



TORONTO

THE ACCIDENTAL METROPOLIS

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IMFG

Institute on Municipal
Finance & Governance

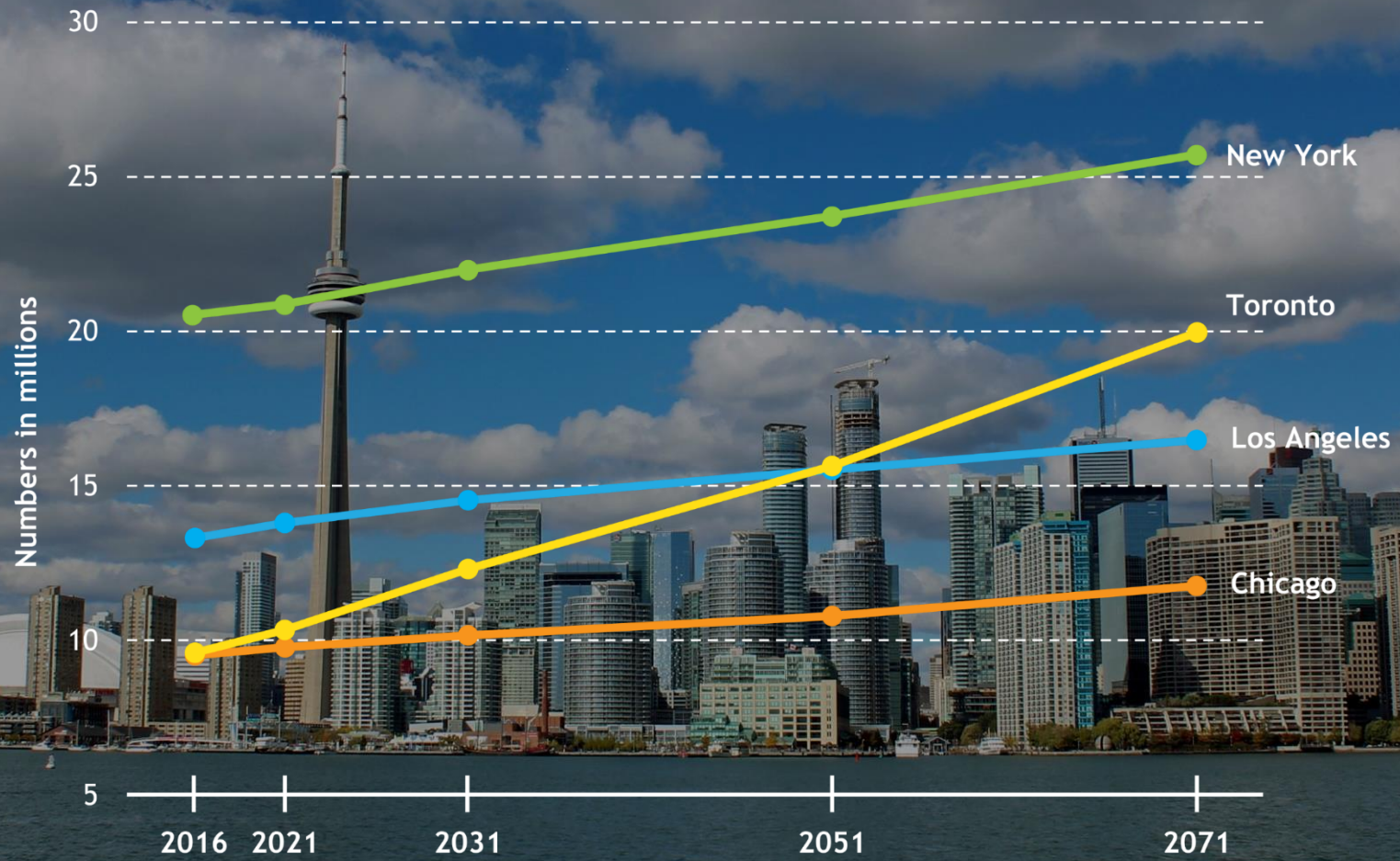
**URBAN
STRATEGIES
INC**

Photo: Jamie McCaffrey/Flickr



TORONTO IS A HUGE SUCCESS

How did this happen?



Source: Tom McCormack, Metro Economics

// Fastest Growing City in Developed World



// Downtown Development – 2000



// Downtown Development – 2025

WHERE IN THE
WORLD IS *TORONTO?*

RANKING OF RANKINGS

Rank	City	Score
1	New York	48
2	London	40
3	Tokyo	29
4	Hong Kong	21
5	Paris	19
6	Singapore	17
7	Los Angeles	13
8	Seoul	11
9	Vienna	10
10	Stockholm	9
10	Toronto	9
12	Chicago	8
13	Sydney	5

CITIES OF OPPORTUNITIES, 2018

	Intellectual Capital and Innovation	Technology Readiness	City Gateway	Transportation and Infrastructure	Health, Safety, and Security	Sustainability and the Natural Environment	Demographics and Livability	Economic Clout	Ease of doing business	Cost	Score
LONDON	184	142	187	130	133	115	162	152	194	67	1,466
SINGAPORE	136	167	146	174	136	95	108	107	209	99	1,377
TORONTO	166 5th	121 9th	99 10th	126 9th	150 2nd	151 4th	147 6th	98 9th	182 3rd	126 1st	1,366
PARIS	168	121	169	130	125	143	165	110	163	66	1,360
AMSTERDAM	166	140	146	117	134	145	151	101	143	91	1,334
NEW YORK	158	140	142	133	111	106	165	142	158	69	1,324
STOCKHOLM	146	139	84	152	137	168	133	101	173	83	1,316
SAN FRANCISCO	171	126	96	141	121	136	157	126	144	84	1,302
HONG KONG	131	129	159	122	122	100	129	98	205	95	1,290
SYDNEY	147	100	97	129	140	168	122	116	135	91	1,245
SEOUL	136	115	136	122	117	151	119	88	156	98	1,238
BERLIN	131	83	108	142	137	143	146	70	146	124	1,230
CHICAGO	146	104	110	139	111	124	133	82	147	116	1,212
LOS ANGELES	151	118	95	103	114	111	158	84	153	125	1,212
TOKYO	149	123	153	106	153	108	122	91	134	70	1,209

A nighttime photograph of the Toronto skyline. The word "TORONTO" is written in large, illuminated letters in the foreground, with the water of the harbor reflecting the lights. In the background, several skyscrapers are lit up, including the distinctive curved towers of the Toronto City Hall. The sky is a deep blue, and the overall scene is vibrant and modern.

