

### **TO Prosperity: Toronto Poverty Reduction Strategy 2017 Report and 2018 Work Plan**

**Date:** November 15, 2017

**To:** Executive Committee

**From:** Executive Director, Social Development, Finance and Administration, and  
General Manager, Toronto Employment and Social Services

**Wards:** All

#### **SUMMARY**

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In 2015, City Council unanimously approved *TO Prosperity: Toronto Poverty Reduction Strategy*. Designed as a 20-year strategy, *TO Prosperity* contains 17 recommendations divided in six core areas: housing stability, service access, transit equity, food access, quality jobs and livable incomes, and systemic change. Each recommendation is linked to a set of actions to be carried out over a four-year period. Annual work plans identify initiatives that advance the implementation of actions. Every year, staff report on the completion of ongoing initiatives and present a plan for the following year.

After a brief discussion of new Census and City data on poverty in Toronto, this report provides an overview of key developments in the core areas of the PRS; topics include actions at the federal and provincial levels, progress on the 2017 Work Plan, highlights of the 2018 Work Plan, the first year of the Lived Experience Advisory Group (LEAG), and the launching of an Equity Responsive Budgeting Tool.

The report also examines two emerging processes with significant potential to reduce poverty reduction in Toronto, namely: City policies and programs aimed at leveraging the City's economic powers to drive inclusive economic development; and a report recently submitted to the Provincial government, by three Provincial Working Groups, recommending a 10-year roadmap to structural reform of Ontario's income security system, *Income Security: A Roadmap for Change* report.

## RECOMMENDATIONS

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1. City Council adopt the *TO Prosperity* 2018 Annual Work Plan for implementation as outlined in Attachment B and forward the initiatives with financial impacts to the City Manager for consideration as part of the 2018 Budget process.
2. City Council request the Executive Director, Social Development, Finance & Administration to work with relevant City divisions and agencies and report back on the development of a City of Toronto Community Benefits Framework that includes:
  - a) a comprehensive inventory of existing City processes and practices that leverage community benefits outcomes, including analyses of best practices, challenges, gaps, and opportunities;
  - b) ways to maximize community benefits outcomes from large-scale private development proposals, through the enhancement of existing City practices and processes, or the leveraging of untapped opportunities.
3. City Council direct the Executive Director, Human Resources, the Director, Purchasing and Materials Management Division and the Executive Director, Social Development, Finance and Administration, working in consultation with relevant stakeholders, and contingent on Council approval of resource requirements described in the 2018 operating budget proposal, to pilot-test standards in City contracts and procurement documents related to (i) advance notice of scheduling, and (ii) equitable hiring, and to report back to Executive Committee by the fourth quarter of 2019 on the feasibility of adopting these standards into City contracts and on their impacts for workers, vendors, and City operations.
4. City Council direct the City Solicitor and the Executive Director, Human Resources, to report to the Employment and Labour Relations Committee on impacts of the Fair Workplaces, Better Jobs Act for the City's employment relationships and labour agreements, within six months of Royal Assent of a new Provincial Act.
5. City Council convey to the Province its support of the vision, objectives and recommendations of the *Income Security: A Roadmap for Change* report prepared by the Province's Income Security Reform Working Group, First Nations Income Security Reform Working Group and Urban Indigenous Table on Income Security Reform, and summarized in Attachment E of this report.

## FINANCIAL IMPACT

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The 2018 Poverty Reduction Strategy Work Plan includes 48 initiatives that will be implemented within existing resources and 25 initiatives that have a combined financial impact of \$58.3M (gross) and \$11.4M (net). The \$58.3M (gross) includes new provincial funding for the child care system and a new request for the Toronto Urban Health Fund expansion, which is a new addition to the 2015-2018 PRS Term Action Plan. The \$11.4M (net) includes the City's 2018 contribution towards its 20% share of the Child Care Growth Strategy, the low-income transit pass, and student nutrition programs. These new and enhanced priorities have been referred to the 2018 Budget process for consideration with other City priorities.

City Council, at its meeting of July 4<sup>th</sup> 2017, adopted EX26.2 and directed the Deputy City Manager and Chief Financial Officer and the Deputy City Manager, Cluster A to report on an interim operating and capital funding model for Toronto Community Housing Corporation (TCHC) to address its current and short-term operating and capital funding shortfalls projected for 2018 and 2019, as part of the 2018 budget process. Funding of \$160 million requested by TCHC as an interim funding model is under consideration for the 2018 budget. The additional funding will enable TCHC to address its state of good repair backlog and prevent permanent unit closures. City staff will report back in 2019 on a permanent funding model for TCHC.

The Acting Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **EQUITY IMPACT**

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Economic and social forces and processes, coupled with policy shifts, have contributed to the racialization, feminization, and geographical concentration of poverty in Toronto. Members of racialized groups and female lone-parent families are almost twice as likely as other Torontonians to live with incomes below Canada's Low Income Measure (LIM). Recent immigrants, people with disabilities, and Aboriginal people are also considerably overrepresented among the city's poor. The new Census also reveals that for some populations, such as Black and Latin American Torontonians, low income rates are higher among those whose families have been in Canada for three generations or more.

The Toronto Poverty Reduction Strategy (PRS) advances several initiatives to address the barriers and needs of residents from equity-seeking groups. The PRS also includes initiatives focused on the systemic causes of poverty and on improving the City's ability to develop and implement programs and services that take into account the needs and perspectives of residents with lived experience of poverty.

## **DECISION HISTORY**

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On April 10, 2012, Council approved the creation of 13 new conditions for establishing contracts with firms that provide custodial services.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CD10.2>

On July 16, 2013, Council approved changes concerning City contracts for custodial services and directed staff to report on a job quality assessment tool that includes a living wage standard and considers skills and training opportunities, working conditions, and other determinants of job quality.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX33.2>

On April 22, 2015, Executive Committee adopted a motion directing staff to create a Community Benefits Agreements protocol to achieve social, economic and environmental benefits for the local communities impacted by proposed development and infrastructure projects, and to support the employment objectives of Toronto's Workforce Development Strategy including the Youth Employment Action Plan, Youth Equity Strategy and Newcomer Strategy.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX5.20>

On November 3, 2015, City Council unanimously approved *TO Prosperity: Toronto Poverty Reduction Strategy*.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.5>

On May 3, 2016, City Council requested the Executive Director, Social Development, Finance and Administration, and the Treasurer to report back to Executive Committee in May of 2017 with an interim progress report with specific measured achievements to date. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX14.8>

On May 29, 2017, Government Management Committee requested staff to report on options for requiring six new employment standards in City contracts.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM21.13>

On December 13, 2016, Council requested staff to report to the Government Management Committee on the Job Quality Assessment Tool and its impact on the contract with TBM Service Group Inc.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.GM16.10>

## **ISSUE BACKGROUND**

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### **Poverty in Toronto**

There is no single measure of poverty in Canada or anywhere in the world. The best approach to understand the complex dynamics and effects of poverty is to combine income measures, including disaggregated data, and material deprivation measures. There is also no single poverty reduction indicator; strong indicators and targets are variables directly tied to the work of the government or organization being assessed. This section reviews the state of poverty in Toronto and describes targets in two key poverty reduction areas: child care and affordable housing.

