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TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JANUARY 22, 2015
FROM:	LARRY PALARCHIO DIRECTOR, FINANCIAL PLANNING AND POLICY
SUBJECT:	2015 BUDGET – PUBLIC INPUT

RECOMMENDATIONS

That, on the recommendation of the Director, Financial Planning and Policy, this report **BE RECEIVED** for information.

BACKGROUND

This report captures public input regarding the 2015 Budget from December 8, 2014 to January 19, 2015.

This includes feedback received through the following channels:

- ‘Build a Budget’ Workshops (held on January 14 and January 17, 2015);
- www.buildabudget.ca;
- E-mails sent to budget@london.ca and phone calls made to at 519-661-4638;
- Twitter – tweets sent to @CityofLdnOnt or #ldnbudget15, and Facebook posts on the City of London Facebook page;

‘Build a Budget’ Workshops (January 14th and 17th, 2015)

For several years, the primary budget community engagement activity undertaken by the City of London was a community outreach program where members of Council and Civic Administration attended various shopping malls throughout the city to hear public input and answer questions regarding the Budget. Although this community outreach program was used in the past, community engagement needs and expectations have changed. As a result, Civic Administration replaced the shopping mall consultations, for a third year in a row, with two 2-hour “Build a Budget Workshops”.

The “Build a Budget Workshops” invited Londoners to explore the 2015 Budget in an environment where they could learn the information they need and want to know about the Budget and have the opportunity to ask questions and provide thoughtful and meaningful input. The Workshop setting also provided a unique environment for bringing community members together for multi-party discussions and mutual education (two-way consultative sessions).

In total, **75 members** of the community attended the “Build a Budget Workshops” (55 at the January 14th session; and 20 at the January 17th session), as well as members of Council, the Senior Leadership Team and other City staff.

Public input gathered at the Workshops is **attached** as **Appendix A** and is grouped by station.

‘Build a Budget’ Interactive on-line tool (www.buildabudget.ca):

For the third year in a row, Civic Administration has used www.buildabudget.ca as a platform for budget engagement. This website provides Londoners with a unique opportunity to learn about the 2015 Budget and the way monies are received and distributed in our municipality. It also provides residents with sincere input points on items and services that are relevant to the

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decisions Council will be deliberating throughout the budget process.

While providing input to this site, Londoners are able to see the financial impact of each one of their decisions on the overall property tax levy which can be displayed in cost/day, cost/month, and cost/year.

With a new term of Council and the subsequent development of a new Strategic Plan, this website is also being used to obtain feedback, via survey questions, on future taxation and service levels. The questions being used mirror that of the Environics survey so comparable data will be available in the future.

Administration has continually worked to improve this tool over the last three years, and in 2015, www.buildabudget.ca has an increased focus on education, with the addition of a Budget 101 video as well as the addition of links to all supporting budget documentation.

From December 8, 2014 to January 19, 2015, www.buildabudget.ca has had **1,307 visits** resulting in **5,689 actions (clicks)**.

Public input gathered from www.buildabudget.ca is **attached** as **Appendix B**.

A further report pertaining to public input captured from www.buildabudget.ca will be provided as the data is made available.

Other Feedback

As noted above, Civic Administration has been capturing feedback and comments related to the 2015 Budget through a variety of channels. E-mail inquiries and input were received through budget@london.ca and social media input was collected through Facebook at <http://www.facebook.com/LondonCanada> and Twitter at @CityofLdnOnt or #LdnBudget15.

The most popular of these vehicles up to this point in 2015 has been Twitter with **685 tweets** using #ldnbudget15 resulting in **2,103,696 impressions**.

Appendix C (attached) captures feedback received through these channels

Prepared By:	Recommended By:
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APPENDIX A

FEEDBACK CAPTURED AT ‘BUILD A BUDGET’ WORKSHOPS (January 14th and January 17, 2015):

Priority Poll: <i>Participants were asked to place a sticker on the 3 services that are most important to them. Shown below in percentage of stickers used in total.</i>	
Culture	11.2%
Economic Prosperity	7.2%
Environmental Services	9.6%
Parks, Recreation & Neighbourhood Services	12.8%
Planning & Development Services	10.4%
Protective Services	4.0%
Social & Health Services	19.2%
Transportation Services	25.6%

Future Service Levels: <i>Participants were asked to answer the following question and place a sticker on option Which of the following options would you prefer most in London?</i>	
Increase taxes to expand or improve services	91.4%
Increase taxes to maintain services	2.8%
Maintain taxes and cut existing services	0.0%
Reduce taxes and cut existing services	5.7%

Comment Corner: <i>Designated space where participants could write down their thoughts about the budget and post them</i>
<ul style="list-style-type: none"> • More protection of our natural heritage • Construction jobs should be for Londoners – keep it local • More affordable housing and less homelessness • Value for dollar spending • Strive for Economic Growth • We need Rapid Transit!

