

# Strategic Actions Progress Report – Detailed Summary

# CITY BUILDING

## Strategic Action #1. Implement Smart Urban Growth Strategies

Ensure growth positively contributes to Toronto as a place to live, work, play and invest

Activities under Action (in Strategic Actions Report)	Progress Update (as of September 2016)
<ul style="list-style-type: none"> <li>Reviewing the Official Plan to ensure its growth management strategy effectively directs growth to certain areas and away from others; and to ensure the OP policies conform to provincial plans and policies; and to ensure the OP contains responsive leading edge policies for the built environment, provisions for a range of housing options; policies with respect to built form, transportation and parkland provisions while also providing for the protection of the natural environment. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>On May 20, 2016, the Ministry of Municipal Affairs approved OPA 262, which amends the Official Plan policies and mapping with respect to climate change and energy, the natural environment, green infrastructure and environmentally significant areas (ESAs). As there were no appeals to the Ministry's decision, OPA 262 is now in full force and effect. The changes include the designation of 68 new environmentally significant areas and additions to 14 existing ones. The City also continues to publish annual bulletins consecutively providing an overview of how the city is growing. The bulletin entitled "<a href="#">How Does the City Grow?</a>" is published by the City Planning Division, Strategic Initiatives, Policy &amp; Analysis.</li> <li>On March 20, 2017, the Ministry of Municipal Affairs approved OPA 346 which brings the Official Plan into conformity with the Provincial Greenbelt Plan. The amendment identifies the Greenbelt Protected Countryside and the Natural Heritage features within the Official Plan.</li> </ul>
<ul style="list-style-type: none"> <li>Providing effective planning direction for the City's employment lands to support job growth across all sectors and to maintain a strong and diverse economic base. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In December 2014, Official Plan Amendment 231 was adopted by City Council (joint effort between City Planning and Economic Development and Culture) which recommends the preservation of 97% of employment lands for business and future job growth; limits sensitive uses in employment areas that could affect the functioning of area businesses; creates new designations for Employment Areas; and promotes the maintenance and growth of office space and jobs on rapid transit. Approved by the Province and has been appealed in its entirety. On December 2016 the Ontario Municipal Board partially approved the OPA 231. The Ontario Municipal Board hearing and settlement process on outstanding matters under appeals is currently underway.</li> </ul>
<ul style="list-style-type: none"> <li>Delivering heritage conservation through programs and initiatives that protect and enhance heritage properties, landscapes and districts across Toronto <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Council unanimously enacted new Heritage Official Plan policies, Official Plan Amendment 199, in April 2013 to strengthen the City's heritage policies and implement the Provincial Policy framework. These policies, which won the Canadian Association of Heritage Professionals Award of Excellence in 2013, were approved by the Province in November 2013 and appealed in their entirety to the Ontario Municipal Board. Through mediation, a settlement was reached with appellants in April 2015 and the new heritage policies were brought into force in May 2015.</li> </ul>
<ul style="list-style-type: none"> <li>Preparing precinct plans to facilitate renewal and investment in waterfront areas. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The benefits of waterfront revitalization include economic benefits such as increased employment, tax revenues, private investment and tourism visits/spending. Waterfront investments resulted in a series of achievements including two new parks in the wider waterfront (Port Union and Mimico), the build out of the West Don Lands neighbourhood and Pan Am Games Athletes' Village, infrastructure and new development in East Bayfront and the West Don Lands, and the reconstruction of Queens Quay West.</li> </ul>
<ul style="list-style-type: none"> <li>Capitalizing on growth to deliver new public spaces and improvements to existing public spaces. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>As Toronto continues to grow, there is an increasing need and demand to revitalize existing parks and open spaces as well as to create new parks and open spaces. In order to provide much needed open space within Toronto's dense urban landscape, the City negotiates with private developers to include Privately Owned Publicly-Accessible Spaces (POPS) as part of the development application and review process.</li> <li>Major open space initiatives were launched in 2016 including the potential acquisition of a park site in the King Spadina neighbourhood, as well as feasibility analysis of decking over the rail yards. In 2015, the Under Gardiner project was launched which is supported by City Planning.</li> </ul>

	<ul style="list-style-type: none"> <li>• A review of the Official Plan policies with respect to alternative parkland provisions is currently underway.</li> </ul>
<ul style="list-style-type: none"> <li>• Establishing a comprehensive transportation planning framework in the Official Plan and identifying funding options. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>• The review of the Official Plan's transportation policies was undertaken under the banner of the "Feeling Congested" initiative. The goal of the Feeling Congested transportation consultation was to engage Torontonians on a range of issues related to transportation planning, priorities and funding. This engagement supported and informed the review of the City's Official Plan transportation policies, the development of a new long-term transportation plan, and the development of a funding and investment strategy.</li> <li>• To better address the broader impacts of traffic congestion, Transportation Services developed a five-year Congestion Management Plan that was adopted by City Council in December of 2013. The plan includes a construction coordination strategy that is intended to better inform motorists of traffic conditions within work zones, reduce the amount of time that space in the right-of-way (streets and sidewalks) is occupied, and improve the coordination and management of these occupancies. Implementation of the Plan began in 2014.</li> </ul>
<ul style="list-style-type: none"> <li>• Leveraging opportunities to encourage investment in community infrastructure and affordable housing in neighbourhoods. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Launched the Open Door initiative in 2015 to create more affordable housing at a faster rate by using land, planning and financial actions. Council approved a pilot project of 82 affordable rental homes at 200 Madison Avenue. A second pilot with 80 affordable rental homes and Open Door implementation plan was approved in 2016. The Affordable Housing Office and Build Toronto also forged a new, robust partnership to build affordable housing on surplus City land, with 2016 Council approvals generating almost 350 homes in 2016.</li> </ul>
<b>Additional Information</b>	
<ul style="list-style-type: none"> <li>• Reviewing the Official Plan to ensure its growth management strategy effectively directs growth to certain areas and away from others; and to ensure its policies for the built environment, improvement to the City's hard services, provisions for a range of housing options and protection of the natural environment represent leading-edge approaches. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reset TO.</b> Currently, development is reviewed on a site-by-site basis, which often forces the needs and vision of local neighbourhoods to adjust or keep pace with ongoing new development. The Development Permit System (DPS) is an alternative to the use of zoning to implement the Official Plan. Unlike the city-wide zoning by-law, the DPS is applied on an area-by-area basis at a neighbourhood scale. This means that the permitted uses and development standards will be tailored to suit the needs and opportunities specific to each area and, will support and reflect local character and distinctiveness. This process begins with community consultation that will result in a planned vision for the selected area. The Development Permit System will then be applied to ensure that development is in keeping with the local needs expressed through the community's planned vision and objectives. The result will be a more comprehensive planning process in which outcomes are predictable and align with the expectations of the community. Official Plan Amendment 258, containing policies for the implementation of a development permit system, was approved by Council in July 2014. OPA 258 is currently before the Ontario Municipal Board (hearing commenced August 22nd, 2016, was deferred and is scheduled for January 2018).</li> <li>• <b>TOCore.</b> The Comprehensive to the Core study looks at how Toronto's Downtown should continue to grow, ensuring that it has the necessary infrastructure to remain a great place to live, work, learn and play. TOCore safeguards the long-term liveability and economic health of the Downtown by ensuring that the City's planning framework is configured to manage rapid and intense growth and that planning and implementation for hard and soft infrastructure keeps pace with development. Phase Two (Planning and Analysis) is underway and will create planning framework directions, draft infrastructure and operational strategies, prospects for growth, and quick-start projects. Phase Three – Final Plans and Implementation Strategies will make updates to planning framework, and finalize infrastructure and operational strategies.</li> </ul>

<ul style="list-style-type: none"> <li>Leveraging opportunities to encourage investment in community infrastructure and affordable housing in neighbourhoods. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>AHO supported TCH revitalization initiatives through new affordable housing in Regent Park and Alexandra Park.</li> <li>Completions 2014-2018: 2,203 new affordable homes and 5,075 essential health, safety &amp; accessibility repairs/modifications.</li> </ul>
---	---

**Strategic Action #2: Invest in Culture**  
 Implement the arts and culture strategic plan, Creative Capital Gains, by 2017 to create a more vibrant cultural sector to increase employment in the arts, to improve the liveability of the city and to make Toronto a larger presence on the world stage by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of September 2016)
<ul style="list-style-type: none"> <li>Supporting programs/services that will ensure the city has affordable, sustainable and diverse cultural spaces. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City continues to implement "Creative Capital Gains: An Action Plan for Toronto", which outlines specific actions for the City to enhance Toronto's place as a leading international cultural centre and increase the role of culture in the economic and social development of the City. To date, 24 actions are complete, 16 of these are expanding, and work is well underway for the remaining 12 actions.</li> <li>Since 2013, the Culture Build Investment Program has allocated \$860,000 in funding to 22 non-profit cultural organizations for state-of-good-repair projects.</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring all citizens have access to and the opportunity for cultural participation in Toronto. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Economic Development and Culture funded directly, and through the Toronto Arts Council, more than 28,000 cultural events annually from 2013 - 2015, attended by over 19 million people per year. During the 2015 Pan/Parapan American Games, the City of Toronto also ran a 19-day Indigenous arts, culture, and sports festival at the Fort York Historic Site.</li> </ul>
<ul style="list-style-type: none"> <li>Supporting the development of creative clusters and emerging cultural scenes to foster job creation and economic growth. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>2016 marked the sixth consecutive year that expenditures exceeded the \$1 billion mark in the film and screen-based industries. In 2015, the City permitted over 6,000 filming locations and co-ordinated 1,531 on-screen productions for a total of 6,680 shoot days generating \$1.55 billion in expenditures by screen-based production companies.</li> </ul>
<ul style="list-style-type: none"> <li>Promoting Toronto as a Creative City regionally, nationally and internationally through our cultural institutions, festivals and assets. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City of Toronto hosts a number of cultural events, including:               <ul style="list-style-type: none"> <li>Nuit Blanche Toronto, North America's largest free contemporary art festival, featuring 110 art projects by nearly 400 artists.</li> <li>Doors Open Toronto with 162 sites including 39 new participants.</li> <li>The one-time Magna Carta: Law, Liberty &amp; Legacy exhibit. A cross-Canada tour included a stop in Toronto.</li> </ul> </li> </ul> <p>The City also supports major community events such as the Caribbean Festival and Pride Toronto.</p>
<ul style="list-style-type: none"> <li>Committing to the sustainment of Toronto's cultural sector, and its leadership as a global creative capital. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City's Economic Development &amp; Culture division was directed by Council to increase City investment in culture to \$25 per capita by 2017. This means increasing operating expenditures by \$17.5M from the 2012 level.</li> <li>The 2015 Pan/Parapan American Games included a number of cultural events. Highlights include:               <ul style="list-style-type: none"> <li>350,000 people attended 23 days of cultural activities, including 130 artists during Panamania Live at Nathan Phillips Square, the largest festival ever at the square.</li> <li>The Prince Edward Viaduct's Luminous Veil, a Pan Am legacy project, attracted an estimated 10,000 people during the Games and is one of the most ambitious light-based public artworks in the world.</li> <li>The 3D Toronto sign at Nathan Phillips Square has become a huge icon for the City, and continues to rule social media and boost civic pride and global attention.</li> </ul> </li> </ul>

Additional Items	
<ul style="list-style-type: none"> <li>Supporting programs/services that will ensure the city has affordable, sustainable and diverse cultural spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Parks, Forestry and Recreation is developing a 20-year Facilities Master Plan to guide investment in parks and recreation facilities such as community centres, ice rinks, weight rooms, and sports fields. Toronto is changing, the population is growing and recreation trends are shifting. Developing a long-term plan to build and renew facilities across the city will help us to be prepared to meet recreation needs into the future. The first phase, public consultations, is over and PF&amp;R is in the process of conducting needs assessment and gap analysis. There is also ongoing coordination with City Planning through the TOCore and area planning studies.</li> </ul>
<ul style="list-style-type: none"> <li>Supporting the development of creative clusters and emerging cultural scenes to foster job creation and economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>In 2013, the Austin-Toronto Music Cities Alliance- the first city-to-city alliance of its kind- was established. In 2014, the Toronto Music Office and the Toronto Music Industry Advisory Council were created to continue to grow and advance Toronto's music industry.</li> <li>Parks, Forestry &amp; Recreation is helping coordinate the City's contribution to Canada's 150th celebration. Five capital projects are underway and to be completed by March 2018. This includes the renovations of Falstaff and Port Union Community Centres, the expansion of cycling/pedestrian trails in the Fort York area, the renovation of Centennial Park Arena and improvements to St. James Park. The City has also been asked to create the special entrance garden at Canada Blooms to celebrate Canada's 150th birthday. This prestigious invitation will allow the City to showcase its horticulture for thousands of visitors.</li> </ul>
<ul style="list-style-type: none"> <li>Promoting Toronto as a Creative City regionally, nationally and internationally through our cultural institutions, festivals and assets.</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development and Culture completed a five-year strategic Museums &amp; Heritage Services Roadmap to enhance the planning and delivery of programs across Toronto owned historical museums.</li> <li>Doors Open Toronto saw 271,000 visits, an increase of nearly 40,000 over 2014.</li> </ul>

