Supplementary Material

2027-2030 City Budget

Public Engagement

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Appendix A

Online Survey - Resident Participant Demographics

Appendix A: Online Survey - Resident Participant Demographics

Which neighbourhood do you live? (Ward Summary)	Per cent of Participants (n=8,734)
Métis	14%
papastew	11%
sipiwiyiniwak	10%
O-day'min	9%
pihêsiwin	8%
Ipiihkoohkanipiaohtsi	8%
Nakota Isga	8%
Anirniq	7%
Dene	6%
Karhiio	6%
Tastawiyiniwak	5%
Sspomitapi	4%
Prefer not to answer/Neighbourhood not mentioned	3%

Do you own or rent your home?	Per cent of Participants (n=8,734)
Own	85%
Rent	10%
Other	1%
Prefer not to answer	4%

Which of the following best describes your home?	Per cent of Participants (n=8,734)
Single-detached house	69%
Semi-detached house (e.g., duplex)	7%
Apartment in a building with fewer than 5 storeys	7%
Row house or townhouse	6%
Apartment in a building with 5 or more storeys	5%
Mobile home	<1%
Other	1%
Prefer not to answer	4%

To the best of your knowledge, what is the current market value of your home?	Per cent of Participants (n=7,381)
Under $200,000	5%
$200,000-$399,999	21%
$400,000-$529,999	29%
$530,000-$699,999	19%

$700,000-$924,999	8%
$925,000 or more	4%
Prefer not to answer	14%

How long have you lived in Edmonton?	Per cent of Participants (n=8,734)
Less than 1 year	1%
1 to less than 3 years	2%
3 to less than 5 years	3%
5 to less than 10 years	7%
10+ years	85%
Prefer not to answer	2%

What is your primary employment status?	Per cent of Participants (n=8,734)
Employed full-time (30+ hours a week)	55%
Retired	24%
Employed part-time (less than 30 hours a week)	5%
Self-employed	4%
Post-secondary student	2%
Unemployed	2%
Homemaker	1%
Permanently unable to work	1%
High School student	<1%
Other	2%
Prefer not to answer	4%

What gender(s) do you identify as?	Per cent of Participants (n=8,734)*
Woman	44%
Man	44%
Other	5%
Prefer not to answer	10%

*Multiple responses recorded.

What is your age category?	Per cent of Participants (n=8,734)
Under 18	<1%
18-24	2%
25-34	12%
35-44	23%
45-54	17%
55-64	16%
65-74	17%
75+	6%
Prefer not to answer	7%

Do you have children/grandchildren under 18 years of age living at home?	Per cent of Participants (n=8,734)
Yes	26%
No	67%
Prefer not to answer	7%

Do you identify with any of the following?	Per cent of Participants (n=8,734)*
Racialized/visible minority	11%
Persons with disabilities	11%
Indigenous	2%
New to Canada (less than 5 years)	1%
Born outside of Canada	7%
2SLGBTQIA+	9%
Other (specified)	<1%
Other (not specified)	3%
None of the above	51%
Prefer not to answer	15%

*Select all that apply.

Which of the following categories best describes your total household income in 2025 before taxes?	Per cent of Participants (n=8,734)
Under $30,000	4%
$30,000-$59,999	9%
$60,000 to $99,999	19%
$100,000 to $149,999	21%
$150,000 and over	26%
Prefer not to answer	20%

Appendix B

Budget Tool - Resident Participant Demographics

Appendix B: Budget Tool - Resident Participant Demographics

Postal Code Summary	Per cent of Participants (n=1,467)
North of River	51%
South of River	49%
Prefer not to answer/Postal code not provided	1%

Do you own or rent your home?	Per cent of Participants (n=1,467)
Own	79%
Rent	15%
Prefer not to answer	6%

How long have you lived in Edmonton?	Per cent of Participants (n=1,467)
Less than 1 year	1%
1 to less than 3 years	3%
3 to less than 5 years	4%
5 to less than 10 years	9%
10+ years	81%
Prefer not to answer	2%

What is your primary employment status?	Per cent of Participants (n=1,467)
Employed full-time (30+ hours a week)	68%
Retired	9%
Self-employed	7%
Employed part-time (less than 30 hours a week)	4%
Post-secondary student	3%
Unemployed	2%
Homemaker	1%
Permanently unable to work	<1%
High School student	<1%
Other	1%
Prefer not to answer	5%

What gender(s) do you identify as?	Per cent of Participants (n=1,467)*
Woman	23%
Man	41%
Other	2%
Prefer not to answer	35%

*Multiple responses recorded.

What is your age category?	Per cent of Participants (n=1,467)
Under 18	<1%
18-24	4%
25-34	24%
35-44	31%
45-54	16%
55-64	9%
65-74	6%
75+	1%
Prefer not to answer	8%

Do you have children/grandchildren under 18 years of age living at home?	Per cent of Participants (n=1,467)
Yes	33%
No	59%
Prefer not to answer	8%

Which of the following categories best describes your total household income in 2025 before taxes?	Per cent of Participants (n=1,467)
Under $30,000	3%
$30,000-$59,999	7%
$60,000 to $99,999	17%
$100,000 to $149,999	23%
$150,000 and over	29%
Unsure	1%
Prefer not to answer	19%

Appendix C

Online Survey - Open-Ended Responses

Appendix C: Online Survey - Open-Ended Responses

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Residents - Additional Thoughts

When asked if they had any other thoughts about the City of Edmonton's next four-year budget, participants most commonly emphasized the importance of fiscal responsibility. Many also expressed concerns about spending on cycling infrastructure and the overall tax burden.

Table 1: Do you have any other thoughts about the City of Edmonton's next four-year budget that you want to share? BASE: Participants that provided comments

Top themes	Percentages (n=5,871)
Improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	23%
Reduce focus and spending on cycling lanes/infrastructure development (general)	17%
Tax increase related concerns/Taxes are too high/need to lower taxes (general)	11%
Increase focus on providing core/essential City services/maintaining core services/service levels (general)	11%
Increase focus and spending on road maintenance, repairs and upgrades/improving road maintenance services	10%
Increase focus and spending on snow and ice removal services/improving snow and ice removal services	7%
Reduce focus and spending on public transit and LRT services/public transit related infrastructure/service expansions	7%

Make budget cuts to EPS/Edmonton Police Services	6%
Reduce focus and spending on pet projects/initiatives that cater to a small minority/group of residents (general)	6%
Increase focus and spending on public transit and LRT services/public transit and LRT related infrastructure/service expansions	5%
Property taxes are too high/need to reduce/lower property taxes (general)	5%

Other themes (under 5%, above 1%)	Percentages (n=5,871)
Need more provincial government support/funding/financial assistance (general)	4%
Less focus and spending towards social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	4%
Increase focus and spending on social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	4%
Survey questions/wording are misleading/confusing/unclear/vague (general)	4%
Make budget cuts to recreational facilities, programs and services	3%
Improve/increase bylaw enforcement services/do a better job of enforcing bylaw infractions (general)	3%
Reduce City staffing levels/make more staffing cuts (general)	3%
Increase focus and spending on EPS/Edmonton Police Services/reducing crime rate/increasing police presence and law enforcement	3%
Need to listen to feedback/suggestions/concerns from residents (general)	3%
Reduce focus and spending on neighbourhood renewal projects/programs	3%
Infill housing development related concerns/need to reduce focus and spending on infill housing development (general)	3%

City construction project related concerns (ex. Project completion delays, causing traffic issues/delays, projects are poorly planned/managed, overspending on projects, etc)	3%
Increase focus and spending on Fire Rescue services/development of more local fire station facilities	2%
Reduce focus and spending on traffic calming measures/initiatives	2%
Reduce focus and spending on road infrastructure development/roadway expansions/widening projects	2%
Need more affordable housing options/increase focus and spending on affordable housing initiatives/development (general)	2%
Downtown safety related concerns/need to improve public safety in the downtown area/more focus on making City a safer place to live (general)	2%
Need to find other ways to generate more revenue (ex. Charging user fees to access City services and facilities, providing additional City services, etc)	2%
Make budget cuts to arts and culture related facilities, programs and services	2%
Reduce/freeze salary levels of City Council and Mayor (general)	2%
Improve City Council and Mayor/need better City management and leadership (general)	2%
Improve City Council and Mayor/need better City management and leadership (general)	2%
High/increasing cost of living related concerns (general)	2%
Need to improve accountability (general)	2%
Reduce top-heavy City management/administration structure	2%
Increase focus on improving City staff productivity and efficiency levels/ensuring staff are consistently working to the best of their abilities (general)	2%
Make budget cuts to climate change related initiatives and programming	2%

Increase focus and spending on recreational facilities/services/programs/development of additional recreational facilities	2%
Increase focus and spending on City walkability/development of more pedestrian-friendly infrastructure/active transportation network infrastructure development and expansion	2%
Increase focus and spending on road infrastructure development/roadway expansions/widening projects	2%
Increase focus and spending on improving public transit safety and security (general)	2%
City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	2%
Land developers should cover more development costs/reduce spending towards land development related projects (general)	1%
Reduce focus and spending on downtown revitalization projects and initiatives (general)	1%
Increase focus and spending on climate change related initiatives/projects	1%
Reduce red tape/bureaucracy/bureaucratic procedures (general)	1%
Increase focus and spending on public park and green space maintenance/upkeep/weed control services (general)	1%
More focus on allocating user fees to help fund City services and operational costs (ex. Recreational facilities and programs, public transit services, etc)	1%
Increase focus and spending on downtown revitalization related projects and initiatives	1%
Need more affordable City services and fees (ex. Public transit, recreational facilities, other City programs and services)	1%
Need to improve transparency on budget/spending/where tax dollars are spent/be more forthcoming and open with budget related information (general)	1%

Increase focus and spending on public library facilities and services	1%
Need to increase taxes in order to improve/expand City services (general)	1%
Increase focus and spending on the development of more parks/green spaces/outdoor playground areas	1%
Increase focus and spending on cycling lanes/infrastructure development (general)	1%
Make budget cuts to affordable housing related initiatives and projects	1%
Make budget cuts to DEI related programming and initiatives (general)	1%
Need to increase business/corporate taxes (general)	1%
Increase focus on local economic/business development/attracting more businesses to City (general)	1%
Need to improve traffic safety/increase traffic law enforcement (ex. Speeding, distracted/dangerous driving, etc)	1%
Reduce/freeze City staff wages/salaries/rates of pay	1%
Bring back photo radar/more usage of photo radar	1%
Need to conduct an audit on City budget/spending (general)	1%

Services Resident Participants are Willing to Paying More For

Participants who supported paying more taxes to pay for services were given a chance to indicate which services they would be willing to pay for in an open-ended question. Many of these comments fell under City service areas, rather than services outside of the City mandate.

Edmonton Public Transit and LRT services/ETS was the most common response provided by residents when asked what specific City services they would be willing to pay more for, followed by support for programs and services for the homeless/those experiencing homelessness and snow and ice removal services. Other common themes included roadway maintenance and repairs, recreational facilities and affordable housing developments and projects.

Table 2: What specific City services or programs would you be willing to pay more for, if any? BASE: Participants that provided comments

Top themes	Percentages (n=2,076)
Edmonton Public Transit and LRT services/ETS	27%
Support programs and services for the homeless/those experiencing homelessness	21%
Snow and ice removal services	20%
Roadway maintenance and repairs	19%
Recreational facilities, services and programs	16%
Affordable housing development/affordable housing related programs/services/projects (general)	14%
Edmonton Public Library services/EPL	10%
Social support related programs and services (general)	10%
Edmonton Police Services/EPS	8%
Parks and Green Spaces Operations/park and green space development/urban forestry related services	8%
Development of cycling related infrastructure/lanes/networks	6%
Support programs and services for those with drug and alcohol addictions	6%
Arts and culture related facilities/programs/events/services (general)	5%

Other themes (under 5%, above 1%)	Percentages (n=2,076)
Improving City walkability/development of more pedestrian-friendly infrastructure/active transportation network infrastructure development and expansion	4%
Fire Rescue Services	3%
Climate change related services and initiatives (general)	3%
Garbage and Recycling/waste collection/waste management services	3%
Mental health support related programs and services (general)	3%

Health care and medical facilities, services and programs	3%
Improving public transit safety (general)	3%
Park and green space cleanliness, maintenance and upkeep	3%
Traffic law enforcement services	2%
City cleanliness related projects and services/litter removal services (general)	2%
Environmental conservation and protection related services	2%
Community based programs, services and facilities (general)	2%
Bylaw enforcement services	2%
Education related services, programs and facilities (general)	2%
Childcare related programs and services	1%
All City programs and services (general)	1%
More public washroom facilities (general)	1%
Neighbourhood renewal related projects and services	1%
Downtown revitalization related projects and initiatives (general)	1%
Programs, services and facilities for seniors (general)	1%
Programs, services and facilities for youth/teens (general)	1%
Water and Sewer/drainage services	1%
Weed control services	1%
Development of road infrastructure/roadway expansions/widening/road and bridge projects	1%
Support programs and services for the Indigenous population/community	1%
Support programs and services for those with physical and mental disabilities (general)	1%

Services Business Participants are Willing to Pay More For

Many participants who identified as representing a business were willing to pay more for affordable housing developments and related programs. Other City services or programs that they were ready to pay more for included snow and ice removal services, roadway maintenance and repairs, and Edmonton Public Transit and LRT services.

Table 3: What specific City services or programs would you be willing to pay more for, if any?
BASE: Participants that provided comments

Top themes	Percentages (n=21)
Affordable housing development/affordable housing related programs/services/projects (general)	38%, n=8
Snow and ice removal services	19%, n=4
Roadway maintenance and repairs	19%, n=4
Edmonton Public Transit and LRT services/ETS	19%, n=4
Support programs and services for the homeless/those experiencing homelessness	14%, n=3
Support programs and services for those with drug and alcohol addictions	10%, n=2
Mental health support related programs and services (general)	10%, n=2
Downtown revitalization related projects and initiatives (general)	10%, n=2
Improving public transit safety (general)	5%, n=1
Health care and medical facilities, services and programs	5%, n=1
Bylaw enforcement services	5%, n=1
More public washroom facilities (general)	5%, n=1
More local job/employment opportunities (general)	5%, n=1
Social support related programs and services (general)	5%, n=1
Economic and local business development (general)	5%, n=1
Garbage and Recycling/waste collection/waste management services	5%, n=1

Water and Sewer/drainage services	5%, n=1
Climate change related services and initiatives (general)	5%, n=1
Recreational facilities, services and programs	5%, n=1
Edmonton Police Services/EPS	5%, n=1

Business Participants - Investments That Would Have a Positive Impact

Many of the participants who identified as representing a business said the City should invest more in roadway maintenance and repair, which would have a positive impact on the work their businesses do. Other top themes included Edmonton Police Services and improving public safety in downtown.

