

2016 Budget Planning Survey
General Population Survey Results
Final Report

June 26, 2015



TABLE OF CONTENTS

1.0	SUMMARY OF FINDINGS	3
2.0	PROJECT BACKGROUND	6
3.0	METHODOLOGY	6
3.1	Project Initiation and Questionnaire Design	6
3.2	Survey Population and Data Collection	7
3.3	Data Analysis and Project Documentation	8
4.0	STUDY FINDINGS	9
4.1	City Council Budget Process	9
4.2	Adjustments to Variable Spending	13
4.2.1	Summary of All Services	14
4.2.2	Police Protection & Enforcement Services	16
4.2.3	Fire & Ambulance Services	19
4.2.4	Public Services	21
4.2.5	Leduc Recreation Centre Operations	23
4.2.6	Parks & Athletic Field Maintenance	26
4.2.7	Snow Removal	28
4.2.8	Community Development & Service Planning	30
4.2.9	Library Services	33
4.2.10	Public Transit	35
4.2.11	Family and Community Support Services	38
4.2.12	Additional Feedback	40
4.3	Other Considerations for 2016 Budget Planning	41
4.4	City of Leduc Services and Infrastructure	43
4.5	Feedback Approach	45
4.6	Respondent Demographics	48
	APPENDIX A – SURVEY INSTRUMENT	50

1.0 SUMMARY OF FINDINGS

In 2015, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2016 City of Leduc General Population Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc residents concerning the budgetary planning process. In total, 452 randomly selected City of Leduc residents, aged 18 and older, completed the survey.

The following summary outlines the key findings from the 2016 General Population Budget Planning Survey.

City Council Budget Process

- 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. Just under two-fifths of the respondents (19%) indicated that road and sidewalk maintenance and snow removal was the most important priority, an increase from 15% in 2014.
- Thinking about the portion of their municipal property tax bill that pays for City services (74% for municipal services; 26% for education and schools), respondents were then asked whether they felt they received good value for their property taxes. Just over three-quarters of the respondents (78%) rated the value received for property taxes as “good” (39%), “very good” (31%), or “excellent” (8%). Twenty-two percent (22%) rated the value as either “fair” (15%) or “poor” (7%).
 - Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=347) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (18%). Eleven percent (11%) of the respondents each indicated that services were good, in general.
 - Respondents who felt they received “fair” or “poor” value for their tax dollars (n=102) most often believed that taxes are too high, in general (29%), followed by the need for better road maintenance (13%) and poor budget planning or over spending (13%).

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:
 - Public Services (29% would increase spending);
 - Family & Community Support Services (28%);
 - Snow Removal (28%); and
 - Police Protection and Enforcement Services (27%).
- Areas in which respondents would most frequently **decrease** spending included:
 - Library Services (19% would decrease spending);
 - Community Development & Service Planning (16%); and
 - Parks and Athletic Field Maintenance (10%).
- For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same.

Other Considerations for 2016 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 2016 budget and beyond. Nine percent (9%) of all respondents reported that the City should ensure an efficient traffic flow and reduce problems related to traffic congestion.
- When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents each suggested better traffic flow or road development and better budgeting, in general.

City of Leduc Services and Infrastructure

- Respondents were asked which of four (4) tax strategies they would support to balance the City budget. Nearly one-third of the respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, statistically comparable to 33%, as reported in 2014.
 - Twenty-one percent (21%) supported increasing taxes to maintain all existing infrastructure and services (comparable to 17%, as reported in 2014);
 - Sixteen percent (16%) supported cutting existing services to maintain current taxes (comparable to 14% in 2014); and
 - Five percent (5%) supported cutting existing services to reduce taxes (comparable to 7% in 2014).

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-five percent (45%) of the respondents provided ratings of 4 (31%) or 5 (14%) out of 5, statistically comparable to 44% in 2014. More than one-third (37%) provided a neutral rating (3 out of 5).
 - Respondents who felt that the feedback approach was effective or who felt neutral (n=378) (ratings of 3, 4, or 5 out of 5) most often explained that they were glad to have the opportunity to provide feedback (18%).
- Sixteen percent (16%) of the respondents indicated that the approach was not effective, with ratings of 1 (5%) or 2 (12%) out of 5.
 - Those who felt that the feedback approach was less effective (n=64) (ratings of 1 or 2 out of 5) explained that they felt too uninformed about budget planning (17%).

2.0 PROJECT BACKGROUND

In 2015, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2016 City of Leduc General Population Budget Planning Survey. The primary purpose of this research was to assess the views of City of Leduc residents concerning the budgetary planning process for the 2016 budget. In total, 452 randomly selected City of Leduc residents, aged 18 and older, completed the survey, available online from May 1st to May 31st, 2015.

This report outlines the results for the 2016 General Population 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 2015 survey instrument questionnaire was based on the 2015 Budget Planning Survey, conducted in Spring 2014. This maintained consistency between years and allowed data to be compared, where appropriate. The survey included 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

A general population telephone sample was purchased, from which potential participants were contacted and recruited to complete the survey. Participants recruited to the study were then directed to the web-based version of the survey. This methodology was recommended because of the visually-oriented nature of the concepts that were tested in the survey. In addition, a hardcopy version of the survey was available, upon request, for those who were unable to access the survey online. Due to the design and general population sample of this survey, results are statistically representative.

For the 2015 analysis, weights were assigned to the ages of respondents to ensure that their representation in the City-wide sample was proportionate to their representation in the City of Leduc population. The following outlines the weighting factors utilized in this research:

Age	Desired Percent (%) of Population	Number of Completed Interviews	Weighting Factor	Representative Number of Interviews
18 to 34 years	36	56	2.80	157
35 to 54 years	35	182	0.88	160
55 years +	28	201	0.61	122
Not Stated	2	13	1.00	13

It is important to note that this report provides a detailed description of the survey findings based on City-wide *weighted* results, or all respondents.

Surveys were completed with City of Leduc residents from May 1st to May 31st, 2015, during which time a total of 452 surveys were completed, providing a margin of error no greater than $\pm 4.6\%$ 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 2014 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).

Data analysis included cross-tabulation, whereby the frequency and percentage distribution of the results for each question were broken down based on respondent characteristics and responses (e.g. completion of degree, employment status, etc.). Statistical analysis included a Z-test to determine if there were significant differences in responses between respondent subgroups. Results were reported as statistically significant at the 95% confidence level.

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. The reader should also note, when reading the report that the term *significant* refers to “statistical significance.” Only those respondent subgroups which reveal statistically significant differences at the 95% confidence level (19 times out of 20) have been included. Respondent subgroups that are statistically similar have been omitted from the presentation of 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. Just under two-fifths of the respondents (19%) indicated that road and sidewalk maintenance and snow removal was the most important priority, an increase from 15% in 2014. See Table 1, below.

Table 1

What are the most important priorities facing the City of Leduc Council today?				
	Percent of Respondents*			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
Road/sidewalk maintenance/snow removal/more sidewalks	19	15	27	21
Maintaining taxes/keeping taxes the same/lowering taxes	17	24	16	11
Improving infrastructure (general)	17	21	21	20
Schools/education concerns	16	12	19	11
Controlling overcrowding/rapid growth/future growth	13	21	6	13
Budget concerns/having a surplus/better budgeting	12	11	17	13
Traffic/traffic control/flow/improve flow through road developments	11	9	12	17
Increasing drug problems/crime/police/safety/bylaw enforcement	7	6	11	8
Annexation by Edmonton	5	2	2	-
Health care concerns/more facilities/services/staff	5	4	3	3
Public transit services/LATS needed/should be improved	5	4	7	5
Encouragement of more businesses/amenities/local businesses/increase tax base	4	3	4	2
Available/affordable recreation services/fitness programs	4	2	4	3
Other (3% of respondents or less in 2015)	29	-	-	-
Don't Know/Not Stated	13	14	10	14

*Multiple responses

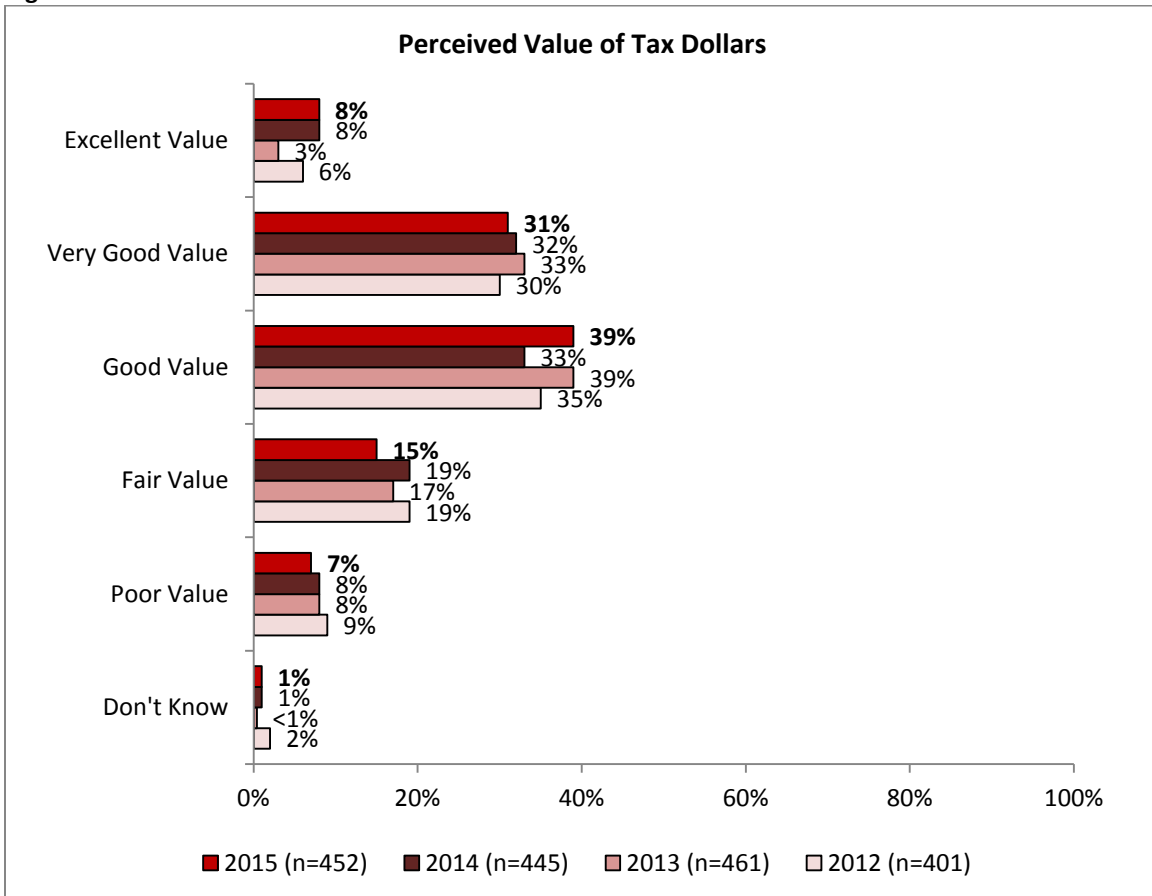
Next, respondents were provided with the following information:

“In 2015, approximately 26% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 74% 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, just over three-quarters of the respondents (78%) rated the value received for property taxes as “good” (39%), “very good” (31%), or “excellent” (8%). Twenty-two percent (22%) rated the value as either “fair” (15%) or “poor” (7%).

Please Note: In 2014 (2015 budget planning), 27% of the tax bill was allocated to education and schools, while 73% was allocated to municipal services. 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=347) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (18%). Eleven percent (11%) of the respondents each indicated that services were good, in general. 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*			
	2015 (n=347)	2014 (n=332)	2013 (n=345)	2012 (n=282)
Good snow removal/road maintenance/sidewalk maintenance	18	30	20	23
Good level of services (in general)	11	11	10	11
The City is well maintained/looks nice/clean	8	10	10	9
Need better road maintenance/snow removal/sidewalk maintenance/more paving	7	3	-	-
Enjoy the parks/multi-way trails/green space	6	8	15	16
Good recycling program/garbage collection	5	9	9	7
Taxes are too high for services received/do not raise taxes	5	7	3	3
Very satisfied with everything/no complaints	5	6	1	2
Lots of recreational services/good recreational facilities	4	11	8	12
Other (3% of respondents or less in 2015)	40	-	-	-
Don't Know/Not Stated	32	21	25	24

*Multiple responses

Respondents who felt they received “fair” or “poor” value for their tax dollars (n=102) most often believed that taxes are too high, in general (29%), followed by the need for better road maintenance (13%) and poor budget planning or over spending (13%). See Table 3, below.

