

SCHEDULE E

Form of Completion Report for Plans

GMF number:	15129
Name of the Recipient:	City of Toronto
Phone, fax, e-mail, and address of lead contact:	Mark Bekkering
Date of the Report:	February 14, 2018

1. Summary of the Initiative

1. *TransformTO: Climate Action for a Healthy, Equitable and Prosperous Toronto* is a long-term climate action strategy that integrates co-benefit analysis and GHG emissions reduction efforts. It lays out a framework of ambition to 2050 identifying transformative community-wide goals in urban systems of transportation, buildings, energy and waste. In addition to long-term goals, TransformTO establishes "Leading by Example" targets for City operations, and a set of guiding principles for all climate actions to maximize community co-benefit. As the first steps towards these goals TransformTO includes a set of short-term strategies that are to be implemented immediately to increase the scale and pace of existing programs and policies, and direction to establish three community acceleration campaigns to move Toronto collectively towards our long-term transformational goals. The unique City of Toronto emissions model developed during this project will be maintained to enable continued analysis and evaluation of the ongoing impact of the plan's implementation.
2. TransformTO sought to achieve three main objectives:
 - Determine if Toronto continued with "Business-as-Planned" would we reach our GHG emissions reduction goals.
 - Identify what transformative changes to urban systems in Toronto would be needed to reach our long-term goal of an 80% reduction in GHG emissions by 2050.
 - Understand how community benefits of public health, social equity, and economic prosperity can be best maximized when undertaking climate action.
3. The lead applicant is the municipality of the City of Toronto.
4. Below is a summary of the TransformTO project process:
 - Phase 1: Preliminary community feedback was received on the project Terms of Reference, a core project team and project website were established, and an open competition for technical consulting expertise was completed. Sustainability Solutions Group (SSG) was the successful proponent.

- Phase 2: TransformTO talked to over 2000 Torontonians at community conversation roundtables, through an online workbook, at partner organization events, and via social media. An expert stakeholder advisory committee was convened and met four times (3 full days) to provide advice and technical insights. Once the final report was released publically, two webinars were hosted for residents to ask questions. Available online is the [TransformTO Community Engagement Report](#) reflecting community engagement outcomes of a shared sustainability vision. Also online is the [Final Report](#) from the stakeholder advisory group.
 - Phase 3: SSG implemented the international standard in GHG reporting created by the Global Protocol on Community GHG reporting (GPC), for Toronto's GHG emissions and established an updated baseline for 2011, supporting PCP Milestone One. In addition to the 2011 baseline a "Business-as-Planned" scenario to 2050 was also modelled to identify the level of Toronto's GHG emissions in 2050 if we continue as planned.
 - Phase 4: Technical modelling assessed actions for both the 2020 and the 2050 timeframes. The 2020 analysis confirmed that aggressive scaling up of existing programs could move our emissions trajectory towards that needed for 2050. The 2050 analysis demonstrated that with existing technologies implemented at a transformational level, the 80% reduction target could be achieved. Analysis also demonstrated the co-benefits of this kind of transformation.
 - Phase 5: In December 2016 a package of short-term strategies (2017-2020) to accelerate GHG reductions was adopted by Toronto City Council. [TransformTO Report 1](#) is available online along with its [appendices](#). The initial technical analysis provided by SSG shows that Toronto is on track to meet our 2020 target of 30% reductions from 1990 under a "Business-As-Planned" scenario. The package of activity approved by Council accelerates and enhances existing programs to move Toronto towards the needed trajectory to 2050.
 - Phase 6: In July 2017 City Council unanimously approved a framework of ambition to 2050 and outlined a reporting timeframe for updates on implementation progress.
5. There have been no significant changes in scope or costs of the Project, though the format of the final reporting has evolved, with the 2020 plan being presented to City Council in advance of the 2050 Long-term Framework. The parsing of these two deliverables required alignment be maintained between their recommendations, while allowing for flexibility to respond to any emergent 2050 priorities that we were not aware of when formulating the short-term strategies. These emergent priorities were addressed by the plan to convene three community acceleration campaigns to ensure transformational long-term GHG reductions maximize co-benefits in the following areas:
 - Mobilize Low-Carbon Communities
 - Prepare for Electric Mobility
 - Develop the Workforce for High Performance Buildings
 6. Delivering TransformTO required over \$800,000 of cash and in-kind resources. Approximately half of the project cost was in-kind staff time, and the majority of the remaining budget covered technical GHG modelling expertise from a consultant, specialized stakeholder facilitation, and outreach and communications support. The cash

costs were funded through \$275,000 in grants from FCM and The Atmospheric Fund (TAF), and existing operating budgets of the Environment and Energy Division and TAF.

