

FIFA World Cup 2026 Toronto: Implementation of the Integrated Regional Paramedic Response model and quarterly update on the Community Benefits Plan, Social Procurement and Workforce Development, and Liberty Village and Fort York Neighbourhood Plan

Date: April 24, 2026
To: FIFA World Cup 2026 Subcommittee
From: Executive Director, FIFA World Cup 2026 Toronto Secretariat and Chief, Toronto Paramedic Services
Wards: All

SUMMARY

The FIFA World Cup 2026™ (FWC26) represents an unprecedented opportunity for the City of Toronto to showcase its global reputation as a diverse, inclusive, and vibrant city. As preparations advance, this report provides an update on several key initiatives supporting Toronto's role as a Host City. This report includes the latest progress on the Community Benefits Plan, Social Procurement and Workforce Development, and the Liberty Village and Fort York Neighbourhood Plan.

Together, these updates reflect the City's commitment to ensuring that the benefits of hosting the FWC26 are felt widely across communities, support local economic growth, enhance civic engagement, and strengthen Toronto's position as a world-class destination for major international events. This integrated approach ensures that equity, economic inclusion, and community vibrancy remain at the core of preparations and legacy planning for the FWC26 and beyond.

In addition, Toronto is expected to welcome more than 230,000 additional daily visitors during the tournament, which will place increased demand on the medical emergency response system and transportation networks. As a result, Toronto Paramedic Services is seeking to implement an integrated regional paramedic response model to maintain uninterrupted emergency medical service delivery during the FWC26. Toronto Paramedic Services would implement this deployment model on 10 high-demand event days between June 11 and July 2, 2026. This time-limited approach involves the deployment of paramedic resources from neighbouring services within Toronto near the municipal borders. Participating partners would include Peel Regional Paramedic Services, York Region Paramedic Services and Region of Durham Paramedic Services.

This proactive, collaborative strategy strengthens regional coordination, helps preserve emergency medical coverage across the city, balances frontline staff workload and supports Toronto's safe hosting of a major international event.

This report is a coordinated response, led by the FIFA World Cup 2026 Toronto Secretariat (FWC26 Secretariat), in collaboration with Social Development, Toronto Paramedic Services, Purchasing & Materials Management and Economic Development and Culture.

RECOMMENDATIONS

The Executive Director, FIFA World Cup 2026 Toronto Secretariat and the Chief, Toronto Paramedic Services, recommend that:

1. City Council authorize the Executive Director, FIFA World Cup 2026, Toronto Secretariat and the Chief, Toronto Paramedic Services to negotiate and enter into separate agreements with each of The Regional Municipality of Durham, The Regional Municipality of York, and The Regional Municipality of Peel, for the purpose of delivering uninterrupted emergency response within two kilometres of Toronto's municipal boundaries using an integrated regional paramedic response model as detailed in this report, on 10 designated event days and on terms and conditions satisfactory to the Chief, Toronto Paramedic Services and in a form satisfactory to the City Solicitor.

FINANCIAL IMPACT

The recommendations in this report have no impact on the \$380 million overall budget for the FWC26 Toronto Secretariat. The cost of implementing the integrated regional response model is approximately \$0.8 million and is fully contained within the \$7.9 million FIFA World Cup 2026 related portion of the Toronto Paramedic Services 2026 Operating Budget.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the information as presented in the Financial Impact Section.

DECISION HISTORY

On March 25, 2026, City Council adopted EX29.10, "FIFA World Cup 2026 Toronto: Procurement Plan Update", updating the procurement plan to procure the goods and services required for the delivery of the FIFA World Cup 2026 Toronto.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.EX29.10>

On March 10, 2026, Executive Committee adopted EX29.9, "Updates on the Community Benefits Plan, Social Procurement and Workforce Development, Liberty

Village and Fort York Neighbourhood Plan, Legacy Initiatives, Community Grants, and FIFA World Cup 2026 Budget and Revenue Status".

