



CITY OF
Leduc

Corporate Strategic Plan

City of Leduc 2010 – 2014

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MISSION

The mission of the City of Leduc is to protect the unique environment of our area and enhance the quality of life in our community through effective, innovative, and responsible leadership and consultation.

VALUES

Customer Service — the best possible skills, knowledge and attitudes applied to planning and delivering quality programs and services for citizens and employees

Accountability — responsible for our actions; open and transparent communication with the public; responsive and timely

Honesty — integrity and ethical behaviour

Collaboration — work together for the betterment of our community and the city; value the contributions of others

Excellence — proactive application of best practices to achieve clear goals

STRATEGIC PRIORITIES

Economic and Tourism — planned, diverse, prosperous and sustainable local economy

Social Wellness — safe, secure, inclusive and vibrant community

Recreation and Culture — active and healthy lifestyles, accessible services and cultural heritages

Environment and Infrastructure — conserve and enhance environment and infrastructure

Governance — citizen-built community, visionary leadership and productive partnerships

Organizational Capacity — ability to deliver services

GENUINE WEALTH OF COMMUNITIES AND NATIONS

Sustainable, smart communities achieve economic, environmental, and social health by

- making efficient use of resources
- generating less waste
- providing high-quality service to residents
- living within the capacity of natural resources (i.e. leaving an ecological footprint that is in harmony with the land, water, and air)
- preserving or improving the quality of life while minimizing the impact on the environment

Background

In 2007, the City of Leduc embarked upon a comprehensive corporate planning process that included a Community Visioning Workshop designed to set the vision, mission, and strategic priorities for the municipality for the next five years and beyond. In 2009, the second Community Visioning Workshop was held to review progress to date on the plan and further define the vision and strategic direction for the community. This document incorporates the key directions emanating from the workshop.

The primary purpose of the strategic plan is to

- engage the broader community in discussions to help define a vision and strategic direction for the community
- review and amend or reaffirm our mission, values, and vision
- reach agreement on our most important strategic priorities for the coming year
- define the results we want to achieve relative to each strategic priority
- reach agreement on key strategic initiatives designed to advance the agenda in each strategic priority
- establish timelines that are aligned with resource requirements and the organizational capacity to deliver the plan
- establish accountabilities and timelines for strategic priority implementation
- establish a multi-year planning cycle that includes provisions for annual updates

The City of Leduc has undertaken to include partner organization initiatives where the objectives of the partner organization and the strategic plan of the City of Leduc are clearly complementary. This collaborative approach among the City, the RCMP and its provincial partners, the Leduc/Nisku Economic Development Authority (EDA), Black Gold School Division, St. Thomas Aquinas RC Separate Regional Division, and the Leduc and District Chamber of Commerce offers exceptional opportunities for businesses and residents of the City of Leduc. It enables the partners to work collaboratively with the City to advance strategic initiatives that are important to the City's future.

Planning Framework

Effectively balancing the interests of community members and economic, social, culture, recreation, environmental, and governance priorities, is critical to developing a sustainable community, and a place where people want to live, work, and play. People want their communities to be safe, healthy, friendly, and prosperous with high-quality amenities such as health and municipal services, schools, shopping areas, and parks.

Council strongly believes that our citizens, businesses, and other key stakeholders need to be engaged in planning the future of the City of Leduc. It was with this purpose in mind that the second bi-annual Community Visioning Workshop was held in March of 2009. The results from that workshop, as well as input from Council and Administration were instrumental in shaping the vision and strategic priorities detailed in this document.

The plan continues to define our preferred future relative to the Municipal Sustainability Pillars that were used in the initial planning framework. The five pillars are:

- Economic and Tourism
- Social Wellness
- Recreation and Culture
- Environment and Infrastructure
- Governance

The plan identifies the key results to be achieved for each pillar, and the strategies proposed to make them happen.

Organizational Capacity

The final element of the planning framework is organizational capacity. Organizational capacity refers to the human, infrastructure, technology, finance, leadership and resources required to achieve the goals and meet the expectations of Council, provincial/federal legislated requirements and residents.

VISION — Building a community of integrity, unity and strength

Economic and Tourism — Sustainable Prosperity — Sustainable, planned economic development will create a positive and energized business climate with a good balance between the residential, commercial, and light industrial sectors. Effective planning and urban design will ensure economic growth is balanced with the city’s capacity to provide quality and timely services to residents. A revitalized downtown will serve as a centre for people to access a broad range of modern entertainment and

commercial services. Well-designed industrial and business parks will provide the infrastructure required to attract and retain successful businesses.

Social Wellness — High Quality People Services — Leduc will be a healthy, inclusive, vibrant, safe and secure community where people want to live, work, and play. Innovative land development and housing options will effectively meet the needs of our growing population. A broad range of effective, accessible services for people will enhance the quality of community life for individuals and families across all age groups. A strong focus will be placed on encouraging well being and healthy lifestyles.

Recreation and Culture — Healthy, Active Communities — High-quality, accessible recreation opportunities will promote active and healthy lifestyles. Strategic investments in arts and cultural facilities by the city and other partners will create opportunities for residents to showcase their talents and celebrate Leduc’s rich and diverse ethnic and cultural roots. The city will collaborate with community groups, agencies, and corporate partners to set priorities and to plan and deliver recreation and culture programs and events that make living in Leduc an interesting, energizing experience.