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- Invest in more trees and community gardens
- Think of how trees grow community
- We need to continue investing in public spaces like the Central Library/JLC/Covent Garden Market
- Funds to support trees in the forest city
- Taking care of homeless is good for communities
- Less concrete, more parks, gardens, trees and public art
- Thankful for good management
- Build our brand as Forest City
- Urban Forest Strategy
- Explore a Food Policy
- Reduce grants to developers. Have developers pay full cost of infrastructure needed
- More accessible data and stats via the City of London website
- Full funding for women's shelters, affordable housing, and support services for assaulted and threatened women
- Promote City services better. I could not name 90. What are their economic and social benefit
- Affordable housing for all!
- Protect trees on private land and woodlots
- Would like to see staff and council support big vision ideas and not just play it safe in budget decisions
- We have an Urban Forest Strategy. We need \$\$ this year to start implementing
- Give priority to local, small businesses. No more big box and chain/franchises
- Retain youthful workforce
- More subsidies for low income earners

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APPENDIX B

FEEDBACK CAPTURED ON WWW.BUILDABUDGET.CA

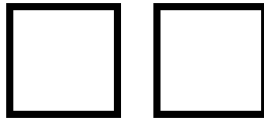
Instructions: you can click on the “thumbs up”/“thumbs down” for each service area and this will indicate to Council where the public feels some numbers are too high or too low.	
CULTURE	
Centennial Hall	253 votes – 59% vote decrease
Arts, Culture & Heritage Advisory & Funding	198 votes – 57% vote increase
Museum London	173 votes – 55% vote increase
Eldon House	177 votes – 59% vote decrease
Heritage	176 votes – 59% vote increase
London Public Library	184 votes – 73% vote increase
ECONOMIC PROSPERITY	
Business Attraction & Retention	150 votes – 71% vote increase
Community Improvement/BIA	129 votes – 75% vote increase
London Convention Centre	126 votes – 57% vote increase
Tourism London	131 votes – 53% vote increase
Covent Garden Market	116 votes – 70% vote increase
ENVIRONMENTAL SERVICES	
Conservation Authorities	121 votes – 69% vote increase
Environmental Programs	108 votes – 76% vote increase
Garbage, Recycling & Composting	121 votes – 79% vote increase
PARKS, RECREATION & NEIGHBOURHOOD SERVICES	
Neighbourhood & Recreation	106 votes – 76% vote increase
Parks & Urban Forestry	109 votes – 79% vote increase
PLANNING & DEVELOPMENT SERVICES	
Building Approvals	90 votes – 58% vote increase
City Planning & Research (Land Use Planning)	91 votes – 64% vote increase
Development Services	87 votes – 66% vote increase
PROTECTIVE SERVICES	
Animal Services	100 votes – 60% vote increase
By law Enforcement & Property Standards	102 votes – 55% vote increase
Corporate Security & Emergency Management	90 votes – 57% vote increase
Fire Services	112 votes – 55% vote decrease
London Police Services	137 votes – 57% vote decrease
SOCIAL & HEALTH SERVICES	
Social Housing	105 votes – 65% vote increase
London & Middlesex Housing Corporation	96 votes – 60% vote increase
Long Term Care	102 votes – 59% vote increase
Land Ambulance	87 votes – 64% vote increase
Middlesex London Health Unit	115 votes – 79% vote increase
Social & Community Support Services	99 votes – 62% vote increase
TRANSPORTATION SERVICES	
Parking	87 votes – 51% voted decrease
Public Transit (LTC)	120 votes – 70% vote increase
Roadways	104 votes – 79% vote increase
CORPORATE, OPERATIONAL & COUNCIL SERVICES	
Corporate Services	87 votes – 56% vote decrease
Corporate Planning & Corporate Administration	73 votes – 51% vote increase
Council Services	81 votes – 58% vote increase
Financial Management	97 votes – 56% vote increase
Public Support Services	89 votes – 59% vote increase

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Instructions: <i>are you willing to support an additional property tax levy increase to support any of the below additional investments?</i>	
Infrastructure Gap - Contribution to Capital Infrastructure Reserve Fund	202 votes – 66% YES
Central Library Revitalization Plan	206 votes – 51% NO
London Convention Centre - Reconfiguration of the Main Level	182 votes – 62% NO
Corporate Properties - Carrying Costs	151 votes – 64% NO
Municipal Grant Requests (Strategic Funding Framework) Not Recommended	146 votes – 66% NO

SURVEY QUESTIONS ON FUTURE (for strategic plan and multi-year budget development):

