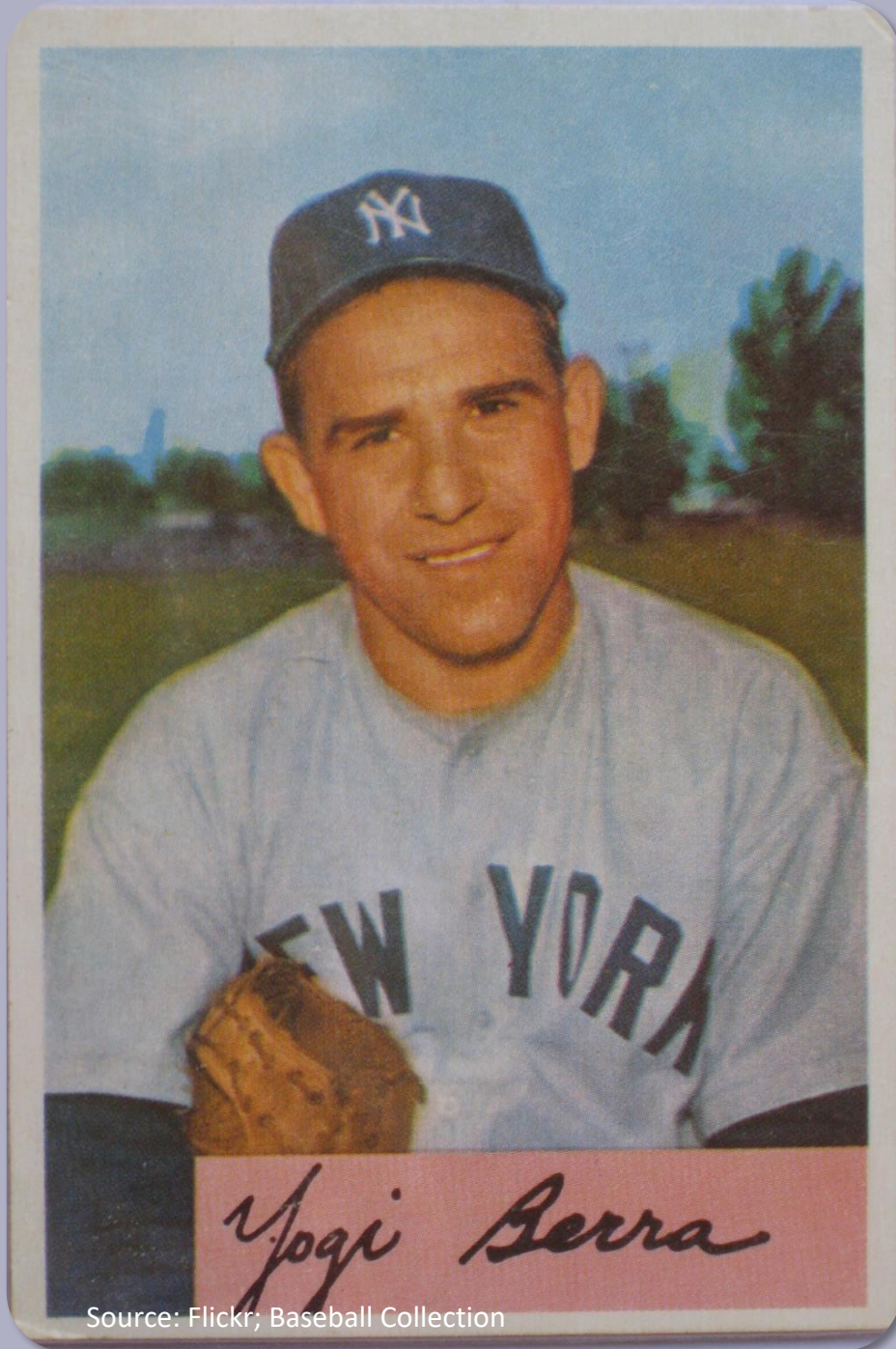


The Future Ain't What It Used To Be: The 8th Annual IMFG Toronto City Manager's Address

