

CORPORATE STRATEGIC PLAN

The Toronto Public Service's
Commitment to People, Partnerships,
Performance and Priorities





LAND ACKNOWLEDGEMENT FOR TORONTO

The City of Toronto acknowledges that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The City also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaty signed with multiple Mississaugas and Chippewa bands.

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MESSAGE FROM THE CITY MANAGER

When a great city is faced with challenges, we rise to meet them; when opportunities emerge, we are ready to innovate. Toronto's Public Service has met economic, environmental and equity challenges by creating a city worthy of investment, programs that demonstrate our resilience, and services that meet the needs of all Torontonians – including the most newly arrived.

A great city needs a shared vision; a great public service needs a shared commitment to that vision. This plan is our commitment to deliver Council's and the public's aspirations for a great city.

At the heart of all we do is a fundamental belief in the value of trust and confidence.

- **Torontonians** must have trust and confidence in the services they receive from the City. Now and into the future.
- **Toronto City Council** must have trust and confidence that the Toronto Public Service will give its best advice, implement Council's decisions effectively, and provide valued services to constituents.
- **The Toronto Public Service** must have trust and confidence that senior leadership will prioritize their wellbeing, and ensure a healthy and safe workplace.

This Corporate Strategic Plan outlines our commitment to people, partnerships, performance and priorities.

We go nowhere without **people** – Council, the public, the Toronto Public Service, and our partners. I am committed to building an inspired workforce and a resilient municipal government that can withstand emergencies, crises and economic downturns.

We must be intentional about building on existing **partnerships**. Toronto's success will hinge on how we work with other governments, institutions, and both private and non-profit sectors.

Performance matters. We must perform exceptionally and be an organization that takes advantage of new ideas, technologies and innovative ways of doing our work.

To be successful we are committed to delivering day-to-day services – with an added focus on a set of key **priorities**. This plan lays out our priorities to continue to improve the performance of our organization and quality of life for Torontonians.

I'm inspired by the challenges and opportunities ahead of us and am committed to earning and keeping the trust and confidence of Torontonians, our dedicated Toronto Public Service, and City Council.

Chris Murray, City Manager

VISION, MOTTO & MISSION

Vision

Toronto is a caring and friendly city.

We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

Toronto is a clean, green and sustainable city.

We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

Motto

Diversity Our Strength

Toronto is one of the most diverse cities in the world. We value the contributions made by everyone and believe that the diversity among its people has strengthened Toronto.

Toronto is a dynamic city.

As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy.

Toronto invests in quality of life.

We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

Mission

To serve a great city and its people

INTRODUCTION

Our City

Toronto is Canada’s leading economic engine and one of the world’s most diverse and livable cities. As the fourth largest city in North America, Toronto is home to more than 2.9 million residents whose diversity and experiences strengthen our great city. Toronto is an international leader in technology, finance, film, music, culture, and innovation. We consistently place at the top of international rankings due in part to investments championed by residents and businesses, and in turn led by Toronto City Council and carried out through the work of the Toronto Public Service.

Toronto’s success has also resulted in a range of challenges. The city is experiencing significant population growth, which is anticipated to continue. It is increasingly difficult for many Torontonians to afford housing and the cost of living. Congestion is increasing, putting a strain on our quality of life. We are grappling with income inequality and poverty. Climate change threatens our health, economy, and infrastructure.

It is vital for Toronto to continue to be a great place to live, work and play for current and future generations. The Toronto Public Service is poised to address these challenges and ensure Toronto remains a truly exceptional city for all.

A commitment to people, partnerships, performance and priorities.

