

City of Toronto Environmental, Social & Governance (ESG) Performance Report





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1

Chief Financial Officer and Treasurer Message

1 Chief Financial Officer and Treasurer Message

The City of Toronto's fourth Environmental, Social and Governance (ESG) Performance report provides a transparent accounting of the City's commitment to building a sustainable and equitable future.

We are making the strategic and financially responsible decision to invest in social and ecological transformation. First, by employing a climate lens to financial decisions and issuing green bonds. Secondly, by introducing equity responsive budgeting and funding capital projects with social bonds. And finally, by developing a long-term financial plan that focuses on a sustainable future.

In 2021, Toronto City Council adopted the TransformTO Net Zero Strategy to achieve net zero green house gas (GHG) emissions by 2040, one of the most ambitious targets in North America. As part of this approach, the City now applies a climate lens to all financial decisions, assessing the potential impacts of projects, programs, policies and investments on GHG emissions and Toronto's resilience to climate change and extreme weather. Despite a challenging fiscal environment, the City has been able to continue to invest in the mobility, housing, flood protection, parkland and infrastructure projects needed to advance our climate action goals.

Simultaneously, to enhance social outcomes as well as sustainability, the City's new equity responsive budgeting supports informed decision making and budget planning that responds to the unique barriers and experiences of Indigenous, Black and equity-deserving groups.

Finally, our ability to continue to take climate action and enhance equity requires a sustainable financial future. In 2023, the updated Long Term Financial Plan presented to Council provided a comprehensive long-term understanding of the City's fiscal pressures and identified options to address the City's financial challenges.

However, the City cannot address these challenges on our own. We continue to partner with other orders of government to deliver the services and build the infrastructure that Torontonians, the region, the province and the country need and benefit from through the Ontario-Toronto New Deal. This historic agreement provides much needed funding for shelters and transit while unlocking much-needed capital dollars to continue to advance capital priorities across the city.

I want to thank everyone who continues to contribute to the City's ESG performance and this critical work to protect our environment, prioritize equity and strengthen governance.

Sincerely,



Stephen Conforti
Chief Financial Officer and Treasurer
City of Toronto



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About this Report



2a Reporting and Scope

This Environmental, Social and Governance (ESG) Performance Report (“Report”) contains information about the City of Toronto (excluding agency and corporation subsidiaries). It provides an overview of our strategic priorities, key performance indicators and highlights during 2022 on ESG factors relevant to the City of Toronto, as well as other Canadian municipalities. This Report complements information on the results of our operations and financial condition in our 2022 Annual Report.

An overview of the City’s governance system¹ is available at toronto.ca. This document reports on data and activities for 2022 unless otherwise noted. Data for 2022 and the two preceding years are provided where possible, to show the City’s performance trend over a three-year period.

2b Reporting frameworks

The structure and content of this report is developed using the following regulations, standards, methodologies and frameworks as a reference based on their relevance and usability:

- Sustainability Accounting Standards Board standards (SASB²),
- MSCI ESG Government Ratings Methodology³,
- Moody’s ESG Scoring Framework,
- Global Reporting Initiative (GRI⁴),
- International Integrated Reporting Council (IIRC⁵) Integrated Reporting Framework
- United Nations Sustainable Development Goals (SDGs⁶).

The City will continue to monitor the development of international ESG reporting standards, along with the expectations of the City’s stakeholders regarding these standards.

2c Stakeholders, Oversight, Review and Assurance

This Report is published for all City of Toronto stakeholders. Stakeholders include but are not limited to, current and prospective residents, investors, employees, suppliers, other orders of government, peer municipalities, regulators and community organizations. The City is providing relevant disclosure to stakeholders regarding ESG performance as accountability is one of the City’s core beliefs.

Accountability for the City’s ESG strategy is part of the mandate of City Council. The City’s Senior Leadership Team manages enterprise risk, including ESG risk factors, with support from Internal Audit. The City’s Enterprise Risk Assurance Committee oversees the risk management structures and processes. Limited assurance engagement by an independent verifier for a select number of the City’s performance indicators is currently being considered.

2d Currency

All amounts in this document are in Canadian dollars unless otherwise noted.

2e Endnotes

The endnotes on pages 91-95, referenced throughout this Report, provide more details on topics.

3

About the City of Toronto



3a Land Acknowledgement For Toronto

The City of Toronto acknowledges that this is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis

peoples. The City also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaty signed with multiple Mississaugas and Chippewa bands.



3b Our City

Toronto is Canada’s leading economic engine and one of the world’s most diverse and livable cities. As the fourth largest city in North America, Toronto is home to 3 million residents whose diversity and experiences strengthen this great city.

The economy of Toronto is the largest contributor to the Canadian and Ontario economy, at 21 per cent and 53 per cent of the national and provincial annual real gross domestic product (GDP) respectively.

Toronto is an international leader in technology, finance, film, music, culture, innovation and climate action.

Toronto consistently places at the top of international rankings due in part to investments championed by residents and businesses, in turn led by Toronto City Council and carried out through the work of the Toronto Public Service.

Provincial regulations and legislation define the City’s relationship with the Province of Ontario.

The most significant legislation is the City of Toronto Act, 2006⁷, which gives the City powers to provide services to its residents, manage finances and establish accountability officers.

ORDERS OF GOVERNMENT		
FEDERAL Government of Canada	PROVINCIAL Government of Ontario	MUNICIPAL City of Toronto
POWERS DEFINED BY		
Constitution of Canada	Constitution Act, 1867	City of Toronto Act, 2006
<ul style="list-style-type: none">• National defence and Canadian Armed Forces• Postal service• Banking• Employment• Immigration and citizenship• Census• Foreign affairs and international trade• Agriculture and more	<ul style="list-style-type: none">• Health• Education• Driver and vehicle licensing• Energy• Human rights• Natural resources• Environment• Social services and more	<ul style="list-style-type: none">• Water treatment and sewers• Parks and recreation centres• Libraries• Waste collection• Public transit• Land use planning• Police and fire services• Emergency services• Homeless shelters• Childcare

3c City Services – Making a Difference

The City of Toronto’s vast services keep neighbourhoods safe and vibrant, encourage business growth and investments, and make Toronto welcoming for visitors from around the world.

Waste collection, public libraries, road repair, TTC, recreation programs, childcare, water

testing, emergency services are all municipal services that the City provides. Many of the City’s more than 150 services are provided 24 hours a day, seven days a week.

The City’s approach to delivering services is professional, innovative and people-focused.

3d The City's Vision and Priorities

Vision

Toronto is a caring and friendly city.

We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

Toronto is a clean, green, and sustainable city.

We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

Toronto is a dynamic city.

As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well-positioned to succeed in the world economy.

Toronto invests in quality of life.

We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

The City's Priorities

Our Corporate Priorities

Will improve the performance of our organization.



Financial Sustainability

We will work and partner to ensure value and affordability for taxpayers, adequately fund municipal services and infrastructure, make needed investments in the city, and improve our financial health. We will make informed financial decisions and effectively manage resources for Toronto's future.



A well-run City

We will improve the lives of residents, businesses, and visitors by providing simple, reliable and connected services that anticipate changing customer needs. We will build trust and confidence in local government through a committed, engaged and diverse workforce.

Our Strategic Priorities

Will improve quality of life for Torontonians.



Maintain and create housing that's affordable

We are committed to a city where families and individuals live in safe, stable and affordable housing with respect and dignity.



Keep Toronto Moving

We are committed to a city with safe, affordable and accessible transportation choices for people and goods.



Invest in people and neighbourhoods

We are committed to a city that protects and improves quality of life for all including safety, health, and social and economic well-being and inclusion.



Tackle climate change and build resilience

We are committed to fighting climate change and preparing our City government, our ecosystems, and our communities, especially the most vulnerable communities, for a changing climate.

3e 2022 Financial Performance

(in \$ Millions)	2022	2021	2020
Own Source Revenue*	\$9,236	\$8,737	\$8,318
Annual Surplus	\$1,827	\$1,998	\$1,622
Total Assets**	\$57,511	\$53,746	\$51,146
Total Long-Term Debt	\$8,859	\$8,146	\$7,654
Total Reserve and Reserve Funds	\$5,427	\$4,103	\$3,263

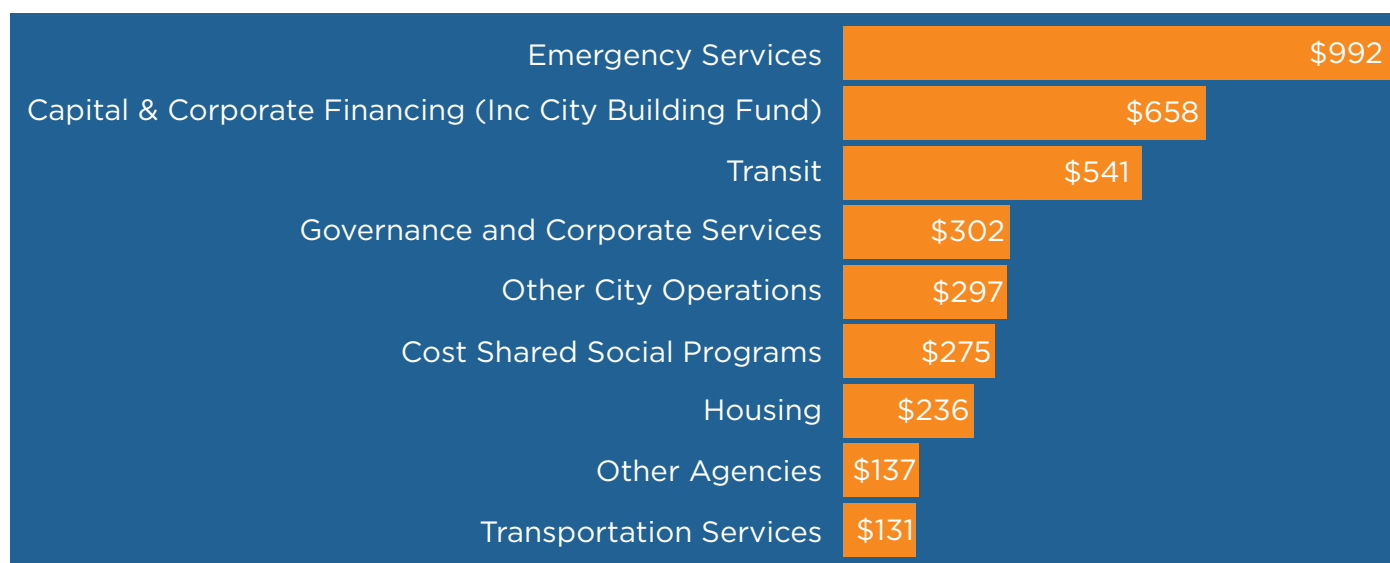
* Own Source Revenue is defined as Property taxes, User Charges, and Municipal Land Transfer Tax.

** Includes Financial and Non-Financial Assets

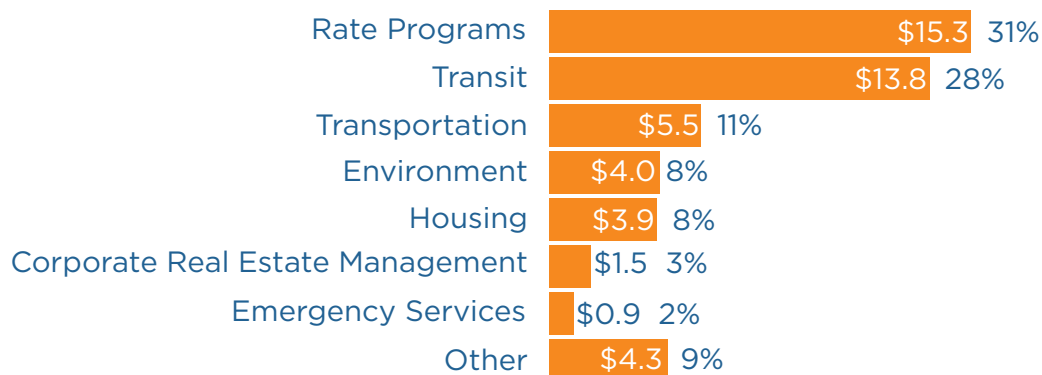
3f Economic Value Distributed

When translated into an average tax bill of \$3,569 for the average value of a home assessed at \$695,268 the chart below shows how 2023 property taxes will be spent based on the 5.5 per cent residential property tax rate increase.

How Your Tax Dollar Works for You in 2023⁸



How the Money is Invested (\$49.26 Billion)



3g Taskforce for Climate-Related Disclosures

TCFD: Opportunities and Challenges

The Task Force on Climate-Related Financial Disclosures (TCFD)'s reporting framework revolves around four key pillars – governance, strategy, risk management and metrics and targets. In 2022, the City focused on strengthening the governance and strategic aspects associated with its climate-related activities. Highlights of this year's achievements include the following:

- TransformTO Net Zero⁹:** the City's strategy to reduce community-wide greenhouse gas (GHG) emissions to net zero by 2040. In 2022, 100 per cent of the 30 short-term implementation plan actions and 97 per cent of the 40 City Council directions adopted as part of the Strategy are in progress or complete. An Accountability and Management Framework was established, resulting in the formation of a Net Zero Climate Leadership Table and an external Climate Advisory Group with 26 members to guide decisions and provide accountability for implementation. Toronto Green Standard Version 4 was also implemented in 2022 which raised the bar for high performance, low-emissions new buildings.
 - Implementation of a Climate Lens framework** began, where climate impacts were taken into consideration for decision making. Applying a climate lens to the City's projects supports informed decision-making. It will ensure that City projects and initiatives are aligned with the City's climate goals, including the target to reduce community-wide greenhouse gas emissions to net zero by 2040.
- In 2023:
- The Climate Hub was launched to enhance City staff's knowledge about climate change and its impact. The Climate Hub will also provide information about how to apply a climate lens to City's initiatives.
 - City Council endorsed a Carbon Accountability system that formalizes progress in reducing GHG emissions and establishes the City as a climate governance leader through enhanced transparency and accountability. The new Carbon Accountability system facilitates planning and prioritization of climate action and builds on the City's annual financial budget process through the use of "emissions budgets" (i.e. carbon budgets). For example, a household or organizational budget is managed using limited dollars; similarly, the carbon budget is managed through limited units of GHG. As a result, the system supports actions across the City government to reduce GHG emissions in the community and from the City's own operations ("Corporate" emissions).

Toronto has included climate-related disclosure, guided by TCFD principles, in its Annual Financial Report since 2018, along with an unaudited note in its consolidated financial statements. Bringing all climate-related disclosures into a single document communicates the City's pledge to addressing the climate emergency and its significance to the decision-making process for the City's financial statement readers, investors and staff.

To strengthen the City's ability to report on its climate-related disclosures and decision-making process required both corporate and

community-wide effort. Accelerated action and partnerships across society, including all orders of government, is required to achieve the City's collective targets and realize the benefits of reducing emissions and other climate-related actions. To demonstrate the City's commitment to address various sustainability-related risks, the City needs to assess overall risk and measure the success of strategies to achieve targets and risk mitigation. For further information on the City's adoption of the TCFD's recommendations, please refer to the [Annual Financial Report – City of Toronto](#).



3h The City's Environmental, Social and Governance (ESG) Approach

World Council on City Data & International Organization for Standardization (ISO)

The City of Toronto received Platinum-level certification from the World Council on City Data (WCCD)¹⁰ for implementing ISO 37120 (Indicators for Sustainable Cities) for years 2018 to 2021, resulting in Toronto receiving Platinum certification for eight consecutive years.

Toronto is among more than 100 global cities in the WCCD network that collect, share and use data to make effective and transformative decisions. Platinum Certification is the highest level of recognition by the WCCD and underlines the City's commitment to high calibre, globally standardized and independently verified city data. As a Foundation City of the WCCD, Toronto was among the first twenty cities globally to implement ISO 37120 in 2014 and is the host city for the WCCD's headquarters.

Beyond its commitment to annual ISO 37120 reporting, the City will be implementing ISO 37122 (Indicators for Smart Cities)¹¹ and ISO 37123 (Indicators for Resilient Cities)¹² in 2023. A Canadian-led, global innovation, this ISO series is being implemented in more than forty countries. It contains fully numeric key performance indicators to measure city services and quality of life, underpinned by standardized definitions and methodologies. The City also intends to become an Early Adopter of the newest ISO standard on city indicators, ISO 37125 (Environmental, Social and Governance Indicators for Cities). Toronto is the first city globally to announce its intent to implement ISO 37125 with the WCCD.





Underlining Toronto's commitment to data-driven decision-making, these year-over-year certifications will also support and validate the City's Sustainable Debenture Program, a critical funding source for the City's 10-year capital plan.

		
ISO 37120 <i>Indicators for City Services and Quality of Life</i>	ISO 37122 <i>Indicators for Smart Cities</i>	ISO 37123 <i>Indicators for Resilient Cities</i>
The 1st ISO Standard for cities WCCD is implementing this global first in more than 100 cities across 35 countries	Cities globally are becoming early adopters and demonstrating that data is the essential starting point for Smart Cities tracking data that is citizen focused	Cities globally are becoming early adopters and demonstrating that data is instrumental in building more resilient cities to plan for, and recover from, shocks and stresses

Climate Change

-  Economy
-  Education
-  Energy
-  Environment & Climate Change
-  Finance
-  Governance

Social Conditions

-  Health
-  Housing
-  Population & Social Conditions
-  Recreation
-  Safety
-  Solid Waste

Local Agriculture & Food Security

-  Sport & Culture
-  Telecommunications
-  Transportation
-  Urban/Local Agriculture & Food Security
-  Urban Planning
-  Wastewater
-  Water

ISO 37120



3hi Integrated ESG approach to the City's Investment Portfolio

The City is committed to integrating Environmental, Social and Governance (ESG) factors throughout the entire organization, including investment activities. Responsible investing means integration of ESG factors in investment decision-making and developing processes to monitor the ESG performance of the investments.

The City's investment activities are governed by Ontario Regulation 610/06¹³, Financial Activities, under the City of Toronto Act, 2006 and Council-approved Investment Policy. The Toronto Investment Board¹⁴ ("Board") was established by Council in 2017. It is responsible for the stewardship, management and control of the City's investments that are not immediately required for liquidity purposes (approximately \$5.0 billion at the end of 2022).

The Board is comprised of the City's Chief Financial Officer & Treasurer and six independent industry experts in investment and risk oversight, and best practices for responsible investment. The Board provides valuable governance, guidance and direction regarding the City's investments.

The City's Investment Policy¹⁵ incorporates ESG in its investment beliefs, policies and procedures. The City believes that well-managed companies are those that demonstrate strong governance, high ethical and environmental standards, and respect for their employees, human rights and the communities in which they do business. These actions contribute to long-term financial performance. The City is committed to incorporating the United Nations 17 Sustainable Development Goals when making investment decisions. As such, the City's external investment managers are signatories to the United Nations Principles for Responsible Investment (UN PRI).

The City has reviewed how each external investment manager integrates ESG factors into their investment decision making process as well as their strategies in active stewardship. With the awareness of the links between ESG performance and investment returns, the external investment managers integrate ESG factors into their investment process. While they consider the ESG factors with care, in general, they do not exclude any particular investment or industry based on ESG factors alone.

The City wants to ensure that its external investment managers have engagement strategies to effectively communicate their views on material ESG issues as an investor. Engagements are undertaken to influence ESG practices and/or improve ESG disclosure. The City has investments in both equities and fixed income. The equity investment managers use proxy voting as a key engagement tool to convey the message to the boards and management. As an essential capital source, fixed income investment managers can also exert meaningful influence over issuers. The fixed income investment managers usually consider using engagement first before choosing alternative strategies such as divestment. Divestment leaves investors with no stake and no potential to help drive responsible corporate practices. By engaging with issuers,

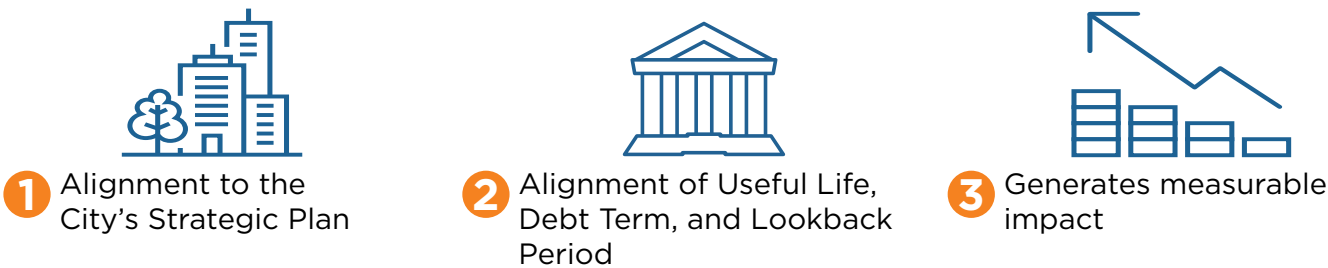
fixed-income investors encourage behaviour designed to improve sustainable long-term investment returns while maximizing positive ESG outcomes.

The City has hired a third-party ESG rating service provider, MSCI ESG Research LLC (MSCI), in order to monitor and report on the high-level Environmental, Social, and Governance (ESG) attributes of the City’s investment portfolio. This Investment fund-level ESG reporting process complements the existing corporate-level ESG performance report. MSCI ESG overall score has three categories: Leader, Average, and Laggard. As at the end of 2022, as measured by MSCI, the City’s investment portfolio’s ESG overall score is in the “Leader” category and is aligned with the selected market benchmark as depicted in the investment policy.

3hii Sustainable Debt Issuance Program

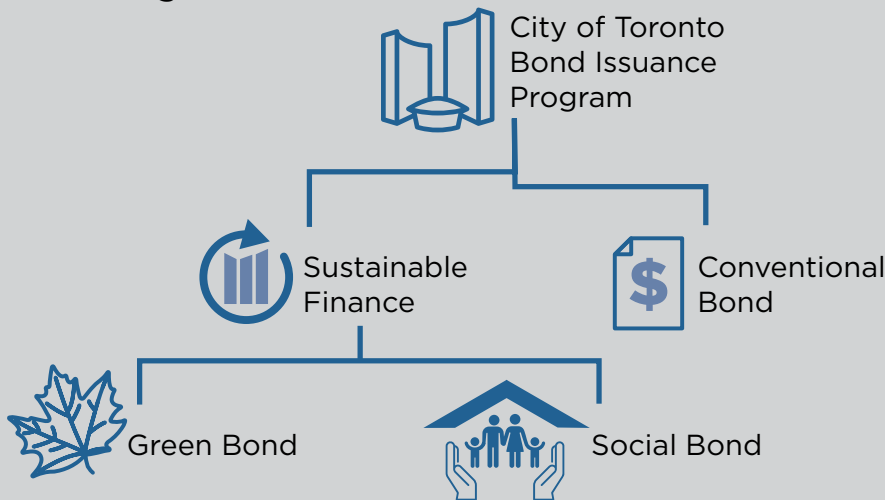
The City’s overall approach to Sustainable Finance includes alignment with the City’s Corporate Strategic Plan¹⁶; alignment of project useful life with debt term; and generating measurable impact.

Toronto’s Approach to Sustainable Finance








Building on the strength of the City’s long-standing conventional bond issuances, sustainable financing has become a growing part of the City’s debt issuance program in recent years.

Toronto’s Debt Issuance Program



The objective of the City's sustainable debt issuance program is to align with the City's strategic priorities and enhance ESG outcomes in Toronto. Some examples are sustainable clean transportation, energy and environment; social and affordable housing; access to essential services, socioeconomic advancement and empowerment.

How Toronto's Debt Issuance Program aligns with the Corporate Strategic Plan

Capital Projects –Corporate Strategic Plan	Debenture Type		
	Green	Social	Conventional
 Maintain and create housing that's affordable <ul style="list-style-type: none"> Capital projects that reduce GHG emissions e.g. energy retrofits 	✓	✓	✓
 Keep Toronto Moving <ul style="list-style-type: none"> Capital projects that reduce GHG emissions e.g. subway 	✓	✓	✓
 Invest in people and neighbourhoods <ul style="list-style-type: none"> Capital projects that reduce GHG emissions e.g. green roofs 	✓	✓	✓
 Tackle climate change and build resilience	✓		✓
 Maintain a well-run City	✓	✓	✓

Since 2018, the City has issued \$980 million of Green and Social Bonds:

- **In 2018:** \$300 million Green Bond
- **In 2019:** \$200 million Green Bond
- **In 2020:** \$130 million Green Bond; the City was the first Canadian government to issue a Social Bond (\$100 million)
- **In 2021:** \$150 million Green Bond; \$100 million Social Bond
- **In 2022:** \$300 million Green Bond; \$235 million Social Bond

The City continues to be a forerunner in advancing ESG objectives within the Canadian government sector. For details about the City's Green Bond and Social Bonds, please refer to sections 5g and 6f in this report.



3i Our Material ESG Factors

Identifying material ESG factors that are likely to affect the City's value creation process is important. Managing these factors has a significant bearing on the long-term competitiveness and sustainability of the Toronto's economy, and in turn, its attractiveness as an investment destination. ESG factors have been grouped into three key themes of environmental, social, and governance, and workplace culture that drive the content, structure and scope of this reporting. The ESG factors will be reviewed at least annually.

All ESG factors included in the table below are highly important to the City. However, given limited resources, prioritizing these ESG factors

based on their relative materiality can help the City focus resources on activities that can generate the greatest impact and create the most value.

Since 2020, social programs to address equity and programs to address climate change were identified as the priorities for the City. In addition, the City plans to prioritize ESG factors that are material to both the City and its stakeholders. The City is currently in the early development stage of engaging stakeholders and plans to include a materiality map in future ESG performance reports. The materiality map will reflect the importance of each ESG factor to the City and its stakeholders.