<https://secure.toronto.ca/council/agenda-item.do?item=2026.EX29.9>

On February 10, 2026, City Council considered the 2026 Operating Budget for the FIFA World Cup 2026, with a total gross budget of \$189.9 million, and \$0 net. The budget includes \$7.9 million to support Toronto Paramedic Services for event-related services. The budget is now deemed adopted.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.MPB38.1>

At its meeting on September 15, 2025, the FIFA World Cup 2026 Subcommittee considered Item FWC6.1 which served to provide updates on the Community Benefits Plan, Social Procurement and Workforce Development, Liberty Village and Fort York Neighbourhood Plan, Community Activation Plan, FIFA Fan Festival and Volunteer Program.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.FWC6.1>

On July 23, 2025, City Council adopted MM32.26, "CityServeTO - A Youth-based Community Service Initiatives", which authorized funding to community agencies for the Youth Community Service Initiative.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.MM32.36>

On June 17, 2025, Executive Committee adopted EX24.12, "FIFA World Cup 2026 Toronto: Community Benefits Plan Update, Social Procurement and Workforce Development Status, Community Activation Plan, Marketing and Communications Overview, Support for Concurrent Special Events, Principles of Bidding on International Events, and Purchase Order Amendment".

<https://secure.toronto.ca/council/agenda-item.do?item=2025.FWC5.1>

On February 26, 2025, Economic and Community Development Committee adopted EC18.6, "Investing In Youth, Empowering Our City's Potential: Creation of a Toronto Youth Employment Program", which requested staff to consider opportunities to achieve a target of up to 10,000 additional summer jobs for young people by 2026.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.EC18.6>

On December 17, 2024, City Council adopted EC17.2, "A Partnered Approach to Inclusive Economic Development", which requested divisions to apply the principles of Inclusive Economic Development in relevant plans, strategies and programs.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EC17.2>

On November 14, 2024, City Council adopted EX18.17, "FIFA World Cup 2026 Toronto: Revenue Opportunities to Support Hosting Obligations, Procurement Plan Revisions, and Social Procurement and Community Workforce Development Updates", which reflected changes to the procurement plan and goals for social procurement. Council also directed staff to provide a status update and any further recommendations on revenue opportunities to support hosting obligations by the fourth quarter of 2025.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX18.17>

On July 24, 2024, City Council adopted EX16.21, "Governance, Community Benefits Plan, Legacy and Program Advisory Framework, FIFA Fan Festival", which provided a general overview of planning, granted authority to enter in agreements with third party groups to receive funds, and accelerate RapidTO transit priorities, all associated with supporting the FIFA World Cup 2026 in Toronto.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX16.21>

On March 20, 2024, City Council adopted EX12.2, "Update on Hosting FIFA World Cup 2026", which authorized staff to negotiate and enter into contribution agreements with the Governments of Canada and Ontario in support of FWC26 as well as agreements with the Greater Toronto Airport Authority and Ports Toronto (Billy Bishop Toronto City Airport) reflecting Host City Agreement obligations in support of Toronto's hosting of the FWC26. Through this report City Council also directed report backs on a number of items including revenue plans, children and youth soccer facilities and programs, community benefits, human rights plans and climate strategy.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX12.2>

COMMENTS

Community Benefits Plan Updates

Community Workforce Development through FWC26 Procurement

To date, eight of the procurements awarded for FWC26 include workforce development requirements. Based on a detailed review of remaining opportunities against the intake criteria set out in the Social Procurement Policy, one remaining upcoming procurement related to event safety and security will include workforce development requirements. However, the Purchasing and Materials Management Division is working in collaboration with the Social Development Division's Community Benefits Unit to identify youth-focused workforce development opportunities in procurements that fall outside of the Social Procurement Policy intake criteria. These opportunities may include apprenticeships, professional, administrative and technical hiring, and work-based learning.

The following procurements include workforce development requirements:

- The Centennial Park Soccer Facilities Refresh, awarded to Mopal Construction Limited
- The Centennial Park Venue Specific Training Site Building for FIFA World Cup 2026, awarded to BDA Inc.
- The "Soccer-for-All" Legacy Mini-Pitches Program, awarded to Govan Brown.
- Construction Management Services at Toronto Stadium in support of the FIFA World Cup 2026 Hosting, awarded to PCL Constructors Canada Inc.
- Temporary Seating Expansion at Toronto Stadium, awarded to Arena Event Services
- Temporary Hospitality Structures at Toronto Stadium, awarded to Arena Event Services
- Event Management Services for the FIFA Fan Festival, awarded to The Fifth Social Club Inc.