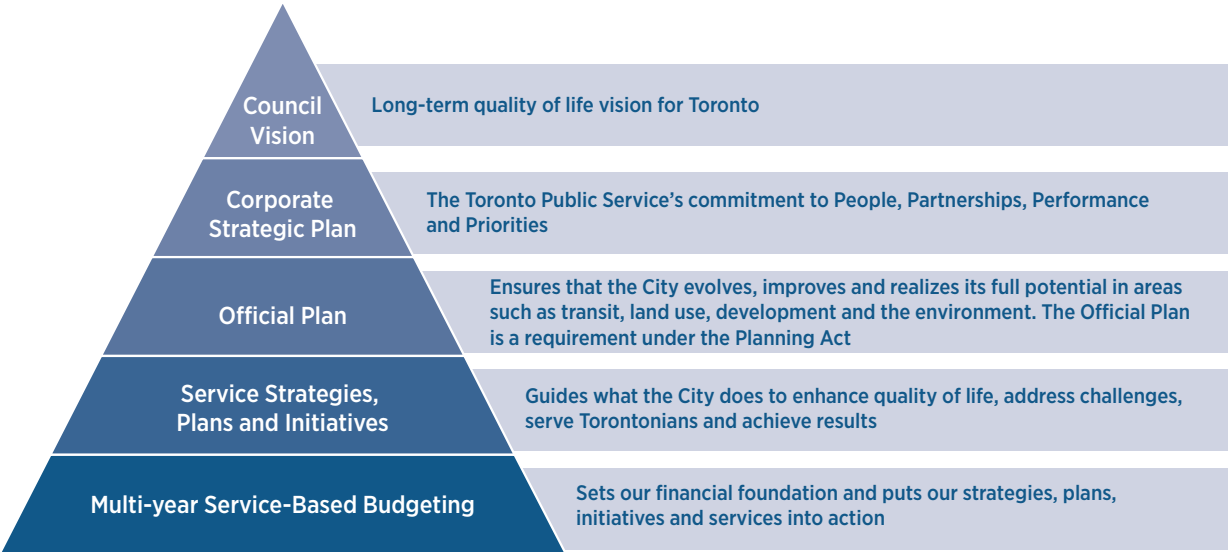
The City of Toronto’s Corporate Strategic Plan is guided by City Council’s vision, Toronto’s motto and the Toronto Public Service’s mission. It identifies our organization’s strategic areas of focus and is grounded in our commitment to our people, partnerships, and performance. The plan identifies six key priorities for the Toronto Public Service, along with expected results, strategies, plans and initiatives that we will deliver on to meet Council’s directives.

Combined, these elements focus the City’s leadership and guide staff on how their work fits into the City’s overall long-term goals. The plan fosters effective decision-making and excellence in performance management. It clarifies and strengthens accountability between Council, staff and the public.

Toronto’s Corporate Strategic Plan is one part of the City’s strategic planning framework, which integrates City Council’s vision, the Official Plan, the City’s service-focused strategies, service plans, initiatives, emerging priorities, and multi-year budgeting.

We will regularly measure our progress towards achieving the results of the Corporate Strategic Plan to demonstrate how we’re doing and where we must focus our attention.

Strategic Planning Framework



TRUST AND CONFIDENCE

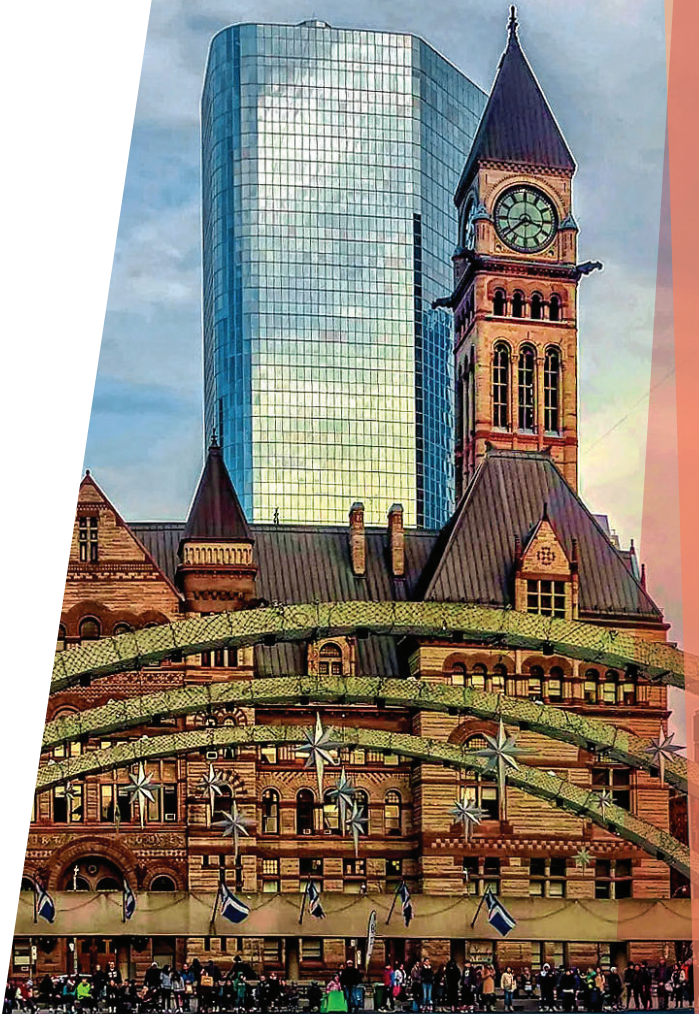
We understand that trust must be earned.