Table 4: What is the one main area or service you believe the City should invest more in that would have a positive impact on the work your business does? BASE: Participants that provided comments

Top themes	Percentages (n=111)
Roadway maintenance and repairs	18%
Edmonton Police Services/EPS	14%
Improving public safety in the downtown core/area (general)	9%

Other themes (under 5%, above 1%)	Percentages (n=111)
Support programs and services for the homeless/those experiencing homelessness	4%
Downtown revitalization related initiatives and projects (general)	4%
Affordable housing development/affordable housing related programs/services/projects (general)	4%
Local economic development related initiatives and projects (general)	3%
Arts and culture related facilities, programs and services (general)	3%
Climate change related services and initiatives (general)	2%
Snow and ice removal services	2%

Neighbourhood renewal related projects and services	2%
Fire Rescue Services	2%
Edmonton Public Transit and LRT services/ETS	1%
Health care and medical related services	1%
Support programs and services for those with physical and mental disabilities (general)	1%
Bylaw enforcement services	1%
Support programs and services for those with drug and alcohol addictions	1%
Development of road infrastructure/roadway expansions/widening/road and bridge projects	1%
Programs, services and facilities for seniors (general)	1%
Permits, development and construction services	1%
Recreational facilities, programs and services	1%

Business Participants - Additional Thoughts

When asked if they had any other thoughts about the City of Edmonton's next four-year budget, participants who identified as representing a business, most commonly emphasized the importance of fiscal responsibility and focus on providing core services. Many also expressed concerns about the overall tax burden, spending on cycling infrastructure and public transit related infrastructure.

Table 5: Do you have any other thoughts about the City of Edmonton's next four-year budget that you want to share? BASE: Participants that provided comments

Top themes	Percentages (n=93)
Improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	19%
Increase focus on providing core/essential City services/maintaining core services/service levels (general)	12%
Tax increase related concerns/Taxes are too high/need to lower taxes (general)	11%
Reduce focus and spending on cycling lanes/infrastructure development (general)	11%

Reduce focus and spending on public transit and LRT services/public transit related infrastructure/service expansions	11%
Increase focus and spending on road maintenance, repairs and upgrades/improving road maintenance services	9%
Increase focus and spending on EPS/Edmonton Police Services/reducing crime rate/increasing police presence and law enforcement	8%
Less focus and spending towards social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	7%
Reduce City staffing levels/make more staffing cuts (general)	6%
City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	6%
Increase focus on local economic/business development/attracting more businesses to City (general)	5%

Other themes (under 5%, above 1%)	**Percentages (n=93)**
Need to improve accountability (general)	4%
Property taxes are too high/need to reduce/lower property taxes (general)	4%
Make budget cuts to EPS/Edmonton Police Services	4%
Make budget cuts to recreational facilities, programs and services	4%
Make budget cuts to climate change related initiatives and programming	4%
Need to find other ways to generate more revenue (ex. Charging user fees to access City services and facilities, providing additional City services, etc)	3%
Improve/increase bylaw enforcement services/do a better job of enforcing bylaw infractions (general)	3%
Reduce focus and spending on pet projects/initiatives that cater to a small minority/group of residents (general)	3%

Reduce red tape/bureaucracy/bureaucratic procedures (general)	3%
Downtown safety related concerns/need to improve public safety in the downtown area/more focus on making City a safer place to live (general)	3%
City construction project related concerns (ex. Project completion delays, causing traffic issues/delays, projects are poorly planned/managed, overspending on projects, etc)	3%
Survey questions/wording are misleading/confusing/unclear/vague (general)	3%
Reduce focus and spending on downtown revitalization projects and initiatives (general)	2%
Increase focus and spending on public transit and LRT services/public transit and LRT related infrastructure/service expansions	2%
Make budget cuts to arts and culture related facilities, programs and services	2%
More focus on allocating user fees to help fund City services and operational costs (ex. Recreational facilities and programs, public transit services, etc)	2%
Increase focus and spending on downtown revitalization related projects and initiatives	2%
Reduce focus and spending on road infrastructure development/roadway expansions/widening projects	2%
Increase focus on improving City staff productivity and efficiency levels/ensuring staff are consistently working to the best of their abilities (general)	2%
Reduce top-heavy City management/administration structure	2%
Need to conduct an audit on City budget/spending (general)	2%
Reduce focus and spending on neighbourhood renewal projects/programs	2%
Increase focus and spending on road infrastructure development/roadway expansions/widening projects	2%

Increase focus and spending on tourism related initiatives/attracting more tourism to City/making City a more popular tourism destination	1%
Increase focus and spending on water and sewer services/infrastructure	1%
Increase focus and spending on climate change related initiatives/projects	1%
Need to improve transparency on budget/spending/where tax dollars are spent/be more forthcoming and open with budget related information (general)	1%
Increase focus and spending on Fire Rescue services/development of more local fire station facilities	1%
Need more affordable housing options/increase focus and spending on affordable housing initiatives/development (general)	1%
Increase focus and spending on recreational facilities/services/programs/development of additional recreational facilities	1%
Make budget cuts to public library facilities and services	1%
Increase focus and spending on public library facilities and services	1%
Improve building permit application services/less red tape/shorter waiting period to obtain permits	1%
Need to listen to feedback/suggestions/concerns from residents (general)	1%
Increase/improve downtown parking space availability (general)	1%
Reduce/freeze salary levels of City Council and Mayor (general)	1%
High/increasing cost of living related concerns (general)	1%
Need more provincial government support/funding/financial assistance (general)	1%
Need more detailed information about City's next four-year budget (general)	1%

Increase focus and spending on the development of more parks/green spaces/outdoor playground areas	1%
Increase focus and spending on snow and ice removal services/improving snow and ice removal services	1%
Make budget cuts to DEI related programming and initiatives (general)	1%
Need to increase business/corporate taxes (general)	1%
ncrease focus and spending on social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	1%
Increase focus and spending on education sector/educational services and programs/development of more schools	1%
Are doing a great job/keep up the great work/satisfied with City management (general)	1%

Services Community Organizations Are Willing to Pay More For

Participants who identified as representing a community organization were willing to pay more for support programs and services for homeless/those experiencing homelessness.

Table 6: What specific City services or programs would you be willing to pay more for, if any?
BASE: Participants that provided comments

Top themes	Percentages (n=30)
Support programs and services for the homeless/those experiencing homelessness	23%
Recreational facilities, services and programs	17%
Fire Rescue Services	17%
Affordable housing development/affordable housing related programs/services/projects (general)	10%
Edmonton Police Services/EPS	10%
Edmonton Public Library services/EPL	10%
Edmonton Public Transit and LRT services/ETS	10%
Support programs and services for those with drug and alcohol addictions	7%

Parks and Green Spaces Operations/park and green space development/urban forestry related services	7%
Mental health support related programs and services (general)	7%
Arts and culture related facilities/programs/events/services (general)	7%
Social support related programs and services (general)	7%
Roadway maintenance and repairs	7%
Environmental conservation and protection related services	7%

Other themes (under 5%, above 1%)	Percentages (n=30)
Bylaw enforcement services	3%
All City programs and services (general)	3%
Improving public transit safety (general)	3%
Animal control services	3%
Health care and medical facilities, services and programs	3%
Development of cycling related infrastructure/lanes/networks	3%
Traffic law enforcement services	1%
Snow and ice removal services	1%

Community Organization Participants - Investments That Would Have a Positive Impact

Fire Rescue Services emerged as the most common theme among participants who identified as a community organization. They believe the City should invest more in fire rescue services to have a positive impact on the work their organization does.

Table 7: What is the one main area or service you believe the City should invest more in that would have a positive impact on the work your organization does? BASE: Participants that are a social or community service organization

Top themes	Percentages (n=54)
Fire Rescue Services	13%
Social support related programs, services and initiatives (general)	9%
Edmonton Public Transit and LRT services/ETS	7%
Arts and culture related facilities, programs and services (general)	7%
Community based programs, services and facilities (general)	7%
Recreational facilities, programs and services	7%

Other themes (under 5%, above 1%)	Percentages (n=54)
Park and green space cleanliness, maintenance and upkeep (general)	4%
Affordable housing development/affordable housing related programs/services/projects (general)	4%
Roadway maintenance and repairs	4%
Support programs and services for the homeless/those experiencing homelessness	4%
Edmonton Public Library services/EPL	4%
Improving City walkability/development of more pedestrian-friendly infrastructure/active transportation network infrastructure development and expansion	2%
Health care and medical related services	2%
Programs, services and facilities for seniors (general)	2%
Snow and ice removal services	2%
Edmonton Police Services/EPS	2%
Downtown revitalization related initiatives and projects (general)	2%
Improving public safety in the downtown core/area (general)	2%
Bylaw enforcement services	2%

Mental health support related programs and services (general)	2%

Community Organization Participants - Additional Thoughts

When asked if they had any other thoughts about the City of Edmonton's next four-year budget, participants who identified as a community organization, most commonly emphasized the importance of fiscal responsibility and cutting down on budget for Edmonton Police Services. Other common themes included concerns about the spending on cycling infrastructure and more focus as well as spending on social support related programs.

Table 8: Do you have any other thoughts about the City of Edmonton's next four-year budget that you want to share? BASE: Participants that provided comments

Top themes	Percentages (n=40)
Improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	15%
Make budget cuts to EPS/Edmonton Police Services	13%
Reduce focus and spending on cycling lanes/infrastructure development (general)	10%
ncrease focus and spending on social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	10%
Tax increase related concerns/Taxes are too high/need to lower taxes (general)	8%
Increase focus on providing core/essential City services/maintaining core services/service levels (general)	8%
Reduce focus and spending on neighbourhood renewal projects/programs	8%
Need more affordable housing options/increase focus and spending on affordable housing initiatives/development (general)	8%
Increase focus and spending on Fire Rescue services/development of more local fire station facilities	8%
Increase focus and spending on snow and ice removal services/improving snow and ice removal services	5%

Other themes (under 5%, above 1%)	Percentages (n=40)
Survey questions/wording are misleading/confusing/unclear/vague (general)	3%
Increase focus and spending on arts and culture related facilities, programs and services	3%
Reduce red tape/bureaucracy/bureaucratic procedures (general)	3%
Increase focus and spending on road infrastructure development/roadway expansions/widening projects	3%
Thankful for the opportunity to provide feedback/appreciates being asked to participate in survey (general)	3%
Reduce focus and spending on road infrastructure development/roadway expansions/widening projects	3%
Infill housing development related concerns/need to reduce focus and spending on infill housing development (general)	3%
City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	3%
Downtown safety related concerns/need to improve public safety in the downtown area/more focus on making City a safer place to live (general)	3%
mprove/increase bylaw enforcement services/do a better job of enforcing bylaw infractions (general)	3%
Make budget cuts to recreational facilities, programs and services	3%
Reduce City staffing levels/make more staffing cuts (general)	3%
Increase focus and spending on public transit and LRT services/public transit and LRT related infrastructure/service expansions	3%
Need more provincial government support/funding/financial assistance (general)	3%

Need to find other ways to generate more revenue (ex. Charging user fees to access City services and facilities, providing additional City services, etc)	3%
Need to increase taxes in order to improve/expand City services (general)	3%
Need more detailed information about City's next four-year budget (general)	3%
Increase focus and spending on road maintenance, repairs and upgrades/improving road maintenance services	3%
Reduce top-heavy City management/administration structure	3%
Less focus and spending towards social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	3%
Reduce/freeze City staff wages/salaries/rates of pay	3%
Property taxes are too high/need to reduce/lower property taxes (general)	3%

Appendix D

Budget Tool - Open-Ended Responses

Appendix D: Budget Tool - Open-Ended Responses

Budget Tool - Additional Thoughts

When asked if they had any other thoughts about the City of Edmonton's next four-year budget, participants most commonly emphasized the importance of fiscal responsibility and cutting down on budget for Edmonton Police Services. Other common themes included concerns around the spending on cycling infrastructure, more focus on maintaining core services and public transit infrastructure.

Table 1: Do you have any other thoughts about the City of Edmonton's next four-year budget that you want to share? BASE: Participants that provided comments

Top themes	Percentages (n=965)
Improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	23%
Make budget cuts to EPS/Edmonton Police Services	15%
Reduce focus/spending on cycling lanes/infrastructure development (general)	11%
Increase focus on maintaining core/essential City services/service levels (general)	10%
Increase focus and spending on public transit and LRT services/public transit related infrastructure expansions (general)	8%
Increase focus and spending on social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	7%
Property taxes are too high/need to reduce/lower property taxes (general)	6%
Improve/increase snow and ice removal services (general)	6%

Tax related concerns/Taxes are too high/need to lower taxes (general)	5%
Improve/increase road maintenance/repairs/upgrades (general)	5%

Other themes (under 5%, above 1%)	Percentages (n=965)
Less focus and spending towards social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	4%
Need more affordable housing options/increase focus and spending on affordable housing initiatives/development (general)	4%
Reduce top-heavy City management/administration structure	3%
Reduce focus/spending on pet projects/initiatives that cater to a small minority/group of residents (general)	3%
Make budget cuts to climate change related initiatives and programming	3%
Reduce focus/spending on public transit and LRT services/public transit related infrastructure expansions	3%
Need to find other ways to generate more revenue (ex. Charging user fees to access City services and facilities, providing additional City services, etc)	2%
Should charge higher user fees to access City services/facilities/programs	2%
Improve/increase bylaw enforcement services/do a better job of enforcing bylaw infractions (general)	2%

Need more provincial government support/funding/financial assistance (general)	2%
Improve City Council and Mayor/better City management and leadership (general)	2%
Need to improve accountability (general)	2%
Make budget cuts to arts and culture related facilities, programs and services	2%
Increase bylaw infraction related fines/penalties	2%
Reduce City staffing levels/make more staffing cuts (general)	2%
Increase focus/spending on EPS/Edmonton Police Services/reducing crime rate/increasing police presence and law enforcement	2%
Increase focus/spending on climate change related initiatives/projects	2%
Increase focus/spending on City walkability/pedestrian-friendly/active transportation network infrastructure development and expansion (general)	1%
Increase focus/spending on arts and culture related facilities, programs and services	1%
Thankful for the opportunity to provide feedback/appreciates being asked to do survey (general)	1%
Infill housing development related concerns/need to reduce focus and spending on infill housing development (general)	1%

City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	1%
Reduce focus/spending on neighbourhood renewal projects/programs	1%
Downtown safety related concerns/need to improve public safety in the downtown area/more focus on making City a safer place to live (general)	1%
Improve transparency on budget/spending/where tax dollars are spent/be more forthcoming with budget related information (general)	1%
Need more affordable City services and fees (ex. Public transit, recreational facilities, other City programs and services)	1%
Need to listen to feedback/suggestions/concerns from residents (general)	1%
Need to increase taxes in order to improve/expand City services (general)	1%
Increase focus/spending on cycling lanes/infrastructure development (general)	1%
Increase focus/spending on downtown revitalization related projects and initiatives	1%
Increase/improve downtown parking space availability (general)	1%
Need to improve traffic safety/increase traffic law enforcement (ex. Speeding, distracted/dangerous driving, etc)	1%
Need to increase business/corporate taxes (general)	1%

Make budget cuts to financial and corporate services	1%
Increase focus on improving City staff productivity levels/ensuring staff are always working to the best of their abilities (general)	1%

Appendix E

Interest Holder Engagement Supplementary and Coded Responses

Appendix E: Interest Holder Engagement Supplementary and Coded Responses

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Executive Summary

To inform the next four-year budget, the City sought targeted feedback from interest holders, including industry associations, economic development organizations, nonprofit leaders, and business interest holders regarding their current municipal priorities, emerging pressures, and future investment considerations.