#### *Income Measures*

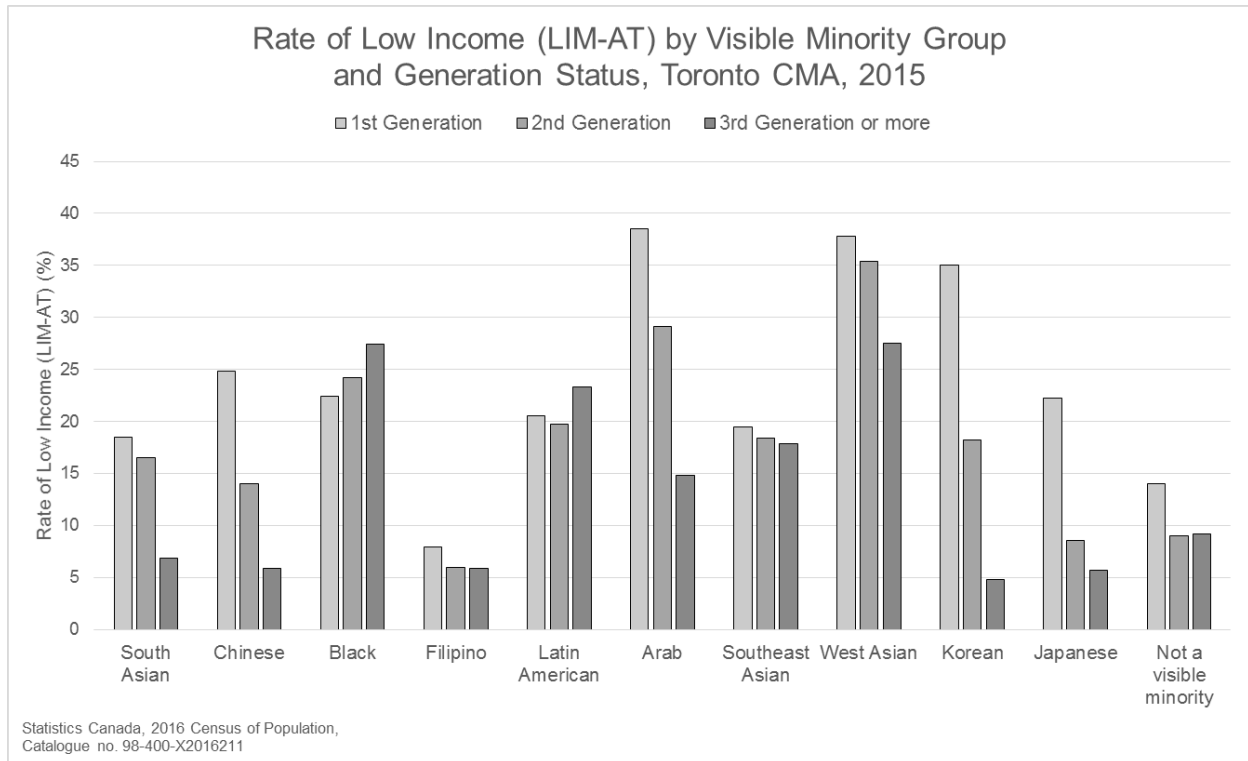
Newly available Census data shows that 20.2% of Toronto's population, or 543,390 people, live on low incomes as measured by the Low Income After Tax Measure (LIM-AT).<sup>1</sup> Data from annual tax records show the rate of low income (LIM-AT) has declined by a modest amount over the last two years, dropping by 2% over that time.<sup>2</sup> This is a trend witnessed in most communities across Canada, including Ontario and the Greater Toronto and Hamilton Area municipalities (GTHA).

Overall, however, the incidence of low income in Toronto (20.2%) continues to be greater than in Canada (14.2%), Ontario (14.4%), and the GTHA (11.9%).

#### *Disaggregated Data*

The Census data also shows that low income is higher among many racialized groups. While not yet available at the level of the City of Toronto, data for the Toronto Census Metropolitan Area shows higher low income rates among most visible minority groups.<sup>3</sup> This is not simply a function of visible minority groups being newer to the country. In

fact, for some populations, such as Black and Latin American Torontonians, low income rates are higher among those whose families have been in Canada for three generations or more.



### Material Deprivation Measures

In monitoring poverty, income measures such as the LIM-AT should be combined with material deprivation measures so that financial and non-financial means to meet basic needs are considered.<sup>4</sup> Commonly used in Europe, material deprivation indexes are not available in Canada. Food insecurity is then used as a meaningful proxy for material deprivation. Statistics Canada's Food Security Survey Module (HFSSM) is the standard measure of food insecurity in Canada. However, the HFSSM was optional in 2015 and 2016 and the Government of Ontario regrettably opted out of it, leaving Toronto without reliable data to track food insecurity trends.

Food bank usage is an alternative source of data on food insecurity. According to The Daily Bread Food Bank's Who's Hungry annual report, food bank usage increased by 9% from 2016 to 2017. The percentage of Daily Bread member agencies clients 65 years of age or over increased by a stark 27% in 2107. Food bank clients surveyed included children, 14% of whom reported going hungry at least once a week. 41% of all clients reported not eating for an entire day. The four most cited living costs paid at the expense of buying food were rent, utilities, phone, and the TTC/transportation.<sup>5</sup>

Shelter occupancy rates are also a commonly used measure of deprivation. On October 18, 2017, Toronto's average occupancy rate was 96%, despite the 1,082 beds added since December 2016.<sup>6</sup>

Combined, LIM-AT rates, food banks usage data, and shelter occupancy rates show that low incomes and high living costs leave far too many Torontonians vulnerable and dependent on emergency supports to meet their most basic needs.

### *Measuring Progress*

The performance of municipal governments is often measured against waitlists for core public services, such as child care and recreation programs. While an important signal of demand for services, waitlists are a weak poverty reduction indicator. In technical terms, valid and reliable indicators must be clearly linked to one or a very few underlying variables, whereas the length of waiting lists vary in response to a number of confounding variables. Put simply: the length of waiting lists depend on several things, many of which city government have little or no control over, including individual preferences, demographics trends, immigration flows, private sector activities, and federal and provincial policies and investments.

With this in mind, City divisions set goals and targets for expanding their capacity to meet demand for core services. Capacity expansion is linked to City actions and funding and to investments from other orders of governments; the two being easy to separate when evaluating progress. The City has targets and timetables for expanding child care capacity and the supply of affordable housing.

### *Child Care*

The *Toronto Child Care Growth Strategy for Children 4 and Under 2017-2026* sets clear targets to increase child care capacity and increase affordability.<sup>7</sup> By 2026, the City will:

- Grow the child care system to serve 50 per cent of children from birth to age four
- Increase fee subsidies to serve 40 to 50 per cent of all licensed spaces
- Provide operating grants that reduce parent fees by 25 to 40 per cent

The *Child Care Growth Strategy - Phase One Implementation (2017-2019)* set specific targets for the next two years:<sup>8</sup>

- Increase spaces for children from birth to age four by approximately 2,035 by 2019, bringing the number of spaces to 38,784, or 55.4% of the Growth Strategy target
- Create 3,014 additional fee subsidies for children from birth to age four by 2019
- Reduce average parent fees by up to 10 per cent by the end of 2019

While the City is responsible for the implementation of the *Child Care Growth Strategy*, achieving its targets, especially the growth targets, requires investments from all three orders of government.

