

THE WAY WE FINANCE

# Public Consultation

2012  
CITY COUNCIL BUDGET  
DISCUSSIONS

TRANSFORMING | EDMONTON

BRINGING OUR CITY VISION TO LIFE



**Citizen consultation and discussion about  
City Corporate Outcomes,  
household spending, civic services  
and value for municipal taxation**

# **City of Edmonton Budget 2012**

## **Citizen consultation on City outcomes, household spending, civic services and value for municipal taxation**

City of Edmonton  
November 21, 2011

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## 1. Executive Summary

The City of Edmonton conducted public meetings and an online survey from September 26 to October 31, 2011 to compile public input:

- for Council consideration in the 2012 Budget process,
- to inform Administration decisions about service delivery through 2012, and
- to support the development in 2012 of The Way We Finance – a 10-year Financial Strategy.

Public meetings and an online survey gathered input from 1,208 participants.

In terms of the 2012 Budget process, the results compiled in this report present valuable opinions and perceptions of Edmontonians that supplement other forms of public input, ranging from the Nov. 23 non-statutory public hearing on the budget to calls received through 311.

The results in this report compile public input from an online survey conducted by Angus Reid Public Opinion and seven community meetings conducted by City of Edmonton staff. The results are not statistically representative of all Edmontonians, but the results of the online survey were weighted against Edmonton's demographics to reflect our community's representation by age, income and ward. The results are a valid representation of Edmontonians, in the same way as the approximately 70 speakers in the Nov. 23 public hearing provide valid presentations of public input.

As directed by City Council, the consultation process also aimed to inform residents about the City's budget process, municipal challenges and achievements, the range of civic

services and revenue issues for the municipality. Information about City services was compiled into 14 main service areas, grouped from a citizen perspective rather than organizational structure.

The main categories in which public opinions and input were collected are:

- Satisfaction with City services
- Household costs, including spending on taxes
- Distribution of taxes among three orders of government
- Fair taxation for services received
- Suggestions for balancing the budget or improving services
- Prioritizing the City's corporate outcomes

The results of this public input and public opinion research can be extremely useful in identifying areas where further information campaigns may be required to increase awareness for civic issues.

### Results highlights:

The online survey tool yielded 1,158 completed surveys on 11 main questions (excluding demographic identifiers), which took an average 18 minutes to complete.

From the seven public meetings in different areas of the city, City staff recorded 710 distinct comments about civic services, household spending, City outcomes and budgeting. Each meeting was two hours long and required the total of 49 participants to progress through a series of topic discussions.

The total number of participants in the public meetings was relatively small; however, the number was the same as the participation in the 2009 budget

Citizen Panel and more than speakers in many of the budget non-statutory public hearings in the past decade. In addition, the strong similarities between responses of the meetings and the online survey suggest there is a degree of reliable validity in the opinions expressed.

The quantitative data provides an insightful overview as a reasonable and reliable gauge of general public perceptions about City services, affordability of taxes and value priorities in the City's outcomes.

The qualitative data is equally valuable, but far more difficult to summarize, mainly because they represent the range of opinions of Edmontonians. That means, often the comments of one participant directly conflicts with the opinions of another participant. For example, one respondent said the City should enhance the City's Valley Zoo to higher international standards and pursue aspects similar to the Calgary Zoo, while another respondent suggested the City should stop running a zoo altogether. Both opinions are valid but cannot be summarized as a singular recommendation. The approach for readers of the range of raw qualitative comments is to find "common ground" values among the respondents expressed through comments on key issues.

Complete responses are appended to the end of this report. High-level findings follow:

### ***Satisfaction with City services***

The online survey and public meetings both identified the same service areas as the six top areas of satisfaction: Fire Rescue, Waste Management, Public Library, Parks, Drainage Services and Community & Neighbourhood Services.

The online survey and public meetings both gave the lowest satisfaction ratings to Roads; City Governance; EEDC; and Planning, Housing & Buildings.

The online survey results show a strong majority of respondents would recommend Edmonton as a place to live and work.

In terms of importance of services, the results in the online survey and public meetings deviated due to the method of compiling results. Participants at the meetings were asked to identify their ratings of importance for each service area. On average, the respondents said the most important service areas are Police, Fire Rescue and Roads, trailed by Waste Management.

Respondents to the online survey were not asked to rate the service areas by importance, but a regression analysis across different answers identified services areas that had greatest impact on satisfaction. Responses to the online survey indicated that services most important to affecting overall satisfaction with the City were Roads, Infrastructure renewal and development, and City Governance, trailed by Public Transit. Improving satisfaction with these service areas would have the greatest impact on overall satisfaction with the City.

### ***Cost pressures for households***

In the public meetings, citizens provided 113 comments indicating they face higher household costs than the average expenditures recorded by Statistics Canada, with specific reference to areas such as:

- Housing
- Groceries
- Utilities
- Children's sporting activities
- Cell phone and cable charges
- Transportation and insurance

Participants cited increasing costs in a range of goods and services, many non-discretionary, coupled with a lack of increased value.

Participants discussed and accepted the potential of different rates of inflation in costs for consumer goods and services, as measured by the CPI, and the inflation in costs in a municipality's "basket of goods."

Online respondents said on average income taxes and housing costs were the top items in household spending, at 20% in each case, with groceries, utilities-TV-phone and transportation coming next.

In both the online survey and public meetings, respondents estimated their relative contribution to municipal property taxes at higher than the actual average. On average, online respondents said 6% of all household spending (including groceries, transportation, etc.) was for municipal taxes, versus the actual average for Edmonton at 1.9%.

Nevertheless, respondents indicated that although average municipal taxes and utility fees may comprise a small portion of the total household spending, the increasing cost pressures of those other areas in our growing Edmonton economy make the non-discretionary costs such as taxes and utilities challenging.

#### ***Distribution of household taxation***

Participants were asked about the distribution of taxes they pay to the three orders of government. They were also shown the actual distribution of income and education taxes and property taxes (but excluding federal and provincial taxes on goods and services, fuel and other consumables). The majority of participants in public meetings expressed surprise that the

portion received by the City was much lower than they perceived. Further, 20 comments were recorded indicating the portion is too low compared to the share of taxes to other orders of government, and for the civic services provided.

At the same time, some respondents suggested the transfers of grants from other orders of government might make up the difference in direct taxation between the City and other orders of government.

The online survey results were the same. On average, respondents believed the City received 24% of a household's tax payments, and even when the actual distribution was identified as about 5%, respondents indicated the ideal tax balance would allocate almost 25% to the City, and decrease the share to other orders proportionately.

#### ***Fair monthly tax for City services***

A specific figure was not derived from the public meetings, but participants were told the 2011 average annual and monthly municipal property tax bill and utility fee. Comments from participants indicated they believed this was in the range they experienced. A majority of participants said the amount would be fair, IF they received high-quality service for the civic programs that are most important, which were road clearing and pothole maintenance for most respondents.

Several participants said the average amount was fair as long as taxes were not used for projects they called extravagant or unnecessary, with several citing as examples the downtown arena project and public art.

Over half of online respondents said that under \$135 a month would be a preferred monthly tax bill, after being told the average actual expenditure

figure in 2011. The average suggested amount from all respondents to the online survey was \$139 per month for municipal taxes.

### ***Balancing the budget***

In the public meetings, participants were asked to review the descriptions of all 14 service areas and then provide comments about “what would make you happier about each service.” The comments generated suggestions for changing the way services are delivered, including some suggestions for making the City more efficient, saving costs or increasing revenue.

Participants provided 48 comments with ideas to cut costs, and another six comments related to ways to generate additional revenue. Six comments indicated the least-desirable strategies to generate revenue included utility charges, other user charges, or incentives for attracting business. Again, balancing or opposing suggestions were presented. For example, one participant suggested bus fares should increase to improve cost recovery, while another participant suggested transit fares must be decreased to increase ridership. On another issue, a participant proposed a traffic fee for cars travelling into the city core like London, England, and higher parking fees, while a participant in a different meeting said parking rates in the core should be dropped to create more business and the subsequent revenue.

Discussions revealed persisting misunderstandings about the market value assessment method and its relationship to taxes. Additionally, many participants believed tax increases were extremely high over the past few years when considering percentage increases, but when converted to average dollar increases and when compared to other household cost increases, the tax

increases were perceived as less significant.

From the online survey, increasing property taxes was identified as the least desirable approach for 37% of respondents, and most desirable for only 14%. However, a combination of a property tax increase and user fee increases was favoured most by 26% of respondents and was least contentious as only 3% said it was the approach they support the least. A combination of cutting service levels and a small tax and user fee increase was favoured by 20%. An approach that increases only user fees was favoured by 19%. A cut to existing services to reduce taxes was the least favoured option to 31% of respondents, but was supported the most by 10%.

### ***Most important Corporate Outcomes***

Citizens were asked about their values and what are the most important results, or outcomes, that the City’s 10-year goals should achieve.

In the public meetings, the top three outcomes were Safe and Clean City; The transportation system is integrated, safe and gives citizens choice; and Edmonton strives to be a leader in environmental advocacy, stewardship, preservation and conservation.

The top three choices in the online survey were Safe and Clean City; The City of Edmonton delivers valued, quality, cost-effective services to its citizens; and The transportation system is integrated, safe and gives citizens choice.

Forty-eight comments from the meetings identified additional outcome statements that participants believed would help achieve strategic goals, as well as comments about amending wording of current outcomes to be more specific in how goals would be reached or to

separate distinct ideas currently in single outcome statements.

Online respondents added opinions on what outcomes were missing or provided more detailed objectives for each goal, included in results that will be posted online.

By aggregating the online input on which outcomes were most important, the results of the survey can be used to suggest a prioritization of the top-level strategic goals in this order: Ensure Financial Sustainability, Transform Urban Form, Shift Transportation Mode, Improve Livability, Transform through

Organizational Excellence, Preserve and Sustain Edmonton's Environment, and Diversify the Economy.

The discussion on The Way Ahead, the City's Strategic Plan and the 10-year Goals that led to the creation of the outcome statements was an opportunity to reconnect with citizens on the direction setting process started in 2006 with the visioning work and the revamping of the Municipal Development Plan and Transportation Master Plan. This consultation was the first engagement with Edmontonians on the Corporate Outcomes since their creation in 2010-11.

## 2. Objectives

In June 2011, Edmonton City Council directed Administration to undertake activities with two interrelated objectives:

- develop opportunities for Edmontonians to learn more about the City's budget process, issues and fiscal considerations, and about services and programs provided by the City; and
- develop opportunities for citizens to provide input on issues around the City's budgets.

This direction was augmented by a particular desire to find out more about cost pressures on Edmonton households, value for taxes, and perceptions about how a household's tax dollars are divided between municipal, provincial and federal governments.

Administration's goal was to allow as many citizens as possible to voice their opinions and learn about budget issues, either in person at public meetings or online via personal computers and mobile devices. Additionally, residents were encouraged to review budget information, including overviews about the range of services the City provides and infrastructure delivered in the last budget cycle.

In terms of public input, Edmontonians were asked to provide opinions and perceptions about:

1. the City's Corporate Outcomes that define the results of successful achievement of City goals, which outcomes are most important, if there is need for more description or if there are additional outcomes to suggest;

2. the City services that are important to them and their satisfaction with services; and
3. their household costs and perceptions about fair taxes for services, and the distribution of tax dollars for services from the City, the Government of Alberta, and the Government of Canada.

1. The City has created a strategic roadmap, called The Way Ahead, to help guide long-term decisions. This plan has a 30-year vision and 10-year goals. Council approved these elements after considerable public input into the vision in 2007-08 and the core plans over 2007-10 for the Municipal Development Plan/Way We Grow, Transportation Master Plan/Way We Move, People Plan/Way We Live and Environmental Strategic Plan/Way We Green. The remaining directional plans, The Way We Finance and The Way We Prosper are being developed in 2012 and further consultation will follow.

Council has spent considerable time and effort on developing Corporate Outcomes that describe what success would look like for each goal, and thereby helping guide the approach to achieving the results. In addition, Council developed initial corporate performance measures to track progress on goals and have begun work on setting targets for each corporate performance measure, to assist in subsequent resource allocation processes and service delivery management.

One part of the fall 2011 public consultation asked people to validate the outcomes for each of the city's 10-year goals. This is the first opportunity Edmontonians have had to review and provide feedback on the Outcomes.



Edmontonians reviewed the statements of Outcomes the City aims to achieve and were asked to prioritize the things they value by identifying which outcomes are most important. Participants were asked to suggest outcomes the City should consider adding, or refinement of Outcomes. The results of the public input are shared with Council to provide feedback to their work and to add context about long-term citizen values in budget deliberations.

The results of this feedback will also inform the next stage of development of The Way Ahead framework, in which Council will periodically confirm and/or revise the elements of the Strategic Plan.

**2.** The consultation asked people about what City Service Areas are most important to them and their satisfaction with services. All city services were grouped into 14 service areas that reflect a citizen-perspective of services and programs Edmontonians may see and use every day. The groupings were not determined by organizational structure.

Administration will use this consultation to measure satisfaction levels compared and contrasted with previous survey information, with added analysis of drivers of satisfaction.

This information is provided to Council for information during budget decisions about service levels supported by limited resources. More importantly, the feedback about services will help City Departments in making service delivery decisions in 2012.

**3.** The third main topic area of public consultation is about Edmontonians' household spending: the total household spending on all costs, and the relative spending on income taxes and property taxes.

The consultation sought to inform participants about taxes a typical Edmonton household pays to each order of government, and collect input on what level of municipal taxation is affordable and reasonable in terms of expected level of services.

The results of this input are provided to Council during budget deliberations to convey perceptions about affordability of municipal taxes and city user/utility fees, in the context of other increasing household costs, and expectations about the value of taxes.

In addition, perceptions about fair distribution of taxes to the City, the Province and the Federal Government will inform development of direction in the Way We Finance in 2012.

### ***Consultation in 2012***

Finally, one objective of the online survey was to recruit Edmontonians to join a special citizen panel for ongoing online public input on a range of city programs and policies throughout next year. About half of the survey participants registered to participate in that ongoing consultation, which is considered extremely high by the Angus Reid Public Opinion firm. Further activity will be required to increase the size of the ongoing community panel to a size statistically representative of Edmontonians. The target size will be 5,000 people.

### 3. Other Public Input

The 2011 consultation represents the first time this combination of online survey and public meetings immediately before the release of the draft budgets has been used to gauge public opinion to supplement input on the budget process.

The public input from these seven meetings and the online survey is not intended to replace other forms of input. This input is intended to supplement other forms of public input, including but not limited to:

- the non-statutory public hearing of approximately 70 speakers on Nov. 23;
- personal representations, phone calls, mail and email directly to the offices of the Mayor and City Councillors;
- the Citizen Perception Survey;
- citizen input at the hundreds of issue-specific Council and other public meetings through the year;
- issue-related dialogue captured in letters to the media and online blogs;
- some of the more than 1.5 million calls to 311 through the year; and
- the Mayor's Coffee Party meetings with seniors' groups.

In the seven public consultation meetings in 2011, participants were informed about other vehicles to provide input to City Council, such as the Nov. 23 public hearing and email or 311 contacts. The City also used its social media tools, such as Twitter, Facebook and Connect 2 Edmonton, to vigorously promote the Nov. 23 public hearing, once the online survey period (Sept. 26 – Oct. 31) was complete.

Non-statutory public hearings to obtain input on budgets began in the 1990s, usually over three days. Supplemental activity throughout the year was seen as reducing the need for multiple days of public hearings in some years. Other opportunities for input in different years that have affected participation rates at the budget public hearings have included Town Halls, election campaigns, and public media forums.

Public input from previous consultation activities remains valuable to the 2011 budget process and service delivery in 2012. For example, the Citizen Panel in 2009 ([www.edmonton.ca/CitizenPanel](http://www.edmonton.ca/CitizenPanel)) conducted in-depth consultation on City spending priorities. A panel of 49 randomly selected Edmontonians met over six Saturdays, set the agenda and identified all the information they wanted from the City, including budget documents and presentations, growth plans and infrastructure issues.

After intensive discussion and analysis not possible in other methods of public involvement, the panel provided two new directions and four recommendations for City Council to consider in setting the 2010-2011 budgets. The main recommendations were:

- Citizen Panel New Direction 1: Citizens, City Council and Administration will need to adopt a change in thinking if we are to increase livability. A change in thinking should be achieved through both incentives and disincentives created by the public and private sectors.
- Citizen Panel New Direction 2: We need to act in ways that demonstrate and strengthen the

- interconnectedness of community life.
- Recommendation 1: Continue to increase the density of our city through long-term planning.
  - Recommendation 2: Ensure that our transportation system emphasizes the convenience of users and the uniqueness of Edmonton's climate.
  - Recommendation 3: Use environmental and economic sustainability as the basis for policy decisions aimed at livability.

- Recommendation 4: Use proactive and preventative methods to reduce crime and increase safety.

Other consultation activity that continues to provide useful public perception information for Administration's delivery of services includes previous Citizen Satisfaction Surveys ([http://www.edmonton.ca/city\\_government/city\\_wide\\_initiatives/citizen-satisfaction-survey.aspx](http://www.edmonton.ca/city_government/city_wide_initiatives/citizen-satisfaction-survey.aspx)) and supplemental Public Perception Survey research associated with the City's new Corporate Measures.

## 4. Approach

The same core questions, as identified in the project objectives listed above, were investigated in an online survey and in seven public meetings.

The City of Edmonton contracted independent researchers Angus Reid Public Opinion, a North American leader in online opinion research, to conduct an online survey on the three main topics identified in the objectives.

The City of Edmonton staff facilitated the seven two-hour public meetings in different areas of the city. Corporate Communications, which now includes the Office of Public Involvement, organized the sessions with other City employees trained in facilitation coordinating input in the sessions.

The approach in the online survey and the public meetings differed due to the limitations and opportunities of each form of consultation. Nevertheless, the core questions discussed were:

- What is your level of satisfaction with the services provided by the City of Edmonton
- What would make you happier about any of these services?
- What are the cost pressures for your individual household?
- What is a fair tax for City services?
- What are your perceptions about the distribution of taxes among three orders of government?
- Of the City's outcomes for the long-term goals, which 10 are the most important?
- Are there any corporate outcomes that are missing or any that should be refined?
- What approach should the City use to balance the budget?

In addition to compiling input, the consultation project had the interrelated objective to inform participants online and in public meetings about 10 main themes, corresponding to the sections of the Executive Summary of the proposed Operating Budget:

- Every Day, Every Way: All the City services Edmontonians receive every day (where your tax dollars go) – and affect quality of life;
- Budget Process – starts with Council guidelines, then proposed budget, then deliberations and determining taxes based on budget
- 2012 budget (tax guidelines); revenue sources (includes user fees and utility fees) and expenditures (tax breakdown per service areas)
- People providing public services: City employees (most are front-line staff delivering services)
- Infrastructure Investment: Capital Budget and Debt – what we have gotten recently, what's planned in next 3 years
- Building Great Neighbourhoods (Neighbourhood Renewal Fund created with dedicated tax to support rehab work in 20 communities per year, including 5-6 total reconstruction)
- Priorities drive decisions: Edmonton's Strategic Plan, The Way Ahead – City vision, Council's 10-year goals, outcomes, performance measures – our promise and how we will measure how we are doing (Citizens set priorities/values)
- Finding savings and opportunities: Service and Budget Review – cost-cutting, revenue opportunities and advancing the "Ways" – city goals; where City finds efficiencies
- Typical Edmonton household spending – education/municipal split in property tax; household payments to City/Prov/Feds; typical expenditures; tax a % of household income
- Economic snapshot for Edmonton

The survey and public meetings provide information that can be used in similar fashion as research results from a large focus group. When combining the opportunity to inform participants, then collecting opinions and input, this consultation activity can identify areas of public misunderstanding on issues, areas that would benefit from new approaches to explaining information, or areas of unexpected perceptions. The process of providing information to Edmontonians is a service the City provides. The findings from this consultation can help modify how information is provided.

**Satisfaction with City Services:** All city services were grouped into 14 service areas that reflect a citizen-perspective of services and programs Edmontonians may see and use every day. The groupings were not determined by organizational structure.

The service areas were conveyed in 14 large posters and discussion in the public meetings, and through descriptions in the online survey. Supplemental information was available in booklet format also posted on the City's website. The service areas are reflected in budget materials such as displays on "where your tax dollars go."

#### 14 Service Areas:

- **Public Transit** (Bus Transit, Light Rail Transit (LRT), DATS, LRT expansion, Security & transit centres)
- **Roads** (Pothole repair, snow clearing, design & construction, transportation planning, traffic safety, traffic operations, signals & street lighting, sustainable and active transportation)
- **Edmonton Police Service** (Community policing, crime prevention, victim support, traffic & vehicles, special crimes units and initiatives)
- **Fire Rescue Services** (Fire rescue operations, medical event response, hazardous material event response, public safety and fire investigations, fire prevention & public education, environmental management, training and dispatch)
- **Infrastructure Renewal & Development** (Neighbourhood Renewal Program - Streets/sidewalks/streetlights program, Great Neighbourhoods Capital Program, and Drainage capital renewal; major project development – bridge renewal and replacement, recreation complex construction; Capital Project Financing and Debt repayment)
- **Community & Neighbourhood Services** (Family and Community Support Services; Assessment and Short-Term Counselling; Prevention of Family Violence and Intervention Teams; Community facilities/recreation centres, pools, arenas, golf courses; City attractions; Capital City Cleanup; grants administration; partnerships and boards & commissions; Great Neighbourhoods; animal care & control services; bylaw complaints & investigation; Aboriginal and race relations; Edmonton Combative Sports Commission; City services for festivals and events)
- **Parks** (playgrounds, sports fields, turf maintenance, river valley trails, forestry and horticulture, pest management, parks maintenance, parks planning, natural areas acquisition and preservation)
- **Planning, Housing and Buildings** (urban planning; housing services; Environment Office; buildings & landscape services; City properties, land management; zoning; building permits and licensing, safety codes; development administration; assessment and site servicing)
- **City Governance** (City Council, City Auditor, City Manager's Office, Financial Services and City Clerk's Office)
- **Corporate Support** (Customer info services, 311, website, IT, HR,

- Legal Services, Corporate Security, Fleet Services, Materials management and procurement)
- **Edmonton Public Library** (17 community locations, inter-library loans, reference services, public computers, home delivery for special access)
- **EEDC** (Economic development initiatives; Edmonton Tourism; Shaw Conference Centre; Edmonton Research Park; Edmonton Film Commission; Workforce/labour strategy; TEC Edmonton partnership)
- **Waste Management Services** utility (garbage collection; Blue Bag recycling for single family homes, blue bin recycling for apartments and condos; 3 eco stations; 22 community recycling depots; Big Bin events; composting facility; Materials Recovery Facility for sorting recyclables; Electronics/electrical appliances recycling; Waste to Biofuels facility under construction; Partnership with Greys to recycle paper and glass)
- **Drainage Services** utility (sewer systems operation and maintenance; land drainage and stormwater management; tunneling services; lot grading inspection; design & construction; emergency sewer repairs; environmental and drainage asset planning)

Participants in the online survey and the public meetings were asked to investigate each of the service areas to learn more about the range of services the City manages and their dependence on the same main revenue streams.