Table 3

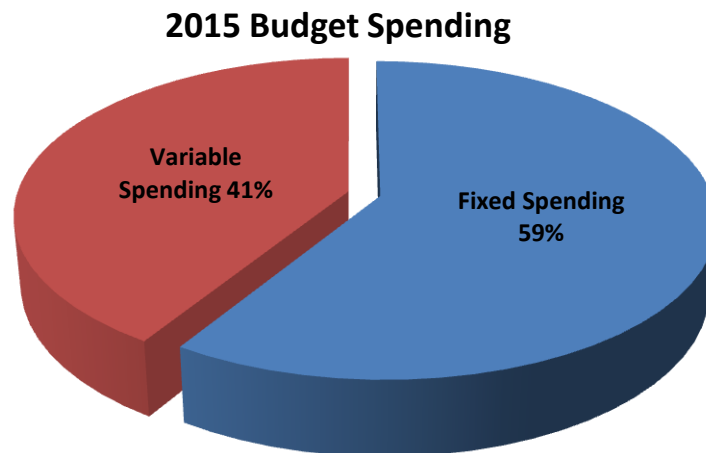
What is the main reason you feel that way?				
Base: Respondents who felt they received “fair” or “poor” value for their tax dollars	Percent of Respondents*			
	2015 (n=102)	2014 (n=110)	2013 (n=114)	2012 (n=113)
Taxes are too high/always increasing	29	14	23	11
Need better road maintenance/snow removal/sidewalk maintenance	13	21	18	20
Poor budget planning/over spending	13	11	6	11
Poor traffic flow/traffic control	12	5	4	3
Schools are overcrowded/need more schools/too many school fees	8	12	4	4
Poor productivity from city workers/too many employees/high cost	5	2	10	2
Poor garbage/organics services/too many fees	4	5	5	2
There is room for improvement	4	3	-	-
Lack of policing/bylaw enforcement/poor service	3	2	6	4
Too many unnecessary projects/services	3	-	5	11
Need more job/employment opportunities	3	-	-	-
Other (2% of respondents or less in 2014)	14	-	-	-
Don't Know/Not Stated	21	20	13	14

*Multiple responses

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:

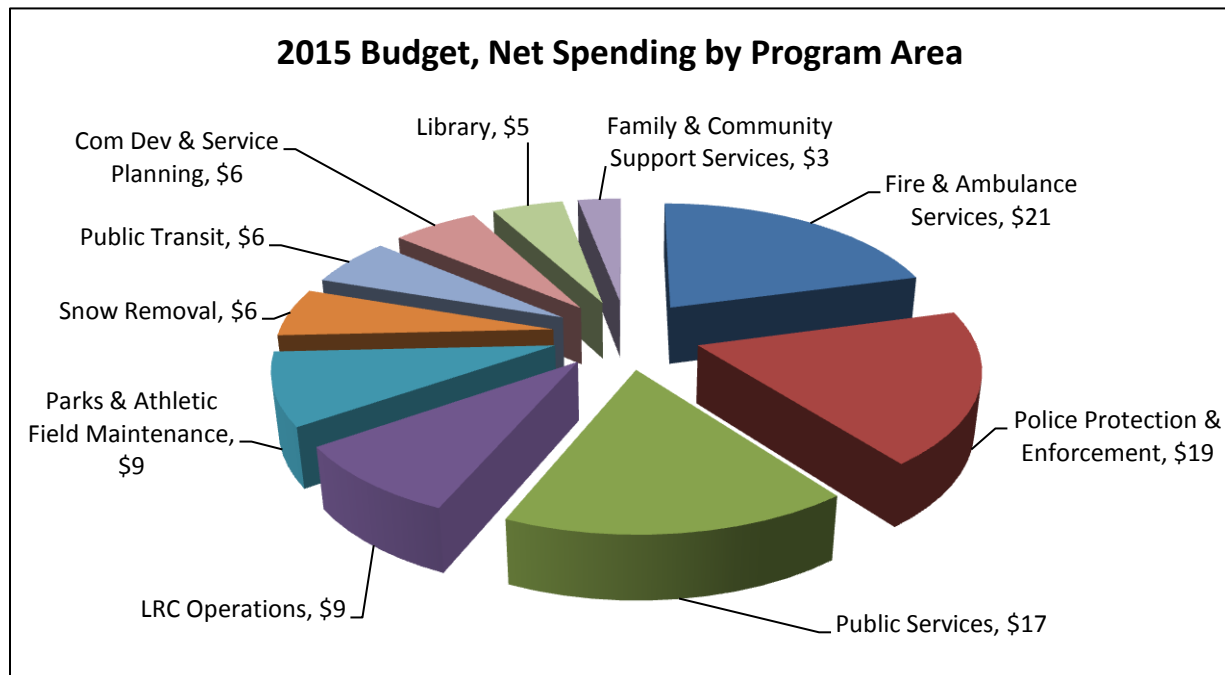


- **Fixed Spending (59%)** include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:
 - Mayor and City Council
 - City Manager’s Office, Legal Services & Intergovernmental Affairs
 - Corporate Services
 - Engineering Services
 - Planning Services
 - Facility Services
 - Debt Repayment
 - Capital Transfer
- **Variable Spending (41%)** include categories where spending can be increased or decreased depending on the level of service provided.

Selected Sub-Segment Findings

Those who supported increasing taxes to enhance services (88%) and increasing taxes to maintain services (90%) were significantly more likely to have **indicated excellent, very good, or good value for their tax dollars** versus those who would cut services to maintain taxes (76%).

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 2015. 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:

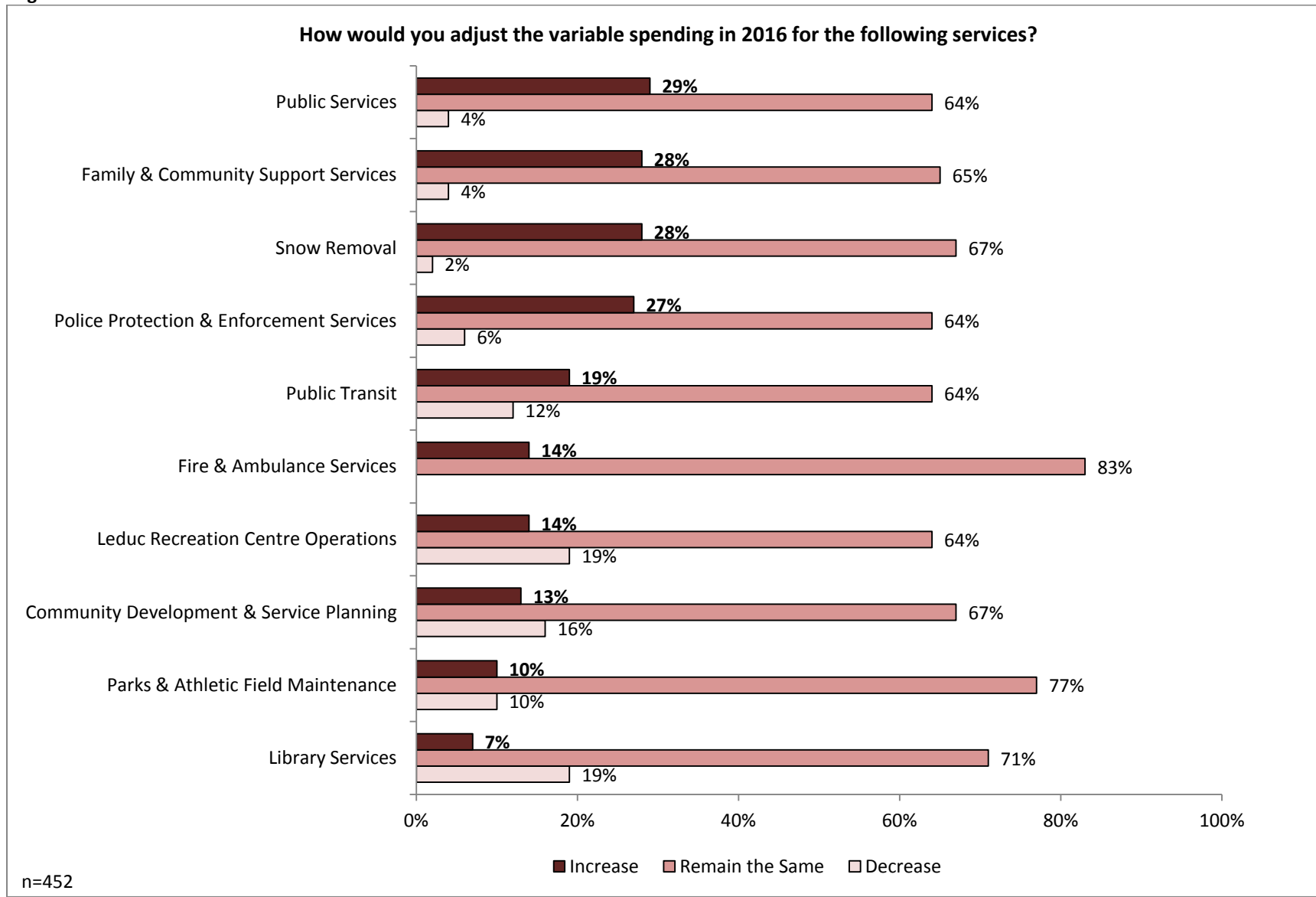
- Public Services (29% would increase spending);
- Family & Community Support Services (28%);
- Snow Removal (28%); and
- Police Protection and Enforcement Services (27%).

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

- Library Services (19% would decrease spending);
- Community Development & Service Planning (16%); and
- Parks and Athletic Field Maintenance (10%).

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.

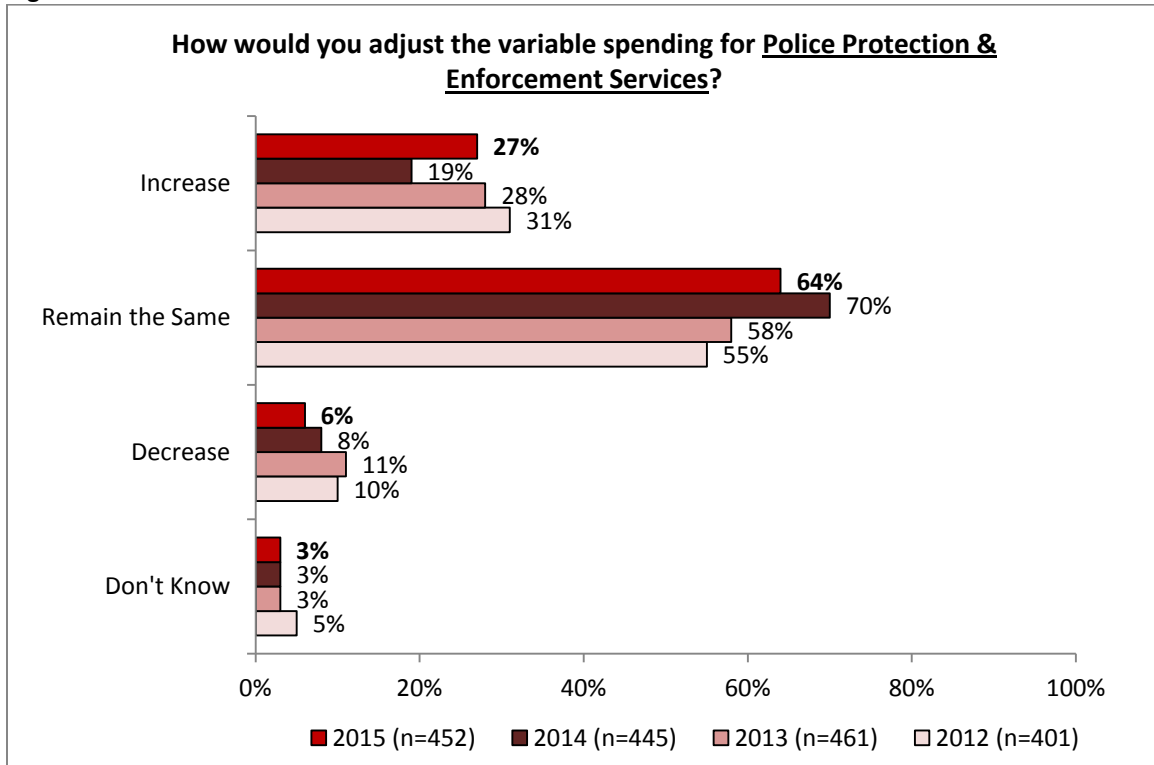
Figure 2



4.2.2 Police Protection & Enforcement Services

As shown in Figure 3, below, 27% of the respondents would increase spending on *Police Protection and Enforcement Services*, a significant increase from 19% in 2014. Sixty-four percent (64%) would keep funding the same, a decrease from 70% in 2013. Six percent (6%) would decrease spending, comparable to 8% in 2014.

