

# If not now when?

## A whole of governments approach to recovery

The 9<sup>th</sup> Annual IMFG Toronto City  
Manager's Address

Nov 19, 2020



# My Address

COVID-19 – Our Response

The Economic Impact

Deepening Inequities

Towards Recovery

# COVID-19 has changed us and our city



- We are laying the foundation for recovery while still learning about this virus.
- Everything we knew pre-pandemic has either been magnified or changed, particularly inequities among Torontonians.
- Protecting public health remains our priority through resurgences of the virus.
- The public service has responded with dedication, innovation and tireless efforts to preserve lives and livelihoods of Torontonians.

# Our response to the pandemic



## Public Health

- Public health data collection, analysis and advocacy
- PPE procurement

## Economic Response

- Business resources and programs e.g. CafeTO, Digital Main Streets

## Keep Toronto Moving

- Mobility programs ActiveTO, RapidTO
- TTC capacity to support distancing

## Modernize City Services

- 60% remote delivery of services
- Online Chatbots, permits, licensing

## Community Response

- Accessible Wifi
- Food security
- Emerg child care
- Shelter expansion



# Old approaches won't solve new challenges

## Then

- Do more with more investments
- Do less through cuts
- Do the same with same – status quo

## Now

- Do new without all the info
- Do more of the same without necessary resources
- Decreased revenues and new expectations/demands

Providing services we normally deliver, but with greater difficulty and more demand

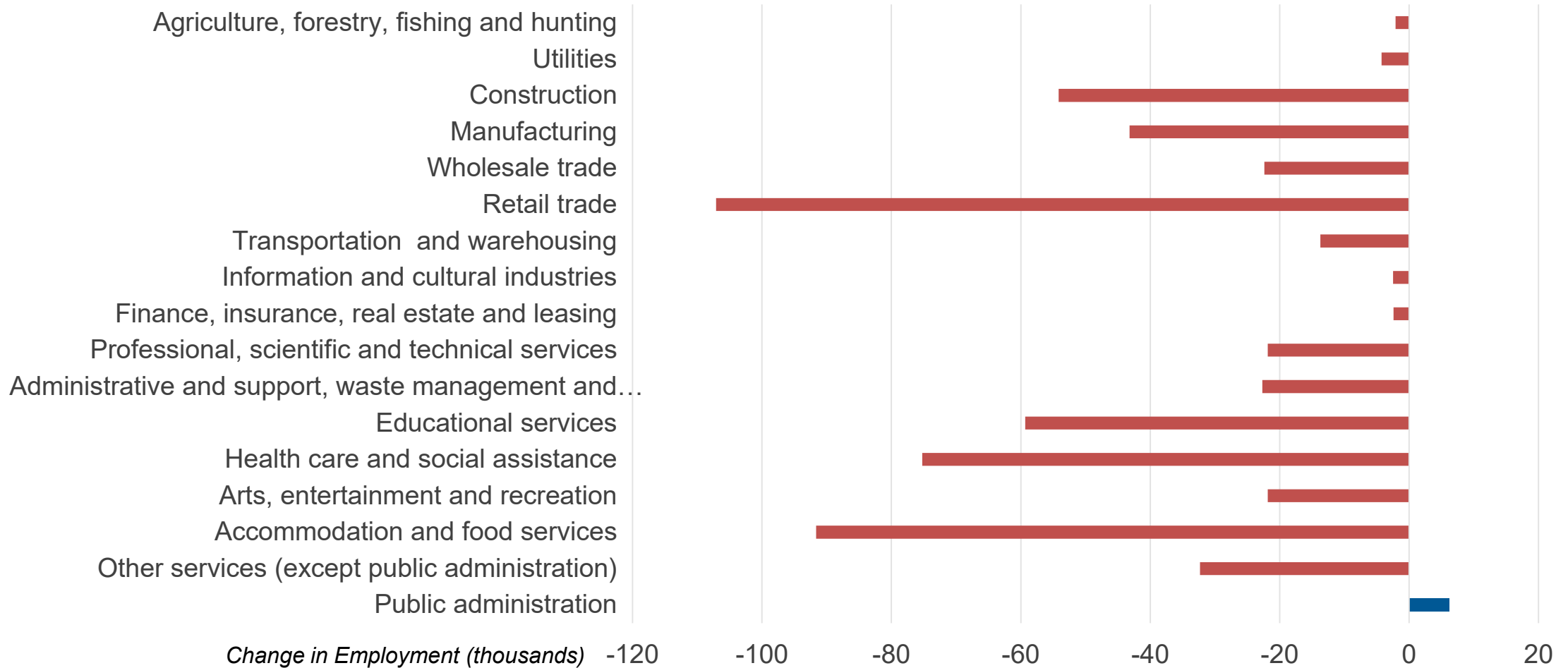
Deciding if and how to tackle totally new needs that we have never addressed before