Toronto's governance relies on a relationship built on trust and confidence between the Toronto Public Service, Torontonians, and City Council. Critical to earning and improving trust and confidence is providing good government.

We understand that trust must be earned. We do this each day by demonstrating our commitment, competence and character. It is something we must work at and demonstrate through our actions and decisions.

Trust, confidence and good government requires a set of relationships to work well. The results when they do is a shared vision for Toronto, strategies to deliver on that vision, and valued municipal services. To read more about the relationships between Torontonians, City Council and the Public Service see Appendix A.

We will regularly ask City Council and the public to measure their trust and confidence in the City. The results will show us how we are doing and where to focus our attention.



We go nowhere without our people. Achieving City Council's vision for Toronto and delivering on its directions would not be possible without the dedicated, committed and skilled staff of the Toronto Public Service. Our reputation as public servants depends on the care and judgement we demonstrate as stewards of the public's trust.

Staff working for the City make a difference in Toronto's communities. The Toronto Public Service offers a wide range of career choices and a respectful, diverse, safe and healthy workplace. We are committed to fostering an inclusive, accessible environment where all employees and members of the public feel valued and supported. We are dedicated to building a workforce that reflects the diversity of the public and the communities we serve. We are one of Greater Toronto's top employers and one of Canada's Top 100 Employers, Best Diversity Employers, and Top Family Friendly Employers.

Our workplace culture.

As an organization we are building a culture where all employees are engaged in our mission to serve a great city and its people. We know that building a positive workplace culture that reflects the City's ethics and values, and builds trust and confidence with the public and staff, will shape how our people work and interact day-to-day. Our leadership teams understand that they play a critical role and are accountable in building that positive workplace culture, so that collectively we achieve Toronto's vision, motto and mission.

Being Respected, Empowered and Valued

We trust each other, are empowered to express our ideas and openly consider other points of view. We all have opportunities to contribute and make decisions, and are encouraged to learn and grow.



Embracing Diversity and Inclusion

We model the diversity of the communities we serve and embrace our differences. We are receptive to a diversity of perspectives and treat others as they want to be treated.



Making a Difference

We are innovative, professional and customer-focused in our approach to delivering services, so that we can make a difference in people's lives. We support staff in all job roles to contribute ideas, we let them know that they matter and encourage them to apply new ways of thinking.



Working Together

We believe in teamwork, collaborating across divisions and engaging with all levels to achieve common goals. We support each other, work together for the benefit of all, and communicate honestly and respectfully.



OUR PARTNERSHIPS

Toronto's success decades from now will be measured on how we worked with our partners. Achieving our vision and carrying out our mission requires the City to work with residents, other governments, institutions, the private sector, the not-for-profit sector and Indigenous peoples.

We must be specific and strategic in our partnerships by defining the results we are trying to achieve, outlining our partners' roles and responsibilities, and determining how we will work collectively to achieve those results. Addressing many of the challenges facing Toronto – such as gun violence, a shrinking middle class, regional transit and transportation, and precarious employment – will require us to work collaboratively. This is true within our organization as well – each service must support the others to achieve success.

Our close partnerships with other governments matter deeply, including neighbouring municipalities in the region and the Governments of Ontario and Canada. The City is an important partner in achieving the shared outcomes of the region, province and country. To be most effective, we must focus on identifying shared outcomes, making real progress toward achieving them and institute steady, focused leadership for creating an improved quality of life for all.

Toronto will be an even greater city in the future as governments, businesses, not-for-profit organizations, community groups, Indigenous peoples, universities and colleges, institutions and residents work in better, closer partnerships.

We will be intentional and actively seek partnerships that support programs and services which improve the quality of life in Toronto.



OUR PERFORMANCE

A disciplined approach to continuous improvement.

The City has the important responsibility of delivering a wide array of programs and services under the pressures of increasing service demands, competing priorities and limited funding. The Toronto Public Service uses corporate performance management methods and tools to help us manage our programs and services in a consistent, effective and efficient way.

Our corporate performance management system considers five main areas. For greater details about each of these areas, see Appendix C.

Corporate Performance Management System



OUR PRIORITIES

This plan establishes six priorities – two corporate priorities and four strategic priorities – to guide our organization in the coming years. These priorities were determined based on what we heard from the public, directions and budget decisions we received from City Council, discussions among the City’s leadership teams, and in response to the challenges facing Toronto and other major urban areas.

Equity

We recognize the barriers presented by discrimination and the disadvantages faced by equity-seeking groups and vulnerable populations. The City strives to create and sustain equity in government, including how we measure our impact, our financial decisions, and deliver services. In everything we do, we work towards realizing equitable outcomes for our residents.