### Strategic Action #3: Develop a Long-term Transportation Plan and Policies

Develop a Long-Term Transportation Plan and Policies by 2014 to guide future City transportation priorities by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of August 2016)
<ul style="list-style-type: none"> <li>Reviewing and refining existing transportation policies in Toronto's Official Plan in 2013 in order to create an integrated framework for movement in the city that supports walking, cycling, transit and goods movement as key priorities. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>City's Official Plan integrates a wide range of transportation policies and opportunities that will support the city's continuing growth and health. The programs and services that the City has developed and continues to expand include; <a href="#">the Toronto Cycling Network Plan</a>, <a href="#">the Toronto Walking Strategy</a>, and <a href="#">the Road Safety Plan</a>.</li> <li>In August 2014, Council approved Official Plan Amendment 274 to revise the transportation policies of the Plan dealing primarily with pedestrian and cycling policies, travel demand management, goods movement and the promotion of 'complete' streets. The amendment was approved by the Province on December 31, 2014.</li> </ul>
<ul style="list-style-type: none"> <li>Establishing Toronto's transit expansion priorities using the integrated framework for decision-making. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Transportation Planning is undertaking due diligence and planning work on a number of transformative transit projects across transit. This includes the Scarborough Subway, the Relief Line, SmartTrack and the Regional Express Rail (RER). These projects have significant potential to meet the Official Plan objectives in regards to mobility and connectivity.</li> </ul>
<ul style="list-style-type: none"> <li>Providing input to the Metrolinx Investment Strategy in 2013 by identifying the City of Toronto's transportation priorities within the context of the Metrolinx Regional Plan. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Metrolinx approved The Big Move, a 25-year, capital expansion plan investing in regional transportation for the GTHA in 2008. Four of the first phase projects are in Toronto – Eglinton Crosstown LRT, Finch West LRT, Sheppard East LRT, and the Scarborough RT replacement (now the Scarborough Subway project). City Staff undertook a number of public consultations related to transportation issues, including Metrolinx revenue sources and provided input to Metrolinx in early May 2013.</li> </ul>
<ul style="list-style-type: none"> <li>Undertaking a review of the City's taxicab industry by 2014 to ensure it is safe and viable as a significant part of Toronto's transportation network. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Successfully reviewed Toronto's taxicab regulations in 2014. The review engaged 500 stakeholders, through over 40 consultations and 100 stakeholder meetings. As a result of the review, a new taxicab licence was created to provide on-demand wheelchair accessible service. In 2016, a new Vehicle-for-hire Bylaw was created that changed Toronto's approach to regulation within the ground transportation industry. It permits and regulates companies like Uber and strengthens public safety and consumer protection while increasing competition and innovation within the industry.</li> <li>Achieved and surpassed City Council goal of 6% wheelchair accessible taxicabs in time for the Pan Am Parapan Am Games.</li> <li>12% of taxicabs are accessible – more than any other city in Canada.</li> </ul>

# ECONOMIC VITALITY

## Strategic Action #4: Increase Employment Opportunities

Increase employment opportunities in Toronto by the end of 2018 by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of September 2016)
<ul style="list-style-type: none"> <li>Improving the strategic alignment of the Workforce Development Strategy, Toronto Strong Neighbourhoods Strategy, the economic growth plan – Collaborating for Competitiveness – and key service plans such as the Child Care Service Plan to implement objectives that supports employers and job seekers. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>City divisions, including Toronto Employment &amp; Social Services, Economic Development &amp; Culture, and Social Development, Finance &amp; Administration, work together on a number of joint initiatives. The City connects with technology sector business groups to engage in the City's Partnership to Advance Youth Employment (PAYE) program, provides work-based learning and employment opportunities for young job-seekers, trains youth on Ontario Works to start their own businesses (StarterSpace) and leads 17 actions under the TO Prosperity Poverty Reduction Strategy related to workforce development.</li> </ul>
<ul style="list-style-type: none"> <li>Facilitating workforce development to ensure equitable opportunities for all residents, an adequate supply of qualified labour to support economic growth and reduce social support service costs to the City. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>To better support Ontario Works (OW) clients obtain employment, Toronto Employment and Social Services (TESS) has reviewed and modernized its suite of employment services for OW clients through the Purchase of Employment Service (POES) programs. Toronto City Council has also adopted Work-Based Learning Works: An Action Plan for Youth Employment in Toronto as a key part of the City's overall response to address youth unemployment.</li> </ul>
<ul style="list-style-type: none"> <li>Developing, with key City partners, a comprehensive plan to market City employment and related employer services under the Toronto WorkOne banner/brand. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>To advance the objectives of Toronto's Workforce Development Strategy the City revitalized its web presence emphasizing employment programs and services (<a href="http://toronto.ca/tess">toronto.ca/tess</a> and <a href="http://toronto.ca/workone">toronto.ca/workone</a>), leveraged employers and city leaders to champion City work, hosted a Mayor's Employment and Jobs Reception and intensified its social media presence and efforts.</li> </ul>
<ul style="list-style-type: none"> <li>Creating jobs through affordable housing investments and implementing the recommendations of the Private Sector Housing Roundtable – including expanding local employment opportunities by linking City-contracted residential construction and repair work to create and support local youth employment. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Affordable housing construction and essential health, safety &amp; accessibility repairs/modifications create jobs for youth, including apprenticeships. New affordable housing completions between 2014 and 2018 will create an estimated 5,500 jobs while essential repairs/modifications completed between 2014 and 2018 will create an estimated 1,500 jobs.</li> </ul>
Additional Items	
<ul style="list-style-type: none"> <li>Improving the strategic alignment of the Workforce Development Strategy, Toronto Strong Neighbourhoods Strategy, the economic growth plan – Collaborating for Competitiveness – and key service plans such as the Child Care Service Plan to implement objectives that supports employers and job seekers.</li> </ul>	<ul style="list-style-type: none"> <li>In 2015, PAYE exceeded its target working with 80 employers and 1,000 youth. By the end of 2015, PAYE worked with 140 employers, served 2,100 youth, resulting in over 1,100 youth hires.</li> <li>Served over 64,000 individuals in City Employment Centres.</li> <li>Helped 18,800 Ontario Works clients find work.</li> <li>Hosted 46 recruitment and career information events engaging close to 9,000 participants.</li> </ul>

	<ul style="list-style-type: none"> <li>• Worked with over 300 employers from diverse industries and sectors.</li> </ul>
<ul style="list-style-type: none"> <li>• Facilitating workforce development to ensure equitable opportunities for all residents, an adequate supply of qualified labour to support economic growth and reduce social support service costs to the City.</li> </ul>	<ul style="list-style-type: none"> <li>• May 2015, Toronto City Council adopted Work-Based Learning Works: An Action Plan for Youth Employment in Toronto as a key part of the City's overall response to address youth unemployment. The Action Plan focuses on increasing the number and range of work-based learning opportunities by taking actions in the following three areas: <ul style="list-style-type: none"> <li>○ Leveraging the City's Role as an Employer;</li> <li>○ Capitalizing on Existing Connections with Employer and Sector Partners; and,</li> <li>○ Increasing Support to Entrepreneurs, including Youth.</li> </ul> </li> <li>• The Youth Employment Partnerships program and the Toronto Youth Job Corps connected 2,800 young people to the labour market through training, pre-employment youth employment partnerships including expanding local employment opportunities by linking to City-contracted residential construction and repair work.</li> <li>• PAYE is a joint initiative among private sector employers, the City and an extensive network of community service providers. PAYE is a successful model for helping under-represented youth (aged 18-29) to obtain good jobs, as well as for providing them with valuable experience preparing and competing for employment opportunities.</li> <li>• Significant gains have been made since the Action Plan was adopted. The following highlights for 2015-2016 demonstrate the ways in which the City is advancing the implementation of the Action Plan: <ul style="list-style-type: none"> <li>○ Convened a multi-stakeholder Advisory Committee to support the implementation of the Action Plan recommendations</li> <li>○ Expansion of the City's Job Incentive Program (JIP) to provide increased placement opportunities for youth receiving social assistance</li> <li>○ Continued support of targeted career pathway models such as NPower's Technology Service Corps, the City's Firefighter and Paramedic Training Programs</li> <li>○ Launched the City's first integrated employment and entrepreneurship site at the Crossways Employment Centre, where EDC will deliver its expanded Starter Company Program - a grant program that assists youth entrepreneurs aged 18-29</li> <li>○ Launched the City's first ever work-based learning pilot program</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Developing, with key City partners, a comprehensive plan to market City employment and related employer services under the Toronto WorkOne banner/brand.</li> </ul>	<ul style="list-style-type: none"> <li>• Commitments made by large employers such as Starbucks to hire 10% of its workforce (150 youth) have served to promote PAYE as a successful youth employment model</li> </ul>

## Strategic Action #5: Accelerate Economic Growth

Implement the economic growth plan, Collaborating for Competitiveness - A Strategic Plan for Accelerating Economic Growth and Job Creation in Toronto, by the end of 2018, to create a more attractive business climate to encourage business growth and investment, foster job creation and improve the City's finances by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of September 2016)
<ul style="list-style-type: none"> <li>Enhancing Toronto's business competitiveness through accelerated commercial/industrial development cycles, and continued support to grants, programs and policies that promote cost-competitiveness for business. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City provides governance and capital investment support to 82 Business Improvement Areas. Since 2012, eight new BIAs were created and six expanded, representing 40,000 businesses across the City. Support to Toronto's businesses through programs such as the Goldstar Investment Facilitation and Enterprise Toronto supported more than 50,000 new and retained jobs.</li> <li>During 2013 to 2015, business retention and expansion supported an additional 13.8 million square feet of commercial/industrial space and \$2.5 billion of investment into Toronto, although on a net basis, both commercial and industrial assessment decreased by \$400 million in the same period.</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring businesses have the elements needed, such as availability of land, infrastructure and qualified labour, to prosper in Toronto. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2015, the City reached its "Enhancing Toronto's Business Climate" tax reduction of 2.5 times the residential rate for small businesses compared to 2.81 in 2012. Targets for office and industrial uses are close to being met.</li> </ul>
<ul style="list-style-type: none"> <li>Encouraging business investment and formation by advancing business networks and strategic partnerships through local and international business engagement. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2013, the Austin-Toronto Music Cities Alliance- the first city-to-city alliance of its kind- was established. In 2014, the Toronto Music Office and the Toronto Music Industry Advisory Council were created to continue to grow and advance Toronto's music industry. The City also has several other semi-formal partnerships including Invest Dubai, the Hong Kong Trade Development Council and the Federation of Indian Chambers of Commerce. A formal Friendship City agreement was also forged with Rio de Janeiro in 2015.</li> </ul>
<ul style="list-style-type: none"> <li>Boosting Toronto's business growth through high-value sector development. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Advice and consultation to Toronto's high-growth industry sectors resulted in enhanced business-to-business and business-to-government collaborations such as TO Health! The Toronto Region Human Health Sciences Initiative (Life Sciences), the Downsview Aerospace Innovation and Research Consortium, the Downsview Aerospace Campus Hub and the new location of the Toronto Food Business Incubator.</li> </ul>
<ul style="list-style-type: none"> <li>Leveraging Toronto's diversity as an economic driver and asset. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The 2015 Pan/Parapan American Games showcased the City and promoted business-to-business and business-to-government alliances and connections through a number of initiatives including the Toronto Global Forum and the Pan American Economic Summit (2,800 delegates from 41 countries) and Latin American Export Development Showcase to promote Toronto exporters and their services.</li> </ul>

