



**Investing in Toronto's Future:
Public Consultation on the City's Long-Term Financial Plan**

Final Report

May 2017

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Executive Summary

In July 2016, Toronto City Council directed staff to undertake public consultations to provide input and advice on the renewal of the City's Long-Term Financial Plan (LTFP). The consultation took place in two phases. Phase 1, in the fall of 2016, focused on how the City manages expenses, raises revenue, and maximizes assets. Phase 2, in the spring of 2017, built on the input received in Phase 1 and incorporated new topics related to the City's systems of governance, decision-making and financial management. Consultation methodologies included online surveys, public meetings across the city, and self-directed meetings hosted by community groups.

This report includes the results from both phases of the consultation. The public consultation focussed on how the City could manage expenses, raise revenue, make the most of its assets, and make decisions that have a long-term financial impact. It was an opportunity to hear the public's input on these important issues as the City renews its Long-Term Financial Plan – which will guide financial decision-making over the long-term and help put Toronto on a path to financial sustainability.

Key Findings

- Participants understand the City's fiscal challenges and have faith in the people of Toronto to address those challenges with strong leadership from City Hall.
- A prevailing sentiment among participants is that expenses can be better managed by establishing and following through on clear, long-term, strategic goals and priorities.
- Participants are more likely to support spending if the link to strategic goals and priorities are clear.
- Participants overwhelmingly would like to see the City implement a rigorous, fact-based assessment process for capital projects to ensure decisions are made well, and made once.
- Participants were open to new revenue options, but there was no clear consensus on which to pursue.
- There is strong opposition to the sale of assets, especially those supporting vital services or those generating revenue for the City.
- Data and digital tools emerged as ways to share more information with the public and guide decision-making.
- Participants value consultation and engagement very highly, want the City to seek a broader range of perspectives and enhance participation, and to see public input reflected, or at least reported, in decisions.
- Participants feel there are many improvements that could be made to the information and how it is shared, while acknowledging that it is very difficult to present budget information that is both comprehensive and easily accessible.
- Toronto is facing many enormous challenges that cannot be addressed only by adjusting priorities, but also according to participants, by focussing on building capacity, working more efficiently and finding creative solutions.
- Participants argued strongly in favour of the City having more powers to address the challenges it is facing. However, participants stated that this is not an excuse for not making better use of the powers it has.

Key Themes

Financial Health

Most respondents expressed a belief that the City is in poor financial health, with sixty-two per cent of respondents believing the City's finances are either somewhat unhealthy and unstable or very unhealthy and unstable (n=288). Roughly half of respondents feel that the City's finances are worse than they were five years ago (n=289). Respondents understood the financial challenge the City is facing. The public sees and experiences the increasing demands on the City's infrastructure – for example, noting that the skies are studded with cranes and TTC vehicles are overcrowded – and senses that it is falling behind.

A common theme among participants is that the municipal government should have stable leadership, establish long-term plans, have a strong relationship with the province and have a vision for what the city can become.

Participants understand the challenges the City faces, have faith in the people of Toronto to address them and welcome strong leadership from the City.

Expense Management

Participants frequently mentioned their interest in leadership and clarity when it comes to the City's expenses. Participants were divided on whether the City should begin the spending discussion by focussing on available revenues and then selecting priorities, or with projects and programs they would like to see implemented and then find appropriate revenues. They agreed on the need to establish clear, long-term, strategic goals and priorities – and to follow through on these commitments.

There was broad consensus on the need to apply clear criteria to spending decisions, such as the protection of vulnerable residents, adherence to established principles, and distinguishing needs from wants. There was overwhelming support for greater transparency and accountability, more communication and more open government. With clarity about spending goals, and performance measurement, the public would have more confidence in the City's financial management.

Many stated their belief that expenses could be reduced by finding efficiencies. While the public is open to adjusting some service levels, there was no desire to reduce overall service levels.

Many respondents would like to see improvements in the planning process for capital spending. A number of participants would like the City to avoid revisiting spending decisions that have already been made. There were many suggestions for a more rigorous assessment process for capital projects, and cuts to specific projects. The Gardiner Expressway reconstruction and Spadina Subway Extension were raised as examples.

Revenue Options

Consultations on the issue of revenue generation included 23 options which were presented to the public without ranking or recommendation by the City. Overall, opinions were mixed, but 16 of the 23 options were considered acceptable by over 50% of respondents city-wide.

A development levy, billboard tax, and tobacco tax received the most support, with property tax increases, expressway tolling, and Uber registration Fee rounding out the top six. A municipal business income tax and municipal sales tax had the least support, and were the only options to earn less than 30% support.

Asset Management

Information for the asset management questions section of the consultation was also presented neutrally, without any specific recommendations from the City.

There was divided opinion on the issue of the sale of assets, with a slight majority of respondents against it under any circumstance. There was broad consensus, however, on the need for a measured approach, the development of business cases for the sale of any asset, and prioritizing long-term value over short-term gain. In general, participants do not want to explore privatizing services that people depend on, are considered essential, or those that generate revenue for the City.

Decision-Making and Governance

Consensus emerged around the desire for a clear, long-term framework to guide decisions. Many concerns were raised about specific decisions made by Council, but they were out of scope of the consultation. There was vigorous debate on many issues including for example, whether to begin the budget process with a spending limit or a wish list. It was evident to participants that the City cannot undertake projects without funding, but many participants felt that the absence of committed funds (including those in the City's own budget) should not preclude examination and prioritization of projects.

Financial and Other Decision-Making Information

To be able to provide better input, most participants want more information, and for that information to be presented in a way they can more easily understand. Participants acknowledge a tension between providing all the data available, which is inherently complex, and providing more accessible data, which often requires reducing the level of detail. Participants suggested potential solutions to this challenge include:

- Providing more detail of spending at the community level
- Presenting alternative spending options, and cost and benefit analysis
- Expanding the open data program to include more topics and sources
- Using narrative or storytelling to present information
- Developing charts and visualizations which can be easily shared through social media
- Tracking the progress of programs and strategies
- Creating more dialogue and opportunities for the public to ask questions

Several participants wanted to see regular, long-term forecasting information made available to them, including potential issues and opportunities, so that they could provide feedback to Council. Participants also raised a need for more evidence-based decision-making.

Public Communications and Engagement

Participants almost universally welcome increased transparency and engagement. They would like to see engagement embedded in City governance. There was also a sense that the City is increasingly open and engaging. Some suggested the City could make better use of data and use digital tools to help engage the public. Open data received attention as an excellent tool for public information. Participants also felt that the City could make better informed decisions by aggregating and analyzing public data.

Residents who participated in this consultation indicated a strong belief that the City's greatest assets in addressing its fiscal challenges are Toronto's diverse population and its social cohesion. The majority of

respondents believe diversity, tolerance, multiculturalism and openness to new people and ideas is Toronto's strongest asset. Many respondents believe that Toronto residents are engaged in their communities, care to vote and are well-informed.

Overwhelmingly, participants would like their input taken more seriously by the City. They believe public input should carry more weight in City decision-making than it currently does. They would also like to see broadening participation on long-term issues, including environmental and social impact of different decisions, for example. It also means broadening inclusion to actively reach out to people, communities and interests that are not typically reflected in public consultation processes. The only caveat to increasing participation is a desire to streamline decision-making.

Balancing Priorities

Participants suggested that demonstrating the value of City programs and projects, through transparent evaluation would help increase support and credibility, and possibly future investment rather than being limited to the funds available.

Some participants argued in favour of focusing on fewer priorities since trying to do too much might lead to poorer quality and less effective work. However, in general, there was a feeling that the City could not limit its priorities. Participants argued that there are too many enormous, complex, multidimensional challenges that need to be addressed – whether the City is ready or not. Participants argued that the City should focus on building capacity, working more efficiently and finding creative solutions.

Many participants cited the size and complexity of these challenges as their argument for the need to increase the City's powers. At the same time, some participants felt that the City could make better use of the power it has before asking for more. In general, many participants felt that the City could both use existing powers more effectively and benefit from new ones.

Consultation Process

The consultation was divided into two phases. As part of the public consultation, Argyle Public Relationships was engaged to provide advice, coordinate public information, outreach, and promotion, conduct in-person and online consultations, and report on the public's input.

Phase One

This phase of the consultation began with an initial survey to gauge public understanding and perceptions of the City's long-term financial state and inform the design of the public consultation. Using these insights, the City held a series of in-person meetings, complemented by an online survey, to seek input on expenditure, revenue, and asset options. Public input was also captured through the project website, www.InvestinginTO.ca, and through self-administered consultation kits.

Timeline:

- November: The first of three online surveys was open from November 9 to 20, 2016 to invite input on what the City should consider as it makes decisions about long-term financial sustainability.
- December: A second online survey – open from December 5 to 23, 2016 – gathered input on long-term financial options and strategies related to expenditure, revenue and assets.
- A series of in-person community meetings were held on December 5, 6, 7 and 8, 2016 in Etobicoke, Scarborough, North York, and downtown Toronto. All meetings were webcast with live participation online.
- Consultation toolkits were also made available online for groups and organizations to conduct their own meetings.

Public Meetings

Four public meetings were held across the city:

Etobicoke

Monday, December 5, 2016

Etobicoke Olympium

590 Rathburn Rd.

North York

Wednesday, December 7, 2016

Mitchell Field Community Centre

89 Church Av.

Scarborough

Tuesday, December 6, 2016

Chinese Cultural Centre

5183 Sheppard Av. E.

Downtown

Thursday, December 8, 2016

Toronto Reference Library, Epic Hall

789 Yonge St.

Meeting Format

The meetings included presentations, small group discussions and an open discussion to provide an opportunity to the public to:

1. Learn about the City's financial situation
2. Develop input and advice
3. Provide feedback to the City's Long-Term Financial Plan

The agenda included:

- A short presentation by a senior City official – the City Manager, Deputy City Manager and Chief Financial Officer, or Executive Director of Financial Planning – on the current financial situation

- Three discussions at tables, one each on:
 - Managing Expenses
 - Revenue Options
 - Asset Management
- Open discussion

Meeting Materials

Each table was equipped with meeting workbooks, background information, “revenue cards” (flash cards with information on each potential revenue option) and two tabletop work sheets, one for expenditure management and one for revenue options, to be used in conjunction with the revenue cards. With the help of City staff working as facilitators and note-takers, participants were invited to explore each of the three discussion topics.

The discussions were recorded in the meeting workbooks and tabletop work sheets. The revenue discussion was guided by having the table divide the cards into acceptable, unacceptable and undecided piles. The conversation focussed on the undecided or disputed options and recorded on the table sheet.

Having City staff act as facilitators at tables was well-received, and the small group discussion were constructive and fruitful. The complexity of the topic made it difficult to begin the discussions, but once they were underway they moved along well. The revenue cards were especially well-received and helped facilitate discussion.

Online Surveys

Two surveys were conducted. The first was survey was open from November 9 to November 20, 2016. This survey was intended to help better understand residents' opinions on the City's current financial health as well as to inform the design of the Phase 1 public meetings.

A second survey ran from December 5 to December 23, 2016, followed the same format as the in-person meetings, and asked participants the same series of questions.

Both surveys were available through www.InvestinginTO.ca. All survey questions can be found in Appendix 3.

Self-directed consultation kits

Materials were made available for Members of Council, community groups, or other stakeholders to host their own consultation sessions on the same topics, issues, and questions covered in the city-wide public meetings and online survey. Downloadable kits were available at www.InvestinginTO.ca, and input could be submitted up until March 1, 2017. The kits contained the same consultation questions asked at the in-person meetings and December survey.

Accessibility and translation

ASL interpreters were on-site at all public meetings. Accommodations were made at all public meetings by request. All meeting materials were translated into French, Simplified Chinese, Spanish, Tamil, Tagalog, Italian, Portuguese, Farsi, Russian, and Urdu.

Phase Two

This phase of the consultation built on public input received from November to December 2016, and incorporated new questions related to the City's systems of governance, decision-making and financial management. Public input was captured at workshops and discussions held on April 22 and through a survey on the project website, www.InvestingInTO.ca.

Timeline:

- April 22: One conference-style event with a series of workshops and discussions was held at City Hall to gather input on governance and decision-making.
- April: A third online survey – open from April 22 to May 14 - gathered input governance and decision-making.
- Consultation toolkits were also made available online for groups and organizations to conduct their own meetings.

Public Meeting

A conference-style public meeting was held at City Hall on April 22, 2017, from 12:30 p.m. to 5:00 p.m. The meeting featured an open house, introductory presentation, five breakout sessions on different topics and a closing panel discussion. Sessions were webcast or recorded, with live participation online where feasible. Recordings can be found at www.InvestingInTO.ca.

Participants spent the afternoon discussing and sharing input and advice on the long-term financial plan with other residents, community organizations and subject matter experts from the City of Toronto.

Meeting Format

The public meeting used a variety of formats, each tailored to the topic of discussion. City staff and subject matter experts were available to answer participant questions at each session. The format for each session and how feedback was recorded is shown in the table below.

Session name	Description and format	How feedback was recorded
Open House	<p>Before the formal meeting took place, participants were invited to view display boards on City budgeting and financial decision-making, and to ask City facilitators and Subject Matter Experts questions.</p> <p>Format</p> <ul style="list-style-type: none"> • Self-directed tour of information boards • One-on-one discussions with City staff 	<ul style="list-style-type: none"> • Participants could use their workbooks to record feedback, if desired • City staff took notes
Session 1: How decisions are made	<p>This session was ongoing throughout the day. Staff provided guided tours along a large visualization “map” of the financial decision-making process (this map can be found at www.InvestingInTO.ca).</p> <p>Format</p> <ul style="list-style-type: none"> • Guided tour • Facilitated small group discussions 	<ul style="list-style-type: none"> • Placing sticky notes with feedback along the large decision-making process map • Workbook

Session name	Description and format	How feedback was recorded
Session 2: Financial and other decision-making information	<p>This session explored information which City Council should have to make better decisions and information which would help residents to provide better input. Following a short presentation by City staff and civic organizations, participants were invited to participate in discussions with each other and the presenters in smaller groups.</p> <p>Format</p> <ul style="list-style-type: none"> • Presentation by City staff • Facilitated small group discussions 	<ul style="list-style-type: none"> • Workbooks • Participants posted their ideas on large display boards. Dot stickers were then used by participants to show support for the ideas. • Table note-takers • Webcasted
Session 3: Public engagement	<p>This session introduced the role civic engagement plays in the City's decision-making. Following a short presentation by City staff and civic organizations, participants were invited to participate in discussions with each other and the presenters in smaller groups.</p> <p>Format</p> <ul style="list-style-type: none"> • Presentation by City staff • Facilitated small group discussions • Open forum 	<ul style="list-style-type: none"> • Workbooks • Table note-takers • Ideas written on sticky notes, posted on display boards • Webcasted
Session 4: Balancing priorities and the book	<p>The purpose of the session was to collect public advice on how to balance priorities and the City's budget. The format for this session featured three debates between teams consisting of volunteers from the public, supported by City staff. This session was very popular and generated many ideas and discussions.</p> <p>Format</p> <ul style="list-style-type: none"> • Moderated debates 	<ul style="list-style-type: none"> • Workbooks • Staff note-takers • Video recording transcription • Display boards noting both sides of each debate. Participants used stickers to indicate their initial position, and after the debates, whether or not their position had changed. • Webcasted
Session 5: Your best idea	<p>Throughout the day, participants were invited to present their idea to a panel of representatives from the Toronto Youth Cabinet and Toronto Seniors' Forum on how to improve City decision-making on issues with a financial impact. The panel presented the winning "ideas of the day" at the closing session.</p> <p>Format</p> <ul style="list-style-type: none"> • Participants were given five minutes to present their idea, followed by five minutes of questions from the panel 	<ul style="list-style-type: none"> • Workbooks • Staff note-takers • Video taped

Session name	Description and format	How feedback was recorded
Closing Panel	<p>To conclude the day, a panel featuring senior City staff reflected on the ideas they heard and answered questions from participants. The winning “ideas of the day” were also presented.</p> <p>Format</p> <ul style="list-style-type: none"> Panel discussion with Rob Rossini (Deputy City Manager and Chief Financial Officer), Josie La Vita (Executive Director, Financial Planning), Chris Brillinger (Executive Director, Social Development, Finance and Administration), and Michael D'Andrea (Chief Engineer and Executive Director, Engineering and Construction Services) Question and answer period 	<ul style="list-style-type: none"> Staff note-takers Webcasted

Online survey

An online survey ran from April 22 to May 14, and was available through www.InvestinginTO.ca. The online survey was structured in the same format as in-person meetings, and asked participants the same series of questions. All survey questions can be found in Appendix 3.

Self-directed consultation kits

Materials were made available for Members of Council, community groups, and other stakeholders to host their own consultation sessions on the same topics, issues, and questions covered in the public meeting and online survey. Downloadable kits were available at www.InvestinginTO.ca, and input could be submitted up until May 14, 2017.

Accessibility and translation

ASL interpreters were on-site at the public meeting. Accommodations were made at the public meeting by request. All meeting materials were available for translation by request.

Participants

Phase One Meeting Attendees and Online Respondents

Consultation input	Participants
November Online Survey	290 partial or completed responses
Etobicoke Meeting	30
Scarborough Meeting	25
North York Meeting	25
Downtown Meeting	110
December Online Survey	351 partial or completed responses
Totals	In-person: 190 In-person and online: 831

Phase Two Meeting Attendees and Online Respondents

Consultation input	Participants
Registration desk sign-ins	136 <i>(Note: signing in was optional)</i>
Online Survey	130 partial or completed responses
Total participation	Over 266 in-person and online participants

Outreach and Communications

The Phase 1 consultation was promoted through a number of channels:

- Print advertising with community and multicultural publications began November 24 and ran through November 28, 2016
- Promotional posters were posted at public libraries, community centres and civic centres.
- Emails were sent through a ListServ database created for the consultation.
- Memos were sent to Members of Council, community groups, advisory bodies, and other City partners.
- City social media channels regularly posted information and links about the consultation beginning November 9, with paid promoted Facebook posts and Tweets, specifically targeted to Toronto residents running from November 21 to December 23, 2016.
- The Weather Network ran digital display advertising on the Toronto weather page from November 21 through to December 8, 2016.
- Google digital display advertising, with location and key word targeting to reach Toronto residents, ran from November 21 to December 23, 2016.
- The consultant organized teams in all four public meeting communities to do outreach prior to the public meetings. They actively engaged residents in the community, handing out flyers and encouraging them to give input at in-person meetings and online.

The Phase 2 consultation was promoted through a number of channels:

- Print advertising with community and multicultural publications began March 27 and ran through May 1, 2017.
- Promotional posters were posted at public libraries, community centres and civic centres.
- Emails were sent out through a ListServ database created for the consultation.
- Memos were sent to Members of Council, community groups, advisory bodies, and other City partners.
- City social media channels regularly posted information and links about the consultation, with paid promoted Facebook posts and Tweets specifically targeted to Toronto residents running from March 27 to May 1, 2017.
- Google digital display advertising, with location and key word targeting to reach Toronto residents, ran from March 29 to May 1, 2017.

Findings

Closing a persistent gap between expenses and revenues is a perennial challenge for the City. To balance the budget the City often has to defer big decisions, cut budgets, postpone investments, and use short-term bridging strategies, like borrowing from reserve funds or using available funds from the previous year's surplus. At the same time, Toronto is a growing, diverse city with emerging issues that require a governance structure and investment to meet the needs of residents, businesses and, importantly, the city's most vulnerable residents.

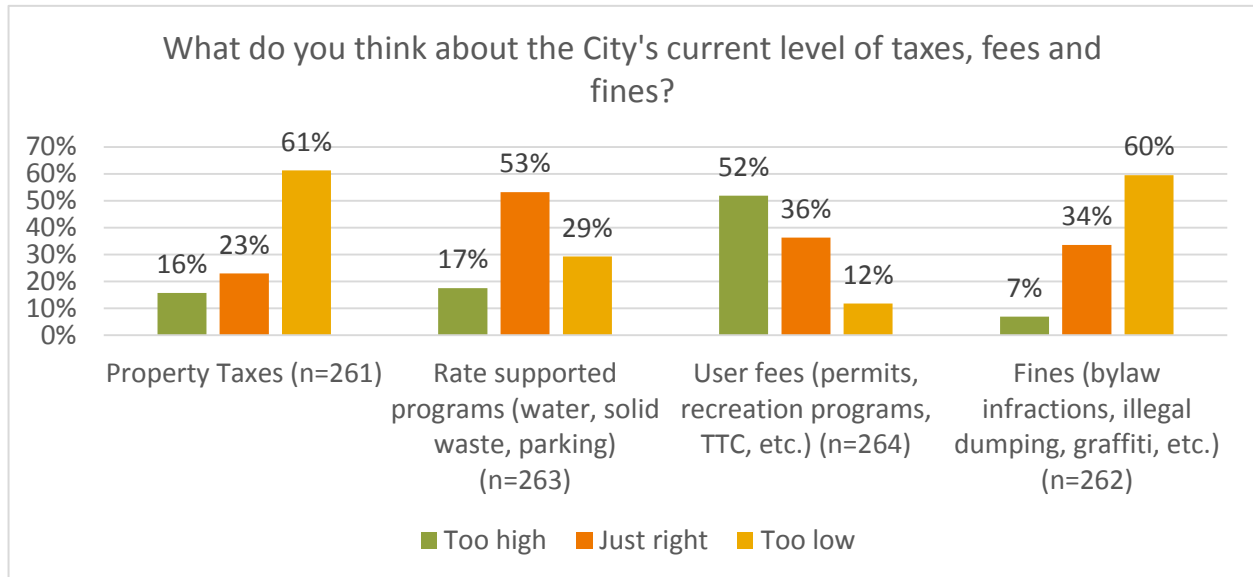
This consultation was designed to collect public input into a long-term financial plan that would both address the structural funding issues, and improve governance and financial decision-making – so that the City can make the most of every tax dollar. The consultation was designed to address these complex and potent issues through a direct conversation using clear, accessible information and processes that encouraged discussion between participants, and between participants and the City. Thousands of suggestions were made by the hundreds of people who participated in both phases of the consultation between November 2016 and May 2017. This input is captured in Appendices 1 and 2 of this report.

The findings from Phase 1 were previously reported in a summary report of the November 2016 survey and summary report of the December 2016 survey and public meetings. These reports are available at www.investingintoto.ca. All data from the surveys and meetings, are available on the City's Open Data portal at www.toronto.ca/open.

This section brings together the main themes and insights from the consultation overall. These themes were synthesized from all the input received through the consultation, including in-person workbooks, workshops and discussions as well as online surveys and other input like emails and letters. The data has been combined to present a comprehensive picture of the feedback. Due to the nature and response rate, the results are not statistically representative of Toronto's residents.

Financial health

- Most respondents believe that the City is in poor financial health. Sixty-two per cent of respondents believe the City's finances are either somewhat unhealthy and unstable or very unhealthy and unstable (n=288).
- Fifty-one per cent of respondents believe the City's finances are worse than they were five years ago (n=289).
- When it comes to the City's financial management, 48% of those who responded to this question believe the City sometimes does a good job (n=288).
- Respondents were asked whether property taxes, rate supported programs, user fees and fines were too high, just right or too low. In each of these revenue categories, those who responded to this question indicated:
 - 61% believed property taxes are too low (n=261).
 - 53% believed rate supported programs are just right (n=263).
 - 52% believed user fees are too high (n=264).
 - 60% believed fines are too low (n=262).



Goals and strengths

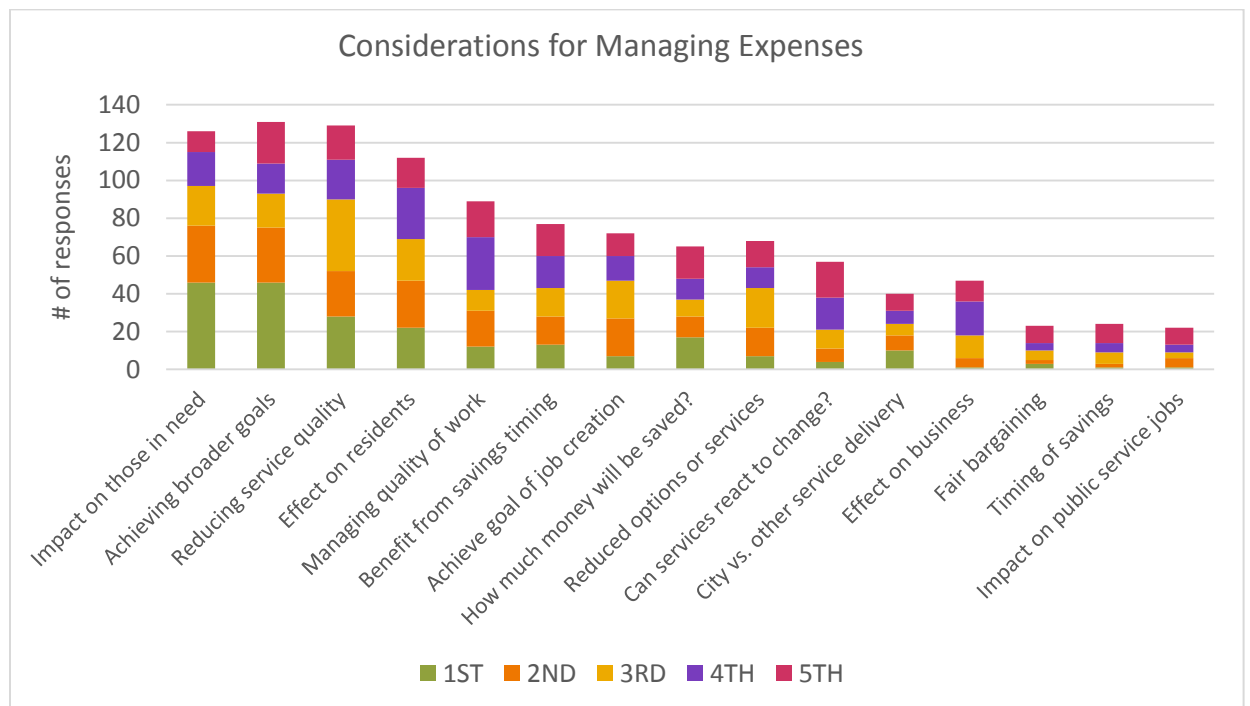
- When asked, the majority responded that Toronto's residents are the City's strength. Respondents also said the strong economy and sophisticated municipal government are strengths.
- When asked the greatest challenge for the City in achieving its goals, most respondents cited political will to make necessary changes.
- When asked what would make respondents more confident in the City's financial management, respondents indicated that the City needs to raise revenue, follow through on commitments and be more transparent.

