

Economic and Community Development Committee Overview

EC2.2



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March 6, 2019

Presentation Outline

Committee Overview

Division Overviews

Key Committee Reports in 2019 (by Quarters)

Mandate of the Committee

The Economic & Community Development Committee's primary focus is on **social cohesion & the economy**, with a mandate to monitor & make recommendations on **strengthening communities, neighbourhoods & the economy**.

Types of Items at this Committee

- Animals (e.g. pet adoption, pet licensing, promotion of responsible pet ownership and compliance of animal related bylaws)
- Child Care Delivery, Subsidies & Early Years System Planning & Management
- Culture Services (e.g. Museum & Heritage Services, Film, Television, Culture Grants, Tourism)
- Economic Development (e.g. Business Growth, BIA support, International Alliances)
- Employment & Social Services (OW supports & case management, PAYE program)
- Fire Prevention & Enforcement (risk based strategies e.g. TCHC, seniors, high rise buildings)
- Long - Term Care Homes & Services
- Paramedic Services
- Permits and enforcement of bylaws for use of public space (e.g. Noise By-law, Sidewalk Cafes and Patios)
- Recreation Services
- Social & Supportive Housing
- Shelter & Respite Services
- Social Development, community safety, strong neighbourhoods

Divisions Supporting this Committee

Community & Social Services

- Children's Services
- Economic Development & Culture
- Long–Term Care Homes & Services
- Parks, Forestry & Recreation
- Shelter, Support & Housing Administration
- Social Development, Finance & Administration
- Toronto Paramedic Services
- Toronto Employment and Social Services

Infrastructure and Development Services:

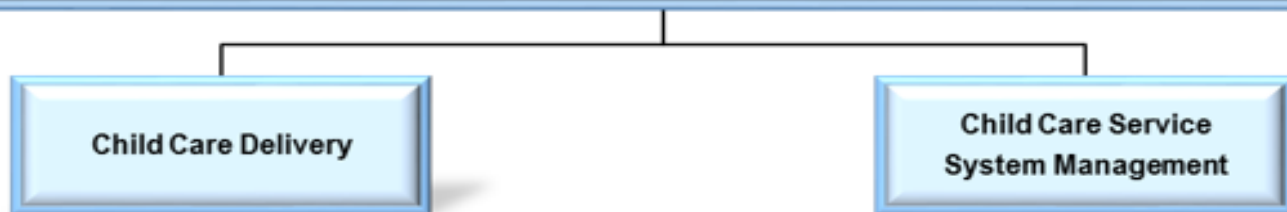
- Municipal Licensing & Services
- Toronto Fire Services, Office of Emergency Management

Community & Social Services

Divisional Overview

Children's Services

The Children's Services Division is the service system manager of childcare within Toronto. In partnership with the community, the division promotes equitable access to high quality care for children and support for families and caregivers. An integrated approach to planning and management ensures that services to children promote early learning and development, respond to families' needs and choices and respect the diversity of Toronto's communities.



Purpose:

To deliver high quality child care in high needs communities.

Purpose:

- *To plan and manage Toronto's Child Care system in accordance with Council approved Child Care Service Plan and provincial guidelines.*
- *To grant child care subsidies to eligible families in accordance with provincial guidelines and Council approved principles of age and geographic equity.*



Service Customer

Child Care Delivery

- Parents / Guardians
- Children in Child Care

Indirect (Beneficial)

- Resident Families and Children
- Child Care Service Providers

Child Care Service System Management

- Parents / Guardians
- Province of Ontario
- Children in Child Care

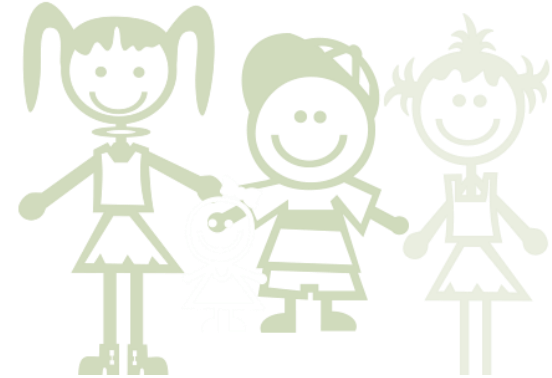
Indirect (Beneficial)

- Resident Families and Children
- Child Care Service Providers

Children's Services

Fast Facts

- **76,800** licensed CC spaces (birth to 12 yrs)
(serving under 20% of City's child population)
 - 1,000 CC Centres
 - 51 City-operated CC Centres
 - 19 Home CC Agencies including 1 City-operated Home CC agency
- **30,700** Fee Subsidies
[supporting 33% of low-income children]
- **4,312** Children with Special Needs served
- 270 Family Resource Centres

