



## REPORT FOR ACTION

# Update Report to City Council on Recovery and Building a Renewed Toronto

**Date:** November 26, 2020

**To:** Executive Committee

**From:** City Manager

**Wards:** All

## SUMMARY

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This report provides an update to the City Manager's October 2020 report titled "Towards Recovery and Building a Renewed Toronto" (EX17.1) as requested by City Council.

Since October, Toronto has experienced a significant increase in the number of cases of COVID-19 and continues to respond with measures to combat the resurgence of the virus. As of Monday November 23, Toronto entered lockdown under provincial measures to slow the spread of COVID-19.

The City Manager will regularly update Members of Council and the public on the City's response and recovery including on the reports from the Toronto Office of Recovery and Rebuild (TORR). This first update will be higher-level than future updates as the City Manager's October report was only recently before City Council. Included in this report are updates on:

- COVID-19 Response Activities
- Intergovernmental Strategy and Partnerships
- Status of Recommendations from the Toronto Office of Recovery and Rebuild's report COVID-19: Impacts and Opportunities

Attachment 1 to this report provides updates on any significant changes to the implementation of TORR recommendations since October 28, 2020. A number of updates include information on reports that will be brought forward to Council through future agenda cycles or the 2021 budget process.

## RECOMMENDATIONS

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The City Manager recommends that:

1. City Council receive this report for information.

## FINANCIAL IMPACT

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There are no financial implications arising from the receipt of this report. The financial impacts of specific recovery and rebuild actions will be included in future reports that will also provide updates on the financial implications of COVID-19, including incremental costs, foregone revenues, as well as recovery efforts.

Any financial implications will be included in applicable budget submissions to be addressed through the Budget process.

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

## DECISION HISTORY

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At its meeting of October 27, 2020, City Council adopted the City Manager's report Towards Recovery and Building a Renewed Toronto with amendments and directed the City Manager to report through the Executive Committee to the December 16 and 17, 2020 meeting of City Council to provide an update, and starting in the beginning of 2021, to report on a quarterly basis, providing in-depth reports on the progress to deliver a streamlined, coordinated, and renewed intergovernmental strategy, including an examination of existing intergovernmental requests, tables, relationships and partnerships, roles and responsibilities, Toronto's priorities, progress towards achieving all of the recommendations in Attachment 1 to the report (October 6, 2020) from the City Manager, relationships with Indigenous communities, and methods for regular updates to advance shared priorities with governmental and regional partners for a strong recovery.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX17.1>

## COMMENTS

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### A. Update on COVID-19 Response Activities

#### *1) Status of the COVID-19 Epidemic in Toronto*

Toronto continues to battle the resurgence of COVID-19 through public health measures and restrictions. The local data for Toronto demands quick action to disrupt the virus spread. The City of Toronto and the provincial government must do everything possible to prevent further COVID-19 spread, protect the most vulnerable residents, preserve the capacity of hospitals and save lives.

As of November 25, 2020, the total number of cases in Toronto since the pandemic started is more than 39,000. Toronto Public Health (TPH) has reported that 45 percent of all cases since the start of the pandemic have occurred since October 1.

On November 20, 2020, the provincial government announced Toronto would move into the Grey - Lockdown category of its [Keeping Ontario Safe and Open Framework](#). This change adds further restrictions in Toronto, including restricting people from having non-essential visitors inside their homes, closing indoor and outdoor dining at restaurants and bars, closing all indoor gyms, closing hair salons, barber shops, nail salons and tattoo parlours, and closing all retail, including malls, except for curbside pick-up or delivery. Essential businesses such as supermarkets, grocery stores, convenience stores, hardware stores, beer, wine and liquor stores, pharmacies and safety supply stores can be open for in person shopping at 50% capacity.

The pandemic has exacerbated long-standing, systemic health inequities related to poverty, racism and other forms of discrimination. This has created the conditions for COVID-19 to spread with disproportionate impacts on Torontonians who are: Indigenous, Black or racialized, precariously employed or live on a low income, living in multigenerational or crowded housing, or experience challenges taking time off from work when ill or to isolate from others.

