City of Toronto Environmental, Social & Governance (ESG) Performance Report

TORONTO

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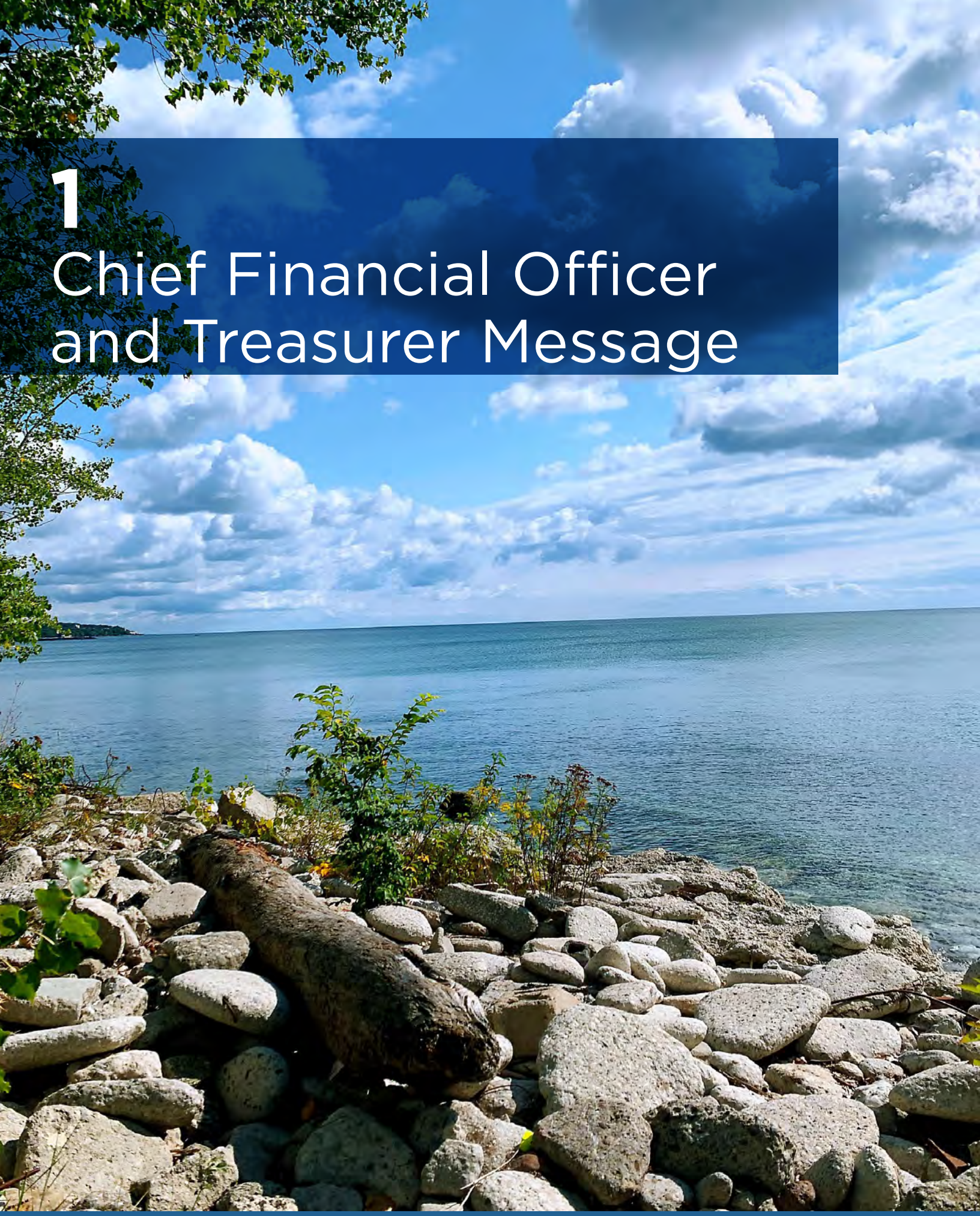
1
Chief Financial Officer and Treasurer Message



1 Chief Financial Officer and Treasurer Message

The City of Toronto's Environmental, Social and Governance (ESG) performance is a vital part of building a sustainable and resilient future for the City. This third edition of the report is part of our commitment to transparency and accountability to our numerous stakeholders – residents, investors, employees, suppliers, other levels of governments, peer municipalities, regulators and community organizations. In it, we demonstrate the City's leadership, delivering services that protect our environment, and prioritize social responsibility.

The City was the first government in Canada to issue an annual ESG Performance Report; ESG risk factors continue to gain importance and can no longer be ignored. Increasingly, international and domestic companies alike are being rated on their ESG impact and performance and defined by how they handle ESG-related risks.

The City continues to follow industry best practices to enhance and make this report robust and informative. As we recover from the economic impact of the COVID-19 pandemic, ESG remains a critical City priority. We continue to be responsible, transparent and accountable financial stewards, sharing how we focus on both the opportunities and risks in our pursuit of the City's strategic and corporate priorities, sustainable finances and socioeconomic, environmental, and sustainable outcomes.

Toronto is Canada's economic engine and one of the world's most diverse cities. Through strong governance, commitment, innovation, and transparency the City is making positive impacts across key ESG priorities year over year.

I want to thank everyone who continues to contribute to and supportive of the City's ESG performance as we work together for continuous improvement for Toronto, our communities and our planet. The groundwork and progress we make today on our ESG priorities will help and impact generations to come.

Sincerely,

Heather Taylor
Chief Financial Officer and Treasurer
City of Toronto

2
About this Report

2 About This Report

2a Reporting and Scope

This Environmental, Social and Governance (ESG) Performance Report ("Report") contains information about the City of Toronto (excluding agency and corporation subsidiaries). It provides an overview of our strategic priorities, key performance indicators and highlights during 2021 on ESG factors relevant to the City of Toronto, as well as other Canadian municipalities. This Report complements information on the results of our operations and financial condition in our 2021 Annual Report. Information on the

An overview of the City's governance system[1] is available at toronto.ca. This document reports on data and activities for 2021 unless otherwise noted. Data for 2021 and the two preceding years are provided where possible, to show the City's performance trend over a three-year period.

2b Reporting frameworks

The structure and content of this Report is developed using the following regulations, standards, methodologies and frameworks as a reference based on their relevance and usability:

- Sustainability Accounting Standards Board standards (SASB[2]),
- MSCI ESG Government Ratings Methodology[3],
- Moody's ESG Scoring Framework,
- Global Reporting Initiative (GRI[4]),
- International Integrated Reporting Council (IIRC[5]) Integrated Reporting Framework and,
- United Nations Sustainable Development Goals (SDGs[6]).

The City will continue to monitor the development of international ESG performance reporting standards, along with the expectations of the City's stakeholders regarding these standards.

2c Stakeholders, Oversight, Review and Assurance

This Report is published for all City of Toronto stakeholders. Stakeholders include but are not limited to, current and prospective residents, investors, employees, suppliers, other orders of government, peer municipalities, regulators and community organizations. The City is providing relevant disclosure to stakeholders regarding ESG performance as accountability is one of the City's core beliefs.

Accountability for the City's ESG strategy is part of the mandate of City Council. The City's Senior Leadership Team manages enterprise risk, including ESG risk factors, with support from Internal Audit. Limited assurance engagement by an independent verifier for a select number of the City's performance indicators is currently being considered.

2d Currency

All amounts in this document are in Canadian dollars unless otherwise noted.

2e Endnotes

The endnotes on page 85, referenced throughout this Report, provide more details on topics.

3
About the City of Toronto

3 About the City of Toronto

3a Land Acknowledgement For Toronto

The City of Toronto acknowledges that this is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. The City also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaty signed with multiple Mississaugas and Chippewa bands.

3b Our City

Toronto is Canada's leading economic engine and one of the world's most diverse and livable cities. As the fourth largest city in North America, Toronto is home to 2.9 million residents whose diversity and experiences strengthen this great city.

The economy of Toronto is the largest contributor to the Canadian and Ontario economy, at 9% and 23% of the national and provincial annual real gross domestic product (GDP) in 2021 respectively.

Toronto is an international leader in technology, finance, film, music, culture and innovation.

Toronto consistently places at the top of international rankings due in part to investments championed by residents and businesses, in turn led by Toronto City Council and carried out through the work of the Toronto Public Service.

Provincial regulations and legislation define the City's relationship with the Province of Ontario.

The most significant legislation is the City of Toronto Act, 2006[7], which gives the City powers to provide services to its residents, manage finances and establish accountability officers for the City.

LEVELS OF GOVERNMENT		
FEDERAL **Government of Canada**	**PROVINCIAL** **Government of Ontario**	**MUNICIPAL** **City of Toronto**
POWERS DEFINED BY		
Constitution of Canada	**Constitution Act, 1867**	**City of Toronto Act, 2006**
• National defence and Canadian Armed Forces • Postal service • Banking • Employment • Immigration and citizenship • Census • Foreign affairs and international trade • Agriculture and more	• Health • Education • Driver and vehicle licensing • Energy • Human rights • Natural resources • Environment • Social services and more	• Water treatment and sewers • Parks and recreation centres • Libraries • Garbage collection • Public transit • Land use planning • Police and fire services • Paramedics • Homeless shelters • Childcare and more

3c City Services – Making a Difference

The City of Toronto's vast services keep neighbourhoods safe and vibrant, encourage business growth and investments, and make Toronto welcoming for visitors from around the world.

Waste collection, public libraries, road repair, Toronto Transit Commission (TTC), recreation programs, childcare, water testing, police, fire and emergency medical response are all municipal services that the City provides. Toronto services the largest transit and shelter systems in Canada. Many of the City's more than 150 services are provided 24 hours a day, seven days a week.

The City's approach to delivering services is professional, innovative and people-focused.

3d The City's Vision and Priorities

Vision

Toronto is a caring and friendly city.
We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural, and political life of the city.

Toronto is a clean, green, and sustainable city.
We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

Toronto is a dynamic city.
As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well-positioned to succeed in the world economy.

Toronto invests in quality of life.
We invest in quality of life – socially, economically, culturally, and environmentally – to make Toronto a desirable place to live, prosper and visit.

The City's Priorities

Our Corporate Priorities

Will improve the performance of our organization.

Financial Sustainability
We will work and partner to ensure value and affordability for taxpayers, adequately fund municipal services and infrastructure, make needed investments in the city, and improve our financial health. We will make informed financial decisions and effectively manage resources for Toronto's future.

A well-run City
We will improve the lives of residents, businesses, and visitors by providing simple, reliable and connected services that anticipate changing customer needs. We will build trust and confidence in local government through a committed, engaged and diverse workforce.

Stop the spread of COVID-19
We will support residents through various programs and initiatives in response to the pandemic to help people get outside but safely distanced, receive emergency care, and keep people connected. We will campaign to secure emergency financial support from other levels of government to help preserve City services and ensure comprehensive frontline response to the pandemic.

Our Strategic Priorities

Will improve quality of life for Torontonians.

Maintain and create housing that's affordable
We are committed to a city where families and individuals live in safe, stable and affordable housing with respect and dignity.

Keep Toronto Moving
We are committed to a city with safe, affordable and accessible transportation choices for people and goods.

Invest in people and neighbourhoods
We are committed to a city that protects and improves quality of life for all including safety, health, and social and economic well-being and inclusion.

Tackle climate change and build resilience
We are committed to fighting climate change and preparing our City government, our ecosystems, and our communities, especially the most vulnerable communities, for a changing climate.

3e 2022 Financial Performance

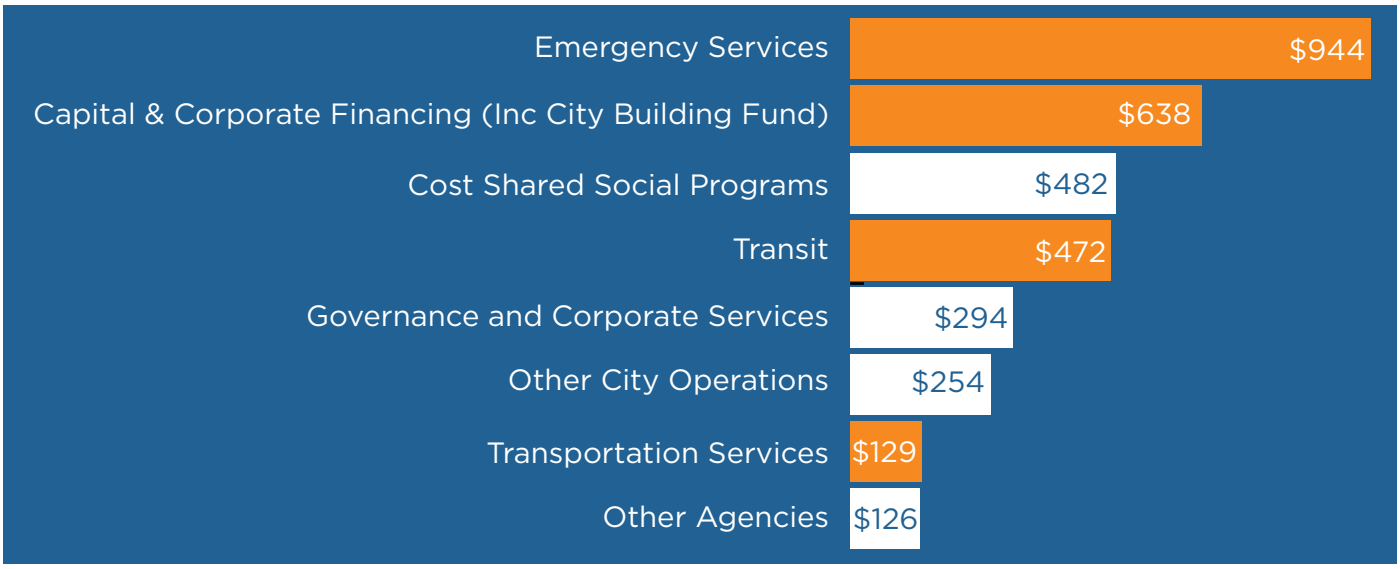
(in $ Millions)	2021	2020	2019
Own Source Revenue*	$8,737	$8,318	$8,735
Annual Surplus	$1,998	$1,622	$1,632
Total Assets**	$53,746	$51,146	$47,336
Total Long-Term Debt	$8,146	$7,654	$7,104
Total Reserve and Reserve Funds	$4,103	$3,263	$2,241

* Own Source Revenue is defined as Property taxes, User Charges, and Municipal Land Transfer Tax.
** Includes Financial and Non-Financial Assets

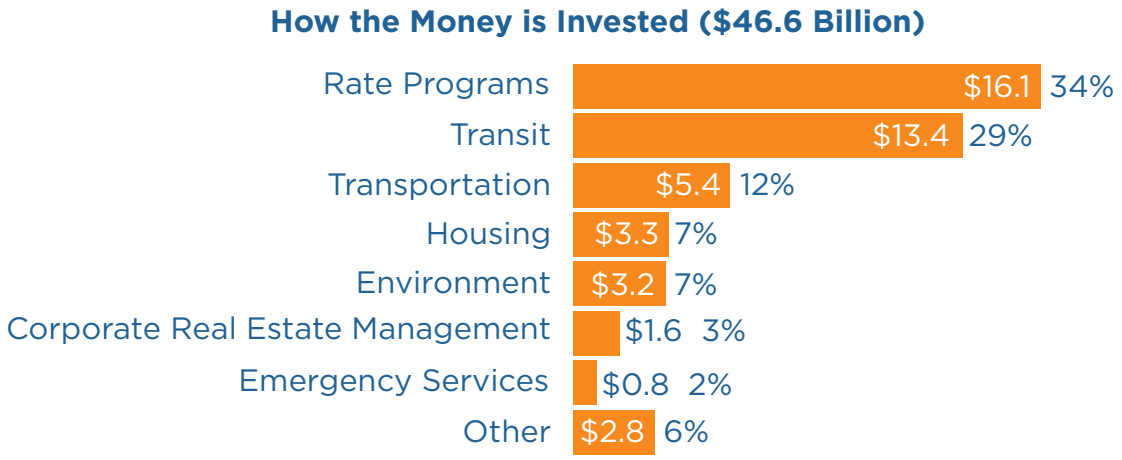
3f Economic Value Distributed

When translated into an average tax bill of $3,339 for the average value of a home assessed at $0.697 million the chart below shows how 2022 property taxes will be spent based on the approved 2.9% residential property tax rate increase and 1.5% incremental increase of City Building Fund.

How Your Tax Dollar Works for You in 2022[8]



10-year Capital Budget and Plan $46.62 Billion



3g Taskforce for Climate-Related Disclosures

TCFD: Opportunities and Challenges

The Task Force on Climate-Related Financial Disclosures (TCFD)'s reporting framework revolves around four key pillars – governance, strategy, risk management and metrics and targets. In 2021, the City focused its attention in strengthening the strategic aspects associated with its climate-related activities. Highlights of this year's achievements include the following:

- TransformTO Net Zero[9]: City Council approved the City's strategy to reduce community-wide greenhouse gas (GHG) emissions to net zero 10 years earlier than initially proposed, by 2040. This strategy also received the Environment, Climate and Energy Award at the 9th American Planning Association Awards for Excellence in Sustainability
- GHG assurance readiness engagement: the City is seeking an opportunity to become the first major Canadian municipality to receive an unqualified audit opinion of its corporate and community-wide GHG emissions inventory. This year's project with the City's external auditor, KPMG LLP, allowed the City to identify various process enhancements, which will be essential for the successful completion of future assurance type of engagements. This engagement is a foundational step, especially as the City seeks to pioneer the public sector's role in establishing accountability over its GHG emissions, as well as align with forecasted changes to Canadian and international accounting standards for climate-related disclosures.

Toronto has included climate-related disclosure, guided by TCFD principles, in its Annual Financial Report since 2018, along with an unaudited note in its consolidated financial statements. Bringing all of our climate-related disclosure into a single document communicates the City's pledge to addressing the climate emergency and its significance to the decision-making process for the City's financial statement readers, investors and within the City itself.

Despite the organization's achievements, the COVID-19 pandemic has slowed down the City's implementation of the TCFD's recommendations. In future years, further advancements will be required to consolidate the City's climate-related initiatives and mature the City's climate-related disclosures. Specifically, the City will need to align its strategies with planned activities, identify opportunities resulting from climate initiatives (e.g. increased resiliency of the City's infrastructure and identification of new services for residents), establish an enterprise-wide risk management model that includes climate-related risks, and establish and report on metrics and targets to strengthen the City's ability to report on its progress. For further information on the City's adoption of the TCFD's recommendations, please refer to the 2021 Annual Financial Report.

3h The City's Environmental, Social and Governance (ESG) Approach

The City takes an integrated ESG approach, with responsible practices embedded across the City to build a sustainable and resilient foundation for the delivery of quality services and value over the long term. ESG factors can influence, and be influenced by, our decisions and activities. If not appropriately addressed, ESG factors can deteriorate into material risk. At the same time, ESG factors can also be opportunities that can be leveraged into material positive changes. Our integration approaches and processes focus on both opportunities and risks across our activities, such as investment management, debt issuance, infrastructure investment, financial planning, procurement and internal operations.

The City is committed to annual data reporting through the Toronto-based World Council on City Data (WCCD) and its ISO 37120 international standard for key performance indicators (KPIs) on city services and quality of life, and associated outcomes.

The WCCD implements ISO 37120 in more than 100 cities across 35 countries. ISO 37120 includes 104 globally standardized, comparable and third-party verified KPIs across 19 themes, including, for example, education, energy, climate change and housing. Working across local, regional, provincial and national government stakeholders, the WCCD is fast becoming a "one stop data shop" for governments across multiple mandates and will drive long-term impact in cities across the country. There are over 30 Canadian cities in the WCCD Global Network.

As a Foundation City of the WCCD in 2014, Toronto was among the first 20 cities globally to implement ISO 37120, and is the host city for its headquarters. The City of Toronto has now received the ISO 37120 Certification at the highest Platinum level for eight consecutive years: 2014-2021.

ISO 37120 is an important tool that aligns with the City's priorities of ensuring Toronto is a resilient, sustainable and well-run city. Beyond Toronto's commitment to data-driven decision-making, these year-over-year certifications will also support and validate the City's Sustainable Debenture Program, a critical funding source for the City's 10-year capital plan. The City of Toronto looks forward to continuing to pursue certifications in accordance with the WCCD ISO 37120 Series of international standards that builds high calibre data to help the City track progress on climate and resilience outcomes, validate our sustainable debenture commitments, and embrace the United Nations' Sustainable Development Goals and the UN Making Cites Resilient 2030 Initiative.

Climate Change

- Economy
- Education
- Energy
- Environment & Climate Change
- Finance
- Governance

Social Conditions

- Health
- Housing
- Population & Social Conditions
- Recreation
- Safety
- Solid Waste

Local Agriculture & Food Security

- Sport & Culture
- Telecommunications
- Transportation
- Urban/Local Agriculture & Food Security
- Urban Planning
- Wastewater
- Water

ISO 37120

PLATINUM CERTIFIED WCCD 2014 – 2021

WORLD COUNCIL ON CITY DATA

3hi Integrated ESG approach to the City's Investment Portfolio

The City is committed to integrating Environmental, Social and Governance (ESG) factors throughout the entire organization, including investment activities. Responsible investing means integration of ESG factors in investment decision-making and developing processes to monitor the ESG performance of the investments.

The City's investment activities are governed by Ontario Regulation 610/06[10], Financial Activities, under the City of Toronto Act, 2006 and Council-approved Investment Policy. The Toronto Investment Board[11] ("Board") was established by Council in 2017. It is responsible for the stewardship, management and control of the City's investments that are not immediately required for liquidity purposes (approx. $5.6 billion at the end of 2021).

The Board is comprised of the City's Chief Financial Officer & Treasurer and six independent industry experts in investment and risk oversight, and best practices for responsible investment. The Board provides valuable governance, guidance and direction regarding the City's investments.

The City's Investment Policy[12] incorporates ESG in its investment beliefs, policies and procedures. The City believes that well-managed companies are those that demonstrate strong governance, high ethical and environmental standards, and respect for their employees, human rights and the communities in which they do business. These actions contribute to long-term financial performance. The City is committed to incorporating all of the United Nations 17 Sustainable Development Goals when making investment decisions. As such, all of the City's external investment managers are signatories to the United Nations Principles for Responsible Investment (UN PRI).

The City has reviewed how each external investment manager integrates ESG factors into their investment decision making process as well as their strategies in active stewardship. With the awareness of the links between ESG performance and investment returns, our external investment managers integrate ESG factors into their investment process. While they consider the ESG factors with care, in general, they do not exclude any particular investment or industry based on ESG factors alone.

