

CITY COUNCIL ISSUE NOTES

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2018-2022



City Council Issue Notes, 2018 - 2022

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2019 Interim Operating and Capital Budget Estimates

Issue description

City Council is required by December 31, 2018, to establish interim operating and capital budget estimates to ensure that the City has spending authority to deliver current services and meet existing contractual commitments from January 1, 2019, to the date when the 2019 operating and capital budgets are entered into the City's financial system.

Given that 2019 is the first budget year under the new term of City Council, the operating budget will be approved later than in years with an established Council (by the end of March or April instead of February). City staff generally recommend interim estimates at a higher rate (33% vs 25%) in the first year of a new term to accommodate the prolonged interim period.

Status

City Council will consider the 2019 interim operating and capital budget estimates in December 2018.

Background

The *City of Toronto Act, 2006* requires that the City annually adopt a budget including estimates of all sums required during the year to continue its business. The City's Financial Control By-Law specifies that City Council must adopt an interim operating budget before the 1st day of January of the year in which the operating budget will be adopted.

City Council approves interim operating and capital budget estimates based on a percentage of the prior year's approved budgets to provide sufficient funding authority to maintain ongoing operations and to continue work on approved capital projects until the new budgets are approved.

2019 Interim Operating Estimates

In typical years, interim estimates are based on 25 percent of the gross expenditure budget for City operations and corporate accounts, and 25 percent of the net budget for agencies, which provides sufficient funding authority and control through to the end of March when the year's budget is typically approved and made available.

Given that 2019 is the first budget year under the new term of City Council, the budget will be approved by Council later than in a typical year. As a result, City staff will recommend an interim estimate based on 33 percent of the gross expenditure budget for City operations and agencies respectively.

The interim estimates are subsequently adjusted to account for specific contractual agreements and contract awards that are required to maintain ongoing operations. Most of the City's agencies are partially funded by the City and can recover the majority of their expenditures through their own revenue sources. For example, Yonge-Dundas Square's expenditures are offset through user fees and donations and do not require a 2019 interim budget from the City.

2019 Interim Capital Estimates

City Council's approval of the 2019 interim capital budget estimates is required to provide requested cash flow funding, spending authority and control to continue work or commitment for the already approved capital projects until the 2019-2028 capital budget and plan is approved. This will enable staff to proceed with capital activities on previously approved projects that must continue during the first months of 2019.

It should be noted that no funding to start new and enhanced services or new capital projects will be included in the recommended 2019 interim estimates, as consideration for new funding is subject to the 2019 budget process.

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Long-Term Financial Plan

Issue description

The City's *Long-Term Financial Plan (LTFP)* was received by Executive Committee in March 2018. City staff were directed to report on individual strategies and actions contained in the LTFP, as appropriate, following the start of the 2018 – 2022 Council term.

The LTFP provides a long-term framework for financial decision-making including a series of key actions available to City Council, and under Council direction, City staff. These are broken into a foundational step of integrating program and revenue decisions, and five principles to support implementation of Council's direction.

Status

City staff are in the process of implementing key actions contained in the LTFP and will report back to Executive Committee as appropriate.

Background

Challenges

City Council has given clear direction to implement a range of positive and proactive strategies to improve outcomes and provide real value to residents and businesses. Council has also given clear direction to maintain affordability by keeping costs in check and moderating tax increases. There are four key challenges to delivering on Council's directions.

1. **Moderate but growing risk, notably revenue volatility:** A number of risks – such as relying on cyclical revenue from the Municipal Land Transfer Tax and deferring known costs – threaten the City's ability to maintain existing services, and impede consideration of any new services.
2. **Modernization and transformation:** The City will continue to find savings and efficiencies each year through the budget process. However, substantial further savings and efficiencies will require accelerating business modernization and transformation initiatives.
3. **Gap between service commitments and revenue:** There is a growing gap between the levels of spending required to meet City Council's directions and available funding.
4. **Intergovernmental transfers:** The City pays a disproportionate share of the costs to deliver services that provide broad benefits to the region and the province as a whole, including housing, transit, and anti-poverty initiatives.

Foundational step of integrating program and revenue decisions

- City Council has not traditionally adopted a broad policy perspective or cohesive work plan. Instead, strategies, plans, policies and programs are considered on a stand-alone and transactional basis.
- A foundational step is for City Council to set a clear strategic direction for the term of Council. A clear strategic direction would clarify Council's agenda and priorities. It would provide a clearer direction for the City's expenditure, revenue and service delivery strategies, including how to best allocate resources towards achieving Council's goals. This is an opportunity for Council to clarify the scope of services it provides residents and businesses.
- The choice and mix of revenues and expenditures is up to City Council. Whatever the direction, Council's desired expenditures should be linked to a long-term revenue strategy.
- The LTFP offers three illustrative options to help define the fundamental choices City Council could make to determine the direction of the City and form the basis for financial planning and future investment decisions:
 - Focus on services to property,
 - Maintain service levels, or
 - Broader city building.

Principles

The LTFP outlines five key principles to address these challenges and support City Council's strategic direction:

1. Better information to support strategic decision making.
2. Improve value for money.
3. Secure adequate and fair revenue.
4. Improve focus on financial balance sheet and health.
5. Better integration with provincial and federal policies and fiscal direction.

The LTFP identifies a number of key actions to advance the above principles.

Public consultations

- From November 2016 to May 2017 the City consulted residents on the LTFP, including how the City can manage expenses, raise revenue, make the most of its assets, and make decisions that have financial impacts.
- City staff received submissions or held meetings with stakeholders and organizations from Toronto's business community on potential revenue strategies.

Actions or Plans

Executive Committee provided two directions to staff at its meeting in March 2018:

1. Requested the City Manager to report back on individual strategies and key actions contained within the LTFP to Executive Committee, as appropriate, following the start of the 2018 to 2022 term of City Council.
2. Requested the City Manager include as part of the report back on individual strategies and key actions, future savings and efficiencies to improve value for money that result from transformation in the procurement process as it relates to desired performance specifications.

City Council reports leading to the LTFP in March 2018

- March 2018 –City of Toronto Long-Term Financial Plan
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX32.1
- June 2016 - City of Toronto Long-Term Financial Direction
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX15.1
- July 2016 - City of Toronto Long-Term Financial Direction Consultation Plan
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.2
- December 2016 - City of Toronto Long-Term Financial Direction Update
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.1
- December 2016 - City of Toronto's Immediate and Longer-term Revenue Strategy Direction
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.2
- December 2016 - Asset Optimization Review of Toronto Hydro Corporation and Toronto Parking Authority app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.3

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The City's Operating Revenue Base

Issue description

The City is required to balance its operating budget each year, so revenue must match spending. Since 2010, the City's operating budget has grown by approximately 3.2 percent annually, but it has declined on an inflation-adjusted and per capita basis. The City's *Long-Term Financial Plan (LTFP)* has identified that there is a growing gap between the levels of spending required to meet City Council's directions and available funding.

Status

City staff continue to work on revenue related actions identified in the LTFP and will report back on individual strategies and key actions, as appropriate following the start of the 2018 to 2022 term of City Council.

Background

The City's 2018 operating budget, including both tax and rate supported sources, amounted to \$13 billion, and its 2018 capital budget amounted to approximately \$4 billion.

Since 2009, the City's three principal sources of funding, property taxes, user charges and the Municipal Land Transfer Tax (MLTT), have exhibited positive but varying rates of revenue growth. Property taxes have grown slightly below the rate of inflation. User charges have grown by approximately 5 to 6 percent annually due to increases in rates, and the MLTT has increased approximately 20 percent annually, which is not sustainable.

Revenue Source	Change 2009 – 2014	% Change				
		2009-2014	2015	2016	2017	2018
MLTT	\$191M	115.9	21.1	22.0	36.0	14.2
Users Charges	\$712M	29.2	5.1	5.1	7.6	6.3
Property Tax	\$336M	9.9	2.5	2.5	1.9	3.2

Property Tax

Property tax is the largest source of the City's revenues (\$4.2 billion or 32 percent of the 2018 operating budget). A further \$2.2 billion in property taxes are collected on behalf of the Province of Ontario to fund the cost of education.

Tax rates for the municipal portion of taxes are determined by City Council to raise the taxes needed to meet the City's approved operating budget of that year. Tax rates for the education portion of taxes are set by the Province each year by regulation.

User Fees and Charges

User fees such as rates for water and solid waste, transit fares, and permit fees, are an important source of revenue. Approximately \$3.7 billion, or 28 percent of the 2018 operating budget, is funded from user fees and charges. The largest of these are transit fares, at 10 percent of operating budget and user fees & charges, primarily from water rates (\$1.2 billion) and the Solid Waste bin fee (\$0.3 billion).

The *City of Toronto Act, 2006* (COTA) enables the City and its agencies to charge user fees to recover the cost of services. In September 2011, City Council approved a User Fee Policy, which provides the framework for managing the City's user fee program. This policy applies to all City programs and agencies.

The fundamental principles of the User Fee Policy adopted by City Council are:

- i. they should be applied to those City services and products that provide a direct benefit to specific users, and;
- ii. user fees should be set to recover the full cost of those products and services, to the extent that there is no conflict with City policy objectives or other legislative requirements.

Many of the City's over 3,000 user fees remain only partially cost recovered. Annual inflationary adjustments are, however, automatic and effective January 1 each year as determined by the Chief Financial Officer. The inflationary adjustment for each fee is set based on market prices or changes to the cost of providing the related services.

Municipal Land Transfer Tax (MLTT)

MLTT is a tax on the title transfer of real property. The 2018 MLTT revenue budget is approximately \$818 million (gross) or 6 percent of the 2018 operating budget.

Since the MLTT was introduced in 2008, MLTT revenues have been the dominant source of revenue growth in a period of low property tax increases, bringing the City considerable and unforeseen revenue increases, along with increased revenue volatility.

Due to the introduction of a combination of public policies and market measures, including the *Ontario Fair Housing Plan* in April 2017, the federal mortgage stress test introduced January 1, 2018, and consecutive interest rates increases, the Toronto real estate market has slowed down substantially compared to early 2017, particularly in the resale housing market.

As of September 2018, resale residential transactions in the city of Toronto were 17 percent lower than the same period last year. New condo unit and non-residential transactions in the city of Toronto (combined about 50 percent of the MLTT revenue base) have also declined, but are offset somewhat by higher selling prices in the condo market and several large commercial transactions.

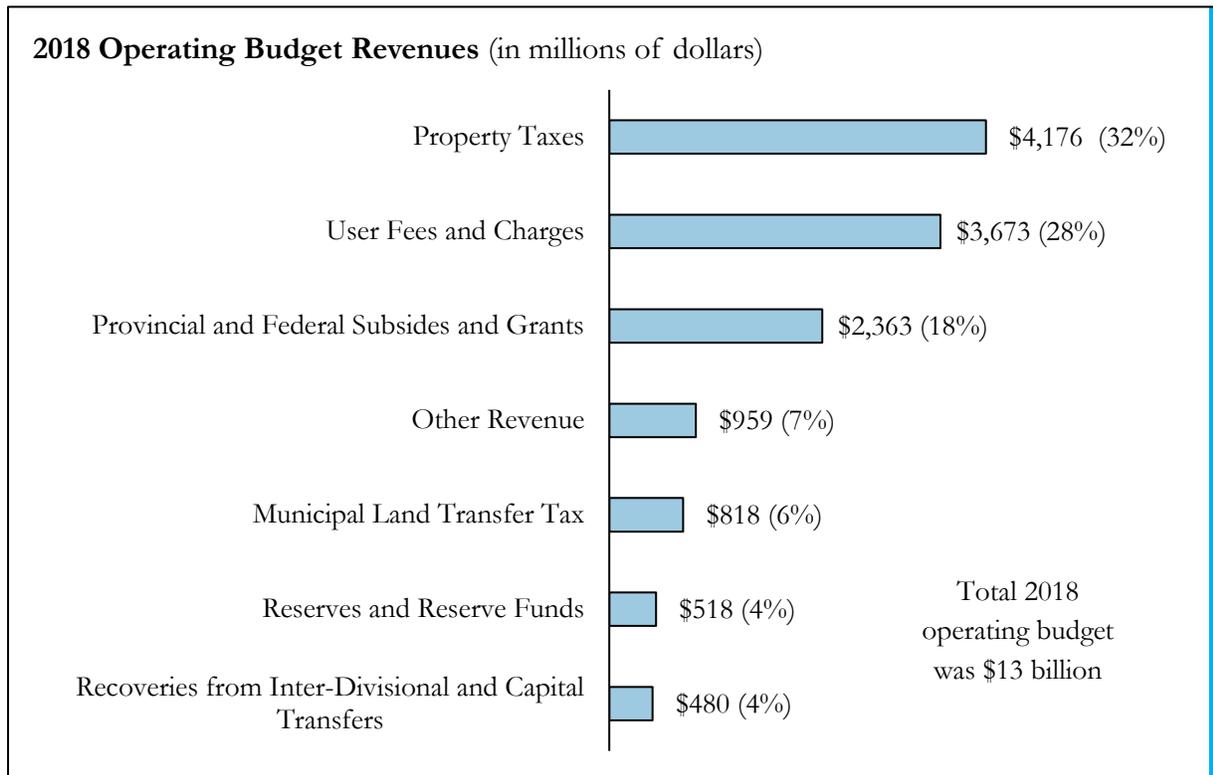
Provincial and Federal Transfer Payments

The City receives grants and subsidies from both the federal and provincial governments, funding:

- approximately \$2.4 billion, or 18 percent of the 2018 tax-supported operating budget, and
- approximately \$0.7 billion, or 23 percent of the 2018 tax-supported capital budget.

Examples include Provincial subsidies for cost-shared services (such as Ontario Works, court services, emergency medical services, and public health), permanent federal and provincial gas tax funds, and infrastructure funding available through the Public Transit Infrastructure Fund (PTIF) and Building Canada Fund (BCF).

Areas where the City is facing the most significant funding pressures, requiring new or additional federal and provincial assistance, include transit and social housing, both operating and capital.



Actions or Plans

In March 2018, City staff presented Executive Committee with the LTFP. The key actions and strategies contained in the LTFP are intended to improve the long-term financial stability of the City.

The LTFP contains eight key actions geared toward securing adequate and fair revenue:

- Link property tax increases with multi-year expenditure commitments.
- Continue to address the disproportionate burden on businesses and renters.
- Study changes to the application of property taxes.
- Reduce the cyclicity of MLTT by allocating an appropriate portion of budgeted revenues to capital reserves.
- Develop a user fee pricing strategy based on the full cost of the service & City Council-approved policy objectives.
- Ensure that land development levies appropriately pay for the cost of growth.
- Identify opportunity costs and report annually on all tax and fee discounts, waivers, rebates, deferrals and exemptions.
- Continue to consider other revenue options.

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Related Policies and Plans:

- Municipal Land Transfer Tax (MLTT) Harmonization
www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-100686.pdf
- The City of Toronto's Intermediate and Longer-Term Revenue Strategy Direction
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.2
- User Fee Policy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.EX1

Capital Financing: Debenture Issuance and Credit Ratings

Issue description

The City's capital projects are financed by a variety of sources including contributions from the operating budget ("capital from current"), reserves and reserve funds and grants from other levels of government, as well as the issuance of debt.

At the beginning of a term, City Council must consider a bylaw that provides the Mayor or the Mayor's alternate (Deputy Mayor or Budget Chair), and the Chief Financial Officer with the delegated authority to negotiate a debenture issue up to an annual dollar limit determined by Council.

Background

Authority to issue debt

The City is governed by the *City of Toronto Act* (COTA) which has specific debt regulations that apply to the City. As required by COTA, City Council adopted a Financing of Capital Works Policy to ensure compliance with the debt issuance and management provisions contained in the COTA while providing Council with the flexibility to meet the City's annual capital needs during its term-of-office.

At the beginning of a term of City Council, a bylaw is adopted that provides the Mayor or the Mayor's alternate (Deputy Mayor or Budget Chair), and the Chief Financial Officer with the delegated authority to negotiate a debenture issue up to an annual dollar limit approved by Council.

Since the financial markets require the City to be able to act quickly when issuing debt which often cannot be accommodated by the City Council meeting schedule, authority to adopt debenture bylaws has been delegated to the Debenture Committee under City of Toronto Municipal Code Chapter 30.

An Ontario municipality may issue long-term debt only for capital purposes and cannot borrow for operations. The only exception is issuing promissory notes that must be repaid with the current year's tax levy. It is the City's practice to temporarily finance its capital expenditures from working capital until such expenditures are permanently financed by issuing long-term debentures. The City is also allowed to temporarily borrow to finance capital projects before replacing with permanent financing.

Amount of debt approved by City Council 2015 - 2018:

- For entering into agreements for issuance of debentures or bank loans the Council approved limit was up to \$900 million for each of 2015, 2016 and 2017, and \$950 million for 2018.

- For operating purposes, Council approved limit to temporary borrow (promissory notes) was \$300 million at any time per year for 2015-18.
- For capital purposes, the Council approved limit to temporary borrow for capital works was \$300 million per year for 2015-2018.

Term of debt approved:

The City, as well as other Ontario municipalities, may issue long-term debt only for capital purposes to a maximum term-to-maturity of 40 years or the useful economic life of the asset, whichever is less. The City has only issued debt with maturities up to 30 years. The City is only allowed to borrow for current operations through the issuance of promissory notes which must be repaid when the current year's tax levy is received.

Debt Repayment

Unlike other levels of government, municipalities are required to amortize the principal borrowed over the term of the debenture. The federal and provincial governments are allowed to refinance their debt when it matures. The City must pay both principal and interest while the other levels of government can pay only the interest on their debt.

The City's annual contributions to the sinking funds are held in an investment fund for repayment of the original amount of the debt at maturity. These annual contributions, plus investment income, are calculated and adjusted if necessary to be sufficient to repay the investors who hold City debt when it matures.

The City auditor certifies the sinking fund balance annually. If the balance certified is less than the amount required in the year for the repayment of the sinking fund, the City will pay an amount sufficient to make up the deficiency into the sinking fund.

Debt Outstanding

The table below provides a summary of the City's gross and net debt positions for 2016 and 2017. The table excludes Toronto Community Housing Company (TCHC) mortgages which amount to an additional \$1.3 billion. Net debt is defined as the City's gross debt less the amount in the Sinking Fund that has been accumulated for the future repayment of debt when it matures.

City of Toronto Long-Term Debt (in billions of dollars)	2017	2016
Debentures Issued By the City (Total Outstanding)	\$6.3	\$5.8
Less: Sinking fund deposits - City	\$1.6	\$1.7
Net Long-Term Debt (Unconsolidated)	\$4.6	\$4.1
Less: Solid Waste (a rate-supported program) (net of sinking fund)	\$0.3	\$0.2
Net Tax-Supported Long-Term Debt	\$4.3	\$3.8

Debt Service Limits

The average Debt Service Ratio (tax-supported debt charges, consisting of principal and interest and funded from the operating budget as a percentage of City's property tax levy) cannot exceed 15 percent over a 10-year period.

The budgeted tax-supported debt charges for 2018 is \$569 million. The forecasted Debt Service Ratio is 13.5 percent for 2018.

The Debt Service Ratio in the City Council approved 2018 budget, and 2018-2027 capital plan is below 15 percent over 10-year rolling average.

Credit Ratings

Currently, the City of Toronto's credit ratings are:

- AA (stable outlook) from the Dominion Bond Rating Service (2 levels below AAA)
- AA (stable outlook) from Standard and Poor's Canada (2 levels below AAA)
- Aa1 (stable outlook) from Moody's Investor Service (1 level below Aaa)

The credit rating agencies generally consider the following strengths as credit positive for the City:

- City's debt is low in comparison with other Canadian and international municipalities.
- Progress in eliminating the use of one-time revenues to balance the operating budget.
- High levels of liquidity to provide flexibility in the event of having the ability to survive and operate within volatile financial markets.
- A very strong and diversified local economy.

The City's credit ratings are reviewed annually by the respective credit rating agencies and more frequently if warranted by external economic and political events.

Green Bond

The City issued an inaugural green debenture offering of \$300 million in 2018. Toronto is the largest municipal Green Bond Issuer in Canada. Net proceeds of the Green Bond Program are directed to finance capital projects that mitigate, and adapt to, the effects of climate change. This \$300 million issue, with a 30-year maturity and a coupon interest rate of 3.2 percent, represented the lowest borrowing cost the City has been able to achieve for a 30-year term.

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Performance Measurement, Benchmarking and Reporting

Issue description

The compilation and reporting of municipal performance measurement and benchmarking results provide valuable information for monitoring City operations, assessing how well Toronto is doing and supporting resource allocation decisions.

Public reporting of performance measurement and indicator results, supports accountability and transparency of municipal service delivery as well as providing a tool to help assess the quality of life of Torontonians.

Toronto's performance measurement results are examined and reported from an internal perspective, by reviewing multi-year trends, as well as from an external perspective by benchmarking results against other municipalities.

Status

The scope of the performance measures and indicator data included in the Toronto Progress Portal will continue to evolve as additional data and information is developed and becomes available. A significant improvement to the Progress Portal website is the implementation of the interactive dashboard. This new tool allows for enhanced visualization and better user experience of the indicators presented on the City's website.

Background

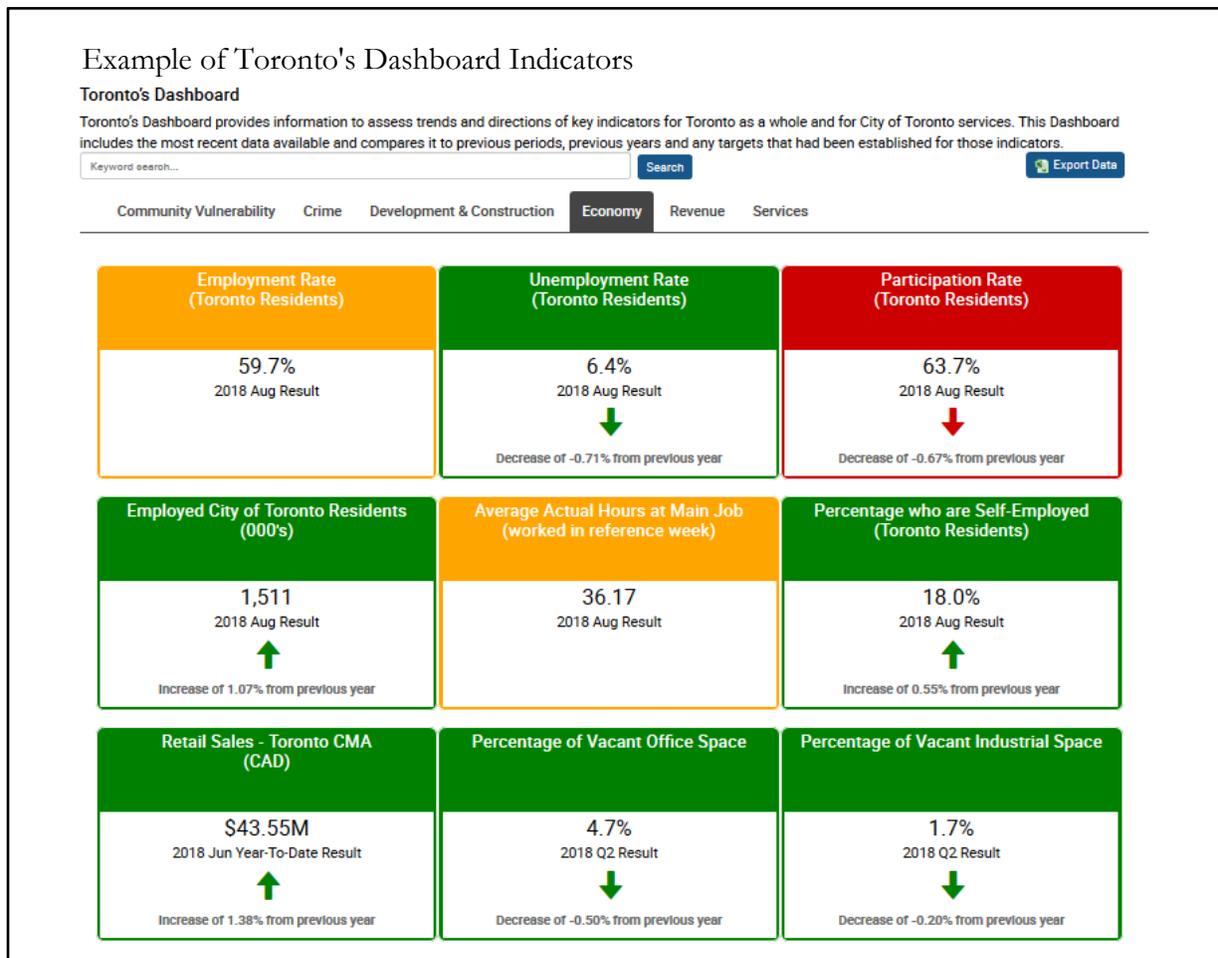
The City's performance measurement and benchmarking work is led and coordinated through the City Manager's Office and involves staff in almost all City divisions and major City agencies and corporations. Toronto staff also work closely with other Canadian and international municipalities participating in the following initiatives:

Toronto's Dashboard

Toronto's Dashboard is an interactive, online Dashboard that can be used to assess trends and directions of key indicators for Toronto as a whole and for City of Toronto services, in areas such as economic and social indicators, key city revenue sources, crime rates and other divisional statistics.

Toronto's Dashboard provides modern analytics capabilities and uses data visualization tools to convey data and information to users through a unified visual display.

The Dashboard represents a vast improvement regarding user experience over the previous Management Information Dashboard, where results were presented in a static PDF report.



More information can be found at www.toronto.ca/progress

Wellbeing Toronto

Wellbeing Toronto is a mapping application that displays downloadable datasets at the neighbourhood level. It also provides a display of services and facilities in the City, such as schools, community centres, and libraries. There are multiyear datasets which allow users to view trends and comparisons to the data at the neighbourhood level.

Wellbeing Toronto was developed to meet the needs of a variety of users from decision-makers that need data to support neighbourhood level planning; residents that want information to understand better the communities they live, work, and play in; and to businesses needing indicators to learn more about their customers, or planning their business.

It provides a “common fact base” to users so they can make more informed decisions based on a set of reliable data. Wellbeing Toronto is both a data visualization tool as well as public information participation tool. It enhances transparency by providing data as part of the City’s *Open Data Strategy*.

More information can be found at <https://www.toronto.ca/wellbeing-toronto/>

Raising the Village

Raising the Village is a child and family well-being outcomes and indicators project lead by Children's Services and the Toronto Child & Family Network. Raising the Village gathers shared population level data (for children and families with children aged 0-12) collected by key data sources such as the Toronto District School Board's Student and Parent Census and Offord Centre's Early Development Instrument. This data and information is used by community organizations to design programs to improve outcomes and reduce inequities, and by governments to make evidence-informed policy decisions that improve the lives of children.

Raising the Village includes many tools to better understand the data and to apply it to planning and policy making. These tools include an interactive neighbourhood comparator dashboard, disaggregated demographic data and infographics describing the top 5 challenges facing children. Data and tools are continually updated and added to Raising the Village.

More information can be found at raisingthevillage.ca/

Open Data Portal

The City's Open Data Portal provides access to City data made available to be freely used, reused, and redistributed by anyone, anytime and anywhere while also ensuring that the data released meets privacy, security, and legislative obligations. The City has consistently published on average 25 to 30 datasets per year and currently has a total of 291 datasets and over 1,300 datafiles available. A new Open Data Portal was launched in 2018, and the migration of all existing datasets to the new Portal is underway. Releasing Open Data improves the City's delivery of public services, engagement with citizens in government decision making, and innovates our approaches to civic problem solving. A stable foundation and substantial investment in open data is a key contributor to the success of strategic initiatives like Smart Cities, Civic Innovation, and Open Government.

The City's *Open Data Master Plan* provides a strategic framework and roadmap for the City to advance Toronto's vision for open data until 2022. The plan will enable the City to grow as a leader in open data through effective governance, alignment to the *International Open Data Charter*, open source development and a move to coproduction. It provides visibility into how open data helps meet the needs of Torontonians and how the City plans to unlock its potential. The plan also shows how, and when, the community can best align with the City to leverage open data.

More information can be found at www.toronto.ca/open-data/

The Municipal Benchmarking Network Canada (MBNCanada)

MBNCanada is a collaborative effort of 17 Canadian municipalities. In addition to Toronto, other members include the Cities of Calgary, Durham, Greater Sudbury, Halton, Halifax, Hamilton, London, Montreal, Niagara, Regina, Saskatoon, Thunder Bay, Waterloo, Windsor, Winnipeg and York.

MBNCanada examines municipal performance in 36 different service areas encompassing approximately 600 activity level indicators and performance measures relating to efficiency, customer service and community impact.

To ensure comparisons of results between municipalities are as accurate as possible, MBNCanada uses a standardized full-costing methodology and follow detailed technical definitions.

Toronto staff participate on 36 service-specific expert panels with their colleagues from the other MBNCanada municipalities to establish performance measures and associated technical definitions, compare results and share different approaches and practices used in local service delivery.

Using the results from MBNCanada, Toronto also produces a local report, which focuses on Toronto's quartile rankings and comparing the results of the other MBNCanada municipalities as well as Toronto's own internal historical trends in results over 10 years.

More information is available online at www.toronto.ca/reports-on-how-toronto-is-doing/

The World Council on City Data (WCCD) and ISO 37120 (Global Cities Indicators)

The WCCD is comprised of 62 certified international cities, which in addition to Toronto, includes other major cities such as Los Angeles, Boston, Melbourne, London, Barcelona, Amsterdam, Johannesburg and Taipei. This program is coordinated through the Global Cities Institute at the University of Toronto.

Toronto reports on 100 indicators on service delivery and quality of life. Toronto's 2015 and 2016 Global City Indicator results were submitted in September, and are currently being reviewed by an ISO auditor for compliance with ISO 37120 to attain certification.

The WCCD and its ISO-certified indicator data sets provide an opportunity for Toronto to expand and complement on the current benchmarking done with Canadian cities to include larger global cities.

More information is available from www.dataforcities.org/

Monitoring Toronto's International Rankings

City staff monitor key international city ranking studies conducted by third parties such as the Economist Intelligence Unit, KPMG, Mercer's. These studies show that Toronto consistently ranks as one of the top cities in the world, with a high quality of life and high levels of economic competitiveness.

More information can be found at <https://www.toronto.ca/world-rankings-for-toronto/>

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Additional Information

For additional information see the Toronto Progress Portal at www.toronto.ca/progress.

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Customer Service Improvement Initiatives

Issue description

Toronto at Your Service ("TAYS"), the City's integrated customer service initiative, will provide a consistent, timely and efficient customer experience to all residents, businesses and visitors, across all service channels. Under a "digital first" approach, TAYS aims to improve service delivery and customer experience and reduce service delivery cost.

The City of Toronto has numerous initiatives underway to improve business processes and practices, build on the tradition of great customer service in the Toronto Public Service and meet evolving customer requirements. Service modernization is one point of the City's four-point modernization plan announced in 2016. The other three points of the plan include hiring a Chief Transformation Officer for the City of Toronto, modernizing office space to use the city space more efficiently, and maximizing the value and efficient use of the City's land and property assets.

Service modernization is supported by the TAYS Program Office to ensure efforts are focused and prioritized. The Program Office oversees corporate service modernization projects and aligns improvement activities under a common vision and strategy.

Status

The City's customer service modernization builds on continuous improvements efforts already underway. The new TAYS Program Office will focus on:

- implementing a corporate Customer Relationship Management (CRM) tool,
- enhancing the service experience across channels (phone, digital, in-person) for routine transactions such as general enquiry, payment, applications, permits, and scheduling appointments (referred to as Tier 1 services), and
- integrating customer service counters at Civic centres, Metro Hall and City Hall.

Background

The launch of 311 Toronto in 2009 supported the City's efforts to integrate customer service delivery across the organization and resulted in improvements in customer satisfaction, measured by the Institute for Citizen-Centred Service Citizen First surveys.

Between 2008 and 2018, the City of Toronto service reputation score increased 23 points from 45 to 68 (out of 100), which is above the national average for 2018. Residents responded that they are generally satisfied with the quality of customer service provided by the City, with opportunities to improve in the following areas:

- more online service offerings
- navigation for online services
- reduced wait times and delays in obtaining service
- extended hours of service
- accessibility of information
- issue resolution

New Integrated Service Delivery Model

The TAYS service delivery model will gradually transform the customer service experience from sometimes frustrating, inconsistent, non-integrated, and difficult to access services, to a more convenient, consistent, cohesive and accessible experience. In the future residents, businesses and visitors can expect:

- **Integrated Service Delivery:** Coordination of City service delivery through shared technologies and business processes to offer a consistent experience across service channels.
- **Improved Access to Service:** Ability to access services and complete routine transactions on a service channel of choice with an increased drive to services online. Assisted service offered for those customers who require guidance with digital channels, including support at service counters.
- **Customer Centric Service Design:** Services designed from the customer's perspective to meet the needs of the City's diverse population. Services will be presented and bundled in a manner that makes sense for customers.
- **Embedded Service Excellence:** Regular review of service provision to ensure continuous improvement. Services will be gradually migrated to the 'best fit' service channel (i.e. from service counters to digital service channels) to balance customer convenience and cost-effectiveness.

Projects that will support meeting these objectives include:

Digital Service Migration: Using a phased approach Tier 1, or routine service transactions such as general enquiries and payments, are gradually transitioned to digital offerings. Digital service channels provide customers with more service options and accessibility by removing the need to visit a City facility, while also increasing operational efficiency and effectiveness by reducing the cost per transaction significantly.

The potential scope includes 135 Tier 1 service transactions to be prioritized for phased implementation from 2018 to 2022. Work is ongoing, and some Tier 1 services from several City

divisions, including Toronto Building, Parks, Forestry & Recreation, Transportation Services, Revenue Services, and Economic Development and Culture, among others are now available online.

CRM Platform: A new CRM platform will replace 311 legacy knowledge base and service request management tool to increase standardization and efficiency in managing customer relationships. The platform provides a modular design for faster and more cost-effective divisional service integrations. The CRM platform will be available to all divisions to improve their service delivery using a common technology solution. The CRM could facilitate migration to self-serve and digital channels and lower the cost structure to deliver service.

311 is currently piloting the CRM platform in partnership with Toronto Water and Municipal Licensing & Standards. An evaluation Phase 1 is planned to run during the first half of 2019. In second half of 2019, the platform will be leveraged to migrate all remaining 311 services and will be rolled out across the corporation, based on a phased and prioritized deployment plan.

Integrated Service Counters: Services delivered at 41 different counters across the city and will gradually be shifted to five integrated service counters at City Hall, Metro Hall, and the civic centres. The five integrated service counters will feature multiple divisional services and a common counter for triage and greeting. Customers will be able to access a consistent menu of counter services at all five proposed service counters, providing a one-stop-shop for in-person, routine service transactions. The Integrated Service Counters are contingent upon the implementation of the Digital Service Migration and will be initiated after Tier 1 transformation has achieved critical mass.

Tier 2 and 3 Divisional Service Transformation: Inter-divisional and divisional customer experience improvement activities are also taking place currently, focusing on more complex and specialized services as well as services delivered in partnership with other levels of government and third-party providers (referred to as tier 2 and tier 3 services respectively). These include the Enterprise Work Management System project, the Integrated Planning, Permitting and Licensing project, and Parks, Forestry and Recreation Transformation, among others.

Human Services Integration: The first phase of Human Services Integration provided streamlined access to information about Ontario Works, housing subsidies and child care fee subsidies through online and phone channels. Also, the Service and Benefit Finder Tool provide residents with personalized information on a range of benefits, services and subsidies.

In phase two, improvements will be made to telephony services, including the creation and launch of a cloud knowledge base for the consistent and efficient provision of relevant information to clients.

Actions or Plans

In 2016, the City launched the four-point modernization plan outlined above to save money and improve service to the public through innovation, modern technology and improved efficiency. This plan guides the transformation of customer service and experience under the TAYS Integrated Service Delivery Model.

A program office is being established to lead and oversee all of the customer service projects within the City. That office will ensure all project plans are aligned, coordinated and shepherded to completion. Continued plans for the next phases of digital migration, integrated service counters, as well as projects like Human Services Integration, the Integrated Planning, Permitting and Licensing and the Parks, Forestry, and Recreation Transformation are scheduled over the next three years, with substantial delivery in 2019-2020. All of these items are aligned to the corporate service strategy focused on customer-centric service design and service channel choices. There will be more information shared on progress and key milestone achievement as plans progress in 2019.

Date	Action
November 2016	The City launched a four-point modernization plan to improve service to the public, increase efficiency and save money wx.toronto.ca/inter/it/newsrel.nsf/56025a97a57611d485256dde005a4473/06d9aefc3153a288852580730052d9a0?OpenDocument
July 2015	City Council considered a Customer Service Centre Strategy Update app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.GM5.4

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Information and Technology Initiatives

Issue description

The use of technology, wireless devices, social media and collaboration tools for communication and information sharing by cities and their residents is growing. These changes are driving public expectation for services anytime, anywhere, on any channel and any device. There are opportunities for the City to use big data to improve efficiency and effectiveness across a broad range of government programs and a need to modernize systems to improve cost effectiveness and usability.

With tremendous expectations on City government, the City is working to improve how it deploys new capabilities and solutions.

Status

To ensure the City is well positioned to meet future needs, the Information and Technology (I&T) division is developing a technology strategy and roadmap. The roadmap will modernize and transform the City's information technology environment, and set milestones and performance measures to assess progress in meeting the City's short-term and long-term information technology goals.

Information and Technology has set the following priorities:

- Driving City business transformation and innovation to improve the experience associated with the delivery of City programs and services
- Improving the City's business processes and systems with a focus on opportunities to streamline, integrate and deliver business value to City divisions
- Ensuring a secure, reliable and high performing technology environment that is modernized and well-positioned to respond to growing business needs and resident demands

Background

As part of a City-wide 2018-2027 IT Portfolio Integrated Plan, key business programs and projects have been established including over 200 projects (active and future year) and a 10-year capital investment of over \$580 million with an estimated \$123 million return on investment.

The City's IT governance and portfolio process assesses current and future year investments in technology on business value, return on investment, and cost-benefit, to address key modernization priorities across City programs and services.

The City's key IT modernization programs and projects are large in scope and complexity and include:

- 850 enterprise and business solutions and applications supported across the City
- Over 17 million annual visits to the City website with access to City services online
- 33,000 annual business application service requests
- 29,000 users and 200,000 annual service desk calls and emails
- 22,000 desktops & notebook computers, 4,000 multi-function printers
- 700 City facilities networked, 3 data centres and 2,700 servers

Actions

Key actions to address the City's short-term and long-term information technology needs include:

1. Driving City business transformation and innovation to improve the service experience associated with the delivery of City programs and services
 - **Online Service Delivery:** Improving customer service by increasing online self-serve functions and more services through lower cost, readily available channels.
 - **Case Management:** Implementing enterprise solutions to better manage contact and interactions with residents and partners, supporting integrated customer service that improves ease of access to City information and services.
 - **Employee Productivity:** Transforming the digital employee work experience by introducing new capabilities that support office modernization and a more open and collaborative work environment.
2. Improving the City's business processes and systems with a focus on opportunities to streamline, integrate and deliver business value to clients
 - **Work & Asset Management:** Integrated enterprise work and asset management improving service levels, automating cross-divisional process integration, optimizing asset utilization and reducing costs across various categories including procurement of supplies, service coordination/delivery, asset maintenance, resource utilization.
 - **Procurement & Supply Chain Transformation:** To deliver fully online and warehouse ordering capabilities and category management.
 - **Information Management & Business Intelligence:** Providing readily accessible information and analytics to support enterprise-wide, decision making and meaningful reporting. Increasing capacity to conduct an in-depth analysis of data and extract root causes, hypothesis testing, trends, predictive forecasting.
 - **Finance Transformation:** Providing timely, simplified access to accurate financial management capabilities and relevant data that drives measurable strategic planning and quantified performance management across the City.

- **Time & Attendance and Payroll Transformation:** Integrated staff scheduling with electronic time reporting and automated payroll processing functionality.
 - **Open Data:** Driving openness and transparency in government, the City has over 275 datasets and 1,300 data files published in Open Data, and launched a new Open Data Portal in 2018 with greater accessibility and transparency.
 - **Civic Innovation Office:** Providing citizen and resident-centric approaches to solutions through additional channels, this office created through the Bloomberg Philanthropies, delivers projects that create a more responsive government.
3. Ensuring a secure, reliable and high performing technology environment that is modernized and well-positioned to respond to growing business needs and resident demands
- **Cloud Computing:** The City is adopting cloud computing to enable the scalability and agility for business solutions to leverage cloud infrastructure and solutions. Cloud services provide flexibility and adaptability to respond to evolving business needs and citizen demands while ensuring a secure, reliable and high performing IT infrastructure.
 - **Emerging Opportunities:** Driving innovative initiatives such as expanding citizen internet connectivity, exploring opportunities around emerging technologies such as artificial intelligence and Blockchain, and working with academia and other Canadian cities to drive expanded opportunities to apply the effective use of data to address City issues.
 - **Cyber Security:** Continue to ensure effective protection of the City's digital information and service delivery with a strong cybersecurity program.
 - **Smart City:** I&T is driving strategic leadership in Smart City to realize opportunities for technology and data to optimize resources and enhance service quality and performance. Smart City efforts focus on addressing City issues such as poverty reduction, resiliency, bridging the digital divide, economic investment in Toronto and broadly addressing social, environmental and economic needs while ensuring digital technologies modernize and improve service delivery.

An agile and responsive IT Strategic Framework will drive value-added outcomes and modernization initiatives. Through the strategy, the City will be recognized as innovative, competitive, and vibrant, and supporting a high quality of life.

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Smart City Initiatives

Issue description

A smart city uses technology and data to optimize resources and enhance the quality and performance of urban services, increase economic competitiveness, and engage citizens more effectively. A smarter city develops and implements innovative policies and technologies to ensure these benefits are realized in a manner unique and consistent with its core values of economic, social, cultural and environmental vitality.

Smart City encompasses a broad range of opportunities to support City improvements and address issues that are underpinned by innovative uses of data and technology. Smart Cities goes beyond technology; it is an opportunity for the City to drive service excellence and improve quality of life.

Status

Key activities the City is undertaking associated with Smart City include:

- Developing a Smart City strategy for the City.
- Ensuring effective City-wide governance associated with Smart City planning and decision-making.
- Establishing a partnership model to bring key divisions and City agencies into a broader City of Toronto Smart City ecosystem context and decision-making framework.
- Leveraging momentum of Connected Communities/Smart City Challenge ideas and other concept projects to be further developed.

Through integrated solutions across service areas, the City will continue to evolve digital government that supports the modern digital citizen, businesses, workforce and its communities, challenges, and opportunities for the future.

Background

Cities around the world face common challenges, among them rapid growth, budget pressures, congestion, technological advancement, and climate change. 'Smart City' is a broad concept applied globally to describe, identify, and promote approaches and solution that use technology and data to address major challenges that cities face to improve social, economic, and environmental outcomes for residents.

Modernization and Smart City

The modernization of City services is underpinned by an effective approach to planning and implementing Smart City approaches and solutions. There are already many Smart City achievements in Toronto with a future focus to develop a Smart City Strategy and to ensure effective governance of Smart City investments and initiatives. The City is driving several solutions that support a Smart City, including:

Modernizing:

- Service delivery with a focus on customer experience and digital government
- End-to-end operational delivery
- Digital investment aligned with City strategy (housing, mobility, service modernization and fiscal sustainability)

Enabling:

- Open Data driving transparency and engagement in government
- Internet connectivity and digital literacy for residents and businesses that closes the digital divide. Toronto Public Library is a leader in digital inclusion and digital literacy initiatives.
- Data analytics capabilities to drive opportunities for improvements

Innovating:

- City engagement in emerging digital opportunities – Blockchain pilot, Internet of things, Artificial Intelligence, Drones, Sensors
- Ride-sharing – policy innovation enabled by technology
- Building innovation capabilities including the City's Civic Innovation Office and human-centred design/agile practices

Smart City Working Group

In February 2016, the Toronto Region Board of Trade (TRBOT) jointly formed a Smart Cities Working Group (SCWG) with the City of Toronto. The SCWG encompasses over 50 public-private sector members from the TRBOT's Municipal Performance Standards Committee and includes membership from Economic Development and Culture and Information & Technology and the Chief Transformation Office.

The SCWG was established to raise awareness of local and international Smart Cities' developments, develop a vision and roadmap of what “Smarter” could mean for Toronto, and establish a collaborative forum to leverage local Smart Cities' expertise.

Several achievements have been realized through the SCWG including:

- Three annual Smart City Summits in 2016, 2017 and 2018 to raise awareness of the Smart City realm, foster engagement, and support Smart City dialogue for Toronto and the Greater Toronto region.
- Release of the SCWG Smart City report, *Choices for a Smarter Toronto: A Call for Collaborative Action*, in May 2017, with focus on five key areas; collaborate, catalyze, connect, co-create and communicate and actions for both City government and the broader public and private Smart Toronto and region ecosystem.
- Active support for the Canadian Federal Government Smart City Challenge in 2017/2018 including facilitating engagement and feedback segments for the City of Toronto and broader region as well.

The SCWG is currently completing a Smart City Asset Map and Inventory of organizations in the Greater Toronto region that deliver a broad range of Smart Solutions across areas such as the economy, environment, mobility, education, security, and living. The Smart City asset map is intended to drive awareness and economic investment in "Smart" in the Toronto region.

Smart City Federal Challenge

In 2017 and 2018 the City participated in the Canadian Federal Smart Cities Challenge developed by Infrastructure Canada, designed to encourage the development of innovative solutions to urban challenges in partnership with municipal leaders, organizations and non-profit and academic partners. The City was eligible to compete for a \$50 million prize.

The City's mandate was to ensure the proposed project would have a meaningful impact on those who work, live and play in Toronto and showcase Toronto's strength as a centre for innovation and connected technology, while ensuring the solution would achieve meaningful outcomes for residents.

The City undertook a comprehensive engagement and developed a proposal aimed at reducing child poverty for those living in Toronto's older high-rise rental apartment communities (built before 1985) by enhancing economic opportunities for their families and removing barriers to employment, education, training, and social and cultural opportunities. Reducing child poverty would be achieved by:

- developing a digital platform that would bring together information about employment, training and services as well as social and cultural opportunities, tailored to the specific needs of low-income families living in high-rise rental apartment communities;
- providing affordable high-speed internet access in high-rise rental apartment communities; and

- providing training opportunities to develop in-demand digital knowledge and skills and increase digital literacy.

