

CITY OF TORONTO

2007

Budget Summary

Agencies, Boards and Commissions



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ARENA BOARDS OF MANAGEMENT

MISSION STATEMENT

The Arena Boards of Management provide safe, full and equitable access to high quality indoor and outdoor 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.

2006 KEY ACCOMPLISHMENTS

- All eight arenas operated at full capacity, delivering a total of nearly 40,000 hours of available ice time.
- Three arenas (Forest Hill, Moss Park, Ted Reeve) generated net surpluses in 2006 and one other arena (Leaside) reported a smaller net deficit than the 2006 approved budget.
- McCormick Arena underwent major renovations as part of the planned 2006 Parks, Forestry and Recreation state of good repair Capital Plan.
- Two arenas (George Bell, Ted Reeve) participated in the City's Energy Retrofit Program while six other arenas implemented their own energy conservation initiatives.
- The City Manager's Office is currently undertaking a Relationship Framework Review with the Arena Boards of Management. Completion of this review is expected during 2007.

2007 PROGRAM OBJECTIVES

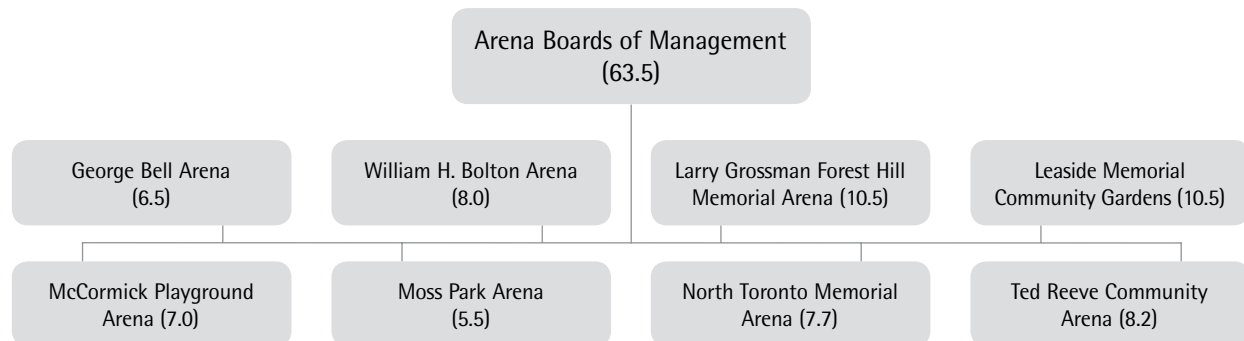
The Arena Boards of Management's mandate is to do the following:

- 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
 - > ensuring that program offerings reflect present and emerging community interests and requirements
- effectively and efficiently manage operations without imposing operating costs on the taxpayer by:
 - > minimizing operating expenditures by using the best management practices available
 - > pursuing present and emerging revenue opportunities to minimize support from the taxpayer
 - > pursuing opportunities to provide new or improved programs or services in response to emerging community needs
 - > maximizing opportunities to generate supplementary revenues from accessory operations to support arena operations

ARENA BOARDS OF MANAGEMENT

PROGRAM MAP

The Program is comprised of eight Arena Boards of Management, with a total of 63.5 approved positions.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- continue to provide high quality facilities and recreational opportunities that respond to community needs
- manage operations using the best available practices to minimize the need for operating support from the taxpayer

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget	
				\$	%
Salaries & Benefits	3,126.0	3,173.5	3,270.9	144.9	5
Materials & Supplies	1,641.8	1,648.5	1,701.2	59.4	4
Equipment	21.9	26.2	19.3	(2.6)	-12
Services & Rents	781.3	701.1	761.2	(20.1)	-3
Contributions & Transfers	100.7	173.4	211.4	110.7	110
Others (Includes IDCs)	9.1	9.1	5.3	(3.8)	-42
Total Gross Expenditures	5,680.8	5,731.8	5,969.3	288.5	5
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	0.0	0.0	0.0	N/A
User Fees	4,578.1	4,579.8	4,760.0	181.9	4
Reserves/Reserve Funds	0.0	0.0	0.0	0.0	N/A
Other (Includes IDR)	976.2	983.6	1,027.6	51.4	5
Total Non-tax Revenues	5,554.3	5,563.4	5,787.6	233.4	4
Net Budget	126.5	168.4	181.7	55.2	44
Approved Positions	63.5	63.5	63.5	0.0	0

ARENA BOARDS OF MANAGEMENT

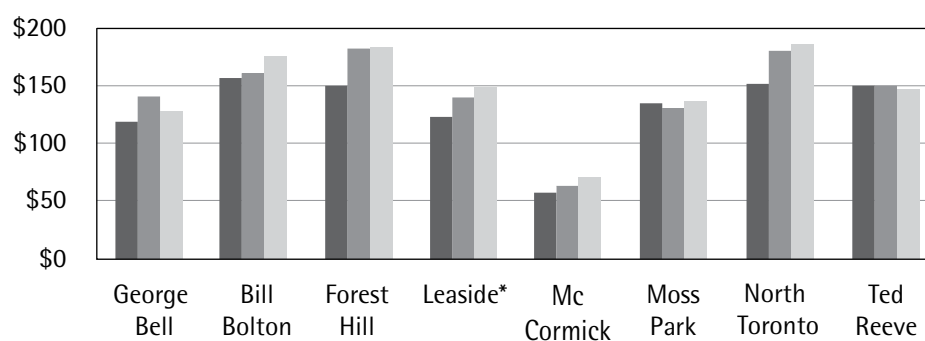
2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
George Bell Arena	463	27	446	21	499	21	53	12.0	0	0.5
William H.Bolton Arena	698	(1)	724	1	705	62	(19)	(2.7)	61	999.0
Forest Hill Memorial	862	(1)	870	(0)	985	(2)	114	13.2	(2)	912.9
Leaside Gardens	905	104	910	94	971	93	61	6.7	(1)	(1.0)
McCormick Arena	576	(1)	601	1	633	(0)	31	5.2	(1)	(102.5)
Moss Park Arena	513	124	661	0	683	(0)	22	3.3	(0)	(110.3)
North Toronto Memorial	718	(0)	725	(0)	745	(1)	20	2.8	(1)	945.2
Ted Reeve Arena	755	9	743	10	749	9	5	0.7	(1)	(8.0)
Total Program Budget	5,490	261	5,681	127	5,969	182	289	5.1	55	43.6

KEY PERFORMANCE MEASURES

Efficiency Measures

Total Cost Per Hour of Operation



*Leaside Gardens' total cost per hour of operation includes historical capital financing/debt repayment of \$25.7K annually or \$6.18 per hour.

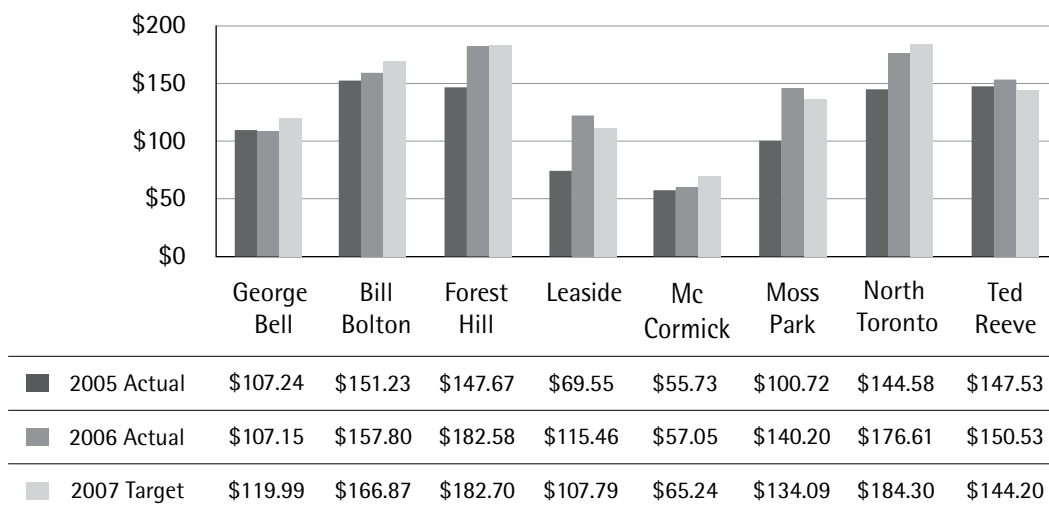
Total cost of arena operations include salaries/wages and benefits for 55% of the total costs, materials and supplies, furniture and equipment purchases that cost less than \$50,000 (non-capitalizable), facilities and equipment repairs and maintenance, utilities, contracted services labour and materials, other services and rents, program expense (materials and contracted labour), direct costs of ancillary operations (food products purchased for the snack bar and vending machines, pro shop goods for sale, skate sharpening, equipment for banquet and meeting facilities), general administration expenses, contributions to the ice resurfer

ARENA BOARDS OF MANAGEMENT

replacement reserve, and the direct costs of operating the swimming pool and historical capital financing/debt repayment including interest in the case of Leaside Gardens.

Total cost per hour of operation fluctuations from year to year are attributed to arena closures for various lengths of time for major renovations (William H. Bolton Arena in 2007). Other distortions of the total cost per hour of operation include emergency repairs and extraordinary/one-time human resources costs as in the case of George Bell Arena in 2006, and the quantity and dollar values of the small repairs and maintenance projects undertaken by the arena.

Revenue Per Hour of Operation

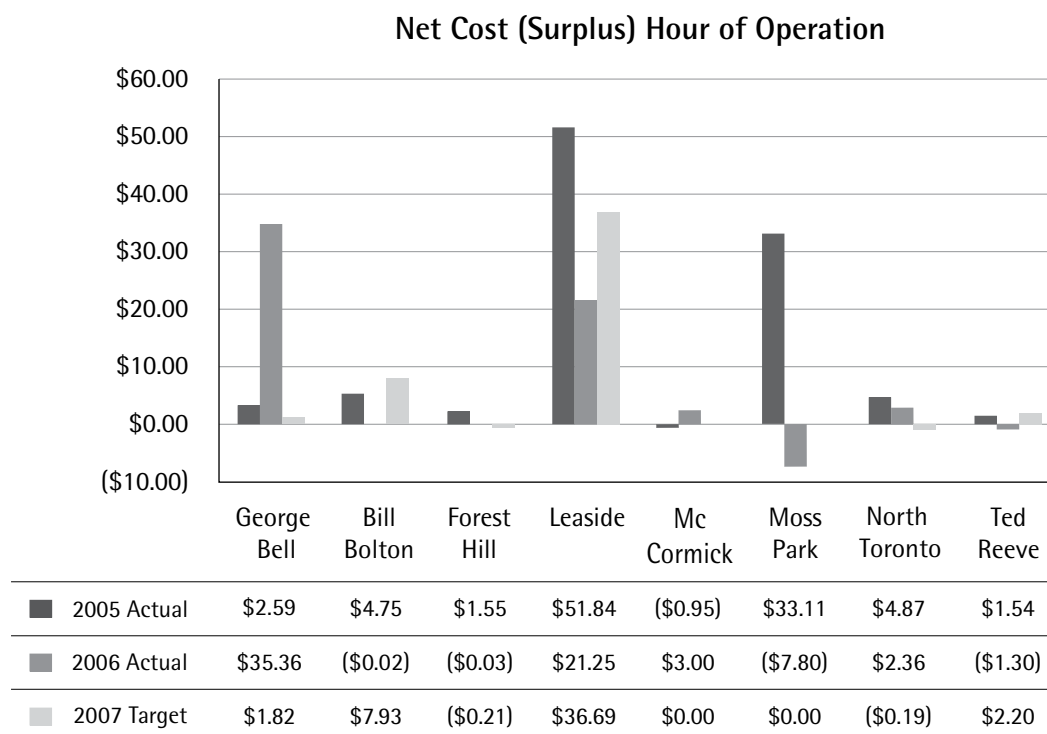


Total revenue from operations includes:

- ice time rental fees
- user fees/program registrations
- facility rental fees
- service charges
- outdoor rink service fees (North Toronto)
- pool rental fee (Leaside)
- contracted services to third party (Ted Reeve)
- accessory operations – snack bar and vending machine sales, pro shop sales, skate sharpening
- advertising and other one-time revenues

Revenue per hour of operation fluctuations from year to year can be caused by demand changes, arena shutdown for major renovation, emergency repairs, sales revenue from ancillary operations, one-time revenue from film shoots.

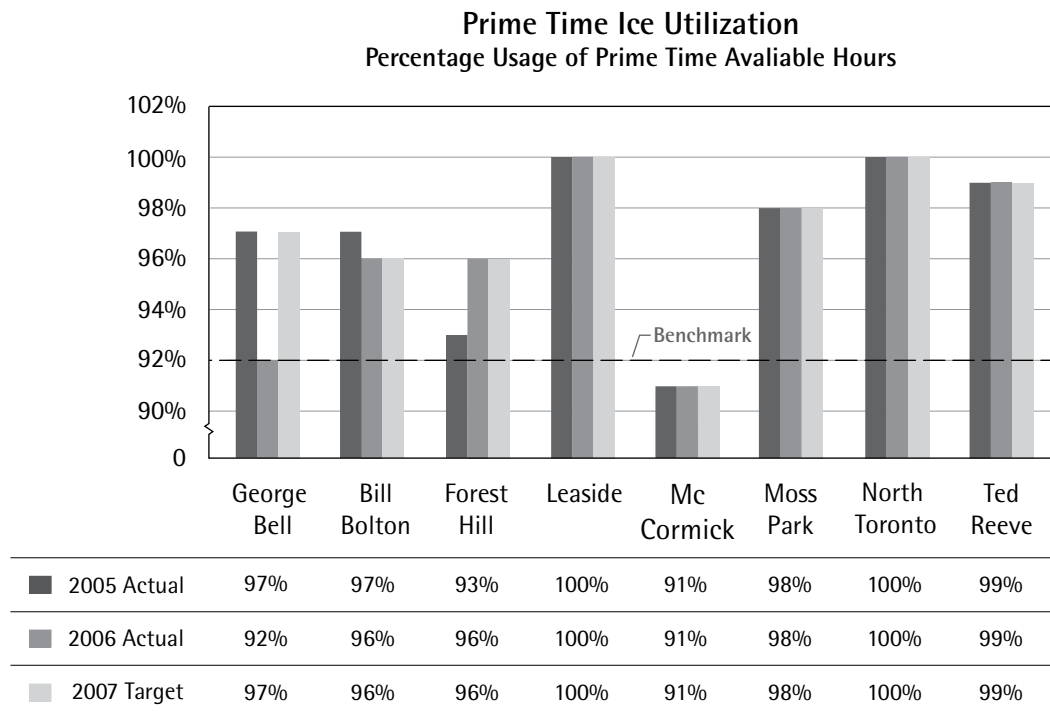
ARENA BOARDS OF MANAGEMENT



A key mandate of an Arena Board of Management is to manage and operate the arena (a City-owned asset) effectively and efficiently at no cost to the City. The goal is to have a neutral impact on City finances by generating sufficient revenue to fund operations. The "net cost per hour of operation" measurement is a common performance measure in the industry and is applicable to the Arena Boards to determine how each arena is performing. Arenas that break even or generate a net surplus show a net revenue (net surplus) per hour of operation while arenas with net operating deficits or net budget deficits show a net cost per hour of operation.

Net cost per hour of operation fluctuations from year to year can be caused by unanticipated demand changes in ice rental and variable sales from accessory operations, arena shutdown for major renovation, emergency repairs, one time revenues, the type and dollar value of repairs and maintenance projects.

ARENA BOARDS OF MANAGEMENT

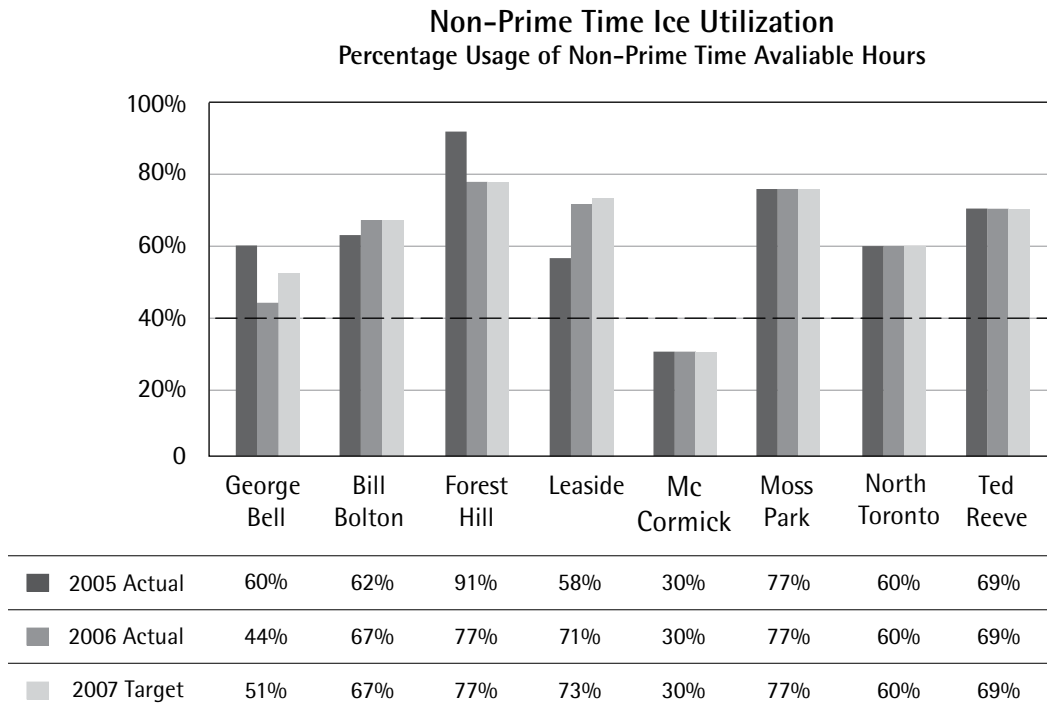


The prime time ice utilization yardstick measures capacity utilization; how the ice is being used and allocation of hours of usage. The measurement looks at hours available versus hours booked during prime time hours. The industry benchmark for prime time ice utilization is 92% booked for a standard ice season. All eight Arena Boards are operating at or near full capacity for prime time ice which is just under 2000 prime ice time hours. All Arena Boards show that they are operating within the industry benchmark of 92% rental of prime time ice or nearly fully booked for the whole ice season. Prime time ice utilization is very constant from year to year.

Any fluctuation in prime time ice utilization from year to year is probably due to emergency repairs of mechanical system breakdowns posing a health and safety risk to ice users as in the case of George Bell Arena in 2006.

McCormick Arena's 91% prime time ice utilization is a composite figure for the two ice surfaces combined. Although both the large and small ice rinks are fully booked during prime time hours, the smaller ice surface is more difficult to rent out and is mainly used for shinny hockey.

ARENA BOARDS OF MANAGEMENT



As ice utilization is broken out into prime time ice and non-prime time ice, non-prime time ice comprise mostly daytime ice and late night ice during Mondays to Fridays. The industry benchmark for non-prime time ice utilization ranges from 25% to 40% average rental for the standard ice season in a good arena. Seven out of eight Arena Boards show that they are averaging 51% to 77% rental of non-prime ice time which is well above the industry average.

McCormick Arena's 30% utilization of non-prime ice time represents a composite figure for the two ice surfaces combined, one large and one small ice rink, and is within the industry benchmark range of 25% - 40%. The small rink is difficult to rent out at the best of times, but during the day there is little demand for the small ice surface except for shinny which does not generate much revenue.

2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget will provide the following services:

- indoor artificial ice rink operations
- primetime and daytime ice rental
- hockey and skating programming, including leagues, schools, camps and free skate
- programming events for groups, children, youth, adults and seniors
- snack bar and vending machine food service, pro shops, skate sharpening, meeting and banquet facilities
- operation of outdoor artificial ice rinks on behalf of Parks, Forestry and Recreation (North Toronto; Ted Reeve contracted services to Beaches Sport Centre)
- swimming pool programmed by Parks, Forestry and Recreation (Leaside)

ARENA BOARDS OF MANAGEMENT

The 2007 Operating Budget will deliver a total of 38,000 hours of available ice time, comprising of 21,000 hours of primetime ice and 17,000 hours of daytime ice, to the community by the eight Arena Boards.

The 2007 Operating Budget allows the Arena Boards of Management to provide the 2006 level of service with the exception of William H. Bolton Arena which is scheduled to close for two months in 2007 for planned major renovations to the facility. This closure will result in the cancellation of in-house programming in April and May 2007.

William H. Bolton Arena is participating in a pilot project to purchase a "green" environmentally friendly electric ice resurfacer to address the health concerns of its ice users and that of its employees by improving the air quality in the arena. This initiative will contribute to energy conservation and eliminate the use of fossil fuels (propane gas) at this arena.

2008/2009 OPERATING BUDGET OUTLOOK

- The Arena Boards of Management Program is expected to be back to its normal operating level in 2008. All eight arenas are expected to operate without disruption in 2008 and 2009. There are no major arena renovations planned in the Parks, Forestry and Recreation Five-Year Capital Plan for the eight Board-operated arenas.
- The Program projects no net incremental increases in its 2008 and 2009 operating budgets. The 2008 and 2009 outlook maintains the 2007 level of service.

Capital state of good repair projects at Arena Board facilities are included in the Parks, Forestry and Recreation Capital Budget.

ASSOCIATION OF COMMUNITY CENTRES

MISSION STATEMENT

The Association of Community Centres, which is made up of ten community centres, is to implement City's Social Development Strategy by 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.

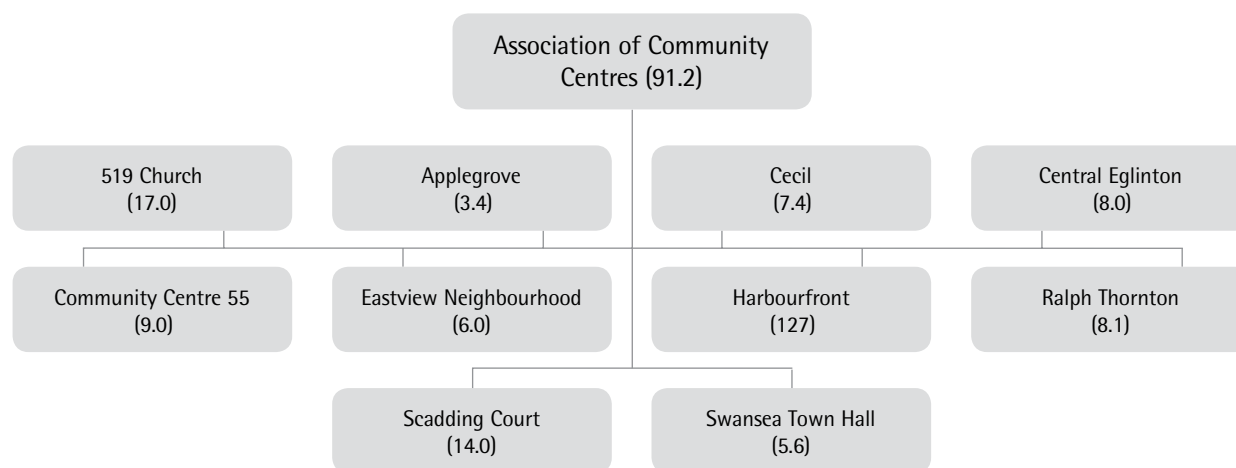
2006 KEY ACCOMPLISHMENTS

- served over 165,000 individuals with increased participation of 6,307 volunteers contributing over 148,000 voluntary hours in 2006
- substantially increased revenues from business community to support centres
- provided leadership and ongoing support to promote neighbourhood action through social, recreational, community services and informative programs for individuals and families

2007 PROGRAM OBJECTIVES

- strengthen individual and community capacity
- contribute to social infrastructure, quality of life and community safety
- act as a social hub and gathering place
- encourage residents to participate in community life

PROGRAM MAP



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- provide a wide range of quality programs and services to meet residents' needs
- maintain a community base that is representative of the neighbourhood
- provide opportunities for local residents to improve their communities
- provide and preserve community access to space

ASSOCIATION OF COMMUNITY CENTRES

2007 OPERATING BUDGET BY CATEGORY

Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget	
				\$	%
Salaries & Benefits	5,278.5	5,401.1	5,350.7	72.2	1
Materials & Supplies	404.3	442.7	425.7	21.4	5
Equipment	13.9	18.3	12.8	(1.1)	-8
Services & Rents	601.1	298.2	598.0	(3.1)	-1
Contributions & Transfers	0.0	0.0	0.0	0.0	N/A
Others (Includes IDCs)	6.8	5.3	6.8	0.0	0
Total Gross Expenditures	6,304.6	6,165.6	6,394.0	89.4	1
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	0.0	0.0	0.0	N/A
User Fees	152.8	14.5	155.2	2.4	2
Reserves/Reserve Funds	294.2	294.2	0.0	(294.2)	-100
Other (Includes IDR)	6.6	6.8	6.6	0.0	0
Total Non-tax Revenues	453.6	315.5	161.8	(291.8)	-64
Net Budget	5,851.0	5,850.1	6,232.2	381.2	7
Approved Positions	91.2	91.2	91.2	0.0	0

2007 OPERATING BUDGET BY SERVICE

Key Performance Measures

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
519 Church	1,016	1,016	1,045	1,022	1,077	1,077	31	3.0	54	5.3
Applegrove	327	316	346	316	350	350	4	1.3	34	10.9
580	580	554	593	565	604	604	11	1.9	40	7.0
Central Eglinton	466	466	499	472	507	507	8	1.6	35	7.5
Community Centre 55	533	533	595	565	609	609	15	2.5	45	7.9
Eastview Neighbourhood	457	430	457	426	453	453	(4)	(1.0)	26	6.2
Harbourfront	936	936	1,014	973	1,029	1,029	15	1.5	56	5.7
Ralph Thornton	561	519	607	537	613	573	6	1.0	36	6.8
Scadding	706	706	745	705	755	755	11	1.4	50	7.1
Swansea	353	234	390	255	397	275	8	1.9	20	7.7
AOCC - General	15	15	15	15	0	0	(15)	(100.0)	(15)	(100.0)
Total Program Budget	5,950	5,725	6,305	5,851	6,394	6,232	89	1.4	381	6.5

ASSOCIATION OF COMMUNITY CENTRES

Community Centre	# of Client Contacts	# of Individuals Served	# of Volunteers
519 Church Street	160,000	26,190	1,122
Applegrove	27,000	1,700	170
Cecil	80,900	26,000	385
Central Eglinton	83,317	7,631	380
Centre 55	161,980	51,406	2,890
Eastview Neighbourhood	187,575	7,014	224
Harbourfront	302,747	14,968	194
Ralph Thornton	111,898	8,835	454
Scadding Court	210,545	17,816	268
Swansea Town Hall	97,920	3,670	220
Total	1,423,882	165,230	6,307

2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget will provide the following services:

- provide community development initiatives and a wide range of quality programs to meet resident's needs
- maintain a community base that is representative to the neighbourhood
- offer numerous programs and services aimed at improving communities and lives of residents
- strengthen individual and community capacity; contributing to social infrastructure, quality of life and community safety; acting as a social hub and gathering place; and encouraging residents to participate in community life

2008/2009 OPERATING BUDGET OUTLOOK

- The net incremental impact of \$0.161 million in 2008 represents increases in staffing costs mainly for Cost of Living Adjustments (COLA) of \$0.171 million offset by one-time reversal of minor repairs of \$0.011 million, which are not expected to continue into 2008. The incremental 2008 Outlook of \$0.165 million is 2.7% over the 2007 Budget. The 2009 Outlook will be reviewed as part of future year operating budget processes.
- The incremental 2008 Outlook of \$0.165 million is 2.7% over the 2007 Budget. The 2009 Outlook will be reviewed as part of future year operating budget processes.

