14th Annual City Manager's Address
It's The Same Thing…Only Completely Different

Speaker:
Paul Johnson, City Manager, City of Toronto

Moderator:
Heather McDonald, President and CEO, United Way Greater Toronto

November 16, 2026

@imfgtoronto|#IMFGtalks

IMFG Institute on Municipal Finance & Governance | UNIVERSITY OF TORONTO | SCHOOL OF CITIES

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 Wendat Nation, 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.

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Institute on Municipal Finance and Governance
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TORONTO



Guy Cipriani
Mentor and Zen Master





City of Toronto priorities remain the same:

- 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

Maintain and create housing that’s affordable

- Funding:
  - Build Canada Homes
  - CMHC Apartment Construction Loan Program
  - Development Charges Reduction Program
- Social Medicine Housing
- Comprehensive Development Charges Review



Maintain and create housing that’s affordable

Supporting the housing co-operative model

Different from both private rental and homeownership models, housing co-operatives provide:

- A mix of long-term affordability
- Housing security
- Resident control
- Community building



Maintain and create housing that’s affordable

Expanding social medicine housing

Building partnerships to reduce pressure on Toronto’s shelter system and health-care services.



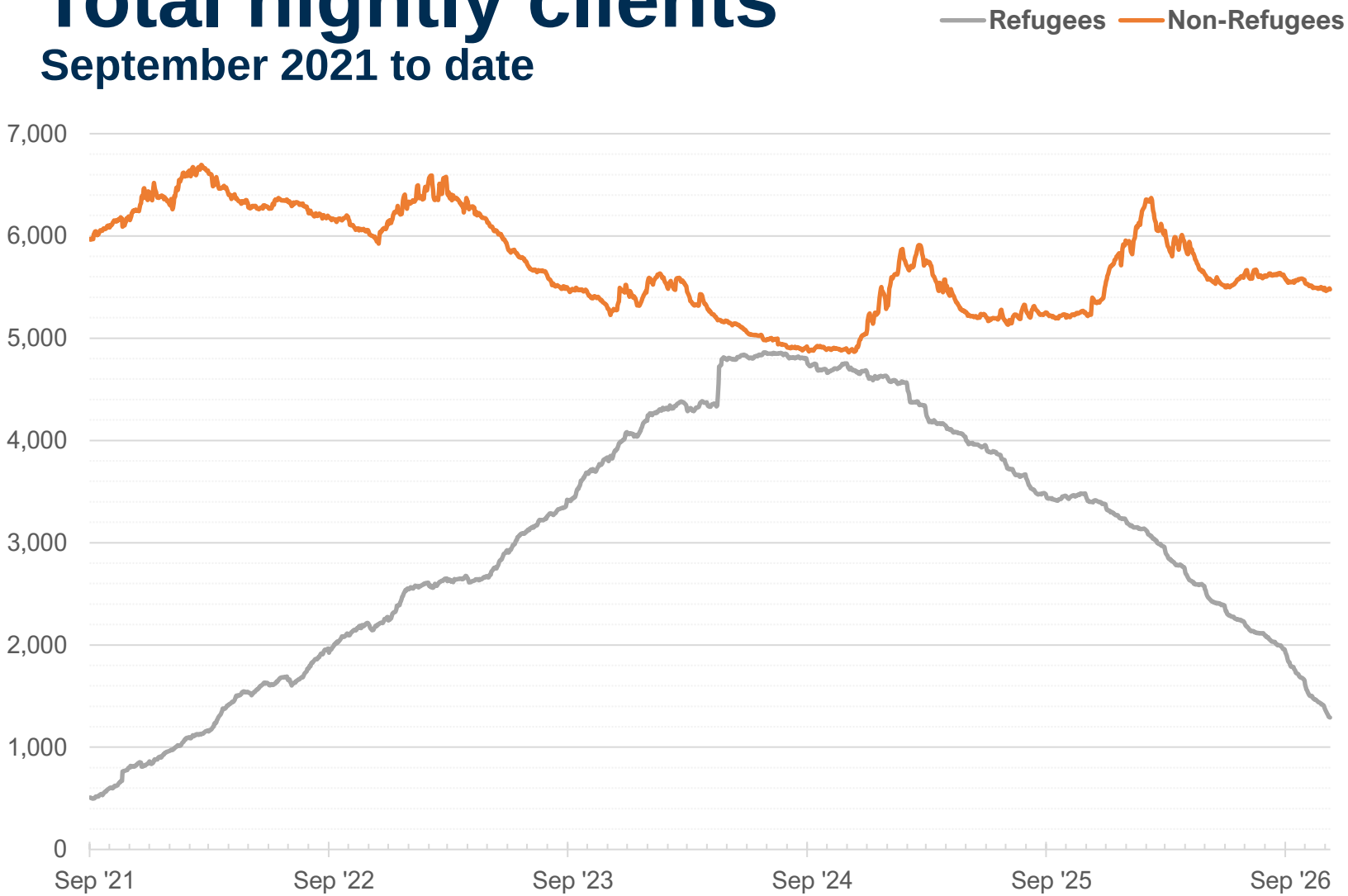


Occupancy Trends

Refugee and Non-Refugee Shelter Users

