

Attachment 1: Sidewalks to Skylines Year One Implementation Status

This document captures the Year One actions delivered between January 2025 to December 2025 to advance Sidewalks to Skylines: An Action Plan for Toronto's Economy 2025-2035. The Economic Development and Culture Division worked in collaboration with City agencies, boards, commissions, and divisions to track, evaluate, and report on the status of the actions. All categories are defined related to the status of actions are defined below. Note: text in red indicated a revision to the original action or success indicator as published in Sidewalks to Skylines in 2024.

Complete: Indicates that resources have been assigned and deployed, activities completed, outputs were produced, and desired short-term outcomes achieved.

In-progress: Indicates that resources have been identified and deployed, activities are underway, resulting in some outputs and short-term outcomes.

Not Started: Resources have not been identified, no activities started, no outputs or short-term outcomes.

Revised: Indicates that this action has been merged with another, edited, or is not being pursued.

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	Action	Status	Success Indicators	Progress and Outcomes
1	<p>Achieve a new long-term intergovernmental funding deal for Toronto.</p> <p>Build the case publicly for a long-term funding agreement with Ontario and Canada, to commit to a predictable funding formula for infrastructure and housing investment that includes capital and operating funds, to equip the City and region with the resources they need for continued growth (i.e. transit, port, broadband).</p>	In-progress	<p>(1) Long-term funding agreement in place by 2030; (2) enhanced business and resident confidence affecting investment decision-making.</p>	<p>(1) Discussions with federal and provincial officials underway towards new long-term intergovernmental agreements, including sustainability reviews of the City’s finances per the terms of the Ontario-Toronto New Deal.</p> <p>(2) Long-term financial plan at City. AAA Bond Rating reflects significant steps made by the City to address financial stability.</p>
2	<p>Build on Toronto’s world-leading talent to create the most competitive business environment in North America.</p> <p>Reduce the commercial-residential property tax ratio, until the provincial threshold ratio of 1.98 is reached. Replace the existing Imagination, Manufacturing, Innovation & Technology (IMIT) program with an incentive program to support targeted employment uses, increase high-quality jobs, stimulate investment across the city, drive broader city-building goals, and enhance Toronto's competitive edge.</p>	(1) In-progress (Revised) (2) Complete	<p>(1) Continue increasing the annual commercial property tax rate at 50% of the residential rate increase in any given year, until the provincial ratio of 1.98 is met; (2) Implement IMIT Incentive program successor by end of 2025.</p>	<p>(1) The City is required by legislation to ensure commercial property tax increases do not exceed 50% of the residential increase until the threshold ratio is reached. City Council approved the ratio at 2.3 for 2026. In comparison, the ratio two decades earlier was 3.75. The ratio has been declining since the City adopted a long-term reduction strategy in 2005.</p> <p>(2) Economic Development and Growth in Employment (EDGE) program adopted by City Council in December 2024. EDGE replaces IMIT. The EDGE program was launched in December 2024. To date, the program has received four applications (under review) representing \$64M in construction investment, 19,700 sq/m of new employment space and an estimated 160 new employment opportunities. Economic Development and Culture (EDC) staff conducted 15 one-on-one consultations and 3 public information sessions.</p>
3	<p>Urgently address street homelessness, mental health and addiction.</p> <p>The City will work with provincial ministries, agencies, and across City government to coordinate person-centred interventions that ensure mental health support and Housing First programs succeed.</p>	In-progress (Revised)	<p>TCCS (1) Effective utilization of community crisis response services, with reduced reliance on emergency services through call diversion; (2) Increased resolution of incidents without police involvement.</p> <p>FOCUS (1) Strengthened identification and</p>	<p>Toronto Shelter and Support Services (TSSS) has partnered with the MAP Centre for Urban Health Solutions, Unity Health Toronto, The Centre for Addiction and Mental Health, and University Health Network to implement and evaluate a Housing First adaptation for unsheltered individuals with moderate to high support needs called Housing First for Encampment residents and individuals experiencing Street Homelessness (H-FRESH). The project launched in November 2025 and has housed 39 individuals as of February 28, 2026.</p> <p>Social Development (SD): The Toronto Community Crisis Service (TCCS), expanded citywide in 2024, is a non-police, consent-based crisis response service that operates 24 hours a day, 365 days a year. It deploys trained mobile crisis teams to respond to mental health-related crisis calls and provide timely,</p>

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			<p>coordination of high-risk situations through active partner engagement and consistent referrals;</p> <p>(2) Improved risk reduction outcomes through AER processes.</p> <p>STAR</p> <p>(1) Appropriate escalation and coordinated response to complex, high-risk situations requiring multi-sector intervention;</p> <p>(2) Successful resolution of situations with reduced risk through enhanced service coordination.</p> <p>H2H</p> <p>(1) Improved access to addiction, mental health, and case management supports for individuals with complex needs;</p> <p>(2) Strengthened coordination and integration of health, mental health, and homelessness services, resulting in more individuals with high acuity needs connected to housing and long-term supports.</p>	<p>community-based, trauma-informed support, follow-up support and connections to case management and other community-based services. In 2025, TCCS launched the TCCS-TTC Pilot, with embedded crisis workers in 15 downtown stations providing crisis intervention and de-escalation for people in crisis on the transit system.</p> <p>The Downtown East (DTE) Action Plan provides a set of actions to coordinate City services and address intersecting challenges in Toronto’s Downtown East area related to poverty, homelessness, community safety, mental health, substance use and the drug toxicity crisis. DTE Action Plan includes 32 action items, 12 are currently in progress, 15 are part of longer-term City plans that are ongoing and will continue throughout the duration of the Plan, 6 have funding requirements that are expected to be confirmed through the City’s 2027 Budget process.</p> <p>The Situation Table for Housing at Risk, (STAR), and Furthering Our Community by United Services Toronto (FOCUS Toronto) are designed to support service users experiencing Acutely Elevated Risk (AER) and defined vulnerability, consistent with the Information and Privacy Commissioner of Ontario’s guidance.</p> <p>Toronto Public Health (TPH) is contributing to City-wide efforts to deliver and coordinate services and outreach for people experiencing homelessness and substance use issues. Key initiatives in 2025 include:</p> <ol style="list-style-type: none"> 1. The Downtown HART Hub provides clinical and support services to address mental health and substance use in the downtown core, along with referral pathways to supportive housing and other wraparound services. 2. Continued implementation of the Downtown Community Outreach Response & Engagement (CORE) pilot program. This joint initiative between TPH and the Toronto Police Service provides proactive, low-barrier, street-based outreach to people experiencing homelessness and mental health and/or substance use challenges. 3. TPH outreach teams continue to work across the city, meeting clients where they are at. 4. Our Health, Our City: A Mental Health, Substance Use, Harm Reduction and Treatment Strategy for Toronto is a comprehensive strategy to reduce substance use-related harms and promote mental health and well-being. A recent progress report provides updates on the current mental health and substance use landscape, and progress on the Strategy's goals in 2025.

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4	<p>Collaborate with external partners to reduce barriers to economic inclusion.</p> <p>With key stakeholders, create a Working Table for Inclusive Economic Development to remove barriers and identify programs and partnerships to ensure economic opportunities for Indigenous, Black, and equity-deserving communities (e.g. community benefits) and develop an Inclusive Economic Development (IED) Framework for adoption by the City and other institutional employers with outcomes tracked by post-secondary partners.</p>	Complete	<p>(1) Council-approved IED definition and guiding principles by Q4 2025; (2) EDC-led IED research agenda and key targets including those related to household income growing relative to cost of living across all income quintiles.</p>	<p>Working Table for Inclusive Economic Development created and met monthly in 2025. IED Framework complete. Report back on IED Framework and indicators, developed in conjunction with the Inclusive Economic Development Working Table to be presented to City Council in April 2026.</p>
5	<p>Advance Indigenous Economic Development.</p> <p>Co-develop an Indigenous Economic Strategy with key stakeholders, leveraging partners in the Indigenous Centre for Innovation and Entrepreneurship, to identify and address the unique needs of Indigenous communities, organizations, and businesses to thrive in Toronto.</p>	In-progress	<p>(1) Open Indigenous Centre for Innovation and Entrepreneurship – largest in the world – to be launched 2026;</p> <p>(2) host a Toronto Indigenous Economic Summit in 2027;</p> <p>(3) Launch Indigenous Economic Development Advisory Panel in 2027; and</p> <p>(4) Launch Indigenous Economic Strategy by 2027.</p>	<p>Substantial construction completion in Q1 2026 on the Indigenous Centre for Innovation and Entrepreneurship (ICIE) with the goal transitioning to the operator in Q2 or Q3 of 2026. Negotiations have been underway with a potential operator of the ICIE.</p>
6	<p>Get more affordable housing built faster.</p> <p>Advance the HousingTO Action Plan by implementing programs and strategies to increase the supply of a range of new homes affordable to diverse households, and increasing densities like those near major transit station areas to enable a mix of housing by tenure, typology, size, and affordability that provides Toronto’s talented workforce with affordable homes near employment opportunities.</p>	In-progress (Revised)	<p>(1) Progress towards Council’s Municipal Housing Pledge target of 285,000 new homes starts by 2031, while the Province offsets the fiscal impacts of Bill 23 to the City; and (2) Progress towards 65,000 housing approvals targets of the HousingTO Action Plan inclusive of 6,500 rent-geared-to-income (RGI) units, 41,000 affordable rental units and 17,500 rent-controlled units by 2030.</p>	<p>Provincial Housing Pledge: The City of Toronto has pledged to achieve or exceed the provincial housing starts target of 285,000 new homes by 2031.</p> <p>HousingTO Plan: The HousingTO 2020-2030 Action Plan provides a blueprint for action across the full housing continuum and sets an aggressive housing agenda focused on supporting people over the course of 10 years. This action plan is predicated upon Toronto's Housing Charter, which affirms adequate housing as a fundamental human right.</p> <p>Rental Housing Supply Program (RHSP): RHSP supports the creation of a range of new rental homes to advance the HousingTO 2020-2030 Action Plan by providing City financial contributions including capital funding, relief from development fees and charges, and exemptions from property taxes.</p> <p>Provincial Housing Pledge, 2025 year-end: 86,099 housing starts towards overall target of 285,000.</p> <p>Annual Provincial Pledge Tracking</p>

