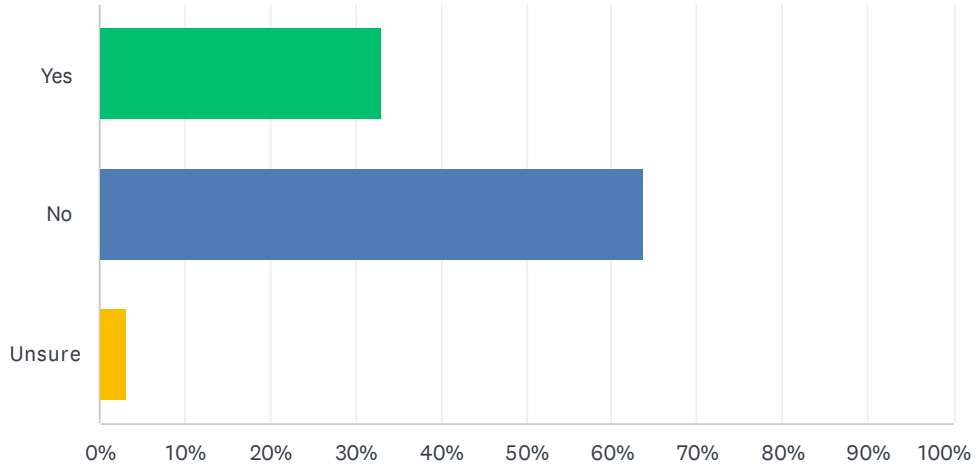


### Q3 Do you believe the Town of Three Hills Council should increase the number of Councillors from five (5) to seven (7).

Answered: 94 Skipped: 0



| ANSWER CHOICES        | RESPONSES |
|-----------------------|-----------|
| Yes                   | 32.98% 31 |
| No                    | 63.83% 60 |
| Unsure                | 3.19% 3   |
| Total Respondents: 94 |           |

## Q4 What are your thoughts on adding two more Councillors, considering both the potential benefits and the potential financial implications for the municipality?

Answered: 82 Skipped: 12

| #  | RESPONSES   |
|----|---|
| 1  | We don't need three more councillors.   |
| 2  | We don't need two more councillors.   |
| 3  | 1. a broader input from constituency 2. I have no idea what the extra cost would be!  |
| 4  | The financial implications would be low. A larger variety of voices around the table helpful & provide a wide range of perspectives   |
| 5  | I'm not confident increasing the size of council by 40% will result in a 40% increase in their overall output or notably increase the value passed down to town residents.  |
| 6  | Smaller council equals less tax money, and also less decision making confusion  |
| 7  | 7 councilors gives us as residents more representation and a wider variety of opinions in more fields of expertise. i believe increasing the number of councilors is the right move for our community   |
| 8  | I feel that 7 people can be a number that allows for more minds at the table without making meetings or decision making bogged down. I believe the additional cost of 2 people could not out way the benefit of having a better process at the council level.   |
| 9  | Wider perspectives  |
| 10 | Broader perspectives. Also green councillors are raw and typically do not perform well at the start of their term. I am guessing it takes between 2-3 years before they are comfortable in their role. This system relies heavily on the returning elected officials for their guidance. In our present system, 2 out of 5. This is not a great system for good governance.   |
| 11 | It is going back to 7 and many municipalities maintain 7. There is more diversity of opinion, education, and skills to give a higher value to the town. The larger number reduces the real risks of influence, undue influence, control and narrow myopic perspectives. The extra finances needed are negligible when compared to poor decision making that causes the town thousands of dollars in inefficiencies and mistakes. There seems to be high amount of lost revenue in backward management that limits growth in the town and aligning itself for careful but intentional expansion, including housing and new businesses. |
| 12 | More councillors should equal more town representation  |
| 13 | More various in knowledge and variety.  |
| 14 | More variety of knowledge. Wisdom and experience. More thoughtful discussion. Possibility of a wiser decision.  |
| 15 | Not being property owners anymore, therefore not taxpayers, we're not sure this question applies to us.   |
| 16 | No need   |
| 17 | If the council would do there job,5 council members would be enough.  |
| 18 | Waste of money that could be spent on improving the roads etc   |
| 19 | 5 is adequate. Don 't need the extra expense..better things to spend that money on.   |
| 20 | Unnecessary cost to town. Money should be spent on infrastructure.  |