Material ESG Factors		
Environmental	Social	Governance & Workplace Culture
<ul style="list-style-type: none">• Climate Change• Resilience	<ul style="list-style-type: none">• Human Rights• Public Health & Essential Services• Social Inclusion• Social Empowerment and Advancement• Economic Inclusion	<ul style="list-style-type: none">• Responsible Governance Practices• Financial Governance• Conduct and Trust• Risk Management• Cyber Security & Privacy• Inclusion and Diversity• Health and well-being• Talent Attraction, Engagement and Retention• Digital Enablement• Responsible Procurement and Supplier Diversity
Socially Responsible Financing		
Socially Responsible Investing		

4

City of Toronto Performance Summary



4a ESG Score

Moody's ESG Score (July 2023)

City of Toronto's ESG Score		
Agency	Score	Scale
Moody's Investor Service*	Credit Impact Score: CIS-2 (neutral to low impact) ESG Issuer Profile Scores: E-2, S-2, G-2 (Neutral to low)	1 – 5 (positive to very highly negative)

*relevance of City's ESG risk exposure to the credit rating

The City's ESG Credit Impact Score is neutral-to-low (CIS-2) reflecting neutral-to-low exposure to environmental and social risks along with strong governance all of which support the city's credit rating.

Moody's indicated that although the City owns significant physical property and land, neither its infrastructure nor economic base are subject to material risks stemming from environmental concerns. As the largest city in Canada with diverse economic sectors, it has a strong draw for domestic and international immigration. The workforce is educated with strong access to basic services. However, high

housing costs requires the City to allocate costs to increase affordable housing supply. Toronto benefited from significant provincial and federal pandemic-related support to help address the social risk (public health) from the COVID-19 pandemic. Moody's also commented on Toronto's governance, reporting that the City uses prudent financing planning which allows for multi-year forecasting of key trends, providing it with the ability to identify potential pressures and allowing for sufficient time to adjust plans accordingly to mitigate any credit implications, while providing transparent, timely financial reports and adhering to strict policies on debt and investment management.



4b Statement of Performance Summary

Objective	Performance Metrics	Targets (if any)	2022	2021	2020
Environment					
Address climate change by achieving net-zero greenhouse gas (GHG) emissions across all sectors in Toronto by 2040 (new target adopted in December 2021 which is 10 years earlier than the previous target)	Total GHG emissions (Mega-tonnes CO ₂ e)	Community-Wide: Reduce GHG emissions by: 30% by 2020 (to 17.3 MT), 45% by 2025 (13.6 MT) and 65% by 2030 (to 8.6 MT) relative to 1990 levels, and to net zero by 2040 (more ambitious targets newly adopted in December 2021) (0 MT)	Data available in Nov/ Dec 2024	14.5	14.0**
		Per capita GHG emissions (tonnes CO ₂ e/ person)	Data available in Nov/ Dec 2024	4.9	4.7**
		Corporate-wide: Reduce corporate GHG emissions by 65 per cent over 2008 base year (914,951 Tonnes) by 2030 (320,583 Tonnes)	Data available in Nov/ Dec 2024	669,212	644,441**
Social and Economic Inclusion					
Transportation accessibility: Improve connection to cycling routes in the city	% of people and employment within prescribed access to a cycling route	100%	67%	65%	64%

Objective	Performance Metrics	Targets (if any)	2022	2021	2020
Social and Economic Inclusion: HousingTO					
Prevent Homelessness and Improve Pathways to Housing Stability	Prevent evictions for low-income households	10,000* Households	6,517 (Cumulative 2021-2022)		
Maintain and Increase Access to Affordable Rents	Improve housing affordability for 40,000 renter households	40,000* (9,000 housing allowances + 31,000 Canada - Ontario Housing	5,869 (Cumulative 2021-2022)		
Create New Rental Housing Responsive to Residents' Needs	New affordable rental and supportive homes approvals	40,000* homes	14,440 (Cumulative 2021-2022)		
Governance and Workplace Culture					
Engagement of Decision Makers	City Councillor attendance		94%	95%	92%
Governance: Decision Making - be diverse and inclusive	% Women Councillors		31%	31%	31%
	% Women Senior Management (Division Head or Above)		43%	41%	41%
	% Racialized Senior Management (Division Head or Above)		22%	14%	14%
Reflect diversity and be inclusive of the city we serve	TPS Workforce:				
	% Women		50%	50%	49%
	% Racialized People		47%	42%	38%
	% Indigenous Peoples		2%	1%	1%
	% Persons with Disabilities		7%	6%	5%
	% LGBTQ2S+		6%	4%	4%
Attract & retain a diverse and inclusive workforce	Turnover Rates:				
	All Active Employees (excl. Toronto Recreation Division Workers)		9%	12%	8%
	Growth Opportunities:				
	Promotion and Internal Hires (% Total Hires)		36%	23%	26%

*HousingTO cumulative 10-years targets from 2020-2030

** The values reported annually in Toronto's sector-based GHG inventory report may not match those in previously published inventories. Updates to various datasets occur throughout each year including after the publication of past inventories. The values reported here are the most up-to-date as of the publication of this 2021 sector-based GHG inventory.

5

City Priorities for the Environment



The City of Toronto is committed to reducing greenhouse gas emissions, building resilience against a rapidly changing climate, moving to zero waste and a circular economy, improving air and water quality, building sustainable energy and transportation systems, and supporting biodiversity. The following chapter identifies the key plans, strategies and programs that are contributing to a greener, more sustainable and liveable city.

5a Key Plans and Strategies

TransformTO Net Zero Strategy¹⁷

The TransformTO Net Zero Strategy is the City's climate action strategy. It is one of the most ambitious in North America and sets targets to reduce community-wide greenhouse gas emissions by 45 per cent by 2025 from 1990 levels, 65 per cent by 2030, and to net zero by 2040. To reach its targets, the City will use its influence to regulate, advocate and facilitate transformation in five key areas:

- Demonstrate carbon accountability locally and globally, by establishing a carbon budget for its own operations and the community as a whole.
- Accelerate a rapid and significant reduction in natural gas use.
- Establish performance targets for existing buildings across Toronto.
- Increase access to low-carbon transportation options, including walking, biking, public transit and electric vehicles.
- Increase local renewable energy to contribute to a resilient, carbon-free grid.

The strategy triggers new and accelerated implementation actions to drive down community-wide emissions, particularly in the short term, and establishes the trajectory needed to reach net zero by 2040.

To ensure that Toronto is on track to reach net zero by 2040, the following 2030 goals have been established:

Homes & Buildings

- All new homes and buildings will be designed to be near zero greenhouse gas emissions by 2028
- Greenhouse gas emissions from existing buildings will be cut in half, from 2008 levels

Energy

- 50 per cent of community-wide energy comes from renewable or low-carbon sources
- 25 per cent of commercial and industrial floor area is connected to low carbon thermal energy sources

Transportation

- 30 per cent of registered vehicles in Toronto are electric
- 75 per cent of school/work trips under 5 km are walked, biked or by transit

Waste

- 70 per cent residential waste diversion from the City's waste management system
- Identify pathways to more sustainable consumption in City operations and in Toronto's economy

TransformTO Net Zero Strategy - 2030 Corporate Goals:

- City corporate greenhouse gas emissions are reduced by 65 per cent from 2008 base year.
- All City Agency, Corporation and Division-owned new developments are designed and constructed to applicable Toronto Green Standard Version 4 standard achieving zero carbon emissions, beginning in 2022.
- Greenhouse gas emissions from City-owned buildings are reduced by 60 per cent from 2008 levels; by 2040, City-owned buildings reach net zero greenhouse gas emissions.
- All City-owned facilities have achieved zero waste.
- Generate and utilize 1.5 million gigajoules of energy from biogas.
- Approximately 107,700 tonnes CO₂e per year are reduced through Organics Processing with Renewable Energy and Landfill Gas Utilization.
- 50 per cent of the City-owned fleet is transitioned to zero-emissions vehicles.
- 50 per cent of the TTC bus fleet is zero-emissions.
- Greenhouse gas emissions from food the City procures are reduced by 25 per cent.

Long-Term Waste Management Strategy

The City's Long-Term Waste Management Strategy (the Waste Strategy)¹⁸ provides a road map for the way waste will be managed by the City through its integrated waste management system during the next 30 to 50 years. It focuses on waste reduction, reuse and recycling and activities that promote resource conservation and reduce environmental impact. The Waste Strategy includes an aspirational goal of transitioning to a circular economy and zero-waste future. The City will be updating its Waste Strategy to align it with the TransformTO Net Zero Strategy and carbon accountability mechanisms.

Working Towards a Circular Economy¹⁹

Through the Waste Strategy, the City set an aspirational goal to become the first circular city in Ontario. Working towards circular and sustainable consumption and reducing greenhouse gas emissions is key to achieving the goals of the City's TransformTO Net Zero Strategy. The City will be developing a Circular Economy Road Map that will guide Toronto's circular city transition²⁰ and is currently implementing a variety of initiatives to drive innovation and the growth of a circular economy to achieve the following outcomes:

- Increased resiliency of services and infrastructure
- Waste reduction, including reduction and diversion of waste streams not managed by the City's Integrated Waste Management System

- Green and equitable economic prosperity, including green-sector development and local supply chain resilience
- Local emissions reduction to help build more resilient, low-carbon neighbourhoods
- Enhanced well-being, equity and community activation fostered through partnerships with local agencies and non-profit organizations
- Strengthened local innovation ecosystems to support local businesses and innovators to develop and scale circular business models

Ravine Strategy²¹

The City's Ravine Strategy helps support a ravine system that is a significant part of Toronto's green infrastructure. Along with parks and the entire urban forest, ravines provide many environmental, health and recreational benefits. Ravines contain grey infrastructure, such as utilities and sewer lines. They are a part of a larger watershed system, helping to filter and transport stormwater, enhance biodiversity and reduce urban heat. Toronto's ravines contribute \$822 million in ecological and recreational services annually.

Biodiversity Strategy²²

In 2019, Toronto City Council unanimously passed the City's first Biodiversity Strategy. The strategy aims to support healthier, more robust biodiversity and increased awareness of nature in Toronto. The 23 actions outlined in the strategy will help to enhance the quality and quantity of biodiversity, and increase awareness of nature in Toronto.

Pollinator Protection Strategy

With the goal of protecting the more than 360 species of bees and more than 100 species of butterflies and other pollinators that call Toronto home, the City of Toronto adopted a Pollinator Protection Strategy in 2018. The Strategy identifies a set of guiding principles, six priorities and 30 actions that the City and community can take to protect our diverse native pollinator community.

Resilience Strategy²³

The City's Resilience Strategy is the result of collaboration and input from more than 8,000 residents and organizations across Toronto. The strategy sets out a vision, goals and actions to help Toronto survive, adapt and thrive in the face of any challenge, particularly climate change and growing inequities. The strategy is organized into three focus areas: People and Neighbourhoods, Infrastructure, and Leading a Resilient City. Each focus area contains a series of goals and specific actions, which are the most critical aspects Toronto must undertake to achieve resilience. The strategy also builds on a wealth of existing and planned efforts to make Toronto more resilient. It identifies where there are gaps, brings a resilience lens to existing work, and intends to inform future plans coming to Toronto in the coming years.

Wet Weather Flow Master Plan²⁴

The City's Wet Weather Flow Master Plan (WWFMP) is a multi-billion dollar long-term plan with the goal of reducing and ultimately eliminating the adverse impacts of stormwater (rain and melted snow) on Toronto's environment and improving the ecosystem health of its watersheds.



5b Performance Metrics

Objective	Performance Metrics	Targets	2022	2021	2020	2019
Environment						
Achieve net- zero greenhouse gas (GHG) emissions across all sectors in Toronto by 2040.	Total GHG emissions (Mega-tonnes CO ₂ e)	Community-wide: Reduce GHG emissions by: 30% by 2020 (17.3 MT), 45% by 2025 (13.6 / MT), 65% by 2030 (8.6 MT), and to net zero by 2040 (more ambitious targets newly adopted in December 2021) (0 MT), relative to 1990 levels	Data available in Nov/ Dec 2024	14.5	14.0*	16.0*
		Community-wide: Per capita GHG emissions (Tonnes CO ₂ e/person)	Data available in Nov/ Dec 2024	4.9	4.7*	5.4*
		Corporate-wide: Reduce corporate GHG emissions by 65% over 2008 base year (914,951 Tonnes) by 2030 (320,583 Tonnes)	Data available in Nov/ Dec 2024	669,212	644,441*	757,885*
TransformTO calls for emissions from existing buildings be cut in half from 2008 levels by 2030. More efficient use of water helps reduce energy use and corresponding emissions.	Water Efficiency (litres per capita per day; includes residential and industrial water users; does not include water consumed by York Region)		293	290	295	300

Objective	Performance Metrics	Targets	2022	2021	2020	2019
The City's Long Term Waste Management Strategy was approved by City Council in 2016 and provides a road map for the way waste will be managed in Toronto during the next 30-50 years.	City of Toronto Residential Waste Diversion Rate (City Items + Provincial Allowances for Other Diversion)	The Long Term Waste Management Strategy sets a goal of diverting 70% of Toronto's waste away from landfill by 2026.	52.5%	51.9%	52.7%	52.8%

*2019 & 2020 values reflect updated NIR emission factors released since the publication of the 2021 inventory and updated landfill emission. The values reported annually may not match those reported previously. Updates to various datasets occur throughout each year. The values reported here are the most up-to-date as of the publication of this report.



5c Advocacy and Achievements in Climate Action

The City is recognized as a leader in addressing climate change both domestically and internationally, including as:

- A member of C40 Cities²⁵, which connects 96 of the world's leading cities working to deliver the urgent action needed to confront the climate crisis and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.
- A signatory of the Global Covenant of Mayors for Climate and Energy²⁶, disclosing our GHG emissions inventory and climate mitigation and adaptation actions annually to the Carbon Disclosure Project (CDP). This disclosure helps to track the City's progress, monitor risks and benchmark against other cities facing similar challenges²⁷. For the fourth year in a row, the City of Toronto is recognized on the CDP Cities "A" List for its leadership and transparency on climate action. Toronto is one of 122 cities globally to receive an "A" rating.
- A member of the Carbon Neutral Cities Alliance (CNCA), a collaboration of leading global cities working to cut greenhouse gas emissions by 80 per cent or more by 2050, or sooner²⁸.

Achievements in 2022

The City is leading by example to incorporate sustainable practices, improve energy and water efficiency and realize a reduction in GHG emissions and solid waste. The following highlights demonstrate these successes and the many achievements made in partnership with communities and stakeholders across Toronto.

Buildings

- **Net Zero Existing Buildings Strategy²⁹ (ExB):** The ExB Strategy charts the path to achieve net-zero emissions in all existing residential, commercial and institutional buildings in Toronto by 2050. Its goals are to achieve deep emissions reductions across the existing

building sector, support home and building owners and the building industry make the transition to a low-carbon city while realizing economic, social equity, resilience and health co-benefits. In December 2021, following adoption of the ExB Strategy, City Council adopted an accelerated community wide target of net zero emissions by 2040, ten years earlier than initially proposed. The implementation of mandatory GHG emissions performance standards was identified in the ExB Strategy as a core measure that will enable the scale of action necessary for the decarbonization of Toronto's building sector and will drive buildings performance improvement over time. The City has engaged external consultant to update modelling and realign the Strategy's proposed pathways (originally targeted to net zero by 2050) with the Net Zero by 2040 target. These activities will provide updated draft targets for each major building sector to the City's accelerated 2040 targets to inform the proposed Emissions Performance Standards By-law, increased retrofit pace required, scale and associated investment to match the level of ambition of the accelerated Net Zero by 2040 goal.

- **Toronto Green Standard³⁰:** The Toronto Green Standard is Toronto's sustainable design and performance requirements for new private and city-owned developments. In 2021, City Council adopted the Net Zero by 2040 Climate Strategy and accelerated the Toronto Green Standard (TGS) implementation dates for the Greenhouse Gas Emission limits to 2025 and 2028 so that buildings constructed on or after 2030 are near zero emissions. The TGS v4 will contribute to savings of more than 1MT CO₂e cumulative greenhouse gas emissions by 2050, or the equivalent of taking more than 300,000 cars off the road each year.
- **Low-Interest Financing Tools:** Sustainable Energy Plan Financing³¹ (SEPF) and the Energy Retrofit Loan (ERL) programs provides City Divisions, Agencies and Corporations, community organizations, and the private sector with access to low fixed interest loans to facilitate projects that reduce

GHG emissions, improve energy performance and building operation in buildings. From 2017 to 2022, the programs have provided more than \$93 million in loans that have enabled more than \$174 million in projects across Toronto by leveraging co-investments and partnerships. In 2022, the ERL program received 12 applications to support more than \$9.7 million in decarbonization projects.

- **Energy & Water Reporting and Benchmarking³² (EWRB):** the City promotes building energy reporting and benchmarking among Toronto properties, to encourage greenhouse gas emissions reduction measures. In 2022, the City provided support in the form of one-on-one reporting process walkthrough sessions, and webinars focused on provincial regulation 506/18's requirements for building owners.
- **Net Zero emissions new buildings³³:** At present, there are 15 new city-owned projects in various stages of design and two net zero buildings under construction. The Mount Dennis Early Learning and Childcare Centre, which is part of a larger City revitalization strategy, is the first City-owned net-zero designed building and first that has achieved Canada Green Building Council (CaGBC) Zero Carbon Building certification. The facility will be a two story, 19,000 square foot passive house design, producing 127% of its required energy through on-site renewable energy generation - which will include a geothermal heat-pump system, roof-top PV panels, and PV/T panels for hot water. In addition, based on software modelling and hourly data, the building will be exporting excess energy during its identified peak demand. Construction work is ongoing and will be completed by the end of 2023.

- **The Green Will Initiative (GWI)³⁴:**

Recognizing that the path to net zero will be unique for each portfolio and building, GWI supports building owners in net zero planning and developing internal energy management practices to empower them to continuously drive GHG emission reduction in the long-term through three pillars of the program: Building a pathway to Net Zero, Recognition of Accomplishments and Peer Learning. To date, the program has expanded to 30 building portfolios across Toronto representing more than 4,500 buildings and 320 million square feet.

- **Toronto Strategic Carbon Management (SCM) pilot program:** In 2022, GWI launched the development of a new made-in-Toronto Strategic Carbon Management (SCM) pilot program. The SCM pilot included a series of workshops to support building portfolio owners to establish fundamental practices and internal capacity within their organizations to reduce greenhouse gas emissions and achieve persistent energy and cost savings. In addition to the workshops, one on one energy coaching was available for participants to support the application of learnings into their plans. The pilot program included significant contributions from major building portfolio owners in Toronto who volunteered their teams' time, building performance and energy data, and GHG emission management expertise including CAPREIT, Crown Realty Partners, First Capital, Greenrock, Hazelview Properties, Starlight Investments, Toronto Catholic District School Board, Toronto District School Board, Tricon Residential, and Triovert. GWI is relaunching the SCM curriculum in 2023 to help up to 10 new building portfolio owners accelerate market transformation for decarbonization.

- **Navigation & Support Services³⁵:** the City offers technical support and guidance materials to buildings looking to carry out retrofit projects aiming to reduce greenhouse gas emissions. Acting as a trusted advisor and retrofit concierge service, the program focuses on small mid-tier buildings without dedicated energy staff and resources. Since its launch in 2019, the program has resulted in more than \$4 million worth of projects enabled, more than \$1 million in funding, and \$500,000 total incentives accessed. In the last year, the program engaged with and provided direct one-on-one consultation to approximately 40 applicants including not-for-profit organizations, coop housing, worship facilities and small businesses looking to reduce energy costs and emissions. Since 2021, the Navigation & Support Services Program has provided 27 energy and emissions audits (ASHRAE Level 1 equivalent) to small businesses, condominium corporations and housing providers. This program is developing resources for owners of Toronto buildings to aid in the transition to net zero operations, including retrofit roadmaps for various building archetypes, technology guides for building elements and equipment, as well as tools to support life cycle cost analysis and utility cost comparison calculators to support capital project planning.
- **The Deep Retrofit Challenge³⁶:** In 2022, The City of Toronto signed an agreement with Natural Resources Canada to receive up to \$5 million in funding for the Deep Retrofit Challenge (DRC), a competition-style program that will significantly reduce greenhouse gas emissions in the multi-unit residential and mid-tier commercial building sectors. The DRC program launched in August 2022, offering grants of up to \$500,000 for deeper-than-planned retrofit projects that result in significant GHG emissions reductions in the multi-unit residential building and mid-tier commercial office sectors. A total of 14 applications were received by the October 2022 deadline and evaluated by an internally led Technical Review Committee. The City conditionally accepted 11 applications, with eight building owners fully committed to undertaking deep retrofits. The eight participants are currently in the retrofit initiation stage, with retrofits undergoing an integrated design process aiming to further improve the savings and cost effectiveness of retrofits.
- **Home Energy Loan Program (HELP)³⁷:** A program helps Toronto homeowners make their homes more energy-efficient and reduce the emissions contributing to climate change, while delivering other benefits including enhanced comfort. The Government of Canada provided funding to enhance the program through the Green Municipal Fund, administered by the Federation of Canadian Municipalities (FCM), providing a loan of up to \$9,712,000 to fund the zero-interest loans and a grant of up to \$4,856,000. More than 1,200 applications were received in 2022. Staff anticipate approximately 200 projects will be supported with the zero-interest financing, while 300 are expected to access the available incentives. Given continued interest in the program, eligible applicants have been able to opt into the City's interest-bearing stream of the program. Work is also underway to develop case studies and key learnings from deep retrofit projects supported through this work. In addition, the funds will also support the development of training, education and resources for homeowners, contractors and other industry stakeholders, including training for Toronto contractors to become a Net Zero Renovator, qualified by the Canadian Home Builders' Association (CHBA).
- **Home Energy Rating and Disclosure Residential Program:** In response to direction received from City Council in 2021 to investigate a Home Energy Rating and Disclosure Residential Program (HER&D) program to engage homeowners for EnerGuide-based carbon rating disclosure and labelling program, City staff have researched other jurisdictions, undertaken stakeholder engagement sessions and submitted a funding proposal to NRCAN to support program development and roll out. The program is in development.

- **BetterHomesTO (BHTO)³⁸**: Designed to provide access to information on residential energy efficiency and decarbonisation and increase retrofitting in single-family homes. Through this initiative the City designed a comprehensive website which provides a centralized bank of information and resources to support single family residential retrofitting; outreach as well as engagement materials in multiple languages. Staff are also working to promote other supports including the Federal Government's Greener Homes zero-interest loan program and the Enbridge Gas-Canada Greener Homes Grant joint program, Home Efficiency Plus which offers up to \$10,000 in rebates to maximize efforts focused on retrofitting and decarbonising housing.
- **Eco-Roof Incentive Program³⁹**: The City's Eco-Roof Incentive Program has supported the installation of 614 eco-roofs since 2009, representing 1.12 million square metres of roof space. In addition to reducing a building's energy use, eco-roofs help to manage stormwater and reduce urban heat. Each year, these roofs reduce energy consumption by 2,200 megawatt-hours (MWh), avoid 416 tonnes of greenhouse gas emissions, and divert more than 18 million litres of stormwater. In 2022, 45 projects were completed totaling 68,000 square metres of roof space, resulting in 140 megawatt-hours (MWh) per year of energy saved and 26 tonnes of GHG emissions reduced per year.

Energy

- **Deep Lake Water Cooling expansion⁴⁰**: Deep Lake Water Cooling (DLWC) uses water from Lake Ontario to provide cooling to more than 80 buildings including critical care facilities, government buildings, data centres, universities and commercial and residential towers within Toronto's downtown core. The DLWC system is an innovative partnership between the City and Enwave Energy Corporation where infrastructure is shared for mutual benefits, principally reducing greenhouse gas emissions and improving energy resilience. There is continued growth in demand for cooling in Toronto's downtown core. The DLWC Expansion project will add another intake pipe into Lake Ontario, enabling the avoidance of in-house cooling systems for another 40 to 50 buildings in downtown Toronto. Construction of the expanded DLWC system runs from April 2021 to spring 2024. Construction started in 2021 and continued in 2022 to add a fourth intake to the DLWC system which will increase the potential of the current Enwave district energy system cooling capacity by 26,000 tonnes. This expansion is estimated to reduce the demand on the electricity grid by up to 0.5 kW per tonne of cooling load delivered, resulting in up to 70 per cent peak demand savings in electricity compared to a mechanical chiller plant.
- **Turning waste into Renewable Natural Gas⁴¹**: The City, working with Enbridge Gas Inc., has installed infrastructure at the Dufferin Solid Waste Management Services Facility that allows it to create renewable natural gas (RNG) from Green Bin organics. The infrastructure enables the City to take the raw biogas produced from processing Green Bin organics, turn it into RNG and inject it into the natural gas grid for use by the City. The RNG produced is blended with the natural gas that the City buys to create a lower-carbon fuel blend. The City then uses this blend to power its vehicles and heat its facilities, reducing GHG emissions across the organization. RNG infrastructure is also being installed at the Disco Road Organics Processing Facility and expected to be complete in early 2024. Additionally, planning is underway for RNG infrastructure at the City's Green Lane Landfill.

The production of RNG from biogas has the environmental benefit of closing the carbon loop by capturing the biogas produced (as opposed to flaring/burning), upgrading the biogas to RNG pipeline quality, and then using it to displace a fossil fuel with renewable green fuel.

