

Governing Toronto Public Consultations – March 2006

In March 2006, Mayor David Miller invited Torontonians to talk about the recommendations of the Governing Toronto Advisory Panel that had been approved in principle by City Council in December 2005.

At four sessions held on **March 2, 4, 6 and 8**, three hundred members of the public learned about and discussed the directions Council is considering for city governance and how they will be implemented after the November 13, 2006 municipal elections. Members of the public had the opportunity to share their ideas about the roles of Council, the Mayor, Councillors, Committees, Community Councils and the public.

Working in small groups, participants discussed three sets of recommendations; city-wide decision-making, local decision-making and civic engagement. This report provides a transcript of all comments recorded by the facilitators at the sessions.

Etobicoke/York Community Council Area March 2, 2006	Page 3
Toronto and East York Community Council Area March 4, 2006	Page 13
North York Community Council Area March 6, 2006	Page 27
Scarborough Community Council Area March 8, 2006	Page 34

Recommendations by Discussion

First Discussion – City Wide Decision Making

1. Strengthen City Council’s ability to focus on strategic, city-wide priorities

- a. Increase City Council’s term of office from three years to four years
- b. Delegate transactional decision-making to staff, committees of City Council and other administrative bodies, with appropriate checks and balances
- c. Enforce procedural rules related to agenda deadlines and notice requirements
- d. Adjust the legislative meeting calendar to separate transactional business from strategic planning and policy-making work
- e. Appoint a full-time Speaker and a Deputy Speaker to preside over City Council meetings and protect the dignity of City Council’s deliberations through the enforcement of procedural and behavioural rules

2. Create an Executive Committee with responsibility for furthering the City’s agenda

- a. Appointed and chaired by the Mayor with membership comprising the chairs of Standing Committees, Community Councils (to ensure geographic representation), the Toronto Transit Commission, and the Deputy Mayor
- b. Responsible for:
 - i. Integrating city-wide strategic planning and setting priorities
 - ii. Linking city-wide priorities to financial resources through the budget process
 - iii. Coordinating City Council’s agenda management and managing the flow of policy issues to City Council
 - iv. Ensuring that Standing Committees develop work plans consistent with the City’s strategic direction
- c. Salaries of councillors serving on the Executive Committee should be raised to recognize their increased responsibilities. The amount of this increase should be determined following a review of practices used in other cities and orders of government
- d. Receive advice and analytical support from a dedicated office consisting of professional, non-partisan staff, free of obligations to individual programs

3. Broaden the Mayor’s scope of responsibility to reflect the public’s expectations of the position and to enable the Mayor to lead effectively

- a. With the Executive Committee, at the beginning of each term, set a multi-year, city-wide vision and strategic directions for City Council’s approval

- b. Hold four annual meetings with members of the public (“Mayor’s days”) in different parts of the city to receive public feedback and input on the City’s direction
- c. Deliver an annual state-of-the-city address reporting on the achievement of the strategic directions
- d. Appoint and remove the Chairs and Vice-Chairs of Standing Committees, Community Councils, the Toronto Transit Commission, and the Deputy Mayor
- e. Make recommendations to City Council through the Executive Committee on major city-wide policy issues
- f. Lead a budget process supporting strategic directions; sponsor the budget in City Council
- g. Speak for Toronto nationally and internationally
- h. Negotiate with other orders of government, within broad policy parameters established by City Council
- i. Serve as a signing officer on intergovernmental agreements (but with no unfettered right to bind the City)
- j. Direct, appoint and dismiss the City Manager

4. Ensure Standing Committees move the city-wide agenda forward

- a. Establish work plans that demonstrate how they will advance the strategic priorities
- b. Committee chairs would be expected to champion the recommendations of their Standing Committees at City Council
- c. Review the process and approach to deputations, ensuring a respectful environment is created, and that the public has broadened access
- d. Form a new Standing Committee focusing on economic development and competitiveness

5. Budgeting tied to strategic priorities

- a. The Executive Committee must set out an overall vision for the budget (operating and capital) and realign resources and/or reduce costs as necessary, based on the overall vision
- b. The budget process and outcomes must be tied to and implement City Council’s strategic priorities
- c. Move towards a budget process that places more emphasis on the upfront work of priority setting and committee review, and where the final step of the budget process involves City Council voting ‘yes’ or ‘no’ to adopt the budget as a whole

Second Discussion – Local Decision Making

1. Empower Community Councils

- a. Exercise delegated local transactional decision-making authority, governed by Council-approved policy
- b. Conduct a minimum of four public engagement sessions annually within their areas, to provide community input into key issues, such as the setting of strategic directions and budget
- c. Determine a more effective method of ensuring neighbourhood input using the City’s 140 identified neighbourhoods, to feed into local priority setting and service planning
- d. Meet in the evening, when more community members are able to attend

2. Retain ward-based representation

- a. City Council maintain wards and reject at-large election of councillors to help ensure that marginalized communities are not further disadvantaged

Third Discussion – Civic Engagement

1. Enhance civic engagement and community involvement

- a. In consultation with the community, the City develop a shared, common civic engagement strategy that integrates and builds upon activities currently undertaken
- b. In particular, use this engagement strategy in the 13 neighbourhoods identified as having priority for infrastructure investment under the Toronto Strong Neighbourhoods Strategy

Recommendation. #	Sub-recommendation	<h2>Public Comment</h2> <p>Where no recommendation, or sub-recommendation is noted, the discussion was of a general nature</p>
-------------------	--------------------	--

Etobicoke/York Community Council Area March 2, 2006

Discussion One

		Worried that uniqueness of neighbourhoods will be lost
		Why are we making any changes in the first place?
		Worried that party politics will be a part of the city
		Believe not possible to have city-wide priorities; each area should have its own Council – decentralization
		Public accessibility is very important for all
		Tendency for people to meet at community council meetings at night (convenience); convenient opportunity to voice input
		Night meetings cluster for particular issues
		To make new system work Councillors need to attend meetings; if not, not fully aware of issues
		Neighbourhoods – streamlining of services across city; equal, i.e. on some things pick-up leaves in central Etobicoke
		Serious concerns about how we define terms ex. Accountability, Transparency, Governance
		Taken much time to achieve anything, to move things more quickly; too many delays otherwise
		Expect things to take time/deliberation, but takes too long
		Certain standard of living – requires a campaign; what other cities see us as
		Yonge and Dundas etc. strip looks need renewing; family/tourist attractions project poor image; needs change
		How to budget in relation to other issues
		Timeframe of 10 years for infrastructure – too long – clear vision needs to be more strategic
		City governance models: We should have 3 options: a more decentralized, community council empowerment model; retain status quo; centralized model
		Sum-up: concerns about budget – departmental budgets; start at bottom and work up in my business. Make it economic, not just ask for 10%and take 5%. Redo.system
		Lack a city vision in Toronto
		Neighbourhoods: “Elected Councillors to report to their constituencies periodically i.e. Town Halls
		Great to hear different views/different backgrounds
		Concerned about issues approved and then never heard again, so need more authority for mayor.
		44 councillors does not work; 60,000 residents, too much
		Mayor wanting to take control of Waterfront and take lead and act on it
		Duplicate Street names
		Dundas West development – prostitution, drugs; post-development disappeared; renewal helps process
		Why did amalgamated city take on old city of Toronto model?
1		Moving to a party system model but party discipline
1		Question of power and decision reaching
1		Councillors responsible for special interest groups e.g. youth councillor, womens’ Councillor, disabilities; specially elected
1		Some efficiencies to streamline where possible
1		Government not attractive as a career path; need for younger people; need to remove security of terms
1	a	Disagree; should remain at 3 years
1	a	Agree; Council term long time; too much security; real world no security; need to attract other people, more diverse
1	a	Need to look at choices again in 3-4 years
1	a	Opposition: Got amalgamated by a political party; poor management – “black hole”; not sure if changing

		number of existing councillors can work; not – problem former city of Toronto
1	a	Bad for transparency/accountability
1	a	Recommend 4 year term
1	a	3 years is enough
1	a	3 is enough
1	a	Against moving to the 4 year term
1	a	3 years is enough; don't go ahead to 4
1	a	No interest in a 4 year period; lose continuity of challenge
1	a	3 years; have to hold councillor's accountable and some Councillors would be accountable sooner than in 4 years
1	a	Support once every 3 years – don't want 4 th term; no mechanism to remove Councillor who is not doing their job
1	a	Politicians are more responsive near election and not responsive when there is no election
1	a	Some concern of the process of how it would be determined
1	a	Think that it contributes to a stale process since there is less potential to represent community
1	a	Those who want to break into system have to wait 4 years
1	a	2 years was fine when they had that system – 1972
1	a	Limit term to two years
1	a	No problem with 4 years
1	a	Necessary for proper management for City; need to see how city councillors respond to new powers of taxation
1	a	4 year term; year long elections; start one year in advance; would level process; look longer term; staggered election roll over for consistency
1	a	Increase to 4; just getting used to people at 3 years; more stability
1	a	Want to increase term to 4 years
1	a	Go to 4 or maybe 5 years; ability to remove non-functional councillors
1	a	If money gets out of hand then we need the ability to remove councillor
1	a	Discourage people from getting on council – not long enough
1	a	4 year term too short; active citizen should max.; no accountability
1	a	Once Councillor elected in 2008 that council re-evaluate in the next term
1	a	Two terms regardless of the number of years, i.e. the American president
1	a	There should be a probationary period for all Councillors in 2009, not now
1	a	Agree with 4 years
1	a	Community council evolving – waste of \$; 1% of population votes near Sheppard and Jane
1	a	Problem with fixed election date
1	a	Agree with 4 years, elections create uncertainty; 3-4 years not sure if will make much difference; would make it more synchronized with other elections
1	a	Do not increase Council term
1	a	Issue with 4 year term
1	a	3 year's term
1	b	I have reservations about delegating to staff
1	b	Delegate transactional decision-making to staff; should rely on experts to make certain decisions as long as there are appropriate checks and balances
1	b	I would agree that a lot of things be delegated by community council
1	b	In general we support b, but we need to know what powers are being delegated and what are the checks and balances delegated to community council
1	b	Certain amount of review of decisions including rules/guidelines for making decisions and opportunity for outside input
1	b	If it goes to committees its easier to delegate at budget time
1	b	Elected politicians should be responsible for day to day decisions
1	b	Day to day operations should be delegated
1	b	Need checks and balances between politicians and staff
1	b	I am leery about delegation to staff
1	b	I would hate zoning issues delegated to staff
1	c	A good idea
1	c	This is a good idea
1	c	Needs to be limits on discretionary powers of individual councillors

1	d	Council should set the priorities, not the Executive Council
1	d	Good
1	d	In agreement and a good idea
1	d	In agreement with this; will remove routine business and focus on strategic issues and policy issues
1	d	Cluster like; (timely) issues
1	d	Policy decisions should not be delegated to staff
1	e	City Council should elect the speaker and deputy speaker at large
1	e	Mayor should be speaker
1	e	We only need one speaker at the meeting; this would keep it in line
1	e	Tried in certain part of meetings; mix and match; do a pilot; if it works go with it, if it doesn't retry; it might be effective
1	e	Mayor should have some position of responsibility at council meetings
1	e	Good idea, given the size of city
1	e	Mayor chairing Council may not resolve issues
1	e	Speaker to keep things in control; no bickering; regulate
1	e	It is better that the speaker comes from elected councillors
1	e	Do not like member of council being chair and need someone not representing a group of people
1	e	Who appoints a full time speaker? Does it come from council appointment?
1	e	Member of council to chair
2		Frequent change of council
2		More systematic; will take longer to make decisions
2		Create more order but more disruption
2		Push us more into party politics – "partisan"; more provincial
2		Increased accountability to 2a for ex.; receive reports and agenda well ahead of meetings and make that available at library
2		Is taking power away from the council
2		More Council reps; same # of people as the combined provinces of PEI, New Brunswick, NS & Newfoundland; so we need more councillors
2		No executive committee; 44 councillors down from 59; city is going to hell
2		No to executive committee
2		Create executive committee
2		When electing council don't want two levels of Councillors; now have Councillors that are chairs; they are in this position by broad agreement. If appointed by Mayor, this would be disempowering to other councillors
2		Lack of checks and balances in executive committee
2		What is the cost of this model?
2		Opposed to creating a super cabinet
2		Have the public select standing committee chair
2		Disagree with continually reducing the size of representation
2		Don't support an executive committee
2		No to downsize, more inclusive; if reduce #'s of Councillors no longer inclusive of people
2		Council downsized to 22 members; standardized wards to prov, Fed & municipal
2	a	Create an executive committee by the people; chairs be elected by the committee
2	a	Executive needs to rotate; little motivation to run for council/length of term
2	a	Committees have a fair geographical representation, each 4 community councils select community member.
2	a	Committees are important. How are they appointed?
2	a	Mayor should not appoint members or chair of the committees
2	a	Each committee elects the chair and becomes part of the council
2	a	Concerned that Mayor will pick people that only support her/his agenda
2	a	Executive committee should be made up of a multiple of 4 to reflect community districts
2	a	Community councils nominate their own
2	a	Concerned that it gives the Mayor too much power
2	a	Why does it have to be appointed; do not think need appointments; too much power in one person's hands; recommendation by Mayor, appointment by Council
2	a	Word of committee will end up as second class but no power to represent
2	a	Do not agree
2	a	Would like Executive Committee to be elected by Council

2	a	Executive Committee should not be appointed by Mayor; should be elected by Council
2	b	Distinction should be clear
2	b	Executive Committee will take responsibility for some; streamlining process from what council is doing from committee
2	b	Needs ability for things to change; public needs a say; how does this involve public?; too much power to the group appointment by Mayor
2	b	Is it still giving opportunity for public agenda
2	b	Like city-wide strategic planning; vision of the whole
2	b	More effective, long-term goals as to short term
2	b	Auditor general more effective
2	c	Councillors are paid enough
2	c	Councillors should be paid more, but question is how much more? Danger is: are they beholden to the Mayor
2	c	Should be outside agency salary determination
2	c	Feel overpaid and not working to salary receiving
2	d	Need to be accountability; checks and balances for 1, 2, 3
2	d	It might cost more because more hires/staffing
2	d	Executive Committee shouldn't have own bureaucracy; last thing City needs is to add more people. Who qualifies?
3		"Decentralized process" to access
3		Executive Committee should be an independent body
3		Don't need more bureaucracy
3		Need a Board of Control – Finances (elected)
3		For checks & balances suggest a 2/3 or simple majority vote for Council
3		Toronto on international stage; Miller engages in benchmarking – comparing Toronto to other cities, takes away from insularity –London etc. Also bad examples – Phoenix, sprawl; Detroit, Cleveland.
3		Revisit titles, e.g. City Manager for example
3		But now sustain programs – other cities do it really well
3		Can lead to imbalance of power by Mayor that can be abused
3		May give Mayor too much power.; Mayor already has ability to lead and form consensus; takes away power from other councillors
3		Feel that Mayor currently has ability to lead effectively
3		We have a spending problem in Toronto
3		City Manager civil servant profession
3		Makes the Mayor too powerful
3		Council doesn't like what the committee is doing
3		City Manager to have a boss – accountability
3		Need mechanism that public can have voices heard. "People need access"
3		Need proper process for citizens to have their voices heard
3		We need levels of transparency; levels of accountability
3		Need proper access to committees to be heard
3		Mayor should not have the same structure as a premier
3		Can we go back to the way we were
3		The bigger the organization the more difficult to manage
3		Have enough training; lot of staff not working effectively; want to train managers; they are trained for accountability
3		More effective – one person take charge
3		Lack of ability to harmonize by-laws
3		Suggested perhaps a new title for Mayor – "Supreme Councillor"
3		Most agree with broadening the Mayor's power – general comment
3		The Executive Committee is worrisome
3		How do we request that wording be made tight? Improved upon for a legal definition standpoint
3	a	Permits the Mayor to make decisions on City's vision direction
3	a	I think city Council should set priorities
3	a	This is imperative; we need to think beyond 3 year term of Council
3	a	Is it possible to set a vision so soon in a term?; timeliness issue
3	a	No questions that we are going to get party power