In March 2020, at the start of the pandemic, the City began taking action to support vulnerable residents, families and communities under its guiding framework, TO Supports: COVID-19 Equity Action Plan. Based on data collected by TPH over the course of the pandemic, the City has worked to develop an enhanced plan to provide targeted support to neighbourhoods experiencing higher COVID-19 case rates – many of these neighbourhoods are in the northwest and northeast of the city. These targeted COVID-19 equity measures include:

- Measures to expand testing sites – Increasing testing in neighbourhoods experiencing higher COVID-19 case rates, expanding the number of provincial testing sites using City facilities, using buses for mobile testing, providing more transportation to testing sites and extending testing site hours.
- Measures to intensify community outreach and engagement – Targeting outreach, case management and providing support to residents who face multiple barriers (i.e. food support, income services, etc.), and providing relevant public education to residents and employers. Residents will also receive masks to support their efforts to stay safe. Strong community partners, trusted by residents in neighbourhoods experiencing higher COVID-19 case rates, are critical to ensuring that these measures are implemented effectively.
- Measures for those who test positive and are unable to work due to mandatory isolation – Addressing the threat of eviction and improving access to emergency assistance is important and this includes advocating for residential eviction protection, income supports, and newcomer access to COVID-19 services and supports.

## *2) Office of Emergency Management (OEM) and Emergency Operations Centre (EOC)*

The City's Emergency Operations Centre (EOC) remains activated at Level 3, the highest level of EOC activation, in response to the COVID-19 pandemic. As of November 25, 2020 the EOC has been activated for 260 days – by far the longest activation in Toronto's history. Over 150 staff and 51 Divisions, Agencies and Corporations (DACs) have participated in the EOC response with the EOC and Office of

Emergency Management (OEM) staff leading many response specific task forces (TFs) and working groups including the Personal Protective Equipment TF and Business Continuity TF.

### Personal Protective Equipment (PPE)

The EOC continues to take steps to manage and equitably distribute PPE and other critical supplies across City Divisions, Agencies, and Corporations throughout the pandemic. The PPE Task Force, consisting of representatives from Purchasing and Materials Management Division, People & Equity, the OEM, emergency services, and other City Divisions and Agencies, continues to enhance methodologies that have allowed an effective conservation, management, and stockpile of PPE throughout the pandemic.

The allocation frameworks developed ensured sustainability and occupational health and safety standards in the distribution of PPE. The City continues to be successful in maintaining an effective supply of PPE, despite significant global supply chain issues. The PPE Task Force continues to monitor the global supply situation and forecast future scenarios to prepare for a range of impacts and responses that would likely be required during future waves of the virus.

### Business Continuity

The continuity of City services during future waves of COVID-19 remains an important part of the City's response, especially as it relates to keeping essential and critical services operating.

The Business Continuity Task Force, comprising representatives from across the City's Divisions, leverages its enterprise-wide organizational structure, data, experience, and knowledge to identify business continuity priorities and resolve issues. The Business Continuity Information System (BCIS) is a web based information tool that supports the ongoing continuity and capacity of City services. BCIS establishes a common operating picture, standardizes service categories using existing authoritative data sources, and provides a range of user reports on divisional service plans to support decision making.

### Ongoing Planning and Response

As the EOC remains activated and responsive to the current emergency, staff are also taking action to ensure readiness to respond to resurgence and future waves of infection as well as other concurrent emergency situations. Coordination and support of the City's Divisions', Agencies', and Corporations' operational responses to COVID-19 is a priority. Further to this, planning with our DAC partners to ensure the City is prepared to respond to other emergencies is continuing. Review of the City's plans for other hazards, evaluated through a COVID-19 lens, to ensure the City can respond to concurrent emergency threats such as delivering emergency social services during potential future waves of COVID-19 is part of a robust emergency management program. As of Q3, 2020 the OEM had managed 44 Emergency Social Services responses to assist residents displaced by a variety of emergencies, 34 of which occurred while maintaining an active EOC response to COVID-19. The OEM will

continue planning and supporting the City's readiness and resiliency for emergencies, and be prepared to respond as required.

### 3) Financial update

As stated in the Operating Variance Report as of September 30, 2020 the City experienced an unfavourable variance of net revenues and expenses of \$440.3 million for Tax Supported Programs.

COVID-19 related financial impacts are anticipated to total \$1.716 billion by year-end for the City of Toronto, prior to offsets achieved through a series of implemented mitigation strategies that focus on spending and workforce restraints (\$533.8 million); and phase 1 Safe Restart Agreement funding confirmed in August (\$669 million), reducing the year-end shortfall to a projected \$514.1 million.

