

2014-2018 CITY COUNCIL BRIEFING BOOK

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Council Briefing Book

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Powers and Duties of the Mayor

Statutory Powers

The role of the mayor is set out in s. 133 of the *City of Toronto Act, 2006*:

- to act as chief executive officer of the City;
- to preside over meetings of council so that its business can be carried out efficiently and effectively;
- to provide leadership to Council;
- to represent the City at official functions; and
- to carry out the duties of the head of council under COTA or any other Act.

The Act further describes the duties of the Chief Executive in s. 134. The Mayor shall:

- uphold and promote the purposes of the City;
- promote public involvement in the City's activities;
- act as the representative of the City both within and outside the City, and promote the City locally, nationally and internationally; and
- participate in and foster activities that enhance the economic, social and environmental well-being of the City and its residents.

Despite the provision to carry out the duties of the head of council, there are relatively few duties prescribed in provincial legislation for the Mayor. They include the duties to:

- sign all by-laws, together with the City Clerk, passed at meetings at which the Mayor presided;
- expel any person for improper conduct at a meeting;
- proclaim a civic holiday for the purposes of requiring retail business closings;
- act as a commissioner for taking affidavits (as may any member of Council);
- appoint guards with the powers of peace officers for public works and municipal buildings;

- issue a warrant authorizing the treasurer or the treasurer's agent to seize the personal property of a defaulted taxpayer under s. 316 of the City of Toronto Act, 2006; and
- exercise the following in the case of an emergency under s. 4 of the **Emergency Management and Civil Protection Act:**
 - declare that an emergency exists in the municipality or in any part thereof;
 - take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area; and
 - declare that an emergency has terminated.

Under the *City of Toronto Act*, City Council may, by by-law or resolution, appoint another member of Council to act in the place of the Mayor when the Mayor is absent or refuses to act or the office of the Mayor is vacant. In such cases, the Acting Mayor has all the powers and duties of the Mayor. Also, Council may, with the consent of the Mayor, appoint another member of Council to act in the place of the Mayor on some bodies of which the Mayor is a member by right of office.

Powers and Duties of the Mayor in City By-Law

Under Chapter 27, Council Procedures of the Toronto Municipal Code, City Council has established the following duties of the Mayor:

- The Mayor is a member of all committees, including the community councils, and when present, is counted for quorum and is entitled to one vote.
- The Mayor chairs the Executive Committee, the Striking Committee and the Civic Appointments Committee. However, the Mayor may assign the Deputy Mayor as chair of the Striking Committee, and recommend any other member of Council to chair the Civic Appointments Committee as his/her designate.
- The Mayor recommends to Council the membership of the Striking Committee.

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Mayor's Memberships and Appointments

- 1. The Mayor appoints the Deputy Mayor and the Chairs of the following Standing Committees:
 - Community Development and Recreation Committee
 - Economic Development Committee*
 - Government Management Committee
 - Licensing and Standards Committee
 - Parks and Environment Committee
 - Planning and Growth Management Committee**
 - Public Works and Infrastructure Committee

(*The Chair of the Economic Development Committee is also appointed to Build Toronto, Invest Toronto and the Toronto Financial Services Alliance by virtue of position)

(**The Chair of the Planning and Growth Management Committee is also appointed to Build Toronto by virtue of position.)

- 2. The Mayor is appointed to the following committees and boards by virtue of office:
 - Executive Committee, as Chair
 - Debenture Committee, as Chair
 - Canadian National Exhibition Association, Municipal Section
 - Canadian National Exhibition Association, Board of Directors
 - Royal Agricultural Winter Fair, Board of Governors
- 3. The Mayor's seat on the Toronto Police Services Board:
 - The Mayor has a seat on the Toronto Police Services Board by virtue of office. The Mayor can decide whether to take the seat. If the Mayor does not take the seat, Council will appoint another member to serve on the Board.
- 4. The Mayor is appointed to the following Boards but can appoint another Member of Council as a designate:
 - Heritage Toronto
 - Hummingbird (Sony) Centre for the Performing Arts
 - Invest Toronto
 - Metro Toronto Pension Plan
 - Metro Toronto Police Benefit Fund



- St. Lawrence Centre for the Performing Arts
- Toronto Atmospheric Fund
- Toronto Centre for the Arts
- Toronto Public Library
- Toronto Zoo
- 5. The Mayor is appointed to the following committees and boards but can recommend that Council appoint another Member of Council as a designate:
 - Affordable Housing Committee
 - Build Toronto
 - Civic Appointments Committee, as Chair
 - East York Foundation Nominating Committee
 - Exhibition Place Board of Governors
 - Greater Toronto Marketing Alliance
 - Toronto Community Housing Corporation Board of Directors
 - Toronto Financial Services Alliance
 - Toronto Hydro Corporation Board of Directors
 - Waterfront Toronto
- 6. The Mayor appoints the Nominating Panels for public appointments to the following corporations:
 - Build Toronto
 - Greater Toronto Airports Authority
 - Invest Toronto
 - Toronto Community Housing Corporation
 - Toronto Hydro Corporation
 - Toronto Waterfront Revitalization Corporation

Disqualification

A member of Council, including the Mayor, is disqualified from holding office if at any time during the term of office he or she:

- ceases to be a Canadian citizen;
- is not a resident, an owner or tenant of land or the spouse or samesex partner of an owner or tenant of land in the City of Toronto;
- is elected to the Legislative Assembly of Ontario or the House of Commons or is appointed to the Senate of Canada;
- becomes a judge of any court; or



• would be prohibited from voting in a municipal election in Toronto under the provision of any Act.

In addition, the office of a member becomes vacant if the member is absent from meetings of Council for three successive months without the absence being excused by a resolution of Council.

Ceremonial Role of the Mayor

Summary

Sections 133 and 134 of the *City of Toronto Act, 2006* include the following roles for the Mayor:

- Represent the City at official functions;
- Promote public involvement in the City's activities;
- Act as the representative of the City both within and outside the City; and promote the city locally, nationally and internationally.

There are certain duties, customs, symbols and traditions of which the Mayor-elect should be aware as they assume office.

The Mayor is supported in their ceremonial role by Protocol Services, City Clerk's Office.

Ceremonial Duties

There are a number of ceremonial duties that have been traditionally observed by the Mayor of Toronto. These include:

- courtesy calls from embassy and consular officials, municipal, provincial, national or international leaders and dignitaries;
- hosting official visits to the City of Toronto;
- hosting national and international dignitaries visiting Toronto;
- hosting international City-to-City partnership delegations and technical exchanges;
- attending and participating in civic ceremonies such as Remembrance Day, official openings/launches, significant civic anniversaries; and
- attending tributes and funeral for line of duty deaths, former Councillor/Mayor, City of Toronto staff deaths and prominent residents of Toronto.

Courtesy Calls

Courtesy calls may be initiated by national or international dignitaries or celebrities, members of the diplomatic corps, heads of government, or prominent members of the community. Courtesy calls are brief formal

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meetings with the Mayor or their designate that are primarily diplomatic in nature. The Mayor receives the visiting dignitary in their office.

Protocol Services co-ordinates the logistics for the visit including, liaising with the requester, developing the agenda, recommending participants to attend, meeting and greeting the delegation and advising on any key cultural and protocol points.

Formal Events

The Mayor may receive invitations to formal ceremonies including:

- The Opening of the Ontario Legislature and the Speech from the Throne; and
- Official welcoming ceremonies of foreign dignitaries at Pearson Airport and hospitality functions hosted by the Premier of Ontario, the Lieutenant Governor of Ontario or the Prime Minister of Canada.

The number of invitations to attend formal events can be significant. The Mayor's Office staff are responsible for maintaining and managing the Mayor's schedule. If the Mayor is unable to attend, there may be an expectation that a Member of Council is designated to represent the Mayor. The Member of Council should be selected by the Mayor in ample time for the event organizers to brief the Member and include them in their program.

Protocol for determining a designate is:

- Deputy Mayor or Member of Council that has been designated the champion for that topic area i.e. PanAm/ParaPanAm Games;
- Chair of the applicable Standing Committee; or
- Local Councillor for the location of the event.

Mayor's Chain of Office

The Chain of Office is the most formal symbol of the Office. It is generally presented to the Mayor during the First Meeting of Council. The Mayor then wears the Chain of Office when they appear in their official capacity in recognition of the responsibilities, authority and dignity of the Office. While there are no formal guidelines as to when it is worn, wearing of the Chain of Office is limited to the Mayor only and the Chain of Office is usually worn at formal occasions.

Symbols of the City

The Mayor has discretion to grant the following honours:

Freedom of the City

In Toronto, the "Freedom of the City" is an honour conferred on a military unit that has enjoyed a long and positive relationship with the City. It is a 15th century military tradition that remains an important part of the traditions of the combats units of the Canadian Forces today. This ceremony is requested by a particular military unit and is an infrequent buy symbolic event in the history of the City. Regiments who have received the Freedom of the City honour include: HMCS York; 48th Highlanders of Canada; The Royal Canadian Dragoons; Toronto Scottish Regiment; 7th Toronto Regiment. As well, from time to time, regiments who have received the honour in the past have requested to exercise their right to the Freedom of the City.

Key to the City

In Toronto, the "Key to the City" is bestowed upon distinguished persons and honoured guests of the City of Toronto. The key symbolizes free entry and the presentation honours outstanding civic contributions to the City of Toronto by the recipient. Historically, it is at the discretion of the Mayor to determine who receives the Key to the City. Previous recipients of the Key to the City include: Ed Mirvish, Norman Jewison, Nelson Mandela, the Dalai Lama, George Chuvalo. Some past Mayors have chosen to not present this honour.

Proclamations and Congratulatory Messages

The Mayor has discretion to grant Proclamations, Scrolls, and Congratulatory Messages/Greetings from the Mayor. The attached appendix details the guidelines and criteria.

Protocol Services is responsible for the administration and production of the ceremonial documents within the designated criteria.

Other ceremonial honours

Other ceremonial honours include: flag raising, half-masting of flags, condolence motions and recognitions at Council meetings. These honours are discussed in the Members of Council Handbook.



Appendix A Guidelines and criteria for ceremonial documents

Proclamations can be issued for:

- public awareness campaigns
- charitable fundraising campaigns
- arts and cultural celebrations
- special honours (on the recommendation of the Mayor)

Proclamations will not be issued for:

- matters of political controversy, ideological or religious beliefs, or individual conviction
- events or organizations with no direct relationship to the City of Toronto
- campaigns or events contrary to City policies or by-laws
- National, Independence or Republic Days
- Campaigns intended for profit-making purposes

Congratulatory Messages can be issued for:

- 25th wedding anniversaries and up
- 65th birthdays and up
- to individuals, businesses and organizations on milestone occasions
- special honours eg. winners of provincial, national or international competitions

Greetings/Messages from the Mayor can be issued to groups, institutions, individuals, organizations, or businesses for the following:

- conventions, trade shows, festivals
- city-wide sports tournaments
- cultural celebrations
- charity fundraising galas/events
- significant anniversaries and awards

Greetings/Messages will not be issued for:

- matters of political controversy, ideological or religious beliefs, or individual conviction
- events or organizations that have no direct relationship to the City of Toronto
- anything that contravenes City policies or by-laws

The Mayor's Role during an Emergency

Summary

In the event of a situation or pending situation where there is a danger of *major* proportions to life or property, the Mayor possesses a number of specific powers and duties to assist in dealing with the situation at hand.

These powers permit the Mayor to declare an emergency and to act quickly on behalf of City Council. When exercising these powers, the Mayor remains accountable to City Council for all decisions. The powers exist within an established framework for emergency management, which is governed by provincial legislation and the City's municipal code.

Background

Framework for the Mayor's Powers

- The City's emergency management procedures are set out in Chapter 59 of the City of Toronto Municipal Code, Emergency Management and the Provincial Emergency Management and Civil Protection Act. By law, the City of Toronto has an emergency plan, which is reviewed and updated annually. The City manages emergency responses from the Emergency Operations Centre located at 703 Don Mills Road.
- The Toronto Emergency Management Program Committee is responsible for overseeing the City's Emergency Management Program.
- In an emergency, members of Toronto Emergency Management Program Committee have an operational role, as the Toronto Emergency Management Program Committee Control Group. The Control Group is responsible for managing the strategic response to the emergency and providing support to the Emergency Operations Centre and site operations. There is a mechanism to notify the Toronto Emergency Management Program Committee Control Group and other appropriate senior staff to respond to an emergency and to activate the Emergency Operations Centre.

Mayor's Responsibilities for Emergency Management

• The Mayor acts as chair of Toronto Emergency Management Program Committee (unless otherwise decided by City Council), which consists of senior staff from City divisions and agencies, and Toronto Hydro.

• The Mayor has the responsibility and authority to direct the Toronto Emergency Management Program Committee's operations, coordinate its activities and convene its meetings, and to report to the Executive Committee and Council. The Mayor may delegate to one or more members of the Committee all or part of this authority.

Mayor's Specific Powers in responding to an Emergency

- The Mayor has the authority to make a formal declaration of an emergency and to take such action and to make such orders as he/she considers necessary, and which are not contrary to law, to implement the emergency plan of the municipality and protect property, and the health, safety and welfare of the inhabitants of the emergency area.
- City Council has delegated its authority to make decisions and pass bylaws to the Mayor in the event of emergencies, subject to the following criteria:
 - It is necessary to use the authority to address the situation in a timely manner;
 - In the Mayor's opinion, it is reasonable to believe that the harm or damage will be alleviated by the exercise of the delegated authority and exercising the delegated authority is a reasonable alternative to other measures that might be taken to address the situation;
 - The actions authorized under the delegated authority are exercised in a manner which, consistent with the objectives of the exercise of the delegated authority, reasonably limits their intrusiveness;
 - The exercise of the delegated authority only applies to the areas of the City of Toronto where it is necessary; and
 - The exercise of the delegated authority is effective only for as long as is reasonably necessary.



Appendix A Members of the Toronto Emergency Management Program Committee

- 1. Mayor
- 2. Deputy Mayor
- 3. City Manager
- 4. The Deputy City Manager Cluster 'A'
- 5. The Deputy City Manager Cluster 'B'
- 6. The Deputy City Manager and Chief Financial Officer Cluster 'C'
- 7. Chief of Police
- 8. Fire Chief and General Manager of Fire Services
- 9. Chief and General Manager of Emergency Medical Services
- 10. Medical Officer of Health
- 11. Director of Strategic Communications
- 12. Executive Director of Human Resources
- 13. Chief Executive Officer of Toronto Transit Commission
- 14. General Manager of Transportation Services
- 15. General Manager of Toronto Water
- 16. General Manager of Shelter, Support and Housing Administration
- 17. City Solicitor
- 18. City Treasurer
- 19. Chief Corporate Officer
- 20. Chief Building Official and Executive Director of Toronto Building
- 21. General Manager of Parks, Forestry and Recreation
- 22. General Manager of Solid Waste Management Services
- 23. Executive Director of Facilities Management
- 24. Chief Information Officer
- 25. Manager of Insurance and Risk Management
- 26. Director of the Office of Emergency Management
- 27. City Clerk
- 28. Toronto Hydro

Mayor's Role in City Council Meetings

Overview

This note summarizes provisions of the Council Procedures related to the Mayor's involvement in meetings of City Council.

Note: City Council suspended some of these powers and duties in November 2013 for the balance of the term; however they are automatically restored on December 1, 2014.

Consent to a Speaker

- If the Mayor consents in writing, Council will elect a Speaker and Deputy Speaker to preside over meetings of City Council.
- Despite the election of a Speaker to preside over meetings, the Mayor
 - may still take the Chair at any time; and
 - $\circ\;$ remains the Chair of Council for all other purposes outside of the meeting itself.
- If the Mayor does not consent to the election of a Speaker and Deputy Speaker, the Mayor and Deputy Mayor will preside over meetings of City Council.

Presiding Over Meetings

- The City Clerk and her staff provide support to the Mayor when he or she chairs City Council meetings.
- When it comes to procedure, the roles of the chair and the Clerk can be summarized as follows:
 - The City Clerk advises the Chair, but does not rule; ad
 - $\circ~$ The Chair makes rulings on the advice of the City Clerk.
- The City Clerk's staff will provide scripts while the Mayor is in the chair to help keep the meeting flowing in an orderly way.
- While the scripts will assist the Mayor, they also assist the City Clerk in

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recording the proceedings of the meeting and ensuring certain procedural steps are always completed.

- If the Mayor wishes to make a detailed ruling or statement, please ask the City Clerk's staff to assist by preparing a script in advance.
- The City Clerk will provide a separate briefing on procedure for the Mayor. If the Mayor intends to preside instead of a Speaker, a more detailed briefing will be provided to support the Mayor in that role.

Mayor can call Special Meetings of City Council

- The Mayor can call special meetings of City Council with 24 hours notice and in accordance with the Council Procedures.
- To call a special meeting, the Mayor should contact the City Clerk.
- The City Clerk will need to establish:
 - The date of the meeting;
 - The time of the meeting; and
 - The purpose of the meeting.
- Since a special meeting can only consider matters falling under the purpose of the meeting listed in the Notice of Meeting, special attention needs to be given to the wording of the purpose.
- As there are considerable resources that need to be marshalled for a meeting of City Council, advance consultation with the City Clerk on dates, times and subject would be appreciated where possible.

Mayor can call Special Emergency Meetings of City Council

- The Mayor can also call Special Meetings of City Council with less than 24 hours notice in the event of an emergency.
- A majority of Members must give their written consent to waiving notice before the meeting begins, which the City Clerk will assist in obtaining.
- This provision has never been used to date and should only be used for the most serious emergencies.

Pre-Meeting Briefing

- The Mayor will be provided with an agenda briefing for City Council meetings.
- The agenda briefings are normally scheduled by the City Clerk's office in consultation with the Mayor's scheduling staff to take place within 2 days of the start of the meeting.
- The agenda briefings have traditionally been conducted in the Mayor's board room.
- The purpose of the agenda briefing is to brief the Mayor on:
 - Status of agenda items including issues arising during committee debate;
 - Supplementary information expected to be placed before Council;
 - Procedural or legal issues related to agenda items;
 - Late items or new business;
 - Scheduling issues and order of business; and
 - Anticipated security or other disruptions.
- The City Council Agenda Briefing is traditionally attended by:
 - The Mayor and key staff;
 - The Deputy Mayor, if so desired by the Mayor;
 - The City Clerk and the Director, Secretariat;
 - The City Solicitor;
 - The City Manager and key staff;
 - $\circ~$ The Deputy City Managers and/or their designates; and
 - Any other senior official whose presence may be required to brief the Mayor on agenda items.
- The City Clerk will provide a separate briefing to the Speaker and Deputy Speaker for each meeting. The Mayor should consider the pros and cons of also inviting the Speaker or Deputy Speaker to the Mayor's briefing.

Adding New Business to the City Council Agenda

• The Mayor may add new business to the agenda of a Council meeting

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without first submitting the matter to the relevant Council Committee if the Mayor has met the main agenda deadline.

- If the Mayor wishes to add new business after the main agenda deadline, it must be done by motion without notice.
- The City Clerk's staff is available to advise on the form of reports and motions to be added to the agenda and help in their preparation.

The Mayor is consulted on late Motions without Notice

- In accordance with s. 27-65C, the City Clerk consults with the Mayor to review all motions without notice before the Council meeting to ensure the matter addressed by the motion without notice complies with the definition of urgent matter.
- If, after consultation with the Mayor, the City Clerk deems the matter urgent, the motion is listed on the agenda. If it is not urgent, the City Clerk automatically submits the matter to the next meeting of the appropriate standing committee.
- Note that this only applies to motions without notice received after the main deadline and before the City Council meeting.
- The Mayor has no official role in vetting notices of motions submitted by Members before the agenda deadline. (However, a Member may or may not consult with the Mayor before submitting a motion).
- The Mayor may wish to designate a member of their staff to consult with the Clerk on these motions. The consultation is normally conducted in the afternoon of the business day before the Council meeting.

Mayor's Key Matters

- The Mayor may identify one or two key matters on a City Council agenda, and the order and time at which they will be debated.
- The Mayor's key matters will be listed on the Order Paper.
- The Mayor should advise the Manager, Council Secretariat Support, of any key matters by the end of business on the day before a City Council meeting.

• The Mayor may be questioned on a key matter regardless of whether he or she speaks to the item or not.

Introduction of Committee Reports

- As Chair of the Executive Committee, the Mayor introduces the report of the committee at the beginning of the Council meeting.
- In introducing the committee report, the Mayor may speak for up to 5 minutes about the contents of the committee report.
- The Mayor is not subject to questioning after introducing the committee report.

Mayor's Right to Speak First or Last on an Item

- The Mayor has the right to speak first or last on an item.
- If the Mayor wishes to exercise this right, he or she should advise the Speaker or the City Clerk's staff at the centre table at the earliest possible opportunity.

The Mayor may be questioned any time he or she speaks

- The Mayor may be questioned any time he or she speaks on an agenda item in Council.
- This rule applies regardless of whether the Mayor places a motion or not.
- The Mayor may also be questioned on a key matter regardless of whether he or she speaks to the item or not.

The Mayor must vacate the chair to speak if he or she is presiding

- If the Mayor wishes to speak on an item while he or she is presiding over the meeting, he or she must vacate the chair and take up the other seat provided to him on the Council floor.
- The Speaker, Deputy Speaker or Deputy Mayor, as appropriate, should take over the chair.

- The Mayor signs the minutes of City Council, the Executive Committee and any other committee he or she may chair after they have been confirmed by the applicable body.
- The City Clerk's staff will deliver originals to the Mayor for signature.
- The Mayor must sign by hand (i.e., no stamps or digital or mechanical reproductions.)

Mayor signs By-Laws if he or she was presiding when enacted

- If the Mayor is presiding for the motion to enact by-laws, he or she will be required to sign the by-laws together with the City Clerk.
- If the Speaker is presiding when the by-laws are enacted, the Speaker will sign the by-laws and the Mayor will not be involved.
- If the Mayor is required to sign by-laws, the City Clerk's staff will deliver originals to the Mayor's Office for signature.
- The Mayor must sign by hand (i.e., no stamps or digital or mechanical reproductions.)

Issue

City Council temporarily suspended various powers and duties of the Mayor and assigned certain powers, duties and resources to the Deputy Mayor. These provisions were approved until the end of the term on November 30, 2014.

Background

At its meetings on November 15 and 18, 2013, City Council suspended various rules delegating certain powers to the Mayor until the end of the term on November 30, 2014.

The suspended powers included the following:

- 1. The power of the Mayor to appoint and dismiss the Deputy Mayor and Standing Committee Chairs under Section 27-40 of the Council Procedures.
- 2. The right to designate or set times for key matters on the City Council agenda.
- 3. The right to chair the Executive Committee (the Deputy Mayor was appointed chair)
- 4. The right to be considered a member of all Council committees by virtue of office, and the rights and privileges of other committee members when present at a committee meeting
- 5. The right to elect to speak first or last on agenda items at City Council meetings
- 6. The power to to chair or assign the chair's position for the Striking Committee
- 7. The right to designate the chair of the Civic Appointments Committee
- 8. The right to designate a member on the Affordable Housing Committee
- 9. The right to be consulted by the City Clerk on urgency of motions without notice received after the agenda closing and before the Council meeting under Section 27-65.
- 10. The right to sign the minutes of the meetings of City Council
- 11. The power to appoint the nominating panels for appointments to the City's corporations.

City Council also temporarily transferred the following duties and powers to the Deputy Mayor:

- 1. Mayor's powers delegated by City Council to the Mayor under its own authority under Toronto Municipal Code Chapter 59, Emergency Management
- 2. Mayor's powers delegated by City Council to appoint and chair the selection panels for the Accountability Officers
- 3. Mayor's powers and duties with respect to the Debenture Committee and the issuance of debt.

City Council also reduced the Mayor's Office budget and staff complement and transferred the balance of the budget and staff to the City Clerk's Office for the remainder of the term. City Council assigned the supervision of the budget and staff to the Deputy Mayor.

Implications

- Since City Council only suspended or made temporary provisions until the end of the term, all of the previous rules and powers and duties of the Mayor revert to the way they were before City Council acted in November 2013.
- The operating budget for the Mayor's Office for December 2014 will be equivalent to 1/12th of the Mayor's Office total budget prior to the reduction in 2013 (with adjustments for cost-of-living). The full Mayor's Office budget will become the base for the 2015 operating budget process.
- On December 1, 2014, the total staffing complement for the Mayor's Office will be restored to the pre-reduction level of 19. The staffing requirement for the Mayor's Office will be determined by the Mayor and will form part of the 2015 operating budget process.
- The contracts of all Members' staff, including Mayor's Office staff and those who transferred to the City Clerk's Office under the direction of the Deputy Mayor, end on November 30, 2014.
- There will be no additional budget or staffing provisions for the Deputy Mayor after December 1, 2014, other than those provided to that person as a regular Member of Council.

Current Status and Next Steps

The previous rules and resources are reinstated automatically. No additional authority is required to reinstate them.

Additional Information

Links to the minutes of City Council decisions:

Meeting 42 – November 15th, 2013 <u>http://goo.gl/EZAwNZ</u>

Meeting 43 – November 15th 2013 <u>http://goo.gl/mH4LvZ</u>

Meeting 44 – November 18th 2013 <u>http://goo.gl/U3aanb</u>

City Council

City Council is composed of the Mayor and 44 Councillors and is the main governing and legislative body for the City. The Mayor is elected at-large while each Councillor is elected in one of 44 wards.

The Council is elected every four years on a fixed date in October. Municipal elections are held on the same day in every municipality in Ontario.

Role, Powers and Duties

Council has both legislative and administrative responsibilities, and exercises all powers through by-laws, except where otherwise permitted by legislation.

Council creates policies and programs, determines service mix, service levels and oversees the work of implementing its decisions. Council awards contracts, and approves the hiring and dismissal of statutory officers and executive staff. Council may, with some limitations, delegate its decisionmaking authority to committees, City agencies or City officials.

The role of Council as set out in the *City of Toronto Act*, 2006 is to:

- represent the public and consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine which services the City provides;
- ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
- ensure the accountability and transparency of the operations of the City, including the activities of the senior management;
- maintain the financial integrity of the City; and
- carry out the duties of Council under this or any other Act.

Disqualification

A member of Council, including the Mayor, is disqualified from holding office if at any time during the term of office he or she:

- ceases to be a Canadian citizen
- is not a resident, an owner or tenant of land or the spouse or same-sex

partner of an owner or tenant of land in the City of Toronto

- is elected to the Legislative Assembly of Ontario or the House of Commons or is appointed to the Senate of Canada
- becomes a judge of any court
- would be prohibited from voting in a municipal election in Toronto under the provision of any Act.

In addition, the office of a member becomes vacant if the member is absent from meetings of Council for three successive months without the absence being excused by a resolution of Council.

Membership

Unless City Council decides otherwise, the members of the following committees are appointed by City Council until the end of the second full year of the Council term, or until their successors are appointed:

- The Executive Committee's four members-at-large
- The Standing Committee members
- Special committee and sub-committee members
- Any Council members appointed to agencies and external bodies
- Council members who are members of any other committee
- Council Advisory Bodies

Striking Committee

The Striking Committee includes the Mayor as Chair, or the Deputy Mayor if the Mayor so assigns. The remaining six members of the Striking Committee are appointed by Council upon the Mayor's recommendation.

Members of the Striking Committee may only serve on one of the following: The Toronto Police Services Board or the Board of Directors of the Sony Centre for the Performing Arts.

Standing Committee Chairs

The standing committee chairs are appointed by the Mayor and serve at the Mayor's discretion. The standing committee chairs have a dual role within Council's committee structure as chair of their standing committee and a member of the Executive Committee. Chairs are required to weigh matters within Council's overall agenda within a city-wide context, and provide

leadership to their standing committee in making decisions within this context.

Community Councils

Each member of Council serves on the community council that incorporates his or her ward. The Mayor is a voting member of all community councils. The chair and vice chair of each community council is elected by the community council from among its members.

The Speaker and Deputy Speaker

Under the *City of Toronto Act, 2006*, Council may, with the consent of the Mayor, designate another Member of Council to preside at meetings of the City. Given this ability to designate a presiding officer, Council has created the positions of 'Speaker' and 'Deputy Speaker'.

The Speaker is responsible for chairing City Council meetings, subject to the consent of the Mayor, and when the Mayor vacates the chair. Since the Mayor retains the statutory power to chair meetings, the Mayor may resume the chair at his or her discretion.

The duty of the Deputy Speaker is to act as chair when the Speaker is unable to.

The Speaker and Deputy Speaker are elected by City Council, from among its members, at the first Council meeting of a new term. While the *City of Toronto Act* allows for a secret ballot, Council has decided to conduct the balloting process in public. Both the Speaker and Deputy Speaker are elected for the Council term, unless removed from office by a two-thirds vote of Council (30 members).

Decision Making of City Council

Council and its Committee System

City Council uses a committee system to manage its legislative process and make decisions. With few exceptions the business of the City is introduced at a committee and debated for recommendation to Council. City Council and its committees are required to meet in public, with some exceptions as specified in the *City of Toronto Act, 2006*, and all votes, including votes on matters discussed in closed meetings must be taken in public. Committees provide an important forum for debate and public input on issues within their area of responsibility.

Council's core committee system includes:

- An Executive Committee
- Seven policy Standing Committees of Council
- Four Community Councils (geographic standing committees)
- Six special committees

A chart of Council's Committee Structure is attached in Appendix A.

Council Procedures

The business of City Council and its committees is governed by the Council Procedures contained in Chapter 27 of the Toronto Municipal Code. They establish the rules in a number of key areas including:

- Rules of Council and committee debate
- Public participation
- Agendas, minutes and order of business
- Roles of key office holders and conduct of Members
- Committee structure and duties
- Delegation to committees
- Motions and Voting
- Bills and by-laws

City Council can only amend the Council Procedures by a two-thirds vote after certain notice and public hearing requirements are met.

The Council Procedures can be found at: <u>http://www.toronto.ca/legdocs/municode/1184_027.pdf</u>

Executive Committee

The Executive Committee reports to Council and is composed of the Mayor (chair), the Deputy Mayor (vice chair), the seven chairs of the Standing Committees and four other members of Council who are not chair of the Toronto Police Service Board or the Toronto Transit Commission.

The Executive Committee's mandate is to monitor and make recommendations on the priorities, plans, international and intergovernmental relations, governance structures and processes including the City's relationship with its agencies and corporations, and financial integrity of the City.

Standing Committees

There are seven policy Standing Committees of City Council. Every Standing Committee has a distinct mandate and is composed of six members and the Mayor by-right-of-office.

Standing Committees are responsible for setting priorities and direction, providing a forum for policy debate and public participation, and recommending policies and budget priorities to Council.

The Standing Committees include:

- **Community Development and Recreation Committee**: Primary focus: social cohesion -- responsible for monitoring and making recommendations to strengthen services to communities and neighbourhoods.
- **Economic Development Committee**: Primary Focus: the economy -responsible for monitoring and making recommendations to strengthen Toronto's economy and investment climate.
- **Government Management Committee**: Primary focus: government assets and resources -- responsible for monitoring and making recommendations on the administrative operations of the City.
- Licensing and Standards Committee: Primary focus: consumer safety and protection -- responsible for monitoring and making recommendations on the licensing of business and enforcement of property standards.

- **Public Works and Infrastructure Committee**: Primary focus: infrastructure -- responsible for monitoring and making recommendations on Toronto's infrastructure needs and services.
- **Planning and Growth Management Committee**: Primary focus: urban form -- responsible for monitoring and making recommendations on the planning, growth and development of the City.
- **Parks and Environment Committee**: Primary focus: the natural environment -- responsible for monitoring and making recommendations on the sustainable use of Toronto's natural environment.

Community Councils

City Council has established four geographic standing committees: North York Community Council, Toronto and East York Community Council, Scarborough Community Council and Etobicoke York Community Council. Each includes eleven electoral wards and represents about 600,000 residents.

Community Councils consider local matters and provide a forum for local input into Council's decision-making process. They hold public meetings on a range of planning matters, monitor the well-being of local neighbourhoods, nominate citizens to a range of local bodies, and consider appeals brought forward by ward councillors of Sign Variance Committee decisions and make recommendations to City Council for final decision.

Community Councils also exercise delegated final decision making on a range of local routine matters, subject to certain limitations, including decisions involving parking, traffic regulations and road alterations, permits for cafes and front yard parking, appointments to certain local boards such as community centres, installation of stop signs, and exemptions to certain City by-laws.

City Council cannot re-open a decision made by a Community Council on a delegated matter. City Council retains the authority to revoke delegation at any time. Community Councils can re-open decisions if required with a two-thirds majority vote. Delegated matters that involve more than one Community Council require City Council approval as they are considered City-wide matters.

Information on delegated areas of legislative authority to community councils can be found at: <u>http://goo.gl/i9sNs4</u>

A Community Council map is attached in Appendix B.

Special Committees

The **Budget Committee** reports to the Executive Committee and is composed of seven members. The Budget Committee is responsible for coordinating the preparation of the capital and operating estimates and reviewing matters that may have a significant impact on a future budget as determined by the Executive Committee.

The **Employee and Labour Relations Committee** reports to the Executive Committee and is composed of seven members. The Committee is responsible for reviewing corporate human resource policy issues affecting the City's workforce. The Committee is also responsible for providing strategic policy direction and receiving routine updates on collective bargaining related to the City.

The **Affordable Housing Committee** reports to the Executive Committee and is composed of six members. The Committee has several responsibilities including leading affordable housing policy, research and advocacy; allocating funding and acquiring land to increase the supply of affordable housing; and measuring the efficiency and effectiveness of projects and programs undertaken by the Affordable Housing Office.

The **Civic Appointments Committee** reports directly to Council and is composed of up to nine Council members, including the Mayor or the Mayor's designate as Chair. The Committee makes recommendations to City Council on the appointment of citizens to key City agencies, external bodies and other committees.

In addition to the Civic Appointments Committee, City Council has established **several nominating panels** to make recommendations to City Council on appointments to other bodies.

The **Audit Committee** reports directly to City Council and is composed of six members. The Committee has several responsibilities, including considering the annual external audit of the City's financial statements, reviewing the audited statements of City agencies, considering reports from the Auditor General, and recommending the appointment of the City's external auditor, auditor for City agencies, and external auditor to conduct the annual audit of the Auditor General's Office.
The **Striking Committee** reports directly to City Council and is composed of up to seven members of Council.

The Striking Committee is responsible for making recommendations to City Council on:

- Council member appointments to fill the positions of the at-large members of the Executive Committee, the members of the Standing Committees, the members of the Budget Committee, the members of the Audit Committee, and the members of the Civic Appointment Committee;
- Council member appointments to the boards of directors of City agencies and Council representatives on external boards and public advisory bodies; and
- The meeting schedule for City Council and Council Committees.

Board of Health is a statutory board governed by the Provincial *Health Protection and Promotion Act.* The Board reports directly to Council and is composed of 13 members including 6 members of Council, 6 citizen members and 1 representative from education.

The Board of Health has several responsibilities that include advising Council on a broad range of health issues, and providing direction to the Public Health Unit on public health policies, programs and services that respond to local health needs.

Sub-Committees can be established by the Executive Committee, a Standing Committee, a Special Committee, the Board of Health and a Community Council to undertake a time-limited task or to serve on an ongoing basis for more detailed consideration of matters. Sub-committees generally report through their establishing body, except for Community Council subcommittees who report directly to Council on public hearings and public presentations. Only members of the committee creating the subcommittee may be subcommittee members.

Appendix A: Council Committee Structure



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Appendix B: Community Council Map



Council Advisory Bodies

Overview

Council Advisory Bodies, established by City Council under Toronto Municipal Code Chapter 27, Council Procedures, provide advice to City Council through its committees on specific areas of interest and policy priorities to assist decision-making.

Council Advisory Bodies include Members of City Council and at least 50 percent citizens appointed by City Council, unless the appointment has been delegated by City Council to a City committee or official. They are required to follow a range of City by-laws, policies and legislation including open meeting requirements.

Council Advisory Bodies do not deliver services, direct staff or make binding decisions on the Toronto government. They dissolve at the end of each term of City Council unless they are bodies established under legislation.

Council Advisory Bodies Established for the 2010 to 2014 Term

City Council established the following bodies for the 2010 to 2014 term to provide advice to City Council and support their decision-making on key policy matters related to housing, transit, and economic development for example. Unless otherwise noted, these bodies dissolved at the end of the current Term of City Council:

- Expert Advisory Panel Regarding Transit on Sheppard Avenue East (concluded in 2012)
- Film, Television and Commercial Production Industry Committee (Film Board)
- French Language Advisory Committee
- Nathan Phillips Square Community Advisory Committee (concluded in 2013¹)
- Special Housing Working Group (concluded in 2013)

¹ City Council dissolved the Nathan Phillips Square Community Advisory Committee in 2013 and re-established as a Program Advisory Body to provide advice and input to City officials.

- Task Force on the State of Hockey in Scarborough (concluded in 2011²)
- Toronto Aboriginal Affairs Advisory Committee
- Toronto School Boards Task Force (membership is composed of elected officials from City Council and the School Boards)

The City currently has an additional two Council Advisory Bodies established under legislation:

- The Disabilities Issues Committees required by the Accessibility for Ontarians with Disabilities Act; and
- The Toronto Preservation Board established under the *Heritage Act*.

² City Council dissolved the Task Force on the State of Hockey in Scarborough in 2011 and re-established a Program Advisory Body to provide advice and input to City officials.

Commissioner for Taking Affidavits

Summary

The Mayor is deemed to be a Commissioner for Taking Affidavits by virtue of office. This note provides some background information in the event that the Mayor has occasion to exercise these powers. The attached "Guide for Newly Appointed Commissioners for Taking Affidavits¹", issued by the Ministry of the Attorney General, provides more details on the steps required in taking affidavits.

Background

Each Member of Council is a Commissioner for Taking Affidavits ("Commissioner") by virtue of office. A Commissioner is a person who can legally administer an oath, affirmation or declaration to a person making an affidavit. An affidavit is a written statement confirmed or declaration of facts that are sworn or affirmed to be true. A Commissioner's stamp is provided by Council and Support Services, City Clerk's Office.

The associated duties and powers of a Commissioner are set out in the *Commissioners for taking Affidavits Act* and *Commissioners and Other Persons Who May Take Affidavits* Regulation (O.Reg 386/12). Once a Member of Council leaves their office, their commission is no longer in effect.

Members should not charge a fee for this service unless specifically set out in the fees by-law.²

Members may only commission documents within the City of Toronto.³

Responsibilities

A Commissioner may be called into court to establish that the oath, affirmation or declaration was administered properly. You may be personally

¹ More information can also be found at the following link: <u>http://goo.gl/DAID9Q</u>.

² Municipal Code Chapter 441, Fees and Charges.

³ Section 2 of Ontario Regulation 386/12 *Commissioners and Other Persons Who May Take Affidavits*. <u>http://goo.gl/xZPbQC</u>.

liable for improperly taking affidavits or declarations. *Section 10* of the *Commissioner for Taking Affidavits Act* makes it an offense, punishable by a fine of up to \$2,000 for a commissioner to:

- Sign a jurat or declaration without satisfying himself or herself of **the genuineness of the signature of the deponent or declarant**; or
- Fail to administer the oath or declaration in the manner required by law <u>before</u> signing the jurat or declaration.

Additionally, section 138 of the Criminal Code of Canada makes it an indictable offense, punishable by up to two years imprisonment, to sign a writing that purports to be an affidavit or statutory declaration and to have been sworn or declared by him or her when:

- The writing was not so sworn or declared; or
- The person knows that he or she has no authority to administer the oath or declaration.

Steps for taking written declarations or affidavits

There are three steps for taking written declarations and affidavits:

- 1) Verify the Signature
 - It is your obligation to satisfy yourself of the genuineness of the signature.
 - The affidavit or declaration must be signed in your presence
 - The deponent/declarant must provide proof of identity
- 2) Administer the Declaration, Oath or Affirmation
 - Different scripts are used for administering a declaration, oath or affirmation.
 - Please refer to the scripts included in Ministry of the Attorney General's Guide for Newly Appointed Commissioners for Taking Affidavits attached to this briefing note.
- 3) Complete the Jurat
 - The jurat is the part of the document where your certify when and where you took the affidavit or declaration. It is normally written at the foot of the document.

Additional tips

- The person requiring a Commissioner to sign a document must be present before the Commissioner at the time the oath or declaration is administered.
- Ask to see the person's identification with a signature (such as a driver's licence or passport).
- Make the person aware of the force and effect of the declaration. A person may swear, affirm or declare the declaration. It is appropriate to first ask the individual if he or she wishes to swear, affirm or declare its contents. A Bible is not required for the swearing of an affidavit.
- Check the document to see if there are any changes such as smudges, cross outs or erasures. If any of these changes are present at the time of signing, both the Member and the person must place their initials beside each change.

Examples of what you can and cannot commission

It is entirely at the discretion of the Mayor whether or not the Mayor wishes to commission documents. The following are examples of affidavits that the Mayor may be asked to sign:

- Adult or child change of name application (Change of Name Act)
- Insurance document affidavits
- Motor vehicle transfer
- Lost cheque or savings bond affidavits
- Affidavit of service
- Affidavit on land transfer tax form
- Affidavit of responsibility (sponsoring family visiting Canada)
- Passport statutory declaration in lieu of guarantor
- Permanent Residency Card

A Commissioner does not certify that the statements being made in the affidavit or statutory declaration are true, but only certifies that an oath or solemn affirmation has been administered properly.

A Commissioner is not a Notary Public

The Mayor is by virtue of office a Commissioner but is **not** a notary public. A notary public is someone who can also verify that signatures, marks and copies of documents are true or genuine.

Always review the document you are asked to sign to make sure that you have authority to do so as a Commissioner. Where it is stated that a notary public is required, you do not have the authority to sign the document.

Other Commissioners

Specific City staff are designated as Commissioners. However, most staff are limited to commissioning documents that relate specifically to City business.

Examples for City Clerk's Office staff include:

- Name change applications
- Candidate nomination papers and financial statements
- Proxy forms
- Proof of ownership/tenancy status
- Alive and well letters
- Affidavits to the Integrity Commissioner
- Assessment rolls
- Council, Committee and Community Council documents

If a person requires a document to be notarized or commissioned for non-City business, they may contact a:

- Member of Provincial Parliament
- Legal clinic (may sign some documents for a reduced fee)
- Non-profit organization. Dial 211 or visit <u>www.211toronto.ca</u> and enter "commissioner of oaths" in the search field.
- Lawyer

Contact

Anna Kinastowski City Solicitor 416-392-0080, <u>akinasto@toronto.ca</u>

The City Manager and Senior Administration

The City Manager is the most senior official in the City's administrative structure and is accountable to City Council for the policies and programs delivered by the Toronto Public Service.

The City Manager leads the Toronto Public Service, and provides advice to Council on the City's fiscal, organizational and service responsibilities. The City Manager is accountable to Council for the policy direction and program delivery of all City divisions and provides advice to Council on agency and corporation governance structures and relationships to the City.

The City Manager:

- is responsible for efficient and effective delivery of services, policy direction and program delivery of all City divisions;
- provides Council with a single point of administrative accountability and strategic leadership;
- provides organizational leadership to the Toronto Public Service;
- leads the City's intergovernmental strategy on behalf of City Council; and
- plays a formal liaison role between the City and its agencies and corporations.

The City Manager's Office has six divisions: Executive Management, Equity, Diversity & Human Rights, Human Resources, Internal Audit, Strategic & Corporate Policy, and Strategic Communications.

Executive Management supports the day to day operation of the City Manager's office and the daily work of the City Manager. The division also focuses on financial and administrative oversight, management of emerging corporate issues, agenda coordination, municipal performance measurement, benchmarking and best practices initiatives.

Equity, Diversity, & Human Rights ensures that City services, programs and policies are responsive to the needs of Toronto's diverse communities. The division provides expert advice, promotes and manages human rights and implements key corporate initiatives to foster equity, diversity and inclusion in all City practices.



Human Resources develops, implements and monitors corporate policies and partners with corporate and divisional clients in the areas of occupational health and safety including workplace wellness, employee assistance, and return-to-work programs. In partnership with its clients the division is also responsible for recruitment, job evaluation and pay equity; management of HR data and systems; organization development and learning, resources for management and staff and change management; and building collaborative employee and labour relations.

Internal Audit assists to identify and evaluate exposures to risk in order to strengthen risk management and controls in program areas across the City. The division acts as a resource to the City Manager, Deputy City Managers, division heads, and City staff, providing objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability, and compliance with applicable policies and legislation. Internal Audit performs audits of various programs and business processes, conducts special investigations, and provides advice and guidance to divisions in the design and development of new programs, processes and systems.

Strategic and Corporate Policy is responsible for key functions in the City Manager's Office including intergovernmental and agency relations, corporate policy development, the City's strategic planning process, administrative and Council governance and organizational structures, and corporate support for civic engagement. The division provides independent and objective analysis and advice to the City Manager and Council on matters where the City Manager has a clearly defined interest. The division also undertakes government-wide initiatives and special projects.

Strategic Communications provides advice, counsel and leadership to the City with respect to communications planning and issues management. The Division ensures messages to the public are clear and consistent, and support civic participation and understanding of Council priorities, emerging issues and City programs and services.

Further information about the City Manager can be found at: <u>http://goo.gl/D5VP3h</u>

The Deputy City Managers

The City Manager is assisted by three Deputy City Managers (DCMs), one of whom is also the Chief Financial Officer. Each of the Deputies report to the City Manager and is responsible for the management, administration, performance oversight and financial, budget and resource allocation for a number of City divisions.

The Deputies also lead City-wide initiatives, as assigned by the City Manager, promoting collaboration and innovation across the organization to ensure horizontal integration between programs and the delivery of corporate objectives and Council priorities.

Further information about the City's organizational structure can be found at: <u>http://goo.gl/h0evBi</u>

The City Clerk

The City Clerk is an officer of the City with duties outlined in many pieces of provincial legislation, either directly delegated by the Province or indirectly through delegation by Council. The City Clerk has independent duties under the *Municipal Election Act, 1996*. The City Clerk is appointed by Council and reports to Council for statutory responsibilities and to the City Manager for administrative purposes.

The City Clerk's Office provides foundation services that enable and support open government in Toronto. Duties include:

- supporting Council's decision making processes;
- providing corporate information management services;
- managing municipal elections, by-elections and questions on the ballot;
- assisting the Mayor and Councillors in carrying out their ceremonial and civic duties;
- serving the public in provincially-mandated areas; and
- providing administrative, budget and business support to Members of Council and the Integrity Commissioner, Lobbyist Registrar and Integrity Commissioner

Further information about the City Clerk's Office can be found at: <u>http://goo.gl/afQaDq</u>

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The City Solicitor

The City Solicitor is appointed by City Council and provides legal advice and support to City Council, City Divisions and Agencies. The City Solicitor reports directly to City Council and to the City Manager for administrative purposes.

The Legal Services Division provides legal advice on a variety of areas including:

- land use planning and development;
- employment and labour relations;
- real estate matters; and
- corporate governance, contract negotiations and agreements.

The Division prosecutes a wide range of offences committed under City bylaws and Provincial statutes including fire, building, and zoning violations, traffic and parking offences and water pollution offences. The Division also represents and defends the City in litigation matters at all levels of courts and administrative tribunals.

Further information about the Legal Services Division can be found at: http://goo.gl/ybZYqZ

Division Heads

Divisions are led by a senior manager responsible for the management and administrative oversight of their division and directly respond to questions about their programs and services at Standing Committee and Council meetings.

Their responsibilities include:

- accountability to Council for divisional service objectives and results;
- day to day operations and program stewardship;
- management of human resources and budgets within their service; and
- working collaboratively to achieve Council priorities.

Further information about the City's divisions can be found at: <u>http://goo.gl/S8GqjU</u>



The Public Service

The public service is a professional body, responsible for providing impartial evidence-based advice to government on a range of matters related to the public interest. The public service serves the Council or Board as a whole, supports the decision-making process and the combined interests of all members.

An impartial and professional public service advances the objective that citizens deserve government services and policies that place the public interest ahead of the personal and ideological preferences of individual public servants. It reinforces the principle that citizens can expect to receive fair, professional and objective treatment from public servants.

The City Manager heads the Toronto Public Service, which implements the priorities and directions of Council and is responsible for the delivery of more than 40 major services that have continuous impact on residents and Toronto's quality of life. Many services are provided around the clock, 24 hours a day, seven days a week. City Agencies also provide many important public services and are part of the broader public service.

Strengthening Public Service Governance: A Toronto Public Service By-law

City Council approved a Public Service By-law for Toronto in June 2014 to come into effect at the end of 2015. The Public Service By-law applies to the Toronto Public Service and extends the application to most of the City's agencies recognizing them as part of the broader public service.

The Toronto Public Service By-law includes the following key elements:

- Objectives;
- Public Service Values;
- Role, Responsibilities and Authorities of the City Manager and Other City Officials to Manage Human Resources under their authority;
- Role, Responsibilities and Authorities of City Agencies to Manage Human Resources under their authority;
- Human Resource Policy Requirements;
- Ethical Provisions for Conflict of Interest, Political Activity and Disclosure of Wrongdoing and Reprisal Protection; and
- The Establishment of Ethics Executives.

The Public Service By-law is important foundation legislation that strengthens the separation between the administrative and political components of Toronto's government, and advances the Toronto's public service as professional, impartial and ethical.

It works in concert with the Members Code of Conduct and the Code of Conduct for Local Boards to set out the distinct roles that the public service and elected officials play in the effective functioning of Toronto's government. Council and Agency Board Members are also responsible for preserving public trust and confidence in the integrity of the public service and for upholding a professional, objective and impartial public service. Members play a critical role in supporting public servants' responsibility to provide professional and frank advice.

Toronto will be the first Canadian municipal government to enact by-law provisions consistent with public service legislation. A public service by-law is appropriate for Toronto given the size and complexity of its government. It will further strengthen the City's capacity to provide good governance within its jurisdiction through a democratically elected, responsible and accountable government.

Considered vital for the effective functioning of a fair and democratic system of government – public service legislation is a cornerstone of the `machinery of government' across international federal and provincial governments, many in place for over a hundred years.

Public service legislation codifies in law the employment framework and ethical framework for a public service. The employment framework sets out the roles, responsibilities and authorities of government officials and entities for the management of government human resources under their authority and separates political considerations from the appointment, promotion and removal of public servants. The employment framework ensures that the public service is neutral and impartial and protects a public service from inappropriate politicization.

The ethical framework establishes provisions related to conflict of interest, political activity and wrongdoing including:

• Conflict of interest provisions that ensure a public servant's private interests do not compete with their public service duties and responsibilities.



- Political activity provisions that affirm the constitutional right of public servants to engage in political activity as long as it does not impair the impartiality of the public service in carrying out their official duties, set out requirements for public servants when they seek political office and establish political activity limitations for some public servants.
- Mechanisms to disclose, investigate and resolve allegations of government wrongdoing and reprisal protection for public servants who in good faith disclose government wrongdoing.

Additional Information

City Council decision at its meeting on June 10, 11, 12 and 13 in considering the report, Strengthening Public Service Governance: A Public Service By-Law for Toronto: http://goo.gl/WvNIVi

City Manager's Presentation to Executive Committee at its meeting on May 27, 2014: http://goo.gl/KQ8CPy



City Agencies and Corporations

Overview

City Council has chosen to deliver specific City services or operate certain City activities through agencies and corporations. Agencies and corporations deliver services and perform specific business activities in order to meet a variety of objectives including:

- To meet legislative requirements;
- To operate in a commercial environment;
- To focus on the delivery of a major policy objective or service;
- To establish independence when responsible to render quasi-judicial decisions; and
- To engage citizens in board decision-making in order to bring additional expertise on specific matters, involve funders or fundraisers, utilize volunteer capacity, or provide a voice for stakeholders or special interest groups.

The City has 114 agencies that range in purpose and function and generally fall into three broad categories:

- Service agencies (30) including agencies where legislation limits Council's authority;
- Quasi-judicial bodies (6); and
- Business Improvement Areas (78).

City Council has authority under the *City of Toronto Act, 2006* to establish, change and dissolve City agencies, with some exceptions, including related to governance, mandate, membership, relationship between the Board and the City and ability to require agencies to follow policies and procedures established by the City. City Council approves the budget of most City agencies and appoints its board members and in some instances appoints its chair. City Council has established a Relationship Framework with a number of its agencies which defines the relationship between the City and the agency including Council's delegation of authority, expectations, policy and reporting requirements.

City agencies manage 43% of the City's gross operating and capital budget and have almost 26,594 approved positions, representing 54% of the City's overall 2014 approved positions. The City has also established eight (8) City-controlled corporations to meet a variety of policy and business objectives.

1. City-Controlled Corporations

City corporations are established under the *Ontario Business Corporations Act*, own assets (or in some cases, operate and manage assets for the City), approve their own positions and operate independently from the City.

The City is the sole shareholder of City-controlled corporations and their accountability is established through a Shareholder Direction and corporate by-laws approved by City Council. The Shareholder Direction sets out the governance principles for the corporation, the accountability and relationship between the Board of Directors and the City (the shareholder) and informs the residents of Toronto of the shareholder's fundamental principles regarding the corporation's business. The by-laws of the corporations describe the internal rules governing the management of the corporation and are approved by the shareholder.

Corporations are required to submit their annual audited financial statements and reports to City Council as the shareholder, but Council does not approve their budgets or positions.

City-controlled corporations include:

- Build Toronto;
- Casa Loma;
- Invest Toronto;
- Lakeshore Lions;
- Toronto Community Housing;
- Toronto Hydro; and
- Toronto Pan Am Sports Centre Inc.¹; and
- Toronto Port Lands.

¹ The Toronto Pan Am Sports Centre Inc. is a City- services corporation established under the authority of the City of Toronto Act, 2006. It is jointly owned by the City and the University of Toronto for the purpose of operating the Toronto Pan Am Sports Centre.

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For further information about City-controlled corporations please see:

http://www.buildtoronto.ca/ http://www.casaloma.org/ http://www.investtoronto.ca/Index.aspx http://lakeshorearena.ca/ http://www.torontohousing.ca/ http://www.torontohydro.com/sites/electricsystem/Pages/foryourhome.aspx http://www.tpasc.ca/view/tpasc http://tplc.ca/

2. Service Agencies

The City delivers some key public services through service agencies including for example, arenas, community centres, library, police, theatres, public health, and transit.

The City currently has 30 Service Agencies including:

- Community-based Arenas (8) and Community Centres (10);
- Exhibition Place;
- Heritage Toronto;
- Theatres including Sony Centre for the Performing Arts, St. Lawrence Centre and Toronto Centre for the Arts;
- Toronto Atmospheric Fund;
- Toronto Library;
- Toronto Parking Authority;
- Toronto Police Service;
- Toronto Transit Authority;
- Toronto Zoo; and
- Yonge-Dundas Square.

Community-based service agencies (arenas and community centres) rely extensively on community involvement and volunteers to deliver programs, and the City provides the capital budget and a range of administrative supports. **DA TORONTO**

Further information about the City's service agencies can be found at:

- Arena Boards: <u>http://goo.gl/yAQV70</u>
- Community Centres
 <u>http://goo.gl/tsPpTV</u>
- Exhibition Place
 <u>http://www.explace.on.ca/</u>
- Heritage Toronto
 <u>http://heritagetoronto.org/</u>
- Sony Centre for the Performing Arts
 <u>http://www.sonycentre.ca/</u>
- St. Lawrence Centre for the Arts <u>http://www.stlc.com/</u>
- Toronto Centre for the Arts <u>http://www.tocentre.com/</u>
- Toronto Atmospheric Fund http://goo.gl/IO72FJ
- Toronto Public Library
 <u>http://www.torontopubliclibrary.ca/</u>
- Toronto Parking Authority
 <u>http://parking.greenp.com/</u>
- Toronto Police Service
 <u>http://www.torontopolice.on.ca/</u>
- Toronto Transit Commission
 <u>https://www.ttc.ca/</u>
- Toronto Zoo
 <u>http://www.torontozoo.com/</u>
- Yonge-Dundas Square <u>http://www.ydsquare.ca/</u>

Service Agencies Where Provincial Legislation Limits Council's Authority

The Board of Health, Toronto Public Library Board and Toronto Police Services Board are restricted boards under the *City of Toronto Act, 2006* and have their own specific legislation that sets out their authority to manage these public services. City Council has more limited authority to direct these boards.

Public Health staff are City employees. They report to the Board of Health on activities delivered on behalf of the Board.

For more information about the Board of Health, Toronto Public Library Board and the Toronto Police Services Board please see:

- Board of Health http://goo.gl/BIkIjJ
- Toronto Public Library Board
 http://www.torontopubliclibrary.ca/about-the-library/board/
- Toronto Police Services Board http://www.tpsb.ca/

3. Business Improvement Areas (BIAs)

Business Improvement Areas (BIAs) are designated by the City, and their members are commercial and industrial property owners and business tenants within a specific geographic area. The main purpose of a BIA is to advance the business and economic interests of their area by overseeing the improvement, beautification and maintenance of City-owned land, buildings and structures, and promoting the area as a business or shopping area.

BIAs do not provide a direct service to the public, and their operating budgets are funded through a levy on all commercial and industrial properties within the BIA boundary. As City boards, BIAs are governed by the *City of Toronto Act, 2006* and Toronto Municipal Code Chapter 19, Business Improvement Areas.

The City has currently designated 78 BIAs.

Further information about BIAs can be found at: <u>http://goo.gl/4dS166</u>

4. Quasi-Judicial Bodies

City Council has established and appoints members to a range of quasijudicial bodies. These bodies operate independently from the City and hold hearings to resolve disputes, regulate activities or adjudicate and to determine certain legal rights and benefits.

The City's Quasi-Judicial Bodies are established under a range of legislation including the *City of Toronto Act* and the *Planning Act*. The City supports the administration of Quasi-judicial bodies so their administrative costs are included in divisional budgets approved by City Council through its annual operating budget process.

The City of Toronto has established the following Quasi-Judicial Bodies:

- **Committee of Adjustment** responsible to hear and determine applications for minor variances to City zoning by-laws and the severance of land into separate parcels.
- **Committee of Revision** responsible to hear objections by property owners before local improvement charges are imposed.
- **Property Standards Committee** responsible to hear appeals to orders issued by City Property Standards Officers for violations of municipal by-law maintenance and occupancy standards for residential, multi-residential and commercial properties.
- Rooming Housing Licensing Commissioner and Deputy Commissioner responsible to consider applications for new licenses and the renewal of existing licenses for rooming houses located within the former City of Toronto. They have been delegated powers by City Council with respect to license issuing, suspension, renewal or revocation of any rooming house license in the former City of Toronto including imposing conditions.
- **Toronto Licensing Tribunal** responsible to hear matters related to the denial of a wide variety of licenses by the Executive Director of the City's Municipal Licensing and Standards Division including for example, licenses for taxis, restaurants, limousines, tow trucks and building contractors. The Toronto Licensing Tribunal is expected to balance the needs and rights of people to make a living with the need to protect the general safety and welfare of the public.
- **Sign Variance Committee** responsible to hear appeals of the Chief Building Official's decisions on variance applications for first party signs and makes decisions on variance applications for third-party signs.



Accountability Officers

Background

As an early sign of its commitment to accountable and transparent government, City Council established an Auditor General in 2002 and an Integrity Commissioner in 2004 and requested authority from the Province to establish empowered Integrity Commissioner, Lobbyist Registrar and Ombudsman functions.

The Province of Ontario subsequently included a requirement in the *City of Toronto Act, 2006* to establish an Auditor General, an Integrity Commissioner, an Ombudsman, a Lobbyist Registry and authority to appoint a Lobbyist Registrar (collectively the "Accountability Officers").

To meet its statutory obligations and round out the City's accountability system, City Council established a lobbyist registry and appointed a Lobbyist Registrar in 2007 and an Ombudsman in 2008.

Mandate of the Accountability Officers

It is the Accountability Officers' role to provide objective and independent oversight and to ensure the transparency and accountability of City government. Each Officer has a specific mandate and role to play in advancing transparency and accountability at the City. Accountability Officers can only act on matters and investigate organizations within their individual mandates.

Part V of the *City of Toronto Act, 2006* (COTA) provides broad powers and duties for each Accountability Officer to carry out their respective mandate, including the power to gather evidence, compel disclosure of information, summon and examine witnesses under oath, and ability to conduct their work in private as required. COTA requires each officer to perform their duties in an independent manner. The *Act* also establishes a duty of confidentiality on the part of the Accountability Officers and persons working under their instructions which prevail over the provisions of the *Municipal Freedom of Information and Protection of Privacy Act.*

The **Auditor General** is responsible for assisting City Council in holding itself and its administration accountable for public funds and for the achievement of value for money in City operations including all City

divisions, agencies, and the offices of the Mayor and Members of Council. The Auditor General also manages the City's Fraud and Waste Hotline.

The **Integrity Commissioner** is responsible for providing advice, complaint resolution and education to elected officials (the Mayor and Councillors) and appointees of local boards on the application of their respective Code of Conduct, and other by-laws, policies and legislation governing ethical behavior. Applicable Codes of Conduct, include:

- Code of Conduct for Members of Council;
- Code of Conduct for Members of Local Boards; and
- Code of Conduct for Members of Adjudicative Boards

The Integrity Commissioner also plays a role in investigating complaints (formal or informal) about the conduct of Members of Council, Members of Local Boards and Adjudicative Boards and in determining whether or not there has been a violation of the City Codes of Conduct.

The **Lobbyist Registrar** promotes and enhances the transparency and integrity of City government decision making through public disclosure of lobbying activities and regulation of lobbyists' conduct. The Lobbyist Registrar's responsibilities include overseeing the lobbyist registration system, providing advice on Chapter 140, Lobbying, of the Toronto Municipal Code, conducting inquiries and investigations and enforcing compliance with the Chapter 140 and advising City Council on lobbying matters.

The **Ombudsman** works to ensure that the City treats the public fairly, and that services are provided in a fair and equitable manner for all. The Ombudsman is responsible for addressing concerns about City services and investigating complaints about administrative unfairness related to City divisions, most City agencies, and City Corporations. City Council does not fall within the Ombudsman's purview.

Balancing Independence and Accountability

The City's Accountability Offices were established with clear principles of independence, balanced with direct accountability to City Council. In April 2009, City Council adopted a comprehensive policy framework for the City's Accountability Officers, codified in the *Toronto Municipal Code, Chapter 3, Accountability Officers* including which reinforces both their arm-length relationship to the City administration and their independent status within the City's governance system.

The Officers report to and are directly accountable to City Council for the management of their offices, the administration of the services they provide, their performance in fulfilling their mandates and their use of public funds.

There are a number of mechanisms through which the Officers' accountability to City Council is achieved, including:

- Annual report transmitted directly to City Council, except for the Auditor General whose various annual reports are transmitted through the Audit Committee;
- Annual Attest Audit as part of the City's annual attest audit;
- Annual Compliance Audit transmitted directly to City Council, except for the Auditor General whose compliance audit is transmitted through the Audit Committee;
- An external peer review of the Auditor General conducted every three years to ensure compliance with government auditing standards transmitted to City Council through the Audit Committee;
- Annual review and approval of the Officers' budget requests through Council's budget process;
- Inquiry and investigation reports transmitted directly to City Council except for the Auditor General whose audit reports are transmitted through the Audit Committee; and
- Policy-related reports reported to Council through its Executive Committee.

Independence Features of the Accountability Officers

Independence is essential to the effectiveness and credibility of these offices, and is a statutory duty of each Accountability Officers under COTA.

Independence for the City's Accountability Officers is achieved through the accountability framework contained in the *Toronto Municipal Code, Chapter 3, Accountability Officers* including:

- Appointment and removal of the Accountability Officers by a 2/3 vote of all Members of City Council;
- Defined and transparent appointment, renewal and removal process by Council;

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- Removal for cause only which will provide security of tenure throughout the term of office;
- Direct reporting relationship to City Council, not through the City's administration;
- Fixed term of office;
- Responsibility and authority to manage and staff their own offices in accordance with a human resources protocol; and
- Annual budgets submitted directly through Budget Committee and Council, except for the Auditor General whose budgets are submitted through the Audit Committee, in accordance with the budget protocol, for consideration and approval.

Additional Information

Toronto Municipal Code, Chapter 3, Accountability Officers <u>http://goo.gl/vPfPQ6</u>

Auditor General http://goo.gl/VQ41cY

Integrity Commissioner

http://goo.gl/9KoEv8

Lobbyist Registrar

http://goo.gl/TFbFkK

Ombudsman

http://ombudstoronto.ca/

Open Meeting Requirements

City Council, its agencies and committees of both are required to follow the open and closed meeting provisions of the *City of Toronto Act, 2006*, as well as the closed meeting rules set out in the Council Procedures (or agency procedures if they have their own).