### *Affordable Housing*

*Housing Opportunities Toronto (HOT): An Affordable Housing Action Plan 2010-2020*<sup>9</sup> and the *Open Door Affordable Housing Program* set the following targets:<sup>10</sup>

- New affordable rental homes: 10,000, or 1,000 per year between 2010 and 2020
- New affordable ownership homes: 2,800, with an annual target of 400 since 2015

Having the right targets is the first, crucial step towards accountability. The second is reporting on the targets regularly.

The Toronto Progress Portal’s Dashboard provides information on key indicators for City services, including the number of licensed child care spaces.<sup>11</sup> Additionally, update reports on the progress and results of the Open Door Program, including reporting on federal and provincial funding and other supports to leverage new affordable housing development for 2016<sup>12</sup> and 2017<sup>13</sup> are available online. Reports will be annually provided as per Council direction from December 2015.

In 2016, the first Poverty Reduction Strategy progress report included the number of new licensed child care spaces, new child care fee subsidies, new affordable rental homes, and new affordable ownership homes. These figures were included both in the staff report and the community report. Starting this year, these figures are presented in relation to the targets listed above, providing Council and the public an even clearer account of progress in these two key areas. Staff will continue to work on developing strong and clear measures to assess the City's effort to reduce poverty.

**2017 Progress, Developments and Opportunities**

*TO Prosperity* contains 17 recommendations linked to a set of actions to be carried out over a four-year period. Recommendations and actions comprise the 2015–2018 Term Action Plan.<sup>14</sup> Annual work plans identify City initiatives that implement actions.

The 2017 Work Plan contained 91 initiatives. As Table 1 shows, 46 initiatives are completed. Another 38 are being actioned: they are partially completed, in progress, or on going. Only three were deferred to 2018 and four were deemed not to be feasible after further assessment. A list of all initiatives with more detailed accounts of progress is included as Attachment A.

Table 1 – Status of Initiatives | 2017 Work Plan

Status	Definition	# of initiatives
Completed	Target reached	46
Partially completed	Some outputs have been delivered, additional outputs in progress	16
In progress	Activities have commenced but have not yet produced outputs	16
Ongoing	Staff are continually working on this initiative	6
Re-assessed	Further assessment has indicated potential duplication with existing work or unfeasibility; initiative discontinued	4
Deferred to 2018	It was not possible to initiate work in 2017; initiative has be included in the 2018 PRS Work Plan	3

The 2018 PRS Work Plan is included in Attachment B. It contains 73 initiatives in the six issue areas of the Strategy. The section below highlights 2017 Work Plan achievements and proposed 2018 Work Plan initiatives.

### *Housing Stability*

The City's *Housing Opportunities Toronto 2010-2020* housing plan and new Open Door Affordable Housing Program help address the urgent need for affordable housing by building and repairing affordable homes. These strategies set annual targets of 1,000 new affordable rental and 400 new affordable ownership homes. In 2017, the City oversaw approximately 4,000 affordable homes being built or repaired/modified (to be completed in one to four years), using federal, provincial and City investments of approximately \$330 million. In 2017, for the first time, the City exceeded its target by approving approximately 1,200 new affordable rental homes.

Reforming Toronto Community Housing Corporation (TCHC) is also a top priority. Many of the 110,000 TCHC residents live in units that require repair. Additionally, many tenants do not have access to the services and supports they need. In 2017, Council approved the implementation plan for the first phase of reforming TCHC, called Tenants First – and invested an additional \$37 million into TCHC's operating budget.

Further, to help support individuals and families struggling with the cost of housing, at the end of 2017, 5,563 households will be receiving housing allowances administered by the City, with funding from all orders of government.

Finally, total shelter capacity was increased by almost 30% from October 2016 to October 2017. During 2017, the City will have added 279 beds to the shelter system and 825 motel beds to programs serving families, mostly refugee claimants.

In 2018, the City will continue to aggressively pursue its annual targets of 1,000 new affordable rental and 400 new affordable ownership homes. New affordable rental homes will be approved through the second annual Open Door Affordable Housing Program Call for Applications. Federal, provincial and City investments will be dedicated to new supportive homes for low-income Torontonians.

In 2017, Council directed staff to report on an operating and capital funding model for TCHC to address its capital funding shortfalls projected for 2018 and 2019, as part of the 2018 budget process. Funding of \$160 million requested by TCHC as an interim funding model is under consideration for the 2018 budget. The additional funding will enable TCHC to address its state of good repair backlog.

### *Service Access*

Affordable, accessible and high quality child care supports children development and allows them to thrive. It also gives working families, especially mothers, the opportunity to do paid work and/or participate in training and education opportunities. This year, City Council approved an ambitious plan to significantly expand Toronto's child care system. With investments from the City, the Province of Ontario, and the Government of Canada, Toronto is set to transform the licensed child care system to serve 50% of



children ages 0 to 4 by 2026 and reduce parent fees by 25% to 40%. As a first step, 162 spaces and 2,916 fee subsidies were added to the child care system in 2017.

For the 20% of Torontonians living on low incomes, recreation centres and libraries provide access to spaces and programs that foster healthy living, social inclusion, and valuable skills. Since Council approved the Poverty Reduction Strategy in 2015, 17 recreation centres became free for all users. In 2017, the York Recreation Centre – a new, large, fully-accessible facility offering a wide range of programs – was added to the list of centres where programs are free.

Library services were also increased: today, there are 1,169 more library hours annually than there were in 2015. In 2017, the Toronto Public Library extended year round Sunday service to 14 district branches and added Sunday service to six more neighbourhood branches bringing the total number of branches that open on Sundays to 33. Expanding Sunday service is responsive to changing patterns of school, work and leisure and is one of the most requested services. Open hours promote access to computers, internet, study and work space, collection, and programs in neighbourhoods across the city.

The City is also doing more to connect residents to benefits and important opportunities. For example, in a successful event organized by Toronto Employment & Social Services, 500 low-income families opened Registered Education Savings Plans (RESPs) for their children, enabling them to receive up to \$2,000 for each child from a federal program called the Canada Learning Bond. Assuming these families were and remain eligible for the CLB grant in each applicable year, cumulatively these 500 new accounts would secure \$1M in Federal benefits.

In 2018, the City will continue to implement its ambitious plan to increase access to child care. The plan will be rolled out over several years. The first target is, by 2019, to reduce parent fees by 10%, add 2,000 new physical child care spaces, and increase the wages of Registered Early Childhood Educators by 6%. Achieving these targets will depend on provincial and federal investments. Pending 2018 Budget approval, the City will also expand Sunday service to an additional 25 library branches serving current and former neighborhoods improvement areas (NIAs).

### *Transit Equity*

Because access to transit is so vital, one of the first Poverty Reduction Strategy actions was to make the TTC free for children 12 years of age and under, creating free, universal access for an estimated 266,000 Toronto children. Building on this initial step to make public transit more affordable, in December of 2016, Council approved the creation of the *Fair Pass: Transit Fare Equity Program for Low-income Torontonians*. This program will extend to low-income adults, ages 20 to 64, the same reduced fare currently available to youth, post-secondary students and seniors. In 2017, City staff prepared a plan to launch the first phase of this program.

Council will consider the Budget request for the first phase of the Fair Pass program as part of the 2018 Operating Budget Process. If approved, the first phase will provide the

reduced fare to Toronto residents receiving support from Ontario Works and the Ontario Disability Support Program.

Transit equity is also about availability. With that in mind, the TTC has started developing an equity assessment tool to ensure the needs of low-income riders and other transit-dependent groups inform all decisions about proposed changes to routes.

