needs and choices and respect the diversity of the City's communities. A co-ordinated approach to the provision of Children's Services ensures public value and benefit for all.

Children's Services

- committed to children
- supportive of families
- strengthening local communities

1998 KEY SERVICE ACCOMPLISHMENTS

- Maintained subsidized service levels as required by the provincial service contract and provided child care support to the Ontario Works Program as approved in the Business Plan.

- Developed an expanded child care service strategy for Ontario Works and secured additional provincial and city resources to support it.
- Completed plans and preparations for the realignment of provincial programs (wage subsidy, family resource centres, special needs resourcing and approved corporations) whose transfer was delayed by the Province until early 1999.
- Developed strategies which preserved the school based child care services facing eviction or closure as a result of the new educational funding formula.
- Within existing resources expanded the directly operated child care services to include the new hostel programs at Robertson House and Hotel Raffles.
- Released guidelines for responding to racial incidents within the child care community and offered training to over 550 child care operators.
- Conducted a new Child Care Needs Survey which will inform the 1999 service planning process.
- Supported the activities and initiatives of the Children's and Youth Advocate.

Community & Neighbourhood Services: Children's Services

Note:

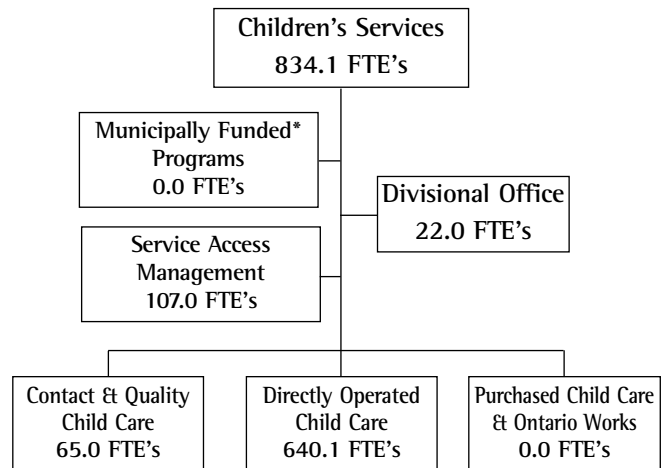
- The 2,000 subsidized space expansion approved by Council on April 29 and 30, 1998 was not achieved because the Province did not give the required cost-sharing approval for implementation in 1998.
- The variance between the projected actuals and the approved budget is the result of the provincial delay in the transfer of the downloaded programs, the lack of provincial cost-sharing for the 2,000 space expansion and the delay in subsidy placements as a result of extended negotiations concerning Ontario Works funding.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

1. To preserve the existing stock of licensed child care within the City.
2. To assume system management responsibility for the programs being downloaded from the Province (wage subsidy, special needs resourcing, approved corporations, family resource centres) and integrate them into the Service Plan for Child Care.
3. To extend the range of service options available to provide care and support to Ontario Works families.
4. To negotiate a new Service Plan for Child Care which will improve service access, accountability and integration.
5. To produce the Report Card on Children's Well-being, which will include multi-year improvement targets.
6. To review and rationalize the use of the former City of Toronto day care grant funding.
7. To rationalize and harmonize the City's approach to workplace child care.
8. To provide support to Councillors, communities, child care programs and families throughout the school closure review process.
9. To support the Children's Advocate in the implementation of a Children's Agenda within the City.

Note: These objectives will result in increased levels of service in 1999 as compared to 1998.

FUNCTIONAL CHART



Divisional Office

Provides leadership and support in the planning, management and delivery of services for children and families. The Divisional Office includes the General Manager, the Client Co-ordinator responsible for client appeals and the Service Planning and Support Unit responsible for financial, systems and planning support to the Program.

Municipally Funded Programs

Provides three activities, which are currently not approved for provincial cost-sharing. These are:

1. Service contract with summer day camps which provide alternate care arrangements and recreational experience for children during the months of July and August.
2. The former City of Toronto daycare grants (\$663.3 thousand) to help with childcare centres within the former city boundaries, improve staff salaries and keep services affordable.
3. Occupancy cost grants paid to Boards of Education on behalf of childcare programs located in school facilities.

Service Access Management

Provides information to families about subsidies and child care service options, conducts financial eligibility assessments and calculates client user fees for both regular subsidy clients and people using the Ontario Works funding stream. In

In addition the Unit manages the waiting list for subsidized child care, makes subsidy placements in accordance with the service plan, administers the Ontario Works informal care account and pays operators providing subsidized child care based on their monthly enrolment patterns.

Contract and Quality Compliance

Negotiates and monitors service contracts with community providers of child care services (including programs being downloaded from the Province) and ensures financial accountability and program quality. The Unit also provides management consultation to community operators and investigates public and client service complaints. Finally, the Contract and Quality Compliance Unit provides therapeutic intervention and specialized consulting services in support of children with special needs.

Directly Operated Child Care

Operates a licensed home child care agency, and 57 licensed child care centres, four of which are located in hostels. Almost all of the 2,691 families served are in receipt of subsidy. The programs provide care in predominately high needs neighbourhoods and focus service on special needs children and families. Only 133 families pay full fee. The directly operated program also provides innovation and leadership in the field of early childhood education through student placement programs and collaboration in research ventures.

Ontario Works and Purchased Child Care

The Ontario Works Program has dedicated funding associated with the provision of child care support to families enrolled in the program. These dedicated Ontario Works child care resources are administered by the Service Access Management Unit through fourteen child care brokers located in Social Services field offices. These child care brokers review the child care needs of Ontario Works clients, discuss available service options, develop short and long term child care plans, arrange placement into licensed child care programs and administer and control informal care payments. They also serve as an expert child care resource to Social Services staff and community organizations involved in the delivery of Ontario Works.

Through the Contract and Quality Compliance Unit, the City enters into purchase of service contracts with community child care programs which meet the City's operating criteria and approves the per diem rates to be paid on behalf of children whose families are eligible for fee assistance. Rates in purchased child care vary by program and age of children served. Operators are paid based on the monthly enrolment of subsidized clients as verified by staff in the Service Access Management Unit. Once the transfer of the provincially downloaded programs has occurred these programs (wage subsidy, special needs resourcing, approved corporations and family resource centres) will also be managed by the Contract and Quality Compliance Unit using a service contract approach. The wage subsidy program provides salary grants to licensed child care to help improve staff compensation levels. Approved corporations and agencies providing specialized services support the integration of developmentally and physically challenged children into the mainstream child care system. Family resource centres provide a range of services that help families care for children.

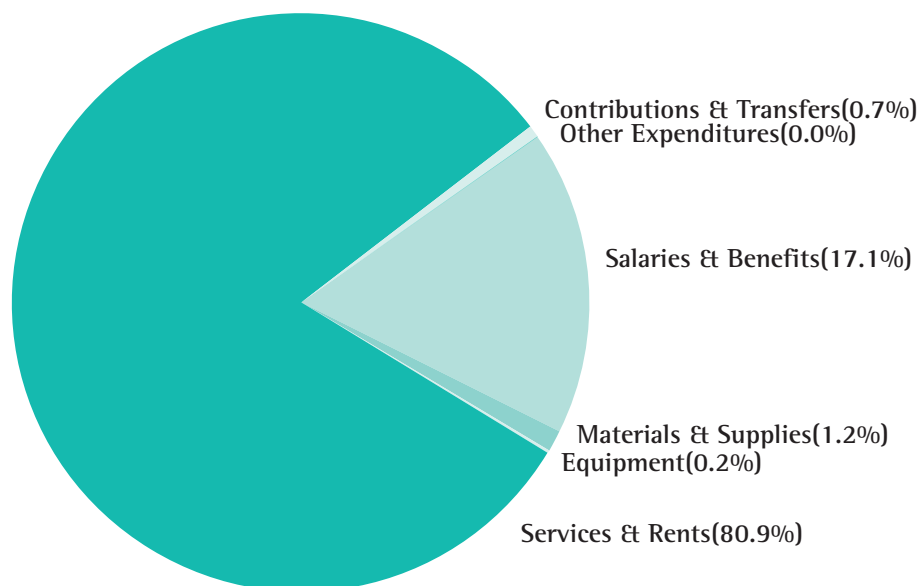
KEY SERVICE LEVEL INDICATORS

	1998	1999
Number of Licensed Spaces	33,356	32,601
Number of Subsidized Spaces	24,216	24,216
Subsidy Waiting List	16,500	15,000
Number of Integrated Child Care Spaces	225	225
Average Gross Blended per Diem:	28.23	28.43
Municipal Centres	46.46	46.46
Purchased Centres	26.12	26.22
Municipal Private Home	23.70	23.26
Purchased Private Home	24.36	24.22
Administration Cost percent of Gross Budget	5.2%	4.8%

**CHILDREN'S SERVICES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
DIVISIONAL OFFICE	2,040.0	2,246.0	206.0	10.1
MUNICIPALLY FUNDED PROGRAMS	2,799.3	6,038.5	3,239.2	115.7
SERVICE ACCESS MANAGEMENT	5,952.6	6,201.4	248.8	4.2
CONTRACT & QUALITY COMPLIANCE	4,070.0	4,573.9	503.9	12.4
DIRECTLY OPERATED CHILD CARE	41,732.0	42,034.1	302.1	0.7
PURCHASED SERVICES	171,460.0	173,739.4	2,279.4	1.3
Total Gross Expenditures	228,053.9	234,833.3	6,779.4	3.0
REVENUE				
Grants from Others	(180,448.7)	(177,197.5)	3,251.2	(1.8)
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(15,134.0)	(16,143.8)	(1,009.8)	6.7
Other Revenue	0.0	0.0	0.0	
Total Revenue	(195,582.7)	(193,341.3)	2,241.4	(1.1)
Net Expenditure	32,471.2	41,492.0	9,020.8	27.8
Staffing Complement in Equivalent Funded Positions	806.8	834.1	27.3	3.4

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Homes for the Aged

MISSION STATEMENT

The Homes for the Aged Program 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.

1998 KEY SERVICES ACHIEVEMENTS

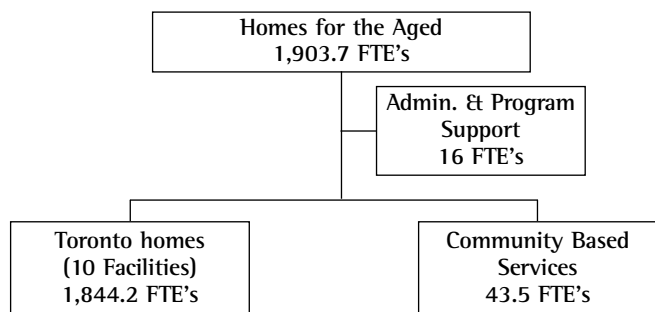
- Continued implementation of Division-wide efficiencies by streamlining operations, consolidating administrative and clerical support functions across all 10 homes, and introducing generic work positions in both building services and food and nutrition departments.
- Fully established working partnerships with Baycrest Centre for Geriatric Care, Eye Contact and individual podiatrists for the provision of specialty medical and dental services to residents of the 10 Toronto Homes for the Aged.
- Attained a high level of responsiveness to community need by maximizing occupancy in the Toronto Homes for the Aged.
- Formalized a Divisional communication framework with the Community Care Access Centres to help facilitate efficient and effective client access to the Division's facility and community based programs.
- Restructured the Supportive Housing Program in compliance with Bill 173 and its regulations and policies.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- To provide high quality client focused care and service in a manner that maintains public accountability and consumer confidence.
- To continue to improve services provided to clients through a Quality Improvement approach, effective resources utilization and revenue generation.
- To develop and strengthen alliances with community partners which result in positive client outcomes and which more fully integrate the Division with its community.

- To continue to participate and influence Health Services Restructuring within the City of Toronto to ensure that clients needs are met.
- To provide targeted education consistent with the Division's defined population to support staff in acquiring the necessary skills and knowledge to provide care and service to our clients.
- To expand the Divisional volunteer program, ensuring that it continues to support clients' needs and volunteers' interests.

FUNCTIONAL CHART



Service Administration
Food & Nutrition
Housekeeping & Laundry
Maintenance
Program & Services
Nursing & Special Needs

Homemakers &
Nurses Services
Support Housing
Adult Day Centres

ADMINISTRATION AND PROGRAM SUPPORT

This unit provides leadership and overall strategic and policy direction; in addition to administrative, consultative, clinical and professional support.

Toronto Homes

The Division owns and operates ten Homes for the Aged which 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. The Division uses a client-centred interdisciplinary approach to care and is committed to providing high quality service in an environment designed to support the residents' rights to dignity, self-esteem, and independence. Services

*Community & Neighbourhood Services:
Homes for the Aged*

provided to clients include recreational activities, nursing and medical services, housekeeping, maintenance, dietary services, laundry, social work, volunteer services, spiritual and religious care, rehabilitative services, trust and administrative services.

COMMUNITY BASED SERVICES

Homemakers & Nurses Services – Homemakers & Nurses Services purchases Homemaker hours and Nurse visits from 14 Homemaking Agencies and 2 Nursing Agencies on behalf of elderly, disabled and family clients who may be experiencing a crisis. Clients are in need of both financial assistance and help with their activities of daily living. The purpose of the program is 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 caseworkers.

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. Scope of services include individual assessment, case management and service co-ordination, while purchasing personal support services from a variety of providers. Eligible clients include frail older adults who may experience mild cognitive impairment.

Adult Day Centres – The Division operates 5 Adult Day Centre programs that offer clients living in the City the opportunity to achieve and maintain their optimal level of functioning. The program assists in preventing premature or inappropriate institutionalization and provides respite and support for caregivers of clients. Services provided include planned social, recreational and physical activities as well as nutritional meals for which clients pay a daily fee based on ability to pay.

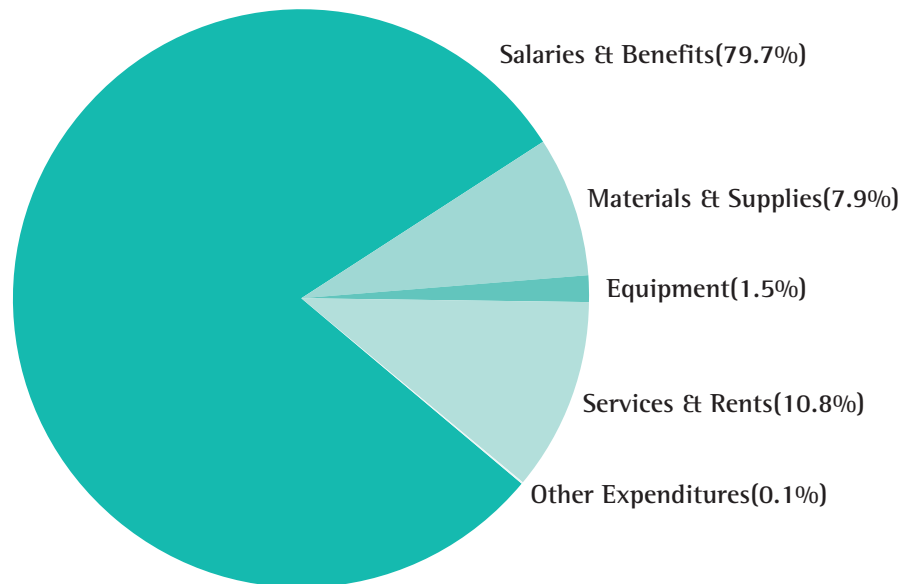
KEY SERVICE LEVEL INDICATORS

	1998	1999
Number of Long Term Care Beds	2,641	2,641
Homes Expenditures per Diem	118.00	117.25
Adult Day Centre Cost per Client Day	78.00	76.00
Number of Homemaker/Nurses Cases	18,846	18,846

**HOMES FOR THE AGED
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
ADMINISTRATION & PROGRAM SUPPORT	1,125.0	1,138.8	13.8	1.2
TORONTO HOMES	116,734.3	116,068.4	(665.9)	(0.6)
COMMUNITY BASED SERVICES	8,852.0	8,371.7	(480.3)	(5.4)
Total Gross Expenditures	126,711.3	125,578.9	(1,132.4)	(0.9)
REVENUE				
Grants from Others	(64,419.3)	(63,378.0)	1,041.3	(1.6)
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(38,956.5)	(39,159.9)	(203.4)	0.5
Other Revenue	(118.5)	(126.1)	(7.6)	6.4
Total Revenue	(103,494.3)	(102,664.0)	830.3	(0.8)
Net Expenditure	23,217.0	22,914.9	(302.1)	(1.3)
Staffing Complement in Equivalent Funded Positions	1,919.5	1,903.7	(15.8)	(0.8)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Shelter, Housing & Support

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. It provides temporary shelter and support for homeless individuals and families while creating and maintaining permanent housing solutions.

1998 KEY SERVICE ACHIEVEMENTS

- 1,363,593 bed-nights of shelter (average 4,280 people each night, including 1,200 children);
- Innovative service within hostel system for people hardest to serve;
- Project Going Home and Housing Contacts programs to help people return to their home communities or find affordable housing outside Toronto (in total served 563 people in 1998);
- 40 service initiatives to prevent homelessness or divert people from hostels;
- Over \$250 million in downloaded social housing costs monitored;
- Affordable housing supply strategy and demonstration projects initiated;
- Technical support to over 250 households, and grants to 50 households for termite infestation treatment.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

Hostel Services:

- Continue providing high quality service in spite of unprecedented increase in demand for shelter service, ongoing demands for financial constraint, and growing concerns by the community about service considerations.
- Manage a major capital renovation and program restructuring of Seaton House, a directly operated shelter that assists up to 630 men daily.
- Develop and implement solutions for service issues associated with use of motels for sheltering facilities.

- Continue to advocate with the Province for more flexible use of hostel subsidies to include redirecting funding to programs which prevent homelessness, and for the Province to address the slippage in their cost-shared portion of hostel per diems.

Social Housing and Support Services:

- Lead development of an effective and efficient housing system for homeless people.
- Continue to work within the Program and with other parts of the City to create innovative responses to homelessness, focusing on homelessness prevention and housing help and community supports.
- Develop initiatives with existing agencies across the City to provide housing help, including eviction prevention, long term housing, food access, and identification of the “hidden homeless,” and people at risk of losing benefits.
- Transition management for social housing that involves the following items: participating in development of policies and practices for reform of social housing programs; working with community stakeholders to prepare for transfer of administration; implementation of program reforms; developing our own capacity to administer social housing; and working collaboratively with other GTA municipalities on shared issues.
- Monitor provincial billings and negotiate a revised GTA cost-sharing formula to ensure City’s interests are protected.
- Extend community initiatives program across new City, which includes implementation of homelessness programs using Provincial funding.
- Facilitate development of transitional housing demonstration projects in partnership with community agencies.

Housing Supply, Rehabilitation & Development

- Create an environment in which private sector and community partners will be willing and able to develop affordable housing for people with a range of housing needs that are not currently being met in the market.
- Develop a housing rehabilitation program that includes both protection and intensification of existing stock.

Community & Neighbourhood Services: Shelter, Housing & Support

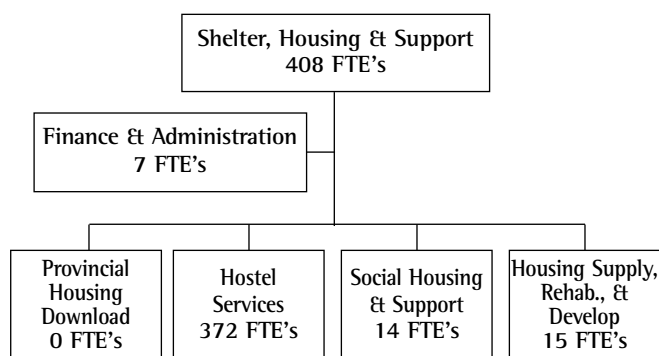
- Provide support for the City's Olympic Bid through ongoing participation on planning of Olympic Village to increase supply of affordable housing, and lead a work group which will consult with the community and develop a strategy for mitigating negative impacts on homeless people and tenants.
- Monitor and where possible mitigate impacts of new Tenant Protection Act, including development and implementation of activities to reduce evictions, ensuring tenants have information about their rights and can obtain advice, monitor impact of Vital Services program, and work jointly with Urban Planning and Design around protection of existing housing stock from conversions and demolitions.

Hostel Services – Activities include City hostel operations, purchase of shelter services and shelter system co-ordination.

Social Housing and Support – Activities include social housing devolution, social housing program reform, response to the Mayor's Task Force on Homelessness, and manage homeless initiative grants.

Housing Supply, Rehab., and Development – Activities include tenant protection, creation of long term strategy for rental housing supply and housing rehabilitation, and managing capital fund and demonstration projects, and termite control program

FUNCTIONAL CHART



PROGRAM STRUCTURE

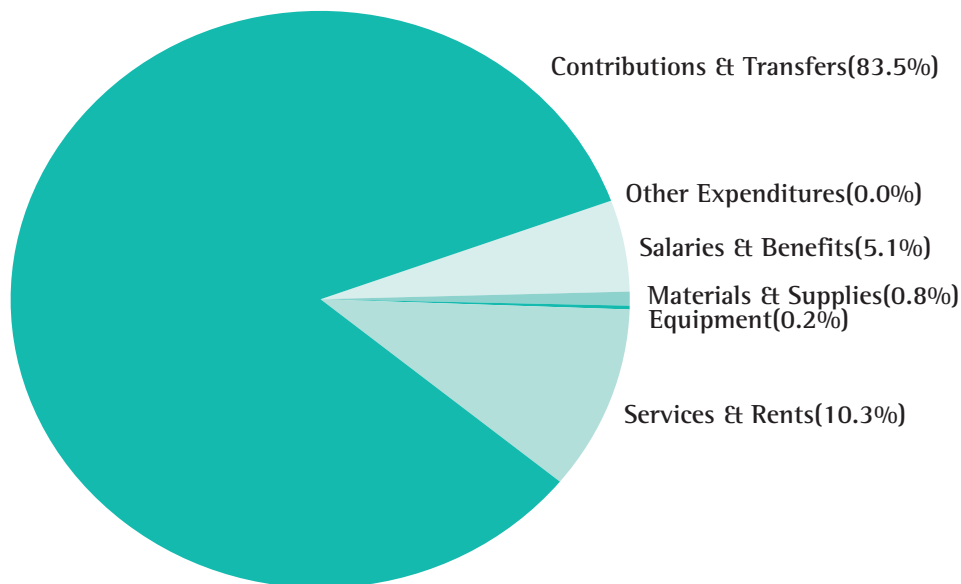
Finance and Administration – Administer the Social Housing Download in co-operation with the Province, development, implementation and maintenance of IT initiatives, and provides administration and financial support to other areas within program.

Provincial Housing Download – The Province will continue to administer social housing in 1999 and will continue to bill the City for the Provincial share of social housing costs. Social housing projects located in the City of Toronto make up approximately 69% of the total social housing costs in the GTA, for an estimated cost of \$346.4 million (gross) for 1999. However, the City pays just over 52% of the costs of social housing in the GTA, as the province pools and redistributes costs across the GTA based on weighted tax assessment.

**SHELTER, HOUSING & SUPPORT
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
FINANCE & ADMINISTRATION	400.5	643.8	243.3	60.7
PROVINCIAL HOUSING DOWNLOAD	346,404.8	328,961.6	(17,443.2)	(5.0)
HOSTEL SERVICES	59,183.9	68,626.9	9,443.0	16.0
SOCIAL HOUSING & SUPPORT	1,077.4	2,397.7	1,320.3	122.5
HOUSING SUPPLY, REHAB. & DEV.	1,150.1	1,264.7	114.6	10.0
Total Gross Expenditures	408,216.7	401,894.7	(6,322.0)	(1.5)
REVENUE				
Grants from Others	(42,151.4)	(49,586.0)	(7,434.6)	17.6
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(862.6)	(862.6)	0.0	0.0
Other Revenue	(91,823.8)	(79,908.5)	11,915.3	(13.0)
Total Revenue	(134,837.8)	(130,357.1)	4,480.7	(3.3)
Net Expenditure	273,378.9	271,537.6	(1,841.3)	(0.7)
Staffing Complement in Equivalent Funded Positions	356.4	408.0	51.6	14.5

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Social Development and Administration

MISSION STATEMENT

The Social Development and Administration division believes that the City's strength is derived from its 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.
- Clearly identifying community social needs and responding by providing direct support.
- Efficiently providing and co-ordinating effective administration, professional and technical support functions to client service delivery.

1998 KEY SERVICE ACHIEVEMENTS

- Provided resource support through project management, research and staff to Council directed Task Forces and Committees: Golden Task Force on Homelessness, Children and Youth Action Committee, Seniors Task Force, Community Safety Task Force, Access and Equity Task Force, Council Strategy Committee for People Without Homes, Advisory Committee for Homeless and Socially Isolated Persons and Motel Review Committee.
- Provided lead coordination and support to the Municipal Grants Review Committee in the administration of the City's \$46.0 million grants program for 1998 and the development of future City grants policy.

- Amalgamated 10 former grants programs into the 1998 Community Services Grants Program; reviewed 433 agencies with 387 recommended for funding, and assumed responsibility for the \$485 thousand 'Breaking the Cycle of Violence Program'.
- Completed a community consultation and developed recommendations for a redesigned community services grants program for \$12.3 million.
- Co-ordinated the complete integration of Public Health, Housing and Public Libraries into the departmental budget submission and analytical process for both operating and capital budgets, and variance financial reporting.
- Provided consultation to City Finance on strategies to implement DEBUDAS (the budget system developed by the department) as a corporate budget tool.
- Provided administrative support and financial control services for the Council task forces on Homelessness, Seniors, Children and Youth, and the Mayor's Employment Summit.
- Coordinated City involvement in the Provincial Operational Review of Ontario Works and Child Care through participation in the Joint Advisory and Steering Committees.
- Contributed to the development of new policy guidelines and directions for visual identity for the new City of Toronto by providing operational input.
- Assisted in the design approval of the banking requirements for the CIBS Project (GWA support automated banking system).
- Designed and implemented a new purchasing control system for the Department's DPO's.
- Enhanced service capacity and improved service delivery to internal customers through ongoing Unit reorganizations, especially within the amalgamated Financial Administrative Unit, to accommodate increased workload from amalgamation and down loading with no additional resources.
- Initiated and co-ordinated roll-out of Corporate desktop standards and operating systems to appropriate users.
- Connected six additional remote Hostel sites to the Wide Area Network (MetroNet) and Departmental Post Office.
- Completed extensive communication campaign for Ontario Works program.
- Designed and launched the Nissan Toronto Challenge, Santa on Wheels, and departmental web pages.

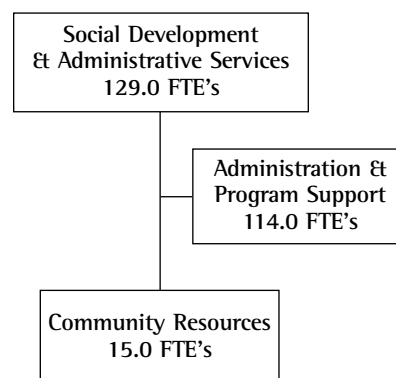
Community & Neighbourhood Services: Social Development and Administration

- Created and launched the first ‘Ticket to Ride’ campaign to raise transit funds for the homeless people.
- Produced Census bulletins through the acquisition and summary of special City census data for Departmental staff, Council and the community.
- Produced first release of the Social Atlas and initial ward profiles.
- Provided technical input into the development of the community food inventory database of food providers across the City. Clearinghouse went live in October 1998.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- To undertake the Social Development Strategy initiative, integrating it with Council’s Strategic Planning Process, and establishing and affirming a social vision for the City of Toronto, developing a social plan, and a mechanism for social reporting.
- To support and implement the Community Services Grant program redesign, City grant policy, and the 1999 grants administration.
- To structure administrative and financial activities within the department, following the corporate framework and environment, emphasizing the City’s new Financial and HR systems development and implementation.
- To continue to support the cross-functional integration efforts of the department by strengthening administrative systems and process integration, communication and policy coordination.
- To prepare the department in managing the technical systems challenges presented with the Year 2000 turnover.
- To develop a well-tested media relations process that allows the department to proactively manage the media and communication/information activities in support of client service.
- To assist in implementing and responding to the Golden Task Force on Homelessness.
- To continue to support Council directed task forces through policy development and resource support.
- To lead the development of a City funders alliance between Trillium, United Way and the City.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Administrative and Program Support – Provides analysis and response to senior level management regarding policy, fiscal and governance issues, coordination of system support, editorial and technical support of client and staff communication, and preparation of financial information and claims administration for the Community and Neighbourhood Services Department.

Community Resources – Supports a community-based service system and provides grants administration, in addressing critical social needs within the City of Toronto, by promoting equitable access to services and by strengthening communities. As well, Community Development officers work with a broad range of community-based agencies and groups.

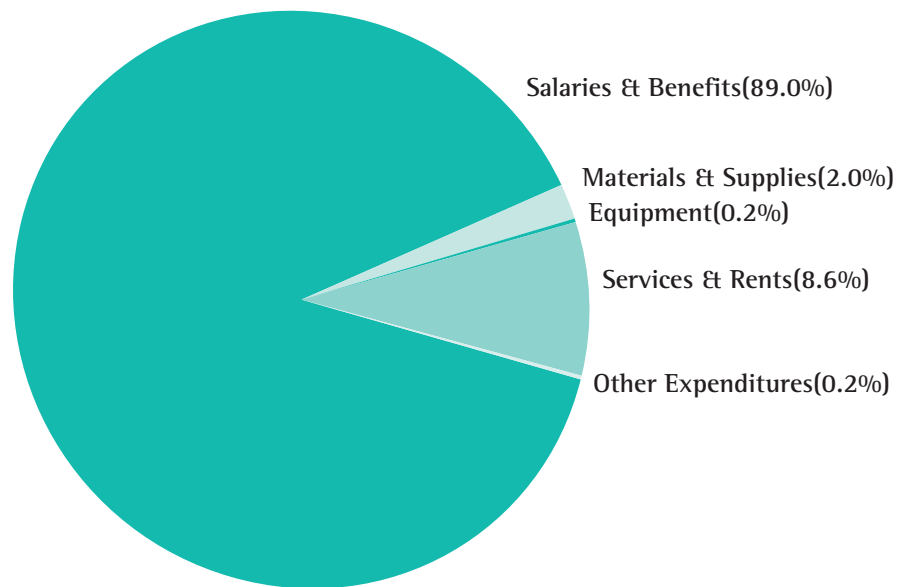
KEY SERVICE LEVEL INDICATORS

Community Resources:	1998	1999
No. of grant applications	400	475
Gross Grant Funding (\$000's)	\$16,001.7	\$13,548.9
No. of applicants per Grants Officer	96.2	105.6

**SOCIAL DEVELOPMENT & ADMINISTRATION
OPERATING BUDGET**

	1998 Budget (\$000's)	1999 Budget (\$000's)	Change from 1998 Budget (\$000's)	%
EXPENDITURES				
ADMINISTRATION & PROGRAM SUPPORT	7,486.4	7,550.9	64.5	0.9
COMMUNITY RESOURCES	934.0	1,081.5	147.5	15.8
Total Gross Expenditures	8,420.4	8,632.4	212.0	2.5
REVENUE				
Grants from Others	(3,939.0)	(4,538.1)	(599.1)	15.2
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	(25.0)	(11.0)	14.0	(56.0)
Total Revenue	(3,964.0)	(4,549.1)	(585.1)	14.8
Net Expenditure	4,456.4	4,083.3	(373.1)	(8.4)
Staffing Complement in Equivalent Funded Positions	127.0	129.0	2.0	1.6

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Social Services

MISSION STATEMENT

The commitment of the Social Services Division is to:

- Facilitate and assist City of Toronto residents to establish a reasonable standard of living.
- Work with and through our community partners to develop a client driven system which is highly responsive to changing needs.
- Enable the people in the organization to effectively respond to clients' needs.

1998 KEY SERVICE ACHIEVEMENTS

- Implemented fundamental restructuring of the social assistance program in Toronto resulting from the May 1998 introduction of the new Ontario Works Act, the Ontario Disability Support Program Act and accompanying regulations.
- Provided training on the new programs to over 1,700 staff, reviewed and revised all Divisional policies and informed and educated clients.
- Successfully assisted clients to leave social assistance and find employment. In 1998, over 74,000 cases left the caseload. Approximately 45% found jobs. By December 1998, the monthly caseload had declined by 16% to its lowest level since December 1990.
- Served 142,300 individual cases (305,000 persons) this number is based on the monthly average number of people and cases from Jan 1997 to July 1997 at 2.05 assuming continued growth from 2.04 to 2.06 in the latter part of the year through 14 area offices.
- Reached full Ontario Works (OW) program maturity by enrolling all municipal participants with mandatory participation requirements, totalling 92,000 persons.
- Fully implemented the Community Participation and Employment Placement components of the OW program.
- Negotiated service contracts with over 180 community agencies to provide training and skills development opportunities and community and employment placements for clients.

- Initiated and supported pilot projects with community agencies to explore the effectiveness of innovative methods of integrating the provision of training, and community and employment placements, to clients.
- Informed, educated and consulted stakeholders, including City Council and community agencies and organizations, including legal clinics, about the new social assistance legislation, including analyzing implications for clients, the service delivery system and the municipality as a whole.
- Promoted Ontario Works to a wide range of stakeholders, focusing on community agencies and non-profit organizations, through extensive consultation and educational activities, using presentations, resource materials and community briefings.
- Completed the Business Plan establishing processes and resources required to transfer 14,000 Provincial single parent cases to the City.
- Implemented new National Child Benefit Supplement affecting 27,000 cases.
- Established Divisional Year 2000 compliance plan, in partnership with the Province and City Corporate departments, to ensure the integrity of the social assistance delivery system beyond 1999, including the capacity to provide uninterrupted provision of income assistance to vulnerable City residents.
- Continued to enhance the automation of processes across the Division.
- Improved capacity to quickly and efficiently provide staff throughout the Division's 14 office with information to meet their business needs using new Intranet technologies.
- Developed management processes and performance systems to meet increasing reporting and accountability requirements.
- Assumed responsibility for the overall co-ordination of the Mayor's Youth Employment Forum. Working with federal and provincial funding partners, played a leadership role in the design, development, implementation and ongoing management of Mayor Mel's Youth Employment Initiative. In the first four months of the program, more than 200 youths have been employed by over 100 employers across the City.

Community & Neighbourhood Services: Social Services

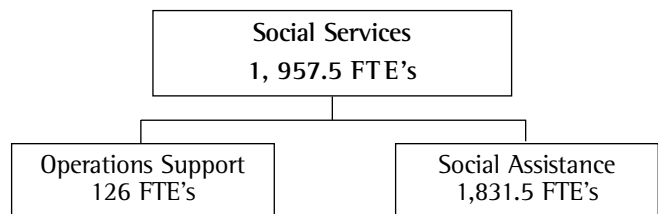
- Established an ongoing planning process involving senior managers from Human Resources Development Canada and Ministry of Education and Training to support an integrated approach to meeting the employment needs of Ontario Works clients.
- Implemented changes resulting from the Immigration Act affecting sponsored immigrants.
- Completed an extensive research project, and survey, analyzing the employment barriers facing single parent clients, and their service needs, as part of the preparation for the inclusion of these clients in Ontario Works and the transfer of Provincial single parent cases to the City.
- Provided support to the Mayor's Task Force on Homelessness and the Children and Youth Action Committee.
- Supported the Provincial Service review of OW Program implementation.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- Develop effective strategies for assisting hard to serve clients, including undertaking necessary research and evaluation of best practices.
- Complete enrolment of all Provincial single parent clients and ODSP dependents with mandatory OW requirements.
- Complete the transfer of 14,000 provincial single parent cases to the municipal caseload.
- Refine service management priorities and process with community agencies for the Community Participation and Employment Placement components of OW to ensure increased accountability and maximum value for money.
- Refine OW program delivery system to further reflect the new program mandate and objectives.
- Address outcomes of Provincial Service review, including implementing recommendations aimed at improving delivery of OW program.
- Complete Year 2000 compliance activities, including conversion to Provincial CIMS computer system, and testing of all Divisional applications to ensure compliance with Corporate standards.
- Design, develop and introduce new technologies to manage the new social assistance program.
- Strengthen partnerships with senior levels of government to develop co-ordinated labour market strategies to assist OW clients.

- Continue to support and build on innovative initiatives aimed at assisting youths re-enter the labour market, including ongoing management of Mayor Mel's Youth Employment Initiative.
- Communicate ongoing changes in OW program to City Council, clients and community stakeholders, including promoting OW program activities such as community placements.
- Investigate alternative service delivery approaches.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Social Assistance – This service provides employment supports and benefits, and social assistance benefits to eligible residents of the City of Toronto under the Ontario Works Act.

Ontario Works provides employment supports and benefits, under three components (Employment Supports, Community Participation and Employment Placement). Labour Market Adjustment and Community Integration Services, delivered through 14 Local Area Offices, ensure clients obtain access to and benefit from employment, education and training programs, social supports such as housing, health care, and receive other sources of income for which they are eligible (e.g. Employment Insurance (EI), Workers' Compensation, family support payments).

The social assistance program incorporates all staff and associated expenses related to the provision of Ontario Works (OW), Labour Market Adjustment and Community Integration, Special Assistance and Supplementary Aid. Social Assistance relates to basic needs and other legislated allowances: Employment Start-up, Community Start-up, Special Necessities, and other allowances such as winter clothing and back to school.

Operations Support – This service provides direct delivery support and administrative services to the Social Assistance Program. Key responsibilities include fraud investigation, overpayment recovery, appeals and customer access, financial monitoring and control, human resources, strategic management, systems development, client/community/ Council information and communication, and infrastructure maintenance.

KEY SERVICE LEVEL INDICATORS

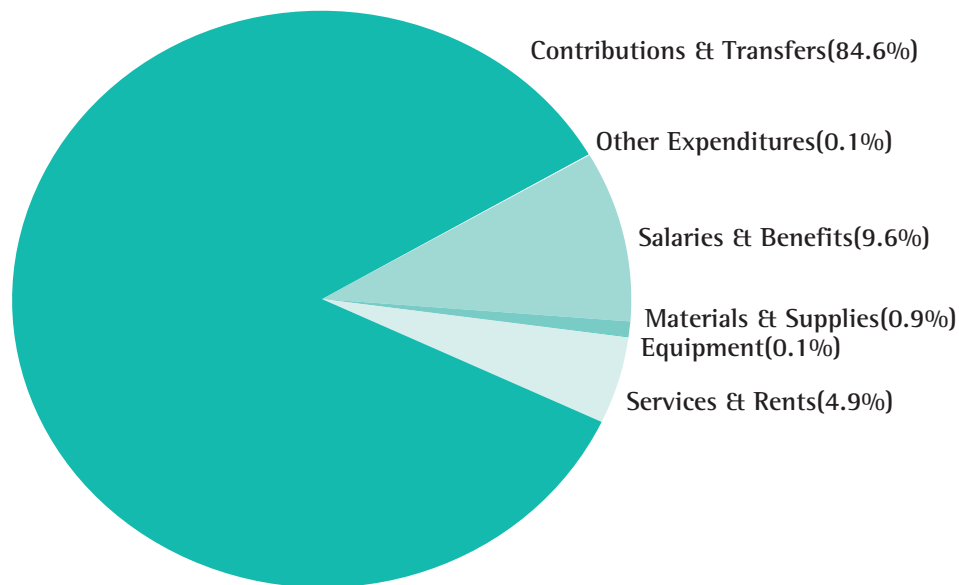
	1998	1999
Average Monthly OW Caseload	88,000	74,500
Individual Cases Served	156,000	132,000
OW Average Enrolment	71,000	94,000
# Cases Reporting Income (Monthly)	27,000	39,000

*Community & Neighbourhood Services:
Social Services*

**SOCIAL SERVICES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
OPERATIONS SUPPORT	8,590.0	8,556.6	(33.4)	(0.4)
SOCIAL ASSISTANCE	1,144,222.3	1,058,884.9	(85,337.4)	(7.5)
Total Gross Expenditures	1,152,812.3	1,067,441.5	(85,370.8)	(7.4)
REVENUE				
Grants from Others	(745,239.1)	(690,525.3)	54,713.8	(7.3)
Interdepartmental Recoveries	0.0	0.0	0.0	0.0
User Fees	0.0	0.0	0.0	0.0
Other Revenue	(130,875.0)	(109,698.8)	21,176.2	(16.2)
Total Revenue	(876,114.1)	(800,224.1)	75,890.0	(8.7)
Net Expenditure	276,698.2	267,217.4	(9,480.8)	(3.4)
Staffing Complement in Equivalent Funded Positions	2,035.5	1,957.5	(78.0)	(3.8)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Housing Company

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

MISSION STATEMENT

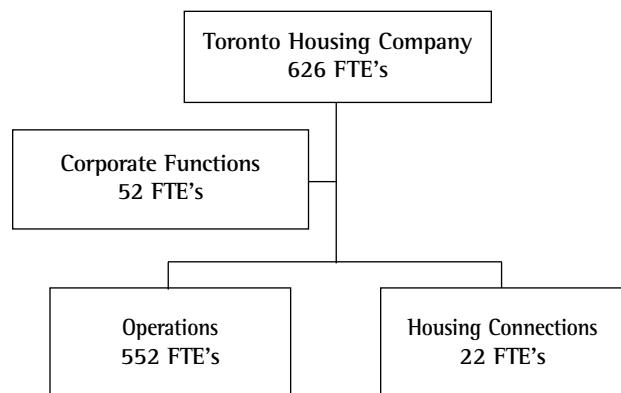
The City of Toronto Housing Company provides high quality housing environments for low and moderate income tenants. The company is committed to healthy and sustainable tenant communities, in which tenants and staff see their diversity as their strength and tenants participate fully in shaping their communities.

1998 KEY SERVICE ACHIEVEMENTS

- developed a preliminary amalgamation plan – approved by the Board of Directors in May
- targeted legal amalgamation for January 1, 1999
- identified a series of operating units for “fast tracking” beginning to amalgamate operations prior to legal amalgamation
- commissioned studies to establish benchmarks for comparing operating costs
- new Chief Executive Officer for amalgamated company in place September 15, 1998
- Amalgamation Agreement and By-laws for new company developed
- Memorandum of Agreement developed – to define relationship of amalgamated company and City
- Draft Business Plan, laying out new business direction for the amalgamated Company
- Draft Implementation Plan for new business directions developed
- Tenant, union, and staff consultation throughout amalgamation planning process

- To maintain a high quality of service to tenants and applicants while implementing the new business plans for the amalgamated company.
- To move the company towards the decentralized community-based operating unit model of service delivery, through a series of well planned and fully evaluated pilot projects.
- To establish the senior management structure required for the transition to the new service delivery model.
- To reduce net operating costs by \$1.7 million (gross/\$0 net), as the first phase of a 5 year restructuring goal to reduce costs (or increase revenues) by \$300 per unit.
- To develop a tenant participation plan for the amalgamated company, building on the differing models of tenant participation in the two companies.
- To participate in the implementation of social housing reform which the Province has committed to undertake to ensure that the company’s issues and interests are addressed in the process.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Corporate Functions – Provide overall direction and management related to financial, social and customers service goals. It includes such activities as finance, business planning, portfolio management, performance management and monitoring, corporate policies, Board support and liaison with the City.

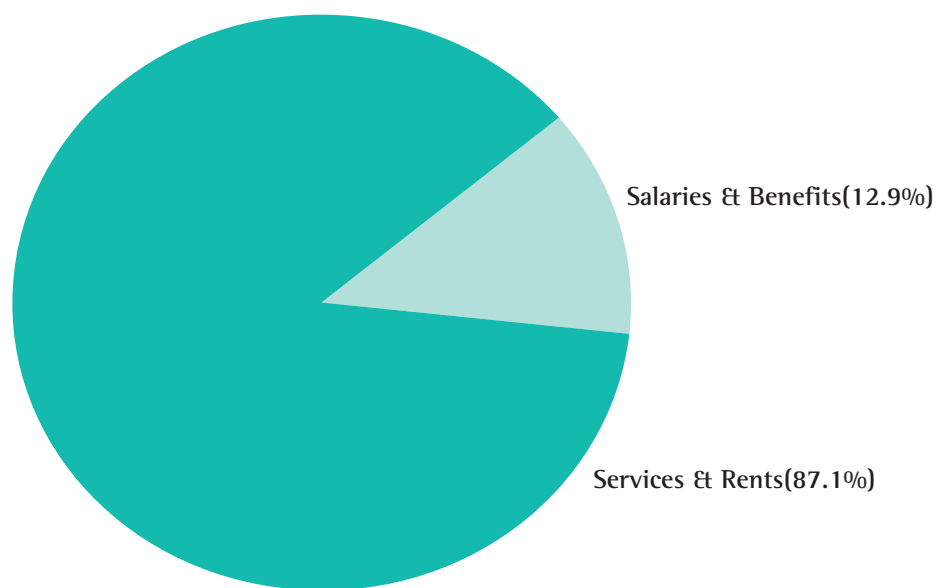
Operations – Decentralized cluster of buildings and projects (Community Operating Unit -COU) accountable for delivering property management services to tenants. Manager of the COU will supervise a team of local staff including those at the building level and ensure a vehicle for tenant involvement. The COU manager is supported by shared services units such as maintenance tenant support, systems, applicant service, organizational support and operation support.

Housing Connections – Toronto Social Housing Connections is a co-ordinated access system for social housing in the City. This service is operated by the housing companies, in partnership with the Metropolitan Toronto Housing Authority and many other housing providers and community agencies. Housing Connections assists low and moderate income applicants to identify housing choices which meet their needs, and, with the assistance of computer technology, maintains building specific waiting lists for approximately 600 housing locations participating in the service.

**TORONTO HOUSING COMPANY
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
CORPORATE FUNCTIONS	4,383.1	3,466.7	(916.4)	(20.9)
OPERATIONS	248,844.6	245,750.8	(3,093.8)	(1.2)
HOUSING CONNECTIONS	1,964.8	1,855.7	(109.1)	(5.6)
Total Gross Expenditures	255,192.5	251,073.2	(4,119.3)	(1.6)
REVENUE				
Grants from Others	(124,094.7)	(119,940.6)	4,154.1	(3.3)
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(131,097.8)	(131,132.6)	(34.8)	0.0
Other Revenue	0.0	0.0	0.0	
Total Revenue	(255,192.5)	(251,073.2)	4,119.3	(1.6)
Net Expenditure	0.0	0.0	0.0	
Staffing Complement in Equivalent Funded Positions	656.0	626.0	(30.0)	(4.6)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Works and Emergency Services

Works and Emergency Services provides water, wastewater, solid waste, transportation, fire and ambulance services to the new City of Toronto. The department has approximately 9,300 employees, and has operations 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 department provides essential services that affect the day to day life of Toronto residents. WES manages the following City services:

- Ambulance Services • Fire Services • Solid Waste Management (garbage & recycling)
- Support Services • Technical Services • Transportation Services (road & traffic services)
- Water & Wastewater (water quality & supply)

Ambulance Services

MISSION STATEMENT

Ambulance Services is committed to continuing to be a leader in emergency medical services and with providing the City of Toronto with excellent out of hospital and integrated health care by:

- valuing staff, patients and clients;
- maintaining and promoting the highest standards of the profession;
- supporting illness and accident prevention;
- managing their resources effectively; and,
- by working collaboratively with their fellow colleagues in health care and emergency services.

1998 KEY SERVICE ACHIEVEMENTS

- Toronto Ambulance Communication Centre – Secured additional funding arrangements with the Ministry of Health in the amount of \$500,000 and thus increasing the provincial grant to \$8.5 million.
- Computer-Aided Dispatch system – acquired and implemented a new dispatch system.

- Strategic partnership with Toronto Fire Services – includes the co-location of both services' administrative functions at a single headquarters site and the active pursuit of common support service efficiencies.
- Participation in the fire station location study – effort to reduce duplication and to pursue efficiency in the co-location of fire/ambulance facilities throughout the City.
- Continued to pursue operating initiatives and improving efficiency – includes the refinement of vehicle deployment and call assignment procedures and the continued optimization of response time performance.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- A) Ambulance Services will add 65 FTE paramedics to its staff complement in order to effectively deal with the increased demand placed on ambulance services as a result of hospital restructuring.
- B) Ambulance Services will implement the Critical Care Transport Program. This program will use specially trained

Works and Emergency Services: Ambulance Services

paramedics to replace doctors, intensive care unit nurses and respiratory therapists on emergency transfers between hospital emergency departments and intensive care units. The program recognizes the linkage between the Emergency Medical Services and a fully integrated health care model ensuring that the most seriously ill and injured are moved quickly and safely to the hospital best able to provide critical interventions.

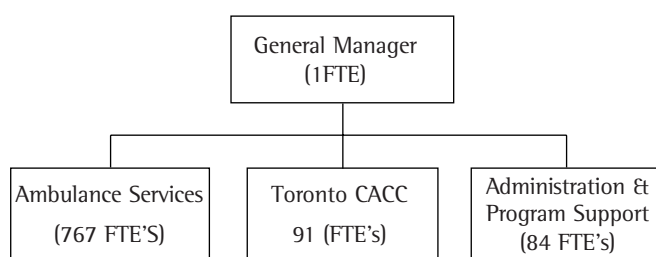
To accomplish this, Ambulance Services will:

1. Properly train the required number of paramedics to effectively operate this program;
2. Equip the required ambulances with additional medical equipment; and,
3. Work closely with the participating hospitals to ensure safe and timely patient transfers.

2000 OUTLOOK

- The annualization of costs for the 65 FTE paramedics and the Critical Care Transport Program will add \$985,000 and \$139,000 respectively to the 2000 net operating budget.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Ambulance Services:

This unit, under the direct licensure of the Ministry of Health, Emergency Health Services Branch, and in accordance with the Ambulance Act of Ontario and Regulations, provides Advanced Life Support and Basic Life Support, which includes:

- patient and medical transportation;
- maintenance and repair of all vehicles in accordance with legislated and industry standards;
- scheduling of necessary personnel; and,
- special event and disaster planning co-ordination.

Toronto Central Ambulance Communication Centre (CACC):

Under the auspices of the Ministry of Health, Emergency Health Services Branch, and as directed by the Ambulance Act and Regulations, the Toronto CACC is responsible for:

- the processing of calls for assistance, inclusive of medical emergencies and non-emergency calls;
- the classification and triaging of emergency medical calls;
- the provision of emergency medical pre-arrival assistance;
- the effective dispatching, management and deployment of ambulance fleet resources; and
- the provision and maintenance of hardware and software components of the radio and telecommunications equipment and the Computer Aided Dispatch system.

Administration & Program Support

This unit provides:

- the necessary administrative and business support to the office of the General Manager;
- the co-ordination of staff support in critical incident stress situations;
- necessary medical overview in policy and planning;
- emergency medical training and continuing medical education to operations personnel as required by legislation;
- the procurement, storage and delivery of emergency medical supplies and equipment; and,
- the co-ordination of budget support and financial information.

KEY SERVICE LEVEL INDICATORS

Key Indicators	1997	1998	1999
Calls Received	426,000	431,000	436,000
Resources Dispatched (gross)	265,000	255,000	255,000
Emergency Calls Dispatched	202,000	187,000	187,000
Emergency Patients Transported	122,000	121,000	122,000
Non-emergency Patients Transported	58,000	59,000	59,000
On Time Performance			
Life Threatening Emergency (1)	86.5	85	90
On Time Performance			
Non-Life-Threatening Emergency	85	85	85
On time Performance			
Scheduled Non-Emergency	<15 min. 80%	<15 min 85%	<15 min 85%
On Time Performance			
Unscheduled Non-emergency	<1 hour 80%	<1 hour 85%	<1 hour 85%
Service Unit Hour Utilization (2)	.40	.38	.38
Percentage of Life Threatening Calls			
Receiving Advanced Life Support	60%	70%	70%

Note: 1998 figures are estimates and 1999 figures represent Budget Plan.

