

Re: EX17.1

# Towards Recovery and Building a Renewed Toronto

City Manager's presentation to Executive Committee

October 21, 2020



# COVID-19 has changed us and our city



- We are laying the foundation for recovery while still learning about this virus.
- Everything we knew pre-pandemic has either been magnified or changed, particularly inequities among Torontonians.
- Protecting public health remains our priority through resurgences of the virus.
- The public service responded with dedication, innovation and tireless efforts to preserve lives and livelihoods of Torontonians.

# Our response to the pandemic



## Public Health

- Public health data collection, analysis and advocacy
- PPE procurement

## Economic Response

- Business resources and programs e.g. CafeTO, Digital Main Streets

## Keep Toronto Moving

- Mobility programs e.g. ActiveTO, RapidTO
- TTC capacity to support distancing

## Modernize City Services

- 60% remote delivery of services
- Online Chatbots, permitting, licensing

## Community Response

- Accessible Wifi
- Food security
- Emergency child care
- Shelter expansion

# What does recovery look like?

- Unlike other emergencies we cannot determine when the crisis will end.
- We are determined to face this crisis with the best information, dedicated public service and our partners to:
  - Protect lives and livelihoods.
  - Ensure essential services are delivered.
  - Keep our commitments to those most severely impacted by COVID-19.
- The needs are undeniable, unquantifiable and unknowable.

# Old approaches won't solve new challenges

## Then

- Do more with more investments
- Do less through cuts
- Do the same with same – status quo

## Now

- Doing new without having all the info
- Doing more of the same without the necessary resources
- Much less revenues with new expectations and demands

Providing services we normally deliver, but with greater difficulty and more demand

Deciding if and how to tackle totally new needs that we have never addressed before

With reducing property tax and user fee revenues

All governments, all sectors, all communities are impacted by the same uncertainty. We need time, information and engagement to develop and iterate towards recovery

# Toronto Office of Recovery and Rebuild

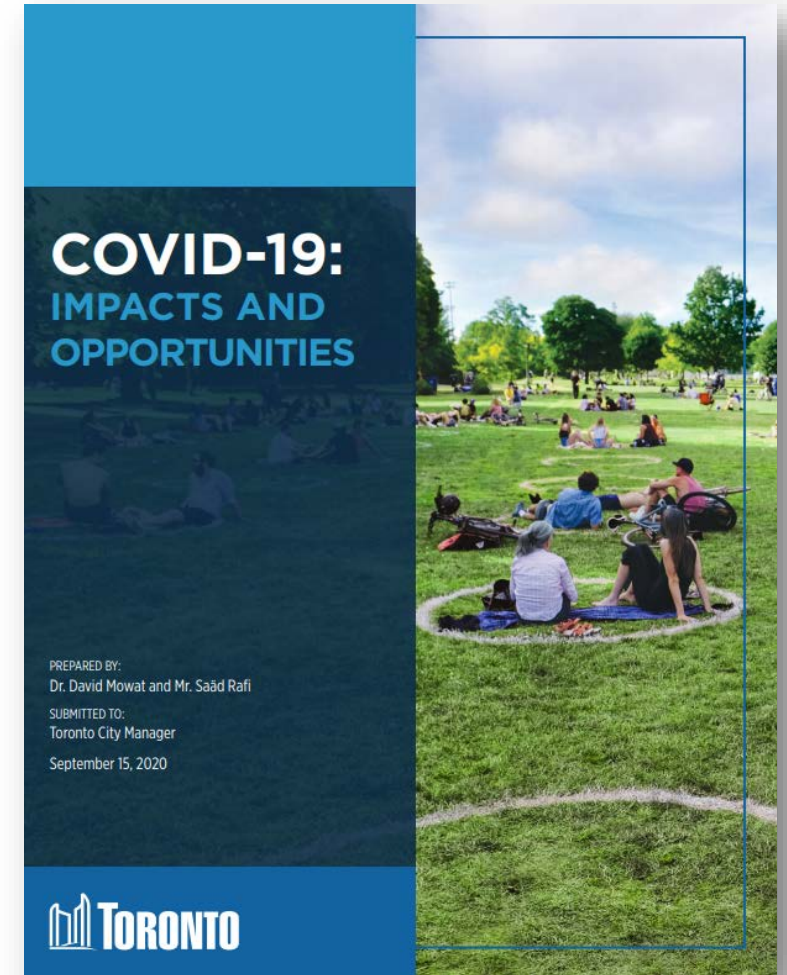
**Expert advisors:** Dr. David Mowat and Mr. Saad Rafi