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7	<p>Tackle congestion head on</p> <p>Through an updated Congestion Management Plan, support people with disabilities by improving the information about construction projects; increasing enforcement of bylaw infractions that slow traffic; recovering and/or offsetting the costs of congestion through fees and levies; and exploring new technologies and strategies to facilitate traffic mitigation measures and improve spot congestion.</p>	In-progress	<p>(1) Updated Congestion Management Plan adopted and implemented;</p> <p>(2) Changes to Chapter 743 included in CMP to strengthen inspections and enforcement at temporary road closures ensuring accessibility for and communication with road users;</p> <p>(3) Increased on-street direction and enforcement through Traffic Agents and Toronto Police Service;</p> <p>(4) Updated Road Disruption Activity Reporting System (RoDARS) fees recommended to right-size fees to recover City's costs;</p> <p>(5) Expansion of proven strategies and technological solutions, such as Smart Traffic Signals and Traffic Agents, to improve movement of people and goods.</p>	<p>(1) 2025 update to the Congestion Plan was adopted by Council in April 2025. The Congestion Management Plan 2026 Spring Update will be considered at City Council's April 2026 meeting. Chief Congestion Officer began work in January 2026. This new senior role has a mandate to reduce and mitigate congestion in the city by providing strategic advice and guidance to the City's senior leadership, Mayor and City Council, working across divisions to coordinate city actions, and engaging as the primary liaison with external partners on congestion related matters.</p> <p>(2) Amendments to Chapter 743 were made in July 2025 to permit temporary ramps as permitted encroachments</p> <p>(3) Traffic agents deployed to monitor high-congestion corridors in 2025.</p> <p>(4) Implemented updated RoDARS fees in April 2025. Recommended road occupancy (RoDARS) fee increases adopted through 2026 Budget process</p>
8	<p>Fortify Capital Coordination Processes</p> <p>Through the recently created Strategic Capital Coordination Office, lead the capital coordination between all internal and external partners that have a role in infrastructure construction that would impact the City rights-of-ways; apply a more strategic longer-term portfolio-wide lens to capital coordination that will maximize project bundling and sequencing opportunities; and enhance coordination of changes to the capital program; all of which will ultimately reduce construction disruption to communities and foster public trust.</p>	In-progress	<p>Increase in capital construction adherence to planned construction schedules</p> <p>Decrease in violation of moratoria</p> <p>Decrease in project change requests</p>	<p>In April 2024, the Strategic Capital Coordination Office (SCCO) was created to lead the capital coordination between all internal and external partners. In 2025, the SCCO has continued to advance goals of better managing congestion by strengthening the coordination of capital programming and construction through strategic alignment with partners, streamlined interdivisional processes, and establishment of a foundation for long-term improvements to infrastructure planning in Toronto's right-of-way. Data to support success indicators such as capital construction schedule adherence, moratoria and project change request is under development to inform proactive trend analysis and priority actions.</p> <p>Q1- Annual Strategic Capital Coordination Report to Infrastructure and Environment Committee and City Council in May 2026.</p>
9	<p>Increase City business with Indigenous suppliers</p> <p>Co-develop a First Nations, Inuit and Metis Procurement Policy with guidance from the Advisory Circle (Indigenous Community). Promotes support on how the City does business with Indigenous businesses.</p>	In-progress	<p>Completion of new First Nations, Inuit and Métis Procurement Policy.</p>	<p>In alignment with Action 20 of the Reconciliation Action Plan, the City is co-developing a First Nations, Inuit and Métis Procurement Policy with Indigenous businesses, organizations and partners, to fully leverage existing tools and create new mechanisms that increase Indigenous procurement. Guiding the co-development work, 14 meetings have been convened with a First Nations, Inuit and Métis Procurement Advisory Circle, comprised of Indigenous procurement specialists. In addition, national Indigenous business engagement was completed in 2025, including a session with Indigenous Youth. The policy is expected to be presented to City Council in June 2026. Beyond policy co-development, the City</p>

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				also took steps to increase City business with Indigenous suppliers through relationship building and procurement-focused outreach, including hosting two Indigenous Supplier Networking Events.
10	<p>Advance climate action.</p> <p>Advance the TransformTO net zero strategy by implementing programs for green infrastructure development and increasing sustainability measures for commercial and industrial developments.</p>	In-progress	(1) 100% of new buildings are designed and built to be near zero greenhouse gas emissions by 2030; and (2) 25% of commercial and industrial floor area is connected to low carbon thermal energy sources by 2030.	The Toronto Green Standards include energy and emissions targets that have been instrumental in reducing GHG emissions from new construction for private and public buildings by an estimated 972,000 tonnes eCO2 since 2010. All city agency, corporation and division-owned facilities are required to meet net zero emissions. The TGS also supports sustainable landscapes and green infrastructure industries and fosters a green construction industry that contributes an estimated \$4.64 billion in GDP annually.
11	<p>Keep small businesses open and thriving.</p> <p>Create a Main Street Resiliency fund to offset impacts of infrastructure construction and establish a commercial replacement policy to protect independent businesses impacted by real estate development.</p>	In-progress	(1) Main Street Resiliency fund established by 2027; and (2) Ground-floor commercial replacement policy for main streets developed by 2027.	<p>Main Street Resiliency Fund provided 12 grants in 2025.</p> <p>Capacity Development Fund - 5 BIAs used the Capacity Grant \$142,500 total</p> <p>Commercial Facade Improvement Grant - 198 properties improved facades, with matched funding. Area more vibrant and safer. Increased ROI by \$1.4M.</p> <p>City Planning has undertaken the PlazaPOV Study to understand how Toronto's commercial strip plazas serve local communities and contribute to the city's economy. In December 2024, the PlazaPOV study team released an Emerging Directions Paper summarizing findings and proposing further policy and program directions that could support and enhance existing plaza businesses and mitigate displacement through redevelopment. It recommended that planning policy instruments should encourage that the number and size of new commercial spaces be comparable to those that are being redeveloped to support a similar variety of establishments in the future, allowing some flexibility to respond to evolving local needs. A survey seeking targeted feedback from owners and operators of small businesses in strip plazas was undertaken in Q4 2025 with a summary of findings to be completed Q1 2026.</p>
12	<p>Protect small businesses from rising costs.</p> <p>Advocate to the provincial government to enhance protections for small businesses, such as commercial rent control.</p> <p>Review the Small Business Property Tax Sub-Class eligibility criteria from an equity perspective.</p>	In-progress (Revised)	(1) Advocated for commercial rent control; (2) Increase the number of eligible properties that can benefit from the Small Business Property Tax Sub-Class by 15%.	City Council adjusted the Small Business Property Tax Sub-Class discount to 20% and requested staff to initiate a review of eligibility criteria in 2026. This review will take into consideration the aggregate financial impact of increased property eligibility at the newly adopted 20% discount rate, relative to the impact that would have occurred at the original 15% discount in place when Action 12 was finalized.