Survey respondents and meeting participants were asked to rate their satisfaction with service areas, as well as to write comments to answer “What would make you happier about each/any service area?” The form of this question was intentionally constructive, and allowed for a range of ideas – suggestions for greater effectiveness or more efficiency; suggestions on style,

mode, scope, timing, or other aspects of the provision of services; budget-focused or from a long-term perspective. These suggestions will be reviewed by the business units responsible for the service areas.

**Rating Outcomes:** Citizens ultimately talked about their values when they were asked what are the most important outcomes, or results, that the City’s 10-year goals should achieve. Participants were asked to identify the 10 most important outcomes out of the list of 23. They were not asked to rank the outcomes. By aggregating the results, however, a ranking was compiled from all responses.

This work helps validate Outcomes Statements for further development of The Way Ahead strategic planning framework in 2012 and helps show priorities among values. Taken together with ratings about services, the comments can inform budget and service decisions. Input on outcome statements that could be refined and new outcomes that participants believe were overlooked will help with the review of the Strategic Plan and the “check-in” with Council in 2012.

**Household Costs:** Edmontonians provided observations about household costs in terms of what costs were increasing and/or what was the distribution of their household costs. The online and meeting methods of consultation differed the most on this question, because the online survey was limited to identification of perception of distribution, while public meetings were able to explore different issues with household costs, how they relate to taxes and the connection with value for taxes in the context of services expected.

The discussion at the public meetings also allowed for discussion on the

different types of costs (and inflation rates) that consumers/residents face, versus costs the City faces.

Further correlation analysis of the online survey data could compare results for “what is fair monthly city taxes” and “what is the ideal level of city taxes” and “satisfaction levels with services” to gauge fair value for taxes.

### Information from Public Meeting Workbook:

#### Responsibilities of orders of government

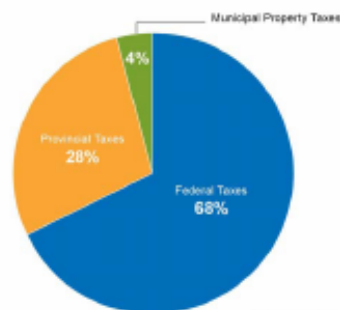
| Service Area                                  | Federal                             | Provincial                          | City of Edmonton                    |
|---|-------------------------------------|-------------------------------------|-------------------------------------|
| Emergency preparedness                        | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Arts and culture facilities/events            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Economic development                          | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Parks and recreation                          | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Pensions and income support                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |
| Aboriginal peoples                            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Immigration                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |
| Public health                                 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Industry                                      | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Environment                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Policing                                      | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Transportation infrastructure                 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Housing                                       | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Border security                               | <input checked="" type="checkbox"/> |                                     |                                     |
| Emergency medical services                    |                                     | <input checked="" type="checkbox"/> |                                     |
| Electrical power services                     |                                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Bylaw enforcement                             |                                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Health care                                   |                                     | <input checked="" type="checkbox"/> |                                     |
| Social assistance and social services         |                                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Administration of justice                     |                                     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Criminal law                                  | <input checked="" type="checkbox"/> |                                     |                                     |
| Post-secondary education, training & research | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |
| Primary and secondary education               |                                     | <input checked="" type="checkbox"/> |                                     |
| Natural resources                             |                                     | <input checked="" type="checkbox"/> |                                     |
| Agriculture                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                                     |
| Municipal streets and roads                   |                                     |                                     | <input checked="" type="checkbox"/> |
| Water and wastewater                          |                                     |                                     | <input checked="" type="checkbox"/> |
| Waste and recycling services                  |                                     |                                     | <input checked="" type="checkbox"/> |
| Fire protection                               |                                     |                                     | <input checked="" type="checkbox"/> |
| Public transit                                |                                     |                                     | <input checked="" type="checkbox"/> |
| Municipal planning                            |                                     |                                     | <input checked="" type="checkbox"/> |
| Public libraries                              |                                     |                                     | <input checked="" type="checkbox"/> |
| Business and building licensing               |                                     |                                     | <input checked="" type="checkbox"/> |
| Parking                                       |                                     |                                     | <input checked="" type="checkbox"/> |
| Money and banking                             | <input checked="" type="checkbox"/> |                                     |                                     |
| International and                             | <input checked="" type="checkbox"/> |                                     |                                     |
| Inter-provincial/territorial trade            | <input checked="" type="checkbox"/> |                                     |                                     |
| Airlines and railways                         | <input checked="" type="checkbox"/> |                                     |                                     |
| Telecommunications and broadcasting           | <input checked="" type="checkbox"/> |                                     |                                     |
| Foreign affairs and international assistance  | <input checked="" type="checkbox"/> |                                     |                                     |
| Defence and veterans affairs                  | <input checked="" type="checkbox"/> |                                     |                                     |
| Employment insurance                          | <input checked="" type="checkbox"/> |                                     |                                     |
| Fiscal equalization                           | <input checked="" type="checkbox"/> |                                     |                                     |

Source: Federation of Canadian Municipalities.

#### Notes:

- List provides a sampling of services and does not convey the scope or scale of services provided in each area.
- Services are provided through a mix of taxes and other revenue sources for each order of government.
- For items listed under the City, all services are directly provided to citizens, while items under the Provincial and Federal governments are a mix of services funded and delivered.

Federal, Provincial and Municipal Taxes



Source: Survey of Household Spending in 2008, Edmonton, Statistics Canada, December 2009

### ***Approach Specific to the Online Survey***

From September 26 to October 31, an online survey hosted by Angus Reid compiled 1,158 complete responses, on average taking 18 minutes each. The survey was grouped around 11 main questions, many with multiple ratings, plus four questions on demographics. All combined, the survey compiled input on 85 independent variables, or data fields.

Participation in the online form was recruited through mainstream news media exposure, online advertising, and social media promotion and networked marketing.

Demographic information about age, gender, income level, and ward (via postal code) were collected from online survey respondents. When correlated with Edmonton's actual demographics, the quantitative results were weighted and adjusted to portray actual representation for Edmonton.

The online survey employed innovative technology (available for most platforms) to easily provide input on complex information. For example, questions that ask for allocation of amounts to add up to 100% used sliders to distribute amounts visually rather than requiring people to numerically calculate distributions. Examples include questions about the perceived and recommended distribution of taxes among different orders of government and the allocation of household spending among a range of costs.

The online survey was more focused on compiling data that could be quantified for analysis in aggregate form, and compared to the more qualitative input from public meetings. However, the online survey provided several open-

ended questions to record qualitative perceptions and suggestions.

Further, the online survey employed embedded links and in-survey windows that helped respondents explore more information on the topic areas.

Examples of links or embedded data include:

- Information about the Way Ahead, City Goals and the Strategic Planning Framework;
- information about the budget process;
- Statistics Canada information about household spending in Edmonton;
- Statistics Canada information about distribution of income, education and property taxes among the three orders of government; and
- Federation of Canadian Municipalities-compiled data on areas of responsibility of each order of government.

Public input about satisfaction with service areas and relative importance of service areas was recorded. In the online survey, participants were not directly asked what services were most important. Instead, participants were asked about their overall satisfaction with City services and satisfaction levels with each service area. Through Shapely value regression analysis, the survey identified the service areas that had the greatest impact on overall satisfaction, thereby identifying service areas of most importance. This value regression approach also identifies the service areas that, if improved or enhanced, would have the greatest positive impact on overall satisfaction with the City.

The results included in this report represent weighted data to more accurately represent Edmonton and



comparison information across questions were highlighted for significant deviations from the average. However, all raw data will be placed in

the City of Edmonton's data catalogue to allow researchers, journalists and citizens to explore information and demographic correlations.

### ***Approach Specific to Public Meetings***

City staff organized and facilitated the seven meetings:

|           |                               |              |        |
|-----------|-------------------------------|--------------|--------|
| Northeast | Clareview Arena Hall          | September 26 | 7-9 pm |
| West      | Lessard Community Hall        | September 28 | 7-9 pm |
| Northwest | Ukrainian Youth Complex       | September 29 | 7-9 pm |
| Southwest | Terwillegar Recreation Centre | October 4    | 7-9 pm |
| Central   | Polish Hall                   | October 5    | 7-9 pm |
| Southeast | Grant MacEwan South Campus    | October 6    | 7-9 pm |
| Central   | Prince of Wales Armoury       | Oct 11       | 7-9pm  |

The public meetings allowed for more two-way information sharing and discussion than the online survey, but both quantitative and qualitative results were compiled and the core questions in the public and online venues were essentially the same, as identified by the project objectives.

The public meetings informed participants about all city services, and provided opportunities for them to ask questions about the programs. In the first few meetings, staff members representing each service area were available to directly respond to questions. Subsequent meetings continued the commitment to engage subject matter experts in the City to provide answers to any questions received. Through all activities, residents were shown the range of services in each area.

In public meetings, participants were asked directly to rate importance as well as level of satisfaction. This approach is similar to previous Citizen Satisfaction Surveys but in contrast to the 2011 budget online survey in which regression analysis was used to determine relative importance of services as drivers of overall satisfaction.

### ***Schedule and facilitation for public meetings:***

|           |   |
|-----------|---|
| 6-7 p.m.  | Invite participants to review posters about City service areas.<br>Play video – City Vision or City Well Run beta (alternate per day)   |
| 7:00 p.m. | <b>MC:</b> Welcome, introductions and identify objectives and how input will be used.<br><b>Budget Official</b> (CFO or Branch Manager of Financial Services): Budget process, challenges and public input  |
| 7:10 p.m. | <b>MC:</b> Discuss costs City faces for all services in posters, limited revenue sources available, and household costs that Edmontonians face. Next – focus on:<br><b>A.</b> There are a range of costs Edmontonians have, in addition to taxes. Presentation and workbook shows 2009 breakdown of household costs.<br><b>B.</b> Taxes are also paid to different orders of government, which have a range of areas of responsibility. Workbook has information. |
| 7:15 p.m. | <b>Facilitators:</b> <b>A.</b> Ask and record what are the costs people face every month. Does the 2009 Stats Canada breakdown look appropriate today? Are there other costs? Fees? What is getting expensive? Is value from  |

|                    |  |
|--------------------|--|
|                    | <p>those services/goods increasing with cost? What is a fair amount for property taxes?</p> <p><b>B:</b> Ask table groups to discuss the distribution of taxes paid to orders of governments. Is it as expected? Does it seem fair?</p> <p><b>MC:</b> Explore the array of services and programs provided by the City; the ways citizens use and rely on civic services.</p> <p>We want to know what you think about services and service levels. Invite participants to visit stations (one for each of the 14 service areas) and ask questions about the services.</p> <p>Use the table at the back of the Workbook, to rate importance of the various service areas and satisfaction level. Also provide comments/suggestions on sticky notes.</p> <p><b>Facilitators: A.</b> Help participants visit each station with a wall poster for each service area. Show the survey page in the workbook to use for satisfaction and importance rating.</p> <p><b>B.</b> Ask people to provide feedback on sticky notes: "what would make you happier about each service area?"</p> <p><b>Subject matter experts or facilitators:</b> Answer questions about your service area or record questions for response later.</p> |
| Break<br>8:10 p.m. | <p><b>MC:</b> Our strategic roadmap – The Way Ahead, with 30-year vision and 10-year goals, developed with previous public input. Outcomes, also called "objectives" for each goal describe what success will look like; specific results we want to achieve.</p>  |
| 8:20 p.m.          | <p><b>Facilitators:</b> Tables are asked to review the goals and outcomes in their workbook and discuss why certain outcomes are important. Capture key comments and thoughts on flip charts about what outcomes are important. Why are they important? How well do they describe success? What outcomes are missing? What is a better way to describe goals and values for our community? Individuals are asked to write down additional outcomes on sticky notes for flip chart or write on flip chart.</p>  |
| 8:35 p.m.          | <p><b>Facilitators:</b> provide each individual with 10 sticky dots and ask them to place dots on what they consider the 10 most important outcomes. Each table will have a sheet of paper listing the 23 outcomes. Each person can only put one dot per an outcome.</p>   |
| By 9 p.m.          | <p><b>MC</b> Thank participants, ask for last page of workbook to be dropped off and invite people to participate in the online survey of similar questions, attend the public hearing and encourage neighbours to participate. Participants are invited to leave contact information if they wish to be part of an online community panel through next year.</p> <p><b>Communications staff</b> will collect all flip chart sheets, for later transcription and collation of input.</p>   |

## 5. Budget

Financial Services allocated a budget of up to \$40,000 to host seven public meetings across the city, facilitate discussions and compile input, and to commission an online survey tool. The consultation project is under budget.

About 25% of the engagement budget was allocated to the online survey tool while approximately 40% was used to promote the public meetings and online survey.

Budget Breakdown, as at Nov. 3, 2011.

|  |                                  |          |
|--|----------------------------------|----------|
| Meeting space - rental                           | 7 venues                         |          |
| Tuesday, Sept. 27                                | NE - Clareview Arena Hall        | 120.00   |
| Wednesday, Sept. 28                              | W - Lessard Community Hall       | 80.00    |
| Thursday, Sept. 29                               | NW - Ukrainian Youth Complex     | 180.00   |
| Tuesday, Oct. 4                                  | SW - Terwillegar Rec Ctr         | 0.00     |
| Wednesday, Oct. 5                                | Central - Polish Hall            | 375.00   |
| Thursday, Oct. 6                                 | SE - Grant MacEwan South Campus  | 367.50   |
| Tuesday October 11                               | Central - Prince Wales Armouries | 100.00   |
|  |                                  |          |
| A/V rentals – Sharp's                            | PA, video, projection            | 7941.71  |
| Public food                                      | Tim Hortons or venue             | 621.87   |
| Facilitator food                                 | Sunterra                         | 623.37   |
| Outcomes posters and Posters of 14 Service Areas | Vivid Print                      | 935.00   |
| Service wall sheets                              | Vivid Print                      | 210.00   |
| Post-It notes, pens, etc                         | Grand & Toy etc                  | 103.58   |
| Facilitators                                     | City Facilitators                | 0.00     |
| Easels - owned                                   | For flip charts                  | 0.00     |
|  |                                  |          |
| Online advertising for survey                    | Journal and CBC                  | 3,108.00 |
| Advertising B/W only                             | Creative                         | 76.65    |
|  | Journal Sept 23&30               | 2,738.40 |
|  | Sun Sept 23                      | 1,071.00 |
|  | Examiner Sept 16, 23, 30         | 2,305.80 |
|  | AB Sweetgrass                    | 504.00   |
|  | Epoch Times                      | 141.75   |
|  | Lok Awaz                         | 157.50   |
|  | NA Chinese Weekly                | 78.75    |
|  | Edmonton This Week               | comp     |
|  | CHED/i-880/CISN                  | 6,615.00 |

|                                 |             |                     |
|---------------------------------|-------------|---------------------|
| Civic Cents video shorts        | 2 updates   | comp                |
| Online Tool - interactive input | Survey tool | 10,500.00           |
| <b>SubTotal</b>                 |             | <b>38,954.88</b>    |
|                                 |             | <b>GST included</b> |

## 6. Promotions

For promotions, \$16,700 was invested in advertising the meetings and online survey tool through the city's daily and weekly newspapers, including four ethnic media outlets, and through radio spots and online advertising with The Edmonton Journal and CBC.

No-cost promotions included roadside signs, media coverage of a technical briefing as well as subsequent TV, radio and print coverage. The Edmonton This Week radio show on 630 CHED and repurposed as a podcast available in the City blog is available to all city programs as part of an annual contract.

The City used social media tools to promote the consultation activities. The City Twitter account was used to promote the online survey and the public meetings, with up to three posts

per day identifying the public input opportunities and linking to the consultation information and the co-located budget information at [www.edmonton.ca/Budget2012](http://www.edmonton.ca/Budget2012). After the completing of the consultation, phase 2 promotions focused on promoting the Nov. 23 public hearing and featuring "did you know..." material about the proposed budgets.

The City Facebook page was used to establish a Facebook event for all public meetings, including the Nov. 23 public hearing, and posts promoted the online survey and the release of the proposed budgets. Other channels were used to promote the consultation activity, including the Connect2Edmonton forum, the online event calendar and external sites that pulled from the City's RSS feeds, such as [ShareEdmonton.ca](http://ShareEdmonton.ca) and the CBC community calendar.

## 7. Participation

Citizens were invited to participate in the Your City, Your Services engagement process between September 26 and October 31, 2012. Public meetings and an online survey gathered input from 1,208 participants.

The online survey recorded demographic information for all participants: age range, gender, income range and postal code (converted to City ward). Although all data will be available in raw form on the City's Open Data Catalogue, results for this report were weighted to reflect Edmonton's actual demographic representation in this variables, as provided by Statistics Canada and Edmonton Census data.

With a total of 49 participants who completed the full two-hour meetings, the public meetings had representation similar to that of the 2009 Citizen Panel and more than the speakers in the non-statutory public hearings on the budget in 2007, 2008 and 2009.

Participants in the public meetings represented a wide range of demographics, including post-secondary students, parents with young children, middle-aged working people, seniors, recipients of AISH support and people with different ethnic backgrounds. The range of locations, from the Terwillegar Community Recreation Centre to the Prince of Wales Armoury attracted participants from different income levels, as evidenced by the range of comments about fundamental needs and household costs.

From the seven public meetings in different areas of the city, City staff recorded 710 distinct comments about civic services, household spending, City outcomes and budgeting. The online

survey recorded distinct data in 98,430 data fields from the 1,158 complete surveys.

## 8. Summary Results

### 8a. Online Survey



## Background and Research Objectives

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The City of Edmonton recently embarked on an important round of public consultations pertaining to the city's 2012 budgeting process. In an effort to maximize stakeholder engagement (which in this particular instance extended to every resident of Edmonton) the city employed a two-pronged approach that on the one hand engaged a key set of stakeholders via in-person sessions but that widened the consultation on the other hand by allow any and all Edmontonians to share their views via an online survey.

This report summarizes the results of the online survey. In addition to asking respondents to share their thoughts and opinions on satisfaction with a range of government services and which of the city's goals were most important to them, respondents also answered a series of questions on taxation, their family budget and willingness to recommend Edmonton as a city to work, live and visit.

The survey also doubled as a recruitment tool for a possible online community panel. Of those who completed the survey, just under half indicated they would be willing to become a member of such a panel if it were created next year.



## Methodology

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|                                  |  |
|----------------------------------|--|
| Overview:                        | From September 26 <sup>th</sup> to October 31 <sup>st</sup> , 2011, Angus Reid Public Opinion hosted the survey on behalf of the City of Edmonton. Participants were recruited through the City of Edmonton website. The median completion time for completing the survey was 18 minutes and 5 seconds.  |
| Sample Size:                     | A sample of 1,158 Edmontonians. Sample was self-selected but the data was weighted on age, gender, income and ward in order to create a representative sample of the city of Edmonton.   |
| Qualifying Criteria:             | All respondents were over the age of 18 and living in the City of Edmonton.  |
| Fieldwork:                       | Fieldwork took place from September 26 <sup>th</sup> to October 31 <sup>st</sup> , 2011.   |
| About Angus Reid Public Opinion: | Angus Reid Public Opinion is a North American full-service polling and market research firm which is a leader in the use of the Internet and rich media technology to collect high-quality, in-depth insights for a wide array of clients. Dr. Angus Reid and the Angus Reid Public Opinion team are pioneers in online research methodologies, and have been conducting online surveys since 1995. Located in Vancouver, Calgary, Toronto and Ottawa, and with satellite offices in San Francisco, Chicago, New York, London, Paris and Sydney our team of specialists provides solutions across every type and sector of research. |



## Reporting Perspective

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- Throughout this report, circles and squares have been used to distinguish results that are statistically significant at a 95% level of confidence compared to the total sample.

○ = indicates findings which are statistically higher

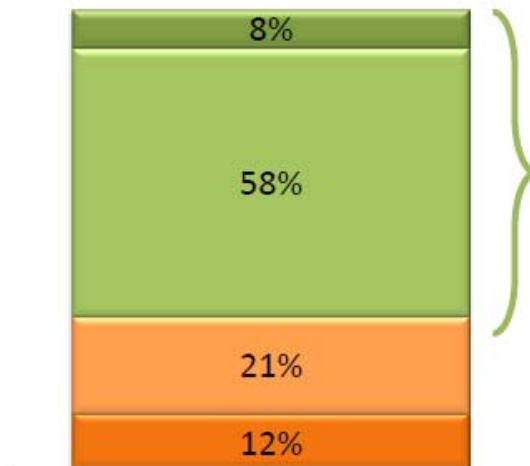
□ = findings which are statistically lower

## Findings: Satisfaction and Importance of Services

### Satisfaction with Overall Quality of Services

- Two thirds of Edmontonians are satisfied with the overall quality of services provided by the City.
- Younger residents and those with higher incomes are more likely to be satisfied.

