

2017 Budget Planning Survey
Stakeholder Survey Results
Final Report

June 30, 2016



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1.0 SUMMARY OF FINDINGS

In 2016, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2017 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, 364 respondents completed the survey.

The following summary outlines the key findings from the 2017 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%) mentioned maintaining or lowering taxes, followed by 18% who mentioned budget concerns.
- Thinking about the portion of their municipal property tax bill that pays for City services (73% for municipal services; 27% for education and schools), respondents were then asked whether they felt they received good value for their property taxes. Nearly three quarters of the respondents (74%) rated the value received for property taxes as “good” (33%), “very good” (30%), or “excellent” (11%). Twenty-five percent (25%) rated the value as either “fair” (17%) or “poor” (8%).
 - Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (n=269) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (19%). Twelve percent (12%) of the respondents reported that they enjoy the parks and/or green spaces.
 - Those who felt they received “fair” or “poor” value for their tax dollars (n=90) were most often dissatisfied with high taxes and/or felt that they received poor value for their taxes (17%).

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 (35% would increase spending);
 - Family & Community Support Services (32%); and
 - Public Services (22%).
- Areas in which respondents would most frequently **decrease** spending included:
 - Leduc Recreation Centre Operations (23% would decrease spending);
 - Community Development and Service Planning (19%); and
 - Public Transit (19%).
- For all ten (10) program areas, the majority of respondents reported that they would keep variable spending the same.

Other Considerations for 2017 Budget Planning

- When asked if they had any other comments they wished to provide regarding 2017 budget planning, 5% of all respondents suggested that City Council needs to stop overspending.
- When asked if there are any other projects or initiatives that the Leduc City Council and Administration should be thinking of when planning for the 2017 budget and beyond, 7% of all respondents reported that the City needs better traffic flow control and management, followed by 3% who mentioned that the City should balance the budget.

City of Leduc Services and Infrastructure

- Respondents were asked which of four (4) tax strategies they would support to balance the City budget. Twenty-three percent (23%) of respondents would support cutting existing services to maintain current taxes, followed by 22% who would support increasing taxes to fund growth needs, infrastructure maintenance and enhance services.
- Forty-three percent (43%) of respondents were likely (ratings of 4 or 5 out of 5) to support a decrease in service levels to minimize tax increases in 2017, while 26% were neutral/indifferent (ratings of 3) and 28% were unlikely (ratings of 1 or 2).
 - Of those who were unlikely to support a decrease in service levels (n=102), respondents most commonly indicated a need to maintain existing City service levels (14%); and
 - Those who were neutral/indifferent or likely to support a decrease in service levels (n=251) most commonly indicated that the City should only decrease service levels in areas that are low priority (9%).

2.0 PROJECT BACKGROUND

In 2016, Banister Research and Consulting Inc. was contracted by the City of Leduc (“the City”; “the Client”) to conduct the 2017 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 2017 budget. In total, 364 respondents completed the survey, available online from April 30th to May 31st, 2016.

This report outlines the results for the 2017 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 2016 survey instrument was based on the 2016 Budget Planning Survey, conducted in Spring 2015. 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 April 30th to May 31st, 2016, during which time a total of 364 surveys were completed, providing a margin of error no greater than $\pm 5.1\%$ 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 2015 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%) mentioned maintaining or lowering taxes, followed by 18% who mentioned budget concerns. 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*				
	2016 (n=364)	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Maintaining taxes/keeping taxes the same/lowering taxes	22	18	29	23	15
Budget concerns/having a surplus/better budgeting	18	8	19	16	13
Road/sidewalk maintenance/snow removal/more sidewalks	12	12	10	27	15
Increasing drug problems/crime/police/safety/bylaw enforcement	12	6	8	11	10
Improving/maintaining infrastructure (in general)	11	22	18	12	12
Traffic/traffic control/flow/access/crossings	9	15	5	12	11
Maintaining/improving City services/more funds for services	9	6	7	12	5
Schools/education concerns	8	11	5	4	8
Maintenance/improvement of City facilities/recreation facilities/library/outdoor facilities	7	3	5	7	3
Controlling overcrowding/rapid growth/future growth	6	15	25	5	11
The economy (in general)	6	-	-	-	-
Maintaining/adding parks/green space/pathways/waterbodies	5	2	9	12	10
More employment opportunities/increase wages	5	2	-	4	-
Encouragement of more businesses/amenities/local businesses/increase tax base	4	3	4	4	6
Health care concerns/more facilities/services/staff	4	5	2	6	-
Improve emergency services (e.g., fire/ambulance)	4	5	10	9	11
Annexation by Edmonton	3	9	3	4	-
Public transit services/LATS needed/should be improved	3	3	3	2	4
More senior services/programs/accommodations	3	1	2	-	1
Other (2% of respondents or less in 2016)	20	-	-	-	-
Don't Know/Not Stated	16	16	12	11	16

*Multiple responses

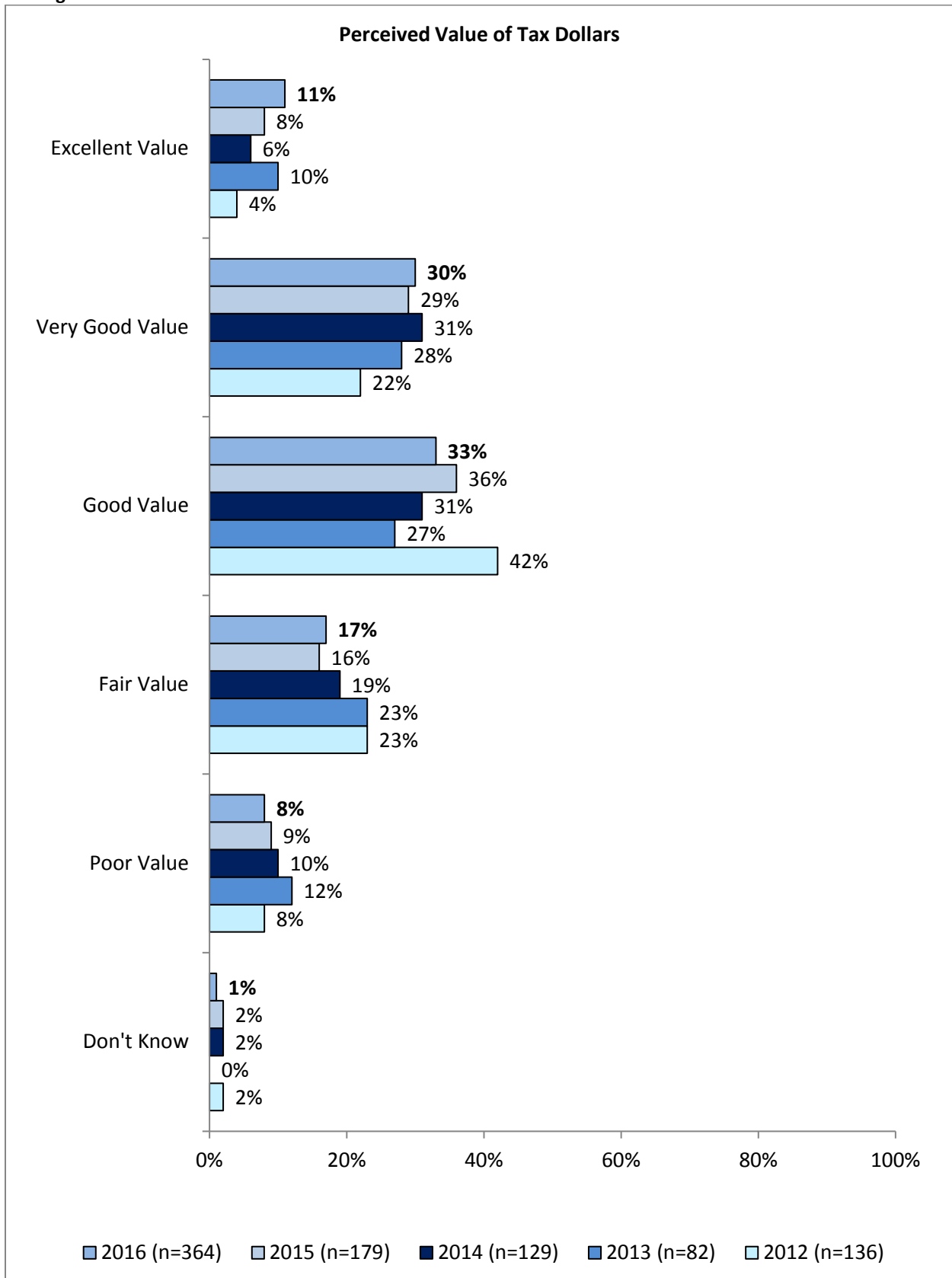
Next, respondents were provided with the following information:

“In 2016, approximately 27% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 73% of your property tax bill goes to the City of Leduc to fund municipal services.”

Thinking about the portion of their municipal property tax bill that pays for City services, respondents were then asked whether they felt they received good value for their property taxes. As shown in Figure 1, on the following page, nearly three quarters of the respondents (74%) rated the value received for property taxes as “good” (33%), “very good” (30%), or “excellent” (11%). Twenty-five percent (25%) rated the value as either “fair” (17%) or “poor” (8%).

Please Note: In 2015 (2016 budget planning), approximately 26% of the tax bill was allocated to education and schools, while 74% was allocated to municipal services. 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=269) most often explained that snow removal and/or road/sidewalk maintenance was satisfactory (19%). 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*				
	2016 (n=269)	2015 (n=131)	2014 (n=88)	2013 (n=53)	2012 (n=92)
Good snow removal/road maintenance/sidewalk maintenance	19	22	14	25	14
Enjoy the parks/multi-way trails/green space/open space/good maintenance	12	9	7	13	5
Lots of recreational services/good recreational facilities	11	8	3	4	9
Good level of services (in general)	10	5	9	8	10
City is well-maintained/looks nice/clean	8	12	7	8	5
Very satisfied with everything/no complaints	7	-	2	4	3
Good recycling program/garbage collection/composting program	4	9	3	6	4
Taxes are too high for services received/unreasonable taxes	3	6	10	6	5
Good City Council/strong goals/good City employees	3	-	-	6	1
Safe place to live/good policing	3	5	-	2	3
Need to budget better/budget needs to be more transparent/prioritize needs	3	2	-	2	-
Need better road maintenance/snow removal/sidewalk maintenance/more paving	3	5	5	2	5
Good library services/library is affordable	3	4	1	-	2
Reasonable taxes/not too many tax increases	3	3	7	-	-
Great place to live/good community	3	1	-	-	-
Other (2% of respondents or less in 2016)	30	-	-	-	-
Don't Know/Not Stated	31	31	39	34	35

*Multiple responses

Respondents who felt they received “fair” or “poor” value for their tax dollars (n=90) were most often indicated that taxes are too high (17%). 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*				
	2016 (n=90)	2015 (n=45)	2014 (n=38)	2013 (n=29)**	2012 (n=42)
Taxes are too high/always increasing/poor value received	17	16	13	17	10
Need better road maintenance/snow removal/sidewalk maintenance	13	18	18	28	17
Poor budget planning/overspending	13	16	21	7	14
Poor productivity from City workers/too many employees/high costs	13	7	8	3	-
Too many unnecessary projects/services	9	7	-	17	5
Poor garbage/organics services/too many fees	4	2	5	10	2
Does not personally use/benefit from schools	4	-	-	-	-
More amenities/services needed/lack of beneficial services	4	-	-	3	7
Lack of policing/bylaw enforcement/poor service	4	7	5	3	2
There is room for improvement	3	-	3	-	-
Other (2% of respondents or less in 2016)	20	-	-	-	-
Don't Know/Not Stated	21	18	18	21	19