Expenditure management

- When asked to rank what the City should consider when prioritizing expenses, the most frequently selected consideration was the impact the expenses would have on Torontonians in need.
- When asked how the City could cut costs and manage expenses, the majority of respondents indicated that they would rather see the City explore new revenue options before making service cuts.
- A majority of respondents feel that the City could deliver services more efficiently, and provide more within existing resources. There was a strong desire for clear strategic priorities. Many respondents want greater clarity on what is essential and what is not, as well as the benefits and cost before spending is committed.
- Participants expressed a wide variety of opinion on whether to reduce spending or invest in services. There were many calls for investment in service expansion and protection of the most valuable or well-used services.
- There is openness to adjusting services to more precisely meet demand, but there is a clear division in opinion on how to set service levels. Many participants feel that the City should establish what service levels are required and find funding to match that level, while many others expressed the opposite sentiment, specifically that the City should set taxation levels and only fund what it can afford.
- There was a widespread sentiment that the City should take a long-term and holistic perspective

on managing expenses. For example, most respondents were sensitive to the reliance on City services by the most vulnerable segments of the population. Another theme across all questions was the need to consider the environmental impact in any decisions. In addition, many respondents suggested specific principles the City should apply in making decisions, including: fairness and equity; funding long-term, stable jobs; developing long-term operating and capital plans; and considering service levels alongside required revenue.

- The subject of contracting out services received widespread attention, though there was no consensus on any specific actions. While there were calls to explore contracting out more services, there were also concerns for the quality of service, and the broader social and economic impact of privatized delivery.
- There was a strong desire among participants for greater transparency and accountability, more communication and more open government. Generally, respondents feel that the City could gain public confidence by finding efficiencies through better coordination and management of resources.
- Participants were given a list of 15 considerations for the City to prioritize when managing expenses, and were asked to rank their top 5 choices. Responses are shown in the graph below.



Revenue options

- To effectively provide feedback on new revenue options, participants indicated that they would like information on the long-term impact of any proposed option, especially in social, economic and environmental terms.
- Overall, opinions were mixed on each revenue option. Sixteen of the 23 revenue options presented to participants were considered acceptable by over 50% of respondents city-wide (see graph below).
- Respondents offered a wide variety of revenue options for the City to consider. Many suggested new taxes and fees for developers, large businesses and financial institutions, noting that these are businesses that can afford the increase in taxes. There were also many calls to increase fines and improve enforcement for by-law infractions, especially with regard to environmental by-laws.



Asset management

- Respondents were divided on the question of privatization and sale of assets, with a slight majority against under any circumstances and a minority in favour, although both sets of opinion tended towards a cautious approach.
- Many participants were concerned about selling City assets, particularly those that generate revenue and those that provide core services. A number of participants warned against choosing short-term gain over long-term value and were wary of the City making irreversible decisions to

sell assets that may be needed in the future. While a large minority of participants expressed support for selling high-value and under-utilized assets—real estate in particular—the majority of participants expressed strong concern over the erosion of public control over vital services, especially assets that contribute to the “public good”.

- Many participants expressed a distinction between assets that represent critical services and social value versus those that serve more administrative purposes (such as City office buildings).
- A number of respondents also suggested that revenue-generating assets should be categorized separately and protected from sale.
- Services and assets that were viewed as fundamental to Torontonians’ quality of life were considered “off the table” with many suggesting that the private sector could not be trusted to deliver these services in the best interest of citizens.
- Overall, respondents want to see the City invest in assets and services that they consider essential and that improve their quality of life. Transit is overwhelmingly the top mentioned area for investment. Additional frequently cited priorities include green space and parks, roads, clean water, and housing.

Governance and decision-making

- Participants were asked how the City can better use the governance structures and powers it already has. Three major themes emerged:
 - The need to hold decision-makers accountable and ensure they follow through on their decisions.
 - The desire for more direct democracy opportunities
 - Changes to the electoral system, for example ranked ballots, expanding eligibility to include non-citizens, and electing some senior City officials (like the head of the TTC and TCHC) and a Board of Control.
- There was a strong endorsement of the need for a long-term financial plan.
- Respondents were split on the question of whether the City should begin budgeting with a spending limit or with a vision. There were strong arguments for both sides.
- There was also a strong desire to widen the City’s decision-making perspective to include short- and long-term thinking, environmental and social impacts, broader public participation, and the impact on specific communities and groups.

Information and communication

- When asked what one question they would ask City staff, most respondents asked about how decisions are made, about specific issues and equity, and about revenue options.
- When asked what additional information would help respondents prepare for consultations, they asked for more detailed information about the City’s options, for as much data as possible, and for information on the impact of new revenue options.
- When asked where respondents get their information on the City’s finances, services and programs, 55% indicated they get their information from news media.
- There is a strong public desire for clear and transparent budget information including more detailed information and datasets to be made available online; and information that is easy to understand and accessible.
- When asked what information would help participants give better input to the City’s decision-making that has a financial impact, most participants want both more information, and for that information to be presented in a way they can understand.
- Many indicated that they would like greater transparency and more detail regarding how and where money is spent, and to see data on the range of alternative options.

- Many respondents would also like to see the budget and other financial documents written accessibly, in plain language. Complex ideas could be presented through story-telling or visuals.
- When asked what information Council needs to make better decisions, many participants believe that Council needs more data on programs and performance (such as detailed program performance data and long-term forecasts), and that evidence (rather than politics) should play a larger role in Council decision-making. Participants want Council to seek and consider more public input when making financial or other decisions.
- When asked about new information or data the City should be using, many suggested a broader perspective on data and data collection including considering human and social measures as well as quantitative data.

Public engagement

- There is a sense of a lack of connection between the public and Council, with many concerns raised about the public's views not being taken into account. There were many calls to make City Council committees much more accessible to the public, including hosting meetings at different times and in different locations.
- When asked about improving public engagement, the feedback showed that support for public engagement is very strong, but not universal. Those who opposed increasing public engagement expressed a desire to see streamlined decision-making and more timely action. However, there were many more calls for more engagement, more direct democracy, and longer, better-advertised consultations.
- When asked how the City could support public engagement in decision-making with financial impact, the feedback reflects a strong desire for the City to build public participation into City governance in a more robust way. Many of the suggestions for this involved empowering citizens to make financial decisions, through participatory budgeting, community councils, or other means. There was also a strong call to lower barriers (accessibility, timing, language, etc.) to participation and many specific suggestions were provided.
- Several respondents also suggested using digital tools to lower barriers to public participation. It was also suggested that there is more work needed to publicize and build awareness of public engagement opportunities that already exist.

Priority setting

- When asked if the City should only make decisions to expand service or build new capital projects if there is funding available:
 - Participants were concerned about the existing backlog of projects, and felt that more progress should be made on current projects before new ones are considered. Participants wanted the City to demonstrate that it is investing wisely before proposing new projects.
 - Participants also stated that the City could afford more by choosing to make more funding available either through increased revenue or spending cuts elsewhere. By being clearer about what it is aspiring to, and by articulating its vision, the City could gain support for the changes needed to make funding available.
- When asked if the City should limit its priorities in order to focus resources and improve outcomes in those areas:
 - Participants stated that that doing fewer things better would result in better long-term outcomes and real problems solved; whereas trying to do too much could lead to poorer quality of work.
 - Some challenged the idea that the City could limit its priorities, and instead needs to

find comprehensive solutions to a multitude of challenges. Some participants argued that the diversity of people, communities and interest naturally create a diverse set of needs. Add to this the complexity and intersectionality of looming, inevitable, and complex challenges (such as climate change, affordable housing, and poverty), and some participants argued that limiting priorities is simply impracticable.

Increased powers

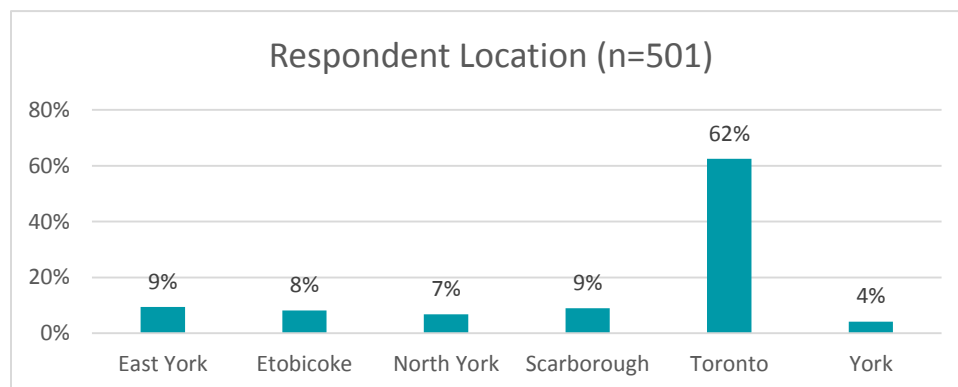
- Among the arguments for increasing the powers of the City of Toronto, many participants focused on the fact that the sheer size, uniqueness and complexity of Toronto gives rise to large, unique and complex challenges that need more powers to be addressed.
- The central argument against increased powers was to make better use of the powers the City already has, and make more mature and transparent and less political decisions. Participants argued that this would give the City greater credibility in intergovernmental negotiation.
- Some participants argued that the City's governance challenges could be addressed by reorganizing responsibilities between the province and the City without making changes to the City's powers, or receiving provincial funding for provincial mandates.

Demographics

Respondents were asked a series of optional demographic questions in each online survey and in their workbooks.

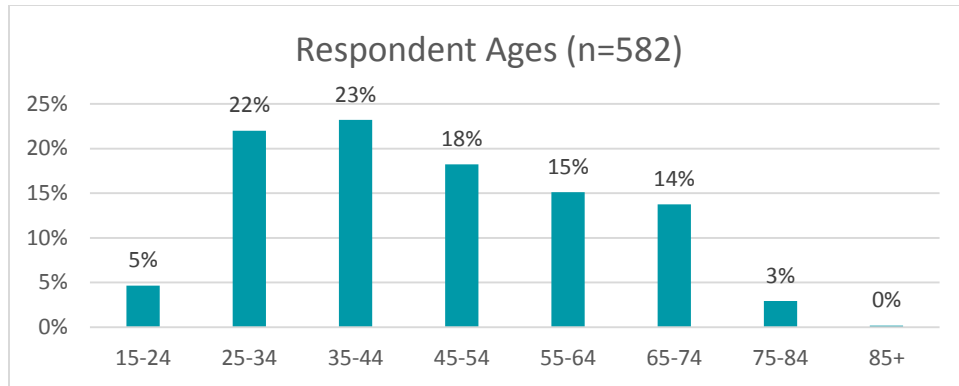
Respondent location

Forty-five per cent of total respondents (n=1097, the total meeting sign-ins and online survey submissions) chose to share the first 3 characters in their postal code. The below graph shows the geographic distribution of respondents across Toronto's former municipalities. The majority (62%) live in Toronto. As noted above, Phase 1 meetings were held across the city. In Phase 2, a style meeting was held at City Hall with participants from across the city.



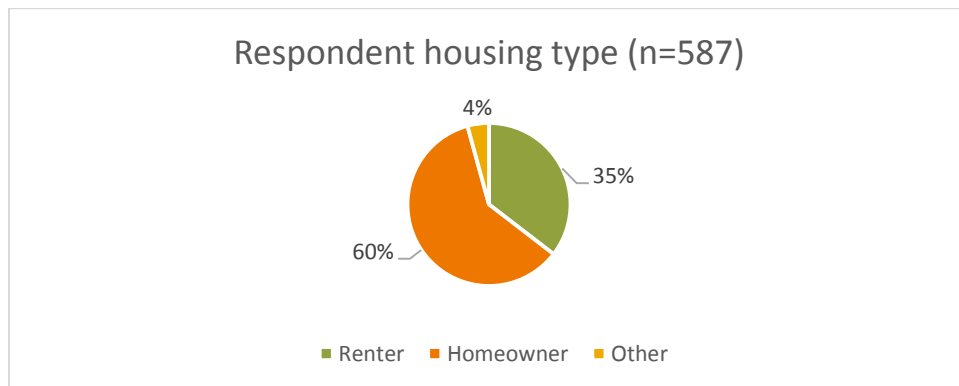
Respondent Age Ranges

Fifty-three per cent of total respondents gave their age range, represented in the graph below.



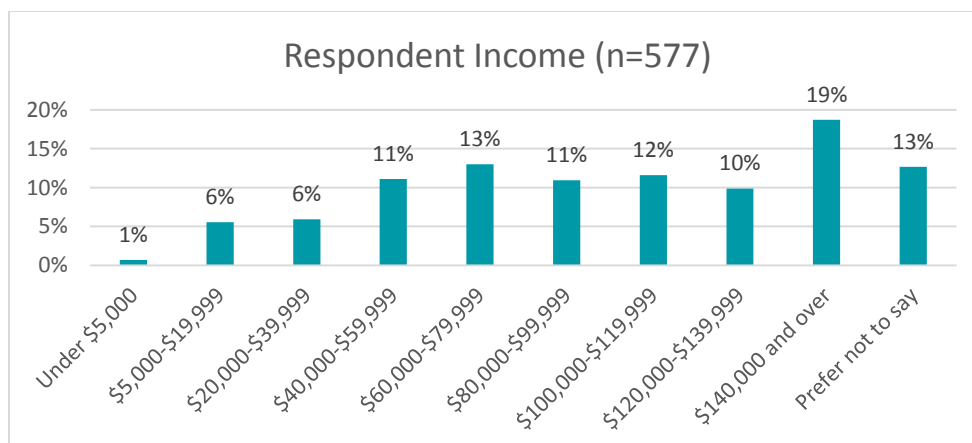
Housing type

Of participants who indicated their housing type (n=587) sixty per cent indicating home ownership compared to 35% renting (compared to current demographic information for Toronto of 49% homeowners and 51% renters)



Annual household income

Of total respondents (n=1097), 53% shared information about their household income with a relatively even spread of respondents across income categories, with the largest group being 19% with household incomes over \$140,000. For comparison, the most recently available data from Statistics Canada (2011, NHS) shows that about 13% of all Toronto households earned over \$150,000.



Business owners

Eighty-eight (17%, n=523) participants indicated that they own their own business. Thirty-nine of these businesses have only one employee while 24 have under 10 employees.

One respondent owned a business with 300 employees, 13 owned businesses employ between 10 and 100 employees.

Appendix 1: Phase 1 Detailed Feedback

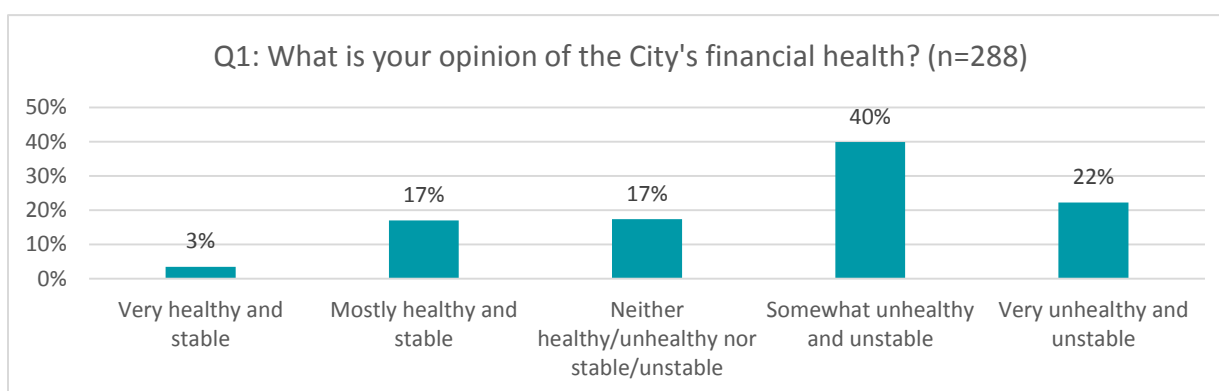
This section presents the detailed feedback from Phase 1 of the consultation, including the results from:

- November Survey (open November 9 to November 20, 2016).
- December Meetings (Held on December 5, 6, 7 and 8) and survey (open from December 5 to December 23, 2016)

Opinions on the City's Financial Health and Priorities

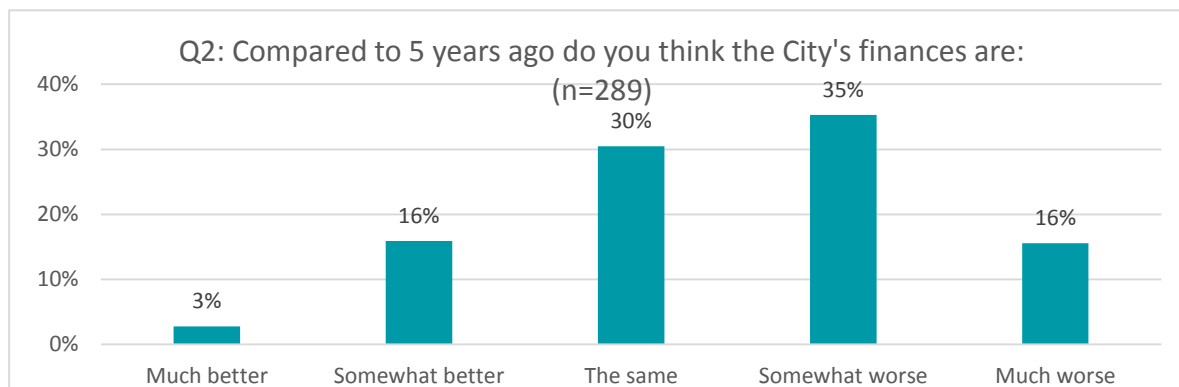
Opinion of the City's Overall Financial Health

Survey respondents were asked their opinion of the City's financial health. The majority of respondents believe the City's financial health is of concern. The graph below shows that 62% of respondents (n=288) believe the City's finances are either somewhat unhealthy and unstable or very unhealthy and unstable.



Opinions on City finances, compared to 5 years ago

51% of respondents (n=289) believe the City's finances are worse than they were 5 years ago. Nearly a third of respondents believe the City's financial situation is the same, while 19% believe the City's finances have improved compared to 5 years ago.



The City's financial health

Respondents were asked to explain their answers regarding the City's financial health and the City's finances compared to five years ago. Main themes from the responses are below, organized first by respondent opinion of the City's financial health, and then by respondent opinion of City finances compared to five years ago.

Respondents who believe the City's finances are currently "Very or mostly healthy and stable"

a) Compared to 5 years ago, the City's finances are better

- The fact that there is constant housing construction, especially condominiums, is considered by many people as an indication that the property tax base must be growing rapidly.
- The current investment in infrastructure was mentioned as a signal that revenues are available.
- There is a sense that the City has effectively reduced waste and is continuing to do so.

b) Compared to 5 years ago, the City's finances are the same

- There is room to increase taxes and explore revenue options.
- It can be difficult for the public to understand the actual financial situation of the City.

c) Compared to 5 years ago, the City's finances are worse

- Austerity was mentioned as creating a risk of leaving people and communities behind.
- The need to invest in infrastructure to support a growing population was raised as a reason to explore revenue options.
- The City's continued emphasis on low taxes along with diminishing support from other governments has eroded its ability to fund programs.

Quotes from participants:

"Every year there is much agonizing in the media over the budget process and calls for cuts. But each year, somehow, the budget is balanced and life goes on. So in the absence of specific evidence, I conclude that things aren't much worse than they have been."

"Because nothing ever changes. Whenever the City needs money, it raises at the expense of homeowners and car drivers. The users of those services should pay for them, not the non-users."

"The City continues to respond to pressures with responsible, sustainable measures to ensure appropriate revenue stream[s]."

"The City is embarking on an ambitious agenda to build public transit and park infrastructure. This is much needed infrastructure, but the City needs an increased and sustainable revenue for this development."

Respondents who believe the City's finances are currently "Neither healthy/unhealthy nor stable/unstable"

a) Compared to 5 years ago, the City's finances are better

- The limit increases to operating costs during a period of population expansion, combined with investment in transit and new housing development were taken as signs the financial picture is improving.

b) Compared to 5 years ago, the City's finances are the same

- There have been no obvious changes in service levels or budgeting and spending decision-making.

c) Compared to 5 years ago, the City's finances are worse

- While some high profile areas are funded, other significant needs have not been.
- Changing circumstances, such as increasing extreme weather events and climate change, had placed increased pressure on the City's resources even if the financial picture had not necessarily worsened.

Respondents who believe the City's finances are currently "Somewhat or very unhealthy and unstable"

a) Compared to 5 years ago, the City's finances are better

- There is a sense that spending plans are realistic and professional.

b) Compared to 5 years ago, the City's finances are the same

- Many ongoing issues were raised, including regular property tax increases as well as systemic problems. Such as committing new spending or new projects without a corresponding source of revenue, underinvestment in services and infrastructure, over-reliance on the municipal land transfer tax.
- The increase cost of living and demand for services is an issue, but the City's level of investment in these has remained the same.

c) Compared to 5 years ago, the City's finances are worse

- The same systemic issues identified above were repeatedly expressed by those who feel the City's financial picture is worsening. These include over-reliance on specific revenue sources, below-inflation increases in the property tax and underinvesting in existing programs and services.

Quotes from participants:

"We aren't investing, we're treading water from previous years"

There is "Too much poverty, especially children, and the middle class feels unstable. The housing market is making things worse for the middle class."

"The City had, and continues to have, a significant infrastructure deficit. Given the passage of time, and growth in population, there is a sense of greater urgency. That said, the situation is not so much 'worse' as unresolved. Additional revenue is required to meet current 'official' goals and broad public expectations."

"We've got a city with a diverse set of needs, and there isn't enough serious talk about raising enough money to pay for critical services."

"Revenue sources was an issue five years ago. Five years of not fixing it has strained already tight finances even more."

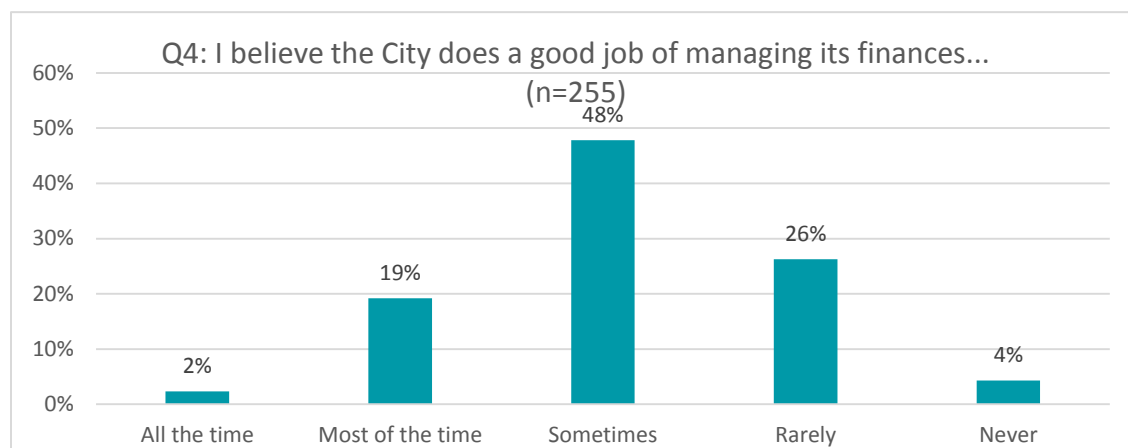
"The level of debt is higher; the accumulated state-of-good-repair costs is higher; City Council is making decisions that the City cannot afford to pay for, are contrary to staff advice, are not defensible or sustainable, and are politically self-serving."

"Short-sighted decisions are made to get through the current year budget but lacking long-term thinking to develop the infrastructure (transit, affordable housing, etc.) that we need."

- There is a sense that City projects take a long time and that the City is falling behind on critical investment, especially in infrastructure. Some respondents expressed concern about the City's decision-making on major capital investments, especially transportation and transit, and there were several mentions of the City's routine commitment to new projects without identifying the necessary funding.
- Increasing salary costs was raised.

Opinions on the City's financial management

Compared to overall financial health, respondents' opinions are more neutral when asked if the City does a good job of managing finances, as 48% of respondents (n=255) believe the City sometimes does a good job. Nineteen per cent of respondents believe the City does a good job of managing finances most of the time or all the time, while 30% believe the City does a good job rarely or never.



The City's financial management

Respondents were asked to provide additional details about their reason for their rating of the City's management of its finances.

a) Respondents who believe the City does a good job of managing its finances all the time

Only two of the total 290 respondents provided reasoning for this choice, citing "tremendous internal and external oversight" to keep finances managed well, and receiving great services for what we pay.

Quotes from participants:

"I believe the City budget has tremendous internal and external oversight. With so many eyes, the finances are managed well. My concern is with budget priorities and revenue generation."

b) Respondents who believe the City does a good job of managing its finances most of the time

There was a great deal of support for City staff in the responses, with many agreeing that the City has done a good job and that improvements are being made in a realistic manner. Some respondents also commented that they haven't seen any waste or scandals in many years.

Several respondents recognized that there are many things that City staff can't control, and some characterized the City as having a "revenue problem" rather than a "spending problem."

Some complaints include the political climate swaying the budget discussion, questions about the City's spending priorities and concerns with the City's reliance on one-time measures to balance the budget.

Quotes from participants:

"I see improvements in a realistic manner. I feel that some financial expenditures are responsive to a small and loud number of people and not representative of the larger population."

"While the political climate is swaying the budget discussion, I have faith in senior management who have been able to provide sound advice to Council and make tough decisions to keep City finances within reasonable means."

"For the past 6 years, there has been much greater awareness of providing the taxpayer with value for money, efficient operations and controlling employee wages and benefits. There is also a better balance between the required services and the "nice to have" services."

"The City relies too often on one-time measures to balance the budget and has avoided key long-decisions for too long."