To support discussions, a series of interviews and facilitated sessions were conducted with organizations representing a broad range of sectors and communities. These conversations were intended to provide nuanced, sector-specific perspectives on how municipal budget decisions are impacting organizations, businesses, service providers, and communities across Edmonton. Participants were encouraged to discuss current pressures, opportunities, investment priorities, operational challenges, and the trade-offs they believe the City must consider over the next four years.

Four overarching themes from the 821 coded comments emerged:

1. Longer-term, strategic investments could address many cross-sector concerns. 19% of all coded comments (155 comments) called for more forward-thinking planning and investment. Interest holders expressed frustration that granting and budget cycles are often too short-sighted and that investment decisions tend to be reactive rather than proactive, limiting the City's ability to address root causes and demonstrate long-term outcomes. Nonprofits and organizations that receive funding from the City mentioned that long-term funding would have a significant impact on creating better operational stability, reduce worker burnout, lead to more comprehensive reporting data, and contribute to better outcomes for all Edmontonians.

2. Social infrastructure and support for the nonprofit sector are important spending priorities. Strengthening grant funding (90 comments), social service organizations (53), arts and culture (51), and support for underrepresented groups (40) were among the top themes when participants were asked what the City should invest in more, often noting these as critical preventative investments that will reduce longer-term costs. Participants often believed that many of Edmonton's nonprofits can deliver essential social services in a more economical way

than if the City were to deliver those services directly, making the investment a fiscally prudent one.

3. Public safety and vibrancy are imperative to the City's economic health. 49 comments mentioned public safety as a critical issue, and many noted that safety and the perception of safety directly affect business investment, tourism, and the ability of organizations to attract staff and customers. Several participants also agreed that restoring Downtown vibrancy was an important step to building the City's identity as one worth investing in, and it requires a coordinated effort that spans safety interventions as well as infrastructure maintenance and arts and culture funding, which was seen as a fundamental economic driver.

4. Affordability concerns exist across sectors, but there are mixed opinions about how the City generates revenue. Increasing cost pressures and inflation are affecting businesses, organizations, and those they serve. Some interest holders mentioned that increased taxes and fees are making Edmonton less attractive than surrounding communities, noting a growing number of businesses choosing to invest elsewhere. However, many nonprofit and community organizations indicated they would support increased taxes to ensure the City can provide the services that make Edmonton worth investing in in the first place. Participants generally preferred more strategic approaches to revenue generation, such as tiered user fee systems, paid parking, and stronger advocacy for funding from other orders of government rather than broad tax increases.

Methodology

Feedback summarized within this report was collected through a combination of facilitated interviews and group discussion sessions conducted via Zoom and in person.
Feedback was analyzed using a thematic analysis approach. Responses were reviewed, coded, condensed, and grouped into recurring themes. Additional cross-tab analysis was done to identify areas where perspectives differed between sectors or groups.

The volume and percentage of responses is a useful tool to see what ideas were mentioned more often than others, but it is not a complete picture of how important an idea is, or how universal it is. This report combines coded responses as well as an analysis of the nuance and context heard in the interviews to provide a more comprehensive picture of what these interest holders prioritize for the City's next budget.

How We Engaged

141 businesses/organizations were directly invited for discussion groups or in-depth interviews. Sessions were guided by a structured moderator guide designed to explore:

- Current operating conditions within Edmonton
- The impacts of previous municipal budget decisions
- Preferred future investment priorities
- Trade-offs and areas where spending should be reconsidered
- Broader opportunities for transformational change

Those who were invited were drawn from an interest-holder inventory that identified key organizations for both Administration and council, prioritizing:

- Cross-sector representation
- Equity-deserving organizations
- High-impact or high-influence interest holders
- Indigenous partners, businesses, and organizations, supported by the IRO and Indigenous engagement public relations and engagement agency pipikwan pêhtâkwan
- Organizations representing underrepresented communities or sectors

Who We Heard From

62 people from 50 unique organizations participated in IDIs and discussion groups across the three categories:

- Equity-Focused Groups and Support Services (n=21)
- Community-based groups and institutions (n=13)
- Business and economy (n=16)

821 comments were recorded and coded from these conversations. The coded responses from these interviews and discussion groups reflect how many times each theme was mentioned across *all* 821 comments. They are not a representation of a percentage of participants who mentioned each theme. Throughout the report, the percentage associated with a coded comment indicates how frequently that comment was mentioned across interviews and discussion groups.

It is also important to note that in discussion groups and interviews, a single mention of a topic may have been the strongest theme from the conversation. With this in mind, **code counts and percentages are provided as reference for transparency, but they should not be interpreted as an indicator of intensity or importance**.

Related code counts are provided throughout this document, which relate to the written analysis and specific insights and recommendations provided in each section. Individual codes may appear in more than one section where a theme is relevant to multiple topic areas.

A note on Indigenous participation: Indigenous led and serving organizations participated across all three sector categories. Their insights are woven throughout this report and are occasionally highlighted as independent sections in orange where they provide a distinctive lens on budget priorities.

What We Heard

Interest holders were asked to provide input on behalf of their organization or business, and also to consider their members, customers, clients, partners, and communities. In this context, interest holders often participated as proxies, representing several perspectives to provide insights into how budget choices would affect the people they serve and share community with. Their feedback often focused on systemic impacts, economic health, and perspectives from subject matter experts and those with lived and living experience.

Feedback below is categorized into four broad areas:

1. Tax and Revenue Considerations
2. Priorities for City Investment

3. Where the City Should Invest Less
4. Efficiencies and Investment Accountability

Each theme within these areas includes both Participant Insights which provide perspectives and context, as well as Participant Recommendations, which provide specific advice for the City budget.

Tax and Revenue Preferences

Affordability and taxes

Affordability and cost pressures emerged as a frequent concern among participants (18 comments or 2.2%). Businesses reported inflationary costs affecting how they operate, and nonprofit and community organizations reported an increasing demand for services as residents face rising costs of living.

Participants also felt the City is becoming less appealing to developers and business owners due to increasing taxes and fees (9 comments or 1.1%) and regulatory barriers, and that there are more reports of businesses choosing to invest in surrounding communities or Calgary rather than within the City boundaries.

Generally, participants were resistant to tax increases; however, some nonprofit organizations mentioned that they would support increased municipal taxes to ensure that the City can provide services to those who need it most.

Participant insights:

- Rising costs of living are increasing demand for nonprofit and community services with already limited resources
- Nonprofit and community organizations experience tensions maintaining accessible services while managing growing operation costs; municipal taxation is seen as a necessary tool
- Growing taxation makes Edmonton less attractive to businesses and developers relative to surrounding communities

Participant recommendations:

- Evaluate tax policies and approaches that balance adequate municipal revenue and service levels while minimizing negative impacts on economic growth
- Explore opportunities to reduce financial barriers that hinder businesses from locating or expanding within Edmonton
- Consider strategies for improving affordability and access to essential services for low-income residents

Relevant code counts:

- Concerns with cost pressures/inflation impacts: 18 (2.2%)
- Concerns with client accessibility/affordability of services: + (1.1%)
- Taxes are too high/no more increase: 9 (1.1%)
- Subsidize services/increase accessibility: 8 (1.0%)
- Support tax/user fee increases: 5 (0.6%)
- Outside Edmonton locations cost less/attracting investment: 3 (0.4%)

Revenue sources and diversification

The need for additional and alternative ways to generate revenue was raised frequently (29 comments or 3.5%), as participants mentioned that property tax alone cannot sustain the City's growing population and inflation demands. While opinions varied regarding specific revenue mechanisms to exploit, there was general agreement that the City should continue examining opportunities to diversify its revenue base and reduce dependence on any one single funding source.

Participant insights:

- Relying primarily on property taxes is not sustainable given population growth and inflationary pressures
- The City looks at land as a liability, rather than an asset, which could be a revenue opportunity

Participant recommendations:

- Consider expanding paid parking as a revenue tool, particularly in higher-demand areas. This aligns with both fiscal and transportation demand management goals
- Evaluate modest increases in user fees and taxes where linked to visible service improvements
- Explore tiered tax and user fees structures as a way of distributing the tax burden more equitably
- Partner with the private sector to sell or turn land assets into multi-use revenue generators

Relevant code counts:

- Find additional/alternative ways to generate revenue: 29 (3.5%)
- Explore P3 options if beneficial/strategic: 13 (1.6%)
- Different tax structure/tiered system: 6 (0.7%)
- Support paid parking/should not be free: 6 (0.7%)
- Support tax/user fee increases: 5 (0.6%)
- Dislike P3/not always the best option: 4 (0.5%)

Priorities for City Investment

Funding and support for nonprofit and social service organizations

The most-cited area that participants wanted greater investment in was funding and grant support (90 comments or 11.0%)—a topic that was most frequently voiced by non-profit participants. These participants advocated for increased support specifically for social service organizations, particularly mental health supports, newcomer/settlement agencies, seniors, and family services.

Participants emphasized that community organizations are increasingly expected to fill service gaps created elsewhere in the system, often without sufficient resources, staffing, or operational stability. Several participants noted that Edmonton's nonprofits can deliver this work more economically than the City could on its own, making investment in the nonprofit sector both a social and a fiscal priority.

Participant insights:

- Community organizations are filling system-wide service gaps despite limited resources and capacity
- Investment in social services is seen as preventative, reducing long-term costs in emergency services, healthcare, and the fallout of social disorder and safety concerns across the city
- Short-term funding cycles impede effective long-term project development and implementation. Some nonprofits mentioned they would be willing to forego short-term, project-based grants in favour of four-year funding agreements that would allow them to sustain operations and plan strategically

Participant recommendations:

- Prioritize investments that position the City as an early funder on program initiatives to use as leverage for securing additional investment from other orders of government
- Consider adopting unrestricted long-term approaches to support program flexibility and sustainability
- Consider implementing dedicated funding streams for organizations serving under-represented and equity deserving communities, but do not let that preclude them from applying for other funding streams
- Focus investment on organizations that have a history of demonstrated success and accountability to improve outcomes and reduce risk

Relevant code counts:

- More support with funding/grants: 90 (11.0%)
- More support for social service organizations (general): 53 (6.5%)
- More support for underrepresented groups (general): 40 (4.9%)
- More service/program support for seniors (general): 28 (3.4%)
- More support for preventative measures (in all areas): 13 (1.6%)
- More support for health services/programs: 9 (1.1%)
- Use multi-year funding approach: 10 (1.2%)
- Subsidize services/increase accessibility: 8 (1.0%)
- More transparency about grant/funding process/accountability: 8 (1.0%)
- Invest in volunteerism: 8 (1.0%)

Business supports and economic development drivers

Support for local and economic development was raised by participants across all sectors (30 comments or 3.7%). Participants called for more support programs and services to businesses (38 comments or 4.6%), with several participants noting that Edmonton is facing increasing competition with surrounding municipalities that offer lower taxes and fees for businesses.

Participant insights:

- Local businesses are important contributors to the city's economic growth, employment, and vibrancy
- There is growing competition from neighbouring municipalities that offer more incentives
- Burdensome regulations, and disproportionate fees and taxes are hindering the City's investment outcomes across sectors
- The City needs to re-build trust with the business community with meaningful consultation and demonstrating business-friendly decisions

- Parking availability, accessibility, and construction-related disruptions influence customer activity and create significant challenges to businesses

Participant recommendations:

- Expand business support programs focused on long-term sustainability rather than one-off projects (e.g. storefront grants)
- Explore ways to mitigate construction impacts through planning, communication, and direct support during major projects
- Remove patio fees to support local restaurants and improve vibrancy
- Focus on pro-business investments, including increasing investment incentives
- Evaluate regulations, taxes, and fees that may make other municipalities more attractive than Edmonton, particularly for small businesses, the industrial sector, and mixed use/multi-family residential developments (e.g. the Other Residential property tax subclass and non-residential property taxes)
- Reduce friction related to parking by ensuring decisions about parking infrastructure consider impacts on surrounding businesses

Relevant code counts:

- More support/services for business (general): 38 (4.6%)
- Support local/economic development: 30 (3.7%)
- Construction work impacting businesses/residents: 8 (1.0%)
- More employment support (e.g., create jobs, hire locally): 5 (0.6%)
- Outside Edmonton locations cost less/attracting investment: 3 (0.4%)
- Remove patio tax/is negatively affecting businesses: 7 (0.9%)
- Parking challenges/concerns: 12 (1.5%)

Public safety and the perception of safety

In nearly every conversation, concerns related to public safety were frequently raised as priorities among participants (49 comments or 6.0%), particularly the perception of safety in downtown and on transit. Safety was often cited as directly related to a business or organization's ability to generate customers, serve their community, and ensure staff were willing to show up each day. Many participants described visible disorder, crime, and drug use as significant barriers to economic activity and community wellbeing—making it one of the most frequently raised themes overall.

While there was broad agreement that safety should be a priority, opinions varied on the best approach to safety. Many mentioned that what works in one context may not work in another, and differing views were expressed on the most effective approaches to achieving safety. Businesses and industry associations were more likely to support increased police budgets and presence, whereas nonprofits and community organizations were more inclined to reallocate much of that funding to preventative and community-oriented solutions outside of EPS.

