

# A Well-Run City

A well-run City means delivering high-quality and innovative public services, providing opportunities for residents, businesses and organizations to observe and participate in decision-making, and building a diverse and more representative Toronto Public Service.

Throughout the COVID-19 pandemic, the City adapted its services and programs to ensure uninterrupted critical services, support its workforce and respond to emerging public health information and community needs.

## Corporate/Strategic Commitment

We will have a committed, engaged and diverse workforce providing simple, reliable and connected services that build trust and confidence in local government.

The City Manager's End of Term achievements [report](#) highlights and recognizes the accomplishments of the Toronto Public Service over the 2018-2022 Council term and progress towards the [Corporate Strategic Plan priorities](#).

To view more achievements, visit [toronto.ca/successTO](https://toronto.ca/successTO).

## Workplace Modernization

The COVID-19 pandemic accelerated the City's plans to modernize its real estate portfolio and workforce strategies, and innovate to improve public participation and services.

Our [ModernTO](#) strategic framework, adopted in 2019, aims to reduce the number of City office buildings from 55 to 15 and unlock [eight City-owned properties](#) with an estimated land value of \$450 million to support affordable housing and other key priorities. The framework is expected to reduce the City's office space by 33 per cent and generate annual savings

of approximately \$30.5 million, or \$2,100 per employee, in workplace accommodation costs.

The City's new [Digital Infrastructure Strategic Framework](#) will guide how the City plans for and uses technology and data, and standardizes approaches to decision-making.

The [Customer Experience Transformation and Innovation program](#) uses research, data and co-design to understand residents' needs and make City services easier for people and businesses to use.



## Workforce Diversity

Toronto's [Workforce Equity and Inclusion Plan](#) contributes to our goal to reflect the diversity of the population we serve at all levels of the organization.

In 2021, the City became the first municipality to receive a [Diversio Certification](#) for its commitment to equity, diversity and inclusion in the workforce.

Diversio recognized City initiatives such as the Human Rights Office, [Confronting Anti-Black Racism Unit](#), Equity Lens, employee training, and workforce demographic and experience surveys.

The City has been repeatedly recognized as one of [Canada's top 100 Employers](#) and one of [Canada's Best Diversity Employers](#).

## City Actions



In 2022, we launched our [311 Toronto Mobile app](#) to make it easier and more convenient for residents, businesses and visitors to connect with the City anywhere, anytime and on any smart device.



[MyToronto Pay](#), the City's new digital payment platform, allows residents and businesses to make property tax and utility bill and parking violation payments through a secure online platform.



The [Office of the Chief Information Security Officer](#) (CISO) was created in 2020 to detect, prevent, respond and recover from cyber threats and cyber security risks across all City divisions, agencies and corporations.



In 2020, Toronto was the first municipality in Canada to adopt a [Data for Equity Strategy](#) to collect and use socio-demographic data to identify, monitor and address inequities in City services.



Council adopted an [Accessibility Policy](#) in 2018 to improve access to the City's services and programs in a way that respects the dignity and independence of people with disabilities.



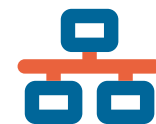
In 2019, City Council committed to create a [Gender Equity Strategy](#) to focus on reducing gender inequities across the corporation and improving the quality of life of women, girls and gender diverse residents.



City investments in service improvement include the [Residential Infill Construction Strategy and Dedicated Enforcement Team](#) to enhance inspection and complaint response, a customer-centred transformation of the [Toronto Building](#) division, [Concept 2 Keys](#) to improve planning and development applications, and the largest staff recruitment and training program in the history of [Toronto Fire Services](#).



Municipal democracy and decision-making continued uninterrupted through the pandemic, with modifications to accommodate health guidelines, and included approximately 750 virtual meetings of City Council and its Committees and Boards, a by-election in Scarborough-Agincourt with a new mail-in ballot voting option, and enhanced virtual [public consultations](#).



The City's Open Data portal has [424 data sets](#) related to key programs, services and topics allowing for more transparency, accountability and accessibility.

## Spotlight on the COVID-19 Pandemic

The City implemented unprecedented public health measures and service and workforce adjustments to ensure the uninterrupted delivery of critical services, support vulnerable communities and protect the health of City staff and residents.