**WHAT ARE THE KEY
DRIVERS OF
THE GLOBAL CITY?**

TORONTO

Airports

32nd (total passengers)

22nd (international passengers)

TORONTO IS BECOMING A GLOBAL MEGA-HUB



TABLE 2. Passenger growth of Pearson and its peer airports

Airport	Passenger Growth Rate %, 2016
Pearson	8.0
Los Angeles	8.0
Dubai	7.2
Beijing Capital	5.0
John F. Kennedy	3.4
Hong Kong	3.0
Chicago O'Hare	1.8
Heathrow	1.0
Charles de Gaulle	0.3
Frankfurt	-0.4

SOURCE: The Port Authority of NY & NJ. "Airport Traffic Report", 2016, <https://www.panynj.gov/airports/pdf-traffic/ATR2016.pdf>.

TORONTO PEARSON CONNECTIVITY

Rank	Airport	Country	Connectivity Index
1	LHR	United Kingdom	379
2	FRA	Germany	307
3	AMS	Netherlands	299
4	ORD	USA	295
5	YYZ	Canada	271
6	SIN	Singapore	257
7	CGK	Indonesia	256
8	ATL	USA	256
9	KUL	Malaysia	242
10	CDG	France	242
11	LAX	USA	235
12	HKG	Hong Kong	233



Universities

22nd



Innovation 8th

MaRS, Toronto

Source: Innovation Cities Index 2016-17: Global Rankings.

An aerial photograph of a city skyline, likely New York City, showing a dense concentration of skyscrapers. A semi-transparent blue rectangular overlay covers the central portion of the image, serving as a background for the text.

Financial Services

7th



GLOBAL LEADERS

(City of London Global Financial Centres)

1. London
2. New York
3. Hong Kong
4. Singapore
5. Tokyo
6. Shanghai
7. Toronto



Culture 4th

A photograph of a row of colorful, multi-story houses with porches and flower beds along a sidewalk. The houses are in various colors including red brick, grey, and white. The flower beds are lush with green plants and yellow and red flowers. The scene is bright and sunny, with large trees on the left side of the street.

Housing Costs

(in absolute costs)

18th

A photograph of a row of colorful, multi-story houses with porches and flower beds along a sidewalk. The houses are in various colors including red brick, grey, and white. The flower beds are lush with various plants and flowers. The scene is set on a sunny day with large trees in the background.

Housing Costs

(in purchasing power)

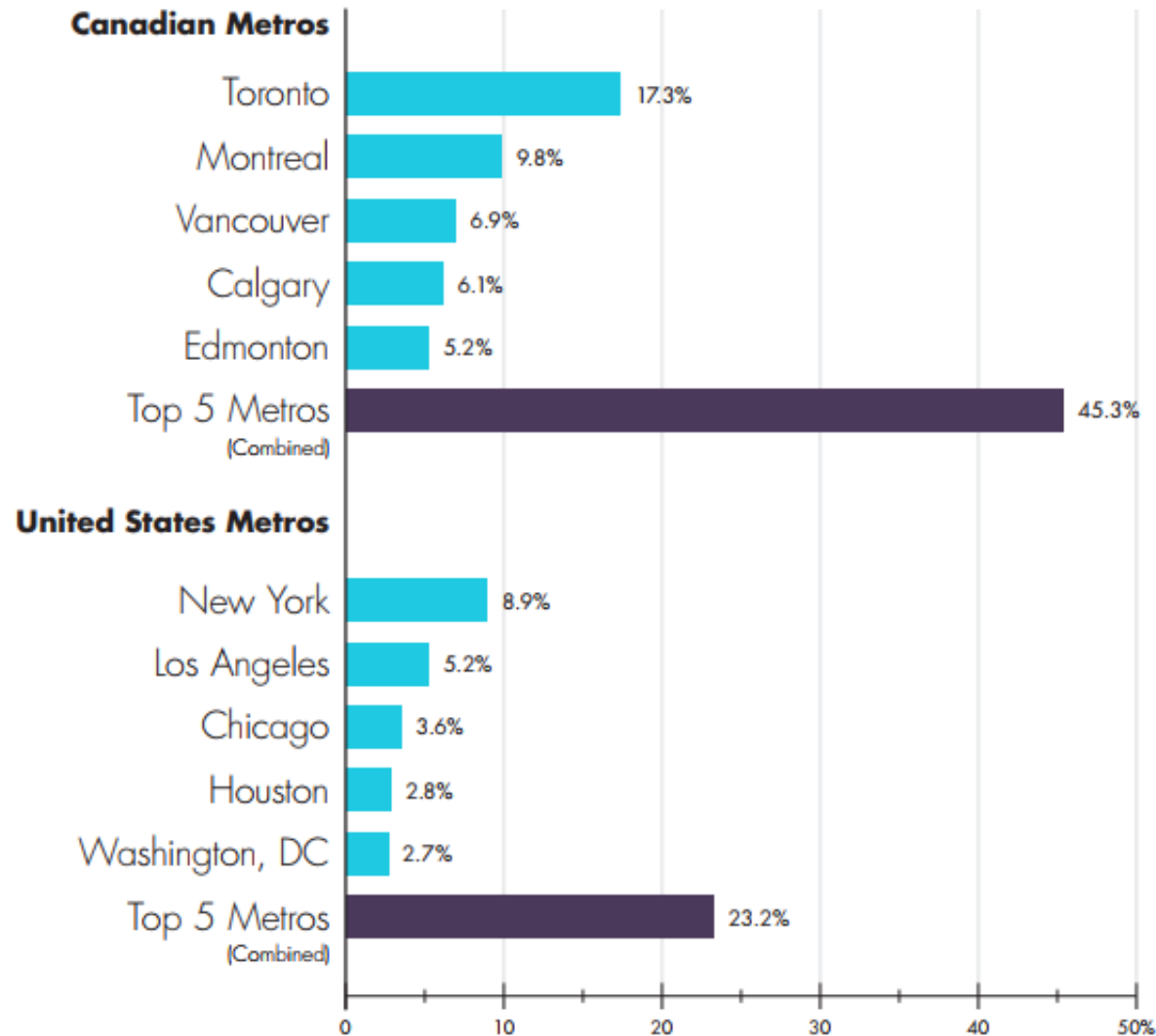
7th

An aerial photograph of a dense urban skyline, likely New York City, featuring numerous skyscrapers and buildings. A semi-transparent blue overlay is centered over the image, containing the text 'Office Rents' and '16th'.

Office Rents

16th

— SHARE OF TOTAL ECONOMIC OUTPUT —





WHY HAS TORONTO BECOME SUCH A SUCCESS?



