

A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



I am pleased to present the City of Toronto 2003 Financial Annual Report. This Report for 2003 demonstrates the City's commitment to the highest standards of performance measurement, accountability, transparency and service delivery.

Over the past year we have implemented more rigorous financial controls to achieve greater confidence and credibility in the City's administrative processes. Council implemented the position of the Auditor General, reporting directly to City Council through the Audit Committee, and the Internal Audit Division within the Chief Administrator's Office.

Staff has implemented a Corporate Accountability Framework that will result in an environment where accountability and responsibility are paramount in our actions. Corporate-wide standards have been developed to ensure fairness, equity, transparency and accountability in the City's administrative processes.

In our budget preparations, we will continue to highlight continuous improvement initiatives, outline service delivery levels and the associated costs, and provide performance measures for the many programs delivered by the City. Multi-year service plans will continue to focus on innovation, effectiveness and efficiency in planning and providing service to the public.

Shirley Hoy
Chief Administrative Officer