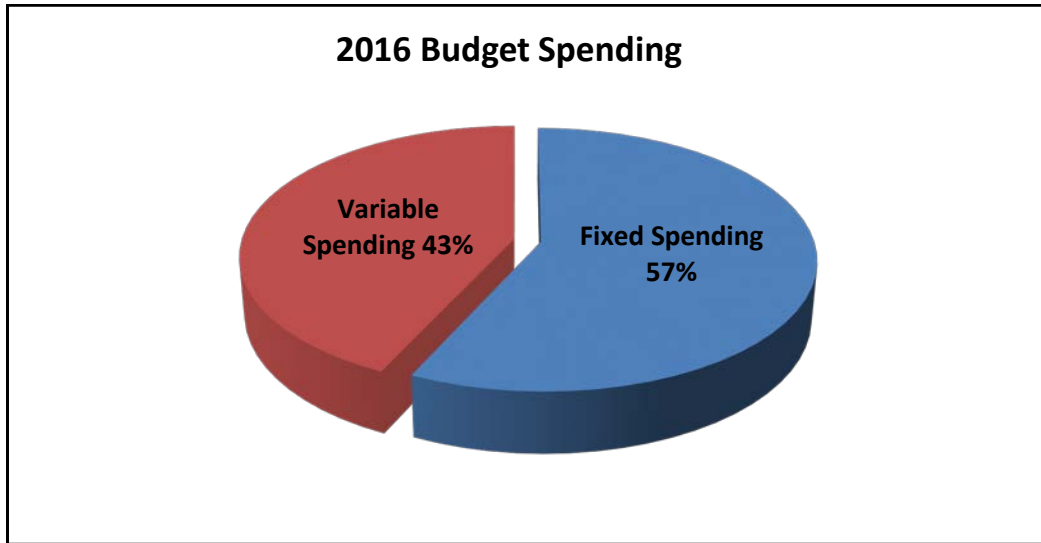
*Multiple responses

**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:

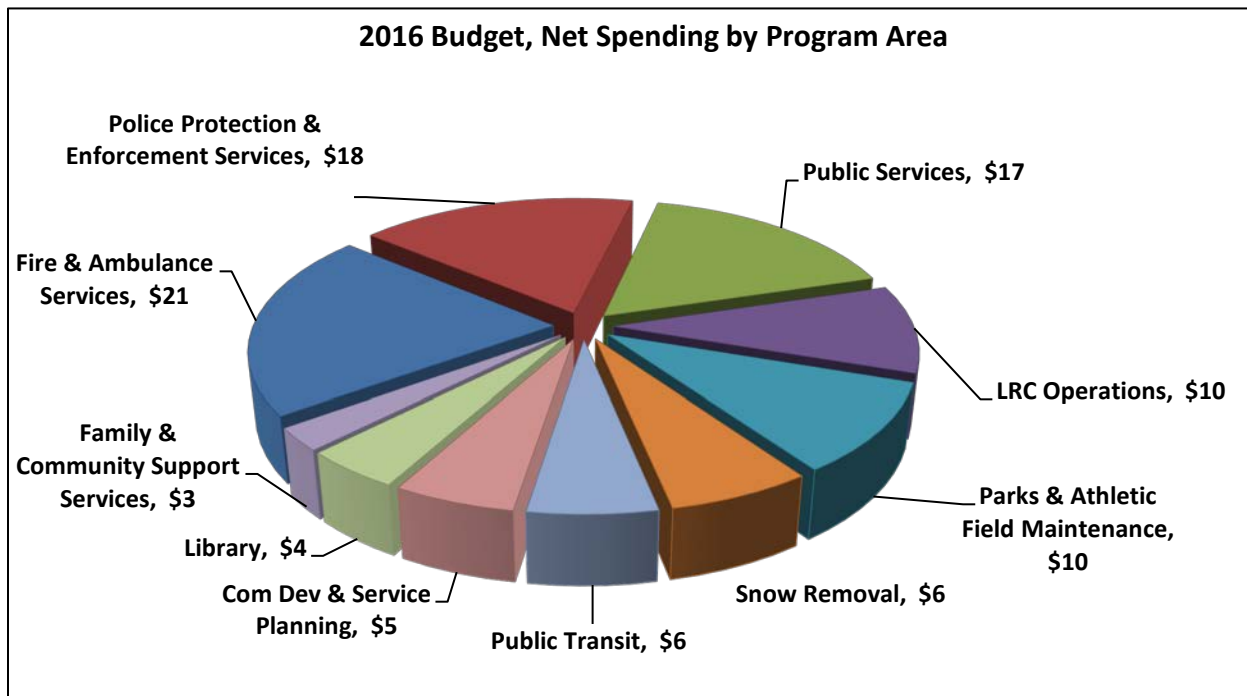


Fixed Spending (57%) include items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:

- 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 (43%) 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 2016. 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:

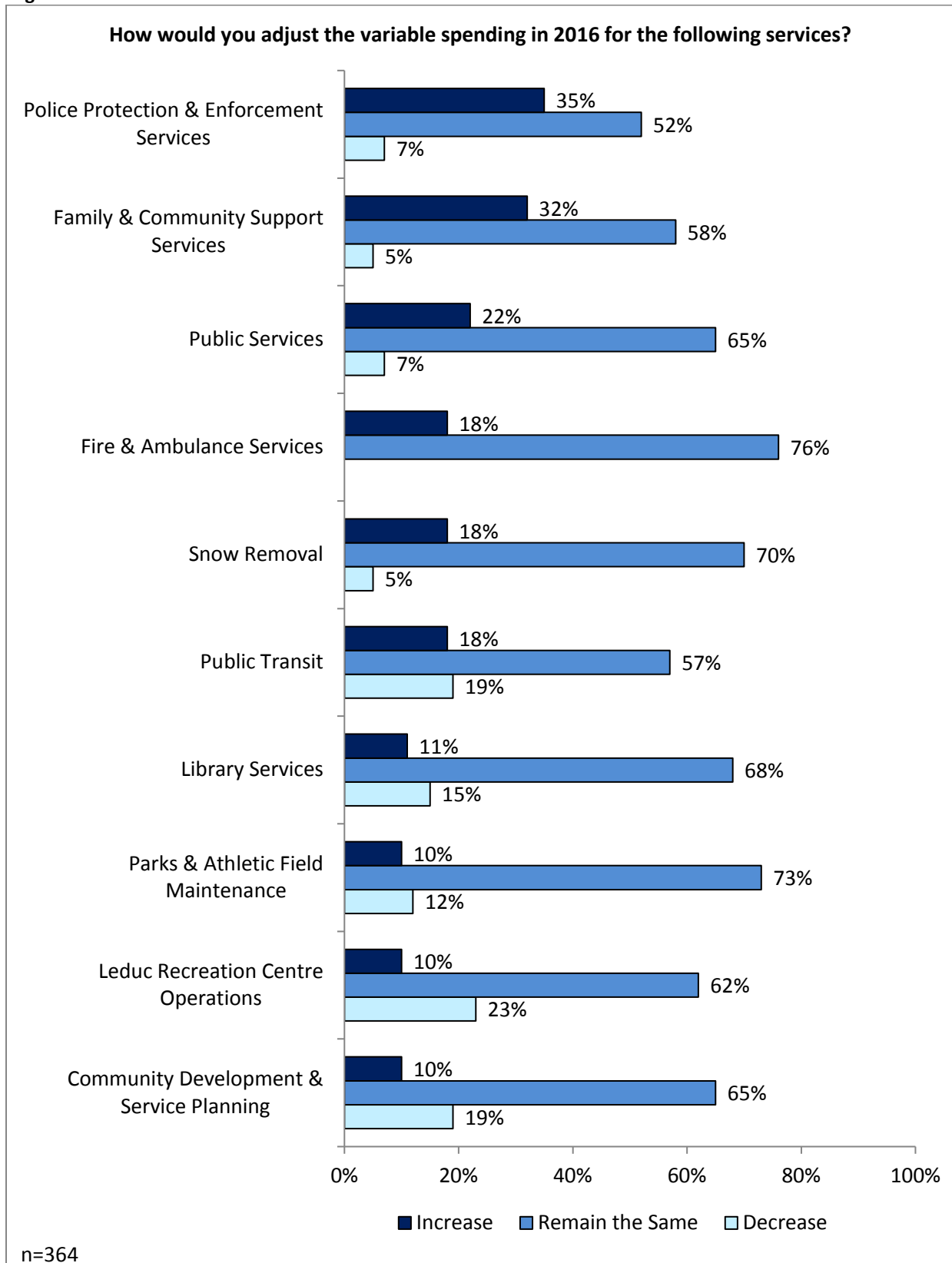
- Police Protection & Enforcement Services (35% would increase spending);
- Family & Community Support Services (32%); and
- Public Services (22%).

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

- Leduc Recreation Centre Operations (23% would decrease spending);
- Community Development and Service Planning (19%); and
- Public Transit (19%).

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.

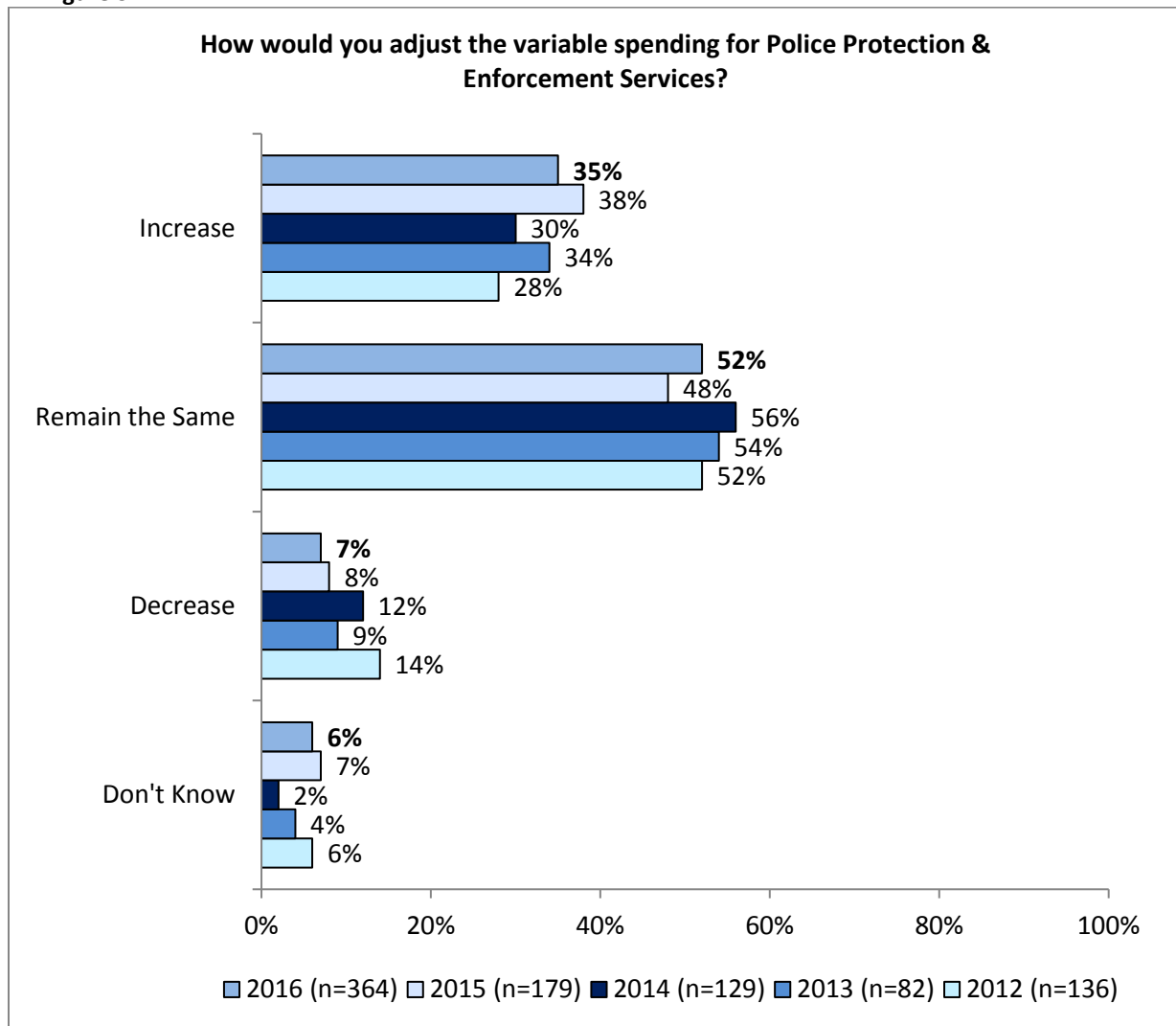
Figure 2



4.2.2 Police Protection & Enforcement Services

As shown in Figure 3, below, 35% of the respondents would increase spending on *Police Protection and Enforcement Services* (comparable to 38% in 2015). Fifty-two percent (52%, comparable to 48% in 2015) would keep funding the same, while 7% would decrease spending (comparable to 8% in 2015).

Figure 3



Selected Sub-Segment Findings

Those aged 55 to 64 (46%) were significantly more likely to have chosen to **increase** spending on Police Protection and Enforcement services, versus those aged 65 or older (28%).

Those who felt they received “fair” or “poor” value for their tax dollars (13%) were significantly more likely to have chosen to **decrease** spending on Police Protection and Enforcement services versus those who felt they received “excellent,” “good,” or “very good” value for their tax dollars (5%).

Respondents who would **increase** spending on *Police Protection and Enforcement Services* (n=129) most often explained that crime is increasing (15%), followed by 14% who reported that Leduc needs more police presence. See Table 4, below.

Table 4

Why would you increase spending on Police Protection & Enforcement Services?					
Base: Respondents who would increase spending in this category for the 2017 budget	Percent of Respondents*				
	2016 (n=129)	2015 (n=68)	2014 (n=39)	2013 (n=28)**	2012 (n=38)
Crime is increasing/need to keep crime down	15	7	18	4	3
Need more police presence/more officers needed	14	10	36	14	16
More funding needed due to population growth	12	28	26	11	8
Community safety is important/need to keep the community safe	5	12	5	14	3
Need more traffic enforcement/speeding enforcement	3	2	3	4	3
Drug problems are increasing	2	3	5	-	-
Need to target petty crimes	2	-	-	-	-
Other (single mentions in 2016)	5	-	-	-	-
Don't Know/Not Stated	48	44	36	46	61

***Multiple responses**

Respondents who would **decrease** spending on *Police Protection and Enforcement Services* (n=26) most often felt that there needed to be less emphasis on collection money (e.g., speeding and photo radar) (n=8). 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 2017 budget	Number of Respondents*				
	2016 (n=26)**	2015 (n=14)**	2014 (n=15)**	2013 (n=7)**	2012 (n=19)**
Need less emphasis on collection money (e.g., speeding, photo radar)	8	-	-	1	2
Need more police presence/more officers needed/more enforcement	2	5	1	-	-
Too much of a focus on traffic enforcement	2	-	-	-	-
Already have enough police presence/should be less presence	2	4	3	2	1
Already too much funding going to this department	2	-	2	-	-
Police officers are disrespectful/unfriendly	2	-	-	-	-
Other (single mentions in 2016)	3	-	-	-	-
Don't Know/Not Stated	9	5	6	3	9