November 4, 2019

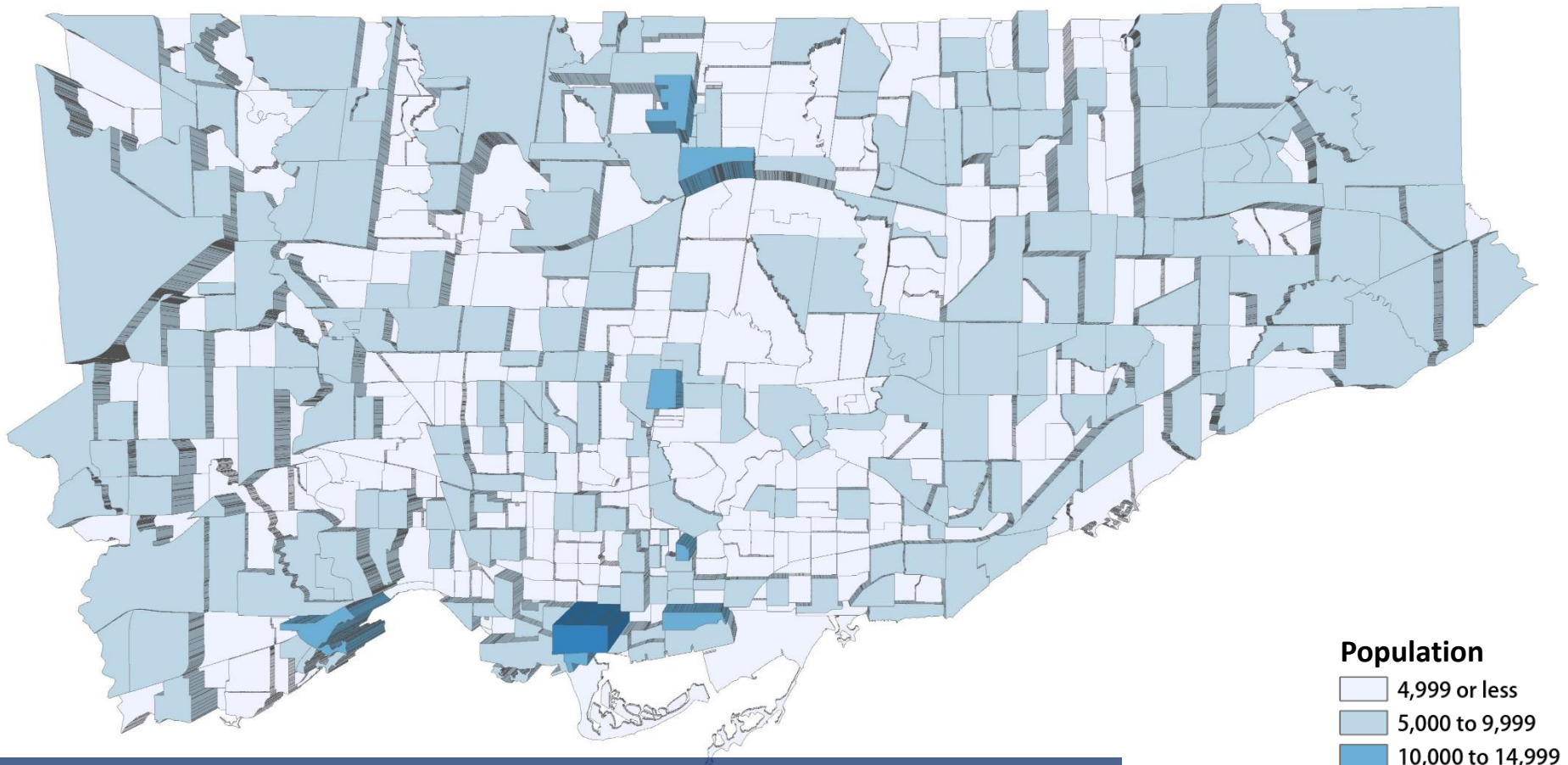




Source: Flickr; Baseball Collection

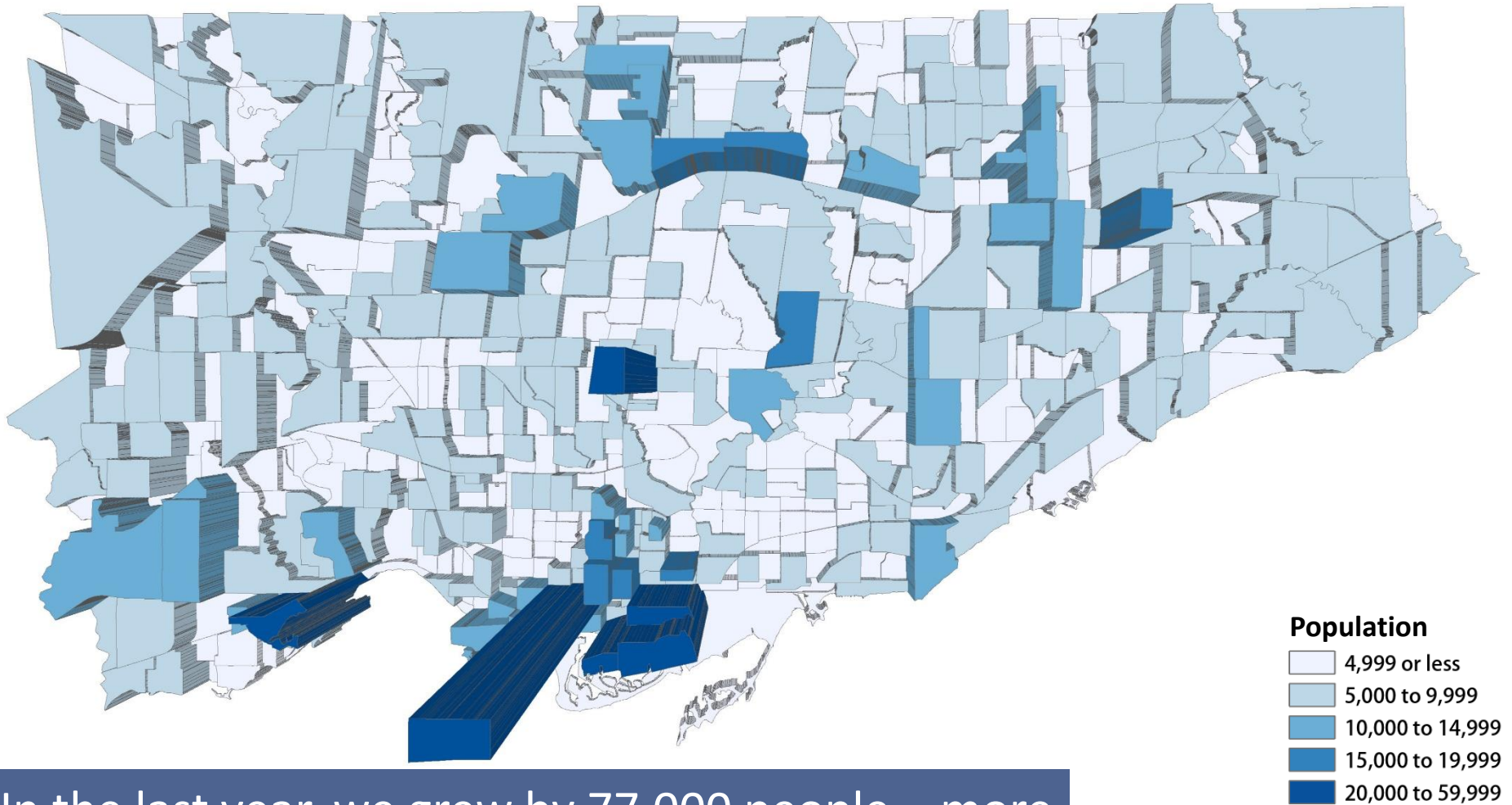
The future ain't
what it used to be
- Yogi Berra

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.

