

# Economic and Community Development Committee Overview

January 11, 2023

**Paul Raftis**

Deputy City Manager,  
Community & Social Services

**Tracey Cook**

Deputy City Manager,  
Infrastructure & Development  
Services

# Committee Mandate

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

# Divisions Supporting this Committee

## Children's Services



## Economic Development and Culture



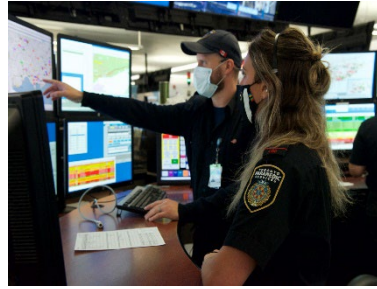
## Employment and Social Services



## Fire Services



## Paramedic Services



## Parks, Forestry and Recreation



## Seniors Services and Long-Term Care



## Shelter, Support and Housing Administration



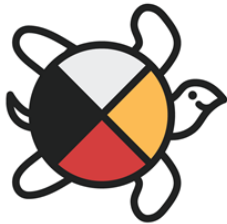
## Social Development, Finance and Administration



## Municipal Licensing and Standards



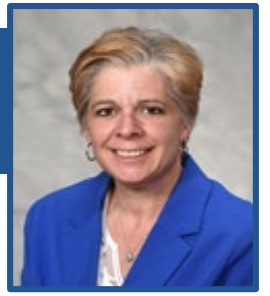
# Community and Social Services



**STRONGER TOGETHER**



# Children's Services



**Shanley McNamee**  
General Manager

**As the Service System Manager, Children's Services manages the second largest early learning and child care system in Canada including:**

**1,034** Licensed Child Care Centres with capacity to serve 78,098 full-time children. 1 Indigenous-led centre.

**27** Licensed Home Child Care Agencies

**555** Before-After School Programs

**39** City-operated child-care centres through Toronto Early Learning and Child-Care Services.

**262** EarlyON Child and Family Centres, including 6 Indigenous-led EarlyON programs

**30,700** fee subsidies available to eligible families

**19** organizations delivering Every Child Belongs supports for children with extra supports needs

Toronto Home Child Care – a licensed home care agency operated by the City.

*"Affordable, Accessible, Inclusive, Quality Childcare for All"*



**Improving  
Affordability**



**Enhancing  
Quality**



**Increasing  
Access**



**Supporting  
Inclusion**



**Data  
and Reporting**

# Major Initiatives

## Canada Wide Early Learning and Child Care:

- Key objectives include lowering child care fees for eligible children, improving wages, increasing access to quality child care programs and increasing equity and inclusion.
- 900 of Toronto's 1053 Licensed Child Care Operators have opted-in (85% of operators).
- Starting on October 1, 2022, families attending participating centres were refunded for 25 percent of fees paid.
- Complements the Indigenous Early Learning and Child Care Framework, which celebrates the culture, aspirations and needs of First Nations, Inuit and Métis children.



# Economic Development and Culture



**Pat Tobin**

General Manager

## Business Growth Services

- Supports small business, Business Improvement Areas and entrepreneurs.
- Business retention and expansion supports, sector development and international trade and investment attraction partnerships.

## Film and Entertainment Industries

- One-stop service for film, television and digital media projects produced in Toronto and support for external producers of large festivals, events and conventions.

## Arts and Culture Services

- Financial support to arts institutions and individual artists.
- Producing major cultural events and inclusive arts programs.

## Museum and Heritage Services

- Operates 10 historic sites – including Toronto's iconic Fort York National Historic Site.
- Manages, maintains, and leads the development and adaptive reuse and restoration of 100 City-owned major cultural and heritage sites.



