

City of Toronto Service Restart and Recovery Update

Date: May 21, 2020
To: City Council
From: City Manager
Wards: All

SUMMARY

This report provides a brief update on the City's ongoing COVID-19 emergency response activities and a description of the status and plans to restart some City services and support the reopening of Toronto's businesses. This report also provides an overview of the Toronto Office of Recovery and Rebuild, its initial activities and the approaches City staff are taking to re-imagine how the City will conduct business and deliver service in the emerging context of the ongoing pandemic.

Additional information is provided in response to City Council's request for specific information related to impacts due to the pandemic on the Committee of Adjustment process and applications as well as the building permit process including plans to restart and address backlogs.

RECOMMENDATIONS

The City Manager recommends that:

1. City Council receive this report for information.

FINANCIAL IMPACT

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. Staff will also provide updates on the financial implications of COVID-19, including incremental costs, foregone revenues, as well as recovery efforts, in future reports.

At this time, there are no updates to the previously reported forecast of a potential 2020 financial impact of \$1.5 - \$2.8 billion.

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

DECISION HISTORY

At its April 30, 2020 Special meeting, City Council received the City Manager's report on the City of Toronto Response and the Ongoing Management of Emergency City Business during the COVID-19 Pandemic and requested the City Manager to report back to the next meeting of City Council on draft recovery strategies.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC20.2>

At its April 30, 2020 Special meeting, City Council requested the Chief Planner and Executive Director, City Planning, in consultation with the Chief Building Official and Executive Director, Toronto Building, to report to the next City Council meeting with information related to impacts due to the pandemic on the Committee of Adjustment process and application as well as the building permit process including plans to restart and address backlogs.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC20.1>

At its April 30, 2020 Special meeting, City Council resolved that, notwithstanding Section 4-2 of the Toronto Municipal Code Chapter 4, Adjustment, Committee of, and By-law 1134-2019, where the Committee of Adjustment holds hearings during a declared emergency pursuant to section 3 of the Hearings in Tribunal Proceedings (Temporary Measures) Act, 2020, S.O. 2020, c. 5, Sched. 3, all members appointed to the Committee of Adjustment shall be deemed to be cross-appointed to all Districts and Panels for those hearings.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC20.1>

COMMENTS

A. Update on COVID-19 Response

Toronto Public Health

Toronto Public Health (TPH), together with the City and provincial and federal levels of government, has been responding to an unprecedented public health crisis as a result of the spread of the novel coronavirus, SARS-CoV-2. Through exemplary cooperation among multiple partners, several public health measures were introduced. Toronto Public Health has led the implementation of the following measures: identification and management of COVID-19 cases and their close contacts; provision of supports for congregate settings in outbreak management, such as long-term care homes and shelters; and providing a strong education and compliance campaign. Due in part to these actions, the City has been able to reduce the impact of COVID-19 in Toronto.

As of May 20, there are 9,129 cases of COVID-19 diagnosed in Toronto, including 8,313 confirmed cases and 816 probable ones, 413 people in hospital, 92 people in intensive care, and tragically, 716 deaths. TPH's epidemiological data suggest that the City is now in the post-peak period of the COVID-19 outbreak, as a weekly downward trend in the number of cases has been observed. As TPH supports the City to move

into the recovery period, intensive case and contact tracing is critical to actively manage the outbreak as some public health measures are relaxed.

Since the outbreak began, TPH has followed up on each case of COVID-19, for a total of over 9,000 cases investigated. Additionally, in order to reach cases as quickly as possible, TPH has added staff and made significant internal process changes to ensure timely follow-up. Finally, for changes that TPH identified as necessary but are outside of their purview, TPH has advocated to other organizations to address these issues. Going forward, TPH has indicated it is in a strong position to manage and monitor the outbreak in order to continue to protect the public's health as we move into the recovery stage of the COVID-19 pandemic.

Emergency Operations Centre

The City's Emergency Operations Centre (EOC) remains activated at Level 3, in response to the COVID-19 pandemic. The EOC will continue to operate at Level 3 as long as the City is operating under a declared state of emergency. Level 3 is the highest level of EOC activation in Toronto. As the situation with COVID-19 continues to both evolve and stabilize, the incident management system (IMS) will continue to be scaled in response. Once the declared emergency in Toronto has been terminated, the EOC will methodically transition from fully activated, level 3 operations to reduced EOC activation and reduced IMS operations.

It is anticipated that coordination and support will continue to be required for the procurement, distribution and inventory management of Personal Protective Equipment (PPE), food security (e.g. expansion of food bank locations), enforcement, reopening of City services, and other supports for the foreseeable future, and at least until such time as all restrictions have been lifted within the City of Toronto. The EOC is also supporting the Toronto Office of Recovery and Rebuild (TORR) with the implementation and coordination of their associated initiatives.

The COVID-19 Strategic Command Team process and the City's restart management process have now been combined into one Integrated COVID-19 Strategic Command Team / City Restart process. This strategic command level process is led by Fire Chief Pegg, with the City's Senior Leadership Team, Mayor Tory, Toronto Public Health, the EOC and TORR working in collaboration to provide strategic management of COVID-19 in Toronto.

