

COVID-19: IMPACTS AND OPPORTUNITIES ENGAGEMENT SUMMARY

SUBMITTED TO:
Toronto City Manager
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COVID-19: Impacts and Opportunities Engagement Summary

Introduction

The COVID-19 pandemic is a dynamic event. The impacts on individuals, businesses, organizations and communities continue to evolve requiring a rapid and thoughtful response by governments including the City of Toronto. To understand how residents and businesses are affected by these unfolding events, the Toronto Office of Recovery and Rebuild (TORR) undertook public and stakeholder engagements designed to:

- provide safe and accessible opportunities to hear perspectives on issues and priorities related to the pandemic response and rebuild;
- receive feedback from the public and a diversity of stakeholders, communities and organizations;
- support decision-making by TORR and the development of this report and recommendations to the City Manager; and
- share the feedback across City divisions and agencies, partners, the public and Toronto's communities and organizations as a resource for ongoing recovery and rebuilding efforts.

This report describes TORR's engagement approach and preliminary, high-level findings. The perspectives provided by participants through these surveys and discussions are intended to be shared widely within the City and among the public to support ongoing conversations and decision-making on responses to the pandemic and recovery and rebuild policies and programs. The TORR report recommends the continuance of engagement with Indigenous, Black and equity-seeking communities, and to build this engagement collaboratively with them to address the injustices and inequities these communities have faced.

Feedback received by TORR reflects respondents' views for a period between March to July 2020. The data sets from these consultations will be available in fall 2020 at toronto.ca/open. Data will be published in accordance with City policies and practices that remove personal information and inappropriate content, and with consideration of participant consent for the City to publish their feedback, including the consent of Indigenous participants.

Thank you to everyone who contributed feedback, ideas and lived experiences during this particularly uncertain and difficult time.

About this Report

The purpose of this report is to provide readers with an overview of public and stakeholder feedback and advice received by the City and its partners on challenges, opportunities and priorities for Toronto's recovery and rebuild. Feedback was collected through online public surveys, stakeholder surveys, virtual discussions and roundtables and email submissions.

The Preliminary Findings section of this report contains a high-level analysis of the input received through each engagement method. The feedback is summarized into 19 major topics, listed alphabetically:

- Child Care
- City Finances and Financial Sustainability
- Climate Change and Resilience
- Culture / Arts
- Economic Development and Business
- Equity, Vulnerable Communities
- Food Security and Food Access
- Growth, Planning and Development
- Housing
- Income Support
- Indigenous Torontonians
- Intergovernmental and Governance (Agencies and Corporations, Council Decision-Making etc.)
- Long-Term Care
- Mental Health
- Mobility / Transit
- Public Engagement
- Public Health and Preparedness
- Public Spaces
- Strategic Partnerships

Outreach and Engagement

Engagement activities were guided by the advice and direction of public health officials. Consultations relied primarily on online input and virtual meetings to maintain physical distancing and minimize contact. Some engagement activities were co-delivered with partner organizations to offer appropriate opportunities for engagement to Torontonians who might not otherwise participate.

Members of the public were invited to participate in the consultations in several ways. A website (www.toronto.ca/RecoverRebuild) was created with:

- information about the Toronto Office of Recovery and Rebuild,
- the City's governance and responsibilities of other levels of government,
- background reports and City strategies,
- an online survey,
- a discussion guide,
- a guide for community groups to host their own virtual sessions to gather input including a sample agenda and facilitation tips.

Between May 29 and July 15, 2020, the website was viewed by more than 15,000 unique users.

Engagement opportunities were promoted online through the City's main webpage, its "Get Involved" public engagement portal, multiple City social media channels and online advertising. Specifics of the media campaign include:

- Digital ads that ran on www.toronto.com (Metroland community network) and The Weather Network from June 19 to June 30 and were geo-targeted to North York, Scarborough, and Etobicoke and resulted in 270,666 paid impressions; and
- Social media posts, which appeared between May 29 and July 15 on Twitter, Facebook and Instagram and were used to help promote the survey using official City of Toronto accounts. Social media outreach included 23 tweets on Twitter (@cityoftoronto) that received 470 retweets, 684 likes, 3,832 clicks and 470,119 impressions; seven posts on Facebook (@cityofto) received 987 emoji reactions, 2,674 engagements, and a reach of 82,034; and 12 posts on Instagram (@cityofto) with a combined reach of 250,707, with 1,093 total clicks to the survey.

Information was also promoted via City Councillors and divisional staff. In addition, the City reached out to over 680 community agencies directly and through existing partnerships including new

ones formed in response to the pandemic emergency. The Chief Recovery and Rebuild Officer also promoted the survey through interviews with major news outlets including Toronto Star, Global News, City News, CBC's Metro Morning and Novae Res Urbis (digital news outlet).

Participants' perspectives were collected through a variety of methods:

1. TORR Public Survey

An online public survey was available from May 26 to July 15, 2020. The questions focused on identifying and understanding the top priorities, challenges and ideas of respondents. The City's 311 call centre accepted phone-in responses in multiple languages. In total, 13,796 people responded to the survey.

2. Theme-Based Roundtable Discussions

City staff coordinated roundtable discussions by phone and video on key social, community and economic themes. These facilitated sessions were organized around the questions developed for the public survey and discussion guide.

a) *Climate Change and Resilience*

Engagement focused on hearing the perspectives of community organizations and experts across all sectors including buildings, energy, transportation and finance.

- Over 130 representatives from approximately 76 groups participated in meetings on climate change and resilience. Other theme-based discussions focussed on, and received input on, other elements of community resilience.
- Conversations with existing tables, organizations and networks included the Clean Air Partnership/Clean Air Council (representing 30 GTHA municipalities), the Green Sector Development table of industry leaders from the green/clean tech sector (led by Economic Development and Culture Division), as well as consultation with members of Toronto Climate Action Network (TCAN) and ClimateFast.
- The climate and resilience work of TORR was also informed by previous extensive stakeholder and public consultation led by the Environment and Energy Division in 2019 on TransformTO, the City's climate action strategy and by broad consultation and engagement during the development of Toronto's Resilience Strategy throughout 2018 and 2019.

b) Equity, Vulnerable Communities and Strategic Partnerships

Engagement and outreach with individuals and organizations representing women, equity-seeking, Indigenous, Black, accessibility, and LGBTQ2S+ communities was conducted through:

- 77 existing tables involving over 1,000 participants. These tables were established to support a variety of initiatives for vulnerable and equity-seeking communities and groups, included:
 - TO Supports Work Group Tables addressing specific issues such as housing and homelessness, income support, family support, food access, mental health, safety and wellbeing, and social connection;
 - Community-based Sector and Resident/Neighbourhood Response Tables, City/Community Response Tables and outreach through the Community Coordination Plan's 13 tables and 400 community organizations; and
 - City-led and City Supported Groups - tables and networks that include residents and stakeholders that provide advice and inform City policies and initiatives to address issues experienced by vulnerable groups and communities, including: For Public Benefit Steering Committee, Toronto Seniors Strategy Accountability Table, Poverty Reduction Strategy Lived Experience Advisory Group, Toronto Strong Neighbourhoods Residents Advisory Committee and Planning Table, Local Champions Network, Confronting Anti-Black Racism Partnership and Accountability Circle, Toronto Youth Cabinet, Newcomers Leadership Table, Community Safety Table and TCHC Tenant Representatives.
- The City's Indigenous Affairs Office led and advised on opportunities to seek Indigenous perspectives and recommendations.
- Facilitation by the City's Confronting Anti-Black Racism Unit and Partnership Accountability Circle and Black Resilience Cluster, to reach out to almost 40 external organizations that specifically serve, support or are part of Black communities, and partnership with Social Planning Toronto to engage Black individuals and residents.
- Outreach to more than 69 external organizations that specifically serve or support people with disabilities and partnering with Community Living Toronto to engage individuals with developmental disabilities.

- Engaging more than 66 external organizations that specifically serve, support or are part of LGBTQ2S+ communities to seek their input, perspectives and recommendations.

c) Governance and Financial Renewal

Outreach was undertaken to invite stakeholders from the development, finance, technology and community sectors to meetings to discuss sector-specific impacts and potential longer-term trends in digital, development, real estate and property taxes. Stakeholders included the City of Toronto Digital Infrastructure Plan Community Advisory Group (CAG), the Building Industry and Land Development Association (BILD), the Toronto Regional Real Estate Board (TRREB), the Toronto Industry Network (TIN) and various property management firms and real estate investment trusts (REITs).

Input was also drawn from business tables and the Mayor's Economic Support and Recovery Task Force, which held meetings with industry and community groups, involving tables chaired by Council members, and provided feedback relevant to government and financial renewal.

d) Business

The City, in partnership with the Toronto Region Board of Trade established 11 sector-based tables, including Labour representatives and Indigenous participants, that were supported by a steering committee composed of senior leaders from across business and culture:

- Energy - Public power generation and distribution leaders;
- Film, Music and Live Events - Live venue owner/operators, industry association leaders, production company leaders, entertainment company leaders;
- Financial - Financial industry leaders;
- Health Services - Health professionals, innovation hub leaders, pharmaceutical association leaders, long term care association leaders;
- Infrastructure - Leaders in engineering companies, large transportation companies (airline, rail, airport authority), large telecom companies and, large construction companies;
- Large Retail, Grocers & E-commerce - Leaders in large industry and community associations, shopping centres, large retailers, big box retailers, and franchise chains;
- Main Street Business - Business Improvement Area (BIA) leaders, digital retailers, innovation hub leaders;

- Manufacturing - Small, medium and large-scale manufacturing leaders (chemicals, tech, paper products, metal stamping, pharmaceuticals);
- Higher Education Institutions;
- Technology / Innovation – Leaders in innovation/start-up hubs, financing companies, business incubators, and venture capital firms; and
- Travel and Tourism – Leaders in the tourism industry, major event representatives, hotel leaders, and hospitality associations.

e) Culture

Building on consultations done by the Mayor’s Task Force on Arts and Culture, TORR engaged 12 tables representing:

- Black cultural workers;
- Creators of interactive digital media;
- Cultural workers living with disabilities;
- Film industry;
- Francophone cultural workers;
- Heritage (museums, galleries and heritage sites);
- Indigenous cultural workers;
- LGBTQ2S+ cultural workers;
- Music industry;
- People of colour;
- Publishing and literary industry; and
- Youth (people under 30 years of age).

3. TORR City Partner Organizations Survey and Written Submissions

An online survey of the City’s partner organizations was conducted from June 22 to July 31, 2020 by City staff in the Social Development, Finance and Administration Division. This survey received input from more than 340 respondents on the impacts of the COVID-19 pandemic on service delivery, staff and best practices that could support the City’s service partnership models for pandemic planning. The City also received 15 written submissions from community organizations. Some responses were submitted by or signed by multiple organizations. In total over 100 community organizations provided feedback.

4. Engagement Conducted for the City by Social Planning Toronto

Recognizing that residents and individuals from Indigenous, Black and equity-seeking communities often face barriers to

participation in public engagements, TORR contracted Social Planning Toronto to conduct additional outreach through surveys and facilitated group discussions from June 24 to July 24, 2020.

This work was further supported by the Toronto Non-Profit Network and 30 local organizations representing Indigenous, Black, accessibility and equity-seeking communities. More than 380 individuals participated in 41 group discussions and nearly 1,000 responded to the Social Planning Toronto survey.

5. Mayor’s Economic Support and Recovery Task Force and Councillor Roundtables

Throughout March and April 2020, Mayor Tory hosted a series of 20 virtual meetings to hear from key industries and sectors. Meetings included over 200 stakeholders from a variety of sectors and industries including hospitality, film, Business Improvement Areas, business, organized labour, technology, arts, universities and colleges, faith leaders, social service and community organizations, music, contractors, manufacturing, residential landlords, venture capital, tourism, goods movement and logistics, real estate, and green industries.

In April and May 2020, several City Councillors met with residents and stakeholders as part of the Mayor’s Economic Support and Recovery Task Force. These eight working group roundtables gathered input on several issues including social services and housing, cultural and arts communities, small businesses, workers and labour, upper education and industry, recovery and restart, business and community contributions, and children and youth. The recommendations from these discussions have been included in the analysis and summary findings in this report.

6. Emails

A total of 57 letters, reports and emails from individuals, businesses and organizations were received through the Recovery and Rebuild email, the Mayor and Members of Council, and the City’s Get Involved consultation portal.

