

BUDGET SURVEY AND OUTREACH REPORT

THE CITY OF EDMONTON
2018

Edmonton



Summary

In late 2018, Edmonton City Council will set the 2019-2022 Capital and Operating Budgets. The Capital Budget is filled with the roads, bridges, sidewalks, parks and facilities that build a great city. It's a mix of maintaining the infrastructure we have and building the infrastructure we need - all in benefit to Edmontonians and their quality of life. The Operating Budget is filled with the people, places, equipment and resources that bring this City infrastructure to life. Together, these Budgets are not just building a City, they are building our future.

City staff and City Council don't set these Budgets alone, it's done together with the people of Edmonton. To develop practical, transparent and responsible Budgets that reflect the goals of residents, the City relies on ongoing and meaningful conversations with the public.

As part of this outreach, City of Edmonton staff used a number of different tools and tactics to engage and inform Edmontonians about these Budgets. One of the major initiatives included the Budget Roadshow which travelled to festivals and community events in the months of August and September. It included fun, budget-themed games to help start conversations and inform participants about basic City Budget facts.

The Budget Roadshow also encouraged Edmontonians to visit edmonton.ca/mybudget, an online tool and survey that gathered information about the Budget priorities of residents. This interactive site allowed users to create their own version of the City's Operating Budget by increasing or decreasing allotments to various departments. There was also an opportunity to leave comments. The site also included an educational component, as participants learned more about the City's structure and costs while completing the survey.

The "My Budget" survey was live from August 10, 2018 to October 1, 2018. Along with promotional postcards distributed at the Budget Roadshow events, social media was used to promote the survey.

This report contains a summary of the "My Budget" survey results and an overview of the Budget Roadshow initiative.

Budget Roadshow

The Budget Roadshow connected with Edmontonians to create awareness about key concepts around the budget, get a sense of their current level of understanding of the topic and gather informal feedback in the moment and/or direct them to an online survey tool.

The Roadshow appeared at 19 events over the months of August and September. The events were diverse in size and scope, including small neighbourhood farmers' markets and fairs, as well as marquee events like Symphony Under the Stars and the Edmonton International Fringe Festival. Over the course of these two months City of Edmonton staff engaged with more than 3,000 Edmontonians.



Strategy

The overall goal of the Budget outreach was to be accessible and friendly in the approach from staff, design of the creative and appearance of the booth. Adults and children alike were drawn to the prize wheel and it was easy to initiate conversations as a result. Participants would spin the wheel to see which game they would play to win small prizes (pencils, magnets, bookmarks etc.).

The games were designed to be simple and fun:

- Trivia questions based on Budget facts and City services
- Ball toss game where participants identify which Budget would pay for specific costs (operating, capital or waste services)
- Puzzles that identified some of the many valuable services supported by residents' property tax dollars



After a participant played a game, City staff would encourage them to take the online survey. At large events with high volumes of patrons moving through Edmontonians were given an overview of the survey, emphasizing the opportunity to express their priorities. By encouraging them to share their thoughts via the survey, they would often share their thoughts in the moment.

Takeaways

Through these thousands of Budget Roadshow conversations with Edmontonians across the city, themes have emerged. City staff heard a lot of feedback about bike lanes, recycling and LRT. They also heard from residents confused around what services were municipal versus provincial or federal. It was noted that comments around a certain topic would surge directly following an issue or high media coverage of that topic.



Even as Edmontonians spoke passionately about one particular issue or another, many residents acknowledged the difficult decisions City Council faces.

City of Edmonton staff engaged with skeptical residents who agreed to complete the survey to make their priorities heard, were keen to be more aware of and involved in municipal issues.

City of Edmonton staff met with families who worked together to answer the questions and individuals of all ages and backgrounds who appreciated the creativity of the approach and the effort made to reach out. There were also significant spikes in online survey participation directly following these events.

Scheduled Events

Edmonton Folk Festival
 Edmonton Marathon Expo
 Fringe Festival
 Callingwood Farmers Market
 Red Pandamonium (Valley Zoo)
 Symphony Under the Sky
 Miller Crossing Farmers Market
 Edmonton Tower Lobby
 YEGMarket
 CPA Meet Your Employer Event
 Blackmud Creek Outdoor Movie Night
 EAC Public Art in the Park Picnic

COE Autumn Employee Wellness Fair
 Kingsway Mall
 EPL Book Sale at Whitemud Crossing
 Mid-Autumn Lantern Festival
 Art In Our Park (Riverbend)
 South Common Farmers Market
 Mill Woods Farmers' Market
 Tibetan Bazaar
 Edmonton Eskimos game
 Free Admission Day — Edmonton Valley Zoo
 Free Admission Day — Muttart Conservatory

Budget Roadshow Collateral



These cards were handed out at Budget Roadshow events to encourage participation in the online survey, and included an overview of a monthly average property tax allocation.



This is an example of the trivia cards created for the Budget Roadshow, which doubled as a takeaway piece that highlighted the online survey URL.

Budget Roadshow Event Reports

Edmonton Marathon

Date: August 17, 2018

Time: 11 a.m. to 1 p.m.

Location: Shaw Conference Centre

One-on-One Engagement: 63 people

Reflections: Having a variety of modes of interaction worked well at this event. There were a number of families with school-aged children, and they enjoyed putting the puzzle together. Having the quick trivia card interactions was also helpful, as some people were in more of a hurry.

Public Comments: Overall, the tone was positive.

Most frequent comment at this event was to question the wisdom of the investment in bike lanes. Staff heard that people would prefer a focus on multi-use trails, and don't like that Council is "prioritizing the needs of a small minority"

One woman was very vocal on this subject, and wanted to have her thoughts on the subject heard, and was frustrated because she had called 311 repeatedly and received no response.

"My bike path to work is all hills and ravines. I will take the main road instead."

"Focus on cyclists takes away from other multi-trail users like seniors and runners."

"Why are we always zoning in on biking? Half of the cyclists are gone in winter."

"I don't want to have to use Northlands for community hockey rinks. I want the rink in my neighbourhood and I want free parking. Northlands won't give free parking."

"I don't want to go to the Meadows or Terwillegar for ice. They are taking away my community rink."

"Why does the City spend so much money on bike paths on main streets but not on multi-use trails?"

"Why are we spending so much on rec centres in outer areas and closing hockey arenas in central areas?"

"The ETS trip planner doesn't have all locations and gives incorrect information. 311 reads you the same incorrect information if you call."

"I need the City to pick up my grass clippings. Maybe alternate with picking up recycling?"

Edmonton Fringe Festival (La Cite Francophone site)

Date: August 17, 2018

Time: 2:30 p.m to 7 p.m.

Location: La Cite Francophone

One-on-One Engagement: 226 people

Reflections: Great spot for more relaxed interactions. A definite ebb and flow to the foot traffic, and it really picked up in the early evening. The organizer was so accommodating, and brought us a pop-up canopy to shade us from the sun. This was much appreciated, and will be a necessity for outdoor events of a longer duration.

Public Comments:

The dominant comment at this event was about the City's recycling program. City staff heard from citizens concerned the program was not comprehensive enough, there was an expressed need to compost and have household bins. They also heard a few negative comments about the spending on bike lanes.

At this event, there were several people who were very interested in the budget, and city operations. City staff encouraged them to join the Insight Community and look for Boards and Agencies volunteer opportunities.

"I have my own priorities, but I appreciate how difficult these decisions are to make."

"Would like Edmonton to have garbage bins like in Calgary (waste, recycling, compost)"

"The Valley Line LRT should not have been moved from 107th Avenue to Stony Plain Road. The City planner said 107 had lots of space. Mandel put his business holdings into a blind trust. Before the change was announced, his blind trust called a friend of mine who owns property on Stony Plain, offering to buy it."

"There should not be bike lanes on 109th Street."

"There should be bike lanes on 109th Street."

"There should be more parking at the Century Park Park and Ride."

Callingwood Farmers' Market

Date: August 22, 2018

Time: Noon to 4 p.m.

Location: Callingwood Farmers' Market

One-on-One Engagement: 93 people

Reflections: Very multi-generational and diverse crowd. Kids were attracted to the wheel and brought their parents over to the booth.

Public Comments:

"We are concerned about where the money goes" - in response to me describing the handout with the current figures re: monthly property tax allocations

"I saw you standing there and I thought I'd come over because I want to learn about the budget" - a young woman and her friend who are interested in becoming more engaged municipal matters

"Great that you're here. How else do people learn about this?"

"Who decides where those speeding warning signs are placed? Lewis Estates needs one."

Edmonton Valley Zoo - Red Pandamonium event

Date: August 26, 2018

Time: Noon to 4 p.m.

Location: Zoo

One-on-One Engagement: 95 people

Reflections: Organizers were helpful and integrated the roadshow into the Zoo event, with signage at the main entrance, and an event specific sign at our booth. The Zoo is a wonderful partner to work with on these types of initiatives.

Public comments:

An overall genuine interest from all of the families participating. There were a couple of specific questions that arose around appealing waste fees and appealing bylaw fines. One resident linked the infographic on the back of the general info handout to the pie chart that accompanies his assessment notice.

Symphony Under the Stars

Date: August 31, 2018

Time: 4:30 to 7 p.m.

Location: Hawrelak Park

One-on-One Engagement: 366 people

Reflections: This was an extremely successful event for the Roadshow - perfect weather, a very accommodating events organizer, large number of patrons and a sufficient team to interact with the surges of people that came off of the shuttle periodically. There was also a large spike in survey participation following this event.

The trivia cards work really well for lineup entertainment. City staff were able to interact with patrons who were already settled in line by bringing a small stack of cards and prizes over to them.

The basic info cards were also extremely valuable at this event. City staff were able to have a quick chat about the survey, hand them the card and encourage them to participate.

Public Comments:

"I'm concerned about recycling."

"Did the survey already, it was awesome." (8 people at the event noted that they had already completed the survey through Facebook)

Miller Crossing Market

Date: August 26, 2018

Time: Noon to 4 p.m.

Location: Kingsway Legion

One-on-One Engagement: 108 people

Reflections: The poor weather impacted attendance so the market wasn't as busy as it normally would have been at this time of year. But City staff did have the opportunity to have conversations with Edmontonians festivals/events.

Public Comments:

"City is spending too much on fancy things. Clareview rec centre is huge, but only has a little tiny playground."

"City far behind in waste management, other municipalities are going forward with automation."

"Did survey already. Signed up for emails with all the surveys."

"I've got an earful for the City"

"I think 311 is stupid, used to be able to call departments directly."

"Take money off all of the Katz projects"

"Biggest complaint since moving here is calcium spray on roads in winter. Can't drive my awesome car."

Edmonton Tower Lobby**Date:** Sept 3, 2018**Time:** 10 a.m. to 3 p.m.**Location:** Edmonton Tower**One-on-One Engagement:** 268 people

Reflections: This event coincided with the day that the new bus passes were available, and so there was good foot traffic coming to the Edmonton Service Centre. This was also a good opportunity to connect and engage directly with City of Edmonton employees.

Public Comments:

"Would like to see less bureaucracy here in this building"

"No more investments in tourist destinations, spend money on locals."

"Affordable housing is a priority, more shelters"

"Raise my taxes if it means more services"

"Keep putting ads about public engagement events, etc in Metro."

"This is a very creative way to get this message across"

CPA Meet Your Employer Event**Date:** Sept 7, 2018**Time:** 9 a.m. to 3 p.m.**Location:** Shaw Conference Centre**One-on-One Engagement:** 143 people + additional survey info cards handed out by other team members

Reflections: The Budget Roadshow was invited to participate in this event. This represented a great opportunity to connect with younger individuals, while helping to animate the City's booth.

Blackmud Creek Community Outdoor Movie Night**Date:** Sept 8, 2018**Time:** 5 p.m. to 7:15 p.m.**Location:** Blackmud Creek Park**One-on-One Engagement:** 78 people

Reflections: The weather was warm. This was a very well organized and well-attended neighbourhood event.

Public Comments:

"Property tax assessment values are not correct. They're too high. I couldn't sell my house for that amount."

"I'm concerned about the LRT at grade on 23 avenue"

"Concerned about the spray on the roads, it's impact on the roads themselves, and on vehicles"

City of Edmonton Autumn Employee Wellness Fair

Date: Sept 12, 2018

Time: 9:30 a.m. to 2:30 p.m.

Location: Ellerslie Fleet Services

One-on-One Engagement: 282 people

Reflections: This was a great opportunity to connect with large volume of City of Edmonton employees.

Kingsway Mall

Date: Sept 13, 2018

Time: 5 p.m. to 7 p.m.

One-on-One Engagement: 135 people

Reflections: This was by far the most difficult event to coordinate. We also required proof of liability insurance and a signed insurance certificate. We may have had more traffic if we'd been able to book the time we'd originally requested (during back to school shopping week). I still felt that this was another event where we reached people we wouldn't have connected with elsewhere.

Public Comments:

"Thank you for this information. We were just talking about how to find out more about the budget"

Edmonton Public Library (Books to Buy sale at Whitemud Crossing branch)

Date: Sept 14, 2018

Time: 11 a.m. to 3 p.m.

Location: Whitemud Crossing EPL

One-on-One Engagement: 132 people

Reflections: This was a well attended event and provided many interesting conversations with Edmontonians.

Public Comments:

"Seniors have so many skills to offer. Libraries should be hubs to connect seniors to areas of entrepreneurship/engagement."

"I'm horrified to see amount of money allocated to police - so many teams attending one emergency. Not sure if it's a legal issue, or stupidity."