Participant insights:

- Improving safety and the perception of safety is a business-friendly investment
- Perspectives differed regarding the balance between enforcement and social supports, but preventative measures were generally favoured above interventions

- Some nonprofits mentioned that community relationships with EPS were improving, and that programs like Homelessness Engagement Liaison Program (HELP) and Police and Crisis Team (PACT) were important to maintain
- Many nonprofit and housing organizations emphasized that visible disorder cannot be separated from the broader systemic issues they tackle, including housing instability, mental health challenges, addiction, and poverty
- Indigenous serving organizations noted safety interventions must be designed with Indigenous peoples, not simply for them
- Several Indigenous organizations emphasized that investing in culturally appropriate outreach and human-centred approaches yield better outcomes than enforcement

Participant recommendations:

- Maintain public safety as a priority through approaches that are adaptable to the needs and context of different communities
- Consider safety approaches that integrate visible police presence and enforcement with outreach, prevention, and social support services
- Expand accountability mechanisms within EPS while communicating these processes to the public through community-building to foster trust and relationships between residents, organizations, and EPS
- Invest in culturally-appropriate preventions and interventions for the best results

Relevant code counts:

- Public safety related concerns/reduce crime and drugs/make the City a safer place: 49 (6.0%)
- More support for preventative measures (in all areas): 13 (1.6%)
- Police needs to be more accountable/community building: 4 (0.5%)
- Support Edmonton Police Service: 2 (0.2%)
- Increase focus/spending on Edmonton Police Services: 2 (0.2%)
- Reduce/keep same funding to Edmonton Police Services: 9 (1.1%)
- Explore alternatives to police services: 2 (0.2%)

Restore downtown as revenue generator

Participants described downtown Edmonton as both an economic engine and a symbolic representation of the city's overall health and identity. Support for downtown revitalization was mentioned as a priority across business, housing, tourism, and nonprofit sectors (60 comments or 7.3%), though predominantly from businesses.

Many participants expressed concern that visible disorder, vacant commercial spaces, deteriorating infrastructure, and safety and cleanliness issues are eroding public confidence in downtown—limiting the level of day-to-day activity necessary to portray Edmonton as a thriving, vibrant city. Business organizations, tourism groups, and economic development groups frequently discussed the importance of restoring downtown as a destination for investment, residential growth, tourism, events, and cultural activity.

Participant insights:

- A vibrant downtown is necessary for building the City's place brand and economic activity

- Vacant commercial spaces, deteriorating infrastructure, cleanliness and litter were cited as contributors to the perception of disorder downtown and the perception that downtown is less active and welcoming than it could be
- Parking barriers (specifically the removal of physical payment systems) and the patio tax were mentioned as specific barriers to downtown activity

Participant recommendations:

- Invest in coordinated public safety, beautification, economic incentives, and programming to restore vibrancy, rather than siloed approaches
- Increase investments in litter management and maintenance initiatives to improve perceptions of downtown
- Evaluate the impact of patio tax policies and the removal of physical payment systems on local downtown businesses and their customer base
- Consider investing in initiatives that position downtown as destination for culture tourism while enhancing business and residential growth
- Incorporate Indigenous teachings, histories, businesses, and art into downtown revitalization efforts. This could include retrofitting existing spaces to feature Indigenous art and cultural programming, and ensuring that Indigenous businesses have a visible presence in redeveloped public spaces.

Relevant code counts:

- More support for downtown (ex. revitalization, economic initiatives, safety, etc.): 60 (7.3%)
- Public safety related concerns/reduce crime and drugs: 49 (6.0%)
- Remove patio tax/is negatively affecting businesses: 7 (0.9%)
- Parking challenges/concerns: 12 (1.5%)
- More focus on garbage cleanup/litter: 4 (0.5%)
- More City beautification related projects and services: 4 (0.5%)
- More road safety/safe mobility initiatives: 4 (0.5%)

Arts and culture as an economic driver

Participants called for more support for the arts and culture industry (51comments or 6.2%). Businesses, nonprofits, and community organizations all expressed that economic prosperity is inherently dependent on the vibrancy driven by arts and culture sectors—agreeing that arts and culture contribute significantly to Edmonton's identity, tourism, and economic development but often face chronic underfunding.

Participant insights:

- Arts and culture are essential contributors to city vibrancy and identity, which is a good reflector of overall economic prosperity
- Equity in arts investment was an important sub-theme—specifically for Indigenous, racialized and emerging artists
- The arts and culture sector remains chronically underfunded considering its economic and social value
- Indigenous arts and culture are a significant opportunity when it comes to tourism investment–international markets often come to Western Canada to experience Indigenous culture

Participant recommendations:

- The City should develop a sustained arts investment framework rather than relying on one-time or ad hoc grants
- Implement tourism initiatives as a tool to generate returns on arts and culture investment
- Invest in programs and supports that strengthen volunteerism, recognizing the role volunteers play in sustaining arts, culture, and programming that support vibrancy
- Edmonton should position itself as a leading destination for this segment of cultural tourism by supporting Indigenous arts and cultural programming to generate revenue while advancing the City's reconciliation commitments.

Relevant code counts:

- More support for the arts and culture industry (general): 51 (6.2%)
- More support for downtown (ex. revitalization, economic initiatives, safety, etc.): 60 (7.3%)
- More support for tourism industry (general): 15 (1.8%)
- Support local/economic development: 30 (3.7%)
- Invest in volunteerism: 8 (1.0%)

Affordable housing infrastructure and supports

Throughout the engagement process, affordable housing emerged as one of the most urgent themes (34 comments or 4.1%), driven mostly by the nonprofit sector. Lack of affordable housing was emphasized as interconnected, as participants consistently framed housing not only as a shelter issue, but as foundational social infrastructure tied to health outcomes, community stability, economic participation, public safety, and social wellbeing.

Affordable housing organizations described increasing operational pressures associated with inflation, waste management costs, and decaying infrastructure. Participants called for prioritizing the maintenance and renewal of aging infrastructure (37 comments or 4.5%), as there was the perception that existing investments favour new development while insufficient attention is given to the proactive maintenance of the existing affordable housing inventory. However, some participants held firm that the City should not invest in areas that are outside of its mandate.

Participant insights:

- Affordable housing is a foundational social infrastructure at the core of a healthy community
- Preference towards maintaining and renewing infrastructure as opposed to new development and expansion
- Mixed opinions on the City's involvement in housing matters that are outside of its mandate
- Some current policies and processes (such as waste management) are inefficient and add extra burden and costs to housing providers
- Indigenous people are disproportionately affected by the housing crisis and face additional barriers rooted in colonial systems and policies

Participant recommendations:

- Leverage the City's role in land use planning and partnerships with housing developers to increase affordable supply
- Strengthen coordination between governments and community organizations, more strategic use of municipal assets and land, and improve integration between housing and social supports
- Review and reform waste management structures for housing sites - several participants noted that these fees add unnecessary costs and burdens to housing operators, who often must pay for private waste management.
- Implement more responsible infill development as a strategy for densification and to improve housing affordability while assessing impacts to existing neighbourhoods and long-time residents
- Increase investment in proactive maintenance and renewal to reduce long-term costs of renewing housing assets from drastically decayed states and ensure existing housing stock remains usable.
- Invest in culturally appropriate, long-term funding models and flexibility to address the complexity of Indigenous housing needs.

Relevant code counts:

- More affordable housing/housing support/development: 34 (4.1%)
- Better infrastructure development/renewal/maintenance: 37 (4.5%)
- Review garbage/waste fees/services for housing sites: 7 (0.9%)
- Support infill development: 4 (0.5%)
- Current infrastructure unable to service/meet demand: 7 (0.9%)
- More support for social service organizations (general): 53 (6.5%)

Prioritize maintenance, renewal, and completion of existing projects

Maintaining, renewing, and optimizing existing infrastructure was a widely shared priority (37 comments or 4.5%)—this preference was almost unanimously agreed on over pursuing significant expansion and new capital development. Participants across sectors emphasized that deferred maintenance often creates larger financial and operational liabilities in the future. This perspective emerged in discussions related to housing, rec centres, pathways and bike lanes, road maintenance, transit infrastructure, and parks and greens paces.

Participant insights:

- Incomplete projects can reduce the value of previous investments and limit the intended benefits of infrastructure initiatives
- Housing providers view proactive maintenance as the best practice for preventing future loss of affordable units and minimizing long-term renewal costs
- Support for ongoing maintenance and improvement of pathways, parks, green spaces, and environmental infrastructure and programs

Participant recommendations:

- Increase investment in improving road infrastructure, particularly in areas supporting business activity and industrial operations
- Invest in the renewal and modernization of aging recreation facilities, affordable housing assets, and public infrastructure before more significant deterioration occurs

- Complete the final portion of the River Valley trail; withdrawing from the project now would negate years of progress, risk environmental damage to the undeveloped sections, and undermine Edmonton's relationship with the regional partners involved.
- Implement expansions and improvements to transit options, particularly as it relates to a social priority that connects people to employment, services, and social communities.

Relevant code counts:

- Better infrastructure development/renewal/maintenance: 37 (4.5%)
- Need to finish projects: 16 (2.0%)
- Improve road infrastructure/planning/maintenance: 12 (1.5%)
- Increase/expand/improve public transit and LRT services: 11 (1.3%)
- Need more/support environmental related programs/initiatives/projects: 38 (4.6%)
- More sidewalk/pathway improvements/maintenance: 5 (0.6%)
- More park/green space maintenance (general): 5 (0.6%)
- Current infrastructure unable to service/meet demand: 7 (0.9%)
- Increase/expand recreation facilities/programs: 2 (0.2%)

Specific consideration for underrepresented and equity-deserving groups

Participants mentioned targeted investment in underrepresented and equity-deserving communities should be a priority (40 comments or 4.9%), as well as an increase in services and program support for seniors specifically (28 comments or 3.4%). The nonprofit sector emphasized that the unique barriers faced by different populations should be accounted for and equitable outcomes require investments tailored to the needs of specific communities rather than a one-size-fits-all approach. Budget decisions should be assessed through an equity lens, examining who benefits, who is included, and who may not feel comfortable enough to participate.

Participant insights:

- Outreach work was seen as one of the highest-return areas for City's investment in nonprofits serving marginalized communities
- Equity-deserving communities are not always considered when building City infrastructure (e.g. gender neutral change rooms, physical accessibility)
- Seniors faced distinct challenges related to accessibility, affordability, health, mobility, and social connection

Participant recommendations:

- Develop dedicated funding streams for equity-deserving organizations while ensuring these streams do not prevent organizations from accessing general funding
- Assess gaps in senior-focused services and develop a coordinated seniors investment strategy as part of the four-year budget.
- Invest in training opportunities for Council, leadership, and frontline staff to strengthen relationships and engagement with diverse communities
- Ensure budget decisions are reviewed through an equity lens

Relevant code counts:

- More support for underrepresented groups (general): 40 (4.9%)
- More service/program support for seniors (general): 28 (3.4%)
- Subsidize services/increase accessibility: 8 (1.0%)
- More support for health services/programs: 9 (1.1%)
- Allow voices of those that need to be heard (not the loudest, non-residents, etc.): 7 (0.9%)
- More focus on overall wellbeing of the community: 11 (1.3%)

Economic reconciliation requires intentional investment

Participants mentioned that economic reconciliation requires intentional investment, as well as culturally appropriate and flexible approaches to measuring Indigenous economic activity, which related to comments calling for more support for underrepresented groups (40 comments or 4.9%). Indigenous businesses and organizations may be hesitant to participate in government-led engagement processes, which can result in what was described as "invisible metrics" – gaps in the City's understanding of Indigenous economic participation and outcomes. This can lead to budget decisions being made based on an incomplete picture.

Participant insights:

- Indigenous organizations are not only service recipients, but economic contributors
- Supports for Indigenous people are still inadequate due to colonial processes and expectations for granting and reporting
- Stable investment in Indigenous economic participation helps build the taxpayer base and increase active contributions to Edmonton's economy
- Indigenous organizations and businesses may be underrepresented in traditional engagement processes, which creates gaps in the City's understandings of Indigenous economic contributions, needs, and outcomes

Participant recommendations:

- Provide multi-year funding and long-term investment commitments to support organizational stability and lasting impact
- Invest in identifying, understanding, and amplifying successful Indigenous economic development initiatives

Relevant code counts:

- More support for underrepresented groups (general): 40 (4.9%)
- Supporting partnerships with other agencies/departments/levels of government: 56 (6.8%)
- More long-term planning/investment/forward thinking/strategic: 155 (18.9%)
- Use multi-year funding approach: 10 (1.2%)
- Support local/economic development: 30 (3.7%)
- More public engagement opportunities/consultations: 25 (3.0%)
- Allow voices of those that need to be heard: 7 (0.9%)
- Need experts/more knowledgeable people involved: 9 (1.1%)

Tolerance for Reduced Spending

When asked where the City should invest less, participants rarely called for outright service cuts. Rather, comments concerning reduced investment were often framed as trade-offs, redirecting resources toward higher priority or more effective initiatives rather than eliminating services. Where specific ideas emerged, participants often described them as short-term de-prioritizations, rather than permanent reductions, and often provided disclaimers that they feel the service is valuable, but less urgent for this specific budget cycle.

EPS funding as a nuanced discussion

Discussions regarding the Edmonton Police Service (EPS) budget showed participants' views on the ideal balance between a law enforcement-oriented approach to public safety and alternative response models. Participants generally agreed that public safety remains an important municipal priority, but opinions differed on whether future funding should increase or continue to be directed toward traditional policing (2 comments or 0.2%), be reduced or kept the same (9 comments or 1.1%), or re-allocate a bigger proportion of that funding to community-based responses (2 comments or 0.2%).

Participant insights:

- Trust and accountability are critical components of effective policing
- An equity and prevention lens is necessary to public safety that ensures community well-being objectives

Participant recommendations:

- Assess the effectiveness of different public safety investments using measurable outcomes and community feedback to ensure an evidence-based approach
- Continue investing in initiatives that build trust and positive relationships between police and communities

Relevant code counts:

- Reduce/keep same funding to Edmonton Police Services: 9 (1.1%)
- Explore alternatives to police services: 2 (0.2%)
- Police needs to be more accountable/community building: 4 (0.5%)
- Increase focus/spending on Edmonton Police Services: 2 (0.2%)

Scope creep and services outside the City's mandate

A sizable share of participants emphasized the importance of maintaining focus on the City's core mandate and essential services (45 comments or 5.5%), rather than taking on services better accomplished by the private / nonprofit sector or underfunded by other orders of government. This was felt most strongly across economic development organizations and industry associations, where there is a concern that the City over-extends itself at the expense of essential services.

The importance of ensuring that municipal resources are directed towards areas where the City can have the greatest impact and where it has a clear mandate was echoed by many to maintain long-term financial sustainability.