7. Council Advisory Bodies

The Chief Recovery and Rebuild Officer made a presentation and received input at meetings of the Toronto Accessibility Advisory Committee, Toronto Francophone Affairs Advisory Committee and the Film, Television and Digital Media Advisory Board, and further input was provided by the Toronto Music Advisory Committee through a Councillor-led discussion.

Summary of Engagement Findings

The next sections contain a set of graphs with high-level findings from two of the consultation surveys, followed by summaries of the input received through all engagement activities and data sources.

City staff reviewed and coded survey responses and meeting notes across all engagement methods and identified the range of ideas, where there was agreement and where there were differing opinions for each topic in this report. Although the topics are presented as discrete, in many cases comments crossed over more than one topic. For example, comments on climate change and resilience could also have mentioned equity and vulnerable populations, mobility and green space.

In this document, the following terms are used to refer to findings from specific engagement methods:

- The “TORR survey” refers to the online public survey conducted between May 26 and July 15, 2020.
- References to feedback from “community agencies” mostly describe findings from written submissions and the online TORR City Partner Organizations Survey conducted between June 22 and July 31, 2020 with local partners and organizations, as well as emailed submissions directly from community and sector organizations.
- The “Social Planning Toronto survey or discussions” refers to findings from the online survey and virtual discussions led by Social Planning Toronto and the Toronto Non-Profit Network on behalf of the City from June 24 to July 24, 2020.
- References to “meeting participants” or “participants” generally describe input received through the City’s theme-based roundtable discussions.
- Findings from the “Mayor’s Task Force or Councillor roundtables” refer to virtual meetings hosted by the Mayor’s Economic Support and Recovery Task Force and Councillor-led workgroups and roundtables held between March and May 2020.

Each section on each topic below includes a summary of feedback on challenges, priorities and opportunities identified by meeting participants and survey respondents. The length of a topic section and the number of comments per section do not imply their relative importance. The length of a section may reflect a diversity or alignment of stakeholder perspectives, and some topics touch on other subjects, so perspectives may be captured elsewhere.

It is important to note that the summary of participant input is not statistically representative. The weight of the captured feedback was estimated based on the following guidelines: “Many” indicates the largest number of repeating ideas; “Several” indicates a substantial number of repeating ideas; “Some” indicates more than a few, and “A few” suggests that one or two people had proposed an idea. Because consultations are not the equivalent of voting or polling on options, ideas can come from many or a few.

Additionally, input from different methods such as surveys and meetings asked different questions in different ways and at a time when the pandemic was evolving. Participants were able to choose to provide feedback on the issues, services and topics that they were most concerned about or interested in.

The findings in this report should be considered a first step in the possible analysis of this data. Additional analysis will likely identify new topics and sub-topics as well as connections between topics. City divisions, agencies and partners, as well as residents, businesses, organizations, and communities are encouraged to review these findings and the data on the City’s open data site and undertake their own analysis.

While the objective of the engagement was not to seek consensus among participants, the following issues were frequently raised across all methods by the participants:

- Continue to work with other levels of government, community organizations, businesses, and residents.
- Use this moment as an opportunity to address long-standing challenges and issues such as affordable housing, income and racial inequality, climate change and transportation.
- Better understand the mental health impacts of the pandemic and develop a municipal response to the need for mental health services and supports for residents.
- Promote the recovery of Toronto’s economy through supports and programs for small businesses, workers, and critical public services such as childcare and transportation.
- Include residents and community leaders in decision making, as partners in service delivery, evaluation and further engagement of Torontonians.

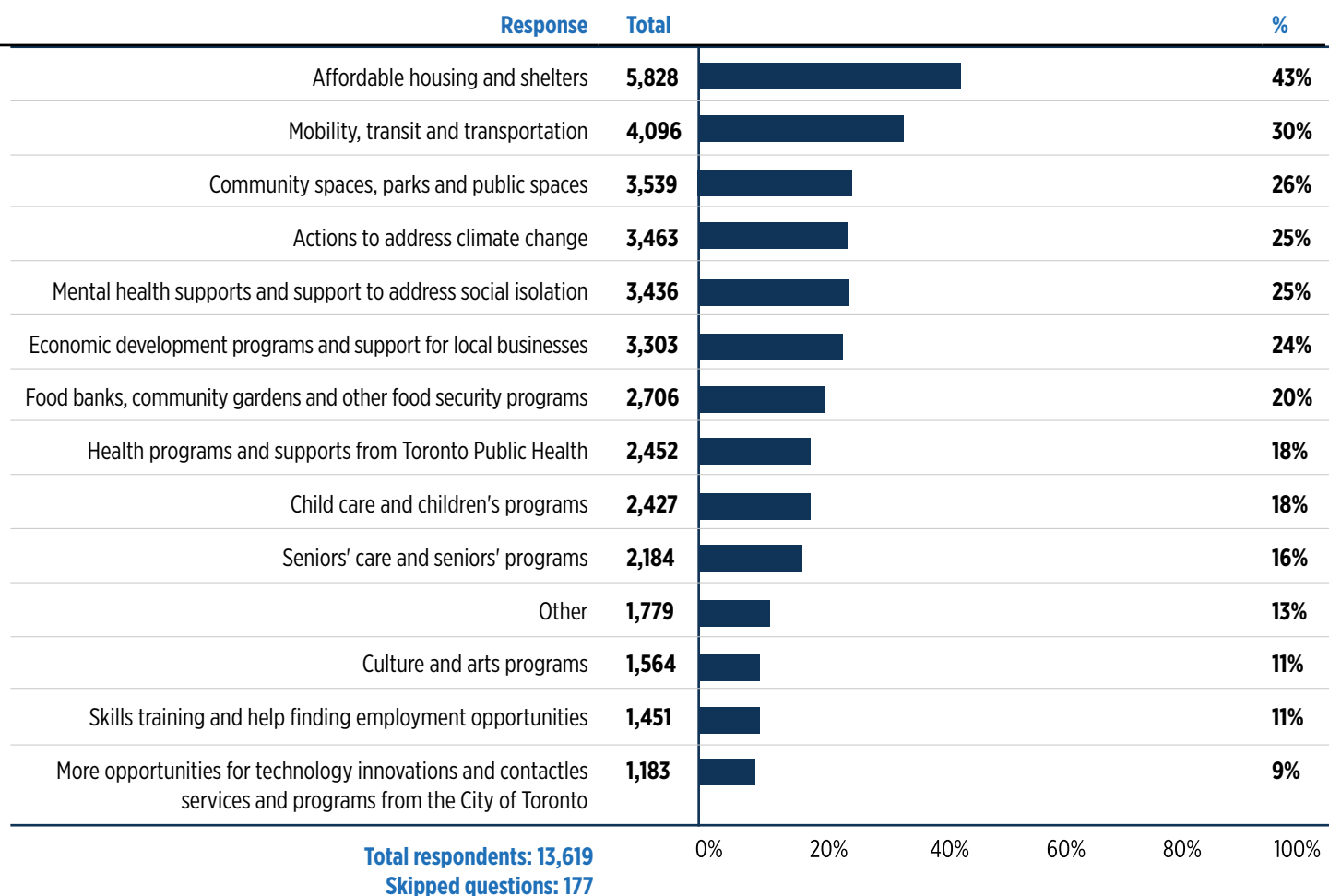
Demographic information about participants, where available, is described at the end of this report.

Sample Survey Findings

Below are a number of graphs highlighting a few key questions from the public survey as well as the one undertaken for the City by Social Planning Toronto. Datasets for all questions and all surveys will be posted to www.toronto.ca/Open.

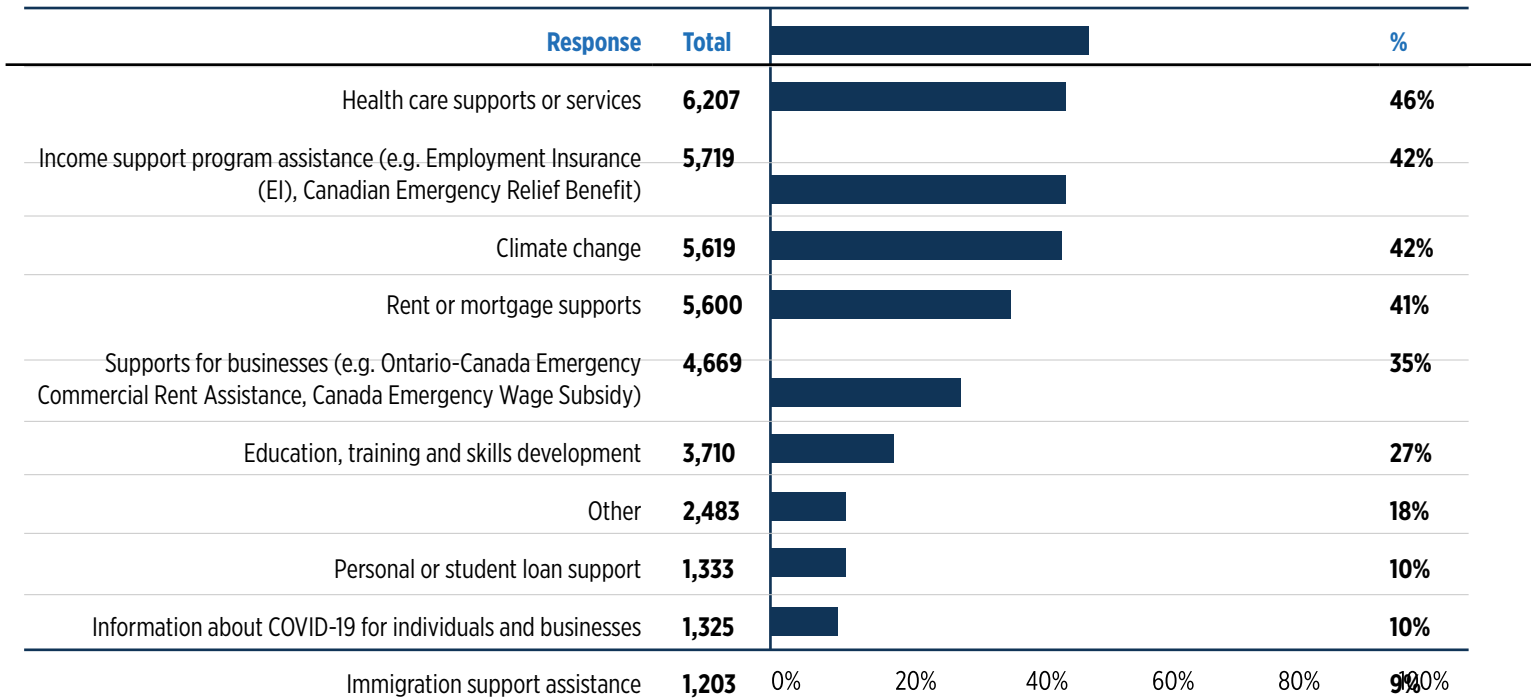
- A.** This graph represents the responses to the first question in the public survey that asked respondents to select the three top priorities that they, their community, organization or business needed to effectively recover and rebuild.

What are the priorities for you, your community, organization or business to effectively recover and rebuild? Please select up to three (3) choices.



B. This graph represents the responses to the third question in the public survey that asked respondents to select three top priorities for the City to work on with the federal and provincial governments.