<i>Q1: What, in your opinion, is the single most important local problem facing London today?</i>
<ul style="list-style-type: none"> • Poverty, homelessness, lack of affordable housing, housing for those with mental health concerns, etc.
<ul style="list-style-type: none"> • Lack of affordable housing, particularly that is integrated into mixed use and mixed income developments.
<ul style="list-style-type: none"> • Need to modernize infrastructure.
<ul style="list-style-type: none"> • The changing economy
<ul style="list-style-type: none"> • Lack of funding to the LTC
<ul style="list-style-type: none"> • High unsustainable Police and Fire costs.
<ul style="list-style-type: none"> • Sprawl
<ul style="list-style-type: none"> • Lack of strategy in emerging markets
<ul style="list-style-type: none"> • Jobs
<ul style="list-style-type: none"> • Drug use
<ul style="list-style-type: none"> • The lack of a proper sewage plan. http://www.lfpress.com/2013/08/14/southwestern-ontario-cities-led-by-windsor-and-london-are-among-the-worst-sewage-polluters-on-the-great-lakes-a-just-released-report-card-on-12-ontario-cities-shows. While this article puts Windsor in last, they have a program dedicated to separating sewage and storm lines ensuring that quality of anything going into the Detroit River is going to be of much higher quality. As far as I know London has no plans to rip up existing mains in older areas to replace. Water quality should be the number one issue. Nothing is more important.
<ul style="list-style-type: none"> • Infrastructure, namely transit infrastructure, is woefully inadequate for a city the size of London. The city needs to curb/end urban sprawl and focus on re-developing and densifying the urban core, which will allow for focused attention on infrastructure.
<ul style="list-style-type: none"> • London transit
<ul style="list-style-type: none"> • The roads in London are some of the worst in Ontario. Traffic is always near gridlock at rush hour. North south traffic seems to be the worst
<ul style="list-style-type: none"> • Downtown needs to be revitalized. Something like downtown Kitchener with the lofts/tannery building.
<ul style="list-style-type: none"> • small business development
<ul style="list-style-type: none"> • Not so much a problem as an area to focus - economy/jobs
<ul style="list-style-type: none"> • Unemployment (x5)



<ul style="list-style-type: none"> • Transportation. Getting around this city without a car requires an absurd level of planning and patience.
<ul style="list-style-type: none"> • Improving the downtown
<ul style="list-style-type: none"> • Firefighter's incredibly high salaries. So much of our budget goes into protective services and this union has continually bullied council into high wages, low hours, and high sick time. Much of this is based on the mythology of them calling themselves heroes. This job is not statistically dangerous and they are not actually even *working* on those 24 hr. shifts. They are simply "on-call" at the club house. There are thousands of able bodied men who'd love this job. The wage is not commensurate with the difficulty or available job market. It is essentially semi-skilled labour. Like a garbage man for example.
<ul style="list-style-type: none"> • The slow internet speeds. We could bring our city into the future and be ahead of the rest of the country if our internet was just faster. We could create more tech jobs and keep students going to the university and college instead of driving them away. They come here to learn but they should stay here to live. Make more taxes on more people. Grow the city and the economy. Make the internet a utility owned by the city. With fairer rates then the big ISPs we have most of the infrastructure most of it.
<ul style="list-style-type: none"> • Business Growth in the 20-30 year old age group
<ul style="list-style-type: none"> • Environmental issues. Public transit makes it nearly impossible to get around without a car, recycling is difficult, composting is non-existent, next to no public trash cans exist, causing people near bus stops to litter crazy amounts. This city could be beautiful but it is so full of trash.
<ul style="list-style-type: none"> • Jobs. We're getting hammered in all areas it seems, and I, as a youth worker, struggle to find work even in the good times.
<ul style="list-style-type: none"> • There is no clear economic plan, with the decline in manufacturing and the Canadian automotive sector the city needs a clear executable plan that takes advantage of its strengths (UWO, tech startups, airport, family friendly city) to be able to build towards a sustainable future.
<ul style="list-style-type: none"> • 1) No ring road /freeway thru London
<ul style="list-style-type: none"> • Downtown. It feels like people and businesses are leaving it for the fringes, and the downtown is the spiritual center of every city.
<ul style="list-style-type: none"> • Lack of high speed ring-road around the city.
<ul style="list-style-type: none"> • Jobs. London is too conservative and lacks innovation. Therefore it lacks good jobs.
<ul style="list-style-type: none"> • Joblessness.
<ul style="list-style-type: none"> • Downtown. It is disheveled and embarrassing. The businesses at street level in the core are incredibly weak, and cater to taking advantage of the disenfranchised (e.g. gold buyers, payday loans, head shops, pawn shops, etc.) It's a vicious cycle that needs to stop, and it is our municipal government's responsibility to manage. Our government should be incentivizing strong local businesses that will give Londoners a reason to shop, work and live downtown, providing long-term economic growth for the entire city.
<ul style="list-style-type: none"> • The high unemployment rate and the lack of jobs that are not service-based
<ul style="list-style-type: none"> • Traffic management! Mitigate stop and go traffic please!
<ul style="list-style-type: none"> • Transit. The roads themselves are not too bad, but the amount of traffic is frustrating. We need more people using viable public transit to get a few cars off the roads, especially around the core
<ul style="list-style-type: none"> • Failing downtown, too many vacant buildings and no optimization of existing infrastructure.
<ul style="list-style-type: none"> • homelessness, unemployment
<ul style="list-style-type: none"> • Lack of infrastructure to support the population. We still have trains stopping traffic in DOWN TOWN London. Windsor has the EC Row expressway, London has nothing to compare. Commuting from one side of the city to the opposite end of the city can take well over an hour depending on time of day.
<ul style="list-style-type: none"> • Too much debt
<ul style="list-style-type: none"> • The lack of a Safe Injection Site and the need for another Methadone clinic for the areas of London with high drug user populations. The institution of a Safe Injection Site would put London on the map as a progressive leader in North America, and would save London's people needless suffering and injury through the means of harm reduction.
<ul style="list-style-type: none"> • Failing infrastructure. Roads, bridges, sanitary sewers must be brought up to current standards and a sustainability plan implemented to ensure these capital items remain capable of serving the needs of the city into the future

