

2016 Budget Planning Survey
Stakeholder Survey Results
Final Report

June 26, 2015



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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 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, 179 respondents completed the survey.

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

City Council Budget Process

- Stakeholders 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 quarter of respondents (22%) indicated that maintaining or improving infrastructure is a priority, followed by 18% who mentioned maintaining or lowering taxes.
- 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. Nearly three quarters of the respondents (73%) rated the value received for property taxes as “good” (36%), “very good” (29%), or “excellent” (8%). Twenty-five percent (25%) rated the value as either “fair” (16%) or “poor” (9%).
 - Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=131) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (22%). Twelve percent (12%) of the respondents reported that the City is well maintained and looks nice and clean.
 - Respondents who felt they received “fair” or “poor” value for their tax dollars (n=45) were most often dissatisfied with road maintenance, snow removal and sidewalk maintenance (18%). Sixteen percent (16%) of respondents reported poor budget planning or overspending, and that taxes are too high.

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:
 - Police Protection & Enforcement Services (38% would increase spending);
 - Family & Community Support Services (31%); and
 - Public Services (28%).
- Areas in which respondents would most frequently **decrease** spending included:
 - Leduc Recreation Centre Operations (23% would decrease spending);
 - Community Development and Service Planning (21%); and
 - Library Services (20%).
- 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. Ten percent (10%) of all respondents reported that the City needs better traffic flow control and management, followed by 6% who mentioned that the City should balance the budget.
- When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents suggested ensuring that funds are budgeted efficiently, and that there are fewer raises for city council.

City of Leduc Services and Infrastructure

Respondents were asked which of four (4) tax strategies they would support to balance the City budget. More than three out of ten respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, comparable to 29%, as reported in 2014.

- Twenty-eight percent (28%) indicated support for a different tax strategy; responses were as follows:
 - Reduce administration/council salary/reduce amount of staff (8%);
 - Should budget better/spend wisely/better management (7%);
 - Maintain tax levels, keep existing services (6%);
 - Maintain tax levels, funding through growth (3%); and
 - Other (1% or less) - (7%).

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-seven percent (47%) of the respondents provided ratings of 4 (35%) or 5 (12%) out of 5, an increase from 40% in 2014.
 - Four out of ten respondents (40%) provided a neutral rating (3 out of 5), while 12% of the respondents indicated that the approach was not effective, with ratings of 1 (2%) or 2 (10%) out of 5.

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 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 2016 budget. In total, 179 respondents completed the survey, available online from May 1st to May 31st, 2015.

This report outlines the results for the 2016 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 2015 survey instrument 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 includes 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 1st to May 31st, 2015, during which time a total of 179 surveys were completed, providing a margin of error no greater than $\pm 7.3\%$ 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).

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, stakeholders 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 quarter of respondents (22%) indicated that maintaining or improving infrastructure is a priority, followed by 18% who mentioned maintaining or lowering taxes. See Table 1, on the next page.

Table 1

What are the most important priorities facing the City of Leduc Council today?				
	Percent of Respondents*			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Improving/maintaining infrastructure (in general)	22	18	12	12
Maintaining taxes/keeping taxes the same/lowering taxes	18	29	23	15
Traffic/traffic control/flow/access/crossings	15	5	12	11
Controlling overcrowding/rapid growth/future growth	15	25	5	11
Road/sidewalk maintenance/snow removal/more sidewalks	12	10	27	15
Schools/education concerns	11	5	4	8
Annexation by Edmonton	9	3	4	-
Budget concerns/having a surplus/better budgeting	8	19	16	13
Increasing drug problems/crime/police/safety/bylaw enforcement	6	8	11	10
Maintaining/improving City services/more funds for services	6	7	12	5
Health care concerns/more facilities/services/staff	5	2	6	-
Improve emergency services (e.g., fire/ambulance)	5	10	9	11
Affordable/available recreation services/fitness programs/sports programs	4	2	1	17
Invest in the community/community development	3	-	-	2
Public transit services/LATS needed/should be improved	3	3	2	4
Encouragement of more businesses/amenities/local businesses/increase tax base	3	4	4	6
Better municipal planning/keeping up with growth	3	9	7	2
Maintenance/improvement of City facilities/recreation facilities/library/outdoor facilities	3	5	7	3
Other (2% of respondents or less in 2015)	18	-	-	-
Don't Know/Not Stated	16	12	11	16

*Multiple responses

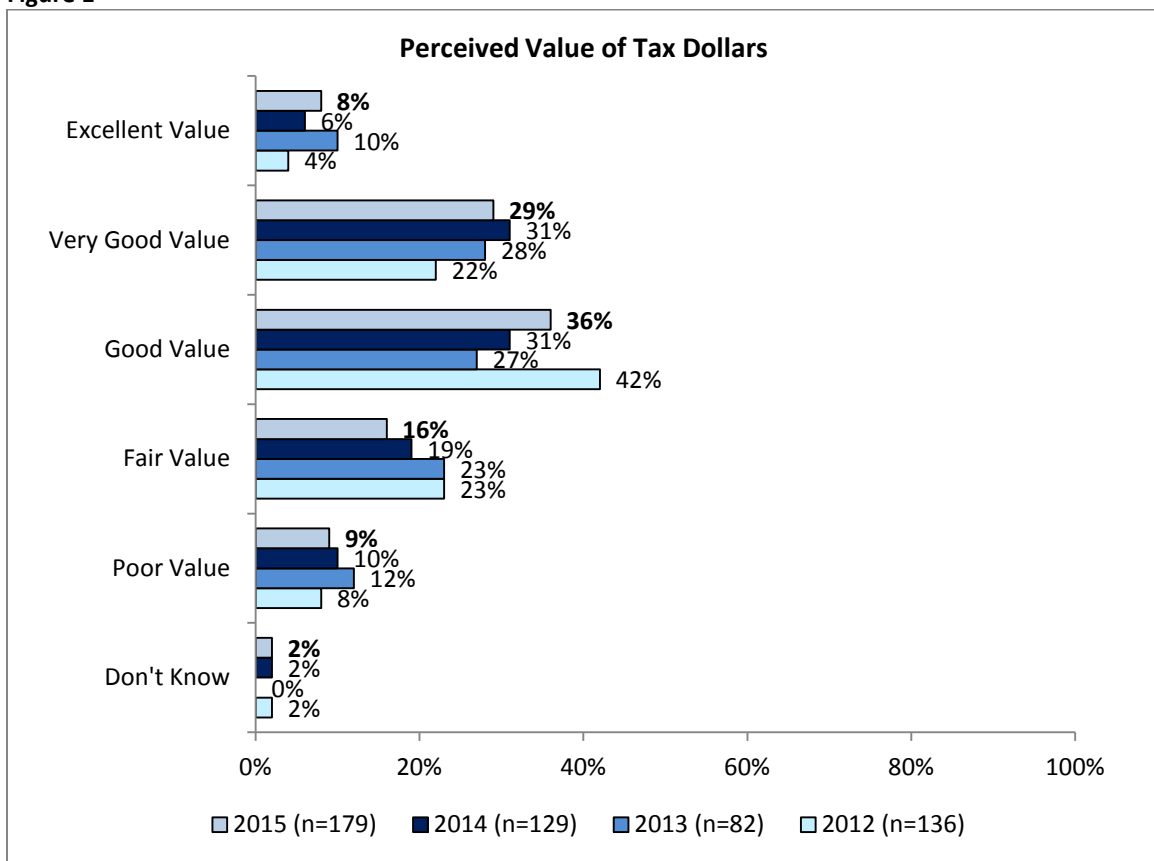
Next, respondents were provided with the following information:

"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, nearly three quarters of the respondents (73%) rated the value received for property taxes as “good” (36%), “very good” (29%), or “excellent” (8%). Twenty-five percent (25%) rated the value as either “fair” (16%) or “poor” (9%).

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.

Figure 1



Respondents who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=131) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (22%). Twelve percent (12%) of the respondents reported that the City is well maintained and looks nice and clean. 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=131)	2014 (n=88)	2013 (n=53)	2012 (n=92)
Good snow removal/road maintenance/sidewalk maintenance	22	14	25	14
City is well-maintained/looks nice/clean	12	7	8	5
Enjoy the parks/multi-way trails/green space/open space/good maintenance	9	7	13	5
Good recycling program/garbage collection/composting program	9	3	6	4
Lots of recreational services/good recreational facilities	8	3	4	9
Taxes are too high for services received/unreasonable taxes	6	10	6	5
Good level of services (in general)	5	9	8	10
Always room for improvement	5	-	2	-
Safe place to live/good policing	5	-	2	3
Need better road maintenance/snow removal/sidewalk maintenance/more paving	5	5	2	5
Good library services/library is affordable	4	1	-	2
Schools are over-crowded/need more schools/better education system	4	-	-	-
Good planning for growth/municipal planning/forward thinking	4	2	2	2
Other (3% of respondents or less in 2015)	25	-	-	-
Don't Know/Not Stated	31	39	34	35

*Multiple responses

Respondents who felt they received “fair” or “poor” value for their tax dollars (n=45) were most often dissatisfied with road maintenance, snow removal and sidewalk maintenance (18%). Sixteen percent (16%) of respondents reported poor budget planning or overspending, and that taxes are too high. 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=45)	2014 (n=38)	2013 (n=29)**	2012 (n=42)
Need better road maintenance/snow removal/sidewalk maintenance	18	18	28	17
Poor budget planning/overspending	16	21	7	14
Taxes are too high/always increasing/poor value received	16	13	17	10
Pay same taxes/receive less service (e.g., certain areas; types of housing)	9	13	-	-
Schools are over-crowded/need more schools/too many school fees/poor funding	7	3	-	5
Poor productivity from City workers/too many employees/high costs	7	8	3	-
Poor traffic flow/traffic control/need better traffic control planning	7	-	3	17
Too many unnecessary projects/services	7	-	17	5
Lack of policing/bylaw enforcement/poor service	7	5	3	2
Poor/lack of infrastructure/maintenance/development of infrastructure	7	3	3	-
Other (single mentions in 2015)	11	24	-	-
Don't Know/Not Stated	18	18	21	19