Mill Woods Farmers' Market

Date: Sept 20, 2018

Time: 4 to 8 p.m.

Location: Millwoods Rec Centre parking lot

One-on-One Engagement: 68 people

Reflections: Very cold night, so it was very slow at the market. Under normal circumstances, this would have been a great site to connect with people in this ward. Really well situated to have lots of traffic.

Edmonton Eskimos Game

Date: Sept 29, 2018

Time: 3 to 5 p.m.

Location: Stadium LRT

One-on-One Engagement: 288 people

Reflections: There was very streamlined interaction with a large volume of people at this event. More staff would have been helpful to connect with more people, but City staff still had meaningful conversations with Eskimo fans as they came out of the LRT station.

Free Admission Day

Date: Sept 30, 2018

Time: 9 a.m. to 4 p.m.

Locations: Edmonton Valley Zoo and Muttart Conservatory

One-on-One Engagement: 607 people

Reflections: This was a great end to the Budget Roadshow. This day allowed for a great combination of quick interactions about the survey, and more fulsome interactions. It was our final push before the survey closed, and there was another large spike in participation directly following the event.

BUDGET ROADSHOW TOTAL: 3,281 people

“My Budget” Survey

“My Budget” survey let residents indicate their spending priorities for the upcoming City budgets. Each of the questions included details about City departments and services, and allowed people to enter their own property tax amount and allocate their tax dollars according to their preferences. The tool also offered the option of working with an average household property tax figure for those participants who were not property owners.

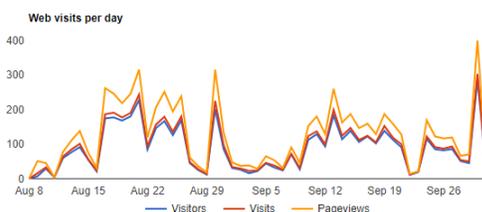
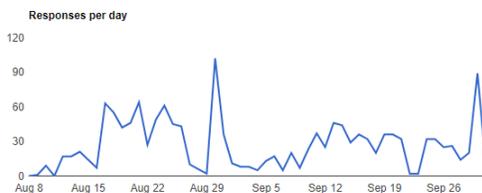
This type of slider survey has proven to be successful in the past, as the tool facilitates hands-on learning and the opportunity to reflect on the budget process. It also allows the City of Edmonton and City Council to gather valuable insights into public priorities and concerns in addition to information gathering.

More than 4,500 people visited the site and almost 1,500 completed the online survey. This was triple the original target of 600 completed surveys. The survey results will also be shared with City Council as part of their budget deliberations in November and December.

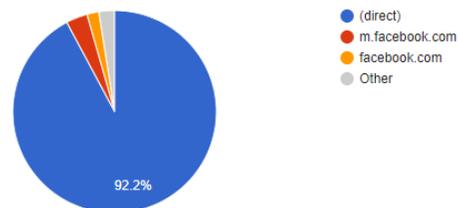
Online Budget Consultation Report

For the period August 8 to October 01, 2018

Prepared by Open North for: City of Edmonton



Web traffic sources



“My Budget” Survey Results

The “My Budget” survey tool allowed participants to input their home’s assessed value. If they did so, the values change from the default for the typical Edmonton home to display the monthly amount of their property taxes distributed to each service area. If they chose not to use their home’s assessed value, the average for a single-family detached home was used.

After reading about a service area, participants were asked to move a “slider” tool to either increase the amount of spending or decrease the amount of monthly contribution. The survey implies that this adjustment shows how important the participant considered each area. Because the participants could use their real tax amounts in this survey, they also considered their ability to pay.

As participants adjusted the amounts in each service category, the display showed the Operating Budget balance increase with a surplus or decrease with a deficit. Through this experience, it was intended for participants to gain a better understand of Edmonton's taxes and services, and how their municipal tax dollars are spent.

The results for each service area are included in this report, along with the text that accompanied the slider tool for the user’s reference. The ‘additional information’ that was also available to participants has been included here as well, as italicized text in each section.

Finally, for each service area, participants were asked to provide any suggestions for improvements. A selection of diverse and thoughtful comments are also included.

The following display of results uses a green or red arrow to convey the average of all responses. The centre of each chart (100 per cent) represents the current spending in the service area. The grey line on each chart represents the average of all respondents.

These colours emphasize the average:

- A red arrow pointing left suggests the average of all respondents is to decrease spending on the category, thereby producing a savings.
- A green arrow pointing right suggests the average of all respondents is to increase spending on the category, producing a deficit.

CITY GOVERNANCE

Edmonton's City Governance includes the Mayor and 12 Councillors, their support staff, Office of the City Auditor, Office of the City Manager and Office of the City Clerk. In addition to participation in community meetings, City Councillors review between 1,200 to 1,700 reports, participate as a Council in about 135 public meetings, and vote on roughly 3,000 Council motions annually. The City Clerk's Office coordinates all City Council meetings and more than 20,000 votes of Council each year. The City Auditor, who is independent from the rest of City Administration, presents 10 to 15 audit reports to City Council each year, reviewing City programs, services and issues.



Decrease spending

In your opinion, what could be done to improve the services in the category of City Governance?

"Councillors could reorient their information and opinion gathering to allow modern demographics to participate in the process. Provide surveys or online information sharing with ward residents, direct Administration to collect comprehensive public opinion evaluation, instead of listening to a select view voices at Council meetings or via telephone. Many young people don't have the luxury of taking time off work to sit in Council chambers for a full day or paying for a babysitter to attend an Open House activity."

"Office of the City Clerk could significantly improve technology supports to improve accessibility of Council sessions to the public. Internet explorer is the only browser that supports online video of Council sessions and it's no longer even supported as a product by Microsoft who created it."

"More decisions around projects and infill etc made at the community level, in collaboration with communities. Example: the 106/76 rebuild was done right, amazing, and has good community support."

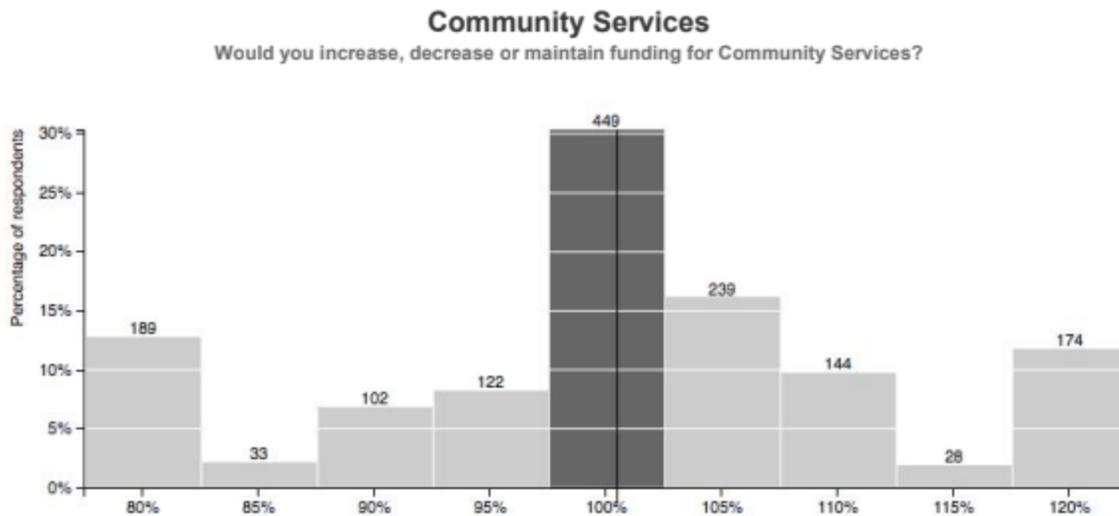
"No large company's governance can operate filtering through the quantity of reports described. Right now with going through these many reports we are still seeing some odd decisions made by City Management that the Mayor &/or Council are indicating they lack awareness. The current reporting structure is overwhelming and not working. Less reporting in a more productive manner is necessary. I have streamlined reporting in large organizations & what is described is unsustainable & expensive as information grinds in useless reports."

"More transparency and accountability in decision making, especially with large infrastructure projects like the LRT expansion."

"I do feel council is generally responsive to public input, but the disconnect with administration I find troubling. I don't know if this is a funding issue however, so I don't know why or by how much I would increase funding."

COMMUNITY SERVICES

This category funds a wide range of family and community support services. This service area delivers programs directly such as seniors services, Indigenous Relations and initiatives for the homeless. This area also supports community-led initiatives and agencies such as REACH, Edmonton Federation of Community Leagues, partnerships, boards, commissions, and support to attractions such as the Telus World of Science. The Aging in Place pilot projects funded through this category have benefited more than 4,000 seniors and worked with 100+ partners to coordinate 36 community initiatives. The Street Outreach project has helped make contact with more than 940 people who are homeless and helped to successfully house nearly 50 individuals.



Increase spending

In your opinion, what could be done to improve the services in the category of Community Services?

"Improve accessibility for all. Affordability. Diversity."

"Focus more funding on partner organizations to provide services they have more expertise to provide, and then collaborate to ensure no overlapping of services being provided.

More liaison with EFCL and other outside resources.

Bigger focus on supporting organizations that already help the homeless, as well as more affordable housing with social supports in place - job search, health care, food bank, addiction services."

"Make it less costly for my family to go swimming. We don't qualify for the leisure access pass, and still cannot afford to go regularly. The free outdoor pools are great but far too crowded to be enjoyable."

"I'd increase funding here. Edmontonians use these programs; and they contribute to a quality of life that makes it desirable to live here, and improves our city's reputation."

"Don't overbuild new recreation centres. Focus on reducing costs for activities for families and low income earners."

"Cut funding dramatically to this area. Private enterprise and Provincial Government should be filling the gaps here."

"The senior demographic is ever-growing and services are not. There is this crazy idea that seniors have lots of money - most do not and cannot afford their own care costs, specialized transportation, and use their full income for basic costs."

"Enhance the ability for those to donate a pass to these service to families that can't afford to access these important enriching activities."

"More support for the homeless. Walking downtown these days, it is obvious that many people are being displaced by the arena district construction and other gentrification activities. We need to improve the city for all walks of life, not just sports fans."

"Make leisure access pass more available to newcomers and low income families, keep the libraries free, engage youth in all communities and engage community participation and neighbourhood participation in service, support, and capital projects that support seniors and enable them to live in their homes for longer."

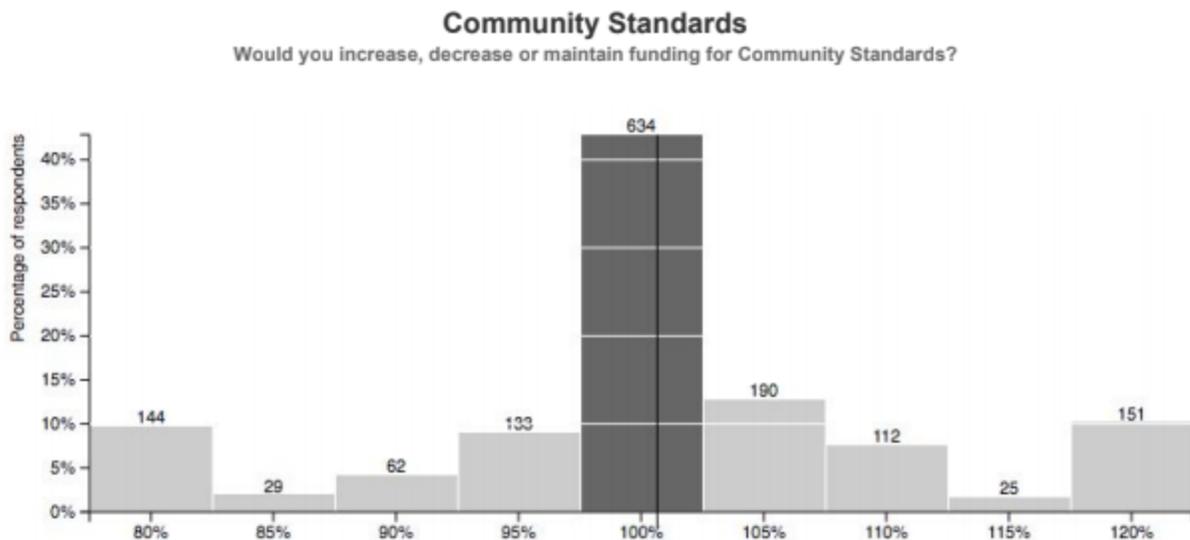
"Eliminate services that don't work or aren't used based on data."

COMMUNITY STANDARDS

The Community Standards category includes the work of peace officers, park rangers, municipal enforcement officers, parking enforcement and animal care & control, which includes mosquito and other pest management.

These teams protect the health, safety and welfare of Edmontonians by promoting compliance with our community standards and bylaws.

Community Standard teams investigate and address bylaw complaints about parking violations, animals, weeds, nuisance properties, sidewalk snow clearing, lawn signs and garbage storage. This category also includes funding for the Capital City Clean-up Program to combat litter and graffiti. Last year, through education programs and clean-up efforts, the City saw a 9.4% reduction in litter on city streets and a 43 per cent reduction in graffiti vandalism in 20 neighbourhoods with the highest reported incidences.



Increase spending

In your opinion, what could be done to improve the services in the category of Community Standards?

"Standards enforcement, like graffiti reduction programs, can likely lead to savings elsewhere before law enforcement or other, more expensive, services need to be used. It should be well supported."

