



REPORT FOR ACTION

Towards Recovery and Building a Renewed Toronto

Date: October 6, 2020

To: Executive Committee

From: City Manager

Wards: All

SUMMARY

This report is being brought to Council amidst an evolving pandemic. The report provides an update on the work undertaken by the Toronto Office of Recovery and Rebuild (TORR), information on the response to COVID-19 by the City including coordination with our federal and provincial partners, and a roadmap towards recovery and rebuild.

As we continue to respond to the immediate needs of our residents, communities and businesses, we are also laying the foundation for our social and economic recovery. Protecting lives and livelihoods remains the City's top priorities. The disproportionate impacts COVID-19 has had on racialized, indigenous and equity-seeking communities have deepened the inequalities that are already experienced by residents, neighbourhoods and communities across our City. Uncertainty has become a prevalent characteristic of how COVID-19 has reshaped our lives, and this will continue to be the case for the foreseeable future.

The City has an opportunity to address these inequities, as we focus on the critical needs of residents and businesses and the economic, health and social hardships they face, and as we tackle both resurgences of the virus and lay the foundation for a strong recovery together.

Building back better also means learning from the past and starting sustainable improvements that make a difference for future generations. Our recovery efforts must take a long-term view towards building the city we want for those who will call Toronto home decades from now.

This report has two primary objectives:

The first objective is to affirm my commitment to deliver timely, informed advice and information to Council to support the challenging decisions that lie ahead as we continue to grapple with the impacts of COVID-19. This includes marshalling the Toronto Public Service to continue to provide responsive and effective services to Torontonians and applying what we know of the City's new reality and financial context. This report reinforces my commitment, and that of the Toronto Public Service, to maintain the trust of Toronto residents and of City Council at a time when confidence in government and with each other is critical. We must view the road to recovery from

COVID-19 as more of a marathon than a sprint, and one we cannot travel alone - our community and government relationships have never mattered more. As such, this will be the first in a series of reports on updates and next steps for our recovery.

The second objective is to respond to the report from the Toronto Office of Recovery and Rebuild (TORR), *COVID-19: Impacts and Opportunities*.

The report, by Dr. David Mowat and Mr. Saäd Rafi (Attachment 1), considered the input from thousands of residents, businesses and organizations and includes 83 recommendations based on those consultations and their expertise. The accompanying report, *COVID-19: Impacts and Opportunities Engagement Summary* (Attachment 2) provides details about the consultations and the wide range of ideas and feedback from participants who added their voices to these issues at a time when many were experiencing personal challenges and difficult situations.

Two additional attachments to this report outline preliminary disposition and analysis of the 83 recommendations made by Dr. Mowat and Mr. Rafi (Attachments 3 and 4). This report considers those recommendations as well as existing City services and programs, input from residents and community partners, advice from City divisions and what they have learned from the pandemic, the City's finances and 2021 budget projections, emerging research and plans from institutions and organizations, and commitments and plans from the federal and provincial governments.

I wish to thank Dr. Mowat and Mr. Rafi for their work advising the City since April, bringing their insights and expertise to the City's restart, recovery and rebuild actions, decisions and plans. Their work with City divisions and our partners at a wide range of tables, discussions, and engagements resulted in guidance and advice on public health, the economy, equity, resilience, mobility, and increasing prosperity for Toronto. A list of the City's action in the first six months of the pandemic is provided in Attachment 5 to this report and summarized below.

The expertise contributed by Dr. Mowat and Mr. Rafi supported the City's reopening efforts as well as our longer-term approaches and plans. I offer my sincere thanks to them for providing us with their comprehensive final report, *COVID-19: Impacts and Opportunities*, a rich document of findings from which we will continue to draw from and reference as we work to reopen, recover and rebuild our City.

RECOMMENDATIONS

The City Manager recommends that:

1. City Council direct the City Manager to initiate dialogue with federal, provincial and regional officials to convene a strategic federal-provincial-municipal intergovernmental table on recovery and renewal, to take a whole of governments approach to addressing the challenges of the COVID-19 pandemic and social determinants of health.
2. City Council direct the City Manager to report to City Council by end of Q1 2021 on progress to deliver a streamlined, coordinated and renewed intergovernmental strategy,

including an examination of existing intergovernmental requests, tables, relationships and partnerships, roles and responsibilities, Toronto's priorities, relationships with Indigenous communities and methods for regular updates to advance shared priorities with government and regional partners for a strong recovery.

3. City Council request the Medical Officer of Health to review the recommendations and findings in the *COVID-19: Impacts and Opportunities* report from the Toronto Office of Recovery and Rebuild in Attachment 1 and bring forward to the Board of Health any recommendations as appropriate.

4. City Council direct the Chief People Officer, Director Indigenous Affairs Office and Executive Director of Social Development, Finance and Administration to report to Executive Committee on options to strengthen the City's equity and reconciliation infrastructure in order to support City divisions with the additional tools required to deliver on the unique needs of Toronto's diverse residents, including those who are part of Black, Indigenous and equity-seeking communities, given the disproportionate impacts of COVID-19 on these communities.

5. City Council direct City officials to provide advice to City Council through the 2021 budget process on options to prioritize identified needs arising from the COVID-19 pandemic and reallocate resources from services that can be modified or reduced to meet public health requirements.

6. City Council direct the City Manager to report to Council as part of the 2021 budget process, on an approach to respond to recommendations in the COVID-19: Impact and Opportunities report from the Toronto Office of Recovery and Rebuild in Attachment 1 related to improvements to public engagement, by developing an engagement strategy that promotes meaningful engagement with racialized communities and Indigenous peoples, and improved data and research coordination.

FINANCIAL IMPACT

This report includes recommendations to Council for decisions on action towards recovery and building a renewed Toronto. There are no current or known future year financial impacts arising from the recommendations contained in this report.

Council received a report on September 30, 2020 (CC24.2 COVID-19 Financial Update), providing details on COVID-19 related financial impacts experienced as of August 30, 2020 and estimated impacts to year-end based on the trends experienced throughout the pandemic. The City is optimistic that further Safe Restart funding is forthcoming but there is still uncertainty about the extent to which it will offset the remaining 2020 budget pressures and likely shortfall for 2021. Any financial implications will be included in applicable budget submissions to be addressed through the Budget process.

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

EQUITY IMPACT

Recovering and rebuilding from this pandemic will require actions that acknowledge, consider and address the disproportionate impacts COVID-19 has had on racialized and vulnerable communities and the deepening concerns arising from inequalities across residents, neighbourhoods and communities. This report lays the groundwork to rebuild a stronger City including working to make Toronto an equitable, inclusive and prosperous city for all. Our future economic success will hinge on how well we do this work.

In the City's equity lens, equity is defined as "understanding, acknowledging and removing barriers that prevent the participation of any individual or group, making fair treatment, access, opportunity, advancement and outcomes possible for all individuals". Inclusion is defined as "the act of creating an environment in which any individual or group can feel welcomed, respected, supported, valued and able to fully participate. An inclusive and welcoming environment recognizes and removes barriers, embraces individual differences by seeing them as strengths and opportunities, and offers respect in both words and actions for everyone."

This report lays the groundwork to rebuild a stronger City including working to make Toronto a more equitable, inclusive and prosperous city for all. Our future economic success will hinge on how well we do this work.

Social equity is defined as the active commitment to fairness, justice, and equality in the formulation of public policy, distribution of public services, implementation of public policy, and management of all institutions serving the public directly or by contract.

Vulnerability is a gap between the challenges a person faces and the resources they can access when facing those challenges. Vulnerability must be assessed in context – a person's vulnerability or resilience will depend on their circumstances, environment, resources and the systems impacting people such as racism and our colonial history. This definition of vulnerability emphasizes service and resource gaps – not characteristics of the person – as the core driver of how individuals become vulnerable and affirms the role of the service provider to make extra efforts to recognize the factors contributing to vulnerability and close those gaps.

The City's commitments include engaging, understanding and considering the interests of Toronto's diverse communities including Black, Indigenous and racialized and vulnerable populations and will provide City staff and City Council with insights, advice, experience and partnerships that support strong programs, services, and initiatives for all Torontonians. It also informs better decision-making at the City and highlights the importance of equitable outcomes.

Section C of this report includes how the City will continue to address inequities as we recover and rebuild from the impacts of COVID-19.

DECISION HISTORY

At its April 30, 2020 meeting, City Council considered 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 to City Council six months after the COVID-19 pandemic with lessons learned and what the City can do to get ready for a future pandemic.

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

At its May 28, 2020 meeting, City Council considered the City Manager's Service Restart and Recover Update report and adopted a number of directions to the City Manager and Chief Recovery and Rebuild Officer with respect to consultations for recovery and rebuild.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC21.1>

At the same meeting, City Council considered the Board of Health's COVID-19 update report and directed that a process be established by which the public is consulted through the City of Toronto's Poverty Reduction Office, the Anti-Black Racism Office, the Indigenous Affairs Office and all other bodies that can provide input concerning the problems faced by marginalized people during COVID-19 and report back to the July 21 2020 Council meeting in order to inform the City of Toronto's ongoing COVID-19 strategy.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.HL16.2>

At its June 29, 2020 meeting, City Council considered the City Manager's report to City Council on COVID-19 Actions and Council Directions and undertook decisions related to the City's mask wearing bylaw.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC22.3>

At its September 30 and October 1, 2020 meeting, City Council considered the City Manager, Chief Financial Officer and Treasurer, and Chief People Officer's Update on COVID-19 Financial Impacts report and undertook a number of decisions to mitigate the impact of COVID-19 on the City's finances

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC24.2>

COMMENTS

1. City Manager's Commitment to Torontonians through the Pandemic

As this report was being drafted for City Council's consideration, our city is experiencing an increase in daily cases of COVID-19.

At the September meeting of City Council, members voted unanimously to extend and strengthen the relevant bylaws to protect residents from COVID-19 and slow the ongoing resurgence of the virus in the community. The situation remains dynamic as gains made over the past several months are tenuous, and the outlook for a "return to normal" continues to shift to a later date.

The City is monitoring the spread of infection, while new information, plans and reports are being released such as those by the Toronto Region Board of Trade, Toronto's Economic and Culture Recovery Advisory Group chaired by Deputy Mayor Thompson, and last month's Throne Speech.