### *Food Access*

With 26.3% of children in Toronto living in low-income households, and 14% of children whose families use food banks reporting they go hungry at least once a week, child hunger and nutrition requires significant attention.<sup>15</sup>

In recent years, the City and the Province have expanded the Student Nutrition Program. In 2017, the program provided healthy food at 621 sites, serving over 208,000 children and youth. This program provides essential energy and nutrients to students from kindergarten to grade 12, supporting learning and healthy development.

In 2017, the Toronto Food Strategy enhanced its FoodReach web portal – in partnership with the Parkdale Activity Recreation Centre (PARC) and Student Nutrition Toronto – to provide City agencies and community organizations the ability to purchase fresh, healthy food at wholesale prices.

In addition, the Toronto Food Strategy created a new stream of the Community Food Works program in 2017, which provides food handler training and certification as well as training in food skills and employment support. This new stream, Community Food Works for Newcomer Settlement, is designed to support Arabic speaking newcomers. The Food Strategy received the international Milan Urban Food Policy Pact award for this new program in October, 2017.

### *Quality Jobs & Liveable Wages*

Youth unemployment in Toronto remains at a high of 18%. The City is vigorously tackling this issue with targeted programs that connect low-income and marginalized youth to training, entry-level jobs and employment opportunities that lead to career pathways. Between January and October of 2017, two major programs – the Partnership to Advance Youth Employment (PAYE) and Youth Employment Partnerships (YEP) – have supported more than 4200 youth to connect with employers at recruitment, learning and networking events across the city, helping hundreds of youth to obtain work based learning opportunities and employment.

Poverty Reduction Strategy efforts also focus on social assistance clients with complex needs. Toronto Employment and Social Services (TESS) is now providing many high needs Ontario Works clients with wrap-around supports through new (intensive case management) program pilots, expanded use of peer-to-peer approaches, and collaboration with City, community and employment partners. In 2018 this work will continue by building key learnings from the program pilots into divisional practices and pursuing new approaches.

The City's work on quality jobs and inclusive economic development, and new provincial considerations on income security reform is discussed below in the Comments section of this report.

### *Systemic Change*

For poverty reduction to be a priority in what the City does and how it does that work, the voices and perspectives of low-income Torontonians must be central. In February, the PRS Lived Experience Advisory Group (LEAG) was launched. After several intensive orientation and training sessions, LEAG members began to provide advice on the development of various programs and policies across the City.

In 2018, the LEAG's priority will be housing. The group will participate in consultations with Shelter, Support and Housing Administration and the Affordable Housing Office and will engage in advocacy to bring more attention to this critical issue, as well as to issues related to the City Budget and other priorities in the Poverty Reduction Strategy. This model is attracting the attention of other jurisdictions, regionally and nationally.

The Government of Canada is presently developing a poverty reduction strategy, and inspired by Toronto's approach, has created an advisory panel that includes lived experience voices. A member of the LEAG and a member of the panel that supported the development of the PRS have been selected to join the Federal advisory group. More about the LEAG can be found in the Report to Community (Attachment C).

The City is also transforming its approach to the Budget process. The City's 2018 Operating Budget process has been enhanced to include an equity analysis of all proposed budget changes. This significant change provides Council and Torontonians with greater information and analysis to support Budget debates. In the coming years, the City will expand its equity analysis of the City Budget process to develop more robust and far-reaching analysis.

## **COMMENTS**

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In coming years, two emerging processes have the potential to have a very positive impact on poverty reduction in Toronto. At the City level, new policies and programs are starting to allow the City to leverage its economic powers to drive inclusive economic development. The first part of the Comments section describes achievements to date and the next steps for this work. At the provincial level, there is now a documented consensus on the need to radically reform the income security system. The second part of the Comments section discusses the Income Security Reform Working Groups' final report and recommendations to the Province, and its alignments with Council's Poverty Reduction Strategy and other City priorities.

### **1. Leveraging the City's Economic Powers to Drive Inclusive Economic Development**

Municipal poverty reduction strategies typically focus on improving social infrastructure, delivering more and better social services, and connecting residents and communities with economic opportunities. Toronto's PRS does all of that, and more: it is leveraging the City's economic power to drive inclusive economic development. Concretely, staff are developing ways for the City to have a positive impact on poverty reduction through

its employment, procurement, and contracting practices, as well as the approval process for development proposals.

This section discusses the four interconnected and complementary files that are advancing this innovative and promising social policy agenda: Social Procurement, Anchor Institutions, Decent Work & Job Quality, and Community Benefits Framework.

## **Social Procurement**

In 2017, the City of Toronto became the first municipality in Canada to implement a Social Procurement Program. As a core poverty reduction policy, social procurement is the achievement of social, economic and workforce development goals leveraging the City's \$1.8 billion dollar spend on goods and services each year. The Program has two components. The Supply Chain Diversity component aims to give certified diverse suppliers<sup>16</sup> equitable access to bidding on City procurement contracts; the Workforce Development component leverages meaningful training, apprenticeship and employment opportunities for people experiencing economic disadvantage, including those from equity-seeking groups.<sup>17</sup>

From February to September 2017, 273 diverse suppliers were invited to submit a divisional purchase order quote ranging from \$3,000 to \$50,000 in value - that is 1 in 5 of divisional purchase orders.<sup>18</sup> Of those, the City received 104 quotes from diverse suppliers, and 20 contracts were awarded to diverse suppliers. The total value of City contracts awarded to diverse suppliers in the first 8 months of the Social Procurement Program was more than \$250,000 (See Attachment D, Table 1). Most awarded contracts went to businesses owned by Aboriginal people, racialized people, or women.

For the workforce development component, a total of 20 large-scale divisional procurement projects were initially identified based on criteria of being \$5M or more in value and 2 years or more in duration. Of these, 17, or 85% of projects were selected to require workforce development requirements in their RFPs or tenders. The other 3 projects were deemed unsuitable for inclusion due to the nature of the project.

At the time of this report, 7 RFPs and 3 tenders were to be awarded in 2017, with an additional 2 tenders to close in 2017. The remaining 2 RFPs and 3 tenders were in progress. Both RFPs and tenders are types of procurement calls, the key difference being tenders are used specifically for construction development, and RFPs are used for a range of goods or services.

To date, the following outcomes were completed, or committed to be fulfilled in individual project workforce development plans as part of RFP and tender requirements:

- 2 technical engineering-related positions hired
- 1 construction trade apprentice hired
- 17 non-union trade positions to be hired
- 3 paid internships or work-based learning opportunities to be hired
- 3 projects committed to a minimum of 10% of all trade and craft working hours to be hired
- 1 project committed to a minimum of 2% of all trade and craft working hours to be hired
- At least 5 social enterprises to be sub-contracted

As of November 2017, the Social Procurement Program has leveraged commitments for 23 employment opportunities for candidates in City workforce development programs. Of these opportunities, 3 candidates have already been hired. This does not include 4 projects committed to a minimum percentage of trade and craft working hours for apprenticeships on construction development sites, as well as at least 5 sub-contract opportunities dedicated to social enterprises. These measurable outputs are expected to increase once the 2 RFPs and 3 tenders that are currently in progress are awarded.

In this first year, in addition to creating supply chain diversity and workforce development opportunities, staff worked on building the institutional capacity required to fully implement the Social Procurement Program. Efforts focused on: staff training, development of resources, data collection, outreach with external stakeholders, and capacity building with diverse supplier councils. The next subsections discuss each in turn.