Qualifiers:

1) “On Time Performance” is measured using fractals (vs. averages). This consistent with North American Emergency Medical Service system standards, and is a more accurate measure of response time performance. Response time targets are .90, or a response that meets a designated time standard 90% of the time.

Incoming calls are categorized into one of four levels of severity: Alpha, Bravo, Charlie, and Delta, with Alpha calls representing patients identified as stable while Delta calls are considered to be life-threatening. The response time standards for each category are determined accordingly:

- Alpha: response time under 12 minutes, 90% of the time
- Bravo: response time under 10 minutes, 90% of the time
- Charlie: response time under 8 minutes, 90% of the time
- Delta: response time under 8 minutes, 90% of the time

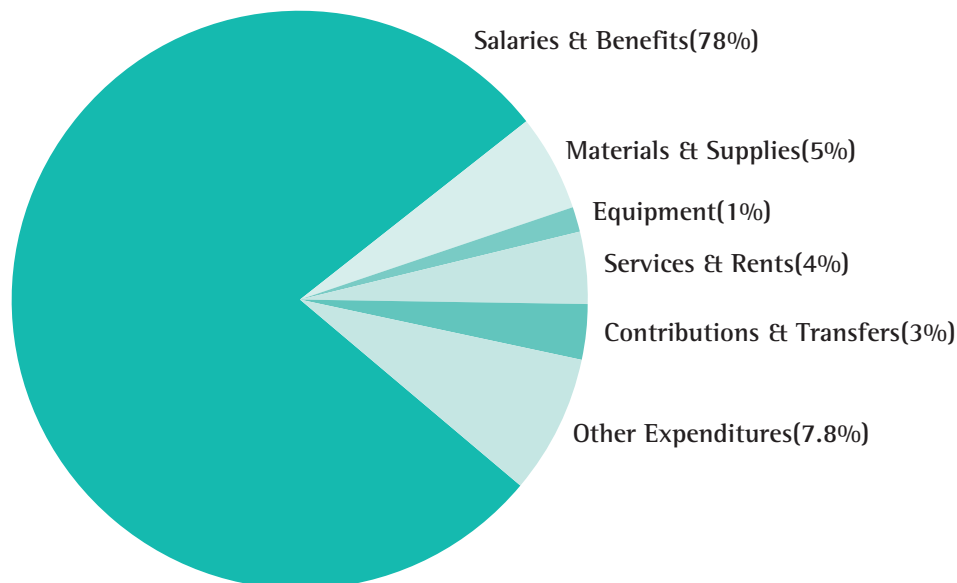
2) A “Unit Hour” is defined as one hour of service by a fully equipped and staffed ambulance, assigned or available.

*Works and Emergency Services:
Ambulance Services*

**AMBULANCE SERVICES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
AMBULANCE SERVICES	52,483.7	62,402.0	9,918.3	18.9
TORONTO CACC	7,160.4	7,296.2	135.8	1.9
ADMIN & PROGRAM SUPPORT	6,133.8	6,130.7	(3.1)	(0.1)
Total Gross Expenditures	65,777.9	75,828.9	10,051.0	15.3
REVENUE				
Grants from Others	(7,160.4)	(40,960.7)	(33,800.3)	472.0
Interdepartmental Recoveries	(839.6)	(1,203.8)	(364.2)	43.4
User Fees	0.0	0.0	0.0	
Other Revenue	(800.0)	(820.0)	(20.0)	2.5
Total Revenue	(8,800.0)	(42,984.5)	(34,184.5)	388.5
Net Expenditure	56,977.9	32,844.4	(24,133.5)	(42.4)
Staffing Complement in Equivalent Funded Positions	878.0	943.0	65.0	7.4

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Fire Services

MISSION STATEMENT

The Fire Services mission is to safely and efficiently provide quality, caring service to those who live in, work and visit Toronto; to provide continuous protection of life, property and the environment from the effects of fire, accidents, natural disasters and other hazards; to improve fire safety standards and increase community involvement and awareness in hazard prevention; and to have professionally trained and competent personnel using the best available technology and equipment.

1998 KEY SERVICE ACHIEVEMENTS

- Amalgamated the six separate and diverse training functions to one Training Section with training provided through the Academy, and the East, North and West District Training facilities.
- Acquired a major international training contract.
- Purchased and distributed International Fire Service Training Manuals to all operational staff to initiate standardized training.
- Performed the majority of vehicle repairs from the former York and East York through the Fire Services garages located in the North and West Command.
- Equipment repairs are now performed by Division staff, reducing the need to send out specialized equipment and reducing the “downtime”.
- Developed, trained and introduced the Phase 1 of the Incident Management System to the Chief, the Deputies and all Operation staff.
- Developed and coordinated a Safety Officer course for the training of all Chief Officers.
- Developed a new Alarm Response Policy and Standard Response Guideline that ensures consistency in the minimum staffing requirements for all response vehicles across the City.
- Developed and implemented a complete independent working unit with an Incident Officer that can be relocated as required to cross the boundaries of the former municipalities.
- Implemented the Alarmed for Life Program.

- Developed standard fire prevention operating policies and procedures from the six former municipalities to one.
- Established 4330 Dufferin Street as the Administration Headquarters for the Fire Services and completed the necessary renovations to accommodate the executive offices on the third floor, and the administration staff on the second floor.
- Completed the review of specifications for protective equipment.
- Converted the former York Fire Department radio system to 800 Mhz.

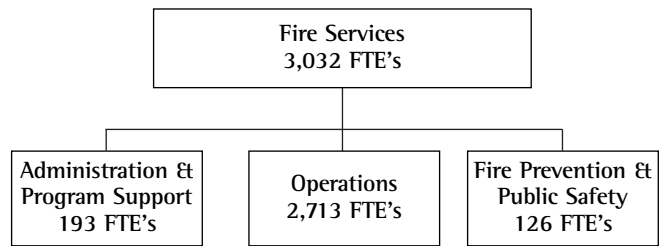
1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- To implement 800 Mhz Radio system for the South Command.
- To engineer new radio configuration for the Toronto Fire Services.
- To implement the new integrated radio infrastructure.
- To initiate the new Computer Aided Dispatch System.
- To renovate 4330 Dufferin St to house new Communications Centre, back up EOC and complete the amalgamation of support services within the Toronto Fire Services.
- To renovate the Training Academy to house the ambulance training program.
- To endorse Ontario Fire Marshal Fire Fighter curriculum for distribution.
- To generate additional revenue from potential international training contracts.
- To exchange training methods with other Fire Services.
- To centralize the repairs for the heavy and light fleet used by Ambulance and Fire personnel to effectively utilize staff resources and eliminate duplication of equipment requirements. This will also provide the much needed control of turnaround time for emergency response vehicles.
- To identify response capabilities, the risk management and requirements to develop various emergency planning agreements across the city, the 905 area, marine waterfront and airport.
- To complete the implementation of the Incident Management System and have in place one standard procedure by March, 1999.

*Works and Emergency Services:
Fire Services*

- To implement the next level of non-union supervision within the Operations function for approximately 2,700 employees. There will be four non-union Platoon Chiefs in the four Commands, on shift at all times to deal with issues such as labour relations concerns, 24 hours a day, 365 days a year.
- To increase customer service through involvement with the public in relation to fire prevention and site visits after the fire has been put out.
- To implement a standardized self-contained breathing apparatus.
- To develop a plan for emergency operations during the period of Y2K and the potential associated problems.
- To replace the existing six collective agreements and inconsistent processes with one workable collective agreement
- To introduce five Occupational Health and Safety Committees, one central committee, and one per Operations Command.
- To implement standard fire prevention operating policies, procedures and forms early in 1999 that will include personal safety, vacant buildings, electromagnetic locking devices, electrical inspections, spray booths, fire hydrant obstructions, etc.
- To implement the 'Learn Not to Burn' and 'Risk Watch' public school programs in conjunction with other emergency agencies for all children's safety related issues.
- To introduce a common TAPP-C program as standard approach across the City.
- To utilize inspection staff to provide assistance in public education programs in various public forums.
- To keep prevention inspection staff informed through 'Public Education' newsletter regarding new initiatives and upcoming events such as fire safety seminars.
- To develop and deliver packaged seminar presentations for all Fire Services staff.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Operations

The Operations Program operates from four Divisional Command Offices and eighty-one fire stations, located strategically throughout the City for the most effective emergency response. Fire fighting, rescue and life support services are provided twenty-four hours per day, seven days a week.

Administration and Program Support

The Administration and Program Support functions provide the executive leadership and the Headquarters Administration for the Fire Services located at the Headquarters offices, 4330 Dufferin Street.

Included in the Program Support are the following functions:

Communications Emergency Dispatch will be located centrally, and responsible for all emergency calls, determining the location of the nearest emergency response equipment, the resulting dispatch and the coordination of communications during incidents.

Mechanical maintenance is responsible for the fleet maintenance, including the annual Provincial Mandatory Commercial Vehicle Inspection Program, hydraulic aerial devices, fire pumps, air compressors and lighting units. As well as the equipment used at the scene of the emergency, such as ladders, hoses, pike poles, self-contained breathing apparatus, smoke ejectors, defibrillators, oxygen equipment and high rise kits.

Continuous training and development of approximately 3,000 staff of the Fire Services is provided to ensure the overall operational effectiveness of the members of the Service. In service training is conducted in the various fire stations, at the Toronto Fire Academy and the satellite facilities in the West, North and East Commands.

Programs taught range from Occupational Health Safety Act, recruit fire fighter induction training, officer development programs, hazardous materials, advanced first aid, defibrillation, high angle rescue, confined space rescue, self-contained breathing apparatus and incident management.

Emergency Planning for the various emergency incident responses to large disasters, etc., across the City that evoke the Emergency Plan.

Technical support to the Computer Aided Dispatch function of the Communications Centre on a twenty-four hour basis and the user support, including the four geographically located Operations Divisional Commands, Training & Mechanical Divisions, is provided within the Program Support function.

The **medical section** services provides a much needed resource to the department related to occupational injuries and medical related absences.

The **Recruit Outreach and Community Program** provides an outreach program to ensure information reaches the diverse community as it relates to recruitment, opportunities and vacancies within the Fire Services.

Located at Headquarters, **Finance and Staff Services**, work with all Fire Services divisions and City Departments to meet the finance and staffing support needs of approximately 3,032 employees, and ensures compliance with corporate policy, purchasing standards, human resource and staffing practices, payroll, budget preparation, reporting and financial management and guidelines.

Fire Prevention and Public Safety

The City of Toronto Fire Services is committed to providing a fire safe environment for the citizens of Toronto, to address fire risks to the City and reduce fire losses wherever possible. Fire Prevention activities are critical for the Service to achieve its fire safety goals.

The Toronto Fire Services serves and protects approximately 2.4 million permanent residents in a 244 square mile area. This area includes over 840,000 dwellings and in excess of 11.2 million square metres of office space (1990 Key Facts).

The Fire Prevention and Public Education is the next largest in size to the Operation Division.

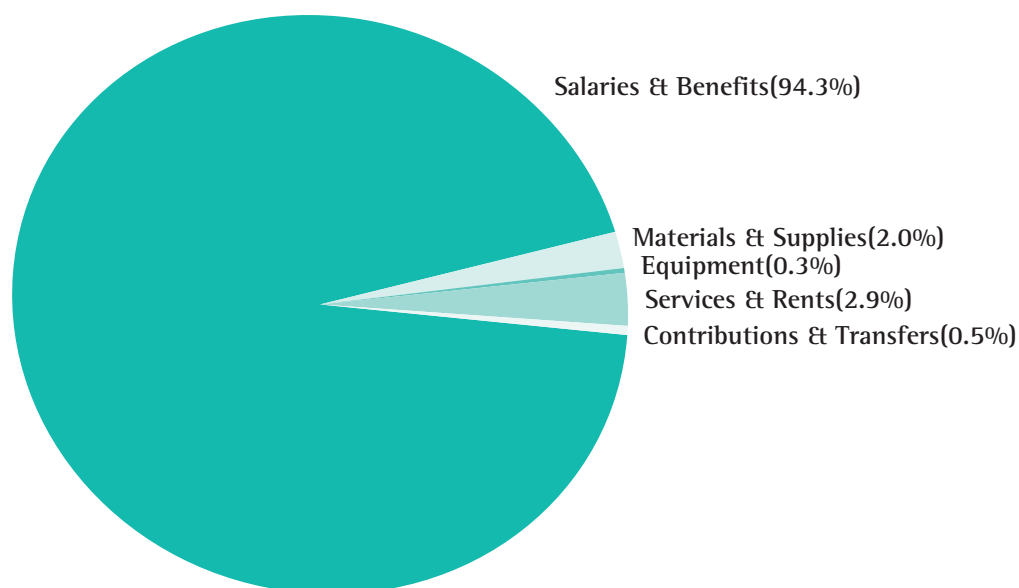
Currently there are 122 personnel in the former six (6) departments performing fire prevention duties. The proposed structure calls for 151 to meet the new demands of fire prevention responsibilities and the down loading of additional duties by the Province (Ontario Fire Marshall's Office).

*Works and Emergency Services:
Fire Services*

**TORONTO FIRE DEPARTMENT
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
OPERATIONS	192,837.5	187,992.7	(4,844.8)	(2.5)
FIRE PREVENTION & PUBLIC SAFETY	8,550.3	8,929.1	378.8	4.4
ADMINISTRATION & PROGRAM SUPPORT	22,097.5	22,140.3	42.8	0.2
Total Gross Expenditures	223,485.3	219,062.1	(4,423.2)	(2.0)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	(2,268.1)	(1,622.6)	645.5	(28.5)
Total Revenue	(2,268.1)	(1,622.6)	645.5	(28.5)
Net Expenditure	221,217.2	217,439.5	(3,777.7)	(1.7)
Staffing Complement in Equivalent Funded Positions	3,168.0	3,032.0	(136.0)	(4.3)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Solid Waste Management

MISSION STATEMENT

The Solid Waste Management Division provides collection, transfer and disposal services for mixed waste, and the transfer and processing for recyclable and organic materials from the six Community Council Areas, as well as the City's departments, agencies, boards and commissions. The Division is also responsible, by agreement, for disposing of municipal waste from the neighbouring Regions of Durham and York, and also accepts waste from the industrial, commercial and institutional sectors in all three Regions.

1998 KEY SERVICE ACHIEVEMENTS

- Mixed Waste Recycling and Organics Processing Facility. Contract awarded for design, construction and operation of a Mixed Waste Recycling and Organics Processing Facility at the Dufferin Transfer Station. This facility is a key component of the City's strategy to achieve 50% waste diversion by 2006.
- Fibre Processing Contracts. Awarded new fibre processing contracts that will provide the City with above market prices for the processing of fibre materials for the next four years.
- Material Recovery Facility (MRF). Contract awarded for the design, construction and operation of a new MRF for processing of Blue Box container material. This facility will provide much needed additional processing capacity and achieve higher material recovery rates than the existing Commissioners Street MRF.
- ISO 14000 Pilot Project. Implemented a pilot project at the Ingram Transfer Station in order to measure environmental performance more accurately.
- Best Practices Field Trial. Implemented "Best Practices" at the Scarborough Transfer Station, which has resulted in a 20% increase in productivity.
- Pilot Four Day Work Week. Management and the union negotiated a pilot four day work week in the Scarborough Community Area which resulted in increased collection activity in 1999, and will enable the Division to accommodate additional collection areas without adding staff or equipment.

- Large and Bulky Items Collections. The collection of large and bulky items in the Scarborough and Toronto Community Areas was redesigned resulting in a surplus of seven vehicles.
- Garbage Collection Improvements. Implemented garbage collection improvements that resulted in efficiencies in the Toronto Community Area of 8% over 1997.
- Waste Watcher Volunteer Program. 150 volunteers conducted more than 4,000 hours of community outreach activities, including classroom presentations and participation in community greening projects. The Program also received the Outstanding Waste Minimization Promotion Award from the Recycling Council of Ontario.
- Environment Day Events. Organized 32 Environment Day events which attracted over 10,000 residents. Over 2,200 home composters were sold, 800 tonnes of free leaf compost distributed and over 200 tonnes of household hazardous waste were collected.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

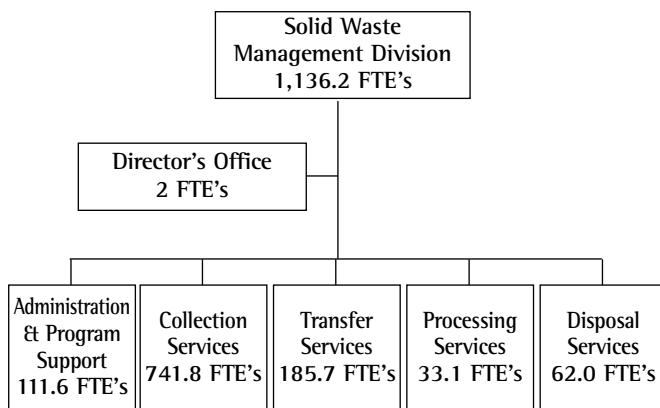
The Division's 1999 strategic directions and service priorities include:

- complete construction of a new Material Recovery Facility at the Dufferin Transfer Station;
- complete detailed design and equipment installation for the Mixed Waste Recycling and Organics Processing Facility at the Dufferin Transfer Station;
- identify a viable alternative market for mixed broken glass from Toronto's Material Recovery Facilities;
- complete a detailed waste composition analysis of Toronto's residential waste stream;
- issue a REOI and RFP for waste disposal options and identify short listed proponents for negotiations;
- complete service level harmonization research and implement service changes;
- introduce a "finish and go" incentive program which will eliminate crews returning to the yard for lunch and result in improved productivity;
- redesign collection routes which will result in the need for fewer trucks and reduced temporary staff requirements;

*Works and Emergency Services:
Solid Waste Management*

- implement a new residential curbside collection schedule in the Toronto Community Council Area based on a four day per week operation for recyclables and garbage, which will improve service levels for recyclables collection and improve productivity;
- contract in half of the former East York garbage collection at no additional cost to the City;
- assume responsibility for the collection and maintenance of the street litter containers in the Toronto and York Community Council Areas;
- reduce Transfer Station handling costs and vehicle cycle time by 10%; and
- implement a new Maintenance Work Management System by August 31, 1999.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Director's Office

Responsible for the overall management of the Solid Waste Management Division.

Administration and Program Support Unit

Provides executive direction in establishing program plans, priorities and strategies related to the Solid Waste Management core services. Included are expenditures and revenues respecting the following areas: Policy and Planning, Operational Support, Maintenance, Payments in Lieu of Taxes (landfills, transfer stations), Equipment Replacement, Department Support Services and Departmental Technical Services.

Collection Services Unit

This unit is responsible for providing a fully integrated system of waste, recycling and organic collection services to the residential and the small commercial/institutional sector through a combination of municipal forces and contracted services. This service also includes the maintenance, placement and collection of waste from litter baskets located throughout the City.

Transfer Services Unit

This unit is responsible for operating seven transfer stations that receive residential and commercial solid non-hazardous waste. The material received at transfer stations is generated by the residential sector, City departments, boards, agencies and commissions, and from the industrial, commercial and institutional sector. Private sector material delivered by the waste management industry is received for a fee. The waste is loaded into large tractor-trailers and hauled (transferred) to either the Keele Valley Landfill or a landfill located in Ann Arbor Hills, Michigan.

The seven facilities also receive blue box recycling material, leaf and yard waste as well as a variety of other recyclable materials. The recyclable materials are received from the same sources as the waste stream, e.g. City departments, boards, agencies and commissions, residents and for a fee from the industrial, commercial and institutional sector. The material is stored until sufficient quantities are on hand to warrant a load being hauled to market, processing facilities or composting sites

Processing Services Unit

This unit is responsible for processing operations that include the handling and sorting of Blue Box fibre and container material, leaf and yard waste, and household hazardous waste. Operation of Blue Box material processing facilities is performed on a contract basis at both City and privately owned facilities. Household hazardous waste (HHW) is collected, stored and bulked (where applicable) using municipal forces. Transportation and final disposal of HHW is performed on a contract basis.

Disposal Services Unit

This unit provides disposal services in an environmentally sound manner, for solid non-hazardous waste generated in the City of Toronto, York Region and Durham Region. The Keele Valley Landfill is City owned and operated by municipal forces. The City also disposes of waste through a contract in which the waste is transferred to a private sector landfill located in Arbor Hills, Michigan.

*Works and Emergency Services:
Solid Waste Management*

KEY SERVICE LEVEL INDICATORS

	1998 Estimate \$	1998 Projected \$	1999 Estimate \$
Cost per Tonne*			
Waste Collected	56.70	51.67	48.93
Recyclables Collected	125.75	115.55	109.51
Organics Collected	101.62	100.46	95.11
Waste Managed at Transfer Stations	14.59	13.35	12.63
Recyclables Managed at Transfer Stations	14.86	15.24	13.84
Organics Managed at Transfer Stations	13.04	12.29	10.40
Recyclables Processed at the MRF	76.34	73.50	73.87
Organics Processed at the Avondale Composting Site	27.01	28.41	23.64
Household Hazardous Waste Processed by Contractors	970.00	840.00	850.00
Waste Disposed at Keele Valley	6.46	6.39	6.60
Waste Disposed at Arbor Hills by BFI	53.24	53.59	54.39

- Cost per tonne is related to direct expenditures and exclude Administration and Program Supports Costs (\$17,754.7 thousand)

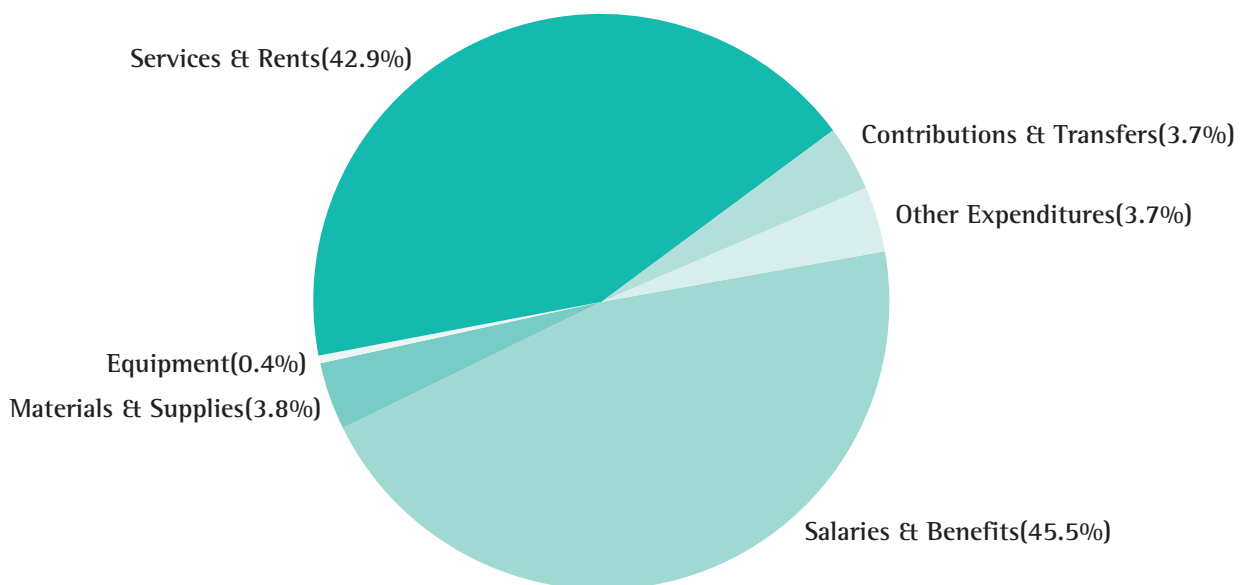
Other Statistical Information

	1998 Estimate (tonnes)	1998 Projected (tonnes)	1999 Estimate (tonnes)
Collection			
Waste Collected	788,400	773,657	786,005
Recyclables Collected	141,106	145,507	148,523
Organics Collected	51,700	48,790	49,738
Transfer			
Waste Managed at Transfer Stations	944,000	1,022,000	1,031,000
Recyclables Managed at Transfer Stations	151,400	151,600	152,100
Organics Managed at Transfer Stations	53,600	58,400	62,900
Processing			
Recyclables Processed at the Material Recovery Facility	30,080	29,440	30,080
Organics Processed at the Avondale Composting Facility	55,000	60,000	64,500
Disposal			
Waste Disposed at the Keele Valley Landfill Site	1,487,000	1,650,000	1,545,000
Waste Disposed at Arbor Hills Through the BFI Contract	260,000	255,680	325,000
Diverted by 3Rs Program			
Diverted Through the Blue Box Program	125,000	131,000	132,000
Diverted Through Leaf/Yard Waste/ Grass Cycling Programs	67,000	70,000	78,000
Diverted Through Backyard Composting	37,000	31,000	32,500
Diverted Through Other Programs (e.g. White Goods, Tire, etc.)	16,000	13,000	13,500
Household Hazardous Waste (HHW) Diverted Through HHW Program	1,550	1,550	1,600

**SOLID WASTE
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
PROGRAM SUPPORT	17,891.7	17,754.7	(137.0)	-0.8
COLLECTION	62,444.9	59,450.7	(2,994.2)	-4.8
TRANSFER	16,719.3	15,780.5	(938.8)	-5.6
PROCESSING	5,162.2	5,099.5	(62.7)	-1.2
DISPOSAL	23,454.4	27,879.0	4,424.6	18.9
Total Gross Expenditures	125,672.5	125,964.4	291.9	0.2
REVENUE				
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	(1,380.4)	(1,380.4)	0.0	0.0
User Fees	(36,327.5)	(45,059.9)	(8,732.4)	24.0
Other Revenue	(13,473.7)	(11,508.1)	1,965.6	-14.6
Total Revenue	(51,181.6)	(57,948.4)	(6,766.8)	13.2
Net Expenditure	74,490.9	68,016.0	(6,474.9)	-8.7
Staffing Complement in Equivalent Funded Positions	1,186.3	1,136.2	(50.1)	-4.2

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Support Services – Works and Emergency Services

MISSION STATEMENT

The Support Services Division is responsible for providing executive, program administration and support, information technology, financial, administrative, customer and communication services in support of the operating programs of the Works and Emergency Services Department.

1998 KEY SERVICE ACHIEVEMENTS

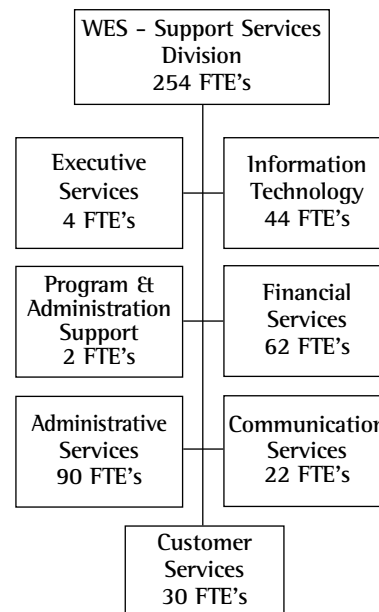
- Identified key support functions in the Transportation, Solid Waste and Water/Waste Water operations.
- Realigned the budgets for Technical & Support Services.
- Finalized design of the Support Services Division.
- Coordinated the Y2K project team for the Department.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- Rationalization of Departmental systems to streamline process and data gathering;
- Y2K Compliance of Systems;
- Use of technology to assist program areas to rationalize and restructure;
- Develop an I.T. plan to chart direction for short, mid and long term;
- Stabilize budget base for program areas to match emerging organizational structure(s);
- Develop a strong team of professionals to meet the financial needs of the program areas and assist them in planning and identifying opportunities;
- Ensure financial control;
- Input to Corporate systems to streamline processes to better meet needs of the program areas;
- Develop management information system to provide program areas with timely data on which to base program decisions;
- Review and rationalize provision of after hours emergency call response in Works and Transportation areas;
- Rationalize District Service Delivery across the various district operations;

- Develop and present proper training program to ensure a strong customer service focus;
- Review and implement appropriate technology to support the provision of customer service;
- Rationalization of Department policies and procedures to meet Corporate and program requirements;
- Identifying clerical support needs to properly support program areas;
- Develop and implement a process to identify and present technical training necessary to meet program needs;
- Develop and implement comprehensive department communications strategy;
- Develop and implement a model for Best Practices review;
- Finalize support organization in conjunction with Common Service Delivery Model; and
- Roll out of Common Services Delivery Model.

FUNCTIONAL CHART



Works and Emergency Services: Support Services - Works and Emergency Services

PROGRAM STRUCTURE

Executive Services

This unit includes the costs of the Commissioner and the support staff for the Commissioner's office.

Program and Administration Support Unit

Provides direction in establishing program plans, priorities and strategies related to the Support Services Division's services. Included are expenditures related to the Director of Support Services and the Administrative Assistant.

Information Technology Services Unit

This unit is responsible for providing departmental support in the key areas of:

- Support of Business Applications (development and maintenance of for Departmental Systems)
- Support of Business Hardware, Desktops and Peripherals.
- Department I.T. Strategy and Direction

Financial Services Unit

This unit provides departmental support in the areas of financial accounting and planning services, including:

- Departmental Financial Control (signing authority management, petty cash, inventory reconciliation, internal auditing, expense verification)
- Accounting (general ledger account analysis, revenue invoicing/collection, insurance claim processing, financial reporting)
- Purchasing (purchase orders, cheque and card reconciliation)
- Operating and Capital Budget Coordination (preparation, analysis)
- Support Budget Presentation
- Financial Reporting and Forecasting (variance reports, management reporting, analysis)
- Performance Indicators (benchmark establishment/monitoring)
- Research and Statistical/Analytical (operational analysis and support to Divisions)

Administrative Services Unit

This unit provides departmental support in the areas of:

- Centralized Files and Records Management (maintenance, document registry, library services, co-ordination of data collection for FOI Requests)
- Office Management (Telephone co-ordination, mail, forms management, furniture, facilities and fleet, time and attendance records/reporting)
- General Administrative Support
- Technical Training (Training co-ordination, Training Center)
- Co-ordination of Special Programs

The unit is also responsible for supporting corporate functions, including human resource issues, labour relations, staffing, health and safety, payroll and benefits.

Customer Services Unit

This unit provides services to the general public and staff:

- Public Inquiries, Telephone Reception
- Counter Service, Permit Applications, Tracking and Issuance
- Radio Dispatch (After hours – does not include Fire and Ambulance dispatch)

Communication Services Unit

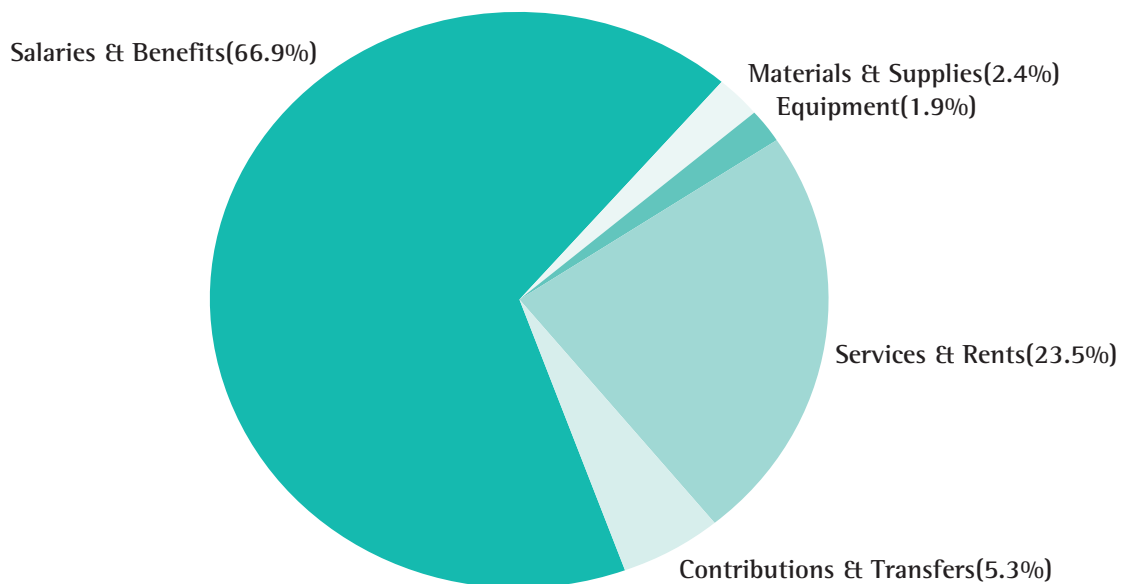
This unit is responsible for providing departmental communication support:

- Preparation and presentation material for the public (gathering of input from program areas and preparation of final product – brochures, calendars, advertising, web site design/maintenance, telephone information, displays, media, special events)
- Preparation of information material for staff (newsletters, emerging news)
- Communications Strategy and Direction (media, Council, employees)

**SUPPORT SERVICES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
EXECUTIVE SERVICES	0.0	494.1	494.1	
PROGRAM & ADMINISTRATIVE SUPPORT	0.0	150.8	150.8	
INFORMATION TECHNOLOGY SERVICES	0.0	2,144.9	2,144.9	
FINANCIAL SERVICES	0.0	3,918.4	3,918.4	
ADMINISTRATIVE SERVICES	0.0	9,764.0	9,764.0	
CUSTOMER SERVICES	0.0	1,444.5	1,444.5	
COMMUNICATIONS	0.0	1,061.7	1,061.7	
Total Gross Expenditures	0.0	18,978.4	18,978.4	
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	(18,978.4)	(18,978.4)	
User Fees	0.0	0.0	0.0	
Other Revenue	0.0	0.0	0.0	
Total Revenue	0.0	(18,978.4)	(18,978.4)	
Net Expenditure	0.0	0.0	0.0	
Staffing Complement in Equivalent Funded Positions	0.0	0.0	0.0	

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Technical Services – Works and Emergency Services

MISSION STATEMENT

The Technical Services Division is responsible for the provision of specialized professional services such as engineering design and construction management, survey and mapping, to support the Works and Emergency Services' operating divisions, and the co-ordination of environmental programs and emergency planning.

The Technical Services Division's mandate is premised on a service delivery philosophy with a reputation for being customer-focused, working co-operatively to meet the customer's needs in a timely and effective manner. The Division's work is intended to serve the broader public, and consider the interests of all stakeholders.

1998 KEY SERVICE ACHIEVEMENTS

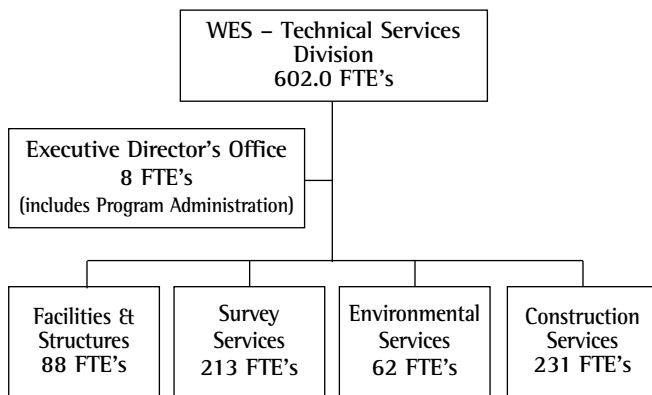
- Maintained service delivery during transition of management;
- Developed foundation for two initiatives – parcel mapping and large scale ortho-imagery;
- Produced new trunk water main distribution map book in digital format for use by Operating Divisions staff in their day to day operations;
- Managed construction of Capital Works Program projects worth \$235 million;
- Tendered and awarded 191 contracts;
- Coordinated and managed engineering input for approximately 900 development applications;
- Extended Public Consultation Services to locations and projects throughout the new City;
- Supported the Environmental Task Force in the development of an Environmental Plan for the City; and
- Initiated application of previous policies for greenhouse gas reduction to the entire City.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- To complete amalgamation of the seven former organizations with efficient customer service as the primary objective;
- To harmonize standards, policies and practices in the area of engineering design and construction and development services;
- To assist in the completion of the work by the Environmental Task Force and present new initiatives, especially in the area of CO2 reduction and water quality improvements;
- To identify best practices in the area of design and construction, in order to provide the most efficient service to the operating divisions;
- To assist in the identification of landscape improvement and master planning needs for the major facilities of the Department;
- To assist with the establishment of the essential components of the City-wide GIS/LIS system;
- To co-ordinate and provide front line support for the migration of infrastructure data into a uniform repository;
- To complete the registration of notices of claim for utility easements;
- To complete the 3D image of the City and provide training in use of data to users;
- To set up and establish the mapping element of the City-wide GIS/LIS system;
- To complete the first draft of the revised Emergency Plan available by the spring of 1999.

*Works and Emergency Services:
Technical Services - Works and Emergency Services*

FUNCTIONAL CHART



PROGRAM STRUCTURE

Executive Director's Office

Responsible for the overall management of the Technical Services Division. This unit also is responsible for co-ordination of emergency planning, as well as overall program administration for the Technical Services Division.

Facilities and Structures Unit

This unit provides engineering expertise for the Department's major facilities as operated by Water and Wastewater Services, Solid Waste Management Services and Transportation Services.

The unit is responsible for the design and construction of:

- water filtration plants, sewage treatment plants, pumping stations, trunk sewers and trunk water mains
- landfills, transfer stations and recycling facilities
- highway and pedestrian bridges, the elevated Gardiner Expressway, tunnels, culverts, retaining walls within the road allowance and noise barrier walls

In addition, the unit is responsible for standards, policies and quality assurance, both within the unit and for the operating units of Works and Emergency Services.

The unit prepares the design and contract documents and provides construction inspection and contract administration for major facilities, with in-house staff or by engaging the services of specialist consultants.

Survey and Mapping Services Unit

The unit provides engineering, topographic, property boundary and horizontal and vertical control surveys, photogrammetric, parcel and utility mapping and maintains related data bases, in support of various programs for the city, its agencies, boards and commissions. The activities will include the management and dissemination of legal descriptions of land, land surveys and plans, and other works-related documents relating to real property and the collection, maintenance, and management of Corporate geospatial data in partnership with Land Information Toronto.

Environmental Services Unit

The unit provides a strategic focal point for environmental strategy and planning and leading-edge thinking, research and advice on environmental issues that affect both the department's program divisions and interdepartmentally within the corporation.

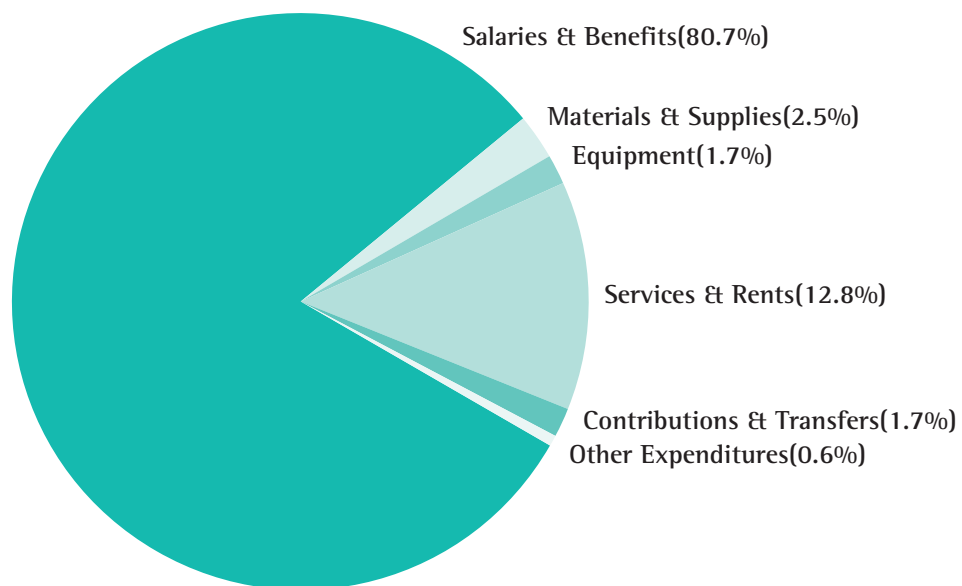
Construction Services Unit

The unit provides expertise in engineering technology, materials and methods. This section encourages creative, community-responsive design, and works collaboratively with the operating divisions to apply state-of-the-art engineering technology. This unit provides project management, construction scheduling, design, contract preparation, construction, inspection and contract administration for the department's Capital Works Program with respect to construction/rehabilitation of local roads, sewers and water mains, etc.

**TECHNICAL SERVICES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
WORKS FACILITIES & STRUCTURES	0.0	5,447.2	5,447.2	
SURVEY	0.0	11,478.6	11,478.6	
ENVIRONMENTAL	0.0	4,167.6	4,167.6	
CONSTRUCTION	0.0	10,792.7	10,792.7	
PROGRAM ADMINISTRATION	0.0	571.9	571.9	
Total Gross Expenditures	0.0	32,458.0	32,458.0	
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	(21,443.2)	(21,443.2)	
User Fees	0.0	(672.1)	(672.1)	
Other Revenue	0.0	(10,342.7)	(10,342.7)	
Total Revenue	0.0	(32,458.0)	(32,458.0)	
Net Expenditure	0.0	0.0	0.0	
Staffing Complement in Equivalent Funded Positions	635.0	600.0	(35.0)	(5.5)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Transportation Services

MISSION STATEMENT

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

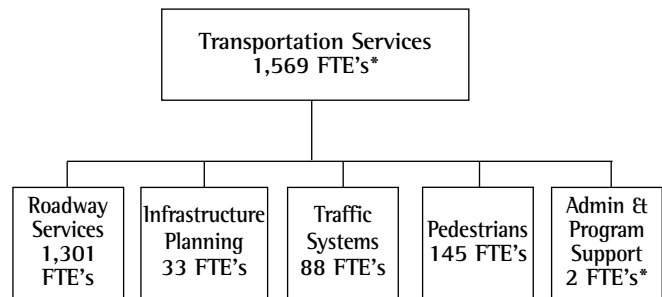
1998 KEY SERVICE ACHIEVEMENTS

- Developed and populated a Division organizational structure from General Manager to Manager level.
- Rationalized how services are delivered in a number of areas resulting in savings over previous delivery methods.
- Together with Police Services, developed and completed a pilot test of red light camera technology.
- Together with Planning, developed a plan for the re-configuration of transportation infrastructure in the East Toronto section of the Lakeshore Corridor.
- Together with Municipal Standards, developed a plan to harmonize permit operations and enforcement.

1999 STRATEGIC DIRECTIONS

- To be recognized as a professional, responsive organization that is customer focused and financially responsible in the delivery of integrated transportation services.
- To foster an environment where highly motivated staff are able to provide a well maintained and integrated transportation system meeting stakeholder expectations in a fiscally responsible and environmentally friendly manner.
- To meet budget pressures and demands while consistently addressing public and political expectations and requirements.
- To develop staff into a unified organization.
- To proactively seek out the requirements of the public at large.

FUNCTIONAL CHART



*301 FTE's transferred to Technical and Support Services

PROGRAM STRUCTURE

Roadway Services

Roadway Services provides the ongoing maintenance and operation of the roadway and laneway network. This includes surface maintenance, surface cleaning, roadside repair and cleaning, winter maintenance and utility cuts.

Pedestrian

This section of the program provides for all initiatives within the Division related to pedestrians; the major components being cleaning and repair of sidewalks.

Transportation Systems

This section of the program provides for the systems portions of the transportation network-traffic signal systems, expressway traffic management system, the Traffic Data Centre and Safety Bureau and the street lighting system activities.

Infrastructure Planning

This section provides for the planning functions of the Division. This involves operational planning, project planning, asset management and service analysis functions.

Program Support and Other

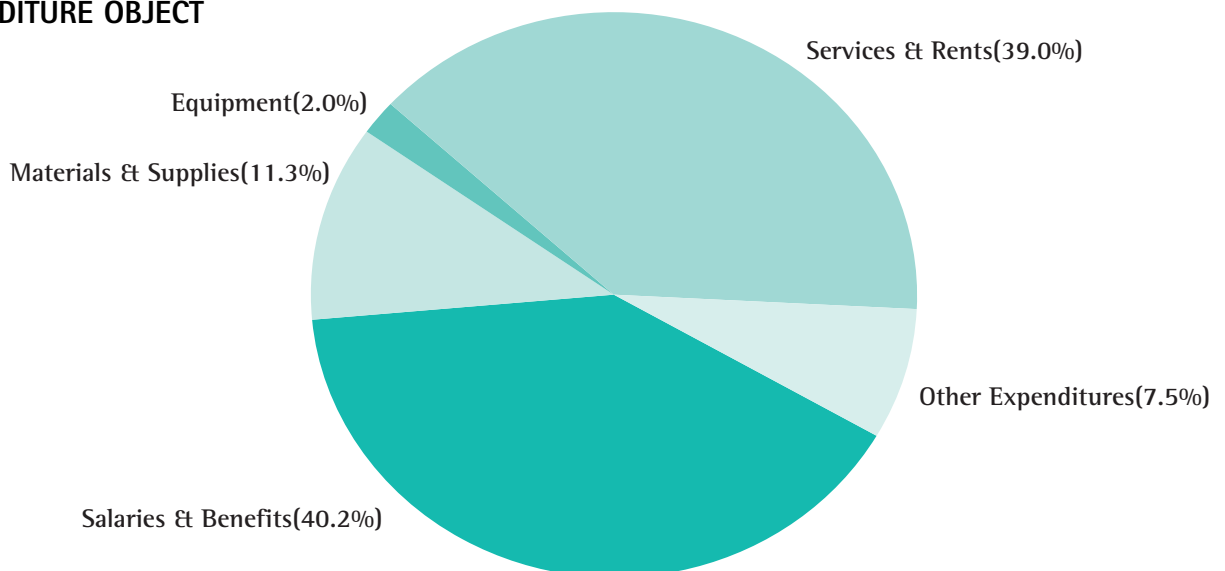
This section represents the interdepartmental allocation for Technical and Support Services provided to the Division from the other Divisions of the Works and Emergency Services Department.

*Works and Emergency Services:
Transportation Services*

**TRANSPORTATION
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
ROADWAY SERVICES	131,814.7	118,631.7	(13,183.0)	(10.0)
TRAFFIC SYSTEMS	29,891.1	28,827.1	(1,064.0)	(3.6)
INFRASTRUCTURE-PLANNING & PROGRAM	2,900.0	2,890.9	(9.1)	(0.3)
PEDESTRIANS	20,305.3	20,443.7	138.4	0.7
PROGRAM SUPPORT & OTHER	16,925.2	13,941.2	(2,984.0)	(17.6)
PROGRAM SUPPORT	0.0	0.0	0.0	
FLEET	0.0	0.0	0.0	
Total Gross Expenditures	201,836.3	184,734.6	(17,101.7)	(8.5)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	(35,103.9)	(31,581.4)	3,522.5	(10.0)
Total Revenue	(35,103.9)	(31,581.4)	3,522.5	(10.0)
Net Expenditure	166,732.4	153,153.2	(13,579.2)	(8.1)
Staffing Complement in Equivalent Funded Positions	1,869.0	1,569.0	(300.0)	(16.1)

**1999 EXPENDITURE SUMMARY
BY EXPENDITURE OBJECT**



Economic Development, Culture & Tourism

This department manages the following City services:

- Administration and Support Services • City Olympic Office • Culture • Economic Development
- Parks and Recreation Services • Policy and Development • Special Events

Arts, Culture and Heritage

(Amalgamated budgets of Culture Division and Heritage Toronto)

Separate budgets were approved for the Culture Division of the Economic Development, Culture and Tourism Department and Heritage Toronto, pending Council's final decisions concerning the delivery of Heritage Services in the new City. Amalgamation and restructuring of these services will proceed during 1999. In 2000 there will be one budget for the service area.

A high level summary of the combined budgets is as follows:

1999 Amalgamated Budget: Culture Division and Heritage Toronto			
Service:	Culture Division \$000's	Heritage Toronto \$000's	Combined 1999 approved \$000's
Arts and Culture	1,995.9	0.0	1,995.9
Heritage Services	1,244.6	5,803.4	7,048.0
Total Gross Expenditures	3,240.5	5,803.4	9,043.9
Grants from others	86.5	175.9	262.4
Interdepartmental Recoveries	0.0	1.2	1.2
User Fees	530.8	810.3	1,341.1
Other	93.6	520.9	614.5
Total Revenues	710.9	1,508.3	2,219.2
Total Net Expenditures	2,529.6	4,295.1	6,824.7

The following programs and services are included in these budgets:

- Operation, programming and care of 11 museums
- Management and programming for 4 art gallery spaces and 5 cultural centres
- Heritage Preservation services and programs
- Conservation and management of the City's fine art and artifact collections
- Management of civic public art projects
- Care and conservation of City-owned heritage properties, some of which are leased to others
- Work in partnership with citizen boards and advisory committees and community organizations.
- Community development with arts and heritage organizations
- Administration of grants to 14 organizations and other grant programs as assigned
- Sectoral research and policy development
- Cultural facility development
- Special projects related to the cultural life of the City

Several other services, are in the process of being transferred to the Culture Division in 1999. The annual grant allocation to the Scarborough Historical Museum is included in the Culture Division budget this year, but it will be re-stated as part of the reorganization process. The St. Lawrence Market Gallery, The Art Gallery of North York (which is part of the North York Performing Arts Centre Corporation) as well as the

Economic Development, Culture & Tourism: Arts, Culture and Heritage

responsibility for the City's fine Art collection will be transferred to the Culture Division during 1999. They are not currently reflected in this budget.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES (combined)

- Develop and staff levels 3, 4, 5, and 6 for the structure of the Division.
- Implement heritage governance and program delivery decisions made by Council.
- Expand the funding base for heritage activities through partnerships, revenue generation, and community involvement.
- Support the maintenance of the ability of the heritage sector to do charitable fund raising through a registered charitable organization.
- Develop a Cultural Facilities Master Plan to rationalize facility needs across the City.
- Work with the community to bring forward a Heritage Master Plan, which will recommend a strategy for City to deliver its core responsibility to protect heritage and provide an environment which fosters these goals in the community.
- Develop a strategy for the Division's role in community arts development and rationalize existing funding agreements with local arts development agencies.
- Complete a Cultural Strategy to help guide future City involvement in arts and cultural sectors.
- Implement a consolidated Public Art Policy, including the formation of a new citizen's advisory body.
- Complete a technical assessment on the new City's collection of Outdoor Artwork, memorials and monuments to develop a long term maintenance strategy.
- Rationalize research activities and establish a Cultural Research Consortium with external partners.
- Manage major capital projects including the Lakeshore Assembly Hall, Don Valley Brick Works, Fort York, and The Guild
- Administer the City's Millennium Grants Program.
- Support the Olympic Office in developing the cultural component of the 2008 Olympic Bid.

Following are the separate mission statements and 1998 achievement summaries:

CULTURE

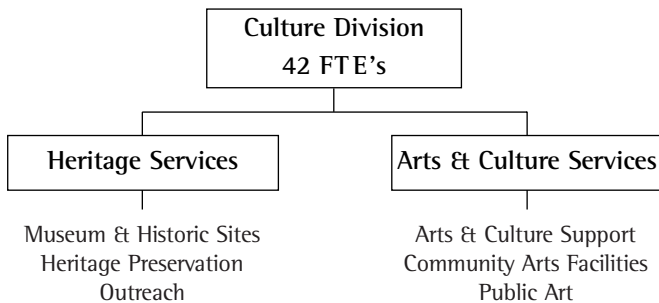
Culture Division Mission Statement

- recognize the essential role culture plays in the social and economic life of the City
- encourage 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 the City
- identify, preserve and interpret the heritage of the City
- encourage partnerships and linkages amongst cultural organizations and with the broader community to increase the scope, influence and appreciation of culture

Culture Division 1998 Key Service Achievements

- Completed major public consultation processes on arts and culture grants policy and heritage governance .
- Developed a funding strategy for the 1999 Caribana Festival.
- Commenced work on the Kingsway Park Heritage Conservation District, the largest such undertaking in Ontario.
- Restored Zion Primitive Methodist Church and opened it as a community cultural centre.
- Produced a draft Public Art Plan in consultation with the Toronto Public Art Group.
- Established a preliminary 5-year capital works program for cultural and heritage facilities.
- Volunteers assisting with cultural programming gave 18,480 hours of time and talent to the Culture Division.
- 63,500 people participated in programs at museums and arts facilities.
- Hosted Heritage showcase in partnerships with Scarborough Town Centre and 55 heritage organizations, resulting in an audience of 157,000 people.