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<ul style="list-style-type: none"> No jobs for graduates.
<ul style="list-style-type: none"> Protecting and conserving London's remaining natural heritage.
<ul style="list-style-type: none"> Keeping and attracting young professionals (economic opportunities).
<ul style="list-style-type: none"> Out of control protective services costs. Need to lobby provincial government to peg increases to inflation only.
<ul style="list-style-type: none"> Transportation <ul style="list-style-type: none"> -no expressway through city and no ring road -way too many train track crossings at grade (many on busy 4 lane roads) -public transportation needs later hours and dedicated bus stops off of the road -road construction on several major N-S or E-W routes at the same time is inefficient -high speed rail to other major centers (KW, Hamilton, Toronto) -new development needs to be higher density and on existing infrastructure pathways
<ul style="list-style-type: none"> Economic re-vitalization
<ul style="list-style-type: none"> LTC, Project Learn like programs, inability to retain students post university graduation
<ul style="list-style-type: none"> I think the low employment rate is the most important problem facing Londoners - particularly among youth who are new graduates. Lack of employment = poorer quality of life. Our youth will start looking elsewhere to begin their careers and establish families. There needs to be more programs to support recent graduates and ultimately keep the talent in London.
<ul style="list-style-type: none"> Transportation, Moving product and people is very difficult and inconvenient in London
<ul style="list-style-type: none"> Business and talent attraction
<ul style="list-style-type: none"> Need for increased diversified business attraction. Growing our business base will increase the amount of revenue brought in to the city and will attract more jobs.
<ul style="list-style-type: none"> Public transit.
<ul style="list-style-type: none"> Employment rates.
<ul style="list-style-type: none"> London has a really bad public transit problem. When people visit London they complain about how bad our bus system is vs other towns. Buses are constantly running off schedule. Sometimes by as much as an hour. Then when it finally arrives it's too full. In cold weather it is dangerous to make people wait up to 2 hours to board a bus especially if they are elderly. They also have zero accountability despite numerous complaints by residents. Bus drivers are highly inappropriate. A few days ago my boyfriend was on a bus and the passengers were not cooperating to squeeze themselves into a tiny area. The driver became frustrated and was screaming for everyone to get off. This is not the first incident. People have to get to work and school on time. Poor transit slows down progress and gives us a terrible image. It affects people EVERY day.

<p>Q2: What, in your opinion, would you say are the most appealing things about London?</p>
<ul style="list-style-type: none"> Sense of community, access to education (university, college), locally owned businesses.
<ul style="list-style-type: none"> Access to recreation opportunities.
<ul style="list-style-type: none"> The river, affordability, quality of life.
<ul style="list-style-type: none"> TVP and ESAs
<ul style="list-style-type: none"> The green space
<ul style="list-style-type: none"> Diversity, history, culture, vibrant downtown, beautiful parks, citizens enjoy the benefits of a large city, but still feel close like in a small town.
<ul style="list-style-type: none"> Affordability, urban forest, and walkability providing you live in the core.
<ul style="list-style-type: none"> Geography, people, community, education
<ul style="list-style-type: none"> Safe community with many amenities and proximity to other municipalities in SW Ontario.
<ul style="list-style-type: none"> University town, some great neighbourhoods with a real sense of community, good green spaces.
<ul style="list-style-type: none"> Lots of well-kept green space, very affordable compared to many other Canadian cities, close to a lot of major cities
<ul style="list-style-type: none"> The cost of living relative to the amenities available.
<ul style="list-style-type: none"> Western University