# ENVIRONMENTAL SUSTAINABILITY

## Strategic Action #6: Support Environmental Sustainability

Develop an Environmental Sustainability Framework by the end of 2013 which advances the City of Toronto's corporate and divisional environment and energy objectives including

Activities under Action (in Strategic Actions Report)	Progress Update (as of September 2016)
<ul style="list-style-type: none"> <li>Establishing a Program Advisory Body by 2013 to bring together community and sector leaders to provide advice and support to the Chief Corporate Officer in implementing the City's Environmental Sustainability Framework and achieving the City's environmental and energy objectives. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Established in 2014, the External Advisory Committee meets on a quarterly basis to provide advice to the Chief Corporate Office (CCO) on issues pertaining to the environment and energy. The 11 member group is composed of experts from the private sector, academia and the not for profit sector.</li> </ul>
<ul style="list-style-type: none"> <li>Monitoring environmental sustainability outcomes and publishing an annual report on the health and City's progress in achieving its environmental and energy objectives. <b>(Completed &amp; Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Environmental and energy outcomes are tracked and documented in several reports including, an annual report on the estimated greenhouse gas (GHG) emissions for the community and for corporate operations; an annual report identifying the actions and achievements of the Division in implementing its mandate; and the Environmental Progress Report, which identifies Toronto's progress against Council adopted environmental goals.</li> </ul>
<ul style="list-style-type: none"> <li>Developing integrated business plans and implementation strategies to move forward environmental and energy priorities within the City's jurisdiction over the next five years. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In addition to TransformTO, a collaborative project aimed at achieving an 80% reduction in Toronto's greenhouse gas emissions by 2050, the Environment &amp; Energy Division implemented two five-year plans: a Council-approved business plan and an energy conservation plan. The Business Plan focuses on energy conservation and efficiency, demand management and demand response initiatives, technical and policy research, outreach programming and the development of policies and programs to improve the resiliency of the City.</li> </ul>
<ul style="list-style-type: none"> <li>Integrating environmental and energy policies and plans across City divisions and establishing interdivisional teams as required. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>City of Toronto divisions work together on a number of working groups and advisory boards, such as The Resilient City Working Group, the TransformTO advisory board, the Executive Environment Team and the internal working group and external advisory board for the Pollinator Protection Strategy. Five major City Division/ Agency fleets also work together on the Consolidated Green Fleet Plan. It is expected to reduce emissions from the operations of almost 10,000 City owned and operated vehicles by 2018.</li> <li>The Live Green Toronto Initiative was established to support and engage businesses, residents and community groups in utilizing their own talents and resources to take local action on environmental issues of concern. The Live Green Toronto Volunteers engage and educate thousands of residents each year on the City's environmental programs and services.</li> </ul>
<ul style="list-style-type: none"> <li>Developing key partnerships at the provincial, regional and local level to leverage and advance shared environmental and energy objectives. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Environment and Energy Division has ongoing contact with various provincial and federal agencies. Work includes feedback on the proposed cap and trade forum, Ontario's climate change action plan as well as the development of regulation requiring owners of large buildings to publicly report on their annual energy and water consumption.</li> <li>The City of Toronto is increasingly selected as a Member/Host on international platforms, including as a new member of the Rockefeller Foundation's 100 Resilient Cities Network (100RC), as the Host City for the 2016 Urban Sustainability Director's Network (USDN) Annual Meeting, as a member of the Carbon Neutral Cities Alliance (CNCA), and as an attendee of the 2015 United Nations Climate Change Conference (COP21).</li> </ul>

### Additional Items

<ul style="list-style-type: none"> <li>Monitoring environmental sustainability outcomes and publishing an annual report on the health and City's progress in achieving its environmental and energy objectives. <b>(Completed &amp; Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Overall, Toronto city-wide GHG emissions have dropped by 24% in 2013 from 1990 emission levels. The City-government has achieved a 46% reduction during the same period. Opportunities for deeper-carbon reduction are being explored through TransformTO.</li> </ul>
<ul style="list-style-type: none"> <li>Developing integrated business plans and implementation strategies to move forward environmental and energy priorities within the City's jurisdiction over the next five years. <b>(Underway)</b></li> </ul>	<p><b><u>Environment &amp; Energy Business Plan:</u></b></p> <ul style="list-style-type: none"> <li>Overarching indicators include: greenhouse gas reductions; energy consumption reduction; renewable energy generation; increased resilience in Toronto's neighbourhoods, natural systems and physical infrastructure; increased engagement of residents and businesses through program participation and educational outreach; as well as reduced environmental footprint and operating costs as a corporation. These are to be achieved through EED's various programs and initiatives.</li> </ul> <p><b><u>Energy Conservation &amp; Demand Management Plan:</u></b></p> <ul style="list-style-type: none"> <li>The ECDM Plan sets out to establish and verify energy reduction targets for 528 City facilities and reduce energy consumption by 30% while generating approximately \$17 million in energy savings and avoiding nearly 32,000 tonnes of GHG emissions.</li> <li>Through the City's Energy Retrofit Program, over 200 City owned facilities have been retrofitted since 2004, including Civic Centres, arenas, community centres, police stations, and fire stations at Exhibition Place. These retrofits have saved the City more than \$4 million per year and reduce over 15,000 tonnes of CO<sub>2</sub> emissions per year.</li> </ul>

**Strategic Action #7: Develop a Long-term Solid Waste Management Strategy**  
 Develop a Long-term Sustainable Waste Management Strategy by 2015, in partnership with community and divisional stakeholders, that is environmentally sustainable and economically viable by:

<b>Activities under Action (in Strategic Actions Report)</b>	<b>Progress Update (as of August 2016)</b>
<ul style="list-style-type: none"> <li>Reviewing and evaluating new and emerging techniques and technologies that can maximize the lifespan of the Green Lane Landfill. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Final Long Term Waste Management Strategy (LTWMS) was adopted (with recommendations) in 2016. Recommended options include testing new technologies that will reduce waste sent to Green Lane landfill in order to increase lifespan to 2040.</li> </ul>
<ul style="list-style-type: none"> <li>Leveraging partnerships with other public and private sector operators to achieve sustainability objectives. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>The approved LTWMS recommendations include a number of options to support leveraging partnerships including the formation of advisory Groups (Circular Economy, Multi-residential, Communications) and the development of a community partnership unit within the Solid Waste Management Services Division.</li> </ul>
<ul style="list-style-type: none"> <li>Increasing efforts to achieve waste diversion targets in the residential, multi-unit residential, industrial, commercial and institutional sectors. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2015, a total of 405,392 tonnes of residential waste was diverted from landfill. Residents living in single-family homes had a diversion rate of 65%. Multi-unit residential building residents improved their diversion, achieving a rate of 27%. The combined residential diversion rate of 52% represents the diverted tonnage achieved by both single-family homes and multi-unit residential buildings.</li> <li>The LTWMS includes recommended residential and non-residential waste diversion target rates of 70% and the new Waste Strategy puts priority on reducing waste and minimizing the amount sent to landfill.</li> </ul>
<ul style="list-style-type: none"> <li>Assessing expansion or acquisition of landfills and alternative disposal options that will ensure effective solid waste management and disposal. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>The final, approved LTWMS recommends the strategic use of three existing contracts to redirect a portion of the City's residual waste to alternate landfills and does not recommend expansion or acquisition of new landfills.</li> </ul>

- Increasing divisional, community and citizen engagement and stewardship to support sustainable solid waste management. **(Underway)**

- The approved LTWMS recommendations include a number of options to leverage divisional and community/citizen engagement, including: developing a new Waste Diversion Community Investment Program for outreach and educational programming; exploring the possibility of utilizing the services of community agencies and non-profit organizations to communicate and educate residents regarding waste reduction, reuse and recycling which will lead to better resident engagement; and establishing Advisory Groups on communications, multi-Residential 3Rs and circular Economy.

# SOCIAL DEVELOPMENT

## Strategic Action #8: Support Affordable Housing

Implement and renew Housing Opportunities Toronto in order to assist residents to access a range of affordable housing options, support the development of healthy and diverse communities, and generate economic development by the end of 2018 by:

Activities under Action (in Strategic Actions Report)	Progress Update (August 2016)
<ul style="list-style-type: none"> <li>Implementing the provincial Community Homelessness Prevention Initiative through the development of a Housing Stability Service Plan by the end of 2013 which will guide development of an integrated system of services to assist city residents to secure stable housing. <b>(Complete and Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In December 2013, Council unanimously approved the 2014-2019 Housing Stability Service Planning Framework. <b>A Progress Report on its implementation</b> followed in 2015 with key milestones and performance indicators. Implementation will occur in three phases: Phase 1 – Building the Foundation (2014-15), Phase 2 – Stabilizing Implementation (2016-17), and Phase 3 – Sustainable System Transformation (2018-19).</li> </ul>
<ul style="list-style-type: none"> <li>Implementing Putting People First to develop a sustainable funding strategy for State of Good Repair of Toronto Community Housing by exploring new revenue generating opportunities. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Toronto Community Housing Corporation's 10-year capital financing plan (2013-2022) was unanimously approved by Council in 2013. The plan assumes a federal/provincial/City partnership where each government contributes an equal one-third share (\$864M) of the funding required by TCHC from 2013-2022. Funding options were outlined in the <i>Putting People First</i> report; including, the sale of vacant and high-value standalone homes (\$65M) and the refinancing of TCHC mortgages (\$153M). Together, the City is on track to exceed its committed one-third share over 10 years.</li> </ul>
<ul style="list-style-type: none"> <li>Developing an implementation plan by 2014 to transform the social housing waiting list system into a coordinated entry point to a range of both short and long-term housing options to meet people's needs. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>The <i>My Choice Rental</i> pilot project, a partnership among the City, TCHC, and Housing Connections, tested a choice-based system in Toronto starting in February 2014. As a result of this initiative, Housing Connections was transferred from TCHC to the City in 2015. The City's direct control of the waiting list function was needed to implement the choice-based system and other improvements to housing access services.</li> </ul>
<ul style="list-style-type: none"> <li>Generating jobs by creating and upgrading affordable rental and ownership housing, working with government, non-profit and private-sector partners and developing innovative housing solutions following the private sector roundtable report <i>Housing Makes Economic Sense</i>. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The five year review of Housing Opportunities Toronto – An Affordable Housing Action Plan 2010-2020 was completed in 2015. Affordable Housing Initiatives support job creation as well as the Poverty Reduction Strategy, through the construction and essential repairs/modifications of affordable housing. The total number of jobs, including for youth, created by affordable housing construction and essential repairs since 2014 is 7,000.</li> </ul>
<ul style="list-style-type: none"> <li>Implementing the Tower Renewal plan to improve communities, increase environmental performance and generate economic development through leveraging the strengths and opportunities at apartment sites. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Tower Renewal is a permanent City program that will continue to drive broad environmental, social, economic, and cultural change by improving Toronto's concrete apartment towers and the neighbourhoods that surround them. In 2015, it was restructured and a new Tower and Neighbourhood Revitalization Unit was created within Social Development, Finance and Administration, to have a greater focus on partner collaboration and implementation of Tower Renewal and Community Revitalization mandates.</li> <li>The <b>2011-2013 Accomplishments of Tower Renewal</b> were published in 2013. Over 300 buildings are connected to the Tower Renewal Program. At about 50 sites, a complete STEP analysis has been done, and action plans for improvement were developed for property owners to initiate action. The STEP Program is a tool for action planning to instigate continuous improvements in apartment buildings.</li> </ul>

