

## A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



I am pleased to present the City of Toronto 2004 Financial Annual Report. This Report for 2004 demonstrates the impressive progress the City has made in achieving the highest standards of performance measurement, accountability, transparency and service delivery.

Toronto City Council established nine priorities for the 2003-2006 Council term. These priorities represent the issues on which Council wants to see action during their term and provide direction to staff regarding the delivery of City services and the allocation of resources to support these goals. Council's priorities are also intended to guide the deliberations of the Budget Advisory Committee, Standing Committees, city programs and Agencies, Boards and Commissions during the 2005 and 2006 budget process. The following four priorities were incorporated in the setting of the 2005 budget:

- Make Toronto a Clean and Beautiful City - implementation of Phase II
- Make Progress on the Waterfront
- Improve Public Services - TTC
- Increase Public Involvement in Civic Affairs

The City continues to utilize performance measurement and benchmarking, multi-year business plans, program reviews and prioritization to ensure that key services are delivered in the most efficient and effective manner. The City continues to make ongoing efforts to address the broad areas of integrity, procurement, enhanced management controls and governance.

In the area of integrity, Council appointed Mr. David J. Mullan as the City's Integrity Commissioner, and amended its Lobbying Disclosure Policy for Competitive Calls and Requests to ensure fairness to the process.

In 2004, the City implemented broad and sweeping changes in procurement as recommended by the Auditor General's 2003 report, including information technology issues such as End of Lease Strategy. The City also put in place enhanced management controls with respect to contract management, internal audit and use of consultants.

Finally, the City looks forward to working with other orders of government to improve the City's legislative framework, thereby enabling the City to be fiscally sustainable.

Shirley Hoy  
Chief Administrative Officer