EXHIBITION PLACE

MISSION STATEMENT

The mission and mandate of Exhibition Place is to provide an opportunity for business stimulation and economic development in the community, provide a focus for public celebration and events, preserve the 22 architecturally and historically significant structures on grounds, and provide a world class venue for trade and consumer shows and major City events and celebrations

2006 KEY ACCOMPLISHMENTS

- New year-round tenants in the Horticulture Building (Muzik Clubs) and Bandshell restaurant (Gossip Restaurant) opened for business after completion of substantial renovations within each of these historic buildings.
- Construction of the National Soccer Stadium (BMO Field) commenced in January 2006 and is on budget/on schedule to be substantially completed by April 1, 2007 with the first major league soccer game on April 28, 2007.
- Construction of the Stadium allowed for realignment of Princes' Boulevard in accordance with the Board's 2004 Development Concept Plan.
- Title naming sponsorship with Direct Energy Marketing Limited for the National Trade Centre was launched with a value of \$7.0 Million to be directed to environmental initiatives.
- Exhibition Place continued to be a world class demonstration site and winner of many awards for the environmental program which included the launch of the photovoltaic plant in August 2006, completing construction on the tri-generation project in December 2006 and completing a major lighting retrofit in the Direct Energy Centre in November 2006.
- Exhibition Place achieved a waste diversion rate of approximately 62% for all programs including CNE period and three-time winner of Waste Minimization Awards.
- Other awards:
 - > BOMA Building of the Year
 - > IAEM Innovation in Business Award
- Direct Energy Centre achieved 130% of budget.

2007 PROGRAM OBJECTIVES

- Opening of the new soccer stadium (BMO Field) in April 2007.
- Hosting of the FIFA Under-20 World Soccer Championship in July 2007.
- Public launch of the tri-generation project within the Direct Energy Centre.
- Diversification of our target customer group for future shows and events to include more film shoots, religious and cultural events and private functions.
- Continuation of improvements to the gates admission process at the 2007 CNE and the exploration of cashless transaction options.
- Continued implementation of the strategy for energy efficient capital upgrades for the non-tenanted buildings.

EXHIBITION PLACE

- Finalization of design and commencement of renovations for a new conference centre in the historic Automotive Building.
- Negotiation of a Letter of Intent with the private sector to construct a hotel on the grounds.
- Reorganization and ensuring smooth transition from outside to internal management.
- Continuation of greening initiatives and the introduction of debt repayment for energy initiatives.

PROGRAM MAP

Exhibition Place is comprised of four services with a total staffing complement of 517.5 approved positions.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

For 2007, Exhibition Place will have the following strategic priorities:

- Ensure a smooth transition to a reorganized administrative structure.
- Maintain outstanding customer service delivery.
- Promote safety in the workplace at all levels.
- Stabilize CNE admissions at 1.4 to 1.5 million attendees.
- Finalize conference centre project in the historic Automotive Building and begin construction in the fall of 2007.
- Successfully open and operate the new soccer stadium (BMO Field).
- Promote environmental initiatives and finalize 2010 self-sufficiency energy plan.
- Develop community use of the grounds.
- Meet or exceed all budget projections.

EXHIBITION PLACE

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget \$	%
Salaries & Benefits	24,879.9	28,051.8	29,080.8	4,200.9	17
Materials & Supplies	3,962.0	3,698.2	4,558.1	596.1	15
Equipment	345.6	411.9	486.5	140.9	41
Services & Rents	31,108.7	30,760.5	32,701.4	1,592.7	5
Contributions & Transfers	831.1	0.00	918.0	86.9	10
Others (Includes IDCs)	(13,896.6)	(14,405.0)	(14,363.1)	(466.5)	3
Total Gross Expenditures	47,230.7	48,517.4	53,381.6	6,150.9	13
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	0.0	0.0	0.0	N/A
User Fees	46,336.7	45,984.3	52,291.6	5,954.9	13
Reserves/Reserve Funds	458.0	0.0	640.0	182.0	40
Other (Includes IDRs)	382.0	0.0	396.0	14.0	4
Total Non-tax Revenues	47,176.7	45,984.3	53,327.6	6,150.9	13
Net Budget	54.0	2,533.1	54.0	0.0	0
Approved Positions	452.0	452.0	517.5	65.5	14

2007 OPERATING BUDGET BY SERVICE

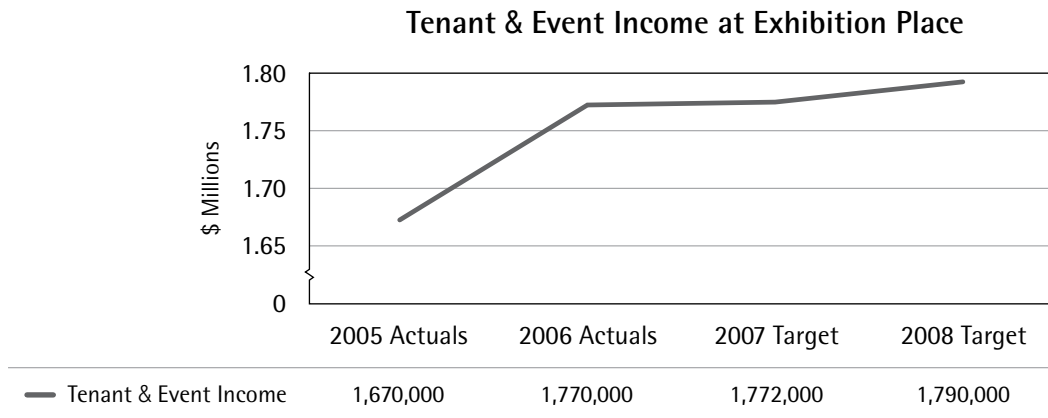
Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Exhibition Place	18,445	(676)	21,023	(798)	21,593	(798)	570	2.7	-	0.0
Direct Energy Centre	14,500	1,717	13,506	1,744	14,844	2,562	-	0.0	819	46.9
CNE	13,000	(1,290)	12,702	(892)	13,302	(1,711)	600	4.7	(819)	91.8
BMO Field	-	-	-	-	3,642	-	3,642	N/A	-	N/A
Total Program Budget	45,945	(249)	47,231	54	53,382	54	6,151	13.0	0	0.0

EXHIBITION PLACE

KEY PERFORMANCE MEASURES:

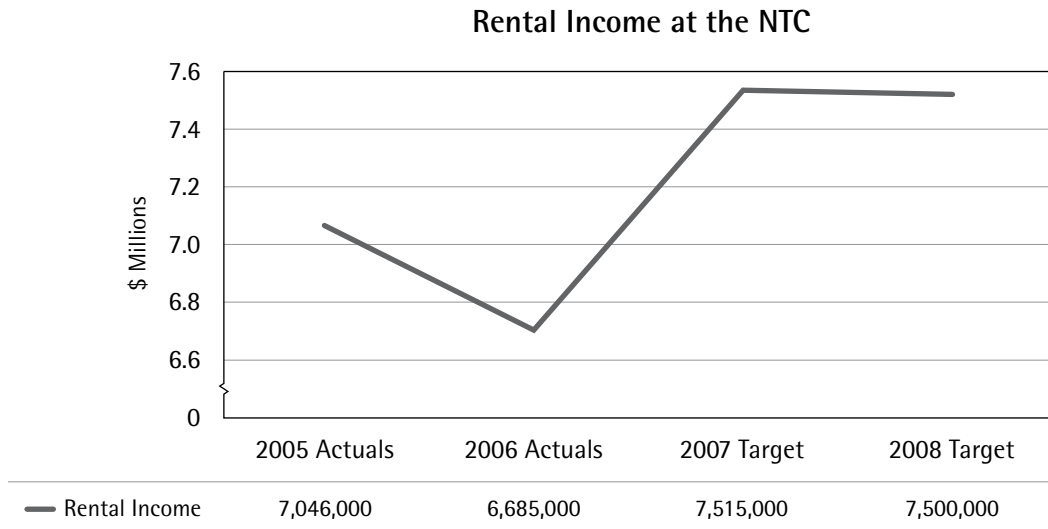
Efficiency Measure – Exhibition Place Operations

Exhibition Place Operations measures efficiency by the level of tenant and event income. The trend is an increase in tenant and event income.



Efficiency Measure – Direct Energy Centre

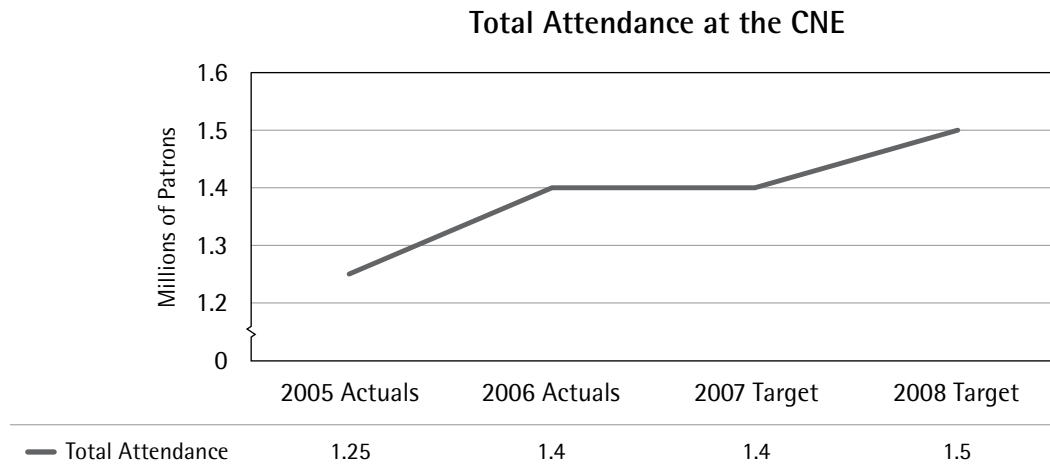
The Direct Energy Centre (formerly the National Trade Centre) measures efficiency by the level of rental income. The trend is an overall increase in rental income.



EXHIBITION PLACE

Efficiency Measure – Canadian National Exhibition (CNE)

The Canadian National Exhibition measures performance by the level of attendance to the fair. The trend is a steady increase in attendance.



2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Recommended Operating Budget allows Exhibition Place to achieve the following objectives:

- To develop community use of the grounds by diversifying its target customer group for future shows and events to include more film shoots, religious and cultural events and private functions.
- To maintain outstanding customer service delivery through initiatives such as improvements to the admission process at the CNE gates including the exploration of cashless transaction options, and to stabilize CNE admissions at approximately 1.5 million patrons each year.
- To successfully open and operate the new National Soccer Stadium (BMO Field), including hosting the FIFA Under-20 World Cup in July 2007.
- To achieve financial efficiency and thereby meet or exceed budget projections through a reorganized administrative structure by combining the operations of Exhibition Place and the Direct Energy Centre (formerly the National Trade Centre) in 2007, and to ensure a smooth transition from the external management that had been in place at the Direct Energy Centre to internal management.
- To promote environmental initiatives and finalize the 2010 energy self-sufficiency plan including a public launch for the tri-generation project within the Direct Energy Centre and continued implementation of the strategy for energy-efficiency upgrades for buildings on the site.
- To promote workplace safety at all levels.
- To develop the facilities on the grounds through initiatives such as the establishment of a new conference centre by finalizing the design and beginning renovations of the historic Automotive Building in 2007, and the construction of a hotel on the grounds by, as a first step, issuance of a RFP and negotiating a Letter of Intent with a private sector partner.

EXHIBITION PLACE

2008/2009 OPERATING BUDGET OUTLOOK

The years 2008 and 2009 will be a continuation and enhancement of many of the priorities indicated above.

In future years, Exhibition Place and the City of Toronto will see the synergistic benefits from having so many dynamic and diverse partners on the grounds such as the new permanent tenants (Liberty Entertainment Complex, Medieval Times, Gossip Restaurant, Muzik Clubs) and a return of professional sports teams in the Ricoh Coliseum (Marlies) and the BMO Field (Toronto FC).

In future years, special attention will be paid to making the much needed conference centre a reality and a partnership with the private sector for the development of a hotel on the grounds. Continuing to be a showcase for progressive and innovative energy conservation projects will be key to reaching the energy self-sufficiency goal by 2010.

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

Exhibition Place completed 91% of its 2006 approved cash flow of \$16.8 million. The following are details on some of the major projects in 2006 capital program:

- **Princes' Gates Restoration and Landscaping (\$1.050 million):** The 2006 program was focused on the continuing repair and replacement of the architrave (main built-up beam) of the historic Princes' Gates. Wind, rain and snow had caused deterioration to various component structures. The stabilization work for 2006 completed the restoration of the north architrave. The Princes' Gates are a very important architectural symbol for Exhibition Place and this restoration project was given a very high priority. In addition, an extensive landscaping project was completed in the vicinity of the Princes' Gates in partnership with the City of Toronto.
- **Energy Efficiency Projects:** Exhibition Place places a very high priority on its energy efficiency projects which will enable the grounds to achieve energy self-sufficiency by the year 2010. The tri-generation system located in the Direct Energy Centre was functional and ready for testing in the fall of 2006 and the photo-voltaic array on the Horse Palace roof also became operational in 2006.
- **National Soccer Stadium (\$9.800 million):** The \$9.800 million represents the City's share of the cost for the construction of the 20,000 seat National Soccer Stadium. A Letter of Intent was entered into with Maple Leaf Sports & Entertainment Limited and the Canadian Soccer Association with respect to this project and financial contributions toward the cost of the project were received from the both the provincial (\$8.000 million) and federal (\$27.000 million) levels of government. The project was completed in March 2007. This stadium will become one of Canada's premier outdoor athletic facilities and will be ready to host the Under-20 Men's World Soccer Championship in the summer of 2007.

EXHIBITION PLACE

- **Direct Energy Centre (\$0.790 million):** A number of important capital initiatives were undertaken in 2006 for the Direct Energy Centre. There was an upgrade of building control systems, replacement of partition walls between the halls and renovations of the meeting rooms and salons. Additionally, emergency person doors were installed in the roll-up doors as a safety measure and which also allows for increases in the occupancy levels of the meeting areas.
- **Improvements to Electrical Substations (\$0.400 million):** This was state of good repair and a health and safety issue. The objective of this project was to assess and overhaul transformer switchgear, circuit breakers and feeders in all electrical substations on the grounds.

FIVE-YEAR STRATEGIC OBJECTIVE

Exhibition Place's Five-Year Capital Plan consists of 13 projects and 55 sub-projects totalling \$25.1 million over the five years. The majority of the work is dedicated to maintaining assets in a state of good repair and is focussed on maintenance, repair or replacement of existing physical assets.

2007 CAPITAL BUDGET HIGHLIGHTS

The 2007 Recommended Capital Budget assists Exhibition Place to maintain the buildings, structures and infrastructure on its 192-acre site in a state of good repair, thereby preserving historically significant buildings and structures, addressing the health and safety concerns of Exhibition Place's employees and visitors and facilitating the economic viability of the events and activities on the site.

- 87% or \$4.45 million of the 2007 Recommended Capital Budget is for State of Good Repair projects and includes work such as the replacement of the steam heating system at the Queen Elizabeth Building (\$1.285 million) and retrofitting the main domes of the Music Building (\$0.3 million).
- 9% or \$0.45 million of the 2007 Recommended Capital Budget is for Service Improvement projects such as irrigation and landscaping in the vicinity of Stanley Barracks (\$0.25 million) and lighting controls at the Industry Building and North Extension of the Coliseum Complex (\$0.15 million).
- 3% or \$0.15 million is for a grounds-wide security card access and surveillance system (Health and Safety).
- 1% or \$0.05 million is for waste management equipment (Legislated).

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

Approximately \$20.825 million or 83% of Exhibition Place's \$25.1 million Five-Year Capital Plan consists of State of Good Repair projects. On average, the annual funding for State of Good Repair projects is \$4.165 million. Exhibition Place is using external professional resources to develop a thorough assessment of its buildings and other structures. Facility audits have been completed for four buildings at Exhibition Place and those needs are reflected in the State of Good Repair analysis. The remaining assessments are scheduled to be finished in 2007. Therefore, the Five-Year Capital Plan for 2007-2011 may not include all needs.

EXHIBITION PLACE

Approximately \$3.475 million or 9% of Exhibition Place's Five-Year Capital Plan consists of Service Improvement and Enhancement or Growth Related projects pertaining to retrofitting or improvements to the Food Building (\$0.4 million) and the Direct Energy Centre – formerly the National Trade Centre – (\$0.375 million), Environmental Restoration (\$0.75 million), as well as upgrades to equipment (\$1.95 million). These capital projects will enhance the Exhibition Place site and improve the economic viability of the activities on the site.

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved						
Coliseum Complex	123	-	-	-	-	123
Direct Energy Centre (formerly NTC)	129	-	-	-	-	129
Environmental Restoration	47	-	-	-	-	47
Parks, Parking Lots & Roads	50	-	-	-	-	50
Horse Palace	144	-	-	-	-	144
Queen Elizabeth Building	243	-	-	-	-	243
Food Building	50	-	-	-	-	50
Equipment	124	-	-	-	-	124
Other Buildings	237	-	-	-	-	237
Total Previously Approved	1,147	-	-	-	-	1,147
New Projects						
Pre-Engineering Program	200	-	-	-	-	200
Coliseum Complex	450	-	-	-	-	450
Direct Energy Centre (formerly NTC)	200	-	-	-	-	200
Automotive Building	215	-	-	-	-	215
Better Living Centre	350	-	-	-	-	350
Environmental Restoration	400	-	-	-	-	400
Parks, Parking Lots & Roads	600	-	-	-	-	600
Queen Elizabeth Building	1,285	-	-	-	-	1,285
Food Building	350	-	-	-	-	350
Equipment	600	-	-	-	-	600
Other Buildings	450	-	-	-	-	450
		1,625	-	-	-	1,625
Total New Projects	5,100	1,625	0	0	0	6,725
Total Exhibition Place	6,247	1,625	0	0	0	7,872

EXHIBITION PLACE

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

In accordance with established practice, Exhibition Place will absorb the operating costs arising from its Five-Year Capital Plan. The operating savings from energy efficiency projects at Exhibition Place have not been quantified, except for those associated with the Energy Retrofit Program. Future-year budgets will reflect estimates of operating savings from all energy efficiency capital projects at Exhibition Place.

The completion of three Energy Retrofit Program (ERP) projects at the Exhibition Place site will generate energy savings of \$0.658 million in 2007 and \$0.9 million each year for the 2008-2017 period. These savings will be used for debt repayment to recover the ERP capital expenditure on these projects.

ASSET INVENTORY

The asset inventory exercise at Exhibition Place is still in progress. It is an extensive exercise since it involves a 192-acre site with 22 historic (designated or listed) buildings and structures. Therefore, asset inventory details are not available at this time.

BACKLOG ANALYSIS

The State of Good Repair backlog at Exhibition Place is an important issue since the buildings and structures on the site have historical significance. Consultants have completed facility audits on four buildings at Exhibition Place and even though the Five-Year Capital Plan will address some of the work, the accumulated backlog on the four buildings will increase from \$2.866 million at the end of 2006 to \$15.563 million at the end of 2011.

HERITAGE TORONTO

MISSION STATEMENT

Heritage Toronto is committed to the development of a shared sense of place and memory among the citizens of Toronto, and believes that community involvement is essential to achieve this. Working with the people of the city, Heritage Toronto will interpret, support and act as an advocate on behalf of the City's historic buildings as well as natural, archaeological and cultural heritage.

2006 KEY ACCOMPLISHMENTS

- Expanded plaques/markers program to installation of 31 plaques in 2006 thereby increasing citizen awareness of the heritage of Toronto.
- Expanded community partnerships for program presentation to lectures and walking tours involving non-profit and private corporations (Total of 32 partnerships).
- Contributed to public awareness on environmental issues through promotion of the Green Roofs initiative through our Doors Open programming.

2007 PROGRAM OBJECTIVES

- T.H.I.N.K. (Toronto's Heritage: Improving Neighbourhood Knowledge) will provide curriculum based materials for elementary level students, their parents and teachers that meets the new Ontario requirements for neighbourhood specific heritage information. At the same time, working with libraries, local museums and community centres, Heritage Toronto will be encouraging local neighbourhoods to develop and tell their own stories about how their community and/or culture helped build the city as we know it today.
- Community Conservation is an effort to directly support citizen-driven programs, projects and/or services that help to conserve the heritage fabric of their neighbourhood. Projects that would not qualify for funding from other City sources will be eligible under our expanded program. In just over three years, over \$200,000 has been invested in such projects.
- Plaques and markers from all corners of the city have always provided excellent information about existing buildings and well known sites, people and events. Heritage Toronto will be putting a strong effort into identifying potential plaque projects about those who are often overlooked when looking at Toronto's history and heritage – First Nations, women and multi-cultural subjects.

PROGRAM MAP

Heritage Toronto has a total staffing complement of 6 approved positions.

HERITAGE TORONTO

2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- To engage a broader array of organizations and individuals so as to reflect and better serve Toronto's diverse citizenry and to recognize the role that youth can play in the interpretation of Toronto's heritage to the broader public.
- Continue to increase self-generated revenue levels to support expansion of our programs.
- Continue to expand program partnerships with other City ABCs and Divisions with a view to enhancing efficiencies for all involved.

2007 OPERATING BUDGET BY CATEGORY

Description of Category	(in \$000s)				
	2006	2006	2007	Change from	
	Budget \$	Actuals \$	Approved Budget	2006 Approved Budget \$	%
Salaries & Benefits	393.4	393.4	432.6	39.2	10
Materials & Supplies	76.6	74.0	72.1	(4.5)	-6
Equipment	0.0	0.0	0.0	0.0	0
Services & Rents	197.7	97.9	97.7	(100.0)	-51
Contributions & Transfers	0.0	0.0	0.0	0.0	0
Others (Includes IDCs)	3.6	0.9	3.6	0.0	0
Total Gross Expenditures	671.3	566.2	606.0	(65.3)	-10
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	0.0	0.0	0.0	0
User Fees	155.1	99.0	160.0	5.0	3
Reserves/Reserve Funds	0.0	0.0	0.0	0.0	0
Other (Includes IDRs)	176.1	127.0	76.1	(100.0)	-57
Total Non-tax Revenues	331.1	226.0	236.1	(95.0)	-29
Net Budget	340.2	340.2	369.9	29.7	9
Approved Positions	5.0	5.0	6.0	1.0	20

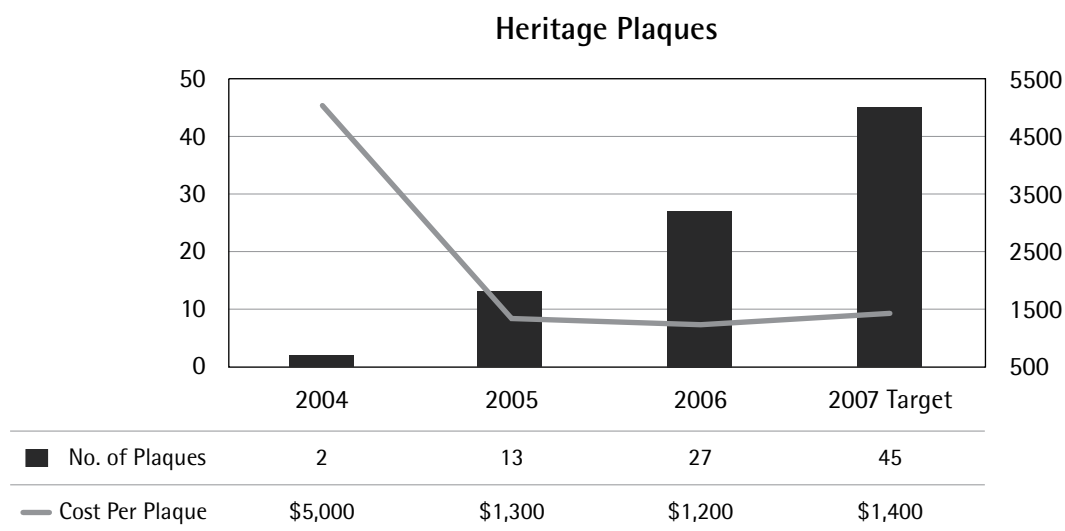
2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Heritage Program	175	148	268	44	264	142	(4)	(1.6)	98	221.0
Advocacy	245	3	238	234	217	217	(21)	(8.6)	(18)	(7.6)
Heritage Fund Dev.	99	60	166	62	125	12	(41)	(24.5)	(50)	(81.3)
Total Program Budget	519	211	671	340	606	370	(65)	(9.7)	30	8.7

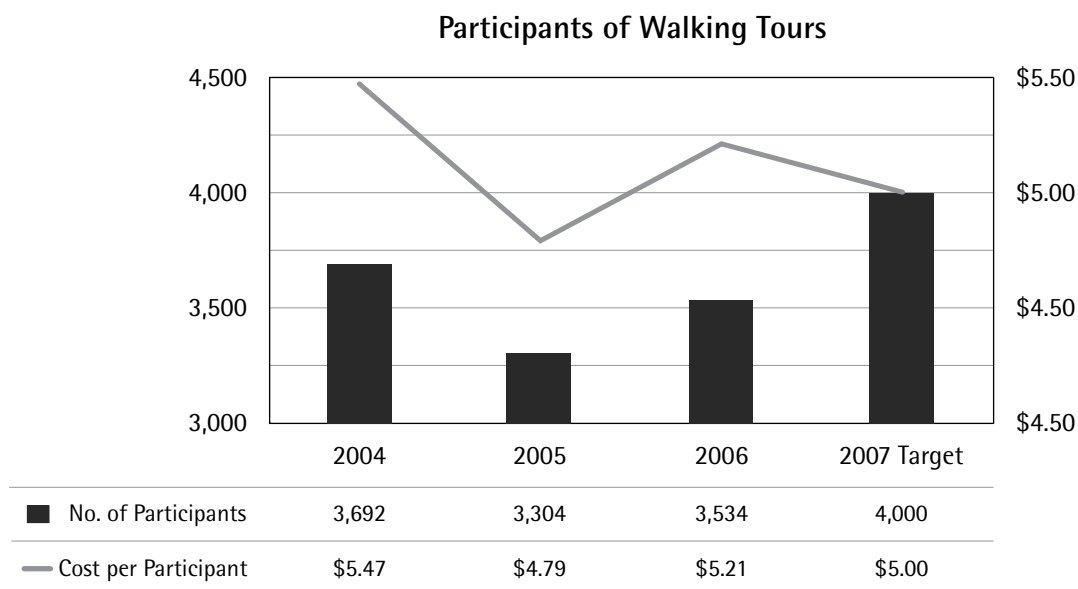
HERITAGE TORONTO

KEY PERFORMANCE MEASURES

Community Impact Measure



The Heritage Plaque program initiated in 2004 includes the identification, creation, installation and maintenance of commemorative and heritage property identification plaques as well as heritage information plaques. The program is anticipating the installation of 45 plaques in 2007 which will be the third year in full implementation of the program.



Heritage Toronto partnered with 26 community organizations across Toronto in the presentation of 47 neighbourhood heritage walking tours each weekend from mid-April to late October to over 3,500 participants with the additional support of 105 Heritage Toronto Walking Tours volunteers who wrote, presented or assisted with each walk. The program is anticipating surpassing 4,000 participants in 2007 and 2008.

HERITAGE TORONTO

2007 OPERATING BUDGET HIGHLIGHTS

Enhanced Service funding of \$0.035 million gross and \$0.030 million for a new Communications Co-ordinator position will assist Heritage Toronto deliver its strategy of increasing self-generated revenue levels which contribute to overhead cost and improve the delivery of programs.

2008/2009 OPERATING BUDGET OUTLOOK

Heritage Toronto will continue to enhance the level of communications with the public, the business community and the heritage community through the appointment of a Communications Co-ordinator thereby improving efficiencies in message delivery, quality of the message delivered and awareness of heritage issues. Heritage Toronto will look to ensure greater public participation and awareness in significant heritage planning initiatives such as the future development of the First Parliament Site and to deliver feedback to City Council for incorporation into its deliberations on a wide array of city-wide issues.