3	a	Has to have public input
3	a	Reinforces thoughts on executive committee; executive committee that is independent
3	a	Setting strategic plans will help residents understand direction Council is taking
3	a	City needs visibility on broader staff to attract investment; needs a vision, strategic
3	a	Need to set clear strategic directions and timetables
3	a	Mayor should represent the entire city; creating a vision at the start of term
3	a	Agree with this point
3	a	Mayor to keep in better touch with Council
3	a	Question of how much can be done in 3 or 4 year period
3	a	Potential to be redundant – not really meaning
3	a	This is a good idea so people are included in the process
3	b	More annual meetings (public) in more areas; good idea
3	b	This is a good idea
3	b	Would like more follow-up to how input is used; ex. Listening to Toronto, Budget Consultations
3	b	4 annual meetings is good but not meaningful
3	b	Make consultations more meaningful; City Councillors should hold regular outreach meetings in addition
3	b	Good idea to have more annual meetings in diverse areas outside downtown area
3	b	Absolutely, continue looking for input from the public
3	c	Good idea
3	c	Agree with this
3	d	Opposition to Mayor – concern of abuse of power i.e. conflict with chair
3	d	Concern when not in favour of American style strong Mayor
3	d	Why would we relinquish the democratic process within Council to give the decision-making power to one person – Mayor
3	d	We want Council to be able to override the recommendations of the executive committee of priorities should be subject to amendment by a simple majority
3	d	I don't have a problem with that
3	d	They are going to take power away from the individual councillors
3	d	Mayor gets too much power in appointing/removing; Personnel committee should be involved
3	d	I don't think Mayor should have authority; I think it should be City Council
3	d	Mayor should appoint
3	d	Mayor should not be alone in deciding appointments; good people might be passed up; no favouritism
3	d	Too much power; centralizes the power and control; it should be a discussion within committee or council
3	d	Committee appoints own chair; too much power for Mayor
3	d	Community councils
3	d	Election of committee chairs by Councils
3	d	Election of committee chairs by Executive Committee
3	d	Would make appointments more transparent
3	d	May be too much power (autocratic)
3	d	Suggested that Council votes on rather than Mayor appoint or remove chairs etc.; or some say 2/3 to influence that decision – to avoid abuse of power
3	d	Mayor should have “more say” on decisions – as per 3d
3	e	Are these Mayor's recommendations or debated at Executive Committee
3	g	Councillor representing issue internationally – sporting events – lack of events lately; broaden Mayor's responsibility on those issues
3	j	3d and 3j combined – too much power for one Mayor
3	j	Should not be in power of Mayor; should be majority of Council
3	j	Crucial that elected reps (Council as whole) maintain control over City Manager (as long as City Manager is not autonomous)
3	j	Recommendation for 3j is for Council to approve Mayor's recommendation regardless of hiring or firing
3	j	If wrong guy as Mayor could do damage
3	j	High turnover of this position; politically motivated
4		We need agendas and report available to the public well in advance
4		Like Council wage increase was sneaked in late in the agenda
4		Standing committee members choose own chair
4	a	Too much going back to committee all the time; should be run like this meeting; if established pattern and agenda – have good reports – can make decisions; if goes back something wrong in first place

4	a	Should be a lot more openness to procedures to standing committee and sub-committees; minutes be available, updated, inclusive
4	b	Doesn't matter if on committee, if have report you as chair have to put forward what has been decided – recommendations put forth as if report full and correct and not reported back; to help strategic planning process
4	c	Standing committees must have evening session to allow for public input
4	d	Economic develop/comp: cannot just rely on different levels of government
4	d	If productivity an issue can raise money that way
4	d	Competitiveness key: job opps/sustainability need to raise money (user fees); if new opportunities for innovation/leading edge – less reliance
4	d	Most city revenue tickets (traffic) so need to improve processes, need to improve efficiency
5		Online agenda could be separated to show strategic/policy issues and routine business separately; this would be easier to see important issues
5		Agree with budget tied to strategic priorities – follow through, not fracture decision-making
5		Long-term plan should not be shaped by political ideology
5		Should have 4 year projection – within initial budget and then firm up and monitor each year
5		Avoid guesswork re budget
5		All corporate and union donations should be banned
5		Crisis with the budget; no vision; no strategic planning
5		Financial accounts system should be more transparent and available to the public
5		We need more financial monitoring
5		Need more outcome measurement system
5		We need a better auditor system reporting to the public
5		No Executive Committee setting the overall vision for the budget
5		City approves budget 4 months after it started; it should be approved before the beginning of the year
5	a	Need clarification on what this means “vision”; what is a vision for a budget (change “vision” to direction)
5	b	Strategic priorities as determined through public consultation
5	b	Agree, this makes sense
Discussion Two		
		General – stay in seats, start on time, no reading newspaper, should listen to deputants, plan appointments better so that they don't miss Council
		Let's go back to pre '98 (de-amalgamate)
		Role of Councillor – is there written guidelines for Councillor in relation to goals and responsibilities to their ward?
		Some Councillors do not reflect the needs and views of their communities and do not engage / update their constituents.
		Responding and advancing to local issues – how much time do Councillors spend on this compared to City-wide issues
		traditional / non-traditional engagement, process of engagement, time for engagement
		Councillor challenge to communicate swamped with Info
		Like possibility of broaden coverage mode so opposed to recommendation
		Mode of broaden coverage is positive one and exciting
		Broaden mode bad idea if require so much money to run
		Example of how public engagement doesn't work because we are one hour from North Etobicoke
		Municipal services – managed bidding competition – like in Ottawa, more informed
		Agree with this
		Go with at large election
		Sum up – empowerment is good as long as there is leadership +action + vision
		Deal with area specific issues
1		Contact MP as an individual
1		Who chooses the members on a board? Way to waive this. Need mechanism similar to BIA
1		General – this may be the stepping stone to the province of TO
1	a	Community Councils should have more enforced power
1	a	Community Councils should have power over the priorities e.g. the City of Toronto – pre-war should be able to decide how far the street should be
1	a	They have spent the last 50 years getting progressively rid of local Councils, 1953 – 26 municipalities, 1967 – 6 boroughs, 1997 – 1 Megacity. Population growing at 60,000 per year

1	a	Recommends residents associations. City should fund (some oppose) this
1	a	Traffic lights and everything garbage (privatization vs. not). There is a bizarre mix of service therefore not efficient
1	a	You can't have cohesive plans for development
1	a	Not happy with Community Council concept
1	a	Sounds good in theory. But needs strong control to stay effective
1	a	Concerned that local Council might not make a tough decision whereas the larger one could
1	a	Define the local Council (in writing)
1	a	Ward has only 1% of eligible voters voting
1	a	Need more details. What would be delegated
1	a	City needs to take a more business type approach
1	a	Can create / allow dominance by a group over Community Councils
1	a	Too much pressure on community group by OMB
1	a	Concern if delegate too much power to Community Councils. May be difficult to maintain City-wide policy. Nervous of this
1	a	Much more should be delegated to Community Council e.g. zoning should be under the control Community Councils
1	a	I think it is positive
1	a	Important to put it in community as they are more familiar, knowledgeable, informed on community
1	a	Should be a uniform standard
1	a	Grassroots start the process and then work its way up
1	a	Needs to come from Community Councils
1	a	Local people know their community problems more
1	a	You have Councillors in the ward making their own decision
1	a	Individuals have consistent views of what they want to see
1	a	Worry of diversion from City wide decisions / Council. Currently no appeal process
1	a	Agree with delegating local decision – making authority
1	a	Agree with this – Community Councils should make local decisions
1	a	Is too broad what do they mean by decision-making authority? Who are these authorities? Do they include e.g. Board of Trade?
1	a	We are over taxed
1	a	Want real powers and decision-making funding to go to the local communities (division of powers)
1	a	Community Councils have \$ to spend – initiatives (green space) sports festivals
1	a	More input from the neighbourhood to spend \$ in the community
1	b	Should be 8 Community Councils – disadvantages to people who rely on public transit to attend meetings because of location
1	b	Want to review community engagement model – how? Includes looking at structure of citizen advisory group to how Councillors relate to constituents
1	b	Not all Councillors do it.
1	b	Fairly well attended. Good
1	b	Community Council brings all the councils together. Specific topics on civic issues
1	b	Engagement method needs to be effective and aimed at individual residents, not just organized groups.
1	b	More than four times per year
1	b	Public has input into agenda of discussions
1	b	Work announcements around community activity may ignore it but would at least have it
1	b	Proper notification of public meetings through the City Clerk's Office
1	b	Not a lot of engagement from the community – need for awareness
1	b	Ensure community representation – many from Rexdale won't come here. How many ethnic groups come?
1	b	Don't have local public engagement. Would like to see that at least 4 times
1	b	Should be ongoing participation not just at election time and people educated on how to get involved + thoughts and values
1	b	Agree. But how make sure public input is used
1	b	Representatives of neighbourhood would decide how to spend the \$
1	b	I think that is reasonable
1	b	I think that is fair
1	b	Empower the local level to get local point of view
1	b	Improve engagement trusted resources meeting – need to work with what does work

1	b	Need for public engagement. Great but concern about nature of it. Not necessarily need for more / different, type – email, blocs. This is different / but many not there
1	b	We are perpetuating a pattern that has not proven successful. We need to reach out to the groups that don't usually come out
1	c	Any time the City is seeking public input in should be done from impartial body i.e. City Clerk
1	c	Each meeting particularly interest in the community. Need to have public engagement
1	c	Where services to be directed by the neighbourhood
1	c	The City reach out to communities that are not involved and find out why they are not participating. How to involve / engage interest
1	c	Have City have an interactive website full of information i.e. planning sign and what it means
1	c	I want to have a system where I can click on a button and find out what is happening within a 1 mile radius.
1	c	We should examine more ways to engage 140 neighbourhoods
1	c	16 meetings to cover 140 neighbourhoods is crazy
1	c	Needs a greater definition of neighbourhood – not defined by sense of community
1	c	Most important. More Community Councils
1	c	City needs to come into 21 st century and start using email and the City does not use it
1	c	I believe Council should be able to override Community Councils
1	c	I think Community Councils should make the decision
1	c	A way to determine this is to empower the local Community Councils and have the decision made
1	c	Councillor get report in advance, if anything related to Councillor area should contact community orgs so have time to prepare even if only one thing (more time for engagement)
1	c	This is a good idea “people want input to discussion what is important in their community”
1	c	Public engagement should be held in accessible and multiple places (for low income people there should be a transportation subsidy). This meeting is good
1	c	How will 44 Councillors deal with 140 neighbourhoods or one Councillor with their neighbourhoods in their ward
1	c	Another layer to 4 Community Councils need small neighbourhood presentations (councils)
1	c	Empower the community – more identity (local)
1	c	Should be a mechanism of reporting in the “need to know”, leads to consistency, we all need to know
1	c	More inclusive not should just traffic issues building bylaws, planning, public transit
1	c	Only powerful people have input
1	c	Say of neighbourhoods into how their development happens
1	c	Preserve neighbourhood identities – development of OMB overrule identity
1	c	Local community agencies have more say
1	c	Engage people. How do we do this – who speaks on behalf of the community? If every neighbour select a committee then they can convince Community Councils of what needs to be done
1	c	FYI reading not on agenda of Council
1	d	In evening more people to attend. On cable – play it back in the evening. Local Council on cable as well playback.
1	d	General – we want everything more localized with evening meeting
1	d	Good idea as long as evidence-based and not politicized
1	d	Outstanding idea
1	d	“Yes definitely” – better than day time
1	d	Evening meetings are a good idea
1	d	Agree this is good. People work during the day
1	d	Sounds great. Makes sense
1	d	Evenings very good
1	d	Is meeting in evening fair to Councillors (long days)? (only once in a while)
1	d	Time flexibility
1	d	Based on 9-5 people, better to start mid afternoon, evenings too late
2	a	More representation of all groups of people – single parents, low income
2	a	Identify certain neighbourhood areas is fairly representative re: Council
2	a	Should have at large Councillors for those people who are transient for various reasons and marginalized
2	a	Marginalized communities need to be taken into consideration and not left aside
2	a	Term “marginalized communities” too ambiguous – clarify term
2	a	Councillors should live in the ward
2	a	Need to feed locally and live within the community

2	a	To run in own community – know the neighbourhood concerns
2	a	Councillors should live and work within their ward – Community Councils Boundaries (in a reasonable proximity)
2	a	People in the city to run locally
2	a	People should run if love city not if can afford it
2	a	We should continue electing on a ward based system
2	a	Accountability to a region of the city
2	a	Need maintain direct representation (wards)
2	a	Very important so that most people are represented in their area i.e. disabled persons
2	a	Yes
2	a	Should stay as is
2	a	Wards are good! Should be more wards to represent diverse population
2	a	Agree
2	a	Important to have ward based representation – fair
2	a	Maintain status quo
2	a	Continue ward system
Discussion Three		
1		Civic Engagement always going to be hard because people need to be inclined; too much disaffection/resignation, so whatever government, nothing changes; this stuff good because lets people know have a voice, if opinion matters, will say more
1		Develop shared common goals by reaching out to the non-marginalize communities and use their resources to reach out to marginalized communities
1		Need to get feedback from others not involved in this process
1		Need to tailor consultation to specific wards (i.e. Cultural/economic differences)
1		Provide tools, education to those groups who would not normally be engaged in community
1		If people feels that there is no real change, please become “disengaged”
1		Will this information tonight be integrated in the changes to come
1		There is a concern that it is only process and doesn't result in real change
1		Is most important one – can reduce crime if feel part of community
1		Empowering – how? – has net result – what they contribute, community feels input is valued, respected and increasing
1		Make the people feel the voices are heard – vote
1		People get discouraged, want something to happen immediately, when learn how system works get more disaffected, good when Councillors get involved more; formed GASP, Clean Air Alliance and closed plant
1		Issues that exist in wards that never addressed at public meeting; don't make accommodations, Councillors not involved, e.g. Sewage treatment plant, no public meeting, some things fall through cracks
1		NIMBY – should be given more respect – sometimes is right
1		Comes down to individual – get back to basics, residents don't know who Mayor/Councillor is unless personal issue
1		People shouldn't be forced to participate
1		Be careful not to mobilize groups for partisan reasons
1		Waterfront is biggest problem
1		Need to enforce by-laws – see role can play and encourage activity; run city be having by-laws, need to be enforced
1		Vision – potential to be international city and not got anything to offer visitors; declining infrastructure, promised aquarium for years, never made agenda
1		Needs to start at grass roots, public education important, need to know why it is, important to be involved; see articles about needs to be involved, why
1		Grants – no accountability and follow upon grants, no checking if program is sustainable, and all the money is going to pay salary of executive director and not program
1	a	Councillors should post important agenda items on a hand-out sheet in their office and community centre
1	a	Councillors should post agenda items with voting option and comment section “How would you vote...yes or no?”
1	a	Put ads in community newspapers to notify people
1	a	Engage the media – show citizens being involved
1	a	Keep people connected, internet, phone etc.
1	a	General – create a network to spread the word

