Toronto Office of Recovery and Rebuild

COMMUNITY & STRATEGIC ALLIANCES THEME

Discussion Guide for Toronto's Community Agencies
About this Discussion Guide

While the City of Toronto continues to work on reducing the spread of COVID-19 and ensuring the delivery of essential and critical City services, we are also working to prepare for Toronto's recovery in the weeks and months to come.

Since the outset of the COVID-19 pandemic, the City has received input on how best to respond, recover, and rebuild our city through outreach done by the Mayor's Economic Support and Recovery Task Force, the joint City and United Way Greater Toronto Community Coordination Plan, and through voluntary, proactive outreach from residents, businesses, and non-profit organizations. This feedback has helped shape the City's response to the crisis and will also help shape future actions to recover and rebuild.

As part of this process, the City has temporarily established the Toronto Office of Recovery and Rebuild (TORR) to coordinate engagement and research to inform city-wide recovery strategies and recommendations to rebuild and reimagine how the City delivers programs and services.

Recovery and rebuild is a long-term process, and will require further and ongoing engagement as we move forward. At this point in time, TORR is seeking input to inform a report that will be submitted to City Council in September 2020 on the City's recovery and rebuild strategy.

The Community & Strategic Alliances theme of TORR is engaging vulnerable communities and community agencies to ensure the needs of Toronto's communities hardest hit by the pandemic are prioritized through the City’s recovery and rebuild process.

We are interested in hearing from you

As part of this engagement process, community-based agencies are being invited to provide their input. Please note that a separate resident engagement process is being led through Social Planning Toronto.

Note: The Toronto Office of Recovery and Rebuild has an overarching survey available at www.toronto.ca/recoveryrebuild with a deadline of June 30.

The following process was established to ensure dedicated engagement with community agencies that support vulnerable communities; if your organization has already completed the overarching survey we still want to hear from you!

Please use this discussion guide to have conversations within your agency, and provide your answers by July 24, 2020 through the online survey available at https://bit.ly/2Bsbl8C.

If you are unable to provide your responses through the survey, completed discussion guides can be submitted by e-mail to neighbourhoods@toronto.ca.

All input will be reviewed by the Toronto Office of Recovery and Rebuild. Input from stakeholders will be summarized and posted to www.toronto.ca/open.

Background Information

COVID-19 is having significant health, social and economic impacts on all Torontonians, but there is a greater and disproportionate impact on vulnerable communities including Black, Indigenous, and other equity-seeking and vulnerable populations. Community agencies that support vulnerable residents have also been adversely impacted, including through a loss of revenue, office closures, cancellations of programs and services, and significant human resource challenges.

In addition, pre-existing critical issues related to transit and traffic congestion, housing affordability and economic disparity, climate change and resilience, health and well-being, continue and have been further challenged by COVID-19. All of these issues will need to be considered through the engagement strategy and will factor into the preparation of recommendations to the City's senior leadership and City Council.

Toronto's success will increasingly depend on our relationships with other levels of government, Indigenous communities, business and community partners and the residents of Toronto. It will also rely on our ability to secure sustainable funding. Public health guidance from all three levels of government will guide the pace of decisions and actions, and our ability to rebuild Toronto for the better.
Toronto’s recovery plans are guided by the advice of public health officials and the Province of Ontario’s Framework for Reopening our Province. As the Provincial government moves through their phased approach, the City will review the health and safety impacts to Torontonians and how to implement the Province’s directions. The City will need to determine how to adjust services, programs or operations to meet physical distancing on public transit, in public spaces, and at childcare facilities as more people return to work, school and daily activities.

The recovery and rebuild decisions we make must consider the personal, social and financial impact of the pandemic on Torontonians, including those who have been hardest hit by COVID-19.

Flexibility and adaptability are essential as Toronto moves to a “new normal”. As the city recovers and rebuilds, we must be responsive to any further spread, decline, or surges of COVID-19 and adjust our actions accordingly. This will mean constant monitoring and responding in addition to implementing recovery measures.

For more information on the roles and responsibilities of the different levels of Government during COVID-19, please see Appendix A.

For an infographic on the phases of Toronto’s recovery and rebuild process, please visit Appendix B.
Questions – Please use this space to take notes and gather your ideas. Please submit your answers online at https://bit.ly/2Bsbl8C

1. How has your agency been impacted by the COVID-19 pandemic? Please select all that apply.
   - [ ] Had to temporarily close down or adjust services
   - [ ] Moved program and service delivery online
   - [ ] Had to increase hours due to increased demand for programs and services
   - [ ] Remained closed and unable to offer any programs or services
   - [ ] Lost funding from program partners or donors
   - [ ] Lost revenue from user fees
   - [ ] Had to reduce staff work hours
   - [ ] Had to lay off employees due to financial constraints
   - [ ] Hired additional staff
   - [ ] Lost volunteers
   - [ ] Had employees that contracted COVID-19
   - [ ] Had clients that contracted COVID-19
   - [ ] Developed new partnerships to continue to deliver programs and services
   - [ ] Had to apply to the Canada Emergency Wage Subsidy (CEWS) to maintain staffing levels
   - [ ] Ineligible for federal or provincial supports (e.g. Canada Emergency Wage Subsidy, Canada Emergency Business account)
   - [ ] Other, please specify: ___________________________

2. Please provide any additional information on how your agency has been impacted by the COVID-19 pandemic, if not reflected in the previous question.

