

Public Consultation Session  
Core Service Review  
Theme slides  
May 24, 2011  
North York Civic Centre

# Why: services considered necessary to city

- Supports public safety and health
- Serves large percentage of citizens
- If generates revenue for the City
- Basic city services that any modern city requires
- Accountable services “publically provided services are different and more trustworthy”
- Transparency
- Community building – bridging have/have nots ‘you’re only as strong as the weakest link
- Equal rights to services

# Why: services considered necessary to city

- “address needs of different types of people at different stages in their lives
- All necessary – for city to be livable and prosperous
- If service attracts business and people to the city
- If there is a legal obligation to provide
- “city where no one is left behind” where all citizens are provided for

# Why: contributes to city, but less important

- If “City would survive but it wouldn’t be a world class city”, survive but not well
- Possibly duplicating
- Could be rolled into existing program
- Can be done voluntarily by individuals
- If it’s “revenue producing so you can’t cut it”
- Not necessary for life and health but contributes to livable and prosperous City
- Programs are luxury or “nice to have”
- Don’t need to do some services 24/7
- Mid-to low value budget item – costs less to deliver
- “need services so life is less difficult especially for those without family or \$ (newcomers, seniors, single parents”

# Why: services not required for the city

- Federal and provincial responsibilities should be funded and provided by other levels of government
- Could/should be privately run
- If “quality of life will not suffer”
- “Someone else can deliver it better”
- Lesser importance
- Duplication of City service
- Caters to a narrow group of people or just a few
- Not cost effective
- “Anything that is not health, safety, movement around the city and can be provided by the private sector”

# General “Why” Comments

- “nothing belongs in the not required category”
- More important to look at largest services rather than smaller ones – and must look at what makes up each services
- Smaller services with less than 1% of the budget are not worth examining
- Want to live in a City I am proud of – this is the City for all of us
- Think longer term – not only short term solutions

Public Consultation Session  
Core Service Review  
Theme slides  
May 26, 2011  
Danforth Collegiate

# Why: services considered necessary to city

- When they contribute to Health and Safety
- Provide revenue
- Provide basic services such as food and shelter “doing what governments do”
- Contribute to a healthy city, quality of life and well being of citizens
- Reinforce responsibility we have as a community to one another
- Allow diverse populations to live together
- If they either prevent isolation or provide cross-city opportunities



# Why: services considered necessary to city

- Opportunities to engage with others
- Necessary for city to be prosperous
- Maintains community sustainability
- “the responsibility we have as a community is essential to respect”
- Addresses needs of vulnerable groups
- “we spend our lives here – make the City great”
- Necessary to provide for current and future generations
- Provide equal access for services
- If it’s legally required to be provided by city

# Why: contributes to city, but less important

- If the service should be part of a national strategy – city should lessen its role
- If the services are determined to be “overfunded”
- Other levels of government should deliver
- Consider should the city do it....even if it raises funds
- Some services should be provided by others if we trust them
- Could be important to the city but doesn't mean that we need to fund it if others can do it (private or non-profit)
- Key areas that are not essential to making the city “run”
- If they can be done for a profit
- Certain services are not needed in all parts of the City
- Nice but not necessary if related to basic security

# Why: services not required for the city

- If “other jurisdictions can do it” instead
- Can be provided by private sector
- If the Service had “nothing to do with how we go about our daily lives”
- “does not contribute to prosperity or liveability of the city”
- If services are exclusive to a small group or only a few people
- Business-like, business types of endeavours or services
- If it duplicates services of other providers, or another service

# General “Why” Comments

- User fees are too high
- Local needs, need local oversight
- If city can take care of vulnerable people – makes our city a better place for all “we need to judge the City by the vulnerable members we have”
- Senior levels of government need to “step up to the plate “ re transit and other services
- Connecting all services connected like a puzzle

Public Consultation Session  
Core Service Review  
Theme slides  
May 28, 2011  
Etobicoke Collegiate

