

Key Council Achievements 2002 to 2012

City Building

City building views the City as a whole and focuses on investment in social and physical services and infrastructure which are fundamental to the city's quality of life.

Culture and a Creative City

In 2003, Council adopted a Culture Plan for the Creative City, a strategy that advanced Council's goal to ensure arts, culture, heritage and entertainment contributes to the city's quality of life and international image. Building on this, Council approved the Creative City Planning Framework in 2008 to encourage investment in emerging sectors and nurture creative hubs and districts in the city. In 2011 Council approved the Creative Capital Gains action plan which continues to be implemented.

Urban Form

Council approved the first Official Plan for the amalgamated City of Toronto in 2002 with a comprehensive review beginning in 2011. The Official Plan is one of Council's most important strategic documents as it provides a roadmap for urban form and infrastructure investments. In fact, over 80 percent of Toronto's growth is occurring in areas targeted for growth in the Official Plan.

Official Plan policies have supported a number of Council actions advancing leading edge initiatives to shape Toronto's urban form including: establishing the Design Review Panels in 2006; adopting the Residential Rental Property Demolition and Conversion Control By-law in 2007; the Toronto Green Roof By-law (a North American first) and the Toronto Green Standard in 2009; Performance Standards for Mid-Rise Buildings in 2010; and the Heritage Conservation District framework in 2012.

Waterfront Revitalization

Over the last 10 years, Council has approved a number of revitalization initiatives along the Waterfront. Working with Waterfront Toronto and government partners, Precinct Plans for the West Don Lands and East Bayfront were approved in 2005 and 2006 and the revitalization of East Bayfront and West Don Lands is well underway.

The result has been award winning parks and public spaces including Sugar Beach, Sherbourne Common, Underpass Park and Corktown Common. East Bayfront is also home to key examples of commercial/institutional development such as the waterfront

campuses of Corus and George Brown College. In the West Don Lands, residential development, including affordable housing fueled by the upcoming 2015 Pan/Parapan Am Games, is now under construction. The revitalization of Queens Quay into the City's signature waterfront street, serving all transportation modes is also underway. In 2011, the Port Lands Acceleration Initiative kick-started the master planning, flood protection environmental assessments, and precinct planning necessary to unlock the potential of these lands.

Public Realm

Council approved several projects related to the public realm including the revitalization of Union Station, Fort York and Nathan Phillips Square; the redevelopment of the St. Lawrence Market north building, development of community hubs in Etobicoke and Scarborough, the Neighbourhood Improvement Program, city-wide Graffiti Management Plan, pilot area Wayfinding Program, Toronto Walking Strategy projects, the Coordinated Street Furniture Program and the development and expansion of BMO field.

Transit and Transportation

Since 2002 Council has approved a number of transit and transportation infrastructure initiatives to advance Council's goal related to smart urban growth. These include the 8.6 km Toronto-York Spadina Subway extension, revitalization of Union Station, and creating dedicated transit infrastructure on St. Clair Avenue.

Significant investment has been made to maintain the transit network in a state of good repair, including modernization of TTC rolling stock and signal systems, and redeveloping TTC subway stations for better use and accessibility. In 2012 Council approved a master agreement with Metrolinx and the TTC for the implementation of \$8.7 billion in new transit infrastructure over the next ten years. Council has also directed staff to develop a long term transportation plan through the Official Plan Review process that will identify future priorities while taking into consideration land use and broader city building objectives. These actions continue to advance Council's goals related to smart urban growth.

Improvements in cycling infrastructure, maintenance and rehabilitation of bridges, expressways, roads and sidewalks are other key actions that have been taken to support the continued movement of people and goods across the city.

Pan/Parapan American Games

Council approved Toronto hosting the 2015 Pan/Parapan American Games which will showcase Toronto's diversity, talents and assets; engage local residents in an international celebration of sport and culture; and develop new community, sport and affordable housing infrastructure.