- **Capacity Buyback Program⁴²:** The City's Capacity Buyback Program targets water efficiency within the commercial and institutional sector. In 2022, the program saved more than 14.1 million litres of water. Saving water results in decreased energy use for pumping and treatment, and a corresponding decrease in GHG emissions.
- **The SolarTO Map⁴³:** This map was developed in collaboration with the Geospatial Competency Centre in December 2021 to help residents and businesses on their path to solar power. The map uses LIDAR data to estimate the solar potential of Toronto rooftops. It allows residents to quickly assess their solar potential, estimating the electricity production potential and financial impacts. The map was improved in 2023 to provide more accurate results. A 'speak to your advisor' button will be added to further facilitate users. Since its launch, 10,707 addresses have been searched – 1,406 in 2021, 6,167 in 2022 and 3,143 in 2023 (up to July). A Solar Directory was developed in 2021 to provide information on solar companies that serve the GTA to help residents research and select a contractor. The directory will be updated to capture new solar companies.
- **Rooftop Solar PV:** In 2022, design and construction of rooftop solar PV systems were initiated at 11 City owned buildings. Projects will be completed by the end of 2023 for a total of 1.3 MW and 1400 MWh electricity generated. These projects will bring a 56 kg CO2 savings per year.
- **Wastewater Energy Program⁴⁴:** Since the launch of Stage 1 of the Wastewater Energy Program (WEP) in 2021, the City has created a user-friendly website that includes a Wastewater Energy Map. This map provides information on the heating and cooling capacities of sewers throughout Toronto that can potentially accommodate Wastewater Energy projects. In addition, the City has entered into a pilot project with Noventa

Energy at Toronto Western Hospital. This project, currently in the construction phase, will provide up to 90 per cent of the hospital campus' heating and cooling requirements using Wastewater Energy. The full launch of the WEP is expected in 2023.

Transportation

- **Electric Vehicle Strategy⁴⁵:** Toronto's first Electric Vehicle (EV) Strategy was approved by City Council in January 2020. The EV Strategy identifies specific actions that the City can take to encourage and support Toronto residents, commuters and businesses to switch from gasoline and diesel-powered vehicles to electric vehicles. A key TransformTO Net Zero Strategy goal is to have 100 per cent of transportation use zero-carbon energy sources by 2040. EV Strategy implementation is on track and actions and activities are underway, including planning and deployment of public EV charging stations, development of a long-term Public EV Charging Plan, and implementation of an EV Outreach Initiative in partnership with Clean Air Partnership and Plug'n Drive and with a financial contribution from Natural Resources Canada.
- **On-Street EV Charging⁴⁶:** The City, in collaboration with Toronto Hydro, completed a 20-month pilot that saw 17 on-street EV charging stations installed at nine locations across Toronto in 2020. During that period, usage of the chargers increased month over month, with an energy consumption total of 127,923 kilowatt hours (kWh) from October 2020 to April 2022. This resulted in a reduction of 130 metric tonnes of carbon dioxide emissions (CO2e) that would otherwise have been emitted from internal combustion engine equivalents. Following the pilot, two on-street EV chargers were decommissioned due to on-street operational changes. The City installed 32 additional on-street electric vehicle charging stations in 2022, bringing the total to 47 active on-street EV chargers. The City will be installing 50 more stations in 2023 in collaboration with Toronto Hydro and the Toronto Parking Authority, who will be responsible for the operation and maintenance of the existing on-street chargers as well as the roll-out and

operation of all future on-street EV charging infrastructure beginning in 2023 as part of its overall EV Charging Program.

- **Natural-Gas-Powered Trucks:** The City's Solid Waste Management Services has been transitioning from diesel-powered trucks to quieter and more environmentally conscious natural-gas-powered trucks since 2010 when the first small-scale pilot hit the road. To support the move away from diesel, Solid Waste Management Services has also constructed three compressed natural gas (CNG) fueling stations. Presently, 88 per cent of the City's in-house solid waste residential collection fleet now uses natural gas.
- **The Smart Commute Program⁴⁷:** Through its Smart Commute program the City helps employers and commuters adopt smart travel options by providing tools, resources and campaigns to encourage sustainable commuting habits. The program has continued to support employers during the pandemic recovery by offering Return to the Office support through an online web portal with resources, webinars and contests to encourage commuters to safely and sustainably travel to work. In addition, Smart Commute offers a discounted Bike Share Toronto membership for City staff and employer partners and hosted a return of Bike to Work Day Group Commute.
- **Cycling Network Plan⁴⁸:** In 2022, the City completed 17.8 km of new bikeways, with another 17 km under construction, 22 kilometres of bikeway upgrades were also completed, which include adding protection to existing bicycle lanes in the form of concrete barriers or curbs, refreshing line markings and installing accessibility features. Notable additions to the cycling network included the first phases of the Palmerston-Tecumseth and Bartlett-Havelock-Gladstone cycling connections projects and extensions to existing cycle track routes on Danforth Avenue, University Avenue, The Esplanade and Willowdale Avenue. The City also installed its first protected intersection and floating bus platform as part of the York University Cycling Connections project and built several small-scale concrete barriers and islands at intersections of existing bikeways to provide permanent protection for people cycling.

The 2022-2024 Near-Term Implementation Program was approved by Toronto City Council in December 2021 and includes 100 centreline kilometres expected to be completed by 2024. This goal is ambitious compared to previous years' delivery rates and includes a greater proportion of cycle tracks on arterial roadways.

Waste and the Circular Economy

- **Share, Repair and Reuse Spaces:** The City continues financial support and strategic coordination of the Community Reduce and Reuse Programs⁴⁹ comprised of nine community hubs based in the City's Neighbourhood Improvement Areas (NIAs). The hubs are operated by non-profit organizations to foster a culture of waste reduction, sharing, repairing and reuse. The main activities include providing workshop spaces free-of-charge for residents to access tools and equipment needed to repair items for reuse. Other activities include facilitating bicycle repairs and refurbishments and promoting textile reuse and reduction through sewing repairs. As of the end of 2022, more than 16.2 tonnes of clothing and other textiles have been diverted and 19,665 bikes were repaired through the program.
- **Food Waste Reduction Strategy:** The City continues to partner with the National Zero Waste Council and other municipalities and private sector partners across Canada on the Love Food Hate Waste campaign to raise awareness about the issues of food waste⁵⁰ and provide residents with tips to reduce their own food waste. Community Reduce and Reuse Programs⁵¹ also support outcomes of food waste reduction through community composting efforts and the redistribution of surplus harvests from single-family residential home gardens. As of the end of 2022, 17.5 tonnes of surplus food have been redistributed through these programs.
- **Single-Use and Takeaway Items Reduction Strategy⁵²:** This Strategy is aimed at encouraging and enabling businesses to take action to eliminate the unnecessary use of single-use and takeaway items in their operations along with connecting businesses to suppliers of innovative reusable container

solutions and services. In 2022, the City launched the Reducing Single Use Program⁵³ to recognize businesses taking a leadership role to reduce the use of single-use and takeaway items. Staff are also developing proposed mandatory measures that will restrict the use of single-use items such as cutlery, straws, cups and shopping bags in food and non-food service establishments, which will be presented to City Council for consideration.

- **Long Term Residual Waste Study:** This study assessed the remaining lifespan of the City's Green Lane Landfill and identified short-, medium- and long-term options for the efficient and effective management of the City's residual waste (garbage). In the coming years, the City will undertake short- and medium-term actions to extend the life of Green Lane Landfill and explore each of the long-term options through an environmental, social and financial lens to inform the final recommended solution.
- **Baselining for a Circular Toronto Research Project⁵⁴:** Launched in 2020, this project is one of the first of its kind in Canada and led by the City in partnership with the David Suzuki Foundation and Netherlands-based circular economy experts, Circle Economy. The project assessed Toronto's current landscape for circularity, completed a Material Flow Analysis for three key sectors (construction, waste management and food systems) and proposed a range of circular goals, indicators and stakeholders that could help achieve a circular economy in Toronto. The study's final report was completed in August 2021 and a highlights document⁵⁵ was developed in 2022. The study provides the foundation for the future Circular Economy Road Map for Toronto. Once the Circular Economy Road Map is finalized, staff will present recommendations for Council consideration, including the establishment of firm circular economy targets, performance measures and partnership opportunities to achieve a resilient, inclusive, green and prosperous future.

- **Circular Procurement Framework⁵⁶:**

Advancing circular outcomes at the City involves work to enhance staff capacity and transform existing business processes. Recognizing that the City is one of the largest purchasers in the Canadian public sector, Solid Waste Management Services Division partnered with the Purchasing and Materials Management Division to develop and present a Circular Procurement Implementation Plan and Framework (Circular Procurement Framework) to Government Management Committee in 2018 that guides the City in piloting how circular principles could be applied to the City's purchasing decisions to reduce waste, enhance social outcomes and drive cost savings and the efficient use of City resources. In 2022, the City launched training resources for staff to increase awareness and understanding of how to reduce waste and achieve circular outcomes in various purchasing decisions.

- **The 3Rs Ambassador Program⁵⁷** engages with multi-residential building residents, staff and volunteers to promote the 3Rs (Reduce, Reuse and Recycle) and improve building waste reduction and diversion programs. Coordinators provide support to Ambassadors through volunteer training, educational materials, tailored building presentations, site assessments and ongoing guidance.

Community Engagement and Investment

- **Neighbourhood Climate Action Champions⁵⁸ program:** Through this program, the City engages, supports and trains local neighbourhood leaders to engage with community residents on environmental issues and inspire climate action. Champions work with residents to create neighbourhood-focused projects that address climate change and benefit Toronto communities. In 2022, a diverse group of 21 local volunteers with citywide representation were recruited into the program and 11 Climate Action Champion-led projects were funded.

- **The Women4Climate Toronto Mentorship Program**⁵⁹ empowers and supports female climate leaders who are working to develop and implement innovative solutions to address the climate emergency in Toronto. Women4Climate Toronto supports the City's TransformTO Net Zero Climate Action Strategy. Toronto is one of three cities in Canada and 21 cities globally participating in C40 Cities Women4Climate Mentorship Program. Since its inception in 2020, Women4Climate Toronto has supported 35 women-led climate action ventures. Now in its third year, the 2023 program supported 11 local women and the advancement of their climate-focused initiatives, through a combination of mentoring, training and networking opportunities. Following the mentorship program, The City and its partners hosted a pitch competition to recognize the top three climate-related projects with greatest potential to contribute to a healthier, more sustainable and resilient future. The top three projects received a small financial award and additional support to advance their work.
- **The Live Green Toronto Volunteer Program**⁶⁰: This City program brings together more than 1,500 volunteers to provide support at public events. The program added 73 volunteers in 2022 and delivered training about the City's environmental priorities.
- **Youth Climate Action Grants**⁶¹: provides funding to support Toronto District School Board (TDSB) student-led projects, activities and events that directly or indirectly reduce GHG emissions. Grants of up to \$1,000 are available for each eligible project. This funding initiative launched in 2021 is a partnership between the City and TDSB.
- **PollinateTO Grants**: The City offers the PollinateTO Grants to support pollinator habitat creation projects to help protect Toronto's diverse pollinator community and educate and engage communities in pollinator stewardship. Since 2019, 150 community-led projects have been supported through the grants, resulting in more than 400 pollinator gardens (about 24,000 square metres) across Toronto, including 41 projects in Neighbourhood Improvement Areas and 66 projects on school grounds.
- **Urban Forestry Grants and Incentives Programs**⁶²: The City is investing in tree planting and stewardship on private land to help enhance and expand the urban forest. With some of the greatest potential for tree canopy expansion to be found on private land, the City is supporting private land owners in the planting and stewardship of trees on private land. Planting and maintaining trees on both private and public lands is needed to achieve the City's target of 40 per cent canopy cover. In 2022, 19 projects were selected to support tree planting and stewardship on private land. Since 2017, 174 projects have been funded, and more than 87,876 trees and shrubs have been planted through these programs.
- **Climate Action Fund**: The City supports community-led projects, activities and events that reduce emissions that contribute to climate change. In partnership with the Community Coordination Plan, the program invested more than \$280,000 in 36 projects across 13 community clusters in 2022, 15 of which were Indigenous-led. Projects engaged vulnerable residents – youth, isolated seniors and diverse linguistic communities in low-income areas. The 2022 project themes included traditional Indigenous knowledge, local food and food security, sewing and repair, active transportation, public art, and capacity building. More than 400 community agencies were engaged with this program in 2022.
- **Clean Toronto Together**⁶³: Each year, Clean Toronto Together brings thousands of Toronto residents and community groups, schools, and businesses together to help clean litter from our public spaces, including parks, beaches and schoolyards. The litter cleanup campaign raises awareness of waste issues, proper recycling and impacts on natural ecosystems. In 2022, the three-day spring cleanup weekend had more than 58,000 participants at 1,270 litter cleanup events.

Managing Stormwater

- **Cleaning up Our Waterways⁶⁴**: Construction is underway on the Don River and Central Waterfront and connected projects, the largest and most significant stormwater management program in the City's history. With an overall budget of more than \$3 billion, this program will greatly improve the water quality in the Lower Don River, Taylor-Massey Creek and along Toronto's Inner Harbour by keeping combined sewer overflow out of Toronto's waterways through the upgrading of technology and capacity to capture, transport and treat it.
- **Downspout Disconnection⁶⁵**: It is mandatory for property owners in Toronto to ensure their downspouts are disconnected from the City's sewer system. During heavy rain, the sewers can become overloaded, which can increase the risk of basement flooding and the release of polluted rainwater into local waterways. By disconnecting downspouts and directing stormwater onto the property instead, the risk of sewer overloads can be minimized. A financial assistance program offers a reimbursement of the costs of labour and materials for performing downspout disconnection work, up to a maximum of \$500, for eligible low-income seniors or low-income people with a disability. The downspout disconnection rate in the City is 76 per cent based on a 2021 field study and that is within the compliance rate the City needs in order to have an impact. Toronto Water continues to undertake public education and outreach to encourage even more property owners to disconnect their downspouts.

5d Climate Lens in City Decision-Making

In 2019, City Council directed staff to develop a climate lens that evaluates and considers the climate impacts of all major City decisions, including financial decisions. The intent is to apply non-traditional economic measures to the budget process to ensure the City can deliver outcomes to Torontonians that align with City's corporate strategic priorities and commitment to reach net-zero emissions.

Initially City staff aimed to create a "Climate Lens" policy, however broad internal consultations were conducted in 2021-2022 to assess capacities and needs. The consultations highlighted the need to first build capacity before simply imposing a policy. The outcome was the creation of a Climate Lens "program" which consists of several parts that serve the capacity-building mandate, including:

- An internal website called 'Climate Hub' that includes climate-related resources and information, and tools and data to assist staff in applying a climate lens
- An internal "Climate 101" Learning Program to introduce any/all City staff to concepts of climate change and the City's plans to combat climate change
- Climate investment tracking and analysis in the City's annual budget process.

In 2020, the City's capital and operating budget process released a set of "Climate Lens" questions to determine whether budget projects contribute to the City's goals of reducing GHGs and increasing climate resilience and to prompt staff to provide further information where available (e.g. estimated GHG reduction from the project). As of 2022, this is now a mandatory requirement for all new and existing budget projects.

Also, starting in 2022, and as part of the Net Zero Strategy short-term implementation plan⁶⁶, Toronto is developing a carbon accountability framework (carbon budget) and associated key performance metrics that will ensure emissions impacts associated with major decisions are estimated and factor into decision making. Activities to progress the carbon accountability framework and the climate lens program will occur from 2022 to 2025.

5e The Atmospheric Fund

City Council created The Atmospheric Fund (TAF)⁶⁷ in 1991 to finance local initiatives to combat climate change and improve air quality in Toronto. A \$23 million endowment, coming from the sale of a City-owned property, was set up to fund TAF's work. TAF is a registered non-profit corporation, with a Board of Directors appointed by the City and comprised of City councillors and citizens. TAF works closely with City departments and divisions, especially Toronto Public Health and the Environment and Energy Division, to test and advance innovative programs. In 2016, the Province of Ontario provided TAF with a \$17 million endowment to enable services to be offered throughout the GTHA. In 2019, the Government of Canada committed to provide TAF with a \$40 million endowment. TAF does not draw any funds from City, Provincial, or Federal tax bases.

Helping the GTHA become carbon neutral by 2050

TAF is a regional climate agency that invests in low-carbon solutions for the Greater Toronto and Hamilton Area and helps scale up solutions for broad implementation. TAF's experienced leaders collaborate with stakeholders in the private, public and non-profit sectors who have ideas and opportunities for reducing carbon emissions. TAF aims to advance the most promising concepts by investing, providing grants, influencing policies and running programs. The organization is particularly interested in ideas that offer benefits beyond carbon reduction such as improving people's health, creating new green jobs, boosting urban resiliency and contributing to a fair society.

TAF's Key Performance Indicators (KPIs):

	2022	2021	2020
Carbon Emissions Reduction Potential (in tonnes CO ₂ eq.)	43,095,649	58,399,514	41,799,827
Financial Capital Mobilized	\$9,796,273	\$17,793,459	\$22,187,098



5g Nature and Biodiversity

Toronto is a place of rich biodiversity. The waterfront and deep ravines give form and identity to the city and provide habitat for flora and fauna and opportunities for recreation and active transportation. Their natural beauty promotes an appreciation for nature and allows for respite from the urban environment. Toronto's abundant natural areas connect to a larger regional ecosystem that extends from Lake Ontario north to the Oak Ridges Moraine and connects with the Ontario Greenbelt.

When viewed from the CN Tower, Toronto is a very green city. Canopy cover is estimated to be approximately 31 per cent and includes some 11.5 million trees in city parks, ravines, streets and backyards. Almost half of this canopy is made up of species native to southern Ontario. Approximately 13 per cent (8,000 ha) of Toronto's land area is parkland and about half of this parkland is natural area and ravine which supports remnants of the original landscape including woodlands, wetlands, meadows and shorelines. Residents and visitors can experience these habitats at destinations such as High Park and Toronto Island Park. They can also experience nature in unique places such as Tommy Thompson Park, a five-kilometer-long peninsula that was created as a harbor breakwater and is now being allowed to naturalize and has become one of the most beloved natural areas in the City.

The Don Mouth Naturalization and Port Lands Flood Protection Project aims to re-naturalize the mouth of the Don River. Far from the skyscrapers of downtown is the Rouge Valley, Toronto largest wilderness area and part of Canada's first national urban park. Beyond understanding the importance of natural parklands, Toronto's appreciation of biodiversity is evolving such that yards, rooftops and even city streets are recognized for the contribution they make to urban biodiversity in an increasingly dense city.

As in most urban centres, Toronto's natural features and functions are under pressure from building, recreational use, invasive species and climate change. Approximately 17 per cent (11,000 ha) of Toronto's land area is protected under the Ravine and Natural Feature Protection bylaw⁶⁸, with 60 per cent of those

lands managed by the City. Building on its vision of "a city within a park", Toronto is working to maintain and improve its urban canopy and the park system to meet the needs of a growing population and ensure Toronto remains a livable and resilient city.

In 2000, Toronto initiated a program of natural area management, invasive plant control and controlled burns of rare oak savannah to help protect, restore and enhance the city's unique natural habitats and biodiversity. In 2010, City Council adopted the Toronto Green Standard⁶⁹ and Green Roof Bylaw⁷⁰ which provide sustainable design requirements for new development and help make the urban fabric of Toronto more biodiverse and resilient. In 2007, Toronto became the first city in North America to adopt Bird-Friendly Development Guidelines⁷¹ to make new and existing buildings less dangerous to migratory birds. This was followed by a companion document on Best Practices for Effective Lighting⁷².

More recently, Toronto developed a Ravine Strategy⁷³ to guide the management, use, enhancement and protection of approximately 11,000 ha of ravine lands, a Pollinator Protection Strategy⁷⁴ to support local pollinators and a Biodiversity Strategy⁷⁵ to support healthier, more robust biodiversity across the city and increase awareness of nature. Together, these initiatives support biodiversity and align with Toronto's Resilience Strategy⁷⁶ through actions that aim to create a healthier, more robust natural ecosystem and one more resilient to climate change.

Torontonians are engaged with biodiversity, spending time outdoors, observing nature and volunteering their time. More than 2,000 people volunteer with the City each year to help with ongoing maintenance and monitoring activities in natural areas, plant trees, shrubs and wildflowers in city parks and natural areas and participate in a trail stewardship program where they help to create and maintain natural surface trails. Others volunteer with one of the many nature-based organizations such as the Todmorden Mills Wildflower Preserve, the High Park Nature Centre and Evergreen Brickworks and partner agencies such as the Toronto and Region Conservation Authority.

The City fosters awareness of nature through events such as Ravine Days and the [Pollinate TO Grants Program](#). The City also engages with scientists, artists, academics and Indigenous representatives who contributed to Toronto's Biodiversity series – a series of booklets that helps residents learn about and appreciate the amazing range of biodiversity found in Toronto. As part of the implementation of the Ravine Strategy, Toronto is also engaging vulnerable and marginalized communities.

Recent nature and biodiversity highlights:

- The Toronto Green Standard Version 4 came into effect for all new development applications submitted after May 1, 2022. The Toronto Green Standard requires new development to include adequate space for new tree planting, focus landscaping on native plants, and ensure bird-friendly treatment to exterior glazing.
- On June 15, 2022 City Council adopted Official Plan Amendment (OPA) 583 with updates related to environment and climate change. The Official Plan articulates the City's vision for the future, directs land use, and guides city building decisions that can help address City goals to plan within a climate and biodiversity emergency. OPA 583 reflects City Council's directions made in adopting the City's updated TransformTO Net Zero Strategy, Toronto Green Standard Version 4, the 2019 declaration of a Climate Emergency, and the Long Term Waste Management Strategy.
- Managing the Urban Forest: Urban Forestry supports climate resilience in the urban forest by delivering the following programs and services: tree protection and replanting through bylaw administration; tree planting, natural area management and invasive species management; improved trails in greenspaces; private tree planting; and stewardship and events. Each year, Urban Forestry plants 120,000 trees and shrubs on public land. In 2022, almost 2,000 volunteers joined the City's programs to help restore Toronto's ravines and natural areas at over 200 events, planting 16,000 native trees shrubs and wildflowers, stewarding more than 13 hectares of natural parkland, and maintaining or improving more than four kilometres of natural trails. An additional 5,000 people participated in educational and outreach events, such as the spring bird festival and webinars for a virtual learning series. In 2022, the private tree grants and incentives program supported the planting of more than 10,000 trees and shrubs on private land.
- Toronto Pollinator Protection Strategy⁷⁷: With the goal of protecting the more than 360 species of bees and more than 100 species of butterflies and other pollinators that call Toronto home, the City adopted a Pollinator Protection Strategy. A key element of the strategy is the PollinateTO Grants that provide up to \$5,000 to support community inspired projects that directly result in the creation of pollinator habitat in Toronto. As of 2023, PollinateTO has funded 150 community-led projects, which have created more than 400 gardens resulting in more than 24,000 square metres of pollinator habitat across Toronto.

5g Green Bond

The City aims to achieve net zero GHG emissions by 2040. To achieve this goal, investment in the City's core urban systems (buildings, energy supply, transportation, natural environment and waste management) is necessary to realize a low-carbon future. To advance this initiative, the City developed and launched its Green Bond program⁷⁸ following International Capital Market Association's (ICMA) Green Bond Principles. Details are described in the City's Green Bond Framework.

The proceeds of each green debenture are applied exclusively to finance or refinance, in whole or in part, new and/or existing eligible capital projects. Eligible capital projects are identified capital projects that meet the City's environmental objectives. Such projects generally include:

- Mitigation and adaptation to the effects of climate change
- Abatement and avoidance of GHG emissions
- Resource recovery and a hierarchical waste management approach
- Air, water and soil pollution prevention and control.

As of the end of 2022, the \$1,080 million of Green Bonds that the City has issued in five offerings since the program's inauguration has financed the following projects:

Timing	Issuance Details	Projects
July 2018	Inaugural green bond offering of \$300M (30-year term)	Primarily for capital projects related to fleets and supporting infrastructure for sustainable clean transportation (subway related)
September 2019	Second green bond offering of \$200M (20-year term)	Projects related to infrastructure for sustainable clean transportation (subway and cycling) and sustainable energy and environment (retrofits, flood protection, and energy efficiency)
December 2020	Third green bond offering of \$130M (20-year term)	Projects related to sustainable clean transportation (Subway), sustainable energy and environment (retrofits and flood protection)
December 2021	Fourth green bond offering of \$150 million (10-year term)	Projects related to sustainable clean transportation (subway and electric buses), energy efficiency retrofits (social housing retrofits), climate change adaptation and resilience (flood protection), and pollution prevention/using waste as a resource (organics waste facility).
December 2022	Fifth green bond offering of \$300 million (20-year term)	Projects related to sustainable clean transportation (various bridges and tunnels, cycling infrastructure, various electric and signal systems, subway and surface tracks, and various traction power), and climate change adaption & resilience (port lands flood protection).

More information about the City's Green Bond issuances and projects can be found on the [Green Debenture Program webpage](#).

5h Alignment with Sustainable Development Goals (SDGs)

The City is implementing strategies that align with the UN Sustainable Development Goals. The City's climate action strategy, TransformTO, has the goal of achieving net-zero GHG emissions in Toronto by 2040 while improving climate resilience, health, social equity and economic prosperity. The City's efforts to transition Toronto to a circular economy aims to maximize resources and reduce waste, while building a more resilient, inclusive and green city. Both of these two portfolios are aligned with achieving the following environmental SDGs:



- **Goal 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- **Goal 3.** Ensure healthy lives and promote well-being for all at all ages.
- **Goal 6.** Ensure availability and sustainable management of water and sanitation for all.
- **Goal 7.** Ensure access to affordable, reliable, sustainable and modern energy for all.
- **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- **Goal 10.** Reduce inequality within and among countries.
- **Goal 11.** Make cities and human settlements inclusive, safe, resilient and sustainable.
- **Goal 12.** Ensure sustainable consumption and production patterns.
- **Goal 13.** Take urgent action to combat climate change and its impacts.
- **Goal 15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- **Goal 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

The City's Baseline for a Circular Economy study presented a high-level future state vision for a circular Toronto. To identify the circular pathways that can bridge the gap between the current state and the future state vision, the baselining study proposed a number of circular goals that Toronto can work toward at both the community-wide and sector levels, each with a set of indicators to measure progress toward these goals. The Study's proposed vision for a Circular Toronto is a city with:

- Regenerative urban food systems that protect and restore natural ecosystems, while preserving soil, air and water quality.
- More efficient resource management systems where waste from one industry is reused by another.
- Creative design for the built environment to create long-lasting, adaptable and modular buildings and infrastructure that are easier to maintain and repurpose.
- An environment that enables emissions reduction by combining the circular economy with other climate strategies.
- A circular society that connects people, creates jobs and respects the planet.
- A circular City leading the way by engaging, incentivizing, managing and setting an enabling regulatory framework.