## Strategic Action #9: Strengthen Neighbourhoods

Strengthen neighbourhoods, community infrastructure and resident engagement by implementing the Toronto Strong Neighbourhoods Strategy 2020 (TSNS 2020) to advance equitable social development outcomes, maximize resources and target investments to Neighbourhood Improvement Areas, in collaboration with key partners by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of August 2016)
<ul style="list-style-type: none"> <li>Undertaking a review of community infrastructure in 2013 to identify and make strategic investments in the social and community infrastructure. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Developed an important new relationship with Toronto School Boards and the Province to promote the benefits of surplus schools and school lands as valuable community assets.</li> <li>Parks, Forestry &amp; Recreation is currently completing a 20 year parks and recreation Facilities Master plan and have since completed the first phase of public consultation which included an online survey, town hall meetings, focus groups and key stakeholder interviews. An external stakeholder advisory group and interdivisional advisory group was also launched.</li> <li>The City will invest \$12 million in Toronto's neighbourhood improvement areas over the next four years. This investment will fund new facilities such as playgrounds, parks, basketball courts, and other infrastructure improvements.</li> </ul>
<ul style="list-style-type: none"> <li>Supporting the creation of quality jobs with living wages by implementing the City's economic growth plan – Collaborating for Competitiveness, Workforce Development Strategy and Toronto Strong Neighbourhoods Strategy. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Three key strategies - <b>Collaborating for Competitiveness, Strong Neighbourhoods 2020, and Working as One: A Workforce Development Strategy for Toronto</b> – collectively work to sustain and advance economic growth, ensure all communities share in the opportunities that are created, and better connect jobseekers and employers. All three strategies work in a complementary and integrated manner to advance the City's objectives and provide improved services to businesses and residents directly and in partnership with others</li> </ul>
<ul style="list-style-type: none"> <li>Improving social well-being outcomes by strengthening inter-divisional, community networks, service partnerships and resident engagement. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Developed the <b>Toronto Strong Neighbourhoods Action Plan</b> which provides the mission, vision and operational structure for the <b>Toronto Strong Neighbourhoods Strategy (TSNS)</b>. It was developed with input from community partners in the 31 Neighbourhood Improvement Areas (NIAs). A TSNS Resident Advisory Committee, including residents from the 31 NIAs, was also established to advise on the implementation of the TSNS and provide a forum for residents to share these approaches at a local level.</li> </ul>
<ul style="list-style-type: none"> <li>Evaluating progress through annual monitoring and reporting through a State of Toronto Neighbourhoods report using Wellbeing Toronto and a regular term report to Council beginning in 2014. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Created the Social Development Dashboard that is updated quarterly for the use of Committee and Council, and available to the public to understand the City's social trends.</li> </ul>
<ul style="list-style-type: none"> <li>Aligning TSNS 2020 with smart urban growth strategies. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The new Residential Apartment Commercial (RAC) zone will permit a number of small-scale commercial and community uses on apartment building sites, providing opportunities for new ventures. This will contribute to the vibrancy and diversity of apartment neighbourhoods. The new uses may include, for example, small shops, food markets, cafes, learning centres, barbershops, doctor's offices, community centres and places of worship.</li> </ul>

### Strategic Action #10: Enhance the City's Quality of Life

Support the collective health and quality of life of people by 2018, with a focus on the most vulnerable, by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of September 2016)
<ul style="list-style-type: none"> <li>Developing and implementing a <b>Toronto Social Development Strategy</b> that contributes to making Toronto an inclusive and cohesive society. <b>(Poverty)</b></li> </ul>	<ul style="list-style-type: none"> <li>After a broad engagement process, City Council approved and adopted the vision, objectives, recommendations, and actions contained in the TO Prosperity – Toronto Poverty Reduction Strategy in 2015. It sets a bold vision to build a city with opportunities for all. It contains 17 recommendations and 71 actions to respond to the immediate needs of low-income residents, reorient services towards the creation of pathways out of poverty, and address the systemic causes of inequality.</li> </ul>

<p><b>Reduction Strategy Complete and implementation Underway)</b></p>	
<ul style="list-style-type: none"> <li>Advancing the well-being of children and families, through improved service coordination, shared accountability, and support for early childhood literacy and reducing inequalities in child development outcomes. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Toronto Child and Family Network (TCFN) is a partnership table between Toronto agencies and organizations that are focused on advancing the wellbeing of children and their families. The network has developed shared outcomes that lay out 10 components of wellbeing for children and families. Population indicators have been defined and data has been collected and analyzed to measure how children and their families in Toronto are doing in each of these areas, as well as changes in overall wellbeing over time. The outcomes and related data is publicly available on the website <a href="#">Raising the Village</a>.</li> </ul>
<ul style="list-style-type: none"> <li>Developing a <b>Youth Outcomes Framework</b> by 2014. Including a youth well-being index, that promotes a coordinated approach to youth development, well-being and resilience, define the City's priority outcomes for youth and facilitate an integrated youth service system. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>City Council approved the <a href="#">Toronto Youth Equity Strategy</a> in 2014. It seeks to support youth (aged 13-29) who are most vulnerable to involvement in serious violence and crime, by taking steps to better coordinate youth service delivery in Toronto and by identifying specific service enhancements. Since 2014, a number of initiatives related to the Youth Equity Strategy have taken place including town halls, the FOCUS Rexdale program and the Storybook Dads program.</li> <li>Created and implemented a first ever City-wide Pre-charge Diversion Program which worked with over 100 young people, and engaged a police division to offer supportive programs which aim to prevent repeat offences. The program offers youth a second chance – on a case by case basis, and helps them to find a job, deal with mental health issues, or drug addiction and to recognize the impacts of their actions on themselves, their family, the victim and the community.</li> </ul>
<ul style="list-style-type: none"> <li>Improving newcomers' access to City services, civic engagement and community capacity building through the implementation of the <b>Toronto Newcomer Strategy</b>. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Toronto Newcomer Strategy fosters partnerships, collaboration and shared leadership to ensure that all newcomers reach their full potential to thrive and contribute to their local neighbourhoods and communities. The Implementation Plan for the Toronto Newcomer Strategy was adopted by Council in 2014 and today, the Toronto Newcomer Office continues to provide a platform for emerging issues, such as supporting the Syrian refugees.</li> <li>Syrian Refugee Crisis – City of Toronto Refugee Resettlement Program provided a plan of action for the City of Toronto to provide direct settlement supports and services as well as organize community agencies, sponsors and health services for the newcomers.</li> <li>Hosted the second annual Toronto Newcomer Day in Nathan Phillips Square to welcome newcomers and celebrate their contributions, with approximately 6,000 participants.</li> </ul>
<ul style="list-style-type: none"> <li>Integrating an age-friendly approach to programs and services through the implementation of the <b>Toronto Seniors Strategy</b>. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Toronto Seniors Strategy provides the direction and recommendations needed to address the diverse needs of Toronto's older residents. It embeds the values of respect, dignity, diversity, independence and equity in all of its policies, programs and services. The City has organized all information related to services for seniors in one place, under the <a href="#">Seniors' webpage</a>.</li> <li>City of Toronto attained the designation of a Global Age-Friendly City by the World Health Organization.</li> </ul>
<ul style="list-style-type: none"> <li>Revising and implementing the <b>Service Plan for Children's Services</b> to reflect the need for high-quality, regulated child care to enable parents to work and contribute to our economy. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The <a href="#">2015 – 2019 Service Plan</a> for Children's Services was approved by Council in 2015. It guides the division in the planning and delivery of services for children and families in Toronto and includes five key themes with 38 actions. As of 2016, all 38 actions are underway, with a <a href="#">Strategic Actions Progress Tracker</a> online for public use. Children's Services' 2016-2025 Capital Plan totals \$72.207 million, which includes an investment of \$56.877 million to deliver 19 new child care centers over the 10-year term. Childcare capacity has increased 14.5%, from 57,775 in June 2014, to 66,170 in June 2016.</li> </ul>

<ul style="list-style-type: none"> <li>Implementing the <b>Student Nutrition Program</b> to improve the behavioural and physical outcomes of children and youth. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2012, the Board of Health endorsed a 5-year Student Nutrition Program Plan to strengthen and expand student nutrition programs. To strengthen existing programs, the 5-year plan includes an annual cost of food increase and an annual 2% increase of the municipal contribution rate until 20% of total program costs are contributed by the City of Toronto. The original expansion target was 127 new programs in higher-need publically funded schools. It has since been updated and extended to 2018. The updated plan features a higher expansion target (145 over 3 years) compared to the previous plan (127 over 5 years). Emphasis is on publically funded schools with priority given to breakfast/morning meal programs serving higher-need communities.</li> </ul>
<ul style="list-style-type: none"> <li>Aligning quality of life objectives with the Workforce Development Strategy and economic growth plan – Collaborating for Competitiveness. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Recognizing that the City of Toronto has the third largest social assistance delivery system in Canada, Toronto Employment and Social Services (TESS) is managing the delivery of financial benefits to eligible residents to help ensure that basic benefits and supports are in place to improve low income individuals' quality of life and opportunity for success. In support of the City's Workforce Development Strategy, TESS continues to refine the design and delivery of employment services and supports to better support those on assistance as well as Toronto residents more broadly.</li> <li>Quality of life depends on economic wellbeing – a key component of which is having a job or a business. Collaborating for Competitiveness focuses on generating job growth, fully supporting Toronto Employment and Social Services and the City's Workforce Development Strategy. EDC-supported programs such as the Partnership to Advance Youth Employment, and Starter Company, funded by the Province, further job and business growth for Toronto's youth and entrepreneurs.</li> </ul>

**Strategic Action #11: Advance Toronto's Motto 'Diversity our Strength'**  
 Ensure that Toronto's diversity is integrated into all aspects of the City's business by the end of 2018 by:

<b>Activities under Action (in Strategic Actions Report)</b>	<b>Progress Update (as of September 2016)</b>
<ul style="list-style-type: none"> <li>Developing and implementing a social procurement policy <b>(Complete &amp; Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>City Council directed staff to explore ways to use the collective buying power of the City's divisions to maximize the City's economic, workforce and social development goals when determining best value for public funds. In 2015, an Interdivisional Working Group was tasked with the development of a social procurement policy that (I) promotes workforce development for equity-seeking groups and (II) promotes supplier diversity (people from equity-seeking and vulnerable groups). In May 2016, Council adopted the <a href="#">City of Toronto Social Procurement Program</a>.</li> </ul>
<ul style="list-style-type: none"> <li>Meeting the Accessibility for Ontarians with Disabilities Act compliance deadlines for City programs and services through the implementation of the City's corporate accessibility plan <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Reached the Accessibility for Ontarians with Disabilities Act deadline by submitting our <a href="#">AODA Compliance Report</a> to the Province of Ontario. Accessibility and human rights questions were also introduced in the corporate-wide Employee Engagement Survey.</li> </ul>
<ul style="list-style-type: none"> <li>Seeking community advice and input on access, equity and diversity. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>City staff conduct public education and recognition of equity, diversity and human rights issues through awards, days of significance and other public events. The Equity, Diversity and Human Rights Division also represents the City at a number of forums such as the Pan/Parapan American Games Transportation Team (PATT), Aboriginal Partners Leadership Forum for Pan/Parapan Am Games, the Subcommittee on Aboriginal Youth Legacy for Pan/Parapan Am Games, Toronto District School Board Aboriginal Advisory Council, and the Advisory Council for Earth Day Canada.</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring that access, equity and diversity are advanced through all City services, policies and programs. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Equity, Diversity and Human Rights Division ensures that the City's services, programs and policies are responsive to the needs of Toronto's diverse communities by providing expert advice, aligning and implementing key corporate and community initiatives to achieve service excellence and</li> </ul>

	<p>administering the human rights and service delivery complaints processes. The Equity, Diversity &amp; Human Rights <a href="#">Strategic Plan 2015-2018</a> also aligns with the City's corporate vision, mission, values, standards of excellence and Strategic Actions.</p> <ul style="list-style-type: none"> <li>Funding for two new LGBTQ2S youth transitional housing programs was approved in the City's 2015 budget process. YMCA Sprott House with 25 beds opened in January 2016 and Egale's transitional housing program for up to 30 youth is expected to open in 2018.</li> </ul>
--	---

