

Issue	#	Recommendation	Actions Addressed	Initiatives	Status	2016 Progress & Results	City Initiative Lead(s)
 Housing Stability	1	Improve the quality of all affordable housing	1.1	Mayor's Task Force on Community Housing	In progress	Conducted 8 public consultations; submitted Tenants First report with recommendations to Council; established an implementation team within SDFA	Mayor's Office
			1.1	Capital Repair Financing Strategy for Non-Profit Housing Providers	In progress	Engaged consultant to undertake analysis of capital funding requirements and borrowing capacity of non-profit and co-operative housing providers and to explore alternative financing options	SSHA
			1.2, 1.5	Rooming House Review	In progress	Submitted report on a proposed regulatory and licensing strategy for multi-tenant houses (rooming houses); Executive Committee approved staff's recommendation to undertake a second round of consultations on the proposed changes	MLS, City Planning
			1.3, 1.4	High-Rise Retrofit Improvement Support Program (Hi-RIS) (Tower Renewal)	Partially completed	Provided \$2.094M to improvement projects benefitting residents of 498 apartment units	SDFA
			1.4	STEP Program (Tower Renewal)	In progress	Conducted STEP assessments, developed detailed retrofit action plans and followed-up with 50 buildings; launched Tower Renewal Action Rexdale; 3,000 housing units in Neighbourhood Improvement Areas have been impacted	SDFA
			1.3	Toronto Renovates Rooming House & Lower-Income Homeowner Program (Affordable Rental Buildings, Rooming Houses & Homeowners)	Ongoing	Administered - over typical project lifecycle of 1-2 years - Federal, Provincial, and City investments of \$15.9 M for 1,300 essential health, safety, accessibility and energy efficiency repairs and modifications underway in 2016; of these, 670 housing improvements were completed in 2016	AHO
			1.2	Multi-Residential Apartment Building Audit Program (MRAB)	In progress	Submitted report to Licensing and Standards Committee on a proposed licensing framework for multi-residential rental properties	MLS
			1.1, 1.3	Raising the Bar Initiative	Partially completed	Drafted standards developed for review by stakeholders; recruited Implementation Project Team to plan the new regulatory framework and quality assurance processes	SSHA
			1.2	Rent Safe Program	In progress	Completed public consultations on the proposed licensing framework and submitted report to Licensing and Standards Committee	MLS

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 Housing Stability	2	Assist low-income individuals and families to secure affordable housing	2.1	Housing Allowance Framework	Partially completed	Framework drafted and being reviewed with working group; issued confirmation of interest process for new choice-based housing allowances for 500 larger households and those waiting for an accessible unit	SSHA
			2.1	Housing First Pilot	Completed	Implemented program to assist long-term shelter clients to find and maintain permanent housing; completed Request for Proposal process to provide follow-up supports to help clients achieve housing stability; awarded contracts to follow-up agencies	SSHA
	3	Increase the supply of affordable housing	3.1	Mayor's Open Door Program	Ongoing	Submitted Open Door affordable housing funding reports which were approved by Council for seven pilot developments on City lands, representing over 500 affordable rental and ownership homes	AHO
			3.1	New Affordable Rental and Ownership Housing	In progress	Administered - over typical 3-5 year development lifecycle - Federal, Provincial and City investments of \$201.6M for 2,137 new affordable rental and ownership homes underway in 2016; of these, 494 new affordable homes were completed in 2016 (453 new affordable rental and 41 new affordable ownership homes)	AHO
			3.1	New Affordable Rental and Ownership Housing (City Incentives)	Ongoing	Provided an estimated \$10.2M in City incentives at different points in the typical 3-5 year development lifecycle to support the completion of 453 new affordable rental and 9 new affordable ownership homes in 2016 (included in the above completion numbers)	AHO
			3.1, 3.2	Large Developments Policy Framework	In progress	Analysis underway, connected to timing of Action item 3.3 (Inclusionary Zoning)	Planning
			3.2	Official Plan Review [Affordable Ownership Definition]	Partially completed	Planning and Growth Management Committee deferred consideration of recommended definition and directed a report back in conjunction with a report on Inclusionary Zoning	Planning
			3.3	Inclusionary Zoning Advocacy	In progress	The Ontario Government introduced draft legislation on inclusionary zoning; the City submitted comments on the draft legislation; the legislation (Bill 7) has received 2 nd reading; timing is unknown for 3 rd reading (on new municipal legislative authorities)	Planning, AHO
			3.1, 3.5	Housing Opportunities Toronto Affordable Housing Action Plan 2010-2020 - Review and Update	In Progress	Completed HOT consultations; analyzing results and other input from the TO Housing Summit, City's Open Door Program, City submissions on Ontario Long Term Affordable Housing Strategy, Ontario Inclusionary Zoning consultation & National Housing Strategy, TO Public Health report on housing and health; taking into account alignment with other City strategies	AHO, SSHA
			3.7, 4.7	George Street Revitalization (GSR)	In progress	Secured Council approval for a preferred procurement option; initiated Official Plan Amendment application (for rezoning) and Stage One Site Plan Control application; negotiating with Infrastructure Ontario; reconvened the Stakeholder Reference Group; reporting back to Council Dec 2016	LTCHS, SSHA

