

2015 Budget Planning Survey
Stakeholder Survey Results
Final Report

June 27, 2014



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1.0 SUMMARY OF FINDINGS

In 2014, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2015 City of Leduc Stakeholder Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc stakeholders concerning the budgetary planning process. In total, 129 respondents completed the survey.

The following summary outlines the key findings from the 2015 Stakeholder Budget Planning Survey.

City Council Budget Process

- Respondents were asked what they considered to be the most important priorities facing the City of Leduc Council today, in terms of the budget process. Nearly one out of three respondents (29%) indicated that maintaining or lowering taxes is a priority, followed by 25% who mentioned controlling overcrowding and future growth.
- Thinking about the portion of their municipal property tax bill that pays for City services (73% for municipal services; 27% for education and schools), respondents were then asked whether they felt they received good value for their property taxes. More than two-thirds of the respondents (68%) rated the value received for property taxes as “good” (31%), “very good” (31%), or “excellent” (6%). Thirty percent (30%) rated the value as either “fair” (19%) or “poor” (10%).
 - Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=88) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (14%). Ten percent (10%) of the respondents reported that taxes are too high for the level of service received.
 - Respondents who felt they received “fair” or “poor” value for their tax dollars (n=38) were most often dissatisfied with budget planning (21%), followed by 18% who reported that better road and sidewalk maintenance is needed.

Adjustments to Variable Spending

- Respondents were asked whether they would increase, decrease, or keep spending the same for each of ten (10) program areas. Program areas for which respondents would most frequently **increase** spending included the following:
 - Family & Community Support Services (36% would increase spending);
 - Public Services (30%); and
 - Police Protection & Enforcement Services (30%).
- Areas in which respondents would most frequently **decrease** spending included:
 - Leduc Recreation Centre Operations (33% would decrease spending);
 - Library Services (23%); and
 - Public Transit (21%).
- For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same.

Other Considerations for 2015 Budget Planning

- Keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, respondents were asked if there are any other projects or initiatives that the Leduc City Council and Administration should be thinking of when planning for the 2015 budget and beyond. Eight percent (8%) of all respondents reported that the City needs better traffic flow control and management, followed by 4% who mentioned that the City should ensure it plans appropriately for future growth and the long term.
- When asked if they had any other comments they wished to provide regarding 2015 budget planning, 6% of all respondents suggested ensuring that funds are budgeted efficiently, followed by 5% who would like to see improved traffic flow and road development in Leduc.

City of Leduc Services and Infrastructure

- Respondents were asked which of four (4) tax strategies they would support to balance the City budget. Nearly three out of ten respondents (29%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, comparable to 27%, as reported in 2013.
 - Thirteen percent (13%) supported increasing taxes to maintain all existing infrastructure and services (a decrease from 16%, as reported in 2013);
 - Thirteen percent (13%) supported cutting existing services to maintain current taxes (comparable to 15% in 2013); and
 - Eleven percent (11%) supported cutting existing services to reduce taxes (a decrease from 16% in 2013).

Feedback Approach

- Respondents were asked to rate the research approach used to gather resident feedback concerning the City of Leduc budget process, using a scale of 1 to 5, where 1 meant “not at all effective” and 5 meant “very effective.”
- Forty-four percent (44%) of the respondents provided ratings of 4 (26%) or 5 (19%) out of 5 (a slight decrease from 43% in 2013), while 40% provided a neutral rating of 3 out of 5.
 - Respondents who felt that the feedback approach was effective (n=108) (ratings of 3, 4, or 5 out of 5) most often indicated that they liked the opportunity to provide feedback (17%). Seven percent (7%) reported that they felt uninformed and could use more information on budget planning.
- Sixteen percent (16%) of the respondents indicated that the approach was not effective, with ratings of 1 (3%) or 2 (12%) out of 5.
 - Those who felt that the feedback approach was less effective (n=20) (ratings of 1 or 2 out of 5) most frequently explained that they are unsure of whether City Council will use the data collected (n=3).

2.0 PROJECT BACKGROUND

In 2014, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2015 City of Leduc Stakeholder Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc stakeholders concerning the budgetary planning process for the 2015 budget. In total, 129 respondents, completed the survey, available online from May 2nd to May 31st, 2014.

This report outlines the results for the 2015 Stakeholder Budget Planning Survey. Where appropriate, comparisons to previous years’ survey data has been included to determine any shifts in the perceptions and opinions of Leduc residents.

3.0 METHODOLOGY

All components of the project were designed and executed in close consultation with the City of Leduc. A detailed description of each task of the project is outlined in the remainder of this section.

3.1 Project Initiation and Questionnaire Design

At the outset of the project, all background information relevant to the study was identified and subsequently reviewed by Banister Research. The consulting team familiarized itself with the objectives of the Client, ensuring a full understanding of the issues and concerns to be addressed in the project. The result of this task was an agreement on the research methodology, a detailed work plan and project initiation.

The 2014 survey instrument questionnaire was based on the 2014 Budget Planning Survey, conducted in Spring 2013. This maintained consistency between years and allowed data to be compared, where appropriate. The survey include a mixture of quantitative and qualitative questions to elicit a more in-depth investigation of the issues and concerns regarding the assignment. Once the Client vetted the draft survey instrument, revisions were made and the questionnaire was finalized. A copy of the final questionnaire is provided in Appendix A.

3.2 Survey Population and Data Collection

Interested stakeholders who were *not* a part of the general population telephone sample were provided with the opportunity to complete the Stakeholder version of the survey, available via the City of Leduc website. As the survey was available on the website for all City of Leduc residents, the City provided directions as to how to access the survey by advertising in its public facilities. This web-based survey had a URL unique from the general population survey; respondents were also provided with the opportunity to complete the survey on hard copy form, if desired.

Surveys were completed with City of Leduc stakeholders from May 2nd to May 31st, 2014, during which time a total of 129 surveys were completed, providing a margin of error no greater than $\pm 8.6\%$ at the 95% confidence level, or 19 times out of 20.

3.3 Data Analysis and Project Documentation

While data was being collected, Banister Research provided either a written or verbal progress report to the Client. After the questionnaires were completed and verified, all survey data was compiled and into a computerized database for analysis. A topline PowerPoint presentation of the findings for all closed-ended results was provided to the Client.

After the surveys were completed and verified, the lead consultant reviewed the list of responses to each open-ended or verbatim question; a code list was established, based on the previous 2013 code list. To ensure consistency of interpretation, the same team of coders was assigned to this project from start to finish. The coding supervisor verified at least 20% of each coder's work. Once the questionnaires were fully coded, computer programs were written to check the data for quality and consistency. All survey data was compiled into a computerized database for analysis. Utilizing SPSS analysis software, the survey data was reviewed to guarantee quality and consistency (e.g., proper range values and skip patterns).

The detailed data tables have been provided under a separate cover. It is important to note that any discrepancies between charts, graphs or tables are due to rounding of the numbers.

4.0 STUDY FINDINGS

Results of the survey are presented as they relate to the specific topic areas addressed. It is important to note that the data tables, under a separate cover, provide a detailed analysis of all survey findings.

4.1 City Council Budget Process

To begin, residents were asked what they considered to be the most important priorities facing the City of Leduc Council today, in terms of the budget process. Nearly one out of three respondents (29%) indicated that maintaining or lowering taxes is a priority, followed by 25% who mentioned controlling overcrowding and future growth. See Table 1, below.

Table 1

What are the most important priorities facing the City of Leduc Council today?			
	Percent of Respondents*		
	2014 (n=129)	2013 (n=82)	2012 (n=136)
Maintaining taxes/keeping taxes the same/lowering taxes	29	23	15
Controlling overcrowding/rapid growth/future growth	25	5	11
Budget concerns/having a surplus/better budgeting	19	16	13
Improving/maintaining infrastructure (in general)	18	12	12
Road/sidewalk maintenance/snow removal/more sidewalks	10	27	15
Improve emergency services (e.g., fire/ambulance)	10	9	11
Transportation issues/improve transportation (in general)	9	1	-
Maintaining/adding parks/green space/pathways/bodies of water	9	12	10
Better municipal planning/keeping up with growth	9	7	2
Increasing drug problems/crime/police/safety/by-law enforcement	8	11	10
Maintaining/improving City services/more funds for services	7	12	5
Ensure needs of the citizens are being met/quality services provided to all citizens	6	-	-
Traffic/traffic control/flow/access/crossings	5	12	11
Maintenance/improvement of City facilities/recreation facilities/library/outdoor facilities	5	7	3
Review upper management/City employee salaries	5	4	2
Schools/education concerns	5	4	8
Other (4% of respondents or less in 2014)	43	-	-
Don't Know/Not Stated	12	11	16

*Multiple responses

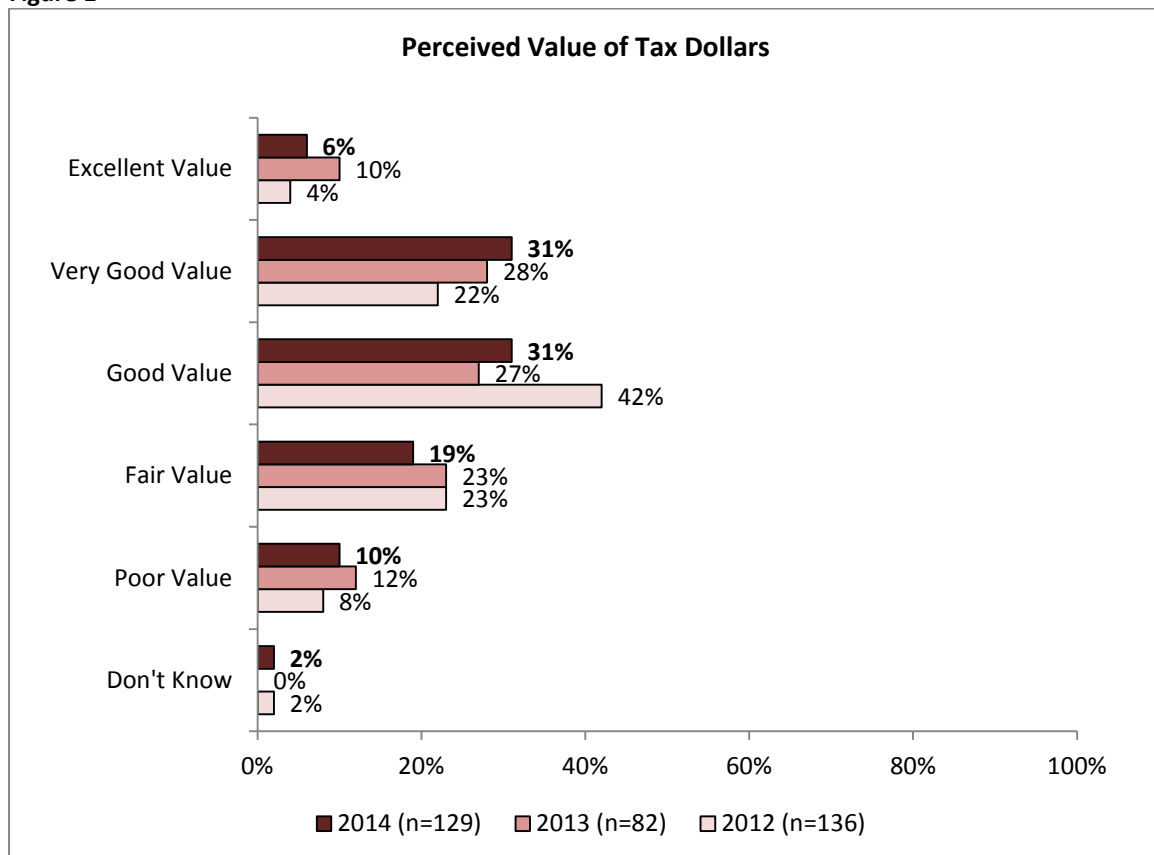
Next, respondents were provided with the following information:

“In 2014, approximately 27% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 73% of your property tax bill goes to the City of Leduc to fund municipal services.”

Thinking about the portion of their municipal property tax bill that pays for City services, respondents were then asked whether they felt they received good value for their property taxes. As shown in Figure 1, below, more than two-thirds of the respondents (68%) rated the value received for property taxes as “good” (31%), “very good” (31%), or “excellent” (6%). Thirty percent (30%) rated the value as either “fair” (19%) or “poor” (10%).

Please Note: In 2013 (2014 budget planning), 28% of the tax bill was allocated to education and schools, while 72% was allocated to municipal services. In 2012 (2013 budget planning), 26% of the tax bill was allocated to education and schools, while 74% was allocated to municipal services.

Figure 1



Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=88) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (14%). Ten percent (10%) of the respondents reported that taxes are too high for the level of service received. See Table 2, below.

