

# VOLUME 1

## CITY PROFILE

### Toronto at a Glance

Background information on Canada's economic engine and its reporting structures, organizational charts, Councillors and wards



This page was intentionally left blank for printing purposes.

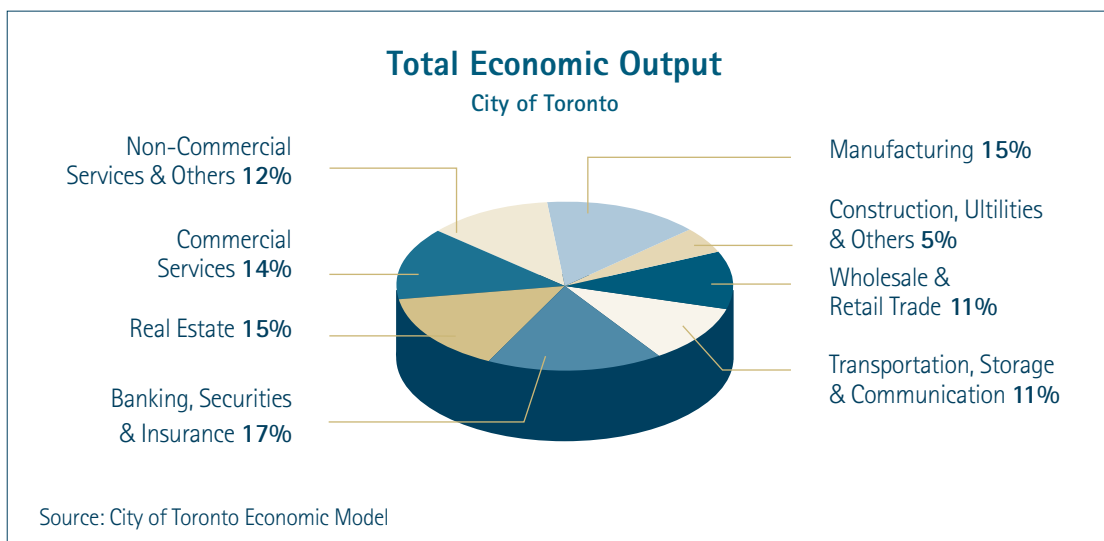
## A PROFILE OF TORONTO

The City of Toronto is Canada's largest city with a population of 2.6 million residents. It is the heart of a large urban agglomeration of 5.7 million called the Greater Toronto Area (GTA<sup>1</sup>). The GTA is located on the north western shore of Lake Ontario and is part of an even larger urban complex stretching from the western end of the Lake through Southern Ontario to the Michigan border.

Toronto, with 76,000 businesses, is the major economic engine of the country. The City is both the political capital of the Province of Ontario and the corporate capital of Canada, as well as the major centre for culture, entertainment and finance in the country. The City is home to more national and internationally ranked companies than any other city in Canada.

The GTA is one of the most diverse economies in North America, characterized by highly specialized knowledge-based jobs. An estimated \$262 billion of goods and services (GDP) are produced in the Toronto Census Metropolitan Area (CMA<sup>2</sup>). The City of Toronto accounts for slightly less than half of this total (\$127 billion).

Key industry clusters in the region comprise business and financial services, information and communication technology, biomedical and biotechnology, and film and television, to name a few. Within the City, the main drivers in Toronto's economy are manufacturing and financial business services. Manufacturing (including the head offices of manufacturing firms) generates \$20 billion of annual output, an amount that is about the same as financial services (banking, securities and insurance).



<sup>1</sup> Greater Toronto Area (GTA) refers to the City of Toronto plus the surrounding regions of Durham, York, Peel and Halton which include four upper tier and 24 lower tier municipalities.

<sup>2</sup> Toronto CMA (Census Metropolitan Area) refers to the municipalities assigned by Statistics Canada on the basis on labour market and commuting criteria. It comprises the City of Toronto and 23 other municipalities.

Manufacturing is somewhat more concentrated in the rest of the GTA, while financial and business services are predominately clustered in the City itself. The City also contains a concentration of health and education jobs. Manufacturing in the GTA is dominated by the auto sector and also contains a disproportionate share of related jobs in machinery and equipment, as well as primary and fabricated metals.

The medical community in Toronto is the fourth largest in North America. The Discovery District is a downtown research park with 7 million sq. ft. of facilities – Canada's largest concentration of research institutes, business incubators and business support services. The recently opened Medical and Related Sciences (MaRS) project, a new Faculty of Pharmacy at the University of Toronto and the Centre for Cellular and Biomolecular Research (CCBR) help give the Discovery District its name. In addition, Toronto is undergoing a 'cultural renaissance' with the unprecedented building and architectural transformation of close to a dozen major arts and cultural institutions (including expansions to the Royal Ontario Museum and the Art Gallery of Ontario), as well as the opening of the Four Seasons Centre for the Performing Arts which is the new home of the Canadian Opera Company.