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	3	Increase the supply of affordable housing	3.1, 3.5	Build Toronto - Affordable Housing	Ongoing	Secured Council approval for 6 Build Toronto sites, representing 374 new affordable homes	AHO
			3.6	Expiry of Operating Agreements (EOA) Housing Providers Partnership Model Pilot	Partially completed	Held forum with housing providers in partnership with the Canada Mortgage and Housing Corporation (CMHC); contributed to Service Managers Housing Network Expiry Operating Agreement (EOA) toolkit and communication plan	SSHA
			3.6	389 Church Street Renovation	Partially completed	Submitted capital funding request through 2016 Budget Process, which was approved; implemented tenant relocation plan	SSHA, AHO
 Service Access	4	Increase service access and availability	4.1	Library Digital Innovation Hubs and Portable Pop-ups	Partially completed	Launched Digital Innovation Hub at Malvern S.P.O.T. (Success, Power, Opportunity, Teamwork); running 34 Pop Up Learning Labs which travel to branches that do not have a digital innovation hub	TPL
			4.1	Library Sunday Service Expansions	Completed	Launched 8 Year round locations offering Sunday service (North York Central, Toronto Reference Library, Albion, Cedarbrae, Lillian H. Smith, Northern District, Malvern and Richview); launched 6 new locations offering Sunday service (Bridlewood, Centennial, Fort York, Mount Dennis, Runnymede and Scarborough Civic Centre); established performance measures to track usage and impact of increased access; overall, there was a 30% increase in City-wide Sunday service	TPL
			4.1	Internet Wi-Fi Hotspot Lending	Partially completed	Loaned a total of 200 hot spot devices at 6 library branches; identified evaluation framework and outcomes; between 270 to 300 low-income residents and their families benefit from this service	TPL
			4.2	Library Fine Forgiveness Program Review	Completed	Waived fines and fees for 3,144 customers, 88% in library branches serving NIAs; 82% of these clients returned to borrowing library materials; results in a new fines structure, lower fines across all age categories, plus a new age category for young adults to address underemployment and poverty	TPL
			4.3	Priority Registration Day	Completed	Offered 46 residents priority registration for Fall Registration at 8 TESS locations; offered information sessions to 47 residents at 11 TESS locations; a total of 93 low-income families directly benefited from this initiative	PFR
			4.3	Restorative Justice	Completed	Provided 4 Restorative Justice training to Youth Recreation Programmers, Recreation Liaisons, and Youth Outreach Workers	SDFA, PFR
			4.6	Personal Tax Clinics	Partially completed	Engaged, trained, and mentored 45 Ontario Works volunteers to work at 15 tax clinics; 3,000 tax returns were filed with approximately \$600,000 in refunds and over \$4.5 million realized in child tax benefits; established partnership with SSHA to offer six year-round tax clinics; established a partnership with Prosper Canada to identify financial empowerment interventions that could be incorporated into City service delivery practice	SDFA, TESS