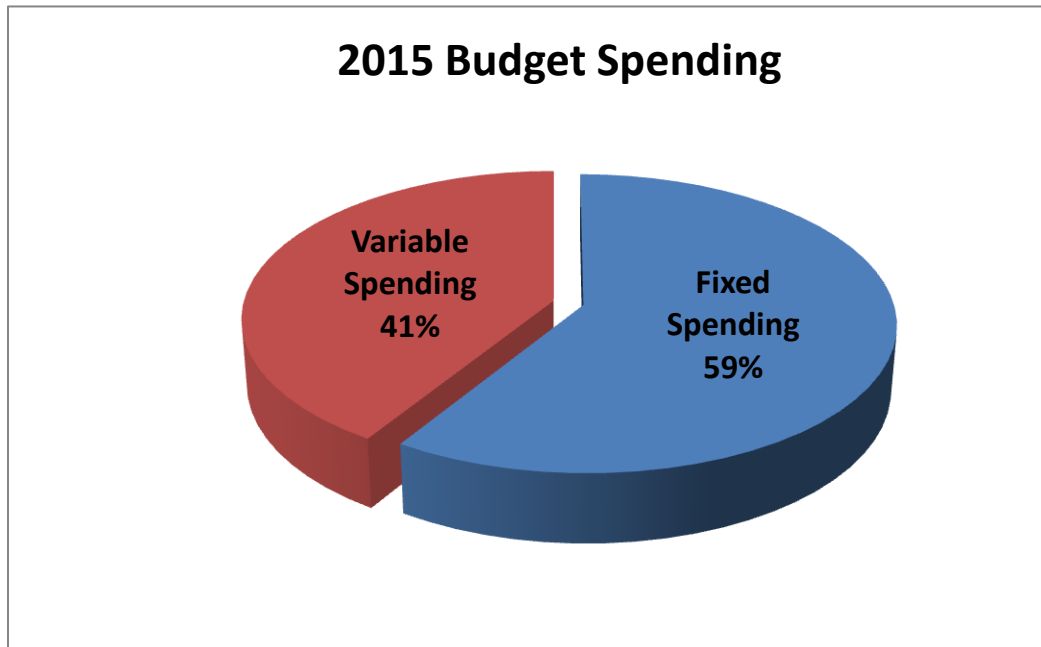
*Multiple responses

**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:

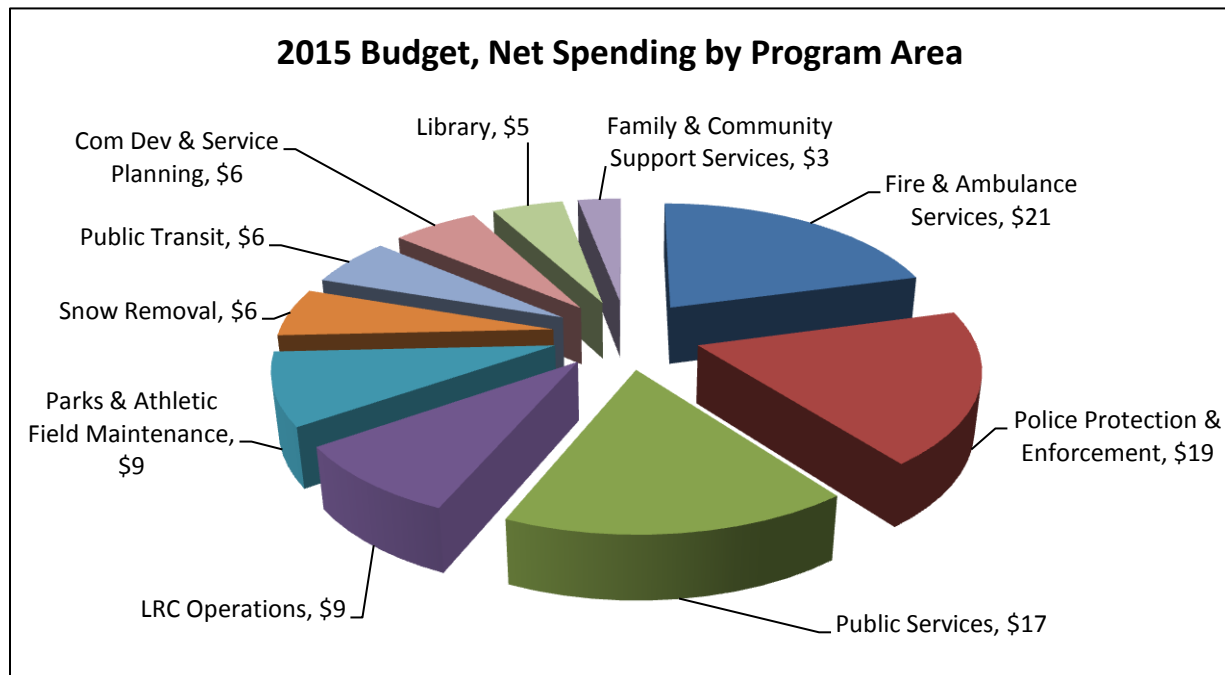


Fixed Spending (59%) include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:

- 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.”



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:

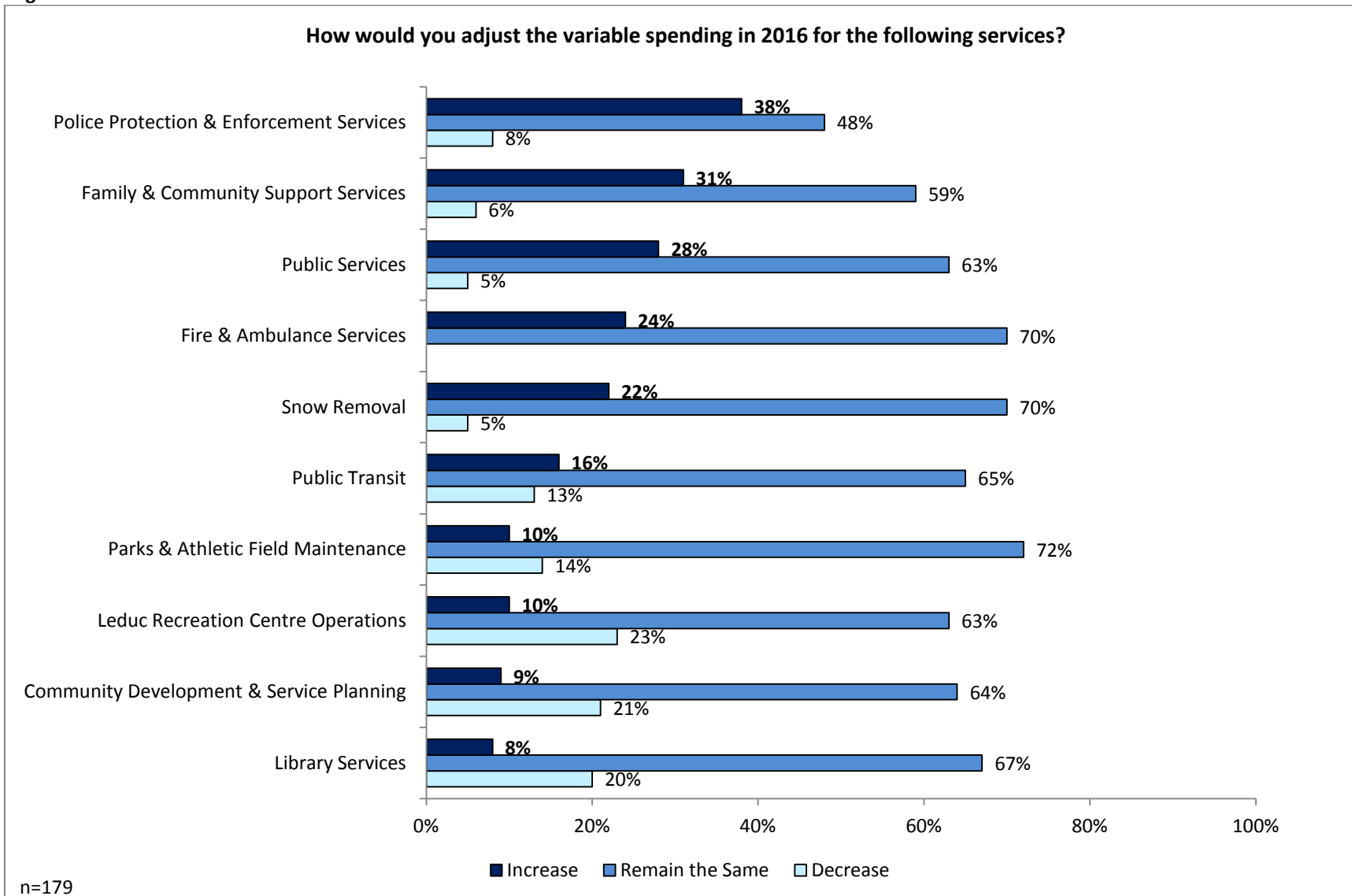
- Police Protection & Enforcement Services (38% would increase spending);
- Family & Community Support Services (31%); and
- Public Services (28%).

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

- Leduc Recreation Centre Operations (23% would decrease spending);
- Community Development and Service Planning (21%); and
- Library Services (20%).

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.

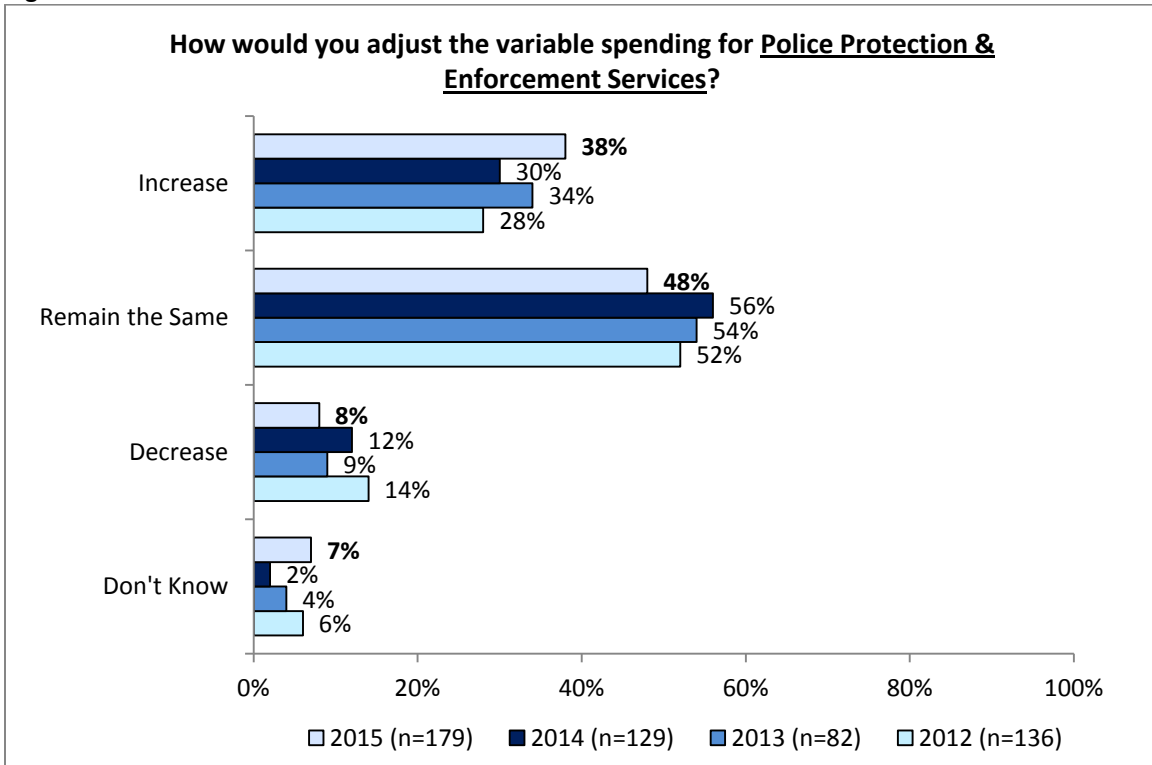
Figure 2



4.2.2 Police Protection & Enforcement Services

As shown in Figure 3, below, 38% of the respondents would increase spending on *Police Protection and Enforcement Services* (an increase from 30% in 2014). Nearly half of the respondents (48%) would keep funding the same (a decrease from 56% in 2014), while 8% would decrease spending (a decrease from 12% in 2014).