Table 2

What is the main reason you feel that way?			
Base: Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars	Percent of Respondents*		
	2014 (n=88)	2013 (n=53)	2012 (n=92)
Good snow removal/road maintenance/sidewalk maintenance	14	25	14
Taxes are too high for services received/unreasonable taxes	10	6	5
Good level of services (in general)	9	8	10
Enjoy the parks/multi-way trails/green space/open space/good maintenance	7	13	5
City is well-maintained/looks nice/clean	7	8	5
Reasonable taxes/not too many tax increases/good value received	7	-	2
Need better road maintenance/snow removal/sidewalk maintenance/more paving	5	2	5
Good recycling program/garbage collection/composting program	3	6	4
Lots of recreational services/good recreational facilities	3	4	9
Too many unnecessary projects/better municipal planning/service levels are too high	3	-	1
Other (2% of respondents or less in 2014)	26	-	-
Don't Know/Not Stated	39	34	35

*Multiple responses

Respondents who felt they received “fair” or “poor” value for their tax dollars (n=38) were most often dissatisfied with budget planning (21%), followed by 18% who reported that better road and sidewalk maintenance is needed. See Table 3, below.

Table 3

What is the main reason you feel that way?			
Base: Respondents who felt they received “fair” or “poor” value for their tax dollars	Percent of Respondents*		
	2014 (n=38)	2013 (n=29)**	2012 (n=42)
Poor budget planning/overspending	21	7	14
Need better road maintenance/snow removal/sidewalk maintenance	18	28	17
Taxes are too high/always increasing/poor value received	13	17	10
Pay same taxes/receive less service (e.g., certain areas; types of housing)	13	-	-
Poor productivity from City workers/too many employees/high costs	8	3	-
Poor garbage/organics services/too many fees	5	10	2
Lack of fire services/need new fire hall/improve emergency services	5	3	5
Lack of policing/bylaw enforcement/poor service	5	3	2
Other (single mentions in 2014)	24	-	-
Don't Know/Not Stated	18	21	19

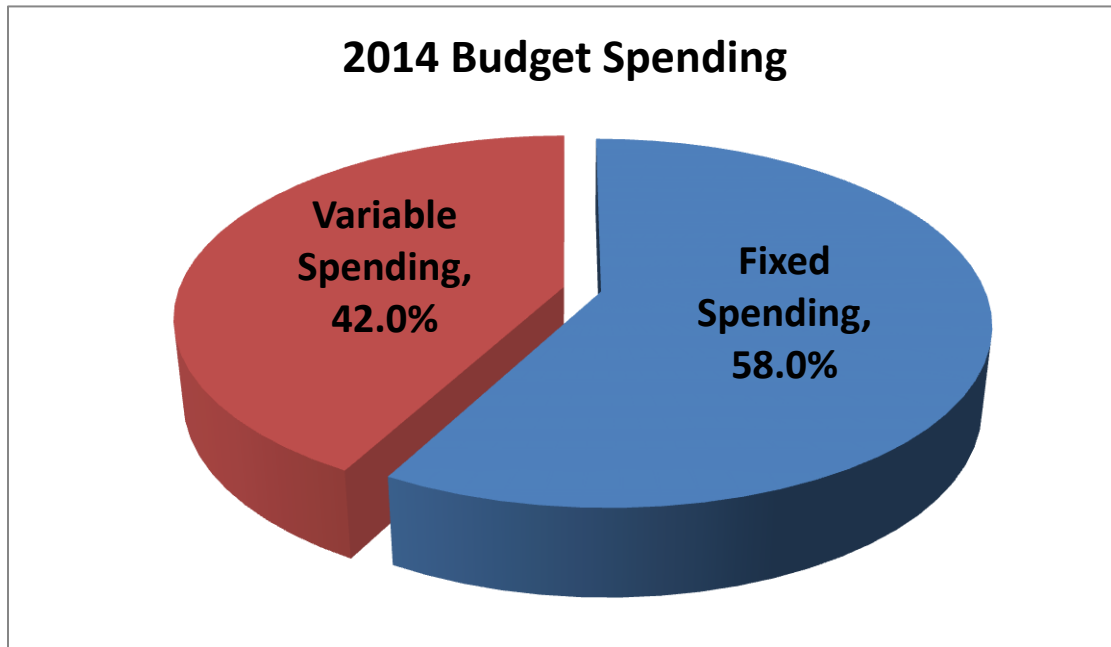
*Multiple responses

**Use caution interpreting results when n<30

4.2 Adjustments to Variable Spending

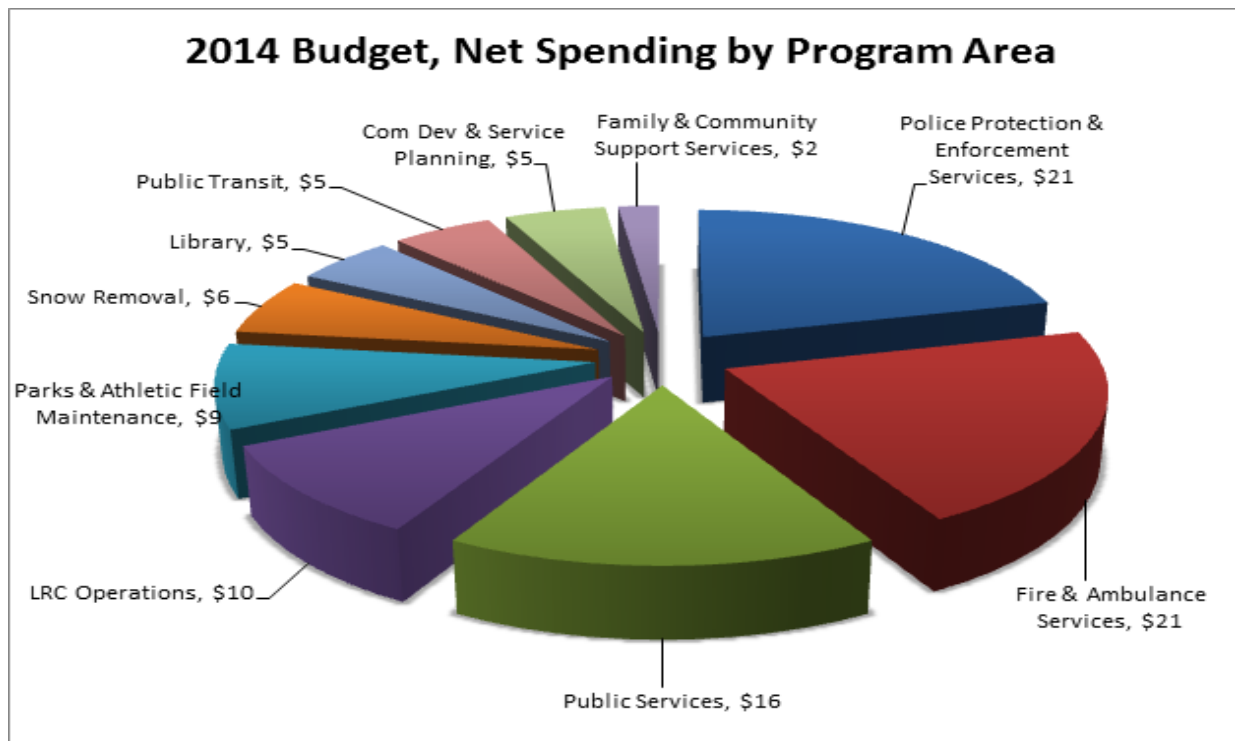
In the next section of the survey, respondents were provided with the following information, in terms of variable and fixed spending for the City of Leduc Budget:

“The City of Leduc budget includes two (2) spending categories:



- **Fixed Spending (58%)** include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:
 - Mayor and City Council
 - City Manager’s Office, Legal Services & Intergovernmental Affairs
 - Corporate Services
 - Engineering Services
 - Planning Services
 - Facility Services
 - Debt Repayment
 - Capital Transfer
- **Variable Spending (42%)** include categories where spending can be increased or decreased depending on the level of service provided.

If the overall **Variable Spending** budget for the City of Leduc was \$100, this is how the \$100 was spent in the City of Leduc in 2014. Please see the graph below.”



4.2.1 Summary of All Services

Respondents were then asked whether they would increase, decrease, or keep spending the same for each of the ten (10) program areas, identified above. Program areas for which respondents would most frequently **increase** spending included the following:

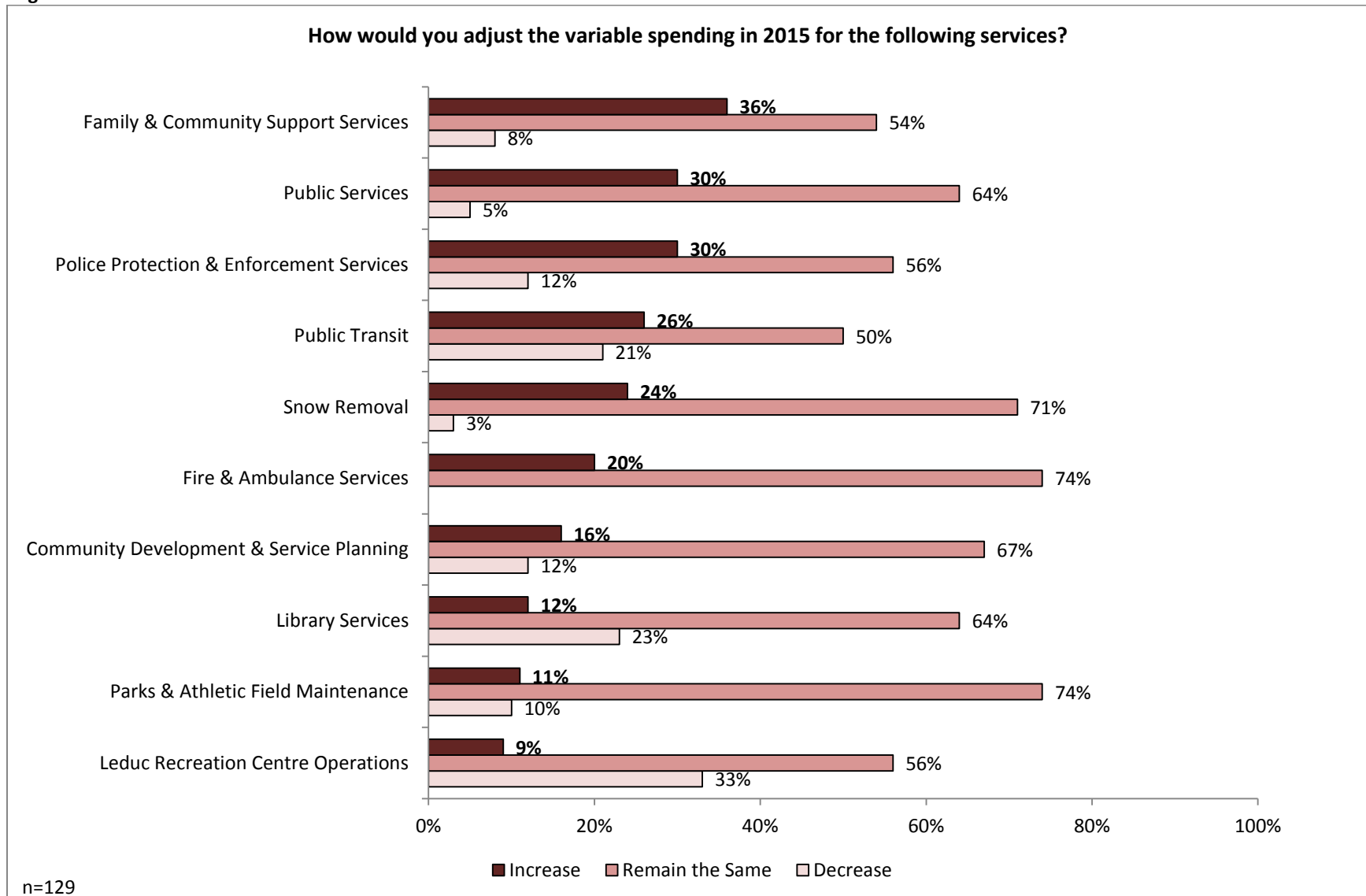
- Family & Community Support Services (36% would increase spending);
- Public Services (30%); and
- Police Protection & Enforcement Services (30%).

Areas in which respondents would most frequently **decrease** spending included:

- Leduc Recreation Centre Operations (33% would decrease spending);
- Library Services (23%); and
- Public Transit (21%).

For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same. See Figure 2, on the following page.