The COVID-19 pandemic is a complex challenge for our city, as it is for jurisdictions across our nation and globe. It requires complex responses: both short-term and long-term; at the individual, neighbourhood and city-wide levels; delivered by the City alone, with our agencies and corporations, as well as with the federal and provincial governments and community-based, institutional and private-sector partners.

Understanding the expectations of our residents, businesses and communities is what will keep our government relevant. How we act on them will be a measure of our success.

The City will continue to address the critical needs of residents and businesses as they face economic, health and social hardships, tackle resurgences of the virus and lay the foundation for a strong recovery.

Building back better means learning from the past and starting sustainable improvements that make a difference for future generations. Generations Y and Z will experience new and lasting impacts as a result of the pandemic, especially related to unemployment, with associated impacts on affording housing and the other costs of living in Toronto. Our recovery efforts must take a long-term view towards building the city we want for those who will call Toronto home decades from now.

Municipalities, however, were designed for another era – from our urban form, governance, financing and partners – everything we knew pre-pandemic has either been magnified or changed. No longer can we make the significant contributions to so many programs and services that benefit not just Torontonians but the region as well, with limited abilities, resources, authorities or control over the things that matter most to our residents – equity, prosperity, health and wellbeing.

The public expects all three orders of government to work together during this period of heightened economic and social challenges. They expect us to effectively apply our precious resources and collaborate to create the greatest positive impact on shared recovery goals. The public wants to know that the strategies we will put in place to sustain our residents, businesses and communities will be effective. They want a clear blueprint on how we intend to work together to build back our country, province and city better.

Understanding these expectations is what keeps government relevant. How we act on them will be the measure of our success.

We appreciate the significant leadership demonstrated by our federal and provincial partners and the support they have provided Toronto residents and businesses, and to our government, to mitigate some of the economic shocks that have been experienced

by so many due to the pandemic. We remain confident that their commitments will continue, alongside our own, as we build towards a strong recovery of our city.

COVID-19 has taught us many things, one of which is that collaboration with governments, institutions, and community partners will be essential to our success. During the initial response phase of the pandemic, the City convened and worked with many partners to meet the immediate needs of Toronto's residents and businesses. Our work with other municipalities and other governments has helped us achieve the Safe Restart Agreement with funding commitments from the federal and provincial governments, essential to mitigating the financial impact of COVID-19 on our City.

We must continue to work together to achieve the City's objectives. Public input from the past several months highlighted a growing expectation for the City to build new and innovative partnerships and serve the public alongside other governments as an equally critical order of government.

Collaboration with governments, institutions, and community partners will be essential to our success.

The pandemic has also shown us that we can achieve a great deal when we use data and insights to guide our decision-making. We have demonstrated our capacity to be nimble, resilient, responsive, responsible, and effectively mobilize our committed public service to ensure lives and livelihoods are saved, often responding in time frames unimaginable prior to the current pandemic.

We are just under seven months into this pandemic and the context we are working in remains unpredictable. We do not know what the next few months or years will bring. We have short-term information on which to make long-term decisions for future recovery. The decisions made last year were based on pre-pandemic service levels, policies, agreements, partnerships and funding arrangements. Future reports to Council will by necessity include COVID-19 considerations to describe how information and recommendations, including financial and equity implications, have considered the pandemic and evolving impacts.

We have said yes to many new requests and will continue to respond to critical demands as required. However, saying yes is easy, understanding equity, legislative, financial, staffing and policy implications – particularly in these times - is difficult. COVID-19 is consuming all available City resources when combined with the many services the City continued to deliver. Every time there are new health requirements and corresponding emergency needs, we have pivoted, redeployed and trained staff and prepared communications, signage, outreach and education to City council, staff and the public.

As a result, programs, services, strategies, plans and expectations will be reviewed through a COVID-19 lens as we prepare for the 2021 budget cycle. Just as past decisions reflected the best professional advice and information of staff, developed

through critical partnerships and front-line knowledge, this expertise will inform our new and evolving plans for recovery while we continue to respond to urgent needs.

Since the emergency was declared on March 17, I have brought forward monthly omnibus reports on the City's response to the pandemic, and the financial, economic and social impacts of COVID-19. The City's leadership has ensured that continuity of government was paramount throughout the emergency:

- Chief Financial Officer and Treasurer Heather Taylor has reported on our financial situation and brought forward recommendations to mitigate the impact of the pandemic.
- Deputy City Manager Tracey Cook has rolled out supports businesses including urgent permitting, programs to keep the public safe and safely moving around the city and led the restart review of City programs and services where possible.
- Deputy City Manager Giuliana Carbone has implemented and supported community partners in providing food, shelter and mental health responses for the most vulnerable in the city.
- Deputy City Manager Josie Scioli has implemented protocols to make the City facilities and staff safe, and technology solutions to support staff working remotely and online services for the public.
- The City Solicitor Wendy Walberg has ensured that essential legal support and expertise has been provided throughout to facilitate these initiatives, particularly in the areas of emergency and public health regulation and enforcement.
- City Clerk Ulli Watkiss ensured the continuation of City governance including facilitating City Council and its committee meetings electronically and providing support to City agency and corporation boards to do the same, as required.
- Medical Officer of Health Dr. Eileen de Villa continues to lead the public health response and has provided urgent, critical information, guidance and advice to support us all in this emergency, while working with neighbouring Medical Officers of Health and the Province to promote broad public health protection.
- Chief Matthew Pegg and the Emergency Operations Centre (EOC) continues to lead all emergency responses, including urgent, short-term or operational actions, operate a taskforce to manage an effective supply of PPE, and supported alignment of service restart process, developed measures to respond to future waves of COVID-19, along with other emergencies as they occur, is conducting after action reviews of all internal processes.
- City agencies, such as the Toronto Transit Commission and Toronto Public Library, responded in ways they had not ever anticipated last year by serving Torontonians in ways that protected public health, even at significant financial cost or program re-design.

Financial sustainability will continue to be a challenge. Each year, City Council has balanced the budget in the face of gaps and funding challenges, but never to this extent and never with the critical assessment of what must be delivered with fewer resources and much greater need. The revenue side of the budget ledger was hard hit by the strict closures this past spring; a challenge that was compounded by increased expenses the City had to meet emergency public health needs. The COVID-19 Financial Update report provided at Council's September 30 meeting provides the most up-to-date financial analysis. The federal and provincial governments have provided

unprecedented support to the City to bridge the current budget gaps, without which immediate service cuts would have been necessary.

The upcoming 2021 budget will require difficult decisions. I am confident we will ensure the City will continue to protect Torontonians and deliver excellent services and programs. Many Council directions adopted this term, intended to make our city more resilient, smart, equitable and prosperous, remain outstanding and will need to be reviewed and considered against the financial, environmental, economic and social impact of the pandemic, backlog of capital programs and need to address equity challenges magnified by COVID-19.

The upcoming 2021 budget will require difficult decisions. I am confident we will ensure the City will continue to protect Torontonians and deliver excellent services and programs.

The success of many of the City's existing plans, strategies and commitments are in many cases dependent on other partners or funding that has not yet been secured. Going forward, reports will lay out the required partnerships and resources and how they have been or will be secured. We will also need to provide senior leadership the time required to review the *COVID-19: Impacts and Opportunities* report and existing strategies, undertake any additional consultations and prepare any necessary reports to Council.

Last year, I released our Corporate Strategic Plan which set out the focus for the Toronto Public Service to ensure we can successfully deliver a high quality of life for residents, businesses and visitors, and earn the trust and confidence of Torontonians, City Council and staff. The plan identified key priorities that focus the work of the public service to achieve the City's long-term goals. These goals continue to be important to our recovery work. I will report to Council in the coming months on how we will identify and be accountable to City Council and Toronto's residents on the outcomes for each priority, and the key themes in the *COVID-19: Impacts and Opportunities* report that connect them: equity, social determinants of health, prosperity, resilience, partnerships and engagement.

2. The City's response to the evolving pandemic

The COVID-19 pandemic has significantly impacted Toronto and its residents, as it has cities and countries around the world. Health and physical distancing requirements implemented to mitigate the spread of COVID-19 have changed how each of us goes about our daily lives, how businesses operate and the livelihoods of many. And, it is clear that COVID-19 has had a disproportionate impact on specific communities and exacerbated existing inequalities.

At the outset of the pandemic in March 2020, City staff responded to the immediate needs of vulnerable populations including making preparations for physical distancing within the City's shelter system, securing food access for those required to isolate at home and without means to access groceries and many other important supports.

In April, Mayor John Tory announced the start of Toronto's Recovery and Rebuild Strategy including the establishment of an office led by Mr. Saäd Rafi, with a public health strategy led by Dr. David Mowat.

These appointments informed Toronto's reopening, recovery and rebuilding in the subsequent months, while the City's priorities remained on reducing the spread of COVID-19, minimizing demand on the health care system, and ensuring the delivery of essential and critical City services.

At the outset of the pandemic, City staff responded to the immediate needs of vulnerable populations and implemented internal service and administrative changes required to pivot quickly and respond to the crisis.

The goals of the office, described in more detail below, were twofold: save livelihoods and advise on how the City could live safely with COVID-19. Actions taken during these first six months include (additional details in Attachment 5):

- Implementation of a mandatory mask bylaw for all indoor settings, including common areas for apartment buildings and condominiums;
- More than 30 guidance documents for businesses and settings that reopened to address the unique circumstances including day camps, pools and splash pads, personal service settings and outdoor patios;
- Implementation of new programs such as ActiveTO, programs that create shared space on neighbourhood streets, opened major roads for people to be physically active and physically distance;
- The reopening of licensed child care programs;
- A COVID-19 Enforcement Team to enforce physical distancing for parks and public squares, mandatory mask or face covering bylaws, and provincial orders;
- Dedicated isolation and recovery programs for people experiencing homelessness to isolate and recover from COVID-19, to not overwhelm the health care system with health care partners; and
- Communications materials and public education campaigns in multiple languages and accessible formats on how to stay safe and find out about City services.