One additional procurement that will include workforce development requirements:

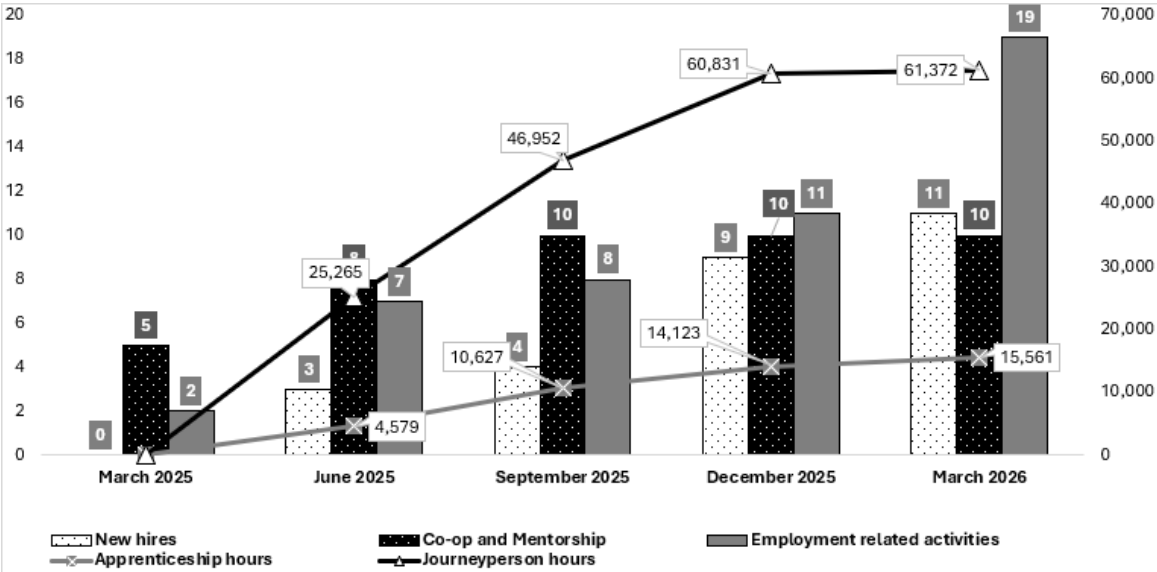
- Event Security Services for the FIFA World Cup 2026™ Toronto

Results

Suppliers are making progress on the workforce development targets set during the procurement process. To date, suppliers have reported the following results across all contracts:

- 11 new non-construction related hires;
- 10 co-op student placements or mentorship opportunities;
- 15,561 apprenticeship hours;
- 61,372 journeyman hours; and
- Participation in 19 networking sessions, learning forums or job fairs.

Figure 1: FWC26 Workforce Development Quarterly Trends



As contracts are awarded, City staff work with the successful supplier to support the fulfillment of workforce development requirements. Recognizing that target-setting at the bid stage can be challenging, City staff meet with successful suppliers quarterly to review and update their original targets. These meetings also serve as an opportunity to connect suppliers with employment service providers for candidate sourcing, and share information about cooperative learning and internship programs, supplier events and job fairs.

Business Opportunities for Local and Diverse Suppliers through FWC26 Procurement

For solicitations valued under \$133,800, the Social Procurement Policy requires staff to include a quotation from a minimum of one Indigenous, Black or Diverse Supplier or Social Enterprise, where feasible. The award goes to the supplier with the lowest quote

meeting specifications. In addition to the requirements of the Social Procurement Policy, for FWC26 invitational solicitations, when three or more Indigenous, Black or Diverse Suppliers or Social Enterprises are identified, these solicitations are set aside and only those suppliers are invited to quote. If the second lowest quote meeting specifications is within 10% of the lowest quote and the supplier is an Indigenous, Black or Diverse Supplier or Social Enterprise, the award is made to the Indigenous, Black or Diverse Supplier or Social Enterprise.

For all open competitive procurements, staff identify Indigenous, Black and Diverse Suppliers and Social Enterprises that can be invited to bid.