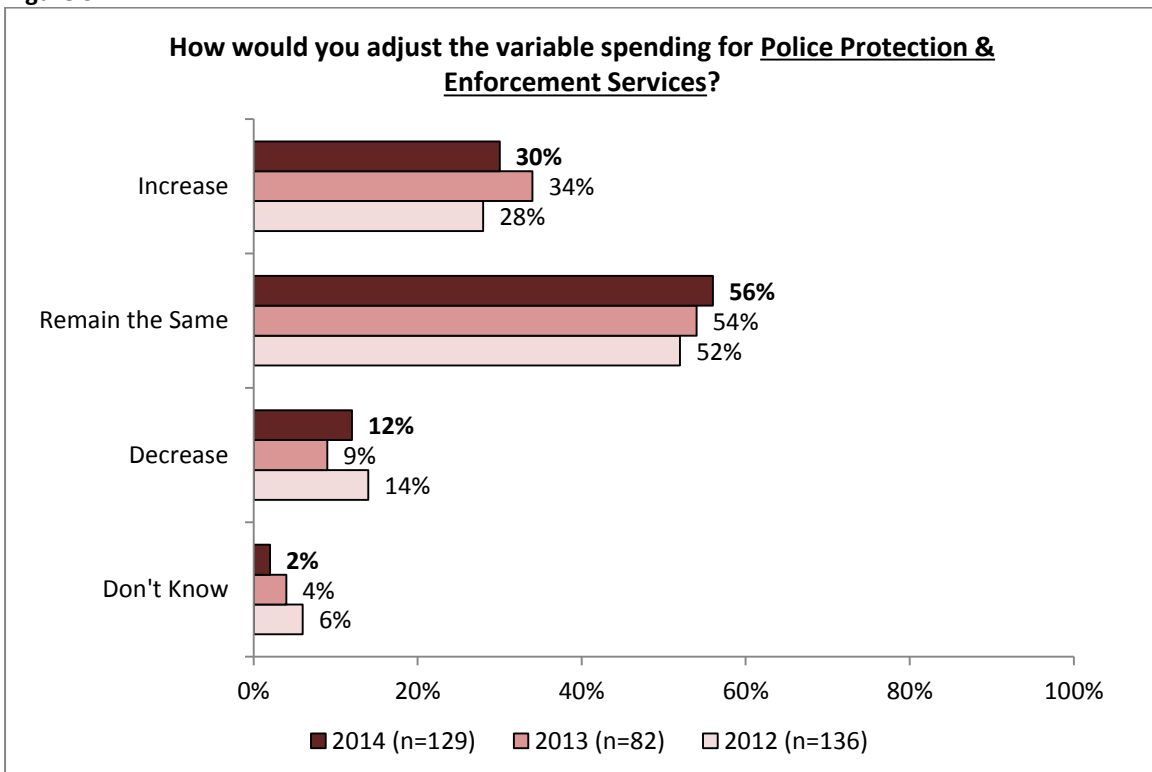
Figure 2



4.2.2 Police Protection & Enforcement Services

As shown in Figure 3, below, 30% of the respondents would increase spending on *Police Protection and Enforcement Services*. More than half of the respondents (56%) would keep funding the same, while 12% would decrease spending. All 2014 results were statistically comparable to those reported in 2013.

Figure 3



Respondents who would **increase** spending on *Police Protection and Enforcement Services* (n=39) most often explained that Leduc needs a stronger police presence (36%), followed by 26% who reported that more funding is needed to keep up with population growth. See Table 4, below.

Table 4

Why would you <u>increase</u> spending on <u>Police Protection & Enforcement Services</u> ?			
Base: Respondents who would increase spending in this category for the 2015 budget	Percent of Respondents*		
	2014 (n=39)	2013 (n=28)**	2012 (n=38)
Need more police presence/more officers needed	36	14	16
More funding needed due to population growth	26	11	8
Crime is increasing/need to keep crime down	18	4	3
Community safety is important/need to keep the community safe	5	14	3
More funding is needed for animal control/dog bylaws	5	11	-
Should consider a local police force	5	-	-
RCMP response time is poor	5	-	-
Drug problems are increasing	5	-	-
Vandalism needs to be addressed	5	-	-
Other (single mentions in 2014)	13	-	-
Don't Know/Not Stated	36	46	61

*Multiple responses

Respondents who would **decrease** spending on *Police Protection and Enforcement Services* (n=15) most often felt that the police presence is already strong enough (n=3). See Table 5, below.

Table 5

Why would you <u>decrease</u> spending on <u>Police Protection & Enforcement Services</u> ?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=15)**	2013 (n=7)**	2012 (n=13)**
Already have enough police presence/should be less presence	3	2	1
Too much of a focus on traffic enforcement	2	-	-
Already too much funding going to this department	2	-	-
Overspending for RCMP productivity	1	-	4
Should consider a local police force	1	-	-
Need more police presence/more officers needed/more enforcement	1	-	-
Bylaw enforcement needs to increase	1	-	-
Don't Know/Not Stated	6	3	9

*Multiple responses

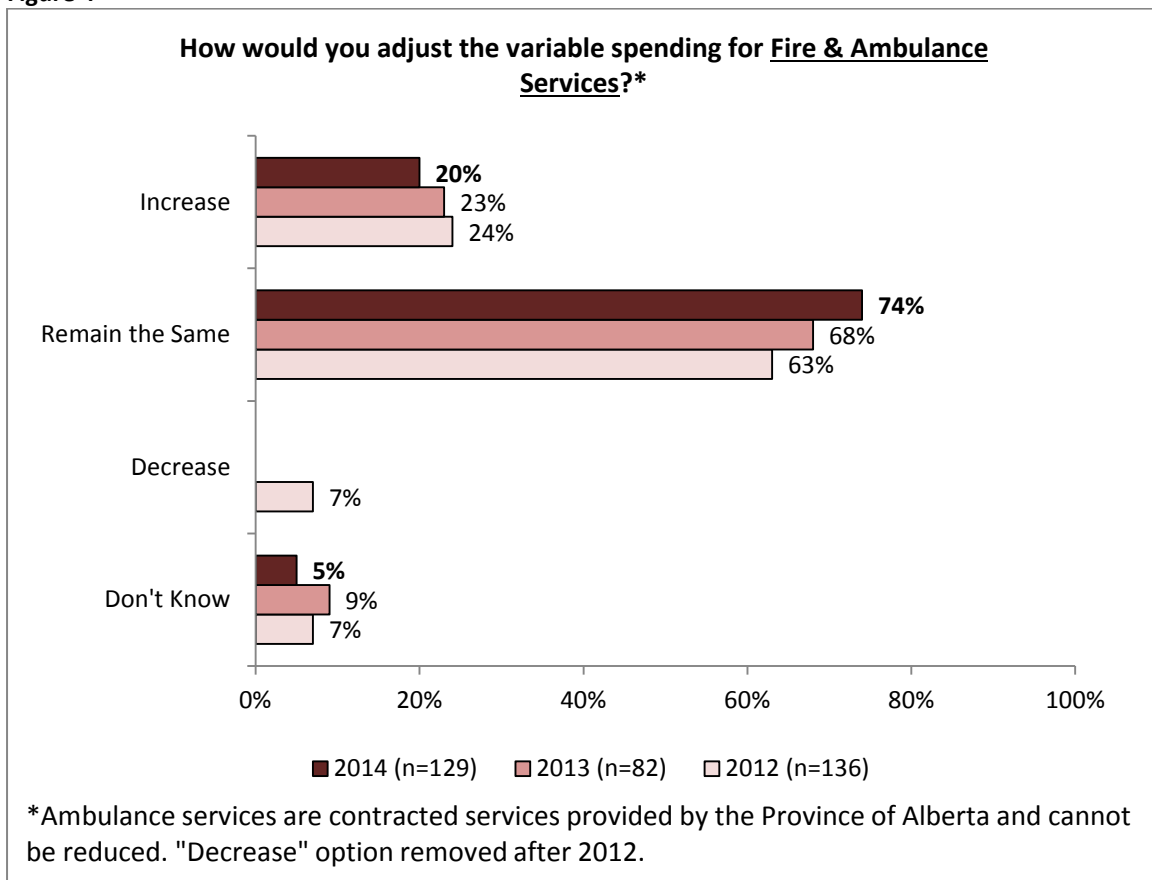
**Use caution interpreting results when n<30

4.2.3 Fire & Ambulance Services

One-fifth of the respondents (20%) would increase spending on *Fire and Ambulance Services*, comparable to 23% in 2014. The majority of respondents (74%) would keep funding the same, an increase from 68% in 2013. See Figure 4, below.

Please Note: Ambulance services are contracted services provided by the Province of Alberta and cannot be reduced. As the “decrease” option was removed for this program area in 2013, the 2012 survey results are not comparable to those of the 2013 and 2014 survey years.

Figure 4



Respondents who would **decrease** spending on *Fire and Ambulance Services* (n=26) most often explained that additional funding is needed due to population growth (n=7). Four (n=4) respondents felt that fire services are lacking and/or that another fire hall is needed. See Table 6, below.

Table 6

Why would you increase spending on Fire & Ambulance Services?			
Base: Respondents who would increase spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=26)**	2013 (n=19)**	2012 (n=33)
Additional funding is needed due to population growth/keep up with demand	7	2	3
Lack of fire services/need another fire hall	4	1	11
Essential service to the community	2	1	-
More staff required	2	-	-
Other (single mentions in 2014)	7	-	-
Don't Know/Not Stated	14	13	18

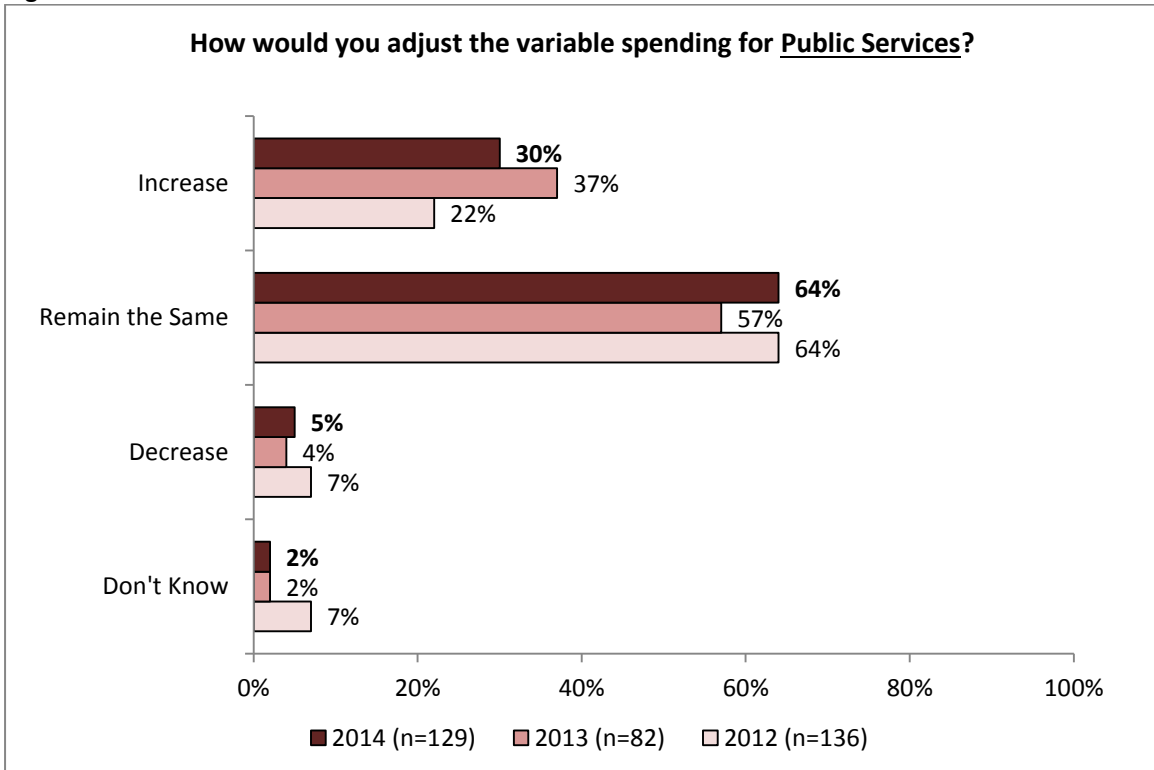
*Multiple responses

**Use caution interpreting results when n<30

4.2.4 Public Services

One out of three respondents (30%, a decrease from 37% in 2013) would increase spending on *Public Services*, while 64% would keep spending the same (an increase from 57% in 2013). Five percent (5%) would decrease spending, comparable to 4% in 2013. See Figure 5, below.

Figure 5



Respondents who would **increase** spending on *Public Services* (n=38) most often felt that road maintenance needs improvement (18%), followed by 16% who reported that an increase is needed to keep up with City development and population growth. See Table 7, below.

