CITY OF TORONTO
LONG-TERM FINANCIAL PLAN

Consultation Kit – Phase 2

April 22 to May 14, 2017

INVESTING IN TORONTO'S
FUTURE

INTRODUCTION

The City of Toronto is conducting a public consultation on the development of its Long-Term Financial Plan, as directed by City Council at its meeting in July 2016.

The purpose of this kit is to gather input from a wide range of Torontonians on the City of Toronto's Long-Term Financial Plan. You can use this kit to guide your thinking about what is important to you and to give your advice, which will guide our financial decision-making over the long term and put Toronto on a path to financial sustainability. Your input will assist Council and the City Manager as they develop the City's Long-Term Financial Plan.

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To run this meeting, you will also need to download and print copies of:

- Long-Term Financial Plan Consultation – Meeting Workbook
    - http://www.argylepr.com/LTFP/Workbook.pdf

To help inform your discussion, you may also want to look at or print copies of:

- Long-Term Financial Plan Consultation – Additional Resources
    - http://www.argylepr.com/LTFP/HowDecisionsareMade_Map.pdf
    - http://www.argylepr.com/LTFP/StrategiesandPlans.pdf
    - http://www.argylepr.com/LTFP/PublicEngagement.pdf
    - http://www.argylepr.com/LTFP/HowDecisionsareMade.pdf
    - http://www.argylepr.com/LTFP/FinancialandOtherDecision-MakingInformation.pdf
    - http://www.argylepr.com/LTFP/Decision-makingProcessandCommitteeStructure.pdf

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WHAT WE ARE INTERESTED IN LEARNING

In this phase, the City is seeking feedback on:

- Maturing our government – Making better use of the tools and governance we have, and getting the tools and governance we need
- Relating long-term decision-making to long-term plans, long-term finances, and implementation
- Helping you give better input, and helping Council make better decisions, with information and data
- Supporting public participation in long-term planning and decision-making
- Balancing our priorities with our books

There is more information available on the City's Long-Term Financial Plan website InvestingInTO.ca. The website also has:

- Downloadable and on-line versions of the meeting workbook.
- Specific information on the City of Toronto's financial challenge and revenue framework.
- Information on next steps and other opportunities to provide your input.

HOW TO USE THIS KIT

We encourage you to print the kit and use it to discuss the City's Long-Term Financial Plan consultations with your neighbours, community or with any organizations you belong to. You may also want to print the kit to work through the meeting workbook questions on your own.

You can use the sample agenda in this kit to run a discussion on the Long-Term Financial Plan with others in your community or workplace. The sample agenda gives tips on setting up a meeting, discussion topics for the meeting, and notes on how to fill out the meeting workbook during the session.

Please encourage each person at your meeting to complete their own meeting workbook. You can print off extra copies at http://www.argylepr.com/LTFP/Workbook.pdf or fill out the workbook online through a survey at http://www.investinginto.ca/join-the-consultation/ (open from April 22 to May 14, 2017). Participants in a group discussion don't need to agree on all the answers – the City is interested in hearing everyone's opinion.

HOW TO SUBMIT YOUR SESSION FEEDBACK

When you are ready to submit your input on the City of Toronto's Long-Term Financial Plan Consultation you may select from the following options:

- Mail or drop off the completed workbooks to: Ashley O'Connor at 175 Bloor Street East, South Tower, Suite 1007, Toronto, ON, M4W 3R8.
- Email your responses or scanned workbooks to aconnor@argylepr.com.
- Submit your input online. Use your notes from this workbook to respond to the same questions online at www.InvestingInTO.ca.

Input must be received be May 14, 2017 to be included in a consultation report.

All information will be posted to the City's Open Data page at www.toronto.ca/open.

Thank you for taking the time to provide your input!

NEXT STEPS

City staff have developed a public consultation plan for the City's Long-Term Financial Plan. A full copy of the consultation plan is available on the City's website at www.toronto.ca/civic-engagement

All of the comments, suggestions and ideas collected will be provided to Council and the City Manager, and will guide our financial decision-making over the long term. Feedback from the consultation will also be posted to the project website at InvestingInTO.ca.