Participant insights:

- Participants noted that the City is increasingly being expected to respond to challenges that extend beyond municipal responsibilities
- Many social and economic challenges affecting Edmonton fall under the jurisdiction of provincial and federal governments, even when municipalities experience the impacts most directly
- Taking on work that falls under the mandate of other orders of government sets a precedent that makes it difficult for the City to come back from later
- There is the concern that taking on responsibilities better suited to other sectors or government can divert resources away from core municipal services

Participant recommendations

- Evaluate new initiatives and service expansions against the City's mandate, capacity, and long-term sustainability
- Evaluate current lines of business where private / nonprofit organizations could be more efficient in delivering those services (e.g. running rec centres, attractions, housing)
- Strengthen the City's relationship with the Government of Alberta and secure support from the provincial and federal governments
- Prioritize investment in core municipal services and responsibilities when making budget choices
- Strengthen advocacy efforts to foster better partnerships with the private sector

Relevant code counts:

- The City should not be providing all services/be a governing body/within mandate/focus on core services: 45 (5.5%)
- Need to advocate for the city more (general): 11 (1.3%)
- Need more support from provincial and/or federal government: 18 (2.2%)
- Supporting partnerships with other agencies/departments/levels of government: 56 (6.8%)
- Explore P3 option if beneficial/strategic: 13 (1.6%)

Day shelters

Although not recorded in coded answers, day shelters were mentioned in the discussions as a band-aid solution and an area that the City could spend less on to prioritize other initiatives to address homelessness. Participants generally viewed houselessness as a complex issue that requires longer-term systemic solutions.

Participant insights:

- Housing instability is linked to broader social outcomes including health, safety, and community wellbeing
- Participants emphasized the importance of investing in solutions that create lasting impact rather than managing symptoms alone

Participant recommendations:

- Prioritize long-term housing investments that address the root causes of homelessness and housing insecurity
- Shift resources toward preventative approaches that reduce reliance on emergency and crisis-response services

Relevant code counts:

- More long term planning/investment/forward thinking/strategic (general): 155 (18.9%)
- More intentional investment/better value/return: 40 (4.9%)
- More affordable housing/housing support/development: 34 (4.1%)
- More focus on overall wellbeing of the community: 11 (1.3%)

Cycling infrastructure

Although a very low number of comments mentioned reducing cycling infrastructure, it was brought up by participants in multiple sectors as a "nice to haves" rather than something the city should be prioritizing with its current limited budget. Those who raised this issue generally viewed cycling infrastructure as less essential than other municipal priorities such as public safety, affordable housing, road maintenance, and social services. Those who supported bike infrastructure often cited maintenance and completing existing bike networks, rather than expanding.

Participant insights:

- The development and expansion of bike lanes was viewed by participants as "nice to haves" rather than a priority
- interest holders who echoed this agreed that the City's current infrastructure could not realistically support an elaborate bike lane network throughout the whole city without diverting resources from more pressing strategic objectives

Participant recommendations:

- Reassess the level of investment towards cycling infrastructure and prioritize other municipal initiatives tied to community wellbeing, service delivery, and economic growth

Relevant code counts:

- Reduce focus/spending on cycling lanes/infrastructure development: 5 (0.6%)

Efficiencies and Investment Accountability

Across the discussion groups and interviews, participants often provided specific insights into where they felt the City could improve their processes to provide greater efficiencies, improve investment outcomes, and increase accountability around the budget to the Edmontonians.

Longer-term, strategic investments over pilots and one-time initiatives

Participants repeatedly referenced the importance of long-term, strategic focus rather than fragmented investment (155 comments or 18.9%). Across sectors, participants voiced the need for a more intentional approach to investment (40 comments or 4.9%) while being concerned that municipal resources are sometimes spread too thinly across too many pilot projects and short-term priorities without sufficient focus on long-term impact and operational sustainability.

Interest holders described concerns that investment decisions are often reactive rather than proactive, and that the City would benefit from a coherent, multi-year vision for some key service

areas (10 comments or 1.2%). They also noted long-term investment could create stronger long-term outcomes and better data for the City (25 comments 3.0%), both in terms of their own planning and the work that the City funds through grants.

Nonprofit organizations across nearly every sector emphasized the challenges associated with short-term and unpredictable funding models. Participants repeatedly noted that one-year funding cycles limit strategic planning, contribute to staff burnout, create operational instability, and reduce organizational capacity to respond effectively to growing community needs.

Participant insights:

- Short-term investments limit the City's ability to achieve meaningful and lasting outcomes
- Long-term planning and investment is particularly effective in areas experiencing growing demand and complexity
- Long-term investment would result in stronger data and reporting, which would allow the City to make more strategic decisions about what to fund in the future
- Some nonprofit participants mentioned they would be willing to forego short-term, project-based grants in favour of four-year funding that would allow them to support operations

Participant recommendations:

- Align capital investment decisions with population growth projections
- Develop a 10–15-year strategic investment roadmap that is anchored to the 4-year budget
- Ensure funding models support sustainability rather than short-term stabilization
- Reduce reliance on pilot projects and invest in projects with proven success

Relevant code counts:

- More long-term planning/investment/forward thinking/strategic (general): 155 (18.9%)
- More intentional investment/better value/return: 40 (4.9%)
- Use multi-year funding approach: 10 (1.2%)
- Need to finish projects: 16 (2.0%)
- Be more data driven/use historical data/conduct studies/assessments: 25 (3.0%)
- City needs to be more efficient (general): 27 (3.3%)

Greater fiscal accountability and transparency

Fiscal responsibility and accountability were identified as a priority by participants across multiple sectors (57 comments or 6.9%). Participants expressed a desire for more meaningful, transparent, and action-oriented engagement processes. Particularly, people want to see more subject-matter expert engagement in major capital projects to ensure quality—the right people need to be engaged.

Participants also reported the need for greater transparency on budget spending and planning (35 comments or 4.3%). Nonprofits suggested that residents can understand difficult financial realities when those realities are communicated honestly, transparently, and with good leadership that can inspire public confidence.

Participant insights:

- Public trust is strengthened when budget decisions and spending priorities are communicated openly and transparently

- Engagement efforts are most valuable when they build on existing knowledge and prioritize the perspectives of those most affected by the decisions being made

Participant recommendations:

- Communicate clear links between spending decisions and measurable outcomes for the City
- Publish annual or multi-year reporting on the return-on-investment of significant budget commitments or capital projects
- Ground budget decisions in more specific community needs analyses
- Where the City has already gathered input on a topic, build on what it knows rather than re-engaging from scratch each time
- Program renewals and expansions should be subject to evidence-based assessments
- Commit to ongoing, meaningful engagement rather than time-limited opportunities, particularly for Indigenous engagement

Relevant code counts:

- Improve fiscal responsibility/accountability (general): 57 (6.9%)
- Improve transparency on budget/spending/planning information: 35 (4.3%)
- More public engagement opportunities/consultations: 25 (3.0%)
- Allow voices of those that need to be heard (not the loudest, non-residents, etc.): 7 (0.9%)
- Be more data driven/use historical data/conduct studies/assessments: 25 (3.0%)
- More transparency/communication from the City (general): 15 (1.8%)
- Need to improve accountability (general): 10 (1.2%)
- City needs to be more efficient (general): 27 (3.3%)

Reduce silos, internal duplication and build partnerships

Participants frequently discussed the need for more efficient coordination within the City itself as well as better partnerships with community organizations and the provincial government (56 comments or 6.8%). Siloing within the City creates barriers for organizations whose needs cross multiple City departments, and organizations are often not supported if their project or concern does not fit neatly within one specific department's mandate. A recurring theme was for the City to use its resources to enable connections and empower community partners to reduce administrative burden and City staff resources.

Participant insights:

- Community organizations are often well-positioned to deliver services and outcomes when supported through effective partnerships
- Many community challenges required coordinated responses across governments, sectors, and organizations rather than isolated interventions

Participant recommendations:

- Develop formal multi-year partnership agreements with key non-profit and community partners to reduce the need for annual funding applications
- Invest in cross-department coordination to improve system navigation
- Strengthen intergovernmental advocacy to ensure services outside of the City's mandate are funded by the appropriate order of government, rather than absorbing those costs

- Carefully explore public-private partnerships where they provide clear strategic value while assessing changes in accountability systems, control, and long-term costs
- Explore P3 opportunities with a strategic, evidence-based lens to leverage investment, accelerate development, and expand service capacity
- Encourage and facilitate connections across sectors where there are natural opportunities for shared resources and mutual learning (e.g. organizations serving Indigenous and newcomer communities)

Relevant code counts:

- Supporting partnerships with other agencies/departments/levels of government: 56 (6.8%)
- Need more support from provincial and/or federal government: 18 (2.2%)
- The City should not be providing all services/be a governing body/within mandate: 45 (5.5%)
- Need to advocate for the city more (general): 11 (1.3%)
- Explore P3 options if beneficial/strategic: 13 (1.6%)
- Dislike P3/not always the best option: 4 (0.5%)
- Minimize service/program overlap/duplication: 14 (1.7%)
- City needs to be more efficient (general): 27 (3.3%)

Keep showing up

A level of satisfaction with the City's work was expressed throughout the interviews and discussion groups (38 comments or 4.6%). Several organizations mentioned that one thing the City is doing particularly well is their increased presence and relationship building with equity-seeking communities across the City. This is a low-cost but meaningful way for the City to support organizations, particularly when the Mayor, Council, or members of Senior Leadership dedicate time to these relationships.

Organizations mentioned how this increase in presence has helped boost confidence and trust in the City among under-represented communities and has strengthened their own advocacy and fundraising initiatives, enabling them to be more self-sufficient.

While participants mentioned that relationship investment is not a substitute for financial investment, it significantly amplifies its effectiveness.

Participant insights:

- Direct involvement from the Mayor, Council, and senior leadership can strengthen trust, credibility, and confidence in municipal institutions
- Relationship-building is a valuable complement to financial investment and can increase the effectiveness of other forms of support

Participant recommendations

- Expand budget engagement approaches that prioritize listening, trust-building, and ongoing dialogue rather that one-time consultations

Relevant code counts:

- Satisfied with the City's support/seeing good outcomes/changes: 38 (4.6%)
- More support for underrepresented groups (general): 40 (4.9%)

- Supporting partnerships with other agencies/departments/levels of government: 56 (6.8%)
- More long-term planning/investment/forward thinking/strategic: 155 (18.9%)
- Support local/economic development: 30 (3.7%)
- More public engagement opportunities/consultations: 25 (3.0%)
- Allow voices of those that need to be heard: 7 (0.9%)
- More support for the arts and culture industry (general): 51 (6.2%)
- Need experts/more knowledgeable people involved: 9 (1.1%)

Additional Information: All Codes (1% or greater)

Theme	Percentage (base n=821)
More long term planning/investment/forward thinking/strategic(general)	18.9%
More support with funding/grants	11.0%
More support for downtown (ex. revitalization, economic initiatives, safety, etc.)	7.3%
Improve fiscal responsibility/accountability (general)	6.9%
Supporting partnerships with other agencies/departments/levels of government	6.8%
More support for social service organizations (general)	6.5%
More support for the arts and culture industry(general)	6.2%
Public safety related concerns/reduce crime & drugs/make the City a safer place	6.0%
The City should not be providing all services/be a governing body/within mandate/focus on core services	5.5%
More support for underrepresented groups (general)	4.9%
More intentional investment/better value/return	4.9%
More support/services for business(general)	4.6%
Need more/support environmental related programs/initiatives/projects	4.6%
Satisfied with the City's support/seeing good outcomes/changes	4.6%
Better infrastructure development/renewal/maintenance	4.5%
Improve transparency on budget/spending/planning related information (general)	4.3%
More affordable housing/housing support/development	4.1%
Support local/economic development	3.7%
Find additional/alternative ways to generate revenue	3.5%
More service/program support for seniors (general)	3.4%
City needs to be more efficient (general)	3.3%
More public engagement opportunities/consultations	3.0%
Be more data driven/use historical data/conduct studies/assessments for service needs/planning	3.0%

Concerns with cost pressures/inflation impacts	2.2%
Need more support from provincial and/or federal government	2.2%
Need to finish projects	1.9%
More transparency/communication from the City(general)	1.8%
More support for tourism industry (general)	1.8%
Minimize service/program overlap/duplication	1.7%
Explore P3 options if beneficial/strategic	1.6%
More support for preventative measures (in all areas)	1.6%
Parking challenges/concerns	1.5%
Improve road infrastructure/planning/maintenance	1.5%
Increase/expand/improve public transit and LRT services/alternatives to driving	1.3%
Need to advocate for the city more (general)	1.3%
More focus on overall wellbeing of the community	1.3%
Use multi-year funding approach	1.2%
Need to improve accountability (general)	1.2%
Reduce/keep it same funding to Edmonton Police Services	1.1%
Concerns with client accessibility/affordability of services	1.1%
Taxes are too high/no more increase	1.1%
More support for health services/programs	1.1%
Need experts/more knowledgeable people involved	1.1%

Appendix F

In Person Feedback - Ward Sessions and Pop Ups Coded Open-Ended Responses

Appendix F: In Person Feedback - Ward Sessions and Pop Ups Coded Open-Ended Responses

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Executive Summary

In person engagements brought the budget conversation into Edmontonian's public spaces and communities. It was designed to generate conversations among Edmontonians about what they wanted to see in the four-year budget—a forum for listening to other perspectives and sharpening their own. These sessions also gave them an opportunity to talk with their Mayor and Councillor, participating in one-on-one and group discussions about the issues that mattered to them the most.

The focus of this feedback was on questions that allowed them to transmit their priorities and perspectives through the lens of their lived experience.

The ward sessions and the pop-ups were an open opportunity to describe:

- How participants felt about what it's like to live in Edmonton today
- What they wanted the city to invest more and invest less in for the foreseeable future
- What they expect their City would be like if we pursued different taxation strategies
- And, if they could only make one change to the budget, what it would be

At all in-person sessions and pop-ups, participants made their perspectives clear by writing down their thoughts and posting them in full view of the Edmontonians, city officials and elected officials present.

This summary aggregates and accounts for all those thoughts in descending order of volume, organized by each question. While we have provided a short summary preceding each question, this input is designed to speak for itself to allow those that participated to see how their thoughts fit in a city-wide context, and to reflect the for-all-to-see nature of the sessions.

The in-person engagement activities for the 2027-2030 Budget engagement gathered input from 1,242 participants through 12 ward sessions and 11 pop-up activations held across Edmonton from April 8 to May 14, 2026. These activities were designed to support accessible, in-person participation, and gather feedback from residents across communities and locations. The ward sessions provided opportunities for residents to share ward-specific and city-wide perspectives on budget priorities and tradeoffs, while pop-up activations focused particularly on engaging equity-deserving and underrepresented communities through in-person pop-up at high-traffic and community-based spaces.