In addition to these more public actions, the City has also implemented internal service and administrative changes in order to pivot quickly to respond to the crisis. Examples of these changes include:

<p>Large scale redeployment of staff</p>	<ul style="list-style-type: none"> • In June, over 640 staff were redeployed to maintain core services and respond to the emergency. There are currently about 535 staff still redeployed from their base positions to other City divisions. Resurgences will likely require an ongoing redeployment strategy. In addition, City staff have changed job duties within divisions to respond to the pandemic. • Toronto Public Health has made significant shifts to its operations, including creating a team of over 700 staff to undertake case and contact tracing and management. • Technology Services has reassigned staff to support COVID-19 response and recovery, including the Emergency Operations Centre, enabling 311 and Toronto Public Health call centres to operating remotely, and rolling out a new Coronavirus Data Tracking system. • Early in the emergency, City Planning prioritized development review services, advancing approvals for housing units and focusing on strategic projects such as affordable housing initiatives including Housing Now and planning for transit- oriented communities.
<p>PPE Procurement</p>	<ul style="list-style-type: none"> • Personal Protective Equipment (PPE) enabled City staff and clients to remain safe. City divisions, agencies and corporations currently consume roughly 1,000 N95 respirator masks, 35,600 surgical masks, and 125,000 nitrate and vinyl gloves daily.
<p>Financial management</p>	<ul style="list-style-type: none"> • Finance and Treasury Services have tracked, forecasted and managed revenue loss and deferrals, increased expenditures, and made changes to division, agency and corporation budgets, detailed through variance reports to Council.

2.1. Toronto’s Recovery and Rebuild Strategy

The health strategy was led by Dr. Mowat in consultation with Toronto’s Medical Officer of Health, Dr. Eileen de Villa, while the Toronto Office of Recovery and Rebuild (TORR) led by Mr. Rafi, provided advice through several themes including building preparedness through City divisions and agencies; resilience; equity; business and cultural development and government and fiscal renewal.

Saad Rafi has worked in both the public and private sectors, including several leadership roles in the Ontario government. He was the CEO of the Toronto 2015 Pan Am/Parapan Am Games, a Deputy Minister in the Ministries of Health and Long-Term Care, Energy and Infrastructure, Transportation, and Public Safety and a Partner at Deloitte LLP where he started an Infrastructure and Project Finance practice, and subsequently led their Government and Public Services practice for Canada.

Dr. David Mowat served as a public health physician at local, provincial, and national levels for almost 40 years, including as Medical Officer of Health in Kingston and in the Region of Peel, and twice as Ontario’s Chief Medical Officer of Health and Deputy Chief

Public Health Officer at the Public Health Agency of Canada. At Health Canada he directed the Pan-Canadian Network for Health Surveillance and worked on web-based surveillance systems. Dr. Mowat has worked on emergencies such as SARS, H1N1 influenza and Ebola.

From April to September Dr. Mowat and Mr. Rafi:

- Advised City staff on a number of strategies with City divisions, organizations and regional and provincial partners;
- Provided context and considerations for the City during the implementation of the Ontario Framework for Reopening, and;
- Provided advice that informed actions by the City's programs and policy staff working to reduce the spread of the virus, help reopen the economy, and reopen City services.

TORR implemented a broad engagement strategy to consult with residents, businesses, communities and organizations, provided information to support the City Manager and senior leadership in their decision-making. They also undertook research and outreach to learn and implement best practices from other jurisdictions and from the Mayor's Economic Support and Recovery Task Force and Councillor-led roundtables.

The Toronto Office of Recovery and Rebuild concluded its work with the submission of a final report *COVID-19: Impacts and Opportunities* to the City Manager. The report (Attachment 1 and discussed in Section C of this report) provides a wide range of information and recommendations to support Toronto's plans and implementation of recovery and rebuild activities.

2.2. Evolving Financial Challenges

Toronto must recover and rebuild from COVID-19 in the face of unprecedented financial pressures. The pandemic has created a new reality that has resulted in the need to make the City's priorities clearer and focused where key investments are necessary; we must protect lives and livelihoods and we must invest to meet Toronto's needs.

The pandemic has exacerbated the City's structural financial challenges, especially the misalignment of revenues and responsibilities, which have long been discussed prior to the pandemic. Our transit system, for example, is more heavily reliant on fare revenue compared to other major transit systems. As residents sheltered at home, transit ridership dropped more than 80%, leaving the City with \$453.2 million in lost revenue (as of August 30, 2020). Similarly, Toronto operates a shelter system that provides benefit to the entire region as people move here for employment opportunities and social service supports, and to refugees who settle in Toronto also for jobs and to be near relatives and cultural communities. Keeping shelter clients safe has required an added investment of \$83 million (as of August 30, 2020). To recover effectively, we will need to address structural challenges such as these, while simultaneously funding the services that will be critical to public health, economic growth, and improving equity.

Given this context, we know we cannot do it all. The City has already made difficult decisions about costs, services, service levels, capital projects, and placing staff on

emergency leave, among others. We need to evaluate which services we deliver and how we deliver them. We will need to look for options for outsourcing, alternative service delivery, delaying or cancelling the return of paused services, or delivering services in new ways such as online or through amended service agreements. We must review all of Council's previous directions and critically examine them against emerging needs that must be met to recover from the pandemic. We must recalibrate expectations and look for opportunities to pursue partnerships with other governments, the non-profit sector, and the private sector.

We know we cannot do it all alone. We must recalibrate expectations and look for opportunities to pursue partnerships with other governments, the non-profit sector, and the private sector.

As highlighted in the *COVID-19: Impacts and Opportunities* report (section 10):

- To effectively recover and rebuild from COVID-19, it is critical to recognize the financial challenges facing Toronto and consider how municipal government and finance can continue to create the conditions for success, and how they can help to provide continued prosperity for Toronto's residents and businesses.
- COVID-19 has dramatically reduced City revenues while placing increased demand on key City services such as shelters. That revenue loss has exacerbated financial pressure on the City's operating budget.
- The City's current mix of revenue tools does not adequately support the City's service responsibilities, most notably regional and income redistribution services that are funded primarily through local property tax but provide benefits across the region. This situation has created substantial risk to the City's long-term financial sustainability.

The magnitude of the financial challenges facing Toronto requires clarity and thoughtfulness in aligning funding with the order of government best able to deliver and best positioned to capture and reinvest the fiscal benefits. The intergovernmental cooperation section of this report provides further details on this challenge and recommended next steps.

2.3. 2020 and 2021 Budget

The COVID-19 emergency has created financial pressures that were unimaginable in previous years. The City is grappling with a significant revenue loss: \$916.3 million as of August 30, 2020. In addition, the City has faced increased expenditures to continue to provide essential and critical services: \$218.0 million as of August 30, 2020. This loss of revenue and added cost have had a critical impact on responding and recovering, such as expanding our shelter system to keep vulnerable residents safe, programs to support businesses to operate outdoors safely, and deferring property tax and utility payments for residents and businesses.

The City estimates the year-end financial impact will be \$1.885 billion. Due to City-led mitigation strategies totalling \$542.8 million, and much needed federal and provincial

support through the initial phase of the Safe Restart Agreement of \$668.6 million, the year-end gap is currently estimated at \$673.2 million.

The City has taken significant action to manage costs and find savings. As detailed in the COVID-19 Financial Update report provided at City Council's September 30 meeting, the City is continuing to implement a series of cost mitigation strategies including spending constraints and cost avoidance and workforce restraints across City programs and agencies. Spending constraints and cost avoidance have included actions such as matching transit service capacity to demand, reducing discretionary spending, prioritizing critical, essential and priority services, and slowing capital projects. Workforce restraints have included redeployment of staff to critical and essential service areas, implementing Emergency Leave for staff unable to work remotely, seasonal and part-time staff layoffs, implementation of a hiring slowdown, a 0% general salary range increase for Management/Non-union employees, Accountability Officers and the Mayor and Council, cancellation of pay for performance for non-union employees, and labour negotiation savings.

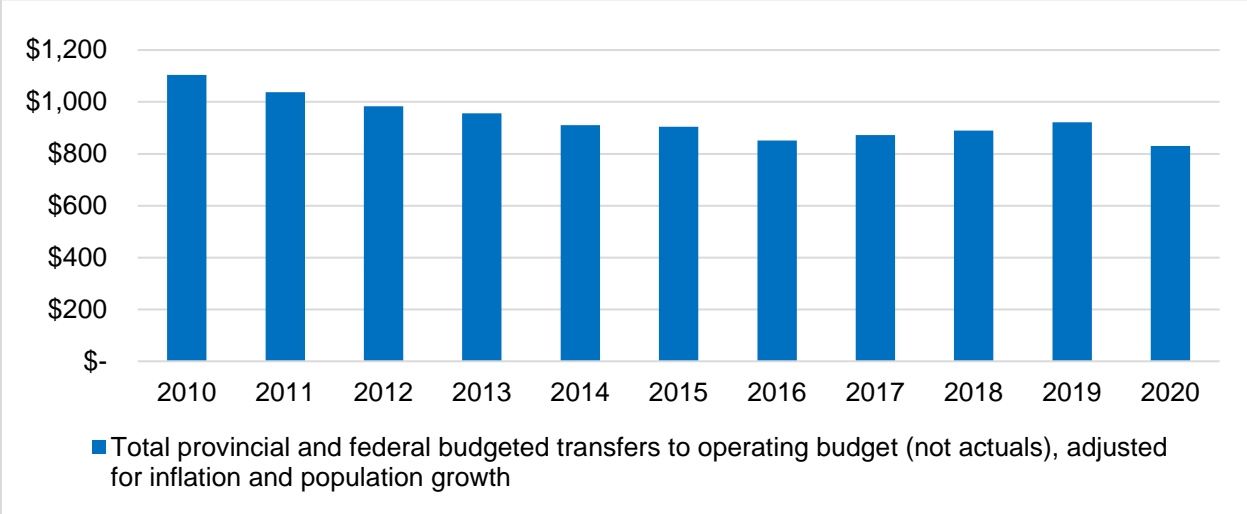
Initial funding from the federal and provincial governments through the Safe Restart Agreement has provided much needed support for transit, social service, and municipal operating costs. The City is optimistic that further Safe Restart Agreement funding is forthcoming but there is still uncertainty about the extent to which it will offset the remaining 2020 budget pressure of \$673.2 million. The City will continue to engage with federal and provincial counterparts to obtain funding support for municipalities to offset the 2020 budget pressure and longer-term commitment to support Toronto into 2021.

I will report to Council in late 2020 regarding options that may be required to offset any remaining financial pressures, in the event that future phase allocations of the Safe Restart Agreement are not sufficient to fully offset anticipated COVID-19 impacts.