Figure 3



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Police Protection and Enforcement Services* included:

- Those who would increase taxes to enhance services (37%) versus those who would increase taxes to maintain services (23%) and cut services to maintain taxes (17%); and
- Those who have children in their household (32%) versus those who do not (23%).

Those who felt they received “fair” or “poor” value for their tax dollars (14%) were significantly more likely to have chosen to **decrease** spending on *Police Protection and Enforcement Services* versus those who felt they received “good,” “very good,” or “excellent” value (5%).

Those who would increase taxes to maintain services (75%) and cut services to maintain taxes (73%) were *significantly more likely to have indicated that Police Protection and Enforcement Services should remain the same versus those who would increase taxes to maintain services (57%)*.

Respondents who would **increase** spending on *Police Protection and Enforcement Services* (n=123) most often explained that this program area needs more funding due to population growth (21%). 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 2016 budget	Percent of Respondents*			
	2015 (n=123)	2014 (n=93)	2013 (n=128)	2012 (n=124)
More funding needed due to population growth	21	26	15	7
Need more police presence/more officers needed	9	16	11	16
Community safety is important/need to keep the community safe	9	14	10	11
RCMP response time is poor	5	3	-	2
Crime is increasing/need to keep crime down	5	7	7	7
Other (3% of respondents or less in 2014)	15	-	-	-
Don't Know/Not Stated	44	39	43	44

*Multiple responses

Respondents who would **decrease** spending on *Police Protection and Enforcement Services* (n=27) most often felt that there is already too much funding allocated to this area (23%). 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 2016 budget	Percent of Respondents*			
	2015 (n=27)**	2014 (n=34)	2013 (n=51)	2012 (n=38)
Already has too much funding /could be lower	23	20	10	8
Need less emphasis on collection money (e.g., speeding, photo radar)	13	10	11	-
Already have enough police presence/should be less presence	12	2	13	5
Need more police presence/more officers needed	7	14	13	5
Other (single mentions in 2015)	17	-	-	-
Don't Know/Not Stated	34	34	32	37

*Multiple responses

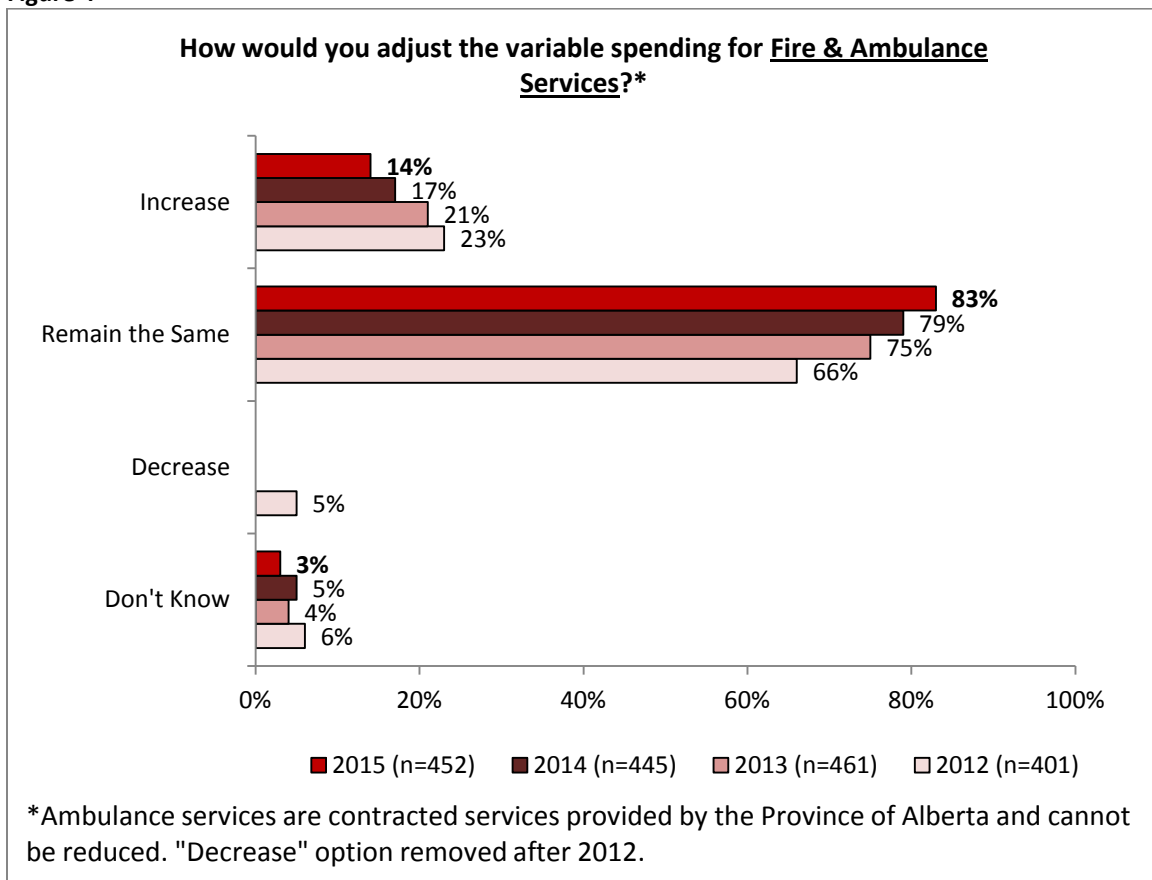
**Use caution interpreting results when n<30

4.2.3 Fire & Ambulance Services

Fourteen percent (14%) of the respondents would increase spending on *Fire and Ambulance Services*, statistically comparable to 17% in 2014. The majority of respondents (83%) would keep funding the same, also comparable to 79% in 2014. 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, 2014 or 2015 survey years.

Figure 4



Selected Sub-Segment Findings

Those who would increase taxes to maintain services (20%) were significantly more likely to have chosen to **increase** spending on *Fire and Ambulance Services* versus those who would cut services to maintain taxes (8%).

Respondent subgroups significantly more likely to have indicated that Fire and Ambulance Services should **remain the same** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (86%) versus those who felt their received “fair” or “poor” value (76%); and
- Those aged 18 to 34 (89%) versus those aged 55 to 64 (78%) and those aged 65 or older (76%).

Respondents who would **increase** spending on *Fire and Ambulance Services* (n=67) most often explained that additional funding is needed due to population growth (31%). Twenty percent (20%) felt that fire and ambulance services are essential to the community. See Table 6, below.

Table 6

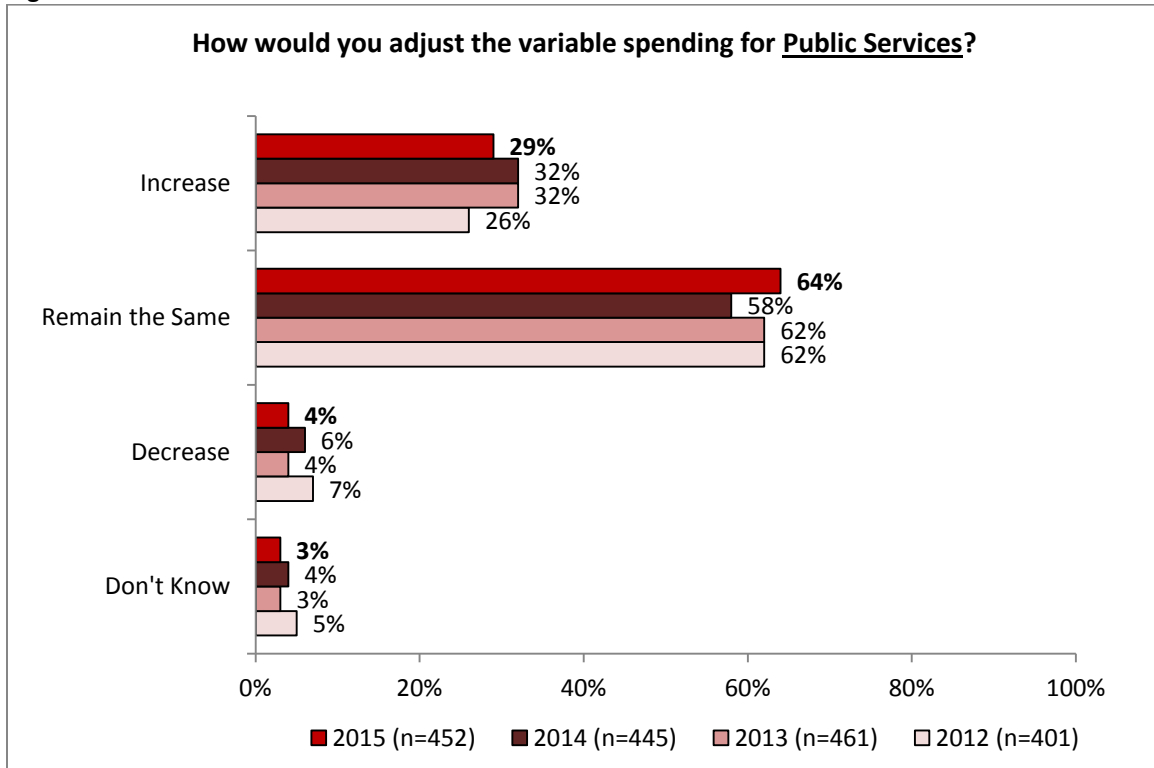
Why would you <u>increase</u> spending on Fire & Ambulance Services ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=67)	2014 (n=78)	2013 (n=95)	2012 (n=92)
Additional funding needed due to population growth	31	20	22	10
Essential service to the community	20	15	9	4
Lack of fire services/need another fire hall	7	13	17	17
Other (single mentions in 2014)	2	6	-	-
Don't Know/Not Stated	45	49	55	49

*Multiple responses

4.2.4 Public Services

Just under one-third of the respondents (29%, comparable to 32% in 2014) would increase spending on *Public Services*, while 64% would keep spending the same (statistically comparable to 58% in 2014). Four percent (4%) would decrease spending, also comparable to 6% in 2014. See Figure 5, below.

Figure 5



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (40%) were significantly more likely to have chosen to **increase** spending on *Public Services* versus those who felt they received “good,” “very good,” or “excellent” value (26%).

Those who felt they received “fair” or “poor” value for their tax dollars (8%) were significantly more likely to have chosen to **decrease** spending on *Public Services* versus those who felt they received “good,” “very good,” or “excellent” value (2%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (69%) were significantly more likely to have indicated that spending on *Public Services* should **remain the same** versus those who felt they received “fair” or “poor” value (49%).