Environment and Infrastructure — Safe and Sustainable Environment and Infrastructure — the city will protect, conserve, and enhance Leduc’s natural and constructed environments for the benefit of current and future residents. Effective, innovative urban design will facilitate the efficient use of land and resources and contribute to safe, healthy, and liveable communities. Our neighbourhoods will be vibrant and attractive with easy access to trails and parks, and passive and active recreation opportunities.

Planning and land-use bylaws will encourage the development of inclusive neighbourhoods that offer a mix of housing alternatives. A well-designed transportation infrastructure will ensure the safe and efficient movement of people and goods. Environmentally sound practices will be reflected in the programs we offer and in the design and operation of city-owned buildings and infrastructure. We will be effective stewards of our natural and constructed environments.

Governance — Responsible, Visionary Leadership — Citizens will be actively engaged in building the type of community where they want to live and grow. They will be actively involved in setting the vision and strategic directions for their community. Open communication and dialogue among Council, staff, and citizens will ensure early, effective, and timely resolution of issues and challenges. The city will have a profile as a strong regional leader that collaborates with neighbouring communities to undertake regional cooperation or partnerships that improve the benefits and value of the community. Council and Administration will be results oriented, and make informed, principle-based, timely decisions in the best interest of Leduc’s citizens.

GENUINE WEALTH AND SUSTAINABILITY PILLARS

Genuine Well-Being Index	City of Leduc’s Strategic Sustainability Pillars
Work, Community Vitality, Economic Vitality	Economic and Tourism
Happiness, Health and Wealth, Time-use, Ethnic Diversity, Trust and Belonging, Equity and Fairness, Attainable Housing	Social Wellness
Recreation and Leisure, Living Standards	Recreation and Culture
Natural Environment, Resource Conservation, Public and Private Infrastructure, Ecological Footprint, Population Density, Sustainable Food Production	Environment and Infrastructure
Education, Safety and Crime Prevention, Citizenship, Affordable Government	Governance

*The City of Leduc’s Strategic Sustainability Pillars are based on the Genuine Well-Being Index. Initiatives under the Strategic Sustainability Pillars relate to the Genuine Well-Being Index.

Source: Mark Anielski, *The Economics of Happiness* (2007)