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 Service Access	4	Increase service access and availability	4.7	Enhanced Tenant Supports	Completed	Engaged community agencies to design two Aboriginal tenant support projects; funded 2 Aboriginal tenant support projects designed to enhance the City's understanding of how to support Aboriginal people in their tenancies	SSHA
			4.7	Shelter Service Rate Increase	Completed	Submitted recommendations to Council for funding increases, through the 2016 budget process, which were approved	SSHA
			4.7	Shelter Capacity Expansion	Partially completed	Received Council approval to use 29 Leslie Street as a shelter, community meeting held; received Council approval to use 731 Runnymede as a shelter, community meetings held; submitted report to Council regarding the use of 1430 Gerrard Street East as a temporary shelter for the Red Door Family Shelter	SSHA
			4.7	Warming Centres Enhancement	Completed	Received approval from Council for 24-hour winter weather drop-ins to operate continuously throughout January and February of 2016; in the 2015-2016 winter, both sites combined received 22,599 visits (including multiple visits by the same clients)	SSHA
	5	Improve access to high quality programs for children and youth	5.1	Licensed Child Care Growth and Demand Study	Completed	Submitted report to the Community Development and Recreation Committee; the Study provides detailed information about the affordability barriers that families face in Toronto when trying to access licensed child care	CS
			5.2	Children's Services Capital Plan	Completed	312 new licensed children care spaces (90 infant, 150 preschool, and 72 preschool spaces)	CS
			5.2	Child Care Subsidy Increase	Partially completed	Added 184 subsidized childcare spots	CS
			5.3	Middle Childhood Strategy	Completed	Developed and launched 10 quality standards for school aged programs in collaboration with community agencies and Western University; created ten new Affordable Recreation Programs in collaboration with the Parks, Forestry & Recreation division	CS
			5.3	Youth Lounges (Youth Spaces)	Completed	Launched 3 Youth Spaces; increased and enhanced youth-focused leisure and instructional programs (from 6 to 7 days per week, year-round); delivered life skills workshops on mental health, healthy living and healthy eating, employment readiness and job search techniques, self-esteem, financial literacy and leadership; 6 of 10 Youth Spaces are located in Neighbourhood Improvement Areas	PFR
			5.3	Study Spaces and Supports for TCHC Youth	Deferred to 2017	No action has taken place in 2016; initiatives included in the 2017 Work Plan	SDFA
			5.3	Library Youth Hubs	Partially completed	Launched 2 Youth Hubs (Maria A. Shchuka and Fairview branches), expect attendance to exceed capacity by end of 2016; developed evaluation framework	TPL
			5.4	Increased Support for Child Care	Completed	Provided results from the Demand Study to the Provincial government; initiated plans to share results of the Demand Study with the Federal government	CS

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 Transit Equity	6	Make transit more affordable for low-income residents	6.2	PRESTO Technology Roll Out	Partially completed	Completed the roll out in legacy street cars; rollout in subways and buses underway	TTC
			6.3	Transit Fare Equity Strategy	Completed	Submitted the proposal for a Transit Fare Equity Program for Low-income Torontonians to Executive Committee; proposal is based on a survey with 3,588 low-income residents, 2 jurisdictional reviews of transit affordability initiatives, and a cost-benefit analysis	SDFA, TPH, TESS
			6.4	Accessibility Improvements	In progress	Work underway to retrofit Line 3 trains for improved accessibility; launched campaign "Stay Focused. Stay Safe", which educates the public that people using mobility devices should board buses first and exit last	TTC
	7	Improve transit services in the inner suburbs	7.4	Transportation Planning	Completed	Participated in consultations with City Planning on Official Plan transportation-related policies	TPH
	 Food Access	8	Eliminate Hunger	8.1	Student Nutrition Program - Expansion	Completed	49 Student Nutrition Programs granted municipal funding for the first time, starting in the 2016/17 school year, reaching approximately 13,129 additional students
8.1				Student Nutrition Program - Cost of Food Inflation	Completed	Provided adequate quality and quantity of food by ensuring adequate funding was available to meet the increased cost of food; Student Nutrition Programs benefit 179,853 students	TPH
8.1				Student Nutrition Program - Strengthen Current Programs	Completed	Increased the municipal contribution rate to 15.5% of total estimated program costs from 14.1% in 2015; increased the sustainability and reach of the Student Nutrition program; Student Nutrition Programs benefit 179,853 students	TPH
8.3				Nutritious Food in Summer Programs	Deferred to 2017	No progress made in 2016; initiative included in the 2017 Work Plan	PRSO
8.2, 8.3				Food Reach Portal	In progress	Registered 80 users; acquired funding from the Trillium Foundation to further develop web portal and conduct outreach	TPH, SSHA
9		Increase access to affordable, nutritious and culturally appropriate food	9.1	Food Starter Incubator	In progress	Engaged 23 client food and catering entrepreneurs through the Food Venture Program which provided training, mentoring, grants, access to shared production and packaging facilities and ongoing advisory services	EDC
9.1			Healthy Corner Stores Pilot	Completed	3 stores in low-income areas practising Grab Some Good healthier foods; fruit and vegetable Storage Guide, Nutrition Guideline and Quick Reference Guide developed for current Healthy Corner Stores; evaluated model and determined it is not to be viable for expansion	TPH	
9.6			Mobile Good Food Market	Partially completed	Identified additional market stops and added 1 bus; grab Some Good MGFM was piloted at the Toronto General Hospital; initiated discussions with St. Michael's Hospital to explore potential new site; currently exploring additional sites in low-income neighbourhoods in collaboration with FoodShare	TPH	