In August 2018, the Government of Canada announced five finalists who would receive \$250,000 to develop their proposals further. Unfortunately, Toronto did not advance to this phase; however the goodwill coupled with a commitment from various stakeholders demonstrates strong support and momentum to continue to move forward and develop a strategy to execute the project.

While the initial communication indicated that the prize levels would be replicated in future rounds, Infrastructure Canada may decide to revise the program based on feedback from municipalities across the country. The announcement of the next round of the Smart City Challenge is expected in early 2019.

Internet Connectivity

In 2017, the City undertook a review of Internet Connectivity from an access and affordability lens for citizens, businesses and visitors across the city as part of the *Toronto Broadband Study*. The basis for this was to understand the potential digital divide in Toronto better.

The study found that although access to high-speed internet was available geographically across Toronto at acceptable levels, affordability was an issue. The *Toronto Broadband Study* was reported to City Council and actions to improve internet connectivity are in progress including a focus on a deeper analysis of the correlation of internet access and socio-economic factors across Toronto and at-risk neighbourhoods.

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Related Policies and Plans

- Toronto Smart Cities Challenge www.toronto.ca/smart-cities-challenge-2/
- Infrastructure Canada Smart Cities Challenge www.infrastructure.gc.ca/cities-villes/index-eng.html
- Toronto Broadband Study
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED25.4

Key Government Transformation Initiatives

Issue description

Investments in modernization, business transformation and technology are necessary to realize future savings and efficiencies as well as new ways of delivering projects, which includes breaking down silos and improving co-operation, collaboration and governance across all City divisions and agencies.

Status

The City of Toronto's Chief Transformation Officer is undertaking two key projects to modernize how the City works with residents and businesses and how major capital projects are delivered to improve transparency, accountability and value for money:

- An end-to-end review of the City's development review process, which will be presented to City Council in early 2019, and
- A review of how the City of Toronto's manages and delivers its capital plan.

Together these projects represent real opportunities to transform how the City does business and more effectively deliver services.

Background

The City of Toronto's Chief Transformation Office, established in 2017, was tasked to find more effective and modern ways to deliver services, streamline processes, and increase City-wide efficiencies and effectiveness to better prepare the City for future social, environmental, and economic challenges. The Chief Transformation Officer is supporting many modernization initiatives across the City; below are two key projects being led by the Chief Transformation Officer.

Development Review Process End-to-End Review

Toronto has a robust and mature development review and approval system with an engaged public. The system has approved approximately 18,000 dwelling units and millions of square metres of non-residential development annually over the last seven years.

While the current system and processes are working, the City is committed to continuous improvement and improving the customer experience. The objective of the end-to-end review is to provide clarity and certainty to the public that the City's development review process is efficient, effective, and results in good city building outcomes, which will be accomplished by:

- **Creating a City-wide vision and strategy** for modernizing the development review and approval processes so that it is easier for the public to apply for and navigate the

development review process while improving the effectiveness of City policies and standards for new development.

- **Implementing a client-centric approach** by engaging City staff and members of the public who are involved in the development projects to identify how the City could increase the efficiency, clarity and transparency of the review process.
- **Integrating service delivery** by identifying opportunities that make it easier for the public to collaborate with the City as a whole on development projects.
- **Improve service levels and accountability** by recommending potential technology solutions that will improve communication between the various public (City, agencies, Provincial etc.), and private sector actors (homeowners, architects, lawyers, contractors, developers etc.) involved in the development review process and the management of key performance indicators (such as typical approval time for a development application).

Capital Delivery Review

The City of Toronto has a \$40 billion ten-year capital plan (2018-2028), which is spent primarily on state of good repair and transit and transportation projects. Delivery of the capital program is decentralized, with individual City divisions and agencies and corporations independently managing their capital delivery programs. These organizations have different legislative and governance arrangements, mandates, strategic and operational objectives related to each class of capital assets and infrastructure.

This decentralized approach has resulted in the different maturity of capital delivery capabilities and inconsistent practices across the City. Given the scale of the City's investment, efforts to continually review and improve planning, management and delivery capital projects are critical in improving transparency, accountability and value for money.

The objective of the Capital Delivery Review is to identify transformation and continuous improvement opportunities in the following areas:

- **Class-leading delivery approach:** Establish appropriate operating models, procurement models and a capital delivery framework that provides guidance on the most effective end-to-end approach based on program and project type, complexity and value.
- **Enhanced oversight & accountability:** Seek opportunities to improve project planning, development, delivery, monitoring, report and accountability practices.
- **Improved value for money:** Improve the City's performance of capital delivery and value for money.

Actions and Plans

For the End-to-End Review of the Development Review Process, the Chief Transformation Officer ran a competitive procurement process and retained an outside consultant – KPMG and Gladki Planning Associates – to provide an external objective perspective, relevant expertise conducting similar reviews, knowledge of industry-leading practices and research of other jurisdictions.

For the Capital Delivery Review, the City will be assembling a team of City staff with a range of public and private capital delivery expertise to conduct the review.

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City-Wide Real Estate Transformation

Issue description

The City of Toronto owns one of the largest, most complex and valuable real estate portfolios in North America. In January 2018, the City launched a City-wide Real Estate Transformation project to address the diverse governance structures, program objectives, investment plans, processes, data and technology, skills and expertise between the over 24 City divisions, agencies and corporations involved in real estate activities. The new City-wide approach sets a mandate to strategically plan decision-making and outcomes in a coordinated, cost-effective way.

The City has centralized authority for strategic oversight of real estate assets, placing a renewed focus on more comprehensive portfolio strategies and planning to establish clear investment directions, engagement and coordination of all City partners.

Status

In 2019, City Council will consider a report on a City-wide Real Estate Portfolio Strategy which will include an over-arching strategy and subsequent real estate asset and investment strategies, such as Office Optimization.

Background

In 2015, City Council approved a formal review of the management of the City's real estate. The outcome of the review found an entangled system of governance and service delivery, which presented considerable challenges to achieving desired city building outcomes.

The City-wide Real Estate (CWRE) transformation streamlines governance, authorities, and coordination to manage the City's complex real estate portfolio better and improve strategic functions, such as forecasting, prioritizing, identifying opportunities, and delivering integrated solutions that enable broader City strategies.



City Council's new broader mandate for real estate management in 2017 included:

1. **City Building:** enabling City priorities and pursuing opportunities in the public interest;
2. **Program and Service Focus:** delivering quality real estate service and solutions to City programs; and
3. **Enhanced Asset Stewardship:** centralizing governance and oversight of all City-wide real estate activities.

The transformation is supported by a strong accountability and governance structure with City Council oversight, and built-in flexibility to operate in the changing marketplace and make adjustments to meet the City's evolving and complex real estate needs.

New City-wide Real Estate Operating Structure

The new real estate operating structure centralizes and integrates real estate strategy, planning, and major capital project delivery into one City agency, CreateTO and will, where prudent, centralize day-to-day real estate transaction services (i.e. expropriations, leasing, sales) into one City division, Real Estate Services, and day-to-day facilities management (i.e. maintenance, minor office renovations), into one City division, Facilities Management.

CreateTO provides a strategic City-wide approach to the delivery of real estate services that promote a balance of community and economic benefits. CreateTO, Real Estate Services, and Facilities Management have established an integrated real estate team that will work with City programs with significant real estate assets and functions, such as the Toronto Transit Commission, Parks, Forestry, and Recreation, Toronto Police Services, etc. to support the delivery of real estate services from long-term planning to execution.

While real estate authorities for all City agencies, divisions and corporations, except Toronto Community Housing Corporation and Toronto Hydro, have been centralized, currently day-to-day building management and maintenance activities are still distributed across the organization. As the CWRE transformation project progresses, relevant operational activities will be centralized over the next three years, if deemed prudent (e.g., consolidate staff, budgets, & functions, as appropriate).

City-wide Real Estate Portfolio

The City of Toronto real estate portfolio consists of extensive asset holdings (8,446 properties and over 106.3 million square feet) plus significant annual operational (\$1.1 billion) and capital (\$1 billion) expenditures.

As part of the CWRE Transformation, City Council directed CreateTO in collaboration with City staff to develop a City-wide real estate portfolio strategy for Council approval in 2019. The portfolio strategy will frame key opportunities to make the best use of land, capital and resources through

strategic actions such as co-location, facilities modernization, land intensification, partnerships and asset rationalization (e.g. reducing third-party leases).

CWRE's portfolio strategy includes all City agencies, divisions, and corporations, except Toronto Hydro and Toronto Community Housing Corporation, who will be considered in the future. The strategy will:

1. Provide a snapshot of City-wide real estate assets;
2. Identify major real estate needs;
3. Address City-wide coordination and innovation;
4. Provide a strategic framework to utilize real estate assets better; and
5. Provide a roadmap for optimizing City assets classes over a longer-term phased approach.

The City is also advancing Office Modernization and Optimization pilot, led by the Deputy City Manager, Corporate Services. CreateTO will recommend scaling the modernization and optimization pilot as part of the City-wide Portfolio Strategy in 2019. Six successful office modernization pilot projects have been completed, with two more in progress, in City-owned buildings. In addition to space savings and accommodation improvements, the pilot projects demonstrated clear improvements in organizational effectiveness by enhancing City culture, performance and employee engagement.

City of Toronto Real Estate Portfolio

	City-wide Real Estate Transformation Portfolio	TCHC and Toronto Hydro Portfolio	Total City Real Estate Portfolio
Total number of properties	6,656 properties on 27,592 acres of land	1,790 properties on 1,231 acres of land	8,446 properties on 28,823 acres of land
Total number of buildings	4,664 buildings with 55.7 million square feet	2,312 buildings with 50.6 million square feet	6,976 buildings with 106.3 million square feet
The assessed value of property	\$17 billion	\$10 billion	\$27 billion
Annual operating cost (core real estate & facilities management)	\$724 million	\$376 million	\$1.1 billion
Annual capital & development cost	\$608 million	\$392 million	\$1.0 billion

Actions / Plans

Business Plan: An integrated team from CreateTO, the Office of the Deputy City Manager Corporate Services, Real Estate Services, and Facilities Management are developing a business plan for 2019 to advance the CWRE transformation program. The business plan will focus on:

- **Strategy and Governance:** Strategic decision-making and forward-looking stewardship over the City's real estate portfolio, based on robust data, analytics, and standardized practices.
- **Centralized Service Delivery:** A centralized business model that modernizes operations, invests in critical functions, required practices and processes, and pursues economies of scales leveraging the City's purchasing power.
- **Sustainable Financial Model:** A sustainable financial model that provides a transparent view of cost and capital expenditures to ensure the value of the City's assets are maximized, seeks impactful opportunities for long-term investment and maintains quality service and stewardship toward community services.
- **Collaboration, Communication & Partnerships:** Pursue creative partnerships, a strong culture of collaboration, and proactive engagement to ensure the required coordination to deliver high-impact city building outcomes.
- **Talent & Expertise:** Develop and elevate talent and expertise through the City's practices, people and workplaces.

Real Estate Portfolio Strategy: CreateTO is developing a strategy to maximize value from the City's real estate assets and priorities. CreateTO and the Deputy City Manager, Corporate Services will submit the City-wide Real Estate portfolio strategy for approval to City Council in 2019. The strategy will report on how the City can optimize its real estate portfolio over several years and will focus on:

1. Modernizing and optimizing City facilities (e.g., office, industrial/yards) by scaling office modernization, exploring appropriate mobility solutions, and making better use of City yards and industrial properties;
2. Supporting the development of diverse housing types across the housing continuum, such as shelters, transitional housing, social housing, and affordable housing;
3. Supporting City service delivery by identifying opportunities for co-location, space sharing, value maximization and real estate cost savings;
4. Advancing and delivering city building projects that have a high economic, community, or cultural impact.
5. Delivering transit-oriented development by working with partners to coordinate development that integrates the build-out of transit infrastructure with nearby mixed housing, business, and leisure spaces.

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Related Policies and Plans

- Deloitte LLP City-Wide Real Estate Review (June 2016)
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.4
- City-wide Real Estate Transformation (May 2017)
www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-103511.pdf
- City-Wide Real Estate - Delegated Authorities Framework and Transition Plan (October 2017) www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-106835.pdf
- City-Wide Real Estate - Amendments to Municipal Code Chapters and Shareholder Directions (December 2017)
www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-109094.pdf
- Optimizing the City-Wide Office Portfolio (May 2018)
www.toronto.ca/legdocs/mmis/2018/ex/bgrd/backgroundfile-114776.pdf

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Supply Chain Transformation Program

Issue description

The City's procurement process is a time consuming, manual, paper-based process which does not consistently leverage innovative procurement processes and market and spend data. Changes to the way the City plans and manages procurement actions, as well as process improvements and automation, will result in a more strategic approach to procurement, as well as significant cost savings.

Status

To oversee supply chain transformation, the Treasurer and Purchasing and Materials Management Division (PMMD) with the guidance of the Chief Transformation Officer and other City staff have developed the Supply Chain Transformation Program to oversee the entire transformation of the procurement process and the accounts payable function.

Background

In 2013, City Council, as part of the *Shared Services Study* conducted in 2012, directed staff to undertake further due diligence on the implementation of strategic sourcing in the procurement process.

City staff undertook due diligence through a program review of PMMD. As part of that process, the City retained Ernst & Young (EY) in 2015, who concluded that implementing category management and strategic sourcing has the potential to generate significant annual recurring savings, estimated to be approximately \$30 million by 2021.

Category Management is a data-driven process of developing business plans to manage spend categories (goods and services grouped into categories, such as fuel, software, HVAC services etc.) resulting in strategic efforts to produce improved business results. Category management strategies may produce improved business results, including volume optimization, specification improvement, the total cost of ownership evaluation, alternative services delivery and supplier relationship management. Strategic Sourcing is one of the outcomes of Category Management and formalizes the way information is gathered and used so that the City can leverage its consolidated purchasing power to find the best possible values in the marketplace.

Further, in 2016, City staff recommended to City Council to enter into an agreement with SAP Canada to implement SAP Ariba, a cloud-based Software-as-a-Service. SAP Ariba is an end-to-end integrated solution for purchasing, materials management and account payable functions that would modernize the City's procurement and accounts payable processes. The implementation of SAP

Ariba is a key tool that will enable a successful implementation of category management and strategic sourcing.

The goals and benefits of the Supply Chain Transformation are summarized in the following table:

Goals of Supply Chain Transformation		When the City will see the benefits
Value for Money	<ul style="list-style-type: none"> Better value – not just the lowest purchase price 	<ul style="list-style-type: none"> \$41 million in savings realized by 2021 Start to see savings from strategic sourcing in 2019
Customer Service	<ul style="list-style-type: none"> Faster procurement Visible process 	<ul style="list-style-type: none"> New procurement processes being piloted, full roll-out to start Q4 2018
Operational Efficiency	<ul style="list-style-type: none"> Fewer manual steps, less paperwork More efficient staff 	<ul style="list-style-type: none"> Automate transactional buying and invoicing launched second half of 2019 Initial staffing efficiencies anticipated in 2019
Compliance	<ul style="list-style-type: none"> Make it easy to get things right Prevent issues with non-compliance 	<ul style="list-style-type: none"> Catalog procurement to be launched first half 2019 Improved compliance of invoices and city payments beginning second half 2019

Actions or Plans

The Supply Chain Transformation Program is structured according to the supply chain value chain and consists of the following three business pillars (projects):

1. Category Management, Strategic Sourcing and Organizational Business Transformation

Modernize the way the City procures goods and services through Category Management and streamlined procurement processes supported by SAP Ariba.

Category Management will be a collaborative, process-driven approach that leverages strategic market and internal data sources and integrates with the City's procurement planning process. SAP Ariba will enable the City to:

- Remove the cumbersome and expensive paper processes.
- Increase transparency and accountability in the procurement processes.
- Provide better tools to track Supplier performance on contracts.

2. Transactional Procurement / Procure to Pay (P2P)

To modernize the City's transactional purchasing, receiving and invoice payment processes the City will first focus on simplifying repetitive, low risk, and high volume transactions, and subsequently focus on more advanced capabilities, such as guiding all purchasing needs through one portal.

The transactional Ariba technology modules are key enablers for the City procurement process maturity that will act as an enabler to:

- Ensure compliance to contract pricing and terms and thus realize the savings from strategic sourcing work.
- Simplify the ordering process allowing PMMD and purchasing staff to focus on value-adding activities such as managing contracts and suppliers.
- Automate invoicing work to reduce clerical efforts, strengthen controls, take advantage of early payment discounts and improve reporting.

3. Warehouse Management Refresh

- Consolidate City warehouses and optimize operations to improve cost efficiency and responsiveness to internal customers.
- Physical consolidation of PMMD managed warehouses and other City managed warehouses, where feasible.
- Optimize operations through SAP Warehouse Management Module and Barcoding.

City Council Reports

Date	Action
July 2018	City Council approves a budget reallocation between the funded PCI Compliance capital project and the Supply Chain Transformation capital project to ensure that the Supply Chain Transformation project is completed in 2019. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.20
March 2018	Executive Committee requested the City Manager to report back as appropriate on individual strategies contained within the <i>Long-Term Financial Plan – The City of Toronto's Roadmap to Financial Sustainability</i> . app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX5.18
October 2016	The Treasurer reported to Government Management Committee on the <i>Purchasing and Materials Management Review: Strategy for Category Management and Strategic Sourcing</i> . app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.GM16.5

Date	Action
June 2016	The Treasurer and the Chief Information Officer recommend to City Council to enter into a 5-year contract with SAP Canada for the use of SAP Ariba. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.GM12.2
June 2013	City Council direct the City Manager to conduct further due diligence and report back on the sharing procurement of common goods and services amongst the City and Agencies and implementing strategic sourcing. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX32.3

Contact

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Toronto's Economy

Issue description

Toronto's economy has performed well since the global financial crisis of 2008 however, growth has been uneven across the city, which has contributed to increased inequality and economic disparities. Action by the City to promote the local economy will be mitigated by external factors such as international trade and global markets.

Status

City staff will present the following actions for City Council's consideration in 2019:

- Evaluation of tax policy tools to support small businesses;
- Strategy to support Toronto's main street retail areas, including businesses impacted by major construction projects; and
- Strengthening of the Imagination, Manufacturing, Innovation, and Technology (IMIT) Property Tax Incentive Program to ensure that developments supported through IMIT provide quality employment opportunities for Toronto residents.

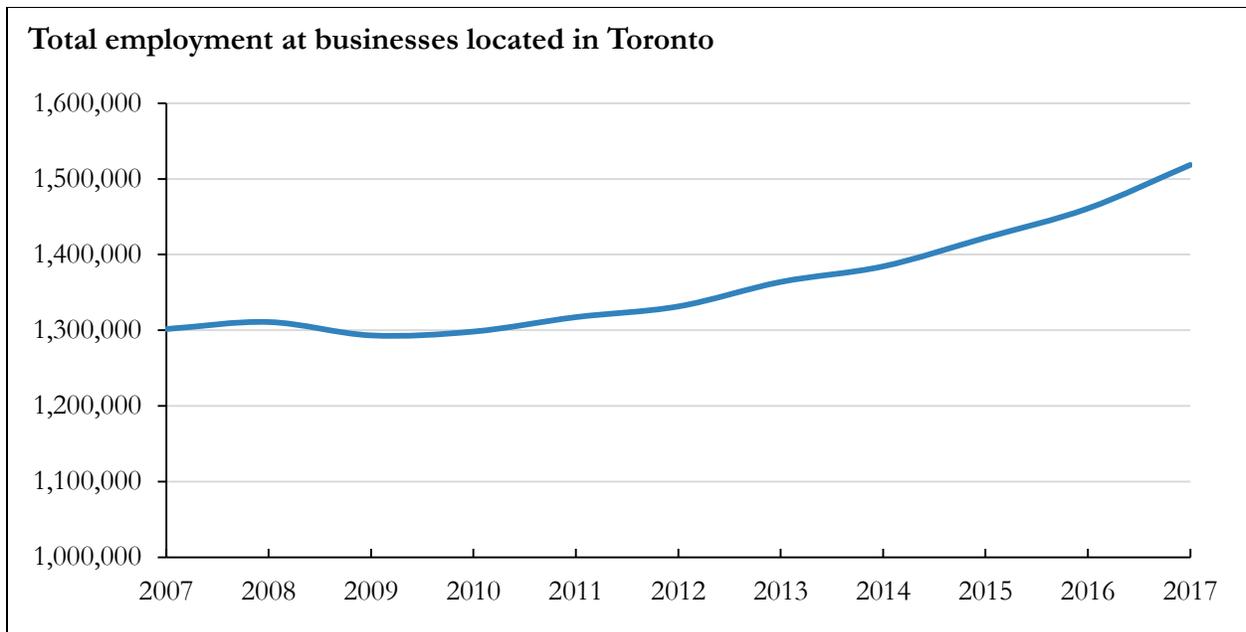
Background

Toronto's economy has produced strong results in recent years.

Toronto's Gross Domestic Product (GDP) growth is significantly outpacing the national average - The Toronto region's GDP has grown by an average of 2.4 percent annually since 2009 compared to a national rate of 1.8 percent. In 2017, the Toronto region's GDP grew by approximately 3.3 percent (Source: Conference Board of Canada, Moody's, Oxford Analytics, Statistics Canada, 2017).

Employment in Toronto is growing steadily - The *Toronto Employment Survey* showed employment at businesses in Toronto grew by 16 percent between 2008 and 2017 from 1.31 million to 1.52 million, twice the national growth rate over the same period.

Toronto continues to attract immigrants from all over the world - Toronto's economic success is based in large part on a diverse and highly-educated labour force. Toronto remains home to the largest number of recent immigrants of any Canadian city. In 2016, Toronto, at 8 percent of the country's population, was home to 18 percent of all recent immigrants to Canada.



Trends which challenge Toronto's economic development include:

- Investment, development, and employment growth outside the downtown core is uneven, and unemployment is disproportionately higher among youth and newcomer populations.
- Longstanding trends towards more income inequality continue. A United Way analysis of census data found that inequality between Toronto's neighbourhoods increased by 96 percent from 1980 to 2010.
- The number of residents working in part-time jobs is growing faster than those in full-time jobs. From 2008 to 2016, part-time jobs increased by 19 percent, or almost twice as quickly as full-time jobs (11 percent). Self-employment is also growing. As of July 2018, self-employment stood at 17 percent, the highest level in 30 years. These trends exacerbate precarious employment in Toronto (Source: Statistics Canada, Labour Force Survey, 2018).
- In intensifying parts of Toronto, increasing real estate costs – driven in part by higher property assessments – are displacing existing businesses to more affordable locations.
- For new and expanding businesses, limited land availability and low vacancy rates in Employment Lands raise challenges in comparison to greenfield sites in surrounding municipalities.
- The high costs of living in Toronto - particularly housing, child care, and education - are barriers for many residents, impacting their ability to successfully move into and through the labour market and sustain employment. Affordable child care, for instance, allows parents to pursue employment, education or training, and is recognized by economists as an active contributor to a healthy economy and as a critical factor in reducing the gender gap in the labour market.

Actions or Plans

Plans and Initiatives

City Council approved *Collaborating for Competitiveness* in 2013, to guide the City's economic development initiatives. In 2017, Economic Development and Culture (EDC) undertook consultations to produce a plan that builds on *Collaborating for Competitiveness* and to guide the division's programs and services over five years (2018-22). EDC's plan identifies four focus areas to inform economic development work at the City, equity and inclusion, talent and innovation, space and access, and operational excellence.

The City's economic development efforts are linked with other City-wide initiatives that support social cohesion and sustainability, including the *Toronto Poverty Reduction Strategy*, *Working as One: A Workforce Development Strategy for Toronto*, the *Toronto Action Plan to Confront Anti-Black Racism*, *Toronto's Licensed Child Care Growth Strategy*, *TransformTO Climate Action Strategy* and *Toronto Strong Neighbourhoods Strategy 2020*. Looking ahead, to achieve results that benefit all Torontonians it will be essential to take an inclusive, City-wide approach to economic development to achieve result that benefit all Torontonians.

Tax Policy

As part of the 2018 Budget, City Council adopted an interim tax policy strategy to limit 2018 tax increases to 10 percent for any property in the commercial, industrial and multi-residential tax classes. Council also directed staff to engage in public consultations to review additional property tax options for 2019 and future years. In July 2018, City staff identified eight considerations for the incoming Council to evaluate in establishing tax policies for 2019 and beyond based on the results of the consultations. The report is available at app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.7

Cultural facilities have similarly experienced significant tax increases. In 2018, both City Council and the Government of Ontario approved the creation of a new creative co-location facilities property tax subclass, providing considerable tax relief to creative hubs and helping to ensure their long-term viability.

The City has recently undertaken a review of the Imagination, Manufacturing, Innovation and Technology (IMIT) Property Tax Incentive Program to improve its effectiveness. The IMIT Program provides grants (equivalent to 60%-77% of property taxes over 10-12 years) to support the construction or major renovation of buildings in targeted employment sectors and uses. In 2018, City Council approved changes to the IMIT Program that excluded developments within the Financial District from being eligible for grants, recognizing such incentives are no longer required within this area. (Note: this Council decision is under appeal to the Local Planning Appeal Tribunal (LPAT)).

City staff will present City Council with a report in early 2019 that will identify strategies to ensure that developments that receive IMIT incentives provide quality employment opportunities for Toronto residents.

The Global Economy

Toronto's economy is impacted by the external environment, including decisions made by other orders of government and internationally. City staff continue to monitor developments related to federal and provincial economic development programs, new American trade tariffs, the impact of corporate tax cuts in the United States on Toronto's competitiveness, the replacement of the North American Free Trade Agreement (NAFTA) with the Canada-United States-Mexico Agreement (CUSMA), and implementation of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA).

Contact

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Related Policies and Plans

- Collaborating for Competitiveness (2013) www.toronto.ca/collaborating-for-competitiveness-implementation-actions/
- Economic Development and Culture Strategy, 2018-22 (2018) www.toronto.ca/economic-development-culture-divisional-strategy/
- Economic Development and Culture 2017 Annual Report (2018) www.toronto.ca/wp-content/uploads/2018/05/981c-edc-annual-report-2017.pdf
- From Concept to Commercialization: A Startup Ecosystem Strategy for Toronto (2015) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.ED3.6
- Economic and Social Impacts of Child Care in Toronto (2017) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED24.5
- Working as One: A Workforce Development Strategy for Toronto (2012) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.ED11.5

Toronto's Culture Sector

Issue description

Toronto's vibrant cultural scene, which includes the arts, heritage, and entertainment industries, is part of what makes the city a desirable place to live, work and visit. Despite considerably increased investment in the past five years, Toronto trails comparable jurisdictions in investments in arts and culture.

Status

Priorities for supporting Toronto's culture sector in 2019 include:

- City Council consideration of multi-year proposal to improve Toronto's competitiveness by investing at least an additional \$2 million in annual culture funding.
- Establishing a new program to support mid-sized festivals and events that draw 100,000 to 500,000 attendees, and
- Support for expanding Toronto's media production capacities, with a focus on film and television studios.

Background

Toronto's culture sector contributes to a strong economy, representing approximately 8 percent of Toronto's total economic output (Statistics Canada), and fosters social cohesion by engaging residents across the city in creative expression. Programs, services, and special events delivered by Economic Development and Culture (EDC) provide opportunities for residents and visitors to create, engage with, and experience local, national, and international culture in neighbourhoods across Toronto.

Now that the City has reached its longstanding goal of investing \$25 per capita in arts and culture, Toronto must continue to increase investments in its cultural sector to address the fact that the City continues to trail other jurisdictions in investing in the culture sector. Montreal, Toronto's most relevant comparator, continues to invest in culture at a higher per capita level than Toronto (\$46 per capita in 2016, according to the Municipal Benchmarking Network Canada), and the gap is widening.

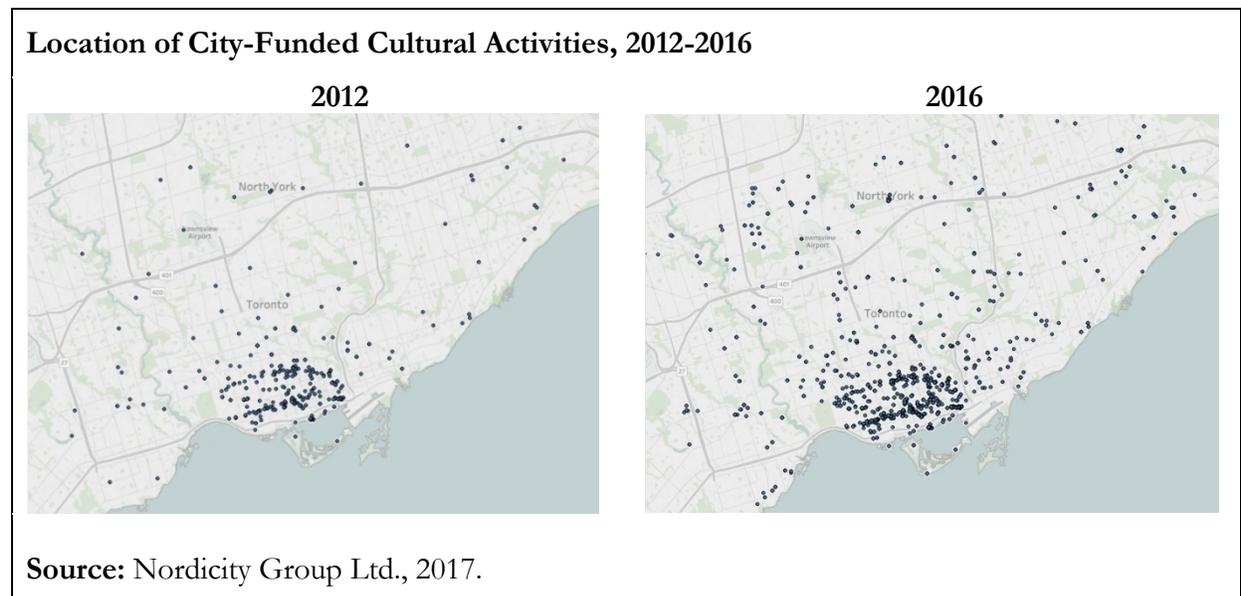
Enhancing Equity and Inclusion in the City's Cultural Services

Historically, Toronto's culture sector has been concentrated in the downtown core. A key focus for new investments by the City of Toronto and the Toronto Arts Council, a non-profit funding body

for artists and arts organizations, would recognize and expand access to arts and cultural activities outside the core.

The figure below shows the increase in City-funded cultural activities outside the downtown core since 2012. While progress has been made, improving access to culture outside the core remains a priority. The City is also examining ways to allocate resources to underserved areas. For example in 2018, Nuit Blanche was expanded outside the downtown core to Scarborough for the first time.

The City is taking action to identify gaps in representation and ensure greater equity and inclusion in its cultural services. EDC is developing a new equity framework and is working with Indigenous communities on significant projects, including the construction of a new monument at Nathan Phillips Square commemorating the legacy of Indian Residential School Survivors, and the new Indigenous Arts and Culture Partnership Fund.



Affordable, Sustainable Access to Cultural Space

The City is prioritizing efforts to reinforce existing and create new creative spaces. A number of tools exist to improve access to cultural space, including community space tenancies, Section 37 allocations, and property tax relief, such as the new Creative Co-Location Facilities Property Tax Subclass for creative hubs.

Many projects will support film, music and historic spaces across Toronto. The City is implementing an action plan to expand film studio capacity, addressing a shortage of available studio space and accommodating growing industry demand. The Toronto Music Advisory Council has recommended the City protect live music venues through specific actions, as well as a nighttime economy action plan. EDC is collaborating with Real Estate Services to investigate the feasibility of the proposed Museum of Toronto, with a report to City Council anticipated in 2019.

Support for Festivals and Special Events

EDC will be reporting out, as directed by City Council on ways to support mid-sized festivals and events across the city that draw between 100,000 and 500,000 attendees as part of the 2019 budget process.

Toronto is shortlisted to be one of the 2026 FIFA World Cup hosts with other venues in Canada, the United States and Mexico. Toronto is expected to host 3-5 games and stage major fan events at Nathan Phillips Square. Discussions are underway with other levels of government regarding cost-sharing arrangements and support. The host cities are expected to be named in 2021.

Actions or Plans

EDC has established a plan to guide its programs and services to 2022 and identified four goals to inform the City's approach to cultural services: equity and inclusion, talent and innovation, space and access, and operational excellence. EDC's strategy builds on and supports *Creative Capital Gains*, a plan approved by City Council in 2011, which continues to guide the City's overall strategic support for the culture sector.

Sector-specific strategies for film, television and digital media and music, and an internal service plan for museums and heritage services, detail EDC's work in this area.

Contact

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Related Policies and Plans

- Creative Capital Gains (2011)
- Economic Development and Culture Strategy, 2018-22 (2018)
- Economic Development and Culture 2017 Annual Report (2018)
- Spotlight on Toronto: A Strategic Action Plan for Film, Television and Digital Media (2017)
- Evaluation of the Impact of Increases to Culture Grants, 2012-16 (2017)
- Toronto Arts Council Strategic Plan 2016-2025 (2016)
- Toronto Music Strategy: Supporting and Growing the City's Music Sector (2016)
- Bringing the World to Toronto: A Report from the Mayor's Advisory Panel on International Event Hosting Opportunities (2016)

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Toronto's Not-for-Profit Sector

Issue description

The community-based not-for-profit sector in Toronto, which includes community service organizations, social enterprises, or cultural organizations that have open mandates and provide a public good in the broader community, helps advance the social and cultural vitality of the city. Economically, the sector generates over \$14 billion in annual revenues and employs hundreds of thousands of residents.

The City of Toronto has a longstanding relationship with not-for-profit organizations, investing over \$1.2 billion annually through service contracts, grants and other funding and relying on partner organizations to deliver hundreds of City-funded and regulated services, including but not limited to social housing, child care, employment and social services, shelter services and cultural programming. The City continues to strengthen its collaborative, interdependent relationship with the not-for-profit sector to achieve shared city-building goals.

Status

City Council adopted the *Public Benefit: City of Toronto Framework for Working with Not-for-Profits* to strengthen the City's relationship with the not-for-profit sector and includes:

- A 2018-2020 work plan with a focus on economic development of the sector/not-for-profit owned real estate and improve administrative processes so to make it easier for community partners to work with the City.
- Proclamation of Toronto's inaugural Not-for-Profit Recognition Day, by the Mayor in 2019.
- Progress reports to City Council every two years, beginning in 2019.

Background

Around the world, there is growing interest in exploring how governments and the not-for-profit sector can work together better.

In Canada, the Federal Government and nine out of ten provinces have launched strategic agreements with the sector in the last decade.

\$1.2 billion

The City's annual investment in the not-for-profit sector

The community-based not-for-profit sector in Toronto is well-established, enjoys a high degree of legitimacy and advances the social and cultural vitality of the city. The sector is also a major

economic force in Toronto, generating over \$14 billion in annual revenues and creating jobs for hundreds of thousands of residents. Given the significance of Toronto's not-for-profit sector and the value and complexity of the City's investments in the sector, City Council adopted a policy framework called *For Public Benefit: City of Toronto Framework for Working with Not-for-Profits*.

The framework introduces the concept of "public benefit" to describe the role of not-for-profits. The public benefit sector includes incorporated not-for-profit organizations and registered charities that:

- Operate for the public good, not private gain;
- Reinvest and retain assets in the public domain for the public good;
- Help drive the economic strength and stability of communities;
- Play an active role in public policy by channelling community voices to hold government and decision-makers accountable; and
- Demonstrate the core values of care and service to others in their work.

Priority Issues 2018-2020:

The City invests about \$1.2 billion in the not-for-profit sector annually through transfers from the tax-base, flow-through provincial and federal transfers, fee/tax deductions, loan guarantees and other supports. The City brings a whole-of-government lens to financial arrangements with the sector because of the scale of the relationship. A 2018-2020 priority is to review financial tools involving not-for-profits to reduce the administrative burden for the City and Sector and increase transparency.

The City has a mandate to support economic and workforce development in several private sector industries but has not extended similar support to not-for-profits. A 2018-2020 priority is to identify ways to support the economic impact and sustainability of not-for-profits in Toronto.

Actions or Plans

The framework for working with not-for-profits includes six core commitments, shown below. Progress against the first work plan will be reported to City Council by Q2 2019.

1. The City commits to recognizing and regularly reporting on the role and contributions of the not-for-profit sector in achieving shared strategic goals.
2. The City commits to continuous collaboration and dialogue with the not-for-profit sector to identify shared priorities, opportunities and mutual approaches for enhancing the public good.

3. The City commits to promoting the financial sustainability, innovation and economic impact of the public benefit sector.
4. The City commits to further leveraging the community engagement capacities of the public benefit sector so that resident involvement in strategic City issues becomes more inclusive and effective.
5. The City commits to identifying opportunities to improve and where appropriate to harmonize financial administration processes involving the Not for Profit Sector.
6. The City commits to working to advance decent work goals and effective governance in the not-for-profit sector.

Date	Actions
January 2018	Public Booklet Released www.toronto.ca/wp-content/uploads/2018/02/8c1c-SDFA_ForPublicBenefit_WEB_Jan31.pdf
December 2017	City Council adopted For Public Benefit: <ul style="list-style-type: none"> • Staff Report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD24.4 • Action Plan www.toronto.ca/legdocs/mmis/2017/cd/bgrd/backgroundfile-108813.pdf
November 2016	City Council directed staff to prepare a policy on working with not-for-profits app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD14.6

Contact

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Related Policies and Plans

- Modernizing the Relationship Between the City and the Nonprofit Sector, Social Planning Toronto – 2017 www.toronto.ca/legdocs/mmis/2017/cd/bgrd/backgroundfile-108814.pdf
- Introducing the “Public Benefit Nonprofit Sector” - How a new identity can better serve communities theonnc.ca/wp-content/uploads/2017/08/ONN.Introducing-Public-Benefit-Sector.FINAL.pdf
- Deliberate Relationships Between Government and the Non-Profit Sector: An Unfolding Picture www.wellesleyinstitute.com/wp-content/uploads/2011/11/deliberaterelationships.pdf

- Third Wave, Third Sector: Comparative provincial governance of third sector Relations
www.cpsa-acsp.ca/papers-2013/Elson.pdf
- On the Mend: Putting the Spark Back in the Government-Charitable Sector Relationship
mowatcentre.ca/on-the-mend/

Youth Employment

Issue Description

Youth unemployment has been trending upward in Toronto since the early 2000s, remaining above the national average. Rates for vulnerable youth, such as racialized youth, newcomers, and youth with lower education, are often significantly higher.

Status

The City's youth employment efforts are closely linked with other City-wide strategies, including the *Toronto Poverty Reduction Strategy*, *Working as One: A Workforce Development Strategy for Toronto*, the *Toronto Action Plan to Confront Anti-Black Racism*, *Collaborating for Competitiveness*, and most recently City Council's steps to address gun violence. As these strategies are implemented, intersections will be leveraged and linkage created to ensure that Council and City divisions consider appropriate and coordinated steps to create opportunities for youth employment.

The City will continue to leverage relationships with employers, community partners and other governments to increase support and employment opportunities for youth.

Background

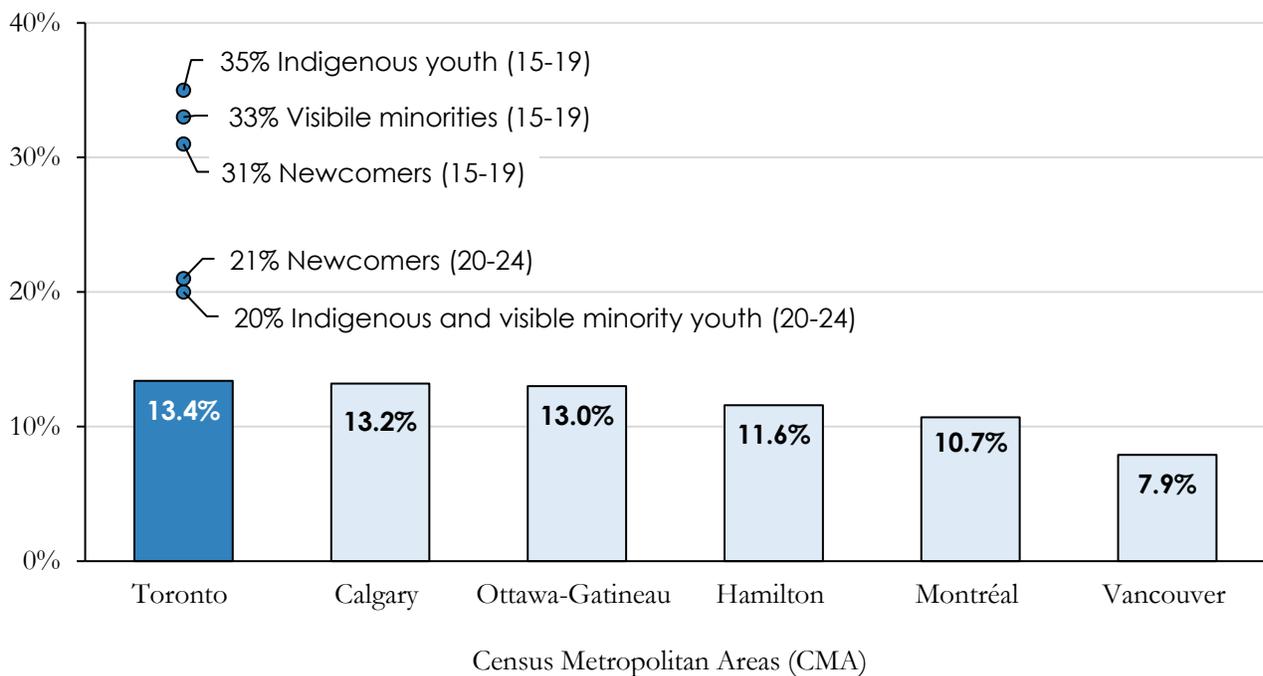
Toronto, like many other global cities, is faced with youth unemployment and underemployment. To ensure Toronto continues to be economically competitive, the City's priorities include fostering and providing quality jobs and a range of employment opportunities, particularly for Toronto's vulnerable residents, such as youth.

Extended periods of youth unemployment and underemployment result in short and long-term consequences such as reduced income, loss of skills and a limited career trajectory. High rates of youth unemployment and underemployment are also associated with higher levels of psychological distress, poorer physical health, and reduced quality of life producing lifelong negative impacts.

Many youth struggle to find work and lack the knowledge, skills and professional connections to prepare and link them to employment opportunities or supports within their communities. The challenges are particularly acute among vulnerable populations, such as visible minorities, newcomers, and indigenous youth.

Youth employment varies significantly across Toronto's 140 neighbourhoods. One-third of the neighbourhoods have rates over 18 percent, and a smaller subset of these neighbourhoods have a rate of up to 25 percent. While action is needed throughout the city to promote youth employment and support the creation of local quality jobs, this is particularly true for young jobseekers living in low-income neighbourhoods.

Comparing 2016 youth unemployment rates by city region (CMAs) and among the Toronto region's vulnerable populations (15 to 24 years)



Actions or Plans

The City promotes youth employment by ensuring better access to opportunities and jobs through accessible employment services that recognizes the supports youth need.

Employing youth

The City leverages its role as an employer to increase access to employment opportunities for youth. Parks Forestry and Recreation (PF&R) is the largest employer of youth in the city, employing youth in sports, recreation and arts and offering youth leadership programs to provide volunteer opportunities and build leadership skills, civic engagement and employability skills.

PF&R's Community Recreation Recruitment Strategy seeks to improve systems and processes to enable inclusive and barrier-free access to job opportunities. The City's Job Incentive Program, provide opportunities for Ontario Works recipients to acquire valuable workplace skills and experience in the public sector.

The City contracts out a range of employment services, and reviews, adjusts and improves its programs to reflect the changing labour market and meet the needs of youth. For example, through its recent Purchase of Employment Services program, Toronto Employment and Social Services contracted with 60 service providers to deliver over 100 programs that serve many groups, including youth.

Delivering targeted programs

The City delivers programs providing employment supports for the city's most vulnerable youth including job fairs for youth in Neighbourhood Improvement Areas, Emerging Neighbourhoods, and neighbourhoods undergoing revitalization. The Toronto Youth Partnerships & Employment (TYPE) program provides intensive case management and employment supports to over 200 vulnerable youth in conflict with the law. The Youth Employment Partnerships (YEP) network provides training to build the capacity of frontline workers to better engage with vulnerable youth.

Partnering with other governments

The City has increased its efforts to integrate planning activities among government partners to improve service coordination and achieve better outcomes for young jobseekers. Recently, the City partnered with the Ministry of Community Safety and Correctional Services, the (former) Ministry of Children and Youth Services and community partners to directly connect youth who are on probation or parole to year-round support, skills development and employment opportunities.

Building on community strength

The City recognizes the critical role community agencies play in outreach and delivering employment services for youth. For example, the Toronto Youth Jobs Corps program, a cost-shared program between Social Development, Finance & Administration and the Federal Government is delivered by three community agencies, providing youth (16-29) with pre-employment and job placement support.

Engaging employers

Several City initiatives leverage connections with employers and sectors to create employment opportunities for youth. For example, the Partnership to Advance Youth Employment (PAYE) engages over 300 employers each year in supporting youth with learning, networking, first work and employment opportunities. Notable among these employers, Starbucks Coffee Canada has hired 10 percent of its baristas and shift supervisors through PAYE since 2015, and financial services employers such as RBC, CIBC and TD which have participated on the PAYE Board and provided employment opportunities for PAYE youth for almost ten years.