B. Restart of City Services and Reopening of Toronto's businesses

Provincial Reopening Framework

The restart of City Services and re-opening of City businesses is guided by the Province of Ontario lifting or loosening restrictions that were put in place since the start of the emergency. Since the initial announcement of closures in mid-March 2020, the Province has extended the mandatory closure of all non-essential workplaces until May 19, 2020. Since early May, the Province has also taken gradual actions to lift restrictions in stages. Appendix A provides a list of closures and a list of services that have since re-opened.

On April 27, 2020, the Province announced [A Framework for Reopening our Province](#) to guide the re-opening of Ontario's economy based on criteria including:

- A consistent two-to-four week decrease in the number of new daily COVID-19 cases;
- Sufficient acute and critical care capacity, including access to ventilators and ongoing availability of PPE;
- Approximately 90 per cent of new COVID-19 contacts being reached by local public health officials within one day; and
- Ongoing testing of suspected COVID-19 cases, especially of vulnerable populations.

The Reopening Framework includes three stages, with two-to-four weeks between the launch of each stage to allow health officials to assess conditions before moving to the next one. A general outline of the stages is below:

Stage 1

- opening select workplaces that can meet current public health guidelines
- allowing essential gatherings of a limited number of people
- opening some outdoor spaces
- continued protections for vulnerable populations

Stage 2

- opening more workplaces with significant mitigation plans
- opening more public spaces
- allowing some larger public gatherings
- continued protections for vulnerable populations

Stage 3

- opening all workplaces responsibly
- relaxing restrictions on public gatherings
- continued protections for vulnerable populations

As of May 20, 2020, the Province is in Stage 1 of this Framework.

Toronto Public Health COVID-19 Recovery Guidance

In response to the COVID-19 pandemic, the Government of Ontario first announced a Declaration of Emergency under the Emergency Management and Civil Protection Act on March 17, 2020. On May 12, that declaration was extended until June 2, 2020 to ensure the necessary tools and healthcare capacity is available to contain the spread of the virus while businesses, services and amenities are gradually reopened.

Within the boundaries of Provincial orders, Toronto Public Health's COVID-19 Recovery Guidance provides decision-making guidance based on the local context for when and how to re-open City services and the City in general while protecting the health of the public.

Conditions for the resumption of services

Resumption of services can only occur if the following conditions exist:

1. Changes to or termination of The Province of Ontario [emergency orders](#), under s.7.0.2 (4) of the Emergency Management and Civil Protection Act. Any resumption of service must conform to the prevailing Provincial Order.

AND

2. Toronto MOH has advised the City of Toronto that it is safe to resume services based on the following four criteria, as per the Province's Framework for Reopening our Province:

- a. Evidence of a significant and sustained reduction in local virus transmission
- b. Sufficient healthcare system (e.g. hospital) capacity to provide an effective response to any resurgence of cases
- c. Sufficient capacity for Toronto Public Health to manage a resurgence in cases; and
- d. Evidence that the provincial system for surveillance and incidence tracking (e.g. testing) can provide appropriate epidemiological data for Toronto

Planning for the resumption of services

Timing when services may reopen requires an assessment of risk. Planning for service resumption must then consider actions to modify operations (mitigation strategies) to slow the spread of COVID-19. These two steps to recovery are described in the new Toronto Public Health COVID-19 Recovery Planning Guide for City of Toronto Programs and Services, a tool to support City of Toronto divisions, agencies and corporations as they prepare to restart their businesses, programs and services during the COVID-19 pandemic.

Two additional versions of this document have been developed (and posted at <https://www.toronto.ca/home/covid-19/covid-19-protect-yourself-others/community-settings-workplaces/>) to provide more tailored guidance for different audiences including general workplaces and businesses, and not-for-profit and community agencies. All three versions provide guidance applicable to employees and clients who have been impacted by the change in operations as a result of COVID-19, including those that have continued to operate with modifications, and those that experienced full service closures.

The guides will support owners and operators as they develop their own plans for reopening by recommending actions to prevent the spread of COVID-19 and the steps that may be necessary as they prepare for restarting operations.

Advice to City Divisions and the Public

In addition to the COVID-19 Planning Guide for Resumption of City of Toronto Programs and Services TPH is consulting with City Divisions to provide support for programs and services with unique and specialized circumstances. Where practicable, advice for specialized programs will be developed proactively, in consultation with operators.

Throughout the COVID-19 response phase, Toronto Public Health has developed and maintained several COVID-19 factsheets to offer quick and simple advice for various settings and circumstances. As Provincial orders change and public health measures ease, these resources will be adapted.

City Governance and Decision Making Bodies

At the April 30 Special City Council meeting, Council amended meeting procedures to permit members to participate in Council, committee and advisory body meetings by electronic means during a declared emergency. City Council also authorized City Boards and Tribunals to amend their own procedures consistent with City Council's procedures to permit electronic participation by board members during a declared emergency.

