

CITY OF TORONTO

DEVELOPED BY
FOIS IRENE, SILVIA GIACOLETTO AND TEA VERCELLI

MAYOR'S LETTER

August 30, 2024



"I am pleased to share with you the City of Toronto's (City) 2023 Annual Financial Report. In many ways, 2023 was a turning point for Toronto. In March 2023, the City marked the third anniversary of the start of the COVID-19 pandemic with a commemorative gathering on Nathan Phillips Square. We had collectively come through the pandemic, and Toronto was starting to get back on track. This meant that we could focus our efforts on the priorities and pressing issues that need our full attention, such as affordable housing, transit, and infrastructure.

Maintaining and creating housing that's affordable is a top strategic priority for the City. We are committed to a city where families and individuals live in safe, stable, and affordable housing with respect and dignity. To move this work forward, the City developed an ambitious Housing Action Plan in 2023. The goal is to increase the supply of housing to achieve or exceed the provincial housing target of 285,000 new Toronto homes by 2031. To help publicly showcase the City's clear and cohesive approach to enabling housing production to achieve or exceed this target, we launched a new Housing Data Hub to improve accountability by tracking the City's progress on creating more housing in Toronto.

The work that had already been underway is producing results, and we continue to accelerate this work. We increased housing supply through our Multi-Unit Residential Acquisition (MURA) program, which offers funding to not-for-profit housing providers to preserve existing affordable rental housing stock for Toronto residents. In August, the City awarded \$21.5 million in MURA program funding to five non-profit housing agencies. The funding will enable the purchase and conversion of approximately 121 private market rental housing units to permanently affordable rental homes.

Also in August, we celebrated the start of construction of 725 new rental homes, including 218 new affordable rental homes, at the first Housing Now site to break ground. The Housing Now initiative is creating new mixed-income, complete communities on City-owned land. In November, the City observed National Housing Day by announcing the opening of 57 new permanent, rent-geared-to-income modular homes with customized 24/7 support services provided on site.

The City cannot do this important work alone, and we called upon other orders of government to fulfill their jurisdictional housing obligations – and partnered with them to get more housing built. In December, the City reached an agreement with the Government of Canada that will result in \$471 million in federal funding to build an additional 11,780 homes in Toronto (above and beyond what has already been projected over the next three years). This funding will boost the City's efforts to transform Toronto's housing system and increase housing affordability for residents.

The City has other priority areas too, of course. We must continue to invest in transit and infrastructure to alleviate congestion and enhance productivity. Good transit is crucial to creating neighborhoods where people feel connected and can thrive. Wherever possible, we need to ensure that transit expansion is carried out with sustainability top of mind. In 2023, the City announced a collaborative initiative with the federal government to facilitate the electrification of the TTC's bus fleet by purchasing 340 zero-emission buses and 248 bus chargers.

The bus fleet initiative is one of several ways that the City is making progress on its ambitious TransformTO Net Zero Climate Action Strategy. To help finance transformative climate action projects like this, the City raises funds through its green bond program. Toronto has one of the largest municipal borrowing programs in Canada and maintains an AA credit rating by S&P Global, an AA credit rating by DBRS Morningstar, and an Aa1 credit rating by Moody's. These ratings reflect the City's prudent financial management.

This responsible fiscal approach, in turn, supports our efforts to advance Toronto's strategic priorities and our transformative agenda to build a more connected and inclusive city. The future of our city relies on ensuring everyone has the opportunity to live, work, and play here."

Olivia Chow

Mayor

...ABOUT THIS REPORT

Popular Financial Reports (PFRs) are financial documents crafted for the general public, including citizens, local businesses, and community organizations.

These stakeholders typically lack specialized knowledge in public finance but benefit from a summarized, straightforward view of government financial activities. The purpose of PFRs is to help these groups understand their government's fiscal health, spending, and service achievements without the need for deep technical analysis.

The goal of PFRs is to make financial reporting more accessible, focusing on outcomes and services delivered to the public.

For example, a PFR might provide insights into the State of California's financial performance and accomplishments, presenting data in a simplified and digestible format.

By doing so, it enables citizens and other stakeholders to analyze and comprehend government performance, fostering transparency and public trust in how resources are managed and allocated.

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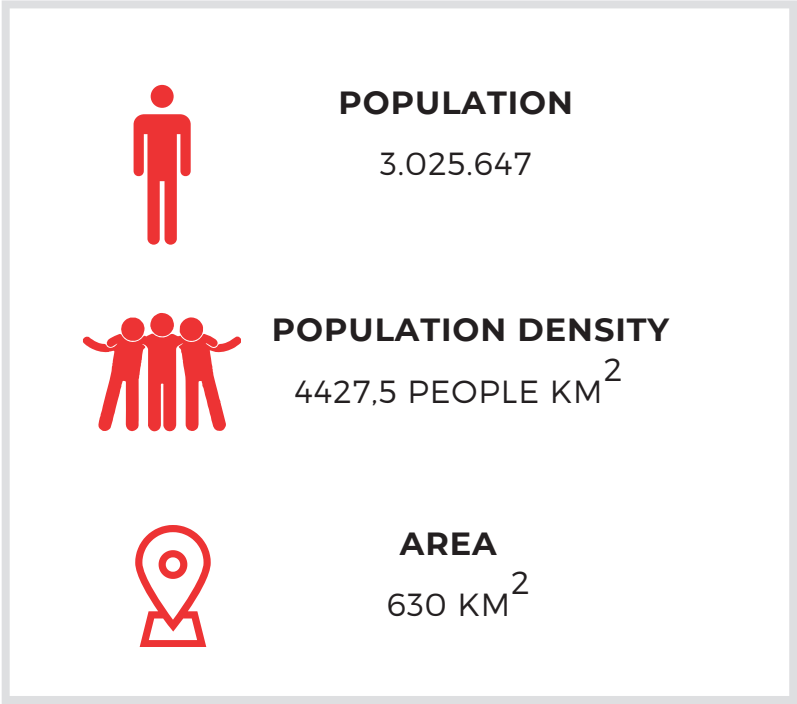
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INTRODUCTION

Toronto, the provincial capital of Ontario, is a lively and diverse urban center situated on the northwestern shore of Lake Ontario. As Canada’s largest city, it features a striking skyline highlighted by the famous CN Tower and serves as a pivotal economic and cultural nucleus in the country. Toronto is renowned for its multicultural population, where around 200 languages are spoken, reflecting a rich tapestry of cultural heritage and community.