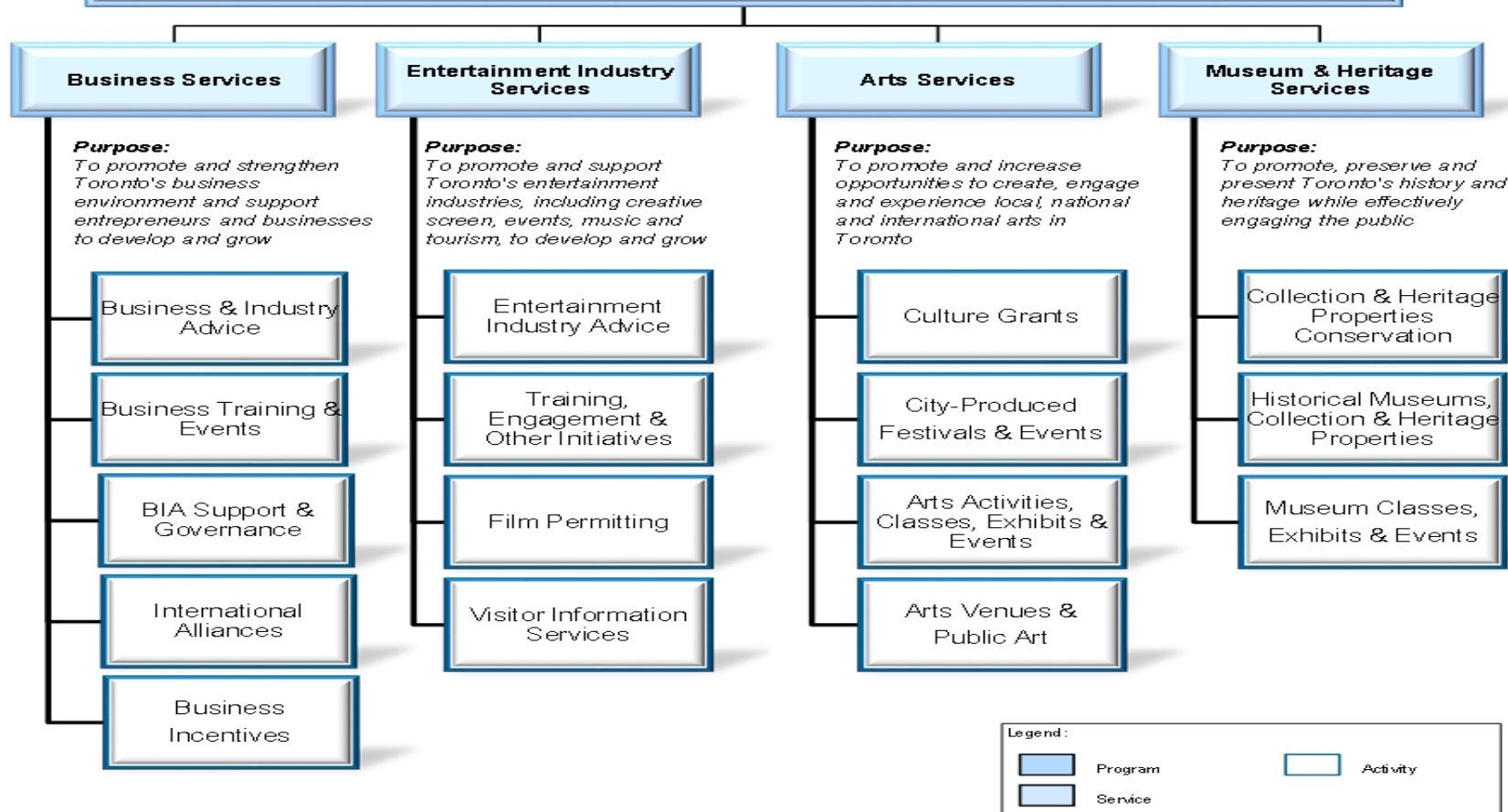


Trends

- Spaces & Subsidies being added:
 - 3,425 new spaces in 2018
 - 2,035 new spaces in 2019
 - 1,515 new subsidies in 2018
 - 210 new subsidies in 2019
- On-line Service Request System
 - 1,000 CC operators supported in servicing children with special needs
- My Child Care Account
 - On-line services for families

Economic Development and Culture

Making Toronto a place where business and culture thrive



Service Customer

Business Services

- Entrepreneurs
- New Immigrants
- Youth
- Sector / Industry Associations
- Sector Businesses
- Business Incubators
- Indirect (Beneficial)
- Unions / Trade Commissions
- Other Levels of Government
- Education Sector
- Residents

Entertainment Industry Services

- Entertainment Industry Associations
- Entertainment Businesses
- Film & Media Companies
- Tourism Companies
- Restaurants & Hotel Industries
- Visitors (Domestic & International)
- Volunteers
- Indirect (Beneficial)
- Residents
- Businesses / Business Associations

Arts Services

- Artists
- Arts & Cultural Organizations
- Residents
- Visitors (Domestic & International)
- Indirect (Beneficial)
- Event Organizers
- Exhibitors
- Shows and Events Attendees

Museums & Heritage Services

- Arts & Theater Groups
- Education Sector (Schools & Students)
- Residents
- Visitors (Domestic & International)
- Public and Private Schools
- New Immigrants
- Indirect (Beneficial)
- Private Companies

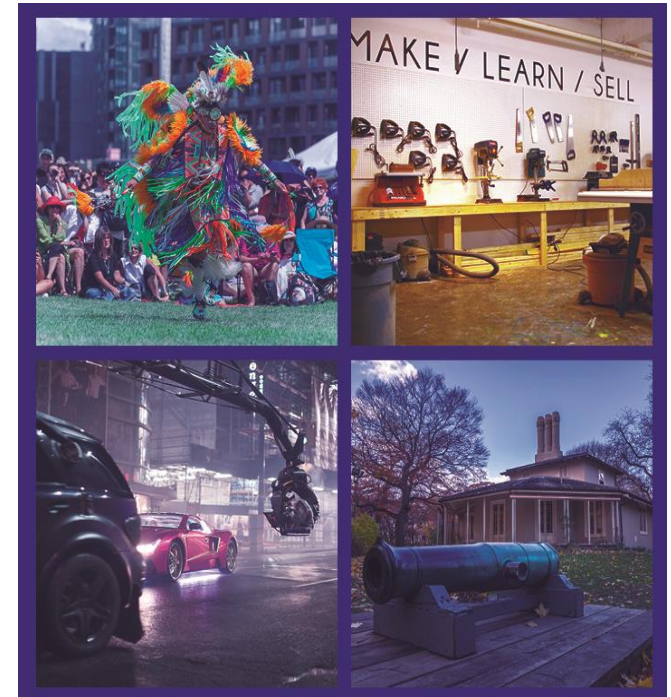
Economic Development & Culture

FAST FACTS

- **\$25 per capita culture spend** reach (a target set by Council in 2005)
- Nuit Blanche's expansion to **Scarborough drew 150,000 people** and 1.4M people attended overall
- **83 BIAs** supported (encourage economic growth, competitiveness, entrepreneurship)
- **2,500** businesses supported annually through quarterly emails, local events and outreach
- **\$2B annually** in film & screen-based production investment (at 6,000 filming locations)
- Stewardship for **100** heritage properties, & over **200** public art installations

TRENDS

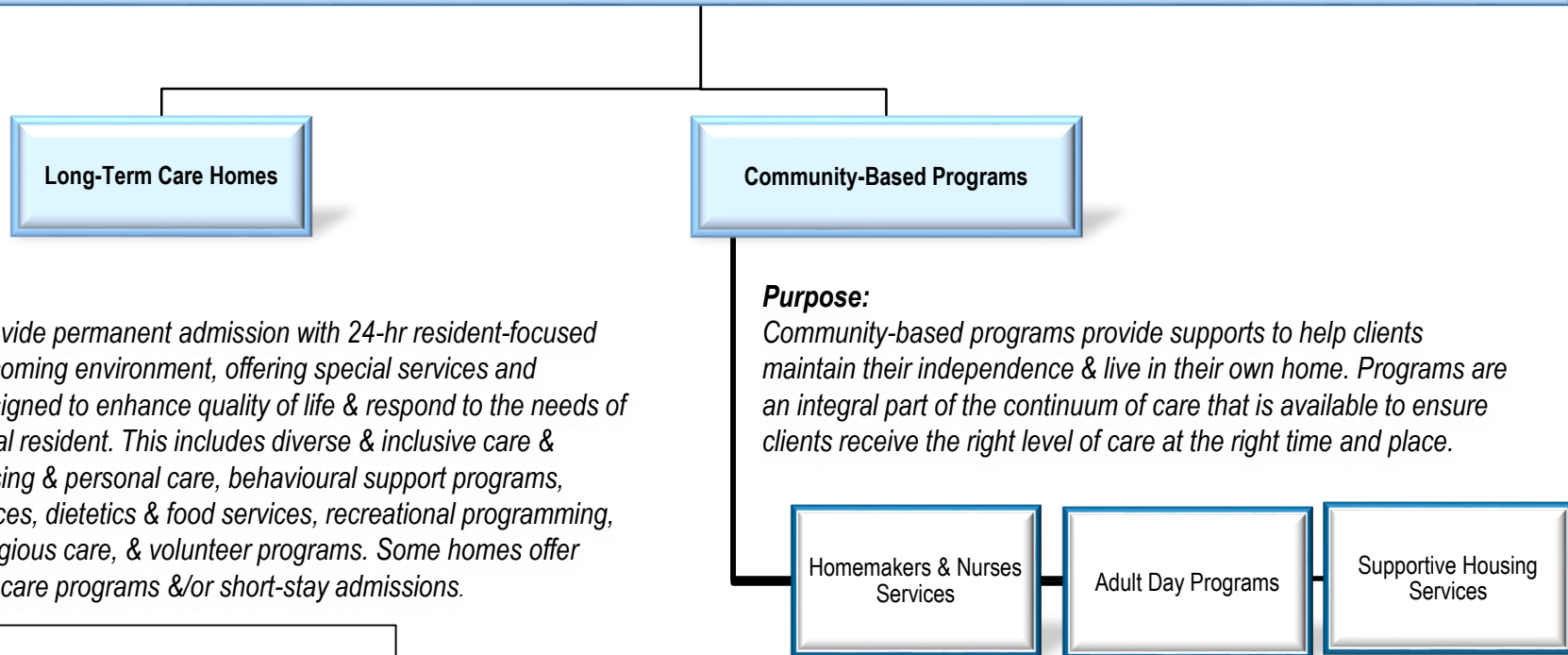
- Economic growth is continuing downtown, while economic & cultural disparity continues in the rest of the city
- More focus is needed on programming & content development that leverages all aspects of the city's geography, arts & entertainment industries, & 24-hour economy
- Increasing anxiety about how long the economic bull-run will last. What can the City of Toronto do to extend this prosperity run and recession-proof the economy as much as we can?
- Increasing community focus on our heritage & doing a better job of addressing the Truth & Reconciliation Calls to Action



