



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

December 2016 Meetings and Survey Results

January 2017

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Executive Summary

This report provides a summary of the input received through the December meetings, survey, and independent submissions on expenditure, revenue, and asset options as part of Investing in Toronto's Future: Long-Term Financial Plan Consultations. The public was engaged in person, through four public meetings (December 5, 6, 7, and 8), and online, through a survey (open December 5-23) on the project website, www.investinginTO.ca. The same questions were asked in both formats, and the data has been combined to present a comprehensive picture of the feedback.

Expense Management

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 the need 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 abundant 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 of the most vulnerable segments of the population. Another consistent theme across all feedback was the need to consider the environmental impact in any decision making. 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.

Revenue Options

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.

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 opinion on privatization or sale 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 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 as 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 life. Transit is overwhelmingly the top mentioned area for investment. Additional frequently cited priorities include green space/parks, roads, clean water, and housing.

Introduction

The City of Toronto is facing a structural financial challenge: costs are increasing faster than inflation, and there are billions of dollars in planned but unfunded capital spending. In July 2016, City Council directed staff to undertake public consultations to provide input and advice to the renewal of the City's Long-Term Financial Plan (LTFP). As part of the public consultation process, Argyle Public Relationships has been engaged to provide advice, coordinate public information, outreach, and promotion, conduct in-person and online consultations, and report on the public's input.

The public consultation is divided into two phases.

- Phase 1 – Fall 2016
 - November: The first of three online surveys was open from November 9 to 20 for the public to provide 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 – 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, North York, Scarborough, 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.
- Phase 2 – Winter/Spring 2017
 - A final online survey and a second series of in-person community meetings is planned to gather input on the governance and financial management required for long-term financial sustainability.

This report provides a summary of the input received through the December meetings, survey, and independent submissions on expenditure, revenue, and asset options as part of Investing in Toronto's Future: Long-Term Financial Plan Consultations. A separate report summarizes the input received through the November survey, and can be found at www.investinginTO.ca.

Consultation process

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.

Format

The meetings were held in open halls, with a podium, screen for presentations and round tables for small group discussions.

The stated goals were to:

1. Learn about the City's financial situation
2. Help develop opinions 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

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 moderators and note-takers, participants were invited to explore each of the three discussion areas.

The discussion was 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 moderators 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 Survey

An online survey ran from December 5 to December 23, 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.

Meeting attendees and online respondents

Meeting	Participants
Etobicoke	30
Scarborough	25
North York	25
Downtown	110
Online Survey	351 partial or completed responses
Totals	In-person: 190 In-person and online: 541

Self-Administered Consultation

Materials were 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. Input received after December 23, 2016 will be included as part of the final report on the consultation process.

Promotion

The December consultations were promoted through a number of channels:

- Print advertising with community and multicultural publications began as of November 24 and ran through to November 28.
- Promotional posters were provided to libraries, community centres and civic centres.
- Emails were sent out through a ListServ database created for the consultation process.
- Memos were sent out to Members of Council, community groups, advisory bodies, and other partners.
- City social media channels regularly posted awareness and links to participate in the consultations, with paid promoted Facebook posts and Tweets to specifically target Toronto residents running from November 21 to December 23.
- The Weather Network ran digital display advertising on the Toronto city weather page from November 21 through to December 8.
- Google digital display advertising, with location and key word targeting to reach Toronto residents, ran from November 21 to December 23.
- Street teams were activated in all four public meeting communities prior to the public meetings (December 3, 4, 5, and 6). Flyers were handed out and residents were encouraged to attend the public meetings.

Expense Management

Information was provide on how governments 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

A summary of the results of the City's November 2016 public survey was presented. November survey respondents suggested that the following five considerations should be top of mind for Council and staff when making decisions about reducing or containing expenses:

1. Achieving broader goals
2. Impact on those in need
3. Reducing service quality
4. Effect on residents
5. Managing quality of work

In that survey, respondents ranked the remaining considerations as follows:

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

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.

1. Input on expense management considerations

a. 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 consistent 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 perquisites rather than service level reduction and layoffs.

b. 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 consistent theme across all feedback was the need to consider the environmental impact in any decision making. The need to mitigate against climate change and greenhouse gas emissions received most of the attentions. The need for the City to be environmentally resilient also came up.
 - There were some calls for the effects of climate change on City revenues and expenses to be part of budget projects 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.