A clear focus on achieving our long-term vision for Toronto while delivering our day-to-day services with excellence.



Corporate Priorities

Our Corporate Priorities are what we will focus on to improve the performance of our organization. Success in these priorities will result in a more resilient, effective and efficient organization, able to face challenges and seize opportunities.

- **Financial sustainability**

We will work and partner to ensure value and affordability for taxpayers, adequately fund municipal services and infrastructure, make needed investments in the city, and improve our financial health. We will make informed financial decisions and effectively manage resources for Toronto's future.



- **A well-run City**

We will have a committed, engaged and diverse workforce. We will improve the lives of residents, businesses, and visitors by providing simple, reliable and connected services that anticipate changing customer needs. We will build trust and confidence in local government.



Strategic Priorities

Our Strategic Priorities are what we will focus on to improve quality of life for Torontonians. Success in these priorities will result in a more livable, healthy, safe, prosperous, affordable and resilient Toronto.

- **Maintain and create housing that's affordable**

We are committed to a city where families and individuals live in safe, stable and affordable housing with respect and dignity.



- **Keep Toronto moving**

We are committed to a city with safe, affordable and accessible transportation choices for people and goods.



- **Invest in people and neighbourhoods**

We are committed to a city that protects and improves quality of life for all, including safety, health, social and economic wellbeing and inclusion.



- **Tackle climate change and build resilience**

We are committed to fighting climate change and preparing our city government, our economy, our ecosystems, and our communities, especially the most vulnerable communities, for a changing climate.



How to read the next section of the plan

Each priority includes a statement describing the priority and related strategies, plans and initiatives that support the priority.

Corporate Priorities include 'Performance Results,' which are aspirations for how we will perform as an organization. These results are managed by the City.

Strategic Priorities include 'Quality of Life Results,' which are aspirations for the wellbeing of our residents, businesses, communities or city. Achieving these results requires the joint effort of many partners – including governments, community groups, organizations, schools, private sector groups and individuals – as we address local and global challenges.



We will work and partner to ensure value and affordability for taxpayers, adequately fund municipal services and infrastructure, make needed investments in the city, and improve our financial health. We will make informed financial decisions and effectively manage resources for Toronto's future.

Performance Results – What Council and the public will experience

- Residents and businesses will see value from their municipal taxes, rates and user fees
- The City's budget will be a more efficient and effective tool to help support strategic, multi-year decision-making and manage Toronto's priorities
- Enhanced public trust and confidence through financial information and systems that provide a consistent, accurate and transparent view of City finances
- Improved asset management, and efficient use of City assets, will result in reduced costs and better service delivery
- A financially agile and resilient organization that is responsive to change
- Improved overall financial health and effectively managed finances
- Partnerships with other orders of government and the private sector that address and fund shared outcomes

Related strategies, plans and initiatives – How we are supporting the priority*

- Budget Modernization
- Capital Asset Management
- City Wide Real Estate Transformation
- Development Charges By-laws and Rates
- Enterprise Risk Management
- Equity Responsive Budgeting
- Financial Systems Transformation
- Intergovernmental Relations and Partnerships
- Investment Management
- Property Tax Policy
- User Fee Policy
- Value-Based Outcome Review

* Additional strategies, plans and initiatives are used by City divisions, agencies and corporations to support the priority.



We will have a committed, engaged and diverse workforce. We will improve the lives of residents, businesses and visitors by providing simple, reliable and connected services that anticipate changing customer needs. We will build trust and confidence in local government.

Performance Results – What Council and the public will experience

- Employees who are proud, passionate and committed to their work
- A public service that is both reflective of the population we serve and is inclusive, accessible and welcoming to everyone
- Employees who support continuous improvement and embrace new approaches to their work
- Simple, reliable, efficient and equitable services that anticipate changing customer needs
- Services designed from the customer's perspective that allow residents, businesses and visitors to interact with the City where, when and how they choose
- Shared services across City divisions and agencies that reduce costs, create economies of scale, increase service efficiency and effectiveness, and improve customer service
- An open, responsive, accountable and transparent municipal government, where residents have an opportunity to be heard and participate in the City's decision-making
- The City's decision-making processes prioritize the needs of equity-seeking groups

Related strategies, plans and initiatives – How we are supporting the priority*

- City of Toronto's Commitments to Indigenous Peoples
- City Technology Strategy
- Corporate Employee Engagement Response Plan
- Excellence Toronto: Our corporate-wide continuous improvement and innovation initiative
- People and Culture Strategy
- Meeting Accessibility Standards: AODA
- Multi-Year Workforce Diversity Plan
- Open Data Master Plan
- Supply Chain Transformation
- Toronto: A Connected Community
- Toronto at Your Service: The City's integrated customer service initiative
- Toronto Public Service Bylaw

* Additional strategies, plans and initiatives are used by City divisions, agencies and corporations to support the priority.