1	a	Feedback to residents associations from Councillors grass roots – equal representation
1	a	A lot of buzz word – communicate in a language that is understandable
1	a	Advertise consultations like this in tax and water bills
1	a	The city needs to provide consistent and accurate answers
1	a	Suggest that these types of sessions be held over the full weekend in full detail discussion
1	a	Or even a day, not 2 days
1	a	In order to get direct community output, have bottom to up approach
1	a	Bottom to up approach and not top to bottom approach
1	a	More advisory groups to represent all communities
1	a	In Europe for example, encourage residents. How – appoint members for the communities
1	a	Two weeks notice for civic engagement
1	a	Every neighbourhood have a community centre
1	a	Suggestion – promoting or encouraging some way to keep associations active – traditional base vs. stimulate engagement; more empowered, more decision-making
1	a	Infrastructure in communities and places to meet
1	a	Tap into the high school system – make mandatory civic engagement
1	a	There needs more effort to engage non-engaged people; work with community groups
1	a	Residents Associations – city funding these associations to increase engagement
1	a	Need emphasis on children and youth civic engagement if we want to have engaged adults
1	a	Youth feel part of society
1	a	This is important because youth have low turn out
1	a	Why can't every community council have a youth/seniors etc. cabinet; more ways for participation
1	a	Engage students by the community councils coming to the High Schools
1	a	Senior high school would welcome an engagement strategy for youth especially; ask youth their opinions
1	a	To engage youth, Elections Toronto has to make a clear effort to get all students on the municipal electors list for this fall
1	a	Bring youth together from different communities align
1	a	Engage cultural communities; can't have one strategy because you can only engage people effectively if the strategies are targeted based on cultural and socio-economic groups
1	a	The language of the local area should be in the mother tongue, i.e. Spanish
1	a	Engaging the ever changing demographic population, i.e. Newcomers, new Canadians in the local civic engagement activities
1	a	How many Councillors look at the ethnic/demographic breakdown in their Ward? They need to do this and then strategize how to reach out to those less knowledgeable/involved in civic areas
1	a	Follow Elections Canada model, have community relations officers to help get targeted groups on the voters list, i.e. Youth, ethno-cultural, aboriginal
1	a	Let's not marginalize more
1	a	Translate into multiple languages
1	a	Cultural communities need to become familiar; new Canadians to encourage them; language barriers; other employment issues; find a way to engage civic involvement; they want to contribute
1	a	Critical factors to community engagement; gender, age; must recognize that you engage youth and children differently from adults
1	a	I would like more evening meetings
1	a	Community forum should be grass roots up
1	a	Represented also – Great diversity (lower income, minorities, ethnic groups) in all levels of government (on merit)
1	a	There are hundreds of ethno-cultural groups; Council should go to those groups
1	a	Barrier to participation is language
1	a	City needs to use plain language, which they don't
1	a	The only people who can go to these meetings are lawyers (being paid) and retired people – we need more evening meetings to allow public participation (e.g. Committee of adjustment to meet in the evenings)
1	a	Sister neighbourhood universal
1	a	Who chose these priority neighbourhoods; have meetings in low income areas
1	a	Re-evaluation of community needs/concerns
1	a	How do we know our input is used? Need report back/feedback
1	a	What does this really mean
1	a	How would this be done?

1	a	We have to find a way to measure results better of the civic engagement (e.g. How many meetings, day/evening, how many people, marginalized groups)
1	a	There is a flaw with the civic engagement process
1	a	Improves the residents in a neighbourhood to ensure community involvement
1	a	I think it is very important that City develop and encourage community input and engagement
1	a	To feel part of the community
1	a	Things that affect whole city should be discussed locally for feedback
1	a	Saturday constituency hours, open, so not intimidating; so impressed, compare/contrast this to others that are very bureaucratic and removed from community
1	a	If individual Councillors are inaccessible, then the City Council appears to be inaccessible
1	b	Newcomers should be able to blend with existing community and not vice versa
1	b	Allowance for community uniqueness
1	b	We need a ward appointed by the City to listen to the problems of the new immigrant
1	b	The city has no communication with those who speak other languages
1	b	City provide on call translation services for meetings; Parkdale, i.e. Tibetan
1	b	Creating sister communities; need to integrate different neighbourhoods
1	b	Twin communities potential for strength
1	b	We should do this for all neighbourhoods
1	b	Lower the bar to hire police in the 13 communities; i.e. High-risk areas
1	b	We have a gang problem – Guardian Angels have experience in dealing with issue; police not equipped
1	b	Police should get along with Guardian Angels – “Let’s work together”
1	b	Want police to live in areas that need policing; enhancing police trust but doesn’t compromise them
1	b	Trying to develop communities – needs a needs assessment – organizations parachute in and don’t have an authentic view of areas; youth network was good example of getting actual audience out; needs assessment key to development
1	b	If areas are neglected allowing for rot; infrastructure etc.; maybe is a good thing to invest in private network
1	b	We are at risk and we need to address that
1	b	Ask people with experience to prove (engage in community service) they want everyone in the community to succeed; take on an apprentice; hire a neighbour
1	b	Increase access to social infrastructure for neighbourhoods needing resources, activities re, youth
1	b	These neighbourhoods need investment, empowerment zones
1	b	Need to help marginalized community to improve that area; i.e. Policing, lighting, community centre
1	b	Spend more \$; create jobs; have more police visible e.g. Cars; provide facilities, community centres and jobs
1	b	Must do it right in 13 neighbourhoods, or you could compound the problems
1	b	Yes, of course, you need to play catch-up
1	b	City should engage religious communities/groups in these neighbourhoods
1	b	City has to get involved in the neighbourhoods, and get an interpreter to get the messages across
1	b	They don’t get notices that they can read
1	b	Communities are falling through cracks – how to help, provide sports, facilities, jobs
1	b	Twin civic engagement with other neighbourhoods where it isn’t

Toronto and East York Community Council Area March 4, 2006

Discussion One

		More power over local issues; more final say on issues locally; keep community councils
		City-wide vote on recommendations made by Council
		The voters are governing body for councillors
		Where is the governing body for councillors
		Need to divide between political and non-political issues
		Sub recommendations do not get to main goal; need to have Mayor to lead the process or some other body (i.e. Board of control)
		Need to recapture best of two government systems into one system
		Voters have to be intelligent in voting
		We do not need exclusive committees
		Checks and balances; speaker is neutral to issue; councillor may request a review
1	a	Table split 4 for; two against
1	a	Disagree with 4 year term of office; keep it at 3 years

1	a	What about electing 22 at a time; stagger them ; or 11 per year so expertise not lost
1	a	Increase to 4 years is ok if longer term plan to get more things done if checks/balances are there
1	a	Limit # of consecutive terms a councillor can sit in single ward
1	a	Term of office; 4 years; if happy with Mayor – we want him to be King; need checks and balances; community council chair elected at large; heads of standing committees
1	a	Shorter term so less damage but 4 years goes give more time to develop overall plan
1	a	4 year term with max., 3 term max.
1	a	3 year term is good; this gives people a chance to replace them
1	a	No 4 years; it encourages councillors to think of getting votes
1	a	Do not increase City Council's office term
1	a	Why does council need 4 years if they can't do it in 3?
1	a	Cap or term limit (ex. 3 terms); enhances diversity
1	a	Disagree with the term going from 3 to 4 years
1	a	Do not allow the term for Council to be 4 years
1	a	Do not increase Council's term to 4 years
1	a	Agree term of Council should be increased to 4 years to save money
1	a	4 year term should be maximum
1	a	The 4 years encourages councillors to think they got a job for life
1	a	Reason for no 4 years – decision for long term; need regular mandate from voters
1	a	Support extending from 3 to 4 years gives Council more time to accomplish their goals
1	a	4 years more consistent with what we do at provincial and federal level
1	a	Last year of term usually spent referencing next term so 4 years better
1	a	Term limit 4 terms into the TO Act
1	a	4 year term is a good idea
1	a	Okay with good Mayor and Council but if not ... maybe not
1	a	It's needed; it is so complex
1	a	4 years gives more time for strategies
1	a	Agree that council's term should be increased
1	a	4 years as of 2009; cheaper/campaign financing; more comparable to other governments; more stability for people who work for them; 3 terms
1	a	Four years is needed to make some changes
1	a	4 years is good because then there is less time "lost" due to "election year"; we'd get three years of real work
1	a	4 year term cap
1	a	This depends on who the councillor is
1	a	Need to retain Council "memory" from term to term
1	a	"Red Flag" – is that too long; entrenching things so its hard to change for next Council
1	a	Some of the entrenchment is on the bureaucratic side; work is carried out by staff – this is an argument against saying Council is entrenched
1	a	Cost of election is a concern – if have staggered elections
1	a	Proportional representation; gender, race
1	a	No problem with 3 or 4 year but how many terms a councillor runs should have a cap
1	a	Agree to four year term
1	a	Shorter terms better – 2 years
1	a	2 year cap
1	a	2 year term is too short
1	a	Community council chair elected at large is a check and balance for power of Mayor
1	a	Agree there should be a "sunset clause"; for example: after 2 terms review the option to go back to 3 years
1	a	Community participation; city councillors accountable to local citizens
1	a	4 year term does make sense; less people vote on local elections; 3 year should be maximum
1	a	Policies don't get implemented by staff due to bureaucracy
1	a	Term of office: difficult to unseat an incumbent; not go to 4 year term; what is magical about 4 years; why not 7 years?
1	a	Meeting deadlines as well as agenda deadlines; need to get to decisions; not defer the agenda
1	a	If we go to 4 years there should be an annual review of the executive committee members; should be subject to review by the Mayor
1	a	Do not strengthen City Council's ability; too much negative fighting inside

1	a	Want to know rationale on why a four year system; 4 years = a serious commitment; may dissuade people from running
1	a	Worried about it; 3 years is too long; electioneering is about going out and talking to people; 4 years – corporate – style – top down; will lead to gridlock on councillors, especially with a too strong Mayor + weakened councillors; prescription for chaos
1	b	It should be up to a committee (1 member) if wants it to go to Council, otherwise it's approved at committee
1	b	Having everything go to Council causes a backlog – they shouldn't have to go to Council
1	b	Have policy statement about the routine matters and let committees do it
1	b	Delegating transactional decision making to staff is not appropriate – staff get fired; take staff out of transactional decision making
1	b	Staff should take over transactional decisions but need criteria (good)
1	b	Go back to a multi-level government, one council – cannot do both
1	b	Staff need to be accountable to current Council, not old one; it's up to Council to make staff accountable
1	b	City move towards more legislative type of authority
1	b	What is the meaning of transactional decision-making (ex. MVP scandal)
1	b	Language to be accessible of this question
1	b	Councillors have to strike between legitimate community and larger community oversight
1	b	Too much bureaucracy with too much power – concern; question is bigger – make sure people are qualified
1	b	Follow up reply/report to Council every 3 months about how staff have followed up on requests for action
1	b	We need to have the ability to get information to Council before votes
1	b	Integrate it; do not separate transactional business from strategic planning and policy making
1	b	Want to see a flow chart of how a transaction or strategic decision is made (i.e. where it starts, where it goes to, who makes a final decision)
1	b	Council should focus on governing not managing
1	b	Too much micro managing by City Council
1	b	Absolutely yes; once council sets the policy they should then delegate implementation
1	b	Transactional – should be decided by local community council (staff can recommend)
1	b	Need checks and balances against staff power
1	b	Very supportive of in big city; Council must do both: take care of local and city
1	b	Well defined lines of responsibility between Council and committees (TTC) zoning; mental health homes
1	b	Staff should have power to do job but decisions must be made by elected officials
1	b	Does Council make it clear to staff what the direction of Council is and make sure it is followed?
1	b	Transactional business can be dealt with by community council
1	b	Allow staff to follow policy standards and implement without even going to a committee
1	b	Follow through more stringent – better supervision of staff
1	b	Red flag transactional decision-making (e.g. maybe staff will go beyond their scope – reducing transparency
1	c	Still need exceptions to these rules, for example emergencies, but most things should not be rushed through
1	c	I consider it a non issue
1	c	Essential for the system to function
1	c	Yes, definitely needed
1	c	How are citizens involved in the decision – more citizens in decision making
1	c	Rules are there to impose their will on those who don't know them; committee level is more flexible; be flexible
1	c	Yes
1	c	Point is rather obvious; self explanatory
1	c	Rules work to keep order – procedural rules are not meant to get in the way of getting work done
1	d	Have one person; in favour of the Mayor appointing chairs
1	d	Separate transaction and policy making meetings
1	d	Great idea; you mean it doesn't happen already?
1	d	Worried that councillors are delegating authority to other people; they are less accountable
1	d	Yes
1	e	Agree to adjusting the legislative meeting calendar to separate transactional business from strategic planning and policy making; work to improve efficiency; help to focus on issues and problems that need to be resolved
1	e	Speakers must be appointed from outside the council

1	e	Not sure how effective a speaker would be – look at province or federal government
1	e	Could streamline meetings because the “chair” doesn’t have to step down and back in order to participate
1	e	Disagree with concept of a speaker; it would bring party politics to Council
1	e	A speaker would bring order to the meeting
1	e	Speaker needs to be elected by the councillors (he/she must be a councillor)
1	e	In favour of idea of a speaker/deputy speaker; this would relieve the Mayor; we need more decorum
1	e	Agree to appoint a full time speaker and a deputy speaker to increase professionalism, therefore productivity
1	e	Hate it; too British; too much formality
1	e	Do not need a full time speaker and deputy speakers
1	e	1/6 agreed
1	e	What is the function of speaker? Are they councillors? who appoints speaker and deputy speaker?; what happens to the role?
2		Mayor’s scope: has sufficient power; do not expand power to appoint; team building; no overt influence; to have transparency in the office
2		Council as whole elect a few “at large” members to Executive Committee
2		Mayor should not select the committees – professionals in the community should select them – open competition
2		Council should elect chairs, not be appointed by Mayor
2		Council too big; political parties would help organize
2		Recommendation: councillors not in agreement with division manager’s recommendation; can require division managers to prepare other options with the same level of detail
2		Instead make councillors more accountable
2		How will Executive Committee be defined?
2		Needs check and balances to ensure Executive Committee does their job
2		Old City of Toronto had an Executive Committee that worked well
2		For a small legislative body, why do we need another layer?
2		Executive Committee will act as a funnel for Council – can provide an alternative agenda
2		Proposed structure does not ensure reducing bureaucracy
2		Want Executive Committee created by Council as a whole rather than Mayor – fear a bad Mayor; allows checks and balances
2		Executive Council – needs to reflect whole city to be appointed by Council
2		We do not need Executive Committees; we don’t want some councillors with more power than others
2		Afraid might overwhelm executive Committee too much; TTC seems territorial; worried about sacred versus profane
2		Fully agree with a need for an executive and specifically long term strategic planning
2		1 term limit on Executive Committee
2		Chairs of community councils should be on Executive Committee; take vote from community councils, not Mayor
2	a	Mayor could have more power but public should oversee re-election process
2	a	Don’t want Mayor appointing Executive Committee
2	a	Standing committees should appoint their own chair to avoid party system and avoid one voice dominating
2	a	Elect at large community council chairs; become part of Executive Committee council
2	a	Executive Committee undemocratic; reduces power of councillors; needs checks and balances; no executive committee
2	a	Elect at large are representing only community councils
2	a	Against committee, not voted by the public; accountability
2	a	It is not necessary to form other level of government; more bureaucracy
2	a	Do not let Mayor have full control over appointments; Council as a whole should make decision
2	a	Do not let Mayor have full control over appointments; Council as a whole should make decisions
2	a	Council should appoint Executive Committee, not Mayor; citizens views will be best represented
2	a	Elect at large is only a jumping off point – not necessarily concerned with community council and only looking for advance; don’t really represent me
2	a	Continue with status quo for community councils
2	a	Executive Committee to be selected by councillor
2	a	No cronyism; fair system on how people are picked for top jobs
2	a	Remind the Mayor that they have been elected by the City and to choose people in committees fairly