**Mandate:** Provide advice to City Manager on long-term recovery from the impacts of COVID-19 through broad engagement, research and expert advice

**Final report:** *COVID-19: Impacts and Opportunities and Engagement Summary*

83 recommendations

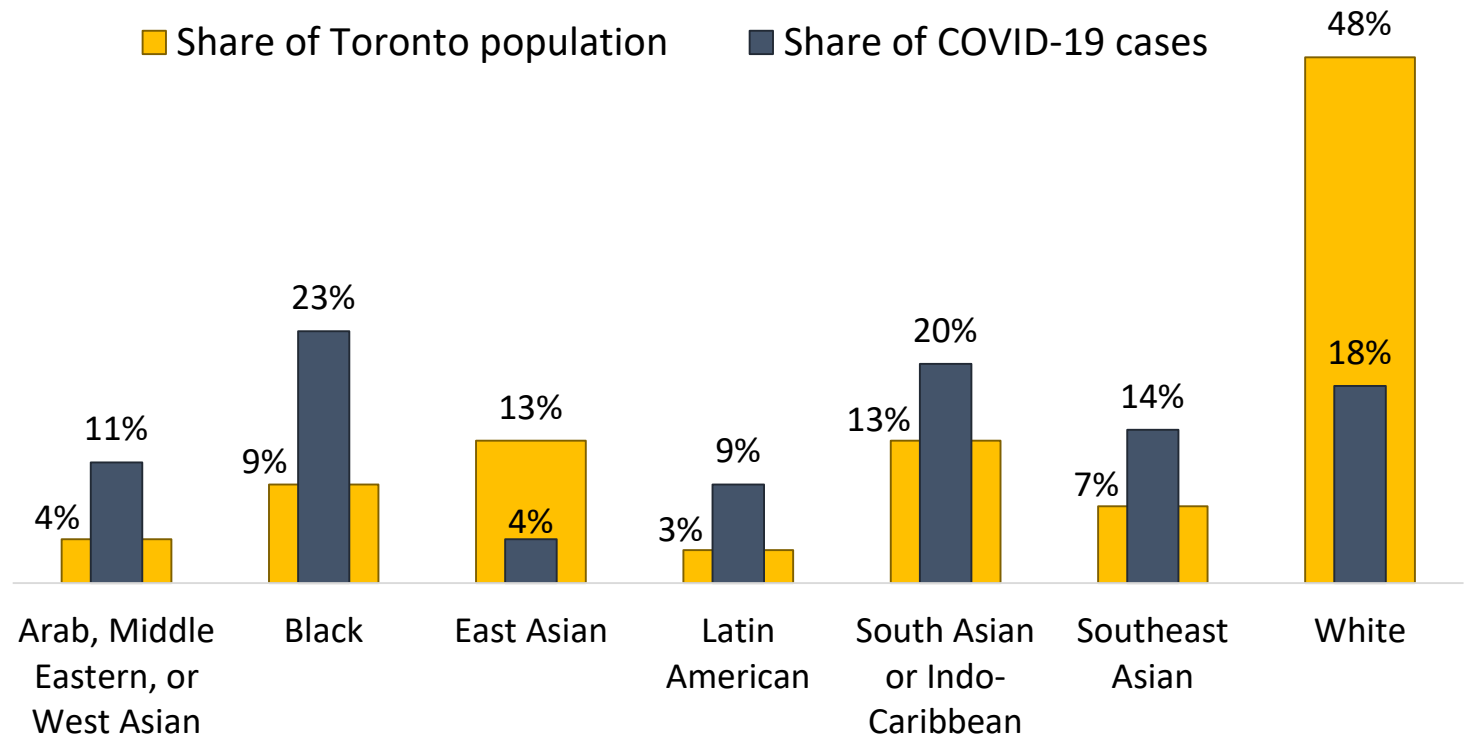
- Public Health
- Social Determinants of Health
- Increasing Prosperity
- Infrastructure and Mobility
- Resilience
- City of Toronto Services