Total nightly clients

September 2021 to date



Date	Non-refugee clients	Refugee claimant clients
March 1, 2020	5,070	2,329
September 1, 2020	5,040	1,034
March 1, 2021	5,463	566
September 1, 2021	5,939	537
March 1, 2022	6,615	1,154
September 1, 2022	6,173	1,930
March 1, 2023	6,401	2,626
September 1, 2023	5,474	3,419
May 1, 2024	5,167	4,787
September 1, 2024	4,892	4,748
May 1, 2025	5,246	4,004
September 1, 2025	5,239	3,445
May 1, 2026	5,623	2,543
September 1, 2026	5,585	1,923
November 1, 2026	5,473	1,364
November 11, 2026	5,477	1,290

City-wide Encampment Status

Status of encampments to-date and historic trends

	Number of Encampment Structures in Parks	Number of Parks with Encampment Structures	Number of Encampment Structures on Right of Way (ROW)	Number of ROW with Encampment Structures	Total Encampment Structures Citywide (Parks + ROW)	Total Number of Sites (Parks + ROW)
November 6, 2026 (vs. last year)	**89** (↓166)	**41** (↓51)	**37** (↓63)	**23** (↓60)	**126** (↓229)	**64** (↓111)
October 30, 2026	83	43	35	31	118	74
November 7, 2025	255	92	100	83	355	175

Maintain and create housing that's affordable

Development Charges Review

New approach to development charges that balances the need for infrastructure while also responding to the need to respond to the cost of building housing.



Keep Toronto Moving

- Capital Delivery
- Waterfront East Rapid Transit
- Signal Work



Keep Toronto Moving

Smarter, Faster and Predictable Capital Delivery

"Every day in Construction Matters"

Eastern Avenue & Adelaide Street East Bridges (Richmond Ramp/DVP) – 4 months saved

