



TORONTO

ResilientTO

ENGAGEMENT SUMMARY:

Strategic Foresight Vision Workshop
Steering Committee Principles Workshop

November 2018



INTRODUCTION

Toronto is one of the fastest growing, most diverse, and safest cities in the world. Right now, we're having a 'moment', as our city gains global attention as one of the best places to live, work, and play.

Like other cities, though, Toronto's success is paired with significant challenges. Inequality is growing, especially between those living in downtown neighbourhoods and in the inner suburban neighbourhoods. Toronto's changing climate will also mean more extreme weather, which will be felt most by Toronto's most vulnerable residents. We need strategies to support our communities as they deal with these challenges.

With the support of 100 Resilient Cities (pioneered by The Rockefeller Foundation), we are building a citywide Resilience Strategy to ensure Toronto is inclusive, liveable, and prosperous for many years to come.

The Resilience Strategy will help us support our communities as they deal with these challenges. By drawing on the strengths of our diverse communities, we will work together to prepare Torontonians for whatever change the future may have in store for us.



TABLE OF CONTENTS

THE STRATEGY PROCESS	2
THE VISION WORKSHOP: WHAT IS THE VISION FOR A FUTURE RESILIENT TORONTO?	3
SUMMARY OF RESULTS OF THE VISION WORKSHOP	5
A VISION FOR A MORE RESILIENT TORONTO	6
COMMUNITY FINDINGS: 155 ISSUES BROUGHT FORWARD DURING THE ENGAGEMENT	7
COMMUNITY FINDINGS: HIGH INTENSITY KEY THEMES	9
COMMUNITY FINDINGS: MEDIUM INTENSITY KEY THEMES	11
COMMUNITY FINDINGS: LOW INTENSITY KEY THEMES	13
SUMMARY OF RESULTS OF THE JOINT STEERING COMMITTEE MEETING	15
PRINCIPLES FOR A MORE RESILIENT TORONTO	20
NEXT STEPS	21
APPENDIX I	22
APPENDIX II	23
APPENDIX III	24

THE STRATEGY PROCESS

Phase 1: INITIATE **(June - December 2017)**

Phase 1 commenced in June 2017 with the creation of Toronto's Resilience Office and appointment of a Chief Resilience Officer (CRO), as well as the completion of a Preliminary Resilience Assessment (PRA).

Phase 2: STRATEGY DEVELOPMENT **(January - December 2018)**

Starting in January 2018, the development of the Resilience Strategy has been led by the Resilience Office, with significant support from City staff and external partners.

Phase 2 comprises of a series of projects and programs created to support and address the discovery areas identified in Phase 1. These projects and programs are being undertaken by both City staff and external partners, and have been grouped into five workstreams:

- Neighbourhood Resilience
- Climate Resilience
- Preparedness & Recovery
- Smart Cities & Resilience
- Engagement

Phase 3: FINALIZE & IMPLEMENT **(January - June 2019)**

Phase 3 will involve synthesizing results from Phase 2 to produce a final Resilience Strategy in early 2019 for Council approval.

As part of the Engagement workstream, the Chief Resilience Officer began an extensive community engagement program, using a suite of engagement tools to engage as diverse and large a set of residents as possible.

This report summarizes the Vision and Principles Workshop and the Joint Steering Committee Meeting held on Sept. 7, 2018 and Sept. 17, 2018 respectively.

The purpose for the Vision and Principles workshop was to understand residents' visions for a future resilient Toronto. The Joint Steering Committee met to generate a set of principles to use as a guide during the development of the strategy.

These workshops were the culmination of the work that occurred throughout Phase 2 of the project (see the Strategy Process column for more detail) and served to drive the process forward while preparing the team to deliver the final Strategy (Phase 3).

To see the Vision and Principles Workshop and the Joint Steering Committee Meeting attendees' lists, see Appendix I and II.

THE VISION AND PRINCIPLES WORKSHOP: WHAT IS THE VISION FOR A FUTURE RESILIENT TORONTO?