Figure 3



Respondents who would **increase** spending on *Police Protection and Enforcement Services* (n=68) most often explained that Leduc needs more funding due to population growth (28%), followed by 12% who reported that community safety is important. 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=68)	2014 (n=39)	2013 (n=28)**	2012 (n=38)
More funding needed due to population growth	28	26	11	8
Community safety is important/need to keep the community safe	12	5	14	3
Need more police presence/more officers needed	10	36	14	16
Crime is increasing/need to keep crime down	7	18	4	3
Drug problems are increasing	3	5	-	-
Other (single mentions in 2015)	6	13	-	-
Don't Know/Not Stated	44	36	46	61

*Multiple responses

Respondents who would **decrease** spending on *Police Protection and Enforcement Services* (n=14) most often felt that more of a police presence is needed (n=5). 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	Number of Respondents*			
	2015 (n=14)**	2014 (n=15)**	2013 (n=7)**	2012 (n=13)**
Need more police presence/more officers needed/more enforcement	5	1	-	-
Already have enough police presence/should be less presence	4	3	2	1
Crime is increasing/need to keep crime down	1	-	-	-
Don't Know/Not Stated	5	6	3	9

*Multiple responses

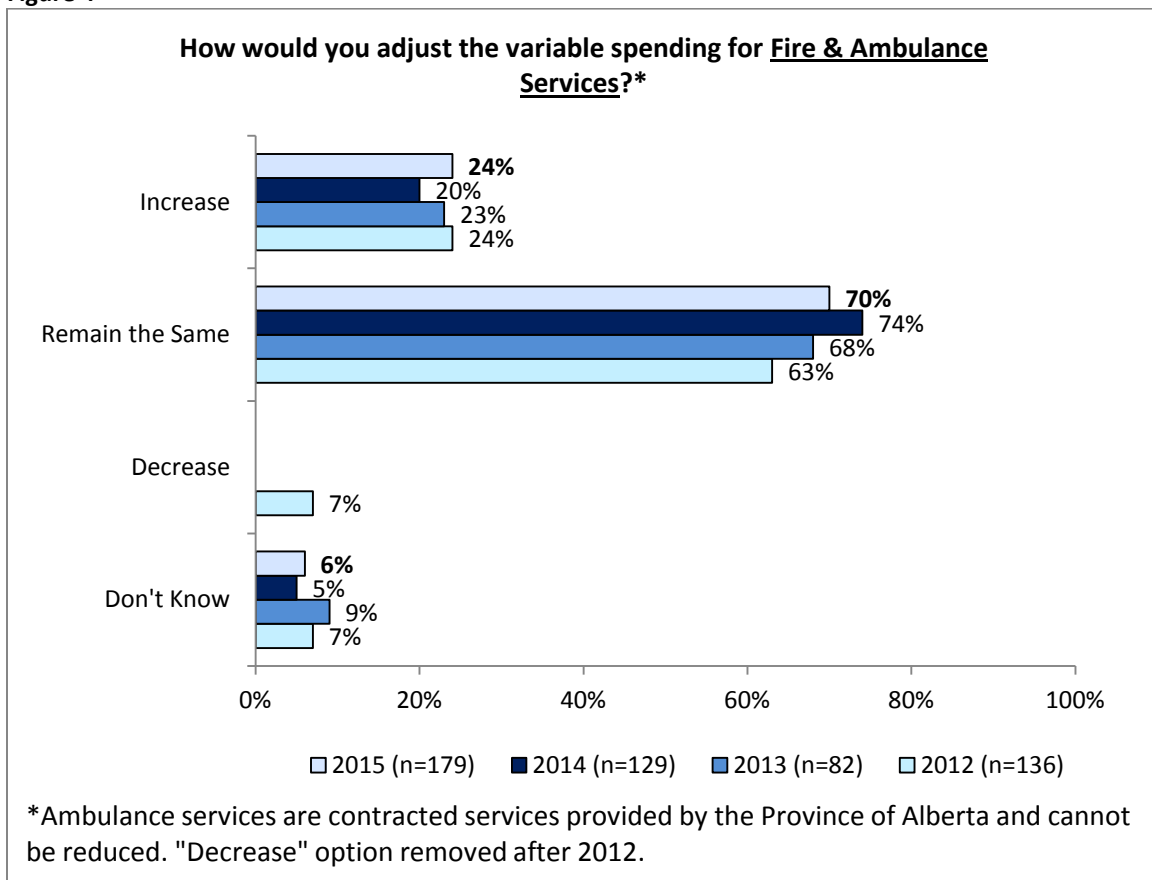
**Use caution interpreting results when n<30

4.2.3 Fire & Ambulance Services

Nearly one-quarter of the respondents (24%) would increase spending on *Fire and Ambulance Services*, comparable to 20% in 2014. The majority of respondents (70%) would keep funding the same, a decrease from 74% 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 and 2015 survey years.

Figure 4



Respondents who would **increase** spending on *Fire and Ambulance Services* (n=43) most often explained that additional funding is needed due to population growth (n=12). Eight (n=8) respondents felt that fire services are an essential service to the community. See Table 6, below.

Table 6

Why would you <u>increase</u> spending on <u>Fire & Ambulance Services</u>?				
Base: Respondents who would increase spending in this category for the 2016 budget	Number of Respondents*			
	2014 (n=43)	2014 (n=26)**	2013 (n=19)**	2012 (n=33)
Additional funding is needed due to population growth/keep up with demand	12	7	2	3
Essential service to the community	8	2	1	-
Response time needs to improve	3	-	-	3
Lack of fire services/need another fire hall	2	4	1	11
Ambulance service is lacking	2	-	-	-
Equipment could be upgraded	1	7	-	-
Don't Know/Not Stated	18	14	13	18

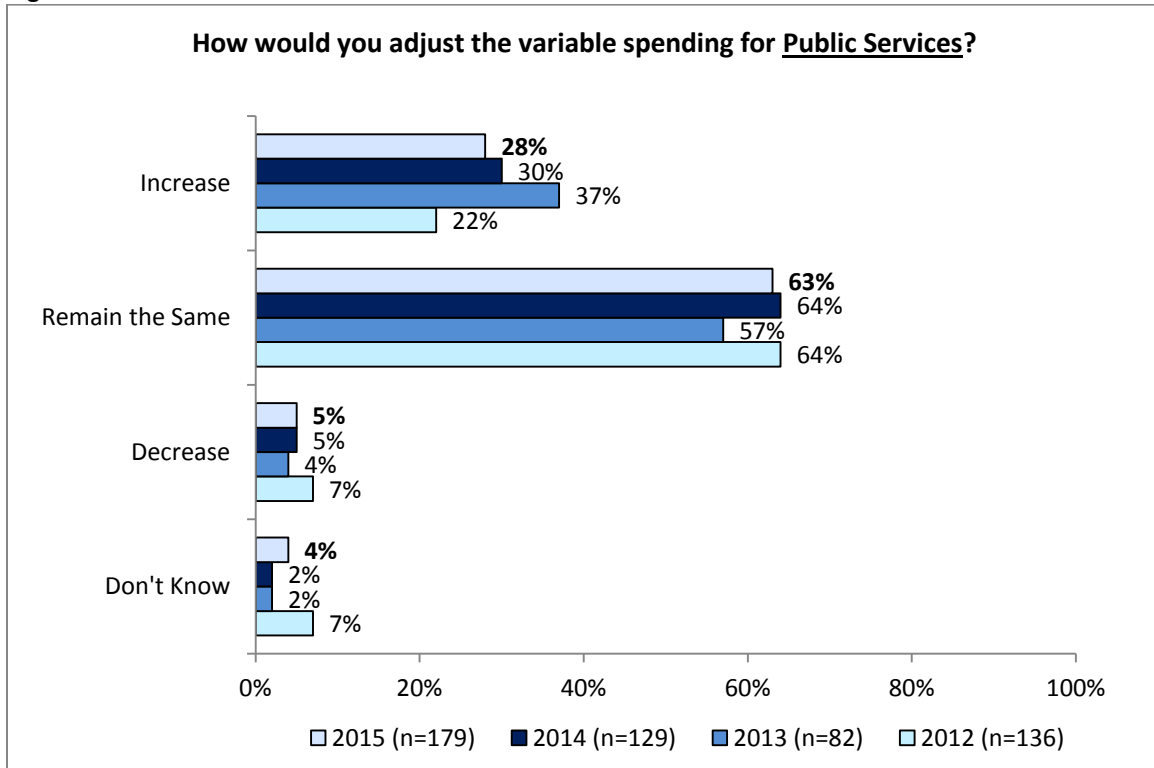
*Multiple responses

**Use caution interpreting results when n<30

4.2.4 Public Services

More than a quarter of respondents (28%, comparable to 30% in 2014) would increase spending on *Public Services*, while 63% would keep spending the same (comparable to 64% in 2014). Five percent (5%) would decrease spending, the same as 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 (11%) 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 (3%).