*Multiple responses

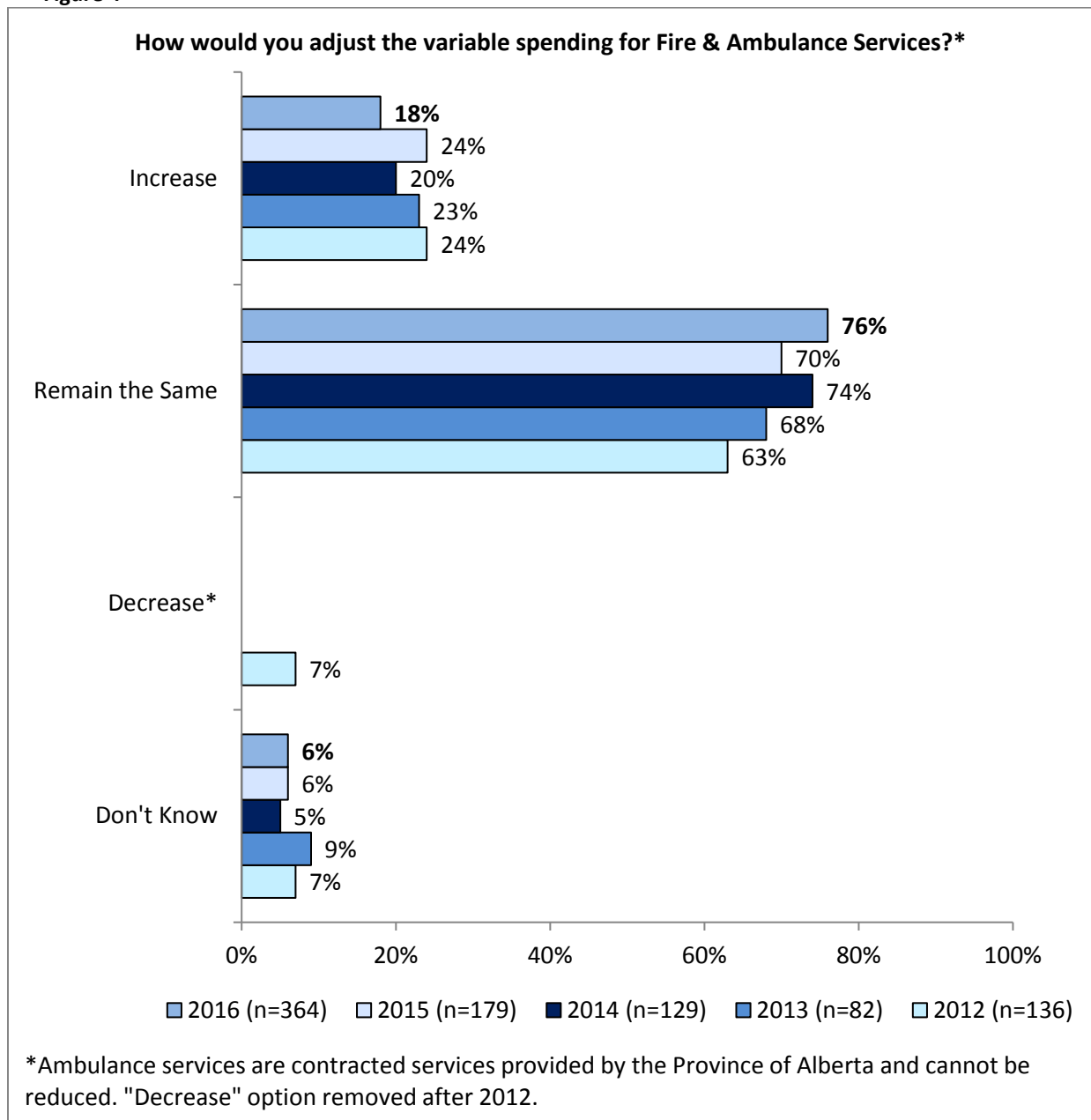
**Use caution interpreting results when n<30

4.2.3 Fire & Ambulance Services

Eighteen percent of respondents (18%, comparable to 24% in 2015) would increase spending on *Fire and Ambulance Services*. Just over three-quarters of respondents (76%, comparable to 70% in 2015) would keep funding the same. 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



Selected Sub-Segment Findings

Those who were working full-time or part-time (81%) were significantly more likely to have chosen to **keep spending the same** versus those who were unemployed (69%).

Respondents who would **increase** spending on *Fire and Ambulance Services* (n=65) most often explained that additional funding is needed due to population growth (n=16; 25%). See Table 6, below.

Table 6

Why would you increase spending on Fire & Ambulance Services?					
Base: Respondents who would increase spending in this category for the 2017 budget	Number of Respondents*				
	2016 (n=65)	2014 (n=43)	2014 (n=26)**	2013 (n=19)**	2012 (n=33)
Additional funding is needed due to population growth/keep up with demand	16	12	7	2	3
Essential service to the community	9	8	2	1	-
Safety of residents is priority	4	-	-	2	1
More staff required	2	-	2	-	-
Response time needs to improve	1	3	-	-	3
Need better hospital services/facilities	1	-	-	-	-
Ambulance service is lacking	1	2	-	-	-
Don't Know/Not Stated	34	18	14	13	18

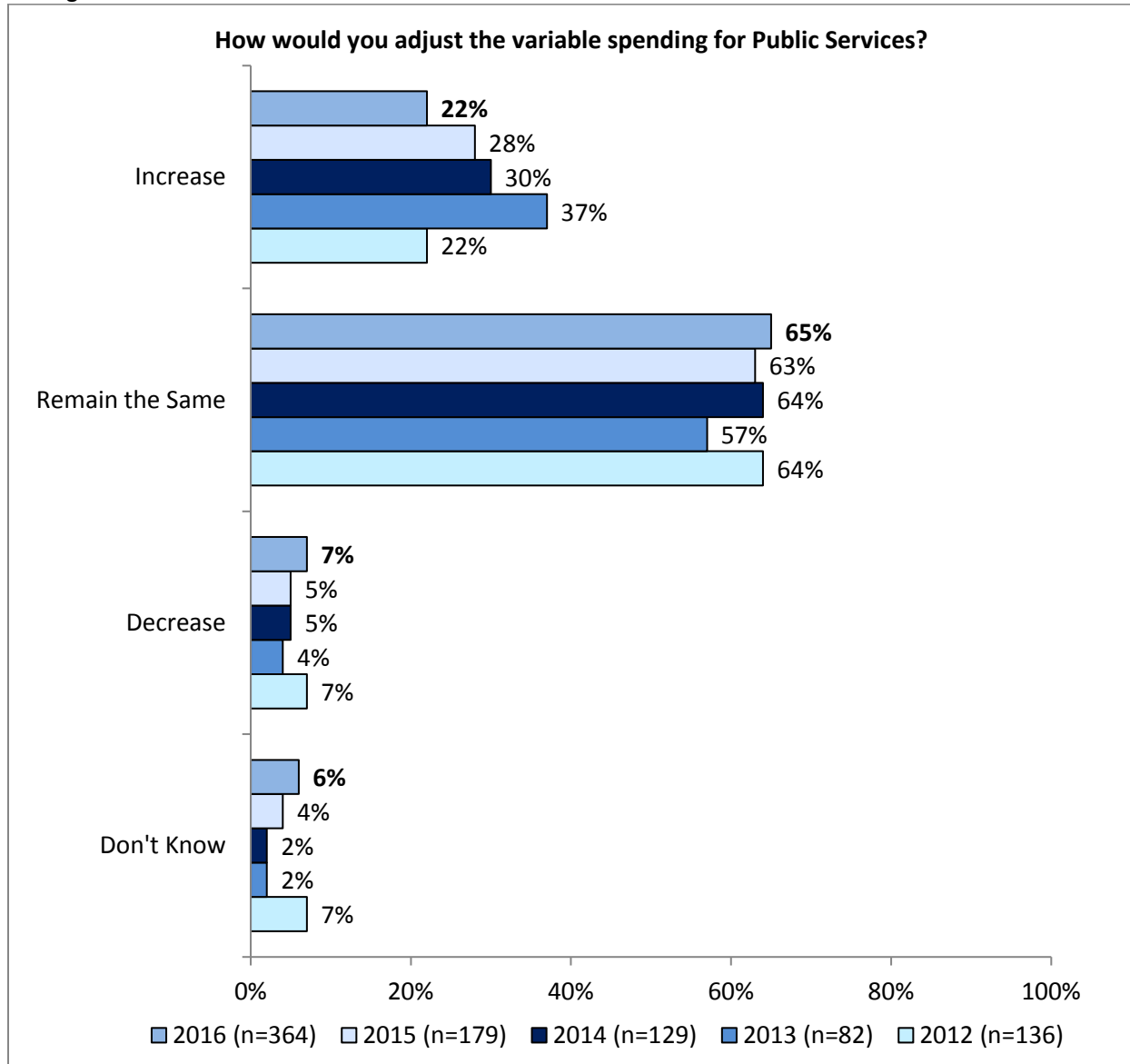
*Multiple responses

**Use caution interpreting results when n<30

4.2.4 Public Services

Just under a quarter of respondents (22%, comparable to 28% in 2015) would increase spending on *Public Services*, while 65% (comparable to 63% in 2015) would keep spending the same. Seven percent (7%, comparable to 5% in 2015) would decrease spending. See Figure 5, below.

Figure 5



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to choose to **decrease** spending on Public Services included:

- Those who felt they received “fair” or “poor” value for their tax dollars (14%, versus 5% of those who felt they received “excellent,” “good,” or “very good” value for their tax dollars); and
- Those who were working full-time or part-time (10%, versus 3% of those who were unemployed).

Those who felt they received “excellent,” “good,” or “very good” value for their tax dollars (70%) were significantly more likely to choose to **keep spending the same** on Public Services, versus those who felt they received “fair” or “poor” value (52%).

Respondents who would **increase** spending on *Public Services* (n=80) most often felt that road maintenance needs improvement (14%). Sixty-one percent (61%) of respondents were unsure or did not provide a response. See Table 7, below.

Table 7

Why would you increase spending on Public Services?					
Base: Respondents who would increase spending in this category for the 2017 budget	Percent of Respondents*				
	2016 (n=80)	2015 (n=50)	2014 (n=38)	2013 (n=30)	2012 (n=30)
Road maintenance needs to improve	14	12	18	17	13
Public services are important (in general)	6	-	-	-	-
Increase to keep up with development/growth	5	8	16	10	10
Need to increase roads/access roads/overpasses	5	-	-	-	10
Traffic signals need to be synchronized/improve traffic controls/flow	4	2	3	-	-
Need more bike/walking paths/pedestrian infrastructure	3	-	-	7	-
Need more money spent on this area/spend to prevent over spending in the future	3	8	5	10	7
Need to maintain/improve older areas (in general)	3	-	-	-	-
Other (single mentions in 2016)	5	-	-	-	-
Don't Know/Not Stated	61	64	53	60	53

*Multiple responses

Respondents who would **decrease** spending on *Public Services* (n=27) most often stated that there were too many unnecessary projects (n=3) or that the City needs to be efficient with funds (n=3). 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 2017 budget	Number of Respondents*				
	2016 (n=27)**	2015 (n=9)**	2014 (n=7)**	2013 (n=3)**	2012 (n=9)**
Too many unnecessary projects/should reduce projects	3	-	-	-	1
Need to be efficient with funds/spending	3	-	-	1	-
Poor worker productivity/too many staff/need to be more efficient	2	2	1	1	1
Municipal planning needs to improve/poor development planning	1	-	-	-	-
Dislike that the same work is redone annually/should plan better so it is not necessary	1	1	-	-	2
Don't Know/Not Stated	17	3	3	1	4

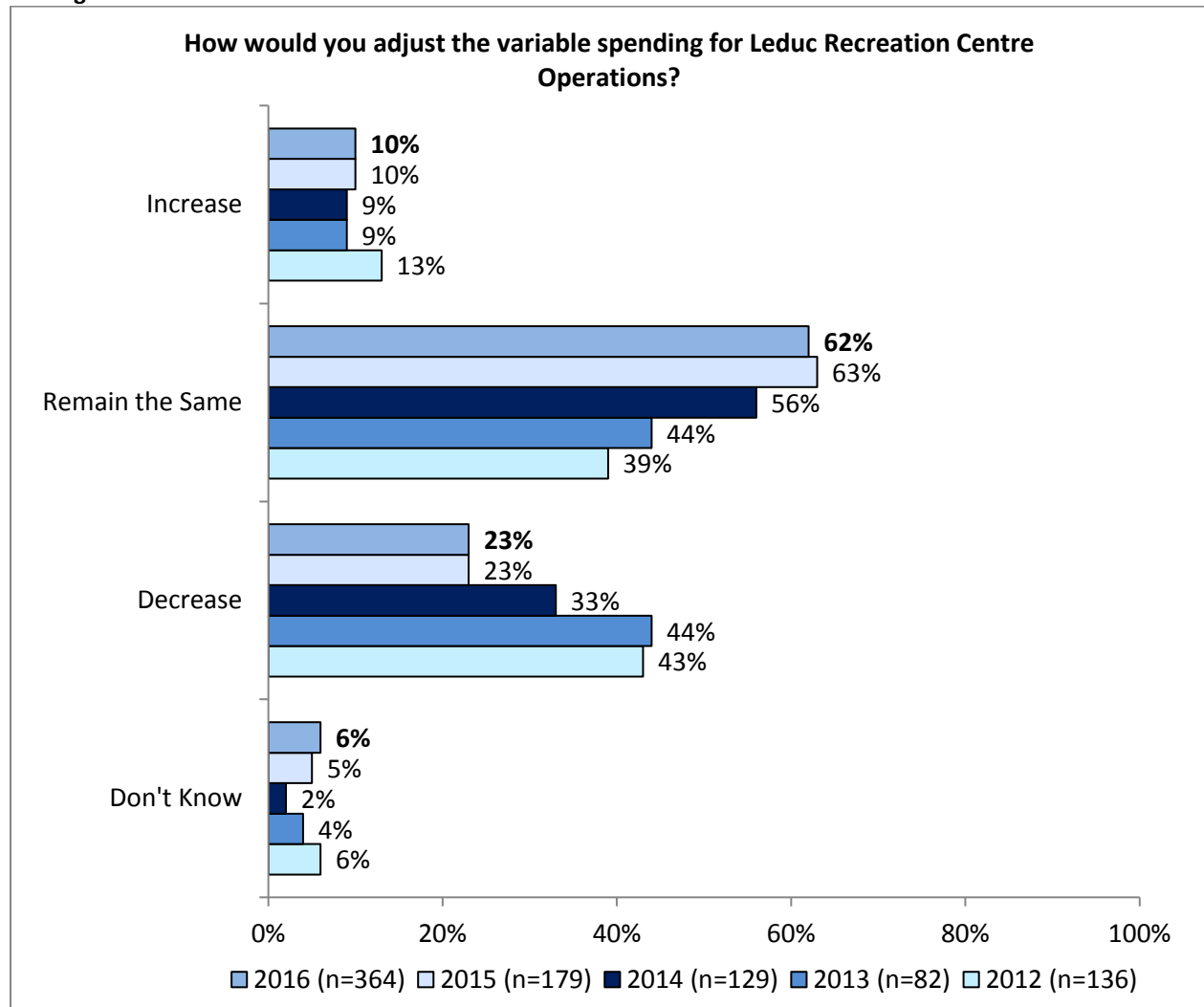
*Multiple responses

**Use caution interpreting results when n<30

4.2.5 Leduc Recreation Centre Operations

Ten percent (10%, consistent with 10% in 2015) of the respondents would increase spending on *Leduc Recreation Centre Operations*. Sixty-two percent (62%, comparable to 63% in 2015) would keep funding the same, while 23% would decrease funding (consistent with 23% in 2015). 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 (18%, versus 6% of those aged 55 to 64 and 3% of those aged 65 or older); and
- Those whose households have children (17%, versus 6% of those whose households have no children).