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13	<p>Create a one-stop-shop for small businesses.</p> <p>Create a Small Business One-Stop-Shop to provide Toronto’s business community personalized and direct support when accessing City services, such as licensing and zoning.</p>	In-progress	(1) Small Business Solutions Office established by 2025; and (2) Reduced response times and enhanced service offering to small businesses.	The City is launching a new Small Business Office, which will be a first stop for small businesses to provide tailored support for business development, navigating City processes, funding, webinars, training and networking. (The name was changed following feedback from stakeholders.) The office is being developed and currently in the consultation stage with an intention to launch in October 2026 during Small Business Week.
14	<p>Increase the number of businesses served by BIAs.</p> <p>Develop a BIA Growth Management Strategy that addresses the unique needs of business communities outside of the core and create new BIAs to serve these businesses.</p>	In-progress	125 BIAs by 2035.	BIA Growth Strategy. 2 new BIAs, 6 others in progress, 3 minor boundary expansions, 2 major boundary expansions. BIA footprint grew across the City which supports more public realm investment and more businesses.
15	<p>Elevate public spaces into the cultural anchors of their neighbourhoods.</p> <p>Increase investments in public spaces delivered by BIAs, expand opportunities for local animation and innovative business models, and increase participation in CaféTO.</p>	In-progress	Double public realm investments delivered by BIAs by 2030.	<p>EDC: Toronto Economic Resiliency Initiative (TERI) programs were not able to launch in 2025 due to a delayed announcement from FedDev Ontario. Other EDC programs provided 4 grants in the Little Jamaica neighbourhood in 2025; 47 CaféTO grants issued; and 11 projects were funded through EDC's Outdoor Mural & Street Art program.</p> <p>Transportation Services has supported overall: 350 Small, eg., on traffic signal boxes, concrete barriers, recycle bins and garage doors with emerging artists; 26 Medium wall murals; 10 Large and X-Large wall & underpass murals</p> <p>By Canvas: 60 Traffic Signal Box murals; 236 concrete cycle track barrier murals; 60 garage doors (2 Laneway projects); 29 StART Support Murals; 6 ‘Just Us’ murals; 33 Skatepark murals; 6 Partnership Program Murals (large walls); 3 large scale underpass mural projects (large concrete canvases); 12+ live painting and mural photography temporary showcases.</p> <p>All of which support mentorships, professional development and documentation; 80+ mentorships with youth and emerging artists; 25 professional development workshops; 15 Advisory Panels; 10 Photographers. This work through the StArt program has reduced vandalism and contributed to an inclusive, vibrant public realm that encourages active transportation like cycling and walking.</p> <p>One streetscape master plan was completed in 2025, one carried forward into 2026.</p> <p>Streetscape Capital Cost Share program saw the number of public realm investments grow and ROI with cost share at 50% match.</p> <p>Staff are working towards increasing the number of Streetscape Master plans that are completed to provide visions for BIAs increase investments in the public realm. Currently 7 Streetscape master plans under development and staff continue to work with City Planning/Urban Design and Council directed Community Development Funds to increase the ability to implement investments into the public realm.</p>

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16	<p>Build opportunity for Toronto’s Youth.</p> <p>With local partners and the private sector, including the Employment Services System Manager, develop greater employment and professional development opportunities for Toronto’s youth with a focus on Indigenous, Black and equity-deserving groups.</p>	In-progress	With partners, ensure that there are 10,000 summer jobs for young people by 2026.	<p>In 2025, SD established and launched the Youth Employment Table to coordinate youth employment efforts across City divisions, agencies, and community partners.</p> <p>The Table is supporting:</p> <ul style="list-style-type: none"> - Alignment of City-led and partner youth employment initiatives - Shared metrics to track participation and employment outcomes. - Employer engagement focused on pathway-based opportunities and conversion to employment. <p>In 2026, work will focus on expanding employer participation and developing a Youth Employment Charter that outlines shared commitments and goals across partners to increase youth employment opportunities across the city</p> <p>Toronto Employment and Social Services (TESS) and SD - Supporting the City’s FWC26 Community Benefits Plan, Workforce Development Program, and the FIFA Volunteer Program Pathway. The program is targeting to support 60 youth in receipt of Social Assistance up to 10 weeks of client-centred wrap-around supports and intensive case management focused on life stabilization, removing barriers, and empowerment and access to volunteer, and employment opportunities with participating Community Benefits Employer Champions.</p> <p>SD and FIFA are cohosting two info sessions for local, nonprofit, employment service providers in March 2026 to share information on recruitment and hiring opportunities that will occur during the FIFA games and tournament. Social Development continues to engage with existing/new potential employer champions to secure additional workforce development opportunities.</p> <p>Youth Career Activation Summit on March 27, 2026. A one-day event with the goal of increasing Indigenous, Black, and equity-deserving youth’s awareness and readiness for careers in hospitality, tourism, sports, broadcasting, skilled trades, and other key sectors connected to the Toronto FWC26. It includes youth-led programming, an industry panel, and interactive pathway pods. Expected attendance is 200 youth.</p> <p>EDC’s main focus in 2025 was on skills development programs in specific sectors such as Film and Museums. Youth entrepreneurship through provincially funding programs such as Summer Company.</p>
17	<p>Foster Industry-Academia Partnerships.</p> <p>Create, promote and reinvigorate formal partnerships between local industries and academic institutions to ensure that academic programs are closely aligned with industry needs. These partnerships should include joint research initiatives, internship placements, and curriculum development.</p>	In-progress	Develop 10 new industry-academia partnerships by 2030, directly aligning educational outcomes with job market needs.	<p>EDC is working with Toronto Metropolitan University (TMU) on an artificial intelligence (AI) economic development strategy with a focus on workforce development to ensure Toronto’s small and medium enterprises are well-positioned for AI-enabled growth in productivity and competitiveness. As a legacy to Toronto’s FIFA World Cup hosting effort in 2026, EDC is also working with TMU to develop a targeted, soccer-focused cohort of TMU’s Future of Sport Lab with a focus on female entrepreneurs.</p>

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18	<p>Create space for inclusive entrepreneurship.</p> <p>Provide low-cost space for business startups, including and partnering with small business incubators, to create an inclusive entrepreneurial ecosystem that supports underrepresented groups, focusing on expanding opportunities for women-led start-ups.</p>	In-progress	<p>(1) Boost the number of startups by women founders by 25%; and (2) double the amount of venture funding received by women-led start-ups by 2028.</p>	<p>Food and Beverage Commercialization and Business Hub Feasibility Study. Staff has engaged, through CivicLabTO, Seneca College to complete a feasibility study and market need assessment, and to validate the need in the food ecosystem locally and regionally. This report is expected to be delivered in December 2026. EDC is continuing to explore best practices for funding, partners, and flushing out the mechanics of how to advance this project, including socializing with partner organizations, and mapping the coalition needed to make this successful.</p>
19	<p>Build community wealth and local employment opportunities.</p> <p>Leverage City assets and develop enabling approaches to create opportunities for new, independent businesses and retention of local serving businesses through enabling and growing Toronto's first generation commercial land trust sector in partnership with businesses and local community organizations.</p>	Not started	<p>City of Toronto enables a minimum of three commercial land trusts by 2028.</p>	
20	<p>Unite Interests in the Future of Downtown.</p> <p>Create a downtown stewardship organization to coordinate, catalyze investment, and speak with a unified voice on the needs of Toronto's downtown.</p>	Complete	<p>Stewardship organization created by 2026.</p>	<p>Alliance formed in 2025 by the six leading BIAs in Toronto's downtown core: Bloor-Yorkville, Old Town Toronto, Financial District, Downtown Yonge, Downtown West, Waterfront. The six BIAs represent over 10,000 businesses, \$50 billion in commercial real estate, and 400,000 employees. The Downtown Toronto Business Improvement Area Alliance is a coalition of leading Business Improvement Areas dedicated to strengthening the economic vitality, public spaces, and cultural vibrancy of Toronto's core. By advocating for business-friendly policies, championing urban innovation, and fostering cross-sector collaboration, the alliance works to ensure that downtown Toronto remains a thriving, inclusive, and dynamic place to live, work, and visit.</p>
21	<p>Incentivize a more diverse mix of non-residential uses in Downtown and the Centres.</p> <p>Prioritize adaptive reuse of older vacant office space by recommending incentives for the conversion of Class B and C office buildings into adaptive, compatible non-residential and mixed uses, including potential land use policy changes.</p>	In-progress	<p>(1) Land use policy changes and/or incentives to facilitate adaptive reuse of vacant office space, unlocking new economic opportunities;</p> <p>(2) A net positive absorption rate for Class B office space in all City districts, sustained over four quarters, by 2030;</p> <p>(3) Class B and C office space returns to a healthy vacancy rate of 7.5% by 2034;</p> <p>(4) City supports prioritize conversion of high value use for key sectors of the economy identified in this plan (e.g. wet labs, VFX, etc.).</p>	<p>The City-initiated Office Space Needs Study (December 2024) analyzed current office market conditions, considered the benefits and risks of converting office space to alternative uses, including residential uses, and explored policy options to balance office needs in the short- and long-term. The Study recommends proposed policy directions to reduce current minimum requirements to replace office space within new development from 100% to 25% of the office space and to allow for the replaced 25% to be comprised of any non-residential use and/or affordable housing. The proposed policy direction would apply to key areas in parts of the Downtown and Midtown area.</p> <p>On December 16, 2025 City Council endorsed City staff to continue to work with applicants to negotiate office replacement on a site-by-site basis using the policy direction endorsed by Planning and Housing Committee through 2024.PH14.9 and 2024.PH17.13. The proposed policy direction is being implemented on a site-by-site basis through development application review.</p> <p>Office vacancy rates were 16.4% at the end of 2025, down by 2.1 percentage points from 2024.</p>

