⊞ TORONTO

STAFF REPORT
ACTION REQUIRED

Core Service Review

Date:	July 21, 2011
To:	Executive Committee
From:	City Manager
Wards:	All
Reference Number:	

SUMMARY

The purpose of this report is to transmit the Core Service Review Summary and Service Profiles prepared by KPMG LLP and the results of the public consultation, for consideration by Standing Committees at special meetings scheduled between July 18, 2011 and July 28, 2011. Service Profiles of the City's governance functions and the City's agencies will be considered by Executive Committee on July 28, 2011. The City Manager will report further on the Core Service Review to the Executive Committee at its September 19, 2011 meeting, including providing comments on recommendations coming forward from the Special Standing Committee meetings.

The Service Review Program includes: a Core Service Review that examines which services the City should be delivering, Service Efficiency Studies that examine service levels and how specific City services are delivered to ensure the most efficient and cost-effective service delivery, and a User Fee Review that examines all user fees currently in place to determine the extent to which they are fair and collect the full cost of providing the service.

The Service Review Program is being undertaken in 2011 in preparation for the 2012 Budget Process. In 2011, the City will set the foundation for its services and service levels to establish the basis for multi-year planning and service delivery to meet its budgetary objectives in 2012 and beyond.

RECOMMENDATIONS

The City Manager recommends that:

1. the Executive Committee consider the List of Opportunities identified in Appendix A, Part 2 of the report, *Core Service Review*, as part of meeting the 2012 budget reduction targets and make recommendations to the Executive Committee for its September 19, 2011 meeting; and

2. the Executive Committee request the City Manager to review the List of Opportunities to ensure service efficiencies are maximized to meet the 2012 budget targets and multi-year service and financial planning objectives and report directly to Executive Committee for its September 19, 2011 meeting.

Financial Impact

The City is facing difficult decisions in 2012 and future years to meet its budget challenges. The City currently has a 2012 beginning operating spending pressure estimated at $774 million. The annual stabilization of one-time short term sources of funding must be replaced with expenditure reductions to ensure a long-term sustainable operating budget for the City of Toronto.

The Core Service Review is intended to align City services and service levels within the context of the 2012 Operating Budget. The Core Service Review opportunities identified by KPMG LLP along with the User Fee Review and Service Efficiency Studies are tools to assist in meeting the 2012 budget challenges.

The Deputy City Manager/Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its meeting on April 12 and 13, 2011, City Council approved the report, *Service Review Program, 2012 Budget Process and Multi-Year Service Planning Process* and requested:

(a) the City Manager to report the findings of the Core Service Review in preparation of the 2012 Budget Process to the applicable Standing Committee;

(b) that each Standing Committee make recommendations to Executive Committee for its September 2011 meeting; and

(c) the City Manager comment on any Standing Committee recommendations and submit a report directly to Executive Committee for consideration.

The full report can be found at:
http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.EX4.10

COMMENTS

This report transmits the findings of the Core Service Review undertaken by KPMG LLP, including a Summary Report and Service Profiles within the jurisdiction of the Executive Committee. This report also transmits the results of the *Toronto Core Service Review: Public Consultation.*

1. Overview of the Core Service Review

To support City Council's 2012 budget deliberations, the City Manager undertook a Core Service Review of all services delivered by City divisions and agencies. The City Manager retained third-party expertise, the firm KPMG LLP, to assist with this initiative.

The Core Service Review conducted by KPMG LLP:

- inventoried all City services, service levels and service standards based on program maps developed for the City's Financial Planning and Reporting System (FPARS);

- identified which City services are mandatory, essential, traditional, and other;

- identified the role the City plays in each service (Regulator, Funder, Manager through Contracted Services or Partnerships, Service Manager and/or Deliverer);

- benchmarked City services and service levels against comparable jurisdictions and leading practices;

- identified opportunities for cost savings, ranking opportunities by both timeframe and potential for savings; and

- identified potential risks and implications of opportunities.

1.1 List of Opportunities and Service Profiles

KPMG LLP has provided a List of Opportunities and areas for potential cost savings. They have identified timeframes; and ranked the risks and implications and barriers related to each opportunity.

KPMG LLP has also prepared Service Profiles for services within the mandate of the Executive Committee. Each Service Profile includes the following information:

- gross and net costs;
- percentage of net cost;
- core ranking;
- service level and source of service level standard;
- the City's role in the service;

- comparative benchmarking information; and
- options and opportunities, and associated risks and implications.

The Service Profiles for the Executive Committee include:

Governance
- Internal Audit (City Manager's Office)
- Equity, Diversity and Human Rights (City Manager's Office)
- Corporate Leadership and Strategic Direction (City Manager's Office)
- Strategic Communications (City Manager's Office)
- Human Resources (City Manager's Office)
- Corporate Finance
- Financial Planning
- Special Projects
- Elect Government (City Clerk's Office)
- Make Government Work (City Clerk's Office)
- Promote Open Government (City Clerk's Office)
- Solicitor (Legal Services)
- Civil Litigation (Legal Services)
- Prosecution (Legal Services)

Cluster A and B
- Affordable Housing Office
- Office of Emergency Management
- City Emergency Human Services
- Toronto Office of Partnerships
- Waterfront Secretariat
- Community Partnership and Investment Program (CPIP)

Agencies
- Arena Boards of Management
- Association of Community Centres (AOCCs)
- Exhibition Place
- Heritage Toronto
- Sony Centre for the Performing Arts (Theatres)
- St. Lawrence Centre for the Arts (Theatres)
- Toronto Centre for the Arts (Theatres)
- Toronto Atmospheric Fund
- Toronto Parking Authority
- Toronto Police Service Board
- Toronto Police Service
- Chronic Diseases and Injury (Toronto Public Health)
- Family Health (Toronto Public Health)
- Provincially Mandated – Dental and Child Health (Toronto Public Health)

- Municipally Mandated – Dental Health and Investing in Families (Toronto Public Health)
- Municipally Mandated – Community Partnership and Investments Program (Toronto Public Health)
- Infectious Diseases (Toronto Public Health)
- Environmental Health (Toronto Public Health)
- Emergency Preparedness (Toronto Public Health)
- Administration (Toronto Public Library)
- Library Facility Access (Toronto Public Library)
- Library Collection Use (Toronto Public Library)
- Programs and Outreach (Toronto Public Library)
- Conventional Transit (Toronto Transit Commission)
- Wheel-Trans Transit (Toronto Transit Commission)
- Toronto Zoo
- Yonge-Dundas Square

The List of Opportunities and Service Profiles are attached as Appendix A.

2. Toronto Core Service Review: Public Consultation

2.1 Public Consultation Process

The City Manager launched a public consultation process to encourage the public to tell the City what they think about City services, to elicit their input on service priorities and to learn what the public wants City Council to consider when making decisions about future service delivery.

The public consultation had several main objectives: providing information to the public so that they could participate in the process, providing multiple options for participation and input, providing input to the City, Standing Committees and Council to assist them in their deliberations, and closing the communication loop with participants by posting raw and analysed data. The public consultation process ran from May 11, 2011 to June 17, 2011 and over 13,000 people participated.

The consultation included:

1. **A Feedback Form**. All participants were encouraged to complete a feedback form designed for this consultation and made available online and in paper copy. The questions explored service priorities, service delivery models and funding options for City services.

2. **A website** was developed with information about the City and its services, an online version of the feedback form, a calendar and map of City-run and Councillor-led sessions, a blog, social media links and the consultation plan.

3. **Information Kits** were available for organizations, individuals and City Councillors to support their small group discussions. The kits included suggestions for running a session as well as directions for submitting input and information on other engagement opportunities.

4. **Public Roundtable Discussions** - 8 sessions were held across the City at various times and days of the week to give the public opportunities to learn about and discuss City services and provide their feedback.

The public will have additional opportunities to provide input and feedback at 8 Special Standing Committee meetings scheduled from July 18, 2011 to July 28, 2011 to consider the City Manager's report *Core Service Review.*

2.2   Key Observations

City staff reviewed all feedback gathered through the public consultation including the feedback form and the 8 public sessions. The feedback form enabled residents to focus and comment on the services most important to them while the 8 public sessions enabled residents to discuss why they felt various services were necessary to the City.

The consultation confirms that the public:

- value and rely on the services that the City delivers;

- prioritized services that generally reflect the services ranked core and essential by KPMG such as public transit, emergency response, water treatment and distribution, public health services, garbage, organics and recycling, roads, sidewalks and traffic services, and public libraries;

- are mixed about how best to pay for City services - some residents support an increase in taxes or users fees, while other residents would rather see service reductions than an increase in taxes or user fees, or residents preferred a combination of tax or user fee increases and service reductions;

- identified some services that could be delivered by others (private sector or not-for-profit); and

- prefer the City to deliver its services better than most other cities.

The report, *Toronto Core Service Review: Public Consultation,* is attached as Appendix B. The report and raw data are available online at www.torontoservicereview.ca

3.   Next Steps

The City Manager was requested to report further on the Core Service Review directly to the Executive Committee at its September 19, 2011 meeting, including providing comments on recommendations coming forward from the Special Standing Committee

meetings. In developing the report and final recommendations, the City Manager will carefully consider all relevant information including:

- the findings of the Core Service Review conducted by KPMG LLP;

- the results from the *Toronto Core Service Review: Public Consultation*;

- the recommendations to Executive Committee from the Special Standing Committees; and

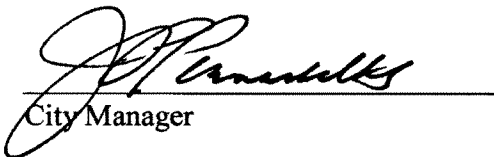- public deputations at the Special Standing Committee meetings.

The City Manager's report will recommend service and service level changes and reductions for incorporation into the 2012 Operating Budget process for consideration by the Executive Committee at its September 19, 2011 meeting and by City Council at its September 27, 2011 meeting. It is critical that City Council provide budget direction to staff related to City services and service levels for consideration through the 2012 budget process.

At the same time, results from the 2011 Service Efficiency Studies will also be considered through the 2012 Operating Budget process.

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SIGNATURE

City Manager

ATTACHMENTS

Appendix A – KPMG LLP Standing Committee Summary and Service Profiles
Appendix B – *Toronto Core Service Review: Public Consultation*

KPMG
cutting through complexity ™

City of Toronto
Core Service
Review Project

Final Report
to the City Manager

July 7, 2011

About the City of Toronto

The City of Toronto (the City) is Canada's largest metropolis, with one of the most diverse populations in the world. It has many attributes that create a unique municipal landscape. As per the City's data:

- Toronto's population is 2.7 million
- It is an economic, social, and cultural centre of the Toronto Census Metropolitan Area, with a population of 5.7 million
- 64% of the workforce in the City of Toronto has post-secondary education
- 50% of Toronto residents are foreign-born
- An average of 75,000 newcomers settled in GTA each year 2000-2005
- Toronto has 8% of Canada's population, 22% of all immigrants to Canada

Toronto has also been recognized globally across many dimensions:

- Toronto is the financial hub of Canada, which has the world's soundest banking system – World Economic Forum, 2009
- Toronto ranked in the top ten most economically powerful cities – Forbes 2009
- Toronto is 3rd among North American Financial Centres – Global Financial Centres Index 2011
- Toronto is 3rd in North America and 16th in the world for best quality of life – Mercer Human Resources 2010
- Toronto ranked 2nd behind New York City in an annual report on the top global 'Cities of Opportunity' – Pricewaterhouse Coopers

Project Background and Context

On April 12 and 13, 2011, City Council approved a report from the City Manager, and Deputy City Manager and Chief Financial Officer that outlined the Service Review Program, 2012 Budget Process, and Multi-Year Financial Planning Process. The report not only outlined the basis on which the Core Service Review will be conducted, but it also conveyed the need for such a review – namely to meet the difficult budget decisions facing the City in 2012 and years to come. The review was intended to critically assess what services the City offers, why it offers them, and to what level each service is provided. The same report identified scope, timing, and acceptance process of the Core Services Review.

As documented in a February 8, 2011 report from the City Manager to the Executive Committee, the budget pressure for the current fiscal year was estimated at $774 million. This is a significant gap, which, if left unaddressed, will create increasingly challenging fiscal conditions in the future. The prospects for a material increase in revenues through economic expansion are not high – the post-recession recovery has been slow and the City's unemployment rate remains historically elevated at 8.6% (May 2011). Moreover, recent election results show public interest in a fiscal sustainability agenda, with low support for increased taxes, user fees, and charges. Consequently, the City's expenditure footprint needs to shrink in order to reduce and eventually eliminate the deficit. A Core Service Review is a tested mechanism in informing decisions on expenditure reductions.

Core Service Reviews have been used in the past by public sector organizations in Canada and internationally to address budgetary constraints. They help executives to understand whether services must be delivered due to legislative requirements, contractual agreements, or operational necessities (i.e., "must haves"). They also identify services, which, while important, are discretionary in nature, and are delivered to meet specific needs of residents, communities, and groups (i.e., "nice to haves"). In addition, such reviews often consider the levels, at which services are delivered and provide insights into cost reduction opportunities through service level adjustments. The April 12/13th City Manager's report envisioned that a Core Service Review would generate these very insights to help the Council make difficult choices in returning Toronto to a fiscally sustainable path.

Core Service Review Project

Terms of Reference

In May of 2011, the City engaged KPMG LLP (KPMG) to conduct the Core Service Review. As per the City's Statement of Work, the purpose and intent of the review is as follows:

- The project purpose is to review and analyze all City of Toronto services, activities and service levels provided by divisions and agencies and to apply a core service filter to assist Council's decision-making. The filter identifies services that are not core, or that are provided at higher than standard service levels.

- The results of the Core Service Review, along with feedback and input from the public will be reported out through Standing Committees, the Executive Committee, and City Council.

- It is Council's responsibility to make final decisions about when services should exceed legislated or best practice standards, required service levels, and ultimately to determine which services are delivered.

In Scope

- Review and analysis the City's approximately 105 services.

- Review and analysis of approximately 50 services provided by the City's agencies, boards, and commissions.

- Research and analysis of several comparable municipalities and jurisdictions.

Out of Scope

- Detailed analysis of services to identify efficiency and effectiveness opportunities (these will be delivered through a separate Efficiency Review process).

- Detailed articulation of cost savings potential to be achieved through service changes.

- Management decisions on what actions to pursue with respect to City services.
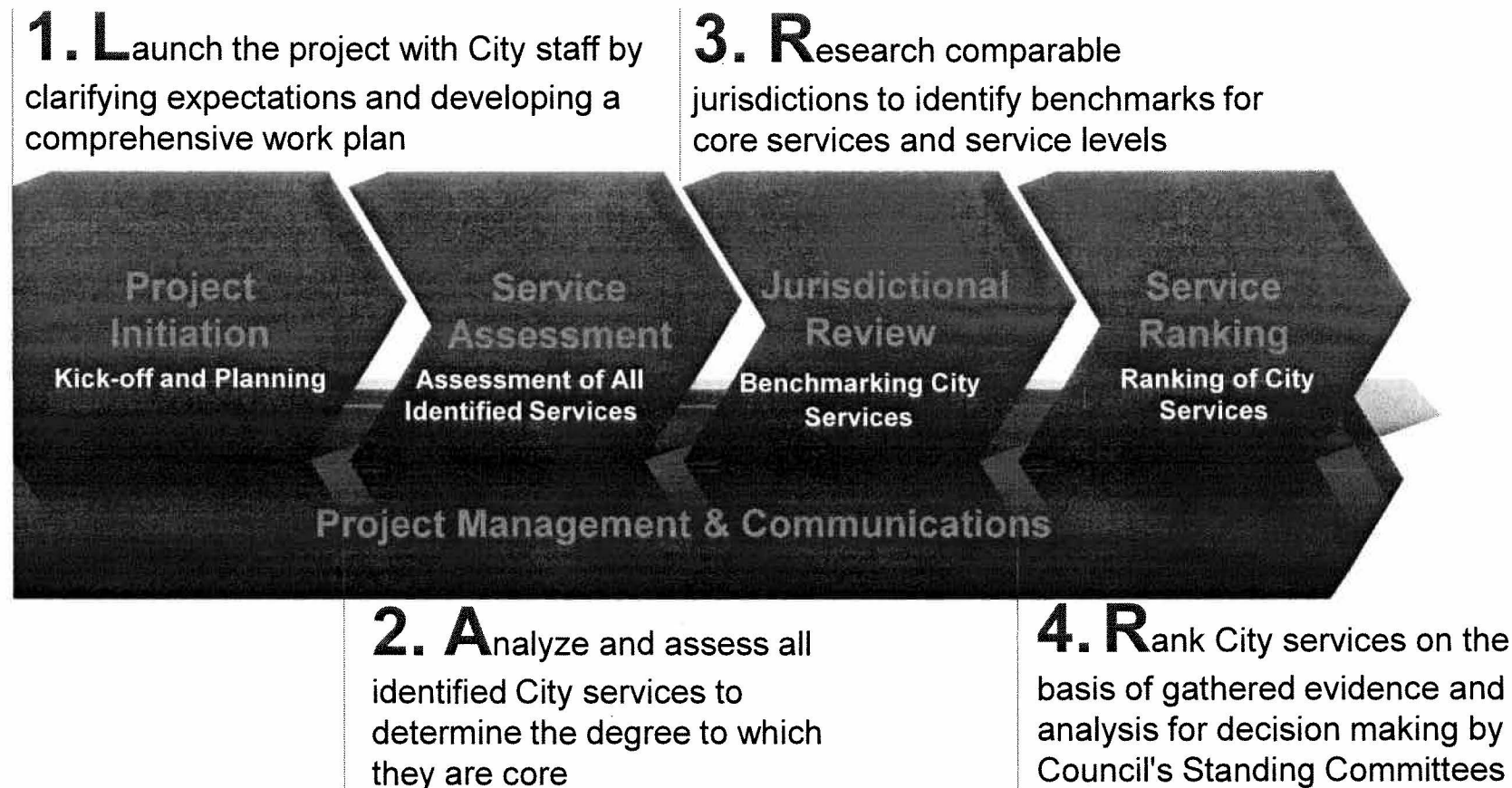
Roles and Responsibilities

Projects of this nature require a very clear governance structure, unambiguous roles and responsibilities, and well-defined accountabilities. The following table outlines the roles of the City and KPMG:

Roles and Responsibilities	
City of Toronto	**KPMG**
• Provide an inventory of all services, service standards and service levels • Provide, validate, and ensure accuracy of all financial and budget data and all other available information related to particular services and activities • Provide relevant service-related policy directions, reports, and Council decisions • Provide any input gathered through the public engagement process (if available in time) • Review and validate factual information of service assessment • Present results of this report at Council's Standing Committees • Council to decide on changes to services provided	• Conduct an assessment of all in-scope services provided by the City and its agencies, boards, and commissions • Conduct a jurisdictional review of comparable municipalities/jurisdictions • Apply a core service filter to determine the degree to which services are core and whether service levels are above standard • Identify options and opportunities to change services and service levels • Support the City at Council Committee presentations • Provide guidance, advice, and support to the City, as required

Work Program

KPMG developed a customized work program for the City to meet the objectives of the Core Service Review. The timing of the project spanned from May to July of 2011. The program consisted of four broad phases, aligned with project objective and deliverables. It is visually depicted below (although phases 2 and 3 are shown in sequential order, they were completed in parallel due to significant content dependencies):

1. Launch the project with City staff by clarifying expectations and developing a comprehensive work plan

3. Research comparable jurisdictions to identify benchmarks for core services and service levels

Project Initiation	Service Assessment	Jurisdictional Review	Service Ranking
Kick-off and Planning	Assessment of All Identified Services	Benchmarking City Services	Ranking of City Services

Project Management & Communications

2. Analyze and assess all identified City services to determine the degree to which they are core

4. Rank City services on the basis of gathered evidence and analysis for decision making by Council's Standing Committees

Project Approach

To meet the objectives of this review, KPMG conducted an assessment of services delivered and service levels, and identified options and opportunities the City could potentially undertake to make changes to its suite of services. The approach is described below and on the following pages.

Service and Service Level Assessment

- Assessment involved evaluation of each service through a core ranking filter on a mandatory/discretionary continuum

- KPMG also compared current service levels against established service standards set by legislation, council, management, funding sources or industry best practices

- KPMG used four sources of input to perform the assessment (also detailed on the next two pages):

  1. Program maps and type profiles provided by the City. These were developed by the City as a result of its service mapping and cost allocation initiative, and included financial data submitted by programs and divisions

  2. Jurisdictional review of comparative cities and governmental bodies. These included municipal, regional, and provincial governments either of similar size and profile, or of similar approach to delivering specific services

  3. Input and validation from City of Toronto senior management. Numerous interviews and workshops were held with City representatives to gather and subsequently review and validate service assessment information

  4. KMPG experience, including global KPMG Specialist Panel. KPMG involved its own senior employees in other countries with specialized expertise related to a particular domain (e.g., law enforcement, transportation, etc.) to identify global trends and leading practices to inform analysis of services

Data Sources for the Service and Service Level Assessment

1. The City provided Program Maps and Type Profiles for each City defined program in the following classifications:

- Programs (e.g., Solid Waste Management) are made up of
- Services (e.g., Solid Waste Collection), which carry out
- Activities (e.g., Collect Multi-Residential) of various
- Types (e.g., Organics).

For the purposes of service level identification, information at the "Type" classification was analyzed and summarized to the "Activity" level, due to the fact that financial data was only provided at the "Activity" level and above. However, a large number of individual "Types" were also considered when options and opportunities were formulated

2. KPMG conducted a Jurisdictional Review that included:

- A review of available information on comparable cities and selected interviews with representatives of other jurisdictions
- Benchmarking services to those of comparable jurisdictions/organizations using readily accessible data, e.g., Ontario Municipal Benchmarking Initiative (OMBI) , Gartner, etc., where applicable

Data Sources for the Service and Service Level Assessment (continued)

3. Input and validation from City Senior Management

- Perspectives of City Manager, Deputy Managers, General Managers and other key staff has been incorporated into our analysis. Interactions included workshops, interviews, presentations, and individually received feedback

4. KPMG Experience

- KPMG team has used own judgment, based on experience with previous clients and other jurisdictions, to inform the analysis

- KPMG expert panel provided perspectives on leading practices within municipal, provincial and federal jurisdictions across the world

Jurisdictional Review

Jurisdictional review included an analysis of OMBI data for Ontario cities and research of jurisdictions, which are comparable to Toronto, were generally established and built out in the same timeframe, and with similar urban characteristics. Provincial and federal jurisdictions were reviewed for information primarily related to governance and administration of large public sector organizations. Note that all cities do not necessarily provide a good comparison for all services (e.g., snow and ice control). List of jurisdictions was validated with City management. Some additional jurisdictional information was provided by the City.

Cities

- Chicago, USA
- Philadelphia, USA
- Boston, USA
- Montreal, Canada
- Barcelona, Spain
- Melbourne, Australia

Governments

- Government of Canada
- Government of Ontario
- Government of Alberta
- Government of Saskatchewan

Options and Opportunity Identification

- Options and Opportunities were identified based on the service and service level assessment

- Services that were ranked closer to the "discretionary" side of the core/discretionary continuum were considered for opportunities for scaling down, divestiture, or elimination

- Services that appeared to have elevated service levels were considered for opportunities for service level reductions, alternate service delivery, or reengineering

- Other opportunities were also presented on the basis of jurisdictional review, City management input, and KPMG experience

- Risks and implications of each option were identified and validated with City Management

- While KPMG was not explicitly contracted to quantify the potential savings of each opportunity, a high-level classification of savings potential was nevertheless performed

- Potential timelines for implementation (when first financial impacts would begin to materialize), as well as barriers for implementation (conveying ease or difficulty in pursuing the option) were also identified

It is noted that decisions about the options and opportunities identified are the responsibility of City Council. Some may have negative effects in the community, and these have been identified to the extent possible. KPMG has made no effort to evaluate whether the negative impacts outweigh the savings possible.

Methods and Artefacts

Core Service Reviews typically involve an assessment of a suite of services to understand to what degree they are core. Some organizations define this categorization as a simple binary choice – "core" vs. "non-core". Others adopt a more descriptive approach of classifying services as "mandatory", "critical", "discretionary" (or other relevant terms pertinent to their industry, scope, and scale). KPMG experience suggests that a "core continuum" is a more useful assessment method, yielding better results and more informative products.
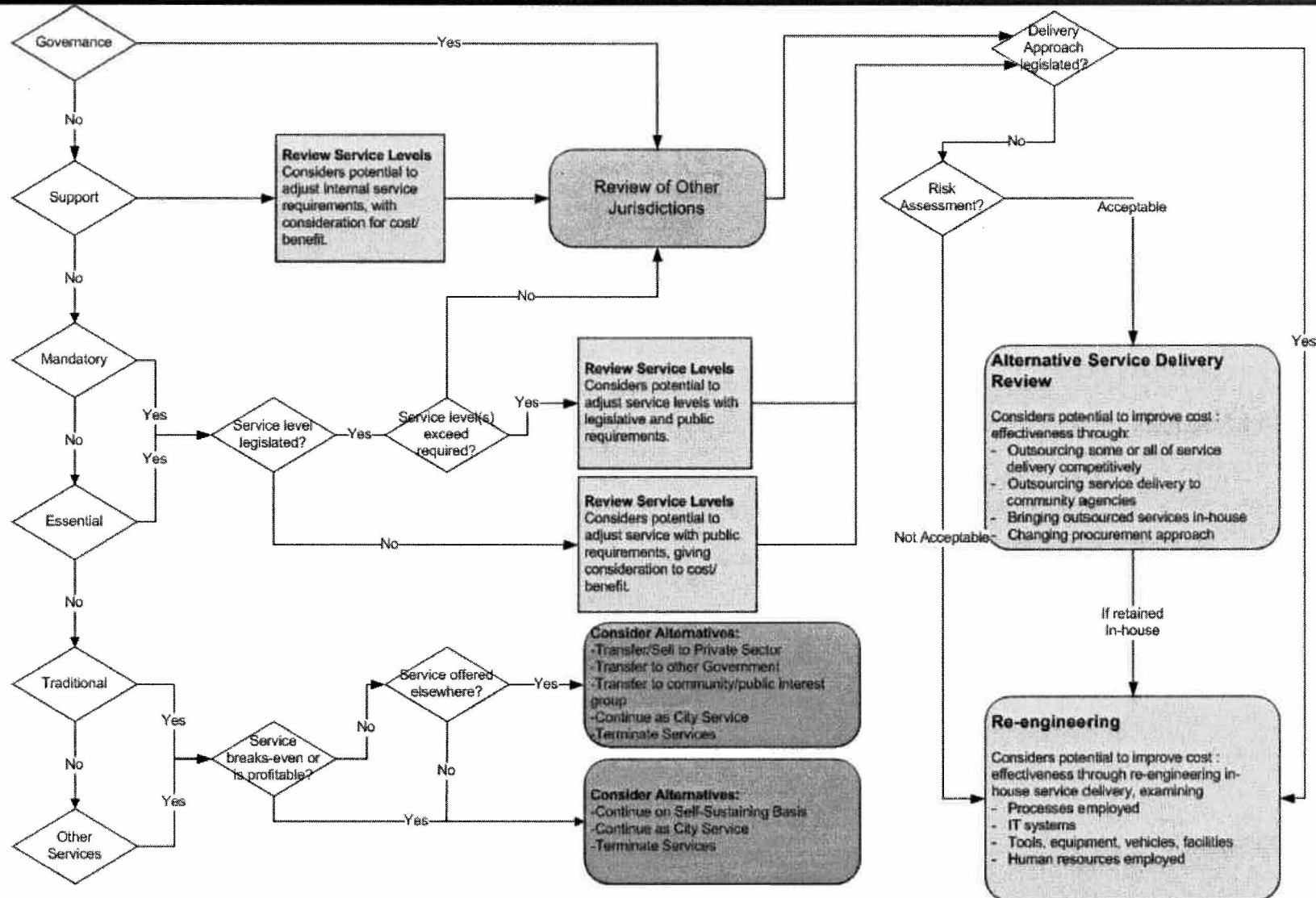
KPMG, with validation by the City, has developed a customized continuum for assessing core versus discretionary services. Along the continuum, there are four descriptive categories, which, when applied to a service formed the "Core Ranking" for that service. Services that were deemed to be classified between these four categorizations were given a fractional ranking (e.g., 3.5).

A core service filter, which is structured as a decision tree, was applied to each Service and each Activity within City Program Maps. The filter is depicted on the next page. It incorporates the following attributes:

- Core continuum categorization
- Service level and service standard
- Source of service standard
- Source of service funding
- Risk assessment
- Options and Opportunities

Core Service Review Methodology – Core Service Filter

Service Assessment Methodology

The "core continuum" was defined with the following categories:

- Mandatory(1): mandated or required by legislation from the federal or provincial government
- Essential (2): critical to the operation of the City. Without the service, the City would stop functioning
- Traditional (3): municipal service, provided by virtually all large municipalities for many years
- Other (4): service provided by the City to respond to particular community needs, based on a positive business case, or other specialized purposes

This ranking was provided at the "Activity" level, due to the fact that "Service" level items were broad ranging and commonly included activities with different rankings along the "core continuum".

Activities that were deemed to be classified between these four categorizations were given a fractional ranking (e.g., 3.5).

Service Level Assessment Methodology

In order to assess service level performance, we used the following scale to compare the current service levels of City of Toronto activities with service level standards:

- Below Standard (B)
- At Standard (S), with S- and S+ indicating somewhat below or above standard
- Above Standard (A)

Service level "At Standard" is:

- Consistent with the level required by legislation, or where there is no legislation...
- Consistent with industry standards and practices, and where they are not clear...
- Consistent with business case analysis justification, and where that is not clear...
- Consistent with service levels in other municipalities, and where that is not clear...
- Consistent with reasonable expectations

A service level evaluation was averaged across the "Types" within an "Activity". Where some "Types" are above standard, but others are not, this information was noted

A service may be noted as "Above Standard" because the service actually provided is above the service level target, or because the service level target is higher than the standard, as defined above

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Supplementary Analysis

To facilitate the assessment, KPMG identified the origin of a service level standard and the role that the City plays in delivering an activity.

Service Level Standard Source:

- KPMG reviewed the degree to which the standard was prescribed by legislation (L) or set by the Council (C), management (M), or funding agreement (F)

- KPMG also reviewed the appropriateness of the standard with respect to industry benchmarks (IS), in cases where information was available

City Role:

- Regulator (R): the City sets regulation / standards, but does not deliver the service

- Funder (F): the City provides funding / grants for the service

- Manager – contracted (Mc): the City retains services of external vendors and manages contract

- Manager – partnership (Mp): the City partners with others to deliver the service

- Service Manager (SM): the City is designated by the province as Service Manager and delivers service through a combination of D, F, Mc, Mp, but is not limited to one of these three roles

- Delivery by City Staff (D): City staff deliver the service

Options and Opportunities Analysis

When formulating options, KPMG considered:

- The business case for the service
- Whether the service is, or could be, available from other providers
- Whether/how the service is provided in other jurisdictions
- Available indicators of community need
- The high level implications of reducing, eliminating or changing the service

KPMG used the following classification for opportunity types:

- Non-Core Service Review (NCSR): consider a range of options that could include divesting, transferring, discontinuing, or significantly altering the service
- Strategic Service Review (SSR): consider a range of options that would enable the program to achieve its outcomes with a different mix of services
- Service Level Review (SLR): consider a range of options to adjust service levels to standards, as well as adjust standards, if/when they are not legislatively set
- Alternate Service Delivery Review (ASDR): consider a range of options to outsource, in-source, or change a procurement approach for the service
- Re-engineering (RE): consider a range of options for improving efficiencies through redesigning business processes, tools, and key enablers

How to Read This Report

Report Structure

The rest of this report presents detailed results of the Core Service Review. It is structured to convey the following:

- Part I: Project Background, Approach, and Methodology. This section of the report outlines the context, within which the City is undertaking this initiative and presents the method applied by KPMG to deliver the scope of work required by the City.

- Part II:

  - Summary of Service Assessments, Options and Opportunities by Council Committee. This section of the report is intended to provide each Committee with a high-level snapshot of service rankings and service level, while highlighting key options and opportunities

  - Detailed Service Profiles by Council Committee. This section of the report presents the results of each service assessment, with details on jurisdictional comparators and respective options and opportunities. Each profile is typically two to three pages in length: first page containing rationale and visualization of the core service assessment, jurisdictional information, and opportunity summary; second and third pages containing detailed Activity ranking, budgetary information, and a detailed opportunity listing. To help the reader understand the structure, source, and layout of each Service Profile, a visual legend is included on the next page.

Service Profile Page 1

Jurisdictional Examples
Description of relevant information found as a result of the jurisdictional research. Where possible, benchmarks and leading practices are included. Information generated by KPMG.

Rationale for Assessment
Narrative description of the reasons for core ranking and service level assessment. Contains pertinent information in support of the assessment. Information generated by KPMG

Visualization of Core and Service Level Assessment
Pictorial representation of Activities for related service on the "core continuum" (left) and service level (top). It is a summary of table on the second page of the Service Profile. Size and colour of circles indicate gross budget and funding source, respectively. Information generated by KPMG and the City.

Service Characteristics
Factual information on organizational hierarchy, service type (external, internal, governance), and budget. Information provided by the City

Standing Committee
Licensing and Standards

Cluster
Cluster B

Program
Municipal Licensing and Standards

Service Type
External Service Delivery

Service Budget ($m)	
Gross	$22.8
Net	$20.2

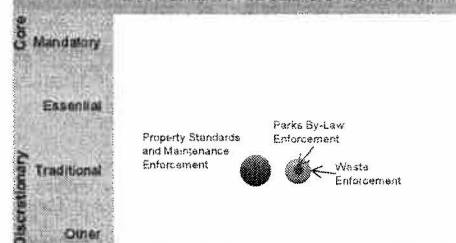**Rationale for Core and Service Level Assessment**

This is a traditional municipal service. Council mandated response times are generally not met, with a particular deficiency in respect to Heat and Vital Services property standards complaints.

Over 90% of property standards enforcement is funded from the tax base.

Jurisdictional Examples

OMBI data indicates that Toronto receives fewer complaints per capita than Hamilton and Ottawa, yet spends much more per capita on bylaw enforcement and takes longer to resolve complaints.

Below Standard | At Standard | Above Standard

Core: Mandatory, Essential
Discretionary: Traditional, Other

Property Standards and Maintenance Enforcement
Parks By-Law Enforcement
Waste Enforcement

Key Opportunities

- The Property Standards and Maintenance Enforcement activities could be delivered on a city-wide basis.

Key Opportunities
Narrative description of key opportunities related to this service. Information is drawn from a table on the second page of the Service profile. Information generated by KPMG

Service Profile Page 2

Activity Detail

This table provides a detailed assessment of activities within the service. Activities provided by the City. Gross and net cost data provided by the City on the basis of an internal cost allocation survey. Core ranking assessed by KPMG. Service Level provided by the City and further assessed by KPMG ("Types" were aggregated into "Activities" for this analysis to come up with a Service Level assessment). Source of Standard provided by the City. City role identified by KPMG and validated by the City. Notes describe any pertinent information related to the activity, whether provided as feedback from the City or through the course of the assessment by KPMG. A separate legend for content within cells is provided as part of each Committee section of this report.

Options and Opportunities, Risks and Implications

This table provides a detailed list of opportunities that may potentially exist to change the service. Type identified by KPMG as part of core ranking filter. Options and Opportunities identified on the basis of core raking, service levels, jurisdictional examples, and internal City feedback . Risks and implications formulated by KPMG ,validated by the City. Potential savings derived from KPMG experience based on the type of opportunity. These should not be used as the basis for business cases, as further cost analysis and due diligence needs to be done. Timeframe indicates the earliest potential date for savings/benefits to begin to accrue. Barriers provide a high-level indication on the ease/difficulty of implementation. Timeframe and Barrier information provided by KPMG.

Activities								
Activity Name	Gross Cost ($m)	Net ($m)	% Net	Core Ranking	Service Level	Source of Standard	City Role	Notes
Property Standards and Maintenance Enforcement	14.61	13.42	92%	3	S-	C	R	
Parks By-Law Enforcement	1.61	1.61	100%	3	S	C	R	
Waste Enforcement	6.60	5.16	78%	3	S	C	R	

Options, Opportunities, Risks and Implications					
Type	Options and Opportunities	Risks and Implications	Potential Savings*	Timeframe**	Barriers
SSR	Consider the opportunity to deliver these services city-wide instead of district-based.	Division is currently district-based as it relates to Property Standards and Maintenance Enforcement. (Waste and Parks Enforcement are delivered through a city-wide model.) Delivery of services city-wide could allow for an increased span of control and more consistent service delivery – this could result in better processes and reduced cost.	$	2013	Low

Service Profile Terms and Acronyms

Core Ranking:

1 = Mandatory

2 = Essential

3 = Traditional

4 = Other Discretionary

Service Level:

A = Above standard

B = Below standard

S = At standard

    S + :   Some service levels are higher

    S – :   Some service levels are lower

Service Level Standard Category:

L = Legislated

C = Council Decision

M = Management Directive

IS = Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"

F = Funding Agreement / Grant Covenant

City Role:

R = Regulator

F = Funder

Mc = Manager – contracted

Mp = Manager – partnership

Sm = Service Manager

D = Delivery by City Staff

In the visualization box, the shade of RED reflects % of tax funding. (i.e. % of net to gross). Size of the circle reflects the relative size of the gross budget

○   Self Supporting Service (User fees or funding from other governments)

◔   Less than 50%

◕   50% - 90%

●   More than 90% tax supported

Type of Opportunity:

NCSR = Non-Core Service Review

SSR = Strategic Service Review

SLR = Service Level Review

ASDR = Alternate Service Delivery Review

RE = Re-engineering

Potential Savings:

The estimated range of Potential Annual Savings (in percentages), in relation to the service or activity in which the opportunity may exist. It should be noted that this is a categorization approach, not a calculation of savings that could be achieved. Relying on these ranges to determine projected savings without further due diligence is not recommended.

Low = up to 5% savings estimated range

Medium = up to 20% savings estimated range

High = over 20% savings estimated range

Important Considerations

- The audience for this report is the City Manager, who has commissioned the Core Services Review on behalf of Council. Thus, the report has been produced for the sole purpose of review, validation, and refinement by the City Manager's Office (CMO) and those with explicit permission by the CMO. The CMO will use the information prepared by KPMG to develop its own recommendations to Executive Committees, which may or may not be consistent with what has been proposed by KPMG.

- Options and opportunities presented in this report should not be construed as recommendations; they are included solely for informed decision making by the CMO. Options are identified as things the City could consider doing, rather than advice to proceed. Furthermore, there are some alternatives are mutually exclusive, where proceeding with one option makes another option redundant.

- KPMG did not assess the effectiveness or efficiency of City services. Assessment of how services are delivered is envisioned to be conducted through separate efficiency reviews.

Important Considerations (continued)

- KPMG did not conduct financial analyses of programs and services to identify potential savings. For each opportunity within a Program, Service, or Activity, the estimated range of Potential Annual Savings (in percentages) is based on realization benchmarks for the type of opportunity for change. Some incremental opportunities may generate up to 5%, others may be more substantial, yielding up to 20%, while a few may be transformative, resulting in over 20%. Actual annual savings are highly dependent on future City-driven decisions and activities, including the Council-selected service levels, adopted delivery models, procurement outcomes, ability to implement, and other factors. Assuming that the City can generate similar savings without conducting a more thorough business case and due diligence analysis would be erroneous. The actual annual savings percentages realized will vary from those presented, and such variance may be material. Since the City-provided Gross Budget and Net Budget figures are presented on a full-cost basis (i.e., expenditures include variable, fixed, and other allocated costs), it has been explicitly assumed that the City will be able to proportionately reduce its fixed and other allocated costs. If the City is unable to fully reduce its fixed and other allocated costs, the percentages will be further reduced. The one-time costs to implement were not within the scope of this study, and, therefore, not factored into the analysis.

- All media inquiries about the Core Services Review project and this report should be directed to the City Manager's Office.

Toronto Public Library

Toronto Public Library
Administration

Standing Committee

Executive

Cluster

Agency

Agency

Toronto Public Library Board

Service Type

Internal Support

Service Budget ($m)

Gross	$9.0
Net	$8.8

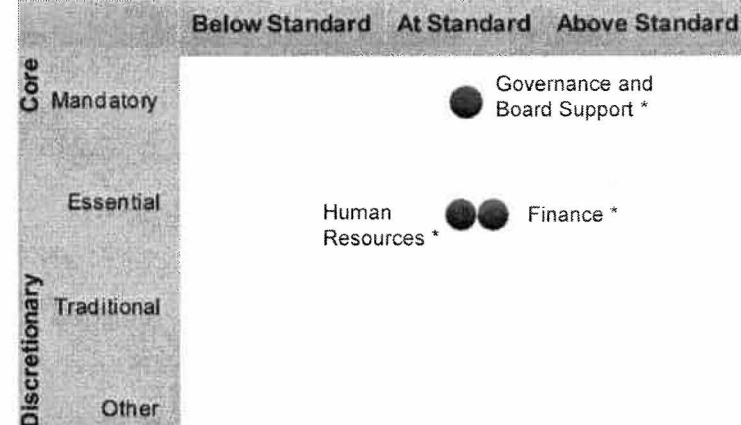## Rationale for Core and Service Level Assessment

The City is required by legislation to establish a board. Services to be provided do not appear to be identified by the legislation. As a result, all services provided by the Toronto Public Library Board have been assessed individually on following pages. HR and Finance functions are essential for effective operations of the Toronto Public Library (TPL) program.

Jurisdictional Examples

Boston Public Library board of trustees is composed of nine members, appointed by the mayor for a term of five years. They are not compensated for the work.

Chicago also has a nine-member Board of Directors, overseeing a Superintendent of the libraries. It has a budget of USD$121m (2009) mostly funded by the City of Chicago, with some funding from the State of Illinois, and the Library Foundation, among others.

Library of Philadelphia has a nine-member Board of Directors and an eight-member Board of Trustees. Total funding (2010) is USD$44m, 75% of which is funded by the city (rest by the state).

Below Standard   At Standard   Above Standard

Core
- Mandatory — Governance and Board Support *
- Essential — Human Resources *   Finance *

Discretionary
- Traditional
- Other

Note: * denotes that bubble size is not reflective of service/activity costs - data not available

Key Opportunities

- There are opportunities to combine administrative services with the City where economies of scale warrant.

Activities								
Activity Name	**Gross Cost ($m)**	**Net ($m)**	**% Net**	**Core Ranking**	**Service Level**	**Source of Standard**	**City Role**	**Notes**
Administration	**8.97**	**8.83**	**98%**					
Governance and Board Support	n/a	n/a	n/a	1	S	L	D	
Finance	n/a	n/a	n/a	2	S	M	D	• Full service Financial Planning and Management internal to Library.
Human Resources	n/a	n/a	n/a	2	S	M/IS	D	• Employee and Labour. • Employment services, Organizational Effectiveness. • Corporate learning and development plan (Service level for organizational effectiveness reported low – spending on training is 1.5% of sales vs. target of 2%).

Options, Opportunities, Risks and Implications					
Type	**Options and Opportunities**	**Risks and Implications**	**Potential Savings ***	**Timeframe ****	**Barriers**
ASDR	Consider shared services with City for finance and human resources.	Benefits administration could be reviewed to be shared with the City.	Low (up to 5%)	2012	Low

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.
  Savings will accrue to utility rates rather than taxes where noted.
** Timeframe refers to first year in which savings could be realized. Full savings may take longer.
Note: n/a denotes data not available

Toronto Public Library
Library Facility Access

Standing Committee

Executive

Cluster

Agency

Agency

Toronto Public Library

Service Type

External Service Delivery

Service Budget ($m)

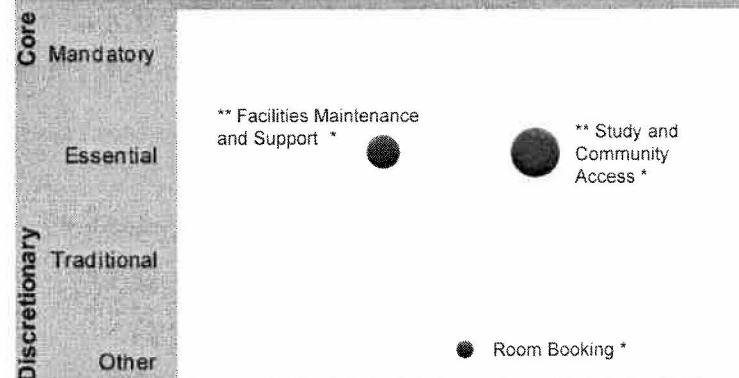|	
Gross	$69.4
Net	$66.6

Rationale for Core and Service Level Assessment

Access to library facilities is not legislated or an essential service. However, when it is provided, a library must not charge for it. Therefore, for this assessment, Study and Community Access was ranked as Essential, but at elevated levels of service. Facilities Maintenance and Support is essential if the libraries are to remain in operation. Room Bookings are considered discretionary and exist primarily to serve the meeting needs of library staff. These are sometimes provided by other municipalities and in order to meet specific public/community need.

In the chart on the right, (**) denotes that the activity is essential if the service continues to be provided.

Jurisdictional Examples

- Montreal - There are 44 public libraries in the city of Montréal. All the documents (books, CDs, DVDs, magazines), programs, activities, wireless internet and computer access are free.
- Boston- 26 public libraries.
- Chicago – 78 branches of the Chicago Public Library.
- Barcelona –38 public neighborhood libraries.
- Philadelphia –54 branches throughout the city.
- New York has 87 branches.
- Los Angeles has 71 branches.

Below Standard   At Standard   Above Standard

** Facilities Maintenance and Support *

** Study and Community Access *

Room Booking *

Note: * denotes that bubble size is not reflective of budgets - data not available

Key Opportunities

- Some library branches could be closed.

Activities								
Activity Name	**Gross Cost ($m)**	**Net ($m)**	**% Net**	**Core Ranking**	**Service Level**	**Source of Standard**	**City Role**	**Notes**
Library Facility Access	69.35	66.55	96%	.				
Study and Community Access	n/a	n/a	n/a	2	S+	L/C (Board Mandate)	D	• If Study and Community Access space is made available, it must be provided free of charge (*A board shall not make a charge for admission to a public library or for use in the library of the library's materials*) - Public Libraries Act. • Service level S+ is justified by the fact that legislation does not stipulate the size of available space. Based on jurisdictional comparisons, available spaces in Toronto libraries are elevated. • 98 branches, 2 Research and Reference, 17 District , 79 Neighborhood. • Total Sq. Ft. : 1,776,897 public space. • 17,544,470 visits per year. • Current Standard: 1 library branch per minimum 25,000 population, 0.1 hour per capita. • 3 year trend shows 2.6% increase in visits.
Room Booking	n/a	n/a	n/a	4	S	C (Board Mandate)	D	• 102 rooms/theatres. • 7,275 external, 22,057 internal bookings. • Standard: Meeting rooms available 25% of the time for public booking.
Facilities Maintenance and Support	n/a	n/a	n/a	2	S-	C (Board Mandate)	D/M c	• 98 public service locations maintained in a state-of-good repair. • Recycling (70% waste diversion) snow removal (removal 4 hours after snowfall), cleaning (nightly, carpet cleaning twice/year) – contracted out. • Landscaping and litter abatement (every 7 days) – contracted out. • Security service – contracted out. • Service level is low - $50.2 million state-of-good repair backlog vs. standard of all buildings maintained in a state of good repair.

Note: n/a denotes data not available

	Options, Opportunities, Risks and Implications				
Type	Options and Opportunities	Risks and Implications	Potential Savings *	Timeframe **	Barriers
SLR	Consider rationalizing the footprint of libraries, closing some branches.	Residents may strongly disagree with library closures and participation/visitation rates may drop.	Medium (up to 20%)	2013	Medium

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.
  Savings will accrue to utility rates rather than taxes where noted.
** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Toronto Public Library
Library Collection Use

Standing Committee

Executive

Cluster

Agency

Agency

Toronto Public Library

Service Type

External Service Delivery

Service Budget ($m)

Gross	$87.4
Net	$77.6

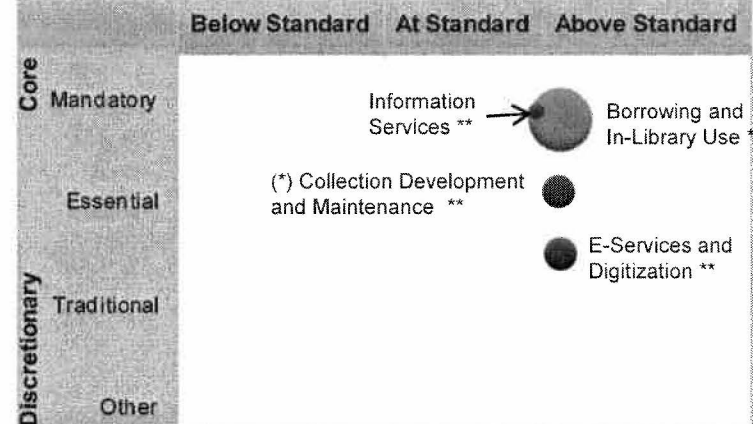## Rationale for Core and Service Level Assessment

Library Services are provided by all cities. Toronto has a large, well developed system with many branches, a large collection and a wide range of services. Libraries are legislated by the Public Libraries Act, and are therefore mandatory. E-services are not mandate and not essential, however, they are becoming a critical method of learning and education, thus a rating of 2.5.
Information Services are mandated by the City of Toronto Act, hence Mandatory

In the chart on the right, (*) denotes that the activity is essential if the service continues to be provided.

Jurisdictional Examples

OMBI report indicates that, relative to other Ontario municipalities:

- Toronto has the highest number of library holdings per capita.

- Toronto has a high rate of library use – 33.9 uses per capita, compared to the median of 28.1, higher than Ottawa at 30.4.

- Toronto has a high turnover rate of circulating materials.

- Toronto's cost per library use is $1.74, slightly above the median of $1.72.

Below Standard   At Standard   Above Standard

Core

Mandatory — Information Services ** → Borrowing and In-Library Use **

(*) Collection Development and Maintenance **

Essential

E-Services and Digitization **

Discretionary

Traditional

Other

Note: ** denotes that bubble size is not reflective of service / activity costs - data not available

Key Opportunities

- The hours of operation of libraries could be reduced, taking into account the level of activity at various times.

- There may be some economies of scale from integrating the Toronto Archives with the Library.

Activities							
Activity Name	**Gross Cost ($m)**	**Net ($m)**	**% Net**	**Core Ranking**	**Service Level**	**Source of Standard**	**City Role**	**Notes**
Library Collection Use	87.42	77.63	89%					
Borrowing and In-Library Use	n/a	n/a	n/a	1	S+	IS	D	• Existence of a library is mandated by the Public Libraries Act R.S.O. 1990 and the City of Toronto Act, 2006 S.O. • S+ : large collection and use one of the highest in Canada and North America. • Library items , Online access. • Total Collection Size: 11, 124,279. • Circulation: 31,271,072. • In-library use: 7,959,07. • Collection size per capita at 2.52 (w/o reference library) is in the top quartile nationally and in North America. • Circulation per capita at 12.49 above average in Canada and one of the highest in North America. • Survey indicates 73% of residents use the libraries.
E-Services and Digitization	n/a	n/a	n/a	2.5	S+	IS	D	• This is fast becoming an essential service. • Standard: Virtual visits per capita: 5.98 (exceed at 8.49). • Standard: 49.44 workstations per 100,000 population (exceed at 60.7). • Standard: 1.44 workstation use per capita (exceed at 2.22). • Standard: Wireless in all locations.
Information Services	n/a	n/a	n/a	1	S+	L/IS/M	D	• Standard: Reference requests per capita: 1.02 • Standard: E-mail request: within 24 hours. • Standard: Telephone: at point of contact for simple factual information or within 24 hours for more complex.
Collection Development and Maintenance	n/a	n/a	n/a	2	S+	IS	D	• New items per capita: 0.35 – few items being added. • Turnover 4.10 (average number of circulation per item per year)

Note: n/a denotes data not available

	Options, Opportunities, Risks and Implications				
Type	Options and Opportunities	Risks and Implications	Potential Savings *	Timeframe **	Barriers
SLR	Consider opportunities to reduce services (hours and days of operation)	Will impact customer access and use of facilities.	Low – Medium (up to 20%)	2012	Medium
RE	Consider consolidating Toronto Archives with Library Services	None identified.	Low (up to 5%)	2014	High

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.
  Savings will accrue to utility rates rather than taxes where noted.
** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Toronto Public Library
Programs and Outreach

Standing Committee

Executive

Cluster

Agency

Agency

Toronto Public Library

Service Type

External Service Delivery

Service Budget ($m)
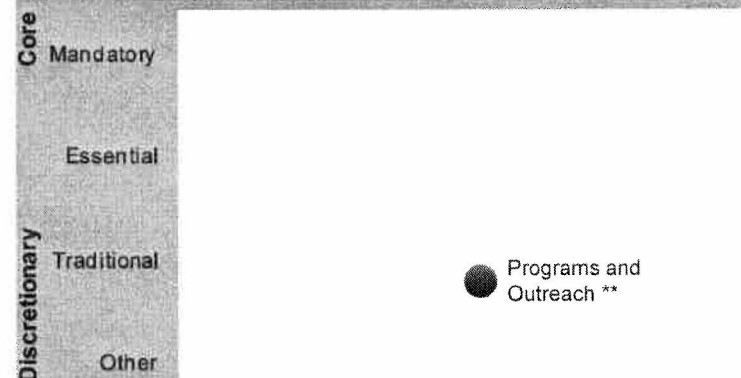
Gross	$18.5
Net	$17.8

Rationale for Core and Service Level Assessment

Programs and outreach provided through the library system have been traditionally offered by other large municipalities. Therefore, a core ranking of 3 is warranted.

Jurisdictional Examples

City of Chicago provides similar services to children and youth, including Teen Money Smart Programs, Book Discussions and Other Literary-Based Teen Volume Programs, Bookamania, Children's Summer Reading Program, and others.
Boston Public Library hosts nearly 12,000 programs each year.
Philadelphia libraries also provide materials and programs for children, as well as for their parents and caregivers. Approximately 20,000 programs are offered to children and adults, with total attendance of almost 400,000

Below Standard   At Standard   Above Standard

Core — Mandatory

Essential

Discretionary — Traditional ● Programs and Outreach **

Other

Note: ** denotes that bubble size is not reflective of service / activity costs - data not available. A single bubble has been positioned on the chart above instead of activities.

Key Opportunities

- Programs and outreach activities could be reduced or eliminated.

Programs and Outreach

Activities							
Activity Name	**Gross Cost ($m)**	**Net ($m)**	**% Net**	**Core Ranking**	**Service Level**	**Source of Standard**	**City Role**	**Notes**
Programs and Outreach	18.50	17.79	96%					
Literacy	n/a	n/a	n/a	3	S	IS	D	• 27,862 Programs offered. • Program Attendance for all: 750,220. • 60% of all Toronto Public Library programs are for children and youth with annual attendance of 519,187. • Programs support early literacy skills and foster a love of reading and learning for all ages including Ready for Reading programs for preschool children, Kindergarten Outreach, the TD Summer Reading Club for school age children; and adult literacy.
Instructional and Informational	n/a	n/a	n/a	3	S	IS	D/Mp	• Instructional and information programs support lifelong learning and include programs, such as computer literacy, e.g. Web Basics, Job Search at Your Fingertips; Guide to Internet Resources and Using the City of Toronto website. • Some services are provided in partnership with other organizations.
Cultural and Literary	n/a	n/a	n/a	3	S	IS	D/Mp	• The Library offers a number of programs with an emphasis on literary culture such as Keep Toronto Reading; One City One Book, author readings and book clubs and other accessible cultural opportunities such as the Sun Life Museum and Arts Pass Program providing access to cultural venues including the AGO and ROM. • Some services are provided in partnership with other organizations.
Volunteer and Service Development and Customer Engagement	n/a	n/a	n/a	3	S	IS	D	

Note: n/a denotes data not available

Toronto Public Library
Programs and Outreach

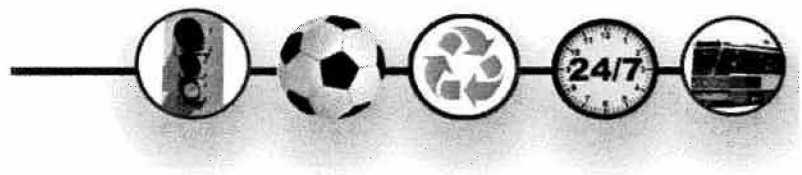|	Options, Opportunities, Risks and Implications				
Type	Options and Opportunities	Risks and Implications	Potential Savings *	Timeframe **	Barriers
SSR	Consider reducing or eliminating some programs and outreach activities	Prioritize the elimination of services based on impact and risk.	Medium (up to 20%)	2012-3	Medium - High

* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements.
   Savings will accrue to utility rates rather than taxes where noted.
** Timeframe refers to first year in which savings could be realized. Full savings may take longer.

Core Service Review

Public Consultation

July 2011

TORONTO

CORE SERVICE REVIEW PUBLIC CONSULTATION REPORT

1. INTRODUCTION

On April 13, 2011, City Council approved the City Manager's and Deputy City Manager/CFO report on the Toronto Service Review Program, the 2012 Budget Process and the Multi-Year Financial Planning Process.

The Toronto Service Review Program has three components: a Core Service Review, a Review of User Fees, and a number of service and agency efficiency studies. The Core Service Review applies to services delivered by the City of Toronto and its Agencies. One component of this Review sought the views of the public regarding what they consider to be core services, their priorities, and what they would like City Council to consider when making decisions about future service delivery.

This Core Service Review Consultation was led by the City Manager's Office and ran from May 11 to June 17, 2011. City staff supported the consultation as facilitators and subject matter experts at eight roundtable discussions held across the city during that time period. The consultation allowed the testing of a new online e-consultation tool, a first for the City. 12,955 people provided their input using the consultation Feedback Form.

This Report on the results of the consultation was produced in the short period of time between the close of the consultation period, June 17, and July 6. The public's input is provided in this Report to support Council's Standing Committee discussions beginning July 18. Included in this Report is high-level analysis of qualitative, quantitative and demographic information, summary reports on key service areas, themes from public discussions, email and written submissions and community and Councillor-led sessions.

Feedback from the public indicates that they:
- welcome the opportunity to learn about, explore and discuss these issues with others;
- found the process challenging and complex; and
- were committed to sharing their ideas by attending and hosting public sessions and completing a record number of Feedback Forms and submitting them to the City for consideration.

This report and all of the raw data collected through the consultation, including materials submitted by City Councillors, has been posted to www.torontoservicereview.ca/results and linked to the City's Open Data initiative www.toronto.ca/open to encourage others to conduct their own analysis on the input and provide their comments to the City.

The Consultation

The City recognized that the topic was complex and required time to read, review, discuss and learn in preparation for providing input. The consultation included:
   a. Information to the public so that they could participate in the process. A website - www.torontoservicereview.ca - was built with information about the City and its services, a blog for people to discuss their ideas and ask questions, a calendar and map of City-run and

Councillor-led sessions, social media links, and the consultation plan.
b. Multiple options for participation and input to the City Manager. A Feedback Form was created to collect input from the public. Downloadable consultation kits were produced for use by organizations, individuals and City Councillors to support small group discussions. In addition the City held eight public roundtable discussions to give the public opportunities to learn about and discuss City services and give their feedback.
c. Results of both the public sessions and the Feedback Form, in raw and analyzed formats to participants through the consultation website.

All participants were encouraged to provide their input on the City's services using a Feedback Form designed for this consultation and made available online and in paper copy. The Feedback Form included both multiple choice and open-ended questions. Because of the complexity and scope of the topic the form was longer than typical City feedback forms, but arranged in sections to assist participants to work through all of the questions. Online, participants could choose to provide input on all 35 services; the paper version provided space for participants to select 3 services with an option of inserting additional sheets for additional services.

The Feedback Form, descriptions of 35 City services, and the community consultation kit were translated into the 10 most spoken non-English languages in Toronto, as well as French, and also made available in Large-Print. These were available online and at all public meetings.

The public consultation was advertised through a mix of print media, online advertisement, billboards, transit shelter ads, radio, posters, and outreach efforts by the community and by City staff. Ads were translated into the top 10 most spoken non-English languages in Toronto, as well as French, and published in multi-lingual newspapers.

City staff who work with community groups and agencies, in front-line services, and in communications supported outreach and involvement from all parts and sectors of the city.

Public Roundtable Discussions

The City's eight public sessions provided information on City services and facilitated discussions among participants. Each two hour session included two 40-minute discussions, a presentation from either the City Manager or the City's Chief Financial Officer on the City's operating budget, and a snapshot report on the general themes that emerged from participants in their first discussion. City staff facilitated the table discussions, encouraged participants to ask questions and complete their own Feedback Form either at the session or afterwards. Table groups were not required to agree on service priorities or delivery or funding models. The public input received through these Roundtable Discussions has been considered for this report.   For a summary of input from the public sessions see page 39.

Pre-registration for the roundtable discussions helped ensure that adequate and appropriate resources were available at each location. These supports included interpretation, attendant care, seating requests to accommodate individual needs, Large-Print materials, TTC or childcare reimbursement. American Sign Language (ASL) was provided at all sessions, and all locations were accessible.

Prior to each session, registrants were sent an email with directions to the venue and a description of the format and what to expect at each session. All of the sessions were booked to capacity. Half to two-thirds of the registrants attended the sessions. Because some registered participants did not attend each session, space was always available for unregistered people to join the discussion.

Overall, feedback on the City-led discussions was positive. The City collected feedback through an evaluation form at the sessions. While some participants indicated that they would have preferred a "town hall" style session, almost all participants said they liked the format that was chosen, that the discussions were well facilitated, allowing them to hear different points of view, and gave them an opportunity to ask questions and receive answers to their questions from staff "subject matter experts". They also valued the opportunity to share feedback with senior staff and Councillors.

2. METHODOLOGY

The next sections contain high-level analysis of the input received using the consultation Feedback Form. Each Feedback Form contained both multiple choice, or closed-ended questions, and open-ended text boxes allowing participants to provide input in their own words. Because this process was a consultation, rather than a technical survey or poll, individuals were able to choose to provide feedback on the issues, services and topics that they were most concerned about or interested in. Results appear as graphs and charts, data sets, descriptive text and quotes from participants. Together, these provide a snapshot of the opinions of those who participated in the consultation.

Analysis of the input did not begin until after the consultation ended on June 17. Given the quantity and variety of input that was received, this high-level analysis should be considered preliminary. Analysis on additional service-specific input as well as analysis of meta-themes that address broader directions or policies is possible. Information from each section should be considered alongside the other sections, e.g. feedback on service priorities should be considered along with participants' comments from the roundtable discussions about how they decide why services are important to them. In addition this analysis should not be considered as the only possible way to look at the data. Others are encouraged to review this report and the raw data, conduct their own analysis, and provide that feedback to the City.

Quantitative Information - Much of the Feedback Form used closed-ended or multiple-choice questions. The quantitative input from the Feedback Form contains information on the importance participants gave to key municipal issues, service priorities, opinions on investing or reducing costs for governance and support services, comparing Toronto to other municipalities, property taxes, and input on taxation and user fees in relation to service levels. The analysis below reports general trends for all participants and trends for different demographic groups. Visit www.torontoservicereview.ca/results for the summary tables used in this analysis.

Qualitative Information - The second section, the qualitative data, contains information on the 10 most frequently mentioned services and issues participants spoke to in the open-ended questions. This section provides an analysis of what people felt were the most important issues facing the city in 2011, comments on funding options and considerations for City Council when making decisions about services in the future.

Demographic information - Demographic information for participants who chose to complete this section of the Feedback Form is summarized as well. Demographic categories include gender, age, household income, highest level of education completed, whether a participant has children under 18, home ownership or rental, and business ownership. This input will assist the City staff to evaluate outreach and engagement efforts, and to measure participation in this process against the City's other consultation efforts and population demographics.
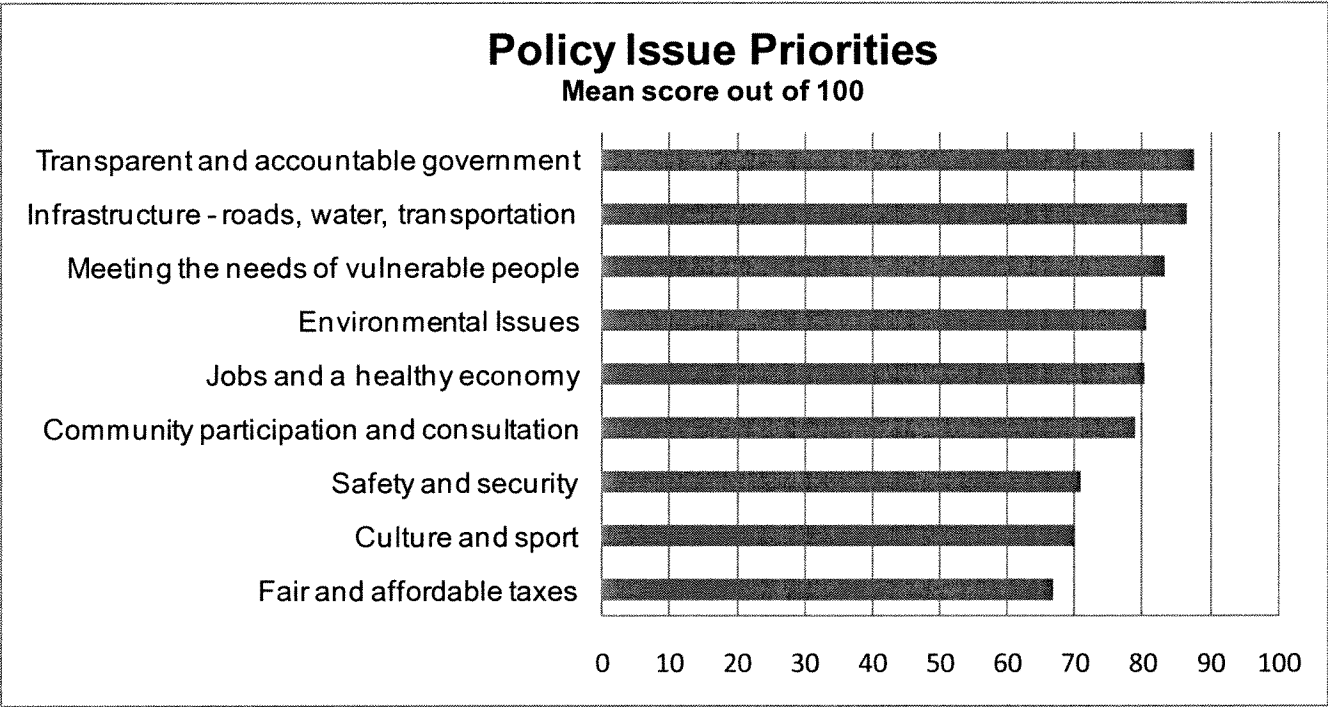
3. RESULTS FROM THE SERVICE REVIEW PUBLIC CONSULTATION

3.1. General Policy Issue Priorities

Participants were asked about the importance of a range of policy issues.

General Trend: Chart 1 shows the mean score[1] given to each of these policy issues, on a scale of 1-100. Results show that participants ranked all policy issues as fairly important. For example, "Transparent and accountable government" received a mean score of almost 90 out of 100, while the issue of "Fair and affordable taxes" received a mean score of about 67 out of 100.

Chart 1

Policy Issue Priorities
Mean score out of 100

---

[1] The **mean** (or average) is calculated by adding all of the responses and dividing the result by the number of inputs – for example if there are 10 responses, all responses are added up and divided by 10.

3.2.   Priorities for 35 Service Areas

Participants were asked to place 35 services into one of three categories: "Necessary for the city to be liveable and prosperous", "Contributes to the city but less important", and "Not required for the city". The percentage of participants placing each service into each category is shown in Chart 2.
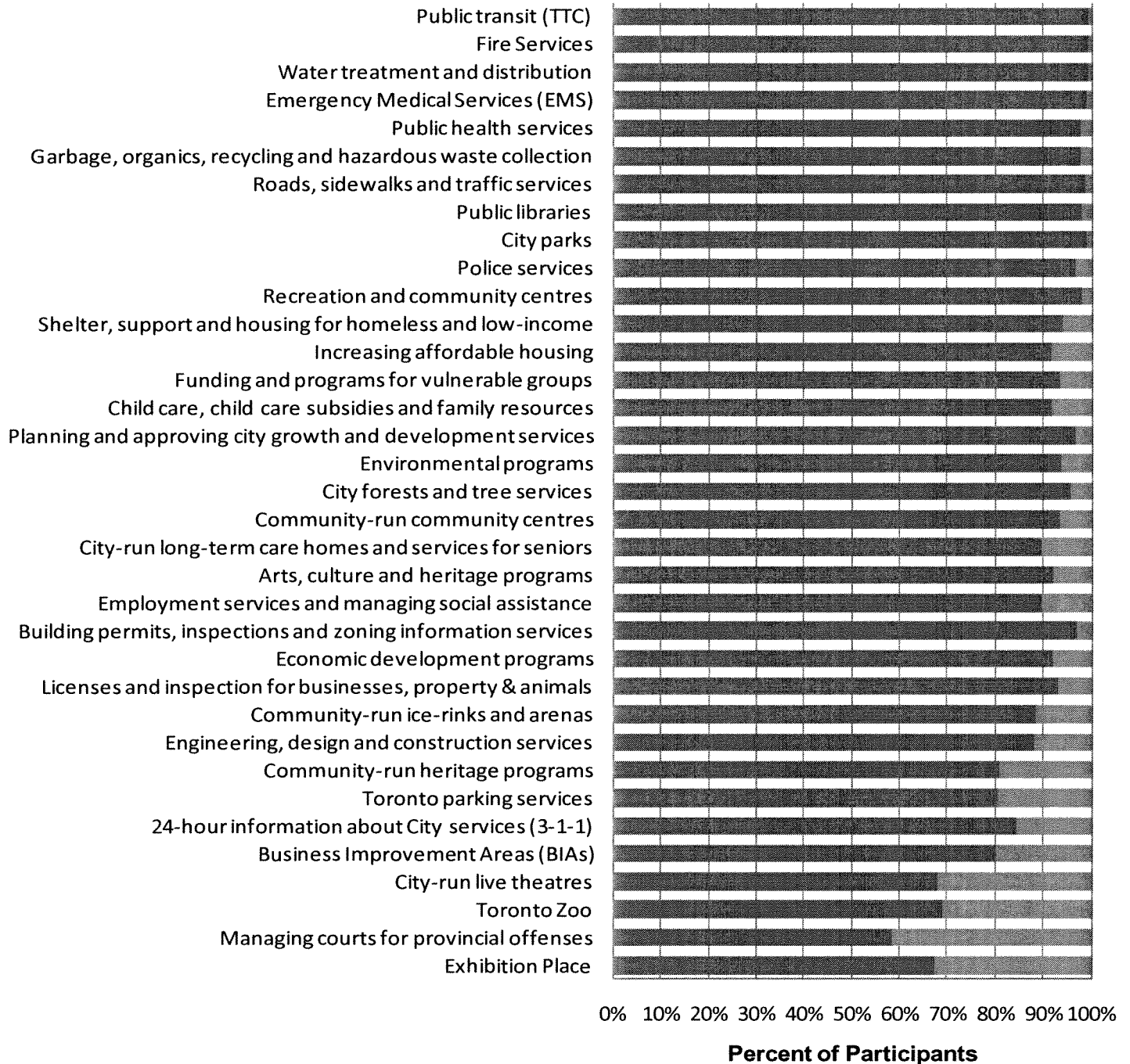
General Trend: Results indicate that participants believed some services are necessary for the city to be liveable and prosperous (these are listed at the top of the chart). There was also some agreement that some services do not fall under the "Necessary" category, although participants disagreed about whether those services contributed to the city or were not required for the city. These services are listed at the bottom of the chart.

Demographic Analysis: While there were some differences between demographic groups in the percentage of people that placed a service into any category, the general trend for each service tends to hold across demographic groups. For example, if a majority of all participants placed a service in the "Necessary" category, a majority of people in most demographic groups (home owners vs. renters, age groups, etc.) put that service in the "Necessary" category. The tables used for analysis in each section are available on the consultation website at www.torontoservicereview.ca.

Chart 2

Priorities for 35 Service Areas

▪ Necessary for the city   ▪ Contributes to the city but less important   ▪ Not required for the city

Public transit (TTC)
Fire Services
Water treatment and distribution
Emergency Medical Services (EMS)
Public health services
Garbage, organics, recycling and hazardous waste collection
Roads, sidewalks and traffic services
Public libraries
City parks
Police services
Recreation and community centres
Shelter, support and housing for homeless and low-income
Increasing affordable housing
Funding and programs for vulnerable groups
Child care, child care subsidies and family resources
Planning and approving city growth and development services
Environmental programs
City forests and tree services
Community-run community centres
City-run long-term care homes and services for seniors
Arts, culture and heritage programs
Employment services and managing social assistance
Building permits, inspections and zoning information services
Economic development programs
Licenses and inspection for businesses, property & animals
Community-run ice-rinks and arenas
Engineering, design and construction services
Community-run heritage programs
Toronto parking services
24-hour information about City services (3-1-1)
Business Improvement Areas (BIAs)
City-run live theatres
Toronto Zoo
Managing courts for provincial offenses
Exhibition Place

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

Percent of Participants

3.3. Overall Funding Strategies

Participants were asked to consider the following five funding strategies for the City:

a. No increase in user fees or taxes even if this means reducing the level of service
b. Increase user fees to keep the same level of City services.
c. Increase property taxes to keep the same level of City services.
d. Increase both user fees and property taxes to keep the same level of City services.
e. Significantly increase both user fees and property taxes to increase the level of City services.

Participants were asked to rank these funding strategies from 1 to 5, with 1 being their first choice and 5 being their last choice.

The table below shows the mean rank given to each strategy for all participants in the consultation.

Table 1

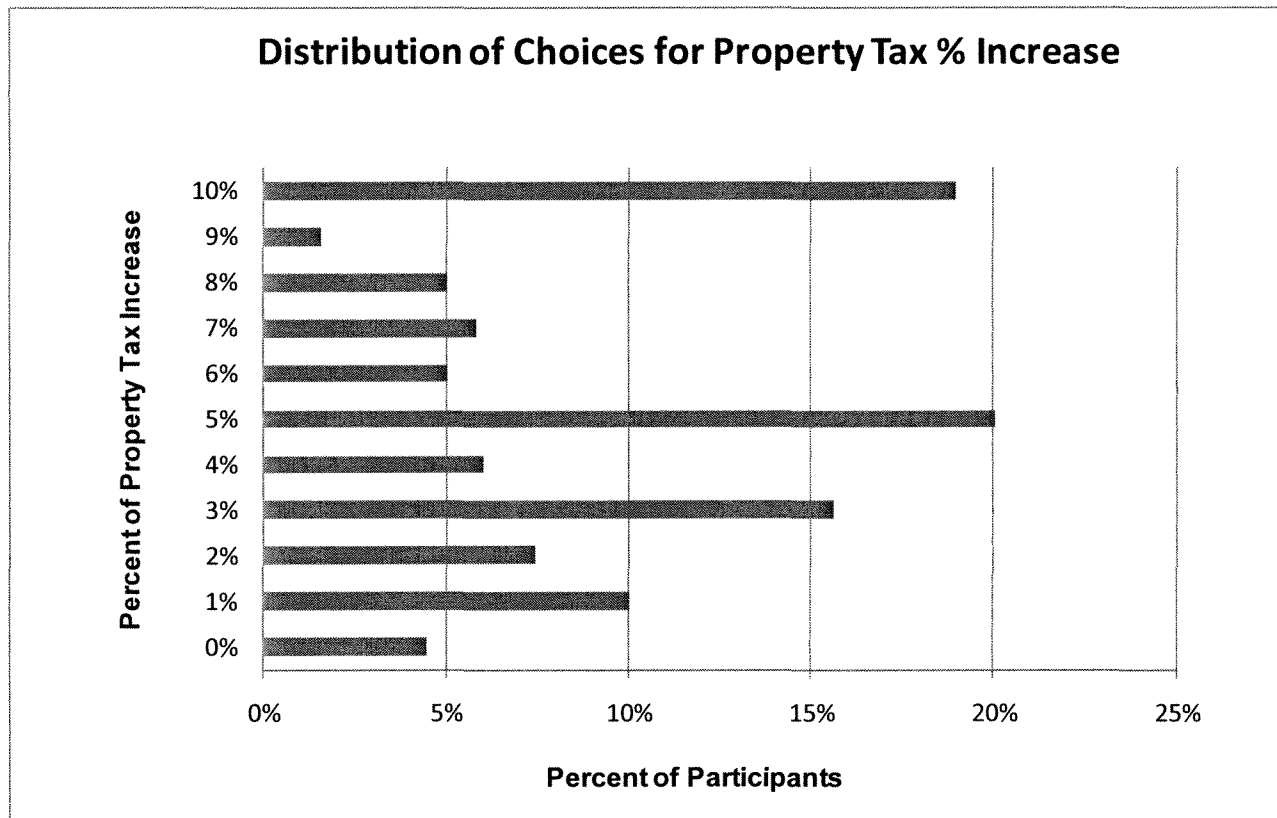| Mean Rank of Different Financial Strategies	
	Mean
Increase property taxes to keep the same level of City services	2.25
Increase both user fees and property taxes to keep the same level of City services	2.31
Increase user fees to keep the same level of City services	2.91
Significantly increase both user fees and property taxes to increase the level of City services	3.52
No increase in user fees or taxes even if this means reducing the level of service	3.94

General Trend: As Table 1 indicates, the first choice funding strategy of consultation participants is to pay more property tax to maintain service levels. Using a mix of property tax and user fees to maintain service levels ranked a close second. However, "significantly increasing user fees and property taxes to increase service levels" was ranked fourth. The lowest ranked strategy was no increase in user fees or taxes. This strategy's last place ranking holds true across most demographic groups.

Demographic analysis: While the first and second choice funding strategies were the same for demographic groups, their order was reversed for some. There is also some variation across postal codes: most Toronto postal codes had the same top two choices, some ranked the strategies differently.

3.4. Property Tax Increases

Participants were asked how much more residential property tax they would be comfortable paying if the City has to increase rates. They could select an option from 0% to 10%. Examples of 1% ($24), 3% ($72) and 5% ($120) were given as context.

Chart 3

Distribution of Choices for Property Tax % Increase

General Trend: Chart 3 shows how frequently different percentage increases were selected. A large majority of participants were willing to increase the amount of property tax that they pay. The mean property tax increase for all participants was 5.15%.

Demographic Analysis: The general trend of being willing to increase property taxes holds across all demographic groups. Most demographic groups had small differences in *how much* increase they were comfortable with.
- The mean increase for business owners was about half a percent higher than non-business owners
- The mean property tax increase by age group varied from 4.40% (65-74 year olds) to 5.50% (24-35 year olds) (Because so few under-15-year olds participated, their groups was not included in this comparison)
- The mean property tax increase by education group varied from a low mean of 4.55% (College diploma) to a high mean of 5.26% (University degree)

- The lowest income group supported the lowest mean property tax increase of 4.14%, and the second highest income group supported the highest mean of 5.45%
- Owners supported a lower increase (4.87%) than renters (5.55%)

3.5. Overall Provision of Services

Participants were asked to give feedback on who should deliver City services by placing the 35 service areas into one of four categories: "The City should provide this activity" "The City should contract out this activity" "I don't care as long as it costs the City less" and "I don't care as long as the quality is good".

Chart 4 shows the percentage of participants who placed each service into each category. Services are listed in order of the percentage of participants who placed the service into the "City should provide" category, with the highest percentage in the "City should provide" category appearing at the top of the chart.

General Trend: There was a strong agreement that some services should be provided by the City. These services are listed at the top of the chart. There was also some agreement that the City does not need to provide some services, although participants disagreed about what other option should guide provision decisions (contract out, lowering costs, maintaining quality). These services are listed at the bottom of the chart.

Participants who focused on principles for determining service provision (lowering cost or maintaining quality) tended to favour maintaining quality over lowering costs for most services. Services where lowering costs had more support than maintaining quality include: Exhibition Place, Business Improvement Areas (BIAs), Toronto Parking Services, and Managing Courts for Provincial Offenses.

Demographic Analysis: While there were some differences between demographic groups in the percentage of people that placed a service into any provision category, the general trend for each service tends to hold across demographic groups. For example, if a majority of all participants placed a service in the "City should provide" category, a majority of people in most demographic groups (home owners vs. renters, age groups, etc.) put that service in the "City should provide" category.

Demographic groups who are more likely to use a service or who placed it in the "Necessary" category at higher rates were more likely to feel that the City should provide that service. For example:
- Lower income participants favoured City provision of affordable housing, child services, and employment services at higher rates than high income participants.
- Renters favoured City provision of affordable housing, child care, programs for vulnerable groups, and employment and social services at higher rates than owners.
- Women favoured City provision of affordable housing, child services, programs for vulnerable groups, arts, culture and heritage, employment and social services, and long-term care homes at higher rates than men.
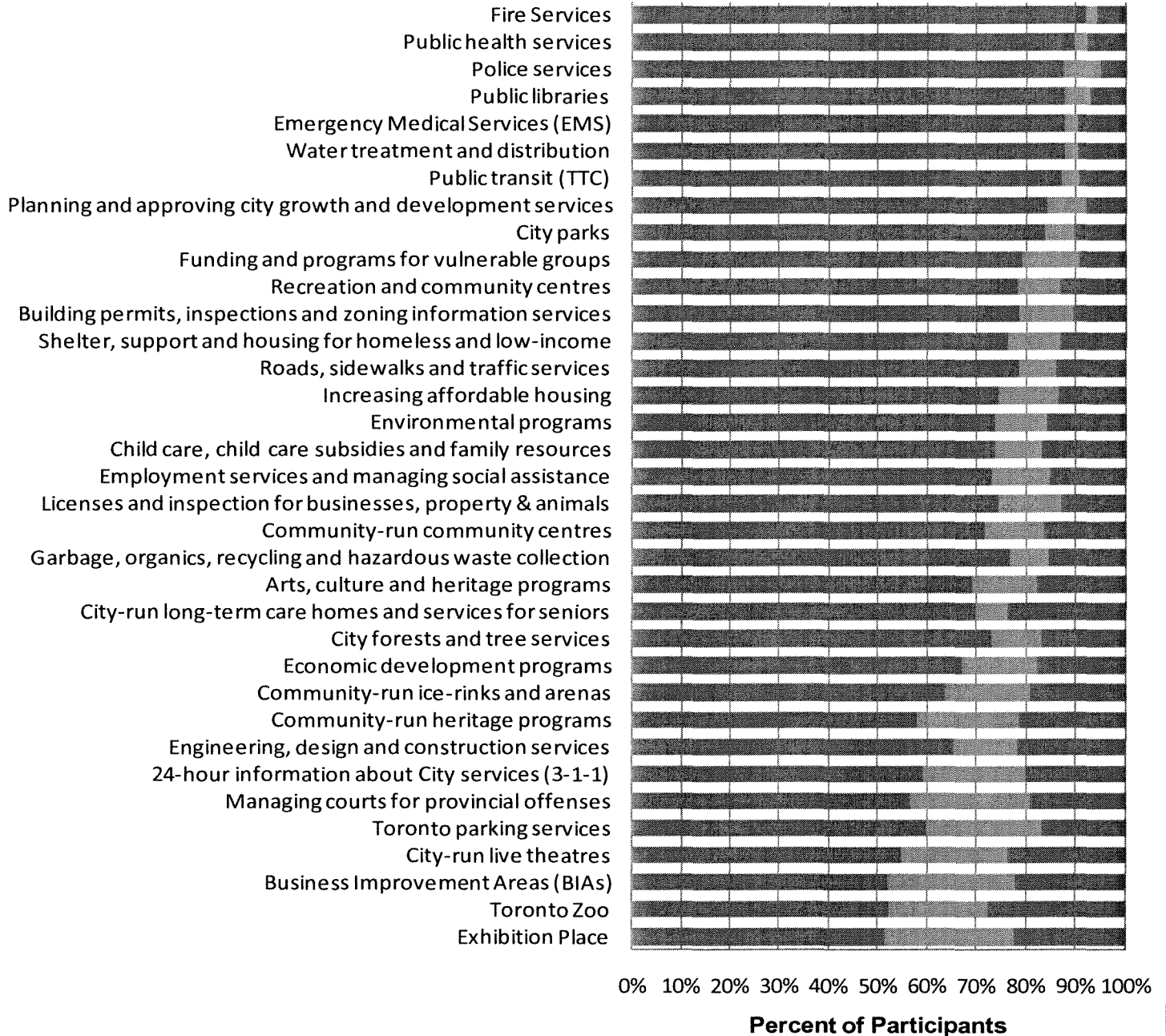
Chart 4

Who Should Deliver Municipal Services?

■ The City should provide this service.   ■ The City should contract out this service.

■ I don't care as long as it costs the City less.   ■ I don't care as long as the quality is good.

Fire Services
Public health services
Police services
Public libraries
Emergency Medical Services (EMS)
Water treatment and distribution
Public transit (TTC)
Planning and approving city growth and development services
City parks
Funding and programs for vulnerable groups
Recreation and community centres
Building permits, inspections and zoning information services
Shelter, support and housing for homeless and low-income
Roads, sidewalks and traffic services
Increasing affordable housing
Environmental programs
Child care, child care subsidies and family resources
Employment services and managing social assistance
Licenses and inspection for businesses, property & animals
Community-run community centres
Garbage, organics, recycling and hazardous waste collection
Arts, culture and heritage programs
City-run long-term care homes and services for seniors
City forests and tree services
Economic development programs
Community-run ice-rinks and arenas
Community-run heritage programs
Engineering, design and construction services
24-hour information about City services (3-1-1)
Managing courts for provincial offenses
Toronto parking services
City-run live theatres
Business Improvement Areas (BIAs)
Toronto Zoo
Exhibition Place

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Percent of Participants
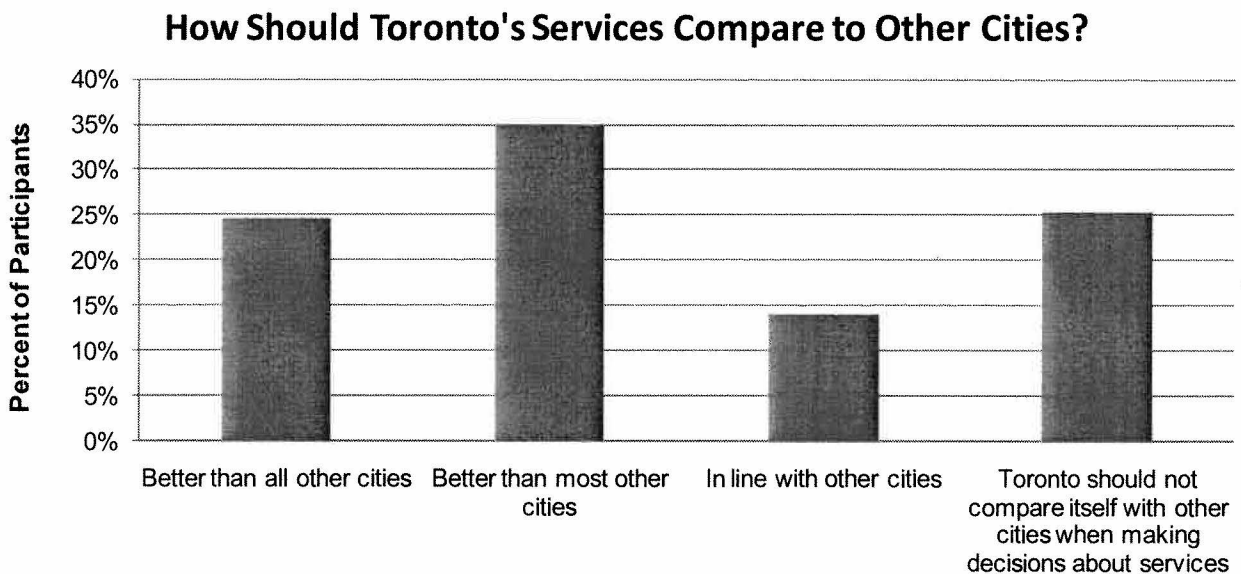
3.6.   Overall Service Levels

Participants were asked whether the City should compare its service levels to other cities or not. They were asked the following question:

Do you think the City should deliver services that are:
- Better than all other cities.
- Better than most other cities.
- In line with other cities.
- Toronto should not compare itself with other cities when making decisions about services.

General trend: Chart 5 shows the percent of participants choosing each option. The greatest number of participants felt that Toronto should strive to deliver services at a level that is better than most other cities. Among the other options, participants were almost evenly split between Toronto delivering services at levels that are better than all other cities, and not comparing itself to other cities. Delivering services that are in line with other cities got the lowest support.

Chart 5

How Should Toronto's Services Compare to Other Cities?

3.7. Overall findings – Support Services

Participants were asked to give feedback on City support services (such as human resources, information & technology services, etc.). First, participants were asked whether the City should "invest and improve" or "try to reduce costs" for a variety of support services.

General Trend: Chart 6 shows that participants prioritized investment in some services (listed at the top of the chart), and favoured cost reduction in others (listed at the bottom of the chart).
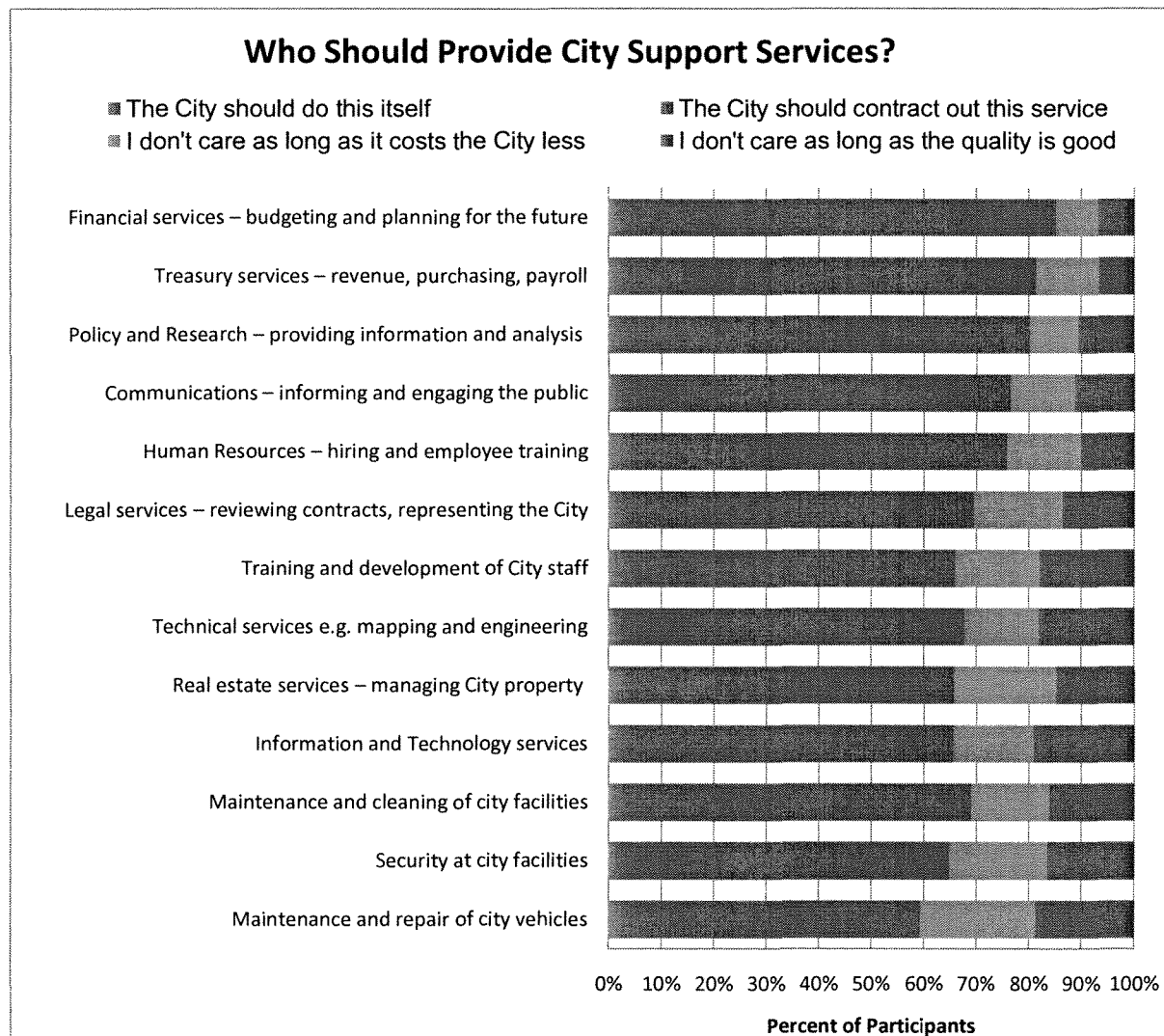
Chart 6

Should the City Invest or Reduce Costs for Support Services?

▪ Invest and improve service   ▪ Try to reduce costs for service   ▪ Don't know

Policy and Research – providing information and analysis

Financial services – budgeting and planning for the future

Communications – informing and engaging the public

Maintenance and cleaning of city facilities

Information and Technology services

Technical services - e.g. mapping and engineering

Training and development of City staff

Treasury services – revenue, purchasing, payroll

Human Resources – hiring and employee training

Legal services – reviewing contracts, representing the City

Real estate services – managing City property

Maintenance and repair of city vehicles

Security at city facilities

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Percent of Participants

Participants were also asked to give feedback on who should deliver support services, by placing them into one of four categories: "The City should provide this activity" "The City should contract out this activity" "I don't care as long as it costs the City less" and "I don't care as long as the quality is good".

General Trend: Chart 7 shows general agreement among participants that some internal support services should be provided by the City itself (those listed at the top of the chart). A majority of participants agreed that some support services did not need to be provided by the City (shown at the bottom of the chart), but disagreed about what the alternative should be or how to decide on service provision (contract out, lowering costs, maintaining quality).

Chart 7

Who Should Provide City Support Services?

- The City should do this itself
- I don't care as long as it costs the City less
- The City should contract out this service
- I don't care as long as the quality is good

Financial services – budgeting and planning for the future
Treasury services – revenue, purchasing, payroll
Policy and Research – providing information and analysis
Communications – informing and engaging the public
Human Resources – hiring and employee training
Legal services – reviewing contracts, representing the City
Training and development of City staff
Technical services e.g. mapping and engineering
Real estate services – managing City property
Information and Technology services
Maintenance and cleaning of city facilities
Security at city facilities
Maintenance and repair of city vehicles

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Percent of Participants

3.8. Overall findings – Demographic Information

Participants in the Consultation

The total number of participants giving feedback on the consultation questions was 12,955, including 115 community organizations. The demographics of the consultation participants showed:

- Much of the consultation was conducted online.
- Those who are more likely to be online (higher income, higher education, younger age groups) did participate in greater numbers compared to the general population.
- Some groups who traditionally do not participate in consultations, such as parents and lower-income residents, did participate in greater numbers than in some past City-wide consultations.

Among those who reported their gender, 4364 were male, 4686 were female and 63 were transgendered. Approximately 1600 participants reported that they spoke a language other than English at home. Other responses to the demographic questions in the Feedback Form are summarized in the following tables. The numbers in each table reflect the number of participants who chose to answer that question.

Map 1 describes the number of participants by Toronto postal code with the City's ward boundaries overlaid onto the map.

Number of Participants by Annual Household Income

Income Range	Number
Under $5,000	163
$5,000-$19,999	434
$20,000-$39,999	873
$40,000-$59,999	1432
$60,000-$79,999	1314
$80,000-$99,999	1209
$100,000-$119,999	973
$120,000-$139,999	685
$140,000 or over	1488

Number of Participants With Children Under 18

Category	Value
Have Children Under 18	2496
Do Not Have Children Under 18	6563

Number of Participants by Age Group

Age Group	Value
Under 15	4
15-24	587
25-34	2562
35-44	2209
45-54	1852
55-64	1301
65-74	484
75 Plus	107

Number of Participants by Education

Education level	Number
High school or less	523
College diploma	1121
Other postsecondary education	1023
University diploma	6368

Number of Participants by Home Ownership

	Number
Own	5735
Rent	3255

Number of Participants by Business Ownership

	Number
Own	1417
Do Not Own	7767

Core Service Review Public Consultation - Number of Participants by Postal Code

Map 1

Legend

Number of Participants by Postal Code

1 - 50	201 - 250	Wards
51 - 100	251 - 300	Major Arterial Street
101 - 150	301 - 350	
151 - 200	351 - 401	

Source: Canada Post; City of Toronto

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3.9. Overall findings – Qualitative Input

The Consultation Feedback Form included 4 open-ended questions that participants could use to provide input. When analyzing public input to these questions, the responses to tended to fall into 4 major categories – the importance of particular services, the role of the City in providing services, how services should be paid for and comments on service levels and quality.

Most important

The first question in the Feedback Form, **"What do you think are the most important issues facing our city in 2011?"** allowed participants to provide up to 3 responses. Many participants spoke to broad issues, not necessarily linked to any one service area, and many listed more than 3 issues.

The second open-ended question asked **"Are there any other important city-wide issues you think the City of Toronto should consider?"** This question came after asking participants to indicate how important a number of policy issues were to them (see section 3.1 General Policy Issue Priorities).

When provided the opportunity to state what they felt was the most important issue or issues facing the City in 2011 people overwhelmingly commented on transit, roads and traffic, shelter and housing, and policing.

When participants provided details about *why* an issue was important to them their reasons generally reflected several major themes including:
- Economic – impact on jobs, revenue, employment etc.
- Environmental – impact on air, land, climate, water, sustainability etc.
- Social – including equity, access, community etc.
- Impact on quality of life - in some cases a combination of the above or related to future generations, health, work/life balance etc.
- The number of people affected by the issue
- Functional – issues the City should consider alongside other issues – e.g. long-term planning, efficient or effective service delivery and decision-making.

How to pay for City services

The third open-ended question in the Feedback Form asked **"Do you have any other comments on how the City should fund services"?** Responses to this section fell into several major themes:
- Uploading to other levels of government
- Re-instating previous revenue sources e.g. vehicle registration tax, or annual increases to property taxes
- Increasing taxes or user fees
- Other possible revenue considerations e.g. road tolls, congestions charges, casinos and bonds

Consideration for Council when making service decisions

The final open-ended question on the Feedback Form asked **"Is there anything else you would like City Council to consider when making decisions about services in the future"**? Many participants provided responses regarding service quality and levels. Participants often indicated a concern about a City service but did not suggest how it could be improved, or they suggested service improvements without indicating their concern with the current service. In some cases, participants provided very specific recommendations to the City for particular services (fixing a sign, or recommendations for one bus route). This information was noted and will be provided to the City's divisions.

Role of the City in providing these services

Although not a specific question, many of the open-ended responses provided recommendations on who should provide particular City services. In general, participants felt that entire services should either be delivered by the City or should be contracted out, or should be uploaded to the Provincial or Federal Governments. There were fewer mixed delivery suggestions, and fewer recommendations for splitting up a service and running parts of it differently. For example, participants fell on the side of either having transit run completely by the City, by a company or by a provincial organization. Some suggested that the City should make transit decisions with other regional authorities (but still maintain control), and a few suggested that a part of the transit delivery system – fare sales and collection – should be automated or contracted out. However this trend is slightly different for some of the service areas examined in detail. For example responses related to parks and recreation services indicate a greater interest in mixed or shared delivery models.

3.10. Service Specific – Qualitative Input

The following section includes feedback on 10 of the most frequently mentioned services and issues participants spoke to in the open-ended questions. These open-ended questions were not asked in relation to specific City services. In this consultation, participants chose issues, services and topics that they are most concerned about or interested in. Much of the feedback commented on changes that can be made and how the City is addressing these interests or concerns.

3.10.a.   Transit (TTC)

Important and Why

- Reasons given for the importance of public transit were environmental, economic and social separately, but also in combination. This typically included other quality of life impacts including equity, health and shorter commute times.
- The terms "access" and "affordability" were most often mentioned together and second only in frequency to "transit" as a single term.
- Many felt that a comprehensive transit plan was lacking, that there were no easy fixes, but a long-term strategy would help the City make steady gains.

- Investment in public transit infrastructure was seen as a win-win, attracting more people to transit, and with them, more revenue for future investment.
- Investments in public transit, along with decisions which result in more sustainable, clean transit, will reduce congestion and emissions.
- Public transit was often mentioned alongside other transportation modes – predominately cycling. Many felt the City needed to coordinate transit and cycling planning.

Who Should Provide Service

- Many felt that the City had a role in running public transit.
- Equally, participants suggested that transit needed to be uploaded to the Provincial government to run.
- Many suggested regional planning and coordination of transit was important to the system's sustainability, access and integration with surrounding regional transit systems.

- The public transit system was discussed as a complete package – the only element that some felt could be run differently was the automation of fare sales and collections – that was one area for staff reductions and possible contracting out.
- Some felt that there needed to be greater accountability regarding TTC decision-making including route changes and expenditures.

How to Pay for Service

- Affordability of the TTC was mentioned as a significant barrier for many, some suggested lowering the fare. There was an interest in ensuring that vulnerable communities not face additional fare hikes.
- Many suggested that the Provincial and Federal governments should be covering the cost of transit; fewer suggested they would pay a tax increase to cover the shortfall, even fewer suggested a fare increase.
- An increase or allocation of Federal gas taxes were indicated as possible revenue sources to support transit.

- Alternative funding strategies included many recommendations for tolls and congestion charges for vehicles, increases in parking charges with revenues directed to transit, and suggestions for zoned fares which were seen as fairer and linked more closely with actual use.
- Public private partnerships including funding from developers, and commercial leasing, as well as advertisement were named as additional sources of funding.
- Optimizing routes was one way to save money, but many mentioned that it should not be at the expense of low income or distant communities who relied on the system.

Service Level/Quality or Other

- Many were concerned about service levels and access to transit in all neighbourhoods across the city.
- Many felt that the City's public transit system was out-of-date, broken, needed to be fixed, crowded, and needed to be able to compete with vehicle travel times in order to attract ridership.
- There was not a consensus about the type of infrastructure that the City should invest in – arguments for Light Rail Transit, surface routes, subways or dedicated streetcar lines as well as the location for infrastructure investment – downtown vs. inner suburbs and which investments should be a priority all received supporters and detractors.
- Many wanted improvements to the system including greater accessibility, better scheduling and greater reliability both in terms of being on time and maintenance of vehicles.
- There was a general feeling that transit provision was not keeping up with demand, particularly in the downtown core.

Participant Quotes

- *Work cooperatively with the provincial and federal governments to ensure increased funding for public transit.*
- *I think it is imperative for the City of Toronto to negotiate taxation with both the federal and provincial governments. It is my understanding that the City is still paying for services that should be provided by the Province; this should stop. I also think it is important for City - and all Canadian cities - to try to get the federal government to contribute to the provision of services such as mass transit, as happens almost everywhere else in the world*
- *When we want people to increase their use of services (i.e. more TTC riders is good for everyone), increased user fees are a crazy idea.*
- *Develop a transit system that does not prioritize car drivers over members of the community who use alternative means of transportation, which are generally more environmentally and economically sustainable than current patterns of car use. Commit to developing more accessible public transit routes, bike lanes and bike paths, and walking paths throughout the city.*
- *TTC services are those criticized the most for long wait times, not being on schedule, too crowded, lack of information when accidents happened and poor customer services – rudeness. Participants also felt strongly that the fares are too high, especially for short distances – Community group submission*

3.10.b. Roads, sidewalks and traffic services

Important and Why

- The majority of participants who commented that roads, sidewalks and traffic services were important did not indicate why. For those who did, they saw the service as connected to the quality of life in the city, the economy and the environment.
- Improvement in this service area is seen as contributing to the general health and well-being of all residents, fostering a better quality of life for Torontonians.

- These services sustain the ability of the City to improve air quality and reduce emissions while improving traffic congestion.
- Providing clean streets and sidewalks and an easily accessible city make it pleasant for tourists to experience the City and can increase business revenue.
- Well maintained roads and sidewalks help make Toronto safe for all – whether driver, cyclist or pedestrian.

Who Should Provide Service

- Participant comments suggest these services are important to the City but said little about who should provide them.

- A minority of comments suggested that private firms should be picking up the bill for road safety at construction sites rather than using public money to pay police officers.

How to Pay for Service

- Road tolls emerged as a key issue regarding how to pay for these services. Road tolls were mentioned for the Gardiner, the Don Valley Parkway and the 401.
- Other user fee suggestions included a London, UK style downtown congestion charge.

- A number of comments were made regarding charging user fees to commuters, those from the 905 area code and people who come into the city to use City services but do not pay taxes.
- A small number of participants suggested that the service should be cost shared with provincial governments specifically through a portion of the gas tax.

Service Level/Quality or Other

- The majority of participants who mentioned their concern about service levels focused on widespread traffic congestion in the city.
- Participants are also concerned about a lack of coordination between City maintenance of roads and other agencies (Enbridge, Hydro, Gas) and the decline of quality of roads.

- Most participants who commented on improving the quality of the service were supportive of bike lanes and would like a commitment from the City to provide more bike lanes and improve what already exists.
- Police officers guarding road construction sites were mentioned as a service expense concern.

Participant Quotes

- *We should ABSOLUTELY consider tolls on our roads and car/congestion taxes.*
- *The ongoing debate between cyclists and the city needs to be resolved... There needs to be better communication between all parties. There need to be laws, rules and guidelines instated so all parties can coexist peacefully and we can have a safer city.*
- *Core municipal services such as road repairs, sewage treatment, garbage collection, police and fire services have been neglected in order to pay for services that are not necessary.*

3.10.c. Shelter, Support and Housing for Homeless and Low-Income People

Important and Why

- A significant number of people simply noted that homelessness, shelters and public housing were an issue of importance for them.
- Linkages were made between reliance on affordable or free public services and the quality of life of people who are economically marginalized.
- City Council should take the needs of all Torontonians, regardless of their income, into account when making decisions. Some participants specifically requested that changes that would impact the quality of life of vulnerable populations be carefully considered.

- Investment in adequate social services and housing may offset longer-term costs associated with improving the lives of vulnerable people, and have a positive economic impact on the city.
- Investments in shelter, supports and housing for homeless and low-income people positively impacts on the quality of life and livability of the city.

Who Should Provide Service

- Some participants thought that the City pays too much for services for homeless and low-income people and requested additional accountability associated with expenditures, while others noted simply that housing was a priority and needed to be provided as an essential service.
- There was some debate over the topic of selling Toronto Community Housing assets. For those participants that felt that properties and service should not be sold or privatized, some of the reasons given included:
  - o the City should retain services that require accountability to the public;
  - o the impression that the private sector values profits over quality of service, which could jeopardize the integrity of the program; and

  - o once sold, it would be difficult to reacquire housing units.
- Some of the reasons given by participants who felt it was necessary to privatize social housing, shelters and related service included:
  - o the money raised by selling housing units could be applied to the deficit; and
  - o private industry could be more effective at maintaining housing.
- Others stated that they would like to see an increase in mixed delivery models, including public/private partnerships and not-for-profit service delivery, which perhaps would increase service delivery efficiency.

How to Pay for Service

- Some participants noted that social program costs should be cut, and in some cases referred to the need for cuts as a means to establish a more sustainable budget.
- Other participants requested more investment in social services, housing, and shelters.
- A significant portion of participants encouraged Council to approach other governments to upload these services.

- In relation to user fees, most participants noted that they were not in favour of increasing user fees if they negatively impacted low-income residents.
- Some participants expressed their desire to see an increase in user fees for certain related programs if they assisted with alleviating budget pressures.
- Some focused on the need to find efficiencies generally in all divisions and reallocate City funds.

- A majority of participants that spoke specifically to property taxes used to fund these services indicated that they would consider paying some additional taxes to ensure that all Torontonians could benefit from programs that serve their needs.

Service Level/Quality or Other

- Many participants indicated concern over service levels related to shelter, support and housing homeless and low-income people. In particular, participants were concerned with a perceived lack of adequate, affordable and safe housing options for low-income residents. In some cases, responses focused on the need to repair the City's existing low-income housing stock to meet current needs.

- A significant majority of participants indicated that they would like existing programs maintained and improved where possible. Others suggested that more funding was need to increase service levels or improve existing programming.

Participant Quotes

- *Efforts must be continued to get the provincial government to upload services like social assistance, and to get both senior levels of government to contribute more toward public transit and social housing.*
- *The City should be working closely with the Federal and Provincial government to establish new program funding for many of the downloaded services (welfare, community housing, etc).*
- *In general, I support property tax increases over user fees, as user fees are regressive and hit low-income people hardest. If user fees are to be increased, they should be offset with credits for low-income people.*
- *City housing should be sold when it is located in particularly expensive areas and relocated to less expensive areas. The City would be able to provide more temporary housing this way. City housing should not be viewed as a permanent solution.*
- *The City should download some of their services like shelters and housing to the non-profit sector as this will provide maximum services for fewer dollars invested.*
- *I would see it proper for Toronto to eliminate public housing within the city as well as entitlement programs and services catering to disadvantaged groups, in particular youth, as a means of establishing a sustainable budget for the long term.*
- *I do not support a reduction in services. I am a social worker working for Children's Aid. Every day I come into contact with marginalized children, youth and families who rely on city services (housing, social services, employment services, 311 etc).*

3.10.d. Affordable Housing

Important and Why

- Many mentioned that affordable housing should not be considered as a stand-alone issue; rather it should be delivered alongside other community and health supports.
- Participants indicated that the provision of quality affordable housing should matter more than profit or revenue generation when making decisions about delivery.
- Affordable housing is not just for those in need; rather it contributes to the economy of the City.

- Affordable housing contributes to the quality of life, not just of those who live there, but the city as a whole.
- The cost of housing generally in the City is becoming a problem for many, not just those receiving social assistance – renters, new homeowners, and older homeowners on fixed incomes.
- City should not look at affordable housing in isolation from urban planning issues including neighbourhoods with mixed housing options.

Who Should Provide Service

- Most who suggested the City should not be providing affordable housing felt that it should be the responsibility of the Federal and Provincial governments.
- Some suggested that the private sector should provide affordable housing in new developments, and that developments should be affordable.
- Some suggested encouraging private sector development though incentives, penalties or requirements for investing in the community.
- If other governments or private sector will not provide affordable housing, then the City must in order to support vulnerable members of the public.

- Some mentioned ensuring high taxes don't make housing unaffordable for some.
- Several recommended that the City should not be a housing provider; rather the City's role should be in support services and ensuring inspection and standards of housing including enforcement of bylaws.
- Some mention of public private partnerships as possible way to increase and run affordable housing stock
- City should not be a housing provider, but could support affordability through rent subsidies or vouchers.

How to Pay for Service

- Affordable housing needs to be a National strategy, paid for by the Federal Government.
- If the Province mandates delivery of affordable housing, they should deliver and pay for it.
- It would be fairer and more sustainable to pay for affordable housing through income taxes at other governments.
- Some mentioned contracting out the provision of public housing entirely.

- On the issue of selling of TCHC housing, many suggested the City should keep the assets, but those who did suggest selling the stock recommended selling off just the individual housing, and funds be re-invested into additional housing or repairs of other housing.
- Make sure that tax decisions don't compromise the affordability of people's current housing.

Service Level/Quality or Other

- Many people were concerned about the length of wait lists, capacity of the system and availability and that demand far exceeds supply.
- Many commented about the quality of maintenance, standards, cleanliness and state of good repair of public and affordable housing stock.

- Affordable housing must also be safe and accessible.
- Need a long-term strategy to move people from waitlists, to supportive housing, to rent-geared-to-income to market value.

Participant Quotes

- *Quality, affordable housing is absolutely necessary for a thriving, global city. I want to live in a city that is truly diverse, both culturally and economically, and is attractive to our country's thought leaders and workers. We have the potential to be a creative city but this is dependent on diversity. No one will want to live here if we don't offer quality housing at a variety of price points.*
- *For many services such as affordable housing, childcare, services for the homeless, all of these services can be governed and funded by a national affordable housing program and a national subsidized daycare program. That is where the negotiation should be happening. We need to look at large-scale investment in cities, not small-scale cutting. That will not provide a long-term sustainable solution.*

3.10.e.　Police Services

Important and Why

• Many mentioned community safety as an important "core" issue for government. • Many looked at community safety as a complex and long-term issue that could not be addressed by policing alone.	• Many advocated more effort spent on prevention of crime by providing services and spaces for youth, addressing poverty and unemployment as well as more community-based policing.

Who Should Provide Service

• Some mentioned police services as a core responsibility of municipal government; others felt that this service could be provided wholly or in partnership with other governments.	• Few people mentioned privatization of police services; some who did were firmly against privatization of emergency services, while others suggested privatization might be something to consider to reduce costs.

How to Pay for Service

• A majority advocated cutting the cost of police services. They mentioned a variety of means: reducing the size of the police force, reducing overtime, reducing or contracting out policing for construction sites and traffic management; contracting out policing services altogether. • Some felt that as a core service, police should be funded by increasing property taxes. A few mentioned other revenue sources such as road	tolls, increasing user fees, or increasing fines for traffic and City by-law violations. • Some advocated for working with other levels of government to fund policing related to provincial or national issues and events and/or to upload police services to the province. • Some focused on reducing policing costs by focusing on services to prevent crime, as discussed above.

Service Level/Quality or Other

• Some mentioned that they would be comfortable with reducing police service levels such as number of cars sent per event, number of officers per car, or assignment to traffic and construction projects. • Many mentioned lack of trust in police services and raised concerns about police oversight,	accountability, fair treatment, and protection of civil liberties. Many of these comments related to the G-20 meeting. • Some mentioned crime, particularly gangs, guns, drug crimes and violence against women as issues that police services need to do more to address.

Participant Quotes

- *Putting money into policing over social programs means you're preparing to deal with the outcome of not helping your city raise accountable and responsible citizens.*
- *Some cuts cost money in the long run. Cutting access to community recreation, for example, drives up public health, policing, EMS and social assistance costs. Cutting public health programs to deal with pests and infectious diseases make the city worse and are more expensive to deal with in the long run. Prevention saves money, even in the short term. In addition, when people have access to community recreation programs for their kids, safe and affordable housing, clean and efficient public transportation and affordable child care, they can move forward with finding and maintaining employment. Cutting services and creating a precarious situation for many will affect everyone.*

3.10.f.   Arts, culture and heritage programs

Important and Why

- Investing in these services brings a high return – they create thousands of local jobs and supports small businesses and entrepreneurs as well as international investment (e.g. film industry) – these jobs translate to more money spent in the local community and increased tax revenue.
- Arts, culture, and heritage help make Toronto a world class city and a major draw for tourism – a vital industry for the city. Supporting major festivals like Pride, Caribana, and Nuit Blanche play a key role in this.

- These services support revitalization and community-building, make Toronto a more attractive place to live, work, visit, and invest in and are a major contributor to a high quality of life in Toronto.
- We should ensure arts programming is accessible to all groups, including youth and new Canadians. These services support and reflect the rich diversity of Toronto.
- Arts, culture, and heritage enhance the value of our city and generate economic development.

Who Should Provide Service

- There was less detailed commentary on who should deliver arts, culture, and heritage services, though most participants did note that the City should continue to invest in and support these services.
- A small number of participants suggested the City consider only providing funding to groups who can find matching funding from another sources (private or non-profit supporter).

- Participants commented on the City's role in delivering large-scale events like Pride and Caribana, with some suggesting they that the City should continue to play a part in delivering these events.

How to Pay for Service

- There was concern among many participants that funding for arts, culture, and heritage programs will be cut, in particular if people don't fully respect or realize the economic and social value these services provide.
- The need for funding in general was one of the key issues in this area. Some suggested raising the per capita investment level to match levels of other major cities like Montreal.
- While most participants want the City to act as a leader in supporting these services, many suggested that the support of the private sector through investments and sponsorships is a key to maintaining the vitality of this sector. Others stated that they would be happy to support these services through increased property taxes because of their larger social value.

- Other identified sources of revenue to support arts, culture and heritage included the tax on billboards to directly fund arts programs.
- Many participants talked about the Toronto Public Library in conjunction with arts, culture, and heritage services, seeing a connection between the services and benefits they provide. A few participants suggested that a small annual fee could be charged for all library patrons who can afford it to help support this service.
- A few people said that arts, culture, and heritage programs, such as City-run theatres, are not essential and only benefit special interest groups and that the City should cease funding these services.

Service Level/Quality or Other

- While some participants are pleased with recent action on the issue of graffiti, others felt the City should focus less on removing graffiti and instead put more resources into supporting arts, culture, and heritage programs and community-based initiatives, and that graffiti can be an important component of public art.

Participant Quotes

- *Arts and culture funding not only enhances the value of our city in an economic way, provides substantial jobs for numerous citizens, it also contributes to the brand of the city, and how the city values itself. Arts and culture support goes beyond funding a bunch of festivals, it is an overall support of a creative and dynamic city. It's how we see ourselves, and how others see us. It's how we as citizens enjoy, interact and live in and with out city.*
- *Please keep in mind that the small, seemingly insignificant programs and services make this City fabulous - it's the free festivals and arts events; it's our wonderful necklace of parks and waterfront; it's our bike paths and markets and recreational spaces and classes. Let's not nickel and dime everyone to death with user fees!!! A $6.00 increase in this year's property tax would have kept every service we had in 2010 - now we are losing libraries, transit routes, whole transit lines, charging the vulnerable to hang out at rec. centre... think about the City you grew up in, live in and want your children and grandchildren to live in. A concrete box with bare grey walls or a vibrant, colourful and kind place with respect for all citizens.*
- *Increase in fees and taxes should only be in line with inflation. Shortfalls mean you trim from the non-essentials like culture and heritage to invest in infrastructure.*

3.10.g. Garbage, Composting and Recycling

Important and Why

- Most participants named garbage, composting or recycling as important to them, but did not specify why. Among those that did give a reason, many characterized these services as basic, core or essential.

- Many people felt that recycling and waste diversion is important for environmental reasons.
- Some people noted that garbage and recycling were services that served "most people" or "the general public."

Who Should Provide Service

- Almost two-thirds of participants were in favour of keeping these services City run and just over one-third supported outsourcing/privatizing them.
- People with either view most frequently cited containing costs as the reason for their view.

- Many proponents of City-run collection suggested that short term costs of outsourcing may be lower, but long term costs and liability will be higher.
- Other participants stated that it was important for the City to provide these services to ensure environmentally responsible operations.

How to Pay for Service

- Among participants that commented on how to pay for these services, two-thirds felt user fees were an appropriate way to pay for them.
- The remaining one-third that felt property taxes were an appropriate method to pay for these

services.
- Many people suggested increased user fees to increase diversion efforts, which would save the City money.

Service Level/Quality or Other

- Some participants made comments about service levels and/or quality. Among these people, about one-third expressed concern about service and many of these mentioned that avoiding a

"garbage strike" was important to them.
- Almost half wanted to see services improved, particularly related to composting and recycling in apartment buildings and in general.

Participant Quotes

- *I was thrilled when I heard about efforts to privatize garbage collection. If the city hires a private firm and they provide bad service, the city can fire them. I think that dramatically improves the likelihood we are going to get good service for our tax dollars.*
- *When contracting out services, the process results in a captive market of users who have no other options as for providers of a service, so this creates a monopoly situation. This is contrary to some of the best features of capitalism, and often results in high costs and increased user fees with little to no service improvements.*
- *I do not believe that contracting out city services will make them cheaper. The city pays its employees fairly and to privatize something like garbage would just mean that workers will be making less money for the service they provide, while a private company makes a profit from their labour.*
- *Privatizing can help but many times the private sector won't re-invest in long term infrastructure - instead putting money to profit. And then when the buildings are all run down and the equipment breaking, they try to hit us up for the bill or leave us with a massive repair bill because they never maintained anything. We might save money in the short term by privatizing, but we must have guarantees that costs will be managed in the long term while maintaining accountability.*

3.10.h. Environmental Programs

Important and Why

- Many participants felt that a healthy and clean environment contributes to the overall quality of life in Toronto.
- Comments on continuing Toronto's leadership status on green initiatives was often accompanied with comments that planning for the environment is an urgent cause.
- Linkages were commonly made between other City services and their impact on the environment.

- Ensuring environmental sustainability is something that affects all residents of Toronto and beyond.
- Many participants stated that environmental issues were important to them, using terms like air quality, sustainability and climate change to express their position.

Who Should Provide Service

- Participants believed that the City has an important role to play in ensuring that environmental issues were considered in tandem with other City activities and services.
- Specific requests of City Council were to:
  - have a long-term vision of future environmental sustainability for the City;
  - encourage renewable energy use;
  - encourage businesses to take a more active role in environmental issues; and
  - to remain an international leader on environmental initiatives.

- Participants suggested that Council should consider the potential environmental impact when making service decisions.
- For those that chose to comment on who should provide environmental programming, most believe that the government should manage initiatives, with a renewed emphasis on working collaboratively with private and not-for-profit enterprises familiar with the issues.

How to Pay for Service

- A significant majority of people that chose to highlight the environment in their responses stated that they would prefer to maintain and expand current environmental programs and initiatives.
- Increasing property taxes and implementing user fees for individuals and businesses that participate in pollution causing activities were referenced as potential means of providing ongoing funding.
- To a lesser degree, participants noted that other governments could fund environmental programs.

- Specific examples of potential revenue generation tools related to environmental initiatives included enforcing the anti-idling by-law, instituting higher fees for peak hour water use, and user fees for car use in the City, including re-introducing the Vehicle Registration Tax, establishing road tolls and maintaining the plastic bag fee.
- Those that felt that environmental programs were not a priority stated that other budgetary pressures were more important to fund at this time.

Service Level/Quality or Other

- Participants recognized the City's environmental leadership and indicated that they would like to see environmental programs maintained or expanded where possible.
- Participants are concerned about the current commitment to environmental sustainability and perceived shift away from previously established goals. Many commented on the need to protect and improve our environment.
- Some residents expressed concern over larger issues like Toronto's carbon footprint and reducing greenhouse gas emissions.
- The general view from comments received favoured a continued emphasis on environmental programs and indicated that current programs should be maintained and enhanced.

Participant Quotes

- *The City should fund services that give back to the community and create safe, active, environmentally friendly and educating environments for young people today so that we can have a better future, even if it costs us some taxes.*
- *Keep in mind that short term cuts may not necessarily be in the long terms interests of the city. Maintaining and enhancing the city's quality of life (heritage, culture, parks, environment) is what will make us an attractive to investment and business. And that will lead to prosperity.*
- *The city needs to use its purchasing power to continue to support the technologies of the future - be they renewable energy, IT, sustainable buildings. This is where many of the future jobs will come from, and the city can continue to lead by example - through solar programs, green building programs, green roof investment etc.*
- *Review the possibility of reducing non-operational department costs (e.g. Toronto Office of the Environment)*
- *All departments of the City of Toronto, together with the entire GTA region, must be better coordinated in their planning and budgets, especially with regards to transportation, health care, bylaw standardization/enforcement, and any environmental issues/concerns.*
- *City staff should support, prioritize, fund and engage with organizations who can fund social and environmental programming well.*
- *The City should implement incentives to encourage wise use of resources and to support environmental goals and efficiencies, like road tolls, and higher rates for water use during peak hours, and energy use during peak hours.*

3.10.i.   City Parks/Recreation and Community Centres
Parks and Recreation were listed as separate services but discussed together by most participants

Important and Why

- The City of Toronto's parks, recreation services, and community centres were identified as an integral part of the city. The issues of greatest concern were maintaining these publicly-run services and ensuring the services and spaces are kept affordable, accessible, and responsive to the needs of the community.
- Connected to this are the significant impacts on quality of life and social well-being that these services provide. This includes making the city a great place to live, keeping our population healthy (and therefore reducing the impact on health care), making the city beautiful, keeping the city cleaner and greener, and bringing people together.

- Many participants noted that the needs of the most vulnerable should be a priority in these services areas – for example, youth, seniors, and low income families.
- This last point was reiterated by a number of participants who suggested that providing youth with opportunities to get involved in recreation and community centre programs reduces the chances of crime and its associated social and economic costs.

Who Should Provide Service

- Comments on parks, recreation and community centres focused on the importance of maintaining the services themselves – there were fewer comments on exactly who should deliver those services.
- For many people, it is important that parks, recreation, and community centre services continue to be delivered by the City of Toronto for reasons including maintaining quality and accessibility.

- A comparable number of participants felt that at least some activities could be contracted out or managed by volunteer community groups – this included parks maintenance and garbage collection.
- One smaller theme that emerged was the need to consider community access to Toronto District School Board pools, and how those partnerships are managed and paid for. In general, maintaining or increasing access to these pools was the most common thread amongst these participants.

How to Pay for Service

- User fees were discussed in light of these services – a number of participants were against any user fees for parks or recreation programs and facilities in order to keep support accessibility and equality; others felt that user fees could be introduced or raised in some areas if they are affordable to the user.
- Other less common suggestions to financially support these service areas included an increase in community centre rentals to private groups and leveraging more development fees/Section

37 funds; only a few participants suggested sponsorship agreements with private companies or leasing space in parks to private businesses.
- Numerous participants were comfortable paying increased property taxes to support these services because they felt it would help promote the liveability of the city. A small number of participants were against this idea.

Service Level/Quality or Other

- Of all the comments received on service levels for parks, recreation, and community centres, the issue of highest importance was the upkeep and maintenance of these spaces: litter, disrepair, and the need for upkeep of green spaces were very common themes amongst comments on service levels for these areas.
- Another area of note was the need to maintain and/or increase facilities including green space, parks, pools, community gardens, and the associated programming.

- Included in this category were comments on the Welcome Policy, which the strong majority of participants felt needed to be maintained, with any reviews of this policy going toward increasing the outreach, accessibility, and efficacy of this initiative.
- Though not a key item for most participants, some did express concern over dog parks and whether the City is directing a disproportionate amount of resources towards this activity. A smaller number used their feedback form to share their support for these spaces.

Participant Quotes

- *If we want to compete with New York, London and Paris, then we need to invest in transit, the waterfront and our parks. People don't visit Paris because it's balanced its budget, people visit to see the great museums and parks.*
- *It is very difficult to provide excellent services without increasing revenue - the important part is that the money be used sensibly and not squandered.*
- *Our cities parks are a vital resource, as are all our public/outdoor spaces. Waterfront development has been slow, but the last few years it has been really tremendous - keep it up! The Toronto Island needs continual investment, same for community recreation. Our ski hills, golf courses, ravines, urban forest - they all need to be led by city. I think we're doing a good job - I'd like to see us do a great job!*
- *The Parks and Recreation programme fees are far too low. They surely cannot be recouping costs. I understand and support keeping programme fees lower for seniors, but others should be able to pay their way, this is despite the fact that I have 2 young children in city programs.*
- *Please have "optional services" provided by the city covered by user fees. This includes pools, recreation centres and fitness classes.*

3.10.j.   Meta Theme: Paying for Services

One of the central concerns of the Core Service Review was the budget and finances: How much do City services cost? Where do we get the revenue to pay for them? Which services are provincially mandated, and at what level must we provide that service? How can we generate more revenue, or cut spending for all but "non-essential" items? The City collected a large volume of comments on these themes, some which emphasized the value of services in the short and long term, and some which called for the City to make tough choices that prioritize financial health.

Upload or share the costs with other governments

- Across all of the comments on funding City services, the role of other governments and the relationship between governments was among the most mentioned.
- Many participants suggested that the federal and provincial governments need to contribute more in terms of finance and service delivery. In many cases, there were specific calls to reverse "downloaded" services such as affordable housing. Many said that more funding for transit should be a priority of the provincial and federal government. Other general comments suggested a need for federal government investment in Toronto as the economic engine of Canada, and for the City and province to discuss any potential duplication of services.
- Others suggested the City requesting a share of the HST, a portion of the Gas Tax, or the ability to levy an income tax on Toronto residents.
- Fewer participants suggested that the City of Toronto make better use of the financial tools it has available and find efficiencies in its services before or instead of asking other levels of government for more support.

Comments regarding budgets, expenditures, cuts and investments.

- Comments that suggested investing or increasing spending typically related to a specific service, e.g. transit, or service area, e.g. "increase services that support the most vulnerable." However, a number of participants also commented on the principles behind investment, the reasons why services should be funded, and how to make decisions around these investments.
- A number of participants also suggested that investing in making our city a great place to live will help to attract businesses, tourists, and outside investments. Otherwise, Toronto could fall "behind the times."
- Participants believed the City needs to have a vision, consider the long term implications of its decisions, and not always be guided by short term needs. It was suggested that investments can actually save us money in the long term, for example by fixing/upgrading infrastructure before its condition decreases and costs increase, or through services which deflect the social costs of crime and poverty.

- On the issue of whether or not to cut or decrease budgets, responses focused in particular services or activities supported by some City services. A smaller number called for non-specific cuts or decreases – not necessarily to any service or to any particular level, but with an eye to "duplications" or "trimming the fat."
- There were some suggestions to "cut the waste, not the service" by finding efficiencies or finding other sources of revenue like user fees, public-private partnerships, or raising taxes.
- Many participants urged the City not just to cut for the sake of low taxes or saving money – instead, they asked the City to look at what the services are and what they offer, suggesting that once a service is cut it is hard to bring it back. Within this group, there were concerns that if the City continues to cut services then Toronto will be a less liveable city.

Property or business tax

- There were more comments regarding property tax than business taxes. Many participants commented that they were happy to pay the current level or a higher level of property taxes to support transit, infrastructure, and to "keep the city liveable." Among this group, some added the caveat that they support higher property taxes as long as they know the City is "doing its job." Others noted that Toronto's property tax rate is the lowest in the GTA and that local residents get more services for their dollar than friends and family members in surrounding municipalities.
- On the other hand, a number of participants felt that property taxes are already too high and that these taxes support some services which not everyone uses (e.g. Toronto Zoo).
- Some suggested that the business tax rate should go up and that corporations and banks should pay

more to operate in Toronto's desirable market, offsetting the cost of valuable services.
- Others suggested that the system of calculating and collecting property taxes needs to be reformed to better reflect the annual inflation rate, market value of property, or household income.
- Some noted that property taxes will not need to be raised if the City takes other measures such as raising user fees, finding efficiencies, or selling assets.
- Comments regarding business taxes suggested that the business tax rate is too high, and that Toronto needs to lower its rate to attract and retain businesses and jobs, especially with competition from other GTA municipalities.

User fees

- The topic of user fees generated more discussion than any other when participants commented on how the City can pay for its services. Many stated that user fees are already too high, create accessibility issues for youth, seniors, and low-income families, or that the City should simply "think outside the box" before implementing more or higher user fees.
- Some participants suggested it was okay for the City to add user fees for services which are not used by all residents of Toronto, such as swimming pools, 311, or the Library. Others suggested if user fees had to be added they should be applied according to income so that everyone has equal access to services.
- The cost of parking was generally considered a fee that could be raised to bring in more revenue for the City while encouraging alternate forms of transit.
- Some participants indicated a concern about the cost of TTC fare, some suggested increasing this fee to help fund expansion of the system, or reducing the fare to increase ridership.

- While many people discussed user fees in relation to specific services (e.g. Solid Waste Management), there were also more general comments on "commuter fees", "congestion charges", or tolls on major roads like the Gardiner Expressway or Don Valley Parkway. Many participants stated support for a toll that could raise money for the City, help fund infrastructure such as public transit, and help reduce gridlock and associated side effects such as pollution. Various examples were given of tolls to enter the City core as in London, UK, or tolls on commuters from outside Toronto to help offset the cost of City services that support people who pay taxes in another municipality.
- Some participants were concerned about avoiding a trade-off between property taxes and user fees – that a decrease in property taxes or user fees would only lead to an increase in the other.

Other sources of City revenue

- Participants provided several other suggestions for revenue generation.
- There were several suggestions regarding the Vehicle Registration Tax (VRT) and the Municipal Land Transfer Tax (MLTT). Most who commented on the VRT felt that the City should not have removed this source of revenue, particularly at a time when services are at risk.
- A number of participants– including some who supported the VRT – also expressed concern that the MLTT might be repealed. A few participants suggested the MLTT should be removed because of its cost to homebuyers and the nature of the tax. There were a few suggestions that the MLTT could be raised for properties over a certain value.
- Participants also suggested selling naming rights or having sponsorships of public spaces or TTC stations – if this could be done in a way that respects the City of Toronto. Others suggested selling City assets such as Toronto Hydro or EnWave, while others suggested that they should be kept.
- Other suggestions included leveraging more money from developers though "Section 37" funds, issuing City bonds, creating a Hotel Tax, redirecting the current fee for plastic bags to the City, money from provincial lotteries, or building a casino.

Participant Quotes

- *The City needs to recognize that it is going to continue to grow and we must invest in that growth or the benefits will accrue only to the few. One of the aspects that makes Toronto great is our mixed neighbourhoods, and our deep levels of community participation. If we fail to invest in services these are at risk. People will leave the city and those who remain will lose the joys of urban living. That is not how to make a city a great place to be.*
- *Completing this survey enraged me because it made me realize just how many useless services the city has and how much it costs me.... I use very few city services (roads, water, waste collection, police, fire and ambulance) yet I pay an incredible amount for them.*
- *We need to get out more positive messages about the effect of taxes in creating a healthy society and in contributing to the "common good", rather than a message that seems always to be about keeping everything good for "me" but not "my neighbor".*

Councillor-led consultations

A number of City Councillors hosted their own meetings with local residents to discuss the Service Review. The outreach and communication for these meetings was conducted primarily by the Councillor's offices, though details were also posted on the City's Service Review Events Calendar at www.torontoservicereview.ca. In most cases, a summary of each Councillor consultation was provided to the City Manager.

Councillors Janet Davis (Ward 31), Mary Fragedakis (Ward 29) and Paula Fletcher (Ward 30) June 8, 2011. East York Civic Centre

- This meeting brought together approximately 120 local residents who were "passionate about Toronto and the services they feel make it a vibrant and liveable city with opportunities for everyone."
- Participants at this meeting felt that "all City services were very important" and that these services were developed to meet community needs.
- In general, most participants did not like the idea of "ranking" City services; nevertheless, a number emerged as particular priorities including the expansion of transit and many others that support

quality of life, social needs, and access to services and information.
- Some thematic priorities that emerged included considering long term benefits as opposed to just short term costs, keeping services delivered by the public sector, a need for the City to engage in more "lateral thinking", a need for improved and equitable revenue sources, and maintaining an ongoing open and democratic process.
- A full summary of this meeting including more details on service priorities was provided to City Manager, Joe Pennachetti, by the host Councillors.

Councillors Paula Fletcher (Ward 30), Pam McConnell (Ward 28), Adam Vaughan (Ward 20) and Kristyn Wong-Tam (Ward 27) June 11, 2011. City Hall

- Approximately 100 residents from four Wards attending this meeting. Upon entry, participants were given a "sticky note" and asked to write down their answer to "What are your hopes and dreams for Toronto?" These answers served as a basis for a subsequent town hall style discussion on four topics:
  - Defining the issues facing Toronto
  - The role of the City in delivering services
  - Spending priorities in delivering services
- The Recreation Service Plan – the role of recreation and how to meet Toronto's needs. (This Plan is a separate initiative of the Parks, Forestry, and

Recreation division that is related to, but running separately from the Core Service Review.)
- Many of the participants at this meeting expressed frustration or concern over the Core Service Review Feedback Form, including the scope and nature of its questions.
- A full summary of this meeting including key issues from each discussion question and an appendix detailing all the participant feedback to each question was provided to City Manager, Joe Pennachetti, by the host Councillors.

Councillor Shelley Carroll (Ward 33) in partnership with the Fairview Interagency Network June 13, 2011 Fairview Community Library

- This meeting, held in partnership with the Fairview Interagency Network, followed a similar format to the City-led roundtable discussions, using the same service cards and general discussion questions.
- Participants shared a long list of criteria and principles for why services should be:
  - considered necessary to the City (the category most important to these participants);
  - considered a contribution to the City but less

important
- considered not required for the City.
- Participants also shared general service comments and a number of other things Ward 33 residents want City Council to know when making decisions about services in the future.
- A summary of this meeting including key issues from each discussion question was provided to the City Manager

Councillor Mike Layton (Ward 19)
June 13, 2011 St. Christopher House

- Approximately 40 residents attended this community meeting hosted by Councillor Layton.
- Councillor Layton put forward a number of questions regarding the City of Toronto and the Core Service Review and recorded feedback from participants. Questions at this meeting were:
  1. What are some of the issues facing Toronto today?
  2. What does Toronto need to do to make sure that everyone has healthy cities and vibrant communities?
  3. Do we do without some services?
  4. Do we pay more in property taxes for our services?
  5. Do we contract out or sell off to help manage the current debt?
  6. Can you think of possible other ways to generate income or save money?
  7. What is the impact of these options (contracting out or selling off)?
  8. What are the barriers to achieving equitable recreation opportunities and how can they be overcome?
  9. What are your hopes and dreams for Toronto?
- A summary of this meeting including overall responses for each question was provided to City Manager, Joe Pennachetti, by Councillor Layton.

Councillors Josh Colle (Ward 15), Joe Mihevc (Ward 21), and Josh Matlow (Ward 22)
June 16, 2011 Holy Rosary Church

- Over 60 people from all three Wards participated in this meeting. This meeting did not follow the same process as the City-led Roundtable Discussions. Instead, this meeting asked participants to do a SWOT analysis (Strength, Weaknesses, Opportunities, Threats) of multiple City services, followed by a question and answer discussion. The event started by each participants writing down their own answer to the question "My Toronto is..." Participants were also provided with background information on the City budget and a list of City services.
- One emerging theme from this consultation was "the broad range of opinion that existed in this pool of residents as well as their desire to have more say over the process that will determine the type and level of services that will be provided to them as residents." Some participants also expressed their frustration general tone of the City-run consultation process, feeling it put more emphasis on making cuts over other options.
- A full summary of this meeting including copies of all the responses from each table was provided to City Manager, Joe Pennachetti, by the host Councillors.

Councillors Gord Perks (Ward 14), Sarah Doucette (Ward 13) and Ana Bailão (Ward 18)
June 8, 2011. Bishop Marrocco/Thomas Merton Catholic Secondary School.

- Approximately 100 people from all three Wards participated in this meeting. This meeting was run using the same model as the City-led Roundtable Discussions.
- Overwhelming response was that public services should remain public.
- With few exceptions participants indicated that the 35 service areas were considered "necessary".
- Comments from participants noted concerns regarding adequate funding from other levels of government, the service review and consultation.
- A summary of this meeting including comments from participants was provided to the City Manager

Themed input from public roundtable discussions

At each of the City's eight roundtable sessions, participants discussed *why* they felt various City services were necessary to the city, contributed to the city but not necessary or were not necessary. The tables were not required to reach consensus. The goal of the sessions was to encourage discussion and learning about each other's perspectives as preparation for providing individual feedback. Staff themed all of the responses at each of the sessions – below is a summary of themes from all of the sessions. Individual session reports are available online at www.torontoservicereview.ca

Is necessary for our city to be liveable and prosperous

Serves large percentage of citizens
- Affects majority of people
- Serve broadest number of stakeholders
- Services are necessary because they are used by the total population of the City
- Serves multiple users
- Services that are well-used or provide variety of services

Necessary for city to be prosperous
- If service generates revenue for the City
- Important for economic development
- Makes the city financially successful, attracts people to the City
- Attracts business, encourages economic diversity
- Creates employment
- Basic necessities lead to prosperity
- Basic infrastructure contributes to local economy

Services that are basic, core, necessary
- Basic City services that any modern city requires; the "bones of the City"
- All are necessary to be liveable and prosperous
- Contribute to a healthy city, quality of life and well being of citizens
- Meet Maslow's hierarchy of need
- "successful cities thrive on good, effective City services"
- Creates/supports infrastructure
- Core services for a living city cannot be cut

- Builds a foundation for the city – these are the building block of all society
- All services are important and should be funded by a property tax increase
- Services that "make Toronto what it is"; unique

Services which enhance accountability
- Accountable services "publically provided services are different and more trustworthy"
- Transparency
- Any City inspections should be public not private
- If it's legally required to be provided by City
- If the service is legislated
- Provide oversight, regulatory framework
- If other levels of government or organization don't provide
- Vital to democracy, equity, human rights and a "fair" city
- Other levels of government require us to provide
- Ensure access to information
- "these services are important because then we can have control over how it is delivered"
- Customer service

Create a sense of community and neighbourhoods
- Community building – bridging have/have nots 'you're only as strong as the weakest link

- If they either prevent isolation or provide cross–city opportunities
- Opportunities to engage with others
- Maintains community sustainability
- "the responsibility we have as a community is essential to respect"
- Reinforce responsibility we have as a community to one another
- Makes this a city where "I want to be"
- Essential services that provide for a positive community
- Reduce social, economic isolation of neighbourhoods
- Help build communities
- Programs that keep communities safe, occupied, socialized
- Connecting the City – neighbourhoods and communities and individuals – engagement and a sense of identity and community
- Services to get people involved in the community

Ensure equitable access to services for all
- address needs of different types of people at different stages in their lives
- "city where no one is left behind" where all citizens are provided for
- Allow diverse populations to live together
- Addresses needs of vulnerable groups
- If the service reacts most effectively to local needs
- Compassion, social awareness, "a hand up"
- Importance of protecting vulnerable population and helping Toronto's underprivileged
- Address poverty
- Prioritize equity "lift up struggling people" – city has to have compassion
- Provide services to help people that are vulnerable (young, old, marginalized, immigrants)
- Need to have a civil and respectful society; "Show we care"
- Ensures access to everyone, all groups, inclusive

- Provide opportunities to newcomers, diversity of experiences
- Needed to support people who are vulnerable
- Promotes cultural diversity

Helps us plan for the long term, prosper and compete globally
- We spend our lives here – make the City great
- Provides happier, healthier life
- Necessary to provide for current and future generations
- Services that invest for the future
- Provide direction for future generations
- Provide social health, safety and a future for our children, quality of life
- Sustainable futures – building a city for our kids
- Makes City attractive
- Improves Toronto image on a global stage
- Services that give the City a good name and people will want to move here
- The only issue is who should deliver the services to maintain Toronto as one of the Best Cities in the World
- Essential to make us a "world class City"
- Makes Toronto a desirable place to live
- Have long-term impact "have to have visionary thinking"
- Absence would hurt liveability and tourism
- What it takes to make Toronto a top class city in the world to invest in and to attract people

When they contribute to security, health and safety
- Provide basic services such as food and shelter "doing what governments do"
- Things needed to live and breathe
- Services we can't imagine being taken away
- Services make the city liveable, healthy, peaceful, and resident's protected, safe, comfortable
- Services that focus on prevention

- Those that impact the determinants of health
- If the matter is a question of life or death
- Meets life and death needs
- Create a liveable and prosperous City
- Services that provide public safety, protects people and property
- Essential to keep order
- Preserve natural and cultural heritage
- Provide environmental benefits

Infrastructure
- Foundation for sustainable growth of the city
- Contributes to efficient and smart growth
- Improve infrastructure – will save money in the long term
- Communities don't expand well without funding – avoid City ghettos

Contributes to the city, but is less important

Others could provide
- Can be done voluntarily by individuals
- If the service should be part of a national strategy – City should lessen its role
- Other levels of government should deliver
- Some services should be provided by others if we trust them
- Services the private sector can deliver
- Where partnerships could help
- Consider if someone else could do it, but balance that with if we benefit
- Could be paid for by another agency
- Should be shared by other levels of government or private sector

Not essential to quality of life
- If City would survive but it wouldn't be a world class city, survive but not well
- Not necessary for life and health but contributes to liveable and prosperous City
- Programs are luxury or nice to have
- Key areas that are not essential to making the city run
- Nice but not necessary if related to basic security
- Contributes but not something that makes a world class city
- Not what cities do...not core
- Is essential to long term prosperity but not a life and death issue
- Services that won't affect many people's lives

- Doesn't necessarily improve quality of life for Toronto
- Basics should be provided, but maybe not services that don't affect individuals
- You won't die without it

Could be rationalized or reduced
- Could be rolled into existing program
- Mid-to low value budget item – costs less to deliver
- If the services are determined to be overfunded
- Certain services are not needed in all parts of the City
- Helpful but not wholly essential (could be pared back)
- Needed in the long-term but not urgent - parked but no eliminated
- Services not necessarily used by all Torontonians
- Not well used services may not be cost effective
- Do services benefit residents or do they benefit businesses needs to be a consideration
- Services may not need to be provided 24/7
- Services contribute if some people can pay, but vulnerable people need the City's help
- If need for service is declining over time
- If the service is a band-aid
- Consider providing part of the service instead of all of it
- Ok – if we can provide efficiently

- If we could provide fewer services – that would be enough
- Where there are duplications of services
- Services that could be consolidated
- Consider limiting service or increasing regulations
- Doesn't meet the needs of people it's designed to

Other considerations
- If it's revenue producing you can't cut it
- Consider should the City do it....even if it raises funds

- If they can be done for a profit
- Balancing role between non-profit and City
- Services that are self-sustaining
- If the service misuses/oversteps its authority/power
- If not necessary but contributes to spin-off effects like prosperity
- Services directed at groups/business but not individuals
- If a service is determined not to be critical
- Other things have a larger call on public money

Is not required for the city

City doesn't need to deliver, or others could deliver better
- Services that can readily be privatized
- Federal and provincial responsibilities should fund and provided by other levels of government
- Someone else can deliver it better
- If other jurisdictions can do it instead
- Can be provided by private sector
- Services that are better with business approach or are business oriented
- May be required, but maybe the City doesn't need to be the one to do it
- Should be done by others – individuals, associations, groups, province
- Shouldn't be required if is a commercial/business type operation
- Services we do poorly that could be done better by others
- If it's cheaper for private sector to do
- If you can get the same service elsewhere with the same quality
- Services downloaded from province – province should pay
- If the Provincial or Federal governments can provide it or should fund the service
- If residents can do it themselves
- If others could run better i.e. non-profits

- City doesn't need to be the expert if there are already other providers
- Not enforced or done poorly, not effective if provided by the City
- Privatized funding by corporations or sponsors – better delivery of services
- If City is wasting money – better to provide subsidy to private sector

City won't be affected if service isn't delivered
- If quality of life will not suffer
- Anything that is not health, safety, movement around the city and can be provided by the private sector
- If the Service had nothing to do with how we go about our daily lives
- does not contribute to prosperity or liveability of the city
- Services that don't impact people's day-to-day life
- Services that have no personal impact on residents
- If it's a luxury – something we could live without – doesn't address the necessities of life or survival
- If the City can get along without it
- Not needed for survival

Serves only a few or limited purpose
- If services are exclusive to a small group or only a few people
- Services that have a limited impact or only impact a few
- Isn't required by a majority of people
- Benefits only some members of the City
- Low use
- If it supports corporations only and not residents

Needs to be cut, rationalized or consolidated
- Duplication of City service
- Not cost effective
- If it duplicates services of other providers, or another service
- If alternatives exist
- If the space being used can be put to another use – even revenue generating
- We shouldn't overlap
- Services which are minimally used after-hours
- Is service is obsolete or can be delivered on-line
- Services that take away from, or duplicate other services
- Services that fluctuate
- Doesn't need to be 24/7
- If it can cost less but quality stays the same

- You cannot run a home without money – same with City – some have to be cut
- If it costs the City more to deliver – other options should be considered
- Services level is good but delivery may be poorly thought out
- Can partial services be paid for by 3rd party to reduce debt?

Other considerations
- "value vs. needed" (what we put in versus what we get out)
- If it's out of date
- Excessively expensive
- Services that are dangerous or dangerous to the environment
- Services that are prohibitively expensive
- If the service does harm
- If the market could determine the real cost
- Too expensive for City
- Only if it makes the City a better place
- City delivers too many services – get back to basics
- Encourage partnerships and community groups to run as long as affordable and accessible
- Not City's responsibility
- Not profitable
- Over-regulated
- Non-necessary expense

Other – general comments and consideration for Service Review

Service levels/quality
- If City can take care of vulnerable people – makes our city a better place for all; we need to judge the City by the vulnerable members we have
- Try to avoid chaos
- Consider: will services be provided if the City doesn't?
- Ensure consistency of services across city
- Difficult to prioritize when so many services are vital

- Services should be universal

Revenue/expenditures
- User fees are too high
- Senior levels of government need to step up to the plate re transit and other services
- Revenue producing functions should be returned
- Consider if there is financial gain to providing the service

- Regardless of the service, it should be provided efficiently
- City provides an unfair proportion of provincial social services
- Need to be funded by other levels of government as previously done
- Slight increase in property tax would prevent need for user fees

Planning, visioning, strategy
- Want to live in a City I am proud of – this is the City for all of us
- Think longer term – not only short term solutions
- Connecting all services connected like a puzzle
- A City service does not come to be City services accidentally, it is because they are needed
- City has to have a heart and allow people to have an enriching life
- Compare Toronto with others – we need to be amazing
- Make our city a vibrant place to live, work and play
- Coordinated services are important – services need to work well together
- Consider: What kind of City do we want?

Other consideration for the Service Review
- More important to look at largest services rather than smaller ones – and must look at what makes up each services

- Smaller services with less than 1% of the budget are not worth examining
- Local needs, need local oversight
- It is more efficient to outsource whole departments then make small cuts across the board
- Government should decide who can do the best job at providing the services
- Even essential services should be assessed for cost effectiveness
- More financial disclosure would help me decide what services are more important and to give feedback
- Make sure every City service has a place
- People rely on services for well-being and the well-being of the City
- It isn't a matter of how important a service is, but if it is managed effectively and efficiently
- All services should be measured and costed
- Municipal government is most responsive to people's needs
- Consider who will be most accountable
- Nothing fits in the not required section – that would mean the service doesn't contribute
- Need to prevent abuse and accountability if we contract out
- Revenue does not correlate to happiness
- Services must be provided in a cost effective manner – accountable to residents