

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 fifth Environmental, Social and Governance (ESG) Performance report provides a transparent accounting of our strategic and financially responsible decision to invest in social and ecological transformation.

We are realizing this commitment to building a sustainable and equitable future in multiple ways: adopting standardized ESG measurements, applying a climate lens to our financial decisions, issuing green bonds, implementing equity responsive budgeting, funding capital projects with social bonds and developing a long-term financial plan focused on a sustainable future.

Toronto City Council has adopted one of the most ambitious targets in North America with the TransformTO Net Zero Strategy, aiming to achieve net zero green house gas (GHG) emissions by 2040. As part of this strategy, we are now applying a climate lens to all financial decisions at the City, assessing the potential impacts of projects, programs, policies and investments on GHG emissions and Toronto's resilience to climate change and extreme weather. Equally imperative, the City continues to invest in the mobility, housing, flood protection, parkland and infrastructure projects necessary to meet our climate action goals, despite a challenging fiscal environment.

In November 2024, the City of Toronto was recognized as one of the first cities in the world to adopt a new standard to measure ESG progress. The ISO 37125 standard, developed by the International Organization for Standardization in Geneva, includes 107 indicators organized under the three ESG pillars. Adopting and implementing this standard will ensure our ESG reports provide trusted, reliable and standardized data, building even more confidence in our progress on sustainability, social inclusion and transparent governance.

We have also introduced equity responsive budgeting to ensure decision making and budget planning responds to the unique barriers and experiences of Indigenous, Black and equity-deserving groups, because enhancing social outcomes and sustainability go hand in hand at the City.

However, climate action and inclusion require a sustainable financial future. We continue to implement the Council-approved options presented in the updated Long Term Financial Plan to address the City's financial challenges, but we cannot address these challenges on our own.

Our continued partnerships with other orders of government, including the Ontario-Toronto New Deal, are critical to our ability to deliver the services and build the infrastructure that Torontonians, the region, the province and the country need and benefit from. We'll continue to work with the Province of Ontario and the Government of Canada to address our shared priorities, such as housing, shelters, transit and climate action.

This imperative work to protect our environment, prioritize equity and strengthen governance would not be possible without the dedication of everyone who continues to contribute to the City's ESG performance – thank you for what you do each and every day.

Sincerely,



Stephen Conforti
Chief Financial Officer and Treasurer
City of Toronto



2

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 2023 on ESG factors relevant to the City of Toronto and other Canadian municipalities. This Report complements our 2023 Annual Report.

An overview of the City’s governance system¹ is available at toronto.ca. This document reports on data and activities for 2023 unless otherwise noted. Data for 2023 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 100-101, 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 peoples the including the Mississaugas of the Credit, Anishinaabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis.

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 approximately 20 per cent and 52 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 examples of 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 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.

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.

Financial Performance

3e 2023 Financial Performance

| (in \$ Millions) | 2023 | 2022 Restated ⁸ | 2021 |
|---------------------------------|----------|-------------------------------|----------|
| Own Source Revenue* | \$9,588 | \$9,236 | \$8,737 |
| Annual Surplus | \$1,250 | \$1,758 | \$1,998 |
| Total Assets** | \$60,605 | \$57,569 | \$53,746 |
| Total Long-Term Debt | \$8,586 | \$8,859 | \$8,146 |
| Total Reserve and Reserve Funds | \$5,288 | \$5,427 | \$4,104 |

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

** Includes Financial and Non-Financial Assets

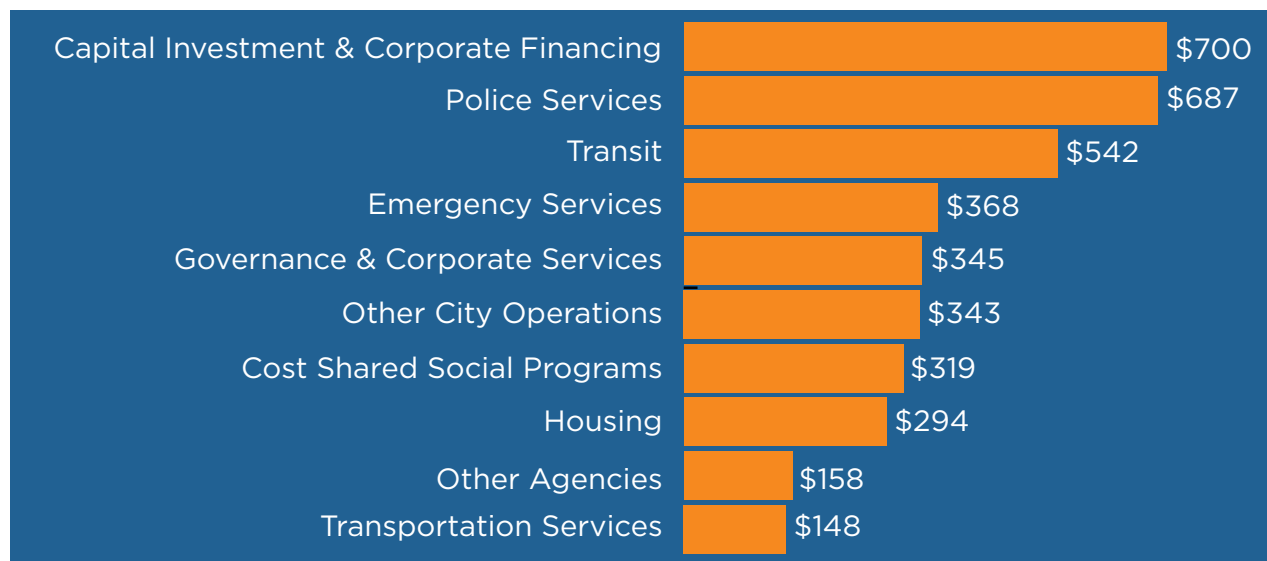
3f Economic Value Distributed

When translated into an average tax bill of \$3,904 for the average value of a home assessed at \$694,381, the chart below shows how 2024 property taxes will be spent based on the 9.5 per cent residential property tax rate increase.

How Your Tax Dollar Works for You in 2024⁹

The average home in Toronto has an assessed value of \$694,381.*

The 2024 municipal property tax bill on this home would be \$3,904.**

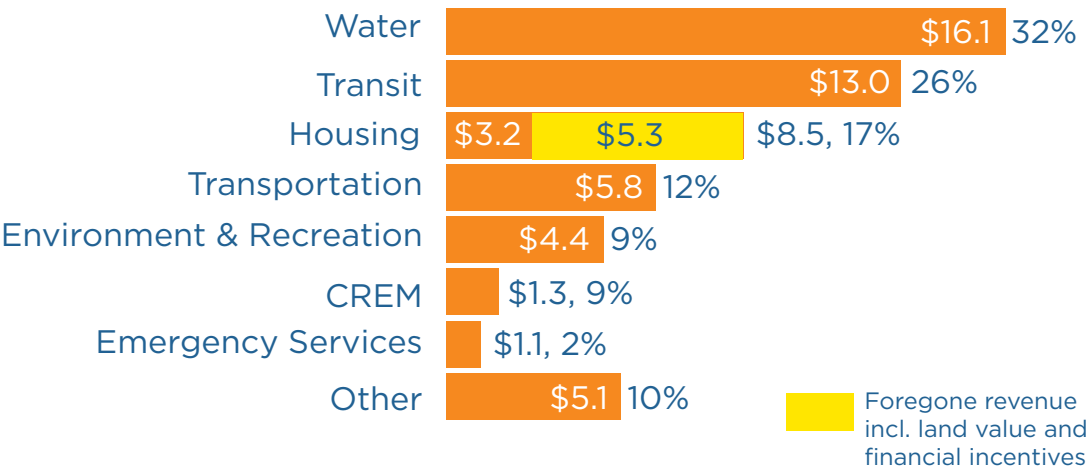


* As the Province postponed the 2021 reassessment, 2024 property values are the same assessed values as 2020 (which uses evaluation dates of January 1, 2016), conducted by the Municipal Property Assessment Corporation (MPAC), unless the property experienced relevant changes such as renovations, improvements or demolitions.

** Excludes provincial education property taxes.

10-year Capital Budget and Plan \$49.85 Billion

How the Money is Invested (\$49.85 Billion)



3g Taskforce for Climate-Related Disclosures

TCFD: Opportunities and Challenges

The Task Force on Climate-Related Financial Disclosures’ (TCFD) reporting framework revolves around four key pillars – governance, strategy, risk management and metrics and targets. In 2023, the City continued to focus on strengthening the governance and strategic aspects associated with its climate-related activities. Highlights of this year’s achievements include the following:

- City Council adopted the [Climate Change Goals and Governance](#)¹⁰ by-law for inclusion as Chapter 669 of Toronto’s Municipal Code on May 10, 2023 ([2023.IE3.4](#); bill enactment via [2023.BL7.1](#)). This by-law codifies community and corporate emission budgets, as well as planning and reporting processes for achieving the emissions budgets. This increases the City’s accountability for actions to reduce GHG emissions. Toronto is now the first municipality in North America to codify its climate change goals and governance process into law. This codification will enhance transparency of and accountability for, the City’s action to reduce GHGs in Toronto.
 - City Council also adopted a new [Corporate Offset Credits Policy](#) dated May 10, 2023 ([2023.IE3.4](#)). This policy clarifies the “net” of net zero by defining whether and how the Corporation will purchase and/or sell offset credits in a science-based, fiscally responsible way as the City works toward the net zero goal. It is anticipated that work to project the future cost of net zero-valid offset credits will enable further reporting on the cost of achieving net zero Corporate emissions depending on the level of residual emissions in 2040 and subsequent years.
- In 2024:
- Preliminary implementation of the “Carbon Budget” prioritization process began in 2023 with the Carbon Budget Baseline [briefing note](#)¹¹ and [detailed appendix](#)¹² published at the outset of the review process for Budget 2024. Full implementation has begun in 2024 along with planning for the achievement of Corporate emission budgets covering the 2026-30 period.
 - Projects are proceeding to [update](#)¹³ understanding of city-wide climate risks and recommendations for a refreshed governance approach to physical climate risks at the city-wide level.
 - The City will be conducting a city-wide [climate risk and vulnerability assessment](#)¹⁴ starting in 2024. This assessment will utilize best available information about the expected future climate and identify the most important climate risks for Toronto. The assessment will also help prioritize potential adaptation actions and support recommendations for how to best minimize impacts to residents and businesses.

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](#)¹⁵.



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

World Council on City Data (WCCD), Standardized Urban Metrics (SUM), & International Organization for Standardization (ISO)

The City of Toronto received Platinum-level certification from the World Council on City Data (WCCD)¹⁶ for implementing ISO 37120 (Indicators for Sustainable Cities) for the years 2014 to 2022, resulting in Toronto receiving Platinum certification for nine consecutive years. Toronto also achieved ISO 37122 (Indicators for Smart Cities) and ISO 37123 (Indicators for Resilient Cities) for 2022 and is working toward ISO 37120, ISO 37122 and ISO 37123 (“Triple”) certification for 2023.

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 caliber, 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, operating globally across over 40 countries.

Beyond its commitment to annual ISO 37120 reporting, the City has been engaged in ISO 37122 and ISO 37123 reporting in 2022 and 2023. A Canadian-led global innovation, this ISO 37120 Series was established in 2014 and the WCCD has certified over 100 cities across the globe. The ISO 37120 Series contains fully numeric key performance indicators to measure city services and quality of life, underpinned by standardized definitions and methodologies.

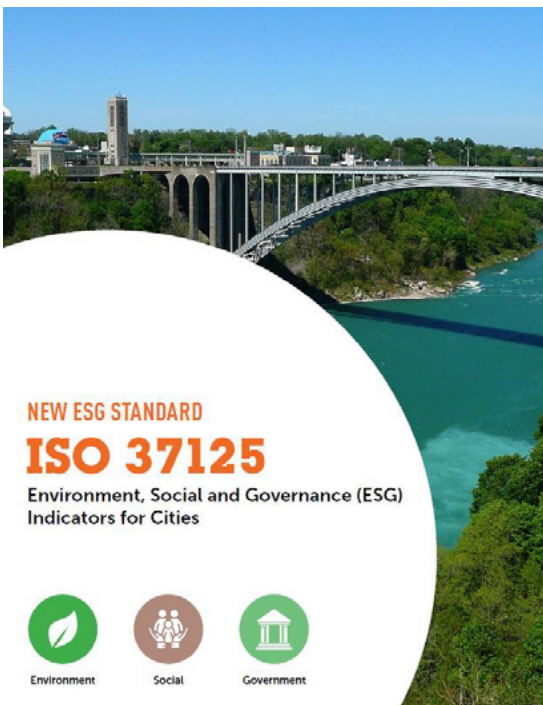
The City has now accepted an invitation from Standardized Urban Metrics (SUM) to become a World Premiere City, joining an exclusive global cohort of local governments that are the first adopters of the newest ISO standard on city indicators, ISO 37125 – Environmental, Social and Governance (ESG) Indicators for Cities. The World Premiere Cities and Regions cohort spans multiple continents, including North America, Europe, Africa, Latin America, the Middle East and Asia.

In 2023 and beyond, the City of Toronto continued to advance its commitment to various ISO standards. Notably:




- ISO 37122 and ISO 37123: As of 2023, Toronto began implementing ISO 37122 (Smart Cities) and ISO 37123 (Resilient Cities), with efforts focused on sustainable urban development, resilience and quality of life indicators.
- ISO 37125 (Environmental, Social and Governance Indicators for Cities): The City of Toronto will be among an exclusive global cohort of World Premier Cities to be first in achieving certification under ISO 37125.



| | | |
|--|---|--|
| <p>INTERNATIONAL STANDARD ISO 37120</p> <p>Sustainable cities and communities Indicators for city services and quality of life</p>  <p>Second edition 2018-07 Reference number ISO 37120:2018(E) © ISO 2018</p> | <p>INTERNATIONAL STANDARD ISO 37122</p> <p>Sustainable cities and communities Indicators for smart cities</p>  <p>First edition 2019-05 Reference number ISO 37122:2019(E) © ISO 2019</p> | <p>INTERNATIONAL STANDARD ISO 37123</p> <p>Sustainable cities and communities Indicators for resilient cities</p>  <p>First edition 2019-12 Reference number ISO 37123:2019(E) © ISO 2019</p> |
| <p>ISO 37120 <i>Indicators for City Services and Quality of Life</i></p> <p>The 1st ISO Standard for cities WCCD is implementing this global first in more than 100 cities across 40 countries</p> | <p>ISO 37122 <i>Indicators for Smart Cities</i></p> <p>Cities globally are becoming early adopters and demonstrating that data is the essential starting point for Smart Cities tracking data that is citizen focused</p> | <p>ISO 37123 <i>Indicators for Resilient Cities</i></p> <p>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</p> |



NEW ESG STANDARD
ISO 37125
Environment, Social and Governance (ESG)
Indicators for Cities

Environment Social Government

ISO 37125 is the very first global ISO standard on Environmental, Social and Governance (ESG). Developed and implemented by Standardized Urban Metrics (SUM), a partner organization of the WCCD, ISO 37125 fills a critical gap in the ESG ecosystem by providing city leaders, governments and the private sector with a robust, data-driven framework to guide ESG initiatives. SUM can use ISO 37125 third-party verified data to create a data-driven Annual ESG Profile Report to help local governments attract, drive, and develop investment attraction and expand their bond issuances to support their capital plans.

To enhance the Standard's effectiveness, SUM partnered with the Standards Council of Canada (SCC) to create the audit protocol and certification scheme. This partnership also facilitated discussions with key stakeholders—including cities, banks, asset managers, pension funds and other leaders across the ESG ecosystem—to gather insights for informing the development of ISO 37125.

Underlining Toronto's commitment to data-driven decision-making, year-over-year certifications like ISO 37120, ISO 37122, ISO 37123 and ISO 37125 will also support and validate the City's Sustainable Debenture Program, a critical funding source for the City's 10-year capital plan.

The ISO 37120 SERIES - ISO 37120 & ISO 37122 & ISO 37123 –
252 KPIs with globally standardized definitions and methodologies across 19 themes

19 themes

252 indicators



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 610/06, Financial Activities, under the City of Toronto Act, 2006 and Council-approved Investment Policy. The Toronto Investment Board¹⁷ ("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 \$6.4 billion at the end of 2023).

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 Policy¹⁸ 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 hired a third-party ESG rating service provider, MSCI ESG Research LLC (MSCI), 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 2023, 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 Plan¹⁹; alignment of project useful life with debt term; and generating measurable impact.

