

TORONTO

THE ACCIDENTAL METROPOLIS

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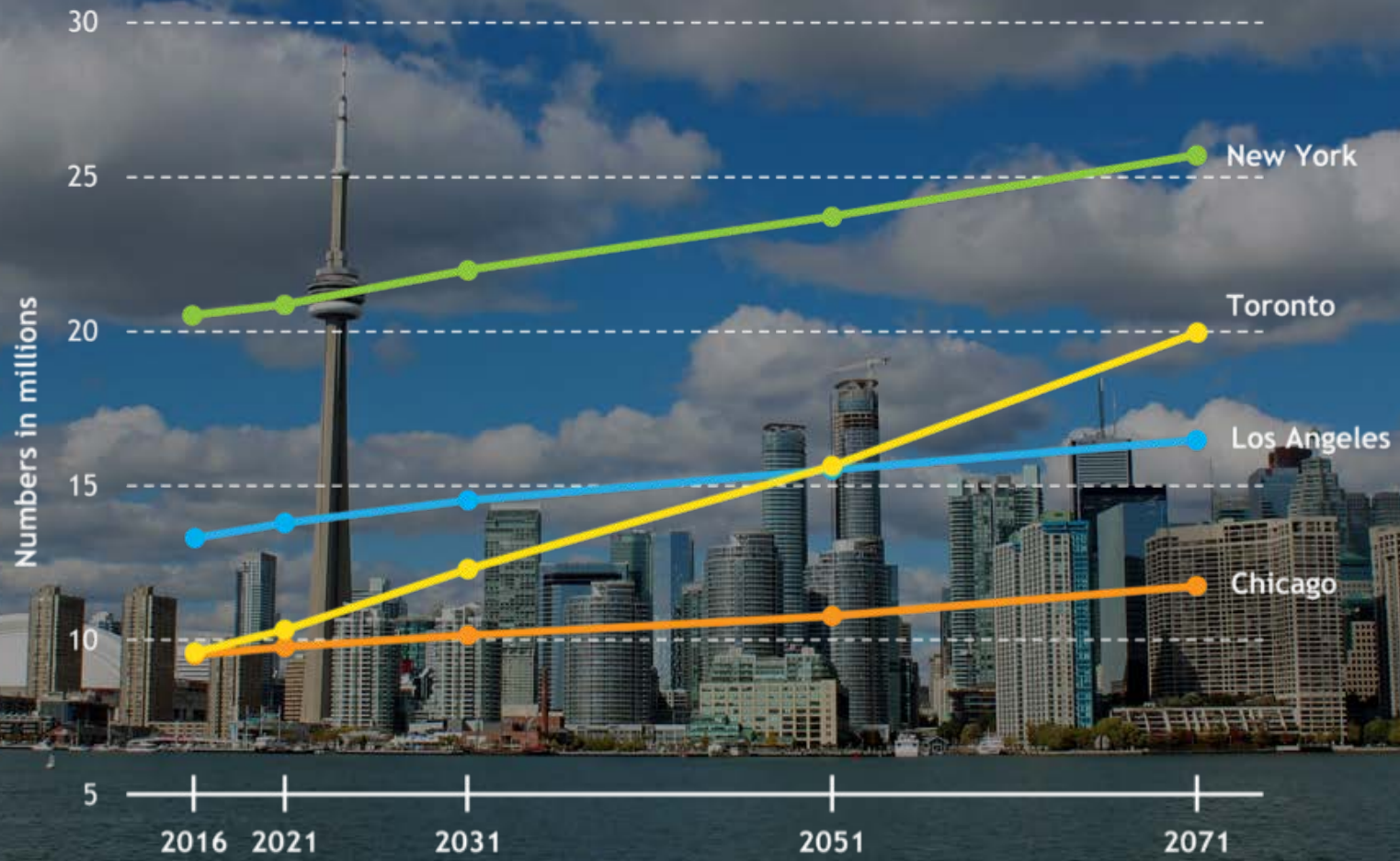


Photo: Jamie McCaffrey/Flickr



TORONTO IS A HUGE SUCCESS

How did this happen?



Source: Tom McCormack, Metro Economics

// Fastest Growing City in Developed World



// Downtown Development – 2000



// Downtown Development – 2025

WHERE IN THE
WORLD IS *TORONTO?*

RANKING OF RANKINGS

Rank	City	Score
1	New York	48
2	London	40
3	Tokyo	29
4	Hong Kong	21
5	Paris	19
6	Singapore	17
7	Los Angeles	13
8	Seoul	11
9	Vienna	10
10	Stockholm	9
10	Toronto	9
12	Chicago	8
13	Sydney	5

CITIES OF OPPORTUNITIES, 2018

	Intellectual Capital and Innovation	Technology Readiness	City Gateway	Transportation and Infrastructure	Health, Safety, and Security	Sustainability and the Natural Environment	Demographics and Livability	Economic Clout	Ease of doing business	Cost	Score
LONDON	184	142	187	130	133	115	162	152	194	67	1,466
SINGAPORE	136	167	146	174	136	95	108	107	209	99	1,377
TORONTO	166 5th	121 9th	99 10th	126 9th	150 2nd	151 4th	147 6th	98 9th	182 3rd	126 1st	1,366
PARIS	168	121	169	130	125	143	165	110	163	66	1,360
AMSTERDAM	166	140	146	117	134	145	151	101	143	91	1,334
NEW YORK	158	140	142	133	111	106	165	142	158	69	1,324
STOCKHOLM	146	139	84	152	137	168	133	101	173	83	1,316
SAN FRANCISCO	171	126	96	141	121	136	157	126	144	84	1,302
HONG KONG	131	129	159	122	122	100	129	98	205	95	1,290
SYDNEY	147	100	97	129	140	168	122	116	135	91	1,245
SEOUL	136	115	136	122	117	151	119	88	156	98	1,238
BERLIN	131	83	108	142	137	143	146	70	146	124	1,230
CHICAGO	146	104	110	139	111	124	133	82	147	116	1,212
LOS ANGELES	151	118	95	103	114	111	158	84	153	125	1,212
TOKYO	149	123	153	106	153	108	122	91	134	70	1,209

A nighttime photograph of the Toronto skyline. The scene is dominated by the curved, illuminated towers of the Toronto City Hall. In the foreground, a large fountain with multiple jets of water is lit up with vibrant purple and pink lights. The word "TORONTO" is displayed in large, glowing letters across the middle of the image. The sky is a deep blue, and other city buildings are visible in the background, some with lights on. The overall atmosphere is modern and urban.