Satisfaction with Overall Quality of Services

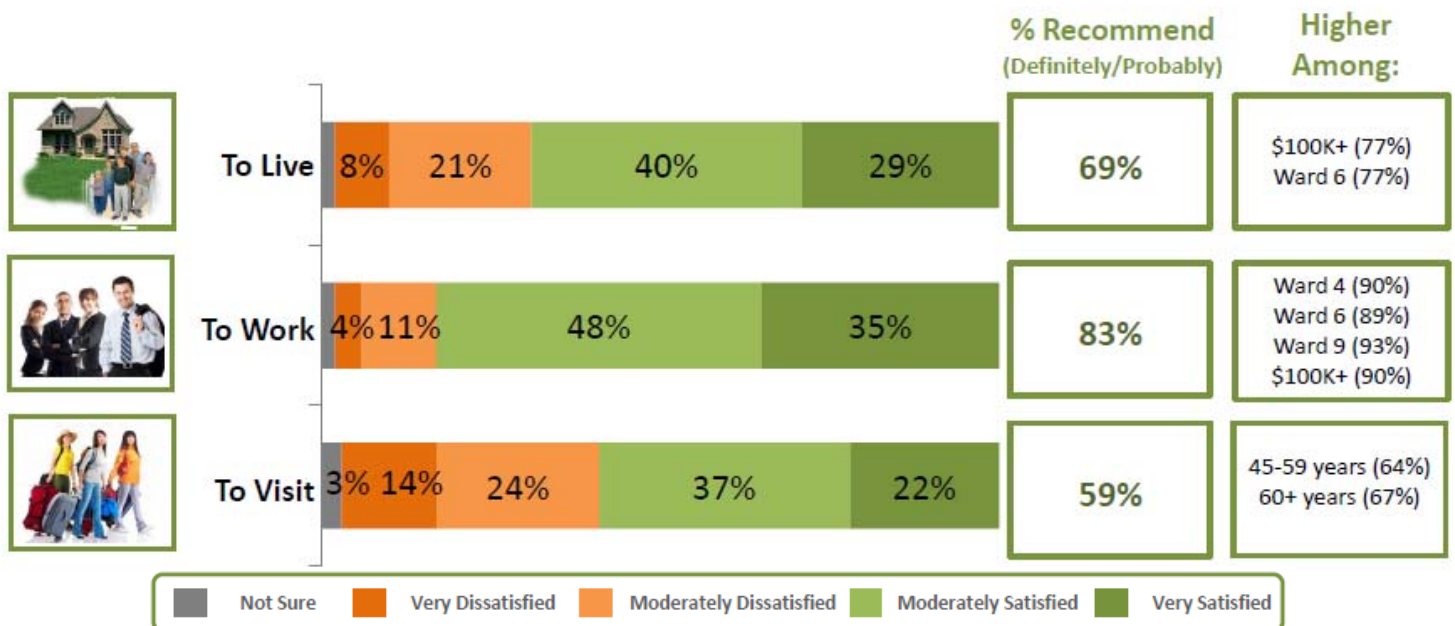


|               | % Agree<br>(Strongly / Somewhat) |
|---------------|----------------------------------|
| Total         | 67%                              |
| Male          | 65%                              |
| Female        | 68%                              |
| 18 - 34       | 71%                              |
| 35 - 44       | 62%                              |
| 45 - 59       | 68%                              |
| 60+           | 62%                              |
| <\$50K        | 62%                              |
| \$51K – \$99K | 68%                              |
| \$100K+       | 73%                              |

Not Sure
  Very Dissatisfied
  Moderately Dissatisfied
  Moderately Satisfied
  Very Satisfied

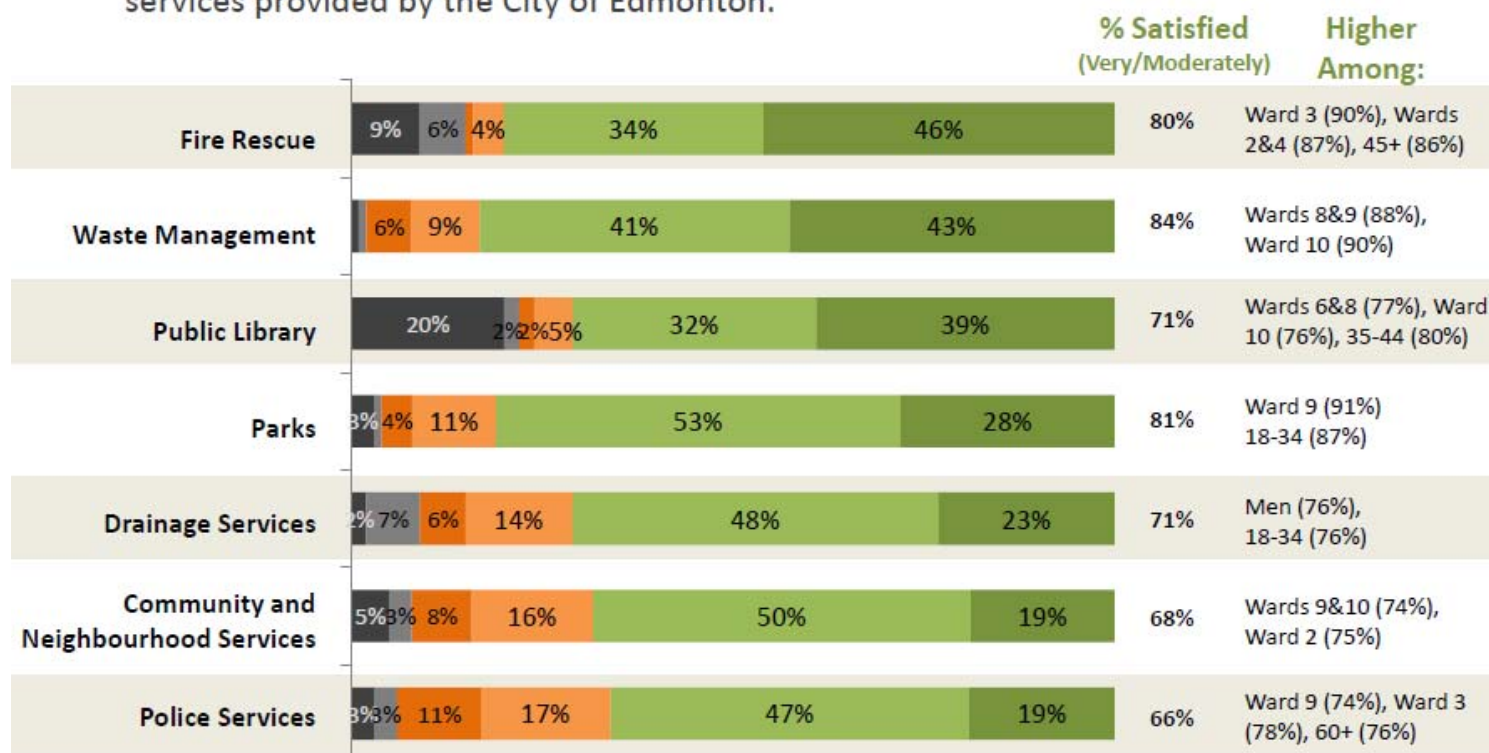
## Likelihood to Recommend

- Edmontonians are most likely to recommend their city as a place to work.
- Only 59% would recommend Edmonton as a place to visit, but this number increases among older generations.



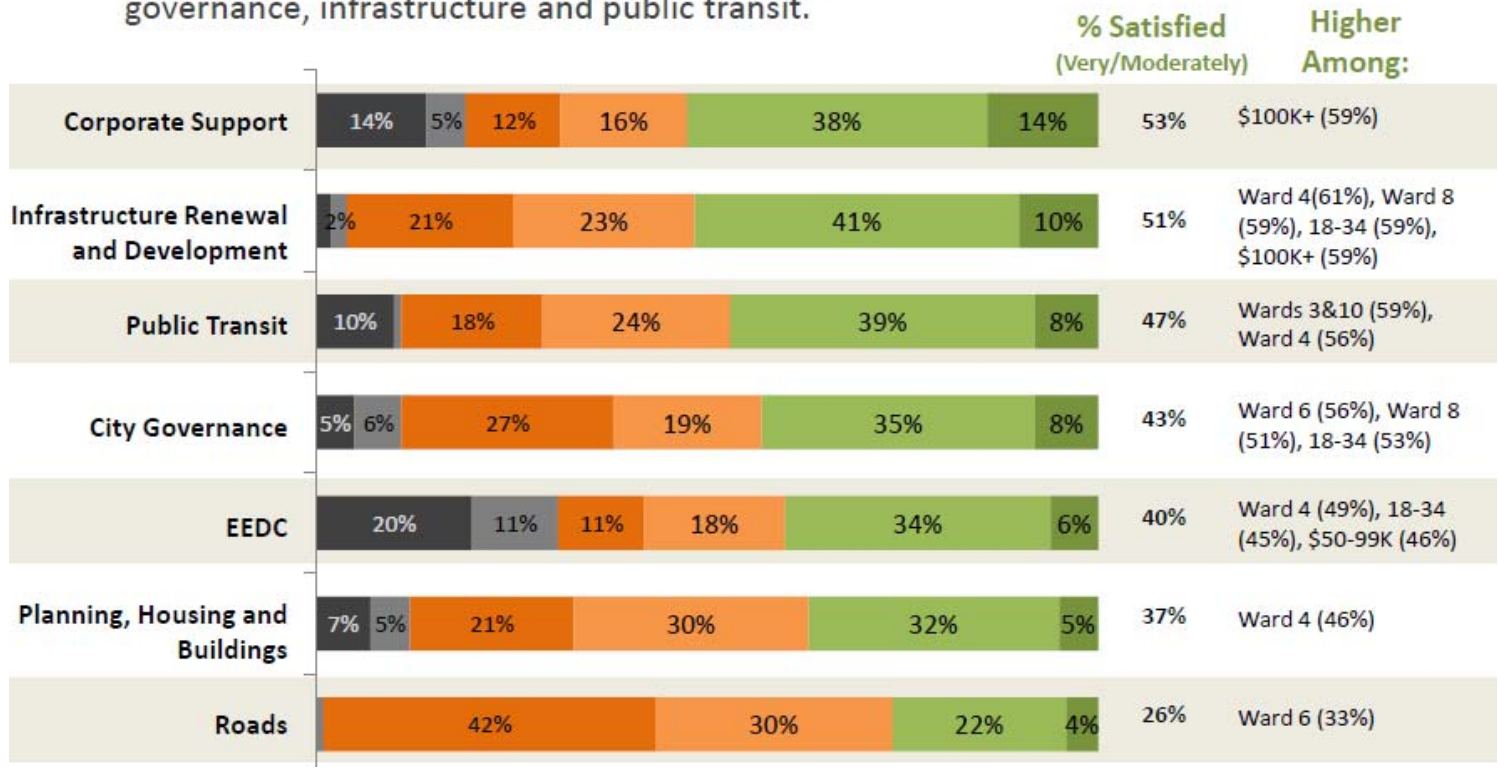
## Satisfaction with Service Delivery – Most Satisfied (top half)

- Looking more closely, most residents are satisfied with the delivery of many of the services provided by the City of Edmonton.



## Satisfaction with Service Delivery – Least Satisfied (bottom half)

- Areas which are lacking include roads, planning, housing and buildings, city governance, infrastructure and public transit.





## Drivers of Satisfaction

- While overall satisfaction with the city of Edmonton was high, we wished to better understand the relationships between specific services and their impact on overall satisfaction with the overall quality of services in the city. A Shapley Value Regression was used to help determine this relationship in order to help rank the city's services. The regression used overall satisfaction with the quality of services provided by the City of Edmonton as a dependent variable and satisfaction with each of the individual services we asked about as independent variables. The regression was thus able to map out the impact satisfaction with each specific service had on overall satisfaction. The bigger the impact, the more important the service is considered to be.

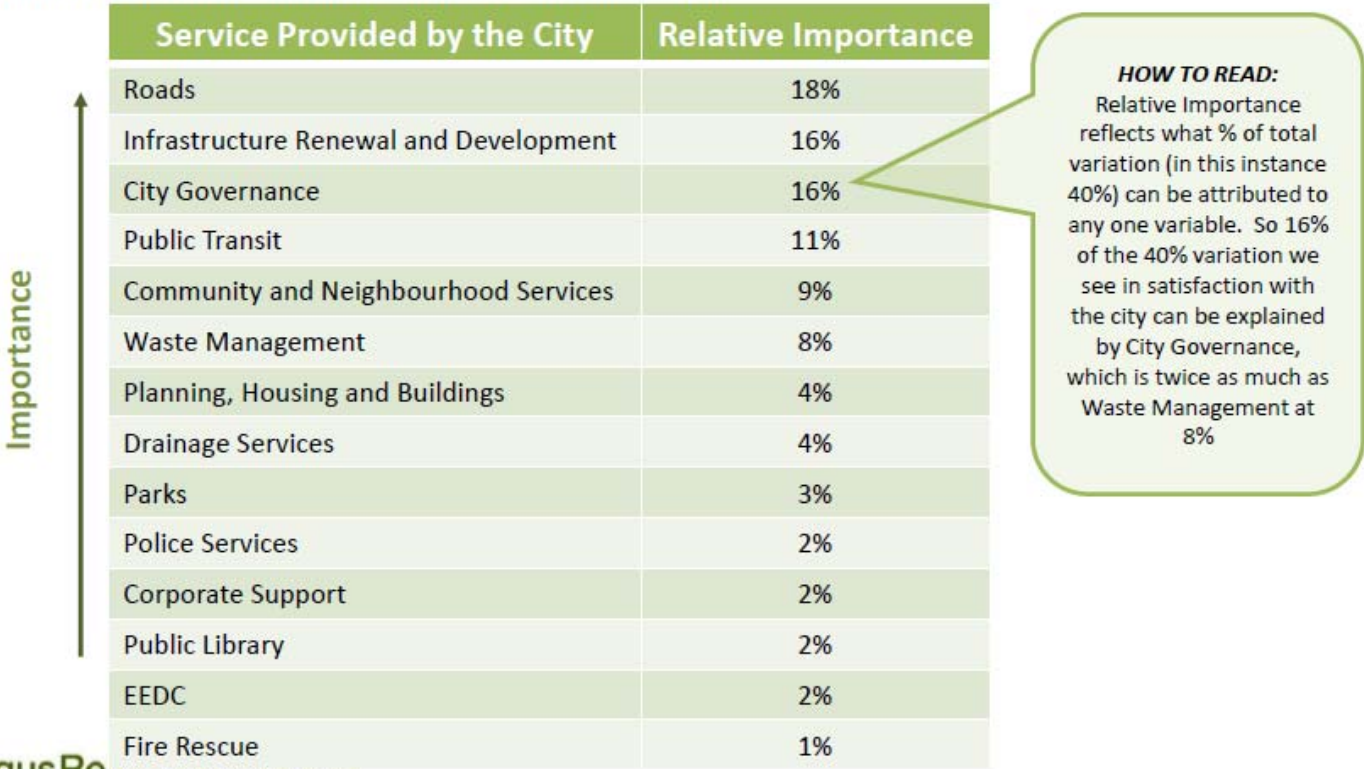
To what extent does satisfaction with these individual services impact overall satisfaction?



- Shapley Value has its roots in game theory. It was developed in order to evaluate an ordering of the worth of players in a multi-player cooperative game. The value is calculated by running every possible subset of predictors in the model and then averaging the value of each item in the model when it is present and when it is absent. The difference in the explanatory power of the models, expressed as an  $R^2$ , is the Shapley Value. This type of regression does a better job of providing a stable read on each specific independent variable by correcting for the fact that some variables, such as roads and infrastructure development may be highly correlated.

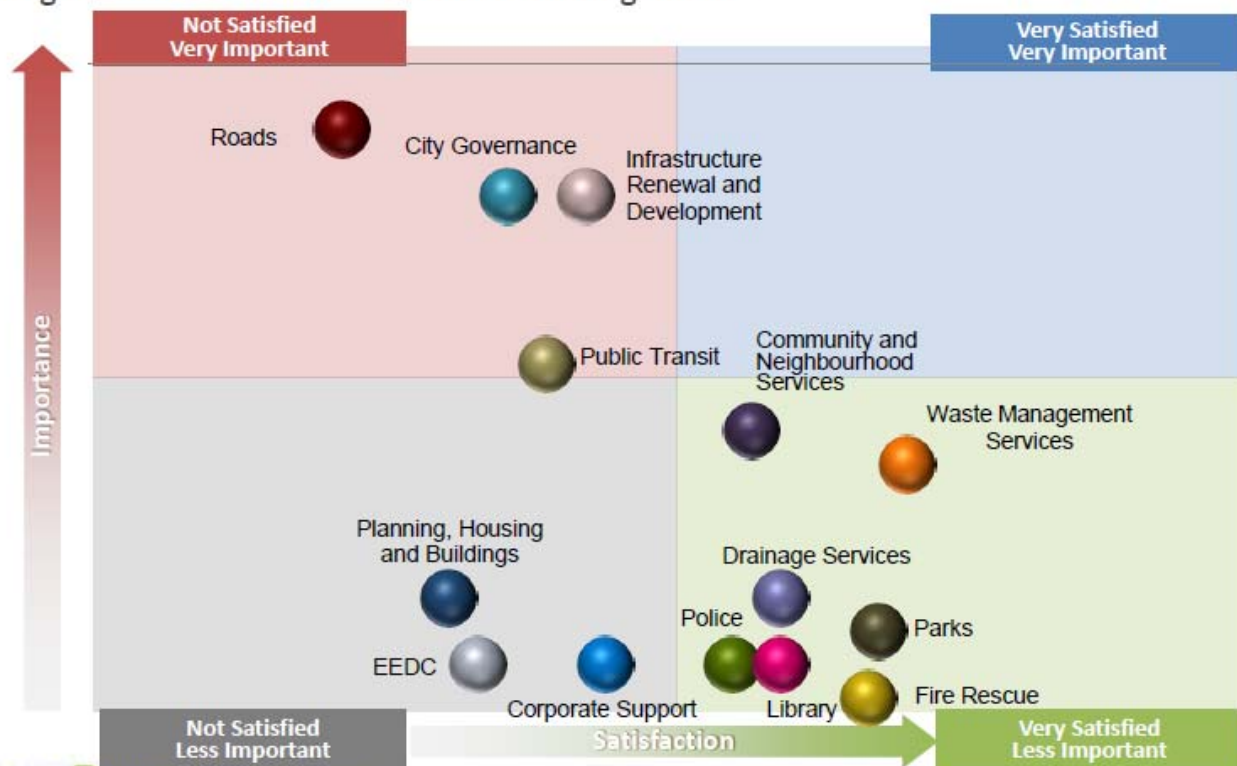
# Relative Importance Scores

- Roads, infrastructure and city governance are the most important services driving satisfaction. The more satisfied a resident is with these services, the more likely they are to be satisfied overall. Conversely, the less satisfied they are with these individual services, the less likely they are to be satisfied overall. Taken together, these 14 services account for just over 40% of the variation in overall satisfaction.



## Driver Analysis

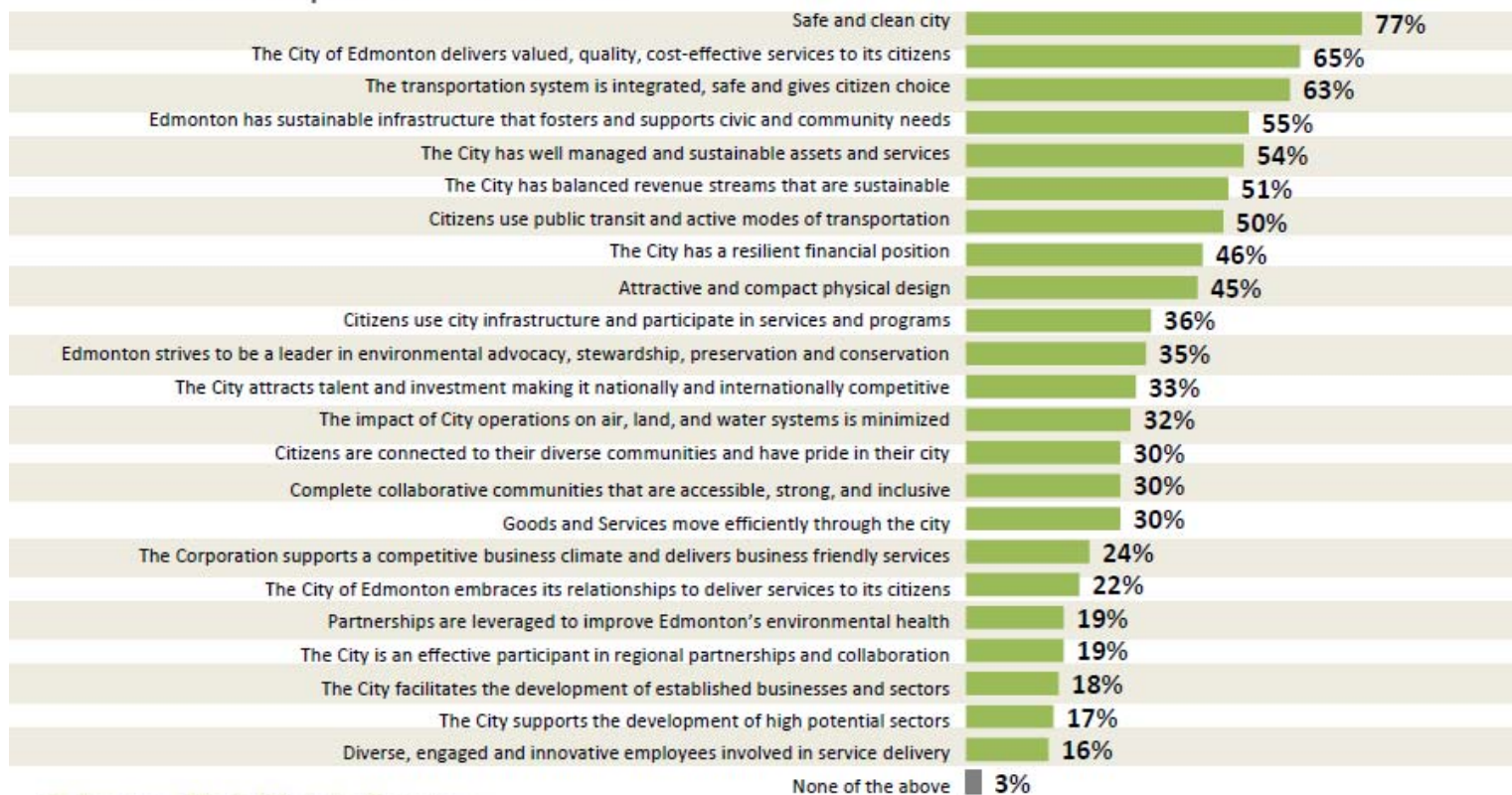
- Areas requiring improvement are roads, infrastructure, city governance and public transit.
- In contrast, the city is considered to be doing a good job in community and neighbourhood services and waste management.





## Importance of Outcomes

- ❑ Of the 23 outcomes set out by the City of Edmonton, having a safe and clean city is the most important to its citizens.



## Additional Areas of Possible Improvement Proposed by Citizens

- Many respondents chose to articulate further areas of improvement from a services perspective in their own words

### Areas of Improvement:

"Late night bus service and a bus that loops through downtown, the university and Whyte ave."

"More ways to engage youths to be part of building city."

"I think that some of the perennial problems - like potholes - can be foreseen. It seems like we play a lot of catch-up, as opposed to being prepared."

"More open and informative governance."

"Encourage more infill development and less suburban development."

"Improve flow of people through new LRT stations"

"Be more responsive to calls."

"Better planning in road repairs so multiple routes are not closed simultaneously."