STRATEGIC SUSTAINABILITY PILLARS

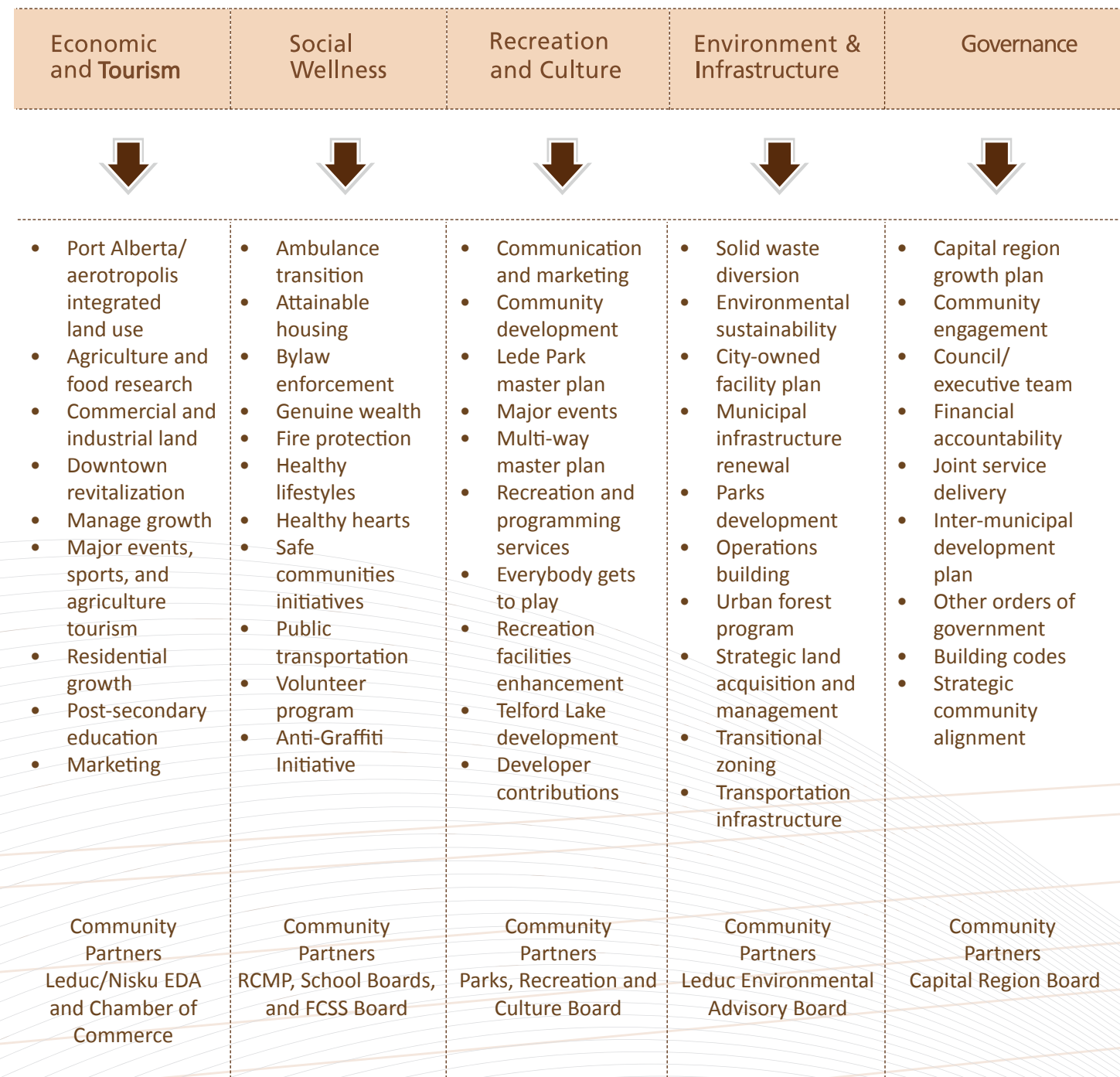


Figure 1

ORGANIZATIONAL CAPACITY

RESOURCES - Human Resources, Business and Technical Systems, Facilities, Financial Structures, Infrastructure
MANAGEMENT — Strategic Leadership, Program and Process Management, Networking, and Linkages

ECONOMIC AND TOURISM DEVELOPMENT

KEY RESULTS

INITIATIVES*

- Responsible planning and development of the airport and surrounding lands capitalizes on economic opportunities while maintaining the quality of life for Leduc residents.
- Sustainable, planned economic development creates a positive and energized business climate.
- Economic growth is planned and controlled to enhance the quality of life in Leduc.
- A vibrant and revitalized downtown serves as a centre for people to gather and access a broad range of entertainment and commercial services.
- The local economy produces meaningful, well-paid job opportunities.
- An appropriate balance is maintained between residential, commercial, and light industrial development.
- The City of Leduc hosts major local, regional and provincial events.
- Urban sprawl is minimized through effective area structure planning, mixed uses, and high density development.
- Well-designed industrial and business parks provide the infrastructure necessary to attract and retain successful light industrial development and other businesses.
- Municipal infrastructure and services keep pace with growth pressures.

- Aerotropolis Integrated Land Use:** Develop a strategy in partnership with regional stakeholders to ensure responsible planning and development around the airport and adjoining lands, including the development of the transportation and other infrastructure required to capitalize on Port Alberta.
- Agricultural and Food Research:** Encourage the Economic Development Authority to capitalize on the food research centre by facilitating the development of value added agricultural economic development initiatives.
- Commercial and Industrial Land:** Ensure development policies, plans, and zoning bylaws are in place to achieve an adequate supply of developed commercial and industrial land to support growth objectives; and that the Inter-Municipal Development Plan ensures the appropriate mix of commercial, industrial and residential land to maintain sustainable growth over a 30-year time frame.
- Downtown Development:** Update and implement the downtown revitalization plan.
- Major Events, Sports, and Agricultural Tourism:** Profile the Leduc Recreation Centre, Telford Lake and William F. Lede Regional Park to attract major events and tournaments.
- Manage Growth:** Maintain and implement the City of Leduc/Leduc County Joint Sustainability Growth Management Plan within the context of the Capital Region and current and anticipated conditions.
- Marketing:** Profile the City of Leduc to potential commercial and industrial companies to secure business development within the city.
- Port Alberta:** Continue to work collaboratively with other partners and stakeholders to capitalize on economic development opportunities created by the development of Port Alberta.
- Post-secondary Education:** Investigate and secure partnerships with colleges and universities to establish a satellite campus in Leduc.
- Residential Growth:** Ensure that development policies, plans and zoning bylaws are in place to achieve a good balance of residential development, including estate-size lots and the traditional mix of single and multi-family housing.

*All initiatives are unprioritized in alphabetic order.

SOCIAL WELLNESS

KEY RESULTS

- Leduc is a safe and secure community: crime rates are low, vandalism is virtually non-existent, and services that protect people and property are responsive and effective.
- Innovative land development and housing options meet the needs of our growing population and provide reasonable housing options for people from all economic levels.
- Provincial legislation and municipal bylaws and policies encourage healthy and safe communities.
- A broad range of accessible services for people enhances the quality of community life for individuals and families across all age groups, and includes programs targeted to youths and seniors.
- Community design encourages safety, security, interaction, and a sense of community.
- Leduc is a healthy, vibrant, active community where people want to live, work, and play.
- Major community events and other festivals are supported by the city, its residents, and visitors.

INITIATIVES*

1. **Ambulance Transition:** Facilitate negotiations for the extension of the Provincial Ambulance Contract.
2. **Anti-Graffiti Initiative:** Explore opportunities to partner with the business community to wipe out graffiti within the City.
3. **Attainable Housing:** Implement the City of Leduc's Attainable Housing Strategy approved in 2008.
4. **Bylaw Enforcement:** Continue to enhance the effectiveness of integrated policing.
5. **Fire Protection:** Implement the fire services strategic plan. Develop a fire protection master plan.
6. **Genuine Wealth:** Research and evaluate alternatives to measure and monitor the quality of life in the City.
7. **Healthy Hearts:** Work with partner organizations including AHS, Black Gold Regional Schools and the University of Alberta to expand the Healthy Hearts Program for the community.
8. **Healthy Lifestyles:** Work with partner agencies to encourage healthy lifestyles by providing a continuum of services and support which contribute to social well being.
9. **Public Transit:** The City of Leduc will work cooperatively with other municipalities, the Capital Region Board, the public and user groups to create a new Mobility Framework to move residents within our community and our region. This will include enhanced special transit services for those who need it and intermunicipal transit services to move people within the region.
10. **Safe Communities:** Place a strong focus on safe communities, including safe roadways, crime prevention, fire prevention and suppression, traffic management and community policing.
11. **Volunteer Program:** Develop a resource centre and related programs for networking opportunities between not-for-profit agencies and city residents.