City Council Action

Date	Action
May 2018	Meeting Many Needs: Advancing Toronto's Workforce Development and Poverty Reduction Strategies - 2017 Annual Report was presented to the Economic Development Committee www.toronto.ca/legdocs/mmis/2018/ed/bgrd/backgroundfile-114676.pdf
December 2016	City Council approved Advancing Work-Based Learning in Toronto: Report of the Youth Employment Action Plan Advisory Committee www.toronto.ca/legdocs/mmis/2016/ed/bgrd/backgroundfile-98227.pdf
May 2015	City Council adopted Work-Based Learning Works: An Action Plan for Youth Employment in the City of Toronto www.toronto.ca/legdocs/mmis/2015/ed/bgrd/backgroundfile-78721.pdf
April 2015	City Council endorsed Expanding the Partnership to Advance Youth Employment (PAYE) www.toronto.ca/legdocs/mmis/2015/ed/bgrd/backgroundfile-76327.pdf
February 2014	City Council approved the Toronto Youth Equity Strategy www.toronto.ca/legdocs/mmis/2014/cd/bgrd/backgroundfile-65634.pdf

Contact

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Affordable Housing – Housing Affordability, Availability and Repair

Issue

Toronto is a successful and prosperous city, and yet many low-to-moderate income Torontonians have increasingly limited access to safe, stable and affordable housing. Governments are challenged to provide sufficient investments to create new affordable housing opportunities. As the City prepares its housing strategy for the next ten years (2020-2030), an opportunity exists to focus government, non-profit and private resources on delivering innovative solutions with a significant impact on addressing the City's growing affordable housing needs.

Status

In 2019, a new Toronto Housing Strategy 2020-2030, will be considered by City Council. As directed by Council in July 2018, City staff have begun implementing a work plan under the direction of the Deputy City Manager, Community and Social Services including preparation of public and stakeholder engagement, completing a jurisdictional scan and housing market analysis, and planning an international housing forum. To address the diverse housing needs of Toronto residents, the housing strategy will look to high-impact outcomes by leveraging new federal and provincial resources, extending City investments and strengthening partnerships with the non-profit and private sectors.

Full implementation of Canada's first *National Housing Strategy*, a \$40 billion commitment, is being rolled out in 2019. The Canada Mortgage and Housing Corporation (CMHC) launched the Federal Co-Investment Fund in 2018 with the first funding applications currently under review.

In 2019, under the *National Housing Strategy*, the ten-year Canada-Ontario Bi-lateral Agreement, which outlines joint federal and provincial investments guided by the first three-year provincial action plan will also start. The City will need to adapt to new federal-provincial housing programs that reduce funding to the City while increasingly moving towards direct delivery. The new landscape will require coordination among federal, provincial and City housing programs.

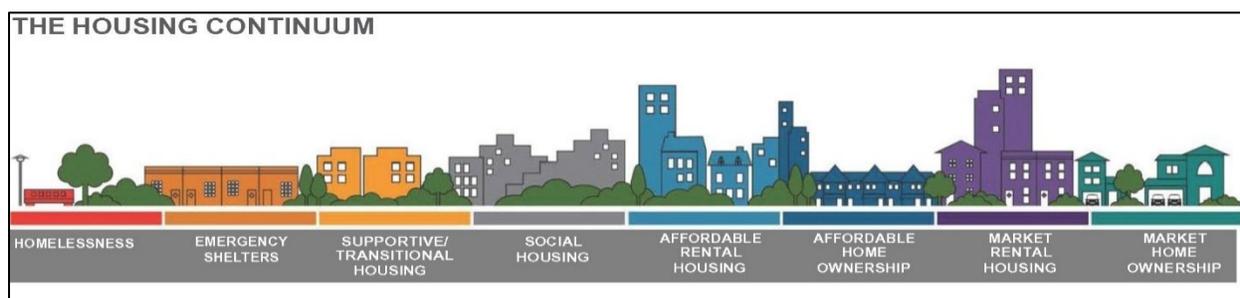
Background

Toronto's Current Housing System

Several City divisions and agencies deliver housing policies, programs, services and infrastructure. Divisions and agencies are guided by several aligned strategic policies affecting housing and homelessness such as *Housing Opportunities Toronto: Affordable Housing Action Plan 2010-2020*, the *Toronto Seniors Strategy Version 2.0*, the *Toronto Poverty Reduction Strategy* and the *Housing Stability*

Service Plan.

Toronto's housing system responds to challenges and pressures across the housing continuum illustrated below: from the need for emergency shelter beds, safe and legal multi-tenant houses, long-term care homes, supportive, transitional, social and affordable rental housing, to market affordability challenges.



Source: [Canada Mortgage and Housing Corporation](#)

Toronto's Housing Market

Despite progress over the past decade to ramp up federal, provincial and local measures, residents continue to struggle to secure and maintain affordable, suitable and stable housing. Particularly hard hit are homeless and vulnerable residents, and lower-income tenants, facing high rents, low vacancy rates – at one percent, the lowest in 16 years – and the high cost of home ownership in Toronto (Canadian Mortgage and Housing Corporation).

Unaffordability is the key driver of core housing need in Toronto.

- As of the 2016 Census, 406,070 or 37% percent of Toronto's 1.1 million households spend more than 30 percent of their before-tax income on shelter (rent, mortgage, taxes, repairs, etc.).
- Most impacted were tenant households, with 47 percent (over 245,000) of renter households living in unaffordable housing compared to 27 percent of owner-households (over 160,000).
- Toronto's social housing waitlist includes approximately 97,000 active households with an average wait time of 10-12 years depending on unit size.

Toronto's housing system is strained to meet growing demand, especially as income inequality grows in the City.

Toronto's Key Challenges

Declining Social Housing Funding

Toronto provides 90 percent of the public housing in the Greater Toronto Area and 37 percent of the total social housing in Ontario, well beyond its share of population or its share of the tax base. Social housing has been funded by all three levels of government – federal, provincial and the City -

through a variety of different programs. However, reductions in federal and provincial government transfers that began in 2007 and continue annually until 2032 are placing significant pressure on the City's budget.

The City anticipates that through the *National Housing Strategy*, federal funding will be kept at current levels. Without a commitment to maintain existing subsidies, the City is projecting reductions of \$8.6 million in 2019, \$20.0 million in 2020, and \$18.8 million in 2021 with a three-year cumulative reduction of subsidies of \$47.4 million.

Other Social Housing Funding Issues

The following pressures create significant challenges in the housing portfolio:

- Withdrawal of \$180 million in social housing capital funding to reduce greenhouse gas emissions by the new Provincial Government;
- Cost of capital repairs and capital renewal falling entirely on the City;
- Declining social housing operating funding provided by the federal and provincial governments; and
- The potential loss of affordable housing stock through expiring social housing operating agreements.

Increased City Housing Targets, Deeper Affordability

There is growing pressure to increase Toronto's affordable and supportive housing targets and to provide lower rents (deeper affordability), both with resource implications. For example, In March 2018, City Council set a target for the creation of 18,000 new supportive housing units, 1,800 new units per year, over the next ten years to help people transition out of the shelter system and into permanent housing. In June 2018, Council asked the City Manager to review the definition of affordable housing under the City's *Official Plan*. Currently, affordable rental housing and affordable rents are defined as housing where the total monthly shelter cost is at or below Toronto's Average Market Rent (AMR) by unit type. Meeting increased targets and lowering rents will require innovative solutions and thoughtful consideration of City priorities.

Affordable Housing in Mixed Income, Complete Communities

The City is adjusting to changes to federal-provincial housing programs and anticipated cancellation of provincial programs such as Phase 2 of the Provincial Affordable Housing Lands Program. Inclusionary zoning would help increase the supply of affordable housing in Toronto and an inclusionary zoning policy framework will be considered by City Council in early 2019.

Redevelopment of Long-Term Care Home (LTC) sites will also contribute to the creation of complete communities including affordable housing, community hubs and co-located City services. While City Council has approved a plan to increase the number of beds in Toronto, some LTC operators, concerned about mandatory redevelopment, have signalled to the Province of Ontario

their intention to relocate outside of the City, mainly due to the cost of land, or to cease operations rather than redevelop. If LTC operators close or relocated, this could result in a net loss of beds in the City.

Low and Mid-Range Market Rental Housing

The low and mid-range market rental housing segment of the housing continuum in Toronto is under stress given the City's high rents, low vacancy rates and insufficient inventory. The new Provincial Government has cancelled the Ontario Development Charges Rebate Program launched by the previous government to stimulate the construction of mid-range rental housing. Instead, the Province of Ontario has now eliminated rent controls on new rental housing. The City's complementary Purpose-Built Rental Development Charges Rebate Program, approved by City Council in 2018, was designed to dovetail with the provincial DCs program and will need to be reconsidered.

Actions or Plans

In 2009, City Council approved *Housing Opportunities Toronto (HOT) – An Affordable Housing Action Plan 2010-2020*, the City's first ten-year housing and homelessness plan. Over the past decade, by implementing actions recommended in the HOT Action Plan, Toronto has taken significant steps to address a range of housing challenges faced by residents across the housing spectrum. Toronto's ongoing housing advocacy has also contributed to the introduction of a 10-year *National Housing Strategy* by the Federal Government, the provincial 10-year *Long-Term Housing Strategy*, and *Ontario's Fair Housing Plan*. Toronto's affordable housing initiatives are also contributors to other City priorities such as poverty reduction and supporting seniors.

New Housing Initiatives

The following initiatives undertaken by the City are achieving or expected to produce high impact results to increase the supply and improve the oversight of affordable housing:

- **Open Door Affordable Housing Program** to accelerate affordable rental housing construction through City investments, fast-tracking planning approvals and activating surplus public land. For the first time in 2017 and 2018, the city exceeded its affordable rental approval targets.
- **Increase to Development Charges (DCs) funding** for new affordable rental housing development and DCs deferral programs to stimulate new non-profit affordable ownership homes and secondary laneway dwelling units (Note: with the cancellation of the provincial development charges rebate for rental housing, the complimentary City program will need to be reconsidered).
- **City Building Fund for Housing Priorities** – A dedicated property tax levy of 0.5 percent directed to the City Building Fund for transit and housing capital priorities.

- **City Land for Affordable Rental Housing** – Expansion of the provision of City land through CreateTO, City Planning, Transit Oriented Development Strategy and Long-Term Care Homes and Services Capital Renewal Plan.
- **Seniors Housing and Services Entity** to integrate City programs and services for seniors and responsibility for managing 83 seniors-designated buildings within Toronto Community Housing's portfolio.
- **Inclusionary Zoning** – Staff to report to City Council in 2019 on a plan to create affordable rental and ownership homes through the implementation of inclusionary zoning in Toronto.

Date	Action
July 2018	City Council approval of: <ul style="list-style-type: none"> • Development Charges Deferral Update to the City's Home Ownership Assistance Program app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.36 • Housing Opportunities Toronto Action Plan (2020-2030) Directions Report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.32
June 2018	City Council approval of: <ul style="list-style-type: none"> • Changing Lanes: The City of Toronto's Review of Laneway Suites app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.TE33.3 • Creation of a Standing Committee on Housing app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.1
May 2018	City Council approval of: <ul style="list-style-type: none"> • Implementing Tenants First – Creating a Seniors Housing Unit at Toronto Community Housing Corporation and Transitioning Towards a Seniors Housing and Services Entity at the City app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.3 • Toronto Seniors Strategy Version 2.0 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.2
April 2018	City Council approval of Development Charges Bylaw Review - Results of Additional Consultation app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX33.3
March 2018	City Council approval of City Planning - 2018 Rental Housing Market Conditions in Toronto app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX32.19

Date	Action
February 2018	City Council approval of ten-year Shelter and Infrastructure Plan (in SSHA's 2018-2027 Capital Budget and Plan) recommendations app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=961#Meeting-2018.CC47
January 2018	City Council approval of the City's response to draft Inclusionary Zoning recommendations app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG25.8 The launch of Canada's National Housing Strategy www.placetocallhome.ca/pdfs/Canada-National-Housing-Strategy.pdf
April 2017	Launch of Ontario's Fair Housing Plan news.ontario.ca/mof/en/2017/04/ontarios-fair-housing-plan.html
July 2016	City Council approval of Tenants First- A Way Forward for Toronto Community Housing and Social Housing in Toronto app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.11
November 2016	City Council approval of Housing and Health: Unlocking Opportunity app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.HL15.3
October 2016	Executive Committee approval of Proposed Regulatory and Licensing Strategy for Multi-Tenant Houses and Consultation Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX18.13
July 2016	City Council approval of <ul style="list-style-type: none"> • Implementing the Open Door Affordable Housing Program app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.26 • City-wide Real Estate Review app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.4
January 2016	Executive Committee approval of Final Report of the Task Force on Toronto Community Housing app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX11.21
November 2015	City Council approval of: <ul style="list-style-type: none"> • the Long-Term Care Homes and Services Capital Renewal Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.7 • TO Prosperity: Toronto Poverty Reduction Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.5
December 2013	City Council approval of the 2014-2019 Housing Stability Service Planning Framework app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD25.10

Contacts

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Related Policies and Plans

The City has commissioned a Toronto Housing Market Analysis by the Canadian Centre for Economic Analysis and the Canadian Urban Institute. A final report is expected in January 2019.

Appendix – Affordable Housing

Toronto's Housing Context – Additional Information

Despite progress over the past decade to ramp up federal, provincial and local measures, residents continue to struggle to secure and maintain affordable, suitable and stable housing. Particularly hard hit are homeless and vulnerable residents and lower-income tenants. Housing affordability is expected to worsen over the next two decades considering the City's fast pace of growth, with population projected to rise from 2.93 million in 2017 to 3.4 million in 2041, an increase of 33.5 percent (Ontario Ministry of Finance). Within the same timeframe, the number of people in Toronto aged 65 and over is expected to almost double by 2041, increasing pressure on support services including long-term care homes (*Toronto Senior's Strategy Version 2.0*).

Unaffordability is a driver of core housing need in Toronto. As of the 2016 Census, 406,070 or 37 percent of Toronto's 1,112,905 households spend more than 30 percent of their before-tax income on shelter (rent, mortgage, taxes, repairs, etc.). Of the households that spend more than 30 percent of their before-tax income on shelter, 245,605 or 60 percent are rental households, and 160,465 or 40 percent are owner households.

There are different affordability challenges faced by renters versus owners. According to the 2016 Census, of owner-households in Toronto, **27 percent** had unaffordable housing, meaning they spent more than 30 percent of their total household income on shelter costs. For tenant-households, this rate was significantly higher at **47 percent**. In 2017, purpose-built apartment rents increased the most in 15 years, and vacancy rates reached the lowest in 16 years at one percent (Canadian Mortgage and Housing Corporation). In the low-end of the rental housing market, asking rents were nearly 1.5 times above the average market rent (Low End of the Rental Market Study –Listings Database).

The growth of core housing need is projected to accelerate at twice the rate to 2030 compared to the previous 12 years, growing by 44,000 households from 2018 to 2030 to a total of 293,000 households, more than two times the increase of 17,000 between 2006 and 2018. Toronto's social housing waitlist includes approximately 97,000 households with an average wait time of 8 to 10 years. Incomes are not keeping pace with the rising cost of housing in Toronto.

Additional Details about Other Challenges Facing the City

Housing System Cannot Meet Growing Demand – The demand for affordable housing in Toronto is expanding as the cost of housing rises, and income inequality grows. The number of households on the centralized waiting list continues to increase with only a small percentage housed from the waiting list each year. There are approximately 97,000 active households on the centralized waiting list for social housing with just over 3,200 households housed from the waiting list in 2017.

Social Housing Capital Funding Withdrawal – Out of a \$316 million conditional allocation of capital funding through the Social Housing Apartment Improvement Program (SHAIP), to reduce greenhouse gas emissions in social housing, the new Provincial Government has cancelled years two, three and four, resulting in a loss for Toronto of \$180.3 million.

Other Social Housing Capital Issues – Toronto Community Housing Corporation (TCHC) requires \$2.6 billion over ten years to maintain its portfolio in a fair state of repair. The City has committed over \$1 billion to TCHC and has long-standing requests to the federal and provincial governments to cost share the repairs and capital renewal.

Declining Social Housing Operating Funding – Social housing has been funded by all three levels of government – federal, provincial and the City - through a variety of different programs. For many years, both the federal and provincial governments have reduced and withdrawn financial support for social housing through respective programs placing significant pressure on the City's social housing budget. Through the *National Housing Strategy*, the City anticipates that federal funding will be maintained at current levels. In the absence of a commitment to keep existing subsidies, the City is projecting losses of \$8.6 million in 2019, \$20.0 million in 2020, and \$18.8 million in 2021 with a three-year cumulative impact of \$84.6 million. The City has called on the Federal Government to reinvest funds from expiring federal social housing agreements back into social housing to ensure affordable housing is available to the most vulnerable households.

Loss of Affordable Stock through Expiring Operating Agreements - Operating agreements for social housing developed under former federal programs are beginning to expire. 9,300 former federal non-profit units under the City social housing administration and 7,200 units in co-operatives under federal administration are at risk in Toronto through expiry of operating agreements.

Increased City Housing Targets, Deeper Affordability – On March 26, 2018, City Council increased the City's supportive housing targets (2018 CD26.5). On June 26, 2018, Council asked the City Manager to review the definition of affordable housing under the City's *Official Plan* (EX36.27). Currently, affordable rental housing and affordable rents are defined as housing where the total monthly shelter cost is at or below Toronto's Average Market Rent (AMR) by unit type. Changes to City targets may strain existing government resources, requiring innovative solutions and thoughtful consideration of City priorities. Inclusionary zoning would help increase the supply of affordable housing in Toronto but has yet to be implemented. Council will consider a proposed policy framework in early 2019.

Ontario Development Charges Rebate Program – The new Provincial Government has cancelled the program that would have provided an allocation to Toronto of \$60 million for five years (2018-2022) to support the construction of new purpose-built non-luxury rental housing.

Provincial Decision on Phase 2 of the Provincial Affordable Housing Lands Program – The new Provincial Government has also cancelled a proposed mixed development on the Thistletown

site. The overall development was to include a new mixed-income community with 160 affordable rental homes and 80 affordable ownership homes. City Council pre-approved Open Door incentives supporting achievement of the City's 2018 targets.

Long-Term Care (LTC) Homes Beds – The City's *Long-Term Care Homes and Services Capital Renewal Plan* creates the potential to add LTC beds into larger vertical communities along with affordable housing, community hubs and co-located City services. In May 2018, City Council approved a goal of at least 786 more LTC beds during the renewal and redevelopment of five of the City's ten LTC homes. While this supports the Province of Ontario's target of adding 15,000 beds by 2020 across Ontario, there is concern about a net loss of beds in Toronto. Some LTC operators in Toronto, concerned about mandatory redevelopment, have signalled to the Province their intention to relocate outside of the City, mainly due to the cost of land, or cease operations rather than redevelop.

Toronto's Housing System – Key Divisions and Agencies

Division/Agency	Role
Affordable Housing Office	Oversight and delivery of funding for development of new affordable, supportive and transitional rental and ownership housing (Open Door Program, public land); essential health, safety, accessibility and energy efficiency repairs and modifications; development charges rebate and programs for secondary laneway dwelling units, non-luxury rental housing (under review) and affordable homeownership; and development and implementation of housing policy and partnerships, including Housing Opportunities Toronto
City Planning	Housing policy, e.g., rooming houses, secondary units, rental housing, market conditions, inclusionary zoning policy, housing definitions (e.g., affordable ownership housing)
Long-Term Care Homes and Services	Capital redevelopment of LTC homes with affordable housing
Municipal Licensing and Standards	By-laws for apartment buildings, Rent Safe TO and multi-tenant housing (rooming houses)
Real Estate Services	Provision of C land for affordable/transitional or supportive housing, long-term care and shelters
Toronto Public Health	Link between inadequate housing/homelessness and determinants of health
Shelter, Support and Housing Administration	Oversight, administration of funding, and direct delivery of emergency shelter services; housing stability and homelessness services, including housing supports and services; social housing

Division/Agency	Role
	administration; affordable rental housing legal agreements; housing benefits; Access to Housing system; and development and implementation of housing policy including Housing Opportunities Toronto
Social Development, Finance and Administration	Funding and oversight of TCHC through the Tenants First Project. (For more information see Toronto Community Housing and Tenants First briefing note.)
Toronto Community Housing Corporation	Social housing provider: 2,100 buildings, home to 60,000 low and moderate-income households, \$9B public asset wholly owned by the City of Toronto
Toronto Employment and Social Services	Oversight for Housing Stabilization Fund

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Toronto Community Housing: Tenants First

Issue description

Social housing is a vital component of the City's efforts to mitigate the effects of poverty. An adequately funded social housing system with a well-functioning service delivery model is critical to this work.

In 2016, the Mayor's Taskforce on Toronto Community Housing Corporation (TCHC) found that TCHC was an unsustainable organization, both financially and socially and from an operating and governance perspective. Because of a changing government funding landscape and significant turnover in leadership, TCHC continues to present critical high-risk issues needing urgent attention.

Status

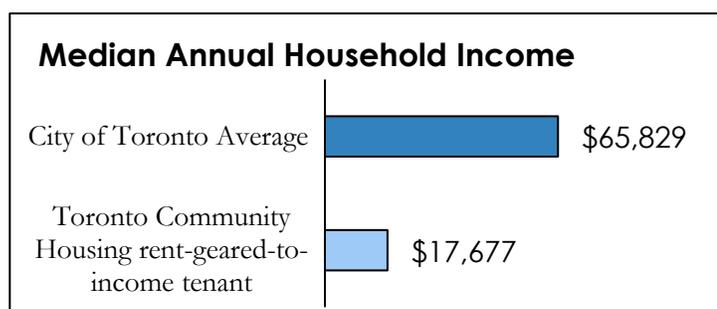
The Tenants First Project Management Office is implementing the *Tenants First Phase One Implementation Plan*. City Council has established, through various reports, the following schedule to report back:

- 2019 – Recommendations on transferring the TCHC's 660 buildings in the scattered housing portfolio to non-profit housing providers, co-ops and community land trusts and an updated Shareholder Direction from City Council, which includes a renewed mandate, a stable and sustainable funding model, and key performance indicators for TCHC.
- 2020 - Recommendations through the Seniors Transition Office on the creation of a Seniors Housing and Services Entity, addressing how the City will better integrate services for seniors, including the TCHC seniors housing portfolio.

Background

Under the authority of the provincial *Housing Services Act*, the City of Toronto is the service manager for over 240 social housing providers, including TCHC.

TCHC is home to some of the most vulnerable and marginalized residents in the city. It is the largest social housing provider in Canada and the second largest in North America. TCHC has 2,100 buildings that are in 106 of Toronto's 140 neighbourhoods and provides housing to 110,000 low and moderate income residents.



In 2016, in response to tenant concerns and organizational challenges over many years, the Mayor's Task Force on Toronto Community Housing released a report identifying five key problems with TCHC:

1. Many tenants are dissatisfied with their homes and the services they receive.
2. TCHC does not have the mandate, expertise or funding to offer all the supports that tenants need.
3. TCHC is not financially sustainable in its present form.
4. TCHC's buildings need substantial new investment to replace ageing mechanical systems, roof and other major capital features.
5. TCHC had a tumultuous five years from 2010 to 2015 with three Boards of Directors, four CEOs and significant turnover in senior management.

In response, the City established the Tenants First Project Management Office, housed in Social Development, Finance and Administration (SDFA), which works in partnership with other City divisions including Shelter Support and Housing Administration (SSHA).

Tenants First is working to transform TCHC into a social housing landlord whose buildings are in a good state of repair, and who connects tenants to appropriate services so they can participate actively in their communities. To this end, the City has developed an interim funding model for 2018 and 2019 to cover the operational, capital, and development shortfalls for this period.

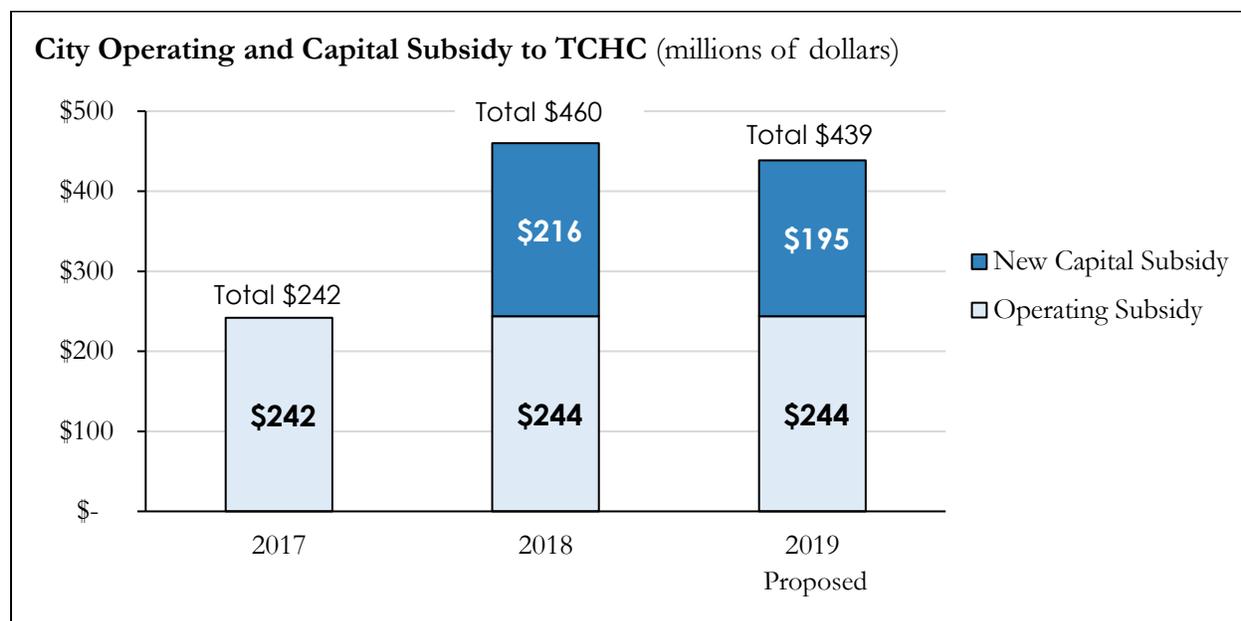
The major elements of transformation included in the *Tenants First Phase One Implementation Plan* are:

- The creation of a new Seniors Housing and Services Entity directly accountable to City Council and responsible for management of 83 seniors-designated buildings (over 11,000 units) currently within TCHC.
- Initiating a process to redefine core components of TCHC's business to focus the organization on its role as a social housing provider.
- Adequate funding for both a TCHC and the proposed new Seniors Housing and Services Entity.
- Creation of a plan to transfer the scattered housing portfolio to non-profit housing providers, ensuring continued affordability.

The City's work to transform TCHC will continue for the next several years. The Tenants First Project Management Office is leading a process to review TCHC's core business, develop a permanent, sustainable funding model, and revise City Council's shareholder direction to TCHC and operating agreement as required.

This work will include reviewing TCHC's current lines of business and making decisions about how TCHC will manage its business in the future. It will also be informed by lessons from three Tenants First TCHC pilots that began in 2018.

In response to City Council direction, a much closer City – TCHC relationship has evolved over the past several years. TCHC now receives more funding and is more accountable to Council, engaging directly in the budget process rather than as a part of the SSHA budget. The City, through Tenants First, has been more involved in the operations of TCHC.



Date	Action
May 2018	City Council adopted Implementing Tenants First - Creating a Seniors Housing Unit at Toronto Community Housing Corporation and Transitioning Towards a Seniors Housing and Services Entity at the City app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.3
January 2018	City Council adopted Implementing Tenants First - Toronto Community Housing Corporation (TCHC) Scattered Portfolio Plan and an Interim Selection Process for Tenant Directors on the Toronto Community Housing Corporation Board app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.2
July 2017	City Council adopted Tenants First – Phase 1 Implementation Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.2
July 2016	City Council adopted Tenants First- A Way Forward for Toronto Community Housing and Social Housing in Toronto app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.11
January 2016	Final Report of the Mayor's Task Force on Toronto Community Housing Corporation was referred to the City Manager for an initial assessment (EX 11.21) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX11.21

Contact

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Related Policies and Plans

- Shareholder Direction City of Toronto and TCHC
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX44.6
- Ontario's Long-term Affordable Housing Strategy
www.mah.gov.on.ca/AssetFactory.aspx?did=13683
- TCHC Annual Report (2017)
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.13

Pressures on Toronto's Shelter, Housing and Homelessness System

Issue description

Over the last two years, and in response to recent pressures on the homelessness service system, Shelter, Support and Housing Administration (SSHA) has substantially increased service capacity and initiated key improvements to service quality and responsiveness. Over the past six months, significant outcomes have been achieved in improved operational responses to help meet the immediate needs of vulnerable people seeking emergency shelter. Despite these accomplishments, demand for services continues to rise, driven by extremely low rental vacancy rates, scarcity of affordable housing, and increasing numbers of refugee/asylum claimants in Toronto.

Status

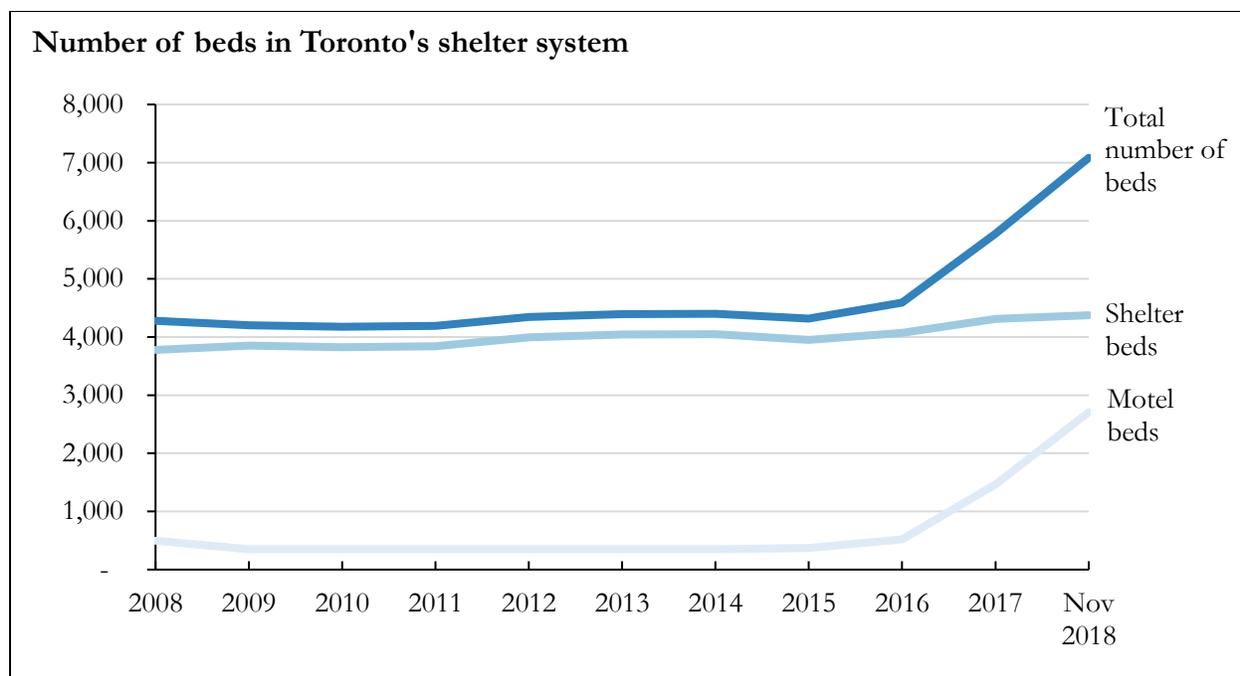
SSHA is leading the City's efforts and working with divisional partners to address ongoing pressures in the homelessness service system. The City continues to work with community partners and the federal and provincial governments to address ongoing and longer-term issues to ensure that residents of Toronto not only have safe emergency shelter but are also able to find and maintain a safe, suitable and secure place to call home.

As part of this work the City is:

- Investing \$179 million in capital funding for acquiring and renovating sites to accommodate 1,000 new shelter beds. Up to 28 new shelter sites will be opened over three years (including four in 2018), which includes the 1,000 new beds in addition to 951 replacement beds.
- Increasing the City's operating funding for shelters by \$35 million by 2021.
- Investing \$90 million in committed provincial funding to implement the Home for Good Program to assist about 2,000 vulnerable residents exit homelessness into housing with supports. An estimated 1,800 additional new units a year over the next ten years are needed to meet demand in Toronto as a permanent solution to homelessness.

Background

The number of shelter beds in Toronto remained relatively consistent for many years. Over the past two years, the City has added more than 2,000 shelter and motel beds to respond to growing demand. Currently, the City of Toronto's shelter system has over 6,900 beds across 63 shelters, which includes 2,500 beds in motel rooms that are used to provide additional capacity. The City operates ten shelters directly.



Shelter System Occupancy Remains High

Despite increasing system capacity, shelter occupancy remains virtually full. The demand is driven by low rental vacancy rates, scarce affordable housing and an increase in the number of refugee/asylum claimants in the shelter system. The number of refugee claimants staying in Toronto's shelter system increased from 459 people (11 percent of the total system) in 2016 to 2,511 (40 percent of the total system) in November 2018.

Maintaining 24-Hour Respite Sites and Winter Planning

24-hour Respite Sites provide essential services including a place to rest, meals, and service referrals for people who otherwise may not access a traditional shelter bed.

As of November 2018, there are over 600 spaces at eight respite sites. The 2018/19 winter plan maintains at least 600 24-hour respite service spaces with more available as contingency space throughout the winter, 280 of which will be offered at three prefabricated structures. SSHA will monitor and evaluate service level requirements throughout the winter.

Data and Performance Measurement

Better understanding the individuals and families who are in need of emergency shelter is key to a flexible and responsive system.

The Shelter Management Information System (SMIS) is the city-wide real-time homelessness management information system, which contains common client records and occupancy data.

Efforts are underway to expand SMIS and increase capacity to track clients across a broader range of housing stability programs.

In April, the City conducted its fourth *Street Needs Assessment*, a comprehensive survey of people experiencing homelessness in Toronto. Results will be reported in November 2018.

Housing First

Shelters and respite services are important to support people when they are in immediate crisis. However, the real solution to reducing and ending homelessness in the longer term is to continue to expand housing first approaches to increase prevention and housing stability. The City adopted a housing first approach in 2005 across all of its services, including the Streets to Homes program and the shelter system. Since 2016, the City has assisted over 15,000 individuals to move from shelters and the street to permanent housing including more than 2,000 people experiencing chronic homelessness.

Actions or Plans

In 2017, City Council approved two reports that introduced new community engagement processes and new shelter planning and approval processes to reduce the challenges of securing properties for new shelters. In 2018, Council approved creating 1,000 new permanent shelter beds over three years as part of the City's 10-year capital plan. The *2019 Shelter Infrastructure Plan* was adopted in June 2018.

As part of the new planning process, SSHA will bring forward an annual infrastructure plan to City Council for approval.

SSHA's *Housing Stability Service Plan 2014-2019* was the first five-year service plan for the City, which outlined actions required to create an integrated client-centred and outcome-focused service system. A new five-year SSHA service plan will be developed to align with the strategic directions of the 2020-2030 Housing Opportunities Toronto Plan. This work will include engagement with City divisions and community partners.

City Council Actions

Date	Action
June 2018	City Council adopted the 2019 Shelter Infrastructure Plan and System Update report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD29.8
March 2018	City Council adopted the Emergency Shelter Services – Update report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD26.5

Date	Action
February 2018	City Council approval to add 1,000 beds to the shelter system over three years as part of SSHA's 10-year capital budget app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2
December 2017	City Council adopted the 2018 Shelter Infrastructure Plan and Progress Report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD24.7
June 2017	City Council adopted the <u>Review of Current Winter Respite Services and Planning for the 2017/18 Winter Season</u> report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD21.16
April 2017	City Council adopted the Proposed New Engagement and Planning Process for Emergency Shelters report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD19.6
December 2013	City Council adopted the 2014-2019 Housing Stability Service Planning Framework app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD25.10

Contact

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Inclusionary Zoning – Securing Affordable Housing in Toronto

Issue description

In April 2018, the Province of Ontario adopted an inclusionary zoning regulation. The regulation allows the City to introduce planning requirements for the inclusion of affordable housing in new residential developments and represents a significant step forward in addressing Toronto's affordable housing needs.

Before City Council can consider an inclusionary zoning policy, City staff must complete required background work, including preparing a demographic and housing needs analysis, financial impact assessment, undertaking public consultations, and drafting Official Plan policies.

Status

City staff are preparing the background analysis required to implement inclusionary zoning and plan to hold public and stakeholder consultations on draft policies in the first half of 2019. City staff will bring forward an inclusionary zoning policy for City Council's consideration following the consultations.

If Council adopts an official plan amendment to allow inclusionary zoning, the Minister of Municipal Affairs and Housing must approve it before it can be implemented.

Background

Despite the strong growth of new residential construction, there is not enough affordable housing in Toronto. The vacancy rate for purpose-built rental housing in Toronto (housing designed and built for long-term rental accommodation) is 1 percent, the lowest level in 16 years, and 0.7 percent for rented condominium units, according to the Canadian Housing and Mortgage Corporation (CMHC).

2%

Amount of built or approved housing in last 5 years that is considered affordable.

Existing Planning Tools for Affordable Housing

The City has planning tools that protect the supply of rental housing and secure new affordable housing as part of site-specific applications and within Secondary Plan areas. For example, the City's Official Plan policies encourage that when a developer seeks an increase in height and or density on a site larger than 5 hectares, the priority community benefit (known as a Section 37 benefit) requested by the City will be that 20 percent of the housing units approved as a result of the height

or density increase will be affordable housing. The *Central Waterfront Secondary Plan* includes a similar provision for new development.

The City also participates with other levels of governments to deliver new affordable rental and ownership homes through housing programs like the Toronto's Open Door Program.

Inclusionary Zoning

The City had long requested the authority to implement inclusionary zoning to ensure affordable housing is a requirement of new developments and applied on a consistent basis rather than negotiated on a site-by-site basis. In April 2018, the Province of Ontario acted by adopting a regulation to allow municipalities in Ontario to develop inclusionary zoning policies.

Many North American cities, including New York, San Francisco, Boston, and Vancouver have implemented inclusionary zoning with positive results. For example, after New York City adopted Mandatory Inclusionary Zoning in 2016, over 1,500 permanently affordable homes were approved in the first nine months of the program.

To establish inclusionary zoning in Toronto, City Council will have to set out policies in its *Official Plan* and zoning bylaw. Through these policies Council will be able to:

- establish the threshold for when a development must include affordable units;
- set out the length of time that affordable housing unit must be maintained as affordable (i.e. 20 years or 30 years);
- identify the number of units each development must set aside as affordable housing units; and
- set standards and procedures for the stewardship of affordable housing units to ensure long-term affordability.

Actions or Plans

In January 2018, City Council adopted City staff recommendations requesting the Province of Ontario amend the proposed inclusionary zoning regulation so that it would provide the City with more flexibility to develop a made-in-Toronto approach to inclusionary zoning. The Province responded favourably to Council's recommendations and in April 2018, adopted an inclusionary zoning regulation under the *Planning Act*.

Date	Action
April 2018	Inclusionary zoning regulation under the <i>Planning Act</i> comes into force https://www.ontario.ca/laws/regulation/180232
January 2018	City Council approves the report on City response to draft Inclusionary Zoning regulations, which includes recommendations for municipal flexibility http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG25.8
December 2016	Bill 7, Promoting Affordable Housing Act, 2016 receives Royal Assent from the Ontario Legislature https://news.ontario.ca/mma/en/2016/12/ontario-passes-legislation-to-create-more-affordable-housing-for-families.html
August 2016	City staff provided comments on the legislation and inclusionary zoning framework.

Contact

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Related Policies and Plans

- Protocol for Negotiating Section 37 Community Benefits, including new affordable housing www.toronto.ca/city-government/planning-development/official-plan-guidelines/section-37-benefits/
- Open Door Affordable Housing Program www.toronto.ca/open-door-affordable-housing-program/
- Housing Opportunities Toronto Action Plan, 2020-2030 www.toronto.ca/housing-opportunities-toronto-affordable-housing-action-plan-2010-2020/

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Seniors Long-Term Care

Issue description

Toronto has an aging population. There are now more people older than 65 than children under 15 years old. An aging demographic does not automatically mean ill health or disability, but the risk to both does increase as people age, which means more demand for a long-term care system and the need for increased capacity to provide quality care and service. While seniors are not the only driver of demand for long-term care, they are the largest segment and changes to their population will affect the future of long-term care homes.

Within the city, 52 different organizations operate 84 long-term care homes with 15,222 beds. Long-Term Care Homes & Services (LTCHS), under provincial legislation, directly operates ten long-term care homes with 2,641 beds. The homes have a diverse resident population (66 countries of origin, 31 languages) and complex care requirements (64 percent of residents have some form of dementia). The City's directly operated long-term care bed inventory has remained unchanged since 1993 and is not keeping pace with demand.

Status

City staff, as directed by City Council, are in discussions with provincial officials to improve capital and operating funding for long-term care homes and to strengthen the City's role in service planning. A progress report will go to Council in 2019.

Background

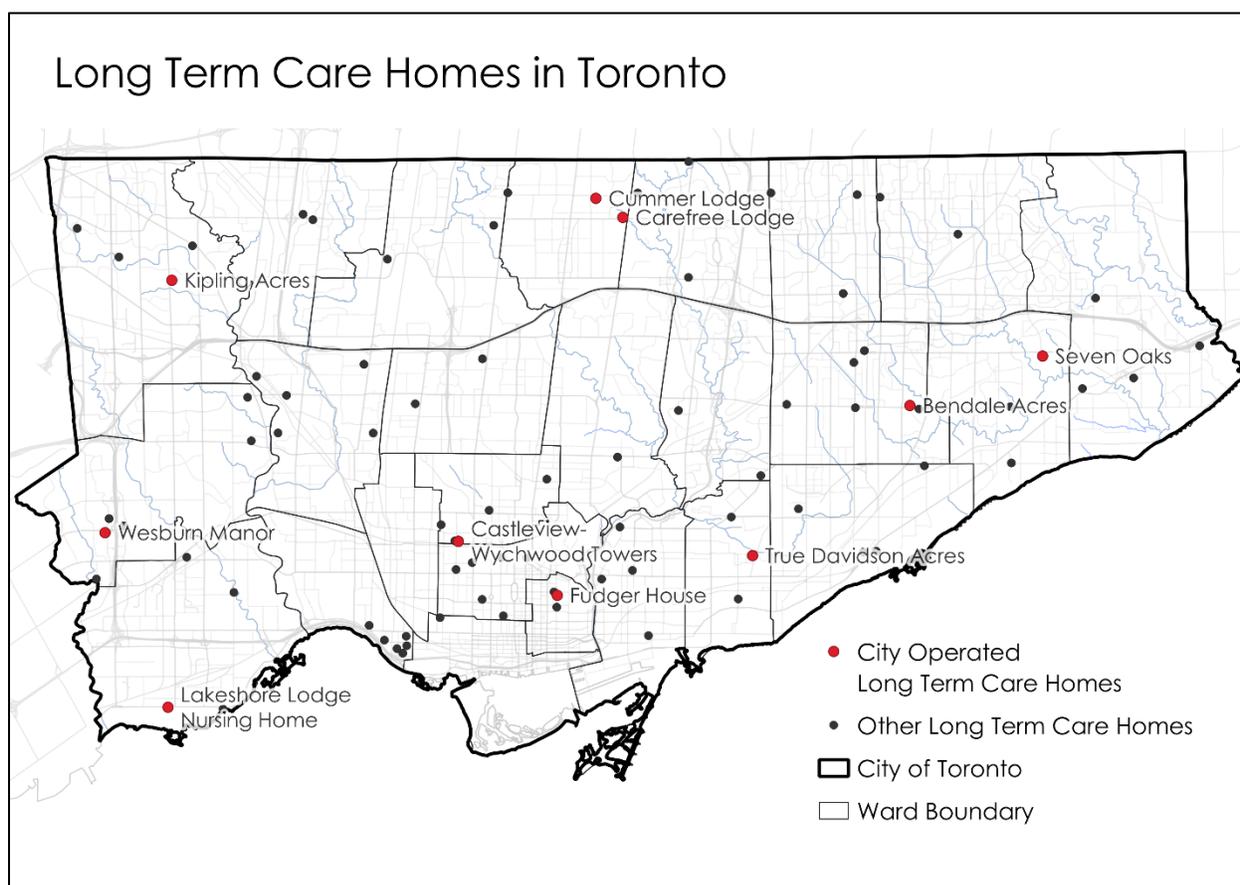
Access to Care

Admission to long-term care homes in Ontario, including those operated by the municipality, is administered through Home and Community Care in the Local Health Integration Networks (LHINs). Beds are licensed (for private and non-profit operators) or approved (for municipalities) by the Ministry of Health and Long-Term Care (MOHLTC).

Toronto's aging demographic is diverse in regards to health, income, ethno-racial background, family status and mobility. Though many seniors remain active and in their community, frail and vulnerable seniors need extra care and support. This care is often provided through municipal services, including long-term care homes, and community-based services. As the population ages and lives longer with more complex care needs, more individuals and families will need these services and supports which will place additional pressures on already strained resources. For example, all long-term care homes, including those that are directly-operated by the City, have waitlists. Depending on the home, it may take between one and six years for an offer of admission.

Mandatory Redevelopment & Capital Renewal

Mandatory requirements to meet new design standards affect all provincial operators, both private and not-for-profits. Several operators located within the City of Toronto's boundaries have signalled to the Province of Ontario their intention to move from Toronto, mainly due to the cost of land, or cease operations rather than redevelop.



In November 2015, City Council approved the *Long-Term Care Homes & Services (LTCHS) Capital Renewal Plan* to address the mandatory redevelopment of City operated homes to meet new provincial design standards and modernized environments. The plan includes the George Street Revitalization (GSR) project, which is a co-location opportunity for a new emergency shelter, long-term care home, transitional living, affordable housing and community hub to better meet the needs of vulnerable individuals on the current Seaton House site.

While the *LTCHS Capital Renewal Plan* was designed based on the existing bed inventory, it is feasible to increase capacity through larger vertical communities with affordable housing, community hubs and co-located City services to address the needs of vulnerable and aging populations. In May 2018, City Council established a goal for the City to add at least 786 more long-term care beds at five existing City-owned and operated long-term care homes.