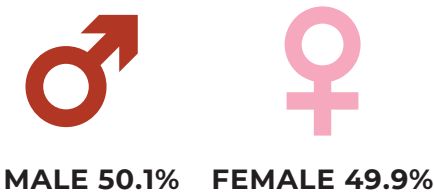
This dynamic city is a powerhouse for finance, technology, and the arts, hosting numerous multinational companies and innovative startups. Toronto’s cultural landscape is marked by exceptional museums, theaters, and festivals that draw millions of tourists annually. From the eclectic atmosphere of Kensington Market to the picturesque Toronto Islands, the city seamlessly blends urban excitement with natural beauty, making it a captivating place for residents and visitors alike.

For more insights into Toronto’s attractions and cultural significance, consider visiting the official Toronto tourism website.

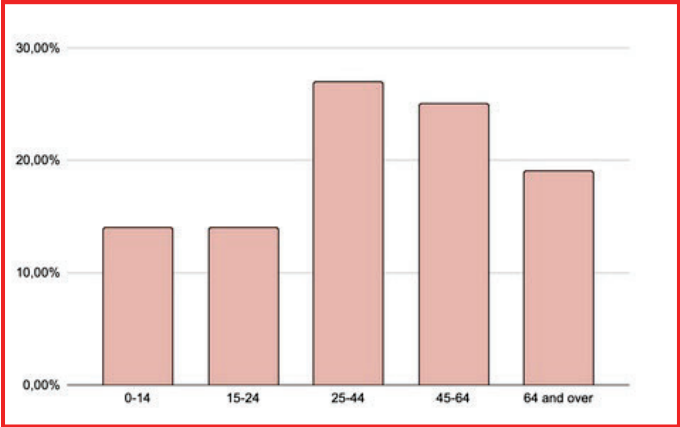


GEOGRAPHIC LOCATION AND POPULATION

Here are reported some important statistics about the city of Toronto:

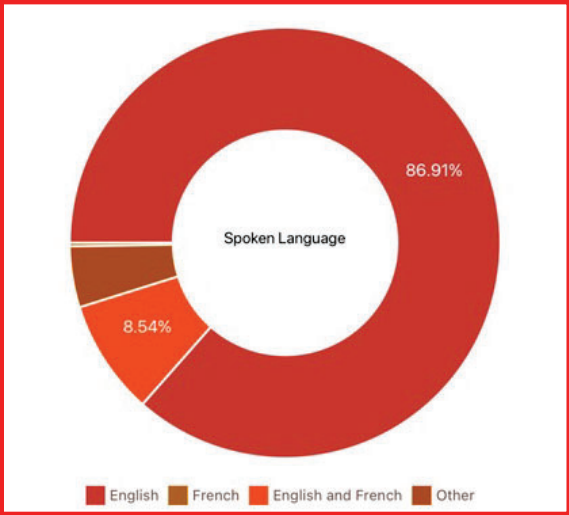
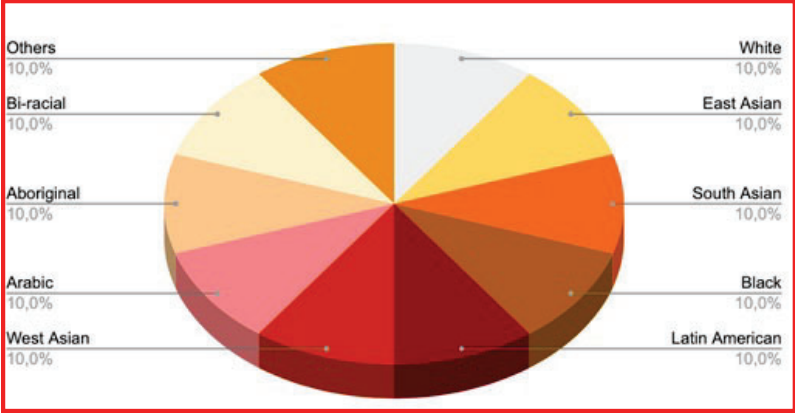


POPULATION BY
GENDER DIVISION



POPULATION BY
AGE DIVISION

POPULATION BY
ETHNICITY DIVISION



SPOKEN LANGUAGES
DIVISION



BUSINESSES

Toronto, Canada's largest city and economic powerhouse, is a bustling hub of diverse industries that drive the nation's economy. Here is a focus on some of the most **notable and influential businesses** originated and based in Toronto city.

Brookfield Corporation is a Canadian multinational company. It is one of the world's largest alternative investment management companies, with over US\$900 billion of assets under management in 2023. It focuses on direct control investments in real estate, renewable power, infrastructure, credit and private equity.

Brookfield

The logo for Corus, featuring the word "corus." in a bold, sans-serif font. The "o" is stylized with a green dot above it.

Corus Entertainment, is a Canadian mass media and television production company. It has prominent holdings in the radio, publishing, and television industries. Corus has a large presence in Canadian broadcasting, with the global network and 37 radios.

Indigo Books & Music is Canada's only major English-language bookstore chain. It is Canada's largest book, gift, and specialty toy retailer, operating stores in all ten provinces and one territory, and through a website offering a selection of books, toys, home décor, stationery, and gifts.