Economic Vitality

Economic vitality refers to the health of the city's economy and includes such factors as diversified employment, skilled workforce, competitiveness, investment and affordability.

Economic Growth and Prosperity

In 2006, the City engaged the Economic Competitiveness Advisory Committee to develop Toronto's *Agenda for Prosperity*. This action plan focused on a new integrated way of doing business and the City's willingness and ability to implement creative, progressive solutions. Building on the accomplishments from that plan, in 2012 the City developed a new plan, *Collaborating for Competitiveness*, to further accelerate economic growth and generate employment.

Integrating Employment and Social Services

In 2006, Council approved *Starting in the Right Place* which set out a new direction for employment and social services in Toronto and supported Council's strategic goal to ensure a skilled workforce. Several accomplishments followed including the development of employment hubs and successful new programs such as *Investing in Neighbourhoods* and *Investing in Families*. Building on this, in 2012 Council approved Toronto's *Workforce Development Strategy*, a plan for coordinated employment service delivery in Toronto.

Supporting Key Employment Sectors

The City of Toronto actively collaborates with a range of industry sectors including information and communications technology, life sciences, medical and biotechnology, financial services, and the green sector to promote investment in Toronto's diverse economy. In 2007, Council approved a strategic plan for Toronto's screen-based industries and subsequently worked closely with the Toronto Film Board, other levels of government and industry stakeholders to increase film and television production in Toronto.

Long-Term Employment Land Strategy

In 2007, Council supported the creation of a strategy to intensify employment in 16 employment districts. Retaining employment land and stimulating investment has been an important way to ensure the City's future economic prosperity, competitiveness and long-term fiscal sustainability and its ability to continue to provide high quality jobs. It has also improved environmental quality by limiting urban sprawl.

Tax Relief for Business

Since 2006, Council has been reducing taxes for commercial, industrial and multi-residential property relative to residential property, with an accelerated tax reduction for small businesses. This change is making tax rates in Toronto more competitive with neighbouring municipalities. Council's approved policy goal is to decrease tax ratios to 2.5 times the residential tax rate by 2015 for smaller businesses and for all other commercial, industrial and multi-residential properties by 2020.

Development Charges

Between 2009 and 2011, Council reviewed and then adopted a structure for development charges that gave the development industry some predictability and helped protect Toronto's prosperity.

New Water Rate Structure

In 2008, Council implemented a new water rate structure that provides a lower water rate for some businesses to help retain and support the growth of existing businesses and serves as an economic development tool to attract new businesses.

Environmental Sustainability

Environmental sustainability encompasses principles of environmental balance and the integration of environmental considerations in our social and economic activities.

Environmental Plans

Council has consistently built upon the initial environmental sustainability framework *Clean, Green and Healthy* which was approved in 2000, reporting on accomplishments in 2003 and 2004. Council approved the first Green Roof Incentive program in 2006 that has since been updated; began the Tower Renewal program which focused on revitalize aging towers through environmental retrofits and other community building initiatives; and passed a climate change and sustainability plan in 2007 which set emission reduction targets, energy conservation initiatives, sustainable energy development, and the establishment of Live Green Toronto.

Reducing Emissions and Building Green Infrastructure

Based upon the *20/20 Way to Clean Air* plan, Council approved several initiatives to reduce emissions: 1) A Green Fleet Plan, which outlines the green vehicles, fuels and activities Toronto uses to reduce the environmental impact of City vehicles; 2) Draft design guidelines for "greening" surface parking lots, including planting trees, enhancing pedestrian and cycling infrastructure, managing storm water run-off, reducing the urban heat island effect, and using sustainable materials and technologies; and, 3) Use of a solar utility to supply, install, own, operate, and maintain solar thermal heating systems on City facilities.