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22	<p>Grow Toronto’s global competitiveness in key anchor and high growth sectors.</p> <p>Lead and invest in specific strategies that provide resources, services, and sector specific branding to drive growth in the manufacturing, life sciences, food and beverage, green, creative industries and tech sectors.</p>	In-progress	Toronto ranks Top 5 nationally (Canada) in 2030 and Top 10 in North America in each sector identified by 2035.	The City in 2025 launched a broad economic competitiveness study, working with Signal49 Research (formerly known as the Conference Board of Canada). The study will identify nine key sectors, the factors affecting their global competitiveness, and their relative performance against peer cities. The findings will inform future sector-specific municipal economic development strategies and informational dashboards to help deliver on the goal of having Toronto rank top 10 in North America in specialized and globally competitive sectors. This study is in progress and will be completed in the first half of 2026.
23	<p>Champion technology and innovation.</p> <p>Strengthen the City’s support for Toronto’s start up and technology ecosystem through the creation of an Office for the Tech and Innovation Sector.</p>	In-progress	(1) Launch an Office for the Tech and Innovation Sector (OTIS) in 2025; (2) Increased private investment in tech and innovation; and (3) Launch major new tech and innovation event with global reach by 2026.	Office for the Technology and Innovation Sector (OTIS) was formed in December 2025. Currently staffing OTIS and confirming work plan. Innovation and technology cross all sectors and areas of economic development. As businesses of all sizes integrate technology further into their operations and processes, and as businesses continue to innovate, we should reflect their priorities.
24	<p>Leverage and protect Toronto’s Employment Areas.</p> <p>Protect lands in designated Employment Areas so that they remain strategic places attracting new business investment and startups, and enter into partnerships with key organizations to advance their long-term productive use.</p>	In-progress	(1) Preservation through 2035 of the current amount of land in designated Employment Areas; and (2) 5% increase in jobs located in designated Employment Areas by 2030.	On-going work to preserve, protect and grow Employment Lands in Toronto. Areas of employment account for 25.4 per cent of all jobs (412,100) across the City, and 30.2 per cent of all businesses (22,530) in Toronto. Official Plan Amendment 804 (OPA 804) was adopted by Toronto City Council in May 2025 to align the Official Plan with provincial changes to the definition of “area of employment” under Bill 97 and changes to the Provincial Planning Statement, 2024 and Planning Act. The amendment updates Employment Area policies and redesignates certain lands designated General Employment Areas to Regeneration Areas, where those lands no longer meet the provincial definition of an ‘area of employment’. OPA 804 is currently before the Minister of Municipal Affairs and Housing for approval. City Planning continues to partner with Economic Development and Culture Division and other stakeholders to support and protect this finite resource. EDC hosted an Employment Lands Forum in early 2026.
25	<p>Drive the adoption of green technologies.</p> <p>Create a Green Innovation Challenge to test and pilot initiatives, programs, and sustainable technologies using City assets (buildings, workspaces, technology).</p>	In-progress	(1) Pilot 10 initiatives by 2030; and (2) by 2030, at least three firms supported by GIC commercialize new technologies and increase their market value ten-fold.	Green Market Acceleration Program (GMAP) continues to advance the City’s green technology adoption objectives through active pilots and a steady intake pipeline. Concurrently, GMAP Renewal (GMAP 2.0) is underway to modernize governance, clarify intake guardrails, strengthen host-division participation, and formalize KPI tracking aligned with Sidewalks to Skylines and TransformTO. Planning underway to complete renewal framework (stage-gated intake, liaison network, KPI dashboard), expand divisional participation, and advance additional pilots toward deployment in support of 2030 targets.

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26	<p>Optimize the use of Toronto’s gateways.</p> <p>Enter into partnerships with agencies managing Toronto’s points of entry to create place-based economic, mobility and workforce development plans with a focus on growing Toronto’s globally competitive sectors including manufacturing.</p>	In-progress	<p>(1) Partnerships established by 2026; (2) Strengthen governance, transparency and investment in the Port of Toronto to secure a larger share of marine shipping; and (3) Improve efficiency and output of the Port of Toronto with a target of 5% increase in annual cargo volume handled by 2035.</p>	Staff have begun discussions with key stakeholders, including CreateTO, Waterfront Secretariat and the Toronto Port Authority, as well as local marine and industry uses, to develop a coordinated strategic approach to strengthen the economic functions of the Port.
27	<p>Grow the Food and Dining Scene.</p> <p>Promote Toronto’s rising culinary scene through programming, branding and communications to drive investment, tourism and local economic development.</p>	In-progress	<p>(1) Toronto is recognized as Canada’s top food city and top five globally; and (2) Strengthen local hospitality workforce and training centres, and (3) City programs in support of restaurants and hospitality have city-wide reach.</p>	Toronto is widely recognized as one of the world’s most multicultural culinary capitals. The arrival and continued expansion of the Michelin Guide in Toronto has had a major impact on how the city is perceived globally. Although the 15 Michelin-rated restaurants are important for global recognition, there are over 5,000 other restaurants located throughout the city that reflect our diversity and highly regarded culinary scene e.g. Little Jamaica, Scarborough, and other areas outside of the downtown core. During the 2026 Winterlicious program, of the 240 participating restaurants, 15% were located outside of the downtown core. EDC is planning to launch a Scarborough food program in 2026.
28	<p>Attract major international events and audiences.</p> <p>Working with Destination Toronto, develop a major event bidding and hosting strategy in partnership with other orders of government, the private sector and the hospitality industry.</p>	In-progress	<p>Council-approved bidding and hosting strategy by 2027, informed by Toronto’s experience with the FIFA World Cup, with success thereafter tracked by increase in investment in major conferences and special events hosted in Toronto.</p>	EDC sponsored: EDCO 2025, Toronto Region Board of Trade (Gala, Mayor’s Lunch, Ticket Bank, recognition), NAIOP ICI Conference, Scarborough BA Mayor’s Lunch, Toronto Global Forum, Toronto Real Estate Forum, and DAIR Aerospace France. Opportunities were created to support Councillor Carroll Speaking at EDCO and Toronto Global Forum. A bidding and hosting strategy to be developed.
29	<p>Incubate home-grown conferences.</p> <p>Attract, support and scale home-grown conferences in key growth sectors that build Toronto’s brand, such as the global tech sector and life sciences.</p>	In-progress	<p>Three new financially sustainable flagship events with international reach promoting key sectors by 2030.</p>	EDC is a founding partner to Toronto Tech Week, which will present its second iteration in June 2026. The City’s seed investment has leveraged considerable corporate support, including from key partners Google Cloud and Shopify. Toronto Tech Week is expected to welcome more than 15,000 attendees and host more than 300 events across the city during the weeklong event, helping to promote Toronto’s dynamic tech sector at a global level.
			NEW Success Indicators	
30	<p>Optimize internal and public availability of economic data in alignment with the objectives of the Action Plan for Toronto’s Economy in order to support and enable data-driven City of Toronto and partners’ policies and programs.</p>	Complete	<p>(1) Revised Economic Dashboard, with new economic indicators aligned with APTE objectives added by Q4 2025; and (2) 50% increase in users accessing the updated Economic Dashboard by Q4 2026, which was 3,700 users in total in 2023.</p>	New Economic Insight and Trade Dashboard introduced in 2025. 374 unique users. Toronto’s Economic Dashboard 3,423 unique users in 2025.
31	<p>Allow for more diverse uses for restaurants, bars, and entertainment venues by simplifying regulations identified through the Night Economy Review.</p>	Complete	<p>(1) Implementation of the changes approved by Council as part of the Night Economy Review;</p> <p>(2) 80% of bar, restaurant and entertainment venue business license applications or renewals are issued within 20 days.</p>	This task involves implementation of the Night Economy and BREV (Bars, Restaurants and Entertainment Review), which included licensing and zoning regulatory changes. These regulatory changes came into effect on January 1, 2025 and are being implemented city wide.