*All initiatives are unprioritized in alphabetic order.

RECREATION AND CULTURE

KEY RESULTS

- High quality, accessible recreation opportunities promote active and healthy lifestyles.
- Recreation and culture facilities and programs are in place to effectively meet the current and future needs of citizens.
- The city collaborates with community groups, agencies, and corporate partners to set priorities, and to plan and deliver recreation and culture programs and special events that make living in Leduc an interesting and energizing experience.
- Quality opportunities exist for families to participate together in recreation and culture activities.
- Opportunities exist for residents to showcase their talents and celebrate Leduc's rich history and diverse ethnic and cultural roots.
- The Leduc Recreation Centre effectively supports and enhances the delivery of a wide range of relevant, high-quality programs and services for residents.
- The Leduc Recreation Centre is effectively utilized to showcase sport tourism and support agriculture.

INITIATIVES*

1. **Communications and Marketing:** Provide and develop public communication materials and marketing related activities for recreation and culture services to attract events to the city.
2. **Community Development:** Ensure there is increased community development by supporting community-based recreation, arts, and culture councils and agencies in the development and delivery of programs that enrich the quality of life for residents.
3. **Developer Contributions:** Review city policies on the role and responsibilities of developers for building parks and trails as part of their contributions.
4. **Everybody Gets to Play:** Work with the corporate sector and community sport and recreation organizations to increase access to and participation in recreation opportunities
5. **Lede Park Master Plan:** Develop and implement the Lede Park Master Plan, including construction of new athletic facilities and pathways.
6. **Major Events:** Improve the city's capacity to attract and host major events.
7. **Multi-way Master Plan:** Continue the planned implementation of multi-way trails and related amenities.
8. **Recreation and Programming Services:** Integrate the recreation and program service delivery model to ensure services and programs are effective and efficient.
9. **Recreation Facilities Enhancements:** Continue the strong focus on enhancing recreation and culture programs and services.
10. **Telford Lake Development:** Implement the Telford Lake Master Plan with a view to enhancing and optimizing Telford Lake as a venue for outdoor recreation and leisure; and ensure eco-responsible development adjacent to Telford Lake respects environmental integrity and the park-like setting.

*All initiatives are unprioritized in alphabetic order.

ENVIRONMENT AND INFRASTRUCTURE

KEY RESULTS

- The city protects, conserves, and enhances the natural and constructed environments for the benefit of current and future residents.
- Effective solid waste management and recycling programs contribute to environmental sustainability.
- Environmentally sound practices are reflected in the programs and services we offer, and in the design and operation of city-owned facilities and infrastructure.
- Our neighbourhoods are vibrant and attractive with easy access to well-maintained parks and multi-way systems and parks.
- Roads to new developments are planned and designed to accommodate future growth and development in and around the city.
- The preservation and development of green spaces and plant life is a priority. A balance is maintained between economic development and the preservation of the natural environment.
- A variety of architectural styles and streetscapes make neighbourhoods unique and interesting.
- Creative, innovative approaches to the design of neighbourhoods, facilities, and parks help to make Leduc a visually and architecturally stimulating community.

INITIATIVES*

1. **Diversion of Solid Waste:** Continue to build on the Blue Bag Program while investigating other alternatives to divert solid waste from landfill.
2. **Environmental Sustainability Plan:** Develop an environmental sustainability plan with input from Leduc Environmental Advisory Board and other stakeholders.
3. **Facility Maintenance Plan:** Implement the comprehensive facility maintenance plan to preserve the value of city assets and improve the quality of facility maintenance services.
4. **Infrastructure Renewal:** Continue the development of the 10-year capital and infrastructure renewal plan that will address the city's growing infrastructure deficit
5. **Long Range Facilities Plan:** Continue to refine the 10 year capital plan to identify new and replacement facilities required to meet the needs of the City as it continues to grow.
6. **Operations Building:** Replace the existing operations building with a modern, environmentally-friendly building.
7. **Parks Development:** Develop an Open Space Master Plan that includes high priority projects such as Telford Lake, Multiway Construction, William F. Lede Park; and finalizes park development plans for new neighbourhoods.
8. **Strategic Land Acquisition and Management:** Develop and implement a strategic land acquisition and management plan.
9. **Transportation Infrastructure:** Update the Transportation Master Plan, and implement the plan for the safe and efficient flow of people, goods, and services within the city.

*All initiatives are unprioritized in alphabetic order.

ENVIRONMENT AND INFRASTRUCTURE CONT'D

KEY RESULTS

- Effective, innovative urban design facilitates the efficient use of land and resources, and contributes to safe, healthy, and liveable neighbourhoods.
- The city protects, conserves and enhances the natural and constructed environments for the benefit of current and future residents.
- A well-designed transportation infrastructure ensures the safe and efficient movement of people and goods.