Indigo



Maple Leaf Sports & Entertainment Ltd. (MLSE) is a professional sports and commercial real estate company based in Toronto. With assets that include franchises in four of the six major professional sports leagues in the United States and Canada, it is the largest sports and entertainment company in Canada, and one of the largest in North America



TORONTO'S TRADEMARKS

Toronto is a city with a vibrant sports culture, home to some of the most passionate fans and iconic teams in North America. The city boasts franchises in major sports leagues, each bringing its own distinct history, fan base, and influence to Toronto's sports scene. Here's a closer look at the main teams that define Toronto's identity in the sports world:



TORONTO RAPTORS (NBA)



TORONTO MAPLE LEAFS (NHL)



TORONTO FC (MLS)



TORONTO NATIONALS (NCL)

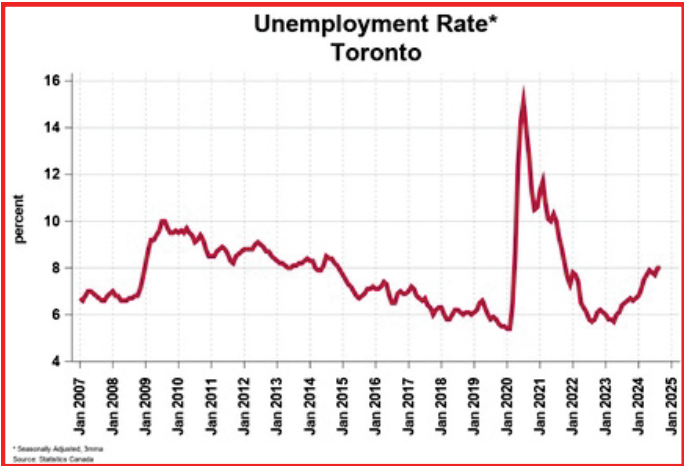


TORONTO BLUE JAYS (MLB)



EMPLOYMENT AND WORK STATISTICS

Now a focus on some statistics about the **professional life** of Toronto:



**UNEMPLOYMENT RATE OF
THE POPULATION**
Actual rate: 6.8%
Labour Force: 1,631,000

We shall consider some facts on incomes:



AVERAGE INCOME: 49.080\$



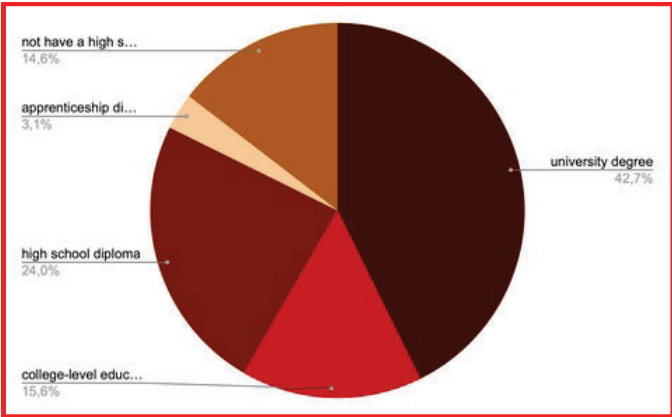
AVERAGE HOUSEHOLD INCOME: 121.200\$

As regards the **educational path**, some of the major universities are highlighted here:



Average education level:

In Toronto, educational attainment is relatively high, with a significant portion of the adult population holding post-secondary degrees.



AWARDS AND RANKINGS

In 2023, Toronto received notable awards and maintained high global rankings, underscoring its appeal as a livable, innovative, and culturally rich city.

ECONOMIC RANKING

On this matter, Toronto has been awarded:

- **23rd best city in the world** Resonance Consultancy Agency
- the **second top city in North America** for quality of living by DH news;

NUMBEO quality of life

This index is designed to provide a comparative measure, where a higher index value indicates a better quality of life.

Quality of Life Index (higher is better) is an estimation of the overall quality of life by using an empirical formula that takes into account the following factors:



Purchasing Power Index	118.42	Very High
Safety Index	56.55	Moderate
Health Care Index	74.14	High
Climate Index	65.35	High
Cost of Living Index	65.55	Moderate
Property Price to Income Ratio	12.38	High
Traffic Commute Time Index	44.68	High
Pollution Index	37.64	Low
f Quality of Life Index:	160.71	Very High

- Purchasing Power Index (higher is better)
- Pollution Index (lower is better)
- House Price to Income Ratio (lower is better)
- Cost of Living Index (lower is better)
- Safety Index (higher is better)
- Health Care Index (higher is better)
- Traffic Commute Time Index (lower is better)
- Climate Index (higher is better)

Some other awards obtained by the city:



AWARDS AND RANKINGS

CREDIT RANKING

Credit ratings are key indicators of a city’s fiscal stability, assessing its ability to meet financial commitments and repay debt. Independent agencies determine these ratings by evaluating a broad range of financial and economic factors, updating them annually.

For Toronto, credit agencies have recognised the city’s strong financial management, revenue sources, and resilience in overcoming pandemic-related financial challenges. Support from both provincial and federal governments has also contributed positively to Toronto’s fiscal outlook.

	Long-Term	Short-Term	Outlook
Moody’s Investor Service	Aa1	P-1	Stable
Standard & Poor’s	AA	A-1+	Positive
Dominion Bond Rating Service	AA	—	Stable

Toronto is a major financial hub, home to some of Canada's largest and most influential banks. The city hosts the Royal Bank of Canada (RBC), Scotiabank, Bank of Montreal (BMO), and Canadian Imperial Bank of Commerce (CIBC).



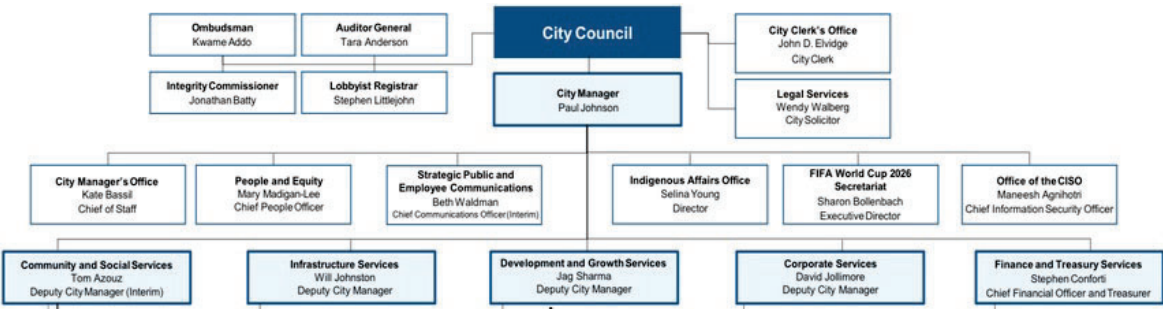
Finally, Toronto has recieved some rankings in *the Economist* for specific indicators:

- **Liveability Rankings** (1-140; 1=most livable) : 4
- **Worldwide Cost of Living** (1 to 131; 1=cheapest) : 70
- **Business Environment Rankings** (1-82; 1=best for business) : 4
- **Global Food Security Index** (1-107; 1=most secure) : 8



PUBLIC ADMINISTRATION GROUP

Toronto’s public services are mainly 5:



1. COMMUNITY AND SOCIAL SERVICES

- **Toronto Public Health:** Promotes health and well-being for 3+ million residents.
- **Employment & Social Services:** Offers employment support, financial aid, and social services.
- **Economic Development & Culture:** Fosters Toronto’s growth as a business and cultural hub.
- **Seniors Services & Long-Term Care:** Supports services for Toronto’s senior community.
- **Social Development, Finance & Administration:** Leads inclusion, safety, and community engagement initiatives.
- **Paramedic Services:** Canada’s largest municipal paramedic service, providing 24/7 care.
- **Children’s Services:** Ensures access to quality childcare and early learning.
- **Court Services:** Administers Provincial Offences Courts in Toronto.
- **Parks, Forestry & Recreation:** Maintains safe and accessible parks and natural areas.
- **Shelter & Support Services:** Manages citywide shelters for residents in need.
- **Fire Services:** Provides emergency response for fires, accidents, and health crises.



**FIRE
DEPARTMENT**



**PUBLIC
HEALTH**



PUBLIC ADMINISTRATION GROUP

2. INFRASTRUCTURE SERVICES

- **Engineering & Construction Services:** Designs, manages, and engages the community for municipal projects, providing technical expertise and asset management.
- **Municipal Licensing & Standards:** Enforces bylaws on issues like graffiti, noise, business operations, and animal services.
- **Policy, Planning, Finance & Administration:** Provides financial and administrative support for efficient infrastructure and development services.
- **Solid Waste Management:** Oversees collection and processing of all waste types, from recyclables to hazardous materials.
- **Toronto Emergency Management (TEM):** Prepares the city and residents for emergencies with tools and information.
- **Toronto Water:** Manages drinking water, wastewater, and stormwater systems.
- **Transit Expansion Projects:** Expands the transit network for accessible, eco-friendly mobility.
- **Transportation Services:** Maintains public transit infrastructure, roads, sidewalks, and public spaces.



**TRANSPORTATION
DEPARTMENT**



**OFFICE
OF EMERGENCY**



**TORONTO
POLICE**

3. DEVELOPMENT AND GROWTH SERVICES

- **City Planning:** Guides Toronto's growth to enhance urban life and city structure.
- **Housing Secretariat:** Funds and innovates to provide affordable housing for low-income residents.
- **Toronto Building:** Ensures safety, sustainability, and accessibility in collaboration with the public and building sector.
- **Development Review:** Manages growth by reviewing development applications to maintain quality citywide.



PUBLIC ADMINISTRATION GROUP

4. CORPORATE SERVICES

- **Corporate Real Estate Management (CREM):** Manages city-owned real estate for efficient service delivery.
- **Customer Experience:** Improves city-resident interactions with a focus on service quality.
- **Environment & Climate:** Creates policies to make Toronto more sustainable and energy-efficient.
- **Fleet Services:** Provides eco-friendly fleet management across city divisions.
- **Technology Services:** Drives digital transformation to modernize city services.



REAL ESTATE
COMPANY



TECHNOLOGY
SERVICE

5. FINANCIAL AND TREASURY SERVICES

- **Purchasing & Materials Management:** Procures goods and services for the City efficiently and ethically.
- **Financial Planning:** Advises City Council on financial strategy to balance efficiency and effectiveness.
- **Internal Audit:** Supports management in strengthening risk management and controls.
- **Pension, Payroll & Benefits:** Manages timely pension, payroll, and benefits information.
- **Revenue Services:** Handles billing and collection for taxes, utilities, and other revenues.
- **Accounting Services:** Prepares annual financial statements, ensuring compliance with standards.



CONSOLIDATED FINANCIAL STATEMENTS

ASSETS

CASH AND CASH EQUIVALENTS	4,419\$
ACCOUNTS AND TAXES RECEIVABLE	3,198\$
LOANS RECEIVABLE	168\$
OTHER ASSETS	60\$
INVESTMENTS	7,028\$
INVESTMENTS IN GOVERNMENT BUSINESS ENTERPRISES	2,428\$

17,301\$

LIABILITIES & NET POSITION

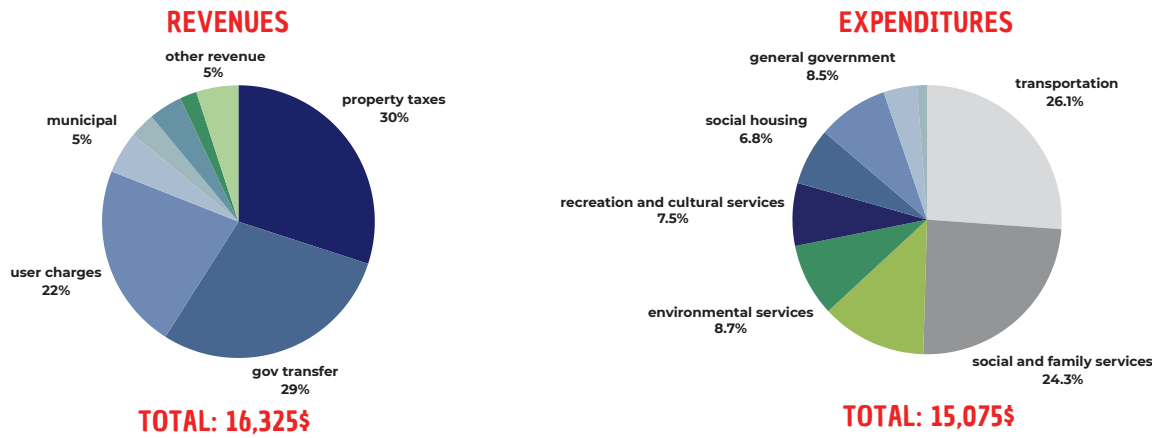
BANK INDEBTEDNESS	143\$
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	3,599\$
DEFERRED REVENUE	7,552\$
PROVISIONS FOR PROPERTY AND LIABILITY CLAIMS	493\$
ENVIRONMENTAL AND CONTAMINATED SITE LIABILITIES	276\$
MORTGAGES PAYABLE	451\$
LONG-TERM DEBT	8,586\$
EMPLOYEE BENEFIT LIABILITIES	4,810\$
ASSET RETIREMENT OBLIGATION	993\$
NET DEBT	(9,602)