FUNCTIONAL CHART



HERITAGE TORONTO

Heritage Toronto Mission Statement

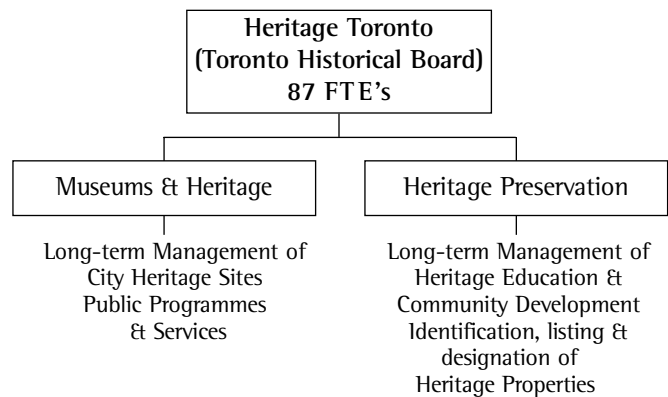
Heritage Toronto's mission is to ensure that citizens and visitors encounter Toronto's history everyday and everywhere, and that Toronto's unique character is preserved and passed to future generations.

Heritage Toronto 1998 Key Service Achievements

- Community and public programs involving 80 external groups, organizations and corporations.
- Approximately 275 active registered volunteers working in a diverse range of activities providing 13,000 hours of annual service.
- Educational and school group participation of about 38,500 persons and the general public of about 71,000 participants.
- Approximately \$68,000 in direct memberships and fund raising, and \$500,000 in kind donations.
- Successful walking tour program, largely led by trained volunteers and community groups. A total of 69 tours covering 31 different neighbourhoods with a total attendance of 3,928 people.
- Opened The Pier, an important central waterfront heritage attraction.
- Introduced Barracks Banquets at Fort York, a new historic dining experience and revenue generating opportunity.
- Second annual Fort York Festival organized and operated by the Friends of Fort York involving approximately 2,000 visitors.

- Launched Colborne Lodge historic garden program through volunteer support and seed money from Canada Trust "Friends of the Environment" program.
- Initiated process for transferring Coronation Park artifacts to more suitable and protected museum environments.
- Initiated Draper Street Heritage Conservation District.
- Completion of an education kit on Canada's First Nations, developed with funding support from the Ontario Historical Society.
- Establishment of a Community History Grants program as a Millennium project.
- Extension of the Heritage Awards and the Toronto Heritage Fund restoration grants city wide.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Major public service delivery sites include:

Museums and Historic Sites

1. 205 Yonge Street
2. Colborne Lodge
3. Don Valley Brick Works (under development)
4. Fort York
5. Gibson House Museum
6. Historic Zion Schoolhouse
7. Mackenzie House
8. Montgomery's Inn
9. Queens Wharf Lighthouse
10. Scadding Cabin
11. Scarborough Historical Museum

*Economic Development, Culture & Tourism:
Arts, Culture and Heritage*

12. Spadina
13. Stanley Barracks
14. The Pier: Toronto's Waterfront Museum
15. Todmorden Mills Heritage Museum and Arts Centre
16. York Historical Museum

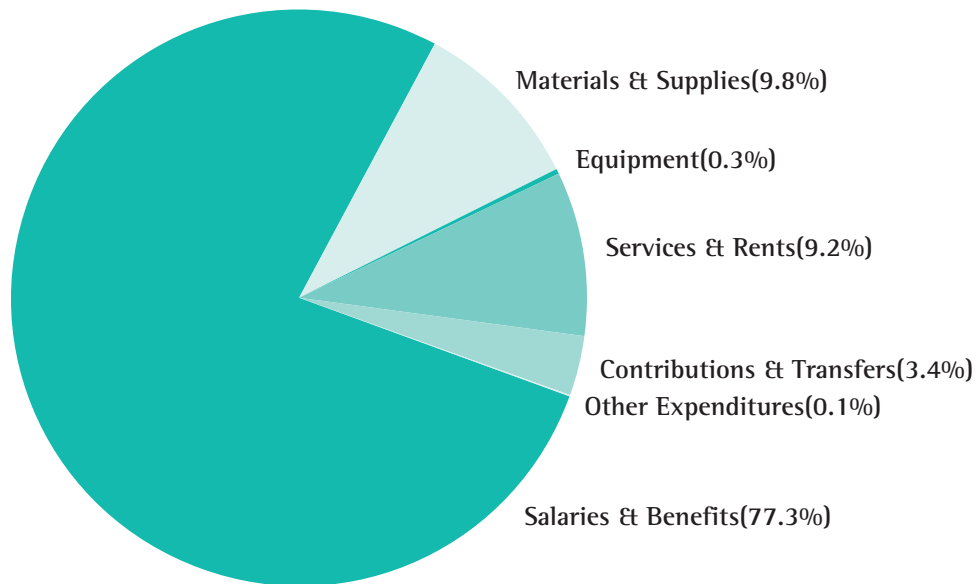
Cultural Centres

1. Cedar Ridge Creative Centre
2. Neilson Park Creative Centre
3. Zion Church Cultural Centre
4. Barry Zukerman Amphitheatre
5. The Guild
6. Lakeshore Assembly Hall (under development) [Lakeshore West & Kipling]

**CULTURE
OPERATING BUDGET**

	1998 Budget (\$000's)	1999 Budget (\$000's)	Change from 1998 Budget	
			(\$000's)	%
EXPENDITURES				
CULTURE SERVICES	2,122.6	1,995.9	(126.7)	(6.0)
HERITAGE SERVICES	1,319.4	1,244.6	(74.8)	(5.7)
Total Gross Expenditures	3,442.0	3,240.5	(201.5)	(5.9)
REVENUE				
Grants from Others	(86.5)	(86.5)	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(543.1)	(530.8)	12.3	(2.3)
Other Revenue	(88.3)	(93.6)	(5.3)	6.0
Total Revenue	(717.9)	(710.9)	7.0	(1.0)
Net Expenditure	2,724.1	2,529.6	(194.5)	(7.1)
Staffing Complement in Equivalent Funded Positions	0.0	0.0	0.0	

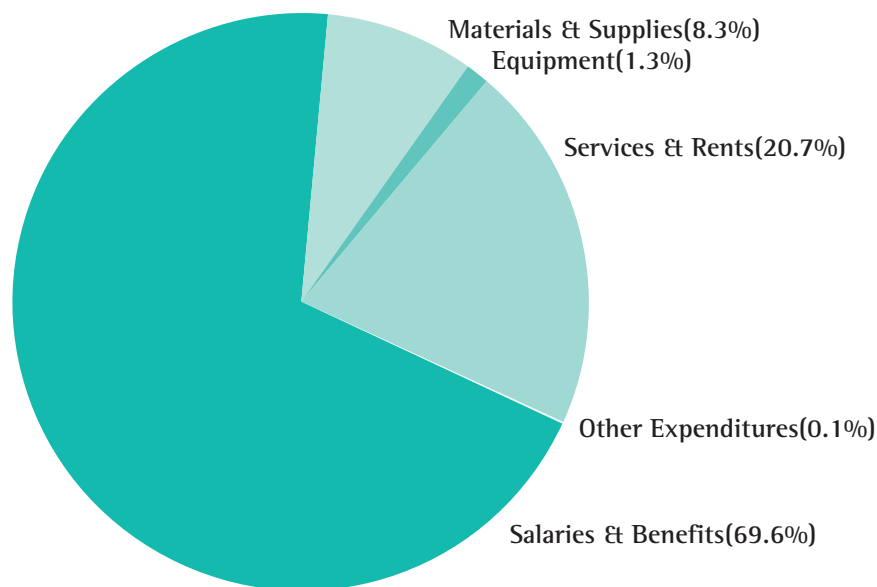
1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



**HERITAGE TORONTO
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
MUSEUMS & HERITAGE SERVICES	5,499.5	5,248.8	(250.7)	(4.6)
HERITAGE PRESERVATION	594.2	554.6	(39.6)	(6.7)
Total Gross Expenditures	6,093.7	5,803.4	(290.3)	(4.8)
REVENUE				
Grants from Others	0.0	(175.9)	(175.9)	
Interdepartmental Recoveries	0.0	(1.2)	(1.2)	
User Fees	(1,198.0)	(810.3)	387.7	(32.4)
Other Revenue	(332.8)	(520.9)	(188.1)	56.5
Total Revenue	(1,530.8)	(1,508.3)	22.5	(1.5)
Net Expenditure	4,562.9	4,295.1	(267.8)	(5.9)
Staffing Complement in Equivalent Funded Positions	87.0	87.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Customer and Business Support

MISSION STATEMENT

Administration and Support Services Division

The Administration and Support Services 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, providing proactive advice and solutions and helping 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.

The Division's mission is achieved by the following goals:

- 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 and working with corporate partners
- provide strong technical expertise in all disciplines in order to provide effective, responsive services
- focus on a Department perspective helping to integrate and coordinate issues that cross divisional lines
- establish consistency and standardization for those services that require a high degree of control

Policy and Development Division

The mission of the Policy and Development Division is to provide client-based support in the areas of planning, development, design, policy and research to help the Department meet the public's needs for high quality parks and recreation, culture, special events and economic development services.

The Division's mission is achieved by the following goals:

- provide high quality services
- build effective relationships with internal and external clients

- develop departmental standards and policies that support Department and Corporate goals, missions and values
- adopt a multi-disciplinary, team approach

1998 KEY ACHIEVEMENTS

Administration and Support Services Division

- Developed an amalgamated Operating and Capital budget that reflected service priorities for the Department.
- Developed an interim financial reporting and variance analysis model.
- Developed an amalgamated program-based account structure based on service delivery.
- Collaborated with Administration and Support Services Divisions throughout the City in developing a Common Services Model.
- Negotiated preliminary service agreements with Corporate service providers.
- Developed a 1998 Business Plan and successfully implemented a Change Management Leadership Program.
- Developed 1999 Department Strategic Priorities.
- Provided the lead role for the Department's amalgamation process, including the design and implementation of departmental and divisional organizational structures.
- Successfully completed the hiring of Levels 3, 4 and 5 staff in the Division.
- Drafted a training and development plan for the Department and its Divisions.
- Successfully produced an amalgamated Fall/Winter Parks and Recreation Programs Guide that was distributed to over 900,000 households.
- Successfully published a departmental newsletter for internal and amalgamation communications.
- Developed an interim process for internal and external communication, media relations, emergency response procedures, part time and seasonal recruitment, and registration and facility permitting procedures.
- Produced a departmental downsizing plan and training mechanism that ensured amalgamation targets were met.
- Developed a departmental Y2K Strategic Plan.

Policy and Development Division

The following park capital projects were completed: 5 new parks; 2 park improvements; 1 entrance improvement; 4 new playgrounds; 4 new splash/water pads; 9 playground replace-

Economic Development, Culture & Tourism: Customer and business Support

ments/renovations; 2 new bridges; 1 skateboard park; 1 soccer field; 1 new tennis courts; 4 landscaping; 2 creek rehabilitation; 5 trail improvements; and 1 street scape planting.

The following facility capital projects were completed: Community Centres – 1 new facility; 3 expansions; 1 improvement; Arenas – 2 expansions; Pools – 1 new outdoor pool; 1 upgrade; Cultural – 2 restorations; 1 new building; Fieldhouse – 2 new; 2 improvements; and 3 general building expansions.

The following major studies were completed;

- Background detail for the Department's Boundary Design Committee for district and region boundaries.
- User Fee Policy – support detail on users, current revenue and projected harmonized revenues.
- Inventory of Cycling Trail opportunities in rail and hydro corridors – in partnership with Urban Planning and Development Services for the Toronto Cycling Committee.
- Rouge Park Vegetation Management Study in cooperation with the Rouge Park Alliance.
- Rouge Trail Development and Management Plan in cooperation with the Rouge Park Alliance.

The following major partnerships reached milestones:

- Teaching Garden at Edwards Gardens based on a donation of \$350,000 from the Garden Club of Toronto – to be operated by the Civic Garden Centre.
- Milne Hollow project received a donation of \$18,000 for trees to be planted in the Milne Hollow from the Milne Hollow Garden Club.
- Yo-Yo Ma Music Gardens, in the first phase was completed based on private donations totalling \$1.0 million.
- Lower Don-Todmorden Mills project received \$27,500 for wetland improvements and restoration.

The Division designed and organized with other divisions and cooperative groups a number of major horticultural displays at signature public events including.

- Golf shows
- Royal Winter Fair
- Canada Blooms
- Bike Show
- Sportsman Show
- R.V. Show

The Department made a number of land acquisitions including:

- 1 site in the North for 0.04 hectares
- 8 sites in the East for 3.98 hectares
- 4 sites in the West for 34.62 hectares

The Rotary Outdoor Pool was awarded the Canadian Architect Design of excellence.

Late approval of the Corporate Capital Budget, combined with amalgamation and hiring disruptions meant some capital projects were not able to start as anticipated, and projects will be delayed into 1999.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

Administration and Support Services Division

- Implement a one-stop customer service model for program registration, and facility permitting and scheduling.
- Develop and implement a customer satisfaction survey.
- Complete the Department's Y2K strategic objectives.
- Re-engineer the registration and facility permitting process in conjunction with the implementation of "CLASS" software.
- Develop an internal financial reporting and analysis system.
- Develop a departmental business planning process that reflects service priorities and fiscal responsibility.
- Develop and negotiate Service Level Agreements with Corporate Services and the operating Divisions.
- Develop a departmental sponsorship and partnership strategy.
- Develop a departmental communication plan for both its internal and external customers.
- Develop and implement coordinated hiring for the 10,000 to 12,000 part time, seasonal and casual recreation staff.
- Develop a comprehensive training and development plan.
- Develop and implement a Health and Safety program that reduces accidents, incidents and lost time occurrences.
- Complete the staff selection and placement process for the Division.
- Set up systems and provide pro-active, efficient and cost-effective support to the Department, the Divisions and customers.

POLICY AND DEVELOPMENT DIVISION

- Coordinate and prepare new departmental policy and procedure manual.
- Develop a business planning process for the Department.
- Finalize arrangements with Corporate Services for the execution of the Capital Works Program.
- Implement an integrated departmental Capital Works program.
- Assist in developing the Corporation's new development control by-law.
- Work with Finance and Urban Planning and Development Services departments to complete new Development Charge By-law.
- Co-ordinate department input into new Corporate Strategic Plan and Official Plan.
- Prepare Development Application review protocol.
- Develop a coordinated approach to establishing needs and priorities for major recreation facilities.
- Develop common standards for facility rehabilitation and replacement.
- Work with Corporate partners to review the "state of good repair" for all recreation facilities including technical needs assessments.
- Facility feasibility, development and improvement studies.
- Participate in the development of service level agreements.
- Initiate sector studies to determine number and location of various parks and facilities in the city.
- Develop landscape plans for Downsview and McCowan Road parks.
- Update and manage inventories of recreation programs and services.

- Develop rationalization review criteria including identifying overlaps and gaps in service delivery and cost benefit analysis.
- Hire approved staff complement for Division.
- Continue studies on cycling paths, hydro/rail corridors.
- Organize school/facility review including program inventories, usage and origin/destination studies.

PROGRAM DESCRIPTION

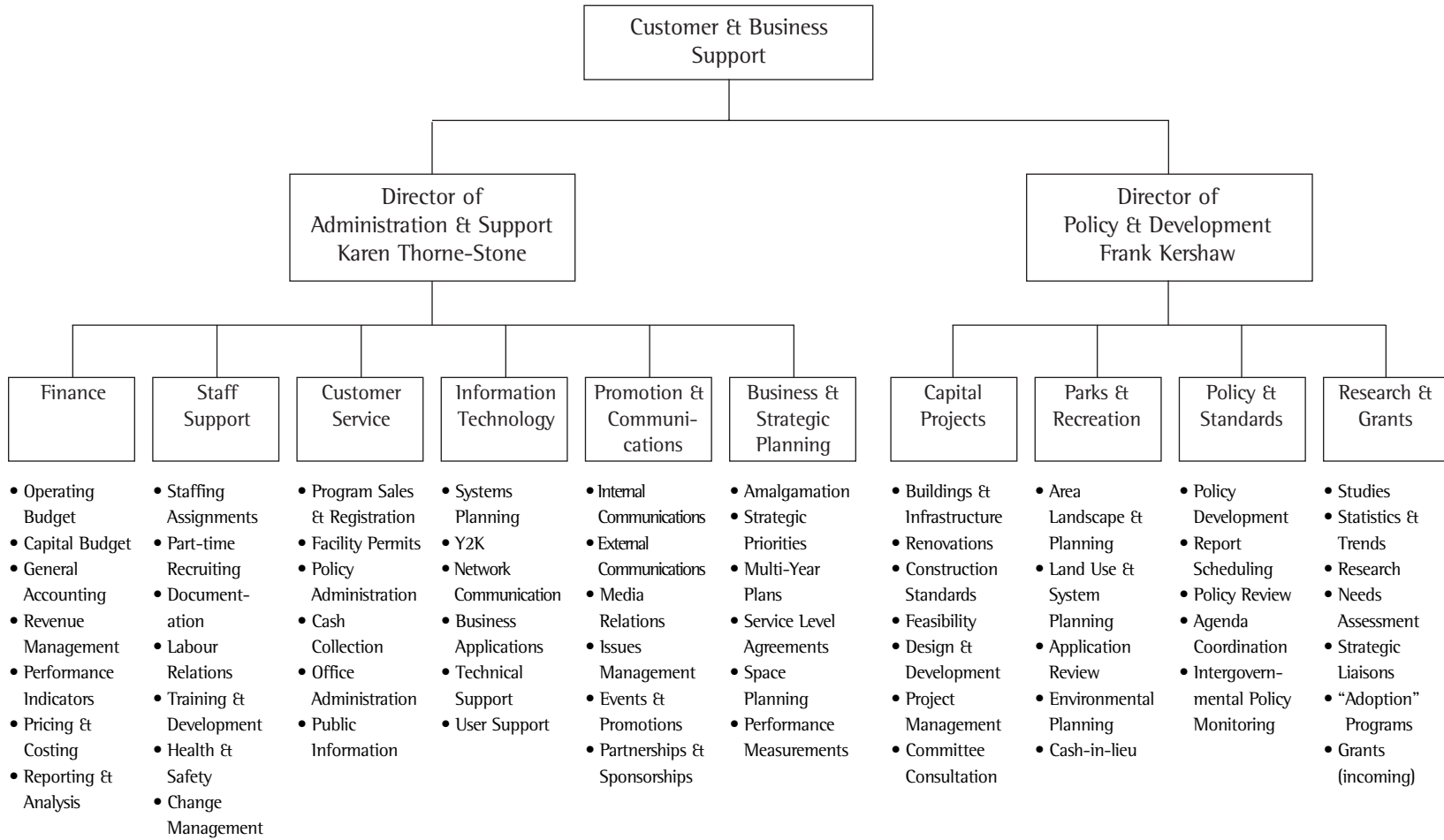
Administration and Support Services Division

The Administration and Support Services Division provides one-stop customer shopping support for the Department and its six Divisions in the support service areas of finance, staff support, customer service, information and technology, promotion and communications, partnership and sponsorships, strategic and business planning, and general administration.

Policy and Development Division

The Policy and Development Division is responsible for providing central support services to the Department focussing on short and long term planning, development, design, policy and research services. A large portion of these services includes parks and recreation planning.

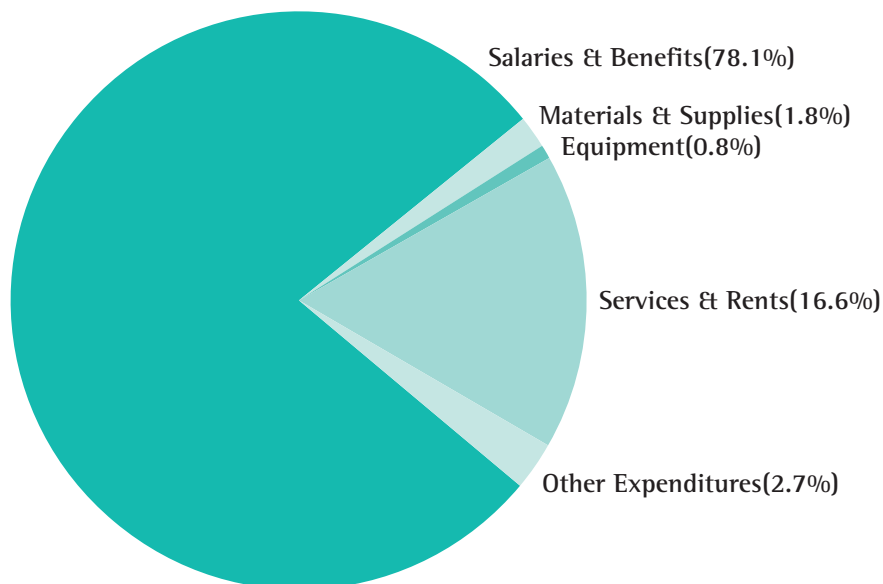
FUNCTIONAL CHART



**CUSTOMER & BUSINESS SUPPORTED
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
ADMINISTRATION & SUPPORT SERVICES	13,814.4	12,579.5	(1,234.9)	(8.9)
POLICY & DEVELOPMENT-ED	5,240.7	5,027.3	(213.4)	(4.1)
Total Gross Expenditures	19,055.1	17,606.8	(1,448.3)	(7.6)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	(253.0)	(345.0)	(92.0)	36.4
Total Revenue	(253.0)	(345.0)	(92.0)	36.4
Net Expenditure	18,802.1	17,261.8	(1,540.3)	(8.2)
Staffing Complement in Equivalent Funded Positions	0.0	0.0	0.0	

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Economic Development

MISSION STATEMENT

The Economic Development Division shares the Department's vision for Toronto as an economically strong, socially enjoyable and culturally vibrant city where citizens share in the prosperity through full employment and healthy, active lives, and which attracts businesses and visitors.

The Economic Development Division's mission is to "take care of business" by focussing on the five fundamentals for a sustainable economy which creates jobs, businesses and wealth. These are:

- retain existing businesses and jobs
- assist business start-ups and expansion of existing firms
- enhance the capacity of firms within targeted sectors to survive, grow and compete nationally and internationally
- attract new business to the City
- enhance the environment for business.

Recognizing the diversity and complexity of service requirements, the Division will exemplify customer service while focussing on business retention and other strategies to grow Toronto's economy.

1998 KEY SERVICE ACHIEVEMENTS

- After considerable negotiation, the 1998 Provincial Budget includes a compromise position crafted by Economic Development staff that will see the education taxes paid by Toronto businesses fall by \$400 million over the next eight years.
- Published a comprehensive study, in partnership with the Province of Ontario, on the comparative cost of running an office-based business in major North American cities to dispel the popular myth that Toronto is a high cost centre because of high property taxes.
- In the Scarborough area alone, Economic Development staff facilitated the start-up of 4 new businesses, the expansion of 9 facilities and the relocation of 6 companies which resulted in the retention of 1600 jobs and the creation of 800 new jobs.

- Supported 39 Business Improvement Areas (BIAs) and over 30 business associations in the amalgamated City.
- Responded to 45,000 Small Business Centre inquiries and provided 3,500 consultations for small business start-ups.
- Toronto has experienced a 16 % growth in film production spending of \$687 million Canadian.
- Launched the Economic Development Strategic Planning process, entitled "Growing Toronto's Economy". Opening address by the Mayor and attended by Toronto's key business representatives and spokes people from a plethora of business/service sectors.
- Proactive international targeting and strengthening of partnerships with business associations has increased investment inquiries by 25%. Key new investments include: Call Net Enterprise, Clear Net, VIVA Magnetics, Corby's Canada and Magna.
- Produced and recommended a harmonized, comprehensive by-law and guidelines with respect to permitting for location filming throughout the new City.
- Successful investment missions to New York, Chicago, Los Angeles and Hong Kong, highlighted Toronto's design, fashion and film sectors resulting in the attraction of new business and investment.

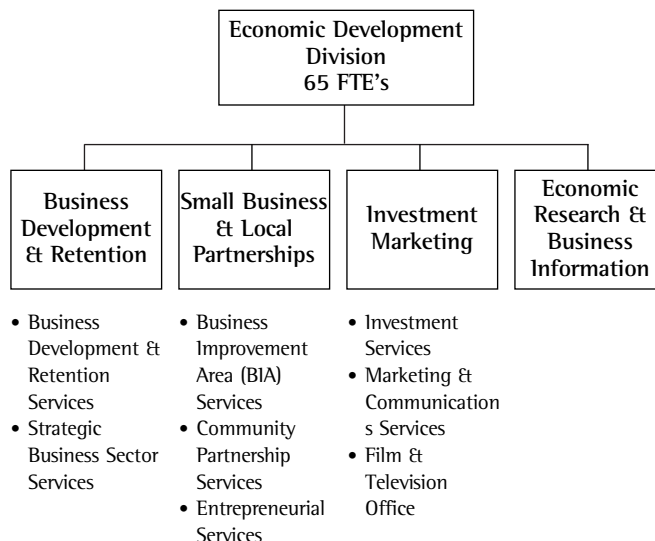
1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- Develop an economic development strategy for all sectors of Toronto's economy to guide the Division's actions over the next 3-5 years.
- In partnership with the Province, undertake a comprehensive study of Toronto's economy, identifying imperative advantages and strategic links between business sectors.
- Clarify the role, structural relationship and division of work with outside organizations of significant influence to Economic Development, including but not limited to, the Greater Toronto Marketing Alliance, the Greater Toronto Services Board, Tourism Toronto, and TEDCO.
- Develop and monitor performance measures to evaluate not only the Division's activities but also the influence of other key organizations' policies and actions on the Toronto economy.

*Economic Development, Culture & Tourism:
Economic Development*

- Develop and maintain a “Business Interface Program” as a regular forum for private sector involvement in our ongoing activities as well as providing an interface between the private sector and the Economic Development Committee and Council.
- Prepare an annual report that provides an unbiased snapshot of the “State of the Toronto economy” as well as a report card on how the Division is succeeding.
- Undertake an operational review of the Toronto Film and Television Office to address the opportunity to undertake permitting a one-stop-shop basis for the amalgamated City.
- Define and provide appropriate supports for managers and staff as the Division is restructured and staff teams are put in place. Building an effective team is a priority and primary focus while continuing to deliver high quality services.
- Develop a comprehensive program to revitalize older employment areas of the City, in partnership with private sectors and other levels of government and initiate the launch of the new Employment Area Revitalization Plan
- Clarify the mandate and relationship with the tourism sector and with Tourism Toronto by pursuing a service agreement.
- Consolidate existing 7 municipal sources of data now being used for directories and corporate calling, including accurate listings of available building stock, property files with relevant data, and establishing a data base.
- Establish an “Enterprise Centre”, small business facility in North York in partnership with the Federal and Provincial Governments and the private sector.
- Provide support to the City’s initiative to address tax inequities and shifts related to industrial/commercial properties.
- Implement business retention strategies through field offices to support business across the City.
- Overall, the Economic Development Program is developing a new strategy to support the economy of the new City.

FUNCTIONAL CHART



PROGRAM STRUCTURE

A. Business Development and Retention

A.1 Business Development and Retention Services

- Business Outreach – construction facilitation
- Seminars/Educational Forums
- Community Council links
- Corporate Calling to 80,000 businesses
- Site selection and expansion assistance

A.2 Strategic Business Sector Services

- Targeted sector business development
- Leveraging and clustering businesses in growth sectors
- Tracking sectorial issues and opportunities to ensure growth
- Gathering sector market intelligence
- Organizing sector related seminars and development of sector associations
- Attendance and attraction of sector related trade shows, conferences and events

B. Investment Marketing

B.1 Investment Services

- Investment inquiry follow-up and tracking
- Real estate liaison
- International city to city activities/relationships
- International outreach
- Link to Greater Toronto Marketing Alliance

B.2 Marketing and Communication Services

- Marketing plan development, implementation and monitoring results of campaigns
- Production of marketing materials for local and international businesses
- Promotional activities and support to field (Business Retention)

B.3 Film and Television Office

- Film permitting for entire City
- Promotion of Toronto to the film and television industry

C. Small Business and Local Partnerships

C.1 Business Improvement Area (BIA) Office Services

- Support and advice to 38 existing BIAs
- Streetscaping programme – capital projects
- Liaison to TABIA

C.2 Community Partnership Services

- Develop partnerships between BIAs, retail and industrial communities in targeted areas
- Employment area revitalization
- Management of Facade Improvement Programs (Capital)
- Link to TEDCO

C.3 Entrepreneurial Services

- Consultation on business start-up entrepreneurial support
- Monitoring small business issues
- Providing outreach, seminars and special events as part of support
- Operation of “Enterprise Centre” and 3 resource centres

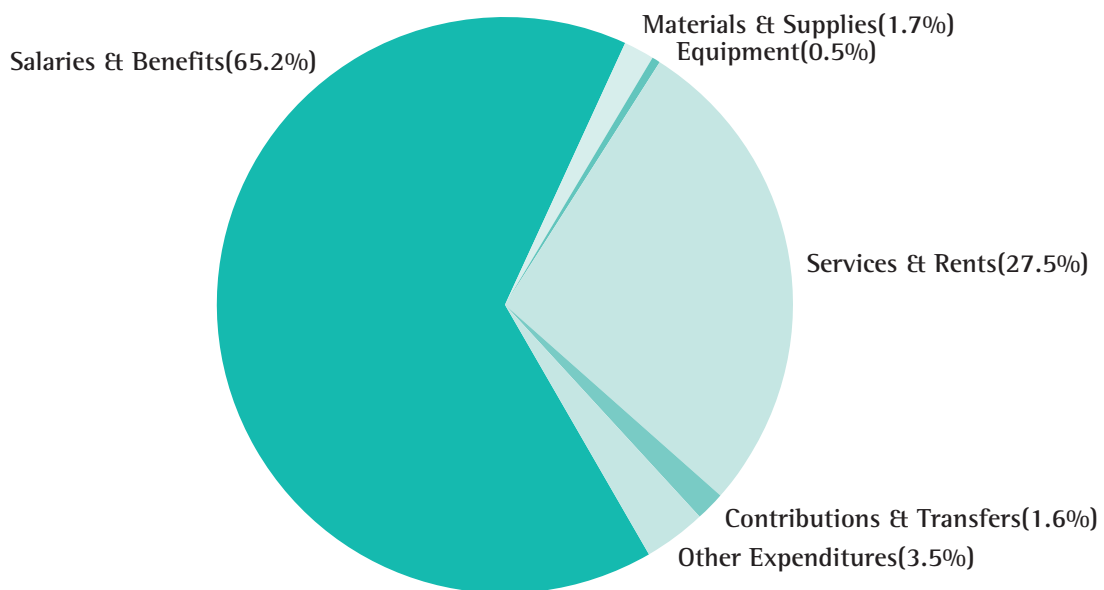
D. Economic Research and Business Information Services

- Develop and maintain client/business data bases for business retention and attraction strategies
- Publication of business directories
- Maintaining inventory of land and buildings, and maintaining contact management system
- Custom research & studies for internal/external clients and Council
- Monitoring and reporting on the Economy
- Strategic initiatives and policy reviews and studies
- Economic impact statements for large development projects and blockbuster events/bids

**ECONOMIC DEVELOPMENT
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
BUSINESS DEVELOPMENT & RETENTION	2,237.7	2,124.1	(113.6)	(5.1)
SMALL BUSINESS & LOCAL PARTNERSHIPS	1,666.4	1,415.1	(251.3)	(15.1)
INVESTMENT MARKETING	1,768.4	1,959.7	191.3	10.8
ECONOMIC RESEARCH & BUSINESS INFO	975.1	964.1	(11.0)	(1.1)
Total Gross Expenditures	6,647.6	6,463.0	(184.6)	(2.8)
REVENUE				
Grants from Others	(146.1)	(150.0)	(3.9)	2.7
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	(194.9)	(200.0)	(5.1)	2.6
Total Revenue	(341.0)	(350.0)	(9.0)	2.6
Net Expenditure	6,306.6	6,113.0	(193.6)	(3.1)
Staffing Complement in Equivalent Funded Positions	0.0	65.0	65.0	

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Parks and Recreation

MISSION STATEMENT

The Parks and Recreation Division's mission is to ensure that people in the diverse communities of Toronto have full and equitable access to high-caliber, locally responsive recreational programs, efficiently operated facilities, and safe, clean and beautiful parks, open spaces, ravines and forests.

1998 KEY SERVICE ACHIEVEMENTS

Parkland and Open Space

Forestry crews responded to the needs of eastern Ontario communities devastated by the January 1998 winter ice storm. Forestry crews worked for long hours to help restore power to communities. Dozens of portable generators were supplied to needy township, all of which were later returned.

Parks and Recreation hosted the Ontario Tree Climbing Championships which were held at Colonial Sam Smith Park in June 1998.

Parks and Recreation staff worked to successfully organize the Toronto Garden and Flower Show – a glorious and colourful display at the Metro Convention Centre as part of the Canada Blooms Show. Efforts were recognized when the display was awarded “Best Municipal Display” honours.

City of Toronto West District was awarded first place in the National Communities in Bloom Competition.

A new harmonized parkland dedication policy was approved by Council.

Adopt-a-Park program in East District involved 33 active groups who cared for local parks and flowerbeds.

Over 12 community gardens were established across Toronto due to the “Just Grow It” community garden programme. The community garden project produced fresh food for the food bank at Stop 103 on a weekly basis. This garden is maintained by the community and children are able to pick some vegetables for their school snack programme.

The High Park Children's Garden, a pilot project initiated by Parks and Recreation opened in late May 1998 and ran through until early October. The programme which promotes outdoor learning, ecological awareness and hands-on gardening activities had over 2,500 visit from children. The 1999 programme has a waiting list and is sure to be a success.

Sports and Recreation Programming

Parks and Recreation provided a wide range of quality customer focussed recreation programs for people of all ages across the city.

The division supported a major policy development initiative related to recreation user fees which was undertaken by the Council appointed User Fee Committee. City Council approval will be sought for a new Recreation User Fee Policy to be implemented in early 1999. The policy will include components on accessibility and specialized delivery strategies for high need communities.

Toronto residents now have access to a wider variety of programmes and services with open registration city-wide and the distribution of a new City Fall/Winter programme brochure. In addition, more children with disabilities now have access to City recreation programmes as a result of implementing the first leadership training program for youth on how to assist disabled children when integrating them into programmes.

Regent Park hosted a number of successful baseball programmes – House League, Tyke Team, peewee and Midget Team. In addition, for the first time, “Hockey for the Homeless Committee” hosted a very successful Hockey Camp for children 6-15 years of age. The regular ball hockey programme, Adam Team won the Street Buds City Championship.

Parks and Recreation was pleased to be awarded the Commonwealth Games Swimming Trials which were held at the Etobicoke Olympium in August 1998. Further honours were received when Synchro Canada selected the Etobicoke Olympium as its National Training Centre.

Economic Development, Culture & Tourism: Parks and Recreation

Rotary Outdoor Pool was reconstructed and opened in June. The pool was awarded the Canadian Architect Design Award of Excellence.

Expansion/reconstruction of various facilities was completed including, McGregor Park Community Centre, Antibes Community Centre, Oakdale Community Centre, Mitchell Field Community Centre and Viewmount Community Centre. Parks and Recreation opened Burrows Hall Community Centre and Library/Chinese Cultural Centre, Bond Park Sports Complex, Skateboard Park at Port Union Community Centre; and restored Neilson Park Field House and Farmhouse.

CONCACAF Women's Soccer World Cup Qualification Tournament was held at Centennial Park Stadium.

The Seniors Games was hosted at sites across the city, with a regional competition held in East District.

Erika-Leigh Stirton, a member of the City operated Etobicoke Olympium Rhythmic Gymnastics Club won 5 gold medals for Canada at the Commonwealth Games.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Service Excellence

Parks and Recreation Division is committed to ensuring service excellence and complete customer satisfaction in all aspects of its interface with patrons from the various client groups. To this end the division will:

- (a) ensure that staff are highly trained and meet required operational standards, both legislative and professional, for the delivery of all programs, services and initiatives;
- (b) enhance our understanding of community demographics and service needs across the City using such tools as community consultation and needs assessment with a view to providing service that is responsive to the needs and desires of the community we serve. This is inclusive of all aspects of our core business including the provision of parks space, recreational facilities and programming, forestry services and environmental stewardship;
- (c) harmonize operational policies, procedures and

operational standards to ensure consistent and equitable customer service regardless of geographic location; and (d) develop performance indicators for all key programs in the various service areas.

As stewards of natural heritage features including natural parklands, ravines, and trees which comprise the urban forests, the division is committed to establishing and implementing effective practices aimed at ensuring that our natural heritage is healthy and sustainable. Parks and Recreation will develop a system for managing the backlog of tree maintenance including trimming and removal. The division will work to develop a greening strategy and a comprehensive environmental plan to achieve consistency in the approach to planning and managing greenspaces to enhance significant environmental attributes.

In addition, Parks and Recreation will also develop a city-wide partnership network that will facilitate participation in among others, such initiatives as the International Communities in Bloom Competition and the orchestration of an event that will recognize the Year of the Older Adult.

FISCAL RESPONSIBILITY

Parks and Recreation is committed to managing fiscal resources responsibly. We will protect the Division's infrastructure assets through effective management, active preventative maintenance, development of updated maintenance management systems, and improved safety through completion of safety audits and preparation of related remediation programs.

The Division will strive to develop a revenue management strategy that will seek to secure funding beyond our traditional sources. Parks and Recreation will also develop a comprehensive risk management program in concert with our corporate partners.

ORGANIZATIONAL EFFECTIVENESS – AMALGAMATION

Parks and Recreation is committed to completing the amalgamation process. To this end, Parks and Recreation will complete the divisional organizational design and hiring of front line staff. The completion of the organization will take into account implementation of a downsizing strategy to meet corporate guidelines and targets.

The division is dedicated to effectively managing a seamless transition into the new structure at the District level and will continue to customize services to meet local community needs and to provide excellent customer focussed programs and services. Parks and Recreation will complete and implement the results of its service harmonization process including best practices in front line service standards including an emergency preparedness plan and emergency media hotline.

Parks and Recreation will work towards finalization and implementation of the Recreation User Fee Policy in early 1999. The Division will strive to develop a revenue management strategy that will seek to secure funding beyond user fees. The division will also complete a strategic review of Concession Operations to include in-house operated locations and facilities operated under contracts with third parties. Participation in the Corporate Fleet Management Study and Corporate Yard Rationalization Study will continue with a view to rationalizing equipment and vehicles, and reducing the number of parks and service yards respectively.

ORGANIZATIONAL EFFECTIVENESS – PARTNERSHIPS

One of the factors which limits the effectiveness of an organization in fulfilling its mandate is the state of working relationships both internal and external to the organization. Parks and Recreation is dedicated to ensuring that solid working relationships are built with other divisions within the Economic Development, Culture and Tourism Department as well as with other corporate departments.

Parks and Recreation will nurture existing and develop new partnerships with service organizations, Boards of Education,

community groups and other stakeholders. For example, the division will work with arena Boards of Management to find common areas of interest that will achieve greater efficiencies, and negotiate city-wide Community Use of Schools Agreement with the Boards of Education. Parks and Recreation will continue to work towards strengthening existing linkages and establishing new relationships with other Departments such as Community and Neighbourhood Services. Opportunities and areas of mutual interests will be investigated with divisions such as Public Health, Social Development, and Children's Services – to name a few.

Recognizing the important role volunteerism plays in our social culture and in building community stewardship, Parks and Recreation will develop a strategy to nurture and expand its volunteer base through harmonized recruitment, training and recognition processes and harmonize the Parks and Recreation advisory committee support mechanism.

Parks and Recreation will continue to work in partnership with unions with a view to improving labour/management relations.

PROGRAM DESCRIPTION

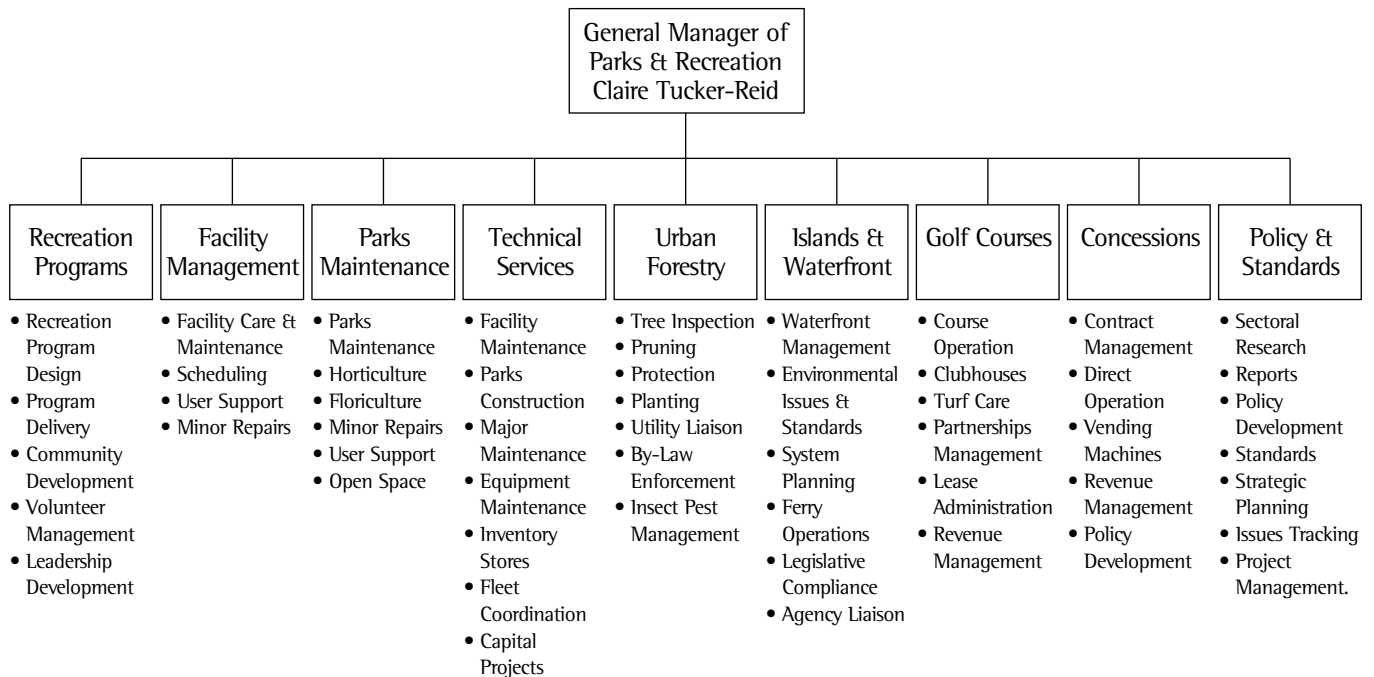
The Parks and Recreation Division is responsible for the delivery of parks and recreation services including the provision of recreation facilities, sports and recreation programmes and activities for all ages, green space management of natural habitats, parks and gardens, and waterfront programmes and services. The Division is organized by four operational Districts (North, South, East and West) and a fifth District (Central) responsible for cross-city issues and operational responsibilities for the downtown area, the Toronto Islands and the Waterfront.

*Economic Development, Culture & Tourism:
Parks and Recreation*

The following key programs and services are delivered by the division:

- I. Recreation programs including skating, skiing, aquatics, sports, fitness, martial arts, gymnastics, tennis, golf, social activities, pre-school activities, summer fun centres, and camps
- II. Concession Operations
- III. Environmental Management
- IV. Ferry Services
- V. Forestry
- VI. Golf Courses
- VII. Parks Services

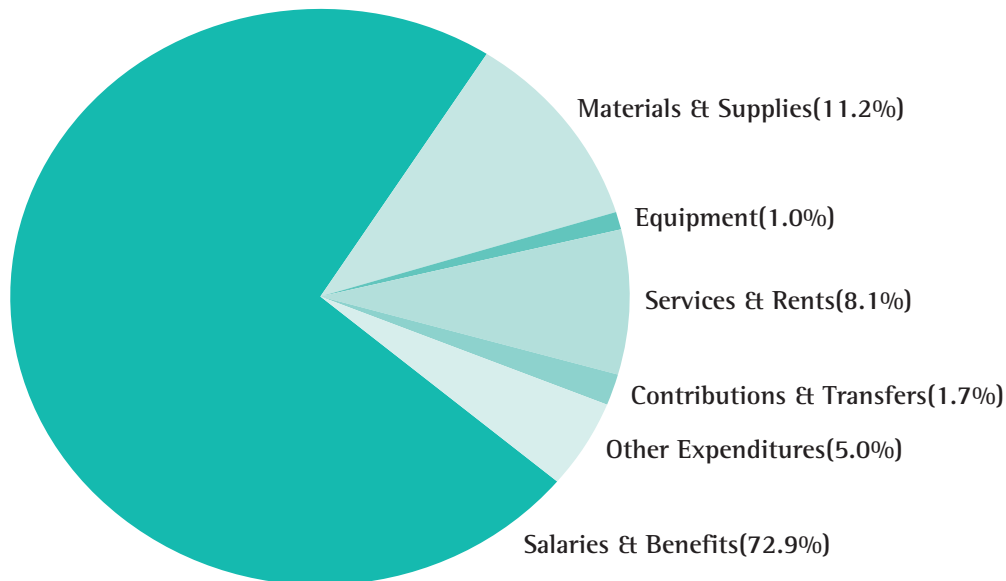
FUNCTIONAL CHART



**PARKS AND RECREATION
OPERATING BUDGET**

	1998 Budget (\$000's)	1999 Budget (\$000's)	Change from 1998 Budget	
			(\$000's)	%
EXPENDITURES				
PARKLAND & OPEN SPACE	84,362.5	78,997.8	(5,364.7)	(6.4)
SPORTS & RECREATIONAL PROGRAMMING	96,896.9	90,906.9	(5,990.0)	(6.2)
Total Gross Expenditures	181,259.4	169,904.7	(11,354.7)	(6.3)
REVENUE				
Grants from Others	(355.8)	(355.8)	0.0	0.0
Interdepartmental Recoveries	(1,309.6)	(1,009.6)	300.0	(22.9)
User Fees	(45,326.4)	(46,861.3)	(1,534.9)	3.4
Other Revenue	(11,161.0)	(12,011.0)	(850.0)	7.6
Total Revenue	(58,152.8)	(60,237.7)	(2,084.9)	3.6
Net Expenditure	123,106.6	109,667.0	(13,439.6)	(10.9)
Staffing Complement in Equivalent Funded Positions	0.0	0.0	0.0	

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Special Events

MISSION STATEMENT

The Special Events Division's mission is to showcase our city to the world by developing and promoting innovative, professionally produced special events and festivals. These events will celebrate and inspire, enrich the quality of life for residents, positively impact the economy and attract world-wide tourist audiences.

The Division's mission is achieved via the following:

- a commitment to excellence in all areas of our people and business management
- a strategic, results-oriented work ethic, relying on research, consultation, evaluation and timely partnerships to stay on the cusp of the event industry
- an integrated approach to programming, production, marketing and sponsorship in development of city event experiences
- development of a strong Toronto event calendar, featuring signature city produced events which complement externally produced events
- support for and consultation with external event producers and industry stakeholders

1998 KEY SERVICE ACHIEVEMENTS

- Developed the organizational structure for the new Toronto Special Events Division, including the hiring of the new Managers and Coordinators.
- Conducted initial research and developed strategic plans for the new Festival Liaison Office, while assisting 39 external producers requiring various levels of service and support.
- Implemented an interim structure for the Millennium Office, allowing work to begin in conjunction with the Millennium Task Force. Launched the Millennium Mascot Program and the Millennium Grants Program. Developed strategic plans for the Millennium Lights Festival scheduled for New Year's Eve 1999, including a media event in January 1999.

- Developed strategic plans for a four season series of Signature Events including: Toronto Winterfest, Celebrate Toronto Street Festival, Cavalcade of Lights Festival and a Toronto Music Festival.
- Repositioned the Toronto Winter Carnival as Toronto Winterfest, including the first phase of strategic plans to expand the event across the city.
- Developed the Celebrate Toronto Street Festival, the first festival in the life of the new city, in a record four months. The supporting sponsorship and marketing campaigns were the most successful in the city's history.

Signature Events produced in 1998 included:

- Celebrate Toronto Street Festival – attracted 400,000 attendees, economic impact assessment \$7 million, generated \$362,500 (cash) and \$1.1 million (in-kind) in sponsorship, media promotional support (in-kind) \$1.2 million and utilized 375 volunteers.
- Toronto Winterfest – attracted 155,000 attendees, economic impact assessment \$13 million, generated \$37,650 (cash) and \$56,617 (in-kind) in sponsorship, media promotional support (in-kind) \$305,626 and utilized 737 volunteers.
- Cavalcade of Lights Festival – attracted 20,000 attendees, generated \$10,000 (cash) and \$12,500 (in-kind) in sponsorship, media promotional support (in-kind) \$25,030 and utilized 25 volunteers.
- City produced events presented in Mel Lastman Square included: Canada Day Celebrations, It's Friday Night! Concert Series, Sunday Serenades Concert Series, Seniors' Big Band Dance and New Year's Eve Celebrations. Attracted 87,400 attendees, generated \$45,000 in sponsorship, media promotional support \$71,000 (in kind) and utilized 50 volunteers.
- City produced events presented in Nathan Phillips Square included: Canada Day, Seniors' Day, Wednesday Concert Series, Kid's Tuesdays and Movies in the Night Concerts. Attracted 41,300 attendees, generated \$25,565 in sponsorship, and utilized 75 volunteers.
- Facilitated a record number of professional and community events from external producers in Mel Lastman Square and North York Civic Service Centre, totaling 39 presenters and 182,725 attendees.