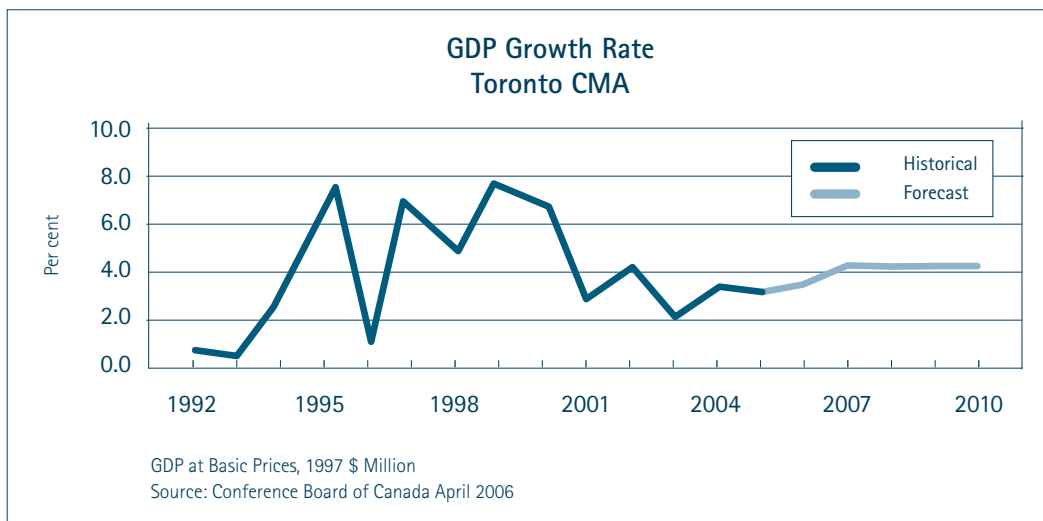
With an estimated 1.3 million people working in the City of Toronto, it continues to be a net importer of labour from the surrounding regions. However, the surrounding regions are changing rapidly in that they are experiencing growth in manufacturing and other types of employment and thus transforming themselves from residential suburbs to employment destinations. The rest of the GTA has now also become a net importer of labour both from the City and surrounding regions.

In 2005, the country's real GDP grew at 2.9 per cent, and is forecasted to grow at 3 per cent in 2006. Domestic demand, particularly consumer spending and business non-residential investment, remained the engine of growth throughout the year. At the same time, real exports improved, making growth more balanced. The current expansion is in its 15th year—the second longest in the postwar period. Despite some growth impediments including a high-flying Canadian dollar, higher energy prices and rising financing costs, the Canadian economy remains healthy, and is forecasted by the Conference Board of Canada to grow at a sustainable average of 3.1 per cent in the next few years. The country's unemployment rate reached a 32-year low in March 2006 and is now lower than in most other countries in the Organization for Economic Co-operation and Development (OECD).

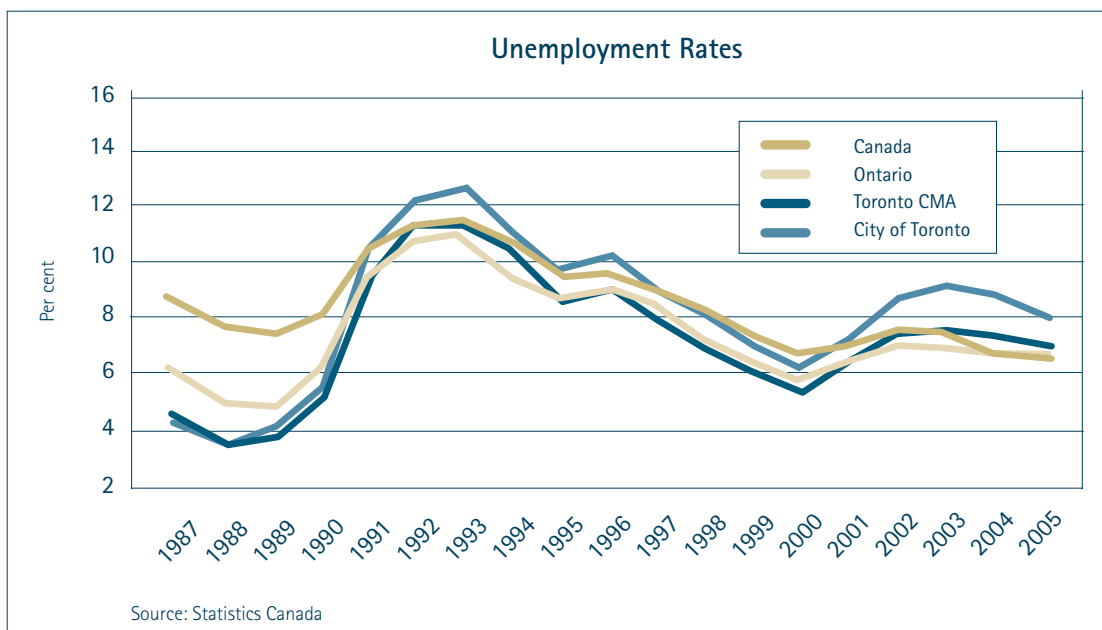
The urban portion of Southern Ontario, which includes the GTA, accounts for one-half of the manufacturing activity in Canada. A major employer is the auto industry which benefited from export demand for Canadian built models. Investment in machinery and equipment has surged in recent years, in line with the rapid rise in the value of the Canadian dollar. On the other hand, residential investment activities will continue to ease toward more sustainable and affordable levels due to rising mortgage rates and higher house prices. Employment growth is forecasted to accelerate, allowing for continued strength in growth in disposable income and consumer spending. Overall, Ontario's economy, according to the Conference Board of Canada, is forecasted to grow at 2.7 per cent in 2006 (2005: 3.0 per cent), and will accelerate to 3.4 per cent annually in 2007–2010.