17,301\$

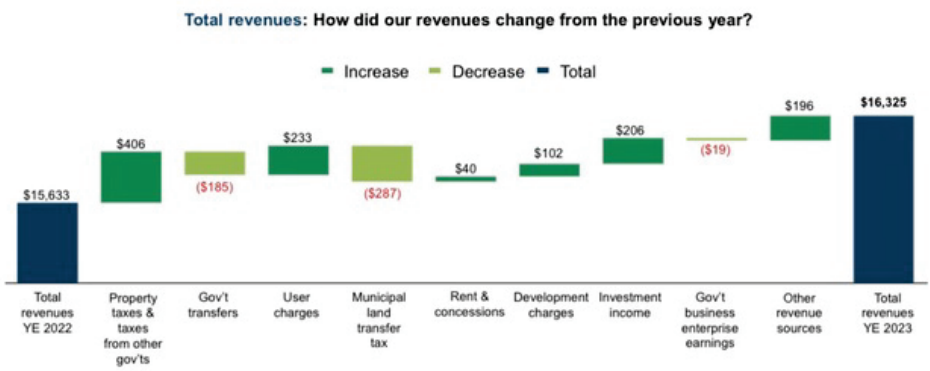
BALANCE SHEET

TOTAL ASSETS	60,605\$
TOTAL LIABILITIES	26,903\$
ACCUMULATED SURPLUS	32,730\$
ACCUMULATED REMEASUREMENT GAINS	972\$

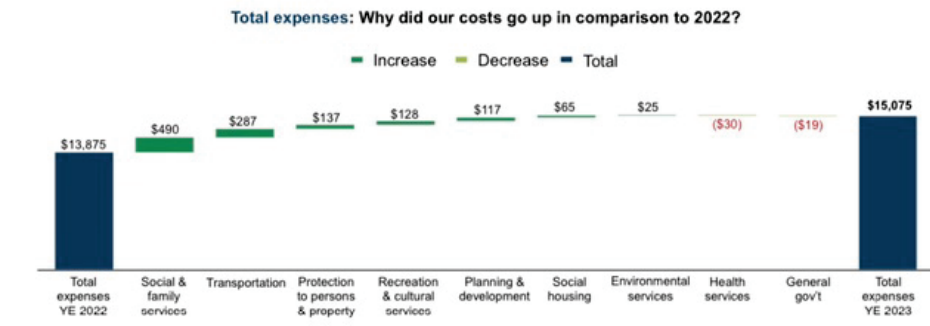
CONSOLIDATED FINANCIAL STATEMENTS



Toronto’s **total revenues** increased by \$692, or 4.4 per cent, and was attributed to a 5.5 per cent increase in the property tax rate associated with the operating budget, Toronto Transit Commission’s fare rate increases and growth in ridership, and a favourable interest rate environment contributing to greater interest income earned during the year. These increases were partially offset by reductions in our municipal land transfer tax and pandemic-related government transfers (i.e., grants).



On the other hand **expenses** increased in comparison to 2022 because In 2023, the City provided a greater amount of financial assistance to support Toronto's vulnerable populations, increase public transit capacity, and expand its refugee asylum and emergency shelter programs. With costs continuing to increase, the City's long-term financial plan, as well as annual budgeting activities are becoming increasingly important.



CONSOLIDATED FINANCIAL STATEMENTS

RESERVES AND RESERVES FUND

Reserve and Reserve Fund balances as at December 31, 2023, totaled \$5,291.7 million, a decrease of \$139.9 million from the December 31, 2022 balance of \$5,431.6 million.

The net decrease is the result of various Council approved contributions for capital investments in housing and capital, draws from the COVID Backstop within the Tax Rate Stabilization Reserve, contributions to vehicle and equipment replacement, and the proceeds from land sales credited directly to the land acquisition reserve fund.

TABLE 1: RESERVES AND RESERVE FUNDS, AS AT DECEMBER 31, 2023:

(\$ millions)	Dec.31,2023	Dec.31,2022
Reserves:	11,092.1	866.7
Corporate	891.2	1,956.0
Stabilization	61.4	103.7
Water / wastewater	1.6	1.7
Donations	2,046.3	2,928.1
Reserve Funds:	2,090.3	1,403.8
Corporate	650.5	612.4
Employee benefits	346.3	319.4
State of good repair	158.3	167.9
Community initiatives	3,245.4	2,503.5
Total Reserves and Reserve Funds	5,291.7	5,431.6

DEBTS

Through the City's **debt management policy**, we ensure that our annual tax-supported debt service costs, do not exceed 5% of our property tax revenue.

	BUDGET	BUDGET
	\$ 657	\$ 1,250
Annual surplus		
Acquisition of tangible capital assets	(4,366)	(4,366)
Amortization of tangible capital assets	1,743	1,776
Loss (gain) on disposal of tangible capital assets	-	15
Donated tangible capital assets	-	(9)
Proceeds on disposal of tangible capital assets	-	131
Change due to tangible capital assets	(2,623)	(2,453)
Change in prepaid expenses	-	(12)
Change in inventories	-	28
Net remeasurement losses	-	(78)
Increase in net debt	(1,966)	(1,265)
Net debt - beginning of year	(9,387)	(9,387)
Transition adjustment for asset retirement obligations	-	-
Transition adjustment for financial instruments	1,050	1,050
Adjusted net debt - beginning of year	(8,337)	(8,337)
Net debt - end of year	\$ (10,303)	\$ (9,602)

As at December 31, 2023, the City had a **debt service limit ratio of 14.2%**. In addition, debt service costs only represented approximately 5.8% of the total revenues in fiscal 2023, which is another indicator that debt continues to be affordable for our city.