Toronto's Approach to Sustainable Finance



1 Alignment to the City's Strategic Plan



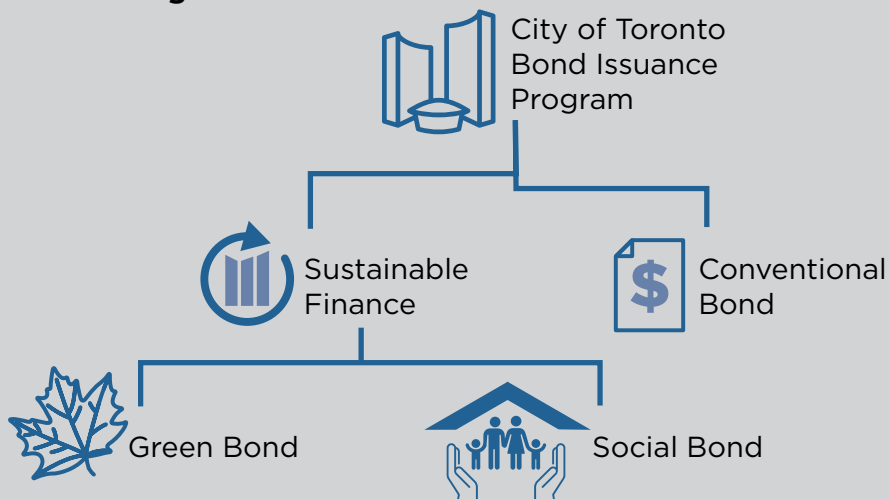
2 Alignment of Useful Life, Debt Term, and Lookback Period



3 Generates measurable impact

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 \$1.83 billion 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
- **In 2023:** \$100 million Green Bond; \$215 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

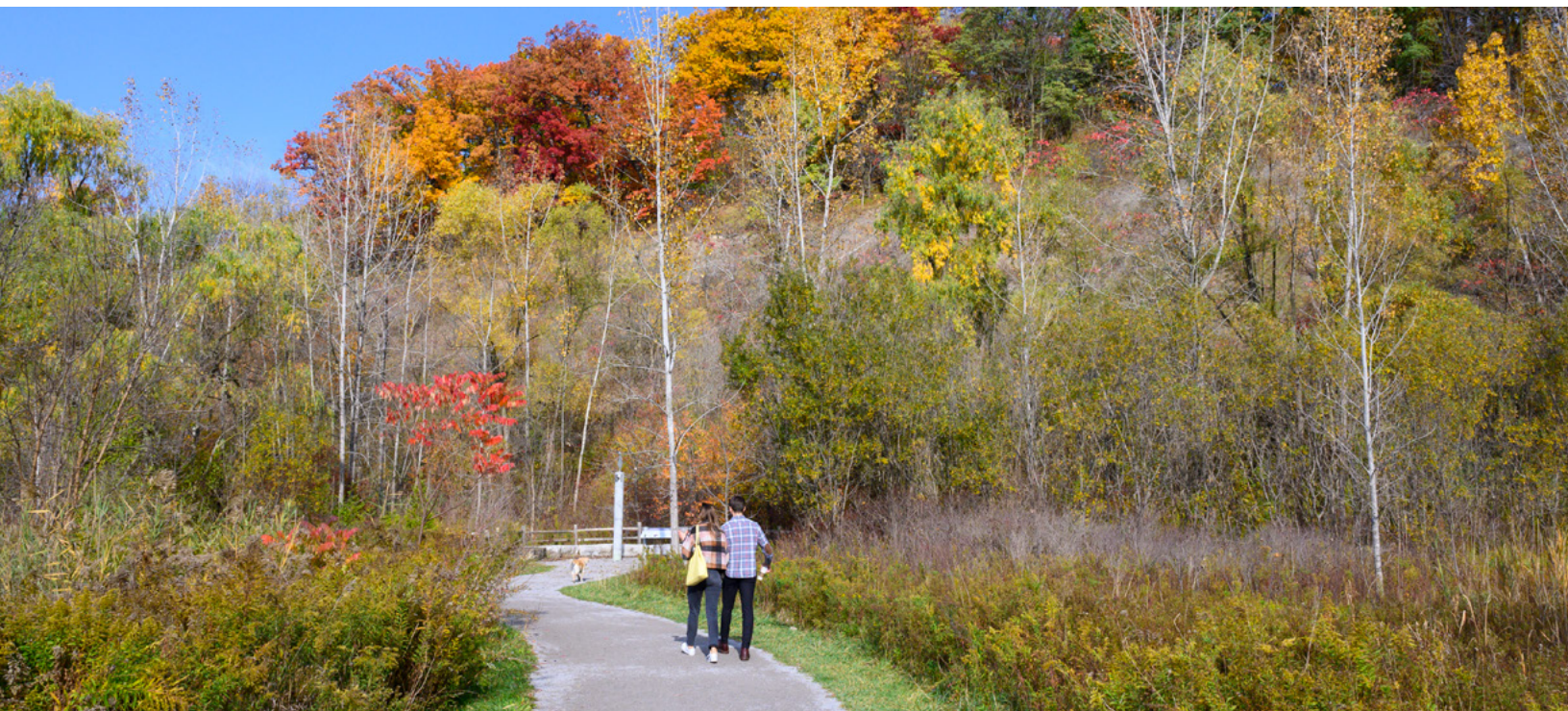
| City of Toronto's ESG Score | | |
|-----------------------------|--|--|
| Agency | Score | Scale |
| Moody's Investor Service* | Credit Impact Score: CIS-2 ESG Issuer Profile Scores: E-2, S-2, G-2 | 1 – 5 (positive to very highly negative) |

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

The City's ESG Credit Impact Score (CIS-2) indicates that ESG considerations do not have a material impact on the overall credit rating. This score reflects no material exposure to environmental and social risks alongside 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) | 2023 | 2022 | 2021 |
|--|---|---|---------------------------------|---------|------------|
| 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 17.1 MT), 45% by 2025 (13.4 MT) and 65% by 2030 (to 8.5 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 2025 | 15.5 | 14.8*** |
| | | Per capita GHG emissions (tonnes CO ₂ e/ person) | Data available in Nov/ Dec 2025 | 5.2 | 5.1*** |
| | | Corporate-wide: Reduce corporate GHG emissions by 65 per cent over 2008 base year (951,803 Tonnes) by 2030 (333,131 Tonnes) | Data available in Nov/ Dec 2025 | 831,853 | 802,121*** |
| Social and Economic Inclusion | | | | | |
| Transportation Accessibility: Improve mobility through Toronto's transportation network and access to opportunities and places that people value for all equity-deserving groups | % of people and employment within 250 metres of a dedicated bikeway | 100% | 47.2% | 46.7% | 45.9% |

| Objective | Performance Metrics | Targets (if any) | 2023 | 2022 | 2021 |
|--|--|--|---------|-------|-------|
| Social and Economic Inclusion: HousingTO | | | | | |
| Prevent Homelessness and Improve Pathways to Housing Stability | Prevent evictions for low-income households | 10,000* Households | 2,264 | 2,772 | 2,288 |
| 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) | 3,344 | 2,385 | 955 |
| Create New Rental Housing Responsive to Residents' Needs | New affordable rental and supportive homes approvals | 65,000* homes | 23,374 | 1,562 | 3,355 |
| Governance and Workplace Culture | | | | | |
| Engagement of Decision Makers | City Councillor attendance | | 94% | 95% | 94% |
| Governance: Decision Making - be diverse and inclusive | % Women Councillors | | 40% | 36% | 31% |
| | % Women Senior Management (Division Head or Above) | | 35% | 44% | 43% |
| | % Racialized Senior Management (Division Head or Above) | | 27% | 18% | 22% |
| Reflect diversity and be inclusive of the city we serve | TPS Workforce: | | | | |
| | % Women | | 51.2% | 50.2% | 50.3% |
| | % Racialized People | | 49.2% | 47.3% | 41.8% |
| | % Indigenous Peoples | | 1.4% | 1.5% | 1.4% |
| | % Persons with Disabilities | | 7.3% | 6.9% | 5.7% |
| | % LGBTQ2S+ | | 6.7% | 6.4% | 4.2% |
| Attract & retain a diverse and inclusive workforce | Turnover Rates: | | | | |
| | All Active Employees (excl. Toronto Recreation Division Workers) | | 19.3%** | 6.6% | 9.1% |
| | Growth Opportunities: | | | | |
| | Promotion and Internal Hires (% Total Hires) | | 30% | 36% | 23% |

* HousingTO cumulative 10-years targets from 2020-2030

** Turnover rate for All Active Employees is significantly higher than usual due to a clean-up of data the removed employees who had not worked in more than 12 months.

*** 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 the 2022 sector-based GHG inventory.

A photograph of a beach scene. In the foreground, two white wooden Adirondack chairs are positioned on the sand, facing away from the viewer. The sand is light-colored and shows many footprints. In the middle ground, several large beach umbrellas are open, in shades of pink, purple, and blue. A few people are visible in the distance, some sitting on chairs and others standing near a wooden pier or walkway that extends into a body of water. The sky is a clear, pale blue. A semi-transparent dark blue rectangular box is overlaid on the upper left portion of the image, containing the text.

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 Strategy

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 several 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, by establishing 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 aiming to drive down community-wide emissions and establish the trajectory needed to reach net zero by 2040.

To help identify whether 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 and built 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) 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 recommend any continued or new implementation action items to maximize waste diversion and align with the TransformTO Net Zero Strategy and carbon accountability mechanisms.

Working Towards a Circular Economy

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 transition 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 Strategy

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 Strategy

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 Strategy

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 Plan

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. Key objectives of the WWFMP include improving water quality along the waterfront, beaches and watercourses, protection of vulnerable City sewer and water infrastructure from erosion and reducing the risk of flooding to private and City properties during extreme wet weather. The WWFMP also provides guidance on municipal operations, environmental monitoring and public education initiatives related to stormwater management.

Significant progress has been made on critical WWFMP initiatives, most notably, construction of the Don River and Central Waterfront Project which is the largest and most significant stormwater management program in the city's history, the Basement Flooding Protection Program (BFPP), the rehabilitation of City stormwater management facilities and in implementation of works within the watercourse and shoreline management programs. Policy updates to guide stormwater management for development and redevelopment have also been initiated.

5b Performance Metrics

| Objective | Performance Metrics | Targets | 2023 | 2022 | 2021 | 2020 |
|--|---|---|---------------------------------|---------|----------|----------|
| 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 (17.1 MT), 45% by 2025 (13.4 /MT), 65% by 2030 (8.5 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 2025 | 15.5 | 14.8* | 14.3* |
| | | Community-wide: Per capita GHG emissions (Tonnes CO ₂ e/person) | Data available in Nov/ Dec 2025 | 5.2 | 5.1* | 4.8* |
| | | Corporate-wide: Reduce corporate GHG emissions by 65% over 2008 base year (951,803 Tonnes) by 2030 (333,131 Tonnes)* | Data available in Nov/ Dec 2025 | 831,853 | 802,121* | 823,872* |
| 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 | 293 | 290 | 295 |

| Objective | Performance Metrics | Targets | 2023 | 2022 | 2021 | 2020 |
|--|---|---|-------|-------|-------|-------|
| 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 by the City 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. | 53.6% | 52.5% | 51.9% | 52.7% |

* 2020 & 2021 values reflect updated NIR emission factors released since the publication of the 2022 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 Cities, 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 Energy²⁰, disclosing our GHG emissions inventory and climate mitigation and adaptation actions annually to the Carbon Disclosure Project (CDP)²¹. This disclosure helps to track the City's progress, monitor risks and benchmark against other cities facing similar challenges. 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 sooner²².

Achievements in 2023

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 Strategy (ExB):** The ExB Strategy charts the path to achieve net-zero emissions in all existing residential, commercial and institutional buildings in Toronto by 2040. 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 City has since updated the technical modelling to realign with the 2040 target. 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.

- **Building Emissions Performance Standards (BEPS):** Following direction from the updated Long-Term Financial Plan (adopted by Council in September 2023) to accelerate the development of a BEPS By-law, an update on the implementation of the ExB Strategy was presented to City Council in October 2023. The report included a proposed BEPS By-law implementation plan and next steps, with an update anticipated for Q3 2024.
- **Toronto Green Standard:** The Toronto Green Standard (TGS) 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 TGS implementation dates for the Greenhouse Gas Emission limits to 2025 and 2028. The TGS v4 will contribute to savings of more than 1 mega tonne CO₂e cumulative greenhouse gas emissions by 2050, or the equivalent of taking more than 300,000 cars off the road each year. In 2023, measures were adopted by Council to include performance measures for embodied carbon and building materials reuse into the voluntary tiers of TGS (v4). Currently, the City is conducting engagement and research for a study that will support the energy-related targets included in version 5 and 6 of the TGS. The targets will solidify Toronto's approach of ensuring that all new development built after 2030 are near net zero emissions.

- Toronto Green Standard Development Charge Refund Program:** The Toronto Green Standard (TGS) [Development Charge Refund Program](#)²³ offers a partial refund on development charges paid, for third party verified Tier 2 or higher green, sustainable and high-performance development projects since 2010. New development projects that meet the mandatory requirements of the TGS during the planning application and approvals stage and that pay development charges (DC) are eligible to apply. Certified projects are [profiled on the City's website](#)²⁴. These projects have high levels of energy efficiency and lower GHG emissions and provide green infrastructure and a variety of other sustainable features. Partial refunds are provided in accordance with the city's Development Charge Bylaw in effect. The program has been effective in attracting more than 175 projects enrolled into the TGS DC Refund program. This equates to a participation rate of between 10-15 per cent of development projects targeting Tier 2 levels annually. In 2023 the program awarded \$8.0 million in reduced development charges for green, low energy and emissions developments across the city. The program is managed and administered Development & Growth Services and Finance.
- Low-Interest Financing Tools:** Sustainable Energy Plan Financing (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.
- Energy & Water Reporting and Benchmarking (EWRB):** In December 2023, City Council adopted a new Energy and Water Reporting By-law (Municipal Code Chapter 367, Building Emissions Performance) that builds on Ontario Regulation 506/18 and will require building energy and water use to be reported to the City annually - starting in 2024 for buildings 50,000 square feet and larger and in 2025 for buildings 10,000 square feet and larger. The City promotes energy reporting to encourage Toronto building owners to take action to reduce their buildings' energy use and greenhouse gas emissions, benefiting owners, tenants and the broader community. In 2023, this outreach included an updated website, webinars, targeted e-mail and telephone campaigns, step-by-step instructional videos on how to report and direct support for reporters via a dedicated e-mail inbox.
- Net Zero Emissions New Buildings:** At present, there are 26 new city-owned projects, four of which are affordable housing developments that are 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 per cent 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.
- The Green Will Initiative (GWI):** 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: capacity building, recognition of accomplishments and peer learning. To date, the program has expanded to 39 building portfolios across Toronto.
- Toronto Strategic Carbon Management (SCM) 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. GWI expanded the SCM curriculum in 2023 to help 11 building portfolio owners accelerate market transformation for decarbonization. The 2023 SCM building portfolio cohort included: Epic Investment Services, Exhibition Place, FGF Brands, Pure Industrial, Realstar, Sunnybrook Health Sciences Centre, Toronto Metropolitan University, Toronto Zoo, Unity Health, Woodbourne Capital Management and WoodGreen.

- **Navigation & Support Services:** the City offers support and guidance materials to buildings looking to carry out retrofit projects aiming to reduce greenhouse gas emissions. Acting as a trusted advisor and through a 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 in total incentives accessed for business owners. The program is developing new resources and leveraging external programs/resources in the marketplace to aid Toronto building owners to transition to net zero operations. New resources will include 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 Challenge:** 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. In

2023, there were eight building owners fully committed to undertaking deep retrofits, however, two participants withdrew and with their support the City plans on leveraging and sharing the learnings from the design phase of these two projects. Currently, there are 6 projects at various stages of completing their deep retrofits. Upon completion and post-retrofit evaluation, the City will create and publicly release case studies for each project. Case studies are expected to be released in 2026, with preliminary learnings and retrofit details to be shared by 2025.

- **Home Energy Loan Program (HELP):** A program that provides financing and support to Toronto homeowners to make their homes more energy-efficient and to reduce emissions while delivering other benefits, including enhanced comfort. In 2023, nearly 300 comprehensive home energy retrofit projects were undertaken through the Home Energy Loan Program (HELP), thanks to the City providing zero-interest and low-interest financing paired with incentives. The Program's funding criteria was expanded to support social and supportive housing providers. When paired with broader energy retrofit projects, project eligibility now includes secondary suites and health and safety measures. Contract provisions have been implemented to prevent above-guideline rent increases, ensuring that property owners benefiting from City financing and incentives cannot pass retrofit costs on to tenants. In addition, the City continued its support of developing 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) and the Ask an Expert webinar series for homeowners.
- **Home Carbon Labelling and Engagement:** In 2023, the City was successful in securing funding from Natural Resources Canada (NRCan) to develop a carbon labelling and engagement program. To advance this effort the City is working with Toronto Hydro to develop a digital tool to support carbon awareness, education and engagement with Toronto residents. The tool is intended to visualize annual GHG emissions from low-rise residential buildings and support property owners in decarbonizing their properties.

- **BetterHomesTO (BHTO):** Designed to provide access to information on residential energy efficiency and decarbonization 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 decarbonizing housing.
- **Eco-Roof Incentive Program:** The City's Eco-Roof Incentive Program has supported the installation of 627 eco-roofs since 2009, representing 1.14 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 are estimated to reduce energy consumption by 2,300 megawatt-hours (MWh), avoid 434 tonnes of greenhouse gas emissions and divert more than 18.9 million litres of stormwater. In 2023, 44 projects were completed totaling 78,000 square metres of roof space, resulting in an estimated 143 megawatt-hours (MWh) per year of energy saved and 27 tonnes of GHG emissions reduced per year.

Energy

- **Deep Lake Water Cooling Expansion:** 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 is complete and has added another intake pipe into Lake Ontario, enabling the avoidance of in-house cooling systems for another 40 to 50 buildings in downtown Toronto. The expansion of the current Enwave district energy system has increased 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 Gas:** 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 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 Program:** The City's Capacity Buyback Program targets water efficiency within the commercial and institutional sector. In 2023, the program saved more than 6.9 million litres of water. Saving water results in decreased energy use for pumping and treatment and a corresponding decrease in GHG emissions.
- **The SolarTO Map:** 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 was added to further facilitate users. The solar map is currently being updated to reflect LIDAR data captured in 2024. Previously the map relied on 2018 LIDAR data. This change will better capture new and renovated roofs. Additional changes are being made to the solar map to capture solar potential of smaller roofs. Since its launch, 10,707 addresses have been searched – 1,406 in 2021, 6,167 in 2022 and 5,800 in 2023 and 4,280 in 2024 (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. Changes have been made to the format of the solar directory to make it more user friendly.

- **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 Program:** Since the launch of Stage one 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. The City's pilot project with Noventa Energy at Toronto Western Hospital is currently under construction with completion expected for later in 2024. This project will provide up to 90 per cent of the hospital campus' heating and cooling requirements using wastewater energy. The Waste Energy Program was fully launched in 2023 and the City is looking for new projects to utilize the low-carbon energy source.



Transportation

- **Public Electric Vehicle Strategic Plan:** works to provide City-led direction to establish a robust, convenient and reliable EV charging network that is accessible to the public; supports the TransformTO Net Zero Strategy goal to have 100 per cent of transportation use to be zero emission by 2040; and meets the objectives identified in Toronto's Electric Vehicle (EV) Strategy (approved by City Council in January 2020). In partnership with other City divisions, agencies and corporations, the City of Toronto is working to ensure public EV charging are available when and where needed across Toronto to support the transition to EVs. Toronto has 407 EV chargers that are located on-street and in Green P parking lots.

- **On-Street Electric Vehicle Charging:** In November 2023, The Toronto Parking Authority (TPA) took over the ownership, operations and maintenance of 47 on-street EV chargers, previously installed through the City's Pilot Program. This program ran from 2020 to 2022, in collaboration with the City of Toronto and Toronto Hydro. In addition, TPA installed an additional 303 EV chargers within their off-street garages and surface lots, bringing the total EV charging network to 350 chargers. The total energy consumption comprised 775,620 kilowatt hours (kWh) from January 1, 2023 to December 31, 2023. The active chargers have contributed to a reduction of 788.64 metric tonnes of carbon dioxide emissions (CO₂e) that would otherwise have been emitted from internal combustion engine equivalents. By the end of 2024, Toronto Parking Authority is expected



to increase the EV charging network by 95 additional chargers, bringing the network total to 445 chargers, which will comprise of an additional 50 on-street chargers (Level 2), 35 off-street chargers (Level 2) and 10 off-street chargers (Level 3). TPA will continue to oversee the ownership, operations and maintenance of the [EV charging network](#)²⁵.