Generally, the City and its agencies are required by law to give public notice of meetings and to hold all meetings in public. Sometimes it is necessary to close a meeting or part of a meeting to the public so Council or an agency can consider confidential information as permitted by law.

Meetings of City Council and its agencies can only be closed to consider confidential information that falls into one of the following statutory categories/exceptions:

- Security of the property of the municipality or agency.
- Personal matters about an identifiable individual.
- A proposed or pending acquisition or disposal of land.
- Labour relations or employee negotiations.
- Litigation or potential litigation, including matters before administrative tribunals.
- Advice that is subject to solicitor-client privilege.
- Education or training of the members, so long as no decision-making is advanced.
- Any other matter permitted or required by statute.

Under the Act, City Council <u>may</u> close part of a meeting, but it is not required to do so to consider the matters noted above.

No votes can be taken in closed session, except for votes on procedure and votes to give confidential instructions to City staff, its agencies or agents. Council and its agencies are also required to begin and end a meeting in public and to adopt a motion to close a meeting setting out the nature of the subject to be discussed and the statutory reason for closing the session.

City Corporations which operate under the *Ontario Business Corporations Act, 1990*, are not required to have open meetings unless Council as the shareholder so directs.

Currently, Council has directed that the board meetings of Build Toronto and Toronto Port Lands and their committees be held in public, and consider confidential information in accordance with the requirements of the *Act*. Toronto Community Housing Corporation and Casa Loma Corporation also conduct its meetings in accordance with these rules.

No Informal Meetings

The implications of the open meeting law mean that bodies covered by it cannot hold informal or private meetings or briefings. Members of Council should take steps to avoid situations where a quorum of a decision body, including a committee, gathers outside of an official meeting context.

Open Meeting Investigator

As provided for in the *City of Toronto Act, 2006,* the City has appointed an investigator to handle complaints and investigate compliance with the open and closed meeting provisions of the *Act* and the Procedures By-law. If the investigator finds that a meeting has been closed improperly, he or she will report that finding to Council or the appropriate agency together with any recommendations.

Public Participation in Decision Making

Public participation in the City's decision-making is essential and is a cornerstone of good governance. Toronto residents play an important role in shaping the decisions of their government, which have a direct impact on their quality of life and the City's economic, social and environmental health.

The public participates in and contributes to Council and Agency decisionmaking through a variety of methods and forums that vary depending on the nature of the issue; whether the involvement is legislated or formal, or sought on a more discretionary or informal basis; and whether the issue is neighbourhood or community based or of a city-wide nature.

Public participation includes for example:

- Speaking (making a deputation) at Committees of City Council or Agency Boards on policy issues and at Community Councils on local matters;
- Accessing information and following Council and committee meetings through traditional and on-line means;
- Responding to polls and surveys to provide input on city-wide, neighbourhood and community issues;
- Participating in public meetings about planning applications and development activities required under the *Planning Act*, or requesting input under a prescribed Environmental Assessment;
- Serving as board members on the City Agencies;
- Serving on Council and Board citizen advisory bodies and panels to provide advice on specific topics;
- Participating in program and service committees established by City and agency officials;
- Providing feedback on planning notices, surveys and questionnaires;
- Participating in town hall meetings, information sessions and consultations on emerging and important issues;
- Providing input to the Toronto Public Service and City Agency staff as programs, services and policies are developed and modified to meet current and emerging community needs, and participating in community development activities; and
- Participating in City-sponsored civic literacy programs.



For further information about how to participate in your City government see:

Get Involved:

http://goo.gl/fBfqnc

Open Data: http://goo.gl/DLbsuA

Agendas & Minutes of Council

http://toronto.ca/council

Public Appointments: http://goo.gl/Qf9bjg

Have Your Say: http://goo.gl/NQo15Y

Public Appointments

Summary

The City appoints more than 1,100 people to 129 agencies and boards using a variety of methods. The City Clerk's Office is responsible for administering the policy and process.

Most of the terms of the City's appointees to agencies and boards expire on November 30, although the appointees hold office until their successors are appointed.

The City Clerk's Office will administer the public appointments process to ensure that the vacancies are filled.

Overview of Public Appointments

Most appointments are made by City Council on the recommendation of a variety of committees and nominating panels.

Some appointments are made by the community councils under authority delegated by City Council. These include arenas, community centres and the Business Improvement Area boards.

In August 2014 City Council approved changes to the public appointments policy that included spreading the work of screening, interviewing and recommendation candidates for appointment across a broader base of panels composed of Members of City Council.

Mayor's Role

The Mayor's role in public appointments is as follows:

1. The Mayor can elect to Chair the Civic Appointments Committee or designate another Member to do so. (No Mayor has elected to chair previously)

The Civic Appointments Committee recommends appointments to the following:

• Board of Health



- Heritage Toronto
- Toronto Police Services Board
- Toronto Public Library
- Toronto Parking Authority
- Toronto Port Authority
- Toronto Transit Commission
- Toronto Zoo
- Metro Toronto Pension Plan Board of Trustees
- Metro Toronto Benefit Fund Board of Trustees
- Toronto Civic Employees' Pension and Benefit Fund Committee
- Toronto Fire Department Superannuation and Benefit Fund Committee
- 2. The Mayor appoints the nominating panels for the City's corporations. The Mayor can chair or appoint another member to chair the panels.

The affected corporations are the following:

- Build Toronto
- Greater Toronto Airports Authority Board of Directors
- Invest Toronto
- Toronto Hydro
- Toronto Community Housing Corporation
- Waterfront Revitalization Corporation

Additional Panels

City Council has established additional panels to screen, interview and recommend candidates to City Council for appointment.

Each panel is composed of three Members of Council to be appointed by City Council on December 3 on the recommendation of the Striking Committee

Committee of Adjustment Nominating Panel

• The Committee of Adjustment (28 members)

Theatres Nominating Panel

- St. Lawrence Centre for the Arts (6 members)
- Sony Centre for the Arts (8)
- Toronto Centre for the Arts (8)

Tribunals Nominating Panel:

- Rooming House Commissioner and Deputy
- Licensing Tribunal (7)



- Property Standards Committee /Fence Viewers (16)
- Sign Variance Committee (5)

Facilities and Finance Nominating Panel

- Exhibition Place Board of Governors (4 members)
- Independent Investment Advisory Committee (3)
- Legacy Fund Allocations Committee (1)
- Metro Toronto Convention Centre Board of Directors (2)
- Yonge-Dundas Board of Management (5)

Environmental Nominating Panel

- GTAA Community Environment and Noise Advisory Committee (2 members)
- GTAA Consultative Committee (1)
- Toronto and Region Conservation Authority (5)
- Toronto Atmospheric Fund (7)

Timing and Sequencing of Appointments

It's not possible to make all public appointments at once. Instead, the process needs to be spread out over the first 2-3 quarters of 2015.

The City Clerk's Office has prepared a plan for recruitment and selection which takes the following into account:

- The timing of the expiry of the terms of current appointees
- Existing vacancies on boards that may interfere with a board to obtain quorum
- Any urgency communicated by an individual agency or board
- The demand on the time of members of the Civic Appointments Committee and the nominating panels
- The demand on the resources of the City Clerk's Office to support the meeting and interviewing requirements of the committee and panels

The proposed plan is found in Appendix A.

Application Process

Under changes approved by Council in August 2014, the City now accepts applications for appointment on a continuous basis.

The City Clerk's Office is launching a new online appointments website at toronto.ca/ServeYourCity on October 29, 2014 that will allow the public to

apply online.

The City Clerk's Office will conduct a general promotion and outreach campaign designed to attract applicants.

Members, including the Mayor, should direct all interested applicant to toronto.ca/ServeYourCity to complete an application.

Eligibility Requirements

Appointees must be:

- A resident of Toronto
- 18 years of age or older

For some boards, such as the Library Board, provincial law requires appointees to be Canadian citizens.

Relatives of Members of Council are not eligible for appointment. This includes spouses or partners, children and parents.

Former Members of Council who served on the 2010-2014 Council are not eligible to serve on the City's Quasi-Judicial and Adjudicative Boards:

- Committee of Adjustment
- Property Standards Committee/Fence Viewers
- Rooming House Licensing Commissioner and Deputy
- Sign Variance Committee
- Toronto Licensing Tribunal

Overview of the Process

- 1. The City Clerk screens all applications against the eligibility and qualifications that City Council has established for each board.
- 2. The City Clerk will consult with each agency or board for input on needed skills and experience.
- 3. The City Clerk will report on the results of the screening to the applicable committee or nominating panel.
- 4. The committee or panel will make the final decision on candidates for interview.

- 5. Each committee or nominating panel will conduct interviews with selected candidates.
- 6. The recommendations of the committee or panel will be made publicly to City Council for appointment.

Term of Appointment

Until recently, most terms were four-year terms coincident with the term of Council.

In August 2014 City Council amended the policy to permit staggered fouryear terms for those boards where not otherwise prohibited by law. As a result, going forward there will be a variety of terms of office for appointees, each of which will be approved by City Council when the appointments are made.

With some exceptions, the limit on length of service for any member of the public is two consecutive terms on the same board.

Contacts

John Elvidge Director, Secretariat City Clerk's Office 416-392-8641, <u>jelvidge@toronto.ca</u>

Kelly McCarthy Manager, Public Appointments City Clerk's Office 416-397-7796, <u>kmccart3@toronto.ca</u>

Appendix A

Timing and Sequencing of Public Appointments

| | Target Council Meeting for Consideration of Appointments | | | | |
|---|--|---------------------------------------|---|--|---|
| Interview Panel | Council Meeting 1 | Council Meeting 2 | Council Meeting 3 | Council Meeting 4 | Council Meeting 5 |
| Civic Appointments Committee | Library (8) Police Services Board (1) | Board of Health (7) | Parking Authority (5) Port Authority (1) | Zoo (8) | TTC (4) |
| Committee of Adjustment Nominating Panel | | Committee of Adjustment (28) | | | |
| Theatres Nominating Panel | | St. Lawrence Centre (6) | Toronto Centre for the Arts (8) | | Sony Centre (8) |
| Tribunals Nominating Panel | | Property Standards (16) | Sign Variance Committee (5) | Toronto Licensing Tribunal (7) | Rooming House Commissioner and Deputy (2) |
| Facilities and Finance Nominating Panel | | Exhibition Place (4) | Metro Toronto Convention Centre (2) | Yonge- Dundas Square (10) | Independence Investment Advisory (3) |
| Environmental Nominating Panel | | GTAA Committees (3) | Toronto Atmospheric Fund (7) | Toronto and Region Conservation Authority (5) | |
| Corporations Nominating Panels appointed by the Mayor | | Build Toronto vacancy (1) | | | |
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Tab 2 – Intergovernmental Relations

2.1 Intergovernmental Relations Overview

Intergovernmental Relations

Summary

The City engages in a range of intergovernmental relations (IGR), both domestic and international in order to:

- Influence other governments to meet the City's Strategic actions and priorities;
- Maintain and advance partnerships that benefit Toronto residents, communities and businesses;
- Achieve better, more informed decision-making across all orders of government; and
- Obtain Toronto's fair share of public investment.

The Mayor, as head of City government, is the lead spokesperson on the City's IGR and strategy. The Mayor may designate others to communicate on certain intergovernmental issues.

IGR activities are supported by the City Manager who: ensures that the Mayor and Council are provided with strategic IGR advice, executes legislation, funding agreements and formal arrangements with other governments, integrates City divisional work through an IGR protocol, and leads discussions with senior public service leads of other governments on issues of shared interest.

The City's IGR objectives are met through a variety of ways including formal agreements and partnerships with other governments, e.g. *City of Toronto Act* (COTA) and the Toronto-Ontario Cooperation and Consultation Agreement (T-OCCA), and active participation in municipal alliances such as the Federation of Canadian Municipalities (FCM).

Implications

The City's ability to successfully achieve its mandate is directly linked to relationships with the federal and provincial governments, as the socioeconomic health and prosperity of Toronto are shared responsibilities. Obtaining Toronto's fair share of public investment requires ongoing collaboration, negotiation, and regular exchange of information with government partners.

2.1



Background



Key Government Relationships

Toronto-Ontario Relationship

The City and Province share a joint interest in many areas including: social and affordable housing, transportation, transit, child care, income security, labour market development, economic development, environment and landuse, public health, public safety, energy, and water.

The City regularly engages with the Provincial Ministries and Agencies including: Municipal Affairs and Housing; Finance; Cabinet Office; Economic Development, Employment and Infrastructure; Culture, Tourism and Sport; Energy; Environment and Climate Change; Children and Youth Services; Community and Social Services; Health and Long-Term Care; Community Safety and Correctional Services; Transportation; Metrolinx, and the Ontario Municipal Board.

Under the Toronto-Ontario Cooperation and Consultation Agreement (T-OCCA), the City and the Province have agreed to consult each other on broad policy matters of mutual interest and on proposed agreements with the federal government.

Key IGR achievements include:

- The passing of the City of Toronto Act, 2006;
- Upload of Provincial program costs: (i.e. ODBP in 2008, ODSP by 2011; OW benefits/Court Security by 2018);
- Provincial Gas Tax made permanent and dedicated to transit (estimated \$160M annually);
- \$1.1B for Spadina subway extension;
- \$8.4B Metrolinx –Toronto LRT Program;
- \$416M toward 204 Streetcar Fleet Replacement Initiative;
- \$247M for Union Station Revitalization;
- \$77.2M in Ice Storm Assistance; and
- Successful build of Pan Am facilities and event implementation.

Toronto-Canada Relationship

The City and the Federal Government share a joint interest in several areas including: housing, transportation and infrastructure, income security, labour market integration, economic development and trade, environment, immigration and settlement, public safety, health, heritage, homelessness, multiculturalism, and urban aboriginals.

Key Federal Ministries and Agencies include: Finance, Infrastructure, Community and Intergovernmental Affairs, Citizenship and Immigration, Public Safety and Emergency Preparedness, Transport, International Trade, Canada Mortgage and Housing Corporation.

Key IGR achievements include:

- Permanent federal gas tax funding transfer; ~\$150M annually;
- \$697M for Spadina subway extension under Building Canada Fund (BCF);
- \$333M for the Sheppard LRT under BCF;
- \$660M for the Scarborough Subway Extension under the New Building Canada Fund (NBCF);
- \$139.5M for Union Station Revitalization;
- \$227M towards 600+ City stimulus projects (2009-2012); and

• Extension of the 6-year Investment in Affordable Housing for Ontario (IAH) Program, of which Toronto will receive \$20.5M for the year 2014-2015.

Regional and International Linkages

The City shares a mutual interest and working relationships with municipalities in the Greater Toronto Area on matters including the Pan Am Games, transportation and transit, economic development and immigration and settlement. Regional partnerships include the Large Urban Mayor's Caucus of Ontario (LUMCO), the Mayor and Regional Chairs of Ontario (MARCO), and the Toronto and Regional Conservation Authority (TRCA).

The City has an international policy framework, adopted by Council in 2002, that guides City activities in the international arena, integrating a range of activities across City divisions.

The City's international activities include, but are not limited to, disaster relief, economic alliances, friendship and partner city activity, trade visits, and participation in international municipal organizations (e.g. Great Lakes and St. Lawrence Cities Initiative and United Cities and Local Government).

Additional Information

International Policy Framework adopted by Council in 2002: http://goo.gl/JIqDsA

Contact

Lynda Taschereau Executive Director, Strategic and Corporate Policy City Manager's Office 416-392-6783, <u>ltascher@toronto.ca</u>

Peter Notaro Director, Corporate Intergovernmental & Agency Relations Strategic and Corporate Policy Division, City Manager's Office 416-392-8066, <u>pnotaro@toronto.ca</u>



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Tab 3 – Equity, Diversity and Human Rights

- 3.1 Serving Toronto's Diversity
- 3.2 Accessibility for Ontarians with Disabilities Act (AODA), 2005
- 3.3 Harassment and Discrimination
- 3.4 Urban Aboriginal Strategy/Framework

Serving Toronto's Diversity

Issue

The City of Toronto is one of the most diverse cities in North America. To advance the City's capacity to serve the needs of a diverse population and advance the City's Motto "Diversity our Strength", City Council approved two Strategic Actions for 2013 to 2018 related to these objectives. Strategic Action #11 focuses on ensuring that Toronto's diversity is integrated into all aspects of City business and Strategic Action #17 focuses on enhancing the City's capacity to deliver policies, programs and services to serve Toronto's diverse population.

Background

Over the years, the City of Toronto has been a world leader in equity, diversity and human rights work. As part of its overall commitment to access, equity, diversity and human rights, and to meet certain legislative obligations under the *Ontario Human Rights Code*, *Accessibility for Ontarians with Disability Act* and *Occupational Health and Safety Act*, City Council has adopted a number of key policies and initiatives over the past ten years.

These include:

- A Vision Statement on Access, Equity and Diversity;
- A Statement of Commitment to Aboriginal Communities leading to the creation of an Urban Aboriginal Strategy;
- A Commitment to Creating an Accessible City;
- Accessibility Design Guidelines;
- A Multi-year Accessibility Plan;
- An Accommodation Policy;
- Amendments to the Human Rights and Anti-Harassment/Discrimination Policy;
- Codification of the Toronto's motto 'Diversity our Strength' as a public service value in the Toronto Public Service By-law as a key driver for City policies, programs and service delivery; and
- Integration of diversity into the development of all 26 of the City's Strategic Actions for 2013 to 2018 including, for example, the strategic actions related to Culture, Quality of Life and Workforce Plan.

Implications

Within Toronto's growing diversity (see Appendix A for information on Toronto's demographics), there are high numbers of Torontonians who are ageing, many persons with disabilities and a growing movement of City residents who want to be served with respect to their expressed gender identity.

This means that the City has to:

- continue to invest in learning;
- hire, retain and promote the best, most qualified people who reflect the City's diversity; and
- make changes to accommodate the changing needs of the residents.

Current Status and Next Steps

Given Council's strategic objectives to embed diversity, equity and human rights into all aspects of City policies, programs and services and advance Toronto's motto "Diversity our Strength", the City is undertaking the following actions, among others:

- Administering the *Count Yourself In: Workforce Survey* to all active Toronto Public Service employees. The 2014 results will be reported to City Council in the first half of 2015.
- Developing a Corporate Equity, Diversity and Human Rights Framework and related measurement tools, to be brought forward for Council consideration in 2016.
- Developing a social procurement framework to:
 - Increase access to economic opportunities for under and unemployed Toronto residents from disadvantaged communities;
 - Increase the number of employers who work with the City to promote local workforce development; and
 - Increase diversity in the supply chain by supporting access to all businesses to compete for City contracts.
- Providing advice and support to the Mayor's Office, City Councillors, City Manager, City Divisions and residents on all issues related to



access, equity, diversity, inclusion and human rights for the City of Toronto through the City's Equity, Diversity & Human Rights Division.

Additional Information

- 2013 Progress Report on Equity, Diversity and Human Rights (EDHR) Achievements http://goo.gl/gM23bX
- Update on Toronto's Social Procurement Framework <u>http://goo.gl/TsCvAA</u>
- 2012 Workforce Survey report <u>http://goo.gl/hZFO9L</u>

Contact

Uzma Shakir Director Equity, Diversity & Human Rights 416-392-1108, <u>ushakir@toronto.ca</u>

Ahmad Saidullah Manager, Equity & Diversity Equity, Diversity & Human Rights 416-392-4991, <u>asidul@toronto.ca</u>

Appendix A

Toronto's demographics (based on 2011 Census Data)

- The population of Toronto in 2011 was 2,615,060, an increase of 4.5% since 2006.
- 48.0% male and 52.0% female (1,255,585 men and 1,359,475 women). There are 92 men for every 100 women. This is down from 93 men in 2006.
- Average personal income for men was \$52,716; for women was \$37,015.
- 26.1% of households earned an annual household income over \$100,000
- 19% had after-tax income below Statistics Canada's Low Income Measure (LIM-AT)
- 207,097 (43.5%) renter households and 157,813 (27.6%) owner households were spending 30% or more of their income on shelter costs.
- Community estimates show that approximately 70,000 Aboriginal people live in Toronto

<u>Immigration</u>

- 49% of those living in Toronto were immigrants.
- This percentage is higher than the rest of the GTA/H (38%) as well as the Canada-wide rate of 21%.
- One-third of immigrants in Toronto are newcomers, having arrived in Canada in the last 10 years.
- Toronto's immigrant population tended to be slightly older at age of immigration than in the rest of GTA/H or nationally. Fifty-four percent of immigrants in Toronto were 25 years or older when they arrived in Canada, compared to 49% in the rest of the GTA/H and 50% in Canada.
- Residents of Toronto identified over 230 different ethnic origins in the 2011 NHS.
- 49% of those living in Toronto (1,264,395 people) identified as a visible minority.



- 38% of those living in the rest of the GTA/H and 19% nationally identified as a visible minority.
- The top three visible minority groups in Toronto were: South Asian (12% of total 2011 Toronto population), Chinese (11%) and Black (9%).
- The most common countries of birth of immigrants living in Toronto were China and the Philippines.

Language Groups

- Toronto continues to be a mosaic of languages. According to the 2011 Census, 45% of Toronto residents had a mother tongue other than English or French. This represents a 2 per cent decrease from the 2006 figure of 47%.
- The City of Toronto, York Region, and Peel Region are the most linguistically diverse areas in the Greater Toronto and Hamilton Area. Statistics Canada has identified about 160 mother tongues in the Toronto Census Metropolitan Area.
- 28% of people in Toronto regularly spoke a language other than English or French at home (down from the 2006 figure of 31%), compared to 19% in the rest of the GTA/H.
- 5% of Torontonians had no knowledge of either official language, the same percentage as in 2006.
- Chinese languages, Tamil, Spanish, Tagalog, and Italian were the top non-English languages spoken at home.
- Of the top-15 non-English home languages in Toronto, Mandarin is the fastest growing, increasing by 32% since 2006. The number of Bengali, Persian, Tagalog, and Spanish speakers is also increasing.

Accessibility for Ontarians with Disabilities Act, 2005

Issue

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) was enacted to achieve accessibility for people with disabilities in Ontario by 2025. The AODA establishes the Integrated Accessibility Standards Regulation (IASR) and their compliance deadlines phased in between 2011 and 2021. IASR covers the five domains of Customer Service, Information and Communication, Employment, Transportation, Built Environment as well as accessibility criteria in procurement. The City's multi-year Accessibility Plan, as required by AODA, is a strategic roadmap, developed to identify, remove and prevent barriers to people with disabilities and meet accessibility standards requirements. Compliance with the AODA and its standards align with the City's goal of becoming a barrier-free city.

Background

Prior to the AODA, the Ontarians with Disabilities Act 2001 (ODA) required an annual Accessibility Plan, first filed by the City in 2003. The Accessibility Plan reported on strategies to improve accessibility in policy, programs and service delivery.

In 2009, Toronto City Council adopted a "Statement of Commitment to Creating an Accessible City," consistent with the principles of the AODA.

AODA requirements that differ from the ODA's:

- Coverage includes public and private-sector organizations.
- Provides for the development, implementation and enforcements of standards.
- Targets set to ensure progress towards achieving the levels of accessibility set out in the standard.
- Enforcement measures and penalties established for individuals and corporations.
- Organizations to file accessibility reports with the Province to determine compliance with standards.

The City established the Disability Issues Committee, a community-based advisory body in the year 2000, before any legislative requirements. The Disability Issues Committee was established as a requirement under the Ontarians with Disabilities Act, 2001 (ODA) and the AODA, 2005.



To date, the City has complied with the following AODA requirements by:

- Providing a Corporate AODA-IASR training suite.
- Providing Individualized Emergency response information for people with disabilities.
- Integrating Accessibility Criteria in Procurement.
- Working with City agencies to advise them of their compliance obligations.
- Providing input and consultation on new proposed standards.
- Actively consulting with the public, people with disabilities and the City's Disability Issues Committee to meet accessibility goals.
- Filing Accessibility Compliance Reports as required.

The City's current Multi-Year Accessibility Plan initially covers the years 2012–2016. It will be reviewed and updated once every five years from its first posting on the City's website in January 2013. The City is responsible for ensuring that its agencies and third-party contractors who deliver municipal services also achieve compliance.

Implications

Implementation of AODA standards is a legislated requirement. There are challenges with respect to meeting the requirements and costs of different standards within the timeframe set by the Province. The License Appeals Tribunal is under consideration to hear appeals against orders issued to a person or organizational for contravention of the legislation and standards. Administrative monetary penalties will be imposed on individuals or organizations that do not comply with the AODA standards.

Non-compliance with the AODA Standards can lead to increased human rights complaints, negative media coverage and potential, considerable future costs to the City. Contraventions of major impact can be assessed at \$100,000 per day for a corporation; and \$50,000 per day for an individual or unincorporated association.

Current Status and Next Steps

The City will continue to focus its efforts to meet both legislated requirements and non-legislated commitments to ensure accessibility and equity are embedded in City processes.

Focus for 2014 - 2015

- 1. Enhance accessibility tools and resources including:
 - An Accessible Communications Policy and Guidelines
 - Review and Update of the 2004 Accessibility Design Guidelines
- 2. Provide strategic advice on the identification, removal and prevention of barriers for people with disabilities and ensure the City's accessibility policies align with AODA and Ontario Human Rights legislation.

Additional Information

City's Statement of Commitment to Creating an Accessible City http://goo.gl/Y2L3dl

City's Multi-Year Accessibility Plan 2012 – 2016 (outlines how the City will meet AODA – IASR standards) http://goo.gl/buI6Ll

City's accessibility obligations for procurement http://goo.gl/871Jan

Contact

Bernita Lee Consultant, Equity & Diversity Equity, Diversity and Human Rights 416-397-5251, <u>blee@toronto.ca</u>

Ahmad Saidullah Manager, Equity & Diversity Equity, Diversity and Human Rights 416-392-4991, <u>asaidul@toronto.ca</u>

Harassment & Discrimination

Issue

The City as an employer and service provider is legally obligated under the *Ontario Human Rights Code* (the Code), to ensure that employment practices and service provision are free from discrimination and harassment related to 17 prohibited grounds and to have an internal process to prevent and respond to alleged human rights infringements. Under the *Occupational Health and Safety Act* (OHSA), employers are legally obligated to have a program, policy, complaint resolution process and training to prevent and address employee complaints of harassment. The *Accessibility for Ontarian's with Disabilities Act* (AODA) requires the City to undertake prescriptive actions to ensure all aspects of employment and service delivery are accessible to persons with disabilities. Employees and citizens, who believe their rights have been infringed, can file complaints to provincial tribunals. Breaches of the above noted legislation can result in considerable fines and/or penalties against the City.

Background

In 1998 Toronto City Council adopted a Human Rights and Anti-Harassment/Discrimination Policy and Complaints Procedures (amended in 2008 and 2013) and established the Human Rights Office. The policy articulates the City's commitment to both its legal obligations and goal of inclusion – ensuring all City programs, policies, systems, facilities, services, etc., are designed and administered to foster full integration of diverse individuals and groups protected under the Code.

The City's Human Rights Office (HRO) administers the Human Rights and Anti-Harassment/Discrimination Policy and Complaint Procedures, the Hate Activity Policy/procedures and the Accommodation Policy/procedures that flow from and are required under the above noted legislation. On average, the HRO responds to over 1000 harassment/discrimination inquiries/complaints annually. The HRO offers expert advice and effective internal dispute resolution processes for all City of Toronto employees, Members of Toronto City Council, third party contractors and citizens/service recipients.

It should be noted that the mandate of the City's HRO is limited to City divisions and services and does not extend to employment practices or the

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services of the City's Agencies and Corporations. However, the Auditor General's Office in 2008 recommended, and Toronto City Council in 2008 and 2013 requested, that the City's Agencies and Corporations ensure their anti-harassment policies reflect the principles of the City's policies to ensure consistent human rights and equitable practices.

Education, communications, policy development and the production of an annual Human Rights Office Report are undertaken by the HRO to support the strong human rights culture in the Toronto Public Service.

Implications

The Accessibility for Ontarian's with Disabilities Act (AODA), the Ontario Human Rights Code (the Code), and the Occupational Health and Safety Act (OHSA) have continuously expanded protections for employees and citizens while at the same time placing substantial obligations upon the City as an employer and service provider to meet its legal responsibilities. Breaches of the legislation can place the City at considerable financial and image risk; fines for a single breach can cost in excess of \$100,000 under the Code, \$100,000 per day under the AODA and up to \$500,000 per infraction under the OHSA. However the HRO's mandate to advance inclusion through its complaints management function has proven successful; to date, all investigations undertaken by the HRO that have become the subject of a legal hearing, have been upheld by adjudicators.

Current Status and Next Steps

The dispute resolution approach of the City's HRO, with its strong focus on advancing inclusion has repeatedly proven to be a viable alternative for resolving harassment and discrimination internally, reducing the risk of penalties and the likelihood that employees and citizens will file complaints to costly, legal avenues. HRO staff will continue to promote its progressive approach to all employees and citizens, building on the City's excellent human rights track record.

Additional Information

Annual Human Rights Office Report: <u>http://goo.gl/3Gs2et</u>

Human Rights and Anti-Harassment/Discrimination Policy and Complaint Resolution Procedures: <u>http://goo.gl/o6bfxP</u>



Contact

Uzma Shakir Director, Equity, Diversity, Human Rights 416-392-1108, <u>ushakir@toronto.ca</u>

Kim Jeffreys Manager, Human Rights Equity, Diversity, Human Rights 416-392-0348, <u>kjeffrey@toronto.ca</u>

Urban Aboriginal Strategy/Framework

Issue

In July 2010, the City of Toronto adopted the Statement of Commitment to Aboriginal Communities in Toronto: Towards a Framework for Urban Aboriginal Relations in Toronto. The goals outlined in the Statement contribute to the recognition of a distinct Aboriginal identity and create a sense of inclusion.

The Statement of Commitment identifies seven distinct goals to be fulfilled as part of the Urban Aboriginal Strategy/Framework.

Toronto City Council re-established the Aboriginal Affairs Advisory Committee in 2011 to assist the City in achieving its commitments to the Aboriginal community.

Background

Aboriginal Peoples hold a unique legal and constitutional position in Canada as reflected in section 35 of the *Constitution Act, 1982*. The City of Toronto has affirmed this position in its vision statement on Access, Equity and Diversity, which states, "The City recognizes the unique status and cultural diversity of the Aboriginal communities and their right to self-determination."

With that guiding principle in mind the following action items from the Statement of Commitment were developed in collaboration with the Aboriginal Affairs committee of Toronto.

- The "Aboriginal Representation on Agencies and Corporations" report was adopted by Council on July 2012. Currently, the city is working with agencies and corporations to increase Aboriginal representation for upcoming vacant positions.
- The Toronto Public Service Education Strategy on Aboriginal History and Culture was created in July 2012. Learning objectives and suggested learning methods have been presented and information is shared regularly with employees. A review of current courses is being conducted to determine other educative aspects that may be appropriate for the Toronto Public Service.

- The Aboriginal Employment Strategy was adopted by Council in February 2014. Human Resources and the Equity, Diversity and Human Rights Division have responsibility for implementing this strategy and have developed an implementation plan; the work is ongoing.
- The City's Equity, Diversity and Human Rights Division is responsible for the ongoing public awareness of Aboriginal life in Toronto through such events as flag raisings, sunrise ceremonies, Aboriginal art and craft fairs and proclamations for National Aboriginal Day, Louis Riel Day and events coming from the year-long Truth and Reconciliation proclamation.

Implications

The adoption of the Statement of Commitment to the Aboriginal Communities of Toronto contributes to the City of Toronto Strategic Actions #9, 10, 11 and 13 in areas of strengthening neighbourhoods, enhancing the city's quality of life, advancing Toronto's motto 'Diversity our Strength', and developing and implementing a workforce plan.

The adoption of the Statement of Commitment and the year-long proclamation on Truth and Reconciliation affirms Council's commitment to the principle of Aboriginal self determination, and recognizes the city's Aboriginal heritage.

Current Status and Next Steps

The work of fulfilling the Statement of Commitment is ongoing. The commitments that have been initiated to date need to be developed further. Work on outstanding commitments has to be implemented.

Council will consider the establishment of the Aboriginal Affairs Advisory Committee in the first quarter of 2015. This committee provides leadership on the development of the Urban Aboriginal Framework as it relates to the Statement of Commitment.



Additional Information

Statement of Commitment to the Aboriginal Communities of Toronto: Towards a Framework for Urban Aboriginal Relations in Toronto <u>http://goo.gl/15MmHC</u>

Contact

Mae Maracle Consultant, Equity & Diversity Equity, Diversity and Human Rights 416 392 5583, <u>mmaracle@toronto.ca</u>

Ahmad Saidullah Manager, Diversity & Human Rights Equity Diversity and Human Rights 416 392 4991, <u>asaildul@toronto.ca</u>



Council Briefing Book

Volume 1: Toronto's Government

Tab 4 – Human Resources

- 4.1 Collective Bargaining and Collective Agreements
- 4.2 Workforce at a Glance Five Year Trend
- 4.3 Fair Wage Policy and Labour Trades Obligations in the Construction Industry
- 4.4 Health and Safety: Target Zero Continuous Improvement
- 4.5 Management Span of Control

Collective Bargaining and Collective Agreements

Issue

This briefing note provides an overview of collective bargaining and the applicable collective agreements at the City of Toronto.

Background

The City of Toronto and a number of its Agencies and Corporations each have one or more collective agreements with various unions (bargaining agents). Each collective agreement provides for specific terms and conditions of employment including, for example, salaries, benefits and hours of work. Each agreement also has specific contractual time periods resulting in different or varying term lengths.

The City's Employee & Labour Relations Section of the Human Resources Division (HR/E&LR) is responsible for the (7) collective agreements, representing 31,000 City of Toronto employees:

- CUPE Local 79 (Full Time Unit)
- CUPE Local 79 (Part Time Unit B)
- CUPE Local 79 (Long Term Care Homes & Services Unit)
- CUPE Local 79 (Recreation Workers Unit)
- TCEU/CUPE Local 416 (Outside Workers & Paramedics)
- Toronto Professional Fire Fighters' Association Local 3888
- CUPE Local 2988 (Association of Community Centres)

City Council has delegated authority to the Employee & Labour Relations Committee to establish a mandate for the City's bargaining team (HR/E&LR) to negotiate with these unions. However, City Council must approve any tentative collective agreement reached at these negotiations.

City Agencies and Corporations

Negotiations for City's Agencies and Corporations are undertaken by those respective organizations, except in cases where the City's HR/E&LR has entered into direct Shared Service Agreements.

HR/E&LR has a direct Shared Service Agreement with Exhibition Place that provides full labour relations services (including collective bargaining) for its

eight (8) collective agreements. HR/E&LR also has a Shared Service Agreement with the Toronto Zoo to lead their collective bargaining with its union, CUPE Local 1600.

In March 2014, HR/E&LR entered into a Shared Service Agreement with the Toronto Police Services Board and is now leading negotiations for the six (6) collective agreements with the Toronto Police Association that all expire on December 31, 2014.

Settlements reached at the City's Agencies and Corporations impact the City's Toronto Public Service settlements and vice versa. For example, if a settlement is reached that is seen as higher than normal, it may be used as a new standard in following Union negotiations and settlements with the City.

There is significant variability among City Agencies and Corporations with respect to end dates for collective agreements. City Council, as per legislation or shareholder direction, has no direct influence on any of the City's Agencies or Corporations bargaining mandates or outcomes.

Current Status and Next Steps

- Collective bargaining planning process for the Toronto Police Service Board (TPSB) (represented by HR/E&LR) commenced in June 2014 with the Toronto Police Association for their six collective agreements. The TPSB approved a mandate for negotiations on August 19, 2014 and negotiations with the TPA will commence in November 2014.
- Collective bargaining between the City of Toronto and TPFFA Local 3888 (Fire Fighters) will commence November 27, 2014. At its meeting on August 22, 2014, the EL&R committee approved a mandate for staff to begin negotiations.
- Collective bargaining between the City of Toronto and CUPE Local 79, CUPE Local 2988 and TCEU/CUPE Local 416 will commence in late fall 2015.
- Seven of eight collective agreements with Exhibition Place also expire at the end of 2015, and mandates will be sought for negotiations to commence in late 2015 or early 2016 for those collective agreements.



Additional Information

Charts 1 to 4 provided in Appendix A summarize the entities within the City of Toronto government, the numerous unions/bargaining agent(s), the term of each collective agreement, and the salary increases for 2011 or 2012 onwards.

Contacts

Bruce L. Anderson Executive Director of Human Resources Human Resources 416-397-4112, <u>banders2@toronto.ca</u>

Robert J. Reynolds Director, Employee and Labour Relations Human Resources 416-392-5006, <u>rreynol@toronto.ca</u>

Appendix A

For the collective agreements identified in Chart 1, the Employee & Labour Relations Committee of City Council establishes the mandate for the City's bargaining team for negotiations with the unions in the Toronto Public Service; subsequently, City Council must approve any tentative collective agreement reached at negotiations.

Chart 1: Collective Agreements negotiated by the City of Toronto's Human Resources Division/E&LR

| Organization | Union | Current Term | Expires | Year 1 | Year 2 | Year 3 | Year 4 |
|--------------------|---|--------------------------|---------------|-----------|--------------------------------------|-----------|-----------|
| City of Toronto | CUPE Local 79 Inside Workers Full Time Unit | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0.5% + 1.5 % lump sum | 1.75 % | 2.25 % |
| City of Toronto | CUPE Local 79 Inside Workers Part Time B Unit | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0.5% + 1.5 % lump sum | 1.75 % | 2.25 % |
| City of Toronto | CUPE Local 79 Inside Workers Long Term Homes & Services Unit | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0.5% + 1.5 % lump sum | 1.75 % | 2.25 % |
| City of Toronto | CUPE Local 79 Inside Workers Recreation Workers Unit | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0.5% + 1.5 % lump sum | 1.75 % | 2.25 % |
| City of Toronto | TCEU/CUPE Local 416 Outside Workers/ Paramedics | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0.5% + 1.5 % lump sum | 1.75 % | 2.25 % |

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| Organization | Union | Current Term | Expires | Year 1 | Year 2 | Year 3 | Year 4 |
|--------------------|---|--------------------------|---------------|-----------|--------------------------------------|-----------|-----------|
| City of Toronto | CUPE Local 2998 Association of Community Centre (AOCCs) | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0.5% + 1.5 % lump sum | 1.75 % | 2.25 % |
| City of Toronto | TPFFA Local 3888 (Fire Fighters) | 5 year Jan 1, 2011 | 31- Dec-14 | 3.2 0% | 3% | 2.87 % | 2.0 % |

The collective agreements in Chart 2 at the identified City Agencies (i.e. Exhibition Place, Toronto Zoo and Toronto Police Services Board) are bargained by HR/E&LR under a Shared Service Agreement and their respective Boards determine the mandates and approve any tentative collective agreements reached at negotiations.

Chart 2: Collective Agreements negotiated by the City of Toronto's Human Resources Division/E&LR under a Shared Service Agreement

| Organization | Union | Current Term | Expires | Year 1 | Year 2 | Year 3 | Year 4 |
|---------------------|---|----------------------------|---------------|--|--------------------|--------------------------------------|--------|
| | CUPE Local 2840 Parking | 3 year Jan 1, 2013 | 31- Dec-15 | 1% | 1.5% | 2% | |
| | The International Brotherhood of Electrical Workers Local 353 | 3 year Jan 1, 2013 | 31- Dec-15 | 1% | 1% | 1.25% (Jan 1) 1.25% (Jul 1) | |
| Exhibition Place | Labourers' International Union of North America LIUNA Local 506 | 3 year April 1, 2013 | 31- Mar-16 | 1.5% + signing bonus of 0.25% (Apr 1) | 1.5% (Apr 1) | 1.5% (Apr 1) | |
| | CUPE Local 5116 Security | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0% | 1% | 1.5% |
| | International Alliance of Theatrical Stage Employees IATSE Local 58 | 4 year Jan 1, 2012 | 31- Dec-15 | 2% | 2% | 2% | 2% |
| | Carpenters Local 27 | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 1% | 1.5% | 2% |

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| | United Association of Plumbers & Journeymen Local 46 | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 1% | 1.5% | 2% |
|-------------------------------|---|----------------------------|---------------|--|---|---|-----------|
| | International Union of Painters & Allied Trades, District Council 46 | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 1% | 1.5% | 2% |
| Toronto Zoo | CUPE Local 1600 | 4 year April 1, 2013 | 31- Mar-17 | 0% Effectiv e Apr 1 1.5% lump sum | 0.5% | 1.75 % | 2.25 % |
| Toronto Police Services | Toronto Police Association 6 Collective Agreements | 4 year Jan 1, 2011 | 31- Dec-14 | 2.75% .044 (Oct 1) = 3.19% | 1.5% (Jan 1) 1.48% (Jul 1) = 2.98% | 1.8% (Jan 1) 1.05% (Dec 1) = 2.85% | 2% |

The collective agreements identified in Chart 3 and 4 for City Agencies and Corporations are bargained by the Human Resources staff employed at the respective Agency or Corporation. The Boards of these organizations determine their own collective bargaining mandates and approve their new collective agreements reached at negotiations.

Chart 3: Collective Agreements negotiated by the City's Agencies

| Organization | Union | Current Term | Expirati on | Year 1 | Year 2 | Year 3 | Year 4 |
|--|--|----------------------------|----------------|--|-------------------------------------|---------------------|-----------|
| Toronto Parking Authority | TCEU Local 416 | 4 year April 1, 2013 | 31-Mar- 17 | 0%(1.5 % lump sum 12/10/1 3) | 0.50% | 1.75% | 2.25 % |
| Toronto Police Services Board | Senior Officers Organization | 4year Jan 1, 2011 | 31-Dec- 14 | 2.75% .044 (Oct 1) = 3.19% | 1.5% (Jan 1) 1.48% (Jul 1) | 2.85% (Jan 1) | 2% |
| Toronto Public Library | TPLWU Local 4948 | 4 year Jan 1, 2012 | 31-Dec- 15 | 0% | 0.225% | 1.75% | 2.25 % |
| Toronto Transit Commission | ATU Local 113 (operators, collectors, maintenance workers) | 4 year April 1, 2014 | 31-Mar- 18 | 2% (April 1) | 2% | 2% | 2.25 % |
| Toronto Transit Commission | ATU Local 113 (all others) | 4 year April 1, 2014 | 31-Mar- 18 | 1% (April 1) | 0.5% +1.5% lump sum | 2% | 2.25 % |
| Toronto Transit Commission | CUPE Local 2 Electricians | 4 year April 1, 2014 | 31-Mar- 18 | 1% (April 1) | 0.5% +1.5% lump sum | 1.75% | 2.25 % |
| Toronto Transit Commission | IAMAW, Lodge 235 Machinists | 4 year April 1, 2014 | 31-Mar- 18 | 0% (April 1) | 0.5% +1.5% lump sum | 1.75% | 2.25 % |
| Toronto Transit Commission | CUPE Local 5089 Enforcement | 4 year April 1, 2014 | 31-Mar- 18 | 0% (April 1) 1% lump sum | 0.75% | 2% | 2.25 % |



Chart 4: Collective Agreements negotiated by the City's Corporations

| Organization | Union | Current Term | Expirati on | Year 1 | Year 2 | Year 3 | Year 4 |
|--|-------------------|----------------------------|----------------|--------------------|-----------------------------------|------------------|-----------|
| Toronto Community Housing Corporation | TCEU Local 416 | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 0.5% + 1.5 % lump sum | 1.75 % | 2.25 % |
| Toronto Community House Corporation | CUPE Local 79 | 4 year Jan 1, 2012 | 31- Dec-15 | 0% | 1.5% | 2% | 2.25 % |
| Toronto Hydro | CUPE Local One | 3 year April 1, 2013 | 31- Mar-16 | 2.0% (Apr 1) | 2.25% (Apr 1) | 2.25% (Apr 1) | |

Workforce at a Glance – Five Year Trend

Issue

This Briefing Note provides a brief overview of the staffing complement for City of Toronto employees, excluding those working in the offices of City Councillors and the Mayor. City of Toronto employees include those working in City divisions, Toronto Public Health and the Association of Community Centres (AOCCs).

Background

The Human Resources Division tracks staffing trends including retirements expected over the next four years. Although turnover can potentially have negative impacts on the organization (e.g., loss of corporate knowledge, skills and talent, difficulty recruiting highly skilled, high performing employees), it also provides renewal and opens up opportunities for groups such as Generation X (34-49 years), Millennial (less than 34 years) and equity seeking groups to gain access to City of Toronto employment or to move up to higher levels in the organization.

Implications

Overall current staffing trends for the Toronto Public Service:

- Total average employee headcount decreased from 34,376 in 2009 to 32,675 in 2013, a decrease of 5%, or 1701 employees.
- The total average headcount fluctuates seasonally with the largest headcount in the summer months.
- Total permanent workforce headcount decreased from 20,253 in 2009 to 19,411 between in 2013, a decrease of 4%, or 842 employees.
- The City's permanent workforce headcount was stable in 2009 and 2010, decreased in 2011 and 2012 and increased slightly in 2013.
- The average age of the City's workforce (excluding recreation workers) increased from 46 in 2009 to 47 in 2013.
- The average service length of employees (excluding recreation workers) increased from 14 years in 2009 to 15 years in 2013.



Other notable staffing trends:

- In 2013, there were 4,251 non-union employees. Managers and supervisors represented 2,404 of non-union employees.
- The headcount of non-union employees has increased each year since 2012 (see Table 1 in the Appendix). The majority of the increase was in professional/technical groups such as Information & Technology (I&T) staff hired for the delivery of the City's (I&T) capital projects portfolio.
- The turnover rate of all employees (excluding recreation workers) ranged from 5.50% to 7.43% during the period 2009 to 2013. During this same time period, the turnover rate of permanent employees ranged from 2.86% to 5.72% (see Table 2 in the Appendix).
- The highest turnover rate during the last 5 years was in 2011 when the City offered a voluntary separation package to employees.

Notable Retirement Trends (2014-2018):

- By the end of 2018, 33% of the City's permanent employees are or will be eligible to retire. The number of permanent employees eligible to retire will grow from 2,575 in 2014 to 6,311 by 2018.
- By 2018, approximately 35% of permanent employees represented by Local 3888 (Firefighters), Local 416 (outside workers and paramedics) and the non-union employees will be eligible to retire.
- 31% of active non-union employees are or will be eligible to retire by 2018.
- Of these employees, 48% of directors and above will be eligible to retire by 2018. 37% of managers and supervisors will be eligible to retire by 2018.
- Of the City's unionized employees, 36% of fire fighters, 32% of outside and paramedic employees, and 26% of inside full-time employees, are or will be eligible to retire by the end of 2018. Only 2.5% part-time unionized employees are or will be eligible to retire by 2018.

Current Status and Next Steps

The new workforce plan endorsed by City Council, the Talent Blueprint 2014-2018 *Building a great Toronto Public Service* provides direction on how the City will prepare to manage the retirement and other risks. See Talent Blueprint 2014-2018 at <u>www.toronto.ca/talentblueprint</u>.



Contacts

Bruce L. Anderson Executive Director of Human Resources Human Resources 416-397-4112, <u>banders2@toronto.ca</u>

John Schaffter Director, Organization Development, Learning & Workforce Planning Human Resources 416-392-3907, <u>ischaff1@toronto.ca</u>

Lawrence Keen Manager, Workforce Planning & Reporting Human Resources 416-338-8127, <u>lkeen@toronto.ca</u>

Appendix A

The following charts and tables illustrate some of the City's key workforce statistics. Inactive employees (i.e. those on long-term leave of absence) are not included in the headcounts.





Table 1: Workforce Employee Headcount 2009 – 2013

| | | Year End 2009 | Year End 2010 | Year End 2011 | Year End 2012 | Year End 2013 |
|-----------------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| Workforce | All Employees | 34,376 | 34,435 | 32,852 | 32,214 | 32,675 |
| Employee Headcount | All Employees e <i>xcluding</i> Rec Workers | 25,554 | 25,532 | 24,310 | 23,978 | 24,401 |
| | | | | | | |
| Permanent | Count of Employees | 20,253 | 20,259 | 19,280 | 19,157 | 19,411 |
| Fermanent | Percentage of All Employees | 59% | 59% | 59% | 59% | 59% |
| | | | | | | |
| Non-Union | Count of Employees | 4,072 | 4,125 | 3,984 | 4,088 | 4,251 |
| Non-Union | Percentage of All Employees | 12% | 12% | 12% | 13% | 13% |
| | | | | | | |
| | All Employees | 41 | 41 | 41 | 42 | 42 |
| Average Age | Employees <i>excluding</i> Rec Workers | 46 | 46 | 47 | 47 | 47 |
| | | | | | | |
| Average | All Employees | 12 | 12 | 12 | 13 | 13 |
| Years of Service | Employees <i>excluding</i> Rec Workers | 14 | 15 | 15 | 15 | 15 |

Table 2: Hires and Exits 2009-2013

| | | Year 2009 | Year 2010 | Year 2011 | Year 2012 | Year 2013 |
|--|---|--------------|--------------|--------------|--------------|--------------|
| Number of | All Employees | 5,215 | 4,890 | 4,078 | 4,326 | 4,816 |
| Hires | Employees Excluding Rec Workers | 3,577 | 3,187 | 2,552 | 2,858 | 3,244 |
| Average Age | All Employees | 27 | 27 | 25 | 26 | 26 |
| of New Hires | Employees Excluding Rec Workers | 32 | 34 | 32 | 33 | 32 |
| | | | | | | |
| Number of | All Employees | 5,041 | 4,516 | 5,306 | 4,737 | 4,338 |
| Exits (Retirements, Terminations, Layoffs) | Employees Excluding Rec Workers | 3,160 | 3,243 | 3,632 | 3,267 | 3,014 |
| Average Age | All Employees | 33 | 36 | 38 | 37 | 37 |
| at Exit | Employees Excluding Rec Workers | 39 | 40 | 43 | 42 | 42 |
| | | | | | | |
| Turnover Rate | All Employees | 9.27% | 8.22% | 10.26 % | 9.08% | 8.59 % |
| (Exits minus Layoffs & | Employees <i>excluding</i> Rec Workers | 5.50% | 6.27% | 7.43% | 6.43% | 6.31 % |
| Salary Continuation) divided by Average Active and Inactive Employee count) | Permanent Employees | 2.86% | 3.16% | 5.72% | 4.56% | 3.90 % |



Chart 2: Workforce Breakdown by Affiliation (2013)

Across the Toronto Public Service, 31% of employees are full-time members of Local 79, 25% are part-time recreation worker membbrs of Local 79, 13% are members of Local 416, 13% are non-union, and 18% fall into other groups.



Chart 3: Workforce Breakdown by Employee Status

60% of Toronto Public Service employees are permanent, 25% are part-time recreation workers, 9% are part time permanent, and 5% are temporary.




Chart 4: Non-Union Employee Breakdown by Type

37% of Toronto's non-union employees are Supervisors, 24% are professional or technical workers, 20% are managers, 14% are others, and 5% are Directors or above.



Fair Wage Policy and Labour Trade Obligations in the Construction Industry

Issue

The City requires that companies awarded City contracts, to abide by:

- (1) Fair Wage Policy, Municipal Code, Chapter 67; and
- (2) Provincially Legislated Labour Trades Contractual Obligations in the Construction Industry (Ontario Labour Relations Act).

Binding obligations regarding the construction trades are set out as a separate schedule to Toronto Municipal Code, Chapter 67, Fair Wage. They are also listed in the City's Fair Wage Policy to alert potential contractors of the City's legal obligations.

Background

The City of Toronto adopted a Fair Wage Policy in 1998 that applies to all goods and services.

Objective

The Fair Wage Policy is designed to:

- Produce stable labour relations with minimal disruption;
- Establish a balanced compromise between wage differentials of organized and unorganized labour;
- Create a level playing field in competition for City work;
- Set common minimum standards in the workplace that contractors must meet;
- Protect the public; and
- Enhance the reputation of the City for fair and ethical business dealings.

Establishment of Fair Wage Rates

The Manager, Fair Wage Office has delegated authority to establish prevailing Fair Wage rates and update Fair Wage schedules every three years. The City's current fair wage schedules were updated and approved by City Council on December 18, 2013.

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Fair wage rates do not apply to small businesses, typically those with owneroperators, or partnerships, or principals of companies as long as they undertake the work themselves.

Construction Industry

Construction-related fair wage rates are based on a division of the construction industry into sectors determined by work characteristics. The current fair wage schedules are in effect for the period of 2013-2016.

The Fair Wage Policy covers five construction sectors involving "field work" and has established wage rate schedules that are applied along the following sectors:

- Industrial, Commercial and Institutional (ICI);
- Road Building Work;
- Sewer Water Main Construction;
- Heavy Construction Work; and
- Utility Construction Work.

Non-Construction Industries

Non-construction fair wage rates are established according to prevailing wages for non-union workers in a geographic area based on market and industrial surveys. A General Classification schedule is applied to occupations such as security guards, building maintenance, cleaners and landscapers etc. Additionally, the policy applies to "shop work" involving manufacturers and manufacturer locations from which the City procures goods or services.

Legislated Labour Trade Contractual Obligations in the Construction Industry Prior to amalgamation, the former City of Toronto and former Municipality of Metro Toronto were certified under the *Labour Relations Act* by various construction trade unions. Most of these certifications date back to the early 1980s. The amalgamated City is bound to contractual obligations to these construction trade unions pursuant to the *Public Sector Labour Relations Transition Act 1997 (Bill 136).*

The Labour Trades' contractual obligations are a reflection of the City's legal obligations to the nine construction unions that are certified with the City representing:

- asbestos workers;
- bricklayers;
- carpenters;
- electricians;
- glaziers;
- iron workers;



- painters;
- plumbers; and
- sheet metal workers

If a particular project includes work that falls within the jurisdiction of the above nine trades in the Industrial, Commercial, Institutional (I.C.I.) sector of the construction industry, that work must be performed by union members. This is accomplished either by the general contractor assigning the work to members of that union directly or by sub-contracting that portion of the work to companies that are bound to the applicable union.

Where work does not fall within the jurisdiction of these unions (road building, sewer and water main work, heavy construction utility work), it must be performed in compliance with the fair wage schedules (2013-2016), but does not require to be assigned to unionized firms or workers.

Fair Wage Office

The Fair Wage Office administers the Fair Wage Policy and Labour Trade Contractual Obligations in the Construction Industry involving City procurement needs.

Key elements of the program involve:

- Verifying contractors(s) and sub-contractor(s) eligibility;
- Enforcing provisions of the Fair Wage Policy;
- Investigating construction trade grievances filed against the City of Toronto;
- Conducting on-site investigations and interviews with trade workers, labourers, mechanics, company and City officials;
- Reviewing certified weekly/biweekly payroll records;
- Exercising contract holdback involving non-compliance;
- Referring disqualification recommendations to Standing Committee; and
- Submitting annual reports to Committee and Council.

Example of the activities carried out by the Fair Wage Office:

- Examine, monitor and report on contracted services such as curbside garbage collections District 2 vendors wage compliance;
- Examine and determine status of contractors and sub-contractors employing an independent contractor providing services to the City, to ensure that the relationship is a true independent contracting relationship;



- Monitor contractor's compliance when companies engage workers through temp, personnel, and day labour recruitment agencies when performing City work;
- Uncovered and reported questionable labour practice contractors and sub-contractors engaged in alleged overbilling on City contracts;
- Monitor the appropriate reports and list of disqualified/suspended contractors and identifying the respective individuals and companies as a necessary step in any compliance review or field investigation; and
- Involved in the recovery of approximately \$2.1 million in back wages, over the past 10 years, to 1,700 workers who encountered certain contractors and sub-contractors practices such as: underpayment of wages and misclassification of workers, under reporting of hours worked and the number of workers, cash payments, non-payment of wages, unpaid overtime, banked overtime hours, non-payment of benefits, off the-the-clock violations and late payments.

Contacts

Bruce L. Anderson Executive Director of Human Resources Human Resources 416 397-4112, <u>banders2@toronto.ca</u>

Mark Piplica Manager, Fair Wage Office Human Resources Division 416 338-5594, <u>mpiplica@toronto.ca</u>

Bill Taylor, Director HR Systems and Management Services Human Resources 416 392-8635, <u>btaylor3@toronto.ca</u>



Health and Safety: Target Zero Continuous Improvement

Issue

This briefing note provides a description and performance results of the ongoing Target Zero Continuous Improvement initiative in the area of Health and Safety. It is a commitment to a strong health and safety culture with a target of pursuing a zero injuries workplace.

Background

In 2007, the Province identified the City of Toronto as a "high risk employer" due to our level of injury experience. The City launched the Target Zero Continuous Improvement initiative to create an embedded safety culture that would significantly decrease workplace injuries and the associated personal and financial costs. "Target Zero" is a joint Union/Management initiative that adopts comprehensive health and safety principles that go beyond compliance based programming.

Key actions of the initiative include:

- An enhanced labour-management process, in particular establishing a high value on Joint Health and Safety Committees and their members.
- Increased openness, empowerment, mutual respect and pride of accomplishment;
- Creation of a self-sustaining continuous improvement initiative in all City divisions;
- A strengthened Occupational Health and Safety Program in the organization;
- Improved health and safety communication between supervisors and workers;
- Improved supervisory investigation of incidents and injuries ensuring that corrective actions are identified and taken; and
- Incorporation of health and safety accountability into work plans and performance reviews.

Implications

The ongoing support and commitment from City divisions, Unions and City Council has contributed to the success of the initiative. There has been a 50% decrease in the number of lost time injuries resulting in 25,186 fewer days lost due to workplace incidents from 2007 to 2013 since the

4.4

implementation of the Target Zero initiative. This has resulted in a \$3.5M decrease in the City's annual Workers Compensation costs.

| Performance Indicator | 2007 | 2013 | % Change |
|---------------------------|---------|---------|--------------|
| Lost Time Injuries (LTIs) | 1703 | 857 | 50% decrease |
| Medical Aids | 1410 | 1119 | 21% decrease |
| Recurrences | 370 | 112 | 70% decrease |
| Frequency | 7.9 | 3.9 | 51% decrease |
| Severity | 242.6 | 118.3 | 51% decrease |
| Days Lost | 52,336 | 25,186 | 52% decrease |
| WSIB Costs | \$30.9M | \$24.3M | 21% decrease |

Summary of key performance indicators:

Current Status and Next Steps

Target Zero is an ongoing key priority for the City.

Continued support is required for injury prevention recommendations from the Joint Occupational Health and Safety Coordinating Committee. Current policies and activities include:

- Musculoskeletal Disorder Prevention Policy;
- Supervisory Competence Training;
- Hazard Reporting Procedures;
- Workplace Violence Policy; and
- Slips, Trips and Falls Prevention Policy.

Additional Information

The Human Resources Division reports quarterly to the Employee & Labour Relations Committee on the status of the City's health and safety system, specifically on activities, priorities and performance. The 4th Quarter and End of Year 2013 Health and Safety Report can be found at: <u>http://goo.gl/DkrStp</u>



Contacts

Bruce L. Anderson Executive Director of Human Resources Human Resources 416-397-4112, <u>banders2@toronto.ca</u>

Alison Anderson Director, Occupational Health and Safety Human Resources 416-392-5028, <u>aanderso@toronto.ca</u>



Management Span of Control

Issue

Management span of control (ratio of managers to staff) is one indicator by which the City can measure the overall effectiveness of management in the Toronto Public Service.

Background

In 2012, the City Manager initiated a Review of the Toronto Public Service's Management Span of Control and Management Levels. The Review was conducted by Western Management Consulting (WMC) and an internal senior management group. WMC research indicated the industry standard is between five (5) and eight (8) staff per manager. The Review determined that the City's average Management Span of Control was 8.8 staff to 1 manager, indicating a leaner structure than the industry standard.

The City of Toronto has established the following standards for managers' span of control:

- A minimum of five (5) direct staff reports per manager; and
- A maximum of five (5) management reporting levels within a Division.

Span of Control

Managers comprise 6.77% of employees at the City of Toronto. There are 2,292 managers responsible for supervising 31,545 union and non-union/exempt staff.

The WMC review concluded that the overall average manager span of control for the City was 16.29. However, when outliers are considered (i.e., removal of positions that had very large spans of control), the adjusted manager span of control average was 8.8.

| # Positions | # of | Percentage | Average Span | # Staff |
|-------------|----------|-------------|--------------|---------------|
| Span Range | Managers | of Managers | for Range | in Span Range |
| 1 - 4 | 506 | 22% | 2.6 | 1,316 |
| 5 - 10 | 965 | 42% | 7.39 | 7,131 |
| 11 - 15 | 385 | 17% | 12.69 | 4,886 |
| 16 - 20 | 185 | 8% | 17.36 | 3,256 |
| 21 - 30 | 84 | 4% | 25.00 | 2,100 |
| 31+ | 167 | 7% | 111.62 | 18,641 |
| Total | 2,292 | 100% | 16.29 | |

Research and common industry-wide practices indicate that the average manager span of control ranges from five (5) to eight (8) direct staff reports. The City's Management Span of Control is higher (8.8) than the average industry norm indicating that managers at the City have more staff directly reporting to them than the industry average.

The Review concluded that the City of Toronto's Management Span of Control compared favourably to similar organizations in Canada and the United States. A comparative analysis was done specifically to the City of Chicago, and after factoring in the differences in organization structure and service delivery models, the consultants stated, *"Toronto's span of control is very favourable* (i.e. better) *than its American counterpart."*

Management Reporting Levels

Management reporting levels are a measure of the hierarchy of managerial positions. In large complex enterprise-level organizations, the recommended standard for "lean management" is five (5) management reporting levels.

In 2012, 189 out of 209 sections (90.4%) of all City divisions were within the five (5) management reporting levels standard, and 9.6% of the remaining sections (20 out of 209 Sections) had more than five (5) management reporting levels.

The following chart summarizes the City's 2012 management reporting levels.

| Summary of Management Levels (2012) | | | | | | | | | | | |
|--|--------------------------------|------------------------|---|---------------------------------------|--|--|--|--|--|--|--|
| Management Levels | Number of City Divisions | % of City Divisions | Number of Sections in City Divisions | % of Sections in City Divisions | | | | | | | |
| 5 Management Reporting Levels or less (Standard) | 34 | 75.6% | 189 | 90.4% | | | | | | | |
| 6 Management Levels | 10 | 22.2% | 19 | 9.1% | | | | | | | |
| 7 Management Levels | 1 | 2.2% | 1 | 0.5% | | | | | | | |
| Total | 45 | 100.0% | 209 | 100.0% | | | | | | | |

The Review concluded that the overall number of management reporting levels is considered good.



Implications

The Review did not result in recommendations or suggestions for significant changes to the existing organizational structure at the City of Toronto. Analysis by both the internal team and WMC determined that in the majority of cases, there were valid reasons for the current divisional structures. For example, where the Management Span of Control and/or Management Reporting Levels were found to be outside of the norm, the exception was supported by unique operational needs of the business and the specific geographic/site location coverage required.

WMC also advised caution in giving too much emphasis to span of control when evaluating the effectiveness of organizational structures. It is one of many factors that need to be considered.

Additional Information

Since the completion of the review, City Divisions have been directed to ensure that consideration is given to span of control whenever they are undertaking or contemplating organizational restructurings as well as when new management-level positions are created. This ensures that the corporate standard is met or that the proper rationale exists where there may be deviation from that standard.

Contacts

Bruce L. Anderson Executive Director of Human Resources Human Resources 416-397-4112, <u>banders2@toronto.ca</u>

Barbara Shulman Director, Strategic Recruitment, Compensation & Employment Services Human Resources 416-392-7987, <u>bshulman@toronto.ca</u>



Council Briefing Book

Volume 1: Toronto's Government

Tab 5 – The City's Finances

- 5.1 Financial Planning and Budget Overview
- 5.2 2015 Interim Operating and Capital Estimates
- 5.3 Establishment of 2015 Budget Process
- 5.4 Integrated Planning and Performance Framework
- 5.5 Long Term Fiscal Plan
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Financial Planning and Budget Overview

Issue

This briefing note summarizes the City of Toronto's financial planning and management framework, and provides a financial overview based primarily on the 2014 approved capital and operating budgets.

Background

Financial Planning and Management Framework

The City's financial planning and management framework is composed of five key components:

- Capital and Operating budget planning, preparation and submissions
- Budget review and approvals
- In-year financial control and budget adjustments
- Financial monitoring and variance reporting
- Year-end financial performance and disposition of year-end surplus or deficit (actual net expenditures less than or in excess of the budgeted City funding).

Operating and Capital Budget Planning and Approvals

In compliance with the *City of Toronto Act, 2006* (COTA), the City must adopt a budget annually which must include estimates of all sums required during that year to pay for all debt falling due during that year, amounts required for sinking or retirement funds and amounts required for City Agencies.

COTA sub-section 229(1) permits the City to prepare and adopt a budget covering a period of two to five years. After the 1st year, the budget must be confirmed on an annual basis.