Making Toronto a place where  
**business** and  
**culture** thrive

# Major Initiatives



- **Indigenous Centre for Innovation and Entrepreneurship**
- **Toronto Main Street Recovery and Rebuild Initiatives** e.g. Cafe TO, Digital Main Street, Enterprise Toronto.
- Modernize the **City's International Alliance Program**.
- Introducing transparent, accountable and **competitive new grant programs** that support equity goals.
- Apply an **inclusion lens to sector development and business support programs** to facilitate broader access to opportunities across neighbourhoods and populations.
- Implement the **Public Art Strategy** to make public art more accessible city-wide, and more inclusive of Toronto's diversity and advancing Indigenous placemaking.
- **Workforce and skills development** for tourism and the creative industries in collaboration with other orders of government, colleges and universities, business associations and unions.

# Employment and Social Services

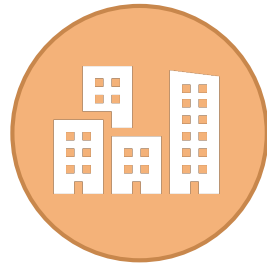


**Tom Azouz**  
General Manager

**Toronto Employment and Social Services manages the largest municipal administered social assistance delivery system in Canada.**



**Provides financial benefits,  
employment & social supports**



**14 full-service Employment  
& Social Services offices**



**Serves over 150,000 Toronto  
residents with financial needs**



**Average monthly  
caseload of 91,000 clients**



**135,907 Service Plans  
completed**



**Average length of time on  
social assistance: 50.9 months**



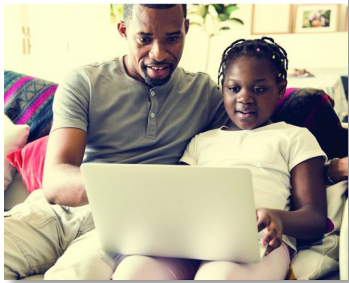
- Barriers to Employment\***
- poor health – 28%
  - lack of Canadian work experience – 30%
  - lack of education or skills – 22%



**\$659.7 million issued in  
financial, employment &  
medical benefits**

# Major Initiatives

City of Toronto Employment & Social Services  
**Confronting  
Anti-Black Racism  
Action Plan**



**Launched TESS' CABR Action Plan**



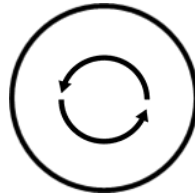
**Increased client enrollment for digital access channels.**

**Centralized Intake  
prototype launched**



**Opened three new offices  
incorporating inclusive  
design elements**

**Targeted supports for  
Ukrainian Refugees —  
caseload of 1,900 as of  
November 2022**



**Social Assistance Renewal including Centralized Intake and Employment Services Transformation**



**Modernizing Services for Clients including e-signature and increasing client enrollment for digital access channels**



**Delivering on Integrated Performance Measurement**



**Advancing Reconciliation, Confronting Anti-Black Racism, and Equity, Diversity and Inclusion**



**Developing a Change Management Plan**

# Toronto Fire Services



**Matthew Pegg**  
Fire Chief

## Toronto Fire Services is the largest municipal fire service in Canada:

84 fire stations across Toronto.

124 crews in service when fully staffed.

In 2022, Toronto Fire Services responded to over 160,000 emergency incidents.

Conducts inspections at 8,000 addresses annually.

Tower 1 is the tallest fire truck in North America.

Supports the implementation of Designated Fire Sites, as recommended in the City's Reconciliation Action Plan.



# Major Initiatives

Working with Toronto Paramedic Services and the Toronto Police Service towards the modernization of Toronto's 911 call handling system through Next Generation 911, with major implementation to be completed in 2023.

Acceleration of filling firefighter vacancies by increasing capacity to train more recruit firefighters. Classes are planned for January and July 2023.

Updating the Toronto Fire Services Strategic Plan to maintain accredited agency status with the Commission on Fire Accreditation International in 2024. The City of Toronto is the largest City in North America with an internationally accredited fire service.