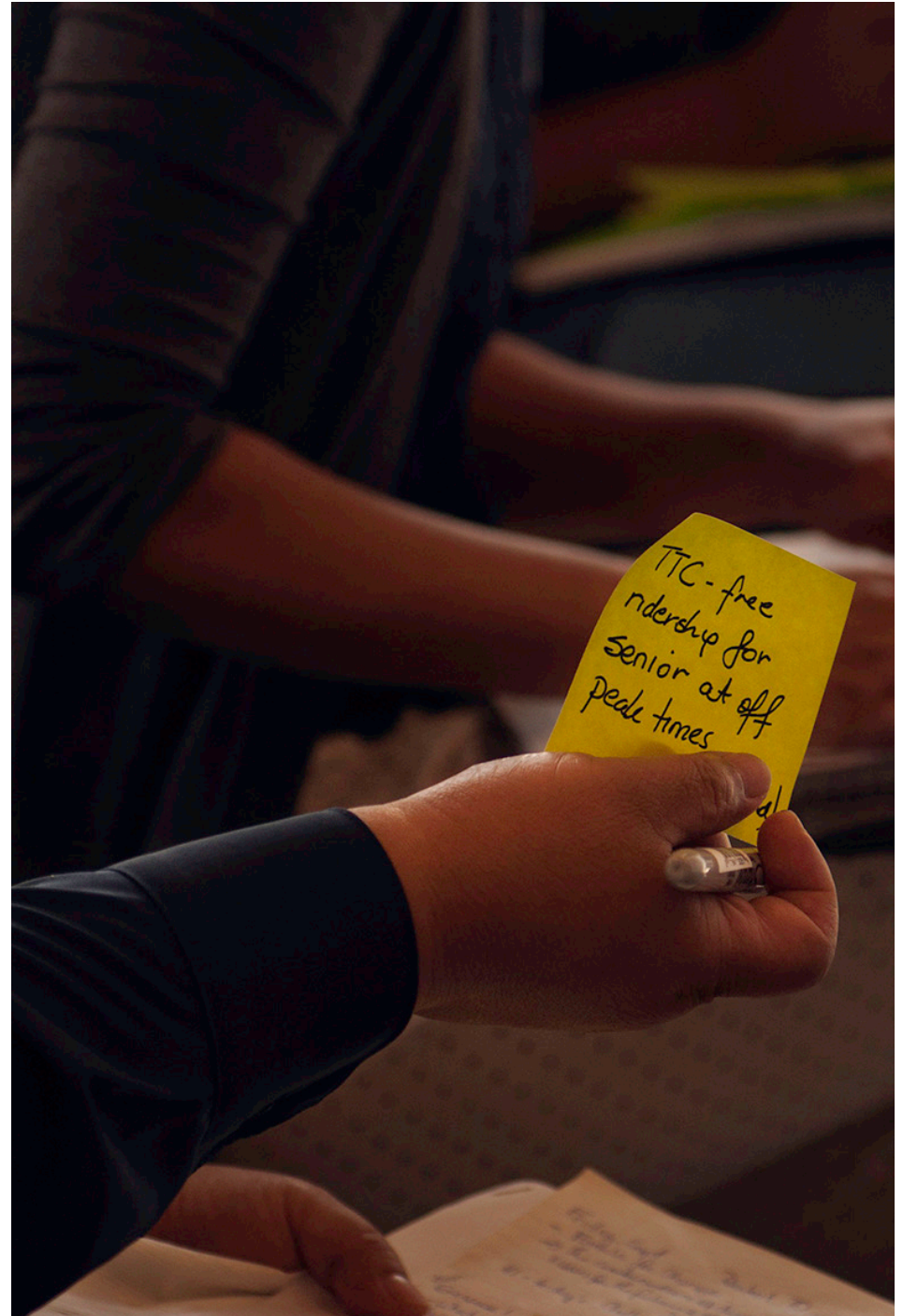
The Vision and Principles workshop was held on Sept. 7, 2018 at OCAD U CO. It convened a group of over 80 professionals from the social services sectors, industry, academia, and government as well as community leaders from Neighbourhood Improvement Areas, to think about Toronto's resilient future.

The work was facilitated by OCAD University's strategic foresight practitioners, who used a Three Horizons* foresight method to diagnose the current state of resilience in the City of Toronto, imagine an aspirational "hoped for" state, and consider how to bridge the two.

With over 80 different people at the table, and over 80 partners involved in resilience in the city of Toronto, we have a complex environment and multi-faceted stakeholder groups. The benefit of using the Three Horizons method is that it is easier to shape consensus on what a "hoped for" future might look like for a very broad group of people. It allows for all voices to be heard, and for many unique viewpoints to be considered while helping to solidify what a vision for a future resilient Toronto looks like.

The outcomes of this process will inform a Resilience Strategy that helps get us to that vision.

To learn more about the Three Horizons method, and to see the framework the group used, see Appendix III.



A photograph of a workshop or conference. In the foreground, two men are seated and looking at a small object held by the man on the left. The man on the left is wearing glasses and a blue patterned shirt. The man on the right is wearing a dark suit and a light blue shirt. In the background, other people are seated at tables, and a whiteboard is visible. The lighting is warm and indoor.

“We need to think about the future and build it into our day to day actions, into the conduct of every day.”

Comment from a participant, captured during the Vision and Principles workshop

SUMMARY OF RESULTS OF THE VISION WORKSHOP

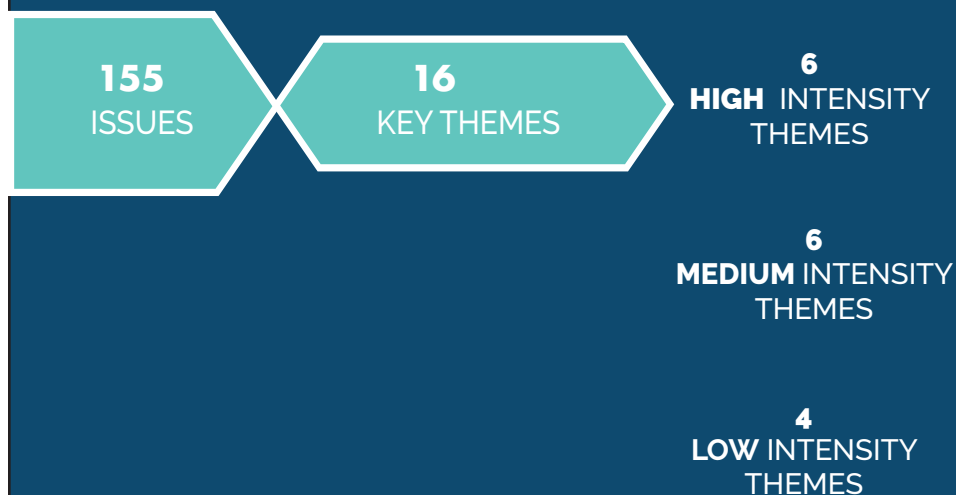
We combined data from the public engagement completed in summer 2018 with the results of the Vision and Principles workshop held on Sept 7, 2018. Together, there were 155 issues that residents brought forward. These issues influence life in the city right now, and what the vision for a future resilient Toronto might be.