The City of Toronto develops its Operating and Capital Budgets on a cash basis. Only revenues that will be received in cash during the budget year are

included in the revenue budget. Similarly, only payments that will be made during the budget year are included in the expenditure budget.

The City prepares a multi-year operating budget, which includes the current year's budget and a two-year outlook.

In considering the Operating Budget, Council approves:

- total gross expenditures required to fund the total cost of providing the services, service levels and staff complement;
- total revenue as summed by the individual non-tax revenue sources; and
- the resultant, net expenditures that result in the level of tax-supported (or rate-supported) funding required to balance the Operating Budget.

By law, operating expenditures must equal revenues. In other words, the annual operating budget must be balanced. The City maximizes all non-tax funding sources first (Program-specific reserve funds and user fees, Provincial/Federal Transfers and other 3rd party and corporate revenues) to minimize property tax funding, which is the funding source of last resort. The City cannot borrow funds (issue debt) to balance the operating budget.

If the City experiences a deficit by year-end, the deficit must be budgeted for in the following fiscal year. The City has not had a deficit to-date. Use of one time revenues to fund ongoing expenditures is restricted to extraordinary situations, which must be approved by Council on a case-by-case basis. Onetime revenues should be more appropriately used for purposes such as early debt retirement, capital expenditures, and one-time expenditures.

Any Operating Surplus realized by the City at year-end will be disposed of in accordance with Council's Surplus Management Policy, in the following priority order:

- Transferred to the Capital Financing Reserve Fund (at least 75% of the surplus); and
- Fund any under-funded liabilities, and/or reserves/reserve funds at the discretion of the Deputy City Manager & Chief Financial Officer.

In addition to the operating budget, the City prepares a 10-Year Capital Budget and Plan for the management of its assets that support service delivery.

In considering the 10-Year Capital Budget and Plan, Council approves:

- A Capital Budget for the current year consisting of:
 - approved gross expenditures (cash flow) and funding for previously approved projects/sub-projects;
 - the total project cost and appropriated gross expenditures (cash flow) and funding for new and change-in-scope capital projects/sub-projects as well as commitments to future year gross expenditures (cash flow) and funding for multi-year projects; and
 - 3. unspent funding carried forward from prior years to complete projects.
- Planned estimates and funding sources for each capital project/subproject for the balance of the 10 years.
- Debt to be issued only for the current budget year and planned debt funding to be issued for each of the remaining 9 years of the Capital Plan.

The Capital Plan is prepared based on debt affordability and includes estimates of capital expenditures (capital projects) to keep the City's existing assets in a state of good repair and to improve, expand, acquire and/or construct new capital assets required to meet service demands and support service growth. The Capital Plan will also include financing sources for these expenditures.

Capital expenditures represent the costs to acquire, construct, develop or better a City owned or controlled asset. Betterments are considered eligible capital expenditures when they materially increase the physical output or service capacity, lower operating costs, extend the useful life or improve the quality of output of a capital asset.

The City maximizes all non-debt financing sources first (Federal/Provincial Transfers, Program-specific reserve funds, Development Charge funding, capital contribution from the operating budget (Capital from Current) to fund the Capital Program, minimizing both debt funding and ultimately the impact that servicing debt has on the Operating Budget.

COTA permits the City to borrow funds (issue debt) to finance capital expenditures. Debt funding levels are established for each year of the 10 year capital planning period. Debt repayment (principal and interest) is an operating expenditure which must be managed.

In establishing debt affordability targets, the City restricts its debt service cost limit to no more than 15% of property tax revenues.

In-year Financial Control and Budget Adjustments

COTA prohibits City Council from delegating its authority for the approval of its budget or any amendments to it.

Council approval is required for any of the following in-year changes to a City Program or Agency Council-approved Capital Budget and Plan and Operating Budget:

- Any changes to the **Approved Capital Budget and Plan** as a result of:
 - over-expenditures;
 - accelerations;
 - deferrals;
 - change in project scope greater than 10% of the project cost or \$500,000;
 - the addition of a new project; and/or
 - unplanned allocations of funding sources including reserve funds.
- Changes must result in a permanent reallocation of funding from other projects with like funding sources in the current year (with appropriate adjustments to these projects) and any future year projects in the 10-Year Capital Plan.
- Funding must be in place to award contracts.
- Any changes to the **Approved Operating Budget** that result in changes to any of the following:
 - gross expenditures;
 - total revenue;
 - net expenditures (tax supported funding);
 - the City's overall staff complement count; and/or
 - any proposed changes to services or service levels.

Requests to amend the budget are submitted to Committee and Council by way of a staff report that identifies the impacts on services and service levels with emphasis placed on resultant tax funding impacts on the operating budget and debt impacts on the capital budget and plan.

Amendments must not require that the total property tax levy (operating) or debt financing (capital) be increased during the year as they are fixed with the

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budget. In the absence of contingency accounts, any in-year financial impacts must be offset by a reallocation of like funding sources.

In accordance with the Financial Control By Law, all staff reports for submission to Committee and Council must be reviewed for financial implications and signed off by Financial Planning staff on behalf of the Chief Financial Officer. Information in the "Financial Implications" report must include current and future year costs and funding requirements and impacts of the proposal; staffing impacts, any required budget adjustments, risk, precedent-setting ability as well as whether the recommended proposal is consistent with Council's strategic directions and fiscal priorities.

Changes to staff report recommendations made at Standing Committee meetings, as well as Notices of Motion submitted by Councillors for Council meetings cannot result in the total property tax levy (operating) or debt financing (capital) being increased during the year. Any proposed amendments should be evaluated by Financial Planning staff on behalf of the Chief Financial Officer for financial implications, in advance or during Committee of Council meetings. In the case of Notice of Motions, a fiscal impact statement is submitted to ensure Council has full knowledge of the financial impacts prior to Council's consideration of the matters.

Financial Monitoring and Variance Reporting

Financial control of both the approved Operating and Capital Budgets is achieved through monitoring of actual expenditures and revenues to ensure compliance with budgetary plans, as well as the City's Financial Control Bylaw.

On a quarterly basis, capital and operating variance reports are presented to Budget Committee, Executive Committee and City Council to provide information on actual spending performance against planned expenditures with projections to year-end, the identification of emergent financial pressures along with any recommended mitigation strategies, if necessary.

Annually, the City prepares audited financial statements based on generally accepted accounting principles. Unlike the annual budgets which are based on cash flow, the financial statements are prepared on accrual basis accounting principles. In the covering staff report the financial statement surplus is reconciled to the cash flow based budget surplus.

In addition to the external auditors who review the annual financial statements, the City has an Internal Audit Division and an Auditor General that



monitor the effectiveness of internal controls and report noncompliance to policies and procedures, best practices and principles to Council.

The City of Toronto's Budget Process

First approved by City Council in 2006, the "Mature Budget Process" also led to the establishment of the City's Integrated Planning and Performance Framework. In 2011, Council reaffirmed this approach and adopted the Multi-Year Financial Planning and Budgeting Process that integrates (a) service planning and priority setting and (b) multi-year service-based budgeting.

In accordance with COTA, in election years the incoming Council must approve a budget schedule that facilitates approval and adoption of the 2015 Operating and Capital Budgets, for both Rate and Tax Supported Budgets, in the budget year but no later than April 10, The investment opportunity loss / borrowing costs associated with the delay in issuing the final tax bills range from approximately \$247,000 to \$350,000 for each day the due date is extended.

The 2015 budget process and schedule, to achieve Council approval, must include the Committee review budget activities and should adhere to budget best practices. The process and schedule must be approved by the Executive Committee at its first meeting in December through a staff report from the City Manager and Deputy City Manager-Chief Financial Officer.

Financial Overview: 2014 – 2023 Capital Budget and Plan

The City owns an extensive portfolio of physical assets comprising roads, expressways, bridges, traffic signal controls, water and wastewater treatment facilities, distribution and collection pipes, reservoirs, pumping stations, subways, streetcars, buses, civic centres, recreation facilities, public housing buildings, parkland and other lands.

This infrastructure, excluding land, is currently estimated to be worth in excess of \$72 billion. The City's capital program is driven largely by the costs of maintaining these physical assets in a state of good repair.

The City's road network, the majority of which was constructed in the 1950s and 1960s, is in need of repair and rehabilitation.

• In recognition of the need to reduce the State-of-Good Repair backlog related to the City's transportation infrastructure, 79% of the 2014-2023 Capital Plan for Transportation Services is dedicated to State-of-Good-



Repair projects, compared to approximately 60% across all other Programs.

Similarly, the City's watermains and pipes are an average of 55 years old and 20% of them are more than 80 years old. Recognizing the need to virtually eliminate the State-of-Good-Repair backlog by 2023, an annual water rate increase of 9% has been in place since 2006.

- While the 10-Year Capital Program for Toronto Water includes funding to reduce the SOGR backlog, the Plan excludes \$766 million in unfunded capital needs, predominately required to advance the Wet Weather Flow Master Plan and the Basement Flooding Protection program.
- To continue to address growing infrastructure requirements for water, waste water and storm water needs following completion of the planned 9% water rate increases in 2014, Council has requested that staff also examine the impact of a higher water rate increase assumption of 8% for the period 2015-2017.
- City Council also requested that staff report back on additional financing options during the 2015 budget process.

Major challenges for the capital planning process include:

- Addressing the increased investment need in SOGR due to aging infrastructure in Transportation Services including the Gardiner Expressway and the TTC;
- Accommodating Ridership Growth for the TTC;
- Addressing TTC unfunded capital projects totaling about \$3 billion; and
- Managing debt by ensuring that debt costs remain below the 15% ceiling approved by Council.

<u>10-Year Capital Budget and Plan (Tax and Rate Supported Programs)</u>

The 2014 – 2023 Approved Tax and Rate Supported Capital Budget and Plan totals \$28.7 billion of which \$18.6 billion or 65% is allocated to Tax Supported Programs; and \$10.1 billion or 35% is allocated to Rate-Supported Programs (Toronto Parking Authority, Toronto Water and Solid Waste Management Services).

As reflected in Chart 2, all eligible and available non-debt funding sources are fully maximized prior to the application of debt funding for the Capital Budget and Plan's expenditures.

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Chart 3 identifies how the City utilizes its various funding sources to fund the \$28.7 billion 10-Year Capital Budget and Plan:





Chart 4 provides a breakdown of how the \$28.7 billion Capital Program is spent amongst City Programs, Agencies and specific initiatives.

 It should be noted that Toronto Water Services, Transit and Transportation Services represent 79% or \$22.6 billion of the 2014 – 2023 Capital Budget and Plan's overall expenditures, which is reflective of the significant capital requirements of these Programs.



While \$10.6 billion is allocated to Transit related capital expenditures, this level of capital funding does not address all the TTC's capital needs. About \$3.0 billion in TTC capital projects over and above the 2014 – 2023 Capital Budget and Plan remain unfunded.

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Despite the City's sizeable investment in transit, there remains the need for a partnership between the Government of Canada, the Province of Ontario and the City of Toronto for a dedicated, long term, stable funding plan.

Chart 5 shows the 2014 – 2023 Capital Budget & Plan Expenditures by the City's five project categories, noting that \$16.3 billion or 57% is dedicated to State of Good Repair (SOGR) projects. This reflects the City's commitment to ensuring its assets are able to support service delivery.

Chart 5 2014 – 2023 Tax & Rate Supported Capital Budget & Plan by Category \$28.667 Billion



The 2014 – 2023 Tax Supported Capital Budget and Plan (excludes the Rate Supported Programs) totals \$18.6 billion in expenditures, of which \$11.1 billion or 60% is for SOGR projects.

Non-Debt Capital Financing Strategies

Capital Financing Strategy for Priority Projects:

- In 2012, the City established a capital financing strategy. A major funding source of this strategy is the operating surplus. The Surplus Management policy approved by Council in 2004 states that the surplus be applied in priority order to the following:
 - Capital Financing Reserve (at least 75% of the surplus); and
 - The remainder to fund any underfunded liabilities and/or reserve funds as determined by the Deputy City Manager & Chief Financial Officer.
- As presented in Table 1:
 - The non-debt capital financing strategy will fund \$2.0 billion in capital projects over the 2012 to 2023 period;
 - It is anticipated that \$2.0 billion in contributions to the Capital Financing Reserve over the 2012 to 2023 period will be achieved predominately from the use of prior year operating surpluses; and
 - The projects to be funded from the Capital Financing Strategy are primarily Toronto Transit Commission and Transportation Services projects.

Table 1 Capital Financing Strategy \$ Million

| | | | Capi | tal Fina | ancing | Strate | gy | | | | | | |
|--|------|----------|-----------|------------|-----------|-----------|-----------|-------|------|------|------|------|-------|
| | | Future ` | Year Capi | ital Finan | cing Stra | tegy Reve | nue Estir | nates | | | | | |
| Description (\$ Millions) | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Enwave / Enwave Divident / TPLC Dividend | 219 | | | | | | | | | | | | 219 |
| Prior Year Operating Surplus | 215 | 186 | 70 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 921 |
| DC Increases | | | | | | | | 25 | 25 | 25 | 25 | 25 | 125 |
| Future Years BT Dividend | 20 | 10 | | 35 | 35 | 45 | 50 | 50 | 50 | 50 | 50 | 50 | 445 |
| Future Years Fed/Prov | | | | | | | 50 | 50 | 50 | 50 | 50 | | 250 |
| TPA One-Time and Other | | | 2 | 10 | 41 | | | | | | | | 53 |
| Total: | 454 | 196 | 72 | 95 | 126 | 95 | 150 | 175 | 175 | 175 | 175 | 125 | 2,013 |
| | | | | | | | | | | | | | |
| | | | 2013 & F | uture Yea | r Funding | Require | ments | | | | | | |
| Description (\$ Millions) | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| TTC Capital | 45 | 60 | 252 | 228 | 195 | 165 | 114 | 116 | 60 | | | | 1,235 |
| Transportation Capital | | 15 | 61 | 64 | 68 | 77 | 78 | 69 | 77 | 78 | 79 | 90 | 756 |
| FM&RE Capital | | | | | 15 | | | | | | | | 15 |
| Total | 45 | 75 | 313 | 292 | 278 | 242 | 192 | 185 | 137 | 78 | 79 | 90 | 2,006 |

It is important to note that any deviation from the City's Surplus Management policy that would result in a reduced contribution to the Capital Financing

Reserve and would require an equivalent adjustment to the projects funded from the Capital Financing Strategy.

Dedicated Property Tax Increase for the Scarborough Subway Extension Project:

- The total estimated cost for the Scarborough Subway Extension is \$3.56 billion (expressed in inflated dollars, or \$2.5 billion in 2010 dollars). Current funding commitments received for the construction of the subway extension are as follows:
 - Provincial government \$1.99 billion (expressed in inflated dollars, or \$1.48 billion in 2010 dollars);
 - Federal government \$660 million (expressed in inflated dollars);
 - City of Toronto \$910 million (inflated dollars). The City will fund its share of the capital project through a combination of debt funding (serviced through a dedicated 1.6% property tax increase) and development charges funding; and
 - A dedicated property tax increase 0.5% in 2014, 0.5% in 2015 and 0.6% in 2016 will provide funding to repay the debt service costs for the project.

Maximizing Development Charge Funding:

• Development Charge funding has been utilized to the extent permissible in the 2014 –2023 Tax-Supported Capital Budget and Plan in order to mitigate the reliance on debt and other funding.

Debt Financing:

- Over the 2014-2023 capital planning horizon, planned debt for the City Programs and Agencies totals \$3.3 billion.
 - The City's strategy to increase Capital from Current ("pay as you go") contributions by 10% annually will result in \$3.8 billion in Capital from Current funding being available over the 10 year planning period.
 - It should be noted that debt funding would otherwise increase by an equivalent amount.
 - The continuation of this strategy will reduce debt funding requirements by 58.2% from previous forecasts.

Debt Charges as a % of the Property Tax Levy

City Council has established a maximum limit of 15% of debt service charges as a percentage of property taxes. This reaffirmed the limit which was established by Council in 2006.

As a result of the capital financing strategy and reduced interest rates, the debt service charge ratio resulting from the 2014 – 2023 Capital Budget and Plan will not exceed the approved 15% debt service charge guideline over the 10 year planning period, as shown in Chart 6.



Chart 6 Debt Changes as a % of Property Tax Levy 2014 – 2023 Capital Budget and Plan

Financial Overview: 2014 Operating Budget

The City offers 155 distinct services to the residents, businesses and visitors of Toronto. These services range from human and community services, to emergency (police, fire and paramedic) services, planning and infrastructure; transit and roads; cultural; and governance and corporate services. Many of these services are provided on a 24-hour, 7-day basis.

In order to maintain these services and service levels, the City is challenged annually to ensure sufficient funding is available to maintain the quality and level of current services while providing funding for strategic investments in City services to meet public needs and demands.

2014 Operating Budget

The 2014 Approved Operating Budget (gross expenditures) of \$11.2 billion is composed of:

- A Tax Supported Operating Budget of \$9.7 billion (City Programs and Agencies)
- A Rate-Supported Operating Budget of \$1.5 billion for Toronto Parking Authority, Solid Waste Management Services and Toronto Water Services which are fully funded by user fees or rates.

Chart 7 provides the breakdown between the Tax Supported and Rate Supported programs.



Chart 7 Where the 2014 Operating Budget Will Be Spent \$11.176 Billion

Chart 8 Where the 2014 Tax-Supported Budget Will Be Spent (\$Million)



Chart 8 provides a further breakdown of 2014 gross operating expenditures by Tax Supported Program/Agency, noting that approximately 28.1% of the 2014 Tax Supported Operating Budget of \$9.7 billion will be spent on services that the City has no direct control over as they are mandated and/or cost-shared with the Province.

Salaries and Benefits represent the largest expenditure type totalling almost \$5.0 billion and represent 44.7% of total expenditures.

• In total, City Council approved a complement of 52,672 positions in 2014 (this includes Tax and Rate supported budgets), of which 49,804 positions are required to deliver operating services, and 2,868 positions to deliver the capital program.

Chart 9 illustrates the revenues utilized to balance the 2014 Operating Budget, noting that \$3.76 billion or 38.9% of the \$9.7 billion in gross expenditures is funded by property taxes.

Chart 9

How the Tax Supported Budget Operating Expenditures are Funded



Chart 10 shows how the \$11.2 billion 2014 Tax and Rate Supported Operating Budget is funded, with \$3.76 billion or 33.7% of total funding generated through property taxes.



Chart 11 shows how property taxes of \$2,598 for the average household valued at \$499,521, will be spent based on the City's net expenditures.

• Approximately 70% or \$1,813 will be spent on Police Services, Toronto Transit Commission (including Wheel-Trans), repaying the principal and interest costs for debt borrowing, Fire Services and Parks, Forestry and Recreation.





2015 and Future Year Budget Pressures

Operating Budget Pressures - 2015 and 2016 Outlook

As part of the 2014 Operating Budget Process, staff identified estimated incremental operating pressures for the years 2015 and 2016, known as Budget Outlooks.

Table 2 highlights all estimated incremental expenditure changes for 2015 and 2016.

The forecasted 2015 Outlook and 2016 Outlook pressures before revenue increases are approximately \$403 million and \$373 million, respectively. These include pressures from depletion / use of reserve funds of \$30 million in 2015 and \$16 million in 2016.

| ÷ | | |
|--|------|------|
| | 2015 | 2016 |
| Compensation & Benefits | 68 | 36 |
| Non-Labour Inflationary Impact | 8 | 7 |
| Annualization of Prior Year Decisions | 34 | 9 |
| Operating Impact of Completed Capital Projects | 13 | 7 |
| Depletion of Reserves | 30 | 16 |
| Other Base Budget Changes | 13 | 9 |
| CFC (Capital From Current) | 22 | 24 |
| Debt Charges | 42 | 39 |
| TTC (before ridership growth) | 101 | 76 |
| Other Expenditures | 73 | 101 |
| Total Expenditure Pressures | 403 | 325 |

Table 22015 and 2016 Anticipated Expenditure Pressures\$Millions

Future year estimates (Outlooks) were also provided for anticipated incremental revenue changes.

As shown in Table 3, total revenue is anticipated to decline by \$49 million in 2015 and remain roughly unchanged in 2016, primarily due to the loss of provincial funding in housing, estimated at \$86 million and \$43 million respectively.

The Social Housing funding loss is anticipated to be partially offset by revenue increases resulting from:

- TTC Ridership growth and a forecasted 10 cent fare increase (subject to Commission approval);
- Uploading of service costs;
- Toronto Hydro dividend income;
- User fee revenue increase.
- Revenue from assessment growth that is anticipated to increase by \$30 million for both 2015 and 2016.

| | 2015 | 2016 |
|---------------------------------|------|------|
| Total Expenditure Pressures | 403 | 325 |
| Revenue Change: | | |
| TTC Ridership Growth | (17) | (16) |
| Uploading of Services | (17) | (20) |
| Dividend Income | (5) | (5) |
| User Fees/Revenue Change | (4) | (1) |
| Parking Authority Revenues | 6 | (2) |
| Provincial Funding Loss | 86 | 43 |
| Total Revenue Change | 49 | (1) |
| Pressure after Revenue Changes: | 452 | 324 |
| TTC Fare Increase (10 Cents) | (40) | (40) |
| Assessment Growth | (30) | (30) |
| Net Tax Pressures | 382 | 254 |

Table 32015 and 2016 Anticipated Incremental Revenue\$Millions

Based on these estimates, annual inflationary tax rate increases are insufficient to cover expenditure increases as the City will need significant tax increases to meet service demands and cost increases as well as fund key service priorities like transit as well as the Scarborough Subway.

The City will be challenged to find efficiencies and other cost savings or revenue sources to address the anticipated net operating pressures of \$382 million in 2015 and \$254 million in 2016.

It should be noted that:

 every 1% Property Total Tax Increase = \$37.5 million on the total tax levy

However, given the City's policy to tax commercial properties at 1/3 of residential rates:

• every 1% Property Residential Tax Increase = \$24.7 million

| Forecast Budgetary Property Tax Increase * | | | | | | | | |
|--|---------------------------------|--------------|--|--|--|--|--|--|
| | Residential Property Total Prop | | | | | | | |
| | Tax Increase | Tax Increase | | | | | | |
| 2015 | 15.5% | 10.2% | | | | | | |
| 2016 | 13.2% | 6.75% | | | | | | |

The estimated property tax increases for the 2 year Outlook are as follows:

* excludes Scarborough Subway impacts (0.5% residential and 0.3% commercial) and CVA / Tax Policy (est. 0.5% residential and 0%)

Capital Budget Pressures and Unfunded Projects

Major challenges for the 2015 Capital planning process include:

- 1. Increased investment needed in State of Good Repair projects;
- 2. Necessity to accommodate the capital impact of TTC Ridership Growth;
- 3. Unmet capital needs;
- 4. Need to monitor and keep debt service costs below the 15% guideline; and
- 5. Uncertainty over future Federal and Provincial Funding programs.

State of Good Repair

Maintaining the condition of the City's infrastructure is a key priority and one that poses pressing challenges. It is absolutely essential that the City ensure that the assets are maintained in a state of good repair to provide efficient, reliable, and safe service.

The City assesses on a yearly basis the level of capital investment required to attain and maintain a state of good repair for each Program and Agency's assets. The SOGR backlog is tracked, managed and addressed in the annual capital budgeting process.

Bringing our City's aging infrastructure to a state of good repair, while at the same time planning for and implementing needed service expansion is a significant challenge.

The City has been, and will continue to be, proactive on this issue by raising awareness throughout the budget process and exploring creative approaches to financing necessary repairs and upgrades for aging assets.

The SOGR backlog information has become more meaningful since the approval of a firm 10-year Capital Plan beginning in 2010. The more recent establishment of asset values arising from compliance with Public Sector Accounting Board (PSAB) guidelines has enabled the City to track SOGR backlog as a percent of asset value, making the accumulated SOGR backlog as a percentage of asset value a key indicator to monitor the backlog. Details of the SOGR Backlog trend and percentage of total asset value can be found in the Capital Analyst Notes for each Program and Agency.

As noted in Table 4, the top 5 programs with accumulated SOGR backlog are: Transportation Services, Toronto Transit Commission (TTC), Facilities

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Management and Real Estate (FM&RE), Toronto and Region Conservation Authority (TRCA) and Parks, Forestry and Recreation (PF&R) which make up \$1.780 billion or 87.3% of the \$2.038 billion SOGR backlog.

| \$ Million | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Transportation Services | 949 | 98 | 1,011 | 1,038 | 1,045 | 1,056 | 1,107 | 1,149 | 1,187 | 1,218 | 1,215 |
| Toronto Transit Commission | 0 | 30 | 93 | 123 | 148 | 183 | 208 | 243 | 278 | 313 | 338 |
| Facilities Management and Real Estate | 334 | 32 | 351 | 341 | 337 | 324 | 308 | 296 | 288 | 279 | 285 |
| Toronto & Region Conservation Authority | 187 | 18 | 182 | 180 | 177 | 175 | 172 | 169 | 166 | 163 | 158 |
| Parks, Forestry & Recreation | 310 | 29 | 308 | 330 | 335 | 360 | 317 | 305 | 247 | 184 | 120 |
| Other | 259 | 26 | 255 | 246 | 240 | 231 | 219 | 223 | 216 | 206 | 209 |
| Total SOGR Backlog | 2,038 | 2,080 | 2,201 | 2,259 | 2,283 | 2,328 | 2,332 | 2,385 | 2,382 | 2,362 | 2,325 |
| Total Asset Value (end of year) | 33,699 | 34,642 | 34,939 | 35,164 | 35,393 | 35,933 | 36,155 | 36,395 | 36,648 | 36,904 | 37,180 |
| SOGR as % Asset Value | 6.05% | 6.01% | 6.30% | 6.42% | 6.45% | 6.48% | 6.45% | 6.55% | 6.50% | 6.40% | 6.25 |

SOGR Backlog by Program – Summary Table 4

With the exception of Transportation Services and TTC, recommended SOGR capital funding will reduce the accumulated SOGR for each of these Programs over the 10 year Capital planning period.

Unmet Capital Needs

During the 2014 – 2023 budget process, \$4.254 billion in unmet capital needs were identified, however due to funding constraints and overall capital prioritization they were not included within the budget.

• Of the \$4.254 billion in unmet needs, Tax supported programs accounted for \$3.488 billion and the balance \$765.876 million is for Water Services.

During the 2013 and 2014 budget processes, significant advancements were made in addressing unmet needs through the development of the capital financing strategy and maximizing the allocation of DC funding following approval of the 2014 DC Bylaw.

Continued gains on addressing unmet needs are expected as a result of:

- Council's request that staff examine the impact of a higher water rate increase assumption of 8% for the period 2015-2017 to address unfunded Toronto Water capital priorities;
- Ongoing efforts to prioritize, seek and secure funding from the Provincial and Federal governments for TTC capital requirements; and
- The review of approved capital projects against program spending capacity, ensuring capital funding that otherwise would not be spent is allocated to other unfunded priorities.

Current Status and Next Steps

The City has a financial management and control system in place which is focused on ensuring that its financial resources are protected and utilized to provide the highest priority services efficiently and effectively.

The City provides a large and diverse number of services to its citizens; however, it has direct control over services that comprise only 28% of its total operating budget.

To ensure that the 2015 operating and capital budgets are approved on a timely basis, Council must approve a budget process and schedule, along with directions on its priorities, roles and responsibilities of the Budget and Executive Committees in the budget process at its first meeting in 2015.

In preparing the operating budget Council must recognize that while every effort is made to maximize non-tax revenues and minimize service costs, property tax funding provide the City its largest funding source, Increases in property tax rates at or below the rate of inflation will not provide sufficient funding to maintain or enhance services and service levels and sustain the City's fiscal health.

Similarly, in preparing the capital budget and plan every effort must be made to ensure that scarce/affordable funds are utilized to maintain the existing infrastructure in a state of good repair while investing in new assets to satisfy the growing demand for City services. It is essential that capital investments to maintain the existing infrastructure and to fund expansion to fulfill growing services demands be balanced against the need to manage debt within affordable limits.

Contact

Roberto Rossini Deputy City Manager and Chief Financial Officer Internal Services 416-392-8773, <u>rrossini@toronto.ca</u>

Josie La Vita Director, Financial Planning Financial Planning 416-397-4229, <u>jlavita@toronto.ca</u>

2015 Interim Operating and Capital Estimates

Issue

City Council authority is required by December 31, 2014 to establish Interim Operating and Capital Budget Estimates in order to fund and meet existing contractual commitments from January 1, 2015 to the date of approval of the 2015 Operating and Capital Budgets.

Background

The *City of Toronto Act* (CoTA), sub-section 228 (1) states that "The City shall in each year prepare and adopt a budget including estimates of all sums required during the year" for the purpose of continuing the business of the City.

The City's Financial Control By-Law (FCB) stipulates that "Council shall, before the adoption of the final operating budget for a year, adopt an interim operating budget...prior to the 1st day of January of the year in which the operating budget will be adopted".

Annually, Council approves Interim Operating and Capital Budget Estimates based on a percentage of the prior year's approved Operating and Capital Budgets to provide sufficient funding authority to maintain ongoing operations and to continue work on approved capital projects until the respective Operating and Capital Budgets are approved by Council.

In the last term of Council, Interim Operating Estimates were set at 30% of the prior year's Approved Operating Budget to provide sufficient funding authority and control. Interim Capital Estimates were set at 25% of previously approved capital projects' cash flow commitments. The temporary cashflow measure has no impact on the final budget decisions made by Council, as the interim cashflow funding is replaced by the final approved Budgets.

City Council's approval of the 2015 Interim Capital Estimates is required in order to provide requested cashflow funding, spending authority and control to continue work on previously approved capital projects until the 2015 -2024 Capital Budget and Plan is approved. This will enable staff to take full advantage of time-driven benefits, remove/mitigate health and safety risks
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and to proceed with capital activities on previously approved projects that must continue during the first months of 2015.

Implications

2015 Interim Operating and Capital Budget Estimates must be approved by December 31, 2014 in order to ensure cash flow funding is in place to continue the delivery of the City's current services and service levels and capital work currently underway during the period from January 1, 2015 to the date on which the 2015 Operating and Capital Budgets are approved by City Council.

A percentage can be established once the 2015 Budget process schedule has been set to ensure sufficient funds are in place during the interim period.

Current Status and Next Steps

The 2015 Interim Operating and Capital Budget Estimates will be considered by Executive Committee at its meeting on December 5, 2014 and approval will take place at a special City Council meeting on December 11, 2014.

Contacts

Roberto Rossini Deputy City Manager and Chief Financial Officer 416-392-8773, <u>rrossin@toronto.ca</u>

Josie LaVita Director, Financial Planning 416-397-4229, <u>jlavita@toronto.ca</u>

Establishment of 2015 Budget Process

Issue

This briefing note provides:

- An overview of the City of Toronto's approved multi-year financial planning and budget process, describing the City's budget process currently in place;
- Details on the continued advancement of the Budget Process as the City implements Service Planning and Priority Setting;
- Key elements to consider for inclusion in a budget process for the new term of Council that is in compliance with the *City of Toronto Act*, incorporates best practices, and can be accelerated to meet the necessary requirements and timelines for the 2015 Budget process; and
- The proposed 2015 Budget process and schedule, which must be finalized and submitted to the Executive Committee and approved by City Council at their respective first meetings in December 2014.

Background

The *City of Toronto Act* (COTA), sub-section 228 (1) states that "The City shall in each year prepare and adopt a budget including estimates of all sums required during the year" for the purpose of continuing the business of the City.

COTA also allows Council to adopt a multi-year budget from 2 to 5 years in length provided that it is reviewed and confirmed on an annual basis within the multi-year planning period.

The City of Toronto Financial Planning and Budget Process

The City of Toronto has adopted a multi-year financial planning and budgeting process that also incorporates service planning and performance management. This process is described in detail in the Briefing Note, "Integrated Planning and Performance Framework" (Note 5.4, Council Briefing Volume 1). The approved multi-year financial planning and budgeting process (illustrated in Appendix 1) has two key elements, which are described below.

Service Planning and Priority Setting

- Guided by Council's strategic directions, all Programs and Agencies will develop three to five-year service plans.
- Standing Committees will review service plans annually to monitor service performance; assess progress against service objectives; targets and priority actions; and develop strategies to address emerging service issues and to recommend service priorities.
- Service planning will include up-front public engagement on priority setting.
- Budget Committee will assess Standing Committee's recommended service priorities, associated service objectives and targets and service performance within the City's fiscal circumstances and financial outlook and recommend service priorities, budget directions and targets to Executive Committee.
- Executive Committee will set service priorities and objectives to guide the annual operating and capital budget process.

Multi-Year Budgeting

- The 10-Year Capital Budget and Plan and the 3-Year Operating Budget and Plan will be established.
- Capital and Operating Budgets will be reaffirmed each year in order to appropriate funds.
- The City Manager (CM) and Deputy City Manager & Chief Financial Officer (DCM-CFO) will review all Program and Agency Budgets to ensure that resources are allocated to service priorities.
- The Committee review process will include public deputations.
- The Tax-Supported Operating and Capital Budgets will be approved early in the new year (i.e. late January or early February in a non-election year).
- The Rate-Supported Operating and Capital Budgets are normally approved by December of the previous year (in a non-election year).

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Chart 1 illustrates the City's current budget process.



Chart 1

Administrative Review Process

Shortly following approval of the budget, Financial Planning staff begin preparation for the following budget process, establishing budgeting strategies, guidelines and instructions.

Guidelines, directions and budget targets are issued by the City Manager (CM) and Deputy City Manager & Chief Financial Officer (DCM-CFO) to all City Division and Agency Heads. These guidelines are based on formal or informal directions received by the Mayor and/or Council.

City Program and Agency staff prepare a 10 Year Capital Budget and Plan based on available City financing capacity (debt targets) for each of the 10 years and an Operating Budget based on affordability (operating targets) and submit them to the Financial Planning Division for analysis and review.

The Administrative Review Process has two steps:

1) **The Financial Planning Review**: The Director, Financial Planning leads the first phase, examining all issues and evaluating all budget requests and strategies to meet budget targets with an aim to resolve issues and recommend budgets that are aligned to Council priorities;



use resources efficiently and effectively, in accordance with guidelines, directions, affordability based on budget targets.

2) The City Manager/Chief Financial Officer Review: The Director, Financial Planning refers any unresolved or outstanding major issues such as those significantly impacting priorities, balancing strategies or service levels with further recommendation for resolution. The CM/CFO, together with Financial Planning staff, meet with Division and Agency Heads to finalize all outstanding issues.

The CM and DCM-CFO, together with the other Deputy City Managers, finalize the 10-Year Capital Budget and Plan and the Operating Budget and establish a Staff Recommended Capital Budget and Plan and a Staff Recommended Operating Budget that is balanced and meets the priorities of Council.

The Staff Recommended Operating Budget and Capital Budget and Plan are presented to the Budget Committee. This meeting launches the beginning of the Committee review process.

Committee Review Process

The current budget roles and responsibilities of Committee and Council are highlighted below:

- On behalf of the Executive Committee, the Mayor may provide upfront budget directions to staff. These directions focus on fulfilling Council's strategic policy agenda by aligning resources to priorities and policies that are based on sound financial management principles, and meet budgetary targets.
- Prior to finalizing the staff recommended budgets for public launch, Budget Committee members are assigned to undertake detailed reviews of individual City Program and Agency budgets with the Program/Agency Head to ensure that Executive Committee's directions were met.
- The Budget Committee, on behalf of the Executive Committee, holds formal meetings / hearings to receive public deputations and input from Councillors on matters and issues of interest and where necessary, make changes to the staff recommended budget.
- The Budget Committee recommends a balanced budget to the Executive Committee. This budget should demonstrate strategic alignment of resources to Council priorities, highlight expected results



and outcomes, and should incorporate strategies adopted to resolve the structural fiscal problems.

- The Executive Committee's review of the budget focuses on major fiscal and policy issues and confirms the budget as a strategic financial plan that will implement Council policies and priorities.
- On behalf of the Executive Committee, the Budget is presented to Council for final review and approval.

The political review process includes the following budget activities:

- Public Launch
 - CM, DCM-CFO and Director, Financial Planning present the Staff Recommended Operating Budget and 10-Year Capital Budget and Plan to Budget Committee.
 - Budget materials are distributed to Council and the Public.
- Public Deputations
 - Public provides input/ response to staff recommended budgets. As requested by Budget Committee, staff will prepare budget briefing notes in response to information requests.
- Town Hall Meetings
 - City Councillors hold Ward Town Hall meetings at any time during the process to inform their constituency on the Staff Recommended 2015 Operating Budget and 10-Year Capital Budget and Plan and respond to questions and comments.
- Budget Review Meetings
 - Budget Committee Hearings are held to receive input from Councillors and the public on the Staff Recommended Budgets. This stage of the process includes the following:
 - Cluster/Agency Head presentations of programs/services and service levels/standards delivered;
 - Challenges / accomplishments;
 - Staff Recommended 2015 Operating Budget and 10-Year Capital Budget and Plan by Cluster/Agency; and
 - Public deputations.
- Committee members may request additional information in the form of Budget Briefing Notes.
- Budget Committee Wrap-Up

5.3



- Budget Committee is provided Briefing Notes and supplementary Reports to address additional inquiries and to support the decision making process.
- Budget Committee Final Wrap-Up
 - Budget Committee reviews Briefing Notes, responses to additional Program/Agency information requests and budget options.
 - Budget Committee finalizes its review and establishes its Operating Budget and 10-Year Capital Budget and Plan to be considered by the Executive Committee.
 - Financial Planning prepares and submits corporate reports on behalf of the Budget Committee, reflecting the Committee's Recommended Operating Budget including an updated 2 year Outlook and the 10-Year Capital Budget and Plan.
- Executive Committee Review
 - Executive Committee receives and reviews the Budget Committee Recommended 2015 Operating Budget and 10-Year Capital Budget and Plan.
 - Executive Committee recommends the 2015 Operating Budget and 10-Year Capital Budget and Plan to City Council.
- Council Review and Approval
 - Council review and approval of the 2015 Operating and Capital Budgets.
- Budget Process Timing
 - In non-election years, the Rated Supported 10-year Capital Plans and Operating Budgets for Solid Waste Management Services, Toronto Water and the Toronto Parking Authority are launched in late October/early November and are approved by mid-December in the year before the budget year, so that the rates charged for these services can be set to be effective on January 1.
 - In non-election years, the Tax Supported Operating Budget and Capital Budget and Plan approvals launched together at the end of November and are approved by late January/early February as close to the end of the fiscal year as possible to ensure that as much of the fiscal year is available to achieve best pricing from early contract awards and to maximize the construction season and to make service adjustments.
 - The Tax-Supported Operating Budget must be approved no later than April 10. The investment opportunity loss / borrowing costs associated with the delay in issuing the final tax bills range from



approximately \$250,000 to \$350,000 for each day the due date is extended.

 In an election year, the public launch of all budgets is delayed until the new fiscal year, once Committees have been struck. However, the establishment of budget process approval date must be considered in light of the matters noted above. Consequently, the budget process in an election year is typically modified or accelerated to meet various business needs.

Implications

Council must adopt a budget process and timelines for its term of Council, with a modified version required for 2015 due to the late start resulting from the election.

The ability to establish a budget process with timelines for the new term of Council, generally, and for 2015 specifically, will be impacted by the key elements and activities to be included in the City's budget process:

- Service Planning or Service Level Review to establish service priorities;
- Upfront public engagement of priorities or budget directions;
- Roles and responsibilities of Council and its committees relative to the budget review and approval process such as upfront Council or Executive Committee Budget directions; and
- The timing and duration of the budget process' Committee review process.

Current Status and Next Steps

2015 Budget Schedule

The 2015 budget process is underway, actions taken to date and actions required are summarized below.



In May the City Manager (CM) and Deputy City Manager & Chief Financial Officer (DCM-CFO) developed and distributed budget directions and guidelines for 2015 Operating and Capital Budgets which addressed the City's projected Operating Budget pressures / shortfall.

• The 2015 Net Operating Budget target for all City Programs and Agencies was set to be the equivalent of the 2014 Approved Net Operating Budget, with the aim to achieve a 0% net expenditure increase over 2014.

On May 23, 2014 all City Divisions and Agencies were to submit their Tax Supported Capital Budget and on June 23 their Operating Budget requests to the Financial Planning Division for review and recommendation to the CM and DCM-CFO.

In July and August the Director, Financial Planning Division reviewed Budget submissions with Programs and Agencies.

From September to November the CM and DCM-CFO reviewed the Program and Agency Operating and Capital Budget submissions with their respective DCMs and Division Heads and finalized the Staff Recommended 2015 Operating Budget and 2-Year Outlook and a 10 - Year Capital Budget and Plan.

Current Status and Next Steps

In accordance with COTA, in election years the incoming Council must approve a budget schedule that facilitates approval and adoption of the 2015 Operating and Capital Budgets, for both Rate and Tax Supported Budgets, in the budget year.

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The 2015 budget process and schedule to achieve Council approval, which must include the Committee review activities discussed above, should adhere to best budgeting practices. The 2015 schedule must be approved in December by the Executive Committee at it first meeting through a staff report from the CM and DCM-CFO.

Additional Information

The 2015 Budget Process and required timelines will be discussed in greater detail in a presentation and briefing with the Mayor-Elect. A summary of the Budget Process for the 2010 to 2014 term is included in Appendix 3.

Contact

Roberto Rossini Deputy City Manager and Chief Financial Officer Internal Services 416-392-8773, <u>rrossini@toronto.ca</u>

Josie La Vita Director, Financial Planning Financial Planning 416-397-4229, <u>jlavita@toronto.ca</u>

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Appendix 2

| Roles and Respo Process | onsibilities –Multi-Year Financial Planning & Budgeting | | | | | | |
|----------------------------|---|--|--|--|--|--|--|
| Staff | Service Planning: Develop and or review / revise service plans based on Council directions, more current information, and fiscal framework Present service plans and other information required to inform/facilitate Standing Committee reviews of service plans Provide annual updates to Standing Committees on service performance; service issues and progress on achieving service objectives. | | | | | | |
| | Multi-Year budgeting: Develop 10-year Capital Budget and Plan and Operating Budget based on established, budgetary principles and policies; ensure compliance with budget directions, guidelines and targets. Implement budgets ensuring that resources are utilized to achieve approved outcomes efficiently and in accordance with plans | | | | | | |
| | Produce quarterly performance and progress reports on budget / service plan implementation On a timely basis, recommend corrective action to City Council where significant departure from plan is identified | | | | | | |
| Public Stakeholders | Through stakeholder consultations, communicate community needs, priorities and challenges Provide input on service plans and service objectives and priority actions that are responsive to community needs Provide feedback on service levels and standards and program efficiencies Provide advice on where scarce resources should be focused and how services should be delivered | | | | | | |
| Standing Committee | Service Planning: Review service plans within financial framework including: Service delivery issues, service objectives, targets and actions needed to address service issues Service performance Establish / recommend service priorities Facilitate / solicit public input engagement on Service Plans Confirm and forward recommended changes to service plans and priorities to Budget Committee. Monitor service performance | | | | | | |

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| Roles and Resp Process | onsibilities –Multi-Year Financial Planning & Budgeting | | | | | | |
|---------------------------|--|--|--|--|--|--|--|
| Budget Committee | Service Planning: Review multi-year financial forecast and assumptions and establish budget guidelines and fiscal targets Assess Standing Committee recommended service priorities within financial framework Recommend service priorities, budget guidelines and targets and guidelines to the Mayor and Executive Committee | | | | | | |
| | Multi-Year Budgeting: Conduct informal review of staff recommended budgets in order to determine that resource requests are reasonable and that services are delivered efficiently and effectively Review staff recommended budgets based on Council directions, guidelines and priority actions Conduct Hearings for Councillors issues / input and public deputations where warranted, adjust the budget or make recommendations for change to the Executive Committee / Council Recommend annual operating and capital budget to Executive Committee/Council Monitor capital and operating spending and service performance and recommend in-year budget adjustments and corrective actions to Executive Committee, where warranted Review reports / matters that have financial impact on current and future budgets and make recommendations to Executive Committee. | | | | | | |
| Executive Committee | Service Planning: Consider Budget Committee recommended service priorities, service objectives and targets and priority actions and confirm alignment with Council priorities and city-wide long term goals Consider multi-year financial forecast and budgetary targets recommended by Budget Committee Establish service priorities, budget directions and targets. Multi-Year Budgeting: Provide budget directions and guidelines to Budget Committee and staff Establish/approve financial and budgetary policies to guide multi-year financial planning , budgeting, management and evaluation Review the Budget Committee recommended budgets and submit budgets to Council for its review and adoption | | | | | | |

| Roles and Respo Process | nsibilities –Multi-Year Financial Planning & Budgeting |
|----------------------------|--|
| | Monitor capital and operating spending and service performance and recommend in-year budget adjustments and corrective actions to Executive Committee, where warranted. |
| Council | Service Planning: Approve service plans, service objectives and targets Approve revisions to service plans, where necessary Multi-Year Budgeting: Approve annual Operating Budget and 10-year Capital Plan Approve in-year budget adjustments, where necessary Monitor in-year spending and performance and take necessary actions Consider matters with financial implications in the context of the city's fiscal framework and environment |



Appendix 3

The City's Budget Process during the 2011-2014 Term of Council

The service planning and priority setting stage of the approved multi-year financial planning and budgeting process set out in Appendix 1 of this Briefing Note was not implemented during this last term.

Council did not undertake a strategic planning process to establish strategic goals and directions at the outset of its term which would have been necessary to guide the service planning and multi-year budgeting process. Instead, Council's early focus was on eliminating its reliance on prior year's surplus as a budget revenue source in order to move the City towards fiscal sustainability. Notwithstanding the above, Council did approve key initiatives that were based on strategic priority-setting informed by upfront public consultation including:

- In April 2011, Council approved a Service Review Program and undertook a Core Service Review that included extensive public engagement activities to set the foundation for the City's services and service levels in time for the 2012 Budget process, with implementation that continued through the 2013 Budget process;
- In July 2013, Council approved and undertook a service level review through its Standing Committees that included public deputations, enabling Standing Committees to review City Programs' service levels and standards and recommended service level priorities for consideration during the 2014 Budget process;
- In March 2014, Council reaffirmed its Strategic Plan and approved 26 new Strategic Actions to advance its vision, mission and goals for the City and guide the City's service planning, multi-year budgeting, and performance planning processes which complement its current initiatives and Council priorities. City Council also requested the City Manager to bring forward a process in 2015 to update Council's 2002 Strategic Plan including public and stakeholder consultation.

During its consideration of the 2014 Budget, Council directed:

- The DCM-CFO to include in the 2015 Budget process a Standing Committee Service Level Review process.
- The City Manager report to Budget Committee on a potential pilot project for implementing a community participatory budgeting program as part of the 2015 Budget process.

5.3

The Integrated Planning and Performance Framework

Issue

This briefing note provides an overview of the City's Integrated Planning Multi-Year Budgeting and Performance Framework and addresses four major components of the Framework: strategic planning; service planning; multiyear budgeting; and performance monitoring and reporting.

Background

The City of Toronto is committed to demonstrating accountability, and has recognized the importance of long-term planning and priority-setting. In an effort to provide a strategic approach that supports sound decision-making with meaningful information to assess policy impacts and service performance, and to demonstrate value in how monies have been spent, the City employs an integrated planning and performance framework that incorporates leading practices. The framework is built upon an integrated multiyear approach designed on the principles of continuous improvement, priority setting, performance monitoring, evaluation and reporting.



The Integrated Planning and Performance Framework connect Council's goals to service objectives and multi-year budgeting priorities.



The Integrated Planning and Performance Framework enables the City to:

- Take a multi-year view to guide service planning, budgeting and the allocation of resources.
- Set performance measures and targets to ensure that multi-year budgets meet the goals and directions set by Council.
- Provide increased transparency and accountability regarding the services it delivers to the public.
- Ensure resources are efficiently allocated to services to achieve longterm strategic outcomes.
- Monitor results and impact of services; thus providing staff and Council with the added capacity to re-allocate resources based on short and long-term goals.

The Integrated Planning and Performance Framework incorporates best practices and proven methodologies in implementing its major components: strategic planning, service planning, multi-year budgeting, and performance monitoring and reporting.

Strategic Planning

In 2002, City Council approved its Strategic Plan, which sets out the longterm vision and strategic goals for the City. Since then, the City has made great strides in accomplishing most of those goals, which have set a strong foundation for the future. At its meeting of October 8-11, 2013, City Council affirmed 26 new strategic actions to guide the City's service planning, multiyear budgeting and performance measurement initiatives for 2013 to 2018.

Service Planning

Service planning is a key pillar of the Integrated Planning and Performance Framework as it provides the link between strategies and budgets. It seeks to translate high-level strategies into service objectives that are linked to Council's strategic actions and priorities, and to guide the allocation of resources during the budgeting phase of the process.

Planning is essential for effective service delivery and good financial management. A common service planning process:

- Provides clear accountability for achieving Councils goals and strategic actions;
- Provides Committees and Council with the ability to establish relative service priorities and establish objectives, targets and outcomes; and

• Guides and informs the budget process by establishing service levels and multi-year estimates of resources required to achieve service objectives and outcomes.

Multi-Year Budgeting

In 2006, City Council approved a new budget process that was further refined and reaffirmed by City Council in 2011 (see Appendix 1) based on generally accepted principles:

- Establish Broad Goals to Guide Decision Making a government should have broad goals that provide direction and serve as a basis for decision making;
- Develop Approaches to Achieve Goals a government should have specific policies, plans, programs and management strategies to define how it will achieve its long-term goals;
- Develop a Budget Consistent with Approaches to Achieve Goals

 a financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted; and
- Evaluate Performance and Make Adjustment program and financial performance should be continually evaluated and adjustments made to encourage progress toward achieving goals.

The key elements of the City's Multi-year Financial Planning and Budgeting Process:

- Engages stakeholders in priority-setting through upfront public consultation,
- Has a long-term perspective for planning and budgeting that promotes service and fiscal sustainability,
- Introduces a structured service planning process that links resource allocations to service objectives and targets driven by Council priorities,
- Is service-based and performance-focused: it focuses budget decisions on service objectives, service levels, results and outcomes using performance targets and metrics,
- Emphasizes the evaluation of service performance so that planned results are achieved,
- Establishes roles and responsibilities for Standing Committees, the Budget Committee and Executive Committee.

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The City's multi-year, service-based budgeting process is intended to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Council's goals and priorities for its term of office. Multi-year budgeting enables City Programs and Agencies to set achievable targets within realistic timeframes, and provides a more efficient, systematic and consistent approach to prioritize and allocate resources across all services.

Performance Monitoring and Reporting

The City is also implementing a performance measurement and reporting process to support the integrated framework. Program maps have identified all services, thus providing a functional model of government services provided by the City. This service inventory will form the basis of reporting to the public on service performance, and will establish linkages between service planning, multi-year budgeting and reporting.

The Financial Planning Analysis Reporting System Project

The Financial Planning Analysis Reporting System (FPARS) project was established to:

- Strengthen the foundational elements of sound financial planning, budgeting and performance management;
- Establish principles and best practices that will support the City's transition towards a service-based and performance focused organization; and
- Implement Strategic Action #24: Improve Service and Financial Planning.

The FPARS Project was approved to deliver:

- Service inventory for City Programs and Agencies.
- Service planning as a formal process.
- Multi-year service-based planning and budgeting.
- Processes to organize financial, complement, payroll and performance data in service view.
- Performance inventory for City Programs and Agencies.
- Processes and tools to analyze and report on service performance and results.
- Organizational change management strategy and plan to support business transformation.

Implications

The implementation of the key components and processes of the Integrated Planning and Performance Framework will result in a more unified approach that aligns the various planning efforts across the organization and links strategy to budget with approved performance measures.

Current Status and Next Steps

The current status and next steps of the key components of the Integrated Planning and Performance Framework are set out below:

Strategic Planning

In March 2014, Council reaffirmed its Strategic Plan and approved 26 new Strategic Actions to advance its vision, mission and goals for the City. The Strategic Actions guide the City's service planning, multi-year budgeting, and performance planning processes and complement current initiatives and Council priorities. Performance planners have also been restructured to align strategic themes and actions to work plans.

City Council requested the City Manager to bring forward a process in 2015 to update Council's 2002 Strategic Plan including public and stakeholder consultation.

Service Planning

Building on current divisional, sectoral, business and service plans, the City will establish a common, multi-year, service-based planning approach to:

- Establish 5-year Service Plans that link to the City's Strategic Plan and Actions to Service Based Budgeting.
- Set service objectives, measures and targets for both service and organizational drivers.
- Set priorities for Committee and Council to guide the budget process.

Multi-Year Service Based Budgeting

The City of Toronto has established a multi-year service-based budgeting process and tools for the operating budget. Business processes have been re-engineered to organize financial, complement and payroll data according to the services the City provides. The Public Budget Formulation (PBF) tool, which went live in May 2013, has been designed as a single point-of-entry for all budget information and is now used by City Programs and Agencies to prepare multi-year service-based operating budgets. Specifically:



- Program Maps, Service Inventory and Service Profiles (including service levels) have been established for all City Programs and Agencies.
- Multi-year, service based budgets were developed and approved by Council for 155 services beginning in 2014.
- Tracking of actual expenditures and staff complement based on services began in 2014.

The next steps for City Divisions and Agencies is to monitor financial performance within the new service structure and take any necessary actions to manage their operations.

Performance Measurement

A database of 900 performance measures have been established to monitor and report service performance. The performance measures are being analyzed and refined to ensure that they are suitable for monitoring and reporting key aspects of service performance.

Staff are currently developing the (technical) capacity and processes for reporting on service results.

Contact

Josie La Vita Director, Financial Planning Financial Planning 416-397-4229, <u>jlavita@toronto.ca</u> Lynda Taschereau Executive Director, Strategic & Corporate Policy City Manager's Office 416-397-6783, <u>Itascher@toronto.ca</u>

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5.4

Long Term Fiscal Plan (LTFP)

Issue

City staff are developing a new Long Term Fiscal Plan ("Plan") to update the current plan which was approved in 2005.

While the 2005 Plan identified strategies that have helped to improve the City's long-term financial position, new issues and changing circumstances necessitate an update to the LTFP in 2015 (Strategic Action #23). The City risks losing the gains that it has made in addressing its annual structural financial shortfall unless it is successful in advocating for more equitable funding support from the other orders of government for key areas such as social housing and transit.

Background

The current Plan was approved by Council in April 2005 and provides a framework for guiding the annual budget and financial planning over a longer time horizon, and forms a blueprint for long term fiscal health.

The Plan identified the financial issues relating to expenditures, revenues, and assets & liabilities and contained financial strategies to address these issues.

The overarching goal of the Plan is to achieve a fiscally sustainable city through:

- Securing predictable and sustainable service funding;
- Transferring all cost-shared programs to provincial progressive tax funding i.e. Long-Term Care Homes & Services, Employment & Social Services, Public Health, Children's Services, Affordable Housing & EMS
- Ensuring affordable property taxes and fees;
- Maintaining capital assets in good state of repair; and
- Addressing and stabilizing liabilities.

The Plan has contributed to the City's sound financial base:

- Strong credit ratings from Moody's (AA+), DBRS (AA) and S&P (AA), between 1-2 levels below the highest possible AAA rating – City's emphasis on long-term financial planning recognized as a key financial strength by DBRS; and
- Strong balance sheet Reserves and Reserve Funds \$2.1B, Bond and Money Market Investment Funds \$4.7B; Investments in Government Business Enterprises \$1.8B; cash \$591M (as at Dec 31, 2013).

Progress with Federal and Provincial Governments

Federal:

- 100% (GST/HST) rebate starting in 2004 (\$50 M/year);
- Share of Gas Tax (5 ¢/litre) (\$155M/year);
- Various Economic Infrastructure Stimulus Programs (\$460M over 2 years in 2010/2011);
- Funding for Toronto-York Spadina Subway Extension Project (\$697M); and
- City pre-approved for \$660M in funding for Scarborough Subway Extension Project under new Building Canada Fund.

Province:

- Share of Federal/Provincial Gas Tax (2 ¢/litre) permanent (approximately \$160M annually), a portion of which (\$91.6M) goes to Operating Budget;
- Phased upload of Social Assistance and Court Security costs by 2018 (\$208 Million saved through 2014);
- Various one-off transit capital funding, e.g. one-time \$238M in 2009 to fund transit debt services costs;
- Funding for Toronto-York Spadina Subway Extension Project (\$870M); and
- Funding for LRT (Eglinton Crosstown, Finch West, Sheppard East) & Scarborough Subway Extension Projects (\$8.7 billion).

Progress with Expenditure Control

- Service Efficiency Savings & Base Budget Reductions (2007-2010: 371M; 2011-2014: \$753M);
- Labour Settlements (2009 Settlement: Reduced sick pay liability -\$174M and 2012 Settlement: \$138M over four years); and
- Contract Out Garbage Collection Savings (4 Yrs Rate Supported Budget: \$45M).

Progress with new sources of revenue and financing capital infrastructure programs

New revenues:

- Municipal Land Transfer Tax implemented in 2008 (Reached \$350M/yr level in 2013, about 3% of the Operating Budget or just under 10% of tax revenues;
- User Fee Policy updated in 2011, resulting in higher user fees (\$100M/yr. including TTC Fare increases); and
- Third-Party Sign Tax implemented in 2012 after successful legal challenge (approximately \$10 Million/yr);

Capital Financing Strategies:

- Debt restructuring;
- paid down \$600M in debt using funds from proceeds of Toronto Hydro promissory note;
- issued some 30 year debt for long-life assets;
- Monetization of non-core assets such as Enwave District Energy (\$168M) and Corus building (\$38M);
- Non-Debt Financing Strategy and Surplus Management Policy keep debt financing to a minimum by directing future operating surpluses, corporate dividends, anticipated revenue increases from changes in the Development Charge Bylaw & any future year funding for transit/transportation from other orders of government; and
- Increasing Capital-from-Current funding by 10% per year (started in 2009 equivalent to approximately 1% property tax levy increase).

Summary of the results of the recommendations of the Plan

| Identified in the Long Term Fiscal Plan (2005) | Current Status | Score |
|--|--|--------|
| Well- Managed (Expenditures | 5 | |
| City has higher costs than other municipalities | Costs reduced | green |
| Demands for growth need to be adequately funded | Updated the City's Development Charges Bylaw | green |
| Upload of social services and transit partnership | Social Services & Court Security upload. Restore 50% funding on OW admin costs | green |
| | Upload of Social Housing costs | red |
| | Restore 50% provincial funding for transit operating costs | red |
| Affordable (Revenues) | | |
| Business taxes need to be more competitive | Improving business competitiveness | green |
| Revenue growth need to match responsibilities/growth | Revenues diversified- Provincial upload on schedule; user fees enhanced | green |
| Province needs to properly fund income support programs | Secured permanent share of Federal and Provincial Gas Tax | green |
| New revenues for City building and growth | Share of Harmonized Sales Tax | red |
| Sustainable (Assets & Liabilit | ies) | |
| Aging infrastructure must be replaced while minimizing debt | 10 Year Capital Plan- More than 70% to be spent on State of Good Repair (SOGR) | green |
| Employee benefits and other liabilities need to be adequately funded | Debt increase mitigated through surplus management policy | green |
| | Sick Pay liability partially capped, but some liabilities still growing | yellow |



Outstanding Financial Issues

- Insufficient revenues available to fully fund transit operations, particularly as the TTC grows annually to meet increasing demand (\$2.7B in unfunded capital projects).
- Insufficient funding to keep aging transit and transportation infrastructure in a state of good repair while growing infrastructure to meet future growth needs.
- While an upload of some provincial social services costs is proceeding, new provincial and federal downloading of social housing costs (\$186M in base funding from 2014-2022), provincial capping of funding for some social services programs as well as new legislative requirements (i.e. mandatory renewal of long-term care homes facilities) is causing significant new pressures.
- New sources of revenues that grow with the economy to fund future growth requirements are needed.
- No provincial funding to accompany new Accessibility for Ontarians with Disabilities Act (AODA) requirements.
- While progress has been made, mitigation strategies to reduce longterm employee benefits liabilities will need to continue to develop over time.

Implications

If current trends continue:

- State-of-good-repair backlog in capital intensive Programs will continue to grow as more projects need to be deferred
- Road congestion will continue to worsen as growth projects are delayed due to lack of funding for Capital Plan
- Annual budget shortfall will grow again and City may eventually need to resort to unsustainable stop-gap measures such as use of non-recurring revenues
- City may require significant service adjustments and/or large tax increases unless new sources of revenue are forthcoming (or lost funding from other orders of government is restored)
- Business competitiveness and credit ratings may be negatively impacted, in turn affecting cost of borrowing.



Current Status and Next Steps

An updated LTFP expected to be brought forward for Council consideration in Q2 2015.

Contact

Joe Farag Director, Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>



State of Good Repair Backlog

Issue

This briefing note presents the State of Good Repair (SOGR) Backlog for City Programs and Agencies (Tax and Rate Supported), and the impact of State of Good Repair Capital as a result of the targeted investment planned for the 2014 to 2023 Capital Budget and Plan. The 2014 Capital Budget and Plan includes \$16 billion or 57% devoted to State of Good Repair projects. Additional funding will be required to meet all SOGR needs.

Background

The City owns a significant amount of physical assets comprising:

- roads, expressways, bridges, traffic signal controls;
- water and wastewater treatment facilities, distribution and collection pipes, reservoirs, pumping stations;
- subways, streetcars, buses; and
- civic centres, recreation facilities, public housing buildings, parkland and other lands.

This infrastructure, excluding land, is currently estimated to be worth in excess of \$72 billion. The City's capital program is driven largely by the costs of maintaining these physical assets in a state of good repair.

City's Physical Infrastructure

| | Estimated Physical Asset Value |
|--|-----------------------------------|
| Transportation | \$10 Billion |
| Water & Wastewater | \$28 Billion |
| Public Transit | \$14 Billion |
| Community Housing Infrastructure | \$9 Billion |
| Facilities including Parks, Forestry & Recreation, Fleet | \$7 Billion |
| Other Programs | \$4 Billion |
| Total | \$72 Billion |

- Managing the City's accumulated SOGR backlog is a key capital strategic objective and priority for the City. With growing capital demands accompanied by renewal needs of an aging infrastructure, the emphasis continues to be protection and preservation of existing infrastructure. However, funding all SOGR needs remain an important problem and challenge.
- The City's infrastructure is aging and bringing it to a state of good repair, while at the same time planning for and implementing needed service expansion, is a significant challenge.
- The City tries to strike a responsible balance between investing in new capital infrastructure while also preserving and modernizing existing infrastructure, portions of which were built decades ago and continues to serve the public on a daily basis.
- Through the City's annual infrastructure assessment process, the City tries to balance its SOGR and growth capital needs. These reviews assess the level of capital investment required to attain and maintain a state of good repair for each Program and Agency's assets. The SOGR backlog is then tracked, managed and addressed in the annual capital budgeting process.

Furthermore, the SOGR backlog information has become more meaningful since the approval of a firm 10-year Capital Plan beginning in 2010. The more recent establishment of asset values arising from compliance with Public Sector Accounting Board (PSAB) guidelines has enabled the City to track SOGR backlog as a percent of asset value, as a key indicator. Details of the SOGR Backlog trend and percentage of total asset value can be found in the Capital Analyst Notes for each Program and Agency. All of these actions, taken together, reflect Council's strategic commitment to address the SOGR backlog and helps employ better metrics aiding Council to be better stewards of City assets.