The circular city goals were aligned to the UNSDGs to demonstrate how local action can support global climate and sustainability targets. The UNSDGs linked to Toronto's circular economy efforts were:

- **Goal 2:** Zero Hunger
- **Goal 3:** Good Health and Well-Being
- **Goal 6:** Clean Water and Sanitation
- **Goal 7:** Affordable and Clean Energy
- **Goal 8:** Decent Work and Economic Growth
- **Goal 9:** Industry, Innovation, and Infrastructure
- **Goal 10:** Reduced Inequalities
- **Goal 11:** Sustainable Cities and Communities
- **Goal 12:** Responsible Consumption and Production
- **Goal 15:** Life on Land
- **Goal 17:** Partnerships for the Goals

The circular vision, goal statements and indicators will be validated, refined and finalized through a participatory process to develop Toronto's Circular Economy Road Map.



6

Priorities for Society



Toronto's motto – Diversity Our Strength – represents the diversity of the City's 3 million residents. The City strives to be a caring and friendly city that invests in quality of life for all, an objective that includes social and economic well-being and inclusion.

6a Social Priorities

The City's Community and Social services includes a diverse range of essential and socio-economically empowering services and supports to allow all Torontonians and neighbourhoods to fully participate in the social and economic life of Toronto. The goal of Community and Social services is to see a Toronto where individual outcomes are determined by an individual's effort, not pre-determined by their address, race or income, and prioritizes the needs of the vulnerable while nurturing and supporting a Toronto for All. Examples of key community and social services provided by the City include:

- Children's Services
- Housing policy, program and services (social, supportive and affordable housing)
- Seniors Services and Long-Term Care
- Shelter and Support
- Employment & Social Services
- Fire Services (TFS)
- Paramedic Services (TPS)
- Public Health

6b Essential Community and Social Services

6bi Fire Services

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

Performance Metrics

Objective	Key Metric	2022	2021	2020
Improve emergency response time (target: 10:24 minutes EFF). (Effective Firefighting Force (EFF) is the time from when TFS receives the emergency call to the arrival of the number of firefighters in the initial deployment required to complete each of the critical tasks that must be performed at a fire)	% of Fire and Alarm Incidents meeting effective firefighting response time target	90%	89%	88%
Enhance the quality and effectiveness of fire and explosion responses (Structure fires contained to room of origin is the percent of structure fires that responding crews contained to the object, room, or roof where the fire started).	% of Structure Fires and Explosions (with loss or injury) that were Contained to Room of Origin	87%	86%	88%

Objective	Key Metric	2022	2021	2020
Enhance fire prevention in residential high-rise (TFS aims to inspect 100% of high-rise addresses in the City of Toronto on an annual basis).	% of target Residential High Rise addresses with Inspection Visits	95%	90%	89%
Enhance call processing time (target: 64 seconds). Call processing time is the elapsed time from when TFS receives an emergency call at the communications centre until emergency response information begins to be transmitted to the responding truck.	% of fire and alarm incident calls meeting the call processing time target	94%	94%	95%

6bii Paramedic Services

Toronto Paramedic Services (TPS) is the largest municipal Paramedic Service in Canada. It provides 24-hour pre-hospital emergency and non-emergency care and transportation to and between hospitals for ill or injured individuals, and also offers public education programs to promote rapid and appropriate use of emergency medical resources in time of need.

The City's paramedics, emergency medical dispatchers and support staff are trained professionals who are highly skilled in all aspects of pre-hospital emergency medicine. Toronto Paramedic Services treats a wide variety of injuries and medical conditions and at the same time provides supportive patient care and safe transportation to an appropriate medical facility. An advanced computer-aided dispatch system linked to a 911 system means the time from receiving a call to the arrival of a paramedic crew is only a matter of minutes. In many instances, the initial emergency care rendered by a paramedic is the deciding factor between life and death, temporary or permanent disability, a brief stay or prolonged hospitalization for a patient. In critical situations, paramedics are required to demonstrate leadership, well-developed human relations and social skills, rapid decision-making, and a high degree of empathy for both the patients and their families.

Achievements in 2022

Response time, the length of time for Paramedics to arrive at an emergency scene from the time the call is received by the Ambulance Communications Centre, is critical in providing emergency care and transportation. Ambulance availability is the primary predictor of improved response times, with hospital offload delays being the most significant factor impacting ambulance availability.

Actions taken to improve ambulance availability include:

- Continuation of the Hospital Liaison Program and Dedicated Offload Nursing Program focusing on expediting ambulance patient offloads and reducing Paramedic in-hospital times.
- Monitor hospital performance and actively engage hospital executive staff and frontline Emergency Department managers in real time to reduce in-hospital time.

- Working with the Province and hospital executives to find innovative solutions to address in-hospital times for Paramedics.
- Hired more than 200 paramedics to help ease workload and improve ambulance availability.
- Partnership with University Health Network (UHN), Toronto Shelter and Support Services (TSSS), and community agencies to develop and implement the UHN Stabilization Centre.
- Continued work with hospitals to expedite offload of less acute ambulance patients in EDs (i.e., Fit2Sit program), to reduce in-hospital wait times and return Paramedics back to the community.
- Referral of more than 6,800 appropriate, low-acuity 911 callers to Health811(formerly TeleHealth) as an alternative healthcare option to Paramedic response.

Through Community Paramedicine outreach and referral, TPS is increasing the number of vulnerable patients supported.

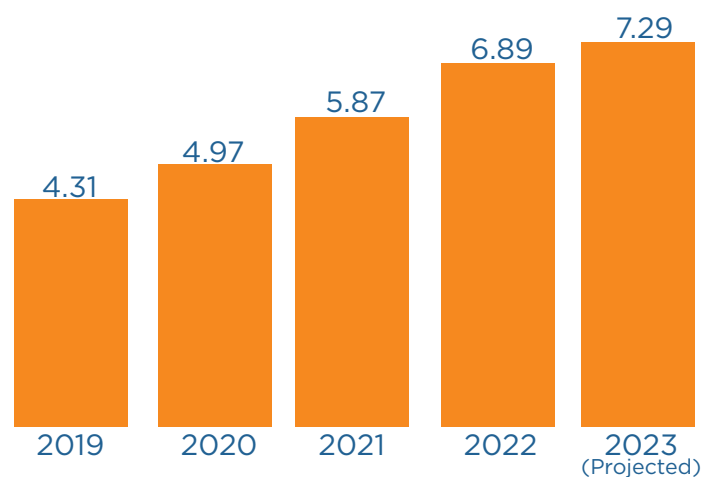
- More than 25,000 vulnerable clients were supported through various programs including Visit Program, Community Paramedic-Led Clinic, Homebound Vaccination and Community Referrals by EMS.
- In 2022, Community Paramedicine expanded the Community Paramedic-Led clinic program to include 10 locations across the city and provided 195 in-person wellness clinics.
- Community Paramedics delivered more than 10,000 vaccinations, for both COVID-19 and Influenza, to vulnerable homebound clients.
- In partnership with the Toronto Shelter and Support Services' Streets to Homes program, Community Paramedics provided street outreach to 220 individuals experiencing homelessness.



6biii Community Crisis Response Program

The Community Crisis Response Program (CCRP) continues to provide support and resources to communities impacted by violent and traumatic incidents. Within 12 to 72 hours, the CCRP aims to provide needed support to individuals and communities impacted by traumatic events such as shootings, stabbings, firearm discharge, and gun and gang related activity. Although incidents of violence have not increased compared to last year, the complexity of critical incidents continue to increase each year. As a result, CCRP has provided more intensive and coordinated supports for each incident. The range of support includes connecting communities and impacted populations to trauma-informed and culturally appropriate psych-social supports, safety planning, activating local Safety Networks and deepening cross-sectorial and cross-regional collaborations to enhance intervention, interruption and prevention efforts. Planned enhancements to CCRP include expansion to seven days a week service delivery and increased local coordination of community led safety projects, initiatives and safety networks.

CCRP Response Activities per Critical Incident



In 2022:

- CCRP provided direct supports to 8,176 residents and community partners impacted by community violence.
- Led more than 3,209 response activities, (under 72 hours), activated 26 Safety Networks, and mobilized 328 Safety Network responses.
- Led more than 350 engagement initiatives including capacity building and training sessions and community healing workshops.
- Supported 56 community-led community healing and capacity building initiatives through the Community Crisis Response Fund, a 44 per cent increase from 2021.

Community Violence Wellbeing & Recovery Project

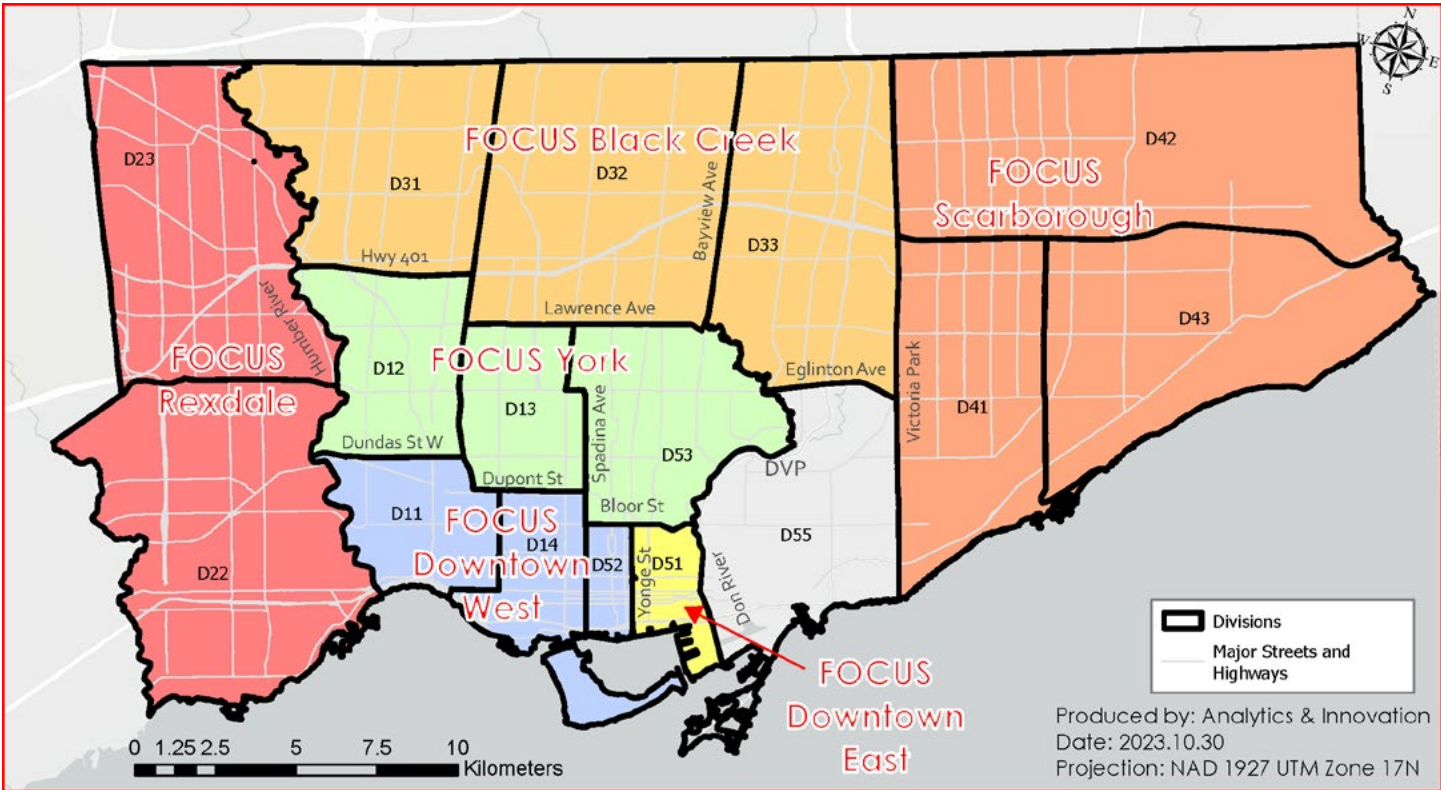
Social Development, Finance and Administration Division has identified critical gaps and barriers to accessing wellbeing and recovery supports after a violent incident occurs in the community. These barriers have included, but are not limited to, lack of holistic service delivery, lack of culturally appropriate and trauma-informed counselling options, and long wait times for essential supports. As a result, the CCRP has enhanced the supports and services it provides to individuals and communities impacted by community violence and gun violence through the implementation of the Community Violence, Wellbeing, and Recovery Project (CVWRP). By partnering with eight key agencies, impacted individuals will receive enhanced and streamlined access to critical recovery and wellbeing supports that are trauma-informed and culturally appropriate:

- Grief counselling
- Trauma counselling
- Healing session facilitation
- Support groups for youth, parents, and adults
- Arts-based interventions for youth
- Specialized wellness supports for Black and Indigenous youth

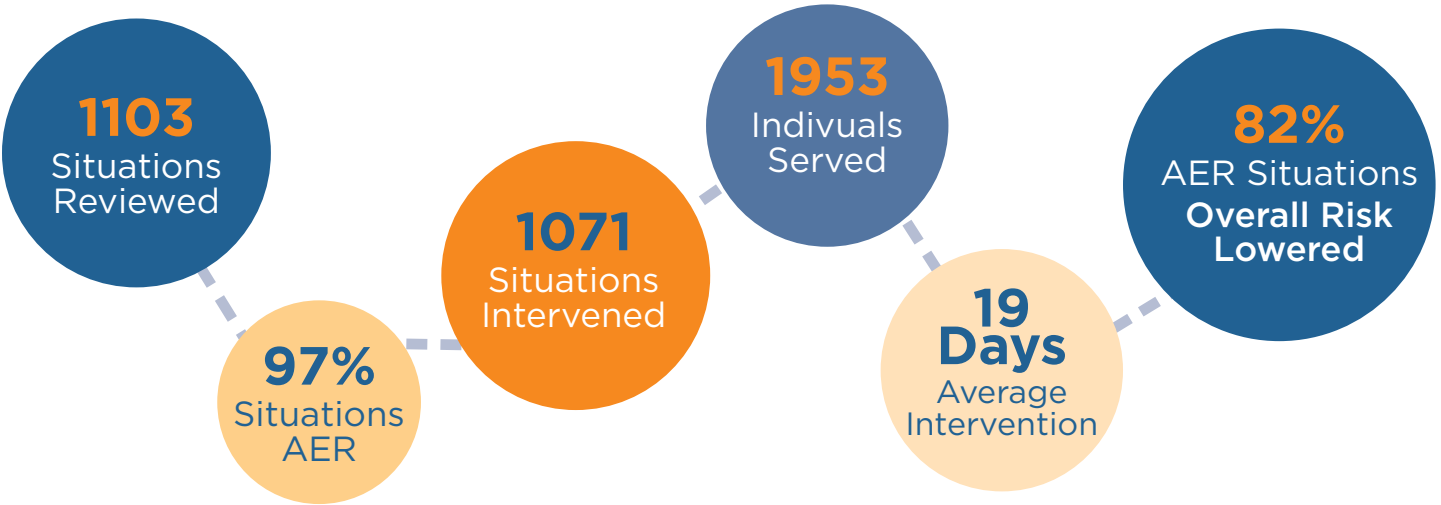
Since its inception in April 2019, more than 2,700 individuals have been connected to services and in 2023, 54 per cent were between the ages of 10 to 19 and 38 per cent were between the ages of 20 to 29.

Focus Toronto⁷⁹

Furthering Our Community by Uniting Services (FOCUS Toronto) is a joint initiative of the City, United Way Greater Toronto and Toronto Police Service to reduce crime, victimization and harm and to improve community resiliency. There are currently six situation tables across Toronto with a planned expansion of boundaries of the existing tables and the addition of a seventh table to provide program delivery to all Toronto Police Divisions.



In 2022, FOCUS saw a 15 per cent increase in situations intervened from the previous year:



Poverty Reduction Strategy Background and Progress

- In 2015, City Council approved the Toronto Poverty Reduction Strategy⁸⁰, a 20-year strategy to address immediate needs, create pathways to prosperity and drive system change for those living in poverty in Toronto. The Strategy focuses action on Housing Stability, Service Access and Coordination, Transportation Equity, Food Access, Quality Jobs and Livable Incomes, and Systemic Change to advance equity, opportunity and prosperity for all Toronto residents.
- The Poverty Reduction Strategy contains 17 City Council-approved recommendations linked to a set of actions to be carried out over consecutive four-year terms of Council.
- In November 2019, City Council approved the 2019-2022 Term Action Plan which consisted of 32 Actions to be carried out over the course of the term, some of which require new investments.
- The City is currently developing the Poverty Reduction Strategy Third Term Action Plan, covering the period of 2023 to 2026. The plan will be presented to City Council for consideration in the third quarter of 2023.

Fair Pass

- In 2016, City Council approved the multi-phase Fair Pass Transit Discount Program⁸¹, a key transportation equity activity in the Poverty Reduction Strategy.
- In 2018, Phase 1 made the discount available to Ontario Works and Ontario Disability Support Program recipients.
- In 2019, Phase 2 expanded to Child Care Fee Subsidy recipients with incomes below the Low-Income Measure plus 15 per cent.
 - ♦ In 2021, Phase 2 was extended to Rent-Geared-to-Income subsidy recipients in early 2022.
- In 2023, the Mayor and the TTC proposed an additional investment of \$2 million (gross and net) to expand Fair Pass eligibility to 50,000 low-income residents, prioritizing those experiencing the deepest levels of poverty.
 - ♦ Fair Pass Phase 3A is expected to launch in summer 2023 and based on a 30 per cent uptake target, is expected to benefit between 8,000 to 12,000 additional low-income residents this year and 15,000 annually.

- ♦ Due to pandemic-related financial constraints, the first stage of Phase 3 (Phase 3A) will use a lower income threshold to determine Fair Pass eligibility (75 per cent of Low-Income Measure -After Tax). This effectively and equitably ensures that residents with the highest financial need are prioritized while managing the growth of subsidy costs and clients.
- ♦ Approximately 200,000 more Torontonians would be eligible for Fair Pass once Phase 3 is fully implemented using the original income criteria.
- Since 2018, more than 94,000 low-income Toronto residents have benefited from the Fair Pass discount, taking more than 21 million subsidized TTC trips and saving nearly \$21 million on the cost of transit fares.

AnchorTO

- In 2015 the City's Poverty Reduction Strategy Office established AnchorTO⁸², a network of now 18 member institutions committed to using their procurement spending in ways that fulfill social, economic and workforce development goals and drive impact in local communities. Institutions include government and public sector organizations, postsecondary institutions and community builders (anchor institutions).
- In collaboration with the Confronting Anti-Black Racism Unit, AnchorTO sought to address systemic Anti-Black Racism in procurement by drawing from the experiences of Black-owned businesses and social enterprises.
 - ♦ The year-long project engaged 39 Black led, Black serving, or Black-mandated businesses, 12 Black business associations, and 88 business leaders to better understand barriers to participation in institutional procurement.
 - ♦ As a result of this engagement, three Supplier Readiness for Black-Owned Business Leaders training workshops were delivered to three cohorts.

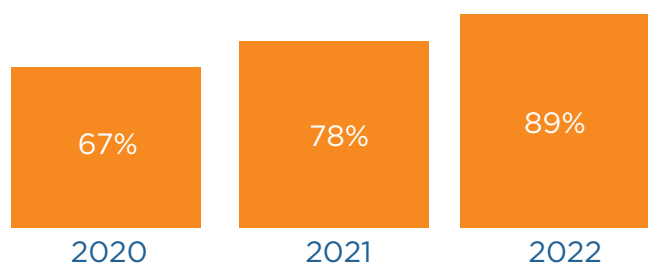
6biv Senior's Services and Long-Term Care

Seniors Services and Long-Term Care supports Toronto seniors and people in long-term care to have the healthiest, most fulfilling lives possible through exceptional care and services.

The City is committed to implement all recommendations in Toronto Seniors Strategy 2.0⁸³, City Council's commitment to an age-friendly, age-inclusive and age-equitable City, including key 2021-22 priorities:

- Seniors housing and services entity supporting integrated service model into 83 senior buildings of new Toronto Seniors Housing Corporation, benefitting more than 14,000 senior tenants
- Directory for Seniors and Caregivers with chapters on Recreation, Health, Employment and Volunteering, Housing, Caregiver Supports, Pets, Elder Abuse, Legal, Food Access and targeted supports available to Black, Indigenous, Francophone, newcomers, veteran and 2SLGBTQ+ seniors and communities, 10,000 hard copies distributed and widely shared and posted online on 211
- Seniors Active Living Fairs (SALFs) with City Councillors to facilitate outreach and communication to the City's diverse aging population
- Refresh of the Leading & Learning with Pride toolkit for better supporting 2SLGBTQ+ seniors, and added training and education to address homophobia, transphobia and biphobia affecting Toronto seniors.

Progress on City Council Recommendations in Toronto Seniors Strategy 2.0



As of October 2022, 24 of the 27 recommendations are fully implemented, with the remaining three underway.

6bv Children's Services

Toronto Children's Services promotes access to high quality early learning and childcare services and works closely with the community to develop a coordinated system that meets the diverse needs of Toronto families and children.

On March 28, 2022, Ontario reached an agreement with the federal government under the Canada-wide Early Learning and Child Care (CWELCC) System. The implementation of the CWELCC System is a five-year plan which includes improving affordability, enhancing quality, increasing access, supporting inclusion and supporting data reporting.

Childcare is a key lever to children's health and development, child and family well-being, improving the economy, improving education rates, and addressing poverty. Toronto Children's Services promotes access to high quality early learning and childcare services and works closely with the community to develop a coordinated system that meets the diverse needs of Toronto families and children. The vision is to build capacity to meet demand for affordable, quality and inclusive childcare spaces, and to improve affordability for families across all income groups, while providing fee subsidies for eligible families in financial need.

While expansion of the total number of available childcare fee subsidies was improving year-over-year prior to 2019, efforts were temporarily paused due to funding uncertainty, followed by a focus on pandemic recovery. A similar decrease in spaces available and children served by fee subsidy resulted due to mandated closures, uncertainty and vaccine roll-out over the pandemic as well. The increased number of childcare spaces and of children supported by fee subsidies for 2022 indicates that service levels are continuing to rebound from the temporary decreases that occurred in the years prior. Service levels are expected to continue to increase and even exceed pre-pandemic levels as recovery measures continue and as the expansion of CWELCC-funded spaces is rolled out in 2023.

2022 Key Accomplishments

CWELCC⁸⁴:

- Developed a governance, planning and implementation structure to administer, communicate and oversee the CWELCC program in Toronto.
- Created an application and approval process for licensed childcare operators and successfully enrolled and supported 923 operators (86 per cent of all licensed operators in Toronto). Executed a total of 368 new agency agreements with Operators.
- Administered funding for a 25 per cent fee reduction for more than 44,000 childcare spaces in Toronto, retroactive to April 1, 2022: the reduction amounted to a total system-wide savings of more than \$117 million for Toronto families in the childcare system. Fees were further reduced on December 31, 2022 for a total reduction of 52.75 per cent so far.
- Administered a \$12 million CWELCC Implementation Grant for childcare operators to support the rollout of the CWELCC program.
- Led more than 15 sector engagement sessions and responded to more than 80 media inquiries related to the CWELCC program.

ELCC Workforce:

- Developed and implemented a workforce survey of early learning childcare operations and staff, to document and better understand the sector-wide workforce crises. More than 2,400 responses were received. Results and recommendations were summarized in the Early Years and Workforce Project: Workforce Perspectives, Deepening Challenges and Pressing Opportunities⁸⁵ report released March 2023.
- Through the Federal Early Childhood Workforce Agreement⁸⁶, implemented Professional Learning and Workforce Strategies to address early childhood workforce challenges. Hosted two in-person conferences for more than 651 early years professionals and collaborated with seven GTA colleges to support accelerated Early Childhood Education diploma programs and provided college grants to 972 students.

Reconciliation, Equity and Inclusion:

Launched a divisional Equity and Inclusion Steering Committee to promote a consistent and coordinated approach to advancing reconciliation, confronting anti-Black racism, and promoting equity and inclusion across the division and the early years and childcare system:

- Developed and implemented an EarlyON Innovation Grant⁸⁷ to support the sector to pilot, expand and/or partner with Black-mandated organizations to develop targeted, responsive and culturally safe and responsive programming and services to meet the distinct needs of Black children and families by using an Anti-Black racism analysis approach. This grant resulted in the creation of 16 new programs by 12 different service agencies.
- Launched a review of Every Child Belongs services to better understand how Black children with extra support needs and their families are being served by the Every Child Belongs program.
- Created specialized and prioritized fee subsidy supports for Ukrainian families displaced by the war in Ukraine.

Modernizing Services:

- Reviewed and updated fee subsidy policies to provide greater flexibility for families.
- Developed and implemented an electronic system for client documents and files.