The issues ladder up to 16 themes, which were then ranked based on their “intensity”.

Intensity is a measure of:

1. How long community members spoke about each theme
2. How connected the community felt each theme was to others
3. How many times the theme was addressed in the session
4. How important the theme was to community members in our survey

The following pages represent the findings as they were sorted - from issues to key themes ranked in order of intensity (see the above criteria for “intensity”) starting with the **HIGHEST INTENSITY**, followed by **MEDIUM INTENSITY**, and finally, ending with the **LOWEST INTENSITY** themes.



A VISION FOR A MORE RESILIENT TORONTO

At our Vision & Principles workshop, we collected hundreds of data points about our desired resilient future. We took this information and distilled it down into a concise vision of the kind of place we want Toronto to be once our first ever Resilience Strategy is fully implemented.

A resilient Toronto is ...

A place that values, engages with, and nurtures its diversity.

A city of connected communities, where residents feel heard, share common goals, and have broad empathy and understanding for one another.

A place where residents feel empowered to help shape their communities, and where government works well - *with* and *for* - the people it represents.

Led by brave and caring people who truly reflect the diversity of the communities they govern.

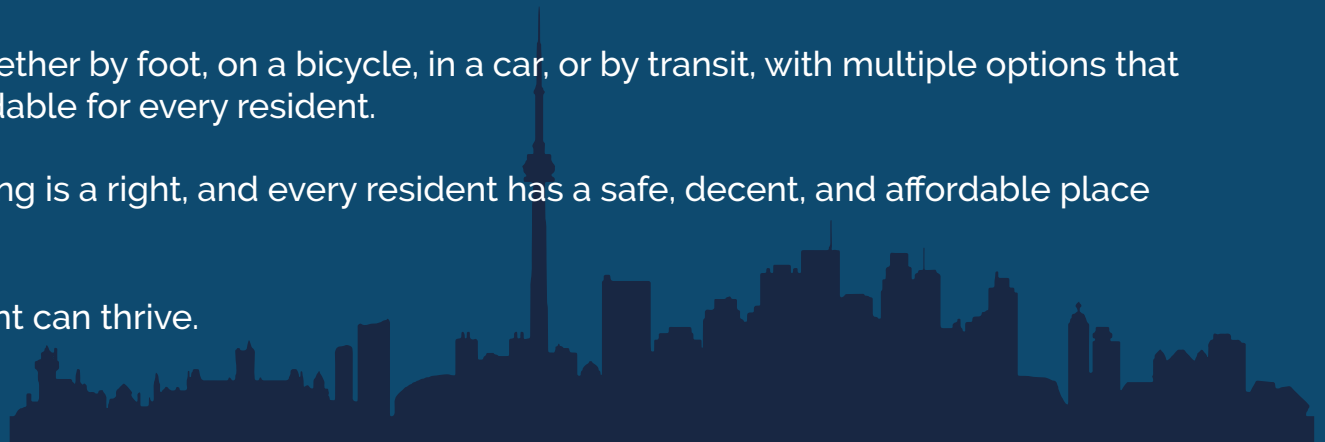
Connected to long-term climate and sustainability practices that are embedded in how we do things.

A place where we each feel accountable to for the changes we make to the natural world, thinking about the now as well as far into the future.

Easy to move around in, whether by foot, on a bicycle, in a car, or by transit, with multiple options that are efficient, safe, and affordable for every resident.

Home. A place where housing is a right, and every resident has a safe, decent, and affordable place to live.

A place where every resident can thrive.



COMMUNITY FINDINGS: 155 ISSUES BROUGHT FORWARD DURING THE ENGAGEMENT

Cost of education	Mental health	Skills development	Green buildings	Funding
Emerging education models	Isolation	Poverty	Public space	opportunities
Underrepresented groups	Access to services	Job security	Climate change impacts	Vulnerable populations
Outdated skills	Collective health	Work-life balance	Renewables	Division and polarization
Resilience training	Wellbeing of youth	Food insecurity	Green space	Access to quality resources
Free post-secondary education	Happiness	Food waste	Water quality	Indigenous rights
Resilience training	Nutrition	Affordable food	Recycling programs	Unified goals
New models of community learning	Mental health	Food sharing	Corporate sustainability	Decolonization
Local / alternative economies	Universal healthcare	Food provision	Lifecycle waste management	Racial justice
Planning	Community safety	New models of food	Indigenous values	Cultural empathy
Small scale opportunities	Gun control	Food education	Behaviour change	Prioritizing issues
Economic priorities	Safe streets	Local food	Sense of belonging	Lack of hope
Growth	Policing and justice	Infrastructure investment	Community spaces	Lack of collective action
Taxes	Congestion	Infrastructure standards	Community access	Long-term planning
Employment	Overcrowded transit	Aging infrastructure	Resident engagement	Accountable government
Redefining growth	Transit pilots	Infrastructure capacity	Diversity in government	Resilience mindset
Tools for monitoring future growth	Cycling and walking	Risk assessments	Participatory processes	Design thinking approach
Diversity of economy	Accessibility of transit	Perception of risk	Trust in government	Futures thinking
Data collection	Mobility	Risk responsiveness	Alternative systems	
Privacy	Transit fares	Risk reduction	Collaborative governance	
Regulation	People-centred transit	Homelessness	Local and regional power	
Use data for planning	Emerging transit tech	Affordable housing	Cultural integration	
Long wait times in health	Affordable transit	Home sharing		
Healthcare affordability	Efficient transit	Housing planning		
	Regional transit	Housing models		
	Distribution of jobs	Diversity of housing		
	Income inequality	Housing amenities		
	Lack of job opportunities	Housing rights		
	Basic income	Carbon footprint		