Economic Development, Culture & Tourism: Special Events

- Facilitated a record number of professional and community events from external producers in Nathan Phillips Square, totaling 107 presenters.
- Received Award of Excellence – Poster, Award of Merit – Program, and Award of Merit – Overall Campaign for the 1998 Winter Carnival marketing campaign.
- Developed the Mayor’s Out for Blood Campaign, resulting in the collection of over 11,000 units of blood during a three month period. The launch for Out for Blood, a festival-style clinic on Bay Street, was the most successful single clinic in the world.
- Developed the Toronto Festival Alliance, the first ever industry based network of Toronto festivals.
- Worked extensively with Caribana to reposition the festival as a viable event product.
- Provided support and input into the development of the first corporate wide sponsorship policy and development of the Yonge and Dundas Square.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

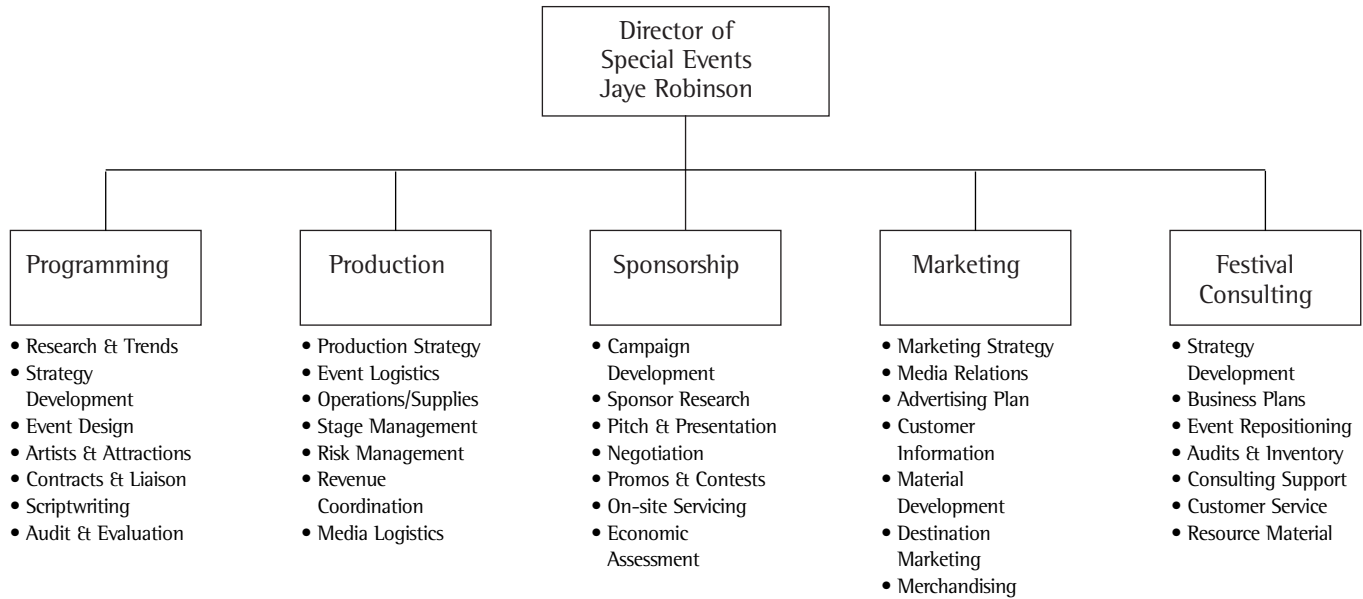
- Implement the Signature Event strategy for Toronto, including long term strategies for each event product and Toronto Special Events Division as a whole.
- Hold a media event to unveil Millennium Lights Festival plans in tandem with the launch of the sponsorship campaign. Finalize event plans and implement on New Year’s Eve 1999.
- Continue to develop the Toronto Millennium Office to properly support and execute this important year long celebration.
- Establish services, procedures and policies for the Festival Liaison Office to support externally produced festivals in the city, such as Caribana, Jazz Festival and Lion Dance Festival.
- Reposition events in Mel Lastman Square and Nathan Phillips Square, offering complementary rather than competitive programming.
- Continue participation in the development of the Corporate-wide sponsorship strategy.
- Develop and initiate new procedures and policies for the daily operation of Toronto Special Events.

PROGRAM DESCRIPTION

Toronto Special Events Division is responsible for:

- the development and implementation of city produced Toronto signature events and festivals across the city
- supporting externally produced events and festivals via the Festival Liaison Office
- the development and implementation of city produced programming in Nathan Phillips Square and Mel Lastman Square
- facilitation of professional and community event presenters in Nathan Phillips Square and Mel Lastman Square
- the development and implementation of blockbuster events, including the Millennium Eve Celebrations and the facilitation of community Millennium initiatives

FUNCTIONAL CHART

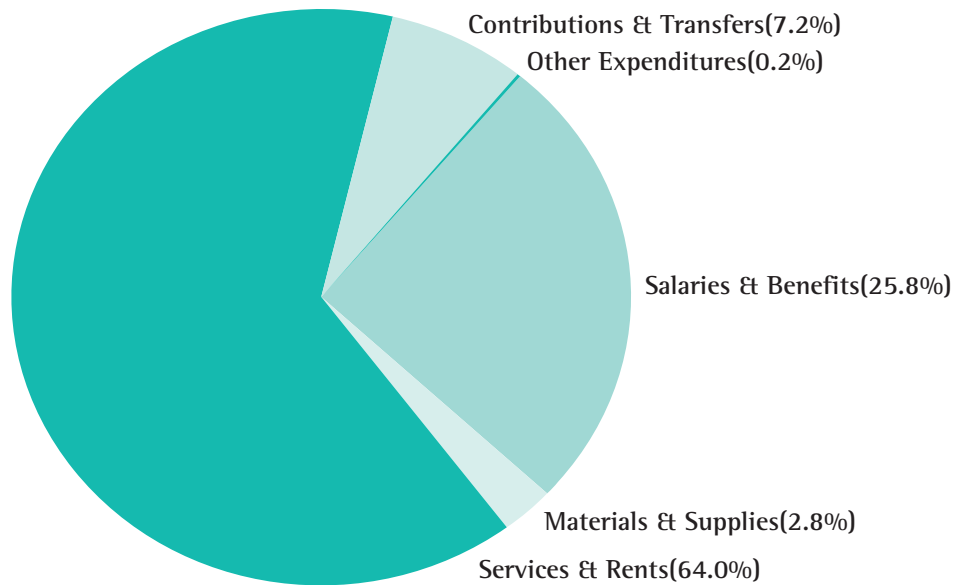


*Economic Development, Culture & Tourism:
Special Events*

**SPECIAL EVENTS
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
SPECIAL EVENTS	3,219.0	6,857.2	3,638.2	113.0
Total Gross Expenditures	3,219.0	6,857.2	3,638.2	113.0
REVENUE				
Grants from Others	(10.4)	(79.8)	(69.4)	667.3
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(21.5)	(165.0)	(143.5)	667.4
Other Revenue	(443.0)	(2,800.0)	(2,357.0)	532.1
Total Revenue	(474.9)	(3,044.8)	(2,569.9)	541.1
Net Expenditure	2,744.1	3,812.4	1,068.3	38.9
Staffing Complement in Equivalent Funded Positions	30.0	30.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Urban Planning and Development Services

Urban Planning and 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. UPDS manages the following City services:

- City Planning • Municipal Licensing and Standards • Building • Service Integration and Support

Urban Planning and Development Services

MISSION STATEMENT

The Urban Planning and Development Services Department 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 urban physical environment with the objective of promoting general economic and social prosperity.

The Department oversees the construction and demolition of buildings, thereby ensuring City-wide safety and the well-being of its many stakeholders – owners, tenants, contractors, occupants, visitors and the general public. By appropriately regulating trade and service, as well as ensuring compliance of City by-laws, the Department promotes harmonious interaction among a myriad of commercial and residential parties. The activities of the Department are always guided by citizen participation, sensitivity to our diverse community neighbourhoods and concern for City's current needs and future interests.

1998 KEY SERVICES ACHIEVEMENTS

- Created a Department around several operational or functional areas out of four district areas and implemented a management structure for levels 3, 4, 5 and 6 of the City

Planning and Building divisions and for level 4 of the Service Integration and Support Division.

- Completed a review of the Municipal Standards and Licensing divisions to determine how best to integrate these two functions into one cohesive unit. Received approval to proceed with the implementation and staffing of the preferred organizational option.
- Staff of the Municipal Licensing and Standards Division supported the work of the Task Force to Review the Taxi Industry, for submission to City Council in November 1998.
- City Planning staff continued to process development applications, despite a significant reduction in staff and a massive reorganization.
- The Yonge/Dundas Square and revitalization strategy received OMB approval. The results of the design competition were announced on December 1, 1998 when a five-member international jury selected the team of Brown and Storey Architects as designers for the new space.
- Despite ongoing restructuring initiatives and reduced staff resources, Building Division staff fully recognized the importance of timely service delivery. The construction value of building permits issued in 1998 exceeded \$2.3 billion, representing a 24.7% increase over 1997.
- Very early in the amalgamation process in 1998, staff recognized the importance of a unified fee by-law for the new City. Work on this by-law actually commenced late in 1997 and was completed in April 1998. This was one of the first harmonized by-laws to receive approval by the new City Council.

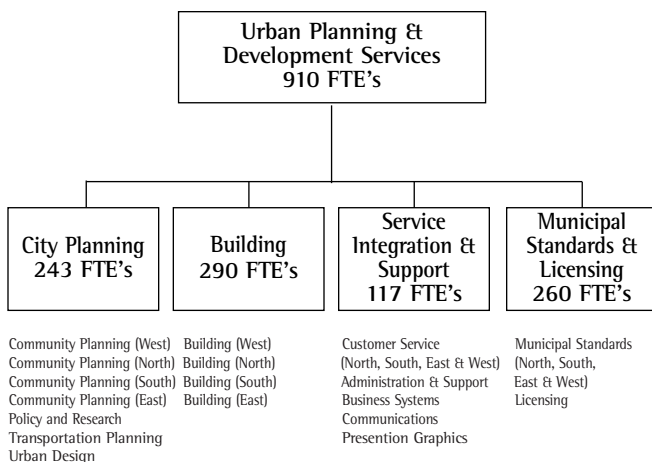
- A team of department staff worked hard to research, evaluate and recommend an Integrated Business Management System (IBMS) for the Department. The business process review aspect of the study involved over 30 staff from across the Department.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The Urban Planning & Development Services Department has identified the following strategic direction and service priorities in 1999:

- to develop an Official Plan for the new City;
- to implement the recommendations of the Taxi Task Force to improve the City’s taxi industry (included in the Licensing activity);
- to implement the Integrated Business Management System (IBMS);
- to create a vision for the newly-merged Municipal Licensing and Standards Division;
- to define the scope of our transportation planning function and delineate responsibilities between the Urban Planning and Development Services Department and the Works and Emergency Services Department;
- to continue to harmonize by-laws;
- to ensure compliance of the Department’s business processes with Y2K requirements; and
- to develop a departmental “customer service” role.

FUNCTION CHART



PROGRAM STRUCTURE

Urban Planning and Development Services is composed of four divisions and organizes its service responsibilities through four districts.

City Planning

Responsible for guiding change, managing growth, and recommending strategies to enhance the quality of city life. The service is sensitive to the many cultures and histories of the communities that make up the new city. Staff listen to and work with diverse stakeholders in formulating planning policies that promote the economic and social prosperity of all residents of the city.

Building

Responsible for overseeing the construction and demolition of buildings in the city. Its mandate is to achieve compliance with the provisions of the building code and many other applicable regulations governing the construction of buildings. The number of permits issued annually is approximately 25,000 and the construction value of permits issued in 1998 was \$2.3 billion.

Service Integration & Support

Responsible for ensuring the provision and coordination of the administrative support functions for the entire Department. Staff are organized into sections which oversee an integrated customer service function of the district offices. The division also oversees implementation and control of the budget to comply with corporate policies and guidelines and coordinates the technological requirements of the department.

Municipal Licensing & Standards

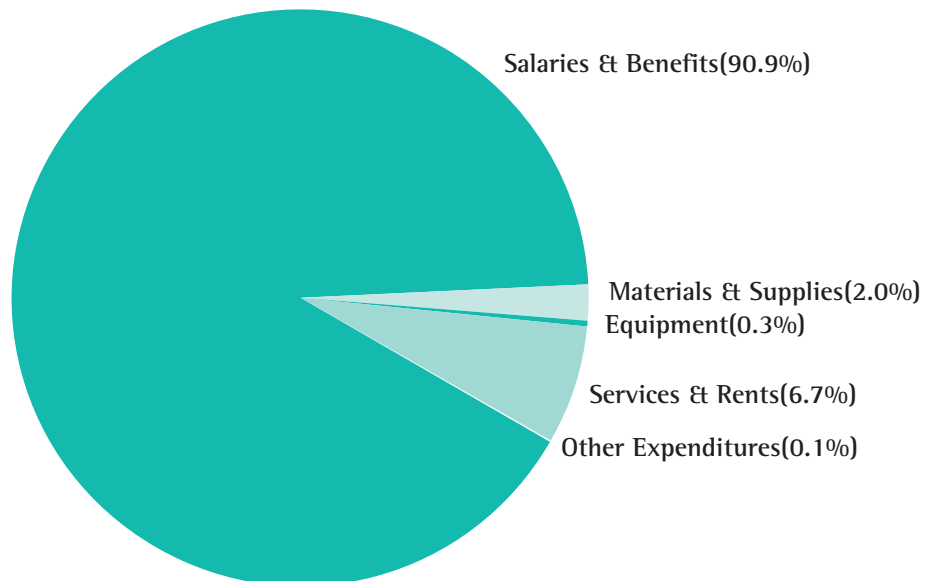
Responsible for the issuance and administration of licenses regulating a range of trades, services and activities, including the taxi industry. The division also ensures compliance and where necessary undertakes enforcement and prosecution for infractions of licensing requirements and by-laws.

Licensing has a separate recommended Budget for 1999, however, based on the approved management structure, the organizational integration of the Licensing and Municipal Standards activities will occur in 1999, with the retention of the cost recovery components of Licensing.

**URBAN PLANNING AND DEVELOPMENT SERVICES
OPERATING BUDGET**

	1998 Budget (\$000's)	1999 Budget (\$000's)	Change from 1998 Budget	
			(\$000's)	%
EXPENDITURES				
BUILDING	24,776.0	20,770.7	(4,005.3)	(16.2)
MUNICIPAL STANDARDS	5,875.8	7,981.7	2,105.9	35.8
CUSTOMER/BUS.SUP.-ADMINISTRATION	7,847.1	7,486.4	(360.7)	(4.6)
CITY PLANNING	19,676.6	19,538.8	(137.8)	(0.7)
Total Gross Expenditures	58,175.5	55,777.6	(2,397.9)	(4.1)
REVENUE				
Grants from Others	(84.0)	0.0	84.0	(100.0)
Interdepartmental Recoveries	0.0	0.0	0.0	0.0
User Fees	(34,222.5)	(40,743.4)	(6,520.9)	19.1
Other Revenue	(632.9)	(632.7)	.2	0.0
Total Revenue	(34,939.4)	(41,376.1)	(6,436.7)	18.4
Net Expenditure	23,236.1	14,401.5	(8,834.6)	(38.0)
Staffing Complement in Equivalent Funded Positions	772.0	772.0	0.0	0.0

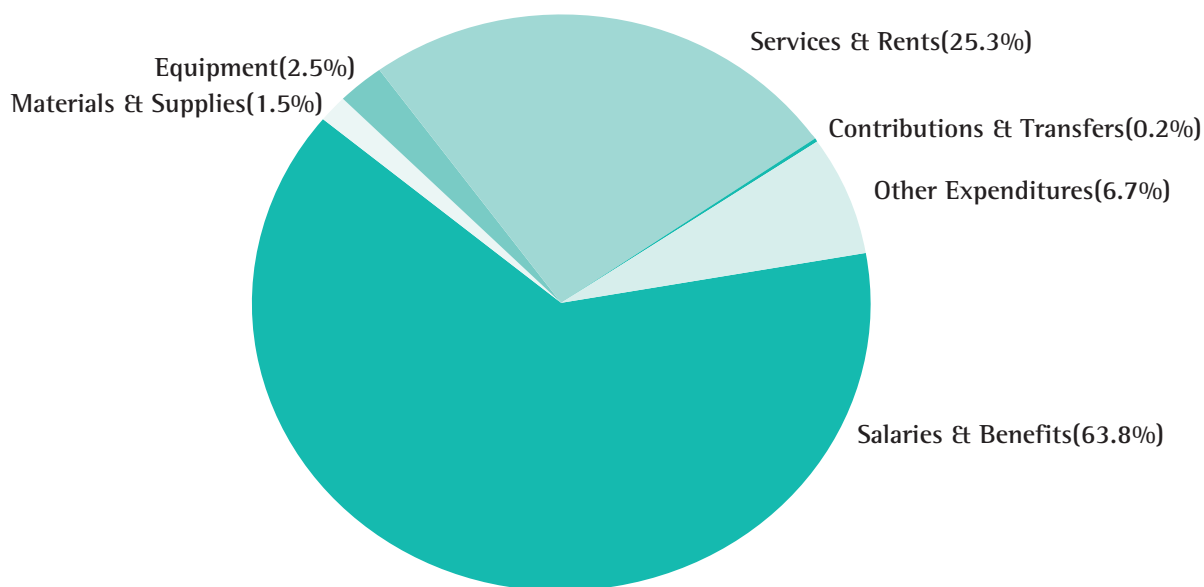
1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



**TORONTO LICENSING
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
LICENCE ISSUANCE	1,851.9	1,729.7	(122.2)	(6.6)
LICENCE ENFORCEMENT	3,629.5	4,282.7	653.2	18.0
LICENCE ADMINISTRATION	4,789.2	5,247.0	457.8	9.6
LICENSING REVENUE	0.0	0.0	0.0	
Total Gross Expenditures	10,270.6	11,259.4	988.8	9.6
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(10,286.6)	(11,498.1)	(1,211.5)	11.8
Other Revenue	0.0	0.0	0.0	
Total Revenue	(10,286.6)	(11,498.1)	(1,211.5)	11.8
Net Expenditure	(16.0)	(238.7)	(222.7)	1,391.0
Staffing Complement in Equivalent Funded Positions	125.0	138.5	13.5	10.8

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Corporate Services

The Corporate Services Department provides support services to the corporation of the City of Toronto, and manages its corporate assets and resources. Corporate Services manages the following City services:

- City Clerk's • Corporate Communications • Facilities and Real Estate • Fleet Management • Human Resources
- Information and Technology • Legal • Service Integration and Support

Audit

MISSION STATEMENT

Internal auditing is generally an independent review and appraisal of an organization's business activities and controls. The City Auditor has been given authority to conduct financial, operational and other special reviews of all departments, agencies, boards, and commissions.

1998 KEY SERVICE ACHIEVEMENTS

The contracting out of the attest audit to the private sector required a complete restructuring of the audit function in the new City. This restructuring involved a significant downsizing of audit staff from the former municipalities of Metropolitan Toronto, the City of Toronto and the City of Scarborough.

The restructuring and downsizing was essentially completed by July 31, 1998. All staff of the new Department were consolidated in one location in July 1998.

During the downsizing process the Department continued to have responsibility for the 1997 statutory attest audits of the former Municipality of Metropolitan Toronto and the City of Toronto as well as their constituent local boards. These audits were completed and appropriate financial statements filed with the Province of Ontario in accordance with the stipulated deadline. In addition, a co-ordinating role with other external audit firms was performed in relation to the timely preparation of the 1997 financial statements of the other amalgamating municipalities.

As a bi-product of the attest audits, a significant number of management letters were issued. These management letters identified opportunities relating to operating efficiencies as well as improvements relating to internal control processes. During 1998, 22 individual management letters were issued containing over 300 separate recommendations. All management letters were forwarded to the Audit Committee of the new City of Toronto for their consideration and review. A structured process is in place to follow-up each of these recommendations in order to ensure that they have been implemented.

While not specifically related to the 1997 audit process, the Department issued a report in February 1998 to the Audit Committee relating to concerns expressed on the Year 2000 computer problem. This matter was raised at the Municipality of Metropolitan Toronto level approximately 12 months earlier but was not acted upon due to amalgamation pressures and other priorities. The February 1998 report provided the initial catalyst at both the Audit Committee and management level for concentrated action in regards to the issue. This action has now gained significant momentum. In addition, a significant number of municipal organizations throughout North America have requested copies of this report for their own use.

During 1998, at the request of City Council, the Audit Committee, the Budget Committee or management, thirteen special projects were completed. The Department has also been active in a number of Corporate-wide issues. These include participation in the Year 2000 Staff Committee, the Client Identification Benefit System at the Social Services Division and the final design and implementation of the tax billing system.

Corporate Services: Audit

A significant amount of time has also recently been expended with the new external auditors in order to familiarize them with the new City.

Due to the many issues raised through the audit process, the profile of the Audit Committee has been raised significantly from the one contemplated by the Toronto Transition Team. The Toronto Transition Team initially envisaged a committee which would meet only twice a year and whose mandate would be restricted to the external financial auditing process only. The Audit Committee, as presently structured, is involved at a much more detailed level and meets on a regular basis. The specific detailed mandate of the Committee, prepared by the City Auditor, was approved by Council in 1998. The current process is now consistent with the practice in all major municipalities in North America as well as those in existence in the private sector.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

The priority of Audit Services continues to be the provision of high quality value added audit and consulting services to both Council and management at the lowest possible cost. In order to accomplish this, Audit Services will continue to place significant emphasis on staff training and development.

During its review of the training component of its budget, the Department has reevaluated its position in the area of staff development particularly in terms of its long-term value to the Corporation. Because of the Department's unique perspective on the Corporation as a whole, the use of Audit Services as a training ground for staff within the Corporation is an issue that requires serious consideration. Many private sector organizations have taken this approach and have found that the all round corporate experience of its audit staff has been of significant benefit to the Corporation. The Department will be reviewing the implications of such a direction in 1999.

Audit Services has prioritized its work plan for the period from January 2, 1999 to April 30, 1999. Due to the ongoing changing priorities within the Corporation, it was not

considered appropriate to compile a detailed work plan for a longer period. This work plan was approved by the Audit Committee and includes the following projects:

Project	Initiated By
Sexual Assault Review – Police Services Board	Council
Metropolis Review (Toronto Police Information System)	Council
Parking Authority Review	Council
Chemical Contract Follow Up	Audit Committee
Follow-up of Sheppard Subway Budget Review	Audit Committee
Payroll Processing Controls	Audit Department
Investments Review	Audit Department
Cash Management Review	Audit Department
Property Tax Review	Audit Department
Parking Tags Revenue/Administration	Audit Department
Parking Enforcement Review	Audit Department
Financial Information System	Audit Department
Year 2000 Review	Audit Department
Consolidation of Financial Information	Audit Department
Client Identification and Benefits System	Audit Department/Social Svcs.
Review of Quality Assurance Function – Community Services	Audit Department
Bylaw Enforcement	Audit Department
Major Contract Compliance/Review	Audit Department
Vehicle Safety Compliance	Audit Department
Children Services Project	Children's Services Division
External Audit Assistance	Statutory Audit*
Business Improvement Areas (BIA) Operational Review	Audit Department
Financial Audits Relating to BIA's (37)**	Statutory Audit**
Financial Audits Relating to Community Centres/Arenas (17)**	Statutory Audit**
Homes for the Aged Subsidies	Statutory Audit**
Compliance Audit – Election Expenses	Council
Detailed follow-up of previously issued management letters	Audit Department

* The Request for Proposal for the City's external audit considered that these audits would be performed by staff of the City Auditor's office

** Figures in brackets represent the number of individual audits within the listed audit project.

Various factors were considered in the identification and prioritization of specific audit projects. In terms of the identification of audit projects a detailed analysis of the City's 1998 budget document as well as the 1997 financial statements of each of the amalgamated municipalities was conducted in order to ensure that all significant revenue, expenditure and balance sheet items were listed as potential audit projects. Senior audit staff have met on a number of occasions to review and discuss potential audit projects. In addition, data bases containing information relating to audit projects conducted in both Canadian and United States cities were also reviewed in order to ensure that the "audit universe" was as complete as possible. This process resulted in the preliminary identification of some 350 audit projects.

Subsequent to the identification of the projects, a risk ranking exercise was conducted in order to prioritize the 350 projects. Various factors were considered during this evaluation process such as the magnitude of the expenditure, the complexity of the operation, management and internal controls and political and public sensitivity.

The use of the above factors to prioritize audit projects was validated with other internal audit organizations, public and private both within Canada and the United States.

Certain projects ranked as high priority were eliminated from the preliminary listing of projects due to the fact that they are being addressed elsewhere in the Corporation. Those projects include a fleet management review, various site location studies (e.g. fire department), property inventories, property lease inventories, etc.

Included in the listing of the audit projects identified by the Department are additional projects relating to requests made by City Council or the Audit Committee. In addition, the City Auditor is committed to providing audit assistance to the Corporation's external auditor in connection with their audit

of the 1998 financial statements. This commitment was made in the Request for Proposal document for external audit services and is part of the Department's strategy to co-ordinate audit processes with the external auditors.

In terms of audit projects for the balance of 1999, the risk ranking exercise has identified the following:

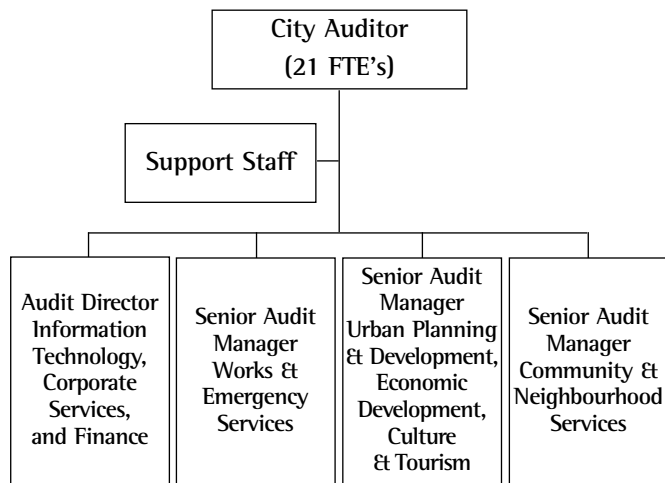
- Information and Technology – Business Contingency Planning, Network Security and Year 2000 Progress
- Solid Waste Management – Review of Tipping Fees and Recycling Operations
- Water Supply – Review of Revenue Operations including billing and collection
- Police, Fire and Ambulance Services – Review of Vehicle and Equipment Maintenance
- Toronto Hydro – Review of financial controls
- Review of Environmental Liabilities, including Compliance with Legislation, Quantification and Disclosure
- Review of Consolidated Finance Functions
- Review of Implementation of Financial Information System (SAP) – General Ledger and Payroll
- Review of Major Capital Projects
- Review of Consolidated Pension Administration Operations
- Review of Consolidated Accounts Receivable Functions
- Review of Financial Planning and Budget Functions
- Review of Purchasing Functions
- Operational Review of Hostels
- Children Services – Operational Review of Intake Functions, Eligibility, Compliance with Legislation and Cost Effectiveness of Delivery of Services
- Social Development – Review of Grants Programs
- Licensing – Operational Review of Issuance, Inspection, Compliance and Revenue Functions
- City Planning – Review of Revenue and Collection Functions
- Economic Development – Review of Operations, including Efficiency, Effectiveness and Performance Measures
- Parks and Recreation – Review of Revenue and Collection Functions
- Clerk's – Review of Reproduction and Distribution Functions

A final plan will be submitted to the Audit Committee for approval at the first meeting in 1999. Ultimately, it is

*Corporate Services:
Audit*

proposed that the City Auditor operate on the basis of a three year work plan which would be reviewed and updated annually. In view of the significant and ongoing changes taking place at the new City, it is suggested that the compilation of a three year work plan may be premature.

FUNCTIONAL CHART

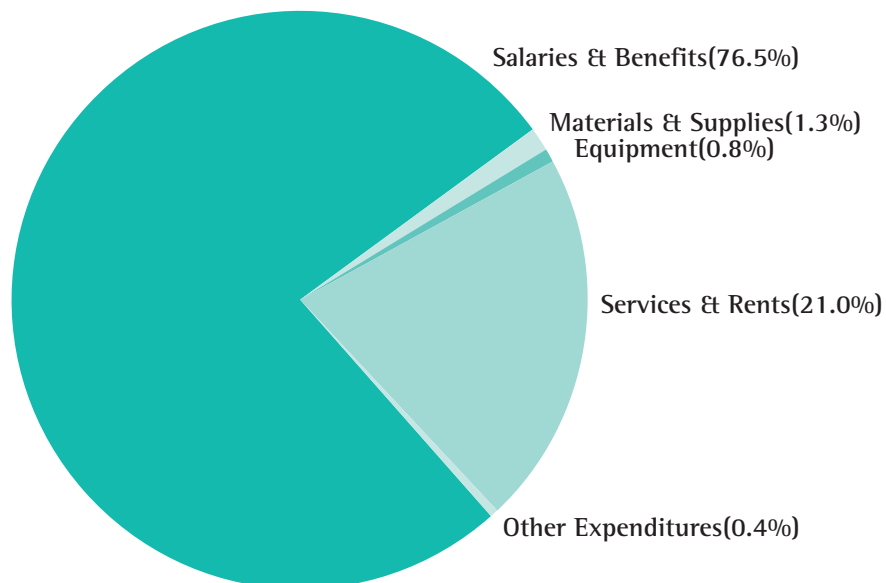


Audit staff are organized by project based on the expertise required for the specific project.

AUDIT

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
AUDIT SERVICES	3,662.4	2,335.3	(1,327.1)	(36.2)
Total Gross Expenditures	3,662.4	2,335.3	(1,327.1)	(36.2)
REVENUE				
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	(315.0)	(21.0)	294.0	(93.3)
User Fees	(398.0)	(133.2)	264.8	(66.5)
Other Revenue	(69.0)	0.0	69.0	(100.0)
Total Revenue	(782.0)	(154.2)	627.8	(80.3)
Net Expenditure	2,880.4	2,181.1	(699.3)	(24.3)
Staffing Complement in Equivalent Funded Positions	50.0	21.0	(29.0)	(58.0)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



City Clerk's

MISSION STATEMENT

The City Clerk's Division will:

1. **Support the governance structure and process** through responsibility for the legislative process and related activities for City Council, Community Councils, Council Committees and other deliberative bodies, including running the municipal election;
2. **Deliver 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 rolls, and implementing information access and privacy management programs; and
3. **Deliver critical corporate services**, including corporate records and archives, city protocol services, and printing, mail and distribution services.

1998 Key Service Achievements

- successfully amalgamated the Clerk's responsibilities from across the seven former municipalities;
- continued implementation of Division-wide efficiencies by streamlining operations, consolidating administrative and clerical support functions across former municipalities, and introducing generic customer service positions in all sections; and
- fully staffed the Divisional management structure.

In regard to its **governance** mandate, the Division:

- managed the inaugural year Council process;
- implemented one-stop customer service support for Councillors;
- conducted the East York by-election;
- managed over 130 protocol events; and
- completed the ward boundary review.

In regard to its **public services** mandate, the Division:

- consolidated vital statistics and assessment systems;
- completed the Provincial Advance Fund Allocation Program (\$8.8 million); and
- consolidated access/privacy functions.

In regard to its **corporate services** mandate, the Division:

- consolidated record systems in key service areas; and
- consolidated printing and distribution services.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

In 1999, the Division will continue its amalgamation work plan to:

- facilitate an open and understandable government, including access to documents that support and result from the Council process; and
- develop a client-focussed, one-stop approach to public and corporate service delivery.

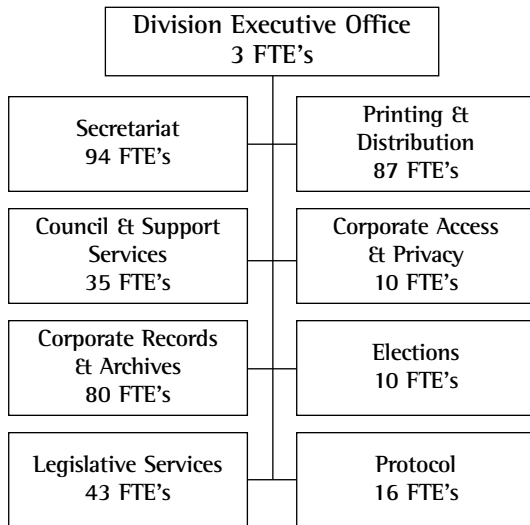
Specific service priorities for 1999, include:

- **governance**
 - building the right legislative process to suit the new City Council; and
 - getting ready for one uniform year 2000 election.
- **public services**
 - implementing customer service centres across the City; and
 - maintaining statutory service levels of Freedom of Information (FOI) access requests
- **corporate services**
 - addressing the records management backlog and working towards a corporate records centre; and
 - disentangling printing and mail services and establishing a full cost recovery model.

*Corporate Services:
City Clerk's*

FUNCTIONAL CHART

City Clerk's Division 378 FTE's



PROGRAM STRUCTURE

City Clerk's Office

Leads, manages and directs the City Clerks Division, and provides direct support to 57 Members of Council.

Council & Support Services

Provides budgetary, administrative, human resource and information technology support to the Clerk's Division and Members of Council.

Secretariat, Printing and Distribution

Manages the legislative process of Council, the Standing Committees, Community Councils, Task Forces, Special Committees, Sub-Committees, the appointment process for Members of Council and the public to Standing Committees, Agencies, Boards and commissions and maintains by-laws.

Provides corporate printing, document reproduction and distribution services.

Elections

Conducts Municipal Elections, By-Elections and Recounts

Legislative Services

Issues marriage licenses and registers births and deaths in accordance with the Marriage Act and the Vital Statistics Act. Amends assessment rolls from assessment appeals in accordance with the decisions of the Assessment Review Board and Ontario Municipal Board. Develops and administers lottery licensing and lottery compliance programs.

Corporate Records and Archives

Develops and administers all activities related to corporate records management, and identifies, selects, describes and preserves records of enduring value.

Corporate Access and Privacy

Receives and processes all requests for information in accordance with the Municipal Freedom of Information and Protection of Privacy Act.

Protocol

Plans and manages the City's protocol services, organizes official visits, ceremonies, awards and recognition programs. The public relations component of Protocol includes the writing and production of scrolls, proclamations, greetings and correspondence for the Mayor and Council.

KEY SERVICE LEVEL INDICATORS

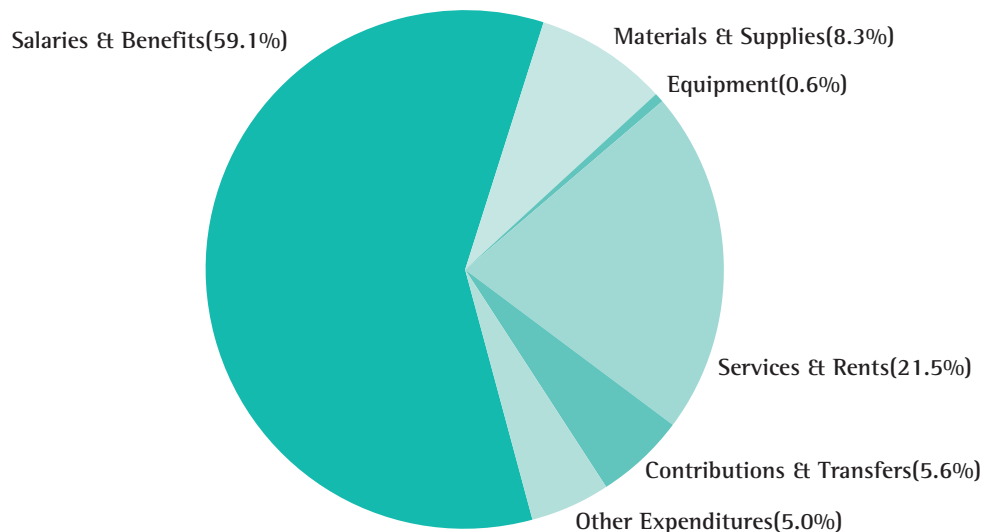
	1997	1998	1999 (Proj'd ¹)
Governance			
Number of City Council, Community Council and Standing Committee meeting days	150	220	220
Number of agenda Items (issues) considered by Council	N/A	5,400	5,400
Number of By-laws processed	N/A	976	1,000
Number of telephone inquiries for service ? Council Support	23,300	25,000	
Public Services			
Number of information access requests (formal and informal)	1,993	3,500	4,000+
Number of marriage licenses issued	16,800	16,800	16,700
Number of births and deaths registered	63,000	63,000	57,4001
Number of lottery licenses issued	N/A	4,182	4,200
Corporate Services			
Reproduction impressions (high speed photocopying)	62.4 Million	60 Million	60 Million
Number of mail pick-up and delivery locations	235	235	250
Number of new corporate files created	N/A	54,337	68,781
Number of files transferred to inactive storage	N/A	250,000	337,500
Number of archival inquiries	N/A	7,144	8,500
Number of protocol events produced/managed	N/A	115	130
Number of protocol-related proclamations, scrolls, letters of greeting, and corporate correspondence produced	N/A	7,851	9,600

¹Projected registrations for 1999 are lower due to a reduction in death registrations since the pre-amalgamation practice of registrations of deaths and notification among the former municipalities is no longer necessary.

**CITY CLERK
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
SECRETARIAT	6,955.6	7,055.9	100.3	1.4
PRINTING & DISTRIBUTION	11,791.9	12,045.8	253.9	2.2
COUNCIL SUPPORT & ADMINISTRATION	3,037.7	2,677.9	(359.8)	(11.8)
CORPORATE ACCESS & PRIVACY	690.2	711.5	21.3	3.1
CORPORATE RECORDS & ARCHIVES	5,976.6	5,659.9	(316.7)	(5.3)
ELECTIONS	2,785.8	2,878.9	93.1	3.3
LEGISLATIVE SERVICES	3,561.7	3,621.7	60.0	1.7
PROTOCOL	1,407.7	1,312.3	(95.4)	(6.8)
Total Gross Expenditures	36,207.2	35,963.9	(243.3)	(0.7)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	(6,109.3)	(6,219.7)	(110.4)	1.8
User Fees	(7,697.7)	(8,425.9)	(728.2)	9.5
Other Revenue	(1,102.6)	(99.7)	1,002.9	(91.0)
Total Revenue	(14,909.6)	(14,745.3)	164.3	(1.1)
Net Expenditure	21,297.6	21,218.6	(79.0)	(0.4)
Staffing Complement in Equivalent Funded Positions	386.0	378.0	(8.0)	(2.1)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Corporate Communications

MISSION STATEMENT

The Corporate Communications Division provides the City of Toronto with corporate communications support (both internal and external) in the form of: media relations and strategic communications, in-house multimedia capabilities, advertising, Internet/intranet management, graphic design services, public information and call centre programs, translation and interpretation services, as well as public education and outreach programs.

1998 KEY SERVICE ACHIEVEMENTS

- Call Centre – Access Toronto has gained acceptance throughout the City. Average number of calls received daily is close to 1,200. Average wait 18 seconds. Average length of call 1.5 minutes. Percentage of calls resolved satisfactorily – 99%. Percentage of lost calls – 7%.
- A Corporate Identity Program designed with a logo approved by Council. A manual is in production to assist departments in implementation.
- Media Relations. An excellent start, with over 750 media requests being handled in an efficient manner. Very good feedback from the various media.
- Toronto – Our City booklet. Close to one million copies printed and distributed throughout the City. Excellent Response.
- Web Site. The City's Web Site was launched on January 2, 1998. Excellent feedback from around the world. Over 1.3 million individuals have visited the site in 1998.
- Internal Web Site (Intranet). Inside TO successfully launched July 2, 1998 and has become the tool of preference for staff wanting the latest information concerning amalgamation; job postings and other City related information.
- Corporate Communications developed various strategies and implemented communications programs related to such projects as: City Centre Project, Economic Development Strategy Launch, Economic Development "Lure Brochure" and video, The Smog Alerts, Healthy City, The Trillium Book Awards, City Hall renovations, Hurricane Mitch Relief Fund, Community Safety campaign, Bicycle Safety Awareness, etc.

- Internal Communications: Help Line, 11 issues of "Inside Toronto" newsletter printed and distributed. "Say Thanks" program.

1999 STRATEGIC DIRECTIONS AND SERVICES PRIORITIES

We are in the business to do the following:

- A) Provide external audiences with useful, accurate, timely and accessible information on the key issues facing Toronto's citizens.

To accomplish this we shall:

- 1) Develop and implement communication strategies and services which will ensure that the information flow between the City, its residents and the media about programs, corporate activities and Council decisions is accurate and timely.
- 2) Design and place newspaper ads on behalf of the corporation.
- 3) Provide in-house translation and interpretive services to the local and international communities, including project consultation and coordination.
- 4) Operate an in-house information centre (Access Toronto), a corporate call centre and public information services at the five civic centres. Metro Hall and City Hall.
- 5) Develop policies for, and manage, the City's World Wide Web site, thus ensuring up-to-date information is available on this site.
- 6) Develop and distribute various publications, including where appropriate, alternate forms of media including Braille, large print and computer disk.

- B) Provide internal audiences with useful, accurate, timely and accessible information on key issues facing City of Toronto employees.

To accomplish this we shall:

- 1) Develop policies for content and manage the city's Intranet site.
- 2) Continue to use, as well as develop and implement new employee communications strategies, the successful variety of current vehicles for sharing information amongst city employees. Current vehicles include Inside TO, The Employee Information Line, Employee Bulletins, the

*Corporate Services:
Corporate communications*

electronic bulletin board, the Intranet and the Inside Toronto newsletter.

- C) Develop new approaches of service delivery, communication channels and public participation.

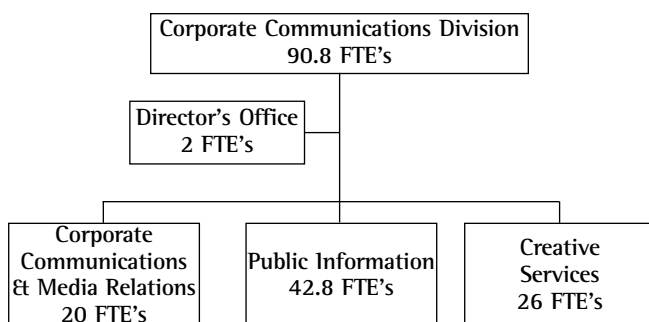
To accomplish this we shall:

- 1) Liaise with Cable and other main stream broadcast organizations to provide residents with quality community coverage of corporate issues, services and programs.
- 2) Assist departments in the development of communications strategies and ensure that these strategies are coordinated and reinforce the City's corporate messages.
- 3) Develop and implement public consultation/participation programs as needed.
- 4) Provide some in-house capabilities for the production of video, photography and other audio-visual services, including consultation and coordination and out-sourcing if necessary.
- 5) Explore and develop interactive applications for the Internet site including on-line registration, e-commerce and live Council meeting coverage.

2000 Outlook – Issues

- Funds needed for reprinting of Toronto, Our City handbook (\$400,000)
- Audio-visual equipment needs (\$100,000)
- Review communications resources across all city departments.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Director's Office

Responsible for the overall management of the Corporate Communications Division.

Corporate Communications and Media Relations Unit

Provides strategic communications consulting, policy development, planning and implementation assistance on corporate and departmental issues – including media monitoring, media relations, media training, issues management, internal communications, corporate advertising and media buying.

The Public Information Unit

A program designed to allow for access by the public to all municipal services offered by the City of Toronto. It is for the most part, the area of first contact for residents with questions concerning the city. Included in this unit are the following programs: The “Access Toronto” – the city's call centre operation, front counter staffing at City Hall, Metro Hall and the five civic centres, public outreach and tours, translation and interpretation services and the operation of the “City Store” merchandising operation at City Hall.

Creative Services Unit

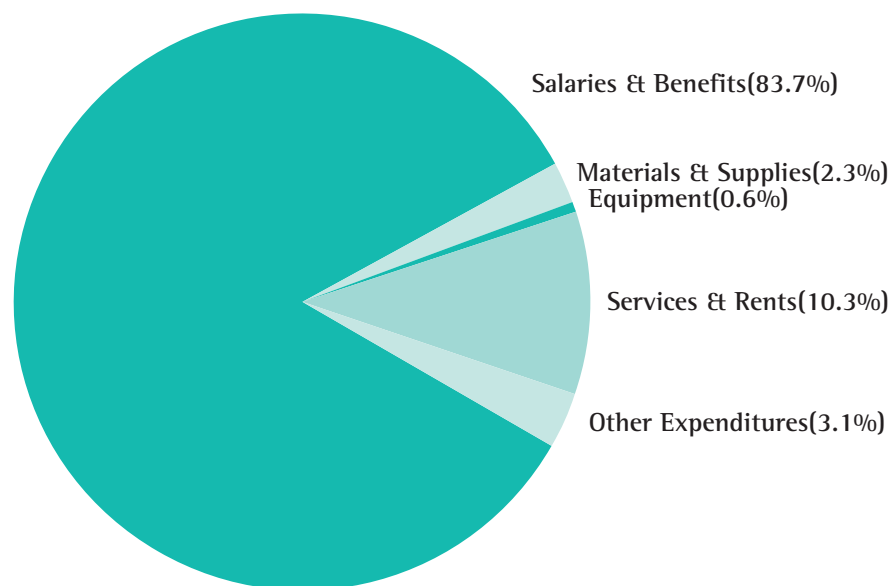
Responsible for all corporate creative services, for the development and management of the City's corporate identity program and for the development, content and management of all corporate Internet, intranet and extranet Web sites.

Creative Services provides a full range of in-house and brokered creative services to City clients in support of corporate and departmental communications objectives. Services include graphic design and production, corporate design and new media standards, tools and templates, multimedia and audio/visual production and post-production, photography and videography, displays and exhibitions, content asset libraries and project consultation.

**CORPORATE COMMUNICATIONS
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
COMMUNICATIONS & MEDIA RELATIONS	1,570.5	1,415.6	(154.9)	(9.9)
PUBLIC INFORMATION	2,486.0	2,391.3	(94.7)	(3.8)
CREATIVE SERVICES	2,183.0	1,864.3	(318.7)	(14.6)
DIRECTOR'S OFFICE	179.8	178.1	(1.7)	(0.9)
Total Gross Expenditures	6,419.3	5,849.3	(570.0)	(8.9)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	(20.0)	(20.0)	
User Fees	0.0	0.0	0.0	
Other Revenue	(201.0)	(94.0)	107.0	(53.2)
Total Revenue	(201.0)	(114.0)	87.0	(43.3)
Net Expenditure	6,218.3	5,735.3	(483.0)	(7.8)
Staffing Complement in Equivalent Funded Positions	91.3	90.8	(.5)	(0.5)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Facilities & Real Estate

MISSION STATEMENT

Facilities & Real Estate manages the property and building assets of the City and provides a full range of facility management and real estate services in support of City departments and a host of agencies, boards and commissions in the delivery of their services and programs.

1998 KEY SERVICE ACHIEVEMENTS

- Appointed Executive Director and completed the recruitment and selection of six Directors;
- Initiated a comprehensive review of the required organizational structure to effectively deliver the mandated services and meet the fiscal challenges of the next three to five years;
- Established Council approved policies for sales, acquisitions, and delegation of authority – establishment of a Property Management Committee and rationalization of fees;
- Acquired land and interests for the Yonge/Dundas project;
- Acquired site for major TTC bus garage consolidation project;
- Completed property disposals for 51 properties representing \$24.6 million;
- Terminated and re-negotiated office leases resulting in annual savings of nearly \$1.8 million;
- Secured Council approval to develop a rehabilitation plan for the Round House adjacent to the C.N. Tower;
- Provided janitorial, maintenance and security services at existing service levels for 274 facilities (over 4.5 million square feet);
- Initiated the expansion of an existing Y2K compliant asset management information system that will serve the City's business and management information needs;
- Established a Call Centre to provide expanded room booking access and service order access through a single call centre for the Civic Centres for integrated one stop service delivery. Call volumes in the range of 400-900 calls per day were received and serviced;

- Commenced negotiations with major client groups to establish service requirements and resource redistribution for the effective delivery of services;
- Successfully relocated the seat of government to Toronto City Hall on time and within the approved budget;
- Provided space planning and accommodation services to clients across the City in successfully relocating over 1,200 staff;
- Completed over \$80 million in capital construction on behalf of client groups;
- Developed new team approach using industry proven project management principles in the delivery of capital and facility related projects; and
- Developed, in cooperation with Legal Division, industry friendly construction documentation and specifications for the delivery of capital and facility programs.

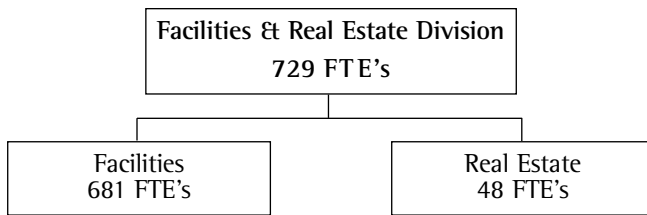
1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- Provide appraisal services and advice to clients in an efficient and timely manner;
- Concentrated portfolio review to prepare surplus assets for sale in a manner that will achieve maximum value;
- Coordinate asset review to meet City needs from existing portfolio and acquire properties only when absolutely necessary;
- Ensure market value of real property assets are recognized in the decision making process;
- Resolve federal government issues regarding Downsview Lands and market the lands;
- Ensure, in consultation with Metro Housing, that appropriate real property assets are considered in resolving homeless issue;
- Review corporate Real Estate services to identify corporate economies that can be realized;
- Continue to implement best practices, benchmark standards and performance management;
- Ensure major projects are properly utilizing proven project management principles managed and finalized in a timely manner;
- Continue to ensure full client and Councillor consultation in real estate decision processes;

Corporate Services: Facilities & Real Estate

- Retain and acquire only those properties necessary to meet the defined requirements of departments and dispose of property no longer required;
- Recognize the capital value of real estate assets in program and City decisions including disposal at full market value and right of first refusal for other City operations unless otherwise directed;
- Collapse as many leases for space as possible based on alternative City space availability and negotiate leases resulting in operating savings (anticipated savings of \$900,000 in 1999);
- Maximize revenue from lease of City assets;
- Negotiate leases for St. Lawrence Hall and Market;
- Complete implementation of City-wide Facilities Maintenance Management System (SPAN);
- Work with corporate Labour Relations to identify the differences in the seven collective agreements that currently restrict our ability to move staff and rationalize services;
- Explore alternative service delivery options to reduce costs;
- Explore and implement City-wide contracts and bulk purchasing to reduce costs;
- Provide preventative and predictive maintenance services to the City's facilities in the most cost-effective manner with the long-term goal of reducing facilities down time;
- Develop consistent policies and procedures for the planning and implementation of facilities and capital projects;
- Develop and implement a system to monitor the 5 year asset preservation plan ("State of Good Repair");
- Conduct a "Yards Rationalization Study";
- Develop an energy and environmental issue strategy;
- Assess, prioritize and deliver capital and major maintenance projects;
- Implement staff moves and required space reconfigurations;
- Oversee implementation of the short term (1-2 years) office space rationalization plan;
- Complete analysis and inventory of office space portfolio to commence concept plan for future office space requirements;
- Develop a long term (5-10 years) portfolio and asset plan for accommodation and space rationalization and outline required investments and associated paybacks;
- Develop an accommodations space standard;
- Continue to develop industry standard contracts and tendering procedures;
- Develop cost accounting principles in comparing to industry benchmarks and services;
- Deliver facility and real estate services to the City's three client service units: Economic Development, Culture & Tourism; Corporate Services, Finance and Urban Planning; and Works & Emergency Services, Community & Neighbourhood Services;
- Develop a framework within Facilities & Real Estate to provide client services from centres of expertise;
- Develop/implement a consistent one stop approach to Facilities & Real Estate service requirements (eg. "Call Centre") and critical business information management;
- Initiate "best practices" for review;
- Benchmark and develop common standards for services; and
- Develop and implement service level agreements between Facilities & Real Estate and our clients that include appropriate charge back mechanisms.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Facilities

The Facilities function includes but is not limited to:

- capital design and construction;
- facilities planning and accommodation services;
- relocation management;
- capital asset management and implementation of “State of Good Repair” program;
- energy management and environmental compliance and leadership;
- building repairs and renovations;
- security services, monitoring and contracts;
- building operations, cleaning and maintenance;
- client services: interface with client groups, focus on client functions, development of portfolio plans; and
- implement enhanced management information system platform.