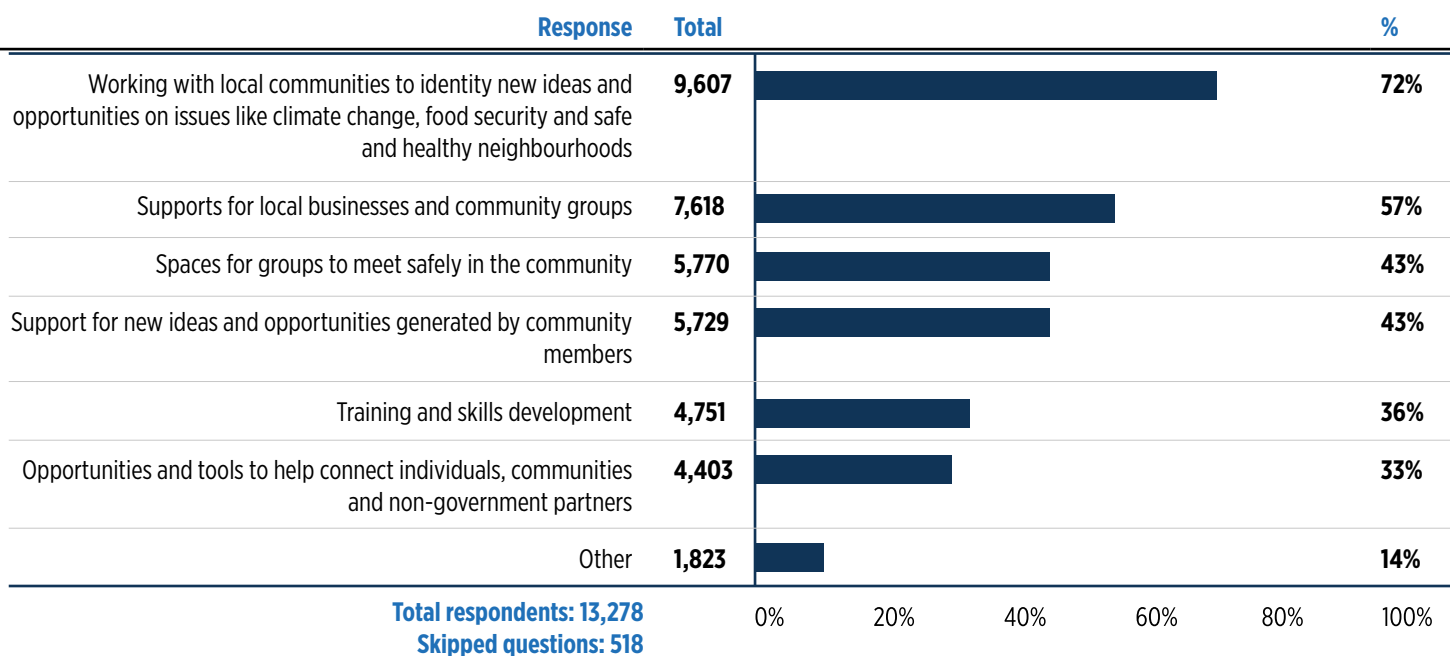
**What are three priorities would you like to see the City work on with the Federal and Provincial Governments?
Please select up to three (3) choices.**



Total respondents: 13,498
Skipped questions: 298

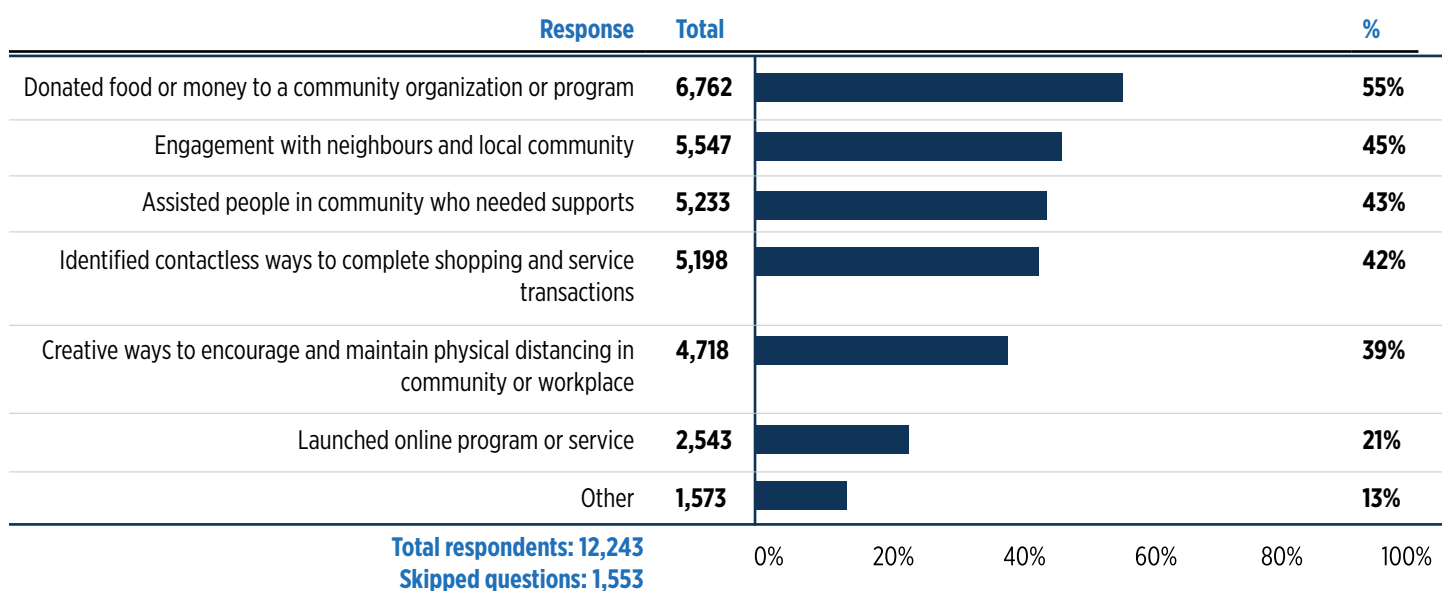
- C. This graph represents the responses to the fifth question in the public survey that asked respondents to select three top priorities for the City to work on with other non-governmental partners.

**What would you like to see the City work on with other Non-Government partners?
Please check all that apply.**

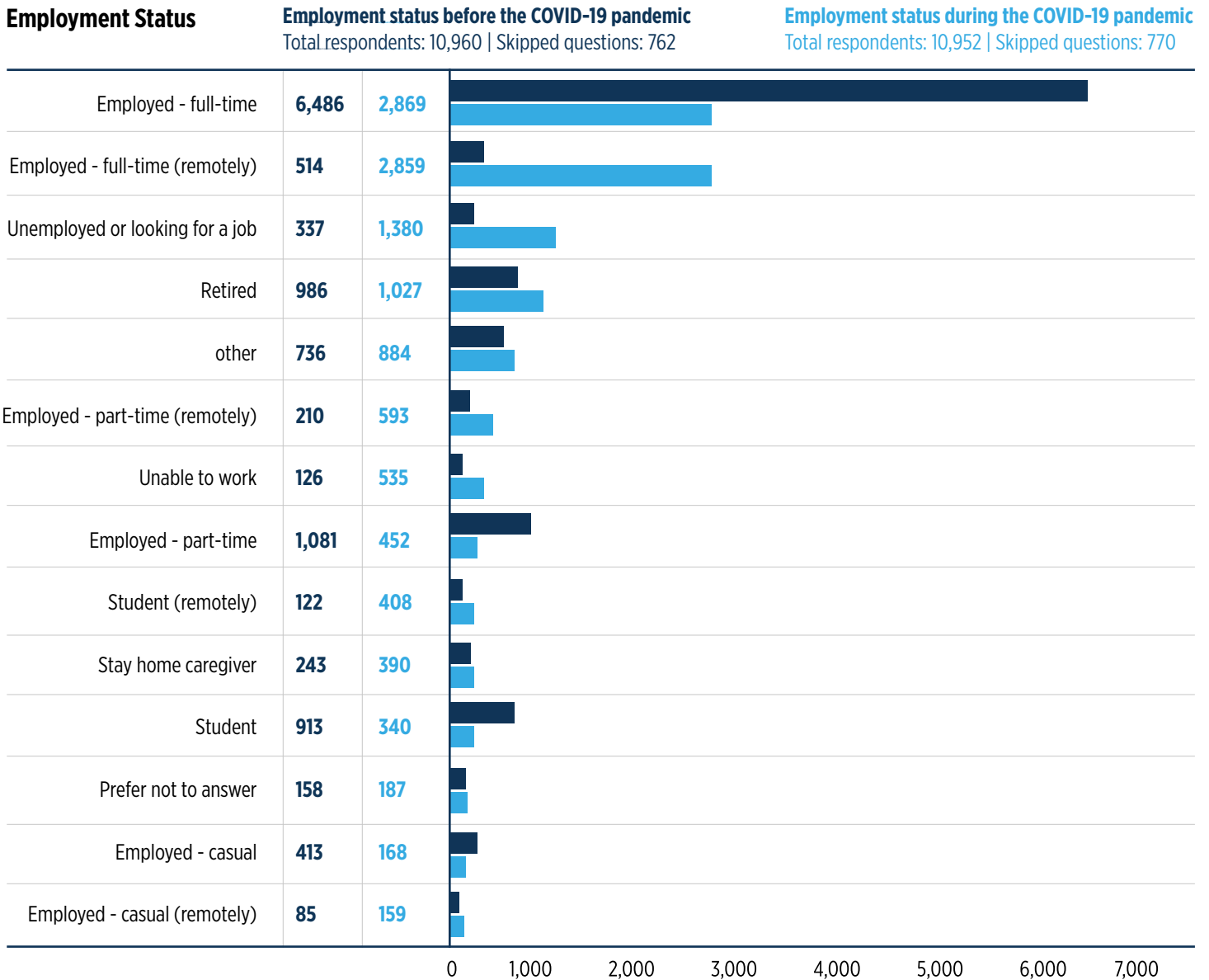


- D. This graph represents the responses to the seventh question in the public survey that asked respondents which actions they or Toronto's businesses and communities had undertaken in response to the pandemic that could serve as examples for the City to learn from.

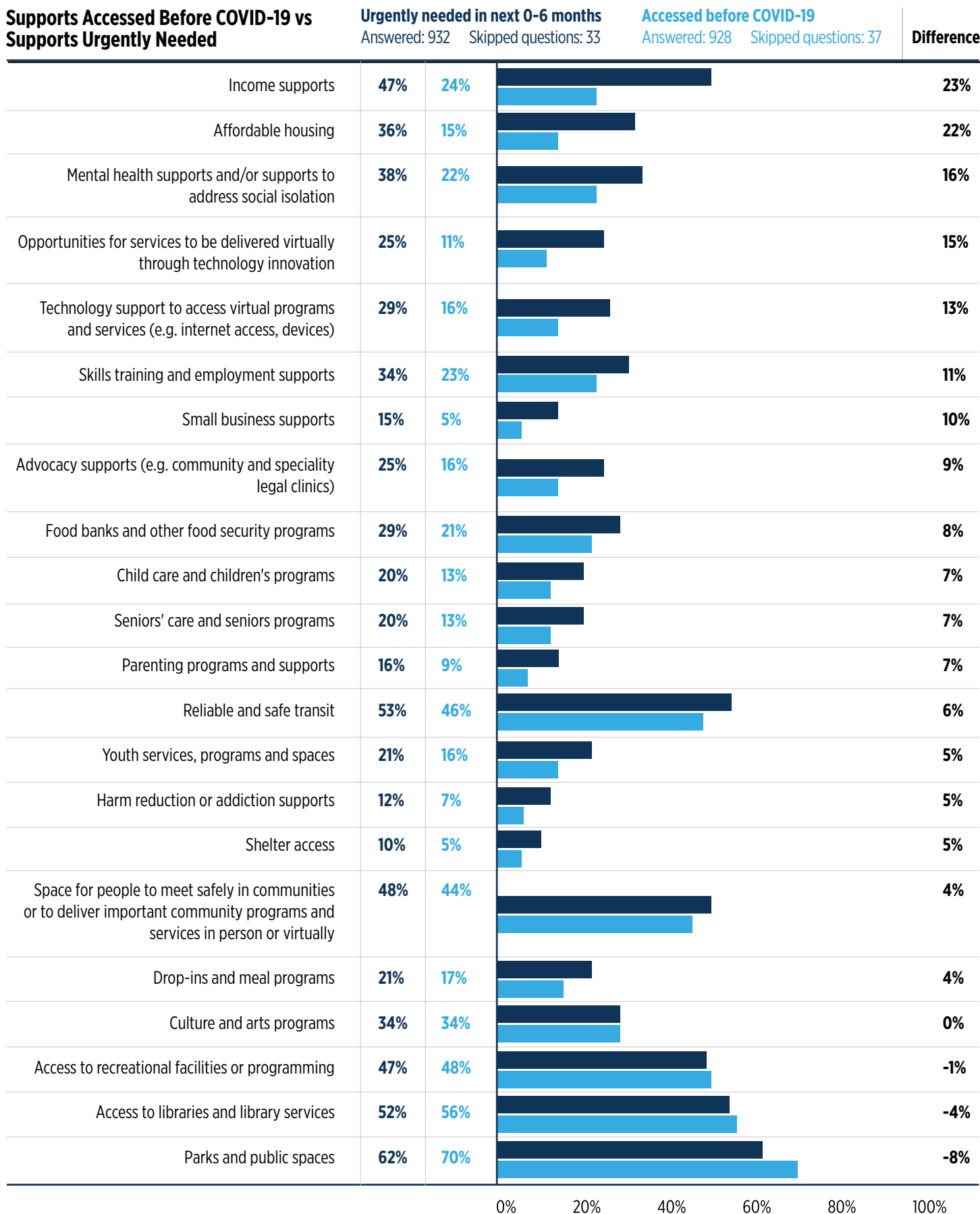
What have you, your business, your community or your neighbourhood done in response to the pandemic that the City could learn from and build on? Select all that apply.