Immigration

An aerial photograph of a busy city intersection. The scene is filled with pedestrians crossing the street at various points, including a prominent crosswalk with white stripes. Several cars are visible, including a red car in the bottom left and a dark car in the top right. A semi-transparent blue rectangular overlay is centered over the intersection, containing white text. The text reads: "The world's first 50/50 city". Below this, on the left side of the overlay, it says "50%+ not born in Canada", and on the right side, it says "50%+ visible minorities".

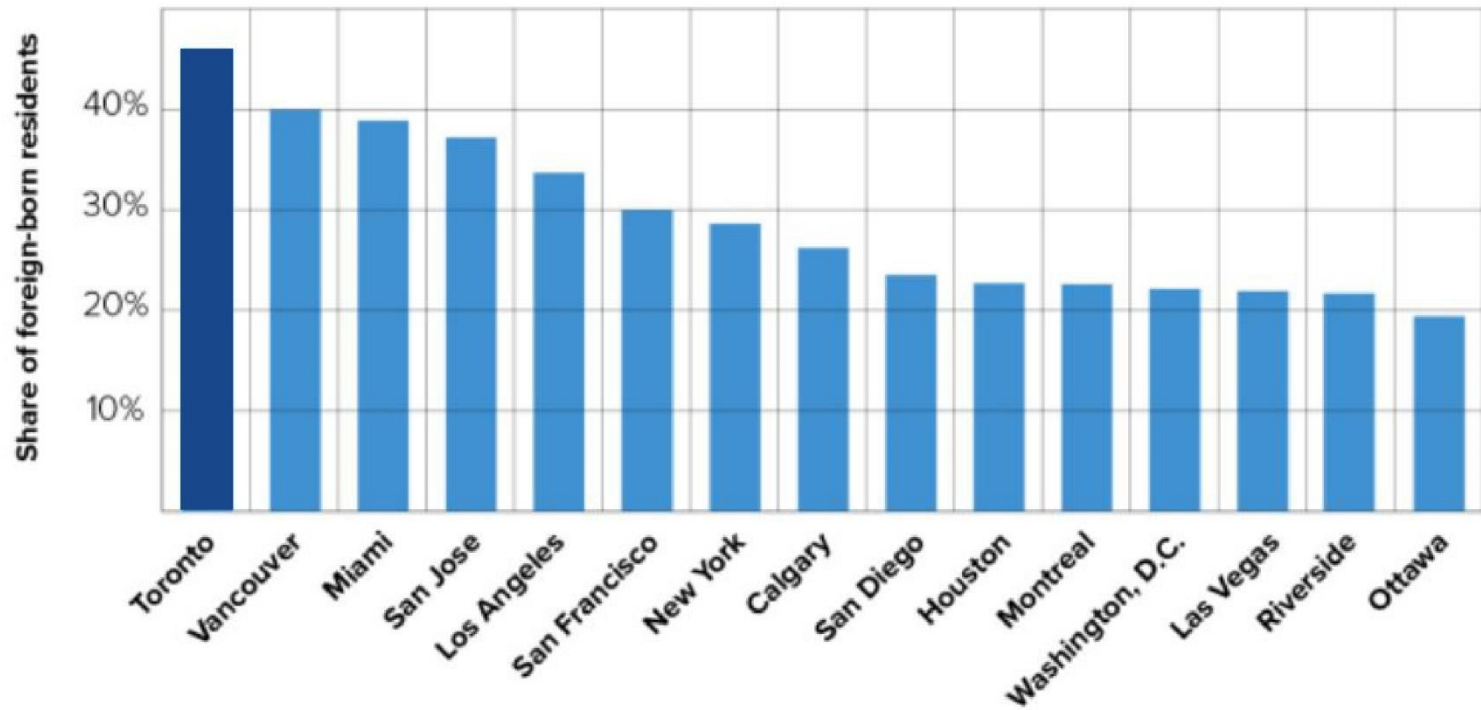
The world's first 50/50 city

50%+ not born
in Canada

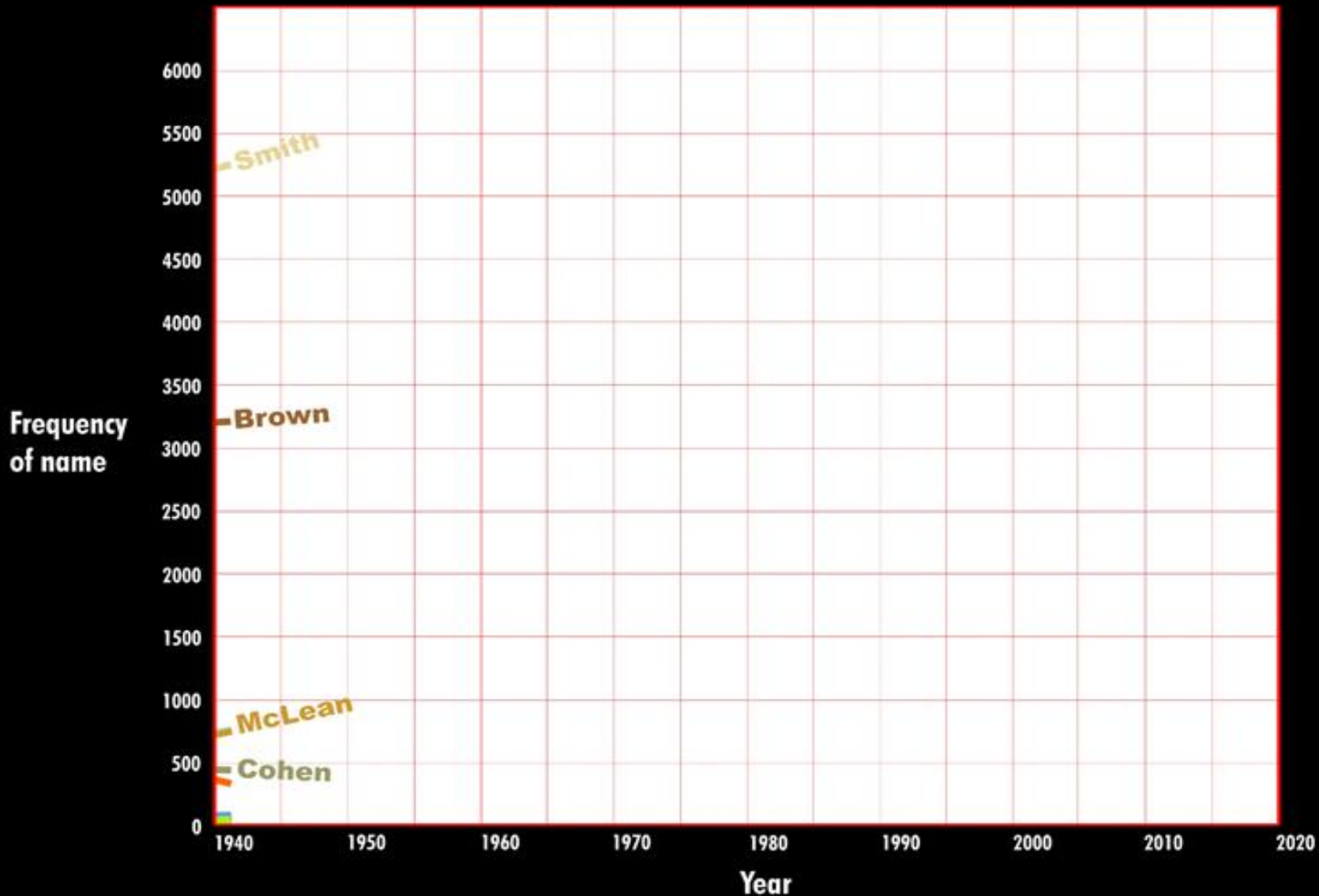
50%+ visible
minorities

FOREIGN-BORN RESIDENTS

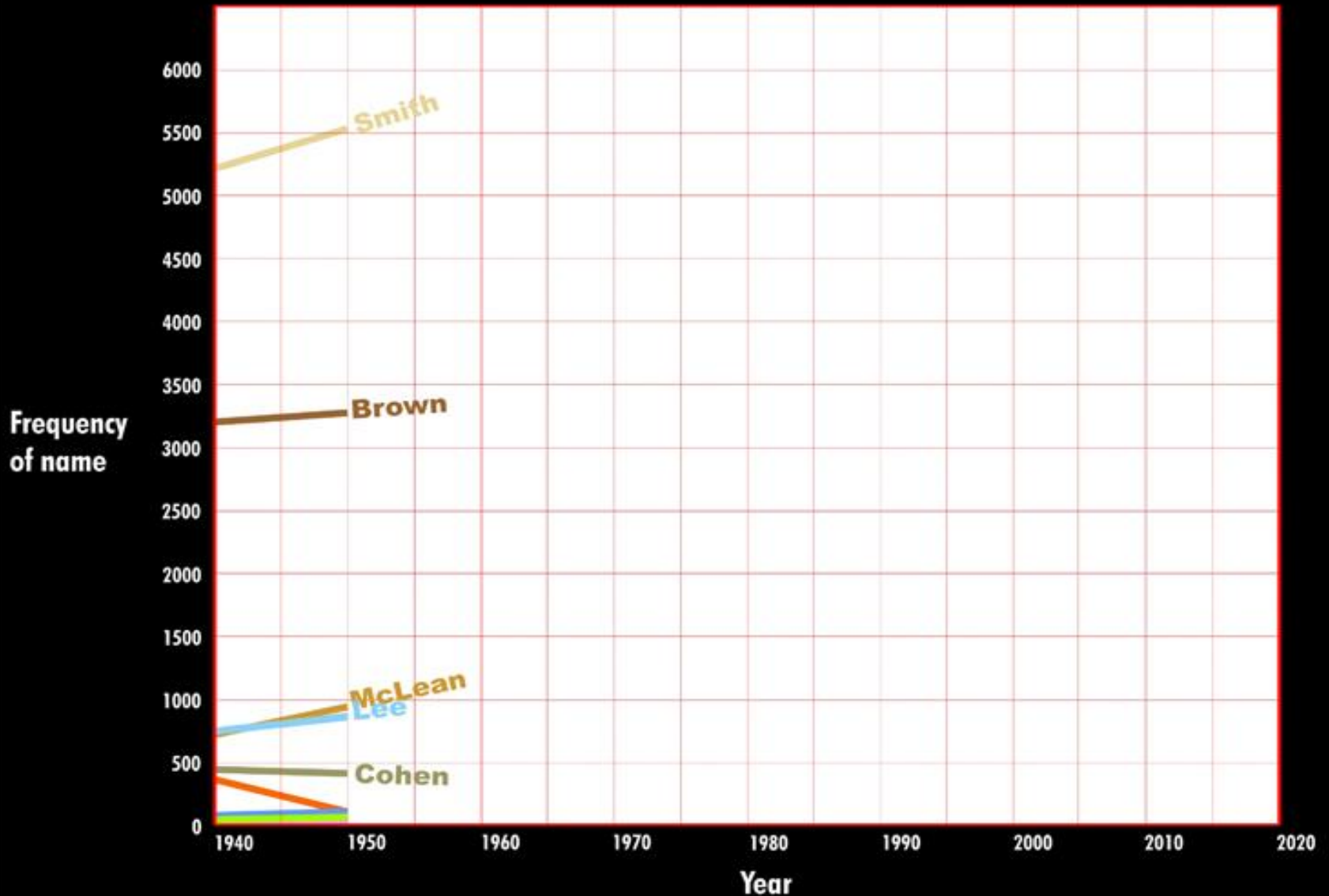
U.S. and Canadian Metros with Highest Shares of Foreign-Born Residents