"I would personally contribute more to community standards to allow for a more proactive (rather than complaints-based) response model. I would also be in favour of contributing more to allow expansion of the urban bee and chicken programs."

"More permanent security needed at LRT stations, especially underground facilities. many stations throughout the world have full time staff at stations to create a sense of safety and allow users to ask for help in non emergency situations as well."

"Less "policing" citizens in regards to bylaw compliance and more educating people."

"Include compassion. It's great to have compliance but there needs to be some compassion for those that may need help in compliance."

"More bylaw enforcement. If bylaw complaints can't be looked into in a timely fashion, then the bylaws themselves serve no purpose."

"There needs to be more focus on dealing with derelict run-down properties."

"Improve proactive and preventative awareness through increased community engagement."

"I am utterly convinced nothing would promote increased ridership on the LRT as much as having proper "Station Masters" like they have all-over Eurasia. That is: a pair of uniformed peace officers at each station able to assist with everything from first-aid to directions to security."

"Investigate ways to avoid using chlorpyrifos to control mosquitoes. Increase the ability for people to make more environmentally friendly choices with their lawns and boulevards. Incentives, instead of red tape, for turning your boulevard into something that is good for bees instead of a resource-intensive monoculture like grass!!"

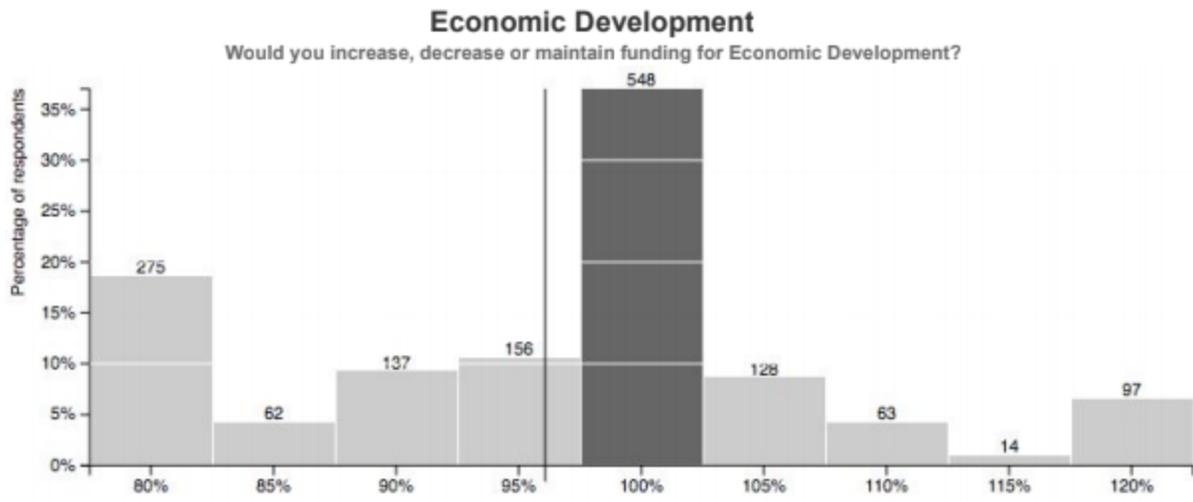
"Community engagement to reduce back yard crime, break in, theft - I feel that people are roaming my lanes all evening, the police are aware that there is a problem, yet when I report a theft or property damage or break in the onus is on me "do you have a camera? You should park out front..." Minimizing the loss however small- what is the minimum to report? Do I ever hear back when I report a bicycle stolen from my yard? A broken window? I never find out what action is taken, it is just added to the community crime statistics -- I am not promoting more policing as a solution, but what community based crime prevention efforts are there that engage and empower the community to be more proactive and less responsive in reducing the root causes of this type of crime - are there some northern European solutions we can explore that have been effective?"

ECONOMIC DEVELOPMENT

Services in this category include the City's economic diversification strategy, Edmonton Economic Development Corporation (EEDC), Edmonton Film Commission and the TEC Edmonton partnership.

EEDC implements the economic growth strategy for Edmonton and Edmonton Metro through its Enterprise Edmonton, Edmonton Tourism, Shaw Conference Centre and Edmonton Research Park divisions.

Edmonton Metro is home to more than 45,000 businesses, most of which have fewer than 50 employees. Efforts to promote tourism in Edmonton result in four million visitors to our city and an estimated \$1 billion in spending in Edmonton Metro each year.



Decrease spending

In your opinion, what could be done to improve the services in the category of Economic Development?

"Transparency, accountability and quantifiable results. I'm not impressed with what I see from these groups either. Leave it to the private sector."

"Coordination with our BIAs and community leagues to create a stronger localized economy and sense of place that harnesses local growth and vitality through strong, well connected communities. Diverse and mixed zoned neighbourhoods are economically more viable and resilient."

"Support the need to grow local companies. Invest in them and incubators. Market Edmonton as cost efficient center with high talent for external. Invest in tourism, generally recession proof, diversification of economy, supports many lower income service hospitality positions that are steady and moving towards providing a living wage a place to start a career/gain experience."

"You are spending huge amounts of money to promote Edmonton but only to those who do not need the handouts. Big companies already know they can get deals by bringing jobs and manufacturing to the city. You don't need to spend millions on it. Either they are or they are not coming here. Spending millions is not going to change that fact."

"You don't need to attract businesses if your tax structure is fair investment will come. If your taxes are too high all the committees in the world will achieve zero."

"What is the definition of prosper? Pollution? More Noise? More green space? What do we want for the future? Is more necessarily better? Do we always need to compete with other places? When is content? I think we need to stop 'more', and look at content to be."

"This is an important area. There could be more done to promote Edmonton for creative and tech work."

"Get more input and ideas from public and business community."

"Stop over regulating new business start-ups. Impose less bureaucratic hurdles."

"Let's move forward with more green business - retail, manufacturing, and service industry. It's a win-win: energy savings, new jobs, cleaner environment. There are no downsides."

"Better marketing to citizens so that we know where and what the money provided is being used for."

"The city's mandate shouldn't include economic development - governments are poor at this task. Let business do what business' do and governments do what governments should do. The city should focus on regulations and processes which leave the door open for commerce rather than engaging in commerce directly."

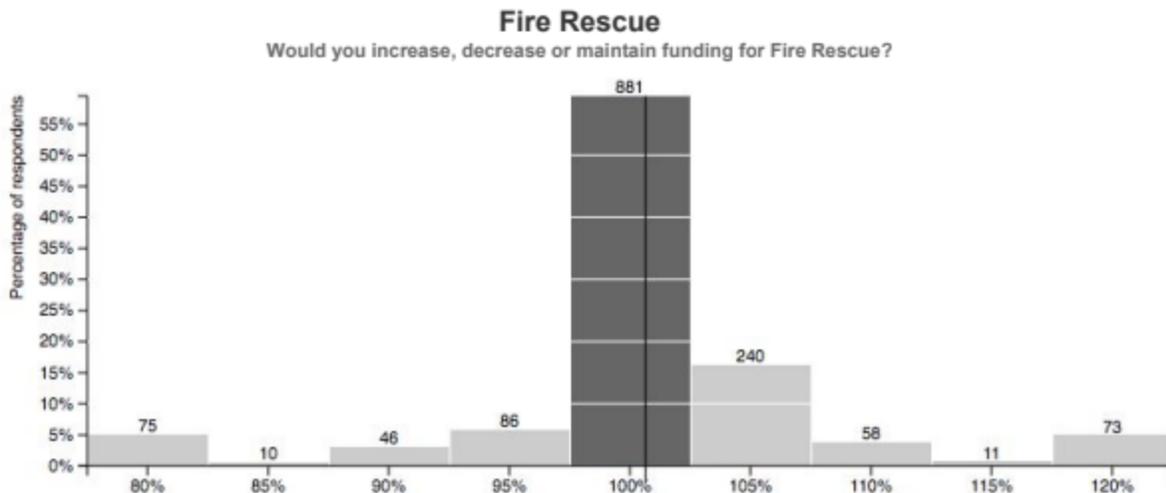
"Advertise funding opportunities! Hold workshops or conferences on start ups. The more people that know about opportunities, that can access them without expensive degrees, will benefit and diversify our economy."

"Continue to invest in knowledge businesses. Continue to drive innovation. Continue to build Edmonton as a hub for a series of knowledge sectors - AI, health, etc. Good job so far."

FIRE RESCUE

Edmonton's Fire Rescue Services provide fire suppression services, medical response, public safety and investigations, fire prevention and education, environmental emergency response, training and dispatch.

Last year, firefighters responded to more than 50,000 calls related to fires, medical emergencies, motor vehicle accidents, hazardous material incidents, and technical and river rescues.



Increase spending

In your opinion, what could be done to improve the services in the category of Fire Rescue?

"Continue to compensate these folks well, ensure they have the pensions and health plans people in such a dangerous field need."

"Send out as few vehicles as possible for a given call - too often we see minor incidents attracting three to five emergency services vehicles. What if the Fire Department included paramedic staff on their trucks, so that a separate ambulance is only needed occasionally."

"Increase awareness and education for drivers in Edmonton with regards to etiquette towards emergency vehicles with lights and sirens on."

"Changes to building material standards for new builds and fill ins. Increase in public awareness of fire safety and backyard fires."

“Construction standards in the city need to be improved to ease fight-fighters' jobs.”

“This seems extremely high when compared to other areas. Maybe if you stopped urban sprawl, this would come down some.”

“Increase funding to increase capacity so there are sufficient resources, specifically in the areas of emergency mental health outreach workers.”

“Decrease fire and increase EMS. Wait times are completely unacceptable. Also, drug overdoses are a large impact to this. Policies addressing this issue and the effect on EMS should be addressed.”

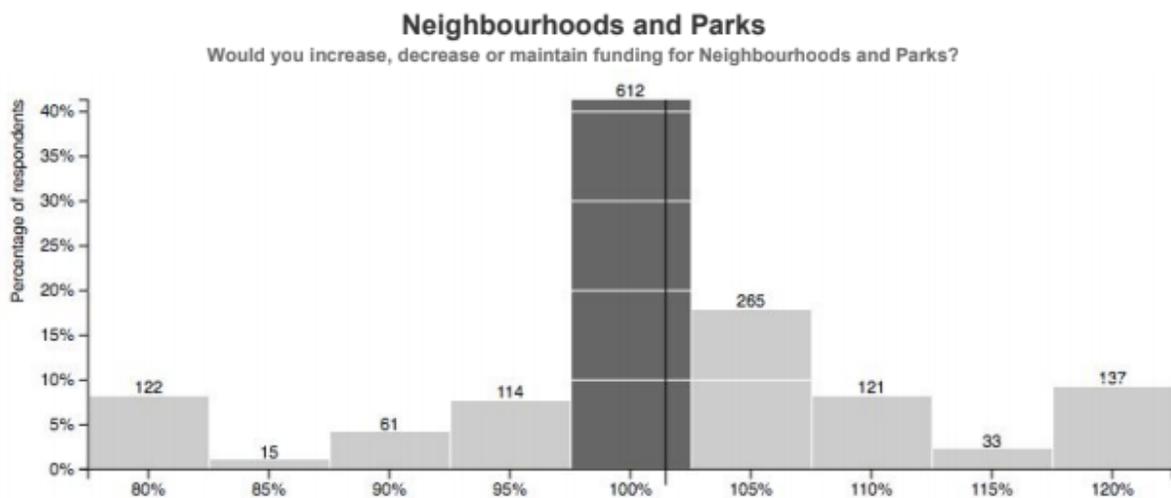
“Make sure our first responders are getting PTSD supports.”

“I value and respect the Fire Rescue service and their commitment to public safety and property. In my personal experience, the performance and efficiency of the Fire Rescue personnel and resources are dependent on factors external to that specific department. For example, response time and asset depreciation are couple of issues that are highly dependent on municipal focus on infrastructure, urban planning, and public transportation rather than on departmental policy, procedure, or budgetary prioritization.”

NEIGHBOURHOODS AND PARKS

The Neighbourhoods and Parks category delivers community-level recreation programs and social support for communities and families. As well, this area manages playgrounds, neighbourhood parks, neighbourhood summer camps and forestry.

Each year, City staff maintain 4,195 hectares of turf; manage 671 sports fields, 333 playgrounds and 72 spray parks and prune more than 45,000 trees. In 2017, Edmonton's Root for Trees volunteers participated in 150 tree planting events. Together with City staff, they planted more than 90,000 trees and shrubs.



Increase spending

In your opinion, what could be done to improve the services in the category of Neighbourhoods and Parks?

"If the budget allowed, I'd love to see an increase for parks services. Green spaces are so important and they really help beautify our City! Protecting natural vegetation and wildlife habitats is something we owe to this great space we call home. I would also love to see more existing green spaces get used for community gardens. We have so much land and community gardens really don't take up that much room in comparison to how large our green spaces can be. What's more sustainable than growing your own veggies within a few blocks of your house?"

"Accessible, different layouts and amenities for each one. The river valley could be developed a lot better than its current state. We need to pride ourselves on our biggest asset and stop trying to be all these other cities. Just be proud to be Edmonton. A northern, city with an emphasis on keeping nature and green spaces a normal part of its citizens daily lives."

"Parks are in a bit of a poor state and have the bare bones to function and operate - especially in comparison to other Canadian cities of our size. Fields are not parks. Many "parks" lack pedestrian infrastructure, a sense of place and community, and a lack of trees and all-season approaches."