COMMUNITY FINDINGS: ISSUES



COMMUNITY FINDINGS: HIGH INTENSITY* KEY THEMES

1. EQUITY AND INCLUSION

This theme is about the opportunities that are available to residents in the city, through the ways that they are welcomed and included, the access they have to the things they need, and the ways their views are integrated into the goals of the city.

FROM	TO
unequal access to resources, funding, and opportunities, polarized ideologies, and lack of awareness of vulnerability	people feeling heard, a sense of common goals, and broad empathy & understanding.

PRESENT STATE

- Slow pace of cultural integration, communities being pushed outward
- Lack of funding for some organizations
- Unequal concentration of wealth
- A need to understand vulnerability in the city
- Ideological divisions, lack of alignment on perspectives
- Poverty as a barrier to service access
- Unequal access to resources
- A lack of education, awareness, knowledge and visibility of indigenous issues

FUTURE STATE

- Everyone feels heard, a system built from diverse knowledge
- Working toward a common purpose
- A common vision, common goals
- A city that reflects its people, through cultural integration & celebration, diversity and inclusion, and Indigenous rights
- Racism doesn't exist
- Cultural empathy & understanding

**Intensity is a measure of:*

- How long community members spoke about each theme
- How connected the community felt each theme was to others
- How many times the theme was addressed in the session
- How important the theme was to community members in our survey

2. MODERN GOVERNMENT

This theme is about power: the things that influence the ways we make decisions, whose voices are included in decisions, and how we approach leadership.

FROM	TO
lack of diversity of those in power positions, inequity in decision making power, and low civic engagement	diverse and equitable representation, increased civic engagement, and efficient & accountable leadership

PRESENT STATE

- Power not evenly distributed at a local level
- Need for more opportunities for local decision-making
- Planning not integrated
- Difficult for residents to engage with city planning
- Inequity in who has power to make decisions
- Low access to /interest to civic information
- Low civic engagement
- Ideological divides

FUTURE STATE

- Learning from diverse worldviews
- Diverse people in positions of power
- Residents are actively engaged
- Participatory governance
- Community healing and relationship building
- Increased transparency, stability, and accountability
- New standards, limited political terms, planning beyond term limits
- More collaboration, less competition

3. CLIMATE AND SUSTAINABILITY

This theme is about building practices, use and protection of natural resources, preparedness from weather events, our values around the natural world, and our relationship with the environment.

FROM	TO
a short-term view of natural resources, and uncoordinated, inconsistent sustainability efforts	a connection to the environment, an understanding of our effects on the natural world, and coordinated, large scale sustainability efforts

PRESENT STATE

- Differing abilities to contribute to a low carbon future
- Few fuel alternatives
- Green building practices, like the City's Tower Renewal Program, not widespread enough
- Desire to rethink approaches to land use through repurposing, land trusts (i.e. Evergreen Brick Works)
- Need for more preparedness from increasing heat/cold weather effects, flooding, etc.
- Need more efforts to restore natural systems (i.e. Monarch Butterflies project, renewable energy in city buildings)
- Need more connected open green spaces
- Desire to protect drinking water
- Desire to ban single use plastics

FUTURE STATE

- Anti-flooding measures, water resistant housing
- Corporate accountability for resilient development
- Indigenous Values: 7 generations thinking, visible indigenous history
- Net zero buildings, retrofitted building stock
- Energy independent communities
- Gamification of desirable behaviours
- Meet carbon reduction footprint
- Change industry relationship with water, clean rivers and lakes
- A greener city, the stars are visible

COMMUNITY FINDINGS: HIGH INTENSITY KEY THEMES

4. HOUSING

This theme is about equity of access to housing, housing affordability, and the limits and opportunities for housing that come from land use planning.

FROM

inequality of housing access, unsure futures, and lack of creativity in solutions

TO

diverse, creative housing solutions that provide affordable housing options as a human right

PRESENT STATE

- Unequal access to housing
- Limited quantity of affordable housing
- Lack of creative solutions for different groups to live in the same residence
- Inability to look at the future of housing development
- Not enough housing ownership models
- Need for different types of housing
- Critical details are overlooked like elevators, wayfinding, and playgrounds

FUTURE STATE

- Access to many different types of affordable, quality housing
- Different types of housing
- Housing as a human right

5. MOBILITY

This theme is about how we move around the city, how we access transit, and the infrastructure that supports movement.

