

## Preliminary Progress Indicators

### City Building

---

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Implement Smart Urban Growth Strategies</b>	Ensure growth positively contributes to Toronto as a place to live, work, play and invest.	<ul style="list-style-type: none"> <li>• Increased number of approved residential units within the Official Plan's growth management areas per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of properties protected under Ontario Heritage Act</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of qualified development applications per year seeking Toronto Green Standard's Tier 2 per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of new public spaces created</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased investment in existing public spaces</li> </ul>
<b>Invest in Culture</b>	Create a more vibrant cultural sector to increase employment in the arts, improve the liveability of the city and make Toronto a larger presence on the world stage.	<ul style="list-style-type: none"> <li>• Increased total square footage of cultural space per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased attendance at cultural events (city and non-city)</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of cultural events</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased investment in creative clusters</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved International rankings for Toronto</li> </ul>
<b>Develop a Long Term Transportation Plan &amp; Policies</b>	Guide future City transportation priorities.	<ul style="list-style-type: none"> <li>• Increased investment in transit and transportation</li> </ul>

## Economic Vitality

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Increase Employment Opportunities</b>	Increase employment opportunities in Toronto.	<ul style="list-style-type: none"> <li>• Increased number of City-Employer partnerships</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of participants in employment readiness programs</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of OW clients placed in jobs</li> </ul>
<b>Accelerate Economic Growth</b>	Create a more attractive business climate to encourage business growth and investment, foster job creation and improve the City's finances.	<ul style="list-style-type: none"> <li>• Increased number of net new jobs per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Gap eliminated between the city and national unemployment rates</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved rate of employment within high-value sectors per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved ratio of total jobs in higher paying, export-based sectors as compared to non-export sectors</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased rate of job growth in employment designated lands per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased amount generated by non-residential tax-base</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased amount invested to support business incubation per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Reduce administrative burden for businesses, streamlining and simplifying processes</li> </ul>
		<ul style="list-style-type: none"> <li>• Reduced average development cycle (time/speed) to market</li> </ul>

## Environmental Sustainability

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Support Environmental Sustainability</b>	Advance corporate and divisional environment and energy objectives.	<ul style="list-style-type: none"> <li>• Reduced corporate greenhouse gas emissions per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Reduced residential greenhouse gas emissions per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Reduced energy consumption in City buildings and operations</li> </ul>
		<ul style="list-style-type: none"> <li>• Diverted 85% of waste generated in corporate buildings from landfill</li> </ul>
<b>Develop a Long Term Solid Waste Management Strategy</b>	A Long Term Waste Management Strategy that is environmentally sustainable and economically viable.	<ul style="list-style-type: none"> <li>• Improved diversion rate</li> </ul>
<ul style="list-style-type: none"> <li>• Reduced amount of garbage to landfill per year</li> </ul>		

## Social Development

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Support Affordable Housing</b>	Assist residents to access a range of affordable housing options, support the development of healthy and diverse communities and generate economic development.	<ul style="list-style-type: none"> <li>Improved housing stability</li> </ul>
		<ul style="list-style-type: none"> <li>Reduced time to fill social housing vacancies</li> </ul>
		<ul style="list-style-type: none"> <li>Increased number annually of new affordable rental units and ownership units created and upgraded</li> </ul>
		<ul style="list-style-type: none"> <li>Increased number of new, innovative affordable housing developments created through partnerships in the private, non-profit and co-operative sectors contributing to meeting approved annual housing targets.</li> </ul>
		<ul style="list-style-type: none"> <li>Increased number of community amenities, engagement of residents and decrease in energy usage in private market rental towers</li> </ul>
<b>Strengthen Neighbourhoods</b>	Strengthen neighbourhoods, community infrastructure and resident engagement.	<ul style="list-style-type: none"> <li>Increased city funding in Neighbourhood Improvement Areas</li> </ul>
		<ul style="list-style-type: none"> <li>Improved well-being outcomes in Neighbourhood Improvement Areas</li> </ul>
<b>Enhance the City's Quality of Life</b>	Support the collective health and quality of life of people, with a focus on the most vulnerable.	<ul style="list-style-type: none"> <li>Increased city funding to child development initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>Improved child and family outcomes</li> </ul>
		<ul style="list-style-type: none"> <li>Increased number of youth participating in City consultations, planning and decision making</li> </ul>
		<ul style="list-style-type: none"> <li>Improved labour market and health outcomes for newcomers</li> </ul>