"There is a lot going on in the city. It's not been easy since amalgamation. The basic needs are met, but we need to start to think differently about how the city operates and delivers services."

c) Respondents who believe the City does a good job of managing its finances sometimes
 Several respondents who indicated "sometimes" criticized "political decisions" such as the Scarborough subway extension as an example of "reckless" or "bad" financial management. There were also some respondents who feel that there is no strategic plan, or that such a plan is not effectively followed.

A few respondents criticized the City for being unwilling to increase taxes as a means of increasing revenues, and criticized Council for failing to embrace new revenue options. There was also a general feeling that there is too much "playing politics" with the budget and financial plan that prevents advances to infrastructure projects or city building. Some respondents singled out the TTC as an example of underfunded infrastructure.

Quotes from participants:

"Because we are always at a standstill and are never advancing on any real infrastructure projects or city building / bettering work. It seems to me that everyone is caught between playing politics and just trying to keep the lights on. Meanwhile citizens suffer, transit continues to degrade from its already poor state, homelessness is all around us, and mental health / addiction services are nowhere to be found to combat the social issues of this city. If the city did a 'good job' managing finances we wouldn't spend billions on 'political' transit and would instead allocate funds to real transit projects and social welfare programs."

"They spend recklessly on expensive projects with little benefit, and don't fund many projects that would make the city safer and better to live in."

"The City spent too many years with the politically expedient 'no tax increase' rather than keeping revenue in line with inflation and strategic planning."

"There seems to be no long term or wide spread thinking of collection of finances, need for finances and allocation. Not enough long term inclusive planning - political decisions made e.g. wastage on consultations for election time promises. Property taxes should be better assigned (big business/fancy condos/etc.) the city is responsible as subsidiarity identifies it as being closest to the people and therefore the most responsible."

"Given the lack of revenues the City collects, City staff seem to manage alright. However, politicians often commit huge amounts of spending to projects of little to no merit (e.g. Gardiner East and Scarborough Subway)."

d) Respondents who believe the City does a good job of managing its finances rarely
Respondents who answered "rarely" were very critical of Council's financial decision-making. These respondents suggested that members of City Council both refuse to accept increased taxes and choose to support large projects instead of smaller, more efficient projects for political reasons.

Some respondents criticized the City's relationship with the private sector, calling for greater control of cost-overrun and criticizing "breaks" given to corporations over citizens.

Many respondents suggested Council is focused on cuts to services and budgets rather than increasing revenues.

Quotes from participants:

"City is always putting unfunded projects forward, refuses to increase property taxes for political reasons even though that's obviously the best option for increasing revenue."

"When the city gives away contracts it is given an estimate and usually the project goes over budget. The city must be very strict and act as though it is their own money. For example Union Station revitalization (Toronto owned areas) it was supposed to be complete for 2016, then was update to 2017, and now is supposed to be finished end of 2018. That costs extra and no one cares. The company that was given the contract should be penalized as a private corporation would do."

"Every year every area of a growing, booming city is asked to cut costs, which leads to reduced services, on the fallacy that "waste" is rampant. Instead, we need the city to push for new sources of revenue so we can maintain and improve the city properly."

e) Respondents who believe the City never does a good job of managing its finances
Finally, those respondents who chose "never" echoed some of the complaints of previous sections, criticizing Council for changing priorities and suggesting that property taxes aren't high enough.

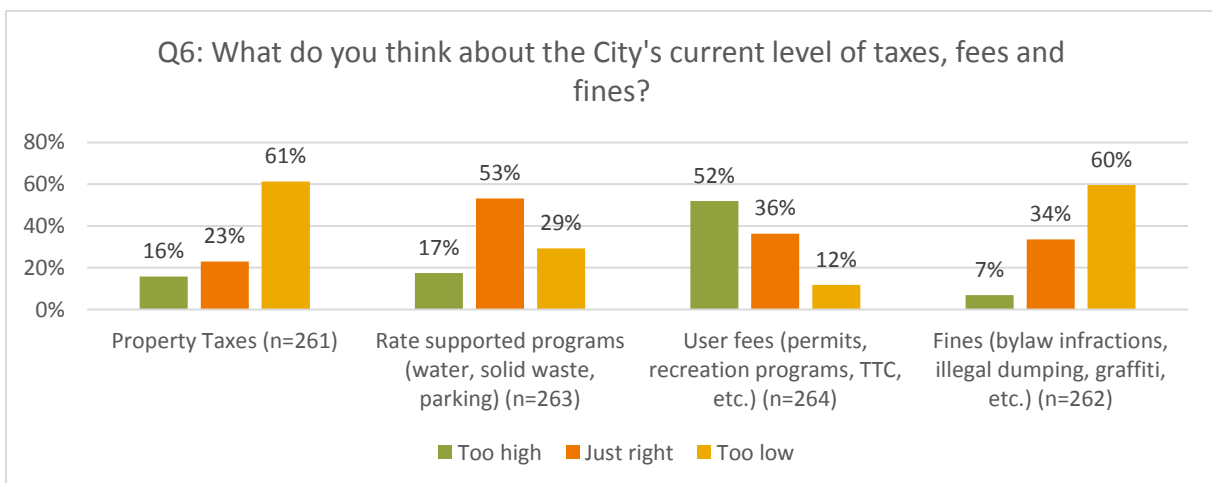
Quotes from participants:

"Council constantly changing priorities short-sightedly and assigns funds without assessing the true value of programs (a la transit, TCHC, parks etc.)"

"Property taxes are not high enough. It's immature and reckless."

Opinions on the current level of taxes, fees, and fines

Respondents were asked their opinion on the current level of the City's property taxes, rate supported programs, user fees and fines. Of the responses received, 61% believed property taxes are too low (n=261). Fifty-three per cent believe that rate supported programs are just right, while 29% believe they are too low (n=263). When it comes to user fees, 52% believe they are too high and 36% believe they are just right (n=264). Fifty-nine per cent of respondents believe that fines are too low (n=262).



Property taxes, rate supported programs, user fees and fines

Respondent opinions on the current level of property taxes

a) Property taxes are too high

A number of respondents felt that the cost of living in Toronto is already high, and an increase in property taxes would continue to put financial pressure on residents. Further, some respondents believe that property tax revenue is generally being mismanaged, or that users (and not homeowners) should pay for the services they use.

b) Property taxes are too low

The majority of respondents pointed out that property taxes have risen slower than inflation and that Toronto's property taxes are the lowest in the GTHA. An issue that was repeatedly mentioned was that low property tax leads to higher user fees, which could be alleviated if property taxes were raised. Many respondents suggested that a rise in property taxes is necessary to pay for infrastructure upgrades, transit and other services.

Quotes from participants:

"Because the cost of living in this city is astronomical. Heated housing markets will not be cooled by higher property taxes. The impact will instead burden already indebted / house poor citizens of this city, who pay huge amounts as is."

"Property taxes are extremely high for the tiny condos we have, it's not even property - it's air tax"

"Our property tax is among the lowest in the GTHA, and it goes down every year, since it increases lower than the inflation rate. Why is something priced so low if demand is so high? Meanwhile, user fees increase at a much higher rate than inflation every year, which hurts the poor disproportionately. "

"I would be willing to pay higher property tax to properly fund things such as recreation programs, parks maintenance, and TTC fares. Fines should be higher, even much higher for certain infractions, to encourage greater compliance."

Respondent opinions on the current level of rate supported programs

a) Rate support programs are too high

There was only one comment about rate supported programs by a respondent who believes they are too high. This respondent indicated that the cost of utilities is too high, but did not offer specifics.

b) Rate supporting programs are too low

Some respondents pointed out that the cost of parking was too low, especially in the downtown core. There is a sense that parking rates could rise in high demand areas, and this could create incentives to use public transit.

Quotes from participants:

“Water and solid waste rates feel appropriate, however parking in the Downtown is not priced appropriately relative to transit. It is almost always cheaper to drive and pay park if two or more people are travelling. Parking rates in the Downtown should be increased to reduce traffic congestion and promote transit and alternative transportation within the Downtown core (cycling, walking). Case in point, it is cheaper for an individual to drive and park at City Hall on the weekend than taking a two way TTC trip.”

“Water and solid waste have seen usage rates climb well above inflation for about a decade, and the public appetite for more is low. Water capital funding would be better served by a fixed (non-usage) fee. Permit and on-street parking charges are the exception, in this category, they should be higher. It’s very clear both are well below market value. As a driver, my concern is less with the price of these than with availability of a space when I want one. Balancing supply with demand suggests permit rates in high-demand areas should come at extra cost. Likewise, retail parking, on-street is for the customer, not the owner staff. If spaces are occupied, prices should rise. On-street rates are well below Vancouver, Calgary and Chicago, suggesting room to raise some revenue here. “

Respondent opinions on the current level of user fees

a) Fees are too high

Many respondents believe user fees are too high, and they raise a number of issues. First, respondents believe user fees are a consequence of low property taxes resulting in underfunded services. These respondents generally wish to see user fees lowered accompanied by property taxes increases. Second, respondents feel that high user fees have a disproportionate effect on low income residents who rely on transit, recreation programs, and other services. And third, many respondents say that TTC fares are too high, or use TTC fares as one of their examples of high user fees.

b) Fees are too low

A small minority responded that user fees are too low. No respondents that selected this option offered an explanation for their choice. One respondent who believes that user fees are “just right” mentioned that fees could be raised on special event permits or construction that blocks traffic.

Quotes from participants:

“User fees are getting too high - this is a challenge for low income families in Toronto. Especially given that most residents pay the same fees regardless of their income. Property taxes should be slightly increased to catch up for years with below-inflation increases.”

“Common programs should be supported by taxation and not user fees. It is much easier for more wealthy people (like me) to pay user fees than those less fortunate but it's not the way to build community. We have the highest child poverty rate in the country. High user fees also contributes to unwanted behaviour like trash dumping along Commissioners Rd. and other places.”

“High user fees, particularly for transit, have unfairly applied the cost to the riders while neglecting the business owners, developers, and road users who all benefit (directly and indirectly) from transit access.”

Respondent opinions on the current level of fines

a) Fines are too high

A very small minority believe fines are too high. Only one respondent who believed fines are too high provided an explanation, raising the issue of the City's inability to enforce fines. This respondent is quoted below. No other explanations were given by any respondent who believe fines are too high.

b) Fines are too low

The majority of respondents believe fines are too low. The overall sense is that fines are a slap on the wrist, but are insufficiently high to deter illegal behaviour. Another theme that emerged was that it is difficult to enforce bylaws and other fineable offences. Additionally, many respondents specifically mentioned the need to raise fines for illegal dumping and tree protection fines.

Quotes from participants:

“Fines are silly unless they can be enforced in a meaningful way on people outside of the city as well.”

“Fines to protect our environment/city should be high enough to really discourage violations not "just the cost of doing business" the way some view them.”

“Additionally, Toronto is becoming a city where many bylaw infractions occur daily without legitimate change in behaviour. These cause social harms to a city that is growing at a rapid rate and increasing its density. Those violating by-laws should pay tougher penalties that more accurately reflect their whole cost to society and support city initiatives to curb further violations from happening.”

“Fines are generally seen as a slap on the wrist or a cost of doing business and thus are ignored. Increase fees particularly where a business benefits by ignoring them (e.g., couriers blocking bicycle lanes, parking illegally, or developers cutting or damaging trees without proper permits).”

City Priorities and Goals

The City's greatest strength in achieving its goals

When asked what they felt was the City's greatest strength that will help it achieve its aspirations and goals, respondents indicated that the City's greatest strengths are its people, its strong economy and its municipal government.

Toronto's people

The most prominent theme in the responses was Toronto's diverse population and social cohesion. The majority of respondents believe diversity, tolerance, multiculturalism and openness to new people and ideas is Toronto's strongest asset.

Other key themes in the responses included ideas of citizen engagement, civic pride and sense of community. Many respondents believe that Toronto residents are engaged in their communities, are actively engaged in the democratic process and are well-informed. A number of respondents believe that citizens generally care about Toronto and are willing to work together to maintain and build it.

Many respondents also see Toronto's growing population as a source of strength for the future.

Quotes from participants:

"It's home to a tremendous number of talented, motivated people. There's a wealth of public and private sector talent for the City to draw on. And Toronto is wealthy! It should be possible for the City to access that wealth to ensure it continues to thrive."

"Population size and diversity. The sheer size of Toronto gives it the ability to draw on its people to be creative and innovative problem solvers."

"An engaged citizenry; Toronto people are really wonderful and have positive energy for unity and creativity for problem solving; engage them in city task forces, in challenges, in dialogue, invite initiatives - and then also provide some funding to leverage that volunteer capacity, for example have a coordinator for green neighbours groups across the city; this will achieve multiple benefits."

"We have strong, diverse neighbourhoods and communities of people who truly care about the well-being of the city."

Toronto's economy

Toronto's economic strength was another key theme in the responses. Respondents generally believe Toronto has a robust and growing economy, bolstered by a growing population. A number of respondents believe, given the desirability of doing business in Toronto, that raising revenue through new and existing taxes is possible.

Some respondents believe Toronto is a wealthy city with wealthy individuals and businesses that can contribute more. Two respondents believe that the City should leverage the high level of development taking place to raise funds. One respondent believes the City could seek private investment in some of the City's housing and transit projects.

Quotes from participants:

"Strong municipal economy and economic 'gravity' make it possible to raise revenue sources."

"Our economy should be leveraged to balance our books (while some may be hurt by a residential tax increase, most can absorb the cost with little or no impact on their quality of life). Our economic strength and role in the Province and Country should be leveraged to get guaranteed funding from other levels of government for transit and community housing so that our City can continue to be a key economic player nation-wide."

"I believe that Toronto's greatest strength is that it's a hub of economic activity across multiple industries. Finance, telecommunications, technology, medicine, academics, culture."

Toronto's municipal government

Many respondents believe Toronto's municipal government is a source of strength. A common theme among responses is that the municipal government should have stable leadership, make long-term plans, have a strong relationship with the province and have a vision for what the city can become.

Respondents also believe evidence-based decision-making and professional City staff could be an asset for Toronto in the future. Some respondents added that they would like to see greater information sharing and government transparency.

Quotes from participants:

"The committees and boards dedicated to the success of our city paired with passionate elected individuals executing those goals."

"There are some amazing Council members who do understand that great services and great value makes an entire city great - that bang for the buck is important. They generally support each other as a group despite coming from wards all over. If everyone could remember that Council serves the whole city, that would be an asset in demanding proper provincial funding."

"Consistent and steady leadership. Keeping the long-term best interests of the city and its residents at heart. Avoiding the political shifts of too many small interest groups. Setting a plan and sticking with it."

"Big city with experienced and sophisticated public service that has good idea of what needs to be done if given the resources"

Greatest challenge to the City achieving its goals

When asked what they felt was the City's greatest challenge in achieving its aspirations and goals, respondents indicated that the City's greatest challenges are lack of political will and setting the right priorities.

Lack of political will

The majority of respondents believe there is no political will to fix the City's financial situation. Respondents believed that politics gets in the way – that raising taxes or introducing new revenue sources is politically risky. Numerous respondents mentioned that City Councillors often support their constituents at the detriment of the city as a whole. Other respondents believe that decisions are often politically motivated. The most common theme is that the municipal government is afraid to raise property and other taxes because it is fearful of voter repercussion.

Quotes from participants:

"The notion that "tax" is a dirty word."

"The strength of a political class of mobilized property-paying homeowners. Politicians do not want to gamble their futures on facing up to those who do not want to see a rise in property taxes. Political leadership to shift this conversation is needed, yet in the post-Ford area the new consensus seems to be that property taxes must not rise."

"Actually having the [courage] to realise that 'Yes, this is the good and right thing to do, even if it requires raising taxes/costs for the public - it will be better in the long run.'"

"Our politicians are reluctant to increase taxes to fund future needs."

"The greatest challenge would be that Toronto has not gotten serious about the size of mega city it is and in return created significant new revenue streams to support billions of dollars of investments needed today."

Setting the right priorities

Throughout the responses, a common theme emerged about how to balance competing agendas to set the right priorities for the City. Many respondents focused on specific issues, while others mentioned political divisiveness and balancing political agendas more broadly. Some of the specific issues mentioned include the competing needs of downtown and suburban residents, the political strength of homeowners, issues surrounding densification and community opposition, and setting climate change preparation as a priority.

Setting public infrastructure and transit priorities was another common thread in the responses; many respondents believe that avoiding necessary infrastructure and public transit investments will hinder the city's growth in the future.

Quotes from participants:

"More plans and strategies than funding allows and no clarity on a framework that prioritizes which ones to fund. Priorities shouldn't just be set by politics but by the needs of our city."

"Unity. The transit debate has highlighted the divide between the boroughs."

"Inability to determine city-wide priorities (too much focus on downtown versus suburbs, or ward-centric thinking), a continuous culture of fiscal restraint, and fear of political persecution for advocating an expansion of current revenue tools or the introduction of new ones."

"Funding and vision. With the right funding, we can build the public infrastructure we need to meet the growth and development of the city. With the right vision we can rebalance the city for more sustainable living and continue to reverse the suburban development mentality of the last century."

I would have greater confidence in the City if...

When asked what would give respondents greater confidence in the City's ability to manage its finances and achieve its goals, the majority of respondents indicated that they would have greater confidence if the City raised revenue, followed through with commitments and increased transparency.

Raising revenue

The majority of respondents would have greater confidence in the City if it made the difficult decision to raise revenues. Many respondents mentioned property taxes, some offered solutions like congestion charges and road fees. Overall, most respondents expressed the desire for the City to have a stable source of revenue from a range of revenue options so that it can fund the projects it announces.

There were a small number of comments that asked for no tax increase or new revenue options. These respondents were concerned about the high cost of living in the city.

Quotes from participants:

"[If] they would at least entertain the idea of bringing property taxes in line with our neighbours in the GTA, and to fully embrace the reality we're in by introducing sensible revenue tools, such as congestion charges, toll roads, as well as properly funding the TTC, although this will require an admission that transit is not a money maker - it's a service that requires governmental input."

"[If] we stopped having every budget conversation start with a massive hole that has to be filled by extreme measures like closing libraries or selling hydro."

"[If] the City had increased, reliable, revenue tools (e.g. sales tax) and if City Hall decision making was de-politicized."

"[If] we were a little braver in finding the money to pay for what we want from the City, rather than always cutting back."

Following through with commitments

A common theme throughout the responses was frustration with the City announcing new projects without a plan to fund them, or backtracking on existing plans. Many respondents said that they would have more confidence in the City if they could see announced projects receive adequate funding, and if these projects were completed quickly.

Many respondents expressed a desire to see City government make more long-term decisions that withstand changes in politics. Respondents recognize the long-term nature of capital and other projects, and would have more confidence in the City if plans were depoliticized. As an example, many believe that essential public transit investments are overly politicized, which hinders progress.

Quotes from participants:

"[If] the city would commit and follow through. Constant debate and waffling on projects like the Scarborough Subway/RT/LRT erodes confidence that projects will ever be completed."

"[If] City Council stopped making grand plans without deciding to raise revenue to pay for them."

"[If] Council reflected on the cost (social, financial, environment) of every approval or decision, rather than approving but then wanting to cut budgets afterwards, which sacrifices ... items already approved and considered."

"[If] Council committed to long-term planning instead of always taking the short-term political view. Council need to think past what will get them re-elected to what's good for the city"

"[If] Council could decide and stick with, key city-wide priorities."

Increased transparency

A number of respondents believe the City needs to make its budgeting process more transparent. These respondents believe that increased transparency in setting priorities, operating budgets and in the budgeting process would insulate plans and projects from changing politics and narrow interest groups. Some respondents believe budgeting and agenda-setting could also be opened up to greater public participation. They also feel that more open data would support this.

Quotes from participants:

“[If] there were a transparent and long-term set of priorities with no interference from politicians.”

“[If] there were participatory budgeting and politicians didn’t derail expensive and lengthy planning processes”

“[If] they opened up their data and tools as a base platform for citizens/businesses to build upon, since citizens can build things for citizens better than the City can.”

“[If] it has a modern system of open data and open government”

“[If] the voice of neighbourhoods was given more weight (i.e., decisions were made somewhat more locally) and if there didn't seem to be such hesitance to consider all parts of the budget (including, e.g., policing).”

Information and Communication

Many suggestions were for different ways of presenting detailed information. Specific examples include:

Graphics

- Graphs that show how spending or cuts will impact the city's GHG emissions.
- Interactive graphics that allow residents to participate in building the budget may be helpful to build understanding of the trade-offs.

More details

- Open data sets of City financial information to allow the public to perform independent reviews.
- Any long-term data related to growth, costs, revenue and potential impacts of implementing the asset sale.
- Resources available through other public sources.
- Revenue projections for tax and user fee increases.
- A list of City assets up for sale, current operational budgets for them as well as revenue etc.
- Amount of taxes/fees paid by residents by income; equity impact of new revenue options.
- Details about the long-term goals and priorities of the City.
- Details on the impact of existing and future revenues options on people, not just property.
- City's climate plan and potential impacts of a sudden economic down turn.
- Models on what certain revenue options would yield (e.g. tolls, municipal sales tax, etc.)

Comparators over time and with other jurisdictions

- Property tax and services provided compared to other major Canadian/international cities.
- Comparison of taxes paid by Torontonians compared to other comparable cities.
- Historical property tax rates and inflation-adjusted changes.
- I would like to see multiple financial scenarios that show the difference between options.
- Info about creative revenue options used in other jurisdictions.
- Information comparing the Toronto budget to other cities of a similar size.

If respondents could ask City staff one question...

Decision-making

- What are the core values used to make budget allocation decisions?
- Are long-term financial consequences taken into account when approving spending? How does the balance of spending across expense categories map onto the long-term goals and priorities of the City?
- Why do we invest so much in childcare and social housing?
- Why do we not engage in multi-year budgeting?
- Why are infrastructure decisions and their financial impact so often considered separately?
- Why does it seem that there is money for big things like subways and new roads and not the things I depend on, like programs for my kids?

Issues and equity

- Can you provide information on how much is invested on a ward-by-ward basis for all City investment?
- What percentage of income do property owners and renters pay in property tax?
- Does the City have the power to tax businesses or homeowners in a way that reflects their ability to pay?
- Do you commit to viewing every decision through the lens of climate change? How can we use our resources wisely to support those most in need in our city?
- How can we ensure reliable long term revenue to the City in an age of increasing environmental, social and economic uncertainty? Do we have our surplus funds invested in ethical investments?
- How will a carbon tax affect the City finances, negatively or positively?

Revenue options

- Why do property taxes increase yet City budget still has to decrease? This is a wealthy city, and yet we can't scrape the money together to invest in our future and each other. What can we do bridge the gap between those two facts?
- Do other cities of our size rely so heavily on property taxes? Or do they have a more diverse set of revenue options?
- What new sources of revenue are you pursuing, and if you are not, why?
- What existing revenue options are the most under-utilized and have the most potential for growth?
- Is financing to maintain existing infrastructure identified and committed? How much revenue increase is needed just for state of good repair?
- What property tax rate increase (either one-time or annual) would be required to fully close the operating budget gap and fund the critical unfunded capital needs over the next 10 years?
- What's the gap between operating costs and reasonable increase in taxation/revenue?

Additional information respondents require for future consultations

Respondents to this survey had many suggestions on the types of additional information that would help them prepare for future consultation. Responses indicated a definite desire to dig into as much data as possible.

The overall theme of most responses was a desire for more detailed information on anything the City could provide. Several respondents asked whether the City's financial information could be shared

through open data so that they could review it in the way they wished to do so. Another respondent asked for a clear break down of every line item in the budget. One respondent asked for more data on the City's current major sources of revenues and expenditures.

Some respondents asked to see the City's existing strategy for financial management, including a breakdown of the City's long-term goals and priorities. Others asked for information on the rationale for each financial consideration that the City is entertaining, to make informed decisions. A few respondents wanted a clear comparison between the City's current plans, compared to the money that is available for those plans.

Many respondents are unclear on what the expected impacts of the proposed revenue options would be, and asked for further information on each option. They also wanted information on who would pay for these revenue options, estimates for how much cash will be raised long-term and details on what services could be provided with these options. There was a definite desire not only for long-term historical data, but also for long-term future projections for the different considerations.

A final major theme that arose from many respondents was a wish to see comparisons between Toronto's financial situation and its financial plans compared to other major cities in North America and around the world.

Finally, some respondents listed specific materials, such as fact sheets, raw data, videos and infographics on topics such as what happens if City assets (e.g. Toronto Hydro) are sold or not sold and revenue options the City currently use or don't use.

Quotes from participants:

"Comparisons of revenue tools for reasonably comparable cities. This must also include what kinds of things cities fund in order for a fair comparison."

"Detailed decision tree on how we got to the above mentioned projects, and who thought this was the better way to go and why."

"I think simple videos that are short and clearly explain to a wide audience will go a long way."

"Long-term financial implications of both selling assets, as well as sources of revenue generation. Also, what services could be provided with the money generated from additional revenue?"

"More helpful than graphs or charts, for the interested, would be making greater budget detail available publicly. The capital budget is typically clearer (more detailed) than the operating, but both omit a great deal of information in their public formats."

"Projections of Toronto's fiscal future, and bar graphs showing the total cost for taxpayers at different income levels (i.e. after accounting for rate supported services, the TTC, fees, and property taxes, what percentage of income does someone making \$25k a year pay to the city, \$50k, \$100k, \$250k)? I would be interested to know after accounting for the astronomical growth in fees and rate-supported services whether lower income taxpayers are footing a higher bill than expected."

"Show us what increased property taxes can pay for. Give examples of other cities (such as Los Angeles voting for \$120 billion for transit over 40 years). Help us dream of a better city!"

How respondents find out about City programs, services and finances

Respondents currently learn about City programs, services and finances in similar ways. The main source of information for respondents is the news media, which currently 53% of those who responded listed as a source. Another major source is the City of Toronto/City Budget websites, which 29% listed.

Other sources include:

- Social media (Twitter and Facebook), listed by 24% of respondents;
- Online searches, listed by 12% of respondents;
- Colleagues/friends word of mouth, listed by 7% of respondents;
- Councillor newsletters, listed by 5% of respondents;
- Watching Council meetings (online or on television), listed by 3% of respondents.

