If not now when?

A whole of governments approach to recovery

The 9th 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

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| • Public health data collection, analysis and advocacy  
  • PPE procurement | • Business resources and programs e.g. CafeTO, Digital Main Streets | • Mobility programs ActiveTO, RapidTO  
  • TTC capacity to support distancing | • 60% remote delivery of services  
  • Online Chatbots, permits, licensing | • 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)

Agriculture, forestry, fishing and hunting
Utilities
Construction
Manufacturing
Wholesale trade
Retail trade
Transportation and warehousing
Information and cultural industries
Finance, insurance, real estate and leasing
Professional, scientific and technical services
Administrative and support, waste management and...
Educational services
Health care and social assistance
Arts, entertainment and recreation
Accommodation and food services
Other services (except public administration)
Public administration

Change in Employment (thousands)

Toronto CMA Employment Change (Feb to May, 2020)
Source: Statistics Canada Labour Force Survey
Toronto’s Economic impact (May-Oct 2020)

Change in Employment (thousands)

- Agriculture, forestry, fishing and hunting
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing
- Information and cultural industries
- Finance, insurance, real estate and leasing
- Professional, scientific and technical services
- Administrative and support, waste management and…
- Educational services
- Health care and social assistance
- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration

Source: Statistics Canada Labour Force Survey
Toronto’s Net Economic impact (Feb-Oct 2020)

Change in Employment (thousands)

-40 -30 -20 -10 0 10 20 30 40 50

Agriculture, forestry, fishing and hunting
Utilities
Construction
Manufacturing
Wholesale trade
Retail trade
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Source: Statistics Canada Labour Force Survey
The Changing Workplace

Statistics Canada. Table 33-10-0228-01 Percentage of workforce teleworking or working remotely, and percentage of workforce able to carry out a majority of duties during the COVID-19 pandemic, by business characteristics.

Toronto Transit Commission, Sept 2020
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

*data collected between May 1 and September 30, 2020

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

- Share of Toronto population
- Share of COVID-19 cases

*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

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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