FROM

poor, limiting, and expensive mobility options

TO

efficient, inexpensive, and multiple mobility options

PRESENT STATE

- Dense traffic congestion
- Overcrowded transit during rush hour
- Traffic-related incidents
- Lack of pedestrian and bike infrastructure
- Poor access to transit
- Poor mobility throughout the city
- High cost for transit

FUTURE STATE

- Transit system that reflects the needs of the residents who use it
- Efficient bike and pedestrian infrastructure in place that is easy to navigate
- New transportation technology that is efficient and fits the needs of the city
- Inexpensive transit system
- Comprehensive and efficient transit system
- Integrated transit system across the city
- Low congestion when moving throughout the city
- Affordable and accessible transit for all residents
- Abundant and reliable public transportation

6. CONNECTED COMMUNITIES

This theme is about how people belong in their community: how people live in their community spaces, and how people want to relate to each other, both interpersonally and through the systems that support everyday life.

FROM

a disparate, disconnected community

TO

a connected community where people feel a sense of belonging

PRESENT STATE

- Lack of sense of community and connectedness, feelings of isolation
- Lack of funding, need for more public spaces, cultural assets and community hubs.
- People being displaced by development, unequal distribution of funding to community groups
- Desire for a stronger "social fabric" - people who can rely on each other in times of need without government intervention; local champions - residents involved and engaged in supporting common needs

FUTURE STATE

- Opportunities for condo/apt dwellers to be civically engaged, more opportunities for communication & collaboration
- Valuing local (economies, food etc.)
- More public and community spaces
- Feeling connected to people and the neighborhood, having access to art and culture
- Improved services and resources, more diverse funding models

COMMUNITY FINDINGS: MEDIUM INTENSITY KEY THEMES

7. CRIME AND SAFETY

This theme is about justice and security: how people feel safe in the city and how we manage crime and violence.

FROM	TO
a strong feeling of neighbourhoods around the city being unsafe	every resident feeling protected and safe in every corner of the city

PRESENT STATE

- Limited safety measures in place within communities
- High number of gun-related violence across city neighbourhoods

FUTURE STATE

- Every resident feels safe when walking on the street
- Strict gun control measures with stronger coordinated responses to gun violence
- Police officers better equipped to deal with offences in different and more impactful ways

8. WORK

This theme is about how people make money: how we learn skills for work and the opportunities available to us for decent work.

FROM	TO
precarious, unequal opportunities for work	abundant, flexible, stable work

PRESENT STATE

- Limited quality jobs across the city and job dependency on declining industries and sectors
- Incomes in decline and a growing income inequality
- Lack of available jobs for vulnerable and emerging groups like contract workers, 40+, and youth
- Desire to explore basic income and guaranteed employment models
- Lack of skill improvement opportunities outside the knowledge industry
- Continued poverty across the city
- Inconsistent use of Community Benefits Agreements to promote local employment

FUTURE STATE

- A range of decent work options and pathways in multiple sectors
- Secure, stable, work at a living wage with benefits, even for contract work
- Living wages, reduced gender wage gaps, and basic income close the income gaps
- Flexible work arrangements with work options close to home
- Fair access for disadvantaged youth to employment opportunities
- Community Benefits Agreements used in all major municipal infrastructure projects

9. HEALTH AND WELLNESS

This theme is about physical and mental health, healthcare services and public health, as well as general well-being.

FROM	TO
poor access to healthcare services	accessible and affordable healthcare for all residents

PRESENT STATE

- Long delays for medical services
- High prices for certain healthcare needs
- Mental health services under threat
- Growing sense of loneliness and isolation
- Lack of programs to combat youth mental health
- Low visibility to healthcare services
- Low health and wellbeing of Toronto neighbourhoods

FUTURE STATE

- Youth activities are accessible and affordable in all aspects of their lives
- Happy residents who prosper
- Healthy food available at affordable prices
- Easy access to mental health services that are integrated seamlessly within communities
- Healthcare is accessible and affordable for all residents

COMMUNITY FINDINGS: MEDIUM INTENSITY KEY THEMES

10. TRANSFORMATION

This theme is about the ways that we approach change -both in the methods we use and in the mindsets and worldviews we need to make change happen.

FROM

short-term thinking, a lack of collective action, and disconnected approaches

TO

long-term thinking, a sense of optimism, working across sectors, and a resilience mindset

PRESENT STATE

- Lack of agreement of key priorities
- Tension between optimism and despair, fear of failure, lack of flexibility
- Lack of collective action
- Reactive

FUTURE STATE

- Resilient people
- Long term thinking and planning
- Learning from the past
- Taking proactive action
- Successes are celebrated

11. RISK & CRISIS MANAGEMENT

This theme is about how we measure, perceive, and manage risks and crises.

FROM

reactive, unprepared responses to risks and crises

TO

proactive, incentivized risk management

PRESENT STATE

- No go-to method for risk assessment
- Negative perception of risk
- Lack of household preparedness

FUTURE STATE

- Incentives are available for reducing and democratizing risk
- Risk assessments are deployed

12. INFRASTRUCTURE

This theme is about the built environment: buildings and systems that support living in the city.

