

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





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Chief Financial Officer and Treasurer Message

1 Chief Financial Officer and Treasurer Message

I'm pleased to present a transparent accounting of the City of Toronto's strategic and financially responsible decision to invest in social and ecological transformation in our sixth Environmental, Social and Governance (ESG) Performance report.

Sustainable financing continues to be an important source of funding for the City's 10-year capital plan. Since 2018, Toronto has issued \$2.63 billion in Green and Social Bonds, supporting clean transportation, climate resilience, renewable energy, affordable housing and essential community services. Sustainable issuance is now embedded within our broader corporate strategy and is supported by our third-party International Organization for Standardization certifications.

This report highlights continued progress toward the City's TransformTO Net Zero Strategy, aiming to achieve net zero green house gas (GHG) emissions by 2040 with building improvements, renewable energy expansion, transportation initiatives and waste reduction.

Substantial achievements in these areas include deep retro fits, new net-zero City buildings, renewable natural gas production, deep lake water cooling, cycling network expansion, electric vehicle charging infrastructure, circular economy initiatives and biodiversity enhancements. These projects demonstrate that, despite ongoing fiscal pressures, the City continues to make tangible progress on climate action.

Simultaneously, since social inclusion and climate action are mutually reinforcing, the City continues to invest in equity, inclusion and community. This report also highlights the progress we have made in affordable housing, accessibility, emergency and social services, and workforce diversity.

Climate action, infrastructure renewal and social inclusion require intergovernmental partnerships and long-term financial sustainability. Initiatives such as the Ontario-Toronto New Deal and other partnerships are essential to delivering the services and infrastructure that not only benefit Torontonians but also the broader region, province and country. Collaboration with the Province of Ontario and the Government of Canada are essential to maintaining momentum on our shared priorities, such as housing, shelters, transit and climate action.

Protecting our environment, prioritizing equity and strengthening governance is only possible thanks to the dedication of everyone who continues to contribute to the City's ESG performance - thank you.

Sincerely,



Stephen Conforti
Chief Financial Officer and Treasurer
City of Toronto



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About this Report



2a Reporting and Scope

This Environmental, Social and Governance (ESG) Performance Report (“Report”) contains information about the City of Toronto (excluding agency and corporation subsidiaries). It provides an overview of our strategic priorities, key performance indicators and highlights during 2024 on ESG factors relevant to the City of Toronto and other Canadian municipalities. This Report complements our 2024 Annual Report.

An overview of the City’s governance system¹ is available at toronto.ca. This document reports on data and activities for 2024 unless otherwise noted. Data for 2024 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 page 101, referenced throughout this Report, provide more details on topics.

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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 more than 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.

3e 2024 Financial Performance

(in \$ Millions)	2024	2023	2022 (Restated)
Own Source Revenue*	\$10,246	\$9,588	\$9,236
Annual Surplus	\$2,016	\$1,250	\$1,758
Total Assets**	\$64,113	\$60,605	\$57,569
Total Long-Term Debt	\$8,880	\$8,586	\$8,859
Total Reserve and Reserve Funds	\$5,607	\$5,288	\$5,427

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

** Includes Financial and Non-Financial Assets

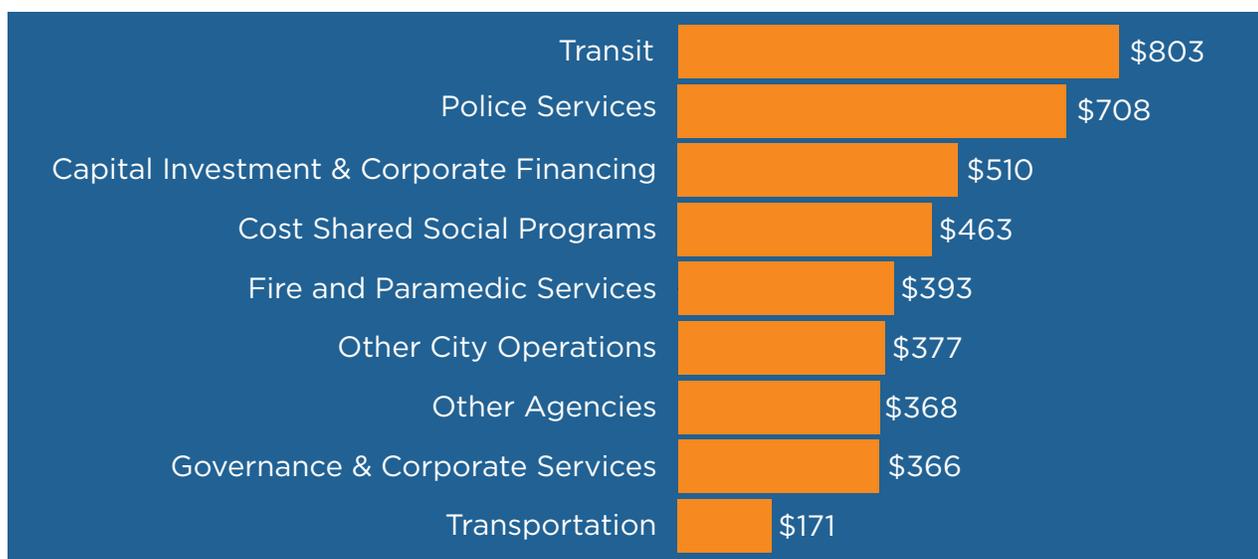
3f Economic Value Distributed

When translated into an average tax bill of \$4,160 for the average value of a home assessed at \$692,031, the chart below shows how 2025 property taxes will be spent based on the 6.9 per cent residential property tax rate increase.

How Your Tax Dollar Works for You in 2025⁸

The average home in Toronto has an assessed value of \$692,031*

The 2025 municipal property tax bill on this home would be \$4,160**

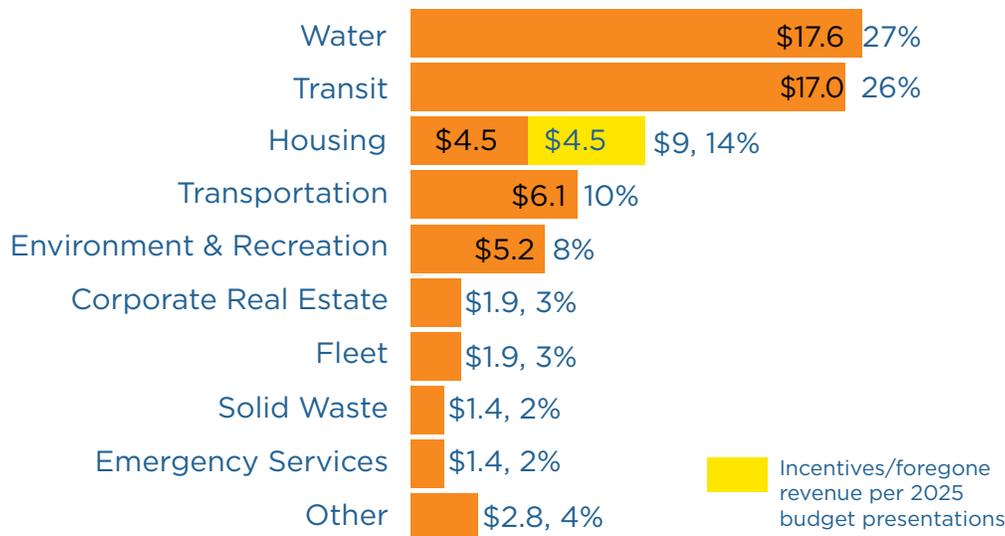


* As the Province postponed the 2021 reassessment, 2025 property values are the same assessed values as 2020 (which uses evaluation dates of January 1, 2016), conducted by the Municipal Property Assessment Corporation (MPAC), unless the property experienced relevant changes such as renovations, improvements or demolitions.

** Excludes provincial education property taxes.

10-year Capital Budget and Plan \$59.6 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 2024, the City continued to explore opportunities to strengthen climate resilience and monitor the evolving climate reporting requirements. Highlights of this year's achievements include the following:

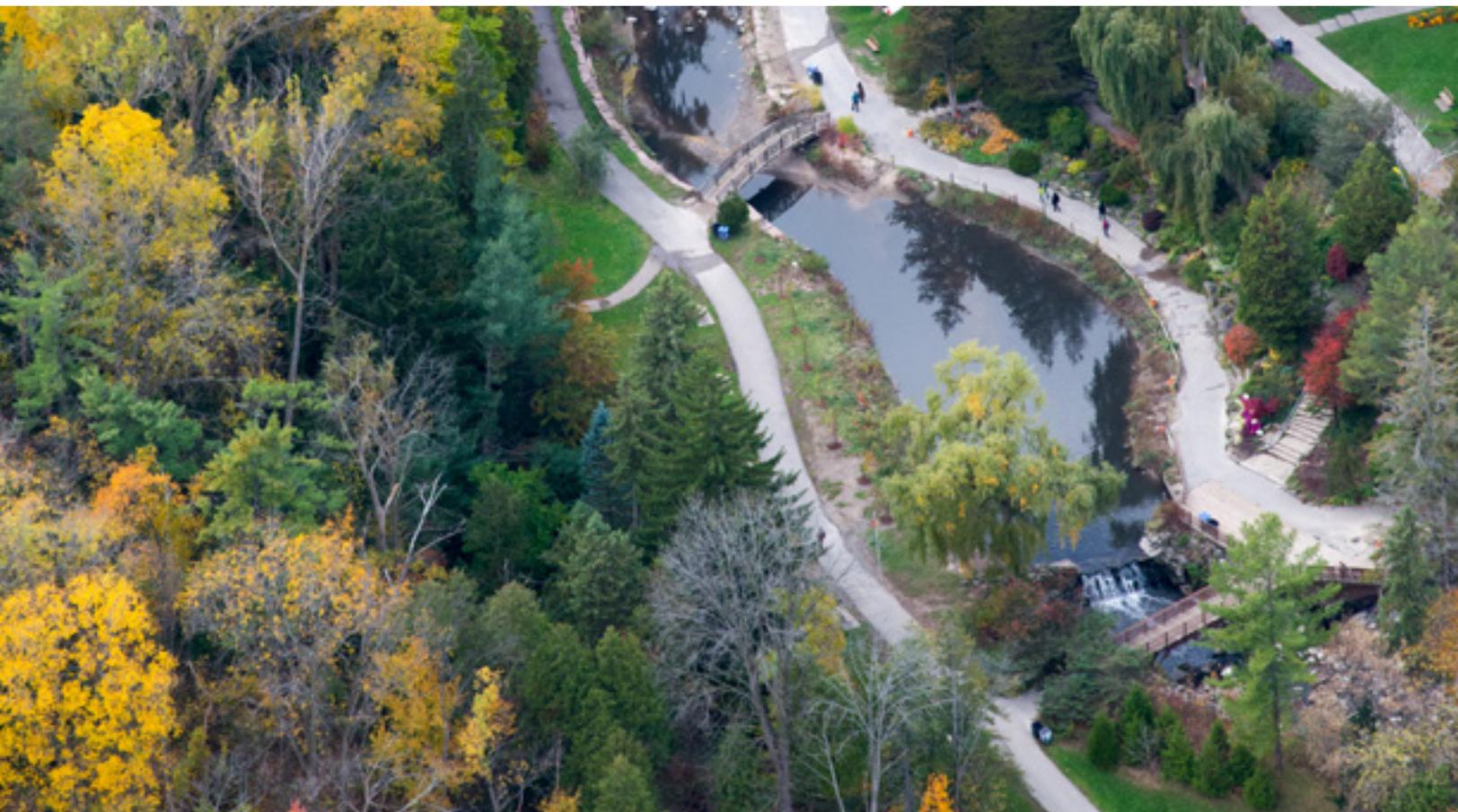
- City Council adopted and confirmed support for a renewed focus and coordinated approach on climate resilience within the City of Toronto on April 17, 2024 ([2024.IE12.3](#)). Over the past year, extreme heat, wildfire, flooding, and storm events in Toronto, across Canada, and globally illustrates how harmful and costly these events can be to residents and assets and services that support them. The City's focus has been to do its share to respond to a global call to reduce greenhouse gas emissions, avoid harmful temperature rise and steadily build Toronto's resilience and readiness at a local level to respond to the day-to-day exposure of Torontonians living in an increasingly unpredictable climate. The City's progress towards achieving net zero carbon emissions by 2040 is detailed in its recent report, [TransformTO Net Zero Strategy: 2024 Annual Report on Implementation Progress](#).
- Toronto's first Carbon Budget was launched as part of the 2025 City's financial budget and prioritized 31 new or enhanced climate projects. These projects provided the first set of information on how specific projects would get Toronto closer to its climate goals. 112 climate actions were proposed by 16 City Divisions, Agencies, and Corporations, with 54 advancing to a higher stage of assessment. 36 climate actions were deemed high priority, of which 31 were included in the 2025 Staff Prepared Capital and Operating Budget. In total, the 2025 Budget is expected to reduce emissions by 160,725 tonnes CO₂e, with the majority of reductions coming from City corporate buildings and transportation.

In 2025:

- The City is working towards a refreshed governance approach that integrates climate resilience into decision-making and co-ordination across the services, assets, and communities of the City of Toronto, that builds upon the climate-specific learnings from the City's 2019 Resilience strategy.
- The next TransformTO Net Zero Strategy Action Plan will outline the actions the City will take over 2026-30 and will be brought forward for City Council consideration in Q4 2025.

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

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



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

World Council on City Data (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)⁹ for implementing ISO 37120 (Indicators for Sustainable Cities) for the years 2014 to 2023, resulting in Toronto receiving Platinum certification for ten consecutive years. Toronto also achieved ISO 37122 (Indicators for Smart Cities) and ISO 37123 (Indicators for Resilient Cities) for 2022 and 2023. The city is currently working toward ISO 37120, ISO 37122 and ISO 37123 (“Triple”) certification for 2024.

Toronto is among more than 100 global cities in the WCCD network across over 40 countries that collect, share and use data to make effective and transformative decisions. 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.

A Canadian-led global innovation, this ISO 37120 Series was established in 2014, and the WCCD has certified over 100 cities across the globe, helping cities to report high quality and globally standardized data to support planning and performance management. The ISO 37120 Series contains fully numeric key performance indicators to measure city services and quality of life, underpinned by standardized definitions and methodologies.

Further, the City of Toronto, as an active member and leader in this global network of data-driven cities, has accepted an invitation from Standardized Urban Metrics (SUM), the partner organization of the WCCD, to join an exclusive global cohort of World Premiere Cities and be the first to adopt the newest ISO standard, ISO 37125 - Environmental, Social and Governance (ESG) Indicators for Cities. On November 1, 2024, the City of Toronto co-hosted, alongside SUM and WCCD, the official launch of ISO 37125 - the first international standard on ESG indicators for cities and regional governments. During this event hosted

at Toronto City Council Hall chambers, the inaugural global cohort of World Premiere Cities and Regions was announced, representing communities across North America, Europe, Africa, Latin America, the Middle East, and Asia. The global launch event at Toronto City Hall was hosted by Mayor Olivia Chow, and was attended by the WCCD Global Network of Cities, by representatives from the United Nations and United Nations' partners, as well as Ontario's Minister of Finance Peter Bethlenfalvy, the Standards Council of Canada, and sustainable finance leaders from our major Canadian banks.

Most recently, in April 2025, the City participated in the United Nations-WCCD-SUM Workshop on Resilient Cities, which brought together cities and investors to explore how to invest in more resilient infrastructure and to build more resilient futures in cities. The two-day event convened city leaders from across the Americas, UN representatives, and financial sector experts to tackle two major challenges: the funding gap facing cities and the data gap facing banks and investors.

ISO 37125 fills a critical gap in the ESG ecosystem by equipping city leaders, governments, and the private sector with a robust, data-driven framework to guide ESG initiatives. Using third-party verified data, ISO 37125 enables the creation of an Annual ESG Profile Report that supports local governments in attracting and driving investment, while also expanding bond issuances to fund their capital plans.

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

<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 © ISO 2018</p>	<p>INTERNATIONAL STANDARD ISO 37122</p> <p>Sustainable cities and communities Indicators for smart cities</p> <p>First edition 2018-05 Reference number: ISO 37122:2018 © ISO 2018</p>	<p>INTERNATIONAL STANDARD ISO 37123</p> <p>Sustainable cities and communities Indicators for resilient cities</p> <p>First edition 2018-12 Reference number: ISO 37123:2018 © ISO 2018</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 Governance

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

-  Economy
-  Health
-  Sport & Culture
-  Education
-  Housing
-  Telecommunication
-  Energy
-  Population & social conditions
-  Transportation
-  Environment & climate change
-  Recreation
-  Urban/local agriculture & food security
-  Finance
-  Safety
-  Urban Planning
-  Governance
-  Solid Waste
-  Wastewater
-  Water



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 Board¹⁰ ("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 \$9.2 billion at the end of 2024).

