

My Fort, My city, My say.

Final Report on a city-wide engagement process to help shape the future of Fort Saskatchewan

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Created by Intelligent Futures for the City of Fort Saskatchewan



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**About My Fort,
My city, My say.**



Background

Regular review of the City's guiding and policy documents helps ensure that the organization's objectives align with our citizens' aspirations, as well as new planning and technological trends and practices. As such, the following documents are due for review and updates:

- Community Sustainability Plan (CSP), 2014
- Strategic Plan, 2014-2017 (to be replaced by the Strategic Plan (2019-2022))
- Municipal Development Plan (MDP), 2010
- Downtown Area Redevelopment Plan (DARP), 2009
- Affordable Housing Strategy, 2010
- Culture Master Plan, 2008

These documents are also required to be updated to reflect the recent revisions to the Municipal Government Act (MGA) and the Edmonton Metropolitan Region Growth Plan (EMRGP).

The City values citizens' input and seeks to engage them in actively sharing their values and perspectives on growth, development issues, and opportunities. The City is committed to ensuring its policies, projects, and services are reflective of our citizens' priorities. To avoid engagement fatigue, a comprehensive approach to public engagement was deemed most appropriate and 2018 was identified as a year of public engagement.

In order to get timely input in developing the Strategic Plan, a two-stage public engagement process was planned. Stage 1 launched in November 2017 and comprised of a questionnaire designed to gauge citizens' values and aspirations. The results of this public engagement are reflected in this report. Stage 2 of 'My Fort, My city, My say' is in the planning phase and expected to be executed in Spring-Summer 2018.

Reason for Approach

Public input is a crucial piece for the development of a new Strategic Plan. The City wanted to hear from as many residents as possible about what they currently think of their community.

Utilizing an online questionnaire allowed the City to reach as many people as possible in a relatively short period of time. The questionnaire approach created easy to analyze responses on the topics that are the highest priority for the strategic planning process.

Overview of My Fort Process

The Planning of 'My Fort, My city, My say' started in the Summer of 2017. The Project Core Team worked closely together to outline the format, goal, deliverables, and approach for the

'My Fort, My city, My say' public engagement initiative. The Team developed a two-stage approach for undertaking interactive, transparent, and meaningful public engagement.

The first stage occurred from November 15 to December 15, 2017.

This stage was designed to gauge the citizens' (residents and visitors) pulse about their thoughts on Fort Saskatchewan, what they value, and where would they would like City Administration and Council focus their efforts in next four years. The purpose of this phase was to validate the City's existing Vision and branding; as well as to gather input regarding what the priorities should be for the next four years. This information will assist in the preparation of a new Strategic Plan in 2018. As Administration and Council will initiate the process of developing the Strategic Plan in early 2018, it was critical to have this information from the high level public engagement available early in the process.

Communication Activities: In order to promote the project, a range of communication activities were deployed. This approach was designed to connect with a diversity of residents and visitors alike. The following activities were used to promote My Fort, My city, My say:

- Newspaper Advertisements on Nov. 23, Dec. 7 and 14, 2017
- The City of Fort Saskatchewan website, Facebook and Twitter accounts.
- Bridge banner – Nov. 20 to Dec. 15, 2017
- Digital screens at the City Hall lobby and the Dow Centennial Centre (DCC), Nov. 15 – Dec.15, 2017
- On screen advertisement at the local theatre - Nov. 15 – Dec.15, 2017
- The Chamber of Commerce newsletter and print media.
- Stand-up banners at the DCC, Shell Theatre, Jubilee Recreation Centre (JRC), Sportsplex, City Hall Lobby, and Harbour Pool – Nov. 15 to Dec. 15, 2017
- Council members also promoted this survey through their social media accounts as well as through their interactions with the Citizens, stakeholders, and media.

Engagement Activities: The online questionnaire was launched on November 15, 2017 and was available on the City's main homepage until December 15, 2017. In addition to the online platform, the City provided opportunities for participation through intercept interviews, paper copies of the questionnaire, and idea boards at various popular venues and events. The following activities were used to obtain feedback:

1. Paper copies of the questionnaire were available at the front receptions of City Hall, Library, DCC, Harbour Pool, and the JEG Public Works Building.
2. Idea boards were placed in the lobbies at the DCC and the JRC.