E. The graph below represents the responses to the public survey that asked respondents to indicate their pre-pandemic and current (at time of response) employment status.



F. This graph represents the responses to the survey, conducted by Social Planning Toronto on behalf of the City, on the supports respondents required prior to COVID-19 and during the pandemic.



Child Care

Challenges identified by participants

- Many survey respondents and meeting participants identified child care as a significant challenge.
- For parents and caregivers with children in a child care centre, the closure of these facilities was identified as a major challenge, as many caregivers could not work, had to turn down work opportunities, or had to rely on family members to support their children while they worked.
- Many respondents shared concerns around mental health, anxiety, and loneliness among both children and caregivers. This was particularly evident in feedback from people who identified as lower-income or from a vulnerable community, where a lack of space at home, challenges with remote learning, limited social interactions, and a difficult transition back to school were commonly noted.
- Participants in the Mayor's Roundtable and the TORR survey of community agencies noted that the loss of child care disproportionately impacted women, who are often working and the primary caregivers for children and older family members.
- A lack of affordable, accessible child care was commonly identified as an ongoing and long-term barrier to return to work and recovery.

Priorities identified by participants

- Among TORR survey respondents who highlighted the importance of opening child care centres, many emphasized the safety of the centres and the need for more space and more affordable options as priorities.
- Most respondents, including organizations supporting families, identified an urgent need for governments to provide universal, affordable and sustainably-funded child care.

Opportunities identified by participants

- Governments were urged to cooperate to fund accessible, affordable child care programs, both short term during the re-opening phase, and long-term to sustain accessible child care.
- Many recommendations, particularly in feedback provided in the summer compared to the early days of the pandemic,

spoke of the return to school with new hybrid learning as a key opportunity. For example, some organizations urged cooperation between school boards and child care providers to accommodate the full spectrum of early learning and child care, and urged the provincial government and the City of Toronto to work together with licensed child care operators to identify additional physical space to bring child care back to full capacity until such time as physical distancing constraints are lifted.

- Many respondents noted technological barriers to learning, and advocated for better access to the internet to support effective online learning.
- Some respondents encouraged employers to provide support and accommodation to staff who need assistance for family care through, for example, flexible work hours, longer breaks throughout the day to care for children, and mental health breaks to go outside for walks.
- The need for more staff and volunteers to provide child care was seen by some respondents as an opportunity to hire people who had lost their jobs during the pandemic and partner with community agencies.

City Finances and Financial Sustainability

Challenges identified by participants

- Many TORR survey respondents identified the City's budgetary shortfall as a challenge, particularly for its future impacts on residents and businesses. Some raised concerns on potential tax increases, particularly property tax, and others were concerned that commercial property tax will add financial burden to hard-hit local businesses. Some respondents also noted that the City requires new revenue tools to support recovery and growth in the future.
- Many respondents to the Social Planning Toronto survey highlighted the need for more social services to help the community and many did not want to have any service cuts or increases in transit fares in the future.
- Some identified the need for further funding from Provincial and Federal governments to help support infrastructure investments, social services and local community supports.
- Some business stakeholders noted that municipal revenues are reliant on land-based approaches to value which may become less relevant as businesses shift to e-commerce.

Priorities identified by participants

- In the TORR survey, calls to defund the Toronto Police Service or re-allocate policing budgets to services and programs for Black, equity-seeking and other vulnerable communities were among the most frequently-identified priority.
- Many survey respondents commented on the need to both reduce the City's deficit and avoid increasing the financial burden for residents, such as through increases in taxes and service fees.

Opportunities identified by participants

- Many survey respondents suggested reallocating funding from police services to other community services.
- Some survey respondents suggested the City can benefit from implementing congestion pricing, more transparency in budget and spending, and conversations with other levels of governments to better match financial responsibilities with income sources.
- Some business stakeholders suggested reforming the commercial and property tax systems to address challenges for small businesses and to support local jobs.

Climate Change and Resilience

Challenges identified by participants

- Most roundtable participants and survey respondents that commented on climate change described the pandemic as exacerbating the negative impacts of existing challenges such as hot weather, food insecurity and the disproportionate vulnerability of some communities.
- Many respondents, particularly in the survey conducted by Social Planning Toronto, identified the reduced access to public buildings and insufficient green space during the pandemic as negatively impacting their physical and mental health.
- Some stakeholders raised concerns that the implementation of the City's TransformTO climate action strategy and Resilience Strategy has been slower than is required to meet targets, and that pandemic-related financial challenges could further slow implementation.
- Some respondents noted that the need to renew Toronto's buildings, particularly older apartment towers, existed before the pandemic and they felt the need became more urgent due to COVID-19 as many people were isolated at home during extreme heat events.

- Respondents frequently described limited capacity on transit and few mobility options, which posed challenges to access jobs, services, and maintain physical distancing, across the city and particularly in vulnerable communities.

Priorities identified by participants

- Many indicated tackling climate change as a priority for them and their community to effectively recover and rebuild, and many suggested climate change is a priority that the City should work with the Federal and Provincial Governments to address.
- Creating green, high-quality jobs and economic opportunities was seen by many as a priority, such as through large-scale building renewal.
- The importance of resilience was highlighted frequently including climate resilience, economic resilience, resilient communities, resilient quality housing, etc.
- Social equity was highlighted as a top priority by many stakeholders, noting that COVID-19 had disproportionately impacted marginalized, lower-income and racialized communities. Focused investment in housing renewal and transportation options in these communities was suggested as a priority.
- Health was identified as a priority during recovery and rebuild, in terms of good air quality, being prepared for extreme heat, improved housing quality and preventing negative impacts on physical and mental health.
- Other participants highlighted the key role a climate lens, as well as an equity lens, should play in recovery decisions and ongoing City decision making.
- Stakeholders noted that successful recovery requires increased transit capacity and priority, as well as increased safe cycling and walking infrastructure, in the immediate recovery period for physical distancing and in the long term to build back better.

Opportunities identified by participants

- Many stakeholders highlighted the key role a climate lens, as well as an equity lens, should play in recovery decisions and ongoing City decision making.
- Members of Toronto's Indigenous community spoke about opportunities for Indigenous placemaking as part of recovery and rebuild, and opportunities for green jobs development through green infrastructure investment.

- Many organizations expressed that climate change and resilience should not be presented as separate or competing with key needs such as housing. Rather, they should be integrated into the development of broader overarching solutions.
- Frequent messages on the overall approach to recovery and rebuild from a climate and resilience perspective included:
 - The opportunity for Toronto to “be bold” and do things differently;
 - The need for a green and just recovery, and that successful COVID-19 recovery and rebuild means addressing issues of equity, economy, resilience and climate change together;
 - Recognizing that COVID-19 recovery and rebuild presents an opportunity to accelerate climate action; and
 - Collaboration and co-benefits need to be central to recovery.
- Some participants questioned whether moving ahead with high-carbon projects such as rebuilding the Gardiner Expressway aligned with the City’s climate change goals.
- Numerous stakeholders described a need for Toronto to develop complete communities (or a “15-minute city”) in light of COVID-19 where people can access what they need locally.
- Increasing green space, tree canopy and green infrastructure were noted by many as critical for Indigenous community cultural practices, cooling during extreme heat, and flood management.
- In the TORR survey, many recommended improving public transit and bike lanes, supporting low carbon vehicles, encouraging work-from-home and facilitating telecommuting, and support for energy efficiency retrofits.
- Some recommended reducing greenhouse gases through support for electric vehicles and electrified transit, incentivizing the green economy and green jobs, and supporting green roofs, tree planting and natural conservation.
- Many recommended banning single use plastic.
- Some also mentioned the need to improve waste diversion and stormwater management.
- Many recommended building on community and neighbourhood-based resilience initiatives to continue to address COVID-19 challenges and opportunities and also prepare for future shocks that impact communities, such as heat waves and flooding.
- Some participants identified opportunities for creating meaningful employment that could aid recovery and advance climate change goals. It was suggested, for example, that the City could coordinate with economic and business sectors to align a green jobs strategy with COVID-19 recovery that

supports the growth of green industries, decarbonization, and workforce development, particularly for unemployed, underemployed and equity-seeking groups.

- Accelerating the development of safe active transportation infrastructure for cycling and walking throughout the City was frequently recommended.

Culture / Arts

Challenges identified by participants

- Virtually all stakeholders who commented on the arts and culture sector noted that cultural institutions, grassroots organizations, and for-profit businesses face “debilitating financial hardship and possible permanent closure.” They described extensive job losses, and many noted that culture workers are particularly vulnerable, having low median incomes, being over-exposed to precarious work and the broader gig economy, and frequently holding secondary employment in other impacted sectors such as tourism and hospitality.
- A majority of stakeholders observed that the pandemic has disproportionately impacted equity-seeking groups, and exposed the socio-economic disparities they face in Toronto and globally. Within the cultural sector, this has taken the form of under-representation in leadership, and of challenges in accessing funding, employment, and spaces for cultural gatherings, among other systemic barriers. It was noted that “a generation’s worth of equity gains are at risk.”
- Many respondents stated that challenges related to access to affordable, sustainable space for production and performance have been exacerbated by the pandemic. With cultural venues unable to generate revenue for an extended period, closures and loss of vital infrastructure have resulted. Further, challenges accessing affordable housing are driving artists out of Toronto, draining the talent base.
- Many stakeholders noted that the sudden shift to digital platforms caused by the pandemic exposed a gap in expertise and technology that constrains adaptation, and also expressed concern that the digital divide could aggravate social and economic equity issues with potential long-term impacts in terms of labour market access for equity-seeking group members.
- Many respondents felt that public health requirements of physical distancing could weaken long-term consumer confidence.
- Some respondents described feelings of isolation and loneliness related to lack of access to social and cultural facilities (e.g. pow wows, places of worship, movie theatres, dancing, choir practice).

Priorities identified by participants

- Many respondents see opportunities to ‘build back better’ with respect to equity and inclusion, accelerating access to space, and enhancing digital infrastructure, and observed that the City must play a central role as a funder, legislator, and convenor. Respondents noted that the cost of a recovery that did not address equity issues could be an erosion of Toronto’s liveability, vibrancy and economic performance as its creative sector would be rendered less diverse.
- For cultural businesses to safely reopen, many respondents indicated that new investments will be required, including training, technology, and even modifications to premises in order to protect customers and employees. Support from the City to instill consumer confidence in returning to venues will be critical.

Opportunities identified by participants

- Because cultural sectors are exceptionally hard-hit, many TORR survey respondents recommended providing financial support to artists, institutions, and for-profit cultural industries, with an emphasis on advancing equity, in order to preserve the economic and social impacts that benefit Toronto so greatly.
- It was recommended that the City creatively apply its regulatory, financing and governance tools as well as work with the federal and provincial governments to support organizations trusted in diverse communities to help Torontonians facing systemic economic exclusion, expand career pathways for diverse creatives and support the continuity and development of new anchor institutions in diverse communities.
- Many organizations suggested that the City should support the culture sector’s move online by advocating for major investments in digital infrastructure, supporting efforts to modernize intellectual property protections, and facilitating improved connections between Toronto’s growing tech sector and the cultural sector.
- Economic stimulus investment in cultural infrastructure was suggested by some as a way to lead the recovery, address the shortage of space and create jobs. To further alleviate the scarcity of space, respondents suggested that the City needs to take a system-wide approach to inventorying and identifying underused public space, creating innovative incentives to unlock dormant space in private ownership, and streamlining City approval processes for both permanent and temporary production and performance venues.

- Some participants saw opportunities for new partnerships, creative collaborations between public and private spaces and organizations, and new funding models to support culture and arts sectors, especially in under-represented communities. Respondents saw the City as able to play a critical role in convening new partnerships and coalitions and creating the conditions for more effective collaboration across sectors.
- Respondents felt that culture can build strong neighbourhoods, and encouraged the City to accelerate cultural investment outside the core to support the development of neighbourhood vitality across the city, and to use cultural assets, space and events to catalyze small businesses and reconnect citizens from diverse communities to each other.