The GTA, being at the centre of Southern Ontario, has enjoyed remarkable economic growth between 1994 and 2000, but has slowed down since 2001, largely as a result of the manufacturing industry being hit with several major plant closings and the sharp rise in the Canadian dollar. But activity in the GTA is expected to pick up in 2006, as manufacturers continue to adjust to the higher dollar by investing in productivity-enhancing machinery and equipment. Despite relatively sluggish growth in the services sector which was also impacted by the stronger Canadian dollar, high gas prices and increased border hassles, domestic demand has remained healthy. The Conference Board of Canada, in its Spring 2006 issue of Metropolitan Outlook, forecasted the

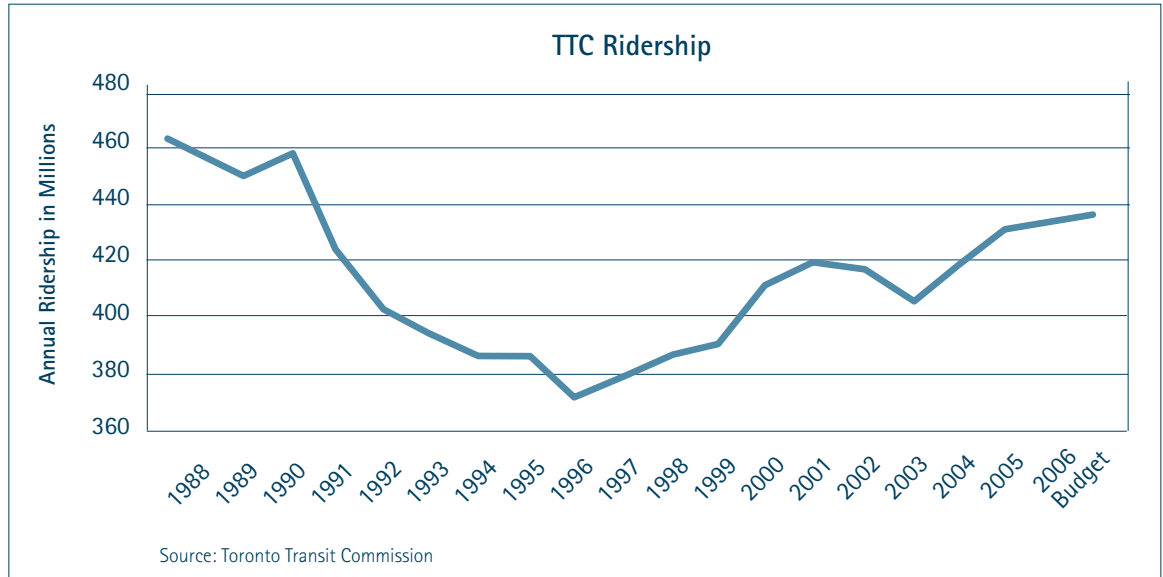
Toronto region's economy to grow at 3.4 per cent in 2006 (2005: 3.1 per cent), with GDP expanding in 2007 at its fastest pace in seven years. Toronto region's economic growth is expected to lead the country with an annual growth rate of 4.1 per cent in 2007-2010.