We are committed to a city where families and individuals live in safe, stable and affordable housing with respect and dignity.

Quality of Life Results – What Council and the public will experience*

- People live in stable housing that is safe, suitable to their needs and have the individualized supports they need to help them maintain housing
- There are more affordable housing options in all parts of Toronto to help meet the need and demand of low- and moderate-income people
- Those without housing have access to a full range of shelter and housing options

(*Achieving Quality of Life Results will require partnerships with other orders of government, the private sector, and non-profit organizations.)

Related strategies, plans and initiatives – How we are supporting the priority*

- | | |
|---|--|
| • HousingTO 2020-2030 Action Plan | • Resilience Strategy |
| • Housing Now: Creating mixed-income communities on public land | • Tenants First: A new seniors housing corporation |
| • Poverty Reduction Strategy | • Toronto Community Housing Corporation Strategic Plan |
| • RentSafeTO for Tenants: Apartment Building Standards | • Toronto Seniors Strategy |

* Additional strategies, plans and initiatives are used by City divisions, agencies and corporations to support the priority.



We are committed to a city with safe, affordable and accessible transportation choices for people and goods.

Quality of Life Results – What Council and the public will experience*

- An inclusive and equitable city-wide transportation network that provides reliable and affordable travel choices, connects people to places and activities they value, and supports the delivery of goods
- Safer streets by design, where people can be active and healthy, and where fatalities and injuries are eliminated
- A greener and more resilient city, with transportation options that reduce environmental impacts and are adaptable to future challenges and smart city innovations

(*Achieving Quality of Life Results will require partnerships with other orders of government, the private sector, and non-profit organizations.)

Related strategies, plans and initiatives – How we are supporting the priority*

- Automated Vehicle Tactical Plan and Transit Shuttle Pilot
- Complete Streets Implementation
- Congestion Management Plan (HOV Network Review)
- Curbside Management and Parking Strategy
- Cycling Network Plan
- Electric Vehicle Strategy
- Free-Floating Car Share Pilot
- Freight and Goods Movement Strategy
- Green Streets Strategy
- MoveTO: Toronto's Mobility Action Plan
- On-Street Electric Vehicle Pilot
- Rapid Transit Network Expansion
- Surface Transit Network Plan
- Toronto Parking Authority BikeShare Strategy
- TTC 5-Year Service Plan
- Vehicle-for-Hire Bylaw
- Vision Zero 2.0: Road Safety Plan
- Winter Operations Review

* Additional strategies, plans and initiatives are used by City divisions, agencies and corporations to support the priority.



We are committed to be a city that protects and improves quality of life for all including safety, health, and social and economic wellbeing and inclusion.

Quality of Life Results – What Council and the public will experience*

- The impacts of poverty on Toronto's residents are mitigated
- There are opportunities for all, including Toronto's diverse Indigenous and equity-seeking communities
- All residents have a sense of belonging, and live in healthy, diverse, culturally rich, and cohesive communities
- Individuals and communities feel safe and secure
- A vibrant and growing economy that helps businesses thrive and more fully employs an expanding workforce
- The City continuously invests in and delivers safe and sustainable infrastructure that enhances the quality of life of the people of Toronto

(*Achieving Quality of Life Results will require partnerships with other orders of government, the private sector, and non-profit organizations.)

Related strategies, plans and initiatives – How we are supporting the priority*

- Access to City Services for Undocumented Torontonians
- Biodiversity Strategy
- Children's Services Service Plan
- Collaborating for Competitiveness
- Complete Streets Implementation
- Creative Capital Gains
- HousingTO 2020-2030 Action Plan
- End Trafficking TO
- Geographic Planning Frameworks
- Long-Term Waste Management Strategy
- Master Fire Plan
- Middle Childhood Strategy
- Official Plan
- Parkland Strategy
- Parks and Recreation Facilities Master Plan
- Parks and Trails Wayfinding Strategy
- Pollinator Protection Strategy
- Poverty Reduction Strategy
- Ravine Strategy
- Resilience Strategy
- Retail Main Street Strategy
- Strategic Forest Management Plan
- Startup Eco-System Strategy
- Toronto's Action Plan to Confront Anti-Black Racism
- Toronto's Emergency Plan
- Toronto Indigenous Health Strategy
- Toronto Food Strategy
- Toronto's Licensed Child Care Growth Strategy 2017-26
- Toronto Newcomer Strategy
- Toronto Overdose Action Plan
- Toronto Police Service – The Way Forward
- Toronto Paramedic Services Multi-Year Staffing and Systems Plan
- Toronto Seniors Strategy
- Toronto Strong Neighbourhoods Strategy 2020
- Toronto Youth Equity Strategy
- Transportation Master Plans
- Vision Zero 2.0: Road Safety Plan
- Working as One: A workforce development strategy
- Wet Weather Flow Master Plan