Both the activities used a combination of methods to gather resident feedback through facilitated conversations, sticky note activities, engagement boards, paper surveys, postcards takeaways with QR code linking to the online engagement opportunities and one-on-one interactions to gather feedback. Participants were invited to respond to a series of open-ended questions about living in Edmonton, investment priorities, taxation and affordability, budget trade-offs and the one major change they would like to see in the City budget. All in-person sessions were facilitated by the Budget engagement team to support consistency in engagement activities and documentation of public-input.

Participation support and accessibility measures were incorporated where possible to reduce barriers to engagement, including plain-language materials, translated surveys, interpretation support, accessible locations, and family-friendly participation activities. All written and documented input was compiled and reviewed using thematic analysis. Responses were coded and grouped into recurring themes to identify common priorities, concerns, and perceptions shared across sessions. The results summarized in this appendix reflect the frequency and prominence of ideas raised by participants and are intended to provide qualitative insight into participant perspectives.

GBA+ Considerations and Limitations

A GBA+ lens informed the aspects of the engagement approach, including the selection of accessible community locations, participation supports, and engagement opportunities intended to reach equity-deserving and underrepresented groups. Despite these efforts, barriers such as time, language, transportation, caregiving responsibilities, accessibility needs, or awareness of engagement opportunities may still have limited participation for some residents. As participation in these engagement activities was voluntary, the feedback reflects the perspectives of those who participated and is not representative of all Edmonton residents.

What We Heard

Participants shared a wide range of perspectives across the questions put forth in these engagement activities. The following section summarizes the most frequently raised themes for each question across Ward sessions and Pop-Up activations.

Note: Reporting for in-person sessions covers two categories: Top Themes (highest-frequency comments per question, those above 4%) and Other Themes (comments recurring at more than 1% but below the Top Themes threshold). Comments that occurred below 1%, uncategorizable responses, off-topic submissions, illegible entries, and abusive comments were excluded.

Q1: What do you want the City budget team to know about what it's like to live in Edmonton?

When asked what they wanted, the City budget team to know about what it's like to live in Edmonton. Responses reflected a mix of positive experiences and ongoing concerns, including

appreciation for living in Edmonton's and the city's park and river valley, concerns related to infill development and taxation, the importance of road maintenance, the need for fiscal responsibility and balanced budgeting, and need for listening to resident's feedback.

Table 1: What do you want the City budget team to know about what it's like to live in Edmonton?

Top themes	Percentages (n=330)
I love living in Edmonton/City is a nice/good/great place to live (general)	14%
Access to River Valley/walking and biking trails/parks/green spaces (general)	8%
Infill housing development related concerns/need to reduce focus and spending on infill housing development (general)	6%
Tax increase related concerns/Taxes are too high/need to lower taxes (general)	6%
Need to increase focus and spending on road maintenance, repairs and upgrades/improving road maintenance services	5%
Need to improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	5%
Need to listen to feedback/suggestions/concerns from residents (general	5%

Other themes (under 5%, above 1%)	Percentages (n=330)
Need to increase focus on providing core/essential City services/maintaining core services/service levels (general)	4%
Public and personal safety related concerns/City is an unsafe place to live/need to improve downtown safety and security (general)	4%
City construction project related concerns (ex. Project completion delays, causing traffic issues/delays, projects are poorly planned/managed, overspending on projects, etc)	3%
Need to increase focus and spending on public transit and LRT services/public transit and LRT related infrastructure/service expansions	3%
Is an affordable place to live (general)	3%
Need to improve City cleanliness/more focus and spending towards litter removal and control/local litter pick-up programs (general)	3%
Availability of arts and culture related facilities, programs and services	3%
City is/has become a bad/poor/undesirable place to live (general)	3%

Poor City planning and development/a poorly planned City/need to improve City planning (general)	2%
City is poorly managed/need to improve City Council and Mayor/need better City leadership (general)	2%
Property taxes are too high/need to reduce/lower property taxes (general)	2%
City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	2%
Lack of/poor City services/facilities/amenities (general)	2%
High/increasing cost of living related concerns/City is an unaffordable place to live (general)	2%
Public transit safety related concerns/need to increase focus and spending on improving public transit safety and security (general)	2%
Residents are nice/kind/friendly (general)	2%
Increase focus and spending on City walkability/development of more pedestrian-friendly infrastructure/active transportation network infrastructure development and expansion	2%
City is beautiful/visually appealing/good City beautification projects and initiatives	2%
Great variety of community and public events/festivals/activities (general)	2%
Availability of recreation and sports related facilities, programs and services	2%
Need to increase focus and spending on social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	2%
Need to reduce focus and spending on cycling lanes/infrastructure development (general)	2%
Need to increase focus and spending on recreational facilities/services/programs/development of additional recreational facilities	2%

Q2: Investment Priorities

Participants were asked what areas they believed the City should invest less in and what areas the City should augment investment in. The responses highlighted below touch on perspectives regarding service delivery, infrastructure and municipal spending priorities. These provide insight into the areas residents view as most important for the future of the city.

What participants want the City to invest less in

Participants who shared their thoughts on what they wanted the City to invest less in frequently identified cycling-related infrastructure, such as bike lanes and cycling networks, as priorities for reduced spending. Other commonly referenced themes included reductions in law enforcement services, road infrastructure, urban sprawl and growth-related development, public transit services, and infill development.

Table 2: What do you want the City to invest less in?

Top themes	Percentages (n=406)
Cycling related infrastructure/lanes/networks	17%
Edmonton Police Services (EPS)	14%
Road infrastructure (general)	8%
Urban sprawl/development	7%
Public transit/LRT services	6%
Infills	5%

Other themes (under 5%, above 1%)	Percentages (n=406)
City administration/departments (e.g. staff, spending)	4%
More responsible budget spending/fiscally responsible (general)	3%
Advocate for Edmonton/more support from provincial government	3%
Non-essential services/programs	3%
Neighbourhood development/renewal	3%
Recreational facilities, services and programs	2%
Climate change related services and initiatives	2%
Traffic safety/calming measures	2%
Downtown revitalization related projects and initiatives (general)	2%
Art initiatives (public pieces, programs, festivals, etc.)	2%
Improve efficiency (general)	2%
Oilers Entertainment Group/Katz Group/Oilers/Ice District/Rogers Place	2%
Privatization/P3	2%
Pet projects (general)	2%
Car-centric infrastructure	2%
More - Social support programs/services	2%
Consultants/contractors (unspecified)	2%

What participants want the City to invest more in

Feedback about what the City should prioritize mainly revolved around public transit and LRT services, snow and ice removal services, public safety, green space development and maintenance, essential services and programs, cycling infrastructure—a contended topic among some, and recreational facilities and programs. Infrastructure and road development as well as maintenance were also commonly identified as priorities for increased investment.

Table 3: What do you want the City to invest more in?

Top themes	Percentages (n=568)
Public transit/LRT services	13%
Snow and ice removal services	10%
Road maintenance/repairs	7%
Parks/green space development/maintenance	7%
Cycling related infrastructure/lanes/networks	7%
Recreational facilities, services and programs	6%
Road infrastructure (general)	6%
Safety (general)	6%
Essential/core services/programs	5%
Infrastructure development/maintenance	5%

Other themes (under 5%, above 1%)	Percentages (n=568)
Edmonton Police Services (EPS)	4%
Art initiatives (public pieces, programs, festivals, etc.)	4%
Pedestrian-friendly infrastructure development/planning	4%
Homelessness support services/programs	4%
Community building/initiative driven	4%
Improving public transit safety (general)	3%
Downtown revitalization related projects and initiatives (general)	3%
Neighbourhood development/renewal	3%
Social support programs/services	3%
Culture and heritage related facilities/programs/events/services	3%
Affordable housing development/programs/services	3%
Fire Rescue Services	3%
Bylaw enforcement services	3%
Environmental/wildlife conservation and protection related services	3%
Be more strategic/forward thinking/vision	3%
Supportive housing	2%
Sustainable infrastructure/development	2%

City cleanliness related projects and services/litter removal services	2%
Library services	2%
More responsible budget spending/fiscally responsible (general)	2%
Infills	2%
Climate change related services and initiatives	2%
Traffic safety/calming measures	2%
Active transportation infrastructure (general)	2%

Q3: Tax and Service Trade-Offs

In the ward sessions, the participants were also asked how different approaches to taxation would affect their day-to-day lives, wherein they reviewed the five potential taxation and service scenarios and were invited to reflect on the impacts of each approach. They also had an opportunity to indicate their preferred approach through a token-based voting activity. The following summarizes the most frequently raised themes for each approach.

Table 4: What is your preferred tax strategy? (choosing only one using provided token)

	Highest Tax; Highest Outcomes	Higher Taxes; Better Outcomes	Maintain the Status Quo	Same Taxes; Drop in Services	Reduce Taxes; Reduce Services
TOTAL (n=290)	**51**	**95**	**92**	**30**	**22**
	17.6%	**32.8%**	**31.7%**	**10.3%**	**7.6%**

Highest Taxes; Highest Outcomes

Participants discussing the "Highest Taxes; Highest Outcomes" approach frequently identified improved infrastructure, public transit, and road maintenance along with enhanced City services, and higher quality of life as potential outcomes of this approach. Common themes also included concerns related to the importance of fiscal responsibility, balanced budgeting, and taxation levels.

Table 5: How would this approach to municipal taxes affect your day to day life? Highest Taxes; Highest Outcomes

Top themes	Percentages (n=122)
Improved/more efficient City infrastructure/infrastructure maintenance/upgrades/renewal (general)	12%
Improved/more efficient City services/facilities/programs/amenities/service levels (general)	11%
Need to improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	9%
Higher quality of life (general)	8%

Improved/more efficient public transit and LRT services/public transit related infrastructure and service expansions	7%
Tax increase related concerns/taxes are too high/need to lower taxes (general)	7%
Improved/increased/more efficient road maintenance, repairs and upgrades	6%

Other themes (under 5%, above 1%)	Percentages (n=122)
Improved/development of additional City parks/green spaces/walking trails/outdoor playground areas	4%
Improved/more efficient/increased snow and ice removal services	4%
Increased focus on providing core/essential City services/maintaining core services/service levels (general)	4%
Improved/more efficient Fire and Rescue Services/development of more fire station facilities and infrastructure	4%
Improved public safety and security/City is a safer place to live (general)	3%
Improved/more efficient social support related services and programs (general)	3%
Improved/development of more recreation and sports facilities, programs and services	3%
Property tax increase related concerns/property taxes are too high/need to lower property taxes (general)	3%
Development of more affordable housing related projects and initiatives	3%
Improved/development of more arts and culture related facilities/events/programs/services	3%
Improved/more efficient climate change related initiatives and programming (general)	2%
Improved/development of more cycling lanes and infrastructure	2%
Improved City walkability/development of more pedestrian-friendly infrastructure/active transportation network infrastructure development and expansion (general)	2%
Improved/more efficient police services/increased police patrols/presence/law enforcement	2%
Reduced police services/decreased spending towards Edmonton Police Services	2%
Depends on what "better" means/quality level	2%
Depends on how much tax change	2%

Agree with this option (general)	2%
Depends on which services are affected	2%

Higher Taxes; Better Services

For this approach, participants highlighted the potential for strengthened core service delivery, improved City services and infrastructure. Efficient social supports and public transit were also referenced as areas that could benefit from increased taxations. Concerns around taxation were also noted.

Table 6: How would this approach to municipal taxes affect your day-to-day life? Higher Taxes; Better Services

Top themes	Percentages (n=113)
Improved/more efficient City services/facilities/programs/amenities/service levels (general)	13%
Improved/more efficient City infrastructure/infrastructure maintenance/upgrades/renewal (general)	7%
Increased focus on providing core/essential City services/maintaining core services/service levels (general)	7%
Improved/more efficient social support related services and programs (general)	7%
Improved/more efficient public transit and LRT services/public transit related infrastructure and service expansions	6%
Tax increase related concerns/taxes are too high/need to lower taxes (general)	6%

Other themes (under 5%, above 1%)	Percentages (n=113)
Improved/more efficient/increased snow and ice removal services	4%
Improved public transit and LRT safety/security (general)	4%
Need to improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	4%
Improved/development of more cycling lanes and infrastructure	4%
Disagree with this option (general)	3%
Improved/more efficient Fire and Rescue Services/development of more fire station facilities and infrastructure	3%
Improved/development of more arts and culture related facilities/events/programs/services	3%

Reduced police services/decreased spending towards Edmonton Police Services	3%
Improved public safety and security/City is a safer place to live (general)	2%
Improved traffic safety related initiatives and projects/increased traffic infraction related enforcement (general)	2%
Improved/more efficient bylaw services/increased bylaw infraction enforcement	2%
Improved City walkability/development of more pedestrian-friendly infrastructure/active transportation network infrastructure development and expansion (general)	2%
Depends on what "better" means/quality level	2%
Improved/development of additional City parks/green spaces/walking trails/outdoor playground areas	2%
Improved/development of more recreation and sports facilities, programs and services	2%
Improved/development of more public library facilities, programs and services	2%
Property tax increase related concerns/property taxes are too high/need to lower property taxes (general)	2%
Development of more affordable housing related projects and initiatives	2%

Maintain the Service Status Quo: Increase municipal property taxes only to keep up with inflation and maintain services

The participants who reviewed the “Maintain the Service Status Quo” approach emphasized maintaining core City services and stability in services levels as important considerations. Where many agreed with this approach, others did raise concerns related to the taxation increase required for this potion. Improvement in road maintenance, City services alongside the need to refine fiscal responsibility and balanced budgeting were also frequently mentioned.

Table 7: How would this approach to municipal taxes affect your day to day life? Maintain the Service Status Quo

Top themes	Percentages (n=79)
Increased focus on providing core/essential City services/maintaining core services/service levels (general)	9%
Agree with this option (general)	9%
Tax increase related concerns/taxes are too high/need to lower taxes (general)	8%
Improved/increased/more efficient road maintenance, repairs and upgrades	6%

Improved/more efficient City services/facilities/programs/amenities/service levels (general)	5%
Need to improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	5%

Other themes (under 5%, above 1%)	Percentages (n=79)
Improved/more efficient public transit and LRT services/public transit related infrastructure and service expansions	4%
Improved/more efficient City infrastructure/infrastructure maintenance/upgrades/renewal (general)	4%
Improved/more efficient social support related services and programs (general)	4%
Reduced City services/service levels/facilities/programs/amenities/service levels (general)	3%
Lower/decreased quality of life (general)	3%
Improved/development of more arts and culture related facilities/events/programs/services	3%
Improved/more efficient/increased snow and ice removal services	3%
Improved/more efficient bylaw services/increased bylaw infraction enforcement	3%
Improved/more efficient City planning and development services (general)	3%
Reduced focus and spending on cycling lanes/infrastructure development (general)	3%
City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	3%
Depends on which services are affected	3%
Disagree with this option (general)	3%

Same Taxes; Drop in Services

Under this approach, participants mostly focused on the importance of financial responsibility, balanced budgeting, and reducing perceived inefficiencies or overspending. Participants also stressed the need to focus on core and essential services, while raising concerns about the potential impact of this approach on the overall service quality. While some participants noted that their views on the "Same Taxes; Drop in Services" approach would depend on which services were affected, others expressed complete disagreement with this approach.