Long-Term Care Homes & Services

Provides a variety of long-term health care services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community. As leaders in excellence and ground-breaking services for healthy aging, we are committed to providing exemplary long-term care services and to actively participating in the creation of an effective continuum of care through strong partnerships with other healthcare organizations and community partners.

Long-Term Care Homes & Services is committed to providing a co-ordinate and comprehensive approach to care that recognizes the holistic needs, values, strengths and desires of each individual resident and client.



Purpose:

All homes provide permanent admission with 24-hr resident-focused care in a welcoming environment, offering special services and programs designed to enhance quality of life & respond to the needs of each individual resident. This includes diverse & inclusive care & services, nursing & personal care, behavioural support programs, medical services, dietetics & food services, recreational programming, spiritual & religious care, & volunteer programs. Some homes offer convalescent care programs &/or short-stay admissions.

Purpose:

Community-based programs provide supports to help clients maintain their independence & live in their own home. Programs are an integral part of the continuum of care that is available to ensure clients receive the right level of care at the right time and place.

Legend:

Program
 Service
 Activity

Long-Term Care Homes

- | | |
|--|---|
| <ul style="list-style-type: none"> Residents Persons recovering from surgery or illness Persons requiring respite Family Caregivers (short-stay) Staff & Volunteers | <p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> Family Members & Partners Healthcare Partners Local Health Integration Networks Ministry of Health & Long-Term Care |
|--|---|

Community-Based Programs

- | | |
|--|--|
| <ul style="list-style-type: none"> Frail Seniors Persons (adults) with Disabilities Persons with chronic illness over the age of 59 years | <p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> Family Members & Partners Toronto Public Health Housing Providers, including Toronto Community Housing Healthcare Partners Local Health Integration Networks Ministry of Health & Long-Term Care |
|--|--|

Long – Term Care Homes & Services



Fast Facts

- 10 LTCHs (2,641 beds) serving residents
 - from 70 countries of origin,
 - speaking 59 languages/dialects
 - practicing 43 different faiths / denominations
- 9 Supportive Housing sites (450 seniors)
- Adult Day programs on-site at 4 LTCHs
- 2,600 clients supported in their home by Homemakers & Nurses program
- 2,200 volunteers - 136,000+ hrs of service last yr (50+ hr of volunteer time per resident)

Trends

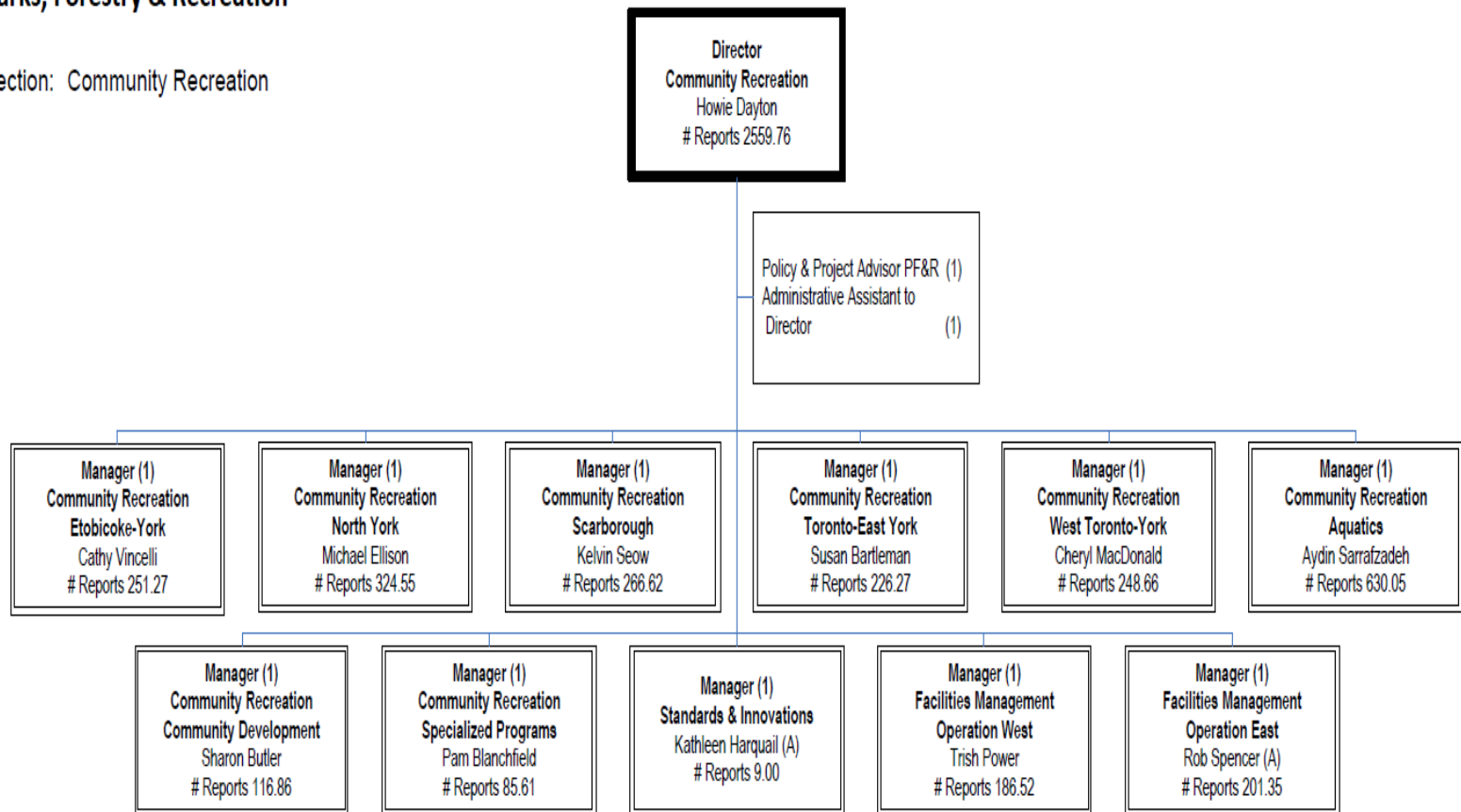
- Toronto has an aging population,
 - more people over 65 yrs than children under 15
 - 25% City's population will over 60 yrs by 2031
- 90% of residents are dependent or require extensive assistance with activities of daily living
- 65% of residents have some form of dementia
- City's 10 LTCHs have waitlists
 - average wait time is 1 to 6 years