Staff have also identified Indigenous, Black and Diverse Suppliers and Social Enterprises for potential subcontracting opportunities and will continue to work with suppliers to help support the advancement of supply chain diversity as part of the workforce development process.

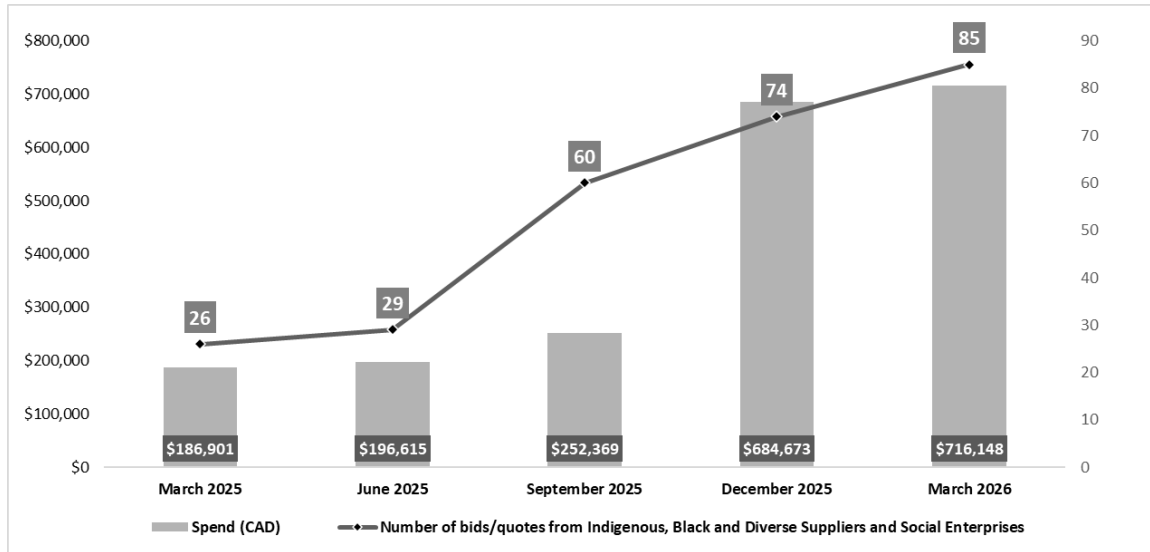
The Social Procurement Policy requires Indigenous, Black and Diverse Suppliers and Social Enterprises to obtain certification through recognized third-party certification bodies or to hold membership in Identity-Based Business Organizations to access procurement opportunities through the Policy. The certification process typically requires a supplier to be a minimum of 51% owned and controlled by Indigenous, Black or Equity-deserving communities, to submit documentation verifying ownership and identity, as well as pay annual certification fees.

Business verification is important for program integrity; however, the certification requirements, including associated costs, can create additional barriers for businesses owned by Indigenous, Black and Equity-deserving communities. For FWC26 procurements only, staff have begun collecting voluntary self-attestations from awarded suppliers to determine whether their business is owned by an Indigenous, Black or Equity-deserving community member as defined by the Social Procurement Policy. This voluntary self-attestation approach is intended to support the City's Community Benefit targets for FWC26 procurements by improving visibility of supplier diversity within the City's FWC26-related supply chain.

Results

To date, a total of 182 requests for bids or quotes have been sent to Indigenous, Black and Diverse Suppliers and Social Enterprises through invitational and open, competitive procurement processes, low-value purchasing processes and direct purchases. Of the 182 requests, 85 bids or quotes have been received, resulting in 25 awards to certified Indigenous, Black and Diverse Suppliers and Social Enterprises for a combined spend of \$716,147.93.