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 Policy¹¹ 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 2024, as measured by MSCI, the City's investment portfolio's ESG overall score is in the "Average" 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 Plan¹²; 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



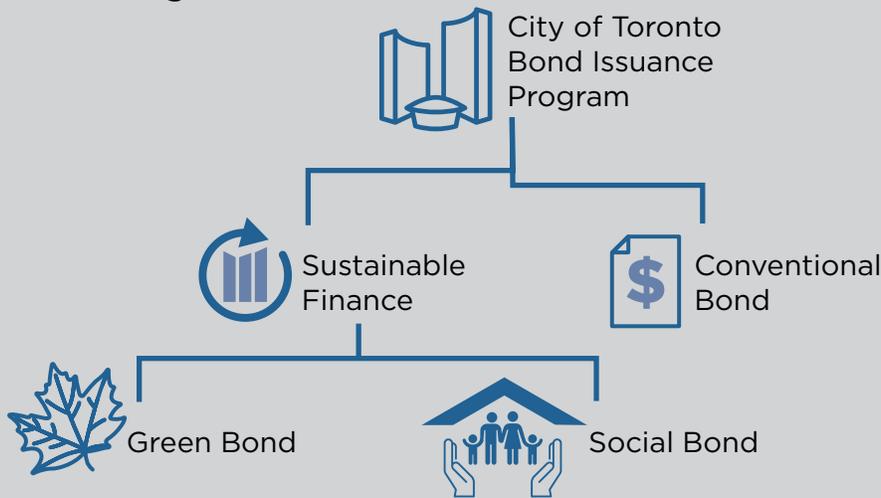
2 Alignment of Useful Life, Debt Term, and Lookback Period



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 \$2.13 billion of Green and Social Bonds:

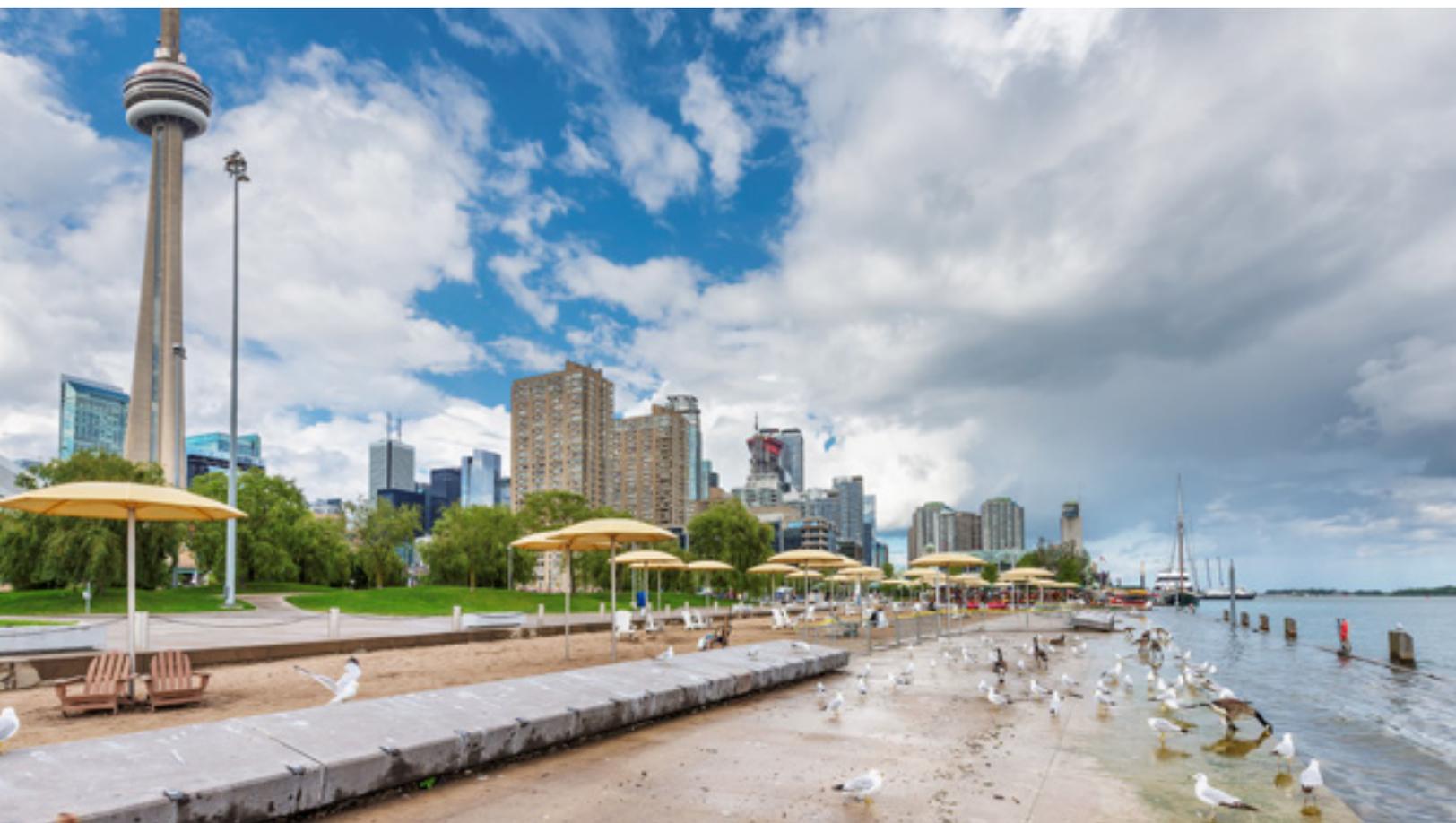
Year of Issuance	Green Bond (\$)	Social Bond (\$)
2018	\$300 million	-
2019	\$200 million	-
2020	\$130 million	-
2021	\$150 million	\$100 million
2022	\$300 million	\$235 million
2023	\$100 million	\$215 million
2024	\$200 million	\$200 million
Total	\$1.38 billion	\$750 million

Toronto continues to be at the forefront of advancing ESG objectives within the Municipal government sector. For details about the City's Green Bond and Social Bonds, please refer to sections 5f and 6f in this report.

3i Our Material ESG Factors

Prioritizing ESG factors allows the City to focus resources on activities that can generate the greatest impact and create the most value for the City and its stakeholders. The City plans to prioritize ESG factors that are also aligned with the corporate and strategic priorities outlined in section 3d of this report.

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



4

City of Toronto Performance Summary

4a ESG Score 2024

Moody's ESG Score

City of Toronto's ESG Score	
Agency	Credit Impact Score (CIS)
Moody's Investor Service*	CIS-2 The CIS-2 Credit Impact Score indicates that ESG considerations do not have a material impact on the current rating.
	ESG Issuer Profile Scores:
	Environmental: E-2 Social: S-2 Governance: G-2

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

Note: Scale - 1 = Positive; 5 = Highly Negative



4b Statement of Performance Summary

Objective	Performance Metrics	Targets (if any)	2024	2023	2022	2021
Environment						
Address climate change by achieving net-zero greenhouse gas (GHG) emissions across all sectors in Toronto by 2040 (adopted in December 2021)	Total GHG emissions (Megatonnes CO ₂ e)	Community-wide: Reduce GHG emissions by 30% by 2020, 45% by 2025, and 65% by 2030 relative to 1990 levels, and achieve net-zero emissions by 2040	Data available in Nov/Dec 2026	16.1	15.8*	15*
		Per capita GHG emissions (Tonnes CO ₂ e/person)	Data available in Nov/Dec 2026	5.1	5.3*	5.1*
		Corporate-wide: Reduce greenhouse gas emissions by 65% from a 2008 baseline by 2030, and achieve net-zero emissions by 2040.	Data available in Nov/Dec 2026	0.89	0.85*	0.82*
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%	48.5%	47.2%	46.7%	45.9%
Social and Economic Inclusion: HousingTO						

Objective	Performance Metrics	Targets (if any)	2024	2023	2022	2021
Prevent Homelessness and Improve Pathways to Housing Stability	Prevent evictions for low-income households	10,000* Households	3,159	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)	3,328	3,344	2,385	955
Create New Rental Housing Responsive to Residents' Needs	New affordable rental and supportive homes approvals	65,000** homes	6,370	1,562	3,355	6,535
Governance and Workplace Culture						
Engagement of Decision Makers	City Councillor attendance		94%	94%	95%	94%
Governance: Decision Making - be diverse and inclusive	% Women Councillors		40%	40%	36%	31%
	% Women Senior Management (Division Head or Above)		33%	35%	44%	43%
	% Racialized Senior Management (Division Head or Above)		36%	27%	18%	22%
Reflect diversity and be inclusive of the city we serve	TPS Workforce:					
	% Women		51.7%	51.2%	50.2%	50.3%
	% Racialized People		50.6%	49.2%	47.3%	41.8%
	% Indigenous Peoples		1.4%	1.4%	1.5%	1.4%
	% Persons with Disabilities		7.5%	7.3%	6.9%	5.7%
Attract & retain a diverse and inclusive workforce	Turnover Rates:					
	All Active Employees (excl. Toronto Recreation Division Workers)		7.4%	7.9%	9.1%	11.8%
	Growth Opportunities:					
	Promotion and Internal Hires (% Total Hires)		28%	30%	36%	23%

* 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 2023 sector-based GHG inventory.

** HousingTO cumulative 10-years targets from 2020-2030



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 kilometers 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

Greening City Operations - 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.
- 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.

Net Zero Existing Buildings Strategy

The City's Net Zero Existing Building Strategy (ExB) charts the path to achieve net-zero emissions in all existing residential, commercial and institutional buildings in Toronto by 2050. Its goals are to achieve deep emissions reductions across the existing building sector, support home and building owners and the building industry make the transition to a low-carbon city while realizing economic, social equity, resilience and health co-benefits. In December 2021, following adoption of the ExB Strategy, City Council adopted an accelerated community wide target of net zero emissions by 2040, ten years earlier than initially proposed. The City has since updated technical modelling to realign with the 2040 target. The ExB Strategy sets out several critical actions for the City to consider reducing building sector emissions and demonstrate the City's long-term commitment to addressing challenges faced by Toronto's building stock

Toronto Green Standard

The Toronto Green Standard (TGS) is Toronto's sustainable design and performance requirements for new private and city-owned developments. The TGS will contribute to savings of more than 1 Megatonne CO₂e, cumulative greenhouse gas emissions by 2050), or the equivalent of taking more than 300,000 cars off the road each year. In 2023, performance measures for embodied carbon and building materials reuse were adopted into the voluntary tiers of TGS. Success of the TGS lies in its mandatory and voluntary stretch targets that create market readiness and ensure buildings are designed to use less energy and use low carbon fuel sources such ground source and air source heat pumps.

Electric Vehicle Strategy

The City of Toronto's Electric Vehicle Strategy (EV Strategy) identifies a range of actions to help the City achieve its 2050 goal of having all transportation powered by zero carbon energy sources. This is one of the key goals identified in TransformTO, the City's climate action strategy. The EV Strategy is one of many initiatives informing Toronto's approach to sustainable transportation. It focuses on activities for passenger light duty vehicle electrification (i.e. personal vehicles, which include cars, vans, trucks and SUVs, for personal and shared use), which represented 30% of the City's GHG emissions in 2017.

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 is updating its Waste Strategy to better anticipate future needs, identify options to reduce waste produced by a growing population, minimize the amount of garbage requiring disposal and align with the TransformTO Net Zero Strategy and carbon accountability mechanisms. In 2024, Phase 1 consultations on the Waste Strategy Update gathered feedback on the vision and guiding principles of the Waste Strategy, ideas to further reduce and divert waste from landfill, and informed the public about landfill capacity challenges and considerations related to disposal options.

Ravine Strategy

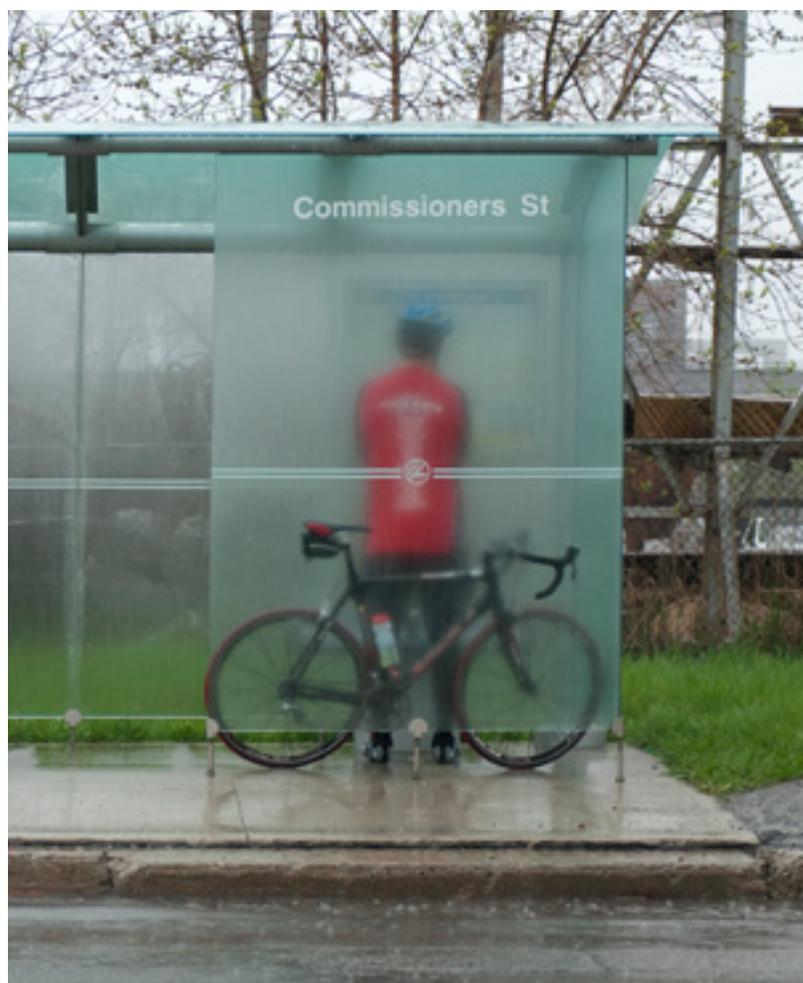
The City's Ravine Strategy helps support a ravine system that is a significant part of Toronto's green infrastructure. Along with parks and the entire urban forest, ravines provide many environmental, health and recreational benefits. Ravines contain grey infrastructure, such as utilities and sewer lines. 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.

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), and the rehabilitation of City stormwater management facilities.



5b Performance Metrics

Objective	Performance Metrics	Targets	2024	2023	2022	2021
Environment						
Address climate change by achieving net-zero greenhouse gas (GHG) emissions across all sectors in Toronto by 2040 (adopted in December 2021)	Total GHG emissions (Megatonnes CO2e)	Community-wide: Reduce GHG emissions by 30% by 2020, 45% by 2025, and 65% by 2030 relative to 1990 levels, and achieve net-zero emissions by 2040	Data available in Nov/ Dec 2026	16.1	15.8*	15*
		Community-wide: Per capita GHG emissions (Tonnes CO2e/person)	Data available in Nov/ Dec 2026	5.1	5.3*	5.1*
		Corporate-wide: Reduce greenhouse gas emissions by 65% from a 2008 baseline by 2030, and achieve net-zero emissions by 2040.	Data available in Nov/ Dec 2026	0.89	0.85*	0.82*
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)	292	293	293	290	295

Objective	Performance Metrics	Targets	2024	2023	2022	2021
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.	51.7%	53.6%	52.5%	51.9%

* 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 Energy, disclosing our GHG emissions inventory and climate mitigation and adaptation actions annually to the Carbon Disclosure Project (CDP). This disclosure helps to track the City's progress, monitor risks and benchmark against other cities facing similar 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 sooner.

Achievements in 2024

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.

Homes and Buildings:

- **Toronto Green Standard Development Charge Refund Program:** The Toronto Green Standard (TGS) Development Charge Refund Program 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. 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 190 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 2024 the program awarded \$20.0 million in reduced development - charges for green, low energy and emissions developments across the city.
- **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. Since 2017, the programs have provided more than \$93 million in loans that have enabled more than \$174 million in projects across Toronto by leveraging co-investments and partnerships. In 2024, the City added a program requirement for applicants to submit a Building Decarbonization Plan helping to prioritize investments in projects that offer significant long-term reductions in greenhouse gas (GHG) emissions.

- **Energy & Water Reporting and Benchmarking (EWRB):** Beginning in 2024, large buildings in Toronto (50,000 square feet and larger) are required to report their energy use and greenhouse gas emissions to the City under the EWRB by-law. This reporting is intended to help building owners better understand their energy use, benchmark performance against similar properties, and take action to reduce consumption and emissions—benefiting owners, tenants, and the broader community. To support compliance, the City delivered extensive outreach, including an updated website, webinars, targeted campaigns, step-by-step instructional videos, and technical support.
- **Net Zero Emissions New Buildings:** The City is currently working on 26 new projects, including four affordable housing developments in the design phase and two net-zero buildings that are already under construction. The Mount Dennis Early Learning and Childcare Centre, completed in 2024, was the first City-owned net-zero designed building and first that has achieved Canada Green Building Council (CaGBC) Zero Carbon Building certification. The facility is a two-story, 19,000 square foot passive house design, producing 127 per cent of its required energy through on-site renewable energy generation - including a geothermal heat-pump system, roof-top PV panels and PV/T panels for hot water.
- **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. The three pillars of the program are: capacity building, recognition of accomplishments and peer learning. To date, the program has delivered 44 training sessions and workshops, and expanded to 42 building portfolios across Toronto. In 2024, GWI launched its Recognition program offering, which encourage building portfolio owners to take major actions toward net zero, and reward members for their contributions.
- **Better Buildings Navigation Resource Hub:** The City provides a retrofit concierge service to small mid-tier building owners who lack dedicated energy staff and resources. Since its launch in 2019, the program has resulted in more than \$4 million worth of enabling projects, more than \$1 million in funding and \$500,000 in total incentives for business owners. The program continues to develop new resources and leverages external programs/resources in the marketplace so that Toronto building owners can transition to net zero operations. New resources that will be launched in 2025 include the retrofit roadmaps for various building archetypes, technology guides for building elements and equipment, tools to support life cycle cost analysis and utility cost comparison calculators which can support capital project planning.
- **Deep Retrofit Challenge:** Launched in August 2022, the Challenge offers 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. Upon completion and post-retrofit evaluation of deep retrofit projects in DRC, the City will create and publicly release case studies for each project. Case studies are underway and are expected to be released in 2026.

- **Home Energy Loan Program (HELP):** This City program provides financing and support to Toronto homeowners to make their homes more energy-efficient, reduce emissions and deliver additional benefits, such as improved home comfort. In 2024, more than 250 home energy retrofit projects were undertaken through the HELP, supported by zero-interest and low-interest financing funded by the City and the Federation of Canadian Municipalities. The City is currently developing enhanced HELP streams to address barriers to participation and support vulnerable residents and improve resilience for homeowners in Toronto's flood-prone areas. The City also continues to develop training, education, and knowledge resources for homeowners, contractors, and other industry stakeholders, including training for Toronto contractors to become Canadian Home Builders' Association-qualified Net Zero Renovators.
- **Eco-Roof Incentive Program:** The program has supported the completion of 622 eco-roof projects (100 green roofs and 522 cool roofs) which have collectively created over 1.1 million square metres of new eco-roof space. Annually, these eco-roof installations are estimated to help divert over 17.6 million litres of storm water, reduce energy consumption by over 2,200 megawatt hours, and avoid over 425 tonnes of greenhouse gas emissions. In 2024, 41 projects were approved which will add 63,254.69 square metres of eco-roof space.