Increasing Forest Cover

Approved by Council in 2013, *Sustaining and Expanding the Urban Forest: Toronto's Strategic Forest Management Plan* sets the direction and identifies actions to be taken over the next 10 years to protect, manage and enhance the city's valuable and dynamic forest resource. The plan quantifies the structural value and environmental benefits derived from the urban forest and it also confirms that Toronto has a relatively healthy urban forest with a current estimated forest canopy covering of 26.6% - 28%. The long term goal is to achieve 40% forest cover city-wide over the next 50 years.

Increasing Solid Waste Diversion

In 2007, Council endorsed the target of diverting 70% of solid waste from landfill by 2010. Since that time, the City's residential diversion rate has increased 10% (from 42% to 52% in 2012). A number of initiatives including user fees to fund new programs and incentives for residents to reduce or divert solid waste from landfill were subsequently introduced including the green bin program and curbside electronics collection.

Managing Water and Wastewater

Over the last 10 years, Council approved water rate increases that provide quality water services including safe drinking water; the treatment of wastewater and stormwater management to residents, businesses and visitors; and to protect public health, safety and property in an environmentally and fiscally responsible manner. Replacement of aging infrastructure is a critical component of the Toronto Water program. In 2006, the state-of-good repair backlog peaked at approximately \$1.86 billion. Since 2009, this trend has been reversed and is now reduced annually with the goal of eliminating state-of-good repair projects by approximately 2023. Another critical component of the Toronto Water program is the Wet Weather Flow Master Plan to reduce stormwater and protect the environment and private property. Construction projects to treat polluted stormwater, sewer overflows and reduce basement flooding will continue over the next 20 years with investments of over \$2 billion.

Residential Energy & Water Initiative

In July 2013, Council approved a three-year initiative to test the viability of using Local Improvement Charges to finance energy and water efficiency measures in residential buildings. The \$20M pilot will be conducted in four neighbourhoods and will involve both single family and multi-residential clients.

Social Development

Social development encompasses principles of social equity, social well-being and citizen engagement, and is an important determinant of healthy communities and quality of life

Social Development Strategy and Strong Neighbourhoods

In 2001, Council adopted a Social Development Strategy that focused in 3 areas: 1) Strengthening Communities; 2) Investing in Comprehensive Social Infrastructure; and 3) Expanding Civic Leadership and Partnership. Subsequently, in 2005, Council approved the Toronto Strong Neighbourhoods Strategy that resulted in investment and capacity building in specific neighbourhoods and provided support to communities experiencing incidents of traumatic violence.

Supporting Toronto's Communities

Over the past several years, Council approved a number of initiatives to support community capacity and diverse communities including the *Toronto Newcomer Initiative* and *Toronto Newcomer Strategy*, *Youth Outreach Strategy*, the *Toronto Seniors Strategy*. Each targets the needs of Toronto's diverse residents to support their wellbeing.

Best Start and Middle Years Strategies

In the past 10 years, Council has adopted a number of strategies to help achieve Toronto's Vision for Children (1999): 'Regardless of the socio-economic status of his/her family and community, every child has the right to childhood experiences which promote the chances of developing into a healthy, well-adjusted and productive adult'. In 2006, Council adopted the *Best Start Plan* resulting in initiatives that support children 0-6 and their families. In 2009, Council adopted a Middle Years Framework that led to the adoption of the *Toronto Middle Childhood Strategy* in 2012 that focuses on the needs of children ages 6-12.

Recreational Activities and Space

In 2012 and 2013, Council adopted a series of complementary service plans to improve participation, access and benefits of City recreation services, parks, and the urban forest. The *Recreation Service Plan*, founded on principles of equitable access, quality, inclusion and capacity building, aims to increase overall participation, decrease financial barriers, and improve local and geographic access to recreation. The *Parks Plan*, based on guiding principles that include equitable access, diversity of uses and community engagement and partnerships, includes a focus on community involvement in parks.