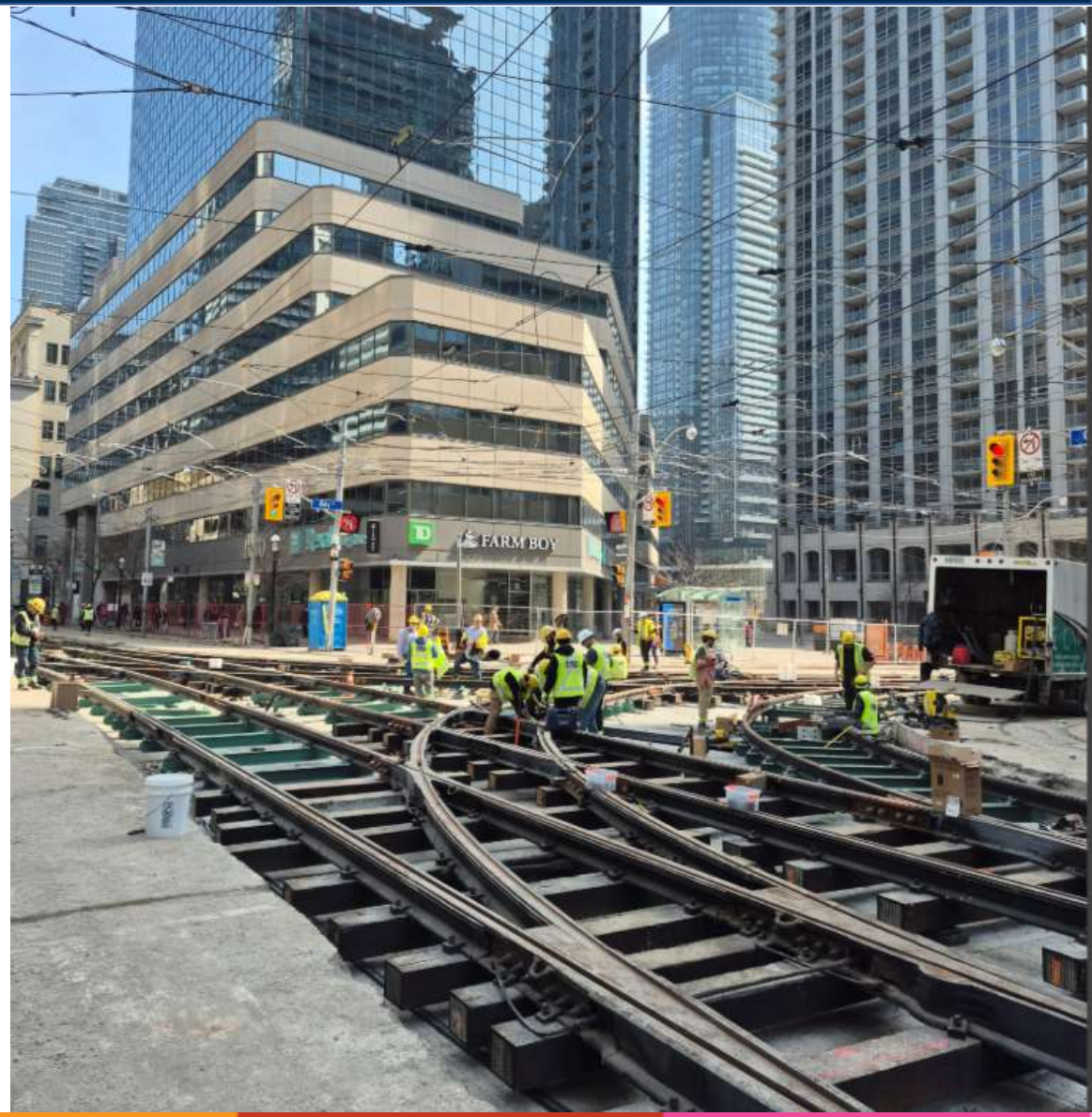
Five Downtown Intersection Renewal projects

- Bathurst & Fleet Streets (4 weeks early)
- King & Church Streets (2 weeks early)
- King & Dufferin Streets (1 week early)
- College & McCaul Streets (1 week early)
- College & Bay Streets (2 weeks early)

Queen Street East (Broadview to Davies Avenues– 5 weeks early)

St. Clair Avenue & the Topham Park community (6 weeks early)

College Street (Bay to Yonge Streets - 6 weeks early)