Table 8: How would this approach to municipal taxes affect your day-to-day life? Same Taxes; Drop in Services

Top themes	Percentages (n=46)
Need to improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	24%
Increased focus on providing core/essential City services/maintaining core services/service levels (general)	15%
Disagree with this option (general)	11%
Improved/more efficient City services/facilities/programs/amenities/service levels (general)	7%
Depends on which services are affected	7%

Other themes (under 5%, above 1%)	Percentages (n=46)
Increased focus on improving City staff productivity and efficiency levels/ensuring staff are consistently working to the best of their abilities (general)	4%
Larger impacts on vulnerable populations	4%
Agree with this option (general)	4%
Tax increase related concerns/taxes are too high/need to lower taxes (general)	4%
Keep taxes the same (general)	4%
Reduced focus and spending on cycling lanes/infrastructure development (general)	4%
Reduced focus and spending on public transit and LRT services/public transit related infrastructure/service expansions	2%
High/increasing cost of living related concerns (general)	2%
Need to reduce/freeze salary levels of City Council and Mayor (general)	2%
Need to reduce top-heavy City management/administration structure (general)	2%
Reduced City services/service levels/facilities/programs/amenities/service levels (general)	2%
Lower/decreased quality of life (general)	2%
Reduced police services/decreased spending towards Edmonton Police Services	2%
Improved/more efficient police services/increased police patrols/presence/law enforcement	2%
Improved public safety and security/City is a safer place to live (general)	2%
Improved/more efficient/increased snow and ice removal services	2%

Lower Taxes; Reduced Services

Responses to the "Lower Taxes; Reduced Services" approach mostly centered around the importance of fiscal responsibility, maintaining a balanced budget and reducing overspending. Common themes also included increased focus on core and essential services, concerns around reduced service levels and its impact on quality of life, and perspectives related to taxation. Some participants also raised concerns about the impact reduced services could have on vulnerable populations, while others expressed disagreement with this approach.

Table 9: How would this approach to municipal taxes affect your day to day life? Lower Taxes; Reduced Services

Top themes	Percentages (n=60)
Need to improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	20%
Increased focus on providing core/essential City services/maintaining core services/service levels (general)	15%
Tax increase related concerns/taxes are too high/need to lower taxes (general)	10%
Lower/decreased quality of life (general)	10%
Reduced City services/service levels/facilities/programs/amenities/service levels (general)	10%
Larger impacts on vulnerable populations	7%
Disagree with this option	7%

Other themes (under 5%, above 1%)	Percentages (n=60)
Improved/development of more public library facilities, programs and services	3%
Reduced focus and spending on cycling lanes/infrastructure development (general)	3%
Higher/increased user fees to access City facilities/programs/services	2%
Reduced police services/decreased spending towards Edmonton Police Services	2%
City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	2%
Need to reduce top-heavy City management/administration structure (general)	2%
Reduced social support related services and programs/decreased spending towards social support services	2%

Increased focus on improving City staff productivity and efficiency levels/ensuring staff are consistently working to the best of their abilities (general)	2%
Safety concerns/increased crime levels	2%
Property tax increase related concerns/property taxes are too high/need to lower property taxes (general)	2%
Improved/development of more recreation and sports facilities, programs and services	2%

Q4: If you could suggest only one big change to the City budget, what would it be and why?

Participants across both ward sessions and pop-up activations were asked about what one major change they would suggest for the City budget and why. The most common themes reflected priorities related to increased focus and spending on social support programs and services, improved fiscal responsibility and balanced budgeting, more affordable housing initiatives, and maintaining core and essential City services.

Table 10: If you could suggest only one big change to the City budget, what would it be and why?

Top themes	Percentages (n=619)
Increase focus and spending on social support related programs and services (ex. Those experiencing homelessness, drug and alcohol addictions, poverty, etc)	11%
Improve fiscal responsibility/stay within the budget/maintain a balanced budget/reduce overspending/wasteful spending (general)	11%
Need more affordable housing options/increase focus and spending on affordable housing initiatives/development (general)	6%
Increase focus on providing core/essential City services/maintaining core services/service levels (general)	5%

Other themes (under 5%, above 1%)	Percentages (n=619)
Increase focus and spending on road maintenance, repairs and upgrades/improving road maintenance services	4%
Increase focus and spending on public transit and LRT services/public transit and LRT related infrastructure/service expansions	4%
Tax increase related concerns/Taxes are too high/need to lower taxes (general)	4%

Increase focus and spending on recreational facilities/services/programs/development of additional recreational facilities	4%
Reduce focus and spending on EPS/Edmonton Police Services	3%
City growth and development related concerns/City is growing too fast/need to control/reduce urban sprawl (general)	3%
Need more affordable City services and fees (ex. Public transit, recreational facilities, other City programs and services)	2%
Increase focus and spending on snow and ice removal services/improving snow and ice removal services	2%
Reduce focus and spending on cycling lanes/infrastructure development (general)	2%
Need to listen to feedback/suggestions/concerns from residents (general)	2%
Increase focus and spending on cycling lanes/infrastructure development (general)	2%
Infill housing development related concerns/need to reduce focus and spending on infill housing development (general)	2%
Reduce focus and spending on recreational facilities, programs and services	2%
Need more provincial government support/funding/financial assistance (general)	2%
Increase focus and spending on the development of more parks/green spaces/outdoor playground areas	2%
Increase focus and spending on climate change related initiatives/projects	2%

Appendix G:

Methodology

Appendix G: Methodology

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Public Engagement Approach

The City's Public Engagement Policy and Framework define the public's level of influence in engagement processes along a spectrum. The role of the participants during public engagement was at the **ADVISE** level on the City of Edmonton's Public Engagement Spectrum, meaning Administration invited everyone to share their feedback and perspectives for consideration as part of the 2027-2030 budget, including the public and various internal and external interested parties.

Visit edmonton.ca/PublicEngagement for more information on the City's public engagement process.



What Was Asked

The goal of the public engagement for the 2027-2030 Budget was to understand Edmontonian's diverse perspectives on the service priorities, trade-offs and revenue approaches to inform future budget decisions.

Several aspects of the City's budget were explored, including:

- Experiences living, working and operating in Edmonton: how current budget decisions affect residents, businesses, organizations and communities
- Service areas and programs participants believed should be prioritized, maintained, expanded or reduced
- Areas where the City should invest more or less
- Perspectives on property taxes - including taxation approaches, user fees and affordability
- Priorities related to project, programs and facilities, including infrastructure maintenance, renewal, rehabilitation and new capital investment
- Trade-offs between service levels, access to services, infrastructure investment and various revenue approaches
- Perspectives on balancing the budget within financial constraints and growing service demands
- The most important changes participants would like to see in the City's next four-year budget
- Broader perspectives on how the City should balance community needs, growth and long-term financial sustainability

How We Engaged

The public engagement for the 2027-2030 Budget took place from March 23 to May 14, 2026, using a mix of online, in-person and targeted outreach methods to ensure broad and inclusive participation across Edmonton that included:

- General public across all wards
- Equity-deserving and underrepresented communities
- Interested and affected parties (interest holders), including businesses, community organizations and sector representatives

Specific tools and tactics included:

- Online survey, distributed via an open link and through the Edmonton Insight Community (EIC)
- Balancing Act Budget Tool (budget simulator, AKA budget tool)
- Drop-In engagement sessions — one in each ward
- Staffed pop-up activations at locations such as rec centres, transit hubs and community gathering places
- Discussion groups with interest holders
- Key interest holder interviews
- Direct outreach to organizations and businesses
- Translated and accessible materials (7 languages)

Engagement streams and participation

Overall, **11,728 participants** engaged across all public engagement streams[1]. Over 460,000 words were submitted, transcribed and coded—enough to fill a 1,000 to 1,200 page novel**.**

All wards were represented across the engagement, but participation varied slightly based on the methodology.

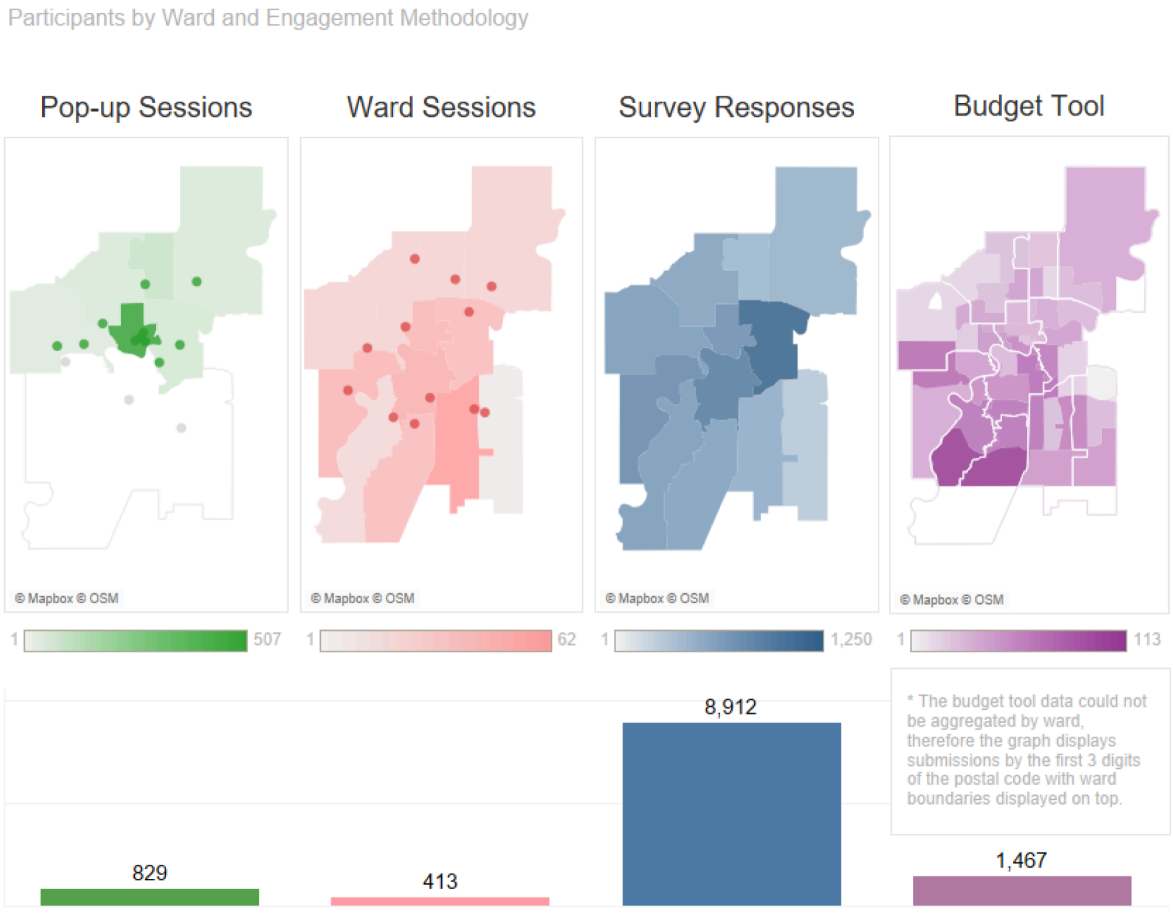


Figure: Geographic location of participants for pop ups, ward sessions, survey responses and the budget tool. This does not include interest holder engagement, as interest holders often had multiple locations or represented many geographic areas.

Note: Planned pop-up sessions in south Edmonton neighbourhoods were unable to proceed due to conditions on site[2].

[1] Participants may have engaged in more than one engagement stream.
[2] Due to unforeseen on-site constraints, the planned south Edmonton pop-up sessions were unable to proceed. To maintain demographic equity across wards and areas identified via the Social Vulnerability Index (SVI), outreach to these groups was redirected through coordination with relevant community organizations.

Digital engagement

Digital engagement provided an accessible, shareable way for participants to provide their input on the budget, using the Engaged Edmonton public engagement platform to host the online survey and the budget tool. Participants could participate as a resident, or a representative of a business or organization. 10,424 submissions were collected through the two digital engagement tools.

The digital tools asked specific questions about priorities and trade-offs and often asked participants to make difficult choices. The tools gathered quantitative input, with additional qualitative questions to ensure participants could express any other priorities or advice for the budget team.

The categories participants were asked to provide input on were mirrored between the survey and the budget tool. Informational materials were provided on the Engaged Edmonton site to support participants' understanding of the budget.

- *Online Survey - 8,912 submissions (2,020 submissions in 2022[3])* - The online survey provided a broadly available opportunity for residents, businesses, and community organizations to share input on budget priorities and trade-offs. The survey was available in seven different languages and 33 translated surveys were received. In total 41 per cent of responses were from the Edmonton Insight Community (EIC) and 59 per cent were from the open survey link.
    - 8,734 Edmonton residents
    - 120 businesses/corporations
    - 58 social or community service organization

- *Budget Tool - 1,512 submissions (3,266 submissions in 2022)* - This interactive tool enabled participants to explore budget decision-making under constrained financial conditions and consider trade-offs across service areas.
    - 97% (n=1,467) responses received were from Edmonton residents
    - 1% (n=15) self-reported as a business or corporation located in Edmonton
    - 1% (n=12) self-reported as a social or community service organization located in Edmonton

Input Source	Who We Heard From
Survey - Residents (n=8,734)	• An equal number of men (44%) and women (44%) completed the survey • Not including those under the age of 18, the smallest age group represented were younger participants (18-34) at 14 per cent and the largest age group were participants ages 35-54 (40%) • The highest number of participants belonged to Ward Métis over any other ward (14% or over 1,250 responses). • The majority of participants (85%) own their own home. However, 10 per cent (or over 900 responses) indicated they rent.

[3] 2022 figures provide volume context only and are not direct year-over-year benchmarks.