The *Strategic Forest Management Plan* highlights the need for an equitably distributed urban forest that benefits everyone and includes actions that increase awareness and promote stewardship and education of the range of social and health benefits derived from the urban forest

Housing Opportunities Toronto

In 2009, Council adopted Housing Opportunities Toronto: An Affordable Housing Plan. The plan includes *The Toronto Housing Charter - Opportunity for All* which is the first of its kind in Canada. The Charter is designed to guide Council and staff in their efforts to assist those who often face challenges finding affordable housing, from newcomers and single parents to seniors and those with disabilities.

Neighbourhood Revitalization

In 2003, Council approved the revitalization of Regent Park and directed the beginning of a 10 year process for the City to work with Toronto Community Housing Corporation to realize a new vision for Regent Park. Since then, significant progress has been made to transform the neighbourhood into a thriving mixed housing and mixed use community. A number of other revitalization projects have been approved by Council using Regent Park as model, including Lawrence Heights, Alexandra Park and Weston.

Good Governance

Good governance refers to the system of municipal government in terms of its role as a democratic institution, a public policy maker and a deliverer of public services.

Good Governance

The *City of Toronto Act, 2006*, the fundamental source of the City's power, came into force on January 1, 2007 and sets out a broad permissive legislative framework for the City. The Act recognizes that it is in the best interests of the Province and the City to work together in a partnership based on respect, consultation and cooperation and the role of the City to provide good government within its jurisdiction, through a democratically elected, responsible and accountable government.

In 2006 and 2007, City Council adopted a new Council governance structure to improve decision-making, focus on strategic and city-wide issues and empower community councils through exercising final decision-making powers on local issues.

Accountability and Transparency

Council has been committed to strengthening accountability and transparency over the last 10 years. The Auditor General was established in 2002 and the Integrity Commissioner in 2004. Council appointed a Lobbyist Registrar in 2007 and appointed an Ombudsman in 2008.

The City has also made significant improvements arising out of the recommendations from the Toronto Computer Leasing Inquiry and Toronto External Contract Inquiry. Improvements included strengthening the City's procurement policies and processes, enhancing contract management and oversight, expanding the Code of Conduct for Members of Council, expanding the Conflict of Interest provisions for staff, improving staff training and information to support ethical decision-making, establishing a lobbyist registry and enhancing the governance framework for Toronto's accountability officers.

Open Government

In 2007, the City of Toronto became the first municipality in Canada to release Councillors' expenses. In 2010, the City Clerk's Office launched the Toronto Meeting Management Information System – an online portal that provides the public with access to information about the City's Council and Committee process. It provides real-time tracking of agenda items and reports including the attendance and voting records of the Members of Council. Since its launch in 2009, the City's Open Data website has posted more than 130 data sets including from the City Clerk's Office, Transportation, Municipal

Licensing & Standards, Public Health, Toronto Building, TTC and Toronto Police – all contributing to an open and transparent government.

Improved Customer Service

The City has made use of technologies to facilitate the operation of government and delivery of government information and services. On-line payments, permits, registrations, bookings and special events on the City website are available to the public. The launch of 311 in 2009 was a significant customer service improvement initiative. It has improved accessibility to non-emergency City services and information and increased the City's effectiveness in responding to public inquiries.

Access, Equity, Diversity and Human Rights

As part of its overall commitment to access, equity, diversity and human rights, and to meet its legislative obligations under the Ontario Human Rights Code, *Accessibility for Ontarians with Disability Act* and *Occupational Health and Safety Act*, City Council has adopted a number of key policies and initiatives over the past ten years. These include a Vision Statement on Access, Equity and Diversity, Statement of Commitment to Aboriginal Communities leading to the creation of an Urban Aboriginal Strategy, Commitment to Creating an Accessible City, Accessibility Design Guidelines, the City's Multi-year Accessibility Plan, the Employment Accommodation Policy and amendments to the Human Rights and Anti-Harassment/Discrimination Policies.