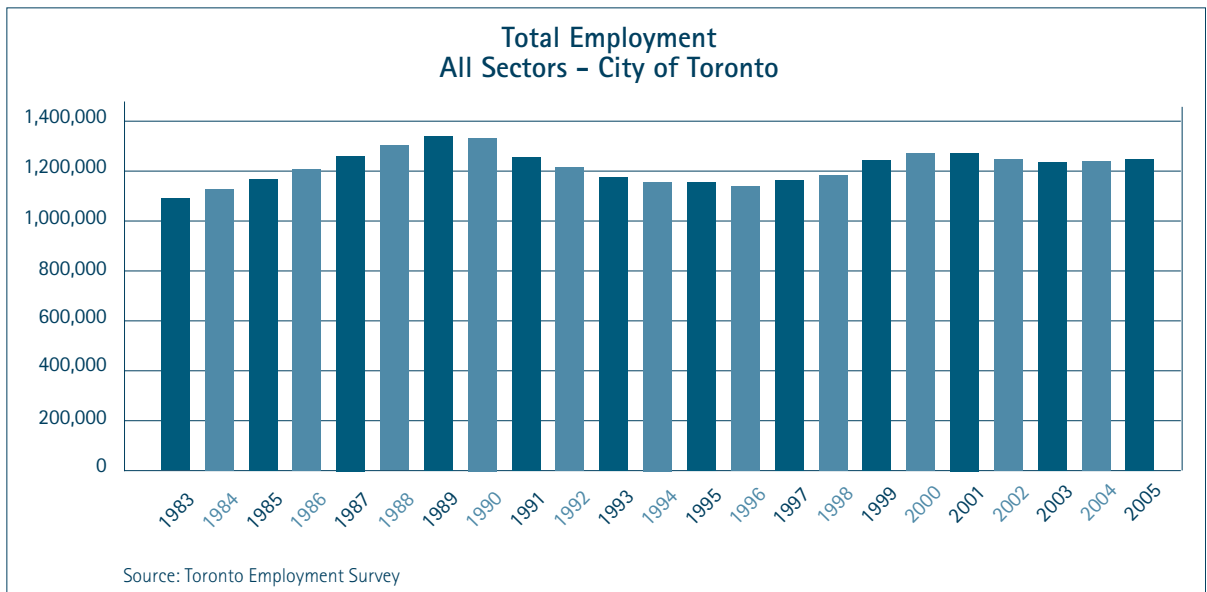
In Toronto, employment continues to improve. The unemployment rate in the city, after spiking to 9.3 per cent in September 2003, came down to 7.2 per cent (November 2005), a level not seen in four years. It is forecasted to continue to improve and stabilize in the next few years.



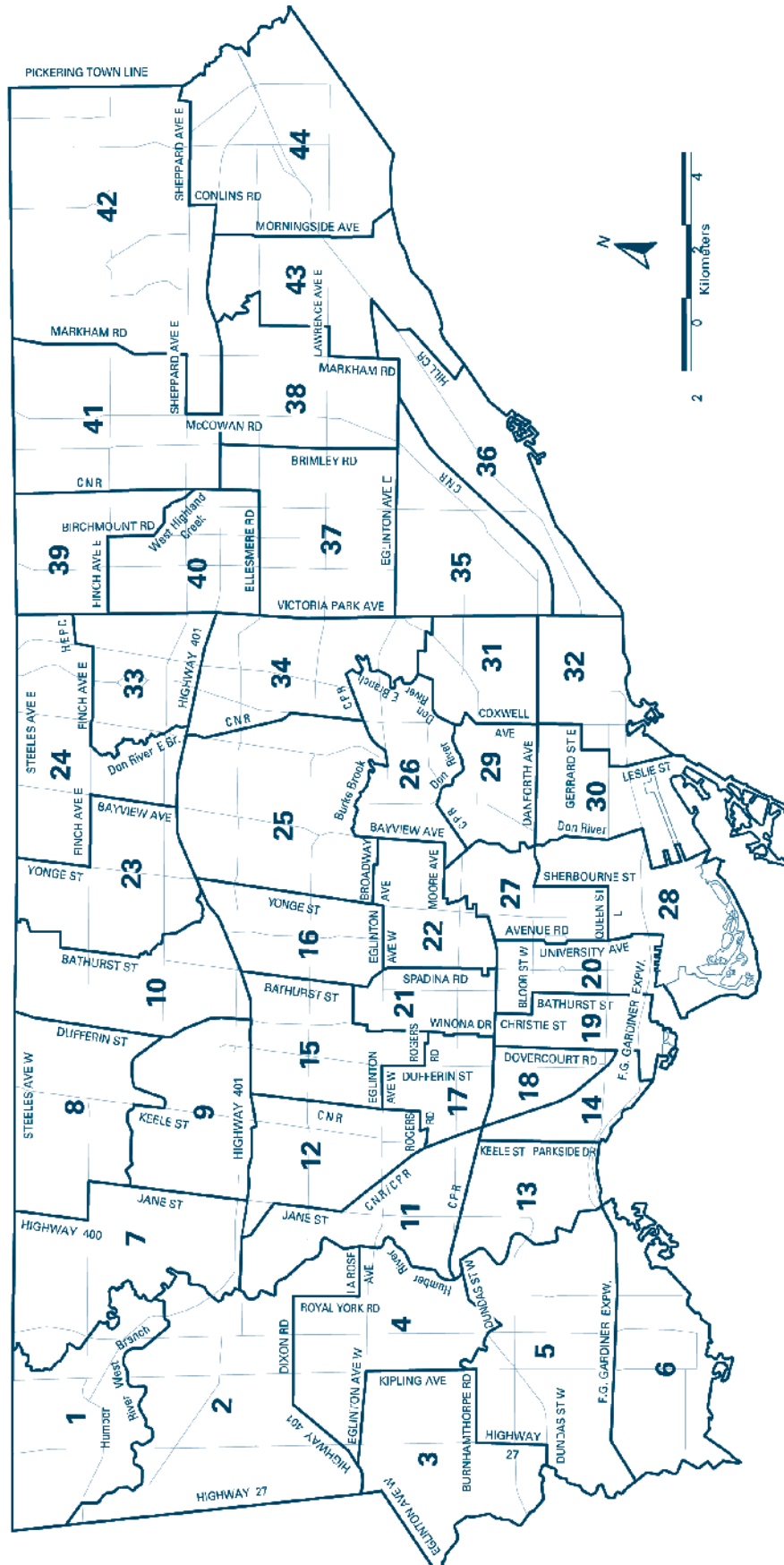
The active labour market has had a positive impact on City services such as transit ridership. In fact, TTC ridership is projected to return to a level not seen since 1991 when the last recession hit. Improved employment has also benefited downtown office vacancy rate which decreased to 8.7 per cent in the fourth quarter of 2005 compared to 9.9 per cent a year ago and 11.1 per cent two years ago.