### *City of Toronto Corporate-Wide Orientation and Training*

The first quarter of 2017 was dedicated to providing social procurement orientation and training sessions to City staff. Training was led by the Social Procurement Coordinator, a PRS investment approved in the 2016 Operating Budget. The purpose was to introduce City buyer staff to new, mandatory social procurement protocols and procedures for divisional purchase orders. Nearly 600 City staff were trained. A wide range of City divisions, and City agencies were represented. The Coordinator also provided on-call, case management support to staff across all City divisions.

In November 2017, the Social Procurement Program together with Supplier Councils, hosted a networking event for City staff and diverse suppliers. At this event, City staff and diverse suppliers had an opportunity to network, City staff learned about how social procurement impacts communities, and diverse suppliers were able to build capacity on navigating the City's procurement process.

### *Social Procurement Protocols, Procedures and Resources for City Staff*

As the first municipality in Canada to implement a social procurement policy and program, the City of Toronto had few precedents for implementation or reference materials to draw from. Much of 2017 was devoted to developing custom, made-for-Toronto social procurement protocols, procedures and resources. This included a Supply Chain Diversity procedure, a Workforce Development procedure, and standardized definitions and template language requirements to include in Request for Proposal (RFP) and Tender documents. Also, the Social Procurement Program team established standard operating protocols and procedures for new internal processes such as evaluating of RFP social procurement submissions and pathways to identify candidates for workforce development opportunities in large-scale capital projects.

To begin collecting, analyzing and reporting on social procurement data, the Purchasing & Material Management Division (PMMD) began making changes to its SAP data management system in 2017. New data entry fields were created for mandatory collection of social procurement information related to divisional purchase orders (\$3,000 to \$50,000), invitational calls (\$50,000 to \$100,000), RFPs and tenders. As

changes to SAP continue to take place, the Social Procurement Program's capacity to analyze both quantitative and qualitative data trends will improve.

### *Outreach and Education with External Stakeholders*

The launch of the City of Toronto Social Procurement Program generated widespread attention and interest, resulting in many interview requests from a wide range of stakeholders including university researchers, journalists, business owners, federal and provincial ministries, non-profit organizations, and municipalities such as City of Kingston, City of Ottawa and City of Victoria.

In 2017, the Social Procurement Program won two outstanding achievement awards: the 2017 Program Ambassador of the Year Award from the Canadian Gay and Lesbian Chamber of Commerce, and the 2017 Women Business Enterprises Canada Presidents Award. Both awards honoured the City of Toronto's outstanding contributions to advancing supplier diversity.

### *Capacity Building with Supplier Councils*

The Social Procurement Program relies on six supplier councils to certify diverse suppliers, namely: Canadian Aboriginal and Minority Supplier Council; Canadian Council for Aboriginal Business; Canadian Gay and Lesbian Chamber of Commerce; Inclusive Workplace and Supply Council Canada; Social Purchasing Project; and Women Business Enterprises Canada. The Social Procurement Program team works with supplier councils to ensure the range of diverse suppliers match the spectrum of goods and services that the City's purchasing trends demand.

The City has a role to play in building capacity for diverse suppliers to navigate City procurement processes. In 2017, the Social Procurement Program team worked with supplier councils on identifying and implementing ways to expand and sustain the growing diverse supplier list.

### *Looking Forward to 2018*

While the pilot phase was critically important in developing the Social Procurement Policy and Program, there are aspects of the program that can only be developed and improved during real time implementation. 2018 will be an opportunity to address identified challenges and opportunities for improvement. Also, the key implementation activities that began in 2017 will continue into 2018. Outreach and education with City staff will be ongoing. All the activities described above will continue, especially the efforts to expand the diverse supplier list and connect more equity-seeking groups with this invaluable opportunity to participate in and contribute to Toronto.

## **AnchorTO**

For social procurement to have a meaningful impact on poverty reduction, the City of Toronto requires movement partners that can extend the opportunities and impact into other areas of Toronto. To that end, the City has leveraged its leadership and experience in social procurement through the AnchorTO initiative. In partnership with the Atkinson Foundation, the City has led a Network of 18 public sector institutions

including: eight post-secondary institutions; four provincial agencies and departments; four City agencies, corporations and divisions; and two non-profit community builders. The goal is to embed social procurement practices across Toronto's public sector.

In September 2016, 13 of the 18 participating anchor institutions signed the AnchorTO Pledge, making a shared commitment to advance social procurement and empower staff to take concrete actions. The remaining institutions continue to participate actively as well. Over the course of five working group sessions, the Network has shared information, built capacity and transformed complex, abstract policy recommendations into tangible, actionable strategies. The primary deliverable resulting from this work is a common model of social procurement that any anchor institution can adopt, called the AnchorTO Blueprint.

The Blueprint will be released in the first quarter of 2018, coinciding with the end of dedicated funding from the Atkinson Foundation. The Blueprint will incorporate the collective lessons, experience, and knowledge gained by the City of Toronto and its partners in piloting social procurement initiatives. It will also be validated by key community and industry stakeholders.

The Blueprint will be accompanied by a series of individual action plans from participating institutions, defining concrete actions they will take to implement the components of the Blueprint. Through 2018, the City will support AnchorTO institutions in implementing these action plans by facilitating partnerships, sharing information, and conducting broader outreach. The City will also work with its partners to develop a long-term sustainability and funding plan for AnchorTO to be included in the 2019 PRS budget submission.

## **Decent Work**

In June 2017, the Government of Ontario introduced new legislation, Bill 148, Fair Workplaces, Better Jobs Act, 2017, aimed to increase the minimum wage and to strengthen the Employment Standards Act, 2000 and the Labour Relations Act, 1995 to reduce precarious employment.

In May 2017, City staff reported to Government Management Committee (GMC) on the development of standards to ensure "decent work" under City contracts and reduce precarious employment. Aware of upcoming changes in Provincial legislation, staff recommended that the City should wait until the provincial legislation was finalized and better understood before introducing new standards for City contracts. At the same meeting, deputants from workers' rights, charitable and research organizations, and CUPE L-79, recommended six job quality standards for City contracts, which were to be accompanied by a monitoring and enforcement plan that included a penalty system. GMC directed staff to report on options for adopting these standards and to develop an enforcement plan that identifies the required resources.

Table 2 compares these six potential work standards, identified by GMC, against Bill 148 and the City's Fair Wage Policy. Four of the proposed standards – related to paid sick days, equal pay for equal work, living wage, and getting paid on time – are addressed to some extent either under Bill 148 or the Fair Wage Policy. The fifth potential standard – fair scheduling – is partially addressed under Bill 148 and is not

addressed by the Fair Wage Policy. The sixth potential standard – fair and equitable hiring – is not addressed in either Bill 148 or the Fair Wage Policy.