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	Action	Status	Success Indicators	Progress and Outcomes
32	Enable small-scale retail, service and office uses, such as convenience stores, coffee shops, medical and personal services on properties zoned Residential in Neighbourhoods, as well as home-based businesses city-wide, to support locally serving small businesses and walkable and complete communities.	Complete (action revised to reflect Council direction)	<i>Zoning changes approved by City Council.</i>	Expanding Housing Options in Neighbourhoods (EHON) Neighbourhood Retail advanced to City Council in 2025 through the Phase Three Final Report. In November 2025, Council approved zoning bylaw amendments modernizing permissions for home-based businesses and permitting a wide range of small-scale retail, office and service uses along Major Streets city-wide, while permissions for corner stores with small cafes in neighbourhood interiors were limited to specific wards in the central part of the city (Wards 4, 9, 10, 11, 12, 13, 14, and 19), with other areas deferred pending monitoring and future reporting.
33	Address the climate and biodiversity crisis by encouraging developments to achieve the highest performance levels of the Toronto Green Standard in effect at the time of application, incentivized through the Development Charge Refund program.	In-progress	<i># of developments certified as achieving Tier 2 or higher under the TGS Development Charge Refund Program.</i>	The City of Toronto is currently implementing the Toronto Green Standard (TGS). The Net Zero Transition Study (NZTS) was undertaken to inform future changes to TGS version 5 and version 6 in support of the Citywide transition to net zero emissions, as outlined in the TransformTO Net Zero Strategy. The Study is now complete and was conducted in partnership between the City Planning Division and the Environment, Climate and Forestry Division. The update to TGS Version 5 has been paused as the City continues to seek clarity from the Provincial government with respect to any potential implications for the TGS arising from Bill 17.
34	Better facilitate high impact non-residential development and expansion with strong potential to grow Toronto's economy and create good jobs through the creation of an improved, client-focused concierge service, building on EDC's Gold Star Program.	In-progress	<i>(1) # and nature of applications supported by Gold Star Service; and (2) % of applications for critical / eligible commercial, office, industrial projects approved by City Council within legislated timelines, targeting 80%.</i>	Process to review the Gold Star Program underway. Internal meetings and working communications completed in 2025. Planning for 2026 underway to determine improvements to the concierge program to better serve non-residential development applicants.
35	In partnership with Toronto City Councillors, convene local economy roundtables to advance key actions for the Downtown and the Scarborough, North York, Etobicoke and Midtown Centres.	In-progress	<i>5 roundtables in 5 areas convened by 2026.</i>	Planning for 2026 Local Economy round tables. Beginning with North York in February 2026.
36	In the development of major precincts, integrate local economic considerations so that the people who live there have jobs close to where they live.	In-progress	<i>Secondary and Community Development Plans incorporate inclusive economic development elements to community growth.</i>	Implementation of the Downsview Secondary Plan and the Downsview Community Development Plan. On December 16, 2025 City Council adopted the Mount Dennis Community for All Action Plan and requested staff to move forward with implementation. Among other things, the Action Plan sets out to mitigate residential and commercial displacement; expand housing affordability; and support inclusive economic development and positive social outcomes.
37	Monitor the progress of inclusive economic growth in Toronto's economy through the development and addition of inclusive economic development indicators to the City of Toronto Economic Dashboard.	In-progress	<i>Economic indicators added to Toronto's economic dashboard by 2026.</i>	Indicators developed and included in Attachment 2 to this report. Once approved, indicators will be added to the City's Economic Dashboard.

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	Action	Status	Success Indicators	Progress and Outcomes
38	Review small business services, programs and initiatives for opportunities to incentivize integrating accessibility requirements and needs as a condition of funding.	Not started	TBD	EDC formed a Small Business Unit to support local businesses in January 2026 to focus on small businesses and community economic development (to be branded externally as the Small Business Office). The Small Business Unit takes on several programs that were previously delivered by EDC including, Main Street Initiatives, Entrepreneurship Services, TERI, Small Business Enterprise Centre, Public Markets, CafeTO. Work planning is underway and will include implementing findings from the Red Tape Hotline. The new office will undertake an accessibility analysis over 2026-27.
39	Advocate to the provincial and federal governments for: a) Enhanced skills training, increased apprenticeship slots, and modernized training practices to support good jobs that build houses. b) Inclusive housing policies that consider the diverse needs of job seekers, including access to help create a supportive housing environment conducive to employment success c) Leveraging their lands to create mixed-use and mixed-income developments including Transit Oriented Communities.	In-progress	<p><i>Number and nature of new legislations, policies or regulations adopted which support delivery of the City's Housing Plans.</i></p> <p><i>Amount of financial investment allocated to the City of Toronto for successful implementation of the HousingTO Plan</i></p>	<p>The City of Toronto is committed to sharing municipal expertise with all orders of government to realize our shared goals in creating housing solutions.</p> <p>Successful implementation of the HousingTO Plan is estimated to cost all three orders of government approximately \$44-47 billion. Support from other orders of government are critical to realizing the HousingTO targets.</p> <p>Inter-governmental partnerships - with the Federal government as part of Build Canada Homes and the Provincial government on maximizing community benefits on Transit Oriented Communities.</p> <p>Intergovernmental requests for partnership and financial investment to successfully deliver the City's Housing Plans, example: through PH25.4</p> <p>Pre-budget submissions to the Provincial and Federal government through the Housing Pathways for Women and Gender Diverse People Working Group.</p> <p>City submission of key principle recommendations to the Federal government for the creation of Build Canada Homes through the Government of Canada's Market Sounding.</p> <p>June 2025, the City was awarded nearly \$67.2M for the second round of the Building Faster Fund based on progress towards the provincial housing pledge of 285,000 housing starts by 2031.</p> <p>September 2025, the City received an allocation of \$7.95M for Year 6 Canada-Ontario Housing Benefit (COHB) allocation.</p>

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	Action	Status	Success Indicators	Progress and Outcomes
40	Leverage existing and identify new opportunities for using City land to build additional housing, mixed-income, mixed-use, and complete communities.	In-progress	<p><i>Establish 3-year HDO work plan to prioritize Toronto Builds sites and drive successful outcomes.</i></p> <p><i>Negotiate and implement deal with Build Canada Homes to accelerate project delivery.</i></p> <p><i>Break ground on at least 6 City-led Toronto Builds sites</i></p>	<p>The Toronto Builds Policy Framework creates a consistent, accelerated approach to building affordable housing on land owned by the City, its agencies and corporations. City Council adopted the Toronto Builds Policy Framework in May 2025, and in July 2025 adopted EX25.1, providing a delivery framework under the central leadership of the HDO to deliver on the City's housing development objectives under Toronto Builds.</p> <p>The City's Home Ownership Assistance Program (HOAP) supports the development of new non-profit affordable and attainable ownership homes. Through HOAP the City has committed to identifying five suitable surplus City properties for development, with the first New Deal site at 355 Coxwell Ave under development to deliver 33 new homes through partnership with Habitat for Humanity GTA.</p> <p>Ookwemin Minising is a public-led, tri-government initiative to develop a new sustainable, mixed-use community on public land in the Port Lands, with a mix of housing types that support residents of different incomes and life stages. In January 2025, the Government of Canada, the Government of Ontario and the City of Toronto agreed to contribute an additional \$975 million (\$325 million each under the tri-government model), to accelerate the development of new housing and destinations on Ookwemin Minising and along the waterfront at Quayside. Waterfront Toronto has developed a common approach to advancing discussions with landowners on affordable housing targets as well as planning expectations.</p> <p>The City created the Housing Development Office to focus on advancing and accelerating the delivery of housing on City-led and City-supported sites.</p> <p>Breaking ground on affordable housing sites, inclusive of 11 Brock Ave and 35 Bellevue Ave under the Public Developer model, and 275 Merton St</p>
41	Address the transportation needs of all users of the street, including pedestrians, cyclists, vehicles and business by continuing to invest and implement opportunities to manage mobility and transportation needs across Toronto.	In-progress	<p><i>Establish a micromobility working group in 2025 and publish the recommendations in 2026 for a short-longer term program plan Report on safety and regulatory concerns related to electric bikes on cycling infrastructure.</i></p> <p><i>Produce an education campaign to promote safe operation of micromobility devices and to support local business models.</i></p> <p><i>Delivery and implementation of the cycling network plan to increase safe cycling options throughout the City and active transportation mode-share.</i></p> <p><i>Increased throughput at intersections across all modes of transportation.</i></p> <p><i>Improved surface transit reliability and priority and increased public transit mode-share.</i></p>	<p>This action touches on numerous TS reports and initiatives including those that: (a) address safe operation and responsible use of micromobility devices on sidewalks and bikeways, as appropriate; (b) improve travel reliability and movement of people for all road users; (c) increase supply of safe and convenient bikeways for cyclists; and (d) improve safety for all road users, with a particular focus on vulnerable road users, such as pedestrians, through infrastructure design.</p> <p>The Congestion Management Plan - 2025 Update was adopted by Council in April 2025. Chief Congestion Officer began work in January 2026. This new senior role has a mandate to reduce and mitigate congestion in the city by providing strategic advice and guidance to the City's senior leadership, Mayor and City Council, working across divisions to coordinate city actions, and engaging as the primary liaison with external partners on congestion related matters. An updated plan is targeting the April 2026 Infrastructure and Environment Committee meeting.</p> <p>Latest Cycling Network Plan Update was adopted by Council in December 2025.</p> <p>Latest update on the Vision Zero Road Safety Plan, including adoption of a number of policies and by-laws was brought to Council in March 2026</p>