Transfers from the provincial and federal governments have not kept pace with inflation, Toronto's population growth, and the City's responsibilities. As noted in the COVID-19: Impact and Opportunities report - notwithstanding the emergency assistance provided to Toronto during the pandemic - intergovernmental transfers for budgeted operating expenses have decreased from \$1,100 per capita in 2010 to \$830 per capital in 2020, when adjusted for inflation. That decrease is explained in part by the elimination of previous provincial compensation for Toronto's disproportionate housing and social services costs, as well as reduced social service caseloads and the associated need for provincial funding, due to low unemployment rates in previous years.

As recommended in the report, I have asked staff to undertake further analysis of the extent to which previous intergovernmental transfers of funding and responsibilities have not kept pace with inflation pressures (recommendation 22). This includes changes to cost shared programs, formerly provincial responsibilities that are now funded by Toronto and provide direct benefits to residents across the region.

Figure 1 – Intergovernmental Transfers to City Operating Budget, Real Per Capita (2010 to 2020)



It is well understood that the financial pressures caused by COVID-19 will exist into at least 2021. Staff are estimating a preliminary, opening pressure for the 2021 Operating Budget of \$1.5 billion. As the City initiates its 2021 budget process, there is a need for a financial commitment from the provincial and federal governments prior to December 31, 2020. I am working with my counterparts in the provincial and federal governments on this. In the absence of such a commitment, the City will be forced to consider impacts such as reductions to transit service, service levels and programs.

3. Report from TORR - COVID-19: Impacts and Opportunities

The *COVID-19: Impacts and Opportunities* report provides a great deal of information and advice to the City’s senior leadership. It is a detailed document that covers many topics, with findings from consultations with residents, businesses and other stakeholder including the Mayor's Economic Support and Recovery Task Force that was convened in the early days of the pandemic.

The scope of the COVID-19: Impact and Opportunities report reflects the broad and encompassing view the City must have on this crisis in order to plan our long-term recovery and rebuild.

The report includes 83 recommendations made by Dr. Mowat and Mr. Rafi, which they noted should be reviewed as interconnected categories of actions for the City, its partners, and other orders of government to undertake. The scope of the report and its recommendations reflect the broad and encompassing view the City must have on this crisis in order to plan our long-term recovery and rebuild. The issues raised are as diverse as the ways COVID-19 has touched our health, economy, infrastructure and communities. In addition to the new challenges presented by the pandemic, existing ones have been magnified such as inequity, affordability, accessibility, financial

sustainability, along with the limits of our municipal authority in relation to Toronto's size and complexity, given we are the largest City in the country, with more residents than most provinces, and an extremely diverse population.

The *COVID-19: Impacts and Opportunities* report has been reviewed by my senior leadership team which includes the Deputy City Managers and the Chief Financial Officer and Treasurer and has been shared with the Chief People Officer and other Division Heads and Directors for further analysis and consideration, based on their area of expertise. Additional review is required by City staff who will consider the potential short-, medium- and long-term actions needed to respond to and recover from COVID-19, including supporting Toronto's businesses and communities and addressing significant pre-existing inequities that were magnified by the pandemic. Our goal continues to be to build a resilient, prosperous, vibrant city able to plan for and withstand future crises.

The public health, social, economic and other considerations raised by the *COVID-19: Impacts and Opportunities* report, as well as the findings from public and stakeholder engagement, indicate support of actions the City has already initiated, and direction on important next steps. When asked by TORR about what was needed for recovery, an overwhelming response from residents, businesses, organizations and our partners was received in the form of advice, feedback and ongoing commitment on how the City could respond in the face of this crisis.

Our goal continues to be to build a resilient, prosperous, vibrant city able to plan for and withstand future crises.

My Office, the senior leadership team and the City's Medical Officer of Health will take carriage of a number of recommendations made in the COVID-19: Impact and Opportunities report as critical to laying the foundation for our recovery. For other recommendations, I will ask the appropriate City official(s) to take carriage of the item, which may require further analysis, including legal analysis, and/or stakeholder engagement to implement actions alongside existing City initiatives and/or consider new actions as required. Attachment 3 includes a disposition chart for the 83 recommendations that:

- Indicates recommendations that align with existing City actions the City will continue to monitor, accelerate, advance or implement immediately;
- Refers recommendations to City officials for review, additional research, analysis and/ engagement and to bring forward advice to me and report(s) to Council, as appropriate;
- Indicates recommendations that the City Manager's Office will review and coordinate implementation for; and
- Identifies recommendations that May be considered as part of the City's intergovernmental strategy.

In addition, I have provided a preliminary analysis of the COVID-19: Impact and Opportunities report in Attachment 4 with consideration, where possible, to any alignment to existing City programs and services, the input from residents and community partners, advice from City divisions and what they have learned from the pandemic, emerging research and plans from institutions and organizations, and commitments and plans from the federal and provincial governments.

Some key areas from this preliminary analysis are included below.

3.1. Deepened Inequities

The *COVID-19: Impact and Opportunities* report, as well as ongoing findings from Toronto Public Health, notes the disproportionate impacts COVID-19 has had on racialized and other equity-seeking communities and the deepening concerns arising from inequalities across residents, neighbourhoods and communities. The majority (83%) of reported COVID-19 cases in Toronto identified with a racialized group and 71% of people who were hospitalized identified as coming from racialized groups, compared to 52% of Toronto's population who identify as belonging to racialized groups.

Based on Toronto Public Health's ethno-racial data, the most disproportionate impacts have been for racialized Torontonians. Specific racialized groups over-represented in COVID-19 cases include: Arab, Middle Eastern or West Asian people, Black people, Latin American people, South Asian or Indo-Caribbean people and Southeast Asian people. The findings from TORR's consultations concurred with media reports of increasing incidences of discrimination experienced by Asian communities since the start of the pandemic.

The City of Toronto has long recognized the need to address inequities and to deliver services that account for the specific needs of our diverse residents.

Toronto Public Health data indicates that a higher percentage of people with the following characteristics had higher rates of COVID-19 infection and COVID-19 hospitalization:

- Newcomers to Canada (immigrants arriving in Canada in the past 5 years, as of 2016);
- People with lower education levels (no certificate, degree or diploma);
- Unemployed people; and
- People living in 'unsuitable' (crowded) housing.

COVID-19 has also impacted other equity-seeking groups such as women, people with disabilities, the LGBTQ2S+ communities, which are well documented through TORR consultations and other engagement findings, though not tracked in public health data. For example, the economic impacts of the pandemic have disproportionately affected

women, due to their predominance of working in frontline and essential services and in sectors heavily impacted by emergency shutdowns, and in other cases, their ability to participate in the labour market. As written and spoken about by Atkinson Fellow on the Future of Workers, Armine Yalnizyan, half of Canada's employed workforce prior to the pandemic was women. She has made the point that 'there is no recovery without a she-recovery'. There will be a significant risk to our economy if women cannot fully participate during and post-pandemic due to childcare and other demands.

COVID-19 highlighted the need for disaggregated data in describing the impacts of the structural and systemic factors that affect well-being. It is not new that there are differential health, economic and social outcomes in our city. When Toronto Public Health took the lead to release COVID-19 case data on a neighbourhood level, it became easier recognize where impacts are the most significant and target measures accordingly. It also helped service partners such as the Toronto school boards to allocate resources for reopening accordingly. Access to disaggregated data helps the City, the broader community and non-profit organizations collectively target interventions for effective recovery and rebuild efforts.

The City of Toronto has long recognized the need to address inequities and to deliver services that account for the specific needs of our diverse residents. The City's continued commitment to advance the use of a social equity lens is evidenced in the numerous City Council approved strategies and plans that are population-specific such as the Confronting Anti-Black Racism Action Plan, Poverty Reduction Strategy, Toronto Newcomer Strategy, Youth Equity Strategy and Toronto Seniors Strategy.

City Council has also adopted or endorsed equity objectives in their directives to staff, approval of programs, staffing resources and the creation of advisory bodies on matters such as accessibility, Indigenous reconciliation, and LGBTQ2S+ and gender equity. These decisions represent an effort to make Toronto a more inclusive city and to ensure our government plans and provides services in an equitable manner. City divisions increasingly incorporate and apply equity considerations to policy and program design while reporting on equity-based budgeting considerations, and staff undertake training and develop tools to ensure the equity lens is applied to the City's work.

A recent example of excellence of how City staff have been advancing and integrating equity considerations into City policies and processes is the development of an equity-based capital project planning tool by Transportation Services, with input from staff in the People and Equity, and Social Development, Finance and Administration divisions. Another example of an innovative corporate initiative is the Data for Equity Strategy that is currently under development. This strategy will support divisions to collect, analyze and apply data that is broken down by socio-demographic groups to inform equitable program planning and service delivery and will be a key enhancement to our equity infrastructure.

3.2. City's COVID-19 Response to Address Inequities

At the onset of the pandemic, City staff and community organizations recognized that residents and communities which already faced significant challenges prior to the pandemic would be even more vulnerable during the public health closures. While

poverty could have spiked exponentially during the unprecedented economic closures of this past spring, the federal income and other supports helped to mitigate some of the worst-case scenarios. However, other challenges such as food insecurity and worsening mental health were notable soon after the pandemic hit Toronto. From the outset, the City was committed to help mitigate some of the social impacts that arose from both the economic challenges and from the isolation arising from the COVID-19 closures. The City worked closely with community-based organizations to identify heightened vulnerabilities and address them quickly, particularly where isolation was most acute and access to services the most limited. The City's T.O. Supports model integrated supports to vulnerable communities and equity-seeking groups including for urgent needs such as food access, mental health support and family violence.

3.3. Commitment to Indigenous Peoples

The City of Toronto is committed to truth and reconciliation with Indigenous peoples and led by the City's Indigenous Affairs Office (IAO), is advancing several actions including a reconciliation action plan to City Council in 2021 related to this commitment.