7. From the City Council direction to initiate the project, to City Council adoption of the final Plan 28 months elapsed.
8. TransformTO aligns closely with existing City of Toronto plans and policies. The plan was developed in close consultation with partner City Divisions including Transportation Services, City Planning, Solid Waste Management Services, Social Development, Shelter Support & Housing Administration. The projections align with the Toronto Official Plan and its sustainability requirements, as well as the Toronto Green Standard, a mandatory requirement for all new construction to achieve environmental performance better than the Ontario Building Code. The Long-Term Waste Management Strategy sets out waste management goals for the next 30 years and aligns with TransformTO. Understanding that sustainability is social as well as biophysical, TransformTO is also aligned with the Poverty Reduction Strategy and Toronto Strong Neighbourhoods Strategy. A set of guiding principles for TransformTO establish that all climate action should deliver community benefit and build resilience. TransformTO includes both a framework of ambition and immediate actions, all of which align with cross-corporate efforts to advance sustainability goals.

2. Community Context

- a. Toronto is the fourth largest city in North America. With a population of almost 3 million people, diversity is our strength over 50% of our population being racialized and 50% being born outside of Canada. The median household income is approximately \$65,000, and Toronto's GDP is \$168 billion. With a land area of 630 km², we are a "city within a park" with almost 20% tree canopy cover over our City, and 13% of our city as maintained parkland by land-mass.
- b. The Toronto Public Service is a diverse group of professionals working across 40 Divisions and numerous Agencies and Corporations. The direct municipal staff of approximately 30,000 employees work under the senior direction of the City Manager who is accountable to City Council. Our City Council comprises of 44 Councillors and the Mayor.

3. The team: Who Was Involved?

- a. The core project team included staff from the City of Toronto Environment & Energy Division and The Atmospheric Fund (TAF) (a City of Toronto Agency):
 - Mark Bekkering – Co-Chair (City)
 - Mary Pickering – Co-Chair (TAF)
 - Linda Swanston – Project Lead (City)
 - Cecilia Fernandez – Modelling Lead (City)
 - Tamara Grossutti – Research & Engagement (City)

- Julie Leach/Tim Ehlich – Communications Manager (TAF)
- Marco Iacampo – Budget Lead (City)

The Sustainability Solutions Group Consulting team lead the technical modelling component of the project, advised by a 35 member cross-sectoral community advisory group representing the following organizations:

- | | |
|---|---|
| - Economic Development & Culture Division | - Registered Nurses' Association of Ontario |
| - Shelter Support & Housing Administration Division | - Toronto and York Region Labour Council |
| - Social Development, Finance & Administration Division | - Neptis Foundation |
| - Toronto Community Housing Corporation | - Urban Land Institute Community |
| - Toronto Public Health | - Community Benefits Network |
| - Waterfront Toronto | - Social Planning Council South |
| - Ryerson City Building Institute | - Riverdale Community Health Centre |
| | - TD Economics |
| | - Toronto Youth Cabinet |

- b. Josie Scioli has been championing the project internally within the City, advancing it with senior management across the organization.

Josie Scioli
 Chief Corporate Officer
 Josie.Scioli@toronto.ca
 416-397-4156

Paul Antz a member of the TransformTO Modelling Advisory Group representing the Toronto Climate Action Network. He has done significant work to promote the project and engage communities in consultations.