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<ul style="list-style-type: none"> • Victoria park, would love to see more investment in our parks department
<ul style="list-style-type: none"> • The Thames valley parkway and associated bike trails.
<ul style="list-style-type: none"> • Green space local parks
<ul style="list-style-type: none"> • Anywhere but downtown
<ul style="list-style-type: none"> • Cost of living
<ul style="list-style-type: none"> • parks and trails
<ul style="list-style-type: none"> • I've lived here all my life, and I can't think of anything to write in this box. Compared to cities like Toronto, my daily commute is shorter, and cost of living is more reasonable, but this could be said of most cities our size.
<ul style="list-style-type: none"> • The Thames River Parkway, and the park by the river forks. Please continue work on this. I would be absolutely thrilled to see more waterfront activities such as canoeing.
<ul style="list-style-type: none"> • Easy to get around by car, decent restaurants (mostly downtown), affordable housing options compared to cities in the GTA and good recreation options.
<ul style="list-style-type: none"> • A decent size population wise. Not too big, not too small. A good mix of green and built up areas.
<ul style="list-style-type: none"> • We have an abundance of tech jobs that should be growing way faster.
<ul style="list-style-type: none"> • Access to Universities
<ul style="list-style-type: none"> • Community is great. What it lacks in attractions, it makes up for in clubs, groups, organizations and public events
<ul style="list-style-type: none"> • The location. Between two beautiful lakes, close to the US, close to some serious camping up north, close to Toronto. We really are in the middle of a lot of great things!
<ul style="list-style-type: none"> • (UWO/fanshawe provide vibrant youth culture, some strong tech startups, local airport, family friendly city
<ul style="list-style-type: none"> • Safety
<ul style="list-style-type: none"> • The relatively high density of trees (it ain't called the forest city for nothin') and green space.
<ul style="list-style-type: none"> • Smaller and more cost-effective than Toronto. Still close enough to Toronto if necessary.
<ul style="list-style-type: none"> • Cost of living is low. Good healthcare.
<ul style="list-style-type: none"> • London is a beautiful city with a lot of history. It is a city that still has a town feel to it.
<ul style="list-style-type: none"> • Our colleges, Fanshawe and UWO. A strong city is built on a strong economy, and that all begins with education. For Londoners, Fanshawe and UWO not only bring an increased population, spending, and a healthier economy, but a spark, and youthful energy to the city. For the students, London is a place to live, grow and learn for 4+ years. Some say there is a disparity between students and non-students, as the students do not feel welcome, and non-students would prefer less noise and ruckus. The numbers however, suggest that much of London's prosperity can be attributed to our campuses, and once students graduate they leave to live in more welcoming cities with better job prospects. Supporting students so they eventually decide to stay in London after they graduate will ensure that London is not losing all the talent they helped foster.
<ul style="list-style-type: none"> • Mid-sized city, university town, strong focus on healthcare, greenery. There should be a question asking what the least appealing thing about London are: The lack of culture (e.g. we don't even have an orchestra anymore and having the same booths at every Victoria Park festival does not count), the poor transportation system, and the fact that the city is building out rather than in, making it more expansive which is a significant problem. We should find a way to keep Western University graduates here, because they all leave once they graduate.
<ul style="list-style-type: none"> • The hospitals, fanshawe and western, Bud Gardens, the knights, Covent Garden Market.
<ul style="list-style-type: none"> • Location, aesthetically pleasing/mostly clean, arenas and City Wide fields are great
<ul style="list-style-type: none"> • Decent property taxes, pleasant citizens.
<ul style="list-style-type: none"> • London has a lot of green space for kids and families.
<ul style="list-style-type: none"> • Big City but a small town feel
<ul style="list-style-type: none"> • London has beautiful and diverse architecture, and many great restaurants and shops. London is also home to a great university.
<ul style="list-style-type: none"> • Its local neighbourhoods (Wortley Village; SOHO; Old East Village; Byron; Downtown; Old North; etc.) Its walking/biking path along the Thames River, the parks along the river (Harris Park; Springbank Park; Gibbons Park; etc.) and the Thames River itself. Our health care and

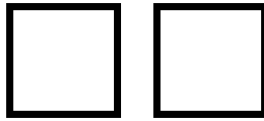
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education institutions.
<ul style="list-style-type: none"> • Cultural diversity and use of parks.
<ul style="list-style-type: none"> • Easy to get around. The traffic is really only bad for an hour in the AM and PM. It has low crime, and decent amenities
<ul style="list-style-type: none"> • It is geographically well positioned. Reasonable cost of living. Two great post-secondary institutions within the City.
<ul style="list-style-type: none"> • Low cost of living, low density living, parks and recreation, relatively easy commute times
<ul style="list-style-type: none"> • A diverse city, affordable, safe.
<ul style="list-style-type: none"> • Parks, availability of post-secondary educational institutions, availability of medical facilities as a major medical Centre
<ul style="list-style-type: none"> • Small town feel with city amenities
<ul style="list-style-type: none"> • London has a culturally rich and historically significant community. Culture and heritage is what gives London its character. We need to start investing in our "charming" buildings that add character and aesthetic to our streetscapes and can also have economic impact. London is also a great city to raise a family - perfect size with all the resources.
<ul style="list-style-type: none"> • London has great secondary and post-secondary schools and the hospitals are great
<ul style="list-style-type: none"> • Parks, culture, and built heritage
<ul style="list-style-type: none"> • Public Safety and priority on forestation.
<ul style="list-style-type: none"> • Clean & relatively safe family oriented city.
<ul style="list-style-type: none"> • Pathways along the river. Downtown dining. Unique niches--Wortley, Byron, Old East Village
<ul style="list-style-type: none"> • Nice people. Nice downtown. Lots of shopping. Lots of good organizations like Connect for Mental Health.
<ul style="list-style-type: none"> • The variety of natural areas, especially Environmentally Significant Areas, and the Thames River.