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 benefit, principally reducing greenhouse gas emissions. To meet growing demand for cooling in Toronto's downtown core, the DLWC Expansion project added a fourth intake pipe from Lake Ontario in 2024, enabling the avoidance of in-house cooling systems for another 40 to 50 buildings in downtown Toronto, thereby increasing cooling capacity by 26,000 tonnes. The DLWC Expansion project is estimated to result in up to 70 per cent peak demand savings in electricity compared to mechanical chiller plants.
- **Turning Waste into Renewable Natural Gas:** The City, working with Enbridge Gas Inc., has installed infrastructure at the Dufferin and Disco Road Solid Waste Management Services Facilities to enable the creation of renewable natural gas (RNG) from Green Bin organics. The infrastructure, which was installed at the Dufferin facility in 2021 and Disco Road facility in 2024, enables the City to take 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 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 corporation. 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:** To conserve water resources, the City's Capacity Buyback Program targets water efficiency within the commercial and institutional sector. In 2024, the program saved more than 35.7 million litres of water. Saving water results in decreased energy use for pumping and treatment and a corresponding decrease in GHG emissions.
- **SolarTO:** The City provides resources to help Toronto residents and businesses assess the rooftop solar potential of their properties and proceed through the steps to installation. Resources include the SolarTO Map and the Solar Directory. The SolarTO Map was developed in collaboration with the Geospatial Competency Centre in 2021 using LIDAR data captured in 2024 to estimate the solar potential of Toronto rooftops. The map allows residents to quickly assess their solar potential, estimating the electricity production potential and financial impacts. Since its launch, 19,256 addresses have been searched – 5,883 in 2024 (up to July). The Solar Directory, updated in February 2024, helps the public browse solar companies that service the Greater Toronto Area, including Toronto.
- **City Rooftop Solar PV:** In 2022, design and construction of rooftop solar PV systems were initiated at 11 City owned buildings. Projects completed in 2024, delivered a total of 1.3 MW of capacity and 1,400 MWh of electricity generation, resulting in annual savings of 56 kg of CO₂.
- **Wastewater Energy Program:** The City authorized the use of sewer waste heat for wastewater energy projects in 2001 and launched the Wastewater Energy Program (WEP) in 2025. Potential projects follow a six-stage review process that begins with a visit to a user-friendly [website](#) that provides applicants with estimated heating and cooling capacities of sewers throughout Toronto. Environment, Climate and Forestry (ECF) works with various Divisions on design review and agreement negotiation, with projects ultimately subject to approval by the General Manager of Toronto Water. The City's first project by Noventa Energy at Toronto Western Hospital is currently undergoing

commissioning, with completion expected in fall 2025. Once fully operational, this project will reduce the hospital's natural gas use by approximately 90%. City staff are currently advancing a second project with Noventa at Exhibition Place, with construction expected to commence in September 2025.

Transportation:

- **Cycling Network Plan:** The Cycling Network Plan (CNP) seeks to build on the existing network of cycling routes to connect gaps in the current network, grow the network into new parts of the city, and renew existing parts of the network to improve safety. The CNP has a rolling three-year near-term implementation program. The current implementation program for 2025-2027, was adopted in June 2024. Key achievements in 2024, include: 26.71 km of bikeways, including 4 km of multi-use trails, 11 km of cycle tracks, 4.1 m of bicycle lanes (including contra-flow bicycle lanes); and 7.6 km of wayfinding sharrows. There were also 11.46 km of bikeway upgrades and renewals, including upgrades from bicycle lanes to cycle tracks, replacement of quick-build materials with permanent separation in cycle tracks, and the addition of transit/bike or accessible loading platforms in protected bikeways. Notable projects completed in 2024 include: Toronto's first protected intersection in the downtown core at St. George Street and Bloor Street West; and the first segment of Phase 1 of EglintonTODay Complete Street project to make travel on Eglinton Avenue safer.
- **Green Streets:** In 2024, the City launched a new project entitled 'Growing Green Streets', which aims to develop various strategies, mechanisms, tools and resources to expand green infrastructure (GI) implementation and establish a Green Streets Master Plan. The 'Master Plan' included a prioritization exercise which identified 20 priority neighbourhoods; the priority neighbourhoods were established based on a vulnerability analysis (based on factors including lack of tree canopy, urban heat, etc.). The intent is to prioritize investments in GI in the priority neighbourhoods while leveraging opportunities through the City's Capital Program and through private development.

- **Public Electric Vehicle Strategic Plan:**

This Plan will result in a robust, convenient and reliable EV charging network that is accessible to the public while supporting the TransformTO Net Zero Strategy goal to have 100 per cent of transportation use be zero emission by 2040. In partnership with other City divisions, agencies and corporations, the City of Toronto is working to ensure public EV charging is available when and where needed across Toronto to support the transition from fossil fuel powered vehicles (gas and diesel) to EVs. The goal is to have over 550 public charging stations in place by the end of 2024.

- **On-Street Electric Vehicle Charging:** In 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. In addition to these 47 chargers, TPA already owns and operates 50 on-street EV chargers and 364 EV chargers within their off-street garages and surface lots, bringing the total EV charging network to 461 chargers. The active chargers have contributed to a reduction of 2,500 tonnes of greenhouse gas emissions (GHG) that would otherwise have been emitted from internal combustion engine equivalents. By the end of 2025, Toronto Parking Authority is expected to increase its EV charging network by 85 additional chargers, bringing the network total to 546 chargers, which will comprise of an additional 12 on-street chargers (Level 2), 60 off-street chargers (Level 2) and 13 off-street chargers (Level 3).

- **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. In 2024, 95 per cent of the City's in-house solid waste residential collection fleet used natural gas.

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. In 2024, 21,291 kg of clothing and other textiles have been diverted, and 26,378 bikes were repaired, and 9,167 items were repaired or repurposed through the program since their inception in 2018.
- **Food Waste Reduction Strategy:** The City continued 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 Programs 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 2024, 13,283 kg of surplus food has been redistributed, and 634,049 kg of carbon dioxide has 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. The Single-Use & Takeaway Items Bylaw came into effect March 1, 2024. Amendments to the Bylaw were adopted by Council in May 2024, including exempting delivery operations from the Ask-First/By-Request requirement for paper shopping bags, effective May 25, 2024. Also supporting the strategy was creation of an Inter-divisional Working Group to reduce single-use and takeaway items on City property and at City events launched in November 2024.

- **Circular Economy Road Map:** In 2024, the City started development of a Circular Economy Road Map that will show how Toronto can eliminate landfill waste, address climate change, save money, support local businesses and supply chains, spark innovation, strengthen diverse communities, enhance neighbourhoods, and create good jobs. The Road Map has been developed through a participatory process that has engaged residents, businesses, Indigenous organizations, community groups, civil societies, City staff, and other governments. Industry leaders from the three target sectors of the Road Map (food, construction, and waste management) have been highly engaged throughout. A Community Advisory Committee of Toronto residents was also established to provide local input and advice.
- **Circular Food Innovators Fund:** In 2024, the Circular Food Innovators Fund was launched to support market-ready business solutions to enable the elimination of single-use and takeaway items in Toronto and help to achieve a more circular food system for Toronto residents and businesses. Over the past year, the program provided \$262,500 worth of grants to nine small businesses in Toronto's food sector. Funded projects included reusable takeout container programs, returnable cup systems, and digital platforms that support circular packaging logistics and customer engagement. Reported metrics have demonstrated that the City's investment has stimulated business growth, expanded market reach, improved operational efficiency, and significantly reduced waste from single use takeout containers.

Community Engagement and Investment

- **Neighbourhood Climate Action Champions Program:** Through this program, the City provides an opportunity for residents to engage with their neighbours on environmental issues and implement community climate action projects. 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. In 2024, a diverse group of 30 local volunteers with citywide representation were recruited into the program and 11 Climate Action Champion led projects were funded.
- **The City of Toronto Climate Advisory Group (CAG):** 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 Strategy. The CAG advises staff including the Executive Director, Environment, Climate and Forestry Division and reports out through an Annual Report.
- **Circular Economy Community Advisory Committee (CAC):** CAC was established in 2024 to enable comprehensive, ongoing engagement with the public throughout the development of the Circular Economy Road Map. The committee is composed of 25 individuals who were demographically representative of Toronto's population. Feedback from the CAC augmented the engagement plan undertaken for the Circular Economy Road Map project, including public and industry surveys, and engagement with Indigenous businesses and organizations.

- **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. Toronto is one of three cities in Canada and 21 cities globally participating in C40 Cities Women4Climate Mentorship Program. In 2024, the program supported 12 local women and the advancement of their climate-focused initiatives, through a combination of mentoring, training and networking opportunities. Since its inception in 2020, Women4Climate Toronto has supported 49 women-led climate action ventures.
- **Live Green Toronto Volunteers Program:** brings together more than 300 volunteers to provide support at public events. In 2024, the program added 152 volunteers who helped share information about the City of Toronto's environment and climate programs, initiatives and resources.
- **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. In 2024, grant funding was awarded to 48 climate action projects. Since 2022, 89 projects have received funding and engaged over 12,000 family and community members. This program is a partnership between the City and the Toronto District School Board and Toronto Catholic District School Board.
- **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 and achieve the City's target of 40 per cent canopy cover by 2050. Some of the greatest potential for tree canopy expansion is on private land, with 55 per cent of the city's land area being privately owned. In 2024, 26 projects were selected to support tree planting and stewardship on private land. Since 2017, 226 projects have been funded, and more than 118,440 trees and shrubs have been planted through these programs.
- **Tree Equity:** The City continues to support a tree equity approach to achieving the City's target of 40 per cent canopy cover by prioritizing canopy growth at the neighbourhood scale. This approach includes the use of the free online and interactive Tree Equity Score Analyzer (TESA) tool launched in 2024. The TESA tool allows anyone the ability to explore tree equity by analyzing land cover, demographic, and socio-economic data at the neighbourhood scale. Users can also take advantage of the forecast feature to develop scenarios for planting strategically and to estimate the impact on their neighbourhood.
- **Indigenous Climate Action Grants:** offers funding up to \$20,000 to support Indigenous-led climate action projects. In 2024, grant funding was awarded to 14 Indigenous-led climate action projects bringing the total number of projects up to 47 since the program's inception.
- **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 2024, grant funding was awarded to 25 climate action projects. Since 2019, 65 projects have been funded, including 56 place-based projects taking place in Neighbourhood Improvement Areas and Emerging Neighbourhoods.
- **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 cleanup campaign raises awareness of proper waste sorting and disposal, and the harmful impacts of litter on natural ecosystems. In 2024, the four-day spring cleanup weekend had more than 71,400 participants at 870 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 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. 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 and estimated the maximum potential disconnection rate at approximately 87 percent.
- **Sewers By-law (Municipal Code Chapter 691) Enforcement:** The Sewers By-law regulates discharges into both the sanitary and storm sewer systems, with a focus on controlling pollutants from industrial, commercial, and institutional properties. Toronto Water conducts routine inspections, sampling, and permitting to prevent harmful substances from entering wastewater treatment facilities, stormwater systems, and ultimately receiving waters such as rivers, creeks, and Lake Ontario. In 2024, five of the eleven "Beneficial Use Impairment" areas have been reclassified to "Not Impaired". Furthermore, a 2024 report by the Toronto and Region Conservation Authority identified reductions in key parameters such as phosphorus and Escherichia coli (E. coli) levels in stream water. These findings underscore the effectiveness of the outfall monitoring program in supporting the protection and restoration of aquatic ecosystems.



5d Climate-Informed Decision Making

- **Climate Lens:** The Climate Lens program aims to provide staff resources, tools, information and support for undertaking meaningful GHG emissions and 2 climate risk assessments on their initiatives, to better enable climate-informed decision making. The program consists of several parts that serve the capacity-building mandate: 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 ELI "Climate 101" Learning Program to introduce any/all City staff to concepts of climate change and the City's plans to combat climate change; and climate investment tracking and analysis in the City's annual budget process.
- **Carbon Accountability:** 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. The Climate Goals and Governance chapter of the 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. 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.
- **Carbon Budget:** The City's Carbon Budget Prioritization process, which is part of the Carbon Accountability system, is a new annual process that was adopted by Toronto City Council as part of the codified Carbon Budget Accountability system (in 2023) and fully implemented in 2024. The process is made up of a consistent set of steps and technical guidance used by City Divisions, Agencies and Corporations to identify and prioritize new or enhanced GHG reduction actions for inclusion in the City's 2025 Staff Prepared Budget.
- **The Climate and Resilience Research Fund (CARRF):** launched in 2023 to support strategic research in the areas of climate action and resilience. Projects have focused on a variety of topics including building electrification, resilience and climate vulnerability, community engagement, active & low-carbon transportation and embodied carbon in construction. As of 2024, six research projects have been funded, with several more currently under development.
- **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.

- **Toronto's Current and Future Climate:** In 2024, the City released a report and dataset which analyzed current and future climate projection data. The report describes how Toronto's climate has already changed, and how it is likely to continue to change into the 2050s and 2080s. The dataset includes 52 climate variables covering temperature, precipitation, extremes, dry days, agricultural variables, freeze-thaw cycles, and freezing rain potential. The projections showed that Toronto is already hotter than it used to be and will continue to warm. Toronto is also getting wetter overall with extreme rainfall events expected to increase. The information is intended to inform planning, operations, and adaptation by the City and community partners, businesses, residents and others. Currently, the information is being used in a city-wide Climate Risk Assessment of climate risks to Toronto's people, assets, and services to inform priorities for building climate resilience.

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. 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.

Toronto's 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 Toronto's original landscape including woodlands, wetlands, meadows and shorelines.

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. Since 2000, Toronto has 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.

Toronto has many initiatives that aim to create a healthier, more robust natural ecosystem and one more resilient to climate change. 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 Guidelines 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.

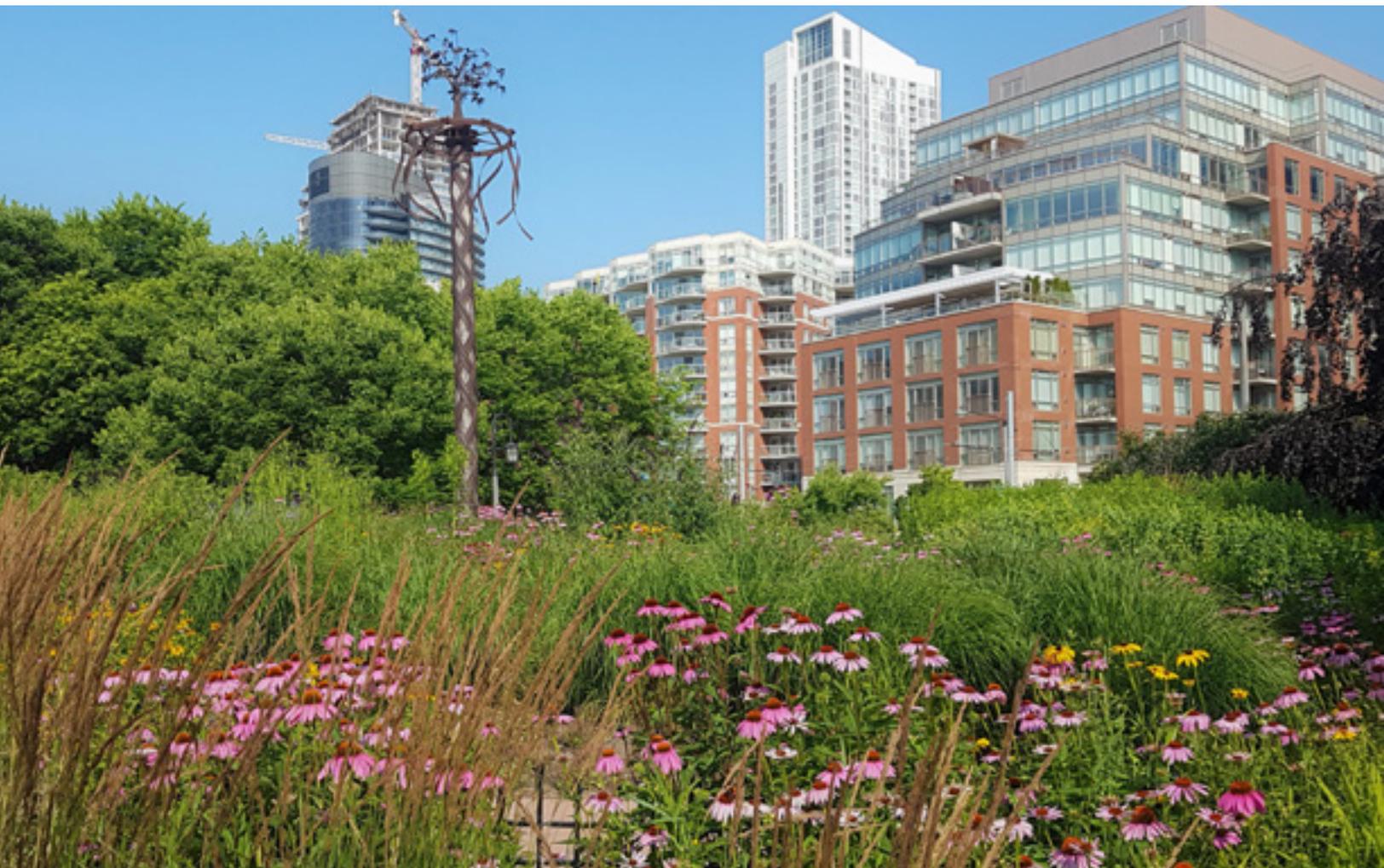


Notable achievements in 2024:

- **Pollinator Protection:** 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.
- **Light Out Toronto - 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.

- **Community Volunteers:** In 2024, 4,462 people volunteered with the City 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.



5f 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 program¹³ 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 2024, the \$1.38 billion of Green Bonds that the City has issued in seven offerings since the program's inauguration has financed the following projects:

Timing	Issuance Details	Projects
July 2018	\$300 million (30-year term)	Fleets and supporting infrastructure for sustainable clean transportation (Subway related projects)
September 2019	\$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	\$130 million (20-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 2021	\$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	\$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	\$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), change adaptation and resilience (Waterfront conservation project) & sustainable energy and environment (renewable energy and energy conservation projects).

Timing	Issuance Details	Projects
December 2024	\$200 million (10-year term)	Sustainable clean transportation (various bridges and tunnels, cycling infrastructure, electric and signal systems, subway and surface track), sustainable energy (renewable energy and energy efficiency projects), and pollution prevention/using waste as a resource (organics waste facility).

5g 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.

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 Emergency Services and Community Development and Social Services collaborate to advance a Toronto 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, emergency, 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 Service

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	95%	93%	90%	89%
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%	88%	87%	86%
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%	97%	95%	90%

Objective	Key Metric	2023	2022	2021	2020
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	93%	94%	94%	94%

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 2024

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 162 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 5,843 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 33,000 client interactions occurred in 2024 with vulnerable individuals through various programs, including the Home Visit Program, Community Paramedic-Led Clinics, Homebound Vaccination and Community Referrals.
- In 2024, Community Paramedicine continued to expand the Community Paramedic-led clinic program to include 16 new locations across the city and providing 274 in-person wellness clinics.
- Community Paramedics delivered more than 3,700 vaccinations for both COVID-19 and influenza to vulnerable homebound clients.
- In partnership with the TSSS Streets to Homes program, Community Paramedics provided over 500 interactions for individuals experiencing homelessness



6biii Social Development

Community Crisis Response Program

In 2024, 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 665 violent traumatic incidents in 2024. 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 a seven-day-a-week service delivery model and increased investment into community-led wellness and recovery supports, as well as the local coordination of community-led safety projects, initiatives, and safety networks.