Respondents who would **increase** spending on *Public Services* (n=126) most often felt that road maintenance needs improvement (15%). 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 2016 budget	Percent of Respondents*			
	2015 (n=126)	2014 (n=135)	2013 (n=146)	2012 (n=105)
Road maintenance needs to improve	15	26	14	13
Increase to keep up with development/growth	11	6	6	4
Need to increase roads/access roads/overpasses	9	-	2	-
Traffic signals need to be synchronized/improve traffic controls/flow	5	3	3	3
Need more bicycle/walking paths/pedestrian infrastructure	4	3	2	2
Improvements would satisfy residents	2	1	-	1
Sidewalk maintenance needs improvement	2	2	1	7
Other (1% of respondents or less in 2014)	6	-	-	-
Don't Know/Not Stated	54	48	62	56

*Multiple responses

Respondents who would **decrease** spending on *Public Services* (n=18) explained that road maintenance needs to improve (n=2) and that the City needs to be efficient with spending (n=2). 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 2016 budget	Number of Respondents*			
	2015 (n=18)**	2014 (n=24)**	2013 (n=19)**	2012 (n=28)**
Road maintenance needs to improve	2	1	1	-
Need to be efficient with funds/spending	2	-	3	-
Other (single mentions in 2015)	6	-	-	-
Don't Know/Not Stated	8	14	12	7

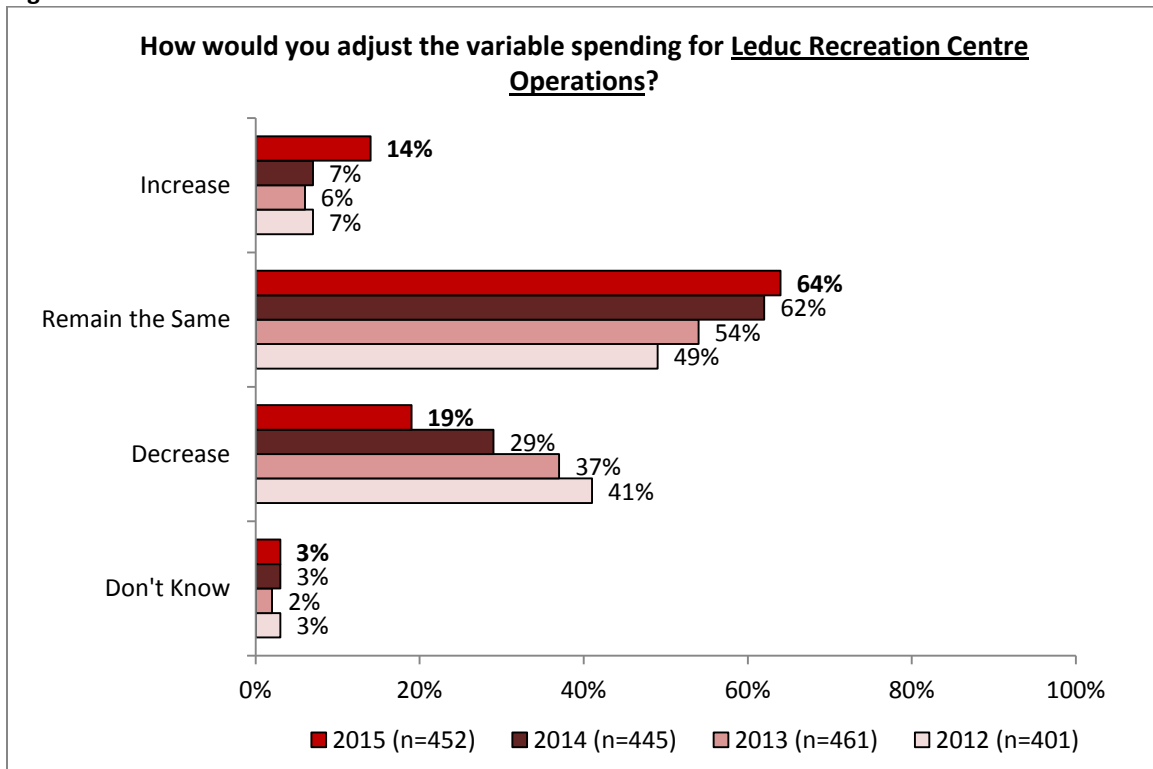
*Multiple responses

**Use caution interpreting results when n<30

4.2.5 Leduc Recreation Centre Operations

Fourteen percent (14%) of the respondents would increase spending on *Leduc Recreation Centre Operations*, a significant increase from 7% in 2014. Sixty-four percent (64%) would keep funding the same (comparable to 62% in 2014), while 19% would decrease funding (a significant decrease from 29% in 2014). See Figure 6, below.

Figure 6



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Leduc Recreation Centre Operations* included:

- Those aged 18 to 34 (27%) versus those aged 35 to 54 (8%), 55 to 64 (7%) and 65 or older (6%);
- Those who have children in their household (20%) versus those who do not (9%); and
- Those who do not have seniors in their household (16%) versus those who do (5%).

Those who felt they received “fair” or “poor” value for their tax dollars (28%) were significantly more likely to have chosen to **decrease** spending on *Leduc Recreation Centre Operations* versus those who felt they received “good,” “very good,” or “excellent” value (17%).

Respondent subgroups significantly more likely to have indicated that spending on Leduc Recreation Centre Operations should **remain the same** included:

- Those aged 35 to 54 (67%), 55 to 64 (72%) and 65 or older (72%) versus those aged 18 to 34 (54%);
- Those who do not have children in their household (69%) versus those who do (58%); and
- Those who have seniors in their household (77%) versus those who do not (61%).

Respondents who would **increase** spending on Leduc Recreation Centre Operations (n=43) most often explained that this program area needs increased funding in order to lower user fees, or commented that user fees are expensive (n=7). See Table 9, below.

Table 9

Why would you <u>increase</u> spending on Leduc Recreation Centre Operations?				
Base: Respondents who would increase spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=43)	2014 (n=30)	2013 (n=29)**	2012 (n=27)**
Increase funding to lower fees/fees are too expensive	7	6	6	5
Makes Leduc a better community for residents/very important to the community	6	2	7	2
Facility needs to be updated	6	1	-	-
Keeps youth/young adults away from crime	4	-	1	1
More funding needed due to population growth	4	-	-	-
Fees should be increased to offset operating costs/users should pay for facility	3	-	-	-
Facility needs more staff	3	1	-	-
Facility should offer more programs	3	1	-	1
Need tennis courts	3	-	-	-
Pool needs to be updated/expanded	2	-	1	-
Other (single mentions in 2014)	4	-	-	-
Don't Know/Not Stated	27	20	10	12

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Leduc Recreation Centre Operations* (n=84) most often felt that user fees should be increased to offset operating costs (22%). See Table 10, below.

Table 10

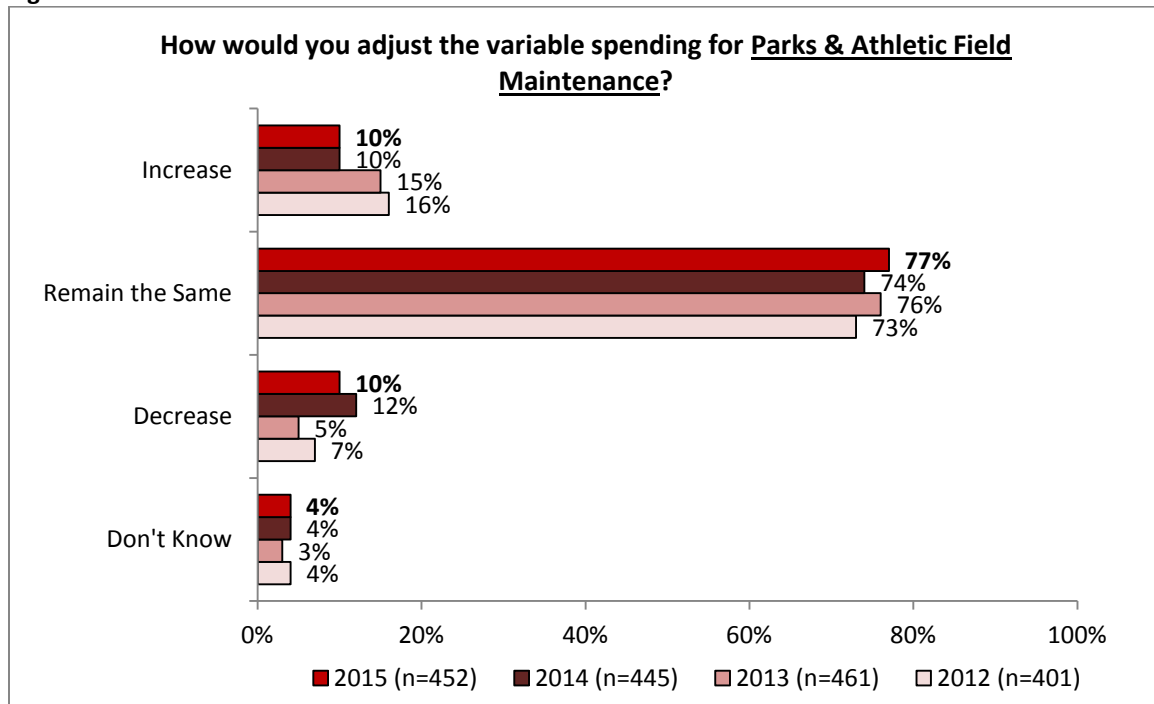
Why would you <u>decrease</u> spending on <u>Leduc Recreation Centre Operations</u>?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=84)	2014 (n=122)	2013 (n=172)	2012 (n=163)
Fees should be increased to offset operating costs/users should pay for facility	22	20	21	18
Other areas need the funding more (e.g., fire/police)/not an essential service	8	8	19	16
Increase funding to lower fees/fees are too expensive	5	9	5	8
Facility should be more self-sustaining	5	8	3	8
Facility is too expensive to operate/too much debt to the City	5	2	-	17
Too much of the budget is going to the Recreation Centre	4	10	10	14
Do not use facility/benefit from it/should not be funded by taxes	3	8	-	-
Cost is too high for the amount of people who use the facility	3	6	12	6
Other (2% of respondents or less in 2014)	6	-	-	-
Don't Know/Not Stated	44	38	31	31

*Multiple responses

4.2.6 Parks & Athletic Field Maintenance

Ten percent (10%) of the respondents would increase spending on *Parks and Athletic Field Maintenance* (consistent with 2014 findings), while 77% would keep spending the same (comparable to 74% in 2014). Ten percent (10%) would decrease spending, comparable to 12% in 2014. See Figure 7, below.

Figure 7



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Parks and Athletic Field Maintenance* included:

- Those aged 18 to 34 (14%) versus those aged 35 to 54 (7%); and
- Those who have children in their household (13%) versus those who do not (6%).

Those who supported cutting services to maintain taxes (20%) were significantly more likely to have chosen to **decrease** spending on *Parks and Athletic Field Maintenance* versus those who supported increasing taxes to enhance services (6%) and increase taxes to maintain services (5%).

Those who supported increasing taxes to maintain services (83%) were significantly more likely to have indicated that spending on *Parks and Athletic Field Maintenance* should **remain the same** versus those who supported cutting services to maintain taxes (69%).

Respondents who would **increase** spending on *Parks and Athletic Field Maintenance* (n=37) most often explained that the City needs more weed control (13%), and that maintenance needs to increase (7%). See Table 11, below.

Table 11

Why would you <u>increase</u> spending on <u>Parks & Athletic Field Maintenance</u>?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=37)	2014 (n=41)	2013 (n=71)	2012 (n=65)
Need more weed control	13	14	-	14
Maintenance needs to increase/would need to increase if parks increase	7	4	18	5
Need more skate parks	6	-	-	-
Need to hire more staff/is understaffed	6	7	1	2
Washrooms need to be provided in parks	6	-	-	2
Need better pest control (e.g., mosquitoes)	6	4	10	3
Other (single mentions in 2015)	8	-	-	-
Don't Know/Not Stated	49	55	51	45

*Multiple responses

Respondents who would **decrease** spending on *Parks and Athletic Field Maintenance* (n=48) most often felt that funding should be go to other departments (12%). See Table 12, below.