It is estimated that over the 2014 to 2023 capital planning period, the City's accumulated SOGR backlog declines from \$3.679 billion at the end of 2013 to \$3.142 billion in 2018 after 5 years and \$2.417 billion in 2023 after 10 years, as indicated in Chart 1:



| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------|--------|--------|-----------------|--------|-----------------|--------|--------|-----------------|--------|-----------------|--------|
| Total Asset Value | 61,955 | 63,003 | 63 <i>,</i> 375 | 63,681 | 63 <i>,</i> 999 | 64,682 | 65,304 | 65 <i>,</i> 688 | 66,322 | 66 <i>,</i> 659 | 68,213 |
| Accumulated | | | | | | | | | | | |
| Backlog Estimate | 3,679 | 3,680 | 3,631 | 3,476 | 3,298 | 3,142 | 2,990 | 2,886 | 2,715 | 2,554 | 2,417 |
| Backlog % of | | | | | | | | | | | |
| Asset Value | 5.94% | 5.84% | 5.73% | 5.46% | 5.15% | 4.86% | 4.58% | 4.39% | 4.09% | 3.83% | 3.54% |

| \$ Million | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Toronto Water | 1,641 | 1,599 | 1,430 | 1,218 | 1,015 | 814 | 658 | 501 | 333 | 192 | 92 |
| Transportation Services | 949 | 981 | 1,011 | 1,038 | 1,045 | 1,056 | 1,107 | 1,149 | 1,187 | 1,218 | 1,215 |
| Parks, Forestry & Recreation | 310 | 296 | 308 | 330 | 335 | 360 | 317 | 305 | 247 | 184 | 120 |
| Facilitites Management and Real Estate | 334 | 329 | 351 | 341 | 337 | 324 | 308 | 296 | 288 | 279 | 285 |
| Toronto & Region Conservation Authorit | 187 | 185 | 182 | 180 | 177 | 175 | 172 | 169 | 166 | 163 | 158 |
| Toronto Transit Commission | 0 | 30 | 93 | 123 | 148 | 183 | 208 | 243 | 278 | 313 | 338 |
| Other | 259 | 260 | 255 | 246 | 240 | 231 | 219 | 223 | 216 | 206 | 209 |
| Total SOGR Backlog | 3,679 | 3,680 | 3,631 | 3,476 | 3,298 | 3,142 | 2,990 | 2,886 | 2,715 | 2,554 | 2,417 |
| Total Asset Value (end of year) | 61,955 | 63,003 | 63,375 | 63,681 | 63,999 | 64,682 | 65,304 | 65,688 | 66,322 | 66,659 | 68,213 |
| SOGR as % Asset Value | 5.94% | 5.84% | 5.73% | 5.46% | 5.15% | 4.86% | 4.58% | 4.39% | 4.09% | 3.83% | 3.54% |

With the exception of Transportation Services and TTC, recommended SOGR capital funding will reduce the accumulated SOGR backlog for each of these Programs based on the 2014 - 2023 capital budget and plan. It should be noted that these estimates are being reviewed and will change as part of the 2015 – 2024 capital budget and plan.

The main six programs that contribute to the SOGR Backlog are Toronto Water, Transportation Services, Parks, Forestry & Recreation, Facilities Management and Real Estate, Toronto & Region Conservation Authority and Toronto Transit Commission. SOGR Backlog highlights

Parks, Forestry and Recreation (PF&R)

An example of the headway the City has made towards reducing the SOGR backlog is reflected within Parks, Forestry and Recreation (PF&R). PF&R's 2014 projected year end SOGR backlog is expected to reach \$295.6 million representing 12.2% of the replacement value of physical assets of \$2.4 billion. Through the 2014 Budget process, PF&R's debt target was increased by \$165 million over 10 years for the sole purpose of reducing the SOGR backlog, allocated to four specific asset categories: Trails, Pathways and Bridges, Arenas, Community Centres and Pools which were trending toward high backlog balances. As a result, the accumulated backlog for PF&R is trending downward over the next 10 years and is expected to drop to \$119.8 million by 2023.

Toronto Water

Toronto Water is the only Rate Program that has a SOGR backlog. Similarly to PF&R, the primary focus of Toronto Water's Capital Plan is to reduce SOGR backlogs, by targeting state of good repair projects for linear infrastructure renewal. This ensures the replacement or rehabilitation of aging watermains and sewers and investment in the City's aging wastewater treatment facilities. If SOGR funding is maintained at planned levels over the 10 year period, SOGR funding trends ensure that Toronto Water's infrastructure renewal backlog will decline from \$1.641 billion in 2013 to \$91.923 million by 2023, virtually eliminating the SOGR backlog on Toronto Water's linear assets.

Transportation Services

Transportation Services' 10-Year Capital Plan dedicates \$2.4 billion to fund SOGR projects that include maintenance and rehabilitation work on bridges (\$396 million), expressways (F.G. Gardiner and Don Valley Parkway) (\$565 million), major road rehabilitation (\$678 million) and local road rehabilitation projects (\$542 million) and sidewalk repairs (\$133 million). Transportation has made concerted efforts to chip away at their SOGR backlog. Despite efforts to reduce the SOGR backlog, it continues to increase, as Transportation Services' implement asset management best practices and improve their ability to conduct more detailed and accurate needs assessments. Their reported data reveals a more fine grained analysis of asset replacement needs and their costs.

While an additional \$620 million in SOGR funding was added to the Transportation Services' Capital Program as part of the 2013 Budget process, for the Gardiner Expressway and Major Roads, it is anticipated that Transportation Services' SOGR backlog will continue to increase over the current 10-year planning period based on newly completed field

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assessments as a result of the upcoming wave of aging infrastructure. By 2023, the current SOGR backlog of \$949 million will increase to \$1.215 billion, but as a percentage of asset value, it remains constant at approximately 9.6%.

Toronto Community Housing SOGR Backlog

Toronto Community housing is not funded through the City's Capital budget, but they too have a backlog of Capital repair work valued at \$2.6 billion. More than 1,000 of the buildings (half of the portfolio) are more than 50 years old and will require significant repairs over the next 10 years as a large number of buildings age out at the same time. The cost of maintaining the buildings in a state of good repair is \$2.6 billion over the next decade. The City has secured one third of the \$2.6 billion (or \$864 million the City's share) that is needed over 10 years to pay for capital repairs. Both the Province and Federal government are being asked to contribute one third each towards the investment.

Unmet Need projects

Unmet Need projects are a category of required capital projects but, due to funding constraints and prioritization are not included within the budget. During the 2014 – 2023 budget process Unmet Need projects totaled \$4.254 billion, Tax supported programs accounted for \$3.488 billion and the balance \$765.876 million for Water Services, the majority of which are SOGR related projects.

Capital Investment

While sustaining the City's infrastructure is a high priority there is increasing pressure sparked by growth to invest more and most specifically in transit. Major investments include accommodating Ridership Growth for the TTC:

- \$3.437 billion for the new Scarborough Subway extension.
- \$676.3 million for 195 low floor, accessible light rail vehicles to replace the existing streetcar fleet.
- \$262 million for the purchase of TTC fleet, 90 new subway cars to increase capacity by 9% and 60 new subway cars for ridership growth.
- \$237.2 million for new articulated buses and 165 new forty foot diesel buses to improve services and ridership growth.
- Funding of \$665.268 million to deliver the for the ATC Resignalling project that will improve the Yonge-University-Spadina (YUS) and Bloor-Danforth (BD) Subway signaling system.



- The total shortfall for unfunded capital needs within the TTC's capital Program is approximately \$3 billion, of which \$338 million reflects SOGR backlog needs and the remaining \$2.6 billion is for other unfunded projects.
- Similarly, the 10-Year Capital Program for Toronto Water excludes \$766 million in unfunded capital needs, predominately required for advancements on the Wet Weather Flow Master Plan and the Basement Flooding Protection program.

Implications

Maintaining and preserving the City's assets is critical to ensuring they can support the delivery of City services and meet future needs of the public. Reductions in service and service quality are consequences should the SOGR backlog continue to grow.

However the targeted investments made in recent years to address the SOGR backlog problem simply do not match the depth of the infrastructure deficit overall, which has built up over decades of under investment.

Current Status and Next Steps

In setting the 2015 Capital Budget and Plan, the key objective is to ensure that available resources are utilized to mitigate the State of Good Repair backlog to minimize risks associated with delayed maintenance of the City's aging infrastructure.

Contact

Roberto Rossini Deputy City Manager and Chief Financial Officer 416-392-8773, <u>rrossin@toronto.ca</u>

Josie LaVita Director, Financial Planning 416-397-4229, jlavita@toronto.ca

Overview of City Revenues

Issue

The City's combined 2014 annual operating and capital revenue budget is approximately \$14 billion, funded by various sources.

These notes discuss the following five major revenue sources:

- 1. **Property Tax** the largest source of the City's revenues **(\$3.8 billion** or 39% of the 2014 tax-supported operating budget).
- 2. User Fees
 - a) Tax-supported operations: **\$1.6 billion**, of which the largest item is TTC passenger fares at \$1.1 billion.
 - b) Rate-supported operations: there are 3 rate-supported programs Toronto Water, Solid Waste and Toronto Parking Authority, which are predominantly funded by user fees of about **\$1.4 billion**.
- 3. **Provincial and Federal Transfer Payments** funding both Operating **(\$2.0 billion** or 21%) & Capital Budgets **(\$0.5 billion** or 24%) for taxand rate-supported programs.
- 4. **Municipal Land Transfer Tax (MLTT)** approximately **\$350 million** or 4% of the 2014 tax-supported Operating Budget.
- 5. Development Charges (DCs) these development levies fund eligible growth related capital costs, estimated at \$92 million for the 2014 tax-supported programs (4%) and \$30 million for the rate-supported programs (5%). They are an important capital-funding tool for the provision of municipal services and infrastructure required to accommodate growth and intensification.

The following charts depict the sources and the relative importance of the tax- and rate-supported operating and capital revenues covered in this briefing. Other sources such as debt and reserves are discussed in separate briefing notes.



Where the Money Comes From in 2014 Tax-Supported Programs





Capital
Where the Money Comes From in 2014 Rate-Supported Programs





Contacts

Joe Farag Director, Corporate Finance Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>

Rob Hatton Director, Strategic initiatives & Intergovernmental Finance Corporate Finance 416-392-9149, <u>rhatton@toronto.ca</u>

Property Tax

Background

The City levies taxes for municipal purposes and also collects education taxes on behalf of the Province.

Municipal taxes (Property taxes used by the municipality to fund municipal services and programs)

+

Provincial education taxes (Property taxes used by the Province to fund education requirements on a provincewide basis)

= Total Taxes

The municipal tax levy is based on the Current Value Assessment (CVA) of a property (as determined by the Municipal Property Assessment Corporation - MPAC), and the municipal tax rate set by City Council each year for each of the property classes to fund its annual operating budget requirements.

In accordance with City policy, the municipal business property tax rates are being reduced to 2.5 times the residential tax rate within a 15-year period (by 2020) as part of the City's "Enhancing Toronto's Business Climate" initiative, an economic development and business competitiveness strategy.

The provincial education tax is based on the CVA of a property and the education tax rate set by the Province of Ontario for residential and nonresidential classes. Residential education tax rate is the same Provincewide, but business education tax rates vary by municipality across the Province. Provincial education taxes are collected by the municipality and remitted to the Province.

An overview of property assessment and taxation, including information on: how the taxes are calculated, the Current Value Assessment system, City's tax rates for various property classes, the City's property tax rebate, cancellation and deferral programs are available at: <u>http://goo.gl/CM6UOr</u>

Implications

In 2014, the City levied approximately \$3.8 billion for municipal purposes and a further \$2.0 billion on behalf of the Province of Ontario for education purposes.

The average assessed value of a residential property in Toronto in 2014 is approximately \$500,000. The municipal and education taxes payable on this property, including the Special Scarborough Subway levy is summarised in the following table:

| 2014 | Total Property Tax paid on a residential property assessed at \$500,000 | | | |
|--------------------|---|--------|----------|--|
| | Tax Rate | Tax \$ | | |
| City tax | 0.5174652% | \$ | 2,587.33 | |
| Education tax | 0.2030000% | \$ | 1,015.00 | |
| Transit tax | 0.0025433% | \$ | 12.72 | |
| Total property tax | 0.7230085% | \$ | 3,615.04 | |

Current Status and Next Steps

Tax rates for all property classes are set annually, by bylaw. Tax rates for the municipal portion of taxes are determined by Council, following the adoption of the annual operating budget, so as to raise the amount needed to meet the City's approved budget for that year. Tax rates for the education portion of taxes are set by the Province each year by regulation.

Additionally, Council must authorize an interim property tax levy and enact an interim levy bylaw in December of each year, to permit the City to raise the property tax revenues needed to fund its early to mid-year operations for the following year until such time as the Operating Budget and final tax levy are approved by Council.

The interim levy is based on 50% of the previous year's total property taxes payable. Interim property tax bills are mailed in January, with instalment due dates of March 1st, April 1st and May 1st, unless property owners have enrolled in one of the City's pre-authorized property tax payment plans. The interim levy bylaw for 2015 was adopted by City Council at its meeting of July 8, 9 and 10, 2014, and the report EX43.25 is available at: <u>http://goo.gl/J4HCAi</u>



Contacts

Joe Farag Director, Corporate Finance Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>

Rob Hatton Director, Strategic initiatives & Intergovernmental Finance Corporate Finance 416-392-9149, <u>rhatton@toronto.ca</u>

User Fees

Background

The *City of Toronto Act, 2006* enables the City and its Local Boards to charge user fees to recover the cost of services. At its special meeting of September 26 and 27, 2011 Council approved a User Fee Policy, which provides the framework for managing the City's user fee program. This policy applies to all City Programs and Local Boards.

The fundamental principles of the User Fee Policy adopted by Council are:

- i. That they should be applied to those City services and products that provide a direct benefit to specific users, and;
- ii. That user fees should be set to recover the full cost of those products and/or services, to the extent that there is no conflict with City policy objectives or other legislative requirements.

City Council must authorize new fees and changes to existing user fees for services provided to the general public by all City Programs and Local Boards. The exceptions to this rule are annual inflationary increases, TTC fares and certain market-based fees charged by Local Boards such as arena user charges.

Annual inflationary adjustments are automatic and effective January 1 each year as determined by the Deputy City Manager and Chief Financial Officer. The inflationary adjustment for each fee is set based on market prices and/or changes to the cost of providing the related services.

TTC fares are typically set annually by the Commission to fund operating expenditures net of City and provincial subsidies, with due regard for impact on customers and ridership.

There are various fees that are market-based and not subject to inflationary increases. For example, several City agencies have a set public fee but are authorized to adjust them without City Council approval, as these fees may need to change throughout the year to respond to market conditions.

The chart below shows the total projected user fee revenue for 2014 of almost \$3 billion, broken down by tax-supported City programs of \$1.6 billion; and rate-supported programs — Toronto Water, Solid Waste and Parking Authority of \$1.4 billion.



Implications

Tax-Supported Programs

In 2014, the City levied approximately \$1.6 billion from user fees, which accounts for 17% of the tax-supported operating budget. The largest component is TTC passenger fares of \$1.1 billion, which generates about 70% of TTC's operating funding.

Rate-Supported Programs

Toronto Water, Solid Waste and Toronto Parking Authority raise most of their revenues through user rates. The three rate-supported programs generate between 76%-97% of their revenues from user fees and rates.

In total the rate-supported programs are projected to generate about \$1.366 billion in 2014, comprising \$980 million from water rates, \$252 million from solid waste volume based fees, and \$134 million from parking fees.

Toronto Water consumption rates were increased by 9% in 2014, and are projected to generate an additional \$59 million. Increases of 8% for the following three years were adopted in principle, subject to budget approval. Solid Waste volume based rates were increased by 3% in 2014 and are projected to generate additional revenue of \$7.7 million. The projected 2014 incremental revenue for Toronto Parking Authority is \$3.04 million, representing a 2.2% increase over 2013.



As part of the 2015 budget process, all user fees will be reviewed and amended as necessary. Those that are subject to inflation will be adjusted as of January 2015, and any new user fees will be presented to Council for approval. Each rate-supported program will present a separate report on their 2015 budget requirements and necessary rate increases, if any, for Council's consideration.

Contacts

Joe Farag Director, Corporate Finance Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>

Rob Hatton Director, Strategic initiatives & Intergovernmental Finance Corporate Finance 416-392-9149, <u>rhatton@toronto.ca</u>

Provincial and Federal Transfer Payments

Background

The City receives grants and subsidies from both the Federal and Provincial governments. Examples include Provincial subsidies for cost-shared services (such as Ontario Works, court services, EMS, and Public Health), permanent Federal and Provincial Gas Tax Funds, and infrastructure funding available through the Canada Strategic Infrastructure Fund (CSIF), Building Canada Fund (BCF).

Areas where the City is facing the most funding pressures which require new/additional Federal and Provincial assistance include transit operating and capital, and social housing.

<u>Province</u>

In 1998, the Province introduced Local Services Realignment whereby certain program costs have been downloaded to the City in exchange for uploaded programs and increased property tax room. Downloaded programs included, drug benefit program costs, disability support payments, social housing, public health, and emergency medical services. As well, the Province cancelled its support for 50% of the transit-operating subsidy and 75% of eligible transit capital costs grants. These changes significantly increased Toronto's fiscal responsibilities.

Since 1998, progress has been made in several programs where subsidies have been increased or municipal funding responsibility reduced.

Most notably, the annual Provincial gas tax sharing initiated in 2004 restores about \$160 million of the transit funding losses. The Province also created Metrolinx in 2006, through which it has funded and continues to fund significant investments in major transit infrastructure in the GTHA, without requiring co-payments from municipalities.

Also, in 2008, the Provincial Municipal Fiscal and Service Delivery Review (PMFSDR) resulted in uploading of social assistance costs, drug and disability benefits and court security costs over phase-in periods ending 2018.

In concert with PMSFDR implementation, the City had also received an annual Toronto Pooling Compensation payment from the Province as GTA equalization was phased-out and uploading phased-in. However, in June 2013, the Province reversed much of the PMSFDR gains by eliminating the Toronto Pooling Compensation support to the City of \$149.4 M over three years, a loss of \$35M for social services and \$115M for social housing.

The City has continued to seek to engage the Province in restoring funding for social housing, including the pooling compensation payment, and transit operations and capital, programs with a disproportionally high cost in urban centres such as Toronto.

<u>Federal</u>

Canada is the only G7 country without a national transit strategy or a national affordable housing strategy. The gradual expiry of Federal/CMHC housing subsidy for social housing will result in a reduction of \$170 million in federal transfers to the City by 2033.

The government does provide annual Federal gas tax transfers of approximately \$152 million/year for municipal infrastructure, which the City applies exclusively to fund transit requirements.

Implications

Toronto's fiscal imbalance and annual budget challenges are partly the result of revenue and cost-sharing arrangements established in response to shortterm deficit reduction actions by the Provincial and Federal governments. Despite the improvements made to-date, the City's revenue base remains inadequate to provide for the service and investment requirements of a major city. The City has identified 10-year unfunded capital requirements of \$5.2 billion in both Housing (\$2.6 billion) and Transit (\$2.7 billion), before consideration of growth-related requirements.

Current Status and Next Steps

Toronto Pooling Compensation (TPC)

• The City has asked the Province to rescind its decision to eliminate the TPC which has a negative impact of \$149.4 million. The property tax impact of the expected \$86 million grant reduction for 2015 is approximately a 3.6% increase.

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<u>Transit</u>

- A Special Transit Task Force has been created (comprising TTC Chair, TTC CEO, TTC's CFAO, City Manager and DCM&CFO) to seek and secure Provincial transit funding as follows:
 - Request the Province to restore 50% transit operating funding from the Province
 - Request for 1/3 Provincial contribution and support for TTC's priority projects to be submitted under the Provincial Territorial Infrastructure Component (PTIC) of the New Building Canada Fund
 - Application for infrastructure funding allocations from P3 Canada Fund for transit capital (Scarborough Subway)
 - Request the Province to dedicate a share of the new \$15 billion dedicated GTHA public transit and transportation infrastructure fund (announced in 2014 Ontario Budget) toward local transportation
- The City continues to urge the Federal Government to implement a National Transit Strategy.

<u>Housing</u>

- The City requests that:
 - the Federal and Provincial governments to maintain existing social housing funding and match the City of Toronto's commitment to invest \$864 million over ten years for Toronto Community housing (TCH) capital repairs requirements
 - the Provincial government provide equity on rent subsidies. The Province currently pays private landlords higher rent subsidies than it does to TCH.
 - the Federal and Provincial governments to provide fully-funded, long-term housing strategies
 - the Federal Government cancel the scheduled elimination of housing transfers
 - the Federal Government to implement a National Housing Strategy

Contacts

Joe Farag Director, Corporate Finance Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>

M Toronto

Rob Hatton Director, Strategic initiatives & Intergovernmental Finance Corporate Finance 416-392-9149, <u>rhatton@toronto.ca</u>

Municipal Land Transfer Tax (MLTT)

Background

In October/November 2007, City Council approved a new MLTT under the special taxation authorities of the *City of Toronto Act 2006,* effective Feb 1, 2008. (Personal Vehicle Tax was also implemented effective Sep 1, 2008 under the Act but was terminated effective Jan 1, 2011)

The City entered into a 15-year agreement with Teranet Inc. with respect to the collection of MLTT for all electronically-registered transactions. Teranet is a private company that runs the Provincial electronic land registry system. Almost all revenue is collected through its on-line registration and payment system, with less than 0.5% done manually at designated provincial offices or the North York Civic Centre.

Council adopted a tiered MLTT rate structure similar to that in use by the Province based on the value of consideration for the conveyance.

For properties containing at least one, and not more than two, single family residences the rates are as follows:

| Residential Properties containing at least one, & not more than two, single family residences | | | | |
|--|-----------|--|--|--|
| Value of Consideration MLTT Rate | | | | |
| Up to and including \$55,000.00 | 0.5% plus | | | |
| \$55,000.01 to \$400,000.00 | 1.0% plus | | | |
| Over \$400,000.00 | 2.0% | | | |

For all other properties the rates are:

| Value of Consideration | MLTT Rate |
|---------------------------------|-----------|
| Up to and including \$55,000.00 | 0.5% plus |
| \$55,000.01 to \$400,000.00 | 1.0% plus |
| \$400,000.01 to \$40,000,000.00 | 1.5% plus |
| Over \$40,000,000.00 | 1.0% |



In addition, under the City bylaw there are two types of rebates:

A. Grand-Fathering

The tax is fully rebated if the Agreement of Purchase and Sale was executed on or before December 31, 2007 and the closing date is on or after February 1, 2008. The transitional provision is now very rarely invoked.

B. First-Time Purchaser

A first-time purchaser of residential property is eligible for a rebate up to a maximum of \$3,725, or the equivalent to the tax on a property with a consideration value of \$400,000.

Implications

As an illustration, the MLTT payable by a purchaser (who is not a first-timer) on a residential property with a value of consideration of \$500,000 is \$5,725 (or effective tax rate of 1.145%), calculated as follows:

| | Total MLTT paid on a residential property with \$500,000 consideration value | | |
|-----------------------|---|---------|--|
| | Tax Rate | MLTT\$ | |
| First \$55,000 | 0.5% | \$275 | |
| \$55,000 - \$400,000 | 1.0% | \$3,450 | |
| \$400,000 - \$500,000 | 2.0% | \$2,000 | |
| Total | | \$5,725 | |

There has been considerable revenue growth since MLTT's 2008 inception as a result of sales volume and price growth, although the rate of growth has slowed down in the last two years. In 2014, the revenue is forecast to be \$365.0 million as compared with the budget of \$349.6 million.

| | | | | | | | 2014 | |
|---------------------|-------|-------|-------|-------|-------|-------|--------|----------------------|
| (\$Million) | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | Budget | Y/E Forecast * |
| MLTT Net revenue | 155.5 | 178.4 | 274.2 | 319.2 | 344.5 | 356.8 | 349.6 | 365.0 |

* as at May 31, 2014

Current Status and Next Steps

Staff monitor market conditions in order to improve forecasting, and to provide Council with options for design changes to better reflect Council priorities. Staff are also pursuing minor administrative improvements and review of plans for the 5-year extension of the Teranet collection contract in 2018.

Contacts

Joe Farag Director, Corporate Finance Corporate Finance 416-392-8108, jfarag@toronto.ca

Rob Hatton Director, Strategic initiatives & Intergovernmental Finance Corporate Finance 416-392-9149, <u>rhatton@toronto.ca</u>

Development Charges

Background

Investments in capital infrastructure are needed in order to maintain service levels as the City's population and employment grows over time.

Development charges, imposed under the *Development Charges Act*, are used help fund growth-related capital costs. DCs ensure that growth partially pays for itself so that new development (growth) does not place an undue financial burden on existing taxpayers.

The City's current development charges bylaw (no. 1347-2013) was adopted by Council on October 8, 2013 and came into effect on November 1, 2013. The by-law included significant increases in charges, particularly for residential development. The increases are being phased-in at 6-month intervals over a two-year period, with the final increase February 1, 2016. The bylaw replaced the previous bylaw (no. 275-2009) and implements uniform citywide development charges on new residential and limited nonresidential development and redevelopment. Industrial development and commercial development (above first floor) are exempted from DCs.

The charges are calculated, payable and collected at the time a building permit is issued. Residential charges are differentiated by type of unit and non-residential charges are based on the non-residential floor area located on the ground floor.

Implications

In 2014, the City is forecast to collect \$180 million in development charges revenues, including \$140 million for tax-based programs and \$40 million for rate-based programs. Development charges can only be used to fund growth-related capital costs and cannot be used to pay operating costs.

Current Status and Next Steps

Provincial Development Charges Act Review

In October 2013, the Province announced a consultation on the Development Charges Act (DCA) reform and invited comments by January 10, 2014. This

review is a welcomed initiative. The DCA is based on the principle that "growth pays for growth", but its current form sets out limitations on achieving this funding principle.

Council, at its meeting on October 8, 2013, requested specific amendments be made, including:

- a) Remove or amend the historical service level restrictions
- b) Eliminate the statutory 10% discount that applies to specified services (including transit)
- c) Eliminate ineligible municipal services (e.g. Solid waste, administrative facilities, tourism and cultural facilities)
- d) Extend the Toronto-York Spadina Subway Extension DCA amendments to the Scarborough Subway Extension (e.g. eliminate 10% discount)

The first three of these were also endorsed by the Mayors and Regional Chairs of Ontario (MARCO) in their submission to the province (January 9, 2014). Provincial support for some of these changes is considered likely, particularly for the Scarborough Subway.

In addition, an amended DCA could help address long standing inequities relating to municipal contributions to GO Transit expansion, by facilitating, as an alternative, a new GTHA-wide Metrolinx development charge. Such a charge would be consistent with Council's decision at its May 7, 2013 meeting, when it adopted "Metrolinx Dedicated Revenues Options" (EX31.3), and the principle that "New taxes and user fees imposed in the GTHA should be assessed at the same rates across the GTHA."

Scarborough Subway and Port Lands

At its meetings on July 16, 2013 and October 8, 2013, during consideration of the Scarborough Rapid Transit Options (CC37.17 and EX39.5), Council directed staff to prepare a development charges by-law to recover the City's share of capital costs related to the Scarborough Subway Extension. It is expected that a proposed bylaw would be available in 2015 for consideration at a statutory public meeting and by Council.

At its meeting on July 8, 2014, during consideration of the "Port Lands Acceleration Initiative Phase 2 - Progress Report," Council directed staff to report on introducing a new area-specific development charges by law to recover certain flood protection infrastructure costs in the Port Lands. Port Lands precinct planning work, necessary to support the development charges calculations, are currently underway and staff plan to report in 2015 on these matters.

DC By-law Renewal

The DC Act requires that DC bylaws be renewed at least every five years (to reflect updated expenditures plans and growth expectations). The City's current bylaw expires in October 2018.

More information on the City's development charges, including the current rates and links to the bylaw, Background Study and staff reports leading up to bylaw adoption in 2013, can be found at <u>toronto.ca/devcharges</u>.

Contacts

Joe Farag Director, Corporate Finance Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>

Rob Hatton Director, Strategic initiatives & Intergovernmental Finance Corporate Finance 416-392-9149, <u>rhatton@toronto.ca</u>

Capital Financing, the Issuance of Debentures and Credit Ratings

Issue

In order to finance infrastructure, municipalities can issue debt in conjunction with other methods of capital financing such as contributions from the operating budget ("capital from current"), from reserves and reserve funds and grants from other orders of government. The size of the City of Toronto's capital expenditures necessitates the use of debt to assist in the financing of the projects contained in the capital budget. Appendix 1 shows the City's 2014 debt charge forecast and the financing requirements (including the Scarborough Subway).

Debt can provide the City with more affordable financing by matching the repayment term to the economic useful life of the project instead of funding the entire cost from current revenues. Otherwise, current taxpayers would be paying for the entire cost of a project that will be operating for many years and providing a benefit for future residents.

Background

The City is governed by the *City of Toronto Act 2006* which has specific debt regulations that apply to the City.

The City, as well as other Ontario municipalities, may issue long-term debt only for capital purposes to a maximum term-to-maturity of 40 years. The City has only issued debt with maturities up to 30 years. By law, the City cannot borrow for current operations except through the issuance of promissory notes which must be repaid when the current year's tax levy is received.

At the beginning of a term of Council, a bylaw is adopted that provides the Mayor and the Deputy City Manager and Chief Financial Officer with the delegated authority to negotiate a debenture issue up to an annual dollar limit as approved by Council. The limit approved by the previous Council was up to \$900 million per year.

The size of a debenture issue is primarily determined by the financing requirements contained in the Capital Budget. Previously, the City has found that debt issues in the \$200 to \$300 million have been very attractive

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to investors while providing funds in the size needed to fulfill the City's requirements for efficient debt financing.

However, before the debt can be issued, the Debenture Committee must authorize the details of the issue and adopt a debenture bylaw.

The Debenture Committee, consisting of the Mayor, Deputy Mayor, Budget Chair, the City Manager and the Deputy City Manager and Chief Financial Officer, was provided with delegated authority by Council to approve debt issuance since the financial markets require the City to be able to act quickly when issuing debt which often cannot be accommodated by the Council meeting schedule.

Under *the City of Toronto Act*, debt can only be issued for capital projects that are approved by Council in an amount that is within the City's capital financing policies and limits as approved by Council.

Council policy states that tax-supported debt charges, consisting of principal and interest and funded from the operating budget, cannot exceed 15% of the City's property tax levy. Currently, debt repayments (principal and interest) are 11% of the tax levy and will peak at 13.6% in 2020.

Municipalities differ from other orders of government since the principal borrowed must be amortized over the term of the debenture. The Federal and Provincial governments are allowed to refinance their debt when it matures instead of repaying the principal from their own resources. In other words, the City must pay both principal and interest while the other orders of government can pay only the interest on their debt.

Divisions, Agencies and Corporations

The Corporate Finance Division issues debt for all of the City's divisions as well as most of its agencies. Corporate finance does not issue debt for the City's corporations (ie. Toronto Hydro and the TCHC) who have separate borrowing powers contained in their enabling legislation.

Implications

The following chart shows the City's gross debt along with offsetting amounts in its own debt repayment ("sinking") funds and the resulting net debt owed to bond holders.

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| Gross Debt as of December 31, 2013 | \$5.7 Billion |
|------------------------------------|---------------|
| Less: Sinking Fund Investments | (1.9) |
| Net Debt as of December 31, 2013 | \$3.8 Billion |

Net debt is defined as the City's gross debt less the amount in the Sinking Fund that has been accumulated for the future repayment of debt when it matures. The \$3.8 Billion excludes the Toronto Community Housing Company (TCHC) mortgages which amount to an additional \$641 million. The City contributes annually to the Sinking Fund so that these amounts, plus investment income, will be sufficient to repay the investors who hold City debt when it matures. For example, instead of the City having to provide \$100 million when the debt matures in 10 years, it makes annual payments of \$8.4 million for 10 years and earns interest income to retire the original \$100 million debt.

Current Status and Next Steps

Credit Ratings

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

- AA with a stable outlook from the Dominion Bond Rating Service (2 levels below AAA)
- AA with a positive outlook from Standard and Poor's Canada (2 levels below AAA)
- Aa1 with a stable outlook from Moody's Investor Service (1 level below Aaa)

The credit rating agencies generally consider the following strengths as credit positive for the City:

- City's debt is low in comparison with other Canadian and international municipalities
- Progress in eliminating the use of one-time revenues to balance the operating budget
- High levels of liquidity to provide flexibility in the event of having the ability to survive and operate within volatile financial markets
- A very strong and diversified local economy



The City's credit ratings are reviewed annually by the respective credit rating agencies and more frequently if warranted by external economic and/or political events.

Divisions/Agencies Involved

The Corporate Finance Division issues debt for all of the City's divisions as well as most of its agencies. The Division does not issue debt for the City's corporations (ie. Toronto Hydro and the TCHC) who have separate borrowing powers contained in their enabling legislation.

Contact:

Joe Farag Director, Corporate Finance 416-392-8010, <u>jfarag@toronto.ca</u>

Martin Willschick Manager, Capital Markets Corporate Finance 416-392-8072, <u>mwillsch@toronto.ca</u>

Appendix 1





Debt Charges as % of Tax Levy Including Scarborough Subway

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Net Long-Term Debt (2014-2023) Including Scarborough Subway



Investment Management

Issue

The Corporate Finance Division invests the City's reserves and reserve funds, working capital, sinking, trust funds and certain legacy pension funds.

| Portfolio | Average Balance (\$millions) as of June 30, 2014 |
|---|--|
| City of Toronto General Group of Funds (include cash assets of working capital, Reserves and Reserve Funds) | \$4,791 |
| Sinking Funds (for the use of retiring City's sinking fund debt as it becomes due) | \$1,649 |
| 3. Trust Funds (City does not own these assets) | \$7 |
| Long-Term Home Care & Services (City does not own these assets) | \$4 |
| Pension Funds and Police Benefit Funds (City does not own these assets; for cash management purposes only) | \$18 |
| Total | \$6,469 |

Background

The Corporate Finance Division is responsible for the internal management of the City investment portfolios which total about \$6.5 billion. Fund management must incorporate both the legislative constraints and the risk profile of each portfolio. The City of Toronto's Investment Policy and Procedures approved by Council are the governing guidelines for the portfolios under management. The primary objectives, in priority order, for all City investment activities are:

- i. Ensure safety of principal
- ii. Maintain adequate liquidity, i.e. funds are available when needed
- iii. Maximize return rate while conforming to the objectives above and legislative constraints

The investment returns from the City's General Group of Funds have had a long track record in meeting City's liquidity needs and generating revenue to meet the City's operating budget requirement as well as contributing to the City's reserve funds.

The following graph depicts the 5-year comparison between the long-term market rate of investment returns generated from the City's General Group of Funds and the industry benchmark. The City's Central Group of Funds has outperformed the benchmark index in each of the past six years.



Implications

Sustainable investment management must include sound investment policies and procedures, a well-diversified portfolio asset mix with good credit quality, strategic plans for different time horizons, and diligent cash flow management as well as robust risk management. Investment portfolios under sustainable investment management allow the City to meet shortterm and long-term debt repayments, as well as operating and capital funding requirements.

Provincial legislation governing municipal investments is very restrictive. For example, municipalities cannot invest in equities (stocks) except for One

Equity Portfolio under the One Investment Program which is a mutual type fund owned jointly by the Association of Municipalities of Ontario (AMO) and the Municipal Finance Officers' Association of Ontario (MFOA).

Current Status and Next Steps

Based on the 2013 annual external audit results, the portfolios under the City's management were in compliance with the Investment Policy and Procedures.

The Investment Policy and Procedures are reviewed annually by investment staff and the Independent Investment Advisory Committee. The Advisory Committee provides advice on investment matters relating to the management of the city's money market and fixed-income investment portfolios. Recommendations for changes are then submitted to Council for its consideration.

In addition, an investment report that provides a review of the City of Toronto's investment returns for portfolios invested in respect of the City's reserve funds and operating budget is submitted to Council on an annual basis. The 2013 Investment Report can be found here: http://goo.gl/pqThSa

Contact

Joe Farag Director, Corporate Finance 416-392-8108, jfarag@toronto.ca

Martin Willschick Manager, Capital Markets 416-392-8072, <u>mwillsch@toronto.ca</u>

City's Reserves and Reserve Funds

Issue

The City's level of reserves are generally lower than those of other municipalities in the GTA.

Some reserves are currently insufficient to protect the City from the event for which the funds are being set aside. For example, these include reserves for employee benefits, extreme weather, tax stabilization and capital infrastructure. Other reserves risk depletion in the short run because programs are proposing large draws from them in the absence of traditional funding from other orders of government or a sustainable revenue stream. For example, these include reserves for social assistance stabilization, social housing stabilization and child care expansion.

Background

The funding and use of reserves and reserve funds are an essential component of sound financial planning and management. Reserves and reserve funds are established by municipalities for a variety of reasons including statutory regulations to keep certain funds separate; as a source of "rainy day" funding for unexpected or unusual events; to smooth cash flows related to major purchases; or to accumulate funds for future capital requirements or liabilities. Reserves and reserve funds should be funded to the level appropriate for the purpose for which they were established, or for the level of risk being mitigated. While the reserve account balances appear quite large, it should be noted that the majority of these funds are committed for specific purposes.

The City's reserves and reserve funds stood at \$3.4B as of December 31, 2013 made up of \$1.4B in Obligatory Funds earmarked for special purposes by way of legislation or contracts that are not fully available to use at Council's discretion and \$2.0B in Council-directed funds to protect the City against certain financial risks or known future expenditures or liabilities (see Appendix A). The majority of the funds have been set aside for currentcapital purposes.



Implications

On a comparative basis, the City's overall reserve fund balance on a per capita basis is much lower than those in other Ontario jurisdictions. Toronto's 2012 reserve per capita of \$1,083 was considerably less than the rest of the GTA (\$2,408), and 67% of the provincial average (\$1,615). The low per capita figure can be explained by a combination of a high population in comparison to other municipalities, as well as the relative age differences in their respective infrastructure. Many of the municipalities with high reserve per capita levels have newer infrastructure relative to the City of Toronto. Since most of their infrastructure is not due for replacement for many years to come, this allows these municipalities to build up reserves for eventual replacement of these assets further into the future.



Adequacy of Accounts

- Employee Benefits Reserve Fund Although there is \$212M in the reserve, the actuarial liability for the City as at Dec 31, 2013 is estimated at \$2.4B, resulting in an unfunded liability of close to \$2.1B. A plan is in place to stabilize the liability and improve employee benefits reserve levels. This plan includes:
 - Agencies/Boards making sick pay contributions to match budgeted withdrawals.
 - Reducing benefit costs where feasible such as changes already implemented with respect tomedical benefits to retirees and the sick pay grant.
 - Including the full cost of employee benefits in the annual benefit rate calculations, including post-employment benefit costs.

- Land Acquisition Reserve Fund although there is \$136M in the reserve, all but \$26M has been committed, including plans to acquire a vacant TDSB property, the Nathan Phillips Square Revitalization, several TTC subway station improvement initiatives, the Seaton House redevelopment, and Rouge Park investments.
- Stabilization Reserve Accounts (\$183M)
 - Social Assistance Stabilization Balance of \$22M is at risk of being depleted as funds are transferred out to offset cost pressures associated with the increase in the welfare caseload.
 - Social Housing Stabilization Balance of \$37M is expected to be depleted as funds are transferred out to offset operating pressures due to the withdrawal of federal funding.
 - Extreme Weather Balance of \$30M includes funding for snow removal, flooding and other consequences of extreme weather events – this amount would have been inadequate to cover the City's 2014 weather losses if the Province had not agreed to provide funding for the 2013 ice storm.
 - Tax Rate Stabilization Balance of \$40M is less than a 2% increase in the property tax levy (\$50 Million) which is a reasonable target.
 - Capital / State of Good Repair The City has total physical assets estimated at a current replacement level of more than \$72B. Funding for the repair or replacement of these assets is provided from debt, capital from current revenues (ie. taxes), and reserves including Council directed state of good repair reserves funds, obligatory state of good repair reserve funds, the Capital Financing Reserve Fund, Vehicle & Equipment Reserves and the Water/Wastewater Capital Reserve Funds. Most of the funds held by the City in reserve accounts support the capital program - \$2B of \$3.4B aggregate balance.
 - Child Care Expansion Balance of \$49M is inadequate and likely to be depleted by 2016 given the operating pressures within the child care system, the need for additional child care subsidies, and the fact that the Province has capped its contribution at 2006 levels.

Historical Trend

The following chart shows the historical trend of reserve balances since 2001. The largest increase lies with Obligatory Funds which have specific purposes and are fully committed to projects in the Capital Plan. Likewise, Council-directed Reserves and Reserve Funds are largely fully committed to

known projects or liabilities. For example, the Vehicles and Equipment Replacement Reserves are made up of funds being set aside by the Programs to replace these assets at the end of their expected useful life. The Capital Financing Reserve is an important source of funding for the City's priority capital projects that cannot be debt-financed and have no other source of funding. These funds have been earmarked for specific projects over the next five years. It is expected that the balances in Reserves and Reserve Funds will drop over the next five years as funds held for major capital initiatives like transit and water/wastewater infrastructure are used up, unless new sources of funds are provided by other orders of government.



City's Reserves and Reserve Funds December 31 Balances

Current Status and Next Steps

Due to the Surplus Management Policy adopted by Council (2004), annual surpluses are now being used to augment capital funding and fund inadequate reserves rather than provide one-time only funding to the Operating Budget. However, this source of funding is not guaranteed, nor is it sustainable.

Current funding constraints are still impacting reserve/reserve fund adequacy in some areas and there are essentially no uncommitted funds available to support any general emergency.



The Reserve and Reserve Fund requirements associated with the 2015 Operating Budget and 2015-2024 Capital Budget and Plan will be addressed as the budget process progresses. It will be increasingly difficult to replenish reserves/reserve funds and provide funding for necessary investments while maintaining tax rate increases at or below inflation.

Contact

Joe Farag Director, Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>

Appendix A

Reserves and Reserve Fund Balances (\$Millions) December 31, 2012 and Dec. 31, 2013

| | DEC 31, 2012 (\$000s) | DEC 31, 2013 (\$000s) |
|------------------------------|---|--------------------------|
| Reserves | | |
| Corporate - Capital | | |
| Financing | 391,888 | 579,023 |
| Corporate - Other | 222,534 | 210,254 |
| Water & Wastewater | 80,816 | 135,350 |
| Stabilization | 115,700 | 183,027 |
| Community Initiatives | 23 | 0 |
| Donations | 1,079 | 1,274 |
| - | 812,040 | 1,108,928 |
| Council Directed Reserve | | , , |
| Employee Benefits | 173,628 | 212,105 |
| Corporate | 431,626 | 491,743 |
| Community Initiatives | 70,867 | 71,540 |
| State of Good Repair | , ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | , 2,0 10 |
| (Discretionary) | 168,614 | 191,508 |
| | 844,735 | 966,896 |
| Obligatory Reserve Funds | | , |
| Development Charges | 372,019 | 380,750 |
| Community Services | 70,745 | 72,915 |
| Parkland Acq / New | , | , |
| Development | 194,081 | 264,141 |
| Third Party Agreements | 33,932 | 12,914 |
| Public Transit Funds | 272,203 | 195,779 |
| State of Good Repair | , | , |
| (Obligatory) | 42,243 | 37,671 |
| Water / Wastewater | 156,017 | 236,792 |
| Parking Authority | 11,972 | 9,071 |
| Planning Act | 137,030 | 154,380 |
| <u> </u> | 1,290,242 | 1,364,413 |
| - | _,, | _,_ , _ , J |
| Total Reserve Funds | 2,134,977 | 2,331,309 |
| | ,,, | , , |
| Grand Total - Reserves & RFs | 2,947,017 | 3,440,237 |

Delegated Authorities: Procurement, Finance and Real Estate

Issue

This briefing note provides by-law references and Council approvals for delegated authorities concerning three major areas of Financial Control for the City: Procurement, Finance and Real Estate.

Background

<u>Procurement</u>

The City's Purchasing By-law (Chapter 195 of the Toronto Municipal Code), in combination with the Financial Control By-law (Chapter 71 of the Toronto Municipal Code), provides the overall framework for fair, open and effective procurement processes that meet divisional operational needs costeffectively and efficiently, while ensuring effective financial controls and accountability. There are also a number of policies in place which provide further detail regarding the City's procurement processes.

The City's Purchasing By-Law, policies, procedures and processes (including the delegated authorities) are in place to:

- support effective, objective, fair, open, transparent, accountable and efficient procurement processes through the solicitation of multiple bids, proposals and direct negotiation; and,
- protect the interests of the City, the public and persons participating in the procurement process.

To reinforce the fairness, openness, transparency and integrity of procurement processes, consistent and standard approaches have been established for:

- selecting the appropriate type of procurement process to be used;
- communicating with vendors throughout the process;
- identifying and dealing with common irregularities in bids;
- evaluating bids/ award contracts in accordance with City Policies & Procedures;
- dealing with vendor complaints;
- providing unsuccessful vendors with feedback; and
- maintaining records on vendor performance under contracts.

<u>Finance</u>

The City's Financial Control Bylaw (Chapter 71 of the Toronto Municipal Code), establishes the framework for the financial controls of the City, including spending authorities, funds control and procedures for the payment of accounts.

The *City of Toronto Act* does not provide delegated authority to adopt or amend the budget of the City. However, the Financial Control By-law (Chapter 71 of the Toronto Municipal Code) provides authorities for reallocations and transfers of funding within a Program's operating services and capital project budgets, the write off of outstanding debt and other related matters under certain conditions.

The operating and capital budgets approved by Council establish the spending authority for each City Program and City Agency.

<u>Real Estate</u>

At its meeting on May 11 & 12, 2010, Council approved the delegation of authority to approve certain real estate transactions to senior staff. In order to increase efficiency, the proposed delegation is spread across four existing staff positions based on stepped financial ceilings.

Council has delegated authority to senior staff to approve certain real estate matters where funding has been made available in an approved budget and subject to certain conditions being met.

Implications

It is in the City's best interest for all respective parties to follow the delegated authorities indicated in the Purchasing and Financial Control Bylaws in order to ensure that proper authorities are being executed. Failure to follow the delegated authorities, as set out in the By-laws, may result in financial losses and damage to the City's reputation.

The result of the delegation of authority for real estate matters is that Committee and Council agendas are freed up of frequently routine real estate reports and staff can facilitate situations involving critical deadlines by reacting more quickly in the real estate marketplace, improving how the City conducts its real estate transactions. Further, once a transaction is approved, staff are in a position to process and execute the necessary documentation far more expeditiously. The delegation also coordinates, consolidates and harmonizes various delegations that were previously approved by Council.

Current Status and Next Steps

The last major update to Chapter 195, Purchasing By-law, was approved by Council on October 27, 2009.

The last update to Chapter 71, Financial Control By-law, was approved by Council on June 10, 2014. This update was specific to revisions related to the list of common expenses (such as utilities, TTC tokens, payment for conferences and other general expenses) that can be paid without a purchase order or sole source approval.

In 2015, Chapters 71 (Financial Control) and 195 (Purchasing) of the Toronto Municipal Code will each undergo an overall review, and should any changes be recommended, a report recommending those changes will be brought forward to Council for approval.

The Director of Real Estate Services reports annually, through the Government Management Committee, on all real estate matters that have been processed by way of the real estate delegated authority.

Additional Information

Appendix A provides a list of specific delegated authorities with respect to procurement, finance and real estate.

Contact

Michael Pacholok Director, Purchasing & Materials Management 416-392-7312, <u>mpachol@toronto.ca</u>

Josie LaVita Director, Financial Planning 416-397-4229, <u>jlavita@toronto.ca</u>

Joe Casali Director, Real Estate Services 416-392-7202, jcasali@toronto.ca

Giuliana Carbone Treasurer 416-392-8427, <u>gcarbone@toronto.ca</u>
Delegated Authorities

Note: All references to dollar amounts are exclusive of taxes, unless otherwise provided.

1) Purchasing – As set out by Chapter 195, Purchasing

| Competitive Procurement | |
|---|--|
| | Authority |
| Division Heads City Manager | Can award and enter into a contract up to \$50,000 for goods or services in accordance with the Divisional Purchase Order Procedure by obtaining three quotes. |
| | This process allows Divisions to obtain goods and services without having to come to the Chief Purchasing Official. |
| Chief Purchasing Official in consultation with Division Heads | Can award and enter into contracts up to \$500,000, as delegated by Council where the purchasing Policies and Procedures have been followed subject to the following conditions being met: |
| | the award is to the lowest bidder or highest scoring proponent meeting specifications and requirements; there is no material written objection to the award by another bidder; the Contract does not exceed 5 years in length for contracts funded through the operating budget; and funding has been approved in the appropriate budget. |

| Competitive Procurement | Authority |
|-------------------------|---|
| Bid Committee | Authority Can award contracts valued at over \$500,000 and equal to or less than \$20 Million, subject to the following conditions being met: the award is to the lowest bidder or highest scoring proponent meeting specifications and requirements; there is no material written objection to the award by another bidder; the Contract does not exceed 5 years in length for contracts funded through the operating budget; and funding has been approved in the appropriate budget. |
| | (Summer and Election Recesses) Bid Committee is granted extended delegated authority to award contracts above \$20 million subject to the same conditions noted above during the following three situations: during the period between the last scheduled meeting of Council and the first meeting of a new Council after an election; during the period between when Council breaks for summer recess and the first agenda closing deadline for the appropriate Standing Committee following the summer break; or if a regularly scheduled meeting of the standing committee to which a bid or proposal would normally be reported to for award is cancelled for whatever reason, including a labour disruption, and there is no meeting of Council scheduled either prior to or within the week following the cancelled standing committee meeting. |
| | authority will be reported to Government Management Committee for information. |

| Competitive Procurement | |
|--------------------------------|---|
| | Authority |
| Standing Committee | Can award contracts greater than \$20 million, subject to the following conditions being met: the award is to the lowest bidder or highest scoring proponent meeting specifications and requirements; there is no material written objection to the award by another bidder; the Contract does not exceed 5 years in length for contracts funded through the operating budget; and funding has been approved in the appropriate budget. |
| Council | Can award contracts where: the lowest bidder meeting specifications and requirements or highest scoring proponent is not being recommended; Exceeds approved project funding Where a material written objection to the award is received, or; Where contract exceeds 5 years in length for contracts funded through the operating budget. |

| Non-Competitive Procurement (Sole Source) | |
|---|---|
| | Authority |
| Division Heads | Can enter into a contract up to \$50,000 for goods or services in accordance with the |
| City Manager | Divisional Purchase Order Procedure and the Sole Source Procedure. |
| | This process allows Divisions to obtain goods and services without having to come to the Chief Purchasing Official. |

| Non-Competitive Procuren | ent (Sole Source) |
|---------------------------------|---|
| | Authority |
| Chief Purchasing Official | Can enter into a non-competitive contract up to \$500,000 with a contract term of 5 years or |
| Division Heads | less in accordance with Chapter 195, Purchasing By-law and the non-competitive |
| City Manager | procurement procedure. Reasons for the use of non-competitive procurements include: Monopoly; Existence of proprietary rights (patents, trademarks, copyright); Need to avoid violating warranties; Where the competitive process has failed; The goods or services can only be supplied by a vendor with specialized knowledge which cannot be provided by another vendor; Where it is not in the interest of the City to conduct a public competition, such as in the case of confidentiality matters; and Emergencies. |
| | In cases where the City Manager, Division Head or Delegate determines that an emergency exists (threat to public health, the maintenance of essential city services, the welfare of persons or of public property or the security of the City's interests and immediate delivery of goods and services are required), the Chief Purchasing Official may enter into a non-competitive contract greater than \$500,000 without the issuance of a competitive call, however the commitment must be reported to Council through the Government Management Committee no later than the second regular meeting of Council after entering into the commitment. |
| City Council | Can enter into non-competitive contracts greater than \$500,000 or greater than 5 years in length. |

The Treasurer reports to Government Management Committee annually on all sole source purchasing activity greater than \$3,000.

2) Finance - As set out by Chapter 71, Financial Control By-law

| Operating Budget: Over-expenditures on an operating budget | |
|--|---|
| | Authority |
| City Council | Any expenditure that would result in a division exceeding the funding available in a program requires Council approval before a commitment is made to incur the expenditure, except for purchases made in case of emergency. |

| Operating Budget: Reallocations; transfer between programs and services | |
|--|--|
| | Authority |
| Chief Financial Officer and City Manager | Can approve the transfer of approved budgets of not more than \$500,000 in respect of each reallocation between services within a program which do not affect the net operating budget for the program. Any reallocation shall be reported to Council not later than the second regular Council meeting following the reallocation. |
| Chief Financial Officer, City Manager and City Council | Can approve the transfer of approved budgets of more than \$500,000 between programs or services or between programs and services affecting the net operating budget for a program. |
| Audit Committee, Chief Financial Officer and City Council | Transfer of approved budgets between services within the office of the Auditor General affecting the net operating budget of the office of the Auditor General requires the approval of the Audit Committee, the Chief Financial Officer and Council. |
| | Transfer of approved budgets of not more than \$500,000 in respect of each reallocation between services within the office of the Auditor General which do not affect the net operating budget for the office of the Auditor |

| Operating Budget: services | Reallocations; transfer between programs and |
|--------------------------------------|--|
| | Authority |
| | General requires the approval of the Audit |
| | Committee, the Chief Financial Officer and |
| | Council. |

| Capital Budget: Over-expenditures on a capital budget | |
|---|--|
| | Authority |
| Division Head | Can approve additional expenditures where costs for a capital project increase to the extent that they exceed the original funding approval for the capital project by the lesser of 10 percent or \$500,000, if permanent excess funds are available in another capital project to fund the over expenditure. |
| City Council | If costs for a capital project exceed the original funding by more than 10 percent or \$500,000 or permanent excess funds are not available in another capital project, Council approval must be obtained before any payment can be made to incur the additional cost. |

| Capital Budget: Reallocations | |
|--|--|
| | Authority |
| Division Head | Can approve allocations between subprojects within a capital project and any subsequent reallocations of these funds among other subprojects or the addition of subprojects may be made by a Division Head, if the reallocation does not exceed the approval by Council for the capital project. |
| Chief Financial Officer | Can approve reallocation of budget between capital projects in an amount of not more than \$250,000. |
| Chief Financial Officer (Summer and Election Recesses) | Can approve reallocation of budget between capital projects in an amount of not more than \$1,000,000 in the following circumstances: (a) During the period between when |

| Capital Budget: Reallocations | |
|---|--|
| | Authority |
| | Council breaks for the summer recess and the first agenda closing deadline for the appropriate standing committee following the break; or (b) During the period between the last scheduled meeting of Council and the first meeting of a new Council after an election; or (c) If regularly scheduled meetings of standing committees and Council are not held, for any reason, for a period of two months or longer. |
| Chief Financial Officer and City Council | Can approve reallocation of budget between capital projects of more than \$250,000. |

| Authority to over-expend on commitments (contracts) | |
|---|---|
| | Authority |
| Division Head, or his or her delegate | Can authorize expenditures in excess of the amount of a contract, entered into in compliance with Chapter 71, Financial Control and Chapter 195, Purchasing, to a maximum of 10 percent of the original amount of the commitment, provided that: |
| | Such additional amount shall not exceed \$500,000; Council has: a. Provided funds in the operating or capital budget for that purpose or funds are provided pursuant to a donation; or b. Approved the project and the funding therefor; and c. Sufficient funds remain in the project or program; and If the contract was within the spending authority of staff, the person authorizing the additional amount is in a management position superior to that of the person which authorized the original amount of the contract. |

| Authority to over-expend on commitments (contracts) | | | |
|---|--|--|--|
| | Authority | | |
| City Manager, or his or her delegate | Can authorize additional expenditures in excess of the original amount of a contract, entered into in compliance with Chapter 71, Financial Control and with Chapter 195, Purchasing, of up to \$500,000, subject to the conditions listed above in 2a to 2c. | | |
| Standing Committee | Can authorize additional expenditures in excess of \$500,000. | | |

| Authority to write off outstanding debts | | | |
|--|---|--|--|
| | Authority | | |
| Treasurer | Can write off outstanding amounts owing to the City as uncollectible, if the amount is not more than \$50,000 and is not an amount raised as taxation or deemed to be taxes, except for items added to the tax bills for collection purposes only and not as a result of a tax or assessment appeal. | | |
| Treasurer | Can write off outstanding tax arrears as uncollectible, following a failed tax sale, if the amount is not more than \$50,000. | | |
| Treasurer | Can write off outstanding amounts owing to the City as uncollectible, if all of the following conditions are met: 1) The City Solicitor has been requested to recover the amount owing; 2) The amount owing is not more than \$500,000; and 3) The City Solicitor concludes that the amount is uncollectible and the write-off is appropriate under the circumstances (e.g. Bankruptcy). | | |
| City Council | Can write-offs of amounts owing to the City of more than \$50,000. | | |

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| Donations | |
|---|---|
| | Authority |
| Division Head | Can accept and spend donated funds in respect of a program or capital project for which he or she is responsible, provided that: 1) The donation has not been solicited by the City through a fundraising campaign or otherwise; 2) The donation does not exceed \$50,000; 3) The sum of the donation and any other donations accepted by the City from the same donor for the same purpose within the fiscal year does not exceed \$50,000; 4) The donation is not conditional upon and does not involve a proposal to name or rename a City asset; and, 5) The donation complies with the City's Donation Policy. |
| City Manager (Summer and Election Recesses) | Can accept and spend donated funds in excess of \$50,000 and up to \$500,000 in respect of a program or capital project in the following circumstances: 1) During the period between the last scheduled meeting of Council and the first meeting of a new Council after an election; or 2) If regularly scheduled meetings of standing committees and Council are not held, for any reason, for a period of two months or longer; and 3) The following conditions are met: a) The donation has not been solicited by the City through a fundraising campaign or otherwise; b) The donation is not conditional upon and does not involve a proposal to name or rename a City asset; and, c) The donation complies with the City's Donation Policy. |

Issuance of Debentures

City Council established a Debenture Committee and delegated authority to the Committee, for the purposes of the City to borrow money to obtain or provide long-term financing for any capital work through the issue of debentures, the issue of revenue bonds and the entering into of bank loan agreements, and to enact the necessary by-laws to give effect to such borrowing *(City Council August 5 and 6, 2009).* The Debenture Committee shall consist of four members composed of: The Mayor; the Budget Chair, the City Manager and the Deputy City Manager and Chief Financial Officer.

Real Estate

Some of the basic concepts with respect to delegated authority for real estate include:

- All financial commitments are subject to all amounts being available in an approved budget.
- The basic threshold premise is that City Council retains decisionmaking control over real estate transactions exceeding \$10 million dollars.

Staff have delegated decision-making authority for acquisitions, expropriations, limiting distance agreements, disposals (including leases of 21 years or more), leases/licenses, easements, within a series of "stepped" financial ceilings as follows:

| Acquisitions, Expropriations, Limited Distance Agreements, |
|--|
| Disposals (including leases of 21 years or more), Leases/Licenses, |
| Easements |

| | Authority |
|--|--------------|
| Director of Real Estate Services | \$1 million |
| Chief Corporate Officer | \$3 million |
| Deputy City Manager and Chief Financial Officer | \$5 million |
| City Manager | \$10 million |

 Any proposed exercise of delegation must meet the requirements of the set of General Conditions approved by City Council May 11 & 12, 2010: http://goo.gl/fN/0/Sh

http://goo.gl/fNVvSh

- Any transactions falling outside of the parameters of the General Conditions will continue to be reported through the appropriate Standing Committee to Council.
- In addition to the series of delegated "approving" authorities, a series of delegated "signing" authorities provides that the positions having approving authority also have authority to execute documents on behalf of the City required to implement the approval. Also, the Manager of Acquisitions and Expropriations has delegated signing authority to sign Expropriation Applications and Notices for Councilapproved expropriations.
- If, in any particular circumstance, a matter otherwise having been delegated to staff for approval is of such special interest that same should receive the consideration of Committee and ultimately be decided by Council, a determination may be made by the Chief Corporate Officer, in consultation with the applicable Deputy City Manager or the City Manager, to return such item to the Committee/Council process for consideration and decision-making by Council.
- The delegation does not affect sales, acquisitions and leases over which the Affordable Housing Committee has responsibility.

Benefits Plans for Toronto Public Service, Elected Officials & Accountability Officers

Issue

Toronto Public Service Benefit Plans are part of the total compensation package provided by the City of Toronto used to attract and retain staff. It is important that these plans are reviewed periodically to remain competitive while still being fiscally responsible and incorporating industry standards.

Background

Benefit plans are provided to employees and retirees based on collective agreements and City policies. The City of Toronto provides benefit plans to approximately 35,000 employees and 8,000 retirees. The benefit plans have been designed to incorporate the following principles:

- Comprehensive and competitive plan designs;
- Ensures fairness and equity amongst all employee groups;
- Incorporates industry standards and best practices; and
- Controls exposures to liabilities

Changes to benefit plans for unionized staff, including any enhancements or cost containment measures, must be negotiated with the respective union / association. Changes to benefit plans for non-union staff, elected officials and the City's accountability officers are approved by City Council, through the Employee and Labour Relations Committee.

The City of Toronto's extended health care, dental and long-term disability plans are provided through an Administrative Services Only (ASO) arrangement with a benefit carrier and the life insurance plans are provided through an insurance contract.

The City of Toronto provides the following benefit plans:

- Sick Leave Plan (through a sick pay plan, short-term disability plan or illness or injury plan);
- Life Insurance;
- Accidental Death & Dismemberment;
- Line of Duty Death (FIRE);
- Long Term Disability;
- Extended Health Care; and
- Dental.

The attached Appendix outlines the level of coverage provided to each employee group.

Implications

Increasing employee benefit costs is a concern for the City of Toronto. Industry standards in Canada reflects that on average, health care costs increase at a rate of 12% (2013) annually and dental costs increase at a rate of 8% (2013) annually. In 2013, the City of Toronto fell well below this range, with its health costs for active employees decreasing by 5.9% and its dental costs for active employees decreasing by 2.4%.

Comparison to the Industry Average

Table 1 below illustrates that in comparison to the industry trend in 2013 for both health and dental costs, the City is doing extremely well in terms of containing its benefit plan costs.

| Table 1 |
|--|
| 2012 – 2013 Health & Dental Benefit Costs (Active Employees) |
| Comparison |
| City of Toronto vs. Industry Average** |

| | 2012 vs. 2013 | | | |
|-----------------------|-------------------------------------|---------------------------------|---------|--|
| | Percentage (Increase | City of Toronto vs. Industry | | |
| | City of Toronto Industry Average | | Average | |
| | | | | |
| Health Benefit | (5.9%) | 11.8% | (17.7%) | |
| Dental Benefit | (2.4%) | 8.3% | (10.6%) | |

**2012 vs. 2013 Industry average percentage increase in costs: Canadian Health Care Trend Survey Results 2013/Buck Consultants

City Benefit Costs

The employee benefit costs have been driven by an aging demographic, increased utilization of the plan, increased cost of drugs and services and de-regulation of government sponsored benefits which are transferred to private benefit plans. These cost drivers have been offset by the City's recent efforts to implement cost containment initiatives that have resulted in decreasing costs over the last two (2) years. Including the costs for retirees, the City achieved an overall decrease in its total benefit costs (including Health, Dental, Long Term Disability (LTD), Life Insurance) of \$4.0 million (or -1.9%).

Table 2, below, compares the City's benefit costs from 2011 to 2013. Overall, the City has reduced its benefit costs for active employees by \$7.4 million (or -4.1%) since 2011

| | 2011 | 2013 | Change 2011-2013 | Percentage Change |
|---------------------------------------|---------|-------------|---------------------|----------------------|
| | | (\$ million | is) | |
| Health | \$93.3 | \$82.9 | (\$10.4) | (11.2%) |
| Dental | \$46.5 | \$41.5 | (\$5.0) | (10.8%) |
| Sub-total (Health & Dental) | \$139.8 | \$124.4 | (\$15.4) | (11.0%) |
| | | | | |
| LTD | \$31.1 | \$39.5 | \$8.4 | 27.0% |
| Life Premiums Insurance ^{*1} | \$11.4 | \$11.0 | (\$0.4) | (3.5%) |
| Sub Total – Active Employees | \$182.3 | \$174.9 | (\$7.4) | (4.1%) |
| Retirees | \$24.2 | \$27.6 | \$3.4 | 14.0% |
| Grand Total | \$206.5 | \$202.5 | (\$4.0) | (1.9%) |

Table 2Benefits Costs for Active Employees and Retirees (after
administration fees & taxes)By Benefit Type: 2011 to 2013

*1: Includes Group Life Insurance (GLI), Accidental Death & Dismemberment (AD&D), Line of Duty of Death (LODD)

Staff have implemented many measures to control costs which include the following:

- Caps on all private duty nursing coverage;
- Generic Drug Plan;
- Elimination of Post-65 Benefit Coverage (grand-parenting provisions in place);
- Elimination of Sick Pay Plan for Management/Non-Union employees (replaced with a short-term disability plan);
- Elimination of Sick Pay Plan for CUPE Local 79 and TCEU Local 416 employees hired after July 30, 2009 and one-time option for

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employees to switch to this plan which resulted in a 40% take-up of the plan;

- Switch from 6-month to 9-month dental recall for all unionized, management/non-union employees and Elected Officials;
- Benefit containments: dispensing fee cap of \$9.00; changes to paramedical benefits; one year lag on the Ontario Dental Fee Guide; \$2,000 cap for physiotherapy expenses;
- Reduced administrative fees to a new benefits contract with the insurance carrier; and
- Elimination of the grand-parented post-65 lifetime retiree benefit plans for the former City of North York and former City of Toronto fire fighters and the introduction of a new 10-year health care spending account.

The net cost savings from all these measures is \$58.1 million (including savings to be achieved for 2014 to 2016) and \$343.1 million in liability reductions.

Staff will continue to monitor the trends and issues and recommend proposals to manage benefit costs as appropriate. Changes in benefit plans must be negotiated through the collective bargaining process. These efforts must continue in order to ensure the long-term sustainability of the benefit plans.