- **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, 96 per cent of the City's in-house solid waste residential collection fleet now uses natural gas.
- **The Smart Commute Program:** The Smart Commute Program: Through its Smart Commute program the City helps employers and commuters adopt smart travel options by providing tools, resources, campaigns and contests to encourage sustainable commuting habits. This benefits individuals and communities in many ways including reducing traffic congestion, improving people's health and taking action on climate change. In addition, Smart Commute offers a discounted Bike Share Toronto membership for City staff and employer partners and hosts Bike to Work Day Group Commute and community rides.

- **Cycling Network Plan:** In 2023, the City completed 19.6 km of new bikeways and 16.8 km of bikeway upgrades, which included major upgrades from bicycle lanes to raised cycle tracks or poured concrete barriers, installing integrated bike/transit platforms within existing bikeways, or enhancing pavement markings along trails and cycling routes. Notable additions to the cycling network included: first phase of the Bloor Street West Complete Street Extension; the Cabbage town Cycling Connections project; installation of a two-way protected bikeway along the Douro Street-Wellington Street West corridor; Waterfront cycling connections projects, including a multi-use trail on the newly aligned Cherry Street; and upgrades to one of Toronto's busiest cycling corridors along College Street. The 2022-2024 Near-Term Implementation Program was approved by City Council in December 2021. In 2022 and 2023, 37 km of new bikeways have been completed and 38 km of existing cycling routes received significant upgrades and enhancements. In 2024, there are 38 km of new bikeway projects underway that are expected to be completed, such as the Finch West LRT's cycle tracks from Keele Street to Highway 27, the Gatineau Hydro Corridor Trail from East Don River Trail to Bermondsey Road, Ferrand Drive Area Safety Improvements and the West Parkdale Cycling Connections project. Another 10 km of upgrades are expected to be completed in 2024, such as Leaside Bridge from Overlea Boulevard to Pape Avenue and Bloor Street West from Spadina Avenue to Avenue Road. In total, it is estimated that there will be 75 km of New and 48 km of Renewed bikeways between 2022 to 2024.



Waste and the Circular Economy

- **Share, Repair and Reuse Spaces:** The City continues financial support and strategic coordination of the Community Reduce and Reuse Programs comprised of 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 2023, more than 24 tonnes of clothing and other textiles have been diverted and 23,849 bikes were repaired through the program since their inception in 2018.
- **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 waste and provide residents with tips to reduce their own food waste. Community Reduce and Reuse Programs²⁶ also support outcomes of food waste reduction through community composting efforts and the redistribution of surplus harvest from single-family residential home gardens. As of the end of 2023, 20.7 tonnes of surplus food have been redistributed and 632.6 tonnes of carbon dioxide have been saved through these programs since their inception in 2018.
- **Single-Use and Takeaway Items Reduction Strategy:** This Strategy is aimed at eliminating the unnecessary use of single-use and takeaway items in retail business operations. In December 2023, City Council adopted the Single-Use & Takeaway Items Bylaw, effective March 1, 2024. Resources were also developed in 2023 to support businesses in taking action, including webinars, posters and guides, case studies and directories to help connect businesses with suppliers of reuse systems.
- **Residual Waste Management Work Plan:** In 2023, City Council approved the Residual Waste Management Work Plan which outlines strategic and long-term planning activities to manage the City's residual waste (garbage). The Plan also contains short- and medium-term actions that the City can initiate to extend the lifespan of the City's Green Lane Landfill, which will provide time to study, develop and operationalize long-term options.
- **Baselining for a Circular Toronto Research Project:** Launched in 2020, this project was 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 document²⁷ was developed in 2022. The study provides the foundation for the future Circular Economy Road Map for Toronto. In 2023, the City issued a Negotiated Request for Proposals to procure consulting services to develop the Road Map and secured permission to award the contract via the Bid Award Panel. 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 Framework:** 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 Program** 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 Champions Program:** Neighbourhood Climate Action Champions program: Through this program, the City provides an opportunity for residents to engage with their neighbours on environmental issues and inspire climate action. Capacity building training is provided to prepare participants with the knowledge, skills, and resources to begin climate conversations and address climate-related challenges within their community. Champions work with residents to create neighbourhood focused projects that address climate change and benefit Toronto communities. In 2023, a diverse group of 27 local volunteers with citywide representation were recruited into the program and 14 Climate Action Champion led projects were funded.
- **The City of Toronto Climate Advisory Group (CAG)** was established in the fall of 2022. It includes 25 members representing diverse communities, sectors, ages and backgrounds and includes individuals from the buildings, energy, transportation, waste, resilience, labour, academic and community engagement sectors, along with individual members. Meeting quarterly, the CAG members collectively act as advisors and champions for climate action and the policies, programs and initiatives being developed by the City of Toronto for implementation of the TransformTO Net Zero Strategy²⁸. The CAG advises staff including the Executive Director, Environment & Climate Division (E&C) and reports out through an Annual Report.
- **The Women4Climate Toronto Mentorship Program** 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:** This City program brings together more than 200 volunteers to provide support at public events. The program added 71 volunteers in 2023 and delivered training about the City's environmental priorities.
- **Youth Climate Action Grants:** provides funding up to \$1,000 to support student-led projects, activities and events that directly or indirectly reduce GHG emissions. Since 2022, 37 projects have received funding and engaged over 10,000 family and community members. This program is a partnership between the City and the Toronto District School Board and Toronto Catholic District School Board.



stewardship on private land. Since 2017, 200 projects have been funded and more than 104,140 trees and shrubs have been planted through these programs.

- **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, 190 community-led projects have been supported through the grants, resulting in more than 500 pollinator gardens (about 25,500 square metres) across Toronto, including 49 projects in Neighbourhood Improvement Areas and 82 projects on school grounds.
- **Annual TransformTO Net Zero Progress and Accountability Report:** In 2023, data for the report was collected. The report scheduled to be released in 2024, will enhance the tracking and reporting on progress toward City Council's ambitious GHG reduction goal of net zero emissions by 2040²⁹.
- **Urban Forestry Grants and Incentives Programs:** 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 2023, 27 projects were selected to support tree planting and
- **Tree Equity Score Analyzer Tool:** The City is launching a free and interactive online tool in Spring 2024 called the Tree Equity Score Analyzer (TESA). The TESA is being developed by American Forests, a non-profit organization, in partnership with the City of Toronto and Local Enhancement and Appreciation of Forests (LEAF), a non-profit conservation organization. This tool will support the City's tree equity approach to expand Toronto's tree canopy cover by tree planting where it's needed most. Development of the tool involves customization, review and launch, including consultation with several stakeholders, such as municipal staff, non-profit organizations and community partners. TESA will allow users to explore tree equity at the neighbourhood scale by analyzing land cover, demographic and socio-economic data to discover a tree equity score for local neighborhoods. The score ranges from zero to 100, with a score closer to zero indicating a greater need for trees. The development process for TESA began in October 2023 and will be completed by May 2024.
- **Indigenous Climate Action Grants³⁰:** Created to support the implementation of the City's TransformTO NetZero Strategy. As part of the Strategy, the City is committed to working with Indigenous rights holders and urban Indigenous communities to share knowledge and learnings. Since the grant program inception in 2023, 30 indigenous-led climate projects across the city have been supported as a result of this initiative.
- **Neighbourhood Climate Action Grants:** enables resident-led groups to take on climate action activities in their communities to increase awareness and engagement on climate change at the local level. In 2023, 23 projects were funded across the city ranging from repair cafes, educational webinars, sewing workshops, cycling initiatives, community clean-ups and so much more.

- **Clean Toronto Together:** 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 2023, the four-day spring cleanup weekend had more than 71,000 participants at 871 litter cleanup events.

Managing Stormwater

- **Cleaning up Our Waterways:** Construction is underway on the Don River and Central Waterfront (DR&CW) and connected projects, the largest and most significant stormwater management program in the City's history. The DR&CW project consists of a 22 km tunnel system proposed along the Lower Don River, Taylor-Massey Creek and Toronto's Inner Harbour and includes three integrated tunnels, 11 wet weather flow storage shafts, 27 connection points and a real-time control system, all to store and transport stormwater and wastewater for treatment at the Ashbridges Bay Treatment Plant.

The DR&CW project is being implemented in stages over a multi-decade timeframe with an overall budget of more than \$3.7 billion. Toronto Water's 2024 to 2033 Capital Plan includes \$1.89 billion for the DR&CW project.

The DR&CW project will greatly improve water quality by keeping combined sewer overflow out of Toronto's waterways. It is expected to exceed the provincial F-5-5 criteria for all combined sewer outfalls along the Don River, Taylor Massey Creek and Toronto's Inner Harbour, which requires 90 per cent of the volume resulting from wet weather flow to be captured and treated. The project is anticipated to advance the delisting of Toronto's Inner Harbour as an Area of Concern in the Great Lakes Basin.

- **Downspout Disconnection:** 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 percent based on a 2021 field study, which is within the compliance rate the City needs 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, Technical Modelling, Research and 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.

In 2023, Council adopted the Carbon Accountability governance system and accompanying Carbon Offset Policy. This system institutionalizes progress in reducing GHG emissions and establishes the City of Toronto as global climate governance leader through enhanced transparency and accountability.

The two main instruments of the Carbon Accountability system are:

1. A new Climate Goals and Governance chapter for Toronto's Municipal Code. This codifies the foundation of the Carbon Accountability system and provides 'process certainty' for City Divisions, Agencies and Committees around GHG management prioritization and public reporting aligned with key target years and integrated with the financial budget process. It also outlines how the City will use emission budget to organize planning and public reporting.
2. A new corporate Offset Credits Policy. This clarifies the "net" of net zero by defining whether and how the Corporation will purchase and/or sell carbon offsets in a science-based, fiscally responsible way as the City works toward the net zero goal.

The Carbon Budget Process deepens the consideration of climate action within the annual financial budget process and provides more information on the expected impact of the City's actions to reduce GHG emissions. The first Carbon Budget Report will be released in 2024, as part of the annual Capital & Operating Budget.

- **The City of Toronto Net Zero Climate Leadership Table (NZCLT):** An internal, cross-corporate table made up of senior leaders of Divisions, Agencies and Corporations of the City of Toronto. The table was convened in 2022 to provide leadership and coordination on implementing climate action across City Divisions, Agencies and Corporations in order to meet the community-wide targets and lead-by-example targets for City operations, of Toronto's TransformTO Net Zero Strategy. The NZCLT manages high-level issues; tracks progress for the City's climate-related activities; determines accountability; supports coordinated direction to staff; and leads the City's Corporate transformation to enable success in meeting the targets and implementing the actions of the TransformTO Net Zero Strategy. The NZCLT's mandate

includes both climate mitigation (emissions reduction) and climate resilience. The table meets bimonthly.

- **The Climate and Resilience Research Fund (CARRF):** In 2023, CARRF was established to support small to medium sized research projects on climate and resilience that will assist in the implementation of TransformTO. Working with the City of Toronto Partnerships Office through the CivicLabTO program, the CARRF was launched in conjunction with the new Ontario Collaboration and Innovation Platform (OCIP) developed by eCampus Ontario. Four research projects have been launched or are in development on topics such as building electrification, resilience, active transportation and embodied carbon in construction.
- **Local Emissions for Net Zero (LENZ) Modelling Suite:** The City of Toronto developed the decision-making tool to test actions and policies that would help the City reach its net zero greenhouse gas (GHG) emission target by 2040. LENZ can model net-zero pathways or scenarios and estimate GHG emissions associated with everyday activities in Toronto such as heating and lighting of homes, driving cars and taking public buses, among others. Guided by the modelling results, the City can make informed decisions that are critical to meet its interim GHG emissions reduction targets identified in the TransformTO Net Zero Strategy and offer opportunities for the City to course-correct its actions and ensure alignment with the long-term goal of achieving net zero by 2040. Specifically, the modelling results can be used to inform climate- and energy-related planning discussions, policies and programs, including determining the feasibility of different sources of energy in Toronto. LENZ was developed for both technical and non-technical audience especially those with policy development interest in the field of climate and energy.

5e 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 bylaw, 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 Standard and Green Roof Bylaw 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 Guidelines³¹ to make new and existing buildings less dangerous to migratory birds. This was followed by a companion document on Best Practices for Effective Lighting.

More recently, Toronto developed a Ravine Strategy to guide the management, use, enhancement and protection of approximately 11,000 ha of ravine lands, a Pollinator Protection Strategy to support local pollinators and a Biodiversity Strategy 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 Strategy 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:

- **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 adopted a Pollinator Protection Strategy. A key element of the strategy is the PollinateTO Grants that provide up to \$5,000 to support community groups undertaking projects that directly result in the creation of pollinator habitat in Toronto. As of 2024, PollinateTO has funded 190 community-led projects, which have created more than 500 gardens resulting in more than 25,500 square metres of pollinator habitat across Toronto.
- **Natural heritage protection and responding to legislative change:** In 2023, Bill 23 and changes to the Conservation Authorities Act narrowed the scope of the Toronto and Region Conservation Authority (TRCA)'s role in development review. In response, the City took on additional development review responsibility to evaluate impacts to the City's natural heritage system.
- **Light Out Toronto³² – Protecting Migratory Birds:** In the spring of 2024, the City re-launched its public awareness campaign to reduce migratory bird deaths by encouraging residents and businesses to turn off unnecessary lights during migratory season. In Toronto, the spring migration occurs between mid-March and the beginning of June. In fall, migration occurs from mid-August to the beginning of November. During migration seasons, millions of birds travel through our city. Situated on the shoreline of Lake Ontario, and at the convergence of two major flyways, the Toronto area serves as an important rest stop for migrating birds, many of whom fly thousands of kilometers between their overwintering sites and their summer breeding

grounds. Most birds migrate at night, guiding themselves with natural cues from the moon and stars. Night-migrating birds are drawn by city lights into urban areas where they often fatally collide with building windows that they cannot see.

5f Toronto Shelter and Support Services – Environmental Initiatives

The Toronto Shelter and Support Services is committed to reducing its environmental footprint through sustainable practices. In 2023, Toronto Shelter and Support Services launched two pivotal strategies to reinforce this commitment:

1. Homelessness Services Capital Infrastructure Strategy (HSCIS)³³:

This strategy outlines short-, medium- and long-term goals to shift from a reactive, emergency response approach to a proactive, sustainable capital planning model that ensures the recovery and stability of the shelter system. Presented and approved by Council in November 2023, the HSCIS recommends transitioning from a system predominantly reliant on temporary leases and agreements to one that prioritizes permanent, purpose-built shelter spaces and improved City assets. The strategy emphasizes moderate growth in areas with significant needs, such as accommodations for families, youth and spaces led by Black and Indigenous communities. Focusing on the physical spaces where homelessness services are delivered, the HSCIS is the first of its kind and will enable the City of Toronto to ensure that existing shelter infrastructure is well-designed, efficiently managed, resilient and maintains a state of good repair.

In 2021, City Council adopted the TransformTO Net Zero Strategy to achieve net zero greenhouse gas (GHG) emissions by 2050. In a demonstration of strong commitment to environmental sustainability, City Council unanimously voted to accelerate these efforts, setting a more ambitious emissions reduction target of net zero by 2040. The Homelessness Services Capital Infrastructure Strategy (HSCIS) aligns with this goal by ensuring that Toronto Shelter and Support Services meets the net zero requirement across the entire shelter system by 2040. This strategy sets a long-term (10-year) goal and includes specific milestones to ensure all shelters meet the net zero targets efficiently and effectively.

2. Updated Shelter Design and Technical Guidelines

The Shelter Design and Technical Guidelines provide a framework of design principles and continually evolving best practices for the planning and design of new or renovated shelters in Toronto. The 2023 update aims to enhance the outcomes and experiences for shelter users, staff, visitors and surrounding communities. This update was developed through extensive consultations with clients and stakeholders within the homelessness services sector, ensuring that the guidelines reflect a comprehensive and community-informed approach.

The guidelines state shelters should be sustainable, durable and resilient in design, so they:

- are effective in minimizing energy use and operating costs, in a capital cost-effective manner
- reduce greenhouse gas emissions
- reduce and conserve use of resources, such as water
- are durable, to minimize operational expenses, ensuring the facility meets occupant needs continuously
- are resilient, to reduce impacts on shelter operation by unforeseen events and circumstances
- are compliant with the Ontario Building Code, the Toronto Shelter Standards, Environmental Control Best Practices, Toronto Green Standard and all applicable laws; and
- are constructed with components that can be easily repaired or replaced to allow for ongoing maintenance.

Together, these evolving documents establish a strategic vision and outline a clear path for achieving sustainable and environmentally friendly shelter construction and design.

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 program³⁴ 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 2023, the \$1.18 billion of Green Bonds that the City has issued in six offerings since the program's inauguration has financed the following projects:

| Timing | Issuance Details | Projects |
|-----------------------|---|---|
| July 2018 | Inaugural green bond offering of \$300 million (30-year term) | Fleets and supporting infrastructure for sustainable clean transportation (Subway related projects) |
| September 2019 | Second green bond offering of \$200 million (20-year term) | 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 \$130 million (20-year term) | Sustainable clean transportation (Subway), sustainable energy and environment (retrofits and flood protection) |
| December 2021 | Fourth green bond offering of \$150 million (10-year term) | Sustainable clean transportation (subway and electric buses), energy efficient 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) | 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 adaptation a& resilience (flood protection). |
| October 2023 | Sixth green bond offering of \$100 million (20-year term) | Sustainable clean transportation (various bridges and tunnels, cycling infrastructure, various electric and signal systems, subway and surface tracks and various traction power), cycling infrastructure, change adaptation and resilience (Waterfront conservation project) & sustainable energy and environment (renewable energy and energy conservation projects). |

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, pro-mote 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 three million residents. Toronto strives to be a caring, safe and affordable 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 collaborate to advance a Toronto that cares; where all residents can access the community and social supports they need to live, learn, work, play and reach their highest quality of life. Examples of key community and social services provided by the City include:

- Children's Services
- Housing policy, program and services
- Employment & Social Services (social, supportive and affordable housing)
- Shelter and Support
- Fire Services (TFS)
- Paramedic Services (TPS)
- Seniors Services and Long-Term Care
- 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 | 2023 | 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 | 93% | 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 | 88% | 87% | 86% | 88% |

| Objective | Key Metric | 2023 | 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 | 97% | 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% | 94% | 95% |

6bii Paramedic Services

Toronto Paramedic Services (TPS) is the largest municipal Paramedic Service in Canada, providing 24-hour pre-hospital emergency and non-emergency care and transportation to hospitals for ill or injured individuals. TPS' Community Paramedicine program provides community based medical care, referrals and system navigation to seniors and vulnerable individuals. TPS also supports and promotes emergency preparedness and appropriate use of emergency medical resources through community outreach programs.