"Fix and maintain EXISTING infrastructure before grand new project are launched. Safe needle disposal, more garbages, community cleanups."

"Require land developer to maintain parkland, in new developments, for over 10 years, after development of the entire subdivision, rather than the industry norm of 2 years after park land development. This would ensure that developer maintain and invest in park infrastructure while using park infrastructure as a selling tool for attracting housing builders and residents to subdivisions."

"More planting of trees, shrubs and vegetation, build up the parks, protect them and invest in bringing in professionals that understand what is required to provide sustainable, NATURAL parks. The weed and invasive species "parks" that have been created in the last decade are a failure and need to be addressed immediately."

"The urban forest needs more resources, especially as drought, windstorms and other climate change related effects become more common. Irrigation systems in new neighbourhoods and retrofitting older areas (especially high profile sites) is needed."

"I love the abundant community program that I think supports the Neighbour Connect program in my area (Alberta Ave). It has been phenomenal for getting people out and about, connecting with neighbours and services in the area. I would love to see this program continue, especially in high crime areas like ours. When you know your neighbours, you look out for them, and you're on the street more, which has been shown to decrease crime. I would pay more taxes to have this program stick around!!"

"I would like to see more parks and green spaces in the city. I also know that all the children's parks on my side of town (north east) are getting old and outdated. I would like to see new and better parks built for our young Edmontonians."

"Neighbourhood amenities need to be built for all seasons and all abilities / incomes. Spend the extra money to design spaces right (proper programming and a wide variety of four season uses). Parks and open spaces only feel unsafe if they aren't being utilised. Most parks in Edmonton are not designed for winter use in mind, and suffer from a lack of activity 8 months of the year. For instance, Paul Kane Park in Oliver was just renovated. Though it is absolutely gorgeous and well used in the spring, summer, and fall, the ornamental pond and surrounding open space is completely dead in the winter due to a lack of available activities. Why could the pond turn into a skating loop? Why can't the water feature become an ice climbing wall? There are many small things that could make spaces like this useable all year round."

“More wheelchair accessible sites....paved trails or easy access with less hills....alternative routes on trails for those who find hills and inclines difficult (not just wheelchair)”

“Although these are nice for families and Edmontonians, perhaps in economic difficult time the limited budget dollars could be better used in more critical areas. i.e. safety, infrastructure.”

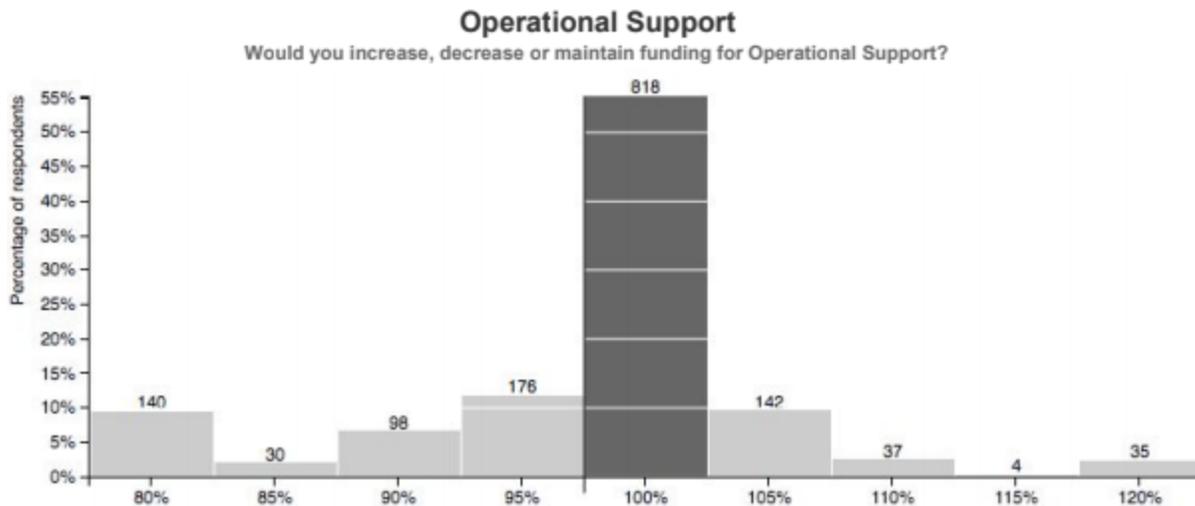
“As a resident living immediately adjacent to a park area, I would venture to say that there appears to be an over-commitment of resources in terms of removing fallen leaves and needles, trimming grasses and shrubs, depositing wood chip, and cleaning and maintaining all-purpose pathways. I'm certain that there is room for some economization by integrating parks and recreation staff with the city employees currently engaged in clearing the LRT lines, using leaf-blowers to clear snow and other materials from pedestrian thoroughfares, and the maintenance employees that address transit areas such as bus stops and LRT stations.”

“I think a lot of our parks are significantly underutilized. I'd like to see fewer parks with more amenities in them, so that they can better act as community gathering places.”

OPERATIONAL SUPPORT

The Operational Support category supports Fleet Services and the management of Facilities and Landscape Infrastructure. This includes maintenance of City vehicles and care for City-owned buildings and their systems, such as plumbing, gas and electric.

In Fleet Services, a team of mechanics, engineers and technicians maintain a fleet of 5,000+ City vehicles in 15 garages. Facilities and Landscape teams look after 900+ civic facilities like LRT stations, libraries, footbridges, police stations and transit stops. They also take care of 100 servicing agreements; 75,000 building, plumbing and gas, HVAC (heating, ventilation and air-conditioning) systems and electrical inspections; 3,000+ affordable housing units; and 75 heritage designations.



Decrease spending

In your opinion, what could be done to improve the services in the category of Operational Support?

"These services not only make our city a better place to live, but if provided in a responsible manner, give our city good paying jobs. The moneys earned from these jobs is mostly reinvested into the community."

"Focus on more eco friendly services and leverage regional funding strategies with multi levels of government. We need to be smarter with our landscaping. More natural areas = less maintenance. Use perennials."

"Use latest technology and materials. Focus on low emissions vehicles."

"I strongly recommend that the City further investigate expanding use of renewable energy and other efficiency measures in City facilities, particularly where both money and carbon can be saved. Were this done at a modest increase in cost, I'd support this increase as well. Continued maintenance is essential to the success of City Operations. Please do what you can to not defer maintenance, and to keep buildings, vehicles, and systems in good working condition."

"Review if owning assets makes sense in all cases, where contract services can be used as cost benefit vs. COE employees, if delivered level of service is premium vs. Adequate. Do not defer maintenance projects as a rule. Ensure maintenance is fit for purpose without bloated specifications or over management driving up bids."

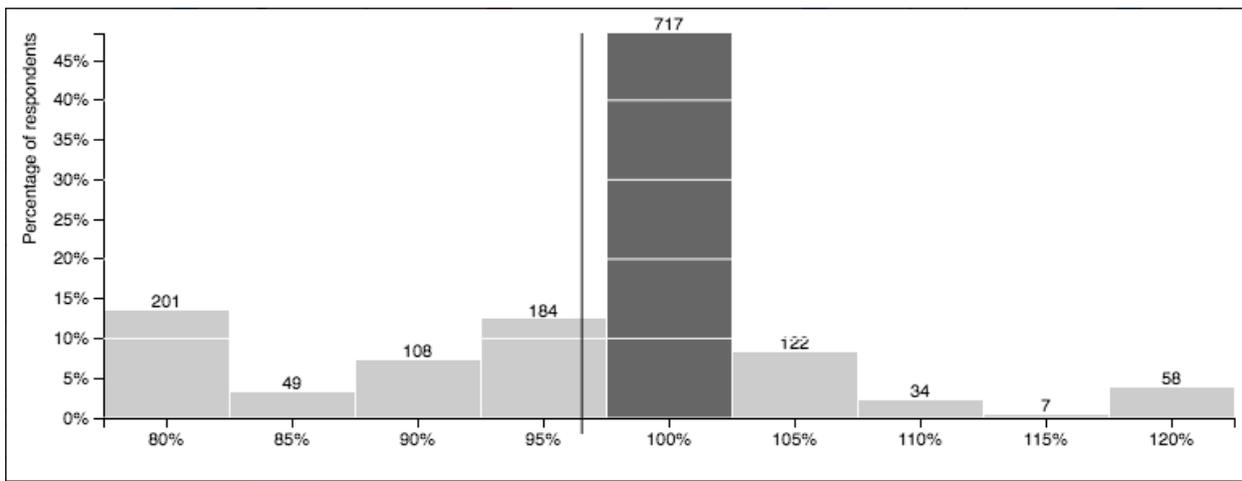
PLANNING AND PERMITTING

The Planning and Permitting category funds urban planning, land management, zoning, building permits and licensing, enforcement of safety codes and site servicing.

Every year, City teams funded in this category process 30,000+ applications for development permits, zoning and compliance.

Planning and Permitting
Would you increase, decrease or maintain funding for Planning and Permitting?

**Please note that there was a software error in the slider tool for this question that was corrected on August 27. The vendor adjusted for this error when validating this data. Details from the vendor are included at the end of this section of the report. The chart directly below contains the adjusted, validated data.*



Decrease spending

In your opinion, what could be done to improve the services in the category of Planning and Permitting?

“Reduce the complexity of zoning, make it more open for innovative and mixed-use buildings. Stop limiting the number of units in any zone, and instead focus on the shape and character of a building (height, setback, finishing materials.) Eliminate the minimum parking requirement everywhere. Reduce costs by ensuring that permitting is a 100% user-fee funded service.”

“The urban planning and zoning teams seem overzealous to enforce nonsense, examples such as the signage at the restaurant Meat come to mind, along with other nonsense such as having too many heritage buildings. Let owners get on with the business of doing as they please with THEIR buildings, including demolition and/or infill, as they choose and zoning allows. Work to

encourage infill redevelopment wherever possible, the city is just way too big and we need denser communities in the core."

"As a small business owner, I see plenty of holdups with this department. I know plenty of other business owners that always have issues with permits and planning. There should be more budget allocated to the training and development of the staff so they can more effectively serve the community. Not only are there inefficiencies there are issues with miscommunication."

"Much faster processing times for permits especially for businesses. An easier way for businesses to access city departments and services. Make the city more business friendly."

"There is such a stark difference between the talk and the walk in this area! For all the talk of affordable housing, the only extra suites or lot splitting that is happening is being done by rich developers. I couldn't believe it would have cost me just as much money to apply for and hook up M My garage to utilities as it would to actually build the suite. I'm not even talking about the trenching I would have to do on my property, I'm talking about just connecting to the city system. What is affordable about building a garage suite when it costs \$30k alone just to hook up utilities?? No wonder all the infill is so expensive even existing owners couldn't afford them. Allow for "tiny houses" or carriage homes without a mountain of red tape."

"Do permit fees actually reflect the cost of service?"

"Need to ensure that planning is done carefully with community oversight. Need to continue enforcement of "bad actors". Increase fines for builders who don't follow rules to increase budget."

"Please start doing Area Redevelopment Plans again. Spend the money to get a plan right and routinely monitor the plan after it has been implemented rather than just reacting to every development that comes along and treating them all separately. As a resident of Oliver, I have witnessed a very large amount of proposed development in a very short period of time. Jasper Avenue desperately needs a Corridor Plan in order to set the standard for development in the area. I have no problem with higher density as long as it is planned and designed well. My concern is that without an updated Oliver ARP, there is virtually no standard for developers to go by other than the precedent that was set before. For instance, the Emerald Tower was approved with an above ground parkade - this is not an acceptable form of street and podium frontage and is not conducive to good planning practices. Yet, I am now concerned that we will start to see more proposals with above ground parkades due to the precedent that Emerald has set, and the lack of set standards for regulating development along Jasper Avenue. The fact that every new project in the neighbourhood is a DC2 means that each one is very time consuming for both the City and the developer, leading to frustration in the planning process on both sides. I would rather see that time and money be spent on an Area Redevelopment Plan to set clear standards and avoid frustration."

"Stop letting the developers plan and rule this city. Start thinking that the CITY needs to set the rules so that ALL CITIZENS are equitably served and considered...sustainable communities that CUT DOWN on the need to travel so far to shop, work, and live."

"Less bureaucracy, better service. Should be able to get permits in 1-3 months for everything."

"Planning - Edmonton is a winter city so plan for it. We spend too much money transporting snow out of neighborhoods. Developers have designed neighborhoods with narrow streets and narrow lots with no place to put snow in the winter which means unsafe travel through neighborhoods."

"The land use bylaw desperately needs an overhaul. There have been significant changes in real estate development in the last 20 years that blend uses and alter the way we use real estate that don't fit into the categories provided in the current zonings, and the Direct Control provisions that would allow for this are non-functional. There have also been changes to the way that permit/inspections are conducted in the past few years that are impacting costing/functionality of the system that need to be rolled back."

"I find many of city planning's decisions short sighted and budget focused. As a resident, I am willing to pay more for a well designed city - make the decisions that are best for the city in the future, and not because you don't want to spend an extra million dollars. For instance, put the LRT below grade! Why would we run a train through major traffic intersections? We exist right now at a period before a major boom... we have the opportunity right now to make good, expensive, future-focused decisions. Do it right, even if it costs more."