INITIATIVES*

10. **Transitional Zoning:** Use environmentally sensitive transitional zoning around unique environmental features.
11. **Urban Forest Plan:** Protect and conserve natural areas and green spaces for present and future generations to enjoy.

*All initiatives are unprioritized in alphabetic order.



GOVERNANCE

KEY RESULTS

- The city has a profile as a strong regional leader that collaborates with neighbouring communities to undertake regional cooperation or partnerships that improve community benefits and value.
- The citizens are actively engaged in setting direction and in building the type of community in which they want to live.
- Council is visionary, accessible, and maintains open lines of communications with residents.
- Council and administration collaborate with citizens, advisory boards, community groups, agencies, and businesses to plan, develop, and deliver programs and services citizens require.
- Council and administration work together effectively as a team.
- Council and administration provide strong fiscal stewardship, and are publicly accountable to deliver value for money.
- The city cooperates with other municipalities to jointly deliver shared programs and services when supported by a sound business case.
- Council effectively leverages its contacts and influence with other orders of government to support the interests of citizens.

INITIATIVES*

1. **Building Codes:** Develop advocacy strategies with appropriate government ministries for safer building practices for the safety of citizens.
2. **Capital Region Growth Plan:** Align the City of Leduc's Corporate Strategy and the MDP with the Capital Region Growth Plan. Place emphasis on land use planning policy; transit and transportation infrastructure planning; attainable housing strategies; geographic information system management (GIS); and costing and funding strategies.
3. **Community Engagement:** Work with citizens to develop a long-term vision and strategic direction for the City of Leduc. This includes mechanisms for regular input from citizens on the city's priorities and on the quality of the services and programs provided by the city to its residents.
4. **Council and Administration Team:** Maintain a strong Council and Administration team by building a productive work environment that includes competitive remuneration packages and career life balance for all city employees.
5. **Financial Accountability:** Continue to improve operations and service delivery through objective and independent analyses, appraisals, recommendations, counsel, and information with respect to governance, accountability, risk management, and performance. Assist Council in their governance, oversight responsibilities, and management in the effective discharge of their duties and responsibilities.
6. **Inter-municipal Development Plan:** Update the Inter-municipal Development Plan (IDP) with Leduc County.
7. **Joint Service Delivery:** Collaborate with Leduc County and other surrounding municipalities to plan and deliver joint services where improved service and/or operational efficiencies can be achieved.
8. **Other Orders of Government:** Maintain strong, productive relationships with the provincial and federal governments, Alberta Health Services, the Edmonton Regional Airport Authority, regional school authorities, and other agencies.
9. **Strategic Community Alignment:** Develop and implement a plan identifying a small number of priority projects where strategic alignment of the city and key community stakeholders will significantly advance an integrated vision for the city.

*All initiatives are unprioritized in alphabetic order.

ORGANIZATIONAL CAPACITY

KEY RESULTS

- The city maintains a safe and healthy work environment.
- The public has timely access to information about the city's programs, services, and priorities.
- The transition of EMS to AHS will be completed in a smooth and seamless manner.
- The city has tested and updated business continuity plans to maintain essential services in the event of a catastrophic occurrence.
- The city has tested and updated emergency plans to assist the injured immediately and the remaining residents within 72 hours of a catastrophic occurrence.
- The city has the human resources, facilities, equipment, and technological infrastructure in place to effectively deliver its service and program mandate, and achieve its vision and strategic goals.
- The new Leduc Recreation Centre (LRC) will continue to deliver high-quality programs and services.

INITIATIVES*

1. **Asset Management:** Ensure the development of a master infrastructure management plan that includes ever-greening and replacement cycles.
2. **City Clerk:** Ensure the accurate recording and preservation of the actions of Council. Safeguard vital historic and permanent records of the city. Provide information and support to Council, city employees, and the public in a courteous and timely manner. Administer open and free elections in accordance with statutory requirements.
3. **Communications Strategy:** Develop and implement effective public communications strategies designed to improve timely public access to information about the city, its priorities, and its accomplishments.
4. **EMS Transition:** Develop and implement a plan designed to effectively manage responsibility for EMS Services under contract to Alberta Health Services.
5. **Emergency and Business Continuity Planning:** Test and implement reliable plans, and educate Council and employees on these plans.
6. **Financial Plan:** Develop and implement long-term capital and operational plans. Refine the current 10-year capital plan.
7. **Geographic Information System:** Ensure the accurate development of a baseline digital spatial database for providing state-of-the-art mapping and data services to city business units, citizens, local agencies and businesses.
8. **Human Resources:** Make targeted investments in the city's human resources with a view to ensuring long-term sustainability. This should include a focus on employee development, employee retention, performance management and succession planning. Ensure the city, as an employer, is proactively identifying and addressing human resource issues and challenges, for example, recruitment, career-life balance, staff development and retention, capacity building, and maintaining an organizational culture that is focused on delivering service excellence.

*All initiatives are unprioritized in alphabetic order.

ORGANIZATIONAL CAPACITY CONT'D

INITIATIVES*

9. **Information Technology:** Implement a formal IT plan that makes provisions for ever-greening the IT infrastructure, and provides staff with training on new applications.
10. **Legal Services:** Develop and implement risk management strategies and programs.
11. **LRC Operations:** Develop and implement a plan designed to ensure the LRC is delivering high-quality, cost-effective services.
12. **Planning Process:** Refine the city's strategic and operational planning to focus on corporate priorities, and align the work of the three city departments to the strategic plan.