In 2024:

- CCRP has responded to 677 violent traumatic incidents involving 348 directly impacted by community violence.
- Led more than 5,415 response activities (under 72 hours), activated 25 Safety Networks, and mobilized 239 Safety Network responses.
- Supported 90 community-led community healing and capacity building initiatives through the Community Crisis Response Fund.

Social Development Division identified critical gaps and barriers to accessing wellbeing and recovery supports after violent incidents occur in the community. These barriers included, but were not limited to, a lack of holistic service delivery, limited culturally appropriate and trauma-informed counselling options and long wait times for essential supports. In response, CCRP launched the Community Violence, Wellness and Recovery Project (CVWRP) in 2021 to close these gaps.

Through partnerships with various agencies across Toronto, individuals and communities impacted by violence now have improved and streamlined access to culturally appropriate and trauma-informed recovery and wellbeing supports. These include:

- Life stabilization
- 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



Toronto Community Crisis Service 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.

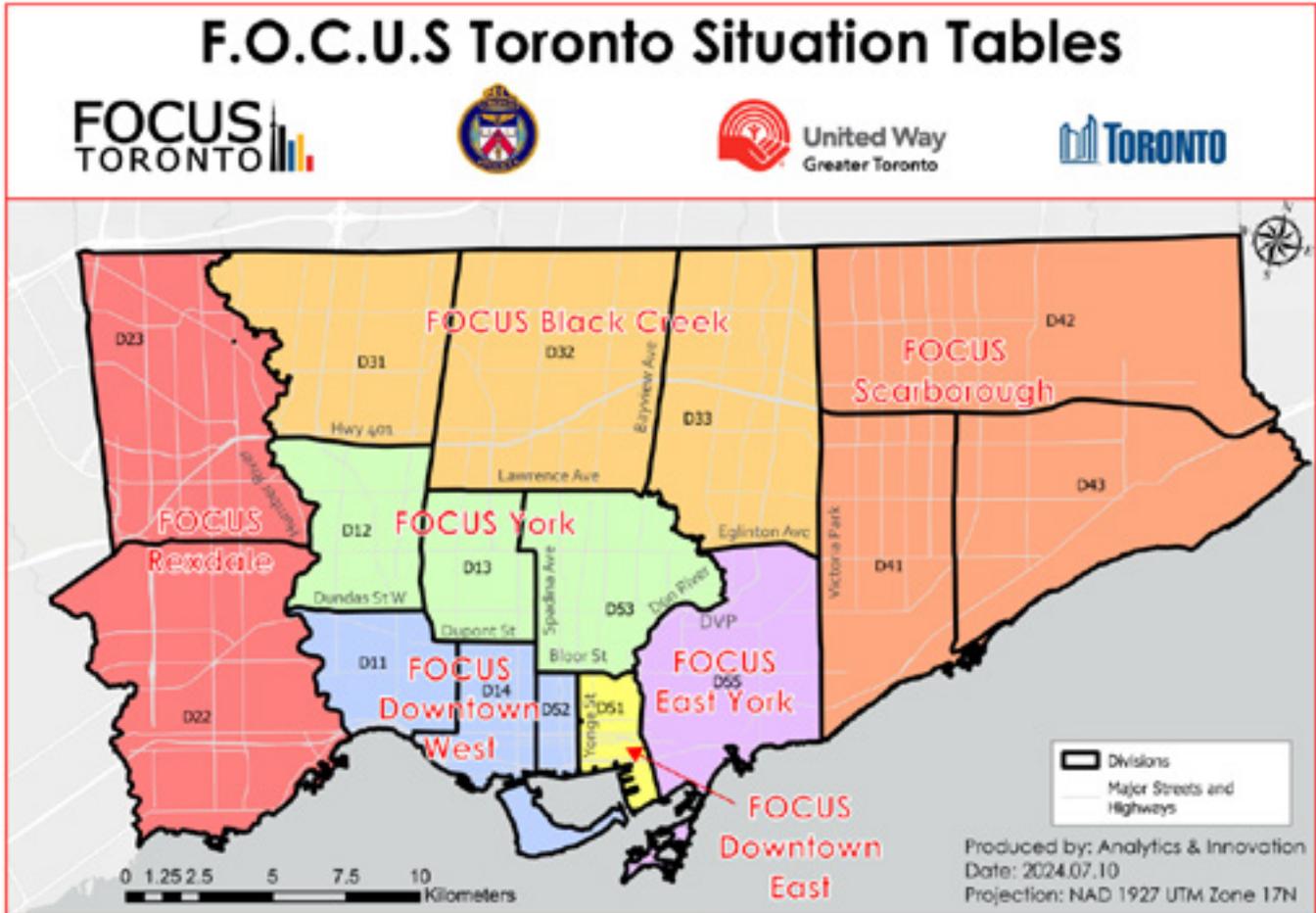
From its pilot start date (March 31, 2022) to the end of 2024, the TCCS:

- Successfully diverted 78 per cent of calls received from 911 with no police involvement.
- Received 23,962 calls for service, resulting in 19,993 mobile dispatches.
- Completed 23,411 post-crisis follow-up attempts within the 48-hour service standard.
- Made approximately 5,400 referrals to services during follow up visits.
- Provided 582 culturally relevant supports for service users, approximately 20 per cent of which were Indigenous-specific supports and 10 per cent Afrocentric supports.
- In addition, a Year 2 TCCS Evaluation that recruited 35 participants found that service users that accessed the service were able to build genuine relationships with the crisis workers, were cared for through a 'whole person' approach, and felt empowered through connection with staff.

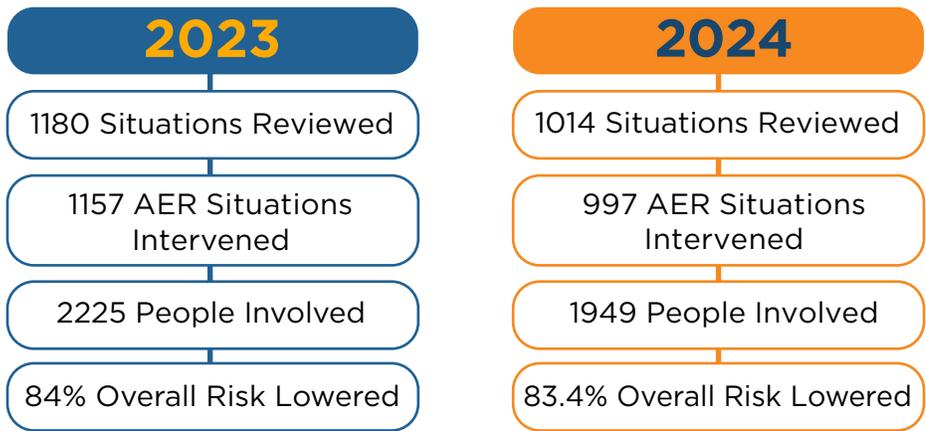


FOCUS Toronto

Furthering Our Community by Uniting Services (FOCUS) Toronto is a joint initiative of the City of Toronto, United Way Greater Toronto and Toronto Police Service to reduce crime, victimization and harm and to improve community resiliency. In November 2024, FOCUS Toronto expanded from six situation tables to seven, with the addition of the FOCUS East York table. The program now operates city-wide to address Acute Elevated Risks (AER) situations through a network of over 180 community and institutional partners, with coverage across all Toronto Police Divisions.



In 2024, FOCUS saw a 14 per cent decrease in situations of Acutely Elevated Risk (AER) intervened from the previous year, excluding the FOCUS East York table launched in November 2024. The primary goal of FOCUS Toronto is to intervene in AER situations by connecting people to services to meet their needs and reduce risks.



* Note: 2024 stats for FOCUS Toronto exclude the FOCUS East York situation table, launched in November 2024.

TO Wards Peace



TO Wards Peace is a risk-driven, multi-sectoral model leverages the lived experiences of community members affected by violence to design, develop

and implement effective violence disruption, community engagement approaches, innovative communication tools, social media strategies and local community investments geared at prevention and interruption for youth (12-29 years old) at the center of violence and their families.

TO Wards Peace Northwest in Black Creek, Glenfield Jane Heights, Mount Olive Silverthorne and Jamestowne with the support of grassroots partners Think2wice, and YAAAACe who are supported by Rexdale Community Health Centre as the lead agency. TO Wards Peace Toronto North West has:

- Interrupted 50 Incidents of Violence
- Engaged 74 youth and their families through the work of front-line Violence Disruption Workers (VDWs), who had a total of 375 engagements equating to 83 hours of intensive case management and 207 hours of engagement.
 - ♦ VDW's reported positive changes for 97% of youth in the program: youth have paid off fines, obtained government ID, and secured employment after incarceration. Older cohort members are also stepping into peer mentorship roles, helping with de-escalation and promoting a culture of accountability.
- In 2024, TO Wards Peace expanded to Scarborough

Family Well-Being

[The Family Well-Being \(FWB\) Program](#) is one of the BSCF-funded initiatives and was piloted in Scarborough in June 2023. Through the BSCF and a one-time City of Toronto investment, the FWB Program continues to serve families across Scarborough.

- The program is implemented by seven partner agencies in Scarborough: Access Alliance Multicultural and Communities Services; ACSA; Centre for Immigrant and Community Services; Malvern Family Resource Centre; Native Child and Family Services of Toronto; Scarborough Centre for Healthy Communities; and TAIBU Community Health Centre.
- In 2024, the FWB Program served 888 families through one-on-one system navigation and facilitated 67 workshops to parents and/or caregivers in Scarborough. Data from parents and/or caregivers who engaged in the program's evaluation shows that: 81% of family members felt that the program provided them with the information and/or guidance needed to navigate stability services; and 83% of family members felt the program provided them with the information and/or guidance needed to navigate social support services.

Poverty Reduction Strategy Background and Progress

In 2015, City Council approved the Toronto Poverty Reduction Strategy¹⁴, 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.

Coming out of the pandemic and into the second decade of the unaffordable for many residents, with approximately 700,000 more residents saying they are struggling to get by in 2025 versus 2023.

Poverty Reduction actions are well underway to tackle issues of affordability and support the immediate needs of those living in poverty, and those residents that are at risk of falling into poverty, in Toronto. These include:

- Commitments to building more affordable housing.
- Expansion of eviction protection.
- Implementation of the Homelessness Services Capital Infrastructure Strategy to address the demand for shelter beds.
- Expansion of mental health crisis support.
- New strategic frameworks and reports advancing Strategy related work – e.g., the Action Plan for Toronto’s Economy, the Inclusive Economic Development Framework
- Commitment to a Universal School Food Program

The Poverty Reduction Office will continue to advance the Strategy’s priorities by working with partner divisions and external partners, as well as through the 2026 budget process.

Fair Pass

In 2016, City Council approved the Fair Pass Transit Discount Program¹⁵, 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 and saves clients approximately 36% (\$1.20) on TTC adult fare single rides and 21% (\$32.75) on monthly passes.

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 Childcare Fee Subsidy recipients with incomes below Low-Income Measure plus 15 percent (LIM+15%).
- 2022: Phase 2 extended to Rent-Geared-to-Income subsidy recipients with incomes below Low-Income Measure plus 15 percent (LIM+15%).
- 2023: Phase 3A launched for low-income Toronto residents with incomes below 75% of the Low-Income Measure (75% of LIM)
- The Phase 3A expansion marked the beginning of Phase 3 Fair Pass implementation. Full implementation of Phase 3 will extend program eligibility to all low-income residents below the LIM+15%. Full expansion of Phase 3 is not planned for 2026. Pre-planning to expand the program in 2027 or beyond will begin in 2026.

Fair Pass ridership in 2024 has surpassed 2023’s highest annual total of 15.6M subsidized trips with 22.9M trips taken as of December 31, 2024

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.

We continue to increase hours of care. In 2024, City LTC homes averaged 3.14 direct hours of nursing care, which is up from 2.6 hours per day in 2018 when we launched the emotion-centered CareTO approach, as we work toward meeting the provincially funded and mandated average of 4 hours of care per resident, per day. Behavioural Support Units and programs 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.

Opened Beaumont Heights, a 17-bed Behaviour Specialized Unit (BSU) at Kipling Acres, with enhanced provincial funding, to provide care for residents with heightened responsive behaviors, unable to be safely managed in other LTC resident home areas. SSLTC now operates 3 BSUs, home to 48 residents.



Created, tested, and implemented blended meat dishes for residents, part of a practical approach to reducing beef consumption within LTC homes in support of the City's Cool Foods Pledge, while maintaining adequate nutrition and meeting resident preferences. LTC staff prepare almost 55,000 meals per week and have been able to reduce greenhouse gas emissions by decreasing the number of beef entrees, incorporating plant-based protein into traditional recipes while developing creative and flavourful options.

Partnered with Toronto Public Health to reduce barriers in accessing oral health care by bringing fully equipped mobile dental vans to long-term care homes so vulnerable seniors can receive screening and treatments such as dental examinations and x-rays, scaling, fluoride treatments, sealants, fillings, extractions, and root canals.

Development of the third Toronto Senior's Strategy

In June 2024, City Council directed Seniors Services and Long-Term Care (SSLTC) to develop a 10-year [Toronto Seniors' Strategy](#)¹⁶, and approved the proposed city-wide community consultation process (2024.EC13.4). City Council also endorsed SSLTC's approach to focus on aging in place, particularly for seniors who are Black, Indigenous and who belong to equity-deserving groups. The community consultation process approved by City Council had a central goal of better understanding the priorities of Toronto's diverse, growing population of seniors.

Based on the Staff Report approval, SSLTC designed a City-wide community consultation process set for implementation in early 2025. In summer and fall 2024, SSLTC began to engage key City and sector partners to design data collection tools and approaches for community consultation that promoted equitable and accessible participation of seniors and older adults.

SSLTC collaborated with key partners to develop consultation tools with consideration of accessibility, inclusion and equity. These included developing an online survey translated into the common languages spoken by Toronto's senior population, accessible facilitation materials for community-based

community workshops and focus groups, and approaches to engaging subject matter experts through key informant interviews. Partners in this phase of work included Toronto Public Library, Parks and Recreation, City Clerks, the Indigenous Affairs Office, Social Development, and community-based organizations.

Another key partner shaping the design of the community consultation methods and approaches was the Toronto Senior's Strategy Accountability Table. This Table is a Program Advisory Body convened quarterly by SSLTC with a mandate to support the development and oversight of the Toronto Senior's Strategy. The Accountability Table is comprised of 20 City Divisions, Agencies and Corporations, and over 80 community-based sector partners. Throughout 2024, SSLTC engaged the Table to review the approaches to community consultation, to discuss barriers and supports for rolling out the community consultation, and to gain their system-wide perspective on senior's key priorities.

Community Programs

Community Programs offer two programs, Supportive Housing Program and Homemakers and Nurses Services Program, to support eligible adults and seniors to continue to age in place. Combined, these programs served 2,400 clients in 2024, with 395 clients being new to the programs.

In November 2024, with the generous support of The Rotary Club of Toronto and its charitable foundation, the Supportive Housing Program launched a pilot program to provide applicants and clients with access to in-person interpretation to support the application process, outreach, care planning, and health and wellness education. Clients who accessed the service in the last two months of 2024 reported very positive experiences with using this service.

"I can talk and say what I want to say without difficulty. It is nice to have conversation with someone in my language." (SHP client)

In addition, staff reported developing a deeper, more nuanced understanding of their client's needs when the client was able to converse in the language of their choice.

6bv Children's Services

Toronto Children's Services (TCS) is responsible for the planning, management, and oversight of a continuum of early years and childcare programs and services for children up to 12 years of age in the city. This role includes addressing equity gaps, providing strategic advice for systemic change, and ensuring that the most underserved communities have access to high-quality services. In July 2025, City Council approved the 2025-2030 Service Plan that includes 7 priority areas and 47 actions to support the child care sector's shared commitment to advancing positive outcomes for children and families in Toronto.

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 childcare more accessible and affordable for children under the age of six. The objectives of this plan include:

- Lowering childcare fees to an average of \$10 a day by the end of March 2026
- Increasing access to high-quality licensed childcare spaces for children aged 0-5 (emphasizing not-for-profit providers)
- Addressing barriers to inclusive and flexible childcare
- Better valuing the early childhood workforce



2024 Key Accomplishments

Guided by our 2023-2024 Provincial, Corporate and Divisional Priorities, we achieved the following:

Building and Maintaining a Strong Workforce

Children's Services:

- Introduced new onboarding and role-specific training, streamlined staffing processes, and hired over 100 new staff within Toronto Early Learning & Child Care Services (TELCCS)
- Delivered training to Children's Services staff to improve business processes, and enhance emotional intelligence, strategic thinking, and team-building skills in support of the sector
- Launched a review of Expression of Interest processes to ensure that development opportunities are meaningful, and support capacity building and succession planning.

Sector-wide:

- Enabled 4,035 childcare educators to access professional learning opportunities, including conferences, mentorship, and learning series with a focus on Indigenous Ways of Being and celebrating Black children and families.
- Wage enhancements supporting 10,140 childcare centre and home visitor full time equivalent staff (FTE) and 771 home childcare providers, in 1,028 childcare centres and home childcare agencies.

Transforming and Strengthening Service Delivery

- **EarlyON:** 254 sites operated by 50 agencies, including two public school boards and four Indigenous-led organizations. In 2024, Toronto EarlyON programs delivered a total of 185,500 hours of programming. In the same year, families made over 588,000 visits to EarlyON centres across Toronto.
- **Every Child Belongs:** served 4,129 children with extra support needs across 18 agencies in Toronto in 2024. Service requests for Every Child Belongs Resource Consultation staff increased by 6% from 2019 to 2023. The number of children accessing any level of supports through Child Care Support Funds has increased by 19% from 2022 to 2023.
- **Licensed Child Care:** 1,070 centres with a capacity of 82,559 spaces in 2024 (an increase of 25% since 2015) and 23 licensed home childcare agencies with 1,036 home childcare providers.
- **Toronto Early Learning and Child Care Services (TELCCS):** 39 sites across the city with a capacity of 1,750 children aged 0-4. The Toronto Home Child Care Agency contracts with over 130 home childcare providers across the city, serving children from infants to school age.
- **Quality and Capacity Building:** Maintained strong performance with an average Assessment for Quality Improvement (AQI) score of 4.4 in childcare centres and 4.0 for home-based childcare.
- Supported 924 centres enrolled in Canada-Wide Early Learning and Child Care (CWELCC), offering 58,615 affordable childcare spaces, including over 4,000 infant spaces and over 19,000 kindergarten spaces.
 - ♦ Prepared the childcare sector for a transition to a cost-based funding model under CWELCC in January 2025, to ensure sustainability and fairness for operators and families.