Table 2: Options to Consider as Standards for City Contracts (Identified by Government Management Committee), Compared to Bill 148, Fair Wage Policy

<b>Options to Consider as Standard for City Contracts (Identified by Government Management Committee)</b>	<b>Province of Ontario Bill 148</b>	<b>City of Toronto Fair Wage Policy</b>
1. Paid Sick Days: Workers can accrue at least 7 paid sick days a year.	Entitlement to 2 Paid Sick Days, plus 8 Unpaid Personal Emergency Days.	Not addressed.
2. Equal Pay for Equal Work: Part-time, temporary and seasonal employees have a right to the same pay and level of benefits (pro-rated) of comparable full-time workers.	Equal wages: yes. Equal benefits: no.	Employees in the same classification, irrespective of part-time, seasonal, temporary or full-time status, are to be paid a combination of wages and benefits at least at the applicable fair wage rate.
3. Living Wage: Workers are paid at a rate which provides sufficient income to predictably meet their needs based on the Toronto cost of living.	Minimum Wage Increases:  2018: \$14.00/hr. 2019: \$15.00/hr.	Fair wage schedule is updated every three years or earlier to address legislative changes.
4. Getting Paid on Time: Workers, whatever their status, get paid within 30 days of doing the work.	Not addressed.	Every worker employed in the execution of the contract (contractor and subcontractor levels) are to be paid weekly or biweekly.
5. Fair Scheduling Workers are provided their schedules at least two weeks in advance of their shift.  Penalties and premiums applied for last minute changes or on-call work.	a) Not addressed.  b) Right to refuse a shift/on-call with less than 4 days' notice; obligation to pay minimum shift of three hours if shift cancelled/ reduced with less than 48 hours' notice.	Not addressed.
6. Fair & Equitable Hiring: Plans, programs or policies needed to ensure fair and equitable hiring practices are being employed by contractors, as well as the City, to provide equity-seeking communities and historically disadvantaged groups access to decent jobs.	Not addressed.	Not addressed.

Having passed the second reading, Bill 148 is expected to receive Royal Assent by December 2017, as many of the proposed changes will be effective January 1, 2018. It is therefore recommended that the City should wait until the legislation is finalized prior to considering changes related to first four of standards identified at Government



Management Committee. Analysis of the potential impacts of the new legislation is underway by the City Solicitor and Executive Director, Human Resources; a report will be submitted to the Employee and Labour Relations Committee once changes have been enacted.

Regarding the two remaining standards – fair scheduling and fair/equitable hiring – staff recommend pursuing pilot projects to evaluate the feasibility of their inclusion in City contracts and procurement documents. Proposed pilot projects are described below.

#### *Fair Scheduling as a Standard in City Contracts*

The proposed standard is the following: workers are provided their schedules at least two weeks in advance of their shift, with penalties and premiums applied for last minute changes or on-call work. Two weeks' advance scheduling is not required under the current Fair Wage Policy nor is it addressed in Bill 148. This standard is an identified factor that reduces job precarity.

This standard is recommended for inclusion into select City procurements on a two-year pilot basis to assess feasibility and impacts for the City and within the vendor community and options for enforcement. Selection of contracts will be determined based on consultation with divisions and the vendor community, with a focus on improving work conditions in the lower-wage service sectors in which there is greatest risk of job precarity. Design, implementation and assessment of a two (2) year pilot project would be managed by the Fair Wage Office, contingent on Council's approval of resource requirements contained in Human Resource Division's 2018 budget submission. Vendor stakeholders will be engaged in the design and assessment of the pilot initiative. Pilot design considerations may include industry type, size and duration of contract, feasibility, monitoring, vendor and employee education, enforcement and evaluation. A report to Council on the results of the pilot would be submitted in 2020, with potential recommendations to amend the Fair Wage By-Law if required.

#### *Fair and Equitable Hiring as a Standard in City Contracts*

The proposed standard is the following: ensure fair and equitable hiring practices are being employed by contractors to provide equity-seeking communities and historically disadvantaged groups access to decent jobs. Implementing equitable hiring policies and practices should have limited or no financial impact on vendors and is an identified factor that reduces discrimination and racialization of poverty.

This standard is recommended for adoption into select City procurements on a two-year pilot basis, to assess feasibility of the standard, resource impacts on the City, impacts within the vendor community and approaches for enforcement. The pilot project will consider how to incorporate the request for potential bidders/proponents to provide evidence of an equitable hiring process into the procurement process and consider how to implement a socially responsible tender process following examples piloted in British Columbia and Alberta. Recommendations will be presented to Executive Committee in 2020 in a final report on Decent Work standards pilot projects. Design, implementation and assessment of the pilot process would be co-led by Social Development, Finance and Administration Division and the Purchasing and Materials Management Division. In

the first year, this pilot can be implemented within existing resources. If further resources are required these will be identified as options for the 2019 Operating Budget.

To promote equity, and in alignment with the Poverty Reduction Strategy, pilot projects should focus on creating economic opportunities for equity-seeking communities and historically marginalized groups and on improving work conditions in the lower-wage service sectors in which there is greatest risk of job precarity.

## **Community Benefits Framework**

In April 2015, Executive Committee adopted a motion directing staff to create a Community Benefits Agreements protocol to achieve social, economic and environmental benefits for the local communities impacted by proposed development and infrastructure projects. This protocol would also support the employment objectives of Toronto's Workforce Development Strategy including the Youth Employment Action Plan, Youth Equity Strategy and Newcomer Strategy.

In the context of an overarching City of Toronto Community Benefits Framework, community benefits (CB) is a term used to describe both processes that leverage community benefits outcomes, and community benefits outcomes themselves. It is much broader than definitions of community benefits used in both Section 37 of the Planning Act and the Social Procurement Program.

Section 37 allows the City to ask developers for community benefits when a development requests a zoning by-law amendment for increased height and/or density.<sup>19</sup> In this case, CBs are specifically intended to address the needs created by population growth, and are limited to outcomes that are long term, durable assets usually affordable housing, recreation centres, child care centres, park improvements, public art, heritage preservation, streetscapes, and space for non-profits.

Social procurement focuses solely on leveraging an institution's purchasing power to create social impact and inclusive economic growth, hence achieving a double bottom line through City procurement alone.

In the context of a Community Benefits Framework, community benefits is defined broadly as processes that leverage favourable community-defined outcomes for economically disadvantaged groups. Community engagement is an integral element to a Community Benefits Framework. Listed below are six types of community benefits outcomes typically achieved through these processes:

- Workforce Development – Employment opportunities, construction trade apprenticeships, job training, career support
- Supply Chain Diversity – Hiring diverse suppliers & social enterprises
- Affordable Housing – Development of new, or repair of existing, rental or ownership affordable housing
- Community Assets & Public Realm – Cultural assets, parks, green space, community centres, child care centres, libraries

- Environmental – Energy retrofits, carbon reduction, air quality improvements, extreme weather resilience
- Other – Interest-free loans, internet access, computer hardware

### *Community Benefits Landscape*

The community benefits movement has gained significant traction across Canada. At the federal level, in 2017 the Prime Minister included community employment benefits as a main objective in several Ministerial mandate letters. It is anticipated that Infrastructure Canada will develop a Community Employment Benefits Reporting Framework that will include provisions that require those receiving Infrastructure Canada funding to create community employment benefits opportunities for vulnerable and underrepresented communities. The Government of Ontario introduced the Infrastructure for Jobs and Prosperity Act (2015) that includes principles of community benefits to be included in the planning framework for delivering \$130B worth of infrastructure projects across Ontario in the next 15 years. The City of Vancouver currently has seven Community Benefits Agreements in place that leverage 10% local employment and 10% local procurement through zoning applications. In Toronto, community benefit processes with known outcomes include Regent Park Revitalization, Metrolinx transit projects, and the Pan Am Games.