Respondents who would **increase** spending on *Public Services* (n=50) most often felt that road maintenance needs improvement (12%), followed by 8% who reported that an increase is needed to keep up with City development and population growth, and more money should be spent to prevent overspending in the future. 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=50)	2014 (n=38)	2013 (n=30)	2012 (n=30)
Road maintenance needs to improve	12	18	17	13
Increase to keep up with development/growth	8	16	10	10
Need more money spent on this area/spend to prevent over spending in the future	8	5	10	7
Traffic signals need to be synchronized/improve traffic controls/flow	2	3	-	-
Sidewalk maintenance	2	-	-	7
More money should be spent on snow removal/need better snow removal	2	-	-	7
Poor worker productivity/too many staff/need to be more efficient	2	-	-	-
City/staff does a good job/keep up the good work	2	-	3	-
Don't Know/Not Stated	64	53	60	53

***Multiple responses**

Two (n=2) out of nine (n=9) respondents who would **decrease** spending on *Public Services* explained that there is poor worker productivity and that staff need to be more efficient. 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=9)**	2014 (n=7)**	2013 (n=3)**	2012 (n=9)**
Poor worker productivity/too many staff/need to be more efficient	2	1	1	1
Money could be used in other areas of the budget	1	3	-	-
More money should be spent on snow removal/need better snow removal	1	-	-	-
Need more money spent on this area/spend to prevent overspending in the future	1	1	-	-
Dislike that the same work is redone annually/should plan better so it is not necessary	1	-	-	2
Don't Know/Not Stated	3	3	1	4

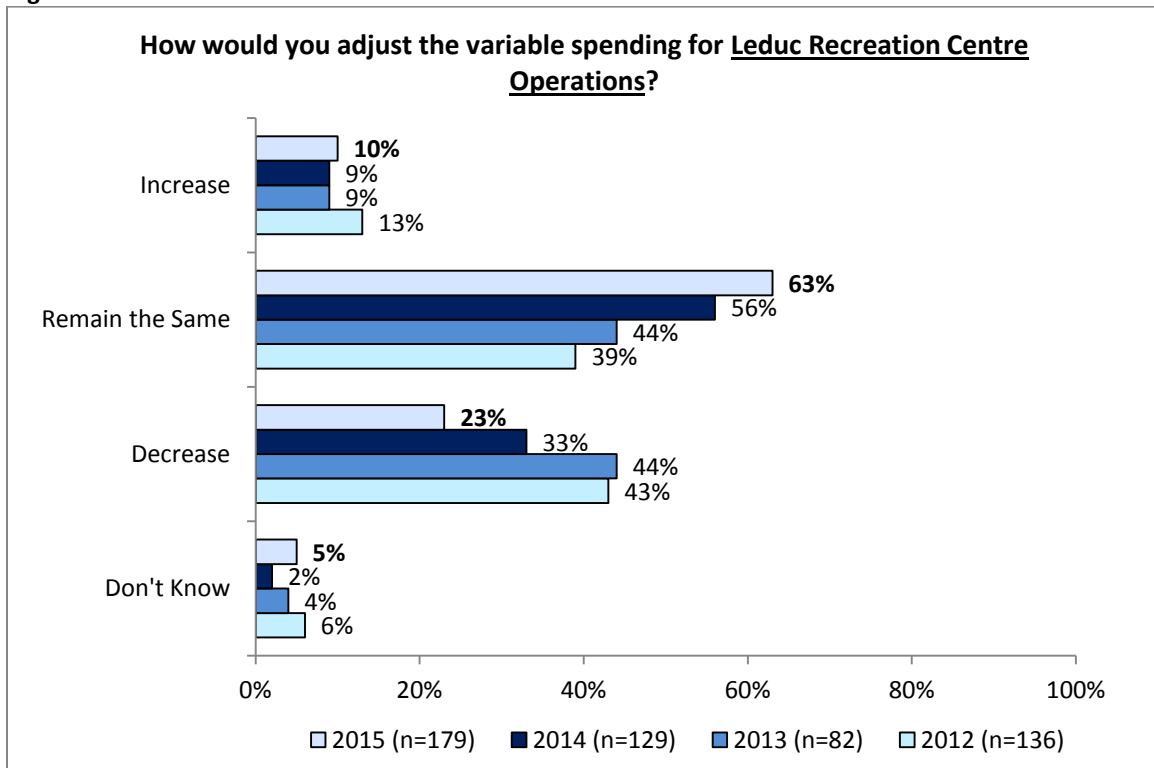
*Multiple responses

**Use caution interpreting results when n<30

4.2.5 Leduc Recreation Centre Operations

Ten percent (10%) of the respondents would increase spending on *Leduc Recreation Centre Operations*, comparative to 9% in 2013. Sixty-three percent (63%) would keep funding the same (an increase from 56% in 2014), while 23% would decrease funding (a decrease from 33% in 2014). See Figure 6, below.

Figure 6



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (44%) 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 (16%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (72%) were significantly more likely to have chosen to have spending **remain the same** on *Leduc Recreation Centre Operations* versus those who felt they received “fair” or “poor” value (42%).

Respondents who would **increase** spending on *Leduc Recreation Centre Operations* (n=17) most often explained that this area needs increased funding in order to lower user fees (n=3), and that the centre makes Leduc a better community for residents (n=2). 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 2016 budget	Number of Respondents*			
	2015 (n=17)**	2014 (n=12)**	2013 (n=7)**	2012 (n=17)**
Increase funding to lower fees/fees are too expensive	3	4	2	7
Makes Leduc a better community for residents/very important to the community	2	-	1	-
Keeps youths/young adults away from crime	1	-	-	-
Other areas of Leduc need funding more (ex. Fire/police)/ recreation is not an essential service	1	-	-	-
Facility should offer more programs	1	1	-	1
Leduc Recreation Centre is a good facility	1	1	1	-
Pool needs to be updated/expanded	1	-	-	1
Don't Know/Not Stated	8	6	4	7

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Leduc Recreation Centre Operations* (n=41) most often felt that user fees should be increased to offset operating costs (29%), the same response given in 2014. See Table 10, below.

Table 10

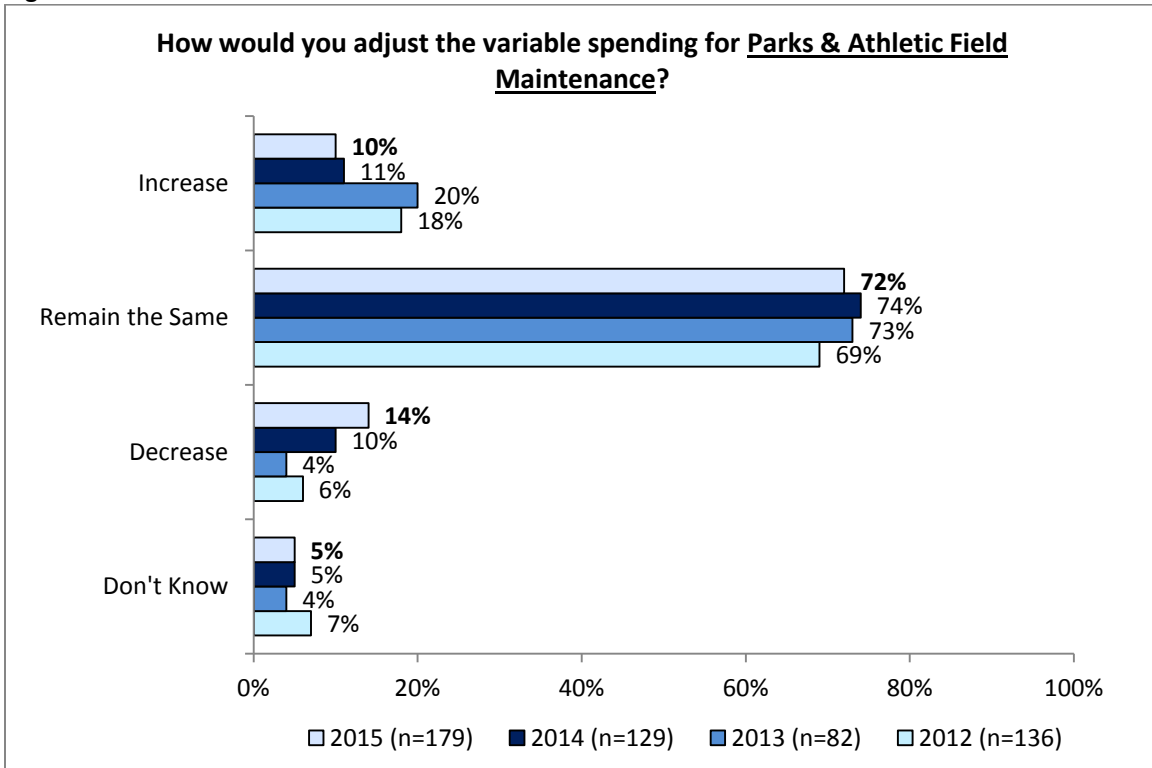
Why would you <u>decrease</u> spending on <u>Leduc Recreation Centre Operations</u>?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Percent of Respondents*			
	2015 (n=41)	2014 (n=42)	2013 (n=36)	2012 (n=58)
Fees should be increased to offset operating costs/users should pay for facility	29	29	17	9
Facility should be more self-sustaining	12	12	8	7
Too much of the budget is going to the Recreation Centre	5	26	11	12
Makes Leduc a better community for residents/very important to the community	5	-	-	-
Cost is too high for the amount of people that use the facility/not enough use it	5	-	-	-
Other areas need the funding more (e.g., fire/police)	5	7	8	7
Facility is too expensive to operate/too much debt to the City	5	-	-	-
Facility needs to be better managed/managed more efficiently	5	-	-	-
Other (single mentions in 2015)	7	-	-	-
Don't Know/Not Stated	24	24	42	48

***Multiple responses**

4.2.6 Parks & Athletic Field Maintenance

Ten percent (10%) of the respondents would increase spending on *Parks and Athletic Field Maintenance* (comparable to 11% in 2014), while 72% would keep spending the same (comparable to 74% in 2014). Fourteen percent (14%) would decrease spending, an increase from 10% in 2014. See Figure 7, below.

Figure 7



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (24%) were significantly more likely to have chosen to **decrease** spending on Leduc Parks and Athletic Field Maintenance versus those who felt they received “good,” “very good,” or “excellent” value (10%).

Respondents who would **increase** spending on *Parks and Athletic Field Maintenance* (n=17) most often explained that maintenance needs to increase if there are more parks (n=4). See Table 11, below.

Table 11

Why would you <u>increase</u> spending on Parks & Athletic Field Maintenance?				
Base: Respondents who would increase spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=17)**	2014 (n=14)**	2013 (n=16)**	2012 (n=24)**
Maintenance needs to increase/would need to increase if parks increase	4	1	2	4
Need more attractions for the community/more parks/trails	2	1	-	1
Would make Leduc a popular place to live/would help Leduc	1	3	-	2
Need better pest control (e.g., mosquitoes)/add bat houses to reduce bugs	1	1	1	1
Need more weed control	1	1	-	2
Don't Know/Not Stated	8	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=25), three (n=3) each mentioned that funding should go to other departments and/or since the demand has decreased there was a need for less facilities. It is important to note that twelve (n=12) out of the twenty-five (n=25) respondents were unsure, or did not provide a response. See Table 12, below.