3. Intercept surveys were undertaken at the following locations:

- The Chamber of Commerce Christmas Market on Nov. 25 and 26, where a team of 6-7 City staff volunteers engaged with the attendees and gathered around six hundred (600) questionnaires.
- Five City staff volunteers visited Pioneer House on Nov. 16 at a seniors' lunch event and gathered input from over fifty (50) senior citizens of our community.
- The City staff volunteers also reached out to the citizens on December 7 and 8 (afternoon hours) at the DCC and the Harbour pool respectively. On December 9, 2017, staff volunteers were present at the JRC for the entire day to engage with the youth and their parents at a hockey tournament.

4. Hard copies of the questionnaire were available to attendees at the Chamber of Commerce Luncheon on December 6, 2017.

5. Emails were sent to the John Paul II High School and the Fort Sask. Christian School to engage local students. The schools confirmed that the link to the questionnaires were emailed to the entire student body.

6. Copies of the questionnaire were available to attendees at the Transit public engagement session hosted by the City's Transit Group.

7. The questionnaire link as well as hard copies were shared with the Fort Saskatchewan Food Bank, Families First, Boys and Girls Club, Careers under Construction, and Dr. Turner's Lodge. FCSS staff volunteers approached these groups to obtain responses from minority demographics who would be less likely to participate.

The above listed public engagement approaches enabled input from a wide spectrum of demographics including youth, parents, seniors, transit users, and frequent visitors to Fort Saskatchewan. These engagement efforts resulted in a total of 2,313 responses received (1,607 complete and 706 partial responses). These perspectives will help inform Council as they develop the new Strategic Plan in 2018 and will also inform other initiatives of phase 2 of My Fort, which will look at specific topics that are required to be addressed through upcoming updates to the Municipal Development Plan, Affordable Housing Strategy, Culture Master Plan, and the Downtown Area Redevelopment Plan.

The *My Fort, My city, My say* process is a way of laying a foundation and setting a tone for the next four years - one that is focused on an open dialogue. Ongoing conversation with the community will enable the City of Fort Saskatchewan to deliver its services, establish new plans and build the community in a way that is responsive to the voice of the community.

What We Heard



Across the 2,313 responses there were instances of commonality and difference. This section provides an overview of what was heard during phase 1 of the My Fort, My city, My say process.

Questions That We Asked

The questions were designed to provide insights into the views of the community for today and tomorrow.

What are you most proud of in our city?

Why do you choose Fort Saskatchewan?

What would you recommend visitors do in our city?

This provides Council with insights into what elements of the community should be maintained and enhanced.

If you could change one thing about our city, what would that be?

This provides Council with insights into the issues that, if addressed, community members feel would have a positive impact on life in Fort Saskatchewan.

What makes our city a thriving community today?

This provides Council with insights into the community's perspective on the vision statement from the Community Sustainability Plan.

What should the focus of the City of Fort Saskatchewan be over the next four years?

This provides Council with insights into the principles and priorities from the Community Sustainability Plan and the priorities and goals identified in the current Strategic Plan.

Summary Responses and Findings

The following section provides highlights of consistencies and points of difference identified through the analysis of the feedback. This provides an overview of the responses heard through the process and begins to paint a picture of the views within the community.

Consistencies across the survey

Throughout the entire survey there were two themes and outlooks that kept occurring: Small town feel / sense of community and the river valley and its trail system.

The small town feel and the sense of community that participants felt in Fort Saskatchewan was mentioned as what they are most proud of, why they chose to live in Fort Saskatchewan and what makes a thriving community today. Those that did elaborate on small town feel / sense of community referenced it being a community with a feeling of safety, low crime, low amounts of traffic, being a close drive to everything and friendly and supportive neighbours.

The other consistently heard theme was the river valley and trail system. This appeared as one of the most common themes for more questions than any other theme. This was especially evident in response to question four (What would you recommend visitors do in our city?) where it was substantially higher than any other theme. The majority of the discussion around this theme recommended walking the trails and exploring with others to take in the scenery of the river valley in its entirety. There were no specific sections of the system that were highlighted as worth seeing over another section.