The City's paramedics, emergency medical dispatchers and support staff are trained professionals who are highly skilled in the delivery 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 patient transportation to an appropriate medical facility. An advanced and fully accredited computer-aided dispatch system linked to a comprehensive 911 process helps ensure that patients receive the most appropriate paramedic care. In many instances, the initial emergency care provided by a paramedic is the deciding factor between life and death, temporary or permanent disability and a brief stay or prolonged hospitalization for a patient. In all 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 2023

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 Nurses Program focusing on expediting ambulance patient offloads and reducing Paramedic in-hospital times.
- Monitoring 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.
- Hiring 128 net new paramedics to help ease workload and improve ambulance availability.



- Continued partnership with University Health Network (UHN), Toronto Shelter and Support Services (TSSS) and community agencies to support the UHN Stabilization Centre. Paramedics can transport patients experiencing alcohol and drug toxicity to the Stabilization Centre instead of a hospital emergency department.
- 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 6,000 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.

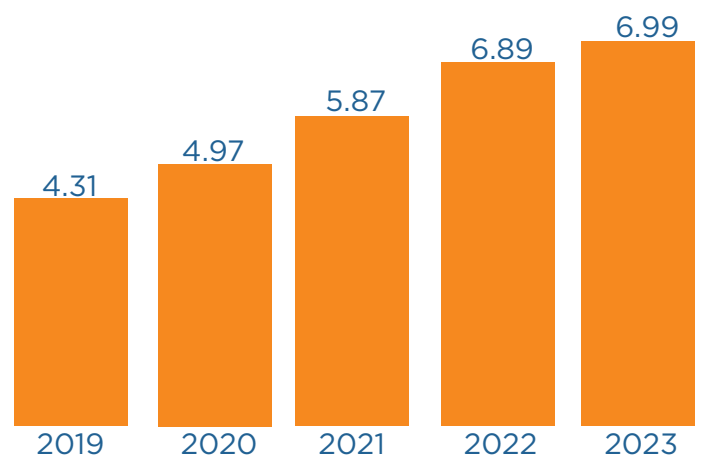
- More than 26,000 client interactions occurred in 2023 with vulnerable individuals through various programs, including the Home Visit Program, Community Paramedic-Led Clinics, Homebound Vaccination and Community Referrals.
- In 2023, Community Paramedicine continued to expand the Community Paramedic-led clinic program to include 16 new locations across the city and providing 251 in-person wellness clinics.
- Community Paramedics delivered more than 5,000 vaccinations for both COVID-19 and influenza to vulnerable homebound clients.
- In partnership with the TSSS Streets to Homes program, Community Paramedics provided over 200 interactions for individuals experiencing homelessness

6biii Social Development, Finance and Administration

Community Crisis Response Program

In 2023, the Community Crisis Response Program (CCRP) continued to provide response and recovery 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. CCRP responded to 576 violent traumatic incidents in 2023. The range of support includes connecting communities and impacted populations to trauma-informed and culturally appropriate psychosocial 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 investment into community-led wellness and recovery supports, local coordination of community led safety projects, initiatives and safety networks.

CCRP Response Activities per Critical Incident



In 2023:

- CCRP has provided support to 348 individuals directly impacted by critical incidents of community violence.
- Led more than 3,209 response activities, (under 72 hours), activated 25 Safety Networks and mobilized 311 Safety Network responses.
- Led more than 447 engagement initiatives including capacity building and training sessions and community healing workshops engaging 9864 residents.
- Supported 73 community-led community healing and capacity building initiatives through the Community Crisis Response Fund 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 include, 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, CCRP has enhanced supports and services to individuals and communities impacted by violence through the implementation of the Community Violence, Wellness and Recovery Project (CVWRP). By partnering with eight key agencies, impacted individuals and communities 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 and adults
- Arts-based interventions for youth
- Specialized wellness supports for Black and Indigenous youth

Since its inception in April 2019, more than 2,257 individuals have been connected to services and in 2023, 35 per cent were between the ages of 10 to 19 and 48 per cent were between the ages of 20 to 29.

Toronto Community Crisis Service (TCCS) Information

The Toronto Community Crisis Service (TCCS) provides free, confidential, in-person mental health supports city-wide from mobile crisis worker teams. TCCS supports Toronto residents 16 years of age or older and is available 24 hours a day, seven days a week. Torontonians can call 211 (or 911) to be connected to the service. The TCCS provides a non-police-led, community-based, client focused and trauma-informed response to mental health crisis calls and wellness checks. A trauma informed approach promotes healing and recovery and considers a client's life experiences providing referrals and connections to other services, resources and information and post-crisis follow-up supports.

The TCCS is a community-based service. Findhelp | 211 is the dispatch partner who answers the call. The crisis workers dispatched to mental health crisis calls work with four community anchor partners across Toronto and they are: TAIBU Community Health Centre, 2-Spirited People of the First Nations, Gerstein Crisis Centre and Canadian Mental Health Association (CMHA) Toronto Branch.

The expansion of the TCCS is one of the first-year priority actions in the SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan to reduce vulnerability in Toronto through

proactive mental health support strategies and community-based crisis support models. In November 2023, City Council adopted staff's recommendations to expand the TCCS citywide by the end of 2024 and become the fourth municipal emergency service with Toronto Fire Services, Toronto Paramedic Services and the Toronto Police Service.

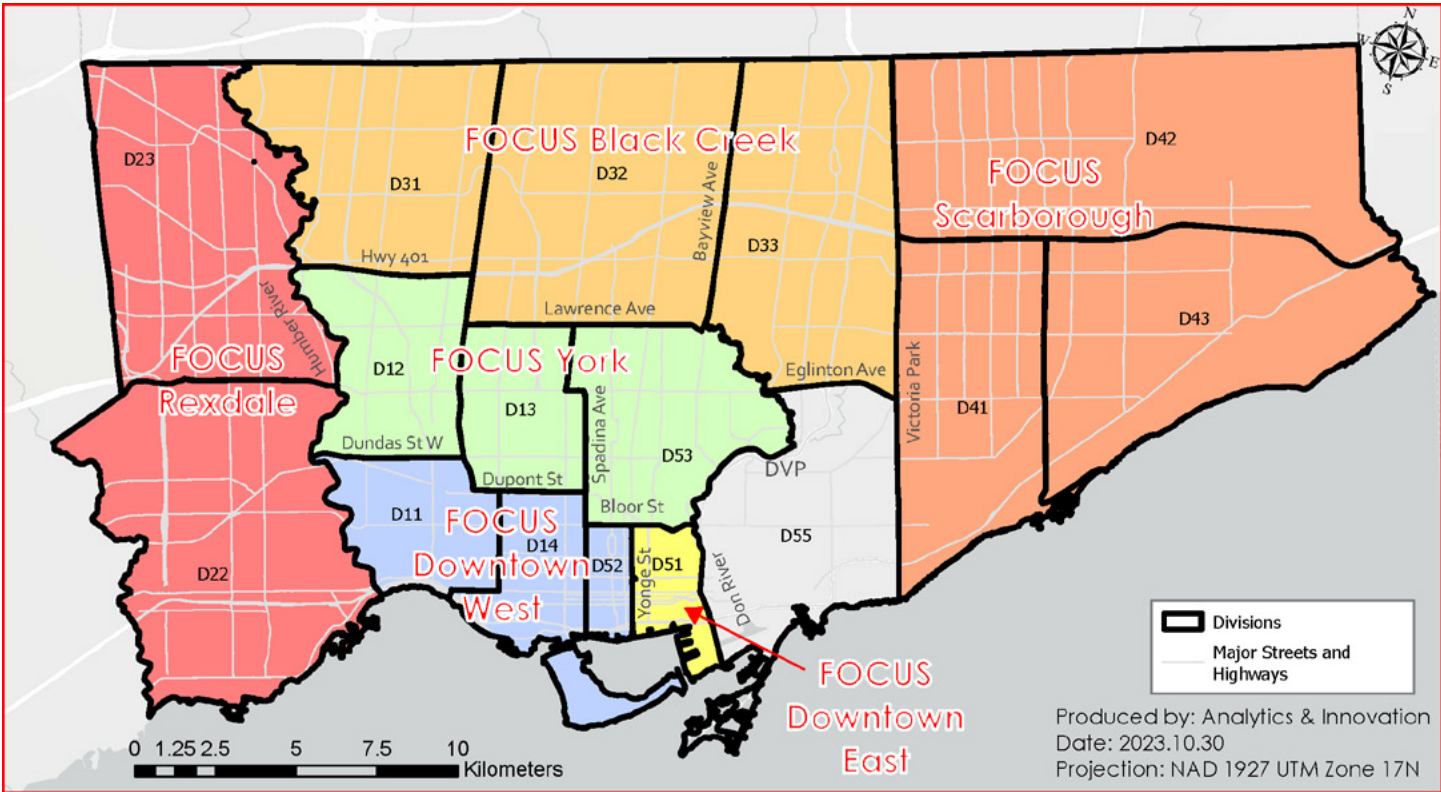
In its first year of service, the TCCS:

- Successfully diverted 78 per cent of calls received from 911 with no police involvement.
- Received 6,827 calls for service, resulting in 5,868 mobile dispatches.
- Completed 2,936 post-crisis follow-up attempts within the 48-hour service standard.
- Made 1,996 referrals to services during follow up visits.
- Provided 300 culturally relevant supports for service users, 50 per cent of which were Indigenous-specific supports and 20 per cent Afrocentric supports.
- Following its first year, 95 per cent of TCCS service users surveyed also reported that they were very satisfied with the service they received from the TCCS team.

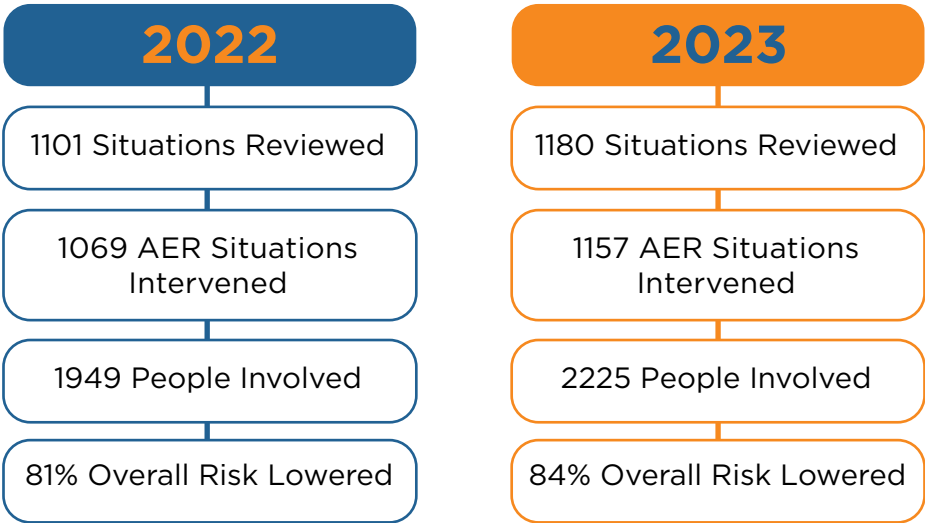


Focus Toronto

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 2023, FOCUS saw a 7.7 per cent increase in situations of Acutely Elevated Risk (AER) intervened from the previous year. The primary goal of FOCUS Toronto is to intervene in situations at levels Acutely Elevated Risk by connecting people to services to meet their needs and reduce risks.



Poverty Reduction Strategy Background and Progress

In 2015, City Council approved the Toronto Poverty Reduction Strategy³⁵, 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, 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.



Fair Pass

In 2016, City Council approved the Fair Pass Transit Discount Program³⁶, a key transportation equity activity in the Poverty Reduction Strategy which provides eligible low-income residents (age 20 to 64) with discounted single-use rides and monthly passes on the Toronto Transit Commission's (TTC) Conventional and Wheel-Trans Services.

The Fair Pass discount is programmed onto a PRESTO card number and saves clients approximately 36 per cent (\$1.20) on TTC adult fare single rides and 21 per cent (\$32.75) on monthly passes.

Since 2018, over 125,000 low-income Toronto residents have benefited from the Fair Pass discount, taking over 30 million subsidized TTC trips and saving over \$30 million on the cost of TTC fares.

Fair Pass is a multi-phase program which has expanded three times since it began:

- **2018:** Phase 1 launched for Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients.
- **2019:** Phase 2 launched for Child Care Fee Subsidy recipients with incomes below Low-Income Measure plus 15 percent (LIM+15 per cent).
- **2022:** Phase 2 extended to Rent-Geared-to-Income subsidy recipients with incomes below Low-Income Measure plus 15 percent (LIM+15 per cent).
- **2023:** Phase 3A launched for low-income Toronto residents with incomes below 75 per cent of the Low-Income Measure (75 per cent of LIM).
- Approximately 200,000 more Torontonians will be eligible for Fair Pass once Phase 3 is fully implemented.

AnchorTO

In 2015 the City's Poverty Reduction Strategy Office established AnchorTO, 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).

AnchorTO objectives include:

- To develop a social procurement blueprint: Define social procurement and develop a common set of principles and actions that can be adopted by any institution when engaging in social procurement
- Embed social procurement principles in institutions: AnchorTO network members will work to formally embed social procurement principles in their normal operating procedure
- Identify shared targets and timelines: AnchorTO's self-identified 'early adopters' will identify and commit to shared social procurement targets and timelines
- Create a culture of social procurement: Build a sustainable social procurement culture by creating formal and informal capacity within organizations.

Research on removing barriers to diversity in supply chains demonstrated that there are three paths to verification of diverse ownership:

- Self-attestation
- Provide evidence
- Third party certification

The most accessible of these is self-attestation, as it puts the least amount of burden on the supplier; it also requires the most amount of trust from the purchaser. Third party certification puts the most burden on the supplier and requires the least trust from the purchaser.

AnchorTO's refreshed website³⁷ was also launched, including a new public Resource Hub on a range of topics related to Community Wealth Building and Community Benefit strategies.

6biv Seniors 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, enabling them to age with dignity.

Toronto has a diverse and aging population requiring innovative approaches, including:

- CareTO, is the City's brand for the culture change we are investing in for the more than 2,600 residents who live in directly operated long-term care homes. Based on evidence-informed research, our goal is to improve the experiences of all those who live, work and visit through person-centred care, innovative and flexible practices, a health equity lens, participatory engagement in decisions, empowering LTC resident voices and collaborative teamwork.
- Behavioural Support Units offer LTC residents with complex care needs ways to manage and stabilize their responsive behaviours through high-quality, resident-centred, treatment and care arising from cognitive conditions.
- Accredited with Exemplary Standing to reflect compliance with evaluated criteria of the national long-term care accreditation program.
- Expanding role of nurse practitioners in long-term care and palliative care approaches to support residents and their loved ones at end of life.

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 that is being implemented in stages to make child care more accessible and affordable for children under the age of six. At the end of 2023, 87 per cent of group centers and 96 per cent of home child care agencies in Toronto opted into the CWELCC system. These operators have reduced their child care fees by 52.75 per cent (to a minimum of \$12 per day).

TCS continues to work with the sector to help meet CWELCC growth targets set out by the province.

Childcare is critical infrastructure that supports the healthy development and wellbeing of children and families, contributes to poverty reduction and supports increased workforce participation, particularly for women.

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 for all families in Toronto to benefit from a range of services that promote healthy child development and family well-being. The division works to accomplish this supporting a well-planned and managed system to meet demand for affordable, quality and inclusive childcare spaces; implement CWELCC directives to improve affordability for families across all income groups; support the early years workforce and provide fee subsidies for eligible families in financial need.



2023 Key Accomplishments

CWELCC:

- Continued to develop and refine a governance, planning and implementation structure to administer, communicate and oversee the CWELCC program in Toronto.
- Successfully administered funding for and supported 925 group center operators (87 per cent of all licensed group child care centers in Toronto) and 24 home child care agencies (96 per cent of all licensed home child care agencies in Toronto)
- Administered funding for a 52.75 per cent fee reduction for more than 51,500 childcare spaces in Toronto: the reduction amounted to a total system-wide savings of approximately \$394 million for Toronto families in the childcare system.
- Administered funding to support child care operator's operation and implementation of CWELCC, with total funding distributed approximately \$40 million.
- Administered funding to support child care workforce with total amount distributed approximately \$4.4 million.
- Created and managed a new CWELCC child care expansion and start up grant application process and reviewed 86 applications from community partners.
- Continued to support growth within the child care system including securing two new future child care locations through the Community Benefits Charge, supported the completion of several new child care builds, including the opening of two new child care centres.

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 Opportunities report³⁸ released March 2023.
- Through the Federal Early Childhood Workforce Agreement³⁹, Professional Learning and Workforce Strategies are implemented to address early childhood workforce challenges. Hosted/funded five in-person conferences for more than 1640 early years professionals and collaborated with seven GTA colleges to support accelerated Early Childhood Education diploma programs and provided college grants to 1,418 students which included a cohort specifically for Indigenous and Black learners.
- Provided funding to eligible child care and EarlyON programs to purchase electric tablets to support early childhood practice and accessing online professional learning opportunities. In addition, these programs also received funding to compensate staff for their time spent if they participated in professional learning outside of their regular work hours. Indigenous-led early learning programs received funding to determine their own professional learning and capacity building initiatives.
- Supported the development and delivery of culturally responsive early learning and child care programming for Indigenous, Black and other equity deserving children and families.



Reconciliation, Equity and Inclusion:

- Launched a divisional Equity and Inclusion Advisory 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.
- Established a Reconciliation, Equity, Diversity, Inclusion and Accessibility Unit within Toronto Children's Services, with three dedicated FTE's. The purpose of this unit is to strengthen equity and inclusion within the division and support the broader early years sector.
- Developed and implemented an EarlyON Innovation Grant 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.
- 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 | 2023 | 2022 | 2021 | 2020 |
|--|---|--|-------------|-------------|--------|--------|
| Increase access to licensed child care services | # of licensed child care spaces (center-based) managed | Increase number of licensed operating childcare spaces (center-based) to 81,000 for 2022 and 82,100 for 2023 | 80,035 | 80,161 | 78,921 | 78,775 |
| 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 | 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. | 23,935 | 22,638 | 22,128 | 16,970 |
| | # of licensed childcare spaces with fees reduced through CWELCC | Establish baseline (first year of program) | 58,060 | 44,179 | N/A | N/A |
| | # and % of Licensed childcare operators participating in CWELCC | Establish baseline (first year of program) | 925; 87% | 922; 86% | N/A | N/A |



6bvi Toronto Employment and Social Services

Toronto Employment & Social Services (TESS) provides employment supports, financial benefits and social supports to people living in Toronto.