The projected unfavourable variance for the end of the year of \$514.1 million includes impacts from the Toronto Parking Authority and the Toronto Community Housing. To date, two of the three credit rating agencies (DBRS and S&P) have reported on the City's financial condition and outlook. Both agencies have kept the credit rating at AA with a "Stable" outlook.

<p>Highlights from S&amp;P report on City's financial condition and outlook</p>	<ul style="list-style-type: none"> <li>• We believe that the City's strong economic base and high levels of reserves and liquid assets will help Toronto sustain its credit metrics over the longer term.</li> <li>• We believe that Toronto's prudent financial management and robust liquidity will help to sustain the city's creditworthiness in the longer term.</li> <li>• The City has demonstrated prudent financial management in the face of severe operating pressures, led by a largely cohesive council and experienced senior staff.</li> </ul>
<p>Highlights from DBRS report on City's financial condition and outlook</p>	<ul style="list-style-type: none"> <li>• The ratings are supported by the City's large and diversified economy, capacity to raise taxes, and requirement to present balanced budgets.</li> <li>• While the Coronavirus Disease (COVID-19) pandemic will materially affect the City's fiscal outlook, the impact will be temporary and manageable.</li> <li>• Toronto's debt and liquidity management practices are conservative and sophisticated.</li> </ul>

### 4) Customer Service – Digital Government and Services

The City's objective remains to deliver simple, reliable and connected services that anticipate changing customer needs. Alongside the City's current reality – fiscal challenges, COVID-19, and the need to make decisions at unprecedented speed - consideration must also be given to the fact that increasingly, customers prefer to access information and services online, rather than through analog or in-person

channels, and the current pandemic has only heightened this shift. At the same time, designing equitable services is even more critical to support vulnerable communities that may require more support.

To address this, the City has placed an expedited focus on becoming a digital government that will improve end-to-end service delivery both from a front-end customer perspective and the back-end internal processes and approvals. “Digital Government” does not mean the City's services are only accessed through digital channels, rather, it means that technology and digital capabilities are the foundations upon which the public is served, access their information and provide integrated and seamless experiences, regardless of the channel the public chooses to interact with the City (i.e., app, online, phone, or in-person where appropriate). Digital foundations enable City’s objectives to improve front-end experience and back-end management.

Digital Government and Services is supported by digital equity strategies to bridge the digital divide in Toronto by bringing access to affordable high-speed internet to underserved residents. A lack of internet access is often considered to be a rural issue, but recent research has confirmed unequal access exists in cities, including Toronto. In the 2020 Nonprofit survey conducted by the Toronto Foundation, 84% of social service organizations and 54% of other organizations agreed that many of their clients did not have the internet at home (Toronto Foundation Fallout Report, page 85).

The City has identified the need to unlocking public asset value by leveraging City assets (i.e. fibre, buildings, Right of Way, etc.) as the City's contribution to building a City of Toronto Broadband Network. It is also envisioned that the City would collaborate with the private sector to connect underserved areas of the city with fibre to create a City-wide high-speed internet network. By blending human-centred design, process improvement, and integrated technology, the City will ultimately provide more efficient, seamless and cost-effective service delivery. Roadmaps to digitize critical service capabilities at the City, such as payments, permits, licenses, booking and applications, among others are in development. The future will be a more centralized customer service approach with common principles, standards, governance, and platforms, so that residents, business, and visitors will experience a seamless “One Toronto” when engaging with the City. This City-wide, unified approach will meet heightened customer expectations, improve program effectiveness, reduce cost structures across divisions, and break down the service silos that our customers often face. Examples of projects underway and nearing completion include:

- 311 Digitization (Service Requests and General Inquiries).
- Development applications for the Concept to Keys program.
- Permits & Licences, including recently launched Short-Term Rentals permit.
- Tenant Rights Portal.
- RFP for Digital Government Platform.

## **B. Intergovernmental Strategy and Partnerships**

As noted in the City Manager's October report, a new whole of government conversation is required between municipal, provincial and federal governments which recognizes the critical role of municipalities in improving growth, prosperity and well-

being for all. In order to deliver a streamlined, coordinated and renewed intergovernmental strategy which reflects this objective, staff are taking stock of recent successes while initiating a dialogue with federal, provincial and regional partners on how relationships must change so that we can engage and collaborate to achieve our shared outcomes.