**Strategic Action #12: Improve Emergency Response and Prevention**  
 Improve the City's capacity to prevent and respond to emergencies by the end of 2015 to ensure that Toronto residents and communities are safe with a focus on Toronto's vulnerable communities by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of January 2017)
<ul style="list-style-type: none"> <li>Developing and implementing ten-year resource plans for Toronto Fire Services and Toronto Paramedic Services to meet emergency response targets and address Toronto's growth, changing demographics and building stock. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Master Fire Plan, unanimously adopted by Council on April 2, 2015, provides strategic direction for Toronto Fire Services (TFS) and outlines critical initiatives that TFS will implement over a 5 year period.</li> <li>In the 2013 budget process, City Council approved a four-year staffing plan to increase Paramedic staff in Toronto Paramedic Services to better meet emergency call demand. City Council authorized the Chief, Toronto Paramedic Services to submit a business case through the 2014 and future years' budgets to add 169 Paramedic positions over the following three years (2014 – 56; 2015 – 56; 2016 – 57).</li> </ul>
<ul style="list-style-type: none"> <li>Enhancing prevention and education programs in Toronto Fire Services and Toronto Paramedic Services to decrease emergency risk. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Through ongoing participation in research trials, Toronto Paramedic Services has continued to ensure that evidence-based decisions are made to deliver the highest quality care to patients. The Cardiac Safe City has also continued to deliver training courses in first aid, CPR and Automatic External Defibrillator (AED) skills. Public Information Campaigns were also launched in 2014 and 2015. The campaigns focused on building public awareness of alternative health care options that may not require Paramedic assistance.</li> <li>Toronto Fire Services (TFS) continues to provide consultation, planning and inspection services. In 2015 alone, TFS completed inspections of 298 vulnerable occupancies and visited 58,694 homes across the city for the Alarmed for Life Campaign. The 2015 Fire Prevention and Public Education recruit class was also the first in Ontario to graduate with NFPA 1031 and 1035 certification (prevention and education expertise).</li> </ul>
<ul style="list-style-type: none"> <li>Developing integrated programs with the Toronto Police Service to combat youth violence through targeted neighbourhood investment, increased employment opportunities and advocacy for policy changes that address the root causes of youth violence. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Toronto Fire Services (TFS) works with the Police through TAPP-C; The Toronto Arson Prevention Program for Children. It is a collaborative intervention program for juvenile fire setters, delivered in partnership with the Centre for Addiction and Mental Health. The program is confidential, voluntary, and free of charge and targets children and young adults from 2 to 17 years.</li> <li>Furthering Our Community by Uniting Services (FOCUS) is an innovative Community Safety and Well-Being Initiative led by the City of Toronto, United Way Toronto and Toronto Police Service that aims to reduce crime, victimization and improve community resiliency and well-being. The model builds off of lessons learned through the Community Crisis Response Program and the expansion of FOCUS is action 21b of the Toronto Youth Equity Strategy. The model brings together the most appropriate community agencies at a weekly situation table to provide a targeted, wrap around approach to the most vulnerable individuals, families and places that are experiencing heightened levels of risk in a specific geographic location.</li> </ul>
<ul style="list-style-type: none"> <li>Enhancing City and community collaboration and capacity to effectively respond to critical incidents. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Toronto Fire Services, Toronto Police Services and Toronto Paramedic Services actively participate on joint committees including the 911 Committee and the Tiered Response Committee. In 2015, the implementation of the \$55 million Toronto Radio Infrastructure Project (TRIP) was also completed. All three emergency services are now using the new emergency radio system.</li> </ul>

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• Toronto Paramedic Services developed a new Incident Management System (IMS) command structure to ensure efficiency and improved accountability when responding to large scale events, such as the December 2013 ice storm and the Pan Am/Parapan Am Games. Social Development, Finance and Administration also continues to work with the Office of Emergency Management to improve human service responses during emergency events.</li></ul> |
|--|--|

# GOOD GOVERNANCE

## Strategic Action #13: Open Government by Design

Shift the organizational culture to be more accountable, open and transparent by the end of 2017. Well-managed and accessible information is the foundation of open government. Managing information as a corporate asset will move the City towards responsible stewardship versus ownership of information. It will improve service delivery, build public trust and confidence in government, and enhance civic engagement through transparency, participation, accountability and accessibility. Shifting the organizational culture will require a strong open government and an information management awareness program that will be accompanied by:

### Overview/Summary:

Open Government is about improving the delivery of services and supporting initiatives that build trust and confidence in government. In 2011, an Open Government Committee chaired by the City Clerk was formed. The City's vision for Open Government is to have "a connected, informed public empowered by an accountable, transparent and collaborative City Government". The vision was approved by the Open Government Committee in September 2013 and is guided by four overarching principles of **transparency, participation, accountability and accessibility**.

Activities under Action (in Strategic Actions Report)	Progress Update (as of September 2016)
<ul style="list-style-type: none"> <li>Identifying barriers and promoting innovations which seek solutions to open up City government by building an information sharing culture. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2015, the City's Open Government Committee engaged Ipsos Reid to conduct a <a href="#">City of Toronto staff survey</a> and a <a href="#">City of Toronto resident survey</a> to learn how City staff and the public viewed Open Government. Several solutions were developed in order to make the City of Toronto more open. For example, Toronto City Council and its committees are now available on the <a href="#">City of Toronto's Official YouTube channel</a>, making information accessible and available to the public. Additionally, the City launched a Poll Case Manager application which automates the polling process. This allows the City to conduct online polls for residents on city issues such as boulevard cafes, off-street parking, permit parking, traffic calming and business improvement areas. More information is available to the public on the City's <a href="#">Open Government</a> website.</li> </ul>
<ul style="list-style-type: none"> <li>Incorporating information management best practices and open government principles in employee orientation, recruitment, promotion and training. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City of Toronto has fostered expansion of an open government community of practice through outreach to other Ontario municipalities, major cities such as Montreal, Ottawa, Edmonton and Vancouver, and the Provinces of Ontario, BC, New Brunswick and Alberta to improve Open Data standards and practices. In collaboration with the Province of Ontario, a Public Sector Open Data group has been formed with other Open Data municipalities to develop common processes and formats.</li> </ul>
<ul style="list-style-type: none"> <li>Building out the Information Management Framework with clear definition and guidelines for staff to easily determine how to make information accessible and protect privacy. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2015, the Open Government Committee endorsed the updated <a href="#">Information Management Framework</a> that identifies the City's core information management principles and objectives. The Framework supports the development of information management policies, standards, directives and guidelines for a more accountable and accessible City. Three new standards, guidelines and procedures – <i>Creating and Managing Digitized Records Standard; New, Transferring, &amp; Exiting Employee Guideline and; Law Enforcement Information Request Procedures</i> – were developed to further build out the Information Management Framework and added to the <a href="#">City Information Management Library</a>, a catalogue of resources to support the City's information management program.</li> </ul>
<ul style="list-style-type: none"> <li>Incorporating information management policies, and best practices into the planning and implementing of business processes, technology, and front line customer service delivery. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2015, the City of Toronto created a centralised <a href="#">Forms Inventory Tool</a> to search, locate and use public forms. All forms in the inventory comply with provincial laws, are AODA compliant and meet requirements of City policies and standards. <a href="#">Freedom of Information</a> requests can now also be submitted through a new online payment portal.</li> <li>An output of the <a href="#">City of Toronto's Information Management Accountability Policy</a> is the annual submission of Divisional Information Management Plans. Currently in its third year of submission, Information Management Plans reflect what City Divisions are doing to better manage their information assets, train staff in proper practices, and build the foundation for opening up government.</li> </ul>

## Strategic Action #14: Engage the Public

Enhance the City's capacity to inform, engage and consult the public by the end of 2014 by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>Improving opportunities for public participation in the City's service planning and budgeting process. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In May 2015, The City of Toronto launched a Participatory Budget Pilot in three areas of Toronto; two Neighbourhood Improvement Areas – Oakridge in the East District and Rustic in the West District as well as Ward 33. All 3 areas received \$150,000 each towards their community investment projects. The pilot was extended for a second year, in the same areas, but with an additional \$100,000 for each area. The pilot is now being evaluated and will be reported to City Council in 2017 to assess the opportunities, benefits and challenges of participatory budgeting.</li> </ul>
<ul style="list-style-type: none"> <li>Embedding service user input in the planning, delivery and evaluation of City programs and services. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Strategic &amp; Corporate Policy ensured that all specific ideas generated during the Participatory Budgeting Pilot were shared with relevant divisions.</li> </ul>
<ul style="list-style-type: none"> <li>Enhancing the way the City engages the public and stakeholders to plan, innovate and evaluate City strategies, initiatives, and policies. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Strategic &amp; Corporate Policy responded to 90 divisional requests and 5 requests from municipalities and other organizations providing advice on public engagement tools and strategies between January and December 2015.</li> </ul>
<ul style="list-style-type: none"> <li>Enhancing the City's use of web-based tools to engage, collaborate and consult with the public and stakeholders. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Engage Toronto</b>, an online platform enabling the organization to use web-based engagement tools to engage with and consult the public, launched in 2015. It's also a knowledge base to improve organizational learning and capacity as well as a database to record, track, monitor and report on City and divisional engagements.</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring information provided to the public about City meetings, consultations, events and how to engage with their local government is coordinated and easily accessible. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Get Involved Toronto website provides information on active, current and past public consultations. Public consultations on a diverse range of local and city-wide subjects are searchable through a listing, a calendar and a map.</li> </ul>
<ul style="list-style-type: none"> <li>Developing tools to support organizational civic engagement capacity, collaboration and knowledge exchange including how to ensure access, equity and human rights objectives are integrated into City engagement activities. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Engage Toronto</b> includes an Online Library with tools around public engagement that City staff can access.</li> </ul>

## Strategic Action #15: Strengthen Public Service Governance

Establish a Toronto Public Service By-law by 2014 as a separate chapter in the Toronto Municipal Code to clearly set out;

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>The definition of the Toronto Public Service <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>In June 2014, City Council adopted The Toronto Public Service By-law (TPS By-law) to set important foundational legislation which strengthens the separation between the administrative and political components of Toronto's government; and advances Toronto's public service as professional, impartial and ethical.</li> <li>As of December 31<sup>st</sup>, 2015, the TPS By-law, Chapter 192 of <a href="#">Toronto's Municipal Code</a>, took effect. The Public Service By-law has the following components:               <ol style="list-style-type: none"> <li>Objectives</li> <li><a href="#">Public Service Values</a></li> <li>Authorities, Responsibilities and Requirements for Human Resources</li> <li><a href="#">Conflict of Interest and Confidentiality provisions</a></li> <li><a href="#">Political Activity provisions</a></li> <li><a href="#">Disclosure of Wrongdoing and Reprisal Protection provisions</a></li> <li><a href="#">Ethics Executives</a></li> </ol> </li> <li>In 2016, the City rolled out a suite of tools, including a management tool kit, a peer network, and other resources to support senior management in their role as providers of ethical guidance and advice to city staff. A mandatory e-learning course focusing on public service values and ethical decision making was also made available for employees and must be completed by 2017.</li> </ul>
<ul style="list-style-type: none"> <li>Toronto Public Service principles and values <b>(Complete)</b></li> </ul>	
<ul style="list-style-type: none"> <li>The roles, responsibilities, and authorities for the City Manager and City agencies for the management of human resources <b>(Complete)</b></li> </ul>	
<ul style="list-style-type: none"> <li>The ethical framework for the Toronto Public Service, including provisions for conflict of interest and confidentiality and political activity <b>(Complete)</b></li> </ul>	
<ul style="list-style-type: none"> <li>Provisions for the disclosure of wrongdoing and protections from reprisals for public servants <b>(Complete)</b></li> </ul>	
<ul style="list-style-type: none"> <li>Establishment of Ethics Executives <b>(Complete)</b></li> </ul>	

## Strategic Action #16: Strengthen Intergovernmental Relationships

Develop an enhanced corporate intergovernmental protocol and strategy by 2015 that supports collaboration and awareness of City divisions and agencies by addressing the following:

Activities under Action (in Strategic Actions Report)	Progress Update (as of December 2016)
<ul style="list-style-type: none"> <li>Objectives, principles and scope <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Strategic &amp; Corporate Policy Division (S&amp;CP) reviewed the City's intergovernmental protocol, validated existing objectives, principles and scope as well as identified areas for improvement. An agency capacity building initiative was also implemented, improving compliance and strategic alignment with agency and corporation boards to further ensure the City speaks with one unified inter-governmental voice. Lastly, S&amp;CP formalized the transit coordination function to provide corporate oversight and coordination across governments, divisions and agencies for the portfolio of transit expansion projects including SmartTrack and the Scarborough Subway Extension.</li> </ul>
<ul style="list-style-type: none"> <li>Roles and responsibilities of the Mayor and Council, City Manager, Deputy City Managers and staff <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>During Council transition, Strategic &amp; Corporate Policy (S&amp;CP) led the development of an enhanced briefing book for Councillors and the Mayor, including additional content related to intergovernmental relations in the Executive Onboarding curriculum. Moving forward, S&amp;CP continues to support and provide enhanced materials and briefings to the Mayor, Councillors and senior management that support intergovernmental activities. New processes were also created to engage and leverage the expertise of divisional staff when analyzing key intergovernmental events (i.e. Provincial and Federal Budgets).</li> </ul>
<ul style="list-style-type: none"> <li>An annual process to update intergovernmental priorities, formal requests (for funding, legislative or regulatory changes) and related implementation strategies <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Strategic &amp; Corporate Policy established a whole of government approach in leading the 5 year review of the City of Toronto Act, 2006 (COTA), including identification of non-COTA legislative requests. They identified the need for a cyclical review of Council decisions and staff advice on intergovernmental matters as well as annual engagement of cluster and divisional staff in the development of Federal and Provincial pre-budget submissions.</li> </ul>
<ul style="list-style-type: none"> <li>Tools and capacity to support relationships with the Government of Canada, the Province of Ontario, and other Canadian jurisdictions including working in partnership with municipal associations (FCM, AMO etc.) and international activities. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Strategic &amp; Corporate Policy provides ongoing support, including enhanced briefing materials, for the Mayor, Councillor and City Manager participation in several intergovernmental forums. The City also continues to build relationships with cities across Canada (i.e. Agreement of Cooperation and Partnership with the Ville de Montréal), and with the Federal and Provincial governments. The City's direct relationship with the Government of Canada is facilitated and nurtured through Strategic &amp; Corporate Policy division's administration of the Federal Gas tax Fund and via Waterfront Toronto's partnership. Provincially, the City administered and implemented the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA), in partnership with the Ministry of Municipal Affairs.</li> </ul>

## Strategic Action #17: Enhance the City's Capacity to Serve Toronto's Diversity

Enhance the City's capacity to deliver policies, programs and services that serve the diversity of Toronto's population by the end of 2018 by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>Increasing the diversity of the Toronto Public Service at the management level by establishing regular reporting on recruitment and advancement strategies and outcomes. <b>(Ongoing)</b></li> </ul>	<p>The Toronto Public Service (TPS) By-law, <a href="#">Chapter 192 of Toronto's Municipal Code</a>, came into effect on December 31, 2015. The By-law upholds Toronto's motto – <i>Diversity Our Strength</i> and reinforces Toronto's commitment to develop a public service that is reflective of Toronto's diversity.</p>
<ul style="list-style-type: none"> <li>Integrating diversity objectives into corporate-wide structures such as the Workforce Strategy Team, the Finance and Administration Coordination Team and the Customer Service improvement Teams. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Diversity is highlighted as one of four strategic focus areas in the 2014-2018 Talent Blueprint; the City of Toronto's corporate workforce plan. The City of Toronto's diversity objective is to have "a public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour".</li> </ul>
<ul style="list-style-type: none"> <li>Developing an Equity, Diversity and Human Rights Corporate Framework to support consistent application of equity, diversity and human rights considerations in public service policy development, program delivery, and reports. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Developed and tested three new prototypes of the revised Equity Lens that will help City staff assess equity impact and lead to equity-based decision making.</li> </ul>
<ul style="list-style-type: none"> <li>Standardizing and improving the City's measurement and reporting of progress on achieving equity, diversity and human rights objectives. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City of Toronto revised and simplified a reporting template that helped establish a process for tracking and reporting access, equity, diversity &amp; human rights accomplishments by the City's Divisions and major Agencies, Boards, Commissions, and Corporations. The new template was made available to all division heads and there was 100% completion rate by all City divisions and all five City agencies and corporations asked to respond.</li> </ul>
<ul style="list-style-type: none"> <li>Aligning equity, diversity and human rights objectives with the development of a Common Management Framework, Workforce Plan and Performance Measurement and Indicators System. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Access, Equity and Diversity is one of the key drivers in Excellence Toronto, the City of Toronto's common management framework.</li> </ul>

## Strategic Action #18: Develop and Implement a Workforce Plan

Develop and implement the Toronto Public Service workforce plan, Talent Blueprint, by 2018 to ensure an engaged, diverse, high-performing, adaptive and productive workforce to meet our current and future needs by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<p>In October 2013, City Council adopted a new five-year strategic workforce plan titled "Talent Blueprint 2014-2018". The new workforce plan supports the City's objective to have a workforce that is diverse, engaged, and high-performing and has the capacity, expertise, knowledge, skills and leadership to sustain productivity to meet the changing needs of residents, businesses and visitors.</p>	
<ul style="list-style-type: none"> <li>Strengthening employee engagement to ensure employees are fully involved, proud and committed to their work. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The first corporate-wide Employee Engagement Survey was launched in September 2015 to provide insights on how engaged employees are, what is working and what must be improved. Tools and resources (e.g. how to interpret the results and what to do with the results) were also made available to divisions.</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring the public service reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The 2014 <i>Count Yourself In (CYI) Workforce Survey</i> results will be reported to City Council in late 2016. The CYI Workforce Survey is expected to provide solid evidence and rationale on workforce diversity that enables the City to implement its workforce and talent development strategies, improve access to employment, and offer better career and professional development for all staff.</li> </ul>
<ul style="list-style-type: none"> <li>Building workforce capacity to ensure adaptable and high performing employees with the right skills are in the right job at the right time to meet our current and future needs. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City of Toronto enhanced its performance management program to build a culture of high performance. In 2014, the performance management planner was revised to better align with the City's Strategic Actions for goal setting and accountabilities. The City's performance management program sets four levels of performance to recognize exceptional performance. ELI, the City's Enterprise Learning Management System, was also launched to enhance employee access to learning anytime, anywhere, anyplace. By increasing access to a broad range of learning opportunities, employees will develop new skills, gain more knowledge and make a more powerful contribution in the work that they do.</li> </ul>
<ul style="list-style-type: none"> <li>Developing effective leaders, ensuring all management staff have the leadership skills and knowledge to deliver high quality services, with a significant number of staff ready for promotion to management or higher levels of management. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City of Toronto has launched development and learning strategies (curricula) for union and non-union employees to move into management positions namely the <b>Transition to Supervisor Program</b>, and Skillsoft Gold Plus business skills eLearning package. The City also continues to build its array of leadership programming that includes <b>Effective Management Skills, Diploma in Public Administration and Transition to Manager programs</b> to provide development programs addressing the needs of management staff at all levels.</li> </ul>
<ul style="list-style-type: none"> <li>Modernizing critical Human Resources systems and services needed to support implementation. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City implemented a new Learning Management System called ELI that includes custom welcome pages, historical records, eLearning modules, classroom courses and custom emails. The City also launched a multi-year development project to enable greater business intelligence systems and capabilities. The goal is to equip management with one tool to assist with planning and making evidence-based decisions with respect to workforce management.</li> </ul>

## Strategic Action #19: Improve Customer Service

Improve the delivery of City information and services to Toronto citizens by the end of 2015 by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>Building a customer service culture to ensure easy access to City information and services. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Office of the Chief Corporate Officer (CCO) established a Governance Model for customer service (Customer Service Steering Committee), developed a Customer Service Centre of Excellence (with a Customer Service Training Program) and a Customer Service Strategy. The Strategy was completed and distributed to Customer Service Improvement Team leads in 2016. The customer service vision and strategic goals are supported by four pillars that frame divisional and corporate programs and initiatives for customer service improvement. The strategy identifies a number of initiatives that are planned over the next five years, with the Channel/Counter project listed as the first major initiative to be implemented.</li> </ul>
<ul style="list-style-type: none"> <li>Implementing technology that supports seamless customer service, constant innovation, a web-enabled City and enhances information security and privacy. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Customer Service Strategy endorses a "Digital First" approach to service delivery. The Channel/Counter Project is currently reviewing all tier 1 services offered at Civic Centres, Metro Hall and City Hall to develop a digital and online service migration in partnership with I&amp;T. It's also looking to implement an ePayment solution in 2017 to facilitate migration of services online. The Office of the Chief Corporate Officer also launched several other initiatives including a mobile work order management system in Facilities Operations and a 311 mobile App/Payment module.</li> </ul>
<ul style="list-style-type: none"> <li>Establishing Customer Service Improvement Teams in all divisions, each with a 2013/2014 customer service improvement work plan, approved by their Division Head. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Every division at the City has created a customer service improvement team (CSIT), with the Centre of Excellence working with CSIT leads to support divisional customer service improvement. Thirty-five divisions submitted their 2016 work plans. Plans vary in degrees of complexity and details. 2016 work plans demonstrate both the impressive progress on customer service initiatives and the innovative approaches that divisions are taking to continuous improvement.</li> </ul>
<ul style="list-style-type: none"> <li>Developing a Counter and Multi-Channel Strategy to provide standard information and services to citizens at designated City counters and enhancing the delivery of City information and services across a variety of channels. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Channel/Counter Strategy was developed in 2015 and presented to City Council as part of the update on Customer Service initiatives. A new service delivery model is underway with the following three high level objectives (1) migrate services to digital channels; (2) optimize traditional channels (phone and counters) and (3) expand self-service channels.</li> </ul>
<ul style="list-style-type: none"> <li>Benchmarking the City's customer service performance annually and publishing results. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>311 Toronto currently publishes yearly and monthly performance metrics as well as Customer Satisfaction Survey results. 311 also participated in the establishment of guidelines to facilitate the reporting of complaints corporate-wide, i.e. common definitions and complaint categories, support to staff and the corporate reporting tool. The corporate reporting tool was released in 2014.</li> </ul>

## Strategic Action #20: Enhance Performance Measurement

Develop and implement a "best in class" performance measurement and indicators system across the organization by the end of 2015 by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>Developing a Corporate Measurement and Indicators Framework with common language, standardized categories of performance measures and indicators, metadata standards, and processes to maintain and regularly update results.</li> </ul>	<ul style="list-style-type: none"> <li>The City of Toronto, in partnership with the Municipal Benchmarking Network Canada (MBN Canada), contributes to and utilizes a progressive common performance measurement and benchmarking framework for assessing municipal performance. It includes standard measures and definitions, standard procedures for collecting and reporting data, and a built-in peer review process to complement each member's assessment of their own internal performance.</li> </ul>
<ul style="list-style-type: none"> <li>Implementing regular web-based reporting to the public, staff and Council on how Toronto is progressing including related to quality of life.</li> </ul>	<ul style="list-style-type: none"> <li>Since 2009, the <a href="#">Management Information Dashboard (MID)</a> results have been reported online in a static PDF-format. In 2015, an interactive version of the dashboard was launched as <a href="#">Toronto's Dashboard</a>.</li> </ul>
<ul style="list-style-type: none"> <li>Improving the City's capacity to compare its results over time, in relation to established targets, benchmarked to other cities, in Ontario, Canada and internationally and by neighbourhood.</li> </ul>	<ul style="list-style-type: none"> <li>In 2014, the City of Toronto in collaboration with MBN Canada launched a data warehouse that created a new way to measure, share and compare performance data and operational practices across city staff and other municipal governments. This initiative streamlined previously manual processes. A new internal data warehouse was also introduced in 2016 to better collect data for Toronto's Dashboard.</li> <li>The City of Toronto joined the World Council on City Data in 2014 to launch a new international standard for city indicators, ISO 37120. With the introduction of ISO 37120, Toronto now collects and reports on 100 ISO-approved city indicators. As of 2016, there are 19 other Foundation Partners who actively participate in the World Council on City Data, allowing Toronto to reliably benchmark internationally.</li> </ul>

## Strategic Action #21: Improve Organizational Excellence

Implement a Common Management Framework by 2018 to continue building a culture of organizational excellence and enhance confidence in the quality of City services by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>Adopting a framework to systematically measure and continuously improve in key organizational categories including;                             <ul style="list-style-type: none"> <li>Leadership</li> <li>Customer Service</li> <li>Employee Focus</li> <li>Access, Equity and Diversity</li> <li>Process Management</li> <li>Planning and Financial Management</li> </ul> <b>(Complete)</b> </li> </ul>	<ul style="list-style-type: none"> <li>The Excellence Canada framework was adopted in 2014 and comprises the following six drivers: Leadership and Governance; Strategy, Planning and Financial Management; Customer Experience; Employee Engagement; Process and Project Management; and Partners and Suppliers. Additionally incorporated throughout all six drivers are Equity and Diversity. The corporate launch of the initiative took place in 2015, with the aim to submit a bronze application to Excellence Canada in the second quarter of 2017.</li> </ul>