- Oversaw 70 capital projects which will create more than 4,100 new childcare spaces in high-demand neighbourhoods over the next 10 years.
- Supported 23,958 before- and after-school spaces for children ages 6-12, addressing needs not covered by CWELCC.
- Updated the Child & Family Inequities Score and EQAO data in Raising the Village to strengthen equity-driven planning

Advancing Reconciliation, Equity, Diversity, Inclusion, and Accessibility (REDIA)

- Expanded the divisional REDIA Unit and built the capacity of the Equity and Inclusion Steering Committee, CABR Advisory Circle, and PRIDE 365 Community of Inclusion. More than 50 staff actively participated in these groups
- Reviewed Every Child Belongs (ECB) services to dismantle anti-Black racism and improve supports for Black children with extra support needs. Evaluated EarlyON programs serving Black families to improve access and outcomes
- Invested \$3.13M in 2024, with a total planned commitment of \$8.7M, in an Indigenous-designed and delivered early learning and childcare centre at Miziwe Biik Aboriginal Employment and Training Centre
- Hosted multiple opportunities for dialogue with divisional management related to disability, inclusion, and accessibility; and launched divisional learning on neurodivergence and accommodations.
- Updated equity statements in job postings, introduced intentional hiring statements, and made equity integration a requirement in divisional performance planning
- TCS will continue to lead equity-focused system change in partnership with families, service providers, Indigenous, Black, and equity-denied communities, and government, community and sector partners.

Children's Services - Key Performance Metrics

Objective	Performance Metric	Targets	2024	2023	2022	2021	2020
Increase access to licensed childcare services	# of licensed childcare spaces (center-based) managed	Increase number of licensed operating childcare spaces (center-based)	82,559	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	30,700
	Total number of children with fee subsidy placed on December 31	Increase number of children with fee subsidies placed in childcare	23,152	23,928	22,631	20,120	16,142
	Total number of children with fee subsidy placed year to date	Increase number of children with fee subsidies placed in childcare	33,825	34,206	32,427	28,060	35,509
	# of licensed childcare spaces with fees reduced through CWELCC	Increase number of licensed childcare spaces with fees reduced through CWELCC	58,615	58,060	44,179	N/A*	N/A*
	# and % of Licensed childcare operators participating in CWELCC	Increase number and percentage of licensed childcare operators participating in CWELCC	924	925; 87%	922; 86%	N/A*	N/A*

*Note: CWELCC was implemented in 2022, therefore 2021 and prior data is not available.

6bvi Toronto Employment and Social Services

Toronto Employment & Social Services (TESS)¹⁷ provides financial supports, social supports and referrals to employment supports for people receiving Ontario Works (OW) Assistance in Toronto.

Preparing for Employment Services Transformation in 2025

A major focus in 2024 was planning for system, funding and service changes happening in early 2025 due to the implementation of the province's new employment services model in Toronto. Extensive work was done in several key areas to ensure ongoing client support and a smooth transition.

Under the new Integrated Employment Services (IES) model, overseen by a provincially contracted employment services system manager – WCG Services – once implemented in 2025 all employment services for people receiving OW will be provided by Employment Ontario (EO). TESS and EO providers will jointly support mutual clients as they move towards financial independence. A strong partnership with WCG Services has ensured that people receiving OW will have equitable access to supports while TESS continues to strengthen community partnerships and deliver innovative and effective client-centred services.

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.

2024 Key Accomplishments:

- Re-established IIF local planning tables across all TESS offices and resumed IIF client group sessions, including in-person formats. A total of 659 clients participated in 15 group sessions.
- Client feedback from group sessions showed strong outcomes:
 - ◆ 96% improved resiliency strategies
 - ◆ 95% gained knowledge of recreational programs
 - ◆ 93% learned goal-setting strategies
 - ◆ 89% increased awareness of Toronto Public Health and other community supports
- Launched IIF partner referral technology enabling 5,796 direct referrals to Toronto Public Health and Parks & Recreation for one-on-one support from Public Health Nurses or Recreation Liaisons.
- Expanded IIF program to provide direct referrals to families awaiting ODSP approval.

Performance Metrics

Objective	2024	2023	2022	2021
Education Support Benefit	\$1,015,865	\$1,027,162	\$1,418,900	\$772,500
Education Support Benefit (# of Issuances)	2,144	2,302	3,251	1,545
Technology & Digital Access Benefits	\$463,887	\$470,210	\$595,458	\$78,000
Technology & Digital Access Benefits (# of issuances)	3,126	3,295	5,153	97
Mental Health	\$763,050	\$672,234	\$473,773	\$331,978
Employment Credentials Support	\$3,775	\$7,248	\$3,624	\$6,040
Recreational Support Benefit	\$919,116	\$928,908	\$1,443,798	\$1,467,405

Purchase of Employment Services (POES)

Toronto Employment & Social Services 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 2024, TESS partnered with 55 agencies and a total of 95 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)

2024 Key Accomplishments:

- 2,421 seats were allocated for 2024.
- 2,145 clients participated in POES programs.
- Preliminary data for 2024 confirms that 668 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	2024	2023	2022	2021
Number of participating clients	2,421	2,543	2,128	2,461
Number of clients who completed program	2,145	1,549	2,039	2,085
Total number of clients placed in jobs (not specific to POES)	668	24,709	24,279	20,825

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

Note: With the transition to the province’s new Integrated Employment Services (IES) model, 2024 was the last full year whereby TESS was able to offer POES programs. Effective March 2025 individuals receiving Ontario Works (OW) will access employment services through WCG’s network of employment service providers.

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

2024 Key Accomplishments:

- 1,143 seats were allocated for 2024.
- 1,082 clients participated in WRAP programs

Objective	2024	2023	2022	2021
Number of Participating clients	1,082	1,243	1,197	1,451

Note: With the transition to the province’s new Integrated Employment Services (IES) model, 2024 marked the final full year in which Toronto Employment and Social Services (TESS) delivered WRAP programs under the previous funding structure. To help address concerns regarding the availability of pre-employment supports for Ontario Works participants, WCG will introduce pre-employment programming in 2025 outside the formal IES system.

6c Toronto Shelter and Support Services (TSSS)

2024 Achievements in Shelter and Support Services

In 2024, Toronto continued to strengthen its response to homelessness, with a focus on safety, housing outcomes, street outreach, and strategic planning. Key initiatives included the advancement of the Homelessness Services Capital Infrastructure Strategy (HSCIS), enhanced encampment support, started implementing the Shelter Safety Action Plan, and stakeholder engagement to inform the 2025-2030 Strategic Plan for Homelessness Services.

Considerable progress was achieved in expanding shelter capacity, increasing permanent housing placements, implementing safety systems, and providing specialized support for vulnerable populations, including Indigenous and Black communities and refugee populations.

2024 Key Accomplishments:

- Provided overnight accommodations to more than 24,200 individuals, including more than 12,600 refugee claimants
- 4,300+ people moved from shelters into permanent housing
- Conducted close to 25,000 street outreach visits
- Secured six new permanent shelter sites under the Homelessness Services Capital Infrastructure Strategy (HSCIS)
- Launched Shelter Safety Action Plan for improved safety
- Engaged over 3,600 individuals experiencing homelessness (the largest number to date) for the sixth city-wide Street Needs Assessment (SNA)
- Answered more than 323,000 calls at Central Intake, providing homelessness services information and support
- Early engagement to guide the 2025-2030 Strategic Plan for Homelessness

Social Impact

Toronto continued to experience significant demand for emergency shelter services in 2024. To expand capacity and improve system-wide service, as well as planning for exiting expensive shelter hotels, six new shelters were announced under the Homelessness Services Capital Infrastructure Strategy (HSCIS), which continues to serve as the city's blueprint for modernizing and expanding shelter infrastructure.

Complementing these efforts to improve system safety, the Shelter Safety Action Plan was launched to enhance safety and security within shelters, and the 2024 Street Needs Assessment—a point-in-time count and survey—was conducted to provide a comprehensive understanding of the lived experiences of people experiencing homelessness. Central Intake answered over 323,000 calls during the year, offering critical information and support to residents seeking homelessness services.

Homelessness Services Capital Infrastructure Strategy

In 2024, TSSS continued to advance the 10-year Homelessness Services Capital Infrastructure Strategy (HSCIS). After extensive due diligence six locations were secured for shelter development. These first six of up to 20 new shelters to be developed will be smaller, purpose-built sites designed to be responsive to the needs of residents and better integrate into surrounding communities. The new shelters are expected to allow the City to reduce its reliance on more costly shelter hotels, while also addressing service gaps outside the downtown core. Specific programs will focus on family, youth, Black-led, and Indigenous services. Expressions of Interest to secure operators for these first six sites, including a dedicated call for Indigenous operators, were launched in 2024.

Winter Services Plan: November 2023 – April 2024

Supporting people experiencing homelessness during the cold weather, when health and safety risks are higher, remained a priority in the first quarter of 2024. Working with our partners, TSSS continued to offer dedicated winter spaces to help get as many people inside as possible. The 2024 Winter Services Plan offered more spaces and services than ever before. Expanded shelter programs and dedicated 24-hour respite sites provided spaces, while five Warming Centres were activated when temperatures reached minus five degrees Celsius or during winter weather event warnings.

This work was made possible thanks to the dedication of staff across our division and the collaboration of partners across the homelessness services sector.

Shelter System Safety

In April 2024, the City and the Centre for Addiction and Mental Health (CAMH) launched a study examining factors contributing to safety in Toronto's shelter system, focusing on shelter-based violence and service restrictions. The study found that incident rates in shelters were like those in other service settings, reflecting the broad impacts of the mental health crisis.

Based on these findings, the City launched the Shelter Safety Action Plan, adopted by City Council in December 2024. The plan outlines actions to be implemented over three years, including enhanced training, specialized interventions to support clients with histories of violence, and improved guidance on service restrictions.

In May 2024, the Behavioural Risk Alert Safety System (BRASS) was launched within the City's Shelter Information Management System. BRASS allows for the documentation and sharing of information on clients involved in incidents of workplace violence, enabling proactive safety planning across shelter programs. This system does not restrict access to services.

Refugee Claimant Response

In 2024, the City continued to respond to the needs of refugees accessing the shelter system, balancing emergency measures with longer-term planning. Early in the year, efforts focused

on managing the rapid growth in refugee-related demand, including the provision of emergency shelter spaces, case management, and coordination with Immigration, Refugees and Citizenship Canada (IRCC). Staff worked to reduce the number of refugee clients in the shelter system by facilitating transfers to IRCC hotels, diverting clients to the Peel Reception Centre where appropriate, and implementing additional strategies to ensure timely access to appropriate supports. Partnerships with other municipalities and orders of government were strengthened to support a coordinated response and the creation of additional refugee housing across Toronto.

Alongside emergency measures, planning began for a dedicated refugee service system with wrap-around supports tailored to the unique needs of this population. Efforts included establishing new refugee houses, providing ongoing case management, and connecting clients to essential services to promote stability and integration into the community. These initiatives ensured that refugee clients received supports designed to meet both immediate needs and longer-term pathways to housing and community integration.

Housing Outcomes

Supporting individuals experiencing homelessness with moves toward permanent housing remained a central focus in 2024. Partnerships with the Canada Revenue Agency and Service Canada enabled ongoing tax and ID clinics to support housing applications. Quarterly housing outcome reports, as well as length-of-stay reports for families experiencing chronic homelessness, helped staff and partner agencies understand housing readiness and outstanding needs.

Through these efforts, more than 4,300 people moved from the shelter system into permanent housing in 2024.

Street Outreach and Encampment Support

Work continued in 2024 to connect individuals living outside with shelter, housing, and support services through street outreach programs and encampment support. A significant milestone was the launch of the Interdivisional Protocol for Encampments (IDP), adopted by City Council in June 2024. The protocol responds to

recommendations from the Ombudsman Toronto and outlines a strategic, coordinated, and human-rights based approach to help people in encampments access shelter and housing while maintaining safe and accessible public spaces.

Over the course of 2024, there were 24,957 engagements with people living outside, 1,078 referrals into the shelter system (including 101 from the transit system), 302 people successfully housed, and 3,058 encampments reduced or prevented.

2024 Street Needs Assessment

In October 2024, the City conducted its sixth city-wide Street Needs Assessment (SNA), offering critical insight into the scope, demographics, and service needs of people experiencing homelessness in Toronto. The findings will directly inform evidence-based service planning and support the development of the 2025–2030 Strategic Plan to Address Homelessness.

Input from people with lived experience, service providers, and community partners will continue to guide future planning efforts and help the City respond effectively to emerging needs.

Looking Ahead

Looking ahead, our focus remains on building a safe, responsive, and inclusive shelter system. The results of the 2024 Street Needs Assessment (released July 2025) will provide valuable insight into the evolving needs of people experiencing homelessness and inform the City's 2025–2030 Strategic Plan to Address Homelessness. We will continue implementing the Shelter Safety Action Plan, enhancing supports for staff and specialized programs for clients with complex needs.

Through delivering the Homelessness Services Capital Infrastructure Strategy, we will advance design and development on new sites and establish the City's first Indigenous women's shelter. Community engagement will remain central to ensuring new shelters are successfully integrated.

Encampment support will expand, leveraging \$25.8 million in federal funding to hire and train additional outreach staff, strengthen Indigenous-led supports, and collaborate with health and mental health partners to support people with complex needs.

In refugee services, planning will shift toward a dedicated, wrap-around system that addresses unique needs, while continuing to reduce reliance on emergency shelters.

Together, these initiatives position Toronto's shelter system for a future that is safer, more equitable, and better equipped to meet the needs of all residents.

Governance Initiatives

Financial Overview

The Division's operations were supported by a total operating budget of \$796.4 million in 2024, funded through a combination of City tax base contributions, and federal and provincial subsidies. These funds were allocated to operate emergency shelter services, lead refugee and street outreach responses, address encampment interventions, and provide grants to community organizations delivering daytime drop-in programs and client-focused supports. Operational expenditures focused primarily on emergency shelter services, which accounted for 59 percent of spending, with refugee claimant responses comprising 36 percent. Other allocations included street outreach services, encampment response, and drop-in or housing-focused client supports.

The demand for shelter services in 2024 remained significant, with TSSS accommodating an average of 9,700 people each night. Rising housing costs, coupled with income supports that have not kept pace with inflation, have made it increasingly difficult for individuals to exit shelters, reducing the number of people a shelter bed can serve compared to previous years.

Data continues to inform the Division's investments and advocacy efforts, guiding strategic planning across sectors and populations. While chronic homelessness and shelter occupancy pressures have increased, TSSS remains committed to evidence-based approaches that prioritize client well-being, operational safety, and innovative infrastructure development. Through the HSCIS, strategic outreach, and targeted programs for refugees, chronically homeless individuals, and families, TSSS continues to advance a vision of a more accessible, equitable, and responsive shelter system for all Torontonians.

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

Recognition of TSSS's equity efforts was highlighted by the City Manager's Award of Excellence in the Equity, Diversity, and Inclusion category, awarded in 2024 for the Divisional Mentorship Program for Black staff. Launched in 2021, the program matches Black employees with mentors to foster professional growth, broaden exposure to different roles, and develop leadership skills. In 2024, the program supported 109 participants across TSSS and Toronto Employment and Social Services, reflecting its growing impact.

The Division's Confronting Anti-Black Racism (CABR) team continued to advance initiatives that strengthen equity for Black staff and clients. Collaborative efforts also involved the Toronto Hostels Training Centres and community organizations to develop sector-wide training that educates staff on the intersections between anti-Black racism and mental health outcomes. The Division supported the implementation of the Toronto Shelter Standards related to CABR by developing program and policy resources to assist the sector, and it continued to lead the sector-wide CABR Knowledge Exchange Table, facilitating the sharing of best practices to better support Black clients and staff.

Advancing Truth & Reconciliation

Advancing reconciliation with Indigenous communities remained a key focus for TSSS. Initiatives included developing and launching an Expression of Interest to secure operators for four new Indigenous shelters under HSCIS, including one dedicated to Indigenous women, with 20 percent of funding for new shelters earmarked for addressing Indigenous homelessness. Collaboration with the Toronto Indigenous Community Advisory Board (TICAB) and Indigenous consulting firm Nibisiing Consulting facilitated culturally safe engagement processes, informed the City's Interdivisional Protocol for Encampments,

and ensured the Behavioural Risk Alert Safety System launched in May 2024 met Indigenous needs. Additional actions included identifying culturally appropriate services and outcomes for Indigenous shelter users, supporting Auditor General recommendations to improve case management, and implementing the City's Street Needs Assessment.

Improving 2SLGBTQ+ Shelter Standards

In 2024, Toronto Shelter and Support Services (TSSS) advanced its commitment to equity and inclusion by focusing on enhancing shelter standards for 2SLGBTQ+ individuals, with particular attention to trans and non-binary clients. In alignment with the Division's Homelessness Solutions Service Plan, work began to update the Toronto Shelter Standards (TSS) and the 24-Hour Respite Site Standards (TRS) to ensure safe and supportive environments for 2SLGBTQ+ clients in City-funded shelters and respite sites. Draft standards are currently under development and will be implemented in partnership with the sector.

Environmental Initiatives

The Toronto Shelter and Support Services is committed to reducing its environmental footprint through sustainable practices.

Focusing on the physical spaces where homelessness services are delivered, TSSS is working to ensure that existing shelter infrastructure is well-designed, efficiently managed, resilient and maintains a state of good repair. The Homelessness Services Capital Infrastructure Strategy (HSCIS) aligns with the TransformTO Net Zero Strategy by ensuring that Toronto Shelter and Support Services meets the net zero requirement across the entire shelter system by 2040.

6d HousingTO 2020–2030 Action Plan Update

Throughout 2024, the City continued to work collaboratively with its partners to advance the actions and priorities in the [HousingTO 2020-2030 Action Plan](#) (HousingTO Plan) and the Housing Action Plan (2022-2026), across the housing continuum.

The HousingTO Plan and the Housing Action Plan 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. The HousingTO Plan is grounded in the Toronto Housing Charter and the City's commitment to the progressive realization of the right to adequate housing, employs 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 peoples and Black and racialized communities, women and gender diverse people, people with disabilities, seniors, youth, 2SLGBTQIA+ communities and other equity-deserving groups.

As noted, Toronto is facing ongoing housing and homelessness crises, as there are were over 15,400 people experiencing homelessness in Toronto, based on the Street Needs Assessment in October 2024, 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, the number of households on the City's waiting list for rent-geared-to-income housing continues to exceed available supply.

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

In a dynamic housing market, where housing starts are at a historic low, it is more important than ever to ensure housing projects that include affordable housing outcomes are supported to move from pre-development to

construction and occupancy. As of July 2025, there was a pipeline of over 250 affordable housing projects (including relief from development fees, charges and property taxes) indicating the City's strong commitment to reduce costs, remove barriers, and expedite approvals for affordable housing. However, due to difficult market conditions and limited funding from other orders of government, 43 of these projects were under construction.