   Please do not provide any personal information in your response.
3. Please identify whether your agency needs any of the following supports as the city begins to re-open, as and as we move through recovery and rebuild. For each support you select, please identify whether it is a short-term (0-6 months), medium-term (6-18 months), or long-term (18+ months) priority. If it is not a priority for your agency, please select not applicable (“N/A”).

<table>
<thead>
<tr>
<th>Support</th>
<th>Short-term (0-6 months)</th>
<th>Medium-term (6-18 months)</th>
<th>Long-term (18+ months)</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public health guidance and information about COVID-19</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Workplace modification supports (e.g. plexiglass barriers)</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Non-medical cloth masks or personal protective equipment (PPE)</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Technology supports (e.g. devices, remote meeting technology)</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Funding stabilization or flexibility</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Additional funding</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Rent or mortgage supports</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Financial supports for businesses and agencies (e.g. wage subsidies, tax relief)</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Access to larger space to accommodate physical distancing requirements</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Community coordination support (e.g. City-United Way Community Coordination Plan)</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
<tr>
<td>Other, please specify</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
</tr>
</tbody>
</table>
4. Please identify any additional supports needed for your agency for recovery and rebuild not listed in the question above, and indicate whether they are a short-term, medium-term, or long-term priority.

Please do not provide any personal information in your response.

5. When it comes to your workplace or agency, what are you thinking about as you consider the post-pandemic approach and economic recovery? Please select all that apply.

☐ The health and wellness of employees
☐ Maintaining cleaning and disinfection measures
☐ Recruiting talent or staffing availability
☐ Employee training
☐ Having enough demand from clients when we reopen
☐ Childcare for staff
☐ None of the above
☐ Other, please specify: __________

6. What is needed to help your agency prepare for a potential second wave of COVID-19?

☐ Public health guidance and information about COVID-19
☐ Workplace modification supports (e.g. plexiglass barriers)
☐ Non-medical cloth masks or personal protective equipment (PPE)
☐ Technology supports (e.g. devices, remote meeting technology)
☐ Funding stabilization or flexibility
☐ Additional funding
☐ Rent or mortgage supports
☐ Financial supports for businesses and agencies (e.g. wage subsidies, tax relief)
☐ Access to larger space to accommodate physical distancing requirements
☐ Ongoing community coordination support (e.g. City-United Way Community Coordination Plan)
☐ Other, please specify: __________
7. What has your agency learned from the COVID-19 response that can inform preparation for a possible second wave of COVID-19? (e.g. importance of funding flexibility to respond quickly or list of essential services)

*Please do not provide any personal information in your response.*

---

8. Has your agency identified any specific populations that have been particularly vulnerable to the impacts of COVID-19? If so, please select all that apply from the list below.

- □ Seniors (70+)
- □ Isolated persons
- □ Low-income individuals and families
- □ Homeless or precariously housed individuals
- □ Indigenous peoples
- □ Black Torontonians
- □ Racialized communities
- □ Newcomers, refugees, or refugee claimants
- □ International students
- □ Undocumented Torontonians
- □ Youth
- □ Women
- □ LGBTQ2S+ communities
- □ Residents living in congregate living situations (e.g. rooming houses)
- □ Persons with disabilities
- □ Other, please specify: ________________
9. Given existing long-standing constraints and the potential financial impacts of COVID-19, where do you see an opportunity for the City, other levels of government, and community partners to work differently and to improve programs or services to better serve vulnerable residents?

*Please do not provide any personal information in your response.*

10. Do you have any recommendations on how to create jobs and boost local economic development in the COVID-19 recovery and rebuild process? How can the City and/or other levels of government support these solutions?

*Please do not provide any personal information in your response.*

11. What are the critical issues and needs you see for your clients related to climate change and resilience during the COVID-19 recovery over the short and long-term?

*Please do not provide any personal information in your response.*
12. Do you have any other comments or input that you would like the City to consider in planning for the COVID-19 recovery and rebuild process?

*Please do not provide any personal information in your response.*
Agency Questions

The following questions are all optional. If you do not want to provide a response, please indicate "Prefer not to answer."