<ul style="list-style-type: none"> <li>Undertaking an organizational baseline assessment across the organizational categories. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Excellence Toronto is broken up into three Phases with approximately three to five divisions per cluster participating in each phase. A division should be able to complete their submission in six to nine months. Divisions will go through the following sequence of events to prepare for submission: <ul style="list-style-type: none"> <li>Prepare staff to complete assessments through training and planning.</li> <li>Gather data by conducting baseline self-assessments.</li> <li>Analyze data against the Excellence Canada standard and submit findings to the Excellence Toronto corporate team.</li> <li>Develop and execute divisional improvement plans.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Developing and implementing a four-year organizational improvement plan by the end of 2014 based on the results of the baseline assessment. <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>Divisional assessments will be collated and submitted as a single organizational application for accreditation in 2017. Divisional submissions will be further reviewed in order to identify corporate processes which require improvement or optimization. Lists of improvement opportunities identified through this analysis will be forwarded to appropriate corporate owners. Improvement initiatives will begin upon completion of baseline assessments and will inform 2017-2018 corporate and divisional work plans.</li> </ul>
<ul style="list-style-type: none"> <li>Educating the organization about the common management framework, communicating organizational progress and results and recognizing organizational improvement and excellence. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In addition to a project plan, separate communication, change management and learning plans have been created to support implementation. A corporate website also launched in 2015 to provide information about the initiative, provide resources and updates on divisional progress. Corporate reward and recognition programs will also be updated to incorporate acknowledgement of activities related to Excellence Toronto.</li> </ul>

**Strategic Action #22: Implement Shared Services**  
Implement shared services between the City and its agencies for common corporate functions to improve service delivery, achieve cost savings and customer service by the end of 2018 through the following activities:

<b>Activities under Action (in Strategic Actions Report)</b>	<b>Progress Update (as of 2016)</b>
<ul style="list-style-type: none"> <li>Undertaking further analysis of the service opportunities identified by KPMG in the Shared Service Study; <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>All opportunities identified by KPMG have been analysed. In cases where the KPMG recommendations were validated, implementation has started. In cases where the KPMG recommendations were not validated, other opportunities in the functional area have been identified and implementation has started.</li> </ul>
<ul style="list-style-type: none"> <li>Developing a five-year plan to implement shared services in collaboration with City agencies; <b>(Complete)</b></li> </ul>	<ul style="list-style-type: none"> <li>In terms of short-term opportunities, 8 of the 9 initiatives will be completed in 2016. The one outstanding short-term initiative is an ongoing activity that will always be underway. As for long-term opportunities, 3 of the 8 long-term initiatives will be completed in 2016 and all other long-term initiatives will be completed by 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Expanding shared services to additional agencies and corporations as appropriate; and <b>(Complete/Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2015, the Shared Services Project expanded to include the Toronto Zoo and the Toronto Community Housing Corporation. Toronto Hydro will participate in the project where appropriate and smaller agencies will be considered at a later stage in the project.</li> </ul>
<ul style="list-style-type: none"> <li>Establishing required governance and organizational structures to successfully develop, implement, monitor and maintain shared services. <b>(Completed/Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Shared Services Executive Steering Committee is accountable for the success of the Shared Services Project. This committee consists of the heads of the City and the Agencies, or their delegates. Fifteen functionally-focused working groups are also responsible for implementing the KPMG recommendations. These working groups report to the Shared Services Executive Steering Committee and consist of membership from the City and the Agencies. As opportunities are implemented, partnership agreements are being developed that support and formalize the shared services relationship between the organizations. These agreements detail services levels, performance metrics, and recourse mechanisms for each service area.</li> </ul>



# FISCAL SUSTAINABILITY

## Strategic Action #23. Update the Long-term Fiscal Plan

Update the City's Long-term Fiscal Plan by 2014 with an emphasis on identifying viable solutions to the major issues impacting the City's finances. The Plan is expected to identify key strategies to address the following:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>Continued implementation of surplus management and monetization strategies to renew the City's major asset infrastructure while maintaining the State of Good Repair backlog at normalized levels.</li> </ul>	<ul style="list-style-type: none"> <li>The City continues to implement its surplus management policy, which dedicates 75% of any annual operating surplus to the Capital Financing Reserve. This has been directly funding capital investments, augmenting City debt funding for capital works. In addition, asset optimization studies in relation to the City's investment in Toronto Hydro Corporation and Toronto Parking Authority resulted in renewed investment to maximize present value and preserve and/or increase dividend flow. The City has maintained the State of Good Repair (SOGR) backlog at normalized levels.</li> </ul>
<ul style="list-style-type: none"> <li>Funding to address the City's growth related projects with a focus on transportation (transit and roads) and waterfront renewal.</li> </ul>	<ul style="list-style-type: none"> <li>The City has allocated or approved in principle \$21.8 billion for growth in transportation, transit, and waterfront renewal. These projects include the cost of building and upgrading Regional Express Railway infrastructure; Scarborough Subway; LRT funding (municipal and other governments); annual contributions to Waterfront Toronto; money allocated to the Gardiner; and specific transit projects (e.g., Cherry Beach, Queens Quay, St Clair, etc.) However, there is about \$30 billion in additional identified, but unfunded, capital projects.</li> </ul>
<ul style="list-style-type: none"> <li>Providing input to the Metrolinx Investment Strategy in 2013 by identifying the City of Toronto's preferred funding tools to be implemented region-wide, including the condition for a dedicated contribution to municipalities to support locally identified transportation priorities.</li> </ul>	<ul style="list-style-type: none"> <li>In May 2013, City Council endorsed the need for dedicated revenues to be implemented by the Province to fund the Metrolinx Big Move plan. However, Council did not endorse any specific new revenue tool, and identified twelve revenue tools they would not support. Council's support was conditional on several principles, notably that 25 per cent of new funds raised are to be allocated to local transportation priorities determined at the discretion of municipalities.</li> </ul>
<ul style="list-style-type: none"> <li>Plans to eliminate the remaining operating structural deficit through revenues that grow with the economy.</li> </ul>	<ul style="list-style-type: none"> <li>City staff have provided a range of options, plans and strategies to implement revenue options that grow with the economy. For example, the June 2016 "<a href="#">Revenue Options Study</a>" by KPMG and the November 2016 "<a href="#">Immediate and Longer-Term Revenue Strategies</a>" staff report both address this issue. In 2016, Council approved both a new Hotel Tax and express way tolling on the Gardiner and DVP – the latter of which was rejected by the Government of Ontario. The Municipal Land Transfer Tax continues to attract a record level of revenue.</li> </ul>
<ul style="list-style-type: none"> <li>Mitigation of the City's major liabilities and related funding solutions.</li> </ul>	<ul style="list-style-type: none"> <li>The City continues to face a number of risks that could have negative impacts on the City's financial future. The City continues to make progress to address these risks, for example: continuing to adopt strict budget guidelines for City divisions, agencies and corporations; finding significant savings through efficiencies and service changes; implementing service modernization and business transformation initiatives; updating the Development Charges Bylaw; continued implementation of the non-debt capital funding plan; continuing to reduce tax ratios for business/non-residential properties; and, strategies and plans to adequately fund employee benefits and other long-term liabilities.</li> </ul>

<ul style="list-style-type: none"> <li>Updated strategies to enhance the City's Reserves and Reserve Funds.</li> </ul>	<ul style="list-style-type: none"> <li>The City has established long-term reserve strategies for major reserves (e.g. employee benefits reserves, landfill sites, and water and wastewater stabilization reserves). The City also ensures that adequate funds are in place, by determining needs and establishing contribution policies. On a comparative basis, the City's overall reserve fund balance on a per capita basis is much lower than those in other Ontario jurisdictions. Toronto's 2014 reserve per capita of \$1,281 was considerably less than the rest of the GTA (\$2,806) and 69 per cent of the provincial average (\$1,868).</li> </ul>
<ul style="list-style-type: none"> <li>Review and update of debt management policies.</li> </ul>	<ul style="list-style-type: none"> <li>City Council has an approved debt service limit policy such that debt service costs (annual principal and interest payments) will not exceed 15 per cent of property tax revenues, annually. This limit means that at least 85 cents on each tax dollar raised is available for operating purposes to fund City services. In 2016, as part of the 2017 Budget process, this policy was reviewed and was relaxed to an average of under 15 per cent over the 10 year capital plan period to provide an additional \$3.3 billion in debt capacity to fund \$5.8 billion in critical capital investments, such as SmartTrack; the added cost for the Gardiner Expressway's hybrid option; and, the City's matching share for Transportation and TTC projects eligible for the Federal Public Transit Infrastructure Fund (PTIF). The City of Toronto's debt service limit is still well under the provincial standard that limits long-term borrowing to 25 per cent of own-source revenues. The City continues to review this policy for a final disposition.</li> <li>The City continues to examine its non-debt financing policies and strategies in order to maximize its capacity for funding unmet capital needs, while maintaining its debt affordability limits. The City's surplus management policy directs a minimum of 75 per cent of the year-end operating surplus to its capital financing reserve; the 10 per cent annual increase in capital from current or "pay as you go" funding; and the contribution from the Municipal Land Transfer Tax.</li> </ul>

## Strategic Action #24. Improve Service and Financial Planning

Improve the way the City plans, budgets and reports on its programs and services by the end of 2014 by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<p><b>The Financial Planning Analysis and Reporting System (FPARS) Project</b></p> <p>In 2004, Council approved a staff report entitled "City of Toronto Budget Process Recommended Improvements" which proposed a new financial planning process that incorporated best practices established by Government Finance Officers Association (GFOA). As a result, discovery work began in 2006 to develop a new streamlined planning and budgeting process City-wide that would be multi-year, service-based and performance focused, supported by the necessary processes, data and technology. Program Maps defining City services and activities and associated performance measures were established for every City Program and Agency. The FPARS project officially launched in 2012 as an enterprise-wide business transformation and SAP technology project, the first since the City's amalgamation in 1998.</p>	
<ul style="list-style-type: none"> <li>Developing five-year service plans for all City programs and agencies for review by Committee and Council.</li> </ul>	<ul style="list-style-type: none"> <li>While many steps have been taken to create a more comprehensive process and a harmonized approach to service planning, the City has not yet reached an optimal service-planning model. Most City programs and agencies have been engaged in some form of strategic, sectoral, service or business planning to guide service delivery in the achievement of strategic goals and outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Finalizing service standards and levels for City agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Service standards and service levels were established through the FPARS project in 2011 and were leveraged as part of the City's Core Service Review in preparation for the 2012 Budget process. Since then, service levels for all City Program and Agencies have been reviewed annually, confirming or adjusting them during the budget process based on service changes approved by City Council. Annually, City Council approves a service-based budget for each City Program and Agency, the associated complement to deliver those services, and the service levels to be delivered to the public. The articulation of service levels continues to be reviewed to ensure they are relevant and understandable to the public and can be monitored to capture actual performance against approved service levels. An update of service standards is planned for 2017.</li> <li>In 2016, the Toronto Police Service established a Transformation Task Force to review the delivery of policing services. The Toronto Police Services Board recommended many changes to transform policing in the City of Toronto. Once these recommended changes are final, a new Program Map will be established to define Toronto Police service standards and service levels.</li> </ul>
<ul style="list-style-type: none"> <li>Integrating and linking the City's service planning cycle to the City's financial and budgeting process.</li> </ul>	<ul style="list-style-type: none"> <li>In 2015, City Council approved a multi-year planning and budgeting process that would integrate and link the City's service planning cycle to the City's financial planning and budgeting process. Standing Committee meetings in the spring would be dedicated to service planning and priority setting as part of the integrated multi-year planning and budgeting process. Standing Committees would assess service plans to ensure they align with Council's strategic direction and set multi-year service objectives, targets, and associated priority actions and would be recommended to Council. Standing Committee recommendations would then be forwarded to the Budget Committee for consideration together with the City's financial outlook and condition for recommendation to Executive Committee to provide budget directions, guidelines and priorities for the upcoming budget process.</li> <li>With the development of a harmonized, City-wide service planning process yet to be established, Standing Committees, as a proxy, have had dedicated meetings in the Spring to review, consider and recommend service levels which have been referred to the Budget Committee for consideration during the annual budget process. The Budget Committee reviewed these recommended service level changes and their financial impacts in the context of the City's financial outlook and circumstances of the City and recommended priority changes to Executive Committee and Council for consideration and approval of the City's operating budget.</li> </ul>