The *COVID-19: Impacts and Opportunities* report includes recommendations that respond to the input from consultations and submissions from individuals and communities including Indigenous community-based organizations, such as the Toronto Aboriginal Support Services Council (TASSC). These recommendations speak to:

- Affordable housing and a dedicated long-term care home for Indigenous peoples;
- Infrastructure stimulus projects that address resilience and equity and consider impacts on Indigenous communities;
- Support for Indigenous artists and cultural practitioners;
- Development of an Indigenous-led prosperity plan;
- Creation of a roster of businesses committed to creating meaningful opportunities for emerging leaders from Black and Indigenous communities;
- Expanding job opportunities for youth, women and gender-diverse peoples, especially for Black and Indigenous populations; and
- Addressing racism openly and honestly and increase representation on City boards and establishing organizational capacity for ongoing and meaningful engagement with Indigenous communities.

In order to advance these and other recommendations, it is important to acknowledge that reconciliation can only be achieved with action, and a critical aspect of this is meaningful and purposeful engagement with Indigenous peoples and community-based organizations. Purposeful and meaningful engagement involves the commitment of adequate resources, true inclusion – Nation to Nation relationships with treaty rights holders, and relationships with the urban Indigenous community, and co-development of initiatives.

The pandemic has cast a light on the many structural inequities that exist in the areas of health, housing and community supports for Indigenous people. Community organizations that deliver critical services to Indigenous people are needed more than ever, many of whom are experiencing significant stress and pressure to continue to

deliver their core services while at the same time offer enhanced services as a response to the pandemic. Supporting this sector is critical.

The IAO is working with Indigenous communities and City staff on a reconciliation action plan that will consider how to implement the recommendations that are contained in the *COVID-19: Impacts and Opportunities* report, engagement with Indigenous community as part of the TORR consultations and the City's ongoing partnerships and relationships with Indigenous organizations and individuals.

Over the years, the City has made a number of commitments to Indigenous people, including the Statement of Commitment to the Aboriginal Communities of Toronto in 2010, and in 2015, identified eight Calls to Action from the Truth and Reconciliation Commission of Canada's Report as priorities for implementation. While these statements are important steps in advancing truth and reconciliation and decolonization, more work is required to put these statements into action; to do this, this work needs to be adequately resourced and supported.

Given the timelines for the Toronto Office of Recovery and Rebuild, it was never feasible to expect that its activities could fully satisfy meaningful engagement. Going forward, there is an opportunity to ensure that the implementation of these recommendations is based on partnerships with Indigenous communities, early engagement, co-development of relevant initiatives, and the dedication of sufficient resources.

Implementation and action on these recommendations should leverage and build upon current initiatives where work has begun in partnership with Indigenous community organizations such as the development of an Indigenous-led Prosperity Plan and the Housing Now Initiative that will dedicate sites for Indigenous housing projects, with a site analysis and selection processes that will consider Indigenous ownership of land, a criteria that reflects the City's commitment to reconciliation and the commitment to support capacity building amongst Indigenous organizations. The IAO is also working with other City divisions, the Toronto Police Service and community partners, including Indigenous organizations to address police reforms and other aspects of community safety and well-being.

The pandemic has amplified inequities that exist with respect to access to critical and culturally appropriate health care supports for Indigenous people. In 2016, the Toronto Indigenous Health Advisory Circle released Toronto's first Indigenous Health Strategy 2016-2021.

Access to space, land and water is essential to the well-being of Indigenous people. As noted by TASSC, real investment and putting reconciliation into action begins with land and infrastructure. In recognition of this critical need, the IAO, in collaboration with other City divisions and Indigenous community partners, is advancing an Indigenous Place-Making Initiative intended, in part, to create space - physically and in process and policy – for ceremony, teaching and community; strengthening Indigenous connections with lands and waters; and building capacity for land-based Indigenous engagement, and for greater cultural competency.

Dedicated resources towards this important work will be essential for acting on and implementing recommendations from the urban Indigenous community and treaty partners. Given the cross-cutting nature of these recommendations, it is critical that all City divisions are engaged and, with my senior leadership team, support this work in a coordinated manner that leverages existing initiatives, avoids duplication, maximizes resources and engages with the Indigenous communities in a meaningful and purposeful way. I will consider mechanisms such as a dedicated senior leadership table that could be convened to work with IAO on the City's future reconciliation action plan.

3.4. The City's Equity and Reconciliation Infrastructure

The City's staff, tools, data, insights, efforts and structures as a whole form our equity and reconciliation infrastructure. This is the foundation that helps us achieve the desired outcomes in our strategies and plans. While the City relied heavily on this infrastructure during the initial response to the pandemic, the impact of COVID-19 and the findings from the *COVID-19: Impacts and Opportunities* report call on us to further strengthen this infrastructure to meet the emerging needs of Torontonians. COVID-19 did not create this imperative, but it has accelerated the urgency of making progress on these previous commitments. I am recommending that further options to strengthen our equity and reconciliation infrastructure, in addition to those under development, be brought forward to Council as appropriate.

The impacts of COVID-19 calls on us to further strengthen the City's equity and reconciliation infrastructure to meet the emerging needs of Torontonians.

In addition, recommendation 1 of the *COVID-19: Impacts and Opportunities* report advises the City to lead by example and address racism against Black and Indigenous people openly and honestly within its workforce and in its hiring and promotion practices. In addition, the City should set standards for Black and Indigenous representation at the tables where priorities, planning, investments and implementation of City Council decisions are discussed, including on City boards. I have asked the Chief People Officer and City Clerk to consider these recommendations and explore how current City efforts can be further enhanced and progress monitored and reported.

3.5. Public Health

The City's COVID-19 response is grounded by three key objectives: to prevent loss of life, preserve the capacity of the healthcare system and minimize social, economic and adverse effects on general health, well-being and quality of life. Toronto Public Health, together with City divisions, agencies and corporations and community partners continues to respond to the COVID-19 pandemic.

Since the Stage 3 reopening and throughout September, there has been an increasing trend in COVID-19 cases and recent data suggests a recent resurgence in cases. Recently, the Medical Officer of Health recommended further actions to respond to this increase in cases. This includes extending existing COVID-19 bylaws that regulate physical distancing and use of masks or face coverings, and recommendations for

additional public health measures in bars and restaurants (e.g. reducing number of patrons). The Province has also, in response to the current situation, enacted further restrictions in a number of areas, including its own mandatory mask regulation for indoor areas. The City continues to urge residents to take steps to minimize the spread of COVID-19 including maintaining physical distancing, wearing a mask, washing hands, and limiting interactions with people aside from household contacts as much as possible.

Toronto Public Health will continue to carefully monitor COVID-19 activity in the community and in institutional and congregate settings and remain active in the response until such time that a vaccine is available and locally distributed. The City's COVID-19 enforcement team continues to respond to complaints and enforce provincial orders and Toronto bylaws, including the mandatory mask or face covering bylaw.

The *COVID-19: Impacts and Opportunities* report identifies the public health challenges we have been addressing and actions taken by all orders of government, businesses, and the public. It provides recommendations on actions to mitigate the impact of the ongoing pandemic.

Toronto will need to maintain vigilance for new outbreaks and continue strengthening its understanding of impacts. Understanding the progression and distribution of infection by age, sex, socio-economic status, place, time, race, gender identify, disability, and other factors will support decision-making in managing the pandemic. This continual improvement in data gathering and understanding should support continual improvement in public health planning and delivery.

As noted in the report from Dr. Mowat and Mr. Rafi, COVID-19 is a new disease with little existing science to provide public health guidance or predict the progression of the pandemic. As a result, we rely on observations in other jurisdictions and in Toronto to date, inferences from experience with other infective organisms, and the emerging research on COVID-19, in order to inform decisions in conditions of uncertainty. This includes planning for resurgences in COVID-19. To address this uncertainty, the City has adopted three planning scenarios of potential transmission patterns of COVID-19 to guide resurgence planning and preparation.

The Medical Officer of Health is reviewing the advice, recommendations and findings from Dr. Mowat and Mr. Rafi and will bring forward recommendations to the Board of Health as appropriate. Many of the public health related recommendations in the report are currently underway and/or are planned for implementation by Toronto Public Health. This includes recommendations related to public health planning, data collection, analysis, and coordination with the Province on research and data, (recommendations 2 to 7) are being implemented by Toronto Public Health. Toronto Public Health has undertaken exemplary work in this area throughout the pandemic, providing evidence-informed advice to the Mayor, City Council, the Emergency Operations Centre, Division Heads, myself, and businesses and organizations throughout Toronto. The COVID-19 Monitoring Dashboard continues to provide daily updates on virus spread and containment, testing, and the capacity of our health care and public health systems. Enhanced reporting was recently launched in response to COVID-19 resurgence.

3.6. Collaborating to Achieve Gains on the Social Determinants of Health

The *COVID-19: Impacts and Opportunities* report emphasizes the importance of collective investment from all three orders of government towards the social determinants of health.

Social Determinants of Health are described by the World Health Organization as “the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.” These can include social, economic, health, neighbourhood, cultural or education conditions which can be improved by investments in areas such as housing, income supports, and child care, among others.

Municipalities are on the front lines of providing the services that contribute to the social determinants of health, however the economic benefits that arise from healthier residents such as greater labour market participation, reduced use of social services, and increased income and employment taxes go directly to provincial and federal governments, in our system.

The COVID-19: Impacts and Opportunities report emphasizes the importance of collective investment from all three orders of government towards the social determinants of health.

Social determinants of health are influenced at all levels, from local to global, and so improving these determinants needs coordinated action – no single government or organization can sufficiently make progress on such a broad set of factors on its own. Several of the specific recommendations made under the theme of social determinants of health are discussed in following sections.

Toronto has always appreciated the value of collaboration with governments and other partners to advance the quality of life and wellbeing of Torontonians. Dr. Mowat and Mr. Rafi recommend that the City engage more intentionally with our government partners, given the uneven health outcomes of COVID-19 for Toronto residents and the mutual benefits to all that come from coordination, collaboration and shared objectives across governments.

An analysis of the following themes related to social determinants of health outlined in the *COVID-19: Impacts and Opportunities* report recommendations is found in Attachment 4:

- Affordable Housing;
- Child Care;
- Economic and Culture Support;
- Income and Employment Supports;
- Infrastructure and Stimulus Spending; and
- Long Term Care Homes and Planning for Seniors.

3.7. Continuing Toronto Responses to COVID-19 as Actions for Recovery

The City acted swiftly to implement new programs and modify existing ones throughout the pandemic. The *COVID-19: Impacts and Opportunities* report recommends the City continue many of these programs and consider new initiatives to support the next phase of recovery. While we are committed to laying the foundation, with a need for a strong recovery, we must also consider what needs to be scaled back or redeployed to undertake these important actions, to manage the fiscal reality we are faced with.