Since 2023, the City has taken a number of unprecedented actions across the housing continuum to support a generational transformation of Toronto's housing system: expansion of the HousingTO Plan targets beyond affordable rental homes, to include RGI and rent-controlled homes; launch of the Rental Housing Supply Program, including the Community Housing Pre-Development Fund; the new Toronto Builds Policy Framework; adoption of the Community Housing Growth and Modernization Strategy; and a limited expansion of financial incentives to community housing-led rent-controlled, market rental and ownership homes where they include affordable housing outcomes. Through the [Housing Action Plan 2022-2026](#) (Housing Action Plan), City Council has also approved significant changes to the City's Official Plan, zoning by-law, and development guidelines, to facilitate the growth of more housing types in diverse neighbourhoods.

The City has continued to demonstrate strong leadership to address housing 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 advancing the priorities set out in the HousingTO Plan and Housing Action Plan.

2024 Key Highlights

- To address the need for more rental housing in Toronto, in June 2024, the City transformed its affordable rental housing program (formerly Open Door) into the new [Rental Housing Supply Program](#). Designed to scale up the supply of rent-geared-to-income (RGI), affordable, and rent-controlled homes, the RHSP includes several streams to support the non-profit, co-op, Indigenous-led and private sector.

The program implements City Council's income-based definition of affordable rental homes, and ensures affordability is secured for at least 40 years, with a target of 99 years. The RHSP includes an Affordable and Rent-Controlled Housing Incentives stream, a Purpose-Built Rental stream, and a Community Housing Development Fund to support housing providers with essential pre-development activities.

- Reflecting the urgent need to accelerate efforts to maintain Toronto's Community Housing stock, the City adopted the [Community Housing Sector Modernization and Growth Strategy](#) in June 2024, that will encourage development and intensification opportunities within the community housing system to support the City's target of approving 65,000 rent-controlled homes by 2030.

- Council [adopted changes](#) to the City's Multi-Unit Residential Acquisition (MURA) program in June 2024 that enable community housing providers to use funding to acquire a wider range of housing types.
 - ♦ MURA provides financial assistance to non-profit housing organizations (including community land trusts), non-profit housing co-operatives, and Indigenous housing providers, to purchase, renovate/convert and refinance existing rental housing properties to create permanently affordable rental homes.
- To combat the increasing number of renovation-related evictions in Toronto, in November 2024, [City Council adopted](#) the Rental Renovation Licence By-law which requires landlords to obtain a license before starting repairs or renovations that require tenants to move out of their rental units under the provincial N13 process. The by-law, which went into effect on July 31, 2025, provides a regulatory framework to ensure tenants can exercise their right of first refusal and mitigate displacement during renovations to rental units.
- In December 2024, [City Council approved](#) the establishment of a Housing Development Office, which focuses exclusively on advancing and accelerating the delivery of housing on City-led and City-supported sites. This new office will bring a singular focus on facilitating the development of projects on City land and supported by the City on land owned by community and private sector housing partners.

Ensuring Well-Maintained and Energy Efficient Homes

- In 2024, TCHC successfully completed \$349 million of capital work critical to maintaining TCHC's portfolio of buildings (including 83 seniors' buildings) and homes in a state of good repair.
- The Sustainable Towers Engaging People (STEP) Program supported 20 buildings (representing 1,655 units) to learn about and advance opportunities for improvements across five key areas: energy, water, operations, safety and community. STEP offers free support to owners and property managers of older multi-residential apartment buildings, to identify, plan and implement improvements.
- The City continued to implement the Taking Action on Tower Renewal (TATR) and High-Rise Retrofit Improvement Support (Hi-RIS) programs, which in 2024 provided \$1.57 million in loans and/or grants for retrofit and energy efficiency improvements in three privately-owned apartment buildings, representing 66 units.
- The City's [Home Energy Loan Program \(HELP\)](#) provides loans to Toronto homeowners for up to \$125,000 to cover the cost of home energy improvements including window/door replacements, insulation, solar hot water systems, rooftop solar PV panels, air sealing, high-efficiency water heaters and more.
 - ♦ In 2024, the City supported more than 250 energy-efficient, net-zero renovation projects through the Home Energy Loan Program (HELP) which provided over [\\$5.5 million in loans](#).

Improving Housing Stability and Preventing Evictions

- In 2024, 2,587 households were housed into RGI housing from the City's centralized waiting list.
- 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 to find affordable housing options. In 2024, 1,703 new households received COHB.
- In 2024, 809 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 more than 2,300 households were supported through the Toronto Rent Bank Program.

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 outcomes in 2024 included: 420 new "For Indigenous, By Indigenous" homes approved since 2020; 45 Indigenous households were housed in RGI housing; 166 Indigenous households were enrolled in COHB; 56 homes were preserved under MURA by Indigenous housing providers since 2022; and the City continued to target 20 per cent of housing and homelessness grant funding allocated to Indigenous organizations, among other key actions.

- The Rental Housing Supply Program Capital Funding and Community Housing Pre-Development Fund established a 20% set-aside for Indigenous housing providers in 2024. While the City did not receive any applications from Indigenous-led housing providers through the first funding call, \$13 million in capital and pre-development funding remains available for future uptake. City staff are working with MBDC and ALFDC to co-develop a process whereby eligible Indigenous-led housing projects can access the funding on an ongoing basis.

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 66 per cent of new COHB recipients in 2024-2025 were Black individuals; 35 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: 678 households moved to RGI housing under the Special Priority Program (SPP) 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. Enhancements to the COHB program began in 2024, which resulted in an increased uptake in SPP applicants accepting this housing benefit.

Looking Forward:

Looking to 2025-2026, the City will advance a number of initiatives to address the ongoing housing and homelessness crises and support Toronto's housing system.

- Leveraging 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.
- Developing the City's Black Housing Framework to improve access to safe, stable housing and shelter for Black Torontonians, as a priority outcome area of Toronto's 10-year Action Plan to Confront Anti-Black Racism.
- Continuing to work with Indigenous partners to develop affordable housing for Indigenous peoples in Toronto.
- Develop and implement a housing as a human right training program custom made for Toronto's governance context, to support senior leaders and policy and program staff working in the housing system to advance the City's commitments under the Toronto Housing Charter.
- Increasing supports for renters through the implementation of a new Renovictions by-law which came into effect in July 2025, and through the Situation Table for Housing-at-Risk (STAR), which provides support for tenants experiencing eviction, displacement, and housing instability.
- Working with subject matter experts and the Housing Pathways for Women and Gender Diverse People Working Group to identify opportunities for sector capacity building to support the HousingTO target of 10,000 new affordable and supportive home approvals dedicated to women, girls and gender diverse people by 2030

Housing - Performance Metrics

Objective	Performance Metric	10-year Target (2020-2030)	Cumulative (2020-2024)	2024	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)	420	80	0	126	116	98
Prevent Homelessness and Improve Pathways to Housing Stability	Prevent evictions for low-income households	10,000 households	11,940*	3,159	2,264	2,772	2,288	1,457
	Provide support services to 10,000 individuals and families in supportive housing	10,000 households	7,594	1,443	1,622	1,638	1,505	1,368
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)	271	56	15	44	133	23

Objective	Performance Metric	10-year Target (2020-2030)	Cumulative (2020-2024)	2024	2023	2022	2021	2020
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)	12,725	3,328	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	0	246	360



Objective	Performance Metric	10-year Target (2020-2030)	Cumulative (2020-2024)	2024	2023	2022	2021	2020
Meet the Diverse Housing Needs of Seniors	Provide property tax relief for low- income senior homeowners	6,000	40,922	10,219	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	0	26	24
	Redevelop 1,232 existing City of Toronto long-term care beds	1,232	127	0	0	127	0	0
	Explore opportunities to add 978 new long-term care beds**	978	0	0	0	0	0	0
	Support the creation of 1,500 new non- profit long-term care beds	1,500	546	0	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	140	66	0	0	0	74
	New Affordable Rental Homes Secured through Acquisition and Conversion	1,500	1,076	708	228	140	N/A	N/A

Objective	Performance Metric	10-year Target (2020-2030)	Cumulative (2020-2024)	2024	2023	2022	2021	2020
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***	29,744	6,370	1,562	3,355	6,535	11,922
Help People Buy, Stay in and Improve Their Homes	"Approve 4,000 new affordable and attainable non-profit home-ownership opportunities ****	4,000	184	33	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	79,799	14,293	13,160	16,404	18,351	17,591

* 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.

**** In 2024, City Council adopted updates to the Home Ownership Assistance Program (HOAP) through PH17.7, which expanded the program to include a new attainable program tier aligning with the Toronto-Ontario New Deal. In alignment with this program change, the City has updated the methodology for tracking the number of new affordable ownership homes approved to also count the number of attainable ownership homes approved.

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	2024	2023	2022
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%	48.5%	47.2%	46.7%
	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%	52.3%	51.2%	48.6%

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 Program¹⁸ seeks to promote positive socio-economic outcomes for target populations. The City developed a Social Bond Framework¹⁹ 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 2024, the \$850 million of Social Bonds that the City has issued in five 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
October 2024	Fifth social bond offering of \$200 million (30-year term)	Projects related to social and affordable housing (George Street revitalization), 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 Framework/Policy and Governance Structure.

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.

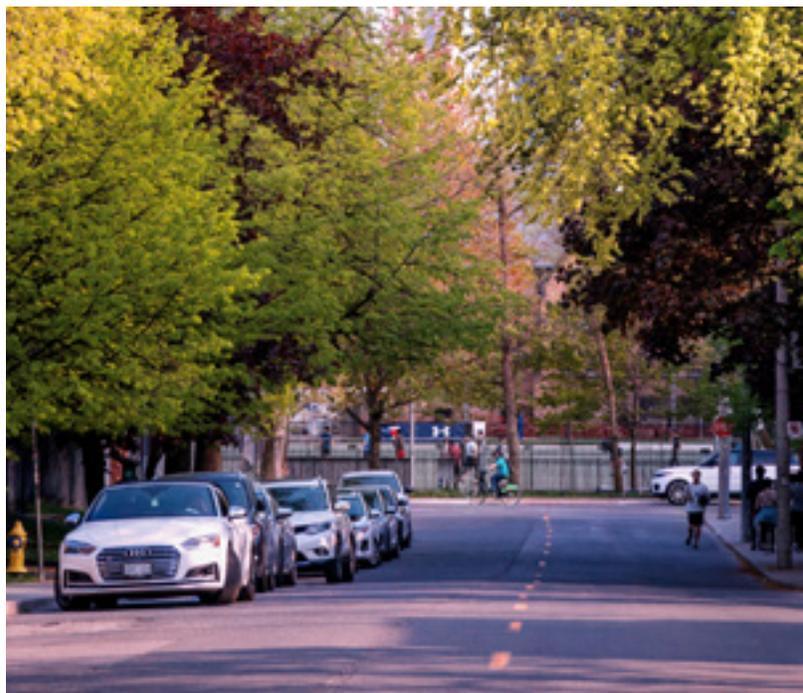
It defines roles and responsibilities to help ensure the risk management process and that accountabilities are understood.

Governance Structure

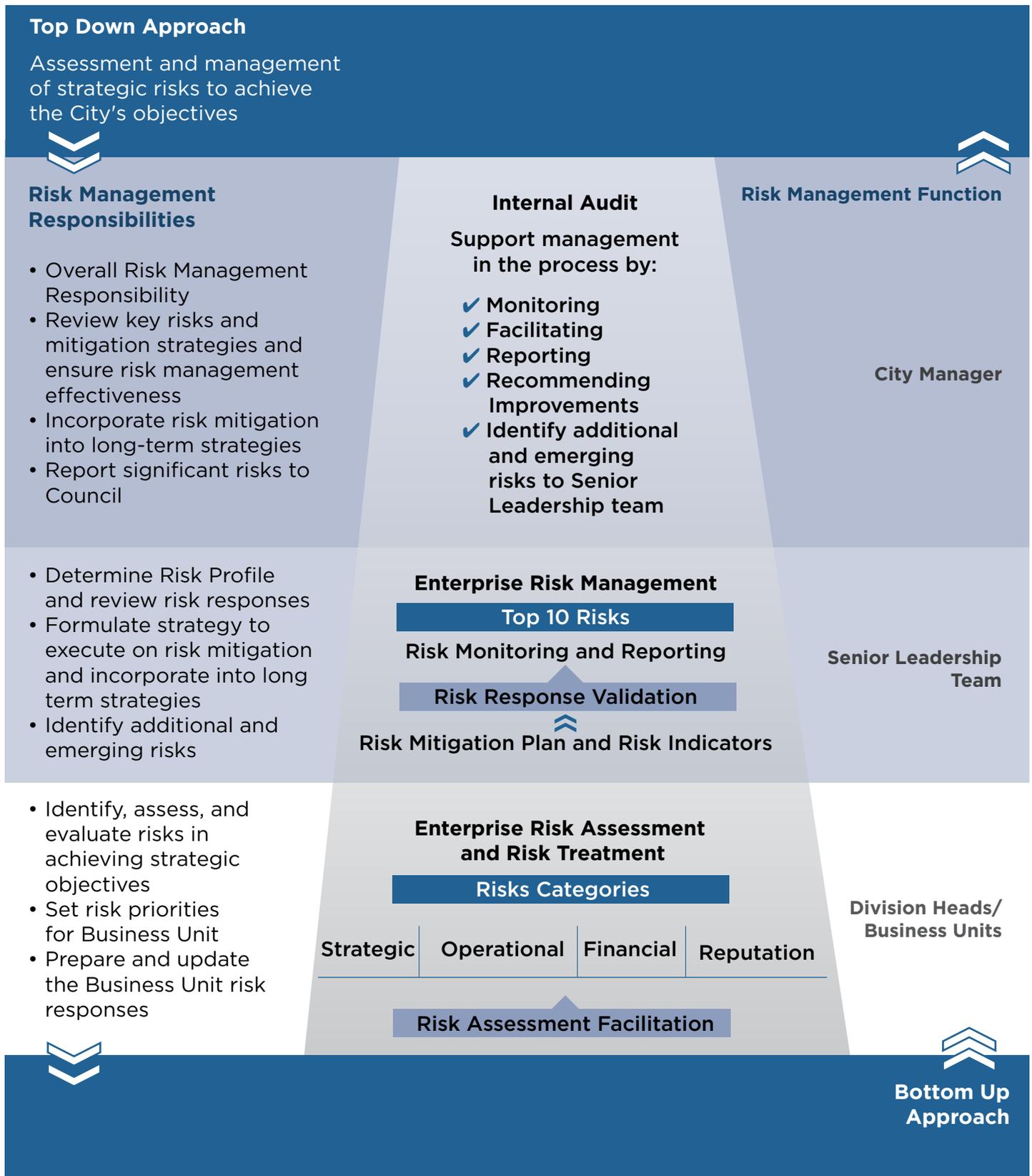
The City's ERM governance structure combines a top-down and bottom-up approach. The top-down approach assesses, manages and defines strategic risks to achieve the City's objectives. The bottom-up approach involves identifying and prioritizing operational risks that contribute to achieving the City's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



The following chart outlines the roles and responsibilities for various levels across the City with regards to ERM:

Position	Responsibilities
City Manager	<ul style="list-style-type: none"> • Overall risk management accountability • Report significant risks to Council
Senior Leadership Team	<ul style="list-style-type: none"> • Incorporate risk management into strategic planning • Review risks holistically across the City • Assign Risk Leads • Accountable for internal controls across the City
Division Heads	<ul style="list-style-type: none"> • Identify current and emerging risks to Senior Leadership • Oversee risk management by reviewing key risks and response strategies to ensure effectiveness • Responsible for the internal controls in their division
Operational Staff	<ul style="list-style-type: none"> • Identify, assess, and evaluate risks to achieve strategic objectives • Set risk priorities for Business Units • Prepare and update risk responses, operate internal controls
Internal Audit	<ul style="list-style-type: none"> • Provide guidance and support to divisions • Provide training and education to staff • Facilitate and coordinate the reporting of risks • Evaluate internal control design and effectiveness

Risk Management Process

The risk management process can be summarized into 5 main steps as outlined below

1. Objective Setting

- A clear understanding of what is to be achieved and what a successful outcome looks like is necessary.
- Reliance on KPIs, Business Objectives and other Performance Measures can help define the objective

2. Identify Risks and Events

- Risks and events that would negatively impact the achievement of objectives should be identified.
- To assist in identifying potential risks.

3. Risk Assessment

- Risks should be assessed to determine if any measures are needed to be put in place to address the risk.
- Assessment includes consideration of the likelihood of a risk occurrence and the impact of a risk on the achievement of the City's objectives.