* Additional strategies, plans and initiatives are used by City divisions, agencies and corporations to support the priority.



We are committed to fighting climate change and preparing our city government, our economy, our ecosystems, and our communities, especially the most vulnerable communities, for a changing climate.

Quality of Life Results – What Council and the public will experience*

- Toronto survives, adapts and thrives in the face of climate change
- Reduced local greenhouse gas emissions fight climate change, improve our health, grow our economy, and improve social equity
- The City protects and invests in its ecosystems, natural spaces, land, air and water
- Public and private assets, infrastructure, and buildings are responsibly managed in light of the risks posed by our changing climate, and are built and maintained to reduce greenhouse gas emissions
- Residents and businesses take action to tackle climate change and build resilience in their neighbourhoods
- A more circular economy diverts waste from landfill, reduces greenhouse gas emissions and is resilient to future challenges.

(*Achieving Quality of Life Results will require partnerships with other orders of government, the private sector, and non-profit organizations.)

Related strategies, plans and initiatives – How we are supporting the priority

- Biodiversity Strategy
- Circular Economy
- City Asset Management
- City Wide Real Estate Transformation
- Electric Vehicle Strategy
- Green Roof Bylaw
- Long-Term Waste Management Strategy
- Parkland Strategy
- Pollinator Protection Strategy
- Ravine Strategy
- Resilience Strategy
- Strategic Forest Management Plan
- Toronto Green Standard
- TransformTO: Climate action for a healthy, equitable, prosperous Toronto
- Wet Weather Flow Master Plan

* Additional strategies, plans and initiatives are used by City divisions, agencies and corporations to support the priority.

HOW WE WILL GET THERE

Implementation of the Corporate Strategic Plan is led by the Senior Leadership Team with support from across the organization.

All members of the Toronto Public Service have a role in implementing this plan. We all must work to build trust and confidence with Torontonians and City Council. It's the Toronto Public Service that serves this great city and its people. We can only be a high performing organization through the hard work, dedication and talent of our staff. Our partnerships with others will result in improved quality of life in Toronto. Many staff work directly on the priorities in this plan – ensuring financial sustainability, helping us be a well-run city, creating housing that's affordable and helping Torontonians along the housing continuum, keeping Toronto moving, investing in our people and neighbourhoods, and addressing climate change. Many other staff work to support these priorities and ensure staff have the tools and resources they need to deliver excellent services every day.

Divisional service and work plans, and the implementation of strategies and initiatives, are used by the Corporate Leadership Team to manage their divisions' work to align and advance the Corporate Strategic Plan. Progress toward achieving the results in the plan will be reported to City Council and the public. It will be clear how we're doing and what we may need to do better. A complete list of the City's services and programs can be found at www.toronto.ca/toronto-services-programs.



