

13th City Manager's Address

Feeding Focus and Starving Distraction: Focusing on Priorities to Deliver on Torontonians' Investment

Speaker:

Paul Johnson, City Manager, City of Toronto

Moderator:

Sabine Matheson, Principal, StrategyCorp

November 18, 2025

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Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional lands of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.



Feeding Focus and Starving Distraction: **Delivering on Torontonians' Investment**

13th Annual City Manager Address ~ November 18, 2025

Paul Johnson, City Manager
City of Toronto



What We're Focused On

Six strategic priorities guiding every dollar and every decision

Financial Sustainability



Maintain and Create Housing That's Affordable



Keep Toronto Moving



A Well-Run City



Invest in People and Neighbourhoods



Tackle Climate Change and Build Resilience





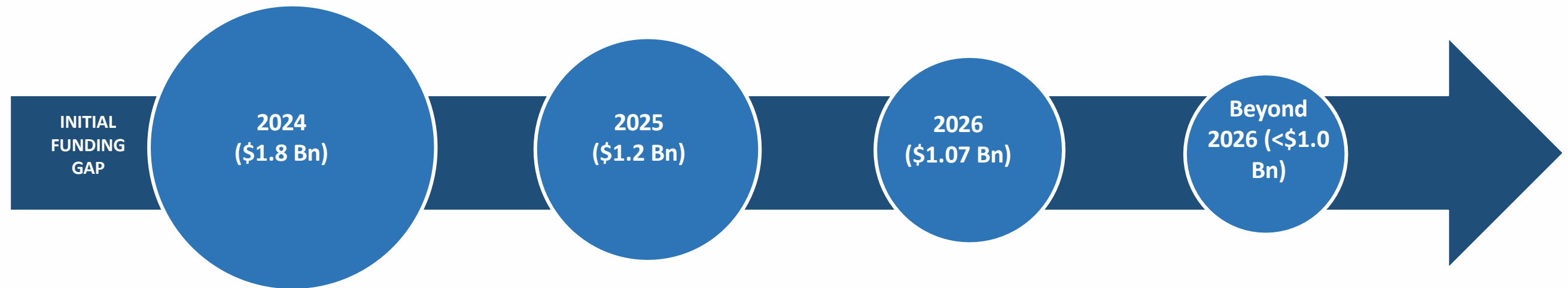
Financial Stability

The City's Long-Term Financial Plan is Working

- \$1.2B in operating support from Ontario-Toronto Deal
- Efficiencies across all City Divisions
- AA+ credit rating
- Focus on continuous improvement