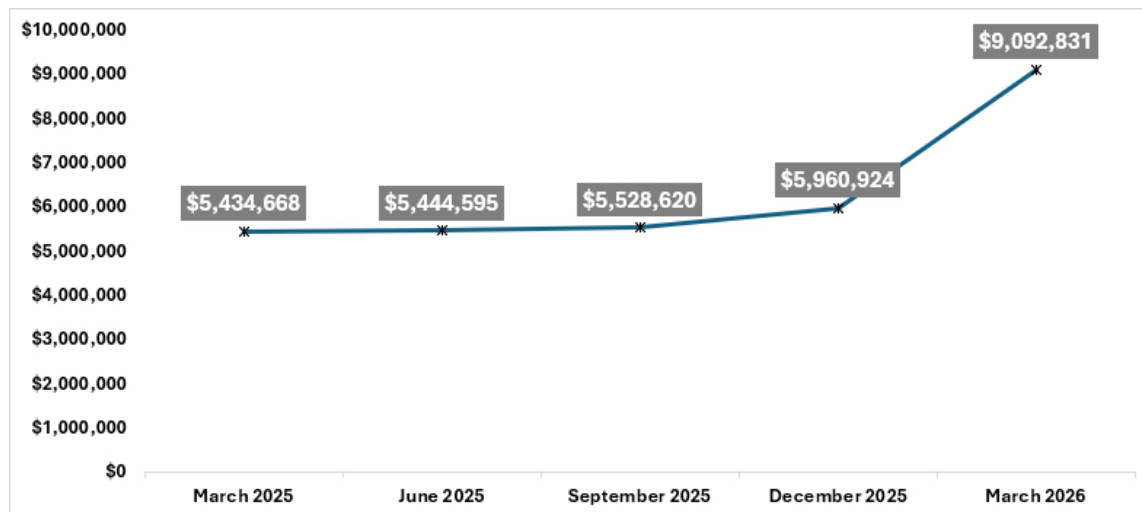
Figure 2: FWC26 Supply Chain Diversity Quarterly Trends (Certified Suppliers)



Of the 182 requests for bids or quotes, 97 were declined or went unanswered by the supplier. This highlights ongoing challenges related to supplier capacity, awareness or readiness to participate in City procurement. Staff will continue to work with suppliers to address the barriers to participation and support increased engagement in the procurement process as part of the Purchasing and Materials Management Division's broader Social Procurement Policy objectives.

Twelve suppliers have self-attested to meeting the City's definition of Indigenous, Black and Diverse Suppliers and Social Enterprises, representing a total spend exceeding \$8,376,000. Combined with the certified spend, this brings the awards to Indigenous, Black and Diverse Suppliers and Social Enterprises to over \$9 million (Figure 3).

Figure 3: FWC26 Supply Chain Diversity Quarterly Trends (Certified and Uncertified Suppliers)



In response to direction from City Council at its meeting on March 26, 2026 ([EX29.10](#)), staff have engaged FIFA Canada to request local and equity-related hiring

and procurement outcomes. If the City receives data through this request, it will be incorporated into future Community Benefits reporting as relevant.

Advancing Community Workforce Development, Skills Training and Employment Readiness

The Community Workforce Development Program builds employer partnerships to create employment and training pathways for Indigenous, Black and equity-deserving youth, in alignment with Council priorities ([MM32.36, CityServeTO Initiative](#); [EC18.6, Creation of a Toronto Youth Employment Program](#) and [EC27.3 City of Toronto Inclusive Economic Development Framework](#)). Leveraging FWC26, the program connects youth to careers in tourism, hospitality and event operations, while building workforce development partnerships that will outlast the tournament.

The Social Development division advances this work through a workforce intermediary model, coordinating employers, employment service providers, and community partners.

Community Benefits Employer Champions

The City's Workforce Intermediary works with Community Benefits Employer Champions to create inclusive hiring pathways linked to FWC26 and beyond. The Workforce Intermediary also collaborates with the City's Social Procurement Program to align FWC26 procurements with youth hiring, embedding equity into tournament spending.

The City and Maple Leaf Sports & Entertainment (MLSE) are piloting an inclusive recruitment model for Indigenous, Black and equity-deserving youth, testing coordinated referrals and applicant screening processes. In May 2026, MLSE will co-deliver a resume workshop with the City, offering employment service providers and youth direct guidance from MLSE recruiters. Social Development will lead community outreach to maximize participation.

In March 2026, the program supported The Team SME Sports & Entertainment, ULC (formerly known as Wasserman Sports & Entertainment ULC) in promoting a summer internship opportunity, distributing the posting to employment service providers, the City's Community Benefits Advisory Group, and the FWC26 Toronto Secretariat-led Program Advisory Body (Community Benefits and Social Procurement). Five youth (ages 18-29) were hired for these internship opportunities.