PARKING TAG ENFORCEMENT & OPERATIONS

MISSION STATEMENT

The Parking Tag Enforcement & Operations program contributes to the overall safety and security of the people of City of Toronto and the enhancement of their quality of life. This is achieved through its various strategies including safe and orderly flow of vehicular traffic by enforcing the City's parking bylaws and responds to the parking concerns of the community.

2006 KEY ACCOMPLISHMENTS

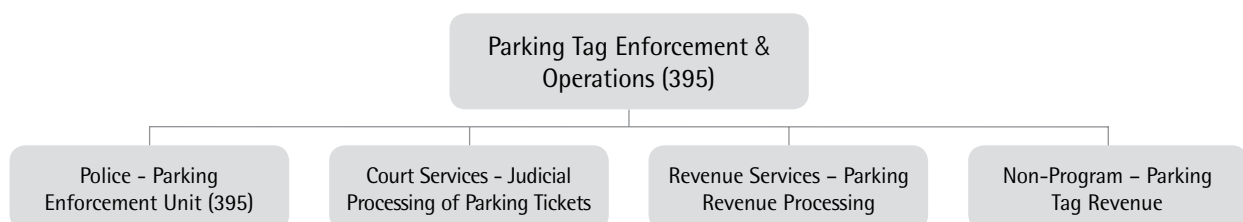
- implemented the hand-held parking device capital project was fully rolled out in 2006
- As a result of the implementation of the hand-held ticketing devices, the processable rate for parking tag issuance is expected to increase from 97% to 99.9%. These ticketing devices will result in issuance of fewer illegible tickets with missing or incomplete information.
- savings in parking tag printing and supplies due to the implementation of hand-held parking devices and other general savings

2007 PROGRAM OBJECTIVES

- The Parking Tag Enforcement & Operations over the next three years will continue with the overall safety and security of the residents of the City by focusing on the Toronto Police Service traffic safety priorities. This will be achieved through various strategies including enforcement of parking bylaws, visibility, public awareness and education programs.
- Community partnerships are essential elements in sustaining successful enforcement and education initiatives designed to improve the safety of our local and arterial roadways.

PROGRAM MAP

Parking Tag Enforcement & Operations Unit consolidates four program areas to facilitate Council's review of these related operations. A total staffing complement of 395 approved positions exists in the Police unit. Revenue Services Division's 46 positions for Parking Revenue Processing are accounted for in the City Treasurer's Operating Budget.



PARKING TAG ENFORCEMENT & OPERATIONS

2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- maintain the same level of service as in 2006 (The consolidated efforts of the various operations within the Parking Tag Enforcement & Operations identified opportunities for reductions in this budget.)
- The Revenue Services' Parking Tag Operations and Court Services: judicial processing of parking tickets are working together to develop an alternate dispute process for parking tickets. Implementing this system will ensure that most parking bylaw matters are resolved through a streamlined process, administered by the City without the requirement of utilizing the Provincial Offences Act court process. It is intended to simplify and clarify the process by which parking violations disputes are processed.

2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Parking Enforcement Unit	32,509	32,044	33,299	32,684	34,237	33,622	938	2.8	938	2.9
Parking Tag Operations	8,775	8,775	8,832	8,832	8,953	8,953	121	N/A	121	N/A
Judicial Processing of Parking Tickets	990	990	968	968	1,029	1,029	61	6.3	61	6.3
Parking Tag Revenue	-	(82,787)	-	(80,550)	-	(80,000)	-	-	550	(0.7)
Total Program Budget	42,274	(40,978)	43,099	(38,066)	44,219	(38,066)	1,120	2.6	1,670	(4.4)

2007 OPERATING BUDGET HIGHLIGHTS

The efficiency of the hand-held ticket devices will create in the 2007 Operating Budget:

- an increase in processable tag issuances by Police Parking Enforcement Officers resulting in increased revenue commencing in 2007
- an incentive for offenders to pay tickets early as their chances of a reduced fine diminishes, thereby eliminating additional fees the City may have received
- reduced spending in overtime as well as reduced printing and other supplies cost

2008 / 2009 OPERATING BUDGET OUTLOOK

The Parking Tag Enforcement Unit's 2008 and 2009 Outlook maintains the existing 2007 service levels with no staffing increases with the net incremental impacts to provide the Police-Parking Enforcement Unit with inflationary increases to maintain current service levels.

PARKING TAG ENFORCEMENT & OPERATIONS

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- The hand-held parking tag devices project has been implemented.
- Savings have been realized in the operating budget.

FIVE-YEAR STRATEGIC OBJECTIVE

- implementation of the hand-held devices project will result in annual net operating savings of approximately \$0.664 million per year in 2007 and beyond
- increase parking tag revenues

2007 CAPITAL BUDGET HIGHLIGHTS

The 2007 Capital Budget consists of \$0.434 million gross with no debt funding.

- The \$0.434 million is allocated to state of good repair annual replacement of vehicles and equipment for the Parking Enforcement Unit.

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

- Continue the annual expenditure requirements for the vehicle and equipment replacement program
- maintain and update the hand-held parking ticket devices

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved						
None	-	-	-	-	-	-
Total Previously Approved	0	0	0	0	0	0
New Projects						
Vehicle & Equipment Replacement	434	-	-	-	-	434
Total New Projects	434	0	0	0	0	434
Total Energy Retrofit Program	434	0	0	0	0	434

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

The incremental operating impact of the 2007 Capital Budget is limited to debt service costs only.

THEATRES

MISSION STATEMENT

Hummingbird Centre for the Performing Arts

To present a broad variety of entertaining and profitable theatrical and concert events for the enrichment of the diverse public in Toronto and to reinvent One Front Street East as the AHA! Centre – a window to the world for residents and tourists alike to celebrate the diversity and cultural interchange that is Toronto.

St. Lawrence Centre for the Arts

Toronto's civic cultural centre for music, the performing arts and public affairs forums. It strives to provide state-of-the-art performance facilities and services for Toronto's "not for profit" performing arts at an affordable cost.

Toronto Centre of the Arts

To ensure that the centre functions as a first class venue for a full range of performing arts to enliven and enrich the cultural life of the citizens of Toronto.

City Boards operate three City owned theatres

1. Hummingbird Centre for the Performing Arts
2. St. Lawrence Centre for the Arts
3. Toronto Centre of the Arts

2006 KEY ACCOMPLISHMENTS

Hummingbird Centre for the Performing Arts

- Successfully attracted the Radio City Christmas Spectacular to play at the centre for seven weeks in the last quarter of fiscal 2006 resulting in an additional 63 days of use.
- The Centre was the venue of choice for a number of high profile private functions in 2006.
- Continued to book attractions appealing to a wide diversity of patrons including "Lani Misalucha," "Volyn Ukrainian Dance Company," "Sonu Nigam," "Harlem Gospel Choir," "Bombay Dreams," and "Sankai Juku".
- Outperformed its bottom line fiscal target for 2006.

St. Lawrence Centre for the Arts

- Completed Phase I of the Facility Renewal Project – exterior building revitalization.
- Hired a new General Manager to replace David Wallet who retired in September 2006.
- Completed the heating retrofit project that resulted in a decrease of 40% in heating costs.

THEATRES

Toronto Centre for the Arts

- Reinstated Board of Directors with new members from the community.
- Expanded the centre's multicultural client base into the Sri Lankan community.
- Successfully completed the second annual Chinese Arts Festival.

2007 PROGRAM OBJECTIVES

Hummingbird Centre for the Performing Arts

- The Centre has set its target as 157 days of use with 144 performances attracting 296,500 paid admissions in fiscal 2007.
- The Centre operates a multi-purpose multi-cultural theatrical venue and is committed to enriching the entertainment & artistic experience of Toronto patrons.
- The Centre strives to provide high quality, reasonably priced attractions which will appeal to a wide diversity of patrons in Toronto.
- The Centre is committed to meeting its fiscal targets set with the City of Toronto.

St. Lawrence Centre for the Arts

- With the completion of Phase I of the renovation and Phase II planned to begin in June, the Centre will have a revitalized facility in which to better serve its clients and patrons.
- Upon completion of Phase II in September, a gala reopening is planned to showcase the renewed facility and to leverage the renovations into increased rentals.
- A marketing strategy geared to achieving the anticipated results will be varied and will include implementation of a marketing blitz leading to the gala reopening.
- Also planned is a "meet and greet" for prospective and current clients with advertisements in the arts community, tradeshow and direct mailings.
- Upgrading of the website to facilitate better navigation for both renters and ticket buyers is also planned.

Toronto Centre for the Arts

- The Board of Directors at the Toronto Centre for the Arts is expected to review and assess the current mandate and operating model for the Centre, continue third-party management discussions with interested parties and implement action plans to achieve the 2007 operating budget, all with an eye toward the objective of increasing use of this valuable asset while minimizing annual City financial support.

THEATRES

PROGRAM MAP

The Theatres Program is comprised of three theatres, with a total staffing complement of 177.1 approved positions.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Hummingbird Centre for the Performing Arts

- To operate a multi-purpose multi-cultural theatrical venue committed to enriching the entertainment & artistic experience of Toronto patrons.
- To provide high quality, reasonably priced attractions which will appeal to a wide diversity of patrons in Toronto.

St. Lawrence Centre for the Arts

- To implement Phase II of Renewal Project. Programming will be reduced to 57% for the year.
- To re-brand St. Lawrence Centre for the Arts - to leverage the Renewal Project into increased rentals (Marketing strategy includes implementation of marketing blitz and gala reopening.)

Toronto Centre for the Arts

- To review the Centre's current Council approved mandate and operating model.
- To continue third-party management discussions with all interested parties.
- To implement action plans to achieve the 2007 Operating Budget.

THEATRES

2007 OPERATING BUDGET BY CATEGORY (ALL 3 THEATRES)

(in \$000s)

Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget	
				\$	%
Salaries & Benefits	11,308.4	12,922.6	10,495.5	(812.9)	-7
Materials & Supplies	2,190.4	1,952.7	1,934.9	(255.5)	-12
Equipment	9.9	37.6	415.6	405.7	4098
Services & Rents	10,172.2	8,832.3	10,551.7	379.5	4
Contributions & Transfers	539.5	1,351.4	2,201.6	1,662.1	308
Others (Includes IDCs)	5,616.3	10,562.9	4,555.0	(1,061.3)	-19
Total Gross Expenditures	29,836.7	35,659.5	30,154.3	317.6	1
Funded by					
Prov. & Fed. Grants and Subsidies	-	56.0	-	0.0	N/A
User Fees	26,744.2	29,974.5	21,057.0	(5,687.2)	-21
Reserves/Reserve Funds	-	1,475.8	4,111.5	4,111.5	N/A
Other (Includes IDRs)	187.0	1,431.0	654.0	467.0	250
Total Non-tax Revenues	26,931.2	32,937.3	25,822.5	(1,108.7)	-4
Net Budget	2,905.5	2,722.2	4,331.8	1,426.3	49
Approved Positions	201.9	207.9	210.7	8.8	4

2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Hummingbird	12,874	-	22,093	128	21,498	1,175	(595)	(2.7)	1,047	816.5
St. Lawrence	3,494	1,435	3,747	1,494	4,576	1,820	829	22.1	326	21.8
TCA	3,475	1,396	3,996	1,284	4,080	1,337	84	2.1	54	4.2
Total Program Budget	19,843	2,831	29,837	2,906	30,154	4,332	317	1.1	1,426	49.1

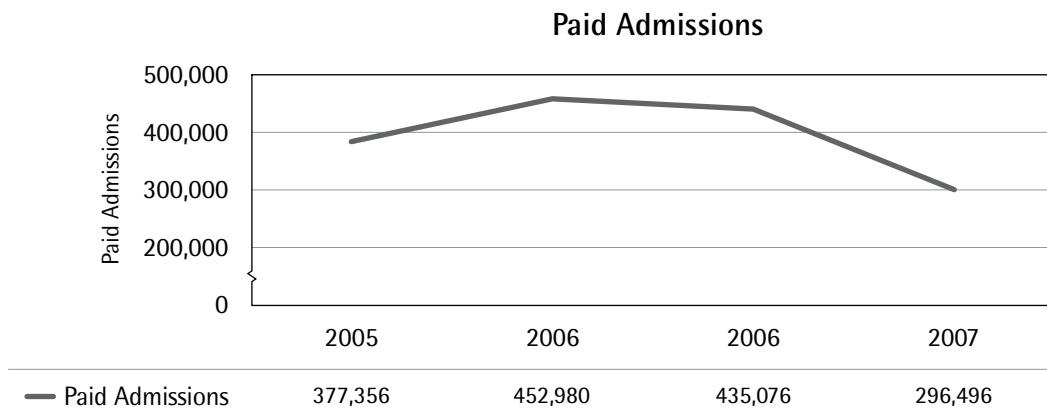
THEATRES

KEY PERFORMANCE MEASURES

Efficiency Measure

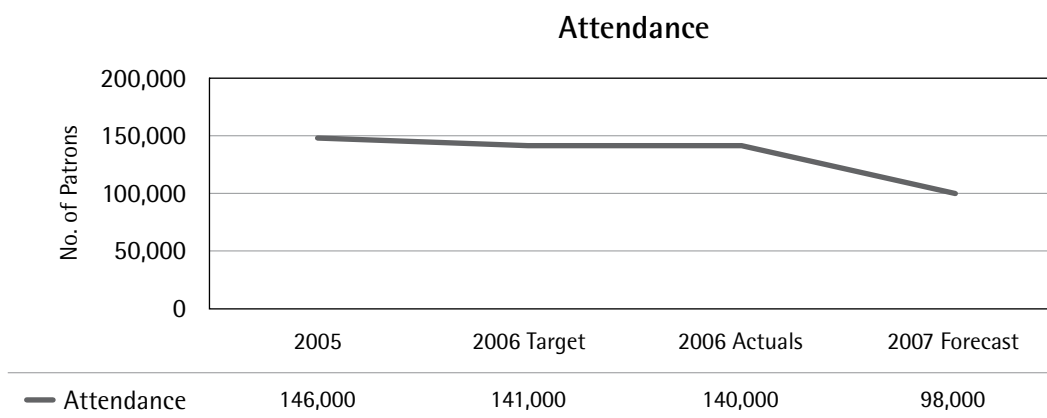
Hummingbird Centre for the Performing Arts

Hummingbird Centre for the Performing Arts measures efficiency by the volume of paid admissions among other metrics. There was an increase in 2006 due to the addition of major Christmas attraction (84 performances). The 2007 estimate is based on an average attendance of 65% for 144 performances.



St. Lawrence Centre for the Arts

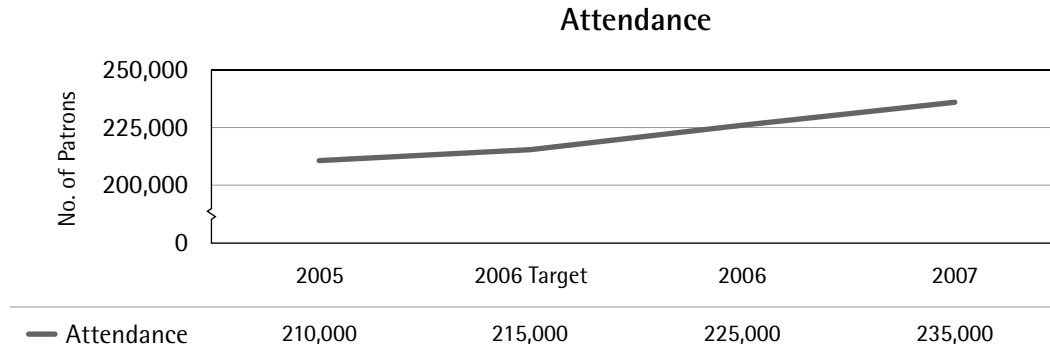
St. Lawrence Centre for the Arts measures efficiency by the level of theatre attendance. Service levels have been below target and will temporarily worsen in 2007 during the temporary shutdown to complete the facility renewal project. Attendance is expected to improve in 2008 and on.



THEATRES

Toronto Centre for the Arts

Toronto Centre for the Arts measures efficiency by the level of attendance. Attendance to the centre has been increasing steadily since 2005 and this trend is expected to continue on to 2007.



2007 OPERATING BUDGET HIGHLIGHTS

- The Hummingbird Centre for the Performing Arts has targeted to improve its 2007 base use by 44 days to achieve 157 usage days.
- St. Lawrence Centre for the Arts will implement the second and final phase of its Facility Renewal Project in 2007, which will require programming to be reduced by 20%, down to 57% for the year. There will be a gala reopening of the Centre at the end of the summer.
- Toronto Centre for the Arts will implement action plans to achieve the 2007 Approved Operating Budget and will continue third-party management discussions with all interested parties.

2008/2009 OPERATING BUDGET OUTLOOK

Hummingbird Centre for the Performing Arts

The departure of the resident companies through their move to the Four Seasons Centre has removed a significant portion of the theatre's business in the short term. The centre was successful in securing a major theatrical Christmas production for 2006. The centre is continuing to pursue new attractions for 2007 and beyond which meet its operating mandate. As stated in the business plan approved by City Council the centre expects to operate with the requirement for a net operating expenditure from Council for the immediate future. Management is engaged with finding and enhancing all available opportunities for business growth with the goal of reducing the net expenditure request in the future.

St. Lawrence Centre for the Arts

A renewed and revitalized facility will help to broaden our client base which will translate into increased programming. The centre expects to see results of these efforts in the 2008/09 period.

Toronto Centre for the Arts

The Toronto Centre for the Arts is a valuable City owned asset that will continue to actively expand its multicultural client base while operating as efficiently and effectively as possible, in order to minimize City financial support to the Centre.

TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

MISSION STATEMENT

The quality of life on earth is being determined in the rapidly expanding city regions. TRCA's vision is for a new kind of community, "The Living City," where human settlement can flourish forever as part of nature's beauty and diversity.

TRCA's mission is to work with its partners to ensure that The Living City is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity, and sustainable communities.

2006 KEY ACCOMPLISHMENTS

- development of integrated Rouge watershed plan
- development of partnership among conservation authorities and municipalities to address drinking water quality issues in Lake Ontario
- implementation, as major partner of the Toronto Waterfront Revitalization Corporation (TWRC) and the City, of waterfront projects such as Port Union and Mimico parks and the lower Don
- approval of Generic Regulation by the Ministry of Natural Resources
- first non-school board facilities certified as EcoSchools (TRCA's educational programs reach thousands of Toronto school children each year.)

2007 PROGRAM OBJECTIVES

Toronto and Region Conservation Authority (TRCA) is experiencing the most significant turning point in the organization's history. It is building on its expertise in watershed management and land conservation, and moving far beyond those traditional mandates, to achieve a broad, ambitious, positive vision for the Toronto region in the coming decades. "The Living City" is TRCA's vision of a healthy, attractive, sustainable urban region extending into the 22nd century.

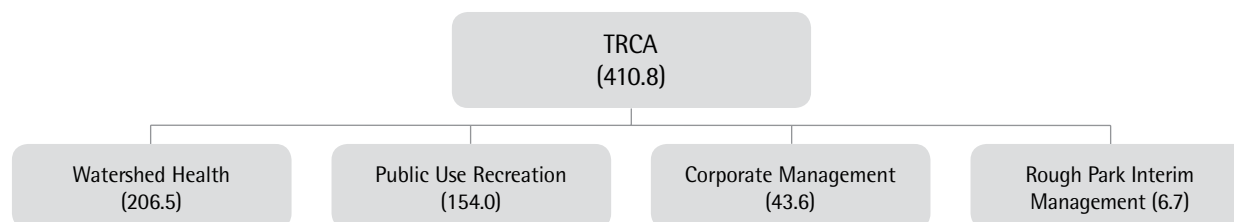
TRCA's goal is to become as trusted a resource in areas such as energy conservation, waste management, transportation policy, the design of green buildings and sustainability education, as it has been in its more traditional roles.

In the process of redesigning the organization to bring about a better future, TRCA is discovering exciting new opportunities for projects, partnerships and funding.

TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

PROGRAM MAP

TRCA is comprised of four services, with a total staffing complement of 410.8 approved positions.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Climate Change Response Plan to mitigate effects (Assist Ministry of Energy in developing Ontario Climate Change and Clean Air Plan)
- update Humber, Don and Rouge watershed plans to meet Oak Ridges Moraine Conservation Plan requirements and provide enhanced wet weather flow management in the "905" area
- continued involvement in the Toronto waterfront planning and development
- support for redevelopment projects such as the Toronto Brick Works, the Guild Inn and core TRCA flood control programs

2007 OPERATING BUDGET BY CATEGORY

Description of Category	(in \$000s)				
	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget \$	%
Salaries & Benefits	23,602.5	23,609.7	25,171.4	1,568.9	7
Materials & Supplies	3,132.4	3,375.4	3,455.1	322.7	10
Equipment	524.2	647.0	563.6	39.4	8
Services & Rents	8,425.9	10,094.2	9,635.8	1,209.9	14
Contributions & Transfers	0.0	0.0	0.0	0.0	N/A
Others (Includes IDCs)	(1,705.6)	(2,267.9)	(2,200.2)	(494.6)	29
Total Gross Expenditures	33,979.3	35,458.3	36,625.7	2,646.4	8
Funded by					
Prov. & Fed. Grants and Subsidies	1,042.8	1,042.8	1,042.8	0.0	0
User Fees	22,621.7	24,363.1	25,154.7	2,533.0	11
Reserves/Reserve Funds	3,596.7	3,596.7	0.0	(3,596.7)	-100
Other (Includes IDR)	3,708.3	3,445.9	7,334.0	3,625.7	98
Total Non-tax Revenues	30,969.5	32,448.5	33,531.5	2,562.0	8
Net Budget	3,009.8	3,009.8	3,094.2	84.4	3
Approved Positions	396.2	404.8	410.8	14.6	4

TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

2007 OPERATING BUDGET BY SERVICE

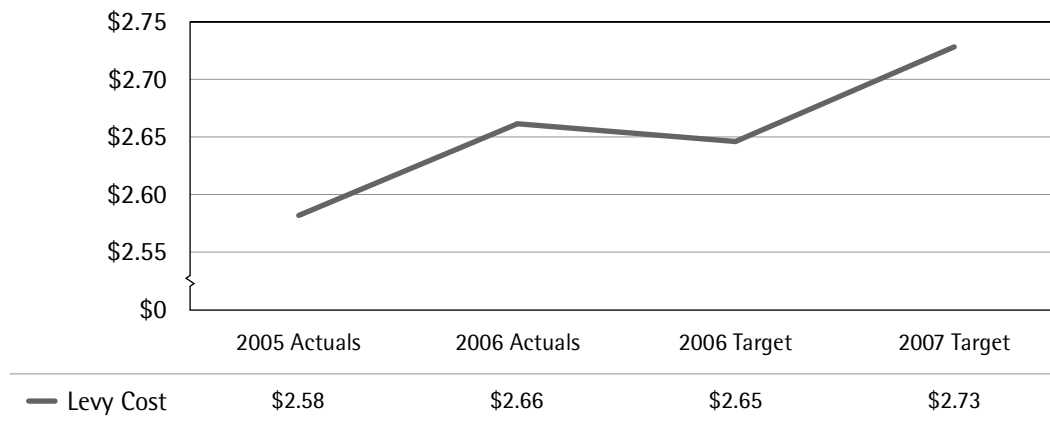
Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Watershed Health	16,335	2,170	19,654	1,372	19,933	2,848	279	1.4	1,476	107.6
Public Use Recreation	8,850	1,786	9,264	659	10,842	600	-	0.0	(59)	(8.9)
Corporate Management	4,189	2,377	4,547	896	5,282	(431)	736	16.2	(1,327)	(148.1)
Rouge Park	468	75	515	83	569	77	54	10.4	(6)	(7.6)
Total Program Budget	29,842	6,409	33,979	3,010	36,626	3,094	2,646	7.8	84	2.8

KEY PERFORMANCE MEASURES

Efficiency Measures

TRCA measures its efficiency in Toronto by the level of the per capita cost to Toronto residents. The cost of the TRCA levy to each Toronto resident was \$2.66 in 2006 and is expected to be \$2.65 in 2007.

Per Capita Levy (Toronto Residents)

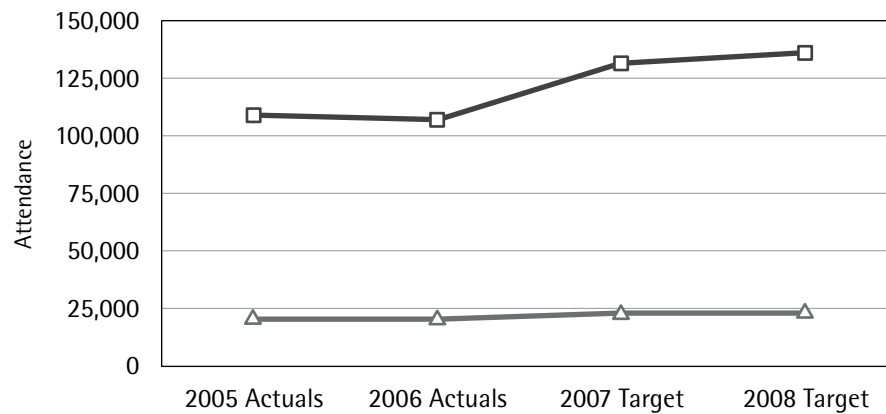




TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

Community Impact Measure

TRCA measures its community impact by the number of participants in its conservation education programs. TRCA operates three Field Centres and a day-use facility called the Kortright Centre which are used by students and residents in the Greater Toronto Area (GTA). Both continue to be well used with growth being seen at the Field Centres where usage is recovering after the closure of a fourth centre in 2001.

Conservation Education



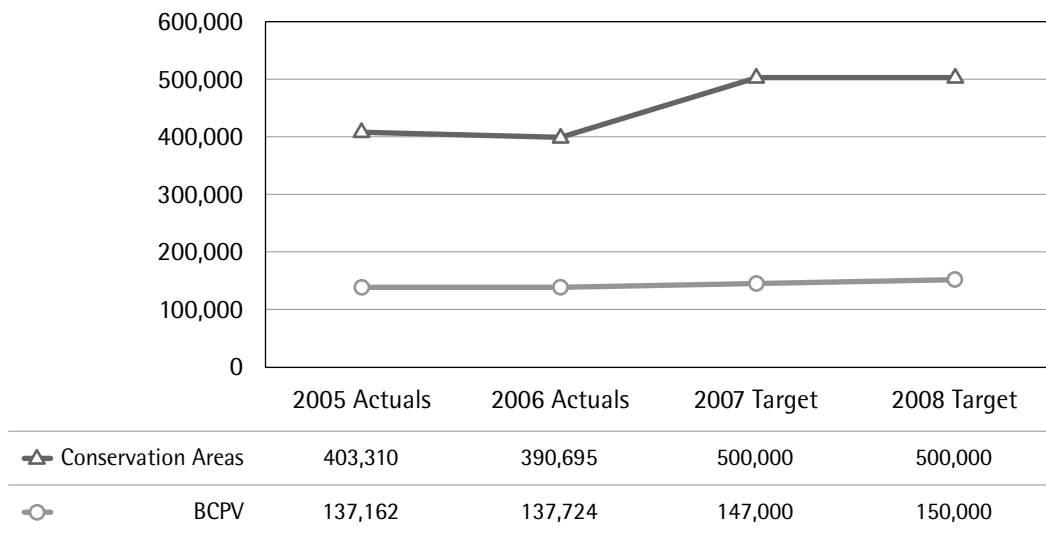
	Kortright	108,336	106,129	132,000	135,000
	Field Centres	21,565	21,371	23,000	23,000
Satisfaction Survey (out of 5)		4.6	4.6	4.8	4.8

TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

Efficiency and Community Impact Measure

TRCA measures its efficiency and community impact in its public use and recreation services in Toronto by the number of visitors to Conservation Areas and Black Creek Pioneer Village (BCPV). TRCA engaged more than 500,000 visitors at these facilities with numbers increasing in a competitive tourist market. TRCA managed to achieve improved attendance figures despite business being dependent on the climate and other environmental factors.