**WHAT ARE THE KEY
DRIVERS OF
THE GLOBAL CITY?**

TORONTO

Airports

32nd (total passengers)

22nd (international passengers)

TORONTO IS BECOMING A GLOBAL MEGA-HUB



TABLE 2. Passenger growth of Pearson and its peer airports

Airport	Passenger Growth Rate %, 2016
Pearson	8.0
Los Angeles	8.0
Dubai	7.2
Beijing Capital	5.0
John F. Kennedy	3.4
Hong Kong	3.0
Chicago O'Hare	1.8
Heathrow	1.0
Charles de Gaulle	0.3
Frankfurt	-0.4

SOURCE: The Port Authority of NY & NJ. "Airport Traffic Report", 2016, <https://www.panynj.gov/airports/pdf-traffic/ATR2016.pdf>.

TORONTO PEARSON CONNECTIVITY

Rank	Airport	Country	Connectivity Index
1	LHR	United Kingdom	379
2	FRA	Germany	307
3	AMS	Netherlands	299
4	ORD	USA	295
5	YYZ	Canada	271
6	SIN	Singapore	257
7	CGK	Indonesia	256
8	ATL	USA	256
9	KUL	Malaysia	242
10	CDG	France	242
11	LAX	USA	235
12	HKG	Hong Kong	233



Universities

22nd



Innovation 8th

MaRS, Toronto

Source: Innovation Cities Index 2016-17: Global Rankings.

An aerial photograph of a city skyline, likely New York City, showing a dense concentration of skyscrapers. A semi-transparent blue rectangular overlay covers the central portion of the image, serving as a background for the text.

Financial Services

7th



GLOBAL LEADERS

(City of London Global Financial Centres)

1. London
2. New York
3. Hong Kong
4. Singapore
5. Tokyo
6. Shanghai
7. Toronto



Culture 4th



Housing Costs

(in absolute costs)

18th

A photograph of a row of colorful, multi-story houses with porches and gardens along a sidewalk. The houses are in various colors including red brick, grey, and blue. The foreground is filled with lush green plants and flowers. A sidewalk runs along the left side of the houses. The text 'Housing Costs' is overlaid in white on a semi-transparent blue background, with '(in purchasing power)' below it. The text '7th' is also overlaid in white on the same background.

Housing Costs

(in purchasing power)

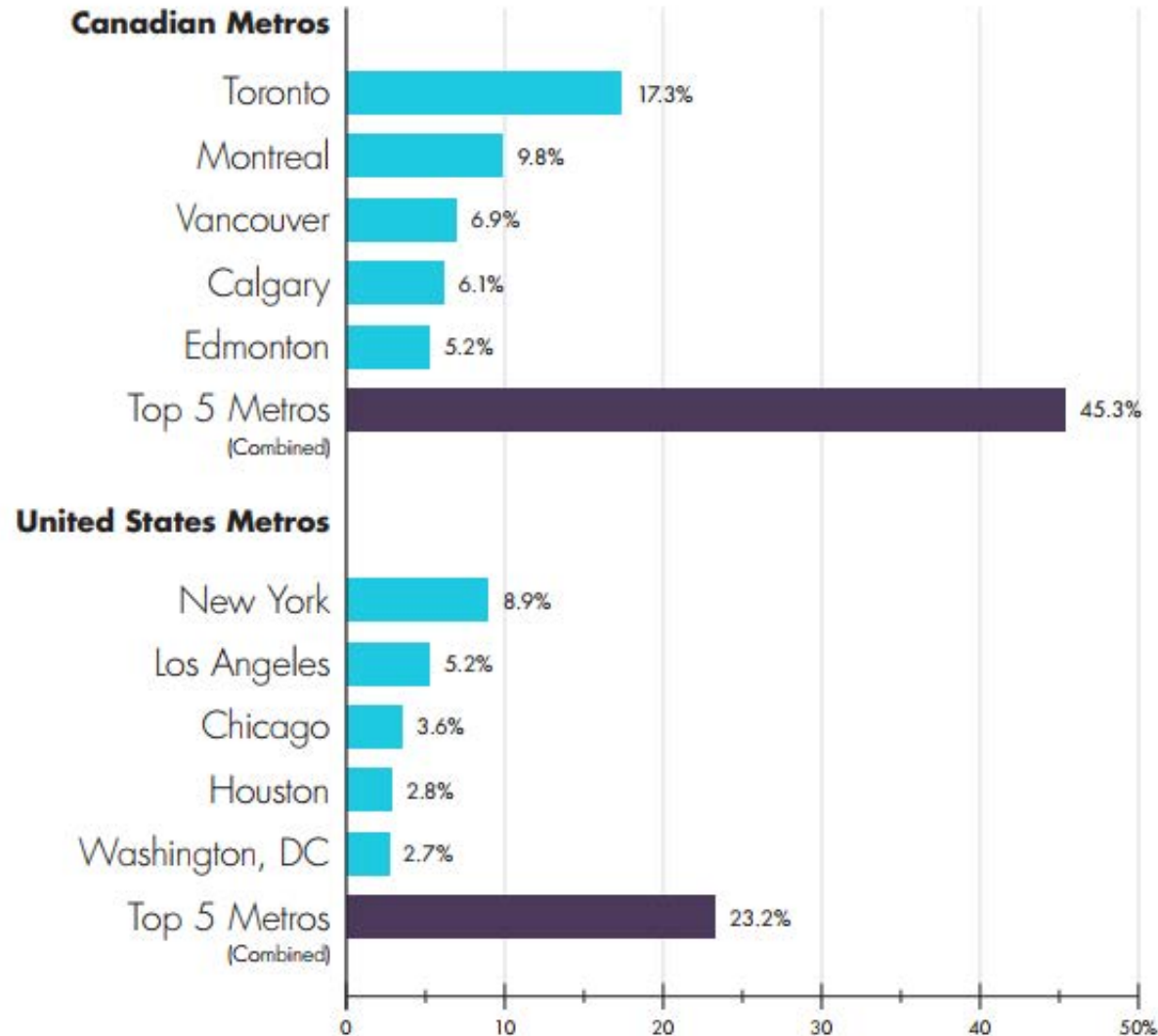
7th

An aerial photograph of a dense urban skyline, likely New York City, featuring numerous skyscrapers and buildings. A semi-transparent blue overlay is centered over the image, containing the text "Office Rents" and "16th".

Office Rents

16th

— SHARE OF TOTAL ECONOMIC OUTPUT —





WHY HAS TORONTO BECOME SUCH A SUCCESS?

An aerial photograph of a busy city intersection, likely in San Francisco, showing a large crowd of pedestrians crossing the street. The scene is overlaid with a semi-transparent blue rectangle. The word "Immigration" is written in large, white, sans-serif font across the center of this rectangle. The background shows cars, crosswalks, and street signs, including a "SINBAD" sign on a utility pole.

Immigration

An aerial photograph of a busy city intersection. The scene is filled with pedestrians crossing the street at various points, and several cars are visible at the corners. A large, semi-transparent blue rectangular box is overlaid in the center of the image, containing white text. The text is arranged in three lines: a large title, and two smaller lines of text on either side of the bottom line.