13. Please provide your agency's postal code (e.g. M5H 2N2):


14. What types of programs or services does your agency provide? Please select all that apply.

☐ Anti-racist service delivery
☐ Arts and culture
☐ Black, African, Caribbean community services and supports
☐ Children's services
☐ Education and research
☐ Environment
☐ Employment and training
☐ Ethno-specific services
☐ Faith-based services
☐ Grants, fundraising, and voluntarism
☐ Health and mental health
☐ Homelessness
☐ Human and social services
☐ Immigration and settlement
☐ Indigenous services and supports
☐ Law, advocacy and politics
☐ LGBTQ2S+ programs and services
☐ Sports and recreation
☐ Social housing
☐ Services and supports for racialized residents
☐ Seniors programs and services
☐ Services and supports for people with disabilities
☐ Women's programs and services
☐ Youth programs and services
☐ Other, please specify: ______
☐ Prefer not to answer
15. Do you serve a specific target population?

- No, our service population is universal
- Yes
- Prefer not to answer

  - If yes, please select all that apply:
    - Women
    - Youth (age 19-29)
    - Seniors (age 65+)
    - Indigenous peoples (First Nations, Inuit, or Métis)
    - Racialized groups
    - Black communities
    - Newcomers, immigrants and refugees
    - Undocumented Torontonians
    - People with disabilities
    - Trans or non-binary people
    - Lesbian, gay, bisexual or queer (LGBQ+) people
    - Two-Spirit people
    - People living on low incomes
    - Other
    - Prefer not to answer

16. How many paid employees does your agency have? Please indicate based on usual operations.

- 0
- 1-5
- 6-10
- 11-20
- 21-100
- Over 100
- Prefer not to answer

17. What is your agency's annual operating budget?

- 0 - $99,999
- $100,000 - $249,999
- $250,000 - $499,999
- $500,000 - $999,999
- $1,000,000 - $10,000,000
- Over $10,000,000
- Prefer not to answer

18. If desired, please provide your agency name. Please note, this is an optional question and will be used only for the purposes of better understanding the agencies that have participated in the process.

- Agency Name: __________
- Prefer not to answer
THANK YOU FOR YOUR SUBMISSION!

All of your comments will be reviewed by the Toronto Office of Recovery and Rebuild to inform the City’s recovery and rebuild priorities. A summary of key themes emerging from the stakeholder engagements will be published online and the final report of the Toronto Office of Recovery and Rebuild will be made public when the report is submitted to Toronto City Council in September 2020.

NOTES:
## Appendix A: Roles and Responsibilities of Government during COVID-19

<table>
<thead>
<tr>
<th>Municipal - Toronto</th>
<th>Provincial - Ontario</th>
<th>Federal - Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilities (water, wastewater, garbage)</td>
<td>Schools</td>
<td>Income Tax</td>
</tr>
<tr>
<td>Transit (TTC)</td>
<td>Hospitals/Healthcare</td>
<td>Mortgages</td>
</tr>
<tr>
<td>Roads</td>
<td>Supports for employers/employees</td>
<td>Borders</td>
</tr>
<tr>
<td>Emergency Services (Police, Fire, Paramedics)</td>
<td>COVID Testing</td>
<td>RCMP/Military</td>
</tr>
<tr>
<td>Municipal Enforcement</td>
<td>Justice</td>
<td>Student Loans</td>
</tr>
<tr>
<td>City Hall</td>
<td>Highways</td>
<td>Airports</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>School Taxes</td>
<td>International Travel</td>
</tr>
<tr>
<td>Culture &amp; Recreation</td>
<td>Safety Orders / Enforcement</td>
<td>Safety Orders / Enforcement</td>
</tr>
<tr>
<td>Family &amp; Community Supports</td>
<td>Economic Stimulus</td>
<td>Income supports</td>
</tr>
<tr>
<td>Affordable/Social Housing</td>
<td>Transit (Metrolinx, GO Transit)</td>
<td>(Employment Insurance, Canada Emergency Response Benefit,</td>
</tr>
<tr>
<td>COVID-19 case and contact management</td>
<td>Post-Secondary institutions</td>
<td>Canada Child Benefit)</td>
</tr>
<tr>
<td>Long-term care</td>
<td>Long-term care</td>
<td>Economic Stimulus</td>
</tr>
<tr>
<td></td>
<td>Environmental protection</td>
<td>Environmental protection</td>
</tr>
</tbody>
</table>
Appendix B: Phases of Toronto's Recovery & Rebuild Process

Hearing from you
The following infographic outlines the phases of Toronto's recovery and rebuild process.

The Phases

1. The Restart/Reopen phase will include gradually resuming City programs and services and gradually reopening businesses and private-sector services.

2. The Recovery phase will involve implementing plans in partnership with other levels of government to support social and economic recovery once the pandemic begins to subside.

3. The Rebuild and Reimagine phase will involve exploring opportunities for new ideas and partnerships related to how services and programs are delivered.