Table 12

Why would you <u>decrease</u> spending on <u>Parks & Athletic Field Maintenance</u>?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=48)	2014 (n=58)	2013 (n=24)**	2012 (n=27)**
Funding should go to other departments	12	6	20	7
Funding should be reduced (in general)	5	10	-	-
Has too many staff/over-staffed	5	-	-	4
Park maintenance could be done by volunteers	5	-	4	-
Other (single mentions in 2014)	7	14	-	-
Don't Know/Not Stated	69	51	44	48

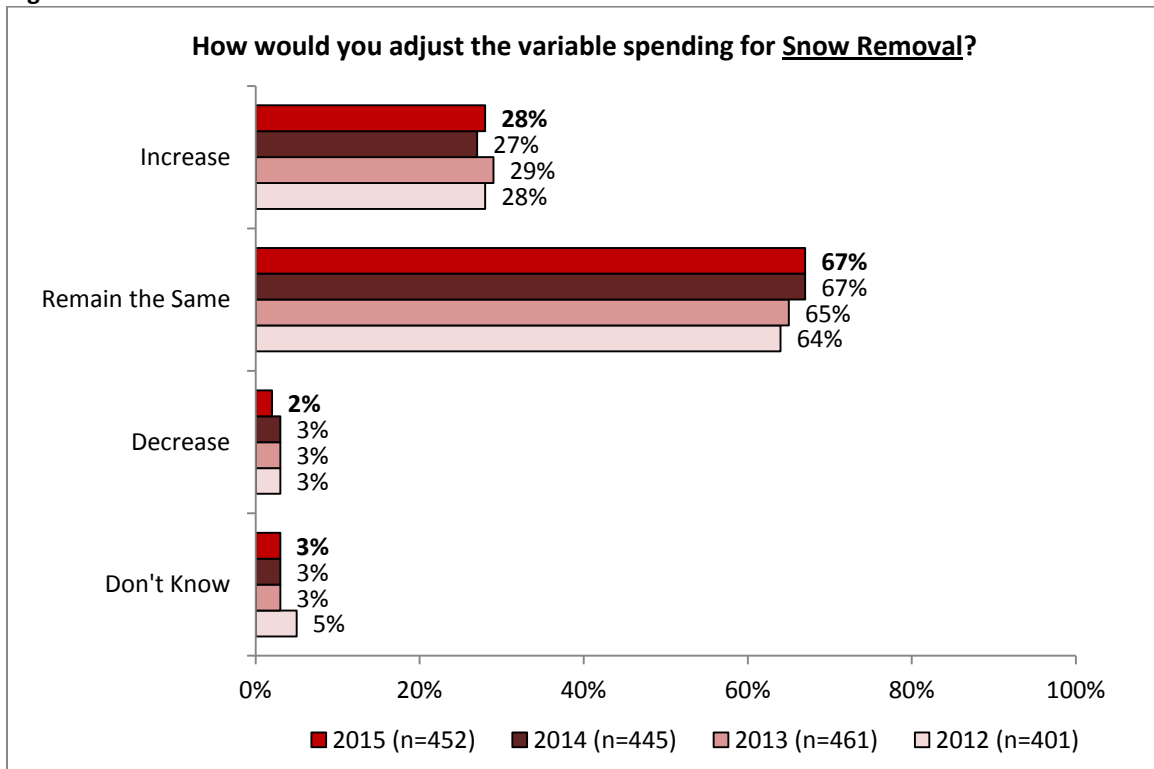
*Multiple responses

**Use caution interpreting results when n<30

4.2.7 Snow Removal

More than one-quarter of the respondents (28%) would increase spending on *Snow Removal* (comparable to 27% in 2014), while approximately two-thirds (67%) would keep spending the same (consistent with 2014 findings). Two percent (2%) would decrease spending, comparable to 3% in 2014. See Figure 8, below.

Figure 8



Selected Sub-Segment Findings

*Those aged 18 to 34 (38%) were significantly more likely to have chosen to **increase** spending on Snow Removal versus those aged 35 to 54 (23%) and 65 or older (21%).*

*Those aged 35 to 54 (72%) were significantly more likely to have indicated that spending on Snow Removal should **remain the same** versus those aged 18 to 34 (61%).*

Respondents who would **increase** spending on *Snow Removal* (n=110) most often explained that snow removal needs to be completed earlier or more frequently (27%); 11% reported that residential areas need to be done more often. 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 2016 budget	Percent of Respondents*			
	2015 (n=110)	2014 (n=115)	2013 (n=133)	2012 (n=111)
Snow removal needs to be done sooner/more frequently	27	20	9	9
Residential areas/side streets need to be done more often	11	4	1	-
Snow removal service needs improvement (in general)	9	9	10	5
Due to location, should be more prepared for winters	3	-	3	3
Need to increase services to match growth	2	1	1	-
Important to have safe roads/too many accidents/concerned about safety	2	-	6	-
Other (single mentions in 2014)	3	7	-	-
Don't Know/Not Stated	45	52	53	42

*Multiple responses

Respondents who would **decrease** spending on *Snow Removal* (n=9) most often explained that snow removal needs to be done sooner (n=4). 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 2016 budget	Number of Respondents*			
	2015 (n=9)**	2014 (n=13)**	2013 (n=15)**	2012 (n=11)**
Snow removal needs to be done sooner/more frequently	4	-	-	1
Snow removal service needs improvement (in general)	1	8	-	-
Too much sanding in some areas/wasteful practice	1	-	1	-
Vehicles parked on street should be towed to remove snow	1	-	-	-
Need more staff/staff should do a better job	1	-	-	-
Icy conditions/need more sanding	1	-	-	-
Workers deserve more funding/do an excellent job	1	-	-	-
Don't Know/Not Stated	1	1	6	6

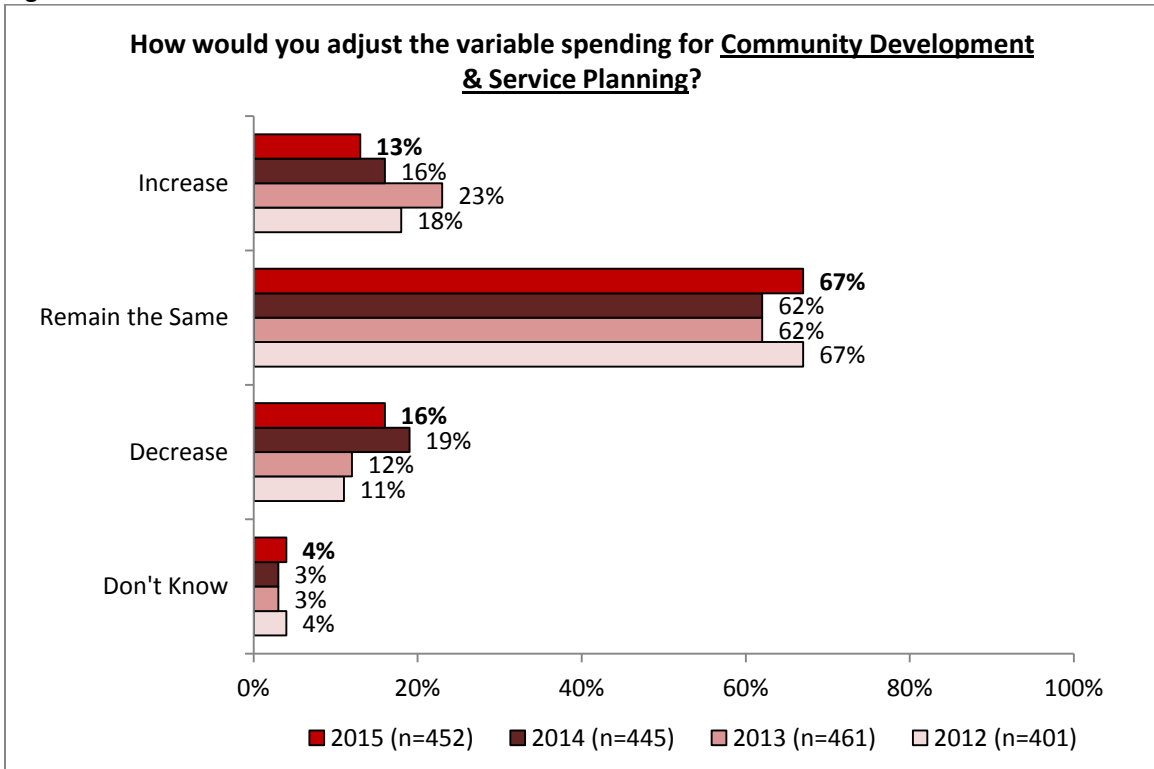
*Multiple responses

**Use caution interpreting results when n<30

4.2.8 Community Development & Service Planning

Thirteen percent (13%) of the respondents would increase spending on *Community Development and Service Planning* (comparable to 16% in 2014), while 67% would keep spending the same (comparable to 62% in 2014). Sixteen percent (16%) would decrease spending, comparable to 19% in 2014. See Figure 9, below.

Figure 9



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on Community Development and Service Planning included:

- Those who supported increasing taxes to enhance services (17%) or increase taxes to maintain services (17%), versus those who would cut services to maintain taxes (2%);
- Those aged 18 to 34 (25%) versus those aged 35 to 54 (8%), 55 to 64 (8%) and 65 and older (3%);
- Those who have children in their household (18%) versus those who do not (9%);
- Those who do not have seniors in their household (15%) versus those who do (6%);
- Those who are employed full- or part-time (15%) versus those who are unemployed (8%); and
- Those who own their home (14%) versus those who do not (2%).

Those aged 35 to 54 (20%) were significantly more likely to have chosen to **decrease** spending on Community Development and Service Planning versus those aged 18 to 34 (11%).

Respondents who would **increase** spending on *Community Development and Service Planning* (n=40) most often explained that this area is an investment in the future and a good cause (15%). 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 2016 budget	Percent of Respondents*			
	2015 (n=40)	2014 (n=52)	2013 (n=105)	2012 (n=72)
They are the future of Leduc/is an investment in the future/good cause	15	1	5	6
Increase the number of parks (e.g. spray parks, playgrounds, off-leash)	8	11	20	11
Current parks are not maintained/need to increase maintenance	7	-	-	1
Should put more money into these services	6	5	1	3
Best reason to live in Leduc/quality of life	5	-	9	1
Need to keep youth occupied/increase in child and youth programs	3	-	-	-
Other (single mentions in 2015)	6	-	-	-
Don't Know/Not Stated	50	60	45	36

*Multiple responses

Respondents who would **decrease** spending on *Community Development and Service Planning* (n=80) most often felt that community development is a waste of taxpayer money and/or is unnecessary (14%). See Table 16, below.

Table 16

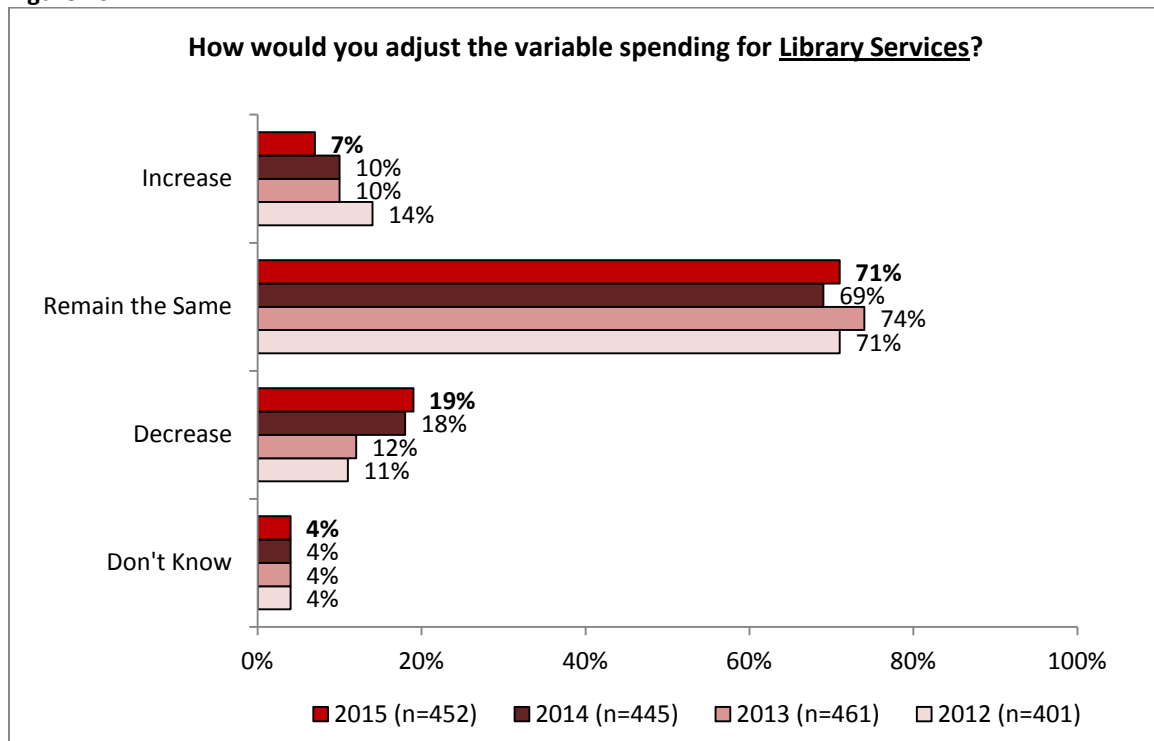
Why would you <u>decrease</u> spending on <u>Community Development & Service Planning</u>?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=80)	2014 (n=90)	2013 (n=56)	2012 (n=44)
Waste of tax money/not necessary	14	10	24	11
Need to use budget efficiently/prioritize needs	7	9	9	-
Could get the money from other areas of the budget	3	-	-	-
Should eliminate Communities in Bloom	2	1	-	7
Other (single mentions in 2015)	12	-	-	-
Don't Know/Not Stated	64	61	51	52

*Multiple responses

4.2.9 Library Services

Seven percent (7%) respondents would increase spending on *Library Services*, comparable to 10% in 2014. More than two-thirds of the respondents (71%) would keep spending the same (statistically comparable to 69% in 2014). Nineteen percent (19%) would decrease spending, comparable to 18% in 2014. See Figure 10, below.