CONSOLIDATED FINANCIAL STATEMENTS

INVESTMENTS AND BUDGET

The 2023-2032 capital budget and plan supports various objectives, in particular: provide quality, accessible & inclusive public spaces and deliver exceptional customer experiences. The 2023-2032 capital budget and plan aligns and supports Council’s strategic vision to make Toronto a centre of innovation and growth.

10-year Capital Budget and Plan \$46.62 Billion

How the Money is Invested (\$46.6 Billion)



OTHER FINANCIAL INFORMATIONS

With nearly 210,000 workers, or three-quarters of the entire region’s Financial Services workforce, Toronto is the largest financial centre in Canada. Toronto is also headquarters to the country’s largest financial institutions, and is the banking and stock exchange centre of Canada.

KEY SECTOR ASSETS:

- Toronto Finance International (TFI) is a public-private partnership created by the City of Toronto in 2001 to enhance and promote the competitiveness of Toronto as a premier global financial services centre, and serves as the main point of contact for the industry. TFI also helps to attract, up-skill and retain next generation talent for the financial services sector through ASPIRE , a work-integrated learning initiative.
- Toronto Stock Exchange (TSX) . The ninth-largest stock exchange in the world by market capitalization, the TSX has more mining and oil and gas companies listed than any other stock exchange.



ATTRACTIONS AND RESOURCES

Toronto's natural landscape includes over 1,500 parks and significant green space, covering approximately 8,000 hectares—12.5% of the city's total area. This includes celebrated spaces like Nathan Phillips Square, High Park, and the Toronto Islands. The city is also home to roughly 11,000 hectares of urban forest, which supports biodiversity and offers recreational opportunities and the city has substantial waterfront resources along Lake Ontario. These spaces provide vital recreational and ecological benefits, supporting conservation and quality of life in the city.

Lake Ontario is one of the five Great Lakes of North America.

It is bounded on the north, west, and southwest by the Canadian province of Ontario, and on the south and east by the U.S. state of New York.



The CN Tower is a telecommunications tower located in Toronto, Canada.

With its total height of 553 meters, it is the fourth tallest existing structure of this type in the world and turns out to be the third highest self-supporting structure in the world ever built.

The **Toronto Islands** are a chain of 15 islands in Lake Ontario, south of mainland Toronto, Ontario, Canada.

Comprising the only group of islands in the western part of Lake Ontario, the Toronto Islands are located just offshore from the city's downtown area, provide shelter for Toronto Harbour, and separate Toronto from the rest of Lake Ontario.



SUSTAINABLE DEVELOPMENT GOALS

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.

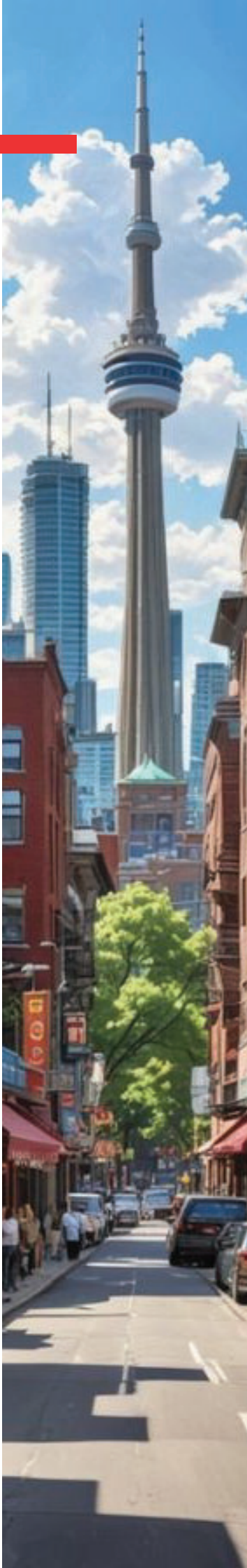
- **SDG INDEX RANK: 25/166**
- **SDG INDEX SCORE: 78.83/100**

The overall score measures the total progress towards achieving all 17 SDGs. The score can be interpreted as a percentage of SDG achievement. A score of 100 indicates that all SDGs have been achieved. This data are referring to the totality of Canada

● ↑	SDG1: No poverty
● →	SDG2: Zero hunger
● ↗	SDG3: Good health and well-being
● →	SDG4: Quality education
● ↗	SDG5: Gender equality
● →	SDG6: Clean water and sanitation
● ↗	SDG7: Affordable and clean energy
● →	SDG8: Decent work and economic growth
● ↗	SDG9: Industry, innovation and infrastructure
● ↗	SDG10: Reduced inequalities
● ↗	SDG11: Sustainable cities and communities
● →	SDG12: Responsible consumption and production
● →	SDG13: Climate action
● ↗	SDG14: Life below water
● →	SDG15: Life on land
● →	SDG16: Peace, justice and strong institutions
● ↗	SDG17: Partnerships for the goals

- **Yellow:** challenges remain
- **Orange:** significant challenges remain
- **Red:** major challenges remain

- **up-arrow:** on track or maintaining SDG achievement
- **diagonal arrow:** moderately improving
- **side-arrow:** stagnating



MAJOR POLICIES



These are the steps that are undertaken by the city staff when developing a policy or strategy

• CLIMATE ACTION

The City is committed to fighting climate change and preparing the government, its ecosystems and communities, especially the most vulnerable communities, for a changing climate. The following strategies and plans contribute to the City's climate action and environment protection goals:

- **TransformTO Net Zero 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.
- **Electric Vehicle Strategy** supports increased electric vehicle adoption in a way that is equitable and realizes the co-benefits through improved air quality and economic opportunities achieved by shifting to zero-carbon energy transportation.
- **Biodiversity Strategy** describes biodiversity in the city, what Toronto is already doing to support biodiversity and additional actions that can be taken to protect and restore biodiversity.