Information respondents would like to see on the website

Overall, the majority of respondents found the information on the website to be confusing or missing certain information, but were candid in ways that the information can be improved and supplemented.

Information respondents found helpful

Some respondents found the information provided to be “adequate.” One respondent highlighted the iceberg graphic as particularly helpful, and recommended it always be at the forefront of presentations.

Quotes from participants:

“The infographics are a good way to telegraph a general understanding, the Budget summary tables will be useful, once I have consulted a professional and know how to interpret them.”

“The snapshots of the services like Toronto Parking Authority was helpful as was most of the other info.”

“Generally I find the city fairly transparent in this regard, as long as someone has the time to pore over many pages of information.”

Information respondents felt was missing

Several respondents shared information they would like to see included:

- How property taxes are spent.
- What percentage of the total budget goes to salaries and benefits to City staff?
- Make more raw data available at budget launch.
- Impact of lack of revenue on City services and marginalized populations.
- Justification for decisions.
- How service spending varies across the City.

Information respondents found confusing

There were many comments about information that respondents found confusing.

Suggested improvements include:

- Desire for a simpler breakdown of the budget cycle, and clearer definitions of each type of budget.
- Numeric data in consistent formats.
- Details of the overall budget difficult to find.
- Easier to read financial documents, which clearly explain sources of revenue, funding gaps and unfunded obligations.
- Issues with site navigation.
- Eliminate jargon.
- Budget notes too long.
- ROI [Return on Investment] and forecasting.

Quotes from participants:

"All numeric data should be released in consistent formats through open data portal. Financial reports should be structured to refer to specific s.m.a.r.t. goals."

"Details of the overall city budget are difficult to find and/or not available. There should be public access to the present budget, including any updates to it, as well as some form of metric or display indicating budget/spending progress to date."

"It is all too confusing. Too much verbiage & jargon. Confusing website. Overly complex."

"Navigating the site to go from one piece of information to another was very difficult."

"The way the website is divided is so internally facing--members of the public, for example, won't know what committee is discussing what budget-related issue."

Respondent suggestions and specific issues

There were some suggestions of other types of information that respondents would like to see. These include:

- "How many new ratepayers (new condos, office buildings) were added in the previous year? How did this impact the final mill rate?"
- "More breakdown about what specific projects bubble up to each category. I was shocked to see the Gardiner is almost 50% of our transportation services budget!"
- "There doesn't appear to be one specific message to take away. It would be easier for busy Torontonians to have a one-page summary from the City Manager, briefly discussing his view on the state (and projected future state) of Toronto's budget and finances."
- "Why are we not spending to help avert climate change?"

Respondent suggestions for the City's communications

Participants volunteered a wide range of suggestions for ways that the City can better reach Torontonians about the Long-Term Financial Plan consultation. Many expressed disappointment that they hadn't heard about this stage of the consultation until late, and some suggested they hadn't heard about it through official channels (i.e. they heard about it from their Councillor's Twitter rather than from City run accounts).

Below is a list of consistent suggestions raised by participants.

- Telephone calls.

- Advertise (in newspapers, on the TTC, in public libraries, at educational institutions).
- Email blasts from Councillors to constituents.
- Use Toronto Public Library contact info to reach out.
- City-run social media channels.
- Make surveys and online consultations available in different languages like Farsi and Hindi.
- Facebook ads.
- Circulate to community organizations.
- Engage businesses to get their employees to participate.
- Get all Councillors to do town hall meetings in their respective wards on the same day.
- Give people more time to organize their communities around the consultation.
- An app that displays City finances as though they were your finances (e.g. Mint money app).
- Reddit.com/r/Toronto.

Quotes from participants:

“Allowing for total self-selection through online and in-person meetings is inappropriate. The City should strive to balance the conversation about revenue tools by actively seeking out input from groups that are often absent from these conversations. This also means prioritizing the input from tenants, youth, recent immigrants, and persons on low-income, who tend to be underrepresented in our political process. This under-representation may be heightened in this case due to the technical nature of long-term financial planning.”

“Buy Facebook ad space alerting the younger generation of Torontonians that the budget is under discussion and that this poll exists. Many younger Torontonians are eager to get involved, but if it isn't on Facebook then it doesn't exist. The ad space isn't expensive. If you aren't actively on that site, that shows that you truly don't care what people under 35 think about the city or you don't want them involved.”

“Get councillors to all have to do a town hall in their respective wards, on the same day, and the city will advertise it, and it will be billed as people's chance to have their say in how their tax dollars are spent.”

“I don't believe you since even my councillor got short notice. Mail out to everyone. You have our names from city elections records. How about you publicize it on the news, incentivize participation with a \$10 tax rebate? Make sure it's available in many languages. Why is this only in English? At minimum it should also be in French.”

“This survey needed more multiple choice! I am highly educated and informed and found it much too long and hard to finish.”

“This was a really frustrating survey. It feels like the decisions have been made.”

Expense Management

Opinions on what the City should ask itself when prioritizing expenses

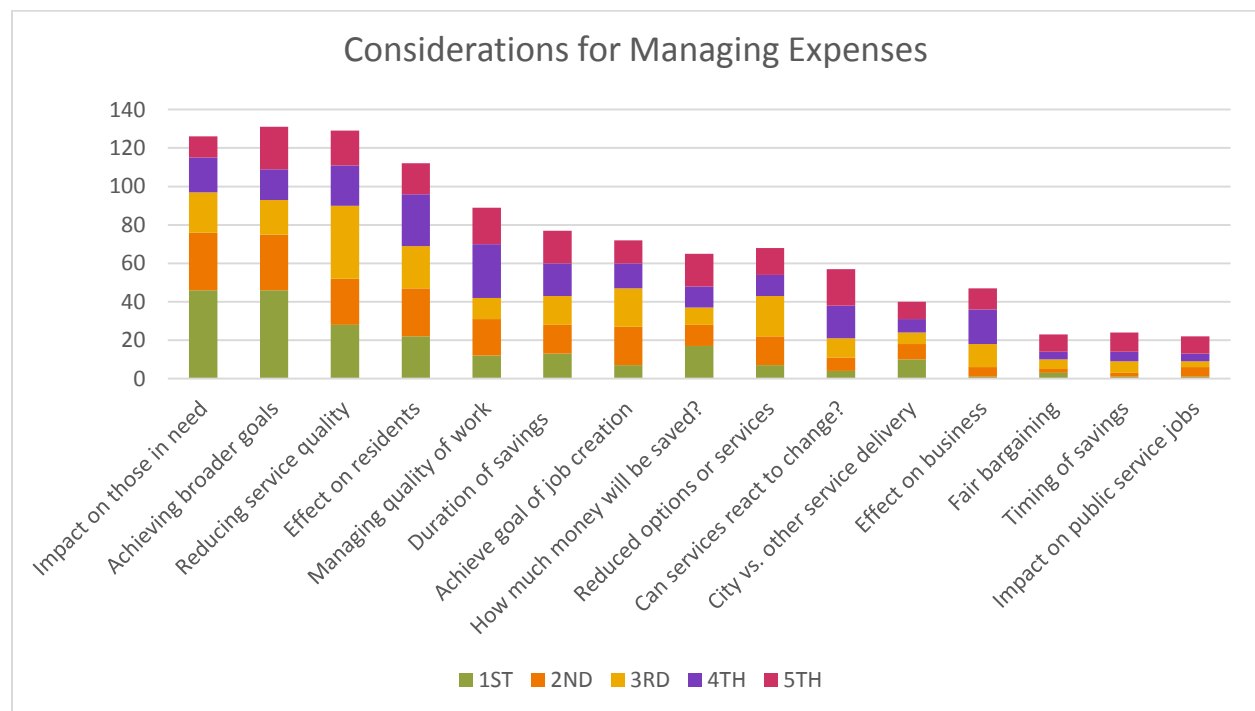
Participants were given a list of 15 considerations for the City to prioritize when managing expenses, and were asked to rank their top 5 choices.

The five most popular considerations were:

- Impact on those in need
- Achieving broader goals
- Reducing service quality
- Effect on residents
- Managing quality of work

Respondents ranked the remaining considerations as follows:

1. Duration of savings
2. Achieving the City's goal of creating stable jobs
3. Amount of money saved
4. Reduction in number or options of services
5. Can services react to change
6. City vs other service delivery
7. Effect on business
8. Fair bargaining
9. Timing of savings
10. Impact on public service jobs



Opinions on how the City could manage expenses

The overwhelming response was that the City should explore revenue options before contemplating any cuts to services. Several respondents, suggested that revenue and other options needed to be explored rather than just cutting costs.

There were also many comments focused on the need for more efficiencies in government. Many specific significant capital projects were singled out for review and possible cancellation. There were a handful of respondents who proposed contracting out services, and a few more cuts to staff, salaries and services. The police budget drew repeated, specific attention as a possible place to manage expenses.

Innovation and changes to business practices were repeatedly raised. This includes moving more services to digital and online, as well as allowing employees to work remotely.

Other specific recommended actions include:

- Avoid public-private partnerships.
- Be more aggressive on parking fines.
- Evaluate energy efficiency of buildings and levy taxes on those that fall below standards.
- Follow Vancouver's example by taxing non-resident property owners.
- Charge more for lane obstructions during construction.
- Devolve control over City services to the public or arm's-length non-profits.
- Ensure there is the correct ratio of managers to front-line staff.
- Examine internal barriers to innovation in service delivery and make better use of technology.
- Explore leasing, rather than selling assets.
- Improve coordination of capital projects to avoid conflict.
- It was suggested that changes to the purchasing policy, such as balancing quality with price, could yield savings.
- Open up to receive ideas from the public. Provide more feedback mechanisms to existing City workers and departments on productivity and global best practices.
- Use participatory budgeting for all City budgets.
- Reduce the number of Councillors, and their salaries.
- Re-examine committed, but unfunded, capital projects.
- Remove the property tax reduction for empty properties.
- Request provincial uploading of services.

Quotes from participants:

"Do not do everything. Do not do a new strategic policy unless it comes with new money and/or fundamental change."

"Costs and expenses have been 'managed' for over five years; there is not much left to cut without removing services."

Input on expense management considerations

Participants were asked what else the City should consider when managing expenses, how the City could increase public confidence in how it spends public money and delivers programs and services to

residents over the long-term, and to suggest specific ways the City could cut costs. The following provides a summary of participant input on the Expense Management section of the December survey and public meetings. Three hundred and twenty-seven respondents completed or partially completed the expenditure section of the workbook or survey.

Overall Insights

There is a strong desire among respondents for the City to set clear strategic priorities, and stick to them. There were many calls for a clearer distinction between what is essential and what is not. Respondents overwhelmingly want the City to provide a very clear public expression of project benefits and cost before projects are committed or approved.

When it comes to service levels there is divided opinion. Many participants feel that the City should establish what service levels are required and find funding to match that level, rather than setting service levels based on how much funding is available. Many others expressed the opposite sentiment, specifically that the City should remain within its means and only fund what it can afford.

This division was also reflected in the discussion of managing urban development. Respondents generally would like the City to make sure service levels meet demand, at the same time there were calls for restricting (or, presumably directing and controlling) growth as a way to manage demand.

There was a widespread sentiment that the City should take a long-term and holistic perspective on managing expenses. For example, most respondents were sensitive to the reliance on City services of the most vulnerable segments of the population. Another theme across all feedback was the need to consider the environmental impact in any decision making.

The subject of contracting out services received widespread attention, though there was no consensus on any specific actions. While there were many calls to contract out more services, it was also suggested many times that the City take into account the broader social and economic impact on the overall community when considering contracting out.

Employee compensation and collective bargaining were brought up as a necessary part of the discussion of expense management. Respondents overwhelmingly suggested cuts to compensation and benefits rather than service level reduction and layoffs.

Themes and Actions

Hundreds of specific suggestions were submitted for the City to consider. The following themes and ideas emerged from input received:

- Specific principles
 - Many respondents suggested specific principles the City should apply in making decisions. They include:
 - Maintaining liveability.
 - Staying competitive and attracting investment.
 - Demonstrating value for money.
 - Improving, not just protecting, service quality.
 - Relying on data and data analytics.
- Service level adjustments

- There were many calls for a clearer distinction between what is essential and what is not, that is, separating the nice-to-haves from need-to-haves when setting funding priorities.
- It was suggested that the City establish the required service levels and communicate who is responsible for managing the services. The implication is that decisions should be based on what services are needed rather than how much funding is available.
- The opposite sentiment was also heard, specifically that the City should remain within its means and only fund what it can afford.
- Equity impacts of service changes.
 - Most respondents were sensitive to the reliance on City services of the most vulnerable segments of the population. There was widespread desire for the need to determine if all residents are similarly affected or if service changes affect some groups more than others.
 - Poverty reduction was specifically mentioned several times in discussions on effects of service changes.
 - Most participants want to see front line services preserved, especially those for people in need.
 - It was stated that the City should consider the broader impact on employment and communities when exploring how to deliver services, including the loss of quality jobs through contracting out.
 - A few respondents drew attention to the impact in different neighbourhoods and communities, specifically those living in the high-density growth areas.
 - There were some calls for improved equity in service delivery, and ensuring that all users pay the same user fees for the same service.
- Changes in decision-making and governance.
 - Respondents overwhelmingly want the City to provide a very clear public expression of project benefits and cost before projects are committed or approved.
 - There were a handful of comments about public and private sector values. It was stated that there should be public control over public services, rather than having corporate priorities drive decisions.
 - Several comments suggested that there could be potential for staff empowerment through service change. Inside staff, for example, could be asked to provide cost-saving solutions, possibly through focus groups.
 - Similarly, service changes were also seen by several respondents as a potential opportunity for resident empowerment.
 - One respondent suggested the City explore novel models such as worker and community co-management. Another suggested the City consider giving control of TCHC to the tenants.
- Long-term sustainability.
 - There was a widespread sentiment that the City should take a long-term and holistic perspective on managing expenses. Some specific examples include:
 - Consider the life-cycle and future operating costs of potential projects.
 - Concern that shifting costs from the tax based onto user fees, for example, could end up costing residents more.
 - It may be less expensive to house people than leave them in the street.

- Not investing in new infrastructure might have higher long-term cost than investing.
 - Prevention of homelessness, poverty, crime, drugs and automobile collisions could save more money than paying for emergency paramedics, police courts, jails, long term care, and disability related services.
 - Poorly planned (i.e. car-dependent, demand-inducing) development costs much more to service in the long-term.
- The impact on the environment
 - A theme across all feedback was the need to consider the environmental impact in any decision making. The need for the City to mitigate against climate change and greenhouse gas emissions and be more environmentally resilient received most of the attentions.
 - There were also calls for the effects of climate change on City revenues and expenses to be part of budget projections and budget planning. It was mentioned that reducing the impact of climate change will impact the City's infrastructure costs.
- Contracting out
 - The subject of contracting out services received widespread attention, though there was no consensus on any specific actions.
 - There were many calls to contract out more services (such as expanding garbage privatization), with staff assigned to oversee the work and revisit them to ensure costs savings.
 - It was also suggested many times that the City take into account the broader social and economic impact on the overall community when considering contracting out. Ensuring quality jobs was raised, for example, along with fair distribution of wealth, down to the front line workers, not just those owning the contracting businesses.
 - There were some specific recommendations on the procurement process, specifically:
 - Not necessarily going with the lowest bid, as it can lead to more cost overruns.
 - Expand the tendering process to the broadest possible group of suppliers.
- Collective agreements and compensation
 - There were many suggestions that expenses could be managed by reducing employee compensation, rather than the numbers of staff. Specific suggestions include:
 - Explore options to provide more flexibility to assign work within collective agreements.
 - Reduce executive compensation.
 - Curtail travel by politicians.
 - Not allow people on pension to draw pay.
 - Eliminate public pensions.
 - Examine collective agreements as a source of potential savings.
 - Explore decertification of outside workers.
 - It was suggested that the numbers of staff could be reduced through attrition and early retirement.
- External best practices
 - There were several calls for exploring internationally-successful methods and best practices, though no specific practices were mentioned.

- It was also suggested that Toronto could be benchmarked compared to others to give the public a sense of the quality of Toronto's services and financial management.
- Improved coordination
 - There were many suggestions for better coordination of capital projects between departments. Street projects were mentioned repeatedly, including the potential for more cooperation with Toronto Hydro and TTC regarding streets and poles.
 - There were concerns raised about redundancy and duplication. For example, if a City service is already offered by other levels of government or the private sector.
- Housing and urban development
 - Population growth, development and density are widely understood to represent a challenge, and respondents generally would like the City to make sure service levels meet demand. There were, however, calls for restricting growth as well as expanding services.
 - There were several specific suggestions for changes to how the City manages housing and development. They are presented here as ideas but none of them were widely discussed or endorsed.
 - The most common housing topic was Toronto Community Housing (TCH). It was expressed that, while it is a vital service, it needs to be completely rethought from the ground up.
 - One respondent suggested allowing individual co-ownership owners to apply or receive "Tax and Water Relief" offered by the City of Toronto.
 - One respondent suggested privatizing TCH to improve its management and efficiency
 - A few suggested developers could contribute more, and that the City should ensure new projects pay for required infrastructure upgrades.
 - It was suggested that Ontario Municipal Board could be revisited and re-evaluated.

What the City can do to increase public confidence

Overall Insights

There was a strong desire among participants for greater transparency and accountability, more communication and more open government. Respondents would overwhelmingly welcome stronger dialogue, outreach and engagement. There were many specific ideas for tools, channels and products that would help foster better understanding between the City and the public.

Another key theme among the majority of respondents was the need to clearly demonstrate the link between priorities and spending. Generally, respondents feel that there may be efficiencies to be found through better coordination and management of resources. Several respondents suggested that project and spending announcements should only be made if there is available funding set aside for the project.

Themes and Actions

The following themes and ideas emerged from input received:

- Principles for consideration
 - Many respondents suggested specific principles the City should apply in making decisions. They include:

- Establishing fairness and equity as fundamental.
 - Ensuring funding for long-term, stable jobs.
 - Developing long-term operating and capital plans, and making sure they are followed.
 - Identifying desired service levels and managing revenue to match.
- Improve transparency and public communication.
 - Many responses addressed transparency and communication, with a strong emphasis on the public's desire to know more.
 - More performance measurement and benchmarking of City services and projects was suggested repeatedly.
 - Easier access to information was a theme. This includes not just making it available but actively showing the public how to access it.
 - Making more information available through open data was raised, with financial information specifically mentioned.
 - Some respondents expressed a desire for clear, head-to-head comparisons of private and public service delivery (e.g. garbage collection).
 - In general, the link between revenue and spending could be made clearer. This includes dedicated revenue tools as well as increased local control over spending.
 - More dialogue with the public would be welcome. The following specific actions were mentioned:
 - Surveys and feedback tools
 - Sharing of information online.
 - More advertising for public engagement.
 - Support for civics classes.
 - Engaging younger residents.
 - Developing a public feedback app for City Services.
 - There was a suggestion that publicizing fraud and waste cases could demonstrate that the City is vigilant and taking action.
 - There were a few calls for regular collaboration with the public on financial planning, including:
 - Holding standing, continuous consultations.
 - Exploring more cost effective ways of engaging than holding public meetings.
- Governance and structural changes
 - One theme that emerged was finding efficiencies through better coordination of resources. For example, combining community centres and schools to use space more efficiently, or organizing all related services into a single location.
 - There were a handful of mentions of the possibility of reducing service to meet demand. One example was reducing or combining services offered at community centres based on what programs are well-used.
 - There were a few calls for communities to be given more control over local spending.
 - Imposing term limits on councillors was raised.
- The City's decision-making processes.
 - Several respondents suggested that project and spending announcements, for example, could be thought through to ensure they are consistent with what is funded.
 - A handful of participants suggested fundamentals such as transit and roads should be prioritized over aesthetic makeovers and expansion.

- Concerns about the City going back on or reversing decisions were raised repeatedly. Bike lanes were offered as an example.
- Many people suggested that the City be more mindful of which programs are necessary, which are nice to have, and contract out where suitable, to reduce overall spending levels.

Specific ways the City could cut costs or manage expenses

Overall Insights

Respondents overwhelmingly see the value of City services and do not want reductions. There is openness, however, to adjusting service levels to more precisely meet demand. There was a theme that more could be done to find efficiencies without impacting services. A major area of interest is employee compensation. There were widespread calls for reductions in compensation and review of collective agreement. Management was also seen as a place where the number of positions and compensation could be cut without harming services.

There was a wide variety of opinion on whether to reduce spending or invest in services. There were abundant calls, highlighted in sections 1 and 2 above, for investment in service expansion and protection of programs. However, a majority of respondents feel that the City could deliver services more efficiently, and provide more within existing resources.

One theme that was clearly expressed was the need for long-term strategic planning and coordination, and less revisiting or changing plans. There is a sense, for example, that the planning process could be more rigorous to ensure that capital projects are providing value for money.

Contracting out services and managing contracts was highlighted by many participants. While there were many calls for exploring contracting out more services there is also a widely held view that impact on service quality, not just cost, needs to be considered.

Themes and Actions

The themes and actions noted below reflect individual ideas within the broad spectrum of opinions that were shared. These responses reflect many of the same sentiments captured in the previous section, but does not reflect the overall desire to protect services.

- Governance and management
 - One theme that was clearly expressed was the need for long-term strategic planning and coordination, and less revisiting or changing plans.
 - On respondent suggested getting more value out of surplus equipment and material, such as through a centralized clearing house.
 - It was suggested that staff could push back more against City Council and reduce the number of reports.
 - Uploading more responsibilities back to the Province was raised as a possibility.
 - Expanded participatory budgeting and increased citizen engagement were mentioned.
 - Carbon tax credits were suggested as a potential source of revenue.
- Employee compensation
 - There were a number of specific suggestions for reducing compensation, such as
 - Creating stronger links between pay and performance.
 - Listing all expenses and management salaries publically.

- Introducing voluntary retirement options to bring in new employees
- Project and contract management
 - This was highlighted by many participants, specific actions include:
 - Building more effective quality assurance into construction contracts.
 - Ensuring public oversight of contract services.
 - Building value engineering into the bid process rather than simply award to the lowest costs.
 - Coordinating multiple services so that the disruption is limited, and optimized for all services to be completed.
 - Coordinated and communicating public and private work together.
- Adjustments to service levels and delivery
 - There were many calls for exploring contracting out more services. However, there is a widely held view that impact on service quality, not just cost, needs to be considered.
 - There were a number of specific ideas on how to adjust service levels, including:
 - Standardize service levels across the city to ensure equity.
 - Reduce staffing levels.
 - Ensure neighbourhoods with higher service needs receive the necessary investment.
 - Reducing or getting rid of sidewalk plows if there is lighter snow.
 - Library hours could be cut.
 - Community centres could reduce staff.
- Transit service
 - TTC and transit service was regularly raised, specific suggestion include:
 - That there should be a single fare for all TTC riders, with no discounts for youth and seniors.
 - Accommodation for people who cannot afford to pay full fare.
 - Using vehicles for as long as possible before buying new ones.
 - Lowering the age for free TTC fares.
- Policing
 - The police budget was repeatedly raised as a source of potential savings, and it was noted that the crime rate is falling while police costs are rising.
 - Specific suggestions for reducing policing costs include:
 - Shifting funding from the police service to programs that reduce and prevent crime, as well as recreation programs and community grants.
 - Transferring some police responsibilities to civilian employees.
 - Capping overtime and reduced paid duty, such as controlling traffic at construction sites
- Capital spending
 - There is a sense that the planning process could be more rigorous to ensure that capital projects are providing value for money.
 - There were several suggestions for ways to reduce spending and increase efficiency. Specific projects suggested for cancellation or deferral include:
 - Rail Deck Park.
 - Scarborough Subway extension.

- Gardiner Expressway reconstruction.
- Reduce park expansions and upgrades.

There were a handful of calls to invest in retrofitting, energy conservation and solar panels on public facilities. Respondents stated that conservation of energy will have long-term benefits to the City.

Revenue Options

Information respondents need to consider revenue options

Participants requested more information on the long-term impact of any proposed revenue option, especially in social, economic and environmental terms. Specific areas mentioned include: How does it affect the poorest and most vulnerable? How does it affect the environment and carbon emissions? Does it lead to greater social and environmental justice? Will the new revenue be dedicated to transit, or housing and will we see a difference there? Or is it to replace current revenue sources?

The other theme that emerged was a call for a detailed comparison of City of Toronto revenue sources with other cities. This includes revenue options used by comparable North American and European cities, and comparisons with other GTHA municipalities, including property tax rates illustrating where Toronto stands relative to others.

City-wide responses to potential revenue options

Participants were presented with 23 potential revenue options to consider and provide feedback. To guide their discussions, respondents were provided a backgrounder document that included a brief overview of each revenue option. At city-wide public meetings, participants were given "revenue cards" (flash cards with information on each option) and a table top sheet to help facilitate the discussion.

For each option, the following information was provided:

- What type of revenue option it is:
 - Property tax
 - User fee
 - Specialty tax
- Whether or not the City has the authority to implement the option
- How long it would take to implement
- Estimated revenue it would generate per year
- The cost for the City to collect the revenue
- The difference between the funds collected and the cost
- Whether or not the option is a predictable revenue stream
- Its impact on residents, businesses and on the City's ability to achieve its priorities

Participants were asked to indicate whether they felt each option was either acceptable, unacceptable, or if they were undecided or need more information. Participants were also asked to explain their position and suggest other potential revenue options. This section presents the feedback on each revenue option.