2	a	We already have a strategic planning committee that is not working; why will another committee work?
2	a	1/6 against because it creates 2 tier council
2	a	1/6 yes for efficiency
2	a	Responsibility with authority; Mayor a part of it
2	a	Disagree with 2a, not thought out – chaired and elected – not appointed
2	a	Want Executive Committee more power, but how to control it
2	a	Fear about size of Executive Committee; no more than 10-14
2	a	Balancing act, Executive Committee is sifter
2	a	But small committee not accurately reflect different areas/voices in city
2	a	Executive Committee not appointed by Mayor; should be elected but not too much authority
2	a	There should be a term limit on Executive Committee
2	a	There should be an accountability to Council not only to Mayor
2	a	Not okay that executive committee be appointed by the Mayor; it should be Council
2	b	Missing: executive Committee – who do they answer to?
2	b	There should be flow between the councillor and the committee; the city should be looked at as a whole
2	b	Executive Committee to make big picture issues
2	b	Executive Committee should set priorities, not work out details
2	b	Need coherent plan; currently nothing gets; done too much red tape
2	b	Ensure Council has authority over Executive Committee
2	b	Too much responsibility given to Executive Committee; dangerous if Mayor is bad
2	b	The setting of strategic direction is not going from citizens
2	b	Time management of agenda; need for special meetings; a real problem; government moving too slow
2	b	What happens to the Finance Committee in this case?
2	b	Executive Committee should not have total control over standing committees
2	c	Salaries and adequate staff also
2	c	No salary increase
2	c	Salary raises should not be given after they get elected; it should be in line with other executive positions, e.g. TTC
2	c	Mayor will have too much power; it will be too dangerous by appointing members; what we have should stay, i.e. Finance/Policy Committee
2	c	If Council is paid for will get too busy
2	c	Accountability to the public, not to Council
2	c	Added expertise
2	c	Salaries based on number of committees you are on
2	c	Salaries raised at rate of inflation
2	d	Support would be needed for Executive Committee; agree with 2d
2	d	Support after Mayor's qualification
2	d	Use City staff as much as possible; no MFP nightmare
2	d	Shouldn't be separate staff on Executive Committee
2	d	Disagree – councillors should have access to non-partisan staff, even if they're not on Executive Committee
2	d	Non-partisan professionals are needed; no political appointments
2	d	How it will be insured that lobbyist and maintain no partisan influence
2	d	Council needs a group that advises them – a team of experts from an open competition
2	d	Don't think the people in that position will be independent; you want department heads accountable to the elected officials
2	d	Is a good idea for all of Council; needs analytical and research support
2	d	1/6 yes to experts
3		I don't want to see extra powers to the Mayor
3		If strategy isn't followed up, it may not happen; there needs to be a way to report on it; could be annual or more often depending on issue
3		No extra power to the Mayor; council should decide together
3		Checks and balances would be 2 mayor system - balance
3		See subtle sabotage; almost impossible to overcome territorialities
3		Executive Committee a way of sequestering power
3		Assuming an Executive Committee
3		Publish scorecard – votes, attendance, promises kept etc.; city should do it and make it more available than it is now

3		Made progress as a city because of that
3		Unreasonable expectations amongst structure – better accountability
3		Some councillors influenced by developers' money
3		Is success due to Mayor, New York/Chicago Mayor structure?
3		Promotes higher profile; business agenda; left other people and other countries to define us
3		Fear that more power – pyramid e.g. New York Council did not consult so powerful did not hear
3		Give Mayor more power for effective control
3		If increased power of Mayor – devil in the details. lead to too much power
3		So a check and balance thing
3		The word responsibility when you read through components is authority
3		Problem: Bad Mayor with too much power – bad things
3		Power risk; bias; corruption; but leadership is important; champion (disagree with) increased power; has to be done carefully; profile; need to balance
3		Role of councillors to raise concerns (accountability); importance of democracy at risk with 1 strong Mayor (if too strong)
3		What does it mean – the Mayor has too much power and less accountability
3		City wide decision making – recommendation: that a new standing committee be established; it should be called the Toronto & GTA Committee; the Mayor will chair; Members of the Committee are chosen by the Mayor with approval of Council; members are the chairs of the standing committees; e.g. deals with water pollution and storm water management
3		Gap – public's view of role of Mayor and what can actually happen. Think more should be happening; need structure to close gap and support that
3	a	Executive Committee more power and Mayor as head of that also more – but good or bad?
3	a	Is the check/balance of #2
3	a	Anti-democratic like corporations; top-down; leaves out opportunity for input; limits flexibility
3	a	Concern of strong Mayor and Executive Committee if the Mayor/Council has different vision than electorate
3	a	What kind of representation on Executive Committee; are they appointed; how do you establish Executive Committee and now to make it truly representative of City interest (local concerns vs. city wide)
3	a	Comfortable with that so long as accountable to Council
3	a	Important to have long-term strategy with no long-term budget support; need to get financing stable to support vision
3	a	No problem with some more power, but not too much
3	a	Nothing says checks and balances for any items; but should always with appropriate checks and balances in extending powers; should state statement that says should be a principle
3	a	Executive committee is like an umbrella; it's important Mayor has people he can work with, but does he have final say
3	a	Should Mayor's powers be increased, if so, where? We are more cautious, where be comfortable and where not?
3	a	Some Executive Committees decorative; all depends on specific responsibilities
3	a	If get bad Mayor with too much powers can act like Harris
3	a	Nothing in this section deals with how the Mayor is elected; if 5 mayors the person gets elected with 21% of vote; should e instant run off vote
3	a	Executive committee is like setting up Metro again, not good
3	a	I want Council to do A, not an Executive Committee
3	a	Executive Committee useful institutional change but need more details
3	b	Both are good – checks and balances
3	b	Info should be widely circulated about meetings; evening meetings so many can attend and clean process to feed back
3	b	Support that rather than annual address
3	c	Mayor should make a "state of the city" address – clarify intentions
3	c	Strong vision – portrayed/at election; articulated – this is how you hold politicians accountable; need for a 3 year strategic plan (like a business)
3	c	Communications – P.R.
3	c	Significance of public face – increased engagement
3	c	It is unacceptable that the Mayor use Executive Committee on major city policies
3	c	Like idea of Executive Committee; strong Mayor and strategic vision; get more done and move quickly; accountability through elections

3	d	Mayor puts more important people – too powerful, not good
3	d	What if you don't agree with Mayor's vision; democracy; 40% of population voted for yet has power to make major directions; need balance
3	d	It is unacceptable; it should be Council that makes decisions
3	d	Have committee chairs chosen by committees, but Mayor should have power along with committee to remove people
3	d	Appoint chairs
3	e	Make recommendations on Executive
3	e	Need checks and balances on executive Committee; concern re too much power and transparency; need accountability; need a flow between public, Executive Committee, standing committees, Council
3	e	No thorough examination of budget since amalgamation; if want to emphasize waterfront for example should not be Mayor alone
3	g	Current structure – no matter how good individual – need more power to act
3	j	Do not see public participation apparent; concern with Mayor's power
3	j	Not in favour of Mayor dismissing bureaucrats
3	j	Important to speak with other Canadian mayors to strengthen city agenda
3	j	Eliminate the City Manager position
3	j	Unacceptable to make City Manager dependent on Mayor
3	j	Mayor ok to directly appoint City Manager
3	j	It is important to have a city Manager but it is important for it to be performance reviewed by Council every second term
3	j	Mayor should not have power; should be power of Executive
3	j	Council should continue to appoint City Manager
4		New standing committee – Toronto and GTA committee; should be made of chairs of standing committees
4		Not much room for public input
4		Don't agree with having standing committee to follow strategic policy set by Council
4		Proper way to do business is through standing committees
4		City-wide is the key
5		50% of residents are tenants; because we have many rental tenants – Toronto should get money and authority to govern tenant issues
5		Ontario government should take back the downloading; we should have more funding based on population
5		If we don't get financing from provincial government then we should become a province
5	c	Budget motions amending budget from standing committee overturned by Executive Committee can be overturned by Council
5	c	Disagree – councillors should be compensated for work
Discussion Two		
		Engagement flows from power. City needs more power – not be over-ruled – only then be engaged
		Executive Committee – one 4-year term. 44 Councillors. 10 executive committee – Councillor rotating basis
		Should have 6 City Hall and all 6 cities make up
		Council should know of changes at Community Councils
		New idea – integration of zoning rules needed across city
		Mayor's term should be reduced e.g. citizens' recommendations not met
		General – residents association deal with all kinds of issues to make place better – don't deal with City-wide. Councillor attend which is good idea
		Ward boundaries too often split neighbourhoods
		Support local matters stay at local level
		City to create information for high school civic classes
		Tracking – has \$ been spent as allocated? Need to have tracking mechanisms
		GMs and department heads need to be held accountable for their departments and they can be dismissed
		Not enough being done to reach out to students
		Person moderate web discussion to give to Community Councils
		Public documents should be more user friendly, easy to read
		Use postal codes when people go online to locate area
		Public engagement meetings organized with business for advertising on regular basis. Local BIAs could organize community meetings. Business cards available and on website advertising
		Some wards don't properly "fit" neighbourhoods. Too much changing of wards

		Budget – why not break out by City wards? So you can see how much is spent at ward level. Accountability
		Tracking report on City performance and expenses i.e. indicators
1		Divide Community Councils into 6 smaller councils
1		4 Community Councils are too little. We are big city, 4 is not enough
1		More Community Councils will have smaller agendas – more issues will be covered
1		More Community Councils to increase contact between citizens and elected representatives
1		New idea – local Community Councils should be integrated – 1 Community Council for 4 wards
1		Need more than 4 Community Councils more like 6 “Democratic Deficit”
1		New idea – 4 wards – 1 Community Councils in each for 10 total
1		New – should have 10 Community Councils
1		How the 4 Community Councils are divided make no sense – not based on communities and neighbourhoods
1		Yes
1		How do we decide local vs. city issues
1		Should review every year. How doing versus what do next
1		I live in one area but work in another which ward decides for me? City-wide decisions better
1		Community Councils have specific agenda – not really public – not aware when happen. Need more communication and broader agenda
1		Must get away from lowest level government have least amount of power
1		Council should not propose any changes on us without referendums
1		General – implementing local decisions. Every vote is a recorded vote and available for review. Accountability – local decision making, then you can track how Councillors vote
1		Feeling re: lack of control on development issues, OMB only recourse. Process more transparent and accessible for community groups
1		Community Councils should not be the all and end all, we also need larger consultation for bigger projects i.e. the Waterfront
1		Not really consultation needs. Part of each session on each agenda item open up to public not formally part of it
1		Deputations – don’t have opportunity with Community Council or Council. Rely on Councillor to take local issue to Council
1		General – very important to have an ombudsman person for the City
1		Decision making should be bottom up more power to Community Councils
1		Need communication both ways – community newsletters by Council (email), opportunity to be engaged, transferable to Community Councils, other public outlets
1		I am concerned about what affects me day by day
1	a	These decisions have to be purely routine and balanced. What does it mean to be governed by Council approved policy?
1	a	Community Councils should have more power to implement local policies. Must be given a budget to enforce it.
1	a	Community Councils should have the power to say “no” to local development such as the “power station in the Portlands”. We need sustainable development
1	a	Delegate more authority (zoning) to Community Councils
1	a	It should be “spelled out” what local transactional decision making authority is. Transactions re local minor variances.
1	a	City Council should maintain control over official plan
1	a	Local power could = Nimbyism. Council looks at impact on full city and set policy for this
1	a	Local stuff should be decided locally and city wide stuff by Council
1	a	Larger project e.g. cleaning up the beach so people can swim
1	a	Some of the decisions made at Council should be moved to Community Councils as a final decision
1	a	Significantly delegate as much as possible to Community Councils so Council can face on city-wide issues
1	a	City Council should make major strategic planning issues. Community Councils should make decisions under the Council Plan
1	a	4/4 in agreement. This in turn will provide accountability. What times would the meetings be? 4/4 agree there should be a minimum of four meetings.
1	a	No one knows difference between strategic and transactional issues. Issues not trivial to individuals – want action. What if local issues not in step with Mayor’s overall vision. Options for access

1	a	Concern re: muffling individual / local concerns, need flexibility
1	a	OMB must draw representation from community to ensure accountability. Courts must be instructed to take representation through court system not the elected system
1	b	More support for grassroots organizations (ratepayer) input
1	b	I thought Community Councils meant a Councillor having regular meetings with constituents. That would be a good idea – at ward level
1	b	The community should be informed on what the Councillors are doing
1	b	Have them even more public sessions e.g. 1 per month
1	b	We need monthly community meetings
1	b	For consultation on budgets standing committees should hold meetings with Community Councils
1	b	Some issues are neighbourhood based and need to have standardized rules for meetings and schedules and agencies
1	b	Public engagements have to have notice and information and enough time to understand and discuss it
1	b	Strategic use of Community Councils would help engage 13 neighbourhoods. Need infrastructure investment
1	b	Councillors should meet with the community more often
1	b	Empowering Community Councils is great, but we need to enhance the input to them
1	b	Yearly report card on recommendations of the community forums and how they have been implemented
1	b	Let web blog be input to quarterly meetings
1	b	Not clear what Community Councils are doing. Why not similar public consultations on Community Councils? Not just deputations
1	b	Community Councils are important to bring local issues to the city wide level
1	b	Encourage more public engagement. Not enough public engagement promised. Frequency of 4 public engagements limit diligence
1	b	Only useful public consultation is on specific issues / problem led by discussion paper with specific draft recommendations
1	b	Councillors should be open to more public consultation
1	b	Suggest no minimal limitation
1	b	A better job of communicating role of Community Councils
1	b	Less community involvement at city wide level regarding local issues
1	c	Agree to effective neighbourhood input
1	c	Geography – divide Community Councils into 2, go to 8 Community Councils
1	c	We need more Community Councils because population has grown
1	c	Still think of my community not larger city. Have to break down to make links
1	c	Councillors may have already decided on issues before public meeting
1	c	Citizen working committees be given decision power
1	c	Different communities have different needs
1	c	Province downloading, amalgamation, poor bureaucracy still being deal with and make it hard for the public to be heard
1	c	Often neighbourhood meetings dominated by small groups. Other issues ignored
1	c	General – TDSB amongst other local space not using could be used for community offices
1	c	Also use school system
1	c	Agree. Need to bring civics back into high school system. If 140 related to executive committee, does this lead to too much work? Start with 119 and see how progress.
1	c	Encourage dialogue among neighbourhoods in a ward – City can help with awareness among them
1	c	Problems - community meetings - different concerns about violence. Need more effective way of community engagement. This meeting should have co-chair with Councillors. Youth / community
1	c	More citizens meetings e.g. Waterfront Management Corp.
1	c	The people living in the community should have the power to say what should be developed in the community
1	c	If only 140 noted, many others have no strong neighbourhood groups. Need to encourage growth of neighbour associations
1	c	Public consultation – public speak directly at City Council. Huge gap; people feel that they can't get in on major program / policy issues
1	c	Better public input e.g. wikipedia.org and enable people to have better input into civic government. Public input on line
1	c	Can we get a list of the neighbourhoods?