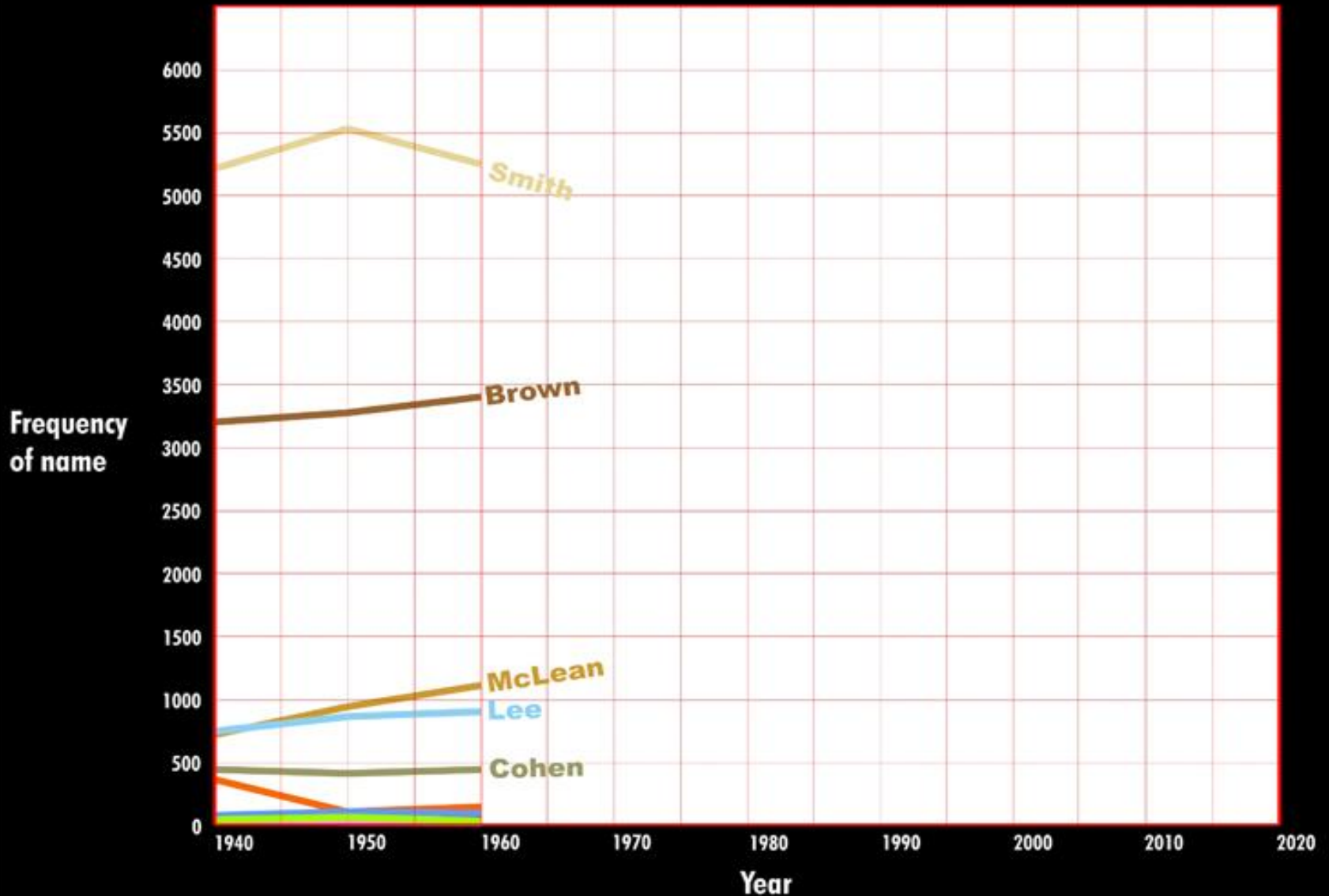
FREQUENCY OF NAMES IN TORONTO PHONE BOOK



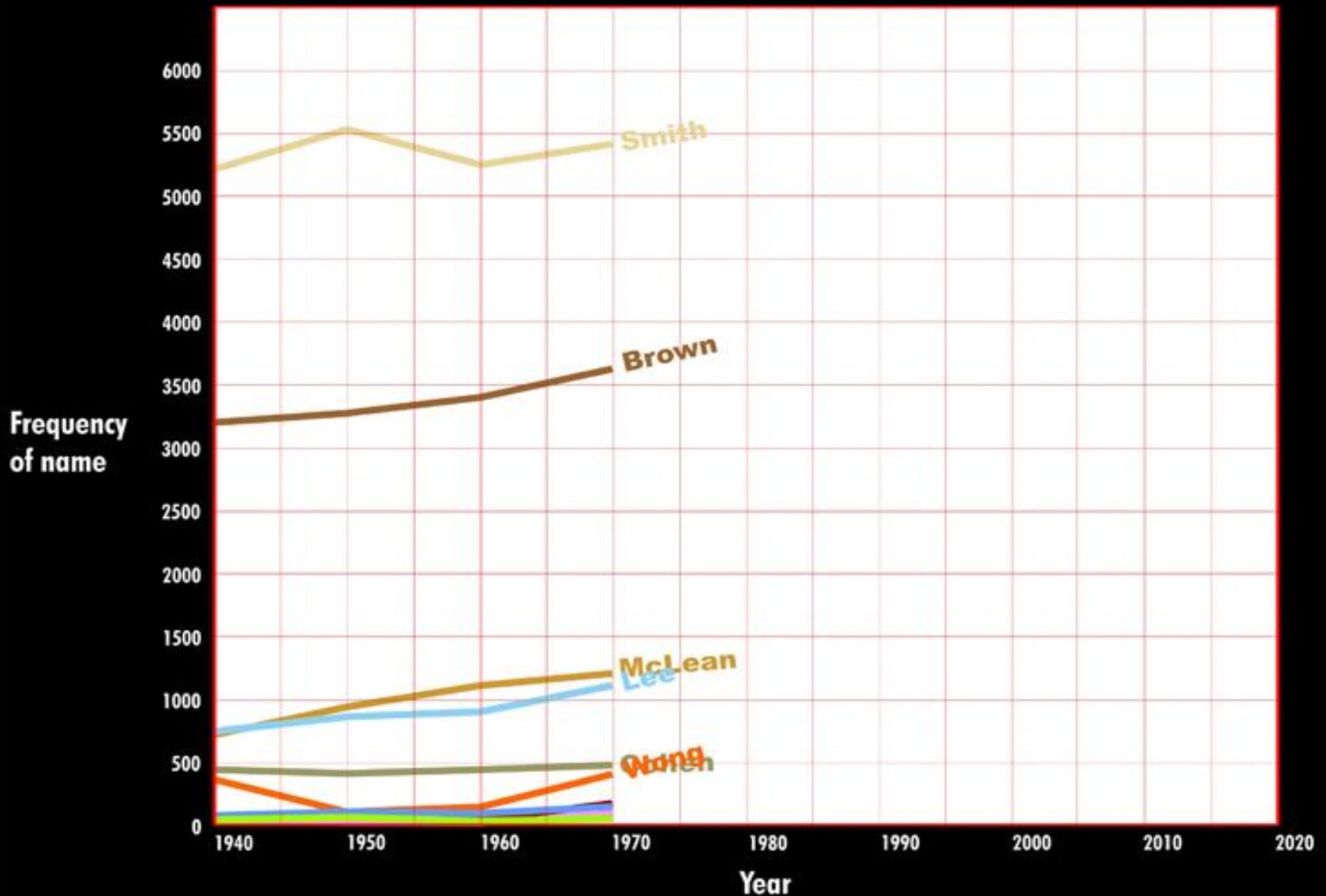
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