With reducing property tax and user fee revenues

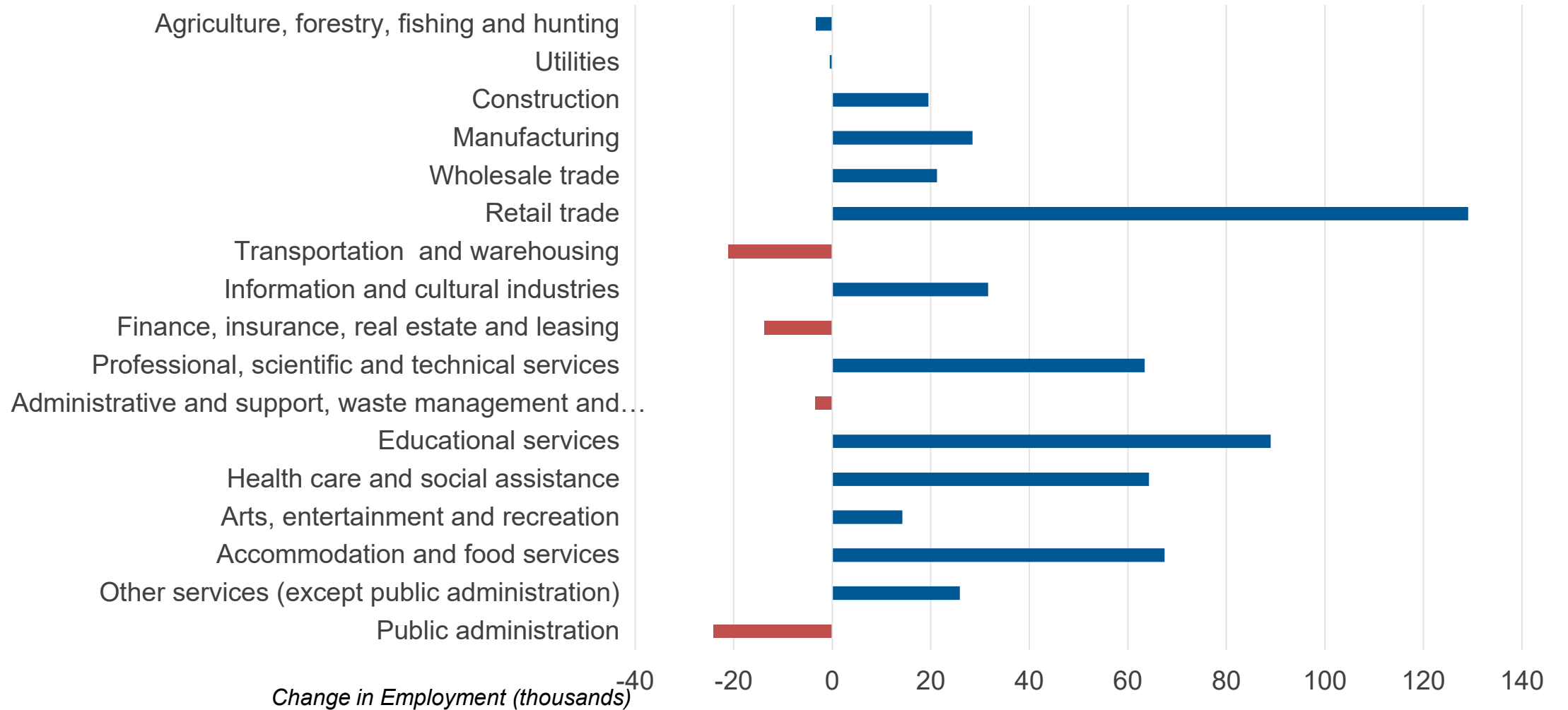
All governments, all sectors, all communities are impacted by the same uncertainty. We need time, information and engagement to develop and iterate towards recovery