Investing in Families - Family Related Benefits

The Investing in Families Initiative (IIF), 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 dependents

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.

2023 Key Accomplishments:

- Returned to in-person delivery of IIF, onboarding key partners and resetting expectations through the creation of infographics and other communication on referrals and benefit issuances.
- Coordinated Assistance for Children with Severe Disabilities (ACSD) caseload consolidation, establishing staff leads, organizing quarterly meetings and developing info sessions.
- Co-facilitated a virtual webinar for more than 80 ACSD caseload clients on self-care and managing stress for parents.

Performance Metrics

| Objective | 2023 | 2022 | 2021 | 2020 |
|---|-------------|-------------|-------------|-----------|
| Education Support Benefit | \$1,027,162 | \$1,418,900 | \$772,500 | \$303,000 |
| Education Support Benefit (# of issuances) | 2,302 | 3,251 | 1,545 | 606 |
| Technology & Digital Access Benefits | \$470,210 | \$595,458 | \$78,000 | \$37,000 |
| Technology & Digital Access Benefits (# of issuances) | 3,295 | 5,153 | 97 | 104 |
| Mental Health | \$672,234 | \$473,773 | \$331,978 | \$293,433 |
| Employment Credentials Support | \$7,248 | \$3,624 | \$6,040 | \$3,171 |
| Recreational Support Benefit | \$928,908 | \$1,443,798 | \$1,467,405 | \$616,600 |

Note: Benefits provided under the IIF program are entitlement based, meaning if the client meets established criteria the benefit is provided and, in some cases, benefits are only provided one-time, such technology equipment. Therefore, a decrease in expenditures between 2022 and 2023 is not an indication of a decrease of available funding for eligible clients but likely a decrease in demand in some areas.

Purchase of Employment Services (POES)

Toronto Employment & Social Services⁴⁰ 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 dependent adults) in meeting their goals. In 2023, TESS partnered with 56 agencies and a total of 98 programs were offered.

The following three program streams are funded to meet the diverse and complex needs of clients: Employment Essentials, Sector Skill Training and Population Specific Employment Pathways.

Objectives:

Objectives vary across the three streams of programming. Some examples of program objectives include:

- 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, including additional training and/or employment
- Improve and develop job specific, sector related technical skills (specific objective for Population Specific Employment Programs)
- Demonstrate competency in a high-demand job (specific objective for Sector Skill Training)

2023 Key Accomplishments:

- 2,615 seats were allocated for 2023.
- 2,543 clients participated in POES programs.
- Preliminary data for 2023, confirms that 501 participants moved into employment or relevant next steps to move them closer to employment. Programs run over multiple calendar years and some datasets were not available at the time of reporting.

| Objective | 2023 | 2022 | 2021 | 2020 |
|---|--------|--------|--------|--------|
| Number of participating clients | 2,543 | 2,128 | 2,461 | 2,779 |
| Number of clients who completed program | 1,549 | 2,039 | 2,085 | 1,989 |
| Total number of clients placed in jobs (not specific to POES) | 24,709 | 24,279 | 20,825 | 24,459 |

Note: Some datasets were unavailable at the time of reporting due to a lag in reporting and the 6-month post-program support period.

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 such as social isolation, mental health and addictions, homelessness and food security.

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

2023 Key Accomplishments:

- 1,312 seats were allocated for 2023.
- 1,243 clients participated in WRAP programs

| Objective | 2023 | 2022 | 2021 | 2020 |
|---------------------------------|-------|-------|-------|------|
| Number of participating clients | 1,243 | 1,197 | 1,451 | 997 |



6c Toronto Shelter and Support Services

Toronto Shelter and Support Services (TSSS), formerly named Shelter Support and Housing Administration, continues to play a vital role in addressing homelessness and providing support services to individuals experiencing homelessness in Toronto. Our commitment to environmental sustainability, social equity and robust governance has been central to our mission. This report outlines the progress made in 2023, reflecting our dedication to making a meaningful impact in the community we serve.

In 2023, the demand for shelter services remained high, primarily due to the persistent housing crisis, inadequate wage and income supports and the substantial influx of refugee claimants in Toronto. In May 2023, Council joined other municipalities in declaring homelessness an emergency, an important recognition of the need for more intergovernmental coordination, funding and supports to address the ongoing challenges the sector continues to face.

Toronto Shelter and Support Services remains committed to promoting equity and inclusion and working together to make homelessness rare, brief and non-recurring.

2023 Accomplishments:

- Provided emergency shelter to nearly 22,000 people at City-run and funded shelters, 24-hour respite sites, 24-hour women's drop-in programs and Warming Centres
- Provided emergency shelter and wrap-around supports to 8,500 refugee claimants looking to build a new life in Canada
- Assisted more than 5,900 people to move into permanent housing
- Connected with individuals living outside more than 24,500 times
- Invested in a new pilot program to provide intensive mental health services to individuals experiencing homelessness on the TTC
- Launched a 10-year Homelessness Services Capital Infrastructure Strategy
- Celebrated the 5-year anniversary of the Meeting in the Middle strategy to advance reconciliation and opened a new shelter for Indigenous Youth
- Embedded the Encampment Office into the Division and established a new Refugee Response Unit and Outreach and Access section
- Continued work on Confronting Anti-Black Racism (CABR), including the launch of new CABR shelter standards



Social Impact

Responding to the Demand for Homelessness Services

Toronto continued to experience significant demand for emergency shelter services in 2023 for many reasons, including the ongoing housing and opioid poisoning crises, insufficient wages and income supports that have not kept pace with the rising cost of living and a record number of refugee claimants seeking emergency shelter.

Extending Temporary Shelter Sites and Revising Distancing to Add Capacity

Toronto Shelter and Support Services continued to implement the Council-approved plan to gradually transition out of temporary shelter sites, while minimizing negative impacts on the overall shelter system. As sites closed, staff collaborated with site operators and clients to create comprehensive relocation plans, aiming to match clients with permanent housing or appropriate spaces within the shelter system that meet their specific needs.

In order to introduce additional capacity and address increasing demand, spacing across the shelter system returned to pre-pandemic bed spacing while maintaining rigorous infection prevention and control measures. This approach added approximately 450 additional spaces to the shelter system.

Enhancing Winter Services

During the 2022/2023 winter season (November 15, 2022 to April 15, 2023), TSSS worked with partners to ensure that as many people as possible had access to emergency services. This included activating Warming Centres during periods of colder temperatures and responding quickly to Council's directive to keep the Centre at Metro Hall open continuously starting in February 2023.

In addition to the Warming Centres, TSSS provided additional spaces in the base shelter system, opened additional hotel rooms for refugee singles and families and enhanced street outreach efforts.

In May 2023, Council approved a staff report that recommended lowering the threshold for activating Warming Centres from -15 degrees Celsius to -5 degrees Celsius. This change took place starting October 15, helping to ensure that Warming Centres used for the 2023/2024 season were open for longer periods of time than previous years.

Drop-in Programs

In 2023, TSSS provided funding to support 29 drop-in programs across neighborhoods in the city. These programs, operated by our community partners, offer a range of valuable services to individuals at risk of or experiencing homelessness. These services include food, healthcare, laundry, showers and referrals to other social and community programs.

Refugee Claimant Response

In 2023, the number of refugee claimants seeking emergency shelter increased significantly from 2,544 claimants at the beginning of the year and expanding to 4,193 by December, with an additional 1,395 supported outside the system in bridging hotels.

Greater advocacy for more Federal funding and a coordinated intergovernmental strategy led to additional Canada-Ontario Housing Benefits to help secure permanent housing, resulting in nearly 3,000 refugee claimants moving from shelters into permanent homes in 2023.

Key 2023 initiatives included: Establishing a dedicated Project Director and team in TSSS to manage refugee responses and advocacy efforts, collaborating with City divisions to create a [DonateTO⁴¹](#) webpage section for public, distributing funds approved by, establishing a dedicated 24-hour respite center for refugee claimants and coordinating with Immigration, Refugees and Citizenship Canada (IRCC) for transferring claimants to IRCC hotels and advocating with the provincial Ministry of Labour, Immigration, Training and Skills Development to facilitate provincially funded settlement services within the City's shelter system.

Reducing Chronic Homelessness

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.

Permanent Housing

In 2023, the division celebrated 5,927 individuals experiencing homelessness successfully moved into permanent housing. Of these, 3,964 people (66.9 per cent) were experiencing chronic homelessness. Through the Rapid Rehousing Program, 823 people (509 households) were transitioned into Toronto Community Housing Corporation units, receiving at least 12 months of follow-up support. All units were fully furnished, thanks to a partnership with the Furniture Bank. Additionally, 688 people (614 households) moved into units with supports through the PATHS Supportive Housing program, reflecting the City's commitment to long-term solutions to homelessness.

Providing Supports to Promote Healthy Tenancies

In partnership with the Housing Secretariat, TSSS facilitated the transition from homelessness to permanent housing by providing follow-up case management supports to 985 individuals. These supports included assistance with food insecurity, community integration and access to health care services. Additionally, 210 individuals received specialized supports to maintain stable housing, such as access to personal support workers, occupational therapy, trustee services, harm reduction and hoarding supports. A further 45 individuals benefited from both follow-up and specific service supports.

Delivering High-Quality Services

In 2023, TSSS strengthened the collaboration with Ontario Health Toronto Region, Inner City Health Associates and other health partners to review and update the Homelessness Health Services Framework. This framework ensures a consistent and coordinated approach to health services across all shelters, aligning primary care, harm reduction and mental health resources with shelter locations to address resource needs and gaps.

Early in the year, a comprehensive engagement process was completed with partners, capturing crucial feedback and recommendations, to guide the ongoing development and operationalization of the framework. TSSS worked with Indigenous homelessness and health partners to develop a planning document, outlining how providers are connecting Indigenous people experiencing homelessness with necessary health services and support. The document was created to serve as a strategic planning tool that will support a system-level approach to collaboration between the homelessness and health service sectors to support Indigenous clients. It is also a living document, which can be updated as service needs and provisions shift and grow with community needs.

Partnership with Inner City Health Associates

Toronto Shelter and Support Services works with Inner City Health Associates (ICHA) to provide high quality health services to individuals experiencing homelessness in shelters and drop-ins and those living outside. This includes access to transitional primary care, psychiatry, palliative care, population health, substance use care and pediatrics/adolescent medicine. In 2023, ICHA served 7,941 clients across 68 shelters and drop-in sites. ICHA's Street Clinical Outreach for Sheltered Torontonians (SCOUT) program also provided mobile clinical care to people living outside, including in encampments.

Harm Reduction Services

In 2023, TSSS advanced harm reduction strategies within the shelter system and expanded mobile and embedded harm reduction supports at targeted sites using data on suspected non-fatal overdoses for prioritization. In collaboration with Toronto Public Health, Inner City Health Associates, Parkdale Queen West Community Health Center, The Neighbourhood Group and shelter providers, TSSS enhanced its overdose prevention capabilities. This included ongoing training, wider distribution of Naloxone, increased use of oxygen in overdose responses and enhanced access to peer-led supports such as peer witnessing at priority shelter locations.

Working with partners, TSSS supported five supervised consumption sites, including a new site launched in Q1 2023 targeting a high-need population. These sites recorded nearly 4,800 visits in 2023 and offered comprehensive harm reduction, health and case management services. While the drug toxicity crisis continues to disproportionately impact people experiencing homelessness and those living in the shelter system, there was a decrease in incidence of fatal and non fatal drug toxicity poisoning at shelter sites in 2023, thanks in part to these measures.

Street Outreach and Encampment Response

Streets to Homes outreach team and partners conducted daily outreach to individuals living outdoors, including those in encampments. The team focused on building supportive relationships, addressing immediate health and safety needs and facilitating referrals into the shelter system or towards permanent housing.

In 2023, Streets to Homes connected with individuals living outside more than 24,500 times. Through this work, more than 1,000 people were referred into the shelter system and 350 people were successfully housed.

In response to the Ombudsman's recommendations for clear location the Encampment Office was integrated into Toronto Shelter and Support Services in 2023.

Streets to Homes continued to deploy staff in the transit system to engage with people in need, focusing on connecting them to shelter,

housing and wrap-around supports. Through this work, Streets to Homes conducted more than 7,800 outreach visits across the TTC in 2023 and worked to refer 540 individuals from TTC locations into the shelter system.

Looking Forward

Street Needs Assessment (SNA) and Developing the Homelessness Strategic Plan

TSSS will be conducting its sixth Street Needs Assessment (SNA) in the Fall 2024. The SNA is a point-in-time count and survey of people experiencing homelessness in Toronto conducted in collaboration with community partners in the homelessness and allied sectors. The SNA gives people experiencing homelessness a voice in identifying the supports and services they need to end their homelessness and provides critically important data to improve services and programs for people experiencing homelessness in Toronto. In 2024, TSSS will also start developing the division's next multi-year Strategic Plan, which will replace the Homelessness Solutions Service Plan. The next Strategic Plan will identify priorities and guide the planning, management and delivery of TSSS' services over the next five years.

Work to Advance Capital Infrastructure Strategy

In early 2024, in collaboration with Corporate Real Estate Management (CREM), TSSS presented a report, which Council approved, that recommended extending temporary shelter hotel leases and contracts for the medium term (3-5 years, where possible), while building more permanent, purpose-built shelter spaces. This approach supports the Homelessness Services Capital Infrastructure Strategy (HSCIS), approved by Council in November 2023. The efforts in 2024 will focus on working with landlords to extend temporary leases and working with Corporate Real Estate Management and CreateTO to identify at least five locations for potential new shelter sites. As this work continues, community engagement will be an important component of the work.

Ongoing Refugee Response

The number of new refugee claims made in Ontario continues to increase. Continuing to build readiness and capacity, while strengthening the capacity of community partners who support refugee claimants, remains a priority. Ongoing intergovernmental advocacy, municipal-level partnerships and a sustained operational response will remain essential components in this work. This includes advocating the Federal government to fund the establishment of a regional reception centre and coordination with partners in the GTHA should a centre move forward.

Encampment Response

In 2024, TSSS will support people in encampments by working collaboratively with staff from across the City of Toronto, along with community partners, to provide supports and services to people living in encampments, focusing on access to shelter and housing. Work will continue implementing the Ombudsman Toronto's interim and final recommendations released in July 2022 and March 2023, respectively with a report to Council expected in 2024 that will result in updated protocols.

Conclusion

The Toronto Shelter and Support Services (TSSS) Division is dedicated to addressing the complex challenges of homelessness with compassion, innovation and collaboration. The 2023 ESG report highlights the organization's ongoing commitment to environmental sustainability, social responsibility and strong governance practices. Through continued investment in infrastructure, community partnerships and inclusive policies, TSSS is building a more equitable and supportive future for all Torontonians.

6d HousingTO 2020-2030 Action Plan Update

Throughout 2023, the City continued to work collaboratively with its partners to continue to advance the actions and priorities in the [HousingTO 2020-2030 Action Plan](#) (HousingTO Plan) and the Housing Action Plan (2022-2026).

[The HousingTO 2020-2030 Action Plan](#) (HousingTO Plan) and the Housing Action Plan (2022-2026) guide the City's work to create a healthy housing system and focus on enabling a range of housing options for current and future residents. These plans, guided by the Toronto Housing Charter and the City's commitment to the progressive realization of the right to adequate housing, employ a multi-faceted approach in responding to the structural and systemic barriers that have contributed to the ongoing housing and homelessness crises, particularly impacting Indigenous and Black communities, women, seniors, youth, 2SLGBTQIA+ communities and other equity-deserving groups.

As noted, Toronto is facing ongoing housing and homelessness crises, as there are over 12,200 individuals experiencing active homelessness in the city, combined with a shelter system that is operating at maximum capacity on a daily basis and a lack of supportive homes to move people out of chronic homelessness and into permanent housing. Further, there are nearly 93,000 applicants on the waiting list for social housing, as of Q3 2024 and insufficient affordable housing supply to manage current demand and future needs.

These significant housing and homelessness crises are complex with various contributing and intersecting factors, including rising rents and homeownership costs, as well as low social assistance rates and insufficient access to physical and mental health supports and social supports, as well as structural racism and discrimination.

That is why, in November 2023 City Council adopted the [Generational Transformation of Toronto's Housing System to Urgently Build More Affordable Homes](#) report, which provides a clear pathway to improve housing outcomes for low- and middle-income Torontonians. Through this report, City Council set a new

target under the HousingTO Plan to approve 65,000 rent-controlled homes, including 6,500 rent-geared-to-income (RGI) and 41,000 affordable rental and 17,500 rent-controlled market units by 2030.

While the City is committed to taking every possible action within its jurisdictional and financial capacity to address these challenges, it is critical that the federal and provincial governments support these efforts.

The City has continued to reiterate its requests to both orders of government to urgently support the delivery of the 65,000 new rent-controlled homes target, as well as to increase Toronto's allocation under the Canada-Ontario Housing Benefit (COHB) program. COHB funding will ensure that those experiencing homelessness can move into permanent housing and relieve pressure on the City's emergency shelter system.

The City continues to advocate for this funding, while aggressively advancing the priorities set out in the HousingTO Plan and Housing Action Plan.

2023 Key Highlights

- City Council approved a "Public Developer" model to be spearheaded by the City of Toronto, along with CreateTO and Toronto Community Housing Corporation (TCHC), at five housing ready sites to facilitate public and non-profit ownership of homes. This approach is based on the City retaining its lands while taking a more direct and intentional approach to how such lands are utilized. This action will include a focus on climate action, to create new energy efficient homes and improve the conditions of existing homes.
- City Council adopted recommendations to [utilize mass timber](#) at 1113-1125 Dundas Street West. Through this pilot program of housing-enabling infrastructure, the City is unlocking the potential to support climate action while expediting the delivery of much needed affordable and market housing.
- In 2023, the City advanced a number of important amendments which support increased housing supply, housing choice and affordability for current and future residents.
- The City adopted Official Plan and Zoning By-law amendments to [permit multiplexes city-wide](#) that enable the creation of supply

of low-rise housing, duplexes, triplexes and fourplexes as-of-right in all residential zones across Toronto.

- The City endorsed a [major streets study proposals report](#) to permit townhouses and small-scale apartment buildings (up to 6 storeys and 60 units) on properties that are located along major streets and designated Neighbourhoods in the Official Plan.