PFR - Community Recreation

The Community Recreation section, reporting through the Director of Community Recreation:

Parks, Forestry & Recreation

Section: Community Recreation



Community Recreation

- PFRs Operating Budget is \$ 323M: 49% for Recreation
- 10-Year Capital Plan is \$ 1.889B: 62% for Recreation



🌳 1,500+ parks

⚾ 694 sport fields

🎾 602 tennis courts

🎡 858 playgrounds

💧 101 wading pools

🏊 109 splash pads

🚶 300 km of
multi-use trails

🌿 300+ km of natural
environment trails

⛳ 5 golf courses



MANAGED AND MAINTAINED:

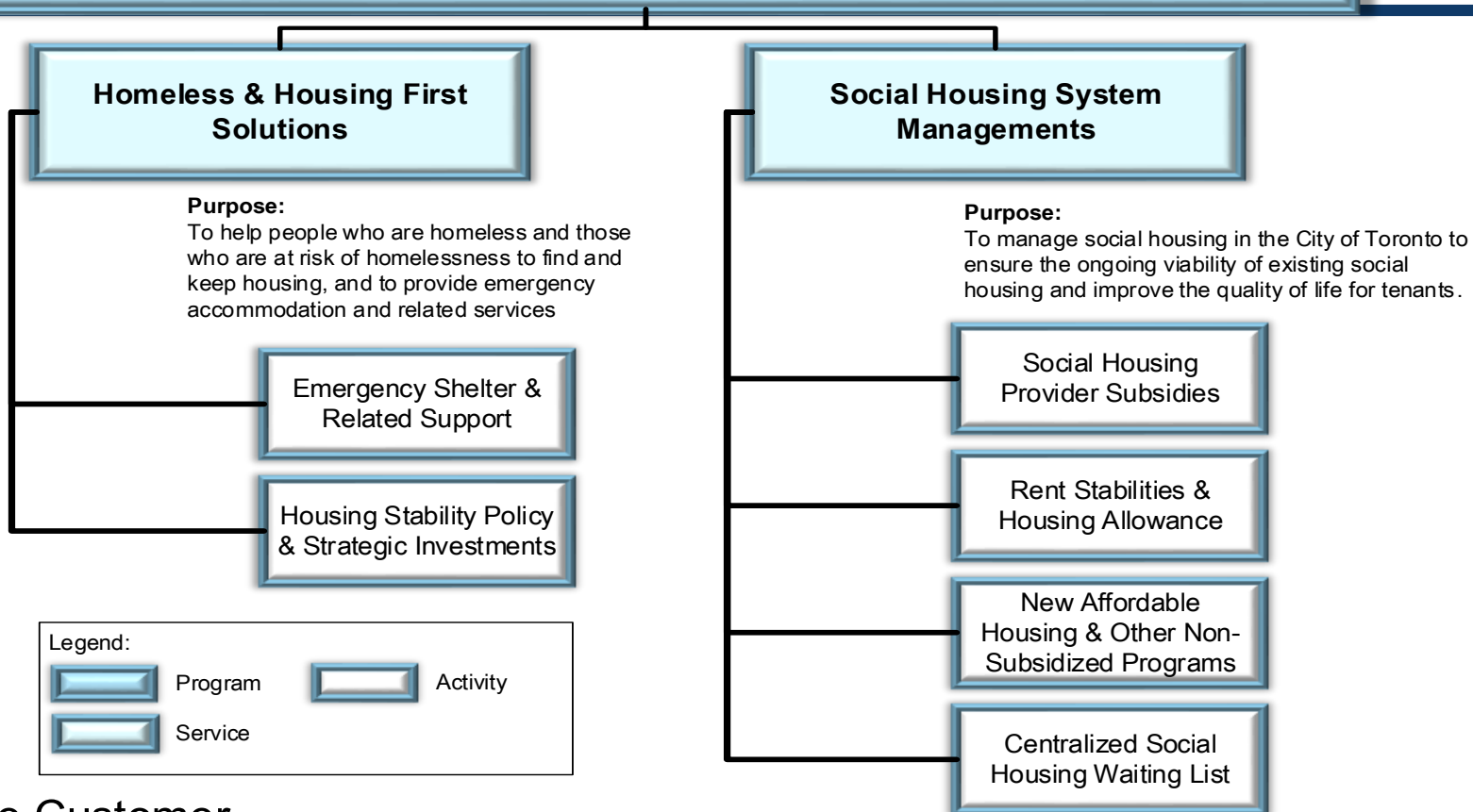
- 123 community recreation centres
- 127 indoor and outdoor ice pads
- 118 indoor and outdoor pools
- 86 clubhouses
- 23 fieldhouses

2018 Service Highlights

- Over **1.1M hours** of instructional & drop-in recreation programs
- Nearly **11M** participant visits
- Over **630,000 hrs** of recreational facilities bookings
- Over **88,000 children & youth** learned a new sport or skill through City's Learn-To registered courses
- **15,000 Gr. 4 students** learned fundamental survival skills in water through City's Swim-to-Survive initiative (in partnership with TDSB, TCDSB, Lifesaving Society)
- **\$671M** in the SOGR of Recreation & Park facilities

Shelter, Support & Housing Administration

To ensure that homeless people and people at risk of homelessness have a range of shelter and affordable housing options. Provide temporary shelter and support for homeless individuals and families while assessing them to achieve permanent housing solutions.