Actions or Plans

Date	Action
May 2018	City Council adopted: <ul style="list-style-type: none"> • Ontario's Action Plan for Seniors Includes a Focus on Long-Term Care app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD28.1 • Toronto Seniors Strategy 2.0 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.2 • Implementing Tenants First - Creating a Seniors Housing Unit at Toronto Community Housing Corporation and Transitioning Towards a Seniors Housing and Services Entity at the City app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.3
November 2017	Province announces a commitment to create 5,000 new LTC beds by 2022 and 30,000 over the next decade
November 2015	City Council adopted the Long-Term Care Homes & Services Capital Renewal Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.7 City Council adopted the George Street Revitalization – Recommended Scope and Approach app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.6

Contact

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Transit Network Expansion

Issue description

The City of Toronto, the Toronto Transit Commission (TTC) and Metrolinx are working together to bring more transit to communities across the city with connections to the entire Greater Toronto and Hamilton Area (GTHA).

There are a number of transit expansion projects underway, each in different phases of planning, approval, design and construction. Collectively, these projects are building on Toronto and the region's rapid transit network.

Status

City staff anticipate a comprehensive report to City Council in early 2019 on Toronto's transit expansion program, including the identification of transit network priority projects to be submitted for federal infrastructure funding.

Background

Transit network expansion is a key component of the City's broader transportation system improvement plans. Access to rapid transit is critical to achieving Toronto's social inclusion and economic development objectives. Approximately 37 percent of Toronto residents rely on transit infrastructure to make important connections to employment, school and community and social services.

To support both existing and anticipated growth of the City over the coming decades, the City of Toronto, TTC and Metrolinx are working together to plan and deliver a multibillion-dollar transit expansion program. Several large-scale investments have recently been made to expand Toronto's rapid transit network, including the Province of Ontario's Toronto Light Rail Transit (LRT) Program (2012), GO Expansion (2014), the opening of the Toronto-York Spadina Subway Extension (2017), and the City of Toronto's SmartTrack Stations Program (2018).

Toronto's 2031 Rapid Transit Network Plan

In March 2016, City Council adopted the report *Developing Toronto's Transit Network Plan: Phase 1* (EX13.3), which presented a comprehensive 2031 transit network plan based on the City's Rapid Transit Evaluation Framework's (RTEF) three city-building objectives of serving people, strengthening places, and supporting prosperity.

The 2031 Transit Network Plan includes the following key projects currently at various stages of planning and design:

- Scarborough Subway Extension
- Relief Line South
- Waterfront Transit
- Eglinton West and East LRT Extensions
- SmartTrack

Since then, City Council has considered a series of reports that have advanced planning and design of Toronto's transit network. Key reports and actions, as well as the current status of each project, can be found on the linked project websites below.

Connecting Toronto and the Region

In 2017, the TTC moved 533 million riders, and today it continues to be the largest transit agency in Canada, serving roughly 85 percent of all local transit trips in the GTHA (TTC Operating Statistics, 2017). The TTC is essential to moving the GTHA as a whole, given the number of GO trips that include transfers with the TTC. Demand on the TTC network will continue to increase given anticipated growth in the City and region over the coming decades, particularly in Toronto's downtown core. To meet growing demand and improve connectivity work is underway to integrate local and regional services to ensure seamless travel across the city and the GTHA. These initiatives include the GO Expansion Program, the SmartTrack Stations Program, the GO-TTC Discounted Double Fare Initiative, and work on fare integration.

The City and TTC also continue to work closely with Metrolinx to implement the *2041 Regional Transportation Plan* (RTP) for the GTHA, which was adopted by the Metrolinx Board in March 2018. The 2041 RTP guides transformation of the regional transportation system in the GTHA that will provide more people with access to fast, frequent, and reliable transit and transportation options.

The RTP prioritizes the completion of many transit network expansion projects in Toronto. Implementing the 2041 RTP is a shared responsibility that requires the participation of all municipal partners.

Actions or Plans

Date	Action
April 2018	City Council approved a contribution of up to \$1.463 billion to the SmartTrack Stations Program subject to the terms and conditions described in Attachment 1 of report EX33.1. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX33.1
March 2018	The Metrolinx Board approved the 2041 Regional Transportation Plan www.metrolinx.com/en/docs/agendas/agendas_2018_03_08.aspx
November 2017	The City and TTC entered into a Discounted Double Fare Initiative with Metrolinx and the Province of Ontario, representing the first step towards broader regional fare integration. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX28.6
May 2017	City Council directed staff to undertake preliminary design and engineering to develop a baseline project budget and schedule for the Relief Line South and Yonge Subway Extension. Council also reaffirmed the Relief Line South and Yonge/Bloor station enhancements as a priority transit projects.
December 2016	City Council confirmed its key priorities for Phase 2 Federal Infrastructure Funding, including a number of transit projects under the Public Transit stream.
November 2016	The Province of Ontario and the City entered into an Agreement in Principle that established terms and conditions concerning the funding and construction on the SmartTrack Stations Program and other transit expansion initiatives.
July 2016	City Council advanced projects currently in the planning and early design phase that comprise Toronto's 2031 Transit Network Plan. These projects include: <ul style="list-style-type: none"> • SmartTrack Stations Program; • Eglinton West LRT extension; • Scarborough Subway Extension; • Eglinton East LRT extension; • Waterfront Transit; and • The Relief Line. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.1
March 2016	City staff introduced a vision for Toronto's Transit Network, and Council adopted several recommendations that provided staff with direction to review and refine individual projects within the network plan. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX13.3

Date	Action
July 2013	City Council confirmed its support for the Scarborough Subway Extension subject to confirmation of federal and provincial contributions and authorized the City Manager to amend the Toronto-Ontario LRT Master agreement to the Scarborough Subway. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CC37.17
November 2012	In November 2012, Metrolinx, the City of Toronto and TTC signed a master agreement for the implementation of the Province of Ontario's \$8.4 billion Toronto Light Rail Transit Program (Eglinton Crosstown LRT, Finch West LRT, and the Sheppard LRT). www.metrolinx.com/en/projectsandprograms/transitexpansionprojects/MasterAgreement_Nov_28_2012.pdf

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Related Policies and Plans

- Eglinton Crosstown LRT, www.thecrosstown.ca/
- Eglinton East LRT, eglintoneastlrt.ca/
- Eglinton West LRT, www.eglingtonwestlrt.ca/
- Fare Integration, www.metrolinx.com/en/regionalplanning/fareintegration/default.aspx
- Finch West LRT, www.metrolinx.com/en/greaterregion/projects/finchwest-lrt.aspx
- Metrolinx 2041 Regional Transportation Plan, www.metrolinx.com/en/regionalplanning/rtp/
- Relief Line, reliefline.ca/
- SmartTrack, smatrttrack.to/
- Toronto-York Spadina Subway Extension, ttc.ca/Spadina/index.jsp
- Scarborough Subway Extension, www.scarboroughsubwayextension.ca/
- Waterfront Transit Reset, www.toronto.ca/waterfront-transit-reset/
- Yonge Subway Extension, <http://yongesubwayextension.com/>

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Traffic Safety: The Vision Zero Road Safety Plan

Issue Description

Overall, traffic collisions in Toronto have been stable for over a decade, but Toronto has seen an increase in traffic-related fatalities - most notably involving pedestrians, cyclists and older adults. From 2011 to 2016, there was an increasing trend in the annual number of fatalities with the highest number of traffic fatalities being 77 in 2016. In 2017, the number of traffic fatalities declined to 62.

The City is committed to Vision Zero and accepts its fundamental message: fatalities and serious injuries on roads are preventable, and the City must strive to reduce traffic-related deaths and injuries to zero through policies and actions defined in the 2016 *Road Safety Plan*. The *Road Safety Plan* is a comprehensive five year (2017-2021) action plan focused on reducing traffic-related fatalities and serious injuries on Toronto's streets. It considers all road users but places particular emphasis on vulnerable road users who are most at risk of traffic-related fatalities and serious injury which include pedestrians, cyclists, and riders of motorcycles and scooters. It also follows a widely accepted, holistic approach to improving road safety, which includes engineering, education, enforcement, engagement, evaluation and technology measures.

Status

Since the approval of the *Vision Zero Road Safety Plan* in July 2016, City Council has increased the amount of capital funding allocated by \$22 million, enabling City staff to accelerate the implementation of the Plan. The *Vision Zero Road Safety Plan* (2017-2021) has authorization through 2021, and funding for the plan is approved annually through the capital budget cycle.

City staff are working on an update to the *Vision Zero Road Safety Plan* and anticipate submitting it to Council for consideration in 2019.

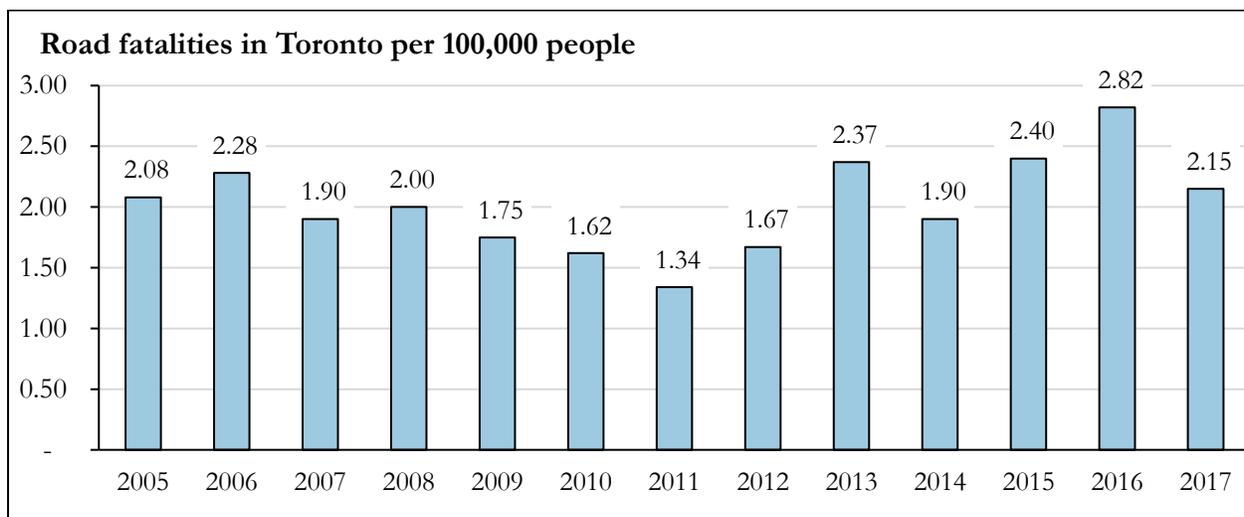
Background

The Vision Zero concept originated in Sweden and has been adopted by many large cities within North America. A Vision Zero approach is based on the principle that people make mistakes and the transportation system needs to be designed and operated in a way that caters to human error to eliminate fatalities and serious injuries.

Since adopting the Vision Zero approach, other jurisdictions have put policies, programs and projects in place that have ultimately resulted in significant reductions in traffic-related fatalities. For example in 2014, New York City became the first city in the United States to adopt Vision Zero, and the city's traffic fatalities have declined 28 percent with a 45 percent decline in pedestrian fatalities.

In 2015, the City commenced development of a road safety plan that would adopt the Vision Zero philosophy. Transportation Services partnered with the Toronto Police Service, Toronto Public Health, school boards, and other stakeholders involved in road safety in the city, to develop the plan that leverages the experiences from other North American cities who have already joined an international movement to eliminate serious traffic collisions. These plans emphasize committed partnerships among road safety organizations and on "killed and serious injury (KSI) collisions," which prioritizes vulnerable road users who are more likely to be seriously injured or killed in collisions.

Getting to zero requires a culture change and sustained implementation efforts. The number of traffic fatalities in Toronto fell by 18 percent in 2017 compared to 2016. However, it is important to consider the trend rather than year-to-year comparison and place the trend in the context of transportation patterns, population growth, and vehicle kilometres travelled. The graph below shows the number of road fatalities per 100,000 population from 2005 to 2017. Over this same period, the City has seen a 14 percent increase of vehicle kilometres travelled, a 13 percent growth in employment and an 8 percent growth in population. On average, 74 percent of all road fatalities have involved vulnerable road users such as pedestrians and cyclists.



The *Vision Zero Road Safety Plan's* six key emphasis areas focused on improving safety for:

School Children

City staff prioritize schools within a 1 km radius of a killed or serious injury collision involving a child and conduct in-depth reviews to see if there are opportunities for safety improvements such as pavement markings and signage, "Watch Your Speed" driver-feedback signs, police enforcement targeting safety concerns for children or other safety improvements both within the school zone and along designated active and safe routes to school.

Pedestrians

City staff prioritize and target corridors where pedestrians have been seriously injured or killed for safety improvements such as speed reductions, shortened crossing distances, no-right-turns on red, advance greens for pedestrians, fully protected left-turns and police enforcement for compliance with traffic rules that affect pedestrian safety. These measures improve pedestrian safety by reducing crossing distances, making pedestrian crossings more accessible and reducing vehicle/pedestrian conflicts.

Older Adults

City staff are providing special consideration to locations where there are higher concentrations of older pedestrians living and interacting and where people have been killed or seriously injured in collisions. These areas will be targeted for speed reductions, increased walk times at traffic signals, enhanced pavement markings, “Watch Your Speed” driver-feedback signs, and police enforcement for aggressive driving behaviours that affect senior pedestrians.

Cyclists

City staff are reviewing locations where cyclists have been killed or injured along cycle tracks to see if there are any opportunities to enhance the cycling facilities to improve safety. Such initiatives include the implementation of cyclist signals, bike boxes, advance green for cyclists, and police enforcement targeting behaviours that impact cyclist safety such as dooring and improper use of bicycle lanes.

Motorcyclists

Motorcyclists killed or serious injury collisions tend to occur at either significant bends or junctions in the road combined with aggressive riding, distraction or impairment. Police enforcement and signs will be deployed at these locations to warn of hazards unique to motorcyclists.

Aggressive Driving and Distraction

City staff are reviewing corridors where death or injuries involve aggressive driving or distraction to determine the possibility of implementing measures such as speed reductions, geometric safety improvements or other traffic calming measures. Reports on corridors with higher degrees of killed or serious injury collisions involving aggressive driving will also be forwarded to the police for targeted enforcement.

Actions or Plans

Building on the *Vision Zero Road Safety Plan*, in May 2018, City Council approved a pilot for an automated speed enforcement program around schools and community safety zones. City staff are working with other municipalities and the Province of Ontario to advance this program and the

implementation of the necessary regulations. The pilot makes it easier to approve new traffic safety measures within School Safety Zones and Community Safety Zones next to School Safety Zones.

In June 2018, City Council approved additional funding and an accelerated program for:

- the implementation of previously approved traffic calming measures, safety improvements, and street design interventions;
- expansion of the installation program for permanent "Watch Your Speed" signs at every school zone;
- doubling the number of red-light cameras and evaluating the feasibility of further expanding the Red Light Camera program;
- the implementation of 10 "complete intersection" pilots (i.e. intersections that are redesigned to be safe for all users: people who walk, bicycle, take transit or drive, and people of varying ages and levels of ability); and
- the installation of 30 kilometre-an-hour speed limit signs in the Toronto and East York District.

Date	Action
June 2018	City Council adopted Acceleration of the Vision Zero Road Safety Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.26
May 2018	City Council adopted Next Steps on the Vision Zero Road Safety Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PW29.6
January 2018	City Council adopted an update to the Vision Zero Road Safety Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW25.10
July 2016	City Council endorsed in principle the updated Vision Zero Road Safety Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PW14.1

Contact

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Related Policies and Plans

- Congestion Management Plan (2016-2020) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW7.7
- Toronto's Senior Strategy Version 2.0 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.2
- Downtown Mobility Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG29.6

Cycling in Toronto

Issue description

Cycling is one of the fastest growing transportation modes in Toronto. According to the 2016 Census, 2.7 percent of Torontonians bike to work (city-wide average), up from 1.7 percent in 2006, with some downtown neighbourhoods in the range of 15 to 30 percent. Cycling provides many benefits, including easing congestion on the streets and transit, a cleaner environment, and the health benefits that active transportation provides.

The *Ten-Year Cycling Network Plan* guides the City's investment in connecting, growing, and renewing cycling infrastructure across Toronto from 2016 to 2025. Expanding and enhancing cycling infrastructure is an important pillar of the *Vision Zero Road Safety Plan*, which focuses on reducing traffic-related fatalities and serious injuries on Toronto's streets. Since the approval of the *Ten-Year Cycling Network Plan* in 2016, approximately 5 percent of the proposed kilometres of cycling infrastructure has been installed.

Toronto has a respectable cycling network but needs to accelerate implementation to catch up to more bicycle-friendly cities in North America and the world.

Status

City staff will present City Council with an updated cycling network plan in 2019, with an extended outlook to 2028. The update will include information regarding implementation progress, a review of project timing, recommendations on funding, requests to initiate additional Major Corridor Studies, and plans for the implementation of the bikeway identified in the Eglinton Connects Environmental Assessment.

Transportation Services is aligning the timing for cycling infrastructure projects with an updated road work program, which will provide a more up-to-date projection than what was available at the time of the original cycling network plan and enable the City to better coordinate the delivery of cycling infrastructure projects with other road work.

Internal and external stakeholder engagement for the review of the cycling network plan is underway (June to November 2018), and the original cycling impact analyses and priority rankings are being updated with more recent data sources (such as 2016 Transportation Tomorrow Survey results), enhanced methodology and equity considerations.

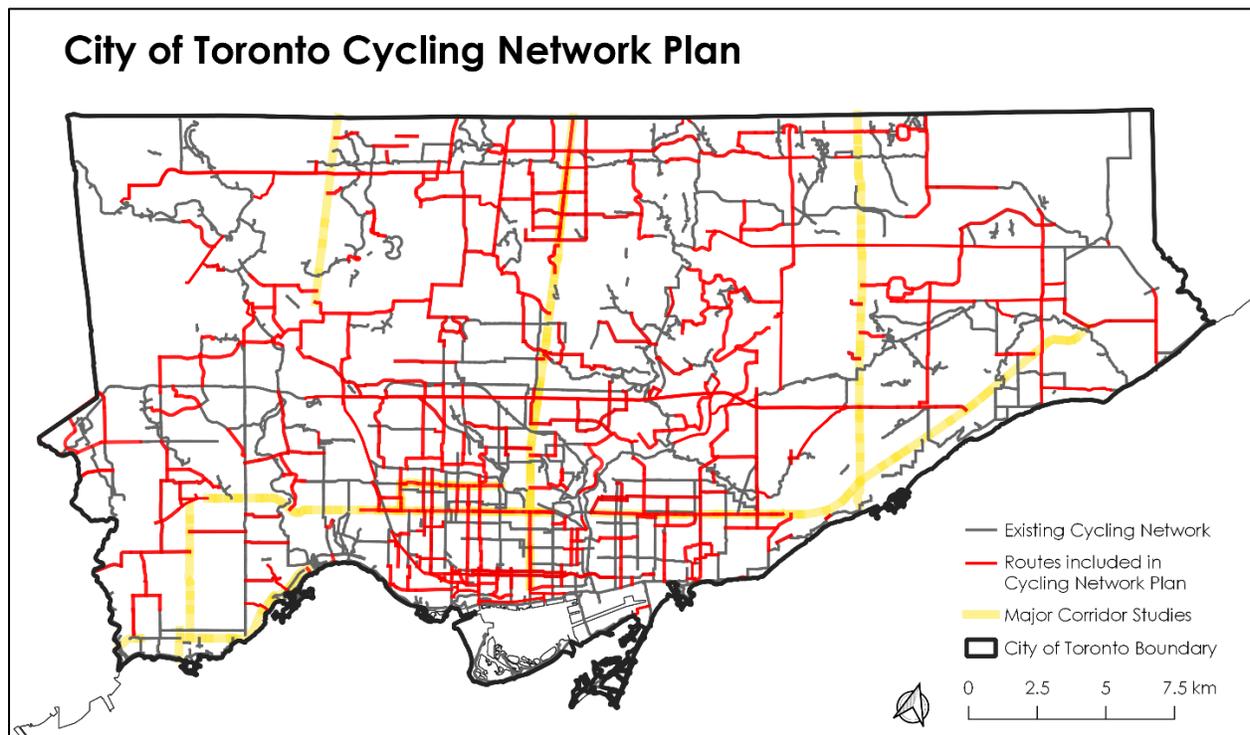
Background

In 2016, City Council approved the *Ten-Year Cycling Network Plan* with support in principle for annual capital funding of \$16 million.

The Plan identifies opportunities for cycling infrastructure investments in every part of Toronto. It includes recommendations for cycle tracks or bike lanes on fast, busy streets; recommendations for traffic-calmed routes with cycling wayfinding on quiet streets; recommendations for new boulevard trails, adjacent to fast busy streets where cycling may be less comfortable in the roadway, and identifies areas where tunnels or bridges may be studied to cross major barriers.

Multi-use trails provide important cycling connections to and through parks, and along hydro corridors, ravines, and rail lines. Transportation Services and Parks, Forestry & Recreation as well as the Toronto and Region Conservation Authority work in partnership on these projects.

Since the approval of the *Ten-Year Cycling Network Plan* in 2016, approximately 5 percent of the proposed kilometres have been installed, which reflects that projects take time to move through the design and approval process and need to be coordinated and, often bundled, with other work two to three years out to minimize disruption. As the City approaches year three of the Plan progress on installation is expected to accelerate.

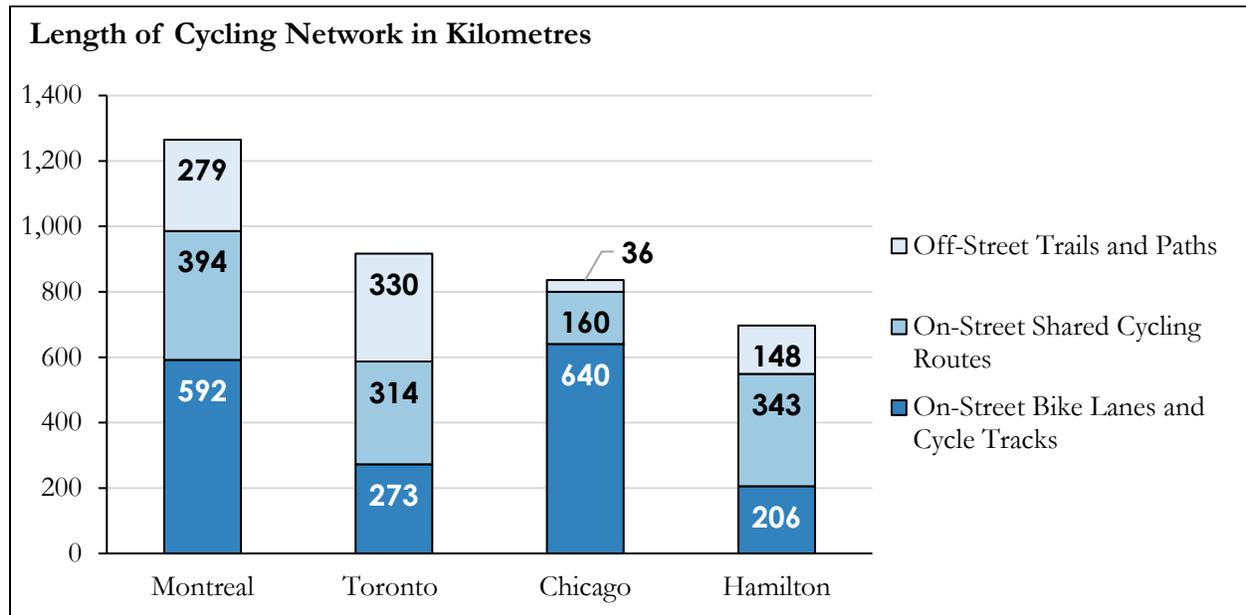


How Toronto Compares to Other Cities

Montreal is the only North American city to make the Top 20 in the *2017 Copenhagenize Index*, "the world's most comprehensive inventory and ranking of bicycle-friendly cities." When compared to Montreal, Toronto's cycling network is lagging, particularly with on-street dedicated cycling facilities.

Where Toronto demonstrates leadership is with the trail network. In absolute trail kilometres, Toronto leads among the four cities measured here (Toronto, Hamilton, Montreal, and Chicago).

Against Chicago, one of Toronto's most similar American neighbours, Toronto demonstrates a more robust network of off-street trails as well as shared cycling routes but has installed less than half the length of bike lanes and cycle tracks. Though Toronto performs better than nearby Hamilton in absolute numbers, Hamilton outperforms all of the cities here when it comes to per capita infrastructure.



Actions or Plans

City Council endorsed in principle the *Ten-Year Cycling Network Plan* capital program in 2016. Individual projects in the *Ten-Year Cycling Network Plan* still require Council approval. Before presenting the project to Council, City staff will undertake feasibility analyses, conduct public consultations, and prepare reports, including bylaw amendments.

Network Status (as of May 2018) – 587 km On-Street + 330 km Multi-Use Trails

- Cycle tracks: 36 lane km (Since 2016, 14 lane km installed, and an additional 6 km of bike lanes upgraded to cycle tracks)
- Bike lanes: 226 lane km (Since 2016, 9 lane km installed)
- Contraflow bike lanes: 11 lane km (Since 2016, 2 lane km installed)



560 lane km of proposed bike lanes / cycle tracks



55 centreline km of proposed multi-use trails



380 lane km of proposed quiet street routes

- Sharrow routes: 65 lane km (Since 2016, 4 lane km installed, and an additional 14 km of signed routes upgraded with sharrows)
- Signed routes: 249 lane km
- Multi-use trails: 330 centreline km (Since 2016, 8 centreline km installed)

Funding for Cycling Infrastructure

In 2018, construction of cycling infrastructure has committed funding from all three levels of government:

- \$8.1 million from the City of Toronto for Cycling Infrastructure and Programs,
- \$41 million from Public Transit Infrastructure Fund Phase 1 (2016-2020 – Cost shared 50/50 Federal Government and City of Toronto), and
- \$25.6 million from the Ontario Municipal Commuter Cycling program (2018 to 2020 – 80 percent funded by the Province of Ontario and 20 percent by the City).

There are 18 Cycling projects planned in 2019, subject to design feasibility, public consultation, approvals, and capital coordination.

Bike Parking /Sharing

The TTC, with the City of Toronto and Federal Government support are installing more than 1,400 more bicycle parking spaces at 40 TTC stations across the City by the end of 2019. New Bike Stations (secure bike parking) at City Hall and Finch West station will open by the end of this year, with 175 and 80 long-term spaces respectively.

Bike Share Toronto, operated by the Toronto Parking Authority, is expanding by an additional 90 stations this year to a system total of 360 stations, with 3,750 bikes, and 6,200 docking points.

Recent Government Actions on Cycling

Date	Action
December 2017	The Government of Ontario awarded funding for specific cycling projects through the Ontario Municipal Commuter Cycling program
December 2016	The Government of Canada awarded funding for cycling projects through the Public Transit Infrastructure Fund Phase 1
June 2016	City Council adopted the Ten Year Cycling Network Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PW13.11

Contact

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Related Policies and Plans

- July 2018 - Bicycle Safety Campaign www.toronto.ca/bicycle-safety-campaign/
- November 2017 - Bloor St West Bike Lane Pilot Project Evaluation app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW24.9
- June 2016 – Ten Year Cycling Network Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PW13.11
- June 2016 - Vision Zero Road Safety Plan <https://www.toronto.ca/vision-zero-plan-overview/>
- June 2012 - Bikeway Trails Implementation Plan www.toronto.ca/legdocs/mmis/2012/pw/bgrd/backgroundfile-46899.pdf

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Toronto's Congestion Management Plan

Issue description

Toronto's growing population, thriving economy and rapid development is placing increased demands on the City's road network resulting in more congestion. While peak-hour congestion cannot be eliminated due to the increasing number of people living, working, and doing business in Toronto, there are ways to mitigate its impacts. Strategies to reduce the impacts of congestion on the City's road networks involve optimizing the existing transportation system so that it is more efficient, making the road network safer to reduce critical injuries, reducing the impacts of congestion on the environment, distributing reliable traffic information to the public, and responding quickly to traffic incidents.

Status

In 2016, City Council approved a four-year *Congestion Management Plan*. Funding for the plan is approved annually through the City's capital budget deliberations.

City staff will present City Council a congestion management status report in early 2019 and an updated *Congestion Management Plan* for the 2021-2025 period by the end of 2019. The *Congestion Management Plan* is a key part of the development of a city-wide mobility strategy, also slated for release in 2019.

Other initiatives that support the congestion management plan include the *Curbside Management Strategy* and the *Freight and Goods Movement Framework*. In 2019, work on the *Curbside Management Strategy* will consist of piloting permit-only delivery vehicle staging zones, improvements to curbside signage legibility, and motorcycle parking initiatives. City staff will submit a Freight and Goods Movement Strategy for City Council's consideration by early 2020.

Background

The Congestion Management Plan

In 2013, City Council approved the City's first five-year *Congestion Management Plan (2014-2018)* with a capital budget of about \$7 million annually (below). In 2016, the Plan was updated and extended to 2020.

The *Congestion Management Plan* is a part of the development of a city-wide mobility strategy that sets a framework for numerous transportation-related initiatives including the *Curbside Management Strategy* and the *Freight and Goods Movement Strategy*.

City-Wide Mobility Strategy

A city-wide mobility strategy is being developed and will be considered by City Council in 2019. The purpose of the mobility strategy is to provide a cohesive framework for the numerous transportation-related initiatives led by the City of Toronto. The mobility strategy will establish shared goals, targets and actions among City divisions, agencies, and corporations advancing various transportation projects and will include the identification of short-term actions and longer-term strategy.

Curbside Management Strategy

The *Curbside Management Strategy* provides the strategies and tools necessary to manage curbside space in a way that supports mobility and access for people and goods. The Strategy offers a high-level policy approach to guide decision making on issues that impact curbside allocation, as well as a plan with 18 short and long term tactics to improve how curbside space is managed.

Freight and Goods Movement Strategy Framework

The *Freight and Goods Movement Strategy Framework* adopted by City Council in November 2017 outlines issues and policy questions to be addressed through the development of the strategy. The key objectives of the strategy are:

- building a strong goods movement sector,
- moving goods efficiently while minimizing impacts to other modes,
- identifying an appropriate freight network,
- ensuring inter-jurisdictional concerns are acknowledged,
- identifying technological opportunities to improve goods distribution, and
- consistency with Official Plan policies, including mobility for all road users.

Actions or Plans

Date	Actions
June 2018	City Council adopted a motion for the investigation of, and recommendations for road use and parking provisions to encourage motorcycle use and enhance motorcyclist safety app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.MM43.53
May 2018	City Council adopted the next steps on the Vision Zero Road Safety Plan, which included approval for the creation and administration of a traffic warden program. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PW29.6
January 2018	City Council adopted an update to the Vision Zero Road Safety Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW25.10

Date	Actions
December 2017	City Council adopted the 'Curbside Management Strategy: Improving How Curbside Space Is Used app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW25.12
November 2017	City Council adopted the Freight and Goods Movement Strategy Framework app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW24.8
November 2015	City Council adopted the updated Congestion Management Plan (2016-2020) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW8.1
December 2013	City Council adopted the five-year Congestion Management Plan to manage traffic congestion in the City of Toronto www.toronto.ca/legdocs/mmis/2013/pw/bgrd/backgroundfile-63457.pdf

Contact

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Review of Vehicle-for-Hire By-law

Issue Description

In 2016, the City of Toronto significantly reformed taxicab regulations and created new regulations for private transportation companies, such as Uber and Lyft, to legally operate in Toronto. There are now 15,000 taxi and limo drivers and 60,000 private transportation company drivers providing 160,000 trips a day in Toronto.

Issues have emerged as the industry grows and the new regulations are implemented. These include how to provide passengers accessible vehicles-for-hire, the collection of data on the industry's impact on the economy and traffic, and measures to increase public safety.

Status

A review of the Vehicle-for-Hire By-law which regulates Taxicabs, Limousines and Private Transportation Companies (Uber and Lyft) is underway. A report is expected to City Council in 2019 and will respond to outstanding directives from Council and include:

- An accessibility strategy, with recommendations on how to improve accessible service;
- Results of a congestion management study and economic impact study; and
- Recommendations for addressing issues identified during consultations, including measures to increase public safety.

Background

Toronto's taxicab industry has a lengthy and complex history and has been the subject of repeated reviews which have steadily increased the nature and extent of the regulatory involvement in the industry.

In September 2014, Toronto's vehicle-for-hire market significantly changed when Uber launched UberX, connecting Torontonians with unregulated drivers and vehicles. Shortly after, there were more than 45,000 trips taken each day in vehicles that had no municipal regulatory oversight.

In 2016, City Council adopted a vehicle-for-hire bylaw that established a new municipal regulatory regime responding to new business models and changing demands of the public, while striking a balance between regulation and safety.

Municipal Licensing and Standards (ML&S) has been working since 2016 on implementing the bylaw including establishing a dedicated enforcement team. The team responds to complaints and performs proactive inspections.

Since September 2016, the enforcement team has responded to approximately 2,000 complaints, issued over 1,200 charges against the taxicab and limousine industry and over 800 charges against private transportation companies. The team has established a positive working relationship with the vehicle-for-hire industry and will be expanding by the end of 2018 to better respond to the needs of the public and industry.

Taxi, limo and private transportation company drivers are subject to the same criminal background checks, driving record checks, insurance requirements and vehicle safety inspections. The cost to administer and enforce the vehicle-for-hire bylaw is fully recovered through licensing fees.

In addition to administering and enforcing the vehicle-for-hire bylaw, MLS initiated two rounds of a public education campaign in 2016 and 2018 to improve awareness among youth in Toronto of the regulations and to provide safety tips when using vehicle-for-hire services. The advertising campaign achieved a high relevance score, demonstrating that the campaign successfully reached its target audience of youth.

Actions or Plans

In June 2018, Licensing and Standards Committee adopted a work plan for the review of the vehicle-for-hire by-law. Leading up to the launch of the work plan, stakeholders identified the following issues for the review to consider; the cost to train and provide accessible taxicab service; the constraints of the stretch-to-sedan ratio for limousines; and the economic impact of private transportation companies.

The vehicle-for-hire review will include comprehensive research, divisional partnerships and broad stakeholder and public engagement. To achieve this, MLS has developed a four-phase plan beginning in summer 2018. The plan includes:

- Phase 1: Public consultations and launching studies - Q3 and Q4 2018
- Phase 2: Executing studies and internal research - Q4 2018 and Q1 2019
- Phase 3: Final analysis - Q1 2019
- Phase 4: Report to committee - Q2 2019

Date	Actions
June 2018	Licensing and Standards Committee adopted a Work Plan for the Review of Chapter 546, Vehicles-for-Hire app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.LS26.3
May 2016	City Council adopted a New Vehicle-for-Hire Bylaw to Regulate Toronto's Ground Transportation Industry app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.LS10.3
February 2014	City Council adopted The Taxicab Industry Review - Final Report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.LS26.1

Contact

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Related Policies and Plans

- Automated Vehicles www.toronto.ca/automated-vehicles/
- Congestion Management Plan
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.PW8.1
- Curbside Management Strategy: Improving How Curbside Space Is Used
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW25.12
- Official Plan Review: Further Proposed Transportation Policy Directions for Consultation
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG31.10
- Night-time Economy - Stakeholder Consultation Results and Next Steps
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.ED28.5
- Vision Zero Road Safety Plan, 2017 – 2021 www.toronto.ca/vision-zero-plan-overview/

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Indigenous Peoples

Issue description

Toronto has the largest Indigenous population in Ontario and the 4th largest in Canada. Indigenous peoples hold a unique legal and constitutional position in Canada. The City of Toronto has affirmed this unique position in its *Vision Statement on Access, Equity and Diversity* and by adopting the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP). The City has further committed to taking action to redress the legacy of residential schools and advance the spirit of reconciliation as requested by the Truth and Reconciliation Commission of Canada.

Reconciliation is about equality and healing through trust, respect and collaboration. For true healing to begin, Indigenous input is needed when making decisions about Indigenous communities' well-being. A shift is required towards including First Nations, Métis and Inuit people, culture and traditions in education, employment, health, housing and other facets of life in Toronto.

Status

In 2019, City Council will consider related reports that could include updates on the:

- Indigenous Health Strategy
- Indigenous cultural competency training
- The Indian Residential School Survivor Legacy Project on Nathan Phillips Square
- Establishment of the Indigenous Affairs Office

Furthermore, the City's new Indigenous Affairs Office is developing its first strategic plan. To ensure stakeholders and Indigenous partners are engaged in a meaningful way, a consultant with expertise in Indigenous relations has been retained to support the development of the plan.

Background

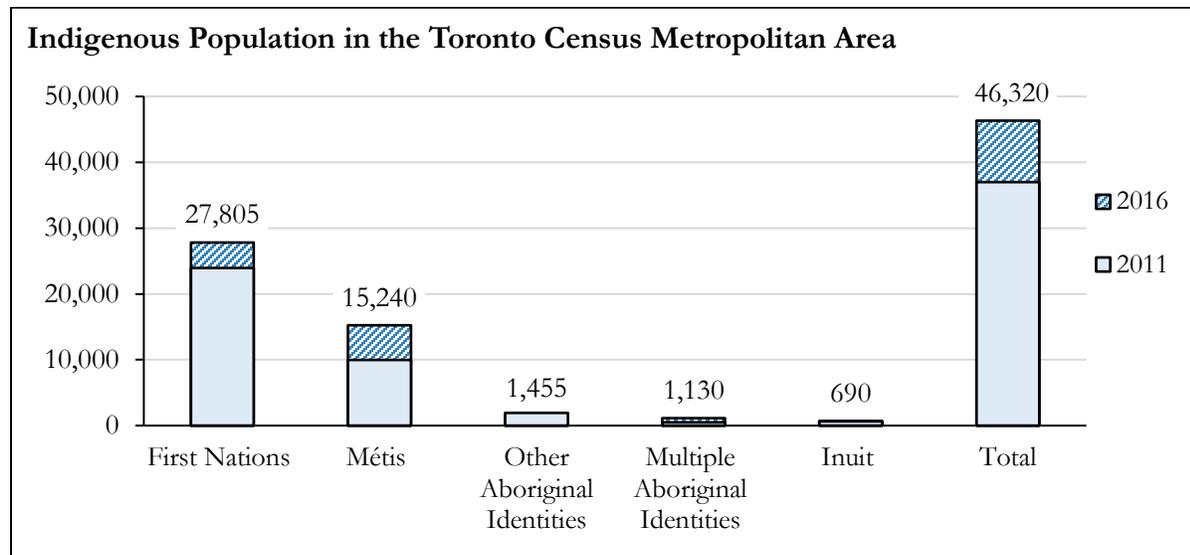
Colonization, racism, social exclusion and lack of self-determination continue to significantly affect the health and well-being of Indigenous peoples in Toronto and beyond, which impacts access to education, housing, and employment. As a result of colonization and trauma, there is an undeniable inequality between Indigenous and non-Indigenous communities.

The Indigenous Population in the Toronto Census Metropolitan Area

According to Canada's 2016 Census Metropolitan Area statistics, the Indigenous population in the Toronto region increased from 37,000 in 2011 to 46,320, or by 25 percent.

However, other research has shown that the national census undercounts Indigenous peoples. The census often relies on a fixed address, and many Indigenous peoples move frequently or are homeless. There is also a reluctance amongst Indigenous peoples to fill out censuses.

In the *Our Health Counts Study (2016)*, the largest urban Indigenous population health study in Canada, where Indigenous organizations owned and controlled the data, the total Indigenous population in Toronto was 69,000. *Our Health Counts* also reported that over 90 percent of Toronto's Indigenous population lives below the (before tax) low-income cut-off.



City of Toronto's Commitment to Indigenous Peoples

In 2010, the City adopted the *Statement of Commitment to the Aboriginal Communities of Toronto*. In 2015, City Council, in consultation with the Aboriginal Affairs Committee, identified eight Calls to Action from the Truth and Reconciliation Commission of Canada's Report as priorities for implementation. These eight Calls related to health, the *United Nations Declaration on the Rights of Indigenous Peoples*, training, museums and archives, the National Centre for Truth and Reconciliation, commemoration, sports and newcomers.

The City receives Indigenous focused advice and recommendations through the Aboriginal Advisory Committee (AAC), an advisory body to City Council. Members are made up of executive directors and designates from the organizations and institutions in Toronto serving Toronto's Indigenous communities.

The Toronto Aboriginal Support Services Council identified gaps in the City's current structure, and concerns about the City's commitment to Indigenous priorities were raised, including:

- The absence of a locus of control on Indigenous issues within the City.
- Low level of trust between the Indigenous community and the City of Toronto.

- Lack of an authentic relationship between the City and the Indigenous community.
- A perception that Indigenous priorities have a low level of urgency within the City of Toronto.
- Insufficient progress made on Indigenous priorities.

Actions or Plans

While the City remains committed to embedding the responsibility for Indigenous priorities across the public service, the City recognized the need for more focused and coordinated leadership on Indigenous relations.

In 2017, City Council endorsed the establishment of an Indigenous Affairs Office. The creation of this office was requested by the Aboriginal Affairs Committee and the Indigenous community in Toronto. With Toronto's increasing Indigenous population there is a growing need to support First Nations, Métis and Inuit in the city and to work with the Indigenous organizations in Toronto, the City's Treaty partners and local First Nations.

The creation of the Indigenous Affairs Office follows a best practice set by other large municipalities. Three municipalities in Canada have Indigenous offices – Winnipeg, Edmonton and Vancouver, who respectively have the first, second and third largest Indigenous populations in Canada.

The Indigenous Affairs Office will support divisional work with First Nations, Métis and Inuit peoples, strengthen the City's relationship with Indigenous communities and advance reconciliation in the City of Toronto.

The Indigenous Affairs Office is building on the City's success to date. Divisions have made progress on Indigenous initiatives including:

- Development of a comprehensive Indigenous health strategy.
- Continued work on Indigenous place-making by Parks, Forestry and Recreation.
- Supporting the Restoration of Identity: Indian Residential School Survivor Legacy Project on Nathan Phillips Square.
- Supporting the roll-out of Indigenous cultural competency training across the Toronto Public Service.

Date	Actions
July 2018	City Council approved additional resources in the continued work on the Indian Residential School Survivors Legacy Project. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.GM29.20
May 2018	City Council requested agencies and corporations to incorporate traditional land acknowledgements in their board meetings and required board members and staff to attend Indigenous cultural competency training. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.20
December 2017	City Council endorsed the establishment of an Indigenous Affairs Office within the City Manager's Office at the City of Toronto. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.36
June 2017	The City unveiled the permanent installation of five Indigenous flags on Nathan Phillips Square. These include the Mississaugas of the New Credit First Nation, Haudenosaunee (Six Nations), Huron-Wendat, Métis and Inuit.
May 2016	City Council adopted the report on Fulfilling Calls to Action from the Truth and Reconciliation Commission. This report outlines how the City should respond to eight of the TRC's Calls to Action that have a bearing on the municipality. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX14.1
May 2016	The Toronto Board of Health endorsed Toronto's first Indigenous Health Strategy that guides the work of Toronto Public Health and the Toronto Central Local Health Integration Network in improving health outcomes in Toronto. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.HL12.1

Contact

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Related Strategies and Reports

- City of Toronto's Commitments to Aboriginal Peoples www.toronto.ca/city-of-torontos-commitments-to-aboriginal-peoples/
- Aboriginal Advisory Committee to Council www.toronto.ca/aboriginal-affairs-committee/
- Establishment of the Indigenous Affairs Office
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.AA12.1
- City of Toronto's Land Acknowledgement and Indigenous Cultural Competency Training Updates app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.20

- Toronto's First Indigenous Health Strategy www.toronto.ca/toronto-indigenous-health-strategy/
- Aboriginal Employment Strategy www.toronto.ca/aboriginal-employment-strategy/
- Raising the Village: Measuring the Well-being of Children and Families in Toronto- Part 2: Indigenous Outcomes raisingthevillage.ca/wp-content/uploads/2017/12/Raising-the-Village-Part-2-Indigenous-Outcomes-April-2016-AODA.pdf
- Meeting in the Middle www.toronto.ca/legdocs/mmis/2018/aa/bgrd/backgroundfile-116940.pdf
- Restoration of Identity: IRSS Legacy Project
 - Toronto Council Fire www.councilfire.ca/restoration-of-identity.html
 - July 2018 City Council Materials app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.GM29.20
 - Indigenous Flags on Nathan Phillips Square www.toronto.ca/flag-raising-half-masting/
 - Truth and Reconciliation Commission of Canada Recommendations www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

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Early Learning, Child Care and Middle Childhood Services

Issue description

Demand for child care in Toronto exceeds the spaces available making it very difficult for families to access the care they need. Toronto also has the highest average child care fees in the country, and recent studies show that both lower and middle-income families feel a great burden because of the high costs. As of June 2018, there were 1,032 licensed child care centres in Toronto operating 73,176 spaces (all age groups), serving only 21 percent of Toronto's children.

Children's Services, operating under provincial legislation, directly operates 51 child care centres and provides fee subsidies.

Status

Children's Services develops service plans every five years. The current service plan (2015-2019) includes 38 actions. The next plan (2020-2024) is anticipated to be considered by City Council in late 2019.

Phase 1 Implementation of the *Licensed Child Care Growth Strategy* is underway. Phase 2 will begin in 2020. Federal and provincial investments are outlined in Phase 1.

The *EarlyON Initial Plan*, which outlines the transfer and transformation process for child and family centres in Toronto, is underway and covers the period from 2018 to 2020.

An update to the *Middle Childhood Strategy* is expected to be completed in 2019.

The *Community Recreation Growth Plan 2018-2020* is in the first year of a three-year plan.

Background

In 2017, City Council approved a 10-year *Licensed Child Care Growth Strategy* to improve child care affordability for families, build capacity to meet demand, and support a thriving early learning and care workforce.

Child care programs serve children 0–12 years of age and are licensed by the Province of Ontario. Middle childhood programming serve children age 6 to 12. These programs can be licensed or unlicensed. The system of middle childhood programs is currently fragmented and not always accessible to all families. Programs are offered by a range of organizations, including school boards, and funded through different sources and ministries, with fees ranging from no cost to high cost.

Management of child care in Toronto

Early years services are governed by the Ontario Child Care and Early Years Act (2014) through the Ministry of Education. The Act sets the policy framework and funding.

The Province of Ontario designates Children's Services as Toronto's Service System Manager for child care and early years services. The system includes licensed child care (ages 0-12), before and after school programs (ages 4-12), and EarlyON child and family centres (ages 0-6, parents and caregivers). Children with special needs are supported by service providers specializing in child development and mental health.