# Toronto Paramedic Services



**Bikram Chawla**  
Chief and  
General Manager

## Toronto Paramedic Services is the largest municipal Paramedic Service in Canada:

24/7 paramedic care in response to life-threatening medical emergencies

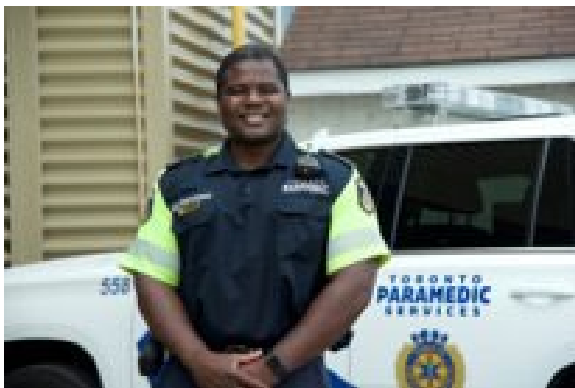
Services in Emergency Medical Care, Emergency Medical Dispatch and Community Paramedicine

Responds to over 300,000 calls for service annually

45 ambulance stations including a Multi-function Station

Fleet of 236 transport ambulances

1,348 Paramedics and 139 Emergency Medical Dispatchers



# Major Initiatives

Working with hospital partners to alleviate offload delays and return paramedics to the community to respond to calls – in-hospital wait times are the most significant factor contributing to system pressures.

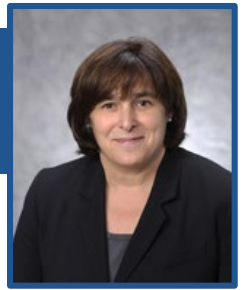
Implementing the Council-approved staffing plan to address increased service demand and workload pressures experienced by front-line staff.

Long-term strategy of implementing a Multi-Function Station system to improve operational efficiencies and accommodate growth in emergency call demand.

Continued support of vulnerable and marginalized groups through the Community Paramedicine Program.



# Parks, Forestry and Recreation



**Janie Romoff**  
General Manager

## Vision

Toronto is a vibrant city offering safe, welcoming and well-maintained parks and trails, a sustainable and expanding urban forest, and quality recreation facilities and programs supporting diverse needs for active, healthy lifestyles and engaged communities.

## Mission

To improve the quality of life of Toronto's diverse communities by providing safe, beautiful parks; a healthy, expanding urban forest; and high quality, community focused recreational experiences.



**118** indoor and outdoor pools



**117** indoor and outdoor ice pads



**118** community recreation centres



**10** supervised swimming beaches

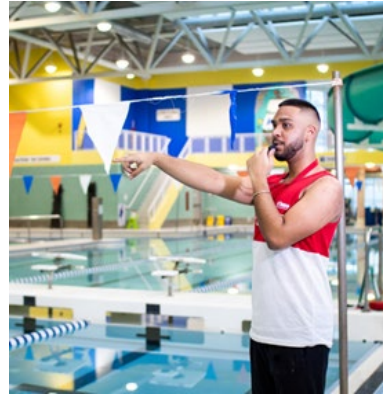


**1.2M** program hours

# Major Initiatives



Prioritize state of good repair work to enhance the resilience of recreation facilities and maintain service levels



Address staffing challenges through strategic recruitment and retention strategies



High-quality leadership, volunteer and work experience for youth, particularly those who experience systemic barriers

- Continue to restore pre-pandemic service levels for **recreation programs**, including aquatics, camps, learn-to programs and more.
- Manage agreements with non-profits providing divisionally aligned public services in parks and recreation facilities through **community and government partnerships**.
- Advance the Toronto **Action Plan to Confront Anti-Black Racism** and the City's first **Reconciliation Action Plan**.
- Open **six new community recreation centres** over the term to support growth and address gaps in service provision.
- Continue to provide **high-quality and affordable care for school-age children** through the After-school Recreation Care program.
- Promote and support **safe swimming at beaches** through lifeguards, emergency wayfinding signage and an enhanced beach and water safety public education campaign.
- Support **community access to sport, social and cultural events** held at City facilities and park spaces through permits and licensing.
- Implement a **new software solution** for recreation program registration and facilities/space booking services.
- Continue to provide **facility space to support social services** such as cold and hot weather respite, food security initiatives and immunization clinics.