Service Customer

Homeless & Home First Solutions

- Homeless persons
- At-risk persons

Indirect (Beneficial)
Residents

Community Agencies (Tenant Associations, Not for Profit Groups)
Provincial & Federal Governments

Social Housing System Management

- Social Housing Tenants / Members
- Indirect (Beneficial)
- Residents
- Social Housing Owners
- Provincial & Federal Governments

Shelter Support & Housing Administration



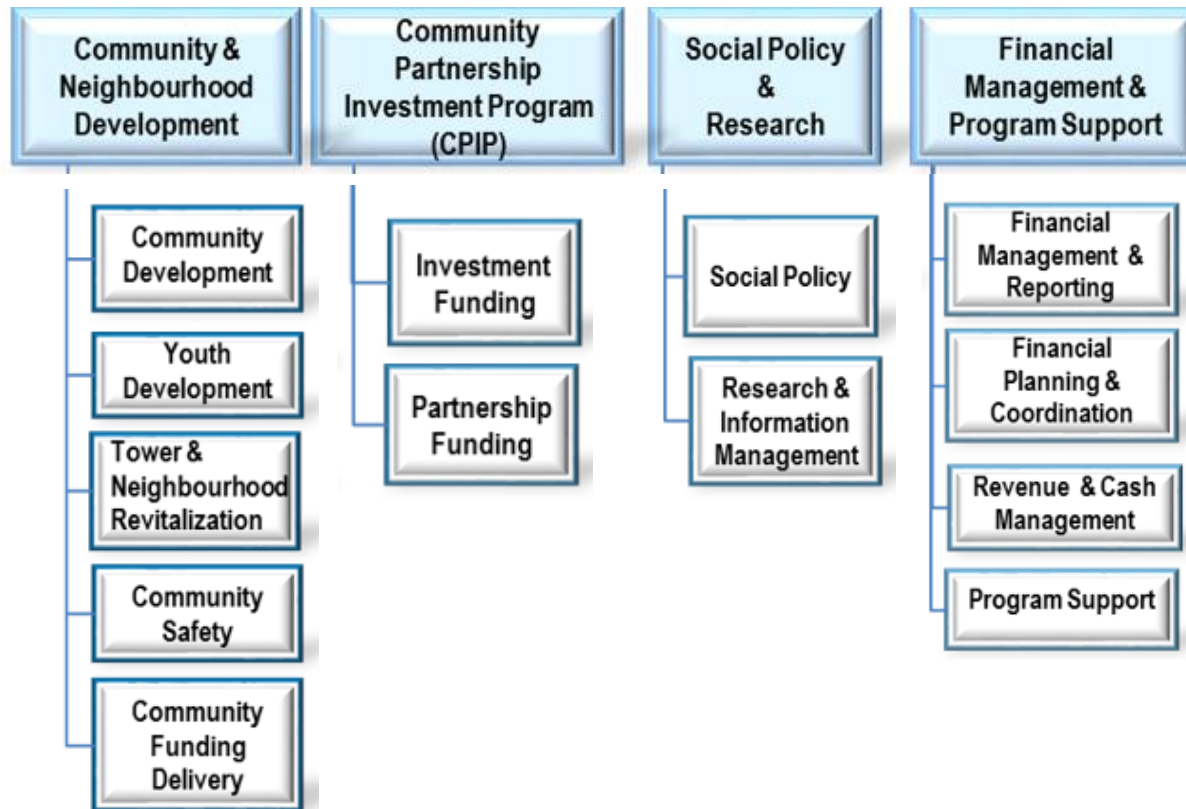
Fast Facts

- 7,000 emergency & transitional shelter beds in 65 locations & motels (10 facilities are City operated)
- 91,000 social housing units
- 200+ not-for profit housing providers
- 8,000 individuals / families connected to housing (from shelters)
- 5,000+ households assisted with housing allowances
- Managed a 40% increase in demand for shelter services

Trends

- Demand for emergency shelter services continues to grow (with system occupancy rates above Council directed level of 90%)
- Demand for shelter beds have been exacerbated by the spike in Refugee Claimants
- Over 106,000 residents on Social Housing Wait List

Social Development, Finance & Admin



Social Devt. Finance & Admin.



Community Resources

\$12 MILLION INVESTMENT

in neighbourhood improvement areas. New playgrounds, parks and basketball courts and more coming in the next four years



Financial Management

PURCHASING ACTIVITY

Managed over 3,700 documents through RPGS with a value of \$21 million in purchases.



Social Policy, Analysis & Research

Adopted the
**TORONTO ACTION
PLAN TO
CONFRONT ANTI-
BLACK RACISM**



**800+ BLACK
TORONTONIANS**

took part in 41 Community Conversations in partnership with 11 agencies.

FAST FACTS

- Focus is on Toronto's vulnerable & equity-seeking populations.
 - 543,000 Torontonians with low-income
 - 110,000 Torontonians who call TCHC home
 - 200,000 Black Torontonians
 - 427,000 senior Torontonians
 - 738,000 youth (0-24 years)
 - 60,000 newcomers arrive to Toronto every year (excluding refugees & refugee claimants)
- Supported 15 local Planning Tables across 31 NIAs (15K residents engaged)
- Responded to **654** violent & traumatic incidents
- **204** TCH rooming house units linked to supports
- 6,074 youth connected to employment
- \$20.8M Grants to 737 programs