FROM

tenuous and varied building and infrastructure standards

TO

de-risked, scalable infrastructure investments

PRESENT STATE

- Lack of investment in school infrastructure and austerity on infrastructure spending
- Risky building practices and current best practices; but signs of hope with passive buildings
- Lack of maintenance planning for old buildings and infrastructure
- Limited capacity of infrastructure and low adaptability to changing population

FUTURE STATE

- Zero-deficit investments that are screened for resilience and with a clear business case; dedicated budgets for resilience
- Integrated facilities and services for greater efficiency on infrastructure
- Infrastructure is built for present and future needs in ways that sale

COMMUNITY FINDINGS: LOW INTENSITY KEY THEMES

13. FOOD SECURITY

This theme is about access to affordable, diverse, nutritious foods, and where we get our food from.

FROM

inaccessible, limited, and expensive food options

TO

local, shared, affordable food experiences

PRESENT STATE

- Lack of access to fresh, healthy, affordable food
- Positive food waste policies
- Food prices are increasing beyond what is affordable for Torontonians
- Desire to see more food sharing options like community gardens and food fridges
- Provision: limited use of urban farming local kitchen / catering options
- Lack of education on various ethnic food options available in Toronto

FUTURE STATE

- Access to healthy food in locally available and affordable format
- Community gardens are the norm
- Many innovative models (like Scadding Court shipping containers or TTC grocery pickup)

14. TECH & DATA

This theme is about the use of data and technology as part of creating, delivering, and supporting city planning and services.

FROM

poor use of data and technology

TO

strong data regulation and efficient use of data and technology

PRESENT STATE

- Poor data collection
- Concerns over data privacy

FUTURE STATE

- Strong data and privacy protection
- Regulatory body responsible for monitoring safe data practices and keeping up with modernization in data and technology
- Data used for smart city planning

15. ECONOMY

This theme is about economic growth, opportunities for employment, and local markets.

FROM

an inability to keep up with a high-growth economy

TO

a proactive approach to the future growth of the economy

PRESENT STATE

- Desire for greater use of sharing economy and bartering models
- Limited planning for growth and financing
- Lack of smaller scale economic opportunities like microlending and smaller storefronts
- Money takes priority over people
- Inability to keep up with the economic growth of the city
- Inefficient use of taxes to support growth

FUTURE STATE

- Strong local employment opportunities
- Robust circular economy
- Reliable tools in place to gather data for the economic growth of the city
- Diverse economic models that keep up with new types of businesses

COMMUNITY FINDINGS: LOW INTENSITY KEY THEMES

16. EDUCATION

This theme is about formal elementary, secondary and post-secondary education, as well as skills based training, learning environments, and opportunities for learning in the community.

FROM	TO
little to no formal education about skills for resilience, reliance on old education infrastructure, unequal access to education opportunities	learning environments with strong communities of diverse learners, increased access to post-secondary education, and more opportunities for learning resilience skills

PRESENT STATE

- High cost of education
- Traditional education models are no longer relevant to keep up with current needs
- Lack of representation for marginalized groups
- Limited access to skills development and few opportunities to keep up with new employment requirements
- People are not prepared to respond to emergencies and crisis

FUTURE STATE

- Free Post-Secondary Education
- Residents have the skills to respond to emergencies
- Connected groups of learning communities

SUMMARY OF RESULTS OF THE JOINT STEERING COMMITTEE MEETING

On September 17, 2018, we held a meeting of the Joint Steering Committee, where we asked group members to consider the results of the community engagement Vision and Principles Workshop. Attendees of this meeting brought their rich experience to help advance the strategy development process. Conversation points from each table were gathered on post-it notes and clustered into themes for consideration when building the strategy.

The group was responding to the question, "What would need to be true to make this future vision of a resilient Toronto possible?"

The following summary reflects the themes that emerged during the workshop, which evolved into a series of principles that will guide the future development of the strategy.

What would
need to be
true?

SUMMARY OF THE INTERNAL WORKING GROUP/STEERING COMMITTEE ADVISORY WORKSHOP

1. Trust in Government: Inclusive decision making, how we approach leadership, how we deliver and how we communicate

This theme is about:

- The ability for people to influence decisions
- The willingness to take bold action
- The need to balance power - to have power that represents the makeup of the city

The groups referenced the need for an understanding of equity in decision making, the need for political will for change (and engagement from all residents), and the need for courage and strength to make bold decisions and challenge the status quo in governance.


2. Having a Balanced Portfolio: How we engage with risk & mitigate risk

This theme is about:

- The willingness to take risks
- The ability for the city to be resilient enough to take risks with fewer concerns about negative implications

The groups referenced the challenges of “bold leadership”, and they highlighted a need for the City to have confidence in the decisions that are made for this strategy. This also came up as the need to re-frame risk as the risk of not acting. And the need for political alignment around that. People also talked about the need for the City to build balance into their strategy. That we must recognize multiple, different ways of building resilience and engage multiple, varied tactics.

“We need to reframe risk – as the risk of not acting. The risk of not investing.”



“We need a shift in old power thinking. If inclusiveness and equity are the issues, you can’t use old hierarchical power to achieve this. We need to shift to new power. What does this look like?”