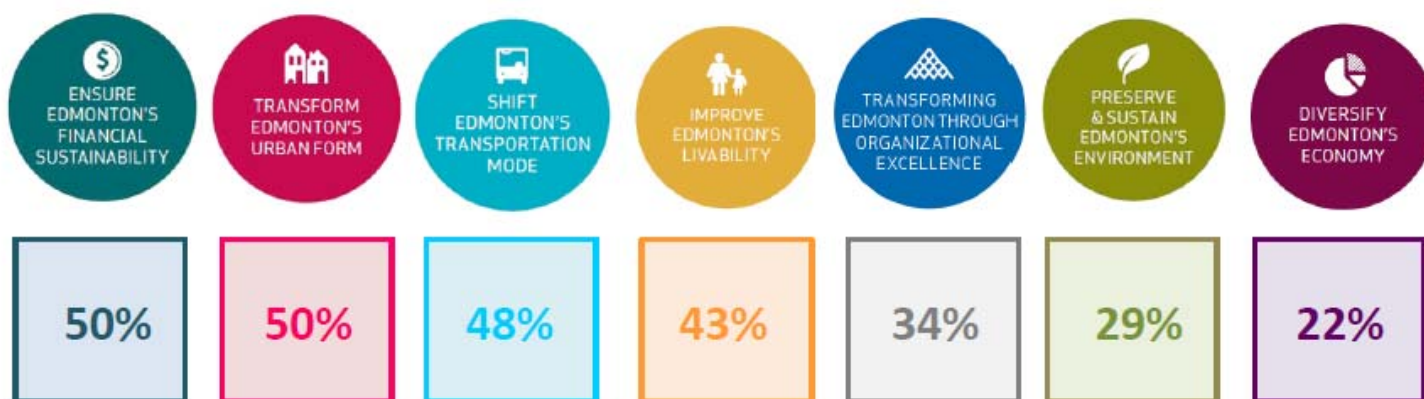
"Focus on technology and green energy."

"Ban all parking on bus routes for snow season."

## Importance of Outcomes

- Breaking up the outcomes into categories based on the City's 10 year goals, we see that ensuring Edmonton's financial sustainability, transforming Edmonton's urban form and shifting the city's transportation mode are the most important to its residents.

### Average Level of Importance





## Importance of Outcomes – Ensure Financial Sustainability



- Providing well managed and sustainable assets and services is the most important outcome in ensuring Edmonton's financial sustainability, which corresponds to some degree to the relative importance of City Governance.



### Additional Objectives:

"Slowing urban sprawl - it's a huge detriment to our city in terms of finances and even the environmental impact of travel."

"Require any new developments at edges of city to pay for their own new infrastructure and road maintenance."

"We need transparency in city dealings."

"The city needs to stop wasting taxpayer money on council initiative and start focusing on the fundamentals of a safe, clean, well functioning city."

## Importance of Outcomes – Transform Edmonton’s Urban Form



- Sustainable infrastructure and attractive and compact physical designs are both importance to residents, again, underscoring the relative importance of infrastructure and roads in the driver analysis.

Edmonton has sustainable infrastructure that fosters and supports civic and community needs

55%

Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces

45%

### Additional Objectives:

“More centralized population base. Denser population means cheaper administration.”

“The City needs to advocate for and support affordable family-friendly housing options, in different formats (apartment/townhouse/single family home) in the core.”

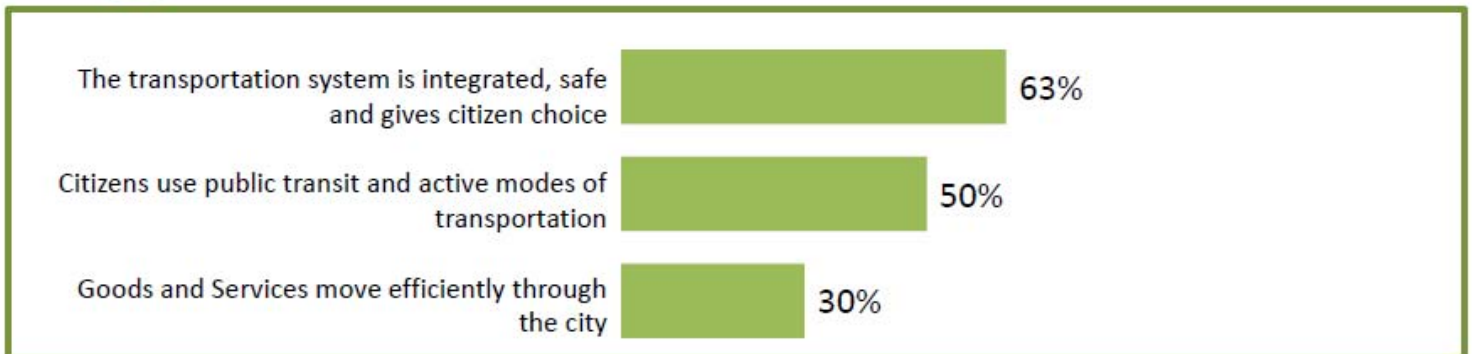
“I would love to see us transform our river valley!”

“My vision is a walkable city like we see in European cities with compact denser development that is diverse and street friendly. Excellence in architectural standards.”

## Importance of Outcomes – Shift Edmonton’s Transportation Mode



- Almost two thirds agree that having an integrated and safe transportation system that gives citizen’s choice is one of the most important outcomes.



### Additional Objectives:

**“Plan for walkable communities and reduce the pressures of sprawl.”**

**“Invest in public transportation and bicycle friendly options, as well as creating a denser city so that these modes are feasible. Do not spend so much money widening roads indefinitely.”**

**“A good rapid transit system that covers all areas of the city is a must.”**

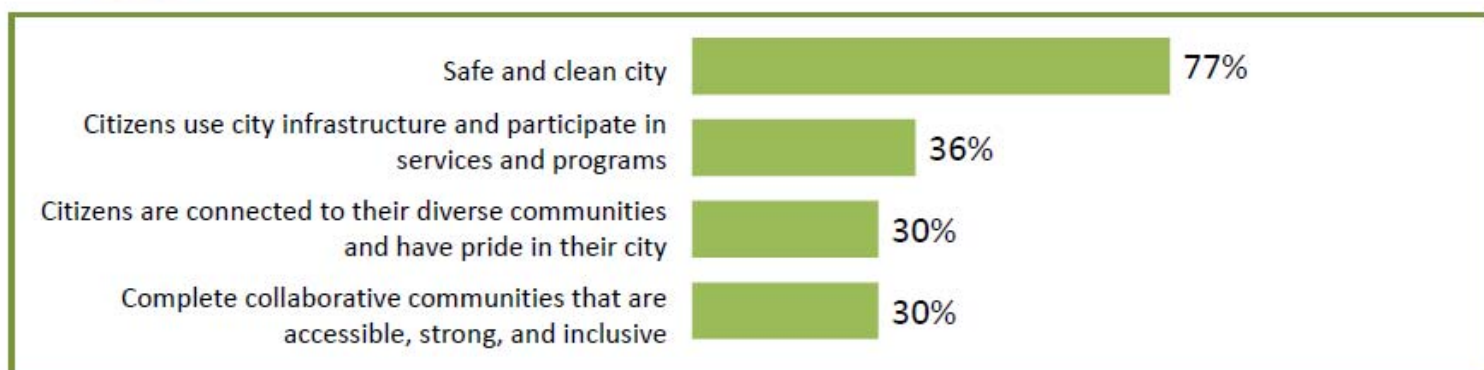
**“We have an excellent bus system, but an LRT that conveniently services less than 10 % of the city. The city is growing faster than the LRT system.”**



## Importance of Outcomes – Improve Edmonton’s Livability



- Having a safe and clean city is the top outcome for Edmontonians.
- Other outcomes designed to improve Edmonton’s livability are less important overall.



### Additional Objectives:

“Minimize outward expansion! Focus on integration of existing neighbourhoods.”

“More access to community leisure centres - open more hours with more staff on site in order to have full services available more of the time.”


“Provide public transit that is reliable, timely, and convenient to all parts of the city.”


“Focus on parks and trails, better road planning and much better roadway maintenance, summer and winter.”


## Importance of Outcomes – Good Governance (Way we work)



- ❑ Providing valued, quality and cost-effective services is the second most important outcome overall.
- ❑ Other aspects of good governance are considered less important.

The City of Edmonton delivers valued, quality, cost-effective services to its citizens  65%

The City of Edmonton embraces its relationships to deliver services to its citizens  22%

Diverse, engaged and innovative employees involved in service delivery  16%

### Additional Objectives:

“Enhanced transparency of council and administrative decisions is critical.”

“Don’t do backdoor deals with private business owners using taxpayer dollars (Arena) when we can’t even have basic city services met!”

“Better communication and cooperation between all branches of the City corporation.”

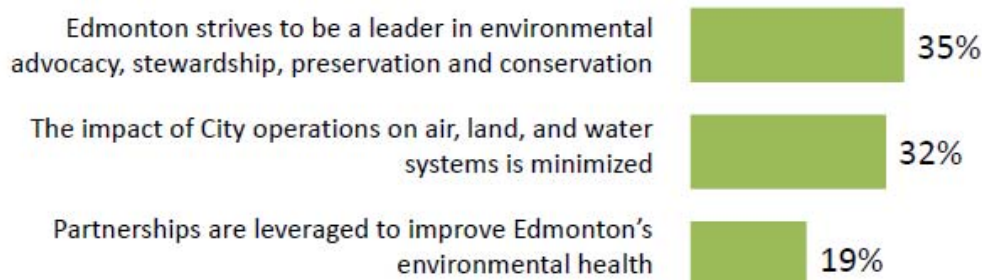
“We need to attract business professionals to run for city council. People that want to give back to the community, not build a career in politics.”



## Importance of Outcomes – Preserve & Sustain Environment



- ❑ Overall, preserving and sustaining Edmonton's environment is not considered as important when compared other goals.
- ❑ About one third view environmental leadership as one of the most important outcomes.



### Additional Objectives:

"Maintain the river valley as an environmental reserve with limited human access to most areas and NO DEVELOPMENT."

"Keep parks and green spaces an important part of new developments. Force the cleanup of abandoned gas stations and other contaminated sites."

"Limit urban sprawl, increase green space."

"Harsher penalties/stricter regulations/increased inspection for any business that border our ravines, rivers, waterways."

## Importance of Outcomes – Diversify Edmonton's Economy



- Despite the high importance placed on ensuring Edmonton's financial sustainability, residents are least likely to consider diversifying Edmonton's economy an important goal.



### Additional Objectives:

"Economies are developed bottom up. City must do more to stimulate growth."

"Incentives for and promotion of local entrepreneurship - this is a very important component."

"Focus on technology and green energy."

"Dedicated investment in Health research as a growth industry."

## Summary of Findings

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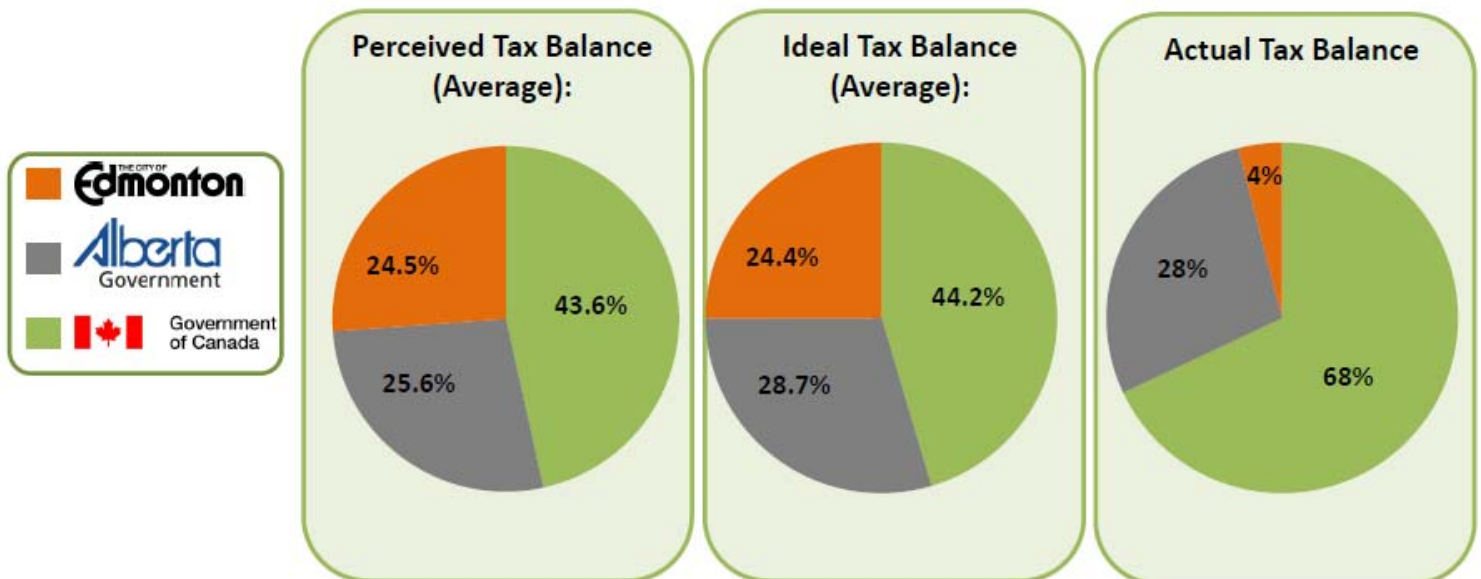
- ❑ Edmontonians are generally satisfied with the overall quality of services provided by the City (67%).
- ❑ Most residents are likely to recommend Edmonton as a place to work (83%), a place to live (69%) and a place to visit (59%).
- ❑ Looking at individual services, citizens are mostly satisfied with the delivery of services provided by the City.
- ❑ While fire rescue, waste management and parks top the list, these are not services that have a strong impact with respect to overall satisfaction. Conversely, roads, infrastructure renewal and development, city governance, and public transit are service areas that are very important but that currently have below average satisfaction.
- ❑ The need for improvement in these areas is reflected in the importance citizens place on each of the City's goals.
  - ❑ The most important goals are ensuring Edmonton's financial sustainability, transforming its urban form, and shifting the City's transportation mode.
- ❑ Taken together, the driver analysis and the selection of most important goals paint a fairly consistent picture of the kinds of services Edmontonians value and where they see continued need for investment.



## Findings: Attitudes Toward Taxes / Budgeting

### Perceived and Ideal Tax Balance - Average

- Minimal difference is seen between what citizens perceive the current tax balance is and what they consider the ideal distribution. Respondents indicate both a perception that municipal taxes are higher than they actually are and a willingness to have municipal tax rates be higher than they currently are relative to federal taxes.

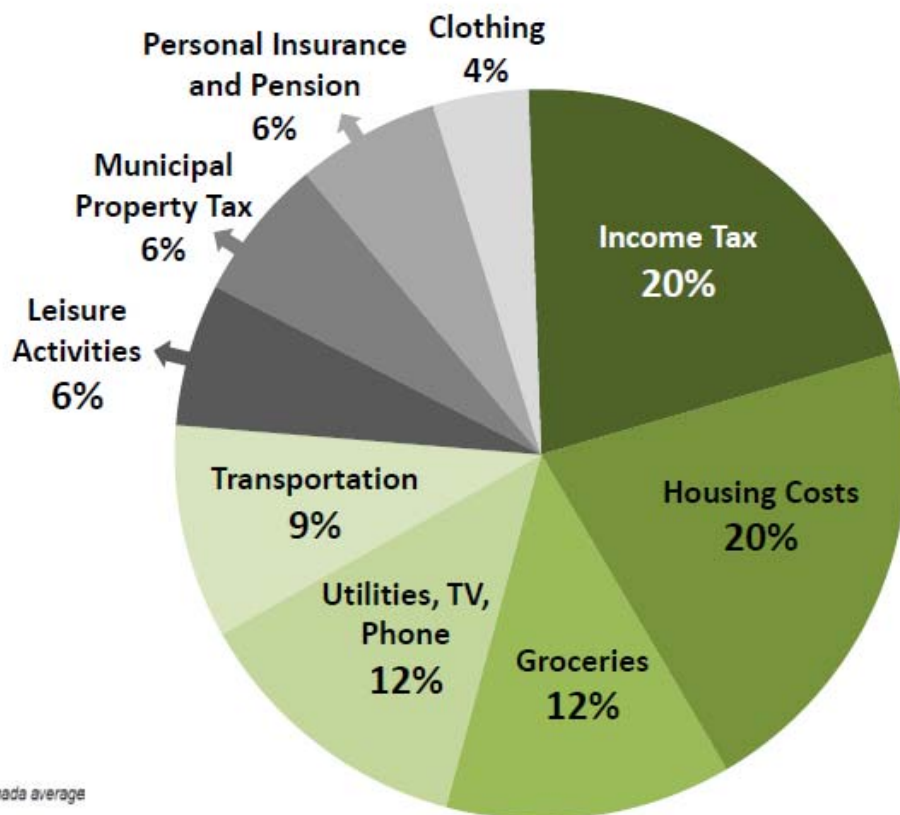


## Perceived Average Allocation of Monthly Spending

- Respondents were asked to allocate how much of their monthly household spending went to various areas. These numbers matched up to Statistics Canada figures (shown below) with the exception of Municipal Property Taxes, where respondents tended to overestimate how they spent on it.

|                                |       |
|--------------------------------|-------|
| Groceries                      | 9.8%  |
| Housing costs                  | 18.9% |
| Utilities, TV, phone           | 19.5% |
| Municipal Property taxes*      | 1.9%  |
| Income taxes                   | 21.5% |
| Leisure activities             | 5.6%  |
| Personal insurance and pension | 5.9%  |
| Clothing                       | 4.1%  |
| Transportation                 | 13.4% |

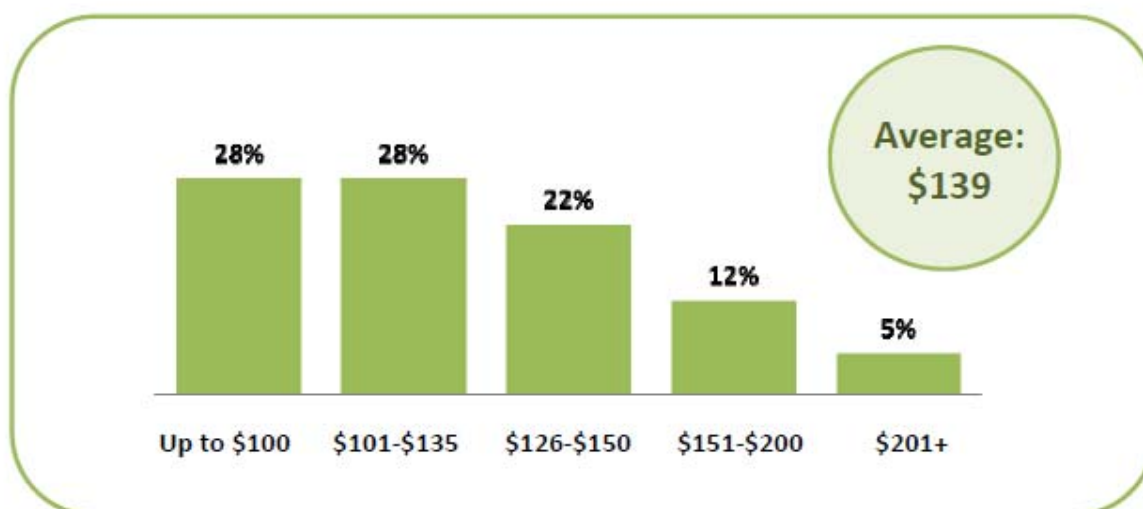
\*Note: Municipal property tax is actual for typical Edmonton home, not Stats Canada average



B5a. Thinking about these numbers, please use the numeric text boxes/allocation slider below to tell us roughly how much of your household's monthly spending goes to the different areas:  
Base: Total Sample, n = 1158

## Fair Monthly Tax

- Over half of residents feel that paying under \$135 is a fair monthly tax for the services provided by the City of Edmonton.



| Total Average | Ward 1 | Ward 2 | Ward 3 | Ward 4 | Ward 5 | Ward 6 | Ward 7 | Ward 8 | Ward 9 | Ward 10 | Ward 11 | Ward 12 |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|
| \$139         | \$127  | \$143  | \$133  | \$123  | \$158  | \$151  | \$136  | \$144  | \$156  | \$136   | \$135   | \$128   |

## Most / Least Support for Increased Costs for City Services

- Overall, increasing property taxes is the least popular option to balance the budget, although 14% say they would support it the most.
- The most popular option is a combination of property tax and user fee increases. This option is the least contentious as only 3% indicate they would support this option the least.

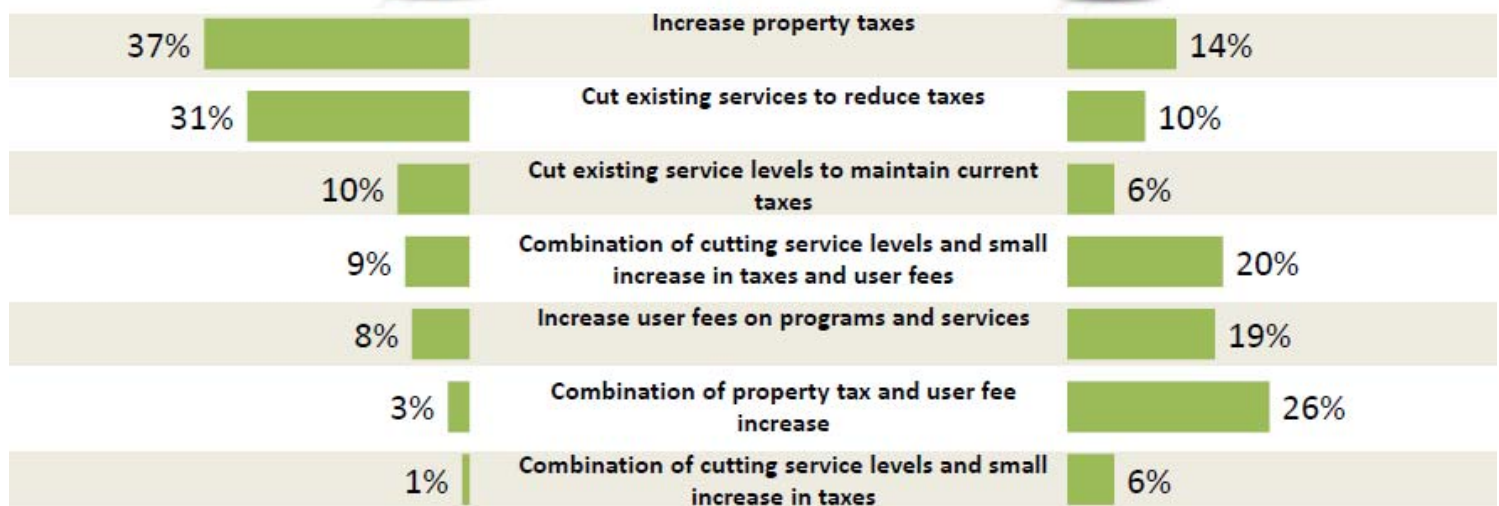
Support the Least



### Budget Options



Support the Most






## Summary of Findings




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- ❑ Edmontonians are misinformed about the actual tax allocation. While there is little difference between residents' perceptions of the tax balance and their ideal distribution, residents seem to think that municipal taxes are higher than they actually are.
- ❑ On average, \$139 is considered a fair monthly tax for the services the City of Edmonton provides.
- ❑ If costs were to increase, the least popular budgetary option (in order to maintain a balanced budget) would be to increase property taxes followed by cutting existing services to reduce taxes.
- ❑ However, over a quarter would support a combination of property tax and user fee increases the most and one in five would support either a combination of cutting service levels and a small increase in taxes and user fees or increases in user fees for programs and services. It's clear that Edmontonians favour an approach that spreads out the pain of any tax increases.