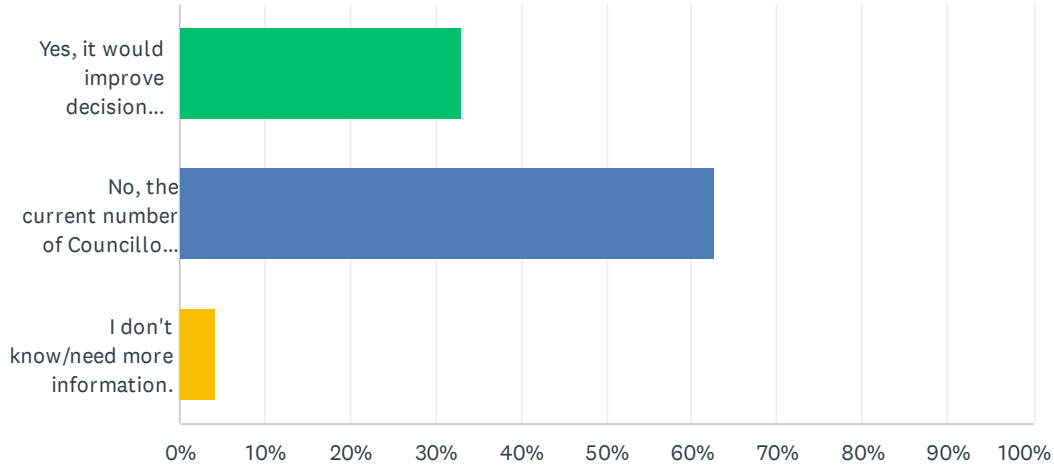
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|----|--|
| 21 | Unnecessary cost to Town. Money should be spent on infrastructure.   |
| 22 | Unnecessary cost to town. Should be spent on infrastructure.   |
| 23 | I estimate a savings of \$250,000 over the four year term. Five members have worked well for a town our size.  |
| 24 | More opinions and viewpoints are always better when making decisions.  |
| 25 | I believe the benefits of having additional people will add potential ideas, wisdom and constructive opinions. These extra councillors have the potential to add to the pool of ideas resulting in both financial savings and improvements the benefit the town budget as well as the local economy. These are things that most residents want to be accomplished. |
| 26 | More voices for town population.   |
| 27 | cost - money   |
| 28 | I got a sense at last nights meeting that a couple of current councillors and some of the previous councillors think it would be better. 7 councillors has worked fine in the past.  |
| 29 | Benefits would include better representation of residents.   |
| 30 | Great idea.  |
| 31 | Spreads out workload, as in committee work.  |
| 32 | Based on population, see no need to increase.  |
| 33 | we are only 3500 people why do we need 7 councillors.  |
| 34 | Don't see the benefit, only added cost.  |
| 35 | Not necessary  |
| 36 | Seven people have more input than five.  |
| 37 | A broader range of opinions and demographic representation.  |
| 38 | The present ones don't appear to be there to speak theor minds or Hage strong opinions. They follow the guidance of the mayor, except Byrne speaks his mind.   |
| 39 | Better representation. Better decision making process  |
| 40 | I am concerned about the potential financial implications. Our taxes keep going up and we don't seem to see any real benefits from the increases. Furthermore, I fail to see what benefits this would provide. Do we need more councillors or better ones?   |
| 41 | It seems like 5 should be unsought to adequately run a town of this size,  |
| 42 | Due to the lack of proactive involvement by the present & past Councils with the future direction for Three Hills, I feel it would even be further encumbered by having additional council members.  |
| 43 | N/A  |
| 44 | I think the salary of two more councillors will be worth the extra checks and balances to decisions. The mayor should be elected from within the councillors by the councillors  |
| 45 | I feel there would be better representation with more councillors More would help share the work load.   |
| 46 | I think 5 is sufficient and 7 is too costly.   |
| 47 | 5 can do the proper job in a town the size of 3 Hills.   |
| 48 | Not needed due to number of residents  |
| 49 | For a Town this size 5 councilors are adequate. The decision making process would not change with an increase in councilors. it will only add more controversy and delay in decision results.  |
| 50 | No need to add financial pressure on electorate at a time slow growth.   |