Economic Development and Business

Challenges identified by participants

- Many emphasized the significant challenges facing bricks-and-mortar small and local businesses, particularly retailers and restaurants. The most frequently mentioned challenges for businesses included commercial rent and the risk of eviction, tax for small businesses, improving consumer confidence, and how to reopen safely. Many showed concerns about job loss, financial insecurity and increasing debts.
- Anxiety and mental health were commonly cited, from factors such as:
 - When permitted to open, businesses are faced with a difficult choice to stay open and face greater risk of contracting the virus or to close and lose all income;
 - Through input from the TORR survey, it was identified that language barriers made it difficult for people to understand how to follow public health advice when visiting businesses or safely returning to work;
 - In the Toronto Region Board of Trade Roundtables, participants spoke about a lack of clear, consistent guidelines for employers and workers; and
 - Workers faced possible unemployment or changes to existing work practices such as working from home, or expectations to work longer or different hours.
- Many businesses indicated they faced a combination of challenges, primarily:
 - Cash flow and liquidity challenges, particularly for smaller businesses and sectors such as travel and tourism that

had to close. Many raised concerns about the ability of businesses to pay fixed costs throughout the pandemic and recovery period, particularly rental payments;

- The need to rapidly change their operating model, such as enabling a fully remote workforce, activating digital platforms and service delivery, introducing new or adapting existing product lines, and making changes to the layouts of stores and factories. Other businesses, in sectors like healthcare and grocery, had to scale up their operations to meet a sudden spike in demand;
- The health, safety and well-being of workers, including when working remotely and ensuring ongoing and reliable access to personal protective equipment while on the job; and
- Supply chain disruptions, as travel restrictions and business shutdowns in other countries interrupted access to some goods and services needed for manufacturing and other business activities.

Priorities identified by participants

- Many prioritized supporting local small businesses and helping them evolve the way they create and market jobs to, for example, attract youth and other groups most heavily impacted by the pandemic. Some emphasized the importance of preventing eviction and reducing financial burden such as rent hikes.
- Many Mayor's roundtable participants called for the City to work with businesses on enhanced workforce development and skills training programs. Many noted the need for skills training programs to be a cornerstone of economic recovery, including programs for youth, underrepresented communities, and those who have been laid off due to the pandemic.
- Many roundtable participants encouraged collaboration between businesses, postsecondary institutions and the City on program development, along with leveraging community benefits agreements to implement and deliver job training and create pathways to employment.
- Many participants suggested that now is the time to confront inequities and make meaningful changes to create economic opportunities, with particular action needed urgently to confront anti-Black racism and support Indigenous communities.

Opportunities identified by participants

- Many participants in the business roundtables agreed that the recovery period is an opportunity for innovation on multiple levels, including experimenting with new business models, collaborating with communities to advance social innovation, and leveraging Toronto's tech talent to develop technologies in areas such as renewable energy and green infrastructure.
- Many recommended actions on rent relief for commercial businesses and providing financial assistance to local businesses. Some respondents to the TORR survey recommended reducing red tape (e.g. fewer restrictions on patio space, easier access to permits) and providing incentives to buy local.
- Many of those consulted suggested the need to have clearer and more consistent guidelines and standards on safe opening from various orders of government.
- Some participants suggested that the City support continued public realm programming, such as CafeTO, to encourage vibrancy in the downtown core. Toronto's Accessibility Advisory Committee noted that these types of programs created some additional barriers that will need to be fixed and considered for future programs.
- Some suggested the City should prioritize workforce development, such as through coordination with employers, advocating for initiatives for newcomers such as in-demand bridge programs and credential assessment, and making it easier for residents to access City jobs and training.
- Several organizations suggested that every public infrastructure project should include community benefit targets that employ local residents from equity-seeking groups.
- Some respondents suggested that the City should look to partner with not-for-profits and skills training organizations to prioritize skills training, especially for youth, Black and racialized people, and people with disabilities.
- Many meeting participants highlighted that the pandemic has created an opportunity to shine the spotlight on main street businesses across Toronto. They encouraged businesses to take advantage of the strong consumer interest in supporting main streets and expected trends of hyper-local shopping to continue beyond the pandemic.
- Some business stakeholders recommended improving procurement processes and streamlining Toronto's customer interface to reduce regulatory burden, simplify transactions, reduce red tape, and improve response times.

Equity and Vulnerable Communities

(Note – Equity issues are also cross-referenced in several of the other topics in this report including child care, housing, mobility, engagement, food security and City finances)

Challenges identified by participants

- Many TORR survey respondents identified the challenges of income, racial and gender inequities. Many addressed the issue of systemic racism, and some raised the concern that low-income communities and people of colour are disproportionately affected by the pandemic. Some addressed the issue of transportation inequity, particularly in underserved low-income neighbourhoods.
- Many respondents to the Social Planning Toronto survey described struggles to access programs, maintain income and with mental health.
- Respondents also noted that lower-income and precarious workers faced higher risks to COVID-19 exposure, because many had to continue going to work.
- Many expressed concerns with access to programs, services and supports for equity-seeking and vulnerable populations.
- Some feedback, particularly in the Social Planning Toronto survey and meetings, highlighted a “technology divide” between communities, with lack of reliable internet service or devices and the need for one-on-one technology training.

Priorities identified by participants

- Many suggested tackling systemic racism and protecting Black and Indigenous rights as leading priorities. Some emphasized the need for more income support and community support.
- Most participants who spoke about vulnerable communities suggested that recovery must be guided by a strong equity lens, recognizing that certain communities are more affected by the impacts of COVID-19, and that the City and partners should use data to inform targeted policy, program, and funding decisions to ensure inclusive recovery for all.
- Many expressed the need to provide better pathways to education for marginalized groups (e.g. children back to school, training programs to upgrade skills for adults and seniors).

Opportunities identified by participants

- Many TORR survey respondents called for police reform and redirecting funds to support community programs. Some

advocated for Universal Basic Income and/or increasing minimum wage. Some recommended collecting race-based sociodemographic data and investigating inequities across neighbourhoods in Toronto.

- Leaders from the disability community noted that the Ontario government’s proposed health care triage protocol was drafted without any input from their community or sector stakeholders. They recommended that the City should play a strong leadership role in advocating to the province to ensure that there is full transparency, a human rights framework and consultation with disability stakeholders in the development of any triage protocol that is developed.

Food Security and Food Access

Challenges identified by participants

- In all surveys, many respondents identified challenges with food security and food access, including needing to visit a food bank or access food programs, higher spending on food as a result of more family members staying at home, long lines at the grocery store and balancing paying for rent, bills and food.
- Some meeting participants noted that many seniors had limited access to food.
- Access to infrastructure to safely distribute food was a challenge especially during the pandemic or other emergencies.

Priorities identified by participants

- Many survey respondents identified “local food” as a priority, and that the City should encourage urban agriculture, community gardens and farmer’s markets.
- Many also suggested the need to expand supports for community food banks and food programs, because increased demand and heightened food insecurity is expected to continue for the foreseeable future.

Opportunities identified by participants

- Many recommended encouraging urban farming and community gardens, particularly in vulnerable communities. Some suggested the need to support food delivery for the elderly and school meals for children.
- Some recommended strengthening food programs to include more fresh fruit and vegetables, locally-grown food and a greater variety of cultural foods.

Growth, Planning and Development

Challenges identified by participants

- Many TORR survey respondents raised the concern of “overdevelopment” and the lack of green spaces, parking space and affordable housing. Other respondents suggested the need for more development and “less red tape.”
- Some participants suggested that, despite the construction sector being among the first to reopen as an essential service, COVID-19 measures impacted thousands of jobs and contributed to significant delays in construction and occupancy of residential development projects in the city, which could exacerbate the existing shortage of housing.
- Many commented on the noise and air pollution in the City caused by construction sites, which some felt was more evident as more people were home during the day.
- Many expressed an urgent need for affordable housing.
- Many commented on the need for more inclusive and consultative planning processes, particularly from equity-seeking and vulnerable groups.
- Some business stakeholders noted that there may be variability in the housing market due to pent up housing demand and a growing tension between intentions to buy and intentions to sell. This could lead to price acceleration.
- Likewise, some stakeholders noted that investor-owners in the short-term rental market are contemplating either listing short-term properties for sale or bringing them into the rental market, as a result of the City’s new Short-term Rental Regulations. Participants suggested that toward the end of the year and into 2021, there will be some re-balancing in the market taking place.
- Some business stakeholders noted that online service delivery will continue to change brick and mortar businesses, but it is not expected to completely replace in-person retail.

Priorities identified by participants

- Many meeting participants commented on the need to prioritize affordable housing, particularly affordable rental housing.
- Some participants in the Mayor’s roundtables indicated that the City should more effectively use its buildings and public spaces and seek partnerships with large holders of real estate to address some of the needs for housing, space for community organizations and other service and program delivery.

Opportunities identified by participants

- Some respondents suggested new developments need to contribute to the quality of public spaces, infrastructure and amenities such as green spaces. Some recommended to speed up the building permit process.
- Some survey respondents recommended more and better public consultation with the public about development projects.
- Participants in the Mayor’s roundtables recommended updating zoning and Toronto Building processes and requirements to support small businesses and social enterprises, and to fast track projects as part of recovery efforts.

Housing

Challenges identified by participants

- Many survey respondents and meeting participants identified the linkage between housing and health, and advocated for accessible and affordable housing, particularly for Indigenous people, seniors, and those experiencing homelessness.
- Many identified the challenges in housing affordability, including high rents, rent increases and lack of affordable units.
- Many respondents to the Social Planning Toronto survey indicated they struggled to pay rent, as well as expressed concerns about eviction, housing conditions (e.g. not properly able to maintain distance, crowding, no hand sanitizer, loss of amenities) and housing for vulnerable populations such as homeless and seniors.
- Some landlords who responded to the survey expressed concern about their loss of income or inability to pay their mortgage because rent was reduced or tenants were unable to pay.
- Several community agencies that support vulnerable populations noted that housing affordability is more challenging than ever, and steady funding for agencies is essential, along with more social and subsidized housing and enforcing of tenants’ rights.

Priorities identified by participants

- Housing affordability was most frequently identified as the top priority by TORR survey respondents. Many identified the need for rent control and more supply of affordable housing units.
- Many acknowledged that equity-seeking groups are more impacted and need greater housing and homeless supports.

- Community agencies identified the challenge of so many community gathering points to have closed at the same time with the first wave of the pandemic, which cut many people off from practical and emotional supports, and this should be avoided in the event of a second wave.
- Some respondents noted the urgent need for more shelter and drop-in spaces, including spaces specifically for LGBTQ2S+ people.

Opportunities identified by participants

- Many survey respondents recommended imposing more rent control and strict regulations on short-term rentals (e.g. Airbnb), limiting real estate speculation and protecting affordable rental units. Some suggested the need for more supportive housing and the potential of providing more housing units with modular housing.
- Some suggested expanding emergency and transitional housing options and a focus on more affordable housing, including rapid, easy to deploy options such as modular housing and long-term leases at hotels.
- A few participants suggested all governments could explore partnerships to provide mobile community/peer/health supports in encampments, rooming houses, hotels, respite, as well as nursing homes, prisons, and group homes.

Income Support

Challenges identified by participants

- Respondents who identified the need for income supports most frequently described challenges from job loss, lack of child care, food insecurity, rental pressures and limited newcomer services due to the pandemic.
- About a quarter of participants in the Social Planning Toronto survey and discussions said they used income supports before COVID-19, and almost half of all participants indicated they saw this as an urgent support in the next six months.
- Some respondents pointed out that the pandemic highlighted many problems for low-income populations, including not qualifying for federal income supports and struggling to live off income from the Ontario Disability Support Program (ODSP). Some expressed concern about emergency income supports being phased out.

Priorities identified by participants

- Many called for an extension of the Canada Emergency Response Benefit (CERB) program, increases in ODSP payments to at least match CERB, and better and more simplified access to program such as the Disability Tax Credit.
- Several community agencies stressed the need for sustainable core funding.
- A few respondents commented that “non-status people” need access to income supports.