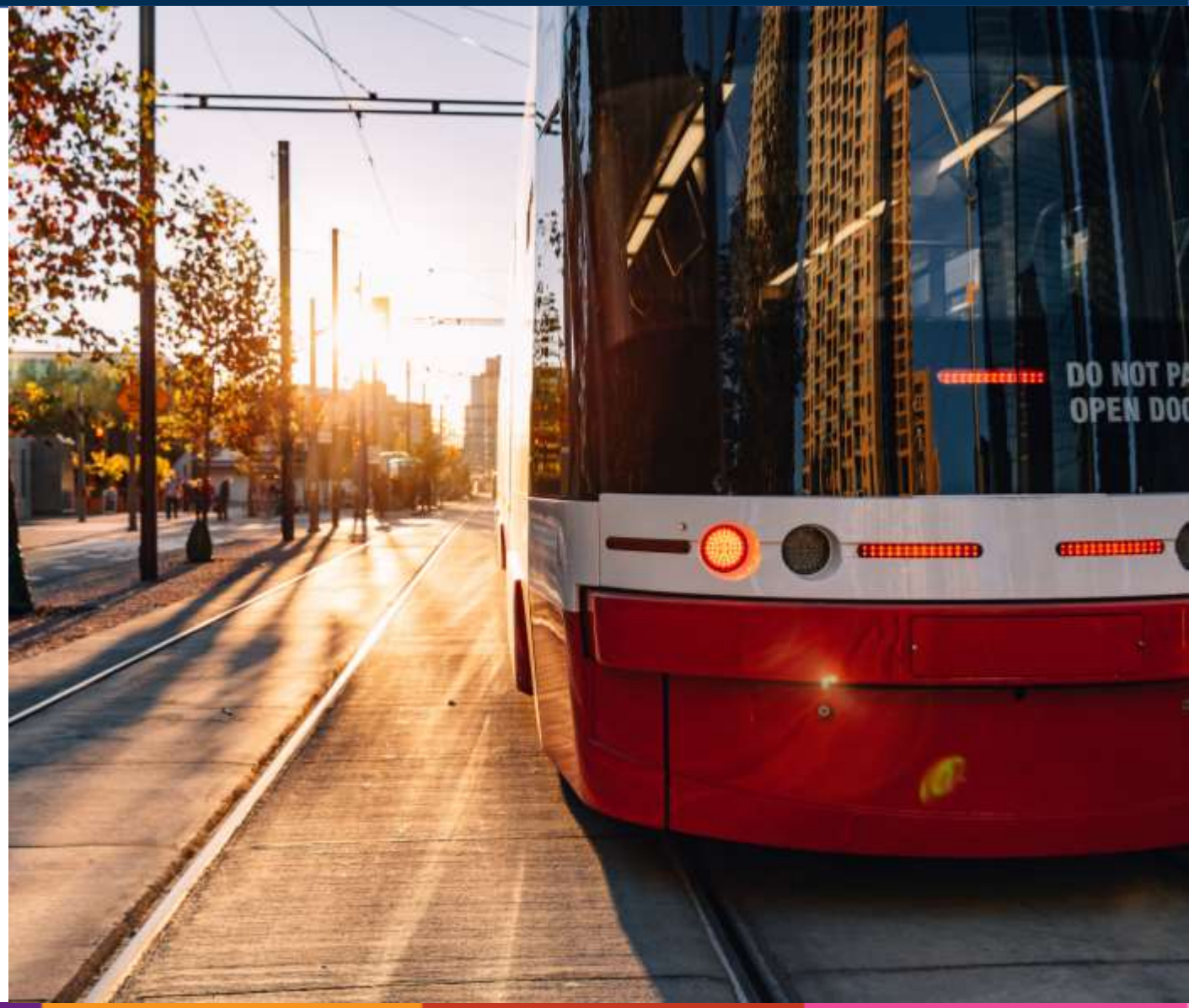
Keep Toronto Moving

Waterfront East Rapid Transit Line

“Think Slow, Act Fast”

Think Slow: Invest time upfront in design, testing, alternatives, analysis and planning. Mistakes made on a whiteboard are much cheaper to fix.

Act Fast: Once the plan is sound, execute quickly to maintain momentum and limit exposure to external risks.



Invest in people and neighbourhoods

- Toronto Community Crisis Service
- Parks and Recreation
- Community Grants



Invest in people and neighbourhoods

Toronto Community Crisis Service

Providing 24/7 non-police-led, community-based, client focused and trauma-informed response to mental health crisis calls and wellness checks



Invest in people and neighbourhoods

Community Infrastructure

During the last term of Council, Parks & Recreation added more than 168 new assets:

- 40 new parks
- 4 new Community Recreation Centres
- 12 new playgrounds and 59 playground replacements
- 15 splash pads
- 9 cricket fields
- 4 soccer for all mini-pitches
- 1 skateboard park
- 9 off-leash areas
- 74 new pickleball courts



Invest in people and neighbourhoods

Toronto Grants, Rebates and Incentives Portal

Simplifying grant delivery and strengthening stewardship

The portal creates a simpler, more consistent process for non-profit organizations to access City funding and delivers funding into communities more efficiently.

- Reduced grant application questions by 30%
- Supports 106 funding opportunities across 6 divisions and $614 million in community grants



Tackle climate change and build resilience

- Port Lands flood protection
- Toronto Water investments
- Basement Flooding Protection Subsidy Program



Tackle climate change and build resilience

Eastern Waterfront

Housing enabling infrastructure unlocks land for approximately 100,000 new residents and 90,000 new jobs.



Tackle climate change and build resilience

Building climate resilience

Investing in people, communities and infrastructure to build resilience.