A: Relationships that build Trust and Confidence



Torontonians

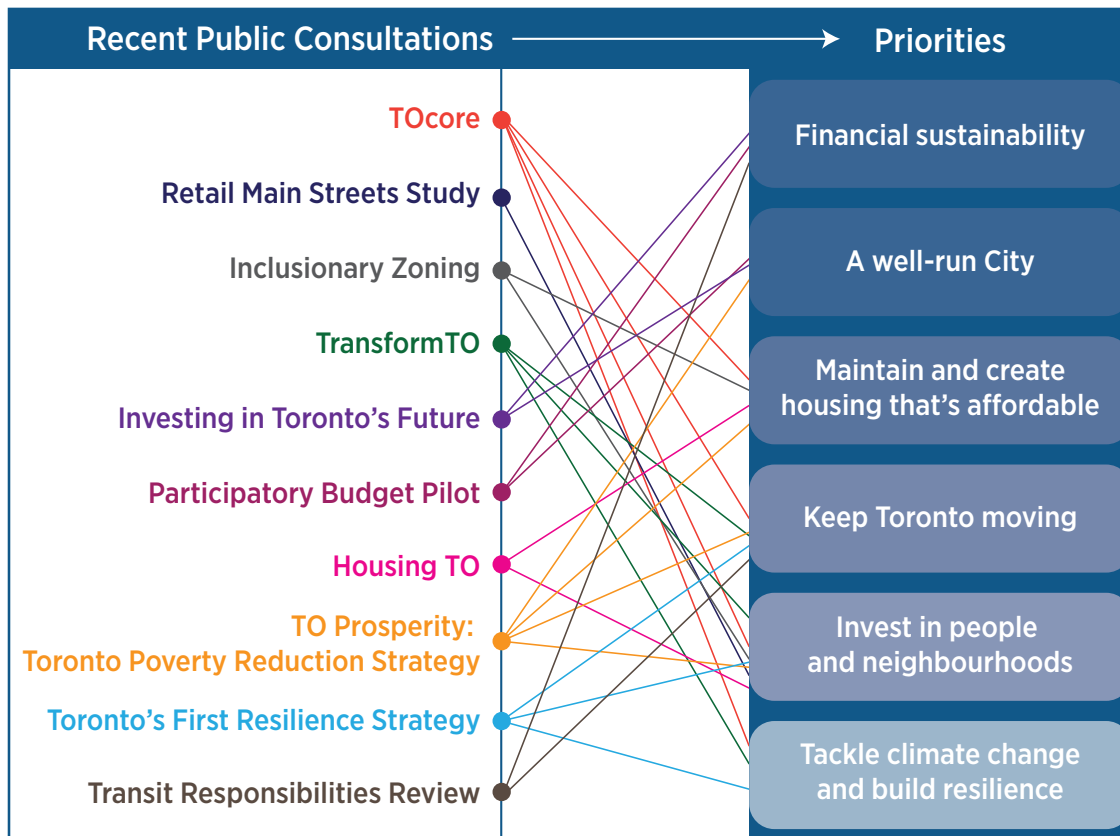
Torontonians express their aspirations for their city every day – when they call 311, speak with their Councillor or staff about a city service, attend meetings, participate in consultations, vote and more. The Mayor, Councillors and staff applied the public’s views and feedback to craft a vision for Toronto.

Torontonians want services they need at a cost they can afford. They pay taxes to the City to receive those services. In return, they expect the public service to provide valued municipal services effectively and efficiently.

The public play an essential role in ensuring the effectiveness of decision-making. Torontonians make their ideas and recommendations for improvement known through deputations,

voting, serving on boards, participating in public meetings, surveys, advisory bodies, and public consultations. The public identifies issues and provides input to Members of Council and staff on services, programs and policies. Residents and businesses also partner with the City to deliver programs.

Residents and businesses inform what we do through their input on city-wide issues – including poverty reduction, climate change, resilience, financial sustainability, participatory budgeting and urban development. Common themes they want the City to address include affordable housing, mobility, financial sustainability, community connectedness, climate change and environmental sustainability, and improving how the City interacts with business and the public. These themes have informed our priorities.



Toronto City Council

City Council provides leadership to Torontonians and direction to staff. Council's direction and decisions about managing the City result in a long-term shared strategy.

The Mayor fulfills a city-wide mandate, providing leadership to Council in strategic and financial planning, represents the City to other governments and recommends to Council appropriate policies, practices and procedures to ensure accountability and transparency of the City's operations.

City Councillors have both a legislative role and a constituency role. In their legislative role they are responsible for considering and establishing policies and bylaws to implement Council's decisions. In their constituency role Councillors are responsible for responding to constituent needs as well as consulting with their constituents and ensuring their views are considered in Council's decision-making.



Toronto Public Service

The Toronto Public Service implements City Council's decisions. The Public Service must deliver services according to City policy and standards and provide objective, professional advice in ways that earn Council's and the public's trust and confidence. The public service is guided by the Toronto Public Service Bylaw, legislation that defines the separation between the City's administration and Council and sets out the public service's professional, impartial and ethical standards.

The City of Toronto also delivers many key services through a broader public service, which includes City agencies and corporations, such as the Toronto Police Service, Toronto Transit Commission, the Toronto Public Library and the Toronto Community Housing Corporation. City agencies and corporations have different mandates, authorities and responsibilities to deliver services and programs on behalf of City Council. These agencies and corporations play an important role in helping the City achieve its priorities. They are each governed by a board that supervises the management of the business and affairs of the agency and corporation, and ensures strategic alignment with the vision and directions of City Council.