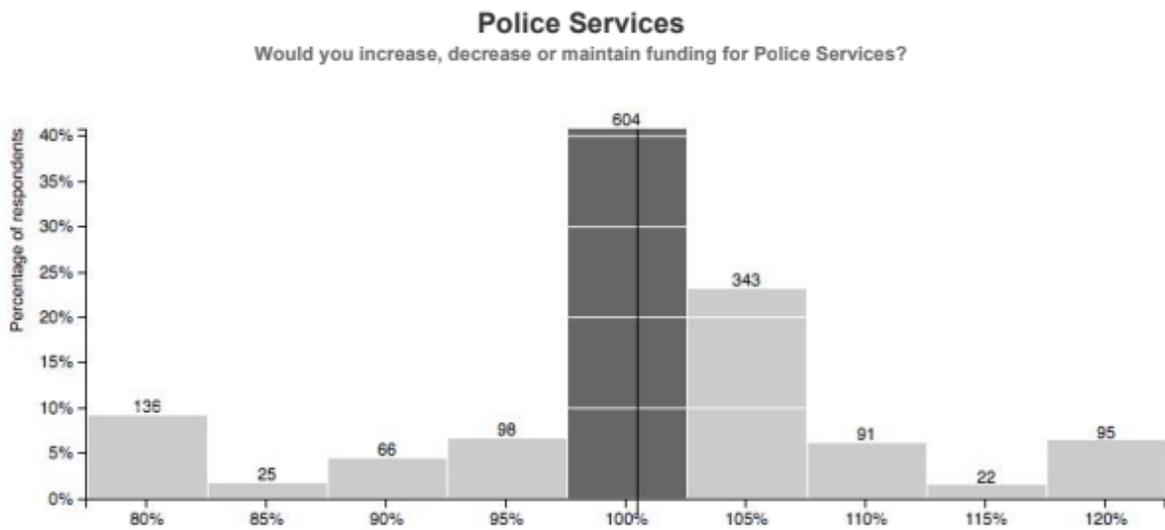
"More consistency in answers given by staff, better communication of changes in rules and processes. I apply for the same type of permit at least once a year and every time there's something new in the process that has not been communicated. I am not referring to building code or zoning changes (which I think are well communicated), I am talking about the planning departments requirements and internal procedures, which seem to change constantly."

"Stop permitting new neighbourhoods if they can't be properly serviced by things such as transit. You are simply forcing more cars to be on the road. In-fill the city where services already exist."

POLICE SERVICES

The Edmonton Police Service (EPS), under the governance of the Edmonton Police Commission (EPC), focuses its efforts on a four-part policing mandate to prevent crime, enforce laws, address matters of public safety, and maintain social order.

Last year, EPS dispatched over 165,000 calls for service, marking an 18.7 per cent increase over the past five years. In the same time period, EPS officers' time available for preventive or proactive activities has decreased from 16.2 per cent of patrol time to 11.7 per cent.



Increase spending

In your opinion, what could be done to improve the services in the category of Police Services?

"Funding needs to increase to hire many more EPS officers. Our rates for murder and violence crime are shameful. Police need much more funding to prevent crime, enforce safety and punish criminals. We also need to free up officers to focus on the most dangerous crime. Their time should not be wasted on writing parking tickets or photo-radar. Lastly, our bylaws need to allow police to have more powers to apprehend dangerous offenders. (i.e. the right to immediately evict drug houses, close derelict property, confiscate criminal weapons or possessions, etc)."

"Get back to community policing. Get rid of the helicopters. Remove "maintain social order" from the mandate."

"I want to see police doing traffic enforcement less and answering to larger concerns sooner. If you don't have the ability to make those changes, lobby the provincial and/or federal governments to enable police to do what they ought to be doing. Side note: EPS was first created to prevent crime but now it's all reaction. This is a problem."

"More LGBTQ+ training. We need more open minded cops who are educated in minorities. And aware of indigenous people cross generational trauma."

"Police are doing a "catch all" job in Edmonton. Mental health should be put on the mandate of Alberta health services... stop criminalizing mental health issues and don't expect police to waste time (and money) dealing with a problem that doctors should be doing."

"More police on the street- would love to see community stations return. Need the connection with the community."

"Be more visible, pull over vehicles instead of photo radar. People know where they are and slow down at monitored intersections and then speed after them. photo radar does not pick up the erratic or aggressive drivers."

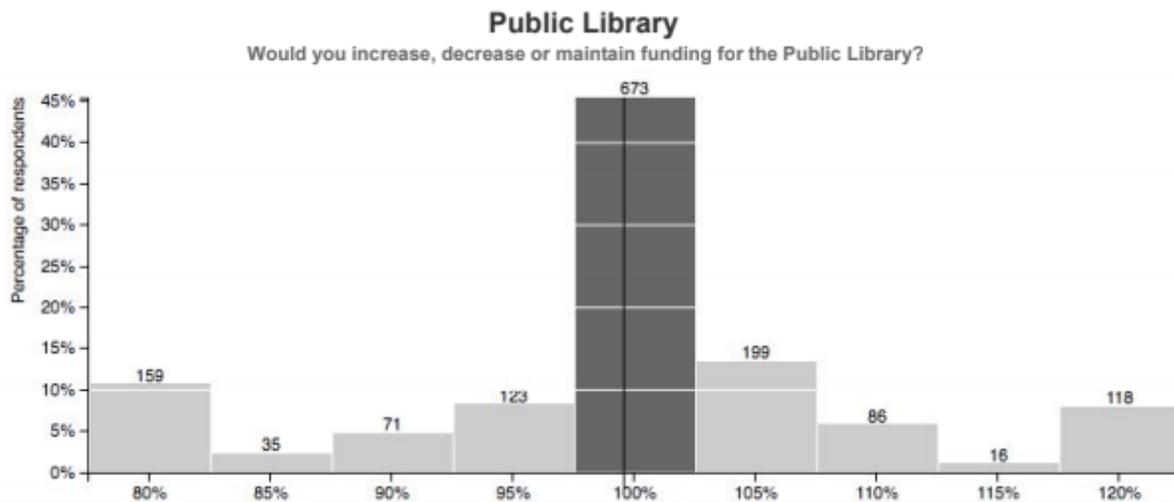
"Support funds/energy being given to preventive policing initiatives. Relationship building engagement, outreach, positive presence."

"Vigilant growth is always needed here but responsible growth. The new outer regions of the city need more policing."

PUBLIC LIBRARY

EPL provides digital and physical collections in 21 locations, inter-library loans, reference services and public computers, and present more than 21,000 programs, classes and workshops annually.

Edmontonians visit EPL both in-person and virtually each year more than 15.4 million times, and borrow nearly 12 million items. In 2017, a total of 260,747 Edmontonians used their library card, representing 48 per cent of Edmonton households. EPL was named Library of the Year by Library Journal and Gale Cengage Learning in 2014, and remains one of Edmonton’s most used and best loved services.



Decrease spending

In your opinion, what could be done to improve the services in the category of Public Library?

“Public libraries are an essential resource, not only for the knowledge they provide but also for the community space they can bring into a neighbourhood. Libraries are an excellent low-cost place to rent out space for community meetings or gatherings and can turn into true community hubs. The more community based libraries the better.”

“Audit library use vs location - do we need more? Coordinate better service with transit to get people to libraries in poorly served areas?”

“Libraries are fantastic and EPL runs incredibly well. We should increase their support a bit and continue to watch all the great stuff they come up with.”

"More locations, and longer opening hours. weekend hours need extending and should also be available late night. most library users want to stay past 7 pm."

"EPL must remain free and accessible to all citizens of Edmonton. This is a crucial resource that we need to maintain a focus on for improved literacy and citizenship amongst all Edmontonians."

"Increase internet usage times for students. Add or Increase spoken language groups and programs for immigrants and youth."

"EPL needs to remain competitive in regards to the best library professionals in the province, if not the country. Currently there are few full-time, permanent contracts, even part-time permanent contracts for hundreds of library assistants/technicians at EPL. They often work on temporary contracts and without benefits. To be a library tech it requires two years of postsecondary education and a specialized program at MacEwan University, or other accredited universities. I would like to see EPL hire more p/t and f/t permanent employees that could receive benefits, but currently the cost cutting measure is on the backs of library assistants/technicians. We are the backbone of the library and one of other largest professional disciplines at EPL, or in any library, but we're struggling even though we want to contribute, work hard and earn a livable salary with benefits just like others that work at EPL, like the librarians for example. Supporting the library in any municipality is critical to its success, as well as every community within that municipality. We're so lucky to have EPL and it needs to be the best of the best, and that is reflective of those who work hard to make the best. Let's support our library assistants in every branch!"

"EPL spends too much on renovating / moving their libraries, money which would be better spent on expanding their digital collections."

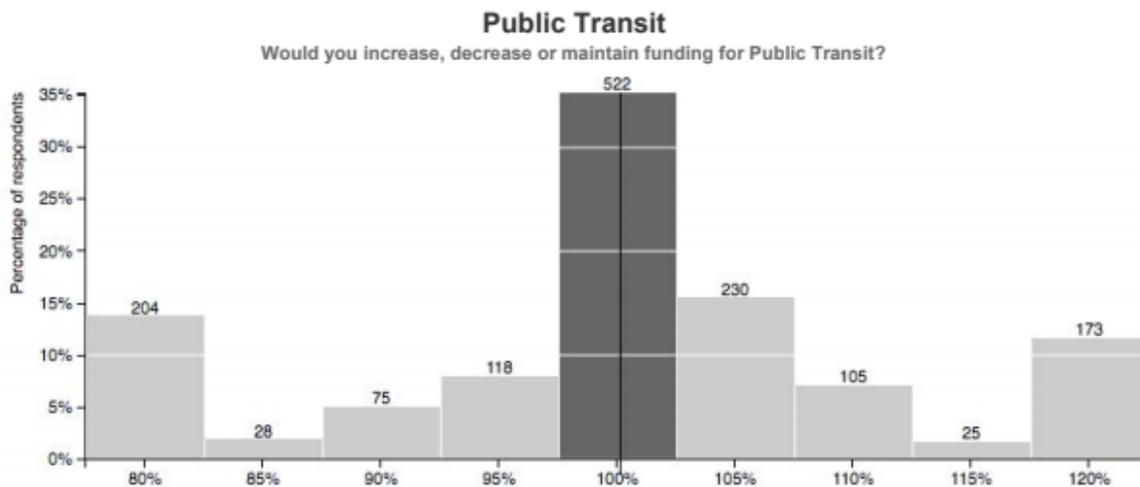
"EPL could work with Community Leagues, more, to expand local makerspaces, certification and inclusion of immigrants, and various literacy programs. I'd love to see programs using Canadian authors to enhance cultural and environmental literacy."

"We do not need fancy libraries. They can be pleasant but simple instead of fancy. No one goes to the library to look at the decorations, they go there to READ!!!!!"

"EPL is more than a library, its a social hub."

PUBLIC TRANSIT

The Edmonton Transit Service (ETS) moves people by providing customer-focused, safe, reliable and affordable public transit services. It is also responsible for the operations and maintenance of transit facilities and vehicles. ETS operates 25 transit centres, six garages, 18 LRT stations, 883 conventional buses, 49 community buses, 390+ routes, 100 DATS vehicles and 94 LRT vehicles ETS provides over 80 million rides per year. Over 22 per cent of the City's employees (excluding Police, Library and Utilities) are dedicated to direct provision of transit service.



Increase spending

In your opinion, what could be done to improve the services in the category of Public Transit?

"More efficient transit services and LRT that runs smoothly and reliably."

"Implement the recommendations of the current route redesign. Integrate with surrounding municipalities. Scale back the LRT plans to something more realistic."

"Decreased cost of public transit across the board would see increases in ridership and offset the lowering of pass cost. Public transit is not a money making venture, it is a service provided and it should be treated as such with costs covered less by ridership and more by taxation. Farebox recovery for Edmonton is ridiculously steep, putting us in the same category as Toronto, Montreal, Vancouver, and Ottawa. All these cities have much more track and many more buses leaving Edmontonians paying the same rate for a reduced service, this does not make sense. Please, please consider building LRT track expansions either above or below existing

infrastructure, the extra cost now helps to future proof the routes and avoids catastrophic traffic backups during times of high volume. I would very much rather look at a raised track than sit at an intersection for an extra five to ten minutes. I would gladly accept higher cost or slower development to have the expansion done correctly this time, rather than having them redone as the city grows and these intersections become more and more congested. Increase the fare so that ets is actually breaking even at the end of the year. Turn stiles in all lrt stations so people can't ride for free anymore. More peace officers at terminals and stations. More small buses during slow hours."

"We need to do public transportation better. If the city spent more time listening to its citizens concerns about public transportation I think that would help. These meetings and surveys mean nothing if the things brought up aren't truly addressed after the fact."

"Make public transportation less expensive. Provide free parking garages/park and ride at transit stations."

"Stop worrying about "balancing" needs of vehicle commuters and transit, and prioritize transit. It is more efficient in literally every way imaginable. Stop raising fares, take the money out of roadway expansions instead."

"More frequent, more direct bus service. Supplement low income riders. Good job on making it free for kids! Contactless smart cards."

"Consider changing to a zone based price system - as someone who chose to live centrally, should I pay the same for a bus pass as someone who lives on the edges of town? Encourage people to use public transit - stop increasing the number of paid parking spots at park and rides. Offer companies/organizations staff discounts for employees. STOP the LRT expansion - Edmonton does not have the density to make it economically viable. Street level rail is the WORST choice possible for both people using the train (slow) and drivers/pedestrians. Actually have all the information about impacts before voting on something (one intersection near Bonnie Doon will have to wait up to 10 MINUTES to turn once the train is functional). Consider BRT (bus rapid transit) before committing to LRT (or never go as far as LRT) - BRT is quicker and faster to implement, flexible routing, and can be changed to increase ridership."