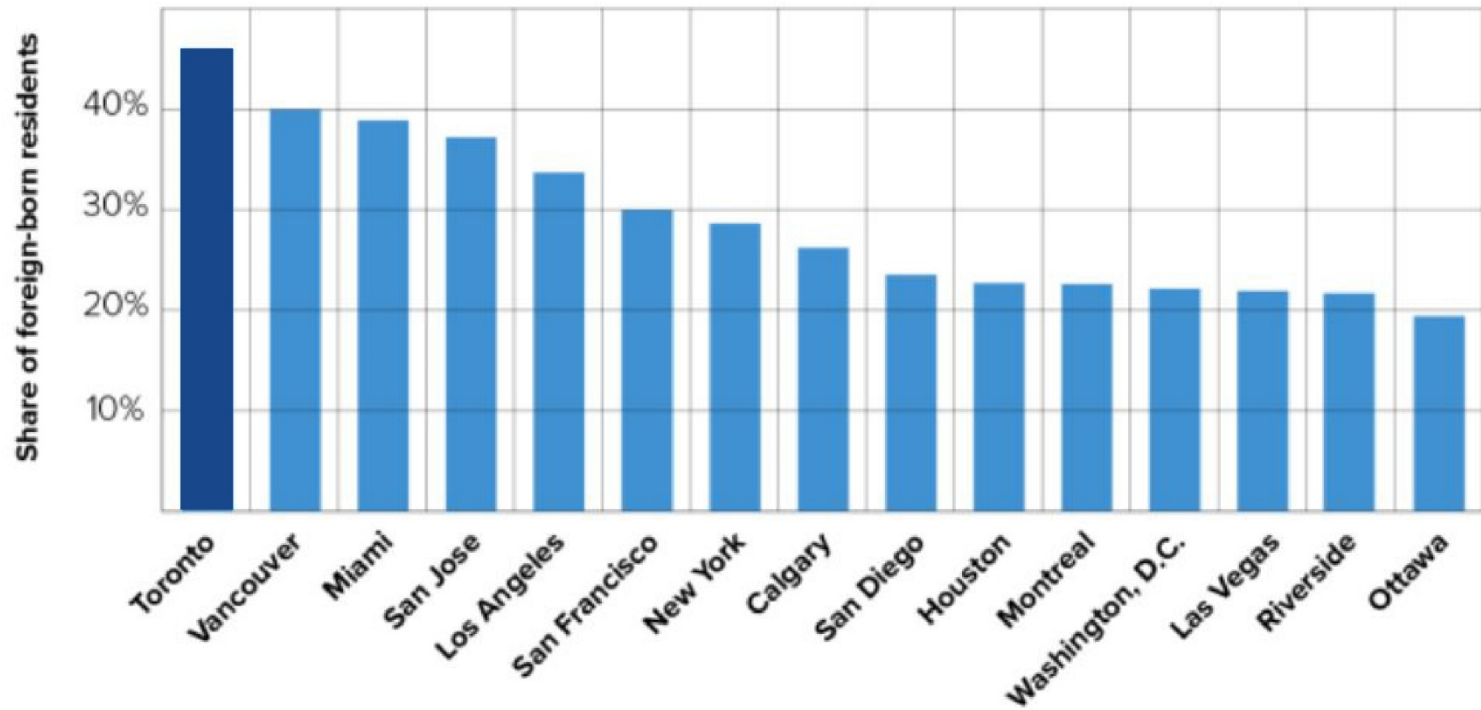
The world's first 50/50 city

50%+ not born
in Canada

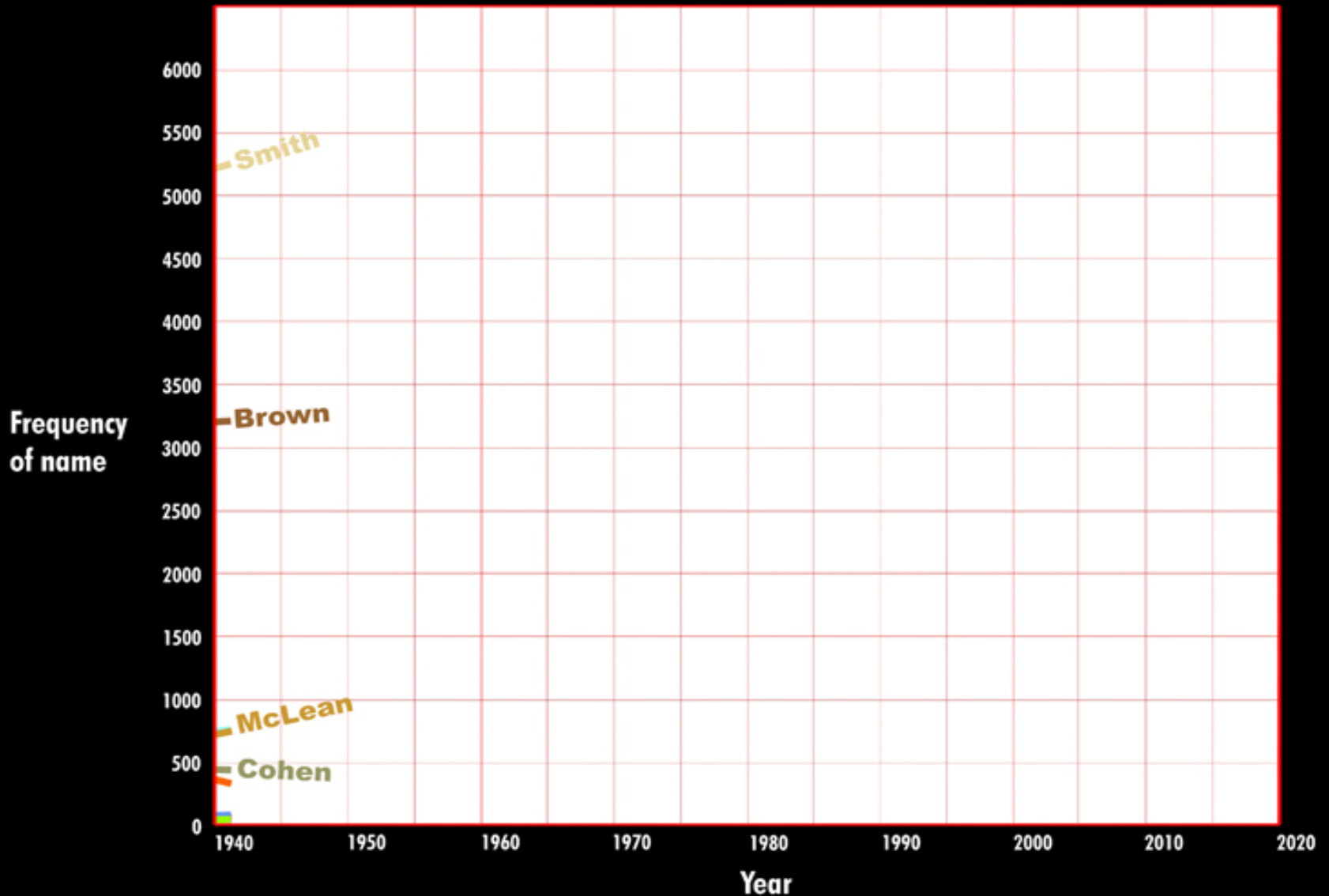
50%+ visible
minorities

FOREIGN-BORN RESIDENTS