Public Use Attendance



2007 OPERATING BUDGET HIGHLIGHTS

The TRCA 2007 Recommended Budget supports the following strategic priorities:

- To assist the Ministry of Energy in developing an Ontario Climate Change and Clean Air Plan as a response plan to mitigate the effects of climate change
- To update the Humber, Don and Rouge watershed plans to meet Oak Ridges Moraine Conservation Plan requirements and provide wet weather flow management in the area around Toronto
- To shift the emphasis of education and programs at Black Creek Pioneer Village to recognize the need to support new Canadians and multicultural communities
- To continue to be involved in the Toronto waterfront planning and development
- To support redevelopment projects such as the Toronto Brick Works, the Guild Inn and core TRCA flood control programs

TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

2008/2009 OPERATING BUDGET OUTLOOK

TRCA recognizes that the increased level of support from the City and TRCA's other funding partners in 2008/9 must be balanced against the fiscal pressure of the partners. TRCA will maintain its programs and activities and continue to pursue The Living City vision within a constrained municipal financial environment, while continuing to leverage its municipal funding by a factor of three or four. TRCA through its growing relationships with the federal and provincial governments, and The Conservation Foundation of Greater Toronto, will seek to improve the leverage value of municipal investment.

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- Valley and Shoreline Regeneration: the storm of August 19, 2005 necessitated resetting of priorities in 2006 and beyond. Major work was done at Toronto Parks sites. Wicksteed Avenue was also completed.
- Lake Ontario Waterfront Regeneration: the 2006 budget was constrained and so there was less activity, historically. The largest items were for dredging at the Keating Channel and Ashbridges Bay.
- Toronto Remedial Action Plan: restoration initiatives in the Humber, Don and Etobicoke-Mimico watersheds and the waterfront. Monitoring and urban land use impact studies, sustainability demonstrations, watershed environment studies and Black Creek channel maintenance.
- Black Creek Pioneer Village Retrofit: phase 2 of the conversion of buildings from electrical to natural gas. Structural, electrical, windows and plumbing work took place at Flynn, School, Samuel Strong Education Building and Second House.
- Public Use Infrastructure Project: electrical, roof, window, retaining walls, chimney, road repairs and replacements.
- Major Facilities Retrofit Project: installed electrical power generator, added disabled access features at Head Office and completed a natural gas installation at Boyd Office.
- Information Technology Equipment Project: ongoing upgrades of existing desktop and laptop units to TRAC standard; Phase 2 of the implementation of the LaserFiche Electronic Document management System; replaced retain point-of-sale system; upgraded telephony PBX system, Symposium software and Symposium server; upgraded from Meridian Mail to Call Pilot; and initiated Enterprise Relational Database project.
- Greenspace Protection and Acquisition Project: acquired 20-200 acres of environmentally significant land within the watersheds of the City through 20-30 transactions.

TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

FIVE-YEAR STRATEGIC OBJECTIVE

The Five-Year Capital Plan for Toronto and Region Conservation Authority (TRCA) is comprised almost entirely of capital projects specifically benefiting the City of Toronto and area located within the City's borders. There are 10 projects and 32 sub-projects totalling \$43.764 million gross and \$14.192 million debt. These projects support the strategic objectives of TRCA's vision for The Living City which encompasses healthy rivers and shorelines, regional bio-diversity, sustainable communities and business excellence.

More specifically, TRCA's Five-Year Capital Plan contains projects with the objectives of flood protection, which addresses safety concerns in flood prone areas; erosion protection, which addresses safety concerns where land loss is occurring along river valleys and shorelines; waterfront regeneration, which consists primarily of parkland and habitat creation along the Lake Ontario waterfront (with associated water quality monitoring); infrastructure repairs and maintenance in support of the foregoing objectives; and environmental rehabilitation through the Toronto Remedial Action Plan.

2007 CAPITAL BUDGET HIGHLIGHTS

- Ninety-six per cent or \$5.772 million of the 2007 new cash flow is for State of Good Repair projects to preserve the natural environment throughout Toronto and 4% or \$0.22 million is for Service Improvement projects to develop the waterfront at Tommy Thompson Park and Arsenal Park.
- The TRCA 2007 Approved Capital Budget contains ongoing, phased projects and delivers \$1.733 million gross in watershed monitoring and regeneration as part of the Toronto Remedial Action Plan and green space acquisition, \$1.451 million gross in waterfront development work, \$1.448 million in waterfront and valley erosion control and \$1.36 million in public-use infrastructure, information technology replacement items and retrofitting and other improvements at major facilities including Black Creek Pioneer Village, the Kortright Centre and conservation areas.

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

The Five-Year Capital Plan contains ongoing phased projects with the objectives of flood protection; erosion protection; waterfront regeneration (parkland and habitat creation and water quality monitoring); infrastructure maintenance; and environmental rehabilitation through the Toronto Remedial Action Plan.

- Approximately 96% or \$29.561 million of TRCA's Five-Year Capital Plan consists of State of Good Repair projects. On average, the annual funding allocation for State of Good Repair projects is \$5.9 million.
- Approximately 4% or \$1.203 million of TRCA's Five-Year Capital Plan consists of service improvement and enhancement or growth related projects pertaining to waterfront development.

TORONTO & REGION CONSERVATION AUTHORITY (TRCA)

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved						
None	-	-	-	-	-	-
Total Previously Approved	-	0	0	0	0	-
New Projects						
Greenspace Land Acquisition	67	-	-	-	-	67
Public Use Infrastructure	201	-	-	-	-	201
Waterfront & Valley Erosion Control	1,448	-	-	-	-	1,448
Black Creek Pioneer Village Retrofit	350	-	-	-	-	350
Toronto Remedial Action Plan (RAP)	1,666	-	-	-	-	1,666
Major Facilities Retrofit	335	-	-	-	-	335
Waterfront Development	1,451	-	-	-	-	1,451
TRCA Information Technology	268	-	-	-	-	268
Kortright/Living City Centre Retrofit	206	-	-	-	-	206
Total New Projects	5,992	-	-	-	-	5,992

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

In accordance with established practice, TRCA will absorb the operating impact of its 2007 Capital Budget, except in cases where TRCA will hand over a completed project to a City agency to manage ongoing operations. For example, upon completion of TRCA's capital work on ravine parkland, TRCA hands over the operation of the park to the City's Parks, Forestry and Recreation Division. This impacts the operating budget of Parks, Forestry and Recreation. TRCA's 2007 Recommended Capital Budget does not reflect these costs but future-year budgets will include such impacts.

ASSET INVENTORY

TRCA owns almost 600 properties in Toronto with an estimated market value of just under \$90 million.

BACKLOG ANALYSIS

TRCA's accumulated State of Good Repair backlog at the end of 2006 was \$158.736 million. This figure includes maintenance of the natural environment through activities such as erosion control and source water protection. During the period 2007-2011, TRCA will address its annual State of Good Repair needs and reduce its backlog so that the estimated accumulated backlog by the end of 2011 will be \$145.728 million.

TORONTO ATMOSPHERIC FUND (TAF)

MISSION STATEMENT

To help 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.

2006 KEY ACCOMPLISHMENTS

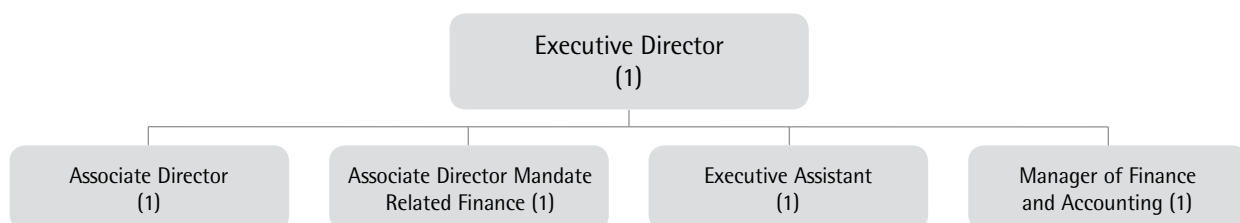
- completed greenhouse gas and air emissions inventory and analysis for the City, for use in the development of a community-wide reductions strategy
- provided \$1.04 million in grants to City and community in support of innovative emission reduction activities
- completed governance renewal process and established an Operating Directive with the City.
- secured provincial assent of the updated TAF Act
- improved financial return on portfolio investments by implementing new investment powers granted in the updated TAF Act
- established policies and procedures for mandate related financings

2007 PROGRAM OBJECTIVES

- enhance in-house financing and lending expertise
- enhance capacity, through partnership-building and fundraising to meet expanding public interest in emission reduction activity
- increase local emission reduction results by working with an international consortium of the world's largest cities

PROGRAM MAP

The Toronto Atmospheric Fund is comprised of one service, with a total staffing complement of 4 approved positions.



TORONTO ATMOSPHERIC FUND (TAF)

2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- seek projects with greater impact
- adopt an integrated campaign style for one or two key areas
- strengthen public communications
- develop partnerships
- expand the TAF model to the Greater Toronto Area (GTA)
- ensure organizational capacity

2007 OPERATING BUDGET BY CATEGORY

Description of Category	(in \$000s)				
	2006	2006	2007	Change from	
	Budget \$	Actuals \$	Approved Budget	2006 Approved Budget \$	%
Salaries & Benefits	264.0	255.5	323.0	59.0	22
Materials & Supplies	19.1	14.6	19.0	(0.1)	-1
Equipment	5.1	7.6	5.0	(0.1)	-2
Services & Rents	63.1	77.6	79.4	16.3	26
Grants	997.9	985.5	988.4	(9.5)	-1
Special Projects	300.0	313.5	320.0	20.0	7
City Mandated Contribution	100.0	100.0	100.0	0.0	0
Operating Fund Contribution	546.4	560.4	0.0	(546.4)	-100
Stabilization Fund Contribution	0.0	117.9	0.0	0.0	N/A
Total Gross Expenditures	2,295.6	2,432.6	1,834.8	(460.8)	-20
Funded by					
Investment Performance	1,880.0	2,046.1	1,323.2	(556.8)	-30
Loans	66.0	17.9	62.0	(4.0)	-6
Grants	349.6	349.6	349.6	0.0	0
Sundry	0.0	19.0	0.0	0.0	N/A
Fundraising	0.0	0.0	100.0	100.0	N/A
User Fees	0.0	0.0	0.0	0.0	N/A
Total Non-tax Revenues	2,295.6	2,432.6	1,834.8	(460.8)	-20
Net Budget	0.0	0.0	0.0	0.0	N/A
Approved Positions	4.0	4.0	4.0	0.0	0

TORONTO ATMOSPHERIC FUND (TAF)

2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Toronto Atmospheric Fund	1,649	-	2,296	-	1,835	-	(461)	(20.1)	-	0.0
Total Program Budget	1,649	-	2,296	-	1,835	-	(461)	(20.1)	-	0.0

KEY PERFORMANCE MEASURES

Investments

- real rate of return on investment portfolio, net of all management and transaction costs – 4.5%, averaged over a moving four-year period (Returns on each asset class are compared to its benchmark index.)
- loans portfolio – up to 1/3 of TAF's investment portfolio to be placed in mandate-related financing projects
- rate of return on mandate-related loans – 1.5% to 3.0% above Canada Bond benchmark rate for similar term
- leverage of TAF's financing – 1:4 to 1:5 basis on each financing project

Grants

- grant payout – 4.0% of operating fund measured on a four-year rolling average basis
- grants to the City – average of 30% to 40% of total grants and special projects measured on a four-year rolling average basis

Administration

- total administration costs – not to exceed 1.5% of operating fund per year

2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget will provide the following services:

- grants to community non-profit and charitable organizations, the City and special purpose bodies
- financing to municipal, public and private agencies
- funding for special projects that promote air quality and further TAF's mandate
- fundraising from external sources for TAF and City projects
- support to the City including:
 - > grant and loan funding for City departments and special purpose bodies to support City priorities that fall within TAF's mandate areas
 - > special intergovernmental initiatives benefiting the City including:
 - Annual Smog Summit
 - GTA Clean Air Council

TORONTO ATMOSPHERIC FUND (TAF)

- staff participation in various City committees, including:
 - Air Quality Strategy Group
 - Toronto Grants Coordinating Committee
 - Toronto Renewable Energy Action Planning group
- fundraising for City initiatives such as the City of Toronto Air Emissions Inventory
- project development, fundraising and technical assistance to City staff

2008/2009 OPERATING BUDGET OUTLOOK

- continue current program objectives
- seek to expand resources and partnerships to support city climate plans

TORONTO POLICE SERVICE

MISSION STATEMENT

We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

2006 KEY ACCOMPLISHMENTS

- The Service, with financial assistance from the Province, launched a City-wide Toronto Anti-Violence Strategy (TAVIS) to address escalating street violence, particularly gun violence. The combination of strict enforcement, relentless pursuit of violent criminals, strategic deployment of uniform resources, and effective community partnerships made a significant difference – the number of gun-related homicides decreased by almost half to 29 from 52 in 2005.
- Project Triple-X: more than 100 search warrants executed, more than 100 arrests made, 1,000+ charges laid, and 36 firearms, 24 kilos of cocaine and marijuana, five vehicles and \$400,000 in cash seized and dismantled a notoriously violent street gang.
- Toronto Police Service officers issued almost twenty thousand tickets (19,443) to motorists, cyclists, and pedestrians during the two-week-long Safe Journey campaign.
- The Toronto Police Service hired and trained nearly 500 new police officers and 200 civilians in 2006, adding much needed support to the front-line and securing new skills, languages, and cultural competencies within the organization. More than half of the August recruit class (54%) was made up of women and visible minorities.
- The Youth in Policing Initiative (YIPI), funded by the Province, enabled 100 youths from priority neighbourhoods across Toronto to work in a variety of areas within the Service. The objective of the program was to acquaint youth with the police and give them a look at policing as a career.
- In 2006, the Toronto Crime Stoppers program, recipient of a number of international awards, was named the most outstanding of 1,200 international Crime Stoppers programs. In 2006, almost 7,000 tips came into Crime Stoppers by phone lines and the Internet, helping clear 616 cases and resulting in 530 arrests. Police seized over \$3 million in stolen property and over \$23.6 million in illegal drugs as well.
- Public Complaints about the conduct of police officers, policing services delivery, and Service policies decreased 23% from 2005.
- Members of the Toronto Police Service raised a total of \$563,000 for United Way in 2006 – a record high level and \$71,000 over 2005.

2007 PROGRAM OBJECTIVES

Community Policing Partnerships

- develop partnerships with youth, community, and/or government/public agencies/services/organizations to address problems in neighbourhoods with high levels of violent crime
- create partnerships with youth, community, and/or government/public services/agencies/organizations to assist in the development and implementation of initiatives to decrease involvement of youth in criminal activities, especially violent crime

TORONTO POLICE SERVICE

- increase community awareness of and opportunities to provide input on neighbourhood policing issues/concerns and/or to participate in neighbourhood problem-solving
- develop partnerships with community and/or government agencies/services to address concerns related to the comfort or protection of witnesses, especially youth, in providing police with information on violent crime
- improve partnerships with the community media, the mainstream media, and the ethnic media to increase the amount of crime prevention information available to Toronto's neighbourhoods and diverse communities

Safety of Vulnerable Groups

- increase enforcement activities and education initiatives to encourage reporting of child abuse, child pornography, and the sexual exploitation of children
- improve response to victims of domestic violence
- increase referrals for support and assistance for child witnesses of domestic violence
- improve response to adult victims of sexual assault
- focus on violent crime, decrease and prevent victimisation of children and youth, particularly within schools and surrounding communities

Community Safety & Security

- increase prevention and enforcement efforts to address violent crime, specifically homicides and firearms-related offences
- increase enforcement activities and education initiatives to encourage reporting of hate crime offences

Traffic Safety

- improve response to neighbourhood traffic concerns
- increase focus on pedestrian safety, especially seniors
- increase enforcement related to aggressive driving and speeding offences
- increase focus on cyclist safety and enforcement of cycling offences

Delivery of Service

- ensure officers conduct daily duties and interactions with the public in a professional, non-biased, and ethical manner, with a focus on 'customer service'
- increase the visible presence of the Police Service in the community, focusing on uniformed officers and volunteers (including the Auxiliary)
- enhance efforts to improve understanding of police role/responsibilities and services provided, as well as citizen rights and responsibilities through increased information/education initiatives for areas such as domestic violence, general information to recent immigrants, traffic/driving, immigration status, etc.; focusing on Toronto's ethnic and visible minority communities

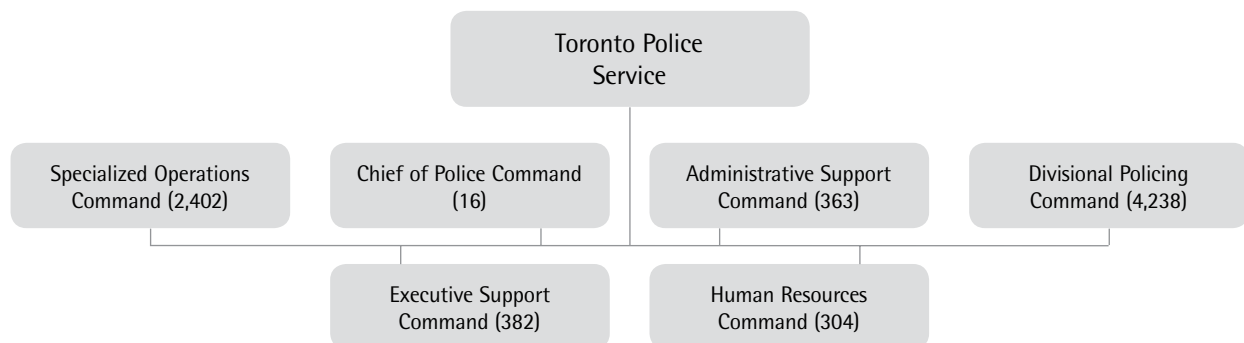
TORONTO POLICE SERVICE

Human Resources

- ensure all Service members conduct daily duties and interactions with other Service members in a professional, non-biased, and respectful manner
- increase recruitment, hiring, promotion, and retention of those from identified groups (women, visible minorities, aboriginal peoples, the disabled, gay and lesbian, sexual orientation, speak more than one language)
- ensure the organization supports the role of front-line divisional officers as community leaders by providing increased training in problem identification, problem-solving, identifying community resources, building community partnerships, community mobilisation, and by revising front-line officer performance evaluation to reflect activities in these areas
- revise the current one-time diversity training for Service members to reflect a continuous learning environment

PROGRAM MAP

Toronto Police Service includes a total of 7705 uniformed and civilian staff in 2007.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Community Policing Partnerships

Effective, accountable policing is the result of partnership between police and the community. Community issues cannot be dealt with solely by police; community members often have a better understanding of the problems and concerns in their neighbourhoods. The Service is committed to transforming the organization through a strategy of community mobilisation, that is, actively engaging the community and social agencies in developing and implementing sustainable solutions to local problems. Effective police-community partnerships, oriented to the needs of the community, should not only reduce crime, but also decrease fear of crime and enhance the quality of life in the community.

Safety of Vulnerable Groups

The Service will continue to address the dangers to and concerns of those most vulnerable to victimisation in our society, particularly women and children. While addressing the needs of women and children who are victimised is a multi-faceted task that the police must carry out together with community partners,

TORONTO POLICE SERVICE

improving the police response in particular should provide these victims with reassurance that the Service is committed to their safety, and assist them in accessing the help they require to prevent further victimisation.

Community Safety & Security

Members of the community should be able to move about and conduct their personal and business lives without fear of intimidation, harassment, or attack. Even a small number of crimes, especially violent crimes, can negatively affect perception of safety and quality of life. Effective police response and a relationship with the community that encourages input, co-operation, and participation are vital to the prevention and investigation of these crimes.

Traffic Safety

The traffic on Toronto's roadways affects almost everyone within the City. The safe and efficient flow of traffic, and the safety of our drivers, passengers, cyclists, and pedestrians, are, therefore, of significant concern to the Toronto Police Service. Building partnerships and mobilising local communities to respond to local traffic problems will assist in sustaining successful efforts and improve neighbourhood roadway safety. On a wider scale, by focusing efforts on increased enforcement of traffic offences and safety education for those most at risk, the Service also seeks to improve conditions on City roadways for everyone.

Delivery of Service

The manner in which police provide service to the community can be a major determinant of the success of a Police Service. TPS recognises and values the diversity of the City, and does not tolerate any discrimination in the delivery of service. With the aim of fostering a mutually respectful and beneficial relationship, they are committed to providing service that is accountable, professional, non-biased, and oriented to community needs. In delivering service, it is often important that police be a visible part of the community. Visibility can be an effective form of crime prevention, can offer the opportunity for police and public to build relationships and can generally make communities feel safer.

Human Resources

Members, both uniform and civilian, are central to our organisation. Although the Toronto Police Service generally enjoys the good opinion of the communities it serves, the Service must always strive to preserve and improve this positive regard and our relationships with our communities. The Service must ensure that members have the skills and abilities they need to provide effective, professional, non-biased services to address the needs of our diverse communities. The Service must also ensure that it continues to strive to be representative of the communities it serves.

TORONTO POLICE SERVICE

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget \$	%
Salaries & Benefits	712,198.4	672,701.0	740,079.7	27,881.3	4
Materials & Supplies	16,576.8	16,339.7	16,601.2	24.4	0
Equipment	6,390.2	9,409.0	6,560.2	170.0	3
Services & Rents	34,503.7	33,623.7	37,132.8	2,629.1	8
Contributions & Transfers	11,929.6	60,398.1	14,529.6	2,600.0	22
Others (Includes IDCs)	15,307.9	15,246.6	15,274.7	(33.2)	0
Total Gross Expenditures	796,906.6	807,718.1	830,178.2	33,271.6	4
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	0.0	0.0	0.0	N/A
User Fees	0.0	0.0	0.0	0.0	N/A
Reserves/Reserve Funds	5,033.0	17,452.1	5,033.0	0.0	0
Other (Includes IDRs)	39,498.7	44,028.2	40,187.1	688.4	2
Total Non-tax Revenues	44,531.7	61,480.3	45,220.1	688.4	2
Net Budget	752,374.9	746,237.8	784,958.1	32,583.2	4
Approved Positions	7,580.0	7,580.0	7,705.0	125.0	2

2007 OPERATING BUDGET BY SERVICE

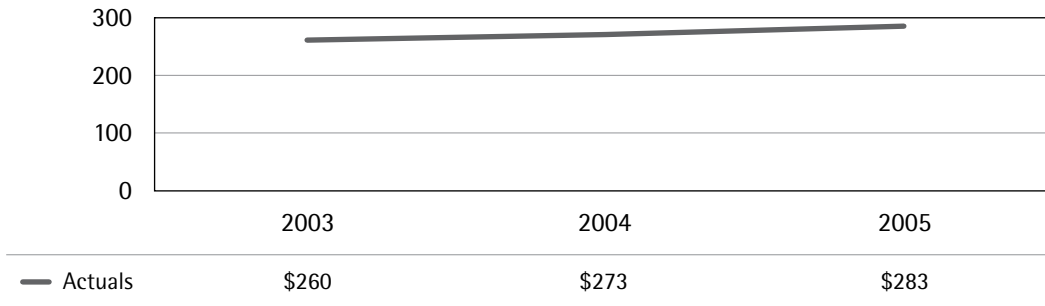
Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Toronto Police Service	748,691	716,103	796,907	752,375	830,178	784,958	33,272	4.2	32,583	4.3
Total Program Budget	748,691	716,103	796,907	752,375	830,178	784,958	33,272	4.2	32,583	4.3

TORONTO POLICE SERVICE

KEY PERFORMANCE MEASURES

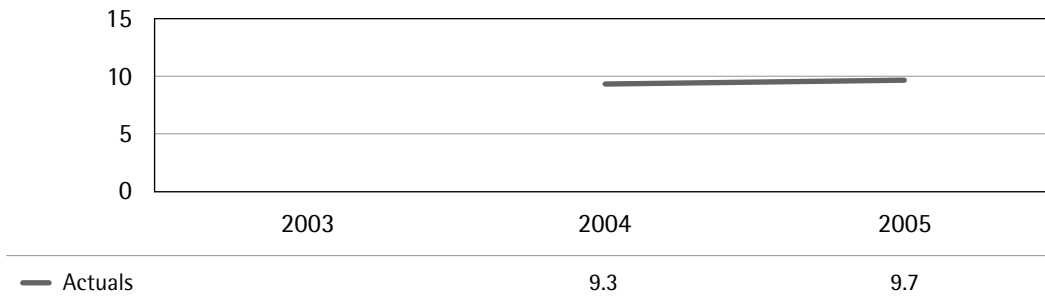
Efficiency Measure

Spending Per Capita (\$)

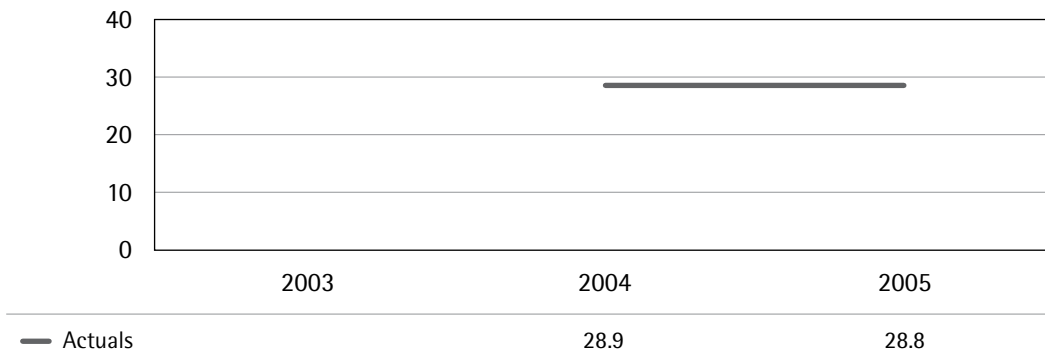


Community Impact Measures

Violent Crime Per 1,000 Population

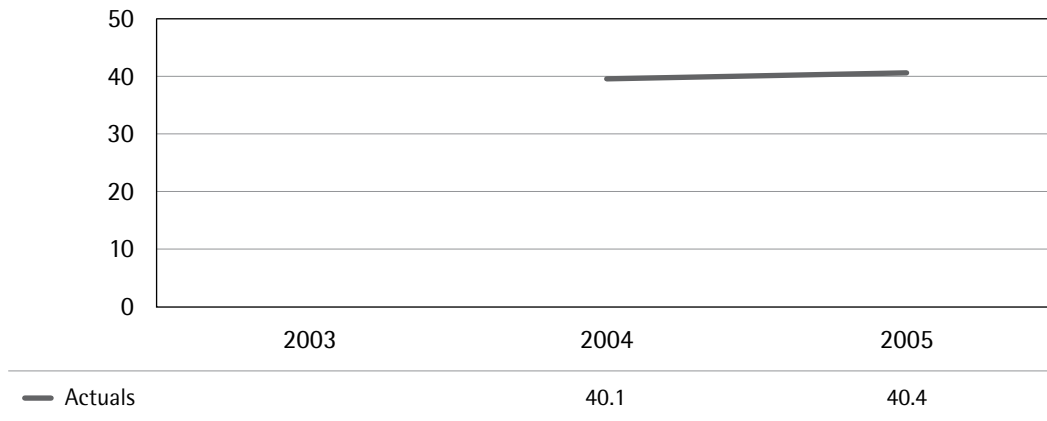


Property Crime Per 1,000 Population

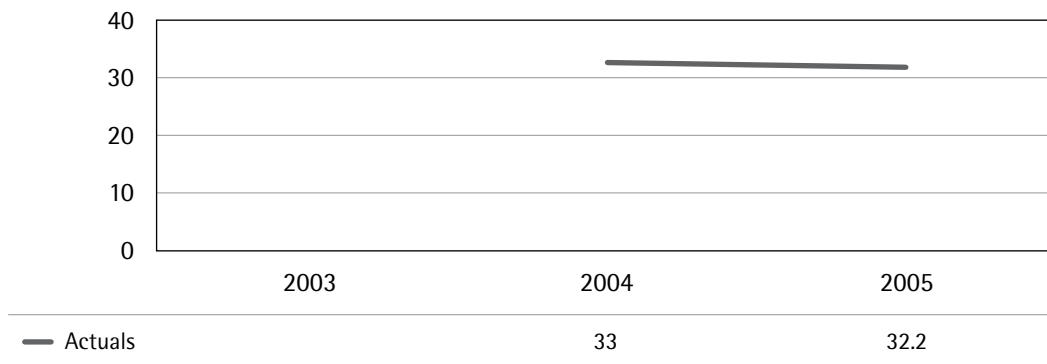


TORONTO POLICE SERVICE

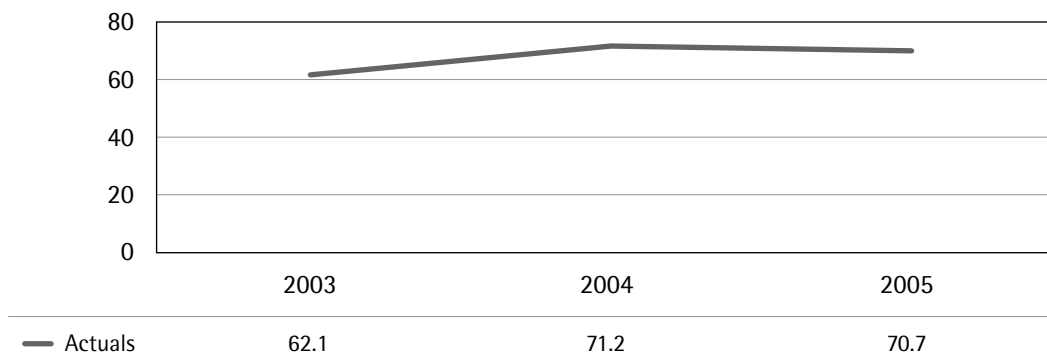
Youth Crime (Youth Charged) Per 1,000 Population



**Other Criminal Code Offences
(Non-Traffic) Per 1,000 Population**



**Total Crime (Non-Traffic)
Per 1,000 Population**



TORONTO POLICE SERVICE

2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget will provide the following services

- continuation of existing programs at 2006 service levels
- provides annualized funding for the 204 police officers hired during 2006 under the Safer Communities Partnership program for a total uniform target strength of 5,510
- provides part-year funding for 90 additional Court Security Officers for 15 net new provincial courtrooms being opened in 2007
- provides sufficient funding of costs related to the 2005 to 2007 salary settlement

2008/2009 OPERATING BUDGET OUTLOOK

- The 2008 Outlook includes an annualization of \$3.6 million for the 90 new Court Security Officers planned to be hired in mid-2007.
- Salary pressures will continue in 2008 and 2009 as a result of a new collective agreement starting in 2008, and the Toronto Police Service mandate to maintain its current service level of 5,510 uniformed officers.