• ECONOMY AND CULTURE

The City is committed to advancing Toronto's economy while supporting more inclusive and sustainable investments in communities across Toronto and strengthening Toronto's cultural sector and ensure there are opportunities to engage with the art in all corners of the city. The following strategies contribute to the City's commitment to advance these goals:

- **Public Art Strategy** sets out a 10-year plan to enhance the City's commitment to public art.
- **Action Plan for Toronto's Economy** accelerates economic growth and job creation in Toronto.
- **Action Plan for Toronto's Culture Sector** guides cultural services, policy and programming.



• EQUITY, DIVERSITY & INCLUSION

The City strives to create and sustain equity in government, including how we measure our impact, financial decisions and deliver services. The following strategies and plans contribute to the City's commitment to realizing equitable outcomes for our residents:

- **TO Prosperity:** Poverty Reduction Strategy is a 20-year plan that focuses on housing stability, access to services, transit equity, food access, the quality of jobs and incomes, and systemic change.
- **Action Plan to Confront Anti-Black Racism** responds to the priorities identified by Toronto's diverse Black communities.
- **Newcomer Strategy** guides the City as we intensify our efforts to ensure that our programs and services are accessible to newcomers and help to improve their lives.

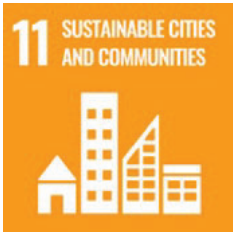


MAJOR POLICIES

• **FINANCIAL SUSTAINABILITY**

The following strategies and plans contribute to the City’s commitment of making informed financial decisions and effectively managing resources for Toronto’s future:

- **Long-Term Financial Plan** identifies and considers immediate and long-term opportunities to address the City’s fiscal challenges.
- **City Asset Management** ensures the sustainability of municipal services through the effective stewardship of assets and the management of risk, while optimizing asset value.
- **City-Wide Real Estate Portfolio Strategy** provides an overall framework to optimize the City’s real estate portfolio.



• **MOBILITY**

The City is committed to delivering safe, affordable and accessible transportation choices for people and goods. The following strategies and plans contribute to the City’s goal of advancing mobility for all:

- **Vision Zero Road Safety Plan** focuses on reducing traffic-related fatalities and serious injuries on Toronto’s streets.
- **Cycling Network Plan** is a 10-year plan to connect, grow and renew infrastructure for Toronto’s cycling routes.
- **RapidTO: Surface Transit Network Plan** guides the planning, implementation, operation, maintenance, and monitoring of Toronto’s surface transit priority measures.
- **Congestion Management Plan** maximizes the safety, efficiency, reliability and sustainability of the transportation network for all users while reducing the impact on the environment.



• **TRUTH, JUSTICE & RECONCILIATION**

Toronto has the largest Indigenous population in Ontario and has the fourth largest Indigenous population of any city in Canada. The following strategies contribute to the City’s commitment to advance truth, justice and reconciliation

- **Reconciliation Action Plan** guides the City’s actions to advance truth, justice and reconciliation from 2022 to 2032.
- **Commitments to Indigenous Peoples** In 2010, the City adopted the Statement of Commitment to the Aboriginal Communities of Toronto.
- **Toronto Indigenous Health Strategy** informs the ways Toronto Public Health and Ontario Health Toronto Region work toward improving Indigenous health outcomes in the city.



ESG FINANCIAL REPORT

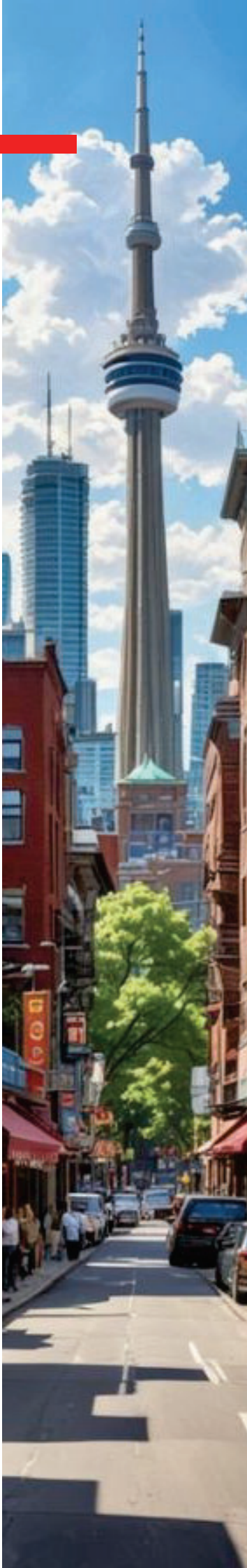
The City of Toronto’s annual **Environmental, Social and Governance (ESG)** report outlines how the City is focused on ESG-related opportunities and risks across strategic priorities, sustainable finance and socioeconomic outcomes.

Identifying **material ESG factors** is essential for Toronto’s long-term competitiveness, economic sustainability, and appeal as an investment destination. Key themes—environmental, social, governance, and workplace culture—shape the content and scope of this reporting.

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)	1 – 5 (positive to very highly negative)
	ESG Issuer Profile Scores: E-2, S-2, G-2 (Neutral to low)	

Objective	Performance Metrics	Targets (if any)	2022	2021	2020
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 ₂ e)	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)	Data available in Nov/ Dec 2024	14.5	14.0**
		Per capita GHG emissions (tonnes CO ₂ e/ person)	Data available in Nov/ Dec 2024	4.9	4.7**
		Corporate-wide: Reduce corporate GHG emissions by 65 per cent over 2008 base year (914,951 Tonnes) by 2030 (320,583 Tonnes)	Data available in Nov/ Dec 2024	669,212	644,441**
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%	65%	64%