Real Estate

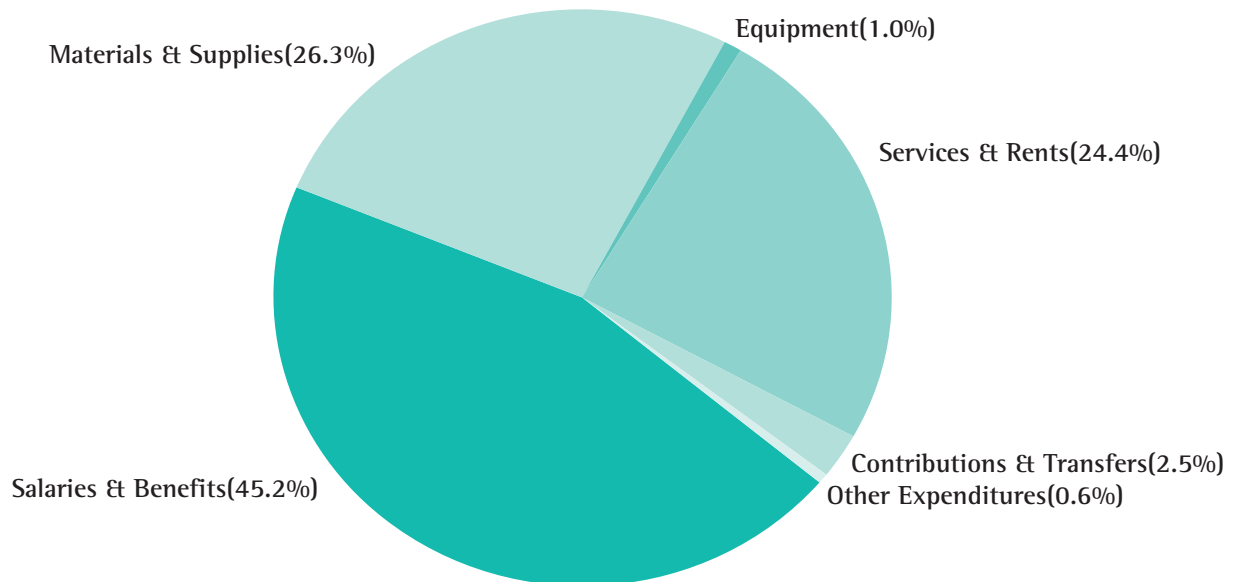
The Real Estate function includes but is not limited to:

- property disposal and acquisition;
- appraisal services;
- secure and manage lease space, leasing of municipal assets and monitoring vacant assets;
- administration of expropriations;
- provide market information and real estate trends;
- encroachment agreements; and
- portfolio management.

**FACILITIES AND REAL ESTATE
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
REAL ESTATE	5,974.6	5,681.3	(293.3)	(4.9)
FACILITIES	76,168.7	76,266.1	97.4	0.1
EXECUTIVE DIRECTOR'S OFFICE	0.0	0.0	0.0	
Total Gross Expenditures	82,143.3	81,947.4	(195.9)	(0.2)
REVENUE OTHERS				
	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	(15,626.8)	(15,349.0)	277.8	(1.8)
User Fees	(14,341.5)	(20,883.4)	(6,541.9)	45.6
Other Revenue	(3,581.9)	0.0	3,581.9	(100.0)
Total Revenue	(33,550.2)	(36,232.4)	(2,682.2)	8.0
Net Expenditure	48,593.1	45,715.0	(2,878.1)	(5.9)
Staffing Complement in Equivalent Funded Positions	729.0	729.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Fleet Management Services

MISSION STATEMENT

Fleet Management Services will provide cost-efficient and timely customer-driven services in fleet management – fleet maintenance, fuel management, fleet assets' management, driver training services, legislative compliance and protecting the environment through emission control, thereby, safeguarding the City's fleet assets, promoting the safety of its staff, and indirectly enabling the delivery of services to its citizens efficiently, effectively and economically.

1998 KEY SERVICE ACHIEVEMENTS

- Delivered fleet services with the 1998 approved gross expenditure budget lower than 1997 by about \$ 2 million and this despite a virtually unchanged fleet size and the increasing age of the fleet as a result of the deferral of the annual replacement program, changes in client needs and stricter Provincial regulations
- Assisted in the preparation of the Terms of Reference for the KPMG review of the City's fleet operations and provided the necessary information for analysis
- Initiated Y2K compliance projects to ensure continuous service delivery and controls.
- identified obsolete and surplus units and sold these at auctions
- Developed a process for the replacement of vehicles and equipment on an exception basis
- Developed standard specifications for some vehicles which reduced service costs, parts costs and training costs and initiated better parts controls system and reduced shrinkage
- Developed a standard parts procurement process and consolidated parts supply contracts to reduce costs
- Developed a new service delivery model based on three districts that is consistent with the Corporate Services Delivery Model and completed staffing for all senior management positions
- Initiated the amalgamation of fleet resources and services
- Reported on police vehicle replacement needs as requested by Council

- Co-authored the report with the Medical Officer of Health on sulphur content of fuels, resulting in a fuel procurement policy that includes sulphur content as a selection criteria in fuel purchasing, and made recommendations to the Provincial Ministry which would increase the use of low sulphur diesel fuels instead of coloured diesel fuels.
- Initiated random spot checks for vehicles and drivers to ensure the City's fleet and its operations are in compliance with CVOR requirements, protecting the validity of the City's fleet operator certificate
- Developed standardized driver safety course content and training program and scheduled driver training
- Initiated a New Corporate Fleet Safety Policy
- Worked with the Province to develop a new Registration Identification Number format for the amalgamated City fleet as required by legislation.
- Replaced eight gasoline powered vehicles with natural gas vehicles In accordance with environmental initiatives

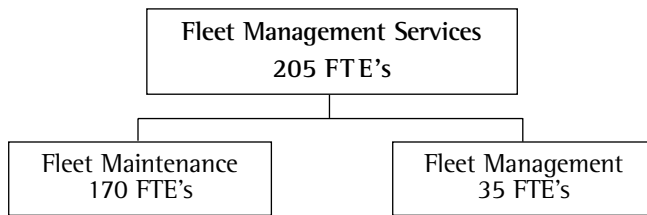
1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Fleet Management Services is setting a direction to develop a professional, cost effective and efficient service for the City with 6 key goals:

- Customer Service:
- Complete policy harmonization for maintenance standards and practices.
- Successful implementation of Y2K projects which will ensure continued service and improve management information and controls.
- Develop an emergency response plan to deal with adverse environmental conditions, exceptional service demands and possible year 2000 complications.
- Complete the organizational design and staffing of Fleet Management Services supporting the principles of the Common Service Delivery Model
- Complete the amalgamation of Fleet into a centralized

*Corporate Services:
Fleet Management Services*

FUNCTIONAL CHART



PROGRAM STRUCTURE

Fleet Management

Responsible for general administration, acquisition and disposal of fleet vehicles and equipment, finance and budgeting, fleet safety and technical support.

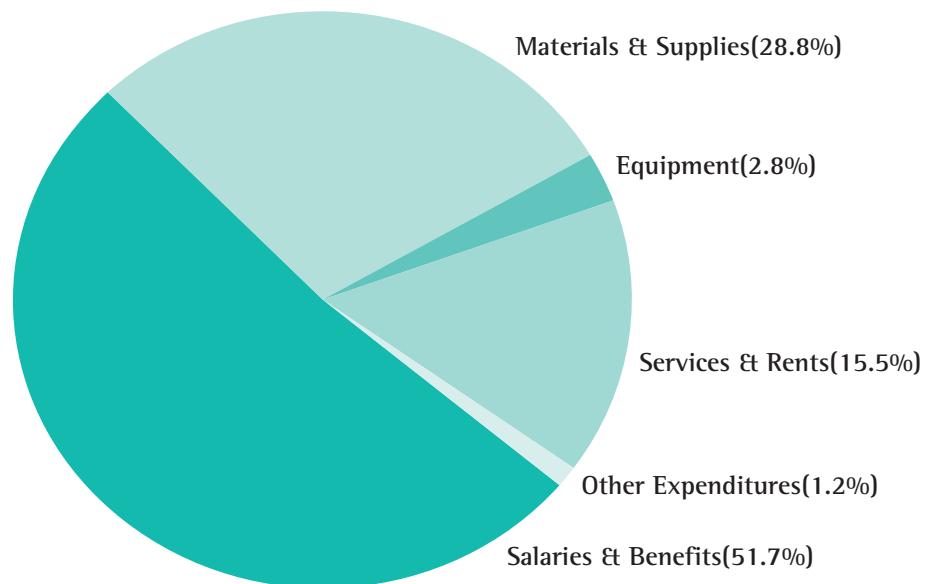
Fleet Maintenance

Responsible for providing a full range of repair and maintenance services, including preventative maintenance in accordance with legislation and fuel dispensing.

**FLEET MANAGEMENT SERVICES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
FLEET MAINTENANCE	20,511.8	19,793.5	(718.3)	(3.5)
FLEET MANAGEMENT	2,482.8	2,722.6	239.8	9.7
Total Gross Expenditures	22,994.6	22,516.1	(478.5)	(2.1)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	(21,857.6)	(21,651.2)	206.4	(0.9)
User Fees	0.0	0.0	0.0	
Other Revenue	(1,050.5)	(864.9)	185.6	(17.7)
Total Revenue	(22,908.1)	(22,516.1)	392.0	(1.7)
Net Expenditure	86.5	0.0	(86.5)	
Staffing Complement in Equivalent Funded Positions	218.0	205.0	(13.0)	(6.0)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Human Resources

MISSION STATEMENT

The Human Resources Division will be a strategic, operating partner with Council and senior management in developing and implementing policies and programs which reflect the corporate values and which optimize the effectiveness of service delivery and staff.

1998 KEY SERVICE ACHIEVEMENTS

- implemented the “corporate decentralized” human resources organization structure;
- instituted compensation and benefits reviews;
- assisted management in redesigning structures and re-staffing departments;
- implemented and managed downsizing and separation program;
- completed the process of organizing bargaining unit structures through Bill 136;
- introduced Retraining & Reskilling program;
- completed new Human Resources policies on a priority basis;
- worked with Community Access and Equity Task Force to develop its report for Council;
- developed a new Fair Wage Policy;
- provided a change Leadership model and programs;
- assisted employees through the transition with career counseling and Employees Assistant Program (EAP) services;
- maintained our health and safety and WSIB obligations in a transition environment;
- completed employment contracts for senior executives and Council staff;
- maintained a focus on employment equity and human rights, including the development of new harassment, human rights and hate crimes policies and processes;
- completed RFP and contract processes for new HR/Payroll system;
- developed and implemented a communication plan for employees on Human Resources issues; and
- established five career centres.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Human Resources will be a client-focused dynamic organization providing value-added services to assist the corporation in achieving high performance through the following objectives:

- to assist operating departments in understanding and becoming accountable for human resource actions;
- to promote a safe, healthy and productive working environment; and
- to encourage ethical and values-driven business practices incorporating equitable treatment for all employees.

Human Resources service priorities in 1999 include:

- to complete re-design and re-staffing processes for departments;
- to put in place common promotional, grievance and seniority provisions on an interim basis until first agreement negotiations have been completed;
- to negotiate first collective agreements for the City of Toronto;
- to implement the new management compensation and benefits program, including salary reviews, job evaluation, competencies and performance appraisals (2 years);
- to integrate EAP services;
- to integrate health & safety practices and committees;
- to develop an integrated Disability Management model;
- to continue the downsizing program in a responsible manner focussing on employee retraining and reskilling where appropriate;
- to enhance communications with employees unions and associations;
- to implement a new Human Resources Information System (HRIS) (3 years manual processes);
- to establish services-level contracts with our client departments, continuing the implementation of the common services delivery model;
- to develop a process of ensuring the continual provision of human resources services to Civic Centres;
- to harmonize human resources policies;
- to implement new fair wage schedules;

Corporate Services: Human Resources

- to implement corporate response initiatives arising from the Task Force recommendations on Community Access and Equity;
- to provide an executive development and management development program;
- to introduce Phase I of the Performance Management System; and
- to implement Y2K contingency plans for selected HRIS systems and processes.

PROGRAM STRUCTURE

Employment Services

The Employment Services Unit has corporate-level responsibility for Compensation, Staffing, Equity and Human Rights, Employee Health, Rehab and Employee Assistance, Workers' Compensation, Occupational Health & Safety and Human Resource Information Systems. The primary responsibility of the Unit is to establish operational policy, monitor policy implementation and provide technical support to the Departmental Services Units.

Employee & Labour Relations

The Employee & Labour Relations Unit conducts corporate collective bargaining, and manages grievance final stage and arbitration processes. It has the primary responsibility for the development of labour relations policy and provides technical and operational guidance to the Departmental Services Units.

Employee & Organizational Effectiveness

Employee and Organizational Effectiveness is responsible for corporate training and development, organizational planning and management consulting, career development services and employee communications. The training and development function includes the development of employee and management training programs, delivery of corporate programs and performance management, and employee career development centres. Organization Development and Management Consulting Services provide organization change processes, monitor change and provide technical advice, consultation and support to senior management.

Departmental Services

Departmental Services provides most of the HR services necessary to support effective and efficient operational management at the departmental level. These services include management of grievances within the business unit, job evaluation rating processes, recruitment and competition management, employee skill development and other training programs, WSIB case management, health and safety compliance with corporate policy and programs, employment equity programs.

Community Access & Equity

Community Access & Equity provides programs to address barriers faced by all human rights protected groups, and to assist departments in delivering programs which eliminate these barriers. It provides corporate co-ordination of Council's anti-discrimination policies and program and implements awareness regarding these; and conducts policy development and research programs in support of the elimination of barriers faced by human rights protected groups. The program also facilitates the citizen advisory committee process in providing policy advice to Council.

Fair Wage & Labour Trades Office

The Fair Wage & Labour Trades Office protects the City's interest when it comes to complying with the City's binding collective agreements in the construction industry. It reviews all recommended bidders prior to award of contract to ensure compliance with approved wage schedules and conditions under the fair wage policy, conducts investigations, inspections and payroll audits. The intent of the office and policy is to produce stable labour relations with minimal disruption; to compromise between wage differentials of organized and unorganized labour; to create a level playing field in competitions for City work; and to protect the public and to enhance the reputation of the City for ethical business dealings.

KEY SERVICE LEVEL INDICATORS

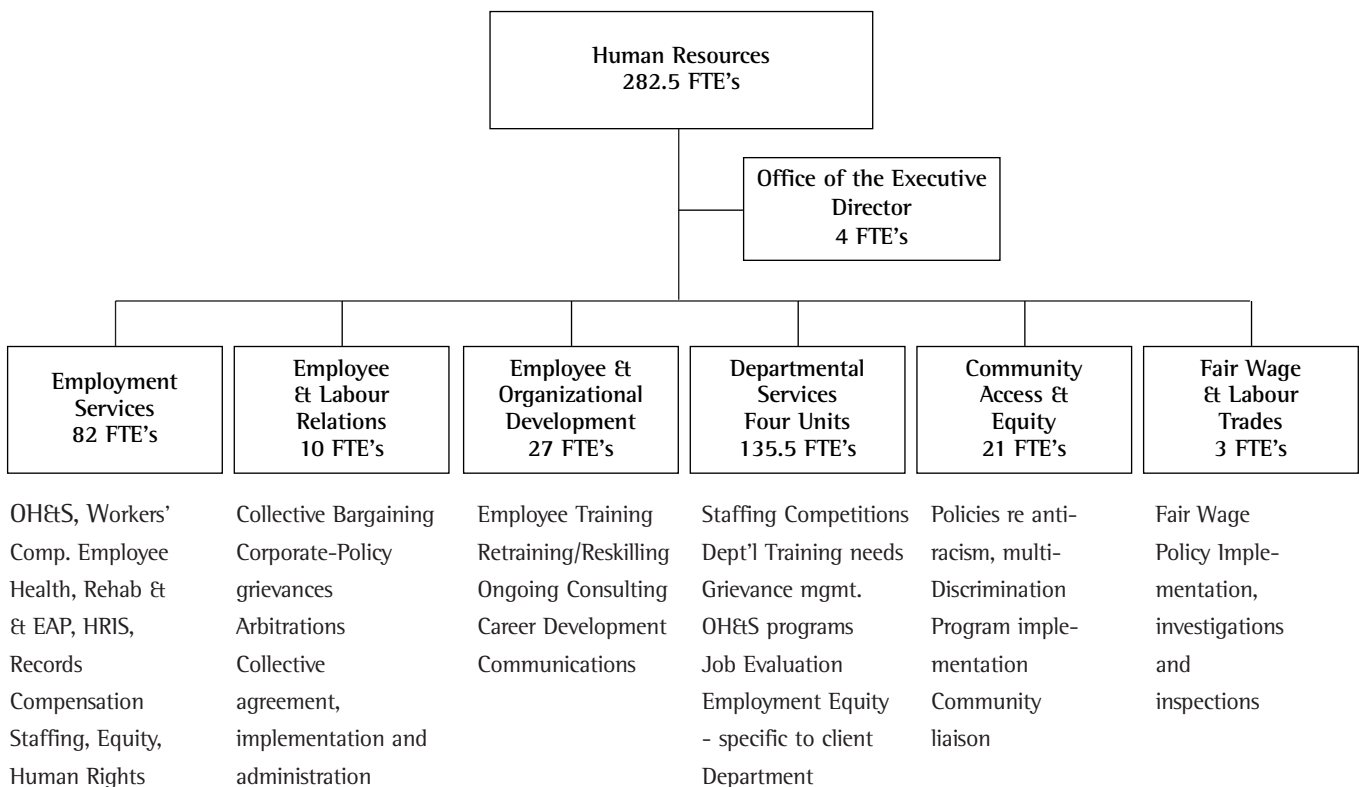
Performance measures to be developed in 1999 through the implementation of a common service delivery model.

The following are some key service level indicators:

	1998 Base	1999 Proposed
Percent Human Resources Staff to Total Staff (FTE's)	1.2%	1.0%
Percentage of Human Resources Management Staff to Total Human Resources Staff	14%	9.6%
Career Development Services Cost per Employee	\$8.14	\$11.11

Note:- Statistics excludes Access & Equity and Fair Wage & Labour Trades Office
-Employee population based on 1998 approved FTEs 26,276 (excluding ABCs).

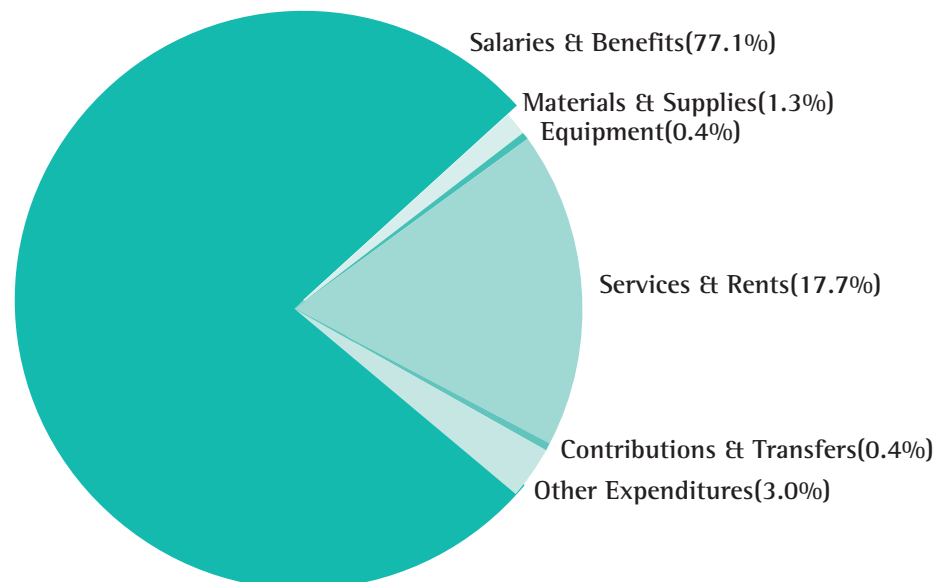
FUNCTIONAL CHART



**HUMAN RESOURCES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
EMPLOYMENT SERVICES	6,570.6	6,440.2	(130.4)	(2.0)
EMPLOYEE AND LABOUR RELATIONS	1,794.7	1,406.7	(388.0)	(21.6)
TRAINING & ORGANIZATIONAL DEVELOPMENT	3,875.5	3,079.2	(796.3)	(20.5)
DEPARTMENTAL SERVICES	9,163.3	9,963.9	800.6	8.7
ACCESS & EQUITY	1,575.0	1,501.0	(74.0)	(4.7)
FAIR WAGE & LABOUR TRADES OFFICE	194.1	185.3	(8.8)	(4.5)
EXECUTIVE & ADMINISTRATION	0.0	0.0	0.0	
Total Gross Expenditures	23,173.2	22,576.3	(596.9)	(2.6)
REVENUES				
Grants from Others	(207.0)	(30.0)	177.0	(85.5)
Interdepartmental Recoveries	(643.8)	(804.1)	(160.3)	24.9
User Fees	(279.1)	0.0	279.1	(100.0)
Other Revenue	(210.8)	(20.0)	190.8	(90.5)
Total Revenue	(1,340.7)	(854.1)	486.6	(36.3)
Net Expenditure	21,832.5	21,722.2	(110.3)	(0.5)
Staffing Complement in Equivalent Funded Positions	296.0	282.5	(13.5)	(4.6)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Information and Technology

MISSION STATEMENT

The Information and Technology Program provides information facilities, data sources, standards, products and services that ensure the information and technology used throughout the City supports the efficient and cost-effective delivery of services to the public.

1998 KEY SERVICE ACHIEVEMENTS

- provided continued support to the municipal governance process and ongoing public safety through a major project examining the impacts of Year 2000 and determining suitable remedies for our computing resources, facilities and systems;
- assisted the City Clerk's Department in its support of the new Council, its operations, and its mandate for increased public access by establishing new and enhanced network and workstation facilities;
- provided geo-spatial data, financial statistical data, and customized maps essential for the Finance Department to manage the impacts of Actual Value Assessment on property owners;
- developed applications and provided operational support for the Finance Department's implementation of a new property tax billing system for the amalgamated City;
- provided a high-speed, wide-bandwidth network architecture connecting the civic centres and City Hall;
- established Intranet services for the departments and corporation to communicate their initiatives, mandates, and organization;
- developed key software applications to assist the Health Department in supporting varied activities, including the Healthy Babies/Healthy Children program;
- developed and implemented a state-of-the-art application to support the keeping of vital records to satisfy the requirements of the Clerk's Division;
- assisted with the selection of SAP System for Finance in their process of determining a new financial suite of applications;
- Established corporate standards for desktop computing on a municipal-wide basis;

- merged seven I&T Help Desks into a single unit to assist all client departments more effectively; and
- initiated the process of relocating staff to align with changing patterns of customer demand.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The objectives of the Information and Technology Division in 1999 are to:

- A) Ensure business continuity by maintaining systems essential to City operations:**
- in support of the City's "number one" business priority, the Year 2000 Project (Y2K);
 - provide the Finance Department with continuing support and modification of the Tax system;
 - support numerous departmental legacy applications containing valuable historical data; and
 - to maintain business continuity during transition to the new financial system;
- B) Improve the services essential to the operations of our client departments:**
- provide Internet website design and update facilities to support Access Toronto's mandate to implement a one-stop shopping service model for the City of Toronto;
 - complete the installation of the SAP suite of financial and HR applications;
 - provide Urban Planning and Development Services with analytical skills and infrastructure support to implement their Integrated Business Management System;
 - select and implement a standardized messaging and workflow platform;
 - complete the Information and Technology Division's organizational structure and staffing and relocate staff to align with customer needs;
 - consolidate Parks information into the mapping environment and create a database of Parks infrastructure, Parks transportation routes and support the Parks and Recreation's new CLASS application;
 - provide geographic data for the Computer-Aided Dispatch Systems and other operations of Works and Emergency Services;

*Corporate Services:
Information and Technology*

- determine optimal sanitation routes for garbage collection and sweeping for Solid Waste Management Services;
- create a Street Light Management System for Transportation Services; and
- provide mapping support and geospatial analysis for the Year 2000 election for the Clerk’s Office.

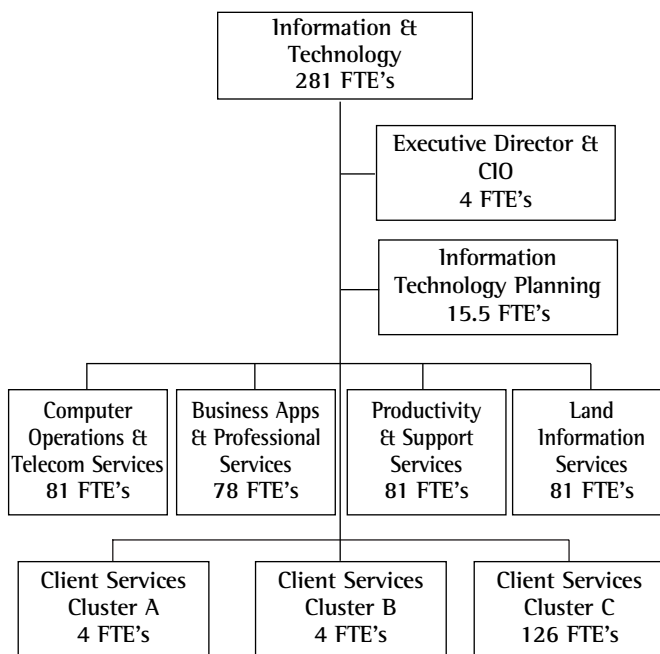
C) Support amalgamation of the City’s operations through the use of improved technology:

- accelerate the rationalization of existing applications and commence the shutdown of legacy systems;
- ensure PCs, servers, and routers are set up, configured, and connected to the network to support the move of up to 5,000 staff in 1999;
- integrate the seven existing data centres to achieve operational efficiencies and realize eventual savings for the corporation;
- develop an integrated water billing application for the Finance Department; and
- continue to consolidate mapping databases and expand centreline mapping to include the entire GTA area for the use of City Departments.

D) Develop long term strategies to maximize the effective and efficient use of information and technology:

- establish corporate data models to support the creation of a future decision support or data warehousing system;
- develop an Information and Technology strategy, combined with a corporate security and privacy architecture;
- expand the use of service level agreements to define, monitor and report on the success of customer service delivery;
- deliver a prototype workflow/scanning application to assist the Finance Department;
- provide consultative advice regarding design and security, as well as operational assistance for the Client Identification & Benefits System of Community and Neighbourhood Services.

FUNCTIONAL CHART



PROGRAM STRUCTURE

The Information and Technology Division is divided into nine programs or functional groupings:

- Office of the Executive Director
- Information and Technology Planning
- Computer Operations and Telecommunications
- Business Applications and Professional Services
- Productivity and Support Services
- Land Information Services
- Client Services – Council, Corporate Services and Finance
- Client Services – Works and Emergency Services and Urban Planning & Development Services
- Client Services – Community and Neighbourhood Services and Economic Development, Culture and Tourism

Office of the Executive Director

This service provides overall coordination of the program's activities. It liaises with other programs throughout the City, with Council and with government and commercial entities to establish strategic directions, partnerships and ensure alignment of the program's activities with Council priorities and business requirements.

Computer Operations and Telecommunications

This service supports the essential day-to-day operations of the City by ensuring that every application is functioning according to the schedules submitted and expected results such as reports, output data files, information are delivered to our clients. This service also ensures regular backup of all corporate data residing on servers and mainframes managed by the Information and Technology Division. It provides the City with a suite voice communications services and administers user access to information assets and server facilities. This service acts as an information custodian that ensures the physical integrity and protection of the City's information assets in their electronic form. The service also manages and maintains the City of Toronto network and telecommunication infrastructure.

Business Applications and Professional Services

This service develops quality solutions that deliver business value to clients. It covers the full lifecycle of activity around developing business and functional requirements, evaluating

alternatives and developing/acquiring and implementing a preferred solution. The service also responds to client requests for the ongoing maintenance and enhancements of the City of Toronto's installed base of almost 8,000 applications including day-to-day problem analysis and resolution. It provides the update and testing of applications to ensure Y2K compliance, enhances and updates the City's existing application to conform to requirements resulting from Federal and Provincially legislated changes. This service provides the City with a suite of services supporting the electronic publishing of information and/or the development of consumable information products.

Information and Technology Planning

The service establishes corporate policies and standards for the management of efficient collection, secured storage & archives, effective retrieval, and prudent distribution of corporate and departmental information. The service assists the City in developing and managing multi-year plans for Information & Technology for the entire enterprise at the corporate level. It also protects the information and financial assets of the City by establishing a comprehensive corporate information security and privacy architecture.

Productivity and Support Services

This service promotes and supports the use of a productivity tool set that includes creating and sharing documents, analyzing financial data, electronic messaging, calendaring, and accessing the Internet/Intranet. The service provides support to users throughout the City who need assistance resolving operational and functional issues involved in executing daily tasks. This service also maintains and monitors support statistics as a quality control mechanism to monitor resources and assist with developing training plans. This service prepares plans and designs training programs to satisfy a client's business need or that provides a set of organizational competencies.

Land Information Services

This service provides land information and geographic (mapping, utilities, addresses, etc.) databases used by internal clients such as the Police 911 Service, Ambulance, Fire emergency dispatch, and by external clients including all major utilities. The service assists City departments in the

Corporate Services: Information and Technology

application of geographic and mapping data to policy and operational analysis tasks such as projecting the impact of different assessment formulas on neighborhoods and Council wards.

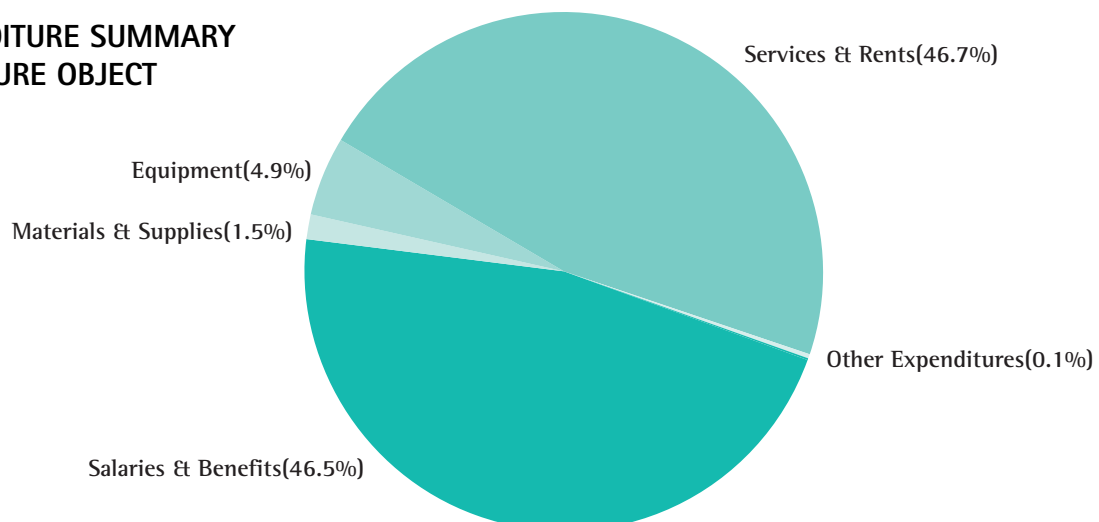
- Client Services – Council, Mayor’s Office, CAO, Corporate Services and Finance
- Client Services – Works and Emergency Services and Urban Planning & Development
- Client Services – Community and Neighborhood Services, Economic Development, Culture & Tourism

This service works closely with senior management and staff across the business cluster to provide a clear central focus for information and information technology activities. The Director is considered to be the authority in determining the information and information technology budgetary needs and priorities of the business cluster, prioritizing service and maintenance requirements, negotiating with appropriate groups to ensure required service levels are determined and committing information technology resources on a prioritized basis.

**INFORMATION & TECHNOLOGY
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
APPLICATIONS & PROFESSIONAL SERV.	7,420.3	7,230.2	(190.1)	(2.6)
COMPUTER OPERATIONS & TELECOM.	23,675.3	21,116.8	(2,558.5)	(10.8)
INFORMATION & TECHNOLOGY PLANNING	776.3	915.5	139.2	17.9
PRODUCTIVITY & SUPPORT SERV.	4,008.4	4,207.5	199.1	5.0
LAND INFORMATION SERVICES	2,398.1	2,473.9	75.8	3.2
CIO'S OFFICE	1,386.6	306.5	(1,080.1)	(77.9)
WORKS GIS	0.0	0.0	0.0	
CLIENT SERVICES CLUSTER-A	259.1	257.9	(1.2)	(0.5)
CLIENT SERVICES CLUSTER-B	211.1	172.6	(38.5)	(18.2)
CLIENT SERVICES CLUSTER-C	217.8	173.7	(44.1)	(20.2)
Total Gross Expenditures	40,353.0	36,854.6	(3,498.4)	(8.7)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	(1,159.1)	(1,087.0)	72.1	(6.2)
User Fees	(700.7)	(782.6)	(81.9)	11.7
Other Revenue	(3,085.6)	(2,431.2)	654.4	(21.2)
Total Revenue	(4,945.4)	(4,300.8)	644.6	(13.0)
Net Expenditure	35,407.6	32,553.8	(2,853.8)	(8.1)
Staffing Complement in Equivalent Funded Positions	307.0	281.0	(26.0)	(8.5)

**1999 EXPENDITURE SUMMARY
BY EXPENDITURE OBJECT**



Legal

MISSION STATEMENT

The mandate of the Legal Division is to provide legal services and advice to Council, its committees, departments, agencies, boards and commissions. The Legal Division does not initiate the decisions and transactions that give rise to the demands for its services. Rather, it provides ongoing advice with respect to all of the initiatives, activities and operations in which the Corporation is involved. It is the objective of the Legal Division to provide the highest quality of legal services to the Corporation and to minimize, wherever possible, the necessity to seek outside counsel to represent its interests.

1998 KEY SERVICE ACHIEVEMENTS

- Closed the legal offices of the former municipalities of York, North York and Scarborough consolidating the Legal Division's operations in Metro Hall and City Hall;
- Achieved prescribed budget and downsizing targets;
- Provided legal drafting and advice on a number of major by-law harmonization initiatives including: the property standards by-law, parkland dedication by-law, animal control by-law, film permit by-law, fence by-law, smoking by-law, s. 442 and 443 tax appeal by-law;
- Worked with the Finance Department in the preparation of several reports and by-laws for Council and its committees regarding the legislative changes to, and available options for, levying property taxes. In so doing, prepared the first by-law interpreting the new phase-in provisions, which was then used as a model by at least one other municipality;
- Analyzed the proposed new Municipal Act and recommended several amendments that were adopted by Council, and subsequently participated in provincially-sponsored sessions to advocate Council's position in the hope of achieving a new Act that would work better for this municipality;
- Provided legal advice on the City's proposal to host the 2008 Olympic Games including drafting the Bid City Agreement and the organizational by-law for the bid corporation;

- Provided legal analysis and advice on several governance and organizational issues, including the procedural by-law, ward boundaries, the City Centre Airport, the Greater Toronto Services Board, several Provincial downloading initiatives, and the Yonge-Dundas redevelopment project;
- Commenced the process to obtain special legislation, as requested by Council, related to providing greater tax relief to low income residents, continuing the City's traffic calming projects (30 km. speed zones), and extending the former City of Toronto's authority respecting residential demolitions;
- Provided legal assistance to the North York Performing Arts Centre Corporation during its current transitional period (Livent Agreement);
- Provided legal advice to the Year 2000 Project on a wide variety of issues;
- Assisted in the preparation and execution of an agreement with the Province accepting a major loan for the 1998 budget year; and
- Completed the legal work related to the transfer of parking operations to the Toronto Parking Authority.

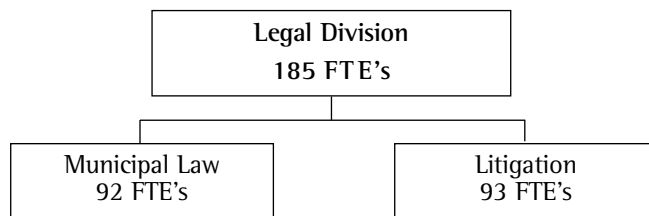
1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- To provide ongoing training for staff to keep them current of developments in the law, and to permit staff to develop specialized expertise as an alternative to seeking the assistance of specialized outside counsel;
- To conduct ongoing reviews of administrative procedures with a view for streamlining and reducing overhead;
- To undertake a review of current automation tools in relation to current needs and future needs in conjunction with a review of tools currently in use by law firms of similar size;
- As an outcome of bullet number 3 above, to recommend a suite of integrated automation tools for the Division;
- As an outcome of bullet number 3 above, to implement a docketing system to provide management and benchmark information;
- To rationalize and harmonize interdepartmental recoveries for legal services;
- To survey our clients on an annual basis to ensure that we are providing the services they need at the level that they expect;

*Corporate Services:
Legal*

- To create a Legal Division website with a newsletter component to keep our clients apprised of new legislation and how it affects them; and
- To assist in the smooth transition to a new, integrated Legal Division with minimum impact on the provision of timely and high quality legal advice.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Municipal Law

Municipal Law involves the negotiation and preparation of contracts, the provision of oral and written legal opinions, the preparation of by-laws, and the preparation and registration of documents relating to real estate matters. The municipal practice includes but is not limited to: general municipal law, real estate, corporate commercial law, and planning and development law.

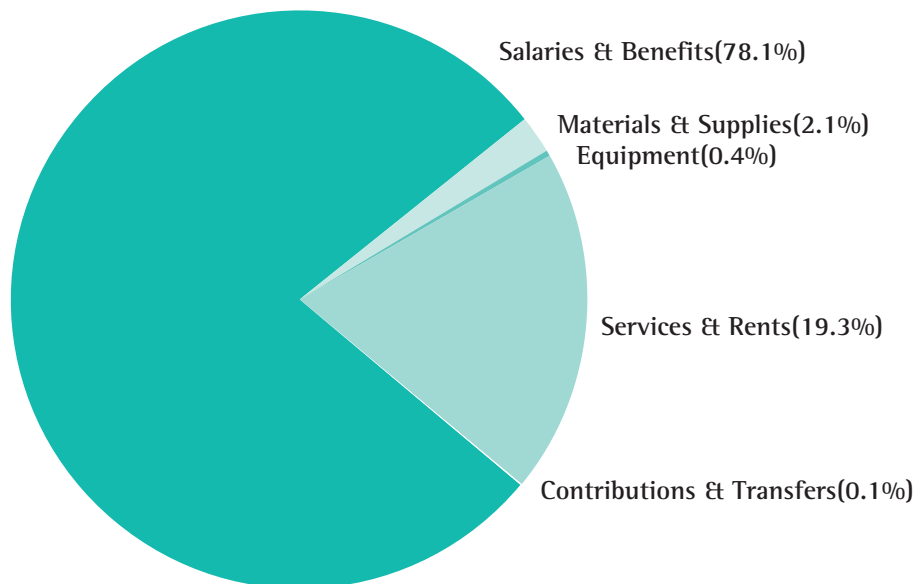
Litigation

Staff in Litigation represent the interests of the Corporation before all levels of courts and a variety of administrative tribunals. Litigation involves the preparation and delivery of all necessary documents including pleadings, affidavits and orders together with conducting examinations for discovery, trials, hearings or appeals. The litigation practice includes but is not limited to: employment law, environmental law, landlord and tenant law, small claims, general litigation, human rights and administrative law.

**LEGAL
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
MUNICIPAL LAW	8,643.3	8,745.0	101.7	1.2
LITIGATION	9,605.5	8,868.1	(737.4)	(7.7)
LEGAL-ADMIN & OTHER	0.0	0.0	0.0	
Total Gross Expenditures	18,248.8	17,613.1	(635.7)	(3.5)
REVENUES				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	(499.6)	(578.7)	(79.1)	15.8
User Fees	(1,578.7)	(1,674.6)	(95.9)	6.1
Other Revenue	(321.3)	0.0	321.3	(100.0)
Total Revenue	(2,399.6)	(2,253.3)	146.3	(6.1)
Net Expenditure	15,849.2	15,359.8	(489.4)	(3.1)
Staffing Complement in Equivalent Funded Positions	189.0	185.0	(4.0)	(2.1)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Service Integration and Support

MISSION STATEMENT

The Corporate Services Department consists of seven divisions that provide a diverse array of services to the Corporation and the public. Each of the divisions is organized to best deliver the services for which it is responsible. The Service Integration & Support Office ties together the different service providers, ensures that services are provided in an integrated manner, provides leadership in identifying methods for continuous service improvement, and ensures that Council and the Senior Management Team are involved in decisions related to service provision.

1998 KEY SERVICE ACHIEVEMENTS

- Provided continued support to the divisions of Corporate Services.
- Coordinated the Capital and Operating Budgets for Corporate Services.
- Implemented new organizational structures in the Department.
- Coordinated administrative issues as they emerged.
- Implemented corporate objectives and processes.
- Coordinated and managed the amalgamation process for Corporate Services.
- Coordinated the "Common Service Delivery Model".

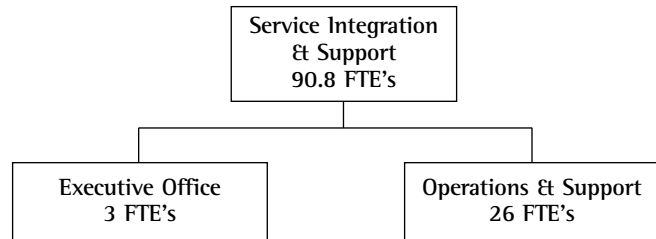
1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The objectives of the Service Integration & Support Office in 1999 are to:

- Develop department-wide strategies and plans.
- Coordinate the preparation of capital and operating budgets.
- Monitor and report on financial performance.
- Develop and monitor performance standards.
- Address service delivery issues that cross divisional mandates and responsibilities.
- Identify opportunities for cross-divisional improvements in efficiencies and effectiveness.

- Develop business cases in support of alternative service delivery options.
- Review best practices and benchmarks for service delivery.
- Coordinate reports to Committees and Council.

FUNCTIONAL CHART

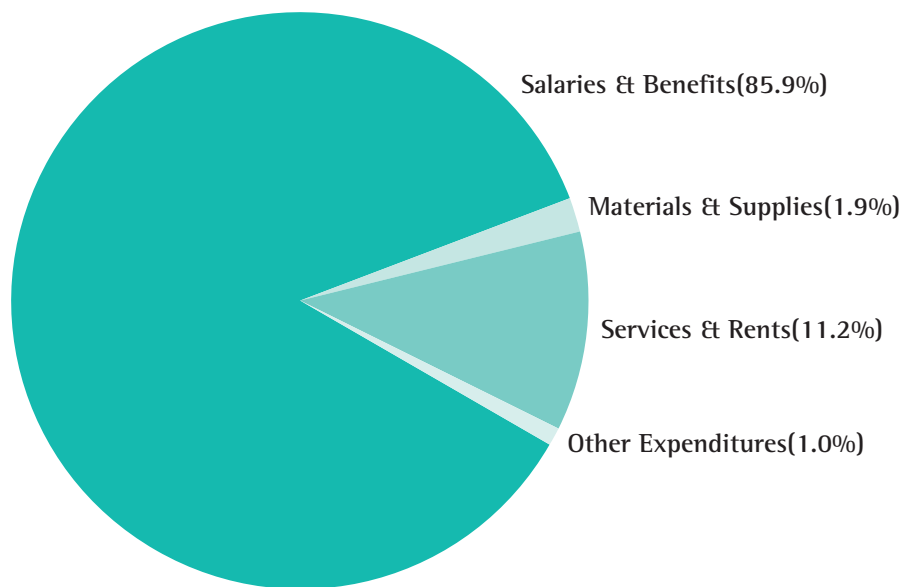


Corporate Services:
Service Integration and Support

**SERVICE INTEGRATION & SUPPORT
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
EXECUTIVE OFFICE	390.7	390.7	0.0	0.0
OPERATIONS SUPPORT	920.4	708.8	(211.6)	-23.0
Total Gross Expenditures	1,311.1	1,099.5	(211.6)	-16.1
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	0.0	0.0	0.0	
Total Revenue	0.0	0.0	0.0	
Net Expenditure	1,311.1	1,099.5	(211.6)	-16.1
Staffing Complement in Equivalent Funded Positions	13.0	13.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Office of the Chief Administrative Officer

MISSION STATEMENT

The Chief Administrative Officer guides the new Corporation and advises Council in managing its fiscal, organizational and service challenges. The Chief Administrator is accountable to Council for the policy direction and program delivery of departments. All department heads, with the exception of the Auditor, have a direct reporting relationship to the CAO. The Executive Management and Strategic & Corporate Policy functions support the CAO in fulfilling this mandate.

1998 KEY SERVICE ACHIEVEMENTS

- implemented the amalgamation by developing an overall restructuring process to stabilize and rebuild the corporation, reviewing 29 departmental/divisional organization structures, reducing senior management positions by 60%, filling 133 senior management positions (excluding previously amalgamated programs) and reviewing 25 proposals for departmental service rationalization initiatives;
- provided ongoing communications about organizational and service changes due to the amalgamation and downloading to the new Council, employees, the public and many external organizations and other governments;
- responded to 136 Transition Team recommendations in supporting the Special Committee to review the Transition Team's Final Report, including recommendations for an administrative structure for departments and a final Council-committee structure;
- established processes for management collaboration through the Senior Management Team (regular meetings of the CAO and Commissioners), briefings and forums for management staff at different levels in the organization, and cross-corporate teams and work groups such as the Toronto Inter-departmental Environment (TIE) staff committee;
- establishment management and planning processes including a process for developing Council's Strategic Plan, mandate and structure reviews of programs such as hydro, culture and licensing, and developed tools for integrative and participative approaches and other healthy city concepts to assist the work of task forces;
- ensured that Toronto's interests were well represented in federal, provincial, and municipal initiatives including such matters as the City's participation in Association of Municipalities of Ontario (AMO), Council's response to proposals to establish the Greater Toronto Services Board (GTSB), and provincial downloading impacts and related negotiations;
- supported the City's international commitments including participation in the International Union of Local Authorities (IULA) and World Association of Major Metropolises (Metropolis);
- supported the work of special committees and task forces such as the Task Force to Review the Taxi Industry, Assessment and Tax Policy Task Force, Seniors Task Force, Community Safety Task Force; and
- initiated 'Say Thanks' program that acknowledges the efforts of staff throughout the corporation.

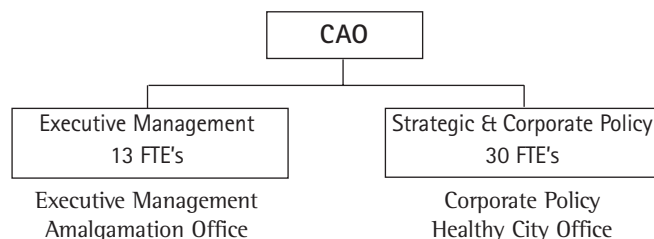
1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Priorities of the CAO Office in 1999 will continue to focus upon providing leadership and direction in the restructuring process, and enhancing management and planning processes in the new corporation. Key priorities will include the following:

- provide the corporate leadership, organizational and policy advice and administrative coordination necessary to manage a seamless transition to the new corporation;

- provide analytical and decision making support to assist departments with service integration and rationalization efforts, develop a system to prioritize and monitor progress on amalgamation initiatives, and ensure corporate expectations are reflected in downsizing and restructuring proposals;
- support the City's participation in the GTSB evaluate its effectiveness to ensure that Toronto's interests are supported and fairly represented;
- assist Council to develop its Strategic Plan, and develop approaches for monitoring progress and State of the City reporting;
- monitor and evaluate the effectiveness of new corporate policy initiatives, establish appropriate financial processes and systems, initiate multi-year program planning, establish performance measurement efforts, and continue to review mandates and structures of special purpose bodies;
- coordinate meeting agendas, briefings, and provide research support to key Council initiatives such as the Toronto AMO Caucus, the Seniors Task Force, Community Safety Task Force;
- prepare policies on international relations for the new City, and provide on-going support to Council's participation in IULA, Metropolis and international educational forums;
- coordinate meetings and provide support to key staff initiatives including the Senior management Team, the Toronto Inter-departmental Environmental (TIE) staff committee, and the CAO's site visits, town hall meetings and senior staff briefings;
- develop a comprehensive system to assist the CAO and departments to prioritize, monitor and track progress on all amalgamation initiatives in the corporation;
- continue to communicate the progress of amalgamation to internal and external audiences; and
- restructure and improve the operation of the CAO's Office to better serve the new City.

FUNCTIONAL CHART



PROGRAM STRUCTURE

The Office of the CAO oversees all Corporate business activities; responds to the requests and needs of Council, and provides business, operational and administrative support to the Chief Administrative Officer and Senior Management Team. The CAO's Office is designed to facilitate the amalgamation of the City's departments to provide corporate policy advice and guidance to Council and departments and to foster a healthy city approach across the corporation. The CAO's Office is composed of the Executive Management Division and the Strategic & Corporate Policy Division.

Executive Management

The division provides ongoing support to the CAO on a daily basis. It tracks Council's and other directives and communiques, ensuring issues are followed up and resolved. It also provides office management support to the CAO's Office and ongoing support to the Senior Management Team. The other key function of this division is a special projects component that is currently fully consumed supporting the amalgamation process.

The Amalgamation Office is responsible for coordinating the amalgamation process: ensuring corporate consistency; providing expert consulting resources; analyzing, tracking and summarizing work to date; facilitating cross-departmental linkages; communicating overall amalgamation progress; identifying future issues; reviewing departmental restructuring activities, providing advice and facilitating solutions; and playing a corporate quality assurance role.

Strategic & Corporate Policy

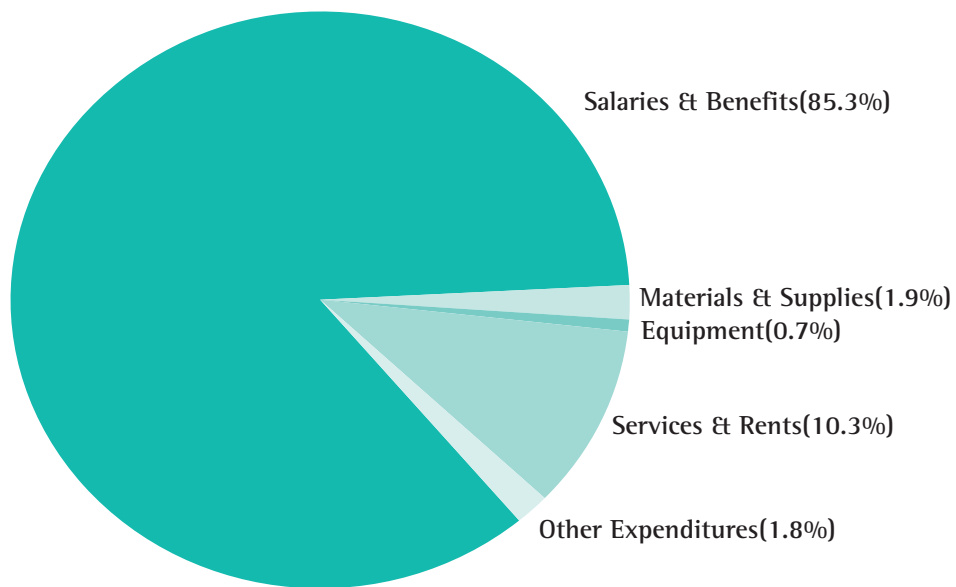
The division includes the Corporate Policy function and the Healthy City Office. The Corporate Policy function provides independent advice to the CAO and Council by formulating corporate strategies and policies, recommending governance and administrative structures and processes, analyzing impacts of senior government policy and legislative proposals, supporting corporate inter-governmental activities, coordinating the City's international activities, leading the corporate strategic planning exercise, maintaining liaison with agencies, boards and commissions and reviewing their governance structures and mandates where appropriate.

The Healthy City Office supports city authorities in working with businesses, other governments, community organizations and residents to identify and act upon the most serious urban problems in an integrated way. It provides local and international leadership in the development and application of a unique model of governance and public policy development, based on multisectoral partnerships, to address determinants of health (social, economic and environmental conditions) in an integrative way.

**CHIEF ADMINISTRATIVE OFFICER
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
EXECUTIVE MANAGEMENT	1,936.8	1,590.9	(345.9)	(17.9)
STRATEGIC AND CORPORATE POLICY	2,570.9	2,366.2	(204.7)	(8.0)
Total Gross Expenditures	4,507.7	3,957.1	(550.6)	(12.2)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	(1.0)	(176.6)	(175.6)	17,560.0
Total Revenue	(1.0)	(176.6)	(175.6)	17,560.0
Net Expenditure	4,506.7	3,780.5	(726.2)	(16.1)
Staffing Complement in Equivalent Funded Positions	58.0	43.0	(15.0)	(25.9)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



City Council and Office of the Mayor

Toronto City Council

1999 STRATEGIC DIRECTIONS 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.

PROGRAM STRUCTURE

The Operating Budget contained herein is based upon the current composition of the City of Toronto Council of fifty-seven (57) Councillors. Council Members are directly elected to the City of Toronto Council. This program is divided into three services as follows:

Council – Salaries and Benefits

This appropriation provides for the current organization structure including salaries and benefits for each of the 57 Councillors, Executive Assistants, Constituency Assistants and Administrative Assistants, as well as 3 support staff for the Mayor's Office.

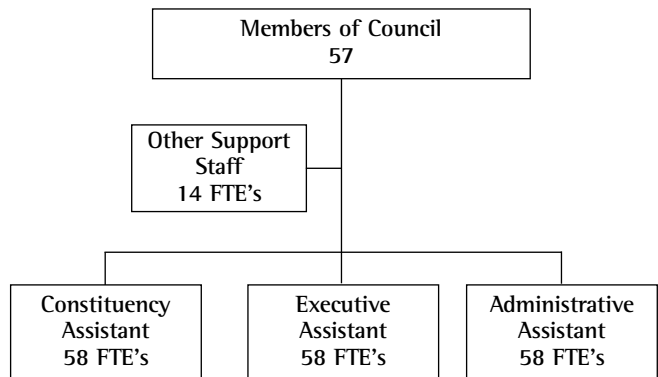
Global Budgets

This appropriation provides for funding for each Councillor in order that they may serve their constituency.

General Expenses

This appropriation provides for administrative support to Members of Council and their staff in the areas of materials and supplies, equipment and services meeting expenses, computer maintenance, transportation services, receptionist services and general business travel expenses.

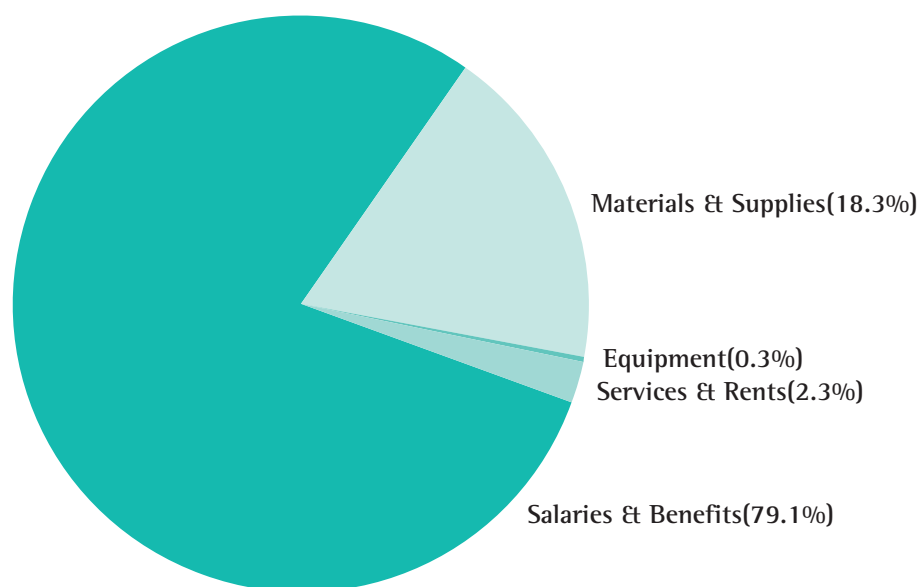
FUNCTIONAL CHART



**TORONTO CITY COUNCIL
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
COUNCILLORS /STAFF-SAL. & BENEFITS	13,699.8	13,949.0	249.2	1.8
COUNCILLORS-GLOBAL BUDGET	3,920.0	3,363.0	(557.0)	(14.2)
COUNCILLORS – GENERAL EXPENSES	1,380.3	1,495.9	115.6	8.4
Total Gross Expenditures	19,000.1	18,807.9	(192.2)	(1.0)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	(44.9)	(44.9)	0.0	0.0
User Fees	0.0	0.0	0.0	
Other Revenue	0.0	0.0	0.0	
Total Revenue	(44.9)	(44.9)	0.0	0.0
Net Expenditure	18,955.2	18,763.0	(192.2)	(1.0)
Staffing Complement in Equivalent Funded Positions	242.0	245.0	3.0	1.2

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Office of the Mayor

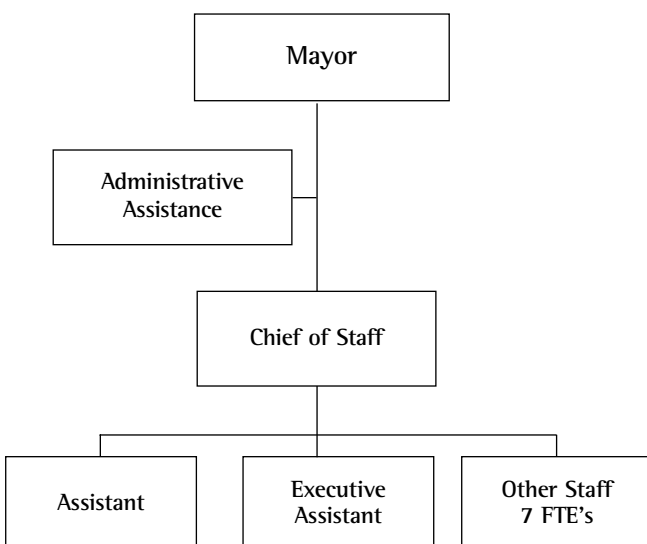
1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

The Office of the Mayor provides the Mayor with administrative leadership and representation of the corporation in the governance of the City of Toronto through open communication and exchange of information with its citizens, elected officials, dignitaries and staff. Through initiating and guiding the development and implementation of City Council's priorities and policies, the Office of the Mayor remains accountable to the community for ensuring the highest possible standards of City services.

The key business activities of this office are:

- to research background on topics that may benefit the City;
- to provide advice to the Mayor on current issues;
- to provide support to the Mayor in providing information requested by citizens;
- to co-ordinate activities of the Office of the Mayor with those of Council and the Councillors; and
- to co-ordinate the Mayor's attendance at public and private events and meetings locally, nationally and internationally.

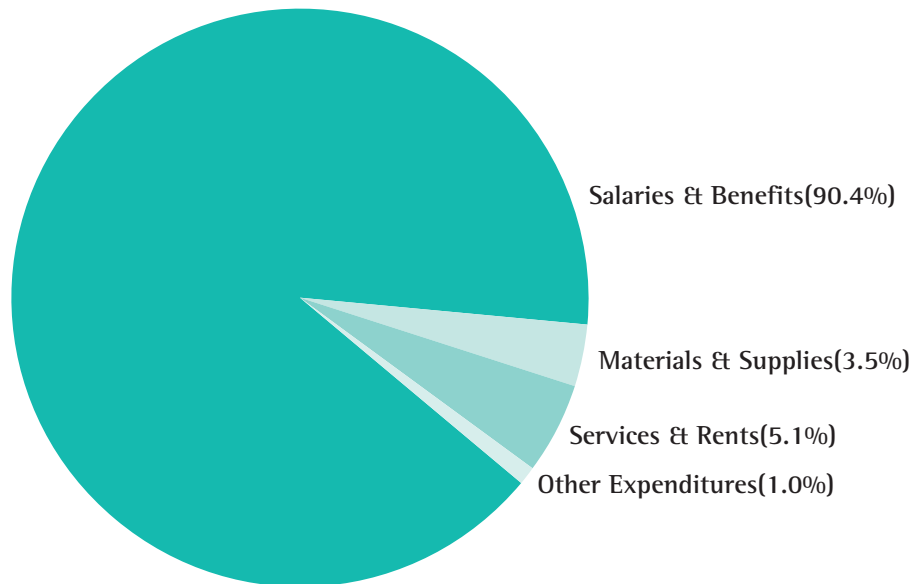
FUNCTIONAL CHART



**MAYOR'S OFFICE
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
MAYOR'S OFFICE	1,446.5	1,446.5	0.0	0.0
Total Gross Expenditures	1,446.5	1,446.5	0.0	0.0
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	0.0	0.0	0.0	
Total Revenue	0.0	0.0	0.0	
Net Expenditure	1,446.5	1,446.5	0.0	0.0
Staffing Complement in Equivalent Funded Positions	11.0	11.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Finance

The following City services are managed by the Finance Department:

- Accounting Services • Budgets • Development Research & Policy • Pension, Payroll & Employee Benefits
- Purchasing & Materials Management • Revenue Services • Treasury & Financial Services

Finance

MISSION STATEMENT

The Finance Department provides sound financial management and advice to the City; ensures effective use of the Corporation's financial resources; develops and implements effective financial strategies; and provides timely, effective, accurate and efficient services to departments, boards, agencies and the public.

This mission is carried out under a broad range of financial services including accounting, budgeting, financial planning, insurance and risk management, investment management, revenue collection (taxes, water, parking tags), payroll, pension and employee benefits administration, purchasing and materials management and policy development and research.

1998 KEY SERVICE ACHIEVEMENTS

During 1998, along with developing the new structure and staffing for the new functions, the Department:

- Consolidated the 1998 operating budget of \$5.6 billion gross, and \$2.6 billion net which presented an expenditure level that had no tax increase from a 1997 to 1998 budget perspective. Prepared the 1998 capital budget of \$1.06 billion gross requiring potential borrowing of \$123 million not including \$86 million worth of transition projects.
- Selected new financial information and HR/Payroll systems; consolidated to one tax billing system and one pension system. Reduced number of financial and HR/Payroll systems from 7 to 4.
- Developed one benefit plan design for management and non-union staff which will be reviewed with employees in 1999 and implemented in 2000.
- All business opportunities (Request for Quotations, Request for Proposals, Tenders, etc.) for the new City of Toronto are now standardized and advertised on the City's Internet website to allow one-stop shopping for suppliers to view all of the City's business opportunities. Similarly, all tender awards are posted on the City's Internet website so that suppliers can access one location to view who was the successful bidder for each tender.
- Implemented Current Value Assessment including the development of assessment and tax policies respecting residential phase-in of tax increases/decreases, capping of commercial, industrial and multi-residential properties, tax relief for charitable and similar organizations, and tax relief for low-income seniors and disabled persons along with the exemption of municipal taxes for veteran clubs.
- Implemented a Pre-Authorized Tax Payment Plan for all property tax owners.
- Merged the insurance policies of the former municipalities into a single policy.
- Implemented new procedures for the provision of insurance adjusting services and consolidated existing external contracts into a single contract.
- Issued the City's first debentures for a total of \$250 million at the lowest rates since 1963.
- Negotiated terms of a \$100 Provincial loan and \$50 million grant to assist the City with amalgamation-related initiatives and finalized a capital subsidy agreement with

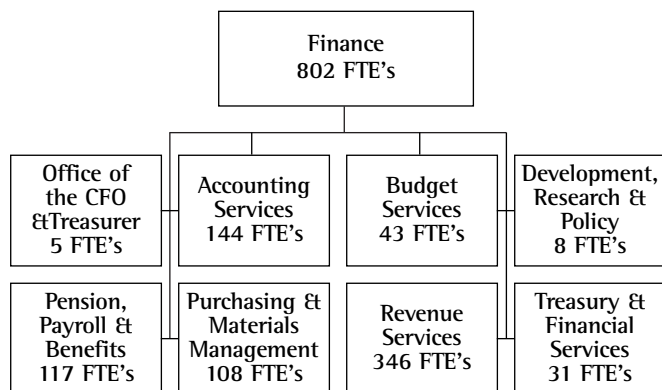
the Provincial Government and the Toronto Transit Commission whereby the Province transferred to the City \$829 million for future transit capital subsidy obligations.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

In addition to completing its internal amalgamation process, the Finance Department will:

- Prepare the 1999 Capital and Operating Budget as well as 2000 Capital Budget along with the process and timetable for the 2000 Operating Budget.
- Implement a new financial and human resources information system, standardizing all policies, procedures and forms.
- Complete service level agreements with operating departments for financial services under the internal services support model concept.
- Prepare final financial control by-law, purchasing by-law and development charges by-law for Council's approval.
- Work with the 2008 Olympic Bid Committee to develop the bid while ensuring that the bid is financially sound and socially responsible.
- Develop and implement best practice policies and procedures relating to the management, analysis and administration of development-related files, including subdivisions, rezoning and official plan amendments, site plan control applications and committee of adjustment applications.
- Develop a comprehensive database to provide pertinent performance indicators and benchmarks for the Corporation vis-a-vis other regional municipalities.
- Continue the phasing out of existing contracts from former municipalities and replacing them with new contracts covering amalgamated requirements for the new City of Toronto resulting in greater efficiencies and better prices.
- Complete a Corporate Materials Management and Stores Review.
- Implement new Purchasing Card/Small Dollar Value Purchasing Systems.
- Develop an Environmentally Preferred Purchasing Policy.
- Determine a new insurance carrier for staff benefits.
- Develop a consolidated water billing system. Standardize water billing and meter reading procedures and protocols.
- Implement a harmonized water rate.
- Launch and support a "Business Reference" group to review tax policies issues (related to commercial, industrial and multi-residential properties) and recommend policies for the next re-assessment.
- Develop and initiate customer service training program for all staff.
- Plan for the transfer of Provincial Offences for Easter weekend 2000.
- Implement a fine collection enhancement strategy for parking tag revenue in order to increase the fine collection rate for both 'current' fines and those in plate denial.
- Implement a new Risk Management Information System to track insurance claims and provide the necessary data to allow the design of programs and strategies to reduce the City's cost of risk and insurance.
- Improve investment and debt management policies.
- Complete two debenture issues to support the City's 1999 capital budget.
- Launch a newsletter to keep the City's investors informed of various financial factors facing the City.
- Implement a Corporate Sponsorship Program.
- Recommend corporate position on Toronto Hydro and Toronto District Heating Corporation potential divestitures as well as the divestiture of other assets such as surplus property.
- Proceed with negotiations with School Boards on:
 - (1) master lease agreement for the use of school space for child care and recreational programs; and
 - (2) shared service agreement for City-provided services to school boards.

FUNCTIONAL CHART



PROGRAM STRUCTURE

The Finance Department comprises eight divisions.

Office of the CFO and Treasurer

Coordinates the work of various Finance divisions and provides leadership to the Department.

Accounting Services Division

Provides timely, accurate and reliable accounting services to City Council, the departments, agencies, boards and commissions, and external clients to enhance fiscal management, accountability and control.

Budget Services Division

Provides Council and management staff of departments, agencies, boards and commissions with timely and objective advice and information, to ensure both the financial integrity of the Corporation, and the optimal balance between efficient and effective service levels, and levels of taxation and user fees.

Development, Policy and Research Services Division

Responsible for all aspects of development, policy and research services on a wide spectrum of issues including City-change management initiatives, monitoring the internal and external business environment to identify relevant trends and opportunities, leading and/or working with multi-disciplinary teams on project-based assignments respecting corporate strategic and policy initiatives, real estate transactions and

the development, implementation and administration of the City's development charge system including by-laws and policies.

Pension, Payroll and Employee Benefits Division

Provides accurate and timely pension, payroll and benefits services to employees and pensioners in order to help maintain the City's position as a competitive employer.

Purchasing and Materials Management Division

Having responsibility for the commitment of public funds for the acquisition of goods and services, provides leadership, quality customer service and best value to the taxpayers of the City of Toronto through the application of open, fair, equitable and accessible business processes and practices.

Revenue Services Division

Responsible for the timely and accurate billing, processing and collection of property taxes, water consumption and parking tags. In addition, the Division maintains the City's assessment roll and recommends corporate policies with respect to tax, water and parking tags.

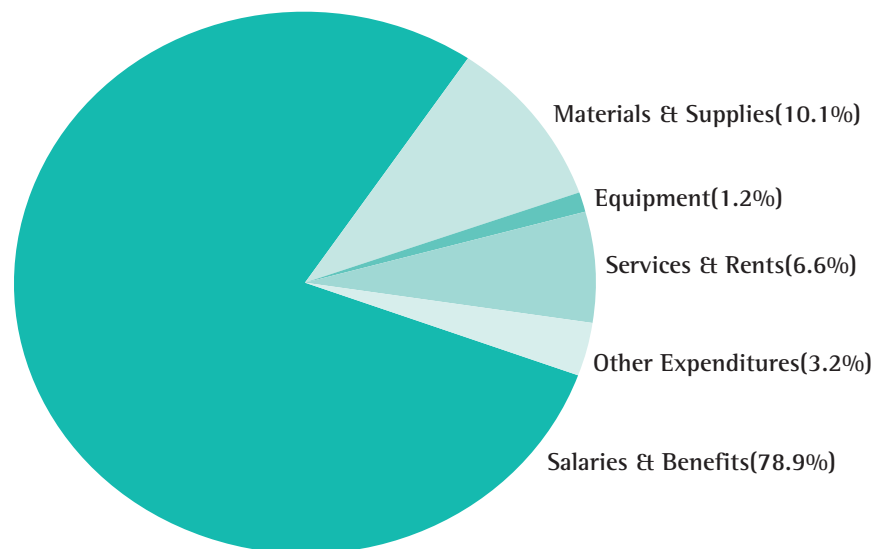
Treasury and Financial Services Division

Responsible for earning optimum returns from the City's financial assets, minimizing the City's cost of debt, developing financial strategies, and minimizing the City's financial and loss risk to strengthen the City's financial capability.

**FINANCE
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
OFFICE OF THE C.F.O. & TREASURER	784.9	666.7	(118.2)	(15.1)
TREASURY & FINANCIAL SERVICES	2,767.8	2,566.5	(201.3)	(7.3)
BUDGET SERVICE	3,440.5	3,501.0	60.5	1.8
PENSION, PAYROLL & EMPLOYEE BENEFIT	7,522.1	6,985.6	(536.5)	(7.1)
PURCHASING & MATERIALS MANAGEMENT	6,407.6	6,354.8	(52.8)	(0.8)
ACCOUNTING SERVICES	9,263.8	8,738.1	(525.7)	(5.7)
REVENUE SERVICES	23,437.0	23,623.4	186.4	0.8
DEVELOPMENT, POLICY & RESEARCH	640.6	702.8	62.2	9.7
Total Gross Expenditures	54,264.3	53,138.9	(1,125.4)	(2.1)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	(16,894.9)	(18,055.0)	(1,160.1)	6.9
User Fees	(3,112.5)	(3,631.6)	(519.1)	16.7
Other Revenue	(1,471.6)	(1,254.7)	216.9	(14.7)
Total Revenue	(21,479.0)	(22,941.3)	(1,462.3)	6.8
Net Expenditure	32,785.3	30,197.6	(2,587.7)	(7.9)
Staffing Complement in Equivalent Funded Positions	742.0	742.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Special Purpose Bodies

Arena Boards of Management

MISSION STATEMENT

The Arena Boards of Management provide safe, full and equitable access to high quality indoor and outdoor ice sport recreational facilities that provide opportunities for physical fitness and sport skill development through individual and team activities that respond to local community needs and that are managed effectively and efficiently.

1998 KEY SERVICE ACHIEVEMENTS

- continued to provide a high level of service to Toronto sport and recreational hockey and skating organizations, including local and in-house hockey associations and leagues, skating clubs and schools to meet community needs

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

The Arena Boards of Management are in business to do the following:

A) Provide equitable access to high quality indoor and outdoor ice sport recreational opportunities.

To do this we will:

- Maintain physical facilities at a high standard
- Maintain a high level of responsiveness to community needs
- Provide a high standard of public service to the community
- Ensure that program offerings reflect present and emerging community interests and requirements

B) Efficiently and effectively manage operations without imposing operating costs on the taxpayer.

To do this we will:

- Ensure that operations are conducted using the best management practices available
- Pursue present and emerging revenue opportunities to minimize support from the taxpayer
- Pursue opportunities to provide new or improved programs or services in response to emerging community needs
- Maximize opportunities to generate supplementary revenues from accessory operations to support arena operations

PROGRAM STRUCTURE

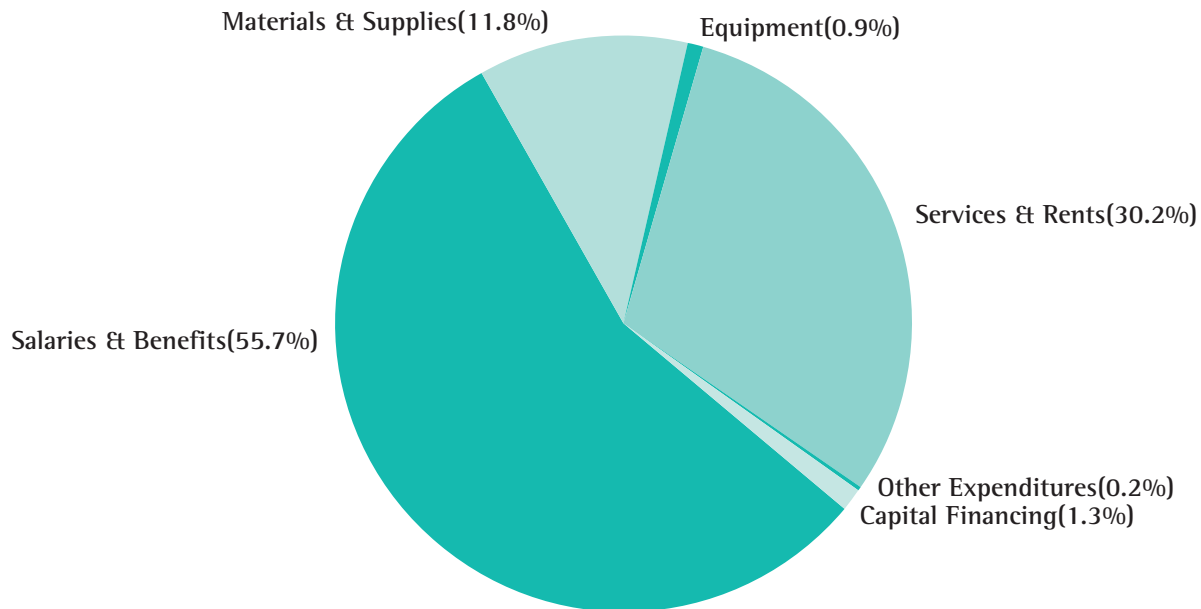
The Arena Boards of Management are outside agencies managed by boards appointed by Council and which are responsible for the operation and programming of eight arenas in the former Borough of East York and City of Toronto.

*Special Purpose Bodies:
Arena Boards of Management*

**ARENA BOARDS OF MANAGEMENT
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
ARENA BOARDS OF MANAGEMENT	4,377.3	4,339.7	(37.6)	(0.9)
Total Gross Expenditures	4,377.3	4,339.7	(37.6)	(0.9)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	(103.4)	(103.4)	
User Fees	(4,131.3)	(4,046.3)	85.0	(2.1)
Other Revenue	0.0	(85.8)	(85.8)	
Total Revenue	(4,131.3)	(4,235.5)	(104.2)	2.5
Net Expenditure	197.2	49.1	(148.1)	(75.1)
Staffing Complement in Equivalent Funded Positions	72.0	72.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Exhibition Place

MISSION STATEMENT

To provide an opportunity for business stimulation and economic development in the community and across the country and a focus for public celebrations and events while preserving the architecturally and historically significant structures on the grounds.

1998 KEY SERVICE ACHIEVEMENTS

Revenue Generation – Trade Show/Other Activities

- Expanded NTC revenues by 31% through a combination of new bookings, food and beverage, telecommunications and electrical services
- Expanded non-NTC revenues by 4% over 1997
- New rental revenues in NTC projected to be \$1.2 million representing a 10% growth in existing client revenues and net profits of \$1.4 million
- NTC secured 40 new clients from all sectors such as Weld Expo, Paperex, Newcourt Credit Group
- Developed and implemented plan for the provision of in-house electrical services to all trade and consumer shows
- Finalized RFP/Agreement for major electronic sign and produced a Development Concept Plan for future site development
- Reviewed and adopted new parking policies and fee structures

Administration/Personnel

- Successfully negotiated 2-year Collective Agreements with CUPE, Labourers International Union of North America, Local 506, Carpenters and Allied Workers, Local 27, IBEW Local Union 353, International Brotherhood of Painters and Allied Trades, United Association, Local 46 (Plumbing & Pipefitting) and worked with unions to establish better communication and working relationships
- Completed Occupational Health and Safety Audit across organization and initiated training for all levels of personnel
- Completed conversion of computer systems to Windows NT
- Approved new organizational structure for Operations and Systems Divisions

CNE Activities

- Approved a new organizational structure for the CNE
- Increased attendance at the CNE by 7% over 1997 attendance
- Provided high quality programs such as The Car of the Century; Mabuhay Philippines; Israel at Fifty; and Disney on the Bandshell.
- Undertook an aggressive community outreach campaign through partnership that provided not only financial aid, but also new visitors and the very successful special focus days such as East Indian and Chinese “Days”.

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

As stated above, the 1999 budget was developed in light of the recommendations from the City of Toronto and also in light of the organizational changes which have taken place at Exhibition Place this year. 1998 continued to be a year of transition at Exhibition Place with the first full year of operation of the NTC that allowed the organization, along with the NTC private sector manager, O&Y/SMG, to assess budgetary impacts and allocations between the Exhibition Place Program and the NTC Program. This transition year has also provided the necessary experience to fully understand the impact of the new NTC facility on the grounds and its cost implications. Accordingly, the 1999 Operating Budget is a refinement of cost allocations between these two programs based on this experience.

Having confirmed the two organizational structures within the Exhibition Place Program and the NTC program, it is now time to move forward with an examination of each particular service component within the Exhibition Place Program especially in relation to the NTC. The challenge for 1999 will be to examine each of the services delivered by Exhibition Place in an effort to find efficiencies in order to produce cost-savings or to increase income to the Board.

*Special Purpose Bodies:
Exhibition Place*

In addition to the focus on service efficiencies, another major goal and objective is the development of the site. The 1999 Operating Budget reflects this objective and as directed by the Executive Committee and Business Development Committee, it makes provision for consultant expenses to allow staff and the Board the ability to move forward to seek long-term developments for the site and enhance long-term rental revenues.

The last year has also seen major changes within the CNEA Program. During 1998, there has been an attempt, wherever possible, to track the cost of services delivered to or performed on behalf of the CNEA by Exhibition Place staff. This information will be analyzed over the next few weeks with a report back to the Board in February, 1999, recommending a reallocation of the shared overhead expenditures into direct expenses. This further report will not alter the overall 1999 Operating Budget as proposed but will be a further refinement that meets the directives put forward by City Council. This direction is also very important if the CNEA is to move forward to financial independence from Exhibition Place by the year 2000.

As noted above, with the new General Manager, CNEA now in place and a redefined organizational structure for the CNEA Program, management staff will be considering distinct service areas. The challenge in 1999 will be to examine in detail the level of services required by the CNEA and whether or not these services can be delivered by Exhibition Place in a more effective and cost efficient manner.

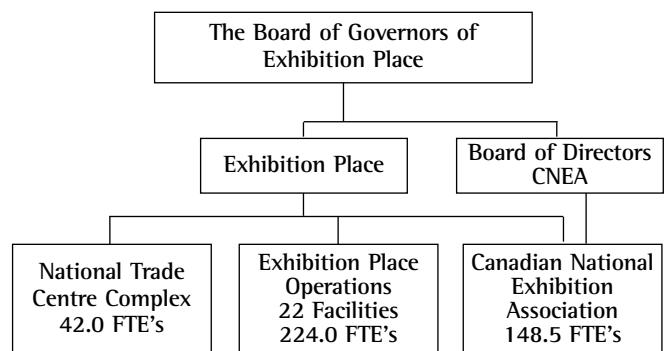
The main element of the strategic direction for the CNEA Program is to return to the basics of being an “Exhibition” in order to exploit its uniqueness to attract and hold new patrons. These basics include the following:

- (i) Product – keeping the presentation fun, educational and relevant to a wide cross section of the changing population of our area;
- (ii) Planning – introducing a two-year planning strategy in order to maximize sponsorship, marketing and event coordination;

- (iii) Setting – paying careful attention to the setting for the event, with lots of colour and animation;
- (iv) Promotion – re-working promotional “free” days to protect the CNE’s share of gate revenue; and,
- (v) Pricing – making the CNE easily accessible to everyone.

In summary, 1998 was a year of transition that has allowed all three program areas to put in place an organizational structure to tackle future challenges. In 1999, senior management staff from all three program areas need to examine together the delivery of services to not only meet the budgetary targets projected but improve on service quality and the overall profit position, where possible.

FUNCTIONAL CHART



Operations	Maintenance	Program Marketing
Finance	Event Services Support	Marketing
Marketing	Security/	Admissions
Event Services	Communications	Agriculture
Telecommunications	Finance	Entertainment/
Advertising/Sponsorship	Human Resources	Attractions
Trade/Consumer	Purchasing	Casino
Show Rentals	Corporate Secretary	Concessions
Electrical Services	Business Development	Building Rentals

PROGRAM STRUCTURE

National Trade Centre Complex

The service provides a 1 million square foot venue for predominantly trade and consumer shows. The service is projected to provide a net profit of \$2.3 million before the payment of a 12% administration charge to the Exhibition Place Program from rent, food and beverage and other show services. The venue is managed by O&T SMG Canada, as the agent for the Board of Governors of Exhibition Place. The venue is host to numerous events including the Royal Agricultural Winter Fair and is part of the site for the Molson Indy and Canadian National Exhibition.

Exhibition Place Operations

Exhibition Place manages and maintains a 192 acre site (33 acres of parkland) and the assets and infrastructure located thereon including 24 architecturally and historically significant structures. The service provides technical, general and custodial support to all tradeshow, events and program activities for the NTC, and CNEA, and administrative support services for the CNEA and the Board of Governors of Exhibition Place.

Canadian National Exhibition Association

Governed and operated under the jurisdiction of the Canadian National Association Act, the CNEA is responsible for planning and operating the annual exhibition, its mandate is to provide experiences in an exciting and stimulating environment. The CNEA is organized into four sections: Municipal, Liberal Arts and Education, Manufacturing and Industry, and Agriculture.

KEY SERVICE LEVEL INDICATORS

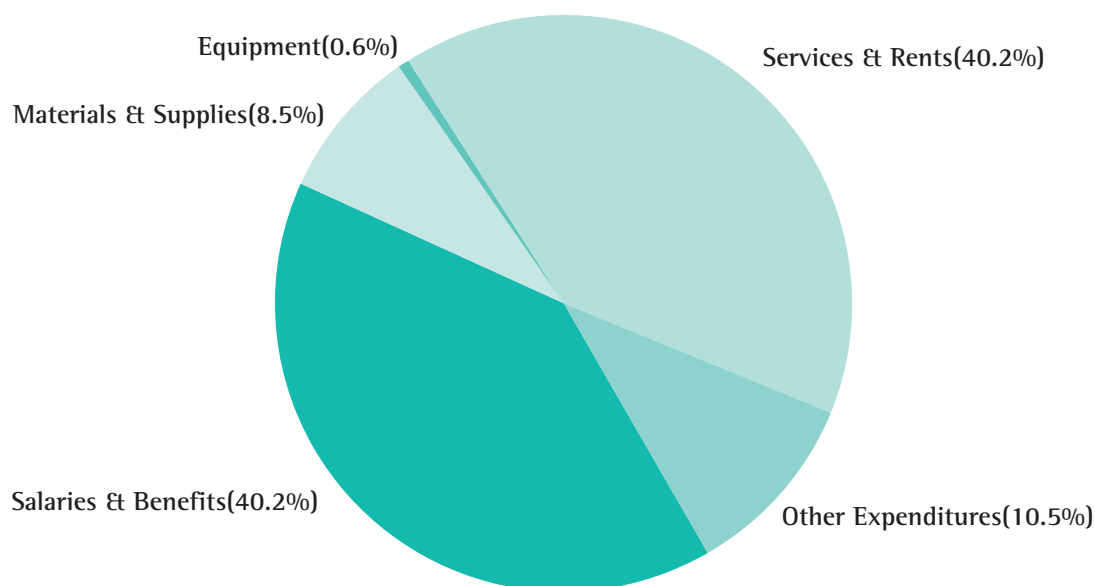
		1997	1998	1999
Attendance (000's)	CNEA	1,645	1,768	1800
Net Operating Profit	CNEA	69.9	(1,993.6)	36.9
Rental/Concession Revenue	CNEA	3,706.2	4,788.6	4,885.5
Revenue/Cost Ratio	Parking	3.7/1	4.3/1	4.4/1
Event Service/Mtce.cost ratio		n/a	1.8/1	2.0/1
Rental Income	NTC	4,762.9	5,656.6	6566.0
Net Operating Profit	NTC	562.3	1,008.2	1,894.4

*Special Purpose Bodies:
Exhibition Place*

**EXHIBITION PLACE
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
CNEA	18,949.3	16,075.6	(2,873.7)	(15.2)
EXHIBITION PLACE OPERATIONS	9,432.0	9,102.5	(329.5)	(3.5)
NATIONAL TRADE CENTRE	9,590.2	11,191.5	1,601.3	16.7
Total Gross Expenditures	37,971.5	36,369.6	(1,601.9)	(4.2)
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(37,669.7)	(36,749.0)	920.7	(2.4)
Other Revenue	(451.8)	(575.9)	(124.1)	27.5
Total Revenue	(38,121.5)	(37,324.9)	796.6	(2.1)
Net Expenditure	(150.0)	(955.3)	(805.3)	536.9
Staffing Complement in Equivalent Funded Positions	712.0	829.0	117.0	16.4

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Theatres and Galleries

OVERVIEW

The City of Toronto partners with the St. Lawrence Centre for the Arts, The Hummingbird Centre for the Performing Arts and the North York Performing Arts Centre. Their mandate is to promote, produce and present the performing arts. All three theatres operate in City owned facilities on City land, however they are all operated by different organizations and are undergoing change.

St. Lawrence Centre for the Arts

The St. Lawrence Centre for the Arts, located at 27 Front Street East, includes two performance halls as well as a mandate for the Forum, a series of free-of-charge discussion programmes on topical issues. The 1990 mission statement of the Board of Management for The St. Lawrence Centre includes the following: “As a focus of Canadian performing arts, the Centre will take a leadership role in providing Toronto residents, visitors, and diverse cultural communities with a professional, service-oriented, theatrical and entertainment facility.”

1999 Strategic Directions and Service Priorities

The St Lawrence Centre is undertaking a marketing and sponsorship program during 1999 as a short-term strategy for additional revenue generation. A report on options for governance and management will be coming forward this year, as a part of the City’s process to determine the future management of its theatres.

Hummingbird Centre

The Hummingbird Centre for the Performing Arts is a multi-purpose theatrical facility situated at 1 Front Street East in downtown Toronto. It is operated by a Board of Directors on the City’s behalf. The Hummingbird Centre strives to be acknowledged as a performing arts centre of choice for patrons, artists, and sponsors, distinguished by its excellence, excitement, relevance and innovation of national and international programming for the entertainment and enrichment of diverse audiences.

1999 Strategic Directions and Service Priorities

The Board of Directors, at its meeting on April 7, 1999, confirmed its commitment to proceed with the principle tenets of the business plan approved by the former Metro Council in 1996. Principle items in the completion of this plan involve the restructuring of the Board of Directors of the Centre and the entering onto a long-term lease with the City of Toronto for the operation of the Centre. This has been made possible by the enactment of Bill 97, the “Hummingbird Performing Arts Centre Act,” by the Province of Ontario in December 1998. It is hoped that the effective date of the new corporation and the new lease will be September 1, 1999.

The Hummingbird Centre required no funding from the City in 1999 and the new lease and incorporation arrangement implies no net funding in 2000. Thus, a zero budget is shown for that year.

The Centre continues to be the current Toronto performance venue for the National Ballet of Canada and the Canadian Opera Company.

North York Performing Arts Centre Corporation (NYPAC)

The North York Performing Arts Centre is a venue with three performance theatres and an art gallery located adjacent to the North York Civic Centre. After the termination of the prior management agreement in 1998, the Centre has stabilized its operation and is working toward a future satisfactory arrangement to operate the Centre in the future. The overall objectives of the Centre are the following:

- Maintain The Ford Centre in a first class manner
- Program and operate the Art gallery, both as an exhibit venue and as a collecting organization
- Manage the three theatres including programming of the George Weston Recital Hall
- Ensure access to the facility for non-profit and community performing arts groups
- Promote awareness and disseminate information regarding non-profit and community events
- Facilitate special events

*Special Purpose Bodies:
Theatres and Galleries*

**1999 STRATEGIC DIRECTIONS AND
SERVICE PRIORITIES**

1999 is a transition year for the NYPAC. The first priority is to seek private sector facility management proposals. The basis for this effort, is the maintenance of the current concert and other operations. Other initiatives include seeking “A” level cultural property status for the Art Gallery, networking with other cultural facilities and agencies within the new City, and working with development interests to ensure that neighbouring property developments are compatible with the future of the Centre.

Service	Gross Budget (\$, mil)	Net Budget (\$, mil)
St. Lawrence Centre for the Performing Arts	1.881	1.120
Hummingbird Centre for the Performing Arts (operating)	10.196	0.0
North York Performing Arts Centre	5.718	.352
Total Program Budget	17.795	1.472
Hummingbird (capital)	3.817	0.0
Total Program Budgets	21.612	1.472

Note: The Hummingbird Centre required no net funding from the City in 1999 and its budget is not included in the 2000 Outlook as new lease and operating relationship would not include its budget within the City envelope.

**THEATRES AND GALLERIES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
ST LAWRENCE CENTRE	1,941.9	1,880.8	(61.1)	-3.1
NORTH YORK CENTRE	2,227.4	5,718.3	3,490.9	156.7
HUMMINGBIRD CENTRE	13,611.7	14,012.5	400.8	2.9
Total Gross Expenditures	17,781.0	21,611.6	3,830.6	21.5
REVENUE				
ST LAWRENCE CENTRE	821.6	760.5	(61.1)	-7.4
NORTH YORK CENTRE	2,397.1	5,366.5	2,969.4	123.9
HUMMINGBIRD CENTRE	13,611.7	14,012.5	400.8	2.9
Total Revenue	(16,830.4)	(20,139.5)	(3,309.1)	19.7
Net Expenditure	950.6	1,472.1	521.5	54.9
Staffing Complement in Equivalent Funded Positions	158.6	182.2	23.6	14.9

Toronto and Region Conservation Authority

MISSION STATEMENT

The Toronto and Region Conservation Authority (TRCA) is a provincial/municipal partnership established in 1957 under the Conservation Authorities Act. The Authority acts in the community's interest through advocating and implementing watershed management programs that: maintain and improve the region's lands and waters; contribute to public safety from flooding and erosion; provide for the acquisition of conservation and hazard lands; and enhance the quality and variety of life in the community by using its lands for inter-regional outdoor recreation, heritage preservation and conservation education. The Conservation Authority serves five other municipalities as well as Toronto, in the regional watersheds.

The TRCA's jurisdiction encompasses the following:

- Total area = 3,467 square kilometres of which Toronto comprises 632 square kilometres or 18%.
- Population of 3,368,283 (36% of Ontario) of which 2,151,430, or 64% are Toronto residents.
- Politically includes all of Toronto, and major portions of the Regions of Peel, York, and Durham as well as the Townships of Mono and Adjala-Tosorontio.
- 9 watersheds stretching from Lake Ontario in the south to as far north as Highway 9 including some of the most heavily urbanized areas in Canada.
- Includes 42 kilometres of Lake Ontario shoreline stretching from Mississauga to Ajax.
- Over 32,000 acres of conservation and hazard land in ownership on behalf of residents

1998 KEY SERVICE ACHIEVEMENTS

1998 was the middle year of the Toronto and Region Conservation Authority's three year business plan which focuses on maintaining and enhancing its key watershed stewardship functions by expanding revenue generating opportunities at its public use facilities and through fundraising. Considerable progress was made in 1998 toward achieving self-sufficiency in its Watershed Experience

(recreation) programs, with the exception of Black Creek Pioneer Village. A major review of the Pioneer village business strategy is being carried out in 1999, with some changes reflected in 1999, but primarily targeted for implementation in 2000 and beyond.

In its primary watershed responsibility area important achievements have been made as demonstrated by the watershed health reports on the Don and Humber Rivers. Work continues on the regional groundwater management, strategic land acquisition to protect key environmental features, as well as planning process support in area municipalities. The Rouge Park Interim Management project continued in 1998 and looks toward a provincial decision in relation to land acquisition in 1999.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

The 1998 budget, consistent with the 1997-1999 business plan, is built around a strategy of aggressive revenue expansion at public use facilities to offset the loss of tax revenue with the objective of reinvestment into environmental initiatives. The third and final year of agreed reductions in funding from Toronto is achieved and a \$.296 million reduction (7% below the 1998 Toronto funding) is included in the TRCA's base request. In addition, the operating impacts of capital projects are absorbed in the base budget.

Initiatives for 1999 include the following:

- Develop and implement programming at Black Creek Pioneer Village designed to attract new audiences and enhance revenue.
- Expand revenue generation from retail sales, camping, special events, and attendance at Conservation Areas.
- Considerably expand fundraising initiatives: Conservation Journeys and Corporate Campaign.
- Utilize new fundraising revenue to expand Watershed Strategy initiatives, particularly on the Humber River, Highland and Etobicoke-Mimico Creeks.
- Acquire significant greenspace land as funding permits.

*Special Purpose Bodies:
Toronto and Region Conservation Authority*

PROGRAM OVERVIEW:

The TRCA presents its work for budget purposes in four programs.

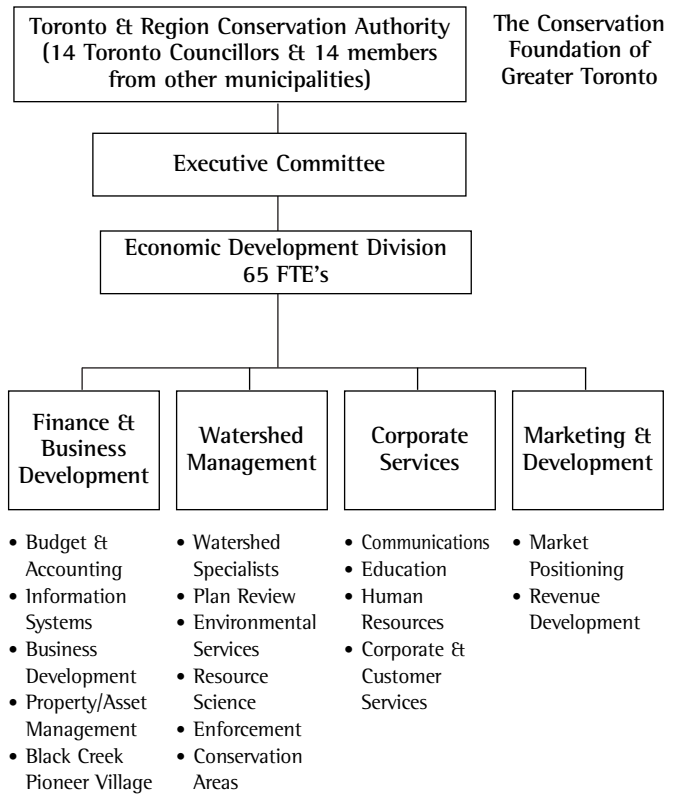
Watershed Health is the core mandate and activity, involving asset management and planning, both lands and infrastructure, including preventative and regenerative service and the associated technical expertise (151 FTE's).

Watershed Experience includes the public use areas at 9 Conservation Areas (CA) and Black Creek Pioneer Village (BCPV), as well as the corporate fundraising function (140 FTE's).

Corporate Services includes the CAO's office, secretariat for the Authority, as well as Human resource administration, communications, information technology, office services and financial services (29 FTE's).

Rouge Park Interim Management is "housed" by TRCA with funding provided on a 1/3, 1/3, 1/3 basis by municipalities through the TRCA, Provincial and Federal sources. This is a multi-year time limited joint effort to establish parkland in the Rouge Watershed. Land acquisition has begun (3.5 FTE's).

FUNCTIONAL CHART



KEY SERVICE LEVEL INDICATORS

Community Impact

Since watershed health is its core mandate, the TRCA has embarked on a process called “Watershed Report Cards” to assess the progress on restoring the environmental health of our watersheds. The “Report Cards” monitor and report on 18 key indicators of watershed health. Data is derived from a variety of sources depending on the type of indicator. For example, community groups have been enlisted to count frog populations in the river, which provides much useful data on ecosystem health. Using the Don River Report Card, (detailed technical report available) the status of the indicators are as follows:

STATUS

Making Progress:

- 1) Urban Stormwater Management
- 2) Wetland regeneration
- 3) Municipal watershed stewardship
- 4) Public awareness
- 5) Responsible uses and enjoyment
- 6) Protected natural areas
- 7) Regeneration activities

Breaking Even:

- 8) Water quality of aquatic habitats
- 9) Riparian Habitats
- 10) Business & Institutional Stewardship
- 11) Personal Stewardship

Losing Ground:

- 12) Water flow patterns
- 13) Water quality – human use
- 14) Woodlands
- 15) Fish

Insufficient Data:

- 16) Meadows
- 17) Frogs
- 18) Education

Programme Efficiency

Toronto Cost per resident for all TRCA services:

Public Use of Facilities

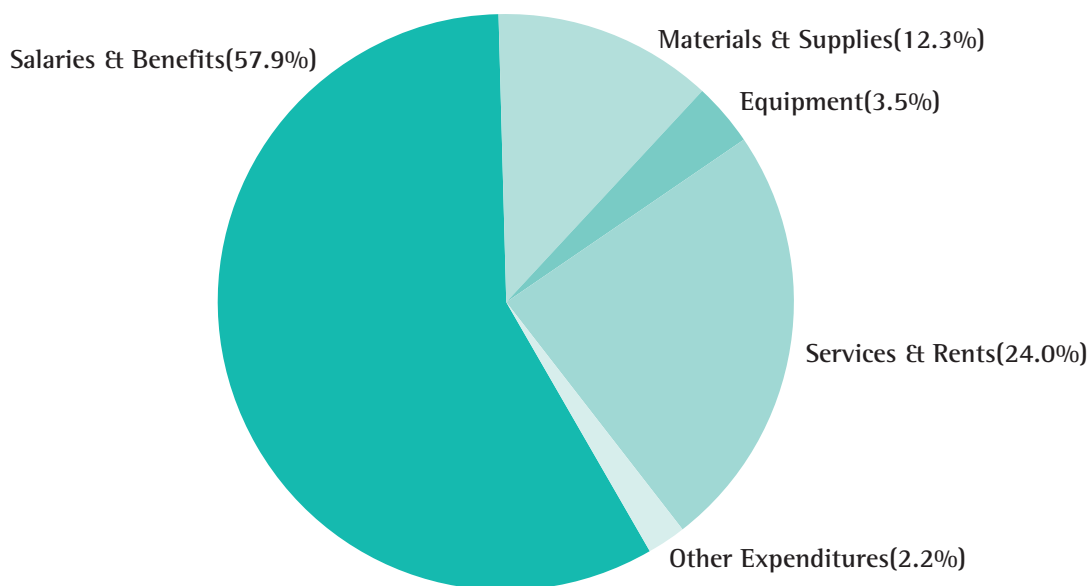
The total attendance to TRCA public use areas and education facilities: Conservation Areas, Black Creek Pioneer Village, Kortright Centre, and 4 residential Conservation Field Centres. Provides some indication of the value residents place on programmes.

*Special Purpose Bodies:
Toronto and Region Conservation Authority*

**CONSERVATION
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
CORPORATE SERVICES	2,740.0	3,000.0	260.0	9.5
WATERSHED HEALTH	11,117.0	10,921.0	(196.0)	(1.8)
WATERSHED EXPERIENCE	6,053.0	6,528.0	475.0	7.8
ROUGE PARK INTERIM MANAGEMENT	252.0	252.0	0.0	0.0
Total Gross Expenditures	20,162.0	20,701.0	539.0	2.7
REVENUE				
Grants from Others	(1,220.0)	(1,000.0)	220.0	(18.0)
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(10,739.0)	(11,916.0)	(1,177.0)	11.0
Other Revenue	(3,850.0)	(3,728.0)	122.0	(3.2)
Total Revenue	(15,809.0)	(16,644.0)	(835.0)	5.3
Net Expenditure	4,353.0	4,057.0	(296.0)	(6.8)
Staffing Complement in Equivalent Funded Positions	326.4	323.5	(2.9)	(0.9)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Police Services

MISSION STATEMENT

The Toronto Police Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management. The Service is committed to delivering police services in partnership with communities to keep Toronto the best and safest place to be.

1998 KEY SERVICE ACHIEVEMENTS

- The hiring of 190 uniform staff replacements for front-line duties consistent with the Police Human Resource Strategy;
- The replacement of 264 vehicles from funding of \$7.5 million from the City's Vehicle and Equipment Reserve to implement a five-year catch-up replacement strategy;
- The successful negotiation of the Police Association contract settlement. Council approved an offset to this impact through the use of the OMERS contribution holiday savings and the OMERS Type 3 surplus;
- The Provincial approval of a five year Community Policing partnership grant program to offset the costs of hiring new uniform officers; and
- The start of the implementation of the Use of Force (Crisis Resolution) initiative.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- To implement Neighbourhood Policing;
- To enhance public safety through communication and information exchange;
- To expand training and development of personnel;
- To enhance organizational development through human resource initiatives;
- To enhance fiscal accountability through prioritization of spending, an enhanced audit process and increased co-operative ventures; and
- To continue with the implementation of the Human Resources Strategy to meet Council's direction to hire additional front-line officers.

PROGRAM STRUCTURE

The Toronto Police Service organizes its responsibilities through 7 service areas. The mandate and responsibilities for each of these services is outlined below:

1. Police Services Board

The Police Services Board is the civilian authority responsible for the provision of police services, law enforcement and crime prevention in the City of Toronto. Under the Police Services Act, the Board establishes policies for the effective management of the Police Service.

2. Chief of Police

The Chief of Police is charged with managing the operations of the Service, which are structured under 5 broad program areas. The Chief oversees the operation of the Police Service in accordance with the policies established by the Board.

3. Executive Support Command

The Executive Support Command contributes to the achievement of the Toronto Police Service's mission, goals and objectives by coordinating the functions and operations of its units, which include Corporate Planning, Human Resources, Training & Education, Public Complaints Bureau, Trial Preparation, Internal Audit and Corporate Communications.

4. Administrative Support Command

The Administrative Support Command provides corporate administrative support to serve the operational needs in the areas of Finance & Administration, Computing & Telecommunications and Corporate Information Services.

5. Operational Support Command

The Operational Support Command delivers an effective and efficient support service through its various units which include Public Property, Mounted & Police Dog Services, Marine, Emergency Task Force, Traffic Services, Court Services and others.

6. Field Command

Field Command provides investigative and specialized policing services to meet the needs of all communities in the City of Toronto. It is responsible for the efficient administration and operation of 17 Field Divisions.

*Special Purpose Bodies:
Toronto Police Services*

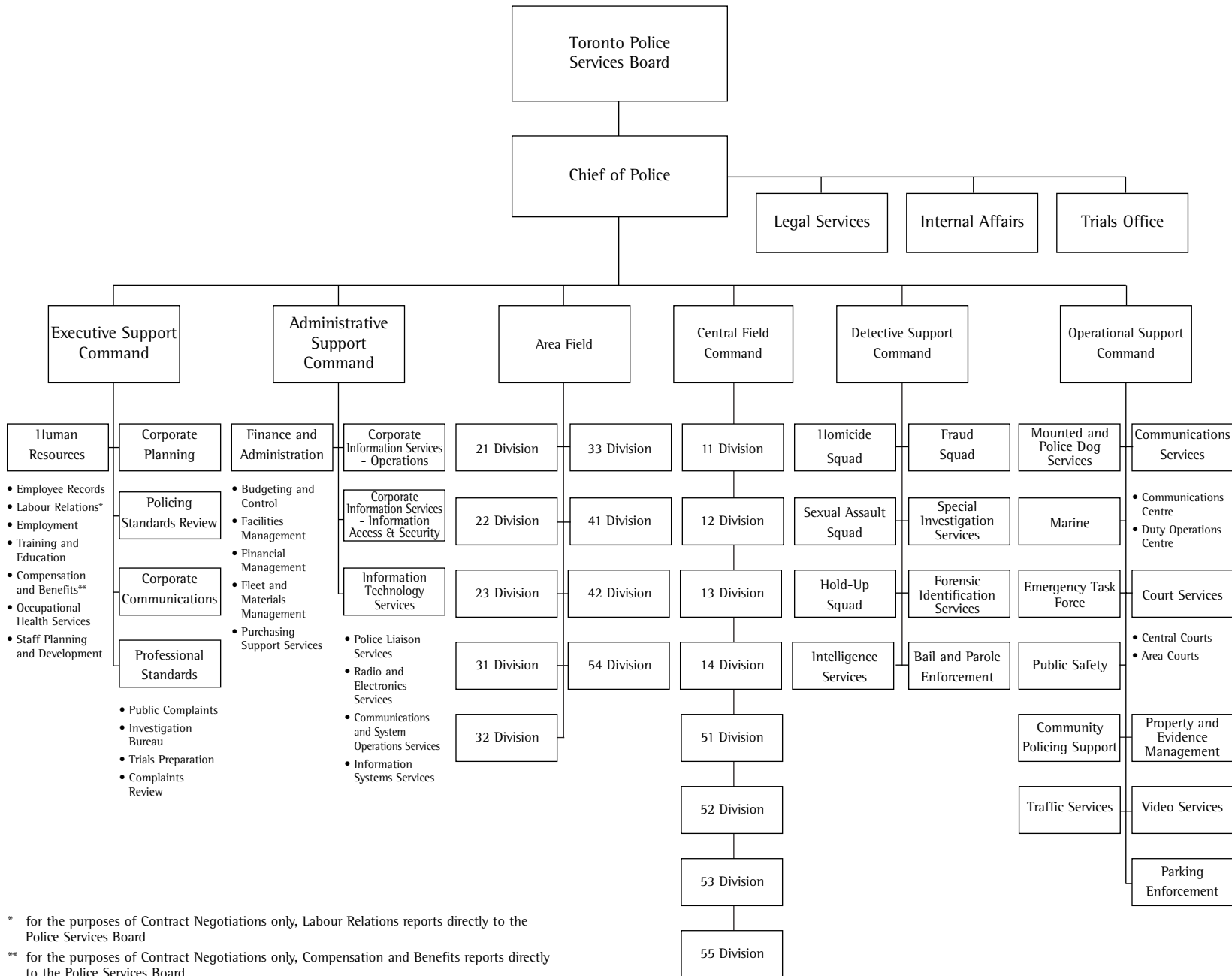
7. Detective Support Command

The Detective Support Command provides specialized criminal investigation of major and/or complex crimes within the City of Toronto. Its units include Intelligence, Fraud Squad, Hold Up Squad, Homicide, Reporting Centre and others.

KEY SERVICE LEVEL INDICATORS

	1996	1997
Condition/Demand Indicators		
Number of calls for service	1,877,819	1,733,500
Number of traffic collisions	79,992	81,838
Reported criminal victimisations (male)	16,629	17,420
Reported criminal victimisations (female)	15,225	16,092
Domestic violence occurrences reported	5,894	6,325
Units of Service		
Number of Uniform Officers	5,040	4,993
Number of front-line constables	2,888	2,982
Number of officers per Population	1/485	1/499
Number of front-line officers	3,312	3,403
Ratio of uniform to plainclothes officers	4.7:1	4.3:1
Efficiency/Effectiveness Measures		
Number of calls dispatched for immediate response	746,135	851,236
Percentage of calls dispatched for response	39.7%	49.1%
Percentage of calls dealt with by primary response	60%	60%
Percentage of calls dealt with by alternate response	26%	26%
Percentage of calls dealt with by other units	14%	14%
Crime Rates		
Non-traffic criminal code offences	243,872	230,993
Crime rate for violent crimes (per 1,000 pop.)	13.5	13.9
Property crime rate (per 1,000 pop.)	59.1	53.7
Overall non-traffic crime rate (per 1,000 pop.)	99.7	92.7
Arrests		
# of persons charged with criminal code offences	52,075	47,557
Overall arrest rate (per 1,000 pop.)	25.7	23.3
Cost of Policing		
Cost per capita (based on 2.4 million pop.)	\$207	\$210

FUNCTIONAL CHART



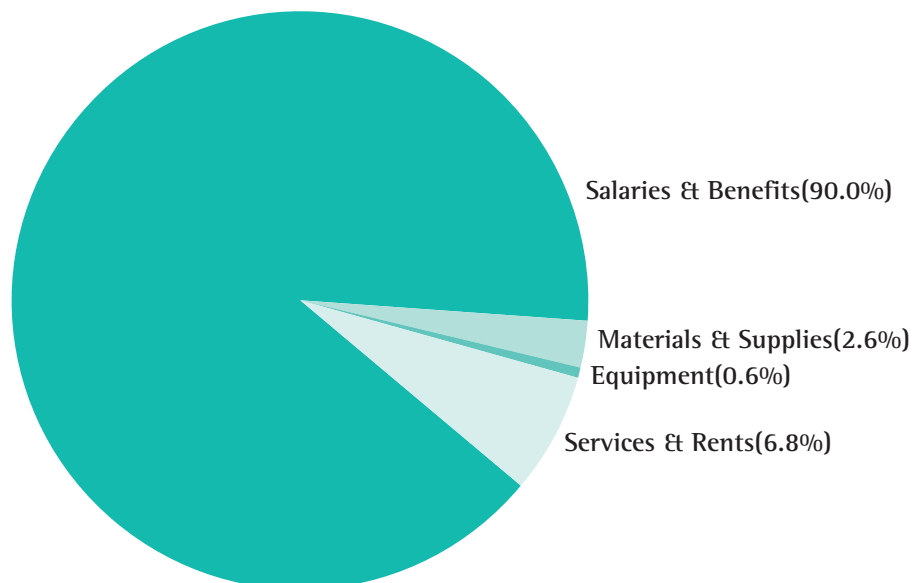
* for the purposes of Contract Negotiations only, Labour Relations reports directly to the Police Services Board
 ** for the purposes of Contract Negotiations only, Compensation and Benefits reports directly to the Police Services Board

Special Purpose Bodies:
Toronto Police Services

**POLICE SERVICES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
POLICE SERVICES BOARD	488.0	593.2	105.2	21.6
CHIEF OF POLICE	2,309.4	2,728.2	418.8	18.1
EXECUTIVE SUPPORT COMMAND	22,146.8	26,180.3	4,033.5	18.2
ADMINISTRATIVE SUPPORT COMMAND	108,820.2	109,765.6	945.4	0.9
OPERATIONAL SUPPORT COMMAND	77,625.581,739.1	4,113.6	5.3	
FIELD	274,692.4	281,632.6	6,940.2	2.5
DETECTIVE SUPPORT COMMAND	36,064.0	38,338.8	2,274.8	6.3
Total Gross Expenditures	522,146.3	540,977.8	18,831.5	3.6
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	(11,379.9)	(18,077.8)	(6,697.9)	58.9
Total Revenue	(11,379.9)	(18,077.8)	(6,697.9)	58.9
Net Expenditure	510,766.4	522,900.0	12,133.6	2.4
Staffing Complement in Equivalent Funded Positions	6,905.0	7,112.0	207.0	3.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Public Health

MISSION STATEMENT

The City of Toronto enable all people who live, work, study, visit or play in the city to be as healthy as possible. Public Health works with communities to protect and promote health, prevent illness and advocate for healthy public policy.

1998 KEY SERVICE ACHIEVEMENTS

- Developed and implemented the Corporate Smog Alert Response Plan, including interdepartmental notification procedure, operational air pollution reduction measures and public education and information campaign.
- Developed City policy on sulphur content in gasoline and diesel fuel, a key factor in the federal government decision to reduce allowable levels of sulphur in fuel to improve air quality, both in Toronto and nationally.
- Investigated a major outbreak of cyclosporiasis, with international implications. Conducted detailed interviews of over 500 individuals, comprehensive epidemiological analysis and food traceback investigation to identify the source. Advocated for stronger prevention and control measures.
- Provided over 20,000 client contacts regarding needle exchange and harm reduction.
- 450 new cases of TB reported, 6,750 contacts received follow up care and 5,000 TB drug orders were processed.
- Immunized 27,000 grade 7 students in 416 schools for hepatitis B.
- Established a city-wide Lifestyle Approved Award Program and gave awards to 450 restaurants that demonstrated: a menu with a variety of heart healthy food choices; a track record of safe food handling practices; and met or exceeded non-smoking seating requirements under current by-laws.
- Implemented the first city-wide Safe Grad event (focused on safe and sober parties) for 200 Toronto high school students from 50 schools.
- Standardized food safety education programs city-wide.
- Participated in the development of a claims process for Ontario Works Mandatory Dental Treatment Program for Children and the development of a provincial CINOT financial eligibility process.

- Created a city-wide report on community health status for use in program planning and took lead, with provincial funding, in creating a provincial health status report.
- Standardized and implemented the Car Seat Safety Check injury prevention program and continued to educate family physicians about car seat safety.
- Launched two Smoking Cessation Clinics that offer a complete range of services for smokers including Nicotine Replacement Therapy.
- Established a city-wide Rainbow Fun Program to promote physical activity among young children age 2-6 years.
- Organised a forum on cancer prevention, which led to the formation the Toronto Cancer Prevention Coalition.
- Built alliances and networks within the health system to address health needs, e.g. worked with hospitals, community health centres to advocate successfully for increased access to Ontario health cards among the homeless.
- Expanded training to volunteers for the Out of the Cold Program on topics such as violence prevention and crisis intervention.
- Conducted a workshop to prevent falls among the elderly and to promote networking, collaboration and program planning with elder abuse committees across the GTA.
- Provided weekly prenatal group programs for women in high-risk circumstances, and a prenatal evening series for the general population of pregnant women.

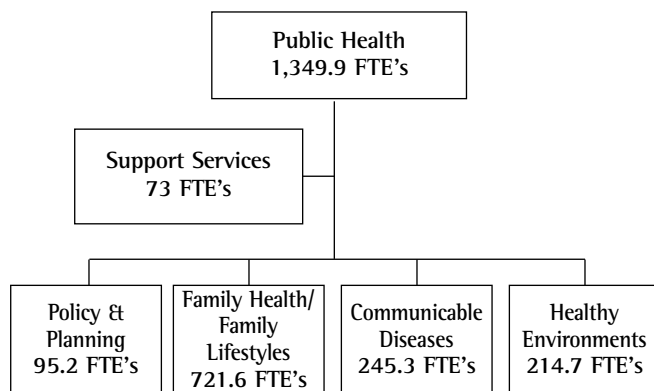
1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- Injury Prevention, Heart Health, Tobacco Use Prevention, Nutrition Promotion, Substance Abuse Prevention, Physical Activity Promotion, Cancer Prevention, Reproductive Health, Child Health, Mental Health, Sexual Health, Dental Health.
- Harmonize Tuberculosis, Needle Exchange, Food Safety and Dental Treatment programs to a level that meets the Ministry of Health's minimum program requirements.
- Program evaluation and applied research; developing policy options for the Board of Health; providing quality assurance and professional development for staff.

*Special Purpose Bodies:
Toronto Public Health*

- Control of Infectious Diseases (which includes investigation and control of suspected cases/outbreaks);
- Infection Control (assuring effective infection control techniques are in place in institutions, personal service settings and day care centres).
- Specific disease control requirements for sexually transmitted diseases including AIDS, tuberculosis and vaccine preventable diseases.
- Disease surveillance, case-finding, contact tracing, immunisation, infection control and risk assessment are the basic strategies utilized.
- Inspection of food premises, compliance checks, complaint response, and dangerous food recalls.
- Enforce the provincial Tobacco Control Act to prevent tobacco sales to minors and enforce local non-smoking by-laws to stop smoking in prescribed areas.
- Monitor the bacteriological and chemical safety of recreational and drinking water, and ensure injury prevention at public swimming pools, wading pools and spas.
- Enforce animal control by-laws to prevent animal bite incidents.

FUNCTIONAL CHART



PROGRAM STRUCTURE

Support Services staff facilitate the provision of economic, effective and efficient public health services to the community. These staff support divisional programs and services by providing budgeting services, data entry for purchasing requests and salary & benefits administration.

Planning and Policy staff provide divisional leadership for: health planning and statistical reporting to the Board of Health and Ministry of Health; program evaluation and applied research; developing policy options for the Board of Health; providing quality assurance and professional development for staff.

Family Health staff provide services to children, youth, parents, caregivers and people in their reproductive years who are making choices about future family life, and adults and seniors. Healthy Lifestyles staff promote the adoption of healthy behaviours into peoples' lifestyles and help reduce behaviours that lead to premature disability and death.

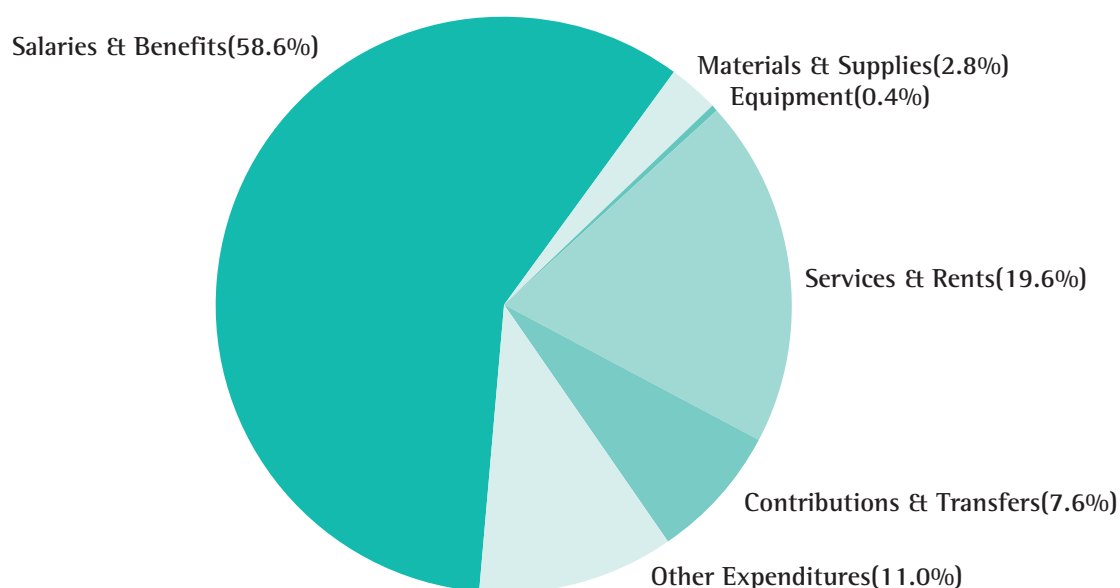
Communicable Disease Control programs are aimed at the prevention and control of over 65 reportable diseases. The general program components are: (a) Control of Infectious Diseases (which includes investigation and control of suspected cases/outbreaks); and (b) Infection Control (assuring effective infection control techniques are in place in institutions, personal service settings and day care centres).

Healthy Environments staff conduct health hazard investigations to eliminate or decrease the effects of chemical, biological and other health hazards in the community.

**PUBLIC HEALTH
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
SUPPORT SERVICES	7,235.4	7,886.1	650.7	9.0
PLANNING & POLICY	8,634.6	8,017.0	(617.6)	(7.2)
FAMILY HEALTH/HEALTHY LIFESTYLES	47,402.6	60,833.0	13,430.4	28.3
COMMUNICABLE DISEASES	15,179.5	18,822.6	3,643.1	24.0
HEALTHY ENVIRONMENTS	14,317.5	16,261.9	1,944.4	13.6
Total Gross Expenditures	92,769.6	111,820.6	19,051.0	20.5
REVENUE				
Grants from Others	(7,485.9)	(56,557.6)	(49,071.7)	655.5
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(1,480.6)	(1,427.2)	53.4	(3.6)
Other Revenue	(334.9)	(276.4)	58.5	(17.5)
Total Revenue	(9,301.4)	(58,261.2)	(48,959.8)	526.4
Net Expenditure	83,468.2	53,559.4	(29,908.8)	(35.8)
Staffing Complement in Equivalent Funded Positions	1,288.3	1,349.9	61.6	4.8

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Public Library

MISSION STATEMENT

The Toronto Public Library provides all the people of the city with equitable access to a wide range of library services that include extensive collections, research tools and courteous, knowledgeable staff in welcoming surroundings, in order to:

- promote a lifelong interest in reading and the pursuit of knowledge
- provide accurate, up-to-date information in support of learning and daily living
- offer opportunities for creative use of leisure time
- provide a community gathering place

The Toronto Public Library provides a gateway to electronic information and connections to national and international library resources. Utilizing appropriate technology, the Toronto Public Library fosters off-site use of its resources.

1998 KEY SERVICE ACHIEVEMENTS

During 1998, a number of significant steps were taken to harmonize service across all 98 branches of Toronto Public Library while remaining responsive to local needs. These service achievements were based on recommendations contained in *A New Library for a New City for a New Century*, the report of the Library Transition Team to the provincial Transition Team, and on the work of a wide variety of staff teams that began to plan service harmonization in June 1997.

- a uniform circulation policy was approved by the Toronto Public Library Board and was introduced in June, standardizing loan periods and fine structures in all 98 locations
- standardized rules of conduct governing behaviour of library users were developed, approved and implemented in June
- the Library's service delivery model was approved and steps are now underway to implement a three-tiered network of Neighbourhood Libraries, District Libraries and Research and Reference Libraries. A 4th tier of city-wide services (e.g. home library service and community-based adult literacy

programs) and technology-based remote services rounds out the service delivery model

- Burrows Hall Library, the 98th branch of TPL, was opened in October
- a new organizational structure was approved based on the requirements of the service delivery model. Level 4, 5 and 6 appointments have been made.
- Amalgamation Office funding was received for a review of the Service Delivery Model.
- a new library materials budget allocation model has been approved with phased implementation beginning in 1999. The model examines a number of criteria, such as population, usage, and incidence of low income, to determine the allocation of collection funds to each district in the service delivery model. As a result, disparity in per capita funding across the City will be reduced and additional funding will be shifted to communities where per capita funding has been below the average
- Library programming has been coordinated and several issues of *What's On*, the programming guide to activities across the amalgamated library system, have been published
- This year's Summer Reading Club was planned and implemented on a city-wide basis and will receive the Ontario Public Library Service Award
- The Library launched a new home page on the World Wide Web, providing users with remote access to information on the Library and its services
- The Toronto Public Library Foundation was formed and is dedicated to the enhancement of collections, technology and programs, working with TPL to achieve a level of excellence in service to the public that would not otherwise be possible

1999 STRATEGIC DIRECTION AND SERVICE PRIORITIES

A multi-year service review has begun. Major areas identified for review are as follows:

A) Branch locations

Key criteria have been developed to support the review of branch locations. As part of the Service Delivery Model review, the Library will seek external validation of its

Special Purpose Bodies: Toronto Public Library

evaluation methodologies before recommending changes. A public consultation process will also form part of the branch location review.

B) Hours of service

The rationalization of hours of service on Sundays has been identified as a priority for 1999 as there was the greatest disparity in service among former systems and because user studies have consistently demonstrated a significant demand for Sunday opening.

A plan to provide Sunday service in 1999 at the 17 District Libraries and at the 2 Research and Reference Libraries has been developed. The plan provides a geographical distribution of Sunday service hours across the City, with consistent hours of opening from October through May. In addition, the plan provides for the year-round Sunday opening of one of the two Research and Reference Libraries.

The budget for Sunday hours is affected by existing collective agreements which have varying provisions for compensation. Depending on the progress of negotiations in standardizing Sunday service compensation, various modifications to the plan may be required.

C) Library materials budget allocation

The materials budget allocation review has been finalized and approved by the Toronto Public Library Board, and implementation will begin in 1999.

As the application of the model results in the gradual re-allocation of budget resources across former municipal boundaries, the Board approved a capping in the variation in any individual district's material budget of plus or minus 5% over the previous year's budget for the first year. Full implementation of the automated library systems will offer library users in any area of the City full access to the complete collections of Toronto Public Library.

During 1999, planning will be undertaken for the full incorporation of the Research and Reference service tier into the budget allocation model.

D) Staffing allocation

Allocation of staff across the 98 branches of TPL will be examined and adjustments will be made in 1999 as required by implementation of the service delivery model or changes that are made to service hours.

E) Integrated library system

By the end of 1999, the Library will have implemented a single automated system. Transition funding has been approved for this project, a contract has been signed, and planning is well underway to achieve this goal.

F) Review of non-branch services

The Library will conduct a review of services that are not branch-dependent (e.g. bookmobiles, home library service) to determine appropriate harmonization strategies. In addition, the web-based Virtual Reference Library will be launched, providing remote and in-house access to a wide range of electronic information resources.

G) Room booking policies

Room booking policies, procedures and charges will be harmonized. Recommendations have been prepared, but the Library will delay approval and implementation pending a review of comparable policies for other municipal facilities.

H) Research and Reference Services

Following the study of the role of the Research and Reference Libraries, a detailed service delivery plan for this service tier will be developed.

1999 KEY ASSUMPTIONS

The 1999 budget request reflects the budget reduction targets set for the Library and includes:

- the annualization of salary savings from the 151.5 positions targeted for elimination in the Library's 1998 downsizing plan
- partial-year savings from the 47.3 positions targeted for elimination in the Library's 1999 downsizing plan
- no anticipated decrease in provincial operating grants
- expenditures on library materials to be maintained at prior year level
- no provision for increases in compensation (except for planned merit increases)

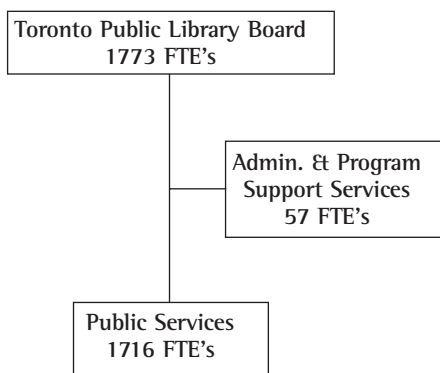
- no negotiated wage settlements
- no provision for inflation
- no change in library's material budget 1999
- the addition of items formerly included in capital costs as determined by City guidelines

2000 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The following priorities have been identified for 2000:

- harmonization of hours of service at the District Libraries
- second year implementation of the library materials budget allocation model
- expansion of year-round Sunday service to some District Libraries
- continue staffing reallocation to correspond with service delivery model implementation and changes in hours of service
- implementation of service delivery plan for Research and Reference Libraries

FUNCTIONAL CHART



PROGRAM STRUCTURE

Neighbourhood Branches

The 79 libraries designated as Neighbourhood Branches provide general informational and recreational collections and services for adults and children in local neighbourhoods with populations ranging from 20,000 to 50,000. These branches also serve as gateways to the resources of the entire library system. Neighbourhood branches offer:

- services which are reflective of local neighbourhoods, with a focus on children's collections, services and programs;
- popular and recreational collections, as well as general reference collections and electronic resources, appropriate to the individual branch

Neighbourhood Branches provide convenient access for residents in all areas of the city to basic public library service. Branches vary in size from leased premises of less than 4,000 square feet to owned buildings of 15,000 square feet and more. Hours of service range from 37 to 60 per week, and staffing varies accordingly. To a great extent, these variations address differences in local communities and reflect the historical development of library services.

District Libraries

The 17 libraries designated as District Libraries provide extensive recreational and informational collections and services to diverse catchment populations of over 100,000. Each district library serves as a reference and administrative centre for a group of neighbourhood branches within its service area. District Libraries offer:

- services which are broad in scope and developed to support life-long learning, children's services and other library services which respond to community need
- collections of approximately 130,000 to 180,000 volumes covering all subjects, including large reference collections, French and multilingual collections appropriate to community needs and wide-ranging electronic resources
- ancillary services, such as auditoriums and meeting rooms, private study space and user education facilities
- service support to neighbourhood branches through management and professional staff expertise

Special Purpose Bodies: Toronto Public Library

District Library services are supported and made accessible through professional staffing encompassing certain areas of expertise such as children's services; library buildings of a minimum of 25,000 square feet which are strategically located within the community; approximately 60 hours of service per week.

Research & Reference Libraries

The Research & Reference Division includes Toronto Reference Library (including the Urban Affairs Library), North York Central Library and Special Collections. The Research and Reference Libraries provide the most extensive range and depth of services and collections not only to the immediate communities but to the entire city. Some services are provided to people throughout the province. Research and Reference services include:

- extensive collections of library materials encompassing print and non-print formats as well as electronic resources
- special and/or centralized services, such as telephone information service, interlibrary loan, fee-based information, community information and service to people with disabilities
- ancillary services, such as large auditoriums and meeting rooms, preservation and secure storage space for special collections, exhibit space, extensive study space and user education facilities

Research and Reference services are supported and made accessible through staff expertise, large centrally-located library buildings, and service hours of approximately 60 per week.

City-Wide Services

This division encompasses services which may be either community-based or technology-based, but which are not dependent on library buildings for their delivery. Technology-based services provide remote access to integrated electronic services and resources through Internet and telephone technology. Access is provided to library catalogues, borrower card services, extensive electronic databases and Internet sites for customers in their own homes, classrooms and businesses. Telephone technology is used to provide self service renewals of items borrowed and customer notification of reserved items and overdues. Quick

telephone reference service and "Dial-A-Story" are also available. The Library continues to work with private and public partners to deliver new Web-based services through grant funding, sponsorship and partnerships with other organizations.

Community-based services provide alternative service options to customers with particular needs. These services include the Bookmobile, home library service and literacy programs. Community-based services are supported and made accessible through a staff configuration which includes a stable base of volunteers; vans and bookmobiles appropriate to the purpose; and grant funding and partnerships to sustain particular program initiatives.

KEY SERVICE LEVEL INDICATORS

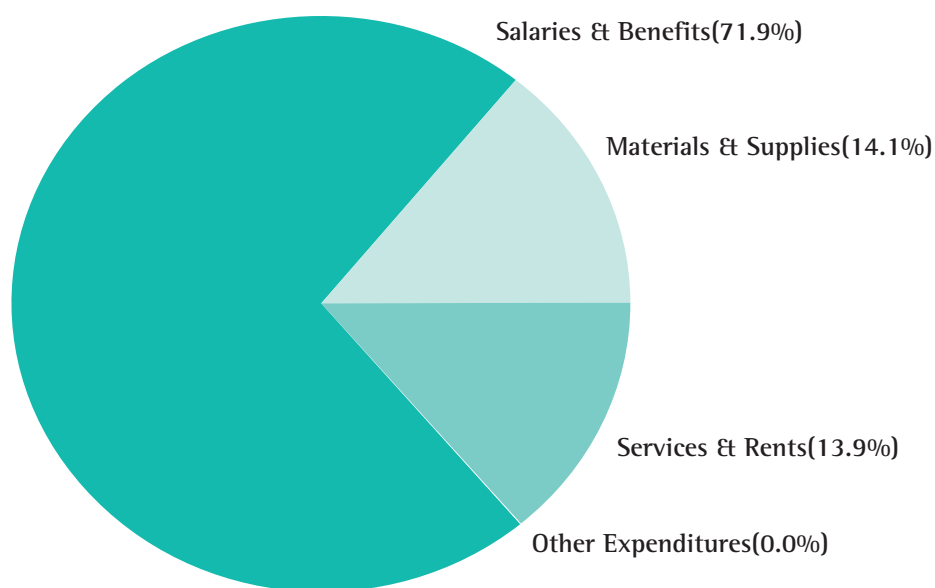
Program Efficiency	1998 Actual	1999 Projected
Cost per Total Activity*	1.42	1.34
Total Activity* per FTE	37,224	40,322
Total Activity* per Capita	30.8	30.8
Cardholders as % of population	64%	58%

*Total Activity includes circulation, in-library use and reference requests, visits, program attendance and electronic resource use.

**TORONTO PUBLIC LIBRARY
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
ADMINISTRATION & SUPPORT	7,658.1	4,462.3	(3,195.8)	(41.7)
LIBRARY SERVICES	109,402.7	105,342.5	(4,060.2)	(3.7)
Total Gross Expenditures	117,060.8	109,804.8	(7,256.0)	(6.2)
REVENUE				
Grants from Others	(5,826.8)	(5,868.1)	(41.3)	0.7
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(3,972.8)	(4,401.1)	(428.3)	10.8
Other Revenue	(2,761.5)	(1,582.7)	1,178.8	(42.7)
Total Revenue	(12,561.1)	(11,851.9)	709.2	(5.6)
Net Expenditure	104,499.7	97,952.9	(6,546.8)	(6.3)
Staffing Complement in Equivalent Funded Positions	1,820.0	1,820.0	0.0	0.0

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Transit Commission

MISSION STATEMENT

The Toronto Transit Commission (TTC) is responsible for all forms of public transit within the City of Toronto, excluding ferry service to the Toronto Islands, which is operated by Parks and Recreation. The Commission's services include regular transit service provided through a multi-modal vehicle fleet consisting of buses, subways, streetcars, and light rail vehicles, and door to door service to individuals who are either disabled or suffer limited mobility, via a fleet of specialty buses and contracted taxi services.

1998 KEY SERVICE ACHIEVEMENTS

- Ridership and Passenger Revenue – The 1998 ridership in Conventional Transit was 388.7 million, 8.6 million rides (2.3%) over the 1997 comparable total. However this amount was 3.3 million rides (0.8%) under budget, largely due to the poor results for the first three months of the year. Reflecting these ridership results, the passenger revenue was also under budget;
- Expenditures: – In response to the weak ridership results early in 1998, a series of steps were taken by the Commission to offset the expected revenue shortfall. They included the cancellation of some planned service improvements and a rollback in marketing plans. These actions permitted the Commission to offset the projected shortfall and to declare a \$1.1 million surplus.
- Wheel Trans: – The trip demand for Wheel Trans services increased in 1998 by 3.7% over the budgeted levels, due to the higher than anticipated number of Wheel Trans applications received and accepted. As a result, the unaccommodated booking rate was higher than anticipated in the first half of the year -between 3% and 4%. Net expenses were virtually on budget for the year.

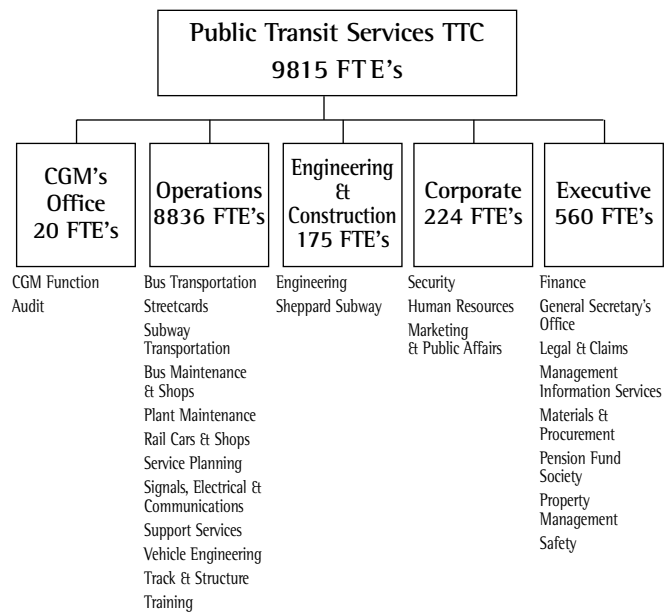
1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

A) The City's subsidy for Conventional Transit remains at the 1998 approved level, net of a \$0.5 million reduction to reflect anticipated traction power savings. The TTC 1999 Service

budget is based on maintaining the 1998 service levels through 1999.

B) The Wheel Trans budget includes a \$1.7 million net increase over the 1998 levels to expand the number of trips in response to the anticipated higher demand and to maintain the unaccommodated booking rate at 2 percent.

FUNCTIONAL CHART



PROGRAM STRUCTURE

TTC staff's organization is composed of the Chief General Manager's office and four branches responsible for the operation and maintenance of the transit system and support functions.

CGM's Office

This area consists of two groups: the Chief General Manager and support staff, and Internal Audit. The Internal Audit Department performs independent examinations and evaluations of the effectiveness of the Commission's financial and management control systems and provides recommendations for improvements.

Operations

This Branch is responsible for the planning, scheduling and operation of the subway, SRT (Scarborough Rapid Transit)

*Special Purpose Bodies:
Toronto Transit Commission*

and surface transit service throughout the City and surrounding region, the maintenance and servicing of revenue and service vehicles and fare collection equipment, and the maintenance of the Commission's buildings and facilities.

The Branch consists of twelve departments as follows: Bus Maintenance and Shops, Bus Transportation, Plant Maintenance, Rail Cars and Shops, Service Planning, Signals, Electrical and Communications, Streetcars, Subway Transportation, Support Services, Vehicle Engineering, Track and Structure, and Training.

Engineering and Construction

This Branch consists of the following two departments:

- The Engineering Department is responsible for the design of all major TTC rapid transit projects and other major capital building projects associated with the transit system.
- The Sheppard Subway Department manages the Sheppard Subway project from its initiation through design and construction to its completion.

Corporate

The Branch consists of the following three departments:

- The Corporate Security Department assumes a primary role in protecting the Commission's employees, passengers and assets.
- The Human Resources Department provides training, recruitment, benefits and health services, and fosters effective relations with both non-union and unionized employees.
- The Marketing and Public Affairs Department is responsible for promoting ridership through research, product enhancements and customer information services.

Executive

The Branch consists of the following eight areas:

- The Finance Department is responsible for budgeting, financial reporting, subsidy administration and accounts receivable, accounts payable, payroll and costing functions. It is also responsible for the distribution of fare media and the collection and processing of farebox receipts.
- The General Secretary's Office provides administrative support for the Commissioners, the Chief General Manager and other senior officials.

- The Legal and Claims Department provides legal advice, negotiates and prepares agreements and contracts, and handles legal actions against or on behalf of the Commission. It also investigates claims, determines liability and effects settlements.
- The Management Information Services Department provides computer and systems services and support for all departments of the Commission.
- The Materials and Procurement Department is responsible for supplying required goods and services to user departments and for graphic communication services.
- The Pension Fund Society administers the TTC pension fund.
- The Property Management Department initiates and administers concession and property leases and is responsible for the commuter parking lot operation.
- The Safety Department is responsible for protecting TTC passengers, employees and property from injury or damage.

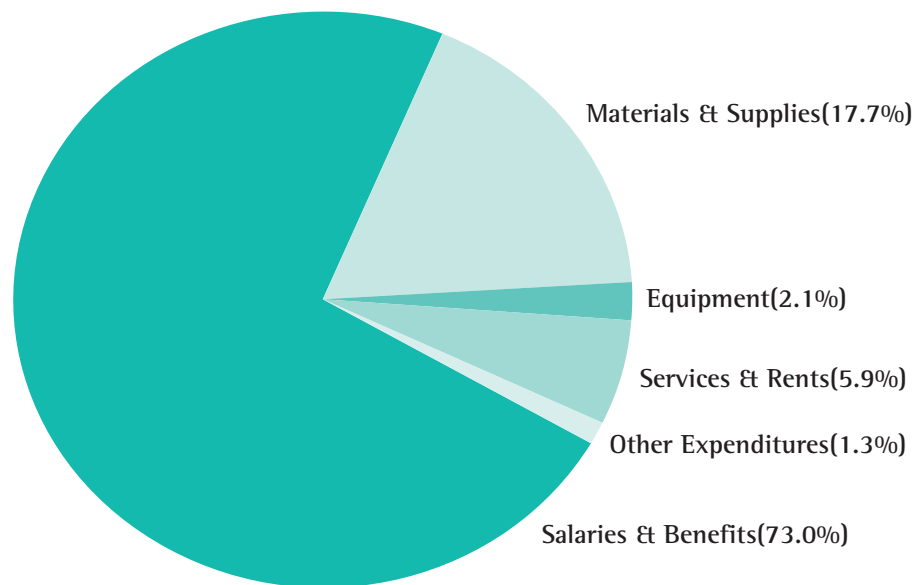
KEY SERVICE LEVEL INDICATORS

	1998	1999
Number of conventional passenger rides	392 million	394million
Total subsidy per passenger	\$0.381	\$0.378
Wheel Trans ridership	1,479,000	1,604,400
Wheel Trans subsidy per trip (excludes vehicle replacement costs)	\$24.46	\$23.34

**TORONTO TRANSIT COMMISSION
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
TTC CONVENTIONAL TRANSIT	716,346.0	719,545.0	3,199.0	0.4
WHEEL-TRANS	40,077.0	41,175.7	1,098.7	2.7
Total Gross Expenditures	756,423.0	760,720.7	4,297.7	0.6
REVENUE				
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0
User Fees	(566,612.0)	(570,963.8)	(4,351.8)	0.8
Other Revenue	(2,880.0)	(1,628.6)	1,251.4	(43.5)
Total Revenue	(569,492.0)	(572,592.4)	(3,100.4)	0.5
Net Expenditure	186,931.0	188,128.3	1,197.3	0.6
Staffing Complement in Equivalent Funded Positions	9,844.0	9,815.0	(29.0)	(0.3)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Zoo

STATEMENT OF PURPOSE

The Toronto Zoo aims to exhibit and conserve a diversity of species within the plant and animal kingdoms while conveying a broad perspective of their zoogeographic and ecological relationships for the enjoyment of the visiting public. The Zoo serves as an educational experience and resource to promote public awareness of, and involvement in conservation. Strong emphasis is placed on scientific studies for the advancement of wildlife management and for the conservation of irreplaceable genetic resources, both animal and plant.

The operation, management and maintenance of the Zoo is the responsibility of the Zoo Board of Management. The Board is comprised of nine members, including five nominees of Toronto Council and four nominees of The Zoological Society of Metropolitan Toronto.

The Zoological Society is a foundation that raises funds to support education, conservation, research and capital development initiatives at the Zoo.

1998 KEY SERVICE ACHIEVEMENTS

- The opening of the new African Savanna was the most important event in 1998. This \$18 million investment represents a milestone in the Zoo's history and involved significant private funding. However, despite positive public reception, the increased attendance anticipated from this new area did not materialize. The Zoo, along with most other museum & educational attractions in the area fell far short of its targets. Attendance was below budget by 8.2% and overall revenue was \$1.5 million (9.25%) below budget. In addition, a settlement was reached with the Zoo's major bargaining unit resulting in an unbudgeted increase of \$.280 million in staffing costs.

- In October of 1998, external consultants completed the "Revenue and Visitor Experience Enhancement Study" which presents recommendations on Zoo pedestrian and ride circulation as well as the creation and enhancement of other areas to maximize visitor attraction and revenue potential. This study provides several options for capital improvements involving circulation improvements and visitor enhancement projects ranging from \$7.9 to \$22.8 million over the next 5 to 10 years and indicating payback periods from 9.2 to 13.3 years. The review and implementation of such recommendations are key to significant revenue improvements at the Zoo in the future.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

In developing the 1999 Operating Budget, the Zoo acknowledges that revenue targets in 1997 and 1998 have not been met, due to high attendance projections. The Board proposed a more realistic attendance target, and an admission fee increase. However, as there is no admission fee increase incorporated in the 1999 Budget, the attendance target has been adjusted upward. Zoo attendance varies from year to year depending on such factors as special exhibits and programs, sustaining high public visibility during the crucial summer months, and favorable weather. For 1999, there are no new programs, although site events celebrating the Zoo's 25 year anniversary are planned.

With the completion of the Revenue and Visitor Enhancement Study in 1998 the Zoo is looking to renew its facilities to make the site more visitor friendly, address site circulation problems, complete the zoogeographic theming of the different site areas, and maximize revenue in food, retail and rides. In 1999, initial changes to the Zoomobile route will be implemented.

Special Purpose Bodies: Toronto Zoo

PROGRAM STRUCTURE

The Biology and Conservation Division is primarily responsible for the zoogeographic exhibitry of plants and animals on public display. In addition to the care of the live collection, both plant and animal, these objectives are achieved through scientific studies in animal husbandry, economically and environmentally sound nutrition programs and ongoing preventative medicine. The horticultural mandate includes providing a complementary interpretative context to the animal exhibits as well as advising on waste collection and recycling practices and promoting public awareness in these areas. Maintenance of standards of animal care is also a mandate of this Division.

The Marketing and Communications Division is responsible for an efficient and cost-effective communication program as well as ensuring that all Zoo visitors receive an enjoyable, educational and valued experience. The Division promotes, in varied ways, the Zoo to the public and the media both to propagate the Zoo's aims and objectives and expand visitor attendance. The recruitment, training, and co-ordinating of volunteers is a function of this Division. Finally, this Division is responsible for maintaining visitor services at a high standard, including admissions, retail, rides and various amenities.

The Administrative and Site Services Division is responsible for human and financial resource management as well as providing service in security, maintenance, repair, renovations and construction of facilities, exhibits and services on site.

The General Manager's Office is responsible for the overall effective and efficient operation of the Zoo and provides direction and support to the operating divisions. Also, it is responsible for support of the Board as well as liaison with the Zoological Society to co-ordinate with their fundraising and development activities.

Geographically, The Toronto Harbour Commissioners jurisdiction is defined as the boundaries of the Old City of Toronto, on the east, west and south, and on the north the boundary is approximately south of the railroad tracks, south of Front Street.

CUSTOMERS

Port Operations Division

The Port has a variety of customers including shipping lines, shipping agents, freight forwarders, trucking lines, brokers, cargo recipients and based customers.

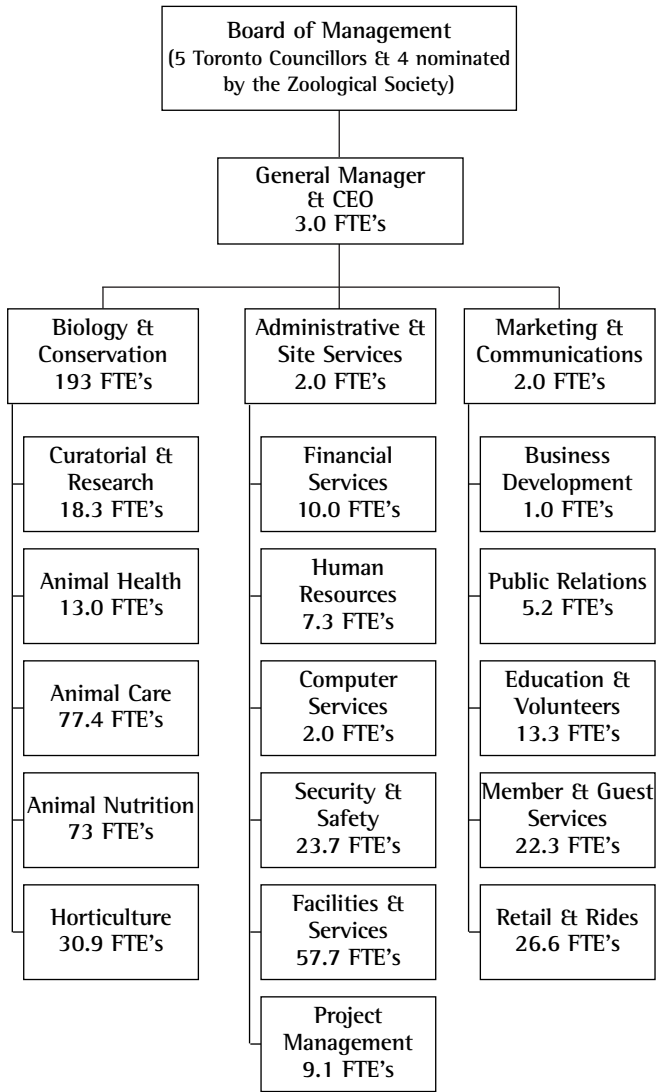
Airport Division

The Airport customers are commercial airlines, flying schools, based tenants, general aviation pilots and passengers.

Corporate Division

This division looks after any property tenants, Harbour license holders and all inquiries from the general public related to the waterfront, the Port and the City.

FUNCTIONAL CHART



*Special Purpose Bodies:
Toronto Zoo*

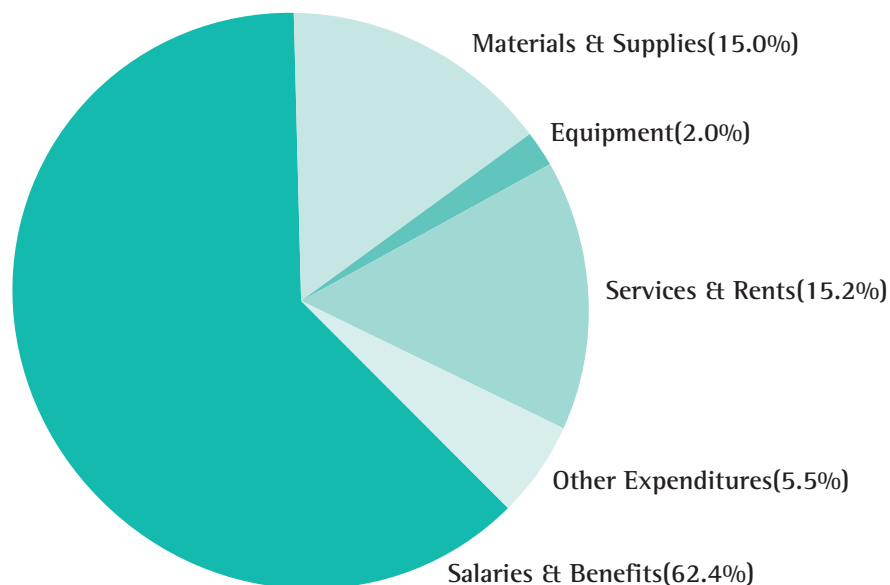
KEY SERVICE LEVEL INDICATORS

	1996	1997	1998	1999
Program Efficiency:				
Gross expenditures/visitor	\$ 21.00	\$ 17.80	\$ 18.6	\$ 17.91
Total revenue/visitor	\$ 11.00	\$ 11.80	\$ 12.10	\$ 12.20
Net cost/visitor	\$ 9.99	\$ 6.01	\$ 6.48	\$ 5.71
Biology & Conservation:				
Hectares of grounds maintained	225.0	225.0	250.0	250.0
	250.0	658.00	612.46	561.50
No. animal species cared for	459.0	466.0	514.0	540.0
No. conservation/research projects	31.0	32.0	34.0	32.0
No. Meet the Keeper hours	955.0	1,456.0	1,524.0	1,720.0
Marketing & Communications:				
Total Attendance	949,221	1,182,291	1,193,543	1,273,000
Total Riders	143,440	222,901	218,384	238,714
Cost of Advertising /visitor	\$0.76	\$0.88	\$ 0.81	\$0.90
Visitor Complaints	153	178	107	110
GM, Admin., Site Services:				
No. of buildings	70	70	75	75
Building area (sq.ft.)	299,000	299,000	315,500	315,500
No. security/safety occurrences	1,506	2,415	1,610	2,000
Work orders – maintenance	2,570	2,294	2,585	2,500
Work orders – graphics	434	486	416	420
Purchase orders	3,050	2,870	2,603	2,600
Board agenda items	157	148	165	160

**TORONTO ZOO
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
BIOLOGY & CONSERVATION	7,326.9	7,329.2	2.3	0.0
MARKETING & COMMUNICATIONS	5,611.7	5,287.0	(324.7)	(5.8)
GEN. MGMT & ADMIN & SITE SERV.	9,948.4	10,183.8	235.4	2.4
REVENUES & RECOVERIES-ZOO	0.0	0.0	0.0	
Total Gross Expenditures	22,887.0	22,800.0	(87.0)	(0.4)
REVENUE				
Grants from Others	0.0	0.0	0.0	0.0
User Fees	(15,912.0)	(15,525.0)	387.0	(2.4)
Other Revenue	0.0	0.0	0.0	
Total Revenue	(15,912.0)	(15,525.0)	387.0	(2.4)
Net Expenditure	6,975.0	7,275.0	300.0	4.3
Staffing Complement in Equivalent Funded Positions	332.5	330.1	(2.4)	(0.7)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Corporate Accounts

Capital and Corporate Financing

This budget provides the financing for the City of Toronto's 1999 Capital Budget as previously approved by Council. For 1999, City Council approved \$1.5 billion in capital expenditures, with \$1.2 billion related to levy operations to be financed from the city's 2000 operating budget and beyond, and \$324 million to be financed from non-levy operations.

The major categories of capital expenditure in the 2000 Capital Budget were:

Funded in the 2000 operating budget (and beyond)

- TTC Infrastructure
\$645 million (including the Sheppard Subway)
- Year 2000 Remediation
\$150 million
- Transportation Infrastructure
\$122 million (roads, bridges, highways)
- Transition Projects
\$104 million
- Other
\$181 million
(community facilities and other capital infrastructure)

Rate Supported Capital Projects

- Non Levy Operations
\$324 million
(financed via water rates, parking rates and other non
levy revenue sources)

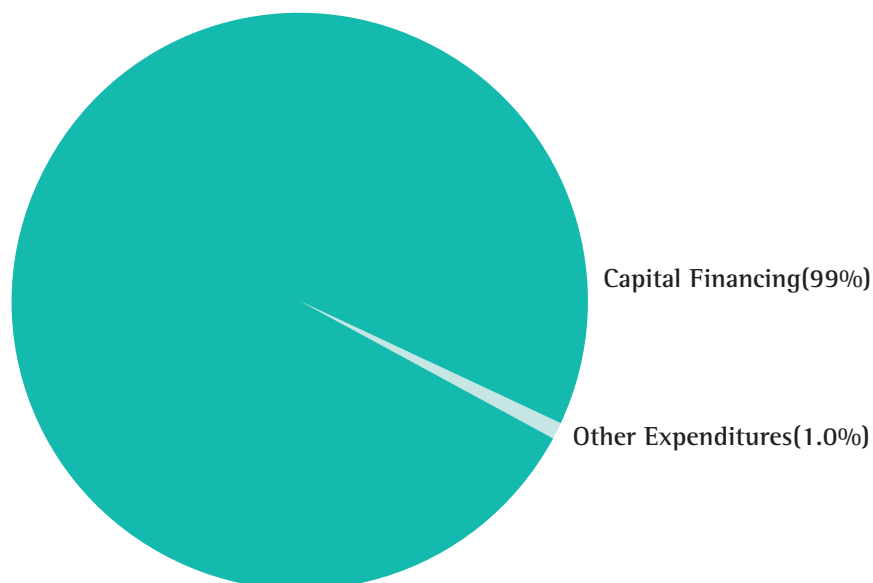
The 1999 Capital and Corporate Financing net expenditures total \$330.1 million, which represents a \$145.3 million, or a 78.7% increase over 1998 levels. This is largely a result of the loss of the one-time Provincial Grant of \$50 million provided to the City in 1998, and the elimination of the City's dependence on the Provincial Transition Funding in 1999. The budget includes a \$25.0 million increase in Capital from Current financing as part of a long term capital financing plan approved by Council. It also reflects a \$11.5 million increase in Debt Charges, largely attributable to higher RTEP (Rapid Transit Expansion Program) debt charges that are offset by a higher withdrawal from the RTEP reserve.