# Inequities are worsening

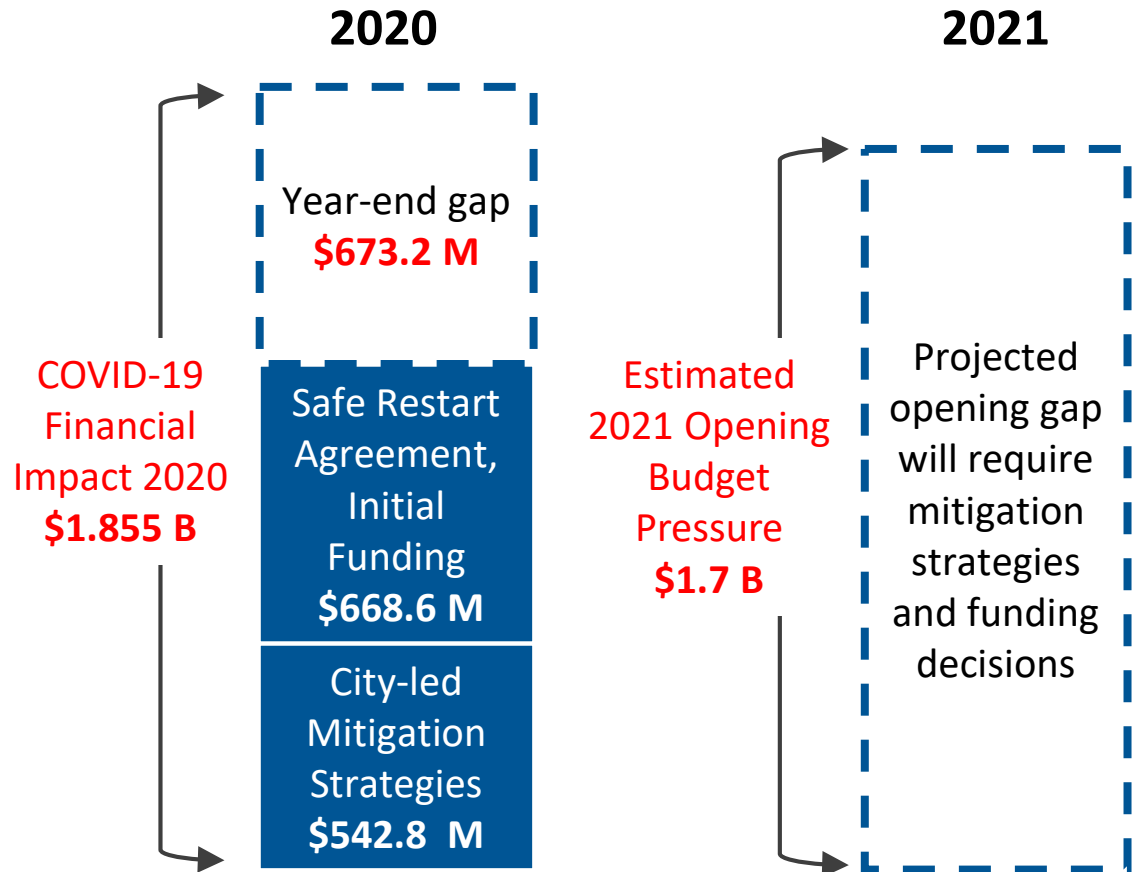
We must deliver on the unique needs of Toronto's diverse residents, including those who are part of Black, Indigenous and equity-seeking communities, given the disproportionate impacts of COVID-19

Share of COVID-19 cases among ethno-racial groups compared to the share of people living in Toronto



# New financial risks

- Financial risks include:
  - Reduced user fees, especially transit
  - Increased public health, shelters, enforcement and related costs
  - Growing digital economy
- Even with modest economic growth, these risks, and Toronto's mismatch between responsibilities and revenues, will create substantial challenges for the near future.
- Federal and provincial funding including through the Safe Restart Agreement, is unlikely to fully address these pressures.