Within the Greater Toronto Area, the economic growth of the City of Toronto has been lagging behind the rest of the region, particularly between 2000 and 2003 when employment in the City declined. Nevertheless, there have been noticeably steady gains in employment in the city more recently. Buoyed by the recent announcements of various investments in physical infrastructure by governments at all levels, the city's economy will grow at a healthy and sustainable pace.



MAP OF ELECTORAL WARDS



**Toronto**  
Electoral Wards 2004 - 2006

**TORONTO CITY COUNCIL**



**MAYOR DAVID MILLER**

For information on how to contact a member of Council, visit the City's website at [www.toronto.ca](http://www.toronto.ca)



**Ward 1  
Suzan Hall**



**Ward 2  
Rob Ford**



**Ward 3  
Doug Holyday**



**Ward 4  
Gloria Lindsay Luby**



**Ward 5  
Peter Milczyn**



**Ward 6  
Mark Grimes**



**Ward 7  
Giorgio Mammoliti**



**Ward 8  
Peter Li Preti**



**Ward 9  
Maria Augimeri**



**Ward 10  
Michael Feldman**



**Ward 11  
Frances Nunziata**



**Ward 12  
Frank Di Giorgio**



**Ward 13  
Bill Saunderson**



**Ward 14  
Sylvia Watson**



**Ward 15  
Howard Moscoe**



**Ward 16  
Karen Stintz**



**Ward 17  
Cesar Palacio**



**Ward 18  
Adam Giambrone**



**Ward 19  
Joe Pantalone**



Olivia Chow\*



**Ward 20  
Martin Silva**

\*denotes previous Councillor during term





Ward 21  
Joe Mihevc



Ward 22  
Michael Walker



Ward 23  
John Filion



Ward 24  
David Shiner



Ward 25  
Clifford Jenkins



Ward 26  
Jane Pitfield



Ward 27  
Kyle Rae



Ward 28  
Pam McConnell



Ward 29  
Case Ootes



Ward 30  
Paula Fletcher



Ward 31  
Janet Davis



Ward 32  
Sandra Bussin



Ward 33  
Shelley Carroll



Ward 34  
Denzil Minnan-Wong



Ward 35  
Gerry Altobello



Ward 36  
Brian Ashton



Ward 37  
Michael Thompson



Ward 38  
Glenn De Baeremaeker



Ward 39  
Mike Del Grande



Ward 40  
Norman Kelly



Bas  
Balkissoon\*

Ward 41  
Paul Ainslie



Ward 42  
Raymond Cho



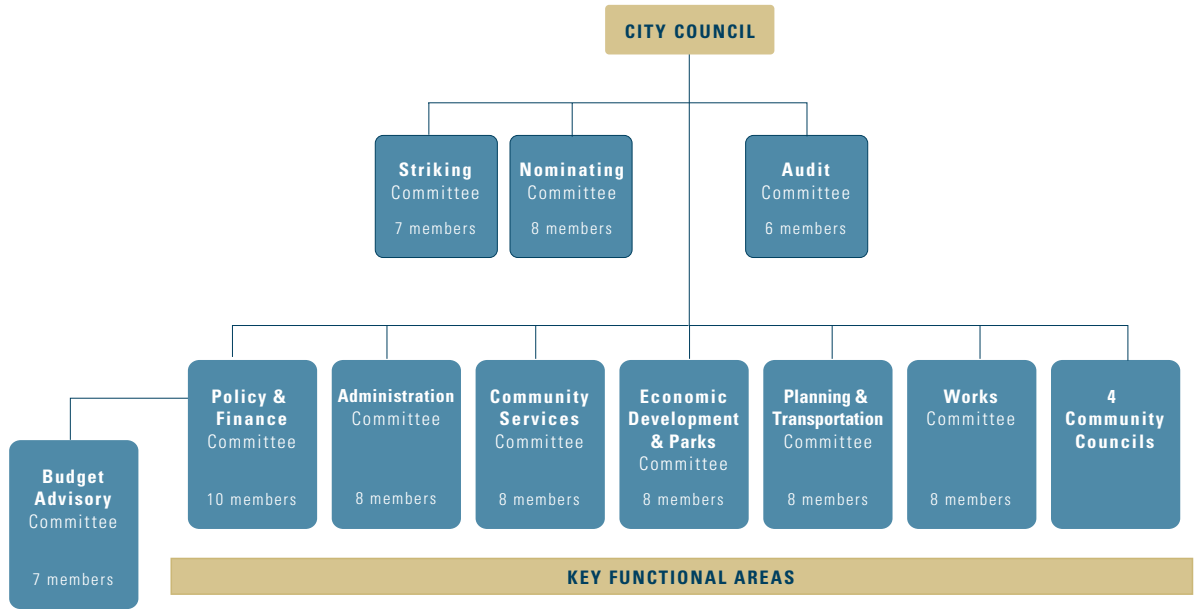
Ward 43  
David Soknacki



Ward 44  
Gay Cowbourne

\*denotes previous Councillor during term

## COUNCIL-COMMITTEE STRUCTURE AND MANDATES



### KEY FUNCTIONAL AREAS

#### Assists Policy & Finance Committee by:

- co-ordinating preparation of capital & operating estimates
- reviewing matters with significant impact on future budgets, as determined by Policy & Finance Committee