Table 7

Why would you <u>increase</u> spending on <u>Public Services</u>?			
Base: Respondents who would increase spending in this category for the 2015 budget	Percent of Respondents*		
	2014 (n=38)	2013 (n=30)	2012 (n=30)
Road maintenance needs to improve	18	17	13
Increase to keep up with development/growth	16	10	10
Need more money spent on this area/spend to prevent over spending in the future	5	10	7
Municipal planning needs to improve/poor development planning	3	3	-
Traffic signals need to be synchronized/improve traffic controls/flow	3	-	-
Improvements would keep residents happy	3	-	-
Don't Know/Not Stated	53	60	53

***Multiple responses**

Three (n=3) out of seven (n=7) respondents who would **decrease** spending on *Public Services* explained that the money could be used for other program areas. See Table 8, below.

Table 8

Why would you <u>decrease</u> spending on <u>Public Services</u>?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=7)**	2013 (n=3)**	2012 (n=9)**
Money could be used in other areas of the budget	3	-	-
Poor worker productivity/too many staff/need to be more efficient	1	1	1
Don't Know/Not Stated	3	1	4

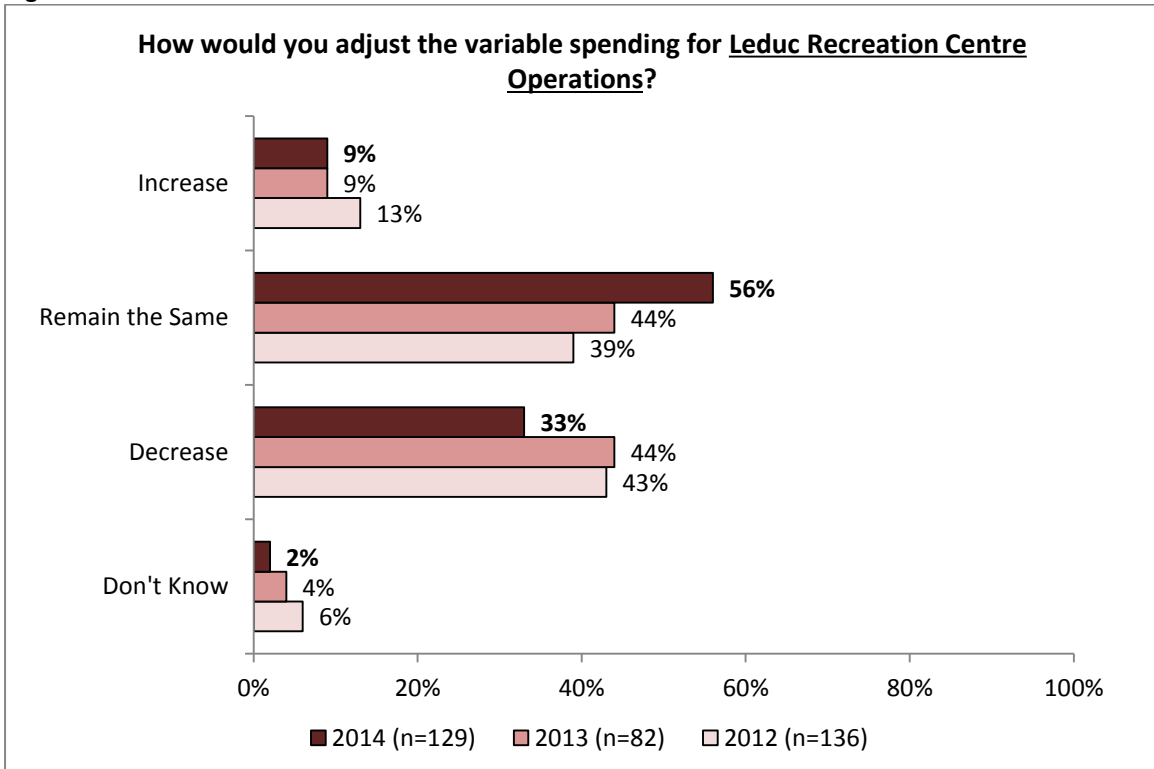
***Multiple responses**

****Use caution interpreting results when n<30**

4.2.5 Leduc Recreation Centre Operations

Nine percent (9%) of the respondents would increase spending on *Leduc Recreation Centre Operations*, the same as was reported in 2013. Fifty-six percent (56%) would keep funding the same (a decrease from 44% in 2013), while 33% would decrease funding (a decrease from 44% in 2013). See Figure 6, below.

Figure 6



Respondents who would **increase** spending on *Leduc Recreation Centre Operations* (n=12) most often explained that this program area needs increased funding in order to lower user fees, or commented that user fees are expensive (n=4). See Table 9, below.

Table 9

Why would you <u>increase</u> spending on <u>Leduc Recreation Centre Operations</u> ?			
Base: Respondents who would increase spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=12)**	2013 (n=7)**	2012 (n=17)**
Increase funding to lower fees/fees are too expensive	4	2	7
Promotes a healthy lifestyle/active members of society are less of a burden	1	-	-
Cost is too high for the amount of people that use the facility/not enough use it	1	-	-
Facility should offer more programs	1	-	1
Leduc Recreation Centre is a good facility	1	1	-
Facility needs more/better gym equipment	1	-	-
Facility needs more staff	1	-	-
Don't Know/Not Stated	6	4	7

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Leduc Recreation Centre Operations* (n=42) most often felt that user fees should be increased to offset operating costs (29%). See Table 10, below.

Table 10

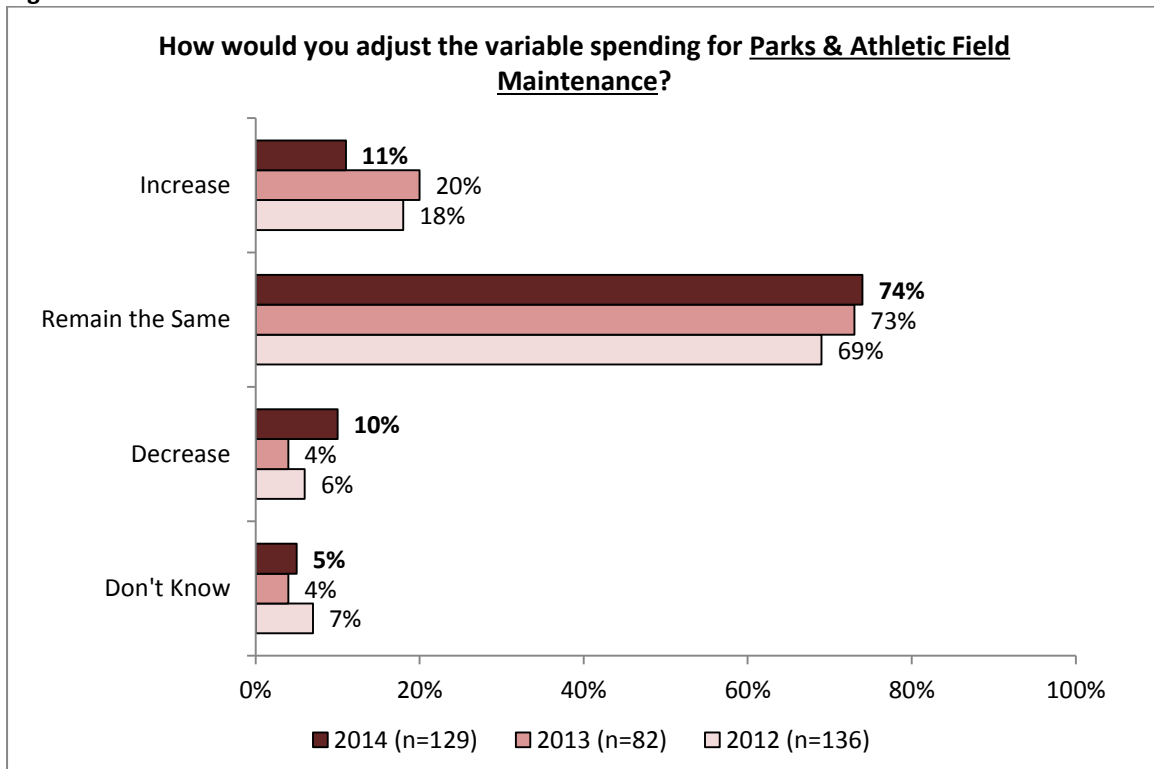
Why would you <u>decrease</u> spending on <u>Leduc Recreation Centre Operations</u> ?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Percent of Respondents*		
	2014 (n=42)	2013 (n=36)	2012 (n=58)
Fees should be increased to offset operating costs/users should pay for facility	29	17	9
Too much of the budget is going to the Recreation Centre	26	11	12
Facility should be more self-sustaining	12	8	7
Does not use facility/benefit from it/should not be funded by taxes	12	-	-
Other areas need the funding more (e.g., fire/police)	7	8	7
People from out of town should pay for using facility	5	-	-
Increase funding to lower fees/fees are too expensive	5	6	5
Other (single mentions in 2014)	21	-	-
Don't Know/Not Stated	24	42	48

*Multiple responses

4.2.6 Parks & Athletic Field Maintenance

Eleven percent (11%) of the respondents would increase spending on *Parks and Athletic Field Maintenance* (a decrease from 20% in 2013), while 74% would keep spending the same (comparable to 73% in 2013). Ten percent (10%) would decrease spending, an increase from 4% in 2013. See Figure 7, below.

Figure 7



Respondents who would **increase** spending on *Parks and Athletic Field Maintenance* (n=14) most often explained that improved parks and athletic field maintenance would make Leduc more popular, in terms of a place to live (n=3). See Table 11, below.

Table 11

Why would you increase spending on Parks & Athletic Field Maintenance?			
Base: Respondents who would increase spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=14)**	2013 (n=16)**	2012 (n=24)**
Would make Leduc a popular place to live/would help Leduc	3	-	2
Maintenance needs to increase/would need to increase if parks increase	1	2	4
Need better pest control (e.g., mosquitoes)/add bat houses to reduce bugs	1	1	1
Need more weed control	1	-	2
Need more attractions for the community/more parks/trails	1	-	1
Equipment needs to be maintained (e.g., benches)	1	-	-
Don't Know/Not Stated	7	11	12

*Multiple responses

**Use caution interpreting results when n<30

When asked why they would **decrease** spending on *Parks and Athletic Field Maintenance* (n=13), one (n=1) respondent each reported the following: review staff wages; need more attractions for the community; poor worker productivity or quality of work; should be combined with Leduc Recreation Centre Operations; and/or funding should be reduced, in general. It is important to note that eight (n=8) out of the thirteen (n=13) respondents were unsure, or did not provide a response. See Table 12, below.

Table 12

Why would you decrease spending on Parks & Athletic Field Maintenance?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=13)**	2013 (n=3)**	2012 (n=8)**
Review staff wages	1	1	-
Need more attractions for the community/more parks/trails	1	-	-
Poor worker productivity/poor quality of work	1	-	-
Should be combined with Leduc Recreation Centre Operations	1	-	-
Funding should be reduced (in general)	1	-	-
Does not use facility	1	-	-
Don't Know/Not Stated	8	1	4

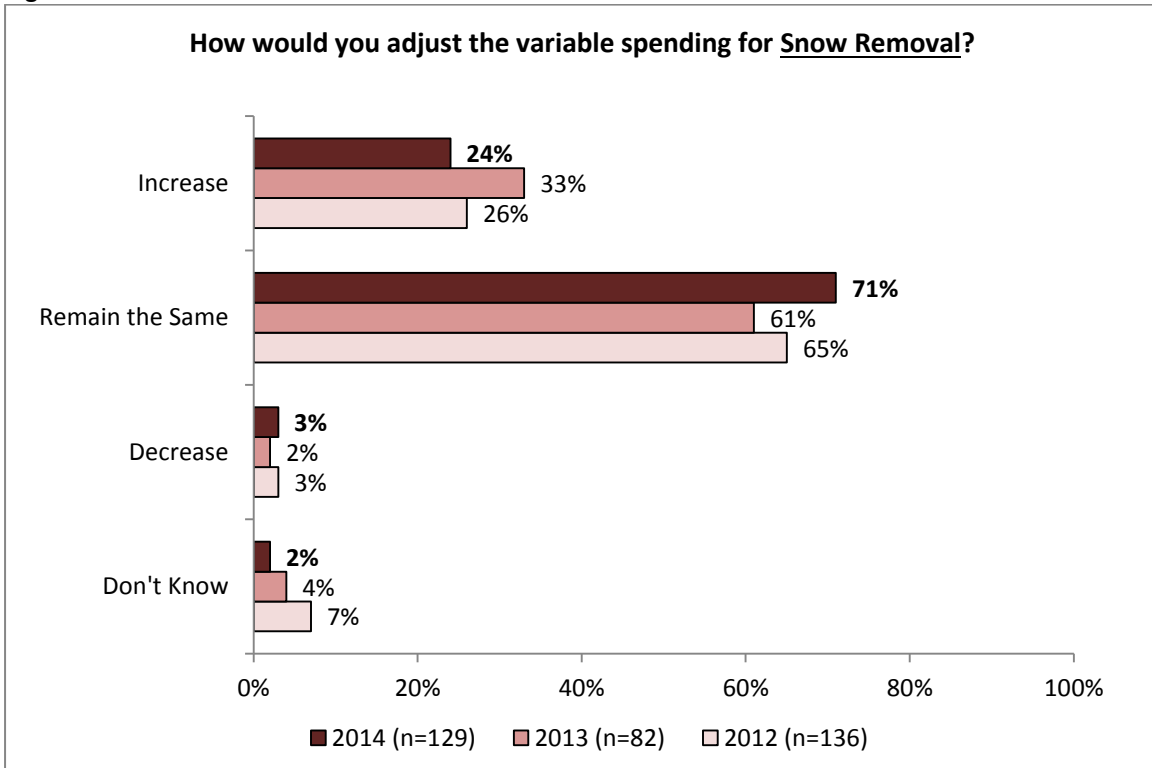
*Multiple responses

**Use caution interpreting results when n<30

4.2.7 Snow Removal

Just under one-quarter of the respondents (24%) would increase spending on *Snow Removal* (a decrease from 33% in 2013), while 71% would keep spending the same (an increase from 61% in 2013). Three percent (3%) would decrease spending, comparable to 2% in 2013. See Figure 8, below.

