



CITY OF LEDUC
2019·2022
**STRATEGIC
PLAN**



CITY OF
Leduc





CITY OF LEDUC 2019-2022 STRATEGIC PLAN



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COUNCIL COMMITMENTS

The City of Leduc is dedicated to building and maintaining safe, affordable and vibrant neighbourhoods. We work closely with residents, local business owners and operators, community stakeholders, and regional partners to preserve our outstanding quality of life and to ensure that Leduc continues to be an enviable place to raise a family, earn a good living or visit for a few days.



WE REPRESENT THE PEOPLE OF LEDUC.

We understand that municipalities are established to serve people and that municipal councils are obligated to carefully consider the needs and expectations of all their citizens when making decisions and setting policy.



WE ARE COMMITTED TO PLANNING OUR FUTURE AS A CITY.

The 2019-2022 Strategic Plan describes a long-term vision for Leduc and identifies four distinct areas where city council will focus its efforts. Our municipal and intermunicipal development plans (both of which will be renewed in the coming years) will guide how the city grows and develops. Other corporate plans will define how we deliver municipal programs, services and infrastructure.



WE ARE COMMITTED TO PUBLIC ENGAGEMENT.

We will actively engage residents, the business community and stakeholders in community-building and will seek their input on what Leduc should look like in the future. We will continue to involve people in the budget process and will survey them to gauge their level of satisfaction with the programs and services we deliver. We will encourage residents to sit on civic committees and boards and provide input at council meetings. We will encourage and celebrate community volunteers. We will look for new ways to engage our youth. We will work closely with our business community.



WE ARE COMMITTED TO SUPPORTING LEDUC'S GROWTH.

While we acknowledge that we are no longer a small town where everyone knows each other, we appreciate that we are now a place where residents don't need to travel to work, shop, play or enjoy culture. We know from first-hand experience that growth doesn't occur without challenges but are committed to accommodating the growth of our city.



WE ARE COMMITTED TO FINANCIAL SUSTAINABILITY.

We will review the efficiency and effectiveness of our services and maintain our competitive tax advantages. We will continue to ensure that citizens receive excellent value for taxes paid and will strive to create a financial environment which helps businesses invest, innovate, grow and prosper.



WE ARE COMMITTED TO WORKING TOGETHER.

Council will work as a team and will maintain strong working relationships with the city manager, executive teams and municipal employees. Administration will develop annual business plans to support the achievement of council's strategic priorities and to implement the goals and objectives outlined in the city's master plans. We will strive to ensure that the City of Leduc continues to be an employer of choice.





WE ARE COMMITTED TO WORKING WITH OTHERS.

We will work with our partners in Leduc County and the Edmonton Metropolitan Region to support the long-term economic prosperity and livability of the region and to effectively and efficiently deliver municipal programs, services and infrastructure. We will continue to take a leadership role in promoting intermunicipal and regional initiatives.



WE ARE COMMITTED TO PROTECTING OUR NATURAL AND BUILT ENVIRONMENT.

We will champion environmental action. We will continue to look for ways to increase solid waste diversion rates and to be a more effective steward of our water resources. We will protect and enhance our unique natural features and built environment.



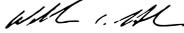
WE ARE COMMITTED TO PROVIDING EFFICIENT AND EFFECTIVE MUNICIPAL INFRASTRUCTURE.

We know that our quality of life is supported by the availability of services, programs and spaces where we can gather and pursue our interests. Our physical and social infrastructure is the foundation upon which we build our city.

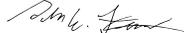
WE ARE COMMITTED TO LEDUC



Councillor
Beverly Beckett



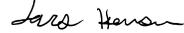
Councillor
Bill Hamilton



Councillor
Glen Finstad



Mayor
Bob Young



Councillor
Lars Hansen



Councillor
Laura Tillack



Councillor
Terry Lazowski



COMMUNITY PROFILE

Leduc is one of the fastest growing communities in one of the fastest growing metropolitan regions in the country. It straddles one of the most important transportation corridors in the country and sits on the edge of the Edmonton International Airport, Canada's fastest growing and largest (by area) airport. It hosts the Nisku and Leduc business parks, Canada's largest developed energy services industrial park. It is also home to growing manufacturing, agri-business, transportation, distribution and logistics, aerospace and aviation, and bio industrial sectors.