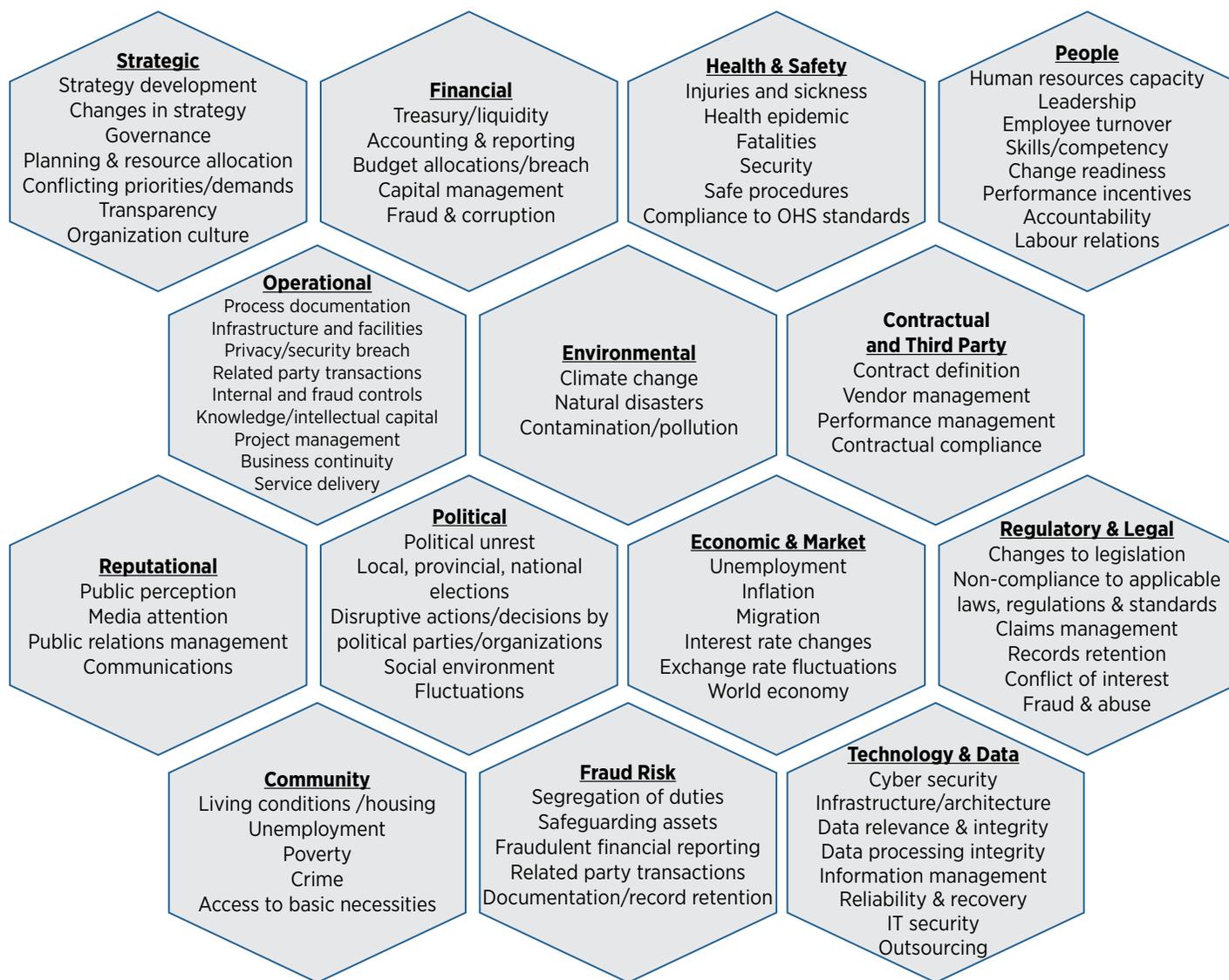
4. Methods for Managing Risk

- Based on a risk's impact and likelihood, the City will choose to:
 - ♦ Avoid the Risk (stop the program or activity)
 - ♦ Accept the Risk
 - ♦ Reduce the Risk (through internal control activity)
 - ♦ Transfer the Risk (through insurance)

5. Design Mitigation Strategies (Control)

- Actions to mitigate risks are known as internal controls.
- To be successful, they must be cost effective.
- Policies, procedures, planning, direction, supervision and reviews are all examples of internal control

The City's risk factors identified through the ERM process



Risk management should be integrated into activities at all levels of the organization, including ESG.

- **Decision-making for business operations:** Risk management should be integrated into day-to-day management of activities for informed decision-making with respect to the development and implementation of policies, procedures, processes and programs.
- **Strategic Planning:** Risk management should be directly linked to the City's strategic and business planning to prioritize goals and objectives.
- **Budgeting and planning:** Risk management can be used to assist with decisions regarding resource allocation.
- **Project Management:** Risk management can be used to identify and monitor various risks to the accomplishment of project goals.
- **Reports to Council:** should include disclosure of significant risks associated with alternatives presented and the recommended course of action.

The ERM Framework, and all of its components, will be reviewed periodically and updated as needed to respond to new risk-oversight needs and any regulatory changes or other requirements.

7c Financial Governance

Financial Sustainability

As a strategic corporate priority, financial sustainability is essential to the City's ability to deliver services and invest in Toronto's future. The Toronto Public Service is committed to enhancing financial resiliency, improving performance, and making informed decisions that ensure value for taxpayers. This includes sound financial planning and management, implementing effective financial strategies, and delivering beneficial and efficient services to the public.

While navigating persistent challenges and unprecedented fiscal pressures, the City was able to make meaningful progress through various initiatives that supported financial sustainability goals:

- Successfully established and embarked upon the City's Multi-Year Approach to enhanced long-term financial stability, with support from the provincial New Deal which provided operating and capital funding relief.
- Successfully attained a credit rating increase from AA to AA+ by Standard and Poor's (S&P) Global Ratings for the first time in over 20 years. This was attributed to the City's improved budget position, prudent financial management and actions undertaken as part of the Long-Term Financial Plan.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2024 City of Toronto Public Budget Book (14 years in a row).
- Delivered the 2024 Corporate Asset Management Plan, a strategic document to enable management of the City's infrastructure assets, in compliance with provincial regulations.
- Completed long-term financial arrangements with City agencies to promote financial sustainability, including an updated Income Sharing Agreement with the Toronto Parking Authority to address State of Good Repair needs, and an agreement with Toronto Hydro to support sustainable growth.
- Successfully implemented the new graduated Municipal Land Transfer Tax rate structure for residential properties valued at over \$3 million.

Long-Term Financial Sustainability

In the lead up to the 2024 Budget process, City Council adopted the Updated Long-Term Financial Plan (LTFP)²⁰ which identified and considered immediate and long-term opportunities to address the City's fiscal challenges. As a result, key Council directions were implemented or advanced that support the City's long term financial sustainability, including the introduction of new revenue tools such as the graduated Municipal Land Transfer Tax and strengthening intergovernmental advocacy efforts.

Building on this foundation, the City launched a **Multi-Year Approach to Enhanced Fiscal Sustainability**, aligning budget planning with long-term financial modeling and strategic investment priorities. This approach supports the City's efforts to manage both operating and capital pressures while improving transparency and accountability in financial decision-making.

The Multi-Year Approach also reflects the City's strengthened intergovernmental relationships, including the New Deal with the Province of Ontario, which provides operating and capital funding relief. These efforts contributed to a credit rating upgrade from AA to AA+ by Standard & Poor's in October 2024—the first such increase in over two decades—recognizing the City's improved budget position and prudent financial management.

In addition, the City continues to prioritize strategic investments through its 10-year capital plan, focusing on infrastructure renewal, climate action, and community services. Public engagement, enhanced reporting, and the integration of Environmental, Social, and Governance (ESG) principles further reinforce the City's commitment to long-term fiscal health and responsible stewardship.

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 Strategy²¹. 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.

2024 Highlights:

Digital Infrastructure Strategic Framework (DISF)

- Continued integration of DISF principles into technology project reviews and City decision-making processes
- Continued the popular walking tour of sensors in public spaces as part of the Jane's Walk Festival, supported by the City Clerk's Office and Transportation Services Division, with increasing participation year-over-year.
 - ♦ The walking tour was recognized for its innovative approach by the Information and Privacy Commissioner (IPC) of Ontario for its Transparency Showcase.
- Carried out four community consultations to inform Toronto's first Indigenous Data Governance Framework, in partnership with the People & Equity Division
- Supported Toronto's ongoing commitment to digital rights by participating in the Cities Coalition for Digital Rights
- To mark International Digital Rights Day on December 10 and 11, the City organized a panel discussion for City staff titled, "Unpacking Digital Rights for the Toronto Public Service" with Technology Services and the Human Rights Office to discuss the importance of digital rights and how the City of Toronto upholds digital rights
- Mayor Olivia Chow also issued a Proclamation to mark International Digital Rights Day in December 10 and 11
- Collaborated with New York City's Office of Technology and Innovation to carry out a survey of global cities and issue a report on artificial intelligence (AI) governance maturity, with respondents from North America, South America, Europe and Asia
- Hosted four hack nights from Civic Tech Toronto at the City, creating opportunities for engaged, tech-savvy residents and public servants to meet and learn from each other. Presentations included vehicle fleet optimization,

improving shelter service data, modernizing 311, and using the latest climate models.

ConnectTO

- Expanded deployment of public Wi-Fi program to reach 144 total sites by end of 2024, adding 28 new Wi-Fi sites during the year
 - ♦ Expanded Wi-Fi access to publicly accessible areas of four Civic Centres and outdoor squares: City Hall/Nathan Phillips Square, Scarborough Civic Centre/Albert Campbell Square, North York Civic Centre/Mel Lastman Square, and Metro Hall/David Pecaut Square
 - ♦ Continued pilot partnership with Toronto Community Housing Corporation and Toronto Seniors Housing Corporation to bring Wi-Fi to common areas in six new buildings
 - ♦ Equipped the Keele Community Hub with public Wi-Fi, supporting community engagement and programming
- Research:
 - ♦ Completed research report to understand the current state of Toronto's digital divide, continuing longitudinal research initiated in 2020 (Partner: The Dais, Toronto Metropolitan University)
 - ♦ Completed research project with University of Toronto to develop a suitability map and scoring framework to rank potential sites for public Wi-Fi installations
 - ♦ Carried out public consultations May and June 2024 to inform an expanded Public Wi-Fi Strategy, including in-person and online public consultations
- Public engagement and events:
 - ♦ May 2024: Open House at Keele Community Hub
 - ♦ September 2024: Toronto Public Library Digital Expo at the North York Civic Centre branch
 - ♦ October 2024: Booth at Deputy Mayor Morley's Ward 3 Fall Fest near Fairfield Community Centre

Digital Transformation

- Successfully launched the Registration and Booking Transformation (RBT) account registration and winter program registration systems, providing seamless access for residents during peak periods
- Completed Microsoft Teams rollout to 20,000 employees across more than 35 Divisions by Q4 2024
- Delivered Vacant Home Tax (VHT) redesign, a key initiative aimed at increasing housing availability, with an increased declaration rate resulting from an improved, user-friendly online portal, increased outreach through public engagement and streamlined notifications
- Delivered SuccessFactors 2H Release and hosted the Geographic Information Systems (GIS) Professional Development Day
- Completed 52% of City divisions' Windows 11 application testing, setting the stage for future technology upgrades
- Enterprise Work Management System achieved successful rollout to Parks, Forestry and Recreation, migrating 700,000 assets, 120,000 service requests, and 85,000 work orders with 1.2 million asset specifications

Technology Operations Excellence

- Maintained technology service availability consistently above 99.5%, demonstrating dedication to delivering dependable technology services
- Achieved record-breaking Service Desk performance in November 2024, with 85.3% of calls answered in under two minutes
- Successfully supported over 1,500 high-profile events, including Indigenous Veterans Day, Remembrance Day, and crucial Civic and Council sessions
- Completed an 80% project completion rate, representing a remarkable 50% increase from 2023
- Launched 38 new projects across Technology Services and Divisional partners

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:

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 cyber attacks 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. Residents rely on a backbone of critical urban infrastructure including water systems, transportation, and emergency services making cyber security an enabler of public trust and operational continuity. 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 the seamless operation of essential services.

Over the past five years, the Office of the CISO has focused on enhancing cyber resilience as a critical aspect of its operations and digital governance – working to stay ahead of emerging threats and embrace innovative technologies. By investing in robust cyber defence measures, fostering a culture of cyber awareness and actively pursuing innovative solutions, the City reinforces its commitment to responsible digital stewardship, transparency, and cyber resilience.

Vision: To advance 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.

Our Values:

The Office of the CISO works across the team, and across the City, with a commitment to:

- Agility, adapting responsively to changing circumstances to prioritize what matters most
- Collaboration, working together towards shared success
- Empathy, understanding our stakeholders and being mindful of different perspectives

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

Building Cyber Resilience:

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

Delivering Best-in-Class Cyber Services:

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

Supporting City-wide Strategic Priorities

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

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

- **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 continued to increase by over 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 over 500 cyber risk assessments in 2024 and 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 Threat Management and Monitoring:** The Office of the CISO has improved the City's cyber threat monitoring, management, and incident response services including for the City's critical infrastructure. Over 20 additional business applications have been integrated, achieving a 200% increase in cyber monitoring, compared to the previous year.
- **Cyber Culture and Awareness:** More than 36,600 hours of training was provided as part of the cyber awareness campaign which included all City employees, contractors and vendors accessing the City's network. The training uses engaging scenarios to educate employees on various cyber security threats. Key topics covered include malware, social engineering, phishing,

physical security, and mobile security. The cyber awareness program emphasizes the importance of following City policies and procedures to mitigate risks.

The Office of the CISO also assisted in launching a new “Report Phishing” feature in Microsoft Outlook, to improve phishing reporting across the City, its agencies and corporations, allowing for phishing emails to be safely reported and investigated by the Office of CISO.

- **Cyber Risk Management:** The Office of the CISO is strengthening its cyber risk management practices by implementing a comprehensive Integrated Risk Management (IRM) program, ensuring robust oversight across the City’s divisions, agencies and corporations.
- **Security-By-Design Procurement:** The Office of the CISO has refined the cyber services procurement process to better align with the operational and cyber security requirements of the City agencies and corporations and comprehensively address their specific business needs, regulatory requirements, and risk profiles.

Outlook

The Office of the CISO continues to drive strategic expansion and cutting-edge innovation within the ever-evolving 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 enables 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.

Over the past year, the division has been collaborating with trusted stakeholders to build a dedicated cutting-edge cyber command centre to serve as the City’s cyber security hub for monitoring, preventing, detecting, and responding to emerging cyber threats. This expansion signifies the Office of the CISO’s unwavering commitment to safeguarding the City’s digital and critical infrastructure, while supporting the portfolio of cyber services provided to City divisions, agencies and corporations.

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 managed and 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, as well as 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 Framework²². Protection of privacy is a core component of the City's Information & Data Governance Framework and Policy.

The City collects and uses personal information within the limitations of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)²³. 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 website²⁴ 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 its approved records retention schedule.

The information management and privacy services offered within Toronto's City Clerk's Office support upholding records and privacy legislation through training and education, along with 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 available for 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 that personal 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 2025. 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 information management and privacy protection 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 2024, the City spent approximately \$3 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 Diverse Suppliers and Social Enterprises.

Leveraging the City's purchasing power to enhance diversity within the City's supply chain will work towards creating social and economic benefits for Indigenous, Black and Equity-

deserving business owners. Under the Social Procurement Policy, City staff are required to invite at least one Indigenous supplier, one Black supplier and one Diverse Supplier or Social Enterprise to bid as part of the three-quote process, where feasible. On July 1, 2024, the range for invitational solicitations increased to procurements valued between \$3,000 to \$133,800. Indigenous, Black and Diverse Suppliers are certified by, or are members of, 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	2024		2023		2022	
		Contracts Issued (#)	Value(\$)	Contracts Issued (#)	Value(\$)	Contracts Issued (#)	Value(\$)
Drive economic growth for businesses owned by Indigenous, Black and Diverse Suppliers and Social Enterprises	Invitational Solicitations between \$3,000 and \$100,000 ²⁵ /133,800 ²⁶ awarded to Indigenous, Black and Diverse Suppliers and Social Enterprises	90	\$2,054,537	86	\$1,408,506	66	\$1,243,240
	Purchases from Indigenous, Black and Diverse Suppliers and Social Enterprises valued under \$3,000	135	\$122,669	145	\$159,856	112	\$160,141
Total		225	\$2,177,206	231	\$1,568,362	178	\$1,403,381

Updates to the Procurement Bylaw

In accordance with Chapter 195, Section 3.1(R), the Bylaw is required to be reviewed every five years. The review was complete in 2023 and the changes came into effect July 1, 2024. The review identified a number of required amendments that clarify and streamline the Bylaw and provide for administrative efficiencies. Some of the changes include:

- Renaming the Toronto Municipal Code Chapter 195 to Procurement
- Increasing the Chief Procurement Officer and division head authority to process limited solicitations
- Clarifying the beginning of the Blackout Period during the procurement process
- Extending the Chief Procurement Officer's authority to cancel a procurement
- Clarifying the need for appropriate consultation, authority and responsibility to negotiate certain provisions in contracts
- Administrative or 'housekeeping' amendments for a more concise and easier to interpret bylaw.

Increase to Invitational Solicitation Thresholds

On July 1, 2024, amendments to Chapter 195, Procurement, took effect, which increased Division Head authority to process invitational (limited) solicitations from a maximum of \$50,000 to \$120,000 and the Chief Procurement Officer's authority from \$100,000 to \$133,800. This increase expands the scope of the Social Procurement Policy and led to an increase in spend in the second half of 2024, in alignment with the Social Procurement Policy and Program.

Updates to the Social Procurement Policy

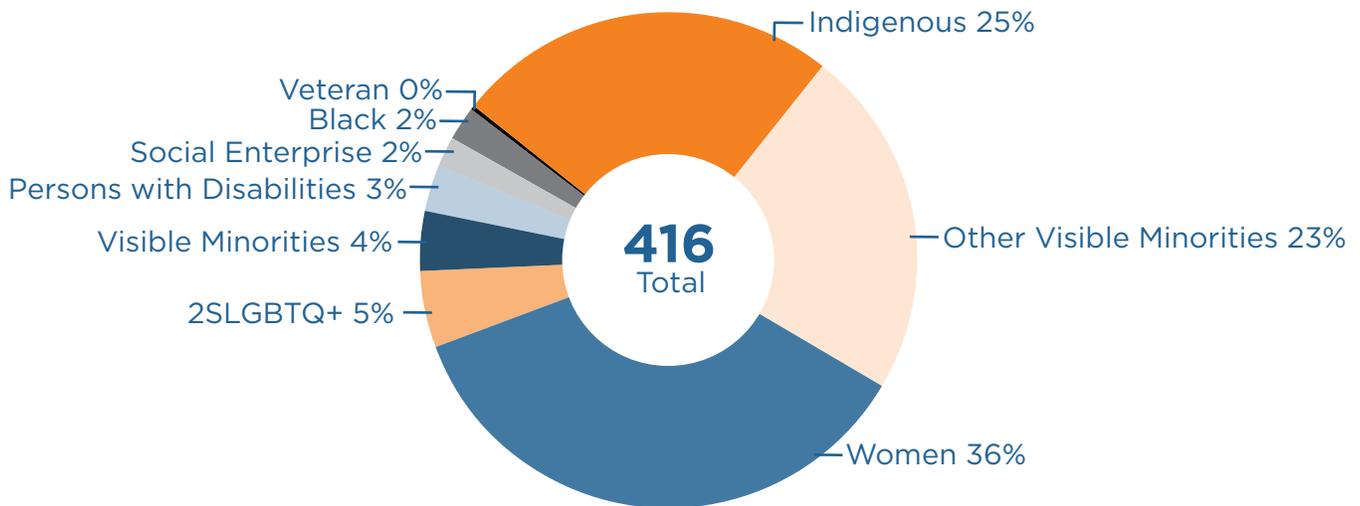
In December 2024, Council approved amendments to the Social Procurement Policy, which included a definition for Identity-Based Business Organizations and established a standalone definition for Social Enterprises. A Social Enterprise is a business that generates a significant portion of its revenue through the sale of goods or services, embeds a social, cultural or environmental purpose into the business, and reinvests 51% or more of profits into the social, cultural or environmental mission.

The Purchasing and Materials Management Division (PMMD) developed new partnerships with identity-based business organizations that are aligned with the City's social objectives and have the capacity to assist the City with identifying Indigenous, Black, and Diverse Suppliers and Social Enterprises. The City now recognizes three (3) more Supplier Certification Organizations and Identity-Based Business Organizations, which has facilitated the expansion of the Social Procurement Supplier List from 363 suppliers to 416 suppliers.