Potential points of tension found in the survey

There appeared to be a general consensus on many opinions about Fort Saskatchewan, but there were areas where opinions and ideas were in direct opposition of each other or there is an apparent disconnect between two desires.

The first area that this disconnect appeared was shopping and stores. The desire for more shopping was generally agreed upon, but what type of stores were needed varied. Of those that expressed an opinion in type of store there was a nearly equal split between wanting more small independent stores and wanting more big box franchises. The requests for big box store also could be seen in conflict with maintaining the small town feel of the community, as these stores often require larger parking lots and a higher population. The second most common reason for choosing to work or open a business in Fort Saskatchewan was they felt the community was supportive of small, local businesses. Conversely, some business owners did mention that they felt they would have to close their business soon due to increase in taxes and number of big box stores opening.

As discussed earlier, the river valley is a highly valued resource by residents. This was further evidenced when the protection of the river valley was the second most common selection for what helps make the city a thriving community. However, the two lowest levels of response in the same question were “being stewards of the environment” and “using natural resources wisely and being leader in eco-industrial development.” This could point to the reality that many municipalities face - greater emphasis is placed on current results over foundational preparations, but do not necessarily appreciate the background work required to create these desired results.

In responding to “what makes our city a thriving community today?” respondents identified “vibrant community events and cultural activities” as the third most frequent reason. Yet, in the following question “what should the focus of the City of Fort Saskatchewan be over the next four years?” participants identified “creating a sense of community through cultural events and programs?” as the lowest option. There is an interesting dichotomy of valuing these cultural assets today, but not wanting to focus on these in the coming years. A possible explanation is that question 5 allowed for the selection of five items while question 6 restricted it to only three. Culture and events may have ranked higher as a priority if participants were given additional choices.

A smaller conflict point emerged when discussing traffic lights. Many commented on how there were too many lights along highway 21 and it was causing traffic to back up around the city. At the same time, there were people asking for more lights on secondary and tertiary roads to help traffic move smoother and safer.

Final thoughts

Along with valuing small town feel / sense of community and the river valley / trail system, family appears to be crucial in keeping people or drawing people into the community. This speaks to the general quality of life residents find in Fort Saskatchewan and the family-friendly nature of the community. As this information is integrated in to the strategic planning process, these insights will need to be paired with the knowledge of Council and Administration to create a more complete understanding of the issues in Fort Saskatchewan.

Detailed Feedback

This section provides highlights of the most common themes for each question. Included is the identified frequency of responses, a description of the theme, sample quotes from participants and additional commentary and context.

Question 1 - What are you most proud of in our city?

The key component in both the themes of “sense of community” and “small town feel” was the people in Fort Saskatchewan. This included discussion of the friendliness of the people, their generosity, and how participants feel safe around their neighbours. The top reason for pride in the community besides other residents was the trail system - its maintenance and expansion being mentioned as important highlights. The paths within the river valley were the most common elements to be named specifically.



Theme	Sense of Community	Trail System	Small Town Feel	Festivals and Events
Frequency	240	184	158	86
Description	This theme refers to the “community spirit” and how residents would come together and help each other out and support each other.	There is pride in the trail system. The improvements made in recent years and the maintenance were specifically mentioned multiple times. This theme was often mentioned alongside parks, dog parks, and the river valley.	This term primarily appeared to be referring to the friendliness of the town. Sometimes safety was included as part of the description. It was also common to see this theme paired with discussion of having big city amenities.	Participants appreciated the quality and quantity of the festivals, events, and activities put on by the City. Extra appreciation was given for family-oriented and free events.
Sample Quote(s)	<i>I like how our community pulls together to help others during times of need. For example the recent break in at the bowling alley or the young mother with the outrageous water bill. People offer what they can to help and support others. This community takes care of it's own and I'm proud to be apart of it.</i> <i>The sense of community - word goes out that someone is in need and the entire city comes together!!</i> <i>The atmosphere of a community that is connected and caring.</i>	<i>Our river valley trails and parks</i> <i>It's well taken care of. Parks are clean and trails are kept clear of snow and ice.</i> <i>I am most proud that we have so much outside public use areas such as parks, green spaces, walking trails. I am proud that we aren't a concrete jungle.</i>	<i>That in many ways it still feels like a small town even with the large amount of growth we have experienced over the years.</i> <i>Friendly small town feel</i> <i>Small town feel but with amenities that dont require travel to other places to get what I need</i>	<i>Libruary [sic] and it's many programs; our family festivals and farmers market...there's always something going on and it makes my family & I feel apart of a good community.</i> <i>All the events and family oriented activities</i> <i>Events that the city put on</i>