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- continued construction of the 23 Division Facility with a target completion date of early 2007
- obtained possession of the Traffic Services and Garage Facility (9 Hanna)
- The In-Car Camera pilot project continued during 2006 with twelve marked cars at 13 Division and six at Traffic Services.
- continued lifecycle replacement of various information technology equipment and police vehicles

FIVE-YEAR STRATEGIC OBJECTIVE

A needs assessment study of the Police facilities was completed in 1996. This Five-Year Capital Plan is consistent with the needs assessment study and addresses the Program's state-of-good-repair needs arising from the facility assessment, as well as IT upgrades, vehicle and handheld radio replacement.

Ninety-three per cent of the total cash flow of \$254.209 million in the Council Approved Five-Year Capital Plan (2007 Council Approved Budget and 2008-2011 Plan) excluding 2006 funding carried forward into 2007, is allocated to State of Good Repair projects at \$236.752 million; 7% is allocated to Service Improvement projects at \$16.707 million; and less than 1% of funding is allocated to Health and Safety projects at \$0.750 million. The gross costs include the purchase of land which is funded from reserve funds and does not affect the debt targets.

TORONTO POLICE SERVICE

2007 CAPITAL BUDGET HIGHLIGHTS

The 2007 Council Approved Capital Budget provides funding for work on three major projects in 2007:

- construction of New Training Facility (\$26.169 million)
- replacement of 11 Division (\$3.000 million)
- police vehicle replacement (\$5.098 million)

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

The Five-Year Capital Plan is driven primarily by the Facility Projects, including the New Training Facility, and replacement of the handheld radios which will be obsolete in 2011.

The 2007 Council Approved Five-Year Capital Plan totals \$277.580 million including carry forward of 2006 funding into 2007, and provides funding for the following major projects:

- construction of New Training Facility (\$71.024 million)
- police hand-held radio replacement (\$27.200 million)
- replacement of 14 Division (\$27.890 million)
- replacement of 11 Division (\$29.798 million)
- police vehicle replacement (\$25.230 million)

TORONTO POLICE SERVICE

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved						
State of Good Repair	484	-	-	-	-	484
11 Division	2,500	555	445	-	-	3,500
14 Division	5,230	1,952	6,652	9,346	-	23,180
23 Division	1,704	-	-	-	-	1,704
41 Division	3,254	-	-	-	-	3,254
New Police Training Facility	15,812	26,907	-	-	-	42,719
54 Division	1,708	-	-	-	-	1,708
TRMS Additional Functionality	1,903	215	-	-	-	2,118
HRMS Additional Functionality	1,415	745	500	-	-	2,660
Furniture Lifecycle Replacement	1,001	-	-	-	-	1,001
Digital Photography Conversion	146	-	-	-	-	146
Strong Authentication	633	-	-	-	-	633
Traffic Services & Garage Facility	250	-	-	-	-	250
Replacement of Call Centre Management	296	-	-	-	-	296
Facility Fencing	561	515	-	-	-	1,076
Automated Vehicle Location System	754	405	-	-	-	1,159
Voice Logging System	301	-	-	-	-	301
Workstation, Laptop, Printer Replacement	86	-	-	-	-	86
Server	108	-	-	-	-	108
IT Business Resumption	1,189	-	-	-	-	1,189
Advanced Taser Deployment	139	-	-	-	-	139
Jet Forms Replacement	550	-	-	-	-	550
In Car Camera	124	-	-	-	-	124
Digital Video Asset Mgmt	2,098	2,015	1,300	-	-	5,413
Radio Communication Replacement	200	-	-	-	-	200
Total Previously Approved	42,446	33,309	8,897	9,346	0	93,998
New Projects						
State of Good Repair	1,700	-	-	-	-	1,700
11 Division	3,000	-	-	-	-	3,000
14 Division	-	-	-	193	4,517	4,710
23 Division	500	-	-	-	-	500
New Police Training Facility	11,449	11,756	5,100	-	-	28,305
Vehicle & Equipment Replacement	5,098	-	-	-	-	5,098
Workstation, Laptop, Printer Replacement	4,341	-	-	-	-	4,341
IT Business Resumption	260	-	-	-	-	260
In Car Camera	1,000	2,300	2,300	2,400	-	8,000
Intelligence/Special Investigations Facility	1,000	1,000	-	-	-	2,000
Property Evidence Mgmt Storage	258	-	-	-	-	258
Geocoding Engine	457	-	-	-	-	457
CASC System Replacement	1,500	-	-	-	-	1,500
Auto Dialler Replacement	927	-	-	-	-	927
Locker Replacement	550	0	-	-	-	550
Total New Projects	32,040	15,056	7,400	2,593	4,517	61,606
Total Toronto Police Service	74,486	48,365	16,297	11,939	4,517	155,604

TORONTO POLICE SERVICE

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

Operating impacts in the Toronto Police Service Five-Year Capital Plan are \$2.500 million for 2007, \$1.831 million for 2008, \$3.332 million for 2009, \$2.428 million for 2010, and \$0.411 million for 2011.

The operating impacts associated with various capital projects are primarily for

- workstations, printers and laptops replacement: contribution to equipment replacement reserve (\$4.448 million)
- mobile workstations replacement: contribution to equipment replacement reserve (\$1.993 million)
- new training facility: maintenance costs (\$1.040 million).
- servers replacement: contribution to equipment replacement reserve (\$0.678 million)

The operating impacts for the mobile workstations, workstations, printers & laptops, servers, and IT Business Resumption projects relate primarily to lifecycle replacement costs of the four lifecycle programs and contributions to the equipment replacement reserve beginning in 2007.

BACKLOG ANALYSIS

The current backlog for State of Good Repair work is estimated at \$10.588 million for the Toronto Police Service. The Recommended Five-Year Capital Plan provides funds for State of Good Repair work inside the Police facilities of \$1.700 million in 2007, \$1.800 million in 2008, and a constant \$1.900 million for each of the years 2009, 2010, and 2011.

TORONTO POLICE SERVICES BOARD

MISSION STATEMENT

We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

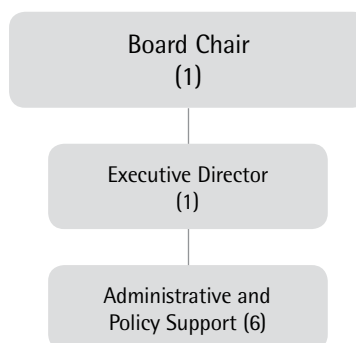
2006 KEY ACCOMPLISHMENTS

- Establishment of an Advisory Panel on Community Safety**
 The Board approved the establishment of an Advisory Panel on Community Safety to advise the Board on issues to act on or advocate for to address gun violence among youth and community safety. The Advisory Panel is part of a comprehensive response by the Board to the increased gun violence that Toronto has been experiencing.
- Race and Ethnocultural Equity Policy**
 The Board approved the Race and Ethnocultural Policy developed by the Board/Service joint working group on race relation. This policy, states that discriminatory treatment will not be tolerated and requires the Chief to develop procedures in a number of areas, including service delivery, professional development and professional conduct.
- Toronto Police Services Board 50th Anniversary Conference**
 The Board hosted a banquet and conference to commemorate fifty years of civilian oversight of police in the City of Toronto. These events recognized and celebrated the wisdom and foresight of the community members who met formally for the first time on May 15, 1956.
- Implementation of Police Identification on Uniforms**
 The Board approved a motion respecting the mandatory wearing of name badges on the uniform of all members of the Toronto Police Service and directed that implementation take place by the end of the year.

PROGRAM MAP

The Toronto Police Services Board is comprised of the following 7 approved positions:

- 3 Board members appointed by City Council (including one citizen representative)
- 3 Board members are appointed by the Province
- 1 Board member is appointed by virtue of holding the position of Mayor



TORONTO POLICE SERVICES BOARD

2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The Board has approved a business plan effective until the end of 2008. The strategic direction of the Toronto Police Services Board is to enhance the levels of service provided to its internal and external customers.

The following are the 2007 goals and priorities:

- community policing partnerships
- safety of vulnerable groups
- community safety & security
- traffic safety
- delivery of service
- human resources

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget	
				\$	%
Salaries & Benefits	716.9	767.7	779.6	62.7	9
Materials & Supplies	10.8	3.9	10.8	0.0	0
Equipment	14.8	6.0	2.2	(12.6)	-85
Services & Rents	642.1	856.5	845.7	203.6	32
Contributions & Transfers	0.0	0.0	0.0	0.0	N/A
Others (Includes IDCs)	400.0	537.8	600.0	200.0	50
Total Gross Expenditures	1,784.6	2,171.9	2,238.3	453.7	25
Funded by					
Prov. and Fed. Grants & Subsidies	0.0	0.0	0.0	0.0	N/A
User Fees	0.0	0.0	0.0	0.0	N/A
Reserves/Reserve Funds	0.0	0.0	0.0	0.0	N/A
Other (Includes IDRs)	0.0	14.8	0.0	0.0	N/A
Total Non-tax Revenues	0.0	14.8	0.0	0.0	N/A
Net Budget	1,784.6	2,157.1	2,238.3	453.7	25
Approved Positions	8.0	8.0	8.0	0.0	0

TORONTO POLICE SERVICES BOARD

2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Toronto Police Service Board	1,297	1,297	1,785	1,785	2,238	2,238	454	25.4	454	25.4
Total Program Budget	1,297	1,297	1,785	1,785	2,238	2,238	454	25.4	454	25.4

2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget is:

- consistent with the goals and priorities outlined in the Toronto Police Services Board 2006 to 2008 Business Plan
- provides funding for the Board's base budget pressures and service priorities

2008/2009 OPERATING BUDGET OUTLOOK

- The current business plan (including all priorities and goals) is effective until the end of 2008. A new business plan, covering 2009-2011 will be developed during 2008.

TORONTO PUBLIC HEALTH

MISSION STATEMENT

A healthy city where all people enjoy the highest level of health and well being. Toronto Public Health (TPH) improves the health of the whole population and reduces health inequalities.

2006 KEY ACCOMPLISHMENTS

Communicable Disease Control

- responded to 52,300 notifications of reportable/communicable diseases and investigated and managed 340 disease outbreaks
- continued to develop the Toronto Pandemic Influenza Plan, in consultation with stakeholders in health, emergency planning, social, community and other sectors

Healthy Families

- provided 41,100 Healthy Babies Healthy Children home visits by Public Health Nurses and Family Home Visitors to high risk families
- provided peer nutrition education to 3,270 participants

Healthy Environments

- completed the implementation of the final phase of the Toronto Tobacco control by-law and conducted more than 10,000 compliance inspections which revealed more than a 97% compliance rate
- achieved 91% completion rate in the Dine Safe Program by conducting 26,816 inspections of food establishments

Healthy Living

- provided training, consultation and site support to 440 student nutrition programs serving 79,000 children and youth.
- established the Toronto Drug Strategy Implementation Panel to oversee implementation of the drug strategy and foster intersectoral co-ordination and co-operation to improve the response to substance use issues in Toronto
- formed working groups to implement priority drug strategy recommendations, and developed a dedicated staff secretariat in TPH to support implementation of the Toronto Drug Strategy

TORONTO PUBLIC HEALTH

Planning & Policy

- provided research, policy, evaluation, epidemiology, communication and media relations support to TPH programs
- supported TPH services and staff through quality assurance management, professional development and practice and library services
- co-ordinated emergency preparedness and continuity of operations planning for TPH

Dental/Oral Health Services

- provided dental treatment services to approximately 33,000 children and adolescents of low-income families, low-income seniors, and high-risk parents referred from other public health programs

Finance and Administration

- consolidation of Toronto Public Health lines to Toronto Health Connection (THC) has resulted in an increase of 4,832 calls for 2006 over 2005.
- enhanced the Toronto Public Health website resulting in increased use of the website by the public (In 2006, the number of monthly website visits increased by 120,000 over 2005.)
- implementation of ePet to increase use of online applications to renew animal licenses and to initiate new animal licenses

2007 PROGRAM OBJECTIVES

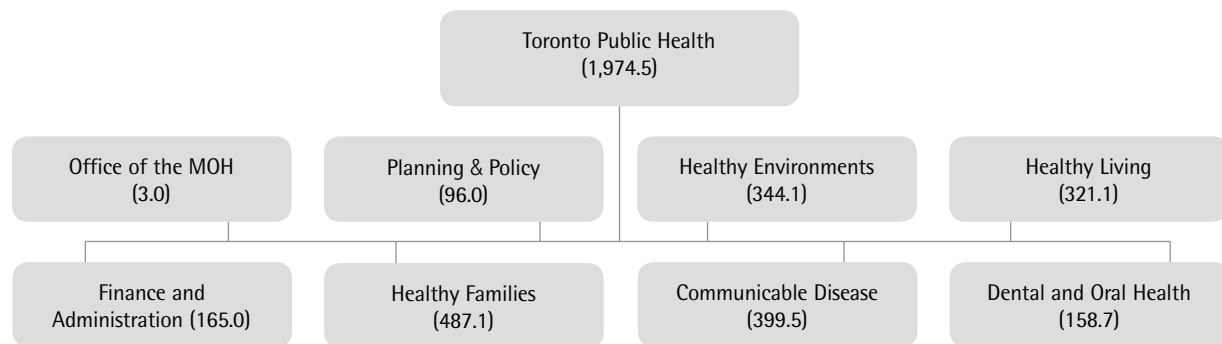
Toronto Public Health objectives are:

- to enable individuals, families and communities to improve and increase their control over their health
- to change political and policy environments, service systems and social norms to advance health goals
- to control infectious disease, reduce exposure to environmental health hazards and enforce laws that protect the public's health
- to reduce the spread of disease and the number of disabilities, injuries, illness and premature births and deaths
- to identify, monitor and communicate health trends and needs

TORONTO PUBLIC HEALTH

PROGRAM MAP

Toronto Public Health is comprised of eight services, with a total staffing complement of 1,974.5 approved positions.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- improve the health of the City's diverse population through responsive services
- champion public health for Toronto
- anticipate, prevent, and respond effectively to public health emergencies
- work with others to create integrated health and social systems that serve Toronto's health needs
- be an innovative and effective public health organization
- become the public health workplace of choice

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)

Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget \$	%
Salaries & Benefits	150,044.4	141,435.9	152,222.1	2,177.7	1
Materials & Supplies	5,650.9	4,185.8	5,176.3	(474.6)	-8
Equipment	1,947.9	1,609.8	1,192.9	(755.0)	-39
Services & Rents	34,645.4	31,243.6	32,768.6	(1,876.8)	-5
Contributions & Transfers	3,149.3	3,687.3	3,420.7	271.4	9
Others (Includes IDCs)	16,460.5	15,830.1	15,726.0	(734.5)	-4
Total Gross Expenditures	211,898.4	197,992.5	210,506.6	(1,391.8)	-1
Funded by					
Prov. & Fed. Grants and Subsidies	133,984.8	125,623.1	145,548.3	11,563.5	9
User Fees	1,426.0	1,131.8	1,463.2	37.2	3
Reserves/Reserve Funds	0.0	0.0	0.0	0.0	N/A
Other (Includes IDR)	12,659.8	12,090.3	13,097.7	437.9	3
Total Non-tax Revenues	148,070.6	138,845.2	160,109.2	12,038.6	8
Net Budget	63,827.8	59,147.3	50,397.4	(13,430.4)	-21
Approved Positions	2,137.5	1,827.0	1,974.5	(163.0)	-8

TORONTO PUBLIC HEALTH

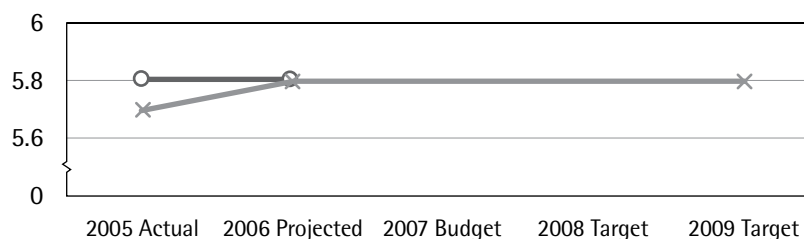
2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Office of the MOH	536	241	574	201	589	147	15	3%	(54)	-27%
Planning & Policy	11,278	4,880	12,733	4,411	11,715	2,909	(1,018)	-8%	(1,501)	-34%
Healthy Families	52,985	10,369	55,471	8,977	52,857	6,313	(2,614)	-5%	(2,665)	-30%
Communicable Disease	36,521	12,639	39,595	11,291	38,953	8,100	(642)	-2%	(3,191)	-28%
Healthy Environments	28,110	16,125	31,954	14,609	33,306	13,802	1,352	4%	(807)	-6%
Healthy Living	29,401	12,530	32,462	11,077	31,937	8,413	(525)	-2%	(2,665)	-24%
Dental & Oral Health	18,064	8,485	18,996	8,083	19,915	7,811	919	5%	(272)	-3%
Finance & Administration	17,102	5,485	20,114	5,178	21,236	2,902	1,121	6%	(2,277)	-44%
Total Program Budget	193,997	70,754	211,898	63,828	210,507	50,397	(1,392)	-1%	(13,430)	-21%

KEY PERFORMANCE MEASURES:

Efficiency

Number of Sexual Health Clinic Visits
per hour with a physician present



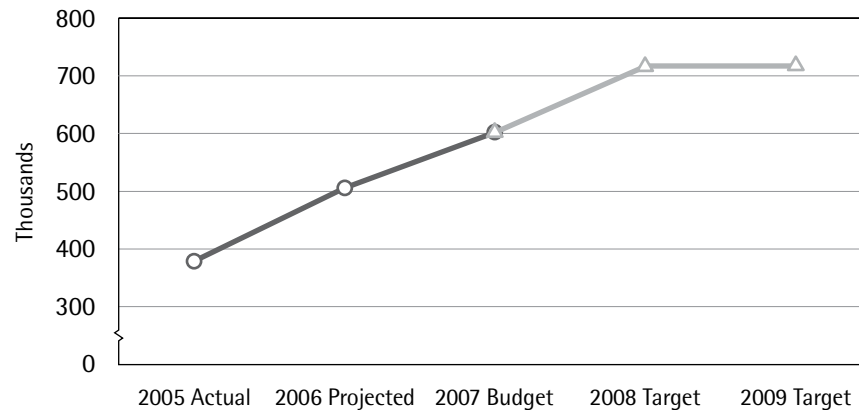
○ Current Service Level	5.8	5.8			
✱ Target Service Level	5.7	5.8	5.8	5.8	5.8

The number of sexual health clinic visits per hour with two physicians present in the clinic has improved from 3.5 in 2000 to 5.8 in 2005 where it has remained.

TORONTO PUBLIC HEALTH

Customer Service

Number of Average Monthly Visits
to Toronto Public Health Website

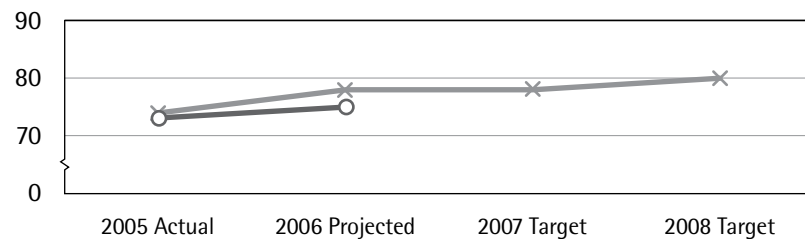


Current Service Level	380,216	506,216	602,597		
Target Service Level			602,597	714,792	714,792

The public's use of the TPH website has increased from just over 204,000 average monthly visits in 2004 to over 506,000 in 2006 as content relevancy and currency is enhanced.

Community Impact

Percentage of Toronto Homes
that are 100% Smoke-free



Current Service Level	73.1	75		
Target Service Level	74	78	78	80

The percentage of Toronto households that are smoke-free has increased from 70% in 2004 to 75% in 2006 as TPH continues to pursue targeted non-smoking campaigns.

TORONTO PUBLIC HEALTH

2007 OPERATING BUDGET HIGHLIGHTS

Toronto Public Health will continue to provide the following services:

- Communicable Disease Control Services: several communicable diseases continue to disproportionately affect vulnerable population of the City. TPH plans to further reduce incidence of vaccine preventable disease and control of infectious disease and infection control through the following:
 - > provide Hepatitis B and Meningitis C vaccine to approximately 28,000 grade 7 students and influenza vaccine to 40,000 clients through the Vaccine Preventable Diseases (VPD) program
 - > provide comprehensive assessment, counselling, referral and partner notification for approximately 9,500 cases of sexually transmitted infections annually through the Sexually Transmitted Infection (STI) Case Management program
 - > distribute safe drug use supplies (525,000 needles) to drug users in Toronto through the Needle Exchange program
 - > provide 178.5 hours of sexual health services (STI testing and free treatment, supply low cost birth control and pregnancy testing) in Sexual Health Clinics across the city, and visit approximately 59,000 clients
- Healthy Families (HF) Services promotes early childhood growth and development and parenting capacity for families with children 0-6, provide teen prenatal and postnatal counselling (including nutrition and breastfeeding support), and offer parenting programs and referrals to community resources. With current resources, TPH has limited capacity to expand parenting education in priority neighbourhoods and increase screen tests for children with hearing, speech or language problems. The limited resources also make it difficult to integrate planning and service delivery with other City initiatives such as Best Start Network and Best Generation Yet Initiatives. HF Services plans to provide the following services in 2007:
 - > reach over 4,000 individuals with appropriate peer nutrition educational assessment and counselling workshops in priority neighbourhoods
 - > provide hearing loss screening under the Infant Hearing Program to a targeted 42,000 newborn infants with a projected 95% reach
 - > provide an appropriate range of preschool speech and language services to 8,000 children with an identified speech and language disorder
 - > provide targeted services to 4,000 nutritionally at-risk pregnant women

TORONTO PUBLIC HEALTH

- Healthy Environment Services ensures the safety of food and beverages in restaurants and processing plants and investigates diseases transmitted from animals to people (including rabies and West Nile virus), and animal control. Challenges facing TPH in this area are: enforcing the requirements of the "Interim Guidance Document for the Environmental Grow Ops and Illegal Drug Laboratories", implementing the heat response protocol in the summer months, responding to food recalls while trying to maintain mandated inspection frequencies and controlling the spread of West Nile virus. In 2007, TPH plans to accomplish the following:
 - > ensure compliance with mandated inspection frequencies by conducting approximately 32,000 high, medium and low-risk inspections
 - > increase the number of trained and certified food handlers in high-risk premises by 12,000
 - > reduce the number of mosquito breeding sites by treating 200,000 storm sewers and other sites
- Health Living Services include developing programs, services and policies designed to promote health lifestyle choices including healthy eating, physical activity and smoking cessation, preventing injuries, reducing substance abuse and promoting health living for youth. Key major issues identified are: the need to work comprehensively in more schools by increasing the ratio of Public Health Nurse School Liaison (current ratio of 1:40), more collaborative work with youths under the umbrella of the Toronto Drug Strategy and expand support to workplaces as a venue for health promotion. Major activities planned for 2007 include:
 - > responding to 7,500 calls for Healthy Living services and 976 referrals for service to schools through PHN liaison services
 - > supporting 212 school health committees (Toronto Schools on the Move, Health Action Teams and others) and provide health promotion service to 147 workplaces
- Dental and Oral Health Services provide basic dental treatment (teeth and gums examination, x-rays, fillings, extractions, root canal treatment, dentures and partial dentures), education and preventive services for at-risk children living in low-income families as well as low-income seniors. Currently the adult population (18-65 years of age) are not eligible for free dental services under the TPH dental program. A new eligibility system for treatment services across the City of Toronto is being planned, however; this may contribute to an increased demand on THP dental services that may not be addressed with current resources. The Dental and Oral Services' major activities for 2007 include the following:
 - > provide 22,000 preventive services in public health clinics to children and seniors
 - > provide basic dental treatment to 32,510 clients in targeted groups
 - > screen 636 schools and 218,000 children in public schools
 - > provide oral health education to 24,000 people

TORONTO PUBLIC HEALTH

2008/2009 OPERATING BUDGET OUTLOOK

- A first draft of a new Ontario Public Health Standards was released on February 19, 2007, for review and feedback from local Boards of Health and Health Units, including the City of Toronto as a funder and municipal stakeholder. The final public health standards are expected to be finalized for provincial approval in May/June 2007. TPH does not expect dramatic changes to the services that they deliver, however, current strategies, program services and project priorities will still need to be re-evaluated in relation to the proposed new Ontario Public Health Standards, with particular attention to meeting the needs of Toronto's diverse population and reducing health inequalities.
- The 2007 Operating Budget reflects the last year of a three-year phased increase (from 65% to 75% in 2007) in provincial cost sharing for public health programs. TPH will be facing a major challenge in future years as there will be no further increases in base provincial revenues to offset base pressures and that TPH will be now be subject to the City's affordability guideline of a "0%" budget increase in 2008 and 2009.