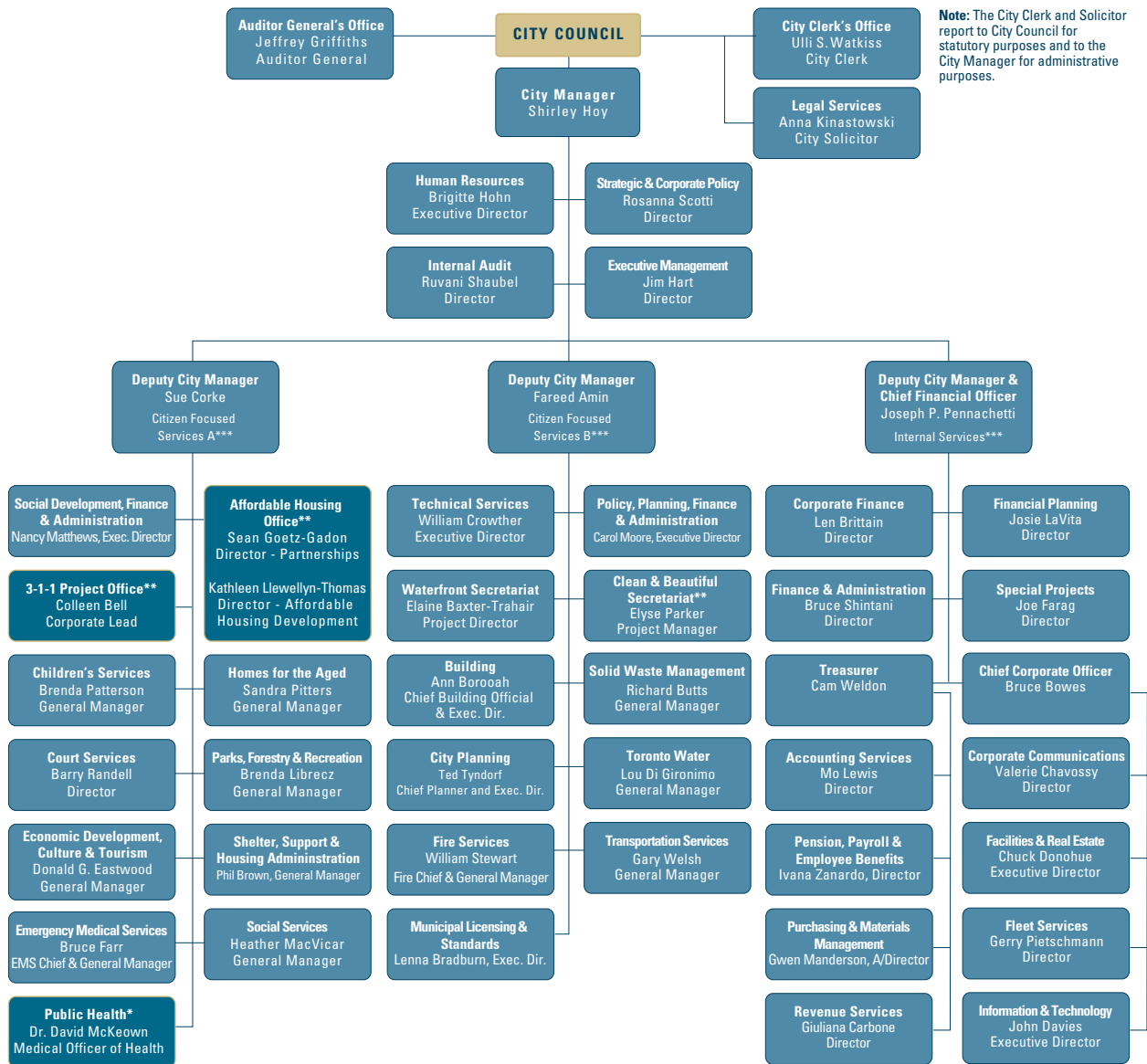
- |  |  |  |  |   |   |  |
|--|--|--|--|---|---|--|
| <ul style="list-style-type: none"> <li>• corporate human resource policy matters, including personnel matters, labour relations, occupational health and safety, workers' compensation matters, equity and human rights</li> <li>• strategic plan</li> <li>• cross-departmental matters</li> <li>• cross-ABC issues</li> <li>• financial priorities &amp; fiscal policies</li> <li>• capital &amp; operating estimates</li> <li>• in-year variances</li> <li>• assessment &amp; tax policies</li> <li>• intergovernmental relations</li> <li>• corporate international activities</li> </ul> | <ul style="list-style-type: none"> <li>• access, equity and human rights policies and programs</li> <li>• administrative matters under the City Clerk, City Solicitor and DCM-CFO</li> <li>• purchasing</li> <li>• information technology</li> <li>• real estate</li> <li>• facilities management</li> <li>• corporate communications</li> <li>• property tax appeals</li> <li>• fleet management</li> </ul> | <ul style="list-style-type: none"> <li>• social development policies &amp; community grants</li> <li>• housing &amp; homelessness (except affordable housing)</li> <li>• social services</li> <li>• shelter, housing &amp; support</li> <li>• children's services</li> <li>• seniors' services</li> <li>• ambulance</li> <li>• fire suppression</li> <li>• emergency planning</li> </ul> | <ul style="list-style-type: none"> <li>• economic development</li> <li>• tourism policy</li> <li>• arts</li> <li>• culture</li> <li>• heritage (except heritage preservation)</li> <li>• parks &amp; recreation</li> <li>• special events</li> </ul> | <ul style="list-style-type: none"> <li>• city-wide planning &amp; building (except Affordable Housing)</li> <li>• transportation policies &amp; plans</li> <li>• by-law compliance/licensing</li> <li>• city-wide heritage preservation &amp; grants</li> </ul> | <ul style="list-style-type: none"> <li>• waste management</li> <li>• water</li> <li>• sewer</li> <li>• road &amp; traffic operations</li> <li>• road allowances &amp; related issues</li> </ul> | <ul style="list-style-type: none"> <li>• local planning &amp; building</li> <li>• real estate of local interest only (except Affordable Housing)</li> <li>• local transportation matters</li> <li>• local recreation matters</li> <li>• neighbourhood matters</li> </ul> |
|--|--|--|--|---|---|--|