Opportunities identified by participants

- Many participants called for the resumption of the Guaranteed Income Pilot that was cancelled by the Province or other options to introduce an income support program to replace Employment Insurance, Ontario Works and ODSP.
- Many community agencies recommended providing at-risk and low-income families with free Wi-Fi and access to technology and training.
- Some respondents suggested providing programs in different languages, such as networking opportunities, skills and academic training for children and access to resources that are traditionally provided in schools, community centres, libraries, and other public spaces that may not be accessible.
- Some recommended community mapping and sharing of resources, in partnership with local organizations, to support increased services for organizations and their clients.

Indigenous Torontonians

Challenges identified by participants

- A majority of respondents of the TORR survey identified racism and violence against Black and Indigenous peoples as a challenge and advocated for police reform.
- Many participants in surveys and discussions indicated that the pandemic exposed and exacerbated the impacts of colonialism and long-standing barriers that are faced by the Indigenous community, particularly women, children, people with disabilities, survivors of abuse, and those with addictions.
- Many recognized that mental health crises and substance use issues are intricately tied with experiences of social isolation, income and housing insecurity, criminalization, anti-Black and anti-Indigenous racism, and the lack of systemic responses to poverty.

- In discussions with the business and arts and culture leaders, many noted the pandemic worsened the challenges for Indigenous people in business and the arts to access funding to train entrepreneurs, host productions and expand online capacity. They indicated that job losses in Toronto's cultural sector are having a disproportionate impact on vulnerable groups in the sector's workforce, such as Indigenous, Black and equity-seeking group members, as well as women, youth and people from low-income households.
- Some leaders of Indigenous arts organizations spoke of the significant gains made by that community in the last five years and expressed concerns about the erosion of these hard-won gains that the city's creative sector has made in issues of diversity, access and equity.
- Many noted challenges for Indigenous people experiencing homelessness to self-isolate without access to shelters or stable housing.
- Some identified a lack of Indigenous representation in government decision-making as a key barrier to an equitable response and recovery. It was also noted by an Indigenous organization that the TORR engagement process was a missed opportunity for collaborative engagement and meaningful inclusion.

Priorities identified by participants

- Many survey respondents prioritized empowering Indigenous communities and providing an opportunity to provide an Indigenous perspective to decision-making.
- Some noted that law enforcement of public health or emergency measures must not disproportionately target or criminalize Indigenous peoples, racialized communities, people who are precariously housed or who cannot self-isolate, or people with mental health disabilities and/or addictions.
- The City was urged to take action on its previous commitments to Indigenous community partners and residents made in strategies such as Meeting in the Middle, the Aboriginal Education Strategy and the Urban Indigenous Action Plan.

Opportunities identified by participants

- Several survey respondents and meeting participants identified the many ways responses to COVID-19 must align with existing commitments to Indigenous people including Canada's international human rights treaties, domestic human rights laws and the UN Declaration on the Rights of Indigenous Peoples. Similarly, some described an opportunity to adopt nation-to-nation engagement and partnerships with diverse

Indigenous governments, communities, organizations and knowledge-keepers to ensure that the COVID-19 pandemic is addressed in a culturally-appropriate and safe manner.

- Funding to increase affordable rental and home ownership opportunities for Indigenous peoples was a common recommendation.
- Some respondents advocated for more implementation of Toronto's urban agriculture strategies, including increasing support for Indigenous-led and Black-led agriculture and land/water stewardship programs, and more accessible programs for Indigenous youth that will assist in healing and mental health and wellness programs that connect youth to peers.
- It was suggested by some that collecting health and other demographic data regarding the response to the COVID-19 pandemic was important to recovery, and that data should be disaggregated by Indigenous ancestry, race, ethnic origin, place of origin, citizenship status, age, disability, sexual orientation, gender identity and socioeconomic status.
- Most respondents who spoke to Indigenous issues stressed the need to include Indigenous people, elders and Indigenous-led agencies in recovery planning. Some participants described a need for a City commitment to targeted funding, programs and supports, along with increasing Indigenous representation on board and advisory structures and ensuring such bodies respect the governance of Indigenous communities through the Dish With One Spoon, Hiawatha Belt and Two Row wampum.
- Many spoke to the need to acknowledge the Indigenous presence in Toronto, for example through education programs at the post-secondary level and signage and tours for people visiting the city.
- Some Indigenous leaders urged education across the Toronto Public Service to achieve a common and basic level of understanding of Indigenous cultures. It was suggested that education may translate to, for example, the City better understanding the importance of a sweat lodge, engagement through discussion and consensus, connecting on the waterways, and protecting places to do land-based agriculture and ceremonies. Some also recommended that the City fully implement the Aboriginal Employment Strategy across all city divisions with a goal on increasing the number of Indigenous people employed at the City of Toronto and the advancement of Indigenous people into senior decision-making positions.
- Some recommended stronger partnerships between the City and the universities to support Indigenous-led initiatives, and ensuring that these relationships were representative and delivered benefits to all parties.

Intergovernmental and Governance Issues

Challenges identified by participants

- In the TORR survey, some identified the misalignment between the City's limited legislative power and fiscal resources in comparison to its significant responsibilities as a government, which creates challenges for the City to properly fund the programs and services it is expected to deliver.
- For a considerable number of respondents and participants, the current structure of federal-provincial-municipal governance and financing was seen as limiting the City's ability to adequately recover from the pandemic and deliver core transit, housing, child care and income supports, particularly when considering the needs of our most vulnerable residents.
- Comments related to agencies and corporations were predominantly in reference to the TTC (including concerns on funding, crowding and safety) and the Toronto Police Service (including concerns about its budget and police violence).
- In the Social Planning Toronto survey, there were many comments about the importance of Toronto Public Library to the community and how it serves as a lifeline for many respondents (e.g. as the only public and free place to go to access computers, look for jobs, read and learn). Half of survey respondents said access to libraries was urgently needed, and some felt it should be considered an essential service in the future.
- Rent pressures on commercial tenants was highlighted by some organizations as a challenge and attributed to government supports being directed primarily to landlords rather than tenants.

Priorities identified by participants

- Some community agencies noted that “funder flexibility” should be a priority, noting that some government funders allowed them to use funds as required, which enabled them to be nimble in their response to community needs and to pivot to online delivery of many services.
- Many TORR survey respondents identified health care supports and services, income support and climate change as top priorities that the City should work on with other levels of government. Some identified rent or mortgage supports, support for businesses and education, training and skill development as intergovernmental priorities.

- In discussions facilitated by Social Planning Toronto, the top intergovernmental priorities identified by respondents were skills training and employment-related supports, access to recreational facilities and libraries, and safe and reliable transit.
- Stable capital and operating funding for transit was cited by many as a priority for the short and long-term recovery.
- It was suggested that all levels of government should prioritize access to financial aid including grants rather than debt deferral measures to ensure that all incurred costs during COVID-19 closures are covered.
- Some participants in climate change-themed discussions noted that municipalities should resist “traditional” stimulus projects that are counter to climate change goals and should instead call on the federal government to support clean energy solutions, Canadian cleantech innovation and businesses.

Opportunities identified by participants

- Community agencies described child care as an essential service and critical to economic recovery, and therefore recommended it be funded accordingly through federal/provincial/municipal agreements.
- Many respondents in surveys and discussions recommended more intergovernmental and agency collaboration to support affordable and accessible housing. Examples of recommendations are:
 - Making both capital and ongoing operating funding available to municipal governments, non-profit housing and service providers to support vulnerable and marginalized people, including seniors, women fleeing violence and those experiencing homelessness;
 - From the Mayor's roundtables, some indicated that enhanced support for renter households was needed, in addition to the urgent financial assistance needed by municipalities to support vulnerable and marginalized residents;
 - Involvement from sector leaders and people with lived experience was recommended as an important part of developing new models of support in emergency shelters and in supportive, congregate, and independent housing; and
 - Expansion of the federal Reaching Home program and the Ontario government's Community Homelessness Prevention Initiative (CHPI) program, with funding provided based on community needs, were suggested by some community agencies as a way to help cities and non-profit housing providers (including co-ops) and agencies.

- Some respondents recommended that every public infrastructure project (municipal, provincial or federal) should include community benefit targets that employ local residents from equity-seeking groups.
- Several written submissions from community organizations recommended a range of intergovernmental opportunities, including a “New Deal for Toronto” that would re-imagine the status of the city, beyond relief funding. It was described as requiring a new legal and financial relationship between the City and both the provincial and federal governments that recognizes the City’s economic contribution to the country, alongside shared responsibilities for supporting marginalized and vulnerable residents and that provides adequate funding for services with greater access to revenue tools.
- Some meeting participants stressed that the City needs to play a leadership role in advocating to the province and federal government for expanding and extending existing financial relief benefits to people with disabilities, particularly those receiving social assistance supports. One participant suggested partnering with local Business Improvement Areas to train local businesses on how to serve people with disabilities while COVID-19 restrictions are in place.
- Arts and culture leaders recommended that the City can support the sector’s move to online offerings by advocating to the federal government for major investments in digital infrastructure as stimulus spending.
- Participants in the Mayor’s roundtables suggested that the City should work with the federal and provincial governments to support trusted community organizations to help Torontonians facing systemic economic exclusion, expand career pathways for diverse creatives and support the continuity and development of new anchor institutions in diverse communities.

Long-Term Care

Challenges identified by participants

- Many survey respondents identified the challenges of the lack of quality care in privately-owned for-profit long-term care homes. Some identified the challenges of limited pay for caregivers or personal support workers (PSWs). Some addressed the concern of social isolation at long-term care homes.
- Many described feelings of sadness, loneliness and isolation felt by their elderly relatives in homes due to access restrictions.

- Some felt that seniors living in nursing, retirement and long-term care homes were at the mercy of poor staff and management protocols, and that close contact and ineffective hygiene practices put seniors at risk.
- There was concern expressed that seniors living in apartments and condos are sharing elevators and other common elements with others, and there was inconsistent enforcement of physical distancing and facial covering requirements.

Priorities identified by participants

- Many suggested long-term care homes, particularly privately-owned for-profit ones, need more oversight and higher health and safety standards and programming to maintain mental and physical health.

Opportunities identified by participants

- Many survey respondents recommended stronger government regulations on long-term care homes, and some mentioned the need to regulate PSW agencies to prevent exploitation and provide better wages for care workers. Some suggested the need for more funding from the provincial and federal governments to support personal protective equipment, staffing and inspection. Other recommendations included implementing industry employment standards that support a full-time workforce, with living wages and adequate staff to resident ratios.
- Some recommended building stronger partnerships between long-term care homes and community groups to help long-term care homes to be better integrated in the community and engage seniors. Some also recommended supporting alternatives to long-term care homes, such as home care, subsidies for in-home caregivers, and services and programs for aging-in-place.
- Several respondents suggested training for seniors to use technology to communicate with loved ones if physical contact is not possible.
- Participants in the Mayor’s roundtables suggested including long-term care, child care, shelters, and visiting homecare occupations in the City’s Fair Wage Policy, and to apply that policy to every care operation in the city, regardless of ownership.
- Some called on the provincial and federal governments to dramatically restructure long-term care homes and implement industry employment standards that support a full-time workforce, with living wages and adequate staff to resident ratios.

Mental Health

Challenges identified by participants

- Many survey respondents and meeting participants raised concerns of social isolation and its mental health impacts. Some mentioned the challenge of exacerbated stress, anxiety or problems related to addiction, some addressed the lack of mental health resources and services.
- Two-thirds of Social Planning Toronto survey respondents “felt sad, anxious, overwhelmed or lonely.” There were many different reasons cited for these feelings, including isolation, stress about work, family, fears of contracting virus, losing jobs, struggle with working and supporting families at home. Almost a quarter of respondents said they accessed mental health supports before COVID-19, and almost half indicated this would be an urgent support within the next six months.
- Some parents indicated they are seeking mental health resources for their children, who are coping with challenges of studying from home, limited social interactions, and navigating the return to school.
- Several participants who spoke to the pandemic impacts on seniors noted that many seniors do not have access to or ability to use technology, which isolated even those who were previously living independent and active lifestyles.
- Many respondents spoke to the disproportionate mental health impacts of the pandemic on Indigenous, Black, and LGBTQ2S+ communities, often citing pre-existing systemic racism and discrimination in policing and health care as contributing factors.
- Some stakeholders in the arts and culture community identified mental health impacts among musicians and artists, given that most events and opportunities were closed or severely restricted.