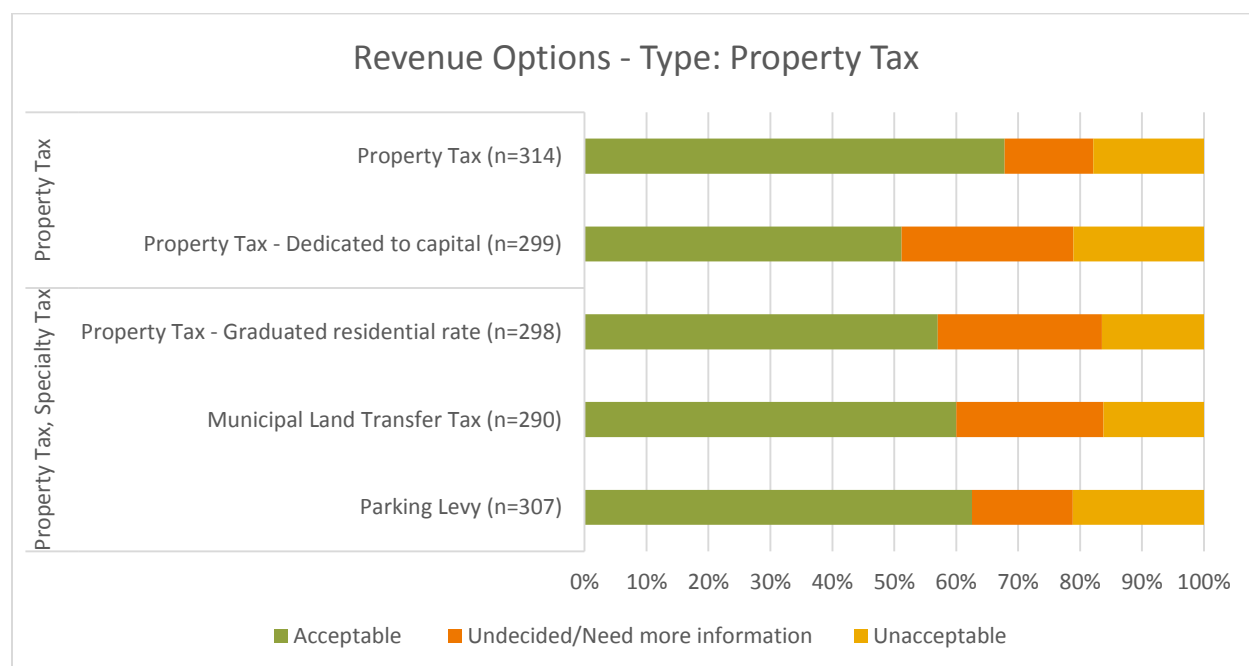
Below are the results for each revenue option, grouped by option type (property tax, user fee and specialty tax). A single chart comparing all revenue options together can be found in the "Findings" section. Some options fall under two types, these are grouped as follows:

- Options that are property taxes and speciality taxes are grouped with property taxes, these include:
 - Property Tax – Graduated residential rate
 - Municipal Land Transfer Tax
 - Parking Levy
- Options that are user fees and specialty taxes are grouped with user fees, these include:
 - Cordon Charge/Congestion Pricing
 - Expressway Tolling

Respondents were given the opportunity to explain their choices. Below each graph is a table outlining key themes in their explanations, where available.

Overall, 16 of the 23 revenue options were considered acceptable by over 50% of respondents city-wide.

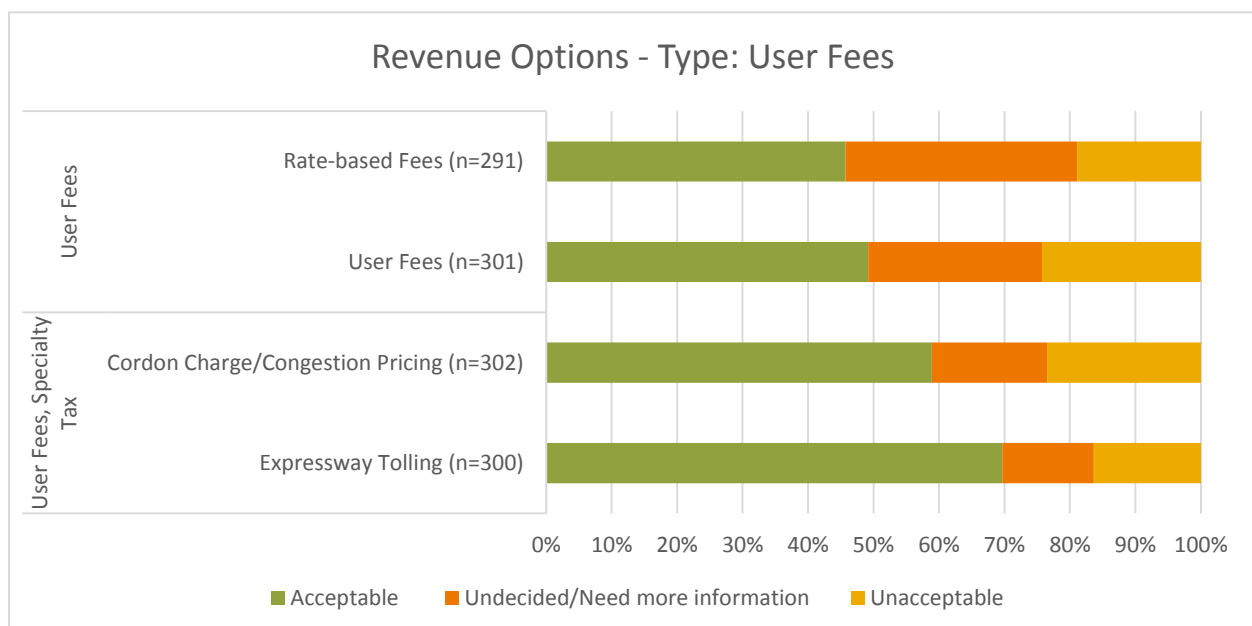
Property Taxes



Key themes in written responses			
Revenue Option	Respondents who indicated "acceptable"	Respondents who indicated "Undecided/Need more information"	Respondents who indicated "Unacceptable"
Property Tax	<ul style="list-style-type: none"> Toronto pays the lowest property taxes in the region, could stand an increase 	<ul style="list-style-type: none"> Property values are inflated in Toronto 	<ul style="list-style-type: none"> Home owners are already over-taxed Houses in Toronto are unaffordable Need to consider ability to pay
Property Tax – Dedicated to capital	<ul style="list-style-type: none"> Toronto pays the lowest property taxes in the region 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Home ownership is already expensive and

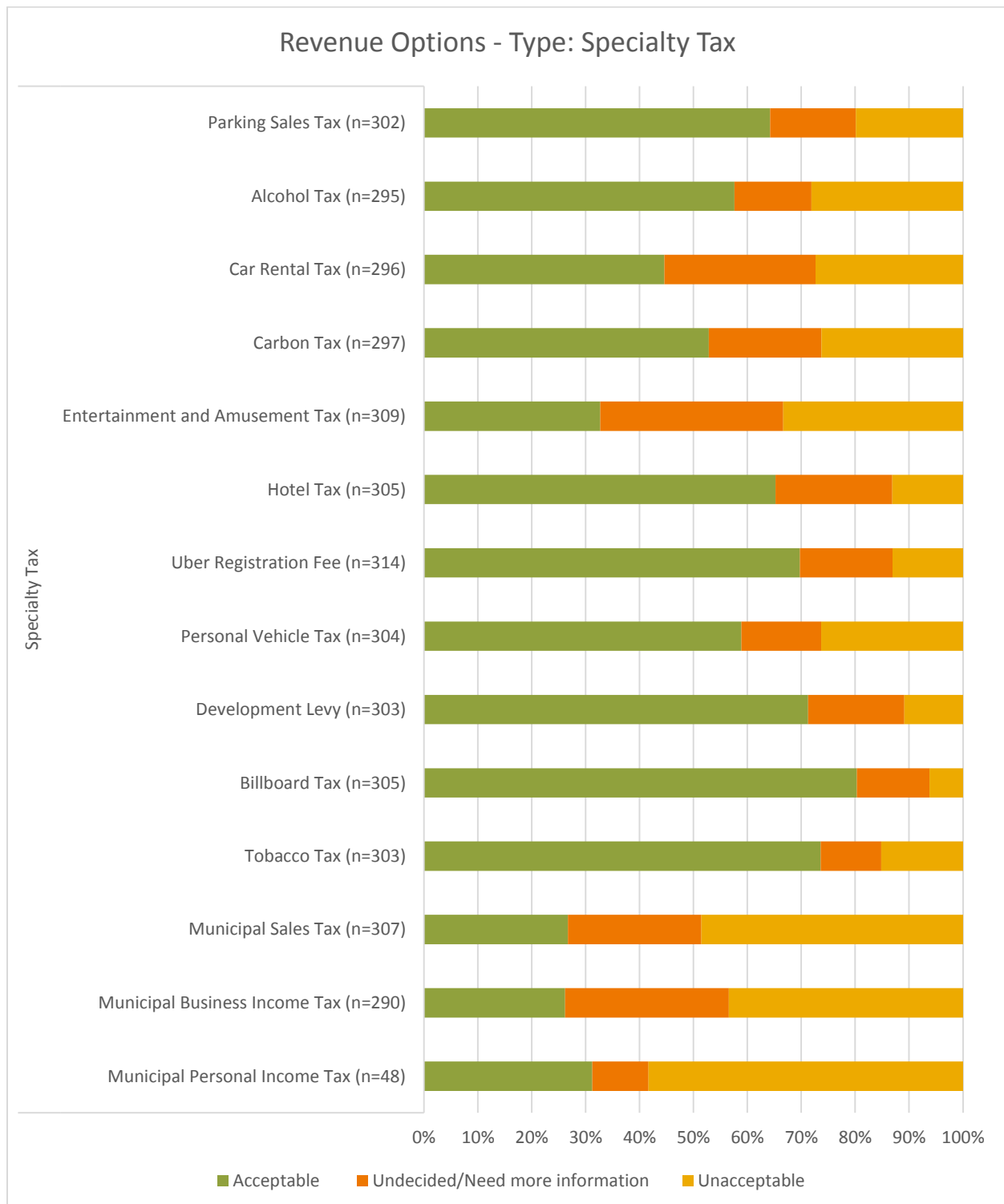
	<ul style="list-style-type: none"> Dedicated property taxes need to be transparent, monitored and reported on The City needs the revenue to fund the backlog of capital projects 		homeowners cannot afford property tax increases
Property Tax – Graduated residential rate	<ul style="list-style-type: none"> Higher value homes should be taxed more More equitable approach to property taxes 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Home ownership is already very expensive in Toronto, this may raise costs
Municipal Land Transfer Tax	<ul style="list-style-type: none"> Some support was conditional on an increase exempting first time home buyers This tax discourages speculative buying and selling, and house flipping 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Housing is too expensive already and this tax makes it more expensive to buy a house Another form of unwanted property tax
Parking Levy	<ul style="list-style-type: none"> Could disincentivize driving, reduce congestion and have a positive environmental impact Some support was conditional on smaller businesses being exempt Some support was conditional on revenue from the levy should be used to fund transit, because there would be a need to have alternatives to driving 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Could negatively impact businesses Cost of the levy will be pushed onto consumers Parking and car ownership is already expensive

User Fees



Key themes in written responses			
Revenue Option	Respondents who indicated "acceptable"	Respondents who indicated "Undecided/Need more information"	Respondents who indicated "Unacceptable"
Rate-Based Fees	<ul style="list-style-type: none"> Many noted that the user should pay for what they use 	<ul style="list-style-type: none"> Many respondents were unclear about what a rate-based fee is 	<ul style="list-style-type: none"> Raising these fees could disproportionately affect low-income residents and families. Subsidies should be offered if fees are raised
User Fees	<ul style="list-style-type: none"> Many stated the principle that all users should pay for the services they use Some support was conditional on excluding TTC fare increases Revenue raised should not be equal to administrative cost 	<ul style="list-style-type: none"> Depends on what the fee is for Could disproportionately hurt low income people, reduce enrollment in services 	<ul style="list-style-type: none"> Could disproportionately affect low-income people Could discourage recreation and community engagement Must not raise fees for TTC fares, libraries and critical services affect low-income people
Cordon Charge/Congestion Pricing	<ul style="list-style-type: none"> Users should pay for the services they use Will relieve congestion and reduce car use Transit needs to be improved to handle influx of new riders and provide commuting options Works in other cities around the world 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Could disproportionately affect low-income people Some people have no choice but to drive, no alternative viable transit options Will hurt businesses in the core Drivers pay a lot already
Expressway Tolling	<ul style="list-style-type: none"> Users should pay for the services they use Try to target non-residents, offer a discount for residents Will reduce traffic One respondent suggested comprehensive road pricing 	<ul style="list-style-type: none"> Responses echo explanations by those who indicated tolling was "acceptable" or "unacceptable" 	<ul style="list-style-type: none"> There needs to be a viable alternative transit system, the current one is not adequate Would have a negative impact on business Tax payers already pay for these roads Could push traffic onto side streets

Specialty Tax



Key themes in written responses			
Revenue Option	Respondents who indicated "acceptable"	Respondents who indicated "Undecided/Need more information"	Respondents who indicated "Unacceptable"
Parking Sales Tax	<ul style="list-style-type: none"> Parking sales tax would discourage driving, reduce congestion and have positive environmental impact There is a need to invest in alternatives to driving if this tax is implemented If this tax primarily affects downtown parking, it could be an alternative to tolling expressways 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Parking is already too expensive
Alcohol Tax	<ul style="list-style-type: none"> It is a luxury tax on a non-essential items The tax can reduce alcohol's negative consequences, such as drunk driving and stress on the health system 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Already taxed by the province People would buy alcohol in neighbouring municipalities
Car Rental Tax	<ul style="list-style-type: none"> Some support conditional on excluding car sharing 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Could discourage tourism Discourages rentals and encourages car ownership
Carbon Tax	<ul style="list-style-type: none"> Would reduce fossil fuel use Money could be invested in projects that mitigate effects of climate change 	<ul style="list-style-type: none"> Not clear how this tax works, need more information 	<ul style="list-style-type: none"> Not the appropriate level of government, responsibility of the Provincial and Federal Governments Many respondents stated that people will buy gas in neighbouring municipalities
Entertainment and Amusement Tax	<ul style="list-style-type: none"> As a luxury tax, it is acceptable Some support conditional on what is taxed 	<ul style="list-style-type: none"> Unclear what will be taxed City living is already expensive 	<ul style="list-style-type: none"> Could hurt tourism industry Could hurt arts and culture organizations and small businesses
Hotel Tax	<ul style="list-style-type: none"> Very few explanations provided, difficult to draw themes Some noted business travellers and tourists can afford a small tax A few respondents suggested an Airbnb tax 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Hotels are already expensive and increasing the price could hurt the tourism industry
Uber Registration Fee	<ul style="list-style-type: none"> Would help level the playing field between Uber and taxis Would compel Uber drivers to pay for use of the roads Fee should be reasonable, since there are many part-time drivers 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Would have negative impact on Uber drivers who do not generate much income from driving

Personal Vehicle Tax	<ul style="list-style-type: none"> Was successfully implemented in the past Could reduce car use 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Car ownership is both necessary and already very expensive Was implemented in the past and was not effective
Development Levy	<ul style="list-style-type: none"> Developers have large profits and can afford the levy 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Levy cost could be passed to consumers, drive up home prices Would work against densification goals
Billboard Tax	<ul style="list-style-type: none"> Companies can afford a levy on advertising. Some support conditional on taxing large billboard but not on small business advertising Taxing will reduce billboards and save visual environment Easy to administer 	<ul style="list-style-type: none"> Too few explanations provided to draw themes 	<ul style="list-style-type: none"> Too few explanations provided to draw themes
Tobacco Tax	<ul style="list-style-type: none"> Further public health goals Easy to collect 	<ul style="list-style-type: none"> Some noted that they were not smokers Could be circumvented by consumers 	<ul style="list-style-type: none"> Already taxed heavily It was noted it could hurt small businesses and lower income residents Not viable in the long term as smoking is decreasing
Municipal Sales Tax	<ul style="list-style-type: none"> In general, consumption taxes are acceptable 	<ul style="list-style-type: none"> Will affect low-income people the most Cost of living and existing taxation are high already 	<ul style="list-style-type: none"> Could hurt smaller retailers Will raise costs for consumers Could be circumvented by consumers shopping in neighbouring municipalities Consumption is already taxed Will affect low-income people disproportionately
Municipal Business Income Tax	<ul style="list-style-type: none"> Some support conditional if the tax only applies to large businesses 	<ul style="list-style-type: none"> Need more information on this tax Could impact businesses, needs to be implemented on regional scale 	<ul style="list-style-type: none"> Tax should only apply to large businesses Could discourage business investment in Toronto Could make Toronto a less attractive place for businesses, some may leave
Municipal Personal Income Tax <i>(*was not included in online survey in error)</i>	<ul style="list-style-type: none"> Most did not offer rationale for their choice Should be a progressive tax 	<ul style="list-style-type: none"> Most did not offer rationale for their choice 	<ul style="list-style-type: none"> Most did not offer rationale for their choice Some mentioned high cost of living, that people will move to surrounding region, and that it is difficult to implement

In their words

Quotes from Participants

“Just because something was free in the past (like use of highways) doesn't mean it needs to be free in the future. People who use city services (like roads) need to contribute to their maintenance. I pay for each trip I take on the TTC—I pay a user fee for that. Drivers should too.”

“Toronto is already a very expensive place to live and some of the things suggested would just make it more expensive to live here. I think some of the cost should be borne by those not living here but using the city to work, play, commute in order to pass on some of the costs to the users of the city who do not live in the city.”

“Revenue options ought to be progressive, meaning those who can afford to pay more do pay more. Although they should be designed to maximize revenues, a secondary consideration ought to be targeting behaviours that cause ancillary costs. Parking lots encourage car-driving, which increases congestion. They also exacerbate storm water runoff problems. Parking levies have solid revenue potential and can mitigate other costs. Congestion pricing has the same potential.”

“Cities needs the revenue. Everyone needs skin in the game.”

“The tax options acceptable to me are those that a) Provide some level of predictability - allowing the taxpayers to budget accordingly. b) Build on existing tax structures (such as sales taxes), rather than introducing radically different methodologies (such as carbon or congestion taxes) c) enable the taxpayer to make lifestyle choices, rather than negatively impacting their ability to travel to work (i.e. entertainment tax versus a toll road)”

“Not too many are acceptable. We are severely over burdened by taxation in this country. Adding to it to live in this city will push a lot of people to consider moving, will slow economic growth because there will be less disposable income, and further increase the resentment people feel toward our elected officials.”

“More information about the potential risks and benefits and how they balance each other out. Also examples of where these measures have been implemented in other similar jurisdictions would help.”

Other revenue options to consider

Overall themes

Respondents offered a wide variety of revenue options for the City to consider. Many suggested new taxes and fees for developers, large businesses and financial institutions. There were also many calls to increase fines and improve enforcement for by-law infractions, especially with regard to environmental by-laws.

Respondents also suggested that the City should consider negotiating more revenue from higher levels of government. Some took the opportunity to ask the City to focus on service reductions and finding efficiencies rather than raising revenues.

Specific recommendations

A number of specific revenue options were presented, including:

- A few respondents suggested bicycle licensing
- A few respondents suggested bicycle lane maintenance taxes
- Several respondents suggested luxury taxes on expensive goods and services
- Several respondents suggested new parking taxes, including increased parking fines and improved enforcement
- Several respondents suggested different forms of financial taxes:
 - Taxing income of financial institutions
 - Capital gains tax
 - Dividend taxes for dividends issued by Toronto-based corporations
- A few respondents suggested creating and selling Toronto bonds
- A few respondents suggested Marijuana taxes and dispensary fees
- Several respondents suggested new property and real estate taxes and levies:
 - Office space levy
 - Vacant property tax
 - Foreign property buyer or investor tax
- There was one suggestion for municipal fines on top of provincial infractions that occur within the city
- Several respondents suggested increased maximum by-law infraction penalties
- Many respondents suggested environmental fines, taxes and fees:
 - Increase fines for environmental by-law infractions
 - Environmental taxes in regards to building efficiency, storm water runoff and vehicle efficiency
 - Taxes on bottled water tax
 - Taxes on wasteful product packaging
 - Garbage collection fees based on garbage composition – if recycling and organic compost is separated
 - An Environmental Tax on unsustainable practices, structures and purchases.
- A few respondents suggested raising revenue from lotteries and gaming
 - Raise taxes on playing the lottery
 - Create a Toronto lottery, perhaps dedicate revenue to specific projects or programs
 - Encourage development of a casino
- Several respondents suggested new taxes on developers
 - Waterfront taxes for proximity and access to waterfront
 - Higher fees for developers, to help recoup the cost of upgrading City infrastructure

- Tax on developer profits
- A few respondents suggested higher fees for use of public spaces by large for-profit groups
- Several respondents suggested an employment tax for those working in Toronto but living outside of it
- One respondent suggested taxing sugar sweetened beverages
- One respondent suggested community income tax credits
- One respondent suggested creating trade and investment deals with other global municipalities

Asset Management

Opinions on what the City should consider when it decides to buy, maintain or sell its assets

There was widespread opposition expressed to selling assets. Overwhelmingly, respondents want the City to retain control over assets, especially where they provide revenue or contribute to social, economic, and environmental policy objectives. Toronto Community Housing was mentioned, for example, with the possibility that any sales require inclusionary zoning in future development. The TTC and Toronto Hydro were also singled out as assets that can contribute to the City's environmental goals, specifically in achieving climate change objectives. In general, respondents want detailed information on any proposed change, and assurances that any sale will meet long-term strategic goals rather than just a short-term revenue windfall. Libraries, for example, were mentioned as a case where immediate, tangible costs supported abstract, but very real long-term benefits.

Specific considerations include:

- Will the City be able to maintain service levels in the future?
- Are there opportunities to partner with third parties to use the assets without selling them?
- Can assets be commercialized by selling naming rights?
- Consider the future and not short-term balancing of books.
- Does it have the potential to negatively impact the vulnerable?
- Could revenue be generated through fees or rent rather than sale of an asset?
- Explore selling and replacing older, inaccessible buildings rather than renovating them.
- How about acquiring assets?
- How does the revenue from a sale compare to the borrowing costs of incurring new debt?
- What are the environmental and social, as well as financial, impacts of any proposed sale?
- What are the downsides in terms of accountability and transparency to have a public asset go to private hands?
- What impact will any sale have on the local community?
- What is the cost and benefit of any option?
- What is the opportunity cost of a sale?
- Who can deliver these services and manage these assets most efficiently?
- Will a private owner offer the same level of social benefit?
- Will it impact the aging population?
- Will local landmarks, historical buildings be protected?
- Will prices or fees for use of a sold asset be controlled by the City?
- Will selling the asset create safety issues, decrease jobs or the quality of the asset?
- Will the asset bring in revenue? Does the asset fulfill a social need? Would the City be able to provide it at a less costly rate than the private and non-profit sector? What is the public's stance? Would the City ever be able to repurchase the asset?
- Will the City ever wish to buy back an asset? If so, what would it cost?

- Will there be public consultation?

Quotes from participants:

“Figure out what lines of business the City needs to be in and where it plans to be in 10 years. Consolidate where it makes sense and sell the difference.”

“Fight the urge to believe you govern in special times. Every other council before you has made hard public decisions to build a city without resorting to auctioning off public assets. Make hard decisions and stand ready to be judged for them.”

Input on Considerations for the City when deciding to buy, sell or maintain assets

Participants were provided with information on City assets and their role in service delivery. This information included City Council direction to staff to explore which assets with commercial potential (including major land holdings, Toronto Hydro Corporation, and Toronto Parking Authority) could be sold in part or in whole to the private sector in order to generate revenue.

Participants then considered questions related to selling, buying, and maintaining assets generated from the City of Toronto’s previous public survey (conducted in November 2016). These considerations included:

- Is it possible to gain revenue while maintaining public oversight?
- Can service levels, fees and prices be controlled in the future?
- How does the income from a sale compare to other revenue options, such as borrowing or increasing taxes?
- What are the environmental and social, as well as financial, impacts of any proposed sale, including impacts on the local community and the most vulnerable?
- What ownership models provide the most efficient asset management and service delivery?

Participants were asked what other considerations should be kept in mind when deciding on assets, if there should be different considerations for different types of assets, and if there are assets the City should be investing in to achieve its goals. The following provides a summary of participant input on the Asset Management section of the December survey and public meetings. Two hundred and eighty-two respondents completed or partially completed the assets section of the workbook or survey.

General findings

This section lists the major themes and suggestions by participants along with sub-themes. Opinion was split on the issue of privatization or sale of City assets. A slight majority were against it under any circumstances and with a minority in favour, although both sets of opinion tended towards a cautious approach.

Many participants were concerned about selling City assets, particularly those that generate revenue (for example, Toronto Parking Authority) and those that participants consider essential services (for example, Toronto Hydro). A number of participants warned against choosing short-term gain over long-term value and were wary of the City making irreversible decisions to sell assets that may be needed in the future.

While a large minority of participants expressed support for selling high-value and under-utilized assets—real estate in particular—the majority of participants expressed strong concern over the

potential privatization of essential City services (including the provision of transit, energy, and water) as well as assets that contribute to the “public good” (libraries and parks, for example).

There was some support for the privatization of services that participants believed may be delivered more effectively and efficiently by either private businesses or the non-profit sector. Public housing was a frequently offered example and, to a lesser extent, transportation and parking services. Further, there was enthusiasm expressed by some (though not all) for creative public-private and community partnership models, which a number of respondents suggested as an alternative way to generate efficiencies and revenues.

Themes

Top Three Themes: These are the most prominent themes expressed by the majority of participants.

- Do not privatize services that people depend on or that are considered essential, for example utilities, transportation, and services that protect public safety.
- Do not sell income-generating assets.
- Take the long-view and prioritize long-term value over short-term gain.

Recurring themes: These are themes repeatedly raised by a number (though not a majority) of participants:

- Increase efficiency by cutting “waste” and selling underperforming or expensive assets such as extra City Halls or unoccupied housing units.
- Increase efficiency through private and community partnerships, for example by grouping services and retail locations into community hubs.
- Sell / privatize services that can be delivered more effectively and efficiently by the private or the non-profit sector, for example public housing.
- Do not sell assets, period. A large minority expressed the sentiment that no public assets should be sold under any condition.
- Consider the impact on the environment and health; prioritize public space.
- Consider and prioritize the impact on the most vulnerable economic groups and working families.

Considerations for different types of assets and what should be “off the table”

Overall Insights

The majority of respondents agree that there should be different considerations for different types of assets. Many divided asset into two types: “on the table” (i.e. should be considered for sale or privatization) and “off the table” (i.e. should never, under any circumstances, be considered for sale or for privatization). Parks, water infrastructure, and critical public services (including transit and utilities) were considered “off-the table” for consideration by many. The idea of selling parks was expressly rejected by a number of participants. Meanwhile, assets like fleets, office buildings, parking lots, and other types of real estate were more likely to be “on the table” for consideration.