1	c	Community improvement plans – get neighbourhoods to do their own
1	c	How are citizens involved? More citizens in decision-making
1	c	Better access of public to government and Council. Hard to access Council. Require Councillors to do consultations in their wards
1	c	If local community has expressed a view, their wishes should not be challenged by someone in another area
1	c	Set up committees with representation from organizations
1	c	Some City Councillors have a community office that is open on Saturday – for people who are intimidated by City Hall. Councillor is present on that day.
1	c	Participation of citizens should be \$ supported e.g. child care, TTC, parking, etc.
1	c	On-line public input. Use computer to give ideas and get information and feedback
1	c	Establish a feedback method not just be email.
1	c	City to set up general discussion websites
1	c	Language too technical and meaningless. Problems with “transactional”. Don’t understand
1	c	City to use web for giving information
1	c	Neighbourhood advice, feeding into Community Councils
1	c	The public should be kept up-to-date about current issues. Use surveys, newsletters, website access to learn and give input about local priority setting / service planning
1	c	Each neighbourhood needs an agency where the community can voice their concerns. The agency can advocate for the community to Council
1	c	More power to citizens and less to the corporations e.g. Eaton Centre pays nothing to have subway stops feeding in customers
1	c	There should be a City run website that is interactive which encourages the public to give their ideas when they are unable to attend meetings
1	c	C makes A & B work – citizens’ conference
1	c	Councillors regular mailings include important community issues
1	c	Flat not pyramids if have neighbourhood associations. Don’t need to be chaired by Councillor. Group appoint own chair
1	d	Evening meeting – not good alone. Revolving meeting
1	d	Provide childcare to improve access to meetings
1	d	Provide transportation to Community Council meetings
1	d	Meet on Sundays
1	d	Meet in evening and on Saturdays
1	d	Evening meetings are a good idea on certain issues
1	d	Absolutely include weekends
1	d	Is essential to meet in evenings especially for deputations. Need agenda ahead of time
1	d	Rotate meeting time to allow religious obligations
1	d	Leave the evening meetings flexible
1	d	Should use internet (thing stated in report). Community Councils should be using more often.
1	d	Empower / use internet more to let more participate if they can’t make meetings and let us see what others have to say
1	d	Absolutely. Also weekends
1	d	Offer childcare at meetings to encourage public participation
1	d	Yes – awesome. Councillors work during the day makes for long days but is needed
1	d	Evening meetings – meet at rotating times, shift, rotating locations
1	d	Geography – 45 mins to get to Etobicoke Community Council. Alternate Community Councils from Etobicoke
1	d	Increase cross pollination between Community Councils
2	a	Marginalized communities must be represented at local level
2	a	Retaining ward system is ok but need to look at boundaries i.e. Ward 26 - people are drawn to south district
2	a	Have wards but bigger wards
2	a	Maintain ward system
2	a	Council and ward base works well
2	a	Wards break down City to bit size pieces we can relate to
2	a	We should retain the ward representation
2	a	Ward system is more responsive people “Don’t use Vancouver system”
2	a	Maintain ward based election

2	a	A mix of at large Council representation and ward representation
2	a	Like having ward and Council representation
2	a	The idea of the mix City and ward representation should be further studied
2	a	May need more Councillors
2	a	Increase number of Councillors from 44 to 88
2	a	How can retain proportional representation at the Community Council level
2	a	Wards by a proportional system – each party has their delegates depending on how many voters will decide how many seats you get
2	a	Marginalized communities – encourage inclusiveness, strengthen diversity, needs to have an action plan in every area of the city to bring all people, doing everything to remove disadvantaged group
2	a	Councillors have their own agendas but also need to take care of City-wide issues – but not all Councillors are capable of doing these
2	a	Go further – Councillors need to be more in touch with neighbourhoods, not whole (bigger) sections
2	a	Possibly more than 1 representative in wards to encourage smaller community involvement
2	a	Community Councils have to have real power to make changes
2	a	Complete abandonment of ward system for City-wide decisions. Community Councils to take of their issues
2	a	Proportional representation should be enacted
2	a	Brings more disadvantaged groups into the process
2	a	City is diverse and we must address the more disadvantaged groups whose opinion is more diffused than others
2	a	Maintain status quo on wards election
2	a	Support for ward-based
2	a	Wards should be aligned with riding – clarification
2	a	Agree with ward based Councillors
2	a	Poor people would be hurt in City-wide election system – rich would get over-represented
2	a	New idea – must enfranchise the poor to vote more, education
2	a	More input and authority and delegation at the local level
2	a	Maintain ward system
2	a	Hybrid system – use ward system as well as a City-wide system. Executive committee would be elected on City-wide election
2	a	Concern that people will advocate local vs. City-wide benefit with local power
2	a	Every 3-4 elections each ward has one ward Councillor and one executive committee member
2	a	If executive committee is changed to there is a danger that people elected in the ward would not deal with the city as a whole
2	a	Problems of civility among Council
2	a	Support – action plan to do it not just empty words
2	a	No less than current numbers of Councillors. Concern re: less effective representation
2	a	Agree with maintain wards. Why 44? Could be more. Would increase access to local Councillor for local issues
2	a	Absolutely
2	a	We need smaller and more community councils that are more focused on the neighbourhood
1	a	Increase member of Community Councils reducing the number of wards they represent
Discussion Three		
		Would like to see at large Councillors within each district plus still retain ward based system
		These are good ideas
		Web site encourage involvement
		More information on website blog; better/different use of City of Toronto website; don't need to be at meetings to be involved; different levels of commitment
		Civic engagement same as 1c; Wikipedia.org, wiki technology for consultation
		Express in simple language
		City to publish in plain language
		Visual poster of City structure at all civic places; people are clear whom to call for what
		No "Community City 101" on how to engage; difficult to understand and access
		Need to educate people on City issues
		More creative methods to acquire input from residents; build a shared consensus on issues; not sufficient to have just input, must have a shared outcome

	City should educate public on the public process; how to make deputations, how to find out when meetings are
	People should be asked for their e-mail addresses when they vote, then they could be informed of City business
	Public surveys should be used more frequently
	Reach more people and get more specifics using surveys
	Improve notification to residents regarding local issues; notify residents and tenants
	Meetings should have more notification to the public
	Disseminate information in different manner, not only electronically
	The meeting processes should involve more town hall meetings and less small groups
	More town hall meetings, phone-ins
	Big meetings like today's are too rushed, public needs more time
	Agree need to know outcome of this meeting to keep people engaged
	City needs a community development function to reach out to all communities, support, bring people together
	Feedback of this event be widely publicized, e.g. Community papers and ethnic press
	Don't assume all have computers or are comfortable with them
	People think government won't listen
	More sessions are needed
	City should give follow up to participants by e-mail telling the results
	Have access to space, schools; some place where community groups have access
	Permit fees at schools prohibit access; barriers to access space, book facilities
	Strengthen communications office
	City communications office to publish summary of consultations
	We need to target special groups, i.e. Immigrants don't even speak English, we need to engage them, not just on election day
	Standing committees should consult with advisory committees, outreach from the top down, not only pushing upward
	Related back to minimum of 4 public meetings in addition to more presence, visibility designed for general discussion, not very narrow specific issues
	Should be job of every Councillor to improve and grow resident associations and BIA, especially Mom and Pop commercial businesses
	We need more direct contact with Councillors, not just staff
	Liked Councillor available today to ask questions
	Councillor is responsible for reaching out
	Each Councillor have own formal town hall meeting – mandatory
	I feel not enough contact re: local issues with my Councillor
	Resident Associations could be broadly focused not just ratepayer; other local interests, e.g. Bike user, local parks, street front, street furniture, noise – Regal Heights Residence Association
	Need grass roots support, funding to access, have to tap into website
	Need more community development staff
	Groups react now to issues as oppose to working together from the beginning
	Advocate public forums with small groups within the neighbourhoods to access increased input and participation
	4 annual public meetings are needed
	Engage schools and libraries more frequently, any community centres
	Libraries should have visuals, data on City operations, issues; which Councillors sit on which issues
	Some Councillors share budgets with ratepayers
	Need resource and strategies for today's participant to encourage their neighbour to participate
	Every block should have a committee for maintaining the garbage, etc.
	Have referendums on the big city issues
	No referendums; we vote representatives to make these decisions for us
	Referendums allow interested citizens to have more participation but only few people will participate
	Decision-making process at City Hall needs more clear explanation before public gets engaged (to get engagement)
	Better proactive and civic engagement model as opposed to current reactive model
	Don't pass anything without public approval and a referendum

	Flow chart showing relationship between advisory and standing committees (organizational chart)
	Room for both specific and general; need strategic and very specific local matters
	Assume citizens just understand their responsibilities
	City is big; break it down, not just politically but civically
	Decrease bureaucracy; reduce the line of command!
	Ratepayers should be changed to Residents Association, neighbourhood association
	Whatever it takes to increase youth involvement
	Youth from poor areas should be contacted to come to meetings such as today's
	Engage youth by lowering the voting age to 16 for municipal politics
	Extend mandatory volunteering and participated to younger students
	The youth should be involved in meetings such as today
	We need Youth Council starting in elementary school, could be about governance in their own school (e.g. How playgrounds work); outcomes of discussions go to Community Council as input
	Community economic development corporation – integrate into how City operates; they could help create youth jobs
	If you don't act on youth suggestions, they won't participate; need to see results
	Need to interact better with various groups; e.g. Youth, teach them about the City, get them involved
	Get youth involved through neighbourhood associations, but need help to make it happen
	Get youth to events like this one – the Mayor can get them talking
	Community Councils should have youth representatives, like TDSB does
	We need trade centres in Canada for youth
	Create environments where youth feel safe to speak
	Some areas have high unemployment, so many issues forgotten
	Agree with targeting 13 identified neighbourhoods
	Work in means to make local government relevant, fun
	Re: 13 neighbourhoods, some groups more vocal than others; we need to equalize groups so everyone has a voice in equity issue
	13 Neighbourhoods – excluded downtown; St. Jamestown, Regent Park, therefore don't get resources
	The City should have more advisory committees
	Citizen advisory group models
	Neighbourhood Councils should be involved in advising the Community council
	Elect constituency councils to deal with some issues instead of City Council
	Use the New York City model of community groups to represent specific community needs
	General – Citizen advisory committees not mentioned; those committees can move things to standing committees; roles of advisor committees should be strengthened fast, they are not mentioned, is concerned might be weakening, the citizens who always come are the experts and they have more experience than Councillors
	There should be an advisory board assembled by leaders within the Communities; i.e. Business owners, and people of different disciplines to provide input and insight; they would not be paid; it should be viewed as an honour to provide input in the City
	Change composition of City Council; free info and training sessions re: how to get involved and run for office; funding pool available for people to run, diverse groups
	City should be governed bottom-up by community councils, not top-down from Mayor's office
	City committee to include community members
	Ratepayers tend to be represented by home owners; need tenants group
	Empower new neighbourhood watch programs
	Want to see more emphasis on neighbourhood and not specialty group/interest group experts
	Completely disagree with public referendums for everything
	Use existing local infrastructure and attach engagement strategies to what is known
	Public forums should be on weekends
	Meeting space (public) can be very restrictive for time and location and accessibility, needs to be more accessible
	More diverse staff needed who speak languages to get engagement
	Language important; neighbourhoods are a type of community; strong; civic engagement
	Change hiring policies to ensure diverse staff can engage under-represented communities
	Can't be passive and expect disadvantaged people to come to you; Councillors need to go to them
	Process needs to be set up to represent their hopes

		Reach marginalized communities; translate notices more effectively
		Have City interpreters so all language groups can participate
		Non-English speaking participation to be encouraged
		Have events at community centres to draw people for discussion
		Schools, libraries, recreation centres have opportunities right in the community; ask there for what's needed
		City to form strong partnerships with agencies in 13 communities
		City should help to organize neighbourhood associations, support and funding; strong organizations at grass roots
		Expand the right to vote to residents who have been here over one year
		Acknowledge racism exists officially, so that under-represented groups feel enfranchised and will vote more
		Community meeting to be held in the language of the community
		Outreach and not just English
		Ensure specific sections of under-represented neighbourhoods are targeted for engagement
		Engage First Nations more actively
		Need to consider accessibility for seniors and disabled; need for translation, language barriers
1		More consultation – neighbourhood opportunities developed through community development approach; City staff to support
1		Increase people's knowledge of the city to increase/encourage participation
1		Have small community councils that make more decisions, and have budget support
1		Not everyone wants to be part of forum, committee structure; need non-tradition multiple, not one size
1		General – make people feel that their vote counts by instituting an electoral system based on proportional representation
1		Need to lower voting age
1		Again issue is giving Toronto more power so not overruled by higher levels of government
1		Panel – ideas re: strong Mayor and vision; recommended nothing specific re: civic engagement; not enough time on this; specifics elsewhere but not on civic engagement
1		General – all taxpayers should vote
1		Increase support in the development of neighbourhood association and consultation; i.e. Staff and financial
1		General – Give the vote to residents not just citizens
1		Community agencies who have done a great job in integrating newcomers to the city should have funding – stable funding; they've done a great job!
1	a	Engage neighbourhood in planning
1	a	Create a Blog website run by the City to allow the public to comment and ask questions
1	a	Start local – have this discussion (how to build it), engage locally and they'll understand the path and participate
1	a	Each ward Councillor should volunteer that engages the neighbourhood on a day to day basis
1	a	How are you going to do this? Provide specifics
1	a	Want to feel like doing some good – pat on the back
1	a	Different forms of consultations – people with disabilities still be able to participate
1	a	Early notification; website for each ward; someone to upload information on the website; use the venues that community goes; best practices how to communicate with the residents
1	a	Yes, need a common civic engagement; need new strategies; roundtables, town halls, public consultations in communities
1	a	City has to provide linguistic support to have different communities encouraged to participate
1	a	Use communities newspapers
1	a	Campaign for community involvement for each Ward
1	a	We need a conference on just this, not enough time here
1	a	Utilize thematic groups, e.g. Health councils, women's councils, city-wide, e.g. Brazil; do policy, plans, budget, implementation
1	a	Reach out to the business leaders to create a council that can advice on business related matters
1	a	Neighbour associations should be used to get input from public
1	a	Good examples are: police board consultation on the hiring of the Police Chief; well done!
1	a	How can the community be heard if the City overrides it? (e.g. St. Clair)
1	a	Do a worthwhile discussion – be heard
1	a	How engage youth? Local meeting on youth but no youth contacted; need a youth representative to reflect views, engage and involve
1	a	City has youth council, why not here

1	a	Do ratepayer group need to be anonymous; need to be transparent?
1	a	It seems very vague
1	a	Reality is that if it is not a hot issue, people won't show up
1	a	Human time wasters who discourage involvement; let's look at those people who abuse system
1	a	Different models need to be evaluated from around the world that is more democratic
1	a	Need to increase accessibility for new immigrants, i.e. Translators, public notices should be in different languages
1	a	There are no services in High Park; there are poor people in every neighbourhood
1	a	Provide child care; TTC
1	b	Better communication of what the Toronto Strong Neighbourhoods strategy is
1	b	There is no on-going process – there should be an on-going discussion for how citizens are involved
1	b	If there is public consultation, how are recommendations implemented
1	b	Empower the people in the neighbourhood to fix the problems in the neighbourhood, it is not up to the Councillor
1	b	4 regions have annual meetings, but 3 in each ward; more interest is generated locally; one a year on big issue, plus 3 on other smaller issues
1	b	Use schools and other civic properties to get people involved, have to build cooperation between institutions; place to meet as well as private business
1	b	There should be more pride within the business owners to take care of their areas; especially as the city does not have the money to maintain city garbage
1	b	Who are the neighbourhoods that get more funding?
1	b	Not just focus on 13; don't exclude the rest/communities, why 13?