Figure 10



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on *Library Services* included:

- Those aged 65 or older (11%) versus those aged 55 to 64 (2%); and
- Those who have seniors in their household (16%) versus those who do not (5%).

Respondent subgroups significantly more likely to have chosen to **decrease** spending on *Library Services* included:

- Those aged 35 to 54 (22%) versus those aged 65 or older (10%); and
- Those who do not have seniors in their household (21%) versus those who do (11%).

Respondents who would **increase** spending on *Library Services* (n=28) most often explained that this library services are important to the community (18%). 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 2016 budget	Percent of Respondents*			
	2015 (n=28)**	2014 (n=38)	2013 (n=45)	2012 (n=57)
Library services are important to the community	18	12	-	11
More programs/resources are needed/increase services	12	9	13	5
Good service for those who cannot afford new books/other recreation	10	-	-	4
Need to expand the collection/more books	10	4	-	2
Good educational resource/expands knowledge/learning	9	5	12	7
A larger library is needed/needs updating	6	3	8	9
Other (single mentions in 2015)	4	-	-	-
Don't Know/Not Stated	35	69	58	47

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Library Services* (n=84) most often felt that the library is not used and that online resources are becoming increasingly popular (27%). See Table 18, below.

Table 18

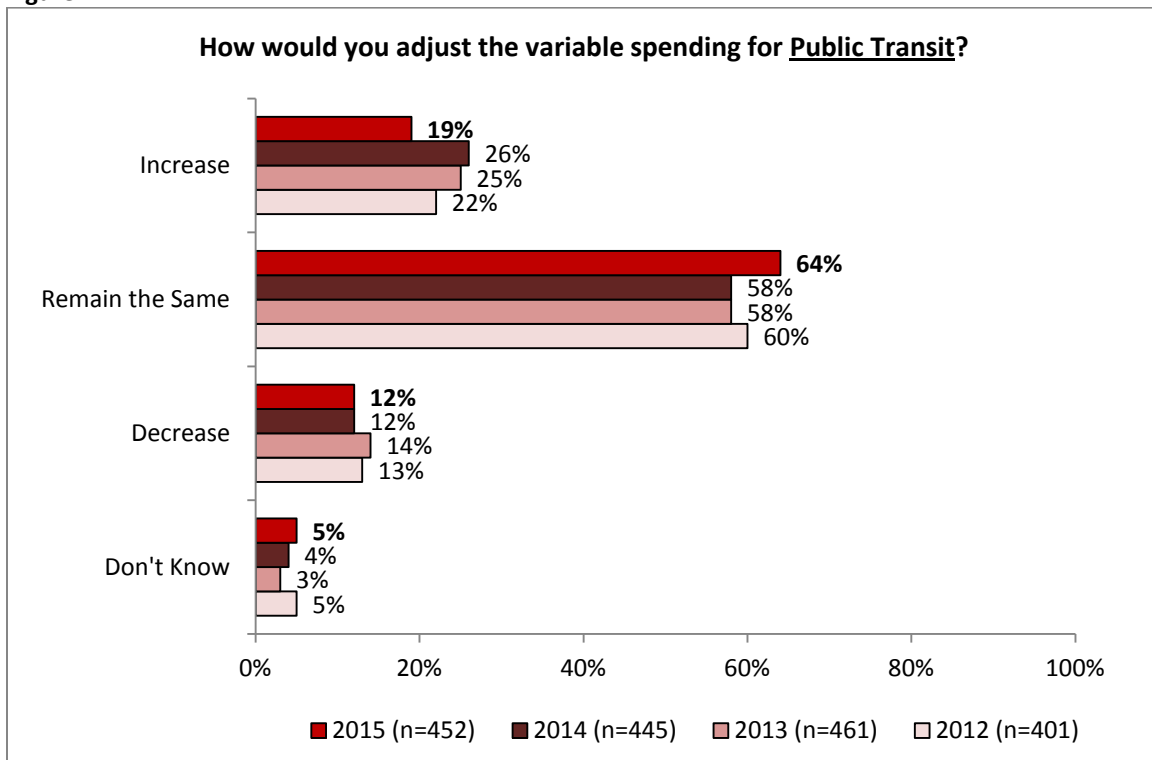
Why would you <u>decrease</u> spending on <u>Library Services</u> ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=84)	2014 (n=86)	2013 (n=56)	2012 (n=42)
Many people use online resources/library not used	27	28	35	36
Funding should be allocated to other areas/priorities	9	8	-	-
Library expansion is unnecessary	4	3	-	-
Should be user pay service/increase fees	3	7	3	2
More funding is needed/not enough funding currently	2	-	-	2
Larger library is needed/needs updating	1	-	4	-
Do not use/access the library	1	2	2	
Don't Know/Not Stated	53	55	48	57

*Multiple responses

4.2.10 Public Transit

Nearly two-fifths of the respondents (19%, a significant decrease from 26% in 2014) would increase spending on *Public Transit*. Nearly two-thirds of the respondents (64%) would keep spending the same (comparable to 58% in 2014), while 12% would decrease spending, consistent with 2014. See Figure 11, below.

Figure 11



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have chosen to **increase** spending on Public Transit included:

- Those who supported increasing taxes to enhance services (28%) versus those who would increase taxes to maintain services (10%) and cut services to maintain taxes (12%); and
- Those who do not own their home (43%) versus those who do (18%).

Respondent subgroups significantly more likely to have chosen to **decrease** spending on Public Transit included:

- Those who felt they received “fair” or “poor” value for their tax dollars (23%) versus those who felt they received “good,” “very good,” or “excellent” value (9%); and
- Those who supported cutting services to maintain taxes (21%) versus those who would increase taxes to enhance service (6%).

Respondent subgroups significantly more likely to have indicated that spending on Public Transit should **remain the same** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (67%) versus those who felt they received “fair” or “poor” value (52%); and
- Those who own their home (65%) versus those who do not (41%).

Respondents who would **increase** spending on *Public Transit* (n=86) most often explained that the current bus schedule is limited (16%); 11% reported that Public Transit should expand their hours of operation. See Table 19, below.

Table 19

Why would you <u>increase</u> spending on <u>Public Transit</u>?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=86)	2014 (n=118)	2013 (n=115)	2012 (n=90)
Current bus schedule is limited/should be expanded/more stops needed	16	6	10	11
Should include evening service/all day service/expand hours of operation	11	9	8	2
Public transit is needed in Leduc (in general)	7	8	17	7
Should include weekend service/needs to be seven days a week	6	1	3	3
Need to make people more aware of services available	5	1	4	2
Required for a growing population	5	7	3	3
Would reduce traffic congestion/vehicle use/better for roads	5	2	5	4
Would be a faster way to travel/more convenient	3	-	-	-
Other (single mentions in 2015)	6	4	-	-
Don't Know/Not Stated	48	44	41	41

*Multiple responses

Respondents who would **decrease** spending on *Public Transit* (n=56) most often felt that ridership is not high enough to justify the service (19%). See Table 20, below.

Table 20

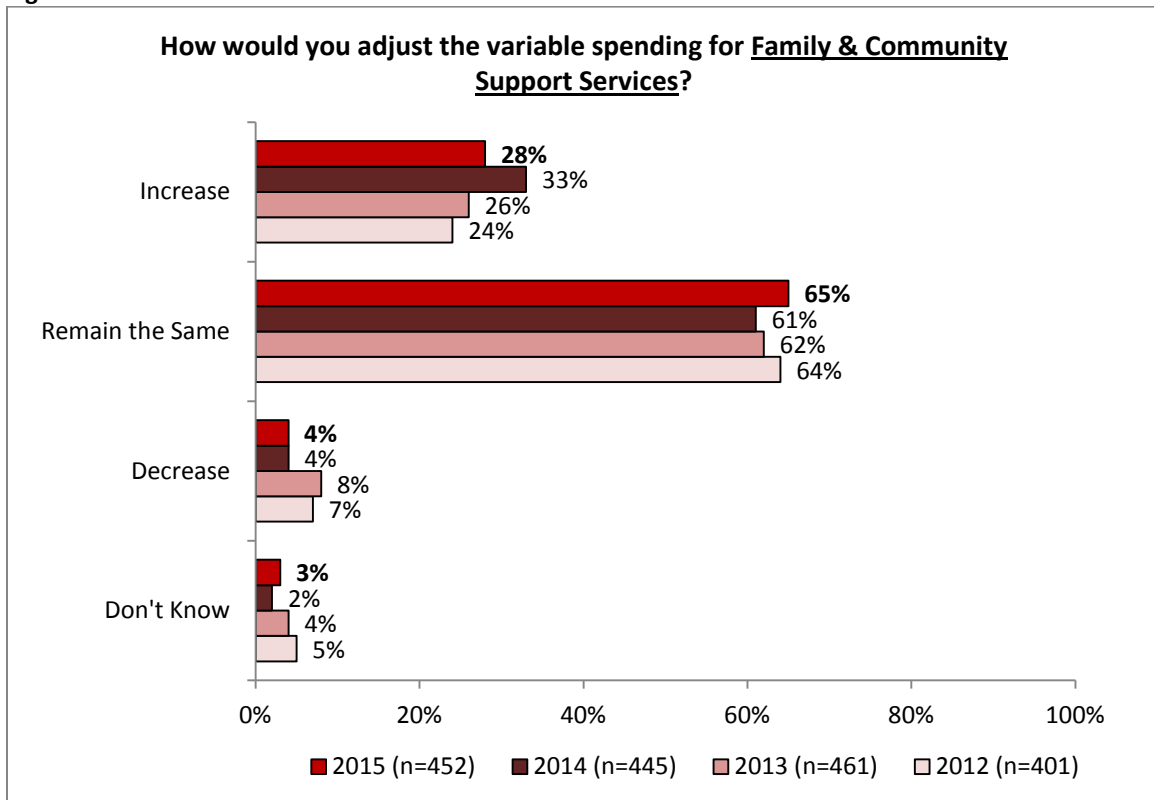
Why would you <u>decrease</u> spending on <u>Public Transit</u>?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=56)	2014 (n=53)	2013 (n=64)	2012 (n=51)
Not enough people use the service/not worth the cost for ridership	19	27	23	31
User fees should pay for the service/should pay for itself	10	14	25	4
Waste of tax dollars/not needed	9	5	14	12
Current bus schedule is limited/should expand/more stops needed	2	-	4	2
Transit fare costs too much	2	-	-	-
Public transit is needed in Leduc (in general)	2	3	-	-
Need to provide better senior/disabled public transit services/LATS is restrictive	1	-	-	-
Don't Know/Not Stated	56	38	36	39

***Multiple responses**

4.2.11 Family and Community Support Services

Twenty-eight percent (28%) of the respondents (comparable to 33% in 2014) would increase spending on *Family and Community Support Services*. Nearly two-thirds of the respondents (65%, comparable to 61% in 2014) would keep spending the same, while 4% would decrease spending, consistent with 2014. See Figure 12, below.