# The Economic Impact

# Toronto's Economic impact (Feb-May 2020)



# Toronto's Economic impact (May-Oct 2020)

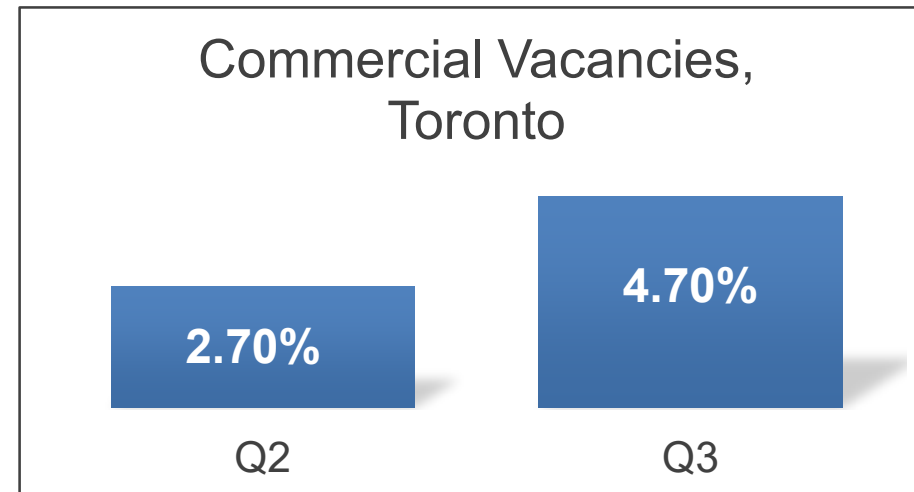
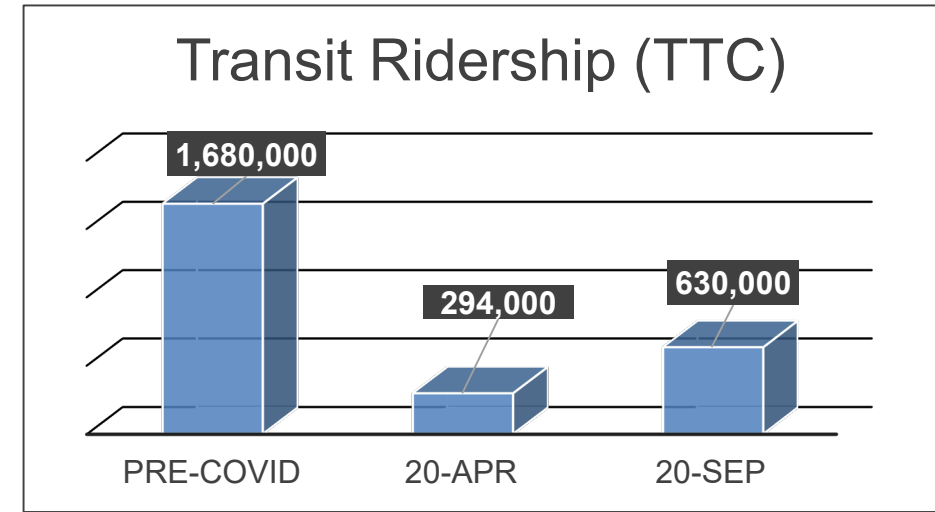
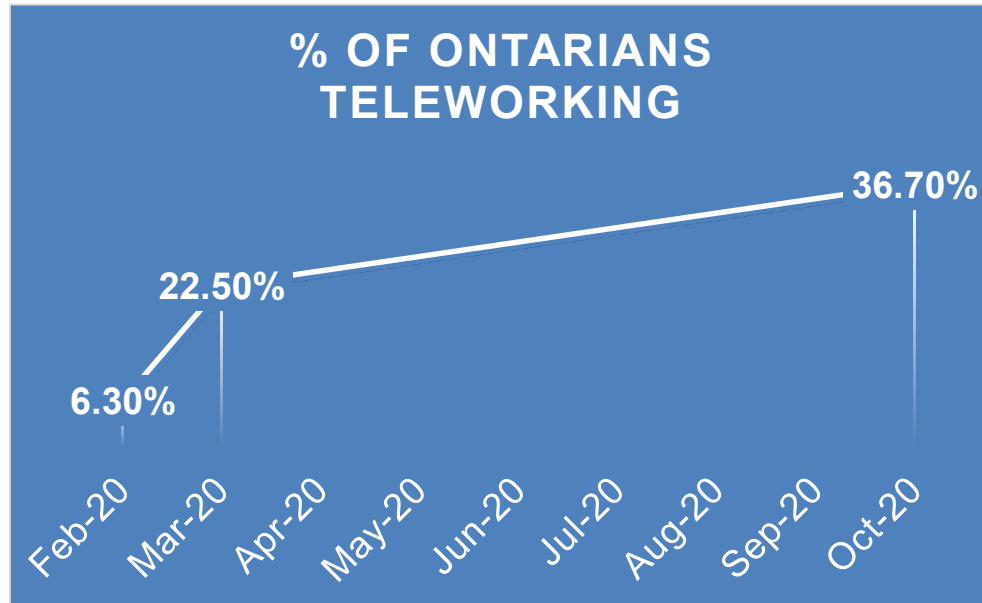