Children's Services - Key Performance Metrics

Objective	Performance Metric	Targets	2022	2021	2020
Increase access to licensed child care services	# of licensed child care spaces (centre-based) managed	Increase number of licensed childcare spaces (centre- based) to 81,000 for 2022, and 82,100 for 2023	80,161	78,921	78,619
Increase affordability of licensed child care services	Total number of fee subsidies available	Increase number of fee subsidies available to support Toronto's low-income children, newborn to 12 years (based on Statistics Canada low-income measure after tax)	30,700	30,700	30,700
	Total number of children served by child care fee subsidies	Increase number of children served by childcare fee subsidies to 30,700 for 2022, and 31,400 for 2023.	22,638	22,128	16,970
	# of licensed childcare spaces with fees reduced through CWELCC	Establish baseline (first year of program)	44,179	N/A	N/A
	# and % of Licensed childcare operators participating in CWELCC	Establish baseline (first year of program)	922; 86%	N/A	N/A



6bvi Toronto Employment and Social Services

Toronto Employment & Social Services provides employment supports, financial benefits and social supports to people living in Toronto. Employment Centres are open to all Toronto residents and offer a range of programs, services and supports.

Investing in Families - Family Related Benefits

The Investing in Families Initiative, introduced in 2006 strives to reduce the impact of poverty, increase prosperity, and enhance resiliency for families on Ontario Works. Family Related Benefits are issued to support families in various aspects of their lives including:

- Participation in recreational programs
- Access to mental health services
- Access to educational supports (tutoring)
- Access to digital tech and connectivity
- Pursuit of employment credentials for dependants

Objectives:

- Foster healthier families by improving the physical, mental and social well-being of children and families through increasing connections to needed services.
- Increase income among families by enhancing financial empowerment/ financial awareness (i.e. The Canada Learning Bond) and increasing access to tax credits and other benefits.
- Improve employability for families by facilitating access to employment, education, training, childcare and work-based learning opportunities, and develop programming that addresses barriers faced by families.

2022 Key Accomplishments:

- Facilitated seven onboarding webinars and met with more than 200 new program staff from across the division, Toronto Public Health (TPH) and Parks, Forestry and Recreation (PFR).
- Resumption of referrals and appointments to PFR and TPH, enabling families virtual access to one-on-one appointments with recreation staff and public health nurses.
- Implemented a direct client benefit for technology support and digital access and issued \$600,000 to support dependent children to gain access to computers and internet.
- Issued \$1.4 million for tutoring supports for dependent children ages eight to 17 years old.
- Established partnership with Toronto District School Board and Toronto Catholic District School Board to understand provincial/school board funding for tutoring programs and communicated relevant updates to staff and clients.
- Developed and communicated an online microlearning module to support staff understanding of application process, supports and resources for families in receipt of Assistance for Children with Severe Disabilities (ACSD).
- Updated Service Planning templates to prompt staff to discuss Canada Learning Bond benefits application and process.

Performance Metrics

Objective	2022	2021	2020
Education Support Benefit	\$1,418,900	\$772,500	\$303,000
Technology & Digital Access Benefits	\$595,458	\$78,000	\$37,000
Education Support Benefits (# of issuances)	3,251	1,545	606
Technology & Digital Access Benefits (# of issuances)	5,153	97	104
Mental Health	\$473,773	\$331,978	\$293,433
Employment Credentials Support	\$3,624	\$6,040	\$3,171
Recreational Support Benefit	\$1,443,798	\$1,467,405	\$616,600

Purchase of Employment Services (POES)

Toronto Employment & Social Services⁸⁸ contracts with a wide range of employment service and training providers through a Request for Proposals process for programs designed to assist Ontario Works (OW) clients and Ontario Disability Support Program (ODSP) clients participating in OW (i.e. non-disabled spouses and dependant adults) in meeting their goals. In 2022, the division partnered with 58 agencies to offer a total of 103 programs. The following three program types were contracted to meet the diverse and complex needs of clients: employment essentials, sector skill training, and population specific employment pathways.

Objectives:

- Clarify client career and employment goals
- Help clients gain new and improved life skills to move towards these goals
- Provide clients with greater and improved sense of self (i.e. increased self-confidence, coping mechanisms)
- Develop a plan to guide next steps following the program
- Improve and develop job specific, sector related technical skills
- Demonstrate competency in a high- demand job (sector skill training)

Performance Metrics

Objective	2022	2021	2020
Number of clients accepted in POES	2,128*	2,461	2,779
Total number of clients placed in jobs (not specific to POES)	24,279	20,825	24,459

*676 clients were placed in jobs (as reported by POES agencies/organizations), preliminary data confirms that approximately 594 participants moved into employment or relevant next steps to move them closer to employment.

Wrap Around Supports Program (WRAP)

WRAP programs are designed to provide support to clients who require critical life stabilization supports. They are not employment readiness programs, rather, they are intended for clients who are experiencing challenges that have been exacerbated by the COVID-19 pandemic. There are WRAP programs available to all OW recipients 18+, as well as programs targeted to meet the needs of certain demographic groups (youth, women, newcomers, 45+, BIPOC, etc.) and/or to support clients to overcome specific challenges (such as criminal justice, mental health and addictions, homelessness and/or food security issues). All WRAP programs include one-on-one and group coaching or mentoring elements, a customized participant plan, support

with service navigation and referrals, and opportunities to build peer networks.

Objectives:

- Provide access to critical information and resources
- Conduct wellness checks
- Support service navigation and referrals to relevant programs and supports
- Provide virtual one-on-one case and crisis management
- Deliver informational and interactive webinars (i.e. income support, resiliency)
- Monitor and record emerging trends and concerns, support capacity building and share of best practices among delivery partners

Performance Metrics

Objective	2022	2021	2020
Number of clients accepted	1,197	1,451	997

6c Toronto Shelter and Support Services

The City takes a housing-first approach to shelter service delivery, premised on the idea that stable housing is the primary need for individuals or families experiencing homelessness and that issues such as substance use or mental illness can be better addressed once this need is satisfied.

The Toronto Shelter and Support Services (TSSS) Division manages the shelter system for the City, providing shelter and wrap-around support services for individuals experiencing homelessness.

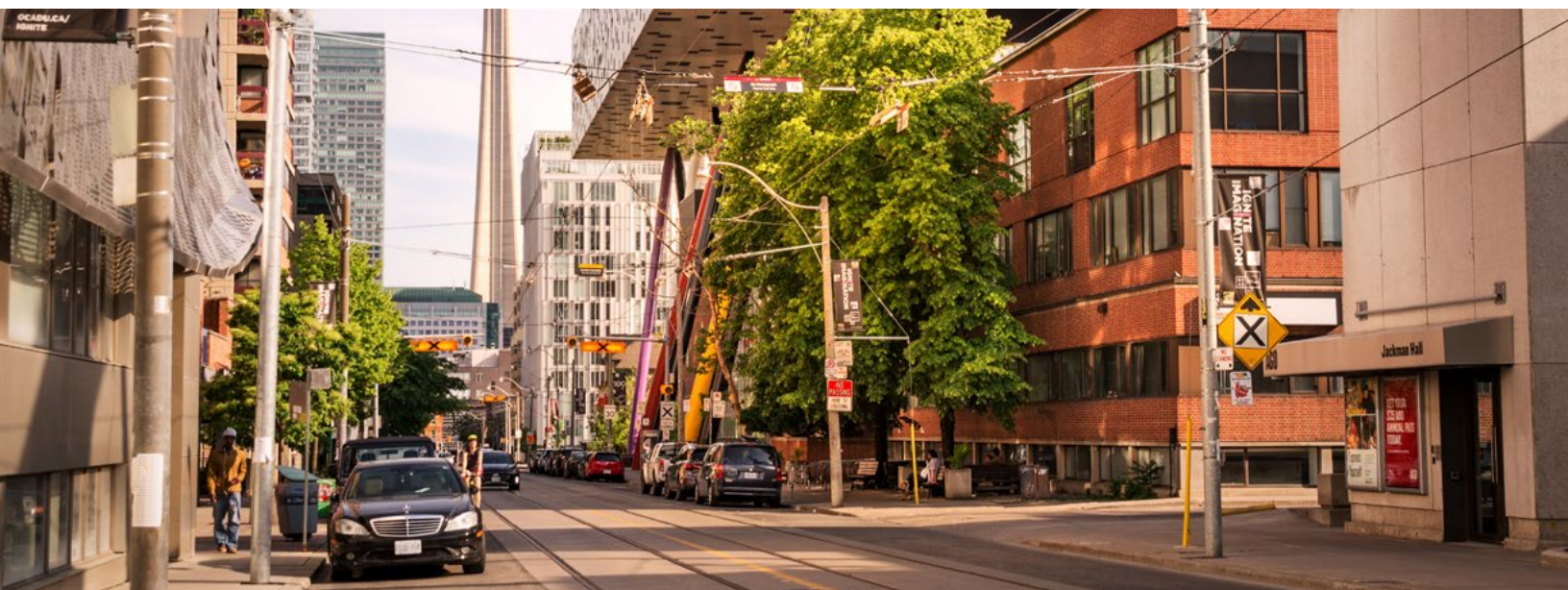
The City operates many shelter sites across Toronto – either operated directly by the City or funded by the City and operated by not-for-profit partners. All shelter locations are staffed 24 hours a day, seven days a week and provide a variety of services and wrap-around supports, including meals and laundry, case managers to assist with developing permanent housing plans, as well as harm reduction supports and mental and physical health care.

The City also operates 24-hour Respite Sites and drop-in programs that prioritize ease of access to safe, indoor spaces, while the City's Streets to Homes outreach program works to connect with and offer support to those living outside.

In 2022, more than 20,700 people accessed emergency shelter and support and 4,385 people experiencing homelessness moved from the shelter system into permanent housing.

2022 Key Highlights

- Increased capacity by adding more than 1,400 beds to the shelter system
- Opened two new shelters, including the first dedicated shelter for 2SLTGBQ+ adults
- Provided shelter and support to more than 20,700 unique individuals at City-run and -funded shelters, 24-hour respite sites, 24-hour women's drop-in programs and Warming Centers
- Maintained strong COVID-19 infection prevention and control measures through regular sector meetings, more than 325 training sessions and ongoing quality assurance visits and audits
- Administered more than 6,900 doses of COVID-19 vaccine at more than 1,000 shelter, drop-in and encampment clinics
- Conducted more than 25,000 street outreach visits, engaging with individuals living outside more than 17,000 times
- Assisted 4,385 people to move from the shelter system into permanent housing
- Provided shelter to approximately 5,180 refugee claimants and asylum seekers and worked to establish a dedicated refugee shelter system
- Provided temporary accommodations and wrap-around supports to more than 200 households fleeing Ukraine



Maintaining and Expanding the Shelter System

The City continued to experience an unprecedented demand for shelter space, due to several factors. The stresses caused by the COVID-19 pandemic, the opioid poisoning crisis and the lack of supportive and affordable housing units all contributed to many people facing significant hardships, placing them in need of emergency shelter and supports.

In addition, the national housing crisis, rising inflation and other economic challenges are contributing to the pressures on the system.

In 2022, shelter system occupancy steadily increased from 7,267 individuals accessing services on January 1 to 8,880 accessing services on December 31; representing an occupancy increase of 22 per cent over the year before.

Despite increased capacity added to address the growing demands, the shelter system remained full and unable to provide adequate shelter to everyone in need of emergency shelter space.

Forecasting demand models suggest that demand for emergency shelter is expected to remain high and increase in the coming months and years.

Expanding Shelter Capacity

In 2022, the City continued to invest in the shelter system by adding new spaces to meet demand.

The 2021/2022 winter season was exceptionally cold, leading to the activation of Warming Centers for a total of 104 days between November 15, 2021 and April 15, 2022. In early January 2022, the City also opened two temporary 24-hour respite sites in community centers. Staff and shelter providers across the sector also opened their doors, providing additional temporary contingency spaces in areas not used for sleeping, such as common areas.

The City also celebrated the opening of two new shelter sites in 2022:

- 705 Progress Ave., which provides shelter services and wrap-around supports to more than 60 men experiencing homelessness
- Toronto's first transitional shelter for 2SLGBTQ+ adults, operated by Homes First Society and supported by The 519

In the fall of 2022, to respond to occupancy pressures and increased demand moving into the winter months, the City began to introduce a safe and moderate increase in capacity to the base shelter system, as approved by City Council. Working with staff and service providers custom plans were created for shelter sites to adjust bed separation from two metres laterally to 1.25 metres through a phased approach that maintained existing public health and rigorous infection prevention and control measures.

In October, the 2022-2023 winter services plan was launched to provide additional spaces and support during the cold winter months. The winter plan helped to enhance services by:

- Adding new capacity in shelters and 24-hour respite sites
- Activating additional spaces at Warming Centres and additional street outreach during Extreme Cold Weather Alerts
- Creating additional supportive homes for phased occupancy throughout the winter

COVID-19 Transition and Relocation Plan

At the beginning of 2022, 27 temporary shelter sites remained in operation. These sites, originally opened during the COVID-19 pandemic to ensure physical distancing, made up 40 per cent of total spaces in the City's shelter system and provided shelter to approximately 3,200 people each night.

In April 2022, City Council approved the COVID-19 Shelter Transition and Relocation Plan, which recommended a thoughtful, phased approach to transition out of the temporary shelter sites. A sudden reversal of spaces was

not recommended as it would cause significant disruption to the vital services. Consideration was also given to the ongoing high demand for shelter services.

City Council approved extending the majority of the temporary shelters until at least April 2023, with up to five sites closing in 2022.

Supporting Refugees and Asylum Seekers

The City continued to experience a notable increase in refugee claimants and/or asylum seekers needing temporary accommodations, with the number in shelters growing by more than 2,000 people per night in 2022.

To respond to this demand, the City began work to establish a distinct refugee shelter system that operates in parallel to the existing base shelter system. These programs provide specialized services to help refugees build new lives for themselves and their families. By supporting refugees and asylum seekers to move to these new programs, the City was able to free up space in the base shelter system to meet ongoing demand.

Throughout 2022, the City worked closely and provided funding to community-based refugee service providers to manage these programs, including COSTI Immigrant Services, Sojourn House, Christie Welcome Centre, Toronto Community Hostels, Homes First Society, and Red Cross. The City also provided funding to the Coalition of four Houses Refugee Housing Hub, led by the FCJ Refugee Centre, to support its shelter diversion program, which offers settlement services and support. This program helped to divert more than 900 individuals from entering shelters in 2022.

Ukrainian Arrivals

In addition to support for refugees and/or asylum seekers, the City worked collaboratively with the Toronto Newcomer Office to provide emergency shelter for individuals fleeing the ongoing crisis in Ukraine.

Working together, the City established a temporary hotel run by the Toronto Red Cross, which provided support to more than 130 individuals from 70 households in 2022.

Along with emergency accommodations, meals and other basic needs, the City provided interpretation services, child and youth programming, transportation assistance, and other important wrap-around supports, such as settlement services, referrals and workshops on employment, housing and child care.

Delivering High Quality Services

COVID-19 Pandemic Response

At the beginning of 2022, the COVID-19 pandemic continued to impact the shelter system with the emergence of the highly contagious Omicron variant. In response, the City worked closely with TPH, to ensure rigorous infection prevention and control (IPAC) measures remained in place and were aligned with Ontario Ministry of Health guidance.

In 2022, the City continued to operate a COVID-19 Isolation and Recovery site for people experiencing homelessness with complex health needs to isolate and recover. Other items of note undertaken in 2022 include:

- Investing \$7.7 million in HVAC upgrades to improve ventilation at City-owned facilities
- Administering more than 6,900 COVID-19 vaccinations to staff and individuals experiencing homelessness at shelters, drop-in programs and community-based clinics
- Conducting more than 820 quality assurance site visits to ensure adherence to COVID-19 protocols
- Engaging IPAC experts in Practice Health Check to conduct more than 325 IPAC training sessions for close to 2,400 staff, and undertook more than 135 IPAC audits.

Streets to Homes Outreach

In 2022, Streets to Homes outreach staff and community agency partners continued to conduct outreach, 24 hours a day, seven days a week, to connect with people staying outdoors.

City staff worked to establish trusting relationships, address immediate health and safety needs and provide connections to wrap-around and client-centred case management supports.

To help with this work, in 2022, the City invested an additional \$1.18 million to hire 15 additional street outreach counsellors to help those living outside find and maintain permanent housing. The City worked to help those served to obtain ID – often a barrier to accessing critical supports – and access other services such as physical and mental health care resources. Streets to Homes staff also worked to support those living outside to successfully transition to safe and supportive indoor settings.

2022 Streets to Homes outreach summary:

- 25,034 total site visits
- 17,163 engagements with individuals living outside
- 9,403 individuals who accepted services
- 274 individuals successfully housed

Harm Reduction

Building on partnerships with Toronto Public Health, Inner City Health Associates, Parkdale Queen West Community Health Centre, The Neighbourhood Group and other community harm reduction providers, the City continued to work with shelter operators to support access and connection to harm reduction supports and services in 2022.

Using City data that tracks the number of opioid overdoses occurring in shelters, the City was able to identify where high numbers of overdoses occur and target harm reduction supports and resources.

A key highlight of this work in 2022 was the opening of two additional overdose prevention sites at high-needs shelters. These services were visited more than 500 times, providing low barrier, safe spaces for individuals to use under the supervision of trained staff rather than using alone in unsafe or hidden spaces. The sites also work to connect those using the services with other health and social services.

Reducing Chronic Homelessness

The City of Toronto continued to advance a Housing First approach to reducing chronic homelessness by working with clients, staff and shelter and housing partners to move as many people as possible into housing.

In 2022, 4,385 people experiencing homelessness moved from the shelter system

into permanent housing. Housing counsellors at each shelter site worked with clients to understand their needs so that they could be connected with the most appropriate housing. In 2022, private rental units, often with support from the Canada-Ontario Housing Benefit (COHB) program, remained the leading pathway to housing. Working closely with the Housing Secretariat, community partners and individuals experiencing homelessness, the City also continued to implement our Coordinated Access approach to assess, prioritize and connect people experiencing homelessness with Rent Geared-to-Income and affordable and supportive housing opportunities.

In 2022, 550 households (745 individuals) were moved into Toronto Community Housing Corporation units with access to a follow-up support worker through the Rapid Rehousing Initiative. These units were fully furnished thanks to a partnership with the Furniture Bank.

A further 335 households (392 individuals) secured housing through the PATHS (Priority Access to Housing and Supports) process, which connects individuals on the By Name List of people experiencing homelessness with supportive housing opportunities.

The City undertook a number of initiatives in 2022 to better monitor and track housing outcomes from shelter. The City launched a new quarterly report that tracks monthly housing outcomes at each shelter site, in an accessible, visual format, to help shelter providers identify trends and support ongoing housing work across the sector.

Strengthening the Organization

TSSS Confronting Anti-Black Racism Team

The City, with leadership from its Confronting anti-Black Racism (CABR) unit, continued to build on its goal of supporting Black staff and clients by promoting equity within the division through collaboration, consultation and care. By engaging and including staff from across the division, the City made progress in applying an anti-Black racism lens to the 2023 budget process, including CABR scoring indicators for agencies receiving grants. Working together, the City also:

- Relunched the Guidelines to Confronting Anti-Black Racism Initiated by Clients
- Conducted comprehensive four-day Anti-Oppressive Psychotherapy Training for management staff across the division
- Continued to promote discussions through Intentional Reflections related to confronting anti-Black racism in all regularly scheduled divisional meetings
- Filled three dedicated positions to move forward the division's efforts to confront anti-Black racism
- Created a more comprehensive plan to collaborate with agency partners to advance CABR initiatives in 2023
- Continued divisional Mentorship Program for Black staff, providing approximately 200 Black staff in TSSS with the opportunity to support staff connection and development, enhance professional growth, and build professional and leadership skills)

Advancing Reconciliation

The City continued to make progress towards implementing its Meeting in the Middle Engagement Strategy and Action Plan to address Indigenous homelessness and support actions in the City's Reconciliation Action Plan.

The City continued to work closely with the Housing Secretariat in 2022 to develop and implement important equity-based programs and services. Together, the City prioritized Indigenous projects in the open funding call. The City also allocated \$8.67 million to Indigenous organizations, reaching our commitment to invest 20 per cent of grants funding to Indigenous-led projects administered by the Aboriginal Labour Force Development Circle. The City worked with the Toronto Indigenous Community Advisory Board (TICAB) to meet the goal of allocating 20 per cent of Canada-Ontario Housing Benefits (COHB) to Indigenous households, with a total of 315 households now receiving the rental affordability benefit in year three of the program.

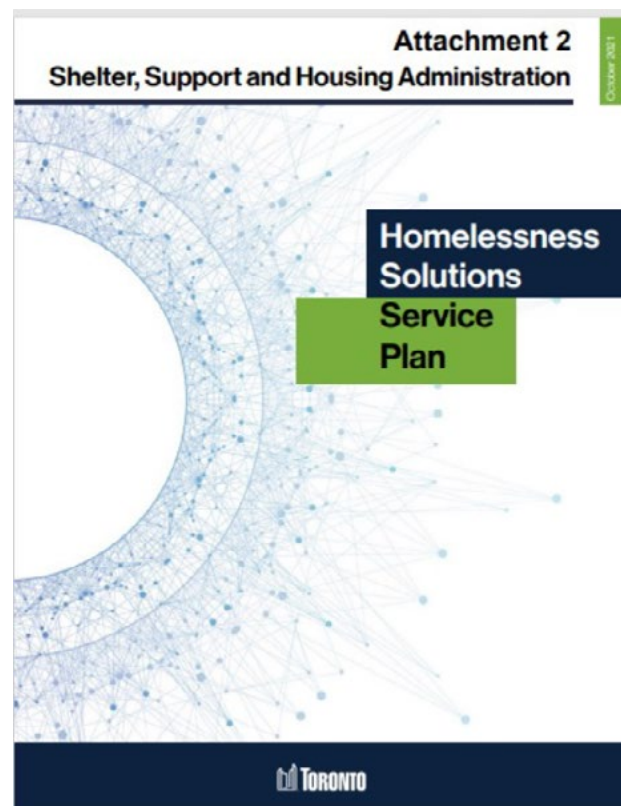
As part of the Priority Access to Housing and Supports (PATHS) process, the City worked with TICAB to co-establish an equity target that 25 per cent of all supportive housing opportunities be matched to Indigenous people experiencing homelessness in Toronto.

Implementing a Prioritization Policy and Monitoring Equity Based Outcomes

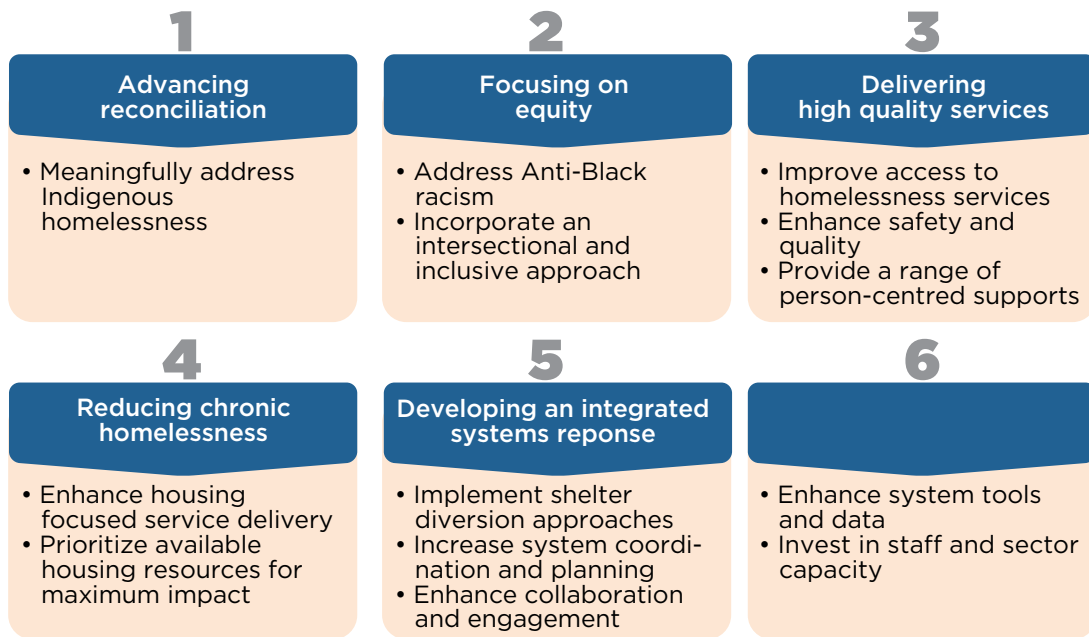
In 2022, the City implemented the PATHS Prioritization Policy to support an equity-based approach to the distribution of housing throughout the sector.

Developed in partnership with members of TICAB, Toronto Alliance to End Homelessness, and the Confronting anti Black Racism unit, the policy uses an intersectional lens that considers populations most impacted by systemic factors that contribute to homelessness.

This policy aims to provide a transparent and consistent process to determining which households are identified for available supportive housing and supports the City's Homelessness Solutions Service Plan. Priority populations include people experiencing chronic homelessness, Indigenous people, Black people, other racialized people, youth, seniors, 2SLGBTQ+ people and women.



Service Plan Implementation Priorities



6d HousingTO 2020–2030 Action Plan Update

Throughout 2022, the City worked collaboratively with its partners to advance the actions and priorities in the HousingTO 2020-2030 Action Plan (HousingTO Plan)⁸⁹. The HousingTO Plan envisions a city in which all residents have equal opportunity to develop to their full potential. It is centred on a human rights-based approach to housing which recognizes that housing is essential to the inherent dignity and well-being of a person and to building healthy, inclusive, sustainable and complete communities. The actions in the HousingTO Plan also reflect and advance the City's commitment to the progressive realization of the right to adequate housing.

Creating a range of affordable homes, as well as preserving the City's existing purpose-built rental housing stock increases the opportunity for equity-deserving groups, including Indigenous Peoples, Black and other racialized residents, seniors, women and members of the 2SLGBTQI+ community to access safe, healthy and adequate housing.