The greatness of a community is most accurately measured by the compassionate actions of its members.

-Coretta Scott King

Question 2a - Please explain why you chose Fort Saskatchewan to live?

The most frequent reason aligned with the responses found in question 1 - valuing a small town feel. When participants elaborated they discussed knowing their neighbours and feeling safe. They also valued that everything was relatively close compared to living in Edmonton.

Being near family was the next biggest draw to have people live in Fort Saskatchewan. Some were moving back to where they grew up while others were moving to follow their children and be closer to them.

Having a shorter commute and living in the same community as their job rounded out the top three most frequent themes. The Shell and Dow plants were employers that were mentioned by multiple respondents.

The fourth and fifth top themes were being a family-oriented community and proximity to Edmonton. The former had some crossover with the top two themes (small town feel; close to family). This included feeling quiet and safe, being raised in Fort Saskatchewan themselves, to having other family nearby to help. The latter references the value of being in a small town, but any amenities/services/ stores not available in Fort Saskatchewan are relatively close by.



Theme	Small Town Feel	Family Lives Nearby	Close to Work	Family Oriented	Close to Edmonton
Frequency	197	140	102	82	78
Description	Usually used to describe a friendly community that felt safe. It was often paired with mention of having amenities or at least being near amenities.	Being closer to family that already live in or near Fort Saskatchewan.	People got a job in or near Fort Saskatchewan so they chose to move there to reduce their commute.	Fort Saskatchewan feels like a good place to raise a family. This can be due to safety, affordability, or specific amenities.	The proximity to Edmonton and being able to access anything that Fort Saskatchewan is lacking, without having to deal with the traffic or crime of the City.
Sample Quote(s)	<i>I have been living here since I was 12 years old and do not wish to move from here as I like the feel of small town.</i> <i>More of a small town feel. You can get any there you need to be in 15 min or less.</i> <i>Small town feel with city amenities and close to more amenities of Sherwood Park and Edmonton.</i>	<i>I grew up here, left for 30 years, and moved back for retirement to be close to family.</i>	<i>For proximity to work for husband.</i>	<i>I love it here. I grew up here and wanted to raise my family.</i> <i>Quiet family oriented friendly community.</i>	<i>Proximity to the city, but still small town-like with great services and low taxes.</i> <i>The fact that this city is big enough to have all the amenities I need, plus big city thing to do very close by.</i>

Family is not an important thing. It's everything.
-Michael J. Fox

Question 2b - Please explain why you chose Fort Saskatchewan to work/own a business?

A note on this question was that a many participants answered this question in the same way as the last question ("why you chose to live in Fort Saskatchewan") and discussed moving to Fort Saskatchewan to be close to work rather than the other way around.

The second-ranking theme was seeing a good opportunity and/or support. This included feeling that the community valued small businesses and went out of their way to support them. This theme also included non-business owners who expressed value in local businesses and supporting them over big franchises. It should be noted that there were six responses in direct opposition to this theme. They listed big corporations and taxes as reasons that their business can no longer survive in the community.

The final theme was about personal career growth. Specific employers were rarely mentioned but the companies appeared to be treating their employees well and offering chances for growth.



Theme	Close to Home	Good Opportunity and/or Support	Good Work Opportunity	Got Transferred
Frequency	82	37	18	13
Description	Being able to have a short or easy commute on a daily basis.	People saw an opportunity to open a businesses in the community that they felt was worthwhile. They also have felt support from both residents as well as other businesses in the community.	The job that they took or have was a great opportunity for growth or was with an employer that is really good.	Their employer transferred them to Fort Saskatchewan from another location.
Sample Quote(s)	Work close to home Close to Edmonton military base for work So convenient - only takes 5-10 minutes to get to work and I'm able to go home for lunch to let my dog out.	Great community support. Residents really do try to support local business. Great business community and lots of opportunity Good reception from community to own a business. Shop local is huge here.	Lots of new business are being developed so there's great job opportunity It's a great organization. Great job in industry.	My company transferred me here as my last plant shutdown. I transferred with my job.

Question 2c - Please explain why you chose Fort Saskatchewan to visit?

There was a notable drop in frequency for the top themes for question 2C relative to other questions. This is likely attributed to the reality that questionnaires like this one are almost exclusively of interest to local residents and business owners, rather than visitors.

The top two themes align with the earlier questions with the river valley and being near family drawing people in. The shopping theme varied in type of shopping from basic needs to specialty markets or independent businesses. The responses for the former indicate it was being answered by people who live in the surrounding area and Fort Saskatchewan was their closest shopping centre. When events were discussed, they often referenced events in general. If details were added it was most commonly either family or Christmas events.



Theme	River Valley and Trails	Visit Family	Shopping	Events
Frequency	45	42	35	28
Description	This refers to the trails, especially in the river valley, and the views and scenery provided by the river valley was also mentioned by participants.	Having family that live in Fort Saskatchewan brought people to the City.	The type of shopping included basic necessities, (i.e. groceries), Christmas Markets, to liking small local shops.	Events in the community draw people into Fort Saskatchewan.
Sample Quote(s)	<i>The River Valley. The view during the summer months are fantastic and lots of people take advantage of this.</i> <i>river valley trails</i> <i>The mountain bike trails</i>	<i>My family all lives here</i> <i>To see family</i>	<i>Grocery shopping</i> <i>Christmas market and shopping</i> <i>Shopping, not busy wonderful people friendly atmosphere</i> <i>Great River Valley, parks, some neat shops</i>	<i>Lots of family events and things do in in town. Almost every weekend there is something to do/watch/ take part in.</i> <i>For the Christmas community events...</i>

In every walk with nature one receives far more than he seeks.

-John Muir

Question 3 - If you could change one thing about our city, what would that be?

The top area for desired improvement was the swimming pool. While many participants desired easier access to swimming, how to solve this problem varied. Some took issue with the hours and access available at the existing pool and felt the hours should be extended or changed, others felt a pool should be added to the DCC, and the final group were upset that the outdoor pool had been removed and wanted a new one to replace it.

The shopping theme also contained a variety of desires, some complimentary while others were in contradiction of each other. There was general agreement for more shopping available in the community as well as more variety in types of stores. The two most common requests were for more clothing stores and more stores located downtown. Regarding size of store, responses were nearly evenly divided between wanting more independent businesses and wanting more big box stores. Finally, the number of liquor stores was too high for a large number of respondents.

The final two themes covered the similar topic of driving around the city. Bridge expansion for access to Edmonton and the number of traffic lights on highway 21 for access to other surrounding communities were identified issues. Regarding traffic lights, there was an interesting outlook on streetlights with complaints about too many on the major roads and not enough on the side roads.



Theme	Pool	Shopping	Bridge	Traffic
Frequency	150	135	71	71
Description	People want to be able to swim more often, both for recreation as well as formal lessons.	The basic desire for more shopping was popular but what type of shops were needed varied.	For the sake of easier driving they want either a second bridge or the existing bridge to be widened.	Smoother traffic flow throughout the city and in and out the city.
Sample Quote(s)	<i>We are in desperate need of things for older kids to do plus we really do need a pool that's more functional than the one we have now.</i> <i>We lack indoor activities for children to do in the winter. My family greatly misses The Jump. Our pool is sub par compared with surrounding communities.</i> <i>We need another pool! More lanes and better swim lane hours. Designated lane swim all day.</i> <i>Get outdoor pool back!</i>	<i>More large retail stores</i> <i>I wish there were more local businesses [in] downtown and less liquor stores in the city</i> <i>We need more ladies clothing stores for all sizes. Plus we need more of the chains i.e. Bath & Body works, Michaels, Costco, Fabricland, etc. Right now I go to Sherwood Park and Northeast Edmonton for these type of purchases.</i>	<i>The bridge over North Sask, River</i> <i>Needs a bypass road and wider bridge.</i>	<i>The traffic from the plants</i> <i>Commuter traffic to plants. Have a bypass route for trucks and traffic just driving through town. Too much semi's are on Hwy 21. And no one stops to use the services.</i> <i>More traffic control on Southfort blvd to help pedestrians get across the street.</i>

Question 4 - What would you recommend visitors do in our city?

Aligning with earlier questions, the river valley and trail system were top themes. While there is crossover between them, they were mentioned independently enough that these were identified as separate themes. For downtown, there were many recommendations on specific restaurants or stores to be sure to visit. The clear frontrunner of these recommendations was the Downtown Diner with 71 responses mentioning it.



Theme	River Valley	Trails	The Fort Heritage Precinct	The Sheep	Downtown
Frequency	361	345	224	200	140
Description	The river valley and walking through it and exploring	The trail system throughout the entire city.	Explore the old fort ground and museum.	Visiting the sheep that help control the grass and weeds throughout Fort Saskatchewan.	Wandering the downtown area and seeing local stores/ restaurants.
Sample Quote(s)	<i>Spray park, walk through the river valley</i> <i>River valley exploration.</i> <i>Visit the river, it's a gem</i>	<i>Enjoy the trails and parks especially along the river valley.</i> <i>Our walking trails are beautiful!</i>	<i>Visit the old Fort</i> <i>The downtown core is a great place to see. The ole jail and fort areas</i> <i>Walk in the river valley and check out the historical fort and museum.</i>	<i>Visit the sheep - of course...</i> <i>Santa parade, Canada day, other events like sheep days</i> <i>Go see the sheep</i>	<i>shop at local businesses, downtown tour, farmers market</i> <i>Visit the downtown and river valley</i> <i>Walk downtown and eat at one of the newer restaurants.</i>

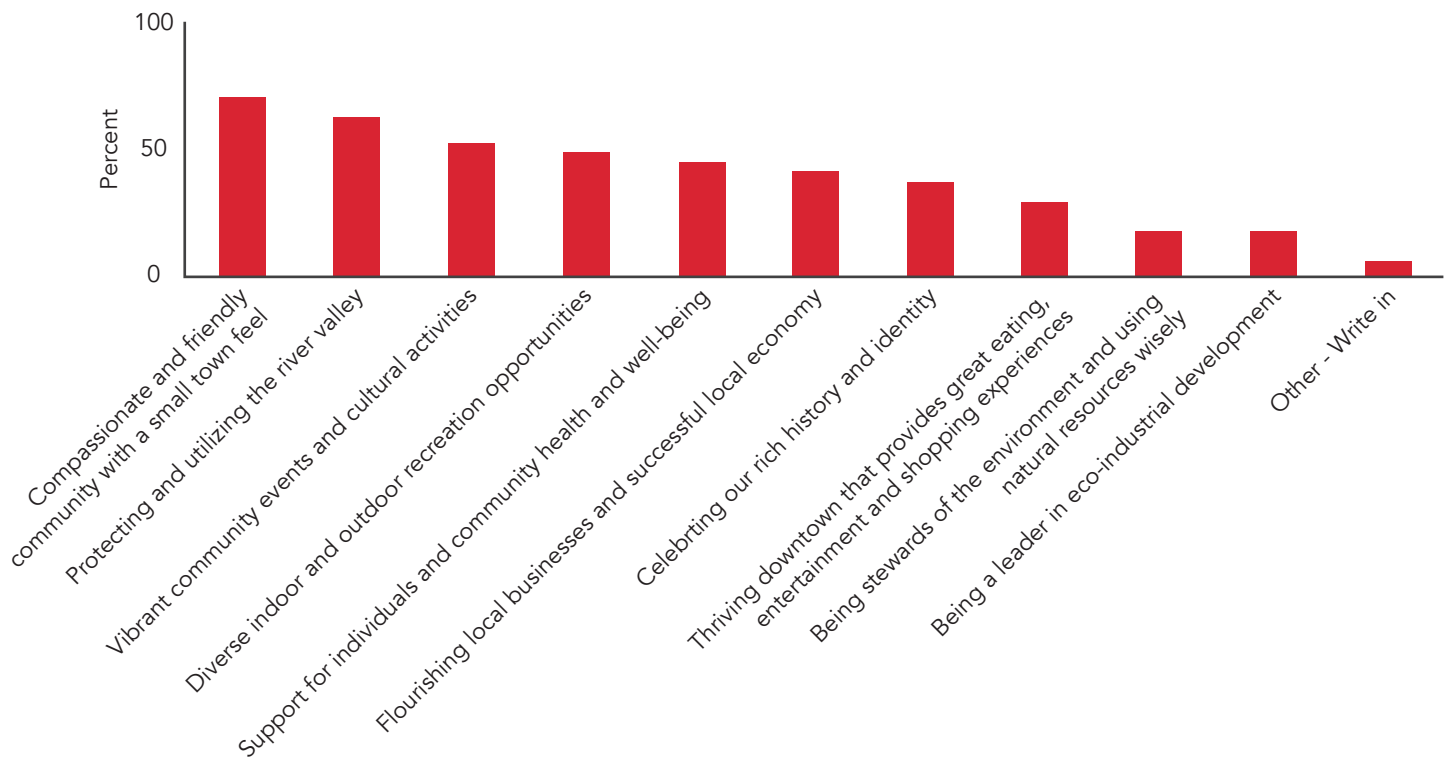
Question 5 - What makes our city a thriving community today?

This question provides Council with insights into the community's perspective on the vision statement from the Community Sustainability Plan.

These responses align with earlier questions, with options related to the small town feel and the river valley as clear front runners. It is interesting that protection of the river valley was so high, but any other options related to protecting the environment were the two lowest frequencies, highlighting a tension identified earlier in this section.



Option	Percent	Responses
A compassionate and friendly community with a small town feel	72%	1,044
Protecting and utilizing the river valley	63.4%	919
Vibrant community events and cultural activities	53.4%	774
Diverse indoor and outdoor recreation opportunities	50%	725
Support for individuals and community health and well-being	46.7%	677
Flourishing local businesses and successful local economy	42.2%	612
Celebrating our rich history and identity	37.9%	550
Thriving downtown that provides great eating, entertainment and shopping experiences	28.9%	419
Being stewards of the environment and using natural resources wisely	17.7%	257
Being leader in eco-industrial development	16.7%	242
Other	5.3%	77



Question 6 - What should the focus of the City of Fort Saskatchewan be over the next four years?

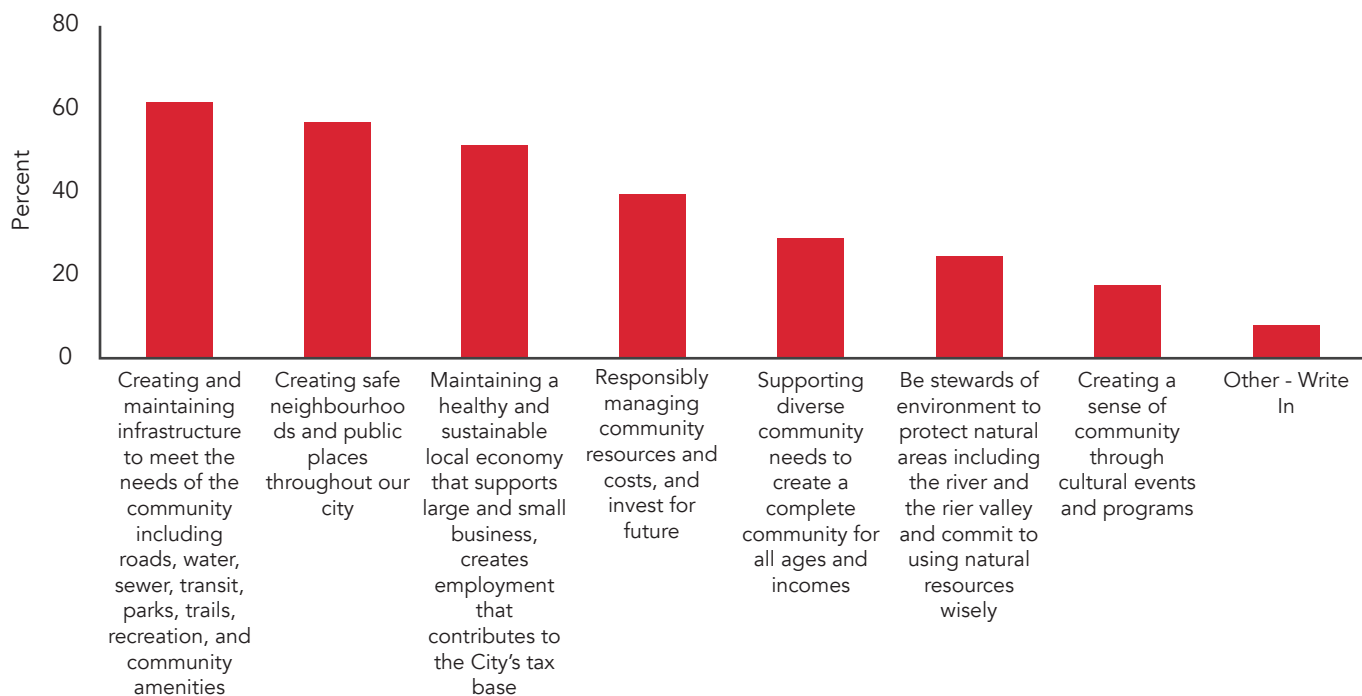
This question provides Council with insights into principles and priorities from the Community Sustainability Plan and the goals and priorities identified in the current Strategic Plan.

The creation and maintenance of infrastructure was fitting with the rest of the survey. Trails were frequently mentioned, and while roads were not a top theme, discussion of construction and repaving appeared throughout the survey. The lowest scoring options of developing cultural events and programs is worth noting in contrast to question 5, where events and cultural activities was the third highest scoring. Other crossovers between these two questions are relatively close in ranking. This may be due to selecting three for this question and five for the last one. Perhaps culture and events is fourth or fifth in the hierarchy of wants and needs.

The most common theme discussed for 'Other' areas of focus were related to recreation. Some of the subthemes included wanting another pool, improving existing facilities, adding a skatepark, and diversifying the sports being offered. Other themes that came up included water and utility bills and keeping taxes and City spending down.



Option	Percent	Responses
Creating and maintaining infrastructure to meet needs of community including roads, water, sewer, transit, parks, trails, recreation, and community amenities	61.4%	902
Creating safe neighbourhoods and public places throughout our city	56.9%	836
Maintaining a healthy and sustainable local economy that supports large and small businesses, creates employment that contributes to the City's tax base	51.3%	753
Responsibly managing community resources and costs, and invest for future	39.3%	577
Supporting diverse community needs to create a complete community for all ages and incomes	28.7%	421
Be stewards of environment to protect natural areas including the river and the river valley and commit to using natural resources wisely	24.3%	357
Creating a sense of community through cultural events and programs	17.2%	252
Other	7.7%	113



Next Steps



Fort Saskatchewan City Council will be meeting on March 1 and 6, 2018 to begin work on the city's 2019-22 Strategic Plan. The input collected through the *My Fort, My city, My say* process is an essential input in the creation of this plan. In the following months, 2019-22 department business plans will be created to align with Council's Strategic Plan.

Later in 2018 budget development will occur. These budgets will be linked back to the Strategic Plan and department business plans. The budgets will include the 2019 operating and capital budgets along with 2020-22 operating forecast and 2020-2030 10-year capital plan. These budgets will be presented to Council in November 2018 for review, deliberations, decisions and final approval.

Appendix A: Demographics of Participants



Age Cohort	Percent	Responses
12 - 19	4.5%	66
20 - 34	24.4%	356
35 - 54	42.3%	617
55 and above	28.7%	418