



**CITY OF TORONTO  
LONG-TERM FINANCIAL PLAN**

Consultation Kit



## 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 copies of:

- Long-Term Financial Plan Consultation – Meeting Workbook
  - <http://www.argylepr.com/LTFP/MeetingWorkbook.pdf>
- Long-Term Financial Plan Consultation – Background Information
  - <http://www.argylepr.com/LTFP/BackgroundInformation.pdf>



## WHAT WE ARE INTERESTED IN LEARNING

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In this phase, the City is seeking feedback on three key areas:

- Expenses: How should the City manage spending? Which specific areas of spending would you cut to help address the City's long-term financial issues?
- Revenue: Which potential sources of new revenue would you support? Do you have any suggestions for further revenue generation options, in addition to those identified by independent experts earlier this year?
- Assets: How can the City make the most out of its assets? What principles should the City follow when making decisions relating to asset management?

There is more information available on the City's Long-Term Financial Plan website [InvestingInTO.ca](http://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.
- Consultation dates/locations.
- Information on next steps and other opportunities to provide your input.

## HOW TO USE THIS KIT

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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/MeetingWorkbook.pdf> or fill out the workbook online through a survey at <http://www.investinginto.ca/join-the-consultation/> (open from December 5 to December 23, 2016). Participants in a group discussion don't need to agree on all the answers – the City is interested in hearing everyone's opinion.

You can also bring this kit with you to a public session, either run by the City or others in your neighbourhood. To locate a session near you call 311 or visit [InvestingInTO.ca](http://InvestingInTO.ca).



## HOW TO SUBMIT YOUR SESSION FEEDBACK

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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](mailto:aconnor@argylepr.com).
- Submit your input online before December 23<sup>rd</sup>, 2016. Use your notes from this workbook to respond to the same questions online at [www.InvestingInTO.ca](http://www.InvestingInTO.ca).

Input must be received by December 23, 2016 to be included in a January 2017 interim consultation report. Between December 24, 2016 and March 1, 2017 input can still be received. During that time, it can be scanned or mailed to the email or mailing address above. It will be summarized and considered for the final report in April 2017.

All information will be posted to the City's Open Data page at [www.toronto.ca/open](http://www.toronto.ca/open).

Thank you for taking the time to provide your input!

## NEXT STEPS

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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](http://www.toronto.ca/civic-engagement) and includes:

- Roundtable discussions at four (4) public sessions.
- Kits to support community-led discussions.
- Feedback through meeting workbooks and online surveys.

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](http://InvestingInTO.ca).

## ABOUT THE LONG-TERM FINANCIAL PLAN REVIEW

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### 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.

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 (NOW)**

Phase 1 focuses 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 will be included in a Progress Report submitted to the City Manager's Office in January 2017. This will inform the development of the Long-Term Financial Plan. The Progress Report will be available to the public, as well as the raw data, which will be posted on Open Data Toronto.

### **Phase 2: Winter / Spring 2017**

Phase 2 will take place in early 2017, and will focus 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 April 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](http://InvestingInTO.ca).

## TIPS ON HOSTING A COMMUNITY DISCUSSION

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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 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/MeetingWorkbook.pdf>)
  - Pencils so participants can take notes.
  - Paper for each table/group to write down any other ideas or notes.
  - Background information for every table on the City of Toronto's financial challenge and revenue options. (Downloadable at: <http://www.argylepr.com/LTFP/BackgroundInformation.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 December 23<sup>rd</sup>, 2016. It is available at [InvestingInTO.ca](http://InvestingInTO.ca). Or, they can complete the paper form and email a scanned copy to [aconnor@argylepr.ca](mailto:aconnor@argylepr.ca), or mail it to Ashley O'Connor at 175 Bloor Street East, South Tower, Suite 1007, Toronto, ON, M4W 3R8. Between December 23<sup>rd</sup>, 2016 and March 1, 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)

### 1. Welcome and Introduction (15 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 3 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](http://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.

For the 3 group discussions, individuals will have their own meeting workbooks, plus backgrounders with information on City expenses, revenue options, and asset management. The group leader will spend the first five minutes of each group discussion reading out and discussing the relevant table materials to aid in understanding each topic.

### 2. First discussion: Expenditures Management (25 minutes)

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

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.

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

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

Questions for this discussion may include:

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.

### 3. Comments from the room (8 minutes)

**Event Leader:** Before moving on, take a few minutes to hear back about the first discussion – what other options for expenditures management came up in the discussions? Ask for one comment per table to start; if there is more time, you can go around a second time.

### 4. Second discussion: Revenue Generation (25 minutes)

**Event Leader:** There are options for increasing revenues, each with benefits and challenges. Information on each of these options can be found in the Long-Term Financial Plan Consultations Background Information document. These options can be categorized as taxes on property, user fees, or a specialty tax. Please indicate how you feel about each of the following options, and provide any input on each option.

Rate your level of support/concern/questions with the proposed revenue generating options in the workbook.

Questions for this discussion may include:

1. Overall, why are the...
  - A. Acceptable revenue options acceptable to you?
  - B. Unacceptable revenue options unacceptable to you?
2. For the options you labelled undecided or need more information, what information would help you decide?
3. Are there any other revenue options that should be added to the mix?

### 5. Comments from the room (8 minutes)

**Event Leader:**

- Ask the group leaders which revenue options were most widely desired/accepted at their tables, and which were least favourable.
- Which option was most widely accepted?



### 6. Third discussion: Asset Management (25 minutes)

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, social, and 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?

Questions for this discussion may include:

1. Are there any other considerations Council and staff should keep in mind when deciding what to buy, sell or maintain?
2. 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.
3. Should some assets be considered "off the table" under any circumstances? If yes, why?
4. Are there assets the City should be investing in in order to achieve its aspirational goals?

### 7. Comments from the room (8 minutes)

**Event Leader:**

- Ask the group leader to summarize the feedback to each of the questions.
- Did any interesting insights emerge from the "off the table" discussion that could be more deeply explored?

### 8. 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 kit in-person at one of the public meetings, mail their kit to the City or submit their responses online at [InvestingInTO.ca](http://InvestingInTO.ca).
- Thank people for participating!



## HIGH LEVEL AGENDA (TWO-HOUR SESSION)

1. Welcome and Introduction (15 minutes)
2. First discussion: Expenditures Management (25 minutes)
3. Comments from the room (8 minutes)
4. Second discussion: Revenue Generation (25 minutes)
5. Comments from the room (8 minutes)
6. Third discussion: Asset Management (25 minutes)
7. Comments from the room (8 minutes)
8. 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.