North York Community Council Area March 6, 2006

Discussion One

		Have community councils put forward what they have decided.
		Council currently is organized chaos.
		Public document on councillor's performance, which would show strength and areas that a councillor needs training.
		Heads of standing committee to form Executive.
1	a	Like 3 year strong support for financial control; concerned about influences behind the scene – election finances.
1	a	Want 3 year terms; limit number of terms (maximum 4, i.e. 12-15 years).
1	a	Like to see four years or so, much of a 3-year term is spent campaigning.
1	a	Need longer terms to implement programs (need 4 years).
1	a	Prefer to have existing 3-year term just to see how they do (don't want to get stuck with a dud).
1	a	4 years : 3 years - table was split 1:6
1	a	4-year term to provide more opportunity to implement ideas.
1	a	Limit the number of times a councillor can be elected.
1	a	3 year term long enough to prove productivity or leave room for other.
1	a	4 years yes, if limited number of terms.
1	a	4 years – more time in Council rather than time spend on campaigning.
1	a	3 years, enough to work effectively.
1	a	3 years, but more strategic planning and thinking of Council.
1	a	More time, 4 years productive, more, higher accountability.
1	a	3 years keeps councillors on their toes.
1	a	Agrees with #1 b/c getting people (council) to make decisions on longer term (long term perspective).
1	a	No four year term, 3 year term.
1	a	Like 3 year, if councillor is good he will be re-elected.
1	a	No difference of 3 or 4 years.
1	a	4 years will cause it to be hard to get new blood.
1	a	3 years re-elected.
1	a	4 year term more effective.
1	a	3 years
1	a	3 year stands, not enough turn over.
1	a	Keep 3 year term.
1	a	3 years fine.

1	a	Agree with 4 years.
1	a	Do not agree with 4 years.
1	a	3 year terms retained.
1	a	3 years.
1	a	Not 4 years, 34% voter turnout not strong mandate.
1	a	3 to 4 is good, too short now, more accomplished.
1	b	Bureaucracy makes decisions.
1	b	Staff may not represent facts.
1	b	Who selects what transactions?
1	b	Experienced staff can work more effectively in transactional matters.
1	b	Does not think bureaucracy should get involved.
1	b	Danger in what transactions are delegated.
1	b	Experience in City workers creates a comfort level.
1	b	Agree
1	b	Community councils should have more authority.
1	b	Delegation to staff is difficult, staff not respecting bylaws.
1	b	Staff decisions may mean losing transparency.
1	b	Staff may not be representing community.
1	c	Agree – whole table agreed
1	d	Should separate small decisions from policy decisions.
1	d	Get rid of city council meeting ‘circus’ (agree with split/transactional from strategic).
1	d	Committees and community council should have policy making role.
1	d	Policy should come bottom up- community council to city council.
1	d	Separate day-to-day from strategic planning and policy making.
1	d	agree (with checks & balances)
1	e	Appointing a speaker will help get rid of the circus (agree with 1e)
1	e	Likes the idea of deputy speaker and speaker.
1	e	How does speaker relate to constituents?
1	e	Elect a full-time speaker.
1	e	Mayor should continue as chair of council.
1	e	Should leave the mayor in.
1	e	Full time speaker. 1 job as moving agenda and clarifying.
1	e	Full time speaker may not represent local interests.
1	e	Agree - whole table agreed
1	e	An enhanced City Clerk to chair – not from Council.
2		Good idea to create Executive, friendly dictatorship, City this size we need this.
2		Concern – want all councillors to be involved in the vote. Want all to be informed.
2		Checks and balances through informal and inexpensive appeal process.
2		Providing information on the performance of the councillors on various areas, i.e. art, environment.
2		Executive Committee is a good idea. Councillors could focus on agenda.
2		Cabinet may have too much power. Ensure guidelines, checks and balances.
2		Likes idea. Streamline work load. Accountable to whole Council.
2		Design a process for further education and knowledge transfer across the city with councillor and mayor.
2	a	No executive committee; (majority) removes certain councillors from decision making.
2	a	Concern re Executive committee; where does the accountability lie, where is the power?
2	a	Concerned about “old boys” club
2	a	Concerned about filtering out the decision making, re similar cabinet.
2	a	Doesn't agree with this. Current structure has power, may limit access, reduce diversity in broad decision-making. Want more open access – may limit.
2	a	Opposed to Executive Committee
2	a	In favour of Executive committee
2	a	Need to have safeguards.
2	a	Executive committee to be elected by Council as a whole.
2	a	Concern how people get on an Executive Committee.
2	a	Must have proper geographic representation.
2	a	Concern how are they appointed to Executive Committee, give more money to Community Council and give more power, how does centralization at Executive Committee happen?

2	a	Not a great deal accomplished at Council meetings. Executive could make decisions on what Council discusses.
2	a	Concern with appointing people, worried about favorites.
2	a	Agree (except chairs of community council – community council to decide)
2	a	Disagree
2	a	Too much power in individual – good mayor good, bad mayor bad, need council to balance.
2	a	Appointment process – approval process to balance committee so as not to be model of i.e. Old City of Toronto.
2	a	No need to include TTC, see them as a client of city – why not other ABC's?
2	a	How do you get appointed – it is the Mayor's decision.
2	a	How can the mayor be accountable if he has 1 vote? – no authority to appoint Executive Committee.
2	a	Mayor appoints chairs, less need for coalition and community building.
2	a	Council appoint chairs, not mayor.
2	a	Mayor should not appoint the Executive committee.
2	a	Danger if mayor appoints can introduce party politics.
2	b	Concern is that the way decision making is done now 'bogs' down decision making.
2	b	Performance appraisal to put in place for councillors to evaluate the (strengthen) strategic role of council.
2	b	Chair/committees needs a total plan – good ideal with appropriate checks and balances – no layers
2	b	Executive committee too much decision making?
2	b	Community Council to be able to develop policy and forward on to Council.
2	b	Not enough time for councillors to know all issues; Executive committee more focus, streamline ideas.
2	b	Standing committee represent a flavour of all decisions.
2	b	Having 44 councillors discuss everything creates a problem.
2	b	More open access.
2	c	Increase in salary to pay for that decrease expenses.
2	c	Higher salaries may alienate those not receiving this.
2	c	Yes, not huge increase; not so big that isolates other.
2	c	Salaries, to board, who decides on increase?
2	c	People may vie for the positions – more money = more power.
2	c	Should be per meeting payment.
2	c	Salaries should be raised, so raise Executive Committee salary (if supported).
2	c	Should be paid added salary – more responsibility = recognition.
2	c	Someone wants expense account to remain the same.
2	c	Executive committees should not have enhanced salaries.
2	c	Asking people to do more and compensate and give them tools but make sure it is very streamlined operation.
2	c	Not sure how easily could be achieved.
2	c	How will it be measured and non-partisan?
2	d	All councillors should have access to office professionals.
2	d	Caution to adding another level of decision making.
2	d	Would 2d increase personnel costs?
2	d	Needs to be a hiring process through human resources.
2	d	See as important piece, need an administrative support for success (non political side).
3		Four annual meetings and state of the city address are good ideas. Not necessarily involved by the Mayor.
3		Mayor should be able to delegate.
3		Agrees with #3.
3		Other representatives of council can address the community, not necessarily by the Mayor.
3		How is it communication – local councillor, staff, notified, concerned about process on OMB.
3		Mayor should have more authority to put a city-wide strategy.
3		Mayor should have the power to truly represent our city.
3		Agree.
3	a	Agree.
3	a	Agree.
3	a	Agree.
3	a	Agree.
3	a	Agree.
3	a	Agree.

3	a	Council as whole will deliver, not the mayor.
3	a	Agree with city-wide vision, needed.
3	a	If you are going to have a mayor who is any good, they must have some authority (yes to all).
3	a	Where is executive committee getting its direction from? (concern)
3	a	Against broadening the Mayor's scope.
3	b	A youth day is needed (as will not speak up otherwise).
3	b	Have a special mayor day, just for youth.
3	b	Like to see more ongoing opportunities for feedback – more options. (concern)
3	b	Less talk, more action (with stronger mayor).
3	b	Mayor should have more say e.g. waterfront is going nowhere.
3	b	Performance review of councillors come through election.
3	b	Agree.
3	b	Agree.
3	b	Agree.
3	b	Agree.
3	b	Agree.
3	b	Agree.
3	b	Agree.
3	c	Running for public office require accountability and transparency to produce a "Report Card".
3	c	Agree.
3	d	Disagree.
3	d	Agree (except community council).
3	d	Party politics might come into play.
3	d	Mayor gets a lot of power. The mayor today, this might be fine – but a new mayor with different beliefs could be a problem.
3	d	Councillors should have some say.
3	d	Mayor should not appoint and remove chairs, city manager – not have the ability to make sole decision.
3	d	Agree : disagree -table was split 50% for, 50% against
3	d	Council should appoint, not mayor.
3	d	Should be agreement from city or community councils.
3	d	Do not agree with this, too much power in hands of one person.
3	d	Concern of mayor having power alone to appoint/remove chairs.
3	d	Mayor needs a team that will implement the strategic vision.
3	d	Mayor and executive committee appoint chair/vice chair.
3	d	Executive committee should have power to appoint chair/vice chair.
3	d	Each committee should elect own chair, and each community council.
3	d	Mayor more power but with 2/3 agreement by Council.
3	g	Alright to speak for Toronto but keep in mind we are Canadians first.
3	g	Follow federal policies.
3	j	City manager does not work exclusively for mayor, work for many interests.
3	j	Mayor appointment is mayor's representative, not council.
3	j	Too open misuse abuse, could be personal.
3	j	City Council should appoint City Manager and senior staff.
4		City (Toronto's size) should have smaller committees to function.
4	b	Chair councillor should be allowed to vote contrary to committee.
Discussion Two		
1	a	Let Community Councils make planning decisions
1	a	Transaction and strategic need to be in same place local or wide
1	a	Make it a fair level playing field. Provide same resources to the community level resources
1	a	Delegate transactional due to time constraints
1	a	Planners / developers have an edge
1	a	Different areas to pay different taxes
1	a	Whole idea great. Decision made at Council level that could be made at Community Councils
1	a	General comment – should have included points on Planning Act
1	a	Executive Committee to be elected by Council
1	a	Abolish the OMB
1	a	No connection between community, OMB and Planners

1	a	OMB should not be able to override City
1	a	Recommendation to attach funding to Community Councils powers
1	a	Agree with #18 recommendation by Councillor Nunziata
1	a	Community Councils should be able to make transactional decision
1	a	Empower community. OMB has power
1	a	Empower local decision as much as possible – larger issues will go City-wide
1	a	Good idea, keeps Council more responsible on tracking issues
1	a	Delegating some activities and routines to Community Councils, but precedent setting decision making leave with Council for uniformity
1	a	Agree with delegation – City staff should be involved in some
1	a	Efficiency when decisions are made at Community Councils
1	a	More power to make local transactional decisions
1	a	Agree with it – some decisions could be made by staff – need not go to Community Councils
1	a	It's appropriate
1	a	Community Councils should have the power / financial to make decisions related to communities
1	a	Every district should have its own budget
1	a	Do not give financial power to Community Councils
1	a	Give financial power to Community Councils
1	a	Empower Community Councils conflicts with 1B in 1 st discussion – need to really think through how Councillors / staff will deal with this
1	a	Can't totally delegate to staff as there will be political involvement on sensitive issues to public
1	a	What kind of issues can be delegated – need clarification on how 1A will be in how many with overall vision of City
1	a	Intimidations / frustrating because planning process already decided – community brought into debate late
1	a	Planning needs to be more open and consultative
1	a	Neighbours, BIAs will be informed of projects prior to any “deals” with developers and Council
1	a	City becoming too big to manage with current Community Councils
1	b	Yes
1	b	Town hall meetings have more than 4
1	b	Should be 5 meetings
1	b	4 public engagement is a good idea to bring community together
1	b	Supporting b, c and d proposals
1	b	A great idea to have 4 public sessions. How can we get more involved re: youth, local diverse groups – new immigrants
1	b	4 sessions excellent
1	b	4 sessions would be perfect
1	b	4 meetings is not enough for Community Councils
1	b	Strongly agree
1	b	Communication from empowered Community Councils is essential to the neighbour
1	c	Ensure neighbourhoods inputs are heard – follow procedure
1	c	Mechanism so neighbourhoods push local policy
1	c	Ratepayers are mobilized and vocal in some areas of the city, to be promoted in other areas
1	c	City representative to visit schools. A dedicated staff person to visit schools and educate youth – show how to access City
1	c	More open forum – websites for youth, within school system, start at a younger age i.e. junior achievers
1	c	Less formal meeting style would be less intimidating
1	c	Agree – implementation (local Councillors should also hold public meetings with their constituents (regular)
1	c	Community planning groups in smaller groups
1	c	Every effort to enforce 'c' – effective dialogue must take place in communities, make access even easier
1	c	Concern – it is too vague (who gets to represent a particular neighbourhood?)
1	c	Currently not very accessible for local residents
1	c	Link between Planning and Community needs to be strengthened
1	c	Not sure how civic involvement ends up impacting the decision making process – more clarity of where input goes – more transparent
1	c	Public engagement sessions and maintaining ward Councillor good
1	c	How will they do 1c but good idea
1	c	Very difficult to marshal resources from the community level