Ensuring Well-Maintained and Energy Efficient Homes

- In 2023, an annual 10-year capital needs projection was conducted for Toronto Community Housing Corporation (TCHC) and Toronto Seniors Housing Corporation (TSHC)'s 1,349 and 83 buildings, respectively and TCHC budgeted and delivered \$350 million towards key building repairs. Implementation of a 10-year portfolio-wide Capital Plan relies on two key streams of capital budget funding including: \$1.34 billion from the federal government and City funding of \$1.6 billion to complement the federal funding.
- The Sustainable Towers Engaging People (STEP) Program provides no-cost support to owners and property managers to identify, plan and take action on improvements in older multi-residential apartment buildings. In 2023, STEP supported 67 buildings (representing 8,258 homes) to learn about and act on opportunities for improvements in six key areas: energy, water, operations, safety and community.
- The City continued to implement the [Taking Action on Tower Renewal \(TATR\)](#) program which includes over \$13.5 million in federal grants and loans for retrofit work and energy upgrades in rental apartment buildings under an agreement with the Federation of Canadian Municipalities.

Improving Housing Stability and Preventing Evictions

- In 2023, 2,788 households were housed in RGI housing off of the [social housing waitlist](#).
- The City continues to deliver the Canada-Ontario Housing Benefit (COHB), which assists people experiencing homelessness, survivors of domestic violence and human trafficking, Indigenous Peoples and persons with disabilities requiring accessible homes, to find affordable housing options. In Year

four (2023-2024), over 3,297 new households received COHB.

- In 2023, 642 tenancies were sustained through the Eviction Prevention in the Community (EPIC) Program, preventing evictions by providing wrap around case management services to low-income marginalized tenants facing imminent risk of eviction and 1,622 grants were provided through [Toronto Rent Bank](#) to low-income residents who were behind on their rent or in need of help with a rental deposit.

Furthering Reconciliation

- The City continues to advance its commitments established through Memoranda of Understanding with Miziwe Biik Development Corporation (MBDC), Aboriginal Labour Force Development Corporation (ALFDC) and Toronto Indigenous Community Advisory Body (TICAB) to improve housing outcomes for Indigenous residents spearheaded by Indigenous organizations.
- Key actions and outcomes, include: 375 new “For Indigenous, By Indigenous” homes that have been approved since 2020; 183 Indigenous households received COHB; over 20 per cent of the City’s capital funding through the Rapid Housing Initiative in Phases 2 and 3 was allocated to Indigenous-led and owned projects; 20 per cent of housing and homelessness grant funding was allocated to Indigenous organizations, among other key actions.

Supporting Equity-Deserving Groups

The City continues to work with Black-led organizations, as well as the City’s Confronting Anti-Black Racism (CABR) Unit, to support a growing number of Black communities facing housing and homelessness challenges: almost 70 per cent of COHB recipients in 2023-2024 were Black individuals; 32 per cent of EPIC clients self-identify as Black; and 42 per cent of tenants in TCHC self-identify as Black.

The City continues working with housing and homelessness organizations serving women and gender diverse people, including the Anti-Violence Against Women (VAW) sector, to identify opportunities for improving housing outcomes for this population group. This includes: 726 households moved to RGI housing

under the Special Priority Program for survivors of abuse and human trafficking; and the City’s continued work with the Anti-VAW Table on the roll-out of the COHB program, which has a set-aside for the Anti-VAW Sector to ensure their clients are able to access this housing benefit.

Looking Forward:

- Looking to 2024-2025, the City will advance a number of initiatives to address the ongoing housing and homelessness crises and support Toronto’s housing system.
- Increasing homelessness prevention supports for low-income and equity-deserving groups of renters with enhancements to the [Toronto Rent Bank](#) and the Eviction Prevention in the Community programs.
- Implementing a new [Community Housing Sector Modernization and Growth Strategy](#) focused on supporting the preservation of existing social housing stock through new frameworks for Service Agreements and City land lease renewals with community housing providers.
- Launching the new [Rental Housing Supply Program](#), to support a range of rental homes, including RGI, affordable rental and rent-controlled homes, on City-owned lands and lands owned by the community housing sector.
- Advancing City-led developments at five ‘housing ready’ sites at 405 Sherbourne St., 150 Queens Wharf Rd., 1113-1117 Dundas St. W., 11 Brock Ave. and 35 Bellevue Ave., where the City retains ownership of the sites and leads all aspects of the delivery of new homes.
- Increasing supports for renters through adoption of a new Renovictions by-law, establishing the Housing At-Risk Table; and enhancements to the Toronto Tenant Support Program.
- Launching the City’s [new Multi-Tenant Houses Renovation & Repair Program](#) which provides funding to address costs related to improving safety and building conditions for tenants and bringing properties into compliance with the Zoning By-law, Ontario Building Code and Ontario Fire Code.
- Continuing the implementation and monitoring of the [multi-tenant housing framework](#); and the short-term rental By-law amendments to support a healthy housing system.

Housing – Performance Metrics

| Objective | Performance Metric | 10-year Target (2020-2030) | Cumulative (2020-2023) | 2023 | 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) | 375 | 23 | 138 | 116 | 98 |
| Prevent Homelessness and Improve Pathways to Housing Stability | Prevent evictions for low-income households | 10,000 households | 8,781 | 2,264 | 2,772 | 2,288** | 1,457** |
| | Provide support services to 10,000 individuals and families in supportive housing | 10,000 households | 6,151 | 1,622 | 1,638 | 1,505 | 1,386* |
| 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) | 224 | 24 | 44 | 133 | 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) | 9,397 | 3,344 | 2,385 | 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 | 0 | 246 | 360 |

| Objective | Performance Metric | 10-year Target (2020-2030) | Cumulative (2020-2023) | 2023 | 2022 | 2021 | 2020 |
|--|--|----------------------------|------------------------|-------|-------|-------|--------|
| Meet the Diverse Housing Needs of Seniors | Provide property tax relief for low-income senior homeowners | 6,000 | 30,703 | 8,665 | 7,753 | 7,254 | 7,031 |
| | Provide home repair and accessibility modification assistance for 300 low-income senior homeowner households | 300 | 50 | 0 | 0 | 26 | 24 |
| | Redevelop 1,232 existing City of Toronto long-term care beds | 1,232 | 127 | 0 | 127 | 0 | 0 |
| | Explore opportunities to add 978 new long-term care beds*** | 978 | 0 | 0 | 0 | 0 | 0 |
| | Support the creation of 1,500 new non-profit long-term care beds | 1,500 | 546 | 224 | 322 | 0 | 0 |
| 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 | 0 | 74 |
| Create New Rental Housing Responsive to Residents' Needs | 65,000 new rent-controlled homes approved including 6,500 RGI and 41,000 affordable rental homes | 65,000**** | 23,374 | 1,562 | 3,355 | 6,535 | 11,922 |

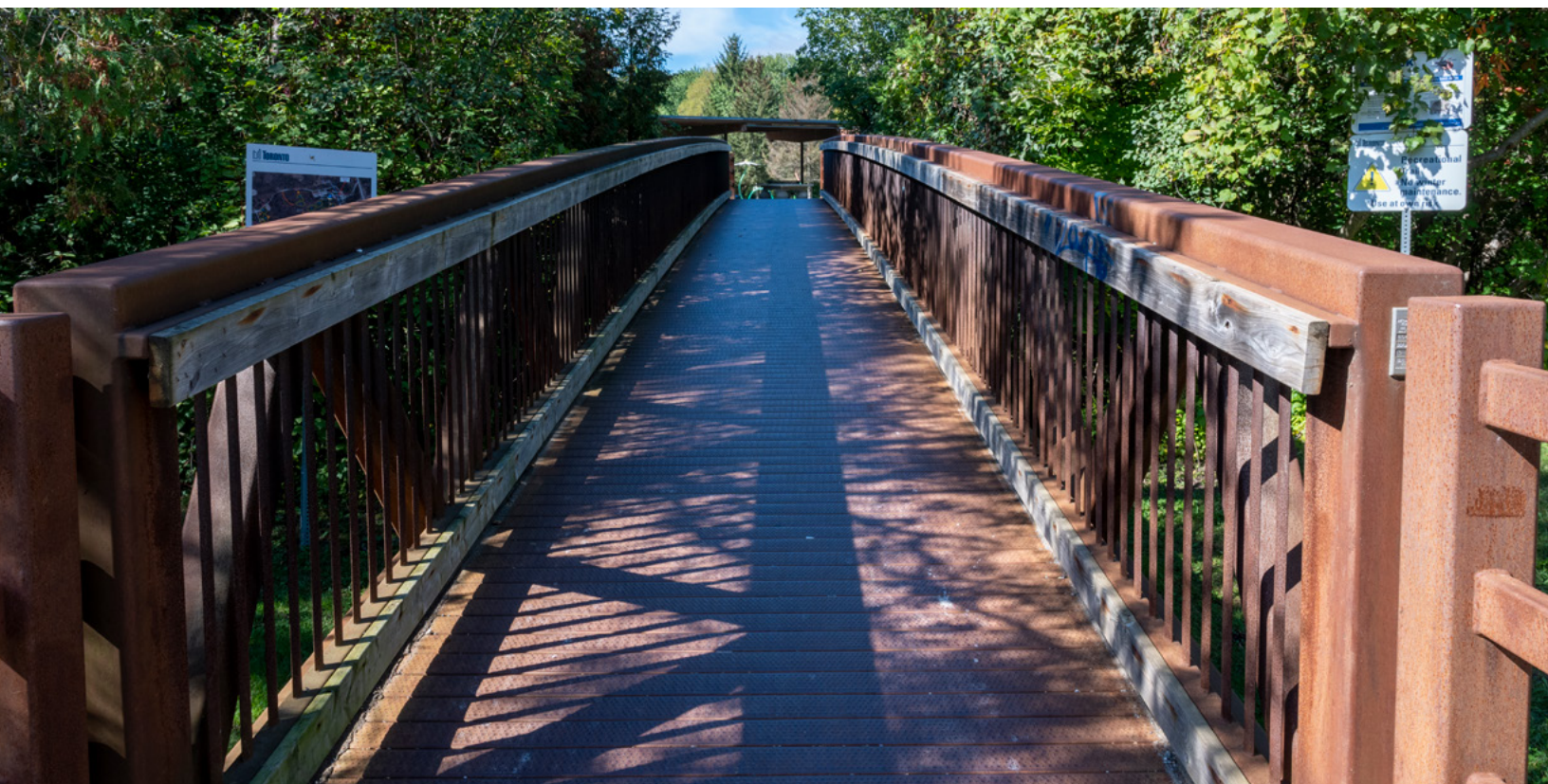
| Objective | Performance Metric | 10-year Target (2020-2030) | Cumulative (2020-2023) | 2023 | 2022 | 2021 | 2020 |
|--|--|----------------------------|------------------------|--------|--------|--------|--------|
| Help People Buy, Stay in and Improve Their Homes | Approve 4,000 new affordable, non-profit homeownership opportunities for first-time homebuyers | 4,000 | 151 | 0 | 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 | 65,506 | 13,160 | 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.

**** The updated HousingTO target is 65,000 rent-controlled homes, including 41,000 affordable rental, 6,500 RGI and 17,500 rent-controlled-market units. Previously the target was 40,000 affordable rental homes.



6e Transportation Accessibility

The City is committed to creating a barrier free city in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). 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 | 2023 | 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 250 metres of a dedicated bikeway | 100% | 47.2% | 46.7% | 45.9% | 44.2% |
| | 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% | 51.2% | 48.6% | 46.8% | 45.8% |

Note: Dedicated bikeways include bike lanes (buffered, contraflow), cycle track, multi-use trails (entrance, existing connector, boulevard). This calculation excludes edge lines, park roads, sharrows (wayfinding, connector, arterial) and signed routes.



6f Social Bonds

The City's Social Bond Program seeks to promote positive socio-economic outcomes for target populations. The City developed a Social Bond Framework⁴² 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 2023, the \$650 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 \$100 million (10-year term) | Capital projects related to shelter programs |
| September 2021 | Second social bond offering of \$100 million (10-year term) | 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 shelter revitalization), housing and shelter infrastructure, respite centres, shelters capital repair, supportive housing, TCHC revitalization and building capital repair, socioeconomic advancement and empowerment (TTC easier access program) |
| December 2023 | Fourth social bond offering of \$215 million (20-year term) | Projects related to community centres, social and affordable housing (George Street shelter revitalization and other shelter sites, TCHC building capital repair and accessibility projects) |



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 fulfill 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

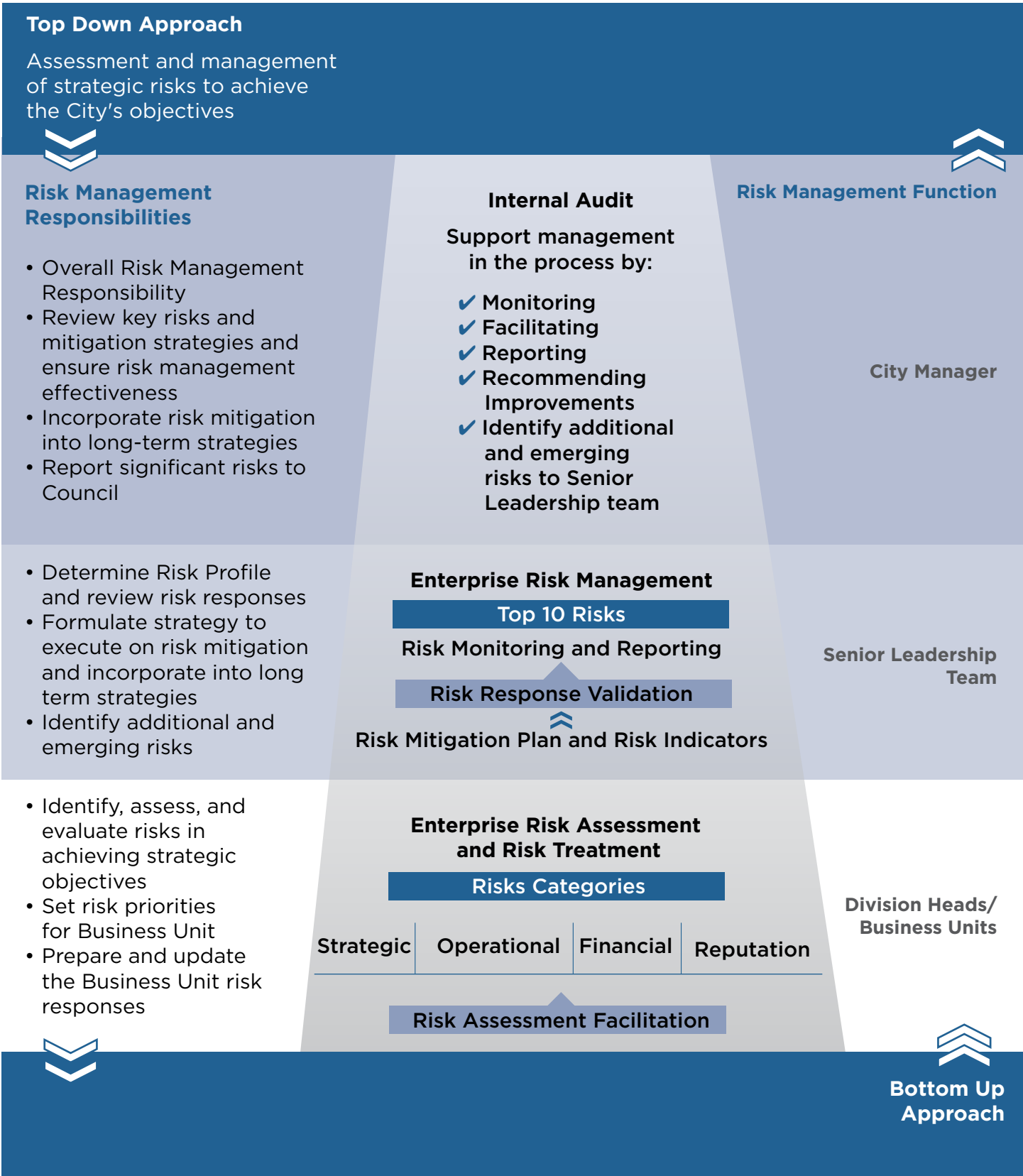
The City's ERM governance structure combines a top-down and bottom-up approach. The top-down approach assesses, manages and defines strategic risks to achieve the City's objectives. The bottom-up approach involves identifying and prioritizing operational risks that contribute to achieving the City's objectives.

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.