	• Over half (55%) were employed full time (30+ hours a week), but many other types of employment were also represented • 26 per cent have children or grandchildren under 18 living at home • The majority of participants (85%) have lived in Edmonton for more than 10 years. • 11 per cent identified as a racialized/visible minority • 11 per cent identified as persons with disabilities • 10 per cent identified as belonging to the 2SLGBTQIA+ community • Seven per cent were born outside of Canada • Three per cent identified as Indigenous • Over a quarter (26%) reported high household incomes ($150,000+ before taxes). However, the lowest represented household income group ($29,999 or less before taxes) had 4 per cent of participants belonging to this category. 20 percent did not specify their income.
Survey - Businesses (n=120):	• The largest number of businesses operated in real estate (15%), followed by the professional, scientific and technical services sector (12%) and the construction and land development sector (12%) • Four sectors/industries did not receive any representation and these included: education services, public administration, transportation, warehousing and utilities • Close to half of participants (47%) were small businesses with 1-10 full-time equivalents. The lowest representation was amongst organizations that were entirely volunteer run (2%) and those with 251 or more employees (5%)
Survey - Community organizations (n=58):	• The top three sectors/industries surveyed included: health care and social assistance (17%), sports and recreation (14%) and arts (9%) • The largest group of community organizations had one-10 full-time equivalents (29%). Unlike the businesses surveyed, many community organizations were entirely volunteer run (17%) • Close to half (45%) primarily served equity-deserving communities.
Budget Tool - Residents (n=1,467)[4,5]:	• There was a higher proportion of identified men (41%) who completed the budget tool compared to identified women (23%). Many budget tool users did not provide a response to the gender identity question (35%). • There was a higher proportion of young adults (18-34) (28%) and a lower proportion of participants 55 years of age or over (17%)

[4] Please refer to the appendix for a full breakdown of demographic responses.
[5] Business and community demographics not shown due to low participation numbers

	• Half of participants (51%) reside on the north of the North Saskatchewan River and 49 per cent reside on the south side of the river • 33% reported having children/grandchildren under 18 living at home • Many participants (79%) live in their own home and 15 per cent rent • 81 per cent have lived in Edmonton for 10+ years • Over two-thirds (68%) are employed full-time (30+ hours a week) with the next highest category being retirees (9%) followed by those who indicated they are self-employed (7%) • Over a quarter (29%) reported high household incomes ($150,000+ before taxes). The lowest represented household income group ($59,999 or less before taxes) had 10 per cent of participants belonging to this category

In-person engagement

In person engagements brought the budget conversation into public spaces and communities. It was designed to generate conversations among Edmontonians about what they wanted to see in the four-year budget—a forum for listening to other perspectives and sharpening their own. In total, 1,242 people were engaged through in-person activities (825 in 2022).

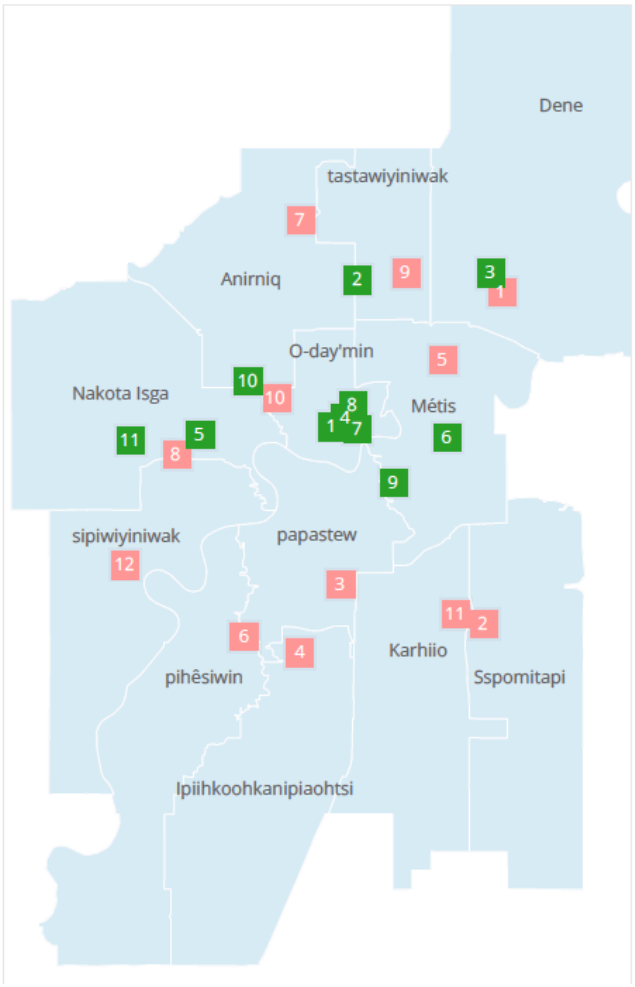
Budget subject matter experts were on hand to answer questions during ward sessions, and participants were provided informational materials to support their understanding of the budget. They were asked to add their perspectives and priorities to sticky notes on engagement boards, emphasizing lived experience and the ways the different budget choices would affect them.

- *Drop-In Ward Sessions – 12 sessions, 413 participants*
  Facilitated, three-hour drop-in sessions held across Edmonton wards to gather input on service priorities and budget trade-offs. Many of these sessions also gave participants an opportunity to talk with their Mayor and Councillor, participating in one-on-one and group discussions about the issues that mattered to them the most.

- *Pop-Up Activations – 11 sessions, 829 participants*
  Targeted staffed engagement pop-ups in accessible locations to reach equity-deserving and underrepresented communities. To thank participants for their time, small incentives were provided to participants, such as single-trip Arc cards and small balance Tim Horton's gift cards.

Demographic data was not asked for in-person session participants. More details about these sessions can be found throughout the report and in Appendix F.

Map of In-Person Sessions



Pop-up event Locations

1 NorQuest College
2 Northgate Transit Centre
3 Edmonton Public Library - Clareview
4 Rogers Place - Edmonton Oiler's Game
5 Jasper Place Transit Centre
6 Edmonton Public Library - Capilano
7 Edmonton Public Library - Stanley A. Milner (Downtown)
8 King Thunderbird Centre / okimaw peyesew kamik
9 La Cité francophone
10 Coronation Park Sports & Recreation Centre
11 Aksis AGM and Member Showcase

Ward Session Locations

1 St. Elizabeth Seton Catholic Elementary/Junior High Sch..
2 Ridgewood Community League
3 L. Y. Cairns School
4 St. Teresa Catholic Elementary School
5 Highlands School
6 Whitemud Creek Community Centre
7 St. Lucy Catholic Elementary School
8 St. Thomas More Catholic Junior High School
9 Northgate Lions Recreation Centre
10 Westglen School
11 Blessed John Paul I Edmonton Catholic Elementary Scho..
12 S. Bruce Smith School

Figure: Geographic locations of pop ups and Ward Sessions. Note: Planned pop-up sessions in south Edmonton neighbourhoods were unable to proceed due to conditions on site[6].

Interest holder engagement

Interest holders were engaged through targeted outreach, in-depth interviews (IDIs) and discussion groups. This engagement was intended to provide nuanced, sector-specific perspectives on how municipal budget decisions are impacting organizations, businesses, service providers and communities across Edmonton.

200+ businesses/organizations received direct outreach emails—62 people from 50 unique organizations participated in IDIs and discussion groups (43 organizations represented in 2022). A total of 821 comments were recorded and coded from these conversations. During IDIs and discussion groups, participants were encouraged to discuss current pressures, opportunities, investment priorities, operational challenges and the trade-offs they believe the City must consider over the next four years.

[6] Due to unforeseen on-site constraints, the planned south Edmonton pop-up sessions were unable to proceed. To maintain demographic equity across wards and areas identified via the Social Vulnerability Index (SVI), outreach to these groups was redirected through coordination with relevant community organizations.

Interest holders were asked to provide input on behalf of their organization or business, and also to consider their members, customers, clients, partners and communities, representing several perspectives to provide insights into how budget choices would affect the people they serve and share community with.

- *Direct Outreach* - Direct outreach communications were distributed to over 200+ businesses and organizations to support awareness, share with their communities and participate in engagement activities. In some cases, interest holders submitted reports or feedback via email, which was incorporated into the themes throughout this report.
    - *141 businesses/organizations were invited for discussion groups or in-depth interviews*
        - *Close to 80 businesses*
        - *Close to 90 community organizations*

- *Discussion Groups* – Facilitated discussions with non-profit, business, Indigenous and community organizations.
    - *11 groups, 38 participants*

- *Key interest holder Interviews* - One-on-one interviews conducted to supplement engagement data and address representation gaps.
    - *17 interviews, 24 participants*

Those who were invited to participate were drawn from an interest-holder inventory that identified key organizations for both Administration and council, prioritizing:

- Cross-sector representation
- Equity-deserving organizations
- High-impact or high-influence stakeholders
- Indigenous partners, businesses and organizations, supported by the IRO and Indigenous engagement public relations and engagement agency pipikwan pêhtâkwan
- Organizations representing underrepresented communities or sectors

Within these priority groups, we invited businesses and organizations representing diversity across the following categories:

Category	Examples of groups included
Indigenous Peoples, Partners and Interest Holders	• Indigenous-owned businesses and organizations • Indigenous-serving organizations • Indigenous economic development organizations
Equity-Focused Groups and Support Services	• Newcomer/Settlement • Cultural and Racialized Groups • Disability and Accessibility • Seniors • Families and youth • 2SLGBTQIA+ • Low-income/support services • Shelter/Housing-insecure • Mental health/addictions supports • Food security and poverty reduction groups
Community-based groups and institutions	• Community Leagues • Arts and culture • Sports and recreation

	• Environment/climate • NGOs and nonprofits • Schools and post-secondaries
Business and economy	• Business Improvement Areas • Local businesses • Developers/builders • Non-residential property owners • Chambers and industry associations • Tourism and hospitality • Utilities/energy/industry • Economic development organizations

Analysis

Survey responses from the open-link survey and those collected via the Edmonton Insight Community (EIC) feed into a single data set. Given that they represent the same survey, were consistent between themes and that overall findings were not being impacted, there was no reason to separate them for analysis. Data and feedback from the budget tool, which required participants to navigate trade-offs and resource allocation priorities to balance the budget, was analyzed separately from the online survey results.

Subgroup analysis was used to identify differing perspectives among populations (e.g., by age, gender, ward, etc.). To support a GBA+ approach, subgroup analysis was used to identify differing perspectives among populations (e.g., by age, gender, ward, etc.), with differences between subgroups of ±10% noted as meaningful.

As participation was voluntary, the results are not statistically representative of the broader city of Edmonton population and reflect the views of the engagement participants only. Results should be interpreted with caution and cannot be generalized to reflect Edmontonians as a whole. For example, 18 to 34 year olds are underrepresented in the online survey compared to the Edmonton community and therefore, aggregate results may skew towards perspectives held by older participants. Aggregate results should be interpreted through the lens of the demographic responses collected.

No data weighting was applied to any of the quantitative data in this report. It is important to note that all public engagements are non-random samples and are not statistically representative of the broader city of Edmonton population. Therefore, while the insights are valuable, the results in this report reflect the views of the engagement participants only. Results should be interpreted with caution and cannot be generalized to reflect Edmontonians as a whole. As such, no margin of error is reported.

For much of this report, quantitative results are rounded to the nearest whole number. Percentages may not always add up to 100 per cent either due to rounding or multiple responses recorded.

All qualitative feedback was analyzed using a thematic analysis approach. Responses were reviewed, coded, condensed, grouped into recurring themes, areas of consensus, and areas where perspectives differed between sectors, demographics, or interest holder groups. All qualitative coding, grouping, theming and thematic analysis was executed through rigorous human review by the project team, ensuring strict adherence to data integrity protocols and the City of Edmonton Generative AI Standards[7].

Engagement GBA+ Design

A Gender-Based Analysis Plus (GBA+) methodology was applied throughout the 2027-2030 Budget Engagement process to support inclusive and accessible participation. The project team recognized that by using a GBA+ lens we better understand residents' diverse perspectives, experiences, and needs to help the City better serve all Edmontonians.

The engagement opportunities were designed to reduce barriers and gather input from a broad range of residents, with intentional outreach to equity-deserving and underrepresented communities.

Targeted outreach included engagement with:

- Indigenous communities, businesses and organizations
- Newcomers and culturally diverse communities
- 2SLGBTQIA+ community members
- Youth, seniors and families
- People with disabilities
- Residents with low-income and those experiencing homelessness
- Community-serving and advocacy organizations

The engagement approach was adapted to better support accessibility and participation across diverse groups, including:

- Translated surveys and engagement materials in seven languages
- Plain-language budget and project information
- Paper and digital participation options
- Small-group discussions and facilitated conversations
- Physical and digital accessibility and considerations at all events
- Child-friendly activities at in-person sessions
- Direct outreach through trusted community organizations and networks
- Indigenous consultants supporting Indigenous discussion groups and pop-up activities (pipikwan pêhtâkwan)
- Honoria, extended in-person sessions, and meals for Indigenous discussion group participants

[7] **Note on In-Person Session Transcription Method:** Sticky note responses at in-person sessions were transcribed using optical character recognition (OCR) technology and then verified using digital tools in alignment with the City of Edmonton Generative AI Standard to identify likely transcription errors. This process was used to support accuracy and efficiency in converting handwritten feedback into text. This initial automated review focused on preserving the original wording, meaning and intent of each participant's response. These tools were not used to reinterpret, summarize, or alter the substance of the feedback; any corrections were limited to clear transcription issues where the intended wording could be reasonably confirmed. All transcriptions were then subject to human review as a final quality-control step to ensure the material remained faithful to the original sticky notes.

- French-language interpretation and translated materials for a pop-up event

The locations for the ward sessions were carefully selected to include communities identified through the City's Social Vulnerability Index (SVI), to allow for barrier-free access to the engagement space, and access to transit. Pop-ups were also held in community locations where underrepresented and under engaged residents already gather, including libraries and transit centres.

Overall, the GBA+ approach helped broaden participation and attempted to improve representation from diverse communities across Edmonton, through online engagement, ward sessions, pop-up activations, interest holder discussions and targeted outreach activities. Relationship-based outreach through trusted organizations and community partners was particularly effective in supporting participation from equity-deserving communities. The multiple ways to participate, including digital, paper-based and facilitated engagement options, also helped reduce barriers to participation and improve accessibility.

While a GBA+ approach was applied to outreach and engagement design and analysis, the participants to the survey and budget tool include a high proportion of homeowners, households with income more than $100,000, as well as those who have lived in Edmonton for more than 10 years. To best support the interpretation of the results, subgroup analysis is used where appropriate to examine the differences across key demographic characteristics and equity-deserving identities. Where relevant, differences between sub-group results and overall findings are identified and noted in reporting to provide additional context alongside aggregate results.

Further details on participant demographics can be found in Appendix A and B.