Current Status and Next Steps

In 2013, the City of Toronto spent approximately \$203 million providing this coverage to its employees, retirees and eligible dependants. In addition, the Public Sector Accounting Board (PSAB) handbook requires that a municipality report liabilities that relate to its post-employment benefits which includes: post-retirement benefits, sick leave benefits, income benefits, continuation of benefits to disabled employees and WSIB benefits. The liability associated with these benefits, as at December 31, 2013 is \$1.7 billion (excluding the City's agencies and corporations). The total benefit liabilities including the Toronto Police Service and other agencies (i.e., Exhibition Place, Toronto Zoo, Toronto Public Library, Sony Centre, Yonge & Dundas Square, Association of Community Centres and Arena Boards of Management) is \$2.4 billion.

Staff are currently working with the City's benefits carrier and the City's Legal Division to develop a framework for a Preferred Provider Network (PPN) to retain pharmacists who are interested in agreeing to a set of terms and conditions when dispensing drugs for City employees. A PPN is a

M Toronto

network of pharmacies for which employees/retirees could voluntarily go to for the dispensing of drugs and where the pharmacies agree to conditions that would assist the City in containing its drug costs. Since this PPN would be voluntary, there would be no negative impact to employees in utilizing the PPN. It is anticipated the PPN will be implemented towards the end of 2014 or early 2015.

In addition, City staff will continue to monitor the City's drug costs and utilization trends, and work with the City's benefit carrier and industry experts to monitor trends to help identify further areas of improvement and emerging best practices to be considered for the City's benefit plans. Staff will report back through the Employee & Labour Relations Committee by Q3 2015 with the results of this review.

Staff will continue to implement measures to contain the growth in benefit plan costs through employee education initiatives and negotiations with each of the unions/associations.

Contact

Mike Wiseman Director, Pension, Payroll & Employee Benefits 416-397-4143, <u>mwisema@toronto.ca</u>

Appendix A

City of Toronto Active Benefit Plans

| Benefit | CUPE Local 79 Full-Time (Inside Workers) | CUPE Local 416 (Outside Workers) | Management/Non- Union, Elected Officials, Accountability Officers | Local 3888 (Fire) |
|--|---|---|---|---|
| LIFE INSURANCE: Coverage Optional Life Dependent Life | 2x annual salary Yes Yes | 2x annual salary Yes Yes | 2x annual salary Yes Yes | 2x annual salary Yes Yes |
| ACCIDENTAL DEATH & DISMEMBERMENT | 2x annual salary | 2x annual salary | 2x annual salary | 2x annual salary (non-occupational death) |
| LINE OF DUTY DEATH (LODD) | N/A | N/A | N/A | 3x annual salary |
| SICK LEAVE PLAN | Illness or Injury Plan (if hired after July 30, 2009) 130 days (75%/100%) or 1.5 sick pay credit days accumulation/month for employees hired prior to July 30, 2009 who did not elect the IIP ^{*1} | Illness or Injury Plan (if hired after July 30, 2009) 130 days (75%/100%) or 1.5 sick pay credit days accumulation/month for employees hired prior to July 30, 2009 who did not elect the IIP ^{*1} | Short Term Disability Plan 130 days (75%/100%) | 1.5 sick pay credit days accumulation/month |

| Benefit | CUPE Local 79 Full-Time (Inside Workers) | CUPE Local 416 (Outside Workers) | Management/Non- Union, Elected Officials, Accountability Officers | Local 3888 (Fire) |
|---|---|---|--|---|
| LONG TERM DISABILITY (LTD) | | | | |
| Coverage Tax Status | 75% of earnings, to age 70 Taxable/no COLA | 75% of earnings, to age 70 Taxable/no COLA | 75% of earnings, to age 65 Taxable/no COLA | 75% of earnings, to age 65 Taxable/no COLA |
| DENTAL Ontario Dental Association (ODA) Fee Guide | One year lag | One year lag | One year lag | Current year |
| Basic Coverage | 100%, Unlimited, adult recall every 9 months | 100%, Unlimited, adult recall every 9 months | 100%, Unlimited, adult recall every 9 months | 100%, Unlimited, adult recall every 9 months |
| Major Coverage | 60% major restorative, 70% Dentures (combined maximum \$4,000/year) | 60% major restorative, 70% for dentures (combined maximum \$4,000/year) | 80% major restorative and dentures (combined maximum \$5,000/year) | 80% major restorative and dentures (combined maximum \$2,000/year) |
| Ortho Coverage | 50%, \$5,000/life | 50%, \$4,000/life | 50%, \$5,000/life | 50%, \$4,000/life |

| Benefit | CUPE Local 79 Full-Time (Inside Workers) | CUPE Local 416 (Outside Workers) | Management/Non- Union, Elected Officials, Accountability Officers | Local 3888 (Fire) |
|-----------------------|---|---|---|--|
| HEALTH | | | | |
| Reimbursement | 100% | 100% | 100% | 100% |
| Deductible | Nil | Nil | Nil | Nil |
| Drug Coverage | Generic Prescription | Generic Prescription | Generic Prescription | Generic Prescription |
| Dispensing Fee Cap | \$9.00 | \$9.00 | \$9.00 | \$9.00 |
| Hospital | Semi-Private | Semi-Private | Semi-Private | Semi-Private |
| Vision Benefit | \$450/24 months, may borrow following period's entitlement for laser vision surgery, max \$900 | \$450/24 months, may borrow following period's entitlement for laser vision surgery, max \$900 | \$450/24 months | \$450/24 months, may borrow following period's entitlement for laser vision surgery, max \$900. In addition, \$80.00 for eye exam every 24 months. |
| Hearing Aids | \$1,600 per person every 3 years | \$1,600 per person every 3 years | \$1,600 per person every 3 years | \$1,800 per person every 3 years |
| Out of Country | Yes – Emergency Only | Yes – Emergency Only | Yes – Emergency Only | Yes – Emergency Only |
| Paramedical | Yes - Services of a licensed chiropractor, osteopath, podiatrist, chiropodist, speech | Yes - Services of a licensed chiropractor, speech therapist, osteopath, podiatrist, | Yes - Services of a licensed psychologist, chiropractor, osteopath, podiatrist, speech | Yes - Services of a licensed chiropractor, osteopath, podiatrist, chiropodist, |

| Benefit | CUPE Local 79 Full-Time (Inside Workers) | CUPE Local 416 (Outside Workers) | Management/Non- Union, Elected Officials, Accountability Officers | Local 3888 (Fire) |
|---------------|--|---|--|--|
| | therapist or masseur to a maximum of \$400 per person per practitioner per year. Alternatively, eligible persons will have the option of combining cost toward one particular benefit to a maximum of \$800 per person per benefit year. Services of the above mentioned masseur will require a prescription from a physician, Surgeon or Osteopath in order to be eligible for | chiropodist or masseur to a maximum of \$400 per person per benefit year. Alternatively, eligible persons will have the option of combining cost toward one particular benefit to a maximum of \$800 per person per benefit year. Services of the above mentioned masseur will require a prescription from a physician, Surgeon or Osteopath in order to be eligible for | therapist or masseur to a maximum of \$500 per person per practitioner per year. | acupuncturist, naturopath or masseur to a maximum of \$500 per person per practitioner per year, to an overall maximum of \$2,000. |
| Physiotherapy | reimbursement. \$2,000 per year maximum | reimbursement. \$2,000 per year maximum | \$2,000 per year maximum | Unlimited |
| Private Duty | Up to \$25,000 | Up to \$25,000 | Up to \$25,000 every | Up to \$60,000 |

| Benefit | CUPE Local 79 Full-Time (Inside Workers) | CUPE Local 416 (Outside Workers) | Management/Non- Union, Elected Officials, Accountability Officers | Local 3888 (Fire) |
|----------------------|--|---|--|---|
| Nurse | every 3 years | every 3 years | 3 years | every 3 years |
| Psychologist | \$300 per person per benefit year | \$300 per person per benefit year\$500 per person per benefit year | | \$1,000 per person per benefit year (including Masters of Social Work) |
| Laboratory Tests | Prostate Specific Antigen (PSA) & Ovarian Cancer (CA125) to a maximum of \$40/person/year | gen (PSA) &Antigen (PSA) &Antigen (PSA) &rian CancerOvarian CancerOvarian CancerA125) to a(CA125) to a(CA125) to aaximum ofmaximum ofmaximum of | | Lab tests & x-rays not covered by OHIP – excluding other forms of imaging |
| Orthotics | 1 pair per person/per year (administrative guidelines apply) | 1 pair per person/per year (administrative guidelines apply) | 1 pair per person/per year (administrative guidelines apply) | 1 pair per person/per year (administrative guidelines apply) |
| Orthopaedic Shoes | One pair of orthopaedic devices per person every 2 benefit years for persons over 18 years of age (for persons 18 and under, there is no change in the entitlement). In addition, off-the- | One pair of orthopaedic devices per person every 2 benefit years for persons over 18 years of age (for persons 18 and under, there is no change in the entitlement). | One pair of orthopaedic devices per person every 2 benefit years for persons over 18 years of age (for persons 18 and under, there is no change in the entitlement). In addition, off-the- | 1 pair per person/per year (administrative guidelines apply) |

| Benefit | CUPE Local 79 Full-Time (Inside Workers) | CUPE Local 416 (Outside Workers) | Management/Non- Union, Elected Officials, Accountability Officers | Local 3888 (Fire) |
|------------------------------------|--|--|---|--|
| | shelf orthopaedic devices will only be allowed if there is a custom made modification and reimbursement of expenses will be limited to the cost of such modification. | | shelf orthopaedic devices will only be allowed if there is a custom made modification and reimbursement of expenses will be limited to the cost of such modification. | |
| Survivor Benefits | If eligible to retire at time of death, coverage for spouse until employee would have turned age 65 | If eligible to retire at time of death, coverage for spouse until employee would have turned age 65 | If eligible to retire at time of death, coverage for spouse until employee would have turned age 65 | 10 years of coverage (regardless of age of employee) |
| LODD Survivor Benefits | N/A | N/A | N/A | Coverage provided until the employee would have turned 65 |
| Health Care Spending Account | N/A | N/A | \$50 Single / \$100 Family | N/A |

*1: Employees given one-time option to either remain in the sick leave accumulation plan or transfer to the new Injury or Illness Plan effective January 1, 2010.

Enhancing Toronto's Business Climate

Issue

Toronto, while a competitive place to do business internationally, had been losing employment to the surrounding regions with negative implications to fiscal and economic sustainability. In response to significant job losses in the City between 1990 and 2004, Council approved a public consultation process with regard to City and Provincial property tax policies in June 2004. The consultations resulted in the Enhancing Toronto's Business Climate Strategy, a comprehensive action plan, consisting of initiatives intended to enhance the City's competitiveness over the long term. This has resulted in a positive effect with businesses returning to Toronto and new investment attraction.

Background

Key elements of the City's initiatives have included:

- A phased plan for the reduction in business tax ratios from the then existing ratio of 3.8 to 4.3 times the residential rate, to 3.0 times by 2015 and 2.5 by 2020;
- An accelerated reduction in small business tax ratios to 2.5 times by 2015;
- Limiting business tax increases;
- Eliminating property tax inequities caused by the capping/clawback system by accelerating properties to their fair full-CVA (Current Value Assessment) level of taxation;
- From the Province, a reduction in Toronto's business education tax rates phased in by 2014;
- A financial incentives program to attract key employment sectors (Tax Increment Equivalent Grants "TIEGs");
- A 30% discount on the water rate to assist industrial competitiveness;
- Development Charges (DC) exemption for industries and minimal DC charge only on ground floor of commercial buildings, which are the lowest DCs in the GTA;
- Gold Star Service through the City's Buildings and Planning Divisions to streamline the development approvals process; and
- Enterprise Toronto to support small business start-up and development.

Implications

Although there are many factors influencing business competitiveness, reducing business taxes and providing development incentives has made a positive influence. Since 2005, the following positive impacts to Toronto's economy have occurred:

<u>Jobs</u>

• The total net number of jobs in the City of Toronto has increased by approximately 101,000, which includes approximately 20,000 jobs lost due to the 2008 recession. This is in comparison to the 100,000 jobs lost between 1989 and 2004.

Construction

- Over 1 million sq. ft of downtown office space has recently been completed, including Bay-Adelaide Centre West, MaRS Centre Phase II, and Coca Cola – 333 King Street E;
- Five new international hotels, representing close to \$2 billion in investment, have been completed or are close to completion, including Trump International Hotel, Bay St., Four Seasons Hotel, Bay St., Shangri-La Hotel, University Ave., Ritz Carlton Hotel, Wellington St., and Delta Hotel, Bremner Blvd;
- 5.1 million sq. ft of downtown office space is under construction, including Bremner Tower, RBC Waterpark III, Bay-Adelaide Centre East, Sun Life Tower, The Globe and Mail Centre, and the Ernst and Young Tower; and
- Industrial development with an estimated investment of \$500 million is underway, as well as commercial development with an estimated investment of \$1.2 billion.

Strategic Employment

- The Tax Increment Equivalent Grant (TIEG) initiative incents development in key strategic industry sectors. This includes: Biomedical, Computer Systems Design and Services, Creative Industries, Food and Beverage Wholesaling, Financial and Business Services, Information Services and Data Processing, Manufacturing, Office, Scientific Research and Development, and Software Development;
- A Brownfield Remediation Tax Assistance Grant (BRTA) that provides for a cancellation of property taxes for a period of up to 3-years after development of contaminated lands; this grant may be in addition to the TIEG;

- A number of new developments have been attracted to Toronto as a result of the Tax Increment Equivalent Grant program. There are currently 24 Projects with signed TIEG Agreements with a total estimated investment of \$1.7 billion; and
- A number of developments are completed and are receiving TIEGs, notably including:
 - Pinewood Studios (formerly Filmport) a \$27 million major sound and film studio to establish Toronto as 'Hollywood North';
 - Corus a \$180 million media complex on the Waterfront;
 - 18 York street a \$340 million office development; and
 - Apollo Health and Beauty \$77 million for manufacturing, research and development of health and beauty products and head office.

Current Status and Next Steps

Reduction in Municipal Business Taxes and Tax Ratios

As a result of the Enhancing Toronto's Business Climate property tax initiatives, Toronto's businesses are paying \$432 million less in taxes than they would have otherwise paid since 2006. The following two charts show the municipal tax reductions and/or savings between 2006-2010 and 2011-2014, respectively:

| Year | 2006 | 2007 | 2008 | 2009 | 2010 | | |
|---|---|--------|--------|-----------------------------------|----------------|------------|--|
| | Council' | | | | | | |
| | Climate Policy for one-third of increase to | | | | | | |
| | non-resi | | | | | | |
| | | | | Policy ated Smal ss Tax Red | | | |
| Residential Tax Increase | 3.00% | 3.80% | 3.39% | 4.00% | 2.90% | | |
| Business Tax Increase | 1.00% | 1.27% | 1.13% | 1.33% | 0.97% | Cumulative | |
| Business Tax Relief (\$M in forgone tax increase | \$36.7 | \$47.0 | \$42.5 | \$51.1 | \$37.6 | \$215.0 | |
| revenue) Additional Small | Rusines I | Poliof | \$8.3 | \$4.9 | \$14.5 | \$ 27.7 | |
| | Dusilless I | | ψ0.3 | ψ4.3 | ψ1 4. J | \$242.7 | |

Chart 1: 2006-2010

5.13

Chart 2: 2011-2014

| Year | 2011 | 2012 | 2013 | 2014 | |
|--------------------------|--------|--------|--------|--------|------------|
| Residential Tax | | | | | |
| Increase | 0% | 2.50% | 2.0% | 2.23% | |
| Business Tax Increase | 0% | 0.83% | 0.67% | 0.75% | Cumulative |
| Business Tax Relief (\$M | | | | | |
| in forgone tax increase | | | | | |
| revenue) | - | \$24.0 | \$19.3 | \$21.6 | \$64.9 |
| Additional Small | | | | | |
| Business Relief | \$19.8 | \$28.6 | \$33.9 | \$42.3 | \$124.6 |
| | | | | | \$189.5 |

The chart below shows the progress in reducing tax ratios, compared with the residential property tax rate, since the start of the "Enhancing Toronto's Business Climate" policy in 2006. A small business tax class was established in January 2008 in order to accelerate the tax reduction for neighborhood retail and this class is expected to reach the targeted 2.5 ratio in 2015. The rest of the business class and multi-residential class will reach the 2.5 ratio in 2020.

| | Historic | | Actual | | | | | Projected | |
|-----------------------|----------|------|--------|------|------|---------------------------------|----------------------|----------------|----------------|
| | 2006 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 Target | 2020 Target |
| Commercial | 3.68 | 3.37 | 3.26 | | | 3.12 | | | |
| Industrial | 4.09 | 3.55 | 3.26 | 3.23 | 3.17 | (vs. 3.15 target) | 3.07 (vs. 3.08 | 3.00 | |
| Multi- Residential | 3.63 | 3.38 | 3.31 | 3.31 | 3.26 | 3.18 (vs. 3.15 target) | targe t) | 3.00 | 2.50 |
| Small Business | n/a | 3.26 | 2.97 | 2.93 | 2.81 | 2.76 | 2.63 | 2.50 | |

Business Education Tax (BET) Reductions

In 1998, the Province announced a plan to reduce commercial and industrial education tax rates in municipalities whose education property tax rates were above the provincial average. This resulted in a reduction in education property taxes for Toronto's businesses by a total of \$262 million between 1998 and 2002. The Province reinstituted this business education tax reduction initiative in 2007, resulting in a further \$21.1 million reduction

between 2008 and 2014, for a total BET reduction for Toronto's businesses of \$283 million between 1998 and 2014.

Reaching Current Value Assessment (CVA)

In 2009, the province legislated changes that provide municipalities with tools to increase progress towards CVA. As a result, 61% of commercial properties (22,522), 56% of industrial (2,191) and 72% multi-residential properties (2,818) are now at their full CVA-level of taxation (as of 2014). It is projected that most properties will reach their full CVA-level of taxation by 2020.

Lowest Development Charges in the GTA

Toronto has the lowest development charges in the GTA, as illustrated by the chart below. Toronto's Development Charge (DC) By-Law exempts industrial development and all commercial development except the ground floor from the payment of DCs.



Development Charges Rate Comparison – Eight-storey Commercial (100,000 sq.ft.)

Reduction in Industrial Process Water Rates

Effective January, 2008, City Council adopted an industrial process user water rate structure to provide a competitive rate for Toronto's industries; this rate structure provides a 30% discount for industries who comply with water conservation initiatives and the sewer use by-law. A large industry using 1 million cubic meters of water will realize a savings of \$880,000 in 2014 under this plan.

Business Tax Competitiveness Next Steps

The value to businesses and multi-residential of moving to the reduced tax ratio of 2.5-times the residential tax rate is currently estimated at \$167 million. This can be broken down as follows:

- \$104 million reduction in taxes for commercial;
- \$10 million reduction in taxes for industrial; and
- \$52 million reduction in taxes for multi-residential.

The City will continue its policy of moving business and multi-residential tax rates to 2.5-times the residential tax rate by limiting tax increases on the non-residential classes and by shifting tax burden to the residential class.

Water Rate Competitiveness

Staff is in the process of reviewing the water rate structure and the longer term financing of water and waste water services. The outcome of the review, which will include public consultations, will be reported to Council in 2015.

Contact

Joe Farag Director, Corporate Finance Corporate Finance 416-392-8108, <u>jfarag@toronto.ca</u>

Adir Gupta Manager, Financial Policy Corporate Finance 416-392-8071, <u>agupta@toronto.ca</u>



Council Briefing Book

Volume 1: Toronto's Government

Tab 6 – Profiles of City Programs

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- 6.2 Affordable Housing Office
- 6.3 Children's Services
- 6.4 City Clerk's Office
- 6.5 City Manager's Office
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- 6.7 Court Services
- 6.8 Economic Development and Culture
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- 6.20 Shelter, Support and Housing Administration
- 6.21 Social Development, Finance and Administration
- 6.22 Solid Waste Management Services
- 6.23 Toronto Building
- 6.24 Toronto Employment and Social Services
- 6.25 Toronto Fire Services
- 6.26 Toronto Paramedic Services
- 6.27 Toronto Water
- 6.28 Transportation Services



311 Toronto

Mission Statement

311 Toronto ensures a single point of access to non-emergency City of Toronto program and service inquiries for all residents, businesses and visitors, in order to provide convenient, prompt, accurate and reliable City government information and requests for service to the public, while making the best use of staff expertise, resources and technology.

Program Map



2014 Service Overview

311 Toronto is an easy-to-remember telephone number which provides residents, businesses, and visitors with access to non-emergency City services, programs, and information 24 hours a day, seven days a week. 311 Toronto can be contacted by phone, e-mail, fax, or mail. The 311 website also provides access to a wide range of online services, including service requests and tracking.

311 Development Project

The 311 Development Project develops and manages delivery of the 311 Service Model through the 311 Project Management Office (PMO) on time, on budget and within scope. It is responsible for overall leadership in project planning, divisional coordination, and capital expenditure approvals in order to ensure business deliverables are met and enhance the 311 Toronto Program.

311 Service Delivery

311 Service Delivery provides customer service to residents, businesses and visitors requesting information and services. There are different channels the public can use to access this service, including "live" agents at the Contact Centre, email, fax, mail, smart phone apps, and our website, which either provide personalized information or directly access the 311 Knowledge Base.

311 Information and Business Processing

311 Information and Business Processing ensures the quality of business processes for the delivery of integrated City Services, and ensures information contained in the 311 Knowledge base is complete and accurate.

311 Performance Reporting

Performance Reporting provides metrics and service data to internal clients.

2014 Operating Budget

| Service | 2014 Approved Bud (\$000's) | | |
|---|--------------------------------|----------|--|
| | Gross Net | | |
| 311 Development Project | 3,131.5 | 662.2 | |
| 311 Service Delivery | 13,060.2 | 8,013.9 | |
| 311 Information and Business Processing | 1,372.8 | 1,372.8 | |
| 311 Performance Reporting | 236.1 | 236.1 | |
| Total | 17,800.6 | 10,285.0 | |

2014 Capital Budget

The 2014 Capital Budget for 311 Toronto of \$5.439 million will:

- Maintain the technology solution in a state of good repair to ensure continuity of the 311 Contact Centre operations (\$2.788 million); and
- Continue service improvements by implementing Phase 2 of the Cross Divisional Scheduler and initiating assessment phase of integration of a payment module that will enable the public to register and pay for programs through 311 Toronto (\$2.650 million).

Key Contact

Therese Damaso Acting Director 311 Toronto 416-392-3696, tdamaso@toronto.ca

Affordable Housing Office

Mission Statement

To enhance the health of Toronto's people, neighborhoods, economy and environment by delivering funding and incentives and by developing housing solutions, to create and maintain safe, affordable, rental and ownership housing for lower-income residents. The Affordable Housing Office accomplishes this by delivering federal, provincial and City affordable housing programs and by working with the private and non-profit sectors to develop and maintain affordable rental and ownership housing, revitalize communities and create employment.

Program Map



2014 Service Overview

The Affordable Housing Office (AHO) is responsible for the stewardship of Federal, Provincial, and City investments to create and maintain safe, affordable housing for lower-income residents, and to develop innovative housing solutions through polices and partnerships, supporting Housing Opportunities Toronto, An Affordable Housing Action Plan 2010-2020.

New Affordable Housing Development

New Affordable Housing Development facilitates the development of new affordable, supportive and transitional housing for lower-income residents and creates jobs through construction, conversion and community revitalization. It assists lower-income residents to purchase a new, affordable home by delivering the City's Home Ownership Assistance Program (HOAP) and federal-provincial affordable home ownership funding. Finally, it creates affordable housing by delivering city, provincial and federal funding and incentives, pursuing innovative strategies and providing advisory services.

Housing Improvement Loans and Grants

Housing Improvement Loans and Grants supports lower-income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities through housing improvement loans and grants. It facilitates essential housing health and safety repairs and modifications by delivering the Toronto Renovates program with federalprovincial funds.

Housing Policy and Partnerships

Housing Policy and Partnerships develops, promotes, leads and leverages innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors, e.g., the privatesector housing roundtable report Housing Makes Economic Sense. It ensures effective and efficient use of city, provincial and federal affordable housing funding and incentives in line with city priorities and other legislative and policy frameworks including Housing Opportunities Toronto - An Affordable Housing Action Plan 2010-2020. Finally, it supports the City Manager and Deputy City Manager in providing strategic intergovernmental relations and other advice on housing and homelessness issues, such as Putting People First.

| Service | 2014 Approved Budget (\$000's) | | | |
|--------------------------------------|-----------------------------------|---------|--|--|
| | Gross | Net | | |
| New Affordable Housing Development | 995.2 | 397.7 | | |
| Housing Improvement Loans and Grants | 871.3 | 396.4 | | |
| Housing Policy and Partnerships | 876.7 | 400.8 | | |
| Total | 2,743.2 | 1,194.8 | | |

2014 Operating Budget

Key Contact

Sean Gadon Director Affordable Housing Office 416-338-1143, <u>sqadon@toronto.ca</u>



Children's Services

Mission Statement

Children's Services is the service system manager for child care within Toronto. In partnership with the community, the program promotes equitable access to high quality care for children, and support for their families and caregivers. An integrated approach to planning and management ensures that services to children promote early learning and development, respond to families' needs and choices, and respect the diversity of Toronto's communities.

Program Map



2014 Service Overview

Children's Services promotes access to high quality early learning, and provides child care and supports for families through a well-planned and well-managed system. All families in Toronto benefit from a range of services that promote healthy child development and family well-being.

Child Care Delivery

Child Care Delivery provides 24,932 fee subsidies to help eligible families with the high cost of early learning and care. It also provides Family Well-Being Support services, which include supports to families for difficult personal circumstances or special needs. Finally, it delivers child care directly through Toronto Early Learning and Child Care Services, which provides enriched early learning and care service to families in high-risk and under-served neighbourhoods, with a focus on skill development and school readiness.

Child Care System Management

Child Care System Management plans and manages Toronto's child care system in accordance with the Child Care Service Plan and provincial guidelines. It plans and implements policies and programs within the provincial legislative framework, designed to meet specific local requirements. In this capacity, the City develops and implements planning processes and programs to address child care service gaps.

Through administration of Best Start Wage Improvement, Wage Subsidy, Pay Equity and Occupancy grants, Child Care System Management enables providers to maintain affordability of child care services and build relationships with stakeholders, including community agencies, other levels of government, school boards, and families.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | | | |
|------------------------------|-----------------------------------|----------|--|--|
| | Gross | Net | | |
| Child Care Delivery | 353,687.5 | 65,982.6 | | |
| Child Care System Management | 66,959.2 | 10,733.8 | | |
| | | | | |
| Total | 420,646.7 76,7 | | | |

2014 Capital Budget

The 2014 Capital Budget for Children's Services of \$5.014 million, including carry forward funding, will:

- Continue to deliver capital upgrades in the municipally-owned child care centres located in City-owned facilities (\$1.584 million), which are part of the \$14.110 million ongoing Toronto Early Learning Child Care Centres (TELCCC) SOGR project;
- Complete the delivery of the CSIS III system upgrade (\$2.108 million);
- Upgrades to the Squirrel's Nest Day Care Centre (\$0.077 million);
- Complete the security upgrades at the Regent Park Children's Hub (\$0.070 million); and
- Begin the \$0.625 million feasibility study for the Service Efficiency Implementation project to establish the foundation for the project development.

Key Contact

Elaine Baxter-Trahair General Manager Children's Services 416-392-8143, <u>ebaxter@toronto.ca</u>

City Clerk's Office

Mission Statement

The mission of the City Clerk's Office is to build public trust and confidence in local government. The City Clerk's Office provides the foundation for municipal government in Toronto through three service areas: Elect Government, Make Government Work, and Open Government.

Program Map



2014 Service Overview

Elect Government

The City Clerk is an independent officer under the *Municipal Elections Act*, *1996*, responsible for conducting elections, by-elections, and questions on the ballot whenever one is required. The Clerk must maintain election readiness at all times.

Make Government Work

The City Clerk's Office enables City Council to govern and represent the citizens and the City of Toronto. It maintains the transparency and
M Toronto

accessibility of government decision making processes, provides administrative support to elected and accountability officials, delivers protocol services for Canada's largest and most diverse City, and delivers provincially delegated services.

Open Government

The City Clerk's Office provides corporate information management services that promote open government through policies, programs and standards, ensures access to City information in all formats through the information lifecycle, and delivers top-quality and efficient information production services such as design, print, and mail.

City Clerk Office staff work out of more than 12 locations across the City.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|---|----------|-----------------------------------|--|
| | Gross | Net | |
| Elect Government | 16,210.3 | 1,238.6 | |
| Make Government Work | 15,838.3 | 14,658.4 | |
| Support to the Deputy Mayor | 882.8 | 882.8 | |
| Open Government | 26,718.3 | 15,630.9 | |
| | | | |
| Total | 59,649.7 | 32,410.6 | |

2014 Capital Budget

The 2014 Capital Budget for City Clerk's Office of \$6.021 million will continue:

- The Toronto Election Information System (\$2.439 million), a multimodule system that supports all aspects of the municipal election;
- The Infrastructure to Support Council/Committee Meetings project (\$0.425 million), which promotes greater public access to Committee meetings through web-streaming, and provides for system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings;



- The Alternate Voting project (\$0.513 million), which has 2 phases with phase 1 being e-polling for automated polling for local matters such as formation of Business Improvement Areas and traffic measures; and
- The Information Management Infrastructure project (\$1.458 million), including Electronic Document & Record Management Solution (EDRMS), Open Information project and Forms Management.

Key Contact

Ulli S. Watkiss City Clerk 416-392-8010, <u>uwatkis@toronto.ca</u>

City Manager's Office

Mission Statement

The City Manager is the head of the public service and provides advice to Council on the City's fiscal, organizational and service responsibilities. The City Manager is directly accountable to Council for the policy direction and program delivery of all City divisions and provides advice to Council on agency and corporation governance structures and relationships to the City.

The City Manager's Office has six divisions: Executive Management, Equity, Diversity and Human Rights, Human Resources, Internal Audit, Strategic and Corporate Policy and Strategic Communications.



Program Map

2014 Service Overview

As head of the public service the City Manager provides integration, coordination and oversight across the City and supports the Mayor as the head of government, head of Council, and intergovernmental lead. The office ensures that Mayor and Council priorities are understood and implemented by the public service and aligns resources across the organization to achieve priorities. The City Manager provides clear direction to the public service on financial accountability and implements checks and balances to ensure management accountability for programs and services.

The City Manager's Office delivers service through six main areas:

Executive Management

The Executive Management division supports the day to day operation of the City Manager's office and the daily work of the City Manager, including

M Toronto

issues management. It focuses on corporate-wide work including municipal performance measurement and benchmarking, monitoring the implementation of 2013-2018 Strategic Actions, coordinating staff reporting to City Council and Committees, leading corporate initiatives that have a positive impact on employee performance, leading Toronto's participation in national and international performance and indicator initiatives, and leading/supporting various continuous improvement initiatives.

Strategic & Corporate Policy

The Strategic & Corporate Policy Division is responsible for key functions including intergovernmental and agency relations, corporate policy development, the City's strategic planning process, administrative and Council governance, and corporate support for civic engagement.

The Division provides independent and objective analysis and advice to the City Manager and Council on matters where the City Manager has a clearly defined interest.

Strategic Communications

The Strategic Communications Division provides advice and leadership to the City with respect to communications planning, public education and issues management strategies. The Division ensures messages to the public are clear and consistent and support civic participation and understanding of Council priorities, emerging issues and City programs and services.

Equity, Diversity & Human Rights

Equity, Diversity & Human Rights provides corporate leadership and support to divisions to ensure that programs and services are responsive to the needs of Toronto's diverse communities. The division provides expert advice, promotes and manages human rights and implements key corporate initiatives to foster equity, diversity and inclusion in City practices.

Internal Audit

Internal Audit assists in strengthening risk management and controls across the City. The division acts as a resource to the City Manager, Deputy City Managers, division heads and City staff, and provides objective assurance and advice to help mitigate business risks, improve operations, as well as promote responsibility and accountability across City programs and services.

M Toronto

It performs audits of various programs and business processes, conducts special investigations, and provides advice and guidance to divisions in the design and development of new programs, processes and systems.

Human Resources

The Human Resources Division provides leadership and promotes excellence in human resources management to enable the City of Toronto to achieve its service and business objectives.

The division oversees recruitment, job evaluation and pay equity; management of HR data and systems; organization development and learning, resources for management and staff and change management; and building collaborative employee and labour relations.

It develops, implements and monitors corporate policies and partners with corporate and divisional clients in occupational health and safety including workplace wellness, employee assistance, and return-to-work programs.

The division consists of four services: Employee & Labour Relations, Employment Services, Organizational Employee Effectiveness, and Safe & Healthy Workplaces.

| Service | | oved Budget 00's) | |
|--|----------|----------------------|--|
| | Gross | Net | |
| Executive Management | 2,931.5 | 2,913.7 | |
| Strategic & Corporate Policy | 4,007.6 | 3,598.1 | |
| Strategic Communications | 5,832.4 | 4,411.8 | |
| Equity, Diversity and Human Rights | 1,704.0 | 1,701.5 | |
| Internal Audit | 1,144.0 | 533.0 | |
| HR Employee & Labour Relations | 7,982.7 | 9,808.4 | |
| HR Employment Services | 11,632.0 | 9,591.4 | |
| HR Organizational Employee Effectiveness | 7,277.8 | 5,680.9 | |
| HR Safe & Healthy Workplaces | 11,341.2 | 9,994.1 | |
| | | | |
| Total | 53,853.4 | 45,233.6 | |

2014 Operating Budget



Key Contact

Joseph P. Pennachetti City Manager 416-392-3551, <u>jpennac@toronto.ca</u>

City Planning

Mission Statement

City Planning builds a great city through excellence in planning and advice, and implements Toronto's Official Plan for a sustainable, connected city of neighbourhoods where life and business flourish.

Program Map



2014 Service Overview

City Planning supports residential and employment growth, protects existing stable residential neighbourhoods and the natural environment, provides opportunities for affordable housing, renews and enhances social and physical infrastructure, advances the Climate Change Plan, grows transit use, raises the quality of Toronto's architecture and urban design, enhances heritage preservation, and supports community engagement in the planning of the City.

Development Review, Decision and Implementation

City Planning reviews development applications to ensure desirable development through public consultation and timely review processes, while implementing Council-mandated planning policies and applying relevant provincial regulations and plans. This service includes the following key service activities:

- Committee of Adjustment servicing approximately 2,400 applications per year, comprised of the following activity types:
 - Minor Variance
 - o **Consent**
- Community Planning, consisting of the following activity types:
 - Planning Act Applications: responding to a targeted 60 per cent of complete development applications streamed quick, routine and complex within three, four and nine months, respectively.
 - City of Toronto Act Applications
 - Agreements under the Planning and City of Toronto Acts
 - Development Implementation
 - Developer Public Art Implementation
 - Design Review Panel
 - Section 37 Implementation
- Heritage Review, including the following activity types:
 - Heritage Demolition and Alteration Approvals (or Refusals), with a decision provided with 90 days.

City Building and Policy Development

City Planning improves the built environment, the integration of land use and transportation, the natural environment, the optimization of the City's waterfront assets, the partnership with planning agencies within the Greater Golden Horseshoe, and the quality and accessibility of Toronto's human services, all while ensuring the creation of sustainable neighbourhoods.

This service is comprised of the following key service activities:

- Plans, including the following activity types:
 - Official Plan Policies (which has a legislated requirement to bring policies into conformity with the Provincial Growth Plan within three years and to review the Plan every five years thereafter); and
 - Comprehensive Zoning By-law (with the legislated requirement to bring zoning into conformity with the Official Plan within 3 years).
- Policy, Strategies and Guidelines, for the following activity types:
 - Zoning Bylaw Amendment;
 - Implementation Plans, Studies and Guidelines;



- Inter-Regional/Inter-Governmental; and
- Program Policy and Practices.
- Surveys, Monitoring and Forecasting, comprised of the following activity types:
 - Employment Survey (provided on an annual basis);
 - Resident Survey;
 - Transportation Survey (with two-to-three surveys provided each year);
 - Community Services & Facility Surveys; and
 - Monitoring & Forecasting (demographic, housing, regional growth patterns, development activity, transportation and Section 37 forecasting is performed every five years and monitored yearly).

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|--|-----------------------------------|----------|
| | Gross | Net |
| Development Review, Decision & Implementation | 22,382.2 | 232.6 |
| City Building & Policy Development | 18,741.0 | 15,004.1 |
| | | |
| Total | 40,853.2 | 15,236.6 |

2014 Capital Budget

The 2014 Capital Budget for City Planning of \$10.392 million, including carry forward funding, will:

- Continue to meet legislated/statute-based requirements related to the City's Official Plan (\$0.300 million), Zoning By-law (\$0.755 million), and Archaeological Master Plan (\$0.050 million);
- Implement the Civic Improvement Places Program (\$3.226 million) at 9 sites;
- Proceed with the design for the John Street Revitalization project (\$2.315 million);
- Carry on with improvements to Front Street at Union Station (\$0.600 million); and



• Provide funding for various growth-related planning studies (\$3.065 million), including 18 Avenue/Area and 3 additional Heritage Conservation District Studies/Plans.

Key Contact

Jennifer Keesmaat Chief Planner & Executive Director City Planning 416-392-8772, jkeesma@toronto.ca



Court Services

Mission Statement

Court Services is committed to providing dispute resolution services to defendants and the public in Toronto in accordance with the *Provincial Offences Act* (POA) and the Memorandum of Understanding between the City of Toronto and the Ministry of the Attorney General, in order to ensure justice is fairly administered. Court Services also provides administrative support services to the Toronto Licensing Tribunal.

Program Map



2014 Service Overview

Provincial Offenses and Licensing Tribunal Dispute Resolution

Provincial Offenses and Licensing Tribunal Dispute Resolution provides administration and courtroom support for hearings related to charges stemming from offences under provincial statutes or municipal by-laws. Two types of hearings occur within Dispute Resolution services: Provincial Offences hearings on matters such as breaches under provincial law, by-laws and regulations; and administrative hearings for applications under the Toronto Licensing by-law.

Default Fine Collection Management

Default Fine Collection Management provides collection management services for timely collection and processing of outstanding fines, and ensures appropriate action is taken on fines in default.

Court Case Management

Court Case Management provides administrative services to record and track breaches of laws by individuals in support of maintaining safe communities. It completes court administration processes respecting charges issued by enforcement officers and others under provincial law; provides information to the public, creating, updating and maintaining the court record; schedules trials and processes payments; and identifies unpaid fines for enforcement.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|--|-----------------------------------|------------|
| | Gross | Net |
| Provincial Offences/Licensing Tribunal Dispute Resolution | 8,625.9 | 7,653.2 |
| Default Fine Collection Management | 5,745.8 | 5,122.2 |
| Court Case Management | 39,442.6 | (26,558.6) |
| | | |
| Total | 53,814.3 | (13,783.2) |

2014 Capital Budget

The 2014 Capital Budget for Court Services of \$0.351 million will:

- Begin the POA Video Conferencing project to incorporate audio and video conference technology into meetings with prosecutors and in courtrooms to allow interpreters to provide remote interpretation services. This technology will help to fully utilize an interpreter's time and maximize the value currently spent on interpretation services (\$0.140 million); and
- Continue the programming component of the Court Case look up project, which provides enhanced public access to the POA Court Case Management System. The completion of the project will allow customers to view their trial date and outstanding fine information on-line, as well as schedule early resolution meetings with prosecutors (\$0.211 million).

Key Contact

Barry Randell Director, Court Services Court Services 416-392-3835, brandel@toronto.ca 6.7

Economic Development and Culture

Mission Statement

Economic Development and Culture's (EDC) mission is to advance the City's prosperity, opportunity, and liveability by contributing to a thriving environment for businesses and culture.

Program Map



2014 Service Overview

Economic Development and Culture engages partners in the planning and development of the City's economic and cultural resources and delivers targeted programs and services to support its mission.

Economic and Cultural Competitiveness Services

Economic and Cultural Competitiveness Services nurture Toronto's economic strength in eight strategic industry sectors and 78 business improvement areas (BIAs). It analyzes and distributes economic, cultural, and tourism data and provides related advice as required. These programs include providing support for the City's international alliances. Staff work with internal and external partners to develop sound, ambitious, and worldleading City strategies for economic and cultural development.

Business Services

Business Services facilitates job creation and tax base expansion to help grow Toronto's economy by supporting the formation, opening, retention, and expansion of Toronto businesses. These programs include assisting start-up entrepreneurship, export development, site selection, and plant expansions. There are also a variety of specific services to support the film, music, tourism, and special events industries. In 2014 and 2015, there are a variety of specific programs to leverage opportunities presented by the Pan Am Games.

Cultural Services

Cultural Services boosts the role of culture in the social and economic development of the City and enhances Toronto's place as an international cultural centre. It provides programming, grants and other support for the arts, including public and community art, museums and heritage sites, and manages major City-led cultural events. These services foster an ever-expanding capacity for cultural expression with an added focus on artistic excellence. In 2014 and 2015, there are a variety of specific programs to enhance the success of the Pan Am Games.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|-----------------------------------|----------|-----------------------------------|--|
| | Gross | Net | |
| Economic Competitiveness Services | 9,080.8 | 5,689.5 | |
| Business Services | 6,593.2 | 3,496.2 | |
| Cultural Services | 55,420.1 | 39,507.2 | |
| | | | |
| Total | 71,094.1 | 48,692.9 | |

2014 Capital Budget

The \$32.481 million 2014 Capital Budget for Economic Development and Culture will:

- Complete the construction of the Fort York Visitor Centre (\$12.8 million), which will provide visitor reception and orientation to the 42-acre site, and enhanced exhibition space to better inform Torontonians and tourists about the City's key historical roots;
- Deliver the first phase of the Toronto Centre for the Arts Main Stage Reconfiguration (\$2.3 million);
- Provide combined funding for the BIA Streetscape Improvement Program (\$5.8 million) to generate economic growth through joint investment with the BIAs;
- Enhance Cultural Infrastructure, including the major Prince Edward Viaduct Luminous Veil project – funded from the Major Special Event Reserve (\$1.6 million); and
- Continue and enhance state of good repair maintenance and rehabilitation work on historic heritage sites including:
 - Casa Loma (\$2.2 million);
 - John Street Roundhouse (\$0.6 million);
 - Todmorden Mills Centre (\$0.5 million); and
 - Berkeley Theatre (\$0.3 million).

Key Contact

Michael H. Williams General Manager Economic Development & Culture 416-397-1970, <u>mwillia5@toronto.ca</u>

Engineering and Construction Services

Mission Statement

To create safe and sustainable municipal infrastructure that enhances the quality of life for the people of Toronto, through professionalism in project planning, engineering and project management services.

Program Map



2014 Service Overview

Engineering and Construction Services provides specialized engineering design and construction services to internal clients (Toronto Water, Transportation Services, Solid Waste Management Services) and external clients (development industry, utility companies and other public agencies) creating safe and sustainable municipal infrastructure.

Delivery of services is provided through the following units:

Design & Construction

(*Major, Linear Underground, and Transportation Infrastructures*)

These areas plan, design, and construct the renewal, upgrading, and new municipal infrastructure for internal clients and external agencies across the City. The City infrastructure includes:

- Water, solid waste and wastewater treatment facilities
- Stormwater management infrastructure

6.9



- Trunk sewers and transmission mains
- Water distribution mains and local sewers
- Bridges, structures and expressways
- Local and major roads
- Streetcar ways

Engineering Review

Engineering Review ensures that applications for land developments and third-party projects conform to City standards, policies, guidelines and procedures and that they can be serviced by existing infrastructure and where that is not possible, new or upgraded infrastructure is identified and provided.

Other services include:

- Soil and groundwater quality assurance for developers
- City-wide utility mapping

Engineering Support Services

Engineering Support Services provides centralized support to Engineering & Construction Services' business units, by providing information technology, developing improved standards and processes, delivering surveying and construction inspection services, and processing contracts, tenders and payments.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|--|----------|-----------------------------------|--|
| | Gross | Net | |
| Municipal Infrastructure Design & Construction | 56,929.3 | 5,437.1 | |
| Engineering Information | 9,029.6 | 2,167.1 | |
| | | | |
| Total | 65,958.9 | 7,604.2 | |

Key Contact

Michael D'Andrea Executive Director Technical Services 416-392-8256, <u>mdandre@toronto.ca</u>

Facilities Management, Real Estate Services and Environment and Energy Divisions

Mission Statement

To work collaboratively and responsively with our clients to advance the citywide priorities by protecting and maximizing the City's property assets in an innovative and fiscally sustainable manner.

Program Map



2014 Service Overview

Facilities Management, Real Estate Services and Environment and Energy Divisions serve a wide range of clients including City programs, City agencies, residential and commercial tenants, Toronto building owners, Provincial and Federal agencies, visitors and residents.

Facilities Management

Facilities Management provides custodial, security, building maintenance, and construction services to City Divisions and agencies in accordance with service level agreements. It ensures facilities are safe, accessible and available to deliver programs and services by employing facility maintenance standards, life cycle planning and building condition assessments.

Facilities Management maintains facilities in accordance with prescribed use to a core service standard negotiated with the requirements of the occupant to comply with federal, provincial, and municipal legislation and client service level agreements as well as continuing to reduce energy demand and greenhouse gases, generate clean energy and maintain waste diversion targets.

Real Estate Services

Real Estate Services provides real property acquisition, appraisal and disposal services for the City and agencies and negotiate and manage leases of City properties with third party tenants. It facilitates property valuations, acquisitions, and disposals to ensure City programs can operate services in facilities that meet their needs for space, layout and geographical location, emphasizing value for money.

Real Estate Management maximizes lease revenue from City owned properties by negotiating optimal leasing arrangements. They also identify target properties for acquisition or disposal to ensure the City's building portfolio is optimal and focused on meeting the needs of City programs.

Environment and Energy Division

Environment and Energy Division leads the development and implementation of innovative environmental and energy policies and programs, to inspire citizens, businesses, organizations and other stakeholders to work with City staff to make Toronto North America's most environmentally sustainable city. It provides corporate leadership, coordination and accountability for environment and energy sustainability outcomes.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000`s) | |
|-----------------------|-----------|-----------------------------------|--|
| | Gross | Net | |
| Facilities Management | 118,744.5 | 69,517.6 | |
| Real Estate Services | 27,522.2 | (25,149.2) | |
| Environment & Energy | 42,574.9 | 21,784.6 | |
| | | | |
| Total | 188,841.5 | 66,153.0 | |

2014 Capital Budget

The Facilities Management, Real Estate Services and Environment and Energy Divisions 2014 Capital Budget of \$291.443 million will:

- Address Health & Safety and Legislated capital repairs such as barrier free access, environmental remediation, global security program and emergency issues (\$10.194 million);
- Implement State of Good Repair maintenance and rehabilitation projects to reduce outstanding backlog (\$45.545 million);
- Continue Service Improvement projects, including delivery of major capital projects such as Union Station Revitalization, Nathan Phillips Square Revitalization and the St. Lawrence Market North redevelopment project (\$235.704 million); and
- The Sustainable Energy Plan capital program will invest \$22.340 million in the City's energy infrastructure and local energy initiatives to reduce energy requirements from City operations, meet energy reduction targets set by City Council, reduce the Green House Gas footprint and ensure the future energy security of the City.

Key Contacts

Josie Scioli Chief Corporate Officer Chief Corporate Office Organization 416-397-4156, <u>jscioli@toronto.ca</u>

Jim Baxter Director Environment and Energy Division 416-338-1295, <u>Jbaxter2@toronto.ca</u> Joe Casali Director Real Estate Services 416-392-7202, jcasali@toronto.ca

Fleet Services

Mission Statement

To provide professional fleet management services to our clients in a fiscally and environmentally responsible manner.

Program Map



2014 Service Overview

Fleet Services provides responsive, flexible, comprehensive, and efficient fleet and fuel management services to City Divisions, Agencies, and Corporations to support the delivery of public programs and services. Fleet Services strives to minimize lifecycle costs, to maximize environmental sustainability, and to mitigate the risk of unsafe vehicle and equipment operations.

Fleet Management

Fleet Services manages and maintains a fleet of approximately 5,200 vehicles and pieces of equipment. Approximately 43 per cent of the City Fleet is made up of light-duty vehicles including cars, pickup trucks, vans and SUVs. Medium-duty vehicles account for 11 per cent, and various pieces of equipment account for 27 per cent. The City Fleet also includes a large number of heavy-duty vehicles which account for 19 per cent of the total.

M Toronto

This fleet profile reflects the diversity of a large urban city fleet which provides a comprehensive set of services to its residents and businesses.

Fleet Management ensures Vehicle Safety is maintained in accordance with the Commercial Vehicle Operators Registration (CVOR) Ontario Safety Rating, with an on-road performance level of 70 per cent or less of the overall CVOR threshold, and provides the operators' safety training in a timely manner.

Fuel Management

Fuel Management provides approximately 13.3 million litres of fuel per year to support divisional operations. It ensures that all of the City's fuel sites are adequately supplied and maintained to provide fuel 24/7 whenever required by the operators to perform their duties.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|------------------|----------|-----------------------------------|--|
| | Gross | Net | |
| Fleet Management | 30,248.2 | (25.5) | |
| Fuel Management | 17,540.7 | 25.5 | |
| | | | |
| Total | 47,788.9 | 0 | |

2014 Capital Budget

The \$54.926 million 2014 Capital Budget for Fleet Services will:

- Continue legislated projects, such as the Green Fleet Plan, an initiative dedicated to lowering emissions and taking advantage of innovative green (\$0.356million);
- Maintain state of good repair through the replacement of vehicles (\$38.417 million), which includes, but not limited to, the following programs: Solid Waste Management (\$9.997 million), Fire Services (\$13.547 million), Transportation Services (\$6.876 million) and Toronto Water (\$4.060 million); and



• Implement the Fleet Management System and Fuel Integration project (\$0.619 million); and City Fuel Sites closures and upgrades (\$3.103 million).

Key Contact

Lloyd Brierley Director Fleet Services 416-392-1034, <u>Ibrierl@toronto.ca</u>

Information and Technology

Mission Statement

To drive innovative Information Technology solutions that enhance the delivery of City Services.

Program Map



2014 Service Overview

Information & Technology delivers enterprise and business solution application development, maintenance and support for key City Programs and Services. I&T supports 850+ business solutions/applications, maintains the City's website, manages over 100 IT projects in partnership with divisions, and maintains the City's IT infrastructure with over 1200 servers and 20,000 computers.

Business IT Solutions

Business IT Solutions provides IT solutions to enable the business capabilities required by the City to deliver services. It provides solution and component acquisition, configuration development, sustainment and implementation of applications and solutions, and handles client support.

Computer and Communications Technology Infrastructure

Computer and Communications Technology Infrastructure provides enterprise hosting support to all business IT solutions deployed in the City. It manages City networks including internet, email and fax, telephone and wireless communication and IT devices, including computers, printers, and peripherals across the City. This service provides 24/7/365 support for the technology infrastructure and key business solutions at the City.

Enterprise IT Planning and Client Services

Enterprise IT Planning and Client Services provides a range of services to support enterprise strategic planning and business solution design, including planning, optimization and lifecycle management of IT projects and risk management. It also provides direct client support, including client relationship management, client consultation and advice, the service desk, and IT training and education.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|--|-----------------------------------|----------|
| | Gross | Net |
| Business IT Solutions | 35,580.0 | 19,908.4 |
| Computer & Communications Technology Infrastructure | 46,860.7 | 30,746.7 |
| Enterprise IT Planning & Client Services | 28,521.6 | 18,412.5 |
| | | |
| Total | 110,962.3 | 67,066.6 |

2014 Capital Budget

The \$60.734 million 2014 Capital Budget for IT will fund:

- State of good repair projects for:
 - Life-Cycle replacement and refresh of IT assets (\$17.648 million);
 - Email Replacement (\$3.879 million); and
 - Disaster Recovery (\$2.517 million).
- Service Improvement projects:
 - Time, Attendance and Scheduling Solution (\$4.601 million);
 - Employee Self Serve Payroll Portal (\$5.617 million);



- Web Development (\$3.538 million); and
- Enterprise Architecture (\$2.010 million).

Key Contact

Rob Meikle Chief Information Officer Information & Technology 416-392-8421, <u>robmeikle@toronto.ca</u>

Legal Services

Mission Statement

To provide the highest quality solicitor, civil litigation, and prosecution services to further the legal interests of and minimize the risks to the City of Toronto and its Agencies.

Program Map



2014 Service Overview

Legal Services is responsible for defending and supporting the City's interests and initiatives in a timely and cost-effective manner and minimizing risks. This includes providing independent legal advice, participating in interdisciplinary committees and providing strategic legal research and counsel. Legal Services provides legal policy direction and program delivery to all programs and City agencies.

Prosecution

This service prosecutes a wide range of high-profile offences of City bylaws and Provincial statutes. The Prosecution team fields a variety of legal issues, including constitutional and Charter challenges.

Civil Litigation

Civil Litigation represents and defends the City of Toronto in litigation matters at all levels of courts and administrative tribunals including, among others, the Ontario Municipal Board, Alcohol and Gaming Commission, Labour Relations Board, Workplace Safety and Insurance Appeals Tribunal and the Human Rights Tribunal.

Solicitor Services

The Solicitor team provides legal advice and preparation and review of contracts and related documents. It provides full-service strategic legal

advice and services, including municipal, environmental, labour and employment, property, contractual, planning and general law issues.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|--------------------|-------|-----------------------------------|--|
| | Gross | Net | |
| Prosecution | 7.8 | (6.3) | |
| Civil Litigation | 8.5 | 3.0 | |
| Solicitor Services | 30.8 | 22.5 | |
| | | | |
| Total | 47.1 | 19.1 | |

Key Contact

Anna Kinastowski City Solicitor Legal Services 416-392-0080, akinasto@toronto.ca



Long-Term Care Homes & Services

Mission Statement

Long-Term Care Homes & Services (LTCHS) provides a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community.

Our vision is to be recognized leaders in excellence and ground-breaking services for healthy aging, our positive environment, partnerships in education and research integrate knowledge and innovation. Our contributions shape and influence public policy. Our services improve resident and client outcomes; enhance quality of life throughout the continuum of care and for the people of Toronto.

Program Map



2014 Service Overview

LTCHS provides a variety of long-term health care services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community. The scope of services includes long-term care homes providing permanent, convalescent, and short-stay admissions; and community based programs, including adult day programs, supportive housing services, and homemaking services.

Long-Term Care Homes

Long-Term Care Homes provide exemplary long-term care services at ten (10) sites in the City of Toronto, with a total of 2,641 approved beds. Care and services are designed to respond to emerging community needs and serve vulnerable individuals, improve outcomes for residents and clients through innovative approaches in care, restorative therapies and programs that enhance quality of life.

All homes offer inter-disciplinary dementia care, physiotherapy, occupational therapy, dental care, optometry, complementary care, art and music therapy, lesbian, gay, bi and transgendered (LGBT) supports, community outreach including volunteer programs, and spiritual and religious care.

Community Based Programs

Community Based Programs ensure vulnerable individuals, especially frail seniors, receive quality care whenever possible at home while aiming to improve and/or maintain functional independence and quality of life.

Homemakers and Nurses Services, Supportive Housing Services and Adult Day Programs are integral parts of the continuum of care available to residents in order that they receive the right level of care at the right time.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|--------------------------|-----------|-----------------------------------|--|
| | Gross | Net | |
| Long-Term Care Homes | 220,300.8 | 44,395.5 | |
| Community Based Programs | 11,466.9 | 1,395.4 | |
| | | | |
| Total | 231,800.7 | 45,790.9 | |

2014 Capital Budget

The \$33.741 million 2014 Capital Budget for Long-Term Care Homes & Services will:

• Complete the necessary SOGR and Health and Safety work at 10 long-term care homes (\$10.440 million);



- Construction of Kipling Acres Phase 1, 192 bed home complete and fully occupied (\$7.546 million);
- Begin construction work at Kipling Acres Phase 2, a 145 bed facility project with expected completion by 2016 (\$15.305 million); and
- Begin planning studies related to the George Street Revitalization (LTC Homes) project and LTCHS' capital renewal strategy (\$0.450 million).

Key Contact

Reg Paul General Manager Long-Term Care Homes & Services 416-392-8896, <u>rpaul@toronto.ca</u>

Municipal Licensing & Standards

Mission Statement

Municipal Licensing and Standards contributes to the safety, vibrancy and maintenance of our communities by being a leader in the professional delivery of by-law enforcement, administration and animal care services to the City of Toronto.

The Divisions' mission is to deliver effective, efficient and professional services that enable and enhances:

- Safety and standards within our communities;
- Quality of life for visitors, residents and their pets; and
- A business's ability to operate successfully.

Program Map



2014 Service Overview

Municipal Licensing & Standards (MLS) provides bylaw administration and enforcement services to the City of Toronto. MLS deliverables include: business licensing; right-of-way permitting and by-law enforcement services with targeted strategies to address residential standards; zoning compliance; graffiti; noise; business inspections and enforcement; parks and community standards maintenance; and animal related issues.

By-law Enforcement

By-law Enforcement conducts inspections and undertakes enforcement of City of Toronto by-laws including: business license and permits, and enforcement of the Waste, Parks, and aspects of the Animals By-laws. Specific activities include:

- Business License Enforcement:
 - Mobile Businesses: i.e. taxi and limo, tow truck, street food vending;
 - Trade Licenses: i.e. contractors, holistic practitioners; and
 - Stationary Businesses: i.e. restaurants, adult entertainment clubs, night clubs, pawn shops.
- Other By-law Enforcement:
 - Parks conduct and permits, including dogs off leash;
 - Noise from licensed businesses;
 - Signs and Posters; and
 - Illegal dumping and littering.

Business Licensing and Permitting

Business Licensing and Permitting provides services that include the clearance and issuing of business licenses, café, marketing, and temporary sign right-of-way permits. It also includes oversight of the preparation of cases referred to the Toronto Licensing Tribunal, taxi/limousine training and mobile vehicle inspections. Specific activities include:

- Business Licensing:
 - Mobile Businesses: i.e. taxi and limo, tow truck, street food vending;
 - Trade Licenses: i.e. contractors, holistic practitioners; and



- Stationary Businesses: i.e. restaurants, adult entertainment clubs, night clubs, pawn shops, and personal service settings.
- Permitting:
 - Right-of-Way use for cafés, marketing, and street food vending; and
 - Temporary signs.

Property Standards, Inspection and Compliance

Property Standards, Inspection and Compliance conducts inspections and undertakes enforcement of City of Toronto by-laws related to property standards, property maintenance (including long grass and weeds, snow clearing and graffiti), noise, fences, zoning and signs. Specific activities include:

- Property Maintenance and Standards including Multi-Residential Apartment Building Audit program, Graffiti and Long Grass and Weeds;
- Other By-law Enforcement including Zoning bylaw compliance, Noise due to construction and other impacts, and Fences including pool enclosures; and
- Exemptions and permits including Noise bylaw, Fence exemption applications, and Graffiti regularization requests.

Animal Care, Control and Sheltering

Animal Care, Control and Sheltering promotes and supports the healthy and safe co-existence of people and animals in the City. This is done through education and enforcement of animal related legislation, provision of animal sheltering, adoption, lost pet reunification, licensing, pet sterilization and emergency animal rescue, removal and care. Specific animal activities include:

- Sheltering, impounding and medical care for stray and owner surrendered animals;
- Providing lost and found animal services;
- Emergency response for sick or injured animals and animal threats
- Animal sterilization;
- Investigating and enforcing the animal related provisions of the Municipal Code and The Dog Owners' Liability Act; and
- Licensing of dogs and cats.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|--|-----------|-----------------------------------|--|
| | Gross | Net | |
| By-Law Enforcement | 14,323.16 | 12,851.2613 ,784.5 | |
| Business Licensing, Enforcement & Permitting | 9,029.08 | -13.676.02 | |
| Property Standards, Inspection & Compliance | 15,258.37 | 13,673.77 | |
| Animal Care, Control & Sheltering | 11,418.29 | 8,211.19 | |
| | | | |
| Total | 50,028.90 | 21,060.20 | |

Key Contact

Tracey Cook Executive Director Municipal Licensing & Standards 416-392-8445, tcook2@toronto.ca

Office of the Chief Financial Officer

Mission Statement

The Office of the Chief Financial Officer ensures effective use of the Corporation's financial resources by providing sound financial management and advice; maintaining financial controls; developing and implementing effective financial strategies; and by providing timely, accurate and efficient services to City Divisions and agencies and the public.

Program Map



2014 Service Overview

The Office of the Chief Financial Officer delivers services through three service areas:

Finance and Administration

Finance and Administration provides financial management, program support, and organizational management consulting to internal service programs so that they can focus on the delivery of quality financial and shared services to other City divisions, City Council and the public.
Corporate Finance

Corporate Finance provides strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

Financial Planning

Financial Planning provides year-round financial analysis and recommendations on operational, service and capital infrastructure matters. The division also provides comprehensive annual and multi-year financial plans for approval by City Council, which outline the cost and financing required to deliver City services and capital infrastructure within the service level standards, affordability targets, and priorities established by City Council.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|--------------------------|----------|-----------------------------------|--|
| | Gross | Net | |
| Finance & Administration | 2,672.9 | 2,585.6 | |
| Corporate Finance | 5,217.9 | 1,762.3 | |
| Financial Planning | 8,311.7 | 5,097.9 | |
| | | | |
| Total | 16,202.5 | 9,445.8 | |

Key Contact

Roberto Rossini Deputy City Manager & Chief Financial Officer 416-392-8773, <u>rrossin@toronto.ca</u>

Office of the Treasurer

Mission Statement

The Office of the Treasurer provides effective financial and employee services to the corporation of the City of Toronto and its Divisions, Agencies and Corporations by ensuring accurate and timely pension, payroll & benefit services; procurement and materials management services; accounting, banking and accounts payable services; and revenue administration, billing, and collection services related to property taxation, water and sewage services, solid waste fees, parking tickets and the Municipal Land Transfer Tax.

Program Map



2014 Service Overview

The Office of the Treasurer provides a broad range of financial services to the corporation of the City of Toronto, including City agencies and corporations, and supports the strategic priorities of Council.

Pension, Payroll & Employee Benefits

Provides accurate and timely pension, payroll and benefits services to employees, elected officials and pensioners by processing the City's payroll and maintaining accurate employee information; administering the various City pension and benefit plans; processing the City's pension payroll and maintain accurate pensioner information; and providing information to and responding to all inquiries from city employees and pensioners regarding payroll, pension and benefit information.

Purchasing & Materials Management

Ensures the best value to the taxpayers of the City of Toronto in the procurement of goods and services by providing leadership, quality customer service and the application of open, fair, equitable and accessible procurement processes and practices to all City Divisions and designated Agencies and Corporations; providing material management and warehouse services in support of public program and service delivery; administering appropriate delegation of commitment authority; and developing innovative business practices.

Accounting Services

Provides quality accounting and financial advisory services to all City divisions, Agencies and Corporations in compliance with professional accounting principles, legislation, and Council policy. The following services are provided: prompt payment of the City's disbursement obligations; financial reporting services including preparation of the City's consolidated financial statements and the Provincial Financial Information Return (FIR); development, maintenance and protection of the integrity of the City's financial information systems; and provision of advice on accounting and sales tax matters to City divisions, Agencies and Corporations.

Revenue Services

Responsible for billing, collection and administration of revenues related to property taxation (including business improvement area levies and any other special levies adopted by Council); water and sewage services; solid waste fees, parking tickets, and municipal land transfer tax (MLTT). The Division's customer base includes residents, property owners, businesses and visitors within the City. Revenue Services also provides revenue support functions to other City divisions.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|--------------------------------------|-----------------------------------|----------|
| | Gross | Net |
| Pension, Payroll & Employee Benefits | 15,280.5 | 11,239.5 |
| Purchasing & Materials Management | 10,485.3 | 7,417.5 |
| Accounting Services | 13,165.4 | 10,467.1 |
| Revenue Services | 35,455.5 | 1,249.0 |
| | | |
| Total | 74,386.7 | 30,373.1 |

Key Contact

Giuliana Carbone Treasurer 416-392-8427, <u>gcarbone@toronto.ca</u>

Parks, Forestry and Recreation

Mission Statement

To improve the quality of life of Toronto's diverse communities by providing safe, beautiful parks; a healthy, expanding urban forest; and high quality, community focused recreational experiences.

Program Map



2014 Service Overview

Parks, Forestry and Recreation brings together all of Toronto's diverse communities on a common ground. They provide a wide variety of leisure

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and recreational opportunities that include all Toronto residents in parks, playing fields and amenities that are beautiful, clean, safe, and accessible.