# Seniors Services and Long-Term Care



**Jennifer Dockery**  
General Manager



Direct operation of 10 long-term care homes providing 24-hour resident-focused care for 2,600+ diverse residents with complex care needs.

Oversight of Integrated Service model in 83 Toronto Seniors Housing Corporation Buildings - supporting aging in place for approximately 15,000 low-income senior tenants.

Homemakers and nursing services to support independent living for 3,000+ clients with limited financial resources.

Adult day programs to support community-dwelling seniors who are physically frail, have cognitive impairment or are socially isolated.

Supportive housing services for 500+ seniors in designated buildings providing personal care, health promotion programming and safety checks.

Highly-adaptive pandemic protocols to maximize safety for long-term care residents, socially isolated seniors and their caregivers.



# Major Initiatives

**Toronto Seniors Strategy** is advancing an age-equitable Toronto.

**CareTO** is a made-in-Toronto approach to improving care and quality of life for residents in long-term care homes.

**Redevelopment of 1,232 existing and 978 new long-term care beds** to meet the needs of an aging population and new models of long-term care.

**Partnership opportunities** including possible collaboration with Anishnawbe Health Toronto for **Indigenous long-term care**.

Advancing **equity, diversity and inclusion** through the Confronting Anti-Black Racism in the Workplace 3 Year Action Plan, Indigenous Cultural Competency and Advancing the Truth and Reconciliation Action Plan and Leading and Learning with Pride: A Tool Kit, Video and Campaign to enhance support for 2SLGBTQI+ Seniors.



# Shelter Support and Housing Administration



**Gord Tanner**  
General Manager



Shelter Support and Housing Administration ensures that people experiencing homelessness have access to emergency shelter and wrap-around supports, while assisting them to develop permanent housing plans.

Services in three areas:

- Emergency shelter and support programs
- Street outreach
- 24-hour respite and drop-in programs



Toronto's shelter system accommodates 8,600 people nightly – more people than it ever has. Despite continually adding new beds, the shelter system is at capacity most nights.

The shelter system is run by the City and more than 30 partner agencies:

- 11 City-run and 57 agency-operated emergency shelter locations
- Seven agency-operated 24-hour respite sites
- Two 24-hour women's drop-in centres
- 24 COVID-19 response sites

# Major Initiatives – Winter Services Plan

## 2022/2023 Winter Services Plan



Maintain  
and Add  
Capacity



Warming  
Centres  
during  
ECWAs



Enhanced  
Street  
Outreach  
Response



Supportive  
Housing

The City's 2022/23 Winter Services Plan outlines how it will serve those experiencing homelessness during the coming winter months.

## Winter Plan Space Summary:

- 132 singles spaces at existing shelter sites
- 100 hotel rooms for refugees
- Estimated 500 spaces through adjustment in distancing between beds
- 60 Warming Centre spaces – more to come
- 400+ new supportive housing units (between Nov 2022 and April 2023)

**Total: More than 1,000 new spaces + existing capacity = support for more than 9,000 people this winter**

# Major Initiatives

Develop a **Capital Infrastructure Strategy** for shelters to ensure state of good repair.

Implement **Shelter Design and Technical Guidelines** in the development of new shelters and renovation of existing sites.

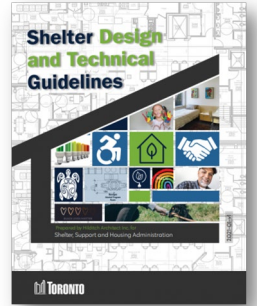
Continue to implement the **COVID-19 Shelter Transition and Relocation Plan** – gradual, phased approach to transition out of temporary shelter sites.

Work with the Federal government to ensure that the City receives the required financial support to continue to serve the **growing number of refugee claimants and/or asylum seekers**.

Work with the Housing Secretariat to create **supportive housing opportunities for people experiencing chronic homelessness, including Indigenous peoples**, who are overrepresented in the homeless population.