COVID-19 has produced the worst economic downturn since the Great Depression. Toronto faced unprecedented economic shocks from February to May as the virus forced lockdowns and business closures, detailed in Section 11 and 12 of the *COVID-19: Impacts and Opportunities* report. The labour market has shown signs of recovery with employment across the Toronto CMA increasing by 388,000 from June to August, recouping about 60% of the jobs lost from February through May. The recovery is not experienced equally across sectors, as those impacted by limits on social gatherings, such as the hospitality and culture sectors, are still prohibited from returning to full operations. Toronto is seeing other indicators of economic recovery, such as strong home sales and recovering retail and manufacturing activity. However, Toronto's unemployment rate was 14.4% in August, over double the unemployment rate in February.

Until the public health crisis has ended, the city will need to learn to live with COVID-19 and take all appropriate actions to protect lives.

At the time of writing this report, COVID-19 cases in Toronto are growing. While the summer has shown positive signs of economic recovery, we must be prepared for the fall and winter, when inclement weather, further increases in cases and potentially the need for increased physical distancing is expected. This will have negative impacts on businesses and the cultural sectors. Toronto and other governments must be ready to mitigate potential hardship. The result of acting too late may be in some instances the same as not acting at all.

Until the public health crisis has ended, the city will need to learn to live with COVID-19 and take all appropriate actions to protect lives. The social, human and economic cost of lock downs must be assessed against the state of Toronto's health care system to determine the appropriate level of action. To date, we have demonstrated that there are safe ways for some businesses, cultural organizations, and services to open.

COVID-19 has had unequal impacts on residents and exposed deep, systemic inequities in our city including in the labour force. The risk of work interruptions during the pandemic has fallen disproportionately on financially vulnerable workers in industries most impacted by the need to physically distance, such as accommodation and food services, arts and entertainment, and retail. These industries are disproportionately exposed to precarious work with relatively higher percentages of part-time and lower wage employees, as well as employees from equity-seeking groups. Often these sectors are staffed by young people for whom poor economic conditions can turn into long-term career impediments.

COVID-19 has also presented significant challenges for women in the workforce. Women have been disproportionately impacted by layoffs, and many women are struggling to balance work pressures with demands for child care.

As emphasized in the *COVID-19: Impacts and Opportunities* report, in a city where over half the population identify as belonging to a racialized group, and over half the population are women, Toronto's economy is significantly held back when barriers to work and career advancement exist for women and racialized groups.

Throughout the pandemic, the City has been a leader in creating new, innovative ways to support cultural sectors and businesses to mitigate the economic downturn. Most recently, ShowLoveTO encouraged local tourism, through cultural and community engagement, and economic recovery through a range of initiatives such as outdoor dining (CafeTO), public art (BigArtTO), self-guided tours to discover Toronto's neighbourhoods and main streets (StrollTO), and interactive experiences at Toronto's museums (HistoricTO). The expanded Digital Main Streets and ShopHERE programs support small businesses to operate online. The City created guidelines and resources for reopening businesses, launched online business licensing and permit applications and supported safe and early start-up for small businesses through CurbTO. To support cultural sectors, the City created the Cultural Festivals Recovery Fund and resources for reopening targeted to the specific needs of these sectors, among many other measures. In support of cultural sectors, the Toronto Arts Foundation and Toronto Arts Council created the TOArtist COVID-19 Emergency Response Fund. Section 11 and 12 of the *COVID-19: Impacts and Opportunities* report provide a detailed overview of economic development strategies and initiatives implemented prior to and during the pandemic.

Throughout the pandemic, the City has been a leader in creating new, innovative ways to support our cultural sectors and businesses to mitigate the economic downturn.

Increased prosperity for Torontonians, especially for those hardest hit by the pandemic, was a driving theme in the *COVID-19: Impact and Opportunities* report, and the basis for several recommendations related to:

- Business Support;
- Climate Change & Resilience ;
- Cultural Support;
- Digital Infrastructure;
- Mobility;
- Modernization;
- Municipal Finance;
- Public Space; and
- Social and Community Supports.

Additional details and preliminary review of these themes are attached in Attachment 4.

4. A Shared Commitment to Recovery with our Partners

4.1. Intergovernmental Cooperation During COVID-19

Municipalities will be crucial to the recovery of the region, the province, and the country. Cities deliver essential services that drive economic success, quality of life, and the social determinants of health. The structural challenges facing Toronto will require effective intergovernmental partnership, cooperation and support.

The *COVID-19: Impacts and Opportunities* report recommends that the City further its work and deepen relationships with the provincial and federal governments and begin meaningful and outcomes-based discussions on a prosperity agenda for municipalities (recommendation 38). This includes recognizing the growth and prosperity role of municipalities, and how a “whole of governments” approach will improve incomes and prosperity for all. A prosperity agenda for municipalities should focus on the specific needs municipalities are facing, including recovering from COVID-19, that require sustained partnership with the federal and provincial governments. This includes areas necessary for effective recovery that fall within shared jurisdiction as well as municipal services that benefit the region, province and country, such as newcomer integration, poverty reduction, climate resilience, transportation and public transit.

Improving and accelerating intergovernmental partnerships with the provincial and federal governments, and regional municipalities, will support recovery and rebuild by leveraging the incredible cooperation that has taken place to date.

A “whole of governments” approach will improve incomes and prosperity for all.

Responding to COVID-19 has shown how effective all orders of government can be when they prioritize collaboration and the wellbeing of all Canadians. The federal, provincial and municipal governments across the Greater Toronto and Hamilton Area (GTHA) responded quickly and effectively to save lives and livelihoods by slowing the spread of COVID-19 and now are coordinating to manage the second wave and work to reopen our cities safely. A detailed description of actions taken is found in the *COVID-19: Impacts and Opportunities* report in Section 4.

I continue to be engaged with Canada’s big cities, our neighbouring municipalities and the provincial and federal governments. Additional dialogue is being undertaken to strengthen partnerships with private and non-profit sectors to achieve shared outcomes.

Our continued engagement efforts seek to achieve coordinated action and advance shared priorities. The various tables and networks we engage with have proven effective in responding to COVID-19 as they have provided venues for governments to collaborate on shared needs and priorities. These have included:

- Regular political meetings between the GTHA Mayors and Chairs, Ontario's Big City Mayors (OBCM formerly Large Urban Mayors Caucus of Ontario), Mayors and

Regional Chairs of Ontario (MARCO), and the Big City Mayors' Caucus (BCMC) of the Federation of Canadian Municipalities (FCM).

- Regular staff meetings with the Province and Association of Municipalities of Ontario (AMO) through the Provincial-Municipal Technical Working Group on Emergent Municipal Needs in Response to COVID-19, the Regional and Single Tier CAOs (RSTCAOs) forum, FCM, and with Canada's six largest cities, Vancouver, Edmonton, Calgary, Toronto, Ottawa, and Montreal.

As we recover, we are provided with the opportunity to re-focus our efforts and identify how best to work with these intergovernmental partners. As recommended in the *COVID-19: Impacts and Opportunities* report, we should promote a conversation on collaboration between municipal, provincial and federal governments and work together to recognize the growth and prosperity role of municipalities; and how a tri-level whole of governments approach will improve prosperity and wellbeing for all.

4.2. Collaborating Across Boundaries

COVID-19 ignores our boundaries, and our governments and sectoral partners should together respond and recover with an integrated, nimble and flexible approach that is goal oriented. However, as referenced in the *COVID-19: Impacts and Opportunities* report, collaboration with other governments is impeded by well-known structural constraints. These include:

- Constitutional division of powers between provincial and federal governments, with no constitutional recognition for municipalities;
- Misalignment between roles, responsibilities and fiscal capacity;
- Federal and provincial actions and structures (i.e. policies and funding) that discourage collaboration and create conflict, including among regional municipalities;
- Political jurisdictions which can limit dialogue including at the staff level;
- Broad and ambitious agendas which can spread public resources too thin; and
- Legislative/regulatory processes which, at times, pre-define solutions, rather than pursue co-development to seek mutually beneficial outcomes.

To recover, we must overcome these barriers. Doing so will require a new, mature approach to collaboration between governments which puts people first. I anticipate that we will require:

- Federal, provincial and municipal agreement on common and shared priorities and objectives for recovery;
- New or enhanced mechanisms for strategic dialogue on these priorities and objectives, with both political and public service leaders at the table;
- New or enhanced relationships in specific policy and program areas to implement these priorities by leveraging the expertise found at all levels of government; and
- Strong political leadership and a commitment that once these priorities and outcomes are identified, all governments will need to re-balance roles, responsibilities and resources to achieve them.

4.3. Advancing the City's Intergovernmental Approach

Key to intergovernmental cooperation is ensuring that, as a first step, the City's objectives are well defined and prioritized. The COVID-19: Impacts and Opportunities report has made recommendations in several areas addressing the social determinants of health, increasing prosperity and resilience. To achieve these along with other City priorities, the City's intergovernmental approach and strategies will be adjusted to ensure the City's conversations with federal and provincial partners are focused. My goal is to move forward in a coordinated manner across existing, new or improved intergovernmental tables with other governments so that we are aligned, impactful and outcome focussed.

We must start by building on our existing intergovernmental efforts while adjusting to the new reality which has brought on an urgency and an opportunity to reflect on how to do things better. This includes taking stock of our existing relationships and Council approved intergovernmental requests, in order to establish a defined process to prioritize them, and identify gaps including in the support needed to position the City's senior leadership, Mayor and Council to drive the City's intergovernmental agenda. It is important to note that many intergovernmental tables are working well – this work will focus on areas that need improvement to achieve the desired outcomes noted earlier.

We must start by building on our existing intergovernmental efforts while adjusting to the new reality which has brought on an urgency and an opportunity to reflect on how to do things better.

Our approach to this strategy will include:

- Reviewing existing intergovernmental requests, and emerging needs as a result of COVID-19, and methods for prioritization;
- Developing an inventory of all staff and political intergovernmental tables, relationships and partnerships between the City of Toronto, other Canadian and Ontario municipalities (including in the Greater Toronto and Hamilton Area), the Province of Ontario and the Government of Canada;
- Identifying the intergovernmental roles and responsibilities of City staff and elected officials; and
- Providing regular updates in related reports, on how intergovernmental relations are achieving progress in key areas including mobility, housing, poverty reduction, mental health and economic recovery and jobs.