Figure 8



Respondents who would **increase** spending on *Snow Removal* (n=31) most often explained poor road conditions are often poor (10%), and that snow removal services need to be done sooner or more frequently (10%). See Table 13, below.

Table 13

Why would you <u>increase</u> spending on <u>Snow Removal</u>?			
Base: Respondents who would increase spending in this category for the 2015 budget	Percent of Respondents*		
	2014 (n=31)	2013 (n=27)**	2012 (n=35)
Poor road conditions/access/vehicles get stuck/reduced lanes	10	19	-
Snow removal needs to be done sooner/more frequently	10	7	3
Snow removal service needs improvement (in general)	7	4	17
Need more available equipment/better equipment	7	-	-
More funds are needed (in general)	3	7	-
Satisfied with snow removal (in general)	3	-	-
Vehicles parked on the street should be towed to remove snow	3	-	-
Important to have safe roads/too many accidents/concerned about safety	3	4	3
Don't Know/Not Stated	61	63	66

*Multiple responses

Respondents who would **decrease** spending on *Snow Removal* (n=4) explained that the City needs to improve planning and budgeting for snow removal, in general (n=2). See Table 14, below.

Table 14

Why would you <u>decrease</u> spending on <u>Snow Removal</u>?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=4)**	2013 (n=2)**	2012 (n=4)**
Better planning for snow removal is needed/better budgeting	2	-	-
Don't Know/Not Stated	2	1	2

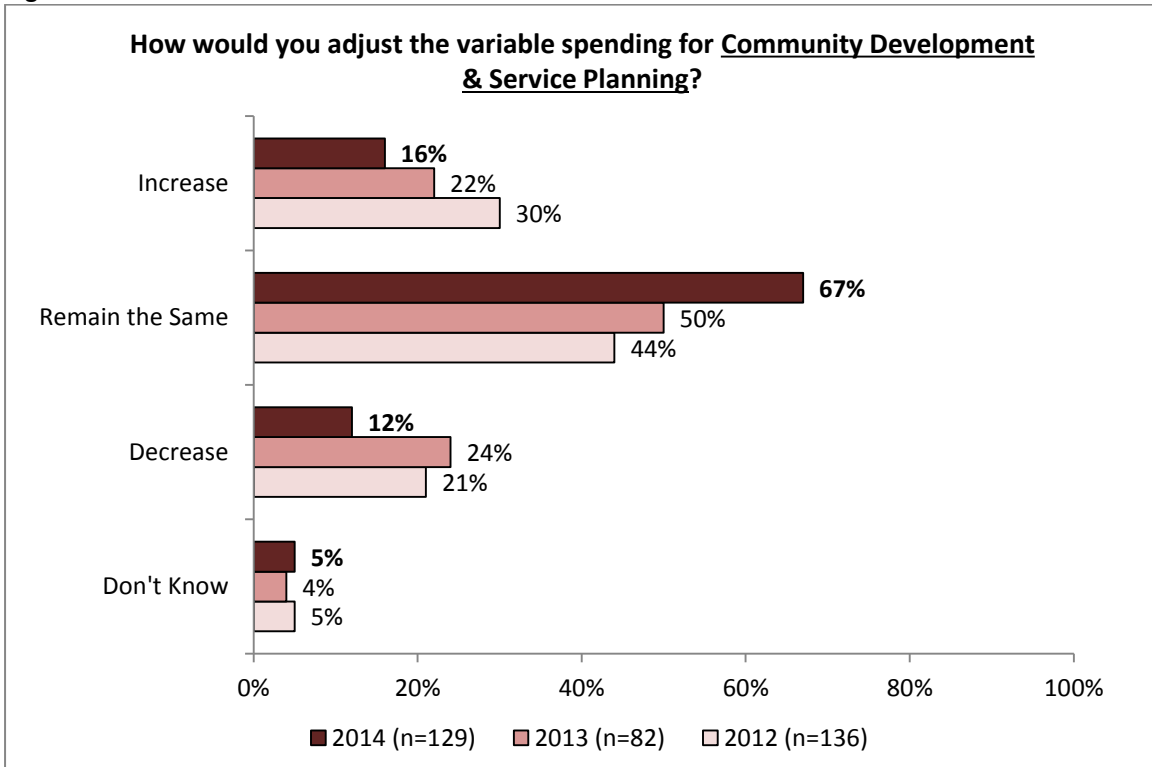
*Multiple responses

**Use caution interpreting results when n<30

4.2.8 Community Development & Service Planning

Sixteen percent (16%) of the respondents would increase spending on *Community Development and Service Planning* (a decrease from 22% in 2013), while 67% would keep spending the same (a significant increase from 50% in 2013). Twelve percent (12%) would decrease spending, a significant decrease from 24% in 2013. See Figure 9, below.

Figure 9



Respondents who would **increase** spending on *Community Development and Service Planning* (n=21) most often explained that the City should put more money into these services, in general (n=3), and that the City needs to plan for the costs associated with population growth (n=3). See Table 15, below.

Table 15

Why would you <u>increase</u> spending on <u>Community Development & Service Planning</u> ?			
Base: Respondents who would increase spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=21)**	2013 (n=18)**	2012 (n=41)
Should put more money into these services	3	2	-
Need to plan for growth/costs associated with growth are inevitable	3	-	2
Want Leduc to be a family-friendly town/important to support families	2	-	2
Increase the number of parks (e.g., spray parks; playgrounds; off-leash areas; trails)	1	6	20
They are the future of Leduc/is an investment in the future/good cause	1	1	1
Need more community events	1	1	1
Don't Know/Not Stated	13	7	14

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Community Development and Service Planning* (n=16) most often felt that community development is a waste of taxpayer money and/or is unnecessary (n=3). See Table 16, below.

Table 16

Why would you <u>decrease</u> spending on <u>Community Development & Service Planning</u> ?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=16)**	2013 (n=20)**	2012 (n=28)**
Waste of tax money/not necessary	3	4	5
Need to use budget efficiently/prioritize needs	2	5	-
Cost of community events should be covered by sponsorships	2	-	1
Should eliminate Communities in Bloom	1	1	6
Need more people involved/volunteers/community engagement	1	-	-
Don't Know/Not Stated	7	9	12

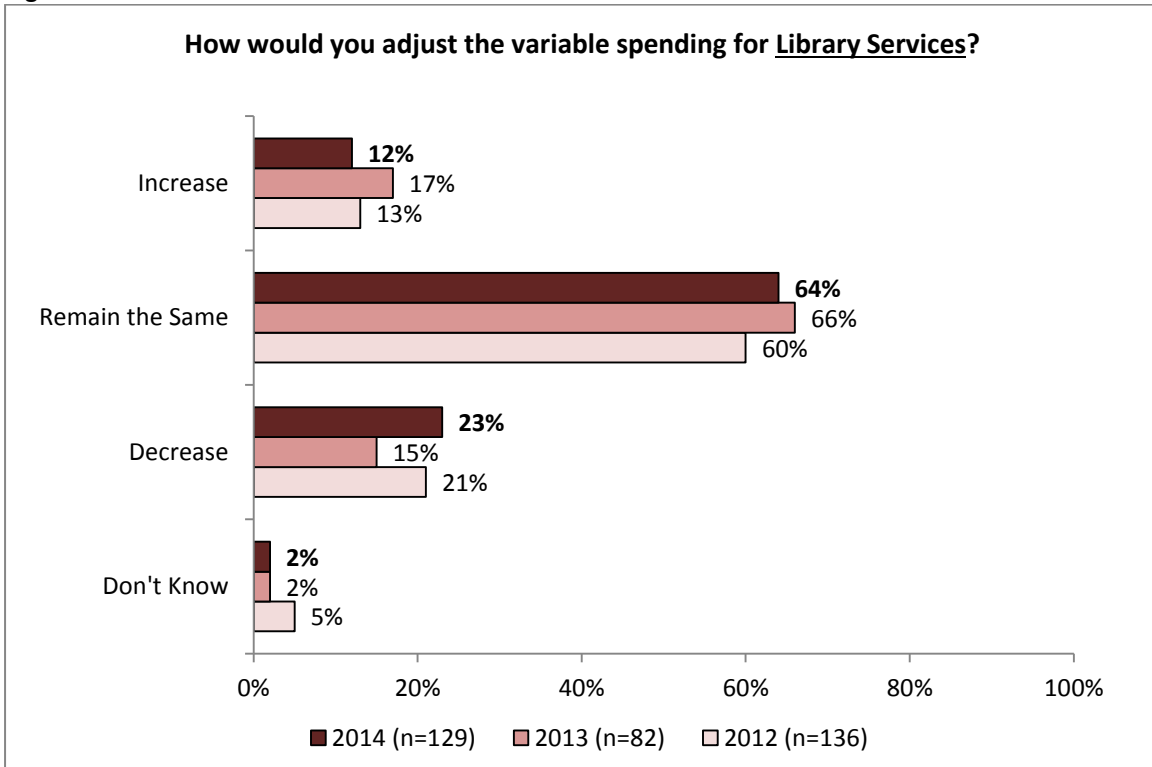
*Multiple responses

**Use caution interpreting results when n<30

4.2.9 Library Services

Twelve percent (12%) of the respondents would increase spending on *Library Services*, a decrease from 17% in 2013. Just under two-thirds of the respondents (64%) would keep spending the same (comparable to 66% in 2013). Twenty-three percent (23%) would decrease spending, an increase from 15% in 2013. See Figure 10, below.

Figure 10



Respondents who would **increase** spending on *Library Services* (n=15) most often explained that this library services are important to the community (n=4), and more programs and resource are needed, in general (n=3). See Table 17, below.

Table 17

Why would you <u>increase</u> spending on <u>Library Services</u>?			
Base: Respondents who would increase spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=15)**	2013 (n=14)**	2012 (n=18)**
Library services are important to the community	4	-	1
More programs/resources needed/increase services	3	-	1
City is growing/there will be an increase in demand in the future	1	-	-
Larger library is needed/needs updating	1	-	-
Don't Know/Not Stated	10	9	12

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Library Services* (n=29) most often felt that the library is not used and that online resources are becoming increasingly popular (n=6). See Table 18, below.