Implement **Auditor General recommendations** around case management and better supporting clients to access permanent housing opportunities.

Enhance **follow-up support services** once someone transitions to housing to help people maintain their housing.



# Social Development, Finance and Administration

**Social Development, Finance and Administration drives transformative change to achieve stronger, safer and more resilient communities and neighbourhoods in Toronto.**

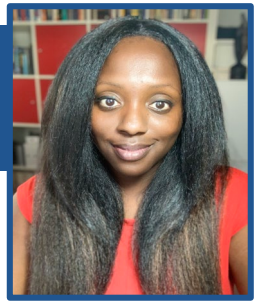
Partners with community non-profit organizations, City divisions, government agencies, and other orders of government to manage and deliver social programs and services for equity-deserving groups.

Provides resources, research, infrastructure, and/or funding to internal and external stakeholders to support community development, especially for marginalized residents and communities.

Develops and implements strategic plans and policies to advance social and economic inclusion.

Refugee Resettlement Program – In 2022, 1,500 Ukrainian arrivals were assisted with emergency housing through the establishment of the Greater Toronto and Hamilton Area regional response network.

Community Benefits Unit incorporates community benefits opportunities into large scale City projects and initiatives including FIFA World Cup and the Housing Now Initiative.



**Denise Andrea Campbell**

Executive Director



# Major Initiatives

## Drive Community Safety and well-being

- Continued implementation, improvement, and evaluation of the Toronto Community Crisis Service across 60 percent of the city, evaluate the Service and bring a road map for the future to Council.
- Advance the implementation of Phase One of SafeTO, including establishing the new SafeTO Collaborative Analytics and Learning Environment , and Toronto Office to Prevent Gun Violence.
- Complete review of Toronto Community Housing's Community Safety Unit and make recommendations.

## Support inclusive recovery and community development for residents from marginalized populations

- Develop Confronting Anti-Black Racism Action Plan and Poverty Reduction Strategy Term Plan for this term.
- Pilot Community Benefits tools and processes to better track workforce development.



# Infrastructure and Development Services

# Municipal Licensing and Standards

Municipal Licensing and Standards provides by-law administration and enforcement services, including strategies to address noise, business inspections, parks regulations, and animal services issues. Services also include business licensing and permitting, property standards, and animal care including control, shelter and adoption services. The division is responsible for the enforcement of more than 30 by-laws and statutes.



**Carleton Grant**  
Executive Director

**Toronto Animal Services** is responsible for:



Regulatory Oversight & Licensing



Public Education



Animal Shelter & Care Services



**Business Licensing & Regulatory Services** is responsible: for issuing mobile business licenses and stationery business licenses and permits. Some examples are:



**Mobile businesses**



**Stationary businesses**



**Trades**



**Permits & Signs**



**Toronto Licensing Tribunal**

**Bylaw Enforcement** is responsible for:

Central District

West District

East District



Public Spaces



Business Licensing



Signs

**Dedicated Bylaw Enforcement Teams:**

- Vehicle-for-Hire
- Noise
- Adult Services

# ML&S Major Initiatives

- **Vehicle-for-Hire Emissions:** Outline next steps to achieve vehicle electrification and emissions reduction targets for the vehicle-for-hire industry, including the results of the Vehicle-for-Hire Net Zero Working Group.
- **Bars, Restaurants, and Entertainment Venues Review:** Recommend amendments to modernize the licensing and zoning of bars, restaurants, and entertainment venues.
- **Noise By-law Update:** Provide the results of a review of the new Noise By-law since its implementation, including findings from a third-party consultant.
- **Enforcement:** Pre-pandemic activities have significantly increased, requiring the prioritization of resources, collaborative event monitoring and proactive patrols at high priority parks/waterfront to address persistent and unreasonable by-law violations.

# Questions?

## **Paul Raftis**

Deputy City Manager, Community  
& Social Services

## **Tracey Cook**

Deputy City Manager,  
Infrastructure & Development  
Services