"Offer concession fares to seniors."

"I love the free kids 12 and under. We use transit much more now, which I hope will help make our kids life-long transit users."

"We absolutely need more public transportation, it needs to be more accessible, and affordable. We need lrt lines that don't compete with cars in a city with urban sprawl issues and a reliance on cars. It's not a solution to put an lrt down a busy road and expect cars to go elsewhere, or all those commenters to lrt. We need above and below ground lines - like every other well planned public transport system in the world!"

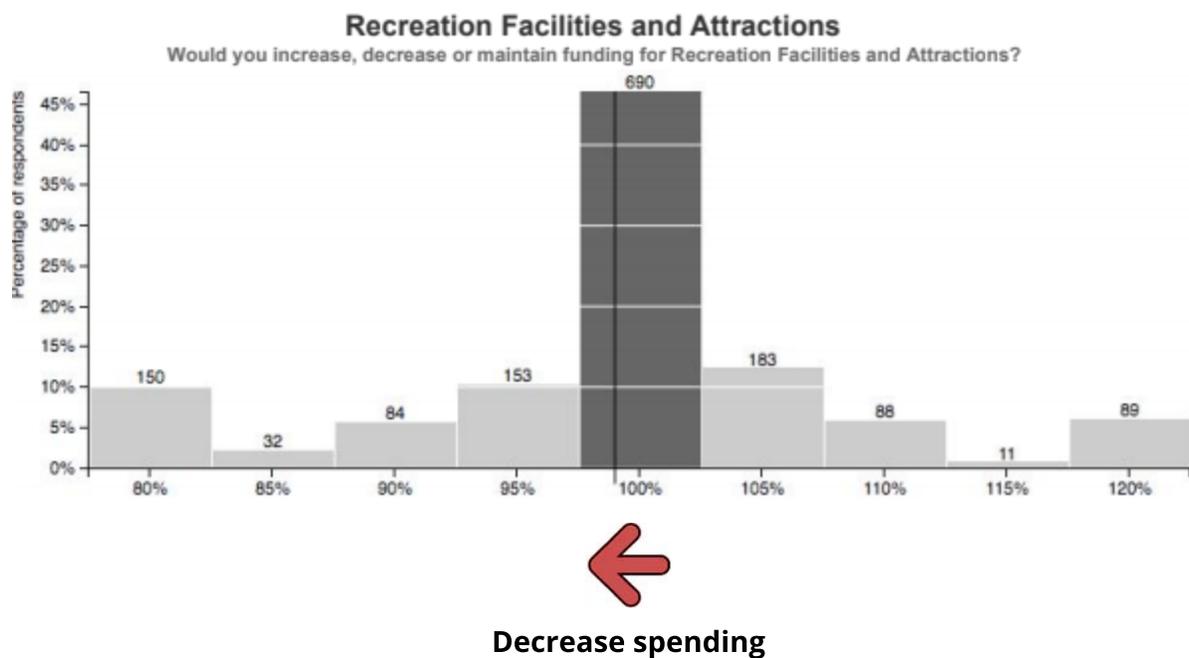
RECREATION FACILITIES AND ATTRACTIONS

The Recreation Facilities category provides funding for the programming and staff in Edmonton attractions, recreation centres, community arenas, and outdoor facilities including outdoor pools and City golf courses. This area also includes the Civic Events team supporting events and festivals.

The Recreation Facilities and Attractions area includes:

- 60+ community facilities and recreation centres
- Five outdoor pools
- 23 community arenas
- Seven cemeteries
- Three golf courses
- 22 partner-operated facilities and attractions like the Edmonton Valley Zoo and the Muttart Conservatory

The City of Edmonton hosts hundreds of festivals and events each year and welcomes close to 400,000 visitors to its leisure centres every month.



In your opinion, what could be done to improve the services in the category of Recreation Facilities and Attractions?

“Leisure is an individual's own prerogative. Relative to other critical services, recreation is not an urgent gap we need to fill. We already have above-average recreation facilities and programs, which can be supported by sponsorships and user fees. Sell the funicular. No gondola.”

"Festivals need to have their own category. Totally unrelated to giving our kids a place to develop skills. There may be some festivals that are viable, but there are more that should not be publicly funded. Policing should be the festival's responsibility. We can't even afford policing for keeping our neighborhoods safe and livable."

"Increase should be offset by user fees and directly supported and evaluated on a regular basis. Facilities are phenomenal but should not be run at a loss. These spaces need to be better managed to ensure not only their stability but their life-cycle costs and eventual replacement. This should also have a long term funding strategy to develop long term program and service goals."

"The city should get out of the recreation business. It is so lucrative the private sector should be able to make it worthwhile and the city could use community service money to subsidize low-income residents to access rec facilities. hockey, soccer, etc... can be done on public, community league rinks and fields. competitive leagues can pay their own way, off my taxes."

"Renovate and maintain all rec facilities, build new ones, advertise them, to encourage more edmontonians to get active, be healthy and live longer."

"Privatize the golf courses. Take the proceeds and develop the river valley trail system."

"Re-invest in existing community recreation facilities! The Oliver Pool is an absolute gem and deserves to be kept, along with many other small community amenities (hockey rinks, soccer pitches, etc.). I believe that we need a mix of large and small recreational services in our city. Technically, the Stadium Rec Centre includes Oliver in its catchment area, but getting there and back can easily be a half an hour each way from my neighbourhood in off-peak or after work hours). Having more community services within each neighbourhood itself would encourage people to live a healthier lifestyle and reduce car dependence. Families with kids in multiple sports, or even young adults playing in social club leagues, often travel all across the City in order to partake in recreational activities. If those activities could be more dispersed throughout their own neighbourhoods, City facilities could be better used and citizens would have a higher quality of life."

"Recreation centres are pivotal to the health of the community. These facilities should be well maintained and available to all Edmontonians. This branch should focus on recreation centres primarily and the other areas as ancillary."

"The only increase in funding I would agree to is if there is a commitment to make events waste free. Attractions need to get more environmentally friendly and go AT LEAST 1/2 plant based and move towards 100% plant based. NO single use plastics should be allowed."

"Website for facilities and hours can be a maze to navigate through."

"The Leisure Access pass is an important program. Not the easiest application for those with literacy or language issues to understand and those processing applications could be more helpful in clarifying and being specific regarding what is required. Having rental items and/or



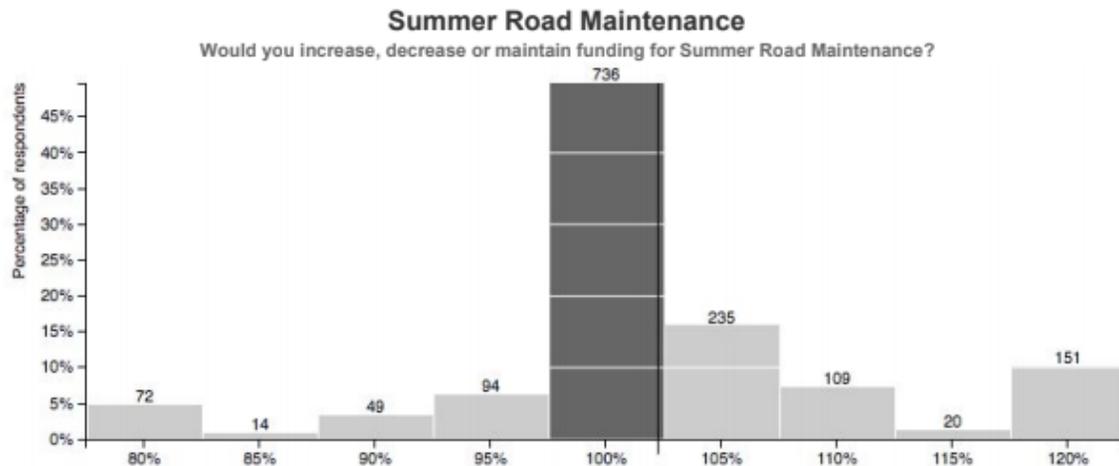
"welcome" events to familiarize people who may be unfamiliar to the sports/activities would great. For ex.have 1 indoor rink where it is possible to rent skates. Or an outdoor facility that you could rent cross country ski."

"More efficient processes with civic events permits and applications."

SUMMER ROAD MAINTENANCE

Summer road maintenance includes work on pothole repair, design and construction of new roads in the expanding city, and renewal of roads, arterial routes and bridges in established communities.

In 2017, crews filled 672,148 potholes. In spring 2018, the City swept up sand from 6,878 kilometres of roadways in 33 operational days, a full eight days faster than in 2017.



Increase spending

In your opinion, what could be done to improve the services in the category of Summer Road Maintenance?

"I'm gobsmacked that this number is 1/3 the public transit number."

"Any new road needs to include infrastructure that maintains the vision zero goals: include a protected bike lane, widen sidewalks, enough that 2 strollers or wheelchairs could fit, even if it at the expense of a lane of traffic or on street parking. road maintenance signs SHOULD NEVER be placed on a sidewalk or bike lane unless work is being done on the sidewalk or bike lane itself, this is an unnecessary and unsafe impediment to pedestrians and cyclists. any road, lane, or sidewalk closures should include a safe detour for cyclists and pedestrians, the abrupt interruption in our everyday route is confusing and frustrating, and feels unsafe when no safe viable options are available to continue our usual route."

"I would maintain funding in this area but would require new neighbourhoods to factor in expanded roads & utilities into the development costs that are passed on to homebuyers. I do not support the idea of central city-dwellers subsidizing the cheap development of suburbs and

city expansion at the cost of the inner city. (I don't want Edmonton to become a "donut" city). Mandate night shifts for road construction without overtime for city contracts. Mandate completion dates with severe financial penalties for missing deadlines."

"Build roads for the future not for the present. They become overused and wear out quickly. We end up spending double to do it twice."

"I don't think the budget needs to be increased, I just think the road workers are doing a poor job."

"Stop closing roads when there's no work being done. it causes a greater strain on the roads that exist, frustration for your customers, and accomplishes nothing. the eastbound turning lane on 66th Street and the Whitemud was closed for a full two weeks before any work was done there. That should not happen."

"I am looking forward to using new bike lanes being put into my community. They will make my commute to work much safer and faster. I support continuing to look at ways we can include alternative means of transit into our city planning. That's what my increase in funding is for."

"Diversify the road use. Fast track design and implementation of cycling, transit, and walking projects. We know more roads don't improve traffic congestion, it just increases the volume of it."

"Get the heaviest most-damaging private, ETS, and Waste management vehicles off the roads with better route planning and fleet diversity, automated wheel weight sensing and escalating penalties, and escalating costs, fees, and penalties for excessive consumption and waste production."

"Ensure use of better materials or methods to produce longer-lasting pavement and that maintenance and repair work is durable enough to last the season rather than having to be repeated. For example, it may be better to use small paving equipment to rip and repave a cluster of potholes in one patch rather than filling each hole individually. Ensure that drivers experience the full cost of their choice to drive over using more sustainable options by introducing congestion charges or tolls, especially where road capacity is strained or has been increased."

"Do not build any more bike lanes. My route to work takes me past a dedicated bike lane daily and on a typical day, I might see 5 bike riders using those lanes and 1 using the car lane (go figure), for probably hundreds of cars. Unfortunately, our city council does not seem to appreciate that not all Edmontonians have the physical ability to ride a bike to work."

"Any budgetary surplus from winter road should carry forward to summer and back to winter. These funds should not be transferable out of road maintenance."

WINTER ROAD MAINTENANCE

The Winter Road Maintenance category funds the City's commitment to providing snow and ice control that makes it possible for commuters, transit users and those moving commercial goods to travel more safely in the winter.

During winter 2017-2018, the City stored 1.083 million cubic metres of snow at the five snow storage sites.



Increase spending

In your opinion, what could be done to improve the services in the category of Winter Road Maintenance?

"A complete rethink is required. Let's get back to city owned equipment and city staff operating road clearing equipment, with a much more rapid response. And get rid of that chemical salt spray entirely, what a nightmare. Stop wasting tax \$ clearing barely used bike lanes and park paths in winter, focus on the roads!"

"Ensure all sidewalks cleared. and cleared wide enough that a stroller or wheelchair can be used on the sidewalk. this should be a priority over roads, cars are 4000 lbs and can move easily through snow, little people walking, strollers, those with injuries, and those in wheelchairs are trapped on some sidewalks because they cannot move past a sidewalk that has not been cleared. sidewalk and paved path clearance should be a public health concern alone from the bone breaks and head injuries that are inevitable once it freezes over."

"If anything public education in this category would be amazing for our City. A lot of people think that after a snow event we should have summer driving conditions on our roads and that's not a

reality. I also really wish the City promoted proper snow days. It's not fun or ideal to drive in a blizzard and yet people still do. I think if you're a non-essential service you shouldn't feel the need to open your business in bad weather. I realize this is ultimately the decision of private business owners but it would be nice to see the City encourage this. Your investments, and homeware stores, for example, can wait a day. This would lead to less traffic on the roads so crews can do their thing and hopefully fewer winter related collisions."

"This one is so dependent on weather and seasonal anomalies. This should be a long term strategy that is beyond a 4 year cycle. It should be closer to 8 or 10 years with a commitment to maintaining service levels as the City grows. Any surpluses for unseasonably warm or mild winters should be offset for those years where we have excessive snowfall or maintenance requirements."