# Why: services considered necessary to city

- If the service reacts most effectively to local needs
- Deliver security, health and safety
- Essential services that provide for a positive community
- Ensure equitable access to services for all
- Importance of protecting vulnerable population and helping Toronto's underprivileged
- Compassion, social awareness, "a hand up"
- Meet Maslow's hierarchy of need
- Makes the City liveable
- Provides happier, healthier life

# Why: services considered necessary to city

- Makes City attractive
- Important for economic development
- Help build communities
- Reduce social, economic isolation of neighbourhoods
- “Things needed to live and breathe”
- Services we can’t imagine being taken away
- Services that are the “Bones of City”
- Improves Toronto image on a global stage

## Why: contributes to city, but less important

- Very important but should it be the City that provides it?
- Uploaded to either the provincial or federal governments
- Services the private sector can deliver
- Contributes but not something that makes a world class city
- Not what cities do not core
- Is essential to long term prosperity but not a life and death issue
- There are others who do services successfully
- Helpful but not wholly essential (could be pared back)



# Why: services not required for the city

- Services that have a limited impact or only impact a few
- Services that don't impact people's day-to-day life
- Maybe required, but maybe the City doesn't need to be the one to do it
- "value vs needed" (what we put in versus what we get out)
- If it's "out of date"
- Should be done by others – individuals, associations, groups, province
- If "alternatives exist"
- Excessively expensive
- Is service is obsolete or can be delivered on-line
- If the space being used can be put to another use – even revenue generating

# General “Why” Comments

- Upload back up to the province
- A city service does not come to be city services accidentally, it is because they are needed
- Revenue producing functions should be returned
- Municipal government is a good model and needs to work
- “City has to have a heart” and allow people to have “an enriching life”

Public Consultation Session  
Core Service Review

Theme slides

May 31, 2011

West Humber Collegiate Institute

# Why: services considered necessary to city

- Services make the city liveable, healthy and keep the peace, and residents protected, safe, comfortable
- Services which enhance accountability
- Those that impact the determinants of health
- Address poverty
- Provide services to help people that are vulnerable (young, old, marginalized, new immigrants)
- Preserve natural and cultural heritage
- Any City inspections should be public not private
- Services that are well-used or provide variety of services
- Services to get people involved in the community

# Why: services considered necessary to city

- The only issue is who should deliver the services to maintain Toronto as one of the Best Cities In The World
- Maintain good jobs – to have a good quality of life
- Services that invest for the future
- Affects majority of people
- Services that generate revenue
- Services that focus on prevention
- If the matter is a question of life or death
- “successful cities thrive on good, effective city services”
- “Services that give the City a good name and people will want to move here”

## Why: contributes to city, but less important

- Services that won't effect many people's lives
- Doesn't necessarily improve quality of life for Toronto
- Needed in the long-term but not urgent - "parked but no eliminated"
- Pressure province to take back responsibility
- Duplicate of services
- Nice but not necessary
- Services not necessarily used by all Torontonians
- Where partnerships could "help"
- Does not address a fundamental need
- Not well used services may not be cost effective

# Why: services not required for the city

- Shouldn't be required if is a commercial/business type operation
- Services we do poorly that could be done better by others
- If it doesn't affect peoples' daily lives
- Services that are dangerous or dangerous to the environment
- If it's cheaper for private sector to do
- If you can get the same service elsewhere with the same quality
- Not required if it's the Province's/Fed's responsibility
  - we shouldn't overlap
  - Stop providing
  - No more downloading

# General “Why” Comments

- It is more efficient to outsource whole departments than make small cuts across the board
- Government should decide who can do the best job at providing the services
- Regardless of the service, it should be provided efficiently
- Even essential services should be assessed for cost effectiveness
- If City does not do it, no one else will
- More financial disclosure would help me decide what services are more important and to give feedback
- Services that are duplicated at the Federal or Provincial level – It is their responsibility



Public Consultation Session  
Core Service Review  
Theme slides  
June 1, 2011  
Sir John A. MacDonald  
Collegiate Institute

# Why: services considered necessary to city

- Supporting communities that are needy, most vulnerable
- Create community connections, promotes civic engagement
- Provide social health, safety and a future for our children, quality of life
- Generate revenue for the City
- Creates/supports infrastructure
- Programs that keep communities safe, occupied, socialized
- Address life and death situations