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- The first version of ePET, which includes functionality necessary to process new licences, was launched in September 2006. The final version of ePET, which includes necessary features to integrate ePET with the back-end system (i.e. Chameleon) and the City's one address repository for address validation, will be launched in July 2007.
- The Integrated Public Health Information System (iPHIS), formerly known as Communicable Disease Control Information System (CDCIS), was initiated in 2003 and completed in 2006. The Ministry of Health and Long-Term Care (MOHLTC) began a phased implementation of iPHIS across Ontario public health units in 2005 with the implementation of iPHIS version 6.5. Toronto Public Health completed the phased implementation of iPHIS in 2006 with the implementation of two new enhanced versions/releases of the system. The system enables TPH to better meet the minimum legislated provincial mandatory requirements and support the Communicable Disease Control program through the implementation of enhanced functionality and reporting, and merging of duplicate records.

FIVE-YEAR STRATEGIC OBJECTIVE

Toronto Public Health's strategic plan is to improve service delivery through the development of new IT systems and enhancement of its current systems and comply with the provincial mandatory reporting system requirements. The IT projects are intended to support TPH's strategic vision of:

- enhancing access channels which includes the web, wireless communication, and secure network access
- replacing over 100 systems with seven core integrated business systems to support inspections, animal control and licensing, communicable disease surveillance and outbreak management, immunization

TORONTO PUBLIC HEALTH

management and vaccine control, Healthy Babies Healthy Children case management, Healthy Families and Healthy Living case management and dental treatment

- consolidating and integrating information across all TPH programs and services for better planning, monitoring and reporting

2007 CAPITAL BUDGET HIGHLIGHTS

The 2007 Capital Budget requires cash flow of \$3.943 million which will provide for the completion of two previously approved projects with a change in scope (\$1.160 million) and provide new funding for three new projects (\$2.783 million).

- Two previously approved projects are as follows:
 - > Personal Health Information Protection Act (PHIPA) System Compliance (\$0.680 million) is scheduled for completion in 2008. This project will ensure TPH existing systems comply with the new PHIPA legislation.
 - > Establishment of a dental clinic at the North York Civic Centre (NYCC) (\$0.480 million) is scheduled for completion in 2007. The establishment of a dental clinic at the NYCC will complete harmonization of the TPH dental program citywide and will address issues of equitable access to dental care for eligible residents in North York.
- Three new projects include the following:
 - > Public Health Surveillance and Management System is a new national public information system (\$0.793 million) that will consolidate multiple systems and at the same time comply with the mandated reporting system of the Ministry of Health and Long Term Care.
 - > Dental Strategy and Implementation (\$0.357 million) project – a 100% City-funded program that will establish an integrated communications environment between dental clinics.
 - > Healthy Families / Healthy Living Mandatory Management Reporting (\$1.633 million) project that will provide staff with the capability to create and modify reports to meet mandatory reporting requirements.

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

The Five-Year Capital Plan includes eight new IT projects:

- **Public Health Surveillance and Management System (2007 – 2009) – \$2.505 million:** implementation of a new national public health information system will include an immunization information system, vaccine ordering and distribution system, health alerts and a case, contact, and outbreak management system for reportable diseases

TORONTO PUBLIC HEALTH

- **Healthy Families/Healthy Living (HF/HL) Mandatory Management Reporting (2007–2008)–\$2.556 million:** this project will provide program staff with the capability to create, generate and modify management data into reports to meet mandatory reporting requirements utilizing the corporate reporting standards
- **Dental Strategy and Implementation (2007–2010) –\$2.434 million:** this strategy will establish an integrated information environment, capture and maintain patient charting and x-rays and create a seamless and integrated communications environment between dental clinics for mobile screening and dental work teams
- **Healthy Environments (HE) Reporting (2008–2009) – \$0.725 million:** this project supports the implementation of a Healthy Environments reporting database and electronic connection to the Toronto Healthy Environments Information System (THEIS) database, the conversion of existing report to the corporate reporting tool standard and the creation of management reports to improve information access and management of data
- **Document and Records Management (2008–2010) –\$2.150 million:** this project will allow TPH to organize information and records stored in electronic documents so that data can be efficiently retrieved, found, shared, revised and restored. In 2006, the City started a pilot project with the participation of five City divisions. This project will integrate TPH with this City initiative starting in 2008
- **Healthy Families/Healthy Living (HF/HL) Point of Care (2009–2011) – \$4.748 million:** this project will allow secure mobile and wireless connectivity for nurses and public health professionals in order to access the Toronto Community Health Information System (TCHIS) application at the point of care when providing service, as well as enable a synchronization of data between the mobile units and the TCHIS database
- **Animal Services Electronic Communications (2010–2011) –\$0.479 million:** this project will enable the use of wireless devices by Animal Control Officers in the field to more efficiently intake/discharge and maintain inventory of animals. This project will also implement Global Positioning System (GPS) functionality to enhance dispatch operations, particularly for emergency or quick response priority calls
- **The Integrated Services for Children Information System (ISCIS) and the Toronto Community Health Information System (TCHIS) Integration (2011) – \$0.989 million:** this project will establish an electronic link between these two core Public Health systems that will eliminate duplicate data entry, reduce the need for staff to use both systems and make reporting and access to information easier

TORONTO PUBLIC HEALTH

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved						
PHIPA Systems Compliance	297	303	-	-	-	600
Total Previously Approved	297	303	0	0	0	600
New Projects						
Dental Strategy & Implementation	357	766	747	564	-	2,434
PH Surveillance & Mgmt System	793	1,023	689	-	-	2,505
HF/HL Mandatory Mgmt Reporting	1,633	923	0	-	-	2,556
PHIPA System Compliance (Change in scope)	383	(218)	-	-	-	165
2006 Facilities NY Dental Clinic (Change in scope)	480	-	-	-	-	480
Total New Projects	3,646	2,494	1,436	564	0	8,140
Total Public Health	3,943	2,797	1,436	564	0	8,740

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

The 2007 Capital Budget will increase the program's operating budget with incremental net impacts in 2008 and future years as a result of the following capital projects:

Operating Impact of the 2007 Approved Capital Budget													
Project Name	2007		2008		2009		2010		2011		Total		
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	
PH Surveillance & Mgmt System	-	-	-	-	-	-	188.6	8.0	4.1	-	192.7	8.0	
PHIPA System Compliance	-	-	-	-	0.7	-	-	-	-	-	0.7	-	
HF/HL Mandatory Mgmt Reporting	-	-	66.6	-	-	-	-	-	-	-	66.6	-	
Dental Strategy & Implementation	-	-	-	-	-	-	-	-	143.9	1.0	143.9	1.0	
Total Request (Net)	-	-	66.6	-	0.7	-	188.6	8.0	148.0	1.0	403.9	9.0	

The program has identified eight new positions in 2010 and one new position in 2011, arising from the approval of the 2007 Capital Budget.

Provincial Cost Shared at 75%

TORONTO PUBLIC HEALTH

- Public Health Surveillance and Management System project will be completed in 2010 and the program has estimated a net operating impact of \$0.189 million in 2010 and incremental increase of \$0.004 million in 2011. An estimated eight new positions have been identified in 2010 and this is based on TPH's previous experience with the Integrated Public Health Information System (IPHIS) that was implemented in 2005.
- The PHIPA System Compliance project will have an associated net operating cost of \$0.7 thousand in 2009 for ongoing service and maintenance of the system.
- Health Families / Healthy Living Mandatory Management Reporting will have net operating cost of \$0.067 million for ongoing computer hardware and software maintenance costs including the network security and server and software licensing for the reporting system.

City Funded 100%

- Dental Strategy and Implementation project will have salaries/benefits costs of \$0.102 million for one new systems integrator position and \$0.042 million for ongoing service and maintenance expenses.

ASSET INVENTORY

The City owns ten buildings occupied by Toronto Public Health (TPH), representing an area of 90,299 sq. ft. However, responsibility for all TPH's asset and infrastructure inventory management are under Facilities & Real Estate Division.

BACKLOG ANALYSIS

The program does not have a backlog of projects. During the 2006 Capital Budget, the State of Good Repair (SOGR) maintenance budget was transferred and consolidated within the Facilities and Real Estate Capital Budget to promote consistency in maintenance standards applied throughout City facilities.

TORONTO PUBLIC LIBRARY

MISSION STATEMENT

Toronto Public Library (TPL) provides free and equitable access to library services that meet the changing needs of the people of Toronto.

Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond library walls. Toronto Public Library upholds the principle of intellectual freedom.

Effective partnerships enhance library service throughout the City. Toronto Public Library is accountable for the effective management of library resources and for the quality of library service offered to the people of Toronto.

2006 KEY ACCOMPLISHMENTS

Books and Culture

- improved library collections in specific priority areas including children's, youth, and multilingual collections
- re-designed websites for TPL Digital Collections, Historicity: Toronto Then and Now, Ontario History Quest and Canadian Theatre Record
- introduced Keep Toronto Reading month in February as an annual event to promote reading across Toronto which included 100 author visits, 2500+ attendees and 435 000 web visits
- improved access to national and international newspapers at the Toronto Reference Library (TRL) by replacing mail subscriptions with onsite overnight printed editions
- installed adaptive software with screen magnification for persons with disabilities at all 99 branches
- launched Book Buzz, TPL's virtual book club in response to the large number of users of TPL's online services (mid-way through 2006 there are currently over 100 registered members)
- completed the construction of Morningside branch and the renovation of Pape Danforth branch
- launched a Wi-fi pilot project at TRL to meet the increasing demand for internet access that is more flexible and convenient
- Toronto children are using a re-designed Kids Space website which was developed with the input of children, parents and teachers. The site is focussed on stories and learning in all its forms, including reading, listening and creating with web activities for children up to age 12. The TD Summer Reading Club website is now offered in both French and English and the Kids @ Computers program website was re-designed.
- The web catalogue and the Reserve a Computer services were both improved with software upgrades.
- Information architecture work was completed in preparation for a re-design of the "user experience" of TPL web services in 2007.
- produced a series of high profile programs that featured important cultural, artistic or media personalities i.e Paula Todd, Tom Harpur, & Miriam Toews
- partnered with significant cultural groups and agencies to participate in programs such as Nuit Blanche, Opera is Cool at York Woods with the Canadian Opera Company or produce programs such as Opera Atelier's On Stage event personalities i.e Paula Todd, Tom Harpur, & Miriam Toews

TORONTO PUBLIC LIBRARY

Low-Income Neighbourhoods

- contributed to the Strong Neighbourhoods Task Force
- participated in Neighbourhood Action Teams across priority neighbourhoods in Toronto including Jane/Finch, Jamestown, Malvern, Kingston/Galloway, Lawrence Heights, Steeles-L'Amoureux, Eglinton East-Kennedy Park, Scarborough Village, Flemingdon Park-Victoria Village
- participated in the new City of Toronto's Children's Group including the development of the latest Children's Report Card tracking the welfare of children
- trained all children's staff in Ready for Reading (a program for parents and caregivers to help children develop pre-reading skills) in preparation for the project launch in 2007
- developed partnerships with Toronto District School Board (TDSB) Inner City model schools: Firgrove (York Woods), Nelson Mandela (Parliament) and Willow Park (Cedarbrae)
- employment related workshops developed by User Education Committee as pilot projects for the system
- Improvements in public workstations were completed in 2006 and now provide increased multilingual capabilities (in 33 languages), word processing in all 99 branches.
- TRL introduced ground floor study rooms through its capital renovations program.
- continued to build community development approach to library service through Human Resources and Social Development Canada (HRSDC) funding project at Flemingdon Park and Thorncliffe

Newcomers

- expanded outreach aimed at newcomers by translating library information - distribution of the "Guide to library services" has been done for the Italian, Polish, Russian and Spanish communities to date
- Kindergarten Outreach program reached 100% of classes and schools in the City's priority neighbourhoods.
- established year-round Newcomer Information Service at Toronto Reference Library and several branches (expansion of the existing summer service)
- added English Can Be Fun program, allowing children to practice their English over the summer holidays, in two at-risk neighbourhoods
- newly added Somali (a culture with a strong oral tradition) to Dial-A-Story (as well as more English and French stories)
- offered creative programs for newcomers e.g. Basic Banking (in partnership with TD Bank)
- With a \$200 000 grant from Citizenship & Immigration Canada, TPL expanded collections in accreditation/certification, labour market resources and job search information.
- expanded job search workshops that are specifically geared to newcomers
- increased programming geared to helping newcomers deal with settlement related issues

Youth

- youth advocate position established on TPL Board
- established a permanent Youth Collections specialist to co-ordinate the development of collections for youth and to serve as a system resource

TORONTO PUBLIC LIBRARY

- expanded access to electronic resources in more library locations and for remote users; new resources for students of all ages have been added, notably for ESL, TOEFL and other tests, visual learning in science, art studies, and a comprehensive French encyclopedia, e-audio books and more e-books which enhance the Library's ability to deliver digital content to customers
- New Youth Advisory Group was created within TPL's marketing department to consult with youth on best ways to reach out to youth across Toronto Public Library.
- Teen Forgiveness Pilot Program successfully brought back many youth to the Library by reducing fines. Similar projects will be implemented in the future.
- Teen Book Clubs were started at Richview and Eatonville branches.
- High School outreach team successfully reached all at-risk schools in Toronto.
- established math homework clubs in Malvern and Albion priority neighbourhoods
- participated in partnership projects by providing community space and support including Pathways to Education in Regent Park and the making of a documentary film about youth in Malvern by Allan King that was screened at the Toronto International Film Festival

2007 PROGRAM OBJECTIVES

Books and Culture

- increase spending to build collections and improve access; champion and promote reading; contribute to Toronto's literary culture; and broaden access to civic and cultural life by:
 - > adding over 750,000 new print and audio items to the collection
 - > re-designing the "user experience" to improve accessibility of electronic collections and services
 - > implementing final phase of new Integrated Library System
 - > continuing to digitize resources with a focus on Toronto materials

Low Income Neighbourhoods

- provide library service that meet the needs of low income neighbourhoods and increase the Library contribution to community capacity building by:
 - > providing innovative literacy & reading support programs by implementing Ready for Reading program focusing on building reading readiness for preschool children
 - > contributing to Neighbourhood Action Teams across priority neighbourhoods in Toronto
 - > implementing the first phase of the open hours expansion for January 2007

Newcomers

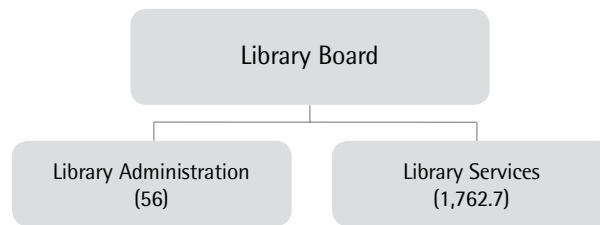
- contribute to the successful adaptation of newcomers to Toronto and help address barriers to employment for immigrants by:
 - > enhancing outreach and expanding access to services by the multi-language implementation of the online catalogue
 - > expanding access to employment and language-related collections and settlement services through a grant from Citizenship and Immigration Canada

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Youth

- create library services addressing the needs of youth; encourage youth to read; support youth in school, career development and employment; and expand access to volunteer opportunities by:
 - > increasing the number of youth who are regular users and who have library cards by evaluating the Teen Forgiveness Pilot and extending to 2007/08 as appropriate
 - > involving youth in planning and delivery of youth programs and collection selection
 - > expand access to online resources and the internet with WiFi expansion to more branches

PROGRAM MAP



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Books and Culture

- build collections that reflect the diversity of interest, cultures and languages in the city
- provide access to library collections
- continue collection assessment process
- provide online and mediated information services
- become a centre for literary events
- preserve and promote special collections through the development of the Virtual Reference Library and digitization program
- improve the online catalogue

Low Income Neighbourhoods

- expand access to computers, electronic resources and training
- participate in inter-departmental and other initiatives to develop solutions to neighbourhood issues
- expand access to library service and quiet study space in targeted neighbourhoods
- provide innovative literacy & reading support programs
- partner with community agencies

TORONTO PUBLIC LIBRARY

Newcomers

- improve access to English as a second language (ESL) collections and materials related to accreditation and employment
- enhance outreach and expand access to services and programs in languages other than English
- expand access to settlement services and provide additional support to internationally trained professionals and tradespeople through additional collections and programming
- expand access and referral to volunteer opportunities

Youth

- enhance collections for youth
- increase the number of youth who are regular users and who have library cards
- outreach to agencies serving youth
- involve youth in planning and delivery of youth programs and collection selection
- enhance support for youth in school
- provide direct youth employment through targeted programs and as pages
- provide motivational speakers series for youth in each area of the city
- plan youth summer reading club for 2008 implementation
- run another youth incentive program in fall 2007 potentially targeting junior high school students

STRATEGIC PLAN IMPLEMENTATION

- ensure priorities of plan are integrated with the budget and planning process
- support governance structure and strategic plan
- support the essential role of staff in achieving strategic objectives
- continue upgrading of the technological environment to support TPL's Web services
- preserve and maintain legacy of public space and buildings
- enhance outcome measures for targeted programs and services

TORONTO PUBLIC LIBRARY

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget	
				\$	%
Salaries & Benefits	116,450.7	117,778.6	121,528.2	5,077.5	4
Materials & Supplies	19,365.1	19,439.9	19,639.7	274.6	1
Equipment	230.3	355.4	10.3	(220.0)	-96
Services & Rents	21,030.7	20,909.0	21,121.1	90.4	-
Contributions & Transfers	1,476.9	1,755.9	2,029.7	552.8	37
Others (Includes IDCs)	18.9	41.6	18.9	0.0	0
Total Gross Expenditures	158,572.6	160,280.4	164,347.9	5,775.3	4
Funded by					
Prov. & Fed. Grants and Subsidies	6,201.5	6,361.0	6,132.5	(69.0)	-1
User Fees	4,224.8	4,102.0	4,152.7	(72.1)	-2
Reserves/Reserve Funds	2,051.2	2,051.2	2,401.2	350.0	17
Other (Includes IDRs)	1,617.1	3,299.9	1,949.2	332.1	21
Total Non-tax Revenues	14,094.6	15,814.1	14,635.6	541.0	4
Net Budget	144,478.0	144,466.3	149,712.3	5,234.3	4
Approved Positions	1,817.7	1,818.7	1,818.7	1.0	0

2007 OPERATING BUDGET BY SERVICE

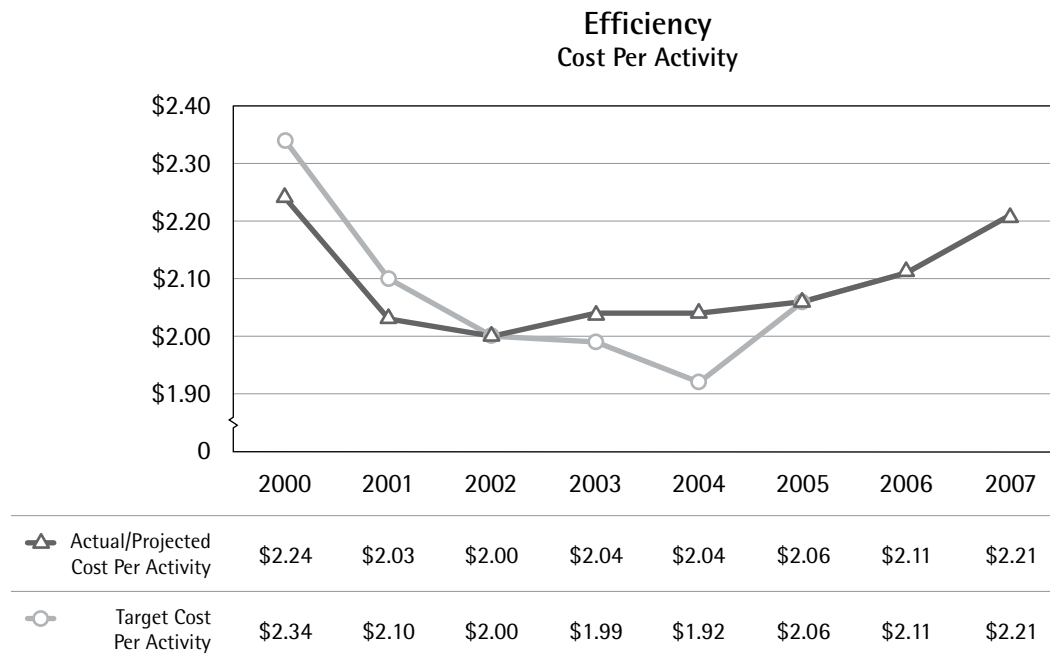
Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Library Services	149,621	135,390	153,308	139,414	158,571	144,135	5,263	3.4	4,722	3.4
Library Administration	5,259	5,059	5,264	5,064	5,777	5,577	513	N/A	513	N/A
Total Program Budget	154,880	140,449	158,573	144,478	164,348	149,712	5,775	3.6	5,234	3.6

TORONTO PUBLIC LIBRARY

KEY PERFORMANCE MEASURES

Efficiency Measures

For the purpose of this efficiency measure, total activity is a composite measure comprised of circulation, in library use, information requests and virtual visits. Cost per activity is negatively impacted by increasing staffing costs mainly due to wage harmonization, cost of living and merit increases.

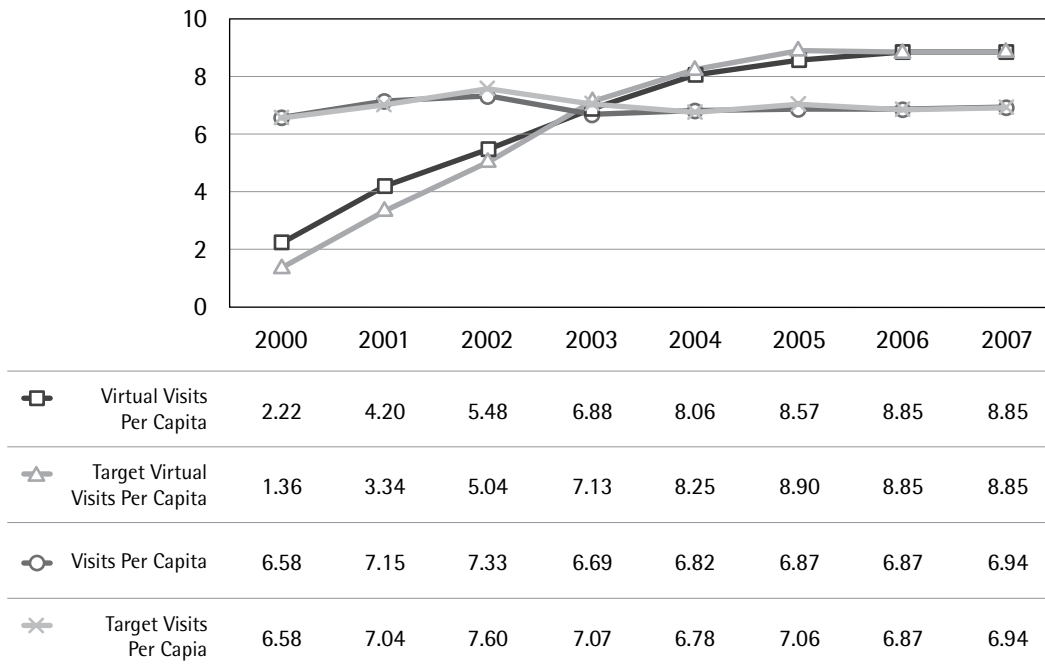


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COMMUNITY IMPACT MEASURE

This measure indicates the average number of visits (virtual and in-person) per capita. Visits to branches are expected to remain consistent with 2005/6 levels and are impacted by branch closures for renovation. Virtual visits are expected to increase reflecting the fundamental shift to seeking information through the internet. The Library has responded to this demand by offering more services electronically. Enhancements include the introduction of subject gateways and digital collections in the Virtual Reference Library and an increased number of licensed databases.

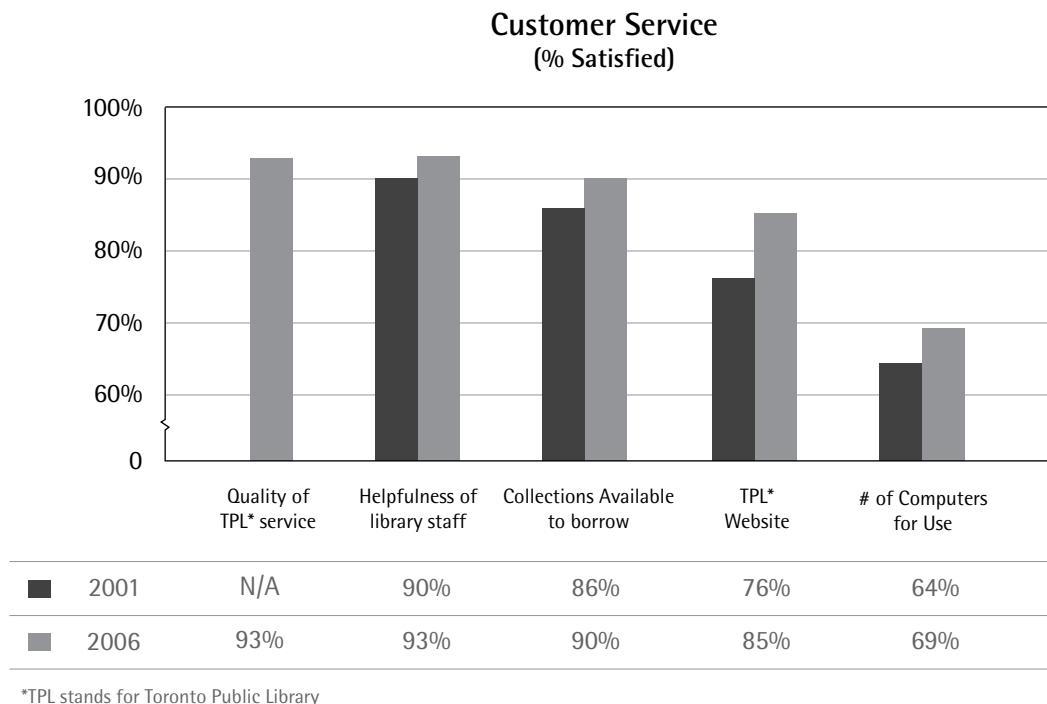
Community Impact
Visits & Virtual Visits Per Capita



TORONTO PUBLIC LIBRARY

CUSTOMER SERVICE MEASURE

This measure indicates the customer service satisfaction in areas such as overall quality of Public Library service, helpfulness of library staff, collections available to borrow, Toronto Public Library website, and number of computers available for use between 2001 and 2006.



2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget will provide the following services:

- efficiently manage circulation of over 30 million items, in-person visits, virtual visits and programs
- respond to over 7.6 million information requests in-person, via phone or via online
- add over 750,000 items to the collection and continue to build collections related to careers and job search
- provide 4.2 million computer sessions for the public

2008/2009 OPERATING BUDGET OUTLOOK

- Toronto Public Library will be embarking on a new strategic planning process in 2007 that will provide a framework for the development of the operating budget in future years. The new strategic plan will complement the priorities of the new Council and respond to changing social and demographic trends in the City of Toronto.
- Toronto Public Library has been unable to achieve its target of 3% over 2006 without affecting service levels. The approved reduction of \$0.06 million will be achieved through monitoring all spending

TORONTO PUBLIC LIBRARY

during the year to take advantage of any cost saving opportunities or reduction of the library materials budget. There are no other efficiency initiatives including service reviews and/or service rationalizations identified as a mean to achieve the 0% target in 2008 and 2009.