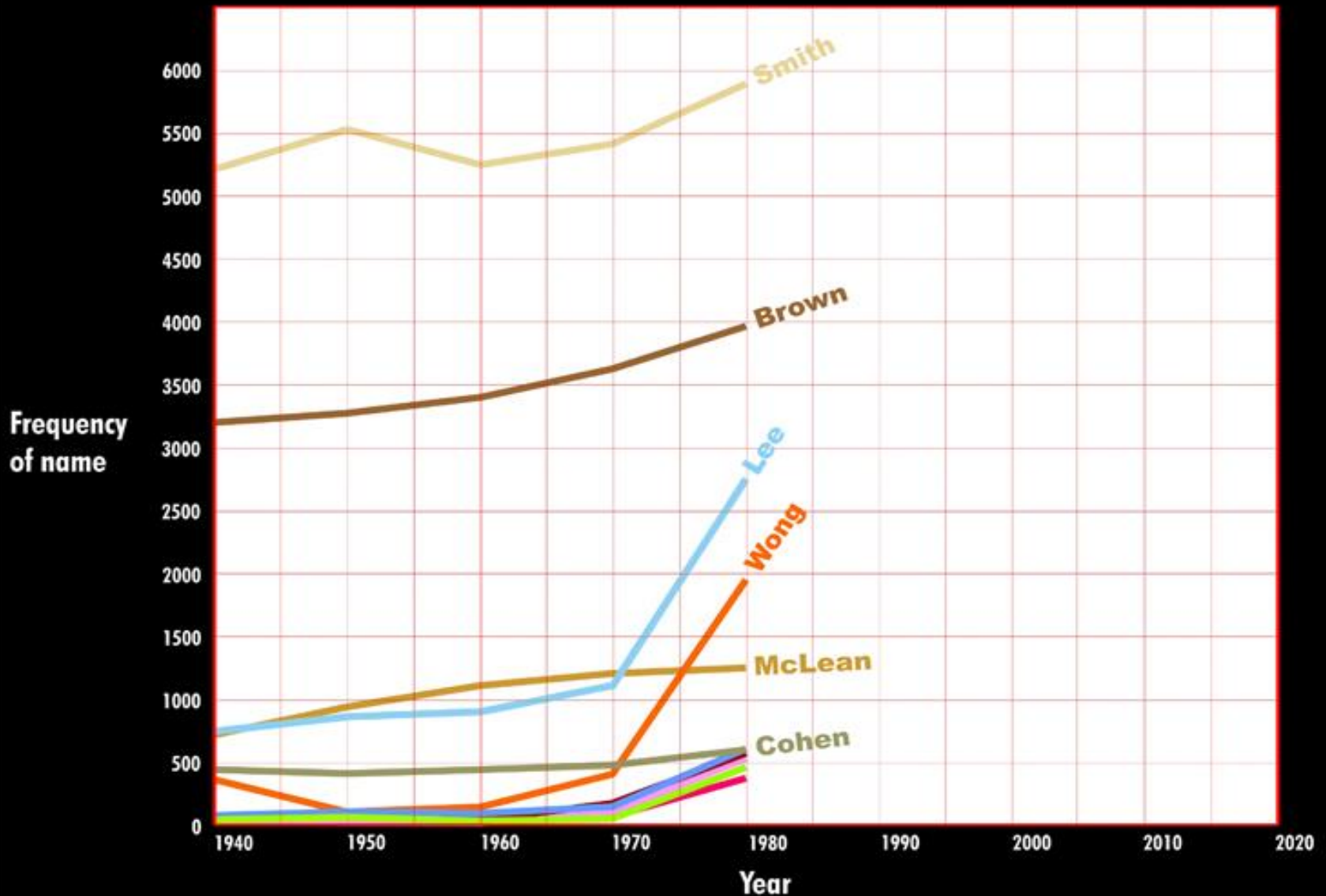
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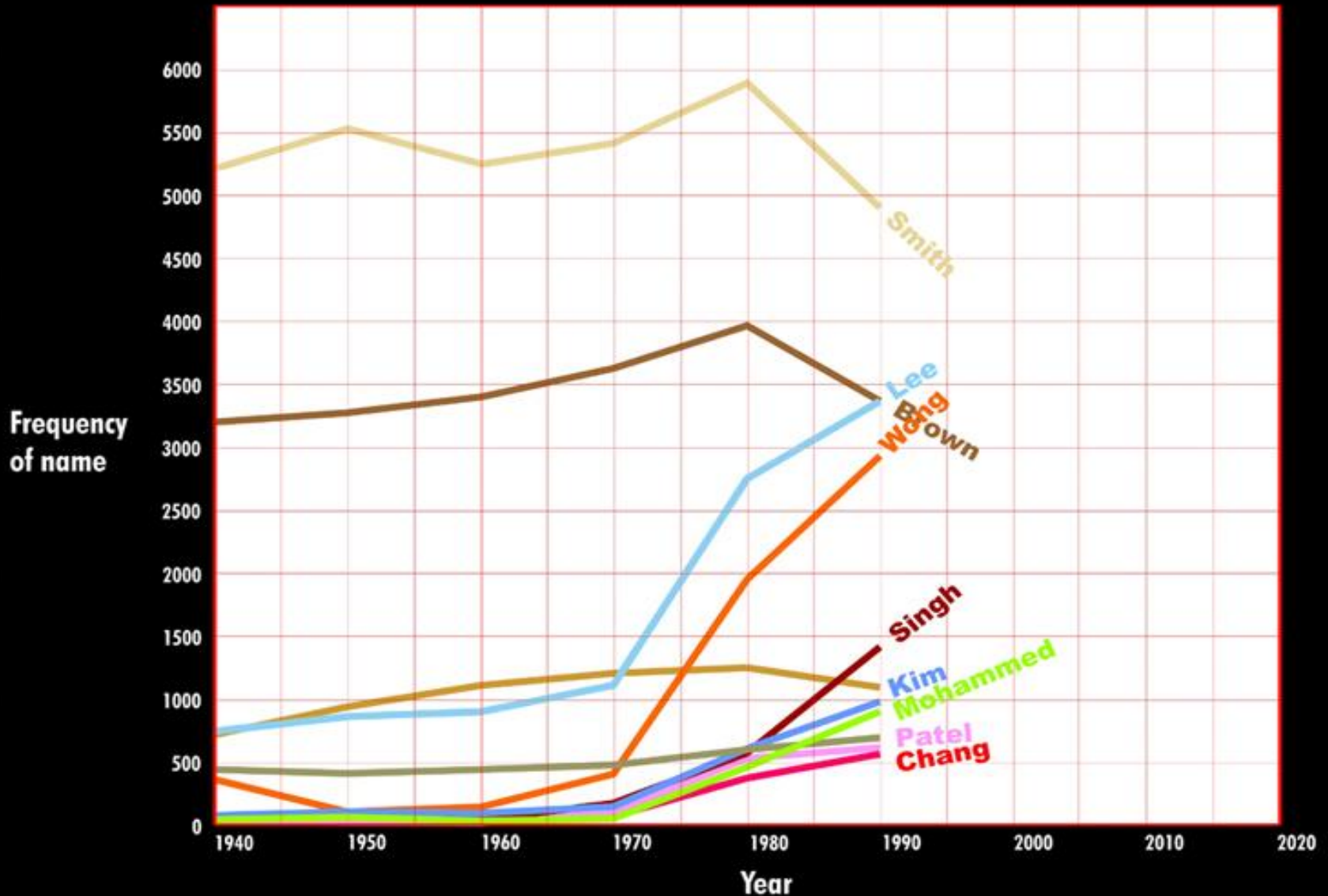
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