## Sample Profile

|  |         | Total Sample (%)<br>Weighted<br>N = 1158 | Total Sample (%)<br>Unweighted<br>N = 1158 |
|--|---------|--|--|
| Region<br><br> | Ward 1  | 8%                                       | 6%   |
|  | Ward 2  | 8%                                       | 6%   |
|  | Ward 3  | 8%                                       | 4%   |
|  | Ward 4  | 9%                                       | 6%   |
|  | Ward 5  | 8%                                       | 9%   |
|  | Ward 6  | 9%                                       | 16%  |
|  | Ward 7  | 8%                                       | 5%   |
|  | Ward 8  | 8%                                       | 14%  |
|  | Ward 9  | 9%                                       | 11%  |
|  | Ward 10 | 8%                                       | 8%   |
|  | Ward 11 | 8%                                       | 7%   |
|  | Ward 12 | 8%                                       | 7%   |

## Sample Profile

|  |               | Total Sample (%)<br>Weighted<br>N = 1158 | Total Sample (%)<br>Unweighted<br>N = 1158 |
|--|---------------|--|--|
| <b>Age</b><br>      | 18-34         | 36%                                      | 38%  |
|  | 35-44         | 19%                                      | 25%  |
|  | 45-59         | 26%                                      | 26%  |
|  | 60+           | 18%                                      | 11%  |
| <b>Gender</b><br>  | Male          | 49%                                      | 61%  |
|  | Female        | 51%                                      | 39%  |
| <b>Income</b><br> | <\$50K        | 29%                                      | 25%  |
|  | \$51K - \$99K | 37%                                      | 37%  |
|  | \$100K +      | 34%                                      | 38%  |

## 8b. Public Meetings – Summary Results

The engagement process yielded several key findings:

- Citizens rate the more visible civic services as highly important
- The City's share of the total household tax bill is surprisingly small
- Citizens are facing difficult cost pressures in many areas of their household budget
- Citizens place the highest value on having a safe and clean city

Some of the main results from the public meetings (all comments are provided at the end of this document):

### 1) How would you rate your satisfaction with the overall quality of services provided by the City of Edmonton, by service area?

- Waste Management – 69% very or somewhat satisfied (4% no answer)
- Fire Rescue Services – 65% very or somewhat satisfied (8% no answer)
- Public Library – 54% very or somewhat satisfied (17% no answer)
- Parks – 54% very or somewhat satisfied (8% no answer)
- Police Services – 54% very or somewhat satisfied (6% no answer)
- Community & Neighbourhood Services – 48% very or somewhat satisfied (6% no answer)
- Drainage Services – 44% very or somewhat satisfied (8% no answer)
- Public Transit – 42% very or somewhat satisfied (6% no answer)
- Corporate Support – 40% very or somewhat satisfied (10% no answer)
- City governance – 36.5% very or somewhat satisfied (15% no answer)
- Infrastructure – 36.5% very or somewhat satisfied (6% no answer)
- Planning, Housing & Buildings – 36.5% very or somewhat satisfied (19% no answer)
- Economic Development – 33% very or somewhat satisfied (11.5% no answer)
- Roads – 21% very or somewhat satisfied (6% no answer)

### 2) How would you rate the importance to you of services provided by the City of Edmonton, by service area?

- Police Services – 77% critically or somewhat important (4% no answer)
- Fire Rescue Services – 75% critically or somewhat important (6% no answer)
- Roads – 75% critically or somewhat important (4% no answer)
- Waste Management – 71% critically or somewhat important (4% no answer)
- Infrastructure – 71% critically or somewhat important (8% no answer)
- Community & Neighbourhood Services – 69% critically or somewhat important (6% no answer)
- Parks – 69% critically or somewhat important (6% no answer)
- Drainage Services – 67% critically or somewhat important (4% no answer)
- Public Transit – 65% critically or somewhat important (4% no answer)



### Your City. Your Services. Meeting Workbook

Vision  
↓  
Goals  
↓  
Services  
↓  
Budget  
↓  
Property Taxes



- Public Library – 65% critically or somewhat important (8% no answer)
- City Governance – 58% critically or somewhat important (11.5% no answer)
- Planning, Housing & Buildings – 56% critically or somewhat important (8% no answer)
- Corporate Support – 48% critically or somewhat important (11.5% no answer)
- Economic Development – 40% critically or somewhat important (10% no answer)

### **3) What would make you happier about each/any of these services?**

Four general comments about satisfaction with City services were (3-1) positive, to the effect that civic services are important to daily life and provided in a good way. Another 348 comments, positive and negative, were made about specific service areas:

- Community Services – 34 comments, ranging from recreation centre costs to bylaw issues to the zoo.
- Corporate Support – 19 comments, ranging from 311 to tendering.
- Economic Development – 4 comments about the importance of attracting newcomers to Edmonton, impacts of oilsands development.
- Fire Rescue – 10 comments ranging from suggestions for savings to the cost of servicing new areas.
- City Governance – 20 comments ranging from administrative costs to the need for transparency and coordination.
- Infrastructure Renewal-Development – 31 comments ranging from suggestions for neighbourhood work to suggestions for savings and preventing light pollution.
- Library – 19 comments with suggestions including branch locations, hours of operation and energy savings.
- Parks – 21 comments touching on pesticide use, maintenance, pest control and off-leash areas.
- Planning – 34 comments, including the need to preserve agricultural land, attracting more industry, urban sprawl, community connectivity.
- Police – 20 comments, with opinions ranging from photo radar vans to speed limits to strengthening community police resources.
- Roads – 55 comments, including those for and against bike lanes, snow management, access to rapid transit stations, and vehicle damage caused by potholes.
- Transit – 49 comments regarding convenience, inter-connectivity, late-night service and security.
- Waste-Drainage – 30 comments, regarding costs, recycling, tag-a-bag, drainage suggestions.

### **4) Does the City receive a fair portion of all household tax payments?**

- 20 comments indicated the City's portion is too low compared to taxes received by other orders of government and the services provided.
- 1 comment that the City's "take" was too high when taxes and utility fees are combined.
- 23 general comments on the assessment and taxation system and how the City allocates resources.

**5) What is a fair monthly tax for City services?**

- Six general comments were recorded. None specified a “fair monthly tax.” Four comments equated city taxes with waste, poor snow clearing, mosquito management, and pay increases for employees and council members. Discussion usually focused on current levels being fair, but only if citizens’ expectations for service delivery are met. At the same time, participants frequently raised the question about what services are increasing or improving in correlation to increases in taxes.

**6) What approach should the City use to balance the budget?**

- 48 comments provided ideas to cut costs and generate new revenue. Many were conflicting with other suggestions.

**7) Strategies to generate additional revenues**

- Six comments ranging from obtaining more provincial funding to increased developer costs in suburban developments.

**8) Least desirable strategies to generate additional revenues**

- Six comments citing costs such as utility charges, other user charges, equalized assessment and incentives for business.

**9) What are the cost pressures for your household?**

(Discussing average breakdown calculated by Statistics Canada)

113 comments indicated participants believe they face higher than average pressures in areas such as:

- Housing
- Utilities
- Groceries
- Children’s sporting/leisure activities
- Cell phone and cable charges
- Transportation/insurance

Participants felt the Statistics Canada data provided did not adequately itemize a range of other costs that affect their household budget, such as

- Savings
- Daycare and children’s activities
- Student loan repayments-debt repayments
- Medical and alternative medical services, including dental
- Membership fees
- Charitable donations

The public meetings discussions about household costs afforded an opportunity to compare the types of costs faced by residents and the types of costs the City faces. Participants generally agreed that with different “baskets of goods” between residents and the City Corporation, the inflation rates are different.

Regardless, many participants in the public meetings said the increasing costs they face in all household expenditures can make the relatively small portion for municipal taxes and fees difficult to manage if the increase is significant. Participants frequently focused on the percentage increase in the property taxes, rather than real dollars of the increase.

When real dollars were discussed in context with other household cost increases, the impact was perceived as less significant.

**10) Of the City's strategic outcomes defined for each of the Goals in The Way Ahead, which 10 are most important?** (Each participant had 10 voting dots, all weighted the equal value, and each person was only allowed to place one vote dot per outcome. Some votes were placed on new outcomes not recorded here.)

| <b>City Outcome</b>   | <b>Votes</b> | <b>Outcome Priority</b> |
|---|--------------|-------------------------|
| <b>2.4</b> Safe and clean city  | 26           | 1                       |
| <b>4.3</b> The transportation system is integrated, safe and gives citizen choice to their mode of movement                                     | 22           | 2                       |
| <b>1.3</b> Edmonton strives to be a leader in environmental advocacy, stewardship, preservation, and conservation                               | 21           | 3                       |
| <b>5.3</b> The City has balanced revenue streams that are sustainable   | 21           | 4                       |
| <b>7.1</b> The City of Edmonton delivers valued, quality, cost-effective services to its citizens   | 20           | 5                       |
| <b>2.3</b> Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services                | 19           | 6                       |
| <b>4.1</b> Citizens use public transit and active modes of transportation   | 19           | 7                       |
| <b>3.2</b> Edmonton has sustainable infrastructure that fosters and supports civic and community needs  | 17           | 8                       |
| <b>5.1</b> The City has well managed and sustainable assets and services  | 17           | 9                       |
| <b>6.4</b> The City attracts talent and investment making it nationally and internationally competitive   | 14           | 10                      |
| <b>5.2</b> The City has a resilient financial position  | 13           | 11                      |
| <b>3.1</b> Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces                                 | 12           | 12                      |
| <b>2.2</b> Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits        | 11           | 13                      |
| <b>7.2</b> Diverse, engaged and innovative employees involved in service delivery contribute to achieving the City's vision, goals and outcomes | 11           | 14                      |
| <b>1.1</b> Partnerships with citizens, communities and organizations are leveraged to improve Edmonton's environmental health                   | 10           | 15                      |
| <b>1.2</b> The impact of City operations on air, land, and water systems is minimized   | 10           | 16                      |
| <b>2.1</b> Citizens are connected to their diverse communities and have pride in their city   | 10           | 17                      |
| <b>4.2</b> Goods and Services move efficiently through the city   | 10           | 18                      |
| <b>6.1</b> The Corporation supports a competitive business climate and delivers business friendly services                                      | 8            | 19                      |
| <b>6.5</b> The City is an effective participant in regional partnerships and collaboration  | 7            | 20                      |
| <b>7.3</b> The City of Edmonton embraces its relationships with people and partners to deliver services to citizens                             | 6            | 21                      |
| <b>6.3</b> The City supports the development of high potential sectors  | 3            | 22                      |
| <b>6.2</b> The City facilitates the development of established businesses and sectors   | 2            | 23                      |



**11) General comments in discussion on strategic outcomes**

There were 87 comments, providing a range of opinions on how well or poorly the City is working to meet its strategic goals, what participants feel is most important to them in a City, and what could be done differently. These comments will be further reviewed in the 2012 phase of the development of the Strategic Planning Framework.

**12) Are there any strategic outcomes that are missing?**

48 comments provided additional outcomes that participants believe would help better articulate objectives to strive for in order to achieve the 10-year strategic goals.

Comments also included suggested amendments to wording of current outcomes to be more specific in how goals would be reached, or to distinguish different ideas. For example, one table suggested the most popular outcome – Safe and Clean City – should be separated into two outcomes because of different areas of responsibility: the city has a greater role in affecting safety while citizens can take on a greater role in ensuring a clean city.

## **Appendix – Budget 2012 Citizen Consultation**

1. Feedback and Comments from Public Meetings
2. Public Meetings Workbook
3. Online Survey Questions
4. Civic Services Overview Posters
5. Building a Great City Booklet – Capital Budgets 2009-11 and 2012-14
6. Online Survey results

## Appendix 1. Feedback and Comments for seven public meetings

### 1) How satisfied are you with specific service areas?

Please circle a number expressing your opinion:

- 1: Very satisfied
- 2: Somewhat satisfied
- 3: Neither satisfied nor unsatisfied
- 4: Somewhat dissatisfied
- 5: Very dissatisfied
- 6: Don't know
- 7: No answer

| Service area   | Program examples   | Level of satisfaction |      |      |      |      |      |      |
|----------------|--|-----------------------|------|------|------|------|------|------|
|                |  | Rating 1 - 5          |      |      |      |      |      |      |
| Public Transit | (Bus Transit, Light Rail Transit (LRT), DATS, LRT expansion, Security & transit centres) | 1                     | 2    | 3    | 4    | 5    | 6    | 7    |
| Answers        |  | 6                     | 16   | 12   | 10   | 2    | 3    | 3    |
| %              |  | 11.5                  | 30.8 | 23.1 | 19.2 | 3.85 | 5.77 | 5.77 |

| Service area | Program examples  | Level of satisfaction |      |      |      |      |      |      |
|--------------|---|-----------------------|------|------|------|------|------|------|
|              |   | Rating 1 - 5          |      |      |      |      |      |      |
| Roads        | (Pothole repair, snow clearing, design & construction, transportation planning, traffic safety, traffic operations, signals & street lighting, sustainable and active transportation) | 1                     | 2    | 3    | 4    | 5    | 6    | 7    |
| Answers      |   | 0                     | 11   | 7    | 15   | 14   | 2    | 3    |
| %            |   | 0                     | 21.2 | 13.5 | 28.8 | 26.9 | 3.85 | 5.77 |

| Service area    | Program examples   | Level of satisfaction |      |      |      |      |   |      |
|-----------------|--|-----------------------|------|------|------|------|---|------|
|                 |  | Rating 1 - 5          |      |      |      |      |   |      |
| Police Services | (Community policing, crime prevention, victim support, traffic & vehicles, special crimes units and initiatives) | 1                     | 2    | 3    | 4    | 5    | 6 | 7    |
| Answers         |  | 7                     | 21   | 9    | 7    | 5    | 0 | 3    |
| %               |  | 13.5                  | 40.4 | 17.3 | 13.5 | 9.62 | 0 | 5.77 |

| Service area | Program examples  | Level of satisfaction |      |      |      |      |      |      |
|--------------|---|-----------------------|------|------|------|------|------|------|
|              |   | Rating 1 - 5          |      |      |      |      |      |      |
| Fire Rescue  | (Fire rescue operations, medical event response, hazardous material event response, public safety and fire investigations, fire prevention) | 1                     | 2    | 3    | 4    | 5    | 6    | 7    |
| Answers      |   | 20                    | 14   | 5    | 2    | 5    | 2    | 4    |
| %            |   | 38.5                  | 26.9 | 9.62 | 3.85 | 9.62 | 3.85 | 7.69 |

|  |   | Level of satisfaction |      |    |    |      |   |      |
|--|---|-----------------------|------|----|----|------|---|------|
| Service area                               | Program examples  | Rating 1 - 5          |      |    |    |      |   |      |
| Infrastructure<br>Renewal &<br>Development | (Neighbourhood Renewal Program - Streets/sidewalks/streetlights program, Great Neighbourhoods Capital Program, and Drainage capital renewal; major project development – bridge renewal and replacement, recreation complex construction; Capital Project Financing and Debt repayment) | 1                     | 2    | 3  | 4  | 5    | 6 | 7    |
|  |   |                       |      |    |    |      |   |      |
| Answers                                    |   | 1                     | 18   | 13 | 13 | 4    | 0 | 3    |
| %  |   | 1.92                  | 34.6 | 25 | 25 | 7.69 | 0 | 5.77 |

|                                    |   | Level of satisfaction |      |      |      |      |   |      |
|------------------------------------|---|-----------------------|------|------|------|------|---|------|
| Service area                       | Program examples  | Rating 1 - 5          |      |      |      |      |   |      |
| Community & Neighbourhood Services | (Family and Community Support Services; Assessment and Short-Term Counselling; Prevention of Family Violence and Intervention Teams; Community facilities/recreation centres, pools, arenas, golf courses; City attractions; Capital City Cleanup; grants administration; partnerships and boards & commissions; Great Neighbourhoods; animal care & control services; bylaw complaints & investigation; Aboriginal and race relations; Edmonton Combative Sports Commission; City services for festivals and events) | 1                     | 2    | 3    | 4    | 5    | 6 | 7    |
|                                    |   | 9                     | 16   | 12   | 9    | 3    | 0 | 3    |
| %                                  |   | 17.3                  | 30.8 | 23.1 | 17.3 | 5.77 | 0 | 5.77 |

|              |  | Level of satisfaction |      |      |      |      |   |      |
|--------------|--|-----------------------|------|------|------|------|---|------|
| Service area | Program examples   | Rating 1 - 5          |      |      |      |      |   |      |
| Parks        | (playgrounds, sports fields, turf maintenance, river valley trails, forestry and horticulture, pest management, parks maintenance, parks planning, natural areas acquisition and preservation) | 1                     | 2    | 3    | 4    | 5    | 6 | 7    |
| Answers      |  | 10                    | 18   | 7    | 12   | 1    | 0 | 4    |
| %            |  | 19.2                  | 34.6 | 13.5 | 23.1 | 1.92 | 0 | 7.69 |

|  |   | Level of satisfaction |          |          |          |          |          |          |
|--|---|-----------------------|----------|----------|----------|----------|----------|----------|
| Service area                             | Program examples  | Rating 1 - 5          |          |          |          |          |          |          |
| <b>Planning, Housing &amp; Buildings</b> | (urban planning; housing services; Environment Office; buildings & landscape services; City properties, land management; zoning; building permits and licensing, safety codes; development administration; assessment and site servicing) | <b>1</b>              | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> |
| <b>Answers</b>                           |   | 1                     | 18       | 11       | 4        | 6        | 2        | 10       |
| <b>%</b>                                 |   | 1.92                  | 34.6     | 21.2     | 7.69     | 11.5     | 3.85     | 19.2     |

|                          |  | Level of satisfaction |          |          |          |          |          |          |
|--------------------------|--|-----------------------|----------|----------|----------|----------|----------|----------|
| Service area             | Program examples   | Rating 1 - 5          |          |          |          |          |          |          |
| <b>Corporate Support</b> | (Customer info services, 311, website, IT, HR, Legal Services, Corporate Security, Fleet Services, Materials management and procurement) | <b>1</b>              | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> |
| <b>Answers</b>           |  | 1                     | 20       | 8        | 8        | 7        | 3        | 5        |
| <b>%</b>                 |  | 1.92                  | 38.5     | 15.4     | 15.4     | 13.5     | 5.77     | 9.62     |

|                        |   | Level of satisfaction |          |          |          |          |          |          |
|------------------------|---|-----------------------|----------|----------|----------|----------|----------|----------|
| Service area           | Program examples  | Rating 1 - 5          |          |          |          |          |          |          |
| <b>City Governance</b> | (City Council, City Auditor, City Manager's Office, Financial Services and City Clerk's Office) | <b>1</b>              | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> |
| <b>Answers</b>         |   | 7                     | 12       | 14       | 4        | 6        | 1        | 8        |
| <b>%</b>               |   | 13.5                  | 23.1     | 26.9     | 7.69     | 11.5     | 1.92     | 15.4     |

|                       |   | Level of satisfaction |          |          |          |          |          |          |
|-----------------------|---|-----------------------|----------|----------|----------|----------|----------|----------|
| Service area          | Program examples  | Rating 1 - 5          |          |          |          |          |          |          |
| <b>Public Library</b> | (17 community locations, inter-library loans, reference services, public computers, home delivery for special access) | <b>1</b>              | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> |
| <b>Answers</b>        |   | 16                    | 12       | 9        | 2        | 3        | 1        | 9        |
| <b>%</b>              |   | 30.8                  | 23.1     | 17.3     | 3.85     | 5.77     | 1.92     | 17.3     |

|   |  | Level of satisfaction |      |      |      |      |      |      |
|---|--|-----------------------|------|------|------|------|------|------|
| Service area                                | Program examples   | Rating 1 - 5          |      |      |      |      |      |      |
| <b>Waste Management Services</b><br>utility | utility (garbage collection; Blue Bag recycling for single family homes, blue bin recycling for apartments and condos; 3 eco stations; 22 community recycling depots; Big Bin events; composting facility; Materials Recovery Facility for sorting recyclables; Electronics/electrical appliances recycling; Waste to Biofuels facility under construction; Partnership with Greys to recycle paper and glass) | 1                     | 2    | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b>                              |  | 16                    | 20   | 6    | 2    | 4    | 2    | 2    |
| <b>%</b>                                    |  | 30.8                  | 38.5 | 11.5 | 3.85 | 7.69 | 3.85 | 3.85 |

|                                     |   | Level of satisfaction |      |      |      |      |      |      |
|-------------------------------------|---|-----------------------|------|------|------|------|------|------|
| Service area                        | Program examples  | Rating 1 - 5          |      |      |      |      |      |      |
| <b>Drainage Services</b><br>utility | (sewer systems operation and maintenance; land drainage and stormwater management; tunneling services; lot grading inspection; design & construction; emergency sewer repairs; environmental and drainage asset planning) | 1                     | 2    | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b>                      |   | 8                     | 15   | 12   | 8    | 2    | 3    | 4    |
| <b>%</b>                            |   | 15.4                  | 28.8 | 23.1 | 15.4 | 3.85 | 5.77 | 7.69 |

|                                      |   | Level of satisfaction |      |      |      |      |      |      |
|--------------------------------------|---|-----------------------|------|------|------|------|------|------|
| <b>Edmonton Economic Development</b> | (Economic development initiatives; Edmonton Tourism; Shaw Conference Centre; Edmonton Research Park; Edmonton Film Commission; Workforce/labour strategy; TEC Edmonton partnership) | 1                     | 2    | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b>                       |   | 2                     | 15   | 14   | 6    | 5    | 4    | 6    |
| <b>%</b>                             |   | 3.85                  | 28.8 | 26.9 | 11.5 | 9.62 | 7.69 | 11.5 |

## 2) How important are specific service areas to you?

Please circle a number expressing your opinion:

- 1: Critically important
- 2: Somewhat important
- 3: Neither important nor unimportant
- 4: Somewhat unimportant
- 5: Unimportant
- 6: Don't know
- 7: No answer

|                |  | Importance to me |      |      |      |      |      |      |
|----------------|--|------------------|------|------|------|------|------|------|
| Service area   | Program examples   | Rating 1 - 5     |      |      |      |      |      |      |
| Public Transit | (Bus Transit, Light Rail Transit (LRT), DATS, LRT expansion, Security & transit centres) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| Answers        |  | 20               | 14   | 7    | 3    | 5    | 1    | 2    |
| %              |  | 38.5             | 26.9 | 13.5 | 5.77 | 9.62 | 1.92 | 3.85 |

|              |   | Importance to me |    |      |      |      |   |      |
|--------------|---|------------------|----|------|------|------|---|------|
| Service area | Program examples  | Rating 1 - 5     |    |      |      |      |   |      |
| Roads        | (Pothole repair, snow clearing, design & construction, transportation planning, traffic safety, traffic operations, signals & street lighting, sustainable and active transportation) | 1                | 2  | 3    | 4    | 5    | 6 | 7    |
| Answers      |   | 26               | 13 | 2    | 2    | 7    | 0 | 2    |
| %            |   | 50               | 25 | 3.85 | 3.85 | 13.5 | 0 | 3.85 |

|                 |  | Importance to me |      |      |      |      |      |      |
|-----------------|--|------------------|------|------|------|------|------|------|
| Service area    | Program examples   | Rating 1 - 5     |      |      |      |      |      |      |
| Police Services | (Community policing, crime prevention, victim support, traffic & vehicles, special crimes units and initiatives) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| Answers         |  | 28               | 12   | 3    | 1    | 5    | 1    | 2    |
| %               |  | 53.8             | 23.1 | 5.77 | 1.92 | 9.62 | 1.92 | 3.85 |

|              |  | Importance to me |      |      |      |      |      |      |
|--------------|--|------------------|------|------|------|------|------|------|
| Service area | Program examples   | Rating 1 - 5     |      |      |      |      |      |      |
| Fire Rescue  | (Fire rescue operations, medical event response, hazardous material event response, public safety and fire investigations, fire prevention & public education, environmental management) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| Answers      |  | 34               | 5    | 4    | 2    | 3    | 1    | 3    |
| %            |  | 65.4             | 9.62 | 7.69 | 3.85 | 5.77 | 1.92 | 5.77 |



|   |   | Importance to me |      |      |      |      |      |      |
|---|---|------------------|------|------|------|------|------|------|
| Service area                                    | Program examples  | Rating 1 - 5     |      |      |      |      |      |      |
| <b>Infrastructure Renewal &amp; Development</b> | (Neighbourhood Renewal Program - Streets/sidewalks/streetlights program, Great Neighbourhoods Capital Program, and Drainage capital renewal; major project development – bridge renewal and replacement, recreation complex construction; Capital Project Financing and Debt repayment) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b>                                  |   | 22               | 15   | 4    | 3    | 3    | 1    | 4    |
| <b>%</b>  |   | 42.3             | 28.8 | 7.69 | 5.77 | 5.77 | 1.92 | 7.69 |

|   |   | Importance to me |      |      |      |      |   |      |
|---|---|------------------|------|------|------|------|---|------|
| Service area                                  | Program examples  | Rating 1 - 5     |      |      |      |      |   |      |
| <b>Community &amp; Neighbourhood Services</b> | (Family and Community Support Services; Assessment and Short-Term Counselling; Prevention of Family Violence and Intervention Teams; Community facilities/recreation centres, pools, arenas, golf courses; City attractions; Capital City Cleanup; grants administration; partnerships and boards & commissions; Great Neighbourhoods; animal care & control services; bylaw complaints & investigation; Aboriginal and race relations; Edmonton Combative Sports Commission; City services for festivals and events) | 1                | 2    | 3    | 4    | 5    | 6 | 7    |
| <b>Answers</b>                                |   | 22               | 14   | 4    | 5    | 4    | 0 | 3    |
| <b>%</b>                                      |   | 42.3             | 26.9 | 7.69 | 9.62 | 7.69 | 0 | 5.77 |

|                |  | Importance to me |    |      |      |      |      |      |
|----------------|--|------------------|----|------|------|------|------|------|
| Service area   | Program examples   | Rating 1 - 5     |    |      |      |      |      |      |
| <b>Parks</b>   | (playgrounds, sports fields, turf maintenance, river valley trails, forestry and horticulture, pest management, parks maintenance, parks planning, natural areas acquisition and preservation) | 1                | 2  | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b> |  | 23               | 13 | 6    | 4    | 2    | 1    | 3    |
| <b>%</b>       |  | 44.2             | 25 | 11.5 | 7.69 | 3.85 | 1.92 | 5.77 |

|                                     |   | Importance to me |      |      |      |      |      |      |
|-------------------------------------|---|------------------|------|------|------|------|------|------|
| Service area                        | Program examples  | Rating 1 - 5     |      |      |      |      |      |      |
| Planning,<br>Housing &<br>Buildings | (urban planning; housing services; Environment Office; buildings & landscape services; City properties, land management; zoning; building permits and licensing, safety codes; development administration; assessment and site servicing) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
|                                     |   | 18               | 11   | 11   | 5    | 1    | 2    | 4    |
|                                     |   | %                | 34.6 | 21.2 | 21.2 | 9.62 | 1.92 | 3.85 |

|                   |  | Importance to me |      |      |      |      |      |      |
|-------------------|--|------------------|------|------|------|------|------|------|
| Service area      | Program examples   | Rating 1 - 5     |      |      |      |      |      |      |
| Corporate Support | (Customer info services, 311, website, IT, HR, Legal Services, Corporate Security, Fleet Services, Materials management and procurement) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| Answers           |  | 8                | 17   | 12   | 3    | 3    | 3    | 6    |
| %                 |  | 15.4             | 32.7 | 23.1 | 5.77 | 5.77 | 5.77 | 11.5 |

|                 |   | Importance to me |    |      |      |      |      |      |
|-----------------|---|------------------|----|------|------|------|------|------|
| Service area    | Program examples  | Rating 1 - 5     |    |      |      |      |      |      |
| City Governance | (City Council, City Auditor, City Manager's Office, Financial Services and City Clerk's Office) | 1                | 2  | 3    | 4    | 5    | 6    | 7    |
| Answers         |   | 17               | 13 | 5    | 2    | 6    | 3    | 6    |
| %               |   | 32.7             | 25 | 9.62 | 3.85 | 11.5 | 5.77 | 11.5 |

|                |   | Importance to me |      |      |      |      |      |      |
|----------------|---|------------------|------|------|------|------|------|------|
| Service area   | Program examples  | Rating 1 - 5     |      |      |      |      |      |      |
| Public Library | (17 community locations, inter-library loans, reference services, public computers, home delivery for special access) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
|                |   | 20               | 14   | 7    | 2    | 4    | 1    | 4    |
| %              |   | 38.5             | 26.9 | 13.5 | 3.85 | 7.69 | 1.92 | 7.69 |

|   |  | Importance to me |      |      |      |      |      |      |
|---|--|------------------|------|------|------|------|------|------|
| Service area                                | Program examples   | Rating 1 - 5     |      |      |      |      |      |      |
| <b>Waste Management Services</b><br>utility | (garbage collection; Blue Bag recycling for single family homes, blue bin recycling for apartments and condos; 3 eco stations; 22 community recycling depots; Big Bin events; composting facility; Materials Recovery Facility for sorting recyclables; Electronics/electrical appliances recycling; Waste to Biofuels facility under construction; Partnership with Greys to recycle paper and glass) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b>                              |  | 23               | 14   | 5    | 2    | 4    | 2    | 2    |
| <b>%</b>                                    |  | 44.2             | 26.9 | 9.62 | 3.85 | 7.69 | 3.85 | 3.85 |

|                          |   | Importance to me |      |      |      |      |      |      |
|--------------------------|---|------------------|------|------|------|------|------|------|
| Service area             | Program examples  | Rating 1 - 5     |      |      |      |      |      |      |
| <b>Drainage Services</b> | (sewer systems operation and maintenance; land drainage and stormwater management; tunneling services; lot grading inspection; design & construction; emergency sewer repairs; environmental and drainage asset planning) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b>           |   | 21               | 14   | 7    | 5    | 2    | 1    | 2    |
| <b>%</b>                 |   | 40.4             | 26.9 | 13.5 | 9.62 | 3.85 | 1.92 | 3.85 |

|                                      |   | Importance to me |      |      |      |      |      |      |
|--------------------------------------|---|------------------|------|------|------|------|------|------|
| <b>Edmonton Economic Development</b> | (Economic development initiatives; Edmonton Tourism; Shaw Conference Centre; Edmonton Research Park; Edmonton Film Commission; Workforce/labour strategy; TEC Edmonton partnership) | 1                | 2    | 3    | 4    | 5    | 6    | 7    |
| <b>Answers</b>                       |   | 9                | 12   | 11   | 6    | 8    | 1    | 5    |
| <b>%</b>                             |   | 17.3             | 23.1 | 21.2 | 11.5 | 15.4 | 1.92 | 9.62 |

### 3) What would make you happier about these services?

#### Satisfaction with City services generally -

- Value of services – you get water transmission and miles of roadway, but people experience and remember one pothole.
- The city needs to convince people it is relevant to them in the services it provides to everyone.
- People feel they don't have any influence and it's not worth coming to public meetings. For instance you can't get through to City staff on the phone – 311 blocks you.
- City services are great. You can see them. Facilities, parks are great – great quality.

#### Service-specific comments:

##### Community Services

- Happy with Community Services
- There should be community gardens in empty spaces along the Henday and around the Camsell site. Also market gardens.
- City's efforts on affordable housing are not impressive.
- Bylaw officers should do more – for example, weed problems on city land.
- Leisure activities – leisure/recreation facilities are very limited as to which facilities you can access – the new pass system forces you to use only certain facilities.
- We need program staff to supervise children & youth at City facilities
- Why is City focusing so much on the downtown arena? What percentage of citizens go to hockey games? ('ditto' on this comment, from someone else)
- More transparency from public meetings – arena (again, 'ditto')
- The pound is nicer than some hospitals. Too much spent on it. More could have been spent in better area. Needed new centre for space.
- Noxious weeds on boulevards and too many on city property. Thistles...aesthetics are important. Bylaw is not looking; they are only responding to complaints.
- Need to add rabbit control.
- Need better weed control – dandelions and thistle.
- Rec centres in new sprawl neighbourhoods need to be seriously reviewed – we can't afford sprawl
- Walkability needs to be improved
- Continue program to develop rec centres for other areas, to increase livability of Edmonton
- Don't plan FOR communities...plan WITH communities.
- Rec Centres passes are VERY expensive, AFTER I pay so much in taxes!
- Arena is a business that should produce money – keep it private! This is not my priority, so don't waste my \$ on a new arena; repair the old one! Taxes are high already!
- The City appears to be decreasing more and more of the social services they used to provide or off-load it to their community organizations
- Leisure Access program cannot be used at ANY senior centres, which makes them unaffordable for low-income seniors. Need integrated, coordinated services

- for seniors to help them stay in their homes (Aging in Place) and provided for in their homes
- We should not do social services for everybody
  - Re-jig Joint Use Agreement to encourage after-school program and off-hours programs for youth – it will save on building and staffing prisons.
  - Would like to see cheaper access to community services, like community gardens
  - More community gardens instead of grass everywhere
  - Parks are 'out of reach' for anyone without a car. They aren't accessible.
  - More agriculture green areas
  - City needs to think about how to manage the homeless. Can't put them all together.
  - Overall enough, and good.
  - Animal control is poor, the staff is not helpful. More pets would get back home if there was a better system.
  - Do we really need a zoo?
  - I wish our zoo was like Calgary's
  - Need more localized (smaller) facilities rather than monster-plex rec centres. Keep smaller arenas (Tipton) open. Terwillegar is insane and difficult to access (poor bike, pedestrian access)
  - Need active bylaw officers, not just on a complaint response basis; wages would likely be covered by increased enforcement of bylaws (fine revenue)
  - Community Services are very important and need to be improved

#### **Corporate Support:**

- Better communication with the public about what facilities/parks events are happening in each community. How can we access them if we don't know about it/them?
- 311 would not provide a direct number for an employee – I couldn't reach anyone to get this done. Finally had to call Council member.
- 311 is not accessible; Lack of direct phone numbers makes city people very inaccessible.
- 311 is a great service.
- Hard to get through to 311 agents. They block you getting access to service personnel
- Why not contract out fleet services to private firms?
- Problem with way tendering is done.
- While the 311 system is available 24 hrs. a day, it can be frustrating to not be able to call a facility directly. The option to bypass 311 should be more readily available.
- 311 should give call-back/reference phone # so I can follow up. I can't get to department to speak to a specific issue, like barricades.
- Only one number for so many depts. is not enough! I need to speak with a live person from the appropriate dept. Easier!
- Kill 311
- Open data especially mapping GIs, police call location
- 311 needs to be fully informed of city events, etc. and should be allowed to give out dept. numbers so you can contact directly. Just try to find published phone #s of city departments!!

- 311 was/is a good service for households that don't receive phone books anymore and don't have access to a computer.
- More FAQs on web on key issues like how much does snow clearing budget, how much does photo radar generate...various...
- Materials management – office furniture and supplies must be reused, not disposed
- 311 is expected to know everything about everything, which is impossible. Dept-specific info lines would be more useful.
- More cost-effective and cheaper to do it (contract work) in-house.
- 311 – get rid of it and provide easy access to phone #s of various city offices and facilities.

### **EEDC**

- Tar sand development is costing Edmontonians \$ in more ways than taxes
- Inefficiencies: EEDC > Shaw Northlands > Exhibition Site > City > Stadiums > Katz > new arena
- Attracts visitors – good for City
- Need to understand outcomes related to bringing people into Edmonton who bring income/business to City, which helps sustain us into future. What I see listed are ACTIVITIES

### **Fire Rescue:**

- New neighborhoods need to pay direct for this infrastructure – assess developers for this infrastructure – if we sprawl then those in the sprawl need to pay
- If I call for an ambulance and only an ambulance (for transport to a hospital), why do I have 3-4 emergency vehicles fully manned arrive at my home?
- I like the flow-through fire halls, i.e. Capilano. Great idea.
- Need to increase support for Fire Rescue.
- City needs an emergency evacuation plan
- All fire protection under City
- One of the few departments that actually responds to the citizen in a timely manner. Worth the money!
- Dispatch: Only send what's needed for the emergency
- It is the City's responsibility and very much needed
- No cuts; stretched to the limit

### **City Governance:**

- City governance and corporate support add \$15 a month on taxes – a very high cost.
- Council members to be more in touch with citizens in the zones after they are elected, not just during elections.
- Should maintain a reserve fund to level out peaks and valleys of costs like snow removal, pest control etc.
- Shouldn't have gotten rid of business tax
- Reduce size of admin. Support elimination of Deputy City manager.
- Politicians don't listen to recommendations of planners, e.g. roadways and it undermines strategic planning, e.g. new home dev. and new road, e.g. 23 Avenue interchange
- Support = \$15 or 11% - the cost seems high to me!

- Stop all out-of-province travel for city staff. This is not essential. Limit professional development.
- Very few people handle a huge budget! More transparency and more councilors. Change the salary law for councilors. MY salary increase was ZERO% in the last two years!
- Better connections to community leagues – almost another level of gov't with direct connection to local people and issues
- Council delegates responsibility to quasi-judicial expert tribunal (not respectful discourse) but they are not fair, not accessible and not respectful. Process not open to citizens – need lawyer for arguing case.
- Councillors are too arrogant and delegate too much judicial controls
- Citizens' Bill of Rights detailing what the city and the citizen owe each other in terms of respect, openness, transparency, patience
- Clear hierarchy that recognizes our ? authorities and responsibilities
- Avoid silos and avoid 'not my area' fingerpointing. The city is a system and a network
- Debt – manageable, low responsible debt. We have bad debt. 23.
- Always tender to get lowest costs. Always manage large construction to get projects on time and on bid.
- Beefs: We have a Snow Route Bylaw that worked very well – 1972-1976; There is no need to bend over backwards for people who have more cars than parking spaces. Bouquets: None. 10% p.a. tax increases are not acceptable. Improve: IQ tests for voters? We do not need to be subsidizing Katz OR the NHL
- Tax idea – ok with education tax room, as long as leave education tax to province
- Reduce management – Don't cut front-line workers

### **Infrastructure/Renewal/Development**

- Capital project financial and debt repayment is \$17 a month for the taxpayer – that is high.
- Revitalizing older neighbourhoods
- Cleaning up 118 Ave (lots of crime)
- Poor sidewalks/streets
- Why fix whole neighbourhoods when a couple of streets don't really need to be done. Why not divert those funds onto the next project?
- NR not getting to areas in the most need of renewal
- Foot bridge – waste of \$
- Can we please have less emphasis on fancy buildings and more on program staff?
- Public Art: Ok with funding it but should be more meaningful to people – would prefer statues
- Where is a plaque? What is meaning of art at LRT?
- Neighbourhood Renewal is essential. We need to keep people in mature neighbourhoods and avoid sprawl
- LRT needs to be a key priority
- Debt: Citizens should VOTE if level of debt hits a certain level – below policy
- We can't run deficit in operating budget, but we are running up debts on infrastructure
- Schedule construction for fastest completion, even if it means greater traffic disruption



- Why are sidewalks set so low that they flood in spring? Need to do some snow removal from sidewalks. Many neighbourhoods have only one sidewalk on one side and some have NONE. Walkability?
- Curves 'cut out' for wheelchairs, etc. fill up with water
- Need to prioritize the Neighbourhood Renewal projects.
- The Neighbourhood Renewal program is a mess
- Sidewalk between GMCC & 106 Ave and 108 St. in BAD shape and always has been, for 13-plus years!
- There is NEED for MORE willingness to pay more
- New neighborhoods – developers should pay more
- Drainage (?) – If it goes to a gov body, it's a tax – calling it a fee is just weasel words
- Sidewalks – Seems to need renewal every few years
- Residents of neighbourhoods used to be advised of planned projects and road closures ahead of actual work to be done
- Katz should put more \$ into the new arena and not burden Edmonton taxpayers. He has the \$, we don't.
- Neighbourhood Renewal – Planned for my neighbourhood. Don't need as many sidewalks to convert. Sign-in sheets that it is shared with pedestrians; don't contract out as much, hire in for long-term Neighbourhood Renewal. Use all equipment.
- Need to fix up and upgrade old facilities like Scona Pool, not just build new ones in the burbs
- Lighting must be directed downward to reduce light pollution. – eliminate lighting on billboards that point upward and all night
- Invest in neighbourhood corner stores – local economy, easily accessible
- Use road gas taxes to pay for infrastructure

## **Library**

- More libraries needed. Cancel the fees
- More programs for babies-to-pre-school. A greater variety to facilitate important skills – reading, early literacy
- We love this facility and use it as much as possible
- Great libraries!
- Keep them open longer – thanks.
- How can we encourage reading clubs? Perhaps advertise in Starbuck's, 2<sup>nd</sup> Cup and other gathering places?
- More \$ for libraries. Cancel \$12 fee.
- Build: Libraries/Rec Centres at transit hubs
- Library services & community libraries are terrific but you have them doing social service programs
- Browsing not set up for people with mobility issues, i.e. stand and look at books
- Don't like move to more paperbacks/soft covers
- Great services, especially anywhere drop-off of computers
- Public libraries are very important!
- Needs more funding to provide longer hours, better computers, etc.
- Make it more of a user-pay system.
- Not green facilities (runs fireplace in summer)
- Beef: Energy waste – Why do all the lights need to be on 24/7? (MWTC) Time waste-noise reduces effectiveness 50% Improve: Some leadership, management and supervision...

- Excited about new library with seniors recreation centre (Millwoods)
- The need to learn is important with the number of new citizens coming to Edmonton

### **Parks**

- Pest Management (mosquitoes!) this year was terrible. We stayed inside more than we would have so our babies wouldn't be eaten alive.
- Good show, people!
- We have a lot of terrific parks and walking corridors. Well done!
- Keep up the good work! You are doing a very important job that is very difficult.
- Chemical exposure notification – I think it is important to notify the community when the following occur:
  - Pest control measures using chemicals
  - Notification via hard copy signs when pesticides applied or over-sprayed AND electronic notices on the City's website
- Trail and path maintenance is important to quality of life!
- Pest & rodent control – proliferating population of rabbits have destroyed hundreds of City-planted trees (and home owners) – what are we going to do to control this situation?
- Mosquito control for future years needs to be addressed.
- Dandelion and thistle control throughout City lands!
- What would make me happy? For City to act on plans that are developed (e.g. Terwillegar Park, Ribbon of Green)
- For City to be cooperative with mountain bikers re:
  - trail maintenance (starting)
  - leaving existing rails to co-exist with multi-use trails
- Mosquito spraying – last summer was totally insufficient. They eat me in Terwillegar Park or in my backyard. Where the city sprayed?!
- The new bridge at Fort Ed is a waste of \$. It is hard to access it unless you live in wolf willow or Brander Garden.
- Great parks with one exception – Dogs off-leash parks. Terwillegar Park should also be for people!
- It is very unsafe to walk there between huge free dogs that are 'under control' until they bite you! Split this park in 2 areas!
- Beef: Dandelions don't cause cancer. Herbicides do. Mosquitos don't cause cancer. Herbicides do. Bouquet: Parks are absolutely necessary and need to be retained and protected. Improve: Some management, leadership and supervision
- Great to have nice green spaces throughout the city
- No more chemicals against weeds and insects
- Can't do any less than is already being done

### **Planning**

- We should be reserving areas for diversity of land use – like preservation of agricultural land.
- Not doing a good job attracting industry to north Edmonton
- Tear down Cromdale
- Use bylaws to enforce rules
- I would not approve any sub-divisions on outskirts. Use the infill land first.
- All City data is readily available via the website. GREAT!