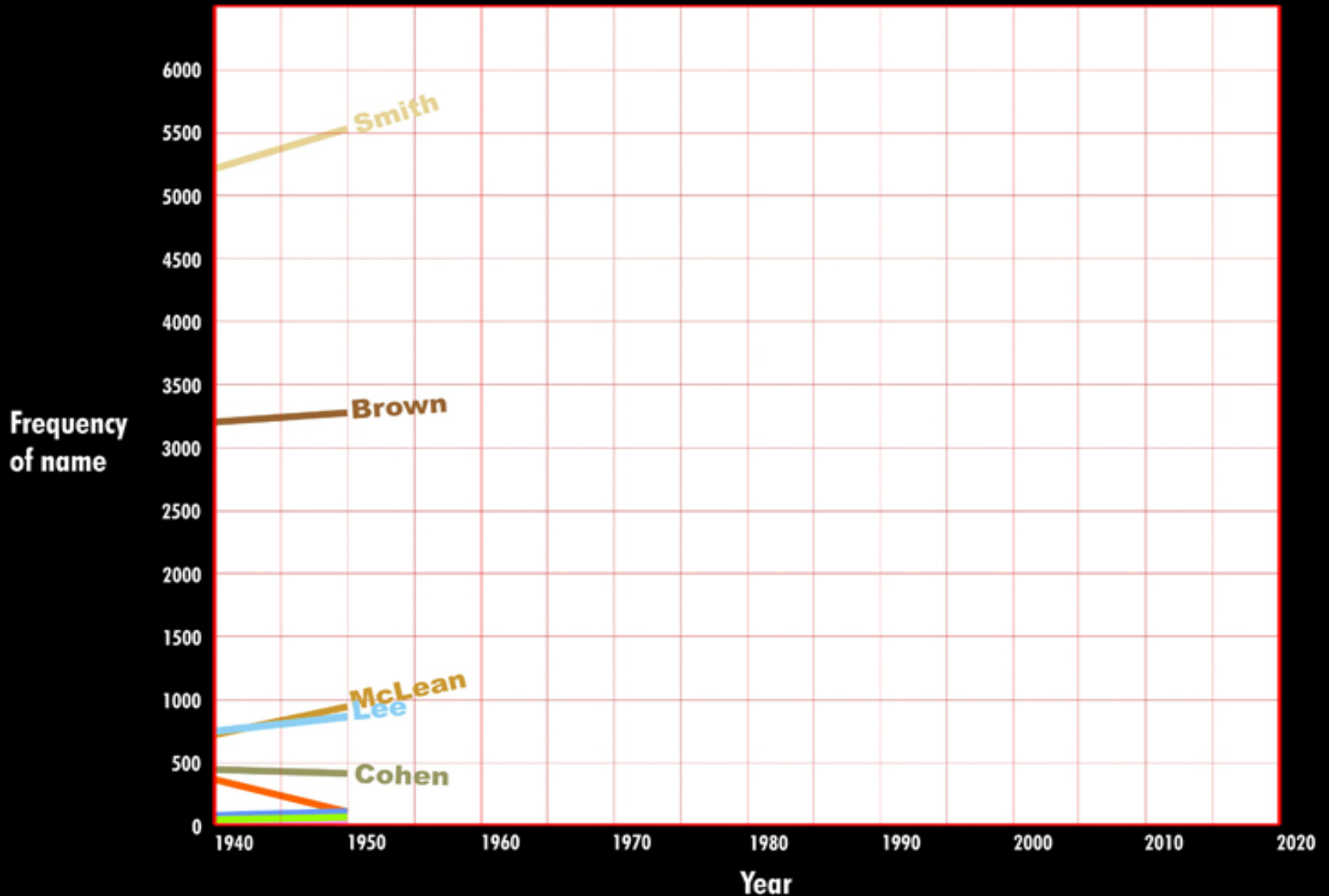
U.S. and Canadian Metros with Highest Shares of Foreign-Born Residents



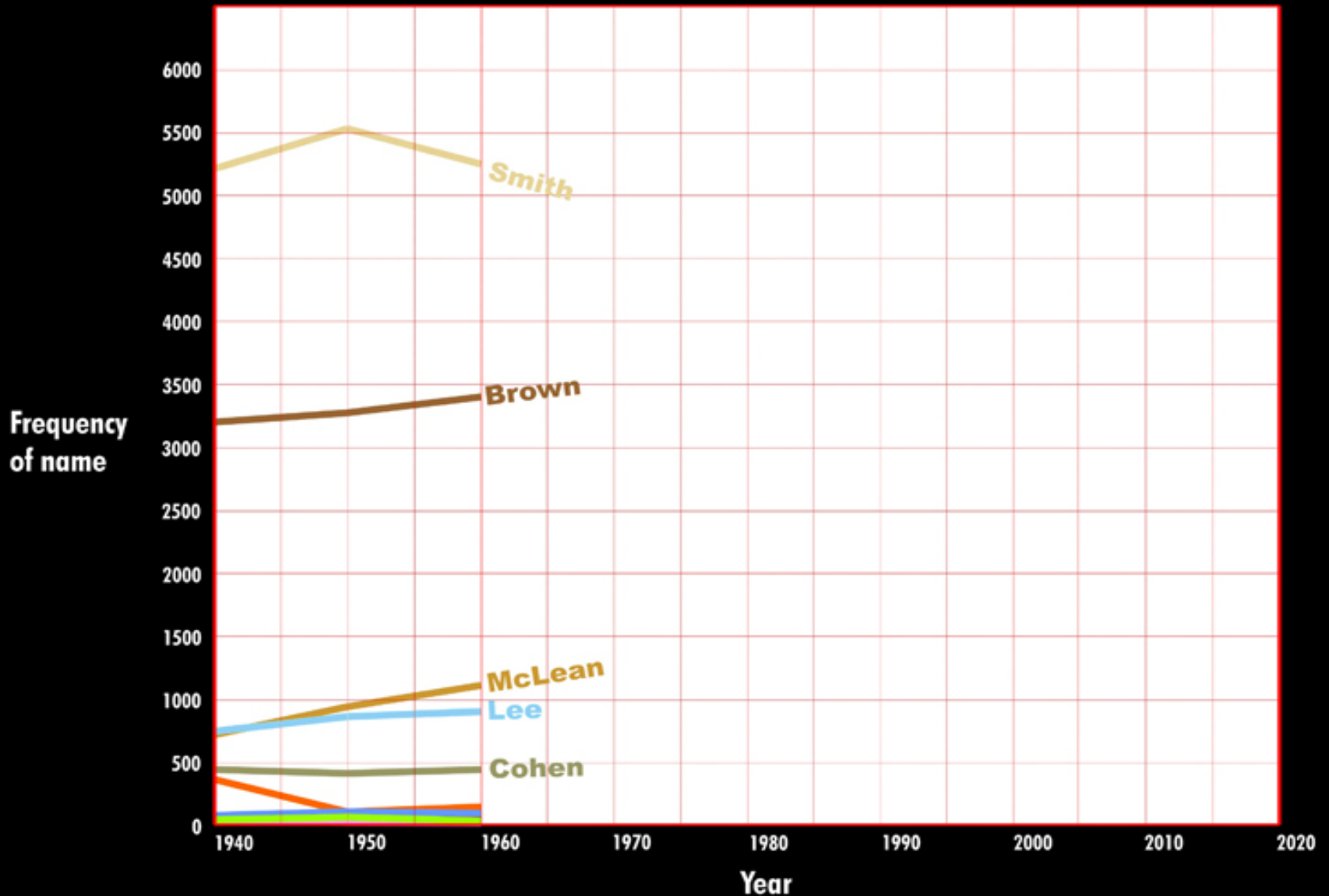
FREQUENCY OF NAMES IN TORONTO PHONE BOOK