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	Action	Status	Success Indicators	Progress and Outcomes
			<p><i>Reduction in number of people killed or seriously injured on City roadways.</i></p> <p><i>Continue working with local communities on neighbourhood traffic, road safety, and active transportation plans through the program for Neighbourhood Street Plans.</i></p>	
42	<p>Advocate to the provincial and federal governments for long-term, sustainable operational funding for transit services.</p>	In-progress	<p><i>TTC's Long-term Financial Plan and Ridership Growth Strategy in place framing a path towards long-term sustainability and growth of transit operations.</i></p> <p><i>New revenue sources for transit operations identified and secured.</i></p>	<p>TTC / City have ongoing and regular collaborative discussions with senior levels of government on the City / TTC priorities for both capital requirements, as well as identifying new sources of revenue for transit operations.</p> <p>Annual TTC Budget Submission Provincial and Federal highlights needs for sustainable funding; regular advocacy days with transit associations (CUTA, OPTA, CUTRIC) to highlight sustainable funding needs for both capital and operating;</p> <p>TTC developing long term financial forecast and plan for operational funding needs to inform City Intergovernmental discussions as part of New Deal. Ridership Growth Strategy and review of expenditures is part of overall plan to demonstrate TTC is undertaken actions within its control. Discussions are ongoing with all levels of government on the City and TTC's priority funding requirements.</p>
43	<p>Maximize the efficiency and economic potential of curbside space through tailored programs and initiatives.</p>	In-progress	<p><i>Parking strategy adopted in 2025. Begin implementation of 'Big Moves' identified in report</i></p>	<p>There are several early-stage initiatives underway to advance this action including a review of curbside commercial loading policies as well as piloting tailored solutions with select BIAs. Work is in the early stages to advance these initiatives. Strategy adopted by City Council in June 2025.</p>
44	<p>Provide businesses and residents the confidence they need to operate in and enjoy their neighbourhoods by coordinating programming and investment in data-driven measures that address public safety, security, and cleanliness in the public realm.</p>	In-progress	<p><i>PASAN</i></p> <p><i>(1) Improved neighbourhood cleanliness and environmental conditions through coordinated litter collection and cleanup efforts;</i></p> <p><i>(2) Responsive service delivery to community requests, with timely engagement and follow-up.</i></p> <p><i>H2H</i></p> <p><i>(1) Expanded reach of services to individuals and businesses, improving community access and support;</i></p> <p><i>(2) Strengthened connections to addiction and mental health supports through referrals and case management;</i></p> <p><i>(3) Sustained support for individuals with complex needs through coordinated case management services;</i></p>	<p>P ASAN is a street outreach program that increases community safety in the downtown-east Toronto through 5,040 hours of collection and safe disposal of discarded harm reduction supplies, including street and park clean-ups and responses to community requests.</p> <p>Here to Help (H2H) program is operates a multidisciplinary team in Moss Park and the Church-Wellesley Village, providing street outreach, rapid response, crisis de-escalation, mental health and harm reduction supports, nursing, and short-term case management, while maintaining regular check-ins with downtown-east businesses. Through this coordinated approach, the program improves support for both local businesses and people experiencing crisis by providing timely intervention, connecting individuals to health and social services, and helping stabilize situations in the community.</p>

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	Action	Status	Success Indicators	Progress and Outcomes
45	<p>Advance SafeTO, the City's Community Safety & Wellbeing Plan, by exploring partnerships on the delivery of SafeTO including:</p> <ul style="list-style-type: none"> a) piloting initiatives to improve public realm and placemaking. b) deliver capacity building and training to reduce violence and vulnerability. c) Support community engagement. <p>Develop communication strategies and toolkits and identify funding opportunities to enable these activations and initiatives.</p>	In-progress	<p><i>SAFE TO BIA</i></p> <p><i>(1) Strengthened coordination and collaboration across BIAs, City divisions, and community partners to support community safety and wellbeing;</i></p> <p><i>(2) Enhanced system capacity through dedicated provincial and federal investments supporting housing, crisis response, and community-based social service programming.</i></p>	<p>Social Development's SafeTO BIA program is a collaborative initiative between SD and the Downtown Yonge BIA, designed to better understand and respond to community safety and well-being (CSWB) challenges across Toronto's Business Improvement Areas (BIAs). Overall participation in the SafeTO BIA pilot from 2023 to 2025, was 48% of BIAs. 40 out of 84 engaged with the SafeTO BIA pilot. Many business owners have been trained in de-escalation techniques.</p>
46	<p>Enhance the availability of newcomer resources available at residents' libraries, community centres, community hubs, and other municipal facilities.</p>	In-progress	<p><i># of Newcomer Welcome Brochure sent to City facilities and community partners</i></p> <p><i># of City locations that host a Newcomer Service Kiosk</i></p> <p><i># of visits to Newcomer Service Kiosks</i></p> <p><i># Exhibitors present at City of Toronto Newcomer Day Information Fair</i></p> <p><i># of attendees at Toronto Newcomer Day</i></p>	<p>In 2025, SD updated the Newcomer Welcome Brochure, including translating the brochure. Dissemination of the updated Newcomer Brochure will begin in 2026. Preliminary reports indicate that in 2025, approximately 2,100 clients were served at Newcomer Services Kiosk sites. New promotional materials were developed in 2025 that will be disseminated in 2026. In 2025, the City also partnered with United Way Greater Toronto to conduct a review of the Newcomer Services Kiosk program and outline recommendations for continuous improvement. The findings of this review will be reviewed in 2026 and any recommendations to improve program efficiency and outcomes will be implemented.</p> <p>Over 10,000 newcomers attended the 11th annual Toronto Newcomer Day held on May 28, 2025. Of note, the information fair included over 132 exhibitors (22 City Divisions, 103 external agencies) sharing information on resources and supports for newcomers, including employment supports. Supported IRCC-funded Library Settlement Partnerships with 7 agencies at 15 library branches with 1,619 participants attending 546 in-person/online programs. Supported an additional 16 library branches to provide Itinerant Settlement services with 614 participants attended 86 programs hosted. Total Newcomer Programs attendance in 2025: 12,233 participants in 632 programs across the city. Program topics included: English Conversation Circles, Citizenship Education, Tax help for newcomers, Reading Circle, IELTS Preparation</p>
47	<p>Recognize and enable the significant economic contribution of culture and the creative industries by supporting the implementation of Culture Connects: an Action Plan for Culture in Toronto (2025-2035).</p>	In-progress	<p><i>Implementation of Culture Connects: an Action Plan for Culture in Toronto (2025-2035).</i></p>	<p>Year one implementation updates for Culture Connects will be available in June 2026.</p>

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	Action	Status	Success Indicators	Progress and Outcomes
48	<p>Explore the feasibility of establishing local procurement approaches that:</p> <p>a) Are compliant with all applicable trade agreements and align with Ontario’s Building Ontario Businesses Initiative;</p> <p>b) Incorporate an equity lens, including leveraging the Social Procurement Policy and Program and Community Benefits Framework;</p> <p>c) Include social businesses such as social enterprises and employee-owned trust models; and</p> <p>d) Can be shared with the City’s agencies and the broader public sector in Toronto through applicable procurement tables, including AnchorTO.</p>	In-progress	<p><i>Local procurement approaches included in applicable procurement processes, including forms of attestation and solicitation documents, procedure and policy updates. Increasing the number of local, Indigenous, Black, Diverse Suppliers and Social Enterprises registered to do business with the City.</i></p> <p><i>Review of social business models completed.</i></p>	<p>Council-approved definitions of Canadian Supplier, Canadian Business Subsidiary, Trade Partner Supplier, Non-American Supplier, Non-American Business Subsidiary and USA Based Supplier have been incorporated into the Procurement Bylaw. Purchasing and Materials Management Division (PMMD) has implemented new Council-approved procurement limitations for non-Canadian suppliers. Staff engaged with local business organizations in the development of a definition of 'local' and the development of a local supplier list.</p> <p>A form of attestation has been built into solicitation documents. In open competitive procurements, Non-American Supplier preference is applied.</p> <p>The Divisional Purchase Order Procedure was updated to require staff to only invite Canadian Suppliers to bid on invitational solicitations under \$120,000.</p> <p>In June 2025, PMMD collaborated with EDC on a local procurement supplier event. The event was an opportunity for City staff and local, Indigenous, Black and Diverse Suppliers and Social Enterprises to network and understand how and what City divisions procure and what procurement opportunities are available or upcoming. 15 Divisions and over 200 local, Indigenous, Black and Diverse Suppliers participated in the event.</p>
49	<p>Conduct an accessibility audit of the procurement process to identify opportunities to improve access to procurement opportunities for businesses owned by people with disabilities.</p>	In-progress	<p><i>Accessibility audit complete. Recommendations reported to Council, including budget impacts of implementing recommendations.</i></p>	<p>An accessibility audit will:</p> <ul style="list-style-type: none"> - verify whether the City's procurement policies and processes align with Council-approved equity and Reconciliation strategies, including the Social Procurement Policy, the City's Action Plan for Confronting Anti-Black Racism, the Reconciliation Action Plan and the Disability Inclusion Action Plan; - identify any barriers or hurdles that may unintentionally exclude businesses owned by people with disabilities from participating in the procurement process; - identify any gaps where the City can embed equity and accessibility checkpoints; - provide actions the City can take to encourage bids from local businesses owned by people with disabilities. <p>This project is scheduled to begin in 2027. Engagement with businesses owned by people with disabilities will support the accessibility audit.</p>
50	<p>Continue to enhance the Social Procurement Policy and Program, including engaging community and suppliers to review the definition of diverse supplier and investigating the feasibility of collecting disaggregated business ownership data for City suppliers.</p>	In-progress	<p><i>Phase 2 Social Procurement Program review completed: Engagement with Black, Diverse Suppliers and Social Enterprises. Survey created, initial data analyzed. Review and update of definitions, if required. Development of approach to disaggregated data collection.</i></p>	<p>Staff are planning multiple engagement sessions with suppliers who identify as Black, 2SLGBTQ+, women, youth and as a person(s) with disabilities. The sessions will inform:</p> <ul style="list-style-type: none"> - whether the current definitions in the Social Procurement Policy reflect the suppliers the program aims to serve; - factors staff should consider for the recognition of Identity-based Business Organizations in the Program; - data collection and improvement opportunities; - key performance indicators for program tracking and monitoring. <p>An initial engagement session with Newcomer and Immigrant business owners was held in partnership with the Newcomer Office in 2025. Further engagement sessions are planned for 2026 to inform ongoing program enhancements and future policy updates.</p>