	<ul style="list-style-type: none"> <li>In 2016, Council approved the City’s Long Term Financial Direction report and directed the City Manager and Chief Financial Officer to report back on a multi-year planning and budgeting process that will link policy, planning and budgeting. A report is planned for Fall of 2017.</li> </ul>
<ul style="list-style-type: none"> <li>Implementing the new financial planning system (FPARS and Public Budget Formulation) including a multi-year planning and budgeting process.</li> </ul>	<ul style="list-style-type: none"> <li>The SAP Public Budget Formulation (PBF) functionality, together with business intelligence reporting and analytics has been implemented to deliver a multi-year service-based and performance-focused planning and budgeting process City-wide. PBF was designed to also provide functionality that would house and link key information relating to strategic directions, service planning, budgeting and performance information for analysis and reporting purposes. PBF went live in May 2013, and has since been used by divisions and agencies for the preparation and submission of their annual operating budget requests. City Council has approved service-based operating budgets and associated complement and service levels since the 2014 Budget process.</li> <li>This implementation also required the re-engineering of accounting and payroll transactional data and processes; the establishment of a complement planning and management policy; process and data to organize budget; and actual expenditure, complement and payroll information in the City’s SAP ERP organized according to the City services and activities defined in Program Maps. In addition to the traditional accounting, or “management accountability view” of this information, the City now also has a service or “public accountability view” of this same key information in SAP. This information has also been provided to the public as open data sets.</li> <li>The establishment of a complement planning and complement management process has allowed the City to implement position-based budgeting, leveraging PBF’s personnel expenditure planning functionality (PEP) which has resulted in ongoing salary and benefit savings of \$17.6 million. The automation of salary budgeting, together with other automation, analysis and reporting capabilities have reduced the time for budget preparation and realized benefits which are currently being documented and quantified.</li> </ul>
<ul style="list-style-type: none"> <li>Integrating financial, human resources and payroll data for improved service planning and budgeting and using performance measures to support decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>The City’s accounting, payroll and human resources components of SAP’s Enterprise Central Component (ECC) was implemented in November 2013 and became fully operational in January 2014. Budgets and actual expenditures (payroll and non-payroll) as well as complement information is organized according to each City Division’s Program Map of services and activities.</li> <li>In 2016, the SPIRIT (Service and Performance Information Reporting in Toronto) Dashboard was completed and rolled out City-wide to all Division Heads. It brings together service/activity based operating budgets; actual expenditures; staff complement; payroll, service levels and performance measurement reporting in one dashboard for senior management. The dashboard was designed as a portal that also provides access to transactional SAP data for analysis purposes.</li> <li>Phase 2 – Enterprise Performance Management (EPM) is underway to establish data governance to further leverage service information in order to organize, integrate, automate, and analyze performance measures, processes, and systems to drive successful business performance results. Through EPM, the team will leverage automation tools to capture performance measurement and service and financial data, and utilize this information for predictive modelling, data analytics, data visualization and reporting purposes.</li> </ul>
<p><b>Strategic Action #25: Ensure State of Good Repair for Infrastructure</b>  Enhance State of Good Repair for City assets and infrastructure by developing and implementing a corporate-wide strategic asset management plan by the end of 2015 by:</p>	
<p><b>Activities under Action (in Strategic Actions Report)</b></p>	<p><b>Progress Update (as of 2016)</b></p>

<ul style="list-style-type: none"> <li>Developing an inventory of all City capital assets and infrastructure and ensuring asset management plans are in place. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>Planning and scope work for the Integrated Asset Planning and Management project is underway to document the City’s current end to end Asset Planning and Management processes for all asset types, including an asset inventory, current standards, processes, systems, asset management plans and levels of service. It includes the co-ordination of all active Asset Management projects, and will support the City’s compliance with the provincial government’s recently proposed Municipal Asset Management Planning regulation for an Integrated Asset Management Plan.</li> <li>Financial Planning and the City Manager’s Office, working with Facilities Management and other City divisions are identifying opportunities to improve overall capital project delivery that leverage organizational/industry best practices for capital facilities management. Expected completion in 2017.</li> </ul>
<ul style="list-style-type: none"> <li>Prioritizing State of Good Repair investments through the City’s ten-year Capital Plan. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>The Financial Planning Division, through the annual budget process, places a high priority on funding State of Good Repair investments to ensure the City’s \$76 billion in assets are safe and reliable in the support of service delivery. Annually, the State of Good Repair (SOGR) Backlog analysis is updated for each asset type and funding is dedicated to those service areas where the backlog is increasing. In 2016, for the 2017 Budget process, an additional \$20 million was allocated to libraries and the Sony Centre to begin addressing the rising trend in their SOGR Backlogs. In prior years, this strategy has been used to specifically allocate increased funding to Parks, Forestry and Recreation for its community and recreation centres, ice rinks, outdoor pools and trails and to Transportation for its local roads and bridges.</li> <li>In order to address the City’s \$33 billion in unfunded capital needs, criteria was established in 2015 and again used in 2016 to prioritize unfunded capital projects and allocate funding. State of Good Repair projects were placed as the third highest priority after (1) approved projects with cost escalation and (2) projects to meet legislative compliance. This included additional investment for key SOGR capital project priorities: funding the additional \$863 million required for the Gardiner Expressway Rehabilitation; \$706 million to provide the City’s matching funding for the Federal Public Transit infrastructure Fund (PTIF) for Transportation and TTC, and to meet AODA requirements. In 2016, \$14.6 billion or 56 per cent of capital funding (tax only) in the City’s 10-Year Capital Plan was dedicated to SOGR investments.</li> </ul>
<ul style="list-style-type: none"> <li>Leveraging funding from other governments for City State of Good Repair priorities. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2016, the Federal government announced its Public Transit Infrastructure Fund. It provides matching funding for eligible state of good repair projects. The City, through the 2017 Budget process, funded its 50 per cent matching share of \$706 million; leveraging this federal Fund to undertake \$1.5 billion in Transportation and TTC State of Good Repair projects. The City was also able to leverage \$96 million through the Federal Social Infrastructure Fund (SIF) for state of good repair investments in social and seniors housing.</li> </ul>
<ul style="list-style-type: none"> <li>Improving the coordination, sequencing and leveraging of the City’s State of Good Repair capital projects. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2015 and 2016, the Financial Planning Division worked with City Divisions and Agencies to improve the co-ordination, sequencing and leveraging of the City’s State of Good Repair projects. Efforts focused on reviewing planned cashflow funding in the 10-year Capital Plan to better align with project timelines and activities. This released allocated debt funding to reinvest in other critical State of Good Repair projects. Extending the approval of future funding commitments, as a strategy, enabled City Divisions and Agencies to award multi-year contracts to improve the co-ordination and increase the delivery rate of SOGR projects.</li> <li>The Financial Planning Division and the City Manager’s Office, working with Facilities Management and other City Divisions, are reviewing capital project delivery. Work is underway to implement stage-gating for capital projects to improve the planning, design, review and approval of capital projects. Stage-gating will require that 30 per cent design be completed prior to full funding being approved. A project tracking tool, used for the co-ordination and delivery of transportation and water infrastructure capital projects, is currently being implemented in Facilities Management for State of Good Repair facilities projects.</li> </ul>

<ul style="list-style-type: none"> <li>Aligning asset management, capital planning and budgeting, SAP financial and work management processes, systems and reporting through the implementation of FPARS Capital by 2015. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>Planning and scope work for the Integrated Asset Planning and Management project (FPARS Capital) is underway to document the City's current end to end Asset Planning and Management processes for all asset types, including an asset inventory, current standards, asset planning, capital planning and budgeting processes, systems, asset management plans and levels of service. It includes the co-ordination of all active Asset Management projects, and will support the City's compliance with the provincial government's recently announced proposed Municipal Asset Management Planning regulation for an Integrated Asset Management Plan.</li> </ul>
<ul style="list-style-type: none"> <li>Establishing state of good repair capital project delivery performance measures. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>Performance measures for all capital projects will be established as part of the scope and deliverables for the Integrated Asset Planning and Management project, for which planning and scoping are underway. Best practices are also being examined.</li> <li>A Centre of Expertise was established within the Project Management Office of Facilities Management. Additionally, a partnership between Purchasing and Materials Management and the Project Management Office was created in order to create a better process for vendor evaluation.</li> </ul>

## Strategic Action #26: Finance the City's Growth

Implement an integrated City-wide approach to finance the city's growth ensuring alignment with the City's Official Plan and Long-term Fiscal Plan by:

Activities under Action (in Strategic Actions Report)	Progress Update (as of 2016)
<ul style="list-style-type: none"> <li>Establishing and applying a framework based on principles and criteria to identify capital priorities for growth investments funded through the City's Long-term Fiscal Plan. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>In 2016, staff from the City Manager's Office, Corporate Finance and Financial Planning provided Council with a long-term fiscal outlook for Toronto. It outlined principles and directions for development of new strategies to manage expenses and expand revenues. Staff will report back in 2017 with strategies to strengthen strategic decision making, a framework for a multi-year expenditure management plan and a multi-year revenue strategy, including establishing specific principles and criteria for prioritizing and funding growth related/City building capital projects.</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring City infrastructure requirements, social development and other City objectives are considered at the outset of growth initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>A harmonized service planning process that aligns the City's strategic directions and intended outcomes to service objectives and priority actions involving growth initiatives has yet to be established and will be considered as part of City staff's report back on the Long Term Financial Plan.</li> </ul>
<ul style="list-style-type: none"> <li>Aligning financial policy and tools, including development charges, to address infrastructure needs. <b>(Ongoing)</b></li> </ul>	<ul style="list-style-type: none"> <li>Corporate Finance updated the City-wide development charges (DC) bylaw to reflect updated growth-related capital plans in 2013. It was then amended in 2015 to include the Scarborough Subway Extension (SSE) Project. Through 2017 and 2018, the DC bylaw rates and policies will be further updated on the basis of new legislation, including the elimination of the 10 per cent deduction for transit and any updates to the scope and costs of growth-related capital plans. Other financial policies and tools introduced include the implementation of a Municipal Land Transfer Tax administration fee (2016) and the optimization of debt financing using various terms to maturities and arranging loans and debentures when applicable (2015/2016).</li> </ul>
<ul style="list-style-type: none"> <li>Planning for operating impacts to fund City programs and services resulting from growth.</li> </ul>	<ul style="list-style-type: none"> <li>The Financial Planning Division is working with City Divisions and Agencies to ensure that multi-year capital, service and master plans as well as City Planning studies being developed have implementation and funding plans that set out the cost of growth-related projects and their ongoing operating costs identified, such as TOCore.</li> </ul>
<ul style="list-style-type: none"> <li>Securing capital funding to address growth with a focus on transportation (transit and roads) and waterfront renewal. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>Corporate Finance identified and developed partnership funding for transit projects such as the Toronto-York Spadina Subway Extension (TYSSE) and the Scarborough Subway Extension (SSE). Approximately \$2.56 billion in federal/provincial funding was secured for the SSE project. Partnership funding was also developed for SmartTrack, with secured commitments for \$1.76 billion in federal and provincial funding and \$600 million in York Region contributions for the TYSSE project (2016). A business case seeking funding for the Gardiner Expressway Rehabilitation project was also submitted to the federal government in 2016.</li> </ul>
<ul style="list-style-type: none"> <li>Expanding the City's revenue base with revenues that grow with the economy. <b>(Underway)</b></li> </ul>	<ul style="list-style-type: none"> <li>The City continues to optimize revenues from existing sources such as partnership funding, property taxation, user fees, development charges, Municipal Land Transfer Tax, subsidiary dividend policies, asset optimization and land sales revenues. The City is also looking at ways to generate revenues from new sources such as tax increment financing (SmartTrack), tolling, parking levies and hotel taxes.</li> </ul>