In 2022, major legislative changes announced by the provincial government significantly impacted the City's ability to collect development charges for housing services. As a result, the City expects to lose more than

\$1.2 billion in revenues over 10 years. Even prior to this new legislation and its significant financial implications for the City, new and enhanced investments in housing, including a long-term commitment for ongoing operating funding for supportive housing, was already required from the provincial government.

To ensure that the City can continue to scale up the supply of new affordable and supportive homes and address the current and future housing needs of Toronto residents, full and immediate reimbursement for the lost development charges revenues is required from the Province of Ontario, in line with their earlier assurances to make the City whole.

In the context of the current challenging economic environment and the urgent need to address housing affordability, it has never been more important for the Province of Ontario and the Government of Canada to increase their investments in housing and commit to supporting the delivery of the HousingTO Plan. The City continues to advocate for this funding, while aggressively advancing the priorities set out in the plan.

2022 Key Highlights

Energy & Environment

- Toronto Green Standard Version 4 came into effect for new planning applications in May 2022 and includes requirements for energy and emissions caps for new builds above the Ontario Building Code, electric vehicle charging, green infrastructure and more. Effective May 1, 2022, City Agencies, Corporations and Division-owned facilities are required to be designed and built to Net Zero Emissions.
- Finalized Green Standard Version 4 came into effect for new planning applications in May 2022 and includes requirements for energy and emissions caps for new builds above the Ontario Building Code, electric vehicle charging, green infrastructure and more. Effective May 1, 2022, City Agencies, Corporations and Division-owned facilities are required to be designed and built to Net Zero Emissions.
- Produced 16 STEP (Sustainable Towers Engaging People) reports for private landlords to encourage and support voluntary measures to improve the environmental efficiency of buildings and to strengthen and enhance quality of life for residents.

New Housing Opportunities

- City Council approved the Housing Action Plan 2022-2026 (Housing Action Plan)⁹⁰, which complements the HousingTO Plan but takes a wider housing system approach. This approach is aimed at making a wide range of housing opportunities across the housing continuum – from support and affordable rental homes to market rental and ownership homes – available for Toronto residents. This includes Official Plan Policy and Regulatory Components, such as expanding multiplex permissions and approving a new regulatory framework for Multi-Tenant Houses.
- Three new affordable rental housing sites were opened with supports for those experiencing or at risk of homelessness, in partnership with capital funding from Canadian Mortgage and Housing Corporation and operating funding from the Province of Ontario: 540 Cedarvale Ave. (59 homes), 292-296 Parliament St. (24 homes), phase 1 of 4626 Kingston Rd. (22 homes).

- Despite challenges created by the pandemic, including inflation and supply chain disruptions, the City's Housing Now Initiative – which is focused on using more than 21 City-owned transit-oriented sites to create mixed-used, mixed-income, complete communities – made progress to move forward with a number of sites. This included announcing the Missanabie Cree First Nation as the development partner for new housing at 140 Merton St., which will be the first non-profit developed Housing Now site led by an Indigenous organization and will be dedicated to providing housing options for Indigenous elders and other seniors.
- The City and CreateTO⁹¹ continued to undertake detailed due diligence, business case review and planning framework amendments in support of Housing Now sites and City Council's direction to optimize the use of City-owned land for the delivery of new affordable housing.

Improving Existing Housing

- The Toronto Seniors Housing Corporation⁹², an important part of the City's Tenants First vision, was officially launched with the primary objective of ensuring seniors are provided with safe, well-maintained homes and improved living conditions, services and experiences through a new organization that focuses exclusively on seniors housing.
- The Housing Secretariat consulted widely on the City's existing Rent-Geared-to-Income (RGI) rules and revised them to better meet the needs of local residents. This included adding a new priority for tenants currently living in supportive housing who no longer require supports to transition to an RGI unit without supports, which will enable other individuals, including those experiencing homelessness to access these units faster. An Indigenous Peoples local priority rule was added to advance the City's commitment to increasing housing opportunities for Indigenous communities.
- The City adopted an innovative new hybrid methodology to allocate affordable rental housing opportunities in a fair, transparent and equitable manner. This methodology, once implemented digitally (estimated in 2024), will improve the way in which the City collects data and allocates units by creating a single-entry point for applying for RGI and affordable rental homes.

- The City adopted a Renovictions Policy to support tenants, help prevent renovictions and protect Toronto's affordable and mid-range rental homes. Staff are currently developing a new bylaw to codify the new requirements placed on landlords. In 2023, the City will also establish a new working table that will be tasked with overseeing the implementation of the new bylaw.
- The City partnered with Toronto Community Housing Corporation to create 550 supportive housing opportunities for people experiencing homelessness using vacant rent-gear-to-income apartments and layering on support services secured through operating funding from the province (Rapid Rehousing Initiative).

Looking Forward

- As part of the Housing Action Plan, the City launched the new Housing Data Hub⁹³ in March 2023, a centralized and publicly accessible source for information and data related to housing in Toronto. The Housing Data Hub is an early and key deliverable under the new Housing Action Plan and will be updated quarterly and continue to grow over time to include new data points that align with the strategic goals of the City.
- The New Regulatory Framework for Multi-Tenant Homes, approved by Council in December 2022, will help the City better respond to protect those already living in illegal housing and regulate deeply affordable and safe homes in all parts of the city. The City is taking a phased approach to implementation, with significant work to be done in 2023, prior to the new zoning and licensing bylaws coming into effect in 2024.
- The City will continue to advance the new centralized affordable rental housing access system and expects to pilot the one-window system for all RGI and affordable applicants in 2024.

6di Performance Metrics

Objective	Performance Metric	10 year Target (2020-2030)	Cumulative (2020-2022)	2022	2021	2020
Enhance Partnerships with Indigenous Community Partners	Approve new affordable and supportive homes for Indigenous peoples including those experiencing homelessness	5,200 (target established in Oct 2020 - included in 40,000 new affordable approval target)	336	126	116	94
Prevent Homelessness and Improve Pathways to Housing Stability	Prevent evictions for low-income households	10,000 households	6,517	2,772	2,288**	1,457**
	Provide support services to 10,000 individuals and families in supportive housing	10,000 households	4,697	1,638	1,535	1,524*

Objective	Performance Metric	10 year Target (2020-2030)	Cumulative (2020-2022)	2022	2021	2020
Provide Housing Pathways to Support Women	Approve new affordable rental and supportive homes dedicated to women and girls, including female-led households, and gender-diverse people	10,000 (included in 40,000 new affordable approval target)	169	44	102	23
Maintain and Increase Access to Affordable Rents	Improve housing affordability for 40,000 renter households	40,000 (9,000 housing allowances + 31,000 Canada - Ontario Housing Benefit - COHB)	5,869	2,201	955	2,713
	Maintain affordability for non-profit rental homes after their current operating agreements expire through participation in the Community Housing Partnership Renewal program	2,300	606	0	246	360
Meet the Diverse Housing Needs of Seniors	Provide property tax relief for low-income senior homeowners	6,000	22,038	7,753	7,254	7,031
	Provide home repair and accessibility modification assistance for 300 low-income senior homeowner households	300	50	0	26	24
	Redevelop 1,232 existing City of Toronto long-term care beds	1,232	127	127	0	0
	Explore opportunities to add 978 new long-term care beds***	978	0	0	0	0
	Support the creation of 1,500 new non-profit long-term care beds	1,500	322	322	0	0

Objective	Performance Metric	10 year Target (2020-2030)	Cumulative (2020-2022)	2022	2021	2020
Ensure Well-Maintained and Secure Homes for Renters	Bring 2,340 private rental homes to state-of-good repair: Extend Tower Renewal loans	2,340	74	0	0	74
Create New Rental Housing Responsive to Residents' Needs	New affordable rental and supportive homes approvals	40,000	14,400	3,328	5,470	5,642
Help People Buy, Stay in and Improve Their Homes	Approve 4,000 new affordable, non-profit homeownership opportunities for first-time homebuyers	4,000	151	151	0	0
	Help 150,000 first-time homebuyers afford the purchase of their homes through the First-Time Municipal Land Transfer Tax Rebate Program	150,000	52,346	16,404	18,351	17,591

* Includes Habitat Services and Rapid Rehousing Initiative. Starting 2020, the City in partnership with Toronto Community Housing Corporation, launched the Rapid Re-housing Initiative to support individuals and families moving from homelessness into existing vacant TCHC homes that include support services.

** Includes Eviction Prevention in the Community and the Rent Bank programs

*** Without a revised funding agreement from the Province, Council has decided that the City will be unable to add the previously announced new 978 long-term care home beds to its inventory.



6e Transportation Accessibility

The City is committed to creating a barrier free city in compliance with the Accessibility for Ontarians with Disabilities Act (AODA)⁹⁴. By meeting or exceeding the AODA design standards, the City is improving the accessibility and consistency of streets and sidewalks. In addition, the City has an Accessibility Design Guidelines which are applied to all City infrastructure to ensure Toronto is safe and accessible for everyone.

Transportation Accessibility						
Overall Goal	Objective	Performance Metric	Target	2022	2021	2020
Improve mobility through Toronto's transportation network and access to opportunities and places that people value for all equity-deserving groups	Improve connection to cycling routes in the city	% of people and employment within prescribed access to a cycling route	100%	66.5%	65.3%	63.9%
	Improve access for people who are blind, visually impaired, or deaf-blind by advising when they have the right-of-way to cross at a signalized intersection	% of traffic signals with accessible pedestrian signals installed	100%	48.6%	46.8%	45.8%

Note: Percentage of people and employment within prescribed access to a cycling route based on people and businesses being 250 metres from a cycling route in the downtown core and 500 metres from a cycling route outside central Toronto. Method for calculating Cycling Access was revised in 2023.

6f Social Bonds

The City's Social Bond Program⁹⁵ seeks to promote positive socio-economic outcomes for target populations. The City developed a Social Bond Framework⁹⁶ in 2020 in accordance with International Capital Market Association's (ICMA) Social Bond Principles, which are widely considered to be an industry best practice. The Social Bond Program demonstrates the City's commitment to positive social objectives by financing the City's eligible capital projects in various social initiatives. The City is the first Canadian public sector entity to issue a Social Bond and only the third local government globally to issue a Social Bond in accordance with the ICMA Social Bond Principles.

The proceeds of each bond are applied exclusively to finance or refinance, in whole or in part, new and/or existing eligible capital projects. Eligible capital projects are identified capital projects that meet the City's Social objectives. Such projects would include:

- Social and affordable housing new development and/or capital repair projects
- Affordable basic infrastructure
- Access to essential services
- Socioeconomic advancement and empowerment

As of the end of 2022, the \$435 million of Social Bonds that the City has issued in three offerings since the program's inauguration has financed the following projects:

Issuance	Issuance Details	Projects
June 2020	Inaugural social bond offering of \$100M (10-year term)	Primarily for capital projects related to shelter programs
September 2021	Second social bond offering of \$100M (10-year term)	Primarily for capital projects related to shelter programs and accessibility projects
July 2022	Third social bond offering of \$235 million (10-year term)	Projects related to social and affordable housing (George street revitalization(GSR), housing and shelter infrastructure development (HSID), respite centres, shelters capital repair, supportive housing, TCHC revitalization and building capital repair) and socioeconomic advancement and empowerment (TTC easier access program)

The City's inaugural \$100 million Social Bond issued in 2020 and \$100 million issued in 2021 provided financing to Council-approved capital projects mainly to finance the City's shelter programs and accessibility projects. The City issued another \$235 million Social Bond in 2022 to be used to help finance projects for shelters, social and affordable housing, as well as accessibility projects.

The Easier Access Program improves accessibility of the City's transit system. The GSR and HSID initiatives seek to improve the condition of poverty, health and well-being of vulnerable groups in Toronto and

are a result of the City's Housing Action Plan (HousingTO 2020-2030⁹⁷). The action plan sets an aggressive housing agenda for the next 10 years, which will require the continued support of the City's Social Bond program.

More information about the City's Social Bond issuances and projects can be found on the [Social Debenture Program webpage](#)⁹⁸.

With demand for social bonds increasing rapidly the City will seek to gain further footing in Sustainable Financing and plans to be a regular annual Social Bond issuer in 2023 and the coming years to progress its social initiatives.



6g Alignment with Sustainable Development Goals

The implementation of Social Bonds to finance the City's initiatives in Social Affordable Housing, Affordable Basic Infrastructure, Access to Essential Services and Socioeconomic advancement and aligns with the following UN Sustainable Development Goals:



- **Goal 1.** End poverty in all its forms everywhere
- **Goal 3.** Ensure healthy lives and promote well-being for all at all ages
- **Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- **Goal 5.** Achieve gender equality and empower all women and girls
- **Goal 6.** Ensure availability and sustainable management of water and sanitation for all
- **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- **Goal 11.** Make cities and human settlements inclusive, safe, resilient and sustainable



7

City Priorities for Governance & Integrity



7a The City's Governance System

A Balanced Model of Responsive Governance Practices

The City's governance model relies on a balance between City Council, the Public Service and members of the public.

City Council: As the legislative body for the City, Council makes decisions while balancing city-wide and local considerations. Council is composed of the Mayor and 25 Councillors. The Mayor fulfills a city-wide mandate, leading Council in strategic and financial planning and representing the City to other governments. The Mayor and Councillors each have one vote at Council and a majority vote decides most matters. Bill 3: Strong Mayors, Building Homes Act, 2022 provides to the Mayor, as head of City Council, new specific powers and duties through changes to the [City of Toronto Act, 2006](#). An overview of the Strong Mayor powers can be found here: [Strong Mayor Powers Overview](#).

Public Service: City staff and most agencies make up the public service. The public service provides objective, professional advice to Council and implements Council's decisions as per City policy, standards and principles of effective public service.

The Public: The public plays an essential role in ensuring the effectiveness of decision making by:

- Identifying issues for Council and staff consideration
- Providing input and feedback on services, reports and policies
- Partnering with the City to deliver programs
- Making their ideas and recommendations for improvement known through protests, deputations, voting, participation in public meetings, surveys, advisory bodies etc.
- Communicating with staff, Councillors and the Mayor

Accountability, Conduct, and Culture

The City is required by provincial law to have four Accountability Officers (an Auditor General, Integrity Commissioner, Ombudsman, Lobbyist Registrar) as well as an Open and Closed Meetings Investigator to help ensure that City government remains open and transparent.

The four Accountability Officers operate under a four-way Memorandum of Understanding, allowing them to co-operate and co-ordinate their work as they independently fulfil their respective mandates.

The Auditor General: Responsible for assisting Council in holding itself and the City's administration accountable for stewardship of public funds and for the achievement of value for money in City operations including all divisions, agencies and the offices of the Mayor and Councillors. The Auditor General also manages the Fraud and Waste Hotline.

The Integrity Commissioner: Responsible for providing advice and education to the Mayor and Councillors and appointees of local boards on the application of the Municipal Conflict of Interest Act and their respective Code of Conduct, and other bylaws, policies and legislation governing ethical behavior. Applicable Codes of Conduct, include:

- Code of Conduct for Members of Council
- Code of Conduct for Members of Local Boards
- Code of Conduct for Members of Adjudicative Boards

The Lobbyist Registrar: Promotes and enhances the transparency and integrity of City government decision-making through public disclosure of lobbying activities and regulation of lobbyists' conduct. The Lobbyist Registrar's responsibilities include overseeing the lobbyist registration system, providing advice, conducting inquiries and investigations and enforcing compliance of the Toronto Municipal Code and advising City Council on lobbying matters.

The Ombudsman: Works to ensure that the City treats the public fairly and that services are provided in a way that is fair and equitable. The Ombudsman Toronto team independently and impartially investigates complaints and concerns about administrative unfairness concerning all City divisions and most City agencies, corporations and local Boards but not City Council. Ombudsman Toronto also proactively consults with the bodies it oversees to ensure administrative fairness in systems, processes and approach. More information is available at www.ombudsmantoronto.ca.

Transparency

Open and Closed Meetings Investigator:

Investigates appropriateness of a meeting that was closed in full or in part to the public and submit findings and recommendations to City Council or the local board.

7b Risk Management

The City manages risk to achieve better outcomes for its residents. Enterprise Risk Management (ERM) enhances the governance and management activities of the City, supporting the culture and establishing risk-informed decision-making throughout the organization. ERM supports value creation by enabling management to effectively navigate potential future events that create uncertainty and respond in a manner that reduces the likelihood of negative outcomes and increases the possibility of positive outcomes.

The City has developed an ERM Framework and related training to educate City staff and to create a risk-based decision-making culture. The ERM Framework consists of the following components: ERM Policy, Governance Structure and the Risk Management Policy.

Risk Management Policy

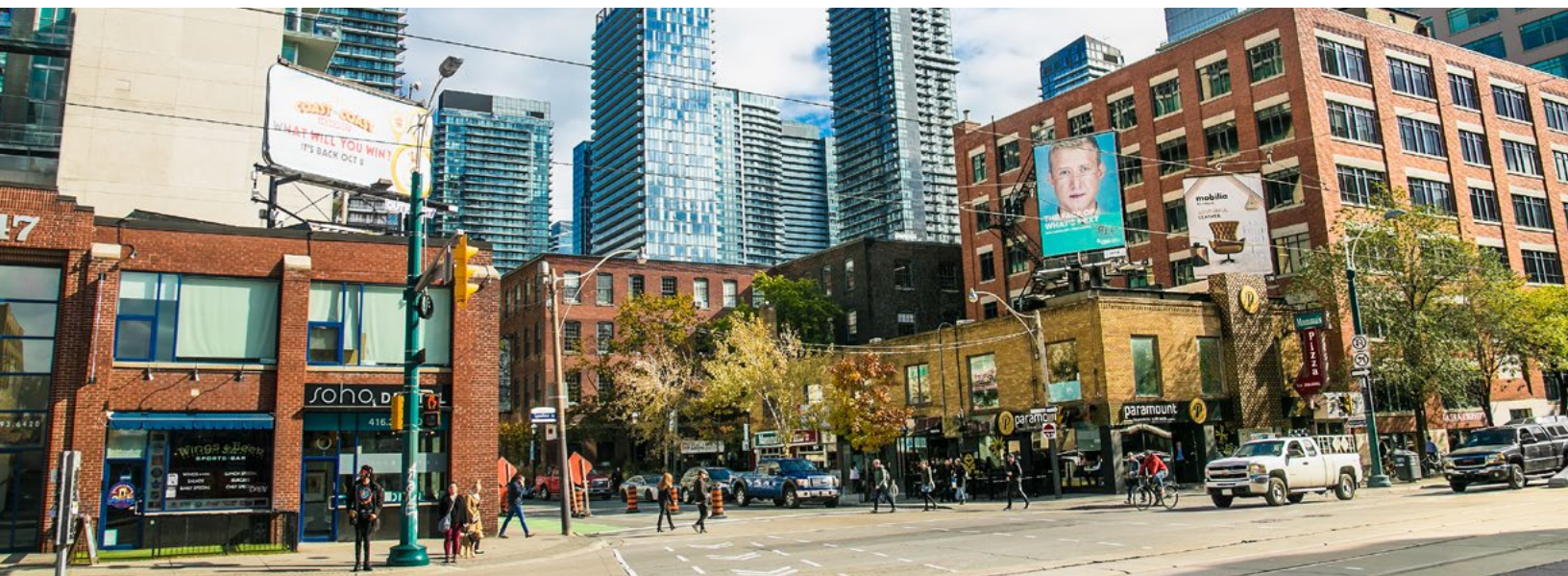
The Risk Management policy incorporates a consistent approach to risk management into the culture and strategic planning processes of the City that supports decision-making and resource allocation at both the operational and strategic levels. The policy sets the directional tone for individuals across all levels of the organization. It seeks to enforce ownership. It defines roles and responsibilities to help ensure the risk management process and that accountabilities are understood.

Governance Structure

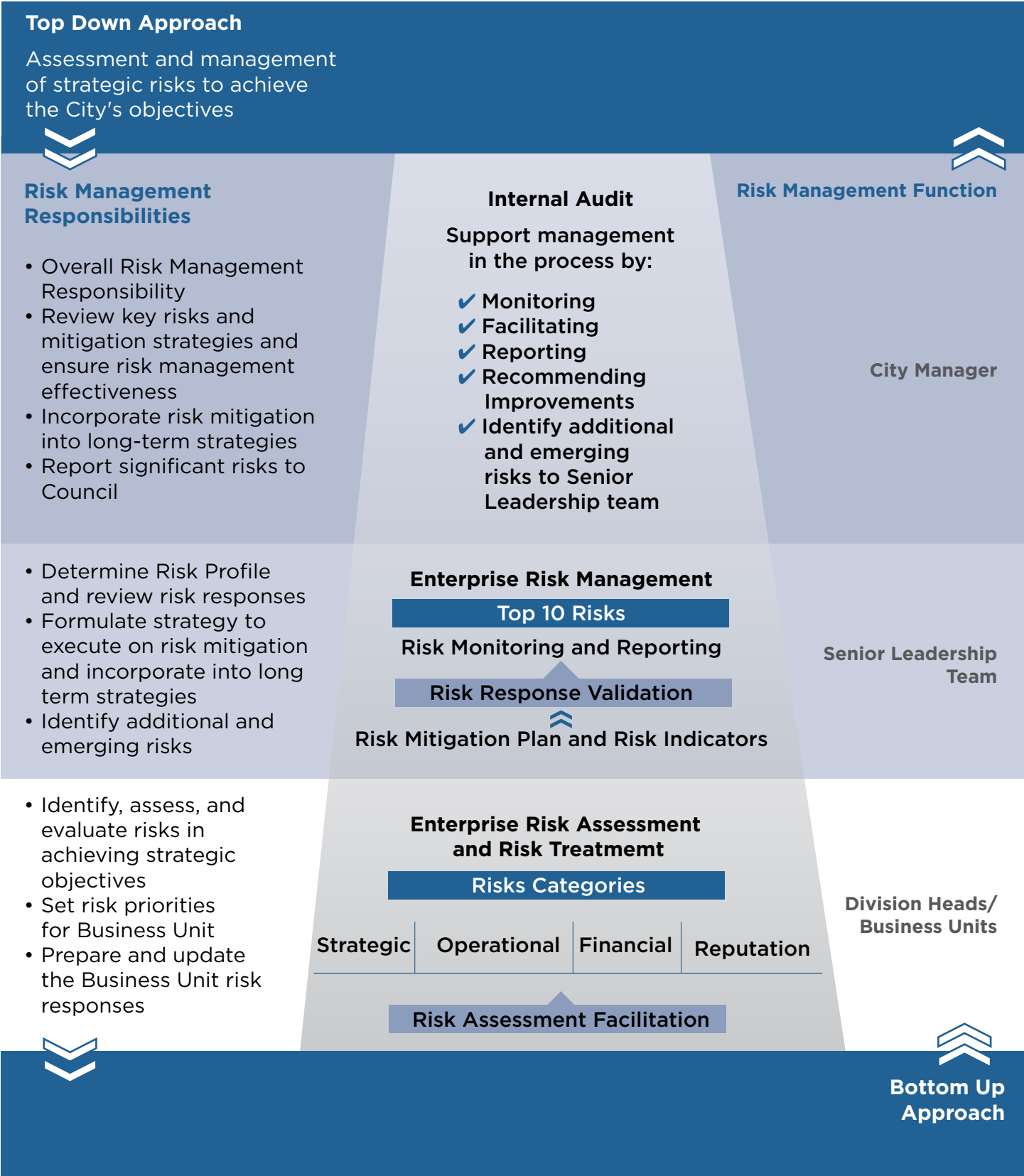
The City's ERM governance structure combines a top-down and bottom-up approach. The top-down approach assesses, manages and defines strategic risks to achieve the City's objectives. The bottom-up approach involves cross-functional workshops that identify and prioritize risks.

Risk Management Process

ERM is an ongoing and cyclical process. The Risk Management Process can be summarized into five main steps. The City re-evaluates and updates ERM processes and risks on an ongoing basis to reflect new information such that significant risks are appropriately identified and addressed and that any material opportunities are not overlooked.