*All initiatives are unprioritized in alphabetic order.

FOOTNOTES

Champions

To exemplify Council's commitment to a vibrant and sustainable community and the strategic plan, each member of Council has selected a strategic sustainability pillar or organizational capacity to champion.

Council Member

- Mayor Greg Krischke
- Judy Archie
- Dana Smith
- Terry Lazowski
- Dave MacKenzie
- Dominic Mishio
- Bob Young

Sustainability Pillars

- All
- Economic and Tourism
- Social Wellness
- Recreation and Culture
- Environment and Infrastructure
- Governance
- Organizational Capacity

Partnerships

The City of Leduc has many partner agencies, boards, and commissions. "Appendix 1" identifies a few of the complementary strategies between the initiatives of partner agencies and the initiatives of Council's sustainability pillars. Together we strengthen the viability and sustainability of our community.



APPENDIX 1

RCMP

Sustainability Pillars	RCMP Initiatives
Economic and Tourism	<ul style="list-style-type: none"> Keep a safe community for City of Leduc residents and visitors.
Social Wellness	<ul style="list-style-type: none"> Control and prevent property crime. Maintain drug enforcement policies. Support volunteer organizations: Night Hawks, Crime Stoppers, City Of Leduc Vandalism Committee, and Auxiliary Constables. Educate and enforce federal and provincial statutes.
Recreation and Culture	<ul style="list-style-type: none"> N/A
Environment and Infrastructure	<ul style="list-style-type: none"> Prevent crime through environmental design. Enforce the parkland bylaw. Enforce the Gaming and Liquor Act.
Governance	<ul style="list-style-type: none"> N/A

Economic Development Authority

Sustainability Pillars	EDA Initiatives
Economic and Tourism	<ul style="list-style-type: none"> Solidify the region's core industries: oil and gas, and transportation and logistics. Showcase the region to relocation and growth prospects. Diversify the region's economic base, thereby reducing risk to energy commodity price fluctuations. Partner with post-secondary schools to develop skilled labour programs. Agricultural and Eco Food strategy.
Social Wellness	<ul style="list-style-type: none"> Grow ambassador volunteer program. Promote the Genuine Wealth assessment as a planning tool within the region.

Economic Development Authority CONT'D

Sustainability Pillars	EDA Initiatives
Recreation and Culture	<ul style="list-style-type: none"> Raise awareness of the quality of life in the region, and promote the region's quality of life to relocation prospects.
Environment and Infrastructure	<ul style="list-style-type: none"> Participate in plans with key provincial ministries on strategic studies and initiatives involving air, rail, and road links.
Governance	<ul style="list-style-type: none"> Strengthen industry networks and relationships. Continue to develop new partnerships with the Government of Alberta.

Chamber of Commerce

Sustainability Pillars	Chamber Initiatives
Economic and Tourism	<ul style="list-style-type: none"> Showcase the City of Leduc, its businesses, and the surrounding area and its attractions. Promote and operate the Tourist Information Centre for the City of Leduc. Support entrepreneurship within the City of Leduc.
Social Wellness	<ul style="list-style-type: none"> Endorse volunteerism within the City of Leduc.
Recreation and Culture	<ul style="list-style-type: none"> Attract and host major events at the Leduc Recreation Centre.
Environment and Infrastructure	<ul style="list-style-type: none"> Promote the multi-way, the numerous parks, and Telford Lake to visitors of the City of Leduc.
Governance	<ul style="list-style-type: none"> Strengthen networks between business leaders and the Mayor and Council for the City of Leduc.

Leduc Foundation

Sustainability Pillars	Foundation Initiatives
Economic and Tourism	<ul style="list-style-type: none"> Ensure that diverse socio-economic segments of the population have the option to live and work in Leduc.
Social Wellness	<ul style="list-style-type: none"> Provide quality attainable housing within the City of Leduc.
Recreation and Culture	<ul style="list-style-type: none"> N/A
Environment and Infrastructure	<ul style="list-style-type: none"> N/A
Governance	<ul style="list-style-type: none"> Work collaboratively with Mayor and Council to ensure the availability of attainable housing in Leduc.

Black Gold School Division

Sustainability Pillars	BGSD Initiatives
Economic and Tourism	<ul style="list-style-type: none"> Work with the City of Leduc to promote and attract sporting events to the LRC.
Social Wellness	<ul style="list-style-type: none"> Support the Healthy Hearts Program. Develop programming in partnership with the City of Leduc focused on the health and wellness of the community's youth.
Recreation and Culture	<ul style="list-style-type: none"> Work collaboratively with the City of Leduc to promote access to the LRC and the availability of sport and recreation opportunities to school age children.

Black Gold School Division CONT'D

Sustainability Pillars	BGSD Initiatives
Environment and Infrastructure	<ul style="list-style-type: none"> N/A
Governance	<ul style="list-style-type: none"> Continue to partner, where appropriate, with the City of Leduc for the development of programs or infrastructure in support of the city's and school's mutual goals. Work to strengthen the methodology used to evaluate and monitor the ongoing need for school sites in Leduc or their eventual disposition.