Table 12

Why would you <u>decrease</u> spending on Parks & Athletic Field Maintenance?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=25)**	2014 (n=13)**	2013 (n=3)**	2012 (n=8)**
Funding should go to other departments	3	-	-	-
Demand has decreased/need less facilities	3	-	-	-
Should be paid for through user fees, not taxes	2	-	-	1
Existing parks are not monitored enough/not enough monitoring at the skate park	1	-	-	-
Poor worker productivity/poor quality of work	1	1	-	-
Funding should be reduced (in general)	1	1	-	-
Have too many staff/over-staffed	1	-	-	1
Does not use facility	1	1	-	-
Don't Know/Not Stated	12	8	1	4

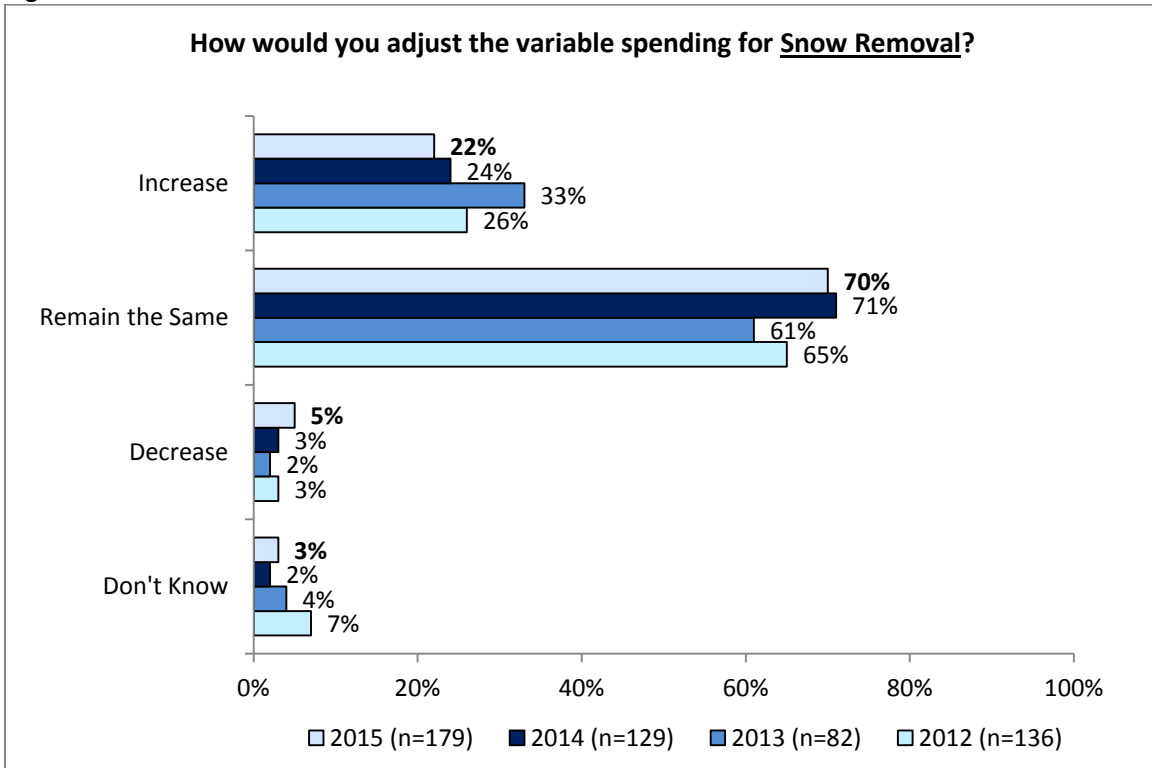
*Multiple responses

**Use caution interpreting results when n<30

4.2.7 Snow Removal

Just under one-quarter of the respondents (22%) would increase spending on *Snow Removal* (a decrease from 24% in 2014), while 70% would keep spending the same (comparable to 71% in 2014). Five percent (3%) would decrease spending, comparable to 2% in 2015. See Figure 8, below.

Figure 8



Respondents who would **increase** spending on *Snow Removal* (n=39) most often explained that snow removal needs to be done sooner or more frequently (15%), and that residential and side streets need to be done more often (15%). 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=39)	2014 (n=31)	2013 (n=27)**	2012 (n=35)
Snow removal needs to be done sooner/more frequently	15	10	7	3
Residential areas/side streets need to be done more/often not done	15	-	7	6
Snow removal service needs improvement (in general)	5	7	4	17
Poor road conditions/access/vehicles get stuck/reduced lanes	3	10	19	-
Should be combined with Public Services	3	-	-	-
Important to have safe roads/too many accidents/concerned about safety	3	3	4	3
Need to increase services to match growth	3	-	-	3
Icy conditions/need more sanding	3	-	4	-
Don't Know/Not Stated	51	61	63	66

*Multiple responses

Respondents who would decrease spending on Snow Removal (n=9) explained that there was too much sanding in some areas (n=3). 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=4)**	2013 (n=2)**	2012 (n=4)**
Too much sanding in some areas/wasteful Practices	3	-	-	-
Satisfied with snow removal	2	-	-	-
Better planning for snow removal is needed/better budgeting	1	2	-	-
Sidewalks need to be cleared	1	-	-	-
Don't Know/Not Stated	2	2	1	2

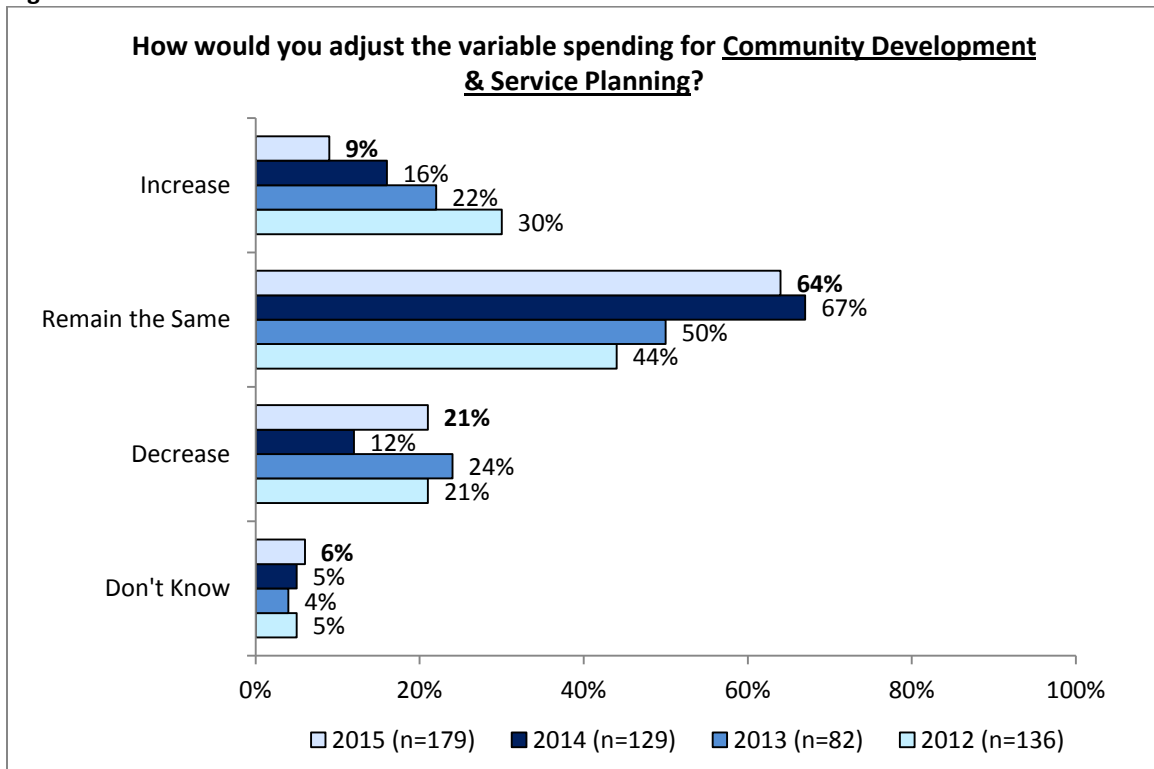
*Multiple responses

**Use caution interpreting results when n<30

4.2.8 Community Development & Service Planning

Nine percent (9%) of the respondents would increase spending on *Community Development and Service Planning* (a decrease from 16% in 2014), while 64% would keep spending the same (a decrease from 67% in 2013). Twenty-one percent (21%) would decrease spending, a significant increase from 12% in 2014. See Figure 9, below.

Figure 9



Selected Sub-Segment Findings

Those aged 18 to 34 (26%) were significantly more likely to have chosen to **increase** spending on *Community Development and Service Planning* versus those aged 35 to 54 (5%).

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

- Those who felt they received “fair” or “poor” value for their tax dollars (36%) versus those who felt they received “good,” “very good,” or “excellent” value (17%); and
- Those aged 35 to 54 (24%) versus those aged 18 to 34 (8%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (70%) were significantly more likely to have chosen to have spending **remain the same** on *Community Development and Service Planning* versus those who felt they received “fair” or “poor” value (53%).

Respondents who would **increase** spending on *Community Development and Service Planning* (n=16) most often explained that the City should put more money into these services, in general (n=2), increase the number of parks (n=2), and that community development and services are the future of Leduc (n=2). See Table 15, below.

Table 15

Why would you increase spending on Community Development & Service Planning ?				
Base: Respondents who would increase spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=16)**	2014 (n=21)**	2013 (n=18)**	2012 (n=41)
Should put more money into these services	2	3	2	-
Increase the number of parks (e.g., spray parks; playgrounds; off-leash areas; trails)	2	1	6	20
They are the future of Leduc/is an investment in the future/good cause	2	1	1	1
Need to plan for growth/costs associated with growth are inevitable	1	3	-	2
Need to keep youth occupied/increase in child and youth programs	1	-	-	-
Don't Know/Not Stated	8	13	7	14

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Community Development and Service Planning* (n=38) most often felt that community development is a waste of taxpayer money and/or is unnecessary (n=7). See Table 16, below.

Table 16

Why would you decrease spending on Community Development & Service Planning ?				
Base: Respondents who would decrease spending in this category for the 2016 budget	Number of Respondents*			
	2015 (n=38)*	2014 (n=16)**	2013 (n=20)**	2012 (n=28)**
Waste of tax money/not necessary	7	3	4	5
Increase parks (e.g. spray park, playgrounds, off-leash/trails)	1	-	-	-
Developers should build the playgrounds/developers should pay for more	1	-	-	-
Need to use budget efficiently/prioritize needs	1	2	5	-
Should eliminate Communities in Bloom	1	1	1	6
Could get the money from other areas of the budget	1	-	-	-
Poor value received (in general)	1	-	1	-
Department is over staffed	1	-	-	-
Don't Know/Not Stated	24	7	9	12