Paul Antz
 pantze@yorku.ca

4. Environmental, Economic and Social Benefits of the Initiative

a/b. Social and environmental goals were established in a set of Guiding Principles for all climate action. These principles include social equity, poverty reduction, and community and infrastructure resilience. By establishing guiding principles all climate action must support improved social and environmental outcomes.

c. Two climate action Guiding Principle adopted through TransformTO include enhancing and strengthening the local economy, and maintaining and creating good quality local jobs. These objectives seek to ensure that all climate action also benefits local prosperity. Analysis of the actions required to achieve Toronto's low carbon target suggest that two-thirds of the GHG reduction actions will pay for themselves across the projects' lifetime. It is also estimated that implemented a fully low-carbon future could create 327,000 person years of employment.

5. Outcomes and Next Steps

- a. TransformTO provides a long-term framework to guide municipal decision-making across City operations and planning efforts. After the plan was adopted in July 2017 resources to support implementation were requested through the 2018 budget process and approved in February 2018. These resources will enable action to start on the short-term strategies approved, and also directions that community leaders be convened to deliver three Community Acceleration Campaigns focused on long-term transformation.
- b. TransformTO's implementation has three central components:
 1. A "Leading by Example" program of activity will be led by the Deputy City Manager for Internal Corporate Services, creating accountabilities with Divisional leadership to reduce GHG emissions from City of Toronto operations more quickly than the established community-side targets.
 2. A set of short-term strategies across Divisions will be implemented to accelerate the pace and scale of successful existing GHG reduction programming. These programs are already achieving local GHG reductions and will be expanded.
 3. Three Community Acceleration Campaigns will be convened by the TransformTO Coordination Team. The TransformTO Coordination Team will also oversee the reporting and monitoring of implementation progress. With every new term of Council an updated 4-year implementation plan will be brought forward.
- c. The "Leading by Example" program for corporate operations will transform City of Toronto operations. Already the Toronto Transit Commission has expressed the intention to procure 60 electric buses in the next few years. All new construction of City of Toronto facilities will be near-zero GHG emissions by 2026. Toronto's Green Fleet plan is being accelerated with additional resources, and significant additional resources are being added to our internal corporate energy conservation and demand management program.

6. Lessons Learned and Knowledge Sharing

- a. Were we to undertake this type of project again we would consider preparing multiple low-carbon scenarios through the modelling to allow different pathways to GHG reduction to be compared and contrasted. The discussion about which low-carbon actions to pursue occurred within the context of our community advisory group and was incredibly valuable, so extending this to a broader constituency would be beneficial.
- b. Engaging the public early in the development of the plan to solicit initial ideas prior to undertaking technical scenario development was critical to building necessary public support and definitely something we would do again.
- c. Developing a plan of this complexity was a vast multi-stakeholder endeavour and coordinating the interests of internal and external stakeholders required significant resources and transparent processes. Clear and frequent communication with all involved stakeholders including elected representatives was essential to overcoming any challenges to project's progress.
- d. The modelling approach undertaken by TransformTO has become the foundation for a proposed Province of Ontario [Draft community GHG Emissions Planning Guideline](#) . We also developed a [community consultation kit](#) that residents and stakeholders could use to host their own consultations and provide feedback to inform the Strategy development process.
- e. We would be happy to showcase TransformTO through FCM channels.

7. Publicity and Outreach

- a. TransformTO has been recognized in multiple online and print news outlets including profiles in the Toronto Star. Media promoted the initial consultation activities, and as the implementation has initiated media coverage has references the contribution of activities to achieving the TransformTO goals. The project won the Canadian Urban Institute's David Crombie Award for Urban Leadership in 2017.
- b. The TransformTO project website provides access to all the project materials and reports: <https://www.toronto.ca/services-payments/water-environment/environmentally-friendly-city-initiatives/transformto/>

8. Contacts

- a. Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.

Linda Swanston
 Program Manager (Acting)
 55 John St.

Toronto, ON
M5V 3C6
416-397-0311
Linda.swanston@toronto.ca

- b. In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.

Environment & Energy Division
55 John St.
Toronto, ON
M5V 3C6
eed@toronto.ca

© 2018, **City of Toronto**. All Rights Reserved.

The preparation of this plan was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.