Tackle climate change and build resilience

Willowdale basement flooding reductions

2005 vs 2026

Legend

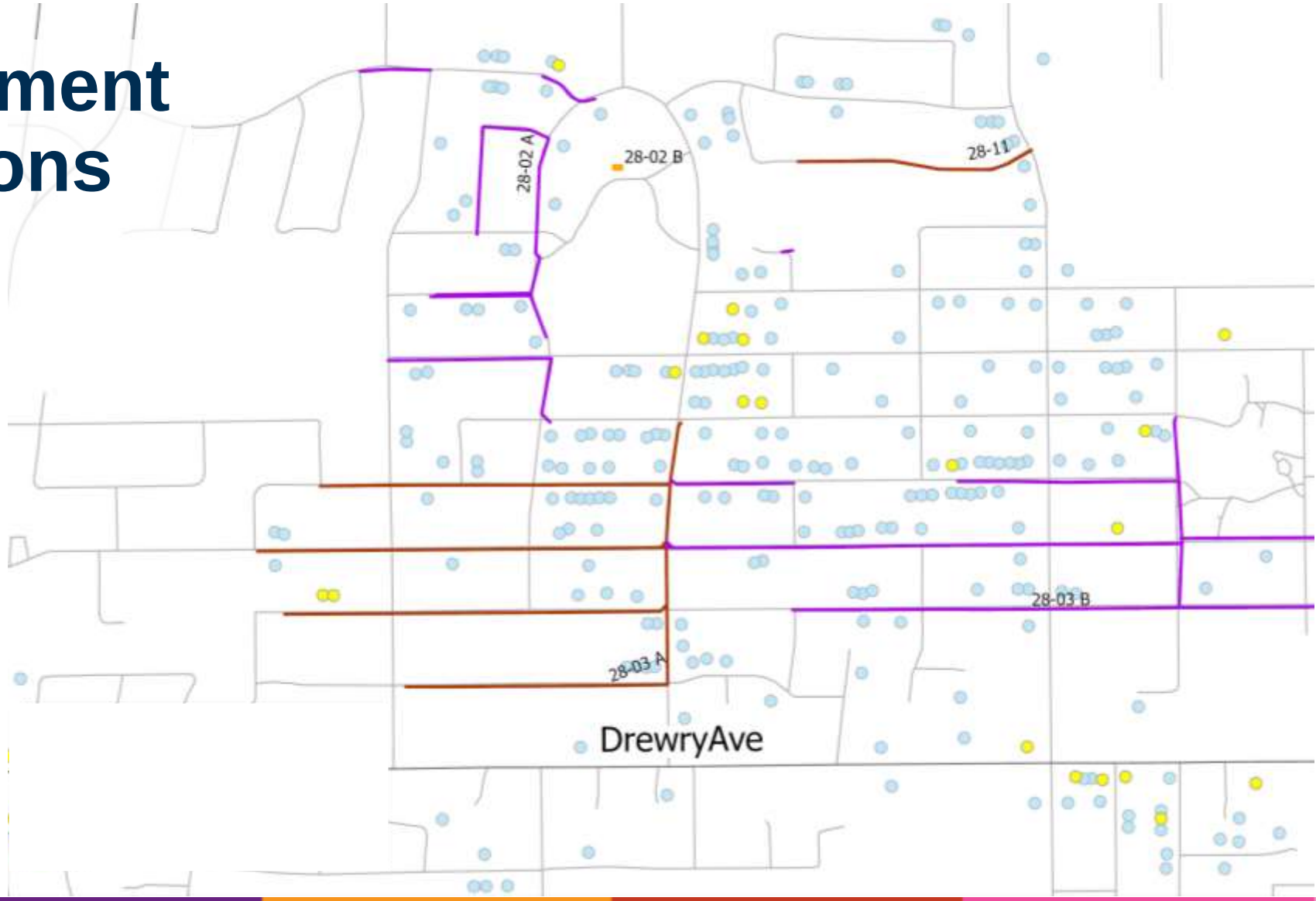
Constructed projects (year of completion)