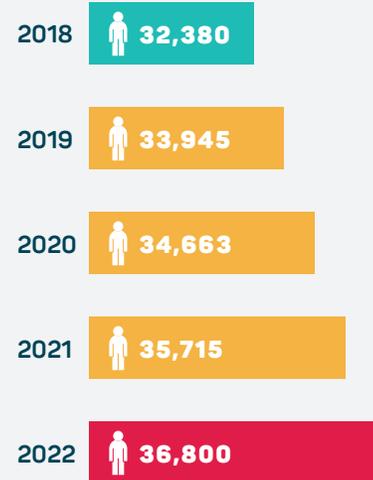


THERE IS A REASON WHY LEDUC IS GROWING.

As Maclean's Magazine observed in its analysis of the 2016 census, "people don't flock to a place without a reason. Growth signals that a city is in demand, that it is creating jobs and new opportunities for residents." Leduc is currently home to more than 31,000 people, which has doubled since 2006. It has been one of the fastest growing cities in the country over the past decade and has been on the forefront of a Canadian trend that has seen small cities in major metropolitan regions lead the country in growth. A growing population will provide an expanding customer base for businesses and offer access to a reliable, well-educated workforce. This will, in turn, attract new residents and businesses to Leduc.

Leduc's stable economy and high quality of life will continue to attract people from elsewhere in the region, Alberta, Canada and other parts of the world. We anticipate that another 5,000 people will make Leduc their home over the next four years. The Edmonton Metropolitan Region Growth Plan forecasts that the city's population could be 65,000 by 2043. We anticipate that Leduc's 50,000th resident will arrive as a newborn or a newcomer sometime around 2033 – fifteen short years from now.

5-YEAR POPULATION FORECAST





As we know from first-hand experience, accommodating growth presents both challenges and opportunities. Our future is bright, and we are confident that council and administration are well-prepared to address challenges and take full advantage of opportunities.

The 2019-2022 Strategic Plan was developed with growth in mind. Both council and administration want to be as proactive as possible in planning for a Leduc with 35,000 residents in 2021 and 65,000 in 25 years from now. It is imperative to be **planning today to accommodate tomorrow's growth**. This plan identifies council's strategic priorities for the next four years, things that we know are important to everyone in Leduc: economic prosperity; exceptional municipal programs, services and infrastructure; a high quality of life, environmental sustainability and sound governance.

With unique opportunities on the horizon, Leduc's City council is committed to carefully managing its future while continuing to deliver first-rate programs, services and infrastructure to the community. This plan helps to ensure Leduc continues to be a caring community in a thriving region and a desirable place to live, learn, work and play.

STRATEGIC PLAN DEVELOPMENT

The development of the 2019-2022 Strategic Plan was guided by three fundamental elements: our vision for the community, our mission as an organization and the values city council and administration adhere to in governing and managing municipal programs, services and infrastructure.

Our strategic planning efforts were initiated with a comprehensive community engagement process that asked residents, stakeholders and staff to help develop a long-term vision for the community. While hundreds of ideas were put forward for discussion, three common themes were very evident.



People want Leduc to be a great place to live and raise a family. They want their neighbourhoods to be safe and healthy.



People want Leduc to continue to be what they describe as a “caring community.” They want to have a sense of belonging and connectedness with the community. They want to be welcoming and supportive of every person in the community.



People want to be part of a thriving region with ready access to a wide range of employment and educational opportunities. They want their council and administration to collaborate with their local and regional partners.