### 1) Intergovernmental Response to the First Wave

The federal, provincial and municipal governments responded quickly and effectively during the first wave of COVID-19. Crucial to this initial wave were not only the joint responses (as outlined in recent City Manager reports to Council) but also the emergency supports provided by other governments. These investments supported both the City's front-line response and emergency operating needs and provided flow-through funding which supported essential workers and partners who deliver critical services to vulnerable populations. These funds also supplemented the City's mitigation strategies that focussed on spending and workforce restraints. COVID-19 related emergency response funding committed to the City as of November 18, 2020 (and the associated federal or provincial program) is described in Table 1. Also noted is the recent federal commitment from the Rapid Housing Initiative which will contribute to recovery efforts.

Table 1 - Emergency Response Funding Committed to City as of November 18, 2020

Funding Program	Division	Provincial	Federal	Total
<b>Safe Restart Agreement</b>				
Municipal Operating Funding - Phase 1	All	87,409,860	58,273,240	145,683,100
Municipal Transit Funding - Phase 1	TTC	202,044,116	202,044,116	404,088,232
Social Services Relief Fund - Phase 2	SSHA	71,262,469	47,508,313	118,770,782
<b>Total - Safe Restart Agreement Funding</b>		<b>360,716,445</b>	<b>307,825,669</b>	<b>668,542,114</b>
<b>Other Programs</b>				
Social Services Relief Fund - Phase 1	SSHA, SDFA	23,544,120	15,696,080	39,240,200
24/7 Screening, Infection Control	SSLTC	750,000		750,000
Additional COVID Prevention and Containment Funding	SSLTC	7,551,000		7,551,000
COVID-19 Emergency Benefit	TESS	23,078,597		23,078,597
Pandemic Pay	PS, SSLTC, SSHA	29,586,134		29,586,134
Enhanced Cleaning of Public Transit	TTC	7,367,007		7,367,007
Infant Hearing Program	TPH	1,050,720		1,050,720
COVID-19 Recovery Site	SSHA	3,600,000		3,600,000
COVID-19 Emergency Fund for Heritage Organizations - Phase 2	EDC		572,885	572,885
Digital Citizen Contribution Program	EDC		40,000	40,000
Reaching Home Program Expansion	SSHA		24,979,123	24,979,123
Reaching Home Program Expansion - Part 2	SSHA		30,473,522	30,473,522
Child Care	CS		47,545,885	47,545,885
COVID-19 Isolation Site	TPH		13,900,000	13,900,000
<b>Total - Other Programs</b>		<b>96,527,578</b>	<b>133,207,495</b>	<b>229,735,073</b>
<b>Total Funding</b>		<b>457,244,023</b>	<b>441,033,164</b>	<b>898,277,187</b>
<b>Less Flow-Through Funding</b>		<b>7,977,924</b>	<b>18,022,016</b>	<b>25,999,940</b>
<b>Total Funding Excluding Flow-Through</b>		<b>449,266,099</b>	<b>423,011,148</b>	<b>872,277,247</b>
Flow-through funding is distributed to community agencies by City Divisions and will not support the City's COVID-19 expenses.				
<b>Plus Rapid Housing Initiative</b>	HS		<b>203,265,729</b>	<b>203,265,729</b>

By necessity, governments responded in a coordinated and efficient manner to the emergency and to support vulnerable communities. Accordingly, a significant portion of funding during the first wave was provided through existing agreements and partnerships. This includes many provincial examples where the City manages the service and has a structural relationship and significant and ongoing program focused partnership with the Province of Ontario. Further, most of the federal funding outside of the Safe Restart Agreement was provided via the Reaching Home program which is a direct and long-standing City-Federal relationship. Funding was not only provided efficiently; it was relatively flexible and could leverage municipal expertise to ensure effective local impact.

The City has been clear that additional federal and provincial funding is required to fully address emerging and ongoing COVID-19 financial impacts in 2020 and forecasted for 2021. This funding is required to avoid impacts on transit services and service levels across all City operations and programs.

While the City is obligated to provide several services on behalf of and in coordination with other governments that places pressure on the tax base (e.g. housing, long-term care, and child care), the provincial and federal relationships associated with these services provide an existing forum for intergovernmental collaboration. The City's renewed intergovernmental strategy will leverage these existing relationships which will continue to be valuable as we fight subsequent waves, and ultimately set out recovery priorities that will better serve the public.