Many participants believe there is a significant difference between assets that represent critical services and social value versus those that serve more administrative purposes (such as City office buildings). A number of respondents also suggested that revenue-generating assets should be categorized separately and protected from sale. A sizable minority suggested that all assets should be considered off the table for privatization. Only a handful of respondents recommended the opposite, that all assets should be

considered for sale. Ultimately, services and assets that were viewed as fundamental to Torontonians' quality of life were considered "off the table" by many with many suggesting that the private sector could not be trusted to deliver these services in the best interest of citizens.

Themes and Actions

As in section 1 above, the themes and actions noted below reflect the broad spectrum of opinions expressed. These responses reflect many of the same sentiments captured in the previous section and shed light on potential areas of specific disagreement, for example whether or not land should be considered on or off the table for sale.

- Do not sell any assets that can be categorized as "basic rights" or "essential services," particularly those that are used by the majority of the population.
 - Do not sell parks.
 - Do not privatize drinking water / waste water management or infrastructure.
 - Do not sell Toronto Hydro
 - Transit / TTC is an essential service and therefore should not be sold.
 - Libraries provide essential services and should not be privatized.
 - Do not sell Community Housing as it is an essential service for vulnerable populations.
- Assets that are irreplaceable or may be needed again in the future should not be sold
 - Land is irreplaceable and increasingly valuable, and therefore should not be sold.
 - Heritage buildings are irreplaceable and should not be sold.
- Assets that are fundamental to the City's security and safety should not be sold.
 - Infrastructure and transit should not be sold because of their important safety elements.
 - Fire, police, and emergency services should not be privatized.
- Privatization will lead to lower-quality and/or higher-cost services.
 - Privatizing services, like Hydro, where there is no competition will leave residents vulnerable.
 - Many raise the 407 as an example of the negative results of privatization.
- Find ways to make City assets more effective, efficient and profitable without selling them.
 - Charge an entry fee to City parks.
 - Consider private-public partnerships for some services, such as transit.
 - Do a better job marketing the rental of City buildings.
 - Schools, libraries, and community centers should share real estate.
 - TTC should sell its air rights to private residential or retail businesses.
 - Do not privatize the TTC but allow private transit competition.
 - Instead of privatizing TCH, fix it (for example, cut it back into smaller, more responsive agencies).
 - Consider partnering with pension funds to support revenue-generating assets such as TTC.
- Revenue-generating assets should not be sold-off if their long-term value will exceed their short-term profit.
 - Toronto Hydro Corporation and Toronto Parking Authority should not be sold because of their long-term revenue potential.

- The City should consider selling surplus land and unused / under-utilized real estate
 - Only sell land if it has no strategic use.
 - Sell and develop old City Halls
 - Sell community housing assets and use funds to support distributed housing for low-income people across the city.
- Nothing should be on the table
 - Residents would receive no value from the privatization of any asset.
- Everything should be on the table
 - We should equally consider and deliberate the potential privatization or sale of all assets, however this should be done in an unbiased way with strong criteria.

Assets in which the City should invest

Overall Insights

Overall, people want to see the City invest in assets and services that they consider essential and that improve their quality life. Transit is overwhelmingly the top mentioned area for investment. Additional frequently cited priorities include green space/parks, roads, clean water, and housing.

The vast majority of respondents did not offer an explanation for their suggestions, opting to simply list areas for investment.

Specific Recommendations for Investment:

Most frequently cited areas for investment include:

- Transit / TTC
- Green Space / Parks
- Transportation infrastructure, i.e. roads and bridges
- Clean water (drinking water, waste water, storm water)
- Housing

Additional categories respondents identified for investment include:

- “Green” investments:
 - Urban agriculture
 - Retrofitting to increase efficiency
 - Green / renewable energy
 - Climate change resilience / Flood mitigation
 - Green buildings
 - Cycling infrastructure / active transport infrastructure
- Public and Community Services:
 - Daycare
 - Libraries
 - Recreation centres
 - Shelters
 - Protecting heritage sites and architecture
- Modernizing / Updating City Infrastructure:
 - Electricity infrastructure
 - Technology, innovation, and intellectual property

- Telecom / broadband services / Internet
- Parking
- Air ports
- Water towers
- Assets that foster economic development:
 - Casinos
 - Waterfront revitalization
 - Assets that support job creation and job stability services (e.g. 311)

A small segment of respondents warned against further investment in assets:

- The City should be focused on efficiency rather than investment.
- The City should complete project currently underway before investing more projects.
- Invest in managing the assets (human resources) rather than in the assets themselves.

Other Input Received

There were five email submissions from individuals and organizations with recommendations or thoughts on Toronto's long-term financial planning. This input is summarized below.

- A letter was received from an individual suggesting that the City with other municipalities and regions should collaborate to create a sales tax of 1%, added to HST.
 - This would create a predictable source of revenue and reduce reliance on transfer payments from other levels of government.
 - Captures commuters, tourists and other who come to Toronto but do not pay property tax
- A letter addressing the parking levy revenue option was received from Zipcar Canada. In their view, any parking levy should exempt car sharing providers. To support this, Zipcar noted:
 - The additional costs associated with a parking levy will likely be passed on to the consumer and will have a significant impact on the affordability of their service.
 - The demand reduction caused by a parking sales tax is expected to be relatively low; however, some drivers may shift to alternative modes of transportation in an effort to save costs. If Zipcar and other car-sharing companies cannot provide a cost-effective alternative mode, it will leave a gap in the transportation market.
- A letter was received from the Community Commonwealth Association on creating Community Income Tax Credits. The letter proposes:
 - Community Income Tax Credits
 - These could work by residents sending the City half of their federal income tax bill. The City could then give residents a tax credit, which they could deduct from their federal tax bill.
 - The federal government increasing public spending from 45% to 50% of the GDP in order to achieve an economy with balanced private and public spending
 - 40% of all tax revenues should be allocated to community budgets, because communities presently provide 40% of all public services
- A letter was received from an individual outlining alternative revenue options to fund the TTC. Their recommendations are listed below:
 - Reinstate the Vehicle Registration Tax, but based on a formula taking into account gas mileage, number of drivers, number of dependents, and number of vehicles per household
 - Empower Toronto Parking Authority officers to start fining illegal vehicle idling

- Reinststate the Business Occupancy Tax for financial institutions
 - Introduce a parking lot levy, especially for malls and office towers
 - Eliminate the Commercial Property Vacancy Rebate
 - Halt the reduction of tax rates on Commercial, Industrial, and Multi-residential property tax rates
 - Increase property taxes on Commercial General class buildings
 - Create a new class of Residential property tax for houses over \$1 million
 - Ask the federal government to purchase our debt and fund capital projects with the Bank of Canada
- A letter was received with a suggested formula for calculating a new vehicle registration tax

Appendix 2: Phase 2 Detailed Feedback

This section presents the detailed feedback from Phase 2 of the consultation, including the results from:

- Workshops and discussions held at City Hall on April 22, 2017
- Online survey open from April 22, 2017 to May 14, 2017
- Other input received

Decision-making and Governance

Overall Insights

There was a strong endorsement of the need for a long-term financial plan. There were also strong calls for ongoing dialogue and engagement on City budgeting.

The question of whether to begin budgeting with a spending limit or with a vision for the City was raised. There were strong arguments for both sides. Some felt it was self-evident that the City cannot undertake projects without funding, but the absence of committed funds (including those in the City's own budget) should not preclude examination and prioritization of projects.

There is a strong desire from participants for clear and transparent budget information to promote interest as well as accountability. Outside of the budget process, regular tracking of expenditures, and an independent budget officer, were raised as ways of promoting accountability.

Overwhelmingly, participants want everything available online, both detailed information and datasets as well as easy to understand, accessible information. Many examples were raised where information is available, but hard to access. The online broadcast of committee meetings, for example, could be supplemented with searchable transcripts.

There is a sense of lack of connection between the public and Council, with many complaints about the public's views not being taken into account. There were many calls to make committee and council much more accessible through, for example, more local meetings and easier ways to give deputations.

Overall, City governance was raised from many different perspectives. There were many comments about politics and members of council, and suggestions for many courses of action. These are considered out of scope for this analysis, because they deal with politics rather than public administration. Three major themes emerged from the feedback on governance, though:

1. The need to hold decision-makers accountable and ensure they follow through.
2. The desire for more direct democracy opportunities of every kind, ranging from public engagement to online and digital tools, devolution of power to communities, and more voting opportunities such as referenda.
3. Changes to the electoral system, including ranked ballots, expanding eligibility to include non-citizens, and electing some senior City Officials (like the head of the TTC and TCHC) and a Board of Control.

The desire to widen perspectives, also extended to broadening participation and impacts on specific communities and groups. For example, participants felt that increased accessibility and more promotion of City activities and engagement opportunities, would bring more voices into the discussion. There were calls to explore analysis lenses and financial planning models that take into account the impact on women, families, youth, seniors, the planet etc., not solely on "economic" models based on business.

There were many arguments made for taking a broader perspective on data and data collection, and to use it to better inform decision making. This includes considering human and social measures as well as quantitative data. The potential to use big data and to mine existing data came up repeatedly. For example, using live data such as Wi-Fi for transit use and more frequent and precise census collection.

Support for public engagement is overwhelming, but not universal. There is some desire to see streamlined decision-making and more timely action. There were far more calls, however, for more engagement, more direct democracy, and longer, better-advertised consultation periods. There is support for more and deeper engagement, and a sense that engagement promotes consensus and the development of better, more effective policy, as long as the public can see the impact of their contributions.

Themes and Actions

The following feedback and ideas were received.

Processes, strategies or timing that would improve the City's long-term financial planning.

- Clarity and transparency of financial information
 - Establish an independent budget officer who will provide standardized budget information each year. That information should include the tax increase required to maintain City services at their current level.
 - Track expenses and contracts in real time using contemporary digital tools, procurement processes, and auditing techniques – and make the information available to the public.
 - Present two or three scenarios to the public for what kind of city the people of Toronto want. From there, set out the financial steps needed to achieve the desired scenario.
 - Use the "Big Data" approach that Accenture uses to show the impact of each decision and to properly prioritize each project.
 - Report on program progress and outcomes in the budget each year.
 - Group the City's strategies and set priorities for each grouping, each year.
- Investing in public engagement
 - Set up a searchable, online transcript to allow people to keep track of planning decisions being made, something like the openparliament.ca website.
 - Set up ongoing public consultations on the budget throughout the year.
 - Use more of the principles of participatory budgeting.
 - To engage the disability community better, the City should ensure information goes out to disability and minority groups (i.e. service providers, grassroots groups) to ensure there is accurate representation of every community.
 - Examine the results to see that members of minority groups are being reached.
 - Achieve the highest standards of accessibility in every activity, including
 - Venues
 - Contact lines
 - Feedback forms (braille or electronic)
 - Websites
 - Using plain English and providing definitions
 - Avoid holding consultations during holiday season or winter
 - Communicate more about 'how' the City administration has listened to public concerns, and what the consequences were.

- Involve communities through business improvement associations, schools and other entry points in the public sector (e.g. libraries and online access)
- Participatory processes that allow people to dialogue with each other in different parts of the city. Specific outreach to underrepresented groups (racialized, newcomers, youth).
- Setting up a clear long-term framework.
 - Have a longer-term overarching strategy - what does Toronto look like in 2030-2050?
 - Keep the long-term vision in mind at individual Council meetings, and articulate it when making decisions.
 - Balance the long-term plan with some flexibility for short-term needs.
 - Start with a calculation of what it costs to do what we want - what our various strategies and capital plans have committed us to. Then determine and tell the public what it costs to fulfill those commitments, and write a budget that transparently either reverses those commitments or raises the revenues to fund them.
 - After outlining a long-term vision, include many touch points with the public to report on, and receive feedback on, the City's progress. The City could hold an annual "status forum" to communicate the vision, set goals and demonstrate successes so far.
 - Communicate the value of the long-term vision through story-telling that connects with the public's everyday experiences.
- Changes to the budget process.
 - Establish a public bank from which the City could borrow and pay its bills. Profits could be returned to the City making debentures interest-free.
 - Invest in proactive prevention opposed to retroactively addressing social issues. For example, if everyone was housed then healthcare cost would go down.
 - Implement zero base budgeting.
 - Each budget should consider the equity impact of funding decisions, as well as the impact on the environment.
 - Avoid across the board cuts and require justification for spending cuts like these.
- Changes to project governance and procurement.
 - Implement a stage gate process more often, like the one that was recently adopted for rapid transit projects, and explore alternatives at each step of the process.
 - Remove the lowest bid requirement for contracts. Contracts routinely go over budget, take longer than planned and require extra city resources due to contractors who underbid and face no penalties for doing so.
 - Improve the tendering process so that the proposed spending in a given year actually happens.
- Changes to City governance, Council and its decision-making process
 - Implement more control over the ability of Council to cancel decisions of past councils to ensure that major capital projects are not disrupted by elections.
 - Consider changing the timeframe for budget decisions to take place in March of budget year rather than having to be passed in December or January.
 - Long-term financial planning should be considered with an eye on the returns that the investments we make today will yield in the future. Continue making investments that will yield a vibrant and resilient city.

- More local budget meetings with presentations and opportunity for members of the public to make a deputation to the Budget Committee. Currently, the opportunity to comment only allows for tweaking as it is very late in the process.
- Ensure there is a sound business case for capital projects. The Gardiner Expressway reconstruction and Scarborough subway line were specifically mentioned.
- Reintroduce the position of Controllers elected citywide and give them responsibility for certain Departments, in the same way members of Cabinet do for parliaments.
- Have each newly elected Council develop a strategic plan to guide its term in office.
- Set timing targets for making decisions, with a goal of streamlining processes.
- Have a comprehensive review of all taxes and transfers to make sure they are equitable and sustainable. This could be accomplished by asking the federal government to do a Royal Commission/White Paper, or the City of Toronto could undertake it, and make recommendations to the other levels of government.
- Before publicly discussing new taxes, discuss the outstanding strategic plans and what the City can afford.

Quotes from Participants

"Too many studies and many of which are ignored wastes time and money. It seems with each newly elected government more studies are made to buy time and put off what needs [to be] done. You hire highly trained people to do the studies and then toss their work in the garbage. That's inefficient."

How the City can better use the governance structures, processes, and powers it already has.

- Changes to Council and governance.
 - Give Community Councils and councillors more authority.
 - Make it easier to depute to committees. Requiring people to attend and spend hours is too onerous.
 - Educate the public on how to communicate with Councillors about the budget and other decisions.
 - City management should have more freedom to propose alternative scenarios without interference by the Mayor's Office or Executive.
 - Establish assistant deputy minister-type position for each region (York, East York, Toronto, etc.) that has an administrative focus, rather than political, on improvements in each former municipality.
 - Set up community councils in each ward. The Councillor would meet with this group monthly to discuss and get feedback on upcoming decisions at Council.
 - Simplify the number of strategic actions and focus on four or five at a time.
 - Streamline councillor involvement in day-to-day business.
- Explore more revenue tool options.
 - Ensure that property tax increases at the rate of inflation as a minimum rather than a maximum.
 - Give people time to accept new revenue tools
 - Parking was also mentioned, presumably permit fees and Green P rates.
 - The City should be able to issue Community Income Tax Credits, which a taxpayer could use as a deduction from his or her federal income tax.

- Ring fence income from some revenue tools to fund specific high priority areas so public can see what this extra commitment has accomplished. Revenue tools for priorities should be time limited, so priorities can change over time.
- Improve public engagement and information.
 - Expand the debate as widely as possible, especially where there is resistance from a single sector or perspective. People experiencing poverty, vulnerable sectors, equity-seeking groups, and renters were given as examples of groups that could be more actively included.
 - Produce and distribute granular neighbourhood level data for all to have access.
 - Look at the TransformTO community consultation as a model. Thousands of citizens participated in workshops and consultations.
 - Utilize social media and tools like survey monkey, Facebook and Soap Box to incite community involvement.
- Reform the electoral system.
 - Implement ranked ballot voting in municipal elections.
 - Ensuring proportional representation.

Quotes from Participants

“I think Toronto is prepared to engage with the public, to gain and test good ideas, within its present governance. The process should be: what do we want and how do we get it, including within continued financial viability.”

“There have been suggestions in the past that any new spending should have an impact statement showing how it will affect the City's budget, but in fact we rarely see these, especially in the context of how approval of one big project might preclude others. Also, there is not enough understanding of future operating costs either from new projects or from demand growth through population and demographic changes in the City. Some debates are all about ‘I deserve’ with no evaluation of how much this will affect future budgets and crowd future spending priorities.”

The governance structures, processes, and powers that are missing, and other things that would improve the City's long-term decision making.

- Mayor and Council
 - City Council could set limits on spending and regulate service levels, but let the local community set priorities and direct spending.
 - Provide the Mayor with a veto.
 - Establish something akin to a senate that reviews City decisions to ensure they are in the best interest of all residents and the best use of funds spread across the City. Or, some kind of body with people appointed for 15-year, non-renewable terms who get to make the decisions.
- Elections, voting and referenda
 - A large part of the City's population is left out of the decision-making process by virtue of their lack of Canadian citizenship. They could be franchised with the vote in municipal elections.

- Consider allowing for the election of some high ranking bureaucrat staff positions (head of TTC, board of TCHC).
- Introduce a way for residents to trigger a clear referendum on some issues. Sales tax was mentioned.
- Empower the young people and engage students to provide their voice and perspective. Possibly include youth representation on City Council with decision-making powers.
- Perform more online polling to get citizens' opinion and establish a group to implement those suggestions.
- Use participatory budgeting to allocate a small amount of taxes collected (e.g. 1%) so the taxpayer can direct it to their personal priority for the City.
- Have regular voting online so people can 'drill down' in choice categories to better understand what choices would fund. This would provide the City with ongoing feedback on public priorities, while educating the public about City programs and funding opportunities. When launching the next vote, report back on what last year's public vote enabled.
- Revenue options and taxation
 - Communities should work together to get the right to issue Community Income Tax Credits. Perhaps with a coordinating organization called Community Commonwealth Association.
 - Replace the Municipal Property Assessment Corporation and base assessments on the costs to the City of servicing the property, rather than market value.
 - Seek the power to implement tolls on commuters driving into the city.
 - Establish a City-owned bank to fund green loans, energy storage systems and new water infrastructure at a much lower cost than using private banks or other commercial investors.
- Governance and decision making
 - Develop a process to stop activities to make room for new activities. This includes rethinking major capital commitments (such as the Gardiner Expressway reconstruction).
 - The standardization of long-term decision making processes has also created a rigid structure - the City needs to be more flexible in its processes, needs to contain a mechanism to say yes more often to creative, potentially risky solutions beyond using the "pilot" framework.
 - Dismantle the Ontario Municipal Board.
 - Set up a Master Planning Committee which features heads of commissions (esp. TTC, TCHC) and city planners and the Executive Committee.
 - Establish a Public Utilities Commission with skills and experience to provide an independent overview of the management, revenues, expenses and especially capital for Toronto's utilities.
- Changes to specific policies
 - Construction should be 16 hours a day in the summer. It gets people working and cuts down on affected time.
 - In the City's long-term financial planning, apply lenses that consider the policy impact on youth and aboriginal people, gender and multi-generational equity.
 - The City needs quality control processes for volume activities that review both quality and costs.

- The operational audit function needs to be big enough to review the whole city every four years.
- The Toronto bidding process needs to improve so that more bidders are attracted and qualified for both operating and capital activities. In general, there are too few incentives to reduce costs per activity.

Quotes from Participants

“With the growing number of immigrants and refugees coming to Toronto, consider more of the multilayered approach and how race, status, marginalized communities engage with the city. Are their voices being heard? How? What is missing?”

How the City can improve the relationship between the many people, systems and structures that make up decision-making.

- Transparency and openness
 - Be as transparent and open as possible.
 - Hold consultations with the public, like this one, that provide an opportunity to ask questions, understand how decisions are made, and learn about the complexities of government.
 - Find ways to ensure that those who currently feel excluded from the decisions which are made are, in fact, genuinely included.
 - Improve access to earlier stages of planning process information
 - Increase the length of input periods with surveys open for at least a month. Libraries could hold monthly civics parties where residents are invited to their local branch to spend an hour in the computer lab filling out city engagement surveys. This would bring neighbours together as well as ensure access to surveys for the homeless, high school students, the elderly, etc. Maybe, one day, survey kiosks will be created and placed in every library.
 - Spend more time on decisions - if there are different opinions, let all related people, systems and structures all have a chance to be involved.
 - Listen to the people and remove money entirely from politics.
 - More direct democracy, including more elected positions and regular referenda.
- Promotion and outreach
 - Include Indigenous people and other ethnic groups in the discussions instead of making decisions for these communities.
 - More social media, radio ads, TV ads etc. to let people know what is going on. If we want bikers and cars to share the road better, put out an ad campaign with some simple info on how to coexist on the road.
- Internal capacity
 - Ensure departments like planning are fully staffed so that there are sufficient resources to address projects and not allow developers to shape policy.
 - For key strategies, work across all city silos, have frequent "update" meetings, promote successes and be honest about failures.

Financial and Other Decision-Making Information

Having the right information is critical for giving informed feedback and making informed decisions. Participants were asked to consider what information they would need in order to give better input into the City's financial decision-making, and what information they believe City Council would need to make better decisions.

Feedback on these two questions was collected through the workbooks and through the online survey.

Overall Insights

To be able to provide better input, most participants want more information, and for that information to be presented in a way they can understand. Many indicated that they would like greater transparency and a higher level of detail regarding how and where money is spent. When it comes to large spending decisions, many respondents would like to see cost-benefit analysis data and the range of alternative choices. A number of respondents want to see more information on the performance of existing programs.

Many respondents would also like to see the budget and other financial documents written accessibly, in plain language. The City's finances are technical and complex, and can be difficult for average residents not already immersed in the long-term financial planning discussion. Complex ideas could be presented in different ways, such as narratives that connect funding with local contexts and experiences. This can help the public understand the implications of funding decisions by making them more concrete.

In regards to the information Council needs to make better decisions, many participants believe that Council needs more data on programs and performance, and that evidence should play a larger role in Council decision-making. Further, participants believe that Council should be provided with more highly detailed current information as well as more long-term forecasting information, so Council can start thinking about long-term solutions.

Some participants believe Council needs to seek and consider more public input when making financial or other decisions. This includes formalized processes like participatory budgeting and in-person meetings, so Councillors can gauge the public's priorities.

Themes and Actions

Information and data that would help the public give better input.

Participants offered a number of suggestions regarding what information and data would help them give better input. The following themes and actions emerged from their responses:

- More detailed information to inform decision-making
 - Many respondents desire more detailed information at the community level
 - Key statistics for each neighbourhood, including health data, level of income and taxation, spending and services, demographics, transit connections and infrastructure plans.
 - Information on how much is spent, and on what, in each ward.
 - Information on how much is spent in each ward per capita.
 - Many respondents wish to see highly-detailed financial and program performance information. Some suggestions include:

- Producing a breakdown of the City's debts, how much is owed to who, and what the interest will be.
 - Producing an itemized list of everything the City spends money on.
 - Sharing how much funding is allotted to each division and how those funds are then divided within the departments.
 - Track and share performance data for each City service. Audit each service to see its effectiveness and cost, and find effective alternatives for underperforming services and programs.
 - Many participants wish to see more information on alternatives, including the costs and benefits of alternatives to each announced program or service.
 - Some participants would like the City to provide regular long-term forecasts of potential issues, as well as a list of solutions to choose from.
 - Some participants would like the City to provide more open data relating to permits, enforcement statistics, tax information (e.g. rates, MPAC data), transit statistics and recreation centre statistics.
 - Several participants would like to see progress updates on Council commitments
 - The budget could clearly explain how programs and strategies are funded, including the original commitment made by Council, and how far along these commitments are in terms of implementation.
 - The City could produce a list of all announced capital projects, with details on funding, those responsible for delivering the projects and progress made.
 - Some participants would like more information about the tax burden by income level, and more information on the equity impact of taxes, fees and funding decisions.
- Presenting information in a more accessible way
 - Improve the budget website to make it more user-friendly.
 - Use plainer language and provide a glossary of key budget terms.
 - Simplify the budget explanation through a narrative element or storytelling.
 - Tell the budget story in a local context, relate it to the experiences of average residents.
 - Place all financial information in one place.
 - Produce easily-shared charts and visualizations to facilitate sharing through social media and to start dialogue on budget issues.
 - One method of presenting choices could be to identify the top major funding issues or trade-offs, and impartially explain each.
 - Facilitate the creation of more apps or digital platforms for residents to learn about and provide input to the City.
 - When presenting costs for initiatives, express it as a cost per adult resident, not only the total dollar amount, as it is difficult to understand very large numbers with no context.
 - Greater understanding on how the City works
 - A few participants would like more information on how the City works, including:
 - How to communicate with Councillors.
 - How to better understand the difference between the operating budget and capital budget.
 - The difference between the budget and actuals, and how often this information is made available to the public.
 - How decisions are made regarding which projects go to Council.
 - How service levels are decided.

- How the three levels of government interact financially.
- What the City's goals and objectives are.

Quotes from Participants

"It would be helpful if, for every area that a Councillor covers, information was given on public transit ridership, pedestrian commuter numbers, bicycle commuter numbers, average household income, number of children attending each school in their areas, the number of local businesses, and where and how many government funded aid offices are in the area (Employment Canada, Service Canada, Walk-Ins, libraries, etc.) so people can get an idea not only of how money is generally being allocated by the city as a whole, but so they can see their particular neighborhood and lobby for what they believe needs to be changed."

"Improve the budget website. Terminology - make it straight forward dictionary/glossary."

"When presenting costs for initiatives, express it as a cost per adult resident (or per person, or per taxpayer) not just as the total dollar amount. When costs are in millions or billions of dollars, they become incomprehensible in the context of the individual. Let people know how this dollar amount relates to them."

"I would like to receive an itemized list of EVERYTHING the City spends money on."

Information and data that would help Council make better decisions.

Participants offered a number of suggestions regarding what information and data would help Council make better decisions. The following themes and actions emerged from the responses:

Long-term forecasting information

- Several participants want to see regular, long-term forecasting information provided to Council for consideration in decision-making. This information can include potential issues in the future and a range of best practices for solving them.