OUR PLANNING FRAMEWORK

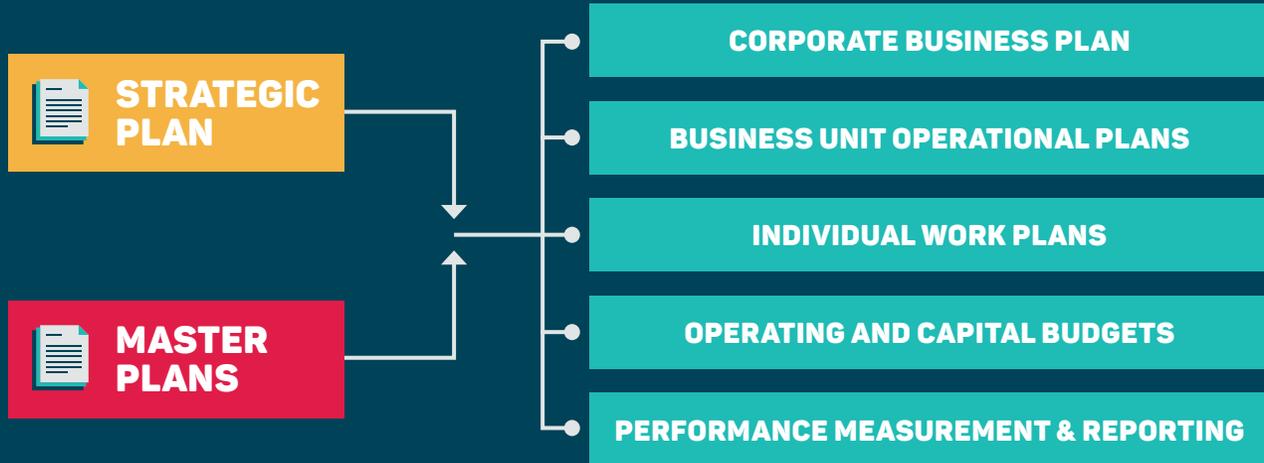
The City of Leduc's planning framework integrates its corporate and operational business planning processes with its budget and performance measurement and reporting processes.

THE STRATEGIC DIRECTION OF THE CITY IS DRIVEN BY COUNCIL'S STRATEGIC PLAN AND A VARIETY OF MASTER PLANS.

- New strategic plans are developed and adopted by every new council. They identify specific outcomes which council wants to achieve over its four-year term of office and identify things that council want to add, change or highlight.
- Master plans are adopted by council to guide the provision of municipal programs, services and infrastructure. These longer-term (10 years+) plans include Leduc's Municipal Development Plan, Transportation Master Plan, Environmental Plan, etc.

The direction provided by the strategic plan and master plans is translated into annual corporate and business unit plans. These business plans drive the city's operating and capital budget processes and the development of individual work plans. The city's performance measurement and reporting processes include the analysis of results at a community, corporate, business unit, and individual level. Progress on the implementation of council's strategic plan is monitored by city council on a regular basis and reported to the public through annual reports.

WHAT DO THE STRATEGIC PLAN
AND MASTER PLANS INFLUENCE?





OUR VISION

Our vision statement describes the kind of community we intend to build. Its purpose is to guide our current and future direction and decision making.

OUR VISION FOR LEDUC IS

A great life.
A caring community.
A thriving region.

OUR MISSION

Our mission statement describes our purpose to help provide focus and direction in achieving our vision.

OUR MISSION IS

People.
Building.
Community.



OUR VALUES

Our values are declarations of our core beliefs. They represent our shared accountability to each other and underpin our approach to community building. We strive to balance our commitment to these values throughout our work.

THE CITY OF LEDUC'S COUNCIL AND ADMINISTRATION SHARE THE FOLLOWING BELIEFS WITH THE COMMUNITY





A CITIZEN FOCUS

People have wisdom and ought to be engaged in the decisions that affect their lives.



A COMMITTED CITY TEAM

The quality of our programs and services rests upon the talents, dedication and engagement of our human resources.



DIVERSITY & INCLUSIVENESS

We respect and support diversity and inclusiveness within our community.



TRANSPARENCY & ACCOUNTABILITY

Strong municipal leadership is open, honest and evidence-based.



FINANCIAL RESPONSIBILITY

We are responsible for properly managing taxpayers' dollars and keeping services affordable.



PARTNERING FOR SUCCESS

Our capacity to achieve our goals and optimize our resources is enhanced through working in partnership with others.