Meetings with electronic participation have started to take place. City Staff have worked to ensure criteria is set for the resumption of administrative tribunals in an electronic meeting format.

Decision Bodies	Electronic Meetings
Council, Committees and Community Councils	First City Council meeting with electronic participation was held April 30. Committee and Community Council meetings with electronic participation will resume in June.
City Boards	Meetings began in May
Council Advisory Bodies	Meetings began in May
Tribunals	Staff have established criteria for virtual hearings and cases that meet certain criteria, depending on the tribunal, will be heard beginning in June.
Bid Award Panel	Meeting have proceeded weekly via teleconference during the emergency period

Restart of Administrative Tribunals

Procedural Fairness and Process

In order to resume the City's tribunal proceedings, virtual hearings are being considered and implemented following the Public Health physical distancing recommendations. City staff have been working with the tribunals, and, where alternative processes are possible, ensure that tribunal members are comfortable with the virtual processes and technology by holding training and orientation sessions and mock tribunal sessions. For all hearings, including those held virtually, procedural fairness is an important factor being considered to guide the establishment of new processes and protocols.

Procedural fairness does not require tribunals to adopt the same procedures as each other; instead, a tribunal can establish its own processes based on factors such as its own statutory scheme, the types of rights being affected by its decisions, and the legitimate expectations of the parties. In considering procedural fairness, some types of hearings may not lend themselves easily to a virtual hearing format, such as those that are lengthy, complex, or require extensive examination of witnesses.

The following provides a summary of the alternate hearing methods being commenced by a number of key tribunals/committees:

Toronto Local Appeal Body

The Toronto Local Appeal Body (TLAB) is an independent quasi-judicial tribunal that hears appeals of Committee of Adjustment decisions for minor zoning variances and land severances.

At the beginning of the emergency, TLAB modified delivery of tribunal services; public offices were closed and 56 in-person hearings were postponed. TLAB also suspended all appeal filing due dates established by their Rules, Notices and procedural orders until May 29, 2020. As TLAB is a digital paperless tribunal, the technology existed to continue to support case management processes and remote hearings via teleconference and written proceedings. TLAB continued with a small number of previously scheduled remote hearings.

At the beginning of May, TLAB resumed remote hearings for an expanded of list eligible matters. In addition to motion and settlement hearings, TLAB will now consider holding remote hearings by video conference for single party uncontested matters on variance appeals and matters on consent. TLAB has 82 appeal matters pending a hearing date. Court Services is consulting with the parties to schedule remote hearings.

The first videoconference hearing is scheduled for May 20, 2020. Public notices are posted on the Tribunal's website and the City's Application Information Centre.

Court Services, in consultation with Technology Services, will support TLAB's video conference hearings using existing technology. Court Services is offering remote information sessions to stakeholders, the public and parties on how to successfully participate in a TLAB hearing via video conferencing. These sessions provide the participant with a tutorial, technical requirements, etiquette and practice experience prior to their scheduled hearing date.

Toronto Licensing Tribunal

The Toronto Licensing Tribunal (TLT) is an independent quasi-judicial body that hears matters relating to business licenses issued by Municipal Licensing and Standards. In response to the COVID-19 emergency, TLT hearings were suspended from March 16 to April 3, 2020. In late March and early April, 2020, MLS and Legal Services reviewed 37 postponed and yet-to-be scheduled cases in an effort to identify priority matters. On April 15, 2020 MLS and Legal Services requested that the TLT schedule electronic hearings for 14 priority matters as soon as possible. Four priority matters are in the process of being scheduled to be heard by teleconference at the end of May. The remainder of priority matters will be scheduled for hearings commencing in June, 2020. MLS and Legal Services continue to monitor and review pending and new TLT matters. Further steps are being taken by the TLT to make the necessary logistical arrangements to begin videoconference hearings. To assist with the transition to a digital platform, Court Services staff will offer an overview of the technical requirements, hearing etiquette and processes to all interested parties and stakeholders.

The TLT is also convening a virtual public meeting in late May to consider permanent amendments to its Rules of Procedures to enable electronic hearings beyond the current emergency, once the temporary measures are lifted.

MLS and Legal Services have also reviewed pending matters to identify opportunities to proceed by way of a written hearing. The TLT has confirmed that it will hear certain cases, such as those proceeding by way of a joint proposed resolution, in-writing. Court Services, in consultation with the Tribunal Chair, MLS and Legal Services, is reviewing frequency of hearings to address postponed cases in a timely manner, with current resources. Once the matters that have been postponed are heard by the Tribunal, it will be in a position to receive and process new cases.

Administrative Penalty Tribunal

Administrative Penalty Tribunal (APT) resumed remote hearings on May 12, 2020 to address matters on consent for parking violations related to commercial vehicles and matters postponed between March 16, 2020 and May 29, 2020. Court Services are working with the Tribunals and parties to tribunal proceedings to schedule matters eligible for remote hearings.

