The Future Ain’t What It Used To Be:
The 8th Annual IMFG Toronto City Manager’s Address

November 4, 2019
The future ain’t what it used to be

- Yogi Berra
3 million people call Toronto home in 2019

Toronto is the fastest growing city, and part of the second fastest growing region, in North America.

Sources: StatsCan, Centre for Urban Research and Land Development
Population
In the last year, we grew by 77,000 people – more than double the 29,000 average of recent years

Sources: StatsCan, Ministry of Finance (Map represents growth based only on planned development)

4 million people will call Toronto home in 2041
Population growth forecast
Toronto and rest of GTHA

Source: Ministry of Finance
Population Change by Source

City of Toronto

Source: Economic Development and Culture Division, with Statistics Canada data, CANSIM Tables 051-0063 and 051-0064
The City spends less per resident than 10 years ago. We’ve maintained affordability while making incremental investments.

Per-capita operating spending adjusted for inflation and population growth

- 2010: $4,598
- 2011: $4,524
- 2012: $4,465
- 2013: $4,433
- 2014: $4,415
- 2015: $4,430
- 2016: $4,379
- 2017: $4,410
- 2018: $4,416
- 2019: $4,393

~2.6 million people
~3 million people
“Despite our self-image, Toronto does not work for all.”
- Toronto Foundation

“Across the GTA, middle-income neighbourhoods are vanishing”
- United Way of Greater Toronto
Canadians see government as both at blame and responsible for fixing our problems

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<tr>
<th>Institution</th>
<th>Blame</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>Government</td>
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Source: 2017 Edelman Trust Barometer
## Vision
Toronto is a caring and friendly city
Toronto is a clean, green and sustainable city
Toronto is a dynamic city
Toronto invests in quality of life

## Motto
Diversity Our Strength

## Mission
To serve a great city and its people

## Trust and Confidence
We understand that trust must be earned.

## Our People
Workplace culture

## Our Partnerships
We work in partnerships to achieve quality of life results for Torontonians

## Our Performance
Corporate Performance Management System

## Our Priorities
- Financial Sustainability
- A well-run City
- Maintain and create housing that’s affordable
- Keep Toronto moving
- Invest in people and neighbourhoods
- Tackle climate change and build resilience
Walking the Talk

Examples

- Budget modernization
- Continuously improving services
- Housing Now
- Transit expansion
- Poverty Reduction Strategy
- TransformTO

Our Priorities

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Challenges don’t respect boundaries
Regional, provincial and federal intergovernmental partnerships are essential.
Intersecting issues – Common Challenges

Infrastructure and Climate Change

Health and Housing

Growth and Investment
Success hinges on how we work together

Problem of Asymmetric Information

Source: Ivey Business School
We need to come together and determine our vision for shared outcomes, and work towards achieving results.

Thank you