Performance Measurement

In 2005, new Performance Measurement and Benchmarking initiatives that are unique to the City of Toronto were launched. Reports to Council combine results from the provincially mandated Municipal Performance Measurement Program reports and results from the Ontario Municipal CAOs' Benchmarking Initiative (OMBI). The Toronto Progress Portal provides one-stop online access to performance data and reports and consolidates existing performance measures, indicators and data initiatives across all City divisions and agencies. Phase 1 of the Toronto Progress Portal is complete with Phase 2 underway.

Civic Participation

The City developed a civic engagement strategy to achieve Council's civic participation goals and support the public's role in municipal visioning, priority-setting and decision-making. City-wide and divisional consultations as well as accessible information on City services, programs and the budget have made it easier for the public to be informed about and involved with their City government. Improvements to the City's Public Appointments processes, online engagement tools, and Toronto's Open Data strategy have resulted in greater participation, accountability and transparency.

Fiscal Sustainability

Fiscal Sustainability refers to the City's ability to maintain its program and services while also funding its growing commitments.

Long-Term Fiscal Plan

In 2005, Council adopted the first comprehensive long-term fiscal plan adopted since amalgamation in 1998. The plan included policies for issues such as surplus management and debt service limits, providing a framework for the annual budget and financial planning process on a longer horizon, and formed a blueprint for discussions between the City and its funding partners including other orders of government.

Multi-Year Financial Planning for City Services

In 2005, City Council approved a multi-year framework for City planning, budgeting, monitoring and evaluation of services. Since then, the City has established a service structure and information, including Program Maps, Service Profiles and Service Levels, that have been incorporated into the budget process and utilized for evaluating core services and service levels. Also, the budgeting horizon has progressively expanded to enable the City to adopt multi-year financial strategies to address its structural operating funding gap. In 2013, Council passed its first City of Toronto operating budget that did not rely on a one-time provincial grant or surplus funds to balance the budget. This was a significant achievement towards reaching fiscal sustainability.

Capital Planning, Budgeting and Financing

Between 2005 and 2009, the City transitioned to utilizing a 1 year Capital Budget and firm 9 Year Capital Plan (rather than a 9 year forecast) based on debt affordability, best budgeting practices and policies. With the establishment of a firm 10-year capital planning horizon, the City has been able to strategically reduce its State of Good Repair backlog, maximize its non-debt funding sources, manage debt levels within Council debt guidelines and utilize capital financing strategies that helped to reduce future debt by \$800 million and avoid additional debt of \$1.9 billion in 2012 to 2022.

Asset Monetization Strategy

Over the last 10 years, Council reviewed and approved the strategic investment and monetization of several assets with cumulative revenue in excess of \$650 million exclusive of the Toronto Hydro Note sale. For example, investments in Enwave and the Corus Building development were sold for gain, while the Toronto Hydro debt was restructured and sold for a premium. Inter-company business arrangements for retained assets led to significant profits and dividends to the City, such as the 2002 Power Purchase Agreement with Toronto Hydro which helped establish a very profitable electricity retail business and the 2005 sale of City street lights and poles to Toronto

Hydro, a key element for the success of Toronto Hydro's telecom business, later sold for profit.

Creation of Build Toronto

Created by Council in 2009, Build Toronto has focused on unlocking the value of surplus City real estate assets, returning its first dividend to the City in 2012, four years ahead of schedule.

Intergovernmental Financial Initiatives

Ongoing discussions with the federal and provincial governments has helped ensure Toronto gets its fair share of revenue such as the introduction of gas tax sharing by both governments in 2003 - 2004 and the landmark 2008 Provincial Municipal Fiscal and Service Delivery Review which reversed municipal funding responsibility for several key social service programs.

Benefits Strategy

Between 2009 and 2012, the City made a concerted effort to contain the costs associated with providing benefit plans to its employees. Since that time, the City has eliminated the sick leave gratuity plan for management/non-union employees and some unionized employees and introduced many cost containment elements within the benefits plans to make them more affordable and sustainable.