"We need to look at how other cities are handling snow removal and mimic their success. From my observations our snow removal crew are not efficient at removing snow and with proper training and planning we could do a much more efficient job at snow removal. We also need to change policy and stop letting snow accumulate on our streets. I would gladly pay \$100/year more in tax if it meant getting winter road maintenance to be on par with what I have observed when I lived in the province of Quebec."

"I disagree strongly with the use of the new salt on the roads, and wish we went back to using more gravel only. I was proud of the system that used and recycled the gravel on the roads, and would be fine to increase the budget in order to do that. The cost of increased maintenance on our bridges and roads alone is not worth it, nevermind the cost to increased wear and rust on vehicles. There have been vocal expert voices that share this opinion, and we need a "made-in-Edmonton" solution, not something that is slightly cheaper but leaves us worse in the long run."

"Lobby the provincial government for mandatory winter tires. This means snow removal and associated tasks could be cut by 75%. No brainer."

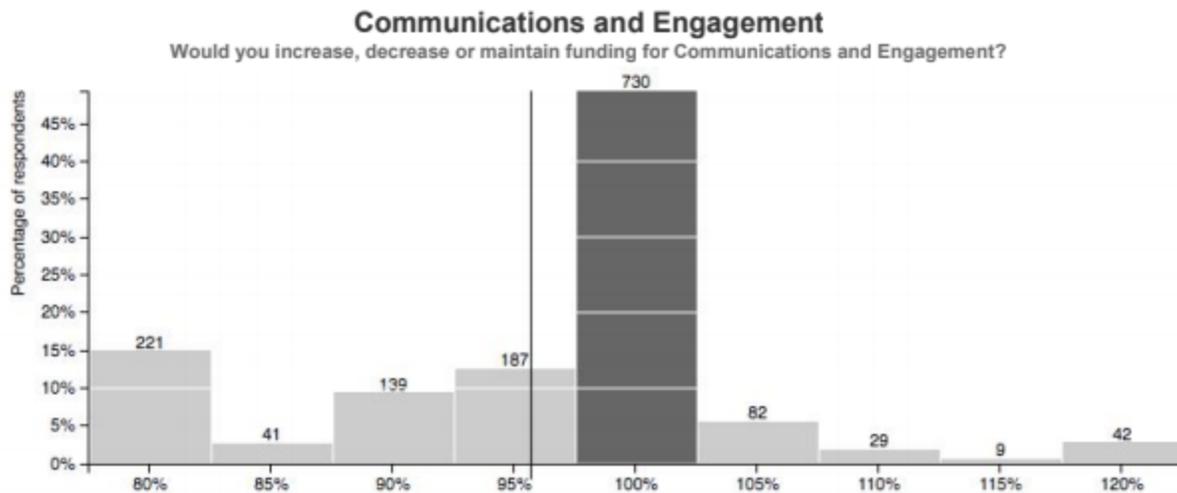
"Put pedestrian and bicycle routes first to reduce injuries and EMS callouts. Automated sensing of vehicles without snow tires, and escalating penalties for poor vehicle maintenance and unsafe inappropriate driving."

"I have noticed that the elderly in our neighbourhood walk down the bike lanes or on the roads in the winter as they are cleared where as the sidewalks often aren't. Not sure if this is an enforcement issue, a demographic issue (renters in the area/ elderly aging population) or a service issue."

COMMUNICATIONS AND ENGAGEMENT

This area communicates City activities, changes, policies and information to citizens, media and employees. It includes the Public Engagement team as well as 311 services and the web operations group that updates, builds and supports edmonton.ca

In 2017, the City received 34,522 requests through the ease and convenience of the 311 App. Since June 2014, 150,000 individual surveys have been completed with members of the Insight Community.



Decrease spending

In your opinion, what could be done to improve the services in the category of Communications and Engagement?

“Leverage technology to improve communication at lower cost.”

“Keep the 311 app going, but make improvements to it as needed. Also, consider using Facebook Live to broadcast public engagement presentations. It’s tough to get out to these things, especially if you have a job and family of kids with their own evening extracurricular activities to attend or regular evening chores required in a family. However, people will often watch a live video of the recording of the video and will post comments and questions.”

“Engagement seems like a waste of money when most don’t have a clear understanding of the complexity of issues. We pay the city to do due diligence and make informed decisions.”

“City of Edmonton website should be maintained better to ensure accurate information regarding sites and programs. Public Engagement should be coordinated with Community

Leagues so that Communities are engaged and the Community leagues have a responsibility for engaging their communities."

"I love the 311 app and phone number. No changes required. Also the engagement information is online if a person is interested."

"311 is pretty much a complete waste of time!! Tickets are closed that are never completed, then have to be re-opened. Issues are quite often sent to the wrong departments. Would be better off being able to speak directly to the right department to begin with."

"Communication and Engagement has become very good in terms of quantity, but it doesn't seem to be well aligned in terms of actually being in a position to deliver on what is heard. C & E needs to be better integrated with what is possible and planned."

"Our neighbourhood's renewal meeting was very informative...but there were way too many city staff present. About as many as the attendees!"

"The city collects a lot of information from residents and does a lot of surveys. The problem here is information is collected but dismissed by the decision makers. The focus here should be to integrate feedback to decision making rather than just collecting more which doesn't necessarily go anywhere other than a checkmark in a checklist saying it has been done."

"More community engagement is critical. I think the City is making good strides in this area, but more is better. Especially in engagement with younger generations (30 and younger). There needs to be more intentional community outreach during decisions and especially more outreach to diverse communities. I want to see community outreach happening that targeted at university students, immigrants, low-income populations and people experiencing homelessness."

"I think we need to look at how we do public consultation. Firstly we need to engage stakeholders in POSITIVE discussion on we can build our community, more like a charrette process and less like a show and tell process. If we are going to listen to the public then we have to be sure were engaging in the right conversations. for a reference read this article:

[https://www.citylab.com/life/2018/09/nimbys-dominate-local-zoning-meetings/569440/.](https://www.citylab.com/life/2018/09/nimbys-dominate-local-zoning-meetings/569440/)"

WASTE MANAGEMENT

Waste Services is funded through fees rather than property taxes. Please share your thoughts on Waste Services at the City of Edmonton. The Waste Utility funds a number of facilities and services. This includes collecting items for garbage, recycling and reuse at the curbside, Eco Stations, neighbourhood recycling depots, Big Bin Events, the Reuse Centre and the Edmonton Waste Management Centre (EWMC).

Additionally, the utility operates a number of processing facilities at the EWMC such as the Edmonton Composting Facility (ECF), the Materials Recovery Facility (MRF), the Waste-to-Biofuels Facility, to name a few. Although the ECF is only operating seasonally, a second composter called the Anaerobic Digestion Facility is expected to be in operation in late 2018.

Every week, the City collects garbage and recycling from almost 400,000 households in Edmonton. In 2017, this totaled 266,613 tonnes of waste and 41,650 tonnes of recyclables. The four Eco Stations served a record 294,874 customers in 2017, and diverted 107 tonnes of reusable items from landfill. Also in 2017, the MRF recycled enough material to fill 170 Olympic swimming pools—31,853 tonnes.

Note: A slider was not provided for Waste Services because it is funded by user fees not property taxes. However, participants were encouraged to provide comments.

In your opinion, what could be done to improve the services in the category of Waste Management?

"I think the city is already on its way to making positive changes in this category. Let's separate our organic waste and encourage people to simply use/waste less stuff. The biofuels facility is going to be amazing when it's up and running at full capacity too. I would love to see our waste facilities powered by solar energy as well. I also think that if the City can reduce drop off fees for certain items more people would take advantage. I get it...mattresses are tough to recycle but it costs \$30 for people to drop off their old bed and box spring. No wonder so many end up in parks and back alleys."

"Lastly, we need to focus on reduce and reuse. The re-use centre has so much potential but there's only one! Let's make reuse opportunities more accessible to more people. Additional locations and additional drop off locations would help."

"I can't believe the COE is moving to yard waste pickup only May & October. Horrible cut in service that is going to cause long term problem in neighbourhoods."

"Have more 'Reuse' Centres, as they are depots for 'unwanted or not used or needed items from citizens homes' and can be used by others, who could make good use of the items.....have spoken with a lot of people who use the Reuse Centres to get 'deals' and to reuse items."

"Please be more intentional about transparency and publicizing how very specific waste is best

to be sorted in the home, and what happens to it at the plant. I HIGHLY recommend, like many experts, to have citizens mandatorily sort their waste themselves in whatever respect is most important, whether by implementing a home compost bin, splitting paper, plastic, metal, and glass recycling, etc."

"And PLEASE tell people how to do things, it is even unclear to me whether it is true that a jar with liquid in it in a bag with other clean jars ruins the potential for the whole bag to be recycled, thus sending it to the landfill. Or whether glass jars or easily breakable items should be placed in a sharps container. And many don't know that bottle lids can be recycled, separately. Or that plastic bags should be collected and tied in one bag. Or whether oily paper towels can be recycled. Or clean tissue paper/paper towel/toilet paper. And I'm still unclear if items we aren't sure about should be recycled or trashed."

"So to summarize, give everyone more detailed instructions on sorting their waste, and have a way to concisely tell those who are interested (not through scouring the website and watching 4 videos before finding unsure answers) how our waste is handled at the management centre."

"The city must reconsider how they bill for Waste Services. Other cities have a user pay system where garbage tags must be purchase when the minimum allowed is exceeded. This method encourages and rewards people that recycle and conserve. The city must rethink and possibility stop receiving commercial and institutional material thereby reducing volume going to landfill. Dry waste, compostable waste, recyclable waste."

"Aim for 100% diversion from landfills. Biofuel production. Mandatory recycling and create facilities that turn recycled materials into saleable goods (create jobs). Mandatory composting. One can/one bag limit of garbage per household. Hugely increase fines for illegal dumping. Public education on the garbage crisis worldwide. Ban the sale and use of single use plastics like bottled water, plastic bags, tax single use cups and carryout containers."

"Shift to modern waste bin systems now used by most other cities to improve collection efficiency. Encourage reduction in waste by charging in some way based on volume of waste produced; e.g. with the new bins charge based on the number or size of bins required, with lower per-bin charges for recycling and organics compared to general waste. Find ways to incentivize retailers and manufacturers to reduce packaging waste."

"More public education, fines for excess garbage, expand Go Bagless campaign to educate about alternatives to lawns, residential composting. Subsidize recyclable / biodegradable containers for restaurants. Food waste education."

"Is Edmonton the last modern city to still use garbage bags? Get wheeled bins so we have less garbage lying around the streets, so wild animals can't get into the garbage overnight."

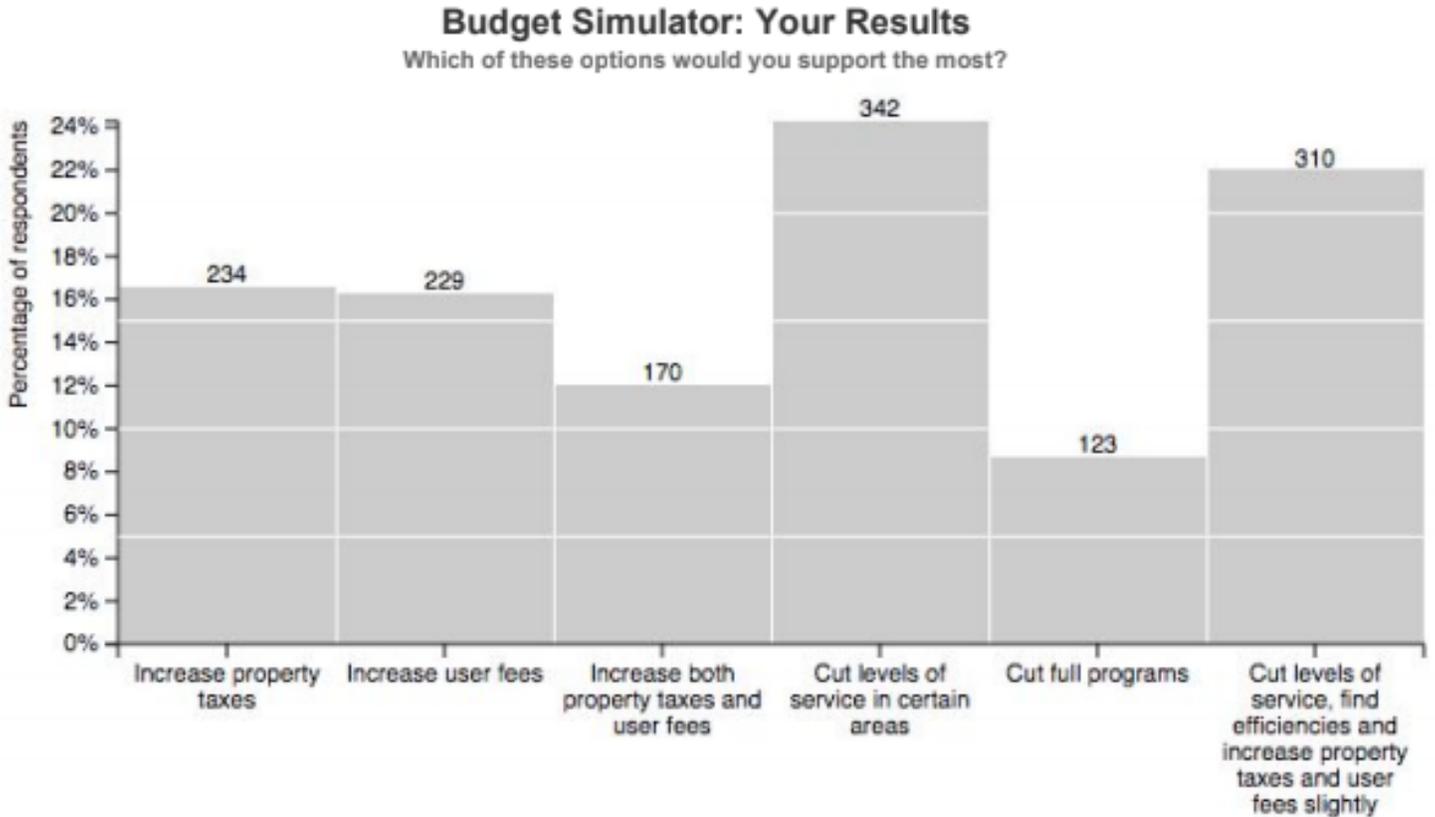
"Edmonton was once proud for it's leadership in this area. Returning after a years sabbatical it seems that this is an area of decreased efforts. I think there is more homeowners can do to support effective collection and recycling and continued or renewed education and promotion of initiatives would be useful."