Comment from a participant, captured during the Joint Steering Committee meeting

SUMMARY OF THE INTERNAL WORKING GROUP/STEERING COMMITTEE ADVISORY WORKSHOP

3. How we share & model success

This theme is about:

- How we consider actions over time – and how to plan far into the future
- How we share information about our successes
- How we could act as a model of success for other cities

The groups referenced the need to measure resilience in the short- and long-terms, so that we can talk about "moving the needle" when small wins happen. They talked about the need to recognize that our future may not look like our present, and we need to consider the implications of our choices over longer timelines, while demonstrating action for the strategy over shorter timelines. We also heard that on the whole, the City needs to be more vocal about the things we are doing. This conversation also addressed the idea that Toronto should feel confident sharing success on a global scale when we experience progress.

4. Building Bridges and Bonds: How we engage & connect communities

This theme is about:

- Ensuring communities are connected to each other (to build bridges)
- Ensuring people are interested and involved in civic action
- Ensuring continued, ongoing, deep and meaningful public engagement is part of this work (bonds with community)

The groups referenced the fact that public engagement is a crucial part of this work, that there is civic interest in this work, and that we need to create opportunities to build bridges within economic differences, political differences, and geographic differences in Toronto. It included thoughts around the need for opportunities for people to build "bridging" capital, where they have opportunities to make connections with people who are not like themselves.

"This broad consultation could turn into inspiring action with residents."

SUMMARY OF THE INTERNAL WORKING GROUP/STEERING COMMITTEE ADVISORY WORKSHOP

5. How we communicate & collaborate

This theme is about:

- Making collaboration possible and how collaborations might be structured.

The group referenced the need to move away from silos to develop cross sectoral partnerships. They talked about the need to create terms of reference to support common language about this topic area. Overall, we heard that this work must use open communication to support collaboration.

“More collaboration between not-for-profits themselves. And more cooperation with government. We could do more if we planned together!”

“When you find meaningful partnerships with the private sector, we need to leverage existing power. Support that. There are people out there that have solutions we need. Nurture that. Leverage that.”

6. How we plan and implement this work.

This theme is about:

- The need for this work to be focused and prioritized on specific actionable areas to create impact
- Desired approaches to building the strategy - like having a long-term vision and being able to communicate short-term wins to show progress
- Remembering to compromise on some things (with an eye for getting movement on things that have been prioritized)
- The importance of the need to get funding to make this happen

The group referenced the desire to create a strategy that will be implemented. We heard multiple times about the need to move this to action and how to make this happen. We also heard that this work should connect to the City's Strategic Plan.

“This should connect directly to the strategic plan for the City.”

“We must act and not just plan.”

PRINCIPLES FOR A MORE RESILIENT TORONTO

Based on this input from the advisory workshop, the development of a Resilience Strategy should be guided by the following principles.

Resilient TO should:

1. Be a bold leader while making space for champions of this work
2. Embrace risk and advocate for change
3. Measure, show, and share successes
4. Stay connected to communities
5. Focus for impact, prioritize actions that are implementable, and secure resources
6. Build and leverage partnerships across sectors to advance implementation



NEXT STEPS

The consultation outcomes that have been outlined in this report are a significant step towards the completion of the City of Toronto's first ever Resilience Strategy.

The Vision and Principles presented here are in draft form, and will be subject to further consultation with workshop participants and the general public. The themes will inform consultation that will occur with stakeholders and the general public in December, when the draft actions of the Strategy will be determined.

A draft Strategy will be made available to the public in the early part of the new year, and will be sent to Council for approval in the late winter/early spring.

APPENDIX I

ATTENDEES OF THE VISION AND PRINCIPLES WORKSHOP

Aderonke Akande	Faroza Mohamed	Mark Bekkering
Ajeev Bhatia	Gabriella Sicheri	Mathura Mahendren
Alastair Woods	Gaby Kalapos	Matti Siemiatycki
Alexander Hay	Gillian Coyles	Mel de Jager
Ali Asgary	Glenn Milner	Mercedes Sharpe Zayas
Allan Barry	Hallie Siegel	Michael Cook
Amanda Smith	Haney Mussa	Natasha Apollonova
Amy Buitenhuis	Hanifa Kassam	Nessa Babli
Andrew	Hazel Breton	Patrick Boyd
Anne Gloger	Helen Kerr	Paul Kulig
Annette Synowiec	Isaac Seah	Pramila Javaheri
Ashley Sealey	Isabel Cascante	Rachna Kumar
Brad Freeman	Jane Welsh	Ray Park
Cherise Burda	Janvere Lyder	Rebecca Ramsey
Christina Marciano	Jeb Brugmann	Rene Devries
Christopher Penrose	Jia Lu	Safia Parveen
Dan Metcalfe	Jorn Leeksma	Sarah Harris
Daniel Fusca	Julia Langer	Shannon Holness
Dave Harvey	Kevin Morris	Simone Dalton
David Kellershorn	Kashfia Rahman	Stewart Dutfield
Denise Pinto	Kate Gaffigan	Suganthine Sivakumar
Donna Yong	Kevin Tudhope	Teresa Catalano
Dusha Sritharan	Kofi N Hope	Todd Stewart
Effie Valchoyannacos	Linda Hazzan	Uthman Olago
Elliott Cappell	Lindsay Kretschmer	Vezna Stevanovic
Elsa Ngan	Lorraine Randell	Wayne Chu
Eunice Wong	Madeline Webb	Yuill Herbert
Fadi Masoud	Marjan Lahuis	Zahra Ebrahim