Q3: What, in your opinion, is the most important thing that your municipal government does for you?
<ul style="list-style-type: none"> • Takes care of those in my community who face challenges
<ul style="list-style-type: none"> • Promote quality of life
<ul style="list-style-type: none"> • Provide transit
<ul style="list-style-type: none"> • Provides public services
<ul style="list-style-type: none"> • Maintain infrastructure
<ul style="list-style-type: none"> • Creates economic opportunity and financial stability to infrastructure
<ul style="list-style-type: none"> • Provide services and infrastructure.
<ul style="list-style-type: none"> • Provides clean drinking water
<ul style="list-style-type: none"> • Water utilities.
<ul style="list-style-type: none"> • Municipal infrastructure.
<ul style="list-style-type: none"> • Garbage pickup. Would love to see a green bin service added
<ul style="list-style-type: none"> • Attract businesses and jobs to the area to improve the local economy.
<ul style="list-style-type: none"> • Provide transparency
<ul style="list-style-type: none"> • Maintains parks and trails
<ul style="list-style-type: none"> • Providing public infrastructure and services. Things which are impossible or impractical for private organizations to provide.
<ul style="list-style-type: none"> • Dealing with development and planning applications.
<ul style="list-style-type: none"> • Managing growth and development. Making life easier for the citizens by effectively managing traffic
<ul style="list-style-type: none"> • Fixes the city's infrastructure
<ul style="list-style-type: none"> • LEDC
<ul style="list-style-type: none"> • Providing essential services such as water, hydro, fire and police services
<ul style="list-style-type: none"> • Manages the city, and consistently makes improvements.

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<ul style="list-style-type: none"> • Work with businesses to make doing business in London easy and support the infrastructure for businesses and residents alike
<ul style="list-style-type: none"> • Keeps roads in good condition.
<ul style="list-style-type: none"> • This is a silly question; municipal governments do the things that are difficult for any one person or group to do separately - police, fire, roads, etc. Instead I'll use this box to say that if y'all could cite the people who don't properly keep their sidewalks free of ice and snow, I'd really appreciate it.
<ul style="list-style-type: none"> • Probably snowplowing, although not very well sometimes
<ul style="list-style-type: none"> • Find ways to bring new industry and jobs to the area.
<ul style="list-style-type: none"> • Incentivizes education, small businesses and economic growth. Many citizens will place a government's priorities on suppressing illicit activities, but these tasks, albeit messy, are easy decisions to make. Nobody likes crime. The harder decisions are which sectors do we support and how much, and those decisions are long term. A municipal government needs to be able to look 10-20 years ahead - not simply to the end of their term. This is why incentivizing education, small businesses and economic growth are so key. Businesses that start in London will support London for decades, create thousands of local jobs, and provide the backbone for our economy. These small boosts will get the unemployed and underemployed working, provide their children with better educations, and give future generations a reason to stay in and start their next business in London.
<ul style="list-style-type: none"> • City planning and development. Providing building permits for buildings that ruin neighbourhoods
<ul style="list-style-type: none"> • Transit.
<ul style="list-style-type: none"> • Provide opportunities for meaningful involvement in residents' communities
<ul style="list-style-type: none"> • The small things that improve the day-to-day. Recently no parking signs were installed at the intersection in front of my house that largely improved the safety of the corner.
<ul style="list-style-type: none"> • Reducing the amount of red tape in bringing new industry into the city and area. Other municipalities do a much better job of bringing in new jobs.
<ul style="list-style-type: none"> • Maintains roads, sewers and water main and picks up garbage
<ul style="list-style-type: none"> • The provision of important everyday services like fire, policing, garbage pick-up, and public transit.
<ul style="list-style-type: none"> • Provides and maintains capital infrastructure, in particular drinking water, storm water and sanitary sewers, roads and bridges.
<ul style="list-style-type: none"> • Cleans and fixes streets and collects garbage, fire department and police supplies water sanitation sewers and electric, transportation.
<ul style="list-style-type: none"> • Picks up the trash, fills the potholes and removes the snow.
<ul style="list-style-type: none"> • Develops and manages the City I live in, ensuring its long-term success.
<ul style="list-style-type: none"> • Provide basic services - garbage, roads, water, sewer, police, fire
<ul style="list-style-type: none"> • 1. Listen to voter feedback and 2. Thinking very long term. We need to build the best city we can for the future and that means megaprojects with high capital costs and low operating costs yielding economic dividends today and into the future
<ul style="list-style-type: none"> • Maintains infrastructure (i.e. roads, garbage collection, utilities transmission)
<ul style="list-style-type: none"> • provides public transit and security
<ul style="list-style-type: none"> • The municipal government does many important things, I think the most important thing for me is to effectively communicate to the public and remain transparent.
<ul style="list-style-type: none"> • Move the city more attractive to people and businesses
<ul style="list-style-type: none"> • City services and community development
<ul style="list-style-type: none"> • Helps to maintain an attractive place to live and raise a family. After years of budget cuts/zero tax increases it is inevitable that taxes need to increase.
<ul style="list-style-type: none"> • Provide core services, manage assets and support public needs. This includes providing safety, security and mobility
<ul style="list-style-type: none"> • Everyday operating services (garbage, roads, water, sewer etc.)
<ul style="list-style-type: none"> • Defending me from bad organizations.
<ul style="list-style-type: none"> • Allows public input into decisions for the London Plan.