1	c	Website and email needed to highlight issues and get responses – don't have time to go to all the meetings
1	d	Not important about meeting time. The main issue is stay on schedule. If community comes to meeting and they want to hear their issues
1	d	Bring meeting to the communities re: schools, local facilities. Timing – evenings
1	d	In favour of having more evening meetings
1	d	Community Council – meeting in evening. Meeting should be ongoing not just pre-election times
1	d	When are Councillors going to have a life – all Councillors need a raise.
1	d	Like idea of 1d, but must be some way of ensuring that it does not run over time
1	d	Meeting at evening not as good for older people. Sometimes at night if at convenient location
1	d	Agree with this to promote democracy
1	d	Some are in favour of more meetings on Community Councils
2	a	Enforcing is critical – how to ensure that marginalized communities represented?
2	a	Agreed that City Council stay “ward based”. Meet with local council – this person is my representative
2	a	Each ward unique, needs unique, so Community Councils a good tool to address local issues
2	a	With strong leadership and strong vision don't see any problem in 2a
2	a	Need a balance – need some Councillors represent wards / some at large
2	a	Supporting (a) and leave Councillors time for strategic decisions
2	a	Diversity of Councillors make up of the Community Councils
2	a	Maintain ward system a must. Who to blame, who to go to for support, accountability, local people can get elected
2	a	Favor of ward representative
2	a	I agree with ward system but need a strong city official plan (and stick to it)
2	a	Agree. It enhances accountability – improves contact between residents and Councillors
2	a	Important to maintain representative
2	a	Ward representation makes sense (necessary for democracy)
2	a	Maintain wards
2	a	Proportional representation. Councillor body more representative of city population
2	a	Hiring staff representing make up of diverse city may help with lack of diversity at Council level
2	a	Full Council focus on broader items, when volunteers (citizens) assist Councillors on local issues not city-wide matters
2	a	Marginalized communities represented and good
2	a	More supports to promote marginalized community voices
2	a	Ward system supports marginalized communities
2	a	Amount of information versus time constraints
2	a	In favour of 2a, all in favour
2	a	Develop mentoring program to job-shadow re what political life would be life at City Council / community level
2	a	Mayor elect the executive committee with the 51% support from Council
2	a	Mayor elect the executive committee, to be approved by 2/3 Councillors right to over through the decision
2	a	Add 3-4 district councillors
2	a	Each Community Council have election for community mayor or chair and sit on executive community
2	a	To help marginalized communities you require more funding
2	a	Depends on how good your Councillor is
Discussion Three		
1		Add \$10 to tax bill when household votes get it back
1		Should be recall mechanism of any elected officials
1		Pursue electoral finance reform – to ensure corporations don't donate, no rollover of donations from 1 to next
1		City Council should take the lead in establishing neighbourhood associations. Also give some money
1		Councillors to take lead in neighbourhood issues
1		Councillors to focus on social issues and needs daycare, community programs
1		Councillors invite community / ordinary people to committees
1		Great if City Councillors hold these kinds of sessions more often
1		Interesting to know how many of the Councillors living or coming from the priority neighbourhoods
1		How aware are Councillors aware of the needs of the priority neighbourhoods
1		Wards and actions – upholding public good i.e. green space, demonstrate by giving area / land, clear concrete action, consistency

1		Community leaders, welcoming program to produce confidence in community
1		More wide spread communications
1		Utilize community newsletters to promote meetings
1		Get people more interested in these issues
1		City to have more communication with schools and daycare centres
1		Motivation – must get the secret
1		Community contacts for apartment, community centre and local bulletin boards and chat circulate local info
1		Planning projects be listed on a database
1		311 – phone and website or system to advise on priorities, reporting on bylaws
1		We need daycare in those 13 neighbourhoods
1		Opening school facilities through pilot projects for community initiatives was successful
1		Hiring support in poor neighbourhood to facilitate their public engagement (childcare...)
1		Communities of interest need a voice and support
1		Vulnerable people in Toronto need mechanism to voice up their issues
1		Lower the voting to 16 age and extending the voting privileges to non-citizens
1		City should give support to new immigrants through community centres
1		How to balance taxing and needs
1		Deputations are difficult. Community meetings – open up to deputations at Council. Evening meeting.
1		Neighbourhoods should be able to make recommendations to Community Councils
1		Public education on a fair city and higher standards for all
1		Every condo corporation should post condo manager and president as a public notice
1		Not enough time to discuss all the issues
1		(Mayor speak for) Toronto 2 Ontario needs to make a deal with the Federal Government to get more funding for immigrants
1	a	Councillors should get to know the various associations, including ratepayers
1	a	Engage by personal contact of Councillors. Direct relationship with local agencies – churches, community organizations
1	a	Funding, resources for community planning or clean up
1	a	Schools should be involved more
1	a	Use schools as a physical space for civic engagement meetings
1	a	Access Toronto is satisfactory, do not need 311
1	a	Civic engagement training, awareness resources needed
1	a	Partnership building to enhance existing expertise to the most
1	a	Community engagement should be organized and supported by the City
1	a	Where are local funds / resources? Need supports to help people access these, neighbourhood groups
1	a	Citizen ombudsperson
1	a	Local person who is capturing local interest determining needs
1	a	Continuity of civic staff – who to go to, who to contact, consistency, build relationships
1	a	Support department – language specific – to help build community neighbourhoods
1	a	Pre-set community meetings for the year and publicize it. Send it with water bill
1	a	Making City website more friendly, more accessible, chat
1	a	Needs to be flushed out – send flyers – get people (who are not community involved) engaged
1	a	More focused communication on what City Council is doing – if you don't know what they are doing, it is difficult to be engaged
1	a	Strong community involvement. Engagement, what is say tonight is taken seriously
1	a	Get youth involved through a youth cabinet / internships in Mayor's and Councillors offices
1	a	Engage – linguistic needs of community. Translate key points. City has improved in last 5 years
1	a	Engage some of the less wealthy communities
1	a	Priority neighbourhoods need help to participate in such a community consultation
1	a	Agree in general – heighten high risk areas, hear from them, they aren't represented here tonight. Open lines of communication in High Risk Areas
1	a	Good to see Council communicating in different languages
1	a	Ask the community (youth, seniors, immigrants) the best way to engage them
1	a	Mandate public engagement on relevant issues. Ensure community activity groups be set up (open and transparent). Also let people's voices be heard, not overpowered by developers
1	a	Happy that civic engagement takes place
1	a	Vague – needs more specific objective, in deliverable terms

1	b	Councillors should be informed, advised about ways to improve relationship with people
1	b	Service cut is responsible for some city areas going through situations as they are now
1	b	Certain areas in Toronto do deserve extra attention
1	b	Designating particular areas as priority neighbourhood may not reflect the planning and services needed. Neighbourhood do not have fences
1	b	Cross out 13 would be happier
1	b	13 communities may effect us all
1	b	Contact persons in communities should be established and informed about meetings. Invite them to participate. Create interest among them
1	b	Ask school board members to form neighbourhood associations
1	b	Stop calling ratepayers associations. Call it "neighbourhood associations"
1	b	Ratepayers turn because of renters were not allowed to participate. So by calling neighbourhood associations you are more inclusive
1	b	Should not be up to City to decide on what the associations call themselves
1	b	Neighbourhood associations would be a comfortable setting
1	b	Formalize neighbourhood associations
1	b	Neighbourhood associations should be able to access schools for meetings
1	b	Enable community groups so that they can be stronger – support with money / volunteer recognition (*Councillors can assist)
1	b	140 not bad. Re: Strong Neighbourhoods – strategy is important and we need funding to identify.
1	b	City should keep a database of community and homeowner associations
1	b	Problems with neighbourhood associations as they may go against the cities needs and wants
1	b	Neighbourhood associations focus too much on self wants / needs
1	b	Must prioritize but restrictive statement
1	b	Councillors must really stress youth engagement (a great way to get off guns)
1	b	Engage ethnic association in at risk neighbourhoods
1	b	Identify the barriers (language, transit subsidy, baby sitters) and address them to improve engagement
1	b	What do you mean by consultation (2 hours, example, is not enough)?

Scarborough Community Council Area March 8, 2006

Discussion One

1		City should be able to refuse provincial downloads
1		Recall for councillors
1		Housing board, TTC; should have all the members on board
1		Special interest groups get too strong
1		Candidates should have a legitimate chance, whereas the incumbents have too big of an advantage
1	a	Equally distribute \$ for candidates to run against incumbents
1	a	Not in favour of term limits; we would lose that experience after the term ends
1	a	Have term limits if you are going with a 4 year term of council
1	a	Wards should be smaller
1	a	Speaking limits for campaigns are too high
1	a	Not in agreement with recall of councillor
1	a	The impact of election cost, 3 yrs. Vs 4 yrs, to the City
1	a	Too long (4 years); politically, especially in election year is good as councillors would show up; renewed interest
1	a	The increase of term needs a city-wide ballot
1	a	44 wards now; draw boundaries by population; reduce number of wards to match ridings
1	a	Need city-wide referendum; introduce mechanisms to recall councillors and have by-elections
1	a	Violation would not be checked; i.e. "do whatever you want until you are caught"
1	a	Improve the rules during elections
1	a	Smaller wards would increase accountability
1	a	2 years – if you're good you continue
1	a	2 years – provides more choice, more opportunity
1	a	2 years – if not good, new ideas, new people
1	a	2 years – get rid of councillors who are not performing
1	a	Make it 2 years; make more wards

1	a	2 years – provides opportunities; avoids people being excluded; chance for many voices
1	a	Too difficult to take out an incumbent with 4 years
1	a	Change term of office to 4 years
1	a	Can accomplish more; can deal with issues that
1	a	Coupled with term limits (maximum) for councillors, 3 terms limit
1	a	It may take long to push an agenda through in 3 years; 4 years may be better
1	a	4 years would save money
1	a	4 years would lead to more productive years
1	a	How would 4 year terms be justified? How does it accomplish better focus?
1	a	Not in favour of 4 year term
1	a	3 years – good work cycle with accountability
1	a	Keep terms to 3 years
1	a	Disagree with 4 year term; ability to ensure turnover
1	a	3 years is good; 4 is anti-democratic
1	a	4 years may be a problem as it could coincide with the federal and provincial elections
1	a	Agree 3 years is plenty; accountability is most important
1	a	Stay at 3 years; lose touch with electorate with 4 years
1	a	Promises are kept during election year
1	b	Should have citizen advisory committees to deal with the smaller issues or local issues
1	b	Individual community councils should be able to set policy on their own
1	b	Will free up City Council to deal with bigger issues
1	b	If we have community council make final decision we still need appeal body
1	b	We need to be careful who we delegate to Council to Committee to Staff
1	b	Transactional issues should be delegated to community councils
1	b	Let community council have final/substantial decision making authority; transactional number issues need budget to implement
1	b	With a 4 year term
1	b	Accountability of delegated decision-making
1	b	Concern with striking committee not flagged, mayor appointments
1	d	Transactional at local level; may lead to inconsistencies
1	e	Speaker could be selected from councillors and rotated
1	e	Should be speaker
1	e	No speaker
1	e	Question if speaker from elected Council or appointed from outside
1	e	1 speaker due to cost
1	e	No speaker; it's the Mayor's job
1	e	Mayor/deputy is fine
1	e	Should be a mechanism to provide relief for speaker so they can represent their constituents
1	e	Why do they need an enforcer? A full-time speaker is necessary; not a deputy speaker. A deputy mayor should be present when the Mayor isn't
1	e	Useful to relieve Mayor of responsibility to run Council; not a member of Council
1	e	Feel speaker should come from Council; like Parliament; should be elected
1	e	Ensure speaker is non-partisan
1	e	Robert's rules as procedures
1	e	Speaker appointments would mean that Councillor cannot discuss his local matter
1	e	Rules – code of conduct with penalties that are enforced
1	e	Mayor should continue to chair meeting; stronger enforcement of rules; review of rules
1	e	In favour of speaker – but need regulation on appointment
1	e	More respect – too much time is wasted – need to change the way debates are done; not enough attention to rules and regulations
2		Strongly in favour of Executive Committee
2		More frequent meetings of the Executive Committee needed (4-6)
2		Structure should be adaptable to managing people and not money
2		All Executive Committee meetings/decisions must be recorded
2		All executive Committee decisions should be subject to Council approval
2		Are we being listened to; are our concerns considered
2		Committees and community councils should appoint chair

2		Power should not be concentrated in select few appointed chairs and staff
2		Mayor should not have power to appoint all chairs
2		Councillors should be able to vote/elect committee members, not the Mayor
2		Cautioning Executive Committee re consultant hiring; strong and enforceable guidelines; perhaps fee structure mechanism to revisit hiring policy
2		Retain ward based representation
2		Where are checks and balances? Auditing function to ensure responsible spending;
2		No Executive Committee
2		No 2 tier Council (same pay and vote for all)
2	a	Standing Committees should elect chair of individual committees
2	a	Chairs for community council should be chosen by community council
2	a	Concern with Mayor appointment; power; transparency; lack of representation
2	a	We should have an executive
2	a	We should not have an executive committee
2	a	Limit financial contributions
2	a	No – susceptible to strong special interest group can lobby the Cabinet
2	a	City Council should appoint members of Executive Committee
2	a	More democratic if Council elects Executive Committee from Mayor's slate/recommendations
2	a	The whole Council should be a part of the appointing of the Committee
2	a	Too much power in the Mayor's hands if he is the only one to appoint the committee
2	a	City councillors to have input on councillor chairs (executive committees)
2	b	Is this Executive Committee function or something outside Executive
2	c	Disagree increase in salaries; presently they already sit on number of committees
2	c	Concern that Executive Committee paid more; no such thing as "extra duty"
2	c	Against giving Executive Committee members more money
2	c	No extra salaries for Executive Committee
2	d	Why should Executive Committee have its own dedicated staff? Necessary? More bureaucracy – how would it work? Could it become overpowering – serve its own interest?
3		Too power concentrated in Mayor
3		a, d, e, j – object to these; Justice Gomery and Mdm. Bellamy finding would support these objections
3		Mayor should have 44 council candidates; they should set out the 4 year agenda during the election
3		Committee should elect their own chair
3		Recommendation 3 is too vague (e.g. how are public's expectations of Mayor's position defined)
3		Ensure every line of budget remains open to community input to Council vote
3		Don't think Mayor needs more power; patronage; nepotism
3		Mayor should not be able to direct the City Manager
3		Broad agreement at our table that the #3 recommendations are reasonable; like 2i) – stuff in brackets
3		The committees should allow deputations; broaden public access
3		Do not broaden Mayor's responsibilities
3	a	Other departments should have something similar to an official plan
3	a	Mayor should not have a more powerful voice; should be equal to, not stronger than, the rest
3	a	Mayor should serve as a facilitator
3	a	Keep process of open communication open
3	b	There should be no maximum of the amount of meetings held; there may be a need for one meeting per month
3	b	Like open public meeting; councillors should be required to hold 4 per year and a report
3	b	Good to standardize meetings but need to be frequent enough to be responsive to changing needs
3	b	Does this mean 4 times in Scarborough, 4 times in North York, etc.? If only 4 meetings annually city-wide, this is not enough
3	b	+ hold 4 annual meetings; broaden Mayor's responsibilities with Council supreme
3	b	Very good idea, provided there is effective feedback mechanism
3	c	If report only on achievements may not give total picture – not transparent
3	c	Being accountable – this is good to have an annual record; will reach a broad number of people
3	d	No, do not have Mayor appoint these chairs etc.
3	d	Mayor should not appoint chairs, vice-chairs, etc. – responsibility should be with Council
3	d	Potential abuse of power; think carefully about Mayor election
3	d	Concern over those that have dissenting opinions; concern that opposing views will be marginalized