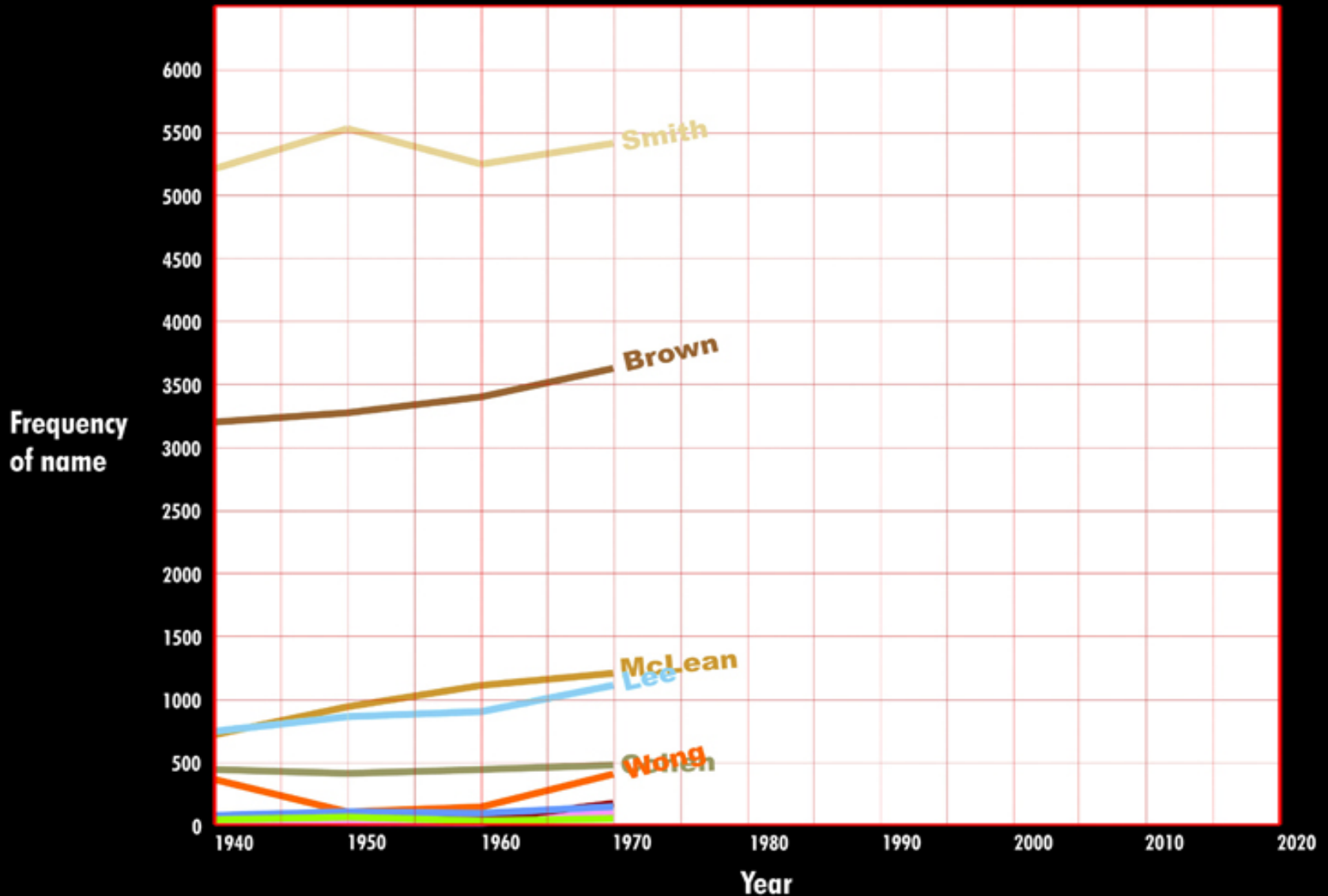
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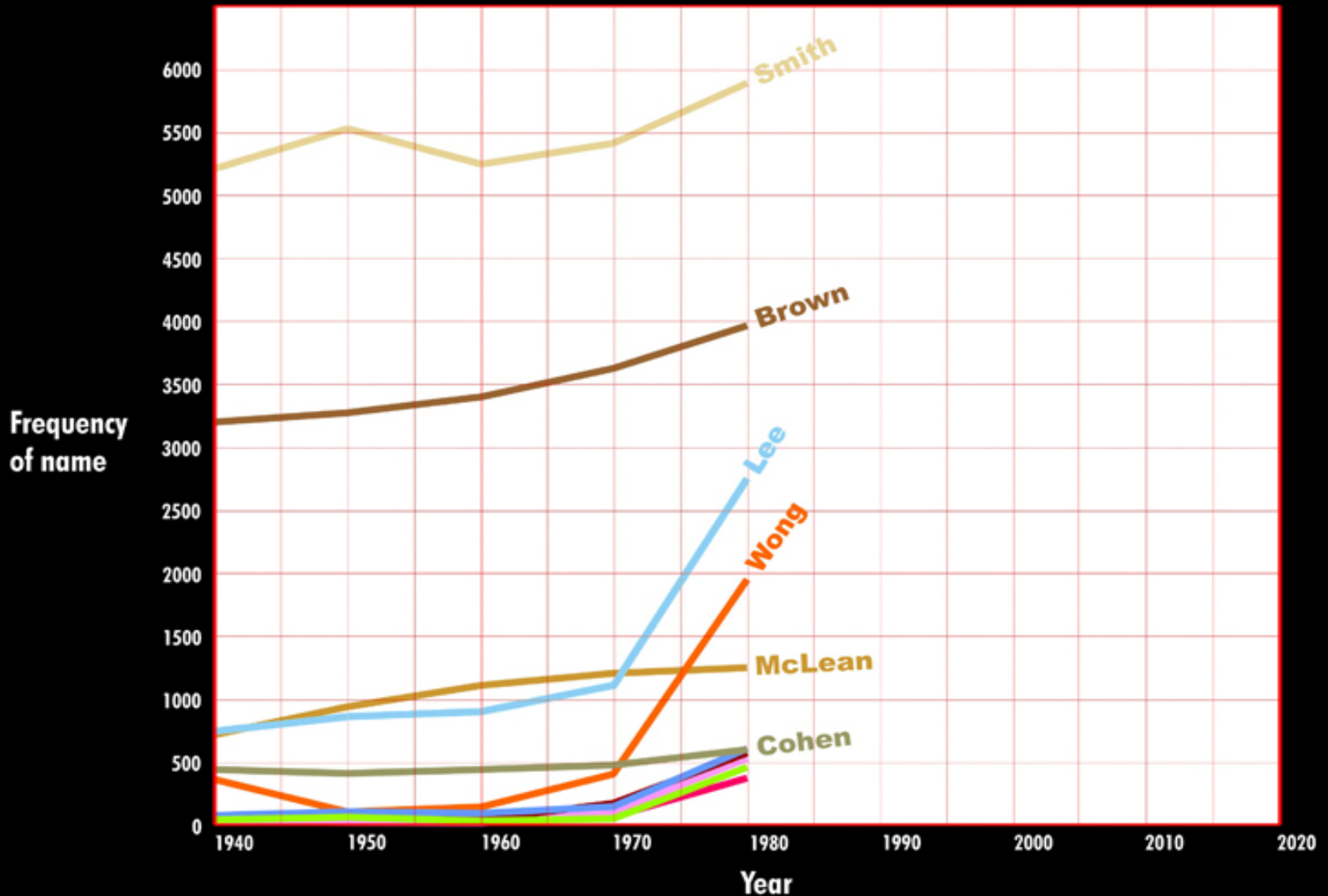