# Why: services considered necessary to city

- Core services for a living city cannot be cut
- Attract others to the City
- If the service is legislated
- Need to have a civil and respectful society; “Show we care”
- Essential to make us a “world class City”
- Promotes cultural diversity
- Builds a foundation for the city – these are the building block of all society
- Services are necessary because they are used by the total population of the City

## Why: contributes to city, but less important

- Many are good services and needed, however the feds or province need to pay for them
- Do services benefit residents or do they benefit businesses needs to be a consideration
- Balancing role between non-profit and city
- Services may not need to be provided 24/7
- Basics should be provided, but maybe not services that don't effect individuals

# Why: services not required for the city

- If the Provincial or Federal governments can provide it or should fund the service
- Services which are minimally used after-hours
- Services that can readily be privatized
- Services that are prohibitively expensive
- Services that have no personal impact on residents
- City doesn't need to be the expert if there are already other providers
- Services that are better with business approach or are business oriented

# General “Why” Comments

- Compare Toronto with others – we need to be amazing
- Try to avoid chaos
- Consider: will services be provided if the city doesn't?
- Consider if there is financial gain to providing the service
- Make sure every city service has a place
- Make our city a vibrant place to live, work and play

Public Consultation Session  
Core Service Review  
Theme slides  
June 2, 2011  
Toronto Reference Library

# Why: services considered necessary to city

- Services that provide public safety, protects people and property
- Generates revenue
- Builds infrastructure
- Serves multiple users
- Provide opportunities to newcomers, diversity of experiences
- Prioritize equity “lift up struggling people” – city has to have compassion
- Provide direction for future generations
- Serve broadest number of stakeholders



# Why: services considered necessary to city

- Connecting the City – neighbourhoods and communities and individuals – engagement and a sense of identity and community
- Provide environmental benefits
- Ensures access to everyone, all groups, inclusive
- Helps us plan for the long term, prosper and compete globally
- Makes the city financially successful, attracts people to the City
- Attracts business, encourages economic diversity
- Essential to keep order
- Meets life and death needs

## Why: contributes to city, but less important

- Services that are self-sustaining
- Services contribute if some people can pay, but vulnerable people need the City's help
- Less important if they are “nice to haves” not need-to-haves
- If it's a provincial responsibility
- If it's not our business – other levels of gov should provide
- If the service misuses/oversteps its authority/power
- If we can do without it in the short term – maybe in future
- If need for service is declining over time
- If the service is a band-aid

## Why: contributes to city, but less important

- Consider providing part of the service instead of all of it
- Ok – if we can provide efficiently
- If we could provide fewer services – that would be enough
- If not necessary but contributes to spin-off effects like prosperity
- Services that effect us but could be done by other levels of government
- Consider if someone else could do it, but balance that with if we benefit
- Services directed at groups/business but not individuals

# Why: services not required for the city

- If the service does harm
- If the market could determine the real cost
- If residents can do it themselves
- If other groups could run better ie non-profits
- Services that take away from, or duplicate other services
- Isn't required by a majority of people
- City shouldn't provide services that are provincial responsibility or could be cost shared
- Services that could be funded privately
- If the City can get along without it
- Helps only a small group of people

# Why: services not required for the city

- Too expensive for City
- If it supports corporations only and not residents
- Only if it makes the City a better place
- If it's a luxury – something we could live without – doesn't address the necessities of life – human survival
- Not enforced or done poorly, not effective if provided by the City
- Benefits only some members of the City
- Low use
- Doesn't need to be 24/7
- If it can cost less but quality stays the same

# General “Why” Comments

- People rely on services for well-being and the well-being of the City
- City provides an unfair proportion of provincial social services
- It isn't a matter of how important a service is, but if it is managed effectively and efficiently
- All services should be measured and costed
- Accountability is important

Public Consultation Session  
Core Service Review  
Theme slides  
June 4, 2011  
Toronto City Hall