In the United States, community benefits agreements are typically used as legally binding agreements that are seen as mutually beneficial to both developers and communities. In exchange for community benefits outcomes, communities agree to not oppose development applications. The Los Angeles Sports and Entertainment District (aka, the Staples Center) is commonly known as the first major CBA in the United States.<sup>20</sup> In the UK, the more common approach to leveraging community benefits is through community benefits clauses in public procurement contracts. These clauses set out mandatory requirements that awarded vendors must fulfil as part of the procurement contract.

### *City of Toronto's Existing Community Benefits Processes*

The City of Toronto has a number of processes that leverage community benefits outcomes, examples include Section 37 of the Planning Act, the Social Procurement Program, and Build Toronto. Existing processes have served the City well in delivering specific programming results. Going forward, the Community Benefits Framework provides the opportunity to build on these and other best practices, coordinate data collection and analysis, and overall, deepen the City's understanding of its community benefit impact and reach within a new City-wide Framework.

### *Working Towards a City of Toronto Community Benefits Framework*

The City's Social Procurement Program focuses on leveraging community benefits from City procurement. There is an opportunity for the City to better leverage community benefits outcomes directly from private development projects. Staff will take the following steps to create a CB framework for the City of Toronto:

- Create a comprehensive inventory of existing City processes and practices that leverage community benefits outcomes, including analyses of best practices, challenges, gaps, and opportunities (Recommendation 2a);
- Develop ways to maximize community benefits outcomes from large-scale private development proposals, through the enhancement of existing City practices and processes, or the leveraging of untapped opportunities (Recommendation 2b);
- Based the results of this work, identify core principles, goals and objectives of a viable Community Benefits Framework for the City of Toronto;
- Develop a proposal for how to implement and evaluate the framework in a gradual and planned manner.

In 2017, an interdivisional team began discussing a CB framework with engagement from Affordable Housing Office, Build Toronto, City Planning, Economic Development & Culture, Environment & Energy, Legal Services, Parks, Forestry & Recreation, Purchasing & Materials Management, Real Estate Services, Social Development, Finance & Administration, Toronto Employment & Social Services, and the Toronto Office of Partnerships.

A Community Benefits Framework will elevate the City of Toronto's ability to turn public and private development into opportunities that make significant social and economic impact in Toronto communities.

## **Moving Forward**

Leveraging the City's economic power to drive inclusive economic development and reduce poverty requires two bold shifts.

First, the City must engage businesses, public institutions, and community partners not only as a regulator and enforcer, but also as a partner and role model. For example, the City has helped to convince 18 large public institutions to adopt social procurement. The pitch: we have done it. The offer: we will share what we learned, so you avoid our missteps, and get there faster.

This is a new role and dynamic for the City, and both its staff and external partners are only beginning to learn how to realize the potential in it.

Second, this work combines day-to-day corporate operations and the design of social and economic policies and programs, bringing together staff with different training who know little about each other's work. The learning taking place is invaluable, even if difficult at times. And careful planning and implementation are necessary to ensure that core operations are not compromised.

Notwithstanding these challenges, concrete and extremely encouraging advances have been made. The work will continue in 2018.

## 2. Income Security: A Roadmap for Change

Ontario's income security system provides a range of income and in-kind benefits to working and non-working individuals and families with low incomes. To access these supports, low income residents must navigate a complex suite of programs -- each with its own eligibility criteria -- delivered by various municipal, provincial, Federal and First Nation governments.

Over the past three decades, assessments of Ontario's income security system have repeatedly highlighted its complexity, ineffectiveness and inadequacy, and concluded that despite best intentions, the system too often fails to facilitate social inclusion or economic mobility.<sup>21</sup>

With an awareness of these shortcomings, growing income polarization, and the impact of disruptive changes to Ontario's economy and labour market, the Government of Ontario asked three working groups to provide it with advice on how to strengthen the income security system by improving incomes, encouraging work, and enhancing access to core supports outside of the province's social assistance program apparatus (i.e. Ontario Works / Ontario Disability Support Program).

On November 2, 2017, Ontario received the Working Groups' final report – *Income Security: A Roadmap for Change* ([available here](#)) - which sets out a 10-year roadmap of changes. Taken together, these changes would result in a modernized, responsive and effective income security system. The report's vision and guiding principles, as well as the membership of the three Working Groups, are detailed in Attachment E.

The Province has posted the report (hereafter called the "Roadmap") online, invited the public to provide feedback over a 60-day period, and noted that it will use the Roadmap and feedback to inform changes it may make to the income security system in 2018 and beyond.

### *Key Actions and Recommendations*

The Roadmap's actions and recommendations are designed to advance (5) overarching objectives, namely:

- *Achieving Income Adequacy*: Adopt a definition of income adequacy and make a public commitment to achieve that goal over 10 years;
- *Engaging the Whole Income Security System*: Leverage the whole income security system, current and future, so that programs work together to help all low-income people to achieve social and economic inclusion;
- *Transforming Social Assistance*: Make social assistance simpler and eliminate coercive rules and policies;
- *Helping those in Deepest Poverty*: Take early and concrete action to increase the level of income support available to people living in deepest poverty; and
- *First Nations Communities*: Take steps to ensure that social services are controlled by, determined by and specific to First Nations.

Critically, the Roadmap advises that its recommendations should not be considered a menu of options which can be implemented in a selective or piecemeal fashion. Rather, the recommendations put forward constitute an integrated plan of action which will result in fundamental change, beginning with efforts to address urgent needs followed by changes that will support longer-term system transformation.

*Alignment of the Roadmap with Council Positions, Toronto's Poverty Reduction Strategy, and the City's Approach to Serving Low Income Residents*

As detailed below and in Attachment E, the Roadmap's principal objectives and recommendations are closely aligned with:

- The core themes, recommendations and actions of the City's Poverty Reduction Strategy
- Feedback Toronto has heard for many years from residents, clients and stakeholders on the broad direction broader income security reform should take as well as specific changes to core elements of the Ontario Works program
- Recent data and analyses of the changing profile and needs of low income residents who access City delivered services, such as Ontario Works;<sup>22</sup> and
- Recent and planned changes to the ways in which the City delivers programs benefitting low income residents to promote better access, service navigation, and collaboration with clients and service partners

More specifically, important areas of alignment between the Roadmap and the Poverty Reduction Strategy relate to (i) financial benefit adequacy and simplification, (ii) the need to provide robust housing supports (and move essential health and housing benefits outside the social assistance system), and (iii) the importance of promoting a culture of respect, dignity and collaboration between clients and staff.

- (i) Toronto has consistently made the case that the social assistance system should provide adequate core financial benefits in the simplest manner possible. In 2008 City Council expressly called for OW rates to be increased by 21.6%. More recently, through its adoption of TO Prosperity's Recommendation #10.2 Council sanctioned efforts to "advocate to Ontario to raise the social assistance rates" and through Recommendation 10.3 it called for better health benefits for low-income residents moving off of the OW and ODSP programs.
- (ii) The Roadmap's call for the introduction of a housing benefit to assist all low-income people with the high cost of housing -- whether or not they receive social assistance -- parallels PRS Recommendation #2, under the Housing Stability stream, to assist low-income individuals and families to secure and maintain affordable housing, provide more housing allowances, and advocate for housing subsidy options that better meet local housing needs.
- (iii) Finally, the Roadmap highlights the importance of service delivery approaches which promote "a culture of trust, collaboration and problem-solving as a priority." The report positions front-line workers as "case collaborators whose primary role

is to act as supportive problem-solvers and human services navigators." Consistent with this direction, the City is actively refocusing its services and transforming its delivery model to better respond to changing client needs. Through its efforts, the City is leading and informing best practices related to modernizing service delivery and creating the necessary trust-based relationships and collaboration between program staff and City residents that will achieve better outcomes.