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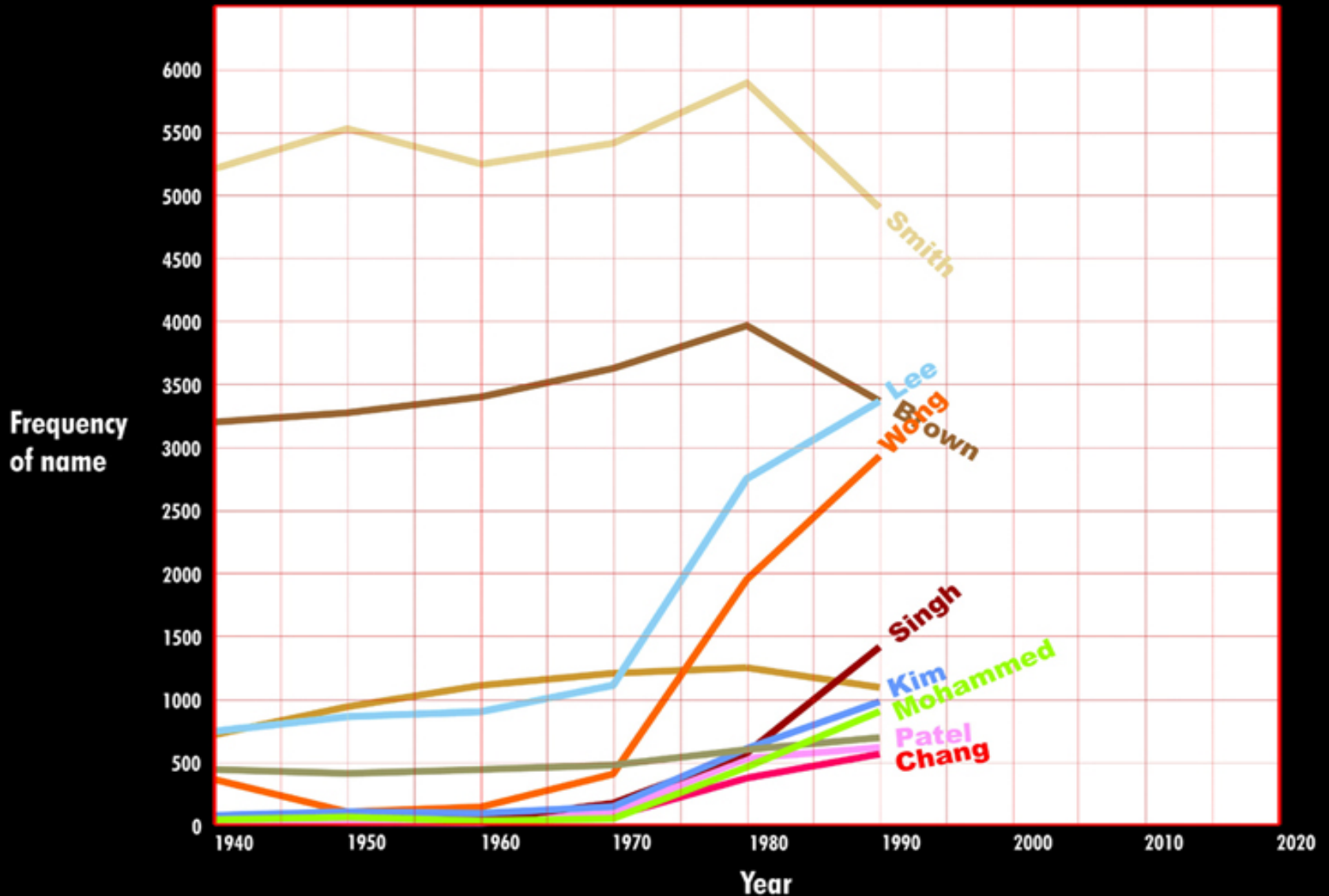
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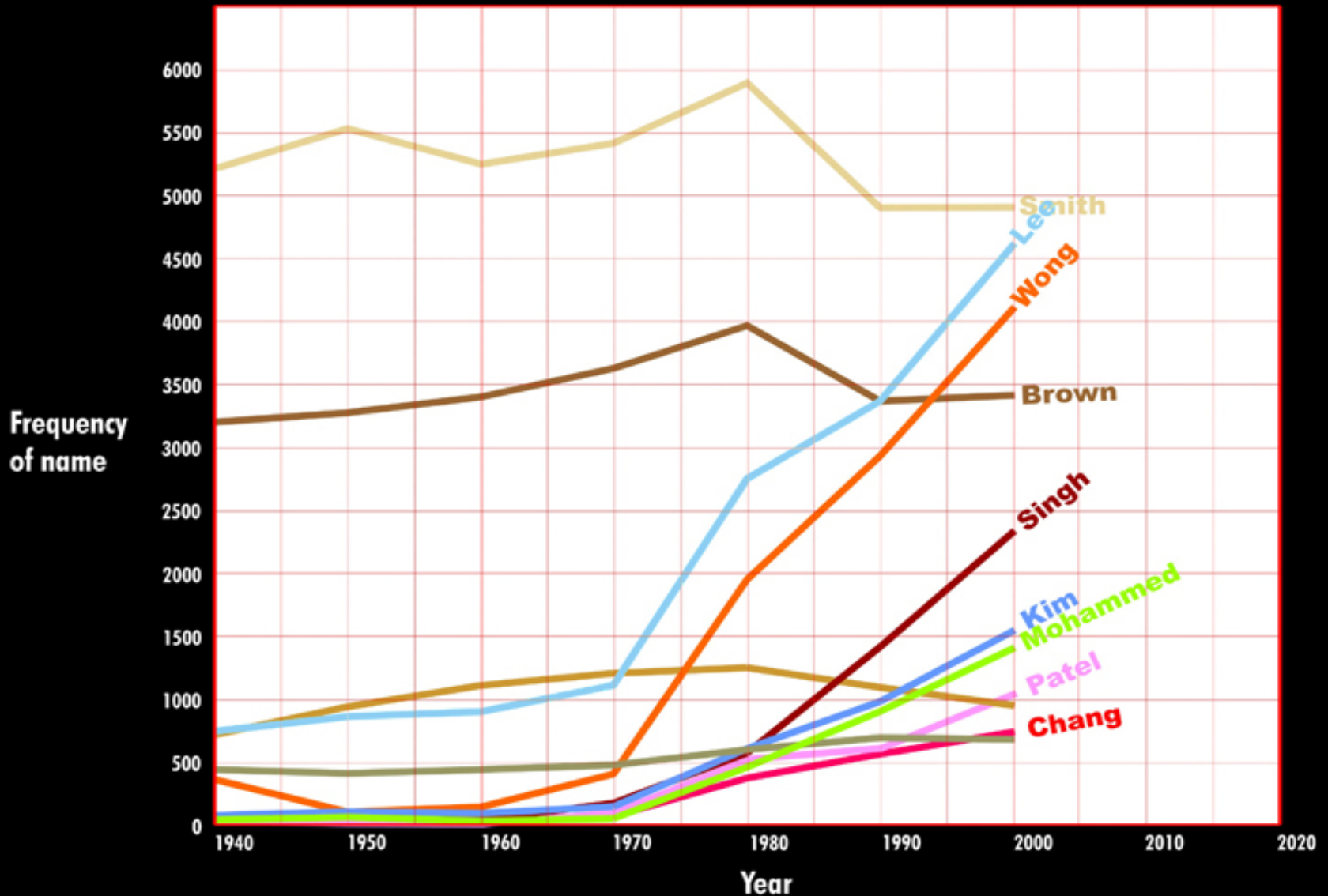