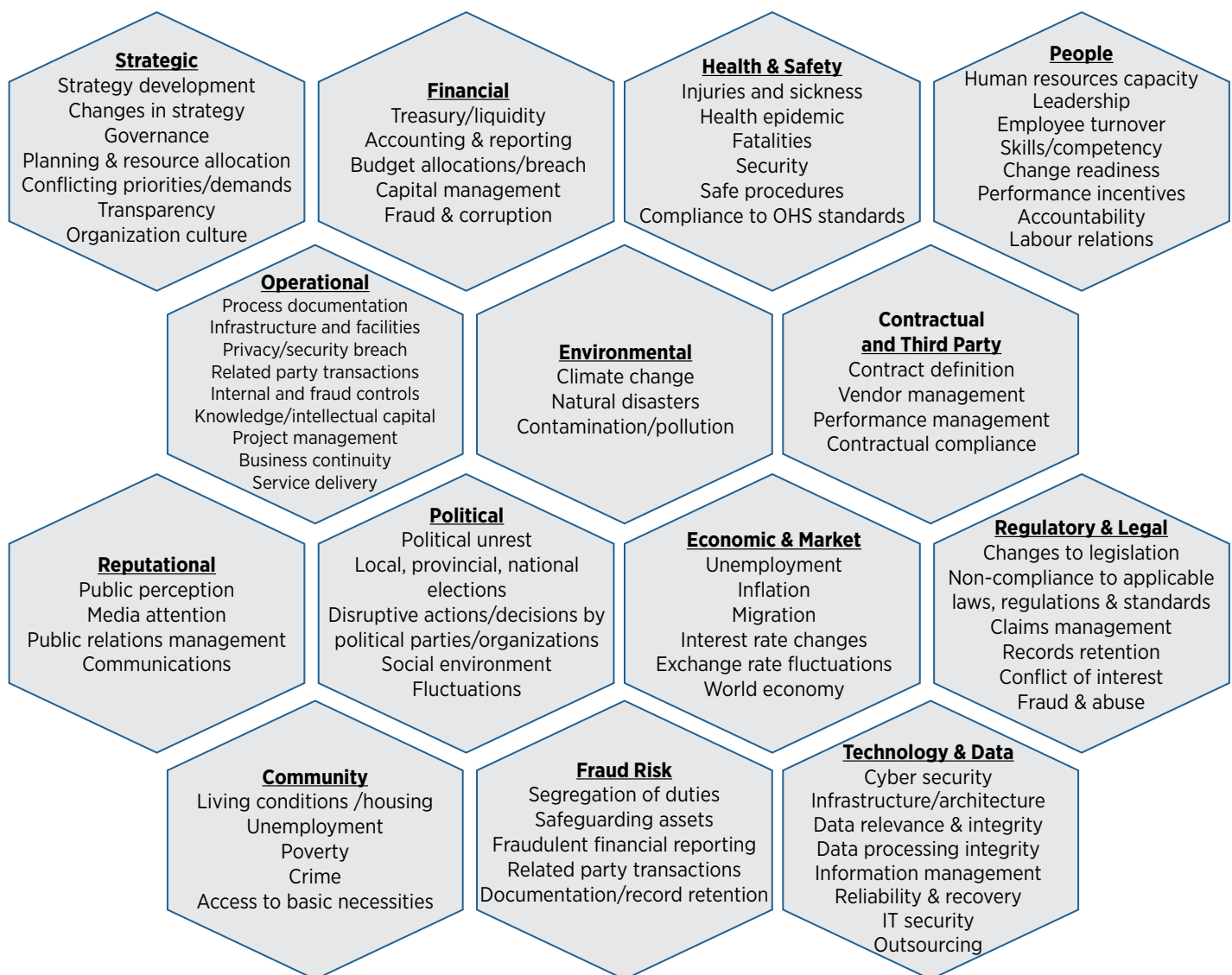
The City's ERM Governance Structure



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 sustainability 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 challenges, the City was able to implement a series of initiatives which contributed to the financial sustainability:

- Successfully updated the City's Long-Term Financial Plan which identified a series of actions and opportunities to address Toronto's financial challenges, providing the City with a long-term strategy to attain financial sustainability.
- Successfully reached a New Deal with the provincial government that will help the City on its journey to long-term financial stability through operating and capital funding relief.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2023 Public Budget Book (13 years in a row).
- Conducted comprehensive review of the adequacy of controls incorporated in Deloitte's IndustryPrint 5 financial business process flows, pertaining to the design phase of Financial Systems Transformation Project.
- Fully implemented a new cloud-based Risk Management Information System enhancing the reliability and integrity of data to improve the City's ability to provide claims analytics and manage risk.

Long-Term Financial Sustainability

Following the 2023 Budget, with 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. This updated financial model highlighted the significant challenges that the City will face over the next ten years including both operating and capital budget pressures. Leading up to the 2024 Budget process and highlighting the limited tools and strategies within the City's control to address the mounting fiscal challenges, the City identified the urgent need for a new fiscal framework with predictable long-term funding.

On September 6, 2023, City Council adopted the Updated Long-Term Financial Plan (LTFP)⁴³ which identified and considered immediate and long-term opportunities to address the City's fiscal challenges, including options to review operating expenditures, financial incentives, new and existing revenue tools, capital prioritization, asset transactions and intergovernmental funding arrangements.

City Council directed staff to undertake a series of follow-up actions in support of the City's long term financial sustainability, including implementation of new revenue tools, completion of report backs, development of implementation plans and intergovernmental advocacy efforts.

Since the adoption of the Updated LTFP, there has been significant and tangible progress made on actions that will support enhancements towards the City's long term financial sustainability, including introduction of new revenue tools such as the graduated Municipal Land Transfer Tax, increasing the Vacant Home Tax and as it pertains to intergovernmental funding relationships.

7d Digital Strategy

Digital Enablement

The City's technology vision is to be the trusted technology leader by fostering a connected City.

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 Strategy⁴⁴. Access to affordable high-speed internet will help address barriers faced by residents participating in the labour force by improving access to economic opportunities.

Digital Infrastructure Strategic Framework

In April 2022, Toronto City Council approved the Digital Infrastructure Strategic Framework (DISF). The DISF identifies principles and priorities that position 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 DISF is integrated into the City's technology review process for new digital infrastructure initiatives.

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.

ConnectTO

One of the ways that the City of Toronto brings about a city with 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, as well, in sponsoring and promoting research in partnership with higher educational institutions in our 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, fibre infrastructure) is embedded in planning and delivery of various City activities.

Digital Transformation

Technology Services is leading the transformation of City services to enable greater convenience, reliability and flexibility for service users. At the same time, 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.

2023 Highlights:

ConnectTO

- Expanded deployment of public Wi-Fi program at community recreation centres in partnership with PF&R (with 94 centres provisioned as of end 2023)
- Deployed a pilot public Wi-Fi program to common areas in Toronto Community Housing Corporation (TCHC) residential buildings (with 10 in total as of end 2023)
- Provided two cultural hubs with free public Wi-Fi access (St. Lawrence Hall and Market)
- 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)
- Completed research report: Seniors Uptake of Connected for Success – in partnership with Computers for Success Scientific Advisory Committee

Digital Transformation

- Application Information Centre, providing information about development

applications, was overhauled in 2023, in partnership with City Planning

- Workplace Modernization accelerated with M365 rollout City-wide (M365 deployed to 19,256 desktops; 22,000 mailboxes migrated)
- ServiceNow platform adopted for IT Service Management, IT Operations Management, IT Asset Management

Digital Infrastructure Strategic Framework (DISF)

- Reviewed 15 projects and strategic initiatives, 49 project proposals and 6 policies to ensure alignment with DISF principles
- Carried out and participated in 14 internal and external engagement events associated with the DISF. Highlights included:
 - ♦ Organizing a webinar and campaign to mark International Data Privacy Day in January 2023
 - ♦ Carried out a walking tour of sensors in public space as part of the Jane's Walk Festival in May 2023, attracting over 65 participants
 - ♦ Participated in Toronto Public Library's Digital Expo, focused on AI, in October 2023
- Continued or initiated four (4) digital equity and infrastructure-related research projects continued with two Higher Education Institutions (HEIs)
 - ♦ Data Governance & Data Sharing in the City of Toronto - UofT School of Cities
 - ♦ Unsolicited Proposals as Tools for Innovation - advisors to the Strategic Partnerships team's partnership with Toronto Metropolitan University
 - ♦ A Strategy for Equity Focused Free Public Wi-Fi Deployment - partnership with UofT School of Cities
 - ♦ Household Broadband Survey - partnership with Toronto Metropolitan University
- Launched the City of Toronto's First Nations, Inuit and Metis (FNIM) Data & Technology Circle

- City of Toronto represented at the Cities Coalition for Digital Rights Annual General Assembly and Political Meeting in Bordeaux, France
- Active memberships with Cities Coalition for Digital Rights (CC4DR), European Commission Intelligent Cities Challenge & Artificial Intelligence (AI) Community of Practice enabled collaboration on digital advocacy with 75 global cities
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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

7di Office of the Chief Information Security Officer

Cyber Security

The Office of the Chief Information Security Officer (CISO) was established as a 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 the City's sensitive data and fortifying critical infrastructure remains to be of the utmost importance as residents rely on a backbone of critical urban infrastructure including water systems, transportation, and emergency services. In this ever-changing cyber threat environment, it is imperative that the City continues to strengthen its defences against cyber disruptions to preserve the quality of life and uphold seamless operation of essential services.

Throughout the last four years, the Office of the CISO has focused on enhancing 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 defence 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 cement our position as a global leader in urban cyber innovation.

Mission: To deliver world class cyber services to the City and continue reinforcing its cyber posture and resilience.

Strategy: To continue building cyber resiliency and cyber intelligence capabilities into the City and its agencies and corporations to predict, prevent and respond to emerging cyber threats.

The Office of the CISO aims to realize its vision by:

Strengthening Cyber Resilience

- Providing comprehensive 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 disruptions, legal liabilities and potential loss of life.

Delivering Best-in-Class Cyber Services

- Providing cyber services efficiently and equitably with a strong focus on exceptional customer service.
- 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, Centralized Login Platform 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:

- **Cyber Engagement:** Focuses on cyber service delivery and strategic transformation to ensure operational excellence.
- **Cyber Resilience:** Serves as a central point for cyber risk assessment and cyber advisory services.
- **Cyber Advisory:** Supports cyber awareness, vulnerability management, and cyber strategic advisory, encompassing both information technology (IT) and operational technology (OT).
- **Cyber Threat Management:** Identifies, protects, and responds to cyber threats impacting the City, providing strategic and tactical guidance on offensive security, cyber intelligence, and application security.

Successes & Achievements:

- **Cyber Resilience & Maturity:** Since its initial rating in 2019, the City's cyber maturity rating has increased by 70 per cent. 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:** The Office of the CISO completed almost 600 cyber risk assessments, which is an increase of 270 per cent compared to 2022. The Office of the CISO continues to provide more stakeholders its expanding portfolio of cyber services. These cyber services range 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.

- **Cyber Culture and Awareness:** More than 28,000 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. With the increase of cyber awareness training, the City has seen a click rate reduction of 35 per cent for its City-wide phishing campaigns. The training provided covered topics such as how to detect malicious emails, ransomware, social engineering, physical security, safe web browsing and many others.
- **Cyber-Secure Login Platform:** The Office of the CISO helped strengthen the cyber security of the City's login platforms by implementing a centralized solution that eliminates the need for multiple platforms and embeds cyber security best practices.
- **Security-By-Design Procurement:** In partnership with Purchasing and Materials Management and in line with City objectives, the Office of the CISO integrated privacy and cyber security requirements into the procurement process to align products and services with industry best practices.
- **Secured Election Process:** In collaboration with the City Clerk's Office and Technology Services, the Office of the CISO helped secure the 2023 Toronto mayoral by-election by identifying and mitigating potential cyber threats and/or vulnerabilities.

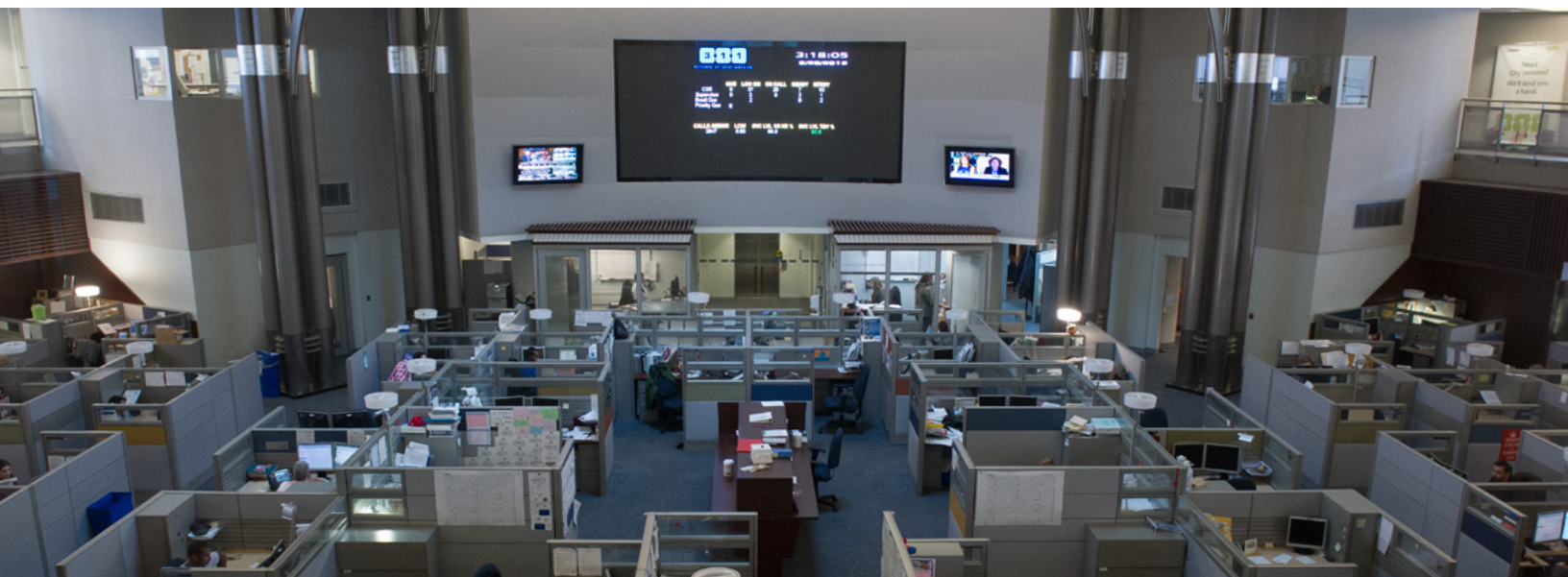
Outlook

The Office of the CISO continues to head forward with expansion and innovation in the dynamic cyber security landscape.

In 2024, City Council approved an extended mandate ([EX14.3](#)), aiming to collaborate with and assist the City's agencies and corporations by leveraging the Office of the CISO's cyber services. The extended mandate will enable the Office of the CISO to develop and implement baseline cyber security controls to improve cyber resilience in accordance with cyber security industry standards and best practices.

The team continues to work on building a cyber command centre as it also grows its portfolio of cyber services for City divisions, agencies and corporations. This expansion signifies the Office of the CISO's unwavering commitment to safeguarding the City's digital infrastructure.

With a commitment to cyber service excellence and cyber security resilience, the Office of the CISO is well-positioned to be the driving force of cyber security across the City, leading the way in the ever-evolving field of municipal cyber security.



7dii 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 Framework⁴⁵. Protection of privacy is a core component of the City's Information & Data Governance Framework.

The City collects or uses personal information within the limitations of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)⁴⁶. 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 website⁴⁷ 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 they are maintained, retained and disposed of in accordance with Chapter 217 of the Municipal Code and approved records retention schedules.

The information management and privacy services offered within the City involve upholding records and privacy legislation, training and education, the development and deployment of best practices that manage, secure, classify, safeguard and prevent the misuse of personal information of Toronto residents. Breach investigation and reporting on privacy matters 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 managing information under their custody and 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 2022⁴⁸. 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.

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

In 2023, the City spent approximately \$2.5 billion on goods and services. Social procurement plays a pivotal role in the City's ESG initiatives and is integrated into the open, fair and equitable procurement process. The City of Toronto's Social Procurement Program aims to reduce barriers within procurement for Indigenous, Black and Equity-deserving business owners and community members. Leveraging the City's purchasing power to enhance diversity within the City's supply chain will work towards creating social and economic benefits for Black and Equity-deserving business owners and advancing economic reconciliation efforts with Indigenous communities.

Under the Social Procurement Policy, City staff are required to invite at least one certified Indigenous, Black or diverse supplier to bid as part of the three-quote process, where feasible. In 2023, this applied to invitational solicitations valued between \$3,000 and \$100,000. On July 1, 2024, this range increased to invitational procurements valued between \$3,000 to \$133,800. Diverse suppliers are certified by non-profit organizations and are businesses that are 51 per cent or more owned, managed and controlled by people from Indigenous, Black or Equity-deserving communities.

| Objectives | Spend Categories | 2023 | | 2022 | | 2021 | |
|--|---|----------------------|--------------------|----------------------|--------------------|----------------------|--------------------|
| | | 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 | 86 | \$1,408,506 | 66 | \$1,23,240 | 88 | \$1,734,292 |
| | Purchases from Diverse Suppliers valued under \$3,000 | 145 | \$159,856 | 112 | \$160,141 | 220 | \$247,020 |
| | Total | 231 | \$1,568,362 | 178* | \$1,403,381 | 308 | \$1,981,312 |

* In 2022, the team responsible for managing the Social Procurement Program experienced significant staff vacancies and turnovers, which 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.



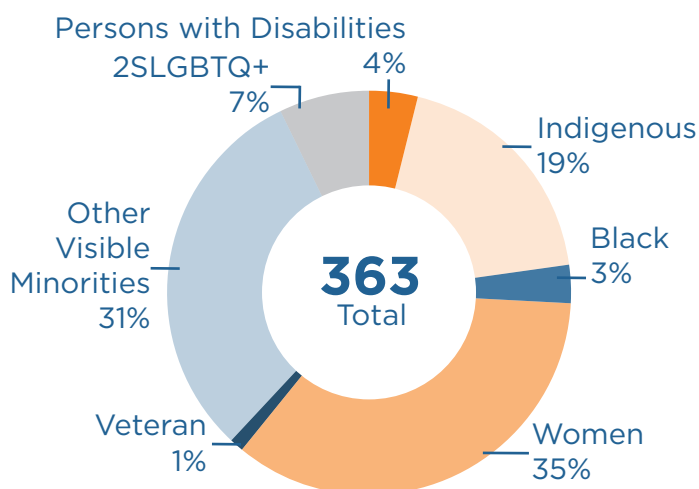
Increasing of Invitational Solicitation Thresholds

In 2023, PMMD reported to City Council with recommended changes to the Procurement By-law. The report was approved by City Council and the changes took effect on July 1, 2024. One of the approved recommendations was an increase to the Division Head and Chief Procurement Officer authority to process invitational (limited) solicitations – specifically increasing the maximum Divisional Purchase Order threshold from \$50,000 to \$120,000 and increasing the Chief Procurement Officer’s authority from \$100,000 to \$133,800. This increase expands the scope of the Social Procurement Policy, which requires City staff to invite at least one certified Indigenous, Black or diverse supplier to bid and may enable increased spend with Indigenous, Black and diverse suppliers.

2023 Certified Diverse Supplier Breakdown

As part of the Social Procurement Program, the City maintains a list of certified diverse suppliers. The composition of the list fluctuates with the addition of new suppliers and the removal of decertified ones. At the end of 2023, the City’s list comprised of 363 Indigenous, Black and diverse suppliers.

2023 Certified Diverse Supplier Breakdown



Targeted outreach is an important way to increase the number of Indigenous, Black and diverse suppliers on this list. City staff work to build awareness of the Social Procurement Program and the opportunities available for certified Indigenous, Black and diverse suppliers.

In 2023, 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, including participation in 12 Diverse Supplier matchmaking, networking and speaking engagements and presentations at four events targeting small businesses.

FIFA World Cup 2026

The City of Toronto will be hosting FIFA World Cup 2026 (FWC26). This event is expected to bring a number of economic, social and community benefits to the City. The City of Toronto will host six matches and many affiliate events such as the FIFA Fan Festival. Staff are working to ensure the procurement opportunities associated with hosting the matches and Fan Fest will result in community benefit opportunities for Indigenous, Black and Equity-deserving community members.

The FWC26 Community Benefits Plan provides a commitment to ensure workforce development and supply chain diversity opportunities reach Indigenous, Black and Equity-deserving communities and business owners. The FWC26 Community Benefits Plan will be ambitious and build upon the learnings from current community benefit initiatives, in particular, the Social Procurement Program. The FWC26 Toronto Secretariat will be leading the efforts and monitoring the progress towards achieving effective supply chain diversity, workforce development and other community benefit goals.