Workforce Intermediary Supports & Engagement

Ongoing engagement with the Greater Toronto Hotel Association (GTHA) has facilitated direct connections to hotel employers, with early discussions focused on identifying opportunities to support job-ready youth.

To broaden access to tournament roles, staff distributed FIFA Canada job postings and application guidance across employment service providers. In March 2026, Social Development and the FWC26 Toronto Secretariat co-hosted two virtual information sessions with FIFA Canada, drawing 394 participants and strengthening awareness to job requirements, hiring processes and functional areas.

In partnership with Economic Development and Culture, the Workforce Intermediary promoted ten City of Toronto INFOTOGO trainee positions through the Program Advisory Body (Community Benefits and Social Procurement), and the Community Benefits Advisory Group. A March 2026 information session drew over 300 attendees. Recruitment remains underway, with expected hiring in May 2026.

Delivering Training and Work Experience through the Youth Ambassador Program

Launching in April 2026, the Youth Ambassador Program uses the FWC26 as a platform to deliver training and paid work experience for 60 youth aged 18-29. Between May and July 2026, participants will receive training in employment readiness, customer service, and community engagement, with community partners hosting placements and supporting work-based learning. The program ensures that Indigenous, Black and equity-deserving youth gain access to meaningful training, hands-on work experiences and tools to build their resumes for future employment.

Youth Career Activation Summit

Delivered in March 2026, the Youth Career Activation Summit brought together more than 220 youth and community partners to explore career pathways connected to FWC26. Sectors highlighted during the summit included hospitality, tourism, communications, skilled trades, engineering, and sports management.

Youth engagement was embedded throughout the planning and delivery of the summit. The event featured an industry panel and targeted breakout sessions. Collaborators included The King's Trust Canada, UBC Built – Carpenters' Regional Council, the Toronto Community Benefits Network, Humber Polytechnic, Maple Leaf Sports & Entertainment, PCL Construction, Miziwe Biik, Govan Brown, Ontario Power Generation, Haudenosaunee Lacrosse Program, ENAGB Indigenous Youth Agency, Toronto Community Housing, TTC, Toronto Fire, Parks & Recreation and Economic Development & Culture.

Through active collaboration with employer champions, the City is seizing this once-in-a-generation event to create new partnerships and workforce development opportunities that will continue beyond the tournament. To date, the Community Workforce Development Program has directly engaged over 900 youth and community members through the Youth Career Activation Summit, FIFA Canada information sessions, and cross-divisional collaboration. Staff will continue reporting back on program impact, hiring outcomes, and key milestones as this work advances.

Local Neighbourhood Preparations with Liberty Village and Fort York

In June 2025 ([EX24.12](#)), City Council directed the City Manager and the Executive Director, FWC26 Toronto Secretariat, in consultation with all relevant divisions, to report back to the next FWC26 Subcommittee meeting on how neighbourhood-specific preparations for Liberty Village and Fort York are being incorporated into planning for the FWC26.

In response, staff implemented an internal City FWC26 Neighbourhood Planning Interdivisional Table to coordinate event management, communications, community activation, legacy community improvements and other preparations for the area around the event venues.

The Neighbourhood Table includes representatives from key divisions including the FWC26 Toronto Secretariat, Transportation Services, Communications, and Economic Development and Culture (EDC), along with the local Councillor. Other Divisions such as Parks and Recreation, Solid Waste Management Services, the Toronto Transit Commission, Social Development, and Toronto Emergency Management attend as needed.