Table 18

Why would you <u>decrease</u> spending on <u>Library Services</u>?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=29)**	2013 (n=12)**	2012 (n=29)**
Many people use online resources/library not used/needed	6	2	8
Does not use/access the library	3	-	1
Should be user pay service/increase fees	2	1	2
Library services are important to the community	1	-	-
Reduce spending/be efficient with funds	1	1	-
Funding should be allocated to other areas/priorities	1	-	-
Don't Know/Not Stated	18	8	17

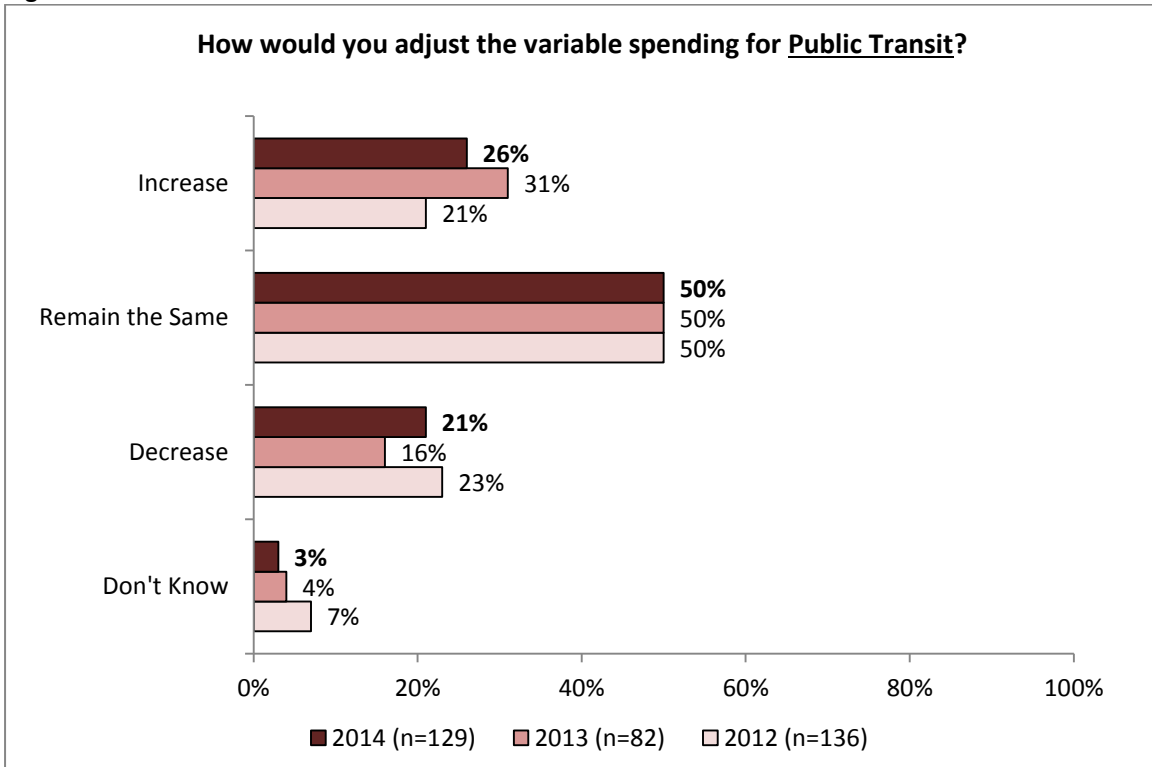
*Multiple responses

**Use caution interpreting results when n<30

4.2.10 Public Transit

More than one-quarter of the respondents (26%, a decrease from 31% in 2013) would increase spending on *Public Transit*. Half of the respondents (50%) would keep spending the same (the same as was reported in 2013 and 2012), while 21% would decrease spending, an increase from 16% in 2013. See Figure 11, below.

Figure 11



Respondents who would **increase** spending on *Public Transit* (n=33) most often explained that public transit is needed in Leduc, in general (9%); that it would reduce traffic congestion (9%); that public transit is required for a growing population (9%); and that Leduc should implement transit service to Edmonton (9%). See Table 19, below.

Table 19

Why would you increase spending on Public Transit ?			
Base: Respondents who would increase spending in this category for the 2015 budget	Percent of Respondents*		
	2014 (n=33)	2013 (n=25)**	2012 (n=28)**
Public transit is needed in Leduc (in general)	9	12	4
Would reduce traffic congestion/vehicle use/better for roads	9	4	4
Required for growing population	9	4	4
Should have direct service to Edmonton/improve service to Edmonton	9	12	4
Should include evening service/all day service/expand hours of operation	6	8	-
Other (single mentions in 2014)	18	-	-
Don't Know/Not Stated	52	36	46

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Public Transit* (n=27) most often felt that ridership is not high enough to justify the service (n=7), and it is a waste of tax dollars and/or is an unnecessary service (n=5). See Table 20, below.

Table 20

Why would you decrease spending on Public Transit ?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=27)**	2013 (n=12)**	2012 (n=31)
Not enough people use the service/not worth the cost for ridership	7	1	5
Waste of tax dollars/not needed	5	2	7
User fees should pay for the service/should pay for itself	4	2	5
Don't Know/Not Stated	12	8	17

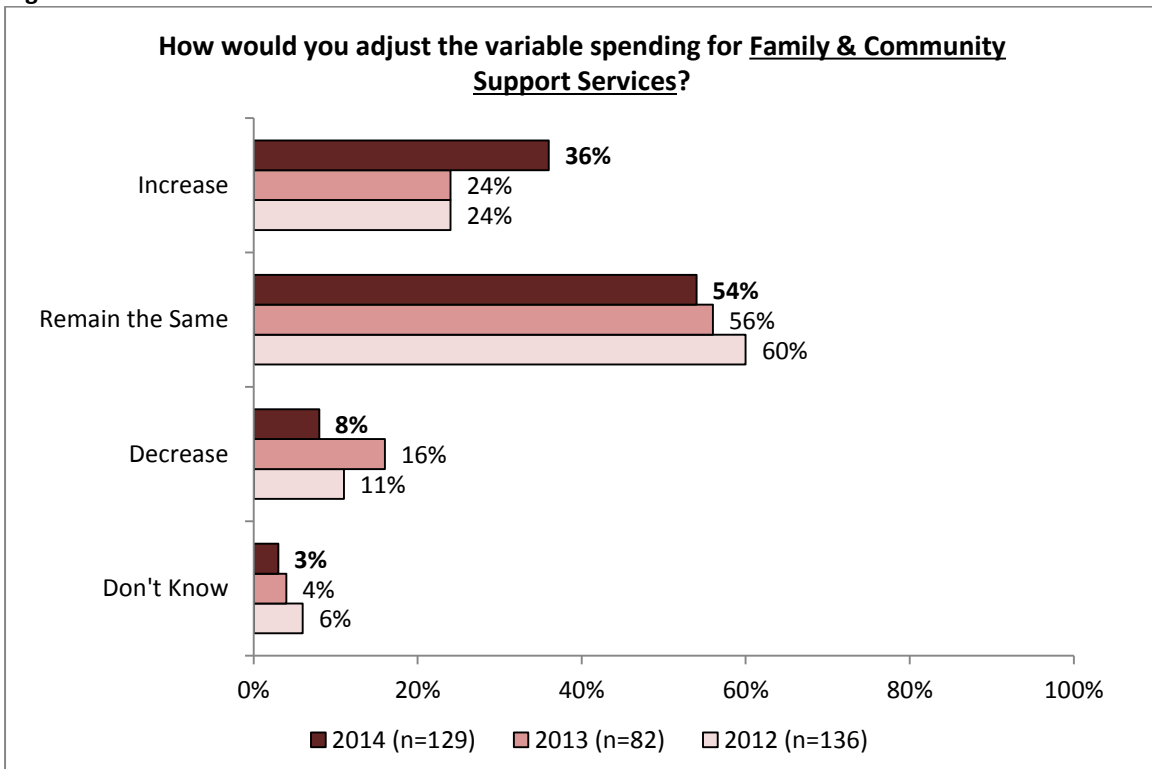
*Multiple responses

**Use caution interpreting results when n<30

4.2.11 Family and Community Support Services

More than one-third of the respondents (36%, an increase from 24% in 2013) would increase spending on *Family and Community Support Services*. More than half of the respondents (54%) would keep spending the same (comparable to 56% in 2013), while 8% would decrease spending, a decrease from 16% in 2013. See Figure 12, below.

Figure 12



Respondents who would **increase** spending on *Family and Community Support Services* (n=46) most often reported that there should be more services or more affordable services for seniors, in general (22%). See Table 21, below.

Table 21

Why would you <u>increase</u> spending on Family & Community Support Services?			
Base: Respondents who would increase spending in this category for the 2015 budget	Percent of Respondents*		
	2014 (n=46)	2013 (n=20)**	2012 (n=32)
Should be more senior services/support/more affordable services	22	15	6
Not enough funding (in general)	11	5	-
Community support programs are a priority/are valuable	11	10	9
Need for services is increasing with population growth	9	15	3
Need for more support services (in general)	7	5	-
Programs help people in need	7	-	-
Lack of available services for mentally ill population	4	-	-
Need for social policy/planning	4	-	-
Other (single mentions in 2014)	13	-	-
Don't Know/Not Stated	50	55	44

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Family and Community Support Services* (n=10) explained that FCSS should not be the responsibility of tax payers (n=1), and that the respondent does not personally use the service (n=1). It is important to note that eight (n=8) out of the ten (n=10) respondents were unsure or did not provide a response. See Table 22, below.

Table 22

Why would you <u>decrease</u> spending on Family & Community Support Services?			
Base: Respondents who would decrease spending in this category for the 2015 budget	Number of Respondents*		
	2014 (n=10)**	2013 (n=13)**	2012 (n=15)**
People need to help themselves/should not be responsibility of tax payers	1	4	1
Does not use this service	1	-	-
Don't Know/Not Stated	8	7	10

*Multiple responses

**Use caution interpreting results when n<30

4.2.12 Additional Feedback

When asked if there was any additional feedback they wished to provide regarding their choices for variable spending, 4% of all respondents reported that they felt taxes are too high and/or keep increasing. Two percent (2%) each reported the following:

- Better land development and planning (2%);
- Need to ensure the budget can handle increases in services and/or that ensure that funding matches population growth (2%); and
- Local police services are needed (2%).

See Table 23, below.

Table 23

Is there any additional feedback you would like to provide regarding your choices?			
	Percent of Respondents*		
	2014 (n=129)	2013 (n=82)	2012 (n=136)
No additional feedback	77	76	77
Yes; specify:	18	22	18
Taxes are too high/keep increasing	4	1	1
Better land development/planning	2	-	-
Need to ensure budget can handle increases in services/ funding matches growth	2	-	1
Need local police services	2	-	-
Other (single mentions in 2014)	10	-	-
Don't Know/Not Stated	5	2	6

*Multiple responses

4.3 Other Considerations for 2015 Budget Planning

Keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, respondents were asked if there are any other projects or initiatives that the Leduc City Council and Administration should be thinking of when planning for the 2015 budget and beyond. As shown in Table 24, below, 8% of all respondents reported that the City needs better traffic flow control and management, followed by 4% who mentioned that the City should ensure it plans appropriately for future growth and the long term.

Table 24

Are there any other projects or initiatives that City Council and Administration should be thinking of when planning the budget for 2015 and beyond?			
	Percent of Respondents*		
	2014 (n=129)	2013 (n=82)	2012 (n=136)
None	57	54	42
Yes; specify:	39	44	49
Better traffic flow/control/traffic congestion problems/build more roads to improve traffic	8	5	3
Better planning for future growth/long term planning	4	1	2
More emergency/fire services	3	-	4
Need to attract bigger/better businesses to Leduc/be more selective	3	-	-
Balance the budget/better spending	2	5	2
More parks/green space/paths (in general)	2	5	2
Improve infrastructure (in general)	2	2	2
LRT service/public transit	2	-	3
Need more schools/educational institutions/improve school programming	2	1	2
Better road maintenance/snow removal	2	-	-
Better crime prevention/police presence	2	-	2
More indoor recreation (e.g., indoor playground)	2	-	-
More bylaw enforcement (in general)	2	1	-
Activities/programs for youth	2	-	-
Need more social services (e.g., family violence prevention)	2	1	1
Other (single mentions in 2014)	15	-	-
Don't Know/Not Stated	5	2	9

*Multiple responses

When asked if they had any other comments they wished to provide regarding 2015 budget planning, 6% of all respondents suggested ensuring that funds are budgeted efficiently, followed by 5% who would like to see improved traffic flow and road development in Leduc. See Table 25, below.