Children's Services plans, administers funds, and manages services at the local level and directly operates 51 licensed child care centres and one licensed home child care agency. Funding is from the City, the Government of Canada and the Province of Ontario through the Canada-Ontario Early Learning and Child Care Agreement.

Children's Services also administers income-tested child care fee subsidies to eligible families for all or part of the costs of child care. The City's 2018 operating budget included 30,490 child care fee subsidies. The City has a service agreement with 702 child care centres and ten home child care agencies for families receiving fee subsidy.

Children's Services is committed to investing in high quality early learning programs. In partnership with the Ontario Institute for Studies in Education (OISE), Children's Services developed the only validated Canadian measure of quality in child care centres called the Assessment for Quality Improvement (AQI) www.toronto.ca/child-care-locator/.

All child care centres in receipt of public funding are subject to the AQI and their ratings are posted on the Children's Services website to assist families to make informed decisions about their child care options. The AQI generates data that is used to support ongoing mentoring, professional development and capacity building for child care staff, to inform strategic planning and policy decisions for growing and improving the sector, and to ensure that public funds are used in appropriate and transparent ways.

Availability and Affordability of Child Care

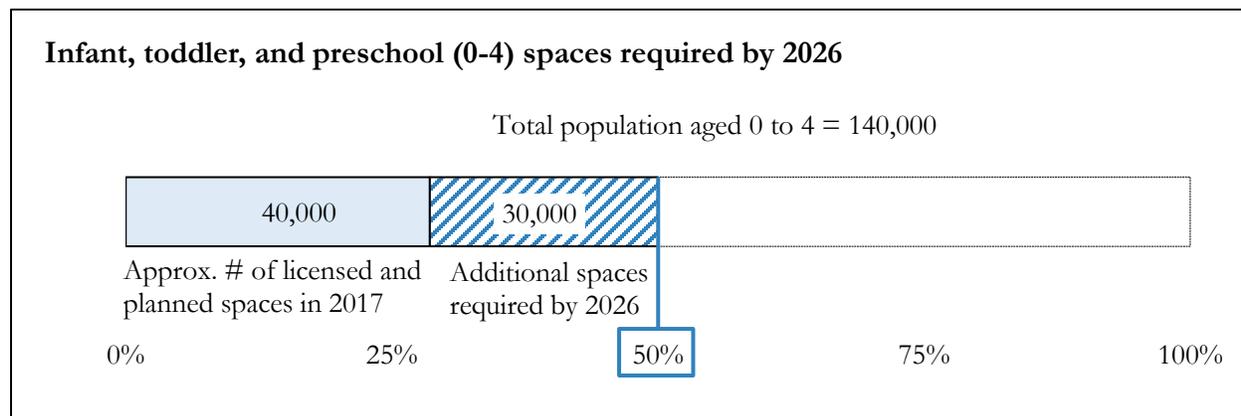
Access to quality child care programs and services can impact a child's health and development, influencing their life outcomes, and the overall well-being of families. The process of assessing quality using the AQI ensures learning environments are places where children can reach their full potential. Accessible child care allows parents, primarily women, to pursue employment, education or training and is recognized as a strong influencer of a healthy economy and as a key factor in reducing the gender gap in today's labour market.

Research commissioned by the City in 2016 showed that licensed child care is unaffordable to over 75 percent of Toronto's families and affordability and demand are linked: if costs were reduced, up to 50 percent of families would choose licensed care.

Research also shows that middle income families are often squeezed out of the child care system, earning too much for fee subsidies but not enough to afford the high costs. Children's Services has recently implemented a new funding model which provides base funding to child care providers allowing them to reduce or flat line fees and increase wages to advance fairer compensation.

Toronto's Licensed Child Care Growth Strategy (2017)

The *Licensed Child Care Growth Strategy* sets a 10-year vision for improving the affordability of child care and increasing the number of child care spaces available for children up to age four with a target that 50 percent of children will be able to access child care by 2026.



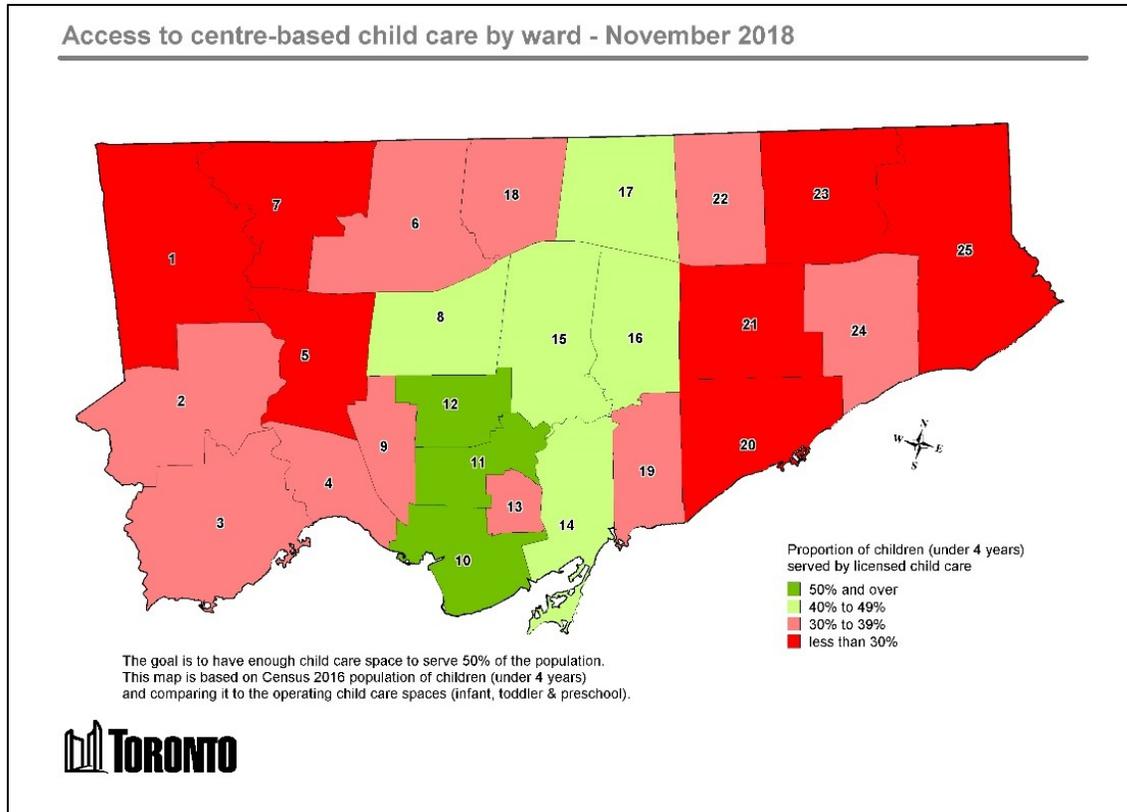
The Children's Services capital plan identifies priority areas for development, where access to licensed child care is poorest. Capital funding is through both the province and municipal governments. Over the next three years, 6,883 new spaces will be created.

Middle Childhood Services

In addition to licensed child care, other before and after school programs serve children ages 4 to 12 outside of school time. These programs do not require a child care license and include programs operated by school boards and authorized recreation and skill building programs by Parks Forestry & Recreation (PF&R) and community agencies.

PF&R's Community Recreation Branch provides 51 low or no-cost after-school programs during the school year in high needs areas, serving 1,600 children and youth.

In recognition of the unique needs of school-aged children, the City and community partners developed a *Middle Childhood Strategy* and Implementation Plan in 2012-2013. This strategy is being updated to reflect legislative and service system changes.



EarlyON Child and Family Centres

EarlyON child and family centres offer free drop-in for families and caregivers with children aged 0 to 6. These centres provide a safe, welcoming and inclusive environment that enhances family well-being, strengthens adult-child relationships and fosters healthy child development. The City assumed service system management responsibility for the 52 agencies, representing 275 program sites, which are fully funded by the Ministry of Education, in January 2018, and is developing tools to improve program access and quality.

Serving Toronto's diverse families

Children's Services is committed to advancing the quality and inclusion of early learning and child care services to respond to the needs and preferences of Toronto's diverse families. Through its Every Child Belongs program, the City supports child care programs to be inclusive of all children, including those with special needs. However, special needs funding is not sufficient to adequately support all families and centres.

Under the provincial Journey Together program, Children's Services has worked with Indigenous partners to increase the number of Indigenous-led and culturally relevant child care spaces and expand access to child and family programs for Indigenous children and families who live in Toronto.

Actions or Plans

Date	Action
February 2018	The Community Development and Recreation Committee considered a report on Expanding Indigenous-led Early Years Programs and Services app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD26.2
December 2017	City Council adopted the Community Recreation Growth Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD24.3
November 2017	City Council adopted recommendations related to the Phase One of the Growth Strategy Implementation app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD23.5
October 2017	City Council adopted the Ontario Early Years Child and Family Centre (EarlyON) Initial Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD22.3
April 2017	City Council adopted the 10-year Child Care Growth Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD19.2
May 2015	City Council adopted the 2015- 2019 Children's Services Service Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD3.3
October 2012	City Council adopted the Middle Childhood Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CD16.2

Contact

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Further Reading:

- City of Toronto Licensed Child Care Demand and Affordability Study. Cleveland, Krashinsky, Colley and Avery-Nunez.
www.toronto.ca/legdocs/mmis/2016/cd/bgrd/backgroundfile-97244.pdf
- The Economic and Social Impacts of Accessible, High-Quality Child Care System in Toronto. www.toronto.ca/legdocs/mmis/2017/ed/bgrd/backgroundfile-107205.pdf

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Youth Development

Issue description

Youth (15 to 29 years) contribute to the vibrancy and diversity of the city and require support to enable them to flourish and contribute their full potential. For example, youth aged 20 to 24 are among the most engaged in political activities within the community. While the majority of youth have the required supports to live meaningful lives, some experience difficulty accessing supports that can help youth redirect from or avoid challenging situations.

Status

Youth remain a priority for all levels of government. There are strategies focused on youth development, employment and engagement. The Province of Ontario has taken a population-specific approach for youth experiencing intersecting barriers. Ongoing collaboration exists between the Ministry of Children, Community and Social Services (formerly the Ministry of Children & Youth Services) and the City of Toronto through the Bi-Lateral Youth Table, a forum for coordinated information sharing, recommendations, and decision-making to support youth success and community safety across neighbourhoods. The not-for-profit sector also supports programs to enhance positive youth development and engagement approaches.

Youth safety is a priority and with it, a focus to reduce gun violence and victimization in the community. Increasing economic opportunities for vulnerable youth, especially Black youth, is important to the vitality of Toronto. However, overall funding to achieve youth success remains mostly uncoordinated.

Background

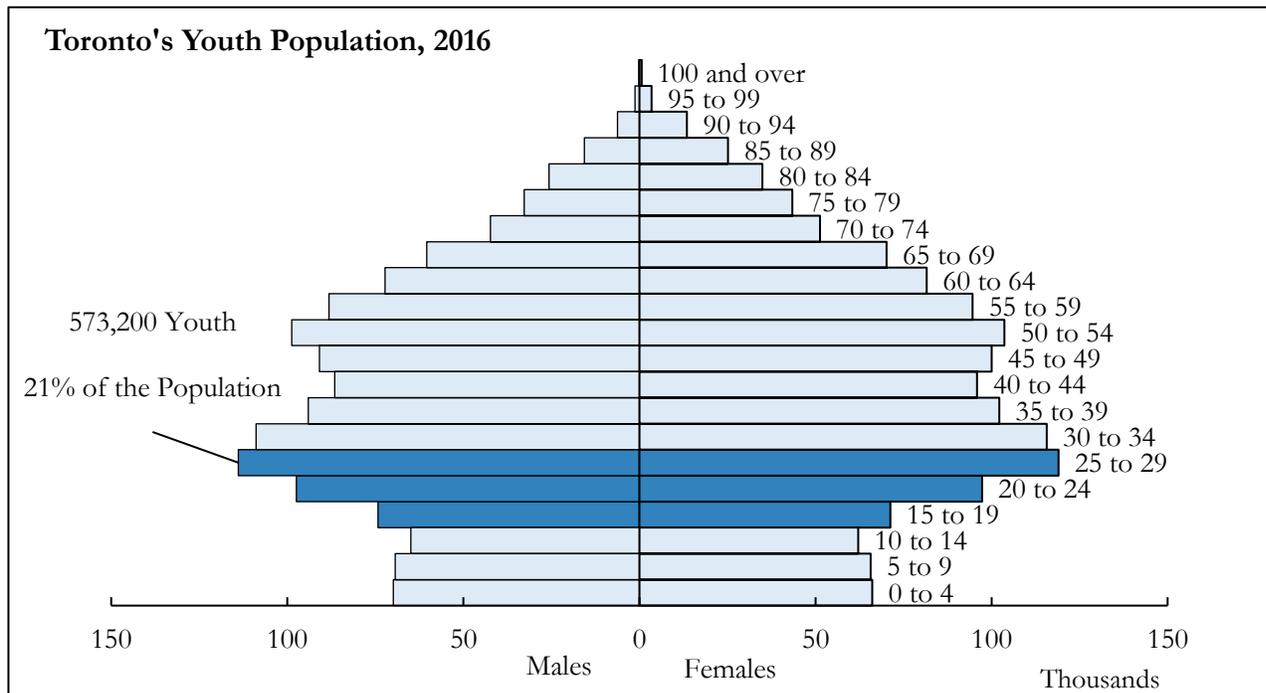
Many City funded programs and initiatives address the risk and protective factors of vulnerable youth, including alienation, low self-esteem, empathy, connection to caring adult allies and high expectations as discussed in the seminal *Roots of Youth Violence Report, 2008*. Programs such as pre-charge diversion (which direct certain young people who face minor charges to community agencies instead of charging them), recreation, peer-support to promote mental wellness, employment, intensive outreach and engagement continue to provide a solid foundation for positive youth development.

Significant challenges remain in neighbourhoods characterized by severe, concentrated and growing disadvantage for some youth, including hyper-exposure to violence, elevated mental health concerns, and intensified youth unemployment, particularly for youth residing in social housing communities. Across Toronto's 140 neighbourhoods, one-third (36) have a youth unemployment rate higher than 18 percent (compared to a city average unemployment rate of 7 percent), and smaller subset of these

neighbourhoods have an unemployment rate of 25 percent. Research has shown that there is a trend for racialized and newcomer youth, Indigenous youth, and Black and youth living in poor neighbourhoods, to be overrepresented in unemployment numbers.

New investments in education are not reaching many of the children and youth who need the most help because identified barriers to learning are not being addressed (see *Ontario's Equity and Inclusive Education Strategy*). Barriers include racism, specifically anti-Black racism, religious intolerance, lessons that do not reflect the lived experiences of students, disruptive disciplinary action and inadequate in-class supports for students with diverse learning needs. The Ministry of Education continues to make strides to enhance educational attainment for an increasingly complex student population.

Ontario's youth justice system is harming some youth because it has no overall coordination, remains punitive in ways that are not strategic and permits increasingly problematic police-youth relations (see the *Review of Youth Violence*, by The Honourable Roy McMurtry and Dr. Alvin Curling)



Actions or Plans

City Council passed the *Toronto Youth Equity Strategy* (TYES) in 2014, to advance 28 recommendations and 111 actions serving young people vulnerable to serious violence and crime. TYES will continue collaborations across City divisions & Toronto Community Housing to improve the resiliency of vulnerable youth. Further, applications were submitted to Public Safety Canada

through the National Crime Prevention Fund for more than \$30M in potential funding to support youth prevention and intervention efforts. Funding, if approved, will flow by April 1, 2019.

Recognizing the complexity and breadth of barriers faced by youth in Toronto, a range of coordinated and complementary policies and approaches are needed immediately and in the long term. Coordination across sectors including public, private and non-profit is required to address challenges and improve service delivery. Youth engagement and consultation is essential to the development of services and supports. All levels of government have approved multiple strategies focused on intersecting barriers and demographics to address the challenges facing vulnerable youth.

Date	Actions
July 2018	City Council with amendments approved the Immediate Steps to Address Gun Violence plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CC44.14
July 2017	City Council with amendments approved Towards an Action Plan for Transgender Youth app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD21.1
May 2017	City Council adopted a motion to support an intergovernmental approach to improving services for youth with experience in the criminal justice system app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED21.1
April 2017	The Government of Canada released the Youth Employment Strategy, which is its commitment to help young people, particularly those facing barriers to employment to make a successful transition into the labour market. www.canada.ca/en/employment-social-development/services/funding/youth-employment-strategy.html
February 2017	The Government of Ontario announced A Better Way Forward: Ontario's 3-Year Anti-Racism in alignment with the Black Youth Action Plan to help eliminate systemic, race-based disparities for Black children and youth www.ontario.ca/page/better-way-forward-ontarios-3-year-anti-racism-strategic-plan
July 2016	The Government of Ontario announces Stepping Up: A Strategic Framework to Help Ontario's Youth Succeed www.children.gov.on.ca/htdocs/English/documents/youthopportunities/steppingup/steppingup.pdf
May 2015	City Council endorse a plan for creating new employment, mentorship and work-based learning opportunities app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.ED3.1
February 2014	City Council with amendments approved the Toronto Youth Equity Strategy to support youth most vulnerable to violence and crime. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD26.2

Contact

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Related Policies and Plans

- The Review of the Roots of Youth Violence, by The Honourable Roy McMurtry & Dr. Alvin Curling, 2008
www.children.gov.on.ca/htdocs/English/professionals/oyap/roots/index.aspx
- 13 Ways to Modernize Youth Employment in Canada – Strategies for a New World of Work, Government of Canada, 2017 www.canada.ca/en/employment-social-development/corporate/youth-expert-panel/report-modern-strategies-youth-employment.html
- City of Toronto, Toronto Youth Equity Strategy Creative Report, 2014
www.toronto.ca/toronto-youth-equity-strategy/

Seniors

Issue description

The number of seniors living in Toronto has grown dramatically since the first baby boomers turned 65 in 2011. For the first time, there are now more Torontonians aged 65 and older than children aged 15 and younger, a trend which is expected to continue.

While this growth in life expectancy and the number of seniors living in Toronto is positive, it has significant policy, service and resource implications for the City. In particular, the way the City organizes its housing and services for seniors does not currently meet their needs, a problem which will be exacerbated over the next 10-15 years. With more than 40 City services for seniors delivered by 13 City divisions, agencies and corporations these services need to be coordinated and made more accessible.

Status

The *Toronto Seniors Strategy Version 2.0* articulates 27 recommendations including 18 short-term and 9 medium-term recommendations. The short-term recommendations were included in the 2018 City budget. City Council directed City staff to report back on the financial impact of the medium-term initiatives in 2019.

The first progress report on the current Senior Strategy will be submitted to City Council or Committee in early 2019.

Background

Population projections show that Toronto needs to be prepared for a greater number of seniors. In 2017, 16 percent of the city's population was 65 and older, a number expected to increase to 22 percent in 2041.

The City views the growth of the aging population as a positive development. At the turn of the twentieth-century life expectancy was 51 years; it is now 81 years and growing. Seniors are a valuable asset to Toronto, bringing energy and lived experience to the city's diverse communities.

The City needs to plan and strategize to ensure the needs of this growing population are met. City initiatives to support seniors must take an equity approach to consider the diversity and disparities in lived experience that exist among seniors.

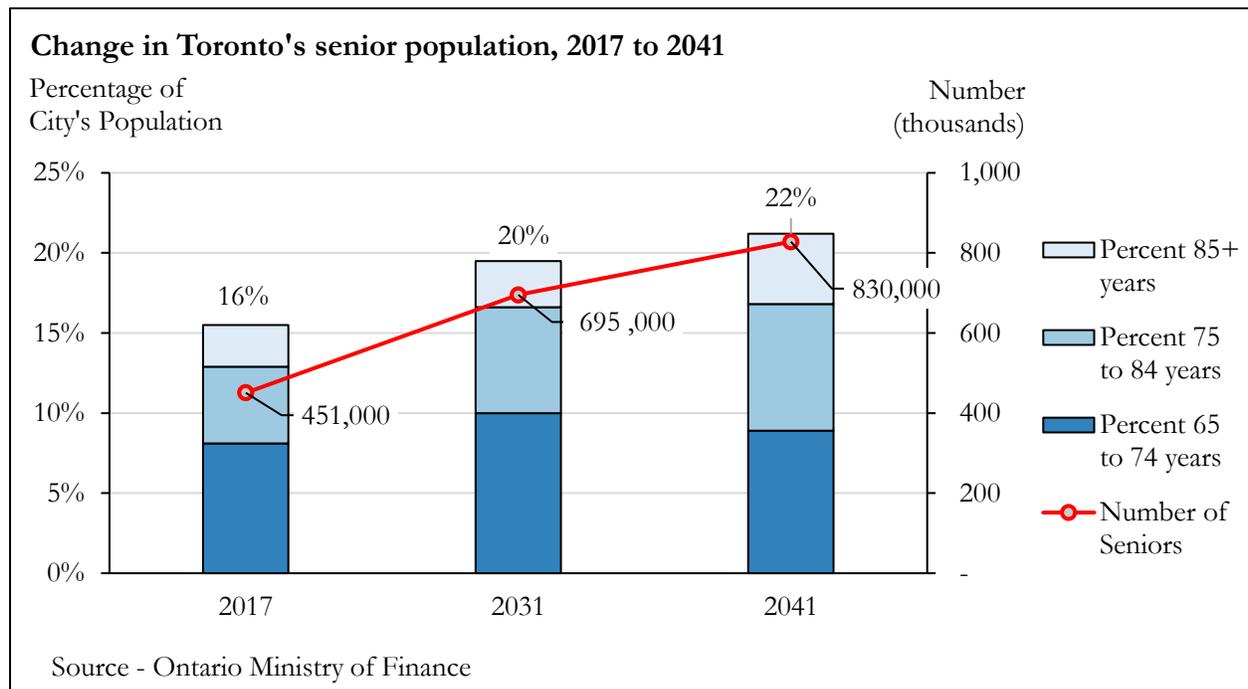
In particular, the City needs to address the needs of vulnerable seniors. The challenges of aging intersect and amplify vulnerabilities related to factors such as gender, ability, ethnicity, culture, race, language, literacy, income, education, sexuality and citizenship status. While some seniors will have the ability, means and support to maintain a good quality of life, many others, in particular from

equity-seeking communities, will experience difficulty and frustration navigating an increasingly complex and siloed government service system. This includes federal pension and income security programs, provincial primary healthcare, hospital and home and community care, municipal services and programs and those provided by the community-based not-for-profit sector – the "for public benefit sector."

The City is addressing the policy, service and resourcing challenges of a growing senior population through a range of interrelated programs and services addressing health and wellness, housing, transportation, employment and income, and access to information about services and programs. These programs and services are outlined in a continuously updated Toronto Seniors' Strategy.

City Council approved two strategies. The first strategy, adopted in 2013, established new measures for accountability and monitoring to ensure that City commitments related to seniors would be implemented. The second strategy (Version 2.0), adopted in 2018, focusses on providing better coordination of service delivery, with a particular core focus on housing for tenants age 65 and over, as housing affordability declines dramatically as a person ages.

As a result of its Seniors Strategy, the World Health Organization designated Toronto an Age-Friendly City in February 2016.



Actions or Plans

In 2018, City Council unanimously adopted an updated *Toronto Seniors Strategy Version 2.0*, with 27 recommendations that builds upon the 2013 *Toronto Seniors Strategy*.

Version 2.0. reiterates the City's commitment to ensuring seniors' needs are met and that Toronto seniors are supported to live full, healthy lives. Given the significant issue of housing affordability for older tenants, housing is a core focus of the updated strategy. City staff are focused on implementing the updated Seniors Strategy's 18 short-term recommendations.

To support implementation, City Council directed City staff to establish a Seniors Transition Office and to develop recommendations for a new Seniors Housing and Services Entity responsible for strategic planning, connecting and integrating services for seniors, and maximizing the use of existing resources to meet the current and evolving needs of seniors. The Seniors Transition Office will develop and recommend an approach for the strategic integration of the 83 seniors-designated buildings within the Toronto Community Housing Corporation portfolio with the Seniors Housing and Services Entity.

Date	Actions
May 2018	City Council adopted: <ul style="list-style-type: none"> • Implementing Tenants First – Creating a Seniors Housing Unit at TCHC and Transitioning Towards a Seniors Housing and Services Entity at the City app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.3 • Version 2.0 of the Toronto Seniors Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.2
February 2018	City Council adopted the final Progress Report on Toronto Seniors Strategy Version 1.0 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD26.3
July 2017	City Council adopted the Tenants First Implementation Plan directing the establishment of a new Seniors Housing and Services entity at the City app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.2
Feb 2016	City Council adopted the second Progress Report on Version 1.0 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD16.8 City of Toronto receives official World Health Organization recognition as an age-friendly city
December 2015	City Council adopted the first Progress Report on the Toronto Seniors Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.CD8.1
May 2013	City Council adopted the Toronto Seniors Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD20.1

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Refugees

Issue description

As the primary destination for immigrants to Canada, Toronto also receives the highest numbers of arrivals in classes that have more complex needs, such as refugees and refugee/asylum claimants.

In 2016, Toronto welcomed 11,405 resettled refugees and protected persons, which included close to 7,000 Syrian refugees. In 2017 and 2018, there has been a substantial and sustained increase in arrivals of refugee/asylum claimants which has corresponded with increased arrivals crossing irregularly at the Quebec/United States border. These changes and their unpredictability have created significant pressures on the shelter system and other City services, often stretching demand for such services beyond their limits.

These recent increases in the number of refugee/asylum claimants have again highlighted the need for increased federal and provincial efforts at managing such arrivals, including strategies to coordinate and settle refugee/asylum claimants across Ontario and Canada, but also the need for the City to create capacity to deal with these fluctuations in a more systemic way.

Status

The City of Toronto has responded to this most recent increase in refugee/asylum claimant arrivals in a coordinated and effective manner. City Council authorized increases in the last two operating budgets to help address the immediate needs of refugee/asylum claimants coming into Toronto. Additionally, Council has requested the federal and provincial governments to reimburse the City for those costs associated with the City's response. To date, the Federal Government has provided \$11 million of a total projected cost of over \$64.5 million, while the Provincial Government has contributed \$3 million as committed earlier this year.

Since late 2016, the City has successfully housed over 4,300 refugee/asylum claimants across the city. Over the last four years, the City has added more than 2,000 beds to accommodate increasing pressures across the emergency shelter system. Despite these successes, inflows to the shelter system continue to outpace outflows. City staff continue to engage with other

Definitions

Refugee is a person forced to flee their home country to escape persecution, war or violence.

Refugee/asylum claimant is a person who has applied for refugee protection status while in Canada and is waiting for a decision on his/her claim from the Immigration and Refugee Board of Canada. Unlike refugees, refugee claimants are only eligible to receive provincially- and municipally-funded services, not federally-funded services, other than the limited health coverage through the Interim Federal Health Program.

governments and community partners to coordinate a response that addresses the needs of new arrivals as well as existing families and people in the system.

Background

Fostering Better Settlement Outcomes

While immigration policy is under the federal and provincial jurisdictions, it is municipal governments that respond to fluctuations in new arrivals and provide services.

City Council has committed to providing municipal services to all Toronto residents regardless of immigration status.

Resettled refugees are selected and processed overseas and arrive in Canada as permanent residents. For example, the City's Refugee Resettlement Program, implemented through the City's Newcomer Office facilitated the successful settlement of close to 7,000 Syrian refugees by facilitating the coordination of internal and external services.

Refugee/asylum claimants, however, apply for refugee protection from within Canada. Currently, it takes 20 months on average before they receive a first level decision.

Refugees and refugee/asylum claimants have unique needs, depending on factors such as country of origin, language proficiency, health, and other factors. Refugee/asylum claimants, in particular, are generally an under-served, vulnerable population with high needs.

The City has requested that the Federal Government speed up processing times for claims, extend eligibility to receive settlement services to refugee/asylum claimants and provide increased support to municipal governments and community partners who work to provide settlement services.

Total Asylum Claimants Processed by CBSA and IRCC Offices, January 2011- September 2018

	2011	2012	2013	2014	2015	2016	2017	2018 to Sept.	Total
Quebec	4,495	4,480	2,400	2,635	2,960	4,650	24,740	21,010	67,375
Ontario	18,485	14,060	6,790	9,280	11,105	16,210	20,165	16,085	112,180
Total	25,315	20,470	10,365	13,440	16,060	23,870	50,375	40,645	200,545

Source: Asylum Claimants Processed by Canada Border Services Agency (CBSA) and Immigration, Refugees and Citizenship Canada (IRCC) Offices, January 2011-September 2018. Accessed Oct 30, 2018.

Impacts on Municipal Services

While resettled refugees arrive as permanent residents and have access to various settlement and other services, refugee/asylum claimants are only eligible to receive provincially and municipally funded services such as emergency shelter and Ontario Works, not federally-funded services except for the Interim Federal Health Program.

While the impacts to City services are broad, there has been a disproportionate impact on the shelter system. Since 2016, the proportion of refugee/asylum claimants using the shelter system has increased significantly. As of November 2018, approximately 40 percent of all shelter users in the City's system were refugee/asylum claimants, which represents a significant increase over a short period; up from 11 percent in early 2016, and 25 percent in late 2017. The next largest impact has been on Toronto Employment and Social Services which provides income support services.

Actions or Plans

In 2013, City Council re-affirmed its commitment to ensuring access to services without fear to residents without full status or full status documents.

In 2015, City Council approved the Refugee Resettlement Program implemented by the City of Toronto's Newcomer Office to support the large-scale resettlement of Syrian refugees to Toronto.

In November 2017, City Council directed staff to develop a refugee capacity plan, in consultation with appropriate City staff, provincial and federal representatives, and community agencies. The refugee capacity plan has been developed and will be submitted in early 2019.

In April and June 2018, City Council made urgent requests to the other levels of government regarding the need for a coordinated regional response to manage the increase of refugee claimant arrivals to Toronto, including a regional strategy to locate arrivals outside of the Toronto shelter system and relieve associated pressures.

Date	Action
June 2018	City Council adopted direction to request that a federal and provincial coordinated regional strategy be urgently established for refugee claimants app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD29.8
November 2017	City Council directed the development of a refugee capacity plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD23.12
October 2015	City Council adopted the Refugee Resettlement Program app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX8.39
February 2013	City Council re-affirmed its commitment to ensuring access to services without fear to immigrants without full status or full status documents app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD18.5

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Related Policies and Plans

- Toronto Newcomer Strategy (January 2013) www.toronto.ca/toronto-newcomer-strategy/
- Integrating Cities Charter (signed December 2014) www.toronto.ca/wp-content/uploads/2017/12/7e63-Integrating-Cities-Official-Signed-Charter-2014.pdf
- Canada-Ontario Immigration Agreement – General Provisions 2017 (signed November 2017) www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/agreements/federal-provincial-territorial/ontario/immigration-agreement-2017.html
- Canada-Ontario Immigration Agreement – Amending Agreement 2018 (April 2018) www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/agreements/federal-provincial-territorial/ontario/immigration-amending-agreement-2018.html
- Canada-Ontario-Toronto Memorandum of Understanding (signed May 2018) www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/agreements/federal-provincial-territorial/ontario/canada-ontario-toronto-immigration.html

Newcomers

Issue description

Newcomers to Toronto are some of the most vulnerable residents of the city, with unemployment and poverty rates higher than the Canadian-born population. Especially troubling is data showing that newcomers who have arrived within the last five years have higher levels of education but experience an unemployment rate double the rate of Canadian-born counterparts. Proper valuation of international experiences and credentials would provide increased opportunity for social and economic prosperity for these individuals and the city.

Status

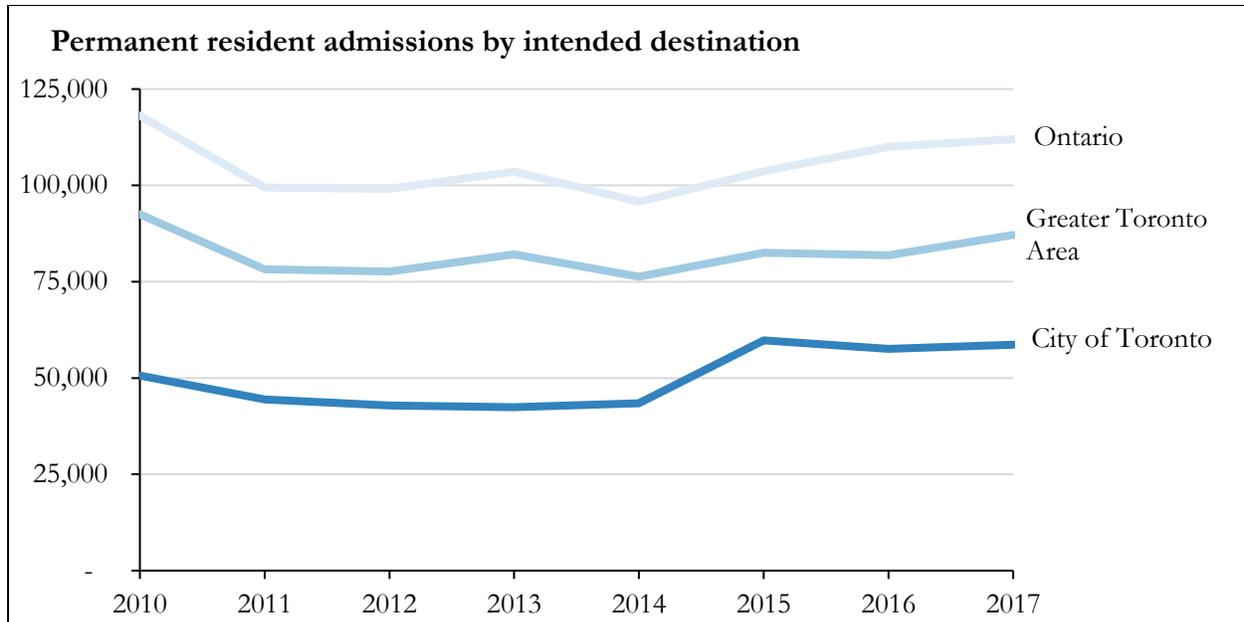
The scope and complexity of immigration-related issues have increased since City Council adopted the *Toronto Newcomer Strategy* in 2013. After several years of decline, global developments, shifting immigration policies and the political landscape has led to an increase in the number of newcomers arriving in Toronto. The most notable increase is in immigration classes that have more complex needs, such as resettled refugees and refugee/asylum claimants, a trend which is expected to continue.

Background

Toronto welcomes more newcomers than any other city in Canada, with an average of nearly 60,000 new permanent residents every year (see chart below), which presents many opportunities as well as challenges.

Facilitating Newcomer Success

The City takes a holistic approach to supporting newcomers, with programs, policies and services that complement the not-for-profit, faith, private and other sectors. For example, in the 2014-2018 term, City Council appointed two councillors as Newcomer Advocates to champion newcomer issues. In 2013 and 2015, Council affirmed the importance of immigrants to the city's civic life by requesting the Provincial Government amend the existing regulation to extend the vote in municipal elections to permanent residents. City divisions, agencies and corporations offer targeted support to newcomers through a variety of programs and services. One example is the Mentoring Partnership offered by the City through which nearly 700 City of Toronto staff have mentored and helped more than 1,600 skilled immigrants succeed in the labour market since 2004.



The Toronto Newcomer Office

The Toronto Newcomer Office (TNO) is part of Social Development, Finance and Administration (SDFA) and mostly funded by the Federal Government as a city-wide Local Immigration Partnership (LIP). Complementing the four community-based LIPs in Toronto, TNO was established to provide strategic leadership on newcomer and immigration-related issues at the City. Among other activities, TNO convenes the Newcomer Leadership Table, bringing together key stakeholders to address newcomer issues in a coordinated and collaborative manner. TNO facilitates the implementation of the *Toronto Newcomer Strategy*, Refugee Resettlement Program, *Integrating Cities Charter*, Newcomer Services Kiosk Program, Toronto Newcomer Day, and develops and promotes city-wide policies related to immigration, including *Access T.O.: Access to City Services for Undocumented Torontonians*.

The lack of long-term, stable funding for Toronto's Newcomer Office challenges its ability to respond to changing priorities and issues, in particular to newcomer categories that are not eligible to receive federally-funded services, such as refugee claimants. The federal funding comes with significant limitations, including work parameters and eligible activities and clients.

Actions and Plans

In 2013, City Council approved the *Toronto Newcomer Strategy*, with a vision that:

“all newcomers reach their full potential to thrive and contribute to their local neighbourhood, community and city, ensuring Toronto’s continued success and prosperity.”

The strategy focuses on four strategic pillars:

- advancing labour market outcomes;
- promoting and supporting good health;
- improving access to municipal supports; and
- supporting engagement and community capacity.

In February 2013, City Council reaffirmed its commitment to ensuring that Torontonians, regardless of immigration status, have access to City services without fear of being asked for proof of status.

City Council approved the *Integrating Cities Charter* in June 2014, and the Mayor signed the Charter in December 2014 to affirm the City's commitment to integrating newcomers into the City of Toronto through:

- ensuring equal access across all policies;
- supporting equal access to services;
- reflecting diversity in the City's workforce; and
- applying principles of equity and diversity in procurement and tendering.

In 2018, City Council signing of the *Canada-Ontario-Toronto Memorandum of Understanding on Immigration and Settlement (MOU)*, which provides a framework for discussion, collaboration and action between all three levels of government to support positive outcomes for newcomers. In particular, the MOU recognizes access to employment, access to settlement and other supports such as housing, education and health, and citizenship and civic engagement as primary areas of interest.

Date	Action
April 2018	City Council adopted the proposed Canada-Ontario-Toronto Memorandum of Understanding on Immigration and Settlement (MOU) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD27.3
January 2017	City Council re-affirmed Toronto as a Sanctuary City where all residents have full rights to access all city services and city-administered services without fear, regardless of their documentation status. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.MM24.23
November 2016	City Council adopted the Toronto Newcomer Strategy Progress Report and Toronto Integrating Cities Action Plan 2016-2020 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD15.5

Date	Action
June 2014	City Council adopted the Integrating Cities Charter app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD29.10
February 2013	City Council adopted Undocumented Workers in Toronto (now known as Access T.O.) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD18.5
February 2013	City Council adopted the Toronto Newcomer Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD18.7

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Related Policies and Plans

- Canada-Ontario Immigration Agreement – General Provisions 2017 (signed November 2017) www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/agreements/federal-provincial-territorial/ontario/immigration-agreement-2017.html
- Canada-Ontario Immigration Agreement – Amending Agreement 2018 (April 2018) www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/agreements/federal-provincial-territorial/ontario/immigration-amending-agreement-2018.html
- Canada-Ontario-Toronto Memorandum of Understanding (signed May 2018) www.canada.ca/en/immigration-refugees-citizenship/corporate/mandate/policies-operational-instructions-agreements/agreements/federal-provincial-territorial/ontario/canada-ontario-toronto-immigration.html

Poverty Reduction

Issue description

One in four children and one in five adults live in poverty in Toronto.

Despite growing prosperity in some parts of the city, many communities continue to experience significant poverty, at higher rates than the rest of the City. Poverty is increasingly racialized and gendered. Residents face numerous systemic barriers that prevent immediate needs from being addressed and prevent people from exiting poverty.

Status

The City is completing the implementation of its *2015-2018 Poverty Reduction Strategy Action Plan*. The 2018 work plan included 54 initiatives implemented through a combination of existing City resources and external funding.

The City is currently developing the 2019-2022 Action Plan in consultation with residents with lived experience, community partners, City staff, and other stakeholders. This action plan will include a framework for annual work plans and budget submissions to City Council.

Background

In Toronto, three worrying trends characterize the nature of poverty in the city.

Rising Unaffordability

It is increasingly difficult for low-income residents to make ends meet. The cost of basic needs in Toronto, such as housing, food, utilities and transportation have increased substantially and are some of the highest in the country. Between 2009 and 2015, the cost of child care rose by 30 percent, and public transit by 36 percent. Between 2010 and 2017, average market rents in Toronto increased 30 percent. Greater Toronto Area food banks have consistently had over one million visits per year, with an increase of nearly 40 percent in Toronto's inner suburbs since 2008.

Broken Pathways out of Poverty

Toronto workers have experienced a shift from full-time continuous employment to precarious employment with low-wages and fewer, if any, benefits. Over the last 30 years, the proportion of jobs in Toronto that are part-time has doubled. Increasingly, the labour market is polarized, meaning that upward economic mobility for many Torontonians is no longer possible.

Poverty is Systemic

Poverty in Toronto is gendered and racialized. Census data show that recent immigrants, Indigenous people, female lone-parent families, members of racialized groups, people with disabilities, and immigrants have higher rates of poverty than the general Toronto population.

Collective Impact

The City of Toronto plays a vital role in addressing poverty with many of its divisions, agencies and corporations participating in the *Poverty Reduction Strategy*. However, effective poverty reduction requires the coordination and alignment of a greater range of government, community, and private sector organizations working collectively towards a shared impact.

All three levels of government have strategies to address poverty, and each strategy acknowledges the need for intergovernmental dialogue. The City is working in close collaboration with the not-for-profit sector and community-based initiatives to advance inclusive economic development, build stronger relationships and create a foundation for collaboration.

Actions or Plans

In 2015, City Council unanimously approved the *Toronto Poverty Reduction Strategy*, a concrete, 20-year plan with 17 recommendations across six key themes:

- Housing Stability
- Service Access
- Transportation Equity
- Food Access
- Quality Jobs and Liveable Incomes, and
- Systemic Change

There will be four subsequent term action plans coinciding with City Council terms. In 2019, City staff will submit for Councils consideration a four-year action plan to coincide with the 2018 -2022 term of Council, containing concrete actions required to address the specific issues related to poverty.

To achieve the outcomes identified in the strategy, the City is:

- Identifying and aligning with existing programs, services and initiatives (e.g. incentives to develop new affordable housing, housing allowance programs, youth employment programs).

- Investing in the expansion of programs and services (e.g. expanding Sunday opening hours in public libraries; expansion of Student Nutrition Programs).
- Developing and piloting new approaches (e.g. Fair Pass low-income transit discount, developing a Community Benefits Framework).
- Collaborating with the public benefit sector (not-for-profit) to support poverty reduction initiatives (e.g. AnchorTO partnership with Atkinson Foundation to embed social procurement practices across anchor institutions).

The Poverty Reduction Strategy Office works in collaboration with other City strategies recognizing the need to closely align with existing initiatives, other levels of government, and work being undertaken by community partners. Key aligned City strategies include, but are not limited to:

- Housing Opportunities Toronto Action Plan (www.toronto.ca/housing-opportunities-toronto-affordable-housing-action-plan-2010-2020)
- Child Care Growth Strategy (app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD23.5)
- Toronto Strong Neighbourhoods Strategy 2020 (www.toronto.ca/toronto-strong-neighbourhoods-strategy-2020/)
- Toronto Youth Equity Strategy (www.toronto.ca/toronto-youth-equity-strategy)
- Confronting Anti-Black Racism Action Plan (www.toronto.ca/anti-black-racism)
- Tenants First (www.toronto.ca/tenants-first)
- Long-Term Financial Plan (www.toronto.ca/long-term-financial-plan)
- Human Service Integration (www.toronto.ca/311/knowledgebase/kb/docs/articles/311-toronto/information-and-business-development/human-services-children-employment-and-training-health-and-well-being-housing-financial-help.html)
- Social Procurement Program (www.toronto.ca/social-procurement-program)

The *Poverty Reduction Strategy* benefits from the guidance of the Lived Experience Advisory Group (LEAG). Since February 2017, seventeen Torontonians have applied their experience with the realities, conditions and impacts of living with poverty to inform the development, implementation, and monitoring of the City's *Poverty Reduction Strategy*. Over the four-year period (2017-2020), LEAG members will work with City divisions and community partners to address the actions in the *Poverty Reduction Strategy*. The mandate of the LEAG focuses on advocacy, education and awareness, and monitoring and evaluation.

The City is also closely monitoring and will need to adapt to reforms at the Province of Ontario that will have a significant impact on those living in poverty. As the systems manager and primary service delivery agent for a number of provincially mandated programs, the City may be required to alter how supportive services are delivered while continuing to ensure positive outcomes. This includes the delivery of social assistance benefits and employment supports.

In November 2018, the Government of Ontario announced reforms to the social assistance system. The reforms announced include:

- earnings exemptions will start after 1 month on assistance, not 3 months
- increasing the threshold Ontario Works clients will be able to earn before benefits are reduced (to \$300 per month up from \$200 per month);
- increasing the "clawback" on monthly earnings above \$300 from 50 to 75 percent, and
- a commitment to simplify rates and benefits and establish a new, flexible local discretionary fund so Ontario Works delivery partners can tailor benefits to improve clients' employment outcomes.

Key details of many of the reforms are still to be determined – City staff will continue to monitor, including any draft regulations.

Date	Action
November 2018	The Government of Ontario announced social assistance reforms news.ontario.ca/mcys/en/2018/11/ontarios-government-for-the-people-announces-plan-to-restore-dignity-independence-and-empowerment-to.html
August 2018	The Government of Canada releases the Canada Poverty Reduction Strategy www.canada.ca/en/employment-social-development/campaigns/poverty-reduction.html
January 2018	City Council adopted TO Prosperity: Toronto Poverty Reduction Strategy 2017 Report and 2018 Work Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.12
December 2017	City Council adopted Support for Proposed Welfare Reform app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD24.8
December 2016	City Council adopted the TO Prosperity - Toronto Poverty Reduction Strategy - 2016 Progress Report and 2017 Work Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.10
November 2015	City Council adopted the Toronto Poverty Reduction Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.5

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Further Reading

- Ontario Poverty Reduction Strategy www.ontario.ca/page/realizing-our-potential-ontarios-poverty-reduction-strategy-2014-2019
- Canada Poverty Reduction Strategy www.canada.ca/en/employment-social-development/campaigns/poverty-reduction.html
- United Way of Greater Toronto Research and Reports app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX9.5

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Equity, Diversity and Inclusion within the City of Toronto

Issue description

Toronto's population is made up of diverse communities and groups. The City of Toronto values the contributions made by all residents and is committed to its motto, “Diversity Our Strength”.

The City recognizes the barriers presented by discrimination and the disadvantages faced by equity-seeking groups and vulnerable populations. In particular, the City recognizes the unique status and cultural diversity of Indigenous communities and their right to self-determination.