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	Action	Status	Success Indicators	Progress and Outcomes
51	Mitigate the impacts of transit project construction by advocating to the provincial and federal governments for dedicated supports and funding to reduce disruption to businesses and BIAs from the provincial and federal governments.	In-progress	<i>Funding secured from other orders of government.</i>	Transit Expansion Disruption Mitigation (ON Line BIA Support). Grants provided for 21 projects through secured funding from Metrolinx to support BIAs and businesses impacted by major transit construction projects.
52	<p>Update construction standards to improve the aesthetics and experience of road users during construction while enhancing City street designs and other public realm improvements in the course of major capital and transit project construction.</p> <p>Enhance main streets through roadway redesign and enhancements during Complete Street Projects bundled with planned state-of-good-repair work.</p>	In-progress (Revised)	<p><i>Updated construction activity standards posted on the City's construction standards page.</i></p> <p><i>Improved compliance with construction activity standards.</i></p> <p><i>Improved communications of construction street closures and access to information in a centralised, accessible place (RoDARS site).</i></p> <p><i>Construction plans that prioritize accessibility for vulnerable road users through all construction stages and clearly identify walking and cycling routes.</i></p> <p><i>Improved public satisfaction, accessibility, and safety, especially for vulnerable road users.</i></p> <p><i>Reduced disruption for road users and businesses through coordination of major capital projects, including transit projects</i></p> <p><i>Enhanced multi-modal access to residents and businesses through improvements to right-of-way following construction projects.</i></p> <p><i>Close collaboration with local BIAs to develop construction staging plans that support the vibrancy and activities on the street throughout project construction.</i></p> <p><i>Project bundling to reduce overall construction timelines.</i></p> <p><i>Improved multi-year capital coordination by bundling Complete Street projects with planned road work (road resurfacings, road reconstructions, watermain replacements, etc).</i></p>	<p>This work will reduce the impact of construction activities on the public realm by updating construction standards to strengthen safety, accessibility, and cleanliness, including new requirements for short duration construction activities. It will also produce -public facing guidelines with visual examples showing how standards should be applied across different construction types and streetscape contexts. In addition, the project will establish a construction code of conduct that sets consistent expectations for all work occurring in the public -right-of-way-.</p> <p>In parallel, Transportation Services will continue to advance enhanced street designs and other public realm improvements through major capital and transit project construction, in consultation with residents and businesses.</p> <p>Complete Streets projects, which typically include features such as enhancements to the public realm, landscaping improvements, geometric safety improvements and addition of cycling infrastructure are delivered at reduced cost and lower levels of disruption to the community when coordinated with planned state of good repair work. Work is underway to identify best practices in other jurisdictions with respect to construction standards, review existing City standards, and consult with relevant colleagues in City Divisions.</p> <p>The Strategic Capital Coordination Office (SCCO) was established to better coordinate capital projects and maintenance work by the City, the Province, utilities, private development, and major special events. SCCO's coordination work aims to reduce the impacts of congestion caused by road construction, utility maintenance, and development. Transportation Services works closely with SCCO to coordinate and minimize transportation network impacts.</p>

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	Action	Status	Success Indicators	Progress and Outcomes
53	Improve BIA performance through the provision of critical business intelligence that monitors and reports on the economic vitality of Toronto’s main streets.	Complete	<i>Dashboard developed</i>	BIA dashboard developed using Toronto Employment Survey data. Partnered with CUI for an additional dashboard which BIAs have access to. Additional internal resource allows EDC staff to directly assist BIAs.
54	Create Outdoor Dining and Public Markets Guidelines to guide infrastructure development in the public realm.	In-progress	<i>Guidelines on expanding public markets to be embedded in the Streetscape Master Plan Program by 2030.</i>	Created an inter-divisional working group to develop the Public Market Plan.
55	Expand Toronto’s public markets by developing dedicated supports for small scale food entrepreneurs, particularly in Indigenous, Black and equity-deserving communities.	In-progress	<i>Toronto Public Markets Action Plan developed.</i>	Plan under development and anticipated to be completed in 2026.
56	Enable a City-wide comprehensive and internally aligned parking policy that supports a multitude of City-building objectives, including affordability, climate resilience, GHG reduction, economic prosperity and the efficient movement of people and goods.	In-progress	<i>Parking strategy established by 2025, with a series of actions. Parking activity on-peak and off-peak hours. Implementation of technology solutions to manage and measure curbside activity.</i>	Develop and implement a Strategic Parking Framework that consists of an interconnected set of policy directions and a program of actions to ensure that the City can effectively manage the complexity of the parking system now and into the future as Toronto grows, develops and evolves. Specific implementation initiatives are required over the short, medium and long term to better align the value of the public right of way and city property with other critical city building goals. Parking Strategy is being rolled out, with first actions including an update to the accessible parking guidelines and a pilot for traffic signage. A Parking Signage Pilot was approved in December 2025 (IE26.4) and will be implemented in Q3 of 2026
57	Deliver more nimble supports to small business and community resources in Toronto by leveraging municipally owned assets including Toronto Public Library branches, museums, office lobbies, and community spaces.	In-progress	<i>(1) # of geographically distributed business hubs and networks across the city; (2) # of community resources provided across municipally owned assets; (3) small business services delivered in each borough of the city starting in 2025; and (4) # of activations in new spaces, number of people reached.</i>	EDC’s Small Business Unit will focus on small businesses and community economic development (to be branded externally as the Small Business Office). EDC has conducted seminars at Union Station, North York Civic Centre, Scarborough Civic Centre, City Hall, Toronto Community Housing. EDC operates the Small Business Enterprise Centre in Scarborough where a variety of services are offered including, business registration, consultations and mentoring. Toronto Public Library (TPL) offers Small Business Services and Resources including expert staff assistance; access to specialized business resources; and offer programs on a wide range of small business and entrepreneurship topics. Entrepreneur in Residence services provide one-on-one consultation on business ideas and plans and offer group programming. Developed and offered focused residencies for Black Entrepreneurs, Women Entrepreneurs and Newcomer Entrepreneurs. TPL delivered 7 cohorts of the Business Inc. program in partnership with the City of Toronto and Toronto Business Development Centre to provide support for new and aspiring entrepreneurs. Facilitated Small Business Month programs in October hosting thirteen programs with over 240 attendees. Hosted five Entrepreneur in Residence program series at North York Central Library, Maria A. Shchuka, Albert Campbell, York Woods and Oakwood Village. TPL's Newcomer Entrepreneurship Initiative was launched and held a total 125 programs with 1,234 participants in 38 branches across the city.
58	Sustain a productive and growing economy by advocating to the provincial and federal government to provide the resources necessary to align workforce development programming with the “skill gap” needs of key growth sectors in Toronto.	In-progress	TBD	Once completed, EDC's Competitiveness Study will confirm key growth sectors for the city.