St. Thomas Aquinas Catholic Schools

Sustainability Pillars	St. Thomas Initiatives
Economic and Tourism	<ul style="list-style-type: none"> Work with the City of Leduc to promote and attract sporting events to the LRC.
Social Wellness	<ul style="list-style-type: none"> Develop programming in partnership with the City of Leduc focused on the health and wellness of the community's youth.
Recreation and Culture	<ul style="list-style-type: none"> Work collaboratively with the City of Leduc to promote access to the LRC and the availability of sport and recreation opportunities to school age children.
Environment and Infrastructure	<ul style="list-style-type: none"> N/A
Governance	<ul style="list-style-type: none"> Continue to partner, where appropriate, with the City of Leduc for the development of programs or infrastructure in support of the city's and school's mutual goals. Work to strengthen the methodology used to evaluate and monitor the ongoing need for school sites in Leduc or their eventual disposition.

SUSTAINABILITY PILLARS SUCCESSES 2009

Economic and Tourism	Social Wellness	Recreation and Culture	Environment & Infrastructure	Governance
<ul style="list-style-type: none"> 21,597 pop. (5.2% increase from 2008) \$148 million in residential construction Continued collaboration with the Leduc/Nisku Economic Development Authority and Chamber of Commerce to market the region Updated building permit process including pre-approved permits Recognized by Alberta Venture as the No. 1 place to do business in Alberta Initiated study for the Airport Integrated Land Use Compatibility Plan Initiated the Downtown Leduc revitalization project Attracted major sporting events: National Women's Hockey Team, Softball Alberta Provincial Championships, ACAC College Curling Playdowns Co-hosted record-breaking Chamber Luncheon for the LRC Sneak-a-Peek Tour Successful projects with EDA: established international partnerships to provide local economic spinoffs, expanded global marketing projects, and initiated local food market development 	<ul style="list-style-type: none"> Co-located the Boys and Girls Club of Leduc at the LRC Major expansion of Volunteer Leduc annual appreciation banquet Partnered with Black Gold Regional Schools in the construction of an outreach school at the LRC National recognition for the 2008 Attainable Housing Strategy Launched Healthy Hearts Leduc initiative Purchased one new fire truck 35th Meals on Wheels anniversary in Leduc Hosted inaugural Mayor's Recreation for Life Walk/Run Implemented pandemic plan Recognized in Readers Digest for Genuine Wealth survey Contracted animal control services Enhanced the PARTY Program (Prevent Alcohol and Risk-Related Trauma in Youth) Safe Communities initiative: Leduc Community Drug Action Committee, automated traffic enforcement, and implemented a positive ticketing campaign to reward youth in setting positive examples Anti-Bullying program established Successful review of our assisted transportation service 	<ul style="list-style-type: none"> Grand Opening of the Leduc Recreation Centre International recognition for LRC sponsorship package design National award winner with Communities in Bloom Daylily adopted as Leduc's official flower Alexandra Park playground upgrade Community partnership with Southfork Kool Moms' Group for new playground; park dedication to Const. Jose Agostinho Park Two-km addition to Multiway Trail system Implemented Festive Lights program Final draft of the Telford Lake Master Plan Constructed the Kinsmen permanent outdoor rink with lights Upgraded Multiway Trails in Alexandra Park to the three-metre width standard Initiated Phase 1A of the Lede Park Master Plan: new soccer field development and field irrigation prioritization Played host to five major events, such as Rock the Rails and Canada Day celebrations 	<ul style="list-style-type: none"> 11 completed road and community rehab projects Successful completion of the expedited Black Gold Drive road widening project Climate Change Central partnership undertaken encompassing LEAB's C3 Rebate Program Mayor's Task Force on Neighbourhood Design Urban Forest Program implemented: LEAB's Plant a Tree event with more than 700 seedlings planted Successful Curbside Blue Bag Recycling Program introduced Capital Region Growth Plan completed in partnership with Leduc County City-owned facilities assessments completed Purchased top dresser and rough cutter Black Ash tree replacement Solar-powered pedestrian safety devices installed on Black Gold Drive Design finalized for new city operations building 	<ul style="list-style-type: none"> Tri-municipal partnership with Leduc Foundation on the Attainable Housing initiative Partnered with Leduc County to initiate the Intermunicipal Development Plan City of Leduc rebrand Successful contract negotiations with Alberta Health Services to continue delivery of emergency medical services through our integrated fire service Significant community engagement opportunities hosted throughout the year: hosted successful second bi-annual Community Visioning Workshop Active lobbying of provincial and federal governments on local and regional issues Continued participation in the Capital Region Board Adopted new procurement policy and comprehensive purchasing manual Implemented new Public Sector Accounting guidelines for financial reporting requirements and recording tangible capital assets