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- Re-opening of branches:
 - > Morningside branch, relocated from a mall onto City-owned land next to a community centre, in May 2006
 - > Pape/Danforth renovated branch, in August 2006
- At the Toronto Reference Library the transformation of the main floor was significantly advanced. A performance stage in the atrium, a new centre for people with disabilities, a small browsing circulating collection in a comfortable lounge environment, bookable group study rooms, an improved combined entrance/exit/security and a new information desk have all been successfully commissioned. Plans for new program areas and the renovation of the upper floors were well advanced.
- The Multi-branch Minor Renovation Program will have impacted 17 branches with 21 projects addressing flooring (5), roofing (4), shelving (4) and building systems (8)
- For the Virtual Branch and electronic services:
 - > A user experience project was initiated to focus on information architecture which will provide a new design for the TPL website that includes improved usability and better integration of TPL web services.
 - > An award of contract was made for the purchase of a new Integrated Library System and implementation is underway.
 - > A re-designed Kids Space website went live in February 2006. With the input of children, parents and teachers, the developed website focuses on stories and learning in all forms including reading, listening and creating web activities for children up to age 12.
 - > Additional interactivity and improved layout for Ramp homepage, the teen website, was created.
 - > improved performance for websites devoted to digitized special collections
 - > Book Buzz, the library's online book discussion groups, was launched in March 2006. Monthly book discussions are complemented by live chats with authors, contests, book reviews and recommended reads.
 - > increased disk space for digitized special collections and administrative purposes by 1.3 terabytes

FIVE-YEAR STRATEGIC OBJECTIVE

The 2007 Recommended Capital Budget of \$17.863 million gross (\$11.0 million debt) is comprised of \$5.718 million previously approved projects (excluding 2006 carry forward) and \$9.689 million for new projects (or 83.9% for state of good repair and 16.1% in growth related projects), which includes funding for the major renovation of the Toronto Reference Library, Virtual Branch and electronic services enhancement to provide

TORONTO PUBLIC LIBRARY

improved usability, IT equipment and system replacement, renovation/expansion of Bloor / Gladstone Library and the renovations of S. W. Stewart, Dufferin / St. Clair, and Jane / Dundas Libraries.

The Five-Year Capital Plan supports the Mayor's mandate by investing in At-Risk Neighbourhoods. Included in the plan are renovation/reconstruction projects totalling \$16.926 million for six libraries in five At-Risk Neighbourhoods.

2007 CAPITAL BUDGET HIGHLIGHTS

Budget: \$15.407 million gross (\$11.0 million debt) comprised of \$5.718 million previously approved projects (excluding 2006 carry forward) and \$9.689 million for new projects.

- Previously approved projects include major renovation of the S. Walter Stewart District Library (\$3.160 million gross and \$2.143 million debt) and expansion/renovation of the Bloor/Gladstone District Library (\$2,326 million gross and \$1.004 million debt).
- New projects include funding for the major renovation of the Toronto Reference Library (\$1.50 million gross and \$1.364 million debt), Virtual Branch and electronic services enhancement to provide improved usability (\$1.0 million gross and \$0 million debt), and \$2.837 million and \$0 million debt for Technology Asset Management Program (TAMP) for IT equipment and system replacement.
- ongoing Multi-branch state of good repair program which includes roofing, building systems, flooring, shelving and furnishings (\$0.846 million gross and \$0.759 million debt)

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

The Five-Year Capital Plan consists of 85.4% state of good repair projects and 14.6% growth related.

- **State of good repair projects (\$40.217 million):**
Major state of good repair projects include: S. Walter Stewart District Library, Jane/Dundas Library Renovation, Dufferin/St. Clair Library Renovation, Toronto Reference Library Renovation, Multi-branch minor renovation and all IT projects.
- **Growth related projects (\$6.859 million):**
The growth related projects consist of Bloor / Gladstone Library Expansion, Thorncliffe Library Expansion and the Brentwood Library Expansion.

Virtual Branch

The capital plan also addresses the need to maintain TPL's investment in information technology infrastructure. A key component of TPL's service delivery strategy is the creation of a Virtual Branch for electronic information services. The use of technology will allow TPL to manage increasing demand in an effective and efficient manner without adding staff. The total project cost is \$2.5 million and is included as part of the state of good repair projects.

TORONTO PUBLIC LIBRARY

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved						
Bloor/Gladstone District Library (Renovation/Expansion)	1,824	3,231	1,664	250	-	6,969
S.Walter Stewart District Library (Renovation)	1,555	1,464	-	-	-	3,019
Jane/Dundas Neighbourhood Library (Renovation)	626	984	100	-	-	1,710
Dufferin/St.Clair Neighbourhood Library (Renovation)	575	873	600	-	-	2,048
Jane/Sheppard Neighbourhood Library (Renovation)	638	717	445	-	-	1,800
Integrated Library System	500	-	-	-	-	500
Toronto Reference Library (Renovation)	0	-	-	-	-	0
Total Previously Approved	5,718	7,269	2,809	250	-	16,046
New Projects						
Bloor/Gladstone District Library (Renovation/Expansion)	24	-	-	-	-	24
S.Walter Stewart District Library (Renovation)	709	573	129	-	-	1,411
Jane/Dundas Neighbourhood Library (Renovation)	786	-	-	-	-	786
Dufferin/St.Clair Neighbourhood Library (Renovation)	525	500	-	-	-	1,025
Cedarbrae District Library (Renovation)	480	1,074	3,643	1,303	-	6,500
Thorncliffe (Renovation/Expansion)	734	639	400	727	-	2,500
Virtual Branch Service ('07-'09)	1,000	750	750	-	-	2,500
Technology Asset Mgmt Program ('07-'09)	2,837	3,145	3,208	-	-	9,190
Brentwood District Library (Reconstruction/Expansion)	248	-	-	-	-	248
Multi-branch Minor Reno Program ('07-'09)	846	-	-	-	-	846
Toronto Reference Library (Renovation)	1,500	1,500	3,000	-	-	6,000
Total New Projects	9,689	8,181	11,130	2,030	-	31,030
Total Toronto Public Library	15,407	15,450	13,939	2,280	-	47,076

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

The incremental operating impact of the 2007 Capital Budget includes program costs of \$0.2 million and debt service charges of \$0.33 million. The net incremental operating costs include salaries, utility, services and rents, materials and supply expenses and software licences.

TORONTO PUBLIC LIBRARY

ASSET INVENTORY

Facilities

- 17 district libraries
- 80 neighbourhood libraries
- 2 research and reference libraries
- 3 service buildings
- includes approximately 1.8 million square feet of building space

Collections

- collection size is 10.5 million
- special collections include Arthur Conan Doyle Collection, Osborne Collection of Early Children's Books, Baldwin Room (Canadian History), Merril Collection of Science Fiction, Speculation and Fantasy

Vehicles

- 28 Cargo Vans
- 14 cube vans
- 2 bookmobiles

BACKLOG ANALYSIS

Of 102 buildings maintained by TPL, approximately 20% are more than 50-years-old and 60% are more than 5-years-old. Today, TPL's average building is 35-years-old and one third of the branches have not had a renovation in over 20 years.

TPL's state of good repair backlog is \$14.7 million accumulated over the period 2001-2006. The state of good repair backlog is projected to increase by \$1.0 million each year over the next five years to \$19.5 million by 2011. (The \$1.0 million annual shortfall is based on a 2% industry benchmark for building investment. With the current replacement value of \$540 million, 2% results in the average annual requirement of \$10.8 million – the approved average state of good repair funding for this program is \$9.8 million a year.)

TORONTO TRANSIT COMMISSION

MISSION STATEMENT

The Toronto Transit Commission (TTC) is the third largest transit property in North America, based on ridership, after New York City and Mexico City. TTC carries about 445 million riders per year and operates heavy and light rail, streetcar and bus services totalling over 2,400 vehicles throughout the City of Toronto. In addition, TTC provides special door-to-door transit service (Wheel-Trans) for persons with mobility restrictions. TTC carries 85 per cent of all local transit trips in the Greater Toronto Area and about 72 per cent of the Toronto population uses the TTC at least once per month. Fully 96 per cent of Toronto residents live within 400 metres of at least one TTC service

2006 KEY ACCOMPLISHMENTS

Toronto Transit Commission: Conventional

- During 2006, the TTC experienced a continuation of the positive trend in ridership growth that began in 2004. Ridership on the TTC was 445 million, exceeding expectations by 9 million riders. This positive trend in ridership was due to a number of factors including:
 - > Higher than forecast ridership growth generated by employment/economic activity in the City of Toronto;
 - > Continued strong sales growth of the Metropasses reflecting support of the VIP Program, the introduction of transferability in September 2005, the policy decision to "cap" the Metropass price below \$100/month, the introduction of the Federal Tax Credit in July 2006; and,
 - > Lower than forecast ridership loss from the April 2006 fare increase.

Toronto Transit Commission: Wheel-Trans

- Provided a total of 1,896,800 door-to-door trips with 48% of the service carried on economical low-floor buses, accessible taxis carrying 37% and sedan taxis carry 15% of services. The proportion of trips provided on accessible vehicles was at 85%.
- Total demand for door-to-door trips was 1,962,500, which was 6% higher than the demand experienced in 2005 and greater than the forecasted demand. Wheel-Trans was able to accommodate some of the additional demand and the unaccommodated rate was about 3.2%.

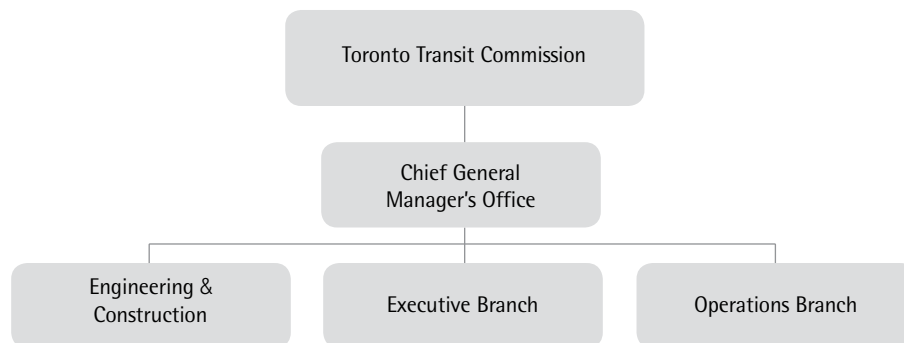
2007 PROGRAM OBJECTIVES

- Provides and maintains transit infrastructure and service in the City of Toronto.
- Operates and maintains a highly integrated transit system and a multi-modal fleet.
- Provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual's level of functional mobility.

TORONTO TRANSIT COMMISSION

PROGRAM MAP

The TTC is comprised of three major branches with a total of 11,449 positions including the Toronto Coach Terminal and Wheel-Trans. Of this amount, 1,123 positions are for capital projects and 459 positions are for Wheel-Trans.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

TTC Conventional

- The Toronto Transit Commission essentially offers two main services:
 - > TTC Conventional.
 - > Wheel-Trans.
- TTC Conventional consists of transit services provided to the public on surface routes, utilizing buses, streetcars, RT vehicles (rapid transit) and subways.
- Service levels in 2007 include about 207 million kilometres and 7.4 million hours, approximately 1.3% and 1.6%, respectively, greater than 2006 budgeted levels.
- TTC staff continuously monitors ridership through periodic counts and will adjust services, as required, to ensure that passenger crowding on buses, streetcars and subways remain within the applicable standards. These adjustments will be made on an ongoing basis through the normal service adjustment process, which occurs each board period.
- On an average business day, there are approximately 1.4 million revenue passengers (2.3 million revenue passengers including transfer fares). Of the 149 surface routes, 148 make 243 connections with the subway/Scarborough RT system during the morning rush period.
- The 2007 budget is based on service levels for 454 million riders, which is 18 million higher than the 2006 budgeted level.

TORONTO TRANSIT COMMISSION

Wheel-Trans

- Wheel-Trans Operations is the division of TTC responsible for provision of specialized door-to-door transportation service for persons with the greatest need for accessible transportation as established by a set of eligibility standards based upon an individual's physical functional mobility. Transportation services are provided within the City of Toronto boundaries, to the Airport, and to established boundary transfer points in order to co-ordinate trips with specialized transit services to and from the Greater Toronto Area (GTA).
- Wheel-Trans operates and maintains a high capacity bus service accommodating 53% of all trips while the balance of the door-to-door trips are carried on contracted taxi services using both accessible and sedan taxis. In addition to the door-to-door service, Wheel-Trans operate fixed route community bus service. These six routes serve local community areas populated with a concentration of hospitals, senior homes, malls, and medical facilities. Integrated trip planning continues with accessible Conventional TTC subways and bus routes. Wheel-Trans trip booking, planning, scheduling, and dispatch functions are handled in-house; Customer demand in 2007 increased by 7.8 per cent over the 2006 budget.
- Overall, vehicle productivity on door-to-door service is enhanced through service initiatives and service design such as expanding zone service and sectoral scheduling.

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget \$	%
Salaries & Benefits	800,332.3	803,605.0	842,853.5	42,521.2	5
Materials & Supplies	202,604.9	191,137.9	208,417.8	5,812.9	3
Equipment	14,800.0	13,872.0	15,000.0	200.0	1
Services & Rents	53,214.6	49,958.1	55,574.9	2,360.3	4
Contributions & Transfers	9,345.5	8,127.0	1,907.0	(7,438.5)	-80
Others (Includes IDCs)	20,703.7	24,295.0	27,911.6	7,207.9	35
Total Gross Expenditures	1,101,001.0	1,090,995.0	1,151,664.8	50,663.8	5
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	0.0	0.0	0.0	N/A
User Fees	782,102.2	785,582.0	814,348.8	32,246.6	4
Reserves/Reserve Funds	12,624.0	12,624.0	0.0	(12,624.0)	-100
Other (Includes IDRs)	0.0	0.0	0.0	0.0	N/A
Total Non-tax Revenues	794,726.2	798,206.0	814,348.8	19,622.6	2
Net Budget	306,274.8	292,789.0	337,316.0	31,041.2	10
Approved Positions	9,899.0	9,981.0	10,294.0	395.0	4

TORONTO TRANSIT COMMISSION

2007 OPERATING BUDGET BY SERVICE

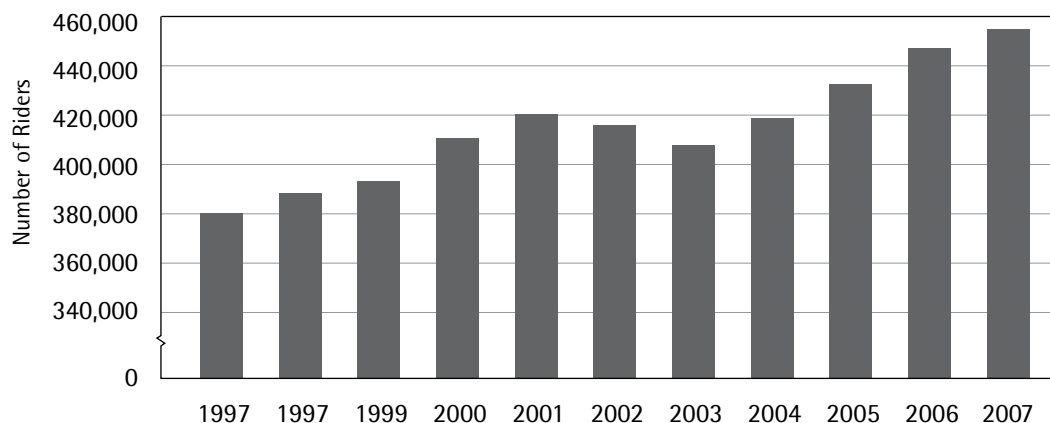
Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
TTC Conventional	962,280	208,836	1,037,992	246,307	1,082,894	271,781	44,902	4.3	25,475	10.3
Wheel-Trans	55,950	53,219	63,009	59,968	68,771	65,535	5,762	9.1	5,567	9.3
Total Budget	1,018,230	262,055	1,101,001	306,275	1,151,665	337,316	50,664	4.6	31,041	10.1

KEY PERFORMANCE MEASURES

Ridership

A key performance measure for the Conventional System is ridership, the amount of rides taken by passengers on all conventional modes of transportation operated by the Commission. Ridership projections are based on a number of factors including economic activity both locally and in relation to the national economy and the U.S. economy focusing on such factors as growth in employment and consumer spending. The 2007 Service budget is based on service levels for 454 million riders, which is 18 million higher than the 2006 budgeted level.

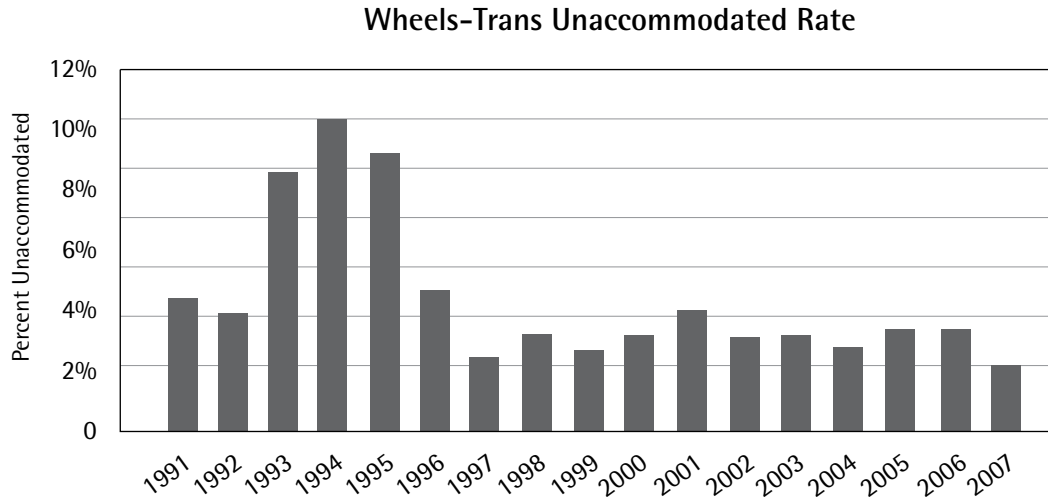
TTC Ridership



TORONTO TRANSIT COMMISSION

Wheel-Trans Unaccommodated Rate

A key service indicator for the Wheel-Trans Operation is the unaccommodated rate defined as the percentage of trips lost due to inability to meet demand. This is projected to be 2% in 2007 representing a 75% improvement since 1994. The 2007 Approved Budget provides for an anticipated increase in ridership of 7.8% or 148,900 trips.



2007 OPERATING BUDGET HIGHLIGHTS

Toronto Transit Commission: Conventional

The 2007 Operating Budget will provide the following services:

- Transit service to meet ridership growth from 2006 and 2007. The TTC experienced 3.1% growth in ridership in 2006, from 431.2 million riders in 2005 to 444.5 million riders by the end of 2006. In 2007, the TTC will provide transit services for 454 million riders, 9 million more riders than in 2006.
- 100 new Ridership Growth Strategy buses which will provide 17,000 additional peak service hours in 2007, 114,000 service hours on an annual basis, in order to accommodate these new riders and maintain service levels.
- Opening of the Mount Dennis Bus Garage to provide for maintenance and storage of 100 new Ridership Growth Buses as well as providing bus garage capacity for additional buses purchased in the future.
- 11 additional Special Constables for the TTC's Subway Zone Patrol
- 2 Proof-of-Payment Inspectors to monitor fare compliance on the 501 Queen Streetcar.

TORONTO TRANSIT COMMISSION

2008/2009 OPERATING BUDGET OUTLOOK

- The 2008 outlook includes an increase in gross expenditures of \$79.9 million and \$67.7 million net. The 2009 outlook includes an increase in gross expenditures of \$54.6 million and \$35.4 million net. There are several factors driving the 2008 and 2009 outlook: These outlooks provide for increases in salaries and benefits in accordance with collective agreements until March 31, 2008 when the current three-year agreement ends. There is no salary increase factored into the 2008 outlook after March 2008. There is no salary increase factored into the 2009 outlook. However, a 1% increase in the Cost of Living Allowance will result in \$7 million in additional salary and benefits costs. Other factors driving the outlook are pension costs at \$4 million and other employee costs at \$5 million. In 2008, the annualized costs of the Mount Dennis Bus Garage startup in the fall of 2007 will exert \$5 million in incremental pressure. No fare increase is assumed for 2008 and 2009.

As well, there will be other pressures such as an on-going impact of \$24 million from increased growth in service including the Ridership Growth Strategy, as well as pressures from rising energy prices which could add up to \$12 million and general inflation which will add at least a \$4 million pressure each year.

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- The Federal government approved the business case for \$1.050 billion under the Canada Strategic Infrastructure Fund for funding of strategic transit projects and funding of \$1.5 million for transit security initiatives was approved.
- The TTC continued on the road to greater accessibility:
 - > with the opening of new elevators at Broadview, Jane and Osgoode stations and scheduled completion of another 7 elevators at 4 stations by 2008
 - > with the delivery of 230 new low floor buses in 2006 the average bus age has been reduced to 9.2 years (reduced from 10.8 years in 2005 and against a design life of 18 years) and 67% of the bus fleet is now accessible (from 55% in 2005)
 - > stop announcement programs are being implemented on the subway and surface systems to provide improved system navigation by persons with physical disabilities
 - > work has commenced on engineering specifications for a new LRT car which will set the standard for the purchase of new accessible streetcars in Toronto
- The TTC continued on the road to improved emissions and efficiency of operations:
 - > TTC's first 150 Diesel Electric Hybrid buses were delivered which are environmentally green and operate more efficiently
 - > Orders are in place for the delivery of 460 new buses to address an aging fleet and opportunities for growing transit ridership
 - » 360 more Diesel Electric Hybrid buses for delivery in 2007 (220) and 2008 (140)
 - » 100 Clean Diesel Ridership Growth Buses in 2007

TORONTO TRANSIT COMMISSION

- > Bike rack installations on buses for the benefit of cyclists are being addressed through retrofit and new bus specifications
- > The order was placed for the delivery of 234 new subway cars (39 trainsets) for delivery in 2009-2011 with improved safety and operational features and increased carrying capacity of about 8%
- > Work continued on Right of Way improvements on the St. Clair Avenue streetcar line which supports the City of Toronto's official plan in the replacement of this aging track system
- > Construction progressed in 2006 on the Mount Dennis Bus Garage, and when completed in 2007 this new 23,000 square metre facility will house 250 buses

FIVE-YEAR STRATEGIC OBJECTIVE

The TTC has allocated 85% of its Five-Year Capital Plan to maintaining the state of good repair in the system. Necessary replacements of surface and subway track, rehabilitation of bridges and tunnels, refurbishment of subway stations and new ventilation are all provided for in the TTC's 2007-2011 Approved Capital Budget. Vehicle replacement programs will see the purchase of new buses, light rail vehicles, and subway trains. Ridership growth projections will be met with appropriate levels of service facilitated by the purchase of 100 new ridership growth buses and the completion of the Mount Dennis Bus Garage to house these new buses. As well, the system's accessibility will continue to be increased by the installation of elevators in subway stations under Phase II and Phase III of the Easier Access program and the continued delivery of new replacement accessible vehicles.

2007 CAPITAL BUDGET HIGHLIGHTS

- Preparation work for the purchase of 204 low floor accessible Light Rail Vehicles to replace existing streetcar fleet plus 21 normal growth cars (\$0.600 million)
- Delivery of 220 new replacement buses plus 100 buses for growth for a total of 1225 new buses purchased by 2016 (\$224.326 million)
- Purchase of 234 new subway cars (39 train sets) with anticipated 8% increase in capacity (\$103.676 million)
- Completion of the Mount Dennis 250-bus garage in the fall of 2007 to address garage capacity requirements (\$30.842 million)

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

The Five-Year Capital Plan includes the following types of projects:

- Purchase of vehicles including: 204 streetcars, 183 to replace existing streetcars and 21 for growth; purchase of 234 subway cars; the purchase of 650 buses to replace existing buses and 100 buses for growth in peak service; and the overhaul of streetcars, subway cars, buses and Scarborough Rapid Transit (SRT) cars which totals \$1.8 billion and has a 2007 cash flow of \$395 million.
- Rehabilitating or developing structures such as: bridges, tunnels, yards, roads, garages and the Transit Control Centre which totals \$1.2 billion and has a 2007 cash flow of \$201 million.

TORONTO TRANSIT COMMISSION

- Rehabilitating or replacing of 6,226 feet of subway track and 700 ties and the maintenance or replacement of 30,000 feet of surface track which totals \$0.2 billion and has 2007 cash flow of \$64 million.
- Signal, electrical and communications systems purchase and rehabilitation which totals \$0.3 billion and has 2007 cash flow of \$66 million.

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved	604,344	172,745	230,174	132,622	86,963	1,226,848
Total New Projects	112,960	370,922	167,865	111,911	19,499	783,157
Total TTC	717,304	543,667	398,039	244,533	106,462	2,010,005

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

The TTC has identified incremental operating impacts of \$2.857 million in 2007, \$5.237 million in 2008, \$0.728 million in 2009, \$0.186 million in 2010 and \$0.164 million in 2011. These incremental operating costs will be due to the hiring of repair and maintenance staff for security upgrades and to operate the new Mount Dennis bus facility which opens in the fall of 2007. Given the number of new projects which will be completed in 2007, it is reasonable to assume that there will be additional incremental operating impacts which have not been identified.

ASSET INVENTORY

- **Infrastructure - \$5.2 Billion**
 - > 114 miles of Subway & SRT track & 398 switches/cross overs
 - > 280,000 double track feet (DTF) & 80 Special Track layouts along with streetcar overhead and pole systems
 - > Traction power feeder and distribution systems comprised of 56 substations, 32 breaker rooms and 550 cable chambers and 80 km of traction power cables for the supply of traction and AC power
 - > Communication systems
 - > Subway and SRT signal control systems
 - > 70 Subway and SRT stations with integrated bus terminal facilities
 - > Bridges and Tunnel Structures comprised of 103 Bridges/166 Retaining Walls / 68 Stations / 359 Misc. Structures / 53 km of running structures / 1056 Special Beam Spans
 - > 8 garages and 6 carhouses
 - > 4 heavy maintenance shops and 4 yards
 - > 10 divisions and 5 administrative buildings
 - > 27 Commuter Parking lots with 14,102 spaces
 - > Transit traffic signal equipped intersections and vehicles

TORONTO TRANSIT COMMISSION

- **Vehicles & Equipment – \$3.8 Billion**

- > 1543 conventional buses
- > 145 wheel trans buses
- > 248 Streetcars (CLRV & ALRV)
- > 678 Subway Cars
- > 28 SRT Cars
- > 64 Rail Non Revenue vehicle workcars
- > 382 Automotive Non-Revenue vehicles including: 58 sedans, 178 light trucks and vans, 26 medium duty trucks, 62 heavy duty trucks, 15 swingloaders and front end loaders and 43 trailers
- > Shop and maintenance equipment
- > Revenue and Fare handling equipment

BACKLOG ANALYSIS

The TTC's State of Good Repair backlog will be \$308 million by the end of 2011. It is submitted that this level of SOGR backlog is manageable, given the City's debt funding levels. It will be managed with no impact on health and safety of TTC staff or passengers.

TORONTO ZOO

MISSION STATEMENT

The Toronto Zoo is Canada's premier zoo, known for its interactive education and conservation activities. As a unique wildlife experience, we inspire people to live in ways that promote the well being of the natural world.