|    |   |
|----|---|
| 51 | Serious financial downside when no necessity apparent.  |
| 52 | I do not believe adding 2 Councillors will benefit our town in any way. I believe the presently elected 5 councillors can make just as good decisions as adding another 2 councillors at an additional cost of approx. \$50,000./ year. There are so many more viable projects to spend ratepayer dollars on rather than additional councillors. I do believe the existing elected council are ample for the size of our town. Let's put the \$50,000. into improved streets or on matching grants that can actually benefit the citizens that are paying both the expenses and council wages for the town. If our council can remain focused on the betterment of our town and not personal agendas, it will be best for all of us.  |
| 53 | I think the financial costs will greatly outweigh any potential benefits of increasing the size of council in a town whose population doesn't exceed 3500. It is not just the base cost of remuneration but additional costs to travel to and attend exterior events.   |
| 54 | I understand it would increase costs. I am not familiar enough with politics to understand the benefits.  |
| 55 | 5 Competent councillors should be adequate and efficient to deliberate the needs of Three Hills. A 40% increase in that staff category is steep   |
| 56 | 1.Diverse Perspectives: More representatives can bring a wider range of viewpoints, reflecting the community's diverse demographics and interests. 2. Increased Accessibility: With more representatives, constituents may find it easier to connect with their elected officials, fostering better communication and engagement. 3. Improved Accountability: A larger council can distribute responsibilities more effectively, allowing for greater scrutiny of decisions and actions, enhancing accountability. 4. Focus on Local Issues: More representatives can allow for a greater focus on specific local issues, ensuring that all areas of the municipality have a voice. 5. Enhanced Collaboration: A larger team can encourage collaborative discussion and debate on initiatives and policies, leading to more comprehensive and effective solutions for community challenges. |
| 57 | I feel our municipality does not have enough issues to warrant extra councillors  |
| 58 | I do not see the value of this.   |
| 59 | There is no need for two more councillors for our population. It's just an added financial burden.  |
| 60 | I don't feel it's necessary to add two more councillors- often times quality far exceeds quantity. The added cost is not something we need to tack on to the budget. While one could argue that more councillors would allow for more dialogue, however I think it will just muddy the waters in decision making. I have lived in Three Hills since the early 80's and have been involved in local government and it is always difficult to get committed engaged and dedicated candidates running for political office. Getting the right people to sacrifice their time to sit on council is tough. We don't need a body in chair we need strong committed voices that keep the best interests of all the town residents in mind not candidates with their own agendas.   |
| 61 | Adds expense without much benefit.  |
| 62 | Adding members is a benefit to the town and to the council. More people means more solutions or options. I am not sure on the financial implications or how it will impact the municipality.  |
| 63 | 7 councilors would allow the Town to Elect the Mayor from within and better represent the people of Three Hills.  |
| 64 | Increase funds needed for the extra councilors could be better spent some place else.   |
| 65 | Not needed  |
| 66 | Five councillors is sufficient for the population of the town.  |
| 67 | Better decision making.   |
| 68 | I feel we need to save money everywhere we can. Our roads, sidewalks and repairs to existing items are more important than hiring more councillors, especially when the ones we have are capable, and are working well.   |
| 69 | I vote for only 3 town councillors. Not 5, not 7, only 3.   |

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|----|--|
| 70 | Why change back? Not needed.   |
| 71 | The decision was made 4 years ago to reduce the number of councillors from 7 to 5. This was to reduce operating expenses and help to keep taxes lower. Government in general becomes too big and cumbersome and taxpayers carry the load. We are a small community with about 3200 residents. 5 councillors already has a high ratio of about 1 councillor for about 640 people. If we have 5 councillors who are very engaged in the operation and governance of the community, it can be just as effective as adding more. Then why stop at 7 and maybe go to 9, so that there are even more ideas. It just doesn't end.   |
| 72 | It's an unnecessary expenditure with no clear advantage.   |
| 73 | I contend that the decision to reduce from 7 to 5 councillors was a carefully considered decision a few years ago. I see no absolutely benefit to increasing the number of councillors. TH is a small community. Reducing the number of council members yields significant cost savings while still providing effective representation.  |
| 74 | It is not necessary to change.   |
| 75 | Adding more positions on council costs too much money Five councillors is sufficient for the size of the town  |
| 76 | It adds bureaucratic bloat and will cost taxpayers an additional 175K over four years. The potential benefit of two more voices being able to sway process to save more than that amount is highly unlikely and will only serve to lengthen and cloud debate.  |
| 77 | If the previous council decided to reduce the number of councillors from 7 down to 5, why is the current council not regarding previous council's experience with budget and workload? Why add two additional opinions to complicate matters further and increase the towns expense for more councillors?  |
| 78 | Leave it at 5  |
| 79 | 5 council members is more than enough for a town the size of Three Hills - this decision will be costly, and doesn't appear to be based on good governance but rather, personal motivations re: existing council members.  |
| 80 | I don't see any benefits to adding two more councillors. For a small town, it doesn't seem that there is an issue with representation for the population size. It does seem as though the financial cost to add more councillors would be more impactful in a negative way to tax payers.  |
| 81 | The benefits (if any) don't outweigh the costs. There is no reason to do this.   |
| 82 | It is not needed. Some are making the assumption that more heads on Council will make better decisions. While this has potential to be true, it relies on the assumption that everyone elected will be quality Councillors and lead to better decisions. Unfortunately, this isn't always the case and many people who get onto Council don't understand the governance role and try to inject themselves into the administrative role. So, the risk of having increased feuds around role clarity between Council and Administration comes to mind which is detrimental to our community. Additional Councillors will likely result more complexity and less cohesiveness which could result in a slower decision making process. Simply put, more people around the table doesn't necessarily translate into better governance. It's essential to focus on the quality and efficiency of decision-making rather than the quantity of voices involved. After looking at the recently updated Council Committee appointments, it doesn't appear the workload of current Council is over loaded, so I assume this isn't why the considered change is on the table. I don't see how spending the extra \$50,000 on 2 more Councillors will result in better decision making. I also feel like considering this change after just one Council term with 5 Councillors is premature. |