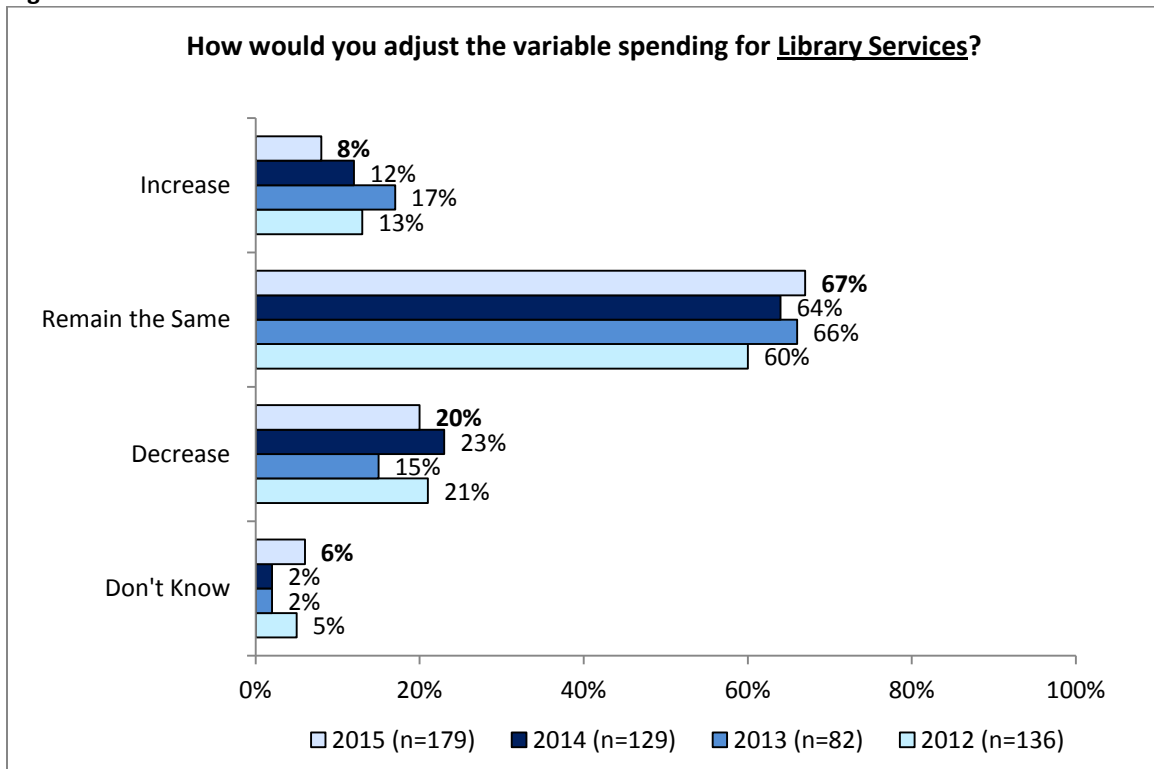
*Multiple responses

**Use caution interpreting results when n<30

4.2.9 Library Services

Eight percent (8%) of the respondents would increase spending on *Library Services*, a decrease from 12% in 2014. Just over two-thirds of the respondents (67%) would keep spending the same (comparable to 64% in 2014). Twenty percent (20%) would decrease spending, comparable to 23% in 2014. See Figure 10, below.

Figure 10



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (36%) were significantly more likely to have chosen to **decrease** spending on *Library Services* versus those who felt they received “good,” “very good,” or “excellent” value (15%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (73%) were significantly more likely to have chosen to have spending **remain the same** on *Library Services* versus those who felt they received “fair” or “poor” value (53%).

Respondents who would **increase** spending on *Library Services* (n=14) most often explained that the Library is a good investment (n=2). 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	Number of Respondents*			
	2015 (n=14)**	2014 (n=15)**	2013 (n=14)**	2012 (n=18)* *
Library is a good investment/receive good value	2	-	2	-
Library services are important to the community	1	4	-	1
City is growing/there will be an increase in demand in the future	1	1	-	-
Don't Know/Not Stated	10	10	9	12

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Library Services* (n=36) most often felt that the library is not used and that online resources are becoming increasingly popular (n=10). 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	Number of Respondents*			
	2015 (n=36)	2014 (n=29)**	2013 (n=12)**	2012 (n=29)**
Many people use online resources/library not used/needed	10	6	2	8
Funding should be allocated to other areas/priorities	4	1	-	-
Does not use/access the library	1	3	-	1
Need to expand the collection of books	1	-	-	-
Don't Know/Not Stated	21	18	8	17

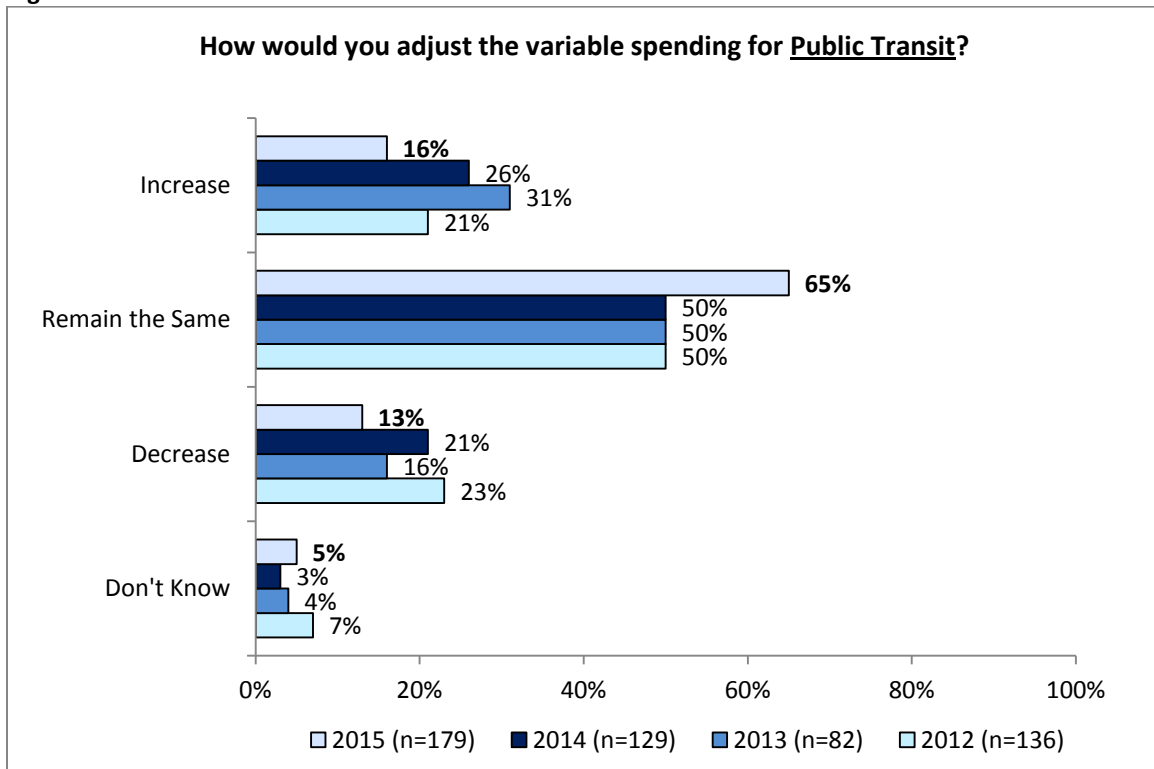
*Multiple responses

**Use caution interpreting results when n<30

4.2.10 Public Transit

More than one-quarter of the respondents (16%, a significant decrease from 26% in 2014) would increase spending on *Public Transit*. Almost two thirds of the respondents (65%) would keep spending the same (a significant increase from 2014 and 2013), while 13% would decrease spending, a decrease from 21% in 2014. See Figure 11, below.

Figure 11



Selected Sub-Segment Findings

Those aged 18 to 34 (26%) were significantly more likely to have chosen to **increase** spending on Public Transit versus those aged 35 to 54 (11%).

Those who felt they received “fair” or “poor” value for their tax dollars (29%) were significantly more likely to have chosen to **decrease** spending on Public Transit versus those who felt they received “good,” “very good,” or “excellent” value (8%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (72%) were significantly more likely to have chosen to have spending **remain the same** on Public Transit versus those who felt they received “fair” or “poor” value (51%).

Respondents who would **increase** spending on *Public Transit* (n=29) most often explained that the current bus schedule is limited (21%); that public transit is needed in Leduc, in general (14%); that public transit is required for a growing population (10%); and that Leduc transit should include a weekend service (10%). 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=29)	2014 (n=33)	2013 (n=25)**	2012 (n=28)**
Current bus schedule is limited/should be expanded/more stops needed	21	-	8	21
Public transit is needed in Leduc (in general)	14	9	12	4
Required for growing population	10	9	4	4
Should include weekend service/needs to be seven days a week	10	3	-	-
Should include evening service/all day service/expand hours of operation	7	6	8	-
Other (single mentions in 2015)	21	-	-	-
Don't Know/Not Stated	35	52	36	46

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Public Transit* (n=24) most often felt that ridership is not high enough to justify the service (n=5), and it is a waste of tax dollars and/or is an unnecessary service (n=3). 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	Number of Respondents*			
	2015 (n=24)**	2014 (n=27)**	2013 (n=12)**	2012 (n=31)
Not enough people use the service/not worth the cost for ridership	5	7	1	5
Waste of tax dollars/not needed	3	5	2	7
User fees should pay for the service/should pay for itself	2	4	2	5
Other (single mentions in 2015)	2	-	-	-
Don't Know/Not Stated	12	12	8	17

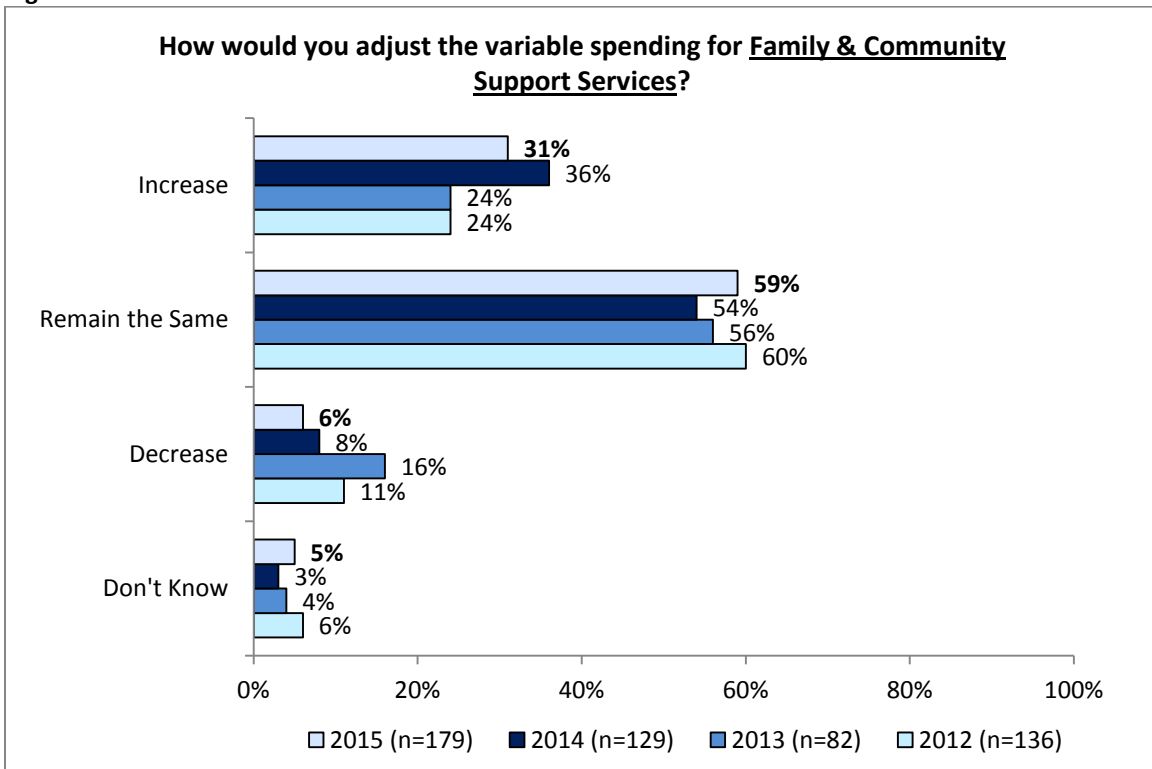
*Multiple responses

**Use caution interpreting results when n<30

4.2.11 Family and Community Support Services

Nearly one-third of the respondents (31%, a decrease from 36% in 2014) would increase spending on *Family and Community Support Services*. More than half of the respondents (59%) would keep spending the same (an increase to 54% in 2014), while 6% would decrease spending, a decrease from 8% in 2013. See Figure 12, below.