Figure 12



Selected Sub-Segment Findings

Those who supported increasing taxes to enhance services (34%) were significantly more likely to have chosen to **increase** spending on Family and Community Support Services versus those who would cut services to maintain taxes (18%).

Respondents who would **increase** spending on *Family and Community Support Services* (n=124) most often reported that there should be more senior services, support, or more affordable services (16%). See Table 21, below.

Table 21

Why would you <u>increase</u> spending on <u>Family & Community Support Services</u>?				
Base: Respondents who would increase spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=124)	2014 (n=152)	2013 (n=122)	2012 (n=95)
There should be more senior services/support/more affordable services	16	10	21	15
Not enough funding (in general)	9	12	4	2
Need for services is increasing with population growth	8	4	3	8
Important to support families/families are important	8	4	7	5
Programs help people in need	6	7	4	4
Community support programs are a priority/are valuable	4	10	5	-
Other (2% of respondents or less in 2014)	7	13	-	-
Don't Know/Not Stated	54	52	45	52

*Multiple responses

Respondents who would **decrease** spending on *Family and Community Support Services* (n=16) most often believed that helping people should not be the responsibility of tax payers (n=2). See Table 22, below.

Table 22

Why would you <u>decrease</u> spending on <u>Family & Community Support Services</u>?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=16)**	2014 (n=13)**	2013 (n=35)	2012 (n=29)**
People need to help themselves/should not be responsibility of tax payers	2	1	4	3
There are already similar services that could be used	1	4	1	2
Should be funded by the government/get help from the government	1	1	1	3
Only a small population utilize these services	1	-	2	-
There should be more senior services/support/more affordable services	1	-	1	-
Should be more homemaking support	1	-	-	1
Don't Know/Not Stated	72	13	22	13

*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, 2% of all respondents indicated that City Council needs to stop over-spending and should be more fiscally responsible.

See Table 23, below.

Table 23

Is there any additional feedback you would like to provide regarding your choices?				
	Percent of Respondents*			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
No additional feedback	81	79	80	77
Yes; specify:	14	15	16	17
City Council needs to stop over spending/be more financially responsible	2	2	5	2
Would like more information on City Council salaries	1	3	-	<1
Received excellent services for taxes paid	1	-	<1	-
Need a hospital/health care service	1	<1	-	-
Taxes are too high/keep increasing	1	1	<1	1
Review/modify garbage services	1	1	<1	-
Budget looks well prioritized/the City is doing a good job with the budget	1	1	1	2
Should have more programs/activities for children/families	1	<1	-	1
Council/administration group is doing a good job (in general)	1	1	-	-
Need more schools/education is a priority	1	1	<1	-
Need more roadways/better access	1	1	<1	<1
Business licenses are too expensive	1	-	-	-
Leduc is a well maintained city	1	<1	1	-
Need better City maintenance/should be cleaner	1	<1	<1	1
Need more long term planning	1	<1	<1	<1
Leduc is a good place to live (in general)	1	-	-	-
Should reduce fixed expenses/more towards variable expenses	1	1	1	-
Other (less than 1% of respondents in 2015)	4	-	-	-
Don't Know/Not Stated	5	5	4	6

*Multiple responses

4.3 Other Considerations for 2016 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 2016 budget and beyond. As shown in Table 24, below, 9% of all respondents reported that the City should ensure an efficient traffic flow and reduce problems related to traffic congestion.

Table 24

Are there any other projects or initiatives that City Council and Administration should be thinking of when planning the budget for 2016 and beyond?				
	Percent of Respondents*			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
None	66	64	60	58
Yes; specify:	31	32	36	37
Better traffic flow/control/traffic congestion problems	9	10	7	6
Balance the budget/better spending	3	2	4	2
Other (1% of respondents or less in 2015)	23	-	-	-
Don't Know/Not Stated	3	5	4	5

*Multiple responses

When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents each suggested better traffic flow or road development and better budgeting, in general. See Table 25, below.

Table 25

Is there anything else you would like to suggest regarding the planning of the 2016 budget and onward for the City of Leduc?				
	Percent of Respondents*			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
No further suggestions	77	76	77	75
Yes; specify:	18	19	18	18
Better use of funds/better budgeting in general	3	2	4	2
Better traffic flow/control/road development	3	2	2	2
Better future/long term planning/growth planning	2	3	1	1
Reduce taxes/reduce tax increases	2	2	2	2
Fewer raises for City Council/tighten administration costs	2	2	<1	-
Better garbage collection/recycling services	2	<1	<1	1
Other (1% of respondents or less in 2015)	6	-	-	-
Don't Know/Not Stated	5	5	5	8

*Multiple responses

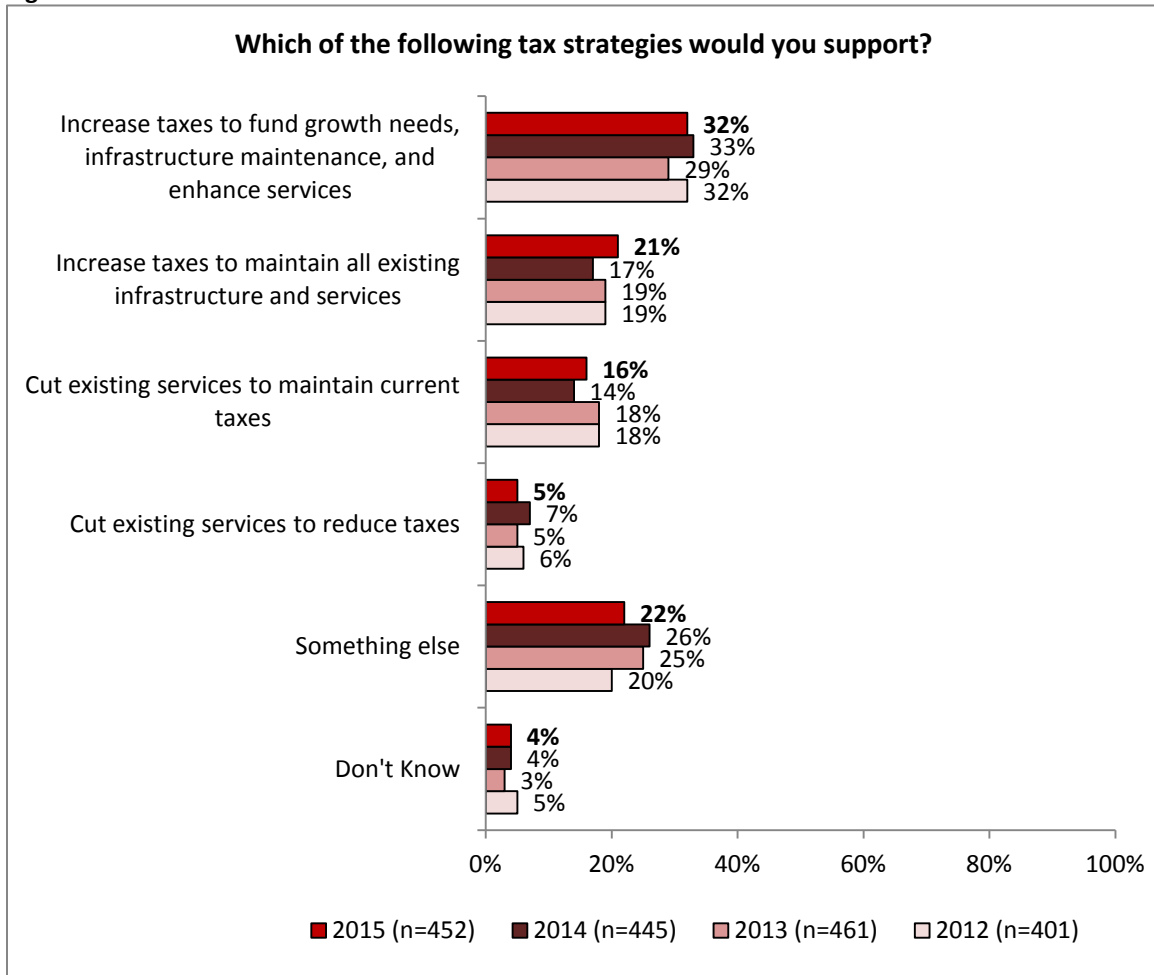
4.4 City of Leduc Services and Infrastructure

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 one-third of the respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, statistically comparable to 33%, as reported in 2014.

Nearly one-quarter of the respondents (22%) indicated support for a different tax strategy; responses provided by at least 2% of all respondents included the following:

- Should budget better/spend wisely/better management (7% of all respondents);
- Reduce administration/council salary/reduce amount of staff (4%);
- Maintain tax levels, keep existing services (3%); and
- Maintain tax levels, fund through growth (2%).

Figure 13



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have **increasing taxes to fund growth needs, maintain infrastructure, and enhance services** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (36%) versus those who felt they received “fair” or “poor” value (18%);
- Those aged 18 to 34 (36%), 35 to 54 (34%) and 55 to 64 (33%) versus those 65 or older (16%); and
- Those who are employed full- or part-time (36%) versus those who are unemployed (23%).

Respondent subgroups significantly more likely to have supported **increasing taxes to maintain all existing infrastructure and services** included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (25%) versus those who felt they received “fair” or “poor” value (9%);
- Those aged 65 or older (34%) versus those aged 35 to 54 (17%) and 55 to 64 (17%);
- Those who do not have children in their household (27%) versus those who do (16%); and
- Those who are unemployed (28%) versus those who are employed full- or part-time (19%).

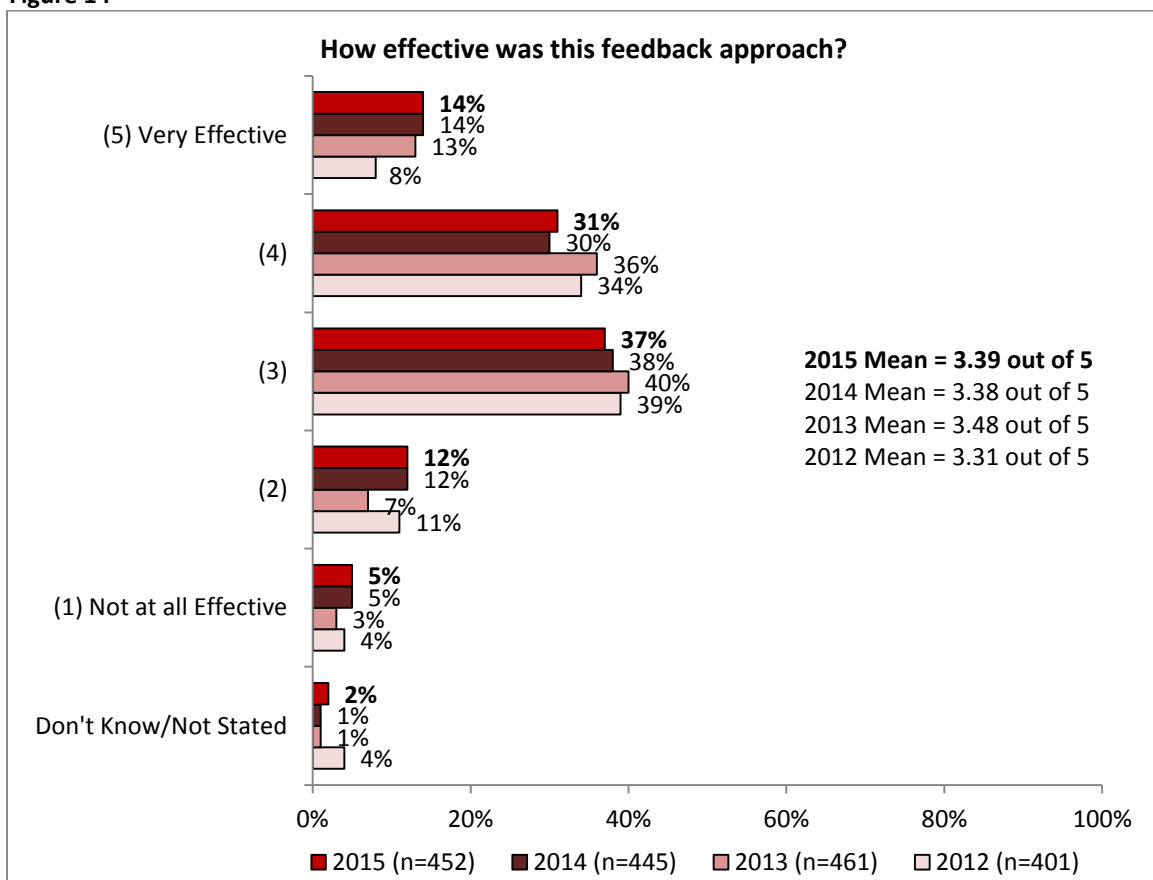
Those who felt they received “fair” or “poor” value for their tax dollars (11%) were significantly more likely to have supported **cutting existing services to reduce taxes** versus those who felt they received “good,” “very good,” or “excellent” value (3%).