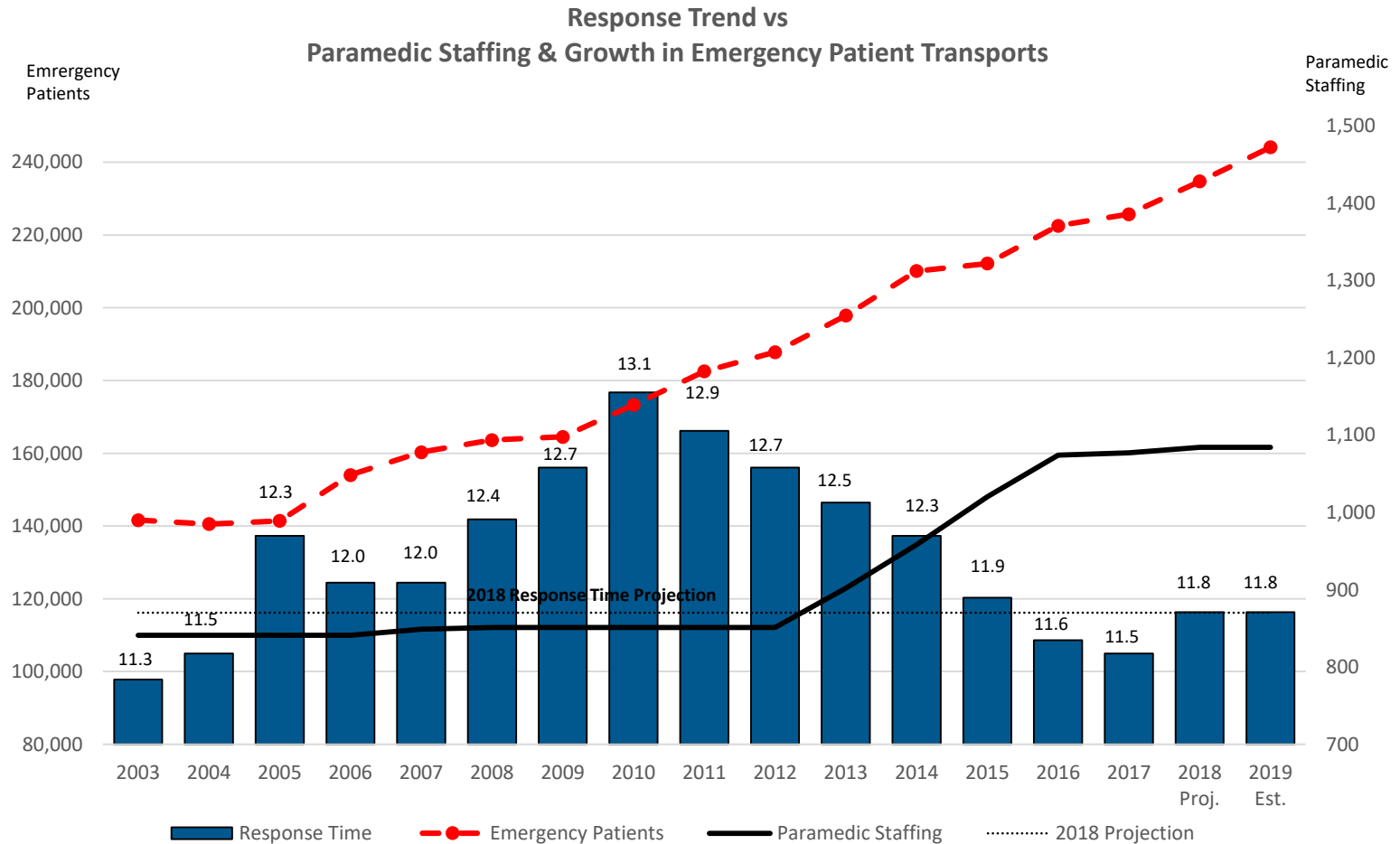
TRENDS

- Population growth & income gaps could contribute to higher levels of poverty which could result in service gaps, higher levels of vulnerability, & potential for community violence.
- There is increased access to firearms, violation of safe & public spaces, cross community conflicts & escalation of violent incidences through use of social media.
- Trans & non-binary young people continue to experience barriers to employment, both safety & gender based violence

Toronto Paramedic Services

- **Emergency Medical Dispatch and Preliminary Care / Communications**
 - through 911 system, Toronto's Ambulance Communications Centre provides immediate triage & access to dispatch life support instructions prior to paramedic arrival
 - approx. 400,000 911 calls processed each year
 - 100% funded by the Ministry of Health & Long-term Care
- **Emergency Medical Care / Operations / Operational Support**
 - Provides paramedic-based mobile health services & emergency medical response (as well as appropriate transport for all patients in the community)
 - 50% funded by the Ministry of Health & Long-Term Care
- **Community Paramedicine & Emergency Call Mitigation/Program Development**
 - Uses a variety of approaches to help connect vulnerable patients to the most appropriate entry into the healthcare system
 - Focussing on health promotion & injury prevention, the Program matches each patient's unique needs, thereby mitigating 911 responses & emergency room visits
 - Cost-shared with Ministry of Health & Long-Term Care

Major Growth for TPS

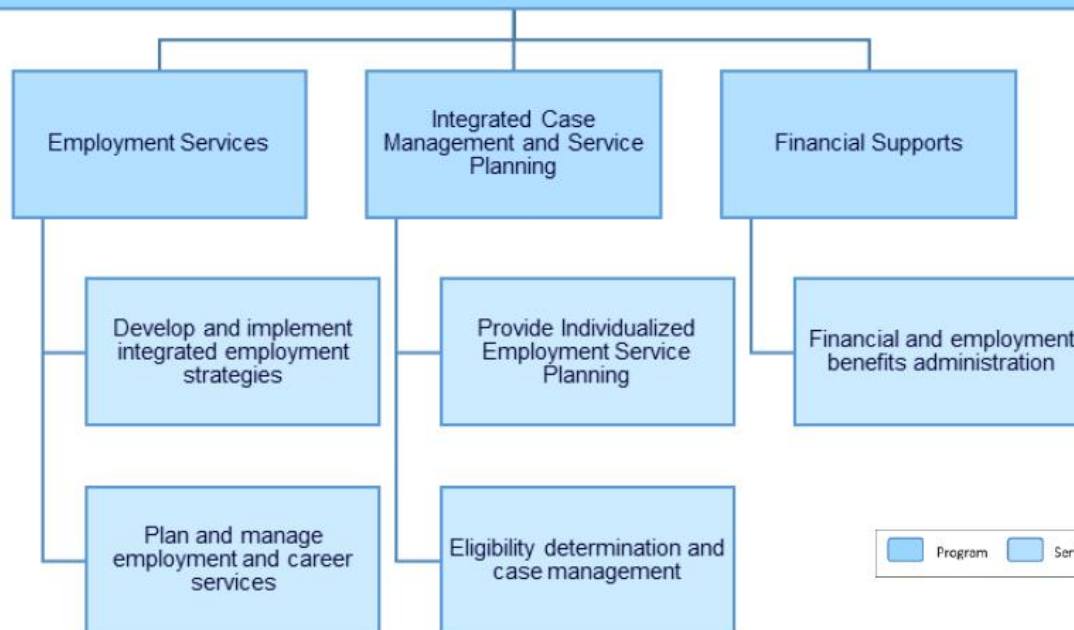


Toronto Employment & Social Services

Our vision is to strengthen the social and economic well-being of Torontonians in their communities.
Our mission is to provide employment services, financial benefits and social supports that make our vision a reality.

Our work is to:

- Develop and provide integrated employment services, supports and opportunities.
- Deliver financial benefits.
- Advocate for policies, programs and services that better support Torontonians in their communities.
- Invest in skilled staff at all levels to respond to a dynamic environment



Service Customer

Employment Services

- Low Income Toronto Residents
- Unemployed & Under-employed Toronto Residents
- Ontario Works Program Recipients & Adult Dependents
- Ontario Disability Support Program Recipients & Adult Dependents
- Employers
- Indirect (Beneficial)
 - Community Agencies & Network
 - Service Canada
 - City Divisions & Agencies
 - Provincial Ministries

Integrated Case Management & Service Planning

- Low Income Toronto Residents
- Ontario Works Program Recipients & Dependents
- Ontario Disability Support Program Recipients & Dependents
- Indirect (Beneficial)
 - Community Agencies
 - Service Canada
 - City Divisions & Agencies
 - Ministry of Community & Social Services

Financial Assistance

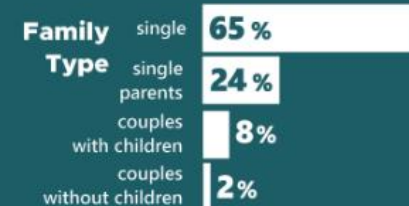
- Low Income Toronto Residents
- Ontario Works Program Recipients & Dependents
- Ontario Disability Support Program Recipients & Dependents
- Indirect (Beneficial)
 - Community Agencies
 - Service Canada
 - City Divisions & Agencies
 - Ministry of Community & Social Services

TESS Fast Facts & Trends

Who We Serve

104,921

Ontario Works (OW)
cases served in 2018
representing 188,529
individuals**



42.4 months

Average length of
time on OW

Length of Stay On Assistance

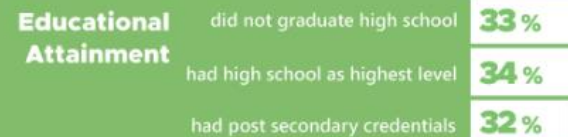


Barriers to Employment



\$863 million

Issued in financial, employment
& medical benefits



* October 2018, year to date.

** OW caseload statistics represent the number of cases, not the total number of members (i.e. cases can have more than one family member). Demographic characteristics represent the characteristics of the primary applicant. Percentages may not add up to 100 per cent because of non-response to some variables.