The City wants to ensure that its external investment managers have engagement strategies to effectively communicate their views on material ESG issues as an investor. Engagements are undertaken to influence ESG practices and/or improve ESG disclosure. The City has investments in both equities and

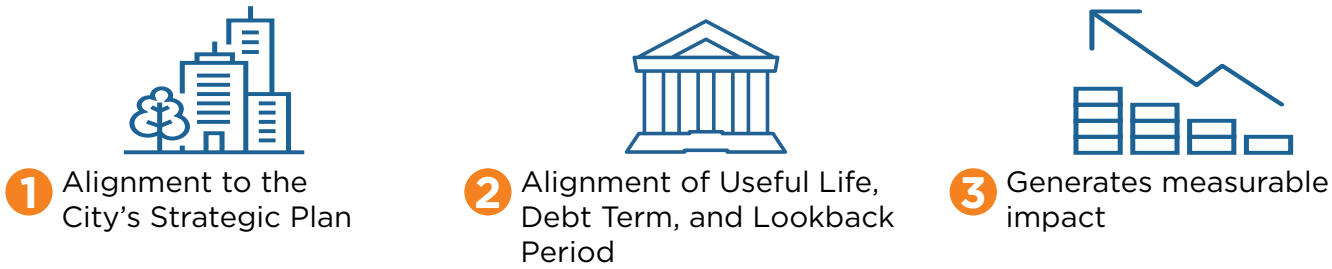
fixed income. Our equity investment managers use proxy voting as a key engagement tool to convey the message to the boards and management. As an essential capital source, fixed income investment managers can also exert meaningful influence over issuers. Our fixed income investment managers usually consider using engagement first before choosing alternative strategies such as divestment. Divestment leaves investors with no stake and no potential to help drive responsible corporate practices. By engaging with issuers, fixed-income investors encourage behaviour designed to improve sustainable long-term investment returns while maximizing positive ESG outcomes.

The City is in the final stages of implementing a reporting process, which includes the use of an ESG data service provider, to begin tracking and monitoring the ESG performance of its long-term investment portfolio for future ESG reports.

3hii Sustainable Debt Issuance Program

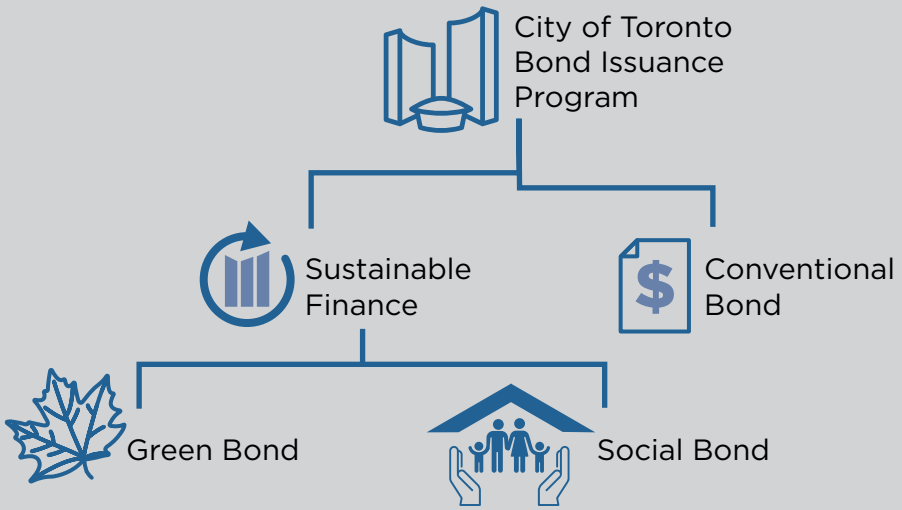
The City's overall approach to Sustainable Finance includes alignment with the City's Corporate Strategic Plan[13]; alignment of project useful life with debt term; and generating measurable impact.

Toronto's Approach to Sustainable Finance



Building on the strength of the City's long-standing conventional bond issuances, sustainable financing has become a growing part of the City's debt issuance program in recent years.

Toronto's Debt Issuance Program



The objective of the City's sustainable debt issuance program is to align with the City's strategic priorities and enhance ESG outcomes in Toronto. Some examples are sustainable clean transportation, energy and environment; social and affordable housing; access to essential services, socioeconomic advancement and empowerment.

How Toronto's Debt Issuance Program aligns with the Corporate Strategic Plan

	Debenture Type		
Capital Projects –Corporate Strategic Plan	Green	Social	Conventional
Maintain and create housing that's affordable		✓	✓
• Capital projects that reduce GHG emissions e.g. energy retrofits	✓		
Keep Toronto Moving		✓	✓
• Capital projects that reduce GHG emissions e.g. subway	✓		
Invest in people and neighbourhoods		✓	✓
• Capital projects that reduce GHG emissions e.g. green roofs	✓		
Tackle climate change and build resilience	✓		✓
Maintain a well-run City	✓	✓	✓

Since 2018, the City has issued $980 million of Green and Social Bonds:

- **In 2018:** $300 million Green Bond
- **In 2019:** $200 million Green Bond
- **In 2020:** $130 million Green Bond; the City was the first Canadian government to issue a Social Bond ($100 million)
- **In 2021:** $150 million Green Bond; $100 million Social Bond

The City continues to be a pioneer in advancing ESG objectives within the Canadian government sector. For details about the City's Green Bond and Social Bonds, please refer to sections 5g and 6g in this Report.

3i Our Material ESG Factors

Identifying material ESG factors that are likely to affect the City's value creation process is important. Managing these factors has a significant bearing on the long–term competitiveness and sustainability of the Toronto's economy, and in turn, its attractiveness as an investment destination. ESG factors have been grouped into three key themes of environmental, social, and governance, and workplace culture that drive the content, structure and scope of this reporting. The ESG factors will be reviewed at least annually.

All ESG factors included in the table below are highly important to the City. However, given limited resources, prioritizing these ESG factors based on their relative materiality can help the City focus resources on activities that can generate the greatest impact and create the most value.

Since 2020, social programs to address equity and programs to address climate change were identified as the priorities for the City. In addition, the City plans to prioritize ESG factors that are material to both the City and its stakeholders. The City is currently in the early development stage of engaging stakeholders and plans to include a materiality map in future ESG performance reports. The materiality map will reflect the importance of each ESG factor to the City and its stakeholders.

Material ESG Factors		
Environmental	**Social**	**Governance & Workplace Culture**
• Climate Change • Resilience	• Human Rights • Public Health & Essential Services • Social Inclusion • Social Empowerment and Advancement • Economic Inclusion	• Responsible Governance Practices • Financial Governance • Conduct and Trust • Risk Management • Cyber Security & Privacy • Inclusion and Diversity • Health and well-being • Talent Attraction, Engagement and Retention • Digital Enablement • Responsible Procurement and supplier diversity
Socially Responsible Financing		
Socially Responsible Investing		

4
City of Toronto Performance Summary

4 City of Toronto Performance Summary

4a ESG Score

Moody's ESG Score (April, 2022)

City of Toronto's ESG Score		
Agency	Score	Scale
Moody's Investor Service*	Credit Impact Score: CIS-2 (neutral to low impact) ESG Issuer Profile Scores: E-2, S-2, G-2 (Neutral to low)	1 – 5 (positive to very highly negative)

*relevance of City's ESG risk exposure to the credit rating

The City's ESG Credit Impact Score is neutral-to-low (CIS-2) reflecting neutral-to-low exposure to environmental and social risks along with strong governance all of which support the city's credit rating.

Moody's indicated that although the City owns significant physical property and land, neither its infrastructure nor economic base are subject to material risks stemming from environmental concerns. As the largest city in Canada with diverse economic sectors, it has a strong draw for domestic and international immigration. The workforce is educated with strong access to basic services. However, high housing costs requires the city to allocate costs to increase affordable housing supply. Toronto benefited from significant provincial and federal pandemic-related support to help address the social risk (public health) from the coronavirus outbreak. Moody's also commented on Toronto's governance, report that the City uses prudent financing planning which allows for multi-year forecasting of key trends, providing it with the ability to identify potential pressures and allow for sufficient time to adjust plans accordingly to mitigate any credit implications. Toronto also provides transparent, timely financial reports and adheres to strict policies on debt and investment management.

4b Statement of Performance Summary

Objective	Performance Metrics	Targets (if any)	2021	2020	2019
Environment					
Address climate change by achieving net-zero greenhouse gas (GHG) emissions across all sectors in Toronto by 2040 (new target adopted in December 2021 which is 10 years earlier than the previous target)	Total GHG emissions (Mega-tonnes CO_2e)	Community-Wide: Reduce GHG emissions by: 30% by 2020 (to 17.3 MT), 45% by 2025 (13.6 MT) and 65% by 2030 (to 8.6 MT) relative to 1990 levels, and to net zero by 2040 (more ambitious targets newly adopted in December 2021) (0 MT)	Not Currently Available	16.0***	16.3***
		Per capita GHG emissions (tonnes CO_2e/ person)	Not Currently Available	5.4***	5.3
		Corporate-wide: Reduce corporate GHG emissions by 65 per cent over 2008 base year (914,951 Tonnes) by 2030 (320,583 Tonnes)	Not Currently Available	743,191***	758.383***
Social and Economic Inclusion					
Transportation accessibility: Improve connection to cycling routes in the city	% of people and employment within prescribed access to a cycling route	100%	67.1%	65.7%	63.1%

Objective	Performance Metrics	Targets (if any)	2021	2020	2019
Social and Economic Inclusion: HousingTO					
Prevent Homelessness and Improve Pathways to Housing Stability	Prevent evictions for low-income households	10,000** Households	3,101 (Cumulative 2020-2021)		
Maintain and Increase Access to Affordable Rents	Improve housing affordability for 40,000 renter households	40,000** (9,000 housing allowances + 31,000 Canada – Ontario Housing	3,626 (Cumulative 2020-2021)		
Create New Rental Housing Responsive to Residents' Needs	New affordable rental and supportive homes approvals	40,000** homes	17,278 (Cumulative 2020-2021)		
Governance and Workplace Culture					
Engagement of Decision Makers	City Councillor attendance		94%	95%	92%
Governance: Decision Making - be diverse and inclusive	% Women councillors		31%	31%	31%
	% Women Senior Management (Division Head or Above)		43%	41%	44%
	% Racialized Senior Management (Division Head or Above)		22%	14%	21%
Reflect diversity and be inclusive of the city we serve	**TPS Workforce:**				
	% Women		50.3%	49.3%	49.4%
	% Racialized People		47.8%	38.0%	37.2%
	% Indigenous Peoples		1.4%	1.4%	1.3%
	% Persons with Disabilities		5.7%	5.3%	2.3%
	% LGBTQ2S+		4.2%	3.5%	3.4%
Attract & retain a diverse and inclusive workforce	**Turnover Rates:**				
	All Active Employees (excl. Toronto Recreation Division Workers)		11.8%	7.9%	8.1%
	Growth Opportunities:				
	Promotion and Internal Hires (% Total Hires)		23%	26%	27%

*2019 was under the former Housing Plan 2010-2020 which used different metrics

**HousingTO cumulative 10-years targets from 2020-2030

*** The values reported annually in Toronto's sector-based GHG inventory report may not match those in previously published inventories. Updates to various datasets occur throughout each year including after the publication of past inventories. The values reported here are the most up-to-date as of the publication of this 2020 sector-based GHG inventory.

5
City Priorities for the Environment

5 City Priorities for the Environment

The City is committed to reducing greenhouse gas emissions, building resilience against a rapidly changing climate, moving to zero waste and a circular economy, improving air and water quality, building sustainable energy and transportation systems, and supporting biodiversity. The following chapter identifies the key plans, strategies and programs that are contributing to a greener, more sustainable and liveable city.

5a Key Plans and Strategies

TransformTO Net Zero Strategy

The TransformTO Net Zero Strategy is the City's climate action strategy. It is one of the most ambitious in North America and sets targets to reduce community-wide greenhouse gases by 45%t by 2025, 65% by 2030, and to net zero by 2040. To reach its targets, the City will use its influence to regulate, advocate and facilitate transformation in five key areas:

- Demonstrate carbon accountability locally and globally, by establishing a carbon budget for its own operations and the community as a whole.
- Accelerate a rapid and significant reduction in natural gas use.
- Establish performance targets for existing buildings across Toronto.
- Increase access to low-carbon transportation options, including walking, biking, public transit and electric vehicles.
- Increase local renewable energy to contribute to a resilient, carbon-free grid.

The strategy triggers new and accelerated implementation actions to drive down community-wide emissions, particularly in the short term, and establishes the trajectory needed to reach net zero by 2040.

To ensure that Toronto is on track to reach net zero by 2040, the following 2030 goals have been established:

Homes & Buildings

- All new homes and buildings will be designed and built to be near zero greenhouse gas emissions
- Greenhouse gas emissions from existing buildings will be cut in half, from 2008 levels

Energy

- 50%of community-wide energy comes from renewable or low-carbon sources
- 25% of commercial and industrial floor area is connected to low carbon thermal energy sources

Transportation

- 30 % of registered vehicles in Toronto are electric
- 75% of school/work trips under 5km are walked, biked or by transit

Waste

- 70% residential waste diversion from the City's waste management system
- Identify pathways to more sustainable consumption in City operations and in Toronto's economy

TransformTO Net Zero Strategy - 2030 Corporate Goals:

- City corporate greenhouse gas emissions are reduced by 65% from 2008 base year
- All City Agency, Corporation and Division-owned new developments are designed and constructed to applicable Toronto Green Standard Version 4 standard achieving zero carbon emissions, beginning in 2022
- Greenhouse gas emissions from City-owned buildings are reduced by 60% from 2008 levels; City-owned buildings reach net zero greenhouse gas emissions
- All City-owned facilities have achieved zero waste
- Generate and utilize 1.5 Million Gigajoules of energy from biogas
- Approximately 107,700 tonnes CO2e per year are reduced through Organics Processing with Renewable Energy and Landfill Gas Utilization
- 50% of the City-owned fleet is transitioned to zero-emissions vehicles
- 50% of the TTC bus fleet is zero-emissions
- Greenhouse gas emissions from food the City procures are reduced by 25%

Long-Term Waste Management Strategy

The City's Long-Term Waste Management Strategy (the Waste Strategy)[14] provides a road map for the way waste will be managed by the City through its integrated waste management system during the next 30 to 50 years. It focuses on waste reduction, reuse and recycling and activities that promote resource conservation and reduce environmental impact. The Waste Strategy includes an aspirational goal of transitioning to a circular economy and zero-waste future.

Through the Long Term Waste Management Strategy, the City set an aspirational goal to become the first circular city in Ontario. Working towards circular and sustainable consumption and reducing greenhouse gas emissions is key to achieving the goals of the City's TransformTO Net Zero Strategy. The City will be developing a Circular Economy Road Map that will guide Toronto's circular city transition and is currently implementing a variety of initiatives to drive innovation and the growth of a circular economy to achieve the following outcomes:

- Increased resiliency of services and infrastructure
- Waste reduction, including reduction and diversion of waste streams not managed by the City's Integrated Waste Management System
- Economic prosperity for a green and equitable pandemic recovery, including green-sector development and local supply chain resilience
- Local emissions reduction to help build more resilient, low-carbon neighbourhoods
- Enhanced well-being, equity and community activation fostered through partnerships with local agencies and non-profit organizations
- Strengthened local innovation ecosystems to support local businesses and innovators to develop and scale circular business models

Ravine Strategy[15]

The City's Ravine Strategy helps support a ravine system that is a major part of Toronto's green infrastructure. Along with parks and the entire urban forest, ravines provide many environmental, health and recreational benefits. Ravines contain grey infrastructure, such as utilities and sewer lines. They are a part of a larger watershed system, helping to filter and transport stormwater, enhance biodiversity and reduce urban heat. Toronto's ravines contribute $822 million in ecological and recreational services annually.

Biodiversity Strategy[16]

In 2019, Toronto City Council unanimously passed the City's first Biodiversity Strategy. The strategy aims to support healthier, more robust biodiversity and increased awareness of nature in Toronto. The 23 actions outlined in the strategy will help to enhance the quality and quantity of biodiversity, and increase awareness of nature in Toronto.

Resilience Strategy[17]

The City's Resilience Strategy is the result of collaboration and input from more than 8,000 residents and organizations across Toronto. The strategy sets out a vision, goals and actions to help Toronto survive, adapt and thrive in the face of any challenge, particularly climate change and growing inequities. The strategy is organized into three focus areas: People and Neighbourhoods, Infrastructure, and Leading a Resilient City. Each focus area contains a series of goals and specific actions, which are the most critical aspects Toronto must undertake to achieve resilience. The strategy also builds on a wealth of existing and planned efforts to make Toronto more resilient. It identifies where there are gaps, brings a resilience lens to existing work, and intends to inform future plans coming to Toronto in the coming years.

Wet Weather Flow Master Plan[18]

The City's Wet Weather Flow Master Plan (WWFMP) is a multi-billion dollar long-term plan with the goal of reducing and ultimately eliminating the adverse impacts of stormwater (rain and melted snow) on Toronto's environment and improving the ecosystem health of its watersheds.

5b Performance Metrics

Objective	Performance Metrics	Targets	2021	2020	2019	2018
Environment						
Achieve **net- zero greenhouse gas (GHG) emissions** across all sectors in Toronto by 2040.	Total GHG emissions (Mega-tonnes CO2e)	Community-wide: Reduce GHG emissions by: 30% by 2020 (17.3 MT), 45% by 2025 (13.6 MT), 65% by 2030 (8.6 MT), and to net zero by 2040 (more ambitious targets newly adopted in December 2021) (0 MT), relative to 1990 levels	N/A	14.0	16.0*	16.3*
		Community-wide: Per capita GHG emissions (Tonnes CO2e/person)	N/A	4.7	5.4*	5.6*
		Corporate- wide: Reduce corporate GHG emissions by 65 per cent over 2008 base year (914,951 Tonnes) by 2030 (320,583 Tonnes)	N/A	631,996	743,191*	758,383*
The City's Long Term Waste Management Strategy was approved by City Council in 2016 and provides a road map for the way waste will be managed in Toronto during the next 30-50 years.	City of Toronto Residential Waste Diversion Rate (City Items + Provincial Allowances for Other Diversion)	The Long Term Waste Management Strategy sets a goal of diverting 70 per cent (%) of Toronto's waste away from landfill by 2026.	52%	53%	53%	

*2018 & 2019 values reflects updated NIR emission factors released since the publication of the 2018 inventory and updated landfill emission. The values reported annually may not match those reported previously. Updates to various datasets occur throughout each year. The values reported here are the most up-to-date as of the publication of this Report.

5c Advocacy and Achievements in Climate Action

The City is recognized as a leader in addressing climate change both domestically and internationally, including as:

- A member of C40 Cities[19], which connects 96 of the world's leading cities working to deliver the urgent action needed to confront the climate crisis and create a future where everyone, everywhere can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.
- A signatory of the Global Covenant of Mayors for Climate and Energy[20], disclosing our GHG emissions inventory and climate mitigation and adaptation actions annually to the Carbon Disclosure Project (CDP). This disclosure helps to track the City's progress, monitor risks and benchmark against other cities facing similar challenges[21]. For the fourth year in a row, the City of Toronto is recognized on the 2021 CDP Cities "A" List for its leadership and transparency on climate action. Toronto is one of 95 cities globally to receive an "A" rating.
- A member of the Carbon Neutral Cities Alliance (CNCA), a collaboration of leading global cities working to cut greenhouse gas emissions by 80% or more by 2050, or sooner[22].

Achievements in 2021

The City is leading by example to incorporate sustainable practices, improve energy and water efficiency and realize a reduction in GHG emissions and solid waste. The following highlights demonstrate these successes and the many achievements made in partnership with communities and stakeholders across Toronto.

Buildings

- **Net Zero Existing Buildings Strategy (ExB):** The Strategy charts the path to achieve net-zero emissions in all existing residential, commercial and institutional buildings in Toronto by 2050. Its goals are to achieve deep emissions reductions across the existing building sector, support home and building owners and the building industry in making the transition to a low-carbon city while realizing economic, social equity, resilience and health co-benefits. In December 2021, following adoption of the ExB Strategy, City Council adopted an accelerated community-wide target of net zero emissions by 2040, ten years earlier than initially proposed. The City is focused on aligning the newly adopted target with the pathway identified by the ExB Strategy, understanding the implications for the City's portfolio of service and program offerings, as well as related policy work.
- **Toronto Green Standard**[23]: The Toronto Green Standard is Toronto's sustainable design and performance requirements for new private and city-owned developments. In 2021, City Council adopted the Net Zero by 2040 Climate Strategy and accelerated the Toronto Green Standard (TGS) implementation dates for the Greenhouse Gas Emission limits to 2025 and 2028 so that buildings constructed on or after 2030 are near zero emissions. The TGS v4 will contribute to savings of more than 1MT C02e cumulative greenhouse gas emissions by 2050, or the equivalent of taking more than 300,000 cars off the road each year.

- **Sustainable Energy Plan Financing (SEPF) and the Energy Retrofit Loan (ERL) programs**[24] provides City Divisions, Agencies and Corporations, community organizations, and the private sector with access to low-interest loans to facilitate projects that improve energy performance and reduce GHG emissions in buildings. The Energy Retrofit Loan Program supports energy efficiency and decarbonisation retrofit projects in existing buildings through access to low-interest financing. From 2017 to 2021, the programs have provided more than $93 million in loans that have enabled more than $174 million in projects across Toronto by leveraging co-investments and partnerships.
- **The North East Scarborough Community Centre project**, located in Joyce Trimmer Park, 8450 Sheppard Ave. E., will be a leading edge and the City's first Net Zero Energy and Emissions Community Recreation Facility, and the first in Ontario aiming to achieve Zero Carbon Building Certification. The project will include a new Community Recreation and Child Care Centre facility approximately 94,000 square feet in total size, and revitalization of the surrounding park that will include features that will complement the overall design of the facility. The building's ambitious design employs innovative strategies to reduce overall energy consumption and introduce renewable energy systems. Key features include: rooftop photovoltaic (PV) thermal hybrid panels that generate both heat and electricity simultaneously, a bifacial photovoltaic parking lot canopy that feature PV modules on both sides, capturing both overhead sunlight and the light reflecting from the pavement below, air handling units that can improve heat recovery efficiency by 85%, air source heat pumps that use the outdoor air as a source of thermal energy in heating mode, and as a sink to reject energy when in cooling mode, high performance building envelope design and an air tightness testing process. Construction work has begun and will be complete by the end of 2024.
- **The Mount St-Denis Early Learning and Childcare Centre**, which is part of a larger City revitalization strategy, is the first City-owned net-zero designed building and has achieved carbon balance certification. The facility will be a two story, 19,000 square foot passive house design, producing 127% of its required energy through on-site renewable-energy generation - which will include a geothermal heat-pump system, roof-top PV panels, and PV/T panels for hot water. In addition, based on software modelling and hourly data, the building will be exporting excess energy during its identified peak demand.
- **The Green Will Initiative (GWI)**[25]: Recognizing that the path to net zero will be unique for each portfolio and building, GWI supports buildings owners in net zero planning and developing internal energy management practices to empower them to continuously drive GHG emission reduction in the long-term through three pillars of the program: Building a pathway to Net Zero, Recognition of Accomplishments and Peer Learning. To date, the program has expanded to 23 building portfolios across Toronto representing more than 4,500 buildings and 320 million square feet.
- **Navigation & Support Services:** Through this program, the City offers technical support and guidance materials to buildings looking to carry out retrofit projects aiming to reduce greenhouse gas emissions. Acting as a trusted advisor and retrofit concierge service, the program focuses on small mid-tier buildings without dedicated energy staff and resources.

  Since its launch in 2019, the program has resulted in $900,000 worth of projects enabled and $500,000 total incentives accessed. In the last year, the program engaged with and provided direct one-on-one consultation to approximately 40 applicants including not-for-profit organizations, co-op housing, worship facilities and small businesses looking to reduce energy costs and emissions in light of COVID-19 pandemic financial impacts.