Financial Stability

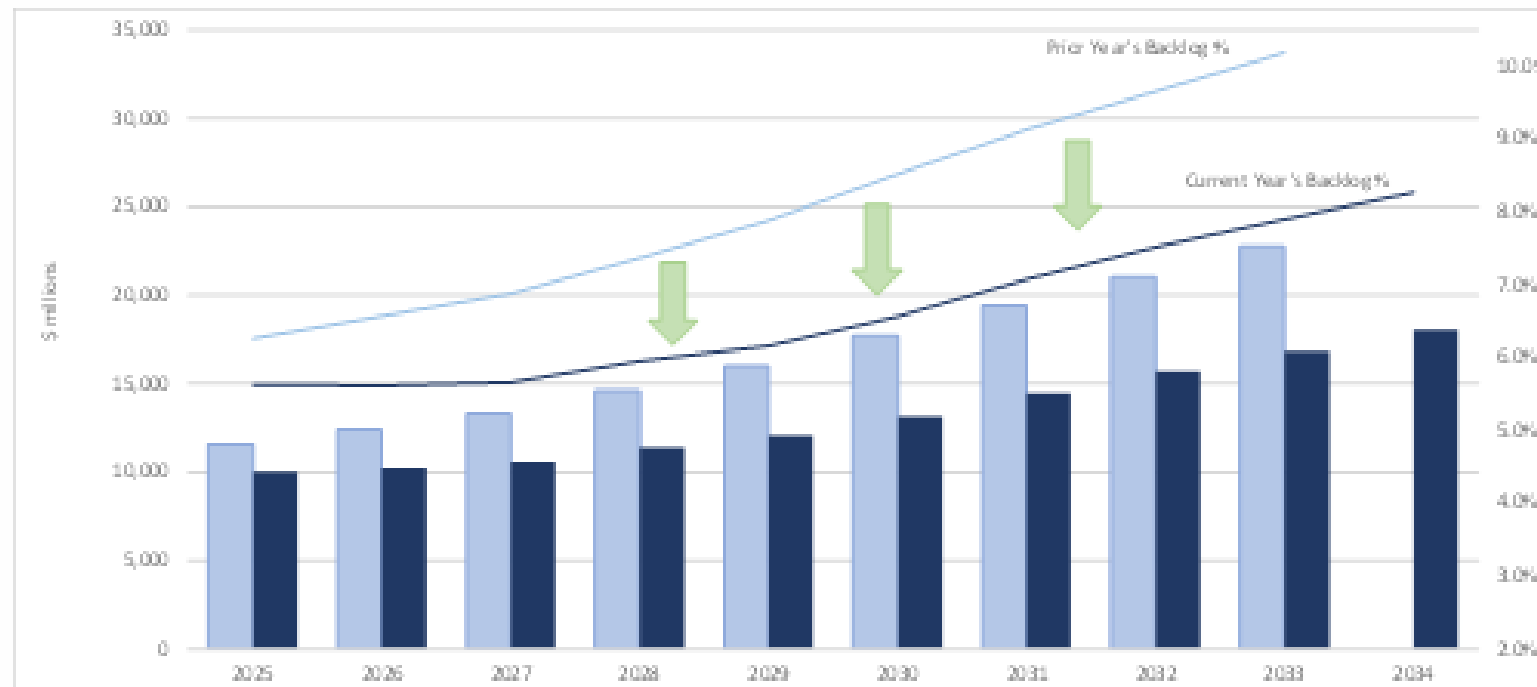
Our multi-year journey to a stronger financial future



Financial Stability

State of good repair – flattening the curve

10 Year Capital SOGR Backlog



These financial disciplines have unlocked something even more powerful — **an \$8 billion (31%) reduction** in our infrastructure backlog, protecting the services residents rely on every single day.

A Well-Run City

Working smarter. Delivering better. Continuous improvement in operations.



A Well-Run City

Impact in action – real numbers and tangible improvements residents can see and feel



Continuous
improvement review

Parks and 311 service
request integration

Technology savings
and cost avoidances

Ferry Service improvements

Housing

Responding to Torontonians' #1 priority



Parkdale Hub

Housing

From policy to progress

8,000

Homes unlocked

3,800

Families housed

6,000

Rental units accelerated

80%

Reduction in
review times

Frozen

Development charges

Keep Toronto Moving

Investments in roads, transit and active networks



Keep Toronto Moving

Delivering ahead
of schedule

Accelerated infrastructure
delivery and transit
investment reducing
congestion and improving
mobility for all Torontonians



Invest in People and Neighbourhoods

Investing where it matters most



Invest in People and Neighbourhoods

Results residents can feel



Rising satisfaction scores demonstrate real quality-of-life gains across Toronto neighbourhoods



Tackle Climate Change

Protecting Toronto's future

- More tools to protect homeowners from basement flooding
- \$6,650 basement flooding subsidy
- \$300 sump-pump subsidy



Tackle Climate Change

Transformation and resilience



- North America's largest waterfront urban redevelopment
- 715 acres of land unlocked
- New island created by the renaturalization of the Don River
- Will house 16,000 residents and provide 3,000 jobs



**“Continuous improvement is
better than delayed
perfection.”**

~ Mark Twain

Thank You.