## Q5 In your opinion, would expanding the Council from five (5) to seven (7) members improve the municipality's ability to represent the needs of residents and make more informed decisions?

Answered: 94 Skipped: 0



| ANSWER CHOICES                                       | RESPONSES |    |
|--|-----------|----|
| Yes, it would improve decision making.               | 32.98%    | 31 |
| No, the current number of Councillors is sufficient. | 62.77%    | 59 |
| I don't know/need more information.                  | 4.26%     | 4  |
| Total Respondents: 94                                |           |    |

## Q6 Please provide any additional comments or suggestions regarding the change of the number of Councillors from five (5) to seven (7).

Answered: 53 Skipped: 41

| #  | RESPONSES   |
|----|---|
| 1  | More councillors makes decisions more difficult but has the possibility of being more accurate. usually takes more time. The cost of extra councillors should be considered on this list!!  |
| 2  | Considering the size of the town population, and the actual number of actively involved town resident in the political process throughout the year, greater representation doesn't appear to be a major concern. I think if council feels an increase in size is necessary to manage their current workload, it would be prudent for them to first review the value the town is getting out of the meetings/conferences they attend in the community on a regular basis. I don't feel it's beneficial for the same amount of output/value to be spread across a larger group at a higher cost. This is already a relatively expensive community to live in. It would be best that the town council avoid making it worse. Thank you for the opportunity to provide feedback as part of the decisioning process. |
| 3  | Thanks for allowing tax payers an opportunity to be heard   |
| 4  | Just because a previous council moved away from 7 to 5 does not mean the reasons were good or that the conditions are the same at this time. That council may have addressed specific needs and concerns and thought that they were best dealt with in that manner but may have missed other broader factors such as human social psychology or unintended consequences of those decisions.   |
| 5  | more of the town people views would be presented.   |
| 6  | 7 councillors would lessen the change of the alignment of 3 councillors against 2 councillors (in a 5 situation). More opinions - less chance of political alignment.   |
| 7  | It would seem we are already well represented with 5 councillors. If taxpayers can bear higher costs due to 2 more councillors, the decision should be theirs to make.  |
| 8  | Get more efficient snow removed Fix the potholes and sidewalks.   |
| 9  | It would be fiscally irresponsible to increase to 7 councillors.  |
| 10 | It would be fiscally irresponsible to increase to 7 councillors.  |
| 11 | It would be fiscally irresponsible to increase to 7 councillors.  |
| 12 | The day will come when it will be tough to find good candidates. I've seen it happen in other communities. As in the vote for Mayor issue I feel there is agenda in the very need for this to come up. Things are fine the way they are. Leave it alone.  |
| 13 | The town is growing, so should the numbers of councillors. Its more representative.   |
| 14 | Ancient wisdom says "Plans fail for lack of counsel, but with many advisers they succeed."  |
| 15 | If 7 councillors want to work for the same money as 5 good. The work load would be less and so would the money.   |
| 16 | I appreciate having the opportunity last evening at the "open forum" to hear both sides of the story.   |
| 17 | Allows more diversity of input and opinion and experiences. Lessens the impact of potential block voting.   |
| 18 | The biggest thing would be to cut red tape and have each councillor be knowledgeable and enthusiastic about making Three Hills the best place to live.  |
| 19 | Include more varied backgrounds and ways of interpret situations.   |

|    |  |
|----|--|
| 20 | Costs are too high! If we have the capital it would be better to fix our roads and infrastructures.  |
| 21 | What about an open house or Town Hall meeting when we can ask questions of council.  |
| 22 | Make sure they aren't simply agreeing with the status quo  |
| 23 | We need to keep costs as low as possible.  |
| 24 | The mayor needs to be selected by the councillors from within themselves. Last time we lost one of the most qualified candidates from council because she ran for mayor. In such a small town we can not afford to miss out on having the best people on council because of this.  |
| 25 | Thank you for this opportunity for the residents of the area to Be Heard.  |
| 26 | 5 are more efficient than 7 and not as costly!   |
| 27 | See No. 4  |
| 28 | use money saved to go to infrastructure  |
| 29 | Moving from 5 to 7 councilors is an extra expense assigned to us the tax payers. The money saved by retaining the status quo of 5 should be spent on our detreating infostructure.   |
| 30 | Often harder for more people to work together efficiently.   |
| 31 | Smaller group usually easier to find consensus and work together.  |
| 32 | I see no advantage to 7 Councillors. I have never heard of a councillor complaining about work overload, but if this is the case then maybe they should consider stepping down to allow someone with the time and energy to focus on town business.  |
| 33 | It would demonstrate fiscal responsibility to refrain from increasing the size of council in a time of ever increasing public sector costs.  |
| 34 | The benefits are not clear to me.  |
| 35 | This is a case where Less IS More. When there are too many decision makers, you can expect things to take longer and cost more. If the councillors are highly qualified, then fewer will accomplish more   |
| 36 | Thanks for the opportunity to participate in giving feedback. It is appreciated!   |
| 37 | Adding more would not increase any efficiency's that already exists within current council structure. I thinking would actually add more time to discussions and readings that would decrease the turnover time on issues. Our current populations issues or concerns are handled fine by the current council structure  |
| 38 | Why is this being proposed anyway?   |
| 39 | I feel this issue was addressed by our previous Council and I feel it is somewhat irresponsible that the matter is being addressed again. The time and money to open this up again seems ridiculous. When the present Councillors were elected they knew the Town had a platform of 5 Councillors. Also, I would like to point out that for example the City of Calgary with a population in excess of 1.4 million people can successfully navigate their government needs with 1 Mayor and 14 city councillors. Why would Three Hills require 7 Councillors for a population of apx 3000 residents? |
| 40 | Let's be fiscally responsible.   |
| 41 | Use the money for extra council members to buy a leaf sweeper for 1st Avenue   |
| 42 | Would like to see town debt go down before increasing costs in areas that do not need it.  |
| 43 | Why is there no option to reduce the number of councillors from 5 to 3??   |
| 44 | Having 5 engaged and concerned council members is sufficient to govern our community.  |
| 45 | Why change what is working effectively? We live in a small community and 5 councillors provides adequate representation.   |
| 46 | I question why this change is being considered at all. The current council has done a decent job of handling several large and impactful projects along with administrative staff. I personally  |



favour reducing government to reasonable levels rather than increasing.

|    |  |
|----|--|
| 47 | There is no need to change from 5 back to 7. Cut the number of boards and committees that council sits on if there is a time issue.  |
| 48 | Adding more number of councillors for the purpose of trying to get someone in on council doesn't guarantee a position.   |
| 49 | Councils can achieve great results with 5 persons in a community of 3300 people. These past three years have proven successful, and the thoughts and vision of previous council who implemented this streamlining change should be commended. Thank you                                    |
| 50 | If council wants to go forward with this they should ask the people at the next election   |
| 51 | Changing to 7 councillors may result in less stream-lined decision making and higher costs, without significantly improving representation. A 5-member council is well-suited to the size and needs of our community, ensuring that local governance remains cost-effective and efficient. |
| 52 | There is no reason that a current group of 5 cannot adequately represent a community of 3200 people. Adding additional Councillors may actually decrease the ability to make informed decisions as fewer people could sway a council member.   |
| 53 | How much time has been spent on this and the method to elect the Mayor? With the number of times Council has talked about this over the past 8 months, it seems like way too much too me.  |