Community Recreation

Community Recreation delivers a variety of recreation programs and services that promote the social and physical development for people of all ages, with an emphasis on children and youth. This service is comprised of the following activities:

- Active Living & Life Skills including Arts & General Interest; Fitness & Wellness; Aquatics; Camps; Skating; and Other Sports;
- Community Engagement including Youth Outreach; Volunteer Management; and Access and Diversity;
- Customer Service including Registration and Permitting; and
- Maintenance and Operation of Facilities including Recreation Centres; Ice Rinks and Pools.

<u>Parks</u>

Parks and Open Spaces provides clean, safe and well-maintained green space and park amenities for passive and permit use, and promotes the ways in which horticulture can enhance urban aesthetics. This service is comprised of the following activities:

- Parks Turf Maintenance:
 - Maintenance: grass cutting, watering, litter pick up, fertilizing.
- Parks Winter Maintenance:
 - Snow removal: plowing, salting, sanding, shoveling within 24 hours of storm after 5cm or more of snow; and
 - Ski hills: preparing hills for operation, preparing and servicing the ski lifts and associated equipment.
- Other Parks Services:
 - Litter pick up: once per week in parks and as required in parking lots;
 - Integrated Plant Health Care (IPHC): soil testing and assessment of new park developments and develop specifications for seed, organic fertilizer, topdressing, topsoil, mulch, wood, chips and sod;
 - Hard surface infrastructure: city wide program using acetic acid to treat weeds on hard surface areas;
 - Storm damage: clean up prioritized base on damage;
 - Animal operations: daily maintenance and care of animals;

- Ravine and watercourse maintenance: complaint driven;
- Community gardening: establish three-to-five community gardens per year;
- Beach maintenance: grooming once or twice per week, daily litter pick up and debris removal as required;
- Parks permits and special events support;
- Washroom maintenance: daily; and
- General Services: graffiti removal, parks' bench and table repairs, BBQ area maintenance, trail maintenance, sign installation and safety audits.
- Environmental Management
 - Risk assessed waterfront parks: regular visual inspection of risk management measures
- Horticulture Parks
 - Maintenance: watering, fertilizing and pruning
- Horticulture
 - Cornell/Campbell House Program of Excellence: currently under development
- Artificial Ice Rink
 - Ice Rinks: operate on-site ice resurfacing equipment for 49 outdoor ice rinks

Urban Forestry

Urban Forestry sustains and enhances the urban forest through planting of new trees, protection and maintenance of existing trees and forests, and operational planning for the future. This service is comprised of the following activities:

- Forest & Natural Environment Management including habitat restoration and enhancement;
- Tree Care Maintenance (includes parks, street trees and natural areas) including inspections, pruning, removal and general maintenance: reactive maintenance with up to nine to 12 months response time from initiated service request; and further development of proactive based area maintenance program for trees on city streets;
- Tree Protection and Plan Review (includes park trees, street trees, ravines and private trees) including construction and non construction related: up to 30 to 60 days for 75 per cent of permit applications and up to 60-90 days for 25 per cent of permit applications; and
- Tree Planting including residential and business district street tree replacement: within one and a half years of removal and planting of

new trees and shrubs.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|----------------------|-----------|-----------------------------------|--|
| | Gross | Net | |
| Community Recreation | 209,450.3 | 140,388.8 | |
| Parks | 139,017.3 | 111,903.4 | |
| Urban Forestry | 63,629.1 | 36,586.0 | |
| | | | |
| Total | 412,096.7 | 288,878.2 | |

2014 Capital Budget

The \$168.145 million 2014 Capital Budget for Parks, Forestry and Recreation will:

- Begin replacement of the Don Mills Civitan Arena (\$15.800 million);
- Begin repairs to community centres, bridges, ravines, and trails and pathways in 2014 that were damaged during the July 8, 2013 storm event (\$3.900 million);
- Continue construction of various Community Centres such as York Community Centre (\$12.343 million) and Regent Park Community Centre (\$14.626 million) projects;
- Continue the redevelopment of various parkland such as Grange Park (\$5.000 million), Berczy Park (\$3.395 million), and Ramsden Park (\$3.500 million);
- Continue state of good repair projects to address accumulated SOGR backlog through the Capital Asset Management Planning (CAMP) projects (\$46.453 million); and
- Complete the Expropriation of 111 & 113 Finch Ave. W & 46 Parkview (\$2.391 million) and Land Acquisition Edithvale Park (\$1.273 million) projects.

Key Contact

Janie Romoff General Manager Parks, Forestry & Recreation 416-392-8182, <u>jromoff@toronto.ca</u>

Policy, Planning, Finance and Administration

Mission Statement

Policy, Planning, Finance and Administration (PPF&A) provides centralized financial and administrative support to the Deputy City Manager and Cluster B Divisions so they can focus on providing services to the residents and businesses of Toronto.



Program Map

2014 Service Overview

PPF&A provides value-added business support to Cluster B divisions.

Organizational Effectiveness

Organizational Effectiveness provides strategic advice, planning, coordination and management reporting to Cluster B divisions to improve organizational effectiveness and service delivery. It provides support for the development

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of key performance indicators and continuous improvement initiatives in the Cluster. The Major Capital Infrastructure Coordination Office coordinates cross-divisional planning of major capital infrastructure projects with City divisions, utilities and external agencies.

Financial Management

Financial Management provides financial planning, reporting, analysis, advice, oversight and transaction processing to Cluster B divisions to ensure compliance with corporate policies. It coordinates the development of the operating and capital budgets for the Cluster.

Program Support

Program Support provides administrative, complement management, and payroll time entry services to Cluster B divisions to support improved service delivery.

Corporate Leadership (DCM)

The office of the Deputy City Manager, Cluster B guides the strategic direction of Cluster B for optimal program and service delivery. It provides corporate oversight and administrative governance for Cluster B programs, and is the Cluster's coordinating arm on City-wide initiatives and projects.

Emergency Management

The Office of Emergency Management reduces risk to Toronto's communities and builds resiliency by coordinating and integrating activities necessary to mitigate against, prepare for, respond to, and recover from major incidents, emergencies and emergency human service requests. It coordinates emergency management program development and response activities and integrates the City-Wide Business Continuity Management Program development.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|------------------------------|----------|-----------------------------------|--|
| | Gross | Net | |
| Organizational Effectiveness | 1,610.5 | 742.3 | |
| Financial Management | 8,323.7 | 4,136.6 | |
| Program Support | 8,557.2 | 1,992.4 | |
| Corporate Leadership (DCM) | 790.7 | 790.7 | |
| Emergency Management | 2,943.7 | 2,847.8 | |
| | | | |
| Total | 22,225.8 | 10,509.9 | |

Key Contact

Carol Moore Executive Director Policy, Planning, Finance & Administration 416-397-4669, <u>cmoore1@toronto.ca</u> **Program Map**

Shelter, Support & Housing Administration

Mission Statement

To ensure that homeless people and people at risk of homelessness have a range of shelter and affordable housing options, and to provide temporary shelter and support for homeless individuals and families, while assisting them to achieve permanent housing solutions.

Shelter, Support and Housing Administration Homeless and Housing First Social Housing System Solutions Management Manage Social Housing **Provide Emergency Shelter** and Related Support **Provider Subsidies** Management Rent Homeless and Housing Supplements and Housing Support in the Community Allowances Manage New Affordable Housing and Other Non Subsidized Programs Manage Centralized Social Housing Waiting List

2014 Service Overview

Shelter, Support and Housing Administration (SSHA) contributes to healthy communities and housing stability by ensuring that people have a range of shelter and affordable housing options. The Division provides temporary shelter and support services for homeless individuals and families and those at risk of homelessness, creates permanent affordable housing solutions, and funds and administers the City's social housing program.

Homeless and Housing First Solutions

Homeless and Housing First Solutions help people who are homeless and

those who are at risk of homelessness find and keep housing, and provide emergency accommodation and related support services.

Some of the services offered by Homeless and Housing First Solutions are emergency shelter, homeless and housing supports in the community through direct service delivery and funding contracts with community agencies; and administering the Street to Homes Program, which provides direct service to street-involved individuals.

Social Housing System Management

Social Housing System Management ensures the ongoing viability of existing social housing and improves the quality of life for tenants.

Some of the services offered by Social Housing System Management are direct funding to housing providers, including managing projects in difficulty; managing rent subsidies in accordance with the Housing Services Act (HSA); managing centralized Social Housing Waiting Lists; and managing the City's social housing in accordance with HSA.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|--------------------------------------|-----------------------------------|-----------|
| | Gross | Net |
| Homeless and Housing First Solutions | 171,901.3 | 69,095.1 |
| Social Housing System Management | 472,127.0 | 128,420.7 |
| Total | 644,028.3 | 197,515.8 |

2014 Capital Budget

The \$10.609 million 2014 Capital Budget for SSHA will:

- Continue the state of good repair program to address the 2014 phase of the ongoing repair needs project in the City owned operated/ leased shelter sites for \$1.535 million; and
- Continue the development of the Seaton House Shelter at George Street for \$9.074 million.

Key Contact

Phillip Abrahams General Manager Shelter, Support & Housing Administration 416-392-7885, <u>pabraham@toronto.ca</u>

Social Development, Finance and Administration

Mission Statement

Social Development, Finance and Administration (SDFA) provides leadership on the City's social inclusion and community safety agenda for building strong, equitable neighborhoods and communities. Through internal, intergovernmental, and community partnerships, SDFA leads integrated service planning and delivery, and responds to other community social needs through social policy research and analysis, to improve individual and neighborhood outcomes. SDFA provides financial and program support and oversight to operating program to ensure Cluster A's objectives are met.

Program Map



2014 Service Overview

SDFA plays a central role in ensuring Toronto's neighborhoods are safe, equitable, and inclusive. Staff build and leverage intergovernmental and

community partnerships to develop and deliver integrated services that are responsive to community needs. The Division also provides financial and support to the City's social services programs.

Community and Neighborhood Development

Community & Neighborhood Development provides project management support for a wide range of community, corporate and/or Council initiatives to increase civic engagement in community service related areas and to strengthen neighbourhoods. Examples of this work include Toronto Community Housing revitalization, project work in Neighbourhood Improvement Areas and Tower Renewal initiatives.

Community Partnership Investment Program

The Community Partnership Investment Program administers community grants to support partnerships or investments that help the City of Toronto achieve its social, economic and cultural goals for residents. This service manages all aspects of community grants, including processing applications, evaluation, selection, and disbursement and monitoring.

Social Policy & Planning

Social Policy & Planning provides strategic policy advice, facilitating horizontal collaboration and coordination of the City's social equity framework and Council's strategic priorities. Examples include the Seniors Strategy, Toronto Newcomer Strategy, and the Toronto Strong Neighbourhoods Strategy 2020.

Financial Management

Financial Management provides effective and efficient financial management and oversight to the Cluster A divisions, the Deputy City Manager, Cluster A, the City Manager, and Council. Major activities include revenue and subsidy management, financial planning, financial reporting and expenditure control, procurement services and financial reviews and audits.

Corporate Leadership

The office of the Deputy City Manager, Cluster A, guides the strategic direction of program and service delivery for Cluster A. The Deputy City Manager assists the City Manager in corporate governance and oversight activities related to achieving Council's objectives.

Toronto Office of Partnerships

The Toronto Office of Partnerships develops strategic partners for initiatives that help support City programs and services, designed to improve prosperity, livability, and opportunity for all residents in the City.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|---|-----------------------------------|----------|
| | Gross | Net |
| Community & Neighborhood Development | 11,351.4 | 3,604.4 |
| Community Partnership & Investment Program | 18,924.2 | 18,414.2 |
| Social Policy & Planning | 2,513.0 | 1,858.8 |
| Financial Management | 5,568.7 | 4,163.4 |
| Toronto Office of Partnerships | 939.9 | 762.7 |
| Corporate Leadership | 1,242.7 | 1,165.9 |
| | | |
| Total | 40,539.9 | 39,969.4 |

Key Contact

Chris Brillinger Executive Director Social Development, Finance & Administration 416-392-5207, <u>cbrillin@toronto.ca</u>

Solid Waste Management Services

Mission Statement

To be a leader in providing innovative waste management services to residents, businesses and visitors within the City of Toronto in an efficient, effective and courteous manner, creating environmental sustainability, promoting diversion and maintaining a clean city.

Solid Waste Management Services pursues five strategic goals:

- Provide Exceptional Customer Service;
- Ensure Motivated and Engaged Employees;
- Operate a Sustainable Utility;
- Strive for Operational Excellence by Encouraging Innovation, Efficiencies and Continuous Improvement; and
- Leadership in Research and Education in the Solid Waste Industry.

Program Map



Solid Waste Management Services (SWMS) provides waste collection, transfer, processing and landfill services to the City of Toronto. Collection includes recyclables, organics, litter and garbage. The goal of SWMS is to be a leader in providing innovative, efficient waste management to residents, businesses and visitors, promoting waste diversion and maintaining a clean city.

City Beautification

City Beautification provides collection services within the public realm to all residents and visitors city-wide. Litter collection takes place within the City's Road Allowance, at special events, and inside the City's parks.

Residual Management

Residual Management includes the effective, efficient and environmentally sound management of residual waste. Core activities include the operation of the Green Lane Landfill Site and perpetual care of former landfill sites.

Collection & Transfer

Collection and Transfer provides effective and efficient solid waste collection services to residents, businesses, visitors, and programs of the City of Toronto. It implements, expands and improves service levels to single and multi-residential homes, including green bin deployment, household durable goods collection, and curb side townhouse collection to encourage diversion and minimize the costs of garbage collection. Core activities include collection and transfer of garbage, recycling, leaf and yard waste and Green Bin organics to Transfer Stations.

Processing & Transport

Processing and Transport provides effective and environmentally-safe processing and transport for the City of Toronto's solid waste. Once delivered to processing facilities, waste is sorted and processed for diversion and disposal. Waste processing also includes waste to energy production and significant revenue generation from the sale of recyclable materials.

Education & Enforcement

Education and Enforcement communicates with residents, businesses, visitors and Agencies, Boards, Commissions and Divisions on how to participate in the City's waste management programs and to encourage

increased diversion rates. Core activities include by-law enforcement, Community Environment Days, and general promotion and education.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|-------------------------|-----------|-----------------------------------|--|
| | Gross | Net | |
| City Beautification | 32,982.5 | 31,499.3 | |
| Residual Management | 90,217.0 | 47,069.3 | |
| Collection & Transfer | 111,067.9 | (156,205.6) | |
| Processing & Transport | 113,524.2 | 71,439.3 | |
| Education & Enforcement | 6,212.8 | 6,197.6 | |
| | | | |
| Total | 353,914.4 | 0.0 | |

2014 Capital Budget

The \$96.573 million 2014 Capital Budget for Solid Waste Management Services will:

- Continue improving Diversion Systems such as multi-unit residential SSO containers and recycling upgrades, replacement of single family next generation SSO containers & waste / recycling containers (\$29.4 million);
- Continue building Source Separated Organics processing capacity at the Dufferin and completing the Disco SSO facilities (\$15 million);
- Continue maintenance of the Dufferin recycling facility (\$5 million);
- Continue Transfer Station and Collection Yard asset management (\$9.7 million);
- Continue developing Green Lane Landfill (\$18.4 million) and providing Perpetual Care of Old Landfills including control systems (\$10 million);
- Begin projects for landfill gas and biogas utilization (\$5.4 million); and
- Begin consultant study on the Long Term Waste Management Strategy (\$1 million).



Key Contact

Beth Goodger General Manager Solid Waste Management Services 416-392-4715, <u>bgoodge@toronto.ca</u>

Toronto Building

Mission Statement

To enhance the quality of life in the City of Toronto for all residents, businesses and visitors, through superior services delivered with professionalism, honesty and integrity, while enhancing and beautifying communities where people live, work and play.

As stewards of Toronto's built environment, we will ensure the construction, renovation and demolition of buildings achieves the health, safety, accessibility, conservation and environmental provisions of the Building Code Act and other applicable law.

We champion the understanding and application of building regulations supporting innovation and creation of safe building standards and requirements. We provide excellence in City services through innovative leadership, responding to all members of the public, the development community, other City programs, Agencies, and City Council.



Program Map

2014 Service Overview

Toronto Building ensures that the construction, renovation and demolition of buildings comply with the health, safety, accessibility, conservation and environmental provisions of the Building Code Act and other applicable law.

6.23

Toronto Building delivers two key services: Building Permission and Information and Building Inspection.

Building Permission and Information

Building Permission and Information guides and supports permit applicants in obtaining permits for demolition, construction and renovation of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. The service manages the application process to guide and support applicants in obtaining building permits and provides information and property records in accordance with Freedom of Information policies and procedures. The service provides preliminary review of project documents to identify areas of non-compliance with applicable laws or requirement for approvals related to applicable laws.

Building Compliance

Building Compliance conducts mandatory inspections for new building construction and demolition of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. Toronto Building investigates building related complaints, resolves issues or takes appropriate enforcement action.

2014 Operating Budget

Toronto Building operates under a cost recovery model, in accordance with the *Building Code Act, 1992*. The total amount of the fees authorized by Council under the authority of the Act must not exceed the anticipated reasonable costs of the City to administer and enforce the *Act* in the City of Toronto.

| Service | 2014 Approved Budget (\$000's) | |
|-----------------------------------|-----------------------------------|------------|
| | Gross | Net |
| Building Permission & Information | 27,277.9 | (5,544.2) |
| Building Compliance | 21,043.7 | (5,487.0) |
| | | |
| Total | 48,321.6 | (11,031.3) |



Key Contact

Ann Borooah Chief Building Official & Executive Director Toronto Building 416-397-4446, <u>aborooa@toronto.ca</u>

Toronto Employment and Social Services

Mission Statement

Toronto Employment & Social Services (TESS) provides employment services, financial benefits and social supports to strengthen the social and economic well-being of Torontonians in their communities.

Program Map



2014 Service Overview

TESS is responsible for delivering the Province's Ontario Works program in Toronto, providing employment services and financial assistance to residents through integrated case management and service planning. Services include job search, skills training, financial assistance to individuals and their families, access to childcare, housing, and health support. TESS is the third largest social assistance delivery system in Canada serving approximately one in 11 Toronto residents annually.

Employment Services

TESS provides employment services to City residents and employers in partnership with community agencies, and works with other governments to create an integrated employment service system for Toronto. Through employment services clients engage in activities such as skill training, education and upgrading, assessment and translation of international credentials, as well as direct assistance with job searches.

Integrated Case Management and Service Planning

Through integrated case management and service planning TESS assesses client eligibility for Ontario Works benefits and services. It develops and updates service plans which support employment goals and links individuals and families to key social supports.

Financial Assistance

TESS delivers Ontario Works financial assistance and employment benefits to eligible residents. Financial Assistance includes money for food, shelter, clothing and other household costs, medication, and other health costs such as dental services, eyeglasses and help with transportation for medical reasons.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|---|-----------------------------------|-----------|
| | Gross | Net |
| Employment Services | 64,044.1 | 16,987.7 |
| Integrated Case management and Service Planning | 157,900.9 | 63,722.8 |
| Financial Supports | 950,183.5 | 91,653.8 |
| | | |
| Total | 1,172,128.6 | 172,364.3 |

2014 Capital Budget

The 2014 Capital Budget for Toronto Employment and Social Services of \$1.100 million will:

 Complete the Employment Assistance – Phase 2 sub-project for \$0.500 million, which will automate and streamline the Individual Services & Support process, including on-line financial control and monitoring and on-line client self referral to employment services to enhance operational efficiency; and



- Complete the Case Management Phase 2 sub-project for \$0.600 million, which will streamline administrative processes and modernize service to Torontonians through the implementation of enhancements to the City Services Benefit Card (CSBC) such as:
 - A permanent plastic Drug Benefit Card, which will replace the current paper drug card, eliminating the monthly production and mailing of paper drug cards to OW clients.

Key Contact

Patricia Walcott General Manager Employment & Social Services 416-392-8952, <u>pwalcot@toronto.ca</u>

Toronto Fire Services

Mission Statement

Toronto Fire Services (TFS) provides high quality, safe, efficient, effective and caring emergency response and fire prevention and education services to those who live in, work in and visit our City.

Its primary goals are to protect life, property and the environment from the effects of fire, illness, accidents, natural disasters and all other hazards; enhance fire and life safety, and raise community awareness about all hazards; and pursue the acquisition and use of the most effective technology, equipment and resources to ensure performance in a competent and professional manner.

Program Map



2014 Service Overview

TFS is the City's only "all hazards" emergency response and provides City of Toronto residents, visitors and businesses with protection against loss of life, property and the environment from the effects of fire, illness, accidents, and all other hazards through preparedness, prevention, public education, and emergency response with an emphasis on quality services, efficiency, effectiveness, and safety.

Fire Rescue and Emergency Response

Fire Rescue and Emergency Response provides critical fire suppression services as well as first response to medical emergencies, hazardous materials response, road accident response as well as response to other disasters and emergencies.

Disaster Response and Event Support

Disaster Response and Event Support provides standby fire support for a variety of large-scale events. This service provides specialized support and response to emergencies involving Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) hazards and those with mass victims (Heavy Urban Search and Rescue), both within the City and as requested by the provincial and/or federal governments.

Fire Safety Education

Fire Safety Education is mandated to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire and take action to avoid or prevent incidents of injury due to fire. This service oversees implementation of the Risk Watch program in all City schools as well as ongoing public education programs and events..

Fire Prevention, Inspection and Enforcement

Fire Prevention, Inspection and Enforcement is mandated to provide building inspection, building plan examination services and ensure compliance with Fire Code regulations. Inspections are conducted based on the risk associated with particular types of occupancies. Inspections include marijuana grow-ops, night club inspections in the entertainment district and inspections in support of the fireworks bylaw. Ongoing fire prevention services include Fire Prevention Week and the Alarmed for Life program.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|---|-----------------------------------|-----------|
| | Gross | Net |
| Fire Rescue and Emergency Response | 401,676.9 | 388,139.9 |
| Disaster Response and Event Support | 1,256.9 | 669.0 |
| Fire Safety Education | 2,970.4 | 2,956.7 |
| Fire Prevention, Inspection and Enforcement | 18,831.5 | 18,335.5 |
| | | |
| Total | 424,734.8 | 410,101.3 |

2014 Capital Budget

The \$17.284 million 2014 Capital Budget for Fire Services will:

- Begin the purchase of land and site preparation for a new fire station, Station A #414 - Highway 27 and Rexdale Blvd;
- Begin the purchase of 10 specialized trucks (7 in 2014 and 3 in 2015) such as Trench Rescue Roll-Off truck, high-rise response truck, pumpers for training, decontamination truck, etc.;
- Complete the replacement of Fire Services' telephone infrastructure to support the new Internet Protocol (IP) platform that provides 911 service;
- Complete the installation of GPS repeaters and wireless access point at TFS stations;
- Complete the construction of Station D #221 at Eglinton and Midland; and
- Continue the construction of two fire stations, Station B #144 -Keele/Sheppard and Wilson Ave and Station #135 - Chaplin Crescent Station.

Key Contact

J.W. (Jim) Sales Fire Chief & General Manager Toronto Fire Services 416-338-9051, jsales@toronto.ca

Toronto Paramedic Services

Mission Statement

Toronto Paramedic Services is an industry leading organization that exists to protect the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to the special needs of vulnerable communities through integrated, mobile, paramedic-based health care.

Program Map



2014 Service Overview

Toronto Paramedic Services is the sole provider of emergency medical response for the City of Toronto: a service area encompassing 650 square kilometres with a daytime population of 3.5 million people, with paramedics treating more than 250,000 patients annually. This makes Toronto Paramedic Services the largest municipal ambulance service in Canada.

Community Paramedicine and Emergency Call Mitigation

Community Paramedicine and Emergency Call Mitigation provides community-based primary medical care to support aging at home, health promotion, illness and injury prevention and reduction of 911 calls through emergency call mitigation strategies. It provides at-home medical care to support seniors and vulnerable citizens so they can maintain their independence. It also provides citizen first-response education and awareness within the community to support medical first response for all healthcare emergencies.

Emergency Medical Dispatch & Preliminary Care

Emergency Medical Dispatch & Preliminary Care provides immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre (CACC) prior to paramedic arrival. Through CACC, Toronto Paramedic Services provides ambulance communication services that are seamless, integrated, accountable, accessible and responsive to the emergency requirements of City residents in accordance with the *Ambulance Act*.

Emergency Medical Care

Emergency Medical Care provides outstanding paramedic-based, mobile health services and emergency medical response, and delivers medically appropriate transportation for all patients in need. Pre-hospital care includes the support, instruction, care and treatment provided from the moment the request for emergency care is initiated until the patient's care is transferred to the receiving health care provider.

City Emergency and Major Event Mass Casualty Care

This service provides dedicated medical coverage on-site for a variety of large-scale events. It is also prepared to respond to City emergencies involving mass casualty.

| Service | 2014 Approved Budget (\$000's) | |
|---|-----------------------------------|----------|
| | Gross | Net |
| Community Paramedicine & Emergency Call Mitigation | 2,593.6 | 708.9 |
| Emergency Medical Dispatch & Preliminary Care | 24,730.9 | 383.8 |
| Emergency Medical Care | 153,745.6 | 70,630.3 |
| City Emergency and Major Event Mass Casualty Care | 6,779.2 | 610.9 |
| | | |
| Total | 187,849.3 | 72,333.9 |

2014 Operating Budget

2014 Capital Budget

The \$4.759 million 2014 Capital Budget for Toronto Paramedic Services will:

- Begin the initial phase of the scheduling system upgrade project to enhance the time management system (TMS) by integrating the new card readers for the paramedic sign-in process and incorporating changes to the Control Centre schedules;
- Begin Phase 1 of the acquisition and installation of equipment required for the back-up communication system to ensure provision of similar capacity and capabilities as the main Communications Centre;
- Complete the annual replacement of medical supplies (power stretchers, stair chairs and spine boards) and the installation of mobile data equipment on approximately 40 new ambulances replaced every year; and
- Continue the construction of the North West District Multi-function Station.

Key Contact

Paul Raftis Toronto Paramedic Services Chief & General Manager Toronto Paramedic Services 416-397-9240, <u>praftis@toronto.ca</u>

Toronto Water

Mission Statement

To provide quality water services through supplying drinking water and treatment of wastewater and storm water to residents, businesses and visitors in order to protect public health, safety and property in an environmentally and fiscally responsible manner.

Program Map



2014 Service Overview

Toronto Water is the fifth largest water utility in North America, delivering water treatment and distribution, wastewater collection and treatment and stormwater management to 3.8 million residents and businesses in Toronto including portions of York Region and Peel Region. Service delivery is 24 hours a day, seven days a week.

Toronto Water is 100% rate-supported with no reliance on the property tax base to support the operating and capital budgets. The organization is highly

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regulated through a range of municipal, provincial and federal legislation, and continues to experience ongoing regulatory reform.

The estimated replacement value of Toronto Water's capital assets is \$28.2 billion and includes the following two general asset areas:

- 1. Linear infrastructure: Distribution and transmission watermains and sanitary, combined and storm sewers; and
- 2. Facilities and plants: four water treatment plants, four wastewater treatment plants, 18 pumping stations and 82 reservoirs, storage and detention tanks.

Water Treatment & Supply

Toronto Water treats, transmits, stores and distributes over one billion litres of potable water to industrial, commercial, institutional and household water users in the City of Toronto. and a portion of York. Municipal drinking water is strictly regulated by the Ministry of Environment and Climate Change through a number of pieces of legislation including Bill 195 the Safe Drinking Water Act and Bill 43 the Clean Water Act.

Wastewater Collection and Treatment Services

Toronto Water collects and treats wastewater from residents and businesses including a small volume of wastewater from the Region of Peel. Toronto's wastewater treatment plants are able to treat up to 1.5 billion litres of wastewater a day. Municipal wastewater treatment and collection is strictly regulated provincially and federally.

Stormwater Management

Stormwater management is the collection and treatment of stormwater, rain and melted snow that runs off rooftops, parking lots, roads, sidewalks and other hard surfaces, using a variety of solutions. Managing stormwater is essential to improving the health of waterways and reducing basement flooding.

To reduce the impact of stormwater, Toronto City Council adopted a Wet Weather Flow Master Plan that includes a hierarchy of solutions: "at source", "conveyance" and "end of pipe".

2014 Operating Budget

| Service | 2014 Approved Budget (\$000s) | |
|-----------------------------------|----------------------------------|-----|
| | Gross | Net |
| Water Treatment and Supply | 177,231.6 | 0.0 |
| Wastewater Collection & Treatment | 205,503.6 | 0.0 |
| Stormwater Management | 21,600.8 | 0.0 |
| Total | 403,363.0 | 0.0 |

The \$403.363 million 2014 Operating Budget for Toronto Water includes:

- Treatment and supply of 454 billion litres of water (includes York Region);
- Collection and treatment of 425 billion litres of wastewater (including Peel);
- 5. Replacement of 5,000 sub-standard water services (including lead);
- 6. Response to and clearing of 10,000 blocked sewer connections; and
- 7. Cleaning of over 122,000 catch basins.

2014 Capital Budget

The \$614.770 million 2014 Capital Budget for Toronto Water includes:

- 8. State of good repair projects to address infrastructure renewal such as watermain replacement and rehabilitation (\$91M) and sewer system replacement and rehabilitation (\$86M);
- Basement flooding relief project (\$61M), implementation of the Wet Weather Flow Master Plan projects (\$33M), and critical erosion projects (\$74M)
- 10. Continued implementation of the Water Meter Program (\$47M);
- 11. Class Environmental Assessment studies for 19 of the 41 basement flooding study areas have been completed as of August 2014. Fourteen studies are ongoing and they will be completed by the end of 2014/early 2015. Studies for eight (8) areas will begin in 2015.

2014-2023 Capital Budget and Plan

The 2014-2023 Toronto Water Capital Budget and Plan, approved by Toronto City Council, totals \$8.97 billion and provides funding for: health and safety projects (\$38M); legislated projects (\$1B); state of good repair (\$5B); service improvements (\$2M); and growth related projects (\$736K).

Key Contact

Lou Di Gironimo General Manager Toronto Water 416-392-8200, <u>Idigiro@toronto.ca</u>
Transportation Services

Mission Statement

Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of our residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City's municipal transportation system.

Program Map



2014 Service Overview

The Program delivers three main services: Road and Sidewalk Management, Transportation Network Control and Safety, and Transportation Permits and

M Toronto

Applications. Through these services, the Program maintains a safe and reliable transportation system while advancing environmental initiatives and managing public spaces to achieve a beautiful, functional and safe public realm.

Road and Sidewalk Management

Road and Sidewalk Management provides year-round maintenance for road, sidewalk, boulevard, walkway, bike lane, bridge and public lane networks to ensure safe, clean, comfortable transportation infrastructure for cyclists, pedestrians, transit users and motorists. It minimizes the City's liability, prevents premature deterioration, and minimizes more costly repairs over the lifecycle of City assets.

Transportation Network Control & Safety

Transportation Network Control & Safety monitors, analyzes and manages the City's transportation network to facilitate safe and efficient public movement and property access, through application of technologically advanced systems, in support of City Council's transportation objectives.

Transportation Permits & Applications

Permits & Applications provides direct client-related services relating to development review, the issuance of parking permits, and permits for other activities within the city's road allowance. It plans, manages and enforces permitting activities within the public right-of-way in a manner that balances private interests while maintaining essential access and mobility for the City's various transportation modes.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|---|-----------------------------------|------------|
| | Gross | Net |
| Road and Sidewalk Management | 234,181.4 | 142,994.5 |
| Transportation Safety and Operations | 86,913.2 | 79,147.9 |
| Transportation Permits and Applications | 14,989.5 | (16,035.9) |
| | | |
| Total | 336,084.1 | 206,106.5 |

2014 Capital Budget

The \$383.288 million 2014 Capital Budget for Transportation Services, including carry forward funding, will:

- Begin the Traffic Congestion Management project to expand the existing Intelligent Transportation Systems (ITS) to better manage congestion on arterial roadways and expressways (\$3.000 million);
- Continue and enhance state of good repair maintenance and rehabilitation work on:
 - City Bridges (\$37.052 million);
 - F. G. Gardiner Expressway (\$51.246 million);
 - Major road rehabilitation (\$83.317 million);
 - Local road reconstruction and resurfacing (\$47.422 million); and
 - Additional funding for sidewalk maintenance, including related traffic signal and traffic plant maintenance and pedestrian safety projects;
- Continue health and safety projects such as audible pedestrian signals (\$2.850 million), new traffic control signals / devices (\$6.393 million) and major modifications to signals (\$4.237 million); and
- Continue work on service improvement projects such as cycling infrastructure (\$12.476 million), traffic control RESCU (\$3.590 million) and advanced traffic signal control (\$4.625 million).

Key Contact

Stephen Buckley General Manager Transportation Services 416-392-8431, <u>sbuckle@toronto.ca</u> 6.28



Council Briefing Book

Volume 1: Toronto's Government

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- 7.3 Civic Theatres
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Arena Boards of Management

Governance

<u>Mandate</u>

The mandate of the Arena Boards of Management includes providing high quality indoor ice sport recreational facilities and where applicable other recreational facilities such as community rooms or banquet halls. They set ice rental rates, develop programs, approve the annual budget, direct and hire the Arena Manager, set staff compensation and benefits, and in consultation with the General Manager of Parks, Recreation & Forestry allocate ice-time to users on an annual basis.

Mission Statement

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

<u>Structure</u>

There are eight Arena Boards of Management, each of which is a City board under the *City of Toronto Act*, and the City has full authority over their structure and mandate. Arena Boards provide a community based alternate program delivery model to the 48 arenas operated internally by the City through the Parks, Forestry & Recreation Division.

Citizen appointees to Arena Boards range from 7 to 10 citizens. The Boards include the Ward Councillor, and in some cases, the Ward Councillor from the adjacent ward. In total 64 citizen appointees sit on the Arena Boards.

The City owns the arenas and provides the major capital support for capital works greater than \$50,000. Planned capital expenditures by the Parks, Forestry and Recreation Division on Arena Board facilities are \$9.68 million for the 2015 to 2023 period.

A Relationship Framework approved by City Council outlines the roles and responsibilities of Arena Boards of Management and sets out the administrative model they are to employ, including what city polices apply to them.

2014 Service Overview

The eight Arena Boards of Management are mandated to do the following:

- Provide equitable access to high quality indoor and outdoor ice sport recreational opportunities by:
 - maintaining physical facilities at a high standard;
 - maintaining a high level of responsiveness to community needs;
 - providing a high standard of public service to the community; and
 - ensuring that program offerings reflect present and emerging community interests and requirements.
- Efficiently and effectively manage operations without imposing operating costs on the taxpayer by:
 - minimizing operating expenditures;
 - pursuing present and emerging revenue opportunities;
 - pursuing opportunities to provide new or improved programs to maximize the arena's use; and
 - maximizing opportunities to generate supplementary revenues from accessory operations to support arena operations.

The eight Board-operated arenas deliver two primary services to the public – ice programming and booking; and arena facility booking.

Ice Programming and Booking

The Arena Boards allocate use of available ice time, primetime ice and daytime ice, in a fair and equitable manner among neighbourhood citizens and organizations and arena user groups, with particular consideration given to addressing the needs of the local community. Primetime ice utilization is at or near full capacity at all eight arenas.

Ice Allocation (Ice Time Booking)

- 19 hours/day, seven days/week, except Christmas day;
- Directly run (programmed): house leagues (hockey) and tournaments; summer hockey schools/camps; Learn-to-Skate programs; power skating camps; figure skating schools; Second Mile Club (seniors

programs); adult winter programs for men and women; summer leagues; and all Board-run programs; and

• Indirect third-party coordinated (booking)

Arena Facility Booking

The Arena Boards provide arena facility rental of its facility/space to facility renters, ice users, participants, or attendees, on unsolicited request or through marketing ice time availability. The Arena Boards have accessory operations, providing snack bar/vending and Pro Shop services such as skate sharpening, selling hockey equipment and house league jerseys, snack bar food, and hot and cold beverages. The Arenas also sell advertising space on its rink boards, backlit lights and on its ice resurfacers. Revenues from ancillary operations account for 24.4 per cent of total earned revenues which goes towards covering arena operating expenditures and contribute towards the Arena Boards' ability to break even financially. Revenues are gained from:

- Facility Rental:
 - Year-round facility/space rental (daily rental); daytime/night time; 364 days/year.
 - Banquet hall; meeting/Board rooms; community rooms; parking lot; arena floor; indoor swimming pool (Leaside Gardens rents its pool to Parks, Forestry & Recreation).
- Concession/Vending:
 - Snack bar; vending machines; pro shop.
- Advertising/Promotion:
 - Rink board advertising; advertising on ice resurfacer machine.

| Service | 2014 Approved Budget (\$000's) | |
|---|-----------------------------------|--------|
| | Gross | Net |
| George Bell Arena | 699.6 | (0.0) |
| William H. Bolton Arena | 1,092.2 | (15.0) |
| Larry Grossman Forest Hill Memorial Arena | 1,113.8 | (1.4) |
| Leaside Memorial Community Gardens | 1,900.6 | (78.3) |
| McCormick Playground Arena | 695.7 | (0.2) |
| Moss Park Arena | 820.5 | (0.1) |
| North Toronto Memorial Arena | 953.9 | (0.6) |
| Ted Reeve Arena | 893.3 | (0.2) |
| Total | 8,167.6 | (95.8) |

2014 Operating Budget



Key Contact

Janie Romoff General Manager Parks, Forestry & Recreation 416-392-8182, <u>jromoff@toronto.ca</u>

Business Improvement Area Boards

Governance

<u>Mandate</u>

A Business Improvement Area (BIA) is an association of commercial property owners and tenants within a designated area who join together under the auspices of a Board of Management approved by City Council to:

- oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the business improvement area beyond City standard levels provided at the expense of the municipality generally;
- maintain business improvement area-initiated streetscaping capital assets within the business improvement area;
- promote the business improvement area as a business, employment, tourist or shopping area;
- offer graffiti and poster removal services respecting building facades visible from the street, to all member property owners who provide written consent, upon approval of the program by the general membership of the business improvement area;
- undertake safety and security initiatives within the business improvement area;
- undertake strategic planning necessary to address business improvement area issues; and
- advocate on behalf of the interests of the business improvement area.

Mission Statement

BIA Boards of Management contribute to the improvement, beautification and maintenance of business areas by coordinating local businesses and managing partnerships with the City to: enhance and promote commercial areas as safe, vibrant places to do business, unique destinations for tourists, and focal points for neighbourhood activity; contribute to Toronto's image as culturally diverse, cosmopolitan and progressive; and to undertake projects to improve business areas.

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<u>Structure</u>

BIAs are established by the City and managed by volunteer boards of management elected by the businesses in the designated area and appointed by City Council. BIAs are City boards under the *City of Toronto Act,* and the City has the authority to establish, wind-up or change the boards and determine their operating principles and policies.

Composition

The City currently has 78 geographically dispersed BIAs involving over 35,000 small businesses, the most BIAs worldwide. The number of business members and City Councillors on BIA boards is set out in the City of Toronto Municipal Code, Chapter 19, *Business Improvement Areas*.

The Toronto Association of Business Improvement Areas (TABIA) is a separate organization and is not a City board. TABIA coordinates communication, issues management and advocacy on matters of interest to all BIAs.

2014 Service Overview

The BIA Office in the Economic Development & Culture Division provides professional operational and administrative support to BIAs ensuring compliance with the Municipal Code and other relevant City policies.

The BIA Office develops and manages the BIA capital cost-share program. These result in approximately 100 streetscape improvement projects per year with an annual value of approximately \$5 million. These revitalization and street beautification initiatives are implemented at half the cost to the City through the 50% cost-share formula with BIAs, and are maintained by BIAs.

The BIA Office also administers the Commercial Façade Improvement Program. The City provides approximately \$500,000 per year in grants to commercial property owners within BIAs across the City to upgrade the physical appearance of their buildings, each to a maximum of \$10,000. These funds are matched by the BIAs. This grants program is administered to meet City priorities such as City beautification, accessibility standards and environmental sustainability.

2014 Operating Budget

The City collects levies from business owners in the designated business improvement area to cover BIA operating and capital budgets. These funds are collected by the City through the property tax billing process and all funds collected are remitted to the BIA, with 50% being remitted early in the year, prior to the City collecting the funds. This ensures necessary operating funds for the BIA at the beginning of the year. BIAs collectively levy approximately 35 million per year for commercial area improvements, marketing and promotion, and other economic development initiatives

BIA budgets vary depending on the size of the BIA, the types of programs offered, and the types of streetscape improvement projects undertaken. Also, some BIAs can function with a team of volunteers while other BIAs require paid staff to run day-to-day operations, and sometimes it is necessary for BIAs to contract skilled services for specific projects. The size of the BIA budget is largely a function of the assessment base in the area i.e. BIAs with large assessment bases are often able to levy more funds from its members at the same tax rate as a smaller BIA with smaller assessment base.

The City does not contribute funds to BIA operating budgets.

Key Contact

Mike Major Manager, Business Improvement Area Office Economic Development & Culture 416-392-0623, <u>mmajor@toronto.ca</u>



Civic Theatres

Governance

<u>Mandate</u>

The City owns several theatres, most of which are small facilities occupied by principal theatre companies or operators. The City's three major civic theatres are world-class theatres that provide a full range of performing arts, theatrical and concert events and are operated as agencies of the City.

| Theatre | City Board |
|-----------------------------|---|
| Sony Centre for the | Board of Directors of the Sony Centre for |
| Performing Arts | the Performing Arts (operating name for |
| | the Board of Directors of the Hummingbird |
| | Centre for the Performing Arts) |
| St. Lawrence Centre for the | Board of Management of the St. Lawrence |
| Arts | Centre |
| Toronto Centre for the Arts | Toronto Centre for the Arts |
| | (operating name for the North York |
| | Performing Arts Centre Corporation) |

The St. Lawrence Centre for the Arts and the Toronto Centre for the Arts are rentals-only facilities whose mandates include management of the facilities and the promotion and presentation of the performing arts. The broader mandate of the Sony Centre for the Performing Arts includes the promotion, production or presentation of the performing arts.

Mission Statements

Sony Centre for the Performing Arts:

• A cultural hub which presents and promotes the best of local, national and international performances and events to engage, educate and entertain Toronto's communities and tourists.

St. Lawrence Centre for the Arts:

 Provides Toronto's not-for-profit music and dance companies and diverse cultural communities with a professional, service-oriented, well-equipped theatrical and entertainment facility, and acts as a focus for Canadian performing arts by attracting, facilitating and presenting varied, high quality cultural, artistic and public events.



Toronto Centre for the Arts:

• Functions as a first-class venue for a full range of performing arts which enliven and enrich the cultural life of the citizens of Toronto.

<u>Structure</u>

The Boards of the three civic theatres are City boards, and the City has full authority over their structure and mandate.

Board of Directors of the Sony Centre for the Performing Arts

- An interim Board of Directors is currently in place that consists of 8 members and is composed of:
 - 5 Council Members; and
 - 3 City staff members.

Board of Management of the St. Lawrence Centre

- The Board of Management consists of 12 members and is composed of:
 - the Mayor or designate appointed by the Mayor;
 - 3 Council Members;
 - 6 citizen members; and
 - $\circ~$ 2 tenant representatives nominated by the Board's Tenant Advisory Committee.

Toronto Centre for the Arts

- The Board of Directors of the Toronto Centre for the Arts consists of 12 members and is composed of:
 - the Mayor or designate appointed by the Mayor;
 - 3 Council Members; and
 - 8 citizen members.

2014 Service Overview

Sony Centre for the Performing Arts:

- Located at the corner of Yonge and Front Streets;
- Offers multi-functional spaces and comprehensive event services;
- With over 3,000-seats, it is the largest soft-seat auditorium in Canada; and

• Provides state-of-the-art lighting and sound systems, a fully integrated Ticketmaster[™] box office, a world class stage, experienced event staff.

St. Lawrence Centre for the Arts:

- Located near Yonge and Front Streets;
- Offers a well-equipped theatrical facility and event services to approximately 60 not-for-profit arts organizations and local groups; and
- Houses two theatres:
 - The 876-seat Bluma Appel Theatre features state-of-the-art sound and lighting capable of accommodating a wide range of presentations
 - The 498-seat Jane Mallett theatre provides exceptional acoustics for concerts.

Toronto Centre for the Arts:

- Located near North York Blvd. and Yonge Street;
- Hosts approximately 350-400 performances and events annually; and
- Currently houses three main elements:
 - The Main Stage Theatre is a 1,727-seat theatre ideal for a wide variety of live performance events including musical, opera, ballet, symphony and corporate events; a major capital project is under way to redevelop the theatre into two smaller theatres
 - The 1,032-seat George Weston Recital Hall known for stellar acoustics is most frequently used for unamplified music concerts
 - The Studio Theatre is a 200-seat "black box" and is an extremely versatile and affordable space used for music concerts, plays, meetings and receptions.

2014 Operating Budget

| Service | 2014 Approved Bu (\$000's) | |
|-------------------------------------|-------------------------------|---------|
| | Gross | Net* |
| Sony Centre for the Performing Arts | 15,013.3 | 1,238.0 |
| St. Lawrence Centre for the Arts | 3,264.3 | 1,747.9 |
| Toronto Centre for the Arts | 3,544.6 | 1,771.5 |
| Total | 21,822.2 | 4,757.4 |

* Note: Net budget after revenues is funded by the City.

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Key Contacts

Mark Hammond Interim CEO and Director of Programming Sony Centre for the Performing Arts 416-368-6161 ext 7123, <u>mark@sonycentre.ca</u>

Jim Roe General Manager St. Lawrence Centre for the Arts 416-366-1656, <u>jroe@stlc.com</u>

Pim Schotanus General Manager Toronto Centre for the Arts 416-733-9388, <u>pschotan@tocentre.com</u>

Community Centre Boards of Management (Association of Community Centres (AOCC's)

Governance

<u>Mandate</u>

The City has ten board-operated community centres that offer programs to address community-based recreation and social needs through an alternative model to internal City Division program delivery. These community centre boards of management are collectively referred to as the Association of Community Centres (AOCCs).

Mission Statement

The Community Centres provide public space, programs, and services to meet the diverse and changing needs of communities. They are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs.

<u>Structure</u>

The Boards of Management are City boards under the City of Toronto Act, and the City has full authority over their structure and mandate. For each facility, the Board directs the Executive Director on the overall management, operation and maintenance of the Community Centre. The Board approves the budget for recommendation to City Council, the annual report to the City, programs and related fees, hiring of the Executive Director, and the annual financial statements. Staff are City staff (administered and compensated by City standards), but are appointed and managed by the Board under delegated authority from Council.

A Relationship Framework approved by City Council outlines the mandate and role of the AOCC Boards in relation to the City. The Relationship Framework is designed to ensure a high level of accountability of the Boards to the City and its policy directions.

Composition of the Boards of Management

The Boards range from 7 to 16 members and include the Ward Councillor. The term of office is set by the Board but cannot exceed 4 years.



519 Church Street Community Centre

- 1 Councillor
- 11 citizens

Applegrove Community Complex

- 1 Councillor
- 10 citizens but one member may be nominated for consideration for appointment by the Toronto District School Board

Cecil Street Community Centre

- 1 Councillor
- 11 citizens

Central Eglinton Community Centre

- 1 Councillor
- 7 citizens

Community Centre 55

- 1 Councillor
- 6 citizens

Eastview Neighbourhood Community Centre

- 1 Councillors
- 11 citizens

Harbourfront Community Centre

- 1 Councillor
- 8 citizens

Ralph Thornton Community Centre

- 1 Councillor
- 12 citizens

Scadding Court Community Centre

- 1 Councillor
- 13 citizens of which one person may be nominated for consideration for appointment by the Toronto District School Board

Swansea Town Hall Community Centre

• 1 Councillor

- 15 citizens but six persons may be nominated for consideration for appointment as follows:
 - 1 person from the Swansea Horticultural Society;
 - 1 person from the Swansea Historical Society;
 - 1 person from the Swansea Ratepayers Association;
 - 1 person from the Swansea Seniors Association;
 - 1 person from the Swansea Parks and Recreation Community Centre Advisory Board; and
 - 1 person from the Board of Directors of the nonprofit housing building at 93 Lavinia Avenue.

2014 Service Overview

AOCCs provide community development initiatives which build capacity in the community by providing tools for people to help themselves. Services are far reaching and target all sectors of the community. AOCCs also provide a vehicle for the City to connect to the community, especially to youth, recent immigrants, seniors, persons with disabilities, persons with low incomes and the homeless. Some programming examples include settlement services to newcomers to Canada, anti-violence programs, community festivals, after-school programs, computer courses, food programs, youth social programs, seniors programs, and drop-in centres for people with disabilities.

Core Administrative Support

The AOCC Board of Management model is a hybrid between a City board and an independent not-for-profit community-based organization, whereby funding for programs is acquired from grants, fees, and fundraising. The AOCC Program has been functionally aligned with the Social Development, Finance and Administrative Division (SDFA) as the strategic directions outlined in the Social Development Strategy for the City relate directly to the Community Centres' activities.

The City funds defined core administrative costs including all salary and benefit, facility operation, and maintenance costs except those directly associated with a specific program. The goal of the AOCCs is to provide the core organizational infrastructure, which supports delivery of programs and services, by managing and operating the facility and responding to community requests and local needs. Core administration activities vary by centre and may include:

- Customer service and community information referrals;
- Community information management;
- Rentals for public and private meetings;
- Operation and maintenance of facilities;
- Administration, including financial management, budgeting, risk management, and strategic planning;
- Funding administration including fundraising, grant applications, and partnership development; and
- Volunteer recruitment and training.

Community Programming Services

The AOCCs provide social, educational, cultural, and recreational activities that are responsive and reflect the unique needs of local communities and common interest groups. The funding for these services comes from a combination of City and non-City grants, fundraising, and user fees.

Activity and event programming varies by centre and includes Family Support and Child Development, Youth and Adult Programs, Senior Citizen programs and community service partnerships.

Community development takes place via community meetings, networking, community events, access/diversity programs, and membership recruitment.

The AOCCs will continue to strengthen communities by networking, community planning and neighbourhood involvement. The funding for these services comes from a combination of City and non-City grants, fundraising, and user fees.

AOCCs focus on meeting the following service objectives:

- Providing a wide range of quality programs and services to meet residents' needs;
- Maintaining a community base that is representative of the neighbourhood;
- Providing opportunities for local residents to improve their communities;
- Providing and preserving community access to space;



- Identifying service delivery partners to meet programming needs and expand funding options;
- Increasing membership and donor base via website, flyer, newspapers, and events; and
- Increasing the AOCCs volunteer base.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|------------------------------------|-----------------------------------|---------|
| | Gross | Net |
| 519 Church Street Community Centre | 1,367.0 | 1,220.0 |
| Applegrove Community Complex | 362.2 | 362.2 |
| Cecil Community Centre | 685.1 | 685.1 |
| Central Eglinton Community Centre | 606.5 | 606.5 |
| Community Centre 55 | 723.2 | 723.2 |
| Eastview Community Centre | 522.8 | 522.8 |
| Harbourfront Community Centre | 1,220.4 | 1,220.4 |
| Ralph Thornton Community Centre | 698.7 | 659.3 |
| Scadding Court Community Centre | 892.3 | 892.3 |
| Swansea Town Hall Community Centre | 507.9 | 264.1 |
| Total | 7586.2 | 7156.0 |

Key Contact

Chris Brillinger Executive Director Social Development, Finance & Administration 416-392-5207, <u>cbrillin@toronto.ca</u>



Exhibition Place Board of Governors

Governance

<u>Mandate</u>

The Board of Governors of Exhibition Place is charged with the continued, long-term operation, management and maintenance of Exhibition Place as a strategic City asset on behalf of the City of Toronto.

Exhibition Place is Canada's largest entertainment venue, attracting over 5.3 million visitors a year and hosting over 300 events annually. The 192-acre site is an integral component of Toronto's and Ontario's economy, particularly with respect to sports, conventions, festivals, recreation, culture and tourism. Since 2009, Exhibition Place has posted year-end surpluses totalling \$12.6 million and has a positive economic impact on the City's economy of \$400 million annually.

The property is to be used for the purposes set out in section 406 of the *City of Toronto Act* and purposes approved by City Council, including the annual Canadian National Exhibition.

Mission Statement

Exhibition Place's Strategic Plan 2014 – 2016 sets out its vision to foster Exhibition Place as an inclusive and accessible parkland and business destination for entertainment, recreation and sporting events, and public celebration; and in doing this, operate as a self-sustaining and environmentally responsible entity.

The mission of Exhibition Place is to:

- Foster and promote business stimulation locally, nationally and internationally and to generate positive economic impacts and benefits;
- Support local, national, and international celebrations;
- Invest in, demonstrate and promote innovation in environmental sustainability;
- Preserve, revitalize and enhance its historically significant public assets and parkland; and
- Maintain long-term operational financial stability.

<u>Structure</u>

The Exhibition Place Board of Governors is a City board under the *City of Toronto Act, 2006.* A Relationship Framework, approved by City Council, outlines the mandate and role of the Board in relation to the City.

The City has full authority over its structure and mandate. The Board consists of 9 members:

- the Mayor or the Mayor's designate appointed by City Council;
- 4 Council Members; and
- 4 public members.

Chair and Vice-Chair

City Council appoints the chair of the Board of Governors. The Board of Governors elects a vice-chair from amongst its members.

2014 Service Overview

Exhibition Place delivers services through: the Allstream Conference Centre, the National Soccer Stadium (BMO Field), Exhibition Place and the Direct Energy Centre.

Allstream Conference Centre

The Allstream Conference Centre is a new LEED Silver certified conference facility in the renovated historic Automotive Building reopened for business in 2009. This facility complements the event activities at the Direct Energy Centre, by attracting more international conferences, consumer and trade shows, exhibits, festivals and conventions to Toronto. It will be further enhanced with the opening of the new 400-room convention hotel next to it in 2015.

National Soccer Stadium

The National Soccer Stadium (BMO Field) is home to the Toronto Football Club, and the Canadian men's and women's national teams. The facility is the home of the Toronto FC and also provides a venue for international soccer matches. The stadium is also made available for community use. In 2015/16 this facility will see a major upgrade valued at \$120.0 million by Maple Leaf Sports & Entertainment Ltd.

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Exhibition Place & Direct Energy Centre

Exhibition Place Operations and the Direct Energy Centre provide a focus for public celebrations and events, such as the Honda Indy Toronto, CHIN Picnic, and Toronto Caribbean Festival, while preserving the architecturally and historically significant structures on the grounds. The Direct Energy Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America, with over 1.1 million square feet of contiguous space. Exhibition Place and the Direct Energy Centre are responsible for event management and asset management for the state-ofthe-art facility, which has hosted events and shows such as the Royal Agricultural Winter Fair, the Toronto International Boat Show, National Home Show, One of a Kind Craft Show and Restaurants Canada. It is also a leader and a world class site for advanced "green" energy technology.

Since 1999, the Board of Governors has undertaken the revitalization of Exhibition Place which has introduced 7 major entertainment complexes to the grounds that has resulted in private sector investment of over \$500 million. It has also worked with the Canadian National Exhibition Association to enable it to become an independent organization separate from the Board and the City on April 1, 2013.

| Service | 2014 Approved Budget (\$000's) | |
|---|-----------------------------------|---------|
| | Gross | Net |
| Exhibition Place & Direct Energy Centre | 29,184.3 | 223.9 |
| National Soccer stadium | 10,677.0 | (323.9) |
| Allstream Conference Centre | 4,576.8 | 0.0 |
| Total | 44,438.1 | (100.0) |

2014 Operating Budget

2014 Capital Budget

The 2014 Capital Budget for Exhibition Place of \$10.740 million will:

- Maintain Direct Energy Centre as a Class "A" exhibition facility with projects such as Washroom Renovations (\$1.800 million);
- Initiate new projects that will showcase the City during the Pan Am games, such as the Festival Plaza Development (\$1.445 million), and the Pan Am Infrastructure Upgrades (\$1.500 million) to security, entry and IT / electrical services systems; and

- Continue and enhance state of good repair maintenance work on:
 - Various Buildings and pre-engineering (\$0.985 million);
 - BMO Field maintenance (\$0.390 million);
 - Better Living Centre Interior Lead Capsulation (\$0.100 million);
 - Fire Alarm System (\$1.820 million);
 - Queen Elizabeth Building replacement of rooftop heating and cooling units (\$0.450 million);
 - A variety of Equipment (\$0.250 million), including electrical installations; and
 - Complete the District Energy System (\$2.000 million).

Key Contact

Dianne Young Chief Executive Officer Exhibition Place 416-263-3611, <u>dyoung@explace.on.ca</u>



Heritage Toronto

Governance

<u>Mandate</u>

The role of the Heritage Toronto Board of Directors is to represent the interests of the heritage community and is distinct from the heritage advice given by City staff as part of the planning process. By separating these functions, the City is better positioned to receive community-based input and involvement in the heritage affairs of Toronto.

The Board of Directors:

- provides advice from a community perspective to the City, civic organizations and members of the public regarding heritage issues;
- promotes and educates the public regarding heritage issues;
- ensures that any privately donated funds received are applied to the specific purpose designated by the donor;
- establishes and manages publicity and public programs, including awards programs, respecting city-wide heritage issues and to otherwise promote public awareness of the city's heritage;
- serves as a liaison with the heritage community and promotes public awareness of the city's heritage resources; and
- serves as a focal point for volunteer sector groups.

Mission Statement

Heritage Toronto celebrates, interprets, and educates on the City of Toronto's architectural, archaeological, natural and cultural heritage.

<u>Structure</u>

Pursuant to the *City of Toronto Act*, Heritage Toronto is a City board, and the City has full authority over its structure and mandate. Heritage Toronto is also governed by the Toronto Municipal Code, Chapter 103 and the Relationship Framework between Heritage Toronto and the City. Heritage Toronto also has registered charitable status through the Canada Customs and Revenue Agency.

7.6

M Toronto

Recognizing the preservation, protection and promotion of Toronto's rich heritage as an important objective, the City has established a comprehensive infrastructure of policies, programs and services for the conservation and management of its heritage resources. This network of heritage programs at the City includes: Heritage Preservation Services within the City Planning Division, the Toronto Preservation Board including its four community-based Preservation Panels, and the arms-length charitable agency of Heritage Toronto.

The Board of Heritage Toronto consists of the following members:

- the Mayor or Mayor's designate;
- 3 Council Members; and
- 25 citizen members composed of:
 - 15 citizen members (at-large);
 - 8 members, 2 nominated by each Community Council;
 - 1 member nominated by the Aboriginal community; and
 - 1 member nominated by the Toronto Historical Association.

2014 Service Overview

Through partnerships with local community groups and donations from individuals, foundations and corporations, Heritage Toronto provides the following city-wide activities:

- Heritage tours;
- Plaques and markers;
- Heritage lectures;
- On-Line publications; and
- Liaisons and consultations.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|------------------|-------|-----------------------------------|--|
| | Gross | Net | |
| Heritage Toronto | 761.3 | 311.8 | |
| Total | 761.3 | 311.8 | |

7.6



Key Contact

Karen Carter Executive Director Heritage Toronto 416-338-0650, <u>kcarter@toronto.ca</u>



Toronto Atmospheric Fund

Governance

<u>Mandate</u>

Toronto Atmospheric Fund (TAF) was established in 1991 to assist the City of Toronto in meeting its goal of reducing greenhouse gas (GHG) emissions. In 2000, TAF's mandate was expanded to include promotion of better air quality.

TAF advances innovative local solutions that reduce greenhouse gas emissions and air pollution. A key priority is energy conservation and efficiency since over half Toronto's GHG emissions come from buildings. TAF is also mandated to raise public understanding of global warming and its implications for the urban environment.

TAF invests the \$23 million capital endowment from the City in keeping with the Trustee Act; TAF does not receive any operating funds from the City's budget. The earnings are used to provide grants to projects of non-profit organizations and the City that advance low-carbon solutions. TAF also designs and implements innovative programs that are later delivered to other agencies for scaling-up; funds from outside agencies are raised to assist with these programs.

Mission Statement

TAF helps slow global climate change and improve local air quality by using TAF's assets and revenue to advance local initiatives that reduce Toronto's greenhouse gas emissions.

<u>Structure</u>

Under the *Toronto Atmospheric Fund Act, 2005,* TAF is a local board of the City and the City has full authority over its structure and mandate. TAF is subject to the provisions of the TAF Act and TAF's Relationship Framework with the City.

The TAF Board of Directors consists of 12 members: 7 citizens, 4 Councillors and the Mayor or Mayor's designate. Council appoints the Chair of the TAF Board. The Vice-chair is elected from amongst the members of the Board.

2014 Service Overview

<u>Grants</u>

TAF cultivates proposals, and reviews and selects projects via a volunteer committee, distributes funds, and undertakes follow-up with grantees.

Strategic Programs

TAF's key focus is improving the energy efficiency of buildings. TAF's TowerWise program undertakes activities that demonstrate and de-risk retrofit technologies, advance policies that facilitate or require conservation, and leverage best practices and leadership through knowledge-sharing. GHG reduction is the Key Performance Indicator for this work.

Impact Investing

Most of TAF's assets are invested in a manner aligned with the mandate and delivers a risk-adjusted financial return. In addition to holding bonds and equities, TAF makes direct investments (loans and other financing) in projects that both reduce GHGs and help demonstrate the opportunity for low-carbon investments to a wider audience.

Investment functions include: cultivation of transactions, negotiation of potential investments including direct investments and hiring of managers, execution of transactions, monitoring of performance and compliance with contract terms. An Investment Committee reviews and recommends all investments to TAF's Board.

Operations

A staff of eight (8) provide outreach and communication, general administrative support, human resources and payroll services, financial management and accountability, and support for Board functions. TAF also supports, CAIT Ventures Inc., its wholly-owned subsidiary.

2014 Operating Budget

TAF's approved operating budget for 2014 is \$2,425,000 gross and \$0 net.

Key Contact

Julia Langer, Chief Executive Officer Toronto Atmospheric Fund 416-392-0253, jlanger@tafund.org



Toronto Parking Authority

Governance

<u>Mandate</u>

The Toronto Parking Authority (TPA) operates municipal off-street parking facilities and on-street metered parking in Toronto.

Seventy-five percent of the net income generated by the TPA is transferred to the City of Toronto, with the remaining twenty-five percent retained by the TPA to fund its capital development program.

Mission Statement

The Toronto Parking Authority provides safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street parking as an integral component of Toronto's transportation system.

<u>Structure</u>

Under the *City of Toronto Act*, the Toronto Parking Authority is a City board and the City has full authority over its structure and mandate. The TPA is governed by the Toronto Municipal Code, Chapter 179, "Parking Authority".

The Toronto Parking Authority Board of Directors consists of seven voting members and one non-voting member:

- Five citizens (voting);
- Two Council members (voting; and
- The City's General Manager of Transportation Services, or designate (non-voting).

2014 Service Overview

The Toronto Parking Authority delivers on-street and off-street parking facilities. The TPA promotes the provision of short term public parking to support local business and neighbourhoods, and discourages unnecessary automobile commuting. It is 100 per cent self-sustaining through parking user fees and other sources. The Toronto Parking Authority is the largest supplier of municipal parking services in North America. In 2013, TPA assumed the ownership and management of the Bike Share Toronto program.

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M Toronto

On-Street Parking

The TPA manages an estimated 19,000 on-street parking spaces. The TPA utilizes leading technology in an environmentally responsible manner in its operations. As an example, the TPA has been using solar powered pay-and-display units since 1999, making it one of the first uses of photovoltaic technology by the City. Currently, 17,600 of on-street spaces are operated using 2,700 of these efficient and economical pay-and-display machines, with the remaining spaces managed by single spaced meters.

Off-Street Parking

The TPA maintains approximately 21,500 off-street spaces in 203 facilities, which include 11 attended lots, 13 fully automated garages, and 179 unattended lots. Additionally, the TPA is contracted to operate 13,800 spaces at Toronto Transit Commission park-and-ride facilities and parking lots, and 1,100 spaces in Toronto Community Housing Corporation parking lots. The TPA also supports the management of parking lots for the Parks, Forestry, and Recreation Division, and 2,175 parking spaces in facilities along the waterfront and other areas in Toronto on a seasonal basis.

Service levels provided by the TPA for off-street parking reflect the different functions, requirements and needs of business communities across the City. Off-street parking services range from small surface lots for local retail development to large multi-deck garages in high density centres.

Toronto Bike Share

Launched as BIXI in May 2011, the Bike Share Toronto system consists of a network of bicycles and docking stations located throughout downtown Toronto to provide residents and visitors with an additional transportation option for getting around town. The system includes a fleet of approximately 1,000 specially designed, heavy-duty, durable bicycles that are locked into a network of 80 docking stations. The Bike Share Toronto system is available for use 24 hours a day, 365 days a year.