Figure 12



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (16%) were significantly more likely to have chosen to **decrease** spending on Family and Community Support Services versus those who felt they received “good,” “very good,” or “excellent” value (3%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (64%) were significantly more likely to have chosen to have spending **remain the same** on Family and Community Support Services versus those who felt they received “fair” or “poor” value (47%).

Respondents who would **increase** spending on *Family and Community Support Services* (n=55) most often reported that community programs are important (13%). 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=55)	2014 (n=46)	2013 (n=20)**	2012 (n=32)
Community support programs are a priority/are valuable	13	11	10	9
Should be more senior services/support/more affordable services	11	22	15	6
Not enough funding (in general)	9	11	5	-
Need more counseling services/affordable counseling services	7	-	-	-
Need for services is increasing with population growth	7	9	15	3
Need to support families/families are important	6	-	-	-
Free advertising at city events could increase awareness	2	-	-	-
Don't Know/Not Stated	53	50	55	44

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Family and Community Support Services* (n=11) explained that people need to help themselves/should not be responsibility of tax payers (n=1), that they need to maintain current services (n=1), FCSS should be funded by the government (n=1), and that only a small population utilize these services (n=1). It is important to note that seven (n=7) out of the eleven (n=11) respondents were unsure or did not provide a response. 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=11)**	2014 (n=10)**	2013 (n=13)**	2012 (n=15)**
People need to help themselves/should not be responsibility of tax payers	1	1	4	1
Need to maintain current services	1	-	1	-
Should be funded by the government/get help from the government	1	-	-	1
Only a small population utilize/require these services	1	-	2	-
Don't Know/Not Stated	7	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, 3% of all respondents reported City Council needs to stop overspending. Two percent (2%) each reported the following:

- Taxes are too high/keep increasing (2%);
- Need to increase public transit services (2%);
- Would like more information on City Council salaries (2%); and
- Need more roadways and better access (2%).

See Table 23, below.

Table 23

Is there any additional feedback you would like to provide regarding your choices?				
	Percent of Respondents*			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
No additional feedback	74	77	76	77
Yes; specify:	19	18	22	18
City Council needs to stop overspending	3	1	5	2
Taxes are too high/keep increasing	2	4	1	1
Need to increase public transit services	2	-	-	-
Would like more information on City Council salaries	2	-	-	-
Need more roadways/better access	2	-	-	-
Need to ensure budget can handle increases in services/ funding matches growth	1	2	-	1
More communication to/from council/council does not listen to residents	1	1	1	2
Should reduce fixed expenses/more towards variable expenses	1	-	5	-
Infrastructure needs improvement	1	-	-	-
Ensure value is received/services are met	1	-	-	1
Other (single mentions in 2015)	8	10	-	-
Don't Know/Not Stated	7	5	2	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, 10% of all respondents reported that the City needs better traffic flow control and management, followed by 6% who mentioned that the City should balance the budget.

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=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
None	60	57	54	42
Yes; specify:	34	39	44	49
Better traffic flow/control/traffic congestion problems/build more roads to improve traffic	10	8	5	3
Balance the budget/better spending	6	2	5	2
More recreation options/variety	3	1	-	-
More parks/green space/paths (in general)	2	2	5	2
More bike lanes/more multi-use trails	2	-	1	4
Finish current projects	2	-	-	-
Reduce urban sprawl	2	-	-	-
Improve dog parks/more dog parks	1	1	-	1
More information on budget	1	-	-	-
Better/more hospital services	1	-	-	-
LRT service/public transit	1	2	-	3
More recreational programs	1	1	-	-
Increase walkability/pedestrian friendly community	1	-	-	-
Need a new outdoor pool/water park/maintenance	1	-	-	-
Need more schools/educational institutions/improve school programming	1	2	-	2
Decrease taxes	1	-	-	-
Other (single mentions in 2015)	6	15	-	-
Don't Know/Not Stated	6	5	2	9

*Multiple responses

When asked if they had any other comments they wished to provide regarding 2016 budget planning, 3% of all respondents suggested ensuring that funds are budgeted efficiently, and that there are fewer raises for City Council. 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=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
No further suggestions	73	71	66	64
Yes; specify:	21	24	31	30
Better use of funds/better budgeting (in general)	3	6	5	2
Fewer raises for city council/tighten administration costs	3	3	-	2
Better traffic flow/control/road development	2	5	2	1
Reduce taxes/reduce tax increases	2	3	1	2
Better future/long term planning/future growth planning	2	2	-	2
Need more hospital facilities/doctors	1	-	-	1
Better city beautification projects	1	-	-	-
Annexation by Edmonton	1	1	4	-
Other (single mentions in 2015)	6	9	-	-
Don't Know/Not Stated	7	5	4	6

*Multiple responses

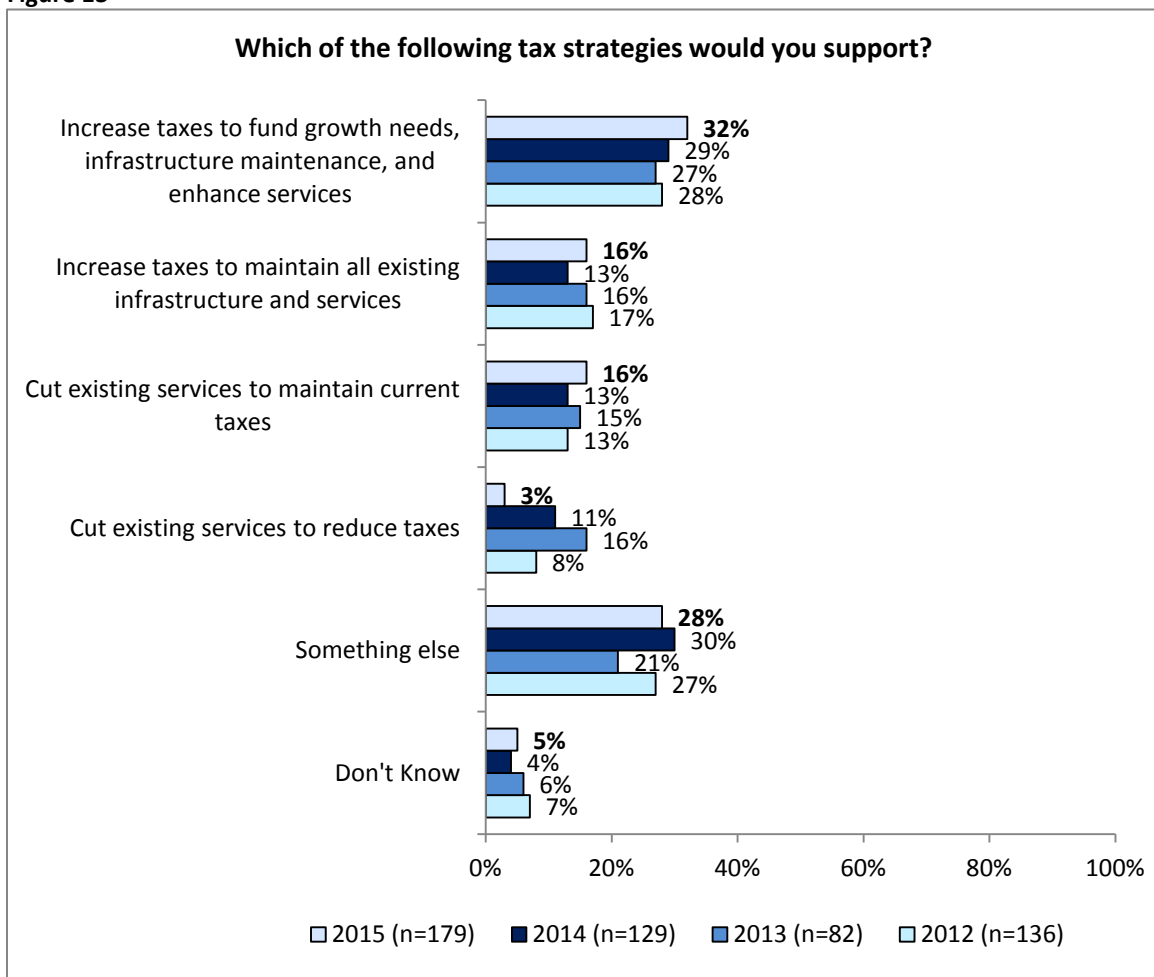
4.4 City of Leduc Services and Infrastructure

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, more than three out of ten respondents (32%) would increase taxes to fund growth needs, maintain infrastructure, and enhance services, comparable to 29%, as reported in 2014.

Twenty-eight percent (28%) of the respondents indicated support for a different tax strategy; responses were as follows:

- Reduce administration/council salary/reduce amount of staff (8%);
- Should budget better/spend wisely/better management (7%);
- Maintain tax levels, keep existing services (6%);
- Maintain tax levels, fund through growth (3%); and
- Other (1% or less) – (7%).