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

- Those who felt they received “fair” or “poor” value for their tax dollars (47%, versus 15% of those who felt they received “excellent,” “good,” or “very good” value for their tax dollars); and
- Those aged 35 to 54 (26%, versus 13% of those aged 65 or older).

Those who felt they received “excellent,” “good,” or “very good” value for their tax dollars (70%) were significantly more likely to have chosen to **keep spending the same**, versus those who felt they received “fair” or “poor” value for their tax dollars (40%).

Respondents who would **increase** spending on Leduc Recreation Centre Operations (n=35) most often explained that this area needs increased funding in order to lower user fees (n=6), and that the centre would attract new people to Leduc (n=5). 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 2017 budget	Number of Respondents*				
	2016 (n=35)	2015 (n=17)**	2014 (n=12)**	2013 (n=7)**	2012 (n=17)**
Increase funding to lower fees/fees are too expensive	6	3	4	2	7
Would attract new people to Leduc/attractive to new residents	5	-	-	-	1
Makes Leduc a better community for residents/very important to the community	3	2	-	1	-
Promotes a healthy lifestyle/ active members of society are less of a burden	2	-	1	-	-
Facility is poorly maintained	2	-	-	-	-
More funding needed due to population growth	2	-	-	-	-
Facility is often in use for other events/is not accessible/need more facilities	1	-	-	-	-
Need more funding options/resources	1	-	-	-	-
Need better/more convenient hours of operation	1	-	-	-	-
Facility needs more/better gym equipment	1	-	1	-	-
Don't Know/Not Stated	14	8	6	4	7

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Leduc Recreation Centre Operations* (n=82) most often felt that user fees should be increased to offset operating costs (20%). See Table 10, below.

Table 10

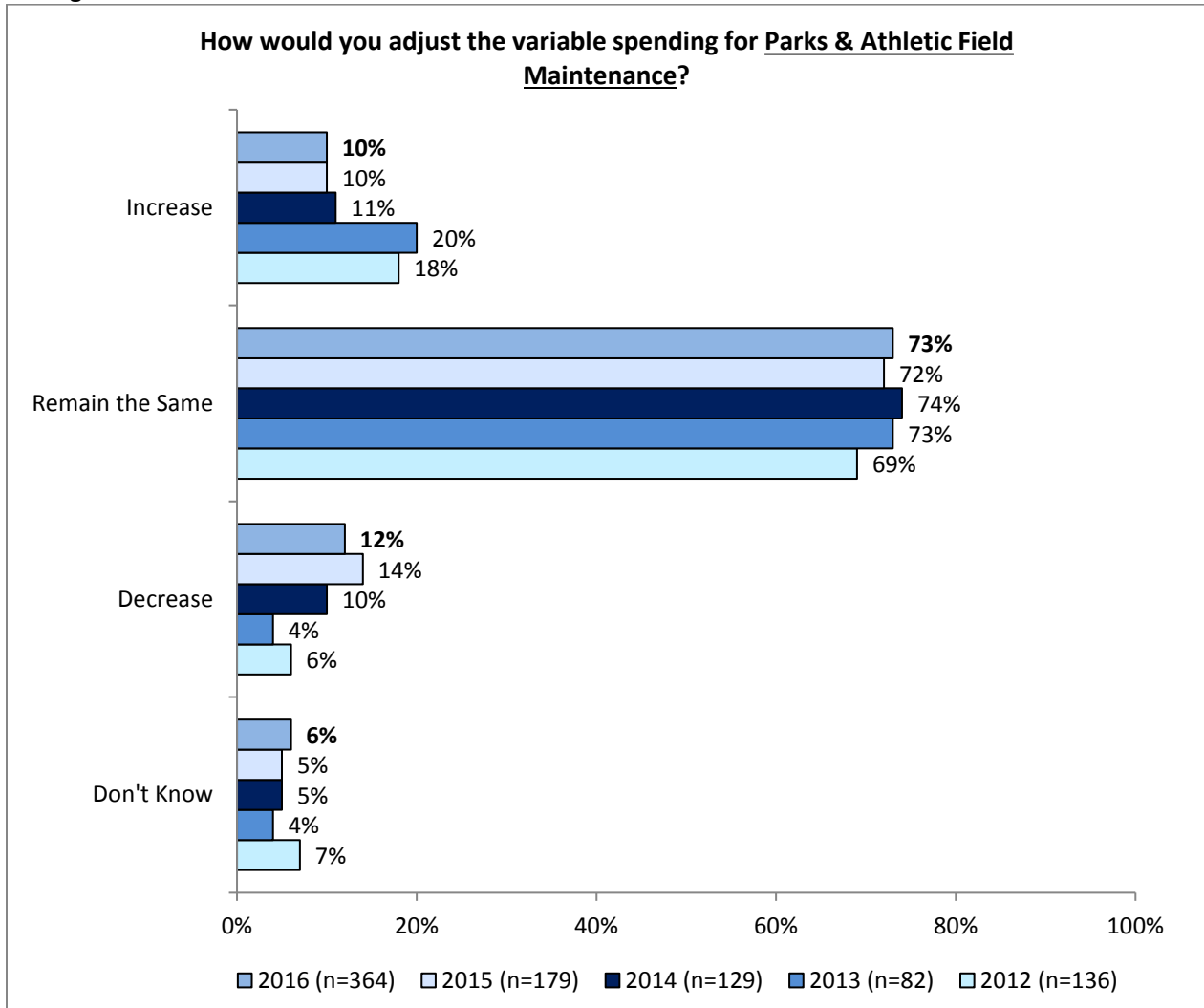
Why would you decrease spending on Leduc Recreation Centre Operations?					
Base: Respondents who would decrease spending in this category for the 2017 budget	Percent of Respondents*				
	2016 (n=82)	2015 (n=41)	2014 (n=42)	2013 (n=36)	2012 (n=58)
Fees should be increased to offset operating costs/users should pay for facility	20	29	29	17	9
Cost is too high for the amount of people that use the facility/not enough use it	7	5	-	-	-
Facility is too expensive to operate/too much debt to the City	7	5	-	-	-
Facility should be more self-sustaining	4	12	12	8	7
Increase funding to lower fees/fees are too expensive	4	-	-	6	5
Facility already makes enough profits	4	-	-	3	3
There are too many employees	4	-	2	-	-
Too much of the budget is going to the Recreation Centre	2	5	26	11	12
Facility needs to be better managed/managed more efficiently	2	5	-	-	-
Other (single mentions in 2016)	4	-	-	-	-
Don't Know/Not Stated	45	24	24	42	48

*Multiple responses

4.2.6 Parks & Athletic Field Maintenance

Ten percent (10%, consistent with 10% in 2015) of the respondents would increase spending on *Parks and Athletic Field Maintenance*, while 73% (comparable to 72% in 2015) would keep spending the same. Twelve percent (12%, comparable to 14% in 2015) would decrease spending. See Figure 7, below.

Figure 7



Selected Sub-Segment Findings

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

- Those aged 35 to 54 (14%, versus 3% of those aged 65 years or older);
- Those whose households do not have seniors (13%, versus 1% of those whose households have seniors); and
- Those who were working full-time or part-time (13%, versus 4% of those who were unemployed).

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

- Those who felt they received “fair” or “poor” value for their tax dollars (28%, versus 7% of those who felt they received “excellent,” “good,” or “very good” value for their tax dollars);
- Those aged 55 to 64 (18%, versus 5% of those aged 65 years or older); and
- Those who were working full-time or part-time (15%, versus 6% of those who were unemployed).

Respondent subgroups significantly more likely to have chosen to **keep spending the same** on Parks and Athletics Field Maintenance included:

- Those who felt they received “excellent,” “good,” or “very good” value for their tax dollars (79%, versus 58% of those who felt they received “fair” or “poor” value);
- Those whose households have seniors (86%, versus 71% of those whose households do not have seniors); and
- Those who were unemployed (81%, versus 70% of those who were working full-time or part-time).

Respondents who would **increase** spending on Parks and Athletic Field Maintenance (n=36) most often explained that there needs to be more weed control (n=6) and that it would make Leduc a popular place to live (n=6). 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 2017 budget	Number of Respondents*				
	2016 (n=36)	2015 (n=17)**	2014 (n=14)**	2013 (n=16)**	2012 (n=24)**
Would make Leduc a popular place to live/would help Leduc	6	1	3	-	2
Need more weed control	6	1	1	-	2
Maintenance needs to increase/would need to increase if parks increase	5	4	1	2	4
Need more attractions for the community/more parks/trails	3	2	1	-	1
Promotes a healthy lifestyle/active members of society are less of a burden	2	-	-	-	1
Need to hire more staff/is understaffed	1	-	-	-	-
Grass/shrubs need to be maintained in parks/gardens/boulevards	1	-	-	3	1
Equipment needs to be maintained	1	-	1	-	-
Don't Know/Not Stated	14	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=43), seven respondents (n=7) mentioned that this should be paid through user fees. It is important to note that over half of the respondents (n=26) were unsure, or did not provide a response. See Table 12, below.

Table 12

Why would you decrease spending on Parks & Athletic Field Maintenance?					
Base: Respondents who would decrease spending in this category for the 2017 budget	Number of Respondents*				
	2016 (n=43)	2015 (n=25)**	2014 (n=13)**	2013 (n=3)**	2012 (n=8)**
Should be paid for through user fees, not taxes	7	2	-	-	1
Funding should be reduced (in general)	4	1	1	-	-
Park maintenance could be done by volunteers	2	-	-	-	1
Funding should go to other departments	1	3	-	-	-
Maintenance needs to increase/would need to increase if parks increase	1	-	-	1	-
Grass/shrubs need to be maintained in parks/gardens/boulevards	1	-	-	-	1
Have too many staff/over-staffed	1	1	-	-	1
Don't Know/Not Stated	26	12	8	1	4

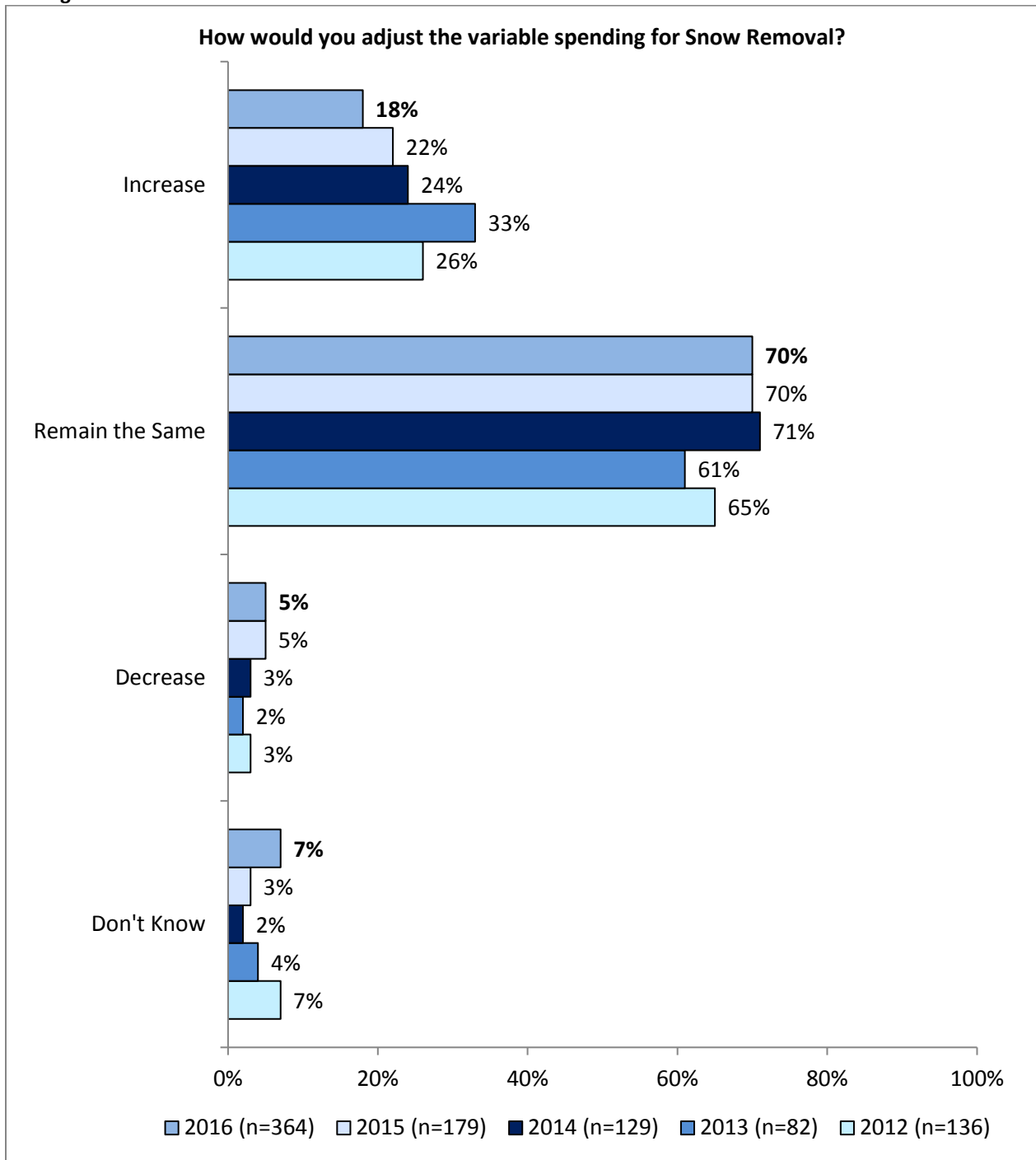
*Multiple responses

**Use caution interpreting results when n<30

4.2.7 Snow Removal

Eighteen percent (18%, comparable to 22% in 2015) of respondents would increase spending on *Snow Removal*, while 70% would keep spending the same (consistent with 70% in 2015). Five percent (5%, consistent with 5% in 2015) would decrease spending. See Figure 8, below.