EXCELLENCE & PROSPERITY

City-building involves commitment to ongoing excellence, development and innovation.



RESPECT FOR THE PLANET

We strive to balance our growth and development with care and respect for our natural environment.



A REGIONAL FOCUS

We are stronger as a region and will take a leadership role in supporting regional collaboration.

COUNCIL FOCUS AREAS

City council has identified four focus areas to guide decision making and implementation activities over the next four years. Each focus areas has an intended outcome and series of strategies and performance indicators to guide administration in achieving the vision for the City of Leduc.



A City Where
People Want to
Live, Work, and Play



An Economically
Prosperous City
and Region



A City with
a Plan for
the Future



A Collaborative
Community-Builder
and Regional Partner



A CITY WHERE PEOPLE WANT TO LIVE, WORK & PLAY

OUTCOME

The City of Leduc is recognized as a great place to live as it is a safe, healthy, active, creative and caring community. It has a solid reputation for active citizen engagement and inclusivity, as well as respect for diversity. Its infrastructure efficiently and effectively meets the needs of a growing community and community organizations. Residents have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

STRATEGIES

1. Enhance citizen engagement, with a focus on youth, in shaping and building our community.
2. Deliver high quality municipal programs and services that improve quality of life.
3. Improve accessibility and inclusivity for civic facilities and programs.
4. Strengthen neighbourhood connections.
5. Increase focus on arts and culture within Leduc.
6. Reduce harms associated with substance abuse.
7. Support a vibrant and connected volunteer sector.

PERFORMANCE INDICATORS

Community Indicators

- Citizen satisfaction on quality of life

Council Indicator

- Citizen satisfaction on city engagement

Corporate Indicator

- Citizen satisfaction on city programs and services



A CITY WITH A PLAN FOR THE FUTURE

OUTCOME

The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. It ensures that sustainability is integrated into its economic development, community development and environmental protection initiatives. It consistently delivers excellent municipal programs, services and infrastructure without compromising its long-term financial sustainability. Residents and business owners and operators are satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

STRATEGIES

1. Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life.
2. Balance municipal development with the preservation of our natural environment.
3. Optimize the use of existing municipal infrastructure.
4. Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal costs structures.

PERFORMANCE INDICATORS

◆ Community Indicators

- Citizen satisfaction on value for municipal tax dollars

◆ Council Indicator

- Infill measure

◆ Corporate Indicator

- Debt ratio or % of capital plan implementation



AN ECONOMICALLY PROSPEROUS CITY

OUTCOME

The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain top commercial and industrial businesses, known as Alberta Aerotropolis. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving small business sector.

STRATEGIES

1. Maximize Leduc's geographic location to increase economic prosperity.
2. Encourage economic growth and diversification in Aerotropolis primary clusters.
3. Review and strengthen Leduc's role, approach and delivery of local and regional economic development.

PERFORMANCE INDICATORS

◆ Community Indicators

- Leduc region employment trend

◆ Council Indicator

- Business licenses (retention & growth)

◆ Corporate Indicator

- Residential / non-residential assessment split



A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER

OUTCOME

The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board and Edmonton Global. It is cited as a leader in regional and inter-municipal collaboration. The city and Leduc County collaborate to identify and implement initiatives to improve services, share costs and drive economic outcomes.

STRATEGIES

1. Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.
2. Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.

PERFORMANCE INDICATORS

◆ Community Indicators

- Community volunteerism

◆ Council Indicator

- Community stakeholder satisfaction with the city

◆ Corporate Indicator

- Work in Progress

COMMUNITY ACCOUNTABILITY

The 2019-2022 Strategic Plan is a “living document.”

City council and administration will review and report on the progress that is being made relative to its implementation on an ongoing basis and will report to the community through annual reports.

Keeping residents and stakeholders informed on the progress being made is fundamentally important. Public reporting on the performance measures identified in this plan is intended to promote community accountability. Performance measures will enable council, administration and the public to monitor the progress that is being made within each of council’s four focus areas.





CITY OF
Leduc

2019·2022

STRATEGIC PLAN

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