BUDGET SURVEY - YOUR RESULTS

Participants were instructed to look at the black bar at the top of the page for the running total of their work to adjust the operating categories. If their proposed budget resulted in an overall increase in dollars per month, that proposed budget was in a DEFICIT.

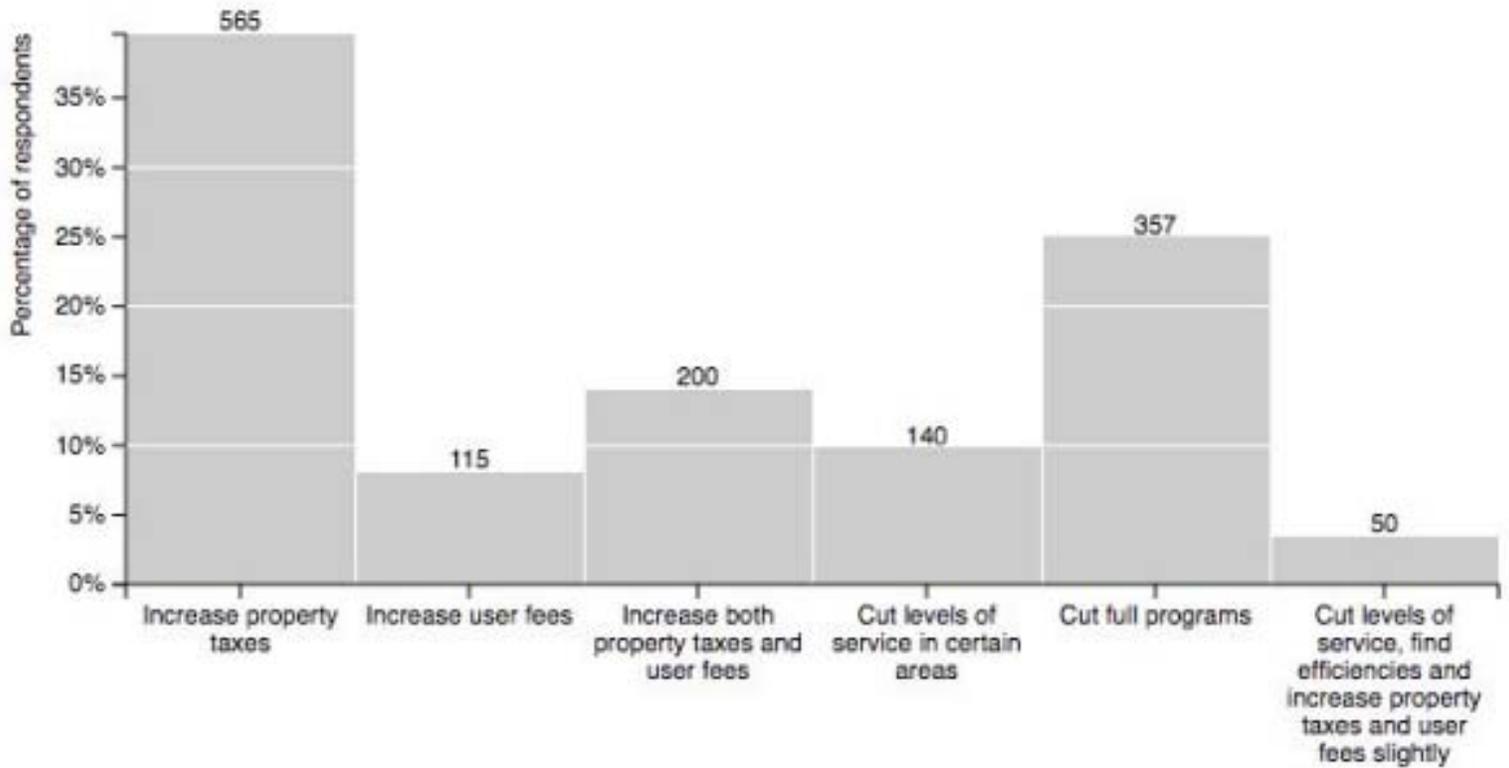
This meant that the budget had to be balanced by decreasing program spending in one or more areas, finding more efficiencies, increasing property taxes, increasing user fees or increasing both property taxes and user fees. In order to accomplish this balance, participants were asked:

Which of these options would you support the most?



Which of these options would you support the least?

Which of these options would you support the least?



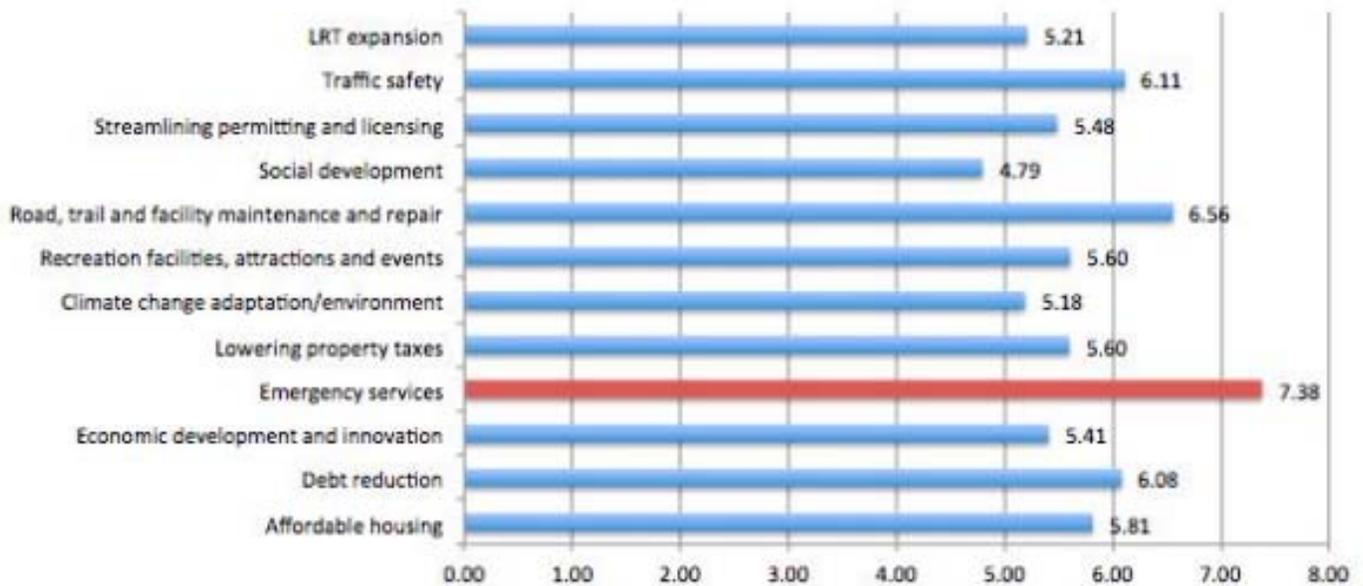
Your Priorities

Survey participants were asked to rank from 10 (very important) to 1 (not important) their preference for Council investing in the following areas:

Your Priorities

How would you rate the importance of each of the following services on a scale of 1 to 10?

Scale: 10 = very important | 1 = not important

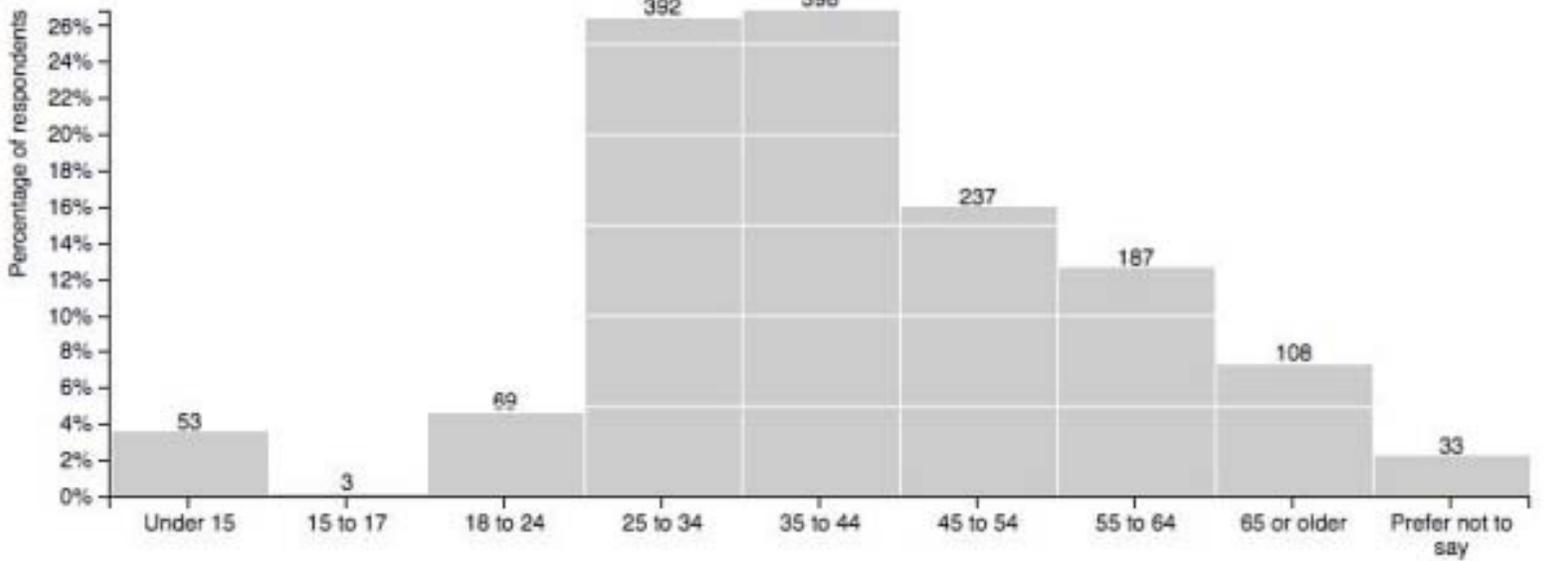


Presented as average of choice per service

Demographic Information

Tell Us About Yourself

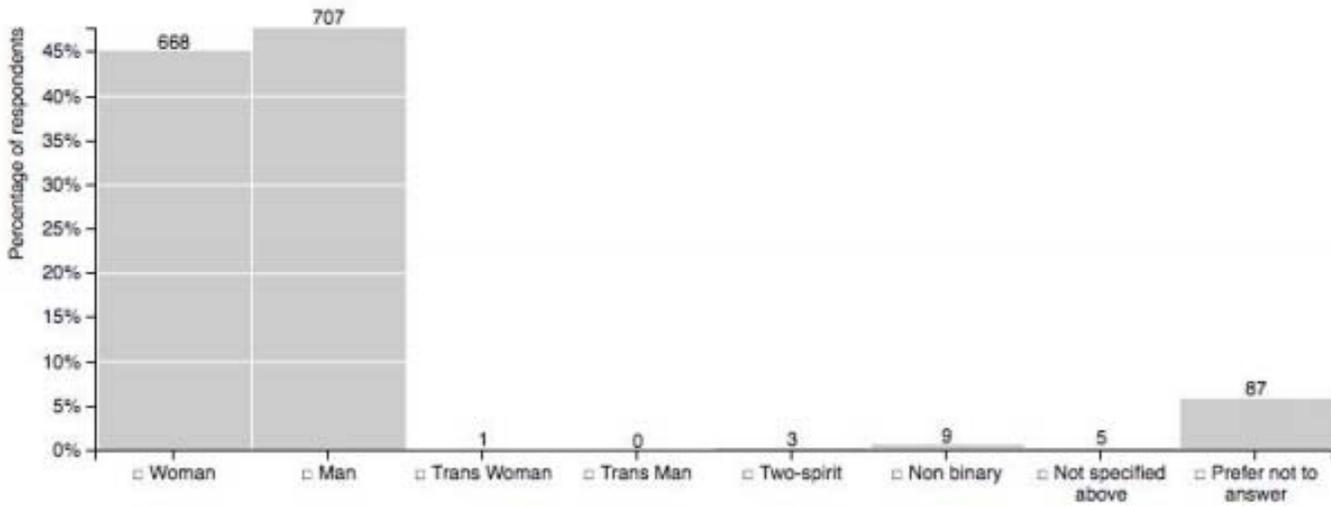
What is your age?



What is your gender identity?

Demographic Information (continued)

What is your gender identity



What is your annual household income?