ABOUT THE LONG-TERM FINANCIAL PLAN REVIEW

The City of Toronto Consultation on Long-Term Financial Plan

To have the city we want, Toronto needs a financial plan that can withstand future economic ups and downs. That's why we're consulting Torontonians on how the City can best manage its finances and make the right long-term decisions.

Toronto's rapid growth is a challenge and a benefit to the City, bringing with it new residents and businesses, and more demand on services and infrastructure. Budgets have been balanced by deferring big decisions and investments Toronto needs – and we can't do this anymore. We need hundreds of millions of dollars just to "keep the lights on," and we need billions more to build planned infrastructure like parks and transit.

This consultation is about establishing the principles that will guide our financial decision-making over the long term, and put Toronto on a path to financial sustainability.

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With your help, we will present our recommendations to City Council to give Toronto the roadmap it needs to manage its financial plan over the long term.

The consultation is divided into two phases.

Phase 1: Fall 2016 (Completed)

Phase 1 focused on:

- Providing opportunities for people to learn about the City's financial framework and encourage exploration of the issues through dialogue.
- Seeking advice from participants to guide decision-making on City revenues, expenditures and assets to support a multi-year revenue strategy, Expenditures Management Plan and to maximize the use of assets in supporting service delivery.
- Identifying issues where there is significant public support, common interests, and where differences of opinion exist.

Phase 1 findings were included in a Progress Report submitted to the City Manager's Office in January 2017. The report can be found at www.investinginto.ca/join-the-consultation/#phase1. All findings were posted on Open Data Toronto at www.toronto.ca/open.

Phase 2: Spring 2017 (NOW)

Phase 2 focuses on:

- Reporting back and building on the findings of Phase 1. This will involve seeking in-depth advice on key issues or areas requiring additional study, or where critical differences exist.
- Consulting with the public on the City's long-term financial direction, as well as strengthening the City's financial management, oversight of City programs and agencies, and supporting City Council in setting priorities in order to deliver its strategic agenda.
- Reporting on public input to support the implementation of a sustainable, coordinated and long-term financial strategy.

Findings from both phases will inform a Final Report that will be submitted to the City Manager's Office in June 2017. This will inform the development of the Long-Term Financial Plan. The Final Report will be available to the public, as will the raw data, which will be posted on Open Data Toronto.

Further details about the public consultations are available on the City's website at InvestingInTO.ca.

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TIPS ON HOSTING A COMMUNITY DISCUSSION

These tips and the sample agenda on the next page were created to help your community discussion on the Long-Term Financial Plan. The session should take two and a half hours to complete – suggested times are provided. Make sure to appoint someone as timekeeper so that enough time is given to each part of the agenda.

1. The City's Long-Term Financial Plan is a complex issue. Having participants sit in small groups is the best way for everyone to be able to participate in the discussion. This will be more welcoming and allows for a good exchange of ideas.

2. You will need the following materials for the meeting:
   - A short agenda posted so everyone can see, or a copy of the agenda for everyone. (Attached at the end of this document)
   - A copy of the meeting workbook for everyone at the meeting. (Downloadable at: http://www.argylepr.com/LTFP/Workbook.pdf)
   - Pencils so participants can take notes.
   - Paper for each table/group to write down any other ideas or notes.
   - You may also want to view or print copies of the following background information:
     - http://www.argylepr.com/LTFP/HowDecisionsareMade_Map.pdf
     - http://www.argylepr.com/LTFP/StrategiesandPlans.pdf
     - http://www.argylepr.com/LTFP/PublicEngagement.pdf
     - http://www.argylepr.com/LTFP/HowDecisionsareMade.pdf
     - http://www.argylepr.com/LTFP/FinancialandOtherDecision-MakingInformation.pdf
     - http://www.argylepr.com/LTFP/Decision-makingProcessandCommitteeStructure.pdf

3. Consider asking one person from each small group to volunteer to lead the discussion, and another person to volunteer to write down some of the group's comments. They can report comments back to the rest of the room during the session.

4. Every participant should fill out their own meeting workbook, on paper or online. You may not have time to fill out the form completely at the session. After the session, participants can fill out an easy, online version of the workbook at any time before May 14, 2017. It is available at InvestingInTO.ca. Or, they can complete the paper form and email a scanned copy to aoconnor@argylepr.ca, or mail it to Ashley O'Connor at 175 Bloor Street East, South Tower, Suite 1007, Toronto, ON, M4W 3R8. Between April 22, 2017 and May 14, 2017, all feedback can be scanned or mailed to the email or mailing address above.