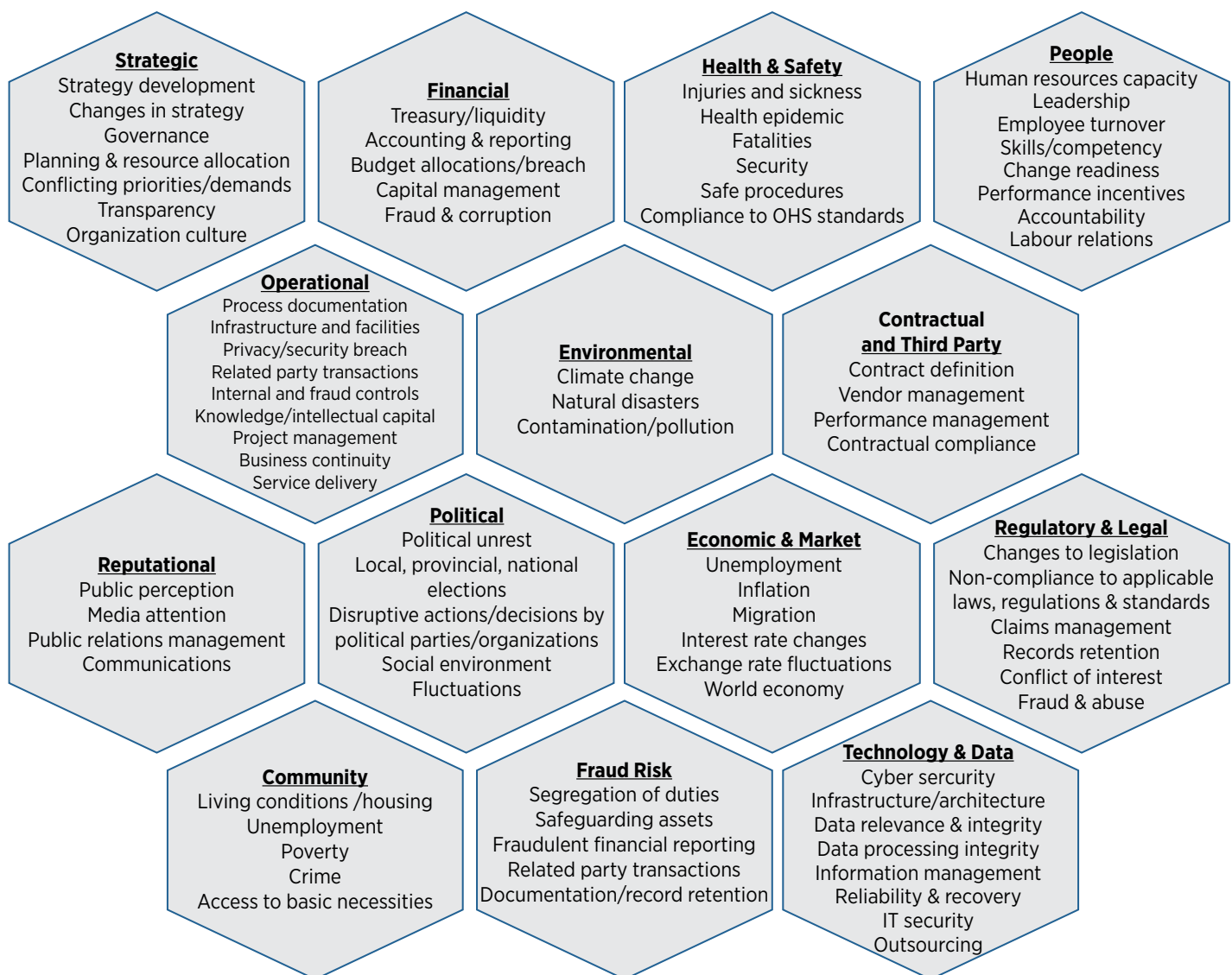
The City's ERM Governance Structure



Risk Management Process



The City's risk factors identified through the ERM process



ESG Integration in ERM

ERM is integrated in the City's Budget Submission process, which includes a holistic assessment of existing and potential risks each division faces. The budget risk assessment process requires divisions to identify risks that could potentially impede their ability to achieve their objectives. The risk factors listed in the chart above are to be considered when identifying and assessing applicable risks, including environment, social and governance risk factors.

7c Financial Governance

Financial Sustainability

As one of the City's strategic corporate priorities, financial sustainability⁹⁹ is critical for the City. The City aims to enhance financial resiliency, improve performance and make informed financial decisions. The Toronto Public Service is committed to ensuring value and affordability for taxpayers, adequately funding municipal services and infrastructure, making needed investments in Toronto, and improving the City's financial health.

While the City continued to face significant and unprecedented financial challenges associated with the pandemic throughout 2022, the City was able to implement a series of initiatives which contributed to the financial sustainability:

- Successfully completed the Design Phase of the Financial Systems Transformation Program. This multi-stakeholder and multi-year project will enhance governance and reduce financial risk by consolidating financial systems and modernizing processes.
- Continued to realize significant financial benefits from its Category Management and Strategic Sourcing initiative. By instituting a category management governance model and strategically procuring goods and services, the City is able to recognize benefits on an annual basis.

- Continued to work with other municipalities in the Greater Toronto and Hamilton Area (GTHA) as part of the GTHA Regional Prosperity Alliance, which has identified ways to enhance regional collaboration in procurement and ensure financial benefits for all participants.
- Developed and launched the new Small Business Tax Subclass which benefits approximately 29,000 small business properties in the City, providing a reduced tax rate.
- Implemented a Vacant Home Tax, with the goal to increase the supply of housing by discouraging owners from leaving their residential properties unoccupied. Any revenues generated are to be dedicated towards affordable housing.
- Conducted a multi-divisional Growth Funding Tools project which comprehensively reviewed and updated key policies associated with growth-related funding tools which help fund the infrastructure and services required to accommodate growth from developments. With a projected 20 per cent increase in population over the next 30 years, the City needs a plan to pay for growth today and in the future. To accommodate this growth and ensure a livable city, the City uses these funding tools to invest in infrastructure and services such as roads, transit, water and sewer systems, community centres, parks, housing and childcare.
- Established a CPA Program¹⁰⁰, including a Pre-Approved Program Route and Experience Verification Route, welcoming the City's first cohort of CPA Associates in September 2022. This will ensure that incoming CPA Candidates are provided with the greatest level of support while also enabling the City to access talent.

Spotlight on Long-Term Financial Sustainability

Looking forward, the City is facing significant and unprecedented financial challenges which have impacted both the 2023 operating and capital budgets as demonstrated during the 2023 budget process. Like other jurisdictions around the world, the City is challenged by rising inflation, which has resulted in cost escalations and economic impacts, increased interest rates which have impacted the cost of borrowing, global supply chain disruptions and specialized labour shortages. Coupled with growing demand for services and unanticipated legislative changes, the City faced significant challenges in the development of the budget. Looking ahead to future years, the City anticipates continued challenges in the development of the budget due to growing fiscal operating and capital risks.

Following the conclusion of the 2023 budget process, with the support of an independent third-party, the City updated its financial model to assess the long-term fiscal risks anticipated in the next ten-year period. At its meeting in March 2023, City Council considered an updated Financial Update and Outlook. This report identified that the City is facing known operating and capital fiscal pressures of \$46.5 billion that, without attention from City Council to address, may threaten the City of Toronto's fiscal stability and sustainability of its service levels.

For the first time, the analysis provided a consolidated view of all known operating and capital requirements linked to the City's current or committed level of service delivery. This has resulted in a more comprehensive long-term understanding of the City's fiscal pressures. In addition, the model also identifies the additional fiscal risks the City faces, should the Province of Ontario and the Government of Canada not provide full funding support towards sustained COVID-19 financial impacts associated with delivery of transit and shelter services, or to address refugee response efforts in alignment with federal immigration policies.

The updated financial model will inform future phases of work, including the updated Long Term Financial Plan, which presented to City Council in September 2023, which built upon

actions taken post-pandemic to manage the City's immediate financial challenges. This report identified potential opportunities and a range of options to address the City's fiscal challenges, including an updated assessment of revenue generating tools available under the City of Toronto Act. The recommendations were presented in consideration of the current economic environment. Although the analysis extends over a 10-year period, the implications of the City's fiscal challenges will be experienced as early as 2024. As a result, the City will need to determine how to mitigate these financial pressures in the immediate term.

The updated financial outlook was also leveraged to discuss and develop a new fiscal framework for municipalities with other orders of government, to address ongoing challenges with predictable, long-term funding.

7d Digital Strategy

Digital Enablement

The City's Digital Vision is a connected and equitable Toronto with an affordable, accessible and resilient digital environment as a public service for all.

Toronto needs strong digital infrastructure for a resilient, equitable and prosperous future. Technology plays an increasingly major role in delivering City services and in residents' lives. This increasing use of, and reliance on, digital infrastructure to support service delivery presents a variety of challenges, for example: securing data, protecting privacy, ensuring equity and inclusion, addressing climate change, and sharing information across divisions. It also highlights the importance of equitable access to the internet. Digital equity and bridging the digital divide is a key principle of the City's Poverty Reduction Strategy¹⁰¹. Access to affordable high-speed internet will help to address barriers faced by residents participating in the labour force by improving access to economic opportunities.

In April 2022, City Council approved the Digital Infrastructure Strategic Framework (DISF)¹⁰². The DISF positions the City to respond to these challenges, as well as a range of other challenges related to society, the environment, the economy and the delivery of digital

services. The City's goal is to ensure that people are included and easily connected – not divided – in this digital city. This means finding new ways for residents and businesses to improve navigating Toronto, accessing City services, or engaging with their local government. A digitally connected Toronto means people can prosper and enjoy a better quality of life.

ConnectTO¹⁰³

One of the ways that the City brings about adequate digital infrastructure is through ensuring connectivity is within reach for all residents.

Since 2021, ConnectTO, a program unanimously approved by Council, has worked to develop and implement strategies to utilize municipal resources and infrastructure more efficiently to provide digital equity and connectivity.

The program has played a key role in sponsoring and promoting research in partnership with higher educational institutions in the region to understand and better address the digital divide in Toronto.

The program also aims to streamline and update existing City processes to ensure internet connectivity (public Wi-Fi, laying fibre conduits in existing construction work, etc.) is embedded in planning and delivery of various City activities.

Digital Transformation

As the City works towards enabling connectivity for all, the drive to move services to digital platforms continues. At the same time, tools that enable remote working and flexible, on-demand resourcing for staff are more important than ever. Digital transformation projects ensure that the City's workforce is staying productive and collaborative, with enhanced security capabilities and compliance features for data loss prevention.

2022 Highlights:

ConnectTO

- Sustained the Digital Canopy project, providing critical wi-fi service begun during the pandemic to 22 apartment buildings (approximately 4,700 units and 11,000 people)
- Began deployment of a public wi-fi program at community recreation centres in partnership with Parks, Forestry & Recreation (with five live as of end 2022)
- Worked with research partners to complete the ConnectTO Social Impacts Survey (with UofT School of Cities) and a study on positive impact of internet access on COVID-19 rates (also with UofT)
- Successfully participated in the Canada Community Revitalization Fund grant program to support public wi-fi

Digital Transformation

- Significant increase in teleworking capacity
- New online City services including TO Building Appointment booking and Revenue Services eBilling solution
- 37 per cent shift of system workload to the cloud.

Digital Infrastructure Strategic Framework

- Digital Infrastructure Strategic Framework, adopted by City Council (April 2022)
- Four digital equity and infrastructure-related research projects initiated with two higher education institutions
 - ♦ Toward a Digital Equity Policy for the City of Toronto - Ryerson University (now Toronto Metropolitan University)
 - ♦ Creating a Remote Sensors Registry in the City of Toronto - UofT School of Cities
 - ♦ Data Governance & Data Sharing in the City of Toronto - UofT School of Cities
- City of Toronto represented at the Smart City World Expo Congress 2022
- Active memberships with Cities Coalition for Digital Rights, European Commission Intelligent Cities Challenge & Artificial Intelligence Community of Practice enabled collaboration on digital advocacy with 75 global cities

Alignment with Sustainable Development Goals (SDGs)

The City's digital vision as expressed in the Digital Infrastructure Strategic Framework aligns with the following UN SDGs:

- **1.4** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
- **4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- **5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
- **8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors.
- **8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
- **9.1** Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
- **9.c** Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.

- **10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- **16.10** Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

Cyber Security

The Office of the Chief Information Security Officer (CISO)¹⁰⁴ was established as the City's 45th division in January 2020 to strengthen the City's cyber posture and mitigate the impact of cyber incidents and growing cyber pressures.

As cyberattacks continue to increase, particularly targeting the public sector across Canada, safeguarding sensitive data and information remains to be of the utmost importance. Residents rely on a backbone of critical urban infrastructure including water systems, transportation and emergency services. For this reason, it is imperative that the City continues to fortify defenses against cyber disruptions to preserve the quality of life and uphold seamless operation of essential services.

Throughout the last three years, the Office of the CISO has focused on cyber resilience as a critical aspect of its operations – working to stay steps ahead of the game and embrace emerging technologies. By investing in robust cyber defense measures, fostering a culture of cyber awareness and actively pursuing innovative solutions, the City remains agile and responsive to new and emerging cyber threats.

Vision: To become a global leader in urban cyber innovation.

Mission: To deliver world class cyber services to the City and build the cyber practice into a mature cyber centre of excellence.

Strategy: To build cyber resiliency and cyber intelligence capabilities into the City to be able to predict, prevent and respond to emerging cyber threats.

The Office of the CISO aims to realize its vision to become a mature cyber centre of excellence and deliver world class cyber services to the City by:

Building Cyber Resilience

- Providing strategy, governance, risk management and advisory accountabilities across the City's divisions and its agencies and corporations.
- Developing sophisticated cyber intelligence capabilities for proactive threat detection.
- Mitigating the impact of cyber incidents, including financial loss, reputational damage, service dis-ruptions, legal liabilities and potential loss of life.

Delivering Best-in-Class Cyber Services

- Delivering services efficiently, equitably and with a strong focus on exceptional customer ser-vices.
- Developing City-wide cyber policies.

Supporting City-wide Strategic Priorities

- Collaborating on the City's strategic priorities for operational continuity.
- Actively contributing to key initiatives, including Financial Transformation, ModernTO and City elections.
- Promoting financial sustainability by containing costs through automated, efficient and stream-lined processes.

The Office of the CISO is structured into the following governance areas:

Chief Information Security Officer Leads the cyber strategy and provides executive cyber leadership to the City's divisions, its agencies and corporations.	Business Application Resilience Oversees the delivery of secure enterprise applications which include operationalizing the direction, requirements and policies of the CISO.	Business Assurance Ensures business excellence across the Office of the CISO with strategic execution, performance evaluation, and service transformation.
Cyber Diplomacy & Governance Implements proactive cyber strategies, programs, policies and strategic initiatives. Provides cyber risk advisory services to support the fulfillment of the City's strategy objectives.	Threat Management Identifies, protects and responds to cyber threats affecting the City. Provides strategic and tactical guidance in response to cyber breaches.	Urban Technology Protection Protects underlying technologies that run critical City infrastructure (impact life safety, democracy, citizens).

2022 Successes & Achievements

- **Cyber Maturity Level:** As of 2022, the City's Cyber Maturity Level witnessed a significant increase. This demonstrates substantial progress in improving cyber posture by introducing new cyber policies, implementing comprehensive cyber governance, procuring new technologies and overseeing cyber operations across City divisions.
- **Cyber Service Excellence:** In 2022, the Office of the CISO division handled cyber services ranging from cyber risk assessments of business applications and new technologies to new cyber policies and standards, cyber forensics and investigations, and cyber requirements in procurement initiatives and agreements with vendors. The cyber services provided continued focus on assessing the effectiveness of cyber controls in business applications and technologies as well as reviewing the cyber controls of third parties. The increase of cyber services in 2022 was attributed to service excellence, stakeholder outreach and the enhanced intake process which has streamlined workflow.
- **Cyber Culture and Awareness:** In 2022, more than 30,800 hours of training were provided as part of the cyber awareness campaign which included all City employees, contractors and vendors accessing the City's network. The training provided covered topics such as how to detect malicious emails, ransomware, social engineering, physical security, safe web browsing and many others.

2023 Outlook

Looking ahead to 2023, the Office of the CISO is set to embark on an ambitious agenda focused on building stronger cyber foundations across the City, its agencies and corporations by advancing the digitization of services and reinforcing business resilience.

To achieve this, the Office of the CISO will continue its work implementing state-of-the-art cyber measures, which includes conducting cyber risk assessments, advancing cyber risk management standards and strengthening cyber infrastructure. Additionally, the Division is set to drive digitization services by integrating innovative technologies to streamline operations while ensuring the highest standards of cyber security and data protection. Through

a systematic approach, the Division will also enhance processes to boost the overall cyber posture.

The Office of the CISO's foremost objective will continue to be enhancing cyber defenses and safeguarding critical assets against evolving threats.

Privacy and Information Management

To provide residents with the services they need, the collection of personal information is at times necessary. The City believes that safeguarding this information and being transparent with how it is used is key to maintaining trust and confidence in Toronto's government.

The City protects personal information from unauthorized collection and use through its multiple policies and procedures and training of staff. Protection of personal information is aligned with wider goals of information management and stewardship of City records, as governed by the City Clerk's Office's Information Management Framework¹⁰⁵. Protection of privacy is also one of the principles within the City's Digital Infrastructure Strategic Framework.

The City collects or uses personal information within the limitations of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)¹⁰⁶. This legislation, together with the City's Protection of Privacy Policy, requires the City to maintain a standard of protection and care of information physically and procedurally. The City's privacy website¹⁰⁷ further articulates how we collect, use and protect information.

The City also manages all information and records in its custody and control throughout their lifecycle, ensuring it is maintained, retained and disposed of in accordance with Chapter 217 of the Municipal Code and approved records retention schedules.

The privacy services within the City involve upholding privacy legislation, privacy training and education, the development and deployment of best practices that prevent the misuse of personal information of Toronto residents, breach investigation and reporting on privacy matters. These services enable City officials to confidently manage and protect information.

Privacy training is mandatory under the City's Protection of Privacy Policy because access and privacy are core fundamentals for all civil servants. Each new hire is required to complete a privacy component during orientation and privacy training is continually being deployed to City officials.

All City Divisions are committed to protecting personal information. The City Clerk's Office helps divisions make sure this information is only used and provided for its intended purpose. The City's Protection of Privacy Policy details City staff accountability, roles and responsibilities, and guidelines to help staff manage and protect personal information. This policy was updated in 2022¹⁰⁸. In addition, the Information Management Accountability Policy, outlining roles and responsibilities of City staff to manage City information through its lifecycle, was updated in 2023.

It is firmly understood that a complete privacy program for the City includes both behavioural and technological solutions. The City Clerk's Office plays a role in evaluating new technology solutions and vendor contracts to ensure privacy protection and information management requirements are embedded into the solution by design. This work is done in collaboration with the Office of the Chief Information Security Officer and Technology Services Division. Technology Services Division enables these components in new solutions, ensuring appropriate privacy and information management protections are proactively addressed as new technologies modernize the organization.

7e Responsible Sourcing

Social Procurement

The City spends nearly \$4 billion annually on goods and services. Social procurement is a key component of the City's ESG activities and is operationalized through existing open, fair and equitable procurement processes. The City of Toronto's Social Procurement Program¹⁰⁹ works to reduce barriers within procurement for Indigenous, Black and Equity-deserving business owners and community members. Social procurement utilizes the City's spending to achieve social and economic impacts by diversifying the City's supply chain and providing access to training and employment opportunities on select City projects.

The Social Procurement Policy requires that one certified diverse supplier must be invited to bid as part of the three-quote process for invitational solicitations valued between \$3,000 and \$100,000. A diverse supplier is a business that is certified by a non-profit supplier certification organization as 51 percent or more owned, managed and controlled by people from Indigenous, Black or equity-deserving communities.



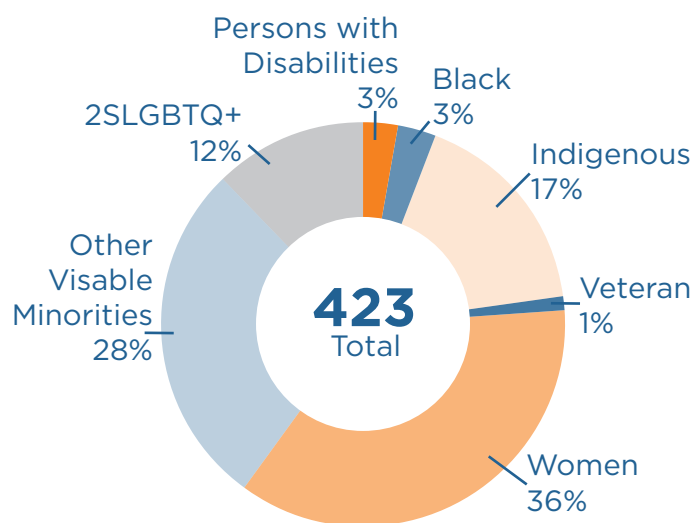
Objectives	Spend Categories	2022		2021		2020	
		Contracts Issued (#)	Value(\$)	Contracts Issued (#)	Value(\$)	Contracts Issued (#)	Value(\$)
Drive economic growth for businesses owned by people from Indigenous, Black and equity-deserving communities	Invitational Solicitations between \$3,000 and \$100,000 awarded to Diverse Suppliers	66	\$1,243,240	88	\$1,734,292	88	\$1,503,280
	Purchases from Diverse Suppliers valued under \$3,000	112	\$160,141	220	\$247,020	199	\$157,005
	Total	178*	\$1,403,381	308	\$1,981,312	287	\$1,660,285

*In 2022, the team responsible for managing the Social Procurement Program experienced significant staff vacancies and turnovers, which has led to a decrease in the support that could be provided to other City Divisions and to diverse suppliers, and by extension resulted in a decrease in awards. As vacancies are filled and regular support resumes, an increase in awards to diverse suppliers is anticipated.

As part of the Social Procurement Program¹¹⁰, the City maintains a list of certified diverse suppliers. The number of suppliers on the list changes frequently, as new suppliers are added and decertified suppliers are removed. At the end of 2022, 423 certified diverse suppliers were on the City's list.

Targeted outreach is an important way to increase the number of diverse suppliers on this list. City staff work to build awareness of the Social Procurement Program and the opportunities available for certified diverse suppliers. In 2022, staff presented tailored Doing Business with the City training sessions for business owners from Indigenous, Black and equity-deserving communities. Staff also attended numerous supplier events to outreach and continue advancing opportunities for diverse suppliers.

2022 Certified Diverse Supplier Breakdown



Fair Wage Policy at the City

The City's Fair Wage Policy¹¹¹ prohibits the City from doing business with contractors and suppliers who discriminate against their workers. The City requires that wages paid to workers on City contracts meet the requirements of this policy. The Fair Wage Office investigates complaints and takes enforcement action when it is determined that a contractor has failed to pay its workers the prescribed wages found within the Fair Wage Schedules attached to the Fair Wage Policy.

In 2022, the Fair Wage Office recovered \$92,023 in wages and damages from enforcement activities. The Fair Wage Office submitted the Fair Wage Schedules for the years 2019-2022 to reflect more current wages in various sectors. These updated schedules were adopted in early 2023. Wage rates are established using a combination of collectively bargained rates and prevailing market rates. Average year-over-year wage increases for the six schedules, in comparison with previous schedules (2016 to 2019) are as follows:

Fair Wage Schedule Classification	Average Wages Increase*		
	2021-2022	2020-2021	2019-2020
General Classification	3.1%	2.2%	2.5%
Industrial, Commercial, Institutional (I.C.I.)	2.2%	2.5%	1.2%
Heavy Construction	2.0%	2.2%	1.3%
Road Building	1.7%	1.8%	0.6%
Sewer and Water Main Construction	2.2%	2.4%	1.8%
Utility	2.0%	2.0%	0.7%

*Percentage changes in wage rates represent year-over-year wage increases over consecutive 12-month periods, starting in May of each specified year and ending in May of the following year.

Cool Food Pledge

The Cool Food Pledge¹¹² is a commitment through the World Resources Institute to support the reduction of greenhouse gas emissions (GHG) associated with food the City procures. Reducing the GHG emissions associated with food procurement is in alignment with the City's TransformTO Net Zero Strategy and the C40 Good Food Cities Declaration¹¹³.

In 2022, the City included the Cool Food Pledge reporting requirements in a multi-division grocery solicitation. This will provide the first opportunity to collect data on the associated greenhouse gas emissions resulting from the City's food procurement. The data will be used to identify opportunities to reduce the emissions intensity of City-run facility menu options and to introduce more local, organic and fair-trade foods.

Circular Procurement

The City is working to leverage its buying power to achieve a circular economy and demonstrate demand for circular business solutions, products and services. The City is leading a circular shift among Toronto suppliers by demonstrating circular economy principles that can be central to the way the City procures goods and services.

In 2022, the City rolled out a suite of e-learning modules to build staff capacity to implement circular economy procurement principles. The Solid Waste Management Services Division developed the online training for staff working at the strategic policy level and staff developing contract solicitation documents who have no previous knowledge of circular economy concepts. The training consists of modules that introduce circular economy concepts, provide guidance on making procurements more circular, and examples from the key spend categories of information technology, food and catering, construction and textiles.

Within the first year of launching the circular procurement online training, approximately 85 staff completed three learning modules.

Solid Waste Management Services staff will develop additional case study circular procurement modules, focusing on key case studies to support staff learning.

7f Workplace Culture

Civic Run 2022 for United Way Fundraising¹¹⁴

The City is building a culture where all employees are engaged in the mission to serve a great city and its people. Building a positive workplace culture that reflects the City's ethics and values and builds trust and confidence with the public and staff, will shape how people work and interact day-to-day. The City's leadership teams understand that they play a critical role and are accountable in building that positive workplace culture so that collectively Toronto's vision, motto and mission can be achieved.

City Corporate Priorities

The City has ongoing initiatives to support Indigenous, Black and equity-deserving groups both within the organization as well as more broadly across Toronto. These initiatives focus on building equity capacity within the organization to ensure efforts are sustainable but also include direct actions to reflect the interests and needs of the residents. The following are key initiatives currently underway:

Diversity and Inclusion Initiatives

Workforce Equity and Inclusion Plan

As referenced in the City's [Fostering Diversity in the Toronto Public Service](#)¹¹⁵ the City developed a multi-year Workforce Equity and Inclusion plan to identify opportunities, amplify the impact of existing efforts and explore new and innovative ways to drive inclusivity within the organization. Given the magnitude and strategic importance of this work to the future of the Toronto Public Service, a new Workforce Equity Unit was created to manage the end-to-end execution of the plan. Over the last year the City has begun to see an impact in the three outlined areas of focus of the plan:

Enabling Data-Informed Decision-Making

The objective of the City's *Count Yourself In Staff Demographic Survey* is to better understand the representation of Indigenous, Black and equity-deserving groups at all levels of the organization and identify opportunities to improve



2022 City of Toronto Civic Run

diverse representation. The City also implemented a new Applicant Tracking System, SuccessFactors, which allows for the collection of demographic data from applicants. This data can be used to assess application trends, patterns of candidate movement through the recruitment stages and inform the development of enhanced and future recruitment frameworks and programs. In addition, demographic information collected as part of the Employee Engagement survey enables the City to develop action plans to increase engagement and further inclusion initiatives for diverse City staff.

Fostering a Culture of Engagement and Inclusion

The City's Employee Resource Groups, also known as Communities of Inclusion, provide a forum for employees from different personal and professional backgrounds to engage with and learn from each other. In the last year the Workforce Equity Unit has been able to work with these networks to host or participate in employee development workshops and training sessions for Indigenous employees and employees from equity-deserving groups.

The Unit has also co-ordinated inclusion-focused initiatives with Divisional partners directly including, mentorship programs for staff members of equity-deserving groups and inclusion awareness training for staff.