The goal of the Neighbourhood Table is to align City planning efforts across various Divisions and Agencies to ensure that Liberty Village and Fort York businesses and residents are informed of and well-prepared for Toronto's hosting of the FWC26 matches and FIFA Fan Festival in their neighbourhoods, before, during and after the games. As a result of the work of the Neighbourhood Table, in partnership with multiple City Divisions and Agencies, and external partners, the City has hosted a series of engagement sessions in Liberty Village and Fort York as detailed in the table below:

Date	Type	Audience
October 27, 2025	In-person	Representative residents from the Liberty Village and Fort York neighbourhoods
November 22, 2025	In-person	Open to the public
February 24, 2026	Virtual	Open to the public
April 8, 2026	Virtual	Open to the public

The above sessions, led by the FWC26 Toronto Secretariat, and facilitated by staff from Social Development, featured participation from a combination of staff from Transportation Services, Solid Waste Management Services, Toronto Shelter Support Services, Economic Development and Culture, Communications, Municipal Licensing & Standards, Toronto Emergency Management, Toronto Public Health, Toronto Police Service, Toronto Transit Commission, and Metrolinx. One final engagement session will be held on May 25, 2026. Across all sessions, over 800 residents attended, with more than 1,000 individuals registered for the engagement sessions. One final engagement session will be held on May 25, 2026.

In parallel the FWC26 Toronto Secretariat and EDC have been in regular contact with the local Business Improvement Areas (BIAs) to ensure local business concerns and issues are heard and addressed. Over March 2026 City staff from FWC26 Toronto Secretariat, EDC, Social Development, and Solid Waste Management Services met individually with each of the following BIAs to do an on the ground assessment of their catchment areas:

- Liberty Village BIA
- Waterfront BIA
- CityPlace and Fort York BIA
- Toronto Downtown West BIA

On April 2, 2026 staff from FWC26 Toronto Secretariat met with leadership from the above four BIAs to provide an overview of the Mobility Plan, which was considered by Executive Committee on April 15, 2026. Subsequently on April 14, 2026 staff provided members of the precinct BIAs with a comprehensive update around FWC26 planning efforts in Ward 10, highlighting anticipated impacts on small businesses and responding to concerns raised. During the April 14 engagement, over 200 participants attended, representing a broad range of businesses from the catchment areas of the precinct BIAs. A final BIA engagement session will be held in May 2026.

As the tournament gets closer planning around activations and events in the neighbourhoods adjacent to Toronto Stadium, Fort York, and the Bentway is underway, with noise, waste, security, and crowd management considerations front and centre. Further updates from meetings of the Neighbourhood Table and public engagement sessions with residents of Fort York and Liberty Village will be provided to the FIFA World Cup 2026 Subcommittee.

Integrated Regional Paramedic Response Model

The City of Toronto is anticipated to experience elevated population levels, increased congestion, and concurrent major events during the FIFA World Cup period, including the FIFA Fan Festival, Pride celebrations, and Canada Day. These conditions are expected to significantly increase emergency call volumes and place pressure on the medical emergency response system.

Toronto Paramedic Services is, therefore, seeking Council approval to enter into separate agreements to implement an integrated regional paramedic response model to enhance system readiness during peak demand periods. With approval, on 10 designated event days, Toronto Paramedic Services would coordinate paramedic resources from neighbouring services to respond to all emergency call priorities within two kilometres of Toronto's municipal boundaries and within the City of Toronto. Activation will be guided by demand forecasting and real-time system monitoring to ensure resources are positioned where they are most needed.

This time-limited strategy will help to preserve city-wide emergency medical coverage, balance frontline staff workload, and strengthen inter-regional system resilience.

Conclusion

With the support of both internal and external delivery partners, significant progress continues to be made in preparation for Toronto's hosting of the FIFA World Cup 2026. Excitement and momentum continue to build as we look to welcome the world this summer.

CONTACT

Sharon Bollenbach, Executive Director, FIFA World Cup 2026™ Toronto Secretariat
Email: Sharon.Bollenbach@toronto.ca; Tel: 416-338-8779

Hillary Keirstead, Director, Program Support, Policy and Strategy, Purchasing and
Materials Management Division; Email: hillary.keirstead@toronto.ca; Tel: 416-392-0643

Bryony Halpin, Acting Director, Social Policy Analysis & Research, Social Development
Division; Email: bryony.halpin@toronto.ca; Tel: 416-271-2493

Melanie Jordison, Deputy Chief, Toronto Paramedic Services; Email:
Melanie.Jordison@toronto.ca; Tel: 416-397-0246

SIGNATURE

Sharon Bollenbach
Executive Director, FIFA World Cup 2026 Toronto Secretariat

Bikram Chawla
Chief, Toronto Paramedic Services