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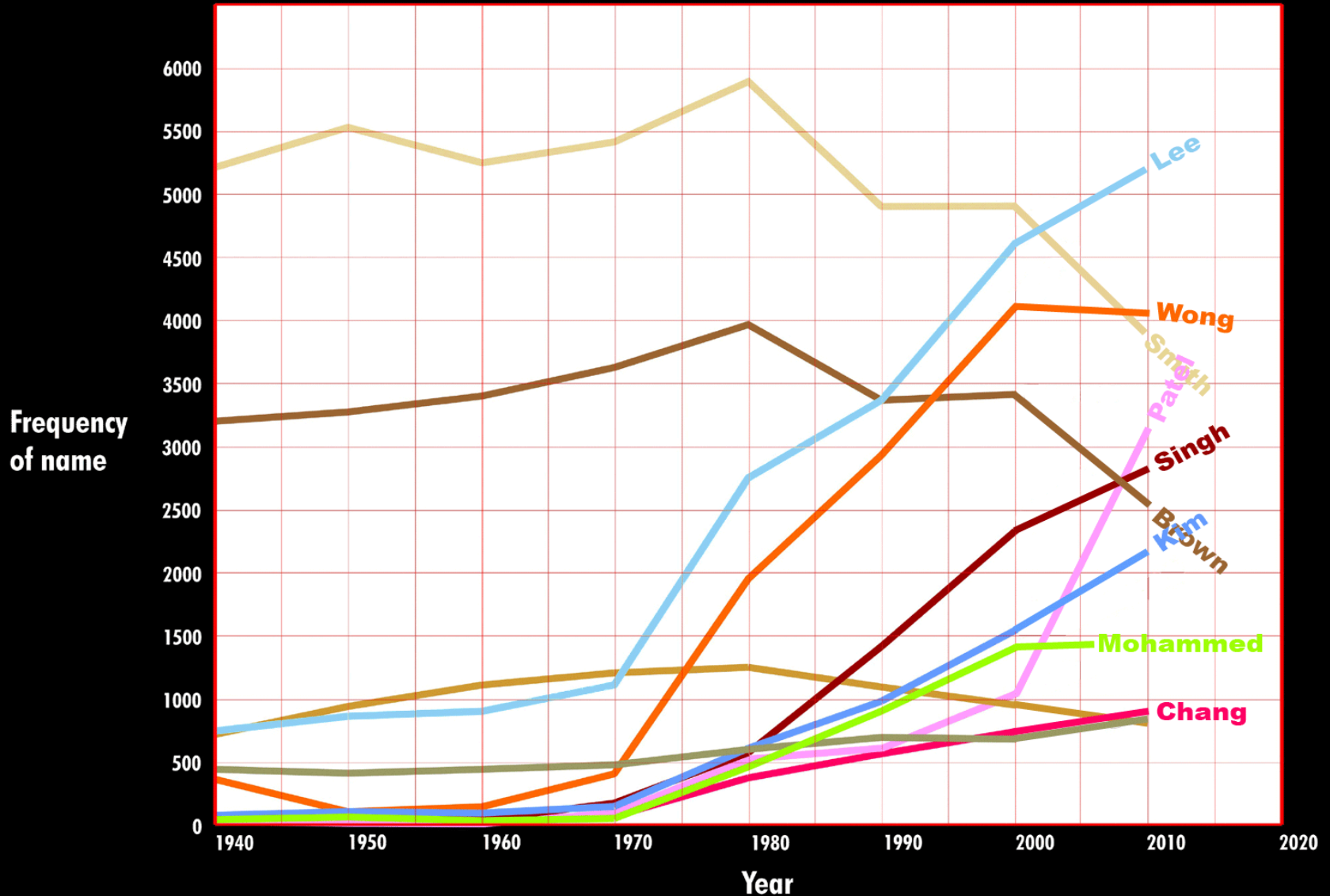
FREQUENCY OF NAMES IN TORONTO PHONE BOOK