More data-focused evidence

- Several participants want data-focused evidence to play a larger role in decision-making. There were a number of suggestions on how to do this, including:
 - More collaboration with groups such as Toronto Open Data Book Club. Continue creating new metrics and graphics that convey information can give Council the information they need to make more informed decisions.
 - Create a City Library with City researchers to interpret data and produce useful information for Council.
 - Use data mining techniques to analyze City data.
- Other types of data suggested by participants that could help Council make better decisions included:
 - A breakdown of funding provided for each Ward by service, with comparisons with other wards.
 - Detailed capital investment costs in each ward.

- An index of service complaints in each ward, categorized by type of service, most common complaint and frequency.
- Information on the relative proportion of impact on different stakeholders when weighing decisions. Comparability facilitates informed discussion.
- A few participants suggested providing progress reports on approved projects, so Councillors can see the difference between what was expected and what was funded and implemented.
- Provide Councillors with hydrological, greenhouse gas emissions and other environmental data so they can consider impacts on the environment when making decisions.
- Performance metrics for each of the City's programs (including information on management, staffing and client base) so Council can easily see where there are gaps in service or overspending.
- More detailed information on alternative courses of action, so Council can make a decision among a range of choices.

Collecting more public feedback

- Several participants noted the importance of public consultation in helping Council make better decisions. Suggestions included:
 - Creating more surveys and newsletters soliciting public input on Council decisions
 - Engaging in participatory budgeting to help Council better gauge which areas have greater public support, and whether this is changes over time.
 - Creating more in-person public meeting opportunities at different times of day so everyone can participate

Other suggestions included:

- Give Councillors more time to review budget items.
- Provide more clarity on whether any committed items are unfunded, and labelling those items that must be funded as priorities.
- Make sure Council weighs professional advice and evidence more heavily in their decisions.
- All Councillors should tour each other's wards – especially downtown and suburban Councillors – to improve their understanding of the city. The local Councillor should host the tour.

Quotes from Participants

"More collaboration with groups such as Toronto Open Data Book Club. The continual building of new graphics/metrics that convey information can give Council the information and tools they need to make more informed decisions."

"Council need[s] to be provided with independent, statistically valid, representative picture of the situations they are asked to weigh in on. It is not appropriate to provide them with only anecdotal information (e.g. polemics from each diametrically opposed side of an issue)."

"More detailed information on what constituents want. Electing a Councillor is a blunt tool. Participatory budgeting would help Council better gauge which areas have greater public support, and whether this is changing over time."

New information and data the City should be using in its decision-making and long-term financial planning. How current information can be improved.

- Deeper budget and service information
 - Provide budget information on a granular, neighbourhood-by-neighbourhood level
 - Integrate the conversations about revenue with the questions about services, for example, identify the required cuts when setting tax rates.
 - All financial data should be open data (through the city's open data portal), to the cost centre level, including expenses, revenues, and staffing levels.
 - Explore the opportunity cost, or the cost of inaction. For example, by not having sufficient housing, what is the downstream impact (homelessness, emergency/shelter service etc.)?
 - Identify the number of people served per year by investments into a service area.
 - Publish for the entire world to see the salaries and benefits of all managers.
 - Review the budget from the perspective of people in every age group. Apply the social data we have about people living in the city who are those ages, see if budget decisions made about issues that directly affect people of those ages are appropriate. This can inform the City's investment in childcare, long-term care homes, shelters, etc.
- Collection and communication of social data
 - Create a deficiency list for our social infrastructure, not just for the capital infrastructure.
 - Determine what residents are able to pay in property taxes before proceeding on the assumption that property tax growth must be limited to the rate of inflation.
 - Identify the equity impacts of Council decisions and budget decisions (e.g. taxes, fees) on poor people, racialized groups, tenants, newcomers, LGBTQ, women etc.)
 - Provide information about residential schools and how the city is working toward reconciliation.
 - Provide information on income inequality, the cost of living in the city (especially for the average senior).
 - Set up a website that collects the public's opinions to collect data for future projects. It would be independent with options to link to social media.
 - Work with the private non-profits to better utilize meta data that is compiled which addresses key issues like income inequality and poverty
- Data collection techniques
 - Explore data mining techniques to gain more insight from existing information.
 - Incorporate forward-looking climate and population information, peg transportation infrastructure spending to traffic volume.
 - Replace Census data with more frequent research.
 - Collect live data to study traffic demands on key arteries and Wi-Fi data to provide detail to TTC service requirements.
 - Undertake pilot projects to test in real time instead of hypothesizing on computers. The King Street pilot and other bike lanes were mentioned.
- Use of data
 - Make more use of existing data to inform decisions. This includes statistics on waiting lists for housing and childcare, shelter occupancy, poverty, food insecurity and ridership projections for approving new transit.

- Staff should be free to present more information on what might be done, and on what services are required, and on what aspirational improvements Council might pursue.
- Explore using block chain technology to create a system of public accounting, with a goal of reducing fraud and enhancing our inalienable rights.

Quotes from Participants

“The city doesn't even use the information it already has. You need to start paying attention to the information you gather from the people and communities - don't ignore it just because it does not match your plans and political desires.”

Public Engagement

Recognizing that public engagement often focuses on a single issue or strategy, participants were tasked with thinking about how the City can engage the public on longer-term goals, big-picture issues and multi-year decision-making.

Specifically, participants were asked how the City can support public participation in the City's long-term financial decision-making and planning. This section presents the feedback on this question as recorded in the workbooks, via the online survey, or offered in the in-person meeting.

Overall insights

There is a strong desire for the City to build public participation into City governance in a more robust way. Many participants offered suggestions that would empower residents of Toronto to make decisions for their communities, such as broadening participatory budgeting and creating ward councils. There is a sense that many participants want to see deeper and more frequent public consultation, whether on the topic of long-term financial planning or any other City issue.

There is also a strong desire to lower barriers to participation. Participants generally agreed that in order to participate, consultation needs to be held at multiple different times and with advance notice. Participants suggested that the City can leverage library resources and civic groups to broaden consultations. There is also a desire to design ways to reach hard-to-engage groups like new immigrants or young families.

Several respondents also suggested using digital tools to lower barriers to public participation. It was also suggested there is more work needed to publicize and build awareness of public engagement opportunities.

Themes and Actions

Participants offered a number of specific actions the City could take to improve public engagement surrounding long-term City decisions, including:

- Build public participation into City governance
 - Broaden participatory budgeting practices across the City
 - Create ward councils or City-wide citizen advisory councils
 - It was suggested that these could be chaired by councillors trained to facilitate meetings

- City councillors could be given more time to spend in their wards to build community networks and engage their constituents on topics in their community
- Create a special seat on council for a citizen to introduce agenda items that may be excluded for political or other reasons
- Establish a public podium at City Hall once a month for council to hear from citizens
- Institute regular monthly town hall meetings for Councillors to talk and listen to their constituents, where constituents can bring up agenda items.
- Include regular feedback loops, so the public can see if their ideas were considered and implemented.
- Make it easier for the public to provide their input
 - Take actions to make in-person consultation more accessible and welcoming to people with children, young people, new immigrants and other groups that are underrepresented in consultations
 - Hold multiple public meetings on both weekdays and weekends, so those with non-traditional work schedules can attend
 - Provide more advance notice
 - Go out to community spaces that are frequented by new immigrants and other hard-to-reach audiences
 - Accessibility for those with disabilities must be ensured at City consultations, including resources or supports for those with non-physical disabilities.
 - Consultations should include different languages or interpretation
 - Use libraries and their technical resources to reach more people by livestreaming centralized consultation meetings with video conference option for local gatherings at other libraries
 - Engage young people early, through school program partnerships and special projects, to build interest and desire for civic participation
 - Create more engagement opportunities for civic organizations to get involved and mobilize their membership
 - Empower frontline staff to engage with citizens and report their feedback, and include frontline staff input in the budget process
 - Explain the complex terminology or use plain language, and distill the important messages and information as it relates to public concerns and the City's vision.
 - Publish these in an easy to access format, and point to the more complex or detailed reports if the public wants more information
- Expand digital engagement
 - Create a centralized online platform that has an information, polling and survey pages, and comment pages so residents can share their feedback.
 - However, recognize that not everyone has the capability to use digital tools to provide feedback. For example, those with disabilities that preclude computer use.
 - Create an e-blast service where residents can choose topics they are interested in, and then can be sent updates and offered opportunities to be consulted.
 - Extend the period of time online engagement tools, such as surveys, are available.
 - Leverage existing online tools such as Loomio, Soapbox HQ and MindMixer for large-scale, online collaborative for decision-making
- Publicize opportunities for engagement

- Design eye-catching promotional material and spread it widely through social media and community forums
- Increase the advertising budget to advertise engagements and encourage participation
- Demonstrate to the public that their input has been considered and changes have been made as a result

Quotes from Participants

“Create a multi-media (cellphone and computer accessible platform) that has an information page, polling pages, survey pages and comment pages so modern Torontonians can voice their concerns from home.”

“I really loved the city planning consultations that Mayor Miller held in his first term. It was wonderful to be engaged as a citizen and roundtable forums and to discuss with other residents of the city how we wanted our city to be. Like these consultations on long term financing - this is a helpful process, open, and can gather new creative ideas for collaborative problem solving. I really love it when councillors hold consultation meetings in our communities and I do my best to attend.”

“To increase public engagement, help them see that their input effects real change. Real change takes money. Use participatory budgeting so the public has a real concrete effect with financial consequences. Nothing builds public engagement more than the public seeing that their input really does make a difference.”

“Having meetings and consultations (hopefully with participatory budgeting!) on both weekends and weekdays, as well as at multiple times, would go a long way to engaging residents who may not work a traditional 9-5 workday. As well, designing visually eye catching promotional material and spreading it widely via social media and community message boards would help immensely.”

How the City can improve its public engagement in long-term and decision-making that has a financial impact. How decision-making would be affected by suggested improvements.

- Tools and process
 - Use tools on the internet for public engagement and expand advertising budgets so they can get the word out that public engagement is not only for a few, that it is for anyone who wants to help their city.
 - Provide more online consultation options for youth and the less able-bodied, publicize surveys like this properly on local media and do so steadily.
 - Make it easier for the public to depute to committees of Council, possibly by video, in the evening and away from City Hall.
 - Live stream public engagement events (like it is done for City Council) on YouTube, and allow residents to voice their opinion through a running online feed (which can be displayed at the physical public engagement as well).
 - Hold more local meetings in more public places than city halls and former city hall buildings
 - Make consultations easily available online, including accessible surveys, through social media, and virtual meetings.
 - Consider geographically smaller governance areas. Not only is City Hall far away from many neighbourhoods, even the Civic Centres are far from many neighbourhoods they serve.

- Childcare should be offered at every public consultation. Excluding caregivers disproportionately effects women's participation in consultations, and creates a city where children do not get used to being involved with decision making an engagement in their city.
- Advisory groups from different interest groups from the community should vet and provide advice on policy decisions. This would help ensure policies will address the real needs of the community
- Make bringing ideas forward easy and accessible. It is okay to invest in communication and engagement because more transparency in government will improve accessibility.
- Leverage relationships with other institutions and organizations to reach out to their members and networks.
- Information provided and engagement content
 - The budget process should make the participating public address budgetary constraints. For example, require every new spending idea to be supported by a corresponding expenditure cuts and/or revenue increases.
 - Have a publicly accessible (and modern and user-friendly) calendar where you list ALL public consultation meetings, town halls, etc.
- Engagement outcomes
 - Explore ways to ensure that consensus reached through public consultations are not overturned.
 - Demonstrate measurable outcomes from public engagement. For example, allocating some spending through participatory budgeting would make people feel like their voice matters when attending these meetings.
- Promotion
 - Information about new city-wide projects and ward-specific projects should be broadcast on TV or radio much more often, more than just news releases and quick news clips or call in shows with the Mayor.

Quotes from Participants

“Public engagement is usually detrimental to effective operations. Too many fringe and special interest groups game the system and exert undue disproportionate influence on decisions. This results in high expenditures on programs that provide little benefit to the majority of residents. Professional city staff are employed to make intelligent choices using their skills and expertise. Taking guidance from mostly ill-informed members of the public, or those with special interests, generally dilutes the benefit of expert advice.”

“Public engagement is meaningless if it feels like theatre. It has to be meaningful. You have to actually listen, respond, and follow up on engagement.”

“It must always be clear to residents that comparing the budget situation of a metropolis to a household is not always appropriate, and that debt (often enormous debt) is required to accomplish public works. At the same time, it should be made clear that taxes are the city's revenue source and choosing to maintain this "income" at an artificially low level has and will continue to have devastating impacts on our ability to maintain and enhance public services required by all residents of Toronto in the future.”

Balancing Priorities

A debate session was held between members of the public who volunteered to present arguments on each side of the debates. There were three debates, the public was invited to join a team on either side of the issue, but the entire room was invited to present arguments. Each team was supported by City staff who were prepared to be mock debaters and subject matter experts were present to provide background information.

Input was captured in four ways:

1. Participants were invited to vote for their position on a display board both before and after each debate.
2. The meeting was captured on video and the arguments transcribed.
3. Through the meeting workbook.
4. Through the online survey.

When asked to reflect on how the City can achieve both its priorities and balance its books the feedback fell into three broad themes:

- *Revenue* – Raising revenues and broaden the tax base was a repeated theme. Specific revenue tools mentioned include vehicle registration tax, Business Occupancy tax for financial institutions, a parking lot levy, elimination of the commercial property tax rebate, and taxing homes worth more than two million dollars at a higher rate. Focusing on transit-oriented development, for example, would help provide a self-sustaining tax base.
- *Expenditure management* – There were calls to continue to find internal efficiencies. Collaborate with businesses and unions to complete things on time and under budget. It was suggested that the City be clear about the long-term vision in all areas, prioritize the deliverables and act on what can be funded.
- *Intergovernmental Partnerships* – There was also an understanding that all three levels of government need to engage for municipalities to be successful. Affordable housing and transit in particular should be a provincial and federal issue without their help these issues cannot be resolved.

Debate on Funding vs. Aspirations

Resolution: The City should make decisions to build new capital projects, expand services, or implement new strategies only if there is funding available.

Source	Agree	Disagree
Display boards	13	26
Online and workbooks	47	68
Total	60	94

The arguments in favour included that the increasing cost of living contributes to Torontonians' concern over new spending. Participants were concerned about the existing backlog, and felt that more progress should be made on current projects before new ones are considered. In essence, participants wanted the City to demonstrate that it is investing wisely before proposing new projects.

There were some modifications to the position. For example, the City should consider the long-term saving flowing from upfront investment. Also, participants understood that studies and planning work can proceed before funding

The arguments against challenged the idea of affordability: the City can choose to make more funding available either through increased revenue or spending cuts elsewhere. To do this, the City needs to be clear about what it is aspiring to and to articulate this vision.

Some participants stated that, aspirations aside, there are many future challenges that the City will need to address whether or not it has the money. For example, some decisions, such as planning and approval, need to happen before setting the budget let alone finding funding. Participants also feel that there are strategic decisions and social impacts that go beyond the balance sheet. For example, the City needing to invest to support growth and to sustain quality of life.

Arguments for

- With the funding that is available, it might be of interest to set up a specific program to create savings to accomplish the City's target and goals (i.e. National Health System of Scotland, where they initiated a dental program instead of pouring fluoride in the water).
- Approving funding of a planning process is also okay as funding for large projects usually takes a while to find.
- Only plan within our means as a way to avoid pressure to increase taxes or take on more debt.
- There is already a multi-billion dollar backlog of approved but unfunded aspirations, it makes no sense to add to this list.
- Living in Toronto is increasingly unaffordable, from increases to the cost of living to market value property assessment
- Reduce waste and be more efficient before planning more spending or raising new revenue.

Quotes from Participants

"It's not wrong for Toronto to dream big and to want to do great things; the City just needs to know that practicality and financial realities come first."

Arguments against

- Aspirations are not the problem. The City needs to change its approach – why doesn't the City look at ways to save on existing services for funding? It might be of interest to allocate money from one area to another.
- It's important to look at the funding model – where does the money come from? The city will be heading towards various challenges in the future (i.e. water issues, environmental issues) and we're going to need money.
- You can't place a price on projects that engage the community and better everyone's mental health.
- Some projects may decrease expenses in the long run, like insulation, solar panels, etc.
- Planning precedes budgeting. Obviously resource limitations impose a constraint, but if plans are properly formulated, meaning if plans include benefits, then the funding should become available.

- Property taxes are too low and should be increased so we can build and maintain the infrastructure we need.
- Just because there is no money yet, it does not mean council can't get the decision-making out of the way. That way when funds do appear, projects are ready to go and already approved.
- By focusing only on the what the limited budget allows to do, the notion that improvements to the City and its people need an overall vision based on the wider aspirations of the population as a whole can be forsaken, rather than narrow needs of particular parts of the City and the wants of the few in greatest need.
- Growth comes from investment. This city has so much potential but in order to accomplish this, further investment needs to happen.
- Budgeting should always be a means to an end. The goal is to improve life in the city. Figure out how much that will cost. Then lay out the options for how to pay for it and let the public to discuss those options.
- The City must make strategic as well as operational decisions. The planning process will be enhanced if that framework differentiates between these. That being said, the government may choose to start more or fewer strategic initiatives, or to slow or accelerate the long term investments.

Quotes from Participants

"We live in a historical moment where we are told to make do with less; that the public sector just cannot fund the programs that those who lived in the 1970's took for granted. For example, the TTC in that decade was the envy of North America. Now we are supposed to accept deteriorating conditions on the system. All of this is taking place in a city with exponential private wealth creation. So, the definition of "afford" needs to be changed."

"We need to change the conversation around taxes to provide these aspirations an opportunity to become tangible. Taxes are investments in society and we need to start building aspirations for a big picture Toronto. The question is, do we want to divide up the already small resources we have, or are we going to plan for growth?"

Other arguments

- This is in a sense a false dichotomy. The budget is not a priori constraint on civic decision-making. Rather, Council can and should choose to significantly alter the parameters of its financial situation by raising additional revenue.
- The City should NOT have the power to build a capital project, expand services or implement new strategies (except for essential services like police). The individual should decide for him/herself what projects (etc.) s/he can afford, or needs to work harder for, and "funding" is euphemism for taking money from hard-working people which is unfair.

Debate on Focused vs. Multiple Priorities

Resolution: The City should limit its priorities, instead of trying to accomplish multiple priorities simultaneously.

Source	Agree	Disagree
Display boards	9	12
Online and workbooks	29	84
Total:	38	96

The central argument in favour of the resolution focused on the quality of the work: essentially that doing fewer things better would result on better long-term outcomes and real problems solved; whereas trying to do too much could lead to poorer quality work. It was also suggested that more could be accomplished through improved partnerships with the private sector, other governments, and other branches of the City. Reducing the size of government and focussing on essentials was also argued for.

The arguments challenged the idea that the City could limit its priorities. The diversity of people, communities and interest will inevitably create an enormous and diverse set of needs. Add to this the complexity and intersectionality of challenges that are looming (such as climate change), inevitable (affordable housing), and complex (poverty). In order to achieve its aspirations the City will need to find comprehensive solutions to a multitude of challenges regardless of the priorities it tries to set for itself.

Arguments for

- The City needs to work on the high priorities first and hone abilities to solve it, then move on. If there are too many priorities, solutions are not manageable. There needs to be a focus on the main priorities of Toronto, which are: transportation, employment housing, and senior services. To solve and focus on one problem, the City might need to consolidate resources.
- Solutions to these priorities cannot be isolated. It needs to be worked on at federal, provincial and municipal levels.
- It might be of interest to look into private public partnerships.
- The city is diverse and has a multitude of issues that should be dealt with, but it needs to focus more limited number of projects so deadlines can be met.
- Well defined priorities and well consulted, balanced choices will be better delivered, with cost better controlled.
- Reduce waste and just do the basics, with no frills.
- Working together towards a common goals will help break down silos within the city and bring all the available resources together.

Arguments against

- Everyone has equal priorities and the city has diverse sets of needs. All these priorities need to be addressed simultaneously. The city needs balance, not silos. If properly planned and executed, solutions can be made.
- Life is complex and intersectional. To meet the needs of many requires considering many perspectives and angles.
- With the use of tools such as Open Data Source, the public and Council can debate, prioritize, and rank the multitude of priorities that need to be addressed. Not all issues can be addressed adequately but prioritizing based on available funds can keep the City moving forward while remaining financially responsible.

- Toronto has a bigger budget and population than many countries in the world so it can't be run like a small town
- There should be focused goals with holistic solutions. For example reducing commute times by looking at housing availability, public transit, roads, and business locations
- There may be a number of issues that are present at a time, each can be addressed briefly and gone through the list of priorities in more depth.
- The question caters to a conservative way of thinking, which believes the City has no place in housing support or small business regulation. The city is a social enterprise and the people who live within it are complex beings that have multiple needs and wants and competing priorities - to serve everyone adequately, the City must have multiple projects and aims and goals at the same time.
- The City needs to do a better job assessing and costing out the short- and long-term social, environmental and economic impacts of decisions and then making decisions accordingly.
- Sometimes it's possible to meet multiple goals in an integrated way and we should look for those opportunities. For example long term climate action programs will stimulate the economy through job creation for housing retrofits, and therefore will provide for both training and employment for youth. Depending on how the program is constructed particular attention could be paid to support for inclusion of at-risk youth in the training and employment part of this program. Same amount of money invested gives us double the benefits.
- Social issues are complicated and interconnected. For example, there's a poverty problem in Toronto. It could be improved by raising minimum wage, providing cheap housing, child care and subsidies. There are different facets of a problem. It is about impossible to separate them.
- Paying attention on real issues is important. Dealing with issues that are not issues or not priority items makes things more complex and expensive. Management competency and Ethics is important for the city to address the importance of this question
- Obviously it has to deal with all the issues but a clear list of priorities is needed and must be constantly under review as opportunities arise and circumstances change
- Need to consider multiple outcomes for every item. Effect on environment? Equity/fairness? Not just cost. Problems inter-relate. So this needs to be considered, otherwise may solve one problem while creating another.
- As a city of neighbourhoods, the complexity of management and administration is mind boggling. The needs of downtown residents vary greatly from those of the Jane-Finch area.
- All issues are complex and depend on many factors. However, the city should already look at upstream solutions.

Other arguments

- Why just offer the two options, when solutions may exist outside of the two? Big picture, complex items should be focused and limited. Smaller, less complex issues can be wider in range. Use experience and data from past initiatives to figure out which of the two works best for each issue.
- Things are all interconnected, and recognizing those interconnections is key. There should be a way to focus on certain priorities, and then leave space for emergency situations to arise. Life is about planning. The City needs to plan out in phases.

Quotes from Participants

"Toronto can walk and chew gum at the same time, so long as it is given the budget for both shoes and trident."

Debate on Current vs. New Powers

Resolution: To achieve its priorities, the City should have increases powers from the Province.

Source	Agree	Disagree
Display boards	14	5
Online and workbooks	82	31
Total	96	36

Among the arguments for, many participants focused how the sheer size, uniqueness, and complexity of Toronto gives rise to large, unique and complex challenges – that need more powers to address. Local governments are more accountable and responsive to the public. More powers could also speed up decision-making and funding.

Make better use of the powers it already has and make more mature and transparent, less political, decisions. This would give the City greater credibility in intergovernmental negotiation. The City's governance challenges could be addressed by reorganizing responsibilities between the province and the City without making changes to the City's powers, or receiving provincial funding for provincial mandates.

Arguments for

- There are less scandals and greater opportunities for innovations when power is at a local level (i.e. in the U.S., municipalities set local minimum wages and sales taxes).
- If Toronto pushes for more power, other municipalities might follow suit. This can cause a whole group of municipalities to ask for power across the province. This could be mutually reinforcing. Toronto could set an important precedent.
- The size and scope of City responsibilities require major and long term financial decisions. That responsibility and accountability portfolio is assigned by the Province, yet the ability to generate the requisite funding (from with-in the City scope of operation) is not sufficient, as demonstrated by the constant need to petition the Province. While the Province will retain its constitutional power to control policy, it is reasonable to empower the City to fund its mandate.
- The province has power, but the responsibility and accountability are held by the City – this is a broken system. The role of the province should be to manage provincial level issues, between-city coordination, and to step in when cities are not working properly. The province should be a resource for cities, not a controller.
- The need to refer to the Province for approval can create needless delay, extra process, or make effort wasted after the fact (i.e. tolls).
- Perhaps it should just separate and be a province.
- Other orders of government have different constituencies and are unable and unwilling to raise the taxes to pay for the things we need by Toronto for Toronto. Subways and other rapid transit

is the best example. The city needs the ability to collect income tax so it can solve its own issues without relying on sourcing funding from other politicians with different priorities.

- One caveat: Councillors should delegate more decisions to staff (collaborating with stakeholders) and spend more time on creating quality decisions that have longer and deeper impact.
- Abolish the OMB and the Port Authority.
- Expand the City of Toronto Act to give the city complete autonomy over revenue tools. Examine services the city currently delivers and determine if they can be modernized or privatized to save money.

Arguments against

- Toronto is the biggest city but it is not the only metropolis growing and encountering problems in urban planning and sustainability.
- The City should first make maximum use of what powers they have so that they will have credibility with the other levels of government.
- The City needs to show it can use the revenue tools within its current capabilities before it goes arguing for more.
- Road tolls are not affordable. The upcoming elections will prove this point clearly because transit is not the future. Electric and driverless cars will replace buses soon. So don't waste our money on new busses that pollute our environment and increase our taxes.
- Priorities outside the city are so different than inside. Ways of empowering cities must be different for each.
- Priorities are often political. Transparency is needed on transfer of powers from federal to provincial to municipal.
- Powers have to come with revenue generation. More unfunded mandates help no one.
- Finding a better way is deflecting from the issues there are today. It would need to have a constitutional reform (change the whole funding model). Perhaps, a change of law in which the province spends money that wholly benefits the people.
- It is not fair to other municipalities in Ontario for Toronto to have more powers than everyone else. The rest of the province can manage, Toronto can too.
- The City should cut the services it provides, not increase power. Public housing should go back to the province.