To address these barriers, the City strives to create and sustain equity in government to serve and reflect all people and implement positive changes in its workforce and communities to achieve access and realize equitable outcomes for all residents. The goal of these actions is to achieve inclusive and safe environments, free from discrimination, harassment and hate.

To recognize the dignity and worth of all people, the City continues to improve the equitable treatment of community members and employees, and aims to provide services by consulting with communities and making sure everyone can participate in decision-making.

Status

City staff are developing a plan in 2019 to accelerate progress toward its goal of reflecting the diversity of the population it serves. Executive Committee will consider a report with a plan for accelerating the City's progress toward this goal.

The plan will include rolling out an inclusive hiring framework to provide tools and resources to support a diverse talent pipeline and improving the collection of diversity-related data to measure and evaluate the impact of diversity initiatives.

The City will be rolling out training programs to City staff on Indigenous cultural competency, confronting anti-Black racism, and disability awareness so that City staff have the skills and knowledge they need to meet the needs of the public and create and maintain an inclusive workforce.

Background

For many years, the City has been at the forefront of promoting access, equity, diversity and human rights through innovative policies, programs and services that consider the needs of equity-seeking groups and vulnerable populations.

Equity, Diversity and Human Rights (EDHR) is developing strategies and undertaking work to identify current and emerging equity-related issues and creating relevant resources and supports to address gaps. In addition, EDHR consults with and advises City divisions on equity-related matters as they plan, budget and provide services and programs to residents.

The City is applying an Equity Lens tool to assist in identifying and removing barriers for the City's most marginalized and vulnerable communities. The Equity Lens supports best practices in the development and evaluation of policies, services, and programs. It can also be used to conduct and generate an Equity Impact Statement, which is a requirement for all major policies and reports to City Council.

The City recognizes that building an inclusive workforce that reflects the population it serves at all levels within the Toronto Public Service (TPS) will promote public confidence and ensure that its decision-making processes include a range of perspectives. Accordingly, diversity is one of four strategic focus areas in the City's five-year workforce plan, the *Talent Blueprint*.

The City's Employment Equity Policy directs the City to conduct a voluntary workforce survey, *Count Yourself In*. The survey invites employees to voluntarily disclose how they self-identify. Questions are asked about an employee's gender, racial and ethnic identity, sexual orientation, whether they identify as Indigenous, and as a person with a disability.

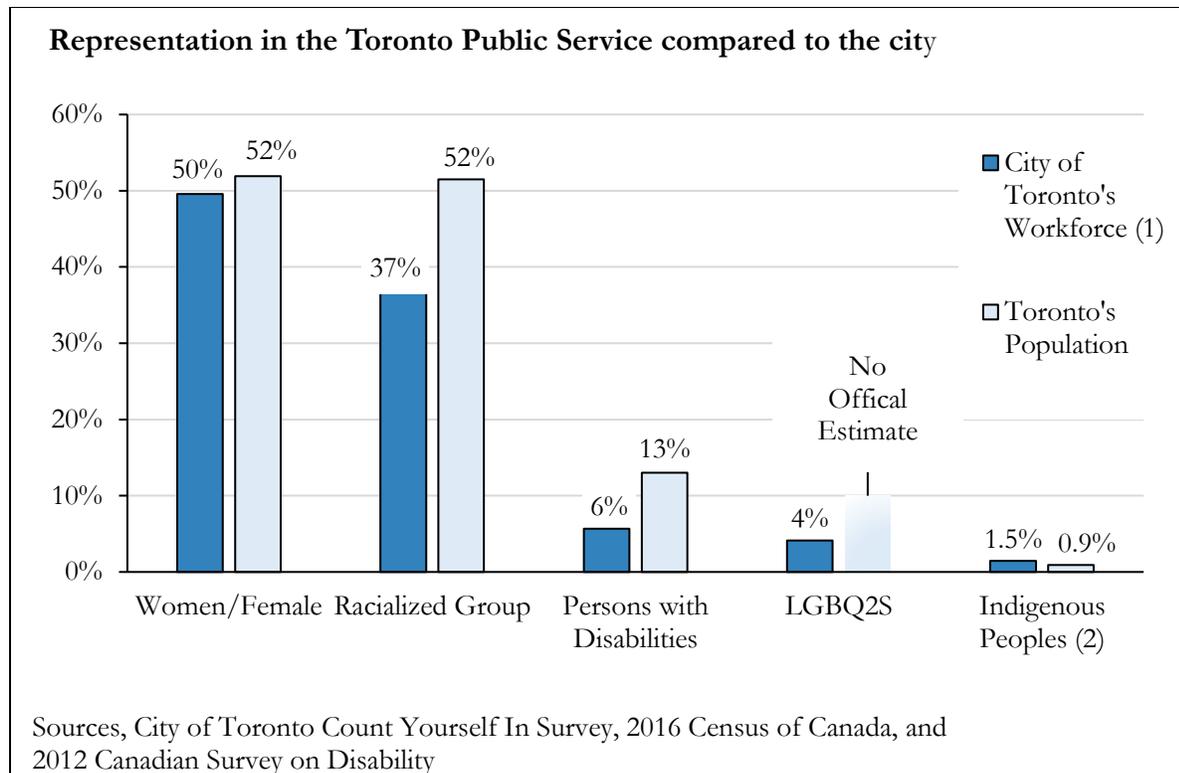
The survey data indicates that some progress has been made in advancing diversity within the City of Toronto. However, more work is required to achieve the goal of building a public service that reflects the diversity of the population it serves.

Equity-seeking groups are defined by the City as:

- Persons with Disabilities
- Women
- Racialized group(s)
- Lesbian, Gay, Bisexual, Trans, Queer, Two-Spirit Communities (LGBTQ2S)
- Undocumented workers
- Immigrants and refugees
- Persons with low income
- Youth

Vulnerable populations include:

- Seniors
- Victims of violence
- Persons with low literacy
- Persons who are homeless or under-housed
- Residents in Neighbourhood Improvement Areas



Notes:

1. Data is based on active TPS employees but excludes: Recreation Workers, Elected Officials and their staff, Accountability Officers, and employees working in the City's agencies and corporations.
2. Official population estimates of Indigenous people are thought to be underestimates.

Actions and Plans

The following actions from EDHR's strategic plan are of specific relevance to access, equity, diversity and human rights initiatives:

- Advance Toronto's Motto 'Diversity our Strength' by integrating Toronto's diversity into all aspects of the City's business;
- Enhance the City's Capacity to Serve Toronto's Diversity Develop; and
- Implement a Workforce Plan to create an engaged, diverse, high-performing, adaptive and productive workforce to meet the City's current and future needs.

Date	Action
July 2018	<p>City Council adopted a motions for City staff to:</p> <ul style="list-style-type: none"> • increase accessibility of online content and materials for public consultations app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.MM44.85 • develop a framework for an intersectional gender equity strategy and gender equity office for Toronto app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.MM44.14 <p>Executive Committee directed City staff to develop a Persons with Disabilities Employment Strategy with the objective that Persons with Disabilities are employed at the City at a level reflective of their representation in the population of the City. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.41</p>
June 2018	<p>City Council adopted the City's Corporate Accessibility Policy and directs staff to report to the Executive Committee in the second quarter of 2019 options to enhance accessibility through an accessibility certification program and the feasibility conducting a pilot of such a program on a City facility. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.4</p>
May 2018	<p>City Council adopted:</p> <ul style="list-style-type: none"> • Version 2.0 of the Toronto Seniors Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.2 • The Disaggregated Data Strategy that identifies equity and human rights, privacy, and open government as the three key strategic principles that will be adhered to by the City's. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.10 <p>Executive Committee adopted a report on Equity Responsive Budgeting, which provides an overview of progress towards incorporating an equity and gender analysis into the City budget process. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.9</p>
December 2017	<p>City Council adopted the Toronto Action Plan to Confront Anti-Black Racism and the 2018 Annual Work Priorities for year one implementation app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.11</p>

Contact

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Related Strategies and Reports

- Employment Equity Policy
www.toronto.ca/intra/hr/policies.nsf/policies/755a03e5d9c008fd85256927004b786c?OpenDocument
- Equity Responsive Budgeting
www.toronto.ca/legdocs/mmis/2018/ex/bgrd/backgroundfile-114800.pdf
- Corporate Accessibility Policy
www.toronto.ca/legdocs/mmis/2018/ex/bgrd/backgroundfile-116080.pdf
- Fostering Diversity in the Toronto Public Service
www.toronto.ca/legdocs/mmis/2018/ex/bgrd/backgroundfile-116080.pdf
- Anti-Black Racism www.toronto.ca/anti-black-racism/
- Access to City Services for Undocumented Torontonians www.toronto.ca/access-to-city-services-for-undocumented-torontonians/
- Refugee Resettlement Program www.toronto.ca/refugee-resettlement-program/
- Social Procurement Program www.toronto.ca/social-procurement-program/
- Toronto Newcomer Strategy www.toronto.ca/toronto-newcomer-strategy/
- Toronto Poverty Reduction Strategy www.toronto.ca/poverty-reduction-strategy/
- Toronto Seniors Strategy www.toronto.ca/legdocs/mmis/2018/ra/bgrd/backgroundfile-117807.pdf
- Toronto Youth Equity Strategy
www.toronto.ca/legdocs/mmis/2018/ra/bgrd/backgroundfile-117807.pdf
- Integrating Cities Charter www.toronto.ca/toronto-newcomer-strategy/?accordion=integrating-cities-charter

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Toronto's Action Plan to Confront Anti-Black Racism

Issue description

Toronto is the most diverse city in the world. However, studies continue to show that anti-Black racism still exists in this city, affecting the life chances of more than 200,000 people of African descent who call Toronto home.

Anti-Black racism is policies and practices embedded in Canadian institutions that reflect and reinforce beliefs, attitudes, prejudice, stereotyping and discrimination that is directed at people of African descent and is rooted in their unique history and experience of enslavement and colonization in Canada.

The legacy of anti-Black racism lies in the current social, economic, and political marginalization of Torontonians of African descent. It is experienced as a lack of opportunity, poor health and mental health outcomes, poor education outcomes, higher rates of precarious employment and unemployment, significant poverty, and overrepresentation in the criminal justice, mental health, and child welfare systems.

Status

City staff are implementing the *Toronto Action Plan to Confront Anti-Black racism*. The implementation of this five-year plan, 2018-2022, includes 22 recommendations and 80 actions to address five issue areas: children and youth development; health and community services; job and income supports; policing and the justice system; and community engagement and Black leadership.

The first year's work plan focuses on four (4) key priorities: Creating a culture of change at the City; investing in Black children and youth; connecting Black Torontonians to Civic decision-making; and, improving customer service. These priorities are embedded in 12 Actions which are being implemented with resources approved by City Council in February 2018.

The Confronting Anti-Black Racism (CABR) Unit will report out on the implementation of the action plan to City Council annually, starting June 2019. The reports will include input from the Partnership and Accountability Circle (comprised of 12 members of Toronto's Black community) as well as the CABR Leads Circle (comprised of City staff).

Background

Anti-Black racism is micro (as seen in day-to-day interactions) and it is structural (as seen in laws and policies that govern this city).

Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, often making this particular form of racism appear normal or invisible to the larger society, which makes it more difficult for Black people to name their specific experiences of anti-Black racism. Often doing so comes with severe consequences such as loss of employment, targeting, isolation, violence, and emotional and spiritual injuries.

The ongoing reality of anti-Black racism in Toronto stands as an obstacle to a truly fair and just city.

Examples of the many disparities Black Torontonians face:

- Black Torontonians are victims of 85 percent of hate crimes in Toronto where racism is the motivating factor
- 42 percent of children in the care of the Children’s Aid Society of Toronto are Black, five times their representation in the overall population
- Black students become “early leavers” of high school at higher rates – 23 percent compared to 12 percent of white students
- Torontonians of African descent have an unemployment rate of 13 percent, nearly two times the provincial rate
- Black women and girls are one of the fastest growing incarcerated group

Municipal Levers

Eradicating anti-Black racism is not a task that the City can do alone. It requires collective work, collaboration and mutually reinforcing efforts from all levels of government, institutions, businesses, schools, community agencies and individuals. That is how sustainable, long-term, societal impact will be achieved.

Through this Action Plan, the City is stepping forward as one key actor in this collective work to take leadership to enact municipal levers under its influence to increase positive outcomes for Torontonians of African descent. For example,

- The City is one of the largest employers in Toronto, with a wide variety of professional positions and entry-level jobs with pathways to middle-income earnings.
- The City supports Canada’s financial and business capital, as one of the most business-friendly cities in North America with more than 75,000 businesses operating in Toronto.

- The City owns a large portion of the housing stock, through Toronto Community Housing, and provides support to other social and affordable housing providers in Toronto for residents who are living with low-income and who are most vulnerable.
- Through recreation infrastructure, the City supports the second largest system after the school system for social inclusion for children and youth.
- Through local planning and community service investments, the City has an in-depth knowledge of 140 neighbourhoods and leads place-based planning with community partners.
- Through the Toronto Police, the City operates the frontline service to the criminal justice system.
- The City operates the crisis support systems for Toronto residents through Toronto Fire, Paramedics, Police, and Shelter, Support & Housing Administration.

Actions or Plans

Following decades of advocacy and organizing led by Toronto's Black communities, as well as advocates including Black Action Defence Committee and Black Lives Matter, the City committed to developing and adopting this plan, in 2016. To begin confronting anti-Black racism in Toronto, the City partnered with community and business leaders, subject matter experts, advocates, academics, and organizations from Toronto's Black communities to create a multi-year plan to Confront Anti-black Racism.

Whenever governments and service providers work to target the removal of systemic barriers experienced by the most disadvantaged communities, all residents benefit. The *Toronto Action Plan to Confront Anti-Black Racism* follows this approach of targeted universalism, meaning setting universal goals that can be achieved through targeted approaches. The actions, when taken as a whole and executed fully, will benefit all Torontonians, especially other Toronto communities experiencing racism and marginalization.

The Toronto Action Plan lays out actions to help ensure that municipal services, facilities and policies become fully inclusive and accessible to Black Torontonians, including actions to:

- leverage Black cultural knowledge and practices to better support positive child and youth development;
- targeted communications and outreach to ensure City communications campaigns and recruitment efforts reach black communities;
- assess current City policies, practices and structures to identify anti-Black bias and take preventative and corrective actions; and

- pilot new approaches and invest in processes, programs and organizations that are already achieving successful outcomes.

City Council and committee decision are summarized below:

Date	Actions
February 2018	City Council approved funding for the implementation and creation of the Anti-Black Racism unit
December 2017	City Council unanimously adopted the Toronto Action Plan to Confront Anti-Black Racism app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.11
June 2017	Executive Committee adopted the Interim Toronto Action Plan to Confront Anti-Black Racism

Contact

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Related Policies and Plans

- Black Experience Project (July 2017) www.theblackexperienceproject.ca/wp-content/uploads/2017/07/Black-Experience-Project-GTA-OVERVIEW-REPORT-4.pdf
- Under Suspicion: Research and consultation report on racial profiling in Ontario (Ontario Human Rights Commission) (April 2017) www.ohrc.on.ca/en/under-suspicion-research-and-consultation-report-racial-profiling-ontario
- Ontario Anti-Racism Directorate, "A Better Way Forward: Ontario's 3-Year Anti-Racism Strategic Plan" (March 2017) www.ontario.ca/page/better-way-forward-ontarios-3-year-anti-racism-strategic-plan
- Racialization and Health Inequities in Toronto (2013) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.HL25.1
- Review of the Roots of Youth Violence report (2008) www.children.gov.on.ca/htdocs/English/professionals/oyap/roots/index.aspx
- Paying the Cost, The Human Cost of Racial Profiling (Ontario Human Rights Commission) (2003) www.ohrc.on.ca/en/paying-price-human-cost-racial-profiling
- Stephen Lewis report on Race Relations in Ontario (1992) www.siu.on.ca/pdfs/report_of_the_advisor_on_race_relations_to_the_premier_of_ontario_bob_rae.pdf

Human Rights Awareness

Issue description

The City has been at the forefront of promoting access and human rights through innovative and best-in-class human rights policies, programs and services. The City's commitment to advance human rights guides the work of Equity, Diversity and Human Rights (EDHR) and is a blueprint for action for all City divisions. These activities, along with the regular analysis of complaint and consultation trends and the monitoring and tracking of broader global trends guide the Human Rights Office in identifying current and emerging human rights related issues and developing relevant resources, strategies and supports.

The City has recognized an increase in sexual harassment complaints, investigations and requests from individuals seeking to consult with the City's Human Rights staff. These increases and an increase in the number and complexity of complaints investigated by the City is due, in part, to new investigations linked to the 2016 passage of Bill 132, the *Sexual Violence and Harassment Action Plan Act*, which increased legislative requirements for investigations into workplace harassment – specifically sexual harassment.

The rise could also be attributed to increases in global awareness on this issue through the #MeToo and #TimesUp movements, general rights awareness, legislative requirements and compliance and complainants who cite multiple grounds in a single complaint and consultation.

Status

The City is modernizing its complaints management system to improve human rights responsiveness at the City, making the system more effective and efficient. The Human Rights Office is scheduled to provide City Council with its Annual Human Rights Report (2017-2018) in the first half of 2019.

To support the creation and maintenance of inclusive workplace culture, the City has recently re-launched the "Know the Line" anti-sexual harassment educational campaign.

Background

The City's Human Rights Office administers an arms-length internal dispute resolution program through its policies and procedures to support the creation and maintenance of inclusive workplace culture and the provision of services that are free from harassment and discrimination. The Human Rights Office also builds internal capacity for divisions on these important issues. In this way, the Human Rights Office assists in readying the organization to be an effective leader and respond to any potential internal human rights issues appropriately.

The program also satisfies the City's obligations under the *Accessibility for Ontarians with Disabilities Act* (AODA), the Ontario Human Rights Code (the Code) and the *Occupational Health and Safety Act* (OHSA). The Human Rights Office provides responsive and effective risk management on these issues for the City. The goal of the program is to enable inclusive employment practices and service provision through policy development, education and dispute resolution of harassment and discrimination complaints. The Human Rights Office also assists members of the public who have concerns or complaints regarding accessibility, discrimination, harassment and hate activity.

One example of how the Human Rights Office builds internal capacity on human rights issues is the 2015 comprehensive sexual harassment campaign that the Human Rights Office implemented for City staff called "Know the Line." The campaign included posters, a dedicated web page, a communications toolkit and a management toolkit to support City divisions to address issues that may arise as a result of increased awareness of harassment issues. The "Know the Line" campaign helps employees reflect on their behaviour and challenge inappropriate comments and conduct that constitutes sexual harassment.

Actions or Plans

The City has re-launched the "Know the Line" anti-sexual harassment educational campaign, leveraging the 2015 campaign. This campaign features revitalized web content, a new poster series with infographics, dynamic information cards, an engaging eLearning program, and additional online resources including an updated Manager's Toolkit and Facilitator's Toolkit.

These tools are aimed at communicating the City's ongoing commitment to a safe and respectful workplace free from sexual harassment, and that management is required under the City's policy to respond to any complaints about what is or could reasonably be perceived to be sexual harassment and contact the Human Rights Office.

Date	Action
October 2016	City Council adopted an amended Human Rights and Anti-Harassment/Discrimination Policy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX17.3
March 2016	Bill 132, <i>Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment)</i> , 2016 receives Royal Assent www.ola.org/en/legislative-business/bills/parliament-41/session-1/bill-132
March 2015	Ontario Government released an action plan "It's Never Okay" with the objective of strengthening laws to ensure that our workplaces are free from sexual violence and harassment. www.ontario.ca/page/its-never-okay-action-plan-stop-sexual-violence-and-harassment-progress-update-2016-2017

Contact

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Related Policies and Reports

- Human Rights and Anti-Harassment/Discrimination Policy
wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/c8c007fd9cd24c6585257d4e00653676?OpenDocument
- Human Rights and Anti-Harassment/Discrimination - Complaint Procedures
wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/d4583656230fc58585257d4d00544acc?OpenDocument
- Human Rights Office Online Complaint Form
wx.toronto.ca/inter/cmo/humanrights.nsf/complaint?openform
- Accommodation Policy
wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/e72bd53d0fb2594385257d430052d031?OpenDocument
- Accommodation Procedures
wx.toronto.ca/intra/hr/policies.nsf/0/79359124548740F185257DA400735BB9?opendocument
- Hate Activity Policy
wx.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/7269cc141836eb1385257bb800537b2f?OpenDocument
- Hate Activity Procedures
we.toronto.ca/intra/hr/policies.nsf/9fff29b7237299b385256729004b844b/50d3ca6c20ebccf085257bba00473ad9?OpenDocument
- 2016 Annual Human Rights Office Report
www.toronto.ca/legdocs/mmis/2018/ex/bgrd/backgroundfile-114834.pdf

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Cannabis Legalization

Issue description

Residents have been able to purchase legal cannabis online through the Ontario Cannabis Store since October 17, 2018. A legal private retail model for recreational cannabis is expected to be in place in Ontario by April 1, 2019. Retailers will be required to obtain provincial licences and meet requirements set out by provincial legislation and regulations to sell cannabis. Municipalities are permitted to pass a resolution to opt-out of having cannabis retail stores operate in their boundaries; this resolution must be made before January 22, 2019.

Status

The Federal Government has legalized cannabis in Canada through the passing of Bill C-45, the *Cannabis Act*. This Act legalized the distribution, sale, and consumption of cannabis as of October 17, 2018. On December 17, 2017, the Province enacted the *Cannabis Act, 2017* and *Road Safety Statute Law Amendment Act, 2017*, as well as updated the *Smoke-Free Ontario Act, 2017* to regulate the sale and distribution of cannabis in Ontario.

On October 17, 2018, the Province of Ontario enacted the *Cannabis Statute Law Amendment Act, 2018*. This Act amended the Ontario *Cannabis Act, 2017* and created the *Cannabis Licence Act, 2018* to permit the Ontario Cannabis Retail Corporation (OCRC) and private retailers licensed by the Alcohol and Gaming Commission of Ontario (AGCO) to sell recreational-use cannabis in Ontario. The *Cannabis Act, 2017* was also renamed the *Cannabis Control Act, 2017*. On November 16, 2018, the Province enacted regulations to provide additional rules for the licensing and operation of private cannabis stores.

This new provincial legislation permits Council to pass a resolution to opt-out of provincially-licensed cannabis retail sales by January 22, 2019. If Council does not pass a resolution to opt-out, licensed retail stores will be able to operate within the City and the decision cannot be changed after January 22, 2019. However, if Council passes a resolution to opt-out, it may lift the prohibition at a later date. City staff will present Council with a report prior to January 22, 2019, for a decision on this matter. The Province has indicated that the amount of provincial funding that a municipality will receive to assist in cannabis legalization will be tied to whether that municipality has opted-out or not.

The production and sale of medical cannabis continues to be regulated exclusively by the Federal Government.

Background

The federal *Cannabis Act* (Bill C-45) legalized the distribution, sale, and consumption of cannabis. Consumption of cannabis for medical purposes has been permitted since 2001 under various statutes, currently under the Access to Cannabis for Medical Purposes Regulation (ACMPR).

On October 2, 2017, City Council adopted a series of recommendations formalizing the City's position on legalization and requesting that the federal and provincial governments consider community impacts and provide adequate tools, resources, and guidance to the City for legalization (see "Municipal considerations," below).

Provincial Legislation and Regulations

In Ontario, private cannabis retailers are required to obtain provincial licences and meet requirements set out by provincial legislation and regulations.

The new provincial legislation and regulations:

- Do not allow municipalities to designate cannabis retail sales as a separate land use from any other form of retail.
- Exempt cannabis retail stores from municipal licensing requirements.
- Establish the OCRC as the exclusive wholesaler and distributor to private retail stores.
- Establish the OCRC as the exclusive online retailer of cannabis.
- Establish the AGCO as the provincial regulator authorized to grant store licences.
 - Retailers will need a Retail Operator Licence, Cannabis Retail Manager Licence and Retail Store Authorization.
 - The AGCO will have the authority to enforce compliance; this includes revoking licences from stores that fail to comply with the conditions set by the Province. The AGCO will not enforce against illegal storefronts selling cannabis without a provincial licence. Enforcement will continue to be the responsibility of local law enforcement and municipal bylaw enforcement.
 - Prior to issuing retail store authorization, the AGCO will provide a 15-day notification period to receive public input for a proposed site. When reviewing feedback from the public notice process, the AGCO will consider matters related to protecting public health and safety, protecting youth and restricting their access to cannabis, and preventing illicit activities related to cannabis.
- Do not allow the number of retail licences to be capped.
- Prohibit sales and transfers of the licences, and set a market concentration limit of 75 stores province-wide per operator.

- Restrict a cannabis retail store from being located within 150 meters of public and private schools.
- Require that stores are standalone - that is, they cannot be a part of a store or added to stores that sell other products, including pharmacies and stores selling alcohol.
- Prohibit anyone under the age of 19 from accessing a cannabis retail store location.
- Permit stores to sell only cannabis accessories and legally-sourced cannabis.
- Limit hours of operation to between 9:00 a.m. and 11:00 p.m. on any day, consistent with alcohol retail.
- Allow Licensed Producers to operate one store onsite at a production facility.

Consumption of Cannabis

Bill 36 also amended the rules governing the consumption of cannabis. The new rules:

- Make the *Smoke-Free Ontario Act, 2017* (SFOA) apply to the smoking and vaping of cannabis, both medical and recreational.
- Prohibit the smoking of cannabis in the same places where the smoking of tobacco and the use of electronic cigarettes are prohibited. Smoking cannabis in motor vehicles is also prohibited.
- Permit the Province to designate persons, such as Toronto Public Health (TPH) enforcement staff, to enforce the restrictions on smoking and vaping of cannabis in public places under the SFOA. TPH received this authority on the day of legalization, October 17.

This means that individuals may smoke or vape recreational and medical cannabis in a private home; in a residential unit or its balcony (depending on building rules); in many outdoor public places (e.g. sidewalks); in designated guest rooms in hotels, motels or inns; residential boats or vehicles fitted with permanent sleeping accommodations and cooking facilities when parked or anchored and meet other criteria; and in controlled areas in:

- Long-term care homes
- Certain retirement homes
- Residential hospices
- Provincially-funded supportive housing
- Designated psychiatric facilities or veterans' facilities

However, other laws and policies may apply to restrict cannabis use in these places, such as municipal bylaws (e.g. the Parks Bylaw), condo bylaws, lease agreements, and the policies of employers and property owners.

The Act prohibits the smoking of tobacco and cannabis as well the vaping of any substance in all enclosed workplaces and public places as well as some outdoor designated areas.

Places where smoking and vaping is prohibited include:

- In all enclosed workplaces and public places (the inside of any building/structure/vehicle to which the public or employee has access).
- Playgrounds and public places within a 20-metre radius of their perimeter.
- Sporting areas and adjacent spectator areas and public places within a 20-metre radius of their perimeter.
- The outdoor grounds of a primary or secondary school and public places within a 20-metre radius of the perimeter of the school's grounds.
- The outdoor grounds of a community recreational facility and public places within a 20-metre radius of the perimeter of the facility's grounds.
- Restaurant and bar patios (excluding some Royal Canadian Legions) and public places within a 9-metre radius of the perimeter of the patio.
- The outdoor grounds of a hospital and public places within a 9-metre radius of hospital entrances/exits.

The Province has introduced legislation to amend the *City of Toronto Act, 2006* to further clarify the City's authority concerning establishing more restrictive rules for smoking cannabis.

There are no provisions in the new legislation to allow for cannabis lounges or other enclosed areas and spaces where members of the public are allowed to smoke or vape cannabis.

Illegal Storefronts

Cannabis cannot be legally purchased through any retail store in Toronto without a provincial licence. The *Cannabis Control Act, 2017* provided enhanced enforcement tools to address illegal stores, including the ability to close them more expediently. These tools are available for police services to implement along with municipal bylaw officers who are able to receive a designation from the Province for this specific purpose. Municipal Licensing and Standards (MLS) applied for and received the designation on November 7, 2018, for 13 officers who now have the same enforcement powers as police services under this Act. MLS continues to work in partnership with the Toronto Police Service on the continued enforcement activities against illegal cannabis storefronts.

Medical Cannabis

The Federal Government has regulated the sale of medical cannabis since 2001. Under federal regulations, medical cannabis is not permitted to be sold through storefront retail. Access to federally-governed medical cannabis will continue concurrently with recreational. Health Canada requires that medical cannabis only be obtained directly from a licensed producer and delivered via mail, grown by the patient, or grown by someone designated by the patient.

Revenue sharing with cities

The Province has announced that it will provide \$40 million over two years to help municipalities across Ontario with the implementation costs of recreational cannabis legalization. Under the provincial funding model, municipalities that have not prohibited provincially-licensed cannabis retail stores will receive more funding. The Province will be distributing this amount on a per household basis.

The first payment of \$15 million will be made in early January to all municipalities on a per household basis, with at least \$5,000 provided to each municipality. The Province has indicated that the City of Toronto's share of the initial \$15 million is \$3,008,705.

The second payment of \$15 million will be announced in March 2019. Municipalities that have opted-out can expect to receive a maximum of \$5,000. However, municipalities that have not opted-out will receive funding on a per household basis, with at least \$5,000 provided to each.

The Province is setting aside \$10 million of the municipal funding to address costs arising from unforeseen circumstances. Priority will be given to municipalities that have not opted-out.

If Ontario's portion of the federal excise duty on recreational cannabis over the first two years of legalization exceeds \$100 million, the Province will provide 50 percent of the surplus only to municipalities that have not opted-out. Municipalities that opt-out by January 22, 2019, and then – reverse that decision at a later date would not be eligible for additional funding.

The Province has stated that municipalities must use provincial and federal funding to address the implementation costs that directly relate to the legalization of recreational cannabis. Examples of permitted costs include increased enforcement, increased response to public inquiries, increased paramedic and fire services, and bylaw and policy development.

Municipal considerations

Since 2016, City staff have convened an interdivisional working group to identify municipal concerns relating to the legalization of cannabis and to identify the resources and tools needed to assist the City in their role within the legalized system. Leading up to legalization, the City has identified and communicated the following municipal considerations to the Province:

- Separation distances between retail locations and sensitive uses and limits on hours of sale.
- No sales on university and college campuses, to align with tobacco sales restrictions.
- No co-location of alcohol and cannabis.
- Trained and knowledgeable staff at retail locations.
- Safety measures within retail locations.
- Strict rules around product display and placement and age verification.
- Increased public education on the potential health risks of cannabis including harm reduction strategies, and cannabis legislation.
- Guidance, support, and regulatory tools to enforce federal rules permitting home cultivation and provincial rules prohibiting public consumption.
- Increased resources to support the broader enforcement accountability under the proposed changes to the SFOA to include cannabis smoking and vaping.
- Additional authorities to enforce against illegal operations more expediently.
- Revenue sharing that fully recovers the City's costs to implementation, enforcement, education, and ongoing evaluation of the legalized regime.

Actions

The table below provides an overview of key legislative changes and other actions that have been taken by all levels of government regarding cannabis legalization.

Date	Action
November 2018	The Province establishes regulations for the licensing and operation of private cannabis stores, which came into force on November 16. MLS staff were provided enhanced enforcement authorities on November 7.
October 2018	The Province's Bill 36, the <i>Cannabis Statute Law Amendment Act, 2018</i> , received Royal Assent. The Act came into force on October 17, 2018. news.ontario.ca/mof/en/2018/10/statement-from-the-finance-minister-on-the-passage-of-the-cannabis-statute-law-amendment-act-2018.html
July 2018	City Council adopted amendments updating zoning bylaw references to cannabis production facilities to align with current federal legislation. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG31.1
June 2018	Federal Bill C-45, the <i>Cannabis Act</i> , received Royal Assent. The Act will come into force on October 17, 2018.

Date	Action
December 2017	Provincial Bill 174, <i>Cannabis, Smoke-Free Ontario and Road Safety Statute Law Amendment Act</i> received Royal Assent.
October 2017	City Council adopted, with amendments, City of Toronto Recommendations for Cannabis Legalization, indicating support of provincially operated stores, and requesting other enforcement tools and supports. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.LS21.2
June 2017	Board of Health adopted, with amendments, Legal Access to Non-Medical Cannabis: Approaches to Protect Health and Minimize Harms of Use. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.HL20.3
June 2016	City staff reported to Licensing and Standards Committee on the issue of illegal cannabis storefronts. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.LS21.2
May 2016	Board of Health adopted, with amendments, Legalization and Regulation of Non-Medical Cannabis app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.HL12.2 .

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Toronto's Overdose Action Plan

Issue description

Toronto continues to be in the midst of an opioid overdose emergency. Toronto Public Health and other City divisions are actively implementing the *Toronto Overdose Action Plan*, endorsed by the Board of Health in March 2017. The Action Plan provides a comprehensive set of actions to prevent and respond to overdoses resulting from all drugs across the City with an initial focus on opioids, and targets actions from all levels of government.

Status

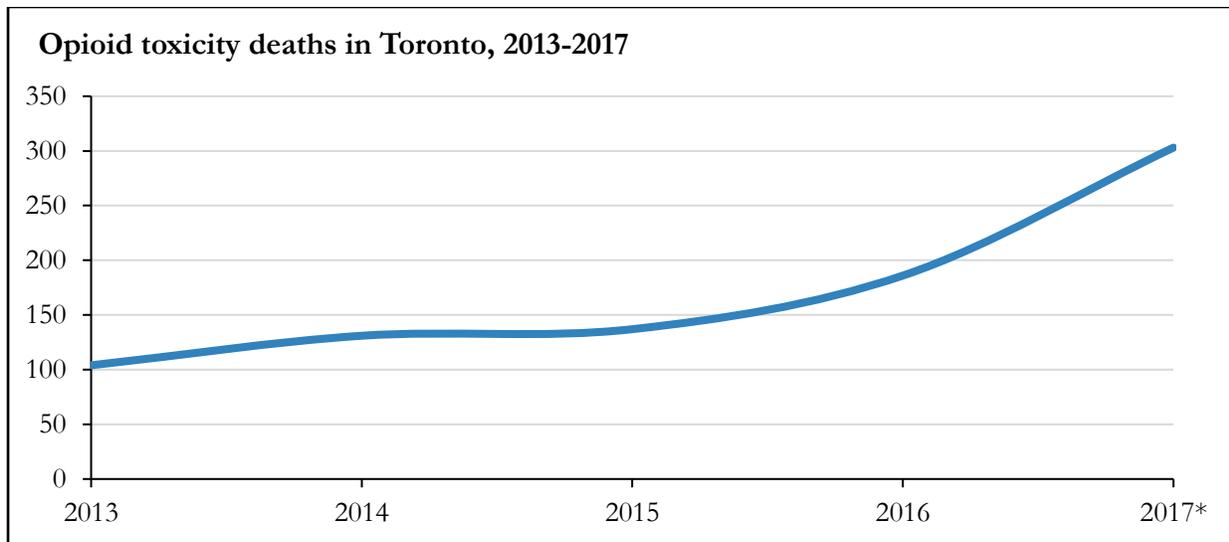
Toronto Public Health is leading City efforts and working with divisions and community partners to implement the *Toronto Overdose Action Plan* to prevent and respond to drug overdoses in Toronto's communities. Toronto Public Health's supervised consumption service is funded entirely by the Province of Ontario. Toronto Public Health is monitoring the Provincial Government's response to the overdose crisis as the current government has indicated they will be adopting a different approach than the previous government. Toronto Public Health will report back to the Board of Health mid-2019 on the opioid overdose emergency as well as a status update on the *Toronto Overdose Action Plan*.

Background

In Toronto, like other major cities across Canada, rates of fatal opioid overdoses calls to paramedics for opioid overdoses and emergency room visits related to substance poisoning are increasing.

In 2017, there were 303 opioid overdose deaths in Toronto (accidental deaths and suicides combined), which is a 63 percent increase in deaths compared to 2016, and a 121 percent increase in deaths compared to 2015. Illicit market forms of fentanyl (as opposed to prescription opioids) caused 80 percent of opioid deaths in Ontario in 2017 and were the most commonly present opioids in accidental overdose deaths in Toronto. Despite having one-fifth of Ontario's population, Toronto had one-quarter of Ontario's overdose deaths in 2017.

In six months (February 5 to August 5, 2018), Toronto Paramedic Services attended 1,421 suspected opioid overdoses including 66 fatal cases. During the same period, City emergency divisions saw 9,311 visits for substance-related issues, including 1,708 visits for suspected overdoses for all substances.



Note: 2017 data are preliminary until confirmed by the Office of the Chief Coroner for Ontario. Numbers are subject to change.

Actions or Plans

Since 2016, all orders of government have taken action, including regulatory changes, targeted funding, and overdose prevention and response measures.

The Federal Government implemented a new *Canadian Drugs and Substances Strategy*, which included policy measures and funding for opioid overdose-related responses across the country. A "good Samaritan" law was passed to protect those that report overdoses. The Big City Mayors Caucus of the Federation of Canadian Municipalities struck a task force calling for coordinated action from all governments.

In Toronto, the Board of Health endorsed the *Toronto Overdose Action Plan* in 2017, which provides a comprehensive set of actions to prevent and respond to overdoses, targeted to all levels of government. Over the last year, the Medical Officer of Health and Toronto Public Health staff worked with other City divisions, and community and institutional partners to implement the Action Plan recommendations. Actions taken to date are summarized in *the Toronto Overdose Action Plan: Status Report 2018*. While considerable work has been done, the situation remains urgent, and there is much more to do.

In October 2018, the Government of Ontario presented the findings of a review of supervised consumption services and overdose prevention sites and announced a new consumption and treatment services model that would replace the supervised consumption services and overdose prevention site models. Sites are expected to begin moving to the new model starting in January 2019, with all approved sites expected to be in place by April 2019.

The Province of Ontario released the guidelines for this new program on November 1, 2018. Requirements include identification of proximity to daycare, parks, schools and other Consumption and Treatment Services (CTS), community consultation and mitigation plans, and identification of onsite services and pathways to withdrawal management, treatment, mental health and primary care services.

Date	Action
October 2018	The Province of Ontario announced it would replace supervised injection services and overdose prevention sites with a new "consumption and treatment services" program. news.ontario.ca/mohltc/en/2018/10/ontario-government-connecting-people-with-addictions-to-treatment-and-rehabilitation.html
July 2018	The Board of Health endorsed recommendations calling on the Federal Government to decriminalize the possession of all drugs for personal use and to strike a task force to explore the legal regulation of all drugs. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.HL28.2
June 2018	The Medical Officer of Health provided a status report on the implementation of the Toronto Overdose Action Plan to the Board of Health and City Council adopted the Board of Health recommendations calling on the Province of Ontario to continue/enhance its response to the overdose crisis. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.HL27.1
November 2017	The Government of Canada announced \$100 million over five years and \$22.7 million in ongoing funding nationally to support responses to the opioid crisis. www.canada.ca/en/health-canada/services/publications/healthy-living/actions-opioids-2016-2017.html
October 2017	The Board of Health and City Council approved additional urgent measures to respond to the overdose crisis, including designating the Medical Officer of Health as lead with authority to direct and coordinate the City's response across all divisions and agencies. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.HL21.12
August 2017	The Government of Ontario announced \$222 million in funding over three years for opioid overdose initiatives. news.ontario.ca/mohltc/en/2017/08/ontario-providing-support-to-those-affected-by-opioid-crisis.html
October 2017	The Board of Health and City Council approved additional urgent measures to respond to the overdose crisis. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.HL21.12
May 2017	The Big City Mayors' Caucus of the Federation of Canadian Municipalities released recommendations to address the opioid overdose crisis, which were adopted as a formal policy position. fcm.ca/home/issues/emergency-preparedness-and-response/the-opioid-crisis.htm

Date	Action
March 2017	The Board of Health adopted the Toronto Overdose Action Plan, which was developed by TPH in consultation with the community. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.HL18.3
October 2016	The Government of Ontario announced the Strategy to Prevent Opioid Addiction and Overdose.
July 2016	The Board of Health and City Council approved implementation of three small-scale integrated supervised injection services in Toronto. app.toronto.ca/tmmis/viewPublishedReport.do?function=getCouncilDecisionDocumentReport&meetingId=9693
September 2015	In September 2015, the Medical Officer of Health submitted a report to the Board of Health highlighting increases in overdoses occurring in Toronto. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.HL6.4

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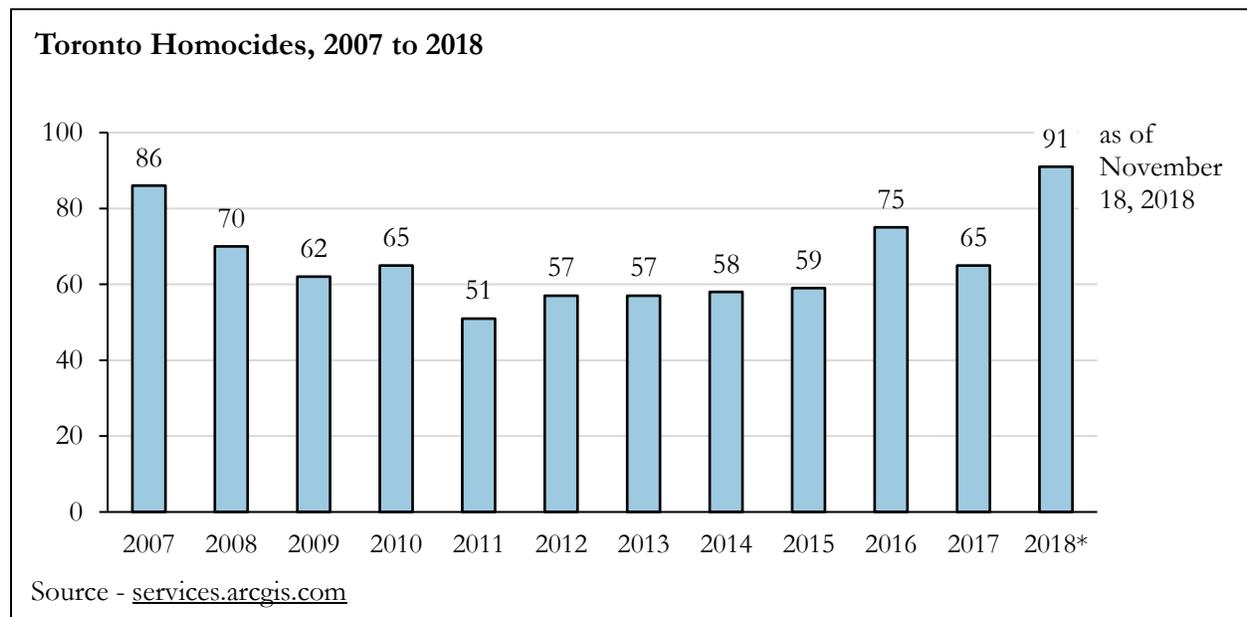
Related Policies and Plans

- Government of Ontario, Understanding Opioids: www.ontario.ca/page/understanding-opioids
- Government of Canada, Federal Action on Opioids: www.canada.ca/en/health-canada/services/substance-abuse/prescription-drug-abuse/opioids/federal-actions.html
- Toronto Overdose Action Plan www.toronto.ca/overdose-prevention-and-response/
- Toronto Overdose Information System www.toronto.ca/toronto-overdose-information-system/

Gun and Gang Violence

Issue description

Toronto is a safe city. In 2017, The Economist ranked Toronto the fourth safest major city in the world and the safest major city in North America against 60 other cities. Toronto's homicide rate for 2017 was 1.5 per 100,000 - below the national average of 1.8 per 100,000, and ranked 17th out of 33 cities on Statistics Canada's violent crime index. Since 2015, however, trends in gun violence have been increasing. In 2018, Toronto experienced a spike in homicides and gun violence, with 91 homicides by mid-November 2018.



Status

The City's risk intervention and violence prevention programs will continue, however, the expansion of these programs requires support from other levels of government. In July 2018, the City, Toronto Police Service (TPS) and Toronto Community Housing Corporation (TCHC) applied for over \$50 million in funding from the National Crime Prevention Strategy (NCPS). The City, TPS and TCHC will continue to monitor the impact of these investments and City staff will report through the 2019 budget process on any additional resources required to fund a proactive community safety plan.

Background

In addition to causing injury and death, gun violence is traumatizing and negatively impacts the mental health of residents, particularly those in communities with high rates of violence.

Gun violence involves youth more than any other demographic group. Youth violence has changed over recent years and has become more complex. An array of factors contribute to youth violence, most of which are rooted in systemic racism and poverty. They include:

- Involvement of increasingly younger youth in gun violence.
- Increased rates of complex youth mental health challenges and lack of culturally appropriate services.
- Increased drug use and heightened toxicity of drugs.
- Increased social media presence is promoting gang culture, which is contributing to retaliatory responses to violence and victimization.
- Lack of programs available to support youth to reintegrate following incarceration or exiting gang life.
- Changes in gang structure have impacted gang leadership and decision-making.
- Increased sophistication in the caliber of weapons available.
- Limited coordination of culturally-relevant social supports and inadequate investment in resident engagement in social housing communities.
- Lack of emergency housing transfers for families impacted by violence.
- Difficulty engaging young people who have been failed by systems including education and employment.

City and Community Agency Services, Strategies and Programs

The City of Toronto has a commitment to provide inclusive and safe neighbourhoods and communities. Given the complex root causes of gun and gang violence, the City works closely with vulnerable and marginalized populations and with community partners to provide direct interventions and strengthen community capacity.

TPS, TCHC, the United Way and the City have been working on violence prevention initiatives for many years. The City's strategies, programs and services aimed at risk intervention and the reduction of vulnerability of serious violence and crime include:

- Toronto Youth Equity Strategy (TYES)
- Toronto Youth Partnerships & Employment (TYPE)
- Youth Violence Prevention (YVP)
- Toronto Strong Neighbourhood Strategy (TSNS 2020)

In 2016, the City of Toronto created the Community Safety and Wellbeing Unit in Social Development, Finance and Administration (SDF&A) to provide a structure for programs and services that advance community safety goals in Toronto. The Unit includes the:

- Community Crisis Response Program (CCRP) providing supports to communities that have been impacted by violent and traumatic incidents to assist with recovery and healing. Services include convening residents, conducting neighbourhood outreach and mobilizing services for victim/witness support, psychosocial support, counselling, safety planning, and conflict de-escalation.
- FOCUS is a youth violence prevention process co-led by the City, United Way Greater Toronto, and TPS. It works to reduce youth-involved crime and victimization by convening local community agencies at a weekly situation table to review elevated risks and plan, administer and monitor interventions. Currently, four FOCUS situation tables are operating across the City with the plan to expand to seven tables. The FOCUS tables are aligned with police divisions that are addressing high crime rates.