Priorities identified by participants

- Some meeting participants stressed that wellness and mental health should continue to be a key priority for the City of Toronto as an employer, through expanded benefits and wellness programs particularly those that support overwork and remote working.
- Some noted that employers need to better understand the effects on staff, particularly women, many of whom may have increased stress and mental health issues associated with the challenges of juggling working at home with taking care of the family.

Opportunities identified by participants

- Many survey participants recommended investing in mental health. Some suggestions for investment included:
 - The City working with the Province to fund mental health resources and cover more mental health services under OHIP;
 - Reallocating funding from police services to mental health and crisis support programs;
 - Creating crisis intervention support teams that are “police-free, community-led and trauma-informed emergency services” for people experiencing mental health or psychiatric distress and other forms of crisis such as gender-based violence;
 - Street outreach services that support homeless and street-involved people and connect them to appropriate services;
 - Increasing access to sign-language interpreters for deaf and hearing-impaired residents, many of whom have had to access online services without interpretation;
 - Shelters, drop-ins, and after school programming specifically to support low-income, Black, and Indigenous Torontonians; and
 - Youth outreach, youth diversion and constructive interventions for youth in conflict with educational institutions and legal systems.
- Many commented about tailoring mental health supports for unique groups (e.g. Black youth, children with autism, seniors, Indigenous, racialized communities, survivors, students, etc.).

Mobility and Transit

Challenges identified by participants

- Many survey respondents expressed concerns about contracting COVID-19 when taking public transit. Some said they had no other option for getting around and had to take transit despite the risk, and others indicated that they were using alternative modes of transportation to get around.
- In the TORR survey and in meetings, some respondents expressed concerns about safety for pedestrians and cyclists and advocated for expanded, safer cycling infrastructure.
- Organizations serving Scarborough noted the need for better and more affordable public transit in that area prior to and since the pandemic, describing long wait times for buses, long trips and commutes, unreliable schedules, and crowded and stressful bus rides.

- It was suggested in the Mayor’s roundtables that there is a risk that everyone will avoid transit and get back into their cars during recovery, or that people will fear density and that it will contribute to urban sprawl. It was suggested that traffic congestion was a major challenge pre-COVID-19 and there are concerns over the risk of rising congestion as the City re-opens. It was also suggested that transit will be critical when office tenants return downtown. Therefore, it was suggested that the City focus on ensuring transit is seen as a safe and secure travel option.

- improve safety measures on transit vehicles, including clear guidelines for physical distancing measures on buses and a clear commitment from the TTC to oppose racism and oppression on the TTC.

Priorities identified by participants

- Many individuals and organizations identified transit investment as a priority for response and recovery. Some specific investment suggestions were transit infrastructure, state-of-good-repair projects, implementation of bus-priority lanes, purchase of electric vehicles and new operating funding.
- It was suggested that creating active transportation corridors along or adjacent to essential workplaces such as hospitals, grocery stores and pharmacies was a priority.
- Many respondents stressed the need for investment in bicycle lanes and wider sidewalks to create healthy and safe mobility options.

Opportunities identified by participants

- Many TORR survey respondents called for rapid expansion of cycling and pedestrian infrastructure and rapid bus lanes, citing a goal of healthy, safe and climate-conscious alternatives to car dependency.
- Recommendations for more regional transit was a common recommendation among those who commented on mobility and transit.
- Other suggestions for transit and mobility investments included:
 - increased bus service, including fast-track bus-only lanes coupled with more frequent service;
 - expand separated, protected cycle tracks or multi-use paths adjacent to bus corridors;
 - lower fares for all as a pandemic response and move towards a fully-subsidized transit system, starting with the full implementation of the Fair Pass program;
 - ensure that the TTC is fully accessible (elevator upgrades, Wheel-Trans buses); and

Public Engagement

Challenges identified by participants

- Survey respondents and meeting participants who spoke to engagement indicated concerns with the lack of in-person consultation opportunities due to the pandemic and described historic and current challenges with the City’s engagement methods, including poor accessibility and a lack of cultural competency.
- Some respondents identified “stakeholder fatigue” from the large number of surveys being conducted by the City, organizations and polling firms during the pandemic response.
- Accessibility organizations indicated that very few sources of information are delivered in an accessible way.

Priorities identified by participants

- Addressing inclusion, anti-racism and decolonization in our spaces and engagements was commonly identified as a priority among participants.
- Ensuring that Black, Indigenous, and racialized communities, newcomers, people with disabilities, LGBTQ2S+ communities, and women are included in all economic recovery decision-making tables, was often suggested as especially critical.
- Indigenous communities stressed the need for more co-design and co-delivery of engagement and consultation. It was recommended that the City needs to invest in staff and time to make engagement methods more culturally relevant and acknowledge participation by providing honoraria.

Opportunities identified by participants

- Some recommended that the City partner with community organizations and other sectors to support engagement, such as expanding technology resources and other supports to help people with low income and those with accessibility needs participate in virtual events.
- Several survey respondents recommended that community hubs such as libraries, parks and recreation centres be used as innovative spaces for engagement.

- Some recommended better access to elected representatives to discuss and resolve issues.
- Better support of City staff with cultural competency training and more direct connections between staff making decisions with staff providing services was recommended by some respondents.
- Several meeting participants noted the value of conversations that were organized by community members, which helped to “create their own spaces” for discussions particularly among Black, Indigenous and equity-seeking communities.
- More diversity and representation in the list of City vendors used for engagement was recommended.
- Participants recommended expanding virtual means of public engagement to advance planning and design of infrastructure projects, to allow more people to be consulted and to support more continuous rather than episodic engagement.
- Some members of the Toronto Accessibility Advisory Committee suggested they would prefer to have an arts or innovation focus rather than be “bogged down in the operations of the City.”

Public Health and Preparedness

Challenges identified by participants

- In the TORR survey, many respondents suggested the need for more public health protection, including more testing, mask wearing, and educating the public. Many commented on the connections between public health and housing, poverty and climate change, citing the need for safe and clean spaces and environment.
- Some meeting participants expressed uncertainty whether the eventual COVID-19 vaccine will be sufficiently accessible, and urged strong public health leadership to ensure the vaccine is quickly rolled out and widely adopted.
- It was acknowledged by a meeting participant that contact tracing is essential, but some at-risk people will hesitate to report themselves for fear of discrimination.
- Accessing culturally relevant, timely and translated health services and information was described as a challenge by some meeting participants.
- Many participants identified communication of up-to-date and accurate public health information as a challenge.

Priorities identified by participants

- In the TORR survey, many respondents mentioned the importance of reopening slowly and cautiously, and making the use of masks or facial coverings mandatory in public spaces. Some respondents emphasized the need for opening up quickly and focusing public health efforts on populations at higher risk.
- Participants identified the need to address the social determinants of health and to understand how compounding issues such as poverty or addiction may impact a resident’s ability to access health care and to recover.
- Many participants identified the importance of learning from the City’s response and ensuring adequate equipment and training are ready for a possible second wave or public emergency. Some noted that the City needs to be particularly prepared to support low-income and vulnerable communities, based on lessons of the “first wave.”
- Participants identified a need to conduct additional COVID-19 testing, especially mobile testing sites for those in congregate living settings and for people with disabilities, and other vulnerable residents.
- Some meeting participants urged public health officials to work with the federal and provincial governments and with multicultural media outlets to make health communications more clear, more consistent and more culturally relevant.

Opportunities identified by participants

- Many respondents of the TORR survey recommended clearer guidance and stronger enforcement of public health safety protocols for places such as public transit, public spaces, businesses, indoor workplaces, apartments, condos and congregate living settings. Some recommended better communication and messaging to the public on public health information.
- In addition to safety guidance, some people encouraged the City to continue promoting outdoor physical activity and getting to know and help their neighbours.
- Some participants suggested that emergency preparedness plans and procedures are re-examined and includes input from those most impacted.

Public Spaces

Challenges identified by participants

- Many survey respondents said there was a need for more accessible and inclusive public and open space, such as wider sidewalks and dedicated bike lanes, to support social distancing and safety for pedestrians and cyclists. Some identified concerns about overcrowding in public spaces.
- Many survey respondents and some meeting participants expressed concern with the lack of available public space and City parks and recreation amenities (centres, programs, washrooms, playgrounds), particularly downtown.
- Many meeting participants identified a general lack of local, appropriate and affordable community space for organizations and residents to use as office space, meeting rooms, kitchens and program spaces. This lack of space in the Neighbourhood Improvement Areas and the City's "cumbersome" permitting process were highlighted as particularly challenging.
- Some stakeholders noted that limits to public space may reduce interest in living in the city, and raised that it may contribute to a loss of skilled workers or make Toronto less competitive in attracting companies and economic development.
- Some noted that the closure of public spaces was dangerous for heat alerts and suggested better heat alert planning for seniors and tenants generally.

Priorities identified by participants

- Many respondents identified more public spaces (e.g. wider sidewalks, extended bike lanes) and ensuring the safety of public spaces as priorities.
- Some meeting participants and community organizations suggested that the City should focus on "complete communities" and prioritize flexible, accessible spaces for community groups and residents to use on an ongoing basis, citing past barriers and ongoing economic challenges related to pandemic recovery. Some offered examples such as local "community hubs" of affordable housing, flexible work and community spaces for festivals, art and other programs, prioritizing new spaces through the City's capital planning and real estate modernization processes, and partnerships with large public land owners, such as school boards.

Opportunities identified by participants

- Many suggested widening sidewalks and increasing cycling infrastructure. Some suggested traffic calming measures and restricting car traffic on more streets. Some supported expanding the ActiveTO initiative.
- Some community agencies noted the progress made in sourcing temporary space during the COVID-19 pandemic and recommended long-term public space should continue to be available for community organizations. Some suggested that surplus City office space and school sites could be offered to non-City community organizations and residents for meetings or work.

Strategic Partnerships

Challenges identified by participants

- Many participants expressed worry that there would be loss of funds to support community and cultural services.
- Some participants worried of a loss in donations and support for their programs.
- Many participants felt the loss of social and community gathering spaces for their community.
- Community organizations and agencies were concerned that they are not able to provide adequate support and resources for their communities due to increased uncertainty and a need to change their operating models.
- Some respondents indicated the LGBTQ2S+ organizations suffered particularly high funding losses.

Priorities identified by participants

- Many participants called upon the City to ensure sustained funding for non-profit and community agencies to allow these groups to serve their communities.
- There was strong support for the City to take a leadership position in innovative partnerships, such as with school boards to transform existing and new school buildings into central spaces for local community services and programs.
- Many felt that the City should prioritize partnership opportunities that are led by and provide services, programs and supports to vulnerable populations.

Opportunities identified by participants

- Some community agencies indicated a desire to receive more sustainable funding, rather than project by project, to create programs that identify and fill gaps and support hiring of vulnerable people into paid and secure positions.
- It was recommended that the City establish a strategic planning table with provincial and federal representatives, leaders from across the sector and people with lived experience to develop new and collaborative models to transform how governments support vulnerable residents.
- Representatives from several community organizations indicated that they have played a critical role in pandemic response and that their services and funding need to be maintained and grow going forward. They expressed concern that funding cuts to balance budgets will fray the City's existing social fabric and make Toronto less livable.
- Some participants recommended new partnerships that would offer opportunity for residents and community groups to build and deliver their own services and supports. This could allow more organizations and programs led by the people they serve.
- Strategic research and policy-development partnerships between the City and its universities and colleges was recommended.

Appendix

Engagement – Demographic Information on Respondents

TORR Public Survey:

- 13,796 respondents in total (11,914 respondents (86.4%) completed the entire survey). Of those who provided additional information:
 - 91% of individuals responded on their own behalf; 3% submitted on behalf of an informal discussion among neighbours, friends, colleagues, family; 2% submitted as a community group, organization or association; 2% submitted as a business; and 2% as “other”
 - 46% of respondents were homeowners, 46% renters and 8% were neither owner nor renter
 - 81% of respondents indicated they were employed either casually, part-time or full-time prior to the pandemic, while 64% indicated they were currently employed either casually, part-time or full-time. Prior to the pandemic, 3% of respondents indicated they were unemployed or looking for a job, while that proportion of respondents increased to 13% currently.