Quotes from Participants

"I kind of agree with both. The City should make better use of its existing powers, but at the same time, they are not enough. The City will never engage in grown-up budgeting if it does not have grown-up powers."

"Council wastes too much time begging the province for permission on issues it should have full autonomy over. And then it takes the province a while to get around to it, if at all. Apart from having provincial legislative or judicial powers or authority over healthcare and education, Toronto should have ALL the powers of a province."

"Raise the property tax. Toronto doesn't need a magical solution. We're broke because we refuse to collect taxes. Once we show we can be responsible within the existing system then we can explain how we're so special and complicated that we need additional options. But we have yet to demonstrate our ability to make 'difficult' decisions like paying our own bills."

Your Best Idea

Participants were given the opportunity to share their best idea for what the City could do to improve how it makes decisions and to ensure it has the financial plan to implement them. These ideas were captured in participant workbooks or through the online survey. At the in-person consultation, participants were given an additional opportunity to share their best idea through a friendly competition. Participants could present their idea to a panel of judges to earn the distinction of “idea of the day.” The judges were members of the Toronto Youth Council and Toronto Seniors' Forum.

On the topic of financial decision-making, the ideas submitted in writing and presented to the panel included:

- **Toronto, Canada’s newest province.** As its own province, Toronto will have the power to make the right financial decisions for itself.
 - This will give the City greater control over both revenue options (such as the power to implement forms of income tax), and the amount of money that leaves the City to the Province of Ontario.
- **Include more detail on progress in the operating budget.** Include progress on different City strategies in the operating budget and include the outstanding spending needed to reach City goals.
 - City Council has committed to a number of strategies (e.g. Housing Opportunities Toronto, the Poverty Reduction Strategy), and the operating budget should report on the progress made on each, what the cost would be to meet incremental goals, and what tax increases would be necessary.
 - Council can either raise the revenue needed to achieve those strategies, or openly decide not to pursue them.
- **Create an interactive map of pertinent information.** The City could create an interactive map that includes important data used in decision-making, as well as community services in each ward.
 - The map could show public transit ridership, pedestrian and bicycle commuter numbers, average household income, number of children attending each school in the area, the number of local businesses, and where and how many government offices are in each area
- **Invest in innovation.** Promote social innovation by allocating funding for residents trying to tackle City problems in creative ways.
 - Create an online portal calling for solutions to City problems, and dedicated special funding for residents to pursue solutions.
- **Establish community boards.** Borrowing the New York City model, establish community boards across Toronto.
 - Toronto should reduce the size of council and create community boards with committees to tackle different community issues.
 - Communities work on issues, establish their priorities, make suggestions to council and offer input on the budget

- **Create ward-level participatory budgeting opportunities.** The City should allocate certain amounts of money to each ward, and facilitate meetings for citizens to discuss and vote on local spending priorities.
- **Create a "Citizen's choice" line item in the budget.** At budget time, include a small amount of money that is put to a citizen vote in regards to what it should be spent on.
 - Place voting online so residents can view different categories to better understand what choices would fund.
 - This would provide the City with ongoing feedback on public priorities while educating the public about City programs.
 - When launching the next vote, report back on what programs, services or capital projects that the prior year's vote enabled so the public can see their participation makes a difference.
- **Draw on frontline staff, agencies and residents who use services for insight into City operations.** The City could regularly seek feedback from groups directly involved in service provision and from those receiving services, and relay the feedback to decision-makers through a formalized process.
- **Council should be more bound by staff reports.** Staff reports should hold more weight when council is making decisions.
 - This would inhibit council from making more costly or political decisions, and compel council from making decisions in line with presented evidence.
- **Enable more equal representation on committees.** The composition of important committees does not always reflect the geographic and political mix of council.
 - There is a need to create opportunities for consensus and the exploration of alternatives.
- **Group related capital projects together to save money.** When capital projects are being developed in the same area, plan and coordinate them together.
 - By grouping projects, the City can reduce the number of tender and public consultation processes.
 - The impact could include cost savings, reduced disruption and shorter project timelines.
- **Consider equity in City taxes.** Consider the equity impact of taxes and fees on residents of different income levels.
 - City taxes and fees are a flat tax, as such they disproportionately burden lower-income residents. The City should provide more information on tax and fee burden by income level, and try to make it fairer.
- **Appoint an independent budget officer to establish baseline tax and fee increases.** The City needs to increase property taxes and user fees to maintain current service levels, and to do this it needs to establish an independent officer to determine baseline rates.
 - By establishing an independent officer, politics is removed from the process.
 - An independent budget officer could also track all city plans and proposals and show and share which ones are funded and which ones are not.

Participants did not limit their ideas to financial decision-making, many also offered ideas on City services, housing and in other areas.

Relating to City services, the ideas submitted in writing and presented to the panel included:

- Convert City brownfield land to farmland, and partner with CAMH to establish cooperative farms.
- Fund or create a service that matches elderly residents with high school students. Students can help support the elderly and earn volunteer hours.

Relating to housing, the ideas submitted in writing and presented to the panel included:

- Divide the burden of the Land Transfer Tax between both the seller and buyer
 - At present, the tax buyers pay 2% to the City and 2% to the province in transfer taxes
 - The City should mandate that the seller pay the City's tax, balancing the tax burden between buyer and seller.
- The City should offer financing to first time home buyers.
 - The City could offer 20% (or some other proportion) of the property to homebuyers, and when the homebuyer eventually sells, the City receives their 20% equity.
- Provide greater support to those looking for housing. Make a further investment in housing by finding available apartments and placing people in them.

Other ideas included:

- Arrange for the Bank of Canada to offer interest-free infrastructure loans.
 - Instead of using private banks and paying interest, loan money from the Bank of Canada at no interest.
- Save money by reducing the amount medical professionals, such as dentists and doctors, are able to bill for their services and use the savings to fund essential programs and services.
- Issue all residents a "Toronto Card" to all residents to access services.
 - This card could bring together fragmented services. For example, the needy in Toronto could have access to food, shelter and health services through one card/administrative entry point.
- Improve by-law enforcement to improve the quality of life for residents, and to generate revenue and teach residents to be good citizens.
- Ban disposable plastic water bottles in Toronto.
- Set a target date for Toronto to be fully transitioned to electric vehicles, and to have the right infrastructure in place to support this.
- Establish a "triple bottom line approach" to budget spending.
 - For every funding decision, show the financial impact, the equity impact, and the impact on the environment.
- Focus on transit-oriented development by building densely around transit stations. Raise revenue to pursue this through municipal bounds, municipal lottery, leases for wind turbines, tax reforms, asset sales and lower staff pay.
- Install methane digesting lamps beside dog parks to collect pet waste that converts it to energy.
- Install vertical axis wind turbines in the subway tunnels to recoup electricity costs of running the subway.
- Create a pilot crowdfunding website online that lists projects, or components of projects, that citizens can pledge money towards. This should be a complement to City-committed funding.

- Through a well-designed pilot, establish an agreement with the taxi, car-sharing and similar private transportation companies where individuals who use these services to travel to the nearest rapid transit station are provided a discount on that travel. This could encourage public transit use.

Considering ideas from multiple perspectives

Participants were asked to consider their ideas and suggestions from multiple perspectives.

There were calls for the City to apply a lens that includes people and the planet, as well as the impact of decisions on the social foundation and the outer limit or boundary or ecological ceiling. It is also important to keep in mind the downstream impact.

Many questions were raised about the ability of the City and City Council to make responsible decisions. There were calls to break down silos and promote collaboration within the City community. Many specific decisions and projects were raised and challenged, notably the Gardiner Expressway reconstruction and Scarborough Subway Extension.

Many participants called on the City to take a leadership role in addressing challenges such as climate change and affordable housing. A minority held the opposite view, that the role of the City should be as limited as possible, concerning itself exclusively with the fundamentals of service delivery and the protection of our lives, liberties, and property.

Quotes from Participants

"I have lived in this awesome city for 18 years now. I have immigrated alone. Without my family. Without my friends. My way of presenting my opinions and ideas may be a bit aggressive. They are not aggressive in nature. Just very passionate."

"We are a rich city, we can and must do better."

Other input received

Two independent written submissions were received. They are both summarized below.

"Letter to Roberto Rossini and Kathleen Wynne" (Etobicoke-Lakeshore Community Planning Group)

The letter expresses strong opposition to the delegation of planning matters to Community Councils. It suggests that planning is immensely complicated and would be better served by a City Planning Commission that can provide independent professional advice. It advocates for the creation of Community Boards. These would be boards within community districts consisting of less than fifty persons appointed by the council for staggered terms of two years (and serving for a term of four years), with a council member sitting as a non-voting member). Community Boards would hold public meetings, work with City agencies and City Council, work with other Community Boards, prepare and submit reports, elect officers, appoint a district manager, employ staff, participate in budgetary planning, evaluate land use planning projects, and create their own committees. The letter was supported by two attachments:

- *Community Boards* (a Gotham Gazette article by Seth Forman). The article outlines the history, authority and operations of the 59 community boards in New York City. Established in the 1950s to provide Borough Presidents with direct input from members of the public appointed to “community planning councils”. The structure of the boards varies according to local needs. The effectiveness and power of the councils similarly varies.
- *Discussion Paper – Toronto Community Boards*. The City of Toronto Act empowers the City to “establish city boards”, and this paper argues for doing so as a way to formalise community consultation practices in a way that is “respectful to citizens, and has positive impact on our communities and city management and operations.” The paper argues that Toronto could adopt a similar structure to the City of New York’s Community Boards. It includes detailed, frequently asked questions to explain how community boards could be applied to the City of Toronto. In addition, the discussion paper includes draft legislation for Toronto Community Boards.

Submission to: City of Toronto, “Investing in Toronto’s Future – Long-Term Financial Plan Consultations” (Toronto and York Region Labour Council)

The Labour Council letter asserts the need for investment in the City and City services and argues that resources that should be acquired in a way that is progressive rather than regressive. It argues that aspirations and vision should drive decisions, not the budget. Also, the City needs to accomplish multiple priorities simultaneously – Toronto is a complex place, so the City must pay attention to a wide range of issues at the same time.

In order to prevent dramatic cuts, the City needs to find new sources of revenue and the Labour Council has endorsed, the implementation of a new commercial parking levy to be paid by large commercial landowners.

Other revenue options include the following:

- Implementing full development charges.
- Eliminating setting commercial property tax rates at one-third of any tax increase applied to single family homes, by giving an across-the-board property tax increase that is the same for commercial property as for homeowners.
- Charge private telecoms market-appropriate rates for burying their lines under our roads.
- Apply higher property tax rates to senior levels of government.
- Implement a surcharge for new developments that fail to meet stringent green building standards.
- Implement a full suite of climate-focused initiatives, including energy retrofits and water-saving programs for all public buildings and systems, in line with Transform Toronto’s vision, which would potentially leverage provincial and federal funding as well as reduce costs.
- Restrict Financial Incentives Program (FIP) to green innovation and industry, manufacturing, and the screen-based industry.

Appendix 3: Consultation Questions

All raw data from the consultation can be found at www.toronto.ca/open

Phase 1 November Survey Questions

The City's financial goals and priorities

1. *What is your opinion of the City's financial health?*

- Very healthy and stable
- Mostly healthy and stable
- Neither healthy/unhealthy nor stable/unstable
- Somewhat unhealthy and unstable
- Very unhealthy and stable

2. *Compared to 5 years ago, do you think the City's finances are:*

- Much better
- Somewhat better
- The same
- Somewhat worse
- Much worse

3. *Why do you feel that way?*

4. *How would you would complete the following sentence?*

I believe the City does a good job of managing its finances...

- ☐ All the time
- ☐ Most of the time
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

5. *Why do you feel that way?*

6. *What do you think about the City's current level of taxes, fees, and fines?*

	Too high	Just right	Too low
Property taxes			
Rate supported programs (water, solid waste, parking)			
User fees (permits, recreation programs, TTC, etc.)			
Fines (bylaw infractions, illegal dumping, graffiti, etc.)			

7. *Why do you feel that way?*

City Priorities and Goals

Long-term planning is needed to ensure the City of Toronto runs well, spends public money wisely and delivers the programs and services residents need and want over the long term. The City has several strategies to help Toronto achieve its environmental, social and economic goals.

8. What do you think is the City's greatest strength that will help it achieve its aspirations and goals?
9. What do you think will be City's greatest challenge to achieving its aspirations and goals?
10. How would you complete the following sentence? I would have greater confidence in the City's ability to manage its finances and achieve its goals if...

Revenues, Expenses and Assets

The City continues to find ways to manage expenses. There are several ways that governments try to reduce or contain expenses, including:

- Reducing or eliminating services
- Changing the way services are delivered
- Delivering services with non-City staff (contracting out)
- Cutting labour costs and benefits

11. What should the City consider when it looks at options for managing expenses?

Choose the five most important questions the City should consider when managing expenses. You can choose one question as your "Most Important", and then one under each of the 2nd, 3rd, 4th, and 5th columns for a total of five choices.

	Most Important	2 nd Choice	3 rd Choice	4 th Choice	5 th Choice
How much money will be saved?					
How long will the City benefit from the savings?					
How quickly will the City start to save money?					
Can the City effectively monitor and guarantee the quality of the work?					
Can services be flexible and react quickly to change?					
Should the City be the one to deliver this service or could someone else?					
Will it reduce service quality?					
Will it reduce the number of options or services to the public?					
How will it impact Torontonians most in need?					
How will businesses be affected?					
How will residents be affected?					
Will public service jobs (City employees) be impacted?					
Will the City meet its goal to create stable jobs with living wages for Torontonians?					
Does the decision support fair negotiations with unions and bargaining agents?					
Will the City be able to achieve its social, economic or environmental goals?					

Other question the City should consider:

12. Please tell us about any other ways you believe the City could cut costs or manage expenses.

Revenues

The City will present a detailed economic and social analysis on a range of possible revenue options to City Council in December. At that time a second survey will be launched and we will be asking for your detailed feedback on each revenue option.

We will be providing the following information on revenue generation:

- How much money it would raise each year.
- How long it would take before the City would fully implement and start to collect money.
- Is it a stable source of money, with the City getting the same amount each year and not influenced by economic cycles.
- Who would benefit most from the revenue option.
- Who would be negatively affected by the option.
- Who is best able to bear the tax increase.
- Economic and social impact on residents.
- Economic and social impact on businesses.

We will be providing the following information on legislation and administration issues:

- Is it currently being used by the City.
- Is it allowed under current laws.
- Would it require significant change in provincial or federal laws.
- Could the City start collecting money right away.
- Would the City need to put new administrative systems into place.
- Would the cost to collect the revenue still make it worthwhile.
- If implemented, will it conflict with the City's social and environmental goals.

13. Please let us know what information would help you prepare for your feedback on each option. Is there anything we have missed? What other information will be helpful to you?

City Assets

City assets support service delivery. They include transit, roads, bridges, public buildings such as libraries, community centres and fire stations, water and sewer facilities, parks and other major infrastructure.

The City must consider the benefits, costs and consequences to Torontonians before deciding which assets to buy, maintain or sell.

14. What would you like the City consider as part of its decisions to buy, maintain or sell its assets?

City Council has directed staff to explore which assets with commercial potential could be sold in part or totally to the private sector to generate revenue.

These assets include selling all or part of major land holdings (Real Estate Review), Toronto Hydro Corporation or the Toronto Parking Authority.

15. What are your opinions about this?

Information and Communication

16. *If you could ask City staff one question about the City's finances, what would it be?*
17. *What additional information (graphs, factsheets, data etc.) would help you to prepare to participate in the next phase of this consultation?*
18. *How do you currently find out about City programs, services and finances?*
19. *Looking over the City's budget and financial information, what information was helpful, missing, confusing, something you would like to see more of, or you would share with others?*
20. *We want to encourage everyone to participate in this consultation. Do you have any suggestions for ways the City can reach out to Torontonians about this important issue?*

A little information about you - all questions are voluntary

First three characters of your postal code: _____

What is your age?

Under 15' 15-24; 25-34; 35-44; 45-54; 55-64; 65-74; 75-84; 85+

Housing type - please indicate if you rent or if you own your home, and an estimate of your mortgage or rent costs each month.

Homeowner; Renter; Other: please specify; I don't live in the City of Toronto

What is your annual household income before taxes?

Under \$5,000; \$5,000 - \$19,000; \$20,000 - \$39,999; \$40,000 - \$59,999; \$60,000 - \$79,999; \$80,000 - \$99,999; \$100,000 - \$119,999; \$120,000 - \$139,999; \$140,000 and over; Prefer not to say

Do you own a business in Toronto?

Yes – please indicate how many employees
No

Phase 1 December Meeting and Survey Questions

Expense Management

Feedback from an online public survey conducted by the City of Toronto in November 2016, suggests that the following five considerations should be top of mind for Council and staff when making decisions about reducing or containing expenses.

- Impact on those in need
- Achieving broader goals
- Reducing service quality
- Effect on residents
- Managing quality of work

Respondents ranked the remaining considerations as follows:

- Duration of savings
- Achieving the City's goal of creating stable jobs
- Amount of money saved
- Reduction in number or options of services

Can services react to change
City vs other service delivery
Effect on business
Fair bargaining
Timing of savings
Impact on public service jobs

1. Is there anything else the City should consider?
2. What one thing could the City do to increase your confidence that the City of Toronto runs well, spends public money wisely and delivers the programs and services residents need and want over the long term?
3. Please suggest specific ways that the City could cut costs or manage expenses.

Revenue Options

There are options for increasing revenues, but each has its challenges. Please indicate how you feel about each of the following options.

Option	Acceptable	Undecided / Need more information	Unacceptable
Property tax			
<i>Why do you feel that way?</i>			
Property tax - Dedicated to capital			
<i>Why do you feel that way?</i>			
Property tax - Graduated residential rate			
<i>Why do you feel that way?</i>			
Municipal Land Transfer Tax			
<i>Why do you feel that way?</i>			
Parking levy			
<i>Why do you feel that way?</i>			
Parking sales tax			
<i>Why do you feel that way?</i>			
Rate-based fees			
<i>Why do you feel that way?</i>			
User fees			
<i>Why do you feel that way?</i>			
Cordon charge / Congestion Pricing			
<i>Why do you feel that way?</i>			
Expressway tolling			
<i>Why do you feel that way?</i>			
Alcohol Tax			
<i>Why do you feel that way?</i>			
Car rental tax			
<i>Why do you feel that way?</i>			
Carbon tax			
<i>Why do you feel that way?</i>			
Entertainment and amusement tax			

Option	Acceptable	Undecided / Need more information	Unacceptable
<i>Why do you feel that way?</i>			
Hotel tax			
<i>Why do you feel that way?</i>			
Uber Registration Fee			
<i>Why do you feel that way?</i>			
Personal vehicle tax			
<i>Why do you feel that way?</i>			
Development levy			
<i>Why do you feel that way?</i>			
Billboard Tax			
<i>Why do you feel that way?</i>			
Tobacco Tax			
<i>Why do you feel that way?</i>			
Municipal sales tax (Fundamental changes required)			
<i>Why do you feel that way?</i>			
Municipal Business Income Tax (Fundamental changes required)			
<i>Why do you feel that way?</i>			
Municipal Personal Income Tax (Fundamental changes required)			
<i>Why do you feel that way?</i>			

4. Overall, why are the...

A) Acceptable revenue options acceptable to you?

B) Unacceptable revenue options unacceptable to you?

5. For the options you labelled undecided or need more information, what information would help you decide?

6. Are there any other revenue options that should be added to the mix?

Asset Management

City assets support service delivery. They include transit, roads, bridges, public buildings such as libraries, community centres and fire stations, water and sewer facilities, parks and other major infrastructure. The City must consider the benefits, costs and consequences to Torontonians before deciding which assets to buy, maintain or sell.

City Council has directed staff to explore which assets with commercial potential could be sold in part or totally to the private sector to generate revenue. These assets include selling all or part of major land holdings (Real Estate Review), Toronto Hydro Corporation or the Toronto Parking Authority.

In an online public survey conducted by the City of Toronto in November 2016, we asked what questions the City should consider when making decisions related to buying, maintaining or selling its assets. Some of the questions we heard included:

- Is it possible to gain revenue while maintaining public oversight?
- Can service levels, fees and prices be controlled in the future?
- How does the income from a sale compare to other revenue options, such as borrowing or increasing taxes?
- What are the environmental and social, as well as financial, impacts of any proposed sale, including impacts on the local community and the most vulnerable?
- What ownership models provide the most efficient asset management and service delivery?

7. Are there any other considerations Council and staff should keep in mind when deciding what to buy, sell or maintain?

8. Should there be different considerations for different categories or types of assets? Asset types include: parks and other land; buildings; facilities and fleet; Toronto Community Housing; transportation infrastructure; TTC; and water and waste water infrastructure.

9. Should some assets be considered "off the table" under any circumstances? If yes, why?

10. Are there assets the City should be investing in in order to achieve its aspirational goals?

A little information about you - all questions are voluntary

First three characters of your postal code: _____

What is your age?

Under 15' 15-24; 25-34; 35-44; 45-54; 55-64; 65-74; 75-84; 85+

Housing type - please indicate if you rent or if you own your home, and an estimate of your mortgage or rent costs each month.

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Do you own a business in Toronto?

Yes – please indicate how many employees

No

Phase 2 Meeting and Survey Questions

Consider your ideas and suggestions from multiple perspectives

The City is interested in your personal perspective on long-term and financial decision-making.

When the City makes decisions we take into consideration a number of critical factors, such as economic, financial, social equity, gender, environmental, and service impacts. When responding to this survey, consider: *how would your ideas and suggestions impact the economic, financial, social equity, gender, environmental, and service goals of the city?*

At the end of the survey, you will have an opportunity to answer this question directly.

Section 1: How Decisions Are Made

We want your ideas and suggestions on how the City makes decisions that have a financial impact. Using the How Decisions Are Made map and the Decision-making Process and Committee Structure diagram, answer the following questions. In addition, the accompanying background documents on the City's strategies and plans, financial and other decision-making information, and public engagement may help answer these questions. (Note: these documents can be found at www.InvestingInTO.ca)

- 1. What processes, strategies or timing of decisions would improve the City's long-term financial planning?*
- 2. How can we better use the governance structures, processes, and powers we already have?*
- 3. What governance structures, processes, and powers are missing? What would improve the City's long term decision making?*
- 4. What new information and data should the City be using in their decision-making and long-term financial planning? How could our current information be improved?*
- 5. How can the City improve its public engagement in long-term and decision-making that has a financial impact? How would decision-making be affected by these improvements?*
- 6. How can the City improve the relationship between the many people, systems and structures that make up decision-making?*

Section 2: Financial and Other Decision-Making Information

Financial information (like the annual budget) and other decision-making information (like service performance) are critical to making long-term decisions that have a financial impact. We want your ideas and suggestions on how to improve the City's decision-making.

- 7. What information and data would help you give better input?*
- 8. What information and data would help Council make better decisions?*

Section 3: Public Engagement

Civic engagement is a cornerstone of good government. The City engages the public in a wide range of ways – from formal deputations, elections and advisory bodies to issue or neighbourhood-based town halls, surveys and consultations.

The public's input, advice and ideas help the City understand diverse perspectives, make service decisions and implement policies that respond to current and emerging issues. Public engagement often focuses on a single plan or strategy, annual budget or an emergency issue.

We want your ideas on how to engage the public on longer-term goals, big-picture issues and multi-year decision-making.

- 9. How can the City support resident participation in the City's long-term planning and decision-making that has a financial impact?*

Section 4: Balancing Priorities and the Books

The debates below highlight different perspectives on the type of critical questions the City works to address when making financial and long-term plans. The questions are simply stated, but the arguments for and against can be complex, diverse and informative. Add your thoughts below each debate statement:

10. Debate Statement A – “Funding vs Aspirations”

The City should make decisions to build new capital projects, expand services, or implement new strategies only if there is funding available.

AGREE: “Yes, only approve projects and plans if we can afford it.”

DISAGREE: “No, our aspirations and vision should drive decisions, not our budget.”

Please explain why:

11. Debate Statement B – “Focused vs Multiple Priorities”

The City should limit its priorities instead of trying to accomplish multiple priorities simultaneously.

AGREE: “Yes, the City would achieve greater success and deliver on its commitments if it only focused on a limited number of priorities.”

DISAGREE: “No, the City is complex, issues don’t exist in silos. The City must pay attention to a wide range of issues at the same time.”

Please explain why:

12. Debate Statement C – “Current vs New Powers”

To achieve its priorities, the City should have increased powers from the Province.

AGREE: “Yes, the City should have more powers from the Province.”

DISAGREE: “No, should make better use of its existing authorities.”

Please explain why:

13. Thinking about your answers, how can the City achieve both its priorities and balance its books?

Section 5: Your Best Idea

In addition to the ideas and suggestions you've given us so far...

14. What one thing could the City do to improve how it makes decisions and ensure it has the financial plan to implement them?

Give “Your Best Idea” a catchy name, but make sure it tells others what it’s about too.

What category does your idea belong to? (Check the box that best reflects the main focus of your idea)

- | | |
|---|---|
| <input type="checkbox"/> How decisions are made | <input type="checkbox"/> Information and data |
| <input type="checkbox"/> Public engagement | <input type="checkbox"/> Balancing the priorities |
| <input type="checkbox"/> Other, please specify: _____ | |

Describe your best idea

Jot down a few points on your idea: Who would be responsible to implementation? How will it benefit Toronto? Who will be impacted? Will it result in costs or savings to the City? How would your ideas and suggestions impact the economic, financial, social equity, gender, environmental, and service goals of the City? Also, let us know if you've seen this idea elsewhere and why you would like it replicated in Toronto.

Questions or Summary of Comments

15. Use this space to provide additional context to any of the answers you have provided throughout this survey or to summarize your comments.

Remember: Consider how your ideas would impact the economic, financial, gender equity, social, environmental, and service goals of the City.

A little information about you - all questions are voluntary

First three characters of your postal code: _____

What is your age?

Under 15' 15-24; 25-34; 35-44; 45-54; 55-64; 65-74; 75-84; 85+

Housing type - please indicate if you rent or if you own your home, and an estimate of your mortgage or rent costs each month.

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Do you own a business in Toronto?

Yes – please indicate how many employees
No