2014 Operating Budget

| Service ¹ | | 2014 Approved Budget (\$000's) | |
|----------------------|----------|-----------------------------------|--|
| | Gross | Net | |
| On-Street Parking | 11,500.4 | (41,674.3) | |
| Off-Street Parking | 64,605.5 | (20,655.5) | |
| Total | 76,106.0 | (62,329.8) | |

¹ Bike Share was not included in TPA's 2014 budget, but will be in coming years.

Based on the revenue sharing agreement between the City and TPA, the projected revenue from the TPA is approximately \$4.5 million for 2014.

2014 Capital Budget

The 2014 Capital Budget for the TPA of \$57.015 million will provide funding to:

- Begin development on several carparks including Oakwood/Eglinton Carpark (\$0.750 million);
- Continue installation of pay-and-display units and greening of carparks with funding of \$0.850 million and \$0.400 million respectively;
- State of good repair structural maintenance and technical upgrades of on-street and off-street parking facilities with \$8.465 million in funding, including:
 - Concrete repairs at Carpark 125 (\$0.125 million), Carpark 52 (\$0.300 million) and Carpark 36 (\$0.200 million);
 - Lighting and repaving upgrades at various carparks (\$1.480 million);
 - Elevator upgrades at Carpark 150 (\$0.200 million); and
 - Signage upgrades at various locations (\$0.450 million).
- Service improvement and enhancement with the redevelopment of :
 - Carpark 411 parking facility (\$2.500 million);
 - Carpark 17 (\$2.100 million); and
 - Addition of 2 levels of parking at Carpark 1 (\$8.729 million).

Key Contact

Lorne Persiko President Toronto Parking Authority 416-393-7294, <u>lpersiko@toronto.ca</u>

Toronto Police Services Board and Toronto Police Service

Governance

<u>Mandate</u>

The mandates of the Toronto Police Services Board (TPSB) and the Toronto Police Service (TPS) are legislated under the *Police Services Act*.

The Toronto Police Services Board provides general management of the Toronto Police Service and sets policing policy.

The Board's responsibilities include:

- appointing all members of the police service;
- setting the objectives and priorities for the management of the police service (in consultation with the Chief of Police);
- recruiting, appointing and determining the remuneration for the Chief, Deputy Chiefs and the Chief Administrative Officer;
- directing the Chief of Police and monitoring his or her performance;
- negotiating collective agreements with bargaining units; and
- submitting the budget estimates for policing to Council.

The *Police Services Act* restricts the Board from directing the Chief of Police with respect to specific operational decisions or with respect to the day-to-day operation of the police service.

The Toronto Police Service provides adequate and effective police services that must include crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response.

The Chief of Police's duties include administration of the Toronto Police Service and oversight of its operation in accordance with the objectives, priorities and policies established by the Board, ensuring that members of the police force carry out their duties in accordance with the *Act* and the regulations and in a manner that reflects the needs of the community, and that discipline is maintained in the police force; ensuring that the police force provides community-oriented police services; and administration of the complaints system in accordance with the *Act*.

Mission Statement

The Toronto Police Services Board is responsible for ensuring the provision of adequate and effective police services in the City of Toronto.

The Toronto Police Service is dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

<u>Structure</u>

The Toronto Police Services Board is a local board of the City, but the City's authority over the Board is restricted by legislation. The Board consists of 7 members:

- the Mayor or a member of Council if the Mayor chooses not to be a member;
- 2 City Councillors;
- 1 citizen appointed by Council; and
- 3 citizens appointed by the Province.

The Chief of Police reports to the Board as a whole and is not accountable to any one or group of Board members. The Board has the authority to give orders and direction to the Chief of Police, but not to other members of the Service. The Board shall not direct the Chief with respect to specific operational decisions or day-to-day operations of the Service.

The Toronto Police Service is organized into four specific Command areas:

- Corporate Services Command;
- Operational Support Command;
- Community Safety Command; and
- Specialized Operations Command.

In addition, the Office of the Chief has strategic functions to support the Chief in carrying out his duties. Each of the Command areas is led by a Deputy Chief, with the exception of Corporate Services Command, which is led by a civilian Chief Administrative Officer. The Deputy Chiefs and the CAO report to the Chief of Police.

2014 Service Overview

Every three years, the Toronto Police Services Board (in consultation with the Chief of Police) determines areas within mandated policing responsibilities where the focus of resources and activities should be emphasized. The 2014-2016 Business Plan established three priority areas: Safe Communities and Neighbourhoods; Economic Sustainability & Operational Excellence; and High Quality, Professional Service to the Community. Within each area, goals and performance objectives/indicators were also established.

The Toronto Police Service delivers police services which include:

- Maintaining an average deployed uniform strength of 5,266 Officers delivering mandated police services in partnership with our communities;
- Providing security for 263 Provincial courtrooms within the City; and
- Implementing priorities in the 2014-2016 Business Plan.

2014 Operating Budget

The Toronto Police Services Board is responsible for submitting operating and capital budget estimates to Council that show, separately, the amount required to maintain the police service and provide it with equipment and facilities; and the amount required to pay the expenses of the Board's operations, except for the remuneration of Board Members.

Council will establish an overall budget for the Board and the Service and is not bound to adopt the estimates submitted by the Board. However, under the *Act*, Council does not have the authority to approve or disapprove specific items in the budget.

The Council-approved Toronto Police Services Board operating budget for 2014 was \$2.858 million gross and \$2.358 million net.

The Council-approved Toronto Police Service operating budget for 2014 was \$1,086.001 million gross and \$957.661 million net.

2014 Capital Budget

The \$46.903 million 2014 Capital Budget for Toronto Police Service will:

• Complete implementation of the Integrated Records Information System (IRIS) project (\$5.473 million);



- Complete moving the Parking East and Headquarters operations out of its current leased premises and into a City facility (\$5.800 million);
- Continue to address state of good repair backlog with equipment, vehicle, radio and IT infrastructure replacement (\$6.094 million);
- Begin renovations of 52 Division to address the repairs currently required at this facility (\$2.948 million); and
- Begin a feasibility study and review options with respect to a Peer to Peer site which would house computer operations for TPS that would provide backup systems in the event the primary systems are no longer available (\$0.250 million).

Key Contacts

Alok Mukherjee Chair Toronto Police Services Board <u>Alok.Mukherjee@tpsb.ca</u> 416-808-8080 William Blair Chief of Police Toronto Police Service <u>william.blair@torontopolice.on.ca</u> 416-808-8000
Toronto Public Health and Board of Health

Governance

<u>Mandate</u>

The Board of Health, through the work of Toronto Public Health (TPH):

- Ensures public health programs and services are delivered according to provincial standards and in response to local needs;
- Works with TPH staff to develop strategic plans, goals and policies for TPH and ensures that these plans are efficiently implemented;
- Advises City Council on a broad range of health issues; and
- Recommends to Council annual capital and operating budgets.

Mission Statement

TPH aims to reduce health inequalities and improve the health of the whole population to ensure a *Healthy City for All.* Several key principles guide the work of TPH:

- Accountability;
- Community Engagement;
- Excellence;
- Diversity; and
- Health Equity.

<u>Structure</u>

The Board of Health is a local board of the City, governed by the *Health Protection and Promotion Act* to direct and oversee the work of TPH as required under the Act. The Medical Officer of Health (MOH) is the executive officer of the Board of Health and oversees the work of TPH. The MOH also exercises statutory authority under the Health Protection and Promotion Act. The Ontario Public Health Standards issued by the Province of Ontario require that the Board provide specified public health programs and services targeted at disease prevention, health promotion and health protection.

The Board of Health is the only board of the City that reports directly to City Council without first having to report through a standing committee of Council. Under the *City of Toronto Act,* the City must provide municipal employees to the Board to carry out its functions, and City Council appoints the Medical Officer of Health and Associate Medical Officers of Health. City Council also appoints all members of the Board of Health.

Board Composition

The Board of Health consists of 13 members and is composed of:

- 6 Council Members;
- 6 citizen members; and
- 1 education representative.

Chair and Vice-Chair

Under the *Health Protection and Promotion Act*, the Board of Health elects the chair of the Board from amongst its members. The Board also elects a vice-chair from amongst its members.

2014 Service Overview

Infectious Diseases

Provides services that reduce the occurrence and transmission of infectious diseases through public education, surveillance, case and contact management, immunization and outbreak response.

Major activities include:

• The Vaccine Preventable Diseases (VPD) program annually assesses immunization records for all students enrolled in Toronto schools, offers specific vaccines to school age children and immunizes thousands of residents annually as part of the provincial Universal Influenza Immunization Program.

- The Sexually Transmitted Infection (STI) case management program provides comprehensive assessment, counselling, referral and partner notification of sexually transmitted infections annually.
- The AIDS and Sexual Health Information Line provides telephone counselling.
- Thirteen Sexual Health clinics provide services across the city, including STI testing and free treatment, provision of low cost birth control and pregnancy testing and referral.

Environmental Health

Promotes safety of food and beverages in restaurants and processing plants including inspection of over 17,000 food premises in the City of Toronto to ensure compliance with provincial food safety standards including:

- Other Environmental Health services include education, training and certification on safe food preparation, handling and processing for food premise operators as well food safety education for the general public; and
- Environmental Health monitors drinking water and recreational water quality (beaches, spas, pools) to ensure compliance with provincial standards, and notifies stakeholders in the event of adverse water quality conditions.

Family Health

Promotes and supports the health of 30,000 babies born annually in Toronto including the health behaviours and environments for people in their childbearing years, pregnant women, and their partners. Programs and services focus on enhancing birth outcomes, promoting readiness to parents, supporting positive and effective parenting including in high-risk families, and enhancing the physical, cognitive, communicative and psycho-social development of children.

Supports good oral health by providing screening of school aged children, preventive dental services, basic dental treatment for low income children and seniors, through the Children in Need of Treatment (CINOT) and Ontario Works, Healthy Smiles Ontario, and municipal dental treatment programs, and provides dental services for seniors in collective living centers.

Chronic Diseases & Injury Prevention

Promotes behaviours that reduce the risk of chronic disease. This program delivers promotion and prevention campaigns and services focusing on Cancer Prevention and Early Detection; Nutrition Promotion; Physical Activity Promotion; Tobacco Use Prevention and Cessation; and Injury/Substance Misuse Prevention.

Public Health Emergency Preparedness

Ensures TPH is able to respond effectively during a public health crisis. Major activities include:

- Developing and maintaining emergency response plans which include arrangements and processes to respond to and recover from a variety of public health emergencies such as an influenza pandemic or large scale infectious disease outbreak; and
- Conducting exercises and training courses on emergency preparedness, response and recovery including the Incident Management System (IMS).

Public Health Foundations

Provides population health assessment, surveillance, research and knowledge exchange, and program evaluation to inform public health programs, Board of Health decision making and stakeholder relations, and provincial reporting.

| Service | 2014 Approved Budget (\$000's) | |
|--|-----------------------------------|----------|
| | Gross | Net |
| Infectious Diseases | | |
| Infectious Disease Prevention & Control | 17,629.3 | 1,707.8 |
| Rabies Prevention & Control | 1,987.6 | 434.0 |
| Sexual health, Sexually Transmitted Infections & Blood-borne Infections | 26,675.3 | 5,840.8 |
| Tuberculosis Prevention & Control | 10,371.9 | 2,253.2 |
| Vaccine Preventable Diseases | 9,635.6 | 2,090.9 |
| Environmental Health | | |
| Food Safety | 14,440.6 | 3,045.5 |
| Safe Water | 2,342.8 | 496.9 |
| Health Hazard prevention & Management | 8,400.5 | 1,881.7 |
| Family Health | | |
| Reproductive Health | 10,986.9 | 1,835.8 |
| Child Health | 79,409.5 | 16,929.7 |
| Chronic Diseases & Injuries Prevention | | |
| Chronic Disease prevention | 31,369.1 | 7,007.6 |
| Prevention of Injury & Substance Misuse | 10,680.3 | 2,448.1 |
| Public Health Emergency Preparedness | 2,870.5 | 644.3 |
| Public Health Foundations | 19,458.7 | 6,148.1 |
| Total | 246,258.6 | 52,764.2 |

2014 Capital Budget

The 2014 Capital Budget for Toronto Public Health of \$4.809 million will:

- Complete the Healthy Environments Inspection System (\$0.677 million), the Web re: Brand (\$0.270 million), and the Healthy Families/Healthy Living (HF/HL) Systems Integration (\$0.358 million);
- Be used in the Communicable Disease Control (CDC) Wireless Rollout (\$0.602 million); and
- Continue work on other Service Improvement Projects, such as HF/HL Point of Care (\$2.235 million) and the Legislated Infectious Disease Control Information System (\$0.667 million).



Key Contact

Dr. David McKeown Medical Officer of Health Toronto Public Health 416-338-7820, <u>dmckeown@toronto.ca</u>



Toronto Public Library Board

Governance

<u>Mandate</u>

The Toronto Public Library Board provides a comprehensive and efficient library service that reflects the community's needs. The responsibilities of the Board include the following specific matters:

- directing and approving strategic plans, goals and policies for the Library based on the unique needs of the city and the Ontario library community, ensuring that these plans are efficiently and effectively implemented;
- developing the annual operating and capital budgets for recommendation to City Council;
- acting as an advocate for library service, representing the Library before City Council and in the community;
- protecting the public's right to read materials of their choice;
- hiring and evaluating the City Librarian, who is responsible for the dayto-day administration of the Library and its staff; and
- is legally accountable for the Library's activities and for ensuring that it complies with all applicable legislation and policies.

Vision and Mission Statement

Toronto Public Library will be recognized as the world's leading library by informing and inspiring Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

Toronto Public Library provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

The Importance of Public Libraries

Libraries are busy places where people of all ages and backgrounds come to read, study, borrow materials, and use wi-fi and public computers with

M Toronto

Internet access. They are neighbourhood hubs, offering safe and welcoming places in the community for all ages, but especially for children and youth.

Services are provided through a network of neighbourhood, district and research and reference branches. City-wide services include mobile library services, bookmobile and deposit collection services. The Library's online resources further extend access to collections and services.

In 2013, there were over 18 million visits to the Library's 98 branches. Over 32 million items were borrowed and there were 26 million virtual visits to the Library's website.

TPL is focused on delivering programs and services to:

- **Grow a City of Readers**: Support readers of all ages by offering broad and easy access to books and reading in a variety of formats, expertise that supports literacy and literary exploration, and a wide range of reading programs that introduce and promote the joy of reading to all Torontonians;
- **Build a City of Learners**: Provide broadly accessible opportunities for study and lifelong learning, throughout all stages and phases of a person's life, and make those opportunities available wherever and whenever there is a need, reason or desire to learn; and
- Connect a City of Innovators, Entrepreneurs and Creators: Provide information resources and strong technology support, as well as creative and collaborative spaces that support coworking and co-creation; and cultural programs that stimulate creativity, and spark experimentation and innovation for creators and entrepreneurs of all ages.

<u>Structure</u>

Within the provincial government, the Ministry of Tourism, Culture & Sport has the responsibility for enforcing the provisions of the *Public Libraries Act* and providing operating grants to public libraries throughout the province. Grant funding is dependent on libraries fulfilling their duties under the Act and must be applied for annually.

The Library Board is a local board of the City of Toronto, established by the *City of Toronto Act*, which provides that the Library Board be deemed established under the *Public Libraries Act* to manage and control libraries.

The Board is also governed by Council under Toronto Municipal Code, Chapter 137, Public Library Board.

Board Composition

Until December 31, 2014, the Toronto Public Library Board consists of 13 members composed of:

- the Mayor or a Council Member as the Mayor's designate appointed by City Council;
- 4 Council Members; and
- 8 citizen members.

As of January 1, 2015, the Toronto Public Library Board consists of 12 members composed of:

- the Mayor or designate appointed by the Mayor;
- 3 Council Members; and
- 8 citizen members.

Chair and Vice-Chair

Under the *Public Libraries Act*, the Toronto Public Library Board elects the chair of the Board from amongst its members. The Board also elects a vice-chair from amongst its members.

2014 Service Overview

The Toronto Public Library is the largest public library in Canada, and the busiest in North America. It has 100 branches, including two research and reference libraries, and receives over 18 million visitors each year. Each year 72% of Torontonians use the Library and 1 in 6 use it once a week or more.

Toronto Public Library branches provide community groups and individuals with access to high quality, safe, flexible and functional public space. Branches are neighbourhood-based community cornerstones and meeting places. They provide access to collections browsing and pick-up, seating and meeting room space for individual and group study, relaxed reading, library programs and community events. All branches offer wireless internet access, public computers, training classes, and staff support. The Library's branches contribute to the economic and social vitality of the city and its

M Toronto

neighbourhoods and are strong contributors to communities across the city. Complementing this branch network are the two research and reference libraries that serve the entire city through provision of broad and deep information resources and infrastructure to accommodate very large numbers of users.

The 2014 service levels for Library Services are as follows:

- Maintain approximately 262,134 open hours per year at 100 branches to support over 18 million in person visits, 6.4 million workstation users and 2.2 million wireless sessions with expanded access to technology in library branches;
- Provide virtual library services to support over 26.7 million virtual visits; including collections, programs and access to user accounts with new self-service features including online fines payment;
- Develop and maintain a collection of 11.1 million items in a variety of languages, reading levels and formats including print, audio visual and e-content, to promote accessibility and respond to community needs;
- Provide annual circulation of 32.3 million items and information resources to support 2.1 million reference requests in a variety of subjects; and
- Develop and deliver a suite of library programs to support literacy, lifelong learning and access to culture with emphasis on literacy for children with an annual program attendance of 808,000.

| Service | 2014 Approved Budget (\$000's) | |
|------------------|-----------------------------------|-----------|
| | Gross | Net |
| Administration | 6,439.8 | 6,300.3 |
| Library Services | 177,730.3 | 161,287.1 |
| Total | 184,170.1 | 167,587.4 |

2014 Operating Budget

2014 Capital Budget

In order to maintain this service delivery model, the Library has a long-term capital renovations project plan, with a focus on ensuring that library branches continue to be accessible, welcoming and efficient environments with high levels of customer service and continued access to technology and



collections. Standard features included in newly renovated branches include some or all of the following:

- Accessible community space: Convenient layouts, with barrier-free access to all areas of the building. More meeting room space available for the community as well as public art display space;
- **Improved customer service and increased efficiencies**: Selfservice technologies — including express check-out, and in some high volume branches, automated express check-in — help the Library provide more efficient and personalized customer service;
- Access to technology for research, learning, working and recreation: Public access computers, free Wi-Fi, and collaborative learning spaces;
- Welcoming for everyone: Zoned spaces that accommodate the different needs of our diverse customer base including: urban living rooms and reading lounges; interactive early literacy centres (KidsStops); quiet study spaces, children's areas, vibrant Teen Zones; and outdoor reading spaces; and
- **Sustainability measures**: New energy efficient systems with maximized use of sunlight; high efficiency HVAC systems; green roofs and expanded landscaping.

The 2014 Capital Budget of \$26.925 million for Toronto Public Library will:

- Complete the Toronto Reference Library renovation project (\$2.070 million); the construction and opening of the Fort York branch (\$3.301 million); the substantial completion of the construction of the Scarborough Civic Centre branch (\$4.942 million), scheduled to open in early 2015; and the Library Processing Centre construction (\$4.475 million);
- Begin the planning work for the Bayview branch relocation project (\$0.300 million); Wychwood branch renovation (\$0.150 million) and Pan Am Games Showcase Program (Phase I) (\$0.150 million);
- Complete planning work for the Albion branch (\$1.484 million); and
- Continue SOGR projects such as, Technology Asset Management Program (\$4.359 million), Multi-Branch Renovation Program (\$4.894 million), and Virtual Branch Services (\$0.800 million).



Key Contact

Anne Bailey City Librarian, Acting Toronto Public Library 416-397-5944, <u>abailey@torontopublicLibrary.ca</u>

Toronto Transit Commission

Governance

<u>Mandate</u>

The Toronto Transit Commission (TTC) is the third largest public transit system in North America servicing approximately 4.5 million people in the Greater Toronto Area, with a network of subways, streetcars, buses and Wheel Trans, a specialized service for people who require accessible transportation.

The TTC is responsible for the consolidation, co-ordination and service planning of local passenger transportation within Toronto, except for railways incorporated under federal and provincial statutes and taxis.

The TTC's functions are to construct, maintain and operate Toronto's local passenger transportation system, and to establish new passenger transportation services. The TTC may also operate parking lots in connection with the transit system, and may enter into an agreement with municipalities or persons situated within 40 kilometres of Toronto to operate a local transportation service. The TTC may also undertake transit projects in partnership with Metrolinx, the regional transportation authority for the Greater Toronto and Hamilton Area (GTHA).

<u>Structure</u>

Pursuant to the *City of Toronto Act*, the TTC is a City board, as defined by City Council.

The current TTC board consists of 11 members:

- 7 Council members, including 1 of whom serves as TTC Chair as appointed by City Council; and
- 4 citizen members, including 1 of whom serves as Vice-Chair as appointed by the TTC board.

The TTC board members also oversee three subsidiary corporations that provide services on behalf of the TTC.

City Council creates the TTC's governance structure and appoints the members of the TTC (Commissioners), including the Chair. City Council is also responsible for approving the operating and capital subsidy for the TTC, as well as budget changes and financial reporting requirements. The TTC is

responsible to establish, operate or maintain a local passenger transportation system within the city until such time that the TTC is dissolved by City Council or the control and management over the local passenger transportation system is removed from the TTC

2014 Service Overview

The TTC has two major objectives in planning its transit services:

- To maximize mobility within the City of Toronto by ensuring that public transit is provided in the right places, at the right times, to satisfy the changing travel needs within the community; and
- To ensure that all transit services operated by the TTC are as efficient and cost-effective as possible and, therefore, affordable to both TTC customers and taxpayers.

TTC and Wheel-Trans are responsible for providing transit service to the people of Toronto. In 2014, TTC and Wheel-Trans will:

TTC Conventional Service

- Provide transit service to 540 million riders representing a 14 million or 2.7% increase over the 2013 projected ridership;
- Provide service spanning 236 million kilometres, an increase of 1.7% from 2013 and 9 million hours of service, an increase of 2.0% from 2013; and
- Run most TTC service from 6 am until 1 am.

Wheel-Trans Service

- Provide 24 hours of service as per the Accessibility for Ontarians with Disabilities Act (AODA);
- In 2014, the AODA will require Wheel Trans to accept booking requests up to three hours before the published end of the service period on the day before the intended day of travel and to provide same day service to the extent that it is available;
- Improve customer service by accommodating more trip requests, reducing the budgeted unaccommodated rate to 0.9%;
- Carry 189,100 more passengers, increasing from 2.877 million in 2013 to 3.066 million in 2014, including 1,140,400 bus trips, 65,000 community bus trips, 1,140,100 trips by accessible taxi and 720,200 sedan taxi trips; and



• Manage a registrant base that will grow by 9% to 36,800 active registrants.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|--------------------------|-----------------------------------|---------|
| | Gross | Net |
| TTC Conventional Service | 1,597,559 | 431,081 |
| Total | 1,597,559 | 431,081 |

2014 Capital Budget

The 2014 Capital Budget for TTC of \$1.084 billion, including carry forward funding, will:

- Begin purchasing 60 additional Subway Cars (\$38.481 million) and work on the Train Door Monitoring System (\$5.0 million), Subway Rail Grinding (\$1.454 million), and Station Finish Renewal Program (\$0.250 million);
- Continue SOGR maintenance work on:
 - Subway Track (\$60.778 million);
 - Surface Track (\$12.144 million);
 - Bridges & Tunnels (\$42.688 million);
 - Information Technology System-Infrastructure (\$34.893 million);
 - Bus Overhaul (\$52.475 million); and
 - Other Buildings & Structures (\$34.615 million); and
- Continue to purchase LRVs, Subway Cars, and Buses and make progress on Leslie Barns, TR/T1 Subway Yard, ATC Resignalling, Easier Access and Fire Ventilation.

Key Contact

Andy Byford Chief Executive Officer Toronto Transit Commission 416-393-3890, andy.byford@ttc.ca

Toronto Zoo Board of Management

Governance

<u>Mandate</u>

The Toronto Zoo Board of Management oversees the strategic and operational management of the Zoo on behalf of the City. The Board provides direction to Zoo management on matters such as strategic policy, financial planning, effective program delivery, and compliance with applicable legislation and City Council directives.

Mission Statement

The Toronto Zoo tries to make the Zoo a dynamic and exciting place that inspires the public to love, respect and protect wildlife and wild spaces. The Toronto Zoo, as outlined in its 2009 Strategic Plan, strives to:

- Nurture a culture of best practice, passion and commitment;
- Protect wildlife populations and the places that sustain them by demonstrating environmental leadership through model conservation programs and partnerships;
- Offer compelling education and outreach experiences to inspire people to care about wildlife and protect habitats;
- Deliver a guest experience that is fun, welcoming, interactive and shows our commitment to sustainable living;
- Create dynamic habitats that celebrate the spectrum of plants and animals and connect people with nature;
- Invest in renewal of the Zoo's infrastructure and support systems with a commitment to state-of-the-art facilities, equipment and environmental best practices; and
- Build revenue streams, fundraising capacity and strategic relationships.

The Toronto Zoo is currently preparing a new Strategic Plan which once approved, will set the strategic direction of the Zoo for the next five years.

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Under the *City of Toronto Act*, the Toronto Zoo Board of Management is a City board and the City has full authority over its structure and mandate. The Board consists of three members of City Council, the Mayor (or designate) and 8 citizen members.

2014 Service Overview

The Toronto Zoo provides four key services – Conservation Education & Research, Operations & Administration, Marketing & Communications, and Development.

2014 Operating Budget

| Service | 2014 Approved Budget (\$000's) | |
|--------------------------------------|-----------------------------------|------------------------|
| | Gross | Net |
| Animal and Endangered Species | 136.0 | 0.0 |
| Conservation, Education and Wildlife | 15,171.0 | 14,139.1 |
| General Management and Development | 6,473.9 | 3,936.5 |
| Marketing and Communications | 4,264.5 | 3,849.6 |
| Operations and Administration | 25 (10.4 | 12,020,0 |
| Revenue and Recoveries | 25,619.4 | 13,938.8 (24,420.6) |
| Total | 51,664.8 | 11,443.4 |

2014 Capital Budget

The ten year (2104-2023) capital budget for the Toronto Zoo of \$60 million will help build new capital works and improve State of Good Repair. The 2014 Capital Budget allocation for Toronto Zoo of \$6 million will:

- Begin the construction of the *Wildlife Health Centre*, to provide modern, efficient and safe handling and care of animal patients and address concerns of the Canadian Council of Animal Care (CCAC) and the Association of Zoos and Aquariums (AZA) (\$4.15 million);
- Complete the construction of the *African Hoofstock House* (\$0.50 million); and



• Work on *Grounds and Visitor Improvements* (\$0.30 million), including pathway, way-finding and picnic area improvements; additional seating, shade structures and drinking water fountains; and washroom enhancements throughout the Zoo site.

The development of a new Capital Master Plan in 2015 will inform the long term capital plan for the Zoo and ensure the coordinated growth of the Zoo's facilities and functions. The City owns the Zoo's physical assets.

Key Contact

John Tracogna Chief Executive Officer Toronto Zoo 416-392-5909, jtracogna@torontozoo.ca



Yonge-Dundas Square Board

Governance

<u>Mandate</u>

Yonge-Dundas Square is a public square, community gathering place and event venue for the general public. The City established the Board of Yonge-Dundas Square to engage the Downtown Yonge BIA and other stakeholders in the management of the square to draw the public into this business area.

The Board of Yonge-Dundas Square manages, operates, controls and maintains the activities of the facility as an outdoor public square on behalf of City Council.

Mission Statement

The mission of the Board of Yonge-Dundas Square is to responsibly manage Yonge-Dundas Square and enhance the vitality of downtown Toronto; to launch, promote and operate the Square as a unique public space, borne from the passion of the community and the energy of commercial participation, so as to develop a positive perception by way of its activities, security, and cleanliness.

Structure

Under the *City of Toronto Act*, the Board of Yonge-Dundas Square is a City board and the City has full authority over its structure and mandate. The City's delegation of authority to the Board is set out in Chapter 636 of the Toronto Municipal Code and its Relationship Framework approved by City Council.

The Board is composed of 15 members, including representation from the cultural and business community, prominent community organizations in the vicinity and City Council. City staff representatives, Toronto Police and Toronto Parking Authority are also ex officio, non-voting members. The membership is as follows:

- the Council Member for Ward 27, Toronto Centre Rosedale;
- 5 citizen members;
- 2 members of the Downtown Yonge BIA nominated by the BIA;
- 1 member nominated by Ryerson University;

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- 1 member nominated by a local resident's association;
- 1 member nominated by the Corporation of Massey Hall and Roy Thompson Hall;
- 1 employee of the Toronto Parking Authority (ex-officio, no voting rights);
- 1 employee of the Toronto Police Service (ex-officio, no voting rights); and
- 2 City Staff (ex-officio, no voting rights).

The Chair of the Board is appointed by City Council.

2014 Service Overview

Yonge-Dundas Square delivers public event production, public event coordination, and Yonge-Dundas Square public space coordination.

Public Event Production

Yonge-Dundas Square produces an array of programs which are multicultural and free to the public, but which are funded by earned revenues, sponsorship and production cost-recovery. They animate the square and promote the vision of Yonge-Dundas Square as a community focal point, gathering place and resource for the citizens of Toronto.

Productions and programming such as the following are scheduled yearround: Lunchtime Live spring and fall concerts; Indie Fridays concert series; City Cinema outdoor film screenings; and a lively busking program.

Public Event Coordination

Yonge-Dundas Square coordinates, supports and hosts third-party events on the Square year-round. As an event venue, the Square can accommodate events of various sizes. Yonge-Dundas Square is the venue of choice for many of Toronto's diverse community festivals, and has hosted events such as DesiFest South Asian Heritage, Franco-Fete, Mex Fest, Youth Day and Multicultural Canada Day Celebrations. Yonge-Dundas Square has also worked with major arts and cultural festivals such as Luminato, Nuit Blanche, NXNE, Just for Laughs and the Toronto International Film Festival. Hosting these large scale events requires greater coordination and provision of event support services. In addition to hosting events for cultural and community groups, other organizations such as corporations, charities and not-for-profit organizations can obtain a permit to use the Square for film shoots, promotions, private functions and special events.

Yonge-Dundas Square Public Space Coordination

When not in use for special events, the Square becomes an urban piazza, an open space for the public to enjoy as passive visitors, pedestrian passthrough, and visitor information. The Square remains open to the public 24/7 with fountains operating from spring to fall. During the spring, summer and fall season, visitors can also enjoy café style seating, unique programming and busker entertainment.

2014 Operating Budget

| Service | | 2014 Approved Budget (\$000's) | |
|---------------------|---------|-----------------------------------|--|
| | Gross | Net | |
| Yonge-Dundas Square | 2,215.6 | 392.9 | |
| Total | 2,215.6 | 392.9 | |

2014 Capital Budget

There are no capital projects for 2014. The 2015-2023 Capital Plan for Yonge-Dundas Square includes \$0.05 million per year, for a total of \$0.45 million over the 9 years, to support state of good repair maintenance work. This plan is subject to adjustments once the next facility audit report is completed.

Key Contact

Taylor Raths General Manager Yonge-Dundas Square 416-979-9960 Ext 115, <u>taylor@ydsquare.ca</u>



Council Briefing Book

Volume 1: Toronto's Government

Tab 8 – Profiles of City Corporations

- 8.1 Build Toronto Inc.
- 8.2 Casa Loma Corporation
- 8.3 Invest Toronto Inc.
- 8.4 Lakeshore Arena Corporation
- 8.5 Toronto Community Housing Corporation
- 8.6 Toronto Hydro Corporation
- 8.7 Toronto Port Lands Company

Build Toronto Inc.

Governance

<u>Mandate</u>

Build Toronto is the City's real estate and development corporation created to generate value from surplus and underused City real estate assets. The company has a focus on City-building (attracting commercial development, creating desirable jobs and improving the liveability of the City) as well as generating a financial return for the City.

Build Toronto provides entrepreneurial development expertise to the City and its agencies to unlock the value of real estate holdings through acquisition, improvement, development and disposition, with a view to enhancing the economic competitiveness of Toronto and furthering the City's strong neighbourhood and environmental stewardship objectives.

<u>Mission</u>

Be a catalyst for sustainable development, operate in a commercially viable manner and continually support City Council, City divisions and agencies, the development community and the citizens of Toronto.

<u>Structure</u>

Build Toronto is an independent corporation of the City. Build Toronto was incorporated on November 13, 2008 under the Ontario *Business Corporations Act* with the City as its sole shareholder, and officially launched its operations in May 2010.

Build Toronto's Board of Directors is responsible for providing leadership in and direction for the management of the business and affairs of the Corporation. The Board consists of eleven members:

- eight citizen members; and
- three members of Council: the Mayor (as Chair of the Board) or his/her designate (as Vice-Chair of the Board); the Chair of the Planning and Growth Committee; and the Chair of the Economic Development Committee.

M Toronto

In December 2009, Build Toronto incorporated Build Toronto Holdings One Inc. as a wholly-owned subsidiary, to hold Build Toronto's investment and related obligations in Toronto Waterfront Studios Inc. (TWSI). The Corporation has established an additional nine wholly-owned subsidiaries, at the property level, for risk-mitigation purposes.

2014 Service Overview

Build Toronto is involved in the following activities:

- exploring development opportunities across 44 properties that have been declared surplus by the City for transfer to Build Toronto;
- working with the City of Toronto's Affordable Housing Office to determine a provision for an affordable housing strategy portfoliowide;
- working with City staff to improve the process to identify surplus and developable land;
- tracking City-building initiatives, development progress and value creation to report to Council in 2015;
- assisting the City with long-range accommodation strategies;
- projecting a positive cash flow to provide a financial dividend back to the City (\$30M in dividends declared to date); and
- improving properties and moving them through the development cycle to sell to market (13 properties sold to date).

2013 Financial Results

| Consolidated Statement of Comprehensive Incom | <u>me (\$, millio</u> | ons) |
|--|-----------------------|------------------|
| | Year ended | Year ended |
| | Dec. 31, 2013 | Dec. 31, 2012 |
| Profit from Sale of Real Estate Inventory | 1.3 | 39.6 |
| Net Property Income from Rentals | 0.8 | 1.5 |
| Net gain from fair value adjustments to investment property | 5.0 | 5.2 |
| Re-evaluation of real estate inventory and environmental provision | -0.2 | |
| Share of net losses from subsidiaries | -0.7 | -0.4 |
| General and administrative expenses and others | -9.4 | -7.8 |
| Operating profit (loss) | -3.2 | 38.1 |
| Net interest income/(costs) | 1.9 | 0.6 |
| Other | -0.8 | 0.1 |
| Net income and total comprehensive income | -2.1 | 38.8 |
| Equity – January 1 opening balance | 228.6 | 185.9 |
| Transfer of properties from shareholder and related parties | -1.1 | 3.9 |
| Dividend declared | -10.0 | 0.0 |
| Equity – December 31 ending balance | 215.4 | 228.6 |

Key Contact

William (Bill) Bryck President and Chief Executive Officer Build Toronto 416-981-3883, <u>bbryck@buildtoronto.ca</u>

Casa Loma Corporation

Governance

Mission Statement

Casa Loma Corporation's mission is to operate a financially self-sufficient heritage attraction and hospitality venue that services Toronto residents and visitors.

Structure

Casa Loma Corporation was established by City Council in June 2011 under the authority of the Section 148 of the *City of Toronto Act, 2006* and Ontario Regulation 609/06. Casa Loma Corporation is incorporated under the *Ontario Business Corporations Act*, with the City of Toronto as its sole shareholder.

The Casa Loma Board of Directors is responsible for supervising the management of the day to day operations of the Corporation. The Board consists of the General Manager of Economic Development and Culture or their designate, the Chief Corporate Officer or their designate, the Deputy City Manager and Chief Financial Officer or their designate, the Director of Museums and Heritage Services or their designate plus the Chief Executive Officer of Exhibition Place. The Board meets bi-monthly.

In January 2014, the City of Toronto entered a long-term lease with Liberty Entertainment Group to operate the Casa Loma facility. The corporation is currently exploring options for revitalization of the north campus of the Casa Loma complex.

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2013 Financial Results

| Audited Financial Statements (\$000's) | | |
|--|------------|------------|
| | Year ended | Year ended |
| | Dec. 31, | Dec. 31, |
| | 2012 | 2013 |
| | Audited | Audited |
| Operations revenue: | 3,953.2 | 4,101.8 |
| Gift Shop | 350.6 | 358.9 |
| Catering and cafeteria | 794.2 | 958.0 |
| Marketing | 5.9 | 9.5 |
| Administration and finance | 206.8 | 243.6 |
| Operations expenses: | 1,891.5 | 2,072.3 |
| Gift Shop | 294.6 | 356.0 |
| Catering and cafeteria | 297.6 | 463.1 |
| Marketing | 387.2 | 492.3 |
| Administration and finance | 931.5 | 946.6 |
| Accumulated surplus, end of year | 3,490.1 | 4,031.5 |

The \$2.179 million 2014 Capital Budget for Casa Loma continues the Casa Loma Restoration project and includes structural repairs of masonry, roofing, balconies and windows.

Key Contacts

Michael H. Williams Chair, Board of Directors Casa Loma Board of Directors 416-397-1970, <u>mwillia5@toronto.ca</u>

Eva Pyatt Director, Special Projects Economic Development & Culture 416-392-7183, <u>epyatt@toronto.ca</u>



Invest Toronto Inc.

Governance

<u>Mandate</u>

The mandate of Invest Toronto Inc. is to engage the private sector in marketing and promotion activities to increase business investment and create desirable jobs in Toronto. Invest Toronto pursues its mandate through marketing business investment in targeted industries, conducting trade missions and coordinating with other governments.

Mission Statement

Invest Toronto Inc. seeks to:

- win business investment into Toronto and secure corporation expansions and re-locations, including foreign direct investment;
- foster effective business and institutional partnerships within Toronto;
- provide decision-makers with intelligence and expertise on Toronto's global opportunities, sectors, and niches;
- coordinate the positioning of Toronto for the long term;
- identify opportunities to advance Toronto's presence in associated global markets;
- lead effective local teams to pursue and secure opportunities; and
- improve the local and regional effectiveness of global economic promotion of Toronto.

<u>Structure</u>

Invest Toronto is an independent corporation of the City. Invest Toronto Inc. was incorporated on November 13, 2008 under the Business Corporations Act (Ontario) with the City as its sole shareholder.

The Board of Directors consists of 17 members and is composed of:

- the Mayor, or a designate appointed by the Mayor;
- the Chair of City Council's Economic Development Committee;
- 2 Council Members;

- 12 citizen members; and
- the City's General Manager of Economic Development and Culture.

The Mayor is the Chair except where a Mayor's designate is appointed in which case the Chair of the Board is the Chair of the Economic Development Committee. The Board elects the Vice-Chair.

2014 Service Overview

Invest Toronto provides a complimentary concierge service for businesses, offering one-on-one consultations to help facilitate foreign direct investment decisions and assisting in navigating through the transition process.

Invest Toronto helps foster effective business, institutional, professional and government partnerships, and provides coordinated access to leaders and other influencers to enable the success of business investments in Toronto. It facilitates and guides businesses through the set-up and site selection process, providing detailed data and analysis and access to effective tools to help enable decisions and access the city's markets, talent and resources.

As highlighted in the 2013 annual report, Invest Toronto has been active not just promoting Toronto but also bringing in foreign direct investment. In 2013, this included:

- Directly bringing in 23 new investments (e.g., Alstom Transport, Datto, Apex Systems, Cigniti, Fuzhou Hengjue Garments/Maple Trace Inc., Forcare, Group First, Homejoy, Moovix Media, Riya Travel, Smartoonz, Xerces Technologies);
- 236 new jobs for 2014 year-end;
- \$23.7M new annual GDP by year end 2014 for these investments;
- Acting as a key player in market missions to China, India, Europe;
- Being selected as best Economic Development Agency/Corporation in Canada by US site selectors;
- Working on over 733 FDI opportunities, cumulatively to year-end 2013; and
- Assisting the Province with large investments like Cisco (\$4B in Ontario) and a new innovation centre in Toronto.

2013 Audited Financial Statements

| Summary Statement of Operations (\$000's) | | |
|---|------------|------------|
| | Year ended | Year ended |
| | Dec. 31, | Dec. 31, |
| | 2012 | 2013 |
| Revenue: | | |
| Operating Grant from TPLC* | 2,459 | 2,518 |
| Amortization of deferred contributions | 98 | 125 |
| | | |
| Operating Expenses: | | |
| Salaries and Employee Benefits | 1,590 | 1,665 |
| Professional Fees and Project Costs | 110 | 123 |
| Office rent and office expenses | 495 | 473 |
| Other expenses | 362 | 382 |
| | | |
| Operating surplus/(loss) | 0 | 0 |

*Note: Given the nature of the different operations of Toronto Port Lands Company (TPLC) and Invest Toronto, TPLC reports under an International Financial Reporting Standard (IFRS) accounting and Invest Toronto reports under public sector accounting standards. This difference in reporting standards results in different presentation formats on the respective audited annual financial statements. The TPLC capital grant to Invest Toronto is amortized over the useful life of the specific capital asset and reflected in the amortization line of the Invest Toronto operating statement.

Key Contact

Renato Discenza President and Chief Executive Officer Invest Toronto 416-981-3888, <u>rjdiscenza@investtoronto.ca</u>

Lakeshore Arena Corporation

Governance

<u>Mandate</u>

The Lakeshore Arena Corporation manages the day to day operations and the leasehold interest in the Lakeshore Lions Arena facility previously held by Lakeshore Lions Club until a future direction for the Arena can be established by the City.

<u>Structure</u>

The Lakeshore Arena Corporation was established by City Council in July 2011 (Item EX7.1) under the authority of the Section 148 of the *City of Toronto Act, 2006* and Ontario Regulation 609/06. Lakeshore Arena Corporation is incorporated under the Ontario Business Corporations Act, with the City of Toronto as its sole shareholder.

The Lakeshore Arena Corporation Board of Directors is responsible for supervising the management of the business and affairs of the Corporation. The Board consists of the General Manager of Parks, Forestry and Recreation or their designate as the Chair, the Chief Corporate Officer or their designate, the Deputy City Manager and Chief Financial Officer or their designate, a tenant representative, and two members of the public with expertise in sports, entertainment, finance or marketing. The Board meets bi-monthly.

It is anticipated that the current board will remain in place until City Council decides the future direction for the arena.

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2013 Financial Results

| Audited Financial Statements (\$000's) | | |
|--|----------------------|----------|
| | Year ended Year ende | |
| | Dec. 31, | Dec. 31, |
| | 2012 | 2013 |
| | Audited | Audited |
| Operations revenue | 4,411.4 | 5,146.5 |
| Ice rentals | 2,845.9 | 3,213.5 |
| Tenancy rentals | 610.6 | 883.6 |
| Snack sales | 243.3 | 272.1 |
| Licensing | 272.2 | 278.9 |
| Utility Recovery | 171.0 | 238.3 |
| Other | 68.5 | 260.0 |
| | | |
| Operations expenses | 4.989.4 | 5,244.4 |
| Salaries and benefits | 995.1 | 980.9 |
| Legal and audit | 58.8 | 18.250 |
| Insurance | 49.8 | 50.6 |
| Interest and bank charges | 20.6 | 25.8 |
| Building and equipment maintenance | 402.1 | 477.3 |
| Bad debts (recovery) | (36.6) | 36.9 |
| Interest on long-term debt | 1,529.5 | 1,505.6 |
| Amortization of tangible capital assets | 952.4 | 952.0 |
| Office cleaning, phone, bank interest, other | 80.414 | 72.6 |
| | | |
| Accumulated deficiency, end of year | 2,570.6 | 2,472.7 |

Key Contact

Ann Ulusoy Director, Management Services Branch Parks, Forestry and Recreation 416-392-8190, <u>aulusoy@toronto.ca</u>

Toronto Community Housing Corporation

Governance

<u>Mandate</u>

Toronto Community Housing Corporation (TCH) owns and manages approximately 58,500 rental housing units in over 2,200 buildings in more than 350 communities across the city. Serving about 6% of Toronto's population, Toronto Community Housing is one of over 230 social housing providers in the city operating under the *Housing Services Act, 2011*.

Mission Statement

TCH's vision is "better homes, better neighbourhoods and a better Toronto for all". TCH's core business is to provide clean, safe, well-maintained, affordable homes to low and moderate income households, that include seniors, families, singles, refugees, recent immigrants to Canada, and people with special needs. With residents' needs at the forefront and through collaboration, TCH connects residents to services and opportunities, and helps foster great neighbourhoods where people can thrive.

TCH's three-year strategic plan, Homeward 2016, sets specific, measurable financial and operational goals to achieve its mission, and advances work in 3 key strategic priorities: quality homes, vibrant communities, and service excellence.

<u>Structure</u>

TCH is an independent corporation of the City. TCH was established under the *Ontario Business Corporations Act* with the City as its sole shareholder. In establishing TCH, the City approved a Shareholder Direction that sets out specific requirements for TCH with respect to governance, program management, accountability, and tenant relations. City Council most recently adopted an amended and restated TCH Shareholder Direction in November 2013.

TCH operates under the direction of an independent Board of Directors. The Board of Directors consists of 13 members and is composed of:

- the Mayor or a member of Council as the Mayor's designate;
- 3 members of Council;
- 7 citizen members; and

8.5

• 2 tenant citizen members who are elected by tenants and whose appointment is recommended to Council.

The City's Shelter, Support & Housing Division acts as the Service Manager under the *Housing Services Act, 2011,* and administers funding on behalf of the City and Province. In this role, the City has a funding and oversight relationship with over 230 social housing providers, including TCH.

2014 Service Overview

TCH is the largest social housing provider in Canada and, after New York City, the second largest in North America. TCH operates as a business, meeting the financial expectations and obligations of a landlord. However, it also carries a social and community mandate to build strong neighbourhoods and sustainable communities that goes beyond its role as a landlord, acting as an agent of social change and a compassionate landlord.

Key achievements in 2013 include:

Quality Homes

- Developed a 10-year Capital Financing Plan with the City to maintain the TCH housing stock in good repair and prevent further increases to the capital repair backlog;
- Invested \$70 million to improve buildings across the city, through planned capital repairs and the State of Good Repair: In Your Unit program;
- Continued work on revitalization projects in 7 communities, including Regent Park, Alexandra Park, Leslie Nymark, Allenbury Gardens, the Railway Lands, Lawrence Heights and the West Don Lands; and
- Initiated two new revitalization development projects at 250 Davenport and Don Summerville.

Vibrant Communities

- Invested \$1.4 million in the Year of the Youth program, which included a Youth Summit, Youth Recreation Programs, and initiatives to help young residents develop skills and build capacity;
- Launched Connected for Success, a partnership with Rogers Communications, Compugen and Microsoft Canada, that gives rentgeared-to-income households access to low-cost internet and computers; and
- Invested in community safety initiatives, including new CCTV cameras, completing safety audits, and establishing 21 Safety Councils across TCH communities.



Service Excellence

- Met with nearly 900 residents at 25 community meetings to hear their concerns, and improve service delivery and communications with residents; and
- Established an independent Office of the Commissioner of Housing Equity, reporting to the Board of Directors, to ensure seniors and vulnerable residents are treated fairly.

2013 Audited Financial Statements

| Summary Consolidated Statement of Operations (\$000s) | | |
|---|-------------|-------------|
| | Year ending | Year ending |
| | Dec 31, | Dec 31, |
| | 2013 | 2012 |
| Revenue: | | |
| Subsidies | 231,036 | 248,923 |
| Rent | 300,980 | 291,555 |
| Amortization of deferred capital contributions | 45,908 | 44,734 |
| Parking, laundry & cable fees | 16,792 | 17,715 |
| Investment income | 10,051 | 10,743 |
| Joint venture income (loss) | 621 | 13,956 |
| Other revenues | 19,758 | 22,092 |
| Total revenues | 625,146 | 649,718 |
| Expenses: | | |
| Operating and maintenance | 262,633 | 263,002 |
| Municipal taxes | 15,071 | 33,617 |
| Depreciation | 128,930 | 124,088 |
| Interest | 66,792 | 69,783 |
| Rent Supplement Program | 25,271 | 29,354 |
| Administration and other | 71,822 | 69,759 |
| Total Expenses before unrealized losses | 570,519 | 589,603 |
| Excess of revenue over expenses for year | 54,627 | 60,115 |

Key Contact

Greg Spearn Interim President and Chief Executive Officer **Toronto Community Housing Corporation** 416-981-4338, greg.spearn@torontohousing.ca



Toronto Hydro Corporation

Governance

<u>Mandate</u>

Toronto Hydro Corporation (Toronto Hydro) is a holding company which, through its principal subsidiaries, distributes electricity in Toronto, engages in conservation and demand management activities, and provides street lighting services.

Mission Statement

Toronto Hydro is committed to delivering excellent customer service, providing a safe and reliable supply of electricity, and delivering long-term value to the City of Toronto. Toronto Hydro's vision is to "continuously maximize customer and stakeholder satisfaction by being safe, reliable and environmentally responsible at optimal costs".

The City's objectives and principles governing Toronto Hydro include: operating on an efficient and commercially prudent basis; optimizing the Shareholder's return on equity; providing a reliable, effective and efficient electricity distribution system; and operating in a safe and environmentally responsible manner consistent with the City's energy, climate change and urban forestry objectives.

Structure

Toronto Hydro is a for profit corporation operated independently from the City. It was incorporated under the Business Corporations Act (Ontario) with the City as its sole shareholder.

The Board of Directors consists of 11 members and is composed of:

- the Mayor (or a Council Member recommended by the Mayor as his or her designate and who is appointed by City Council);
- 2 Council members; and
- 8 citizen members.

Toronto Hydro is a reporting issuer under the Securities Act (Ontario) and is regulated by the Ontario Securities Commission. Its electricity distribution
subsidiary Toronto Hydro-Electric System Limited (THESL) is regulated by the Ontario Energy Board.

As a reporting issuer, Toronto Hydro complies with stringent corporate governance requirements adopted by the Ontario Securities Commission and the continuous disclosure obligations established under the Securities Act (Ontario). These commitments include intensive quarterly and annual financial, governance and operational public reporting and ongoing materiality disclosure. Directors, by law, are also held to fiduciary standards and a duty of care in respect of Toronto Hydro, including strict conflict of interest obligations.

Additionally, as a corporation regulated by the Ontario Energy Board, its subsidiary THESL is subject to a fiduciary duty in regard to the utility's ratepayers and additional governance requirements.

2014 Service Overview

Toronto Hydro is a holding company which conducts its business through two principal subsidiaries: THESL and Toronto Hydro Energy Services Inc. Toronto Hydro supervises the operations of, and provides corporate and management services and strategic direction to, its subsidiaries.

THESL is the electricity distributor to residential, commercial, institutional and industrial electricity users primarily located in Toronto through an electricity distribution system that delivers electricity to approximately 734,000 customers. It is the largest municipal electricity distribution company in Canada and distributes approximately 18% of the electricity consumed in Ontario.

Toronto Hydro Energy Services Inc. provides and operates the street lighting system in Toronto.

Key achievements in 2013 include:

- Paid \$43 million in dividends to the City;
- Delivered conservation and demand management (CDM) programs, helping customers conserve 109,828MWh of energy and save money, and reducing GHG emissions by 10,673 tCO2e;



- Started construction on new Clare R. Copeland Transformer Station, the first underground station in downtown Toronto, which will help increase electricity capacity;
- Continued to work with Hydro One Inc. to refurbish the existing 115 kilovolt transmission infrastructure serving midtown to help improve service and reliability;
- Facilitated key expansion and streetscape improvements including construction of the air-rail link to help prepare for the Pan Am Games;
- Relocated and upgraded aging infrastructure as part of Waterfront Toronto's initiative to revitalize the waterfront; and
- Connected over 9.5MW of solar photovoltaic power to the Toronto Hydro grid, consisting of 155 microFIT projects and 43 FIT projects.

2013 Financial Results

| Audited Consolidated Key Financial Results (\$millions) | | | | |
|---|-----------------------------------|-----------------------------------|--|--|
| | Year ended Dec. 31, 2012 | Year ended Dec. 31, 2013 | | |
| Balance Sheet as at Dec 31 | | | | |
| Cash | 76.6 | 0 | | |
| Assets | 3,539.4 | 3,797.5 | | |
| Debentures | 1,469.5 | 1,449.3 | | |
| Shareholder's equity | 1,140.3 | 1,218.5 | | |
| Income Statement for the year ended Dec 31 | | | | |
| Gross Revenues | 2,852.5 | 3,202.8 | | |
| Less: Purchased Power and Other | (2,275.5) | (2,567.5) | | |
| Gross Margin | 577.3 | 635.3 | | |
| Less: Operating Expenses | (245.2) | (272.0) | | |
| Depreciation and Amortization | (141.5) | (172.8) | | |
| Net Financing Charges | (74.0) | (66.3) | | |
| Gain on Disposal of Assets | 1.8 | 1.3 | | |
| Restructuring Costs | (27.8) | 0 | | |
| Provision for PILs | (4.6) | (4.3) | | |
| Net Income | 86.0 | 121.2 | | |
| Capital Expenditures | 292.4 | 450.3 | | |
| Dividends Paid | 48.0 | 43.0 | | |



Key Contact

Anthony M. Haines President and Chief Executive Officer Toronto Hydro Corporation 416-542-3339, <u>ahaines@torontohydro.com</u>



Toronto Port Lands Company

Governance

<u>Mandate</u>

The City of Toronto Economic Development Corporation ("TEDCO") now operates as the Toronto Port Lands Company ("TPLC") to better reflect its core activities in the Port Lands area where it is the largest landowner. TPLC's mandate is to actively manage its lands prudently including leasing, preparing for development and remediating approximately 400 acres of land in the Port Lands. TPLC is a self-financing corporation and through its brownfield remediation, land management, leasing and sale operations, it provided a \$40M dividend to the City in 2012. Annually, TPLC also provides full financial support to the operation of Invest Toronto Inc. and funds the Economic Development and Culture Division's incubator programs.

Mission Statement

TPLC is a completely self-financing municipal corporation wholly-owned by the City. Through TPLC's leasing, development, brownfield reclamation and land management activities, it finances its operations, provides funding to City programs, and has the ability to deliver financial dividends to the City.

<u>Structure</u>

TPLC is an independent corporation of the City that was incorporated in 1986 under the Business Corporations Act (Ontario) pursuant to an amendment to the City of Toronto Act, 1985, with the City as its sole shareholder. TPLC has several wholly-owned subsidiaries that are inactive nominee corporations.

The existing transitional Board of Directors of TPLC consists of 4 members composed of City staff appointed by City Council.

2014 Service Overview

Following City Council's decision in October 2008 to create two new economic development corporations (Invest Toronto Inc. and Build Toronto Inc.), the operating name of TEDCO was changed to TPLC, to better reflect its core Port Lands operations. TPLC is a key stakeholder in Port Lands revitalization along with the City of Toronto, Waterfront Toronto, and the Toronto and Region Conservation Authority. Since 1986, TPLC entered into various leases and agreements regarding its properties that affect the revitalization of the Port Lands, including the following projects:

- The Corus Quay office building, a 500,000 square foot LEED Gold office and broadcast building located on Queens Quay;
- Expansion of the Toronto Pinewood Studios with 3 new state-of-the art sound stages built in 2013 that anchor the Port Lands Media, Innovation and Creativity Cluster; and
- Relocation of the new Essroc Cement Terminal to the East Port Area. TPLC continues to work closely with its tenant Essroc to complete the new multi-million dollar cement terminal to be opened in the fall of 2014.

2013 Financial Results

| Summary Statement of Net and Compr | ehensive Income (| \$000s) |
|--|--------------------------------|-----------------------------|
| | Year ended Dec. 31, 2012 | Year ended Dec. 31, 2013 |
| | Audited | Audited |
| Net revenue from investment properties | 10,898 | 9,112 |
| Expenses | | |
| General & administrative | 3,751 | 3,560 |
| Amortization | 1,580 | 1,573 |
| Income before the following: | 5,567 | 3,978 |
| Other income/(expenses) | | |
| Non-recurring income | 0 | 1,076 |
| Incubator program funding | (1,346) | (1,355) |
| Invest Toronto Inc. grant | (2,472) | (2,525) |
| Interest, net | (508) | 618 |
| Gain on sale of investment properties | 39,632 | 121 |
| Net income & comprehensive income | 40,873 | 1,913 |
| Retained earnings – beginning of year | 368,186 | 365,254 |
| Contributed Surplus | 0 | 0 |
| Distribution to Shareholder | (40,000) | 0 |
| Transfer of Assets to Build Toronto Inc. | (2,904) | 0 |
| Reserve for future transfer of assets to Build | (901) | (121) |
| Toronto Inc. | | |
| Retained earnings – end of year | 365,254 | 367,046 |

*Note: Given the nature of the different operations of TPLC and Invest Toronto, it was determined that TPLC reports under an International Financial Reporting Standard (IFRS) accounting standard and Invest Toronto reports under public sector accounting standards. This difference in reporting standards results in different presentation formats on the respective audited annual financial statements. The full amount of the annual operating and capital grant for Invest Toronto for a particular fiscal year is reflected in the annual TPLC operating statement for that fiscal year.

Key Contact

Michael Kraljevic President and Chief Executive Officer, Toronto Port Lands Company 416-214-4640, mkraljevic@tplc.ca



Council Briefing Book

Volume 1: Toronto's Government

Tab 9 – Profiles of Partnered Agencies and Corporations

- 9.1 Toronto and Region Conservation Authority
- 9.2 Toronto Pan Am Sports Centre Inc.
- 9.3 Waterfront Toronto

Toronto and Region Conservation Authority

Governance

<u>Mandate</u>

Formed in 1957, the Toronto and Region Conservation Authority (TRCA) develops and delivers programs to further the conservation, restoration, development and management of the natural resources within its watersheds. The TRCA is governed by the Ontario Conservation Authorities Act and the Ontario Clean Water Act.

The TRCA is the largest landowner (almost 18,000 hectares) in the GTA region, and it makes its lands available to the community for outdoor and conservation education, recreation and historic site purposes. TRCA's area of jurisdiction includes 3,467 square kilometres: 2,506 on land and 961 water-based. This area comprises nine watersheds:

Highland Creek

Petticoat Creek

Humber RiverRouge River

- Carruthers Creek
- Don River
- Duffins Creek
- Etobicoke Creek
- Mimico Creek

TRCA's jurisdiction also extends into Lake Ontario to a point defined by the

The TRCA is partnered agency of the municipalities shown below:

- City of Toronto
- Regional Municipality of Durham
- Regional Municipality of Peel

Territorial Divisions Act, R.S.O. 1980.

- Regional Municipality of York
- Township of Adjala-Tosorontio
- Town of Mono.

Mission Statement

The mission of the TRCA is to work with its partners to ensure that the partner municipalities build their environments upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity, and sustainable communities.

<u>Structure</u>

The TRCA Board consists of 28 members:

M Toronto

- 14 representatives of the City of Toronto appointed by City Council; nine
 (9) are City Councillors and five (5) are citizen appointees; and
- 14 members representing the Regional Municipalities of Peel, Durham and York, and the Township of Adjala-Tosorontio and the Town of Mono

2014 Service Overview

The Toronto and Region Conservation Authority undertakes a diverse set of programs including:

- Watershed Studies and Strategies
- Water Risk Management
- Regional Biodiversity
- Land Securement and Management
- Tourism and Recreation
- Planning and Development Review
- Education and Outreach
- Sustainable Communities
- Corporate Services

The "Living City" is the guiding Strategic Vision Policy for the TRCA. The four pillars of The "Living City" are: Healthy Rivers and Shorelines; Green-space and Biodiversity; Sustainability Communities; and Business Excellence, a green economy and responsive government. TRCA works with its partners to pursue the *"*Living City" in a way that is appropriate to the context of the modern Toronto region. Projects in the City of Toronto identified as part of the "Living City" include:

- Ashbridges Bay Erosion Control;
- Don River Mouth Naturalization and Flood Protection;
- Gibraltar Point Erosion Control; and
- Royal Rouge Trail Erosion Control.

For 2014 the TRCA has a gross operating budget of \$39 million. Of this, user fees and donations generate \$24.2 million in revenues. In 2014 the City of Toronto will contribute \$4.5 million to the TRCA through a contribution for Toronto Water and \$3.4 million through the property tax supported funding. Provincial grants and subsidies are also used to fund the TRCA.

For 2014 through 2023 the City of Toronto capital budget allocates \$106 million to TRCA projects.

2013 Audited Financial Statements

Toronto and Region Conservation Authority Statement of Operations and Accumulated Surplus

| (in thousands of dollars) | | | | | | |
|--|----|---|----|---|----|--|
| Year Ended December 31 | | 2013 | | 2013 | | 2012 |
| | | Budget | | Actual | | Actual |
| Revenue Municipal | | | | | | |
| Operating levies Capital levies Other | \$ | 12,496 35,585 3,529 | \$ | 12,496 24,778 2,976 | \$ | 11,948 27,768 1,628 |
| Government grants Provincial Federal User fees, sales and admissions Contract services Rental income Fundraisino | | 3,820 1,613 17,041 27,321 3,097 | | 4,004 2,277 16,610 18,235 2,649 | | 6,518 979 16,768 24,524 2,834 |
| Donations The Living City Foundation Income from marketable securities Net (gain) loss on sale of tangible capital | | 3,373 1,422 540 | | 82 1,543 594 | | 663 1,492 634 |
| assets Sundry | \$ | - 109,837 | \$ | (274) <u>437</u> 86,407 | \$ | (127) <u>306</u> 95,935 |
| Expenses Watershed Studies and Strategies Water Risk Management Regional Biodiversity Land Securement and Management Tourism and Recreation Planning and Development Review Education and Outreach Sustainable Communities Corporate Services | _ | 4,650 17,152 14,208 8,370 31,680 7,739 7,581 6,785 7,807 105,972 | _ | 3,417 13,753 10,521 6,270 24,802 6,841 7,054 5,604 <u>6,883</u> 85,145 | | 3,688 18,712 10,836 6,139 20,735 6,620 6,887 4,878 6,306 84,801 |
| Net Surplus | \$ | 3,865 | \$ | 1,262 | \$ | 11,134 |
| Accumulated surplus, beginning of year | _ | 431,014 | _ | 431,014 | _ | 419,880 |
| Accumulated surplus, end of year | \$ | 434,879 | \$ | 432,276 | \$ | 431,014 |

Key Contact

Brian Denney Chief Executive Officer 416-667-6290, <u>bdenney@trca.on.ca</u>

Toronto Pan Am Sports Centre Inc.

Governance

<u>Mandate</u>

Toronto Pan Am Sports Centre Inc. (TPASC Inc.) was established as an independent entity to operate the Toronto Pan Am Sports Centre. The Centre is jointly owned by the City of Toronto and the Governing Council of the University of Toronto.

The Centre encompasses an aquatic centre and field house and will be used for staging the 2015 Pan American and Parapan American Games (the "2015 Games"). As a 2015 Games legacy facility, the Centre will continue to serve the community, the University and high-performing sport organizations after the 2015 Games.

<u>Structure</u>

TPASC Inc. was incorporated on December 18, 2013. A Co-ownership Agreement and Unanimous Shareholders' Agreement are in place between the City and the University.

Recognizing the commitments in relation to the staging and legacy of the 2015 Games, City Council and the University approved a transition Board initially composed of City and University staff. The TPASC Inc. Board of Directors consists of 10 members and is composed of:

- 5 University staff appointed by the Governing Council of the University of Toronto; and
- 5 City staff appointed by City Council.

City Council approved the appointment of two citizen members as directors of the Board once the 2015 Games have been completed, the Centre has been returned to TPASC Inc., and post-Games use of the Centre has been normalized. As a result, effective January 2, 2016, the TPASC Inc. Board of Directors will consist of 10 members composed of:

- 5 University staff appointed by the Governing Council of the University of Toronto;
- 2 citizen members appointed by City Council; and
- 3 City staff appointed as directors by City Council.

2014 Service Overview

The Centre is expected to be operational for use by the City for the general community, and by the University community and other organizations, as of September 2014, for recreational programming and services, fitness training and high-performance athlete training. The Centre will also house office space for the University, the Canadian Sport Institute Ontario (CSIO), and nominal space for the City's Parks, Forestry and Recreation Division, and space for other third-party uses such as food concessions and medical clinics, on a cost-recovery basis. The Centre will be made available for the exclusive use of the 2015 Games from May 15 to September 15, 2015.