Indigenous Procurement Strategy

In 2023, the Purchasing and Materials Management Division began working on a standalone Indigenous Procurement Strategy. This strategy will be co-developed with Indigenous businesses and communities in a way that ensures inclusive, equitable and respectful processes, meets the needs of Indigenous communities and advances truth, justice and reconciliation in the City's procurement practices.

The Indigenous Procurement Strategy aligns with the City of Toronto's Reconciliation Action Plan, which focuses on working with Indigenous communities to decolonize procurement processes. Activities in 2023 included recruitment of a dedicated policy staff to lead the work, research and jurisdictional scans. Looking ahead, community engagement is scheduled to begin in 2024 and continue through 2025.

Fair Wage Policy at the City

The City's Fair Wage Policy 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 2023, the Fair Wage Office recovered \$130,527.82 in wages and damages from enforcement activities.

The Fair Wage Office proposed revisions to Toronto Municipal Code Chapter 67, Fair Wage (the "By-law") and all three of the By-law's schedules. Periodically, a review of the Fair Wage By-law must be undertaken to ensure it reflects current Fair Wage Office practices and meets the City's business needs. In general, the revisions adopted were meant to help clarify Fair Wage Office reporting requirements, update administrative processes, modernize contractor/supplier obligations and support By-law enforcement efforts. Additionally, the revisions to the By-law included updated Fair Wage Schedules for the years 2022-2024. The revisions and updated schedules were proposed in late 2023 and adopted in first half of 2024.



The updated Fair Wage Schedules and associated 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 (2019 to 2021), are as follows:

| Fair Wage Schedule Classification | Average Wages Increase* | | |
|--|-------------------------|-----------|-----------|
| | 2021-2022 | 2022-2023 | 2023-2024 |
| General Classification | 5.59% | 6.06% | 4.99% |
| Industrial, Commercial, Institutional (I.C.I.) | 3.23% | 4.03% | 3.86% |
| Heavy Construction | 4.05% | 4.05% | 3.81% |
| Road Building | 3.73% | 3.61% | 4.04% |
| Sewer and Water Main Construction | 3.49% | 4.2% | 4.65% |
| Utility | 3.85% | 4.23% | 4.18% |

* 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

In 2019, Toronto became a signatory of the World Resources Institute's Cool Food Pledge (CFP) and committed to reducing greenhouse gas (GHG) emissions from corporate food procurement by 25 per cent by 2030 relative to 2019 levels.

Three City Divisions - Seniors Services and Long-Term Care (SSLTC), Toronto Shelter and Support Services (TSSS) and Children's Services (CS) - procure the vast majority of food purchased by the City, serving approximately seven million meals annually. In 2022, these Divisions purchased a combined 3,207 tonnes of food, which resulted in about 43,905 tonnes of CO2 emissions. Of that, 87 tonnes of food purchased were beef which accounted for 48 per cent of corporate food-related emissions.

City Divisions are taking actions toward meeting the City's CFP target. Meaningful consultations with the varied populations being served by the City will ensure that proposed strategies to meet the City's CFP target do not further

burden populations already disproportionately impacted by climate change, food insecurity and other inequalities.

The City is taking steps in becoming one of the few jurisdictions in the world aiming to address this complexity by meaningfully reducing our emissions from corporate food procurement through key City service areas. A multidisciplinary, multi-Divisional approach will help facilitate discussions and enable the City to meaningfully reduce its food-related emissions while considering the complexities associated with serving climate-friendly meals through its services.

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 151 staff have started or completed some or all of the modules.

Environment and Climate Division staff will develop additional case study circular procurement modules, focusing on key case studies to support staff learning.

7f Toronto Shelter and Support Services – Governance Initiatives

Financial Overview

Toronto Shelter and Support Services' 2023 Operating budget was \$778.55 million. The funds received are from several sources, including the City's tax base and Federal and Provincial Governments. The funds ensure TSSS can continue to provide housing-focused, client-centred services to people experiencing homelessness through community outreach programs, emergency shelter, respite and wrap-around supports and daytime drop-in programs.

Partnerships

TSSS works closely with more than 85 community service providers and sector partners to fulfill their mandate, overseeing the delivery of critical services including emergency shelters, 24-hour respite sites, women's drop-in programs, daytime drop-in programs, street outreach services and health and harm reduction support. This is supported by partnerships with various City divisions and key agencies to address the needs of people experiencing homelessness in Toronto.

In 2023, as part of the City's 10-year plan to invest \$70 million in the sector, TSSS continued a commitment by investing \$7 million in partner agencies. This funding helped to enhance wages, benefits and service stability and levels, contributing to the continued capacity building and resiliency of the shelter system. To strategically guide the efforts, sector partners through advisory bodies such as the Toronto Alliance to End Homelessness (TAEH), Toronto Indigenous Community Advisory Board (TICAB) and Toronto Shelter Network (TSN), provide their guidance and expertise.

Staff Wellness

In 2023, a dedicated Management Consultant was hired to improve staff mental health and wellbeing across the sector. Progress made in 2023 included:

- Collaboration with the Toronto Shelter Network (TSN) and Method Collective to provide "A Space for Grief"
- Funding the development of the Grief and Loss Program Report by TSN

- Creation of a divisional Psychological Health and Wellbeing Strategy and The Monthly Check In newsletter, offering TSSS staff wellness updates, resources and tips
- Implementation of a robust new Employee Assistance Program with Telus Health, enhancing support services for staff
- Coordination of debrief sessions and mental health trainings for staff post-serious occurrences
- These initiatives will continue into 2024 as supporting the mental health of staff within Toronto Shelter and Support Services and the wider shelter system is a priority.
- Improving Shelter Standards and Safety Measures

In 2023, Toronto Shelter Standards were updated to enhance service quality and inclusivity. These updates included new supports for Indigenous clients and clients with disabilities, equity-focused staff training and improved health and safety practices. In December, mandatory training on Confronting Anti-Black Racism was launched, aimed at improving service accessibility and experiences for Black clients by addressing systemic barriers in the shelter system.

Additionally, a Client Satisfaction Survey was conducted, gathering insights from over 630 clients about their experiences and perceptions of safety at shelters and 24-hour respite sites. This feedback is critical for guiding future shelter planning and service enhancements.

TSSS also supported a research study by the Centre for Addiction and Mental Health (CAMH), investigating factors that contribute to safety in shelters. This study, involving interviews with service providers and people experiencing homelessness across eight Toronto shelters, was released in 2024 and will inform further improvements.

Advancing Equity and Inclusion

Toronto Shelter and Support Services recognizes that Black, Indigenous and 2SLGBTQ+ communities are overrepresented in shelter populations and committed to efforts to advance equity and inclusion.

Confronting Anti-Black Racism

TSSS continues to prioritize Confronting Anti-Black Racism (CABR) initiatives to support Black staff and clients. Most recently, TSSS celebrated strides made through completing the five shelter service related CABR Action items identified in the City's Toronto Action Plan to Confront Anti-Black Racism.

In 2023, TSSS continued to engage the division and service sector in creating a variety of supports to improve services and programs for Black clients, increased staff capacity on how to apply an ABR lens to their work and increased opportunities where staff were recognized for supporting positive and more equitable work environments.

2023 initiatives included:

- **Toronto Shelter Standards:** Launched revised standards with 52 new CABR (Confronting Anti-Black Racism) standards.
- **New Roles and Committees:** Introduced roles and committees to foster learning and collaboration on CABR topics.
- **CABR Knowledge Exchange Table:** Initiated a forum for service providers to share best practices, new ideas and innovative strategies for supporting Black clients and staff.
- **Focus on Black Excellence Recognition Program:** Launched a program to celebrate Black staff who excel in their careers and contribute significantly to confronting anti-Black racism.
- **Interdivisional Black Mentorship Program:** Established in partnership with Toronto Employment & Social Services to enhance cross-divisional connections and support the professional and leadership development of Black staff.
- **Shelter Design and Technical Guidelines:** Updated guidelines based on community feedback, particularly from the Black community and client groups.

- **Safer Spaces for Women of African Descent:** Collaborated with community partners and a client advisory group to develop guidelines for creating safer spaces.
- **CABR Trainings:** Continued to collaborate on various CABR training programs, including training on anti-Black racism as a trigger to mental illness and parenting training in partnership with child protection agencies.
- **Eva's Initiative Collaboration:** Partnered with Eva's Initiative to design updates for their shelter, creating safe spaces for Black queer youth.

Advancing Reconciliation

This year marked the fifth anniversary of the "Meeting in the Middle" initiative, celebrating the City's commitment with Indigenous partners to address Indigenous homelessness in Toronto. Significant efforts included:

- **Funding for Indigenous-led Projects:** Continued to allocate 20 per cent of all grant funding (\$8.67 million annually) to Indigenous-led projects in collaboration with the Housing Secretariat and the Aboriginal Labour Force Development Circle.
- **Indigenous Homelessness Report:** Released a report, in partnership with the Toronto Indigenous Community Advisory Board (TICAB), of Indigenous Homelessness from the Street Needs Assessment to better understand and inform the City's work to address Indigenous homelessness in Toronto.
- **Twin Turtles Shelter:** Collaborated with Native Child and Family Services Toronto to establish Twin Turtles, a new permanent shelter providing culturally based services for Indigenous youth.
- **Prioritization and Matching Policy:** Implemented a policy aiming to match a minimum of 25 per cent of all housing opportunities to Indigenous people experiencing homelessness. In 2023, 96 Indigenous households were matched to Rapid Re-Housing Initiative units, with an additional 139 households transitioning into permanent supportive housing through the Priority Access to Housing and Supports (PATHS) program.

- **Infrastructure Strategy for Indigenous Services:** Integrated actions in the Homelessness Services Capital Infrastructure Strategy to dedicate 20 per cent of future infrastructure funding for new shelter development to Indigenous shelter services.
- **Shelter Design Guidelines:** Revised the Shelter Design and Technical Guidelines after consulting with Indigenous communities.

7g Workplace Culture

Civic Run 2022 for United Way Fundraising

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 Service⁴⁹ 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 diverse representation. The City is utilizing data from employment engagement surveys and other data points to develop Equity, Diversity and Inclusion Reports which provide deeper analysis on key metrics based on demographic data with corresponding recommendations and insights to help senior leaders gain an understanding of opportunities to further embed human rights and inclusion within their workplaces.

The City also implemented a new Applicant Tracking System, SuccessFactors, which allows for the collection of demographic data voluntarily shared 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 Corporate Communities of Inclusion, provide a forum for employees who may share a common set of interests, identities and professional backgrounds to engage with and learn from each other. In the last year, the City 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 City has also coordinated inclusion-focused initiatives with Divisional partners directly, including mentorship programs for staff members of equity-deserving groups and inclusion awareness training for staff.

The City's human rights learning tools continue to provide the foundational tools required to embed and foster the City's Workplace Culture themes of: Being Respected, Empowered and Valued; Embracing Diversity and Inclusion; Making a Difference; and Working Together

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 First Nation, Inuit and Metis youth as well as persons with disabilities and 2SLGBTQ+ youth.

The City actively works with community partners to raise awareness about employment opportunities, source diverse candidates and 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 Disability communities and organizations. The City also manages the TRIEC Mentorship Program for newcomers to Canada.

The City is leading a review of the City's Accommodation Policy and Program to remove barriers and enhance accessibility and inclusion for job applicants and employees through all stages of the employment cycle. This consultative work and review is expected to continue into 2025.

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 and the City's Reconciliation Action Plan. 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 2020-2025⁵⁰

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 website.

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

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 Program

Toronto for All 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 offers different learning resources and modalities of learning on the legislated topics (e.g., Accessibility, Human Rights), Council-mandated training topics (e.g., Indigenous Awareness Training, Confronting Anti-Black Racism), topics focused on specific (e.g., 2SLGBTQ+ inclusion, antisemitism, anti-Islamophobia) and foundational learnings on concepts of equity, diversity, inclusion, bias, injustice and privilege. In 2023, the Toronto for All Learning program developed an Inclusive Workplace Toolkit to support employees and people leaders during challenging global events, delivered a corporate wide learning event and coordinated divisional level learning events to commemorate National Day for Truth & Reconciliation and developed a staff resource on countering Anti-East Asian racism.

The program continues to refine learning pathways that foster and supports an inclusive workplace culture and service delivery by 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 Torontonians.

Corporate Communities of Inclusion

Corporate 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.

Corporate 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
- 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 of the Corporate 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 Corporate 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)⁵¹.

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 have completed mandatory Diversity & Inclusion Training in and are set to do a refresher in 2024/2025:

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

The City has also developed a resource guide to support recruitment and talent acquisition to advance inclusive recruitment practices. This resource is designed to place diversity and inclusion at the center 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 Policy⁵² and the Aboriginal Employment Strategy – City of Toronto⁵³ while also addressing the employment recommendations outlined in both the Toronto Reconciliation Action Plan⁵⁴ and the Toronto Action Plan to Confront Anti- Black Racism⁵⁵. 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. Advisory Committee members leverage their lived experience and community knowledge to strengthen the City's commitment to inclusive and equitable service.

Human Rights Office

The City's Human Rights Office provides neutral and independent 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 prevent, address and remedy harassment and discrimination and foster a positive and respectful environment for all.

Additionally, 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.

Governance – Promoting Responsible Conduct

The City's equity-focused policies (e.g., Corporate Accessibility Policy, Human Rights policies) and mandatory training courses promote responsible staff 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. In Summer 2024, the Tool was modernized to include guides, information to provide staff with the supports they need and have access to relevant and up-to-date information prior to conducting equity analysis. More than 120 staff were engaged in user-research to identify opportunities to improve the tool and all changes have been informed by diverse users.

The Equity Lens Tool includes virtual-instructor led training to ensure that staff are familiar with and able to incorporate equity into their work. To date, over 700 staff have received the training, with sessions being hosted monthly.

The Equity Lens Tool is also used by staff as a part of the Equity Responsive Budgeting (ERB). ERB is meant to provide Divisions with the tools, supports, processes needed to embed equity considerations across their budgeting decisions, including the inclusion of equity impact statements in their budget documents.

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

Data for Equity refers to the use of disaggregated data that is broken down by sociodemographic groups to understand needs, identify equity and prosperity goals, develop programs and policies that serve all residents more equitably, monitor progress and assess equity impacts.

The goal of the Data for Equity Strategy is to support the collection of sociodemographic data and use of 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
- The Equity & Data for Equity Unit provides strategic advice and support to City Divisions to create the enabling conditions and build capacity to embed equity within the collection, use, analysis of the data in a way that is also consistent and reflective of best practices.

The Data for Equity Strategy, in recognizing the disproportionate and harmful impacts that data has had on Indigenous and Black Communities is also working towards the development of a Black Data Governance Framework and a First Nations, Inuit, Métis Data Governance Strategic Framework.

Corporate Accessibility Policy

The City of Toronto's Corporate Accessibility Policy establishes a framework for compliance with the City's commitment to accessibility, requirements of the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA), requirements of the *Integrated Accessibility Standards Regulation* (IASR) under the AODA and additional City requirements.

The Policy applies to all City employees, volunteers and accountability offices. Any individual or third-party organization that provides goods, services and facilities on behalf of the City is also required to demonstrate compliance with AODA.

Accessibility is a shared responsibility and all staff have a part to play in making the City accessible to residents, visitors and co-workers, as described in the Policy. In addition to the roles and responsibilities for staff, the Policy includes specific responsibilities for people leaders.

Toronto Gender Equity Strategy

The City of Toronto is committed to addressing and reducing gender inequities within its policies, programs and services. Toronto's Gender Equity Strategy will be the first of its kind for the City of Toronto. The Strategy and its accompanying Term Action Plan will lay out a vision, concrete objectives and measurable actions to help transform Toronto into a city that provides ample opportunities for women, girls and gender diverse residents to exercise their autonomy and reach their full potential, making decisions that are in keeping with their interests, needs and identity.

7gi Workplace Culture Performance Metrics

| Objectives | Performance Metric | 2023 | 2022 | 2021 |
|--|---|--------|-------|-------|
| Governance | | | | |
| Decision Making - Be Diverse and Inclusive | % Women Councilors | 40% | 36% | 31% |
| | % Women Senior Management (Division Head or Above) | 35% | 44% | 43% |
| | % Racialized Senior Management (Division Head or Above) | 27% | 18% | 22% |
| Engaged Decision Makers | City Council Attendance | 94% | 95% | 94% |
| | Community Council Attendance | 86% | 91% | 95% |
| | Committees Reporting to Council Attendance | 93% | 94% | 95% |
| | Other Boards & Committees | 80% | 70% | 89% |
| Reflect diversity and be inclusive of the city we serve | TPS Workforce | | | |
| | % Women | 51.2% | 50.2% | 50.3% |
| | % Racialized People | 49.2% | 47.3% | 41.8% |
| | % Indigenous Peoples | 1.4% | 1.5% | 1.4% |
| | % Persons with Disabilities | 7.3% | 6.9% | 5.7% |
| | % LGBTQ2S+ | 6.7% | 6.4% | 4.2% |
| Attract & retain a diverse and inclusive workforce | Turnover Rates | | | |
| | All Active Employees | 19.3%* | 6.6% | 9.1% |
| | All Active Employees (excl. Rec Workers) | 7.9% | 9.1% | 11.8% |
| | Permanent Employees | 5.6% | 6.6% | 6.0% |
| | Average Tenure (years) | | | |
| | All Active Employees | 10.0 | 10.1 | 10.6 |
| | All Active Employees (excl. Rec Workers) | 12.5 | 12.5 | 12.7 |
| | Growth Opportunities | | | |
| | Promotion and Internal Hires (% Total Hires) | 30% | 36% | 23% |

* Turnover rate for All Active Employees is significantly higher than usual due to a clean-up of data the removed employees who had not worked in more than 12 months.

7h 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/>
- 2 <https://sasb.ifrs.org/>
- 3 <https://www.msci.com/documents/10199/5c0d3545-f303-4397-bdb2-8ddd3b81ca1b>
- 4 <https://www.globalreporting.org/>
- 5 <https://integratedreporting.ifrs.org/>
- 6 <https://sdgs.un.org/goals>
- 7 <https://www.ontario.ca/laws/statute/O6c11>
- 8 The City adopted a new accounting standard (section PS 3280 – Asset Retirement Obligations) in 2023, which resulted in the restatement of the 2022 comparative figures.
- 9 <https://www.toronto.ca/wp-content/uploads/2024/05/9569-2024-City-of-Toronto-Budget-Summary.pdf>
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