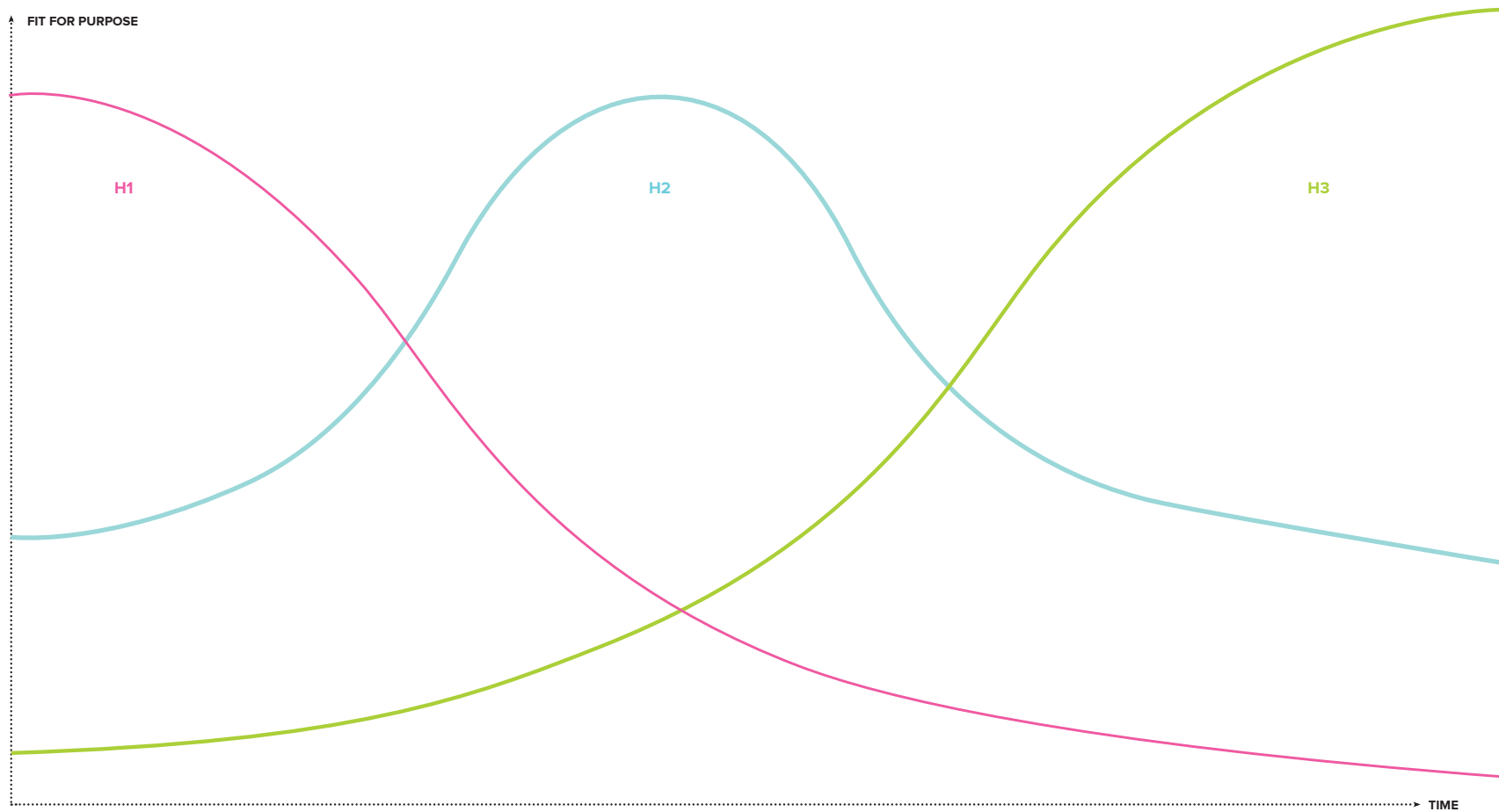
APPENDIX II

ATTENDEES OF THE JOINT STEERING COMMITTEE MEETING

Amanda Smith	Kevin Morris
Amy Buitenhuis	Kevin Tudhope
Anne Marie Nasr	Kwame McKenzie
Arthur Lofsky	Lorraine Randell
Beth Waldman	Mazyar Mortazavi
Bruce Hoang	Medhat Mahdy
Chris Murray	Michael D'Andrea
Cindy Ochieng	Mike Williams
Constanza Allevato	Nabil Harfoush
Daniel Fusca	Natalia Moudrak
Edna Ali	Natasha Apollonova
Eileen de Villa	Sean Gordon
Elliott Cappell	Sharon Avery
Enid Slack	Vincent Sfrerazza
Gregg Lintern	Will Johnston
Heather Taylor	William Fernandes
Helen Kerr	
Jim Baxter	
Josie Scioli	

APPENDIX III

THREE HORIZONS MODEL



The Three Horizons Framework was created by Bill Sharpe, who developed this method to support strategy and foresight activities.

The model is used to map the current state (here shown in pink as H1), the ideal future state (here shown in green as H3), and to identify the required activities that span between them - here identified in turquoise as H2. This is the model that we used to determine the ideal future that shaped the vision for a future resilient Toronto.