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	9	Increase access to affordable, nutritious and culturally appropriate food	9.6	Healthy by Design: Active Apartment Neighbourhoods Project	In progress	City Council approved receipt of Federal grant to implement this project	TPH, SDSA, CP, TS
			9.1, 9.2	Residential Apartment Commercial (RAC) Zoning Change	Completed	Policy change enacted	Planning
			9.1, 9.3	Commercial Signage Bylaw Review	Deferred to 2017	No progress made in 2016; initiative included in the 2017 Work Plan	Building
			9.2	City-owned Food Assets Review	Partially completed	Launched Food by Ward asset maps; published list of community kitchens in City recreation centres	TPH, PFR
			9.3, 9.4	CEED Garden Pilots	In progress	Identified 3 sites; engaged 6 community partners; identified 300 volunteers interested in supporting the program; registered 260 growers and farmers; approvals underway	SDFA, TPH
 Quality Jobs & Livable Incomes	10	Improve the quality and access of income supports	10.1	Intensive Case Management Pilot	Ongoing	Delivered programs to specific client demographics including: single mothers experiencing social isolation; clients with addictions; low-income residents with multiple barriers with an interest in social services; young Black men with criminal records entering the labour force; Ontario Works clients who have been on the caseload a significant period and have difficulty with motivation and self-worth; overall, between 400 and 500 low-income residents will directly benefit from these initiatives	TESS
			10.1, 14.2	Human Service Integration	In progress	Developed a <i>Finder Tool</i> where users can answer a few simple questions and receive a personalized list of subsidies, benefits and services, and an integrated human services web page where information from across the three Divisions can be easily found	TESS, SSHA CS
			10.1, 4.3, 5.3	Embedded Librarians	Partially completed	4 Embedded Librarians assigned to pilot project: 1 at TESS Beaches, 1 at TESS York/Humber, 1 Toronto South and East Detention Centres and the Elizabeth Fry Society; and 1 at "The Spot" Jane Finch Community and Family Centre; over 900 low-income residents have benefitted from this service so far; identified evaluation framework	TESS, TPL
			10.1, 4.3, 5.3	Investing in Families	Ongoing	Referred families in receipt of Ontario Works to a variety of services offered by Toronto Public Health, Toronto Employment & Social Services, Recreation, and Toronto Public Libraries; a comprehensive, two-phase review of the program is underway, and opportunities for improvements are being evaluated; in total, these initiatives helped 3,700 children and 975 adults to enrol in City programs	TESS, PFR TPH, TPL, CS
			10.3	Dental Service Expansion to Adult Ontario Works Clients	Completed	Emergency dental services have been expanded to all TPH dental locations, allowing those on Ontario Works to access services at 18 additional locations/sites	TESS, TPH
			10.4	Children's Services Engagement Strategy	In progress	Initiated development of an engagement strategy to outreach low-income residents	CS