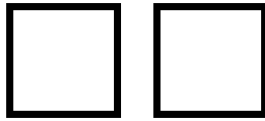


Q4: Local governments must balance the cost of delivering services with taxation. Which of the following options would you most prefer in London	
• Increase taxes to expand or improve services	45 votes – 73%
• Increase taxes to maintain services	7 votes – 11%
• Cut existing services to reduce taxes	5 votes – 8%
• Cut existing services to maintain taxes	5 votes – 8%

Q5: Considering the list of services offered by your municipal government, is there any areas you feel are not essential?	
• Snow removal on residential sidewalks.	
• Most of the LTC needs to be reevaluated. It is obviously an essential service, but many aspects of it are lacking efficiency. That said, the quality of service has improved dramatically in the last three years. The direction we are going in seems to be working, there is just a lot more work to do.	
Heritage conservation. The London Plan places too much emphasis on preserving heritage structures while moving forward as a modern urban city. Too often, heritage conservation groups (especially those representing downtown) pressure the city to protect a structure that offers no real value to the city or owner of that structure. This pressure means stagnation, as exorbitant taxes and increasing maintenance prevent the owner from bringing the structure to a level capable of supporting a business or home. This is not to say viable heritage structures should not be protected, but if a level of stagnation prevents anything but a fourth cash-for-gold business from opening in our downtown, the system is fundamentally broken. Which brings us to...	
Blackfriars Bridge. Do whatever is cheapest - if that means doing nothing, and just keeping it as a walking bridge, so be it. There is a lot of sunk cost in that bridge, and any further investment will continue to be wasted. The bridge held up amazingly, considering it is wrought iron and withstood a century of Canadian winters. Hang up its jersey and call it a win.	
• Local policing and firefighting, city planning and development, transportation, education, public utilities, and culture are all important, otherwise they wouldn't exist. The problem is that the city should be run like a larger city and not like a rural city of 10,000. Why would businesses come and bring jobs to a city where no one wants to live, because it is void of culture and housing is still expensive?	
• Traffic. There are plenty of algorithmic alternatives to the current traffic light initiative. Read a book. Go to western and ask around. There are plenty of experts willing to give advice here and now for free on how to better manage your traffic lights to increase flow of traffic. Maybe that means making longer wait times for left turns on small roads, and creating roundabouts where 4 way stops currently exist.	
• We need to reduce how much we spend on all services across the board	
• All municipal services that provide for everyday needs should be classified as essential. This includes public transit and garbage pick-up.	
• "Essential" means different things to different people. Also, it's not an either/or proposition in my opinion but rather a continuum. Everything is simply more or less essential relative to everything else. Having said that, I feel that culture and the arts, while important to any community, are less essential than critical infrastructure items like drinking water, storm and sanitary sewers, and roads.	
• No not the ones I listed in fact I would like to see garbage picked up more often and better road improvement e.g. potholes.	
• Subsidies to large corporations and developers	
• I feel two things should be considered. 1. Most services are essential, but can they be reformed/modernized so that they are	

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<p>more efficient and thus more cost effective.</p> <p>2. Some program areas should be tax neutral, meaning that the cost of operating them is offset by the revenue greeted by them; I believe a lot of cultural programs should fall under this domain.</p>
<ul style="list-style-type: none"> • Social housing - this really shouldn't be a municipally funded item, not sustainable.
<ul style="list-style-type: none"> • City golf courses
<ul style="list-style-type: none"> • Many are not essential and many more essential are delivered in inefficient and uneconomic ways. A new paradigm needs to be developed within city government to find ways to deliver valuable services more efficiently, effectively and with a view to the future and not necessarily to maintain the status quo of the past.
<ul style="list-style-type: none"> • Golf, city vet services, Ontario works fraud monitoring, strengthening neighbourhood plan - not well thought out, waste in where city services and funded organizations report - that are not grouped together to report effectively - example why is Fanshawe Pioneer Village not reporting to the culture office ? Why does police have a different set of support and admin services to other city departments? Why are police dealing with mental health? Why does bylaw duplicate laying of charges in fire related issues?
<ul style="list-style-type: none"> • Cut back on Municipal grants.
<ul style="list-style-type: none"> • Each department could benefit by offloading areas not deemed to be core. Look for volunteers to support certain functions vs. staff. Of course this would have to be handled carefully with the unions' input.
<ul style="list-style-type: none"> • No, but we need to ADD compost to the services.
<ul style="list-style-type: none"> • No. However, I think snow-ploughing and road sanding could be much timelier in my subdivision, which used to have much better service a couple of decades ago. The level of service doesn't measure up to the fairly high municipal taxes for our property.



APPENDIX C

FEEDBACK CAPTURED VIA TWITTER, FACEBOOK, EMAIL, AND PHONE

Emails sent to budget@london.ca between December 8, 2014 and January 19, 2015. This only includes feedback and/or statements, as all questions answered by finance staff has been removed.