Table 25

Is there anything else you would like to suggest regarding the planning of the 2015 budget and onward for the City of Leduc?			
	Percent of Respondents*		
	2014 (n=129)	2013 (n=82)	2012 (n=136)
No further suggestions	71	66	64
Yes; specify:	24	31	30
Better use of funds/better budgeting (in general)	6	5	2
Better traffic flow/control/road development	5	2	1
Fewer/smaller raises for City Council/tighten administration costs	3	-	2
Reduce taxes/reduce tax increases	3	1	2
Reduce hiring of City employees/be more selective	2	-	1
Better garbage collection/recycling/waste management services	2	1	1
Need noise barriers in residential areas	2	-	-
Better future/long term planning/future growth planning	2	-	2
Better communication with citizens/ be mindful of the majority/engagement	2	2	1
More recreation programs/facilities	2	-	-
Should reduce spending on non-essential services	2	-	1
Better maintained City facilities	2	1	-
Other (single mentions in 2014)	9	-	-
Don't Know/Not Stated	5	4	6

*Multiple responses

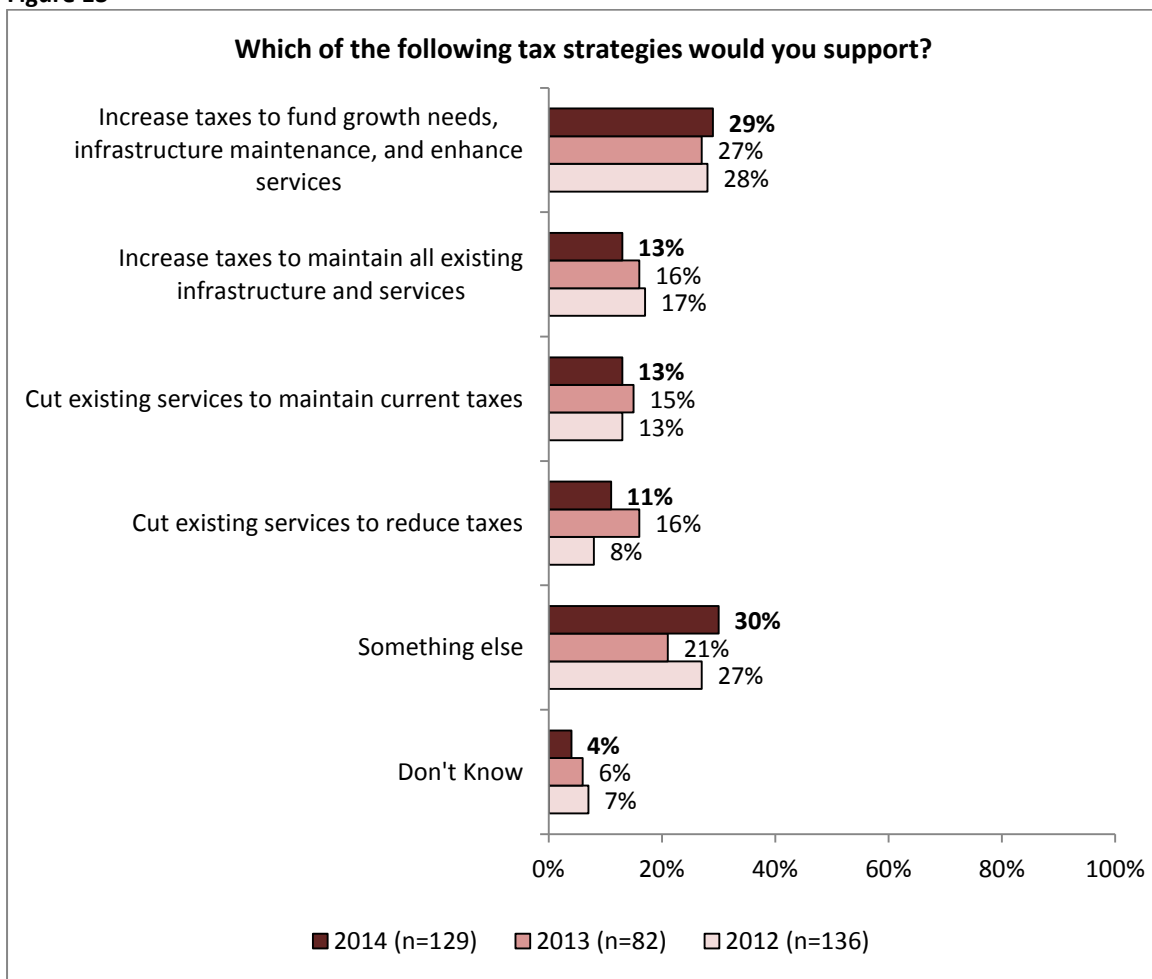
4.4 City of Leduc Services and Infrastructure

In the next section of the survey, respondents were asked which of four (4) tax strategies they would support to balance the City budget. As shown in Figure 13, below, nearly three out of ten respondents (29%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, comparable to 27%, as reported in 2013.

Thirty percent (30%) indicated support for a different tax strategy; responses were as follows:

- Maintain tax levels, fund through growth (7% of all respondents);
- Reduce administration/council salary/reduce amount of staff (6%);
- Maintain tax levels, keep existing services (5%);
- Increase efficiency with services/more cost-effective (5%);
- Should budget better/spend wisely/better management (5%);
- Should only have small tax increases/reasonable tax increases (4%); and
- Increase business taxes (2%).

Figure 13

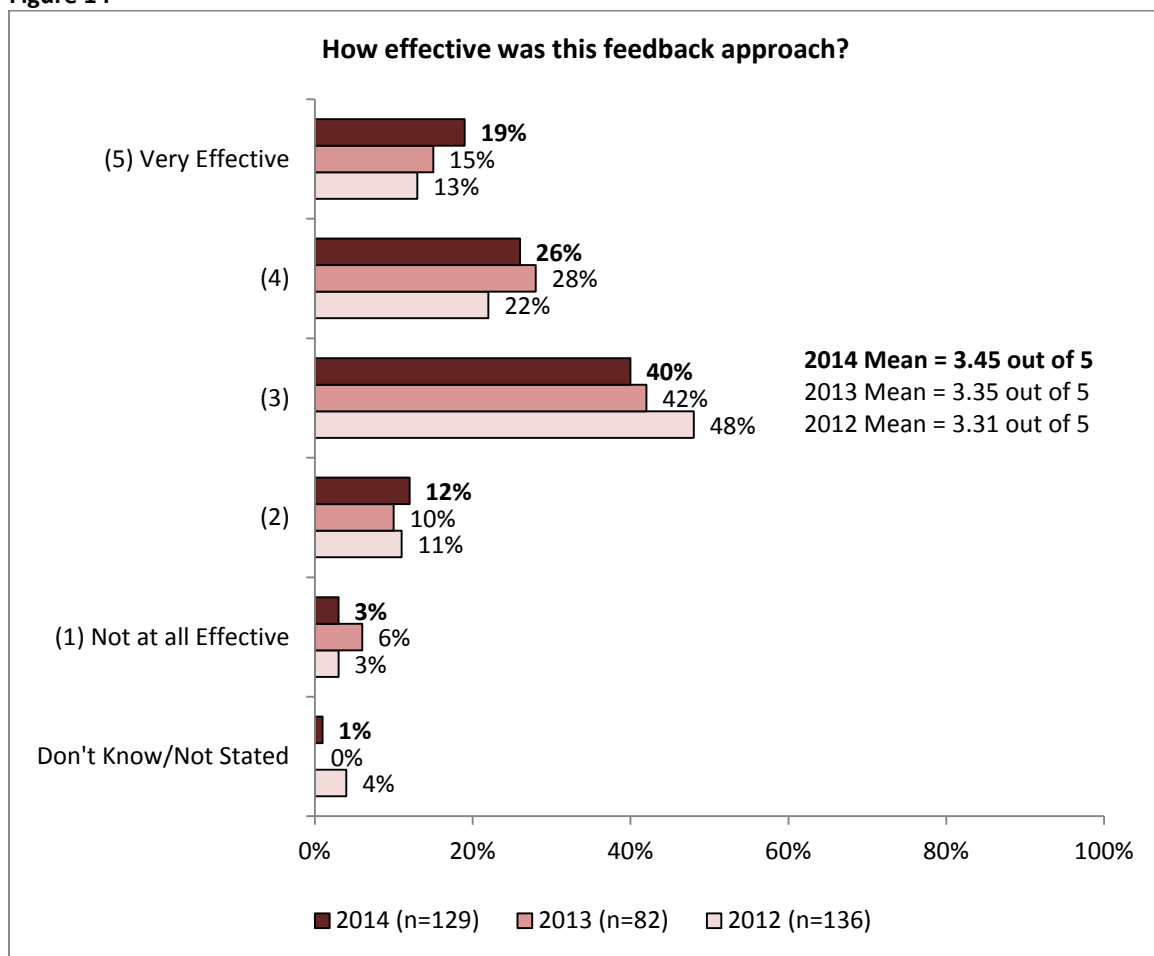


4.5 Feedback Approach

Finally, respondents were asked to rate the research approach used to gather resident feedback concerning the City of Leduc budget process, using a scale of 1 to 5, where 1 meant “not at all effective” and 5 meant “very effective.” Forty-four percent (44%) of the respondents provided ratings of 4 (26%) or 5 (19%) out of 5, a slight decrease from 43% in 2013.

Four out of ten respondents (40%) provided a neutral rating (3 out of 5), while 16% of the respondents indicated that the approach was not effective, with ratings of 1 (3%) or 2 (12%) out of 5. See Figure 14, below.

Figure 14



Respondents who felt that the feedback approach was effective (n=108) (ratings of 3, 4, or 5 out of 5) most often indicated that they liked the opportunity to provide feedback (17%). Seven percent (7%) reported that they felt uninformed and could use more information on budget planning. See Table 26, below.

Table 26

Why did you provide that rating?			
Base: Respondents who rated the feedback approach as effective (ratings of 3, 4, or 5 out of 5)	Percent of Respondents*		
	2014 (n=108)	2013 (n=69)	2012 (n=112)
Gave the opportunity to express an opinion/liked being heard/important to gather opinions	17	12	14
Not educated/informed enough about the topic to answer/more information was needed	7	3	2
Survey is only useful if suggestions are taken seriously/implemented	6	3	3
Council does not listen to residents/will not do anything with information collected	5	6	5
Survey was easy to understand/clear	4	1	-
Survey did not address all the issues/was not thorough enough	4	-	1
A more convenient method of gathering opinions/could answer on own time	3	-	7
Other (2% of respondents or less in 2014)	16	-	-
Don't Know/Not Stated	47	54	50

*Multiple responses

Those who felt that the feedback approach was less effective (n=20) (ratings of 1 or 2 out of 5) most frequently explained that they are unsure of whether City Council will use the data collected (n=3). See Table 27, below.

Table 27

Why did you provide that rating?			
Base: Respondents who rated the feedback approach as ineffective (ratings of 1 or 2 out of 5)	Number of Respondents*		
	2014 (n=20)**	2013 (n=13)**	2012 (n=19)**
Council does not listen to residents/will not do anything with data collected	3	4	3
Not educated/informed enough about the topic to answer/more information needed	1	1	2
Did not like the open-ended questions/too many open-ended questions	1	-	-
Survey was a waste of money/lacks value/takes money away from services	1	-	1
Categories are not clear/too many categories are grouped together	1	-	-
No way to know how effective survey was/unsure of impact	1	-	-
Survey was manipulative/not given choices	1	3	-
Would like to see survey results	1	-	-
Survey will not give all the answers needed	1	-	-
Don't Know/Not Stated	11	3	5

*Multiple responses

**Use caution interpreting results when n<30

4.6 Respondent Demographics

Tables 28 and 29, below and on the following page, demonstrate the demographic breakdown of stakeholders surveyed for the 2014 City of Airdrie Community Needs Assessment Survey.

Table 28

	Percent of Respondents		
	2014 (n=129)	2013 (n=82)	2012 (n=136)
Age			
18 to 24 years of age	1	2	1
25 to 34 years of age	29	27	30
35 to 44 years of age	28	27	40
45 to 54 years of age	16	24	15
55 to 64 years of age	14	7	4
65 years of age and older	8	10	4
Not Stated	5	2	5
Mean	43.4 years	44.0 years	39.9 years
Percent of Households with at Least One (1) Person in Each Age Group			
7 years of age and younger	31	26	47
8 to 12 years of age	16	19	27
13 to 18 years of age	13	13	18
19 to 44 years of age	71	79	83
45 to 64 years of age	40	38	31
65 years of age and older	12	8	4
Not Stated	4	5	3
Mean Household Size	2.93 people	3.04 people	3.45 people
Employment Status			
Working Full-Time (including self-employment; >30 hours /week)	74	74	72
Homemaker	9	6	12
Retired	8	6	4
Working Part-Time (including self-employment; ≤30 hours/week)	8	5	10
Not Stated	2	4	2

Table 29

	Percent of Respondents		
	2014 (n=129)	2013 (n=82)	2012 (n=136)
Neighbourhood			
South Fork	12	15	10
South Park	10	6	10
Bridgeport	7	6	10
Corinthia Park	7	5	7
Suntree	7	5	7
Caledonia Park	6	4	2
Deer Valley	6	1	4
Leduc Estates	6	9	6
Windrose	6	16	11
West Haven Estates	5	7	6
South Telford	4	4	2
Alexandra Park	3	4	2
Tribute	3	6	3
Lakeside Estates	2	-	1
Meadowview Park	2	6	5
North Telford	2	-	3
Robinson	2	-	-
West Haven Park	2	-	-
Willow Park	2	4	5
Not Stated	7	2	7
Home Ownership			
Own	89	90	90
Rent	8	9	7
Not Stated	3	1	3
Are you a City of Leduc Employee?			
Yes	9	6	8
No	90	92	89
Not Stated	2	2	3

APPENDIX A – SURVEY INSTRUMENT



2015 Budget Planning Survey

The City of Leduc is committed to gathering input from citizens regarding the planning for the future of the City, as demonstrated through the Community Visioning Workshops completed in 2007, 2009, 2011, 2013 and 2014 (March 22). In 2014, the City is seeking input from citizens to assist in the 2015 budget planning process through this survey.