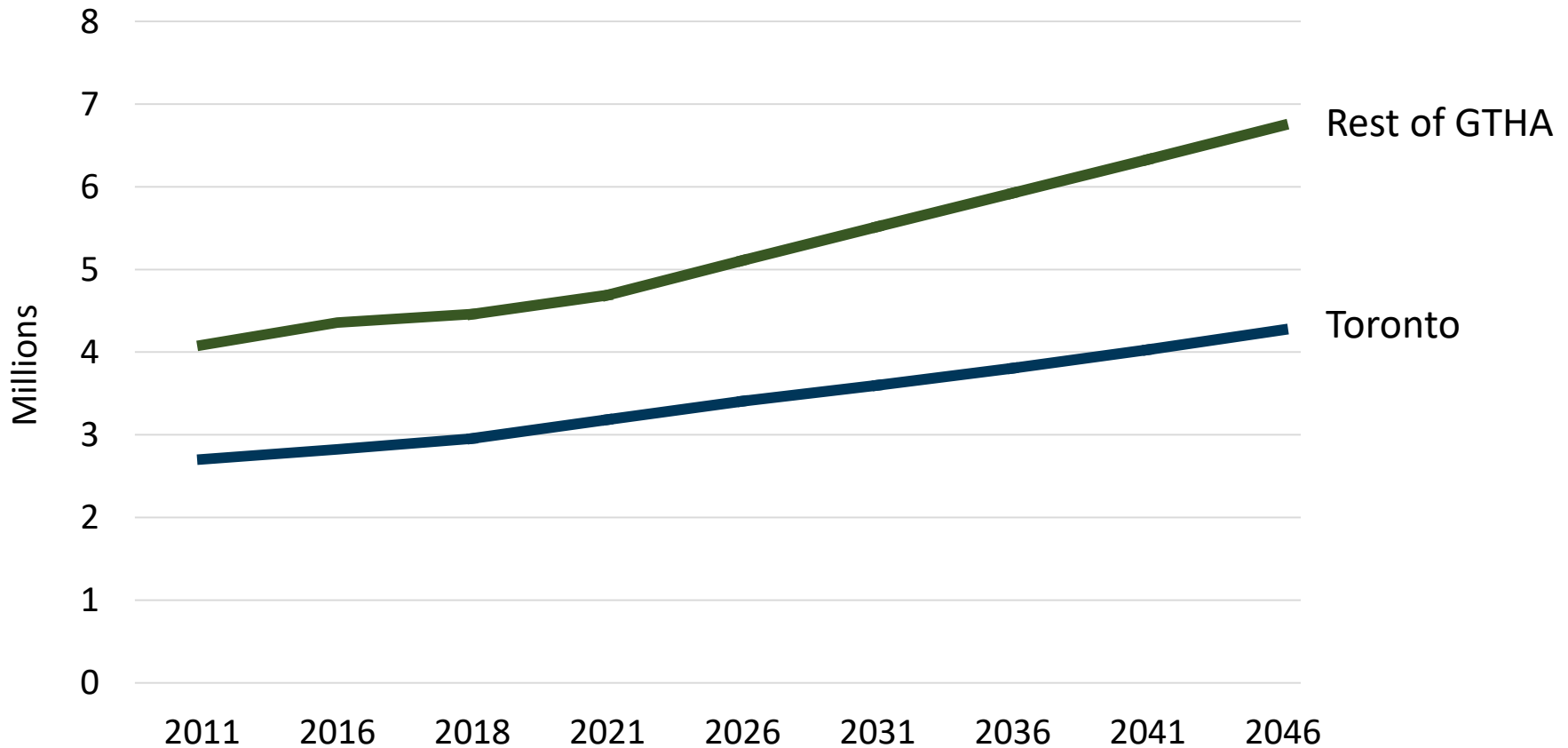
4 million people will call Toronto home in 2041



In the last year, we grew by 77,000 people – more than double the 29,000 average of recent years