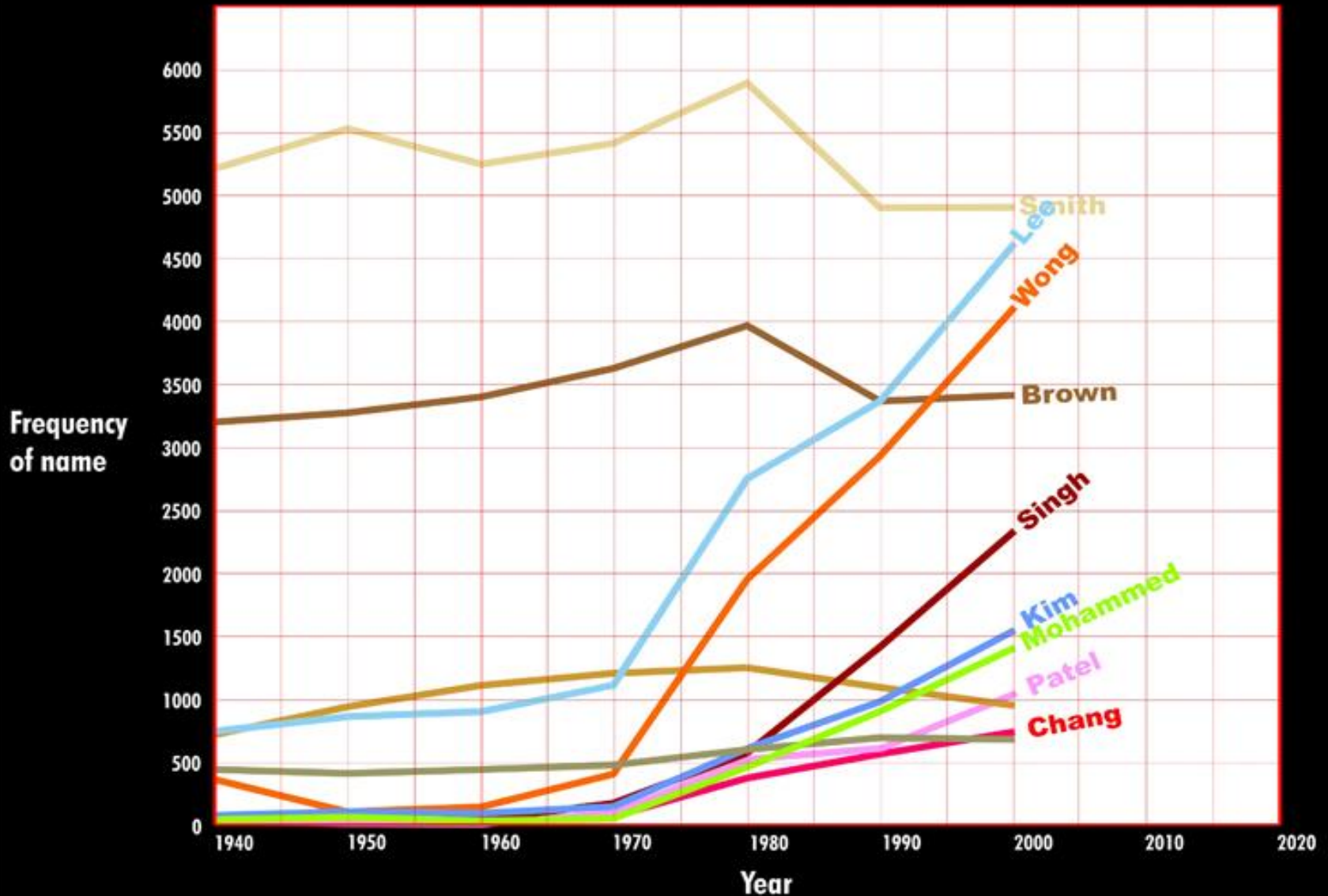
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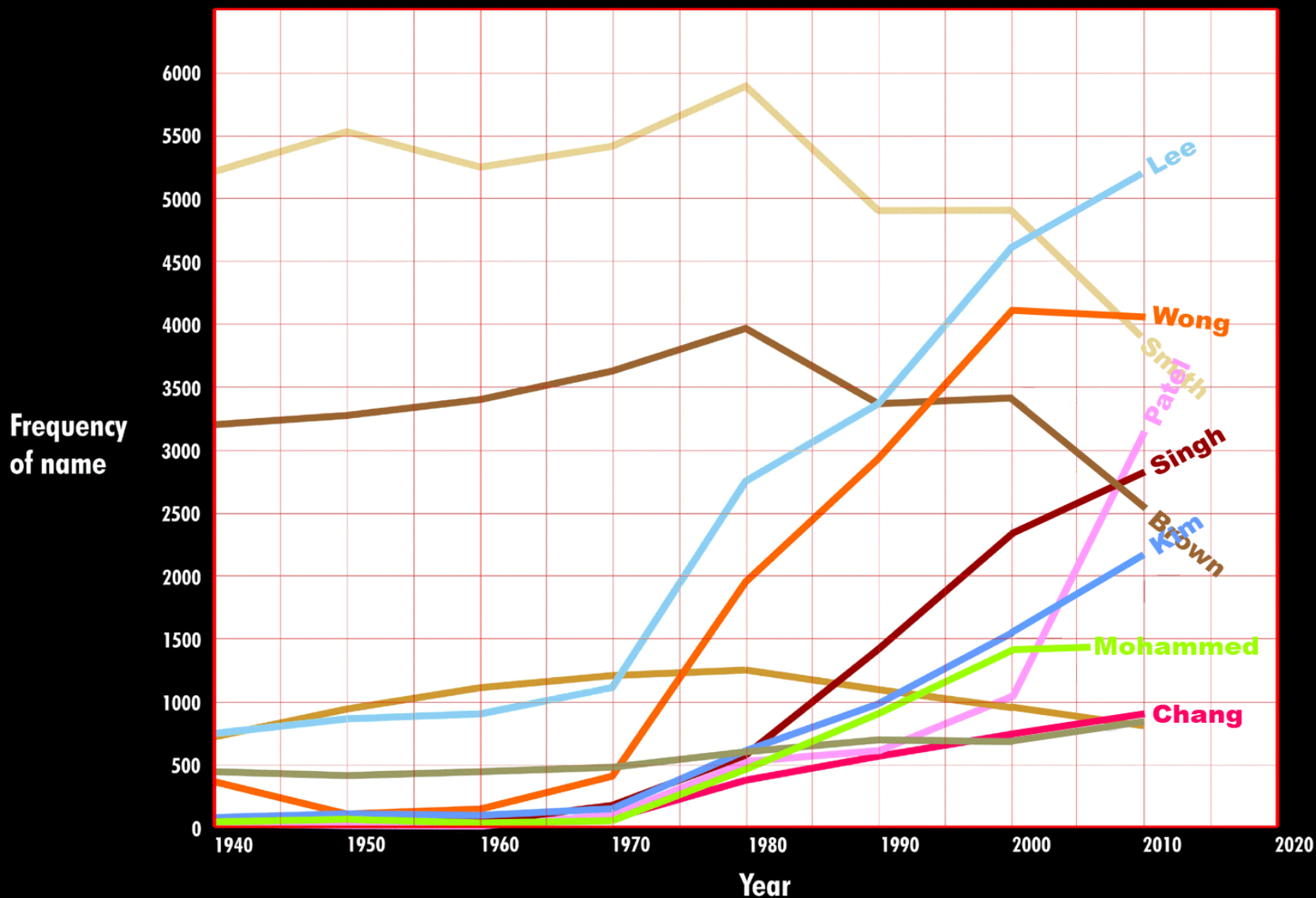
FREQUENCY OF NAMES IN TORONTO PHONE BOOK