A Strategic Recovery Table

I recommend that governments establish a new political/senior staff level strategic table on recovery, centered on the social determinants of health as noted in the *COVID-19: Impacts and Opportunities* report. The pandemic has shown that we are able to collaborate in a nimble fashion, and a deliberate approach will be required to ensure our shared success.

Through the City's experience with intergovernmental collaboration, we can point to certain foundational pillars that are required for such a table to be successful:

- Leadership from the Mayor, and strong political backing and support from all governments to ensure a sustained commitment;
- Leadership from senior officials to ensure public service buy-in;
- A well-defined and shared mandate that is focused on outcomes;
- An equal partnership, where each government provides the same level of resources and staff to support the work; and
- A model that can work across the country but can draw on local expertise and reflect and adapt to local circumstances.

Actions and agreements that focus on outcomes and ultimately effectively align authorities, responsibilities and funding across all orders of government will support the shared objectives of all governments to secure the health and livelihoods of all Canadians and efficiently manage public resources.

Alignment is a key component of the City of Toronto in addressing long-standing financial challenges, noted in the *COVID-19: Impacts and Opportunities* report, and achieving financial sustainability. A January 2020 policy paper from the University of Toronto, *In It Together: Clarifying Provincial-Municipal Responsibilities in Ontario*, identified the emerging opportunity for the Province and Ontario's municipalities to review the current division of responsibilities for planning, regulating, funding and delivering key services. This position, endorsed in *the COVID-19: Impacts and Opportunities* report, includes the safeguarding of accountability, fairly sharing costs, and enhancing the quality, effectiveness and efficiency of services.

We cannot escape the 2021 budget pressure and will require a sustained commitment from federal and provincial governments to bridge the pandemic financial gap, and reform to fix the underlying structural financial imbalance which has been exposed. Our intergovernmental conversations can do this while at the same time improving resident and business outcomes for all governments.

Recognizing the Region

Many services and programs that the City delivers, and that leverage federal and provincial resources, achieve significant outcomes that benefit the City as well as the region. For example, shelters and supportive social, and affordable housing systems that provide both temporary and permanent housing to thousands of individuals, including those with diverse needs such as refugee claimants and individuals with challenges related to mental health and addictions.

Toronto's large, diverse population contributes to a dynamic, innovative economy. However, a high level of inequity and a complexity of issues results in Toronto carrying a disproportionate social burden compared to other large cities across the province. This presents an opportunity for effective intergovernmental partnerships to address complex issues in a collaborative manner and ensure Toronto's economic engine continues to provide net financial benefits to the region, province and country.

Recently there has been renewed interest in a regional approach to governance with Toronto working more closely with its municipal neighbours in the Greater Toronto and Hamilton Area (GTHA). The Toronto Region Board of Trade and the Economic Blueprint Institute recently released *Shaping Our Future, A Playbook for Rebooting and Reimagining the Regional Economy in Ontario's Innovation Corridor*, to “serve municipal, provincial and federal governments by identifying quick win activations and by proposing a framework for a regional economic strategy and recovery plan”. Municipalities have an opportunity to maintain their autonomy but collaborate on issues such as intergovernmental advocacy, housing and infrastructure and transit projects. As noted in the *COVID-19: Impacts and Opportunities* report, the GTHA has demonstrated the value of regional intergovernmental advocacy during the pandemic by influencing key federal and provincial policy and funding outcomes, including those related to public health. It has also shown the benefits of regional coordination which is essential to fight COVID-19. This has set the stage for future regional intergovernmental endeavours.

4.4. Collaboration with our Community Partners

The City was working with community partners to advance various Council approved strategies and plans, such as the Poverty Reduction Strategy, prior to the pandemic. While poverty could have spiked exponentially during the unprecedented economic closure this spring, the federal income and other supports helped to mitigate some of the worst-case scenarios. However other challenges such as food insecurity and worsening mental health were notable soon after the pandemic hit Toronto. From the outset, the City was committed to help mitigate some of the social impacts that arose from both the economic challenges and from the isolation arising from the COVID-19 closures. The City worked closely with community-based organizations to identify heightened vulnerabilities and address them quickly, particularly where isolation was most acute and access to services the most limited. The City's Community Coordination Plan, led by the City, in partnership with the United Way, was able to nimbly respond to challenges. They helped identify how community organizations could be supported with technology and PPE and other enablers so they could continue to provide essential mental health supports, family violence resources and food deliveries, thus ensuring grant funding was used for the most urgent needs. Staff coordinated with the City's emergency operations centre effectively and will need to continue to do so, as we face COVID-19 resurgences.

Toronto's community-based organizations are a valued partner and essential to our emergency and ongoing response to COVID-19.

The coordinated response by the City highlighted how valued a partner Toronto's community-based organizations are to our social infrastructure, and essential to our emergency and ongoing response. These organizations are constantly flexible to nimbly and effectively meet emerging community needs. They have relationships and networks with community leaders and residents to gather the most up to date information and trends on critical needs. The impact of COVID-19 has been a shock to the community-based sector as it has been for all businesses and government alike, as evidenced in the discussions chaired by Councillor Bailão as part of the Mayor's Economic Support &

Recovery Task Force. Addressing fault lines in the sector highlighted by that group's recommendations, such as long-term cash flow and funding needs and increasing the capacity of the sector to innovate, will be critical to all three orders of government who rely on the unique capacities of not-for-profit organizations as service partners and collaborators. An interdivisional staff group has been tracking and monitoring actions and advancing policy solutions with respect to our not-for-profit services partners since the start of the pandemic who will have important insights to provide to discussions with other governments.

4.5. Access to Public Space

In response to recommendations to enable more access to public space, as described in Attachment 4, I will also be asking staff to initiate a Public Property Owners Working Group to advance partner with the other levels of governments and large public property owners to collaborate on solutions related to availability and accessibility of various forms of space, public, open, community and housing. The Working Group will formalize the City's current ad hoc collaboration, allowing for a more strategic approach to leverage publicly owned real estate assets and unlock shared space (office, community, public facing) to benefit residents and businesses. Membership on the Working Group could be extended to other municipalities to foster regional collaboration and address shared challenges and solutions.

5. Road to Recovery - City Leadership and Administration

5.1. Strategic Planning

In December 2019, the City's senior leadership confirmed the Corporate Strategic Plan that set out a framework, priorities and focus for the public service. The Corporate Strategic Plan continues to be a foundational document that guides the public service to improve the quality of life for residents, communities and businesses. Senior City staff are reviewing and adapting the priorities and actions to reflect our emerging understanding of the impacts of COVID-19, and the report from Dr. Mowat and Mr. Rafi is an important input to this work.

During the pandemic, the City, by necessity, paused, modified or added new services and programs to better be able to meet emerging resident and business needs under COVID-19. The senior leadership will assess these changes to determine how they contribute to the corporate and strategic priorities, or how the priorities need to be assessed against our new reality. New indicators will be developed for each priority so that regular measures and reporting on our progress to achieve these commitments and outcomes can be made to the public and City Council.

5.2. Review of Programs and Service Plans, Strategies and Outstanding Council Directives

In addition to the corporate and strategic priorities, City Council has adopted over 80 strategies and plans to address current challenges and improve outcomes for residents and businesses. Achieving these strategies must now be considered against emerging information about the City's finances, growing recognition of systemic inequities across the city and the impact of COVID-19.

There are over 600 outstanding directives from the start of this Council term, from Committee and Council, where a due date has passed or is upcoming. Most were adopted prior to the pandemic. Because COVID-19 has changed the City's strategic and operating contexts so dramatically, a review of these outstanding directives will need to be done to identify which of these can or should be accelerated or amended. Over 30 directives have direct intergovernmental implications, which need to be considered in the context of the new intergovernmental relationships anticipated in this report. Many have financial impacts or introduce new services or increased service

A strategic review of the City's priorities will help ensure a focus on achieving the most important outcomes for Toronto residents and businesses.

levels which also need to be evaluated. It may be more efficient and effective to bundle directives, or to pause or re-evaluate work until a time when the future is less uncertain. In other cases, the ability to collect accurate or predictive data may be limited. A strategic review will help prioritize the City's work on achieving the most important outcomes for Toronto residents and businesses.

Achieving many of these directives and strategies require partnerships with other governments, the not-for-profit sector, and the private sector, but how those partnership would be secured, or how the plans or actions would be financed are not always clear. In some cases, as the COVID-19: Impact and Opportunities report noted, plans will need to be accelerated, but in all cases, duplication must be avoided, and resources must be reassessed and re-aligned.

5.3. City Agencies and Corporations

Collaboration between the City and its agencies and corporations, including Toronto Public Health, TTC and Toronto Public Library, provided crucial supports to residents and businesses during the COVID-19 closures this past spring, even as several City agencies were experiencing significant impacts to their services. The *COVID-19: Impacts and Opportunities* report outlines findings from the engagement conducted by TORR with agencies and corporations including some of the challenges they faced. The report included recommendations for how the flow of information and coordination can be improved with some of the City's smaller agencies, based on lessons from the emergency period of the pandemic. Since the early weeks of the pandemic, the City has updated and changed processes to respond to requests from City agencies to address their specific needs as they managed their operations through these unprecedented times. These included an increase in corporate communications shared with City agencies and corporations to inform and encourage consistent approaches in areas of COVID-19 response and facility closures, emergency legislation and orders, human resource management, and a financial protocol to address budget pressures with the City in view of the loss of revenues and continuing operating costs. City staff have also worked closely with agency staff to restart services and plan for resurgence. I will review what structures and mechanisms could be updated or added to ensure our governance

and programmatic relationships with agencies and corporations include an emergency lens, with the lessons learned from the onset of the pandemic.