- A strong city has strong citizens. In all budget deliberations always keep the poor and other at-risk people in the forefront of your minds. The strong and wealthy will always be able to take care of themselves.
- Congratulations on development of a fabulous website for budget input and education to your citizens.
Our municipality is looking for ways to engage the public and your plan looks very impressive.
- I would be in favour of a special levy to pay off our city debt. We cannot expect our grand kids to pay our debts. I understand that the city (we taxpayers) are in debt something like \$300 million.
Having said that I would only be in favour of such a motion should it state that once the debt is reduced to zero the levy would be removed and that as long as the levy was in effect the city could not borrow any money.
I understand that something in the area of \$65 million will be spent on servicing our debt this year and wonder what we could do with an extra \$65 million each year once the debt is paid off.
- I attended the January 14th public forum regarding the 2015 Budget for the City of London. I found it to be a very informative and enlightening experience. I am encouraged that the city's leaders consider it important to engage its citizens in conversation about their future living conditions. I was especially impressed with the number of intelligent, approachable and engaging staff and elected officials. Thank you for hosting this event, and for all of your hard work. It was truly an enjoyable evening

All Tweets using @CityofLdnOnt or #LdnBudget15 shown below. All re-tweets, favourites, and/or questions have been removed.

685 tweets using #ldnbudget15 with 2,103,696 impressions

- For those looking to provide some input on the budget process over the next couple months, be sure to use #LdnBudget15.
- #LdnOnt's draft budget starts with a 2.9 per cent tax increase. Council will work to whittle that down. #LdnBudget15
- Council will work to reduce the proposed 2.9% increase, which is equal to \$14.5-million. #LdnOnt #LdnBudget15
- let's talk responsible budgeting rather than going for 0% #LdnBudget15
- Irony of covering #LdnBudget15 is that whatever is reported today, this document will look radically different by February
- Last year's 'Tabled' budget proposed 3.1%; included 3.3% for police and 4% for Fire. What's police/fire in this one?#ldnont #ldnbudget15
- The BMA report Martin Hayward is referring to includes *lots* of very useful info <http://t.co/A9oO2gLbzB> #LdnBudget15 #ldnont
- The development charges study is another important doc. Key to understanding how growth pays for growth <https://t.co/jM8hHUFMkv> #LdnBudget15
- "Additional Investments" include \$ for library revitalization, shrink infrastructure gap, & convention centre reno. #ldnont #ldnbudget15
- Martin Hayward reminding us of the key role of reserve funds in providing liquidity. Recalls 2009, when debt markets seized up #LdnBudget15
- Multiyear budgets could start in 2016 and could be a critical tool for this and future

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councils #Ldnbudget15 #ldnont
<ul style="list-style-type: none"> • This video explaining the budget is helpful. Much better than a document containing the same info. #LdnBudget15
<ul style="list-style-type: none"> • The \$72 figure is for an average value home of \$214K. Homes worth less will pay less; homes worth more will pay more #ldnbudget15
<ul style="list-style-type: none"> • With proposed "additional investments" the #LdnOnt 2015 budget is starting w/ a tax increase more like 3.9 per cent. #LdnBudget15
<ul style="list-style-type: none"> • I'm starting to think 2.9 per cent figure is misleading. This should be addressed later. #LdnOnt #LdnBudget15
<ul style="list-style-type: none"> • Timetable for #LdnBudget15 includes budget workshops Jan. 14 & 17, public meetings Jan. 22 & Feb. 19 & approval Feb. 26.
<ul style="list-style-type: none"> • #LdnBudget15 water consumption down By more than 30%
<ul style="list-style-type: none"> • Any new money added to #ldnont #ldnbudget15 for pledge to accelerate BRT??? How much?
<ul style="list-style-type: none"> • #ldnbudget15 without cops - with other projects to consider – proposed tax hike is 3.9%
<ul style="list-style-type: none"> • Greater population density and declining per capita usage means more efficient use of existing water infrastructure #ldnbudget15
<ul style="list-style-type: none"> • 2.9%? I think I can handle an extra \$4 a month in my property taxes to get some improvements in this city. #LdnBudget15
<ul style="list-style-type: none"> • Looks like roughly \$2.7M in #ldnbudget15 for BRT. Only \$295,000,000.00 to go to get to finish line there.
<ul style="list-style-type: none"> • If simply make protect services and economic prosperity the same numbers as last year, the increase is more than 5.2%#ldnont #ldnbudget15
<ul style="list-style-type: none"> • Proposed 2.9% tax hike in London not including police raises and other investments.
<ul style="list-style-type: none"> • As many (myself included) stated, at JoFo's tax freezes, we would pay or it later. Here it is!
<ul style="list-style-type: none"> • 0% is an abdication of our responsibility to future #LdnOnt generations. #ldnbudget15
<ul style="list-style-type: none"> • @CityofLdnOnt doing some great engagement work w/ #LdnBudget15, launching new online budget tool for public use
<ul style="list-style-type: none"> • Dear #ldnont, we know u love trees too. Pls tell ur Cllr that we need \$ in #ldnbudget15 to plant more and protect more trees.
<ul style="list-style-type: none"> • It is my Firm belief that New Affordable Housing and funds for existing housing must be top priority the upcoming #LdnBudget15 #Advocate
<ul style="list-style-type: none"> • #ldnont 's great new Urban Forest Plan is sadly sitting on a shelf. It's been cut from #ldnbudget15.
<ul style="list-style-type: none"> • It's hard to complain if you don't give feedback or get involved! @CityofLdnOnt wants input on #ldnbudget15.