Figure 8



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (10%) were significantly more likely to have chosen to **decrease** spending on Snow Removal versus those who felt they received “excellent,” “good,” or “very good” value (3%).

Those who felt they received “excellent,” “good,” or “very good” value for their tax dollars (75%) were significantly more likely to have chosen to **keep spending the same** on Snow Removal versus those who felt they received “fair” or “poor” value (58%).

Respondents who would **increase** spending on Snow Removal (n=67) most often explained that snow removal needs to be done sooner or more frequently (8%), and that residential and side streets need to be done more often (8%). Seventy percent of respondents (70%) were unsure or did not provide a response. See Table 13, below.

Table 13

Why would you increase spending on Snow Removal?					
Base: Respondents who would increase spending in this category for the 2017 budget	Percent of Respondents*				
	2016 (n=67)	2015 (n=39)	2014 (n=31)	2013 (n=27)**	2012 (n=35)
Snow removal needs to be done sooner/more frequently	8	15	10	7	3
Residential areas/side streets need to be done more/often not done	8	15	-	7	6
Snow removal service needs improvement (in general)	6	5	7	4	17
Icy conditions/need more sanding	5	3	-	4	-
Poor road conditions/access/vehicles get stuck/reduced lanes	3	3	10	19	-
Due to location, should be more prepared for winters	3	-	-	4	-
Need more available equipment/better equipment	2	-	7	-	-
Need more staff/staff should do a better job	2	-	-	-	-
Don't Know/Not Stated	70	51	61	63	66

*Multiple responses

Respondents who would decrease spending on Snow Removal (n=18) explained that there was too much snow removal in non-essential areas (n=4) or that funding should be reduced, in general (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 2017 budget	Number of Respondents*				
	2016 (n=18)**	2015 (n=9)**	2014 (n=4)**	2013 (n=2)**	2012 (n=4)**
Too much snow removal/reduce in non-essential areas	4	-	-	1	-
Funding should be reduced (in general)	4	-	-	-	-
Satisfied with snow removal	1	2	-	-	-
Snow removal service needs improvement (in general)	1	-	-	-	-
Snow removal needs to be done sooner/more frequently	1	-	-	-	-
Don't Know/Not Stated	7	2	2	1	2

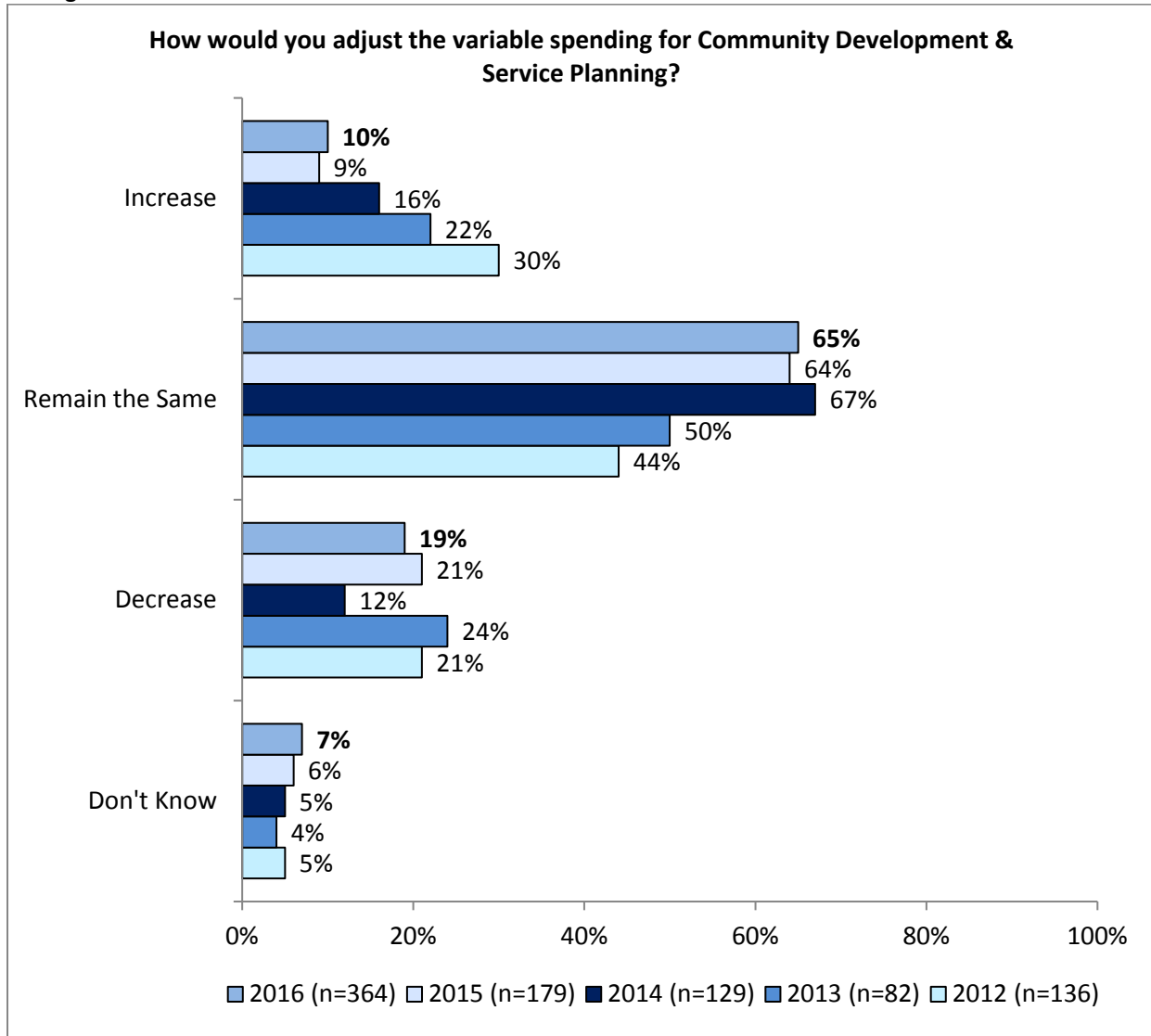
*Multiple responses

**Use caution interpreting results when n<30

4.2.8 Community Development & Service Planning

Ten percent (10%, comparable to 9% in 2015) of the respondents would increase spending on *Community Development and Service Planning*, while 65% (comparable to 64% in 2015) would keep spending the same. Nineteen percent (19%, comparable to 21% in 2015) would decrease spending. 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 aged 18 to 34 (17%, versus 4% of those aged 55 to 64 and 5% of those aged 65 or older); and
- Those working full-time and part-time (12%, versus 5% of those who are unemployed).

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 (33%, versus 15% of those who felt they received “good,” “very good,” or “excellent” value); and
- Those aged 35 to 54 (23%) and those aged 55 to 64 (25%), 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 **keep spending the same** on Community Development and Service Planning versus those who felt they received “fair” or “poor” value (52%).

Respondents who would **increase** spending on Community Development and Service Planning (n=35) most often explained that the City should put more money into these services, in general (n=2), increase outdoor recreation (n=2), and that it is important for Leduc to be a family friendly town (n=2). More than half of respondents (n=25 of 35) were unsure or did not provide a response. See Table 15, below.

Table 15

Why would you <u>increase</u> spending on Community Development & Service Planning?					
Base: Respondents who would increase spending in this category for the 2017 budget	Number of Respondents*				
	2016 (n=35)	2015 (n=16)**	2014 (n=21)**	2013 (n=18)**	2012 (n=41)
Should put more money into these services	2	2	3	2	-
Want Leduc to be a family friendly town/important to support families	2	-	2	-	-
Increase outdoor recreation (e.g., fishing)	2	-	-	-	1
Would benefit Leduc/keep Leduc beautiful	1	-	-	-	-
Increase the number of parks (e.g., spray parks; playgrounds; off-leash areas; trails)	1	2	1	6	20
They are the future of Leduc/is an investment in the future/good cause	1	2	1	1	1
Expand art/cultural programs/facilities	1	-	-	-	-
Need to keep youth occupied/increase in child and youth programs	1	1	-	-	-
Don't Know/Not Stated	25	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=70) most often felt that developers should build the playgrounds (n=18). More than half of respondents (n=39 of 70) were unsure or did not provide a response. 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 2017 budget	Number of Respondents*				
	2016 (n=70)	2015 (n=38)	2014 (n=16)**	2013 (n=20)**	2012 (n=28)**
Developers should build the playgrounds/developers should pay for more	18	1	-	-	-
Too much money spent on Canada Day/was poorly done/could be smaller	9	-	-	1	-
Healthy Hearts is not needed	3	-	-	-	3
Increase outdoor festivals	2	-	-	-	-
Would attract new people to Leduc/attractive to new residents	1	-	-	-	-
Need to expand roads/reduce traffic congestion	1	-	-	-	-
Don't Know/Not Stated	39	24	7	9	12

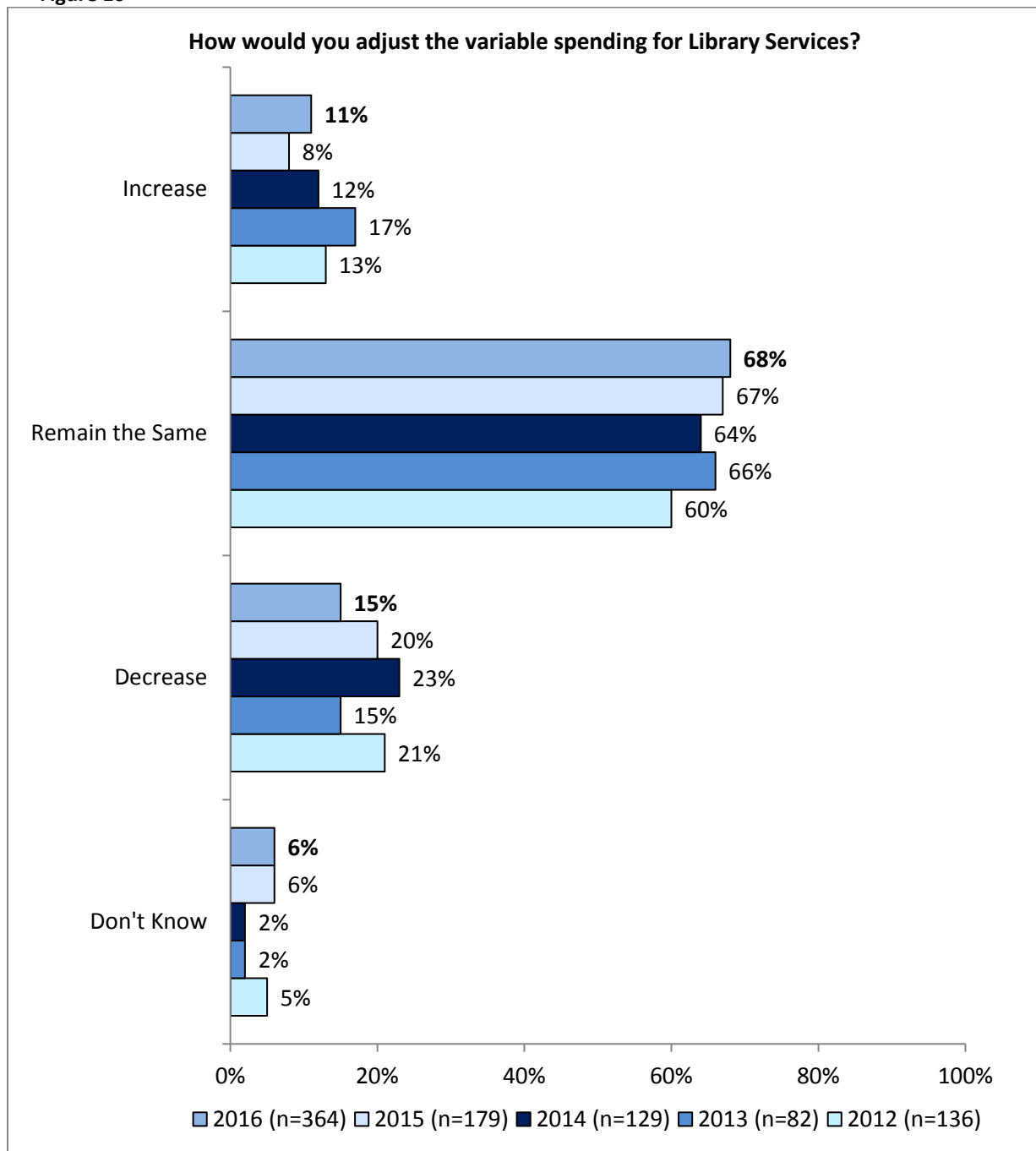
*Multiple responses

**Use caution interpreting results when n<30

4.2.9 Library Services

Eleven percent (11%, comparable to 8% in 2015) of the respondents would increase spending on *Library Services*. Just over two-thirds of the respondents (68%, comparable to 67% in 2015) would keep spending the same. Fifteen percent (15%, comparable to 20% in 2015) would decrease spending. See Figure 10, below.