5. The detailed agenda on the next page is to help the person leading the event. It is a good idea to give the participants a short version of the agenda so they know what to expect at the meeting.

6. In a big group, it can be helpful to have some **ground rules**. The City often refers to the City's motto "Diversity our Strength" when planning this type of session. Here are some simple ground rules to make sure everyone feels welcome and respected:
    - Listen to and respect different opinions at the table.
    - Ensure everyone gets a chance to speak.
    - Be thoughtful about how you express yourself – use words that others will be comfortable with.
    - Take turns speaking to help keep the noise at a reasonable level.

SAMPLE AGENDA (TWO-HOUR SESSION)

A. Welcome and Introduction (10 minutes)

Event Leader: Take a few minutes to go over the agenda and let people know what to expect from the meeting. The agenda includes a series of small group discussions, each of which are followed by an opportunity for each group to share their ideas and opinions.

- Explain that the purpose of the discussion is to learn and discuss as a way to prepare for giving feedback to City staff on the Long-Term Financial Plan.
- Take 5 minutes to go through the sections in the meeting workbook. Because of limited time, not all of the questions from the meeting workbook will be discussed. Participants are encouraged to submit their forms individually after the discussion is over, on paper or online at InvestinginTO.ca.
- As a quick way to get to know each other, ask participants to introduce themselves at their tables and to identify one member of the table to lead the group discussions.
- The Event Leader should brief the identified group leaders on how to effectively keep the discussion moving by being mindful of timing and engaging participants who haven't had an opportunity to share after several minutes.
- Participants can take notes about their ideas on their individual meeting workbooks.
- Invite questions on content and process and answer questions whenever possible.

B. Ongoing discussion throughout the meeting

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.

Throughout your workbook you will find questions for organized by sections (which can also be completed online). When responding consider: how would your ideas and suggestions impact the economic, financial, social equity, gender, environmental, and service goals of the city?

C. First discussion: How Decisions Are Made (25 minutes)

Event Leader: We want your ideas and suggestions on how the City makes decisions that have a financial impact. Using the "How Decisions Are Made" map, answer the questions in the workbook.

Event Leader: Ask the group leaders which ideas and suggestions were most popular.

D. Second discussion: Financial and Other Decision-Making Information (25 minutes)

Event Leader: 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 in this area.

Answer the questions in the workbook.

Event Leader:

- Ask the group leader to summarize the feedback to each of the questions.
- Did any interesting insights emerge?

E. Third Discussion: Public Engagement (25 minutes)

Event Leader: 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 tends to be on single plans or strategies, on yearly budgets, or in response to an emergency or one-

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

Answer the questions in the workbook.

Event Leader:

- Ask the group leader to summarize the feedback to each of the questions.
- Did any interesting insights emerge?

F. Fourth Discussion: Balancing Priorities (25 minutes)

Event Leader: The debates in your workbook 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.

In your groups, work through each debate questions in the workbook. Delve into the arguments for and against.

G. Fifth Discussion: Your Best Idea (5 minutes)

In addition to your ideas and suggestions so far, what one thing could the City do to improve how it makes decisions and ensures it has the financial plan to implement them? Please put your answer in the workbook.

H. Wrap-up and next steps (5 minutes)

Event Leader:

- If there is time left, suggest that participants answer any remaining questions in their kit. Remind participants that they can submit their mail their kit to the City or submit their responses online at InvestingInTO.ca.
- Thank people for participating!

HIGH LEVEL AGENDA (TWO HOUR SESSION)

- Welcome and Introduction (10 minutes)
- First discussion: How Decisions Are Made (25 minutes)
- Second discussion: Financial and Other Decision-Making Information (25 minutes)
- Third Discussion: Public Engagement (25 minutes)
- Fourth Discussion: Balancing Priorities (25 minutes)
- Fifth Discussion: Your Best Idea (5 minutes)
- Wrap-up and next steps (5 minutes)

Note: You can remove this page and distribute it to participants, along with the workbook and background information.