FREQUENCY OF NAMES IN TORONTO PHONE BOOK



FREQUENCY OF NAMES IN TORONTO PHONE BOOK



— THE ACCIDENTAL METROPOLIS —



BUDAPEST 1956

52,000

— THE ACCIDENTAL METROPOLIS —



RICHARD NIXON 1969 – 1974

40,000

— THE ACCIDENTAL METROPOLIS —



RENÉ LÉVESQUE 1976

300,000

— THE ACCIDENTAL METROPOLIS —



VIETNAMESE BOAT PEOPLE 1978 – 1979

60,000

— THE ACCIDENTAL METROPOLIS —



SYRIAN REFUGEES

41,000

— THE ACCIDENTAL METROPOLIS —



LEHMAN BROTHERS 2008

— THE ACCIDENTAL METROPOLIS —



A group of people are gathered around a wooden picnic table in an outdoor setting, possibly a park or festival. The scene is filled with green foliage and colorful balloons in shades of yellow, orange, blue, and pink. Several people are standing around the table, some looking at items on it. A woman in a pink dress is walking towards the right, and a man in a white shirt with a colorful striped sash is standing nearby. The overall atmosphere is festive and social.

WHY HAVE THESE ACCIDENTS LED TO SUCCESS?

A group of people, including women and children, are gathered around a wooden picnic table outdoors. They appear to be preparing for an event, with some items on the table and a suitcase nearby. The scene is set under a large, leafy tree, and colorful balloons are hanging from the branches. The overall atmosphere is peaceful and organized.

Peace, Order & Good Government

A photograph of a surgical team in an operating room. The scene is brightly lit by overhead surgical lamps. Several surgeons in blue scrubs and masks are visible, focused on a patient lying on the operating table. In the background, there are medical monitors and equipment. A semi-transparent blue rectangular box is overlaid on the center of the image, containing white text.

Good Pensions Child Benefits Public Universities

BEST LIBRARY SYSTEM IN THE WORLD

1st

JANE AND SHEPPARD BRANCH, TORONTO PUBLIC LIBRARY



ONE OF THE BEST PUBLIC
SCHOOL SYSTEMS IN THE WORLD

6th

— THE ACCIDENTAL METROPOLIS —

GLOBAL CITY INCOME INEQUALITY

(Selected Gini coefficient)

1. Stockholm	A	(0.33)	13. Calgary	C	(0.43)
2. Milan	A	(0.35)	14. Madrid	C	(0.44)
3. Barcelona	A	(0.35)	15. London	C	(0.44)
4. Berlin	A	(0.35)	16. Shanghai	C	(0.45)
5. Oslo	A	(0.36)	17. Seattle	C	(0.46)
6. Halifax	A	(0.38)	18. Dallas	D	(0.48)
7. Paris	A	(0.38)	19. Boston	D	(0.48)
8. Tokyo	B	(0.38)	20. Chicago	D	(0.49)
9. Montréal	B	(0.39)	21. San Francisco	D	(0.49)
10. Sydney	B	(0.39)	22. Los Angeles	D	(0.50)
11. Toronto	B	(0.40)	23. Hong Kong	D	(0.50)
12. Vancouver	B	(0.42)	24. New York	D	(0.51)



THE LIMITS OF ACCIDENT...

— THE ACCIDENTAL METROPOLIS —

BIG CHALLENGES FOR THE GLOBAL CITY:

Transit
Affordable Housing
Governance
Ambition

TRANSPORTATION INADEQUACY

- Regional Fare Integration
- Intra-City High Speed Rail
- Embracing The AI/Uber Revolution

A map of London showing the proposed Crossrail routes. A solid blue line represents Crossrail line 1, connecting Heathrow Airport in the west to Stratford in the east. A dashed green line represents Crossrail line 2, forming a loop through the city center. Key stations labeled include Heathrow, Hayes, Clapham Junction, Victoria, London Victoria, Clapham Junction, Dalston, Stratford, and Whitechapel. A legend in the bottom right corner identifies the lines: 'Crossrail line 1' with a blue line and 'Crossrail line 2' with a green line.

Crossrail line 1
Crossrail line 2

AFFORDABLE HOUSING

- Market Rental Promotion
- Aggressive Affordable Housing Target
- Dedication of Public Land
- Widening the Market Area

GOVERNANCE

Can City Council
cope with a
global city ?

- Male: 69%
- Pale: 87%
- Stale: 59% (15 years+)

Giorgio Mammoliti
Councillor Ward 7

AMBITION

A photograph of two men in business suits laughing together. The man on the left is older with grey hair, wearing a dark suit and a red patterned tie. The man on the right is younger, wearing a blue suit and a blue and white striped tie. They are both smiling broadly. The background is slightly blurred, showing other people in a professional setting. A semi-transparent blue box is overlaid on the image, containing a list of ten items.

1. Intra-city high speed rail
2. Affordable housing at scale
3. Portlands
4. Downsview
5. Scarborough Town Centre Convention Centre
6. Destination attractions
7. The airports – Pearson and Pickering
8. Load pricing
9. CA innovation
10. TCHC

We live in hope...



MAYOR NATHAN PHILLIPS



INNOVATION

An aerial photograph of an industrial waterfront area. A large river or canal winds through the center, flanked by numerous industrial buildings, warehouses, and storage tanks. In the foreground, a multi-lane highway and a railway line run parallel to the water. The background shows a vast body of water under a clear sky. The overall scene depicts a complex industrial and urban landscape.

HARD INNOVATION
SOFT INNOVATION



Georgian Bay

REGION OF DURHAM

REGION OF YORK

REGION OF PEEL

CITY OF TORONTO

Lake Ontario

REGION OF HALTON

CITY OF HAMILTON

Lake Erie

**2.8
MILLION
PEOPLE**

**CITY OF
TORONTO**

NEW YORK CITY

8.5 MILLION



GREATER LONDON

8.2 MILLION



GRAND PARIS

2.2 MILLION





SOCIAL INCLUSION



GRENFELL TOWER, LONDON, UK

CLIMATE CHANGE





**AFFORDABLE HOUSING
TCHC**

2.6B

Repair backlog

REXDALE SOCIAL HOUSING

Source: Toronto's social housing is crumbling. How will the federal leaders fix it? Toronto Star, 2015.