Figure 10



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (19%) were significantly more likely to have chosen to **increase** spending on Library Services versus those who felt they received “good,” “very good,” or “excellent” value (9%).

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 Library Services versus those who felt they received “good,” “very good,” or “excellent” value (13%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (75%) were significantly more likely to have chosen to **keep spending the same** on Library Services versus those who felt they received “fair” or “poor” value (51%).

Respondents who would **increase** spending on *Library Services* (n=40) most often explained that Library services are important to the community (n=5). Twenty-six (n=26) of 40 (n=40) respondents were unsure or did not provide a response. See Table 17, below.

Table 17

Why would you <u>increase</u> spending on Library Services?					
Base: Respondents who would increase spending in this category for the 2017 budget	Number of Respondents*				
	2016 (n=40)	2015 (n=14)**	2014 (n=15)**	2013 (n=14)**	2012 (n=18)**
Library services are important to the community	5	1	4	-	1
City is growing/there will be an increase in demand in the future	4	1	1	-	-
More programs/resources needed/increased services	3	-	3	-	1
Should not have user fees	1	-	-	-	-
Need to expand the collection/books	1	-	-	-	-
Larger library is needed/needs updating	1	-	1	-	-
Don't Know/Not Stated	26	10	10	9	12

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Library Services* (n=56) most often felt that the library is not used and that online resources are becoming increasingly popular (n=12). Thirty-three (n=33) of 56 (n=56) respondents did not provide a response. See Table 18, below.

Table 18

Why would you decrease spending on Library Services?					
Base: Respondents who would decrease spending in this category for the 2017 budget	Number of Respondents*				
	2016 (n=56)	2015 (n=36)	2014 (n=29)**	2013 (n=12)**	2012 (n=29)**
Many people use online resources/library not used/needed	12	10	6	2	8
Should be user pay service/increase fees	6	-	2	1	2
Reduce spending/be efficient with funds	3	-	1	1	-
Larger library is needed/needs updating	1	-	-	-	-
Need to expand the collection of books	1	1	-	-	-
Staff are rude/unfriendly	1	-	-	-	-
Don't Know/Not Stated	33	21	18	8	17

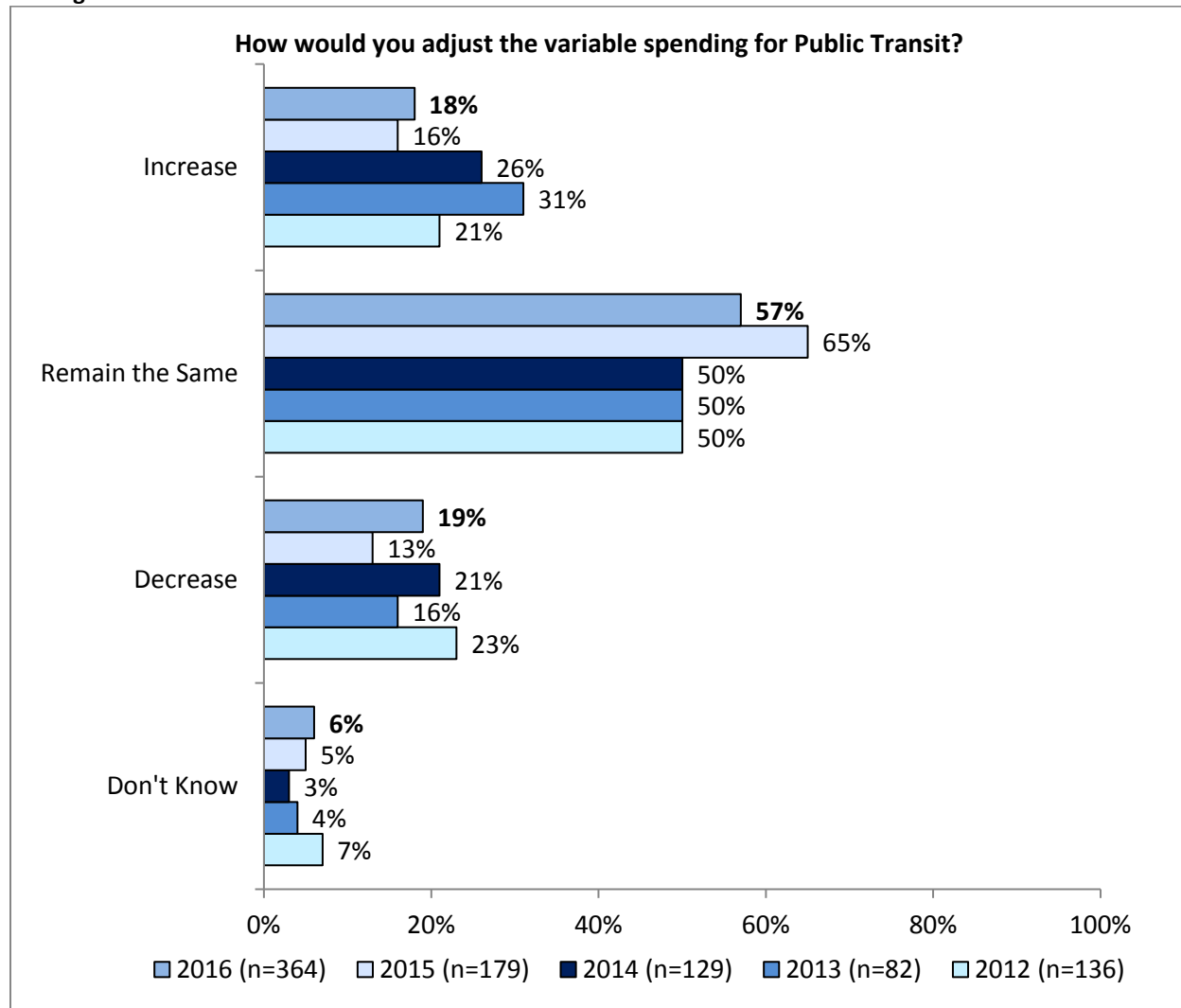
*Multiple responses

**Use caution interpreting results when n<30

4.2.10 Public Transit

Eighteen percent (18%, comparable to 16% in 2015) would increase spending on *Public Transit*. Fifty-seven percent (57%, comparable to 65% in 2015) of respondents would keep spending the same, while 19% (comparable to 13% in 2015) would decrease spending. 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 aged 18 to 34 (26%, versus 14% of those aged 35 to 54); and
- Those whose households have no children (22%, versus 10% of those whose households have children).

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 (32%, versus 15% of those who felt they received “excellent,” “good,” or “very good” value for their tax dollars);
- Those aged 35 to 54 (24%) and 55 to 64 (22%) versus those aged 65 or older (8%);
- Those whose households have no seniors (23%, versus 7% of those whose households have seniors); and
- Those who were working full-time or part-time (26%, versus 8% of those who were unemployed).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (63%) were significantly more likely to have chosen to **keep spending the same** on Public Transit versus those who felt they received “fair” or “poor” value (43%).

Respondents who would **increase** spending on *Public Transit* (n=64) most often explained that Leduc transit should expand their hours of operation (28%). See Table 19, below.

Table 19

Why would you increase spending on Public Transit?					
Base: Respondents who would increase spending in this category for the 2017 budget	Percent of Respondents*				
	2016 (n=64)	2015 (n=29)	2014 (n=33)	2013 (n=25)**	2012 (n=28)**
Should include evening service/all day service/expand hours of operation	28	7	6	8	-
Current bus schedule is limited/should be expanded/more stops needed	11	21	-	8	21
Required for growing population	6	10	9	4	4
Would be good for persons with reduced mobility	5	-	-	4	-
City is inaccessible without a vehicle/not everyone has a vehicle/transportation	3	3	3	-	4
Would reduce traffic congestion/vehicle use/better for roads	3	3	9	4	4
Would cut emissions/better for the environment	3	-	3	-	-
More cost efficient for students/would be good for youth	3	-	3	4	-
Other (single mentions in 2016)	8	-	-	-	-
Don't Know/Not Stated	41	35	52	36	46

*Multiple responses

**Use caution interpreting results when n<30

Respondents who would **decrease** spending on *Public Transit* (n=70) most often felt that ridership is not high enough to justify the service (n=18; 26%). Thirty-nine (n=39) of 70 (n=70) respondents were unsure or did not provide a response. See Table 20, below.

Table 20

Why would you decrease spending on Public Transit?					
Base: Respondents who would decrease spending in this category for the 2017 budget	Number of Respondents*				
	2016 (n=70)	2015 (n=24)**	2014 (n=27)**	2013 (n=12)**	2012 (n=31)
Not enough people use the service/not worth the cost for ridership	18	5	7	1	5
User fees should pay for the service/should pay for itself	9	2	4	2	5
Waste of tax dollars/not needed	3	3	5	2	7
Need to provide better senior/disabled public transit services/LATS is restrictive	2	-	-	-	-
Current bus schedule is limited/should be expanded	1	-	-	1	-
Should have direct service to Edmonton	1	-	-	-	-
Don't Know/Not Stated	39	12	12	8	17

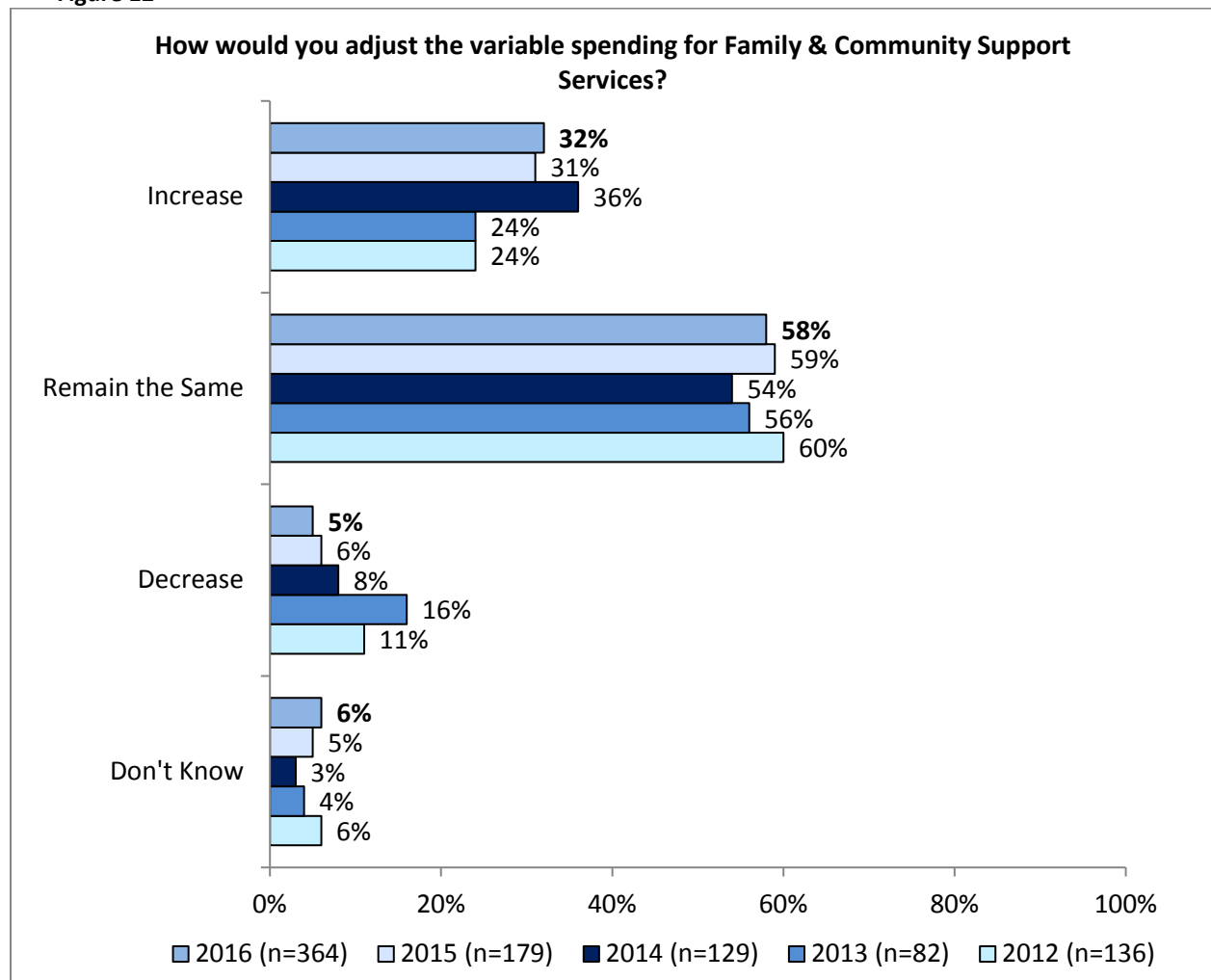
*Multiple responses

**Use caution interpreting results when n<30

4.2.11 Family and Community Support Services

Nearly one-third of the respondents (32%, comparable to 31% in 2015) would increase spending on *Family and Community Support Services*. More than half of the respondents (58%, comparable to 59% in 2015) would keep spending the same, while 5% (comparable to 6% in 2015) would decrease spending. See Figure 12, below.

Figure 12



Selected Sub-Segment Findings

Respondent subgroups significantly *more likely* to have chosen to **increase** spending on Family and Community Support Services included:

- Those aged 18 to 34 (38%), 35 to 54 (33%), 55 to 64 (38%) versus those aged 65 years or older (17%); and
- Those whose households have no seniors (36%, versus 19% of those whose households have seniors).