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-five percent (45%) of the respondents provided ratings of 4 (31%) or 5 (14%) out of 5, statistically comparable to 44% in 2014.

More than one-third (37%) provided a neutral rating (3 out of 5), while 16% of the respondents indicated that the approach was not effective, with ratings of 1 (5%) or 2 (12%) out of 5. See Figure 14, below.

Figure 14



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have **felt the research approach was effective** (ratings of 4 or 5 out of 5) included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (50%) versus those who felt they received “fair” or “poor” value (30%); and
- Those who do not have seniors in their household (48%) versus those who do (32%).

Respondents who felt that the feedback approach was effective or who felt neutral (n=378) (ratings of 3, 4, or 5 out of 5) most often explained that they were glad to have the opportunity to provide feedback (18%). 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*			
	2015 (n=378)	2014 (n=372)	2013 (n=407)	2012 (n=323)
Gave the opportunity to express an opinion/liked being heard/important to gather opinions	18	17	17	15
Not educated/informed enough about the topic/more information was needed	6	8	10	8
More convenient method of getting peoples' opinions/can answer on ones' own time	6	4	1	6
Survey did not address all issues/not thorough enough	6	4	3	1
All of the right topics/issues were addressed/asked relevant questions	6	-	1	3
Survey was good/good method (in general)	5	4	9	2
Not sure how effective survey is/unsure of impact	4	6	-	-
Good information was provided/good visuals	4	4	1	3
Will have to wait and see what happens with the budget to determine effectiveness	4	2	1	3
Council does not listen to residents/will not do anything with the collected information	3	4	1	3
Other (2% of respondents or less in 2015)	10	-	-	-
Don't Know/Not Stated	41	37	40	38

*Multiple responses

Those who felt that the feedback approach was less effective (n=64) (ratings of 1 or 2 out of 5) explained that they felt too uninformed about budget planning (17%). 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)	Percent of Respondents*			
	2015 (n=64)	2014 (n=66)	2013 (n=48)	2012 (n=62)
Not educated/informed enough about the topic to answer/more information needed	17	19	15	21
Council does not listen to residents/will not do anything with information collected	8	15	29	16
Need to complete other research methods to gather information	8	-	2	2
Survey did not address all the issues/not thorough enough	7	4	-	3
No way to know how effective survey was/unsure of impact	5	5	-	-
Did not like the open-ended questions/too many open-ended questions	4	1	-	5
Gave the opportunity to express an opinion/liked being heard/important to gather opinions	3	1	1	2
Other (single mentions in 2015)	5	9	-	-
Don't Know/Not Stated	47	30	39	29

*Multiple responses

4.6 Respondent Demographics

Tables 28 and 29, below and on the following page, demonstrate the demographic breakdown of residents surveyed for the 2016 City of Leduc Budget Planning Survey.

Table 28

	Percent of Respondents			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
Age				
18 to 24 years of age	4	4	4	2
25 to 34 years of age	31	32	32	14
35 to 44 years of age	18	18	18	21
45 to 54 years of age	18	17	17	22
55 to 64 years of age	14	14	12	18
65 years of age and older	13	14	16	22
Not Stated	3	2	1	2
Mean	45.1 years	44.6 years	45.7 years	50.8 years
Percent of Households with at Least One (1) Person in Each Age Group				
7 years of age and younger	31	37	38	22
8 to 12 years of age	21	16	13	14
13 to 18 years of age	13	16	14	16
19 to 44 years of age	64	66	63	54
45 to 64 years of age	42	43	38	52
65 years of age and older	18	16	17	24
Not Stated	2	3	2	3
Mean Household Size	3.16 people	3.22 people	3.04 people	2.86 people
Employment Status				
Working Full-Time (including self-employment; >30 hours /week)	63	59	64	54
Retired	14	14	13	24
Homemaker	9	8	9	7
Working Part-Time (including self-employment; ≤30 hours/week)	8	11	10	12
Not Employed	3	4	3	2
Student	1	3	1	1
Not Stated	1	1	<1	1

Table 29

	Percent of Respondents			
	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
Neighbourhood				
South Fork	12	6	7	3
Corinthia Park	10	8	11	11
Bridgeport	9	13	11	8
South Park	8	11	10	12
Windrose	7	8	6	7
Leduc Estates	7	4	6	6
Lakeside Estates	6	5	4	5
Suntree	6	3	5	4
Caledonia Park	4	6	6	7
Tribute	4	6	4	4
Deer Valley	4	5	6	4
Meadowview Park	4	5	5	5
South Telford	4	3	3	3
West Haven Park	3	4	-	-
Willow Park	3	4	4	6
Linsford Park	2	4	2	3
West Haven Estates	2	3	5	6
Robinson	2	1	1	-
Alexandra Park	1	2	2	4
North Telford	<1	<1	<1	1
Not Stated	3	2	2	4
Home Ownership				
Own	92	89	88	91
Rent	7	9	11	7
Not Stated	1	2	1	2
Are you a City of Leduc Employee?				
Yes	4	5	7	4
No	95	94	93	94
Not Stated	1	1	<1	2

APPENDIX A – SURVEY INSTRUMENT



2016 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. In 2015, the City is seeking input from citizens to assist in the 2016 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 <https://banister.ab.ca/leducbudget16/>

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 2016.

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, 2015**.

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.

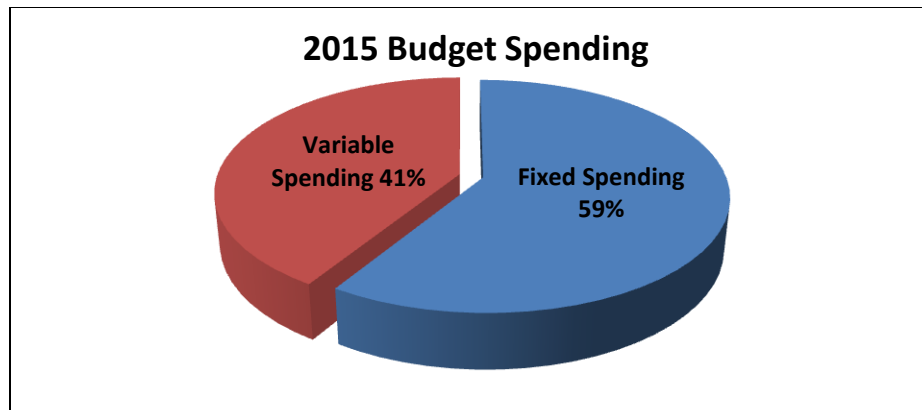
1. What would you say are the most important priorities facing the City of Leduc Council today related to the budget process?

2. In 2015, approximately 26% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 74% 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?

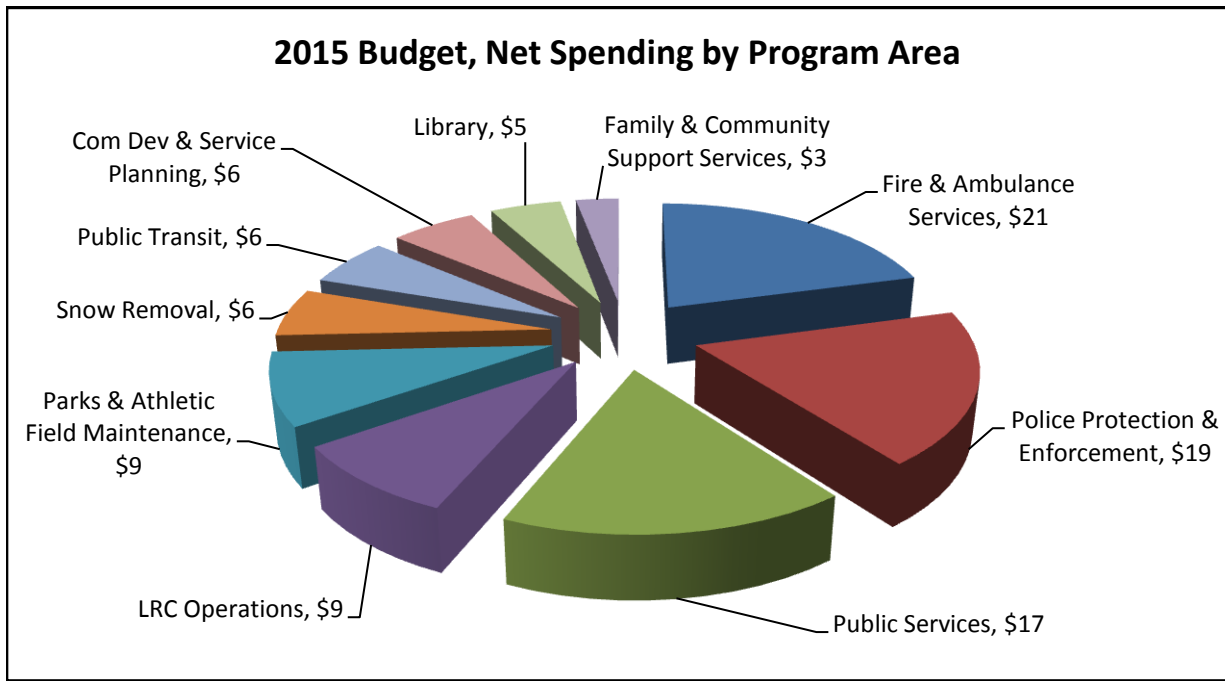
4. The City of Leduc budget includes two spending categories:



- **Fixed Spending** (59%) 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** (41%) 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 2015. Please see the graph below.



How would you adjust the variable spending for 2016?

Variable Spending Category	Description of Services	Dollars Spent in 2015	Increase or Decrease Spending, Remain the same in 2016 (select one)	Why would you make this change? (please record your answer below, and use the back of the page if needed)
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	
Police Protection & Enforcement Services	RCMP contract and detachment administrative support. Community safety, animal control and other bylaw enforcement.	\$19.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <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.	\$17.00	<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).	\$9.00	<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.	\$6.00	<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.	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Public Transportation	Leduc Transit provides service locally in Leduc and a commuter service to Edmonton and Nisku; and a specialized transportation service (LATS)..	\$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.	\$3.00	<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 2016 and beyond?

Yes; please specify

No

7. Is there anything else you would like to suggest regarding the planning of the 2016 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"/> South Fork |
| <input type="checkbox"/> Bridgeport | <input type="checkbox"/> South Park |
| <input type="checkbox"/> Caledonia Park | <input type="checkbox"/> South Telford |
| <input type="checkbox"/> Corinthia Park | <input type="checkbox"/> Suntree |
| <input type="checkbox"/> Deer Valley | <input type="checkbox"/> Tawa Landings |
| <input type="checkbox"/> Lakeside Estates | <input type="checkbox"/> Tribute |
| <input type="checkbox"/> Leduc Estates | <input type="checkbox"/> West Haven Estates |
| <input type="checkbox"/> Linsford Park | <input type="checkbox"/> West Haven Park |
| <input type="checkbox"/> Meadowview Park | <input type="checkbox"/> Willow Park |
| <input type="checkbox"/> North Telford | <input type="checkbox"/> Windrose |
| <input type="checkbox"/> Robinson | |

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
1)

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 2016. 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.