 **Toronto** Employment & Social Services

Council Approved Strategies

- Poverty Reduction Strategy (2015 – 2035)
 - Transit Fare Equity program
- Child Care Growth Strategy (2017 to 2026)
- Collaboration for Competitiveness: Strategic Plan for Accelerating Economic Growth & Job Creation
- Community Recreation Growth Plan
- Confronting Anti-Black Racism Action Plan
- Creative Capital Gains (Culture)
- Facilities Master Plan for Recreation & Parks
- Master Fire Plan (2015 to 2019)
- Seniors Strategy
- Shelter Infrastructure Plan (1,000 new beds, 2018 to 2020)
- Strong Neighbourhoods Strategy (2020)
- Tenants First (Transforming TCHC, & Social Housing)
- Youth Equity Strategy

Infrastructure & Development Services Divisional Overview

MLS - Program Highlights

Municipal Licensing and Standards

Business Licensing and Regulatory Services

Permit and business licence issuance.

Matters relating to permits for use of public space e.g. Sidewalk Cafés and Patios.

Matters relating to business licensing will be reported to the General Government and Licensing Committee.

Bylaw Enforcement

Enforcement of licensing and public space bylaws.

Matters relating to enforcement of bylaws for use of public space e.g. Noise Bylaw, Parks Bylaw.

Matters relating to business licence enforcement will be reported to the General Government and Licensing Committee.

Investigation Services

Enforcement of bylaws governing private property and community standards.

Matters relating to property standards, including RentSafeTO, Property Standards Bylaw, signs, and indoor room temperature will be reported to the Planning and Housing Committee.

Toronto Animal Services

Pet adoption, and pet licensing; Promotion of responsible pet ownership and compliance of animal-related laws.

MLS - Fast facts and trends

Fast Facts and Trends

Fast Facts

- Enforces 30 bylaws, including the Animals Bylaw, Noise Bylaw, bylaws related to sidewalk cafes and marketing displays; use of Parks
- Facilitated 3,025 animal adoptions or transfers to other organizations in 2018
- Reached 12,200 total shelter intake at 3 animal shelters in 2018
- Delivers Spay Neuter Your Pet (SNYP) spay and neuter services for dog and cat owners in low income households
- Received nearly 13,000 noise-related service requests in 2018
- Implemented Toronto Police Service Transformational Taskforce recommendations to direct non-policing noise calls from the TPS to the City
- Permits 710 sidewalk cafes/patios and 228 marketing displays, 94% of which are located in former Toronto
- Emergency calls responded to within 2 hours 81% of the time

Trends

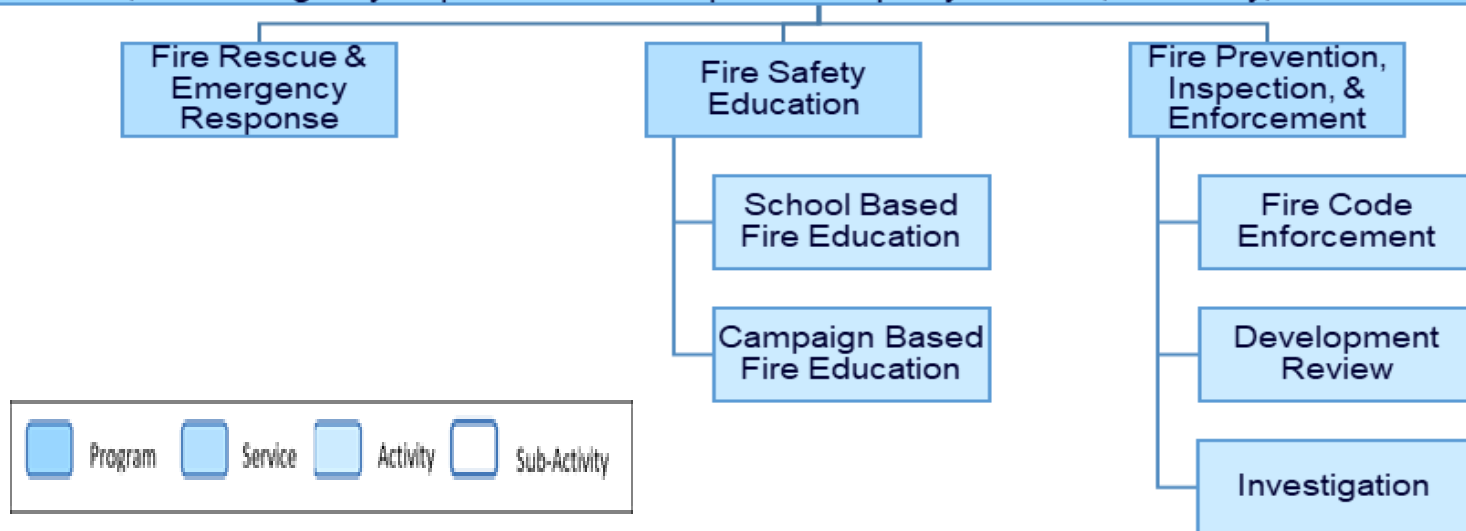
- Noise-related service requests have seen a steady increase since 2015.
- Over 15,000 emergency animal-related requests in 2018.



Toronto Fire Services

Fire Services

The Toronto Fire services (TFS) is the City's only all hazards emergency response organization. TFS provides City of Toronto residents, visitors, and businesses with protection against loss of life, property, and environment from the effects of fire, illness, natural disasters, and all other hazards through preparedness, prevention, public education, and emergency response with an emphasis on quality services, efficiency, effectiveness and safety.



Fire Rescue & Emergency Response

- Incident Victim
- Property occupant
- Property owner

Beneficiaries

- Adjacent Property owners
- Businesses
- Insurance Companies
- Residents
- Visitors

Fire Safety Education

- Local Businesses
- Toronto Elementary School Teachers

Beneficiaries

- Elementary School Children
- Residents
- City & Agency Staff
- Visitors

Fire Prevention, Inspection, & Enforcement

- Property owners

Beneficiaries

- Adjacent Property Owners/Neighbours
- Businesses
- Residents
- Visitors

Toronto Fire Services

Fast Facts and Trends

Fast Facts

Toronto Fire Services (TFS) is the largest municipal fire service in Canada with:

- 83 Fire Stations across Toronto
- 124 trucks / crews in service when fully staffed
- In 2018, TFS responded to 132,365 emergency incidents
 - 9.3% increase over 2017
- Emergency call processing time target is 1:04 minutes to receive, process and dispatch an emergency call, 90% of the time
 - In 2018, TFS performance was 95%
- Total Response Time target is 6:24 minutes for first truck/crew to arrive on the scene, 90% of the time
 - In 2018, TFS performance was 82%
- Effective Firefighting Force target is 10:24 minutes for the required number of crews to arrive on scene of a fire, 90% of the time
 - In 2018, TFS performance was 88%

Trends

- Matching deployment with continued population growth and densification in the City is placing increased pressure on TFS, as growth leads to an increase in emergency call volumes.
- Vertical growth places additional challenges on TFS as additional time is required to ascent to the actual location of the emergency incident once arrival at curbside.
 - High-rise fires require two and a half times more resources on scene than a single family residence.