Respondent subgroups significantly more likely to have chosen to **decrease** spending on Family and Community Support Services included:

- Those who felt they received “fair” or “poor” value for their tax dollars (10%, versus 3% of those who felt they received “excellent,” “good,” or “very good” value for their tax dollars); and
- Those who were working full-time or part-time (7%, versus 1% of those who were unemployed).

Respondent subgroups significantly more likely to have chosen to **keep spending the same** on Public Transit included:

- Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (63%, versus 47% of those who felt they received “fair” or “poor” value);
- Those aged 65 or older (73%, versus 53% of those aged 18 to 34 and 53% of those aged 55 to 64); and
- Those whose households have seniors (71%, versus 56% of those whose households have no seniors).

Respondents who would **increase** spending on Family and Community Support Services (n=115) most often reported that programs help people in need (12%) and there should be more senior services (11%). See Table 21, below.

Table 21

Why would you <u>increase</u> spending on Family & Community Support Services?					
Base: Respondents who would increase spending in this category for the 2017 budget	Percent of Respondents*				
	2016 (n=115)	2015 (n=55)	2014 (n=46)	2013 (n=20)**	2012 (n=32)
Programs help people in need	12	-	7	-	-
Should be more senior services/support/more affordable services	11	11	22	15	6
Important to support families/families are important	10	6	-	-	-
Not enough funding (in general)	8	9	11	5	-
Need for services is increasing with population growth	4	7	9	15	3
Will benefit the City to have healthy people	3	-	2	-	-
Need more counseling services/affordable counseling services	3	7	-	-	-
Need more support services available (in general)	3	-	-	-	-
Will benefit the City to have healthy people	3	-	-	-	-
Other (2% of respondents or less in 2016)	9	-	-	-	-
Don't Know/Not Stated	48	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=17) explained that people need to help themselves/should not be the responsibility of tax payers (n=2) and that FCSS should be funded by the government (n=1). Fourteen (n=14) of 17 (n=17) respondents were unsure or did not provide a response. See Table 22, below.

Table 22

Why would you decrease spending on Family & Community Support Services?					
Base: Respondents who would decrease spending in this category for the 2017 budget	Number of Respondents*				
	2016 (n=17)**	2015 (n=11)**	2014 (n=10)**	2013 (n=13)**	2012 (n=15)**
People need to help themselves/should not be responsibility of tax payers	2	1	1	4	1
Should be funded by the government/get help from the government	1	1	-	-	1
Don't Know/Not Stated	14	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, 5% of all respondents reported City Council needs to stop overspending. Seventy-seven percent of respondents (77%) provided no additional feedback. See Table 23, below.

Table 23

Is there any additional feedback you would like to provide regarding your choices?					
	Percent of Respondents*				
	2016 (n=364)	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
No additional feedback	77	74	77	76	77
Yes; specify:	17	19	18	22	18
City Council needs to stop overspending	5	3	1	5	2
Taxes are too high/keep increasing	1	2	4	1	1
Public transit services not worth amount being spent	1	1	-	-	-
Protective services need to be improved/better handled/more funds	1	-	-	-	-
Need to decrease City employee/Council salaries	1	-	-	-	-
Do not have enough information to have a comment	1	-	1	-	-
Need more social services/FCSS program available	1	-	1	-	-
Budget looks well prioritized/City doing a good job with budget	1	-	1	1	-
Would like more green space/parks/trails (including spray parks)	1	-	1	-	7
Need better City maintenance/should be cleaner	1	-	-	-	-
Need to increase public transit services	1	2	-	1	-
Increase bylaw enforcement (in general)	1	-	-	-	-
Need more noise pollution control	1	-	1	-	-
Enjoys Leduc's recreational facilities/services	1	1	-	-	-
Many programs should be user pay	1	-	-	-	-
Need to be more environmentally friendly	1	-	-	-	-
Need to ensure budget can handle increases in services/ funding matches growth	1	1	2	-	1
Should reduce fixed expenses/more towards variable expenses	1	1	-	5	-
Infrastructure needs improvement	1	1	-	-	-
Other (single mentions in 2016)	3	8	10	-	-
Don't Know/Not Stated	7	7	5	2	6

*Multiple responses

4.3 Other Considerations for 2017 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 2017 budget and beyond. As shown in Table 24, below, 7% of all respondents reported that the City needs better traffic flow control and management.

Table 24

Are there any other projects or initiatives that City Council and Administration should be thinking of when planning the budget for 2017 and beyond?					
	Percent of Respondents*				
	2016 (n=364)	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
None	66	60	57	54	42
Yes; specify:	26	34	39	44	49
Better traffic flow/control/traffic congestion problems/build more roads to improve traffic	7	10	8	5	3
Balance the budget/better spending	3	6	2	5	2
Reduce noise pollution	1	-	1	1	-
More City cleanup is needed	1	1	-	1	-
More recreational programs/facilities as revenue	1	1	-	-	-
More parks/green space/paths (in general)	1	2	2	5	2
Better planning for future growth	1	1	4	1	-
More community events	1	-	1	-	-
More activities/programs for families	1	-	-	-	-
Availability of low cost/affordable services	1	-	1	1	-
More emergency/fire services	1	-	3	-	4
More activities/programs for youth	1	1	2	1	-
Better/more hospital services	1	1	-	-	-
LRT service/public transit	1	1	2	-	3
More affordable housing	1	1	-	-	-
More outdoor skating rinks	1	-	-	-	1
More environmentally friendly/energy initiatives	1	-	-	-	-
Need more schools/educational institutions/improve school programming	1	1	2	-	2
Decrease taxes	1	1	-	-	-
Other (single mentions in 2016)	4	6	15	-	-
Don't Know/Not Stated	9	6	5	2	9

*Multiple responses

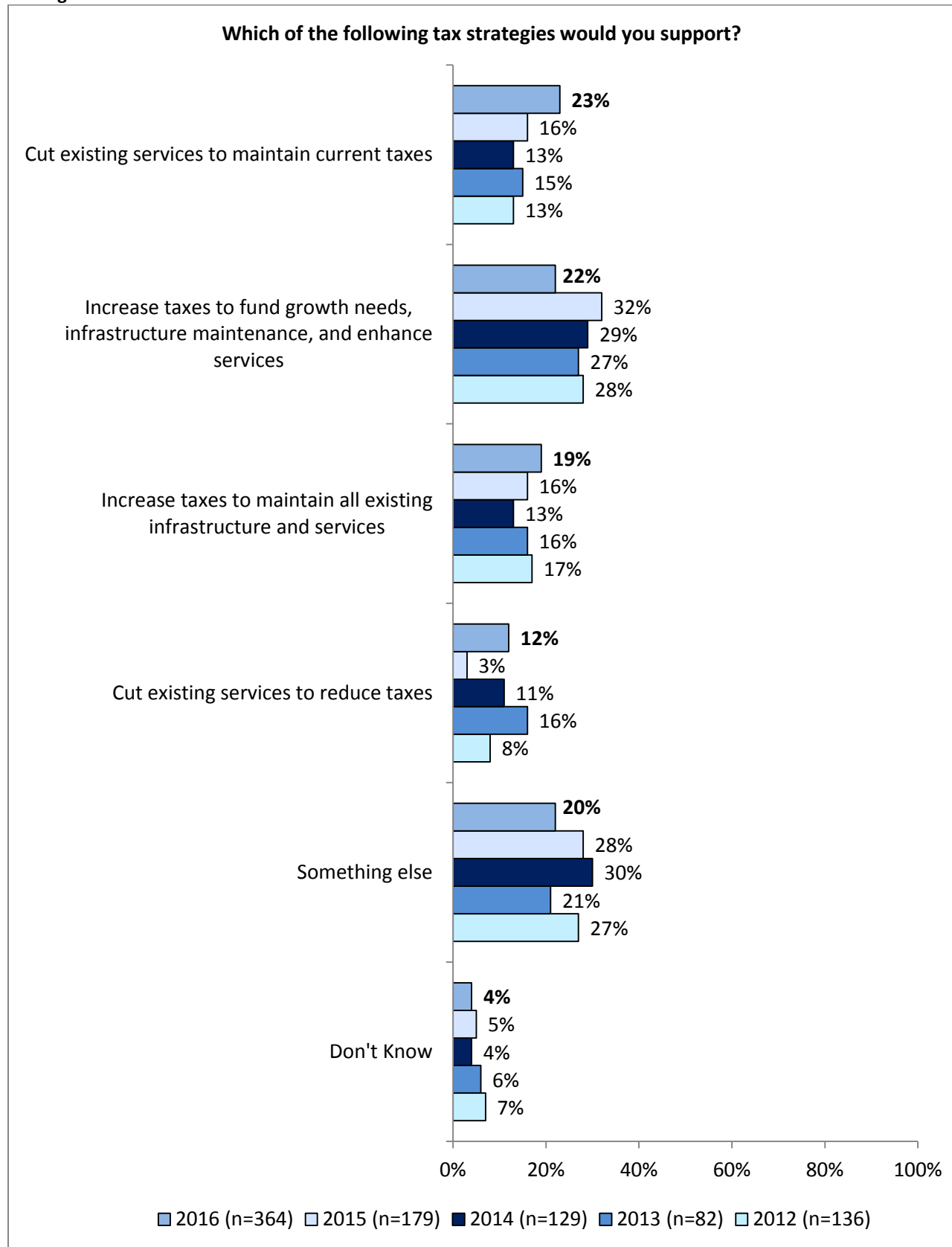
4.4 City of Leduc Services and Infrastructure

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, on the following page, 23% (comparable to 16% in 2015) would support cutting existing services to maintain current taxes, followed by 22% (a significant decrease from 32% in 2015) who would increase taxes to fund growth needs, infrastructure maintenance, and enhance services. Twelve percent (12%, a significant increase from 3% in 2015) would cut existing services to reduce taxes.

Twenty percent (20%) of the respondents indicated support for a different tax strategy; responses were as follows:

- Maintain tax levels/no increase/already too high (7% of all respondents);
- Should budget better/spend wisely/better management (5%);
- Maintain tax levels, keep existing services (5%);
- Reduce administration/council salary/reduce amount of staff (4%);
- Other (1% or less) (3%).

Figure 13



Selected Sub-Segment Findings

Respondent subgroups significantly more likely to have supported **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 (26%) versus those who felt they received “fair” or “poor” value (11%); and
- Those aged 18 to 34 (36%) versus those aged 35 to 54 (18%), 55 to 64 (21%) and 65 or older (17%).

Those who felt they received “good,” “very good,” or “excellent” value for their tax dollars (23%) were significantly more likely to have supported **increasing taxes to maintain all existing infrastructure and services** versus those who felt they received “fair” or “poor” value (6%).

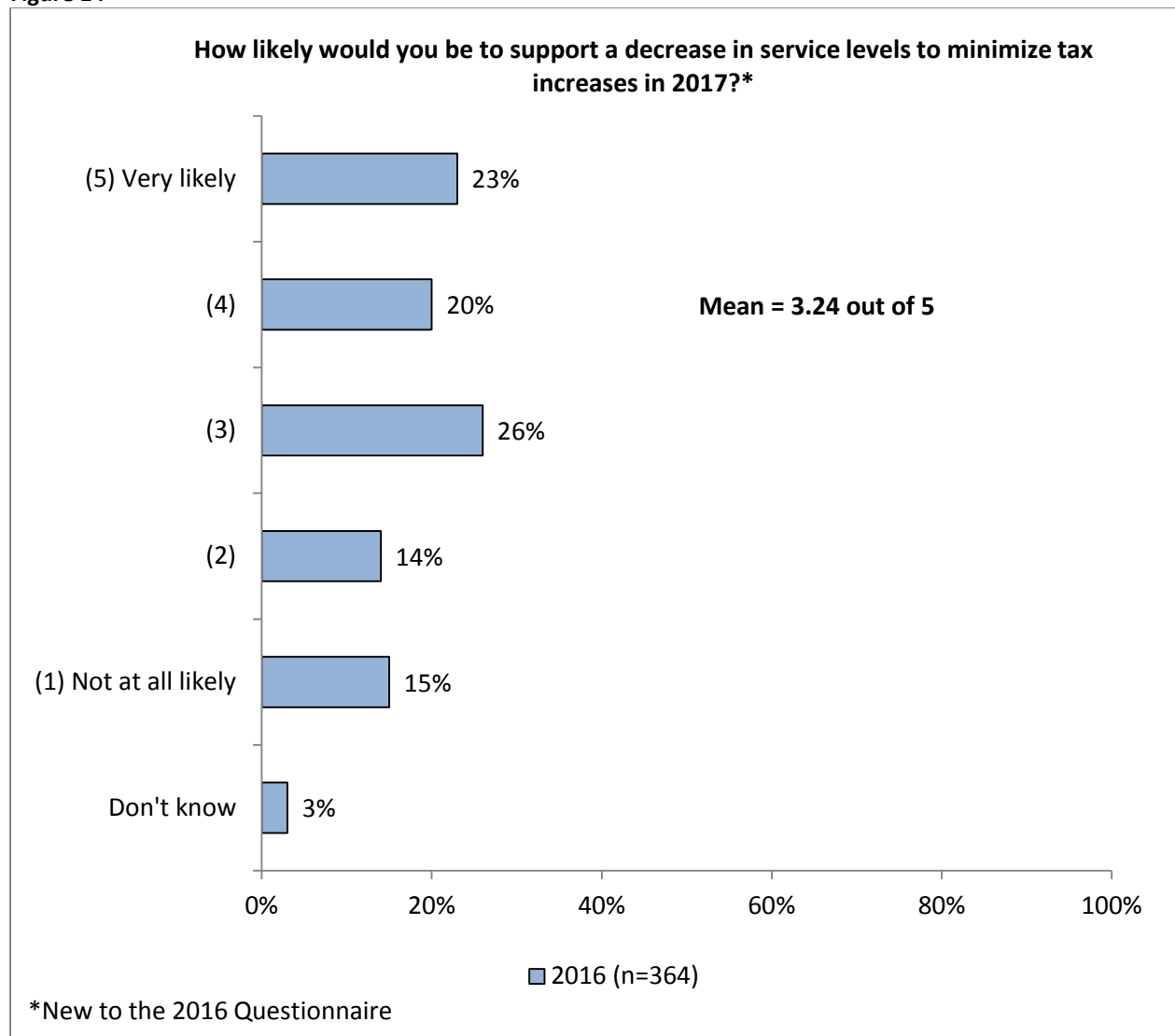
Those who felt they received “fair” or “poor” value for their tax dollars (29%) were significantly more likely to have supported **cutting existing services to reduce taxes** versus those who felt they received “good,” “very good,” or “excellent” value (6%).