2006 KEY ACCOMPLISHMENTS

- introduced a new interactive show called "Drumatic!" which was well received by our visitors
- completed the second year of implementation of the Enterprise Resources Planning (ERP) system, which focused on the roll out of the Financial and Service Management modules
- completed the design for the Tundra phase of the North Zoo Site Redevelopment Project
- developed a concept plan for the Learning Centre, including facility and program requirements
- completed construction on the Zoo's new animal Quarantine Facility
- tendered the renovations to the Australasia Pavilion, with the Great Barrier Reef area as the centerpiece of this project
- continued a program to address animal welfare and maintenance concerns cited by the American Zoo and Aquarium Association and the Canadian Council of Animal Care; two agencies that accredit the Zoo
- maintained Zoo memberships at 28,300 households

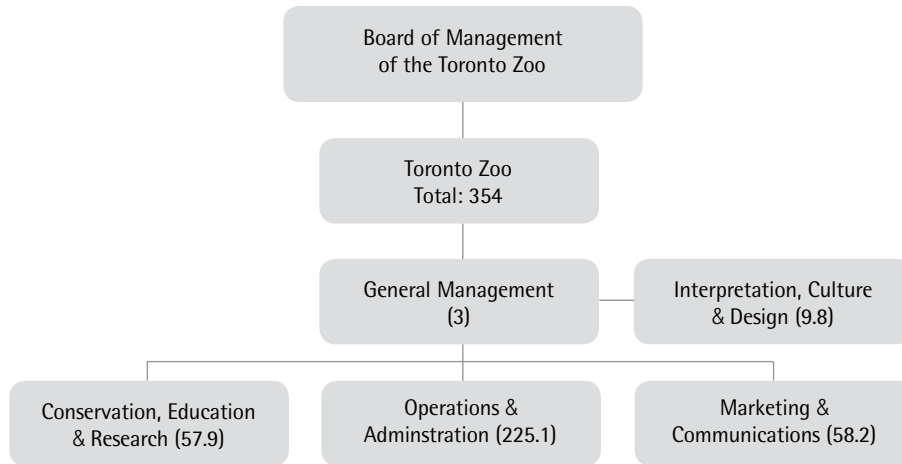
2007 PROGRAM OBJECTIVES

- achieve an attendance level of 1,190,000
- actively promote the special Dinosaur Exhibit and other events, the new Great Barrier Reef area and the Zellers Discovery Zone
- complete implementation of the ERP system, which will address the installation of the Point of Sale and Human Resource Management systems
- continue the program of improvements to public and animal areas to address concerns raised by the agencies that accredit the Zoo in preparation for the accreditation team visit later in 2007
- proceed with construction of the Tundra phase of the North Zoo Site Redevelopment and complete the detailed design on Phase II
- build a Great Barrier Reef habitat in the Australasia Pavilion

TORONTO ZOO

PROGRAM MAP

Toronto Zoo is comprised of three services with a total staffing complement of 354 approved positions..



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- provide a balanced offering of animal exhibitry and other special events / exhibits to maintain and grow the attendance base
- offer exciting experiences that inspire visitors to care about nature and commit to personal action
- build a higher profile in wildlife education, conservation and research
- strengthen community involvement to increase public pride in, and ownership of, the Zoo
- continue pursuing alternative sources of revenue to broaden the Zoo's program and funding base
- undertake a campaign to raise funds for capital projects and conservation and education programs
- maximize efficiencies by fully leveraging the benefits of the ERP system
- begin construction on the multi-phased North Zoo Site Redevelopment project
- develop a "Green Plan", outlining infrastructure and program initiatives to further the "greening" of the Zoo over the long term and educate the community

TORONTO ZOO

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget	
				\$	%
Salaries & Benefits	20,530.8	20,621.7	21,390.3	859.5	4
Materials & Supplies	5,522.4	5,077.5	5,794.0	271.6	5
Equipment	792.5	856.1	594.5	(198.0)	-25
Services & Rents	8,489.2	8,195.4	9,093.5	604.3	7
Interdepartmental Charges	0.0	0.0	0.0	0.0	N/A
Contribution to Res/Res Fund	672.0	672.0	136.0	(536.0)	-80
Other Transfers	0.0	0.0	0.0	0.0	N/A
Cost of Goods Sold	1,416.1	1,250.0	1,449.9	33.8	2
Total Gross Expenditures	37,423.0	36,672.7	38,458.2	1,035.2	3
Funded by					
Grants from Others	526.4	224.3	488.4	(38.0)	-7
Federal Subsidies	0.0	0.0	0.0	0.0	N/A
Other Subsidies	0.0	0.0	0.0	0.0	N/A
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	N/A
Contribution from Res/Res Funds	672.0	672.0	136.0	(536.0)	-80
User Fees	24,214.7	23,925.2	26,010.4	1,795.7	7
Other	339.8	325.4	284.0	(55.8)	-16
Total Revenue	25,752.9	25,146.9	26,918.8	1,165.9	5
Total Net Expenditures	11,670.1	11,525.8	11,539.4	(130.7)	-1
Approved Positions	354.0	354.0	354.0	0.0	0

2007 OPERATING BUDGET BY SERVICE

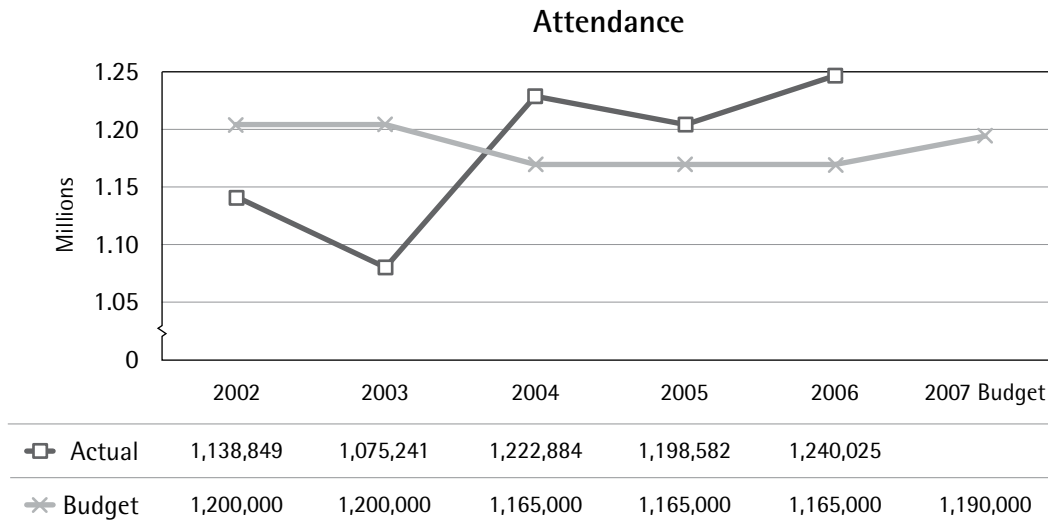
Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Conservation, Education & Research	9,826	9,290	5,063	3,737	5,090	3,783	28	0.5	46	1.2
Marketing & Communications	9,730	974	9,307	673	9,931	118	624	6.7	(555)	(82.5)
Operations & Administration	14,752	14,567	20,735	20,493	21,471	21,253	736	3.6	760	3.7
General Management	917	881	1,647	1,549	1,830	1,764	183	11.1	215	13.9
Animal & Endangered Species	136	-	672	-	136	-	(536)	(79.8)	-	-
Revenue & Recoveries	-	(14,147)	-	(14,782)	-	(15,379)	-	-	(597)	4.0
Total Program Budget	35,361	11,566	37,423	11,670	38,458	11,540	1,035	2.8	(131)	(1.1)

TORONTO ZOO

KEY PERFORMANCE MEASURES

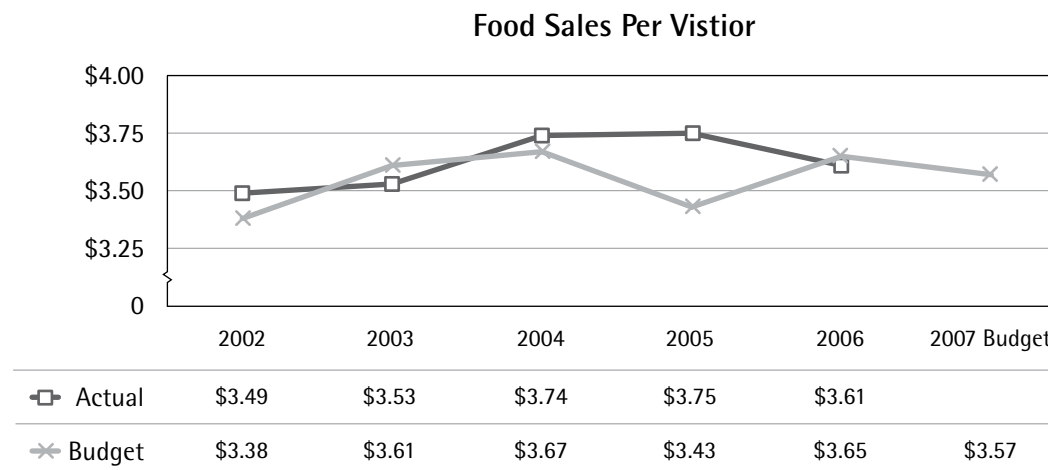
Attendance

Attendance trend is influenced by many factors including weather, new exhibit openings and effective promotion. Results in 2006 and 2005 were significantly influenced by the impact of moderate temperatures, 2004 by the opening of the Kid's Zoo, while 2003 was adversely impacted by Sever Acute Respiratory Syndrome (SARS) outbreaks.



Food Sales

The 2007 budget for food sales per visitor is in line with recent actual experience. Since 2002, food sales per visitor has increased by 14%.



TORONTO ZOO

Retail Sales

Actual retail sales have been predominantly flat since 2002. The budgeted target for 2007, while lower than some previous years, is 16% higher than the 2006 actuals.

Retail Sales Per Visitor



2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget provides for the following additional services:

- one-time funding of \$0.056 million net to support additional maintenance and state of good repair
- \$0.020 million net for the one-time purchase of new animal care equipment
- \$1.2 million gross (with savings of \$0.675 million net) to stage a special Dinousaur exhibit for 2007 only

2008/2009 OPERATING BUDGET OUTLOOK

- The Zoo is facing numerous challenges in 2007 and beyond. Primary among these is the challenge to meet City affordability targets. The 2007 budget target was achieved in part by the introduction of the temporary dinosaur display, however, the one-time net revenue produced by this exhibit will not flow through to 2008. Various opportunities for other one-time and multi-year exhibits are currently being examined to assist the program in addressing the challenge of meeting affordability targets in 2008 and beyond.

TORONTO ZOO

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- completed the design and tendered the Tundra phase of the North Zoo Site Redevelopment Project
- developed a concept plan for the Learning Centre
- completed construction on the Zoo's new animal Quarantine Facility
- finalized the planning and design work for renovations to the Australasia Pavilion
- enhanced Splash Island water park with the addition of two tipping buckets

FIVE-YEAR STRATEGIC OBJECTIVE

- The Zoo's Approved 2007-2011 Capital Plan reflects the implementation of various major Board approved reports: the Building Audit Report and Site Services Study, the Revenue and Visitor Experience Enhancement Study, the report on Information Needs 2000, the North Zoo Site Redevelopment Feasibility Study and the Animal Health Facilities Feasibility Study. The Capital Plan is also informed by the continuation of the Zoo's 25-year Master Plan of 1990 and directions provided in the 2001 Strategic Plan.
- The approved Five-Year Capital Plan totals \$48.3 million, of which \$15.4 million (32%) of the funding is allocated to State of Good Repair (SOGR) projects and \$32.9 million (71%) to Service Improvement initiatives. The latter is driven largely by the North Zoo Site Redevelopment Project and the Elephant Paddock initiative. Although both of these projects are categorized as service enhancements, their completion will in effect greatly reduce the Zoo's SOGR backlog.
- The North Zoo Site Redevelopment Project, which totals \$27.9 million or 58% of the approved 2007-2011 Capital Plan represents a complete overhaul of the Canadian, Eurasian, and Americas exhibits. Over the next five years, the first three phases of the Project (Tundra Biome, Eurasia Redevelopment, and Mixed Woodland/Boreal Forest) are planned for completion.
- The Approved Five-Year Capital Plan includes external funding of \$17.8 million. Of this amount, the Zoo projects to fundraise \$9.0 million by 2010 and an additional \$8.8 million by 2011. The vast majority of these funds are earmarked for the outstanding phases of the North Zoo Site Redevelopment Project as well as for its Elephant Paddock expansion. The program has already carried out an assessment of its fundraising potential, and is confident that it can adequately augment the City's investment in its capital improvements.

TORONTO ZOO

2007 CAPITAL BUDGET HIGHLIGHTS

- complete renovations to the Australasia Pavilion and the opening of the Great Barrier Reef exhibits (\$1.8 million)
- continue the detailed design and construction of the Tundra phase of the North Zoo Site Re-development Project (\$8.6 million)
- plan for the expansions and modifications to the elephant exhibit (\$0.1 million)
- continue upgrading the Zoo's information systems (\$0.7 million).

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

The Five-Year Capital Plan includes the following four projects:

- Tundra Biome (\$10.7 million gross, \$8.2 million net)
This project represents the first phase of the North Zoo Site Redevelopment Project. The Biome will feature new exhibits in 2008 for Canadian animals including polar bears, arctic wolves, caribou and grizzly bears.
- Eurasia Redevelopment (\$5.3 million gross, \$3.5 million net)
This second phase of the North Zoo Site Redevelopment Project is slated to begin in 2009. When completed in 2010, the area will house those animals that are native to Europe and Asia such as snow leopards, camels and tigers.
- Mixed Woodland/Boreal Forest (\$10.7 million gross, \$0.2 million net)
The third phase of the North Zoo Site Redevelopment Project will commence in 2010 with construction scheduled to be finished in 2011. Moose, elk, cougars and bison will be displayed in this region of the Zoo.
- Elephant – Winter Holding/Paddock Expansion (\$5.2 million gross, \$1.4 million net)
Given the large size of the Zoo's elephant herd, as well as heightening standards and public expectations, an enlarged indoor exercise space is required. Hence, the Approved Five-Year Capital Plan includes \$0.1 million to perform the necessary feasibility study and concept review in 2007, with construction to occur in 2009 and 2010, at a cost of \$2.0 million and \$3.1 million respectively.

TORONTO ZOO

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
Previously Approved						
Australasia Pavilion/Exhibit Refurbishment	700	-	-	-	-	700
North Site Redevelopment Detailed Design	690	-	-	-	-	690
North Site Tundra Construction	5,203	3,260	-	-	-	8,463
Total Previously Approved	6,593	3,260	0	0	0	9,853
New Projects						
Exhibit Refurbishment	159	-	-	-	-	159
Australasia Pavilion Refurbishment	14	-	-	-	-	14
North Site Redevelopment Detailed Design	13	0	-	-	-	13
North Site Tundra Construction	99	62	-	-	-	161
Grounds & Visitor Improvements	288	-	-	-	-	288
Roof & Skylight Repairs	209	-	-	-	-	209
Electrical, Mechanical, Buildings & Roofs	715	-	-	-	-	715
Elephant - Winter holding/Paddock Expansion	100	-	-	-	-	100
Total New Projects	1,597	62	0	0	0	1,659
Total Toronto Zoo	8,190	3,322	0	0	0	11,512

INCREMENTAL OPERATING IMPACT OF THE 2007 CAPITAL BUDGET

The incremental operating impact of the 2007 Capital Budget is limited to:

- \$0.020 million to upgrade current IT infrastructure in order to ensure computing demand does not exceed capacity
- \$0.124 million for two additional keepers as well as service requirements associated with the North Zoo Site Redevelopment Tundra Biome initiative. This phase of the North Zoo Site Redevelopment Project phase is scheduled to be completed by 2008.

ASSET INVENTORY

TORONTO ZOO

The program's inventory of hard assets is valued at more than \$115 million and is primarily composed of exhibits that house the Zoo's 5,000 animals as well as such amenities as its 2-acre water play area (Splash Island) and its 1,000-seat Waterside Theatre.

BACKLOG ANALYSIS

The Toronto Zoo has accumulated a current SOGR backlog of approximately \$105.3 million by the end of 2006. Implementation of the approved Five-Year Capital Plan will result in the SOGR backlog being reduced to \$70.6 million by 2011.

YONGE-DUNDAS SQUARE

MISSION STATEMENT

The mission of the Yonge-Dundas Square Board of Management is to responsibly manage Yonge-Dundas Square and enhance the vitality of downtown; to launch, promote and operate Yonge-Dundas Square as a unique public square borne from the passion of its community, including the energy of commercial participation, so as to develop a positive perception by way of its activities, security and cleanliness.

2006 KEY ACCOMPLISHMENTS

- increased attendance to 660,235 visitors
- in-house production of 108 multicultural concert presentations, lunchtime jazz performances, outdoor film screenings and busker entertainment
- hosted major Toronto festivals and events including Celebrate Toronto Street Festival, 2006 International AIDS Conference and Vigil, Best Buy Greater Toronto Area (GTA) Flagship Store Launch and NXNE Music Festival
- established new print and broadcast media partnerships resulting in a substantial increase in media coverage and promotion
- introduced complimentary WIFI on site
- secured new revenue sources, including sightseeing services kiosk
- expanded the Artisan Market establishing a highly successful Friday evening market place

2007 PROGRAM OBJECTIVES

- Yonge-Dundas Square Board of Management will continue its work to effectively manage the one-acre Square as one of Toronto's premiere public spaces.
- Designated as a high profile event venue, the Square will again host an array of community festivals, performing arts events, receptions and product launches.
- Yonge-Dundas Square will also continue its efforts to appeal to a wide range of people, residents and visitors alike, by showcasing local and national artists and businesses.
- Yonge-Dundas Square will continue to be an attractive and animated focal point in the community, hosting a multitude of commercial and community events that generate renewed interest in the area for shopping, entertainment, tourism and private sector development.

PROGRAM MAP

Yonge-Dundas Square is comprised of one service, with a total staffing complement of 4.0 approved positions.

Yonge-Dundas Square
(4)

YONGE-DUNDAS SQUARE

2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- increase self-produced programming with support from private sector sponsorships
- use self-produced programming as a tool to position Yonge-Dundas Square as a premier outdoor urban venue for both commercial and community events
- increase earned revenue to support ongoing animation of the Square with signature events that support the City's Economic Development, Culture and Tourism objectives.

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)					
Description of Category	2006 Budget \$	2006 Actuals \$	2007 Approved Budget	Change from 2006 Approved Budget \$	%
Salaries & Benefits	253.9	255.4	290.5	36.6	14
Materials & Supplies	146.3	121.1	135.0	(11.3)	-8
Equipment	0.0	0.0	0.0	0.0	N/A
Services & Rents	672.2	800.5	739.7	67.4	10
Contributions & Transfers	0.7	1.5	1.5	0.7	96
Others (Includes IDCs)	0.0	0.0	0.0	0.0	N/A
Total Gross Expenditures	1,073.2	1,178.5	1,166.6	93.4	9
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	0.0	0.0	0.0	N/A
User Fees	489.8	611.2	583.2	93.4	19
Reserves/Reserve Funds	0.0	0.0	0.0	0.0	N/A
Other (Includes IDRs)	0.0	0.0	0.0	0.0	N/A
Total Non-tax Revenues	489.8	611.2	583.2	93.4	19
Net Budget	583.3	567.3	583.3	0.0	0
Approved Positions	4.0	4.0	4.0	0.0	0

2007 OPERATING BUDGET BY SERVICE

Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Yonge-Dundas Square	1,008	571	1,073	583	1,167	583	93	8.7	0	0.0
Total Program Budget	1,008	571	1,073	583	1,167	583	93	8.7	0	0.0

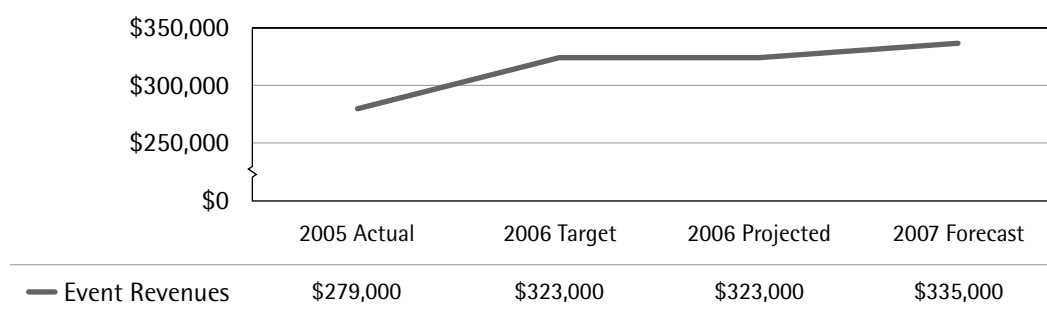
YONGE-DUNDAS SQUARE

KEY PERFORMANCE MEASURES

Service Levels

Event revenues received continues to grow with increased demand from the community and private sector, increased volume of events on the Square and expanded programming such as adding a shoulder season to the Artisan Market. Event revenues comprise of event permit fees, Artisan Market fees and event support revenues.

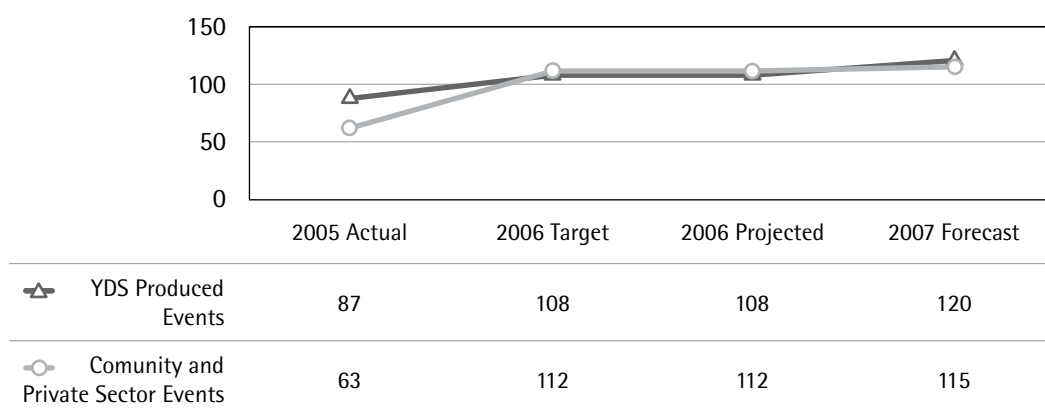
Dollar Value of Event Revenues Received



Output Measure

Yonge-Dundas Square's major service activity is to host events that promote the economic, culture and tourism objectives of the City and to animate the Square with self-produced programming. Targeted outcomes include increased usage by private sector and multicultural community groups by at least 10% and host over 100 events in 2007, and to increase regularly scheduled programming by 10% to 120 events per year.

Number of Programmed Activities

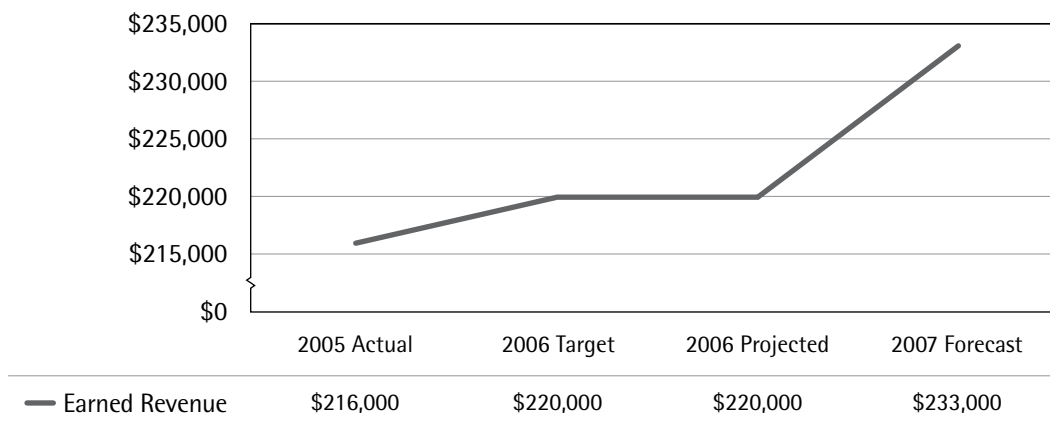


YONGE-DUNDAS SQUARE

Efficiency Measure

Annual earned revenue from sources other than events continues to grow, with an emphasis to increase sponsorship of self-produced events in 2007. In 2006, YDS achieved increased sponsorships of in-house programming and secured new revenue sources such as the sightseeing services kiosk. Other revenue sources include sponsorships, signage agreements, sightseeing services kiosk space rental, and food and beverage.

Earned Revenue From Sources Other Than Events



2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget will provide the following services:

- support the production of 120 events in 2007
- host 115 community and private sector events
- generate event revenues of \$0.335 million in 2007
- provide group health benefits to the permanent employees of the Yonge-Dundas Square Board of Management starting May 2007

2008/2009 OPERATING BUDGET OUTLOOK

- The Yonge-Dundas Square Board of Management will continue to focus on increasing earned revenues to fund its programs that support the objectives of the City's Economic Development, Culture and Tourism Division.
- The 2008 and 2009 Outlook net increase of \$0.035 million in 2008 and \$0.0 million in 2009 respectively represents the annualization of the employee benefits provision. The annualization pressure will be addressed during the 2008 budget process.

YONGE-DUNDAS SQUARE

2007 CAPITAL BUDGET

2006 MAJOR ACCOMPLISHMENTS

- The significant project to design, build and install the custom built stage canopy changed in scope and required design modifications to meet City building safety standards and codes thus delaying completion until spring of 2007.
- The project to install additional lighting components (deferred from the original design of the Square) to provide a significant safety oriented improvement to the facility could not proceed in 2006 until the stage canopy construction was completed. This lighting project has been carried forward into 2007.

FIVE-YEAR STRATEGIC OBJECTIVE

Capital maintenance and improvements are the responsibility of the Board of Management of Yonge-Dundas Square. With no capital improvements slated for 2007, the Board of Management will focus on identifying the significant issues and challenges inherent in managing a City facility over a period of several years, developing a strategic path to manage the venue and its inventory as it ages.

In 2008, the Board of Management will complete its scheduled capital project to replace the stainless steel oculus on the Square and address the safety concerns that currently occur every winter. Feasibility studies are currently being conducted.

Yonge-Dundas Square is still a recently built facility, and as such, has no serious ongoing issues pertaining to state of good repair and deferred maintenance. This will, however, change as the facility and its inventory ages. The Board of Management will focus its efforts in 2007 on the development of a comprehensive multi-year plan that will identify issues that will need to be addressed in future Capital Plans.

2007 CAPITAL BUDGET HIGHLIGHTS

There are no new capital projects in 2007. The 2007 Approved Capital Budget will complete the stage canopy project and the lighting project with \$0.245 million of cash flow carried forward from 2006 into 2007.

FIVE-YEAR CAPITAL PLAN HIGHLIGHTS

The 2008-2011 Capital Plan outlines the capital investments required to maintain the state of good repair of the Yonge-Dundas Square infrastructure which includes:

- replacing the large steel grate in the oculus to address a health and safety issue requiring \$0.100 million debt funding in 2008
- state of good repair projects requiring debt funding of \$0.050 million in each year of 2009 and 2010
- no debt guideline was assigned to year 2011

YONGE-DUNDAS SQUARE

2007 APPROVED CAPITAL BUDGET

Project Description	2007 Cash Flow and Future Year Commitments (\$000s)					
	2007	2008	2009	2010	2011	Total
New Projects:						
No new projects in 2007	0	-	-	-	-	0
Total New Projects	0	0	0	0	0	0
Total Yonge-Dundas Square	0	0	0	0	0	0

Incremental Operating Impact of the 2007 Capital Budget

With the completion of the stage canopy project by early 2007, there will be operating savings of \$0.011 million in 2007 as there will be no need to rent a temporary canopy for the stage.

ASSET INVENTORY

The Program will be developing an asset inventory.

BACKLOG ANALYSIS

The Program does not have a backlog of state of good repair projects as the Square is relatively new.