Operating funding contributions are based on the proportional use of the Centre by the City, University, CSIO and other high-performance sport organizations (HP), and other users. The City's funding contribution will be included for consideration as part of the operating funding in the Parks, Forestry and Recreation Division annual budget submissions.

| User | Pool Usage | Field House Usage | Combined Weighted Average | Initial Estimated Contribution |
|-------------|---------------|-------------------------|---------------------------------|---|
| City | 27% | 36% | 31% | \$3.6M |
| University | 9% | 27% | 17% | \$1.9M |
| HP & CSIO | 41% | 15% | 30% | \$3.5M (Legacy Fund - \$2.5M Other - \$1.0M) |
| Other Users | 23% | 22% | 22% | \$2.5M |
| Total | 100% | 100% | 100% | \$11.6M |

TPASC Usage and Estimated Contributions (Based on Full-Year Operation in 2015 Dollars)

Key Contact

Bob Singleton Managing Director, Toronto Pan Am Sports Centre 416-283-5222, <u>rsingleton@tpasc.ca</u>



Waterfront Toronto

Governance

<u>Mandate</u>

Waterfront Toronto was established in 2001 by the Governments of Canada, Ontario and the City of Toronto to oversee and deliver the revitalization of Toronto's waterfront. The three governments provided \$500 million each in seed capital for a 25-year mandate to transform 800 hectares (2,000 acres) of brownfield lands on Toronto's waterfront into beautiful, accessible, sustainable mixed-use communities and dynamic public spaces.

Waterfront Toronto's overall corporate objectives include:

- implementing a plan that enhances the economic, social and cultural value of the land in the designated waterfront area and creates an accessible and active waterfront for living, working and recreation, and to do so in a fiscally and environmentally responsible manner;
- ensuring that ongoing development in the designated waterfront area can continue in a financially self-sustaining manner; and
- promoting and encouraging the involvement of the private sector in the development of the designated waterfront area.

Mission Statement

Waterfront Toronto's vision is to work with community and public and private sector partners to create waterfront parks, public spaces, cultural institutions, and diverse and sustainable commercial and residential communities. Waterfront Toronto strives to ensure that Toronto becomes the city where the world desires to live.

<u>Structure</u>

Known formally as the Toronto Waterfront Revitalization Corporation, Waterfront Toronto is a partnered corporation of the City of Toronto. It was continued as a corporation without share capital under the Toronto Waterfront Revitalization Act, 2002, as amended.

The Board of Directors may be composed of up to 13 members, as follows:

- the City of Toronto appoints a maximum of four Directors, one of whom may be an elected official (the City currently appoints the Mayor or the Mayor's designate);
- the Province of Ontario appoints a maximum of four Directors, one of whom may be an elected official;
- the Government of Canada appoints a maximum of four Directors; and
- the Chair is appointed jointly by the three Governments, and may be one of the Directors appointed by one of the Governments or may be an additional appointee to the Board.

The Board of Directors is currently comprised of 12 members, and one of the citizen members appointed by the City is jointly appointed as the Chair.

2014 Capital Budget

The 2014–2023 Capital Budget and Plan includes \$175.924 million in funding for growth related projects that will improve Union Station with the addition of a second subway platform, proceed with precinct implementation in the West Don Lands and East Bayfront, complete the revitalization of Queens Quay, and invest in transportation and pedestrian initiatives in the Waterfront.

The 2014 Capital Budget for Waterfront Revitalization Initiative of \$80.252 million, including carry forward funding, will:

- improve Union Station through the addition of a second subway platform and concourse improvements;
- deliver the Port Lands Planning Framework, EAs and Funding/Financing Plan;
- create new public spaces and parks such as the final phase of Underpass Park and Corktown Common;
- continue construction of major roads and stormwater infrastructure in the West Don Lands;
- continue revitalization of East Bayfront: Bayside, Parkside and Dockside;
- continue to implement Queens Quay Revitalization, Lower Yonge Precinct Planning; and



 Invest in transportation and pedestrian initiatives including the Gardiner East EA and Fort York Pedestrian and Cycle Bridge EA and design.

City-led Strategic Review

A City-led strategic review related to waterfront revitalization commenced in July 2014. Waterfront efforts are at the halfway point of the 25-year mandate and critical initiatives such as waterfront transit and Port Lands flood protection and servicing are unrealized. City Council directed staff to evaluate the waterfront model, including tri-partite governance, Waterfront Toronto and other delivery mechanisms in the review. A funding framework for the next phase of waterfront delivery and recommendations for moving forward will be reported in Q2 2015.

Financial Overview

| Statement of Financial Activities (\$000s) | | | | |
|--|---------------------------------|---------------------------------|--|--|
| | Year ended March 31, 2013 | Year ended March 31, 2014 | | |
| | Audited | Audited | | |
| Revenue | | | | |
| Province of Ontario | 60,068.1 | 58,911.6 | | |
| City of Toronto | 36,093.1 | 57,893.1 | | |
| Government of Canada | 10,557.0 | | | |
| Non-Government Organizations | 3,701.4 | 3,701.4 | | |
| Less: Government contributions for land | (58,542.3) | (60,747.0) | | |
| and/or assets under development | | | | |
| Increase in deferred contributions for | (470,228.0) | (23,535.7) | | |
| continuing operations related to future | | | | |
| periods | | | | |
| Total Revenue | 49,204.5 | 36,223.3 | | |
| Expenses | | | | |
| Waterfront-wide initiatives | 35,361.5 | 29,022.6 | | |
| Port lands | 4,110.7 | 2,740.1 | | |
| East Bayfront | 3,915.7 | 2,060.5 | | |
| West Don Lands | 3,197.9 | 1,597.8 | | |
| Central Waterfront | 1,802.2 | 992.7 | | |
| Total Expenses | 48,388.0 | 36,413.7 | | |

Toronto Waterfront Revitalization Corporation Statement of Financial Activities (\$000s)

M Toronto

| Excess of (expenses over revenue)/revenue over expenses before other operating items | 816,474 | (190,404) |
|---|---------|-----------|
| Net other operating income | 1,303.0 | 2,210.4 |
| | | |
| Excess of revenue over expenses | 2,119.5 | 2,019.9 |

Key Contacts

John Campbell President Chief Executive Officer Waterfront Toronto 416-214-1344, jcampbell@waterfronttoronto.ca David Stonehouse Director, Waterfront Secretariat City of Toronto 416-392-8113, dstoneh@toronto.ca



Council Briefing Book

Volume 1: Toronto's Government

Tab 10 – Profiles of Quasi-Judicial and Other Bodies

- 10.1 Committee of Adjustment
- 10.2 Committee of Revision
- 10.3 Compliance Audit Committee
- 10.4 Property Standards Committee/Fence Viewers
- 10.5 Rooming House Licensing Commissioner
- 10.6 Sign Variance Committee
- 10.7 Toronto Licensing Tribunal

Committee of Adjustment

Governance

<u>Mandate</u>

The Committee of Adjustment hears and determines applications for minor variances to City zoning by-laws and the severance of land into separate parcels.

Decisions of the Committee may be appealed to the Ontario Municipal Board.

<u>Structure</u>

The Committee of Adjustment is a local board of the City established under the *Planning Act*. It is governed by Chapter 4 of the Toronto Municipal Code, and conducts itself in accordance with the provincial *Statutory Powers Procedure Act*. The City may determine the size, structure and remuneration paid to the Committee.

The Committee consists of 25 citizen members appointed by City Council and organized into four panels corresponding to the Community Council boundaries, including:

- 5 panel members in Scarborough;
- 5 panel members in Etobicoke-York;
- 5 panel members in North York; and
- 10 panel members in Toronto-East York

Members of the Toronto-East York panel are assigned to hearing panels consisting of 5 members each. These hearing panels are scheduled on a rotating basis. A panel chair is appointed for each district by the panel.

2014 Service Overview

The Committee hears approximately 2400 variance and 350 consent applications annually City-wide.

2014 Operating Budget

The Operating Budget and meeting management support for the Committee of Adjustment is provided through the City Planning Division.

10.1



Key Contact

Jennifer Keesmaat Chief Planner & Executive Director City Planning 416-392-8772, jkeesma@toronto.ca



Committee of Revision

Governance

<u>Mandate</u>

The Committee of Revision hears objections before imposing local improvement charges, reviewing proposed charges and special assessments for local improvements and making corrections in certain circumstances, and hearing other matters as described in Ontario Regulation 596/06 under the *City of Toronto Act*.

<u>Structure</u>

Under the *City of Toronto Act*, the Committee of Revision is a City board that performs a quasi-judicial function. The Committee is governed by Chapter 231, "Revision, Committee of" of the Toronto Municipal Code and conducts itself in accordance with the *Statutory Powers Procedures Act*.

The Committee of Revision is composed of the Deputy Mayor and the Chairs of the four Community Councils and holds hearings as required.

2014 Service Overview

Local improvements constructed by a municipality may be charged to property owners whose lands abut the constructed work and property owners whose lands do not abut the work but will be immediately benefited by it. The local improvement charge or "special assessment" is added to the property tax bill.

2014 Operating Budget

The Operating Budget and staff support for the Committee of Revision is provided through the City Clerk's Office.

Key Contact

Ulli Watkiss City Clerk 416-392-8010, <u>uwatkis@toronto.ca</u>



Compliance Audit Committee

Governance

<u>Mandate</u>

The Compliance Audit Committee receives and makes decisions on applications for compliance audits of candidates' municipal election campaign finances.

<u>Structure</u>

The Compliance Audit Committee consists of 3 citizen members. The Committee is established pursuant to the *Municipal Elections Act, 1996 (the* "Act"). Under the Act, an outgoing Council is required to establish a Compliance Audit Committee before October 1 of an election year to address election financing complaints received after an election. The Committee conducts itself in accordance with a procedures by-law and is governed by sections 81 and 81.1 of the Act. Meetings of the Committee are to be conducted in accordance with the open meeting provisions set out in Section 190 of the *City of Toronto Act, 2006*.

2014 Service Overview

The Committee performs functions relating to the compliance audit application process as outlined in the Act.

These functions include:

- Considering whether an application for a compliance audit filed by an elector should be granted;
- Appointing an auditor, if the application is granted;
- Receiving and considering the auditor's report and deciding whether legal proceedings should be commenced; and
- Determining whether to recover the costs of conducting the compliance audit from the applicant if the auditor's report indicates there were no apparent contraventions and if there were no reasonable grounds for the application.

By July 15th, 2013, the Committee had conducted 7 compliance audits costing \$491,130.



2014 Operating Budget

The Operating Budget and meeting management support for the Committee is provided through the City Clerk's Office.

Key Contact

Ulli Watkiss City Clerk 416-392-8010, <u>uwatkis@toronto.ca</u>



Property Standards Committee / Fence Viewers

Governance

<u>Mandate</u>

The Property Standards Committee hears appeals to orders issued by City Property Standards Officers for violations of municipal by-law maintenance and occupancy standards for residential, multi-residential, and commercial properties.

<u>Structure</u>

Under the *City of Toronto Act, 2006* the Property Standards Committee is a City board, and it performs a quasi-judicial function. The Committee is governed by the *Building Code Act, 1992* and Chapter 629 of the Toronto Municipal Code, "Property Standards", and conducts itself in accordance with the provincial *Statutory Powers Procedure Act*.

The Property Standards Committee consists of 16 citizen members organized into four hearing panels corresponding to the City's four service districts. Each panel consists of four members. Members conduct hearings and review reports prior to the hearings. Members also attend an initial meeting as a full committee to appoint a City-wide chair and a chair for each panel.

Committee members may also be called upon to serve as Fence Viewers, under the authority of the provincial *Line Fences Act, 1990*, to arbitrate fence disputes between property owners (i.e. constructing, re-constructing or repairing). Fence Viewers may hear evidence under oath.

2014 Operating Budget

The Operating Budget and meeting management support for the Property Standards Committee is provided through the Municipal Licensing & Standards division.

Key Contact

Tracey Cook Executive Director, Municipal Licensing & Standards 416-392-8445, <u>tcook2@toronto.ca</u>



Rooming House Licensing Commissioner

Governance

<u>Mandate</u>

The Rooming House Licensing Commissioner and Deputy Commissioner consider applications for new licences and the renewal of existing licences for rooming houses located within the former City of Toronto. Currently, there are more than 500 rooming house licences in effect in the former City of Toronto. The City of Toronto Zoning By-law does not currently allow rooming houses city-wide.

<u>Structure</u>

The authorities and responsibilities delegated to the Commissioner and Deputy Commissioner are outlined in Chapter 285 ("Rooming Houses") of the Municipal Code of the former City of Toronto. They have been delegated the powers to suspend, renew or revoke any rooming house licence in the former City of Toronto, including the imposition of conditions upon the owner prior to and as a condition of, the issuance, suspension, renewal or revocation of the license.

There are two citizen appointees: the Rooming House Licensing Commissioner and the Deputy Rooming House Licensing Commissioner. Their term is for four years, coincident with the term of Council or until successors are appointed.

2014 Operating Budget

The Operating Budget and meeting management support for the Toronto Rooming House Tribunal is provided through the Municipal Licensing & Standards division.

Key Contact

Tracey Cook Executive Director Municipal Licensing & Standards 416-392-8445, <u>tcook2@toronto.ca</u>



Sign Variance Committee

Governance

<u>Mandate</u>

The Sign Variance Committee ("SVC") makes decisions on applications for variances from Municipal Code Chapter 694, Signs, General, ("Chapter 694") concerning third party signs. The SVC also hears appeals of the Chief Building Official's ("CBO") decisions on variance applications for first party signs. Chapter 694 delegates the authority concerning first party sign variances to the CBO. It also delegates the authority to the SVC for third party sign variances, and to make decisions concerning appeals of the CBO's decisions concerning first party sign variance applications. The SVC is governed by Chapter 694, and conducts itself in accordance with a Procedures By-law.

Structure

The Sign Variance Committee is a City Board, under the *City of Toronto Act, 2006* and performs a quasi-judicial function. The Sign Variance Committee consists of 5 citizen members. One of the members is appointed by City Council as the Chair.

2014 Service Overview

In 2014, the Sign Variance Committee considered 14 applications for variances to the City's Sign By-Law.

2014 Operating Budget

The Operating Budget for the Sign Variance Committee is provided through Toronto Building. Meeting management support is provided for by the City Clerk's Office.

Key Contact

Ann Borooah Chief Building Official & Executive Director Toronto Building 416-397-4446, aborooa@toronto.ca 10.6



Toronto Licensing Tribunal

Governance

<u>Mandate</u>

The Toronto Licensing Tribunal hears matters relating to a wide variety of licenses that are issued by the City's Municipal Licensing and Standards Division including for example, licenses for taxis, restaurants, limousines, tow trucks and building contractors. The Toronto Licensing Tribunal holds hearings to consider whether a license should be issued, refused, suspended, revoked or have conditions placed upon it.

The Toronto Licensing Tribunal is expected to determine the extent to which an applicant's or licensee's individual circumstances and qualifications meet the requirements of the Municipal Code, and have regard for the need to balance the protection of the public interest with the need for licensees to make a livelihood.

The Toronto Licensing Tribunal's mandate is set out in Chapter 545 ("Licensing") of the Toronto Municipal Code.

<u>Structure</u>

Under the *City of Toronto Act*, the Toronto Licensing Tribunal is a City board, and it performs a quasi-judicial function. Tribunal hearings are subject to the *Statutory Powers and Procedures Act* and its decisions can be subject to judicial review by the Divisional Court. The Procedures of the Toronto Licensing Tribunal are determined by the Tribunal.

City Council appoints 6 members and a chair through an advertised recruitment of citizens, recommended by the Civic Appointments Committee. Members sit for 4 year term of City Council until their successors are appointed.

2014 Operating Budget

The 2014 budget for the Toronto Licensing Tribunal is \$536,000. In 2013, the Toronto Licensing Tribunal dealt with 299 licensing matters at 44 meetings.

M Toronto

The Toronto Licensing Tribunal operating budget and meeting management support is provided through the Court Services Division.

Key Contacts

Tracey Cook Executive Director Municipal Licensing & Standards 416-392-8445, <u>tcook2@toronto.ca</u>

Barry Randell Director Toronto Court Services 416-392-3835, <u>drandel@toronto.ca</u>

Council Briefing Book

Volume 1: Toronto's Government

Tab 11 – Contact Information

- 11.1 The City's Senior Management
- 11.2 Accountability Officers
- 11.3 Key Service Contacts by District



Toronto City Manager's Office



Organizational Structure



MITORONTO Citizen Focused Services 'A'



continued on next page

* Within the Deputy City Manager's Office

Organizational Structure

**The Medical Officer of Health reports to the Board of Health and coordinates with the Deputy City Manager on administrative matters affecting City employees within Toronto Public Health

TORONTO Citizen Focused Services 'A'

Organizational Structure



cting Deputy City anager

uliana Carbone 8-7205

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|------------|---|--------------------|
| | | Gi t 338 |



Elaine Baxter-Trahair General Manager 392-8134



Long-Term Care **Homes & Services**

Reg Paul General Manager 392-8896



Barry Randell

Court Services

Director 392-3835



Michael H. Williams General Manager 397-1970

Toronto Paramedic Services

Paul Raftis Chief & General Manager 397-9240

Employment & Social Services

Patricia Walcott General Manager 392-8952



Parks, Forestry & Recreation

Janie Romoff General Manager 392-8182



Shelter, Support & Housing Administration

Phillip Abrahams General Manager 392-7885



Social Development, Finance & Administration

Chris Brillinger **Executive Director** 392-5207



PanAm/Parapan Strategic Planning & Implementation

Tobias Novogrodsky Director 392-9688

Toronto Citizen Focused Services 'B'



398-7200 **Office of** Emergency Management* Office* **Loretta Chandler Jeffrey Climans** Director Director 338-8746 397-4649 * Within the Deputy City Manager's Office

John Livey

continued on next page

Toronto Citizen Focused Services 'B'

392-8431

Organizational Structure



Director

392-8113

Internal Focused Services 'C'

Organizational Structure



Deputy City Manager & Chief Financial

continued on next page
Internal Focused Services 'C'



Casey Brendon Director 392-8065

Toronto's Accountability Officers





* The Auditor General, Integrity Commissioner, Lobbyist Registrar and Ombudsman report directly to City Council

Key Service Contacts

Contact information is included for key service areas including:

- Cluster A Parks, Forestry and Recreation Operations staff in Parks, Urban Forestry, Community Recreation and Management Services.
- Cluster B Staff contacts grouped by Community Council District (Etobicoke-York, North York, Toronto-East York and Scarborough) for the following Divisions:
 - City Planning;
 - Engineering and Construction Services;
 - Municipal Licensing and Standards;
 - Solid Waste Management Services;
 - Transportation Services;
 - Toronto Building; and
 - Toronto Water.

DI TORONTO Parks, Forestry and Recreation Operations Staff Citizen Focused Services A



Janie Romoff General Manager

Responsible for the overall services of the division which include community recreation. parks, horticulture and forestry programs, park and open space planning and environmental initiatives. The division manages and maintains facilities and operates specialized services, including ferries, golf courses, waterfront and regional parks systems. City Hall

Parks



Richard Ubbens Director

Responsible for overall parks management and maintenance including turf, sport fields, stadiums, golf courses, marine services, horticulture and community gardens. City Hall 392-7911



Garth Armour

Manager, Horticulture & Greenhouse Operation Responsible for horticulture displays in parks and special features such as the children's garden, community gardens, conservatories and production greenhouses. Allan Gardens 392-0360

District Managers

Responsible for parks maintenance including turf and horticulture maintenance, artificial ice rinks, playgrounds, sport fields, stadiums, splash pads and ski hills.



Donna Kovachis **Etobicoke York District** Kipling Yard 394-2486

Bob Crump

North York District

Alness Yard 392-7269



Nancy Lowes Scarborough District Birchmount Yard 395-6003



Ray Stukas Toronto & East York District **Coronation Park** 392-1909

James Dann Waterfront Parks Wards 14, 19, 20, 28, 30, 32, Toronto Island and Marine Services Jack Layton Ferry Terminal 392-1122

Urban Forestry



Director Responsible for overall coordination and management of the forestry program. Etobicoke Civic Centre 392-1894

Arthur Beauregard

Manager, Tree Protection and Plan Review Enforces City's tree by-laws. Reviews permit applications and development applications for potential tree removal and injury. Enforces conditions for tree protection and replanting associated with permit applications. 18 Dyas Road 392-0724

Beth McEwen Manager, Urban Forest Renewal





Carol Walker Manager, Urban Forestry Policy and Planning

Develops and implements standards and policies. Coordinates studies, planning and analyses (i.e. 10-year Strategic Forest Management Plan), the data management centre and work management systems. 18 Dyas Road 338-5024





Dean Hart Manager, Forestry Operations – Toronto East York & **Etobicoke York Districts**

Maintains City-owned trees (pruning, emergency storm response, tree risk management and removal). Maintains trees planted within hard surfaces / commercial areas city-wide. **Kipling Yard** 394-2668



Kevin Decooman Manager, Forestry Operations – Contract Services, **Scarborough & North York Districts**

Maintains City-owned trees (pruning, emergency storm response, tree risk management and removal). Investigates reports of hazardous trees on private property city-wide. Nashdene Yard 396-7377



Responsible for recreation programs and services that promote the social and physical development of people of all ages, enhance quality of life and contribute to lifelong active living. City Hall 392-7252

Avdin Sarrafzadeh Manager, Aquatics



Pam Blanchfield Manager, ARC programs

Oversees the After-School Recreation Care (ARC) program which provides safe, affordable child care for children at various recreation facilities across the city. North York Civic Centre 392-1770

Cheryl MacDonald



Manager, Community Development Responsible for community development. Works closely with advisory councils and external partners. Oversees Youth programming and accessibility standards. North York Civic Centre 395-7989

District Managers

Responsible for delivery of community-based recreation programs and services.



Karen Harris (Acting) Etobicoke York District Etobicoke Civic Centre 394-5790





Kelvin Seow Scarborough District Scarborough Civic Centre 397-4686



Susan Bartleman Toronto & East York District Metro Hall 395-6190

Michael Ellison North York District



Management Services



Ann Ulusov Director

Manages financial planning, accounting and financial control, human resources, customer service on registrations and permits, parkland leases and licenses, and partnership development services for the division. City Hall 392 8186



Mark Lawson Manager, Customer Service

Responsible for recreation program registration, permitting of arenas, pools, sports fields and recreation facilities, picnic permits and commercial and special event permits on parkland and recreation facilities. The unit also assists with customer account inquiries. City Hall

392 1902



Rvan Glenn Manager, Business Services

Responsible for leases and licenses on all parkland and recreation facilities including restaurants, marinas and boat clubs, Centreville Amusement Park, food concessions and other short term leases of parkland. Metro Hall 392 8578

Etobicoke & York Community Key Staff Contacts Citizen Focused Services B

Oversees the development review process, including amendments to the Official Plan and zoning bylaws, site plan

approval, plans of subdivision and condominium, Committee of Adjustment, area-based policy studies, Avenue Studies,

Toronto Building



DIANE DAMIANO Acting Director **Etobicoke York District Etobicoke Civic Centre** 394-8006

Managers, Plan Review

Managers, Building Inspections

LEE SALVATI

394-8037

specifications, and responds to complaints about projects.

Wards 3, 5, 6 and 13

Etobicoke Civic Centre

Reviews building permit applications for construction, demolition, additions or renovations, and issues building permits

Inspects properties to ensure that construction, alteration or demolition proceeds in accordance with building permit



TIM CRAWFORD Wards 1, 2, 3, 4, 7, 12 and 17 **Etohicoke Civic Centre** 394-8046



GALINA VELTMAN Wards 5, 6, 11 and 13 **Etobicoke Civic Centre**

DARIO VENDITTI

394-8429

Wards 1, 2, 4, 7, 11, 12 and 17

Etobicoke Civic Centre

SHARON HILL Manager, South Section, **Etobicoke York District** 2 Civic Centre Court 394-8219

community liaison and input into city-wide policy studies.

NEIL CRESSWELL

394-8211

Etobicoke York District 2 Civic Centre Court

Director, Community Planning,

MARY MACDONALD City Hall 398-1079

City Planning

Community Planning

Acting Manager, **Heritage Preservation Services**



SUSANNE PRINGLE Manager & Deputy Secretary Treasurer, Etobicoke York District Committee of Adjustment Processes minor variance applications and consents, which usually require the committee to hold public meetings. 2 Civic Centre Court 394-8064



BEN DIRAIMO Manager, Customer Service **Etobicoke Civic Centre** 394-8243

Sign Bylaw Unit (Centralized Service)

Responsible for all matters with respect to the regulation of permanent signs on private property as governed by Chapter 694 of the Municipal Code. The Unit is also responsible for the administration and collection of the Third Party Sign Tax.



TED VAN VLIET Manager, Sign Bylaw Unit 1st Floor East, Toronto City Hall 392-4235

Urban Design

Promotes high quality architecture and urban design in the development of the city's public realm.



EMILIA FLORO Acting Program Manager, **Etobicoke York District** Supports community planners by providing built form and public realm analysis and advice for avenue studies, Secondary Plans, zoning issues and development applications. 2 Civic Centre Court 394-2558



BILL KIRU

394-8216

Manager, Central Section,

Etobicoke York District

2 Civic Centre Court

LOU MORETTO

RICHARD BECK

Etobicoke York District

2 Civic Centre Court

394-8235

Program Manager, Transportation Planning

Advises staff and prospective applicants

of transportation issues and if impact

transportation plans and strategies.

studies are required, develops localized

394-2610

Manager, East Section,

Etobicoke York District

2 Civic Centre Court



ALKA LUKATELA Program Manager, Civic Design



Investigation Services fencing, noise, and graffiti.



Bylaw Enforcement



433 Eastern Ave. 338-6460



Regulatory Services Fast York Civic Centre 392-3070

Policy and Strategic Support Conducts policy research, facilitates public/stakeholder consultations and drafts the intent of new bylaws, amendments, and Council and Committee reports



Toronto Animal Services

licensing and enforcement of the Animals Bylaw.



35 Spadina Rd. 338-1476

Municipal Licensing & Standards

November 2014

Responsible for investigating property standards and other maintenance-related bylaws including long grass and weeds,

Director, Investigations Etobicoke Civic Centre



ELETTA PURDY District Manager Etobicoke Civic Centre 394-2532

Responsible for the enforcement of bylaws governing licensed businesses, city parks and illegal waste disposal on public property, as well as dogs off leash, postering and clothing drop boxes.

> JOHN DECOURCY Director, Bylaw Enforcement



BRUCE SCHNELLER District Manager **Etobicoke Civic Centre** 394-2533

Business Licensing and Regulatory Services

Responsible for the issuance of business licenses and permits, training for taxi and limousine drivers, and oversees the inspection of taxi, limo, tow truck and mobile refreshment vehicles/carts.

> WAYNE MATTLESS **Director, Business Licensing and**



RICHARD MUCHA Manager, Licensing Services East York Civic Centre 392-3084

CARLETON GRANT Director, Policy and



INTIAZ RUFFUDEEN Manager, Policy and Planning Services City Hall 338-3478

Services include shelter, care and emergency response for domestic animal and wildlife complaints, adoptions and

ELIZABETH GLIBBERY

Manager, Toronto Animal Services



WENDY BURANT Supervisor, West District 146 The East Mall 338-5832



Interview B Interview B Inte

Solid Waste Management Services



ROB ORPIN **Director, Collections & Litter Operations**

Responsible for curbside collection services for residential, non-residential and small commercial establishments. Responsible for front-end bulk lift containerized collection services for large multi-residential buildings (apartments/condos) and the City's ABCDs. Provides litter cleaning operations and collection of litter/recycling bins on main streets and in City parks. City Hall



GILBERT SIU Manager, Customer Service & Waste Diversion Implementation Supports division in its goal of improving

LINO PESSOA

on main streets.

392-7725

1008 Yonge Street

Manager, Litter Operations

Oversees litter cleaning operations

and collection of litter/recycling bins

customer service and implementation of new diversion initiatives. Responsible for Development Review Applications, Yellow Bag Program, and Community Environment Davs. Ingram Yard 392-1516





Oversees nighttime curbside collection services and collection of litter/recycling bins in City parks. Bermondsey Yard 396-4841

Transportation Services

District Operations

Oversees road and traffic operations, roadway permits, and traffic planning.



STEVEN KODAMA **Director, Transportation Services, Etobicoke York District** Etobicoke Civic Centre 394-8341



BRUCE CLAYTON Acting Manager, Traffic Operations, **Etobicoke York District** Responsible for investigations into traffic control devices and regulations (both new and existing), and for work zone traffic coordination Etobicoke Civic Centre 394-8409

Transportation Infrastructure Management



JOHN MENDE Director, Transportation Infrastructure Management Citv Hall



DANIEL EGAN Manager, Cycling Infrastructure & Programs

pedestrian and cycling policies and programs. City Hall 392-9065

RICK HELARY

320 Bering Yard

LUIGI NICOLUCCI

Manager, Traffic Planning/

Right-of-Way Management

and zoning changes, site plans, road

related permits, curb cuts, and

road/boulevard infractions.

Etobicoke Civic Centre

394-8412

Etobicoke York District

394-2624

Manager, Road Operations,

Responsible for road and sidewalk

maintenance, grass cutting, street

projects and winter operations.

sweeping/flushing, local road resurfacing

Etobicoke York District

Metro Hall 397-7296

Director, Business **Operations Managemen** Metro Hall 392-8223



JOANNE DI CARO Manager, Environmental Monitoring and Protection Responsible for public education and enforcement of the Water Supply and Sewer Bylaws and responding to spills. 30 Dee Avenue 392-2929

Engineering & Construction Services



Acting Director, Engineering Review Oversees the team that approves engineering reviews for land development applications; third party and utility projects to ensure the design and construction of municipal infrastructure conforms to

ASHRAF HANNA

Manager, Development Engineering Reviews, approves and inspects all development applications. 399 The West Mall 394-8383

SHIRLEY WILSON Director, Engineering Support Services Oversees the team responsible for Data Integration Services and Land and Property Surveys.

guidelines and procedures. Also

quality issues and utility mapping.

Metro Hall

Metro Hall

397-4401

392-0455

responsible for soil and groundwater



BRUCE MCPHERSON Manager, Land & Property Surveys Responsible for undertaking property and topographic surveys of lands owned by the City and its ABC's; preparing legal descriptions of land; managing property records; undertaking title searches and analyzing complex property records 18 Dyas Road 416-392-5370



ELYSE PARKER



Responsible for the development of





Oversees infrastructure planning: transit projects: operational planning and policy: and infrastructure asset management & programming; and the development of pedestrian and cycling policies and programs.

392-5348

Oversees traffic safety unit, urban traffic control systems, traffic plant installation and maintenance, transportation business systems, and signs and markings.

Transportation Traffic Management Centre



Director, Traffic Management Centre 703 Don Mills Road 392-5372

Oversees the street furniture program, neighbourhood beautification projects, capital streetscape works, Toronto's Walking Strategy, Graffiti Management Plan and StreetARToronto (StART).



Director, Public Realm



Responsible for traffic matters related to development, official plan amendments

395-6219

Toronto Water

District Operations

Replacement Program North York Civic Centre 395-6284

Operational Support

numping stations and the Water Meter Program

Business Operations Management





Public Realm

November 2014

Customer service response related to water and wastewater services. Also responsible for inspection, maintenance and rehabilitation of water distribution, wastewater collection systems and stormwater management facilities.

MARIO CROGNALE **Director, District Operations** North York Civic Centre



DEREK THOMAS

Manager, Central Services Responsible for dispatching Toronto Water staff city-wide to investigate water system leaks and sewer system failures (including basement flooding). Also responds to environmental spills and water turn-on and turn-off requests 1026 Finch Avenue West 338-2248

FRANK TRINCHINI

Manager, District Contract Services Responsible for project management related to the installation of new water and sewer connections for new buildings and rehabilitation of the water distribution and wastewater collection systems. Also responsible for contract management of the Priority Lead Water Service



JOE CIRILLO

Manager, Construction Services Responsible for excavation work to repair and maintain the water distribution, wastewater and stormwater collection systems (watermains, hydrants, sewers, catch basins, etc.) 150 Disco Road 392-4921

Responsible for delivery of a range of services including operation and maintenance of trunk sewers, wastewater

RICHARD NOEHAMMER Director, Operational Support



CARLO CASALE

Manager, Water Meter Program Responsible for the implementation of the mandatory Water Meter Program to replace or install new, automated meters in every home and business in Toronto. 275 Merton Street 392-8279

Provide a wide range of services including administration of several customer service programs related to basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency. Also responsible for the Water Supply and Sewer Bylaws, responding to spills, and laboratory testing for water quality standards.

LAWSON OATES



KAMAL SANGHA

Manager, Business & Customer Support Responsible for the administration of several customer service initiatives including basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency. 275 Merton Street 338-0635

North York Scarborough Fast Yo ETOBICOKE COMMUNITY COUNCIL MEMBERS Ward 5 - Justin Di Ciano Ward 1 - Vincent Crisanti Ward 12 - Frank Di Giorgio Ward 2 - Rob Ford Ward 6 - Mark Grimes Ward 13 - Sarah Doucette Ward 3 - Stephen Holyday Ward 7 - Giorgio Mammoliti Ward 17 - Cesar Palacio Ward 4 - John Campbell Ward 11 - Frances Nunziata

DA TORONTO North York Community Key Staff Contacts Citizen Focused Services B

City Planning

Community Planning

Toronto Building



WILL JOHNSTON **Director / Deputy Chief Building Official** North York Civic Centre 395-7518

Managers, Plan Review

Managers, Building Inspections

JOHN DUNN

DWAYNE TAPP

Sign Bylaw Unit (Centralized Service)

TED VAN VLIET

392-4235

Manager, Sign Bylaw Unit

1st Floor East, Toronto City Hall

395-6391

395-7527

Customer Service

Wards 8, 9, 10, 15 and 16

North York Civic Centre

Reviews building permit applications for construction, demolition, additions or renovations, and issues building permits

Inspects properties to ensure that construction, alteration or demolition proceeds in accordance with building permit

Responsible for all matters with respect to the regulation of permanent signs on private property as governed by Chapter 694

of the Municipal Code. The Unit is also responsible for the administration and collection of the Third Party Sign Tax.



Wards 8, 9, 10, 15 and 16 North York Civic Centre 395-7555

drawings and specifications, and responds to complaints about projects.

the public; produces compliance letters for the real estate legal community.

Manager, Customer Service North York Civic Centre



Wards 23, 24, 25, 26, 33 and 34 North York Civic Centre 395-7516

TAD MCBOYLE

395-7510

Wards 23, 24, 25, 26, 33 and 34

North York Civic Centre

PAUL BYRNE 395-7105

Manager, Central Section, North York District North York Civic Centre

community liaison and input into city-wide policy studies.

ALLEN APPLEBY

North York District

395-7170

North York Civic Centre

Director, Community Planning,

MARY MACDONALD Acting Manager, Heritage Preservation Services

Manager, Committee of Adjustment, Processes minor variance applications and consents, which usually require the committee to hold public meetings.

Urban Design Promotes high quality architecture and urban design in the development of the city's public realm.

395-7139



LEO DESORCY Program Manager North York District Supports community planners by

providing built form and public realm analysis and advice for avenue studies, Secondary Plans, zoning issues and development applications. North York Civic Centre

ALKA LUKATELA Program Manager, Civic Design City Hall 392-1131



Oversees the development review process, including amendments to the Official Plan and zoning bylaws, site plan

approval, plans of subdivision and condominium, Committee of Adjustment, area-based policy studies, Avenue Studies,

SUSAN SMALLWOOD Manager, East Section, North York District North York Civic Centre 395-7120



AL REZOSKI Manager, West Section, North York District North York Civic Centre 395-7121



Transportation Planning Advises staff and prospective applicants of transportation issues and if impact studies are required, develops localized transportation North York Civic Centre 395-7459



Policy and Strategic Support and Council and Committee reports.



CARLETON GRANT Director, Policy and **Strategic Support** City Hall 338-5576

Toronto Animal Services licensing and enforcement of the Animals Bylaw.





DANIEL ANTONACCI North York District

North York Civic Centre 395-7115

338-1079

City Hall

Receives applications, performs preliminary reviews, collects fees, and provides zoning and building code information to

Municipal Licensing & Standards

November 2014

Investigation Services

fencing, noise, and graffiti.

Bylaw Enforcement

392-7633

338-6460

Responsible for investigating property standards and other maintenance-related bylaws including long grass and weeds,

MARK SRAGA **Director, Investigations** Etobicoke Civic Centre



BILL BLAKES District Manager North York Civic Centre 395-7020

Responsible for the enforcement of bylaws governing licensed businesses, city parks and illegal waste disposal on public property, as well as dogs off leash, postering and clothing drop boxes.

JOHN DECOURCY

Director, Bylaw Enforcement 433 Eastern Ave.

Business Licensing and Regulatory Services

Responsible for the issuance of business licenses and permits, training for taxi and limousine drivers, and oversees the inspection of taxi, limo, tow truck and mobile refreshment vehicles/carts.

Director, Business Licensing and



RICHARD MUCHA Manager, Licensing Services East York Civic Centre 392-3084

Conducts policy research, facilitates public/stakeholder consultations and drafts the intent of new bylaws, amendments,



INTIAZ RUFFUDEEN Manager, Policy and Planning Services City Hall 338-3478

Services include shelter, care and emergency response for domestic animal and wildlife complaints, adoptions and

ELIZABETH GLIBBERY

Manager, Toronto Animal Services



SHEENA RODDA Supervisor, North District 1300 Sheppard Ave. West 338-1214



I Toronto **North York Community Key Staff Contacts** Citizen Focused Services B

Solid Waste Management Services



ROB ORPIN **Director, Collections & Litter Operations**

Responsible for curbside collection services for residential, non-residential and small commercial establishments. Responsible for front-end bulk lift containerized collection services for large multi-residential buildings (apartments/condos) and the City's ABCDs. Provides litter cleaning operations and collection of litter/recycling bins on main streets and in City parks. City Hall



GILBERT SIU Manager, Customer Service & Waste Diversion Implementation

Supports division in its goal of improving customer service and implementation of new diversion initiatives. Responsible for Development Review Applications, Yellow Bag Program, and Community Environment Davs. Ingram Yard 392-1516



ΙΟΗΝΙΟΔΝΝΟΙ

Bermondsey Yard

City parks.

396-4841

Manager, Nights and Parks

Oversees nighttime curbside

collection services and collection of litter/recycling bins in

Manager, Contracted Services Oversees daytime curbside collection services West of Yonge St to the Humber River (District 2). Oversees

front-end bulk lift containerized collection services for large multiresidential buildings (apartments/ condos) and the City's ABCDs. Ingram Yard 395-0397



Oversees litter cleaning operations and collection of litter/recycling bins



GRANT JANES Manager, Collections Operations (District 3) Oversees daytime curbside collection services East of Yonge St to Victoria Park Ave (District 3). Bermondsev Yard

Engineering & Construction Services

CRAIG KELLY



City policies, standards, specifications, guidelines and procedures. Also responsible for soil and groundwater quality issues and utility mapping. Metro Hall 392-0455



Manager, Development Engineering Reviews, approves and inspects all



SHIRLEY WILSON **Director, Engineering Support Services** Oversees the team responsible for Data Integration Services and Land and Property Surveys. Metro Hal 397-4401

BRUCE MCPHERSON Manager, Land & Property Surveys

Responsible for undertaking property and topographic surveys of lands owned by the City and its ABC's; preparing legal descriptions of land; managing property records; undertaking title searches and analyzing complex property records 18 Dyas Road 416-392-5370

Transportation Services

District Operations

Oversees road and traffic operations, roadway permits, and traffic planning.



JACQUELINE WHITE **Director, Transportation Services,** North York District North York Civic Centre 395-7480



ANN KHAN Manager, Traffic Operations, North York District Responsible for investigations into traffic control devices and regulations (both new and existing), and for work zone traffic coordination. North York Civic Centre 395-7463

Transportation Infrastructure Management

Oversees infrastructure planning; transit projects; operational planning and policy; and infrastructure asset management & programming; and the development of pedestrian and cycling policies and programs.



JOHN MENDE Director, Transportation Infrastructure Management City Hall 392-5348



Oversees traffic safety unit, urban traffic control systems, traffic plant installation and maintenance, transportation business systems, and signs and markings



MYLES CURRIE Director, Traffic Management Centre 703 Don Mills Road 392-5372

Public Realm

Oversees the street furniture program, neighbourhood beautification projects, capital streetscape works, Toronto's Walking Strategy, Graffiti Management Plan and StreetARToronto (StART).



ELYSE PARKER **Director, Public Realm** Citv Hall 338-2432



HECTOR MORENO Manager, Road Operations, Responsible for road and sidewalk maintenance, grass cutting, street sweeping/flushing, local road resurfacing projects and



PASCOAL D'SOUZA Manager, Traffic Planning/ Right-of-Way Management. North York District Responsible for traffic matters related to development, official plan amendments and zoning changes, site plans, road related permits, curb cuts, and road/boulevard infractions North York Civic Centre 395-7458

Metro Hall 397-7296

395-6284

Business Operations Management





Manager, Environmental



DANIEL EGAN Programs



Responsible for the development of pedestrian and cycling policies









Manager, Cycling Infrastructure &

Operational Support





LAWSON OATES **Director**, Business Metro Hall 392-8223



Monitoring and Protection Responsible for public education and enforcement of the Water Supply and 30 Dee Avenue 392-2929





North York District winter operations. 64 Murray Road 395-6225





November 2014

Customer service response related to water and wastewater services. Also responsible for inspection, maintenance and rehabilitation of water distribution, wastewater collection systems and stormwater management facilities.

> **Director, District Operations** North York Civic Centre



DEREK THOMAS

Manager, Central Services Responsible for dispatching Toronto Water staff city-wide to investigate water system leaks and sewer system failures (including basement flooding). Also responds to environmental spills and water turn-on and turn-off requests 1026 Finch Avenue West 338-2248

FRANK TRINCHIN

Manager, District Contract Services Responsible for project management related to the installation of new water and sewer connections for new buildings and rehabilitation of the water distribution and wastewater collection systems. Also responsible for contract management of the Priority Lead Water Service Replacement Program North York Civic Centre



JOE CIRILLO

Manager, Construction Services Responsible for excavation work to repair and maintain the water distribution.wastewater and stormwater collection systems (watermains, hydrants, sewers, catch basins, etc.) 150 Disco Road 392-4921

Responsible for delivery of a range of services including operation and maintenance of trunk sewers, wastewater numping stations and the Water Meter Program

> RICHARD NOEHAMMER Director, Operational Support



CARLO CASALE

Manager, Water Meter Program Responsible for the implementation of the mandatory Water Meter Program to replace or install new, automated meters in every home and business in Toronto. 275 Merton Street 392-8279

Provide a wide range of services including administration of several customer service programs related to basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency. Also responsible for the Water Supply and Sewer Bylaws, responding to spills, and laboratory testing for water quality standards.

Operations Managemen



KAMAL SANGHA

Manager, Business & Customer Support Responsible for the administration of several customer service initiatives including basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency 275 Merton Street 338-0635



I Toronto Toronto & East York Community Key Staff Contacts Citizen Focused Services B

Toronto Building



MARIO ANGELUCCI **Director/Deputy Chief Building Official Toronto & Fast York District** Wards 14, 18 - 22, 27 - 32 City Hal 392-7523

Plan Review Reviews building permit applications for construction, demolition, additions or renovations, and issues building permits



NICK SAMONAS **District Manager, Plan Review** City Hall 392-0710



PETER PAPADAKIS (Acting) Manager, Plan Review Wards 29, 30, 31 and 32 Citv Hall 392-7521



Building Inspections

PETER AU Manager, Plan Review Wards 27 and 28 City Hall 392-7599

drawings and specifications, and responds to complaints about projects.

BILL STAMATOPOULOS

95 The Esplanade

ANDREW WILD

Wards 27 and 28

392-7562

338-0855

Customer Service

for the real estate legal community.

95 The Esplanade

ORVILLE GRANT

95 The Esplanade

Receives applications, performs preliminary reviews

collects fees, and provides zoning and building code

information to the public; produces compliance letters

ΤΟΝΥ ΠΆΡΡΙΝΟ

Citv Hall

392-7632

Manager, Customer Service

Manager, Inspections

Wards 29, 30, 31 and 32

Manager, Inspections

338-0861

District Manager, Inspections



Inspects properties to ensure that construction, alteration or demolition proceeds in accordance with building permit

TAMER MIKHAIL Wards 20, 21 and 22

VICTOR ARAUJO

City Hall

392-0480

Manager, Plan Review

Wards 14, 18 and 19

Manager, Plan Review 394-8010







CARL BARON



Sign Bylaw Unit (Centralized Service) Responsible for all matters with respect to the regulation of permanent signs on private property as governed by Chapter 694 of the Municipal Code. The Unit is also responsible for the administration and collection of the Third Party Sign Tax.



1st Floor East, Toronto City Hall

City Planning

Community Planning

Oversees the development review process, including amendments to the Official Plan and zoning bylaws, site plan approval, plans of subdivision and condominium, Committee of Adjustment, area-based policy studies, Avenue Studies, community liaison and input into city-wide policy studies.

KYLE KNOECK

DAVID OIKAWA

ANGUS CRANSTON

Toronto & East York District

Foronto & East York District

Project Manager, Waterfront Section

Program Manager, Transportation Planning

Advises staff and prospective applicants

studies are required, develops localized

of transportation issues and if impact

transportation plans and strategies.

City Hall

392-0871

City Hall

392-7188

City Hall

392-0759

NIGEL TAHAIR

City Hall

392-1326

City Hall

392-8572

MIKE WEHKIND

Manager, East Section,

Toronto & East York District

Manager, Downtown Section,

Toronto & East York District



GREGG LINTERN Director, Community Planning, **Toronto & East York District** City Hall 392-0427



JAMIE MCEWAN Manager, Midtown Section, **Toronto & East York District** City Hall 392-1317



Manager, West Section, **Toronto & East York District**



MARY MACDONALD Acting Manager **Heritage Preservation Services** Citv Hall 338-1079



ANITA MACLEOD Manager, Committee of Adjustment, **Toronto & East York District** Processes minor variance applications and consents, which usually require the committee to hold public meetings. City Hall

Urban Design



JAMES PARAKH Program Manager **Toronto & East York District** Supports community planners by providing built form and public realm analysis and advice for avenue studies, Secondary Plans, zoning issues and development applications. City Hall 392-1139



ALKA LUKATELA Program Manager, Civic Design



Investigation Services fencing, noise, and graffiti.



Bylaw Enforcement



433 Eastern Ave. 338-6460



WAYNE MATTLESS **Regulatory Services** East York Civic Centre 392-3070

Policy and Strategic Support and Council and Committee reports.



Program Manager, Transportation Planning, **Toronto & East York District** Processes minor variance applications and consents, which usually require the committee to hold public meetings.



FLIZARETH GLIBBERY 35 Spadina Rd. 338-1476



Promotes high quality architecture and urban design in the development of the city's public realm.



Municipal Licensing & Standards

November 2014

Responsible for investigating property standards and other maintenance-related bylaws including long grass and weeds,

MARK SRAGA Director, Investigations Etobicoke Civic Centre



JOE MAGALHAES **District Manager** 433 Eastern Ave. 392-0874

Responsible for the enforcement of bylaws governing licensed businesses, city parks and illegal waste disposal on public property, as well as dogs off leash, postering and clothing drop boxes.

> JOHN DECOURCY **Director, Bylaw Enforcement**



ROSE BURROWS District Manager 433 Eastern Ave. 392-7810

Business Licensing and Regulatory Services

Responsible for the issuance of business licenses and permits, training for taxi and limousine drivers, and oversees the inspection of taxi, limo, tow truck and mobile refreshment vehicles/carts.

Director, Business Licensing and



RICHARD MUCHA Manager, Licensing Services East York Civic Centre 392-3084

Conducts policy research, facilitates public/stakeholder consultations and drafts the intent of new bylaws, amendments,

Director, Policy and Strategic Support



INTIAZ RUFFUDEEN Manager, Policy and **Planning Services** Citv Hall 338-3478

Toronto Animal Services

Services include shelter, care and emergency response for domestic animal and wildlife complaints, adoptions and licensing and enforcement of the Animals Bylaw.

Manager, Toronto Animal Services



CARL BANDOW Supervisor, South District 140 Princes' Blvd. 338-1804



Interview B Toronto & East York Community Key Staff Contacts Citizen Focused Services B

Solid Waste Management Services



ROB ORPIN Director, Collections & Litter Operations

Responsible for curbside collection services for residential, non-residential and small commercial establishments. Responsible for front-end bulk lift containerized collection services for large multi-residential buildings (apartments/condos) and the City's ABCDs. Provides litter cleaning operations and collection of litter/recycling bins on main streets and in City parks. City Hall



GILBERT SIU Manager, Customer Service & Waste Diversion Implementation

Supports division in its goal of improving customer service and implementation of new diversion initiatives. Responsible for Development Review Applications, Yellow Bag Program, and Community Environment Davs. Ingram Yard 392-1516



Manager, Contracted Services Oversees davtime curbside collection services West of Yonge St to the Humber River (District 2). Oversees front-end bulk lift containerized collection services for large multiresidential buildings (apartments/condos) and the City's ABCDs. Ingram Yard



LINO PESSOA Manager, Litter Operations Oversees litter cleaning operations and collection of litter/recycling bins on main streets. 1008 Yonge Street 392-7725



GRANT JANES Manager, Collections Operations (District 3) Oversees daytime curbside collection services East of Yonge St to Victoria Park Ave (District 3).

City parks.

395-0397

Bermondsey Yard 396-4841

ΙΟΗΝ ΙΟΔΝΝΟΙ Manager, Nights and Parks Oversees nighttime curbside collection services and collection of litter/recycling bins in

392-5209 Metro Hal

VACANT Manager, Traffic Operations, **Toronto & East York District**

Transportation Services

KYPROS PERIKLEOUS

Metro Hall

392-7714

District Operations

Responsible for traffic signals, pedestrian crossovers, traffic and parking bylaws Metro Hall

Oversees road and traffic operations, roadway permits, and traffic planning.

Director, Transportation Services,

Toronto & East York District



Manager, Right-of-Way Management, Toronto & East York District Responsible for street allowances. permit parking and road-related bylaws 392-1525

Transportation Infrastructure Management

Oversees infrastructure planning; transit projects; operational planning and policy; and infrastructure asset management & programming; and the development of pedestrian and cycling policies and programs.



Director, Transportation Infrastructure Management City Hall 392-5348

Programs and programs.

Manager, Cycling Infrastructure & Responsible for the development of pedestrian and cycling policies

LAWSON OATES **Director**, Business **Operations Managemen** Metro Hall 392-8223



JOANNE DI CARO Manager, Environmental Monitoring and Protection Responsible for public education and enforcement of the Water Supply and Sewer Bylaws and responding to spills. 30 Dee Avenue 392-2929

Engineering & Construction Services



CRAIG KELLY Acting Director, Engineering Review Oversees the team that approves engineering reviews for land development applications; third party and utility projects to ensure the design and construction of municipal infrastructure conforms to City policies, standards, specifications, guidelines and procedures. Also responsible for soil and groundwater quality issues and utility mapping.



Metro Hall

392-0455

NHAT-ANH NGUVEN Manager, Development Engineering Reviews, approves and inspects all development applications Metro Hall 392-8320

SHIRLEY WILSON Director, Engineering Support Services Oversees the team responsible for Data Integration Services and Land and Property Surveys. Metro Hall 397-4401



Responsible for undertaking property and topographic surveys of lands owned by the City and its ABC's: preparing legal descriptions of land; managing property records; undertaking title searches and analyzing complex property records 18 Dyas Road 416-392-5370



ELYSE PARKER Director, Public Realm



TOM KALOGIANNIS and repairs of utility cuts.

ROB BURLIE

operations.

392-0285

433 Eastern Avenue

DAVE TWADDLE

Manager, Road Operations,

Toronto & East York District

Responsible for road and sidewalk

maintenance, grass cutting, street

sweeping/flushing, local road

resurfacing projects and winter

developments, official site plans, plan amendments and zoning changes. Metro Hall 392-7713

Acting Manager, Surface Maintenance. Toronto & East York District Oversees contracted services, sidewalk and roadway maintenance, permitting 140 Merton Street

Toronto Water District Operations



Manager, Traffic Planning Management, Toronto & East York District Responsible for traffic matters related to

Replacement Program North York Civic Centre 395-6284

Operational Support

numping stations and the Water Meter Program



DANIEL EGAN





Public Realm

Oversees the street furniture program, neighbourhood beautification projects, capital streetscape works, Toronto's Walking Strategy, Graffiti Management Plan and StreetARToronto (StART).



Transportation Traffic Management Centre Oversees traffic safety unit, urban traffic control systems, traffic plant installation and maintenance, transportation business systems, and signs and markings

MYLES CURRIE **Director, Traffic Management Centre** 703 Don Mills Road 392-5372

JOHN MENDE



392-5371

November 2014

Customer service response related to water and wastewater services. Also responsible for inspection, maintenance and rehabilitation of water distribution, wastewater collection systems and stormwater management facilities.

> MARIO CROGNALE **Director, District Operations** North York Civic Centre



DEREK THOMAS

Manager, Central Services Responsible for dispatching Toronto Water staff city-wide to investigate water system leaks and sewer system failures (including basement flooding) Also responds to environmental spills and water turn-on and turn-off requests 1026 Finch Avenue West 338-2248

FRANK TRINCHIN

Manager, District Contract Services Responsible for project management related to the installation of new water and sewer connections for new buildings and rehabilitation of the water distribution and wastewater collection systems. Also responsible for contract management of the Priority Lead Water Service



ELIO BUCCELLA

Manager, Construction Services Responsible for excavation work to repair and maintain the water distribution. wastewater and stormwater collection systems (watermains, hydrants, sewers, catch basins, etc.) 30 Northline Road 395-1091

Responsible for delivery of a range of services including operation and maintenance of trunk sewers, wastewater

RICHARD NOEHAMMER Director, Operational Support



CARLO CASALE

Manager, Water Meter Program Responsible for the implementation of the mandatory Water Meter Program to replace or install new, automated meters in every home and business in Toronto. 275 Merton Street 392-8279

Business Operations Management

Provide a wide range of services including administration of several customer service programs related to basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency. Also responsible for the Water Supply and Sewer Bylaws, responding to spills, and laboratory testing for water quality standards.



KAMAL SANGHA

Manager, Business & Customer Support Responsible for the administration of several customer service initiatives including basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency. 275 Merton Street 338-0635



DI TORONTO Scarborough Community Key Staff Contacts Citizen Focused Services B

community liaison and input into city-wide policy studies.

RAYMOND DAVID

396-7006

Scarborough District Scarborough Civic Centre

Director, Community Planning,

City Planning

Community Planning

Toronto Building



JOHN HEGGIE **Director/Deputy Chief Building Official** Scarborough District Scarborough Civic Centre 396-5035

Managers, Plan Review

Reviews building permit applications for construction, demolition, additions or renovations, and issues building permits

Inspects properties to ensure that construction, alteration or demolition proceeds in accordance with building permit

Receives applications, performs preliminary reviews, collects fees, and provides zoning and building code information to



MAGDA ISHAK Wards 35, 37, 39, 40 and 41 Scarborough Civic Centre 396-4300

drawings and specifications, and responds to complaints about projects.

Wards 38, 41, 42, 43 and 44

Scarborough Civic Centre

Managers, Building Inspections

TED MAREK

396-7317

Customer Service



Wards 36, 38, 42, 43 and 44 Scarborough Civic Centre 396-8225

SEBASTIAN CARUSO

396-7707

Wards 35, 36, 37, 39 and 40

Scarborough Civic Centre

JOE NANOS Manager, Central Section, Scarborough District Scarborough Civic Centre 396-7013

Acting Manager, **Heritage Preservation Services** City Hall 338-1079



Manager, Committee of Adjustment, committee to hold public meetings. Scarborough Civic Centre



Processes minor variance applications and consents, which usually require the

396-7012

Urban Design

Promotes high quality architecture and urban design in the development of the city's public realm.



DIANA RIRCHALL Program Manager, Urban Design Scarborough District Supports community planners by providing built form and public realm analysis and advice for avenue studies. Secondary Plans, zoning issues and development applications. Scarborough Civic Centre 396-7027

ΔΙ ΚΔ Ι ΙΙΚΔΤΕΙ Δ Program Manager, Civic Design City Hall 392-1131





Bylaw Enforcement

fencing, noise, and graffiti.





WAYNE MATTLESS **Regulatory Services** East York Civic Centre 392-3070

Support

City Hall

338-5576



Toronto Animal Services



Sign Bylaw Unit (Centralized Service)

FANI LAUZON

396-7313

Responsible for all matters with respect to the regulation of permanent signs on private property as governed by Chapter 694 of the Municipal Code. The Unit is also responsible for the administration and collection of the Third Party Sign Tax.



Manager, Sign Bylaw Unit 1st Floor East, Toronto City Hall 392-4235



the public; produces compliance letters for the real estate legal community.

Manager, Customer Service Scarborough Civic Centre





Oversees the development review process, including amendments to the Official Plan and zoning bylaws, site plan

approval, plans of subdivision and condominium, Committee of Adjustment, area-based policy studies, Avenue Studies,



DIPAK DHRONA Program Manager, Transportation Planning Scarborough District Advises staff and prospective applicants of transportation issues and if impact studies are required, develops localized transportation plans and strategies. Scarborough Civic Centre 396-5376

VICTOR GOTTWALD

Scarborough District

396-7692

PAUL ZULIANI

396-7033

Scarborough Civic Centre

Manager, North Section,

Scarborough Civic Centre

Scarborough District

Manager, Waterfront Section,

Municipal Licensing & Standards

November 2014

Investigation Services

Responsible for investigating property standards and other maintenance-related bylaws including long grass and weeds,

MARK SRAGA



SCOTT SULLIVAN **District Manager** Scarborough Civic Centre 396-8221

Responsible for the enforcement of bylaws governing licensed businesses, city parks and illegal waste disposal on public property, as well as dogs off leash, postering and clothing drop boxes.

JOHN DECOURCY

Director, Bylaw Enforcement



MICHAEL STONES District Manager Scarborough Civic Centre 392-3067

Business Licensing and Regulatory Services

Responsible for the issuance of business licenses and permits, training for taxi and limousine drivers, and oversees the inspection of taxi, limo, tow truck and mobile refreshment vehicles/carts.

Director, Business Licensing and



RICHARD MUCHA Manager, Licensing Services East York Civic Centre 392-3084

Conducts policy research, facilitates public/stakeholder consultations and drafts the intent of new bylaws, amendments,

CARLETON GRANT

Director, Policy and Strategic



INTIAZ RUFFUDEEN Manager, Policy and **Planning Services** City Hall 338-3478

Services include shelter, care and emergency response for domestic animal and wildlife complaints, adoptions and licensing and enforcement of the Animals Bylaw.

ELIZABETH GLIBBERY

Manager, Toronto Animal Services



SUE SHEARSTONE Supervisor, East District 821 Progress Ave. 338-7543



I Toronto Scarborough Community Key Staff Contacts Citizen Focused Services B

Solid Waste Management Services



ROB ORPIN Director, Collections & Litter Operations

Responsible for curbside collection services for residential, non-residential and small commercial establishments. Responsible for front-end bulk lift containerized collection services for large multi-residential buildings (apartments/condos) and the City's ABCDs. Provides litter cleaning operations and collection of litter/recycling bins on main streets and in City parks. City Hall



GILBERT SIU Manager, Customer Service & Waste Diversion Implementation

LINO PESSOA

on main streets.

LISA DUNCAN

services (District 4).

Ellesmere Yard

CRAIG KELLY

Metro Hall

396-7353

392-0455

(District 4)

396-7700

392-7725

1008 Yonge Street

Manager, Litter Operations

Oversees litter cleaning operations

Manager, Collections Operations

Oversees daytime curbside collection

Acting Director, Engineering Review

engineering reviews for land development

applications: third party and utility projects

to ensure the design and construction

City policies, standards, specifications,

responsible for Soil and Groundwater

quidelines and procedures. Also

Quality issues and Utility Mapping.

Scarborough Civic Centre

of municipal infrastructure conforms to

Oversees the team that approves

Engineering & Construction Services

and collection of litter/recycling bins

Supports division in its goal of improving customer service and implementation of new diversion initiatives. Responsible for Development Review Applications, Yellow Bag Program, and Community Environment Davs. Ingram Yard 392-1516



JOE O'NEILL Manager, Contracted Services Oversees front-end bulk lift containerized collection services for large multi-residential buildings

(apartments/condos) and the City's ABCDs. Ingram Yard 395-0397



collection services and collection



Transportation Services

District Operations Oversees road and traffic operations, roadway permits, and traffic planning.



TREVOR TENN Acting Director, Transportation Services, Scarborough District Scarborough Civic Centre 396-7842



MARKO OINONEN Manager, Traffic Operations, Scarborough District control devices and regulations (both new and existing), and for work zone traffic coordination Scarborough Civic Centre



DAN MCGHEE Acting Manager, Road Operations, Scarborough District Responsible for road and sidewalk sweeping/flushing, local road resurfacing

Right-of-Way Management. **Scarborough District** Responsible for traffic matters related to development, official plan amendments and zoning changes, site plans, road related permits, curb cuts, and road/ boulevard infractions. Scarborough Civic Centre 396-5670

RICHARD NOEHAMMER Metro Hall 397-7296

395-6284

Business Operations Management



Director, Business **Operations Managemen** Metro Hall 392-8223



JOANNE DI CARO 30 Dee Avenue 392-2929



Director, Traffic Management Centre

703 Don Mills Road 392-5372

Public Realm

Oversees the street furniture program, neighbourhood beautification projects, capital streetscape works, Toronto's Walking Strategy, Graffiti Management Plan and StreetARToronto (StART).



ELYSE PARKER **Director, Public Realm** Citv Hall 338-2432

Manager, Land & Property Surveys Responsible for undertaking property and topographic surveys of lands owned by the City and its ABC's; preparing legal descriptions of land; managing property records; undertaking title searches and analyzing complex property records 18 Dvas Road 416-392-5370

LAWRENCE SHINTANI Acting Manager, Development Engineering Reviews, approves and inspects all development applications



BRUCE MCPHERSON

SHIRLEY WILSON

Property Surveys.

Metro Hall

397-4401

Oversees the team responsible for

Data Integration Services and Land and

396-7148



DANIEL EGAN Manager, Cycling Infrastructure &

Operational Support numping stations and the Water Meter Program









Transportation Traffic Management Centre

Oversees traffic safety unit, urban traffic control systems, traffic plant installation and maintenance, transportation business systems, and signs and markings

MYLES CURRIE

Infrastructure Management





management & programming; and the development of pedestrian and cycling policies and programs.

maintenance, grass cutting, street projects and winter operations. Scarborough Civic Centre 396-4823 **BOB TAYLOR** Manager, Traffic Planning/

District Operations







Toronto Water

Responsible for investigations into traffic

Oversees infrastructure planning: transit projects: operational planning and policy: and infrastructure asset



Programs pedestrian and cycling policies and programs.

392-9065

Responsible for the development of City Hall



November 2014

Customer service response related to water and wastewater services. Also responsible for inspection, maintenance and rehabilitation of water distribution, wastewater collection systems and stormwater management facilities.

> MARIO CROGNALE **Director, District Operations** North York Civic Centre



DEREK THOMAS

Manager, Central Services Responsible for dispatching Toronto Water staff city-wide to investigate water system leaks and sewer system failures (including basement flooding). Also responds to environmental spills and water turn-on and turn-off requests 1026 Finch Avenue West 338-2248

FRANK TRINCHINI

Manager, District Contract Services Responsible for project management related to the installation of new water and sewer connections for new buildings and rehabilitation of the water distribution and wastewater collection systems. Also responsible for contract management of the Priority Lead Water Service Replacement Program North York Civic Centre



ELIO BUCCELLA

Manager, Construction Services Responsible for excavation work to repair and maintain the water distribution. wastewater and stormwater collection systems (watermains, hydrants, sewers, catch basins, etc.) 30 Northline Road 395-1091

Responsible for delivery of a range of services including operation and maintenance of trunk sewers, wastewater

Director, Operational Support



CARLO CASALE

Manager, Water Meter Program Responsible for the implementation of the mandatory Water Meter Program to replace or install new, automated meters in every home and business in Toronto. 275 Merton Street

Provide a wide range of services including administration of several customer service programs related to basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency. Also responsible for the Water Supply and Sewer Bylaws, responding to spills, and laboratory testing for water quality standards.

392-8279

LAWSON OATES



KAMAL SANGHA

Manager, Business & Customer Support Responsible for the administration of several customer service initiatives including basement flooding, priority lead water service replacement, mandatory downspout disconnection and water efficiency. 275 Merton Street 338-0635

Manager, Environmental Monitoring and Protection Responsible for public education and enforcement of the Water Supply and Sewer Bylaws and responding to spills.