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	Action	Status	Success Indicators	Progress and Outcomes
59	Implement targeted workforce development initiatives to support scaling of key high growth sectors in Toronto.	In-progress	<i>Trained, accredited employees meet labour market demands in more timely and predictable manner.</i>	Once completed, EDC's Competitiveness Study will confirm key growth sectors for the city. Launch TPL's Learn AI (Artificial Intelligence) initiative to provide Torontonians with access to free programs and resources for AI Upskilling and continue to offer and expand TPL's Let's Learn Tech free IT certification training programs . Launched TPL's AI Upskilling initiative in 2025. These TPL programs were well attended and received positive feedback: 57 learning circles reached over 1,000 learners and a 95% customer satisfaction; Over 400 people attended the Innovator in Residence (AI and Digital Creativity) program; Nearly 300 people attended the 3rd annual Digital Expo: "Bridging the AI Divide"; Over 700 people participated in the inaugural AI Summit on the future of the economy; Over 400 scholarships were distributed to members of equity-deserving and Indigenous communities – to complete the Google AI Essentials Certificate course on their own
60	In alignment with the Downsview Community Development Plan, support Downsview private landowners and developers with the creation and monitoring of Community Benefits Plans for each district with measurable community benefits hiring and procurement targets, prioritizing Indigenous, Black, and local equity-deserving communities.	In-progress (Revised)	<i>Creation of Community Benefits Plan.</i>	The City's Community Benefits Framework helps to maximize economic and community-building opportunities for local residents and Indigenous, Black and equity-deserving groups - usually focused on opportunities related to jobs/hiring or procurement. In May 2024, Council directed staff to work with Downsview property owners and stakeholders to include Community Benefits Plans as part of the Community Development Plan Response in development applications. In July 2025, Northcrest committed to a \$10 million community benefits plan for their Downsview Taxiway West District and Council further directed staff to work with the owner or applicant to advance and implement the Taxiway West Community Benefits Plan across the district in alignment with the City's Community Benefits Framework best practices. In December 2025, SD provided Canada Lands Company staff an overview presentation on community benefits for the Downsview West District. SD continues to work with landowners Northcrest and Canada Lands Company to include Community Benefits Plans as part of District Plan applications.
61	Develop an Artificial Intelligence (AI) assessment framework and supporting documentation for City Divisions, while ensuring safe, secure, ethical and legally compliant use of AI for the City	In-progress	<i>Develop Algorithmic Impact Assessment in 2026. Launch AI Register in Q3 2026.</i>	Launched AI governance framework in Q1 2026. In 2026, the City will develop an Algorithmic Impact Assessment to ensure ethical and responsible use of AI technologies in public service. In Q3 2026, the City will also launch an AI register to inform the public about how the City uses AI to promote transparency and trust in local government. Develop and implement TPL's Artificial Intelligence (AI) Policy .

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62	Review and optimize the City’s processes for procuring innovative technology, including green technologies.	In-progress	<i>Pathways for procuring innovative technology clearly communicated to City staff and suppliers.</i>	The City is reviewing the Unsolicited Proposals Policy and other potential procurement pathways for innovative technology to clarify processes, map technology readiness to available pathways, align with City priorities and identify barriers for suppliers, particularly local, Indigenous, Black and diverse suppliers and social enterprises. The research, internal consultation and option analysis have been completed. The estimated completion of the review and policy update is 2026. In spring 2025, PMMD also launched the Environmentally Responsible Procurement (ERP) Governance Table which, as part of its mandate, aims to identify opportunities for the City to utilize innovative green technologies in its corporate operations and service delivery to the public. The Governance Table is composed of representatives from divisions that are engaged in capital project delivery, utilities, and transportation. The Environmentally Responsible Procurement Governance Table was established, with 5 meetings held in 2025. Supplier engagement is planned to support policy development, including reviewing the City’s use of innovative green technologies.
63	Better support Toronto’s incubators and accelerators that drive and nurture entrepreneurship, innovation, business development and inclusive economic growth by enhancing the Business Incubation and Commercialization (BIC) Grant Program.	In-progress	<i>More incubators funded.</i>	Business Incubation and Commercialization Grant Program: 45 approved grants (\$835,516) and 2 existing multi-year grants (\$125,000) New partnerships (14), equity deserving recipients (25) 75% increase over 2024 for partnerships; 25% increase over 2024 for equity deserving recipients As a legacy to Toronto’s FIFA World Cup hosting effort in 2026, EDC is also working with TMU to develop a targeted, soccer-focused cohort of TMU’s Future of Sport Lab with a focus on female entrepreneurs.
64	Ensure success of the Indigenous Centre for Innovation and Entrepreneurship (ICIE) by collaborating with the operator to create pathways for Indigenous entrepreneurs to access grants and financing, showcase their innovations and successes, form strategic partnerships, which will measure the impact of the ICIE.	In-progress	# of Indigenous entrepreneurs supported through ICIE.	Substantial construction completion in early 2026 with the goal of transitioning to the operator in early Q4 2026.
65	Enhance Toronto's international brand as a globally recognized destination to visit and attract investment by executing coordinated campaigns.	In-progress	N/A	Ongoing work of Destination Toronto and Toronto Global. EDC contributed to the Destination Master Plan to be released by Destination Toronto in mid-2026.
66	Support Toronto Global as the region’s Foreign Direct Investment (FDI) agency by advocating for sustained long-term financial commitments from the provincial and federal government.	Complete	<i>Multi-year funding agreement secured by 2025 from other orders of government to sustain Toronto Global.</i>	Funding agreement secured in 2025. Toronto Global supported for 3 years through the multi-year funding agreement (2025-2028).
67	Enhance the City’s ability to support the visitor economy, special events, and invest in city building infrastructure and cultural services through the City's Municipal Accommodation Tax.	Not Started		

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	Action	Status	Success Indicators	Progress and Outcomes
68	Position Toronto to lead in city-to-city partnerships and projects to effectively support a range of international business development, municipal knowledge-sharing and cultural exchange activities that strengthen Toronto's global standing and reputation.	In-progress	% increase in city-to-city collaboration with specific business development opportunities for Toronto.	Launched TradeTO program in 2025.
69	Enhance the ability for business and events to be hosted on City streets by reviewing and implementing targeted solutions to expedite and streamline permitting processes, improving coordination of events and strengthening funding supports.	In-progress	<i>(1) Incorporation of street events into the EDC event portal; and (2) Recommendation to remove certain RoDARS fees for street events</i>	Phase 1 of Event Permitting System complete. Recommendations regarding removal of certain RoDARS fees for street events is included in the Congestion Management Plan Spring 2026 Update to be considered at City Council's April 2026 meeting.
70	Drive competitiveness of local green sectors with new Green Industry Cluster Alliance.	Revised (Removed)		
71	Partner with colleges and universities to assess green workforce development needs and develop strategies to address these needs.	Not started		
72	Develop green sector and green industry indicators to monitor the progress of transforming the economy.	Not started		
73	Grow green sectors by leveraging existing opportunities to share best practices on supporting businesses in transitioning to more sustainable, net-zero, decarbonized operations and recommend actions through TransformTO.	Not started		
	Mayor's Economic Action Plan in Response to US Tariffs - Long-term Economic Actions			
	Enhancing Toronto's business environment to drive new investment, employment growth and economic resilience	In-progress	Actions incorporated into multiple actions. See Action 2 above.	Incorporated into actions across several priorities. Outcomes include: Enhancement to the Small Business Property Tax Subclass benefit Increased time-limited benefit to the Economic Development and Growth in Employment Program increase the benefit received by large industrial water users to 35% from 30%, phased in over three years beginning in 2026 Work to advance the protection of employment lands
74	Accelerate adoption of technology, with a focus on AI to support the competitiveness of local firms and the upskilling for Toronto workers to boost productivity	In-progress	<i>Development and launch of the strategy</i>	EDC partnered with Toronto Metropolitan University to develop an AI Economic Development Strategy focused on three critical areas: Talent, retaining and recruiting the world's best AI talent; Supporting SMEs to adopt AI in their business practices and operations; and Marketing, globally marketing Toronto as the centre of excellence for AI excellence. Development of AI strategy underway, to be released in 2026.

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	Action	Status	Success Indicators	Progress and Outcomes
75	Accelerate housing innovations to deliver more homes and accelerate local innovation with the promise to scale globally	In-progress	TBC	The City of Toronto is increasing its efforts to support innovative housing options and creating the successful conditions for a thriving and exportable industry within Toronto through a stream of work for accelerating housing innovation. In 2026, a staff working group will be established to advance both the economic development and ease of construction of innovating housing solutions.
76	Reduce reliance on US energy and support sustainability through the advancement of electrification	In-progress	This work is now a dedicated project led by ECF and will be reported on separately to Council through dedicated reporting.	A report titled “The Electrification Advantage” is being brought to the April 2026 meeting of City Council for consideration, based on additional direction given by Council in December 2025. The report responds to direction from City Council, as part of the Tariff Action Plan, to increase local renewable energy generation and storage. City staff have worked together with Toronto Hydro and The Atmospheric Fund to develop the report, considering input submitted by stakeholders, which will highlight ongoing and additional work over the coming year.
	Strengthen Toronto’s industrial port	In-progress	Incorporated into action 26 above	Staff have begun discussions with key stakeholders, including CreateTO, Waterfront Secretariat and the Toronto Port Authority, as well as local marine and industry uses, to develop a coordinated strategic approach to strengthen the economic functions of the Port. Beyond establishing regular communication and collaboration opportunities, the first step may include an independent study of industry needs and long-term economic opportunities for marine uses, in conjunction with City partners.
77	Support tariff-resilient sectors able to drive long-term economic growth and job creation	In-progress	Ongoing monitoring of evolving situation, responsive actions where appropriate	Monitoring of evolving trade and economic circumstances is underway by Economic Development and Culture staff.
	Inclusive Economic Development Actions			
78	Monitor federal and provincial employee ownership and succession planning initiatives and assess opportunities for complementary City supports	<i>NEW</i>		
79	Increase Ontario Works client access to financial empowerment services and programs.	<i>NEW</i>		
80	Apply commercial space and lease trend data to area-based studies and planning to inform main street retail policies and programs.	<i>NEW</i>		