Embedding an Equity Lens throughout the City's hiring process focusing on both the candidate and employee experience and life cycle

To support the City's goals of having a workforce that reflects the populations served as well as attracting and retaining the next generation of Toronto public servants, the City has created several diversity-focused youth talent programs for Black and Indigenous youth as well as persons with disabilities and 2SLGBTQ+ youth.

The City is actively working with community partners to raise awareness about employment opportunities and to position itself as an employer of choice for diverse talent. This includes holding workshops with employment-focused community groups and academic institutions to engage youth and students, and conducting outreach activities throughout the year with Indigenous, Black and accessibility communities and organizations. The Workforce Equity Unit also manages the TRIEC Mentorship Program for newcomers to Canada.

These efforts complement current strategies underway such as the Toronto Action Plan to Confront Anti-Black Racism, the Recruitment Strategy for persons with disabilities, and a work plan to support the Aboriginal Employment Strategy. The work being done internally and externally has resulted in the City being recognized as a Top 100 Diversity Employer for 2022.

Multi-year Accessibility Plan 2020-2025¹¹⁶

The Multi-year Accessibility Plan (MYAP) is a key component of the City's accessibility framework, which outlines how the City will provide an accessible environment in which people with disabilities can access the City's goods, services and facilities, including all buildings, public spaces, information and communications and employment opportunities in a way that meets their individual needs. The MYAP includes 21 projected outcomes and 63 initiatives that reaffirm the City's commitment to an accessible City and building an equitable and inclusive society that values the contributions of people with disabilities. Annual progress updates are publicly posted on the City's website¹¹⁷.

Mental Health Strategy

The Mental Health Strategy focuses on the following areas:

- Promoting mental health and psychological well-being in the workplace
- Promoting actions that prevent harm to employees' psychological health in City policies, programs and services
- Enhancing organizational awareness and providing information and resources to all City employees

Workplace Culture Network

Through the Workplace Culture Network (WCN) the City is committed to building a positive workplace culture that reflects the City's ethics and values and builds trust and confidence with the public and staff. The City's new workplace culture was developed collectively and reflects the values of the Toronto Public Service. This is the start of the journey towards great workplace culture, and the four themes that will support the workplace culture journey include:

- Being respected empowered and valued
- Embracing diversity and inclusion
- Making a difference
- Working together

The WCN is planning for the next corporate employee engagement survey and action planning that follows. These plans will build a more positive workplace culture and improve employee engagement.

Count Yourself In Survey

The goal of the Count Yourself In (CYI) Survey is to collect demographic information about all employees and guide the City to improve access to employment, as well as track career progression of Indigenous, Black and equity-deserving groups. The objective is to increase the overall corporate CYI response rate to 70 per cent and to increase representation across all levels of the organization to reflect Toronto's population.

Toronto for All Learning Program

Toronto for All Learning is an education program for the Toronto Public Service that enables staff to advance reconciliation and build and maintain an equitable and inclusive workplace to better serve Toronto's diverse communities. The program includes different modalities of learning on the legislated topics

of Accessibility and Human Rights, the Council-mandated training topics of Indigenous Awareness Training and Confronting Anti-Black Racism. Topics regarding specific communities such as 2SLGBTQ+ inclusion, antisemitism, anti-Islamophobia and many other topics regarding equity, diversity, inclusion, bias, injustice and privilege are also included. Starting in 2021, the Toronto for All Learning Program¹¹⁸ began hosting learning opportunities in commemoration of Asian Heritage Month and the National Day for Truth and Reconciliation.

The program continues to refine learning pathways and consults with divisional needs to help guide impactful learning that will create change in the workplace culture and service delivery of the Toronto Public Service. The learning program will help City staff to develop required competencies to address and eliminate barriers in City services and programs to achieve equitable outcomes for all Torontonians.

Communities of Inclusion

Communities of Inclusion are groups of City employees who share a common identity, lived experience, and/or set of interests and who meet regularly to network, dialogue, share best practices, build capacity, learn and develop.

Communities of Inclusion are supported by the City because they build awareness and advocate for a safer, more equitable and respectful working environment for Indigenous, Black and equity-deserving groups in the Toronto Public Service.

Existing Communities of Inclusion include:

- Ambe Maamowisdaa Employee Circle
- Black Staff Network
- Employee Disability Network
- Pride Network
- Toronto Network of Women (TOnow)
- Muslim Staff Network (TOnow)
- Jewish Staff Network

Groups of employees may elect to come together at the divisional level as well to advance the existing mission of a corporate Community of Inclusion. Creating divisional chapters to the Communities of Inclusion will provide opportunities for increased staff participation and further inclusion within the organization. The goal is for the chapters to grow the mandate collaboratively in

alignment with the Communities of Inclusion established corporately to ensure, consistency, transparency and accountability. Within the last year these communities have done great work towards achieving their goals as employee engagement has risen significantly with improved programming. We are also seeing new communities forming and more divisional chapters launching.

Interdivisional Equity and Access Committee

The Interdivisional Equity and Accessibility Committee (IEAC) is an interdivisional committee that provides a forum for City divisions to share key initiatives and leading practices in equitable service and program delivery, as well as support corporate and divisional compliance with the Accessibility for Ontarians with Disabilities Act (AODA)¹¹⁹.

Recruiter Diversity & Inclusion Training

To create and sustain a more diverse and inclusive workforce, uphold a culture of respect and attract and retain diverse talent, recruiters completed the below mandatory Diversity & Inclusion Training in 2021 and are set to do a refresher in 2023/2024:

- Indigenous Culture Competency Training
- Confronting Anti-Black Racism Training
- Indigenous Awareness: Truth and Reconciliation Training

The Workforce Equity Unit has also developed a resource guide to support recruitment and talent acquisition teams in their commitment to advancing inclusive recruitment practices. This resource is designed to place diversity and inclusion at the centre of the City's hiring process. By embedding an equity lens in every stage of the process – planning, consultation, posting and sourcing methods, assessments, selection and onboarding – the City aims to attract the best talent and provide a candidate experience that is indicative of the inclusive culture at the City.

This resource is an important part of our commitment to workforce equity and brings to life the [Employment Equity Policy](#)¹²⁰, and the [Aboriginal Employment Strategy – City of Toronto](#)¹²¹ while also addressing the employment recommendations outlined in both the [Toronto Reconciliation Action Plan](#)¹²² and the [Toronto Action Plan to Confront Anti-Black Racism](#)¹²³. There is an intentional focus

on accessibility and equity in the development of this guide which aligns with the City's hiring principles, specifically:

- Hiring and promoting on the basis of merit and potential
- Setting objectives for equitable representation
- Developing a proactive equity plan
- Mechanisms for measuring and monitoring outcomes and results

Diversity and Inclusion Advisory Bodies and Offices

Toronto Accessibility Advisory Committee

The Toronto Accessibility Advisory Committee is an advisory body to City Council and provides advice and recommendations on the identification, prevention and elimination of barriers faced by people with disabilities and on the implementation of the AODA to achieve accessibility with respect to City bylaws, policies, goods, services and programs, employment, facilities, buildings, structures and premises.

2SLGBTQ+ Council Advisory Committee

The 2SLGBTQ+ Advisory Committee provides advice to City staff and City Council on identified priority issues to support the elimination of barriers and inequities experienced by 2SLGBTQ+ communities in accessing City programs and services. The Advisory Committee brings government, policy and community leaders to the table to focus on both service level barriers as well as structural and systemic challenges faced by marginalized communities.

Human Rights Office

The City's Human Rights Office provides neutral consultative advice and complaint resolution support to residents and employees who have human rights concerns related to City-run services, facilities, accommodations or employment under the City's Human Rights and Anti-Harassment/Discrimination Policy, Hate Activity Policy and Accommodation Policy. The Human Rights office supports the City in meeting its legislative and policy obligations to ensure that harassment and discrimination do not occur in the delivery of City services and within the workplace.

In addition, the Human Rights Office develops resources, training and tools to enhance human rights and equity knowledge, and further capacity within the organization to effectively recognize, respond to and address human rights issues.

Confronting Anti-Black Racism Unit¹²⁴

The continued impacts of anti-Black racism contribute to interlocking oppressions for Toronto's Black communities. To address these impacts, in 2017, Toronto City Council unanimously adopted the Toronto Action Plan to Confront Anti-Black Racism. An initial five-year plan with 80 actions and 22 recommendations, the Action Plan drives transformational systems change to address the pervasive legacy of anti-Black racism in City policies, systems and institutions.

This five-year plan leverages the talents, knowledge and experiences of Black residents and Black organizations as partners in making municipal services, spaces and policies fully inclusive and accessible to Torontonians of African descent in both intent and in practice. The Action Plan addresses five issue areas:

- Children and youth development
- Health and community services
- Job and income supports
- Policing and the justice system
- Community engagement and Black leadership

Year Four of the Action Plan (January to December 2022), the CABR Unit prioritized 41 actions for implementation. Since its launch in 2018, 80 per cent of the Action Plan recommendations and actions have been achieved, with more than \$33.3 million cumulatively invested by the City to dismantle barriers and increase access to opportunities for Black communities.

Considerable competency development and capacity and awareness building have been developed across the City to enhance the quality and targeting of services and programs accessed by Black residents. Training to date rose to 27,303 of City staff having participated in anti-Black racism training since the launch of the Action Plan. The Unit continued to develop City staff members' navigation of implementing the Plan through tools such as Lunch and Learns and Unpacking Dialogues. The latter is

an informal space to discuss the cultural/social/ sentimental ways of addressing anti-Black racism at the City.

There has also been increased representation of Black staff, community and business leaders at important City decision-making tables, including the pilot of a Black-Mandated Funding Framework which seeks to review and redress chronic historical underfunding of Black-mandated organizations. The City continued to benefit from the establishment of the Confronting Anti-Black Racism Advisory Committee looking at issues of housing, education and engaging of the Permanent Forum for People of African Descent.

Year Four continued to support the various impactful legacy initiatives that increase Black leadership, community capacity and organizational resilience, including the Toronto Black Food Sovereignty Plan and the strengthening of the Black Resilience Cluster in partnership with the United Way of the Greater Toronto Area. Year Four activities continued to engage broader City action to tackle the living legacies of anti-Black racism through large-scale, long-term interdivisional projects,

including investments to advance the Early ON Innovation funding to support Black children and families, the Black Housing Framework to address the overrepresentation of Black residents in poor housing situations and placemaking initiatives across the city.

Despite the advancements of the current Toronto Action Plan to Confront Anti-Black Racism, anti-Black racism still disproportionately impacts the intersecting lives of Toronto residents of African descent. Upon recommendation from the Confronting Anti- Black Racism Unit, Toronto City Council will move forward with a 10-year Toronto Action Plan to Confront Anti-Black Racism. Year Four acutely highlighted the disproportionate impacts of COVID-19, and the compounding and intersectional effects of systemic barriers on Black communities. The creation of a new longer term Action Plan will serve to nurture the important work that is already underway across City divisions and deliver a tangible legacy as part of the City’s commitment to advance the United Nations International Decade for People of African Descent, which ends in 2024.

CABR Snap Shot of Year four Progress

Theme	Progress
Service Targeting & Coordination	<ul style="list-style-type: none">• \$1.6 million invested to support EarlyON providers and Black-mandated organizations to pilot, expand and partner to develop targeted, responsive and culturally affirming programming to meet the distinct needs of Black children and families.• \$150,000 invested in Black 2SLGBTQ+ organizations and initiatives, with a focus on responding to the impacts of COVID-19, health and employment supports, and recovery with Toronto’s Black 2SLGBT+ communities, partners included Black CAP, Black Queer Youth Collective (BQYC) and Sherbourne Health.• \$100,000 investment to support community activities during Black Mental Health Week 2022, which included partnerships with 15 Black-mandated organizations, with a focus on grassroots organizations serving Black women, youth, continental African populations and 2SLGBTQ+ communities.

Theme	Progress
Inclusive Economic Development	<ul style="list-style-type: none"> • \$100,000 invested in the Toronto History Museums Awakenings Artist Mentorship Program. The program aims to elevate the voices of emerging and mid-career Black, Indigenous, 2SLGBTQ+ and equity-deserving artists. Of the mentees who participated, 60 per cent were Black. • \$40,000 invested to support the development of a COVID-19 exhibition development process, which will commission six to eight Black 2SLGBTQ+ artists. • The new Cultural Festivals Funding Program was launched in 2022. The program provided approximately \$2 million in funding to 37 accessible cultural festivals operating in the public realm, 33 per cent of the total funding disbursed under the program provided to Black-mandated organizations/festivals. • \$21,000 invested in research supported by AnchorTO to understand how to remove barriers to participation in the procurement process and to better engage and support Black-owned, Black-mandated and Black serving (B3) businesses. Three “Supplier Readiness for Black-Owned Business Leaders” training workshops were also produced and delivered to three cohorts of 25 B3 business leaders. Two tailored “Doing Business with the City” training sessions were conducted for Black-centered councils and chambers. • Through the Toronto Main Street Recovery and Rebuild Initiative, \$1 million invested through the Black Business Association to deliver revitalization programs and initiatives that support all Black-owned and operated businesses within the boundaries of Little Jamaica. • \$1.6 million invested through the Black-Mandated Funding Framework Pilot, and \$480,781 funding to Black-mandated organization to support the Black Youth Leadership and Black Governance Grants. • \$900,000 invested to support 140 BIPOC participants to complete training through various programs offered through the oxo Industry Pathways program, including the Production Assistant Skills development Program for Black Youth in partnership with POV. • \$450,000 for the Youth Cultural Incubators Stabilizing Initiative (YCISI) which increases capacity, financial literacy, and sustainability of small to mid-sized, Black-led arts organizations by providing three years of core funding, mentorship and workforce development.

Theme	Progress
Alternative Police Responses, Restorative Justice, and Repair	<ul style="list-style-type: none"> • Responding to community calls for alternatives to policing, approximately \$10.9 million in funding to operate the four Toronto Community Crisis Service (TCCS) pilots to respond to mental health crisis calls to 911 and 211 at full scope and provide backbone support to implement the program. • The 911 Crisis Call Diversion Pilot launched at the TPS Communications Centre and is supported by a co-located crisis worker from the Gerstein Crisis Centre. • \$522,000 invested to deliver the 911 Crisis Call Diversion Pilot Project and will run for one year, until June 30, 2022. • The Mobile Crisis Intervention program expanded from 10 to 13 teams working 14.5 hours a day, seven days a week. • Increased accountability, transparency and access to all open data collected pursuant to the Toronto Police Service Race-Based Data Collection Policy. Data is now shared with the City of Toronto for display and distribution on its open data portal. • The Service hosted six community Town Halls around their Race and Identity-Based Data Collection Strategy findings and to ascertain feedback from communities on how to make internal changes to address disparities.
Transformative Culture Change at the City	<ul style="list-style-type: none"> • Over 7,439 staff trained on anti-Black racism, with 1,800 plus hours delivered across City divisions, agencies and public organizations in 2022. • Toronto Employment and Social Services hired 13 Black staff through the five-month Work-Based Learning program 2022/2023 cohort as frontline, administrative, social and community workers. • The 2022 Count Yourself in Survey included disaggregated race and gender data and reported that 13 per cent of City staff respondents identified as Black. • 165 internal and external employment and hiring partnership initiatives to support workforce development plans for Black and equity-deserving job seekers interested in working at Toronto Transit Commission. • Hired 841 new Toronto Transit Commission operators in 2022, with 53 percent Black hires. • 684 youth participated in employment readiness sessions for Community Recreation's Building Skills Through Recreation Youth Employment Program to support hiring of Black youth.

Theme	Progress
Accessible and Equitable Housing Impact	<ul style="list-style-type: none"> • \$114,990 invested to advance community-led initiatives that address gentrification, displacement, and housing in Black communities, including toward the PARNTA Initiative, Margaret's, and CP Planning. • \$113,000 invested to advance housing outcomes in the Little Jamaica Master Plan. • Piloted a racial identity question with 14 shelter sites that was formally rolled-out system-wide in June 2022. Homeless data helped to ensure the prioritization of Black residents for supportive homes filled through Coordinated Access, with a target of 25 per cent of all supportive homes in this program dedicated to the Black population. • The Centre for Advancing the Interests of Black People, at Toronto Community Housing, began their operations in 2022 to lead the organization in implementing their Confronting Anti-Black Racism Strategy to support Black social housing tenants. • After seeing an uptick in need, in 2023 the Eviction Prevention In the Community Pilot Program will begin collection disaggregated race-based data.
Recognition and Placemaking	<ul style="list-style-type: none"> • The Cultural Hotspots Program dispersed \$168,000 in funding to support six Signature Projects and nine Spark Projects in Little Jamaica and \$144,063 in funding to support nine Signature Projects in Golden Mile. • Designed an innovative new process to support NIA Centre for the Arts to fulfill a \$4 million dollar state of good repair capital investments to expedite and streamline building timelines to deliver the new premier arts centre for Toronto's Black communities. • Established a new Black Community Advisory Group in July 2022 to inform City development and park design for two new parks in Moss Park. Conducted virtual consultation meetings to ensure Black communities feel welcome and safe in City park spaces. • Development of a feasibility assessment is underway to explore potential partnerships for the creation of a new community cultural and recreation centre with Somali Cultural and Recreation Centre Steering Committee. • Community Space Tenancy Incubator pilot policy is in development and will support the participation of smaller not-for-profit and grassroots groups, with a focus on Black-led groups.

Indigenous Affairs Office¹²⁵

The City's Indigenous Affairs Office (IAO) is focused on supporting City divisions in their work with First Nations, Inuit and Métis peoples and all urban Indigenous communities. The Office strives to strengthen the City's relationship with Indigenous communities and advancing reconciliation. While the City remains committed to embedding the responsibility for Indigenous priorities across City divisions, the IAO will provide more focused and coordinated leadership on Indigenous affairs. The IAO office leads a number of initiatives and advisor bodies including:

Indigenous Affairs Community of Practice

- To gather and disseminate information, engage in inter-divisional collaboration to enhance efficiency and sustainable outcomes for Indigenous partnership, collaboration and engagement.
- To develop consistent and cohesive wise practices, identify and address barriers, and create opportunities for innovation.
- To foster dialogue and strengthen connections between City and Indigenous organizations, leaders and communities.
- To embed a reconciliation lens and Indigenous considerations in City program and service planning.

City of Toronto Reconciliation Action Plan

The City's first Reconciliation Action Plan will guide its actions to advance truth, justice and reconciliation for the next 10 years, from 2022 to 2032. The Plan was developed over three years with input from First Nations, Inuit and Métis community members, organizations, Elders, Knowledge Carriers, youth and Indigenous employees and allies in the Toronto Public Service.

The Reconciliation Action Plan¹²⁶ builds on the City's existing commitments to Indigenous Peoples and takes them even further through 28 meaningful actions across five themes:

- Actions to restore truth
- Actions to right relations and share power
- Actions for justice
- Actions to make financial reparations
- Actions for the Indigenous Affairs Office

These actions will contribute to the visibility

and overall wellbeing of First Nations, Inuit and Métis Peoples in Toronto through placemaking and placekeeping, supporting economic development and prosperity, increasing civic engagement, honouring Indigenous ways of knowing and being, and recognizing rights to self-determination and self-governance.

The City will continue to collaborate with Indigenous leaders and community members to fulfill the actions within the plan, ensure transparency and accountability, and restore right relations. It is a living document, which will evolve, as needed, to incorporate directives from any future public inquiries or calls for government action from local Indigenous communities and organizations.

Aboriginal Employment Strategy

Employment within the Toronto Public Service for First Nations, Inuit and Métis peoples in Toronto is a priority for the City. The City recognizes that Indigenous Peoples must be hired and retained in diverse roles spanning the organization and that Indigenous perspectives and experiences must be centred in all work conducted by the City, not exclusively within the work of truth, justice and reconciliation.

Efforts to increase Indigenous recruitment and representation across the Toronto Public Service, include:

- Prioritized the recruitment of Indigenous youth and talent in the corporate
- Next Generation programs, including prioritizing hiring of Indigenous participants in the Essential Skills Program
- Expanded the Indigenous Youth Research Associate Program to Divisions across the Toronto Public Service
- Created recruitment marketing materials tailored to Indigenous people
- Developed an Indigenous Outreach Strategy to enable successful collaboration with Indigenous employment agencies and strengthen existing outreach activities to connect Indigenous communities to City jobs

Governance – Promoting Responsible Conduct

The City mandates training courses for all City staff to promote responsible conduct. For instance, staff are required to take training on topics such as the Toronto Public Service Bylaw, Cyber Security Awareness, Protecting Privacy, Health and Safety Awareness, Accessibility and Human Rights. The City also hosts training on equity, reconciliation and inclusion with subject areas such as Indigenous Awareness, Confronting Anti-Black Racism and 2SLGBTQ+ Inclusion.

Management staff are held to a higher standard and are required to take additional courses due to the progressively responsible nature of their positions related to Occupational Health and Safety and Human Rights obligations.

Building Service Equity Capacity: Equity Lens Tool

The City's Equity Lens Tool is a corporate tool to support City staff in embedding equity considerations across their project stages and initiatives. Since 2022, a new virtual-instructor led training was launched to ensure that staff are familiar with and able to incorporate equity into their work. To date, 448 staff have received the training, with sessions being hosted monthly.

The Equity Lens Tool is also currently undergoing modernization to ensure that the resources, content and design of the tool is relevant for City staff and responsive to the changing equity contexts. More than 120 staff have been engaged in user-research to identify opportunities to improve the tool and all changes continue to be informed by diverse users.

Data for Equity Strategy: Supporting Equitable Services, Equity Priorities, Performance Measurement and Accountability

The City's Data for Equity Strategy aims to support City divisions to collect socio-demographic data to analyze, use and apply disaggregated data to:

- Inform program planning, policy development and service delivery that is inclusive of and responsive to the needs of all Torontonians, particularly Indigenous, Black and equity-deserving groups.
- Support equitable, evidence-based and accountable decision-making at the City, resulting in the provision of excellent service and advancement of equity and inclusion strategies.

The Data for Equity Unit provides strategic advice and support to City Divisions to help ensure that socio-demographic data collection and disaggregated data use across City divisions is consistent, appropriate, sensitive and reflective of best practices.

7fi Workplace Culture Performance Metrics

Objectives	Performance Metric	2022	2021	2020
Governance				
Decision Making - Be Diverse and Inclusive	% Women Councillors	36%	31%	31%
	% Women Senior Management (Division Head or Above)	44%	43%	41%
	% Racialized Senior Management (Division Head or Above)	18%	22%	14%
Engaged Decision Makers	City Council Attendance	95%	94%	95%
	Community Council Attendance	91%	95%	88%
	Committees Reporting to Council Attendance	94%	95%	96%
	Other Boards & Committees	70%	89%	90%
Workplace Culture and Inclusion				
Reflect diversity and be inclusive of the city we serve	TPS Workforce			
	% Women	50.2%	50.3%	49.3%
	% Racialized People	47.3%	41.8%	38.0%
	% Indigenous Peoples	1.5%	1.4%	1.4%
	% Persons with Disabilities	6.9%	5.7%	5.3%
	% LGBTQ2S+	6.4%	4.2%	3.5%
Attract & retain a diverse and inclusive workforce	Turnover Rates			
	All Active Employees	6.6%	9.1%	7.1%
	All Active Employees (excl. Rec Workers)	9.1%	11.8%	7.9%
	Permanent Employees	6.6%	6.0%	7.5%
	Average Tenure (years)			
	All Active Employees	10.1	10.6	11.6
	All Active Employees (excl. Rec Workers)	12.5	12.7	13.3
	Growth Opportunities			
	Promotion and Internal Hires (% Total Hires)	36%	23%	26%

7g Alignment with Sustainable Development Goals (SDGs)

The City's governance programs and initiatives align with the following UN Sustainable Development Goals:



- **Goal 5.** Achieve gender equality and empower all women and girls
- **Goal 10.** Reduce inequality within and among countries
- **Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

8

Endnotes



- 1 <https://www.toronto.ca/city-government/accountability-operations-customer-service/get-involved-how-government-works/torontos-governance-system/>
- 2 <https://www.sasb.org/>
- 3 <https://www.msci.com/documents/10199/e092c439-34e1-4055-8491-86fb0799c38f>
- 4 <https://www.globalreporting.org/>
- 5 <https://integratedreporting.org/>
- 6 <https://sdgs.un.org/goals>
- 7 <https://www.ontario.ca/laws/statute/06c11>
- 8 <https://www.toronto.ca/wp-content/uploads/2023/05/95f8-2023-City-of-Toronto-Budget-Summary.pdf>
- 9 <https://www.toronto.ca/services-payments/water-environment/environmentally-friendly-city-initiatives/transformto/>
- 10 <https://www.dataforcities.org/wccd-iso-37120-series-on-city-data>
- 11 <https://www.dataforcities.org/iso-37122>
- 12 <https://www.dataforcities.org/iso-37123>
- 13 <https://www.ontario.ca/laws/regulation/060610>
- 14 <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office/agencies-corporations/agencies/toronto-investment-board/>
- 15 <https://www.toronto.ca/city-government/budget-finance/city-finance/investments/>
- 16 <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office/key-initiatives/corporate-strategic-plan/>
- 17 <https://www.toronto.ca/services-payments/water-environment/environmentally-friendly-city-initiatives/transformto/>
- 18 <https://www.toronto.ca/services-payments/recycling-organics-garbage/long-term-waste-strategy/>
- 19 <https://www.toronto.ca/services-payments/recycling-organics-garbage/long-term-waste-strategy/working-toward-a-circular-economy/>
- 20 <https://www.toronto.ca/services-payments/recycling-organics-garbage/long-term-waste-strategy/working-toward-a-circular-economy/>
- 21 <https://www.toronto.ca/wp-content/uploads/2017/10/9183-TorontoRavineStrategy.pdf>
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