- Would like a better mapping interface that would help to query data spatially and put some data in context (i.e. an online mapping tool that accesses all the city's data).
- Plan new building growth when costs are low, e.g. 23 Ave. overpass – do when building permits issued
- New areas – why aren't we trying to recover full costs of new development and future operating cost expansion? Recover full costs from developer.
- Lots of good initiatives but are they all working in tandem or are there duplications?
- We need to encourage and plan for growth within established neighbourhoods. No more new developments until all neighbourhoods are fully developed.
- Integrated planning approach – in reality it seems a fragmented approach.
- Development and building permits – It is not possible to receive any preliminary advice (information?) regarding a proposed development, especially affordable housing. Cornerstones is great, but then you have to go to planning and hit a brick wall.
- Align planning timelines and data with other orders of government, not in isolation
- Stop extending the City, we need farms to produce food! If you stop the extension, the old neighborhoods will take care of themselves when new people are moving in!
- More coordination with Epcor and others. The City repairs a street and in less than 6 months Epcor digs everything out (see 40 Ave. in Riverbend)
- Traffic from Riverbend is a nightmare! Too many constructions badly planned! Who is responsible for the wasted \$ for the South Common? Initial bad planning?!
- Same problem will be for the necessary passage at 114 St. (U of A) – LRT
- Project mgmt. – Need to have change orders if cost goes up for newly discovered problem, then add a value management ROI plus business case to make sure the value is still worth the extra cost.
- Preserve as much Agricultural and parkland as possible. Connect parklands.
- Attended planning meetings but recommendations are NOT respected and implemented
- Quit spreading out the city. We have lots of areas that can be filled in instead of stretching resources so far.
- Plan areas that are more PEOPLE-friendly than CAR-friendly which in winter they aren't, anyway.
- "Re-jig" zoning so you don't have to invoke DC2 for anything intersecting an innovative...?
- Allow a lot more mixed use – make real communities, not endless tract.
- Stay with a grid street system
- Make it easier to operate a small and/or home-based business, especially since more business is virtual and doesn't require extra parking.
- Introduce sprawl tax to change the economics of big-box stores in the boonies and encourage local mixed use retail.
- Would like to see more revitalization and coordination between City and province, i.e. schools, schools facing closures and city services perhaps using that space = community centre.
- Better coordination of Infrastructure work so not tearing up some ground
- Citizens are being ignored when planning of density happens in their neighbourhood
- Require better planning & development of new divisions. Streets are paved , then torn up, then repaved and so on...
- Developers get all benefits but not paying; People in Edmonton not paying full cost of house; people aren't building in core because too expensive

- Should put blvd. between roads and sidewalks so snow can be placed on grass

### **Police**

- No photo radar vans
- Get rid of photo radar vans
- Increase speeds to reasonable levels along 118 Ave.
- Greater patrol in high-crime areas, e.g. 118 Ave. Let's keep our children safe and clean up the area.
- Get rid of photo radar. Police should set a better example for us to follow.
- Radar - too much hiding
- Get rid of photo radar!
- We spend quite enough here. Do better with less. Maybe new strategies can get better results.
- Re social disorder – Does EPS need to work more with province or mental health homelessness to address root causes?
- Don't add peace officers – it duplicates role of police
- Increase support for policing
- More police cars visible on roads. Not often seen unless rushing to an emergency.
- Beef: More cars than cops leaves cops vulnerable and vehicles rusting in the parking lot. Bouquet: Some work in schools and on foot patrol should prevent expenses in future. Improve: More focus from 911 operators/dispatchers. We don not necessary need 4 vehicles at every 911 call.
- Less photo radar and more traffic policing
- Less photo radar
- More action when people call about drug dealers in their neighbourhoods and deals happening from car-to-car on our streets!!! Police don't want to deal with that when you call and report it.
- More action when you go to a Community Policing Centre to report concerns about speeding, drunks, con artists stealing from residents, vandalism, drug deals etc. in your neighbourhood. More PRESENCE of the police staff at these centres actually OUT in the community, walking the streets, riding bikes, etc. Let's SEE these cops that supposedly staff these Centres!
- Should be in/around problem areas 24/7. Criminals and drunks get MORE active at night, not LESS!
- It takes police too long to come out after I phone them
- No cuts; stretched as it is

### **Roads**

- Shared bike lanes need to be expanded across the city
- You don't need special lanes for bikes
- Snow windrows in front of house – problem for ambulance, blocks driveways with snow, is a problem for wheelchairs
- The city should demand efficiency from crews. For example – it took all summer to get two handicapped parking signs for neighbours' houses.
- Getting from A to B is major - if you can't there all other sectors suffer. Example: roads/sidewalks. How can you access transit/parks if you are unable to get to them or to bus stations?

- Snow-clearing – last year was terrible. I was unable to get outdoors for basic things (groceries) with a stroller. I got stuck and had to return home. Elderly neighbours were housebound as well, as a result. Snow clearing on 118 Ave is an issue as they pile the snow onto the sidewalk, then when warm weather hits you get splashed by buses and cars. Over the course of the winter the sidewalk space is reduced to a goat trail. Better snow removal/sidewalk clearing.
- Consider a core density tax on cars going downtown. Maybe a parking tax, too.
- Wasted \$ 2.5 years ago: AT-AHD presentation – MP was there.
- Coordination with AT on Callingwood/Lessard
- Coordination within City depts.
- 184/Lessard – rebuilt
- Bus stops – move
- Use pre-cast concrete pads for bus stops
- 57 Ave. – mill & fill, then cut in bus pads
- 74 St. from 137 Ave. to 144 St. – Why 2 months to repair? Different crews...efforts need to be coordinated. Too many people/workers for one stretch of construction. Need better coordination so no down time between work. Better project planning.
- Tolls on roads – recoup costs from outside communities for cost of roads, utilities.
- Snow removal was delayed so much, I was ready to start asking my neighbours to collect \$ to pay a private co. to do it on our street!
- Roads & crime – bylaw in place in Scarborough, Markham Ont. – no parking on city residential streets between 2-6 a.m. is a crime reduction strategy that eliminates places for criminals to hide and eliminates late night parking.
- Control density in house to reduce parking
- Bureaucrats should be creative in increasing traffic flow, like reducing parking on arteries in peak hours especially. My tax \$ doesn't pay for guaranteed parking spot on an artery
- Way we work – competent staff – like transportation
- Re congestion on 114 Street – we could take away blvd. for extra lane. Planners are too restricted with thinking. Could be more flexible.
- 72 Ave. – 114 St. to 109 St. – no parking increases traffic flow
- Moratorium on new road construction and focus resources on LRT and sustainable transportation projects
- It seems we are paying mega \$ for roads (and time it takes) whether it's boom or bust
- High Level bridge – refurbished in 1995 - \$21M (could build new bridge)
- Build new LRT bridge beside for \$16M
- City should think big – be proactive to save costs rather than incremental repairs
- Snow removal – Reserve budget should always be maintained to allow for variables in snowfalls, from year to year
- Should clear snow down to concrete to PREVENT concrete breaking up and potholes which incurs maintenance costs later!
- Who is responsible for placing barricades on Whitemud & Quesnell? They are incompetent!
- Reduce base of snow where possible
- Roads – what would make me happy? Being able to drive out of my subdivision after a major snowfall. Not having to navigate raised manhole covers and broken pavement on my road. Completing Terwillegar Dr. interchanges.
- Signals – no consistency around yellow-to-red

- New areas – no room on streets for cars parked and traffic to pass each other
- Do not BUY more snow removal equipment. Set up prospective contractors in case of a large snowfall
- Incentive program for foremen for infrastructure & renewal, e.g. potholes, more done.
- Snow removal – clear roads right out to the edge – better for cyclists and other modes. Also better for road surfaces longevity, esp. with more freeze-thaw cycles these days
- Don't clear to the road; invest in smaller snow removal equipment
- Parking on street makes it difficult to drive
- More parking enforcement required on winter parking on bus routes, etc.
- Road construction needs to be better supervised (and not by police!). Materials used are low quality and double cost as long as they used to. Poor workmanship may also contribute to the short lifespan of the infrastructure.
- Beefs: Users should pay, by gas tax, vehicle entry permits, tolls and parking. Transit users and pedestrians should not subsidize roads or parking. Bouquets: Absolutely necessary. Planning and construction has some problems but seems to be improving. Suggestions: More red light and photo radar and add microphones to fine noisy vehicles including City vehicles if not on emergency call.
- Design – Some roadways are due for widening
- Potholes – fix them before they become problems
- Snow Removal – straight to the pavement to prevent less bus breakdowns. Also remove windrows quicker.
- Lighting – Replace all non-efficient bulbs
- Update all policies to reflect the goal for a compact urban form and support/promote active transportation – parking lot size requirements, no more road widening – we need road DIETS!
- Red light cameras should be at more intersections = revenue increased as a result of fines
- Active transportation is essential for a vibrant, healthy economy (more eyes on the street and out spending \$) – healthy, super-cheap to install and maintain compared to motor vehicle infrastructure
- Don't need paint or \_\_\_\_ (?), just do more education about bikes
- Bike paths – more through city
- There are too many potholes. City should pay all damages on people's cars from hitting the potholes. This city don't. The city don't clean the side roads very good. Too many people can't move out from your own streets by poor snow cleaning (snow removal). The city must have more bike lanes on the streets throughout.
- Snow removal – do sidewalks later. Let citizens do it. We shouldn't take time and \$ to clean alleys of residents. Let them do it.
- Roads should use gas tax to maintain, like infrastructure.

## **Transit**

- Public transit is inconvenient, requiring multiple transfers, parking downtown is too expensive
- Transit is horrible in Edmonton; it's not feasible with children and for seniors in the winter.
- Transit – better connections between bus and LRT needed, better timing of routes, remove off-hours buses that are not used.
- Keep the off-hours buses – some people need them



- Community bus makes you wait too long – should be 30 minutes maximum.
- Having transit more accessible in the winter. Stops cleared and more accessible for seniors/reduced mobility parents with small children/strollers.
- If you want people to use it then make it feasible, accessible.
- Lots of good drivers; I'm happy with transit service.
- Will Edmonton participate in National Transportation Strategy? (To be introduced in Parliament on Friday, Sept. 30)
- LRT and connected service – way to future!
- Can you please investigate Vancouver's public system? Team Leaders go through trains and ask, "Does anyone need help here?"
- Transit to Clareview. Bus 11 to Northgate after 1 a.m. is difficult for teens.
- Ok increase to \$3 but freeze for 4 years plus review service
- Still need bus in city peak hours, rather than wait an hour. Even for us seniors who have driven. I want that bus to arrive when I need it.
- Should be a special fee for Night Ride pilot.
- Better connections between bus and LRT
- Stop running buses in late night hours
- ETS must be more accountable to riders – performance standards that are public
- New communities MUST NOT get the same level of service as core areas – You move to the periphery and you accept less service – we can't afford this!
- Expand LRT – this we need to prioritize
- Build out SE LRT – Reduce congestion of LRT. Offset parallel bus routes to improve frequency
- LRT should have gone above ground and no chandeliers (waste)
- DATS – not reliable – late for appts.
- Concerns with transit – supervision on transit. Praise for the drivers
- Bus shelters – Need upgrading – base is so low that it floods and freezes in winter & spring
- Public transit is good for the city and should be increased – LRT everywhere
- B/w 109 and 110 St., connect the ribbon of steel trail via an overpass over Jasper Ave. Then run the trolley from old Strathcona over the overpass to MacEwan to connect with NAIT LRT. The owner of the land by the overpass location is amenable to selling.
- More and more parking at LRTs. Calgary has 3x the ridership and parking. Because Calgary also has a downtown...
- LRT not easily accessible for people with mobility issues who do not qualify for DATS
- LRT expansion – businesses around expansion not prepared for it, i.e. RAH; LRT expansion – NE – concern with wetlands/farmlands surrounding the area; do NOT charge for parking!!
- Covered slightly below ground = less signal crossings
- Need bus on 109 Street from 104 Ave. to Jasper Ave
- More efficient and convenient bus service. Better connections.
- Community bus needed in Millwoods to transport users to hospital, recreation centres, temples
- Perhaps a loop bus from Town Centre with various stops – during peak times with consideration also for Sunday services
- Worry about debt repayment if more LRT built
- Worry about increase to user fees to pay off infrastructure
- South LRT – freezing switches

- Better vendors
- Need better service; cheaper fare – going broke; Admin gets paid way too much; not enough going to fleet maintenance; need bigger buses; Not enough buses and LRT cars
- Drunk bus is an enabling action for drunks. Drinking is an adult responsibility, therefore if you drink, you can get home on your own.
- Longer service at night, if needed
- Better planning needs to go into this
- Beefs: Poor maintenance is causing many stalled buses, blocking other traffic. Bus service outside Anthony Henday is not sustainable. Bouquets: Absolutely necessary, needs to be sustained and maintained and improved. Suggestions: Measurements and targets; change leadership if targets and timelines are not achieved. Management...supervision...
- The city should have late-night call-in service for people to access late night service on city buses. Bus rates increase too fast/frequently.
- Expand transit access late-night service on main routes, to all sections of city, with taxi stands at transit centres
- Need to support multi-modal transport, i.e. bike racks on ALL buses, ALL LRTs, bike lanes to all transit centres, bike parking at station.
- Stop increasing fares or make outlying areas more expensive to reflect cost of expanding service out
- ETS transit fare – Don't raise a bus fare to \$2.85 or monthly bus pass to \$84.65 for 2012 Budget.

### **Waste/Drainage**

- Re-evaluating the costs of garbage collection – per household
- Different options for low-waste households
- Garbage pick-up is awesome. Collectors are polite & reliable.
- We should have tab-a-bag/charge by volume, but with exclusions for yard waste
- Garbage service is fine, but when garbage falls out, he doesn't pick it up. He should. Don't add to litter in alley. Be more gentle on metal bins.
- Glad they turned down the franchise fee
- Extra fees on drainage too much
- Why don't drainage fees go down in winter?
- Stop downloading costs to utility bills – be transparent on costs via taxes
- Recycling and biofuels – They must be maintained
- Need recycle pick-up for large items in certain areas (e.g. mattresses and windows). They are being trashed as curb litter in high-density areas.
- All garbage collection should be in-house – no contracting out
- Keep up the good work re recycling, diversion, reuse, biofuel generation (2015 project)
- Full recycling setup to accompany garbage cans, paper, organic compostable, plastic...
- More recycling depts. Coordinate with schools re teaching kids how to reduce, reuse, recycle
- Allow salvaging
- Let Edmontonians know that we are a resource to the world, i.e. re waste management
- Need to be held more accountable – should be all city EEs (*meaning unclear*)

- Do not charge/bag. Results in dumping
- Monthly charge too high
- Big Bin program a real asset for getting rid of larger items. Good job!
- Beefs: Lack of targets, measurements or leadership. Pickings are generally too frequent and the routes and booking and filling seem very inefficient; lack of recycling facility for polystyrene.
- Waste costs are high. Pick-up is too often. Many 'hidden' fees – some in direct Epcor bills. Some in taxes collected by other city depts. Seems expensive for what we get.
- Construction crews need to be advised that pushing soil (and sand and dirt leftover from their work) into the sewer (as a form of cleanup) is clogging the system. We had our neighbourhood flood during a storm after 2 projects because of that. The sewer lines were full of sand and soil and couldn't handle the water.
- Clear 'gutters' to ensure no flooding occurs.
- Promote car washes (connected to waste water lines) vs. driveway washing (goes directly into storm water line-to-river). Consider bylaw against this.
- Pay per bag of garbage! And recycling...
- No more neighbourhoods with back alleys because this hides garbage. Front street garbage pick-up is a social incentive to be more responsible with waste (better packaging, less volume (and also promote neighbourhood-level reuse/sharing)
- Accept electronics and furniture @ recycling depots because eco station is too small and cannot handle volume of customers and impossible for people without a car.

#### **4) What are the cost pressures for your household?**

(Discussion around a breakdown of average costs calculated by Statistics Canada)

- Housing costs seem low
- Utilities seem very high – high fees and surcharges
- Groceries looks low
- Transportation seems too low.
- A lot of people are commuting out of town and many are two car families
- Renovation costs to maintain/enhance your home are missing from the list
- Climate change grants program was frustrating – but should be continued.
- Utility costs vs housing costs seem too high
- There's no item reflecting debt payments for example student loan or line of credit
- Is it fair to use market value of the house to determine property taxes?
- Utilities category seems high
- Housing costs seem low
- Epcor, city utilities are higher than shown
- Franchise fee seems like an indirect tax from the city.
- Are there other hidden taxes/fees?
- Why has garbage collection tax gone up
- It's not about how much my taxes are, but what the city does with the dollars.
- Education should be higher
- Missing - Contributions and charitable donations
- Housing costs too low (2009) – costs have changed 20-09 stats were appropriate for that time.
- Medical and alternative medical services missing
- Should have a line called "Other"
- Housing costs look high . . or low, depending on age group and perspective.

- Utilities cost looks low
- Property tax is much higher than 2% because assessment system is inaccurate
- Property tax figure is in the ballpark
- Membership fees are missing
- Drainage tax is not \$76. Water from roof etc goes into storm sewer.
- Pinch points – income tax, drainage tax is 50% too high, extra fees are unwelcome, franchise fees are undesirable
- City bills should be more explanatory as to what's being billed and why
- Teenager activities are expensive – education, out of town trips, swimming pool fees. Competitive swimming can cost \$20,000 a year.
- Retired people – costs are less in some areas.
- Grocery and fuel costs are unpredictable – have gone up rapidly. They take away resources from other areas.
- Cell phones, cable costs are substantial.
- Utilities are substantial.
- School fees for kids, cost of lunch supervision
- Cities need to continue to reinvest in infrastructure to grow and develop.
- Cities need a sustained flow of funds, not just grants that are unreliable.
- Utility costs are going up, though usage hasn't gone up. There are too many variables and hidden fees.
- Added fees on water drainage and sewers are almost more than the cost of use.
- Education costs and health/dental costs are significant.
- Costs are higher in Edmonton because of the oil boom
- Groceries occupy more of the budget than shown in the handout.
- Property taxes – not congruent with market reality in Edmonton
- Top chart does not match bottom chart for costs
- What's missing – charitable donations
- Two biggest items – utilities and taxes – 43% of this budget is going to taxes – biggest piece of the pie.
- Misleading information – EPCOR as a private corporation gets most of the utility tax – I have no choice in these services. It is a monopoly!
- There are extra fees/taxes on our utility bills
- The city doesn't pay GST, but I have to pay GST on my city bills
- 21% is a low rate for income tax at an income of \$74,000
- \$38,000 to \$40,000 is the average Canadian income. The lifestyle that my taxes go towards exceeds the national average.
- 80% of the city budget is labour costs. This is the same in private corporations.
- The average civil servant is making more than the national average wage plus you get a pension.
- Your civil servants never have to meet the bottom line.
- Keep your statistics consistent in the handout
- We pay more for food here than Vancouver and Toronto
- Insurance and pension costs are way higher
- Transportation should be higher – just with insurance
- Everything is going up. It's a huge concern for seniors and those on fixed incomes.
- Averages like this are very difficult to work with. Provide three scenarios, so that we can see where we fit.

- Franchise fee is contentious – the utility just adds it on with its mark-up and passes it on to the taxpayer. It's just another tax.
- Gas bill distribution fees are way too high.
- Utility bills are totally out of hand. And you can't understand the bill.
- Am renting – don't pay property taxes.
- Subsidized rent for seniors is too high – might have to get rid of phone, use community garden. Bus pass rate is too high. Things cost too much.
- Mortgage is likely higher than shown in the table. Renting is cheaper than owning and no need for repairs.
- Should add a savings category to the list of expenses.
- Senior's income is \$1188 a month – unbelievable – the chart does not reflect reality.
- How large of a family is in this example?
- There should be a line for debt payments – there's a large struggle to pay school loans and cover the fun stuff.
- Housing figure is extremely low
- Education taxes are missing
- Personal insurance-pensions are low
- Housing costs/mortgage costs seem low
- Utilities seem high
- Missing costs for children's activities
- Missing daycare fees
- Busing fees are very expensive for families
- Missing School fees – getting higher each year
- School supplies should be shown
- Medical fees are not included
- Income tax figure seems low for two people
- Student loans and car loans not listed
- Taxes and fees seem low compared to other cities
- I think the list is representative
- Groceries have seen a big increase, and value doesn't increase with cost
- Transportation is a big item – tickets have gone up excessively in the last few years.
- Even farmers' markets have to increase their prices to cover increasing transportation costs
- Wage increases haven't kept pace with tax increases. Our income is stagnant.
- I am digging into my savings to pay higher costs, or I need to do two jobs.
- City council has yet to turn down a subdivision.
- You can't stop growth.
- Why is it cheaper to live in the suburbs?
- I do not "pay" taxes, they "take" taxes. This does not maximize value.
- 22 bureaucratic departments - in greater Edmonton – all paying the same person to do the same thing.
- There is a regional plan for growth – this is good.
- Comment – my cost of construction has gone up 20% in one year. But there's been an 800% in taxes increase since 2000. I find this to be sheer incompetence with the city budget.
- The province no longer reports on usage of health services, so you lose sight of value for taxes

- The 2% property tax share is in line with the services received.
- Value for taxes depends on our use of services. If we use everything it is a good deal. We should balance pay-as-you-go with debt.
- There are some services we take for granted – such as utilities. The power bill has doubled. Money goes to corporations, and more keeps being added on.
- Waste management fees are going up, and they are not accepting as many recycle items.
- Food inflation has risen 5%
- Should include inflation costs in household budget
- Businesses' inflationary costs get passed on to consumers.
- Value depends whether you are a family using all of the services or if you are single and not using any services.
- Need to balance paying as the user and paying as a total population.
- I make roughly half this amount of income but my taxes are the same.
- Why isn't the city providing immigration services?
- Under emergency medical – the City provides first aid services until ambulance arrives – that is not indicated on the chart.
- The city share is 4% of all taxes, but that does not reflect user fees, grants received, etc. So citizens have other costs that are not shown here.
- Where is neighbourhood renewal on the chart?

#### **5) What is a fair monthly tax for City services?**

- Property taxes are fair only if services are there – need value for the dollar.
- Taxes offer quality of life. It's a package of goods that improves quality of life.
- What taxes the City does get are wasted – snow clearing in crescents is very bad. Council members don't show up to meet a citizen when we do phone and raise a concern.
- I pay more money for my house and land taxes – I'm not happy with the snow removal services and the handling of mosquitoes.
- City staff are constantly getting inflationary increases – in private business we are barely keeping up.
- City councilors get ongoing increases in pay.

#### **6) What approach should the City use to balance the budget?**

- Reduce deficit – 5 year wage freeze for civic employees (fire, police etc). Use savings to pay off debt.
- Other cost cutting ideas:
- Need more volunteers to help poor/street people
- Farm system for rehabilitation of street people, with a specialist. Help street people live in rural setting, like Thunder Bay/Victoria ideas.
- Have more of the very small bus shelters to winter use. Eliminate Yellowhead intersections at rate of 2 per year.
- Build smaller parks – some are under-used at present. Close under-used parks.
- Charge for library cards - \$20 a year for books, \$10 for computers; \$10 for video/CD rentals. Exempt anyone under the poverty line.
- Eliminate police sub-stations. Just have 4-5 major stations in Edmonton. Use peace officers for speeding and non violent crimes. Use them at sporting events, not the police.