2. What the City can do to increase public confidence

a. 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.

b. 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 consistent 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.

3. Specific ways the City could cut costs or manage expenses

a. 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 consistent 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.

b. 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

Respondents 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

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

1. City-wide responses

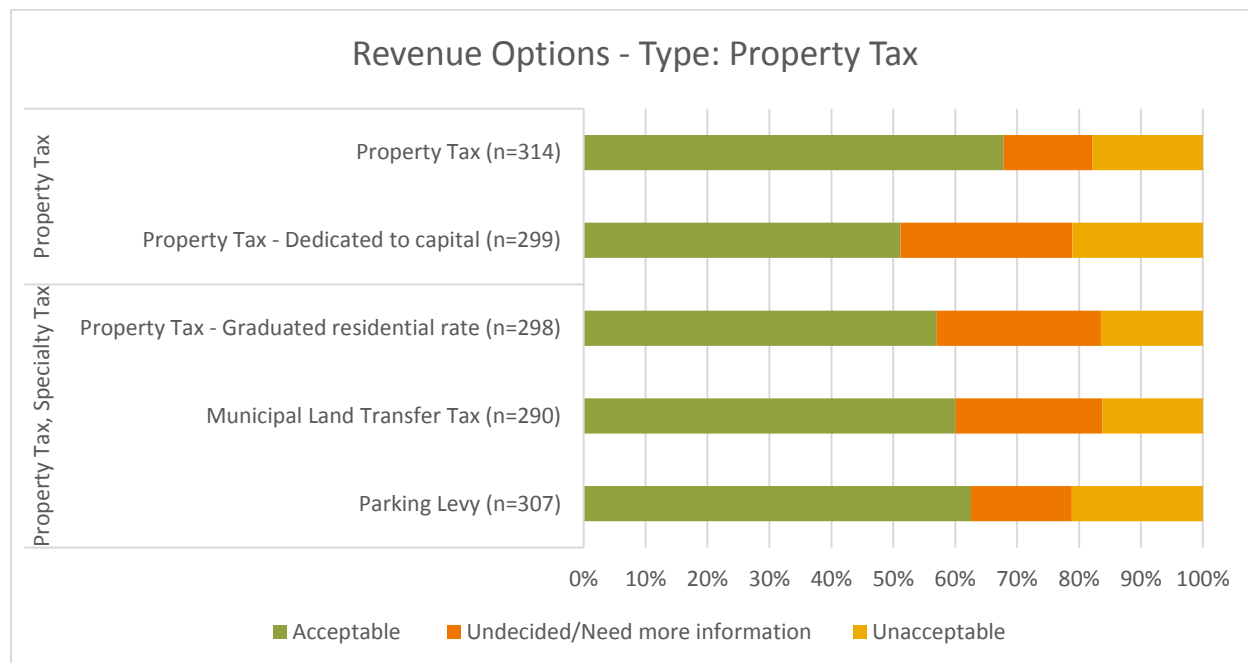
Below are the results for each revenue option, grouped by option type (property tax, user fee and specialty tax). A single chart comparing all revenue options together can be found in Appendix 1. Some options fall under two types, these are grouped as follows:

- 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.

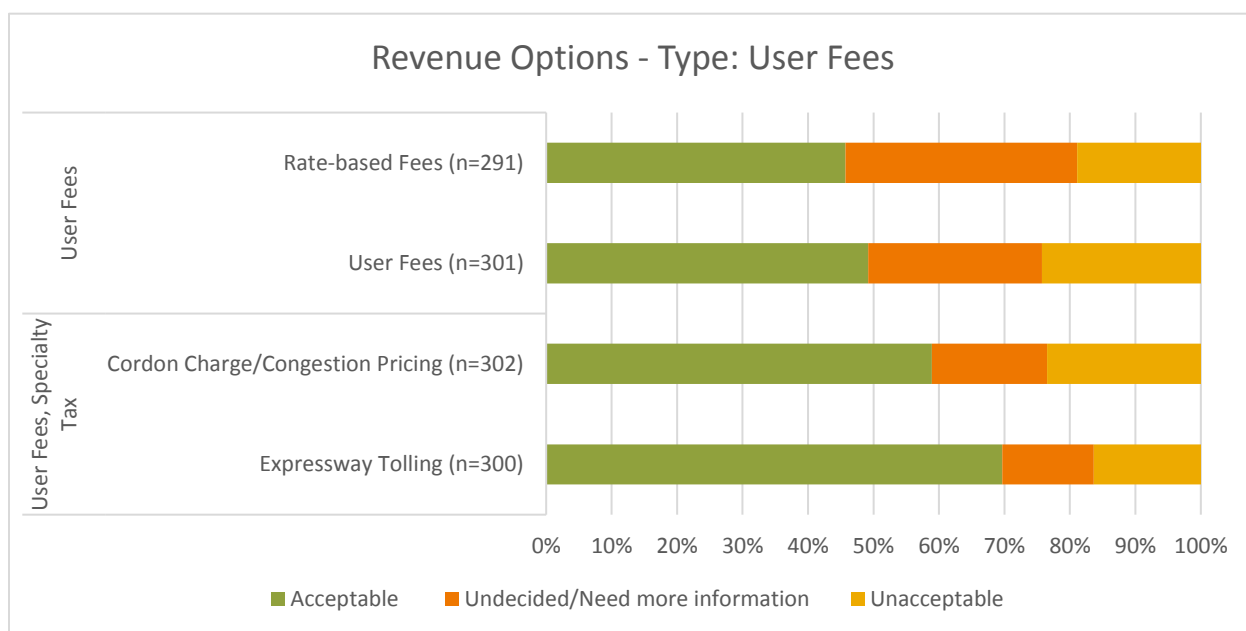
Property Taxes



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 Dedicated property taxes need to be transparent, monitored and reported on The City needs the revenue to fund the backlog of capital projects 	<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 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 	<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

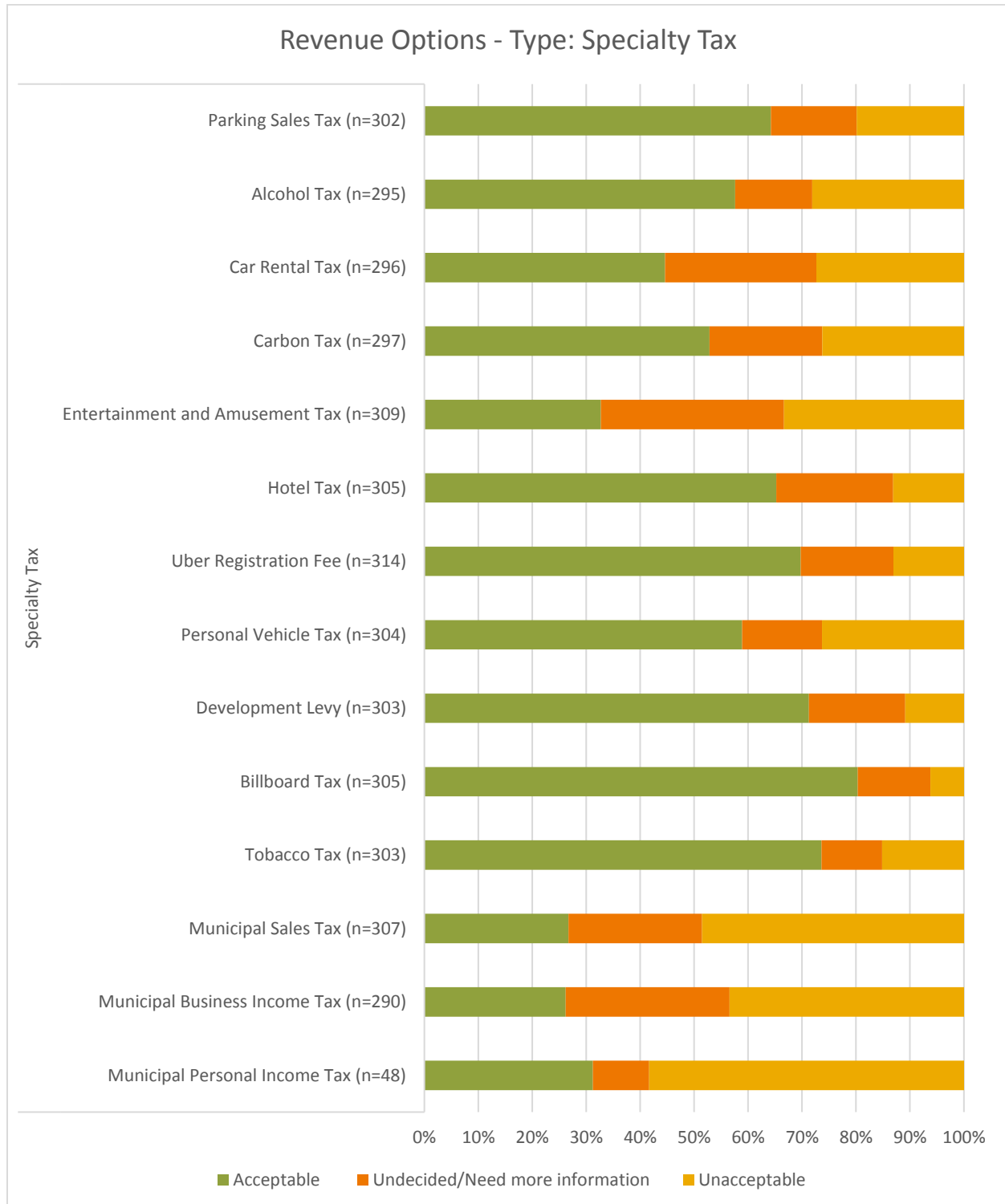
Key themes in written responses			
Revenue Option	Respondents who indicated “acceptable”	Respondents who indicated “Undecided/Need more information”	Respondents who indicated “Unacceptable”
	exempting first time home buyers <ul style="list-style-type: none"> This tax discourages speculative buying and selling, and house flipping 		it more expensive to buy a house <ul style="list-style-type: none"> 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 	<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

Key themes in written responses			
Revenue Option	Respondents who indicated “acceptable”	Respondents who indicated “Undecided/Need more information”	Respondents who indicated “Unacceptable”
	<ul style="list-style-type: none"> Would compel Uber drivers to pay for use of the roads Fee should be reasonable, since there are many part-time 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"> Furtheres 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

Key themes in written responses			
Revenue Option	Respondents who indicated "acceptable"	Respondents who indicated "Undecided/Need more information"	Respondents who indicated "Unacceptable"
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 (*was not included in online survey in error)	<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.”

2. Other revenue options to consider

a. 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.

b. 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

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.

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

a. 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.

b. 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.

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

a. 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.

b. 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.

3. Assets in which the City should invest

a. 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.

b. 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 by an individual suggested 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 by 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 by 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
 - Reinstate 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.

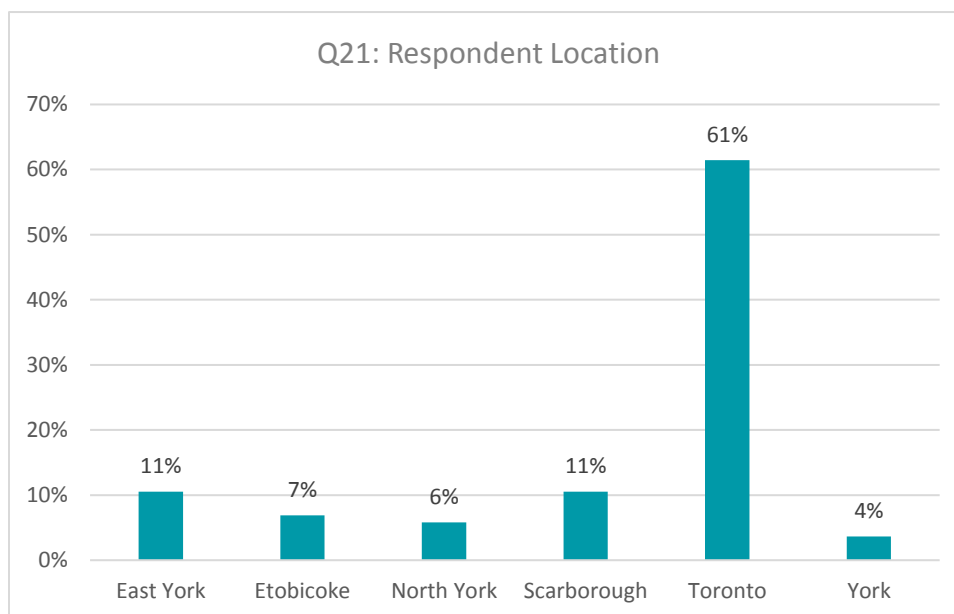
Demographics

Respondents were asked a series of optional demographic questions:

- Sixty-six per cent of respondents shared the first three digits of their area code. Categorized by the six former municipalities, 61% of respondents live in the former municipality of Toronto (n=272).
- Respondent ages (n=305)
 - 24% of respondents were between 15 and 34 years old.
 - 37% of respondents were between 35 and 54 years old.
 - 39% of respondents were 55+.
- Sixty-six per cent of respondents own homes, 31% rent and 3% indicated “other” (n=300).
- Respondent household income levels were nearly equally distributed, with the largest group being 19% of respondents with household incomes over 140,000 (n=296).
- Sixteen per cent of respondents are business owners (n=302).

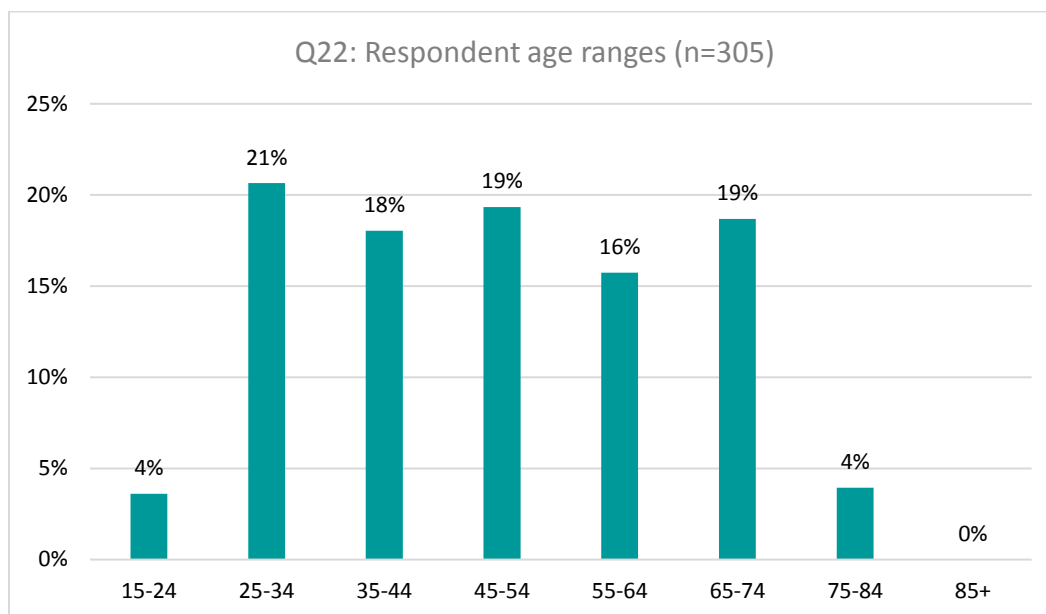
Location

Sixty-six per cent of total respondents (n=272) 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.



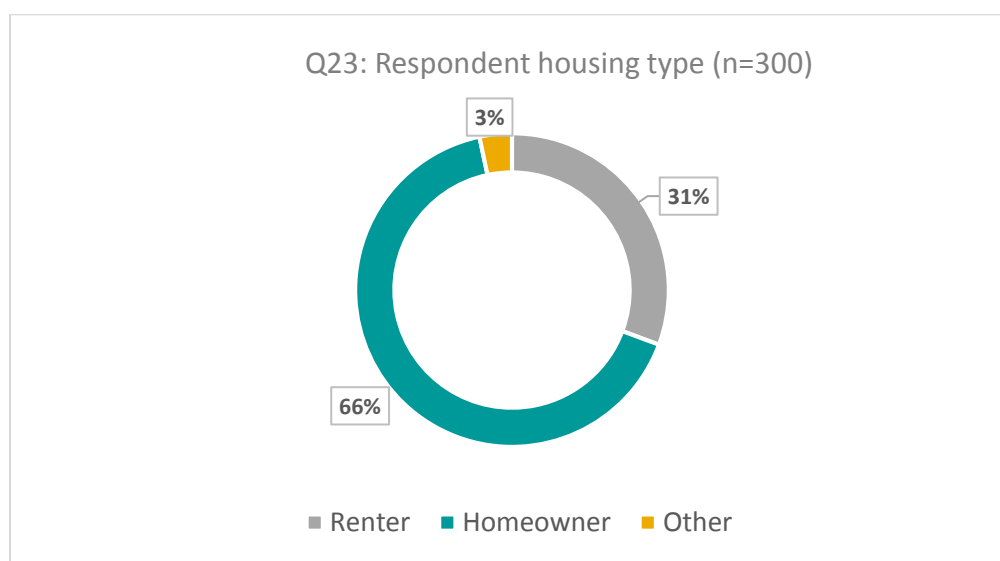
Ages

Of 417 respondents, 305 (73%) indicated their age. Respondent age ranges are given in the graph below. Twenty-four per cent of respondents (n=74) were between 15 and 34 years old. Thirty-seven per cent of respondents were between 35 and 54 years old.



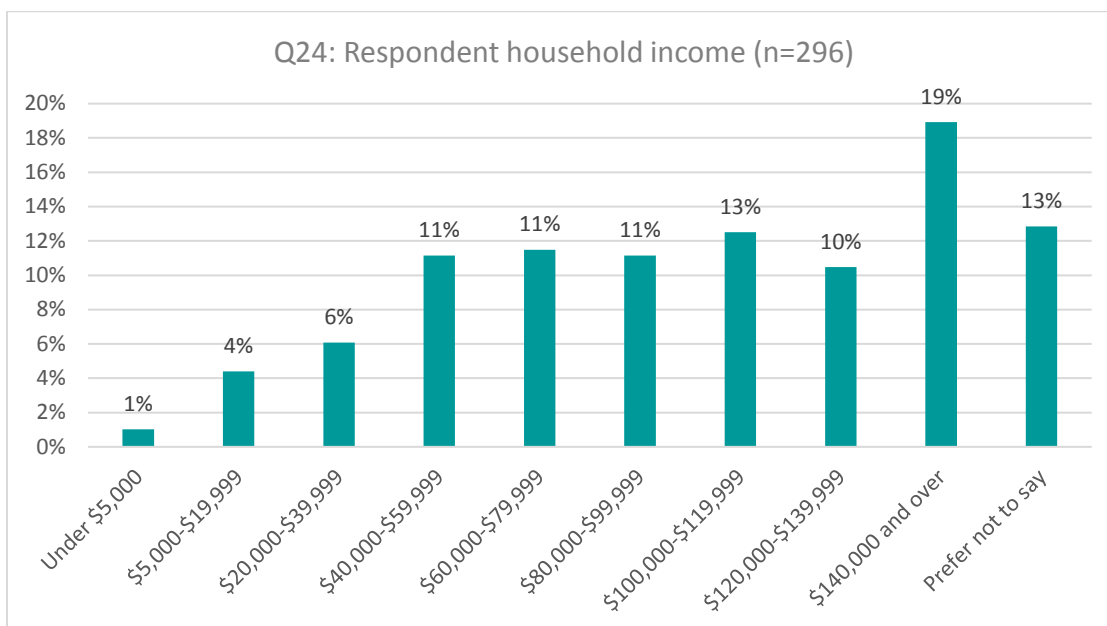
Housing type

Of respondents who indicated whether they own a home, rent or have some other type of housing (n=300) there was an uneven distribution between renters and homeowners (n=290) with sixty-six per cent indicating home ownership compared to only 33% renting. However just over one third of total respondents (n=117) did not answer this question.



Annual household income

Of 417 respondents, 296 indicated their household income or their preference not to share this information. Respondent household income distribution is shown in the graph below. There was a relatively even spread of respondents across income categories, with the largest group being 19% with household incomes over \$140,000 (n=56).



5. Respondent business owners

Sixteen per cent of respondents indicated that they own their own business (n=47). Of these businesses, thirty-three indicated they have less than 10 employees and five indicated having more than 10 but less than 50 employees. No respondents indicated having staff greater than 50 employees.

Five respondents are self-employed and one indicated formerly being self-employed but recently retired.

Two hundred fifty-five respondents indicated that they do not own a business, and 115 respondents did not answer this question.

Appendix 1: Revenue Options

Below are the results for each revenue option.