TPS's Action Plan: The Way Forward (TWF), contains 32 recommendations aimed to create a modern police service focused on where the public need is greatest, partnerships to create safe communities, and on the complex needs of a large city. An additional recommendation to establish a Neighbourhood Officer Program was added to advance the TWF goal of building safe communities and neighbourhoods.

TPS is also developing an Integrated Gang Prevention Task Force to prevent the increase of gang violence and membership through a multi-sectoral approach focused on education, prevention, intervention and suppression in partnership with community agencies.

Intergovernmental Activities

The Government of Ontario and Government of Canada have indicated a willingness to support Toronto's immediate response to the increased levels of violence. The Federal Government's *National Crime Prevention Strategy* supports crime prevention programs for up to five years. The City, TCHC and TPS have recently collectively applied for over \$50 million in funding under this strategy. Further, the Federal Government has committed \$328 million in funding over five years, and \$100 million annually to support their Initiative to Take Action Against Guns and Gangs. Although still under development, the Initiative is intended to support community-level prevention and enforcement efforts. The Federal Government has also introduced Bill C-71 which proposes new provisions to enhance background checks and requirements for gun retailers to maintain records of buyers and has initiated a consultation and examination on banning handguns and assault weapons.

In May 2018, the former Provincial Government passed the Police Services Act, 2018, which includes a provision for municipalities to develop a Community Safety and Well-Being Plan by January 1, 2021. In addition, the legislation requires that TPS' Strategic Plans align with municipal

Community Safety and Well-Being Plans. In its Throne Speech on July 12, 2018, the incoming Provincial Government committed to ensuring Ontario's police services "have the tools, support and resources they need to enforce the law and protect innocent families from the menace of drug, gun and gang-related violence." On August 9, 2018, the Premier announced funding of \$18 million for the TPS to provide additional digital, investigative and analytical resources necessary for fighting drug gangs and gun criminals.

City Council has requested that federal and provincial governments, as appropriate, ban handguns and the purchase of ammunition in Toronto, tackle trafficking of guns (both domestic and across the border), review bail provisions for repeat offenders, improve record keeping on guns and gun owners, and introduce tougher screening for gun owners and those seeking firearm permits.

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Further Reading

- City Council Adopted Staff Report on Immediate Steps to Address Gun Violence app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CC44.14

Emergency Management

Issue Description

Toronto faces a number of natural hazards such as extreme heat and cold, flooding, and severe wind, ice and rain storms. These environmental risks are expected to intensify as a result of climate change, with more frequent extreme weather anticipated in the years to come. Other potential natural, technological and human-caused hazards include power outages, nuclear emergencies, train derailments, terrorist attacks (including cyberattacks), fires and explosions, and human health (pandemic/epidemic) emergencies.

Some residents are more vulnerable than others to the impacts of these events due to age, socioeconomic level, health status, language ability, and level of social connectedness. When these hazards occur and their impact overwhelms the community's ability to cope using existing resources, an emergency situation can occur.

The Office of Emergency Management (OEM) coordinates the City's preparedness, response and recovery to emergencies, along with other City divisions, agencies, and corporations.

Status

City staff will review the *Emergency Social Services Policy* in 2019 to identify amendments needed to update the eight year old policy.

The Chief Resilience Officer will present the Resilience Strategy to City Council in 2019, which will include Emergency management as one component.

Background

Municipal emergency management programs are governed by provincial legislation, the *Emergency Management and Civil Protection Act*, which requires Ontario municipalities to develop an emergency plan, training and exercise program, conduct public education and conduct a Hazard Identification and Risk Assessment.

The Toronto Municipal Code, Chapter 59, governs the City's municipal emergency management program and delegates' operational responsibility to the Toronto Emergency Management Program Committee (TEMPC), chaired by the Mayor and comprised of senior management from City divisions, agencies and corporations.

Emergency planning and response

The OEM maintains the City's Emergency Operations Centre (EOC), which can be activated in response to an emergency. Trained staff from across City divisions and related agencies are deployed

to the EOC to ensure a coordinated response to an incident. The EOC is activated based on the response needed as outlined the table below. When there is no emergency it is maintained in a state of readiness.

Level		Response	Example
0	Normal Operations	EOC is maintained in a state of readiness .	
1	Incident	OEM stand-by coordinator will monitor an event if requested by the affected division, agency or corporation.	A localized power outage
2	Emergency	The incident may require support from OEM and activation of the EOC.	A large high-rise fire
3	Major Emergency	The OEM stand-by coordinator is contacted by the affected City division or emergency services. The EOC is activated.	A city-wide severe storm (e.g. 2013 ice storm)

The City's Emergency Plan and Emergency Support Functions outline roles and responsibilities of City divisions and provides a framework for emergency response.

The OEM is responsible for managing the provision of emergency social services in accordance with City policy. This policy allows for up to 14 days of services such as accommodation and personal supports to residents displaced by an emergency with no other sources of support. Under certain circumstances the 14-day period can be extended, provided residents qualify under the low-income cut-off criteria.

For small-scale emergencies, such as house fires and power outages, services are provided at the emergency site. Large-scale emergencies might require the activation of an Emergency Reception Centre, generally a City facility like a community centre.

The OEM coordinates the City's Emergency Planning for Special Events program, to ensure that large-scale events have adequate emergency plans in place and that information is coordinated in advance with emergency services and City divisions.

Capacity and capability building

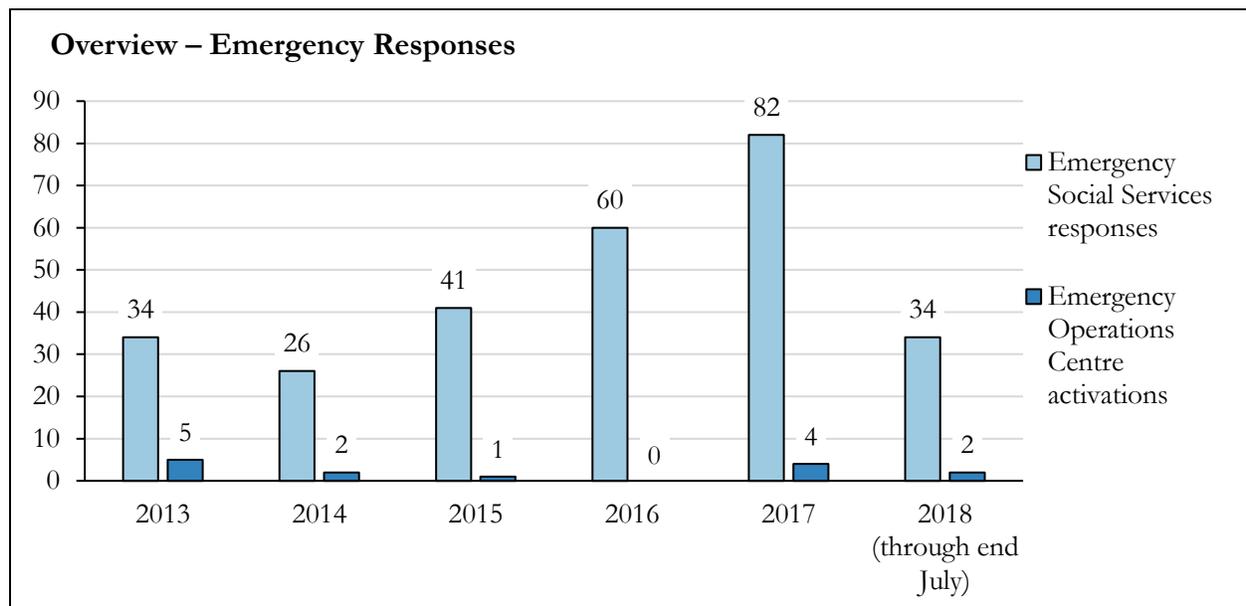
The OEM is responsible for managing the City's Corporate Business Continuity Management program, ensuring divisions have effective plans in place to continue or recover their operations in the event of a disruption.

An emergency management training program ensures that City staff and City agency and corporation personnel are qualified to be assigned to work in the EOC and assist in coordinating the emergency responses. Emergency exercises are regularly conducted to enable staff to practice the use of tools and systems at the EOC.

Resilience and community engagement

Emergency preparedness is a key component of the ResilientTO initiative; the OEM has been working closely with the Chief Resilience Officer on the inclusion of emergency management recommendations in the Resilience Strategy (planned for City Council, in early 2019), as well as the application of a resilience lens to the work of the OEM.

The OEM is enhancing its community engagement with private-sector partners and community and neighbourhood organizations to improve public education, local preparedness, and better address the needs of vulnerable populations during emergencies.



Actions or Plans

The City's Emergency Management program is governed by the Toronto Emergency Management Program Committee (TEMPC) and required to report annually to Executive Committee. City Council direction has informed the OEM's current operations following the December 2013 Ice Storm and lessons learned from other events.

Date	Action
June 2014	Review of the City of Toronto's Emergency Response to the December 2013 Ice Storm. app.toronto.ca/tmmis/viewAgendaItemDetails.do?function=getMinutesItemPreview&agendaItemId=51296
March 2010	Caring for Toronto Residents Displaced as a Result of Neighbourhood Emergencies: Review of Recent Events and Proposed Strategies. www.toronto.ca/legdocs/mmis/2010/ex/bgrd/backgroundfile-29017.pdf

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Related Policies and Plans

- Toronto Municipal Code - Chapter 59, Emergency Management
www.toronto.ca/legdocs/municode/1184_059.pdf
- Toronto's Emergency Plan www.toronto.ca/torontos-emergency-plan/
- TransformTO www.toronto.ca/transformto/
- Resilient City - Preparing for a Changing Climate www.toronto.ca/resilientto/
- Province of Ontario - *Emergency Management and Civil Protection Act*
www.ontario.ca/laws/statute/90e09

City Impacts of the Toronto Police Service's Action Plan

Issue Description

The Toronto Police Service's (TPS) Transformational Task Force's (TTF) final report, *Action Plan: The Way Forward*, contains 32 recommendations. An additional recommendation to establish a Neighbourhood Officer Program was added to the Action Plan to advance the TTF's goal of building safe communities and neighbourhoods.

As part of the implementation of the TTF report, the City and TPS have been working together to identify recommendations that will have or may have an impact on City or there is an opportunity for the City to support the TPS as it implements these recommendations. To date, nine recommendations have been identified that may impact the City.

Status

The Executive Committee at its July 17, 2018 meeting, considered an update on these nine recommendations. The status of each of these recommendations can be found in the report, *Toronto Police Service's 'Action Plan: The Way Forward': Impacts and Opportunities to City divisions*.

The City Manager's Office is leading and coordinating corporate support for the TPS to assist with implementation of the TTF recommendations where appropriate. City staff will bring forward reports for City Council consideration on the impacts to the City of the TTF recommendations as required.

Background:

The majority of the 32 TTF recommendations are focused on the internal operations of the TPS and will have little or no direct impact on City divisions. There are nine TTF recommendations that that will have or may have an impact on City. These include:

- Recommendation 4: Risk Assessment for Priority Response
- Recommendation 12: Alternate Delivery of the (beach) Lifeguard Program
- Recommendation 13: Transfer of the School Crossing Guard Program
- Recommendation 14: Using Traffic Enforcement Technology to Improve Community Safety
- Recommendation 16: City-wide Divisional Boundary and Facilities Realignment
- Recommendation 20: Alternative or Shared Service Delivery of Court Security
- Recommendation 21: Alternative or Shared Service Delivery of Parking Enforcement
- Recommendation 23: Investment in 9-1-1

- Recommendation 33: Neighbourhood Officer

Each of the nine recommendations is currently at various stages of implementation and as such, City staff are either:

- fully engaged with the TPS to advance its implementation;
- providing advice and expertise to the TPS; and
- monitoring the TPS's implementation activities.

Overview of the Task Force

On December 15, 2017, the Toronto Police Services Board (TPSB) formed the TTF with a mandate to determine how best to modernize the structure and service delivery of the TPS to enable more effective and efficient policing services.

The TTF was jointly chaired by the Chair of the TPSB and the Chief of Police and included 12 members of the TPS and additional external subject matter experts.

The TTF estimated that implementation of its recommendations would result in budget reductions, cost avoidance and efficiencies in the TPS Operating Budget of \$100 million between 2017 and 2019.

Actions and Plans

Date	Action
July 2018	Executive Committee received for information the report, Toronto Police Service's "Action Plan: The Way Forward" - Impacts and Opportunities to City Divisions. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.2
November 2017	City Council adopted the report, Toronto Police Transformational Task Force Report and Impacts on City Divisions. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.2
May 2017	Executive Committee received from the Toronto Police Services Board (TPSB) the Task Force's Action Plan as its 2017-2019 business plan. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.19

Contact

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Official Plan – Growth Management Strategy

Issue description

Toronto's strong development prospects will bring more people and jobs to the city, and increased demand on existing infrastructure for both hard and soft services. Managing this growth is critical for the city's quality of life. Understanding development trends, directing growth and ensuring that growth is aligned with infrastructure is an ongoing process for the City and requires a regular review of provincial growth plans and the City's *Official Plan*.

Status

In July 2017, the *Province of Ontario's Growth Plan for the Greater Golden Horseshoe, 2017*, came into effect, replacing the 2006 Growth Plan. Every municipality in Ontario must bring their official plans into conformity with the new Growth Plan by completing Growth Plan Conformity and Municipal Comprehensive reviews. To support implementation, the Province issued two draft guidance documents, the *Municipal Comprehensive Review Process* and *Application of the Intensification and Density Targets*.

City staff will continue to meet with the Province to better understand what is required to undertake the review processes, including the delineation of Toronto's over 160 Major Transit Station Areas that have new Growth Plan specified density targets for people and jobs. Once a final methodology on applying the new density targets is agreed upon with the Province, City staff will report to City Council to outline the necessary work to undertake and complete the Municipal Comprehensive Review and Official Plan update.

Background

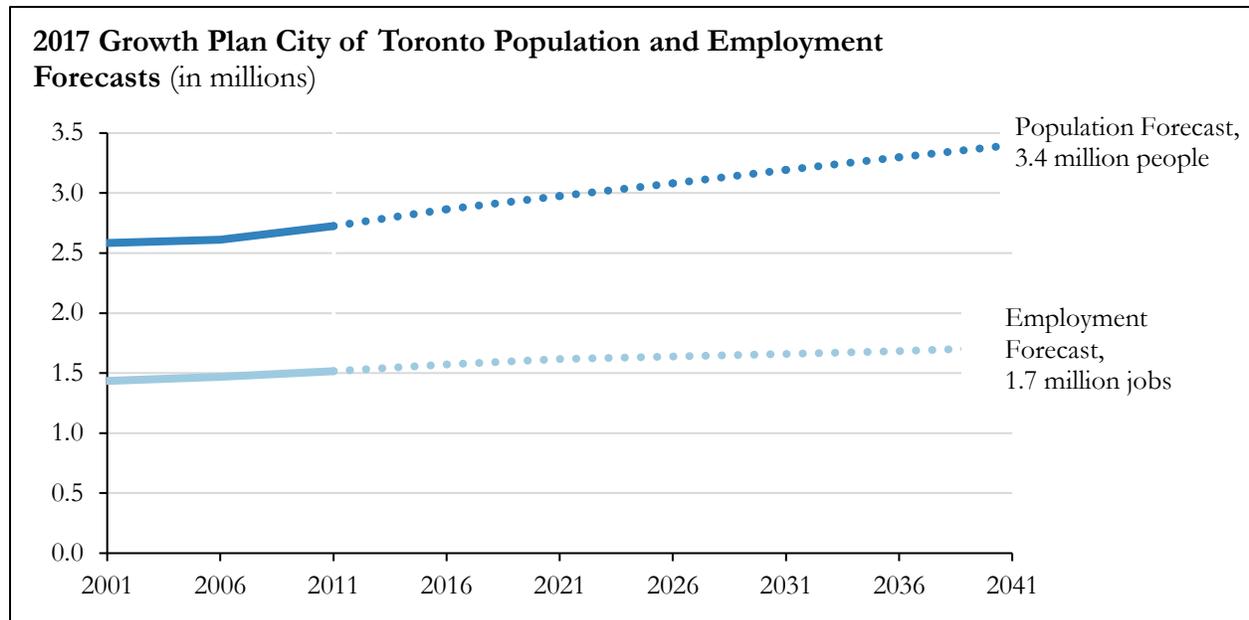
The City is experiencing significant development activity. From 2013 to 2017, almost 376,500 residential units and over 10 million square metres of non-residential gross floor area were proposed in active development projects. The 2017 Growth Plan forecasts 3.4 million people and 1.7 million jobs in the City of Toronto by 2041.

Urban Structure

Directing growth to areas identified for growth and away from stable residential neighbourhoods and green spaces is a key objective of the Official Plan. The Plan's growth management strategy establishes an urban structure in which "growth areas" are identified where higher order transit can be provided along major transit corridors and at rapid transit stations.

The Official Plan directs growth to the growth areas, described below, and promotes mixed-use development to increase opportunities for people to live close to work and encourage walking, cycling and transit use.

Overall, the growth management strategy has been successful with 87 percent of new residential development proposed in areas targeted for growth by the City’s Official Plan. Employment Areas are home to 31 percent of proposed non-residential Gross Floor Area (GFA) and 84 percent of proposed industrial GFA in the City.



Downtown and Central Waterfront

The Downtown and Central Waterfront area has the City's largest percentage of proposed development. City Council recently enacted a new *Secondary Plan for the Downtown* (OPA 406) which provides a comprehensive and integrated policy framework and blueprint to align growth with the provision of infrastructure, sustain liveability, achieve complete communities and ensure there is space for the economy to grow over the next 25 years.

Five infrastructure strategies for water, energy, mobility, parks and public realm, and community services and facilities will assist in implementing the Secondary Plan policies and will be considered by City Council during this term.

Centres

Four key locations, North York Centre, Yonge-Eglinton Centre, Scarborough Centre and Etobicoke Centre, along with the city's rapid transit system, serve as focal points for jobs, housing, transit infrastructure and services. Each Centre has a Secondary Plan identifying how and where growth will occur and ensuring community and institutional services required to support growth are

provided. Secondary Plans are periodically reviewed to update them, respond to growth pressures and reflect provincial policy.

The *Yonge-Eglinton Secondary Plan Update*, recently considered by City Council, applies to the Yonge-Eglinton Centre and a 6 square kilometre segment of Midtown Toronto.

Avenues

The Avenues are important corridors along major streets well served by transit that are expected to redevelop incrementally over time with the opportunity to accommodate significant growth. Since 2013, approximately 81,500 residential units (about 22 percent of the proposed units in the City), and about 699,000 m² of non-residential GFA has been proposed along the Avenues.

Employment Areas

Toronto's Employment Areas are a key part of the city's land use framework designated for a variety of employment uses. In addition to providing locations for economic activities unsuited to mixed-use environments or compatible with sensitive uses such as residential uses, these areas are important as regionally and globally competitive locations for national and international business and business formation.

Current Status of the Provincial Growth Plan Conformity Review

The Growth Plan, 2017 sets out new requirements for the Municipal Comprehensive Review (MCR). This review must address employment land conversions. New requirements include an employment strategy, addressing requests for major retail in employment areas, and the identification of density targets for major transit station areas and other strategic growth areas in the Official Plan. The Province of Ontario approves the Growth Plan Conformity review under the *Planning Act*. The City will be advancing the Growth Plan and MCR work program for City Council's consideration early in the upcoming term of Council.

Key elements of the MCR includes the following:

Major Transit Station Areas (MTSAs): The Growth Plan, 2017 contains new requirements for municipalities to delineate Major Transit Station Areas in their Official Plans.

MTSAs are areas around transit stations which shall be "planned to achieve" minimum density targets set out by the Growth Plan. Generally, MTSAs will be defined as an area within an approximate 500-metre radius of a transit station. The minimum density requirement differs by mode: 200 people and jobs per hectare around a subway station, 160 around light rail transit (LRT) and bus rapid transit (BRT) stations, and 150 around GO Transit stations. This requirement is different from other density targets in the plan, such as urban growth centres, in that the planned density does not have to be achieved by 2031 but the planning must be in place so that it could be.

Toronto has 162 MTSAs, over half of the approximately 300 in the Greater Toronto and Hamilton Area. These areas include stations on all subway lines, the LRT lines planned or under construction (i.e., Eglinton, Finch West and Sheppard East), and GO Transit stations within the city. Not all stations will or should meet the density target. The Province of Ontario may approve an alternative target for a station if the average density of all stations on the same line meets the required target.

Strategic Growth Area (SGA): SGAs are nodes, corridors, and other areas identified by municipalities or the Province of Ontario to be the focus for accommodating intensification and higher-density mixed uses in a more compact built form. Some SGAs are identified by the Province, including urban growth centres and major transit station areas. Municipalities may also choose to identify other SGAs such as areas which provide opportunities for infill, redevelopment, brownfield sites, the expansion or conversion of existing buildings or greyfields. Lands along major roads, arterials, or other areas with existing or planned frequent transit service or higher order transit corridors may also be identified as SGAs.

Employment Areas: A key element of the MCR process is the review and protection of employment areas. The MCR is the only opportunity for lands to be converted from employment areas to non-employment uses. Toronto's employment areas are locations of economic activity which are critical to the economy as a whole but are especially important for the manufacturing sector, and land-intensive employment uses.

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Related Policies and Plans

Toronto Official Plan

- Volume 1, Parent Plan www.toronto.ca/wp-content/uploads/2017/11/99b3-cp-official-plan-volume-1-consolidation.pdf
- Chapter 6, Secondary Plans www.toronto.ca/city-government/planning-development/official-plan-guidelines/official-plan/chapter-6-secondary-plans/

Overview of Waterfront Revitalization

Issue description

The revitalization of Toronto's waterfront is one of the largest urban redevelopment projects underway in North America. To lead the project, Waterfront Toronto was established in 2003 by the governments of Canada, Ontario and Toronto. Almost \$1.5 billion in tri-government funding has been invested in waterfront revitalization, attracting thousands of new residents and jobs and governments have allocated a further \$1.25 billion in funding over seven years for Port Lands Flood Protection.

Overall, considerable momentum has been built. However, with the forecasted addition of 40,000 new residents and 40,000 new jobs, revitalization is far from complete. There is a need to maintain momentum and invest in the infrastructure that future residents and businesses will need.

Status

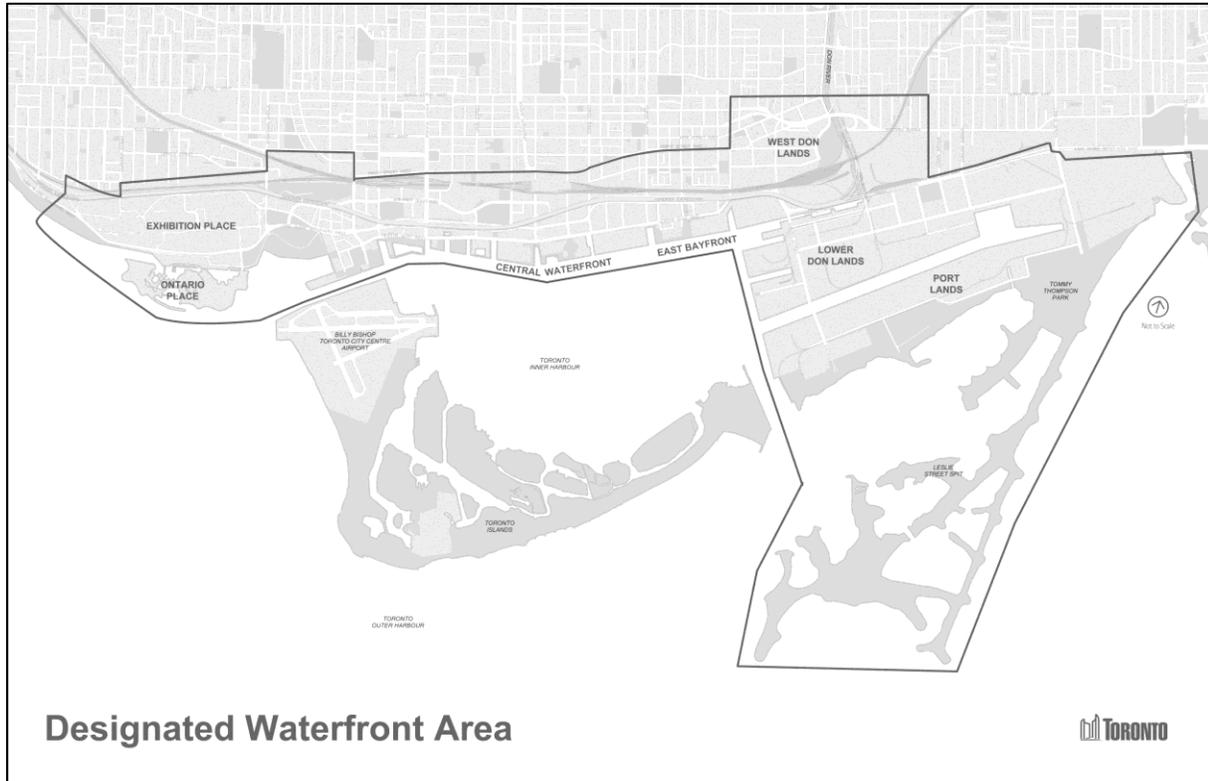
In 2019, City staff will bring forward reports for City Council's consideration on issues that will affect waterfront revitalization, including:

- Status updates on waterfront revitalization projects, priorities and funding, and on Waterfront Toronto's real estate development responsibilities relative to the real estate responsibilities of City agencies, corporations and divisions, including CreateTO; and
- The Sidewalk Toronto Master Innovation and Development Plan, including the results of public consultation and specific public outreach and engagement on data issues.

Background

The City's participation in waterfront revitalization is managed by the Waterfront Secretariat, part of City Planning. The Waterfront Secretariat coordinates across City divisions and agencies (CreateTO, for example) and works closely with Waterfront Toronto, as well as other government organizations (PortsToronto and the Toronto and Region Conservation Authority, for example).

The mandate of Waterfront Toronto is specific to the Designated Waterfront Area, stretching from Exhibition Place to Leslie Street.



Current Projects

Port Lands Flood Protection

Port Lands Flood Protection will enable the redevelopment of the Port Lands and South of Eastern area including the Unilever Precinct. The project will provide flood protection to the regulatory storm event level (the equivalent of Hurricane Hazel), a precondition for redevelopment. In June 2017, the Federal Government, Provincial Government and City announced \$1.25 billion funding for the project over seven years and a funding contribution agreement, approved by City Council, was executed on May 1, 2018.

The project, led by Waterfront Toronto with the support of a Port Lands Executive Steering Committee (with City representation) will manage key areas of risk, including those associated with soil and groundwater conditions, and coordination with other capital works in the Lower Don area. Detailed design is well underway, and components of the project are now under construction.

Coordination of Lower Don Projects

A number of infrastructure projects planned for the Lower Don area (generally, the area bounded by Parliament Street to the west, Leslie Street to the east, Queen Street to the north and the Port Lands Ship Channel to the south) are underway as a result of federal, provincial, City and private sector investments. These include Smart Track, flood protection and the rehabilitation of the F.G. Gardiner Expressway and Lake Shore Boulevard. While these projects will be proceeding over decades, the period from 2018 to 2025 will be particularly intensive.

The City of Toronto Waterfront Secretariat, working with the City's Major Capital Infrastructure Coordination Office and the proponents of the various capital projects, has been facilitating the review of project schedules, budgets and scopes of work to ensure that these projects are coordinated throughout planning, design and implementation.

Ports Lands Infrastructure Phasing and Funding

In addition to Flood Protection, the Port Lands will require infrastructure to support 50 plus years of growth including an expanded road network; the introduction of higher order transit; new water, wastewater and hydro services; new community services and parkland; and the provision of affordable housing. These investments will enable the creation of new mixed-use communities, while also providing ample servicing for film, industrial and port users. Given the volume of infrastructure projects and the interconnectedness between them, investments will need to be phased and sequenced, and a variety of funding mechanisms will need to be utilized.

Sidewalk Toronto

In October 2017, Waterfront Toronto selected Sidewalk Labs as its "innovation and funding partner" for Quayside, a 12-acre site in the City's waterfront. The partnership, called Sidewalk Toronto, has attracted significant media and public interest as Sidewalk Labs is a subsidiary of Alphabet Inc., which also owns Google. Waterfront Toronto and Sidewalk Labs recently (July 31, 2018) executed a *Plan Development Agreement* which defines their relationship over the next year as they jointly produce a Master Innovation and Development Plan.

Billy Bishop Toronto City Airport

In 1983, the City, Toronto Harbour Commissioners (later PortsToronto) and the Government of Canada entered into a *Tripartite Agreement* for a term of 50 years with no provisions for renewal. Pursuant to the Agreement, the City has leased a portion of the Toronto Islands to be used as airport lands by PortsToronto. The Agreement governs the operation of Billy Bishop Toronto Centre Airport by PortsToronto and contains specific terms regarding: types of aircraft permitted to operate at the airport (including a prohibition on commercial jet aircraft); hours of operation; noise limitations; secured rights of access, and a prohibition on expanding the airport's current landmass.

Ports Toronto has a standing request with the City of Toronto to negotiate terms of a possible airport lease renewal beyond the current June 2033 expiration date. No lease renewal negotiations have taken place. Transport Canada is expected to introduce Runway End Safety Area (RESA) legislation for all larger commercial airports which – contrary to current lease prohibitions - may require expansion of the landmass at Billy Bishop Toronto City Airport. Any such proposal will require careful evaluation against current lease conditions.

In July 2018, City Council approved the *Final Report on the Bathurst Quay Neighbourhood Plan Study*. The study includes a vision, guiding principles and actions for improving the neighbourhood across the channel from the airport. Council also made a number of requests of City staff, including the

creation of a near-term streetscape and public realm improvement strategy for the Bathurst Quay neighbourhood.

Waterfront Transit

The City of Toronto, in partnership with the Toronto Transit Commission and Waterfront Toronto, is undertaking the Waterfront Transit “Reset” study, including a comprehensive assessment of needs and options for transit improvements for the waterfront area. A Phase 1 study was completed in 2016, and the Phase 2 study was completed in January 2018 when City Council endorsed the overall Waterfront Transit Network Plan, including directing City staff to complete the evaluation of a preferred transit solution for the Bay Street section of the network from Union Station to Queens Quay.

Waterfront Transit is not a single continuous line but an integrated network of connections that can be implemented in separate phases. Portions of the transit network have been completed, but major improvements and the completion of missing sections are required to support waterfront revitalization and continued economic success of the city as a whole.

Actions

Phases 1 and 2 have been completed for the Waterfront Transit “Reset” study. Phase 1 provided the preliminary network plan, and City Council approved the direction to advance the design of the existing Harbourfront transit line from Exhibition Loop to Dufferin Street to a 30 percent level. Phase 2 completed the plan and cost estimate for the entire Waterfront Transit Network, and prioritized projects into the 10 years and greater than 10 years time periods.

City Council has approved \$416 million in funding for Port Lands Flood Protection, including the 2016 approval of the Cherry Street Stormwater and Lakefilling project as a quick start component.

In 2015, City Council affirmed Waterfront Toronto as the preferred delivery entity for waterfront revitalization, assuming a scenario of tri-government funding and governance. Council also directed the City Manager to review Waterfront Toronto's real estate development responsibilities in parallel with the City-Wide Real Estate Review, to ensure alignment with the real estate roles and responsibilities of City agencies, corporations and divisions, including CreateTO.

Date	Action
July 2018	<p>Waterfront Toronto and Sidewalk Labs Plan Development Agreement sidewalktoronto.ca/documents/</p> <p>Public Works and Infrastructure Committee consideration of PW30.3: Contract Award for the F.G. Gardiner Expressway Rehabilitation Project: Section 1 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PW30.3</p>
June 2018	<p>City Council consideration of the Bathurst Quay Neighbourhood Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.TE33.9</p> <p>City Council consideration of the Final Report for the Unilever Precinct Planning Study Secondary Plan and Planning Framework, and East Harbour Official Plan and Zoning Bylaw Amendment Applications: app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG30.5</p>
February 2018	<p>City Council consideration of Port Lands Flood Protection app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2</p>
January 2018	<p>City Council consideration of the Waterfront Transit Network Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.1</p> <p>Executive Committee consideration of the Sidewalk Toronto partnership between Waterfront Toronto and Sidewalk Labs app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.9</p>
June 2015	<p>City Council consideration of the Waterfront Strategic Review app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX7.6</p>
April 2014	<p>City Council consideration of the framework for managing future growth at Billy Bishop Toronto City Airport app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX40.1</p>

Contact

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Bill 139 Implementation - New Planning Appeal System

Issue description

In April 2018, the Province of Ontario proclaimed into law the *Building Better Communities and Conserving Watersheds Act, 2017* (Bill 139). The Bill introduced significant changes to the planning appeal system and has a considerable impact on the City's planning and development application review and approval process.

Implementation will require the City to manage reforms to existing processes required to implement Bill 139, and respond to the surge in the number of appeals to the Ontario Municipal Board (OMB) prompted by the transition to the new Local Planning Appeal Tribunal (LPAT) appeals process.

Status

In the new term, City staff will bring to City Council:

- resource requirements for new policy development including policy related to an Inclusionary Zoning Official Plan policy framework and implementing related zoning changes,
- a review of development application fees that will consider the recovery of the costs associated with implementing Bill 139,
- a legislated conformity exercise with the *Growth Plan for the Greater Golden Horseshoe (2017)*, and
- the results of a review of any impact that Bill 139 may have on the development review process.

Background

Over the last four years, the Province of Ontario has introduced a suite of planning reforms. These include:

- Bill 73, the *Smart Growth for Our Communities Act, (Planning Act amendments)*, in 2015;
- updates to the Provincial Policy Statement (PPS) of the government's policies on land use planning in 2014;
- updates to the Provincial *Growth Plan for the Greater Golden Horseshoe* (the "Growth Plan") in 2017; and

- Bill 7, *Promoting Affordable Housing Act* in 2016 and its related Inclusionary Zoning Regulation 232/18, in 2018.

Bill 139, the most recent Bill, included the following changes to the current planning system:

- the ability to shelter municipally initiated Official Plan amendments that require the Minister's approval from appeals;
- a 2-year moratorium on amendments to newly approved Secondary Plans;
- establishing a streamlined and expedited two-step appeal process for Official Plans/Amendments and zoning bylaws; and
- creation of the LPAT to replace the OMB.

The changes introduced by Bill 139 are intended to achieve the following:

- have greater regard for City Council decisions and decision-making record;
- encourage mediation and other forms of collaborative decision-making;
- provide a clearer common ground for allowing appeals; and
- shorten and streamline hearings in part by codifying conduct at hearings.

As there will be greater emphasis on City Council's review and decision, the record will be more detailed, and decisions will be available for greater scrutiny on appeal.

While the LPAT has replaced the OMB, every complete development application the City received before December 12, 2017, and appealed before April 3, 2018, when Bill 139 came into force, will be managed under the old system. As a result, the number of appeals filed increased by 155 percent before April 2018, when the new Bill came into force. It will take several years to resolve these appeals under the former OMB system fully.

Actions and Plans

City staff will review and where necessary, report to City Council on transitional, procedural and process changes required to implement Bill 139.

In 2018, City Council approved additional resources to support the implementation of the Bill and the transition from one appeal system to a new system. Staff are undertaking work which will include reviewing Planning Application Fees and conducting a comprehensive end-to-end review of the development review process.

Date	Action
May 2018	City Council approved funding of staffing and related resources required to implement Bill 139 effectively and requested the that City staff report back in 2021 on permanent staffing levels needed for the implementation of Bill 139. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG29.2
April 3, 2018	Bill 139 came into force.
January 2018	City Council considered a report on the proposed transition regulation associated with the amendments to the Province of Ontario's Land Use Planning Appeal System. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG25.5
December 2017	Bill 139 received Royal Assent.
November 2017	City Council requested the City Solicitor to report to Planning and Growth Management Committee with recommendations for any potential changes in the City's processes and procedures that may be required to implement the legislation. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PG23.7
May 2017	Bill 139 introduced by the Province of Ontario.

Contacts

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Related Policies and Plans

- Provincial Policy Statement (PPS 2014) www.mah.gov.on.ca/Page10679.aspx
- Growth Plan for the Greater Golden Horseshoe (2017) placestogrow.ca
- Bill 73 - Smart Growth for Our Communities Act, 2015 & Highlights of Changes to the *Planning Act* www.ontario.ca/laws/statute/S15026
- Highlights of Bill 73 (2015) www.mah.gov.on.ca/AssetFactory.aspx?did=15071
- Bill 139 - *Building Better Communities and Conserving Watersheds Act, 2017* www.ontario.ca/laws/statute/S17023

- Report: Work Plan for the End to End Review of the Development Review Process, Adopted by Planning and Growth Management Committee on September 7, 2017 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PG22.11
- Bill 7 - *Promoting Affordable Housing Act, 2016* www.ontario.ca/laws/statute/S16025
- O. Reg. 232/18: Inclusionary Zoning (filed April 11, 2018 under the Planning Act) ontario.ca/laws/regulation/r18232?_ga=2.6250677.706010035.1535663381-1060833900.1493074537

Parks, Recreation and Leisure

Issue description

Torontonians want safe parks and public spaces, easy access to recreation facilities and programs, and natural spaces that respond to and reflect changing demographics, and community needs.

City Council has adopted the *Community Recreation Growth Plan*, *Parks and Recreation Facilities Master Plan*, *Ravine Strategy*, and *Parks Plan* to guide decision-making and investment in parks and recreation facilities, increase public engagement in parks, and preserve and enhance Toronto's natural heritage. These plans further align with and help to advance, citywide strategies including the *Toronto Seniors Strategy Version 2.0.*, *Strong Neighbourhoods Strategy*, *Toronto Poverty Reduction Strategy*, and *TransformTO Climate Action Strategy*.

Status

In 2019, City staff will continue work to:

- Modernize recreation program registration and the recreation facilities and space booking system.
- Plan for the development of the "Rail Deck Park," an 8.5 hectares (21 acres) park, to be located in downtown Toronto over the rail corridor between Bathurst Street and Blue Jays Way.
- Implement the approved *Community Recreation Growth Plan*, which will add 70,000 new program spaces in summer camps, learn-to-swim and other introductory recreation programs over the life of the plan. In 2018, 20,000 of 70,000 new spaces were created.
- Transform the Meadoway, a stretch of urban greenspace and meadowlands that connects downtown Toronto to Rouge National Urban Park in Scarborough.
- Implement strategies for the *Facilities Master Plan* as well as the *Ravine Strategy*.

Background

Toronto's parks and recreation system consists of approximately 8,000 hectares of parkland, covers 13 percent of the city's land area, over 1,600 parks and nearly 700 sports fields, 123 community recreation centres of all sizes, 118 (59 indoor and 59 outdoor) swimming pools, 53 outdoor ice rinks, six skating trails, 50 arenas, and hundreds of sport courts and other smaller facilities.

Renewing and Upgrading Existing Parks and Facilities

The average community recreation centre is almost 40 years old (built in 1978), and the average arena is 50 years old (built in 1967). Many City facilities are reaching the end of their lifespans and are not keeping pace with public needs and expectations.

In 2017, City Council adopted the *Parks and Recreation Facilities Master Plan 2019 – 2038* to guide investment in parks and recreation facilities such as community recreation centres, ice rinks, and sports fields. The plan serves as the City's long-term blueprint for building and renewing facilities across the city.

Addressing Gaps and Growth-Related Needs

Toronto is growing and changing at a rapid pace. Over the next 20 years, the city will grow by 450,000 people. The population is aging, and high-density vertical neighbourhoods are on the rise. These and other changes in the size, composition and diversity of the city's population have major implications for parks and recreation facility planning. As the city changes, so too must its parks and facilities.

Demand for parks and recreation programs and facilities is high and rising. Between 2007 and 2016, the waitlist for Parks, Forestry and Recreation programs more than doubled from 90,528 in 2007 to 198,228 in 2016. In 2017, City Council adopted the *Community Recreation 2018-2020 Growth Plan and Waitlist Management* to increase the supply of high-demand programs to address current and future demand due to population growth and other demographic changes.

Through the TOcore study, the rail corridor between Bathurst Street and Blue Jays Way was identified as a significant opportunity for parkland acquisition in the downtown. In 2016, City Council adopted the Rail Deck Park Plan, which provided direction to assess the feasibility of constructing a new park above the rail corridor.

Work is underway to advance the proposal for Rail Deck Park with City Council direction. The implementation strategy focuses on a range of issues including real estate and property ownership matters, structural design and engineering, early-stage costing, funding options and partnership and engagement opportunities.

Additionally, Council has requested that an update to the 2001 *Parkland Acquisition Strategy* be considered concurrently with the Rail Deck Park Implementation Strategy. The Parkland Strategy will identify the supply and distribution of parkland across the city through coordination with other city-wide and area-specific plans. These plans will inform and be informed by the Parkland Strategy.

Expanding and Protecting Natural Spaces

Population growth, new development and climate change are also putting increased pressures on the City's natural spaces. The City has several strategies in place to expand and protect its natural spaces.

The *Toronto Ravine Strategy* provides a framework to guide the management, use, enhancement and protection of the city's ravines. It will help manage the multiple pressures and interests within Toronto's ravine system by balancing the ongoing maintenance of a healthy ravine system with improving connections and amenities for people to connect with nature.

Toronto's Strategic Forest Management Plan sets a goal of achieving a 40 percent tree canopy target. The Plan's strategic goals include increasing Tree canopy cover, supporting biodiversity and environmental resilience, promoting awareness and stewardship, and improving monitoring of the urban forest.

Working with others and explore new opportunities

The provision of parks and recreation facilities is an important City mandate. There are many facility and service providers, institutions, funders and others that the City should continue to work with to improve access to parks and recreation facilities across Toronto and to support innovative partnerships and service delivery. Recent examples of partnerships that provide a foundation to build on include:

- the Toronto Pan Am Sports Centre with the University of Toronto;
- Regent Park Community Centre in partnership with the Toronto District School Board, other City divisions and community partners;
- the Bentway, a new public space that transforms 1.75 km under Toronto's Gardiner Expressway, maintained, operated, and programmed by The Bentway Conservancy; and
- the Meadoway, an initiative to revitalize the 500 acres and 16 linear kilometers of hydro corridor between the Don River Ravine and Rouge National Urban Park, being undertaken in collaboration with the City of Toronto, Toronto and Region Conservation Authority, Province of Ontario, and W. Garfield Weston Foundation.

Actions or Plans

There are many actions and plans that the City has undertaken and are currently has underway to ensure easy and increased access to its parks and recreation facilities and programs. The table below summarizes these actions and plans.

Date	Actions
December 2017	City Council adopted the Community Recreation 2018-2020 Growth Plan and Waitlist Management to increase the supply of high-demand programs to address current and future demand due to population growth and other demographic changes. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD24.3
November 2017	City Council adopted the Parks and Recreation Facilities Master Plan – 2019-2038 which will guide decision-making about the development and revitalization of the City's recreation facilities and amenities. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX28.2
November 2017	City Council adopted the Toronto Ravine Strategy, including a Prioritization Framework. www.toronto.ca/ravine-strategy/
November 2017	Executive Committee adopted the Parkland Strategy Preliminary Report. www.toronto.ca/parkland-strategy/
November 2017	Planning initiated for the Implementation of the Parks & Trails Wayfinding Strategy which will establish a standardized approach to signage in parks as a means to provide consistency and ease of information to park users.
April 2013	City Council adopted the Parks Plan 2013 – 2017. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PE20.1
December 2013	Expansion of Free Centres to increase equitable access, reduce financial and administrative barriers, encourage social inclusion, and increase overall participation in recreation.
November 2012	City Council adopted the 2013 – 2017 Recreation Service Plan. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CD17.2

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Related Policies and Plans

- Community Recreation 2018-2020 Growth Plan and Waitlist Management app.toronto.ca/tmmis/viewAgendaItemDetails.do?function=getMinutesItemPreview&agendaItemId=75979
- Parks and Recreation Facilities Master Plan www.toronto.ca/parks-and-recreation-facilities-master-plan/
- Centres where Programs are Free (Free Centres) www.toronto.ca/free-lower-cost-recreation-options/
- Welcome Policy www.toronto.ca/wp

Alternative Parkland Dedication Policy

Issue description

The *Planning Act* (Section 42) allows the City to establish an alternative parkland dedication rate to require the dedication of parkland or cash-in-lieu to purchase or improve parkland as a condition of development or redevelopment. The City's current alternate rate is 0.4 hectares per 300 units capped by site size. Over the past 12 years, the intensity of development has significantly increased although the alternative rate has remained unchanged. A new rate is required that reflects today's development environment.

Status

In 2017, Executive Committee directed City staff to update the Alternative Parkland Dedicate Rate. City staff will bring forward the following to City Council in 2019 to satisfy provincial requirements before updating the rate:

1. A Parkland Strategy (city-wide parks plan)
2. Proposals Report for the update to the Official Plan's Parks and Open Space policies
3. Parks and Open Space Official Plan Amendment
4. New bylaws to set the alternative parkland dedication rate

Background

A parkland dedication is a certain amount of land on a development site, or if the site is unsuitable for a park, a fee in-lieu of land, that builders are required to set aside as part of new development. Section 42 of the *Planning Act* sets out a standard rate and limits for parkland dedication and permits, with certain limits, municipalities to set an alternative dedication rate.