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Advance Toronto's motto 'Diversity our Strength'</b>	Ensure that Toronto's diversity is integrated into all aspects of the business of the City of Toronto.	<ul style="list-style-type: none"> <li>• Increased procurement from diverse businesses</li> </ul>
		<ul style="list-style-type: none"> <li>• AODA deadlines are met</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved satisfaction among diverse communities with City programs and services</li> </ul>
<b>Improve Emergency Response and Prevention</b>	Improve the City's capacity to prevent and respond to emergencies.	<ul style="list-style-type: none"> <li>• Improved response time</li> </ul>
		<ul style="list-style-type: none"> <li>• Decreased emergency risk</li> </ul>

## Good Governance

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Open Government By Design</b>	An organizational culture that is more accountable, open and transparent.	<ul style="list-style-type: none"> <li>• Reduced number of in-camera meeting hours</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of open data sets released to the website</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of Divisional Information Management plans posted and maintained</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of staff trained on information management responsibilities</li> </ul>
<b>Engage the Public</b>	Enhanced City capacity to inform, engage and consult the public.	<ul style="list-style-type: none"> <li>• Increased public participation in civic engagement activities</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased participation by diverse groups in City consultations, planning and decision-making</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased civic engagement resources and events provided in multiple languages and formats</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased use of resources provided in multiple languages and formats</li> </ul>
<b>Strengthen Intergovernmental Relationships</b>	An enhanced intergovernmental protocol and strategy.	<ul style="list-style-type: none"> <li>• Increased awareness and collaboration across City Divisions and agencies in the setting of intergovernmental priorities and initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved coordination and outcomes of intergovernmental partnerships and requests</li> </ul>
<b>Enhance the City's Capacity to Serve Toronto's Diversity</b>	Enhanced City capacity to deliver policies, programs and services that serve the diversity of Toronto's population.	<ul style="list-style-type: none"> <li>• Increased number of management staff from equity seeking groups</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved and standardized progress reporting of equity objectives and outcomes for program and policy development</li> </ul>

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Develop and Implement a Workforce Plan</b>	An engaged, diverse, high-performing, adaptive and productive workforce.	<ul style="list-style-type: none"> <li>• Increased employee engagement</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved human resources systems</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased opportunities for learning and skills development</li> </ul>
<b>Improve Customer Service</b>	Improved delivery of City information and services.	<ul style="list-style-type: none"> <li>• Improved customer satisfaction for key city services per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved delivery of City information and services across multiple channels</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved achievement of City Customer Service Standards</li> </ul>
		<ul style="list-style-type: none"> <li>• Reduced overall cost per customer transaction</li> </ul>
<b>Enhance Performance Measurement</b>	A “best in class” performance measurement and indicators system.	<ul style="list-style-type: none"> <li>• Increased use of performance data in service planning per year</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved performance data reporting</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased number of web/intranet visits</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased satisfaction benchmark of visitors to the Toronto Progress portal</li> </ul>
<b>Improve Organizational Excellence</b>	A culture of organizational excellence that enhances confidence in the quality of City services.	<ul style="list-style-type: none"> <li>• Improved and optimized business processes with more integration and automation</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved City workforce capabilities in the use of technology to accomplish work, realize operating efficiencies and deliver services</li> </ul>
<b>Implement Shared Services</b>	Improved service delivery, achieve cost savings and customer service.	<ul style="list-style-type: none"> <li>• Increased number of shared services across the City and its agencies</li> </ul>
		<ul style="list-style-type: none"> <li>• Increased savings resulting from shared services</li> </ul>

## Fiscal Sustainability

Strategic Action	Key Objective	Examples of Progress Indicators
<b>Update the Long Term Fiscal Plan</b>	Viable solutions identified to the major issues impacting the City's finances.	Maintain or improve City's credit rating
		Increased reserve fund coverage for major liabilities
		Improved reserve and reserve fund balance (per capita)
		Reduced size of asset backlog
		Improved net debt
<b>Improve Service and Financial Planning</b>	Improved approach to City plans, budgets and reports for its programs and services.	Increased number of service plans in place
		Greater use of performance measures for budget and service planning decision making
<b>Ensure State of Good Repair (SOGR) for Infrastructure</b>	Enhanced capital planning for City's assets and infrastructure.	Reduced size of asset backlog
		Improved coordination and sequencing of SOGR capital projects
		Increased funding leveraged from other governments for SOGR
<b>Finance the City's Growth</b>	An integrated City-wide approach to finance the City's growth.	Improved alignment of financial policy and tools with infrastructure needs
		Increased funding secured to address growth