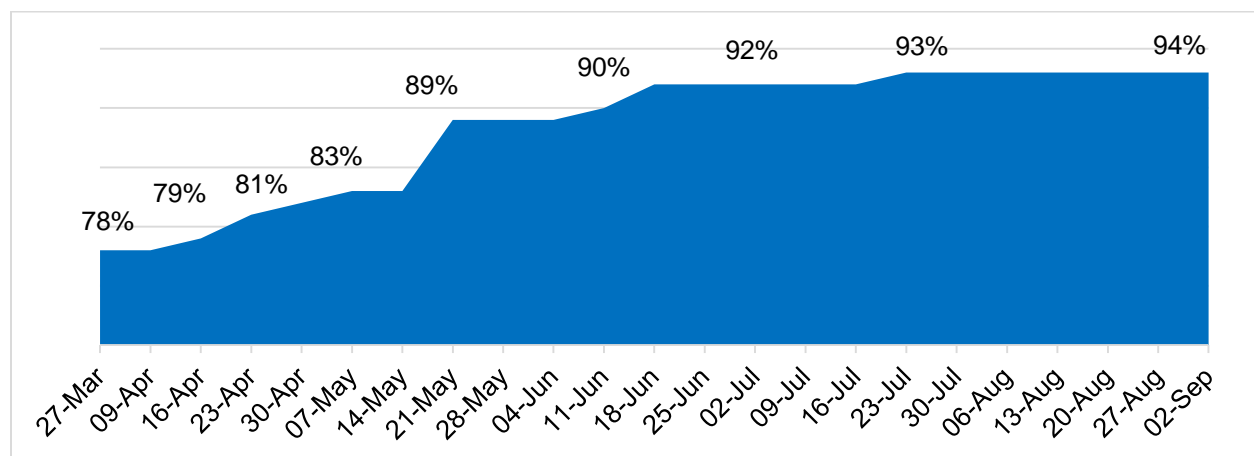
In addition, I am referring recommendation 1 from the *COVID-19: Impacts and Opportunities* report, which suggest the City identify opportunities to address the diversity of representation on the City’s agencies, corporations and City divisions, to the City Clerk and Chief People Officer to consider enhancements in our existing approaches towards this goal. My office will also review recommendation 82 with respect to coordinated research and data-sharing with agencies and corporations and include consideration of this as part of the Insights Strategy referred to later in this report.

5.4. Modernization of the Public Service and Service Delivery Models

My leadership team continues to advance modernization efforts including how City divisions deliver service, adapt to the new realities brought about by the COVID-19 pandemic and maximize resources to meet the increased demands and needs of our residents. Our objectives remain to deliver simple, reliable and connected services that anticipate changing customer needs, better meets resident and business requirements and provides value for money.

The pandemic, and associated physical distancing, has required a rapid shift to online options for City services. The lack of digital access faced by some residents poses a serious barrier to accessing services digitally, in addition to a range of social, economic and educational barriers. As we continue to create more digital options for customers, we must ensure City services can be accessed by all residents. The City’s had to quickly scale down services at the onset of the pandemic, and has been able to restart the majority of those services. Currently, 94% of services are operational, with the majority functioning on a modified basis using new digital approaches – 60% of operational services are being delivered remotely.

Figure 2 – Percent of City Services Operational



Before the pandemic, City services were transitioning to digital channels to meet customer expectations and needs. Digital customer experience, remote working capabilities for staff, automation of processes and operations, and acceleration of

strategies and partnership models are four key interconnected areas the City is taking to modernize and reimagine our operations. During the pandemic services we rapidly created new digital services, and moved existing services online such as:

Online application system for emergency child care spaces;

- Virtual recreation programs, remote court hearings, burial permit applications, BusinessTO applications;
- Chatbots for 311, Toronto Public Health and Municipal Licensing and Standards;
- Development applications for the Concept to Keys program;
- Business license and permit intake, and;
- Short-term rental registration.

To better manage future COVID-19 resurgence, City staff are developing common service capabilities for digitization across services (for example, payments, permits, bookings, and applications) and prioritizing high-demand and high-potential services for digitization.

City staff are identifying priorities for service digitization and optimization to create a Digital Government Roadmap and accelerate efforts toward digitizing services, such as eliminating eliminate paper process and in-person requirements and replacing in-person interactions with digital engagement, where appropriate. We are optimizing the use of the City's office real estate. The pandemic has necessitated a shift to remote working where appropriate – since the start of the pandemic the City has expanded its remote working capabilities from about 5,400 to 9,400 employees. Additional information about the City's modernization actions during the pandemic, to date, were reported to City Council in May 2020

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC21.1>

5.5. Digital Infrastructure

Connecting underserved communities to high speed internet is a critical necessity that emerged during the pandemic. It is also an enabler for equity, social, economic and environmental development objectives. Communities are experiencing a lack of access and affordability, impacting their ability to participate in the City's online services and the digital economy. The federal Speech from the Throne announcement on expanding access is welcomed, but the urgency to implement solutions is critical. The Toronto Region Board of Trade has suggested a target of connecting all Canadian households at minimum speeds by 2025.

Other municipal governments are increasingly involved in this area. The City of Toronto has an opportunity to use its fibre assets to expand broadband access to underserved communities. It is essential that solutions to access and affordability challenges include public and private partnership-based models, with service providers delivering internet access to communities. The City has been working with technology and telecom companies to provide free hotspots in key locations, including temporary shelters, lower income tower neighbourhoods, and long-term care homes. During the pandemic the City initiated a partnership with private sector partners, resulting in temporary internet access to underserved apartment buildings and is planning further opportunities to

leverage City assets to provide more access in buildings for low income residents. The City is also working with other Canadian municipalities on approaches to digital infrastructure, data strategy, and service delivery issues.

The City quickly moved many services online in response to the pandemic, and many of the City's services now rely on these channels. Delivering public services online, however, can create an equity gap for residents without internet access. This work is ongoing and will continue to be led by the Deputy City Manager, Corporate Services

Additional information and comments on the City's modernization and digital programs are provided in Attachment 4.

5.6. Public Engagement and Insights Strategy

The *COVID-19: Impacts and Opportunities* report identifies opportunities to improve the coordination of research and data across City divisions, agencies and corporations (recommendation 82) and establishing a more formal engagement strategy (recommendation 83). A well-run city depends on evidence-based decision making – using the best available research, data analytics, public input and information on service results to guide decisions and enable better outcomes. It supports greater trust and confidence through public participation, transparency and accountability in policy and program development and the performance of City services.

The past several months have highlighted the need to better engage with youth, people with disabilities, and Black, Indigenous, LGBTQS2+ and equity-seeking individuals and groups

The City's current approach to engagement and data analysis could more effectively support consistent, robust decision making with appropriate corporate-wide processes and common tools. Divisions and agencies convene, typically on an ad-hoc basis, to share best practices but overall capacity and expertise, stakeholder relationships and resources are inconsistent. Engagements and resulting decisions could benefit from access to available City data, such as feedback from past activities, the perspectives of underrepresented groups, divisional service satisfaction data, and lessons from other jurisdictions. Corporate policies could support coordinated, timely and effective engagement. For example, although privacy legislation permits the City to collect personal information (such as an address or demographic details, or email) where appropriate to support decision-making, current Council authority does not clearly support the use of such data across techniques and new technologies.

The response to the COVID-19 pandemic and feedback received through public surveys and discussions highlight the critical need for the City to update its approach to engagement to support idea generation, service and policy discussions and decision-making. In the City's pandemic response, for example, significant community engagement and research took place, but much of it was supported by temporary teams and partnerships in the absence of central coordination and common processes. Feedback from participants specifically called for improvements in how the City

engages and applies public input in its decision-making, particularly with racialized, vulnerable, equity-seeking and Indigenous communities.

The City established a Memorandum of Understanding with Toronto's eight post-secondary institutions as part of CivicLabTO earlier this year. Since the start of the pandemic, City staff utilized this MOU to actively partner with the eight institutions on research related to recovery. Toronto's post-secondary institutions have set up a collaborative approach to support the City's research needs and undertake targeted research in priority areas.

The City will review the capacities and expertise needed to support more consistent and coordinated research, data collection, analysis and management. This work will help us better understand the impact of COVID-19 on Toronto's residents, communities and businesses and create solutions with Torontonians. My Office will work with divisions and agencies to identify organizational supports and resources including:

- Essential cross-corporate resources, processes and tools that support divisional flexibility and expertise;
- Information collection authority that supports the appropriate use of personal information for engagement and data analysis;
- Integrating multiple sources of public input to reduce repetitive, fragmented or engagements that consistently miss certain populations;
- Prioritizing collaboration, equity and inclusion in engagement, particularly with youth, people with disabilities, and Black, Indigenous, LGBTQS2+ and equity-seeking individuals and groups; and
- Continuous evaluation and alignment with performance management structures, engagement best practices and data-driven decision-making processes.

The City's Data for Equity Strategy, which is currently being developed, will also support divisions to collect socio-demographic data and use disaggregated data to inform equitable program planning and service delivery. It is an example of an innovative corporate strategy that has the potential to significantly improve evidence-based decision making and the City's ability to address inequities.

6. Conclusion

The past six months have emphasized the many people, processes and tools that are now considered essential in the current emergency. Access to internet, cashiers and stock clerks at local stores and food banks, maintenance and cleaning staff, as well as truck drivers and delivery persons, touchless and online services, personal protective equipment (PPE), front-line service and health care providers kept our neighbourhoods, essential supply chain and health care system working so people could remain safe in their homes during our most stringent closures.

Together with our community partners, businesses, residents, federal and provincial governments and institutions who worked side by side with us every step of the way, we must not let the lessons from the past seven months slip into the background as we face what the pandemic brings next. Engagement, information, partnerships and sustained resilience is what will keep local government relevant to, and build trust and

confidence with, those who count on the City of Toronto. The City's actions to date, and the plans outlined in this report, prioritize public health, balanced with economic and social needs, recognizing that the trajectory of the pandemic will continue to change.

As Mr. Rafi and Dr. Mowat's report asks - if not now, when? With the leadership of this Council, guided by the advice of our professional public service and the passion of Torontonians, we will build on our shared goals and prepare for a city able to overcome this pandemic and come back strong now, and stronger in generations to come.

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City Manager

ATTACHMENTS

Attachment 1 – COVID-19: Impacts and Opportunities Report

Attachment 2 – COVID-19: Impacts and Opportunities Engagement Summary

Attachment 3 – Disposition of COVID-19: Impact and Opportunities Report
Recommendations

Attachment 4 – Preliminary Analysis of COVID-19: Impact and Opportunities Report

Attachment 5 – City of Toronto key summer accomplishments in the ongoing fight
against COVID-19