New to the 2016 questionnaire, respondents were provided with the following information with regards to minimizing the impact of taxes on residents:

“The City of Leduc is sensitive to the current economic downturn and residents’ desire to keep tax increases to a minimum, and as such the city may need to consider reducing current service levels in order to minimize the tax impact to the residents and businesses of Leduc.”

Respondents were then asked to rate, using a scale of 1 to 5 where 1 means “not at all likely” and 5 means “very likely,” how likely they would be to support a decrease in service levels to minimize tax increases in 2017. Forty-three percent (43%) of respondents were likely (ratings of 4 or 5 out of 5) to support a decrease in service levels, while 26% were neutral/indifferent (ratings of 3 out of 5), and 28% were unlikely (ratings of 1 or 2 out of 5) to support a decrease. See Figure 14, below.

Figure 14



Selected Sub-Segment Findings

Those who felt they received “fair” or “poor” value for their tax dollars (61%) were significantly more likely to be likely to **support a decrease in service levels to minimize tax increases** versus those who felt they received “good,” “very good,” or “excellent” value (37%).

Those who were unlikely (ratings of 1 or 2 out of 5; n=102) to support a decrease in service levels to minimize tax increases in 2017 were asked if they had any comments in this regard. Most commonly, respondents indicated that they did not want services to decrease and that existing City service levels needed to be maintained (14%). Sixty-five percent (65%) of respondents were unsure or did not provide a response. See Table 25, below.

Table 25

Do you have any comments in this regard?	
Base: Respondents that were unlikely (ratings of 1 or 2 out of 5) to support a decrease in service levels to minimize tax increase in 2017	Percent of Respondents*
	2016 (n=102)
Do not decrease services/need to maintain existing City service levels	14
City needs to improve spending/budgeting/be more fiscally responsible	4
City staff are paid too much/need to decrease/freeze City employee salaries	4
Service level reduction will lead to larger tax increases in the future	3
Only decrease service levels in areas that are low priority/not essential	3
Current tax levels are satisfactory/reasonable (in general)	2
Is satisfied with level of services received (in general)	2
Do not raise taxes/taxes are too high	2
City is rapidly growing/need to ensure City is keeping up with growth demands	2
Other (1% of respondents or less)	7
No comments/none	1
Don't Know/Not Stated	65

***Multiple responses**

Those who were neutral/indifferent (i.e., neither likely nor unlikely) or likely (ratings of 3 to 5 out of 5; n=251) to support a decrease in service levels to minimize tax increases in 2017 were asked why they felt this way. Nine percent (9%) of respondent indicated that only service levels in areas that are low priority should be decreased. Sixty-seven percent (67%) were unsure or did not provide a response. See Table 26, below.

Table 26

Do you have any comments in this regard?	
Base: Respondents that were neutral/indifferent or likely (ratings of 3 to 5 out of 5) to support a decrease in service levels to minimize tax increase in 2017	Percent of Respondents*
	2016 (n=251)
Only decrease service levels in areas that are low priority/not essential	9
City needs to improve spending/budgeting/be more fiscally responsible	7
Do not raise taxes/taxes are too high	5
It depends on what service levels are decreased (in general)	5
Economy is poor/we are in a recession/many people are losing their jobs	4
City staff are paid too much/need to decrease/freeze City employee salaries	2
There are too many City employees/need to cut some City job positions	2
Do not decrease services/need to maintain existing City service levels (in general)	2
City maintenance/development/upgrade projects should only be done when needed/necessary	2
Other (single mentions)	3
No comments/none	<1
Don't Know/Not Stated	67

*Multiple responses

4.5 Respondent Demographics

Tables 28 and 29, below and on the following page, demonstrate the demographic breakdown of stakeholders surveyed for the City of Leduc 2017 Budget Planning Stakeholder Survey.

Table 27

	Percent of Respondents				
	2016 (n=364)	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Age					
18 to 24 years of age	1	2	1	2	1
25 to 34 years of age	18	20	29	27	30
35 to 44 years of age	24	29	28	27	40
45 to 54 years of age	19	21	16	24	15
55 to 64 years of age	19	13	14	7	4
65 years of age and older	17	15	8	10	4
Not Stated	3	1	5	2	5
Mean	48.6 years	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	20	28	31	26	47
8 to 12 years of age	15	22	16	19	27
13 to 18 years of age	11	16	13	13	18
19 to 44 years of age	59	67	71	79	83
45 to 64 years of age	46	45	40	38	31
65 years of age and older	21	20	12	8	4
Not Stated	4	3	4	5	3
Mean Household Size	2.69 people	2.82 people	2.93 people	3.04 people	3.45 people
Employment Status					
Working Full-Time (including self-employment; >30 hours/week)	57	73	74	74	72
Retired	18	11	8	6	4
Working Part-Time (including self-employment; ≤30 hours/week)	9	10	8	5	10
Homemaker	6	3	9	6	12
Student	1	-	-	1	-
Not Employed	7	-	-	4	-
Not Stated	2	2	2	4	2

Table 28

	Percent of Respondents				
	2016 (n=364)	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Neighbourhood					
Alexandra Park	2	3	3	4	2
Bridgeport	8	5	7	6	10
Caledonia Park	6	5	6	4	2
Corinthia Park	8	8	7	5	7
Deer Valley	4	5	6	1	4
Lakeside Estates	5	2	2	-	1
Leduc Estates	5	7	6	9	6
Linsford	3	2	-	-	-
Meadowview Park	4	6	2	6	5
North Telford	1	3	2	-	3
Robinson	2	2	2	-	-
South Fork	12	10	12	15	10
South Park	10	8	10	6	10
South Telford	3	2	4	4	2
Suntree	5	5	7	5	7
Tribute	4	5	3	6	3
West Haven Estates	3	4	5	7	6
West Haven Park	2	3	2	-	-
Willow Park	4	3	2	4	5
Windrose	7	9	6	16	11
Not Stated	4	4	7	2	7
Home Ownership					
Own	92	93	89	90	90
Rent	5	7	8	9	7
Not Stated	3	-	3	1	3
Are you a City of Leduc Employee?					
Yes	6	7	9	6	8
No	91	92	90	92	89
Not Stated	3	1	2	2	3

APPENDIX A – SURVEY INSTRUMENT



2017 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 2016, the City is seeking input from citizens to assist in the 2017 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/leducbudget17public/>

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 2017.

As a thank you for completing the survey, you **may enter a draw to win a Leduc Recreation Centre Family Flex Pass (10 admissions).**

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, 2016**.

A. Please confirm	Yes	No
You are over the age of 17 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.

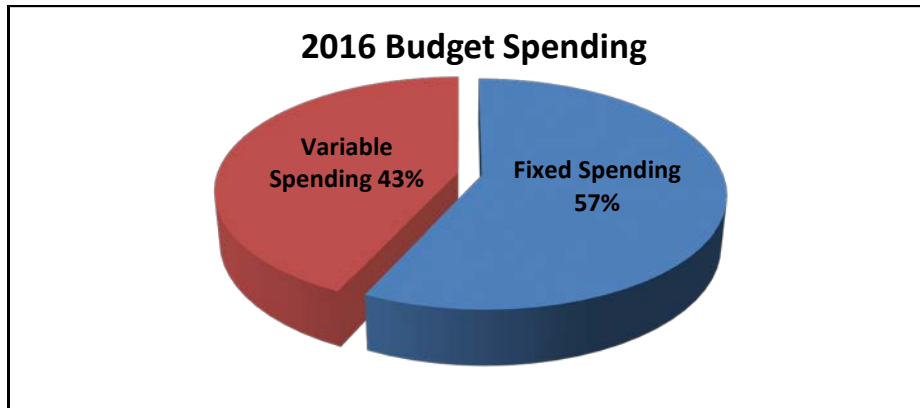
1. What would you say are the most important priorities facing the City of Leduc Council today related to the budget process?

2. In 2016, approximately 27% of your property tax bill is collected on behalf of the province to pay for education and schools. The remaining 73% of your property tax bill goes to the City of Leduc to fund municipal services. Thinking about the portion of your municipal property tax bill that pays for City services, would you say you receive? [SELECT ONE RESPONSE]

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

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

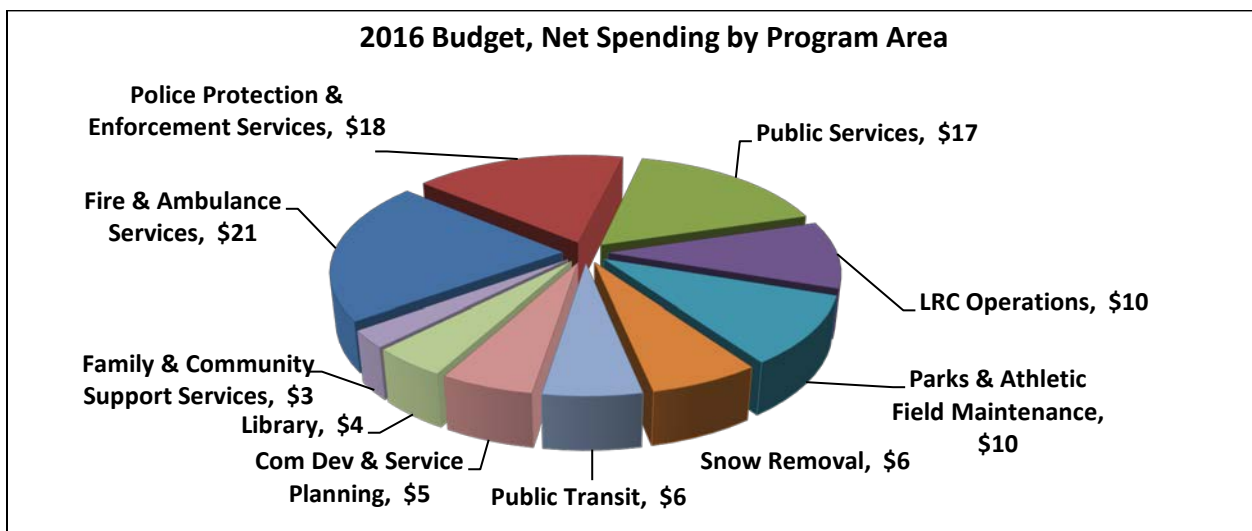
4. The City of Leduc budget includes two spending categories:



- **Fixed Spending** (57%) 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** (43%) 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 2016. Please see the graph below.



How would you adjust the variable spending for 2017?

Variable Spending Category	Description of Services	Dollars Spent in 2016	Increase or Decrease Spending, Remain the same in 2017 (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.	\$18.00	<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).	\$10.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Parks & Athletic Field Maintenance	Maintenance, grass cutting, cleaning and repairs to cemetery, sports fields, tennis courts, outdoor ice rinks, skateboard parks, lakes and storm ponds, garden plots and playgrounds. Parks landscaping and pest control.	\$10.00	<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	
Public Transportation	Leduc Transit provides service locally in Leduc and a commuter service to Edmonton and Nisku; and a specialized transportation service (LATS).	\$6.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Community Development & Service Planning	Parks, recreation and culture planning and development: including building playgrounds, Communities in Bloom, Healthy Hearts, and Canada Day programs.	\$5.00	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease <input type="checkbox"/> Remain the same	
Library Services	Provision of children, teen and adult literary programs, exam proctoring, e-resources, e-books, internet access, audio books, DVD's, CD's, outreach services and access to resources from over 150 Alberta libraries.	\$4.00	<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 2017 and beyond?

Yes; please specify

No

7. Next, thinking about the City of Leduc infrastructure and services overall, which of the following tax strategies to balance the budget 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:

8. The City of Leduc is sensitive to the current economic downturn and residents' desire to keep tax increases to a minimum, and as such the city may need to consider reducing current service levels in order to minimize the tax impact to the residents and businesses of Leduc. Using a scale of 1 to 5 where 1 means "not at all likely" and 5 means "very likely", how likely would you be to support a **decrease in service levels to minimize tax increases in 2017?**

- 1 Not at all likely
- 2
- 3
- 4
- 5 Very likely

8A. Do you have any comments in this regard?

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?

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"/> Southfork |
| <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

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 2017. 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.

Contest Release Form

Thank you for completing the survey! You now have the option to enter a randomly selected prize draw for people who have taken part in the survey. The prize is a Leduc Recreation Centre Family Flex Pass (10 admissions). This prize would allow you and your family (includes 2 adults and all children) to visit the Leduc Recreation Centre for 10 admissions.

In order to enter – and let you know if you have won the prize – please provide your name and an e-mail address and/or telephone number where we can contact you.

Personal information will only be used to contact the individual who has won the prize. Your name, phone number and e-mail address will not be used for any other purpose and will remain confidential.

The personal information (name, phone number, and/or e-mail address) provided as part of the City of Leduc Budget Survey contest is collected under the authority of section 33(c) of the Freedom of Information and Protection of Privacy Act.

First Name: _____

Last Name: _____

E-mail Address: _____

Phone Number: _____

[MANDATORY] I allow Banister Research to provide the City of Leduc with my personal information above to use to contact me should I be the winner of this draw.

- Yes
- No