3	d	Maybe to mayor would appoint his friends
3	d	Uncomfortable with giving the Mayor sole responsibility and power
3	d	What is the rationale for changing how things are done?
3	d	How does this prevent favouritism?
3	d	If Mayor has power to appoint, a committee should oversee process; change responsibility of current committees that appoint chairs
3	d	Good to formally do this; not just assumed role
3	e	Good suggestion for Mayor's role
3	e	Needs to have power to make policy recommendations
3	e	Powerful committee (Executive Committee) frightens me
3	f	May make things worse; Scarborough is already underserved
3	f	Need to attach budget to "Mayor Days" held in Scarborough
3	f	How will money get to where it is needed?
3	f	Mayor should have power after looking at priorities and needs
3	f	How will Scarborough be heard?
3	f	How is Scarborough reflected in the current situation?
3	f	How would the process reflect local communities?
3	f	Would be good to speed the process up
3	g	Doesn't he do this now?
3	g	Maybe someone else can do that
3	g	Table in agreement
3	h	Doesn't he do this now? Isn't this his mandate?
3	h	Table in agreement
3	i	Concern with it; should be vetted by Council
3	i	No
3	i	Needs to be bounded by Council; 1 man cannot govern
3	i	Mayor has absolute power; Council should be able to appeal that if needed
3	j	Implies the Mayor has too much power, i.e. if the City Manager disagrees with the Mayor he can dismiss the City Manager
3	j	It should be up to Council to hire and fire City Manager
3	j	Mayor should not have the power to dismiss city Manager
3	j	Absolute power will corrupt; not comfortable with that – temptation too great
3	j	Need to be responsible
3	j	City Manager should not be hired/fired by Mayor; potential friendliness
3	j	1 man should not decide his appointment
3	j	City Council should appoint City Manager
3	j	In support of Mayor leading budget process
3	j	Table in agreement
3	j	The Mayor should have the power to hire and fire as long as there are safeguards
3	j	City council should appoint City Manager
4		The city-wide agenda needs to be more flexible; priorities change throughout the year; if they stick to the agenda other issues that arise may not be dealt with effectively
4		Should not be a Yes or No vote on budget
5		Line item votes on budget should be allowed
5		Province should give City full financial powers
5		If City has more power taxes will go up
5		Lack of transparency; need benchmarks to assess performance
5		Need city-wide representation on Budget committee
5	a	Is the vision going to come from the citizens? It should come from the citizens
5	b	The budget process and outcomes must be tied to and implement City Council's strategic priorities
5	b	The budget should be flexible throughout the year to accommodate issues that arise all year round
5	b	Need public consultation prior tax/budget increases
5	c	Need discussion and adjustments; yes/no too limited
5	c	More up front information on 5c recommendations
Discussion Two		
		Split council equally between local and at large councillors to balance local and City-wide issues.
		Community council and their committees need to be composed of elected/non-elected members from the

		community.
		Councillors should have full-size plans on every development applications to allow proper understanding/discussion on matters.
		Advancement in councillor training. – Discipline enforcement; - new councillors training more strong.
1		Community councils should have real power to deal with local issues supported by a real budget to allocate funds.
1		Community councils should have broader decision-making powers provided decisions fall within existing City policy.
1		More community involvement when making changes that affect their communities directly.
1		Perception still exists of local identity and no city-wide identity, i.e. Scarborough and not Toronto!
1		Planning advisory committee previously had citizen participation. Planning & Transportation presently doesn't allow community representation.
1		Ward needs to be represented by leaders from all its neighbourhoods.
1		Residency in city should have a vote.
1	a	Responsibilities should be broadly delegated with local community council making decision
1	a	More decision making and input from "grass roots" is a great idea.
1	a	General – good idea to have local decisions made locally – the people most affected.
1	a	Community council should have policy making role, i.e. make decision on user fees for recreational – they need a budget.
1	a	If we empower community councils to make policies, we need to make sure that there is accountability across City.
1	a	Community Council has final say on planning matters.
1	a	Makes sense. Scarborough always gets neglected – we need a voice.
1	a	May speed up process which is needed.
1	a	Needed – decisions are made by those affected.
1	a	Need to divide community council meetings a) local issues b) city wide issues – this will crease interest
1	a	Protocols should change so that planning matters goes to community council?
1	a	Councillors should think city-wide rather than territorial. Don't know how to implement.
1	a	As long as delegated policies are clearly spelled out!
1	a	Council needs to set certain ground rules keeping in mind local concerns.
1	a	Must give resources/power/funding/authority to community councils.
1	a	Let community councils make all non-financial decisions, monetary decisions go to council.
1	a	Community council budget
1	b	Look at alternative venues for public engagement other than civic centre. Think about accessibility.
1	b	Periodic consultation between community councils to learn how solutions are being reached.
1	b	Follow-up of issues in next meeting.
1	b	Minimum of four is good – hopefully more.
1	b	"Educate Us" – for any engagement to be meaningful Council must commit to education and training for participants – citizen workshops.
1	b	This would streamline the access for the public. There should be monthly meetings in each ward with the councillors.
1	b	Monthly meetings with the ward councillor would improve access for members of the public to voice concerns in their area.
1	b	Agree.
1	b	Community should have more input on decision-making. Councillors need to listen.
1	b	Important to encourage ongoing means to participate, not just four times per year (in 1b).
1	b	Real commitment to public engagement by going into specific communities.
1	c	Neighbourhood committees to make recommendations.
1	c	Help communities within communities to communicate. Neighbourhood committees that report to community councils.
1	c	Sometimes council needs to dictate/establish policy.
1	c	Look at having more than four community councils to represent neighbourhoods.
1	c	Have subcommittees made up of councillors and community representatives (Neighbourhood committees)
1	c	Local priority setting should feed into community council which should then advise council.
1	c	Input – educate tenants on their rights to ensure participation.
1	c	Agree – we need to look at more effective method of looking for input.
1	c	Creative means for diverse groups to participate politically.

1	c	Yes. Right on.
1	c	Council decision making should reflect strategic directions (budget). It should reflect grassroots input. More bottom up than top down.
1	c	More effective democratic means for community representation.
1	c	Mechanism to: build awareness, facilitate participation, create direct line from neighbourhood to community council to city council, use library, web site (local, not City's) community centre.
1	c	Need to ensure input inclusive owners/tenants.
1	c	Councillors should try to engage the community more aware and interested.
1	c	Residents' associations can be a voice so each neighbourhood should have one.
1	c	Encourage neighbourhood groups to form.
1	c	Supply the public an information newsletter that has space to allow the public to comment and send back in a postage paid envelope.
1	c	During 3 year term at least each ward host public session (rotate).
1	d	Stagger meeting times – morning, evening, afternoon.
1	d	Yes. Fantastic. Yes, yes & yes.
1	d	Not just change times and access but improve advertising and engagement of public.
1	d	Needs to be accessible and child care should be provided.
1	d	Contentious issues should be moved to evening. – all agree.
1	d	Community councils should meet on different days in the evening.
1	d	Meetings should be centrally located.
1	d	Meet in the evening even if it costs more.
1	d	Deputations should be flexible in timing. Extensions should be possible.
1	d	Mixture of day and night meetings options.
1	d	Ensure there is an email address and blog site where the public can access to voice concerns or get information.
2		Alternatively ward councillor should have a constituency office in the ward.
2		Maintain ward-based system to ensure geographic representation.
2		Consider additional councillors to ensure access and representation.
2		Ward election a good point. Ward councillor should be required to reside in the ward.
2		Proportional representation, representation on residency, and communities of interest.
2		Works as long as there is a non-party system.
2		At large elections do not allow for effective representation.
2		Community input should reflect.
2	a	Community groups become too insular; they tend to dictate the agenda.
2	a	In support of retaining ward based representation. - Full table.
2	a	Would provincial agencies re 'GO' still be able to do what they want re new stations (locations)?
2	a	Area councillor should have more rights in their ward so that other councillors can not impose re development in other areas of the city.
2	a	Need to strengthen local councillors on local decisions/issues.
2	a	Have more wards.
2	a	At large councillor may be too expensive and not inclusive for potential candidates.
2	a	Keep existing number of councillors but have some 'at large' councillors.
2	a	Reduce number of wards.
2	a	All councillors provide ward progress reports – quarterly reports to constituents, updates, regular communications.
2	a	Leave it the way it is.
2	a	Should be counter balance to ward system. Council doesn't get the big picture especially around boundaries.
2	a	Keep current ward system.
2	a	Ward based should be maintained to ensure each ward can be addressed individually.
2	a	Needs to be ward-based to empower community councils.
2	a	Ward system more representative.
Discussion Three		
1	a	Sharing of best practices and decisions across communities
1	a	Produce a state-of-Scarborough report in addition to Mayor's "State of City"
1	a	City initiated newsletter to educate residents
1	a	Funding for local newsletters should be provided. No catch (e.g. pictures of Councillors)

1	a	Like that there is consultation – sounds like they will listen
1	a	Web pages for community groups and link with City website
1	a	More “Listening to Toronto” style locally based consultations
1	a	Use town hall style and advisory committees for public engagement
1	a	Ensure multi-lingual consultations are undertaken
1	a	Community kiosks carrying bulletins
1	a	Voice mail is not acceptable during office hours
1	a	The gaps in the current system need to be filled by having more meetings within the wards
1	a	The people are cynical that no one listens
1	a	Improve communication skills. Provide official information in other languages
1	a	Need more time to review documents after they are prepared
1	a	Ensure policy documents for City of Toronto Act relating to City governance be publicly accessible
1	a	Strategy needs to have targets – something measurable
1	a	Community Council and constituents meet annually for information sharing / sharing strategies
1	a	Establish constituent assembly to continue discussion we need this continue.
1	a	There must be continuity (i.e. ongoing commitment) to the civic engagement effort
1	a	Establish a program so residents continue talking about these issues
1	a	Need to continue these civic engagement meetings
1	a	Concrete plans and achievable goals with built-in success makes participation meaningful
1	a	Communities need to come together to voice their opinions regarding changes, maintenance and public safety
1	a	Equitable distribution of resources and services – demonstrated response to expressed needs
1	a	Need feedback from public engagement session. Produce a summary of session. Copy sent to ratepayer. Use Councillor publication – hosting meeting
1	a	Nothing turns people off like when question or suggestion submitted without reply. Engagement means all enquiries get quick reply. At least acknowledgement that answer coming
1	a	When deputations are made by public, Councillors should remain seated and listen
1	a	When listening to community deputations on these issues do not adhere to 5 minute limit
1	a	Does Council really listen to public input? Deputation by public ... Councillors disappear for coffee
1	a	Councillors should collaborate and get adjacent wards group together to discuss common issues
1	a	Where is the ‘passion’ and ‘leadership’ from the City representatives? Need to know that views count
1	a	Have an open door policy with the Mayor and the Councillors?
1	a	Councillors / Mayor must be accessible – answer phone, mail, not just at election time. This would increase civic engagement
1	a	Have community Councillors held meetings to explain how Council works?
1	a	Councillors to facilitate communication between all groups in the ward
1	a	Community Councillors should contribute to development of engagement strategy
1	a	Allow deputants to rebut comments made by Councillors during deputations
1	a	Fear with community representatives is that they may be ignored by Councillors because they were not elected
1	a	Deal with poverty with decent jobs
1	a	Listen to youth social functions. Strategy sessions with Councillors and youth – in schools and at civic centres
1	a	More engagement of not at risk youth who are potentially our civic leaders
1	a	Strategies that involve youth. More creative engaging ways should be utilized e.g. 40 hours of volunteer time
1	a	Engage all supports that youth engage in, example, probation officer target were youth at risk
1	a	Would like to see something that reflects diversity – strategy needs to be flexible
1	a	Strategies need to be different to reflect different neighbourhoods
1	a	More community groups which include seniors, youth within the public to be created
1	a	Diversity of communities and youth reflected on Community Councils and standing committees mentorship
1	a	Scarborough needs a strong voice – we are the most under-served
1	a	Engage younger people, engage tenants
1	a	Engage ethnic communities
1	a	Involve / engage non-English speaking communities e.g. communication in other languages
1	a	Investments should be made in engaging ethnic communities
1	a	Youth friendly spaces, as determined by youth

1	a	Focus on the kids to bring their parents to meetings
1	a	Many newcomers are not used to freedom of speech, they will not go to meetings.
1	a	Simplify structure to help citizens to navigate large organization and staff should be more sensitive in referrals – to the right extension
1	a	Residents should be given more opportunities to get engage. It is geared more to agencies / interest groups
1	a	New Canadians do not know how to effect the process therefore they do not get involved
1	a	City should give guidelines as to how to get engaged in the civic process
1	a	Education on the process and how to effect it
1	a	Provide welcome and community packages to all new residents
1	a	Encourage people to participate, make them understand it is their government
1	a	If you are going to do civic engagement, commit the resources to do it right
1	a	Use schools to engage youth. Create venues for youth to participate
1	a	School and church systems to be involved in City matters
1	a	Building a strategy – better way for City to engage community leaders and institutions
1	a	Schools need to have a stronger role. Schools should be opened 24 hours a day
1	a	We don't really think the new City of Toronto Act will be good for the city
1	a	Youth could network with people – this could be facilitated with them
1	a	Survey the public to learn where they feel meetings (with the Councillor) could be held that would accommodate most
1	a	Develop engagement strategy that is tailored to different communities
1	a	No encouragement by the City to expand community associations
1	a	Who knows better than the communities what needs to be done
1	a	Ensure residents views are cited on. Set up citizen groups
1	a	Voice mail ok if greeting specifies when the person can be reached. Citizens can specify when they want call back
1	a	People are complacent
1	a	Engagement should be continuous not just election time
1	a	Appoint citizens to committees would get more involvement. Council should endorse community groups
1	a	10% of City's budget should be decided by citizen groups – let them decide on how the \$ is spent
1	a	Budget engagement critical
1	b	Identify needs does not equal addressing needs
1	b	When new Canadians arrive they should be target how to engage in civic matters
1	b	Civic engagement strategy must involve outreach to engage youth and youth leaders
1	b	More variety of services – diversity of services reflection diversity of population e.g. recreation
1	b	Make neighbourhood committees linked to engaged
1	b	Engage and empower people from priority neighbourhoods to take charge and ownership of solutions
1	b	13 neighbourhoods identified by statistics but afraid to complaint
1	b	Continue identifying needs especially those that are outstanding
1	b	Ensure all marginalized neighbourhoods are considered not only a specific 13
1	b	Greater emphasis on engaging local neighbourhoods
1	b	Public engagement sessions should be based in the neighbourhoods
1	b	13 neighbourhoods strategies cause other neighbourhoods to be neglected
1	b	Need engagement in coming up with solutions. Cannot just keep identifying issues
1	b	Certain types of consultations – pick people at random to sit on special committees and make decisions
1	b	Residents need to be able to continue participation and change recommendations after City Manager prepares report
1	b	Gun violence has focused attention on 13 areas
1	b	Infrastructure should include social infrastructure, education, social support
1	b	Need to be empowered to make change: funding