## *2) A Principled Approach to Intergovernmental Relations*

Funding provided to date is also a function of the effectiveness of the City's intergovernmental approach which is premised on our existing government to government relationships, our strength as Canada's largest city and the key economic driver for Canada and the province, and our capacity, scale and scope to deliver on federal and provincial goals.

Federal and provincial investments that had the greatest impact on residents and business of Toronto, particularly the Safe Restart Agreement, were possible because of a commitment to applying a principled approach that aims to achieve:

- One voice through political and staff alignment, and internal alignment across divisions/agencies/corporations, with consistent and coordinated advocacy;
- An outcomes focus, that all governments needed to ensure that residents and businesses continued to receive essential municipal services;
- Strong bureaucratic relationships with federal and provincial counterparts, including an approach that is open, transparent and where all participants are forthcoming with information;
- Respect for the mandates, jurisdiction, authority, interests and decision-making processes of other governments, while challenging the status quo;
- Collaboration with regional municipalities, peer cities and with strategic alliances such as the Federation of Canadian Municipalities;
- Engagement, support and validation from the community, partners and stakeholders for collective impact.



Underlying this is the structural reality that the City remains dependent on positive, collaborative political relationships and that intergovernmental collaboration is dependent on the choices of other governments, which have greater jurisdiction and powers to tax, borrow and regulate.

### *3) Renewed Intergovernmental Strategy Update*

A renewed intergovernmental strategy will recognize the advantages of such a principles-based approach, acknowledge that the choices of other governments will facilitate deeper collaboration, and determine the elements that will be required to identify shared benefits, so that governments collectively can have meaningful and outcomes-based intergovernmental discussions that advance equity and drive the city's prosperity.

As detailed in the City Manager's October report, a number of actions will be undertaken as part of the workplan to develop a renewed intergovernmental strategy such as:

- Reviewing existing intergovernmental requests, and emerging needs as a result of COVID-19, and methods for prioritization.
- Developing an inventory of all staff and political intergovernmental tables, relationships and partnerships between the City of Toronto, other Canadian and Ontario municipalities (including in the Greater Toronto and Hamilton Area), the Province of Ontario and the Government of Canada.
- Identifying the intergovernmental roles and responsibilities of City staff and elected officials.

### *4) Update on Current Relationships and IG Discussions*

While work to renew the strategy is ongoing, City officials continue to engage federal, provincial and regional counterparts on shared recovery priorities, have initiated conversations regarding a shared federal-provincial-municipal recovery table and to identify new ways of working together.

#### Federal

Conversations at the federal level continue to focus on the second wave response, and also acknowledge the need to move quickly to recovery:

- The City Manager and senior staff have continued to deepen direct relationships with senior federal officials, senior staff at the Federation of Canadian Municipalities (FCM) and among city managers of Canada's six big cities. The six cities are identifying priority areas for collaboration amongst themselves and with the federal government, including an initiative led by Toronto to discuss digital government/broadband recognizing a common interest in improving access and affordability for vulnerable communities.
- The Big City Mayors Caucus (BCMC) including Mayor Tory [met with Cabinet Ministers](#), including the Deputy Prime Minister and Minister of Finance the week of November 10, 2020. The BCMC discussed the ongoing federal-municipal collaboration which is required for pandemic response and recovery. A key focus

was the need for continued operating support which will help to maintain services and help cities drive the country's recovery.

- On November 16, 2020, the FCM released [detailed recommendations](#) for federal post-COVID economic recovery plans. The FCM Board, including the City's six representatives on FCM, met for the annual Advocacy Days the week of November 16, 2020 to discuss the pre-requisites for a sustainable and inclusive recovery with federal Members of Parliament.
- The FCM document follows the September 2020 Federal Speech from the Throne which outlined the Government's direction to respond to the pandemic, support residents and businesses, and lay the foundation for recovery.
- A federal fiscal update is expected on November 30 which will further inform the City's approach.

## Provincial

Provincial conversations are similarly focussed on emergency response but also have started to consider the recovery period:

- The City Manager and senior leadership continue to engage their senior governmental colleagues at the Deputy Minister level to discuss both the emergency response and the emerging plans for recovery.
- Staff have also been meeting regularly with officials from the Province and Association of Municipalities of Ontario (AMO) through the Provincial-Municipal Technical Working Group on Emergent Municipal Needs in Response to COVID-19, using this as a forum to discuss specific issues related to responding to the pandemic, and initiate a conversation about taking a "whole of communities" approach to recovery.
- The provincial budget, released on November 5, 2020, provides a two-year outlook which will help inform the City's renewed intergovernmental strategy.