In view of the high degree of overlap and consistency between the Roadmap's recommendations, established Council positions – most notably with regard to the Poverty Reduction Strategy – and City service delivery priorities and orientation, it is recommended that City Council endorse the Roadmap's vision, objectives and recommendations.

### **Toronto Poverty Reduction Strategy: Looking Back and Moving Forward**

Looking back at the first three years of Toronto's first concerted plan to reduce poverty, it is fair to say that the City of Toronto, through its various Divisions and Agencies, has made a difference:

- Free TTC for children 12 and under
- More affordable houses and housing allowances
- More student nutrition, youth, and library programs
- More recreation centres where programs are free
- More child care spaces and child care fee subsidies
- More employment opportunities for equity seeking groups and marginalized youth
- More wrap around services for social assistance clients
- More equity issues taken into account during budget processes
- More voices with lived experience of poverty at City Hall

That's a very good start, but it's far from enough. Toronto still has children going hungry, youth without career opportunities, workers earning less than the cost of rent, and social assistance clients being left behind. There is no choice but to continue the work.

The 2018 Work Plan includes additional service improvements and bold plans for child care, housing, and transit. In 2018, City staff will also start to draw lessons from the first years of the strategy, looking for ways to mobilize and channel knowledge, energy, and resources from various sources to the most impactful poverty reduction actions.

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## ATTACHMENTS

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Attachment A – Poverty Reduction Strategy 2017 Progress Report  
Attachment B – Poverty Reduction Strategy 2018 Work Plan  
Attachment C – Poverty Reduction Strategy 2017 Report to the Community  
Attachment D – Social Procurement Program Detailed Activities  
Attachment E – Vision, principles, objectives, and recommendations put forward in the  
report *Income Security: A Roadmap for Change*



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<sup>1</sup> There is no official definition of poverty in Canada, but there are some widely accepted measures of low-income, notably the Low Income Cut Off, the Low Income Measure, and the Market Basket Measure. The level of low income or poverty differs depending on the measure used and whether it considers income before or after tax.

<sup>2</sup> The LIM-AT from the annual Taxfiler T1 Family File are calculated in a different manner and are not directly comparable to the Census data, but do provide a good indication of income trends in between census years.

<sup>3</sup> The Filipino population group is one notable exception. Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016211.

<sup>4</sup> Notte, Geranda and Michael Mendelson. 2016. Using low income and material deprivation to monitor poverty reduction. Caledon Institute of Social Policy. Available at, <http://www.caledoninst.org/Publications/PDF/1103ENG.pdf>

<sup>5</sup> Daily Bread. 2017. Who is Hungry: 2017 Profile of Hunger in Toronto. Available at <http://www.dailybread.ca/wp-content/uploads/2017/09/Whos-Hungry-2017.pdf>

<sup>6</sup> City of Toronto, October 2017. Daily Shelter Census. Available at <https://www1.toronto.ca/wps/portal/contentonly?vgnextoid=4ec8c0e9f7301410VgnVCM10000071d60f89RCRD&vgnextchannel=c0aeab2cedfb0410VgnVCM10000071d60f89RCRD>

<sup>7</sup> City of Toronto, April 2017. Toronto's Licensed Child Care Growth Strategy for Children under 4, 2017-2016. Available at <http://www.toronto.ca/legdocs/mmis/2017/cd/bgrd/backgroundfile-102626.pdf>

<sup>8</sup> City of Toronto, October 2017. Child Care Growth Strategy – Phase One Implementation (2017-2019). Available at <http://www.toronto.ca/legdocs/mmis/2017/cd/bgrd/backgroundfile-107586.pdf>

<sup>9</sup> City of Toronto, May 2009, Housing Opportunities Toronto: An Affordable Housing Action Plan 2010 – 2020. Available at <http://www.toronto.ca/legdocs/mmis/2009/ah/bgrd/backgroundfile-21130.pdf>

<sup>10</sup> City of Toronto, June 2016. Implementing the Open Door Affordable Housing Program, Available at <http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94483.pdf>

<sup>11</sup> City of Toronto, Toronto Progress Portal, Toronto's Dashboard, Services. Available at, <https://www1.toronto.ca/wps/portal/contentonly?vgnextoid=9792de0096180510VgnVCM10000071d60f89RCRD>

<sup>12</sup> City of Toronto, 2016. Housing Opportunities Toronto: Progress Report 2016. Available at <http://www.toronto.ca/legdocs/mmis/2017/ah/bgrd/backgroundfile-106723.pdf>

<sup>13</sup> City of Toronto, September 2017. Affordable Housing Update. Available at, <http://www.toronto.ca/legdocs/mmis/2017/ah/bgrd/backgroundfile-107061.pdf>

<sup>14</sup> The 2015-2019 PRS Term Action Plan is available at <http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-84627.pdf>

<sup>15</sup> Statistics Canada. 2017. Toronto, CDR [Census division], Ontario (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001; Daily Bread. 2017. Who is Hungry: 2017 Profile of Hunger in Toronto. Available at <http://www.dailybread.ca/wp-content/uploads/2017/09/Whos-Hungry-2017.pdf>

<sup>16</sup> A certified diverse supplier is any business or enterprise that is certified by a City-endorsed supplier council to be more than 50% owned, manager and controlled by a person belonging to an equity seeking group, or a social purpose workforce development enterprise.

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<sup>17</sup> An equity-seeking group is community that experiences discrimination or barriers to equal opportunity, including women, Aboriginal People, persons with disabilities, newcomers, LGBTQ+ persons, visible minorities, and racialized people.

<sup>18</sup> There was no data reported for January 2017.

<sup>19</sup> City of Toronto. Section 37 Benefits.

<https://www1.toronto.ca/wps/portal/contentonly?vgnextoid=c9c56d876c86c510VgnVCM10000071d60f89RCRD>

<sup>20</sup> Graser, D. 2016. Community Benefits in Practice and in Policy: Lessons from the United States and the United Kingdom. Atkinson Foundation. [http://atkinsonfoundation.ca/wp-content/uploads/2016/09/atkinson\\_cbreport\\_fa.pdf](http://atkinsonfoundation.ca/wp-content/uploads/2016/09/atkinson_cbreport_fa.pdf)

<sup>21</sup> See, for example, the report of the Social Assistance Review Advisory Council, available at: <http://www.mcass.gov.on.ca/documents/en/mcass/publications/social/sarac%20report/SARAC%20Report%20-%20FINAL.pdf>, and the report of the Commission for the Review of Social Assistance in Ontario, available at, [http://www.mcass.gov.on.ca/documents/en/mcass/social/publications/social\\_assistance\\_review\\_final\\_report.pdf](http://www.mcass.gov.on.ca/documents/en/mcass/social/publications/social_assistance_review_final_report.pdf)

<sup>22</sup> City of Toronto, May 2017. A Profile of Toronto's Evolving Ontario Works Caseload Profile. Available at <http://www.toronto.ca/legdocs/mmis/2017/ed/bgrd/backgroundfile-103798.pdf>