FREQUENCY OF NAMES IN TORONTO PHONE BOOK



FREQUENCY OF NAMES IN TORONTO PHONE BOOK



— THE ACCIDENTAL METROPOLIS —



BUDAPEST 1956

52,000

— THE ACCIDENTAL METROPOLIS —



RICHARD NIXON 1969 – 1974

40,000

— THE ACCIDENTAL METROPOLIS —



RENÉ LÉVESQUE 1976

300,000

— THE ACCIDENTAL METROPOLIS —



VIETNAMESE BOAT PEOPLE 1978 – 1979

60,000

— THE ACCIDENTAL METROPOLIS —



SYRIAN REFUGEES

41,000

— THE ACCIDENTAL METROPOLIS —



LEHMAN BROTHERS 2008

— THE ACCIDENTAL METROPOLIS —



A group of people is gathered around a wooden picnic table outdoors. The scene is set under large, leafy trees, with colorful balloons (yellow, red, blue, green) visible in the background. Several people are standing around the table, some looking at items on it. A woman in a pink dress is walking towards the right, and a man in a white shirt with a colorful striped sash is standing nearby. A black suitcase is on the ground next to the table. The overall atmosphere is that of a social gathering or event.

**WHY HAVE THESE
ACCIDENTS LED TO
SUCCESS?**

A group of people, including women and children, are gathered around a wooden picnic table outdoors. Some are sitting on the table, while others stand nearby. The scene is set under large, leafy trees, and colorful balloons (pink, blue, yellow, green) are hanging from the branches. The overall atmosphere is bright and festive. A semi-transparent blue rectangle is overlaid on the image, containing the text.

Peace, Order & Good Government



Good Pensions Child Benefits Public Universities

BEST LIBRARY SYSTEM IN THE WORLD

1st

JANE AND SHEPPARD BRANCH, TORONTO PUBLIC LIBRARY



ONE OF THE BEST PUBLIC
SCHOOL SYSTEMS IN THE WORLD

6th

— THE ACCIDENTAL METROPOLIS —

GLOBAL CITY INCOME INEQUALITY

(Selected Gini coefficient)

1. Stockholm	A	(0.33)	13. Calgary	C	(0.43)
2. Milan	A	(0.35)	14. Madrid	C	(0.44)
3. Barcelona	A	(0.35)	15. London	C	(0.44)
4. Berlin	A	(0.35)	16. Shanghai	C	(0.45)
5. Oslo	A	(0.36)	17. Seattle	C	(0.46)
6. Halifax	A	(0.38)	18. Dallas	D	(0.48)
7. Paris	A	(0.38)	19. Boston	D	(0.48)
8. Tokyo	B	(0.38)	20. Chicago	D	(0.49)
9. Montréal	B	(0.39)	21. San Francisco	D	(0.49)
10. Sydney	B	(0.39)	22. Los Angeles	D	(0.50)
11. Toronto	B	(0.40)	23. Hong Kong	D	(0.50)
12. Vancouver	B	(0.42)	24. New York	D	(0.51)

TORONTO

A nighttime photograph of the Toronto skyline, featuring the CN Tower and various skyscrapers illuminated with lights, reflected in the water in the foreground.

The accidental metropolis

... the limits of accident?

— THE ACCIDENTAL METROPOLIS —

BIG CHALLENGES FOR THE GLOBAL CITY:

Transit
Affordable Housing
Governance
Ambition

TRANSPORTATION INADEQUACY

- Regional Fare Integration
- Intra-City High Speed Rail
- Embracing The AI/Uber Revolution



The map shows the Crossrail network in London, with two main lines highlighted: Crossrail line 1 (solid blue) and Crossrail line 2 (dashed green). Line 1 runs from Heathrow in the west to Stratford in the east, passing through Hayes, Ealing Broadway, Acton, and Victoria. Line 2 runs from Clapham Junction in the south to Stratford in the east, passing through Clapham Junction, Elephant & Castle, London Bridge, and Fenchurch Street. The map also shows other existing rail lines and stations in the region.

Crossrail line 1
Crossrail line 2

AFFORDABLE HOUSING

- Market Rental Promotion
- Aggressive Affordable Housing Strategy
- Dedication of Public Land
- Widening the Market Area

GOVERNANCE

Can City Council
cope with a
global city ?

- Male: 69%
- Pale: 87%
- Stale: 59% (15 years+)

Giorgio Mammoliti
Councillor Ward 7

AMBITION

A photograph of two men in business suits sitting together and laughing heartily. The man on the left is wearing a dark suit and a red patterned tie, while the man on the right is wearing a blue suit and a blue and white striped tie. They are both looking towards the right. The background is slightly blurred, showing other people in a professional setting. A semi-transparent blue box is overlaid on the image, containing a list of 11 items.

1. Intra-city high speed rail
2. Affordable housing at scale
3. Portlands
4. Downsview
5. Scarborough Town Centre
6. Convention Centre
7. Destination attractions
8. The airports – Pearson and Pickering
9. Road pricing
10. A/I innovation
11. TCHC

We live in hope...



MAYOR NATHAN PHILLIPS



**URBAN
STRATEGIES
INC .**