C. Impact of Pandemic on City Planning and Toronto Building processes

At its April 30, 2020 Special Meeting, City Council requested the Chief Planner and Executive Director, City Planning, in consultation with the Chief Building Official and Executive Director, Toronto Building, to report back on the impacts of the pandemic on the Committee of Adjustment process and application as well as the building permit process including plans to restart and address backlogs. This section provides that update.

City Planning

Development reviews, strategic city building initiatives and Committee of Adjustment are City Planning's three main focus areas for continuing priority services to support social and economic recovery. To activate these priorities, technology has been deployed to support 75% of City Planning staff working remotely (from 40%), with further expansion in progress.

Development Review

In the first week of the emergency, staff consulted with industry stakeholders to determine shared interests and how best to continue to work together, focusing on matters that had already been approved by City Council (e.g. Site Plan Control Approval and Draft Plan of Condominium), in order to support projects to make them construction ready, or occupancy ready. This effort was coordinated across all four districts and with Development Review partners in other divisions. Projects were, and continue to be triaged to ensure a focus on applications with time-driven criteria – projects that are close to completion of approvals within 30 days, within 90 days, and after 90 days.

Since the March 16 emergency declaration through to May 8, the following have been achieved with staff working remotely:

- 139 development review milestones achieved (e.g. NOACs, Agreements, Draft and Registered Plans)

- Approvals of more than 8,900 housing units
- Approvals include 320,000 m2 of non-residential gross floor area
- 124 on-line resubmissions
- 84 heritage permits reviewed
- Initiated virtual community consultations

Where possible and practical, work on other applications that require Council approval (e.g. a Zoning By-law amendment) is also taking place (e.g. submission of revisions and notices of Council decisions). These projects are the next priorities to advance so they are positioned to be brought forward to Council when the Council and Committee cycle resumes.

The majority of development review services have been reinstated. Resubmissions of materials related to existing applications, acceptance of new site plans, condominium and part lot control applications and pre-application meetings are taking place. It is expected that acceptance of new rezoning applications will occur by the end of May.

In support of Development Review processes, virtual consultation has commenced with small groups and one larger meeting has been piloted. City Planning is working with other divisions on virtual consultation best practices that support the City's overall consultation goals and objectives for robust and inclusive public engagement. The Public Art Commission and the Design Review Panel have also held virtual meetings.

Tracking of both affordable housing applications and post-secondary projects is being undertaken in support of recovery priorities, with an emphasis on finishing approvals on existing affordable housing projects. The Local Planning Appeal Tribunal (LPAT) is considering settlements and staff are working on potential settlement of some matters so they can be advanced for resolution to Council at the earliest opportunity.

Strategic City Building Initiatives

The City Planning Work Program considered at Planning and Housing Committee in January 2020 has continued to guide continued progress on a number of city-wide and local planning, policy and zoning studies, Secondary Plans, design guidelines, heritage planning and infrastructure strategies. These initiatives include work advancing on Christie's St., Keele-St. Clair, Golden Mile and King-Parliament. Advancing affordable housing including Housing Now, modular housing and policy approaches that support recovery have been priorities. An interdivisional working group on zoning modernization, meeting review timelines for Metrolinx project materials, and processing design submissions for critical waterfront infrastructure has continued. Work on the Community Benefits Charge draft regulations, a Minister's Zoning Order for Sunnybrook Hospital expansion and LPAT preparation and settlement discussions has also been advanced.

Committee of Adjustment

When the City scaled back and modified delivery of all non-essential services, City Planning had almost 900 active Committee of Adjustment (C of A) applications either ready to be scheduled for hearing or under review. Since March 18, the City received approximately 140 further applications. Many more C of A applications are expected to

be submitted once operations return to a more normal state. Between mid-March and mid-May, 14 hearings were cancelled, which would have dealt with over 500 of the applications in the queue. As of mid-May, the application backlog is well over 1000 applications. Based on normal business practice, the City receives approximately 70 applications per week and this is what is forecasted after May 31.

C of A staff have continued to advance applications in the queue, including: circulation and coordination of applications for comments from partner divisions; preparation of Notices of Public Hearing for hearing ready applications; and issuance of Certificates of Consent where possible.

Similar to other tribunals, the C of A now has the legal authority to have virtual public hearings, provided that: panel members consider it appropriate to conduct virtual hearings; the rights of applicants to a fair hearing and the public to access and participation are balanced; the Rules of Procedure are amended to allow such proceedings and provide appropriate protocols; and necessary logistical and technological issues can be addressed.

At its April 30 Special Meeting, City Council passed a resolution that allowed for cross-appointment of Committee of Adjustment members to all districts and panels during the COVID-19 emergency, providing added administrative flexibility. Working with Technology Services, City Clerks' Office and Legal Services, City Planning staff have developed an operational model for virtual C of A hearings.

The City's operational plan for the C of A is similar to those being implemented by other municipalities such as City of Kingston, which has held a virtual Committee of Adjustment hearing. Also, the City's panel members were canvassed and they overwhelming support moving forward with the scheduling of virtual hearings. Staff are implementing an alternative service delivery model for hearings so that minor variance and consent applications can be fully processed in the coming months. As advance preparations for hearings ramp up, staff continue to make refinements to the operational model.

Initially, staff are triaging and scheduling minor variance applications based on a 'first come, first serve' approach and those that appear non-complicated, and where the applicants have agreed to have their items heard in our virtual format. With experience, staff will schedule more complicated matters. The first hearings will have smaller agendas than normal, as staff assess the challenges and capacity limits with the new model. Public notices for these first two meetings have been distributed. Hearings will commence for applications in the Toronto and East York District on June 3 and 10, with subsequent meetings for the other districts to follow shortly after.

Building Permit Backlog Due to Closure

The following summarizes how Toronto Building is addressing a potential backlog of submissions and issuance of building permits. The information is based on permit-related activity to May 6, 2020.

Toronto Building recognized early on that there was a need to mitigate against a potential backlog in the review and issuance of building permits and continued to process permits following the service disruption. The chart below provides information on building permit and inspection activity from March 17 to May 6 2020.

Toronto Building Permit and Inspection Activity (March 17 to May 6, 2020)	
<p>On March 17, 2020:</p> <ul style="list-style-type: none"> • There were 9,997 active permit applications in the Toronto Building permit system (Active permits were those received, or updated between January 1, 2019 to March 17, 2020) 	
<p>By May 6, 2020:</p> <p>Of the 9,997 active permit applications (in the system on March 17, 2020)</p> <ul style="list-style-type: none"> • 2,649 (26%) permits had been issued • 9,083 (91%) of the applications had been reviewed at least once <p>An additional 4936 applications had been received by Toronto Building, for which:</p> <ul style="list-style-type: none"> • 527 (10.6%) permits had been issued • 3328 (67%) applications had been reviewed at least once 	
Construction value of permits issued	\$1,343.0 (\$m)
Gross floor area of permits issued (everything other than residential)	428,997 m2
New residential units permitted	7,141
New dwelling units granted occupancy	2,399
Inspections conducted	9,633

Toronto Building is continuing to identify and implement business processes in order to work safely and expeditiously under the circumstances, and has taken direct action in order to mitigate against a permit backlog. For example, the Division was able to work with its technology partners so that by May 7, 2020, all permitting staff were equipped to work remotely. Toronto Building continues to actively receive and process permit applications so that construction projects are able to proceed when they are able.

D. Toronto's Recovery and Rebuild Strategy

At the start of the pandemic, the City responded in a number of ways to address both the immediate needs of the City's residents and businesses and to consider what would be required for the City's longer term recovery from the impact of the pandemic. In March 2020, the Mayor convened an Economic Support and Recovery Task Force, which engaged with councillors to host discussions with stakeholders. Summaries of these discussions were provided to the Mayor and to staff to consider in their recovery and rebuild work. The Task Force included roundtables on:

- Business and Community

- Children and Youth
- Cultural and Arts Communities
- Recovery and restart
- Small Businesses BIAs
- Social Services and Housing
- Upper Education and Industry

In addition to this, City convened staff work groups to consider the financial implications of the pandemic on the City's fiscal position, the economic supports that would be required for businesses, and the impacts on vulnerable residents and the community-based sector. Together, the Mayor's taskforce and the staff work groups provided a starting point to build a Recovery and Rebuild Strategy for Toronto.

Toronto Office of Recovery and Rebuild (TORR)

On April 24, 2020, the City announced the establishment of the Toronto Office of Recovery and Rebuild (TORR) and the appointment of Saad Rafi to lead this office as Chief Recovery and Rebuild Officer. The City also announced the appointment of Dr. David Mowat to lead a public health strategy to support Toronto's recovery and rebuild efforts.

The objectives of TORR, as a time-limited office, are to develop recommendations which are actionable and implementable by the City of Toronto and its agencies and corporations to support the recovery and rebuild of our communities, organizations, partners and businesses.

Consultations will gather input from stakeholders on:

- What they need for an effective recovery from the City, other levels of government, or other sectoral or community partners to rebuild their organization/business/community.
- What services or programs should the City consider when rebuilding local government to operate in a COVID-19 context, and how will that investment, program or partnership impact them, their sector and the long term success of the city.

Stakeholder consultations and engagement with city divisions, agencies and corporations, and with all members of council, will be summarized for the public and will result in recommendations to the City Manager and City Council.

As well, findings from the Mayor's Economic Support and Recovery Task Force will be formally submitted to TORR. The Chief Recovery and Rebuild Officer and TORR leads will reach out to Councillor Liaisons to discuss their recommendations, the stakeholder engagements they undertook and any additional input from those discussions. The submissions from the Task Force will be attached to TORR's report to City Council, and posted to the TORR website.

City staff will also conduct research across the range of services, programs and policies needed to support the city's recovery and rebuild. Staff will partner with academic institutions and third-parties to leverage expertise. Evidence and outcomes from research will inform recommendations.

Recommendations from TORR will:

- Speak to the City's relationship with other levels of government including cost-shared programs, revenue options and partnerships to address the long term needs of Toronto.
- Identify opportunities to strengthen the type and nature of the City's partnerships, alliances, services and programs
- Identify immediate, practical actions and identify where divisions will report on longer term actions including resource, technology, resilience and equity implications.

TORR Themes

TORR is organized on the following themes. The findings and recommendations from the Mayor's task force have been provided to the theme leads as they work across the themes and with the City's divisions, agencies, work groups and partners as each contribute to the success of Toronto's recovery and rebuild strategy.

City Divisions, Agencies & Resilience/Climate Change

This theme is focused on preparedness, business continuity, climate change and resilience. Work has begun to develop criteria to re-start City programs and services that are informed by public health guidance that incorporate a graduated approach and best practice. This theme will continue to advance programming and initiatives associated with the City's Climate Emergency Declaration, TransformTO Climate Action Strategy and the Resilience Strategy. Attention will also be given to ensuring short-term responses also support broader medium-long term City building objectives. Consultation and engagement with stakeholders from across City Divisions, agencies and external stakeholders has begun and will inform this work.

Initial activities include:

- Developing a 3 phased Framework for Re-opening City Programs to support the City Manager and senior leadership's decision-making on services to restart in a safe and effective way
- Supporting service, policy and procedure reviews with divisions to identify long-term opportunities for new or adjusted operations in a COVID-19 context
- Supporting the acceleration of modernization activities towards the City becoming a digital government
- Working with City divisions to expedite programs such as: 1) online migration path for Counter Services starting with the 'big four' services: permits, licenses, applications and payments; 2) an evaluation of critical in-person services supporting equity seeking groups; and 3) an evaluation of specialized phone services and library branches with exclusive hours for specific equity seeking groups (seniors)

The intended outcomes include:

- Torontonians have safe, equitable access to re-activated city programs and services
- Re-imagined programs and services reflect the new normal due to the pandemic and changing needs of Torontonians
- Vulnerable communities needs are addressed and prioritized through recovery and rebuild

- City divisions and agencies have clear, effective pathways for decision making and the support required for expedited service activation
- Services and programs are re-imagined and delivered through digital service delivery with a focus on: permits, licenses, applications, and payments

Community & Strategic Alliances

This theme is focused on City-community partnerships and on forging alliances with a diverse range of stakeholders including NGOs, institutions, faith groups, and labour. A key part of this theme will be to proactively engage vulnerable communities, City and sector partners in decision-making about issues that may affect them directly. Staff will identify and develop response systems and resources that include sector and community-based partnerships to ensure vulnerable people/communities are prioritized throughout the City of Toronto's recovery and rebuilding process. Ultimately, the vision to ensure a more inclusive, socially cohesive city where vulnerable people and vulnerable communities receive ongoing connection and support.

This theme will also focus on proactively engaging both internal and external stakeholders to identify issues and opportunities around Toronto's recovery and reimagining Toronto. This includes identifying new strategies across City functions and with external stakeholders that will see the City evolve and adapted to a post Covid-19 world.

Initial activities include:

- Convening a working group comprised of faith-based institutions to explore challenges and opportunities while developing priorities and actions. This group will also explore expanded partnerships within the City of Toronto around service delivery and mutual opportunities.
- Building on the relationship between the City of Toronto and other public institutions, including Toronto's four schools boards and eight post-secondary institutions, to look at questions such as: what does future service delivery look like and how do we collaboratively evolve together to serve the needs of the public.
- Understanding and creating a roadmap to address the needs of Toronto's vulnerable populations, communities and neighbourhoods hardest hit by the pandemic.
- Working with stakeholders to identify the impact of modified transit and mobility on vulnerable populations and what steps can be taken to address these issues in the short, medium and long term.

The goal is to identify opportunities and prepare recommendations to the City Manager and City Council on actions that result in high value changes to City operations enabled by a broad horizontal view of the organization.

Government & Financial Renewal

This theme is focused on examining expenditures, revenue strategies and the role of municipal government and its relationships to other governments. The goal is to identify and develop innovative approaches that support recovery and position the City for long-term fiscal sustainability and effective governance.

Initial activities include:

- Coordinating cross-divisional collaboration to identify short and long-term needs and identify solutions to innovate/advance Toronto's fiscal and governance frameworks and relationships with other governments.
- Convening and facilitating expert panels, gathering existing research and conducting jurisdictional scans to provide expertise and objective advice for potential solutions
- Working with intergovernmental relations staff to build on partnerships to advance both common and Toronto-specific municipal innovations that respond to the new reality arising from the pandemic

Business, Culture and Promote/Inspire Toronto

The theme is focused on economic support and recovery as well as on building campaigns to promote and inspire the city. The goal is to support recovery for Toronto's businesses and cultural industries, working with them to reimagine a better future for Toronto, seeding that potential in present-day actions and using the creative and entrepreneurial strengths of these sectors to restore vibrancy in all parts of the city for all Torontonians.

Initial activities include:

- In partnership with Toronto Region Board of Trade, consult with twelve key sectors in Toronto's economy to understand their most immediate recovery-related needs and to support and inform ongoing strategies, priorities and actions
- Based on these consultations with business and cultural sectors, recommend high-impact actions that would provide critical support through the recovery phase
- In partnership with TPH, ensure these sectors have access to thorough, practical, information to support a safe and sustainable re-opening

TORR Engagement Strategy

Since the outset of the pandemic, the City has received input from residents and businesses – feedback that has helped shape the City's response to the crisis, and will shape future actions to recover and rebuild. Community partners and groups, residents and businesses will continue to be engaged by the Toronto Office of Recovery and Rebuild, and the City's divisions and agencies.

The TORR engagement strategy has been developed to support timely, purposeful and informed engagement, with a diversity of stakeholders, to support actionable and implementable recommendations and decision-making by the City's senior leadership and City Council. Engagement activities will include discussion guides, questionnaires, surveys, research, review of findings from the Mayor's Economic Support and Recovery Task Force and written submissions to the Toronto Office of Recovery and Rebuild.

Engagements at this time will need to be informed by public health information including social distancing guidelines and the need to rely primarily on remote methodologies. Stakeholder discussions and public input will be summarized and posted to the City's website and toronto.ca/Open, and linked to reports on engagement activities and to any recommendations and reports to Council.

E. Modernization through Technology and Reimagining City Operations

The City had been focused on modernization prior to the COVID-19 pandemic, specifically on digital government and an agile and mobile workforce. The onset of the

pandemic has initiated a critical acceleration of this work including on new innovative partnerships. The City is undertaking planning and actions towards becoming a digital government and leveraging opportunities to better serve all populations. This includes four key interconnected areas:

- **Digital Customer Experience** – the core capabilities for delivering services digitally;
- **Mobile Working** - putting in place the technology tools, network infrastructure, and business culture to sustain scaled remote working moving forward; and
- **Automation** - digitizing behind-the-scenes processes, operations, and organizational enablers such as digital approvals & signatures, data integration, etc.
- **Acceleration** - pursue strategies, new partnership models, and opportunities to support speed and scale and that will have broader economic or regional impact.

The COVID-19 pandemic has accelerated the City's progress on the customer experience, employee experience and our digital foundations.

Customer Experience

Customers benefit from digital, efficient and self-service opportunities to meet their needs. Six virtual workshops were recently held with senior leadership across all City service areas as well as next-generation and emerging leaders to rethink how the City works and delivers services. The objectives were to:

- Align on a common set of digital government priorities and objectives;
- Create an inventory of all City services with an understanding of each service's customer, operational and economic impacts; and
- Seek opportune business cases for innovative partnerships that will exponentially accelerate the City's shift to a Digital Government.

Ultimately a future vision includes centralizing digital service so residents, businesses, and visitors have one place to go (i.e., online, mobile app). City staff continue to identify priorities for service digitization and optimization in order to create a Digital Government roadmap and resourcing plan. Also, in the immediate term, the City is accelerating efforts toward digitizing service intake (i.e. eliminate paper process and in-person requirements) and phase-out all in-person interactions or service journeys with digital engagement, where appropriate, including:

- Digitizing payments across City services;
- Digital billing, receipts and notices;
- Digitizing permits and licenses (e.g., MLS, transportation);
- Electronic Authentication (e-signature) and e-forms to improve processes;
- Digitizing payroll and accounts payable (e.g., paper based processes and approvals); and
- Bridging the digital divide to enhance access and support to vulnerable populations.

Evolution of 311 & Contact Centre Centralization

311 has been an integral part of the City's COVID-19 response by scaling service, acting as a virtual front-door to the City for many residents, businesses and visitors. The

City's plan is for 311 to evolve into a fully centralized and integrated multichannel service with a seamless customer experience. This includes:

- Harmonizing 311 and other ad hoc contact centres across City program areas to integrate and establish clear standards for contact centre operations;
- Consolidate customer interactions to fewer systems, limiting risk, and reducing sustainment costs;
- Centralized digital service request system, streamlined and automated processes (i.e., dispatched service), and closed-loop experience for customers; and
- Continue to drive toward agile and remote contact centre opportunities (i.e., telework).

Employee Experience (ModernTO)

ModernTO is an existing City program focused on optimizing the use of the City's office real estate while driving workplace transformation. In light of the pandemic, the ModernTO team is re-imagining the office environment and transition to the virtual workplace (i.e., remote working and mobility) where appropriate. The re-imagining considers principles of resiliency and safety as well as social interaction, collaboration and organizational culture needs.

The goal of ModernTO is to reduce the number of City office locations, improve efficiency of the office footprint and support changes to the City's corporate culture by fostering workplace environments that respond and adapt to the evolving needs of employees and transforming how they work. Staff are currently in the process of developing the ModernTO strategy and implementation plan, including a Master Accommodation Plan, policies, technology plans and change management plans. These plans will have to consider the emerging context of the ongoing pandemic.

Digital Foundations (Technology Deployment)

The City's Technology Services Division is enabling staff, customers and communities to access vital technology during the pandemic and to supporting recovery plans. Since the start of the pandemic, the City has expanded its mobility/tele-work plan from 1000 to 10,000 users and deployed technology and collaboration tools to staff. The City has also improved telecommunications access to communities facing barriers and increased access in the City's long-term care homes and shelter locations.

Using existing and new technologies, the following capabilities and efforts are the ongoing focus of Technology Services:

- Distributed work allowing staff to effectively deliver services from anywhere, anytime, across available channels;
- Cloud-based solutions to increase capacity, scale, collaboration and functionality in the delivery of internal and external interoperable enterprise solutions;
- Advancement of a seamless digital support model that drives a consistent and channel-agnostic "One Toronto" experience for customers and staff;
- Expanded training and self-learning capacity to increase virtual instructor-led training (VILT) options;
- Improved access to technologies and telecommunications for our communities, and an eco-system to interconnect the GTHA, academia and partners;

- Collaborating with VETCOM (Vancouver, Edmonton, Toronto, Calgary, Ottawa, Montreal) and other levels of government on recovery and re-imagination (i.e., 5G deployment); and
- Simplified emerging and innovative technology procurement practices and promotion of P3 models that can accelerate delivery of technologies.

F. Intergovernmental Actions to Support to Recovery Strategies

Intergovernmental Partnerships

The goal of intergovernmental relations and action at the City is to advance key funding, legislative and policy priorities through intergovernmental advocacy, engagement with other orders of governments, and leveraging strategic alliances at the political and staff level. Proactive issue identification, mitigation of potential impacts to, and capitalizing on opportunities for the City are the impetus for this approach.

Intergovernmental action is critical to Toronto's restart, recovery and rebuild efforts. To ensure the drivers for economic growth remain strong, support to Canada's largest cities and the economic region of the Greater Toronto and Hamilton in particular is key. To facilitate coordinated action, and advance municipal priorities, the City regularly engages with cities across the country, the federal and provincial governments at the political and staff levels, and strategic networks such as the Federation of Canadian Municipalities.

Current Intergovernmental Relations (IGR) Engagement

IGR engagement during COVID-19 has ramped up to better understand current situations and responses by other governments, facilitate dialogue on the emergency, align recovery efforts, and advance key city priorities.

Key City engagements include:

- The Mayor leveraging strategic alliances to advance City priorities including Federation of Canadian Municipalities (FCM), Big City Mayors' Caucus (BCMC), Large Urban Mayors' Caucus (LUMCO), and other regional networks, including the Greater Toronto and Hamilton Area (GTHA) Mayors and Chairs.
- Engagement with big city counterparts across Canada led by the City Manager and the Chief Financial Officer to understand the impacts of COVID-19 on big cities, share and align data, and assess municipal needs for an economic restart. The goal of this work is to advance government to government partnerships to reflect the vital role played by Canada's largest cities.
- Regular direct discussions with the Province on issues of mutual interest.

Emergency Operating Funding

A key intergovernmental ask and advocacy focus for Toronto and other cities across Canada is for emergency relief operating funding to offset lost revenues and additional expenditures. The City of Toronto alone estimates financial impacts of \$65 million per week, including foregone revenue and incremental costs, while continuing to deliver essential front line services. The Federation of Canadian Municipalities / Big City Mayors' Caucus has noted that \$10-\$15 billion in emergency relief funding will be required by cities across the country. Toronto's best case estimate is a \$1.5 billion pressure to the end of 2020. Cities are taking mitigating measures including drawing

upon capital budgets and reducing costs where possible, but these only delay the challenge. Emergency relief from the federal and provincial governments is essential to preserve front line services during the pandemic and meet the City's operating challenges.

This position is consistent at the provincial level. The Large Urban Mayor's Caucus of Ontario (LUMCO) has adopted a position to support the FCM operating budget and asks. Both LUMCO and Greater Toronto and Hamilton Mayors and Chairs (GTHA Mayors and Chairs) are publicly advocating for other orders of government to provide fiscal relief to municipalities, including immediate transit operating funding.

Stimulus Funding

While emergency operating funding is required now, stimulus funding from other orders of government for cities, including Toronto, will be vital to recovery and rebuild efforts and to spur the regional, Ontario and Canadian economies. Dialogue through strategic networks and with federal and provincial counterparts includes considerations of how to deliver critical funding to long-standing municipal priorities such as public transit, infrastructure and housing. City officials continue to advocate for previously adopted City Council direction for intergovernmental funding, including doubling of the federal gas tax fund. As with previous stimulus programs, program design will be critical to ensure funding is flowed in a direct manner that enables municipalities to address local priorities and while expediting approvals for projects already in the pipeline. Given the financial situation of municipalities, stimulus funding should be direct to municipalities and flexible in its applicability, while reducing or removing any requirement for municipal matching contributions.

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