2010 2011 2012

Reports of flooding following storms

September 2, 2026 storm

August 19, 2005 storm



A Well-run City

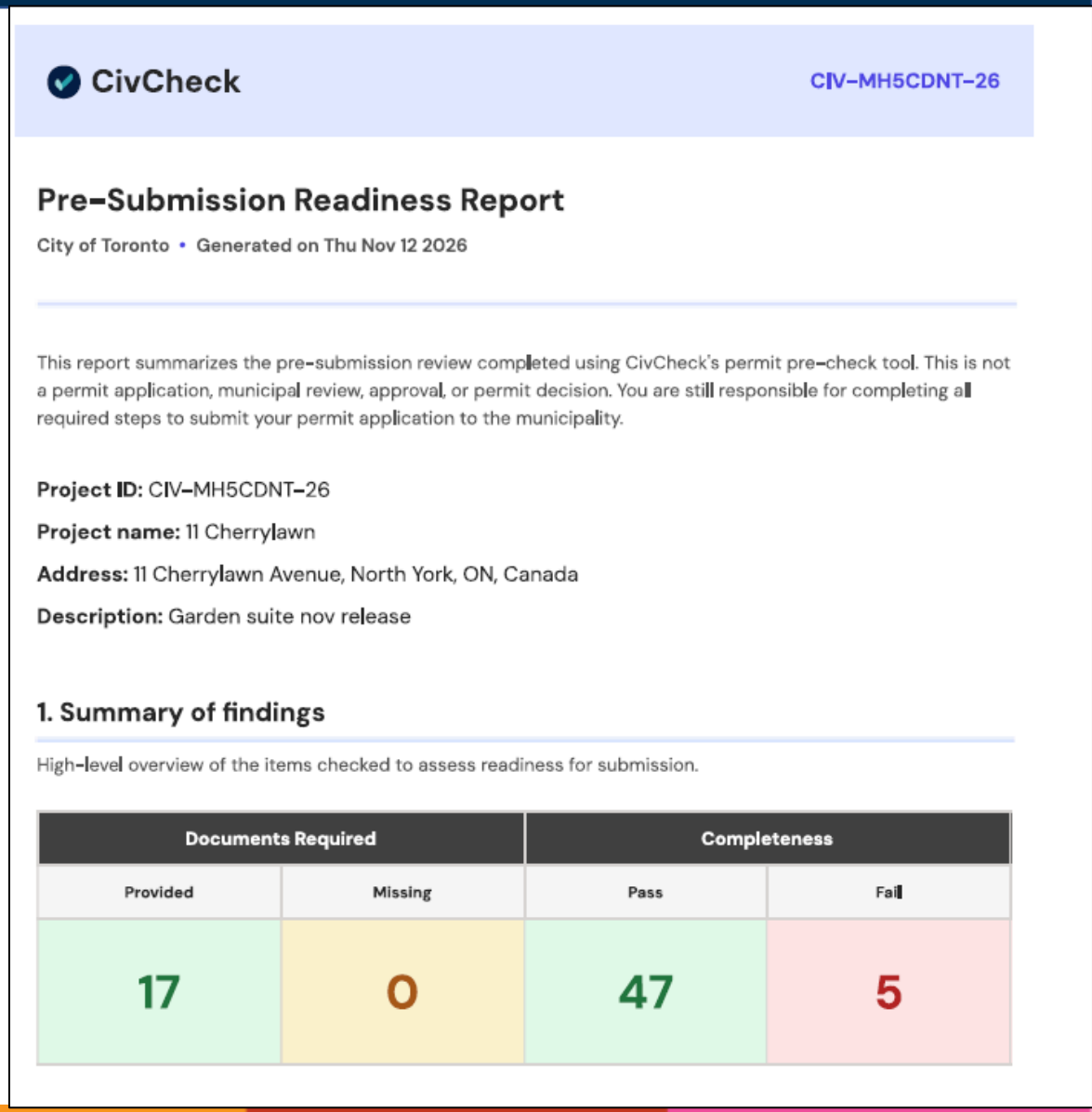
- Embracing Technology
  - Building Permit Application Pre-Check tool
- Continuous Improvement Program
- Staff deployment



A Well-run City

Building Permit Application Pre-Check tool

A one-year AI-assisted voluntary pilot program designed to help speed up residential housing approvals.



CivCheck

CIV-MH5CDNT-26

Pre-Submission Readiness Report

City of Toronto • Generated on Thu Nov 12 2026

This report summarizes the pre-submission review completed using CivCheck's permit pre-check tool. This is not a permit application, municipal review, approval, or permit decision. You are still responsible for completing all required steps to submit your permit application to the municipality.

Project ID: CIV-MH5CDNT-26

Project name: 11 Cherrylawn

Address: 11 Cherrylawn Avenue, North York, ON, Canada

Description: Garden suite nov release

1. Summary of findings

High-level overview of the items checked to assess readiness for submission.

Documents Required		Completeness	
Provided	Missing	Pass	Fail
17	0	47	5

A Well-run City

Seasonal Workforce Model

Deploying City staff where and when they are needed while maintaining year-round employment.









A Well-run City

Continuous Improvement Program

Delivering effective and efficient services that meet Toronto residents' needs.

- Public park washroom cleanliness
- Graffiti removal
- Pothole repair service
- Animal cadaver removal
- Community recreation facility cleaning
- And more!



Financial Sustainability

Continued partnerships with the Government of Canada and the Province of Ontario are putting the City on a path to long-term financial stability and sustainability:

- Housing Funding
- Ontario-Toronto New Deal
- Budget 2027



Thank you

TORONTO