# Towards recovery

- TORR report outlines what we need to focus on.
- The City Manager's report recommends how to begin.
- Both reports are unequivocal that we need to accelerate investments where the pandemic's impact was most acute.
- Our future economic success hinges on how well we do this work.
- We are committed to ongoing engagement and reporting on our recovery and rebuilding outcomes.

EX17.1



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

Towards Recovery and Building a Renewed Toronto

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# If not now, when?

- Cities, their governance, financing and relationships, were designed for another era.
- COVID-19 may be the catalyst for change.
- Toronto's role as contributor to local, regional and national equity, prosperity and well-being must be matched with resources and authorities over what matter most to residents.
- The public expects all governments to collaborate effectively on economic and social challenges and shared recovery goals.
- Understanding these expectations keeps governments relevant.
- How we act on them now will be the measure of our success.



# We cannot do it alone

- Our response requires a “whole of governments” and inter-sectoral approach with input and collaboration of the federal, provincial and municipal governments, community, institutions and businesses.
- Traditional “tables”, dialogue and consultation won't be enough.
- Solutions must recognize individual interests of partner governments, municipalities and sectors, and leverage the right collaboration on goals such as housing, infrastructure and transit.

**1** Federal, provincial and municipal agreement on shared priorities and objectives for recovery

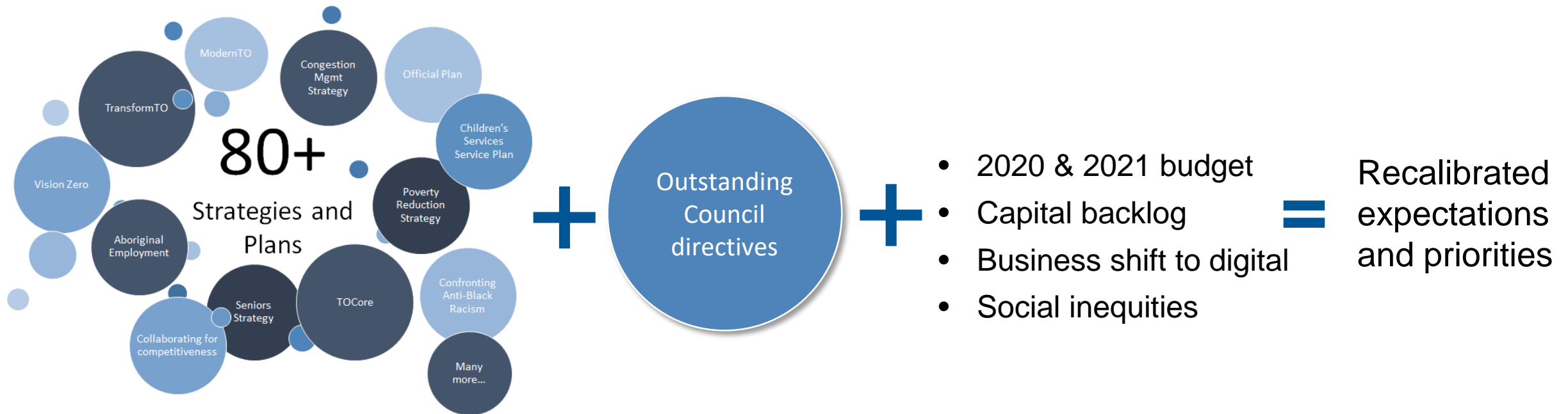
**2** New or enhanced mechanisms for strategic dialogue with political and public service leaders

**3** New or enhanced relationships to implement priorities through expertise at all governments

**4** Strong political leadership and commitment to priorities, outcomes, re-balance of roles, responsibilities and resources