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 Quality Jobs & Livable Incomes	11	Create employment opportunities for low-income groups with high unemployment rates	11.1	Partnership to Advance Youth Employment (PAYE) Enhancement	Ongoing	Engaged more than 150 employers; 650 youth have been hired, 103 have been enrolled in structured Work-based learning opportunities, and more than 1,800 have been engaged in employment-related activities (as of September 2016)	TESS, EDC
			11.1	City of Toronto Job and Career Fairs	Completed	Worked with other Divisions to identify and seize opportunities to better promote City job and career opportunities to residents in NIAs and emerging neighbourhoods; between 7,000 and 8,000 people participated in multiple job fairs	TESS
			11.1	Job Incentive Program (JIP) Enhancement	Ongoing	Identified and approached contacts at various City agencies and corporations to gauge their interest in hosting JIP placements; placed 724 Ontario Works clients in the JIP program, 171 more than in the previous year; more than 50% of JIP participants have found employment	TESS
			11.1	Alternative Education Pipeline to Municipal Careers	Deferred to 2017	No progress made in 2016; initiative included in the 2017 Work Plan	SDFA
			11.1	Youth Arts Employment & Training Program	Completed	Created Massive Open Online course; enrolled 537 students	SDFA
			11.1	Youth Employment Partnership Program	In progress	Hired supervisor; completed program model; completed and tested schedule of hiring events; hosted new job fair in which 2,100 youth participated	SDFA
			11.1	Youth Micro-Loans Program	Completed	Provided 5 youth with microloans, totalling \$10,000; engaged 16 youth in the BITS business boot camp program	SDFA
			11.1, 13.3	Workforce Development Pipeline	In progress	Conducted inventory of existing programs, pathways and project frameworks with a focus on key sectors; identified potential partners to serve as pathway and program intermediaries; initiated a construction pathways project for the Eglinton Crossway	SDFA, TESS
			11.1, 11.2	Job Fairs for Youth on Probation or Parole	Completed	Hosted 1 hiring event and 1 probation and parole information session; 100 participated in the these events	SDFA
			11.1	Starter Company Program at Crossways Incubator	In progress	Provided businesses planning, development, and launch support services to 34 clients	EDC, TESS
			11.1	Worked-based Learning Initiatives	Partially completed	Launched a Work-based Learning Initiatives pilot where youth Ontario Work clients are offered five-month paid positions with the City of Toronto; in 2016, 10 participants were placed with five Divisions	TESS
			11.1	Paramedic Training Program	Completed	Enrolled 15 participants in the program, 7 already secured positions with Toronto Paramedic Services	TPS, TESS
	11.1	Food Service Opportunity at Toronto City Hall	Completed	Worked with all pertinent divisions and interested parties to explore the idea of providing a social enterprise the opportunity to offer food services at Toronto City Hall; proposal was found to be not feasible	RES, SDFA		
12	Improve the quality of jobs	12.4	Job Quality Assessment Tool & Living Wage Standard	In progress	Completed literature review on measuring job quality; started conversations with community and labour market advocates; developed an initial prototype of a Job Quality Assessment Tool for further consultation	SDFA	

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 Systemic Change	13	Leverage the economic power of the City to stimulate job growth, support local businesses, and drive inclusive economic growth	13.1, 13.3	Community Benefits Framework	In progress	Initiated a jurisdictional scan of community benefit frameworks in North America	SDFA
			13.2, 13.3	Social Procurement Strategy	Completed	Social Procurement Program approved by City Council; hired a Purchasing Coordinator; hosted information session about new Social Procurement policy for current and potential vendors	SDFA, PMMD
			13.2	Public Sector Social Procurement Community of Practice	In progress	Developed and launched <i>AnchorTO</i> in collaboration with the Atkinson Foundation; secured pledges of 18 anchor institutions to cooperate in the identification of tools to advance public sector social procurement	SDFA
			13.4	Capacity Building Program to Promote Economic Revitalization in Distressed Retail Areas	Planned, resources required	Drafted Economic Scan of Rogers Road Study Area	EDC
	14	Create a seamless social support system	14.1	Community Investment Strategy	Partially completed	Conducted jurisdictional review; drafted a framework; engaged 154 participants in roundtables, 130 participants in town hall meetings, and 167 survey respondents	SDFA
			14.1	Community Partnership Grants Inflationary Increase	Completed	Funded approximately 198 organizations; 118 of the programs funded have low-income residents and poverty as one of their main focuses	SDFA
			14.1	Seniors Community Transportation Pilot	Completed	Completed a gap analysis that provides insight into the current state of community transportation across the City of Toronto, gaps in service, and opportunities to provide enhanced transportation services and supports to people who need them	SDFA
			14.3	Discharge Planning Review	Partially completed	Established Resilient Tenancies Working Group to coordinate service planning between SSHA and 5 LHINs; issued joint Request for Improvements to explore innovative opportunities to better coordinate City housing allowances with health funded supports; participated in Toronto Central LHIN planning processes for program models	SSHA
			14.3	Homemakers and Nurses Services (HMNS) Program	Completed	Secured funding to increase program capacity by 31,200 additional hours of homemaking services for 400 additional clients	LTCHS
			14.3	City of Toronto - 5 GTA LHIN Leadership Table	Deferred to 2017	No progress made in 2016; initiative included in the 2017 Work Plan	SDFA, TPS, Fire, Paramedics
			14.3	Supportive Youth Corridor Framework	Deferred to 2017	No progress made in 2016; initiative included in the 2017 Work Plan	SDFA
			14.4, 16.3	Neighbourhood Action Planning Tables	Partially completed	Developed partnerships, Terms of Reference, agreements and work plans for 14 Neighbourhood Action Planning Tables; a total of 1,500 residents of Neighbourhood Improvements Areas will be impacted by this initiative	SDFA
			14.5	Community Hubs	In progress	Liaised with provincial representatives; initiated development of 1652 Keele as a pilot Hub; created a Hub Coordinator position; agreements being finalized for building permit and construction	SDFA, EDC