**NON-PROGRAM CAPITAL
AND CORPORATE FINANCING OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
DEBT CHARGES	196,727.0	218,500.0	21,773.0	11.1
HOUSING COMPANY RECOVERY*	(3,655.0)	(3,500.0)	155.0	(4.2)
CAPITAL FROM CURRENT	115,211.0	140,211.0	25,000.0	21.7
Total Gross Expenditures	308,283.0	355,211.0	46,928.0	15.2
REVENUE				
RTEP Debt Financing Provision	(12,131.0)	(22,100.0)	(9,969.0)	82.2
Sinking Funds Surplus	(2,500.0)	(3,000.0)	(500.0)	20.0
Provincial Grants	(50,000.0)	0.0	50,000.0	(100.0)
Transfer from Transition Fund	(58,888.5)	0.0	58,888.5	(100.0)
Total Gross Revenue	(123,519.5)	(25,100.0)	98,419.5	(79.7)
Total Net Capital & Corporate Financing	184,763.5	330,111.0	145,347.5	78.7

* In 1999, the Housing Company Recovery is shown as a recovery of gross expenditure. In 1998 it was treated as a revenue.

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Consolidated Grants

The City of Toronto believes that grants are an important means of achieving its social, cultural and economic goals, and so provides financial support to community based agencies, organizations, groups and individuals, through a range of grants programs and special grants approved by Council.

Guiding Principles

- The City is committed to making grants to help communities draw upon their own talents and resources to identify needs and to develop appropriate programs and services.
- The City of Toronto is committed to a strong and vibrant voluntary sector. By supporting a city-wide network of community organizations, the City encourages its residents to engage in civic life and to participate in decision-making.
- The City recognizes that community organizations can deliver many services more efficiently and with a greater degree of community acceptance. Furthermore, it recognizes that City grants help leverage other resources from the community, business and other governments.
- Grant making activities at the City of Toronto are guided by the following core values: accessibility, fairness and equity, openness and transparency, accountability and responsiveness.

STRUCTURE AND SERVICES

While the grants program budgets are consolidated, the grants program continues to be administered through various City Departments including Community and Neighborhood Services, Economic Development, Culture & Tourism, Urban Planning and Development Services, Corporate Services and Finance.

A brief description of each grant service area is provided below:

Arts and Culture Grants – Provide support to organizations and individuals in the creation and presentation of the arts and cultural activity, on both a recreational and professional basis.

Community Services Grants – Provide support to agencies which identify and respond to a range of community service needs in their communities, including services for youth, seniors, newcomers, families, people who are homeless and socially insulated, and ethno-specific services.

Recreation Grants – Provide support to organizations that provide recreation and/or sports activities on a recreational and developmental levels. These grants enhance or dovetail with the services provided through the Parks and Recreation Program.

Public Health Grants – Provide support to strengthen community capacity and ensure delivery of varied, target-specific and community sensitive programming, such as AIDS prevention grants and drug abuse prevention grants.

Housing Grants – Assist community based non-profit agencies to respond to long-term and emergency issues related to homelessness.

Legion Grants – Provide grant funding to veteran clubhouses to offset realty taxes.

Access and Equity Grants – Provide support to voluntary, non-profit organizations to undertake activities designed to eliminate racial discrimination, improve ethno-racial and Aboriginal access to public sector services to combat hate activity.

Economic Development Grants – Provide support to projects which have substantial long-term economic development benefits to the City by contributing to the size of the local economy and/or to the generation of future economic growth and job creation.

Urban Development Grants – Provide support to community groups for neighborhood enhancement, liability and revitalization issues, primarily through graffiti removal and outdoor art.

Miscellaneous City of Toronto Grants – Support all City funded grants which do not clearly fall under the mandate of the other grant service areas.

Corporate Accounts:
Consolidated Grants

**CONSOLIDATED CORPORATE GRANTS
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
ARTS & CULTURE GRANTS	11,947.4	12,238.5	291.1	2.4
COMMUNITY SERVICES GRANT	16,001.7	13,548.9	(2,452.8)	-15.3
RECREATIONAL GRANT	1,180.8	1,329.8	149.0	12.6
PUBLIC HEALTH GRANT	2,863.2	3,053.8	190.6	6.7
HOUSING GRANT	807.5	980.2	172.7	21.4
LEGIONS	699.7	194.7	(505.0)	-72.2
MISCELLANEOUS METRO & TORONTO	12,264.7	7,285.8	(4,978.9)	-40.6
ACCESS & EQUITY	0.0	453.0	453.0	
ECONOMIC DEVELOPMENT	0.0	5,246.2	5,246.2	
URBAN DEVELOPMENT GRANTS	0.0	286.4	286.4	
Total Gross Expenditures	45,765.0	44,617.3	(1,147.7)	-2.5
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	0.0	0.0	0.0	
Other Revenue	0.0	(1,924.2)	(1,924.2)	
Total Revenue	0.0	(1,924.2)	(1,924.2)	
Net Expenditure	45,765.0	42,693.1	(3,071.9)	-6.7
Staffing Complement in Equivalent Funded Positions	0.0	0.0	0.0	

Non-Program Expenditures

This budget consists of expenditure items that are considered corporate in nature.

Tax Deficiencies/Write-offs

Tax Deficiencies continue to be a major item of expenditure in the 1999 Non Program Expenditures budget. The 1998 budget of \$113.8 million was exceeded in 1998. Current backlogs of approximately 25,000 prior year appeals relate to 1996 and prior, 1997 and 1998. Current projections indicate that a substantial increase in the budget is required to address the backlog. The 1999 budget reflects clearing up the significant backlog of appeals relating to 1996, 1997 and, to the extent possible, 1998.

Downloading – Assessment Function

The City of Toronto pays a significant component of the cost of the Assessment function, previously funded by the Province, but downloaded to the municipalities effective 1998. The most recent information on the cost of the assessment function downloaded by the Province indicates that our 1998 budget of \$24.70 million was understated in the amount of \$1.06 million. The 1998 budget was provided by the Province, but OPAC has subsequently billed the city for a higher amount. This matter is presently under review.

Temporary Borrowing

This budget provides for temporary borrowing costs that the City might incur to meet operational cash flow needs. The budget has been reduced significantly, to bring it closer in line with the 1998 actuals and revised 1999 temporary borrowing needs.

Funding of Employee Related Liabilities

This budget ensures that the city provides for employee related liabilities, for employees that have retired, and are eligible for benefit coverages, or employees that have moved off the city's payroll, and onto LTD or Workers Compensation.

RTEP Reserve Contribution

This provides an annual contribution to a reserve to finance the debt charges relating to the capital costs of the Rapid

Transit Expansion Program (RTEP), primarily the Sheppard subway, previously approved by Metro Council.

Corporate Contingency

This provides contingency funding for needs that arise during the year. The 1999 budget for this item is \$15.0 million, a reduction of \$14.9 million from 1998. In 1998, only \$7.3 million was spent from Contingency. The high level of Contingency is not required given the 1998 experience.

Other Corporate Expenditures

Other Corporate Expenditures consist of expenditures such as corporate studies, funding for task forces, interest on tax refunds, and other miscellaneous corporate items.

Downloading – GO Transit

As part of the Provincial Downloading formula, the City of Toronto pays the net cost of GO Transit, a cost that, prior to 1998, was borne by the Province.

Insurance Premiums/Claims

This budget partially funds the 1999 insurance costs of the City of Toronto. The balance of funds for insurance are included within the operating budgets of individual programs and applicable agencies, boards and commissions.

OMERS Surplus

This credit of \$24 million reflects the savings to the City of Toronto as a result of the 2% reduction in OMERS premiums effective January 1, 1998. The OMERS board has announced the continuation of this program in 1999.

Parking Tags and Enforcement

This budget includes the cost of Parking Tag issuance within the City of Toronto by Parking Enforcement - part of the Toronto Police Service, and the cost of Parking Tag processing by City of Toronto Finance Department. The budget provides funding for the 339 full-time equivalent positions that will issue an estimated 2.4 million tags. It also funds the 59 staff required to deal with tag recipients, process tags, provide First Appearance Facility Offices for persons wishing to dispute a tag, administer court-related matters, and follow up on fine payments.

*Corporate Accounts:
Non-Program Expenditures*

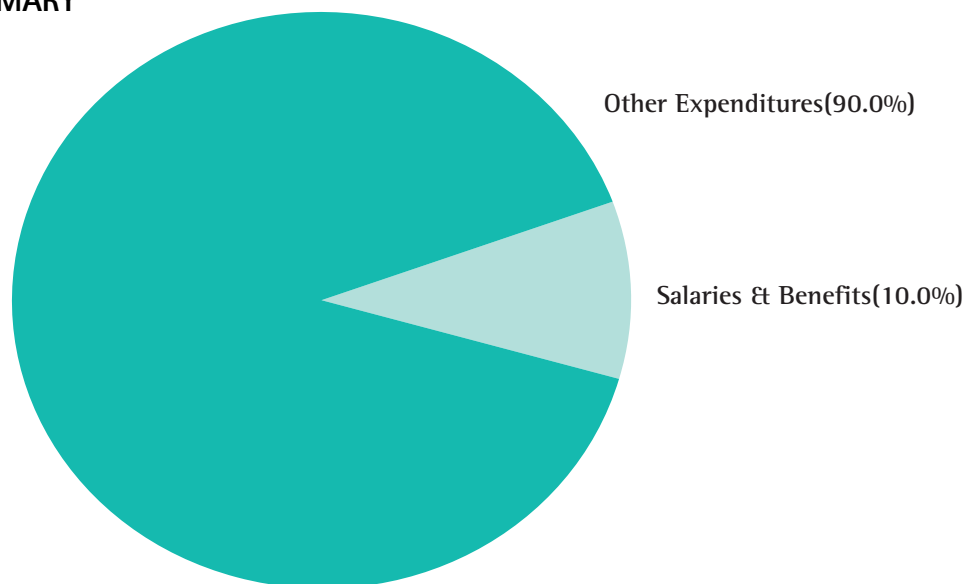
Provincial Local Services Realignment

Further to the Provincial announcements in April 1999 on Local Services Realignment (LSR), Public Health and Ambulance Services, previously downloaded 100% by the Province, are now being cost-shared on 50% basis with the City. Included in this section are recoveries for corporate charges to Public Health and Ambulance Services, and a reserve provision for adjustments to the Provincial subsidy.

**NON-PROGRAM EXPENDITURE
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
TAX DEFICIENCIES/WRITE-OFFS	115,040.0	195,729.0	80,689.0	70.1
DOWNLOADING-ASSESSMENT FUNCTIONS	24,700.0	25,759.0	1,059.0	4.3
TEMPORARY BORROWING	8,000.0	1,654.0	(6,346.0)	(79.3)
FUNDING OF LIABILITIES-EMPLOYEE RELATED	43,990.6	43,990.6	0.0	0.0
RTEP. RESERVE CONTRIBUTION	11,800.0	11,800.0	0.0	0.0
CORPORATE CONTINGENCY	29,945.0	15,000.0	(14,945.0)	(49.9)
OTHER CORPORATE EXPENDITURES	5,840.5	6,001.2	160.7	2.8
DOWNLOADING-GO TRANSIT	53,100.0	53,100.0	0.0	0.0
INSURANCE PREMIUM/CLAIMS	3,700.0	3,700.0	0.0	0.0
OMERS SURPLUS	(29,000.0)	(24,000.0)	5,000.0	(17.2)
PARKING TAG ENFORCEMENT & OPERATIONS	25,218.0	25,938.3	720.3	2.9
CORPORATE RECOVERY CHARGE: HEALTH	0.0	(13,200.0)	(13,200.0)	#DIV/0
CORPORATE RECOVERY CHARGE: AMBULANCE	0.0	(5,900.0)	(5,900.0)	#DIV/0
RESERVE FOR ADJUSTMENT TO PROVINCIAL SUBSIDY	0.0	1,723.0	1,723.0	#DIV/0
Total Gross Expenditures	292,334.1	341,295.1	48,961.3	16.7
Staffing Complement in Equivalent Funded Positions	399.3	398.3	(1.0)	(0.3)

**1999 EXPENDITURE SUMMARY
BY EXPENDITURE OBJECT**



Non-Program Revenues

This program consists of revenues that are considered corporate in nature.

Payments in Lieu of Taxes

Payments in Lieu are monies received by the City from properties owned by other governments and agencies that may not be billed property taxes. The 1999 budget has been increased to closer reflect the 1998 actuals. A change with the new assessment system allows the City to retain a greater share of billed Payments in Lieu.

Supplementary Taxes

Supplementary Taxes have previously reflected the addition of new business assessment in the current year or two prior years past, in addition to new construction (ie. new assessment). As of January 1, 1998, business tax has been eliminated. As such, there is no expectation for continued business tax assessment. Supplementary Taxes in 1999 will only represent new construction on a go forward basis. The 1999 budget has been decreased significantly to reflect the implementation of the new assessment system.

Tax Penalties

This budget reflects the collection of Tax Penalty interest paid on tax arrears on properties within the City of Toronto.

Interest/Investment Earnings

This budget is for investment income earned by the city, on available fund balances, during the 1999 calendar year. The 1999 budget has been increased to reflect better investment returns predicted as a result of earlier due dates for taxes in 1999, and the full year impact of the change to quarterly payments starting in 1998 (the 1998 budget reflected 1/3 impact only).

Parking Authority Revenue

This budget is for the city's share of revenue from the Toronto Parking Authority which is responsible for all municipal off-street parking lots, and on-street metered parking in the City of Toronto. The 1999 budget of \$15.5 million reflects increased 1999 revenues to the City as a result

of the implementation of revised rates across the city, new locations, and improved revenue collection with the electronic equipment upgrade.

Downloading - Provincial Offences Act

As part of the downloading exercise, the Province is providing for the transfer of net revenue from the Provincial Offences Act, Parts I, III. In 1998, \$5.0 million was budgeted and accrued. In late 1998, as work proceeded to transfer the responsibilities, the Province advised that net revenue for POA will accrue to the City effective January 1998, and that net revenue for 1999 is conservatively estimated at \$13.0 million.

Parking Tags and Enforcement

This budget reflects the projected revenues collected in 1999, from Parking Tags issued in the City of Toronto.

**NON-PROGRAM REVENUES
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
PAYMENTS IN LIEU OF TAXES	(152,040.0)	(190,425.6)	(38,385.6)	25.2
SUPPLEMENTARY TAXES	(40,230.0)	(5,000.0)	35,230.0	(87.6)
TAX PENALTIES	(40,125.0)	(40,125.0)	0.0	0.0
INTEREST/INVESTMENT EARNINGS	(46,000.0)	(61,000.0)	(15,000.0)	32.6
PRIOR YEAR SURPLUS	(45,736.0)	(45,000.0)	736.0	(1.6)
OTHER CORPORATE REVENUES	(7,973.3)	(7,973.3)	0.0	0.0
PARKING AUTHORITY REVENUES	(3,800.0)	(15,500.0)	(11,700.0)	307.9
RECOVERIES FROM WATER	(18,942.6)	(18,973.0)	(30.4)	0.2
DOWNLOADING-PROVINCIAL OFFENCES ACT.	(5,000.0)	(13,000.0)	(8,000.0)	160.0
PARKING TAG ENFORCEMENT & OPERATIONS	(52,100.0)	(52,150.0)	(50.0)	0.1
Total Revenue	(411,946.9)	(449,146.9)	(37,200.0)	9.0

Non-Levy Operations

Toronto Economic Development Corporation (TEDCO)

MISSION STATEMENT

To work closely with its shareholders and public/private partners to aggressively and creatively pursue business and development opportunities which will retain, expand and attract business and jobs within the City of Toronto, while ensuring that its efforts are complementary to the City's overall economic development strategy.

To remain flexible to respond to new challenges and opportunities, while always communicating effectively on the development of its job creation plans, in order to ensure the highest level of support from its stakeholders.

1998 KEY ACHIEVEMENTS

- Signed leases totalling \$280,938 per annum for 26,700 square feet of new light industrial space at 21 Randolph Avenue
- Signed new and renewal leases totalling \$439,425 per annum for 16.7 acres in the Port Area
- Installed new street signage throughout the Port
- Toronto Business Development Centre increased its delivery of training programmes under contract with the Provincial and Federal governments. Now number 1 delivery agent in the Toronto area
- Toronto Kitchen Incubator raised its profile, catering and hosting the Jane Jocab's Ideas that Matter conference. 14 small businesses and a number of training programmes rent the kitchen
- Toronto Fashion Incubator graduated four successful residents, garnering tremendous local, national and international media attention

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- To create employment opportunities
- To develop a strong employment base
- To encourage development of the Port Lands by way of single and/or Joint Venture transactions
- To revitalize antiquated and isolated vacant industrial lands and building throughout the City
- To strengthen TEDCO's position in the entertainment community
- To manage Toronto's real estate portfolio, using prudent business and real estate philosophies

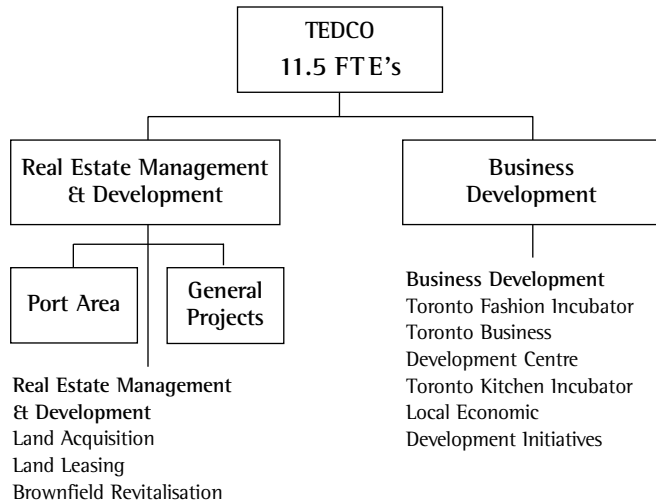
To accomplish these TEDCO is:

1. Developing new short and long term business plans to expand TEDCO's role within the City
2. Developing marketing plans to reposition TEDCO in the real estate community
3. Continuing to support small business development in the City of Toronto by providing assistance to existing incubators, investigating new relationships with emerging incubators and seeking out private/public sector partners
4. Actively marketing vacant properties within TEDCO's current portfolio providing space for existing businesses and new companies wishing to locate in the City of Toronto
5. Seeking out joint venture partners
6. Identifying new opportunities where TEDCO's expertise in brownfield remediation and development can be utilized and pursuing alternative strategies for rejuvenation

*Non-Levy Operations:
Toronto Economic Development Corporation (TEDCO)*

- 7. Continuing to explore ways to strengthen the entertainment community in Toronto
- 8. Sharing TEDCO's expertise in real estate development in order to assist the City to maximize its return on investment from its real estate portfolio.

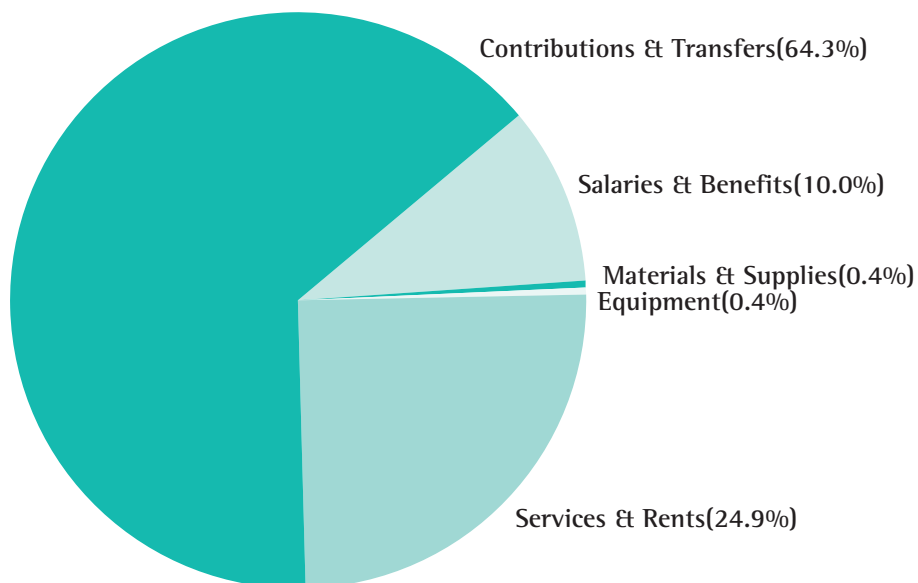
FUNCTIONAL CHART



**TEDCO
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
TEDCO	7,848.9	8,373.5	524.6	6.7
Total Gross Expenditures	7,848.9	8,373.5	524.6	6.7
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(7,819.7)	(8,331.2)	(511.5)	6.5
Other Revenue	(29.2)	(42.3)	(13.1)	44.9
Total Revenue	(7,848.9)	(8,373.5)	(524.6)	6.7
Net Expenditure	0.0	0.0	0.0	
Staffing Complement in Equivalent Funded Positions	14.5	11.5	(3.0)	(20.7)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Harbour Commission

MISSION STATEMENT

The Toronto Harbour Commissioners is a federal corporation, incorporated by a Special Act of the Parliament of Canada ("The Toronto Harbour Commissioners' Act, 1911"). The corporation has the general responsibility for managing, developing and regulating the waterfront of the City of Toronto.

The mandate of the T.H.C. is to maintain and operate the commercial port, the harbour and the City Centre Airport, and to facilitate the commercial operation of four modes of transportation, with a strong emphasis on customer service.

1998 KEY PERFORMANCE ACHIEVEMENTS

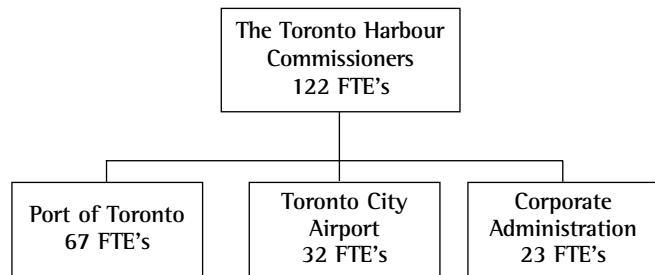
- The Port Division of The Toronto Harbour Commissioners had a good 1998, with total tonnage of 2,011,730 versus a budget of 1,806,000. The revenue gains were due to an increase in general cargo tonnage, which represents the value-added cargoes. The actual general cargo tonnage was 371,634 versus a budget of 100,000.
- The Outer Harbour Marina improved over 1997, filling 463 permanent slips, versus a budget of 420.
- The Toronto City Centre Airport continued to move along in its development plan, receiving approval on building the Fixed Link Bridge to T.C.C.A. Actual passenger numbers were down from budget due to a temporary cut-back in service by one airline and unexpected delays for two other airlines in getting financing and planes. The Air Canada strike did invoke additional passengers in the fall of 1998.

1999 STRATEGIC DIRECTION

For 1999 the Port is not expected to repeat the performance of 1998, based primarily on the general cargo level, which is expected to be off. The Outer Harbour Marina is expected to continue its upward trend, with permanent slips budgeted to reach 500.

The Airport is expected to improve on its 1998 performance level, with a small increase from 128,449 to 133,679 budgeted passengers. Plans to build the Fixed Link Bridge are ongoing and are the major strategic issue for the Airport.

FUNCTIONAL CHART



PROGRAM STRUCTURE

The T.H.C. is structured into three broad divisions, consisting of Port Operations, Airport Operations and Corporate. The Port and Airport are primarily the drivers of business for the T.H.C., while the Corporate division provides support and general administration to the organization.

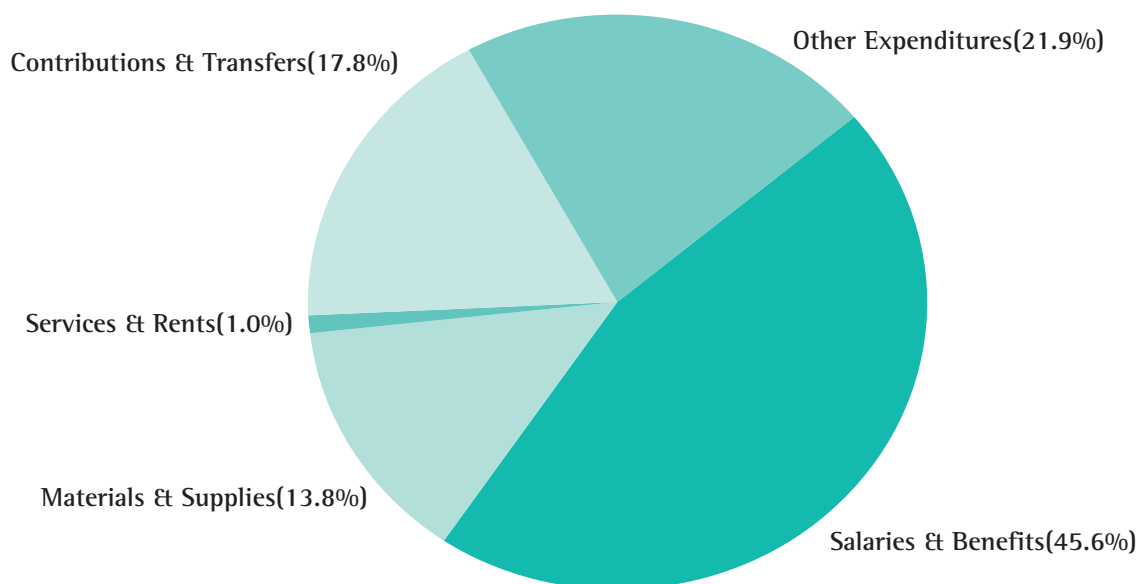
The T.H.C. has three main streams of revenue, coinciding with the divisional separation. Income derived from Port Operations includes cargo tariffs, berthage, terminal-handling charges, services to ships, rentals and marina activities. Income from Airport Operations includes passenger user fees, landing fees, ferry charges, parking, rentals, advertising and services to aircraft. Income on the Corporate side includes income from property, land activities and financial activities.

**TORONTO HARBOUR COMMISSION
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
	(\$000's)	(\$000's)	(\$000's)	%
EXPENDITURES				
PORT OF TORONTO	5,454.5	6,275.0	820.5	15.0
TORONTO CITY AIRPORT	2,897.6	3,169.0	271.4	9.4
CORPORATE ADMINISTRATION-THC	1,877.5	2,047.0	169.5	9.0
Total Gross Expenditures	10,229.6	11,491.0	1,261.4	12.3
REVENUES				
Grants from Others	(248.0)	(124.0)	124.0	(50.0)
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(9,082.1)	(10,114.0)	(1,031.9)	11.4
Other Revenue	(899.5)	(1,253.0)	(353.5)	39.3
Total Revenue	(10,229.6)	(11,491.0)	(1,261.4)	12.3
Net Expenditure	0.0	0.0	0.0	
Staffing Complement in Equivalent Funded Positions	656.0	646.0	(10.0)	(1.5)

* 1999 THC Budget has not yet been approved

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Toronto Parking Authority

MISSION STATEMENT

The Toronto Parking Authority operates City owned parking facilities including surface parking lots and parking garages, as well as managing parking facilities for various clients. The Toronto Parking Authority also manages and maintains on-street metered parking on behalf of the City, including the collection of parking meter revenue.

1998 KEY SERVICE ACHIEVEMENTS

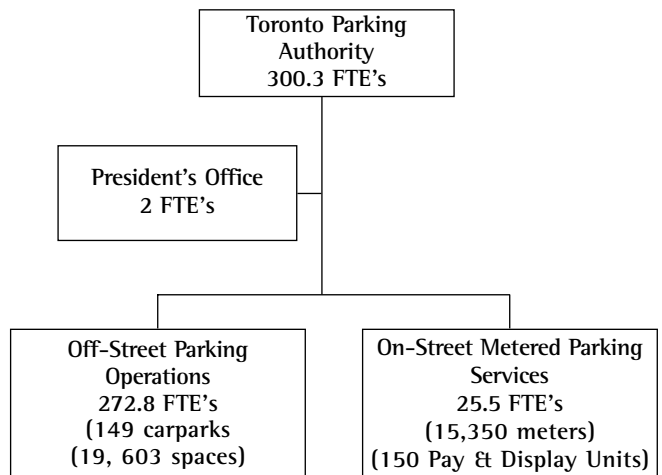
- The TPA earned \$18.095 million from off-street parking operations versus a budget of \$12.537 million. The city's share is \$6.3 million.
- The TPA earned \$2.993 million from on-street operations in four months of operation of which the City receives 100%.

1999 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

- Integrating on-street and off-street operations in terms of policy-setting, procedures and operational aspects to take advantage of economies of scale and develop a company-wide focus in the decision making process to maximize benefits.

- Completing several projects commenced in 1998, including the automation of significant processes that allow for customer service improvements and reduce the pressure on staffing increases as a result of the assumption of expanded responsibility/work. The automation will also enable the TPA to better integrate processes and functions common to both off and on-street operations and most significantly allow the TPA to better utilize its' main competitive advantage, namely, its' expansive network of off-street locations. Specific projects include the networking of fee computers at attended facilities to improve audit procedures and gathering of statistical data; networking of pay and display equipment at unattended facilities to allow on-line maintenance and permit remote collection of transaction data thereby reducing collector/administrative staff time; and introduction of credit card acceptance system wide; and
- Continuing the process of upgrading on-street equipment to improve controls over the collection of revenue and begin to rationalize/reform rate-setting in coordination with off-street policies.

FUNCTIONAL CHART



PROGRAM STRUCTURE

President's Office

Responsible for the overall management of the Toronto Parking Authority.

Off-Street Parking Operations Unit

To construct, operate and maintain parking facilities in the City as necessitated by parking demand, and to establish policy on rate structure.

The Toronto Parking Authority operates a network of 149 off-street facilities with a total of 19,603 spaces situated in the core commercial area and the outlying retail strips. In addition to accommodating short term parking needs, the TPA also provides parking for long-stays and commuters on the fringes of the core commercial areas. Parking is also provided in the vicinity of regional entertainment attractions, which is priced reasonably. At a number of facilities, retail and office space is leased – the provision of such services both complements the needs of customers and maximizes the income potential of facilities.

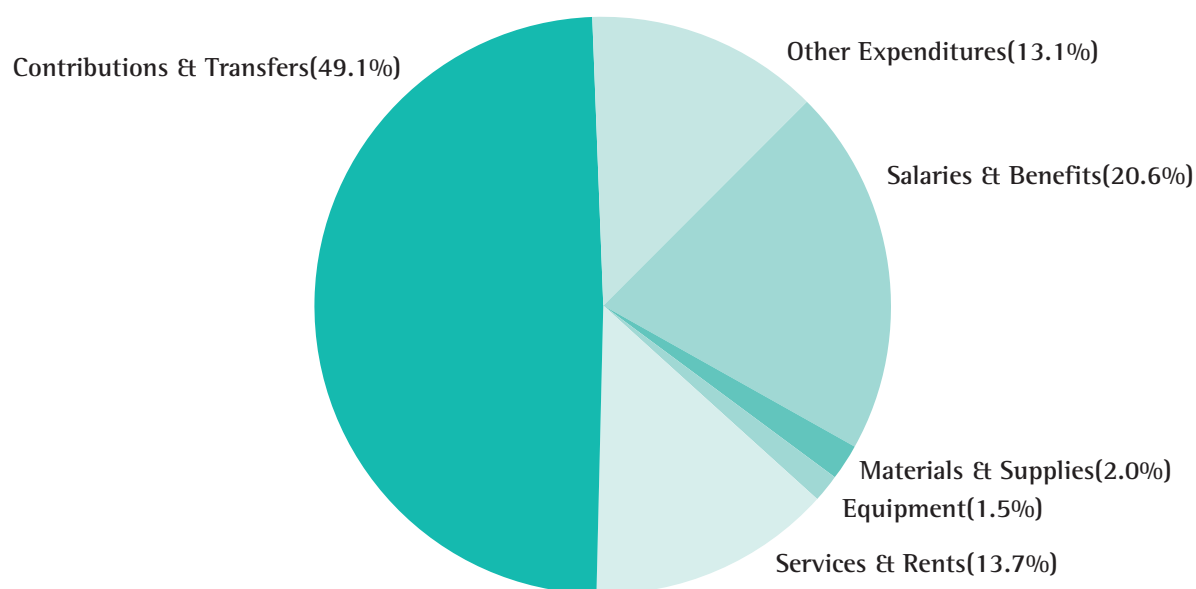
On-Street Metered Parking Services Unit

This unit is responsible for managing the on-street meter program which includes the installation, operation, maintenance, collection, and auditing of all revenues generated. On-Street Services recommends amendments to the on-street meter by-law schedules as they relate to rates, hours of operation and location.

**PARKING AUTHORITY
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
PARKING -OFF STREET	40,900.0	44,542.0	3,642.0	8.9
PARKING-ON STREET	12,769.2	15,777.0	3,007.8	23.6
Total Gross Expenditures	53,669.2	60,319.0	6,649.8	12.4
REVENUE				
Grants from Others	0.0	0.0	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	
User Fees	(50,406.9)	(57,802.9)	(7,396.0)	14.7
Other Revenue	(3,262.3)	(2,516.1)	746.2	(22.9)
Total Revenue	(53,669.2)	(60,319.0)	(6,649.8)	12.4
Net Expenditure	0.0	0.0	0.0	
Staffing Complement in Equivalent Funded Positions	317.2	301.3	(15.9)	(5.0)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Water & Waste Water Services

MISSION STATEMENT

The Water and Waste Water Division is committed to the production and distribution of potable water that meets or exceeds the Provincial quality standards, and to the provision of a modern and efficient waste water treatment program consistent with the requirements of the Environmental Protection Act, the Ontario Water Resources Act, and other pertinent regulations while utilizing the best management practices feasible to ensure the delivery of the essential services in a highly reliable, cost-effective and environmentally sound manner.

As part of the waste water management program, the Division will also strive for a pollution-free water environment through the reduction of industrial contaminants discharged into the City's sewer and drainage systems by encouraging the treatment of toxic wastes at source through the use of appropriate pollution control technologies and enforcement of the Sewer Use By-Law.

1998 KEY SERVICE ACHIEVEMENTS

- Implementation of a new, amalgamated organization to facilitate seamless service delivery;
- Adoption of an innovative management training program to emphasize leadership change management, communication and project management skills
- Ongoing progress in the works best practices program designed to promote team based work integration and implementation of new process control technologies;
- Prepare for year 2000 related technology issues;
- Uninterrupted supply of high quality water was again achieved during 1998 through the production and distribution of a projected quantity of 530 billion litres of water meeting or bettering provincial quality guidelines;
- Management of significantly increased consumption levels as a result of an El Nino summer;
- Adoption of a proactive communication approach with respect to water use efficiency;

- A 2.4% under expenditure during the year, mainly due to hydro and labour cost efficiencies resulting from improved management and optimization of operations;
- Initiation of a project for 100% Beneficial Use of bio-solids generated at its Main Treatment Plant and full shut down of the plant's sludge incinerators by the end of the Year 2000.

1999 STRATEGIC DIRECTIONS AND PRIORITIES

The Best Practices Program aimed at achieving greater productivity gains and cost reductions will continue in 1999 with the implementation of the new Work Management System, and additional field implementation of redesigned practices and processes. Technological activities will include the pre-design of Process Control Systems for the four Production Plants, pre-design of a Supervisory Control and Data Acquisition System for Transmission System and the initiation of a Distribution Optimization Study. Staff cross training and apprenticeship programs for skilled trades will continue to enable increased productivity through multi-skilling and work force flexibility.

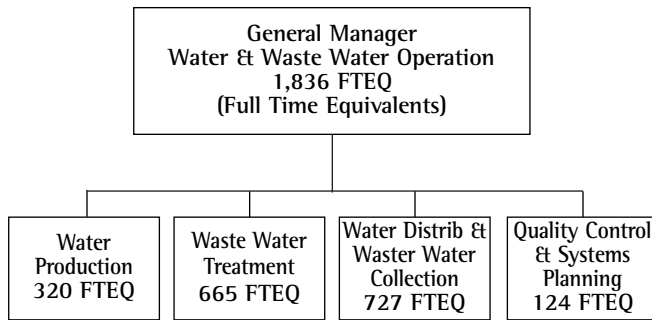
Other Objectives:

- continued effective delivery of water and waste water services with reduced operating budgets through savings resulting from the continued implementation of the Best Practices Program achieved through improved labour productivity and use of appropriate technology;
- initiation of a joint water supply optimization study with York Region to identify long term infrastructure requirements on the basis of current planning data;
- implementation of a Water Efficiency Implementation Plan;
- implementation of a maintenance strategy for repair and replacement of aging equipment and infrastructure;
- upgrading of process control systems at Island and Horgan Filtration Plants and the pre-design of plant residue management facilities at the Harris Filtration Plant consistent with the Class Environmental Assessment;
- continued readiness in relation to Y2K program and development of remediation measures and contingency plans by the third quarter of 1999 to eliminate any threats to service activity; and,

*Non-Levy Operations:
Water & Waste Water Services*

- Proactive management to minimize taste or odour in drinking water through introduction of activated carbon systems at the filtration plants.

FUNCTIONAL CHART



STRUCTURE

Water Production: responsible for the operation of four water filtration plants and the pumping of the water from the plants to the high level reservoirs for distribution to consumers.

Waste Water Treatment: responsible for the operation of four sewage treatment plants and the collection of sewage from the local collection systems throughout the City.

Water Distribution and Waste Water Collection: responsible for the distribution of the water to the local consumers and the collection of waste sewage for delivery to the sewer mains.

Quality Control & Systems Planning: responsible for quality control of the potable water produced and the plant effluents discharged into the lakes; in addition, it also manages the Division’s capital works program consistent with its strategic direction and long term plans.

KEY SERVICE LEVEL INDICATORS

Water Services

Units of Service	1998 (Actual)	1999 (Budget)
Water Produced	527,853,000	521,318,000
Water Distributed (Bulk) Toronto	453,159,000	449,591,000
Water Distributed Region of York	74,694,000	71,727,000
Water Analysis Performed (#)	157,000	150,000
Water Services Rehabilitated (#)	3,238	3,685
Watermain Breaks Repaired (#)	1,612	1,931

Performance Indicators (cost in cents per ms)

	(Budget)	(Budget)
Water Production	10.2	10.1
Water Distribution	18.9	13.0
Quality Control & System Planning	0.4	0.5
Administration & other	2.3	2.9
Water Billing	2.6	2.9

Client Base (City of Toronto) Metered customer accounts (#)

- Seasonal	513	513
- High Volume	15,801	15,801
- Lower Volume	349,907	349,907
Flat rate accounts (#)	86,755	86,755
Total billed accounts (#)	452,976	452,976

Residential Population

City of Toronto (in millions)	2.4
Region of York (in thousands)	356.0

KEY SERVICE LEVEL INDICATORS

Wastewater Services

Units of Service	1998 (Actual)	1999 (Budget)
Average Daily Flow	1,217,000	1,219,200

Performance Indicators (costs in cents per)

	(Budget)	(Budget)
1. Wastewater Treatment	20.1	19.0
2. Wastewater Collection	10.4	7.4
3. Quality Control & System Planning	0.8	1.3
4. Administration & Other	12.9	14.0

Client Base

(A) Water/Wastewater Accounts

(Metered customer Accounts for wastewater surcharge purposes (#):

- Seasonal	513	513
- High Volume	15,801	15,801
- Lower Volume	349,907	349,907
- Flat rate accounts (#)	86,755	86,755
Total billed accounts (#)	452,976	452,976

(B) Private Agreements (#)

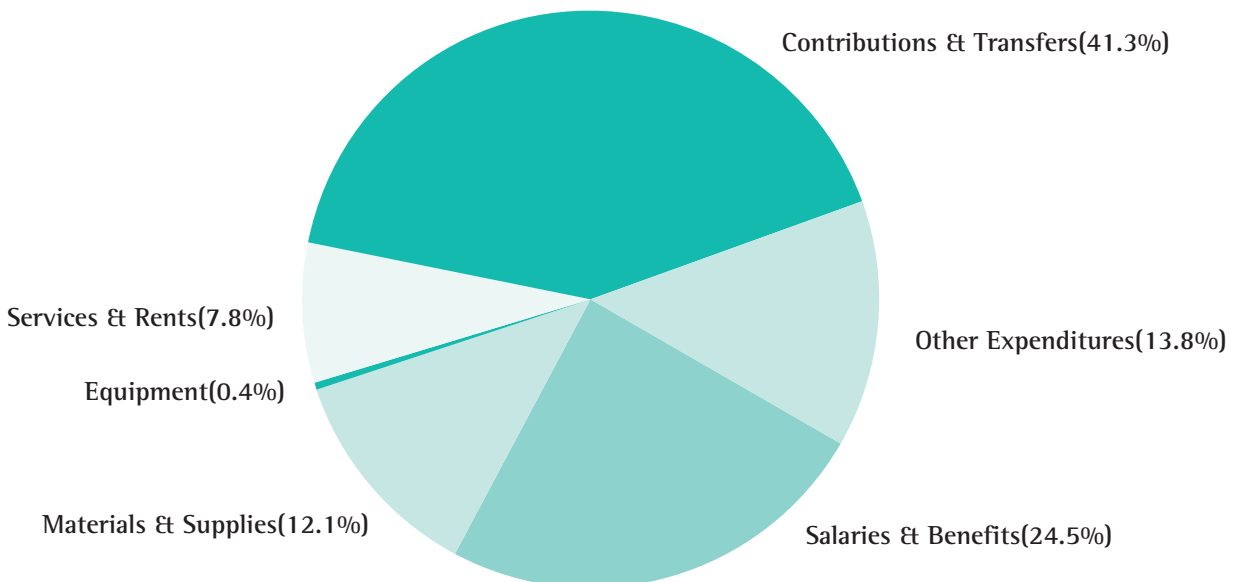
- Industrial Waste Agreements (#)	318	318
- Private Water Source Agreements (#)	83	83
- MOEE South Peel Sewage Treatment (#)	1	1

*Non-Levy Operations:
Water & Waste Water Services*

**WASTE WATER PROGRAM
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
WASTEWATER TREATMENT	89,438.0	84,735.4	(4,702.6)	(5.3)
WASTEWATER COLLECTION SYSTEM	51,249.9	38,173.2	(13,076.7)	(25.5)
ADMINISTRATION & OTHER	22,658.1	28,258.2	5,600.1	24.7
CAPITAL FINANCING	77,995.0	88,832.4	10,837.4	13.9
REVENUE	0.0	0.0	0.0	0.0
Total Gross Expenditures	241,341.0	239,999.2	(1,341.8)	(0.6)
REVENUE				
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	0.0	(2,057.5)	(2,057.5)	(2,057.5)
User Fees	(241,341.0)	(237,867.7)	3,473.3	(1.4)
Other Revenue	0.0	(74.0)	(74.0)	(74.0)
Total Revenue	(241,341.0)	(239,999.2)	1,341.8	(0.6)
Net Expenditure	0.0	0.0	0.0	0.0
Staffing Complement in Equivalent Funded Positions	1,143.0	1,071.0	(72.0)	(6.3)

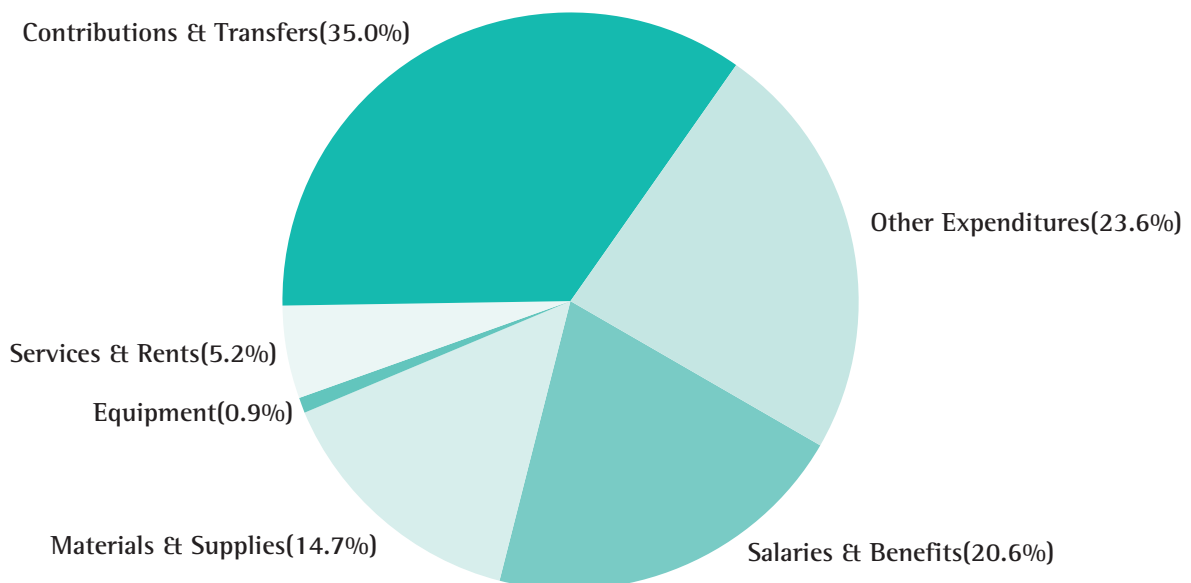
1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



**WATER PROGRAM
OPERATING BUDGET**

	1998 Budget	1999 Budget	Change from 1998 Budget	
EXPENDITURES	(\$000's)	(\$000's)	(\$000's)	%
WATER PRODUCTION	53,917.0	52,567.1	(1,349.9)	(2.5)
WATER DISTRIBUTION	102,921.1	70,552.0	(32,369.1)	(31.5)
ADMINISTRATION & OTHER	21,414.9	27,192.5	5,777.6	27.0
CAPITAL FINANCING	21,326.0	51,722.6	30,396.6	142.5
REVENUE	0.0	0.0	0.0	0.0
Total Gross Expenditures	199,579.0	202,034.2	2,455.2	1.2
REVENUE				
Grants from Others	(4,898.0)	0.0	4,898.0	(100.0)
Interdepartmental Recoveries	0.0	0.0	0.0	0.0
User Fees	(185,970.7)	(200,099.2)	(14,128.5)	7.6
Other Revenue	(8,710.3)	(1,935.0)	6,775.3	(77.8)
Total Revenue	(199,579.0)	(202,034.2)	(2,455.2)	1.2
Net Expenditure	0.0	0.0	0.0	(4,407.4)
Staffing Complement in Equivalent Funded Positions	773.4	765.1	(8.3)	(1.1)

1999 EXPENDITURE SUMMARY BY EXPENDITURE OBJECT



Glossary of Selected Budget Terms

Accrual Basis of Accounting – A basis of accounting in which expenditures and revenues are recorded at the time they are incurred as opposed to when cash is actually received or spent. The corporation uses the accrual basis of accounting.

Activities – Individual functions that are identifiable and measurable, supporting the delivery of core internal or external businesses.

Agencies, Boards and Commissions (ABC's) – Bodies of municipal government that provide key services to the City, such as police, TTC, public health, and libraries. They are responsible for their own operations, but they report to assigned Standing Committees on budget and corporate policy matters only.

Appropriation – A specific amount authorized by Council to make expenditures and incur obligations for specific purposes. For example, Ambulance has several expenditure appropriations, two of which include Ambulance Training and Emergency Medical Services.

Appropriation Unit (AU) – The level of organizational unit at which the City government legally budgets appropriations. The Fire and Housing Programs are two such examples.

Assessment – Nominal value assigned by the provincial Ministry of Finance to each property in the province as a basis for property taxation.

Assets – Financial holdings of the Corporation and obligations from others. Under provincial accounting regulations, the Municipality writes off the cost of physical assets such as land holdings and buildings in the year of acquisition.

Benchmarking – The continuous systematic process of measuring and comparing one's own processes, products or services against the same of superior performance organizations and adapting one's own business practices to incorporate the best of these practices for the purpose of improving performance.

Budget – The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

Budget 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.

Capital Budget – A five year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding four years. Covers longer term and one-time expenditures for fixed assets. 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 – A portion of the mill rate allocated directly to offset capital expenditures in the current year.

Conditional Grants – Funding from the provincial government earmarked for specific functions. The city must make expenditures on those functions to receive the associated conditional grants that are generally based on a pre-determined percentage of actual expenditure.

Customer – The person to whom each individual or group delivers its service or product, whether inside or outside the organization.

Glossary

Current Value Assessment (CVA) – The new property tax assessment system introduced in 1998 by the Ontario provincial government. It assigns each property an assessment based on an estimated 1996 value. A tax rate is applied to a property's assessment to determine its property taxes.

Debentures – Debt instrument issued by the Corporation to finance capital expenditures.

Debt – Total value of all outstanding debentures issued by the Corporation. After deduction of the accumulated value of all sinking funds, represents the net debt of the Corporation.

Debt Charges – The principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

Encumbrances – Funds that have been set aside for specific projects or services for which a contract or purchase order has been issued. Encumbrances can be carried over from one fiscal year to the next.

Fiscal Year – Is 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 Equivalent (FTE) – A measure of staffing, equivalent to that produced by one person working full time for one year. Thus, one worker employed full time for a period of 4 months is 0.33 FTE.

Grant – A contribution by the City to support a particular function, service or program.

Interdepartmental Recoveries – The reimbursement received by a program such as Facilities and Real Estate, for services provided to other programs. Interdepartmental Recoveries are quasi-revenues budgeted as appropriations.

Levy – “Bottom Line” of operating budget after all other revenue sources (e.g. provincial grants and subsidies, user fees, fines, previous year's surplus, etc.) have been netted off the gross expenditure estimates. It represents the property tax.

Levy Carryover – (see Surplus)

Liabilities – Financial obligations of the Corporation to others.

Mill – The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property assessment.

Mill Rate – A ratio calculated by dividing the levy by the weighted assessment and multiplying the result by 1,000. Taxes on individual properties are calculated as the mill rate times the assessment, divided by 1,000.

Operating Budget – Provides funding to Departments and Agencies for short term expenditures up to one year in duration.

Other Revenue – Represents all revenues other than property tax levy, provincial grants (see conditional grants and unconditional grants), interdepartmental recoveries and prior year's surplus. Made up of user fees, fines, interest earnings, revenues from other governments excluding the Province, and revenues from any other source.

Performance Measurement – A planning and management system which sets goals and measures accomplishments for the provision of services. Establishes specific planned service levels for each major service, and monitors degree of success in achieving those levels.

Program Area – The organizational unit that delivers one or more municipal services, usually the division of a department. An example of this is the Facilities Management/Real Estate Division (Program Area) of the Corporate Services Department.

Reserve/Reserve Fund – A reserve is an amount earmarked and accumulated for a particular purpose. It has no reference to any specific assets, and, therefore, the city does not allocate investment income to a reserve. A reserve fund is the same as a reserve, except that it has distinguishable assets and the money set aside is accounted for separately. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund.

Revenue – Income received by Toronto for the fiscal year. Includes tax payments, service fees, transfers from other governments, fines, interest income etc.

Services – A series of activities that deliver the things the customer is expecting, or fulfills the requirements of other stakeholders. An example is Employment Services in the Human Resources Division.

Sinking Fund – Account used to accumulate, through annual contributions, sufficient amounts, with associated interest earnings, to repay the principal of debentures at the end of the respective borrowing terms.

Standing Committees – There are six Standing Committees made up of Councillors from various wards. These Councillors hear the opinions and concerns of citizens, business owners, and community groups, and then make recommendations for final approval by City Council on budget and service issues relating to these concerns. Standing Committees provide a forum for public participation.

Supplementary Taxes – Additional property taxes resulting from added assessment becoming available during the fiscal year.

Surplus – (Also known as Levy Carryover). Results from expenditures at year end being lower than budgeted and/or revenues being higher than budgeted. Must be fully applied in the succeeding year to reduce amount raised through taxation.

Unconditional Grants – Annual grants from the Province of Ontario that are not earmarked for specific functions and are intended to reduce the city's reliance on property taxes as a source of revenue.

User fees – Fees charged by the city for the use of its services (such as the TTC fare, ice rental fees and various city permits).