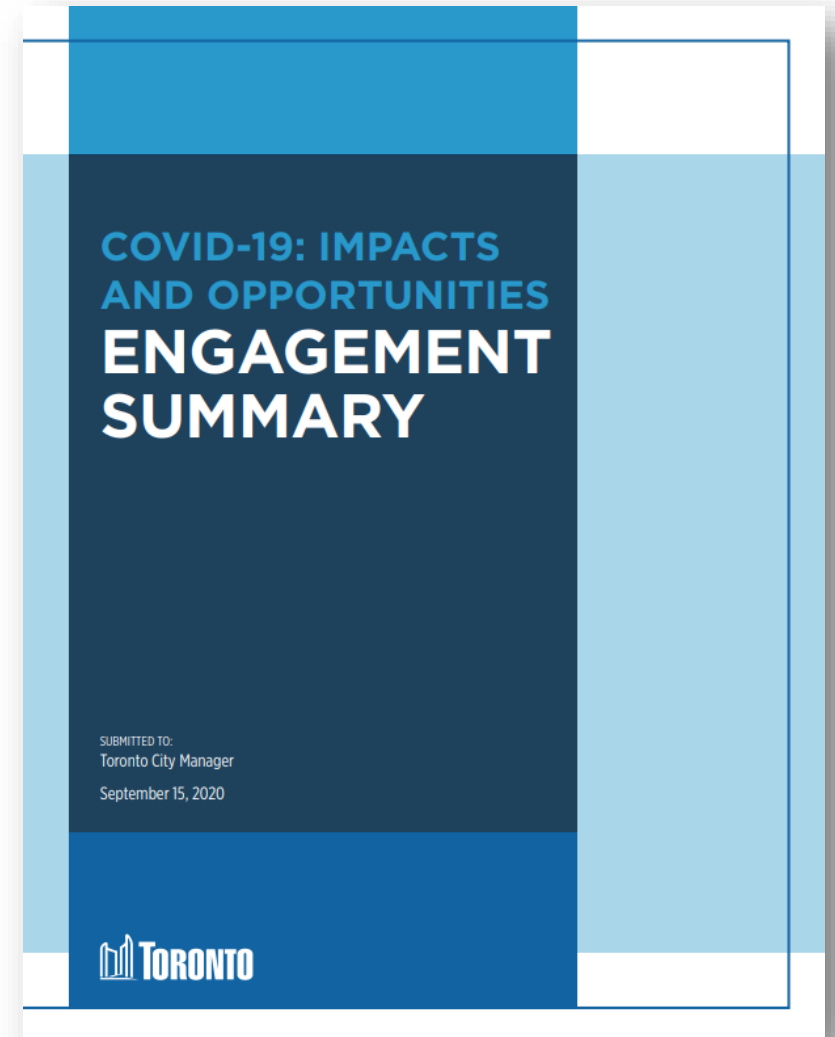
# We cannot do it all

Existing strategies and Council directions, intended to make our city more resilient, smart, equitable and prosperous, need to be reviewed against needs arising from the pandemic. Resources will need to be reallocated from services that can be modified or reduced to meet public health requirements.



# Meaningful engagement

- Our city's recovery depends on meaningful engagement with Torontonians with diverse perspectives and backgrounds.
- We should not ask residents to make the case again for investing in equity, Indigenous reconciliation and the determinants of health – we need to acknowledge these truths and engage on building solutions and acting.
- Purposeful, sustained, accessible, timely and effective engagement across neighbourhoods, communities and issues is required – supported by good information and applied to decision-making by City and Council.



# My Recommendations

# Recommendations

1. Direct 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. Direct City Manager to report to City Council by end of Q1 2021 on progress to deliver a streamlined, coordinated and renewed intergovernmental strategy, Towards Recovery and Building a Renewed Toronto 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.

# Recommendations

3. Request the Medical Officer of Health to review the recommendations and findings in the COVID-19: Impacts and Opportunities report and bring forward to the Board of Health any recommendations as appropriate.
4. Direct 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 to support City divisions with additional tools 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.



# Recommendations

5. 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. 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.