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

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

# CITY ADMINISTRATIVE STRUCTURE

As of March 29, 2006



**Note:** The City Clerk and Solicitor report to City Council for statutory purposes and to the City Manager for administrative purposes.

\* The Medical Officer of Health reports to City Council through the Board of Health  
 \*\* Represents Council Priorities  
 \*\*\* Denotes interim title for Cluster of services

## CITY OF TORONTO'S SPECIAL PURPOSE BODIES



## CITY OF TORONTO'S SPECIAL PURPOSE BODIES

## EXTERNAL AND PARTNERED ORGANIZATIONS

12 Alexander Street Project	Moving the Economy
Art Gallery of Ontario	Municipal Property Assessment Corp.
Arts Etobicoke	Museum of Contemporary Canadian Art
Arts York	National Ballet of Canada
Association française des municipalités de l'Ontario (Francophone Association of Municipalities of Ontario)	North York Historical Society
Bridgepoint Hospital, Board of Governors	Rouge Park Alliance
Campbell House, Board of Management	Royal Agricultural Winter Fair
Canadian Film Centre	Runnymede Hospital, Board of Directors
Canadian National Exhibition Association	Scarborough Arts Council
Canadian Opera House Corp.	Social Housing Services Corp.
Canadian Stage Company	The Scarborough Hospital, Board of Directors
Caribbean Cultural Committee	The Salvation Army Toronto Grace Health Centre, Board of Trustees
Crescent Town Club Inc.	Toronto and Region Conservation Authority
Design Exchange	Toronto Arts Council
Dora Mavor Moore Awards	Toronto Artscape
Dragon Boats 2006 – Great White North Dragon Boat Challenge	Toronto Business Development Centre
East Metro Youth Services	Toronto Child Abuse Centre
East York Foundation Nominating Committee	Toronto Financial Services Alliance
Foodshare	Toronto Foundation for Student Success
Friends of Maple Leaf Cottage	Toronto Humane Society
George R. Gardiner Museum of Ceramic Art	Toronto International Film Festival Group
Greater Toronto Airports Authority	Toronto Symphony Orchestra
Greater Toronto Marketing Alliance	Tourism Toronto
Green Tourism Association	Town of York Historical Society
Harbourfront Centre	Urban Arts Community Arts Council
Hockey Hall of Fame, Board of Directors	Woman Abuse Council
ICLEI – Local Governments for Sustainability	York Community Information
Lorraine Kimsa Theatre for Young People	Young Ambassadors Selection – Committee for Learnx Foundation
Metropolitan Toronto Convention Centre Corporation	

This page was intentionally left blank for printing purposes.

# VOLUME 1

## CITY PROFILE

### Council Direction

The mandate that guides decisions made during the budget process and is the basic tenet for excellence in the Toronto Public Service



This page was intentionally left blank for printing purposes.