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 Systemic Change	14	Create a seamless social support system	14.6	Toronto Urban Health Fund Budget Enhancement Year 2	In progress	Submitted report to Board of Health; provided one-year project funding to three Indigenous-led organizations to increase capacity to develop culturally based programming to address HIV and substance use; 135 Indigenous high risk youth and adults will be impacted	TPH
			14.6	Toronto Urban Health Fund Inflationary Increase & Expansion	Completed	Review panel has put forth 2016/17 funding recommendations to the Board of Health (May 30, 2016); 16 new one-year projects and 33 three-year projects entering their third year received funding	TPH
			14.6	Partnerships Opportunities Legacy (POL) Fund	Planned, resources required	Supported local applications, liaised with partnering division, recommended 10 projects to City Council, submitted 11 project recommendations; an estimated 200 low-income residents have been impacted	SDFA
	15	Coordinate and evaluate the implementation of TO Prosperity	15.1, 15.2	Director, Poverty Reduction (Program Management)	Completed	Created a Poverty Reduction Strategy Office comprised of three full-time staff: a Manager, a Policy Development Officer, and a Community Development Office	SDFA, TPH, TESS
	16	Engage City staff and residents on poverty reduction efforts	16.2	Participatory Budgeting	Completed	Submitted to Council a report on the evaluation of the 2015 Participatory Budgeting pilot conducted in 3 Toronto neighbourhoods	S&CP, SDFA
			16.3	Neighbourhood Improvement Area Resident Engagement	Partially completed	Held 6 meetings; developed Terms of Reference; recruited new members; 50 residents in Neighbourhood Improvement Area have been engaged	SDFA
	17	Channel funding to poverty reduction actions	17.2	Long-Term Fiscal Plan	Deferred to 2017	No progress made in 2016; initiative included in the 2017 Work Plan	Finance

STATUS DEFINITION

Status	Definition
Deferred to 2017	It was not possible to initiate work in 2016
In planning	Staff are in the process of identifying inputs, processes, goals, and timelines for the initiative
Planned, resources required	A plan is completed, but there are no resources available to proceed
Ongoing	Staff are continuingly work on this program or activity
In progress	Activities have commenced but have not yet produced outputs
Partially completed	Some outputs have been delivered, additional outputs are expected
Completed	The deliverable identified in the 2016 PRS Work Plan has been achieved

LEGEND: City Divisions, Agencies, and Commissions

AHO	Affordable Housing Office	HSI	Human Service Integration	Stratcom	Strategic Communications
Building	Toronto Building	LTCHS	Long-Term Care Homes & Services	SWMS	Solid Waste Management Services
Clerks	City Clerk's Office	MLS	Municipal Licensing and Standards	TCHC	Toronto Community Housing Corporation
CMO	City Manager's Office	PFR	Parks, Forestry and Recreation	TESS	Toronto Employment and Social Services
CS	Children's Services	PRSO	Poverty Reduction Strategy Office (formerly PRU, Poverty Reduction Unit)	TOP	Toronto Office of Partnerships
EDC	Economic Development and Culture	Planning	City Planning	Paramedics	Toronto Paramedic Services
EDHR	Equity, Diversity & Human Rights	PMMD	Purchasing and Material Management Division	TPS	Toronto Police Services
Facilities	Facilities Management	RES	Real Estate Services	TPH	Toronto Public Health
Finance	Corporate Finance	S&CP	Strategic and Corporate Policy	TPL	Toronto Public Libraries
FDP	Financial Planning	SDFA	Social Development, Finance, and Administration	TTC	Toronto Transit Commission
HR	Human Resources	SSHA	Shelter, Support, and Housing Administration	TS	Transportation Services