Figure 13



Selected Sub-Segment Findings

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (37%) were significantly more likely to have supported **increasing taxes to fund growth needs, maintain infrastructure, and enhance services** versus those who felt they received “fair” or “poor” value (20%);

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

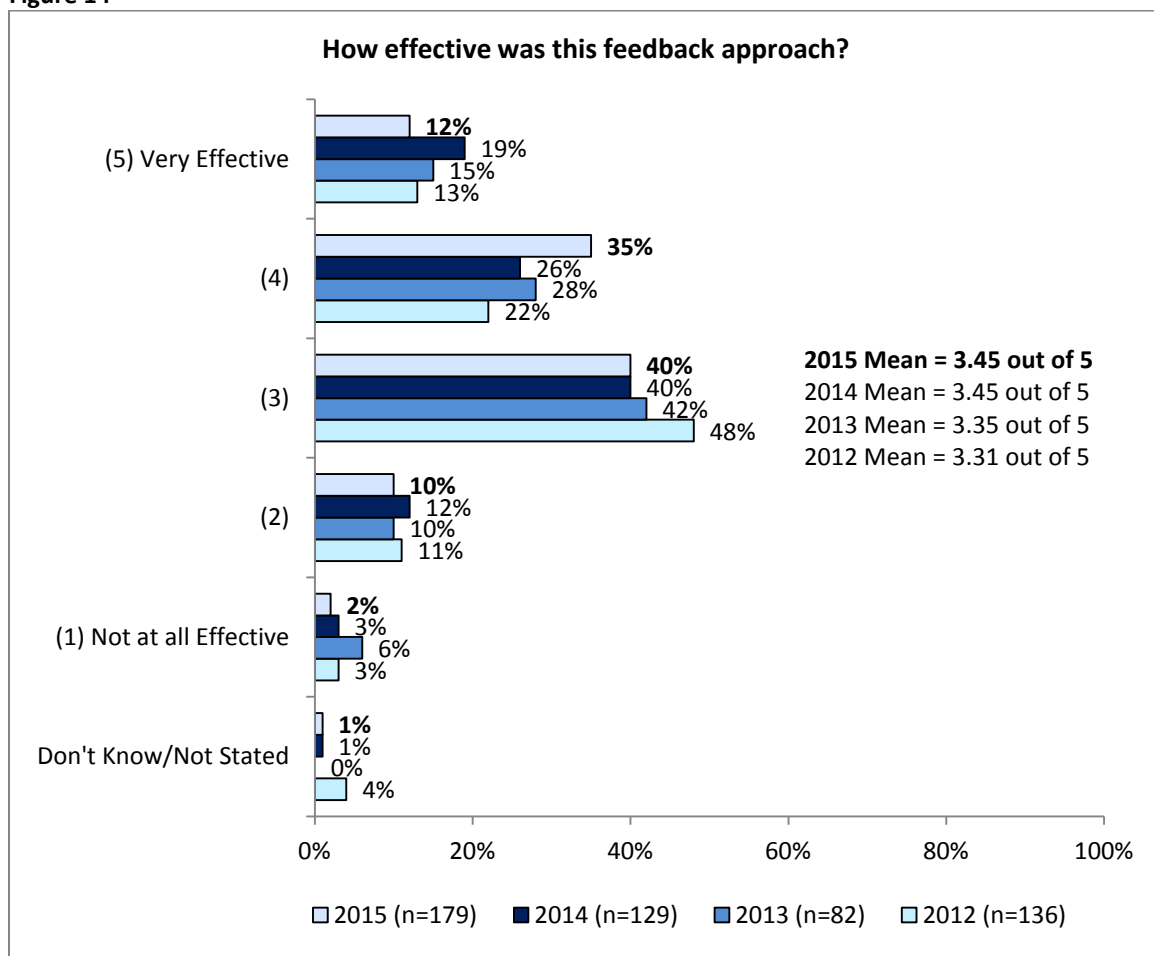
- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (20%) versus those who felt they received “fair” or “poor” value (7%); and
- Those aged 18 to 34 (26%) versus those aged 35 to 54 (11%).

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-seven percent (47%) of the respondents provided ratings of 4 (35%) or 5 (12%) out of 5, an increase from 40% in 2014.

Four out of ten respondents (40%) provided a neutral rating (3 out of 5), while 12% of the respondents indicated that the approach was not effective, with ratings of 1 (2%) or 2 (10%) out of 5. See Figure 14, below.

Figure 14



Selected Sub-Segment Findings

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (52%) were significantly *more likely* to have responded that the research approach was **highly effective** versus those who felt they received “fair” or “poor” value (31%).

Respondents who felt that the feedback approach was effective (n=156) (ratings of 3, 4, or 5 out of 5) most often indicated that they liked the opportunity to provide feedback (17%). Eight percent (8%) reported that they felt the survey did not address all issues. 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=156)	2014 (n=108)	2013 (n=69)	2012 (n=112)
Gave the opportunity to express an opinion/liked being heard/important to gather opinions	17	17	12	14
Survey did not address all the issues/was not thorough enough	8	4	-	1
Not educated/informed enough about the topic to answer/more information was needed	5	7	3	2
Good information was provided/good visuals	5	-	-	-
All the right topics/issues were addressed/ask relevant questions	4	-	-	-
Survey is only useful if suggestions are taken seriously/implemented	3	6	3	3
A more convenient method of gathering opinions/could answer on own time	3	3	-	7
Will have to wait and see what happens with the budget to determine effectiveness	3	-	-	-
Survey was good/good method (in general)	3	-	-	-
Other (2% of respondents or less in 2014)	10	16	-	-
Don't Know/Not Stated	48	47	54	50

*Multiple responses

Those who felt that the feedback approach was less effective (n=22) (ratings of 1 or 2 out of 5) most frequently explained that they uninformed about the topic and needed more information (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*			
	2015 (n=20)**	2014 (n=20)**	2013 (n=13)**	2012 (n=19)**
Not educated/informed enough about the topic to answer/more information needed	3	1	1	2
Survey did not address all the issues/not thorough enough	2	-	-	-
Will have to wait and see what happens with the budget to determine effectiveness	2	-	-	-
Survey was manipulative/not given choices	1	1	3	-
None/unsure – council does not listen to residents/will not do anything with information collected	1	-	-	-
Survey only useful if suggestions are taken seriously/implemented	1	-	-	-
Don't Know/Not Stated	12	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 City of Leduc 2016 Budget Planning Stakeholder Survey.

Table 28

	Percent of Respondents			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Age				
18 to 24 years of age	2	1	2	1
25 to 34 years of age	20	29	27	30
35 to 44 years of age	29	28	27	40
45 to 54 years of age	21	16	24	15
55 to 64 years of age	13	14	7	4
65 years of age and older	15	8	10	4
Not Stated	1	5	2	5
Mean	46.3 years	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	28	31	26	47
8 to 12 years of age	22	16	19	27
13 to 18 years of age	16	13	13	18
19 to 44 years of age	67	71	79	83
45 to 64 years of age	45	40	38	31
65 years of age and older	20	12	8	4
Not Stated	3	4	5	3
Mean Household Size	2.82 people	2.93 people	3.04 people	3.45 people
Employment Status				
Working Full-Time (including self-employment; >30 hours /week)	73	74	74	72
Retired	11	8	6	4
Working Part-Time (including self-employment; ≤30 hours/week)	10	8	5	10
Homemaker	3	9	6	12
Not Stated	2	2	4	2

Table 29

	Percent of Respondents			
	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Neighbourhood				
South Fork	10	12	15	10
Windrose	9	6	16	11
South Park	8	10	6	10
Corinthia Park	8	7	5	7
Leduc Estates	7	6	9	6
Meadowview Park	6	2	6	5
Bridgeport	5	7	6	10
Suntree	5	7	5	7
Caledonia Park	5	6	4	2
Deer Valley	5	6	1	4
Tribute	5	3	6	3
West Haven Estates	4	5	7	6
Alexandra Park	3	3	4	2
North Telford	3	2	-	3
West Haven Park	3	2	-	-
Willow Park	3	2	4	5
South Telford	2	4	4	2
Lakeside Estates	2	2	-	1
Robinson	2	2	-	-
Linsford	2	-	-	-
Not Stated	4	7	2	7
Home Ownership				
Own	93	89	90	90
Rent	7	8	9	7
Not Stated	-	3	1	3
Are you a City of Leduc Employee?				
Yes	7	9	6	8
No	92	90	92	89
Not Stated	1	2	2	3

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.

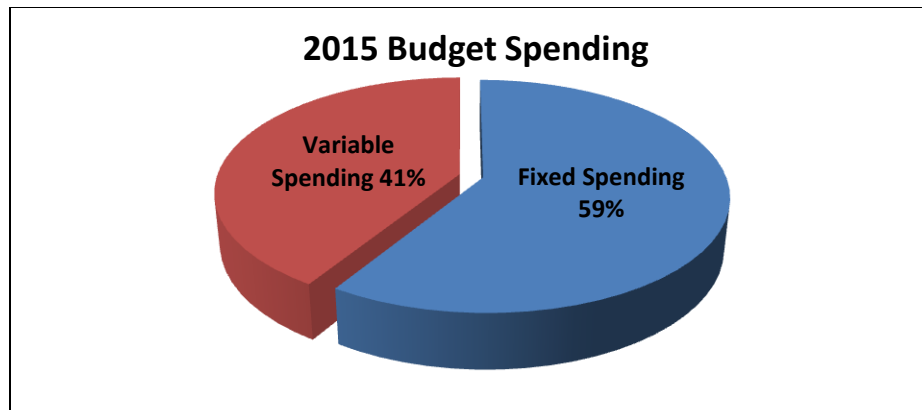
1. What would you say are the most important priorities facing the City of Leduc Council today related to the budget process?

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

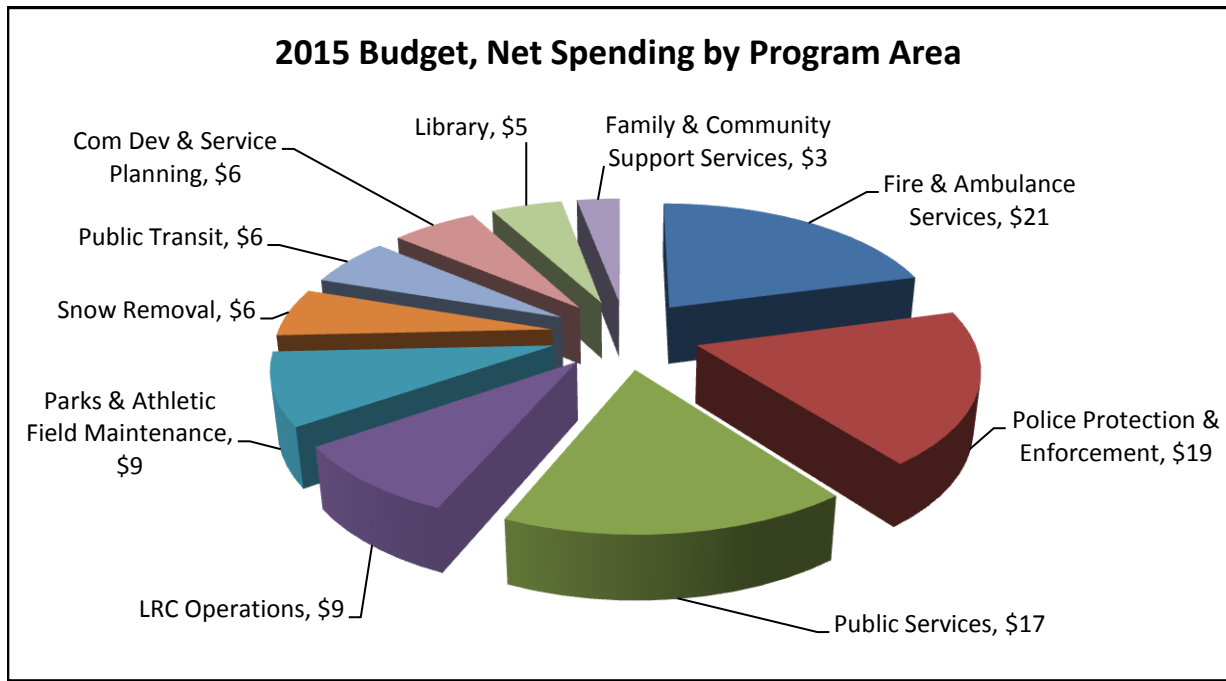
3. What is the main reason you feel that way?

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
- 1)
- **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
2)

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.