Population growth forecast

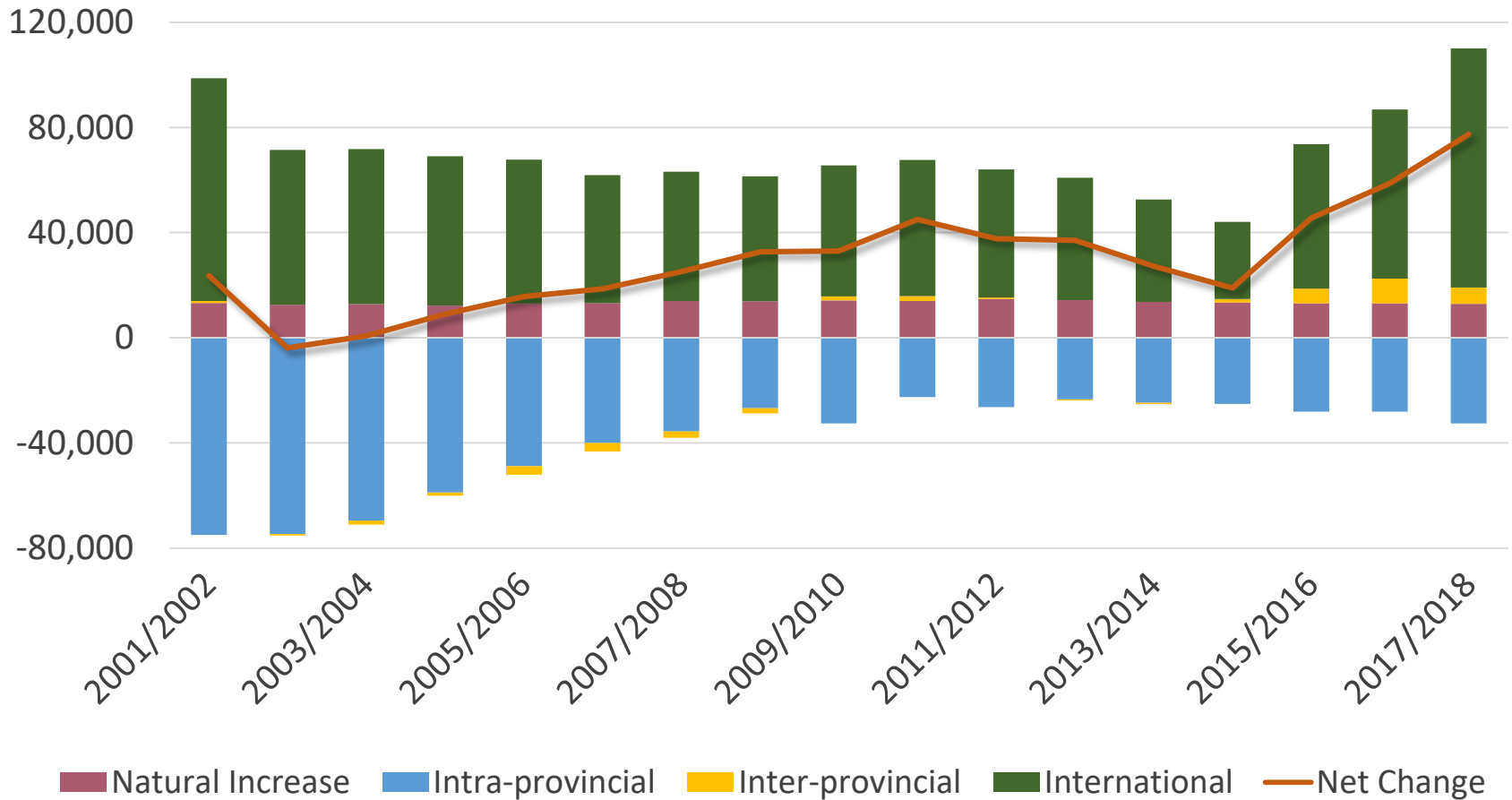
Toronto and rest of GTHA



Source: Ministry of Finance

Population Change by Source

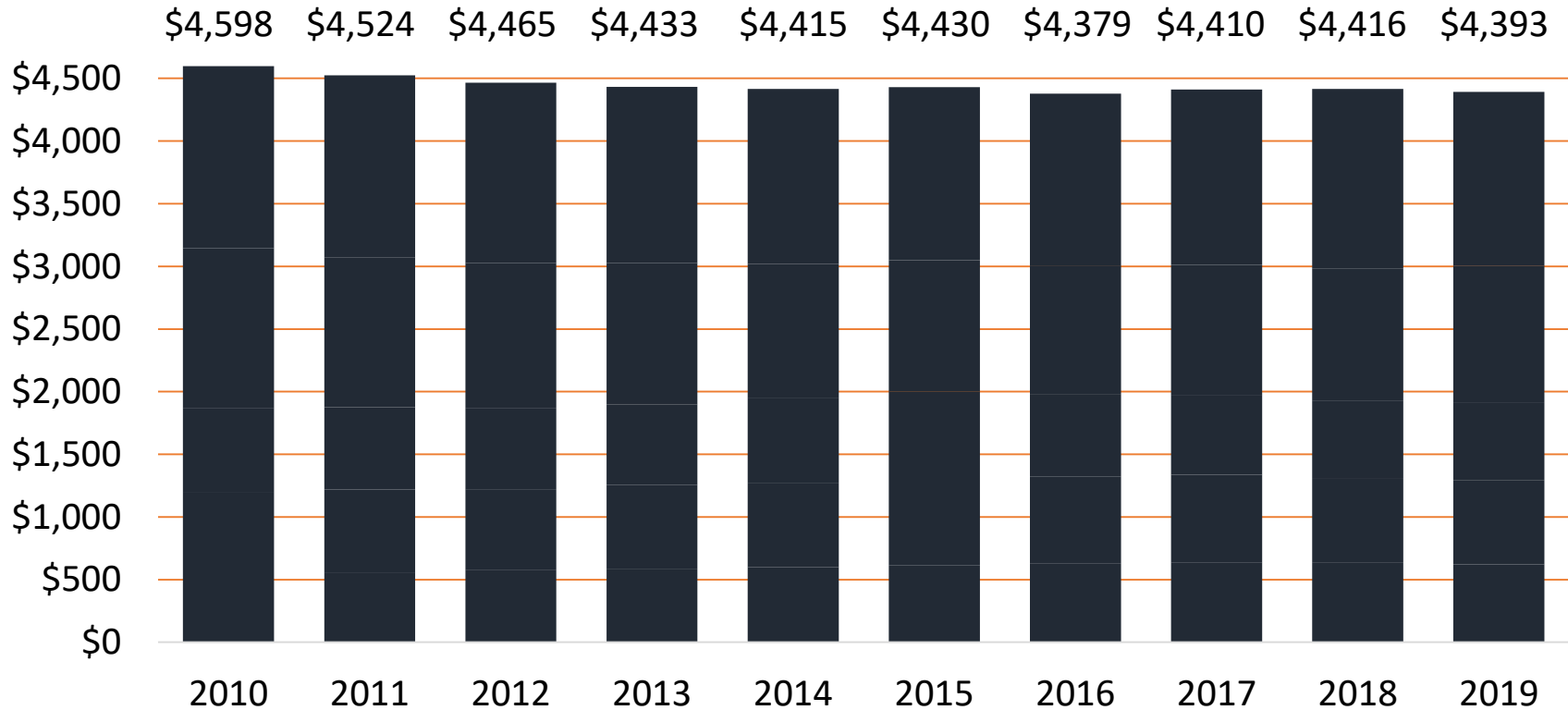
City of Toronto



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



~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

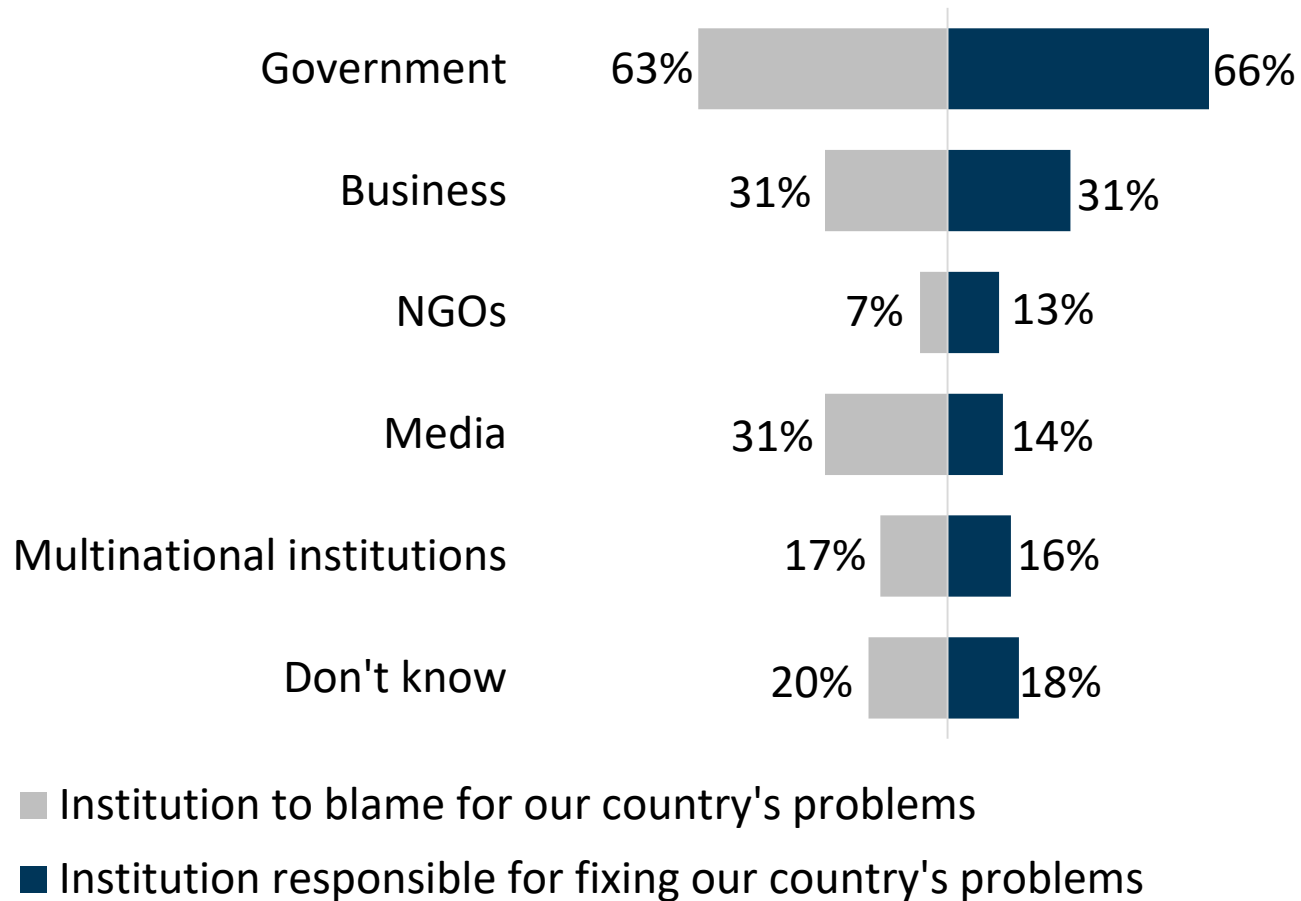
Worsening inequality

Precarious work

Congestion

Housing affordability

Canadians see government as both at blame *and* responsible for fixing our problems



CORPORATE STRATEGIC PLAN

The Toronto Public Service's
Commitment to People,
Partnerships, Performance
and Priorities



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

Our Priorities

- Financial Sustainability



Continuously improving services

- A well-run City



Housing Now

- Maintain and create housing that's affordable



Transit expansion

- Keep Toronto moving



Poverty Reduction Strategy

- Invest in people and neighbourhoods



TransformTO

- Tackle climate change and build resilience



Challenges don't respect boundaries

An aerial photograph showing a landscape with a large, dark, irregularly shaped area in the center, possibly a shadow or a large body of water, set against a background of green grass and rocky terrain. The dark area is roughly triangular and points towards the bottom left. The surrounding area is a mix of green grass and greyish-brown rocky patches.

Regional, provincial and federal intergovernmental partnerships are essential



Source: Saffron Blaze; www.mackenzie.ca



Source: Benson Kua; Flickr

Intersecting issues – Common Challenges

Infrastructure and
Climate Change



Health and Housing



Growth and Investment



Success hinges on how we work together

Competing and Conflicting Interests

Interests
Conflict

How to align
interests?

Hardest place to be

Interests
Shared

Easiest place to be

How to get all the
information we
need?

Information
Shared

Information
Fragmented

Problem of Asymmetric Information

We need to come together
and determine our vision for
shared outcomes, and work
towards achieving results

Thank you