ESG FINANCIAL REPORT

Objective	Performance Metrics	Targets (if any)	2022	2021	2020
Social and Economic Inclusion: HousingTO					
Prevent Homelessness and Improve Pathways to Housing Stability	Prevent evictions for low-income households	10,000* Households	6,517 (Cumulative 2021-2022)		
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)	5,869 (Cumulative 2021-2022)		
Create New Rental Housing Responsive to Residents' Needs	New affordable rental and supportive homes approvals	40,000* homes	14,440 (Cumulative 2021-2022)		
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%	41%
	% Racialized Senior Management (Division Head or Above)		22%	14%	14%
Reflect diversity and be inclusive of the city we serve	TPS Workforce:				
	% Women		50%	50%	49%
	% Racialized People		47%	42%	38%
	% Indigenous Peoples		2%	1%	1%
	% Persons with Disabilities		7%	6%	5%
	% LGBTQ2S+		6%	4%	4%
Attract & retain a diverse and inclusive workforce	Turnover Rates:				
	All Active Employees (excl. Toronto Recreation Division Workers)		9%	12%	8%
	Growth Opportunities:				
	Promotion and Internal Hires (% Total Hires)		36%	23%	26%

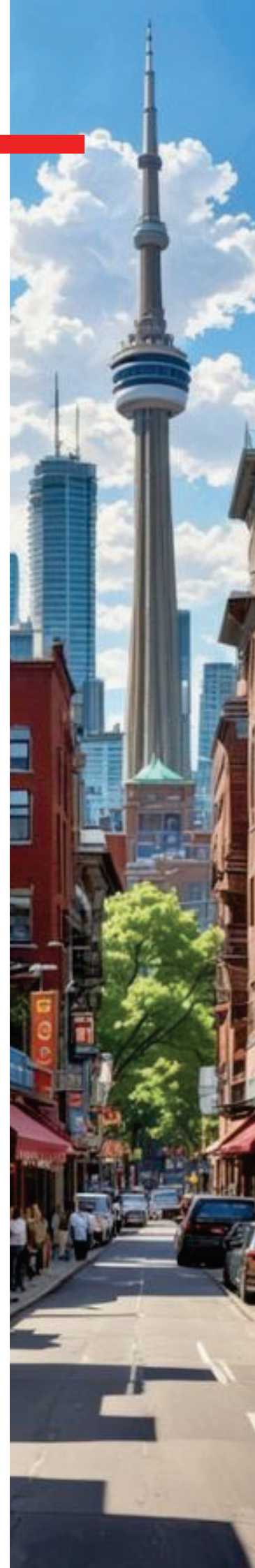
The city takes an **integrated ESG approach**, with responsible practices embedded across the City to build a sustainable and resilient foundation for the delivery of quality services and value over the long term.

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.

On this matter, Toronto continues to be a pioneer in advancing ESG objectives within the Canadian government sector.

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 prioritise ESG factors that are material to both the City and its stakeholders.



METHODOLOGICAL NOTE

This report was created by extracting data from Toronto's annual financial report available on the official state website. Known as the Financial POP, this analysis combines both numbers and context from a variety of sources to give a balanced view of Toronto's public administration.

The main data, both quantitative and qualitative, were gathered from the state's official government page along with other reputable sites.

Informations related to the consolidated financial statements have been prepared by management in accordance with Canadian Public sector Accounting Standards (PSAS) as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CA Canada).

The report is structured around six types of capital: natural, social, intellectual, human, financial, and manufactured.

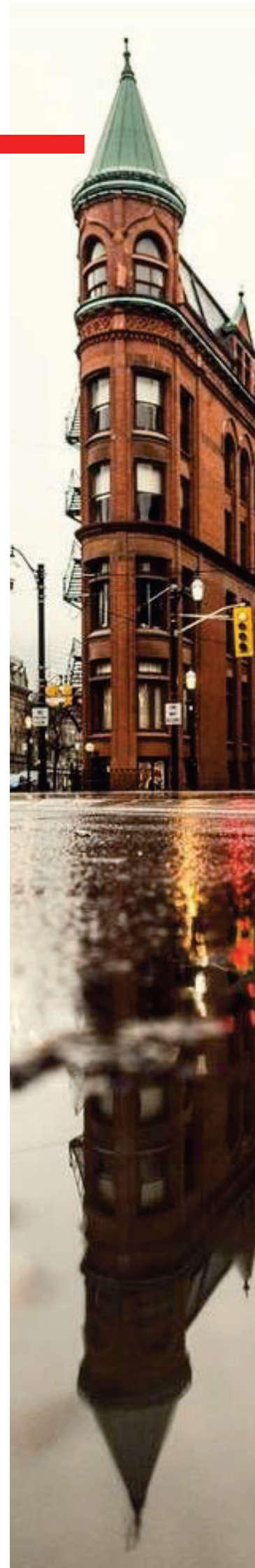
By focusing on these areas, it provides a broad look at Toronto's resources and how they're managed. To make comparisons easier, we've included specific data, allowing readers to get a clear sense of how Toronto performs in key areas.

To help break down the information, you'll find graphs, tables, and examples that aim to create a straightforward, complete picture.

There's also a section on Toronto's progress toward the United Nations' Sustainable Development Goals (SDGs), which cover big global issues like poverty, inequality, climate change, and peace. These goals offer a shared framework for balancing economic, social, and environmental needs and serve as a reference point for governments, organizations, and communities around the world to plan and track their impact.

This report was developed by:

Tea Vercelli, Irene Fois and Silvia Giacoletto



DISSEMINATION PLAN

The report will be distributed through multiple digital and physical channels. The digital version of the report will be available on the official City of Toronto website, where residents and interested parties can easily download it.

To reach a wider audience, including those without internet access, the report will also be distributed in print. Local newspapers in Toronto will publish articles summarizing the report's essential findings, available both online and in print editions.

The report will also reach specialized audiences through professional and community-based publications. Financial and civic journals, such as the Canadian Journal of Public Administration, as well as community-focused publications, will feature the report to engage readers with an interest in public policy and financial transparency.

The report will also be shared with local universities and public policy programs, encouraging use in academic research, case studies, and policy classes, thereby promoting engagement and understanding of Toronto's financial practices.

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DECLARATION

This work was completed as part of the Public Management course at the SAA, University of Turin, under the supervision of Prof. Valerio Brescia.

The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra.