

2019 City Budget Engagement Report: Phase 1

Contents

- Executive Summary 2
 - Education & Awareness..... 2
 - Feedback..... 3
 - Benchmarking..... 3
 - Communication Plan..... 4
- Budget Tool..... 5
 - Results & Feedback..... 7
 - Key Program & Service Areas Breakdown..... 8
 - Feedback 18
- Telephone Town Hall 20
 - Results & Feedback..... 20
- Other Feedback 22
 - Connect Oshawa 22
 - Social Media 22
 - Email/Telephone..... 22
- Appendices 23
 - Appendix 1: Budget Tool comments..... 23
 - Appendix 2: Questions received during or as a result of the Telephone Town Hall... 34
 - Appendix 3: Telephone Town Hall Poll Questions..... 41
 - Poll Question 1..... 42
 - Poll Question 2..... 43
 - Poll Question 3..... 44
 - Poll Question 4..... 46
 - Appendix 4: Record of social media comments..... 47
 - Facebook Ads 47
 - Facebook Page..... 49
 - Appendix 5: Record of other feedback received 51

Executive Summary

During the first phase of the 2019 City Budget process, the City of Oshawa engaged the community on the municipal budget and budget priorities beginning late-October through to late-November.

Public engagement focused on **education and awareness** and included four **feedback** components:

1. Budget tool (online or paper exercise) available from October 30 to November 26;
2. Question & Answer tool on Connect Oshawa, beginning October 30 and ongoing;
3. Telephone Town Hall on November 15; and,
4. Five in-person community engagement information tables throughout the city where community members could complete a paper survey, submit budget questions or discuss budget engagement directly with City staff.

Education & Awareness

Through the Budget Tool and Telephone Town Hall, the City reached and engaged with a wide cross-section of the community.

Both engagement opportunities included an education and awareness component about the municipal budget, how tax dollars are allocated, the City budget process and next steps in the 2019 City Budget.

The City reached:

- Thousands of listeners (1261 listeners at the peak) during the Telephone Town Hall; and,
- 820 community members through the Budget Tool, resulting in a total of 251 completed submissions.

Among the 251 Budget Tool submissions, responses indicated a successful education component:

- 81% of respondents agree or somewhat agree that the tool allowed them to learn more about City services and City budget.
- 77% of respondents agree or somewhat agree that they understand how their budget feedback will be used.
- 76% of respondents agree or somewhat agree that they have a good understanding of the City budget process based on the information provided on the online tool.
- 77% of respondents agree or somewhat agree that there was a good opportunity to participate in the first phase of the 2019 City budget consultation.

- 70% of respondents agree or somewhat agree that they understand the next steps in the City budget process and timing.

Feedback

Each engagement opportunity provided community members with the opportunity to share their feedback and ask budget-related questions.

During the Telephone Town Hall:

- 5508 listeners were on the line throughout the duration of the call, with as many as 1261 at one time.
- 27 questions were asked and answered live during the Town Hall;
- 8 community members registered their preferred contact number in advance of the Town Hall;
- 6 community members asked questions or provided feedback before or following the Town Hall via telephone or email.

Through the Budget Tool:

- 251 community members shared their priorities on key programs and service areas on either the online or paper version of this year's budget tool; and,
- 61 community members provided additional comments.

Benchmarking

The Telephone Town Hall included polling questions on the public's understanding of the City budget, how tax dollars are used, the preferred method to balance the budget and the quality of services provided by the City.

All four questions were asked in 2017, and three of the four questions were asked in 2016 during an automated phone survey.

Results for the Telephone Town Hall poll questions have been relatively consistent since 2016. In 2018:

- 69% of respondents in 2018 indicated that the quality of services provided by the City is fair or better. This is less than 2016 and 2017; there was a significant increase in "Unsure/Don't Know" responses in 2018.
- 59% of respondents do not feel that they are aware of how their tax dollars are used, compared to 55% in 2017.
- 53.5% of respondents prefer to balance the budget by increasing user fees to maintain services or by maintaining current taxes and decreasing services. Additionally, 7.5% would balance the budget by increasing property taxes to maintain services. The order of preferences is consistent with 2016 and 2017 results.

- 2018 saw a 19% increase compared to 2017 in the number of respondents who correctly identified the portion of the tax bill that the City had control over and a 21% decrease compared to 2017 in the number of respondents who believed the City controlled 100% of their property tax bill.

Communication Plan

In an effort to increase engagement, staff extensively promoted Phase 1 of the 2019 City Budget process using various mediums including:

- Placing public notices/advertisements in four (4) local newspapers
- Posting Facebook and Instagram advertisements
- Distributing social media (Facebook, Twitter and LinkedIn) messaging
- Distributing a media release and two (2) public service announcements
- Indoor and outdoor monitor signs
- Distributing a share kit to community partners to increase reach with the target audience (posters, digital images as well as social media and e-newsletter content)
- Notifying registered stakeholders and City user groups of engagement opportunities via email
- Creating a dedicated webpage on the City of Oshawa's website (www.oshawa.ca) and Connect Oshawa (www.connectoshawa.ca)
- Promoting the initiative to City staff through email and the City's intranet
- Promoting the initiative to Advisory Committee and Board members through email

City staff also hosted five staffed "information tables" throughout the city (one in each ward) to directly engage community members in the budget process. Information table events were held:

- **Ward 1:** Monday, November 19, 9:00 a.m. – 11:00 a.m. at Delpark Homes Centre (1661 Harmony Rd. N.)
- **Ward 2:** Wednesday, November 14, 11:00 a.m. – 1:00 p.m. at Northview Community Centre (150 Beatrice St. E.)
- **Ward 3:** Wednesday, November 7, 5:00 p.m. – 8:00 p.m. at Donevan Recreation Complex (171 Harmony Rd. S.)
- **Ward 4:** Friday, November 2, beginning at 7:00 p.m. at RMG Fridays (The Robert McLaughlin Gallery) (72 Queen St.)

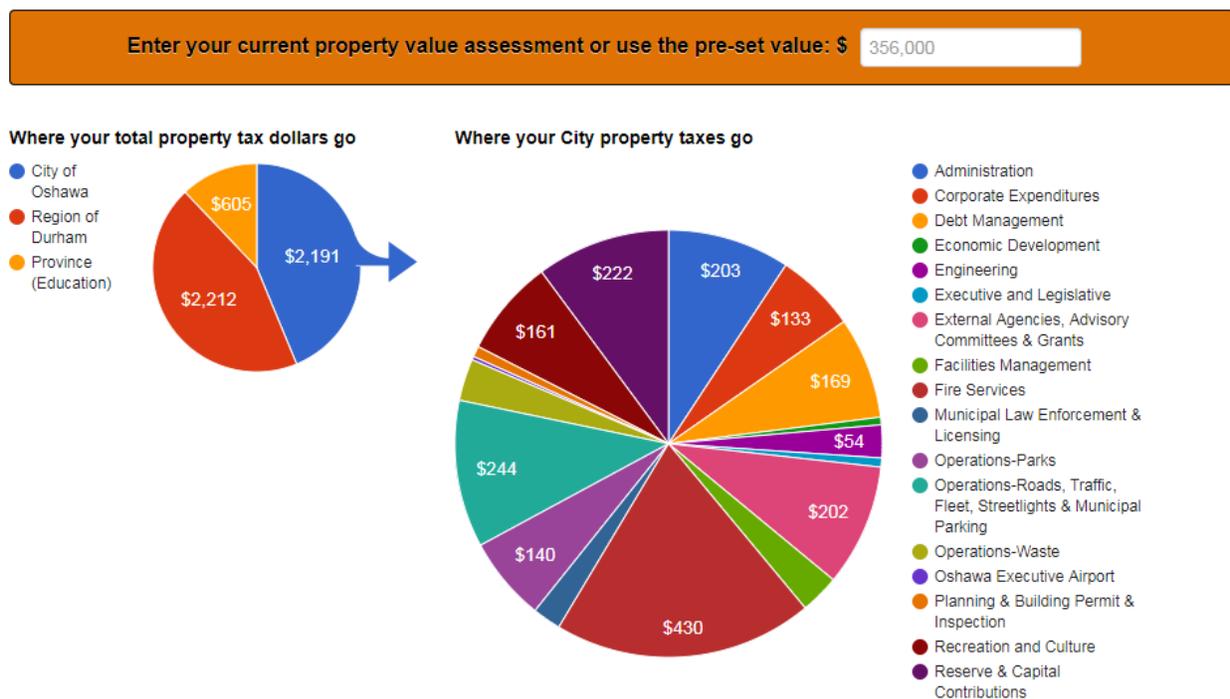
- **Ward 5:** Monday, November 5, 4:00 p.m. – 7:00 p.m. at South Oshawa Community Centre (1455 Cedar St.)

Budget Tool

The 2019 City Budget Tool was available on paper and online to community members between October 30 and November 26, 2018.

The Tool asked community members to share their priorities on key program and service areas for their chance to win an iPad. Respondents learned more about the 10 key program and service areas while using the tool.

Figure 1: Online Property Value Assessment Bar and Tool Pie Charts



Online respondents had two dynamic components to use:

1. Two pie charts that illustrated how 2018 property taxes had been allocated. The first pie chart focused on allocation between the City, the Region of Durham and the Province of Ontario, whereas the second was a more in-depth breakdown of the portion of a user's tax bill that the City received.
2. The second dynamic component was the budget allocator tool that asked respondents to move the slider to see how a funding change would impact each of the ten program and service areas available for comment.

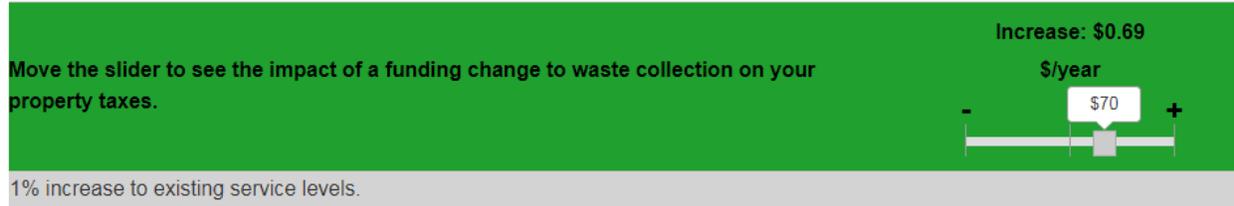
Both the pie charts and the budget allocator tool could be customized by users if they chose to enter their property value assessment into the property value assessment bar (seen in Figure 1 above the pie charts). If a user chose to not enter a property value, could not remember their property value or did not have a property value, the tool

defaulted to the City’s average property value (\$356,000). This default value ensured that all community members could use the tool and provide feedback regardless of their housing scenario.

Figure 2: Budget Allocator Tool

Waste Collection [Learn more](#)

Property tax funding for waste collection supports the residential curbside collection of garbage, green bin, large item and yard waste for 45,000+ homes in the city as well as environmental programs aimed at reducing waste (e.g. compost giveaway and e-waste events). Please note that this does not include the disposal/processing of waste materials or the collection of blue box, both of which are the responsibility of the Region of Durham.



The paper version of the tool communicated the 2018 tax bill breakdown through a series of notes before the user started the exercise. Paper respondents were asked to indicate their preferred funding amount (-3%, -2%, -1%, 0, +1%, +2%, +3%) by marking an “X” under their selection. The paper version used the City’s average property value assessment (\$356,000) to apply dollar values to the respondent’s preferred increase or decrease (e.g. a 1% increase to Waste Collection would be equal to an increase of \$0.69 in property taxes for a community member whose property was \$356,000 compared the 2018 budget allocation for the service).

Figure 3: Waste Collection section of Paper Budget Exercise

Waste Collection

Property tax funding for waste collection supports the residential curbside collection of garbage, green bin, large item and yard waste for 45,000+ homes in the city as well as environmental programs aimed at reducing waste (e.g. compost giveaway and e-waste events).

Please note that this does not include the disposal/processing of waste materials or the collection of blue box, both of which are the responsibility of the Region of Durham.

2018 Waste Collection property tax funding per person based on Oshawa’s average property value assessment: \$69.32

Would you maintain, increase or decrease property tax funding for Waste Collection?

Decrease property tax funding & service levels by:			Maintain	Increase property tax funding & service levels by:		
-3%	-2%	-1%	0	+1%	+2%	+3%
\$67.24 (-\$2.08)	\$67.93 (-\$1.39)	\$68.63 (-\$0.69)	\$69.32	\$70.02 (+\$0.69)	\$70.72 (+\$1.39)	\$73.50 (+\$2.08)

The Tool helped participants learn more about and understand:

- the municipal budget and the budget process;
- how the tax bill is allocated between the City, Region and Province (for school boards); and,

- how funding challenges in service levels may affect the level of service and the user's property tax bill.

Results & Feedback

251 Budget Tool submissions were received between October 30 and November 26, 2018. 161 submissions (a 68% increase over 2017; 55 more submissions) were received online and 90 submissions (an 8900% increase over 2017; 89 more submissions) were received on paper.

A username and email was provided by each user who completed the exercise to ensure the tool was completed only once by a user (participation is still considered anonymous).

820 visits were made to the online tool, which is equivalent to a 19.6% participation rate (161 responses out of 820 total visitors). This is a 31% increase over the 2017 rate; 13%.

There was a high amount of engagement from respondents, reflected in:

- a median time of 5 minutes to complete the tool; and,
- twenty-five per cent of respondents took the time to provide additional feedback, which resulted in 61 budget-related comments received (refer to [Appendix 1](#)).

The 2018 goal for the Budget Tool outlined:

- Achieve 150 responses to the online budget simulator (combined online and in-person) and a 17% online participation rate (2017 received 96 submissions and achieved a 13% participation rate).

This year's Budget Tool:

- Exceeded its goal of 150 responses by 67%, totaling 251 responses (a 161% increase over the 96 submissions from the community in 2017).
- Exceeded its goal of a 17% online participation rate, coming in with a 19.6% participation rate (a 15% increase over the 2017 participation rate).
- Maintained its level of understanding and educational components as 81% of respondents agreed or somewhat agreed that the budget tool allowed them to learn more about City services and the City's budget (the same as last year, a 0% change to 2017 results).
- Increased its ease of use, as 82% of respondents agreed or somewhat agreed that the budget tool was easy to use (a 3% increase over the results to this question in 2017).

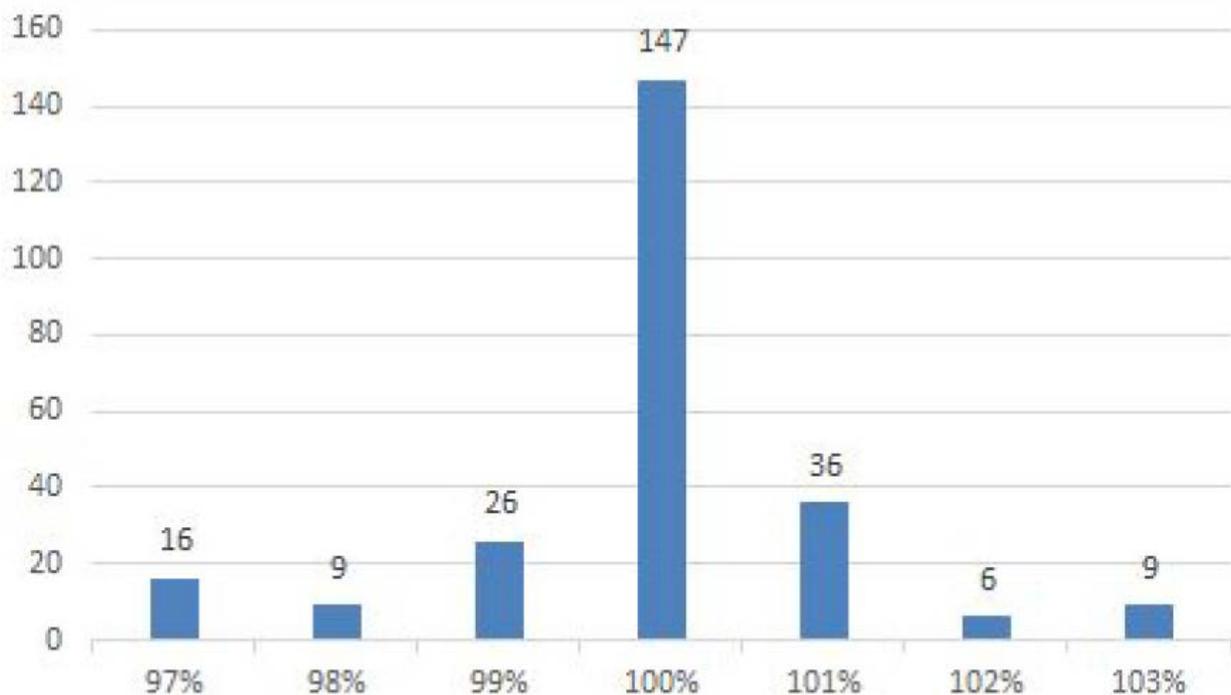
Key Program & Service Areas Breakdown

The following charts demonstrate the funding priorities received from both online and paper respondents.

Waste Collection

Property tax funding for waste collection supports the residential curbside collection of garbage, green bin, large item and yard waste for 45,000+ homes in the city as well as environmental programs aimed at reducing waste (e.g. compost giveaway and e-waste events).

Please note that this does not include the disposal/processing of waste materials or the collection of blue box, both of which are the responsibility of the Region of Durham.

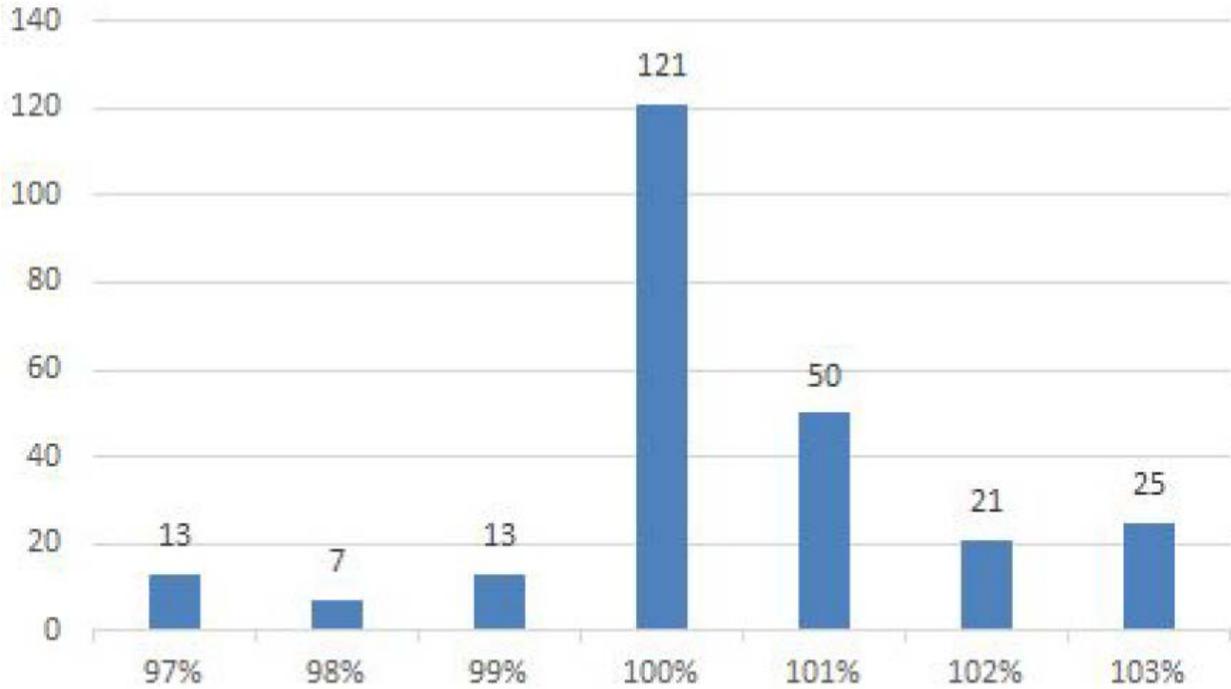


Average: 99.93%

Winter Control & Snow Clearing

Property tax funding for winter control and snow clearing supports the City's efforts on monitoring roads and weather conditions, salting and plowing City roads, sidewalks and parking lots as well as windrow clearing for seniors and individuals with a disability.

Please note that this does not include the clearing of regional roads as that service is the responsibility of the Region of Durham.

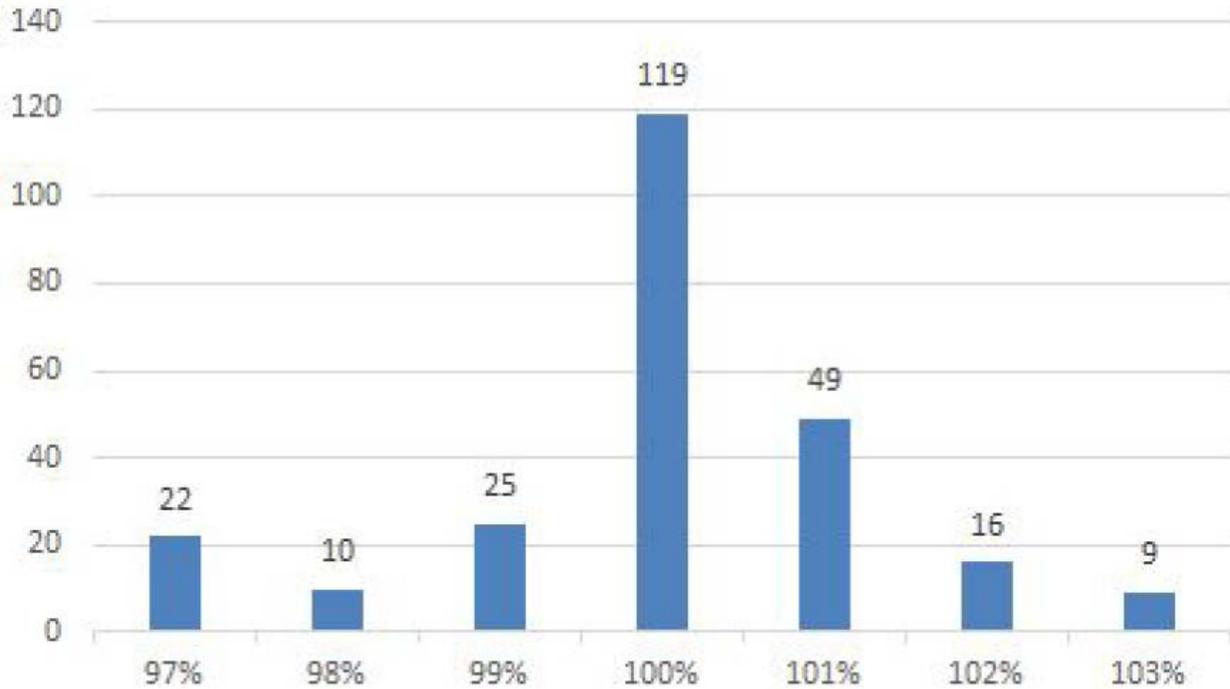


Average: 100.4%

Fire

Property tax funding for fire supports regional 9-1-1 dispatch, fire prevention and education, the operation and maintenance of 6 fire stations and 13 fire apparatus, emergency call response and fire inspections, training and administration.

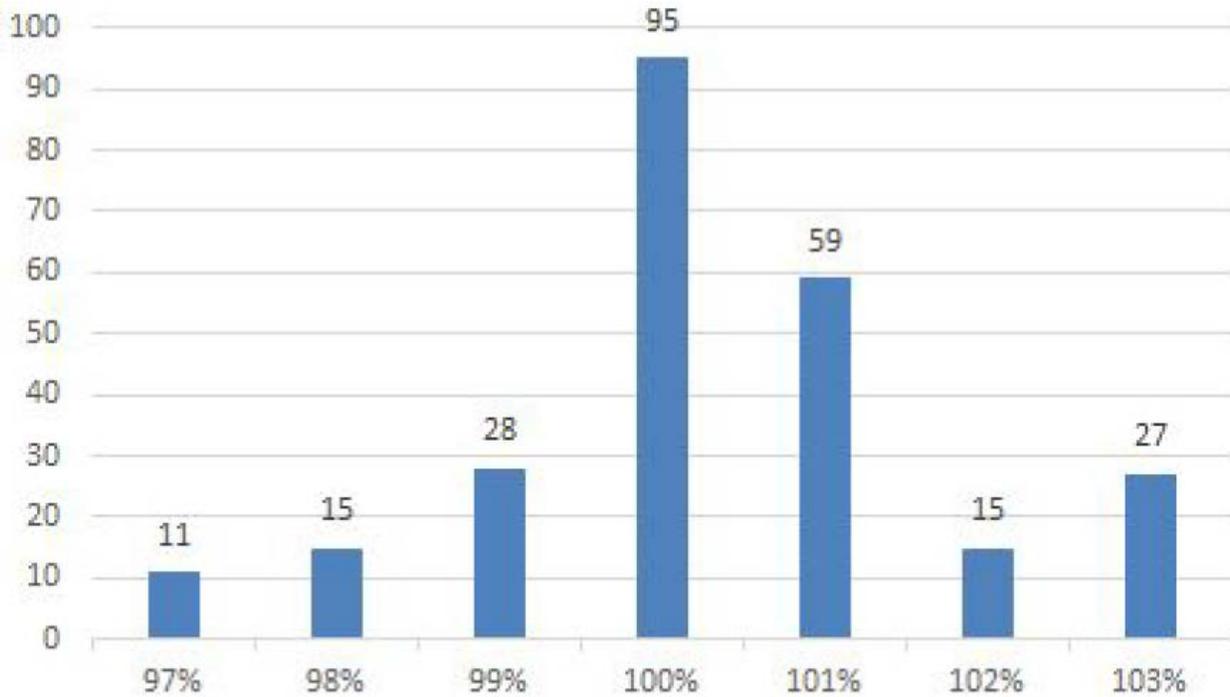
Please note that this does not include paramedic (ambulance) or police services as those services are the responsibility of the Region of Durham.



Average: 99.99%

Recreation & Culture

Property tax funding for recreation and culture supports the promotion, operation, and delivery of recreation, culture and leisure programs and services (e.g. fitness programs, sports and aquatic programs, general interest and arts programs, and the free summer playground program) and maintenance of 9 recreation facilities (including pools, ice pads, fitness centres, gymnasiums, meetings rooms, etc.). It also supports 40+ annual events and facility/event sponsorship.

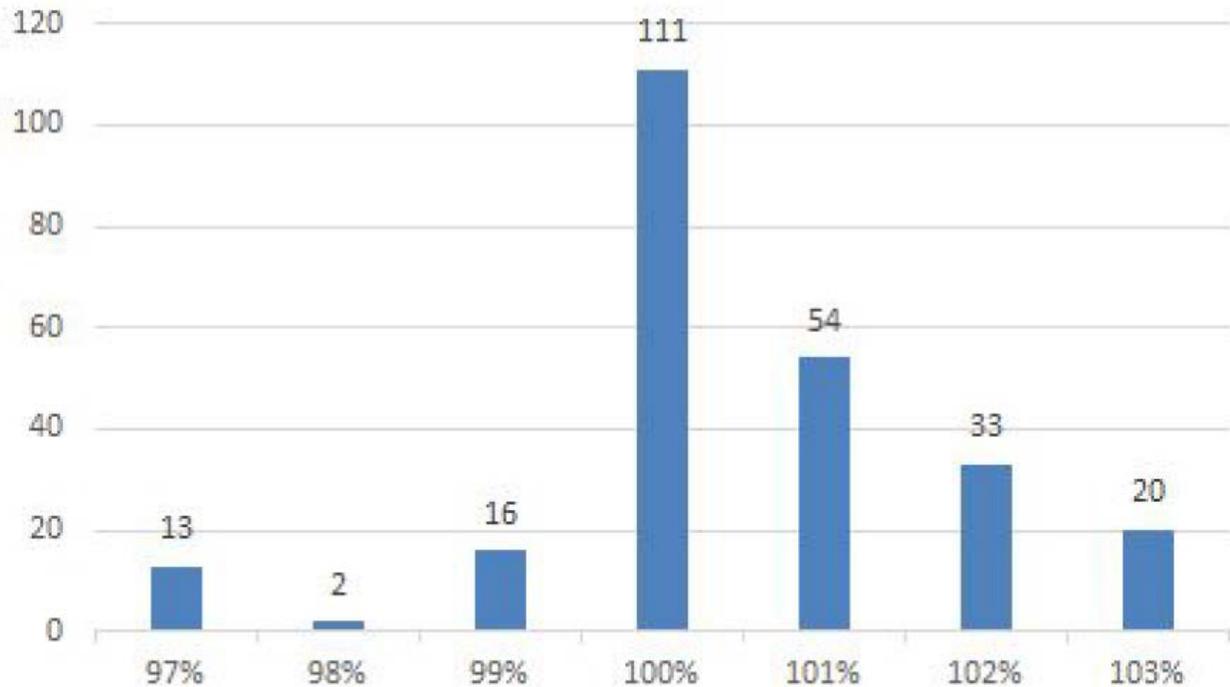


Average: 100.32%

Roads & Sidewalk - Maintenance

Property tax funding for roads and sidewalk maintenance supports the inspection and maintenance of City roads, sidewalks, bridges, storm water sewer systems and municipal infrastructure. This includes street sweeping, pot hole repair, shoulder and boulevard maintenance, sidewalk maintenance, catch basin cleaning, creek and storm pond maintenance, litter pickup, as well as road signage, painting and closures.

Please note that this does not include the inspection or maintenance of any regional roads as that service is the responsibility of the Region of Durham.

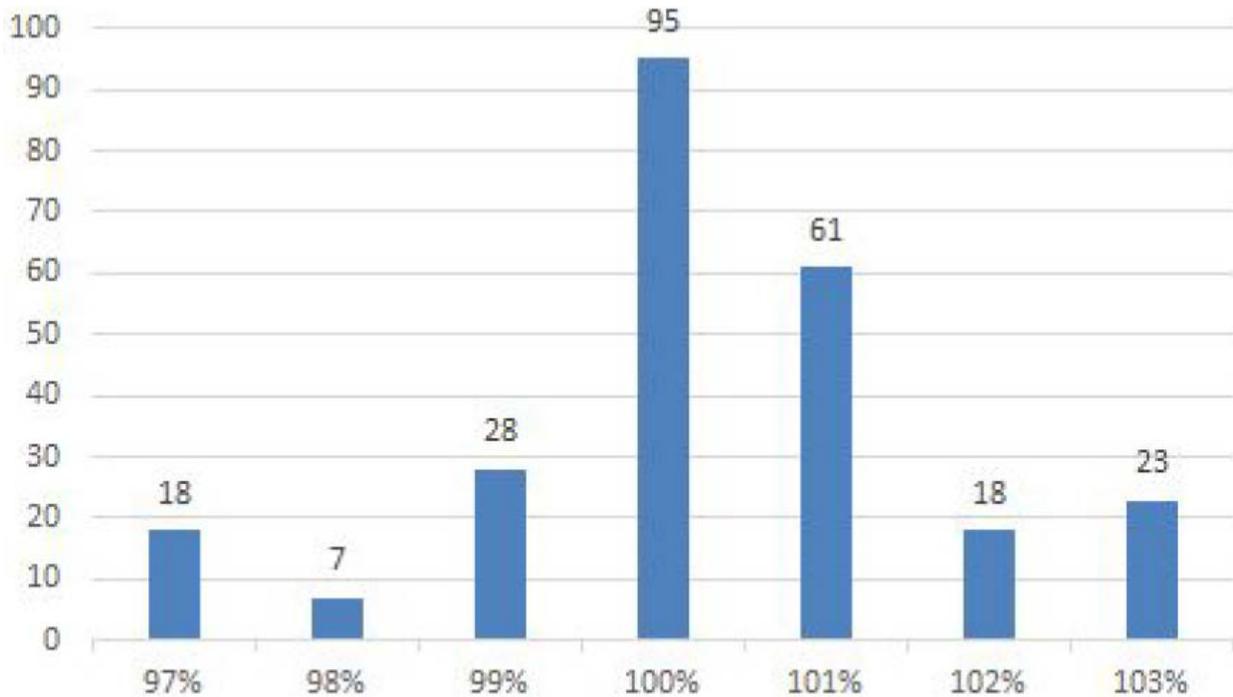


Average: 100.49%

Parks, Forestry, Playgrounds & Splashpads

Property tax funding for parks, forestry, playgrounds and splashpads supports the planning, design, construction, maintenance, improvement, management and operation of the City's parks, playgrounds, trail network, urban tree canopy (including street trees), natural areas and wetlands (e.g. the Second Marsh and Pumphouse Marsh).

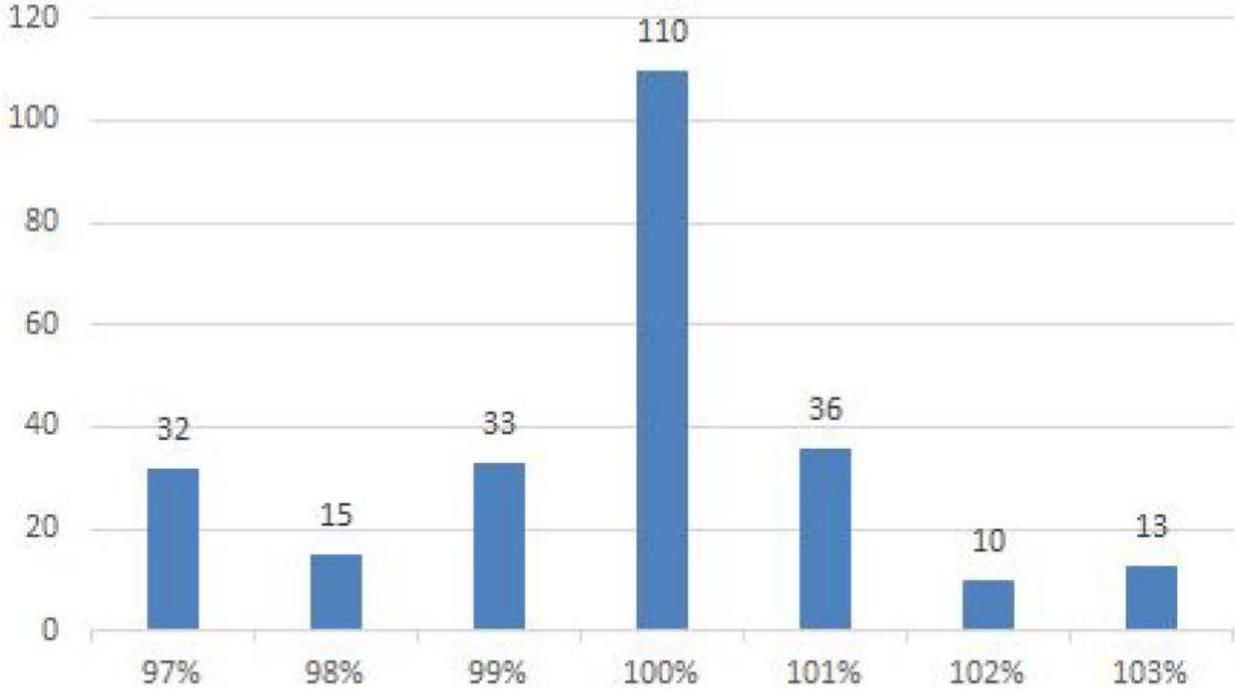
This also supports the City's beautification projects and gardens, street planters and hanging baskets, street trees, forestry and horticulture programs, events and cemetery services.



Average: 100.28%

Municipal Law Enforcement and Licensing

Property tax funding for municipal law enforcement and licensing supports the investigation of complaints, public education, enforcement of by-laws, research and policy development of by-laws. This also supports corporate security, licensing, and collecting and managing vital statistics for the Registrar General of Ontario.

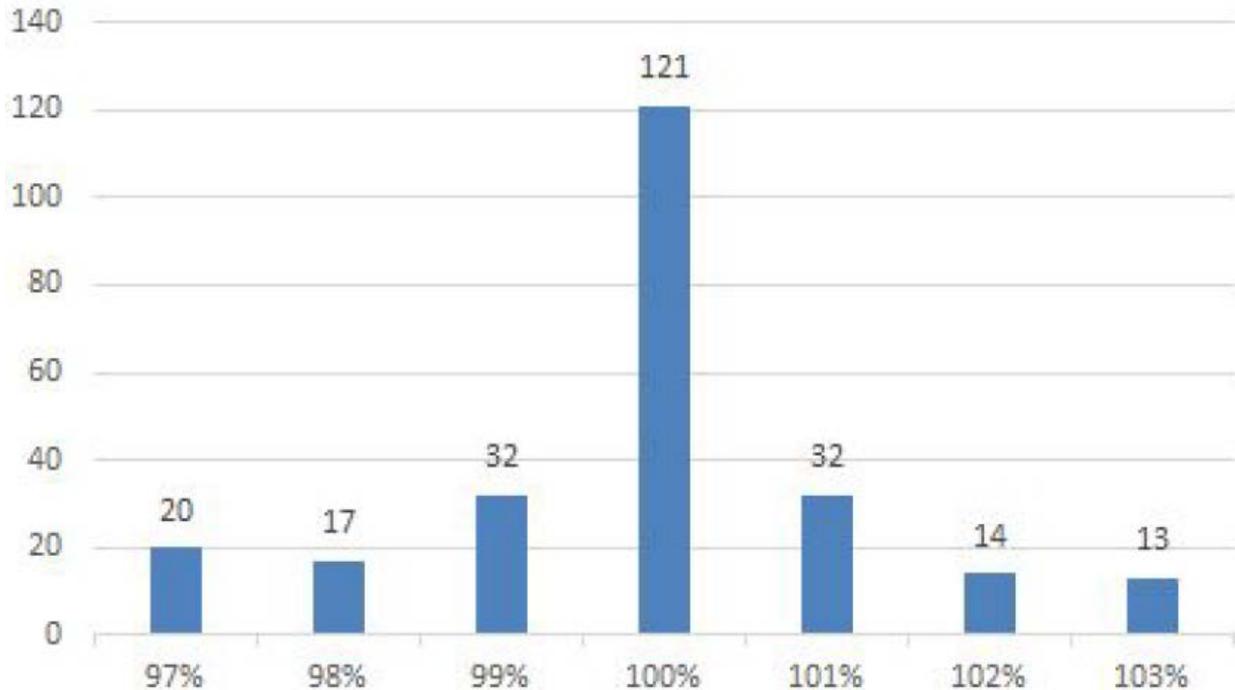


Average: 99.74%

Transportation and Parking

Property tax funding for transportation and parking supports the operation and maintenance of city parking garages, surface parking lots and on-street parking spaces, school crossing guards as well as city street and traffic signage and city and regional street lights.

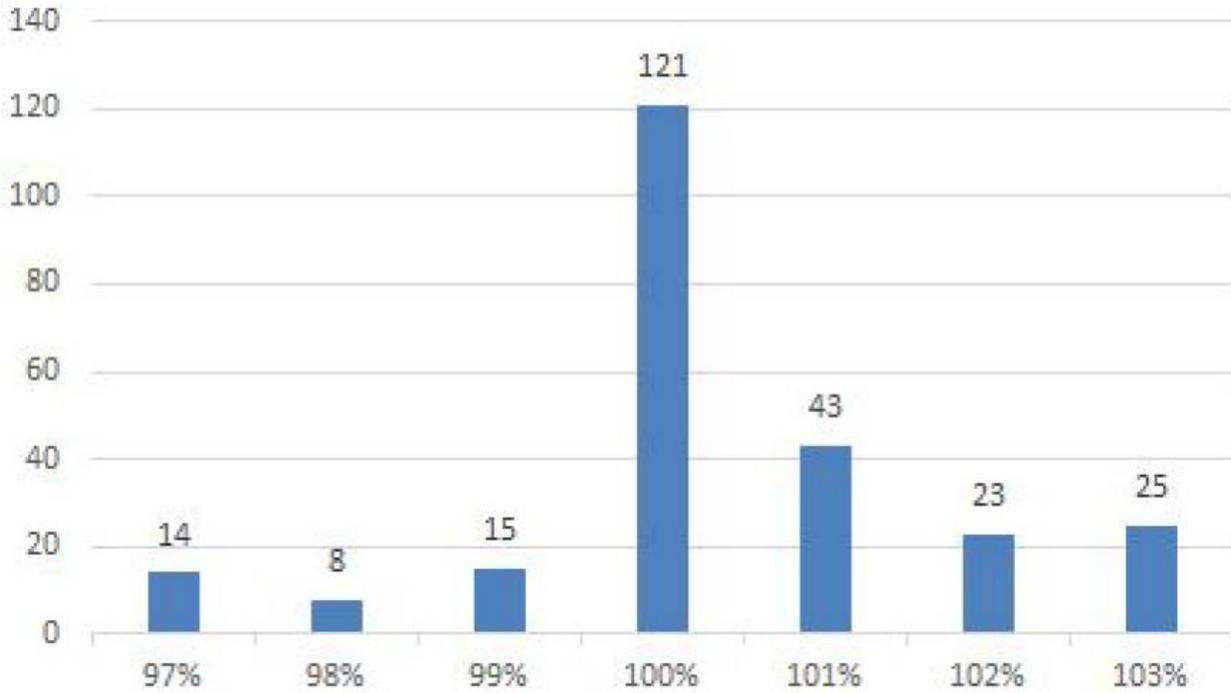
Please note that this does not include maintenance of signage on regional roads as that service is the responsibility of the Region of Durham.



Average: 99.89%

Municipal Infrastructure

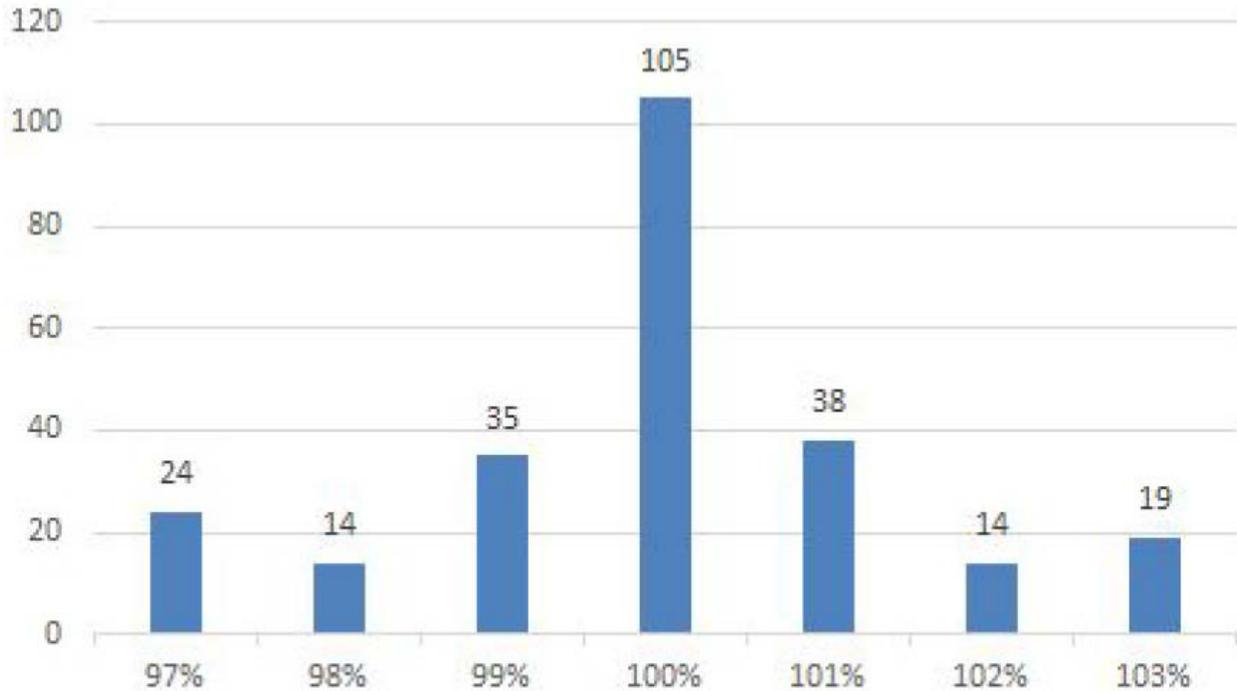
Property tax funding for municipal infrastructure supports investments to maintain, renew and replace infrastructure that provide the service of transportation and stormwater management. This includes roads, sidewalks, cycling infrastructure, bridges, culverts and storm sewers.



Average: 100.37%

External Agencies

Property tax funding for external agencies supports the operation of the Oshawa Historical Society, Oshawa Public Libraries, Oshawa Senior Citizens Centres, Parkwood Foundation and the Robert McLaughlin Gallery.



Average: 99.95%

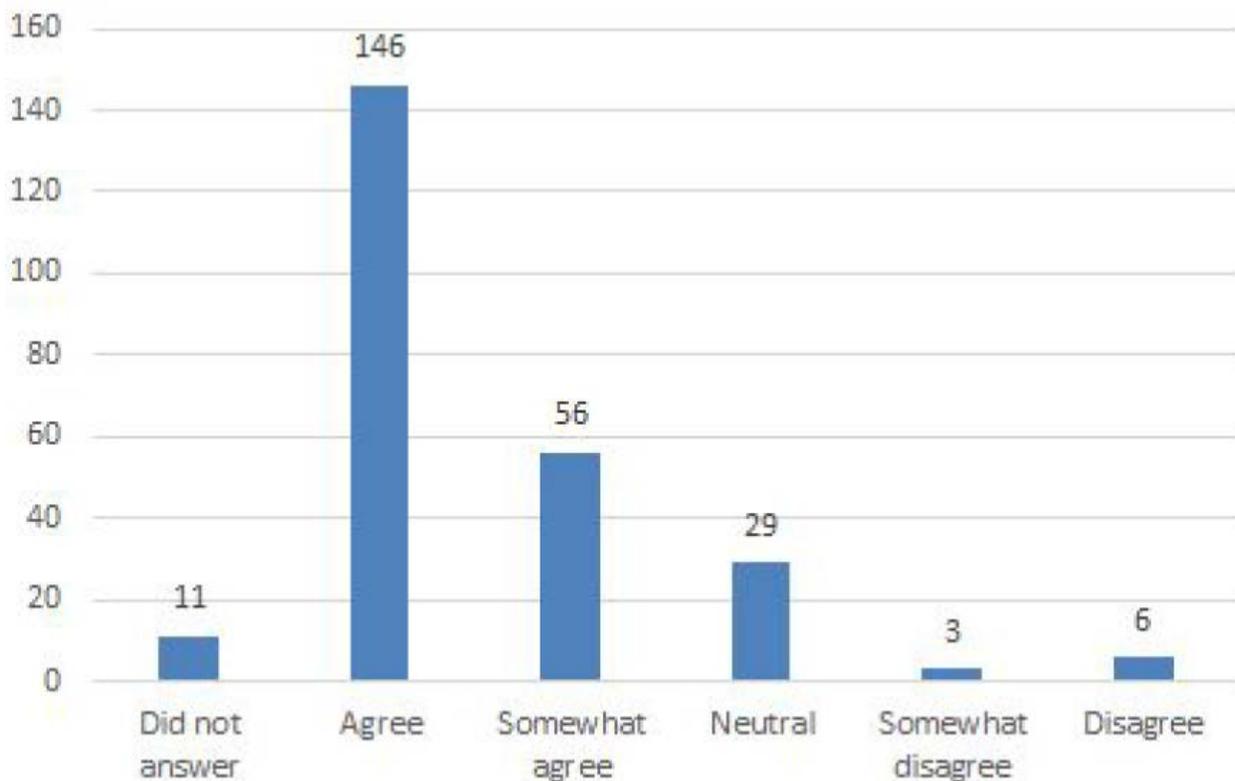
Feedback

In addition to sharing their priorities on the ten key program and service areas, participants were asked to provide their feedback on the interactive tool and their understanding of the City Budget process.

These were optional questions, which provided insight on the tool itself and the success of the education and awareness component.

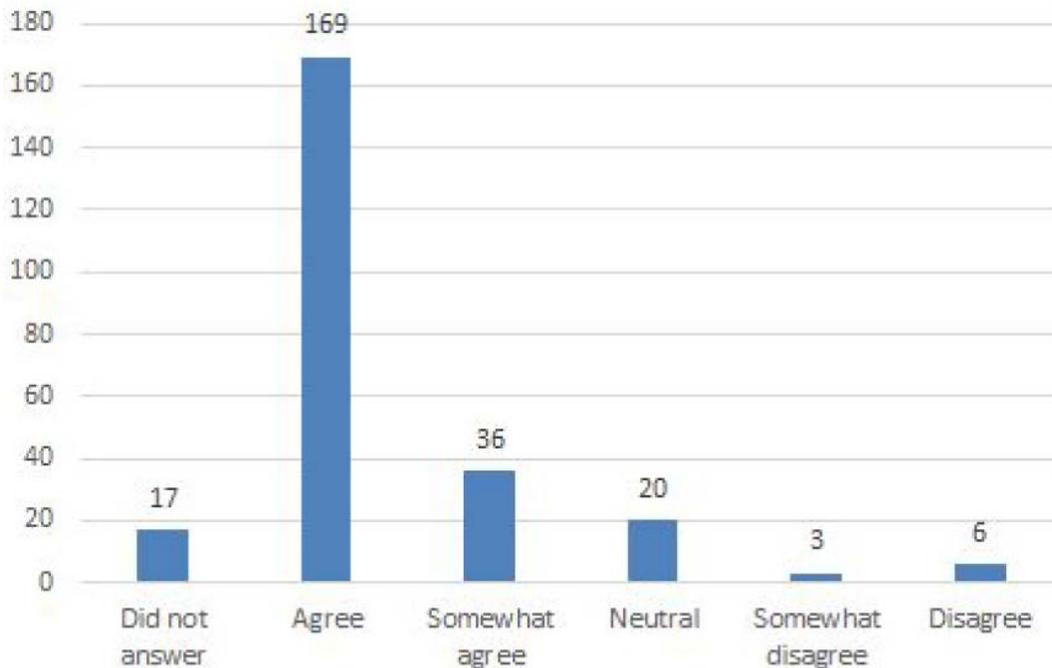
Question: This budget tool allowed me to learn more about City services and the City's budget.

- 81% of respondents agree or somewhat agree that the budget tool allowed them to learn more about City services and the City's budget. There is no change from the 2017 level of response to the same question.



Question: This budget tool was easy to use.

- 82% of respondents agree or somewhat agree that the budget tool was easy to use. This is a 3% increase over the results to this question in 2017.



The City also asks standard feedback questions following each engagement opportunity. These are optional questions, which provide insight on the engagement opportunities and are used to strengthen future consultations.

Question: I understand how my 2019 City Budget consultation feedback will be used.

- 77% of respondents agree or somewhat agree that they understand how their 2019 City Budget consultation feedback will be used.

Question: I have a good understanding of the 2019 City Budget consultation based on the information provided in the tools.

- 76% of respondents agree or somewhat agree that they have a good understanding of the 2019 City Budget consultation based on the information provided in the tools.

Question: I feel the tools were a good opportunity to participate in the 2019 City Budget consultation.

- 77% of respondents agree or somewhat agree that the tools were a good opportunity to participate in the 2019 City Budget consultation.

Question: I understand the next steps in the 2019 City Budget consultation and timing going forward.

- 70% of respondents agree or somewhat agree that they understand the next steps in the 2019 City Budget consultation and timing going forward.

Telephone Town Hall

The 2019 City Budget Telephone Town Hall was held between 7:30 p.m. and 8:30 p.m. on November 15, 2018. The Town Hall allowed participants to:

- join a city-wide conversation on the municipal budget;
- learn more about the City budget, including the Operating and Capital Budgets;
- understand the City budget process, including next steps in the 2019 City Budget process;
- ask or listen in to budget-related questions and the City's answers; and,
- answer polling questions on the City budget and services delivered by the City.

Beginning at 7:28 p.m. on November 15, Oshawa landlines (and community members who R.S.V.P.'ed their mobile or landline number in advance) received a call inviting them to stay on the line to participate in the Town Hall.

Following opening remarks from the City Manager on the City Budget and budget process, participants were invited to enter the queue to ask questions. Those on the line were also asked polling questions throughout the event.

At the end of the Town Hall, listeners were informed that a recording of the call would be available on Connect Oshawa by November 30, 2018. The Corporate Communications phone number and Connect Oshawa website were provided for those who preferred to ask a question in those formats.

In addition, phone numbers that went directly to voice mail were left a pre-recorded message advising them that although they missed the call, they could still participate in the budget process and submit their questions on Connect Oshawa.

Results & Feedback

The one-hour Telephone Town Hall hosted 5508 listeners throughout the duration of the call, with as many as 1261 at one time, and an average listen time of 17 minutes (a 55% increase over 2017's 11 minute average). This is an increase of 341 listeners over the 2017 Town Hall (a 6.6% increase) and 495 listeners at peak attendance (a 64.6% increase).

There was a high amount of engagement from respondents, as evidenced by:

- 27 questions were asked and answered live during the Town Hall;
- 8 community members registered their preferred contact number in advance of the Town Hall;
- 6 community members asked questions or provided feedback before or following the Town Hall via telephone or email.

See [Appendix 2](#) for questions that were answered during or as a result of the Telephone Town Hall.

Goals outlined for the Telephone Town Hall included:

- Increase level of understanding of where 2018 Budget / tax dollars are spent by 5% in comparison to 2017.
- Achieve a 2% increase in participation from the Telephone Town Hall in 2018.

This year's Telephone Town Hall:

- indicated a decrease in the level of understanding (41.3% in 2018 vs. 45.5% in 2017; a 9.2% decrease between 2018 and 2017 results) of where the City's tax dollars are spent; however,
- it was successful in increasing participation and surpassed the outlined goal achieving a 6.6% increase.

While there was an increase in the number of people who identified they did not know how their tax dollars were used, there was also an increase in the number of people who knew how much of the tax bill the City receives (72.4% identified the correct percentage in 2018 compared to 60.7% in 2017%).

See [Appendix 3](#) for a full breakdown of results from the Telephone Town Hall polling questions.

Other Feedback

In addition to the Budget Tool and Telephone Town Hall, community members could provide feedback on Connect Oshawa, social media, via email or telephone.

Connect Oshawa

While no questions were submitted on Connect Oshawa during the first phase of the 2019 City budget process, the community did access the site to review the information, key dates and register for the Telephone Town Hall.

- 71 community members made at least one single visit to the project page, but took no further action.
- 18 community members clicked on something to receive more information.
- 1 community member engaged with a tool; in this case, they registered for the Telephone Town Hall.

Social Media

The community could provide feedback or comments on social media by:

- commenting on the City's 2019 Budget ads; and,
- commenting on or responding to the City's budget-related social media posts on the City's corporate Facebook account.

Refer to [Appendix 4](#) for a full record of messages received.

Email/Telephone

1 general email was received in regards to the City budget during the first phase.

Refer to [Appendix 5](#) for a full record of the message received.

Appendices

Appendix 1: Budget Tool comments

The following 61 comments were received via paper or online budget tool submissions:¹

Method	Question / Comment
Note attached to survey	<ol style="list-style-type: none"> 1) City of Oshawa run a balance budget. May lead to a transparency within the running of the city. 2) Pay down the debt - interest paid is lost money. 3) Save save for future downloads from the province and federal government; do not expect help from either government and infrastructure. 4) The tax payer is not a renewable resource. <p>P.S. every person has his/her thoughts on taxes/interest/life/living and everyone is correct - but me.</p>
Tool Comment Section	I did not see any support to the homeless or cleaning up the streets on the unwanted people in the downtown area making residents staying away from the area.
Tool Comment Section	Could the Municipal Infrastructure / Road and Sidewalk categories be broken into vehicle-oriented costs versus pedestrian / active transportation related costs? For example, I want to raise the budget for sidewalk and trail maintenance, but not for road maintenance, but I currently only have the option to increase both.
Tool Comment Section	<p>There needs to be more funding for youth programs etc in the city. Aboriginal prohrams esprcially. There are currently only 2 aboriginal drop in programs running in the city and we are sitting in mississaugas of scugog territory. I feel like funding these programs starting from ages 9 and up provides a way to get in and attempt to steer kids to a better path. Especially kids coming from the housing projects and the crackhead parents who are just unfortunate angry kids becaude of the cards they've been dealt. I just feel like it could be beneficial to all of our future if we can do something more</p>
Tool Comment Section	We have a lot of work ahead of us and with the population growing it's going to get harder if we fall behind the eight ball... If this new council doesn't stay on top of this!!!!

¹ Please note: Questions below may have been edited to ensure anonymity.

<p>Tool Comment Section</p>	<p>The limitations imposed in the slider bars do not allow me to reflect the true adjustments I would make. In particular, I'd allocate the shortfall in 'my' budget to municipal infrastructure, which I believe would contribute materially to improving the housing crisis.</p>
<p>Tool Comment Section</p>	<p>It is my view that Oshawa Animal Services is in acute need of additional staffing and funding to cope with it's expanded mandate of providing first class animal veterinary care and nursing.</p> <p>I note in the last month alone (October) OAS has adopted out 55 cats, 4 dogs, 10 small animals and 2 birds. The workload (screening, communications and paperwork) of processing these adoptions is taking a toll at a time when the euthanasia rate is at an all time low of 2%.</p> <p>The low euthanasia rate translates to additional nursing by staff (daily nursing and adherence to strict hygiene protocols) that has significantly increased the need for supplies and veterinary care. With higher public expectations of low euthanasia longer stays are inevitable.</p> <p>In addition to their current workload, OAS recently transported, over the course of two days, two van loads of cats to and from the OSPCA headquarters in Newmarket for spay and neuter surgery.</p> <p>Additionally, OAS has formed positive relationships with many community rescue organizations together with other outreach initiatives. People who once considered OAS a dark and foreboding place can now see the many improvements the moment they step inside the shelter whom are also offered tours of the building. This improved public perception has been hard fought but now results are occurring with adopters coming from as far away as Kingston, Belleville and Ottawa!</p> <p>Similarly, with the improved public perception and confidence in OAS we must accept there is a resulting greater animal intake. To help alleviate the pressure upon the shelter a community foster care program is in place in addition to a volunteer program that has been re-established.</p> <p>Of particular note I would also bring to your attention that the Association of Shelter Managers has reviewed their standards of effective animal care. In particular, their Capacity for Care (C4C) formula time for shelter staff, per animal, is now a standard 30 minutes per day (the former 15 minute minimum has been eliminated and is considered inadequate).</p> <p>Public relations have further been greatly enhanced with the launch of the OAS Facebook page that currently has very nearly 900 members - OAS continues to monitor and manage this important link to the community.</p> <p>OAS have also been waiting for the Finance Department to facilitate</p>

	<p>payment via an OAS donation tab that will also greatly enhance and expedite the collection of badly needed monetary support.</p> <p>Last but not least is the continued focus on the feral cat TNRM program with the shelter already hosting a winter shelter build workshop (at least one additional workshop is planned for this winter) and feral cat colony certified caretaker course in collaboration with Community Cats Toronto (another of which is planned shortly) at the shelter. Both courses were very well attended.</p> <p>With this increased workload the City of Oshawa needs to be acutely aware that staff are correspondingly exposed more animal trauma and are at risk of 'Compassion Fatigue'.</p> <p>In spite of all this the overriding focus remains on maintaining *Positive Outcomes*!</p> <p>As I am sure you can appreciate with all of the above noted improvements OAS has become a modern and effective service that is having a positive impact in our community and beyond.</p> <p>However, I feel OAS has become substantially under resourced and they are in urgent need of help from the City - City staffing should not come with an undue level of daily workplace stress!</p> <p>Noting the above, I urge the City of Oshawa to give every consideration to recommending additional staffing support that I consider they fully deserve and that the community expects.</p> <p>Thank you !</p>
<p>Tool Comment Section</p>	<p>Oshawa Animal Services Additional Staffing.</p> <p>I would like to share the degree to which Oshawa Animal Services has been positively transformed with the added services it provides and is continuing on that path with more initiatives to come.</p> <p>Therefore, it is my view that Oshawa Animal Services is in acute need of additional staffing and funding to cope with it's expanded mandate of providing first class animal veterinary care and nursing.</p> <p>I note in the last month alone (October) OAS has adopted out 55 cats, 4 dogs, 10 small animals and 2 birds. The workload (screening, communications and paperwork) of processing these adoptions is taking a toll at a time when the euthanasia rate is at an all time low of 2%.</p> <p>The low euthanasia rate translates to additional nursing by staff (daily nursing and adherence to strict hygiene protocols) that has significantly increased the need for increased supplies and veterinary care. With higher</p>

public expectations of low euthanasia such longer stays are inevitable.

In addition to their current workload, OAS recently transported, over the course of two days, two van loads of cats to and from the OSPCA headquarters in Newmarket for spay and neuter surgery.

Additionally, OAS has formed positive relationships with many community rescue organizations together with other outreach initiatives. People who once considered OAS a dark and foreboding place can now see the many improvements the moment they step inside the shelter and whom are also offered tours of the building. This improved public perception has been hard fought but now results are occurring with adopters coming from as far away Kingston, Belleville and Ottawa!

Similarly, with the improved public perception and confidence in OAS we must accept there is a resulting greater animal intake. To help partially alleviate the pressure upon the shelter a community foster care program is in place in addition to a volunteer program that has been re-established.

Of particular note I would also bring to your attention that the Association of Shelter Managers has reviewed their standards of effective animal care. In particular, their Capacity for Care (C4C) formula time for shelter staff, per animal, is now a standard 30 minutes per day (the former 15 minute minimum has been eliminated and is considered inadequate).

Public relations have further been greatly enhanced with the launch of the OAS Facebook page that currently has very nearly 900 members - OAS continues to monitor and manage this important link to the community.

OAS have also been waiting for the Finance Department to facilitate payment via an OAS donation tab that will also greatly enhance and expedite the collection of badly needed monetary support.

Last but not least is the continued focus on the feral cat TNRM program with the shelter already hosting a winter shelter build workshop (at least one additional workshop is planned for this winter) and feral cat colony certified caretaker course in collaboration with Community Cats Toronto (another of which is planned shortly) at the shelter. Both courses were very well attended.

With this increased workload the City of Oshawa needs to be acutely aware that staff are correspondingly exposed to more animal trauma and are at risk of 'Compassion Fatigue'.

In spite of all this the overriding focus remains on maintaining *Positive Outcomes*!

As I am sure you can appreciate with all of the above noted improvements

	<p>OAS has become a modern and effective service that is having a positive impact in our community and beyond but is under strain.</p> <p>I feel OAS has become substantially under resourced and they are in urgent need of help from the City - City staffing should not come with an undue level of daily workplace stress!</p> <p>Noting the above, I urge the City of Oshawa to give every consideration to recommending additional staffing support that I consider they fully deserve and that the community expects.</p>
Tool Comment Section	We pay way to much for staffing and red tape , I have no issue putting money into infrastructure and transportation for seniors
Tool Comment Section	The tool needs work, it is hard for a member of the public to imagine what a 3% increase to service levels in any category looks like.
Tool Comment Section	I would like to see more wild flowers along the paths I Oshawa where they border naturalized areas, instead of always seeing the same 3 yellow weeds.It could be done without to much budget since the seed bags come in bulk and could just be spread around. Also more gardens would be nice
Tool Comment Section	Branches and tress hanging over side walks to be removed. bike paths on road should be on busy roads as well as more space for rollerblades and bikes in the path
Tool Comment Section	Why were we not given all areas in which to decide the importance?
Tool Comment Section	This is the first time I have been involved with the Oshawa Budget Process, even though it's just a very brief overview. Keep up the good work!
Tool Comment Section	The 2 areas that I would like to see an increase in - Economic Development and Planning & Building Permit & Inspection - were not included. Why were all sections not included if you are seeking a fully informed process? Decrease fire levels and shift the funding to inspections. 24 hour shifts should not exist.
Tool Comment Section	Hi Oshawa Finance. Building Permit and Inspection Services is fully funded by permit revenue - revenue neutral. You have over \$9 million in the Building Reserve Fund but indicate that you are using part of my taxes dollars towards funding that service. Why is this happening?

Tool Comment Section	I believe the main arterial roads in the areas south of Hwy 401 in Oshawa require new paving. These roads would include, but not limited to the southern portions of Wilson Rd. S., Ritson Rd., Simcoe St. S., Wentworth St. E. & W
Tool Comment Section	I think that if the residents of Oshawa is paying so much tax we should be able to have a say as to where our money is going especially for low income families thats going to benefit kids as well especially activities. Questions: What facilities will the City of Oshawa open for those who can't afford to have their kids in programs that are not on welfare but yet I'm still paying tax.
Tool Comment Section	My main concerns this year as far as the budget is concerned is winter snow removal and any outside resources for senior citizens. There will never be a shortage of seniors, so anything we can put in the budget to help seniors is what I would like to see
Tool Comment Section	The program and service areas are essential to the City of Oshawa, however, we should seek ways to reduce or maintain costs. There maybe other areas that we could research to cut back costs i.e., waste management recycling is a possible solution. Winter control and cleaning would be hard for budget allocation since we have no predictions on what mother nature has in store during the winter months.
Tool Comment Section	The bike paths are in dire need of improvement ---also please consider adding more bike paths and safe bike lanes throughout the region. I would like to see more done for the homeless as its obvious there is a need this an increase in funding in this area. The downtown area needs to be cleaned up as there is too much graffitti and too many "panhandlers". I applaud the idea of a police presence-ie--cops walking the beat---in the downtown core. I love the downtown in summer with outdoor patios and open-air restaurants-----consider closing off the streets for a Sunday to a pedestrian-only area-----it would attract more people to the downtown core---just look at the success of Bikes on Bond and Kars on King----absolutely love it!!! One of my favourite ares is the Oshawa Creek (Kinsmen??) Park with the beautiful gardens---a real success story.
Tool Comment Section	Community safety is my biggest concern these days.
Tool Comment	Why are property taxes so high? The population in Oshawa is booming, there should be a reduction in taxes.

Section	Snow removal takes a full day to clear our street. We pay too much in taxes to have this type of delay.
Tool Comment Section	More money needs to be spent on homeless shelters - another male and female shelter needs to be opened.
Tool Comment Section	This is not an effective tool to show people where their tax dollars are spent. It's a nice little illusion, but far from reality. The slider add was just silly and in no way accurate. Further more, I don't support my tax dollars on silly things like : safe injection sites. Or meth clinics. You're tampering with natural selection and these parasites need to go.
Tool Comment Section	I would love to see initiatives to decrease property taxes. We currently pay double our relatives in Markham for a smaller lot
Tool Comment Section	Recycle every 2 weeks, garbage every week specially in the summer
Tool Comment Section	Please in the future list how decreasing or increasing the budget would affect the service. This questionnaire is incomplete without cause and effect.
Tool Comment Section	Tax rates (assessments) should be based less on property value as this is not always directly related to disposable income or use of services.
Tool Comment Section	At some point all levels of government need to understand tax payers do not have a bottomless bucket of money. I have had the same income for the last 15 years. When costs go up I have to cut back. Unless these agencies are providing more service this year as compared to last, no one should be getting an annual increase.
Tool Comment Section	While City of Oshawa property taxes are high I recognize that we need to increase taxes by a little by 1%
Tool Comment Section	Food security - more neighbourhood gardens; culture counts - invest in small local projects; tenant nights; raises for staff
Tool	I feel all services are adequate. I do not think tax increase lead to an

Comment Section	increase in services. Oshawa taxes are already too high other municipalities in Durham Region.
Tool Comment Section	We need to be wiser when using road salt. Not every road and cul-de-sac needs to be salted. We borrow this earth from our children
Tool Comment Section	<p>Thank you for the opportunity to participate. While I understand that much of the budget has fixed costs and therefore not subject to the same review, I find that the total impact of my selections reduces my tax bill by less than \$2 -- not significant enough</p> <p>I would like the city to also ask citizens about the value per dollar of services received. An example: this year I requested my curb to be repaired/replaced. It took over six months to get done, and I was told that I was on the priority list! At first I thought this was an example where more resources could shorten timelines. However, the number of people involved included three separate crews, each with workers sitting idle. This is an example not of resources, its an example of poor management of resources. However, it must be noted that with every interaction, I was treated with respect and with a willingness to respond to my concerns. I think that this kind of citizen feedback may provide an opportunity for the city to review department performance. Maybe, better management would require less budget? And a greater impact to my property tax bill?</p> <p>thanks, [name – postal code]</p>
Tool Comment Section	Is it assumed that all areas receive the cost of inflation?
Tool Comment Section	Minimize spendings. No to tax increase. Find efficiencies. Make it easier for new businesses to start operations.
Tool Comment Section	As more major Automakers including General Motors have committed to increasing production on new ZERO emission Electric Vehicles in the coming years, our infrastructure needs to continue to grow as well with respect to the installation of Public Electric Vehicle Charging Stations. So my question is what has been Allocated in the 2019 City budget to begin to expand and grow our Electric Vehicle Infrastructure to handle in influx of more EV's on our roads. I understand the # of EV's on our roads today is a small percentage of overall vehicles but I feel our city budget needs to have a budget plan in place to allow this infrastructure to grow. Thank you

Tool Comment Section	Every other municipality in GTA has lower taxes and does seemingly more with the money. I was listening on the phone to the town hall meeting and they used "inflation" or cost of living to justify taxes going up. Guess what - cost of living is in all of the other municipalities too and their taxes are far lower. It is time to shed the waste, lower taxes and improve services. It most certainly get done, the only question is will it?
Tool Comment Section	The Canadian Automotive Museum should be tax exempt or receive property tax funding. Work to make this accessible. The graphs are only using colour to communicate.
Tool Comment Section	More gymnasiums/ Better organization of existing gymnasiums (school rentals). Look at what the school rentals are being used for and leave gymnasiums with upgraded basketball courts open for basketball. You do not have mosquito baseball age groups on adult diamonds. Hope the suggestion helps.
Tool Comment Section	Would like to see greater investment in local infrastructure.
Tool Comment Section	I think the city of Oshawa should provide yaRd waste bags for people who must take care of the leaves for the city's property and should really assess some of the trees in the neighbourhood that have the ash boarer issue and take them down
Tool Comment Section	I was a bit surprised to find out that the largest portion of my City taxes go to fire services. I understand they are essential, but I also know that they are some of the highest paid folks in the City.
Tool Comment Section	An increase to all services is great providing the budget is there. The cost of all of these services will be up from last year and as a single income homeowner, I don't have extra \$\$ for extra services.
Tool Comment Section	I appreciate the opportunity to have input and clear information. Thanks for your service!
Tool Comment Section	Please focus priorities that will benefit the majority of Oshawa citizens, where there are no other resources to help them. Stay in you lane and do not venture to far afield, with projects that are not of primary importance to the citizens.
Tool	ALL them have to be improved with growing numbers of tax payers

Comment Section	
Tool Comment Section	<p>Assist with unemployment ,job seekers provided bus pass ,if they can show looking for work</p> <p>PSW travelling I between clients (10 clients day) usually . Either a bus pass or 50% off .just like postal workers get</p>
Tool Comment Section	I would engourge for some of the budget goes for education and help people getting jobs. Also, I would encourage to built manufactures inside the city.
Tool Comment Section	corner houses currently receive an inordinate amount of windrow snow piles. All houses should receive the same amount of windrow piles. Snow plowing operations should be adjusted to even out the windrow levels
Tool Comment Section	Hopefully the city will fix our roads. They are in poor condition. How is the city keeping up with the increase of population-hense-more schools needed and roads with more vehicles?
Tool Comment Section	Recycling bins are to small and on collection days, paper etc are blown all over the street. Snow Removal: 1. Corner houses should not receive an inordinate amount of windrow snow 2. Oshawa north of Taunton rd receive snow removal services much later then area south of Taunton
Tool Comment Section	Personal application of this questionnaire to groups of interested people would be helpful when given by a senior
Tool Comment Section	I'm very content with living in Oshawa & the services they provide. Was contemplating moving to PEI but waiting list for a family doctor is 5 years & to take part in seniors activities is just as long. One positive thing in PEI is single family dwellings for seniors in scomon park. They do the yard work and maintenance.
Tool Comment Section	I find it hard to justify anything but a decrease in a municipal service (fire) when it would equate to a difference that dwarfs that of all the other services represented in this survey
Tool Comment Section	I appreciate this oppportunity to give input.
Tool Comment	Everything goes up but not the pension.

Section	
Tool Comment Section	I would like you to poll for social services as well, as I feel that is an area of dire and urgent need in our community.
Tool Comment Section	No tax increases please
Tool Comment Section	Make the "shwa" less the "shwa" and more the City of Oshawa. #1 do whatever it takes to change the impression a tourist has when entering Oshawa off the 401 at Simcoe.

Appendix 2: Questions received during or as a result of the Telephone Town Hall

During the one-hour Telephone Town Hall on November 15:

- 27 questions were asked and answered live (T.T.H.);
- 6 community members asked questions or provided feedback before or following the Town Hall via telephone, voicemail (V.M.) or email.

Below are the questions received during or as a result of the Telephone Town Hall.²

Method	Question / Comment
Email	<p>Further to this project.</p> <p>I believe that, and in keeping with the themes of transparency and ensuring that Oshawa citizens are allowed to be fully informed, that the City would be remiss if it did not record MsSinnott and Mr Sharma, either by audio or by webstream. I envisage that either method of recording the questions and answers would then be placed on News and Alerts in the same manner as Information Packages are available.</p> <p>As it stands right now, questions and verbal answers will be available only to this those that have their names on the registration list. This will be unfair to those that are interested in these matters but, through unforeseen circumstances, cannot participate that night!</p>
Email	<p>Council endorsed an OCT/17 Finance initiative, FIN 17-75, for the hiring of an outside consultant to examine the assessment roll for anomalies and negotiate with MPAC. MPAC bills the Region for its services of which \$1.83 M was billed to City taxpayers in 2018.</p> <p>Section 7.0 of FIN 17-75 stated that the initiative would ensure responsible and affordable taxation thus ensuring "respect, responsiveness and transparency."</p> <p>Further, part of the rationale was that the City did not have the "capacity to conduct this type of review with the resources available." It was also stated that Phase 2 payment(s) would be based on MPAC agreeing to correct missed or undervalued assessments.</p> <p>It was stated that the actions would result in "a net revenue gain to the City."</p> <p>The City paid in the vicinity of \$25,000, but, to date, a report outlining the anomaly findings and/or results of the consultant's work has not been filed to</p>

² Please note: Question topics below have been edited to ensure anonymity.

	<p>Council or the public.</p> <p>Questions arising from this:</p> <p>Will there be a full public report presented to council regarding this initiative?</p> <p>What were the "net revenue gains" in 2018 taxation that the 2017 initiative set out to determine?</p> <p>Does the City now have the capacity to do his type of analysis with the in-house resources at its disposal?</p> <p>What does the City now have in place to ensure that missed or undervalued assessments, which may appear in the assessment roll, for 2019 taxation, will be adequately dealt with to ensure correct 2019 taxation?</p>
T.T.H.	<p>I read a-- given a copy of-- I think it was-- it might have been Oshawa This Week, or it might have been The Express. But I've got it in front of me, and it said our Region needs to provide-- like a letter to the editor, and it indicates that there is \$2.3 billion in the Durham Region capital-- I don't know what you call it. A slush fund or a savings account that is earmarked for eventual use in capital projects or infrastructure projects. So, what I'm wondering is, does the city have access to this money, and could you not use some of it to-- \$2.3 billion's a lot of money. And the size of the budget is what? The Oshawa budget is \$130 million. So why could this money not be used to offset some of the spending, and also be used to pay down some of the debt. I'm not saying use all of it, but I don't know whether we need \$2.3 billion. We don't need that money put into another waste recycling smokestack disaster on the waterfront. So that's my comment. Thank you.</p>
T.T.H.	<p>Last year, the city decided not to repave a number of roads that had severe need of it. I'm just curious how you guys are balancing your infrastructure funding to make sure that these can get done. Because not only are we behind by one year now, we could potentially be behind more than one, if something doesn't get done in infrastructure again this year. I'm just curious where your guys' priorities went.</p>
T.T.H.	<p>My question is in regard to the high rate of tax we have enjoyed in the City of Oshawa. When are they going to come back in line with the rest of the communities in the GTA? Right now, we're the second highest. Thank you.</p>
T.T.H.	<p>My question is, what is the increase in the 2019 Budget compared to 2018? And if it's significant, how do you intend to mitigate the differences, so it doesn't impact increase in taxes?</p>
T.T.H.	<p>I live on Goodman Creek, and we have been receiving a lot of communication about-- the city was going to clean up the creek, and there was going to be retaining walls, and that they wanted us to share cost with the city. And those letters were— [lost call]</p>

T.T.H.	Thank you very much. I appreciate the forum. In response to some of the previous questions, I wonder why people are so afraid of having their taxes increased when they are beneficial to us. I would welcome my taxes to be increased incrementally if it benefits our environment. I am talking about the waterfront. I would like to see a plan to give us the type of waterfront like Cobourg. We need to have a plan for our waterfront. Thank you.
T.T.H.	Yes. I wondered if you're a senior, is there a program in place that shovels the snow from the sidewalk in front of your residence? Is there any [inaudible] budget covers? I really don't know.
T.T.H.	I was just wondering what our current debt is for Oshawa over and above the operating budget, please.
T.T.H.	My question is this, and it's also a comment. Recently, we, in Oshawa, have had an issue with an increase in rats, and I had an idea months ago. I thought; well, you know what? Right now, the City of Oshawa, for years, has implemented an every-other-week garbage pickup. Would it be possible to work into the budget, a weekly pick up of garbage to perhaps reduce the incidence of rats? Because to me, the two just go together. And that's my question and comment.
T.T.H.	My question is, what exactly is the city doing to attract new businesses to the City of Oshawa, mainly for the purpose of employment? I know the GM plant is the sole employer, main employer, in Oshawa. How much funds do we have earmarked for attracting new businesses and basically any resources that's available for new entrepreneurs? Is there anything at all in the budget for that?
T.T.H.	My question was in regard to different departments that might come in on budget at the end of the year, but they tend to not do that because of fear of their budget for the following year being cut. For example, seeing tree planting happening at the beginning of December. I don't know if there would be a program that would work for those departments to keep that surplus, they might have, from one year to the next without having their budget cut for the following year. In that way, it could be set aside for those anomalies that happen for those departments. It might act as an incentive for other departments to find ways to cut their own budgets and be more conservative in their spending. Rather than lose that budget for the following year, they keep it as a surplus.
T.T.H.	I've noticed that quite a few places in Oshawa now have bicycle lanes. My problem with the bicycle lanes is, in most cases, they paint a strip down the side of the road that's already there. They haven't increased the sides of the roads at all. Where I live on Nonquon and then down on Mary, the bicycles, plus parked cars, plus the cars all are in the same spot, basically, now. And quite often, you're very in and out of bicycles. Particularly at night, bicyclers aren't paying attention to not wearing black, and it's getting very dangerous. Is there any possibility-- and I realize this is going to cost more than less on the budget of putting the bicycle lanes between the sidewalks and the road, in some cases, rather than on the road. It's just a matter of safety more than anything else.

T.T.H.	I work in Toronto. I work with a lot of people from different parts of the GTA. We all seem to have similar levels of municipal services even though we live in different regions, and yet we pay a very, very different tax rate. And it seems to me, the reason that they pay a lot less taxes are that their municipality, specifically Toronto, seems to be very good at making money off the province than we are. We always hear about the provinces-- is going to help out Toronto with this transit project, Mississauga with that transit project. I never hear what we are doing to get our fair share from the province to help with our goals, and instead, we seem to be the ones that are number two in the GTA in terms of paying taxes. What are they doing right that we're not?
T.T.H.	I formerly asked a question. I had a comment about garbage pickup. My next question has to do with-- firstly, does the City of Oshawa directly decide how much funding goes towards the Durham Regional Police Force?
T.T.H.	And first, I'd like to say that I think that the City of Oshawa does a very good job of managing our tax dollars coming from our property taxes, and I think also of being very transparent as to where the money goes, how it's spent, how it's controlled. But as was mentioned earlier by [previous caller], that a very big part of our tax dollars, an equal amount, goes to the Region of Durham. Actually, a little bit more. And I'm not so sure that they do such a good job with the City of Oshawa, and I don't feel they're as transparent in terms of how those monies are spent and administered. The fact that they have surpluses, which we've heard already are fairly large, the City of Oshawa operates with a deficit. I feel that maybe there should be more consideration given to a redistribution of tax dollars. I'd like to hear your comments.
T.T.H.	My call is with regards to parking on the streets. I live on Durham Court. It is a crowded-- I've got neighbors across the street which have six cars to their house. They are parked all over the street. The other neighbors do the same thing. Everyone's parked on the street. It's become dangerous to actually get out of my driveway because there's cars left, right, and center. We call the by-law officers. They do come by. But two days later, we have the same problem. Is there anything that you all can do to further expedite these issues?
T.T.H.	I live on Park Road South here in Oshawa, and the sidewalks are within about 20, 24 inches of the roadside. The problem being, a snowplow comes by, fills the sidewalk in. You go out, you shovel it off. Half an hour later, the snowplow comes by again, fills it in. It's a constant effort during the winter to keep the sidewalks clear and safe all the way up and down Park Road South, both sides. I have people that live in this building – I live in an apartment building on Park Road - and they're in wheelchairs. They cannot make it from the building up to do any kind of shopping because they cannot go up the sidewalk. Now, I understand that the city services do provide one of those small plows that do the sidewalk and certain areas for the city. Why is it not possible to have that machine do these sidewalks after a snowfall? That would at least take some of the effort and danger out of the sidewalks for

	people that are senior citizens, etc., living on Park Road South and other streets in the city that are in the same situation with very narrow boulevards.
T.T.H.	My question is sort of broad compared to some of the ones that have been asked, and I want to clarify one thing just to make sure I'm right on this as to how Oshawa deals with things. So, I work with municipal governments North America-wide, and one of them is Ottawa. So, one time, the finance department of Ottawa told me, that, how Ottawa structures their budget is, they first decide what a reasonable tax rate will be for the following year, and then they determine what they're going to do with the amount of money that results in. My understanding-- and you could correct me. From reading the executive summary of the Oshawa budget one time, was that it's the other way around, that first, they decide how much they want to spend, and then what does that relate to at the percentage in tax increase or how it's being increased, I guess. Am I correct in that assumption that the determination is, first, what needs to be spent, and therefore, what tax rate would that be? And if so, I mean, in my mind, that seems that that's not the correct way of looking at things. It should be the other way around. I like Ottawa's concept, and I don't like the opposite, if I'm right about the way the Oshawa budget and the percentage in tax increase is determined.
T.T.H.	I'm wondering about the operating budget and the various departments within the city. I'm wondering, could the budget internally be trimmed by a small percent? And I'm wondering, what is the budget? How do you know how much to give each department, I guess, is what I'm asking? So, a department gets a certain operating budget. How is that figured out?
T.T.H.	My question has to do with the process overall, and whether or not the city or its staff look at other cities in Ontario for ideas of doing it differently regarding either expenditures or taxation revenue services provided, cities like Kingston, St. Catharines, London, other places like that. Any ideas there?
T.T.H.	This is a follow up on the question of grants, of provincial grants. You mentioned that, yes, there are grants and you look for them. Have you got any specific examples of grants that Oshawa has received this year, either operating or capital grants? Thank you.
T.T.H.	I just wanted to know, what are the various recreational activities that the taxes expense towards? And are these recreational activities predetermined by the city, or are they open to outside groups, non-profit organizations, or?
T.T.H.	What are we going to do about the homeless when we have all these empty schools, empty houses? They're just sitting idle.
T.T.H.	I did ask what's going to be about Gibb Street Extension, which is-- I did but I never had any answer. Are they going to put bicycle lane? Are they going to put the trees in the middle?
T.T.H.	My question is, between Highway 2 and Townline in Oshawa, Northwest corner, there's a plaza in there. And there's sidewalks in there, they're bumpity, bumpity. Anyone could have a fall. There's a senior building right beside it, and I feel that it's detrimental to those of us who's going to use walkers with wheels on. Anyone that's using a scooter, they could trip on it, and anyone that's using shopping carts and the other wheeled things to get

	to, and from the stores. And I inquired quite a while back about that. They said there's nothing wrong with the sidewalks. I think either the man was blind, who was supposed to have checked it, or he didn't bother looking at all. And so, I've had a few others say that they could trip on that. And what's going to happen there? Are they going to fix those sidewalks? What's going to happen? They're right in front of all the stores and the restaurants and whatever else in the plaza there.
T.T.H.	I just like to make a general comment relative to [previous caller] calling in about the garbage pickup. I agree fully with her. I know that other municipalities do the opposite of Oshawa. They go do a weekly pick up of the black plastic bag, and their blue box is every two weeks. So, it's the exact reverse of what Oshawa does. We are being forced to throw our garbage in our homes when we go do a bi-weekly pick up of the black plastic bag. So, I fully agree with [previous caller]. My main point for phoning in is, as a taxpayer for 40 years in Oshawa, I'm continually upset with increased taxes. I propose to the city and the Region that they set up a department dedicated to property tax reduction in which there would be a coordinator and several employees with a hotline for property tax input from the public on ideas on how to reduce our taxes. The way society is going, we're going to need double-income families to support a house and pay the taxes. This is just a very bad situation, and I offer one solution. Set up that department dedicated to reducing our taxes. And secondly, I offer an idea. Maybe the city could consider picking up lease and charging homeowners if they want that service. We need a hotline for property tax reduction. Thank you very much.
T.T.H.	I just have a-- we're talking mostly about budget. I have a question about allocation between the wards. Is it based on the population or the density of the actual ward or the size of the ward? Because some of the wards are bigger but with less population, and some of the wards are smaller with higher density. So, I don't know exactly how that's all allocated. So, if you help me with that question, I'd appreciate it.
T.T.H.	My question is a two-pronged question, and it has to do with the City of Oshawa cooperating with the Region, either in terms of public announcements or also in terms of developing a strategy to filter or screen out things in the street. Cigarette butts that are very toxic, they end up going, ultimately, into the lake. They might go through a holding pond, but eventually end up in a lake, and that's the source of our drinking water. And some people don't realize that that's what happens when you throw a cigarette butt out or other garbage on the street. What steps can be done to cooperate with the Region to alert people that it's dangerous, and perhaps work out a strategy to screen out the garbage and not let it go into our drinking water-- source of our drinking water? That's my question.
V.M.	Listened to Town Hall but call never got through. Would like someone to call him back.
V.M.	Calling to send message to Jag. Audio problems frequently happening on his end 4 times. Missed parts of questions or entire questions. Should make sure

	everything is A1 and ready to go. Missed a lot of key points and questions.
V.M.	Tried to participate in TTH. Had a question regarding the missing fire truck from downtown location that was attributed to the fatal deaths of four people in the fire earlier this year. Question was are they going to reestablish that truck at the downtown hall - is there money in the 2019 budget for this? Questions that did get through were mostly ill informed and uneducated. One person got through twice and his question was not brought to the queue.
V.M.	Caller missed the telephone town hall meeting last night and wants to comment about the City not doing a lot for south-end residents. They cited as an example that roads are being maintained differently, not the same as the north-end roads ...
Phone call	<p>Throughout the whole call I heard people saying that we know our taxes are high - and we understand why; I'm a senior citizen and we have great programs and I can see they're doing a good job.</p> <p>I think the City has things that it can't afford and I never hear politicians using that language. The City can never seem to come to the realization that you can only do what you afford and it never seems to go on that line of thinking. The City has a lot of things obviously that we can't afford - yes they're nice to have, but can the City afford it?</p> <p>I want to compliment the administration staff because they do a great job with what they've got but they've got too much. We're giving them too much money - we are giving them more than people can afford to give.</p> <p>Given what's just happened with GM, property values are going to go down which is going to take the tax base down; to compensate the taxes are going to go up. The City needs to work within its means instead of just raising them.</p>

Appendix 3: Telephone Town Hall Poll Questions

During the Telephone Town Hall held on Thursday, November 15, participants were asked a total of four automated polling questions. All four questions were asked in 2017, and three of the four questions were asked in 2016 during an automated phone survey.

Below are the results of the polling questions from the:

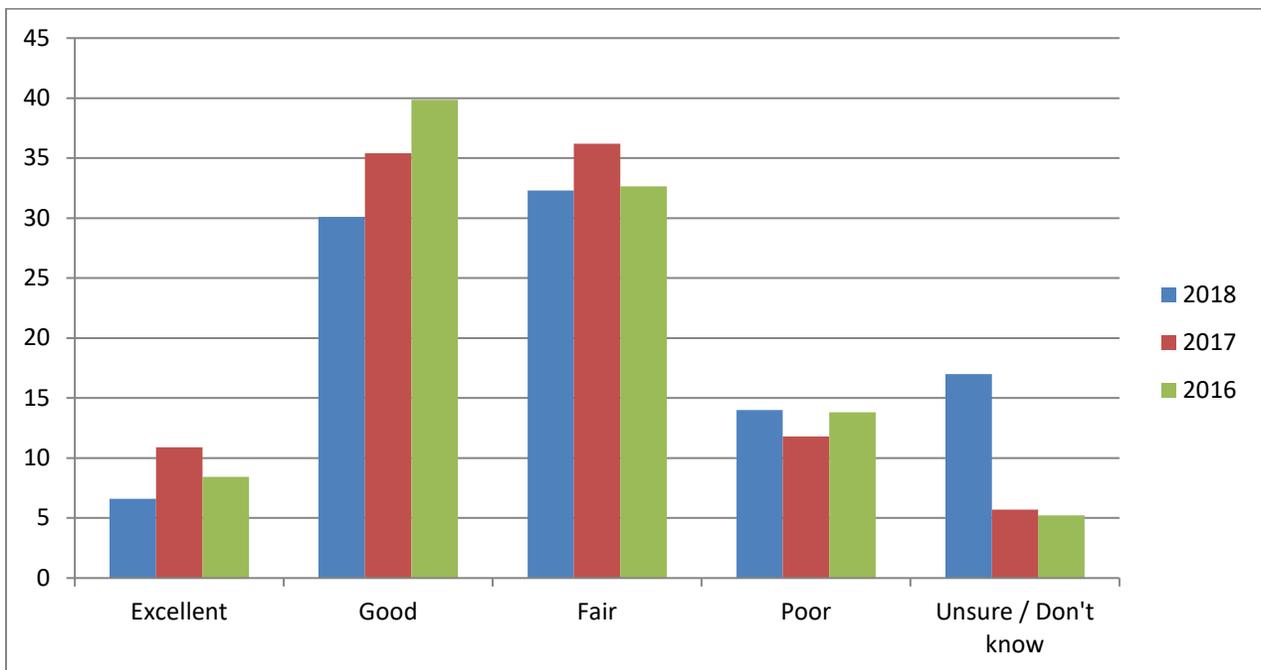
- 2019 City Budget Telephone Town Hall held November 15, 2018;
- 2018 City Budget Telephone Town Hall held November 1, 2017; and,
- 2017 City Budget automated telephone survey held between October 13 and 17, 2016.

Data below is attributed to questions in the order they were asked in 2018, but not necessarily the order they were asked in 2017 or 2016. Please note: bar charts are representations of the percentages for each response/year.

Poll Question 1

Question: Rate your overall level of satisfaction with the quality of services provided by the City of Oshawa.

- Overall, responses in 2018 showed a decline in respondent’s satisfaction with the quality of services provided by the City. This could partially be attributed to the significant increase in “Unsure / Don’t know” responses.
- 69% of respondents in 2018 indicated that the quality of services provided by the City is fair or better.
- 37% of respondents in 2018 indicated that the quality of services provided by the City is excellent or good.



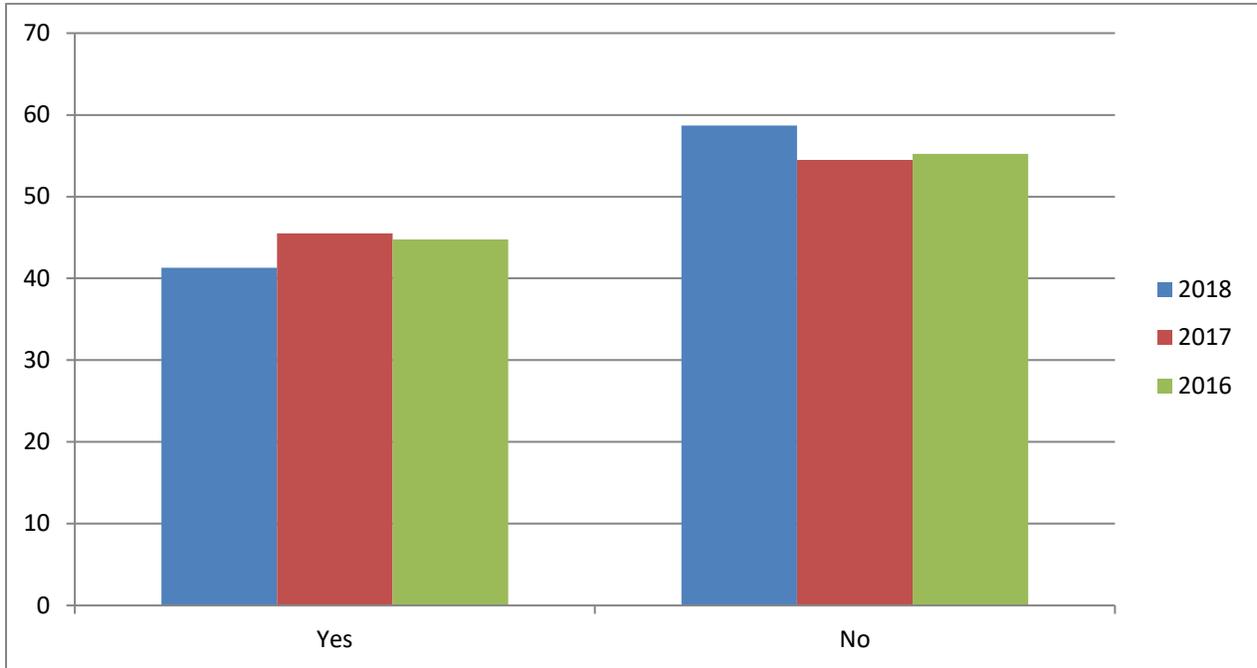
Answer	2018 Town Hall Poll responses	2017 Town Hall Poll responses	2016 Automated Telephone Survey responses
Excellent	15 responses 6.6%	25 responses 10.9%	105 responses 8.44%
Good	69 responses 30.1%	81 responses 35.4%	496 responses 39.87%
Fair	74 responses 32.3%	83 responses 36.2%	406 responses 32.64%
Poor	32 responses 14.0%	27 responses 11.8%	172 responses 13.83%
Unsure / Don't	39 responses	13 responses	65 responses

Know	17.0%	5.7%	5.23%
Totals	229	229	1,244

Poll Question 2

Question: Do you feel that you understand how your tax dollars are used within the City budget?

- Since 2016, the majority of respondents have indicated that they feel they do not understand how their tax dollars are used within the City budget.

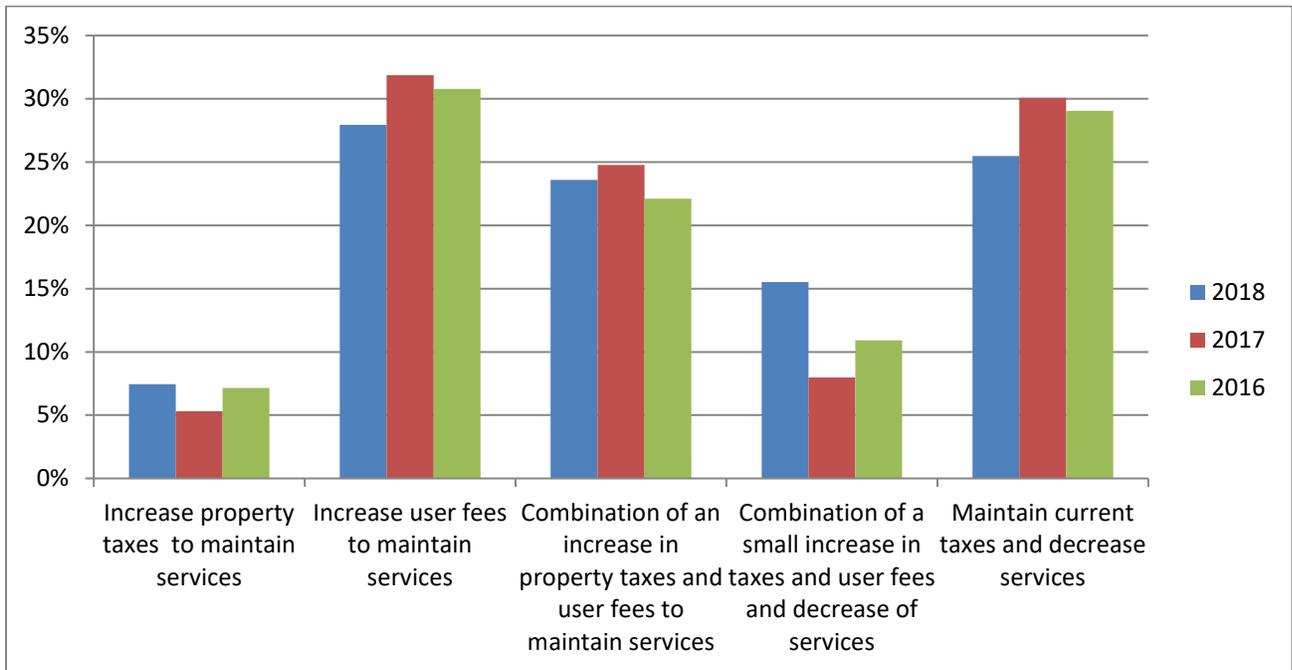


Answer	2018 Town Hall Poll responses	2017 Town Hall Poll responses	2016 Automated Telephone Survey responses
Yes	85 responses 41.3%	85 responses 45.5%	562 responses 44.75%
No	121 responses 58.7%	102 responses 54.5%	694 responses 55.25%
Totals	206	187	1,256

Poll Question 3

Question: What option do you prefer the most to balance the budget?

- Each year the community has been asked this question their preferred method to balance the budget has consistently been to increase user fees to maintain services (2018: 28.0%, 2017: 31.9%, 2016: 30.78%)
- Each year the community has been asked this question the runner-up has been to balance the budget by maintaining current taxes and decreasing services (2018: 25.5%, 2017: 30.1%, 2016: 29.05%)



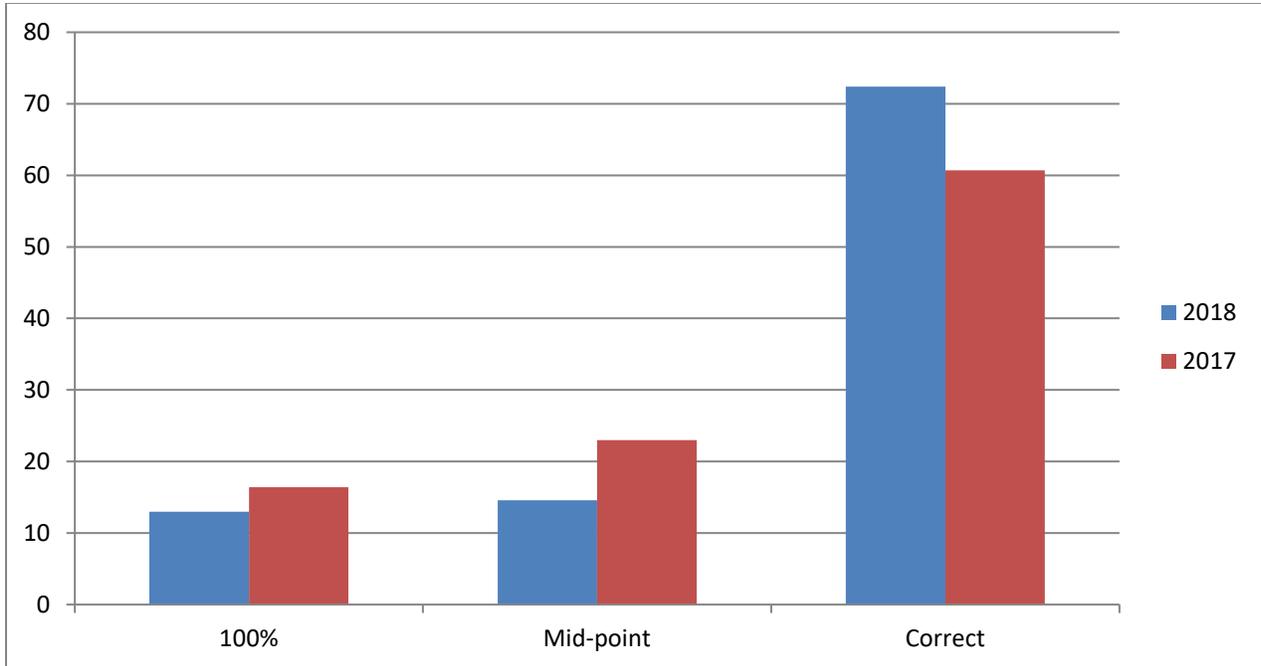
Answer	2018 Town Hall Poll responses	2017 Town Hall Poll responses	2016 Automated Telephone Survey responses
Increase property taxes to maintain services	12 responses 7.5%	6 responses 5.3%	70 responses 7.14%
Increase user fees to maintain services	45 responses 28.0%	36 responses 31.9%	302 responses 30.78%
Combination of an increase in property taxes and user fees to maintain services	38 responses 23.6%	28 responses 24.8%	217 responses 22.12%
Combination of a small increase in taxes and user fees	25 responses 15.5%	9 responses 8%	107 responses 10.91%

and decrease of services			
Maintain current taxes and decrease services	41 responses 25.5%	34 responses 30.1%	285 responses 29.05%
Totals	161	113	981

Poll Question 4

Question: What portion of your total property tax bill does the City have direct control over?

- 2018 saw a 19% increase in the number of respondents who correctly identified the portion of the tax bill that the City had control over (41%) and a 21% decrease in the number of respondents who believed the City controlled 100% of their property tax bill.



Answer	2018 Town Hall Poll responses	2017 Town Hall Poll responses	2016 Automated Telephone Survey responses
100%	16 responses 13.0%	30 responses 16.4%	n/a
Mid-point (2017: 55%, 2018: 61%)	18 responses 14.6%	42 responses 23.0%	n/a
Correct (2017: 41%, 2018: 44%)	89 responses 72.4%	111 responses 60.7%	n/a
Totals	123	183	n/a

Appendix 4: Record of social media comments

Community members could provide comments on social media by commenting on a Facebook Ad or posts made to the City's corporate Facebook page.

Facebook Ads

Budget Phase 1 – Online Budget Tool & Telephone Town Hall, November 8 to November 13			
Date	Comments & Response(s)		Likes
Nov. 11	They are also trying to make Oshawa an age friendly community and looking forward to Seniors input.		1
Nov. 13	City Response	You're right, [name]. We've partnered with Oshawa Senior Citizens Centres to develop an Age-Friendly Community Strategy. Feedback received will be used to better understand and evaluate the needs and priorities of older adults in the Oshawa community; develop an Oshawa Age-Friendly strategy that will include recommendations for Oshawa and strategy partners (e.g. Region of Durham, etc.); and, guide the application for W.H.O.'s Age-Friendly City designation. That survey can be completed on Connect Oshawa as well: www.connectoshawa.ca	

Budget Phase 1 – Online Budget Tool, November 18 to November 24			
Date	Comments & Response(s)		Likes
Nov. 18	Can renters complete? We don't pay property tax		
Nov. 19	City Response	Hi [name], great question! Yes, renters are welcome to complete the tool - it is open to the entire Oshawa community. We look forward to your feedback. Thank you!	
Nov. 19	Do we enter our rent for the year.		
Nov. 20	City Response	Hi [name], thank you for your interest in the tool. [Name] is correct, you do not need to enter your rent for the year. The tool defaults to the average property value assessment in the city, so please feel free to use that value.	
Nov. 19	No need to enter rent just the first three digits of postal code and email address		

Nov. 20		Apparently our tax dollars go to a budget that is one of the worse explained budgets in Canada. Was on the news a few days ago.	2
Nov. 20	User Response	Did you really expect anything different?	
Nov. 20	City Response	Hello [name], thank you for your comment. I believe you may be referencing this study: https://www.cdhowe.org/.../2018-baffling-budgets... Please note that the City of Oshawa budget is entirely separate from the Region of Durham budget. Thank you.	
Nov. 20	User Response	We are all way over taxed!	
Nov. 22	User Response	I'm on ODSP but I don't qualify for a discount on my property taxes, why?	
Nov. 23	City Response	Hi [name], thanks for the inquiry. You need to meet the eligibility requirements and submit the required proof as outlined on the Property Tax Grant application. The application for the 2018 calendar year is not yet available, please check back later this year (the deadline to submit will be the end of April 2019). Further information can be found on our website at https://www.oshawa.ca/residents/reductions-and-rebates.asp or you're welcome to contact Service Oshawa for further information (phone 905-436-3311 or live chat https://www.oshawa.ca/city-hall/Contact-Us.asp).	
Nov. 23	User Response	City of Oshawa - Municipal Government I'm on CPP disability do I qualify for a reduction or rebate? I'm under 65 years old	
Nov. 26	City Response	If you'd like to discuss eligibility requirements, please contact/visit Service Oshawa at your convenience (phone 905-436-3311, live chat https://www.oshawa.ca/city-hall/Contact-Us.asp , or in-person at City Hall, 50 Centre St S, Oshawa).	
Nov. 22	Done		

Facebook Page

11 messages were distributed from the City's corporate Facebook account during the campaign.

Below is a record of posts that received comments or responses.

October 30	
<p>The City of Oshawa is preparing the 2019 City Budget and wants to hear from you!</p> <ul style="list-style-type: none"> - Share your priorities on key program and service areas to shape the 2019 City Budget for your chance to win an iPad; and, - Participate or just listen in to this year's Telephone Town Hall, being held between 7:30 p.m. and 8:30 p.m. on Thursday, November 15. You'll be able to ask your budget related questions to the City Manager and Commissioner of Finance. <p>To share your priorities, register your phone number for the Telephone Town Hall or learn more information, visit www.connectoshawa.ca.</p>	
Response from Facebook User	Oshawa is a disgrace to humanity
October 31	
<p>We're preparing the 2019 City Budget and want to hear from you:</p> <ul style="list-style-type: none"> - Share your priorities on key program and services areas on our online budget tool for your chance to win an iPad; and - Participate or just listen in on this year's Telephone Town Hall, being held Thursday, November 15 between 7:30 and 8:30 p.m. <p>Learn more:</p>	
Response from Facebook User	In want to work for the City of Oshawa!
Response from City of Oshawa	Hi [name], thanks for your comment. Current job postings are available here: https://oshawa.jobs.net/en-CA/search
Response from Facebook User	City of Oshawa - Municipal Government thank you!!!
Response from Facebook User	Wait.. is this budget ONLY for the north end? Or is central and South oshawa also included this year? Because I know a whole lot of kids who could use some resources.

<p>Response from City of Oshawa</p>	<p>Hello [name], thank you for your comment. We'd love for you to share your priorities on city-wide program and service areas to shape the 2019 City budget (http://oshawabudget.ca). Once you've shared your priorities there is a comment section should you wish to provide more in-depth feedback.</p> <p>Feedback received will be shared with City staff, Council and the public during the 2019 City budget process.</p> <p>Learn more about the 2019 City budget process: www.connectoshawa.ca/budget2019</p>
<p>Response from Facebook User</p>	<p>City of Oshawa - Municipal Government awesome will do thank you.</p>
<p>November 27</p>	
<p>Thank you to all who shared their priorities online and/or participated or listened in during this year's Telephone Town Hall.</p> <p>Additional #OshBudget engagement opportunities will be available in January! Stay tuned! http://www.connectoshawa.ca</p>	
<p>Response from Facebook User</p>	<p>Now that GM is gone better not spend on fluff. The university and health care sector won't help thousands of over 40 folks. Only answer to help build Pickering airport will soak up 50 000 jobs. University students don't pay property taxes.</p>

Appendix 5: Record of other feedback received

Method	Question / Comment
Email	<p>Would you please accept and direct the following additional communication for the City 2019 budget review. In addition to my earlier submission I would like to add the following communication for deliberation in the 2019 budget review. Would you also confirm receipt of this - thank you. I recently dropped by Oshawa Animal Services and amongst other things learned that staff were not able to participate in this years' Santa Claus parade. Needless to say they were very disappointed and I surmised that this was due to staffing levels. Apparently two temp contracts ended in October and the remaining staff have been under pressure to cope with this shortfall. I must say that I am disappointed by how much the city presumably expects OAS to cope with such underfunding and my heart goes out to staff who are performing a thankless task without, what I consider, as adequate support. I want to make it abundantly clear to both staff and councillors whom will be reviewing the city 2019 budget that this is precisely how you create a stressed and demoralised working environment and risk losing hard working talent. To emphasise my point I am sure you will recall temporarily losing a senior member of staff for precisely this reason. Having noted the above it is my opinion that it is one thing to responsibly monitor and maintain expenditures but it becomes an entirely different matter when this becomes a rigid mantra that actually undermines the sensible fiscal governance and administration of this municipality and creates undue hardship on our valued members of staff. Returning to my initial reference of staff missing out on the Santa Claus parade I hope you will see how this must be so demoralizing for them. It is events such as this that showcase the value and build community appreciation for the work they do for the community. To add additional weight to the necessity of this matter and, as an example, I will be picking up donated supplies for Oshawa Animal Services from the Ontario SPCA headquarters in Newmarket as OAS cannot spare staff. As such, when you rely on members of the community for this kind of support something is measurably wrong. Although I am glad to volunteer I fear the city will be inclined to increasingly expect residents to, in effect, subsidize the city operations that should otherwise be regarded as being performed by your own staff. I therefore urge staff and members of council to address this visible and distressing shortfall and demonstrate support for staffing and resources before matters deteriorate. I would like to conclude by informing you that, in my opinion, Oshawa Animal Services has made huge strides in the areas of community support, programming and animal care and the appropriate resources are required to ensure this continues. Regards, [name].</p>