Examples of uninterrupted and expanded critical services include providing safe drinking water, wastewater and stormwater management, and enhanced electronic payment options for permitting and inspection services in support of development and construction in the city.

The majority of City staff continued to report to a workplace throughout the pandemic, with many re-deployed to critical front-line services. For staff who could work remotely, we rapidly rolled out teleworking capacity to support 11,000 office workers. This enabled 90 per cent of City services to be delivered digitally and minimized the spread of COVID-19.

During the pandemic, the City successfully digitized many of its services, implementing over 100 new digital solutions including for applications and renewals for licences and permits, Fair Pass Transit Discount applications, tickets, fines and access to Provincial Offences Courts, property tax, water and solid waste relief programs, registration and renewals, online appointment bookings for in-person services, and a new portal to support burial permit requests.



1,702 City staff were redeployed from their regular work to support emergency responses, including supporting food banks, shelters, long-term care homes and our vaccination strategy. Over 150 staff were reassigned from regular work to support the Emergency Operations Centre operations during the 777-day Municipal Emergency Declaration.

The City supported its workforce with enhanced health and wellness supports and by ensuring accommodations were in place to assist those with caregiving and health-related needs.

Our [mandatory vaccination policy](#) is a key component in the City's commitment to protect staff and the public.

During the pandemic, over 2.8 million 311 interactions were addressed by City staff. In addition, the public visited our online knowledge base to access information about City services over 6.3 million times.

“Toronto is one of the world’s most diverse cities and Canada’s leading economic engine. With strong governance, the City proactively leads with a sense of purpose and makes positive impacts across key Environmental, Social and Governance (ESG) priorities through commitment, innovation, and transparency.”

[City of Toronto Environmental  
Social & Governance  
Performance Report 2022](#)

“As government institutions implement digital infrastructure, any service improvements, efficiencies, and tools for planning and development should not come at the cost of the public’s access and privacy rights. Toronto’s Digital Infrastructure Strategic Framework does well to include these considerations by highlighting democracy and transparency as a guiding principle.”

[Information and Privacy Commission  
of Ontario, Oct 2021](#)

## Spotlight on Equity and Reconciliation

City Council unanimously adopted the [Reconciliation Action Plan](#), a 10-year plan to advance truth and justice for Indigenous People in Toronto. The implementation of the Reconciliation Action Plan will contribute to the visibility and overall wellbeing of First Nations, Inuit and Métis Peoples in Toronto through placemaking and placekeeping, supporting economic development and prosperity, increasing civic engagement, honouring Indigenous ways of knowing and being, and recognizing rights to self-determination and self-governance.

City Council began its term by appointing the [Aboriginal Affairs Advisory Committee](#) and [Toronto Accessibility Advisory Committee](#) and in 2021, added the [Two-Spirit, Lesbian, Gay, Bisexual and Transgender and Queer \(2SLGBTQ+\) Advisory Committee](#) and the [Confronting Anti-Black Racism Advisory Committee](#) to further the City's equity objectives.



The [Public Appointment Process Diversity Dashboard](#) collects data to monitor and support diverse representation of public members on its boards, committees and tribunals.

Our [equity, diversity and inclusion initiatives and education programs](#) like [Toronto for All](#) advance change in its workforce and the community.

## Spotlight on Partnerships

The City is working with big cities across the country and municipalities across the Greater Toronto and Hamilton Area on collaborative solutions towards improving city services and enabling recovery and rebuild from COVID-19.

We have partnered with eight post-secondary academic institutions to create [CivicLabTO](#) to support collaboration, knowledge exchange and discuss key recovery themes and collaborate on innovative solutions.

The [COVID-19 Coordinated Enforcement strategy](#) was a partnership with 12 City Divisions and Toronto Police Services to support a consistent and coordinated response to the enforcement of Provincial Orders and City Bylaws enacted for pandemic response.



[ConnectTO](#) was introduced to increase digital equity by working in partnership with the private sector to leverage City assets and support residents' access to affordable high-speed internet in Toronto. Over the pandemic, City staff bridged the digital divide in low-income neighbourhoods by providing free public Wi-Fi to 11,000 residents in 22 large apartment buildings. Through this initiative, we have engaged research partners, regional municipalities, and Canada's largest cities on municipal digital service delivery.