TORR City Partner Organizations Survey:

Where participants provided information about their services, organizations described delivering a range of services in the following areas:

- Services:
 - Black resilience support
 - Education and skills development supports
 - Seniors services and supports
 - Francophone communities’ services and supports
 - Housing services
 - Gender violence prevention services

- Equity / LGBTQ2S+ services and supports
- Newcomer services and supports
- Geographic areas:
 - Black Creek Humber Summit
 - South Etobicoke
 - North York
 - North Scarborough
 - South Scarborough
 - City-wide service-focused organizations

Engagement Conducted for City by Social Planning Toronto

Total of 965 survey respondents (96% completed entire survey). Of respondents who provided information about themselves:

- 10.8% identified as Indigenous
- 57.8% identified as immigrants (not born in Canada); among them, 18.1% are new immigrants (in Canada for five years or less)
- 22.8% identified their racial background as South Asian or Indo-Caribbean
- 21.1% identified as Black
- 27.1% identified as having any type of disability (e.g. physical, mental, developmental, cognitive, learning, communication, sight, hearing, or functional limitation that, in interaction with a barrier, hinders a person’s full and equal participation in society)
- More than 12% identified as members of the LGBTQ2S+ community
- 40.7% had a total household income before taxes of \$0-\$29,999; 16.2% of respondents had a total household income before taxes of \$30,000-\$49,999

Some participants (24%) in group discussions conducted by Social Planning Toronto provided the following demographic data:

- 72.8% were immigrants (not born in Canada); among them 15.1% were new immigrants (0-5 years in Canada) while 61.7% have been in Canada for more than 10 years
- 38.3% selected East Asian as their racial background; 21.3% as South Asian or Indo-Caribbean; 16% as Black; 16% as Arab,

Middle Eastern or West Asian

- 22.3% identified as having any type of disability
- 48.4% said their household income before taxes was 0-\$29,999

Additionally, Social Planning Toronto collected information from consultation leaders on behalf of 41 different groups who participated in the discussions representing 388 individuals. Details are available in the data sets on Open Data.

Examples of outreach/communications/resources

Sample Online Ads:

James Pasternak @PasternakTD - Jul 3
We have extended the survey deadline to July 15 to build on all of the big ideas & great feedback we received about how #Toronto can recover, rebuild & emerge from the COVID-19 pandemic even stronger. Share your views at: toronto.ca/RecoveryRebuild #ward5 #yorkcentre #downsview

John Tory @JohnTory
I encourage residents, businesses and communities to fill out the Toronto Office of Recovery and Rebuild's survey and share their input on how the @CityofToronto can recover, rebuild and emerge from this pandemic even stronger. Fill out the survey at: toronto.ca/recoveryrebuild

Toronto Financial District BIA @MAYTDFD
The @cityoftoronto wants your input too!
Visit toronto.ca/recoveryrebuild and complete the survey before June 30th.

Paul Ainslie @didramlie - May 25
Share your ideas on ways Toronto can effectively recover and rebuild, and what actions your community has taken from COVID-19 to be stronger than before? Learn more and take the online survey at toronto.ca/recoveryrebuild. The survey closes June 30. #Ward54 #ScarbTO #TCIPub

councillor_nunziata@toronto.ca @FrancoNunziata - Jun 1
How can the City of Toronto recover and rebuild from COVID-19 to be stronger than before? Learn more and share your ideas by taking the survey at toronto.ca/RecoveryRebuild #FSW #Wards

COVID-19: About Reopening, Recovery & Rebuild
Last updated: July 16, 2020 at 7:15 a.m. While the City continues to work on reducing the spread of COVID-19...

Have your say

About Toronto's COVID-19 recovery and rebuild

Take the survey

COVID-19: About Reopening, Recovery & Rebuild
Last updated: July 16, 2020 at 7:15 a.m.

While the City continues to work on reducing the spread of COVID-19 and ensuring the delivery of essential and critical City services, it is also working to prepare for Toronto's recovery in the weeks and months to come.

The City has established the Toronto Office of Recovery and Rebuild (TORR) to:

- coordinate engagement and research
- develop the City's recovery strategies
- recommend actions to rebuild and reimagine the way the City delivers programs and services.

Residents, businesses and communities will play a significant role in successfully restoring communities and social and economic infrastructure. The City will continue to engage with institutions, the community and partners to get input that will help shape the City's actions around recovery and rebuild.

In This Section

- COVID-19: Reopening, Recovery & Rebuild
- COVID-19: About Reopening, Recovery & Rebuild
- COVID-19: City Initiatives Related to Reopening, Recovery & Rebuild
- COVID-19 Reopening Guidelines for Businesses & Community Organizations
- COVID-19 Reopening information for the Public

A Phased Approach to Reopening, Recovery & Rebuild

Toronto Office of Recovery and Rebuild (TORR)

Engagement with Organizations

In addition to the organizations and individuals who provided feedback through surveys, meetings and roundtables, the following organizations were signatories to letters to the Office of Recovery and Rebuild.

These lists of organizations are not exhaustive. Organizations have not been listed where they have requested anonymity, have not clearly provided consent to publish their names, submitted comments without attribution, or were not identified in online meetings or phone discussions. Written feedback from individuals is not included in this list for privacy reasons. Any omissions or errors are the responsibility of TORR.

- 3M Canada's Transportation Safety Division
- Access Alliance Multicultural Health and Community services and other Associations
- ACER
- ACORN Canada
- Advocacy Centre for Tenants Ontario
- Agincourt Community Services Association
- Alliance for Healthier Communities
- Art Starts
- Association of Community Centres
- Barbra Schlifer Clinic of Ontario
- Bathurst Finch Community Action Network
- Bells on Bloor
- Birchmount Bluffs Neighbourhood Centre
- Boys & Girls Club of East Scarborough
- Build a Better Bloor Dufferin
- Building Industry and Land Development Association
- Campaign 2000
- Canadian Arab Institute
- Canadian Association of Retired Persons: Toronto
- Canadian Centre for Victim of Torture
- Canadian Mental Health Association: Toronto
- Canadian Out of Home Marketing and Measurement Bureau
- Canadian Union of Public Employees Ontario Regional Office
- Catholic Crosscultural Services
- Centre for Equality Rights in Accommodation
- Centre for Immigrant & Community Services
- Centre for Independent Living in Toronto (C.I.L.T.) Inc.
- Centre for Social Innovation
- Charter City Toronto
- Citizens' Climate Lobby (Toronto)
- Clean Energy Canada
- Climate ACT advisory committee
- Climate Advisory Committee for Toronto
- Climate Challenge Canada
- Climate Fast
- Community Living Toronto
- Community Police Liaison Committees (CPLCs)
- Congress of Union Retirees of Canada
- Consulting Engineers of Ontario
- ConveneToronto
- COSTI Immigrant Services
- Council of Canadians (Toronto)
- Covenant House
- CREW (Community Resilience to Extreme Weather)
- Cycle TO
- Cycle Toronto Midtown: Ward 8 and 12 Advocacy Group
- Daily Bread Food Bank
- Davenport Perth Neighbourhood Community Health Centre
- David Suzuki Foundation
- Diversio
- Dixon Hall
- Don't mess with the DON

- Drawdown Toronto
- East Scarborough Storefront & Centre for Connected Communities
- Ecologos/Water Docs
- Family Service Toronto
- Federation of North Toronto Residents' Association
- Findhelp | 211 Central
- Flatten the Curve GTA
- Flemingdon Health Centre
- FoodShare
- Fred Victor Centre
- Fridays for Future Toronto
- Green 13
- Green Neighbours 21
- Green Wave West
- Hispanic Development Council
- Houselink Community Homes
- Income Security Advocacy Centre
- Jane/Finch Community and Family Centre
- JVS Toronto
- Kensington Bellwoods Community Legal Services
- LAMP Community Health Centre
- Leslieville BIA
- LOFT Community Services
- Maximum city
- Maytree
- MobilizeTO
- Neighbourhood Arts Network
- North York Community House
- OCASI-Ontario Council of Agencies Serving Immigrants
- Ontario Association of Architects
- Ontario Coalition of Agencies Serving Immigrants
- Ontario College of Art and Design
- Our Greenway
- Parkdale Activity Recreation Centre
- Parkdale-High Park for Climate Action
- ParkdaleHighPark4climateaction
- People's Climate Movement (GTA)
- PHP4 Climate Action
- Power in Community: Fighting for Affordable Homes
- Progress Toronto
- Ralph Thornton Community Centre
- Retail Council of Canada
- Romero House
- Roncy Reduces
- Rosalie Hall
- Ryerson University
- Safe Rail Communities
- Scadding Court Community Centre
- Scarborough Business Association
- Scarborough Civic Action Network
- Scarborough Community Renewal Organization
- Scarborough Women's Centre
- Settlement Assistance and Family Support Services
- Shakespeare in Action
- Social Assistance Coalition of Scarborough
- Social Justice & Advocacy Committee of the Diocese of Toronto (Anglican)
- Social Planning Toronto
- St. Clares Multifaith Housing Society
- StopPlastics
- Strides Toronto
- Syme Woolner Neighbourhood and Family Centre
- The 519 Church Street Community Centre
- The Green Majority
- The Neighbourhood Group
- The Ontario Coalition of Service Providers for Refugee Claimants
- The Roots Collaborative

- Thorncliffe Park Autism Support Network
- TO Live
- Toronto Aboriginal Support Services Council
- Toronto Alliance to End Homelessness
- Toronto and Region Conservation Authority (TRCA)
- Toronto Climate Action Network (TCAN):
- Toronto Community Benefits Network
- Toronto Community for Better Child Care
- Toronto Drop-In Network
- Toronto Environmental Alliance (TEA)
- Toronto Industry Network
- Toronto Island Community Association
- Toronto Neighbourhood Centres
- Toronto Youth Cabinet
- Toronto and York Region Labour Council
- Toronto350.org
- Tropicana Community Services
- TTCriders
- University of Toronto
- Urban Alliance on Race Relations
- VHA Home HealthCare
- Volunteer Toronto
- Walk Toronto
- West Neighbourhood House
- West Scarborough Community Legal Services
- West Scarborough Neighbourhood Community Centre
- Weston King Neighbourhood Centre - Seniors Writing Group
- WHEN (Women's Healthy Environments Network)
- Working for Change
- Working Women Community Centre
- YMCA
- York University
- YouthLink
- YWCA

Consultation with Organized Labour

TORR reached out to the following labour unions and organizations supporting workers to participate in an online meeting or complete a survey. Some submitted written comments separately.

Labour union locals (30)

- Alliance of Canadian Cinema, Television and Radio Artists (ACTRA)
- Amalgamated Transit Union Local 113
- Canadian Union of Local Employees (CUPE) Local 2
- CUPE Local 79
- CUPE Local 416
- CUPE Local 2998
- CUPE Local 4948
- Canadian Union of Postal Workers (CUPW) Foodora Workers
- Carpenters Local 27
- International Alliance of Theatrical Stage Employees (IATSE) Local 873
- International Brotherhood of Electrical Workers (IBEW) Local 353
- Labourers Union Local 183
- Ontario Nurses' Association
- Ontario Public Service Employees Union (OPSEU)
- Power Workers Union
- Services Employees International Union Healthcare
- Society of United Professionals (Toronto Hydro)
- The Director's Guild of Canada
- Toronto and York Region Labour Council
- Toronto Musicians' Association
- Toronto Professional Fire Fighters Association Local 3888
- Unite Here Local 75
- Unifor Local 112
- Unifor Local 414
- Unifor NABET 700-M (Film, Television and New Media Technicians)
- UNITE HERE Local 75
- United Food and Commercial Workers Canada
- United Steelworkers Toronto Area Council
- Writer's Guild of Canada

Organizations supporting workers (17)

- Aboriginal Labour Force Development Circle
- African Training & Employment Centre
- Black Business Professionals Association
- Black Youth Jobs
- BuildingUp
- Canadian Association of Urban Financial Professionals
- Canadian Training Institute
- Centre for Education & Training
- Hospitality Workers Training Centre
- JobStart
- Labour Community Services
- Labour Education Centre
- Miziwe Biik Employment and Training
- Quality Continuous Improvement Centre for Community Education and Training
- Toronto Community Benefits Network
- Urban Worker Project (freelance and contract workers)
- Workers' Action Centre

Consultation with Higher Education Institutions

All of Toronto's Higher Education Institutions (HEI) have been involved in various TORR engagements and activities, and representatives also participated on the Mayor's Task Force and Roundtables:

- Centennial College
- George Brown College
- Humber College
- OCAD University
- Ryerson University
- Seneca College
- University of Toronto
- York University