# Toronto's Net Economic impact (Feb-Oct 2020)



# The Changing Workplace



# Deepening Inequities

# Who has been most impacted?

Youth unemployment has tripled and remains persistently high for BIPOC youth.

Toronto workers earning the lowest wages have hours decrease more than rest of Canada.

Toronto had highest unemployment rate in the country in September (3 month average).

Job losses have been concentrated among women.

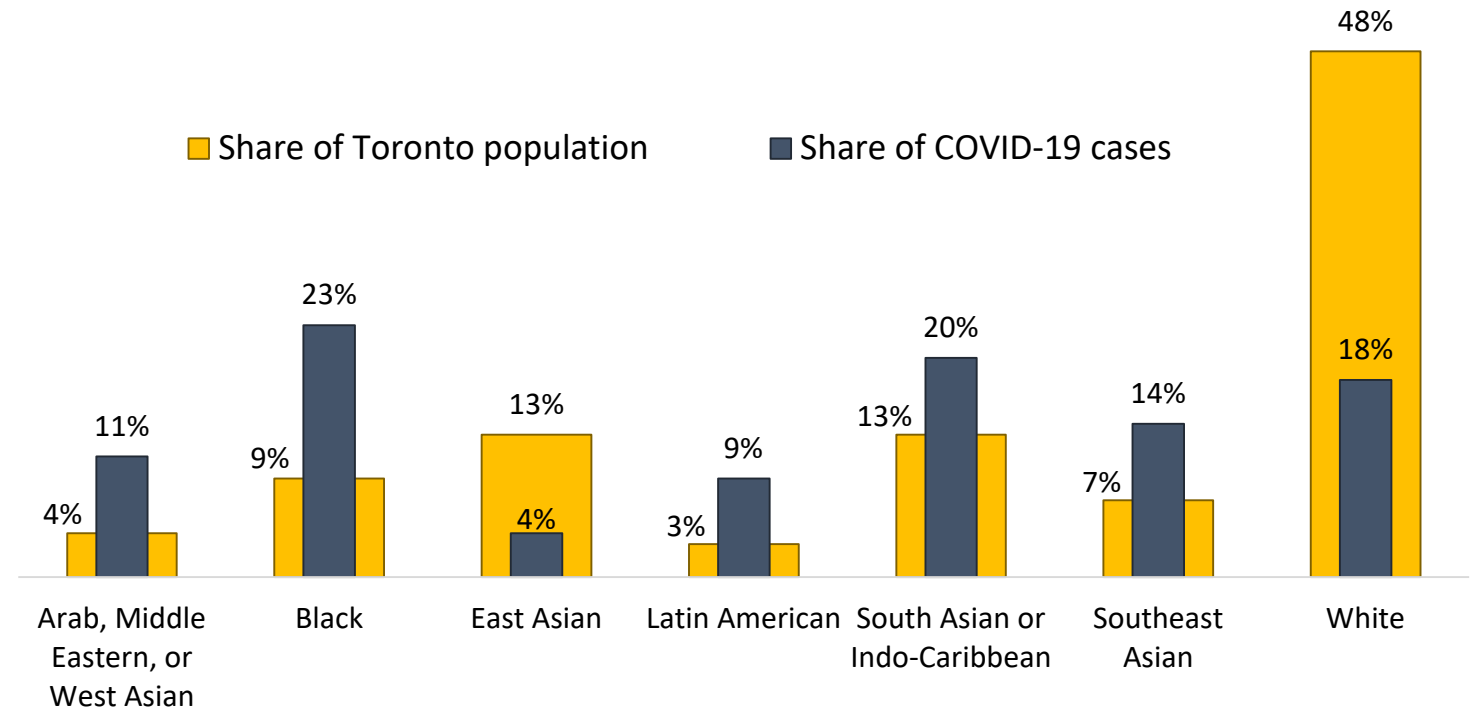
BIPOC Canadians have unemployment rates almost twice as high as white Canadians.

Fallout report, Toronto Foundation, 2020

# COVID-19 Inequities

- 79% of people with reported COVID-19 identified with a racialized group
- **23% of cases are among Black people** who are over-represented among COVID-19 cases
- **48% of reported cases** in Toronto living in households considered **lower-income**
- 25% of COVID-19 cases were individuals who live in households with five or more people

Share of COVID-19 cases among ethno-racial groups compared to the share of people living in Toronto



\*data collected between May 1 and September 30, 2020

\*valid data up to September 16, 2020 (N=5,635)

# Equity and reconciliation focus

“As we enter into the recovery phase, unless we intentionally design for equity and inclusion, the very people who were disproportionately affected by stresses before the pandemic will become more vulnerable.”

- Comment from the Toronto Office of Recovery and Rebuild Consultation

## Transformative change and support required

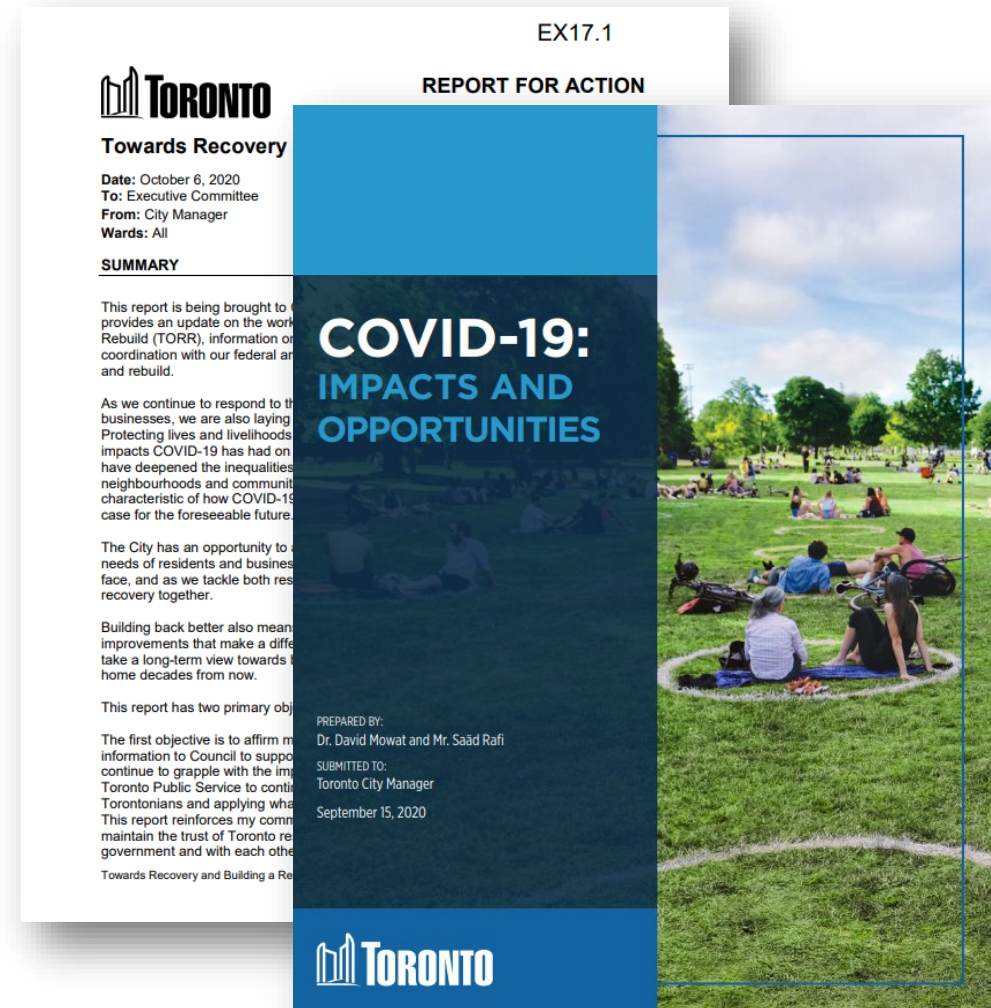




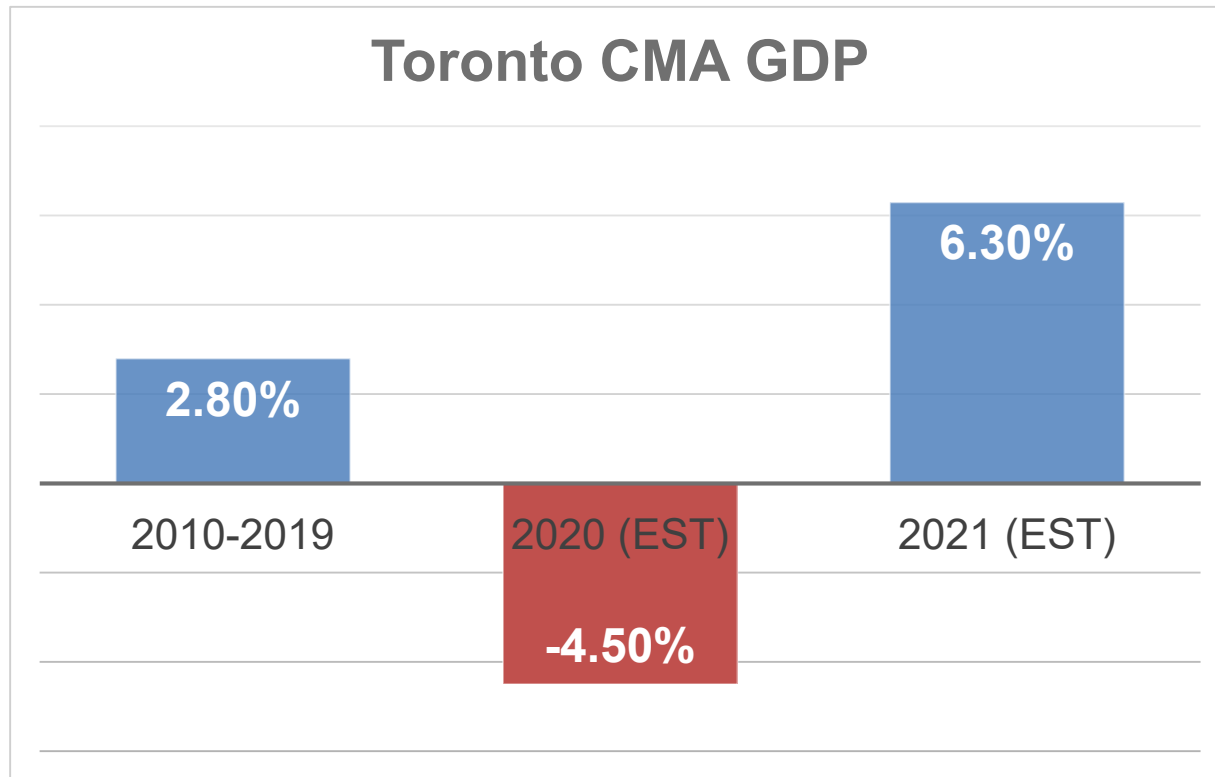
# Towards Recovery

# Office of Recovery and Rebuild

- Toronto Office of Recovery and Rebuild report outlines what we need to focus on.
- The City Manager's report recommends how to begin.
  - Public Health
  - Social Determinants of Health
  - Increasing Prosperity
  - Infrastructure and Mobility
  - Resilience
  - City of Toronto Services



# Our Prosperity



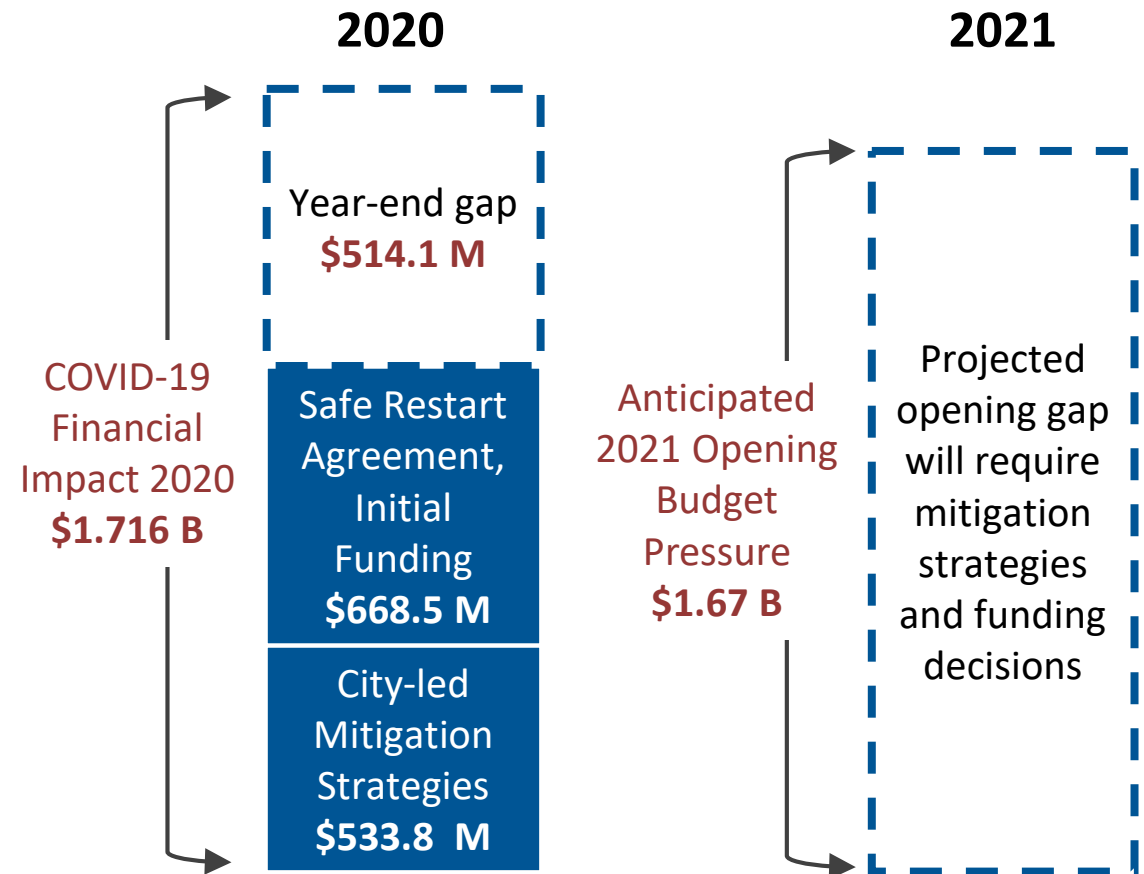
To thrive, we must focus on:

- People
- Industry
- Social Systems

A New Outlook for Canada: Thrive 2030  
Deloitte Canada

# New financial risks

- Financial risks include:
  - Reduced user fees, especially transit
  - Increased public health, shelters, enforcement and related costs
  - Growing digital economy
- Even with modest economic growth, these risks, and Toronto's mismatch between responsibilities and revenues, will create substantial challenges for the near future. The model is broken.



# If not now, when?

- Cities, their governance, financing and relationships, were designed for another era.
- COVID-19 may be the catalyst for change.
- Toronto's role as contributor to local, regional and national equity, prosperity and well-being must be matched with resources and authorities over what matter most to residents.
- The public expects all governments to collaborate effectively on economic and social challenges and shared recovery goals.

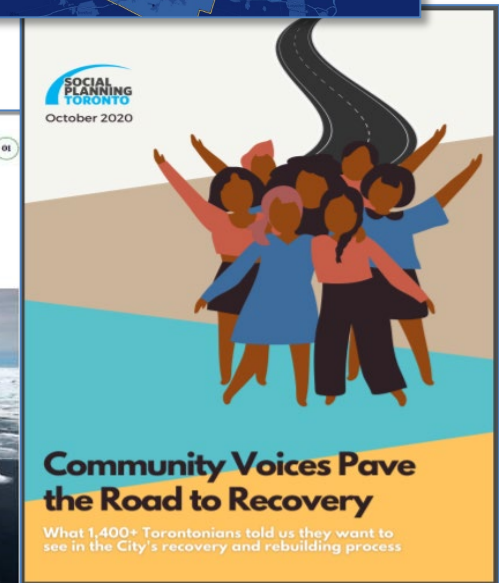


# We cannot do it alone

Need a “whole of governments” approach.

Strategic dialogue with political and public service leaders and other sectoral and community partners.

Leverage shared goals to collaborate on housing, employment, infrastructure and transit.





# Regional Approach

Single,  
connected City-  
region

Shared  
challenge of  
economic  
renewal and  
recovery

Moving beyond  
pre-pandemic  
ways of working,  
in greater  
collaboration

Collaboration with governments, institutions and community partners will be essential to our success

**Thank you**