This survey contains questions designed to gather your high-level thoughts and opinions regarding your perceptions and opinions of how funding should be allocated in the City of Leduc. The length of the survey may vary from 10 to 12 minutes to complete.

Please note that paper copies of this survey can be returned to the Civic Centre, where they will be forwarded to Banister Research for data entry and analysis. Alternatively, you may fax your completed survey directly to Banister Research at (780) 451-2777 or complete the survey online at www.banister.ab.ca/2015leducbudgetstakeholder/

Banister Research & Consulting Inc. has been retained to assist with the administration of this survey and the analysis of the findings. All information you provide will be kept in strictest confidence and be used only for the purposes of this study.

The privacy of your responses has been protected in a number of ways:

1. Individual hard copy surveys submitted to the City of Leduc will be forwarded to Banister Research for data entry and analysis. External consultants, Banister Research & Consulting Inc., are the only party collecting and analyzing the results and with any direct access to the final data set.
2. Responses to closed ended questions will be grouped and verbatim responses to open ended questions will be released to the management team without any identifiable information and not linked to any other questions in the data sets provided.

Please try to answer all questions. However, if you do not have enough information or you feel that you cannot respond to a question, please skip it and go on to the next one. Unless otherwise indicated, please fill in only one response per question. The results of the survey will be used as one of the sources of information provided to Council and Administration to inform in the decision making process with regards to budgeting in 2015.

Please Note: Please read each question/statement carefully and select the number that best represents your point of view for each.

If you have any issues or concerns, you may contact Tracy With, Vice President, Banister Research & Consulting, 780-451-4444 or twith@banister.ab.ca. Please respond before **May 31, 2014**.

A. Please confirm	Yes	No
You are over the age of 18 years	<input type="checkbox"/>	<input type="checkbox"/>
You are a resident of the City of Leduc	<input type="checkbox"/>	<input type="checkbox"/>

Please note that throughout the survey, information will be provided to you so that you are able to reflect and provide an informed response to the questions. Should you have any questions about this information, please feel free to contact Valerie MacMillan, Manager, Budgeting Services (780-980-7161 or vmacmillan@leduc.ca) at the City of Leduc, for additional information.

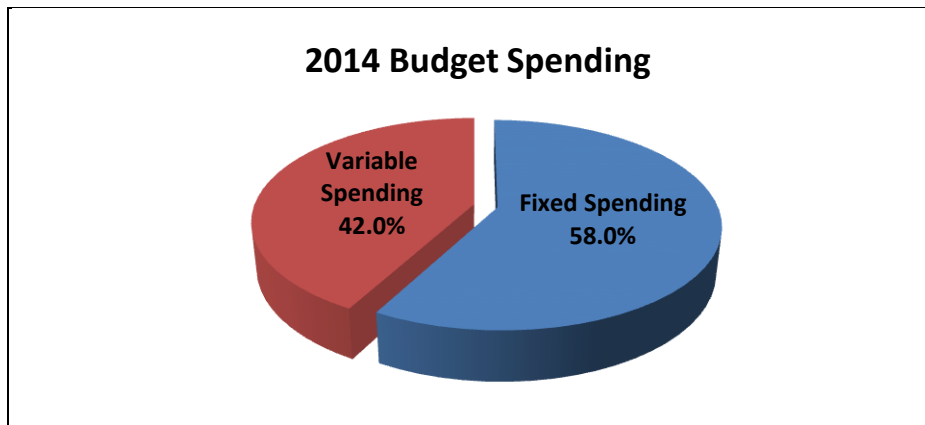
1. What would you say are the most important priorities facing the City of Leduc Council today related to the budget process?

2. In 2014, approximately 27% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 73% of your property tax bill goes to the City of Leduc to fund municipal services. Thinking about the portion of your municipal property tax bill that pays for City services, would you say you receive? [SELECT ONE RESPONSE]

- Excellent value for your tax dollars
- Very good value
- Good value
- Fair value OR
- Poor value for your tax dollars

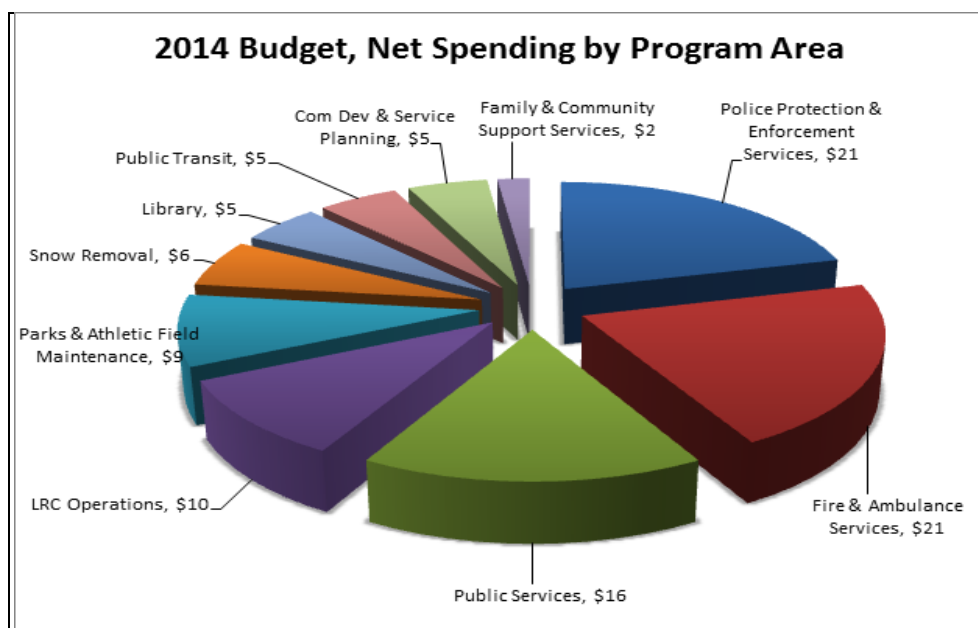
3. What is the main reason you feel that way?

4. The City of Leduc budget includes two spending categories:



- **Fixed Spending** (58%) include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:
 - Mayor and City Council
 - City Manager's Office, Legal Services & Intergovernmental Affairs
 - Corporate Services
 - Engineering Services
 - Planning Services
 - Facility Services
 - Debt Repayment
 - Capital Transfer
- **Variable Spending** (42%) include categories where spending can be increased or decreased depending on the level of service provided.

If the overall **Variable Spending** budget for the City of Leduc was \$100, this is how the \$100 was spent in the City of Leduc in 2014. Please see the graph below.



How would you adjust the variable spending for 2015?

Variable Spending Category	Description of Services	Dollars Spent in 2014	Increase or Decrease Spending, Remain the same in 2015 (select one)	Why would you make this change? (please record your answer below, and use the back of the page if needed)
Police Protection & Enforcement Services	RCMP contract and detachment administrative support. Community safety, animal control and other bylaw enforcement.	\$21.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Fire and Ambulance Services*	Fire and Ambulance response, rescue and patient treatment services, community prevention and inspection services and emergency preparedness.	\$21.00	<input type="checkbox"/> Increase <input type="checkbox"/> Remain the same	
Public Services	Maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pot hole patching, crack sealing, grading, guard repair, cleaning, dust control and pavement marking.	\$16.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Leduc Recreation Centre Operations	Leduc Recreation facility maintenance and operations, sports & tourism, guest services, fitness centre and track, pool services, ice skating, field house and programmed services (i.e. child minding).	\$10.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Parks & Athletic Field Maintenance	Maintenance, grass cutting, cleaning and repairs to cemetery, sports fields, tennis courts, outdoor ice rinks, skateboard parks, lakes and storm ponds, garden plots and playgrounds. Parks landscaping and pest control.	\$9.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Snow Removal	Street, parking lot and alleyway sanding, snow plowing and snow removal.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Community Development & Service Planning	Parks, recreation and culture planning and development: including building playgrounds, Communities in Bloom, Healthy Hearts, and Canada Day programs.	\$5.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Library Services	Provision of children, teen and adult literary programs, exam proctoring, e-resources, e-books, internet access, audio books, DVD's, CD's, outreach services and access to resources from over 150 Alberta libraries.	\$5.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Public Transit	C-Line route, a commuter service to Edmonton; and special transportation services.	\$5.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Family and Community Support Services	Family counseling and support; support, prevention and education regarding social issues; meals on wheels program; senior support; and homemaking services.	\$2.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
TOTAL		\$100.00		

*Ambulance services are contracted services provided by the Province of Alberta and cannot be reduced.

5. Is there any additional feedback you would like to provide regarding your choices?

6. Again, keeping in mind that any additional projects or initiatives may result in an increase in the overall budget, are there any other projects or initiatives that Leduc City Council and Administration should be thinking of when planning the budget for 2015 and beyond?

Yes; please specify

No

7. Is there anything else you would like to suggest regarding the planning of the 2015 budget and onward for the City of Leduc?

8. Next, thinking about the City of Leduc infrastructure and services overall, which of the following tax strategies to balance the budget would you support? Would you support ...? [SELECT ONE]

- Increase taxes to fund growth needs, infrastructure maintenance and enhance services
- Increase taxes to maintain all existing infrastructure and services
- Cut existing services to maintain current taxes, or
- Cut existing services to reduce taxes
- Something else: please specify:

9. Using a scale of 1 to 5 where 1 means not at all effective and 5 means very effective, how effective was this research approach in gathering your feedback concerning the City of Leduc budget process? [SELECT ONE]

Not at all effective					Very effective
(1)	(2)	(3)	(4)	(5)	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9A. Why did you provide that rating

RESPONDENT CHARACTERISTICS

In order for Banister Research to better understand the different views and needs of citizens, the next few questions allow us to analyze the data into sub-groups. Please be assured that nothing will be recorded to link your answers with you or your household.

D1. First, in what year were you born?

_____ **RECORD YEAR**

D2. Including yourself, how many people in each of the following age groups live in your household? How many are,,,? [ENTER # FOR ALL THAT APPLY]

___ 7 years of age and younger
___ Between 8 and 12 years old
___ Between 13 and 18 years old
___ Between 19 and 44 years old
___ Between 45 and 64 years old
___ 65 years of age or older
___ TOTAL

D3. What is your current employment status? [SELECT ONE]

- Working full time, including self-employment (more than 30 hours per week)
- Working part time, including self-employment (30 hours per week or less)
- Homemaker
- Student
- Not employed
- Retired

D4. Which neighbourhood do you live in? [SELECT ONE]

- | | | | |
|--------------------------|------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Alexandra Park | <input type="checkbox"/> | Scenic Acres |
| <input type="checkbox"/> | Bridgeport | <input type="checkbox"/> | South Fork |
| <input type="checkbox"/> | Caledonia Park | <input type="checkbox"/> | South Park |
| <input type="checkbox"/> | Corinthia Park | <input type="checkbox"/> | South Telford |
| <input type="checkbox"/> | Deer Valley | <input type="checkbox"/> | Suntree |
| <input type="checkbox"/> | Lakeside Estates | <input type="checkbox"/> | Tawa Landings |
| <input type="checkbox"/> | Leduc Estates | <input type="checkbox"/> | Tribute |
| <input type="checkbox"/> | Linsford Park | <input type="checkbox"/> | West Haven Estates |
| <input type="checkbox"/> | Meadowview Park | <input type="checkbox"/> | West Haven Park |
| <input type="checkbox"/> | North Telford | <input type="checkbox"/> | Willow Park |
| <input type="checkbox"/> | Robinson | <input type="checkbox"/> | Windrose |

D5. Do you own or rent your home in the City of Leduc?

- Own
- Rent

D6. And finally, do you work for the City of Leduc?

- Yes
- No

Thank you very much for your participation in this important study, your time and feedback are greatly appreciated by the City of Leduc.

Please note that the results of this survey will be shared with City Council during the budget planning process for 2015. Should you have any additional questions, please contact: Valerie MacMillan, Manager, Budgeting Services (780-980-7161 or vmacmillan@leduc.ca) at the City of Leduc.