## Regional

- Political tables such as Ontario Big City Mayors and the Greater Toronto and Hamilton Area Mayors and Chairs continue to be focussed on protecting public health, and the need to continue to support residents and businesses through the pandemic.
- The City Manager is engaging with other regions and municipalities to explore options for more regional engagement. Currently, a unified regional voice is missing from the intergovernmental landscape. Dialogue has begun with regional officials as it relates to the requirements under the Safe Restart Agreement to work with the Province in areas such as microtransit, fare and service integration, and transit governance.
- The City Manager has continued dialogue with regional officials and the Toronto Regional Board of Trade on its report, [Shaping Our Future: A Playbook for Rebooting and Reimagining the Regional Economy in Ontario's Innovation Corridor](#) to identify challenges for the regional economy and potential areas of collaboration.

## **C. Update on City Manager's October 2020 recovery report**

In addition to the recommendations in the report from the Toronto Office of Recovery and Rebuild (TORR), City Council also adopted several recommendations related to the City's Manager's recovery report EX17.1. This section provides an update on a number of those recommendations.

### *1) Achieving greater outcomes for energy efficiency, demand management and renewable energy*

At its October 27, 2020 meeting, City Council directed the City Manager, recommendation 19, to develop recommendations in consultation with the Environment and Energy Division and the Toronto Atmospheric Fund, for Toronto Hydro to achieve greater outcomes for energy efficiency, demand management and renewable energy within the service area, and report back to City Council by the end of 2020 on the proposed recommendations and how to implement them. The City Manager's Office (CMO) has connected with Toronto Hydro, the Toronto Atmospheric Fund and the Environment and Energy Division and is coordinating a process to scan the City's current initiatives related to energy efficiency, demand management and renewable energy, and work with City divisions and the named partners to consider measures to achieve greater outcomes and prepare recommendations for City Council's consideration in Q1 2021.

### *2) Feasibility of financial incentives for non-profit long term care homes*

City Council also requested (recommendation 25) the Chief Financial Officer and Treasurer, in consultation with the Deputy City Manager, Community and Social Services, to report to City Council through Executive Committee on the feasibility of financial incentives, including eliminating or reducing development charges, for non-profit long term care homes. Staff are assessing the feasibility of providing financial incentives to non-profit long term care homes and will report to Committee/Council in 2021 once the assessment is complete.

### *3) Engagement and Insights*

City Council directed the City Manager (recommendations 13 and 14) to report in the 2021 Budget on enhancing the City's approach to public engagement by developing an engagement strategy that includes meaningful engagement with racialized communities and Indigenous peoples, and improved data and research coordination. Council also directed that this work include opportunities and input from groups such as through a citizen's reference panel, Black, Indigenous, people of colour and equity-seeking communities, and community organizations and partners.

This work supports key corporate and strategic priorities to increase public participation in decision-making and to better use data to inform research and insights on City policies and services. The City Manager will be bringing forward a report in the 2021 budget process on achieving an enhanced public engagement strategy, including research on best practices, an internal review of corporate resources and needs and ensuring alignment with a coordinated data for insights and research strategy.

## D. Future updates on Recovery

The City Manager will regularly report to Members of Council and the public on the City's recovery plans and actions including on:

- Critical recovery themes: public health, equity, social deterrents of health, prosperity, infrastructure and mobility, climate action and resilience, city services.
- Intergovernmental Strategy and Partnerships: including updates on structures, issues and progress of intergovernmental relationships, private and community partnerships.
- Status of recommendations from the Toronto Office of Recovery and Rebuild including engagement and insights activities.
- Updates will be provided through formal reports to Council, briefings, FYIs and memo's to Members of Council and on the City's website (e.g. the Progress Portal <https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/>) and Recovery and Rebuild website [www.toronto.ca/RecoveryRebuild](http://www.toronto.ca/RecoveryRebuild).

## CONTACT

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## SIGNATURE

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Chris Murray  
City Manager

## ATTACHMENTS

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Attachment 1 – December 2020 status of recommendations from COVID-19: Impacts and Opportunities Report from Toronto Office of Recovery and Rebuild.