2019 Committee Work Plan

Key Committee Reports for 2019

	Report	Division
Q2	Review of Chapter 591, Noise By-Law	ML&S
	Review of Dementia Care Based Models	LTCHs
	Update on Ontario's Action Plan for Seniors	LTCHs
	Refugee Capacity Plan	SDFA
	Seniors Housing & Services Entity	SDFA
	Community Benefits Framework	SDFA
	Child-Friendly TO	Children's S.
	Community Recreation Growth Plan – Implementation Update	PFR
	2020 Shelter Infrastructure Plan – update	SSHA
	IMIT Employment Requirement	ED&C
	Grants to Major Cultural Organizations	ED&C
	Support for Small Business with Cost of Hydro Wire Covering	ED&C
Q3	Community Services Partnership (CSP) Renewal	SDFA
	Optimizing Youth Service Delivery – Interim Report	SDFA

Key Committee Reports for 2019

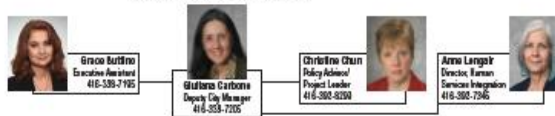
	Report	Division
Q4	Ensuring a Toronto for All: Addressing Increasing Divisiveness amongst Community Groups	SDFA
	Progress Report: For Public Benefit: Whole-of –Government Framework to Guide City of Toronto Relationships with the Community –Based Not-for-Profit Sector	SDFA
	Data for Equity: Using Data to Support Equity Goals	SDFA
	Progress on Toronto’s Senior Strategy version 2.0	SDFA
	Implementation Update on Social Development Plan for Regent Park Revitalization	SDFA
	Implementation of the Auditor General’s Recommendations for Child Care	Children’s S.
	Children’s Services 2020 – 2024 Service Plan	Children’s S.

QUESTIONS



Appendix A

Community & Social Services



Affordable Housing	Children's Services	Court Services	Economic Development and Culture	Long-Term Care Homes & Services	Toronto Paramedic Services	Social Development, Finance and Administration	Shelter, Support and Housing Administration	Toronto Employment and Social Services	Toronto Public Health	Parks, Forestry and Recreation	Toronto Office of Partnership
 Sean Gaden Director 416-339-1143	 Shirley Williams Interim General Manager 416-390-9154	 Susan Garwood Director/Commission Head 416-392-3856	 Mike Williams General Manager 416-397-1070	 Vijay Nalla Interim General Manager 416-392-8566	 Gord McCoshan Acting Chief 416-392-2556	 Chris Brillingier Executive Director 416-392-5307	 Paul Ruffin Interim General Manager 416-390-7055	 Patricia Wakoff General Manager 416-392-9652	 Dr. Eleanora Vito Medical Officer of Health 416-392-7300	 Janis Bonnett General Manager 416-392-4155	 Manjit Jhuja Director 416-392-8119
	 Karen Gray Director, Service Systems Planning & Policy Development 416-397-1465	 Philip Arhinan Manager, Finance & Administration 416-339-7392	 Pamela Roberts Director Program Support 416-396-0410	 Nelson Ribeiro Interim Director Long-Term Care Homes 416-397-5225	 Leo Tsang Deputy Chief Operations 416-392-3700	 Catherine Agostini Director Community Resources 416-392-8008	 Merry-Anne Bédard Director, Service Planning Development & Infrastructure 416-397-0290	 Phil Enler Director, Workforce Development & Training 416-353-7821	 Jann Houston Director Strategic Support 416-353-3074	 Hewitt Daykin Director Community Relations 416-392-7552	
 Lynn Connolly Director, Client Services 416-392-5825	 Julia Bridges Manager South Coast Operations 416-339-1056	 Mike Williams Business Growth Services 416-397-1070	 Diana Turk Director Management Services 416-392-9081	 Theresa Lukich Deputy Chief, Central Administration Communications Centre 416-397-7355	 Chris Phillips Acting Director, Social Policy Analysis and Research 416-392-8514	 Glenn Morgan Director, Program Support 416-397-4181	 Darrin Vermeersch Director, Business and Financial Support 416-392-9585	 Alfina Hutchinson Director, Finance & Administration 416-353-7840	 Rachael Libbani Director, Public 416-392-7911		
 Faye Jose Director, Contract & Financial Management 416-397-7391	 Vernice Edwards Manager, East Coast Operations 416-339-1057	 Patrick Tobin Acting Film Commissioner & Director, Entertainment Industries 416-392-4168	 Gee Ching Kibuka Director, Resident Care & Culture 416-392-8489	 Jennifer Shih Deputy Chief, Program Development and Service Quality 416-398-3705	 Ighal Ali Director, Financial Management 416-392-8720	 Todd Orvitz Director, Service Planning and Integration 416-392-0213	 Tobias Morogobidy Director, Strategic Program Development 416-392-3212	 Gayle Barry Director, Healthy Public Policy and Acting Director, Chronic Diseases and Injury Prevention 416-353-4881	 Dr. Michael Fradette Associate Medical Officer of Health and Acting Director, Communicable Disease Control 416-392-7154	 Jason D'Orto Director, 416-392-1994	
 Theresa Demaso Director, Contract & Financial Management 416-392-5259	 Martin Murray Manager, West Coast Operations 416-339-7547	 Betsy Han Director, Arts & Culture Services (M) 416-392-4072	 Shirley Han Director, Resident Care & Culture 416-392-8489	 Shirley Han Director, Resident Care & Culture 416-392-8489	 Gulnar Coocan Manager, Business Support 416-392-7710	 Greg Robins Director, Housing Stability Services 416-392-0554	 Harry Baratta Director, Central District 416-392-8258	 Dr. Michael Fradette Associate Medical Officer of Health and Acting Director, Communicable Disease Control 416-392-7154	 Patricia Wofford Director, Policy and Strategic Planning 416-392-5125		
 Karen Wilson Director, Contract & Financial Management 416-392-5897	 Susan Populucci Interim Manager, Tribes and Operations 416-392-3391	 Cheryl Blackman Director, Museum & Heritage Services 416-392-4195				 Gord Turner Director, Homelessness Initiatives and Prevention Services 416-392-5417	 Judy Kono Director, West District 416-397-1715	 Debra Williams Director, Performance and Standards 416-353-9154	 Ann-Marie Heston Director, Parks Development & Capital Projects 416-395-7900		
	 Elton Thornley Manager, Planning & Liaison 416-392-4427						 Irish Shanley Director, Client Access & Services 416-397-7391	 Dr. Mohsin Hsu Acting Director, District and Oral Health Services 416-353-7854	 Sandra Duff Director, Management Services 416-398-3212		
							 Jennifer Pitt Director, East District 416-397-1212	 Dr. Howard Shapiro Associate Medical Officer of Health and Director, Healthy Environments 416-353-0478	 Jason Babin Director, Business Transformation 416-398-1188		
								 Nicola Walsh Acting Director, Oral Health & Development 416-353-7435	 Matthew Cukor Manager, General Manager's Office 416-395-0085		
								 Vivienne De Wit Acting Director, Healthy Communities 416-353-0455			

Community & Social Services Extended Senior Management Team

Appendix B

March 1, 2019

Infrastructure & Development Services – Extended Senior Management Team