Figure 2

Sustainability Pillars Successes 2008

Economic and Tourism	Social Wellness	Recreation and Culture	Environment & Infrastructure	Governance
<ul style="list-style-type: none"> Growth of 21% over last two years \$212 M in building permits in 2008 Mayor's Task Force on Neighbourhood Design Joint IDP Sustainable Growth Study complete Airport workshop held Airport Planning Stakeholder Group established Membership on Port Alberta Steering Committee Successful Alberta Winter Games Sport and agriculture tourism initiative launched 	<ul style="list-style-type: none"> Space in LRC for a youth centre, the Boys and Girls Club, and Black Gold School Division Safe communities strategy and grant application 211 launch implementation process commenced Mayor's Task Force on Neighbourhood Design Tri-municipal Attainable Housing Strategy developed and approved Volunteer Coordinator hired and program underway Public Transit Commuter Strategy developed and advocated Citizen Satisfaction Survey completed: 93% were very satisfied 	<ul style="list-style-type: none"> Design completed and construction begun on LRC enhancement Environmentally friendly energy reduction features on LRC Renewed recreation agreement with county: \$4.5M contribution Provincial LRC contribution: \$4M LRC sponsorship program commences, and space is fully committed Telford Lake programming and master plan began Sponsored major events Draft multi-way master plan developed 2 Km of multi-way in place Willow Park upgrades Kinsmen lighting installed 	<ul style="list-style-type: none"> Blue Bag program resulting in significant waste diversion Ball diamond lighting at Lede Park Capital projects: Black Gold widening started Fred Johns and Edward Wolfe playgrounds redevelopment and installation LEAB: urban forestry planting (700+ trees), and fluorescent light promotion City-owned Facility Plan begun: assessment of public works and recreation centre Transportation master plan updated Participation in the provincial QEII functional plan including 65th Ave overpass and Highway 39 	<ul style="list-style-type: none"> Capital Region board participation Significant community engagement Ambulance transition began Dispatch and 911 services transferred to new provider RCMP and CPO integration Comprehensive community standards bylaw Active lobby to the federal and provincial governments on issues of local and regional significance Budget enhancements advisory board grant processing implemented Parks bylaw controlling hours of operation

Figure 3

ORGANIZATIONAL CAPACITY

RESOURCES - Human Resources, Business and Technical Systems, Facilities, Financial Structures, Infrastructure
MANAGEMENT — Strategic Leadership, Program and Process Management, Networking, and Linkages

Sustainability Pillars Successes 2007

Economic and Tourism	Social Wellness	Recreation and Culture	Environment & Infrastructure	Governance
<ul style="list-style-type: none"> Postsecondary education: Olds College signed a memorandum of understanding for a feasibility study Hosted Edmonton Tourism golf tournament Hosted rowing events for the Alberta Summer Games Canada Day event had best-ever attendance Partnered with development industry's regional discovery tour 	<ul style="list-style-type: none"> Council approved the zoning for an assisted living complex in west Leduc Assisted transportation services for a seamless transition to the City of Leduc Purchase of small tractor 'mule' for parks and multi-way patrol by community peace officers and RCMP 	<ul style="list-style-type: none"> Skateboard park grand opening Culture village construction completed and open to tenants Communities in Bloom gave five out of five blooms New playground equipment installed at Rainbow Park Willow Park Sled Hill constructed and opened Advertising and marketing activities in support of the 2008 Alberta Winter Games 	<ul style="list-style-type: none"> Purchased and commissioned a weed cutting machine for Telford Lake Multi-way expansion of 650 m Highway 39 divided highway completed 70,000 m3 of black dirt delivered free to Lede Park for new ball diamonds and soccer pitches 	<ul style="list-style-type: none"> Approximately 100 citizens attended a community conference to help plan corporate strategic priorities Passed hours of operation bylaw for parks Terms of reference for the revision of the Inter-municipal Development Plan were developed with Leduc County Salvia divinorum resolution submitted by the City of Leduc was passed by the Federation of Canadian Municipalities Played a leading role in the development of Alberta's new Municipal Sustainability Initiative Guidelines for 2008-2017

Figure 4



ORGANIZATIONAL CAPACITY

RESOURCES - Human Resources, Business and Technical Systems, Facilities, Financial Structures, Infrastructure
MANAGEMENT — Strategic Leadership, Program and Process Management, Networking, and Linkages

Sustainability Pillars Successes 2007 — Continued

Economic and Tourism	Social Wellness	Recreation and Culture	Environment & Infrastructure	Governance
<ul style="list-style-type: none"> Hosted Leduc's first "Battle in Oil Country" World Hockey League exhibition game Work commenced between the City of Edmonton and Leduc County to study the feasibility of a regional public transportation system 	<ul style="list-style-type: none"> Tri-party agreement on attainable housing between City of Leduc, Town of Beaumont, and Town of Devon Purchased and commissioned a new rescue boat for Telford Lake Purchased and commissioned a new rescue truck 	<ul style="list-style-type: none"> Enhancement of recreation facility began with needs assessment, site selection, major components selection, community consultation, borrowing bylaw, contractor selection, architect selection, and ongoing consultation with stakeholders 	<ul style="list-style-type: none"> Constructed combination storm water and snow disposal facility at 56th Ave and 44th Widened 50th Avenue to four lanes Attainable housing construction complete. Grand opening of The Willows held, and tenants moved in Rainbow Park and Willow Park playground upgrades completed 	<ul style="list-style-type: none"> Received from the Alberta Government over \$940,000 in Municipal Sustainability Initiative Funding for 2007-08 \$250,000 for a residential road rehabilitation program \$50,000 for functional analysis of local roadways Provided the Government of Alberta with three position papers on regional growth management plan components: <ul style="list-style-type: none"> governance core infrastructure social infrastructure

Figure 5



ORGANIZATIONAL CAPACITY

RESOURCES - Human Resources, Business and Technical Systems, Facilities, Financial Structures, Infrastructure
MANAGEMENT — Strategic Leadership, Program and Process Management, Networking, and Linkages