Measuring Trust and Confidence

City Council and the public must have trust and confidence that the Toronto Public Service will do what is right and fair. Trust must be earned. It is something we must work at and demonstrate through our actions. When trust is high, it has measurable impacts on service delivery – things get done faster and more efficiently. When services are delivered well they result in higher public trust and higher confidence in the public service by City Council.

Trust and confidence will be assessed on a number of scales including:

- individual vs. collective public service
- disengaged vs. engaged leadership
- disengaged vs. engaged employees
- adversarial relationships vs. cooperative partnerships
- financial uncertainty vs. financial sustainability
- inefficient spending vs. investment and value-for-money
- organizational silos vs. integrated service delivery
- opaque and unaccountable vs. transparent and accountable
- lack of focus vs. clear priorities
- undefined strategy vs. clear direction and strategic alignment
- disorganization and lack of capacity vs. organizational capability and capacity

B: Toronto Public Service Leadership Teams

Our people are led by the Senior and Corporate Leadership Teams.

- **Senior Leadership Team (SLT)**, the most senior group of administrative officials in the organization, is the City Manager, Deputy City Managers, and the Chief Financial Officer and Treasurer.

The SLT works on the organization. They set strategic directions and consider not just what needs to be done, but how to coordinate their work, support staff to perform their jobs successfully, and how programs and initiatives will contribute to the City's priorities.

At its core, the SLT has two main responsibilities: good governance and strategic organizational alignment.

- **Corporate Leadership Team (CLT)** is made up of the executives who lead the City's divisions. These Division Heads are leaders of the organization and are accountable for day-to-day operations and services, programs and budgets. Division Heads are also accountable and responsible for achieving corporate objectives and working with leaders across the organization to achieve the City's priorities.

The CLT represent their programs at committees and Council and work with Council and the community to resolve service issues, and ensure their staff are supported and have the tools they need to serve Toronto's residents, businesses and visitors.

C: Corporate Performance Management System

Service Review and Improvement

The City undertakes service reviews to ensure we are delivering services that are valued and best align with current and future needs of Toronto's communities. Service reviews provide a mechanism to ensure effective and efficient service delivery, while building a culture that strives for continuous improvement, innovation, flexibility and integration to better serve the public. Service reviews focus on both what we do and how we do it. They involve evaluating program costs, benefits and outcomes to achieve the best value for money.

Excellence Toronto is our corporate-wide continuous improvement initiative. It provides a roadmap for continuous improvement efforts, a recognition system for excellence within the City, and helps us tell our story as a public service. In addition to Excellence Toronto, the City undertakes targeted service review and improvement initiatives as needed.

Service-Based Budgets

The City is moving from division-based plans and budgets to service-based plans and budgets. Service-based budgets shift away from a traditional, departmental view of government, to one that focuses on the services delivered to the public. Service-based budgets look at each service by what is being delivered and not who delivers it. Clear information about City services increases public awareness of the costs of providing these services and supports robust discussions on their continued value. Moving to service-based budgets will allow staff to provide improved information and advice to Council on each service's value to enable strategic decision-making and informed investment decisions.

Performance Measurement and Accountability

The City uses Results Based Accountability (RBA) as a performance management and accountability framework. RBA is a data-driven, decision-making process to help take action to solve problems. It gets from talk to action quickly. It helps identify barriers to innovation, builds collaboration and consensus, and uses data and transparency to ensure accountability for both the wellbeing of people and the performance of programs.

Measuring our performance helps us understand the value we are delivering to Torontonians, determines whether we are achieving results, and informs us how to take action accordingly.

Leadership Performance and Staff Development

Leadership performance and staff development are about improving staff engagement and productivity to build a high-performing organization. It is about helping to improve skills and talent within the organization, from front-line staff to executive leadership.

The performance and development of our people – the Toronto Public Service – is critical to how well we work as an organization and how we deliver value to residents, businesses and visitors, and how we serve City Council. To effectively deliver services, our workforce must be resilient, adaptable to change, continuously improve and innovate. The organization will cultivate these capabilities through continuous learning and development, creating a culture of leadership performance and accountability.

Enterprise Risk Management

The methods and processes used to manage and mitigate risks are critical to the performance of our organization. Enterprise Risk Management is a structured, continuous process for identifying and assessing risks, choosing responses, taking action, and monitoring progress. It is about better enabling the City to deal effectively with uncertainty and respond to risk in a manner that increases the likelihood of positive outcomes.

A Risk Management Policy and Framework will create a consistent approach to risk management across the organization. It will support more effective and integrated risk management by ensuring risk management processes, responsibilities, and accountabilities are understood and the necessary arrangements for managing risk are in place. The framework will serve as a guide for City staff to incorporate risk management practices into daily decision-making.

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