2024 Certified Indigenous, Black and Diverse Supplier and Social Enterprise Breakdown

As part of the Social Procurement Program, the City maintains a list of certified Indigenous, Black and Diverse Suppliers and Social Enterprises. The composition of the list fluctuates with the addition of new suppliers and the removal of decertified ones. At the end of 2024, the City's list comprised of 416 Indigenous, Black and Diverse Suppliers and Social Enterprises.

2024 Certified Indigenous, Black and Diverse Supplier and Social Enterprise Breakdown



Targeted outreach is an important way to increase the number of Indigenous, Black and Diverse Suppliers and Social Enterprises 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 and Social Enterprises.

In 2024, 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 Indigenous, Black and Diverse Suppliers²⁷, including participation in 26 networking, speaking engagements and presentations 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.

First Nations, Inuit and Métis Procurement Policy

In 2024, PMMD developed and began implementation of an Indigenous Procurement Strategy, leading towards the co-development of a First Nations, Inuit and Métis Procurement Policy. A Policy Development Officer position dedicated to co-developing the Policy with Indigenous businesses and communities was filled and PMMD developed a 5-year work plan for the Policy co-development. The goal for 2024 was to prioritize the development of meaningful relationships with Indigenous community, businesses, agencies and partners.

Significantly, two meaningful relationship developments are marked by individual meetings with leadership, and the economic development and business corporations of both Mississaugas of the Credit First Nation and Six Nations of the Grand River. Relationship building continued with the Toronto Aboriginal Support Services Council (TASSC) and Indigenous businesses located in the GTA. Two engagement sessions were held with Indigenous businesses, who provided essential feedback required to guide the City's Indigenous Procurement work. One engagement session was held with First Nations, Inuit and Métis partners and organizations. Feedback from all three engagement sessions informed the development of a First Nations, Inuit and Métis Procurement Advisory Circle, which also had its first meeting in December 2024.

PMMD reported to City Council in December 2024 with an update on policy co-development and was directed to expedite the work. The 5-year work plan was condensed to three years, inclusive of 2024.

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 or sub-contractor has failed to pay its workers the wages required by the Fair Wage Policy. In 2024, the Fair Wage Office recovered \$237,187 in wages and damages from enforcement activities.

Among the highlights of work performed by the Fair Wage Office (FWO) in 2024 is a major investigation stemming from a worker's complaint of being underpaid on a City Contract. This investigation revealed that 160 workers were paid below the applicable Fair Wage rates, resulting in \$186,169 in back-wages found owing to workers, and a \$27,925 administrative fee paid to the City by the supplier. Beyond its enforcement activities, the FWO also supported non-traditional projects in 2024 by advising developers, non-profits and other government agencies on policy application including establishing best practices to ensure students, apprentices and trainees are protected while they gain valuable experience contributing to the work of the City. Additionally, PMMD and the FWO supported Employee Relations in preparation for collective bargaining negotiations between the City and The Carpenters' District Council of Ontario/ United Brotherhood of Carpenters and Joiners of America in the residential construction sector. The City ultimately reached a tentative agreement in December 2024.

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, Toronto Shelter and Support Services and Children's Services - procure the vast majority of food purchased by the City, serving approximately seven million meals annually. In 2024, these Divisions purchased a combined 2,597 tonnes of food, which resulted in about 33,453 tonnes of CO2 emissions. Of that, around 61 tonnes of food purchased were beef, which accounted for 44 per cent of all corporate food-related emissions. Overall, the City of Toronto has reduced its food-related GHG emissions by 12,100 tonnes of CO2 per year (26.6 per cent) from the 2019 baseline to 2024, already achieving its objective of 25 per cent emission reductions by 2030.

City Divisions are taking actions toward meeting the City's Cool Food Pledge (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 online training was developed 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.

As of May 2025, approximately 260 City staff have started or completed the circular procurement training curriculum.

Environment, Climate and Forestry or ECF is working with PMMD and other City subject matter experts to develop new circular procurement resources, including new training modules focusing on key case studies, to support staff to implement circular procurement.

7f Workplace Culture

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.

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 and demonstrate our commitment to Reconciliation 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 Service²⁸ 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.

These data collection efforts are being guided by the Data for Equity Strategy, designed to provide staff with a standardized framework and guidelines for consistent collection and use of reliable, comparable and actionable data for monitoring and addressing inequities, and understanding impacts of programs and services across the organization.

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 Toronto Region Immigrant Employment Council (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 2025.

2025-2029 Disability Inclusion Action Plan²⁹

The 2025-2029 Disability Inclusion Action Plan (DIAP) was approved by Council in July 2025 and replaces the City's 2020-2024 Multi-Year Accessibility Plan. The DIAP provides a clear path forward on the identification, removal and prevention of accessibility barriers, will improve awareness and understanding of legislated requirements and expectations, and helps embed disability inclusion into all City operations. This Plan 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 DIAP contains 85 specific actions across 8 areas informed by public consultations with people with disabilities, support persons, community organizations and feedback from the Toronto Accessibility Advisory Committee, as well as with City of Toronto employees and subject matter experts in City divisions. City divisions were consulted on recommended actions, the scope of each action, implementation timelines, and program area accountability.

The DIAP supports the advancement of equity and disability inclusion and promotion of accessibility by design across the organization.

Annual progress updates are publicly posted on the City's website.

Occupational Health, Safety & Wellness (OHSW) 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

Indigenous Health and Wellness

As part of the City of Toronto's Reconciliation Action Plan to "Enhance Indigenous Recruitment and Retention within Toronto Public Service", People & Equity continues to develop an Indigenous Health and Wellbeing Strategy to support Indigenous employees in the workplace.

Central Accommodation Fund

People & Equity allocates a portion of a Central Accommodation Fund for the City's Employee Disability Network, for communication support services (e.g. ASL interpreters and CART services) as need for communication supports for membership events is disproportionately larger in the community of inclusion. Additionally, the Central Accommodation Fund is used for job applicant accommodation requests for communication support services (e.g. ASL interpreters), to help address barriers in hiring people with disabilities.

Culture

The City of Toronto's culture is rooted in public service excellence, equity, and community impact. Guided by the Toronto Public Service's core values—service, stewardship, and commitment to people — the City of Toronto fosters a workplace where collaboration, innovation, and inclusion thrive. Employees are recognized not only as contributors to a well-run city but as **champions of its future**.

Through the **Workplace Culture Network (WCN)**, the City of Toronto is committed to building a positive workplace culture that reflects its ethics and values, while strengthening trust and confidence among staff and the public. The City's new workplace culture was developed collectively and is grounded in four key themes: **being respected, empowered, and valued; embracing diversity and inclusion; making a difference; and working together**. This marks the beginning of a long-term journey toward a more inclusive and engaged public service.

The City celebrates its workforce through meaningful programs that highlight dedication and achievement. The **Service Recognition Milestone Program** honors employees from their first year through to 40 years of service, with special acknowledgments at 25 and 45 years, including a Lifetime Achievement Award. The **City Manager's Awards of Excellence** represent the highest honor in the Toronto Public Service, recognizing teams and individuals whose work sets a benchmark for excellence and innovation.

TPS Week, an annual celebration, brings employees together to reflect on their collective impact, share pride in their work, and strengthen connections across divisions. These initiatives reinforce a culture where leadership is encouraged at all levels, and where every employee's contribution is valued. Through these efforts, the City of Toronto cultivates a resilient, inclusive, and high-performing public service that reflects the diversity and dynamism of the city it serves.

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.

Equity Diversity and Inclusion Trends Report

The EDI trends report provides 2024 data sets to Division Heads to empower them to understand their workforce based on data from CYI Survey, Employee Engagement Surveys, and for a select pilot group of Divisions, data from the Human Rights Office. The goal of the report is to share valuable, anonymized insights from Indigenous, Black, and equity-deserving employees and explore potential opportunities and responsive actions by the division to enable data informed decision-making and work towards creating a culture of equity, inclusion and reconciliation.

Toronto for All – Reconciliation and Equity Learning Program

Toronto for All is a strategic education program for the Toronto Public Service that enables staff to advance reconciliation and build and maintain an equitable, inclusive and respectful workplace to better serve Toronto's diverse communities.

The program offers a comprehensive suite of learning opportunities across multiple modalities, including:

- Legislated topics (e.g., Accessibility, Human Rights),
- Council- mandated training topics (e.g., Indigenous Awareness Training, Confronting Anti-Black Racism, Human Rights)
- Targeted equity topics (e.g., 2SLGBTQ+ inclusion, antisemitism, Islamophobia)
- Foundational learnings on concepts of equity, diversity, inclusion, bias, injustice and privilege.

In 2024, the program facilitated a 41% increase in training completion rates for Indigenous Awareness training over the previous year, developed and launched an eLearning module to support the implementation of a Corporate Smudging Policy and engaged with Toronto Council Fire Native Cultural Centre for the first time for National Day for Truth and Reconciliation as well as other events. Additionally, the program established agreements with a new roster of equity training and learning service providers to support corporate and divisional interest and initiatives to advance equity goals.

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 increased interest in forming new communities and more divisional chapters launching.

In 2024, the City funded and delivered a “Healing Circles” project, which was a series of facilitated conversation within Communities of Inclusion to prioritize the well-being of City of Toronto staff.

Interdivisional Equity and Accessibility Committee

The Interdivisional Equity and Accessibility Committee (IEAC) is an interdivisional committee that meets quarterly and provides a forum for City divisions to share key initiatives and leading practices in equitable service and program delivery, as well as supports corporate and divisional compliance with the Accessibility for Ontarians with Disabilities Act (AODA)³⁰.

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:

- Confronting Anti-Black Racism Training
- Indigenous Awareness: Truth and Reconciliation Training
- Equity, Reconciliation & Inclusion 101 training series, which includes topics such as colonialism, privilege, and allyship
- Introduction to Indigenous Learning training
- Accessibility 101 training
- Human Rights 101 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 Policy³¹ and the Aboriginal Employment Strategy³² – City of Toronto while also addressing the employment recommendations outlined in both the Toronto Reconciliation Action Plan³³ and the Toronto Action Plan to Confront Anti- Black Racism³⁴. 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 is an advisory body to City Council and provides advice and recommendations on key issues to support the elimination of barriers and inequities experienced by 2SLGBTQ+ communities in accessing City programs and services. The Advisory Committee brings together government, policy and community leaders to focus on policy, program and service-level barriers and structural and systemic challenges faced by marginalized communities. 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 (HRO) 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 HRO 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 HRO 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. This year, the HRO released a guide to Anti-

Oppression and Trauma informed Interviewing to support practitioners better understand the role of power and trauma when interviewing individuals as part of a complaint process.

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.

Developing Leadership Capacity and Respectful Workplace Culture

P&E is launching a pilot to bring leaders in for a full day of in person training to support deepening leadership skills and confidence around human rights and learn practical tools to build a positive workplace culture. The new program "Lead with Respect: Human Rights Essentials for People Leaders" is an invitational to select Divisions, with the goal of gaining feedback to support a broader role out and development of a human rights curriculum for people leaders.

Service Equity Capacity: Equity Lens Tool

The City's Equity Lens Hub and Tool provide staff with a practical framework for incorporating equity into all stages of their work, from initial planning to final reporting. They include resources that build awareness, strengthen critical analysis and foster collaboration. Ultimately, the tool is used to improve programs and services, create more inclusive policies, and guide major

corporate decisions through processes like Equity Responsive Budgeting and reports to Council. The Equity Lens Tool includes virtual instructor-led training for City staff to ensure they are familiar with and can incorporate equity into their work. To date, over 700 staff have completed the training, with sessions held monthly. Staff are currently working on developing gender equity enhancements to the tool to provide City staff with further opportunities for a deeper gender equity analysis.

Embedding Equity in Budget Planning and Decision Making

The City's Equity Responsive Budgeting Process (ERB) is a Council-directed approach designed to support informed budget planning by responding to the unique experiences of First Nations, Inuit, Métis, Black, and other equity-deserving groups. It has three core objectives: to systematically analyze how budget decisions impact these communities, to provide crucial information that guides resource allocation, and to create a formal reporting mechanism that demonstrates alignment with the City's equity and reconciliation commitments, ensuring transparency and accountability.

Ceremonial Burning of Indigenous Medicines (Smudging)

The Equity & Accessibility team supported the creation of a new [Ceremonial Burning of Indigenous Medicines \(Smudging\)](#) - City of Toronto Policy to support the City's commitment to First Nations, Metis and Inuit staff by affirming the right to the traditional practice of burning sacred medicines. A policy was created as well as FAQs and other resources to help educate all employees on these practices and rights. In 2024, the Reconciliation and Equity Learning Unit developed and launched a new eLearning training module on the implementation of the new Smudging Policy. The HRO provided human rights policy advice and review to align with the City's human rights policies and enhance inclusive practices to support reconciliation.

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; and
- Establish a Unit within to provide needed support to provide 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.

A new Data for Equity Policy is being developed to advance a robust governance structure and operationalization of strategy. The policy will support alignment between the Guidelines and the overarching Data for Equity Strategy while providing staff with direction on designing programs and services informed by socio-demographic data. This will happen in conjunction with the Data for Equity Guidelines Review to reflect the evolving equity landscape, current best practices, and provide practical steps to ensure a standardized approach to data collection.

The City, 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 (FNIM) Data Governance Strategic Framework. The Black Community

Data Governance Framework is being co-designed to empower Black communities by requiring the City to collect, analyze and manage socio-demographic data in ways that uphold the rights and lived experiences of Black Torontonians. Similarly, the FNIM Data Governance Strategic Framework (DGSF) will provide a structured approach to managing FNIM data, establishing clear policies and protocols to support accountability, collaboration, and effective decision-making.

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.

Human Rights Policy Review

As part of its work, the HRO provides policy review and consultation to divisions for internal policies and procedures as well as Agencies & Corporations when requested.

The HRO is also reviewing the City’s Accommodation Policy, Procedures and Guidelines and is engaged in ongoing consultations internally and externally to support the alignment with best practices to further embed equity, inclusion and accessibility in the way the City delivers its services and employment.



7fi Workplace Culture Performance Metrics

Objectives	Performance Metric	2024	2023	2022
Governance				
Decision Making - Be Diverse and Inclusive	% Women Councilors	40%	40%	36%
	% Women Senior Management (Division Head or Above)	33%	35%	44%
	% Racialized Senior Management (Division Head or Above)	36%	27%	18%
Engaged Decision Makers	City Council Attendance	94%	94%	95%
	Community Council Attendance	93%	86%	91%
	Committees Reporting to Council Attendance	91%	93%	94%
	Other Boards & Committees	74%	80%	70%
Reflect diversity and be inclusive of the city we serve	TPS Workforce			
	% Women	51.7%	51.2%	50.2%
	% Racialized People	50.6%	49.2%	47.3%
	% Indigenous Peoples	1.4%	1.4%	1.5%
	% Persons with Disabilities	7.5%	7.3%	6.9%
	% LGBTQ2S+	6.9%	6.7%	6.4%
Attract & retain a diverse and inclusive workforce	Turnover Rates			
	All Active Employees	9.5%	19.3%*	6.6%*
	All Active Employees (excl. Rec Workers)	7.4%	7.9%	9.1%
	Permanent Employees	5.3%	5.6%	6.6%
	Average Tenure (years)			
	All Active Employees	9.7%	10.0%	10.1%
	All Active Employees (excl. Rec Workers)	12.1%	12.5%	12.5%
	Growth Opportunities			
Promotion and Internal Hires (% Total Hires)	28%	30%	36%	

* 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.

7g Alignment with Sustainable Development Goals (SDGs)

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



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

8

Endnotes



- 1 <https://www.toronto.ca/city-government/accountability-operations-customer-service/get-involved-how-government-works/>
- 2 <https://sasb.ifrs.org/>
- 3 <https://www.msci.com/documents/10199/5c0d3545-f303-4397-bdb2-8ddd3b81ca1b>
- 4 <https://www.globalreporting.org/>
- 5 <https://www.ifrs.org/issued-standards/integrated-reporting/>
- 6 <https://sdgs.un.org/goals>
- 7 <https://www.ontario.ca/laws/statute/O6c11>
- 8 <https://www.toronto.ca/wp-content/uploads/2025/05/96a6-2025-City-of-Toronto-Budget-Summary.pdf>
- <https://www.toronto.ca/services-payments/water-environment/environmentally-friendly-city-initiatives/greening-city-operations/corporate-offset-credits-policy/>
- 9 <https://www.dataforcities.org/wccd-iso-37120-series-on-city-data>
- 10 <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office/agencies-corporations/agencies/toronto-investment-board/>
- 11 <https://www.toronto.ca/city-government/budget-finance/city-finance/investments/>
- 12 <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office/corporate-strategic-plan/>
- <https://parking.greenp.com/ev-charging/>
- 13 <https://www.toronto.ca/city-government/budget-finance/city-finance/investor-relations/green-debenture-program/>
- 14 <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/poverty-reduction-strategy/>
- 15 <https://www.toronto.ca/community-people/employment-social-support/support-for-people-in-financial-need/assistance-through-ontario-works/transit-discount/>
- 16 <https://secure.toronto.ca/council/agenda-item.do?item=2024.EC13.4>
- 17 <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/employment-social-services/>
- 18 <https://www.toronto.ca/city-government/budget-finance/city-finance/investor-relations/social-debenture-program/>
- 19 <https://www.toronto.ca/legdocs/mmis/2020/db/bgrd/backgroundfile-147232.pdf>
- 20 <https://secure.toronto.ca/council/agenda-item.do?item=2023.EX7.1>
- 21 <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/>
- 22 <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/city-clerks-office/>
- 23 <https://www.ontario.ca/laws/statute/90m56>
- 24 <https://www.toronto.ca/city-government/accountability-operations-customer-service/access-city-information-or-records/city-information-management-policies-and-legislation/>
- 25 Invitational solicitation threshold in effect for 2022- June 30, 2024
- 26 Invitational solicitation threshold in effect starting July 1, 2024
- 27 The first Social Enterprise Certification Organization was recognized by the Social Procurement Program in December 2024 with outreach beginning shortly after.
- 28 <https://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-137175.pdf>
- 29 <https://www.toronto.ca/city-government/accessibility-human-rights/accessibility-at-the-city-of-toronto/disability-inclusion-action-plan/>
- 30 <https://www.ontario.ca/laws/statute/O5a11>
- 31 <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/employment-equity-policy/>
- 32 <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/aboriginal-employment-strategy/>
- 33 <https://www.toronto.ca/wp-content/uploads/2022/04/8d83-City-of-TO-Reconciliation-Action-Plan-for-web.pdf>
- 34 <https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-109127.pdf>