- Reduce debt immediately while Alberta is prosperous.
- Run LRT to West Edmonton Mall from downtown along river valley – no sub-lines until this is done.
- Have no bus service to the richer areas where buses are not used anyway. Use smaller buses for 10-15 people on Sundays and holidays.
- LRT should be elevated – it would be cheaper to build.
- The city spends money and often gets nothing in return – hire more competent people.
- The city could use natural grasses etc to naturalize areas and reduce the need for mowing.
- It is fair to borrow for infrastructure, but repayments then take away from operating money.
- Provide nothing for the new arena.
- It's OK to borrow money for the arena.
- There is good debt and bad debt.
- 23<sup>rd</sup> Avenue interchange is an example of wasteful debt. City needs to time projects better, use a better tendering process to achieve lower costs.
- Project management – examples of poor governance
- Elsewhere – if the contractor goes over, he has to justify, City needs to ask Why when there is a cost overrun.
- Business finds it hard to get a contract with the city – i.e. road construction and Anthony Henday – because big companies outbid small companies just to get the job.
- Waste is when benefit is less than the cost. Time can be wasted as well.
- For example – SLRT switches freezing up. Sewer lines being dug up after LRT lines are put in. It's an issue of Planning and Urban Form.
- Regional usage of city infrastructure – suburban communities come into Edmonton, but don't pay taxes to the city. We need more equitable way to share costs and revenues across the region served by Edmonton.
- Urban sprawl pushes costs. Work with the province to provide services in mature neighbourhoods and keep schools open. Use schools for other purposes – this is under the goal of Livability.
- Everyone should pay their fair share. Developers seem to be getting all the benefits of growth, while the taxpayer takes the brunt of it.
- The Calgary approach makes a lot of sense – recoup more of the costs from developers
- But that can make housing costs even more absurd than they are now.
- Terwillegar recreation centre is a model for partnerships – Second Cup, retail . . parks should have business partnerships. River valley should have coffee shops and other amenities.
- Municipal government should go back to provincial and federal governments for larger percentage of the taxes.
- Departments should coordinate with each other so that if one cuts spending, it doesn't mean the other has to spend more.
- If services improved to the level of those in Strathcona County I'm willing to pay Strathcona taxes -\$2,091.
- There is inefficient spending – too many staff to do some small jobs. For example at 118 avenue and 82 street there's a staffed police car there all day by barricades to warn people of danger. Could use a cheaper person.

- Charge extra for the Pub Bus
- Freeze the bus fare at \$3 for four years and then review.
- The city is expanding too fast – pace of change is very rapid
- Planning – there should be no new areas until current ones are built out. Developers are just sitting on land. But the city still has to put in the roads etc.
- The city hasn't attracted industry sufficiently
- City departments should get together and coordinate their work, so that one isn't waiting for the other. For example 74 street from 137 to 144 avenue took two months because of using different crews.
- Cut city administration, cut more staff
- There's a corporate problem with tendering projects – how can they account for the cost over runs? Contractor should swallow it once the bid is accepted.
- When new neighbourhoods are developed in the suburbs, the city should not provide bus service etc until there are enough people to pay the cost of service. It just pushes costs up.
- Reduce road repairs by clearing roads to the pavement. Leaving snow and ice on roads causes more damage and the need for more repairs.
- Why are all the city's trucks and vehicles brand new and perfectly clean?
- Look at bringing contract work back in-house. The city has people and equipment to do this – for neighbourhood renewal in summer and snow clearing in winter. We just spent \$8.5 million on new equipment – don't have it sitting around unused for half the year.
- Neighbourhood renewal program – a lot of streets don't have sidewalks, and in a neighbourhood like ours with little through traffic, we don't need them. Why not just use some paint on the asphalt to show this is a shared road for pedestrians and traffic, to save money.
- Lobby for larger share of provincial and federal money coming back to the city.
- 

## **7) Strategies to generate additional revenues**

- Education – can't the city pressure the provincial government for better use of education tax dollars? And more dollars to the municipality?
- Big financial problem with urban sprawl – how do you pressure the provincial government for more help?
- City could find other sources of revenue, like retail outlets in transit stations.
- The region needs to share costs of key Edmonton infrastructure – including a share of the arena, etc.
- Urban sprawl is a problem – the developers should pay for it (sidewalks, roads etc)
- The gas tax rebate should be used to fix roads, not build the LRT

## **8) Least desirable strategies to generate additional revenues**

- Concerned about utility costs for example 100% increase in waste disposal
- Concern – seniors have fixed incomes - concerned about high increases.
- Seniors need a tax break on housing costs, property taxes.
- City should not give handouts and tax credits to business – the market is here, so they will come anyway.

- Market value assessment doesn't work fairly across the city – it doesn't lead to the suburbs paying what their services cost, and it is a burden on the rest of the taxpayers
- Why is the cost of a bus pass so high? City of Edmonton is encouraging us to go green, yet is charging us high transit fees. It was cheaper for me to use local transit in Vancouver.

## **9) Does the City receive a fair portion of all household tax payments?**

### **City share is too low:**

- The tax breakdown is surprising
- Shocking – I thought municipal taxes would be a greater portion.
- It's surprising that city share of taxes is only 5%.
- The way taxes are split between governments is unfair.
- The City gets too small a slice of the pie.
- I'm shocked! (at City's small share)
- I find this distribution quite low
- Extremely low – how can the City meet its budget?
- Alberta contributes hugely to the industries in Canada – so our municipalities should be getting more money back federally.
- Our municipal tax base should receive a larger piece of the pie.
- Surprised – don't notice income tax in same way as property tax. Income tax disappears – you never see it.
- Should be distributed differently – less to federal, more to municipality.
- I would have thought the city share would be bigger.
- Other governments give grants, but not proportionate to what they take from us
- We are not getting a fair share of the taxes other governments collect
- Is it a fair tax split - I think not
- I thought 10% of our tax went to municipality.
- I thought federal share was smaller than the province's. Had no idea regarding the municipal share.
- We would like to see less going to the federal government and more to the municipality.
- The revenue the city gets from the provincial government is way too small. They downloaded everything and cut city grants, which causes the city to increase property taxes.

### **City share is too high:**

- With property and income taxes it's 40% of household spending - the City share is way too high! Out to lunch!

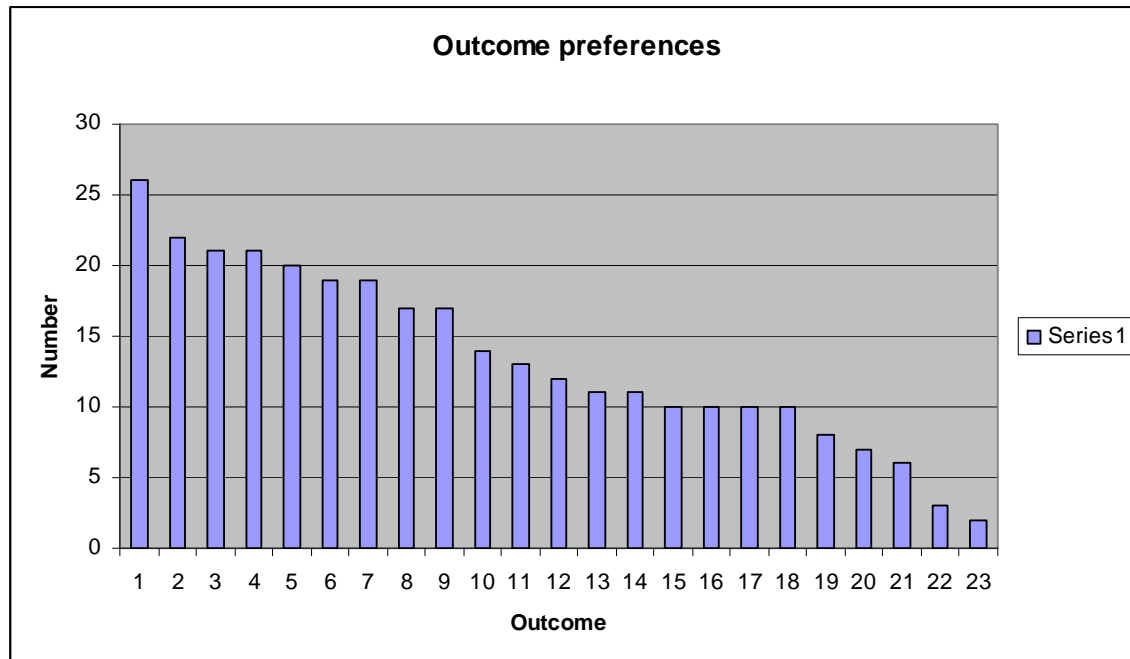
### **General comments on City taxes:**

- Assessment is slow to catch up – there's a 12-month lag behind the market.
- Property tax is not in sync with income levels.
- Property tax is not elastic regarding other economic conditions
- City may just get 4% of taxes – but does the city use that amount efficiently? For example, are work crews doing their work properly.
- Work harder to find out what the citizens actually want.
- What provincial and federal dollar comes back to the city

- No matter where tax demands come from, there's only one taxpayer.
- What's the difference for business vs. residential owner?
- University farm and buildings on the main campus along with hospitals are not taxed.
- Breakdown is misleading – most of the city budget comes from the province and federal government
- City cannot control what the province and feds give
- I would pay more taxes to have the roads fixed.
- Should we not get highway money for bridges, such as Quesnell, from the federal government?
- Share information about the real cost to build infrastructure
- Province should pay 100% of the cost of provincial road projects.
- The province isn't doing much any more.
- More of our taxes are being distributed to the larger populations in other provinces.
- We are providing jobs to citizens all across Canada to include housing and services.
- If the City collected more money directly, there would be less money lost in administration costs.
- Our property taxes probably lower than Vancouver or Toronto. It's a good competitive element in attracting people to Edmonton.
- People would be happier if they could see that the assessment system was fair.
- I don't mind paying taxes if the services are there.
- We are paying more tax but getting less service.

**10) Of the City's strategic outcomes under The Ways, which 10 are most important?**

| <b>City Outcome</b>   | <b>Votes</b> | <b>Outcome Priority</b> |
|---|--------------|-------------------------|
| <b>2.4</b> Safe and clean city  | 26           | 1                       |
| <b>4.3</b> The transportation system is integrated, safe and gives citizen choice to their mode of movement                                     | 22           | 2                       |
| <b>1.3</b> Edmonton strives to be a leader in environmental advocacy, stewardship, preservation, and conservation                               | 21           | 3                       |
| <b>5.3</b> The City has balanced revenue streams that are sustainable   | 21           | 4                       |
| <b>7.1</b> The City of Edmonton delivers valued, quality, cost-effective services to its citizens   | 20           | 5                       |
| <b>2.3</b> Complete collaborative communities that are accessible, strong, and inclusive with access to a full range of services                | 19           | 6                       |
| <b>4.1</b> Citizens use public transit and active modes of transportation   | 19           | 7                       |
| <b>3.2</b> Edmonton has sustainable infrastructure that fosters and supports civic and community needs  | 17           | 8                       |
| <b>5.1</b> The City has well managed and sustainable assets and services  | 17           | 9                       |
| <b>6.4</b> The City attracts talent and investment making it nationally and internationally competitive   | 14           | 10                      |
| <b>5.2</b> The City has a resilient financial position  | 13           | 11                      |
| <b>3.1</b> Attractive and compact physical design with diverse neighbourhoods, amenities and public open spaces                                 | 12           | 12                      |
| <b>2.2</b> Citizens use city infrastructure and participate in services and programs that provide enjoyment and personal health benefits        | 11           | 13                      |
| <b>7.2</b> Diverse, engaged and innovative employees involved in service delivery contribute to achieving the City's vision, goals and outcomes | 11           | 14                      |
| <b>1.1</b> Partnerships with citizens, communities and organizations are leveraged to improve Edmonton's environmental health                   | 10           | 15                      |
| <b>1.2</b> The impact of City operations on air, land, and water systems is minimized   | 10           | 16                      |
| <b>2.1</b> Citizens are connected to their diverse communities and have pride in their city   | 10           | 17                      |
| <b>4.2</b> Goods and Services move efficiently through the city   | 10           | 18                      |
| <b>6.1</b> The Corporation supports a competitive business climate and delivers business friendly services                                      | 8            | 19                      |
| <b>6.5</b> The City is an effective participant in regional partnerships and collaboration  | 7            | 20                      |
| <b>7.3</b> The City of Edmonton embraces its relationships with people and partners to deliver services to citizens                             | 6            | 21                      |
| <b>6.3</b> The City supports the development of high potential sectors  | 3            | 22                      |
| <b>6.2</b> The City facilitates the development of established businesses and sectors   | 2            | 23                      |



#### 11) General comments in discussion on strategic outcomes

- Focus on quality, cost effective services
- Everyone should have access to services
- Assess what is crucial to be retrofitted in Neighbourhood Renewal
- Does every street need redoing in Neighbourhood renewal? Be cost effective.
- Be accountable and respond quickly to our citizen concerns.
- Recreation services-parks really important to us.
- Efficient roads are important
- A greater connection to community is important
- Continue to put dollars towards older neighbourhoods – other communities seem to be getting more. Lots of young families moving in – we need new amenities and new infrastructure – for example Montrose community.
- Services for seniors are important
- Consider costs and sustainability of civic programs
- River valley needs to be developed (cafes, washrooms)
- I want to be able to walk to grocery, school – not drive as much – less pollution.
- We've moved towards big box stores.
- I want neighbourhoods that mix business with citizens.
- Invest in existing neighbourhoods – variety of housing (low income, business)
- Curb urban sprawl, e.g farmlands
- Important goals involve Shift transportation, Financial stability, Diversification of economy, Environmental health of city, Resilient financial position – we shouldn't go into debt, Safety, Policing and security, Fire department, Security downtown, Air quality monitoring and enforcement.



- Need better urban development – build up, not out
- Need balance – all are important.
- Being heard is important – i.e. arena results 3 weeks later.
- Families need to be supported – intergenerational presence is missing
- People living on streets – need to see mention of this in long term plan
- Police service issue with prostitution and drugs
- Make Yellowhead roadway free flow (overpass at each intersection)
- LRT downtown to –west end should be focus, but not underground.
- Bus drivers will lose jobs with LRT expansion line – will need new job training.
- Livability – Affordability is an issue; rent support was cut. We need more affordable housing. The city could work with companies to create basement suites etc. Rent now costs a minimum of \$1000 a month – too much.
- City zoning policies can be a barrier to affordable housing.
- Seniors need better health services and support.
- The assessment system is not fair – it sets a value that is not realistic if you're not planning to sell right away, and thus the property taxes are unfair.
- Downtown arena is an “extra”
- Livability is important.
- Livability is good for children to want to stay here, need a vibrant downtown with arena; development encourages new companies and people to come here.
- Neighbourhoods in existing areas need to be attractive for families to live in (under Livability). Transportation is not conducive to moving around – to airport, zoo, Kinsmen fieldhouse etc. Don't shut down schools in the core – work with EFCL to find community uses for them so that kids can still go to school there.
- City's development plans don't align with people's lives – for example south LRT line has negative impact on traffic, parking lots are too small.
- Some LRT intersections with major roads need to be overpasses.
- If we build the LRT, build it right.
- LRT doesn't work for all people. It will be fine when fully built out and serving all areas, but in the interim is a hurdle to usage.
- When planning, decide what the city needs, then price it out and put it in front of the public. Don't figure out what dollars are available and then try to shoehorn projects into that. (people would be more understanding of the need for extra dollars this way)
- There's lots of ethnic diversity in Edmonton – how do we get people from other cultures to buy in to what we are trying to create here.
- There's also a transient population – people coming just for work and then leaving.
- We are a long way from achieving an integrated transportation system that gives citizens choice.
- City should commit to helping the have-nots.
- Why doesn't the city tie these goals and outcomes in to the regional plans?
- “Citizens are connected” maybe should say “engaged.”
- Safe and clean city should include the word inviting.
- Does this acknowledge EFC: and the importance of their work?
- It's hard to get people to change their habits.
- A lot of people want their own house and yard. Housing has become unaffordable for young people.
- Preserve agricultural land in the NE.

- Language is not as clear in corporate outcomes – for example what is “high density”
- Transform urban form – ensure buildings are accessible to the public and include services to the public.
- Corporate outcomes are too high level and hard to relate to – we need context.
- Look ahead – have vision
- The long term financial sustainability is my biggest concern. At the beginning of this presentation it was stated that the City has to have a balanced budget.
- The city was presented with other government dollars to retrofit the Quesnell Bridge and the City cannot turn down opportunities.
- Not enough private companies are bidding on city projects – because the private sector pays more.
- Any country in the world can bid on a city RFP.
- Encourage realistic modes of transportation. I cannot cycle 12 months of the year.
- Financial sustainability – there is no clear transparency on financial costs.
- Council should be more accountable; I do not want to be like Greece.
- I find it disturbing that the city’s departments have quadrupled in the past four years.
- We need longer LRT trains. At peak hours it is terribly crowded.
- I do not want Council to spend on the “big arena.”
- Livability is a big concern – today’s neighbourhoods have no connections between the bog stores and amenities – you can’t use them without a car. Smaller neighbourhood stores are disappearing. Very hard for seniors and those without a car.
- Walkability – we need sidewalks on both sides of the street.
- For transit to work, you must have adequate parking next to LRT stations.
- Offering valued, quality, cost-effective services to citizens is important
- We need businesses in neighbourhoods, new and old. Need a store within walking distance on home – the “urban village.”
- Older McQueen neighbourhood – I can’t walk anywhere any more – there are no corner stores. Mature communities need renewal too. City planners could help with this.
- Schools are important to communities. Closing them removes the guts of a community. Work with community leagues – they are local and attract energetic and committed people.
- Support the University of Alberta in attracting talent and investment to the city.
- Livability/Transit: Bicycles are not suitable for the big box shopping areas
- Housing the biggest concern for seniors – need mixture of affordable housing
- The river valley should be protected, not developed.
- Top of bank access should be preserved throughout the city.
- The physical design of the city – it has taken 100 years to sprawl and it will take a while to reverse that.
- The UDI shouldn’t push us around.
- Urban form – Edmonton promotes local culture and arts. More of this is needed.
- Sense of pride in Edmonton – we need to talk, yell about it. Be evangelical.
- Put the LRT underground.

- Sunday buses are too infrequent. Bus connections are poor too. City could arrange cabs or mini vans more cheaply than running empty/infrequent buses. Outcome should be “Right-sized Transit.”
- We shouldn’t be writing outcomes for plans that have not yet been created – Prosper and Finance, for example.
- Important goals – Transforming Urban Form and halting urban sprawl.
- I would love us to draw a line around the city as it exists today and just stop further development – but we can’t
- We could make our communities more compact and complete. For example Terwillegar – how many stores can you walk to from your house? We need to be able to get around without using a car.

## **12) Are there any strategic outcomes that are missing?**

- The wording is not always right – 1.1. – the real outcome should be improved environmental health. The current wording explains HOW you accomplish that, not what you want to accomplish
- Ditto for 1.3. In 1.3, stewardship and conservation are the important outcomes.
- Outcome 3.2 – infrastructure is not sustainable if it’s not accessible – I won’t go to a recreation centre if I can’t afford it.
- Under Shift Transportation, 4.1 is not an outcome. It should say there’s increased use of transit and other modes.
- 1.2 could specify the impact of energy usage, and moving the City away from the use of oil.
- 6.2 sounds as if we are just supporting the status quo and the traditional energy sector. Could say “environmentally sustainable” instead of established.
- 6.3 fails to indicate what high potential sectors we will support – it could be a weapons maker or a nuclear plant as currently written.
- 6.1 is problematic because it suggests we support a competitive race to the bottom – the lowest expectations of business, the lowest taxes, etc
- Diversify the economy – we should be increasing awareness of the value of entrepreneurship. We should be able to say in 10 years that Edmonton fosters more small businesses than anywhere else in Canada. (involves support services, municipal tax break, awareness campaign)
- Environment – we should have an outcome relating to preservation of land and soil resources, such as agricultural areas.
- Transforming Edmonton’s form: Add “work collaboratively with all orders of government, elected officials to plan/build/retrofit neighbourhoods.
- Governance: Consult citizens on important points, like selling part of Epcor, city airport closure and the arena.
- More community policing.
- Should separate safe and clean city; Cleanliness can be a community responsibility
- All major attractions are accessible by public transit.
- Add “low debt”
- Better coordination of major projects would be a goal or outcome.
- Outcome 1.3 – add pesticide-free, in regards to weeds and bugs.
- Outcome 4.3 should cite dedicated bus lanes for faster travel time and greater convenience
- Curb urban sprawl

- Need a fair assessment-tax system
- Need "greater density" of urban form
- Revitalize mature neighbourhoods
- Need more affordable housing
- Separate "safe" from "clean" city
- 1.4 Ensure diversity of land use - agricultural resource
- 3.3 Better coordination of infrastructure work
- 1.4 Minimize use of energy
- More community policing and presence
- Need increased police presence
- How closely is idling monitored
- 2.5 Have walkable urban villages - new and mature neighbourhoods
- 5.4 Keep debt low; share costs around region - user pay.
- 2.3 "accessible and affordable" communities
- Increase "neighbourliness" - connections within community
- What has the City done to improve the environment
- 2.5 Communities retain their schools
- 3.1 "Attractive, walkable and compact .. "
- More seniors' centres now or in future
- What about industry pollution? What is the City doing
- 3.3 Promote local culture
- 4.1 "Citizens increase use of public transportation"
- Get priorities in order - example Northgate seniors centre roof collapse in February. Very little progress in getting the centre operational again. Too much red tape and politics.
- "Safe City" - Murder Capital City
- 5.4 More head offices than Calgary
- 5.4 "Citizens have accessible Affordable services"
- 6.6 Greater recognition of benefits of small business/entrepreneurship
- 6.6 City supports local independent business

**Appendix 2. Public Meetings Workbook**  
[www.edmonton.ca/BudgetConsultation](http://www.edmonton.ca/BudgetConsultation)

**Appendix 3. Online Survey Questions**  
[www.edmonton.ca/BudgetConsultation](http://www.edmonton.ca/BudgetConsultation)

**Appendix 4. Civic Services Overview Posters – PDF booklet format:** [www.edmonton.ca/BudgetConsultation](http://www.edmonton.ca/BudgetConsultation)

**Appendix 5. Building a Great City: Capital Budgets 2009-11 and 2012-14 – PDF of Media Backgrounder:**  
[http://www.edmonton.ca/city\\_government/documents/2012-2014\\_Capital\\_Budget\\_Media\\_Backgrounder.pdf](http://www.edmonton.ca/city_government/documents/2012-2014_Capital_Budget_Media_Backgrounder.pdf)

**Appendix 6. Online Survey raw data results:**  
[www.edmonton.ca/BudgetConsultation](http://www.edmonton.ca/BudgetConsultation)  
(also being uploaded to City's Open Data Catalogue)