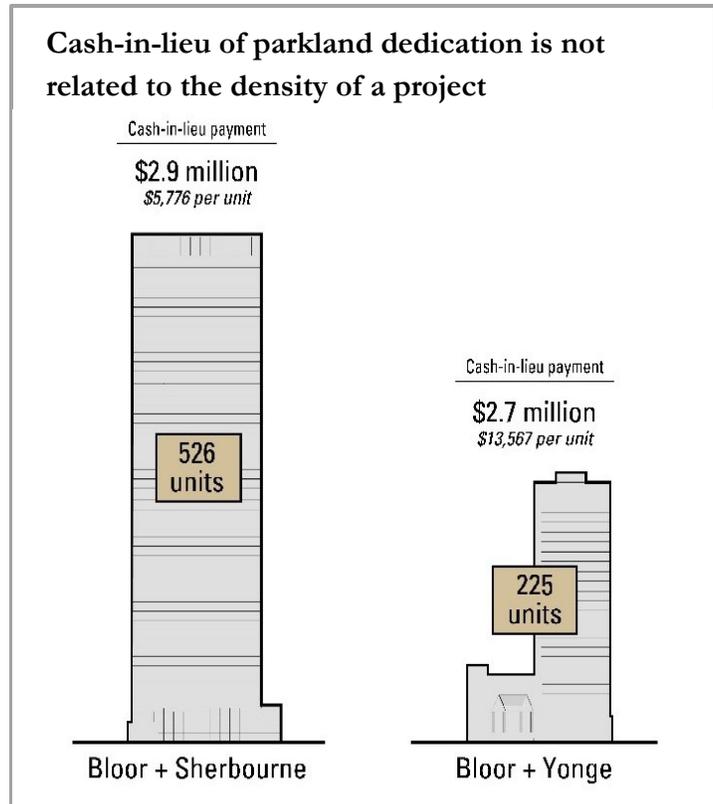
How the City uses Section 42's Alternative Rate

The City's current alternative rate for parkland dedication is 0.4 hectares per 300 units with caps based on the size of the development site. Small development sites under 1 hectare (2.5 acres) have a parkland dedication requirement capped at 10 percent of the development site. The alternative rate cap does not consider the density or number of residential units. Small sites less than 1 hectare (2.5 acres) make up approximately 90 percent of development sites in the City's Centres (Downtown, North York Centre, Yonge-Eglinton Centre, Scarborough Centre and Etobicoke Centre).

The City may also require developments to pay cash-in-lieu of parkland dedication if an on-site parkland dedication is not suitable. Cash-in-lieu tends to occur with small development sites where a land dedication would result in a small park of limited function, or if the provision of the park would inhibit development on the rest of the site.

The amount of cash-in-lieu is determined using the value of the capped parkland dedication and the overall development site value. The image shows how the current cap, based on site size and does not relate to parkland demand generated by growth and intensity of development.

City staff are updating the Official Plan Parks and Open Space Policies and bylaw for the City's alternative parkland dedication rate. An increase in land dedication requirements or cash-in-lieu payments will enable the City to purchase more parkland and invest in more parks improvements local to the development and across Toronto. City Council has the option to set city-wide or local area rates, which would match the boundaries of local plans and be responsive to specific development contexts.



Actions or Plans

New parks plans

City staff are developing the city-wide parkland strategy, which is expected to be brought to City Council for consideration in 2019. Council has approved new secondary plans and the parks plans for the Downtown Plan and the Yonge-Eglinton Secondary Plan areas.

Parkland Strategy Analysis

City staff are undertaking analysis, through the parkland strategy, to support and recommend an updated city-wide alternative parkland dedication rate(s) and new rates which will correspond with the boundaries of the Downtown Plan and the Yonge-Eglinton Secondary Plan areas. City staff are also analyzing other tools and mechanisms that support parkland acquisition and development, including the Cash-in-Lieu Allocation Policy and incentives for off-site and pooling land dedications.

Five Year Review of the Official Plan's Parks and Open Space Policies

In 2017, Executive Committee adopted a review of the City's Alternative Parkland Dedication Rate, which is one of the background studies required to complete Phase 1 of the Five Year Review of the Official Plan's Parks and the Open Space policies. Other Phase 1 background studies include the

Parks & Recreation Facilities Master Plan (2017), the *Ravine Strategy (2017)* and the parkland strategy (2019). Together these studies will inform the issues to be addressed in the review of the Official Plan's Parks and Open Space policies.

City Council has adopted the following plans and reports that City staff direction on updating the alternative parkland dedication rate:

Date	Action
July 2018	City Council adopted the Yonge-Eglinton Secondary Plan (OPA 405) and endorsed the Midtown Parks and Public Realm Plan. app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG31.7
May 2018	City Council adopted: <ul style="list-style-type: none"> • the Downtown Plan Official Plan Amendment (OPA 406) app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG29.4 • the Downtown Parks and Public Realm Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG29.5
November 2017	Executive Committee adopted the Review of the City's Alternative Parkland Dedication Rate under Section 42 of the <i>Planning Act</i> (EX29.4). app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.4

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Major Capital Project Coordination

Issue description

In 2018, the City will have invested more than \$720 million to maintain and upgrade its infrastructure in the public right of way. An estimated \$360 million was earmarked for roads, expressways, bridges (including rehabilitation of the F. G. Gardiner Expressway); \$300 million on sewers and water mains; and \$60 million on basement flooding protection.

While these investments help address the City's significant infrastructure renewal backlog and provide longer-term benefits, construction activities will have some adverse impacts on traffic, road users, residents, and businesses in the short term.

Status

The Major Capital Infrastructure Coordination Final Review of Scope and Timing (FROST) process for the 2021 capital works program is underway.

City staff have posted all planned capital works projects for 2019 on the T.O.INview map. The map, searchable by year, location and type of infrastructure work planned for the City's right of way can be found at www.toronto.ca/inview

A list of major capital projects (valued at \$10 million or more) being delivered by the City in 2018 is provided at the end of this note.

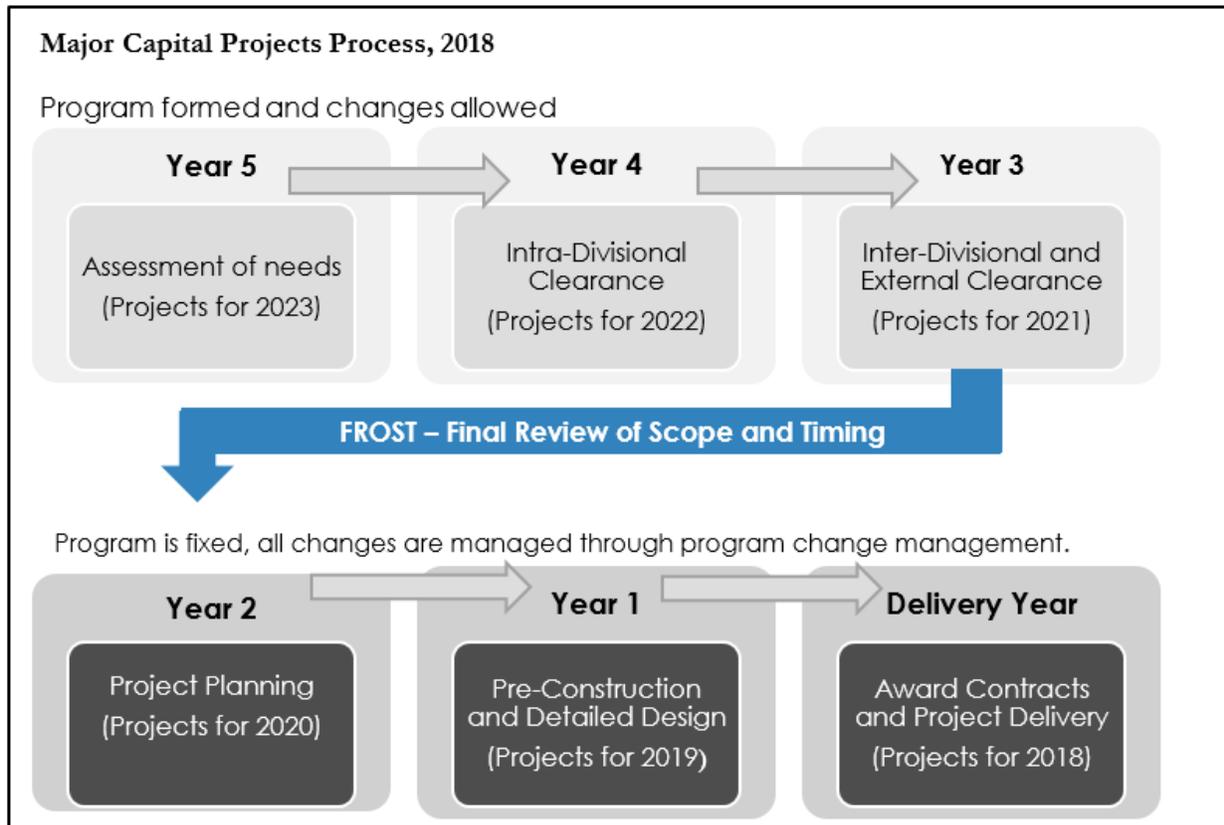
Background

To ensure that capital projects on the public right of way are completed with the least amount of public disruption the City has developed a multi-year process of capital coordination led by the Major Capital Infrastructure Coordination (MCIC) Office.

The figure below illustrates the process which begins at least five years before shovels hit the ground, starting with an assessment of needs by the asset owners including Toronto Water, Transportation Services, TTC, and Toronto Hydro.

The next step involves prioritizing and aligning infrastructure needs among the City's divisions and agencies. Three years before construction, councillors have an opportunity, along with other stakeholders to review the planned work, and the City infrastructure interests are then aligned with third party (e.g., utilities) interests. This opportunity for councillors to provide input and raise issues and concerns about upcoming construction during the FROST process. Raising issues during FROST enables City staff to mitigate planned construction issues and meet the planning timelines.

This coordination bundles the work of different groups together into a single construction project. For example, bundling water main and sewer replacements with road and sidewalk reconstruction helps avoid multiple disruptions on the same street provided that the water main or sewer is in need of repair or replacing. It also mitigates damage to newly paved streets by sequencing the replacement of underground infrastructure before roadwork. City staff review special events (e.g., Toronto International Film Festival) to make sure they are well coordinated with planned capital projects so that disruptions to the public are minimized.



Two years before construction, the Final Review of Scope and Timing (FROST) takes place, and the capital program is fixed. All organizations with projects planned for the public right of way begin designing projects. Engineering design drawings are completed in the following year, and tendering, awarding and commencing construction the subsequent year (i.e. the year of construction).

The multi-year capital coordination process relies on all organizations sharing their capital plans and being disciplined in adhering to the coordinated program to ensure capital projects can proceed as planned and disruptions to the public are minimized. Some challenges arise each year due to changing priorities late in the coordination process, and unforeseen circumstances that result in adding or deferring specific projects or changing project scope.

Even when the process runs smoothly and results in efficient capital planning and construction, there are numerous stakeholders in every project. Area residents, local businesses and councillors who can raise important issues related to individual projects near the time of contract award, or even during construction, which can lead to delays in project delivery. These situations pose coordination challenges for the City's in-house municipal infrastructure capital delivery agent, Engineering & Construction Services, Toronto Water, and Transportation Services.

Actions or Plans

For all City-led construction in the public right of way, City staff work to mitigate the impacts of construction on traffic. Mitigation strategies may include extended, overnight or 24/7 work hours on some construction projects to shorten the duration of work. Proposals for accelerating work schedules are discussed with the local councillor before implementation. Other approaches to minimizing disruption include changing signal-timing on parallel roads and limiting short-term work (e.g., routine maintenance) on nearby roads.

Informing residents and business owners about planned capital projects is important in the construction delivery process. City staff provide information through consultation meetings and information pop-ups; pre-construction and construction notices delivered by Canada Post, door-to-door, and posted on toronto.ca/improvements; construction updates; news releases; tweets and social media updates when appropriate; on-site signage and programmable, portable message signs.

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Jeffrey Climans, Director, Major Capital Infrastructure Coordination Office, 416-397-4649
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Related Policies and Plans

- 2018 Capital Construction News Release "construction season launch" by chair of PWIC www.toronto.ca/home/media-room/news-releases-media-advisories/?bodytext=construction&nrkey=7CE6B63B7AD3295485258288004DCD15
- City of Toronto Current Construction Projects www.toronto.ca/current-construction-projects/
- Construction Notices for Planned Projects www.toronto.ca/improvements
- Ongoing Infrastructure & Construction Projects www.toronto.ca/infrastructure-projects/

- Downtown Construction Projects www.toronto.ca/downtownconstructionprojects
- Capital budget notes for Toronto Water and Transportation Service provide full descriptions of the major capital infrastructure projects. Toronto Water 2018 – 2027 Capital Budget and Plan: www.toronto.ca/wp-content/uploads/2017/11/970d-Budget-Notes-TW-cap-nov3-1132a.pdf
- Transportation Services 2018 – 2027 Capital Budget and Plan www.toronto.ca/wp-content/uploads/2018/06/979c-TP-2018-Capital-Program-Summary-PB.pdf

Road Restrictions Website www.toronto.ca/roadrestrictions - the data posted on this site feeds the popular WAZE app.

Appendix - 2018 Major Capital Projects Underway

Engineering and Construction Services is also responsible for the delivery of the following major projects on behalf of the Transportation Services and Toronto Water client division:

- Demolition and reconstruction of the F.G. Gardiner Expressway York-Bay-Yonge ramp and Harbour Street from Lower Simcoe Street to Bay Street \$30M
- Section 1 (Jarvis Street to Cherry Street) of the F.G. Gardiner Strategic Rehabilitation Plan, using the Accelerated Bridge Construction approach, Contract awarded in June 2018 at an award price of \$314 million, with construction expected to be completed by 2021
- Coxwell Sanitary Trunk Sewer Bypass Tunnel – contract valued at \$404 Million over 7 years
- Rehabilitation of the Rosehill Reservoir – contract valued at \$35 Million over 4 years.
- Site Preparation for the Integrated Pumping Station (Construction Contract 1) at the Ashbridges Bay Treatment Plant Contract awarded in 2018 at a value of almost \$24 million, and expected to be completed by 2019.
- New Outfall for the Ashbridges Bay Treatment Plant (forthcoming; engineering estimate of \$330 Million)
- Ultraviolet Irradiation (UV) Effluent Disinfection System at the Ashbridges Bay Treatment Plant, Contract awarded in July 2018 at a value of \$213 million, expected to be completed by 2023 (5 years)

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Climate Change: Creating a Low Carbon & Climate Resilient Toronto

Issue description

City Council committed unanimously in 2007 to reduce local greenhouse gas emissions by 80 percent from 1990 levels by 2050 and unanimously reconfirmed that commitment in July 2017. This commitment aligns with internationally agreed upon targets to avoid the worst impacts of climate change.

In 2015, 196 countries including Canada reached an agreement on the pressing need to reduce greenhouse gas emissions to keep global warming to well below 2 degrees Celsius (the Paris Accord). The Government of Canada's implementation of these targets is outlined in the *Pan-Canadian Framework on Clean Growth and Climate Change*.

With the majority of the world's population now living in urban areas, cities are at the forefront in leading the effort to reduce greenhouse gas emissions. To meet these commitments, the City will continue to make transformational investments that will reduce greenhouse gas emissions while creating opportunities to improve public health, local economic prosperity, and social equity.

The City is taking action to decarbonize its economy and infrastructure and adapt to the changing climate while preserving and enhancing the environment. Environmental progress is reported bi-annually in the *Toronto Environmental Progress Report*.

Status

In 2019, City Council will consider a progress report on the City's climate action plan, *TransformTO*, and an updated detailed 2020-2023 Implementation Plan. Council will also consider Toronto's Resilience Strategy, which will include strategies for improving Toronto resilience to a changing climate. In addition to these reports, Council will also receive an evaluation of whether the City should disclose its climate-related financial risks through its annual Financial Statement. The City is currently consulting the public and key stakeholders on these reports.

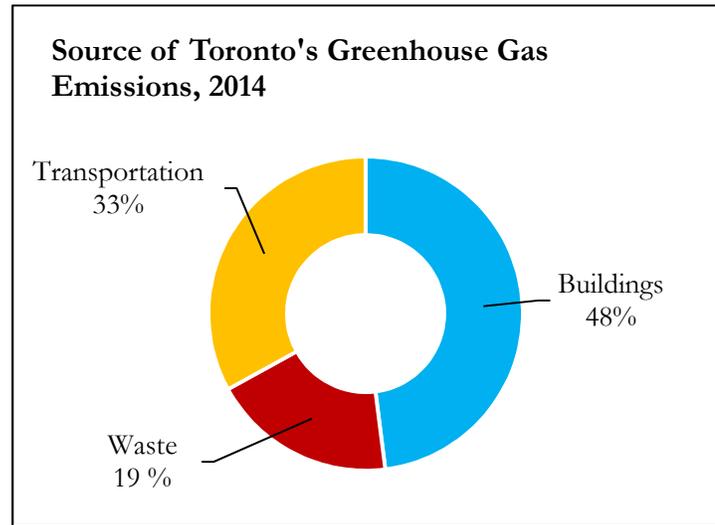
Further, City staff are currently assessing the implications of climate policy and regulation changes introduced by the Province of Ontario, including the cancelled Cap and Trade program (Bill 4, *Cap and Trade Cancellation Act, 2018*).

Background

Between 1990 and 2014 there was a 24 percent reduction in local greenhouse gas emissions in Toronto, demonstrating City's ability to address local emissions. While this is a significant

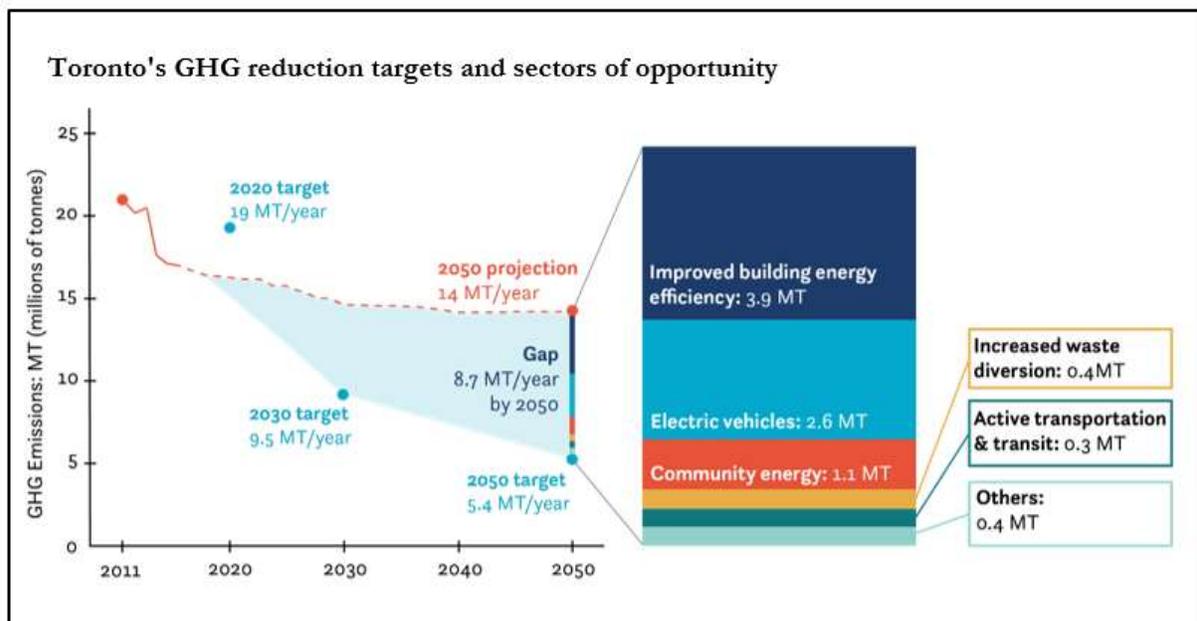
achievement, the City needs to continue to be innovative and move quickly to reach its 80 percent reduction target by 2050.

Toronto is already experiencing an increase in extreme weather events including heat waves, intense rain events, and higher average and maximum temperatures, as predicted by local climate modelling. Toronto is also experiencing financial impacts of climate change including the estimated direct cost to the City from the July 8, 2013 rainstorm of over \$70 million, while the Insurance Bureau of Canada reported approximately \$1 billion in insurance claims.



Actions and Plans

In 2017, following more than two years of strategy development, technical scenario modelling and community and stakeholder engagement, City Council unanimously adopted the *TransformTO Climate Action Strategy*. The strategy identifies the transformational framework needed to achieve deep decarbonization in Toronto. The figure below summarizes the areas of action required to achieve a low carbon future.



TransformTO demonstrates that with existing technology and accelerated action, starting today, it is possible to achieve greenhouse gas emissions reductions of 80 percent by 2050. City Council approved the following long-term goals to achieve an 80 percent reduction in greenhouse gas emissions:

- 100 percent of transportation will use low or zero carbon energy
- 100 percent of existing buildings will be retrofitted
- 95 percent of waste will be diverted in all sectors
- 75 percent of energy use will come from renewable or low-carbon sources
- 75 percent of trips under 5km will be walked or biked, and
- 30 percent of total floor space will use low-carbon thermal energy

Council also has interim targets for 2030 that 100 percent of new buildings will be near zero GHG emissions and Toronto will achieve an overall reduction in greenhouse emission of 65 percent.

The TransformTO Strategy includes 23 immediate actions to be carried out to 2020 and a set of guiding principles for climate action to maximize public health, economic prosperity, social equity, and build climate resilience. A climate resilient city needs to be a low-carbon city, and Environment & Energy is working closely with the Chief Resilience Officer to align efforts. Every four years the TransformTO implementation plan will be updated, and progress reported to City Council every two years.

Key actions underway to implement TransformTO include:

- adoption of the Zero Emissions Building Framework;
- signed partnership agreement with Enwave to develop low-carbon thermal energy networks across Toronto;
- emphasis on circular economy principles in solid waste management and procurement; exploration of biogas assets to produce renewable natural gas;
- investment in the 10-year Cycling Network Plan; and
- the City's first green bond issuance raising \$300 million for decarbonization work including public transit investments.

The City continues to work with other governments to receive support for TransformTO strategy and align regulatory, policy, and decision making which is needed to achieve climate goals.

City staff have modelled the impact of climate change on the city. In response to these models, modifications have been made to major infrastructure plans like the *Wet Weather Flow Management Master Plan*. Risk assessments of the possible impacts of future extreme weather have been carried out in three sectors, utilities, transportation and water.

In 2016, Toronto was selected to join the 100 Resilient Cities network to develop a Resilience Strategy for spring 2019. Broader than just climate resilience, the strategy will include a focus on making Toronto more resilient to its changing climate. This work builds on *Climate Change Risk Management Policy*, adopted by City Council in 2014, which outlined an approach for integrating climate change resilience into decision-making and coordination of City operations and services.

The following table provides a summary and web-links to the more significant decisions made by City Council over the last four years associated with climate change.

Date	Action
July 2018	<p>City Council approved extending eligibility for Sustainable Energy Plan Financing to include commercial buildings and condominiums app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PE29.3</p> <p>Council approved the issuances of a \$300 million Green Bond app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.DB12.1</p>
May 2018	<p>City Council approved the extension of the Home Energy Loan Program and the High-rise Retrofit Improvement Support Program to December 31, 2019 app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PE27.4</p>
March 2018	<p>Council approved authorized the City to establish a joint development partnership with Enwave Energy Corporation to develop potential low-carbon thermal energy network projects app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX32.8</p> <p>Council adopts full funding for TransformTO implementation through the annual budget processapp.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2</p> <p>The Long-Term Financial Plan – The City of Toronto's Roadmap to Financial Sustainability identified the need to apply a climate change adaptation lens to programs and policies to improve environmental, social, economic and financial outcomes as a key action app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX32.1</p>
December 2017	<p>City Council adopts Version 3 of the Toronto Green Standard, including a Zero Emissions Building Framework app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PG23.9</p>

Date	Action
July 2017	City Council unanimously adopts TransformTO: Climate Action for a Healthy Equitable and Prosperous Toronto app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PE19.4
December 2016	City Council created the Chief Resilience Officer position and agreed to join the 100 Resilient Cities network app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.9
July 2016	City Council adopted the Long-term Waste Management Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PW14.2
June 2016	City Council adopted the 10-year Cycling Network Plan app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PW13.11

Contact

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Related Documents

Toronto Environmental Progress Report - 2016
www.toronto.ca/ext/digital_comm/pdfs/environment-energy/2017-toronto-environmental-progress-report-environment-energy-division-city-of-toronto.pdf

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Building Toronto's Resilience

Issue description

A resilient Toronto is one where everyone can survive, adapt, and thrive in the face of any challenge. Two key challenges facing Toronto are a changing climate and growing inequality. As a result, the city is experiencing more heat waves, floods and ice storms, while seeing greater levels of inequality in the inner suburbs and more central neighbourhoods in particular. New ways of collaborating in government, working across sectors and engaging the public are needed to build Toronto's resilience.

Status

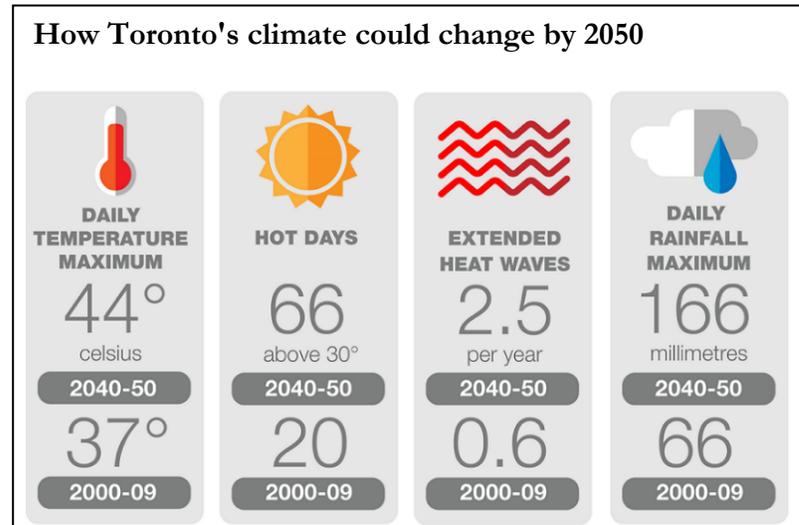
A resilience strategy is currently being developed and will be considered by City Council in spring 2019. The Chief Resilience Officer is holding a series of stakeholder and public workshops in fall 2018 to seek input from the public on the development of the Resilience Strategy.

Background

Toronto's Resilience Challenges

Cities experience two kinds of resilience challenges: acute shocks, which are sudden, sharp events that threaten the immediate well-being of the city; and chronic stresses, or daily challenges that weaken the fabric of the city and impact its ability to bounce back in response to a shock.

Many of Toronto's biggest potential shocks are related to climate. The city is more at risk of climate shocks now than at any time in the past 50 years. *The Toronto Future Weather and Climate Driver Study* forecasts that in twenty to thirty years, the city will face a seven-degree increase in maximum temperatures, triple the number of days above 30°C, four times the number of heat waves, and less frequent but more intense rain events with a greater potential to cause flooding.



Toronto is facing chronic stresses that challenge residents' ability to thrive and make it harder for the city to bounce back in the face of potential shocks. Toronto's growing prosperity is not shared by all residents. There are significant social and economic disparities that exist in Toronto, primarily between the inner suburbs, where there is a concentration of poverty, and more central, transit-friendly neighbourhoods, including the downtown. These growing disparities are felt when residents try to access housing, get around the City, or deal with an emergency.

Building Toronto's Resilience

Building Toronto's resilience requires looking at a city holistically: understanding the systems that make up the city and the risks they may face. Doing so requires a different way of planning, developing policy and delivering services. It requires greater integration and collaboration between and across divisions and between government and others sectors that typically operate in silos. It also must be informed by lived experience and integrate the voices and perspectives of diverse stakeholders.

Actions or Plans

The City is in the process of developing a Resilience Strategy, to be completed in spring 2019, as part of its involvement with 100 Resilience Cities (100RC).

In 2015, the City applied for funding to 100RC and was selected in May 2016 to join 99 other global cities as part of the 100RC network. 100RC was established to help cities around the world become more resilient to the social and economic challenges of the 21st century. Cities within the network are provided with funding to hire a Chief Resilience Officer and additional tools and resources to develop and implement a resilience strategy. City Council directed that the Chief Resilience Officer position be created in December 2016, and directed that after the completion of the two-year grant from 100RC, the City Manager consider making the position permanent.

Since 2016, both *TransformTO Climate Action Strategy* and *the Long-Term Financial Plan* identified resilience as a key principle or action.

Contact

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Related Policies and Plans

- ResilientTO Agenda Setting Workshop www.resilienttoronto.ca/5742/documents/11349
- Preliminary Resilience Assessment www.toronto.ca/wp-content/uploads/2018/05/8e13-180503_Final_PRA_summary_vDIGITAL.pdf
- Resilient City - Preparing for a Changing Climate app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PE28.6
- TransformTO Climate Action Strategy www.toronto.ca/transformto-climate-action-strategy/
- Toronto Vital Signs Report torontofoundation.ca/vitalsigns/
- Toronto Future Weather and Climate Study www.toronto.ca/wp-content/uploads/2018/04/982c-Torontos-Future-Weather-and-Climate-Drivers-Study-2012.pdf

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Wet Weather Flow Master Plan & Basement Flooding Protection Program

Issue description

In 2003, City Council adopted the 25 Year *Wet Weather Flow Master Plan (WWFMP)*, with the goal of reducing and ultimately eliminating the adverse impacts of wet weather flow on Toronto's environment. It recommended projects and initiatives for implementation within each of the city's watersheds.

Wet weather flow (WWF) includes stormwater runoff from both overland and combined sewer overflows. Wet weather flow has historically caused degraded water quality at city beaches, impaired ecosystem health of watersheds, damaged sewer infrastructure from stream bank erosion, and property flooding during extreme storm events.

The City's Basement Flooding Protection Program (BFPP), under the umbrella of the WWFMP, is a multi-year initiative aimed at reducing the risk of future flooding during extreme storm events. Under the program, the City is undertaking Basement Flooding Environmental Assessment (EA) studies that recommend sewer infrastructure improvements to reduce the risk of future flooding.

Status

Over \$3 billion in expenditures for the implementation of the WWFMP are identified in the Toronto Water 2017 to 2026 Capital Plan, currently fully funded from the water rate.

Currently, there are 11 BFPP EA studies underway across the City, and Toronto Water is working towards accelerating the pace of review. The purpose of these studies is to identify investments that will improve the City's sewer system and overland drainage routes to protect the City and its residents from destructive flooding events in the future.

Lessons learned and compiled from the City's recent flooding event of August 7th, 2018 may modify and influence the direction of the Basement Flooding Protection Program.

Background

The WWFMP is a long-term City building initiative that contributes to a better quality of life in Toronto. The key benefits include improving water quality at the City's beaches, rivers and streams; the protection of City assets; and reducing the risk of flooding to private and City property.

City Council approved a program management capital delivery model for the BFPP in 2014 as a result of more frequent severe storm events and widespread and recurring basement and surface flooding. The goal was to quickly and efficiently deliver a larger number of infrastructure improvements and meet the needs of an expanded program. Of the 67 Basement Flooding Class EA

study areas, covering the entire city, 32 are completed, 18 are underway, and it is expected that the remaining 17 studies will be completed over the next 15 years. These studies identify improvements to the sewer and drainage system to be made within the City's property, such as parks, roads and sewer infrastructure.

The BFPP has included the city-wide implementation of mandatory downspout disconnection and the construction and upgrade of stormwater management facilities. There have also been advances to the WWFMP's most significant water quality improvement projects such as the Don River and Central Waterfront Project. Watercourse erosion and shoreline management studies, as well as restoration work, have also been completed to protect both City and private infrastructure. The release of the Green Streets Technical Guidelines in 2017 and the planned update to the 2006 Wet Weather Flow Management Guidelines will also improve the management of stormwater for new development and redevelopment projects across the City.

Basement Flooding Protection Subsidy Program

The City offers homeowners of single-family, duplex and triplex residential homes a financial subsidy of up to \$3,400 per property (increased from \$3,200 in January 2014) to install flood protection devices including a backwater valve, a sump pump, and pipe severance and capping of the home's storm sewer or external weeping tile connection. Over 10-years, the program has distributed \$36.5 million in subsidies to approximately 7 percent of eligible households in the City.

Mandatory Downspout Disconnection By-law

In 2009, City Council approved a bylaw making it mandatory for property owners to disconnect their downspouts from the sewer system, except where it is not technically feasible or where doing so would create a hazardous condition. The bylaw was implemented in three phases and is now in phase three and in-force City-wide. In 2016, Toronto Water undertook a *Downspout Disconnection Field Study* to assess the rate of downspout disconnection for each phase. The 2016 field study (involving 15,087 properties) found a high rate of disconnection with an average downspout disconnection rate of 79 percent across the City.

Actions or Plans

Don River and Central Waterfront Project

The Don River and Central Waterfront Project is a 25 year, \$2-billion program consisting of substantial infrastructure projects that will virtually eliminate overflows from the combined sewer service area within the Don River watershed and will significantly improve the water quality in the Lower Don River, Taylor-Massey Creek and along Toronto's Inner Harbour. Currently, \$1 billion is allocated in Toronto Water's 10-Year Capital Budget to proceed with this project.

Basement Flooding Protection Projects

The Toronto Water 2018-2026 Capital Plan identifies approximately \$1.5 billion for the BFPP for the completion of Basement Flooding EA studies, the provision of subsidies and implementation of recommended infrastructure improvements to reduce future flooding. Projects can proceed to detailed design and construction where the EA study cost estimates meet the City Council threshold of \$32,000 per property (at the preliminary design stage).

Efforts are underway to accelerate the completion of EA studies, and Toronto Water will report to City Council with an updated BFPP EA Study Schedule as part of the annual Toronto Water Capital Budget submission. The goal of the accelerated schedule is to initiate EA studies for all 67 study areas by 2026.

Over the next few years, Toronto Water will be installing Inlet Control Devices (ICDs) within catch basins in the City's storm-sewer drainage systems to help alleviate basement flooding. This ICD initiative will include new communication material for residents and businesses to understand how ICDs help reduce overloading of the sewers and are designed to minimize basement flooding risks.

Contact

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Related Policies and Plans

- Expansion of the Basement Flooding Protection Program's Priority Study Areas Staff Report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.BU46.1
- Capital Works Administrative Procedure Change to Support the Acceleration of the Basement Flooding Protection Program Staff Report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW33.13
- Proposed Stormwater Charge - Results of Consultation and Next Steps app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.6
- Climate Adaptation and Managing Toronto's Stormwater in the Face of Climate Change app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW23.13
- Improving the Effectiveness of the Basement Flooding Protection Subsidy Program app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.AU10.9
- Toronto Green Streets Technical Guidelines app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW24.6
- Wet Weather Flow Management Guidelines www.toronto.ca/wp-content/uploads/2017/11/9191-wwfm-guidelines-2006-AODA.pdf

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Long-Term Waste Management Strategy

Issue description

The City of Toronto manages approximately 900,000 tonnes of waste annually. With a growing population, the changing nature of waste, and limited landfill space the City is implementing new waste reduction, reuse, recycling, recovery and residual disposal policies and programs, which are cost-effective, socially acceptable and environmentally sustainable for the long term. These programs are critical for the City to meet City Council's goal to divert 70 percent of waste by 2026 and work towards a Circular Economy and Zero Waste future.

Status

In July 2016, City Council approved the *Long-Term Waste Management Strategy*. The Strategy is a master plan that guides the City's implementation of environmentally sustainable, socially acceptable, and cost-effective waste management programs and services over the next 30 to 50 years. The Strategies' total budget is \$144 million over the first ten years (\$114 million Capital and \$30 million in Operating). The Strategy will be reviewed, revised, and updated every five years, beginning in 2021 and again in 2026.

In the new term, City Council will consider a proposal to build a third Anaerobic Digestion Facility and a Mixed Waste Processing Facility, both of which are critical in ensuring ongoing sustainable waste management. City staff have selected a consultant to conduct a study on mixed waste processing with organics recovery.

Background

Starting in 2014, the City undertook a comprehensive process supported by widespread public and stakeholder engagement to develop the *Long-Term Waste Management Strategy*. The process included evaluating policies, programs, technological options, and best practices for new and emerging waste reduction, diversion and disposal methods.

70%
2026 waste diversion target for City residential customers.

The Strategy places priority on maximizing the life of Green Lane Landfill by minimizing the amount of garbage sent for disposal and focusing on the 5Rs (Reduce, Reuse, Recycle, Recover, Residual Disposal).

The Waste Strategy identified options specific to the multi-residential customer base to take advantage of opportunities to improve participation, ensure proper use of programs and services and decrease contamination. The City will undertake extensive promotion, education and

enforcement to residents, property managers and superintendents to ensure the program is understood and to increase compliance.

Green Bin organics processing capacity

The City has two organics processing facilities. One of these facilities is currently in the final stages of construction and will be commissioned in March 2019. Once operational, Solid Waste will have a combined internal processing capacity of 130,000 tonnes per year. In addition to its organics processing capacity, the City has also secured several processing contracts with private sector operators to ensure sufficient capacity. The City manages about 160,000 tonnes of organics, and the current mix of internal and external capacity is sufficient to meet current needs.

As of 2020, based on the current facilities and private sector contracts, the City will not have sufficient organics processing capacity to manage projected needs. The City is exploring opportunities, including construction of a third organics processing facility, securing additional external capacity, potentially partnering with other municipalities as they also face increasing organics processing demands, and working with the Province of Ontario to ensure consistent requirements around organics diversion.

Waste Free Ontario Act

The *Waste-Free Ontario Act* (WFOA), proclaimed November 2016, replaced the *Waste Diversion Act*. The WFOA is enabling legislation comprised of two key elements, the *Resource Recovery and Circular Economy Act*, and the *Waste Diversion Transition Act*.

Together, these Acts were intended to transition waste management within Ontario from a model that placed the onus of materials management and recycling on individual municipalities, to one that emphasizes waste reduction by making producers responsible for the end-of-life management of their products, known as Extended Producer Responsibility (EPR).

EPR is also a key principle in the transition towards a Circular Economy, which prioritizes waste prevention to minimize the amount of waste requiring management and moving towards a zero-waste future. It looks beyond a “take-make-dispose” model and aims to redefine growth, focusing on maximizing value and elimination of waste by improving the design of materials, products and business models.

Actions or Plans

The *Long-Term Waste Management Strategy* includes many initiatives to reduce waste and enhance diversion.

In November 2017, the Circular Economy Unit was launched. The unit has received funding to complete testing of coffee pods within the City's organics processing facility as well as established the “ADAPT” Policy that sets out criteria for how new products are added to the City's diversion streams.

Date	Action
July 2018	<ul style="list-style-type: none"> • Mixed Waste Processing RFP to be awarded in September 2018 • City of Toronto launches National Love Food Hate Waste campaign • Community Reduce and Reuse Programs launch
November 2017	Solid Waste Management creates the Unit for Circular Economy
October 2017	City Council adopted Waste Reduction Community Grants Program app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW23.7
November 2016	<i>Waste Free Ontario Act</i> passed by the Government of Ontario www.ontario.ca/laws/statute/S16012
July 2016	City Council approved the Long-Term Waste Management Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PW14.2

Contact

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Related Policies and Plans

- Long-Term Waste Management Strategy www.toronto.ca/wp-content/uploads/2017/10/9803-Final-Long-Term-Waste-Management-Strategy.pdf
- Strategy for a Waste-Free Ontario: Building the Circular Economy
www.ontario.ca/page/strategy-waste-free-ontario-building-circular-economy
- Staff Report - Municipal Principles to Guide Transition of the Blue Bin Program
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW23.6
- Staff Report – State of Toronto’s Blue Bin Recycling Program
app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PW28.8

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Pressure on Toronto's green spaces and ecosystems

Issue description

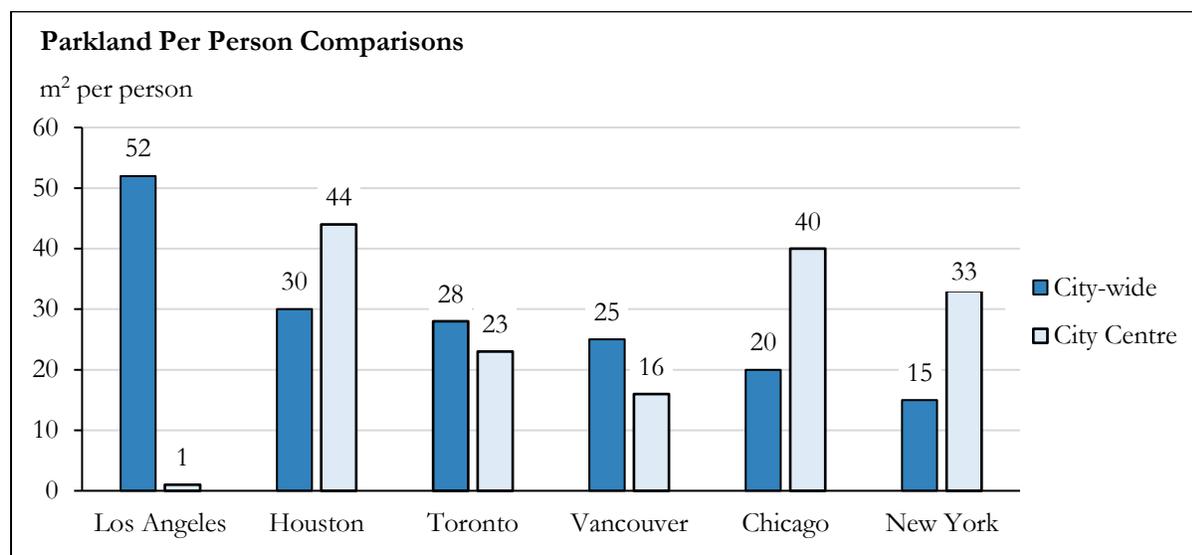
Increased use of Toronto's green spaces, climate change and the introduction of pests and invasive plants are putting pressure on the city's ecosystems, leading to degradation and the need for increased maintenance. These spaces, largely ravines and along the waterfront, contribute to the city's high quality of life and economic prosperity, offering opportunities for recreation and education, stormwater management, clean air and water, biodiversity, and a healthier and more livable urban environment.

Status

An implementation report for the *Toronto Ravine Strategy* will be brought forward for City Council consideration in 2019. Other City initiatives to manage the pressure on Toronto's green spaces include the *Parkland Strategy* and *Biodiversity Strategy*.

Background

Toronto's 8,000 hectares in over 1,600 parks cover 13 percent of the city. The *Parkland Strategy Preliminary Report* estimates this is equal to 28 square meters of parkland per person across the city, less than Los Angeles and Houston and, in City Centres, less than Houston, Chicago and New York. Over the next 15 years, parkland supply per person in Toronto is expected to decrease from 28 m² to 21 m² per person due to population growth.



Note: City Centres were measured by selecting the densest census tract and spreading outwards until approximately 250,000 people were selected.

Population Growth and Increasing Use

As the city's population grows Toronto's parks and ravines will be affected. Construction can result in injury and loss of trees, impact ravine slope stability, and potentially encroach on parkland. High-density developments of tall buildings can cast shadows across parks, affecting recreation and vegetation. Off-trail use and off-leash dogs can trample sensitive vegetation and lead to soil erosion and other ecological impacts. Roads, cycling and transit uses, which complement and improve access to green space, can also diminish its value if not integrated well.

Climate change

Climate change will have a significant impact on green spaces, ravines and natural areas. Maintaining parks will be more difficult and unpredictable with a more extreme weather events like heat waves, heavy rains and flooding. During droughts sports fields can dry out and heavy rains can erode riverbanks and damage trees.

Damage from extreme weather events can be substantial and costly. For example, the combined cost of repairing the waterfront due to the 2017 flood and the 2018 wind storm was \$28 million.

Subtle changes can also damage greenspaces. Milder temperatures and reduced snowfall change habitat for fish, plants, and other wildlife while creating conditions for pests and invasive species to thrive. Milder temperatures increase year-round use of parks during typically less active winter months.

Invasive species and introduced pests

Invasive species, such as dog-straggling vine and Norway maples, proliferate and outcompete and replace native species. Introduced pests, such as Emerald ash borer and European gypsy moth, can kill or damage thousands of trees if unmanaged. The ongoing threat of invasive species and introduced pests pose management challenges to the City and require ongoing oversight and action. For example, the introduction of non-native bees can potentially out-compete native bees for food and introduce pests and diseases to native bees.

Actions and Plans

City strategies and plans, listed below, have been developed to address ecosystem pressures and inform green space management. Actions focus on what the City can do alone and with residents, community groups, government agencies, not-for-profits, and private donors.

Existing policies, regulations and programs provide the foundation of protection for the City's green spaces. Official Plan policies and land use designations and regulations, including the Parks Bylaw, the Ravine and Natural Feature Protection and Tree Bylaws, and Toronto and Region Conservation Authority regulation, help protect Toronto's parks and natural areas from the impacts of construction and development by regulating removal of trees, change in grade and encroachment

onto adjacent parkland. Staff, contractors, and volunteers through the Community Stewardship Program plant and maintain trees and control invasive species.

Date	Action
July 2018	Parks and Environment Committee directed staff to undertake public consultation on the Draft Biodiversity Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PE29.2
April 2018	City Council adopted the Pollinator Protection Strategy app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PE26.7
November 2017	City Council adopted the Toronto Ravine Strategy, including a Prioritization Framework www.toronto.ca/ravine-strategy
November 2017	Executive Committee adopted the Parkland Strategy Preliminary Report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.3
May 2017	City Council adopted the 2017 Wet Weather Flow Master Plan Implementation Status Update app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW21.6
April 2017	The City of Toronto released the Forest Management Plan www.toronto.ca/forest-management/
November 2016	City Council adopted the Actions to Grow Toronto's Tree Canopy report app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PE14.2

Contact

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Related Policies and Plans

- Toronto Municipal Code - Chapter 608, Parks
www.toronto.ca/legdocs/municode/1184_608.pdf
- Toronto Municipal Code – Chapter 658, Ravine and Natural Feature Protection
www.toronto.ca/legdocs/municode/1184_658.pdf
- Toronto Municipal Code – Chapter 813, Trees
www.toronto.ca/legdocs/municode/1184_813.pdf
- TRCA Living City Policies, including Reg. 166/06 Regulation Of Development, Interference with Wetlands And Alterations To Shorelines And Watercourses trca.ca/planning-permits/living-city-policies/

- Resilient City - Preparing for a Changing Climate app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.PE15.2
- Sustaining and Expanding the Urban Forest: Toronto's Strategic Forest Management Plan 2012-2022 www.toronto.ca/strategic-forest-management-plan/
- Parks Plan 2013-2017 www.toronto.ca/parks-plan/
- Toronto's Wet Weather Flow Master Plan www.toronto.ca/the-citys-wet-weather-flow-master-plan/
- Every Tree Counts: A Portrait of Toronto's Urban Forest www.toronto.ca/every-tree-counts/
- TransformTO Climate Action Strategy www.toronto.ca/transformto/