- **Energy & Water Reporting and Benchmarking (EWRB)**[26]**:** Identified as a key enabler for Action 1 of the ExB Strategy, the City continues to promote building energy reporting and benchmarking practice among Toronto properties, as a means to enable greenhouse gas emissions reduction measures. In 2021, the City successfully received funding from Natural Resources Canada to help advance implementation of the Ontario EWRB regulation, specifically to conduct outreach with voluntary cohort reporting buildings between 50,000 to 100,000 square feet in size.

  Support was provided in the form of one-on-one reporting process walk through sessions, and webinars focused on the regulation requirements. New guidance materials, including Toronto-specific checklists and quick fact sheets, were also created and shared with first time reporters.

  A detailed EWRB report is also underway, containing analysis of the 2021 reported data, along with recommendations for building owners to make the data actionable.

- **Home Energy Loan Program (HELP)**[27]**:** Made a permanent program by Council in 2021, HELP has expanded its list of eligible technologies and ancillary supports to provide Toronto homeowners more options for resiliency and aging in place. While the COVID-19 pandemic deeply impacted the Program, 22 projects were completed in 2020 and 2021, amounting to more than $800,000 in loans. Through $14.6M in loans and grants awarded to the City from the Federation of Canadian Municipalities, the City launched zero-interest loans, incentives, and training opportunities for contractors in 2022. The City also continues to work with other funding recipients in Greater Toronto and Hamilton Area (GTHA) and across Canada, regularly facilitating information sharing and collaboration discussions to drive scaling opportunities for decarbonization and increase residential retrofitting.

- **BetterHomesTO (BHTO)**[28]**:** The City successfully wrapped up the Natural Resources Canada (NRCAN)-funded BetterHomesTO, designed to provide access to information on residential energy efficiency and increase retrofitting in single-family homes. Key accomplishments include: a comprehensive and interactive website designed by the City, which provides a centralized bank of information, resources and programs to support single-family residential retrofitting; outreach and engagement materials in multiple languages, and energy efficiency toolkits for residents to do in-home assessments. In addition, BetterHomesTO developed energy efficiency training for residents. 97 residents from diverse communities across Toronto participated in the Home Efficiency Animator Training, empowering them to share their energy efficiency knowledge within their communities. As the COVID-19 pandemic halted the planned outreach and engagement campaign, staff developed the BetterHomesTO webinar series, in which program partners hosted a series of webinars on subjects that include, Rebates and Incentives, How to Plan Your Renovation, Passive House and Net Zero Homes. More than 400 residents attended these webinars.

- **Eco-Roof Incentive Program**[29]**:** The City's Eco- Roof Incentive Program has supported the installation of 576 eco-roofs since 2009, representing 1.06 million square metres of roof space. In addition to reducing a building's energy use, eco-roofs help to manage storm-water and reduce urban heat. Each year, these roofs reduce energy consumption by 2,100 megawatt-hours (MWh), avoid 395 tonnes of greenhouse gas emissions, and divert more than 17.8 million litres of storm-water. In 2021, 35 projects were completed totaling 96,000 square metres of roof space, resulting in 165 megawatt-hours (MWh) per year of energy saved and 30 tonnes of GHG emissions reduced per year.

Energy

- **Deep Lake Water Cooling (DLWC) expansion[30]:** There is continued growth in demand for cooling in Toronto's downtown core. In 2021, construction is underway to add a fourth intake to the DWLC system which will increase the potential of the current Enwave (district energy system) cooling capacity by 26,000 tonnes. This expansion is estimated to reduce the demand on the electricity grid by up to 0.5 kW per tonne of cooling load delivered, resulting in up to 70% peak demand savings in electricity compared to a mechanical chiller plant. The DLWC system uses water from Lake Ontario to provide cooling to more than 80 buildings including critical care facilities, government buildings, data centers, universities, and commercial and residential towers, within Toronto's downtown core. The DLWC system is an innovative partnership between the City and Enwave Energy Corporation where infrastructure is shared for mutual benefits, principally reducing greenhouse gas emissions and improving energy resilience.

- **SolarTO[31]:** In 2021, more than 600 solar assessments were completed. With such high demand, the SolarTO Map was created to help residents and businesses on their path to solar power. In collaboration with the Geospatial Competency Centre, the map uses LIDAR data to estimate the solar potential of Toronto rooftops. It allows residents to quickly assess their solar potential, estimating the electricity production potential, financial impacts and environmental benefits. In the four short months after its launch, there were 1,893 sessions on the page. In addition, a Solar Directory was developed, which provides information on some of the companies serving the GTA, helping residents research and select a contractor.

- **Turning waste into Renewable Natural Gas (RNG):** The City, working with Enbridge Gas Inc., has installed infrastructure at the Dufferin Solid Waste Management Services Facility that allows it to create renewable natural gas (RNG) from Green Bin organics. The new equipment enables the City to take the raw biogas produced from processing Green Bin organics, turn it into RNG and inject it into the natural gas grid for use by the City. The RNG produced will be blended with the natural gas that the City buys to create a low-carbon fuel blend that will be used across the organization to power vehicles and heat City-owned facilities, allowing for a reduction in GHG emissions across the organization. The production of RNG from biogas has the environmental benefit of closing the carbon loop by capturing the biogas produced (as opposed to flaring/burning), upgrading the biogas to RNG pipeline quality, and then using it to displace a fossil fuel with renewable green fuel.

- **Capacity Buyback Program[32]:** In 2021, the City's Capacity Buyback Program[33] (targeting water efficiency within the commercial and institutional sector) saved almost 1.5 million litres of water. Saving water results in decreased energy use for pumping and treatment, and a corresponding decrease in GHG emissions.

Transportation

- **Electric Vehicle Strategy[34]:** Toronto's first Electric Vehicle (EV) Strategy was approved by City Council in January 2020. The EV Strategy identifies specific actions that the City can take to encourage and support Toronto residents, commuters and businesses to switch from gasoline and diesel-powered vehicles to electric vehicles. A key TransformTO Net Zero Strategy (TT NZS) goal is having 100%of transportation use zero-carbon energy sources by 2050. The EV Strategy implementation is on track and actions and activities are underway, including education and advocacy programming, and new charging infrastructure policies and regulations.

- **On-Street EV Pilot:** The City in collaboration with Toronto Hydro completed a 20-month pilot that saw 17 on-street EV charging stations installed in nine locations across Toronto in 2020. During that period, usage of the chargers increased month over month, with an energy consumption total of 127,923 kilowatt hours (kWh) from October 2020 to April 2022. This resulted in a reduction of 130 metric tonnes of carbon dioxide emissions (CO2e) that would otherwise have been emitted from internal combustion engine equivalents. In addition, City Council

approved installation of 32 additional on-street electric vehicle charging stations for 2022 and 50 more stations in 2023.

- **Natural-Gas-Powered Trucks:** The City's Solid Waste Management Services has been transitioning from diesel-powered trucks to quieter and more environmentally conscious natural-gas-powered trucks since 2010 when the first small-scale pilot hit the road. To support the move away from diesel, Solid Waste Management Services has also constructed three compressed natural gas (CNG) fueling stations. Presently, 79% of our in-house solid waste residential collection fleet now uses natural gas.
- **The Smart Commute Program**[35]**:** Through its Smart Commute program the City helps employers and commuters adopt smart travel options by providing tools, resources and campaigns to encourage sustainable commuting habits. The program expanded its support to all Toronto employers during the pandemic by offering an online web portal with resources, webinars and a Return to the Office Smart Commute Challenge campaign to encourage commuters to safely and sustainably travel to work. In addition, Smart Commute negotiated a discounted Bike Share Toronto membership for City staff and employer partners.
- **Cycling Network Plan**[36]**:** Through the Cycling Network Plan, the City installed 22.7 km of bikeways in 2021, which includes 4.3 km of 2021 ActiveTO Bayview Avenue multi-use trail and Yonge Street cycle tracks. Notable additions to the cycling network included two-way cycle tracks on The Esplanade and Mill Street, contra-flow bike lanes and intersection upgrades on Winona Drive from Eglinton Avenue West to Davenport Road, and multi-use trail connections in Scarborough at Ellesmere Road and Kingston Road. The 2022-2024 Near-Term Implementation Program was approved by Toronto City Council in December 2021, and proposes 100 centreline kilometres expected to be completed by 2024. This goal is ambitious compared to previous years' delivery rates and includes a greater proportion of cycle tracks on arterial roadways.

Waste and the Circular Economy

- **Food Waste Reduction Strategy:** A partnership with the National Zero Waste Council with other municipalities and private sector partners across Canada on the Love Food Hate Waste campaign to raise awareness about the issues of food waste and provide residents with tips to reduce their own food waste. Community Reduce and Reuse Programs also support outcomes of food waste reduction through community composting efforts and the redistribution of surplus harvests from single-family residential home gardens.
- **Share and Reuse Spaces:** The continued financial support and strategic coordination of the Community Reduce and Reuse Programs comprised of nine community hubs based in the City's Neighbourhood Improvement Areas (NIAs) operated by non-profit organizations to foster a culture of waste reduction, sharing, repairing and reuse. The main activities include providing workshop spaces free-of-charge for residents to access tools and equipment needed to repair items for reuse. Other activities include facilitating bicycle repairs and refurbishments and promoting textile reuse through sewing repairs. The Community Reduce and Reuse Programs also support textile waste reduction strategies.
- **Single-Use and Takeaway Items Reduction Strategy:** This Strategy is aimed at encouraging and enabling businesses to take action to eliminate the unnecessary use of single-use and takeaway items in their operations along with connecting businesses to suppliers of innovative reusable container solutions and services. In 2022, the City launched the Reducing Single Use Program to recognize businesses taking a leadership role to reduce single-use and takeaway items. In 2023 staff will be presenting proposed mandatory measures that will restrict the use of single-use items such as cutlery, straws, cups, and shopping bags in food and non-food service establishments.

- **Long Term Residual Waste Study:** This study is undertaking an assessment to evaluate the remaining lifespan of Green Lane Landfill and to develop a baseline for which to assess potential impacts to capacity through scenario forecast modelling. The study will identify and develop short and long-term options for the efficient and effective management of the City's residual waste to meet waste management needs during the next 50 years.
- **Baselining for a Circular Toronto Research Project:** Launched in 2020, this project is one of the first of its kind in Canada and led by the City in partnership with the David Suzuki Foundation and Netherlands-based circular economy experts, Circle Economy. The project assessed Toronto's current landscape for circularity, completed a Material Flow Analysis for three key sectors (construction, waste management, and food systems) and proposed a range of circular goals, indicators and stakeholders that could help achieve a circular economy in Toronto. The study's final report was completed in August 2021 and provides the foundation for the future Circular Economy Road Map for Toronto. Once the Circular Economy Road Map is finalized, staff will present recommendations for Council consideration, including the establishment of firm circular economy targets, performance measures and partnership opportunities to achieve a resilient, inclusive, green and prosperous future.
- **Circular Procurement Framework[37]:** Advancing circular outcomes at the City involves work to enhance staff capacity and transform existing business processes. Recognizing that the City is one of the largest purchasers in the Canadian public sector, Solid Waste Management Services Division partnered with the Purchasing and Materials Management Division to develop and present a Circular Procurement Implementation Plan and Framework (Circular Procurement Framework) to Government Management Committee in 2018 that guides the City in piloting how circular principles could be applied to the City's purchasing decisions to reduce waste, enhance social outcomes, and drive cost savings and the efficient use of City resources. In June 2021, the City entered into two new organics processing agreements which were awarded under a Request for Proposal (RFP). As a component of the technical evaluation, criteria were added to assess proponents on the circular economy impact of their services and business operations. Additionally, successful proponents agreed to work with City staff to develop Circular Economy Action Plans that will help generate additional data and circular impact during the contract. These two contracts represent the first time that a resource recovery RFP has incorporated elements of the City's commitment to a more circular economy.
- **Supporting Canada's circular economy transition:** The City is supporting communities and industries across Canada in transitioning to more circular economies. In 2021, the City partnered to support the Government of Canada as it co-hosted the World Circular Economy Forum, the first time that the Forum has been hosted by a North American government; accepted an invitation to join the advisory group for the Circular Cities and Regions Initiative, which is helping to advance circular economy knowledge sharing in the Canadian local government sector; and joined the Canada Plastics Pact, which is creating a common vision of a circular economy for plastics and supporting innovation in the plastics value chain.

Community Engagement and Investment

- **Neighbourhood Climate Action Champions[38] program:** Through this program, the City engages, supports and trains local neighbourhood leaders to engage with community residents on environmental issues and inspire climate action. Champions work with residents to create neighbourhood-focused projects that address climate change and benefit Toronto communities. In 2021, a diverse group of 25 local volunteers with city-wide representation were recruited into the program and 13 Climate Action Champion-led projects were funded.
- **The Live Green Toronto Volunteer Program[39]:** This City program brings together more than 1,500 volunteers to provide support at public events. The program added 80 volunteers in 2021 and delivered training about the City's environmental priorities.

- **Youth Climate Action Grants:** provides funding to support Toronto District School Board (TDSB) student-led projects, activities and events that directly or indirectly reduce GHG emissions. Grants of up to $1,000 are available for each eligible project. This funding initiative launched in 2021 is a partnership between the City and TDSB.
- **Urban Forestry Grants:** The City is investing in tree planting and stewardship on private land to help enhance and expand our urban forest, and to improve the health of the environment. With some of the greatest potential on private land, everyone's help is needed to reach our 40% canopy cover target. In 2021, fourteen projects were selected from 16 applications submitted to receive funding in support of tree planting and stewardship on private land. More than 10,000 trees and shrubs were planted through these projects.
- **Climate Action Fund:** The City supports community-led projects, activities and events that reduce the emissions that contribute to climate change. In partnership with the Community Coordination Plan, the program invested nearly $230,000 in 26 projects across 13 community clusters in 2021. Projects engaged vulnerable residents – youth, isolated seniors and diverse linguistic communities in low-income areas, with a focus on climate action and COVID-19 pandemic recovery. The 2021 project themes included traditional Indigenous knowledge, local food and food security, sewing and repair, active transportation, public art, and capacity building. More than 400 community agencies were engaged with this program in 2021.

Managing Stormwater

- **Cleaning up Our Waterways[40]:** Toronto is embarking on the largest and most significant stormwater management program in the City's history. With an overall budget of more than $3 billion, this program will greatly improve the water quality in the Lower Don River, Taylor-Massey Creek and along Toronto's Inner Harbour by keeping combined sewer overflow out of Toronto's waterways through the upgrading of technology and capacity to capture, transport and treat it.
- **Downspout Disconnection[41]:** It is mandatory for property owners in Toronto to ensure their downspouts are disconnected from the City's sewer system. During heavy rain, the sewers can become overloaded, which can increase the risk of basement flooding and the release of polluted rainwater into local waterways. By disconnecting downspouts and directing stormwater onto the property instead, the risk of sewer overloads can be minimized. A financial assistance program offers a reimbursement of the costs of labour and materials for performing downspout disconnection work, up to a maximum of $500, for eligible low-income seniors or low-income people with a disability. The downspout disconnection rate in the City is 76 per cent based on a 2021 field study and that is within the compliance rate the City needs in order to have an impact. Toronto Water will be doing additional public education and outreach to encourage even more property owners to disconnect their downspouts.

5d Climate Lens in City Decision-Making

In 2019, City Council directed staff to develop a climate lens that evaluates and considers the climate impacts of all major City decisions, including financial decisions. The City is currently developing a cross-corporate climate lens and has already integrated climate indicators and questions in the annual budget process to track climate spending. Similar to the City's equity lens, the implementation of a climate lens in the budget process represents a cultural shift in how the City evaluates its investments. The intent is to apply non-traditional economic measures to the budget process to ensure the City can deliver outcomes to Torontonians in alignment with the corporate strategic priorities and the City's commitment to reach net-zero emissions.

Once the climate lens is fully developed, city-wide projects and programs will be required to quantify their GHG emissions impact and assess their climate risks. The objectives and outcomes are as follows:

- **Objective 1: Integrate climate considerations into strategic decision-making**
  - Understand how decisions are affected by or affect climate
  - Informed by GHG emissions and climate resilience assessments
  - Stronger business cases that consider climate
- **Objective 2: Build staff climate competency and leadership**
  - Increased climate literacy and awareness for City staff
  - Supportive collaborative exchanges and educational resources and tools
  - Empowered climate champions across Divisions
- **Objective 3: Increase climate accountability**
  - Clear accountability to meet climate commitments (e.g., TransformTO Net Zero Strategy (TT NZS))
  - Alignment with existing and upcoming climate-related policies and strategies
  - Shift in organizational culture through links to individual accountabilities
- **Objective 4: Increase transparency through reporting**
  - Understand the City's spending on climate action, GHG emissions impact and associated climate risks
- **Objective 5: Monitor climate performance**
  - Assess internal climate-related actions
  - Monitor best practices
  - Identify strategic actions to evolve implementation

5e The Atmospheric Fund

City Council created The Atmospheric Fund (TAF)[42] in 1991 to finance local initiatives to combat climate change and improve air quality in Toronto. A $23 million endowment, coming from the sale of a City-owned property, was set up to fund TAF's work. TAF is a registered non-profit corporation, with a Board of Directors appointed by the City and comprised of City councillors and citizens. TAF works closely with City departments and divisions, especially Toronto Public Health and the Environment and Energy Division, to test and advance innovative programs. In 2016, the Province of Ontario provided TAF with a $17 million endowment to enable services to be offered throughout the GTHA. In 2019, the Government of Canada committed to provide TAF with a $40 million endowment. Since then, TAF is now also funded by other orders of governments and has expanded the original scope beyond the Greater Toronto Area. TAF does not draw any funds from City, Provincial, or Federal tax bases.

Helping the GTHA become carbon neutral by 2050

TAF is a regional climate agency that invests in low-carbon solutions for the Greater Toronto and Hamilton Area and helps scale up solutions for broad implementation. TAF's experienced leaders collaborate with stakeholders in the private, public and non-profit sectors who have ideas and opportunities for reducing carbon emissions. TAF aims to advance the most promising concepts by investing, providing grants, influencing policies and running programs. The organization is particularly interested in ideas that offer benefits beyond carbon reduction such as improving people's health, creating new green jobs, boosting urban resiliency and contributing to a fair society.

TAF's Key Performance Indicators (KPIs):

	2021	2020	2019
Carbon Emissions Reduction Potential (in tonnes CO_2 eq.)	58,399,514	41,799,827	11,256,160
Financial Capital Mobilized	$17,793,459	$22,187,098	$14,908,607

5g Nature and Biodiversity

Toronto is a place of rich biodiversity. The waterfront and deep ravines give form and identity to the city and provide habitat for flora and fauna and opportunities for recreation and active transportation. Their natural beauty promotes an appreciation for nature and allows for respite from the urban environment. Toronto's abundant natural areas connect to a larger regional ecosystem that extends from Lake Ontario north to the Oak Ridges Moraine and connects with the Ontario Greenbelt.

When viewed from the CN Tower, Toronto is a very green city. Canopy cover is estimated to be approximately 28.4% and includes some 11.5 million trees that spill out of city parks and ravines onto streets and backyards. Almost half of this canopy is made up of species native to southern Ontario. Approximately 13% (8,000 ha) of Toronto's land area is parkland and about half of this parkland is natural area and ravine which supports remnants of the original landscape including woodlands, wetlands, meadows and shorelines. Residents and visitors can experience these habitats at destinations such as High Park and Toronto Island Park. They can also experience nature in unique places such as Tommy Thompson Park, a five kilometer long peninsula that was created as a harbor breakwater and is now being allowed to naturalize and has become one of the most beloved natural areas in the City.

Near the downtown is the Don Mouth Naturalization and Port Lands Flood Protection Project aimed at re-naturalizing the mouth of the Don River. Far from the skyscrapers of downtown is the Rouge Valley, Toronto largest wilderness area and part of Canada's first national urban park. Beyond understanding the importance of natural parklands, Toronto's appreciation of biodiversity is evolving such that yards, rooftops and even city streets are recognized for the contribution they make to urban biodiversity in an increasingly dense city.

As in most urban centres, Toronto's natural features and functions are under pressure from building, recreational use, invasive species and climate change. Building on its vision of "a city within a park", Toronto is working to maintain and improve its urban canopy and the park system to meet the needs of a growing population and ensure Toronto remains a livable and resilient city.

In 2000, Toronto initiated a program of natural area management, invasive plant control and controlled burns of rare oak savannah to help protect, restore and enhance the city's unique natural habitats and biodiversity. In 2010, Toronto City Council adopted the Toronto Green Standard[43] and Green Roof Bylaw[44] which provide sustainable design requirements for new development and help make the urban fabric of Toronto more biodiverse and resilient. In 2007, Toronto became the first city in North America to adopt Bird-Friendly Development Guidelines[45] to make new and existing buildings less dangerous to migratory birds. This was followed by a companion document on Best Practices for Effective Lighting[46].

More recently, Toronto developed a Ravine Strategy[47] to guide the management, use, enhancement and protection of approximately 11,000 ha of ravine lands, a Pollinator Protection Strategy[48] to support local pollinators and a Biodiversity Strategy[49] to support healthier, more robust biodiversity across the city and increase awareness of nature. Together, these initiatives support biodiversity and align with Toronto's Resilience Strategy[50] through actions that aim to create a healthier, more robust natural ecosystem and one more resilient to climate change.

Torontonians are engaged with biodiversity, spending time outdoors, observing nature and volunteering their time. Over 3,000 people volunteer with the City each year to help with ongoing maintenance and monitoring activities in natural areas, plant trees, shrubs and wildflowers in city parks and natural areas and participate in a trail stewardship program where they help to create and maintain natural surface trails. Others volunteer with one of the many nature-based organizations such as the Todmorden Mills Wildflower Preserve, the High Park Nature Centre and Evergreen Brickworks and partner agencies such as the Toronto and Region Conservation Authority.

The City fosters awareness of nature through events such as Ravine Days and the Pollinate TO Grants Program. The City also engages with scientists, artists, academics and Indigenous representatives who contributed to Toronto's Biodiversity series – a series of booklets that helps residents learn about and appreciate the amazing range of biodiversity found in Toronto – the Pollinator Protection Strategy and the Ravine and Biodiversity Strategies. As part of the implementation of the Ravine Strategy, Toronto is also taking the initiative to involve vulnerable and marginalized communities

- Biodiversity Strategy[51]: The City's Biodiversity Strategy aims to support healthier, more robust biodiversity and increased awareness of nature in Toronto. In May 2021, Toronto was certified as a Bird Friendly City under Nature Canada's Bird Friendly City Certification Program[52], recognizing Toronto's long history of proactive action with the goal of minimizing the impact of development and light on migratory birds. In July 2021, the City signed on to the C40 Urban Nature Declaration committing to protect cities from the impacts of climate change and ensure access to green spaces.
- Managing the Urban Forest: Urban Forestry supports climate resilience in the urban forest by delivering the following programs and services: tree protection and replanting through bylaw administration; tree planting, natural area management and invasive species management; improved trails in greenspaces; private tree planting; and stewardship and events. Each year, Urban Forestry plants 120,000 trees and shrubs on public land. In 2021, more than 500 volunteers joined the City's programs to help restore Toronto's ravines through 80 events, planting 4,481 native trees shrubs and wildflowers, stewarding over three hectares of natural parkland, and maintaining or improving over four kilometres of natural trails. In 2021, the private tree grants and incentives program supported the planting of more than 10,000 trees and shrubs on private land.
- Toronto Pollinator Protection Strategy[53]: With the goal of protecting the more than 360 species of bees and more than 100 species of butterflies and other pollinators that call Toronto home, the City adopted a Pollinator Protection Strategy. A key element of the strategy are the PollinateTO Grants that provide up to $5,000 to support community-inspired projects that directly result in the creation of pollinator habitat in Toronto. In 2021, PollinateTO has funded more than 40 projects, which have created 103 gardens resulting in more than 7,500 square metres of pollinator habitat across Toronto.

5g Green Bond

The City aims to achieve net zero GHG emissions by 2040. To achieve this goal, investment in the City's core urban systems (buildings, energy supply, transportation, natural environment and waste management) is necessary to realize a low-carbon future. To advance this initiative, the City developed and launched its Green Bond program[54] following International Capital Market Association's (ICMA) Green Bond Principles. Details are described in the City's Green Bond Framework.

The proceeds of each green debenture are applied exclusively to finance or refinance, in whole or in part, new and/or existing eligible capital projects. Eligible capital projects are identified capital projects that meet the City's environmental objectives. Such projects generally include:

- Mitigation and adaptation to the effects of climate change,
- Abatement and avoidance of GHG emissions,
- Resource recovery and a hierarchical waste management approach
- Air, water, and soil pollution prevention and control.

As of the end of 2021, the $780 million of Green Bonds that the City has issued in four offerings since the program's inauguration has financed the following projects:

Timing	Issuance Details	Projects
July 2018	Inaugural green bond offering of $300M (30-year term)	Primarily for capital projects related to fleets and supporting infrastructure for sustainable clean transportation (subway related)
September 2019	Second green bond offering of $200M (20-year term)	Projects related to infrastructure for sustainable clean transportation (subway & cycling) and sustainable energy & environment (retrofits, flood protection, and energy efficiency)
December 2020	Third green bond offering of $130M (20-year term)	Projects related to sustainable clean transportation (Subway), sustainable energy & environment (retrofits and flood protection).
December 2021	Fourth green bond offering of $150 million (10-year term)	Projects related to sustainable clean transportation (subway and electric buses), energy efficiency retrofits (social housing retrofits), climate change adaptation and resilience (flood protection), and pollution prevention/ using waste as a resource (organics waste facility).

More information about the City's Green Bond issuances and projects can be found on the Green Debenture Program website and through the annual Green Bond newsletter.

5h Alignment with Sustainable Development Goals (SDGs)

The City is implementing strategies that align with the UN Sustainable Development Goals. The City's climate action strategy, TransformTO, has the goal of achieving net-zero GHG emissions in Toronto by 2040 while improving climate resilience, health, social equity and economic prosperity. The City's efforts to transition Toronto to a circular economy aims to maximize resources and reduce waste, while building a more resilient, inclusive, and green city. Both of these two portfolios are aligned with achieving the following environmental SDGs:

- **Goal 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- **Goal 3.** Ensure healthy lives and promote well-being for all at all ages
- **Goal 6.** Ensure availability and sustainable management of water and sanitation for all
- **Goal 7.** Ensure access to affordable, reliable, sustainable and modern energy for all
- **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- **Goal 10.** Reduce inequality within and among countries
- **Goal 11.** Make cities and human settlements inclusive, safe, resilient and sustainable
- **Goal 12.** Ensure sustainable consumption and production patterns
- **Goal 13.** Take urgent action to combat climate change and its impacts
- **Goal 15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- **Goal 17.** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

The City's Baselining for a Circular Economy study presented a high-level future state vision for a circular Toronto. To identify the circular pathways that can bridge the gap between the current state and the future state vision, the baselining study proposed a number of circular goals that Toronto can work toward at both the community-wide and sector levels, each with a set of indicators to measure progress toward these goals. The Study's proposed vision for a Circular Toronto is a city with:

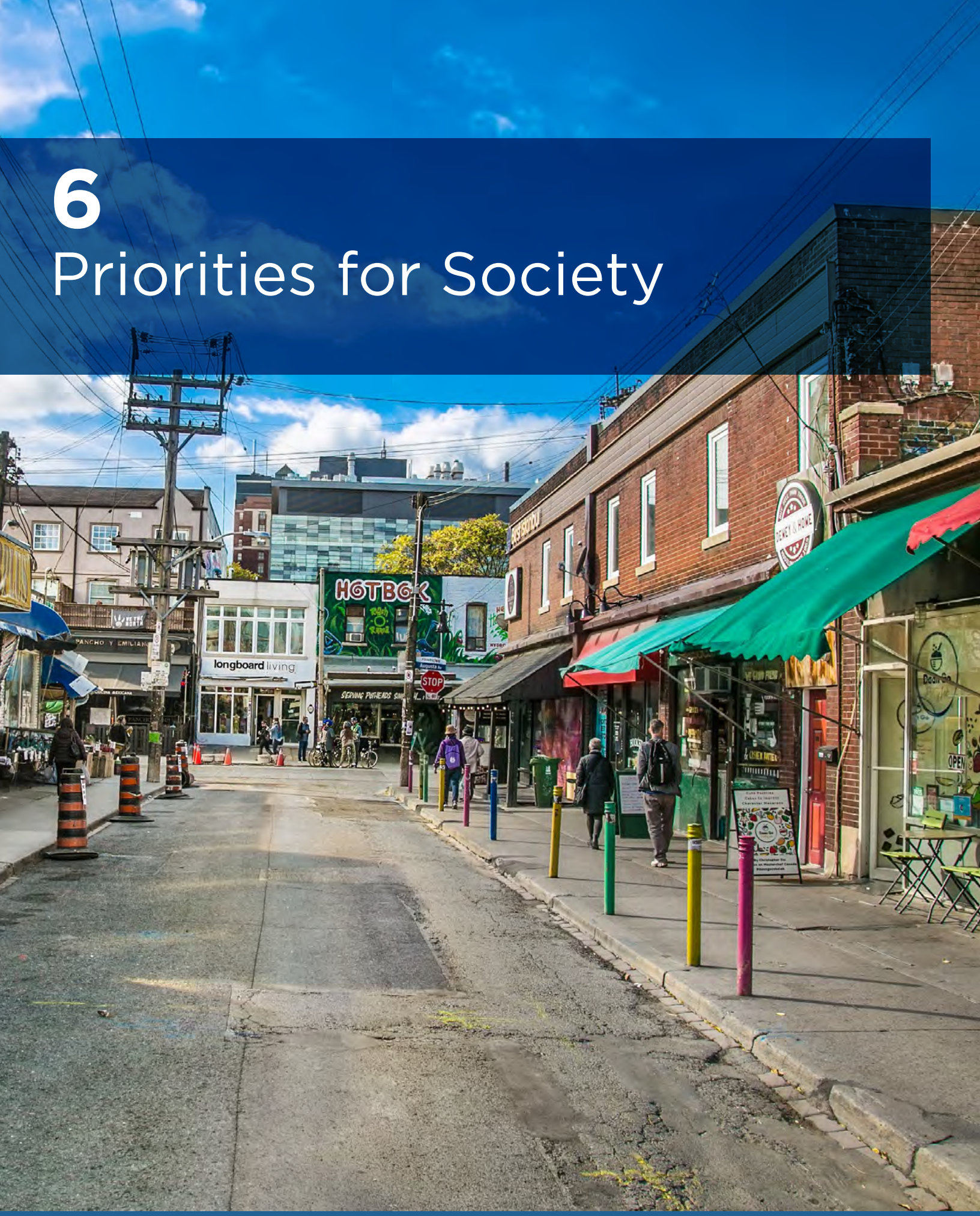
- Regenerative urban food systems that protect and restore natural ecosystems, while preserving soil, air and water quality
- More efficient resource management systems where waste from one industry is reused by another
- Creative design for the built environment to create long-lasting, adaptable and modular buildings and infrastructure that are easier to maintain and repurpose
- An environment that enables emissions reduction by combining the circular economy with other climate strategies
- A circular society that connects people, creates jobs and respects the planet.
- A circular City leading the way by engaging, incentivizing, managing and setting an enabling regulatory framework.

The circular city goals were aligned to the UNSDGs to demonstrate how local action can support global climate and sustainability targets. The UNSDGs linked to Toronto's circular economy efforts were:

- Goal 2: Zero Hunger
- Goal 3: Good Health and Well-Being
- Goal 6: Clean Water and Sanitation
- Goal 7: Affordable and Clean Energy
- Goal 8: Decent Work and Economic Growth
- Goal 9: Industry, Innovation, and Infrastructure
- Goal 10: Reduced Inequalities
- Goal 11: Sustainable Cities and Communities
- Goal 12: Responsible Consumption and Production
- Goal 15: Life on Land
- Goal 17: Partnerships for the Goals

The circular vision, goal statements, and indicators will be validated, refined and finalized through a participatory process to develop Toronto's Circular Economy Road Map.

6
Priorities for Society



6 Priorities for Society

Toronto's motto – Diversity Our Strength – represents the diversity of the City's 2.9 million residents. The City strives to be a caring and friendly city that invests in quality of life for all, an objective that includes social and economic well-being and inclusion.

6a Social Priorities

The City's Community and Social services includes a diverse range of essential and socio-economically empowering services and supports to allow all Torontonians and neighbourhoods to fully participate in the social and economic life of Toronto. The goal of Community and Social services is to see a Toronto where individual outcomes are determined by an individual's effort, not pre-determined by their address, race, or income; and prioritizes the needs of the vulnerable while nurturing and supporting a Toronto for All. Examples of key community and social services provided by the City:

- Children's Services
- Housing policy, program and services (social, supportive and affordable housing)
- Seniors Services and Long-Term Care
- Shelter and Support
- Employment & Social Services
- Fire Services (TFS)
- Paramedic Services (TPS)
- Public Health

6b Essential Community and Social Services

6bi Fire Services

Toronto Fire Services is the City's only all hazards emergency response organization and the largest fire service in Canada. Fire Services provides Toronto residents, visitors and businesses with protection against loss of life, property and the environment from the effects of fire, illness, accidents and all other hazards through preparedness, prevention, public education and emergency response, with an emphasis on quality services, efficiency, effectiveness and safety.

Performance Metrics

Objective	Key Metric	2021	2020	2019
Improve emergency response time (Effective Firefighting Force (EFF) is the time from when TFS receives the emergency call to the arrival of the number of firefighters in the initial deployment required to complete each of the critical tasks that must be performed at a fire.)	% of Fire and Alarm Incidents meeting effective firefighting response time target of 10:24 min.	87%	88%	89%
Enhance the quality and effectiveness of fire and explosion responses	% of Structure Fires and Explosions (with loss or injury) that were Contained to Room of Origin	84.6%	82.9%	82.1%
Enhance fire prevention in residential highrise	% of target Residential High Rise addresses with Inspection Visits	66%	89%	90%

6bii Paramedic Services

Toronto Paramedic Services (TPS) is the largest municipal Paramedic Service in Canada. It provides 24-hour pre-hospital emergency and non-emergency care and transportation to and between hospitals for ill or injured individuals, and also offers public education programs to promote rapid and appropriate use of emergency medical resources in time of need.

The City's paramedics, emergency medical dispatchers and support staff are trained professionals who are highly skilled in all aspects of pre-hospital emergency medicine. Toronto Paramedic Services treats a wide variety of injuries and medical conditions and at the same time provides supportive patient care and safe transportation to an appropriate medical facility. An advanced computer-aided dispatch system linked to a 9-1-1 system means the time from receiving a call to the arrival of a paramedic crew is only a matter of minutes. In many instances, the initial emergency care rendered by a paramedic is the deciding factor between life and death, temporary or permanent disability, a brief stay or prolonged hospitalization for a patient. In critical situations, paramedics are required to demonstrate leadership, well-developed human relations and social skills, rapid decision-making, and a high degree of empathy for both the patients and their families.

Achievements in 2021

Response time, the length of time for Paramedics to arrive at an emergency scene from the time the call is received by the Ambulance Communications Centre, is critical in providing emergency care and transportation. Ambulance availability is the primary predictor of improved response times, with hospital offload delays being the most significant factor impacting ambulance availability.

Actions taken to improve ambulance availability include:

- Hospital Task Force implemented to help reduce offload delays.
- Continuation of Dedicated Offload Nursing Program (DONP) focusing on reducing ambulance offload delays.
- Toolkit developed with hospitals, Ministry of Health and regional stakeholders to reduce offload delays.
- Hired more than 200 paramedics in 2021 to help ease workload and improve ambulance availability.
- Referred approximately 10,000 low-priority emergency calls to TeleHeath with only 6% returned to TPS.

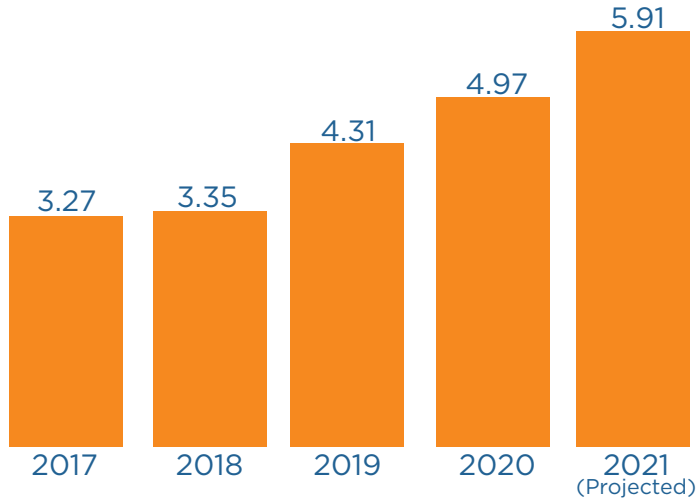
Through Community Paramedicine outreach and referral, TPS is increasing the number of vulnerable patients supported.

- More than 26,000 vulnerable clients were supported through various programs including Home Visit Program, Community Paramedic-Led Clinics, Influenza Immunization, Community Referral by EMS and Community COVID Response (Includes homebound vaccinations, vaccination clinics and COVID-19 testing)
- Through 2021, Toronto Paramedic Services played a vital role in the City's response to the COVID-19 pandemic. Paramedics supported nine City-operated mass immunization clinics across Toronto.
- In partnership with Toronto Public Health (TPH), Community Paramedics supported 294 mobile COVID-19 testing clinics including 109 clinics using repurposed TTC buses to support underserved communities.
- Community Paramedics performed more than 18,000 COVID-19 tests and delivered more than 10,000 COVID-19 vaccinations including 7,700 vaccinations to vulnerable, homebound clients.

6biii Community Crisis Response Program

The Community Crisis Response Program (CCRP) continues to provide support and resources to communities impacted by violent and traumatic incidents (within 12 to 72 hours) including shootings, stabbings, firearm discharge, and gun and gang related activity. As the complexity of critical incidents have increased each year, CCRP has provided more intensive and coordinated supports for each incident. This includes connecting communities and impacted populations to trauma-informed and culturally appropriate psych-social supports through the Community Violence Wellness Recovery Pilot (CVWRP), activating Safety Networks, and deepening cross-sectoral collaboration.

CCRP Response Activities per Critical Incident



In 2021:

- CCRP provided direct supports to 7,716 residents and community partners impacted by community violence,
- Led 3,105 response activities, including leading immediate response (under 72 hours), activated 26 Safety Networks, and mobilized 293 Safety Network responses
- Led over 350 engagement initiatives including capacity building and training sessions, and community healing workshops
- Supported 39 community-led community healing and capacity building initiatives through the Community Crisis Response Fund; a 55% increase from 2020.

Through the City's Mental Health Support Strategy, the City partnered with 27 community organizations to provide mental health supports to Torontonians during the COVID-19 pandemic. The following number of mental health supports were provided from April 27, 2020 – December 25, 2021:

- 256,837 Torontonians called, texted or sent an online message for mental health support
- 26,935 of these received referrals to mental health supports from community partners
- 229,902 of these received direct mental health supports from community partners
- 93,375 seniors received mental health supports from community partners
- 7,610 youth received mental health supports from community partners.

6biv Senior's Services and Long-Term Care

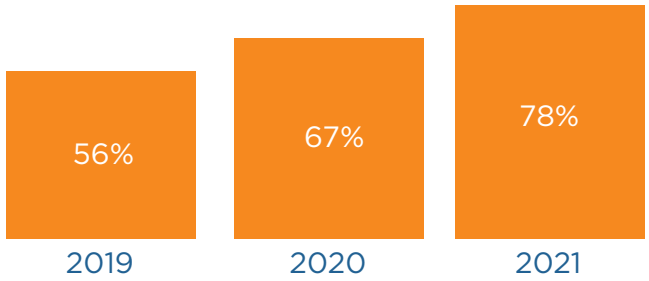
Senior's Services and Long-Term Care supports Toronto seniors and people in long-term care to have the healthiest, most fulfilling lives possible through exceptional care and services.

With regards to seniors (demographics category), the City is committed to implement all recommendations in Toronto Senior's Strategy 2.0[55], City Council's commitment to an age-friendly, age-inclusive and age-equitable City, including key 2021-22 priorities:

- Seniors housing and services entity supporting integrated service model into 83 senior buildings of new Toronto Seniors Housing Corporation, benefitting more than 14,000 senior tenants
- Directory for Seniors and Caregivers with chapters on Recreation, Health, Employment and Volunteering, Housing, Caregiver Supports, Pets, Elder Abuse, Legal, Food Access and targeted supports available to Black, Indigenous, Francophone, newcomers, veteran and 2SLGBTQ+ seniors and communities with 10,000 hard copies distributed and widely shared and posted online on 211

- Seniors Active Living Fairs (SALFs) with City Councillors to facilitate outreach and communication to the City's diverse aging population
- Refresh of the *Leading & Learning with Pride* toolkit for better supporting 2SLGBTQ+ seniors, added training and education to address homophobia, transphobia and biphobia affecting Toronto seniors.

Progress on City Council Recommendations in Toronto Seniors Strategy 2.0



Senior Services and Long Term Care is on track to fully implement 100% of recommendations by the end of City Council's term in 2022.

6bv Children's Services

Toronto Children's Services promotes access to high quality early learning and child care services and works closely with the community to develop a coordinated system that meets the diverse needs of Toronto families and children.

On March 28, 2022, Ontario reached an agreement with the federal government under the Canada-wide Early Learning and Child Care (CWELCC) System. The implementation of the CWELCC System is a five year plan which includes improving affordability, enhancing quality, increasing access, supporting inclusion and supporting data reporting.

Child care is a key lever to children's health and development, child and family well-being, improving the economy, improving education rates and addressing poverty. The vision is to build capacity to meet demand for affordable, quality and inclusive child care spaces, and to improve affordability for families across all income groups, while providing fee subsidies for eligible families in financial need.

While expansion of the total number of available child care fee subsidies was improving year-over-year prior to 2019, efforts were temporarily paused due to funding uncertainty, followed by a focus on pandemic recovery. A similar decrease in spaces available and children served by fee subsidy resulted due to mandated closures, uncertainty and vaccine roll-out during the pandemic as well. These decreases are expected to be temporary, with demand and usage expected to exceed pre-pandemic levels as we move through recovery and into implementation of the CWELCC system.

2021 Key Accomplishments

- Maximized fee subsidy flexibilities for families and eligibility policies, in accordance with provincial guidelines, to support access to care as families' circumstances continued to shift as a result of the COVID-19 pandemic
- Implemented an enhanced, targeted approach to engage and communicate with families on the child care fee subsidy waitlist, and perform outreach to new families. Included City-wide and community partnerships to support service navigation and placement supports
- Prioritized timely, flexible short-term relief funding, including targeted supports, to child care and early learning programs to ensure a financially viable and stable sector. Leveraged tri-government investments to protect capacities, support workforce retention, and preserve affordability for all families
- Achieved key targets for the Phase One goals of Toronto's Licensed Child Care Growth Strategy for children under four, including:
    - The creation of 2,740 new licensed child care spaces, for a total of 39,177 spaces in the system
    - Reducing fees in the most expensive licensed child care centres by 7.7%

Children's Services - Key Performance Metrics

Objective	Performance Metric	Targets	2021	2020	2019
Increase access to licensed child care services	# of licensed child care spaces (centre-based) managed	Increase number of licensed child care spaces (centre-based) to 81,000 for 2022, and 82,100 for 2023	78,921	78,619	80,168
Increase affordability of licensed child care services	Total number of fee subsidies available	Increase number of fee subsidies available to support Toronto's low-income children, newborn to 12 years (based on Statistics Canada low-income measure after tax)	30,700	30,700	30,700
	Total number of children served by child care fee subsidies	Increase number of children served by child care fee subsidies to 30,700 for 2022, and 31,400 for 2023.	22,000 (Projection)	16,970	30,925

Note: Decrease in number of children receiving subsidies between 2019 and 2021 was pandemic related.

6bvi Toronto Employment and Social Services

Employment & Social Services provides employment supports, financial benefits and social supports to people living in Toronto. Employment Centres are open to all Toronto residents and offer a range of programs, services and supports.

Investing in Families - Family Related Benefits

The Investing in Families (IIF) Initiative, introduced in 2006 strives to reduce the impact of poverty, increase prosperity, and enhance resiliency for families on Ontario Works (OW). Family Related Benefits (FRB) are issued to support families in various aspects of their lives including:

- participation in recreational programs
- access to mental health services
- access to educational supports (tutoring)
- access to digital tech and connectivity
- pursuit of employment credentials for dependants

Objectives:

- Foster healthier families by improving the physical, mental and social well-being of children and families through increasing connections to needed services.
- Increase income among families by enhancing financial empowerment/ financial awareness i.e. The Canada Learning Bond and increasing access to tax credits and other benefits.
- Improve employability for families by facilitating access to employment, education, training, child care and work-based learning opportunities, and develop programming that addresses barriers faced by families.

2021 Key Accomplishments:

"Through wellness checks, service planning interactions, staff consultations and ongoing client surveys throughout 2020 and 2021, TESS learned that OW families were being disproportionately impacted by the COVID-19 pandemic. As a direct response to this feedback, changes were made to the IIF FRB's as follows:

- Enhanced the Recreational Support Benefit to allow for funds for expenses not only for in-person recreation activities but also for on-line and home recreation supports and supplies
- Extended the age for the Educational Support Benefit (tutoring) from 8 -13 to 8 - 17, and removed the Individualized Education Plan (IEP) requirement for high school students
- Enhanced the Technology Support and Digital Access Benefit from a voucher to a direct client benefit which significantly improved client access and increased the benefit value to $500 for the purchase of a device and up to $130 for internet service
- Enhanced the Mental Health Support Benefit to allow caseworkers to make a needs assessment and issue funds for the benefit in the absence of a Public Health nurse
- Employment Credential Support benefit was enhanced to include community and employer based programs which were added to the list of eligible programs for certification and credentialing services (formally only SDFA/PFR programs permitted)

Performance Metrics

Objective	2021	2020	2019
Education Support Benefit ($)	$772,500	$303,300	$330,500
Technology & Digital Access Benefits ($)	$78,000	$37,000	$9,282
Education Support Benefits (# of issuances)	1,545	606	661
Technology & Digital Access Benefits (# of issuances)	97	104	—
Mental Health ($)	$331,978	$293,433	$455,705
Employment Credentials Support ($)	$6,040	$3,171	$3,171
Recreational Support Benefit ($)	$1,467,405	$616,600	$554,985

Purchase of Employment Services (POES)

Toronto Employment & Social Services (TESS) contracts with a wide range of employment service and training providers through a Request for Proposals (RFP) process for programs designed to assist Ontario Works (OW) clients and Ontario Disability Support Program (ODSP) participating in OW (i.e. non-disabled spouses and dependant adults) in meeting their goals. In 2022, TESS currently partners with 58 agencies – a total of 103 programs are offered. From the 2020 RFP, the following three program types were contracted to meet the diverse and complex needs of clients: Employment Essentials, Sector Skill Training, and Population Specific Employment Pathways.

Objectives:

- Clarify their career and employment goals and gain employability skills
- Gain new/improved life skills to help them move towards their goals
- Have greater/improved sense of self (i.e. increased self-confidence, coping mechanisms)
- Develop a plan to guide next steps following the program
- Improve/develop job specific, sector related technical skills
- Demonstrate competency in a high-demand job (Sector Skill Training)

Performance Metrics

Objective	2021	2020	2019
Number of clients accepted in POES	2,461*	2,779	4,027
Total number of clients placed in jobs (not specific to POES)	20,825	24,459	31,657

*652 clients were placed in jobs (as reported by POES organizations)

Note: POES participation declined from 2019 to 2021 due to significant impact by the COVID pandemic as the majority of service providers had historically provided in-person training. After March 2020, TESS supported POES providers to pivot from in-person to virtual training, this took a number of months to complete and referrals were suspended until fall of 2020. The decrease in participants between 2019 and 2020 was a direct result of the COVID pandemic and the need to pause programming to adjust to a virtual environment.

A decrease in the number of participants in 2021 over 2020 can be attributed to a couple of factors. Firstly, the total number of clients participating in POES identified for 2020 included individuals who entered training between January and March 15, 2020 prior to COVID constraints

being put in place, therefore a decrease in 2021 was expected. Secondly, some providers who offered virtual programming in 2020 did not offer training in 2021 due to the impact of COVID, as result, the number of available seats decreased in that year.

Wrap Around Supports Program (WRAP)

WRAP programs are designed to provide support to clients who are in need of critical life stabilization supports. They are not employment readiness programs, rather, they are intended for clients who are experiencing challenges that have been exacerbated by the COVID-19 pandemic. There are WRAP programs available to all OW recipients 18+, as well as programs targeted to meet the needs of certain demographic groups (youth, women, newcomers, 45+, BIPOC, etc.) and/or to support clients to overcome specific challenges (such as criminal justice, mental health and addictions, homelessness and/or food security issues). All WRAP include one-on-one and group coaching or mentoring elements, a customized participant plan, support with service navigation and referrals, and opportunities to build peer networks.

Objectives:

- Provide access to critical COVID-19 information and resources, including government and Public Health notices
- Conduct wellness checks
- Support with service navigation and referrals to relevant programs and supports
- Provide virtual one-on-one case and crisis management
- Deliver informational and interactive webinars, e.g. income support, resiliency
- Monitor and record emerging trends/ concerns and support capacity building and sharing of best practises among delivery partners

Performance Metrics

Objective	2021	2020	2019
Number of clients accepted	1,451	997	—

6c Shelter, Support and Housing Administration

2021 Key Highlights

- Provided emergency shelter to more than 19,000 individuals experiencing homelessness.
- With the support of health partners and Peer Champions administered close to 15,900 COVID-19 vaccine doses at shelters, drop-in and encampment clinics.
- Completed the fifth Street Needs Assessment, as well as the Homelessness Solutions Service Plan, both of which are sources of important foundational work to guide staff during the next three years.
- Continued to address systemic barriers faced by those accessing emergency homelessness services.
- Assisted more than 3,400 people to move from the shelter system into permanent housing.

COVID-19 Pandemic Response

Since the start of the pandemic, a comprehensive response to COVID-19 has been implemented for people experiencing homelessness, focused on infection prevention, recovery and housing.

In 2021, SSHA worked closely with Toronto Public Health, service providers and partners, to protect and prioritize people experiencing homelessness through stringent infection prevention and control (IPAC) measures.

Working closely with service providers and staff, SSHA implemented enhanced cleaning measures at all sites; invested in improved ventilation; distributed more than 4.5 million pieces of PPE; and conducted ongoing quality assurance visits and remediation. An isolation and recovery site with supports for clients with complex health

needs to recover from COVID-19 continued operation, as well as 27 temporary shelter sites that were opened to provide additional space for physical distancing and people to move indoors from encampments.

Ongoing Infection Prevention and Control and Quality Assurance

Stringent infection prevention and control measures and enhanced cleaning protocols were implemented as the ongoing COVID-19 pandemic impacted shelter operations in 2021. All agencies received support for enhanced IPAC measures, PPE and wage enhancements and to help increase vaccine uptake. Staff throughout the shelter sector were kept up-to-date with current measures through online and in-person training, as well as frequent communication updates and regular sector-wide webinars.

Practice Health Check (PHC) IPAC specialists were engaged to strengthen the knowledge and practices of infection prevention and control in the homeless service system. Practice Health Check conducted 136 audits of all shelter and 24-hour respite sites, including directions for remediation, and offered 430 training sessions to 1,883 leadership, frontline and property services staff in all City-funded operations, including COVID-19 expansion sites.

Additional IPAC measures included:

- Issuing guidance for improvements to indoor air quality
- Investing in initiatives to improve ventilation, such as higher-quality HVAC filters or portable air filters, including a $1.5 million purchase of 660 portable HEPA filters for 65 shelters
- Communicating regularly with homelessness sector partners to share the current status of the response and the latest guidance
- Requiring every shelter to identify an IPAC lead to coordinate IPAC work and focus on continuous improvements
- Confirming compliance with physical distancing requirements to ensure previously approved spacing in client sleeping/resting spaces were being maintained and continued

Vaccination

Through partnerships with Inner City Health Associates (ICHA), Ontario Health Teams, Indigenous Health Teams, Ontario Health Toronto, local hospitals, family doctors and community-based health care service providers, SSHA provided COVID-19 vaccination clinics for people experiencing homelessness staying in the shelter system, accessing drop-ins and living in encampments, as well as for shelter staff. SSHA continues to work with its partners to efficiently administer first, second and third doses.

Between May 7 and December 31, 2021, the City and Inner City Health Associates hosted more than 1,300 clinics at shelters, drop-ins and encampments, resulting in 75% of those aged 12 and above in the shelter system receiving their first dose, 64% receiving a second dose and 9% receiving a third dose. By the end of 2021, 23% of kids aged 5-11 had also received a first dose.

Isolation and Recovery

Throughout 2021, SSHA worked closely with Toronto Public Health and other health partners, including Inner City Health Associates, to manage COVID-19 cases in the shelter system, including outbreaks. An Isolation and Recovery Site continued operation to support people who tested positive and required additional support during their isolation period. The program is run in partnership with ICHA, University Health Network, Parkdale Queen West and The Neighbourhood Group, and offers an integrated model of care that includes intensive clinical, harm reduction and peer and personal support. The program is pet- and family-friendly, and children/infants can remain with their parents on-site.

Maintaining and Expanding the Shelter System

Toronto continued to experience significant demand for emergency shelter in 2021 and capacity was expanded to respond to this increased demand, with nightly occupancy growing from more than 6,000 people in January to more than 7,200 by December.

To help ensure there were safe and welcoming spaces available for those who need it, while also continuing ongoing response to the COVID-19 pandemic, a number of temporary shelter sites continued operations to create physical distancing in the shelter system and provide space for people to move indoors from encampments. By the end of 2021, there were 27 temporary shelter sites in the shelter system, providing more than 3,200 temporary spaces. These sites were operated in addition to the 75 permanent shelters and 24-hour respite sites.

To maintain space, 450 spaces remained open from the 2020-2021 winter season that were originally planned to close in April 2021. During the past five years, new capacity has been continuously added and maintained. As a result, the number of beds currently available for individuals or couples experiencing homelessness is at a five-year high.

As part of City Council direction to expand the number of permanent new shelter beds, two new fully accessible, co-ed shelters were opened in 2021. Operated by Homes First Society, the shelters located at 101 Placer Crt. and 4117 Lawrence Ave. E. provide more than 100 new physically-distanced spaces (with regular capacity for up to 176), along with dedicated space for health care, recreational activities and community programming.

Other noteworthy achievements in 2021 include:

- Re-opening of the YMCA Davenport shelter at 348 Davenport Rd. The renovations increase the space available to residents and include new amenities such as commercial and learning kitchens, a dining area, program room, offices and storage.
- Re-opening of the Red Door Family Shelter for families, the first condo development in Toronto to incorporate a shelter into a private residential development.
- Move of Fatima House for women to 1059 College St. Announced on International Women's Day, the new shelter is newly-renovated, accessible and pet-friendly.
- Opening of new temporary shelters at 45 The Esplanade, 556 Sherbourne St., 76 Church St. and 20 Milner Business Crt.

In October, the 2021-2022 winter services plan was launched to provide additional spaces and support during the cold winter months. The winter plan helped to enhance services by:

- adding new capacity in shelters and 24-hour respite sites – approximately 265 new spaces were added by the end of December 2021, with more opened in 2022.
- activating 165 additional spaces at Warming Centres and additional street outreach during Extreme Cold Weather Alerts.
- creating more than 300 additional supportive homes for phased occupancy throughout the winter.

Strengthening Ties with the Community

SSHA continues to work closely with neighbours in communities surrounding new shelter sites to provide information and address questions and concerns. Several locations also have Community Liaison Committees that meet regularly to work together to discuss and collectively problem solve community concerns.

In 2021, a third party review of the community engagement process was completed to identify current strengths and opportunities for future enhancements. The review highlighted that the existing community engagement process has achieved significant gains and identified 11 actions to strengthen community engagement. The 11 actions include developing a three-year capital infrastructure strategy, updating how community engagement processes support Indigenous services, and creating communications materials to educate residents on the human rights-based approach to addressing homelessness[56].

New Shelter Design Guidelines

In January 2021, new Shelter Design and Technical Guidelines were released that provide best practices in the design of new permanent shelter sites. Developed through extensive consultation with a diverse group of stakeholders, including equity-deserving groups who are over-represented in the shelter system, the guidelines include a broad range of areas from design approaches and principles, through to functional components of the building, environmental design, materials and finishes. The Guidelines are intended to assist those designing and building shelters to incorporate best practices and lessons learned through use of existing shelter facilities, so that new and renovated sites respond to evolving needs of those experiencing homelessness.

Harm Reduction

In 2021, SSHA continued to expand its response within the shelter system to the drug toxicity crisis, working in partnership with Toronto Public Health (TPH), community health and harm reduction partners and people with lived experience of homelessness and substance use. Highlights include:

- Releasing an updated shelter harm reduction directive, along with the Guidance Document for Harm Reduction in Shelter Programs: A 10-point Plan and a Harm Reduction Implementation Toolkit developed with Toronto Public Health, to expand harm reduction standards across the shelter system.
- Working with TPH to open three additional Urgent Public Health Needs Sites (UPHNS) in shelter hotels, and receiving exemptions from Health Canada to open two more in 2022.
- Working with community partners to embed harm reduction staff in 23 priority locations, including six shelters, four 24-hour respites and 13 shelter hotels and funding the Shelter Hotel Overdose Prevention Project (SHOPP), a peer-based witnessing and harm reduction support program, at three shelter hotels.
- Providing enhanced mental health case management supports at 12 shelter hotels through the M-DOT Hotel program.
- Establishing a mobile program to provide harm reduction support to clients required to self-isolate in shelters experiencing a COVID-19 outbreak.
- Creating a new position for a Harm Reduction Program Coordinator and establishing a Shelter Harm Reduction Implementation Work Group.
- Launching the Overdoses in Homelessness Services Settings webpage and making this data available for download on the City's Open Data Portal.
- Participating in the City of Toronto's Decriminalization Submission to Health Canada Work Group.

Streets to Homes Outreach

Streets to Homes (S2H) and partner agencies operate 24/7 and 365 days per year. The team engages with people living outside, builds positive relationships and creates individual plans for housing. As a result of this work, 263 individuals were successfully housed in 2021. The S2H team performed 26,950 site visits, engaged with individuals living outside 21,072 times, and provided assistance to individuals 7,406 times by offering:

- immediate access to safe, indoor spaces along with options towards permanent housing
- COVID-19 education, screening and referrals to provincial COVID-19 assessment centres
- assistance with accessing ID and a housing worker
- health care including mental health and harm reduction supports
- water and help accessing nearby meal programs or food banks.

Securing Permanent Housing for Individuals Living in Encampments

The City has experienced an increase in visible encampments and has adapted its response throughout the pandemic. In 2021, a large encampment at Dufferin Grove Park became an effective model on how an enhanced housing first approach for encampments could greatly increase the uptake of permanent housing outcomes, through the development of

meaningful relationships, along with increased and expedited access to permanent housing unit options. Through this initiative at Dufferin Grove Park, between August 11 and December 23, 2021, multi-disciplinary teams successfully supported 25 individuals to transition to permanent housing and successfully referred 88 people to shelter hotel spaces. Outcomes from this enhanced approach will continue to better inform the City's ongoing response to support unhoused people in encampments.

Strengthening the Organization

SSHA Confronting Anti-Black Racism Team

Shelter, Support and Housing Administration continued to build on its goal to support Black staff and clients in the shelter system by promoting equity within the division. Initiatives achieved in 2021 include:

- filling two dedicated positions to move forward the division's efforts to confront anti-Black racism
- implementing Intentional Reflections to promote a change in organizational culture by increasing safe spaces for conversations about race and encourage reflection/authenticity
- piloting Anti-Oppressive Psychotherapy training that utilizes a trauma-informed model to focus on active allies and Black staff's mental well-being
- creating a consultation process so staff can apply a confronting anti-black racism lens to current and upcoming initiatives, projects, policy and programs
- implementing a Pilot Mentorship Program for Black Staff (the first of its kind at the City)

Meeting in the Middle

The City and members of the Toronto Indigenous Community Advisory Board (TICAB) met virtually for the third Meeting in the Middle Annual Gathering. Leaders committed to gather annually to reconnect, recommit to the partnership, and assess progress made in 2021 on implementing Meeting in the Middle, an engagement strategy and action plan co-created to meaningfully address Indigenous homelessness.

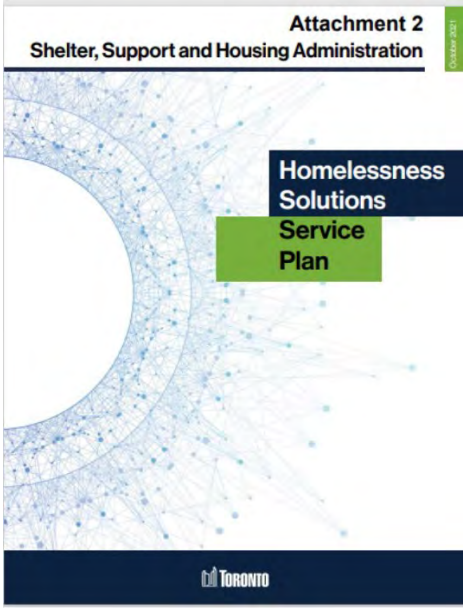
The past year included collaboration on key strategic initiatives such as the Homelessness Solutions Service Plan, Street Needs Assessment, Coordinated Access, Indigenous allocation of the Canada-Ontario Housing Benefit (21% of benefits were received by Indigenous households during the first two years, 2020-2022), implementation of the Indigenous funding stream, and recruitment of eight dedicated positions for Indigenous people.

Overall both groups felt that the relationship was strong and that Meeting in the Middle has been a leading example for other City divisions and community partners. Key areas identified for improvement included: increasing employment opportunities for Indigenous people in the City's shelter and support system; equitable funding for Indigenous organizations, and more co-creation of policy and programs.

Street Needs Assessment and Homelessness Solutions Service Plan

The Street Needs Assessment (SNA) was conducted in April 2021 for the fifth time in Toronto, and despite the challenges of being implemented during the pandemic, was successfully completed thanks to the hard work of partners and frontline staff. The SNA is a needs assessment survey and point-in-time count of people experiencing homelessness in Toronto led by the City, in collaboration with community partners in the homelessness sector. The 2021 results provide critical data needed to understand the impact of the pandemic on homelessness, and to understand broader service needs of people experiencing homelessness in Toronto. The SNA also gives people experiencing homelessness a voice in what services would help them get housing and the supports they need to end their homelessness.

Based on the results of the SNA, as well as extensive engagement and feedback with frontline staff, service providers, sector partners and people with lived experience of homelessness, the Homelessness Solutions Service Plan identifies the implementation priorities to guide the City and partners in the homelessness service system in Toronto for the next three years. The plan supports ongoing efforts to build and strengthen a responsive homelessness service delivery system which uses an integrated and person-centred approach to address homelessness. These priorities will advance the outcomes of ensuring people experiencing homelessness in Toronto have access to safe, high quality emergency shelter, and are provided housing-focused supports that ensure homelessness is rare, brief and nonrecurring.



Service Plan Implementation Priorities

1 Advancing reconciliation
- Meaningfully address Indigenous homelessness

2 Focusing on equity
- Address Anti-Black racism
- Incorporate an intersectional and inclusive approach

3 Delivering high quality services
- Improve access to homelessness services
- Enhance safety and quality
- Provide a range of person-centred supports

4 Reducing chronic homelessness
- Enhance housing focused service delivery
- Prioritize available housing resources for maximum impact

5 Developing an integrated systems reponse
- Implement shelter diversion approaches
- Increase system coordination and planning
- Enhance collaboration and engagement

6 Strengthening and modernizing the sector
- Enhance system tools and data
- Invest in staff and sector capacity

Information Technology

Shelter System Flow

Since March 2021, monthly data is shared on the City's website about how people flow through Toronto's emergency shelter system. The Shelter System Flow dashboard includes detailed demographic data, as well as the number of people newly experiencing homelessness, those who have moved to permanent housing, and those experiencing chronic homelessness. It has been used throughout the year to support data-informed decision making around program design and implementation, and is a valuable tool available to all staff, community partners and the public to inform ongoing efforts to end chronic homelessness and work to ensure homelessness is rare, brief and non-recurring.

In 2021, the demand for shelter services remained high, with the number of people using the shelter system in the last three months growing to more than 9,400. The number of people chronically homeless also grew from more than 3,500 to more than 4,200.

Shelter Management Information System

The Information Technology team made a wide range of enhancements to the Shelter Management Information System (SMIS) in 2021, including:

- Enhancing various modules (i.e. , Intake, Incident, end-of-service) to allow users to better support clients to find housing and collect client data in more accurate and efficient ways
- Enhancing SMIS reports and reporting mechanisms to allow for more effective use of SMIS data by community partners, the City, the City's Open Data Portal and Homeless Help
- Adding a Streets Needs Assessment function to help facilitate the administration of the assessment
- Completing numerous database and infrastructural upgrades to modernize the system

Pivot to Housing

With demand for emergency shelter high in 2021, work continued to reduce chronic homelessness through a Housing First approach that focused on helping people find permanent housing as quickly as possible, with the support they need to live as independently as possible. Counsellors and Case Managers at shelters and on the Streets to Homes community outreach team continued to work with those experiencing homelessness to develop permanent housing plans.

In 2021, more than 3,400 people experiencing homelessness moved from the shelter system into permanent housing.

Coordinated Access to Housing and Supports

Additional steps were made towards the implementation of a Coordinated Access System, a best-practice, community-wide approach to connect people experiencing homelessness with housing and wrap-around supports through the use of data and a consistent approach to assessments, prioritization, matching and referrals.

Some of the highlights of this work in 2021 include:

- 522 individuals were matched with 491 supportive housing units, including 261 new homes that opened last year. This work was done using the Priority Access to Housing and Supports (PATHS) process, which helps identify and match individuals on the By-Name List of people experiencing homelessness, with the right type and intensity of housing with supports
- In partnership with Toronto Community Housing Corporation (TCHC), the Furniture Bank and more than 18 community agencies, moved 533 individuals experiencing chronic homelessness into 422 fully furnished TCHC units. This work was done through the Rapid Re-Housing Initiative (RRHI)[57], which also helps individuals with the move-in process and provides wrap-around supports

- 612 newly-housed individuals were connected to Follow-Up Supports and Voluntary Trusteeship services that assist people exiting homelessness to maintain housing. Follow-up supports can include landlord relations, community orientation and referrals to other services that may help with daily living (i.e. cooking) or other services (i.e. mental health and addictions, medical, legal services). Voluntary Trusteeship assist individuals in acquiring money management skills
- As of December 2021, more than 5,800 households were supported by our Toronto Transitional Housing Allowance Program (TTHAP), which provides a fixed rate benefit to help eligible households pay rent. Of these households, more than 650 were new households added in 2021

6d HousingTO 2020–2030 Action Plan Update

The City and its partners have made significant progress in 2020-2021 advancing the actions and priorities identified through the HousingTO 2020-2030 Action Plan, while at the same time, continuing to manage COVID-19 related challenges.

Although the COVID-19 pandemic has affected everyone, its impacts on residents across Toronto have not been equal. As seen during the past two years, the pandemic has revealed and deepened inequities for people based on their socio-economic status, age, health status, race and ethnicity, employment status, and housing situation.

As all orders of government and leaders across sectors plan for recovery from the pandemic, this is an opportunity to make the systemic and structural changes needed to ensure that Toronto continues to be a place where people have equal opportunity to live and succeed. Increased investments in housing is critical to achieving this goal. Investments in housing will also help expedite Toronto, Ontario and Canada's economic recovery from the COVID-19 pandemic.

The City's actions during 2020-2021 have focused on prioritizing housing investments through an equity and resilience lens, with specific focus on priority groups who have borne the brunt of the pandemic, including people experiencing homelessness, those living in poverty, Indigenous Peoples, Black and other racialized residents, seniors, renters, people with disabilities, women and members of the 2SLGBTQ+ community. And while there is still a lot to be done, with the help of other orders of government, community partners, health partners, business leaders, academic sector partners, housing advocates and residents across Toronto, great strides have been made together.

2021 Key Highlights

Since the fall of 2020, the City and its partners have:

- The City continues to ensure all new housing built in partnership with, or by the City, is resilient to climate change and energy efficient through the Toronto Green Standard by working with key stakeholders to ensure compliance with Toronto Green Standard in all new housing built.
- Between 2010 and 2021, over 2,100 developments have been required to meet Tier 1 standards of the Toronto Green Standard; 150 developments have demonstrated they will achieve Tier 2+ levels and 60 of those have been certified as Tier 2.
- Modular buildings developed in 2020 met Tier 1 of the Toronto Green Standard and projects being built in 2021 are going to meet Tier 2 of the Toronto Green Standard. Components of the building design, including requirements for reduced greenhouse gas intensity, exceed Tier 2 and are close to Tier 4 (Passive House) design levels.
- Projects developed under phase two of Housing Now follow Toronto Green Standard Tier 2 Core performance measures.

- Pivoted from costly emergency responses to homelessness to more sustainable permanent housing solutions aligned with the City's commitment to the progressive realization of the right to adequate housing
- Opened 120 homes with support services dedicated to women experiencing homelessness at 389 Church St.
- Opened the first two modular supportive housing buildings within nine months of first approval by the City Council for 100 people experiencing homelessness and worked with the Toronto Alliance to End Homelessness and its members to help inform the supportive housing operating and financial model for these sites
- Made significant progress on delivering the 24-month COVID-19 Housing and Homelessness Response Plan through the federal Rapid Housing Initiative
- Partnered with Toronto Community Housing Corporation to create 450 supportive housing opportunities for people experiencing homelessness using vacant rent-geared-to-income apartments and layering on support services secured through operating funding from the province
- Established the Housing Secretariat as corporate lead for all housing accountabilities, responsibilities and functions marking a strategic shift in how the City plans and delivers housing and homelessness services
- Entered into a partnership with United Property Resource Corporation to unlock the value of their real estate assets and help create 500 affordable homes for communities of faith of all denominations over the next five to seven years
- Developed a Memorandum of Understanding with Miziwe Biik Development Corporation to establish them as the main intermediary between the City and Indigenous housing providers to support the creation of 5,200 new affordable rental and supportive homes for Indigenous by Indigenous across Toronto
- Supported renters by establishing a permanent Tenant Advisory Committee on the Protection of Affordable Rental Housing, launched a new renter hub on the City's website (www.toronto.ca/renterhelp), and created the City's first Eviction Prevention Handbook. The Handbook was tested with input of tenants and stakeholders and outlines tenant rights, types of evictions, tenant support resources and where to go for help
- Advanced a new affordable housing definition linked to the income of low-and-moderate-income renters which will help to attract and retain key workers in Toronto
- Established a new Multi-Unit Residential Acquisition program aimed at protecting the existing supply of rental homes by removing market rental buildings from the speculative market and securing them as permanently affordable housing
- Advanced the Concept 2 Keys pilot demonstrating success with expediting development review process for prioritizing affordable housing projects
- Made strong progress on advancing the Housing Now Initiative with development partners selected for the first three sites plus a commitment of more than $1.3 billion in land, financial incentives and staffing resources, making it possible for the City to achieve more than 50% of its ten-year 10,000 affordable homes approval target in less than three years.

Modernizing the Centralized Waiting List

The lack of affordable housing and economic uncertainty continued to drive applications for Rent-Geared-to-Income (RGI) housing in Toronto, also known as subsidized housing. RGI helps to make rent more affordable by capping rent at 30% of a household's net family income.

Access to RGI units are available through the Centralized Waiting List, which is managed by the Access to Housing team. By the end of 2021, there were close to 79,000 households on the waiting list, representing more than 149,000 people.

To help more efficiently support administration of the program, and also provide a more convenient and secure way for applicants to apply for and manage their application, an online application portal called MyAccesstoHousingTO was launched in July 2021. Through the portal, applicants can submit documentation, update and view the status of their application, and receive notifications. Previously, the application process was paper based. Housing providers and community partners can also use MyAccesstoHousingTO to manage the offer process and assist applicants to apply for or make changes to their application.

By the end of December 2021, more than 46,000 applicants had signed up to use MyAccesstoHousingTO.

In November 2021, testing on a new choice-based housing offer process started with a small group of applicants near the top of the Centralized Waiting List. The choice-based process enables applicants to sign onto MyAccesstoHousingTO to view more detailed information about available buildings and units, and choose units of interest. Applicants can also sign up to receive email notifications when new information is posted.

This change helps improve the waiting list experience by helping applicants better understand their position on the Centralized Waiting List and make an informed decision about the types of housing units available. It is also expected to increase efficiency in the offer process and therefore reduce the length of time units are vacant.

Results of the pilot will inform the full roll-out of the choice-based housing offer process to all applicants on the Centralized Waiting List in 2022.

In 2021, Rent-Geared-to-Income units were provided to more than 2,800 households in Toronto, housing close to 4,800 people.

Eviction Prevention Support

With the COVID-19 pandemic and related closures continuing to affect employment stability, many residents in Toronto faced financial hardships in 2021, including the inability to pay rent.

Significant changes were made to the Toronto Rent Bank program[58] to help low-income households who are behind on their rent or require a rental deposit to prevent homelessness during the pandemic. While the Rent Bank has historically provided loans, to mitigate the impact of the COVID-19 pandemic, in April 2021, City Council approved piloting the program to provide grants that do not require re-payment, starting May 1, 2021. As part of the pilot, Council also approved pausing repayment on the balance of any loans given out as of April 1, 2020. To help support anticipated demand for the program, in 2021, an additional $3 million was added to base funding for the program.

In 2021, the Rent Bank program supported a total of 1,717 households, representing more than $5 million in funding. From January 1 to April 30, 2021, 527 households received loans, and from May 1 to December 31, 2021, 1,190 households received grants.

Eviction Prevention in the Community (EPIC)[59], a program that assists vulnerable households facing imminent risk of eviction by offering intensive case management services to prevent the loss of housing and avert homelessness continued to be offered in 2021. People are referred to the program through support services and organizations that work with low-income and marginalized tenant households.

Even with the Provincial moratorium on evictions continuing through to June 2021, demand for eviction prevention services remained high in 2021 due to economic uncertainty caused by the pandemic and the subsequent higher than average rental arrears by many vulnerable tenants in Toronto. In 2021, EPIC assisted more than 800 individuals to remain housed.

6di Performance Metrics

Objective	Performance Metric	10 year Target (2020-2030)	Cumulative (2020-2021)	2021	2020	2019
Enhance Partnerships with Indigenous Community Partners	Approve new affordable and supportive homes for Indigenous peoples including those experiencing homelessness	5,200 (target established in Oct 2020 - included in 40,000 new affordable approval target)	190	274	90	n/a
Prevent Homelessness and Improve Pathways to Housing Stability	Prevent evictions for low-income households	10,000 households	3,101	1,700**	1,401**	1,158
	Provide support services to 10,000 individuals and families in supportive housing	10,000 households	3,059	1,535	1,524*	1,109
Provide Housing Pathways to Support Women	Approve new affordable rental and supportive homes dedicated to women and girls, including female-led households	10,000 (included in 40,000 new affordable approval target)	44	44	0	n/a
Maintain and Increase Access to Affordable Rents	Improve housing affordability for 40,000 renter households	40,000 (9,000 housing allowances + 31,000 Canada –Ontario Housing Benefit - COHB)	3,626	913	2,713	1,291
	Maintain affordability for non-profit rental homes after their current operating agreements expire through participation in the Community Housing Partnership Renewal program	2,300	704	344	360	n/a

Objective	Performance Metric	10 year Target (2020-2030)	Cumulative (2020-2021)	2021	2020	2019
Meet the Diverse Housing Needs of Seniors	Provide property tax relief for low-income senior homeowners	6,000	11,940	2,857	9,083	6,332
	Provide home repair and accessibility modification assistance for 300 low-income senior homeowner households	300	50	26	24	91
	Redevelop 1,232 existing City of Toronto long-term care beds and develop 978 new beds by 2035	2,219	428	0	428	n/a
	Support the creation of 1,500 new non-profit long-term care beds	1,500	0	0	0	n/a
Ensure Well-Maintained and Secure Homes for Renters	Bring 2,340 private rental homes to state-of-good repair: Extend Tower Renewal loans	2,340	74	0	74	352
Create New Rental Housing Responsive to Residents' Needs	New affordable rental and supportive homes approvals	40,000	17,278	10,759	6,519	1,129
Help People Buy, Stay in and Improve Their Homes	Approve 4,000 new affordable, non-profit homeownership opportunities for first-time homebuyers	4,000	0	0	0	125
	Help 150,000 first-time homebuyers afford the purchase of their homes through the First-Time Municipal Land Transfer Tax Rebate Program	150,000	35,942	18,351	17,591	16,758

* Includes Habitat Services and Rapid Rehousing Initiative. Starting 2020, the City in partnership with Toronto Community Housing Corporation, launched the Rapid Re-housing Initiative to support individuals and families moving from homelessness into existing vacant TCHC homes that include support services.

** Includes Eviction Prevention in the Community and the Rent Bank programs

6f Transportation Accessibility

The City is committed to creating a barrier free city in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). By meeting or exceeding the AODA design standards, the City is improving the accessibility and consistency of streets and sidewalks. In addition, the City has an Accessibility Design Guidelines which are applied to all City infrastructure to ensure Toronto is safe and accessible for everyone.

Transportation Accessibility						
Overall Goal	**Objective**	**Performance Metric**	**Target**	**2021**	**2020**	**2019**
Improve mobility through Toronto's transportation network and access to opportunities and places that people value for all equity-deserving groups	Improve connection to cycling routes in the city	% of people and employment within prescribed access to a cycling route[60]	**100%**	67.1%	65.7%	63.1%
	Improve access for people who are blind, visually impaired, or deaf- blind by advising when they have the right-of-way to cross at a signalized intersection	% of traffic signals with accessible pedestrian signals installed	**100%**	46.8%	45.8%	43.9%

Note: % of people and employment within prescribed access to a cycling route based on people and businesses being: 250 metres from a cycling route in the downtown core; and 500 metres from a cycling route outside central Toronto. Method for calculating Cycling Access was revised in 2021.

6g Social Bonds

The City's Social Bond Program[61] seeks to promote positive socio-economic outcomes for target populations. The City developed a Social Bond Framework[62] during 2020 in accordance with International Capital Market Association's (ICMA) Social Bond Principles, which are widely considered to be an industry best practice. The Social Bond Program demonstrates the City's commitment to positive social objectives by financing the City's eligible capital projects in various social initiatives. The City of Toronto is the first Canadian public sector entity to issue a Social Bond and only the third local government globally to issue a Social Bond in accordance with the ICMA Social Bond Principles.

The proceeds of each bond are applied exclusively to finance or refinance, in whole or in part, new and/or existing eligible capital projects. Eligible capital projects are identified capital projects that meet the City's Social objectives. Such projects would include:

- Social and affordable housing new development and/or capital repair projects
- Affordable basic infrastructure
- Access to essential services
- Socioeconomic advancement and empowerment.

As at the end of 2021, the $200 million of Social Bonds that the City has issued in two offerings since the program's inauguration has financed the following projects:

Issuance	Issuance Details	Projects
June 2020	Inaugural social bond offering of $100M (10-year term)	Primarily for capital projects related to shelter programs
September 2021	Second social bond offering of $100M (10-year term)	Primarily for capital projects related to shelter programs and accessibility projects

The City's inaugural $100 million Social Bond issued in 2020 provides financing to capital projects for the City's Housing and Shelter Infrastructure Development & George Street Revitalization[63] initiatives. The City issued another $100 million Social Bond in 2021 that will be used to help fund projects such as the Easier Access Program from the TTC, the George Street Revitalization (GSR) and Housing and Shelter Infrastructure Development (HSID) project.

The Easier Access Program improves accessibility of the City's transit system. The GSR and HSID initiatives seek to improve the condition of poverty, health and well-being of vulnerable groups in Toronto and are a result of the City's Housing Action Plan (HousingTO 2020-2030[64]). The action plan sets an aggressive housing agenda for the next 10 years, which will require the continued support of the City's Social Bond program.

More information about the City's Social Bond issuances and projects can be found on the Social Debenture Program website[65] and through the annual Social Bond newsletter.

With demand for social bonds increasing rapidly the City will seek to gain further footing in Sustainable Financing and plans to be a regular annual Social Bond issuer in 2022 and the coming years to progress its social initiatives.

6h Alignment with Sustainable Development Goals (SDGs)

The implementation of Social Bonds to finance the City's initiatives in Social Affordable Housing, Affordable Basic Infrastructure, Access to Essential Services and Socioeconomic advancement and aligns with the following UN Sustainable Development Goals:

- **Goal 1.** End poverty in all its forms everywhere,
- **Goal 3.** Ensure healthy lives and promote well-being for all at all ages,
- **Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all,
- **Goal 5.** Achieve gender equality and empower all women and girls,
- **Goal 6.** Ensure availability and sustainable management of water and sanitation for all,
- **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all,
- **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation and,
- **Goal 11.** Make cities and human settlements inclusive, safe, resilient and sustainable.

7
City Priorities for Governance & Integrity

7 City Priorities for Governance & Integrity

7a The City's Governance System

A Balanced Model of Responsive Governance Practices

The City of Toronto's governance model relies on a balance between City Council, the Public Service and members of the public.

City Council: As the legislative body for the City, Council makes decisions while balancing city-wide and local considerations. Council is composed of the Mayor and 25 Councillors. The Mayor fulfills a city-wide mandate, leading Council in strategic and financial planning and representing the City to other governments. The Mayor and Councillors each have one vote at Council and a majority vote decides most matters.

Public Service: City staff and most agencies make up the public service. The public service provides objective, professional advice to Council and implements Council's decisions as per City policy, standards and principles of effective public service.

The Public: The public play an essential role in ensuring the effectiveness of decision making by:

- Identifying issues for Council and staff consideration
- Providing input and feedback on services, reports and policies
- Partnering with the City to deliver programs
- Making their ideas and recommendations for improvement known through protests, deputations, voting, participation in public meetings, surveys, advisory bodies etc.
- Communicating with staff, Councillors and the Mayor.

Accountability, Conduct, and Culture

The City is required by provincial law to have four Accountability Officers (an Auditor General, Integrity Commissioner, Ombudsman, Lobbyist Registrar) as well as an Open and Closed Meetings Investigator to help ensure that City government remains open and transparent.

The four Accountability Officers operate under a four-way Memorandum of Understanding, allowing them to co-operate and co-ordinate their work as they independently fulfil their respective mandates.

The Auditor General: Responsible for assisting Council in holding itself and the City's administration accountable for stewardship of public funds and for the achievement of value for money in City operations including all divisions, agencies and the offices of the Mayor and Councillors. The Auditor General also manages the Fraud and Waste Hotline.

The Integrity Commissioner: Responsible for providing advice and education to the Mayor and Councillors and appointees of local boards on the application of the Municipal Conflict of Interest Act and their respective Code of Conduct, and other bylaws, policies and legislation governing ethical behavior. Applicable Codes of Conduct, include:

- Code of Conduct for Members of Council
- Code of Conduct for Members of Local Boards
- Code of Conduct for Members of Adjudicative Boards.

The Lobbyist Registrar: Promotes and enhances the transparency and integrity of City government decision-making through public disclosure of lobbying activities and regulation of lobbyists' conduct. The Lobbyist Registrar's responsibilities include overseeing the lobbyist registration system, providing advice, conducting inquiries and investigations and enforcing compliance of the Toronto Municipal Code and advising City Council on lobbying matters.

The Ombudsman: Works to ensure that the City treats the public fairly and that services are provided in a way that is fair and equitable. The Ombudsman Toronto team independently and impartially investigates complaints and concerns about administrative unfairness concerning all City divisions and most City agencies, corporations and local Boards, but not City Council. Ombudsman Toronto also proactively consults with the bodies it oversees to ensure administrative fairness in systems, processes and approach. More information is available at www.ombudsmantoronto.ca.

Transparency

Open and Closed Meetings Investigator: Investigates appropriateness of a meeting that was closed in full or in part to the public and submit findings and recommendations to City Council or the local board.

7b Risk Management

The City manages risk to achieve better outcomes for its residents. Enterprise Risk Management (ERM) enhances the governance and management activities of the City, supporting the culture and establishing risk-informed decision-making throughout the organization. ERM supports value creation by enabling management to effectively navigate potential future events that create uncertainty and respond in a manner that reduces the likelihood of negative outcomes and increases the possibility of positive outcomes.

The City has developed an ERM Framework and related training to educate City staff and to create a risk-based decision making culture. The ERM Framework consists of the following components: ERM Policy, Governance Structure and the Risk Management Policy.

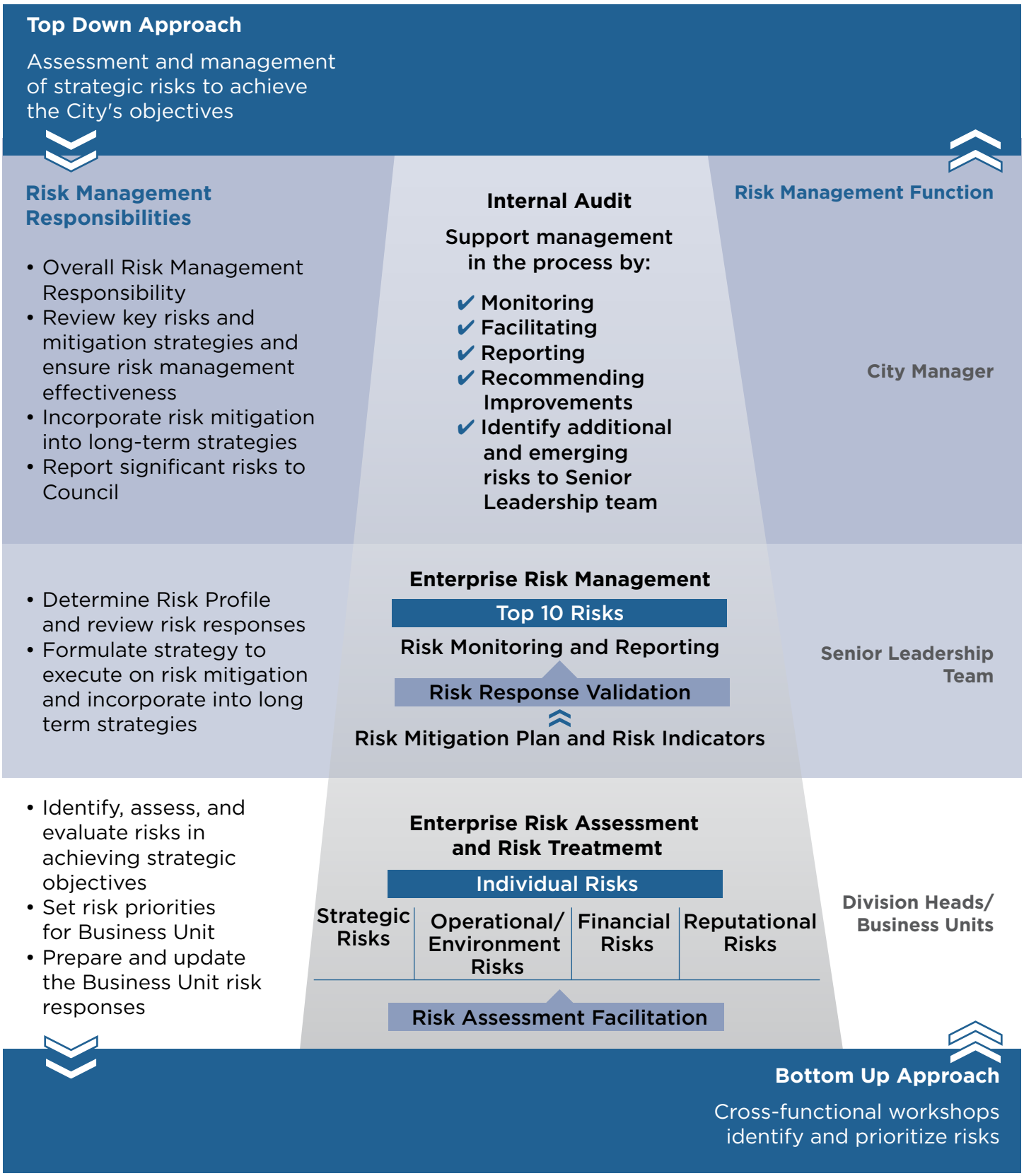
Risk Management Policy
The Risk Management policy incorporates a consistent approach to risk management into the culture and strategic planning processes of the City that supports decision-making and resource allocation at both the operational and strategic levels. The policy sets the directional tone for individuals across all levels of the organization. It seeks to enforce ownership. It defines roles and responsibilities to help ensure the risk management process and that accountabilities are understood.

Governance Structure
The City's ERM governance structure combines a top-down and bottom-up approach. The top-down approach assesses, manages, and defines strategic risks to achieve the City's objectives.

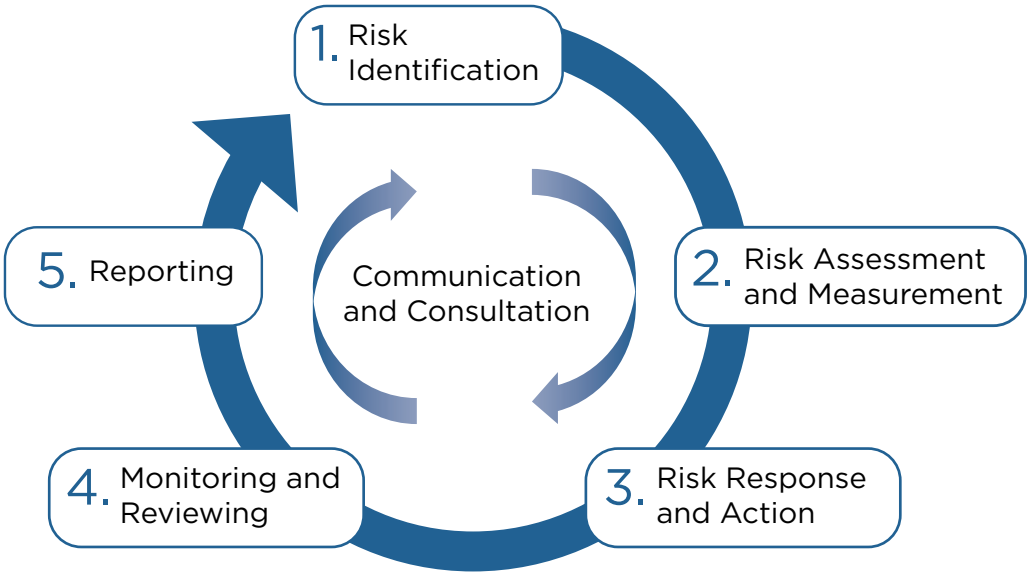
The bottom-up approach involves cross-functional workshops that identify and prioritize risks. (See ERM Governance Structure below for further details).

Risk Management Policy Process
ERM is an ongoing and cyclical process. The Risk Management Process can be summarized into five main steps (See Risk Management Process below for further details). The City re-evaluates and updates ERM processes and risks on an ongoing basis to reflect new information such that significant risks are appropriately identified and addressed and that any material opportunities are not overlooked.

The City's ERM Governance Structure



Risk Management Process



The City's risk factors identified through the ERM process

Strategic
Strategy development
Changes in strategy
Governance
Planning & resource allocation
Conflicting priorities/demands
Transparency
Organization culture

Financial
Treasury/liquidity
Accounting & reporting
Budget allocations/breach
Capital management
Fraud & corruption

Health & Safety
Injuries and sickness
Health epidemic
Fatalities
Security
Safe procedures
Compliance to OHS standards

People
Human resources capacity
Leadership
Employee turnover
Skills/competency
Change readiness
Performance incentives
Accountability
Labour relations

Operational
Process documentation
Infrastructure and facilities
Privacy/security breach
Related party transactions
Internal and fraud controls
Knowledge/intellectual capital
Project management
Business continuity
Service delivery

Environmental
Climate change
Natural disasters
Contamination/pollution

Contractual and Third Party
Contract definition
Vendor management
Performance management
Contractual compliance

Reputational
Public perception
Media attention
Public relations management
Communications

Political
Political unrest
Local, provincial, national elections
Disruptive actions/decisions by political parties/organizations
Social environment
Fluctuations

Economic & Market
Unemployment
Inflation
Migration
Interest rate changes
Exchange rate fluctuations
World economy

Regulatory & Legal
Changes to legislation
Non-compliance to applicable laws, regulations & standards
Claims management
Records retention
Conflict of interest
Fraud & abuse

Community
Living conditions /housing
Unemployment
Poverty
Crime
Access to basic necessities

Fraud Risk
Segregation of duties
Safeguarding assets
Fraudulent financial reporting
Related party transactions
Documentation/record retention

Technology & Data
Cyber sercurity
Infrastructure/architecture
Data relevance & integrity
Data processing integrity
Information management
Reliability & recovery
IT security
Outsourcing

Environmental Considerations in ERM

Due to climate change, the City is projected to experience an increase in the frequency of extreme weather events such as extreme rainfall and temperature events. In recognition of these hazards, the City adopted the Climate Change Risk Management Policy (CCRMP)[66] in July 2014 which integrates climate change resilience into its long-term decision making. The CRRMP directs City divisions to systematically prioritize the identification, assessment, mitigation, monitoring and reporting of risks to infrastructure and services associated with climate hazards across the City's operations.

The policy also directs staff to engage with residents, the private sector and broader public sector to share knowledge on climate change and work towards enhancing extreme weather resilience on a broader scale, in the following thematic areas:

1. Utilities (i.e. electricity, telecommunications, natural gas, district heating and cooling)
2. Transportation (i.e. public transit, highways, roads, railways, airports)
3. Water (i.e. wastewater collection and treatment, storm water management)
4. Buildings (i.e. private and publicly owned)
5. Public safety (e.g. fire, police, emergency medical services)
6. Liquid fuels
7. Additional networks (waste management, social services, food supply)
8. Local economy, insurance, finance
9. Health (e.g. healthcare facilities, clinics, outpatient care centres)
10. Natural environment.

The goal is that through the HLRA exercise, both internal city divisions and external organizations responsible for service delivery within these thematic areas increase their understanding about climate change risks as well as the inter-dependencies between service providers.

In addition to the assessment of risk, the City's Environment and Climate Change Division is taking forward looking action to support City Divisions, Agencies and Commissions by establishing a Climate Lens for decision support. The Climate Lens will help City staff consider the greenhouse gas and future climate resilience of projects and initiatives.

As an extension of understanding future climate risks on assets, Toronto along with all other Ontario municipalities will be incorporating climate risk considerations into asset management as a result of upcoming requirements in the Ontario Asset Management Planning for Municipal Infrastructure Regulation 588 / 17.

7c Financial Governance

Financial Sustainability

Financial sustainability[67] remains a corporate priority for the City, as outlined in the City's Corporate Strategic Plan[68], with the objective of enhancing financial resiliency, improving performance and making informed financial decisions. The Toronto Public Service is committed to ensuring value and affordability for taxpayers, adequately funding municipal services and infrastructure, making needed investments in Toronto, and improving the City's financial health.

While Toronto is experiencing significant financial challenges attributed to the COVID-19 pandemic, the City continues to institute best practices to inform financial decisions and prioritize financial sustainability. Throughout this term, Toronto has maintained its stable credit ratings from international bond-rating credit firms, which is a testament to the City's cohesive governance approach and prudent policy and fiscal management. The City has maintained essential services and is focused on strong economic and social recovery in partnership with other orders of government, while delivering on a number of key priorities including:

- In 2021, the City successfully launched the Financial Systems Transformation Program (FSTP) to enable financial transformation within the City, including re-engineering finance business processes, transforming finance business operating model, and enabling them with a single authoritative financial system.
- City Council adopted the Core Infrastructure Asset Management Plan,

which is aligned with the Corporate Asset Management Policy approved by Council in 2019, and incorporates key principles and strategic directions that enhance asset management practices and ensure continuous improvement and integration across the organization. The City will continue to develop the non-core asset management plans in alignment with provincially legislated timelines and requirements.

- The City initiated an Automated Income Verification (AIV) program with the Canada Revenue Agency for Property Tax, Water and Solid Waste Relief Programs, offering an improved and more efficient application process to Toronto residents, and is exploring the expansion of AIV to additional programs.
- The City was approved as a Chartered Professional Accountant (CPA) Training Office, which allows candidates to achieve their CPA designation through various paths including the CPA Pre-Approved Program Route and the Experience Verification Route.
- The City continues to make significant progress in enhancing its financial resilience, developing outcomes-based budgets which increase accountability and establish trust and confidence with the public. In addition, the City's capital spend rates have increased significantly as a result of focusing on achievability and affordability in the 10 Year Capital Plan.
- The City is focused on delivering services with fair and equitable outcomes for all residents and businesses. There are several tools and processes to embed equity considerations into financial processes and budgeting, including an Equity Lens Tool and Equity Responsive Budgeting.
- The City's climate lens evaluates and considers the climate impacts of key financial decisions made during the budget process. This cross-corporate climate lens program aligns with replace with TransformTO Net Zero Strategy (TT NZS), the City's climate action strategy, Toronto's Resilience Strategy, and the Corporate Strategic Plan which lists climate change and resilience as one of the corporate priorities.

Spotlight on COVID-19

Since the onset of the COVID-19 pandemic, the City has faced unprecedented financial challenges as a result of reduced revenues including the reduction of transit ridership and parking revenue, increased public health response costs, and costs to maintain the delivery of City services in compliance with health and safety requirements including provision of emergency shelters.

The City has implemented a range of spending restraints and measures to offset the significant financial impacts of the pandemic and sustain critical operations. From March 2020 to the end of 2021, the City received nearly $2.8 billion in COVID-19 related emergency funding commitments from other orders of government. The City continues to actively engage with federal and provincial counterparts to obtain funding support to address ongoing COVID-19-related funding challenges.

Partnerships are critical to continued successful response to the COVID-19 pandemic. A whole-of-government investment and whole-of-community approach in Toronto and the region is necessary and will benefit the province and the country. In 2021, the City Manager presented to City Council a Renewed Intergovernmental Strategy[69] to ensure a coordinated, unified approach to engage and advocate to all levels of government to achieve the City's strategic objectives.

The pandemic has also reinforced how important collaboration is in problem solving. The City Manager and senior leadership across the Greater Toronto and Hamilton Area (GTHA) continue to collaborate via the GTHA Recovery and Prosperity Alliance on shared interests and outcomes to enable the recovery of the region from the COVID-19 pandemic. During the pandemic, the GHTA municipalities have intentionally worked together to ensure consistent and timely information-sharing, enhanced advocacy for emergency funding supports, and an integrated COVID-19 pandemic response. Members of the Alliance have aligned their reporting to ensure other orders of government have a holistic understanding of municipal impacts, furthering the goal of financial sustainability for the region.

The Alliance also continues to explore opportunities to improve the effectiveness and efficiency of service delivery, reduce costs and bring innovation through enhanced collaboration and cooperation in five areas of mutual interest: transit, housing, digital infrastructure, municipal procurement and sustainable finance. This includes a GTHA Regional Procurement Collaboration Assessment which was completed in 2021, funded by the provincial Audit and Accountability Fund. The objectives of this project were to assess options to further promote regional collaboration on procurement, develop recommendations for consideration, enable policy alignment within the GTHA, and analyze available procurement data provided by participating municipalities to estimate potential cost efficiencies to be achieved through greater collaboration.

7d Digital Strategy

Digital Enablement

City of Toronto's Digital Vision: A connected and equitable Toronto with an affordable, accessible and resilient digital environment as a public service for all.

Toronto needs strong digital infrastructure for a resilient, equitable and prosperous future. The vulnerabilities and gaps in digital access highlighted during the COVID-19 pandemic continue still, and the need for adequate and affordable internet services remains. Inequitable access to the internet and essential digital services has placed distinct communities at risk. Digital equity and bridging the digital divide is a key principle of the City's Poverty Reduction Strategy[70]. Access to affordable high-speed internet will help address barriers faced by residents participating in the labour force by improving access to economic opportunities. Lower internet prices will decrease barriers, aid financial stability and improve access to City services for equity-deserving groups. A digitally connected Toronto means people can prosper and enjoy a better quality of life.

ConnectTO

In February 2021, City Council unanimously approved "ConnectTO", a collaborative program that aims to centralize stewardship of municipal resources and assets to deliver the City's goals on digital equity and connectivity.

The program also aims to streamline and update existing City processes to ensure internet connectivity (public Wi-Fi, laying fibre conduits in existing construction work, etc.) is embedded in planning and delivery of various City activities.

Digital Transformation

As the City works towards enabling connectivity for all, the drive to move services to digital platforms continues. A new Digital Payment platform was launched in Q3 2021, providing additional payment options for residents paying their property taxes, utility bills and parking tickets.

2021 Highlights:

ConnectTO

- Four community recreation centres provisioned with free Wi-Fi access
- Two TCHC residential buildings, approximately 717 people, provided with free Wi-Fi access in common areas.

Digital Infrastructure Strategic Framework (DISF)

- Two completed research projects, in collaboration with Toronto Metropolitan University and University of Toronto:
    - Toward a Digital Equity Policy for the City of Toronto - Toronto Metropolitan University (completed)
    - Creating a Remote Sensors Registry in the City of Toronto - University of Toronto School of Cities (completed)
- Collaboration with multiple global cities through memberships with Cities Coalition for Digital Rights (CC4DR), European Commission Intelligent Cities Challenge & Artificial Intelligence (AI) Community of Practice

Cyber Security

Cyberattacks are on the rise across Canada and public sector organizations are increasingly targeted. Serving more than 2.9 million people, the City manages vast amounts of sensitive and personal information that residents and businesses depend on the City to protect. The City also governs critical urban infrastructure, including water systems, transportation, and emergency services, that must be protected from cyber disturbances to preserve quality of life and public safety.

Ongoing digital transformation and the expanding Internet of Things exacerbates the cyber risks the City faces. The COVID-19 pandemic amplified these risks by necessitating a rapid transition to new online services and remote work. As cyber-attacks increase in frequency, the City must further develop cyber intelligence and resiliency strategies to identify attacks in a timely manner and minimize service, reputational and financial impacts.

The Office of the Chief Information Security Officer (CISO) was established as the City's 45th independent division in January 2020 to enhance the City's cyber posture and minimize the impact of cyber incidents.

Vision: To become a global leader in urban cyber innovation.

Mission: To deliver world class cyber services to the City of Toronto and build the cyber practice into a mature cyber centre of excellence.

Strategy: To build cyber resiliency and cyber intelligence capabilities into the City of Toronto to be able to predict, prevent and respond to emerging cyber threats.

Mandate:

- Minimize the impact of cyber incidents that result in financial loss, reputational damage, service disruption, legal liability and loss of life through the delivery of relevant cyber governance.
- Support the City's strategic priorities of keeping Toronto moving and building resilience by contributing to improvement initiatives, including ModernTO, Financial Transformation, and COVID-19 pandemic recovery.
- Promote financial sustainability by containing costs through automated, efficient and/or streamlined processes.

The Office of the CISO is structured into the following governance areas:

Chief Information Security Officer
Leads the cyber security strategy and provides executive cyber security leadership to the City, its agencies and corporations. This includes overseeing the policies, standards and controls in place to detect, prevent and respond to cyber threats, as well as leading organizational resiliency and cyber intelligence capabilities.

Business Application Resilience
Oversees the delivery of secure enterprise applications which include operationalizing the direction, requirements, and policies of the Chief Information Security Officer.

Business Assurance
Ensures business excellence across the Office of the CISO with strategic execution, performance evaluation, cyber project management, KPI and KRI reporting and service transformation.

Cyber Diplomacy & Governance
Implements proactive cyber strategies, programs, policies, and strategic initiatives and provides cyber security oversight and support to City divisions, agencies, and corporations on matters of compliance, policies and best practices.

Digital Trust
Provides direction and oversight to protect the City's data and the privacy of its employees, businesses and residents. This includes oversight in the delivery of secure interactions and ensuring City applications comply with privacy regulations.

Threat Management
Identifies, protects and responds to internal and external cyber threats affecting the City and provides strategic and tactical guidance in response to cyber breaches.

Urban Technology Protection
Oversees the protection of underlying technologies running critical City infrastructure to protect essential services, citizen safety and our democratic systems.

Divisional Social and Diversity Goals

Aligning with the City's broader social goals, the Office of the CISO embeds a diversity and inclusion lens throughout the recruitment and hiring process. Taking concerted steps to welcome professionals from all backgrounds, 69% of divisional staff identify as being part of the BIPOC community. In addition, one-third of the leadership team, and 30% of all staff, are women. This is above the industry rate of female representation in cyber security and represents an increase from the previous year.

In 2021, the Office of the CISO initiated the City's Student Intern Program (SIP) within the division. The program created opportunities for post-secondary students to learn about cyber security management and explore career options within the industry. As there is a pressing need for a pipeline of cyber talent across the country, the internship program is an important step to attract young talent to the in-demand field of cyber security.

2021 Major Initiatives and Success Metrics

In 2021, the City's cyber maturity level, a third-party assessed rating of the organization's overall cyber posture, significantly improved from its first assessment in 2019. This is a result of the Office of the CISO establishing comprehensive cyber governance and critical oversight of City cyber operations. Major initiatives in 2021 included:

Expanding Support Services to Agencies and Corporations: In 2021, cyber support was extended beyond the City's 45 divisions to include the City's agencies and corporations. Work included assessing vulnerabilities, establishing City-wide controls, and providing consulting services to reduce risks.

City-Wide Cyber Policies: The Office of the CISO published 11 new cyber policies, establishing City-wide security guidelines for access management, business application resilience, and critical infrastructure in eight additional control areas.

Developed Key Risk Indicator Monitoring Protocols: The Office developed dashboards to benchmark, track and improve Key Risk Indicators (KRIs) across City divisions, agencies and corporations.

Service Level Agreements: As a new division, Service Level Agreements (SLAs) were established for the 2021 year, outlining targets and timelines for risk assessments, cyber investigations, policy reviews, incident response and other services.

Mandatory Employee Training: A comprehensive new cyber security awareness training program was developed in 2021 and rolled out to all City employees and contractors. 17,493 employees completed the 12-module mandatory training in 2021, with an additional 21,955 starting the training process, leading to enhanced cyber awareness across the City's workforce.

New PIA Process: The Office of the CISO launched a streamlined Privacy Impact Assessment (PIA) process to reduce duplication and enhance the client experience. The new process resulted in a 500% increase in overall efficiencies in PIA delivery.

Phishing Campaigns: The Office initiated phishing campaigns to monitor behavioural metrics and enhance cyber awareness throughout the workforce.

Collectively, these and other governance initiatives in 2021 resulted in a significant strengthening of the City's overall cyber posture while supporting a culture of cyber security across the workforce.

Privacy and Information

To provide residents with the services they need, the collection of personal information is at times necessary. The City believes that safeguarding this information and transparency with how we use it is key to maintaining trust and confidence in Toronto's government.

The City protects personal information from unauthorized collection and use through its multiple policies and procedures and training of staff. Protection of personal information is aligned with wider goals of information management and stewardship of City records, as governed by the City Clerk's Office's Information Management Framework. Protection of privacy is also one of the principles within the City's Digital Infrastructure Strategic Framework.

The City collects or uses personal information within the limitations of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). This legislation, together with the City's Protection of Privacy Policy, requires the City to maintain a standard of protection and care of information physically and procedurally. The City's privacy website further articulates how we collect, use and protect information. The City also manages all information and records in its custody and control throughout their lifecycle, ensuring it is maintained, retained and disposed of in accordance with Chapter 217 of the Municipal Code and approved records retention schedules.

All City Divisions are committed to protecting personal information. The City Clerk's Office helps divisions make sure this information is only provided for its intended purpose. The City's Protection of Privacy Policy details City staff accountability, roles and responsibilities, and guidelines to help staff manage and protect personal information. This policy was updated in 2022[71].

Throughout the pandemic, the City Clerk's Office's work in privacy protection and information collection evolved as City staff worked from home. The move to remote work brought a privacy aspect to all areas of work, and is being incorporated into the City's workplace modernization program. In addition, as the City restarted and changed services during the pandemic, the City Clerk's Office ensured information being collected from the public was compliant with MFIPPA.

The privacy principles for the City involve both legal compliance with privacy legislation and the development and deployment of best practices that prevent the misuse of personal information of Toronto residents. The City strives to implement a maturity model that encompasses the need for sensitive personal information, as required to govern, but that the information must be used reasonably and lawfully.

Privacy training is mandatory under the City's Protection of Privacy Policy because access and privacy are core fundamentals for all civil servants. Each new hire is required to complete a privacy component during orientation and privacy training is continually being deployed to staff throughout the City.

It is firmly understood that a complete privacy program for the City includes both behavioural and technological solutions. The City Clerk's Office plays a role in evaluating new technology solutions and vendor contracts to ensure privacy protection and information management requirements are embedded into the solution by design. This work is done in collaboration with the Office of the Chief Information Security Officer and Technology Services Division. Technology Services Division enables these components in new solutions, ensuring appropriate privacy and information management protections are proactively addressed as new technologies modernize the organization.

7e Responsible Sourcing

The City is leveraging its significant buying power to achieve social, economic and workforce development objectives. Procurement is a critical function for supplying the essential goods and services needed at the City and a powerful tool for creating impact. The City ensures that its procurement processes are open, fair, equitable and accessible business processes and practices.

The City's Social Procurement Program[72] is a key component of its ESG performance. Social procurement at the City aims to drive inclusive economic growth by improving access to the City's supply chain for businesses owned by people from Indigenous, Black and equity-deserving communities. In 2021, the Social Procurement Program issued 308 contracts to certified diverse suppliers valued at $1,981,312.

		2021		2020		2019	
Objectives	**Spend Categories**	**Contracts Issued (#)**	**Value($)**	**Contracts Issued (#)**	**Value($)**	**Contracts Issued (#)**	**Value($)**
Drive economic growth for businesses owned by people from Indigenous, Black and equity-deserving communities	Invitational Solicitations between $3,000 and $100,000 awarded to Diverse Suppliers	88	$1,734,292	88	$1,503,280	85	$1,444,970
	Purchases from Diverse Suppliers valued under $3,000	220	$247,020	199	$157,005	192	$171,330
	Total	**308**	**$1,981,312**	**287**	**$1,660,285**	**277**	**$1,616,300**

The Social Procurement Policy requires that one certified diverse supplier must be invited to bid as part of the three-quote process for invitational solicitations valued between $3,000 and $100,000. A diverse supplier is a business that is certified by a non-profit supplier certification organization as 51 percent or more owned, managed and controlled by people from Indigenous, Black or equity-deserving communities. In 2021, 415 certified diverse suppliers were registered under the Social Procurement Program.

Looking forward into 2022:

In October 2022, the Canadian Aboriginal & Minority Supplier Council (CAMSC) announced the Social Good award to the City of Toronto for its Social Procurement program. The City of Toronto was among 8 nominees for this award received during the 18th Annual Business Achievement Awards event.

During last 12 months City staff:

- Increased over 133% on contract spend with CAMSC Certified Supplier compared to 2020, and also advocated the impact of the social procurement policy with City of Ottawa, City of Richmond Hill, Niagara Region and County of Dufferin and guided them to develop their program
- Promoted the importance of Supplier Diversity at OPBA (Ontario Public Buyers Association) event in 2021 Summer and educated the members of OPBA about supplier diversity
- Participated in the CAMSC Board to represent the Public Sector at the board to understand the barriers of Aboriginal and Minority suppliers in Canada

Women Business Enterprise Canada (WBE Canada) announced City of Toronto as the recipient of the 2022 WBE Canada Champion Award at their Excellence event in November 2022. WBE Canada recognized the City's commitment to Supplier Diversity, and the advocacy City's leadership and staff members have demonstrated to advance social procurement through other municipalities, corporations and women owned businesses in Canada.

Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award

The City of Toronto was awarded GFOA's Distinguished Budget Presentation Award, reflecting the highest form of recognition in governmental budgeting.

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as:

- a policy document;
- a financial plan;
- an operations guide; and
- a communications device.

Budget documents must be rated "proficient" in all four categories, and in the fourteen mandatory criteria within those categories, to receive the award. The award represents a significant achievement for the City of Toronto and the City's Finance Department.

The Government Finance Officers Association (GFOA), founded in 1906, represents public finance officials throughout the United States and Canada. The association's more than 20,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions.

Women4Climate (W4C) Toronto Mentorship Program

The Women4Climate Toronto Mentorship Program empowers and supports female climate leaders who are working to develop and implement innovative solutions to address the climate emergency in Toronto.

Ten to 12 women are being selected to join Toronto's 2022/2023 cohort of the Women4Climate Toronto Mentorship Program. Through a combination of mentoring, training and networking opportunities, participants will be provided with the resources and supports necessary to take their climate-related project, product or business start-up to the next level.

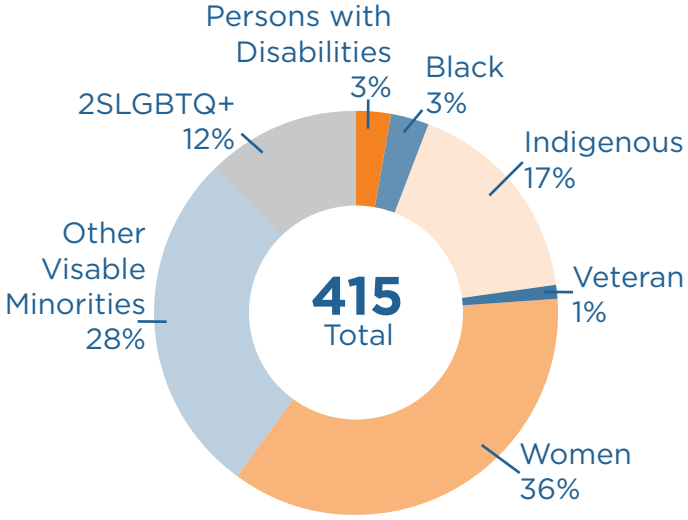
Following the mentorship program, the City of Toronto and its partners will host a competition that will recognize the top three climate-related projects with the greatest potential to contribute to a healthier, more sustainable and resilient urban future in the City of Toronto. The women with the top three projects will receive a minor financial award and additional support to advance their work.

Toronto is one of three cities in Canada and 19 cities globally participating in C40 Cities

Women4Climate Mentorship Program, which aims to support 500 women across the globe in accelerating their climate projects.

The leadership and participation of women is critical in solving the global climate crisis. Women also make up more than half the world's population and are often disproportionately impacted by climate change.

2021 Certified Diverse Supplier Breakdown



Supplier Code of Conduct

Compliance with the City's Supplier Code of Conduct is a requirement to doing business with the City. The Supplier Code of Conduct, set out in Municipal Code Chapter 195, covers actions that would impede an open, fair and equitable procurement process, such as: responding to solicitations with honesty and in good faith; disclosing conflict of interest and unfair advantage; and not participating in unethical bidding practices such as collusion, intimidation or bribery. Suppliers must declare that they follow the Supplier Code of Conduct and suppliers who violate the Code may be suspended from doing business with the City.

Fair Wage Policy at the City

The Fair Wage Policy[73], set out in Municipal Code Chapter 67, prohibits the City from doing business with contractors and suppliers who discriminate against their workers. The City requires that wages paid to workers on City contracts meet the requirements of this policy.

The Fair Wage Office investigates complaints and takes enforcement action when it is determined that a contractor has failed to pay its workers the prescribed wages found within the Fair Wage Schedules attached to the Fair Wage Policy.

In 2021, the Fair Wage Office recovered $57,066 in wages and damages from enforcement activities. In 2022, the Fair Wage Office will update the Fair Wage Schedules to reflect more current wages in various sectors. Wage rates are established using a combination of collectively bargained rates and prevailing market rates.

Circular Economy in Procurement at the City

The City is working to leverage its buying power to achieve a circular economy and demonstrate demand for circular business solutions, products and services. The City is leading a circular shift among Toronto suppliers by demonstrating that circular economy principles that are central to the way the City procures goods and services. The City is developing tools to help staff assess procurement needs against circular economy principles.

7f Workplace Culture

Civic Run 2021 for United Way Fundraising[74]

As an organization, we are building a culture where all employees are engaged in our mission to serve a great city and its people. We know that building a positive workplace culture that reflects the City's ethics and values and builds trust and confidence with the public and staff, will shape how our people work and interact day-to-day. Our leadership teams understand that they play a critical role and are accountable in building that positive workplace culture so that collectively we achieve Toronto's vision, motto and mission.

2021 City of Toronto Civic Run

City Corporate Priorities

The City has a number of ongoing initiatives to support Indigenous, Black and equity-deserving groups both within the organization as well as more broadly across Toronto. These initiatives focus on building equity capacity within the organization to ensure efforts are sustainable but also include direct actions to reflect the interests and needs of the residents. The following are key initiatives currently underway:

Diversity and Inclusion Initiatives

Workforce Equity and Inclusion Plan (2019-2022)

As referenced in our Fostering Diversity in the Toronto Public Service[75] the City developed a multi-year Workforce Equity and Inclusion plan to identify opportunities, amplify the impact of existing efforts and explore new and innovative ways to drive inclusivity within the organization. Given the magnitude and strategic importance of this work to the future of the Toronto Public Service, we have also created a new Diversity and Inclusion Unit to manage the end to end execution of the plan. Over the last year we have already begun to see an impact in the three outlined areas of focus of the plan:

Enabling Data-Informed Decision-Making

The objective of the City's *Count Yourself In* Staff Demographic Survey is to better understand the representation of Indigenous, Black, and equity-deserving groups at all levels of the organization and identify opportunities to improve diverse representation. The City also implemented a new Applicant Tracking System in its HRIS system, SuccessFactors, which allows us to collect demographic data from applicants. This data can be used to assess application trends, patterns of candidate movement through the recruitment stages and inform the development of enhanced and future recruitment frameworks and programs. In addition, demographic information collected as part of the Employee Engagement survey enables the City to develop action plans to increase engagement and further inclusion initiatives for diverse City staff.

Fostering a Culture of Engagement and Inclusion

Our Employee Resource Groups, also known as Communities of Inclusion provide a forum for employees from different personal and professional backgrounds to engage with and learn from each other. In the last year the Diversity and Inclusion Unit has been able to utilize these networks to host or participate in employee development workshops and training sessions for Indigenous employees and employees from equity-deserving groups.

The Unit has also co-ordinated inclusion-focused initiatives with Divisional partners directly including, mentorship programs for staff members of equity-deserving groups and inclusion awareness training for staff.

Embedding an Equity Lens throughout the City's hiring process focusing on both the candidate and employee experience and life cycle
To support the City's goals of having a workforce that reflects the populations we serve as well as attracting and retaining the next generation of Toronto Public Servants, the City has created several diversity-focused youth talent programs for Black and Indigenous youth and are preparing to launch programs for Persons with Disabilities and 2SLGBTQ+ people.

The City is actively working with community partners to raise awareness about employment opportunities and to position itself as an employer of choice for diverse talent. This includes holding workshops with employment-focused community groups and academic institutions to engage youth and students, and conducting outreach activities throughout the year with Indigenous, Black and accessibility communities and organizations. The Diversity and Inclusion Unit also manages the TRIEC Mentorship Program for newcomers to Canada.

These efforts complement current strategies underway such as the Toronto Action Plan to Confront Anti-Black Racism, the Recruitment Strategy for Persons with Disabilities, and a work plan to support the Aboriginal Employment Strategy. The work being done internally and externally has resulted in the City being recognized as a Top 100 Diversity Employer for 2022.

Multi-year Accessibility Plan 2020-2025[76]
The Multi-year Accessibility Plan (MYAP) is a key component of the City's accessibility framework, which outlines how the City will provide an accessible environment in which people with disabilities can access the City's goods, services and facilities, including all buildings, public spaces, information and communications, and employment opportunities in a way that meets their individual needs. The MYAP includes 21 projected outcomes and 63 initiatives that reaffirm the City's commitment to an accessible City and building an equitable and inclusive society that values the contributions of people with disabilities. Annual progress updates are publicly posted on the City's website[77].

Mental Health Strategy
The Mental Health Strategy focuses on the following areas:

- Promoting mental health and psychological well-being in the workplace
- Promoting actions that prevent harm to employees' psychological health in City policies, programs and services
- Enhancing organizational awareness and providing information and resources to all City employees.

Workplace Culture Network
Through the Worklace Culture Network (WCN) the City is committed to building a positive workplace culture that reflects the City's ethics and values and builds trust and confidence with the public and staff. Our new workplace culture was developed collectively and reflects the values of the Toronto Public Service. This is the start of the journey towards great workplace culture, and the four themes that will support the workplace culture journey include:

- Being respected empowered and valued
- Embracing diversity and inclusion
- Making a difference
- Working together

The WCN is planning for the next corporate employee engagement survey, and action planning that follows. These plans will build a more positive workplace culture and improve employee engagement.

Count Yourself In Survey
The goal of the Count Yourself In (CYI) Survey is to collect demographic information about all employees and guide the City to improve access to employment, as well as track career progression of Indigenous, Black, and equity-deserving groups. The objective is to increase the overall corporate CYI response rate to 70% and to increase representation across all levels of the organization to reflect Toronto's population.

Toronto for All Learning Program
Toronto for All Learning is an education program for the Toronto Public Service that enables staff to advance reconciliation and build and maintain an equitable and inclusive workplace to better serve Toronto's diverse communities. The program includes different modalities of learning on the legislated

topics of Accessibility and Human Rights, the Council- mandated training topics of Indigenous Awareness Training and Confronting Anti-Black Racism. Topics regarding specific communities such as 2SLGBTQ+ inclusion, antisemitism, anti-Islamophobia and many other topics regarding equity, diversity, inclusion, bias, injustice and privilege are also included. Starting in 2021, the Toronto for All Learning Program[78] began hosting learning opportunities in commemoration of Asian Heritage Month and the National Day for Truth and Reconciliation.

The program continues to refine learning pathways and consults with divisional needs to help guide impactful learning that will create change in the workplace culture and service delivery of the Toronto Public Service. The learning program will help City staff to develop required competencies to address and eliminate barriers in City services and programs to achieve equitable outcomes for all Torontonians.

Communities of Inclusion
Communities of Inclusion are groups of City employees who share a common identity, lived experience, and/or set of interests and who meet regularly to network, dialogue, share best practices, build capacity, learn and develop.

Communities of Inclusion are supported by the City because they build awareness and advocate for a safer, more equitable and respectful working environment for Indigenous, Black and equity-deserving groups in the Toronto Public Service.

Existing Communities of Inclusion include:

- Ambe Maamowisdaa Employee Circle
- Black Staff Network
- Employee Disability Network
- Pride Network
- Toronto Network of Women (TOnow)

Groups of employees may elect to come together at the divisional level as well to advance the existing mission of a corporate Community of Inclusion. Creating divisional chapters to the Communities of Inclusion will provide opportunities for increased staff participation and further inclusion within the organization. The goal is for the chapters to grow the mandate collaboratively in alignment with the Communities of Inclusion established corporately to ensure, consistency, transparency and accountability. Within the last year these communities have done great work towards achieving their goals as employee engagement has risen significantly with improved programming. We are also seeing new communities forming and more divisional chapters launching.

Interdivisional Equity and Access Committee
The Interdivisional Equity and Accessibility Committee (IEAC) is an interdivisional committee that provides a forum for City divisions to share key initiatives and leading practices in equitable service and program delivery, as well as support corporate and divisional compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

Equity Advisory Group
The Equity Advisory Group ensures that the Equity & Human Rights section's efforts are informed through direct and ongoing engagement with Indigenous, Black, equity-deserving groups and community leaders. The advisory group acts as a resource to City staff and divisions by providing expert advice on ideas, policies, programs and services in development or under review. It provides an intersectional equity lens, which is especially important as City staff work through early concept planning phases and during periods of growth and change in the City. The advisory group supports the City's capacity to serve an increasingly diverse population and workforce.

Recruiter Diversity & Inclusion Training
In order to create and sustain a more diverse and inclusive workforce, uphold a culture of respect, as well as attract and retain diverse talent, recruiters completed the mandatory Diversity & Inclusion Training in 2021 as follows:

- Indigenous Culture Competency Training
- Confronting Anti-Black Racism Training
- Indigenous Awareness: Truth and Reconciliation Training

The Diversity and Inclusion Unit is also developing a resource guide to support recruitment and talent acquisition teams in their commitment to advancing inclusive recruitment practices. This resource is designed to place diversity and inclusion at the centre of the City's hiring process. By embedding an equity lens in every stage of the process – **planning, consultation, posting and sourcing methods,**

assessments, selection and onboarding – the City aim to attract the best talent and provide a candidate experience that is indicative of the inclusive culture at the City.

This resource is an important part of our commitment to workforce equity and brings to life the Employment Equity Policy[79], and the Aboriginal Employment Strategy – City of Toronto[80] while also addressing the employment recommendations outlined in both the Toronto Reconciliation Action Plan[81] and the Toronto Action Plan to Confront Anti-Black Racism[82]. There is an intentional focus on accessibility and equity in the development of this guide which aligns with the City's hiring principles, specifically:

- Hiring and promoting on the basis of merit and potential
- Setting objectives for equitable representation
- Developing a proactive equity plan
- Mechanisms for measuring and monitoring outcomes and results.

Diversity and Inclusion Advisory Bodies and Offices

Toronto Accessibility Advisory Committee
The Toronto Accessibility Advisory Committee is an advisory body to City Council and provides advice and recommendations on the identification, prevention and elimination of barriers faced by people with disabilities and on the implementation of the AODA in order to achieve accessibility with respect to City bylaws, policies, goods, services and programs, employment, facilities, buildings, structures and premises.

2SLGBTQ+ Council Advisory Committee
The 2SLGBTQ+ Advisory Committee provides advice to City staff and City Council on identified priority issues to support the elimination of barriers and inequities experienced by 2SLGBTQ+ communities in accessing City programs and services. The Advisory Committee brings government, policy, and community leaders to the table to focus on both service level barriers as well as structural and systemic challenges faced by 2SLGBTQ+ communities.

Human Rights Office
The City's Human Rights Office provides neutral consultative advice and complaint resolution support to residents and employees who have human rights concerns related to City-run services, facilities, accommodations or employment under the City's Human Rights and Anti-Harassment/Discrimination Policy, Hate Activity Policy and Accommodation Policy. The Human Rights office ensures the City is meeting its legislative and policy obligations to ensure that harassment and discrimination do not occur in the delivery of City services and within the workplace.

The goal is to build capacity within the organization by addressing and responding to issues as well as developing resources, training and tools to enhance human rights and equity.

Confronting Anti-Black Racism Unit[83]
Ongoing manifestations of anti-Black racism result in real and significant impacts on the lives of Black residents. To respond to these impacts, on December 5, 2017, City Council unanimously adopted the Toronto Action Plan to Confront Anti-Black Racism. A five-year plan with 80 actions and 22 recommendations, the Action Plan drives transformational systems change to address the pervasive legacy of anti-Black racism in City policies, systems and institutions.

This five-year plan leverages the talents, knowledge and experiences of Black residents and Black organizations as partners in making municipal services, spaces and policies fully inclusive and accessible to Torontonians of African descent in both intent and in practice. The Action Plan addresses five issue areas:

- Children and youth development
- Health and community services
- Job and income supports
- Policing and the justice system
- Community engagement and Black leadership.

From June 2020 to December 2021, referred to by the CABR Unit as Year Three, the CABR Unit focused on 21 actions for implementation. These actions were prioritized in the Year Three Work Plan of the CABR Unit.

Since the launch of the CABR Unit in 2018, 60% of Action Plan recommendations and actions have been implemented, with more than $25.8

million cumulatively invested by the City to dismantle barriers and increase access to opportunities for Black communities.

Year Three activities continued to propel significant culture change with more than 50% of all City staff being trained on addressing anti-Black racism, including 9,294 senior leaders, managers and frontline staff.

There has also been increased representation of Black staff, community and business leaders at important City decision-making tables, including the establishment of the Black Scientists Task Force on Vaccine Equity to guide the implementation of an equitable COVID-19 response and combat misinformation related to vaccination. The City also established the Confronting Anti-Black Racism Advisory Committee, the first intergovernmental anti-Black racism advisory body to be embedded into the municipal governance process in Canada.

Year Three also launched several impactful initiatives that increased Black leadership, community capacity and organizational resilience, including the City's first Black Youth Fellowship program, the ground-breaking Toronto Black Food Sovereignty Plan and the piloting of the Black-mandated Funding Framework. Year Three activities also catalyzed broader City action to tackle the living legacies of anti-Black racism through large-scale, long-term interdivisional projects, including the kick-off of the Recognition Review and renaming of Dundas Street, and the Little Jamaica and Jane-Finch Initiatives.

Notwithstanding the positive influence of Year Three actions, the COVID-19 pandemic has had a disproportionate impact on Toronto's diverse Black communities. Black residents were overrepresented in not only the rates of COVID-19 infection, but also in exposure to the cascading impacts of the pandemic overall. COVID-19 has heightened the effects of long-standing structural inequities faced by people of African descent, both increasing the urgency for action, and the continued need for ongoing investments to effectively bolster emergency support in times of crisis.

CABR Snap Shot of Year 3 Progress

Theme	Progress
Continuing to Create Culture Change at the City of Toronto	• 44 new Black community experts recruited to inform City work plans. • 9,294 City, agency and commission staff received Anti-Black Racism training. • 96 percent of trained staff can now recognize manifestations of anti-Black racism and 74 percent can now competently apply the Anti-Black Racism Analysis Tool. • Launch of the disaggregated race-based data collection pilot with 11 agencies.
Community Capacity Building	• $2 million Toronto Arts Council investment to support the Black Arts community. • $1.8 million in funding delivered to Black artists, comprising 85 percent of the 2021 ArtworxTO: Toronto's Year of Public Art. - Launch of queer and trans needs assessment survey. • 20 new Enhanced Youth Spaces and Youth Hubs opened in neighbourhoods with high proportions of Black residents. • $1 million from the TO Supports Investment Fund for Black-mandated groups. • $625,000 from the Black-mandated Funding Framework will be provided to Black-led agencies, with an additional $509,000 from the 2022 City Budget.

Theme	Progress
Community Safety, Wellbeing and Alternatives to Policing	• Establishment of the new Policing Reforms Unit to lead the development of the Toronto Community Crisis Service to support non-police interventions. • Launch of new Fare Inspector and Special Constable Complaints Office by the TTC. • Launch of community consultations on the TTC Use of Force, Body Worn Camera, and Use of Discretion Policies.
Black Community Resilience	• 200 Black residents, Black-serving food organizations and nine City Divisions engaged in Toronto's response to Black food insecurity to inform the creation of a Black Food Sovereignty Plan, including delivery of a community-based conference, youth documentary and community policy papers. • - Launch of the Toronto Community Housing Centre for Advancement of the Interests of Black People, with 18 full-time Black staff to support Black residents. • - 200 participants engaged in the Black Youth Leadership Program.
Black Community Resilience	• 47 youth engaged in the Elevate and B-You Programs in Little Jamaica, with 65 active youth from Oakwood and Vaughan benefiting from counselling, case management, youth justice education and employment, with three youth securing internships with the local Business Improvement Area.
Black Community Resilience continued	• 140 frontline staff, aged 16 to29, participated in the Summer Front-line Workers Series. • 1,012 youth aged 14 to 18 years participated in employment information and readiness programs. • 300 Toronto Public Library Internet Connectivity Kits were provided to Black-mandated organizations and clients, as part of the Digital Canopy Wi-Fi program.

Indigenous Affairs Office[84]

The City's Indigenous Affairs Office (IAO) is focused on supporting City divisions in their work with First Nations, Inuit and Métis peoples and all urban Indigenous communities. The Office strives to strengthen the City's relationship with Indigenous communities and advancing reconciliation. While the City remains committed to embedding the responsibility for Indigenous priorities across City divisions, the IAO will provide more focused and coordinated leadership on Indigenous affairs.

The IAO office leads a number of initiatives and advisor bodies including:

Indigenous Affairs Community of Practice

- To gather and disseminate information, engage in inter-divisional collaboration to enhance efficiency and sustainable outcomes for Indigenous partnership, collaboration and engagement.
- To develop consistent and cohesive wise practices, identify and address barriers, and create opportunities for innovation.
- To foster dialogue and strengthen connections between City and Indigenous organizations, leaders and communities
- To embed a reconciliation lens and Indigenous considerations in City program and service planning

City of Toronto Reconciliation Action Plan
The City's first Reconciliation Action Plan will guide its actions to advance truth, justice and reconciliation for the next 10 years, from 2022 to 2032. The Plan was developed over three years with input from First Nations, Inuit and Métis community members, organizations, Elders, Knowledge Carriers, youth and Indigenous employees and allies in the Toronto Public Service.

The Reconciliation Action Plan[85] builds on the City's existing commitments to Indigenous Peoples and takes them even further through 28 meaningful actions across five themes:

- Actions to restore truth
- Actions to right relations and share power
- Actions for justice
- Actions to make financial reparations
- Actions for the Indigenous Affairs Office.

These actions 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.

The City will continue to collaborate with Indigenous leaders and community members to fulfill the actions within the plan, ensure transparency and accountability, and restore right relations. It is a living document, which will evolve, as needed, to incorporate directives from any future public inquiries or calls for government action from local Indigenous communities and organizations.

Aboriginal Employment Strategy
Employment within the Toronto Public Service for First Nations, Inuit and Métis peoples in Toronto is a priority for the City. The City recognizes that Indigenous Peoples must be hired and retained in diverse roles spanning the organization and that Indigenous perspectives and experiences must be centred in all work conducted by the City, not exclusively within the work of truth, justice and reconciliation.

Efforts to increase Indigenous recruitment and representation across the Toronto Public Service, include:

- Prioritized the recruitment of Indigenous youth and talent in the corporate Next Generation programs, including prioritizing hiring of Indigenous participants in the Essential Skills Program
- Expanded the Indigenous Youth Research Associate Program to Divisions across the Toronto Public Service
- Created recruitment marketing materials tailored to Indigenous people
- Developed an Indigenous Outreach Strategy to enable successful collaboration with Indigenous employment agencies and strengthen existing outreach activities to connect Indigenous communities to City jobs.

Governance – Promoting Responsible Conduct

The City mandates training courses for all City staff on a number of topics related to promoting responsible conduct. For instance, staff are required to take training on topics such as the Toronto Public Service Bylaw, Cyber Security Awareness, Protecting Privacy, Health and Safety Awareness, Accessibility and Human Rights. The City also hosts training on equity, reconciliation and inclusion with subject areas such as Indigenous Awareness, Confronting Anti-Black Racism and 2SLGBTQ+ Inclusion.

Management staff are held to a higher standard and are required to take additional courses due to the progressively responsible nature of their positions related to Occupational Health and Safety and Human Rights obligations.

Building Service Equity Capacity: Equity Lens Tool

The Equity Lens is a corporate tool designed to support City divisions in embedding equity considerations into their planning and decision-making. It enables City employees to conduct an equity analysis by identifying and addressing barriers facing Indigenous, Black and equity-deserving groups and ensure their needs are considered when reviewing or developing City policies, services and programs including budget submission.

Data for Equity Strategy: Supporting Equitable Services, Equity Priorities, Performance Measurement and Accountability

The City's Data for Equity Strategy aims to support City divisions to collect socio-demographic data to analyze, use and apply disaggregated data to:

- Inform program planning, policy development and service delivery that is inclusive of and responsive to the needs of all Torontonians, particularly Indigenous, Black and equity-deserving groups.
- Support equitable, evidence-based and accountable decision-making at the City, resulting in the provision of excellent service and advancement of equity and inclusion strategies.

The Data for Equity Unit provides strategic advice and support to City Divisions to help ensure that socio-demographic data collection and disaggregated data use across City divisions is consistent, appropriate, sensitive and reflective of best practices.

7fi Workplace Culture Performance Metrics

During 2020, the City made progress in several categories of Diversity, Inclusion and Governance. The number of Racialized employees in Senior Management positions changed more than any other metric over the previous year, as it has decreased by 7%.

Objectives	Performance Metric	2021	2020	2019	2018
Governance					
Decision Making – Be Diverse and Inclusive	% Women councillors	31%	31%	31%	31%
	% Women Senior Management (Division Head or Above)	43%	41%	44%	40%
	% Racialized Senior Management (Division Head or Above)	22%	14%	21%	21%
Engaged Decision Makers	City Council Attendance	94%	95%	92%	82%
	Community Council Attendance	95%	88%	95%	88%
	Committees Reporting to Council Attendance	95%	96%	89%	82%
	Other Boards & Committees	89%	90%	94%	78%
Workplace Culture and Inclusion					
Reflect diversity and be inclusive of the city we serve	**TPS Workforce**[86]				
	% Women	50.32%	49.3%	49.4%	48.8%
	% Racialized People	41.75%	38.0%	37.2%	35.7%
	% Indigenous Peoples	1.4%	1.4%	1.3%	1.4%
	% Persons with Disabilities	5.7%	5.3%	5.3%	5.4%
	% LGBTQ2S+	4.2%	3.5%	3.4%	3.2%
Attract & retain a diverse and inclusive workforce	**Turnover Rates**				
	All Active Employees	9.1%	7.1%	10.2%	10.2%
	All Active Employees (excl. Rec Workers)	11.8%	7.9%	8.1%	7.9%
	Permanent Employees	6.0%	7.5%	6.4%	6.0%
	Average Tenure (years)				
	All Active Employees	10.6	11.6	11.8	12.2
	All Active Employees(excl. Rec Workers)	12.7	13.3	14.1	14.5
	Growth Opportunities				
	Promotion and Internal Hires (% Total Hires)	23%	26%	27%	25%

7g Alignment with Sustainable Development Goals (SDGs)

The City's governance programs and initiatives align with the following UN Sustainable Development Goals:

- **Goal 5.** Achieve gender equality and empower all women and girls,
- **Goal 10**. Reduce inequality within and among countries and,
- **Goal 16**. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

8
Endnotes

8 Endnotes

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81 https://www.toronto.ca/wp-content/uploads/2022/04/8d83-City-of-TO-Reconciliation-Action-Plan-for-web.pdf

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84 https://www.toronto.ca/city-government/accessibility-human-rights/indigenous-affairs-office/

85 https://www.toronto.ca/wp-content/uploads/2022/04/8d83-City-of-TO-Reconciliation-Action-Plan-for-web.pdf

86 Representation of all employees of the Toronto Public Service (TPS) excluding: Recreation Workers; Elected Officials; Accountability Officers and their staff; and employees working in the City's Agencies, Boards or Commissions (TTC, Police, Library, Association of Community Centres, etc.)