## COUNCIL'S MANDATE

### Mission Statement

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

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

- **Advocacy.** We are advocates on behalf of our city's needs with other orders of government.
- **Community Participation.** We facilitate active community involvement in all aspects of civic life, both locally and city-wide.
- **Equity.** We respond to and support diverse needs and interests and work to achieve social justice.
- **Effectiveness.** We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources.
- **Leadership.** We plan for change and take a leadership role on issues of importance to the City.
- **Partnerships.** We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government.
- **Sustainability.** We integrate environmental, social, economic and fiscal perspectives in our actions.

## COUNCIL'S PRIORITIES FOR THE 2003–2006 TERM

In 2003 City Council asked the public what they wanted to see accomplished during this Council's three year term at a series of Listening to Toronto sessions. From that original consultation, City Council established nine key priorities. A second consultation was held in November 2004 to provide City Council and city staff with direction on three of the priorities. The establishment of City Council's priorities has influence both program planning and budget decisions.

A recently launched website, [www.toronto.ca/greatcity](http://www.toronto.ca/greatcity), highlights accomplishments made by City Council on their nine priorities since being elected in November 2003 as well as information on each of the priorities, why they are important to the city and the challenges of moving each priority forward.

City Council Priorities 2003–2006	
<b>Improve public services</b>	<ul style="list-style-type: none"> <li>• Public confidence and pride in the services received from the City</li> <li>• Improvement in key core services – e.g., physical infrastructure, transit, garbage, parks and recreation, social programs</li> <li>• Better and quicker ways to respond to public concerns – e.g., 3-1-1 Customer Service Initiative</li> <li>• Excellence in public service demonstrated by service measures and standards</li> </ul>
<b>Make progress on the waterfront</b>	<ul style="list-style-type: none"> <li>• A renewed Council vision for the waterfront after a review of progress to-date</li> <li>• Improved cooperation between all orders of government</li> <li>• Commencement of tangible improvements on the waterfront</li> </ul>
<b>Improve the business climate</b>	<ul style="list-style-type: none"> <li>• Toronto's image improved to attract business</li> <li>• Toronto's competitive advantages strengthened by revitalizing main streets and supporting key industries</li> <li>• Fairer tax treatment for small business</li> </ul>
<b>Make Toronto a clean and beautiful city</b>	<ul style="list-style-type: none"> <li>• Public spaces (parks, streets, ravines) are maintained and meet service quality standards</li> <li>• Demonstrate innovative approaches to beautification</li> <li>• Increased public pride and responsibility for a clean and beautiful city</li> </ul>
<b>Strengthen our neighbourhoods</b>	<ul style="list-style-type: none"> <li>• The right balance between prevention and response to neighbourhood problems</li> <li>• Improved services and programs for youth</li> <li>• Improved community safety</li> </ul>
<b>Ensure housing is affordable</b>	<ul style="list-style-type: none"> <li>• Better public understanding of housing and homelessness issues and goals</li> <li>• Development of a comprehensive housing strategy for the City that considers subsidies, creation of new housing and a quality rental market</li> <li>• Speed the delivery of housing to meet our housing targets</li> </ul>
<b>Increase Public Involvement in Civic Affairs</b>	<ul style="list-style-type: none"> <li>• Better public access to City Council through improved report formats and committee procedures</li> <li>• More openness and accountability in City decision making processes</li> <li>• Opportunities available for direct public involvement</li> </ul>
<b>Improve the Planning Process</b>	<ul style="list-style-type: none"> <li>• Clearer communications between the public, planners, developers and City Council</li> <li>• Better citizen input on neighbourhood planning issues</li> <li>• City Council objectives and issues appropriately reflected in the planning and development process</li> </ul>
<b>Get the Powers and Funding Needed for Toronto to Succeed</b>	<ul style="list-style-type: none"> <li>• Powers and autonomy appropriate to Canada's 6th largest government</li> <li>• Appropriate and stable revenue sources that match the levels and types of services we are expected to provide</li> <li>• A fairer distribution of services and funding responsibilities between orders of government</li> </ul>

## TORONTO'S OFFICIAL PLAN

Toronto's future prospects are important for Canada because successful cities are vital to a nation's prosperity. Their success, in turn, is based on their high quality of life, which attracts people, jobs and investment. What kind of city will Toronto be in the twenty-first century? This question affects us all. It is a question the Official Plan addresses. The Plan sets out the choices that, during extensive public consultations, citizens indicated would create the most prosperous Toronto.

### VISION

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

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

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

### PRINCIPLES

The Plan is based on four core principles:

- Diversity and opportunity – diversity is Toronto's strength because it means vibrancy, inclusiveness and adaptability, and enables the city to offer a dynamic mixture of opportunities for everyone to live, work, learn and play here.
- Beauty – all successful cities astonish with their human-made and natural beauty. People want to live in cities that understand their past and push their creative limits.
- Connectivity – the choices we make about where we live, how we travel, where we work, shop and play all have an impact on, and are affected by, other choices.
- Leadership and stewardship – leadership and stewardship in the successful city are not confined to elected officials but include everyone, from volunteers in grassroots community organizations to the chief executive officers of our largest corporations.

This page was intentionally left blank for printing purposes.