# Why: services considered necessary to city

- Services that are life saving
- Health and safety
- Services that support people and create social equity
- Create a liveable and prosperous City
- Other levels of government require us to provide
- “these services are important because then we can have control over how it is delivered”
- Basic necessities lead to prosperity
- Basic infrastructure contributes to the local economy
- Create a sense of community and neighbourhoods
- Helps newcomers integrate better with the community
- Necessary to invest in social infrastructure



# Why: services considered necessary to city

- Important for economy, growth and building a healthy city
- Quality of life
- Services that “make Toronto what it is”; unique
- Creates employment
- Needed to support people who are vulnerable
- Absence would hurt liveability and tourism
- Ensure access to information
- What it takes to make Toronto a top class city in the world for investors to invest in and to attract people
- Services that are generating revenue
- Provide oversight, regulatory framework
- If other levels of government or organization don't provide
- Provide for a good future

## Why: contributes to city, but less important

- Makes the city “run” but does not improve liveability
- If service is not needed for survival
- Consider limiting service or increasing regulations
- If a service is determined not to be critical
- A “nice-to-have” only
- If someone else can deliver it – or if the City doesn’t need to deliver the service directly

# Why: services not required for the city

- Not necessary to provide services 24/7
- Not needed for survival
- Services downloaded from province – province should pay
- Privatized funding by corporations or sponsors – better delivery of services
- “you cannot run a home without money – same with City – some have to be cut”
- If city is wasting money – better to provide subsidy to private sector
- If it costs the City more to deliver – other options should be considered

# Why: services not required for the city

- Services level is good but delivery may be poorly thought out
- Well established organizations could take over services in this category
- Can partial services be paid for by 3<sup>rd</sup> party to reduce debt?
- City delivers too many services – get back to basics
- Encourage partnerships and community groups to run as long as affordable and accessible

# General “Why” Comments

- Need to be funded by other levels of government as previously done
- Coordinated services are important – services need to work well together
- Consider: “What kind of City do we want?”
- Municipal government is most responsive to people’s needs
- Consider who will be most accountable
- Need to take a long view not just for today
- Streamline services and save money with efficient services

# General “Why” Comments

- Nothing fits in the not required section – that would mean the service doesn’t contribute
- Need to prevent abuse and accountability if we contract out
- Revenue does not correlate to happiness

Public Consultation Session  
Core Service Review  
Theme slides  
June 7, 2011  
Scarborough Civic Centre

# Why: services considered necessary to city

- Support economic prosperity
- Support marginalized people, protect children, elderly
- Health and safety
- Foundation for sustainable growth of the city
- All services are important, enjoyed by various groups of Torontonians
- Vital to democracy, equity, human rights and a “fair” city
- Make city liveable and affordable
- Makes this a city where “I want to be”
- Contributes to efficient and smart growth
- all services are important and should be funded by a property tax increase



# Why: services considered necessary to city

- Revenue generating
- “want to have a sense of community”, support each other
- Services that relate to policy, legislation, set standards
- That the City should do, and no one else
- Sustainable futures – building a city for our kids
- Need accountability
- Serve the greatest number of people
- Improve infrastructure – will save money in the long term
- Have long-term impact “have to have visionary thinking”
- Makes Toronto a desirable place to live – attract others
- Communities don’t expand well without funding – avoid City ghettos
- Customer service

# Why: contributes to city, but less important

- “nice-to-have” but not vital
- Services that could be consolidated
- Should be shared by other levels of government or private sector
- Where there are duplications of services
- Luxury services
- Does not meet the needs of people it is designed to
- You won't die without it
- Could be paid for by another agency
- Other things have a larger call on public money

# Why: services not required for the city

- Services for individuals
- Not City's responsibility
- Not profitable
- Provided by private sector
- Non-municipal services – provincial
- Duplication
- Over-regulated
- Non-necessary expense
- 24 hour services
- Services that fluctuate

# General “Why” Comments

- City should not be responsible for funding provincial services/programs
- Ensure consistency of services across city
- Difficult to prioritize when so many services are vital
- Slight increase in property tax would prevent need for user fees
- Services should be universal
- Services must be provided in a cost effective manner – accountable to residents