

Annual Report

2016





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Introduction

Community profile

Population: 30,498

Growth: 80 per cent since 2006, 4.8 per cent over five-year growth

Average age: 37

Housing: \$389,000 (*canadianrealestatemagazine.ca*)

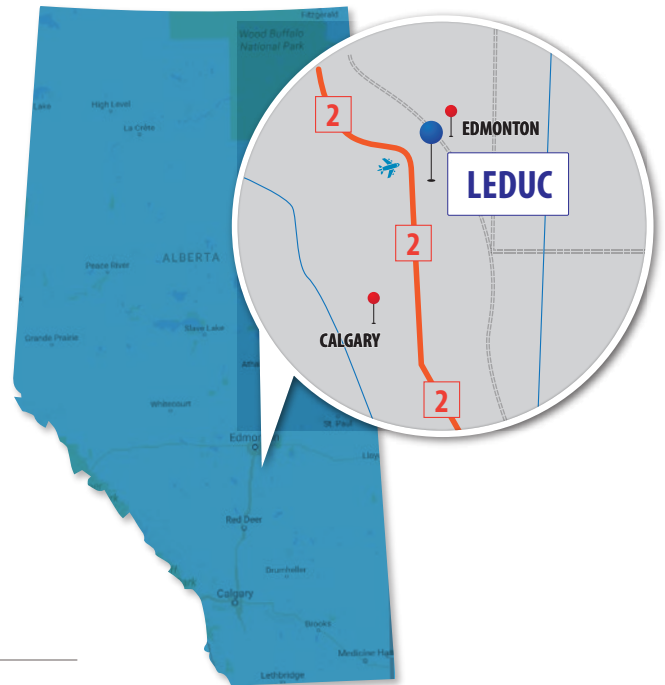
Employment: 61 per cent of citizens work locally

Construction values: \$122.7 million

Residential / non-residential assessment: 65/35 percentage split

Size: 43.07 sq. km (16.63 sq. mi)

Location: south within the capital region along Highway 2, neighbouring the Edmonton International Airport and the Nisku Business Park, 15 minutes to Alberta's capital city.



Leduc is a strong community with continued growth and a bright future. With a five-year average growth rate of 4.8 per cent, Leduc has accepted the challenge of accelerated growth while maintaining programs and services citizens have grown to expect. Conveniently located along the CANAMEX Trade Corridor (Highway 2), Leduc is a prime location to attract industrial, commercial and residential growth with its connectivity to air, rail and ground transportation.

This city is a robust and active community built on a strong history of agriculture and oil and gas. Leduc is known for its activity in recreation, arts and culture, volunteerism and service groups. Leduc's natural beauty is continually enhanced through balanced development to bolster quality of life for all citizens.

Leduc is *the* place of choice for residents, businesses and industry. We encourage everyone to take time to explore what Leduc has to offer - we're where you need to be!



Leduc City Council (2013 -2017)

Mayor's message

This past year presented our community with many challenges along with the opportunity to seek positive change. We knew the economic forecast going into 2016 was going to be tough. And with that, we shifted our focus to provide more for those who are struggling; we relied heavily on our smart planning from previous years; and we embraced the changes we needed to make as a thriving mid-sized city within the Edmonton Metro Region.

Despite the economic downturn, we saw a population growth of 4 per cent in 2016, bringing us to 30,498 citizens calling this wonderful community home. This is an exceptionally positive statistic, considering the financial strife so many experienced last year, and continue to feel today.

And Leduc's successes don't end there. We've continued our efforts on regional projects with our partners at Leduc County with the Alternate Municipal Structure Project and Leduc Regional Fire Services. We honoured nearly 600 volunteers at the annual Volunteer Appreciation Banquet, celebrated youth for their leadership in the community, and opened new playgrounds and a new rowing facility at Telford Lake. We increased social supports for citizens to help them through these rough times, and we invested into our downtown core as part of the Downtown Master Plan.

We've also continued our advocacy efforts with the province and federal government to support municipal infrastructure projects through much-needed grants, such as the Municipal

Sustainability Initiative (MSI) for projects like the 65th Avenue Interchange that provide a greater benefit to the region and the Edmonton International Airport (EIA).

And let's not forget one of the most amazing multi-athletic events in our community with the 2016 Alberta Summer Games (ASG). Leduc played host to more than 6,000 athletes and visitors, realizing an economic impact of more than \$1 million spent in this community. I encourage you to flip to page 29 for more information about ASG.

As you thumb through this annual report, you'll see that it's our year-three achievements, challenges and results on each of the six goals and identified outcomes in the 2014 – 2018 Leduc Strategic Plan. We feel it's important to share these milestones as well as outline the work we're continuing to do to support Leduc's vision.

On behalf of Leduc City Council, I encourage you to read through the 2016 Annual Report as we're proud of what we've achieved.



Mayor Greg Kriskhe

Mayor Kriskhe is serving his fourth term as mayor and prior to becoming mayor in 2004, he served three terms as alderman for the City of Leduc. Before his political career, Greg held several senior management positions with Air Canada. He is the owner/operator of a local retail business and a strong advocate of the community. Mayor Kriskhe is a recipient of the Alberta Centennial medal, the Lieutenant Governor's Leadership award for Active Communities and the Queen Elizabeth II Diamond Jubilee medal. He continues to contribute to the community as an active member of the Leduc Lions Club and the Nisku/Leduc Rotary Club.



Coun. Beverly Beckett

Coun. Beverly Beckett is serving her first term with Leduc City Council. She is the past chair of Leduc Downtown Progress Association, director of Maclab Centre for the Performing Arts, past director of Leduc Regional Chamber of Commerce, and received a 2010 Citizen of Distinction award. She moved to Leduc in 1977 and as a registered massage therapist, held a professional practice for 33 years.



Coun. Glen Finstad

Coun. Glen Finstad is serving his second term on council. He was a board member with Leduc Regional Chamber of Commerce and has also volunteered with Leduc-Nisku EDA. He and his wife June moved to Leduc in 1981 and quickly became immersed in the community. He bought, sold and started several businesses over the past 16 years and has a passion for coaching and mentoring other business owners.



Coun. Terry Lazowski

Coun. Lazowski, along with his wife, three sons, daughter in-law and granddaughter, is proud to call Leduc home since 1994. He is serving his fourth term on city council and has been an active member of the community, including current membership with the Knights of Columbus, as well as a past member of the Leduc Parks and Recreation Board and Leduc Minor Hockey Association.



Coun. David MacKenzie

Coun. MacKenzie is serving this third term with Leduc City Council. A Leduc resident since 1992, he was the chairman of the Leduc and District Food Bank from 1995 to 2007 and is the founder of the Leduc and District Emergency Shelter Association (chairman 2007 - 2013). He was also nominated for the Leduc and District Citizen of the Year award – in 2003 and again in 2005.



Coun. Dana Smith

Coun. Smith is serving her fourth term with city council and has been a resident of Leduc for 31 years. She is a past board member with the Provincial Mental Health Board, Review Panel and a founding member of Leduc Victim Services. She is also a past member of the Performing Arts Council and was past chair of the Leduc Housing Authority and past vice-Chair of Leduc Foundation.



Coun. Bob Young

Coun. Young has served on city council for 12 years and has proudly called Leduc home for the past 57. For 36 years he worked as a local school teacher and retired in 2016. He was named Citizen of the Year in 2000 and served as the former president of Leduc Minor Hockey, Leduc Ball Federation, Leduc Baseball, and Leduc Minor Sports Parents Association. He also coached hockey, basketball, volleyball, baseball and soccer.

Vision

A vision describes a realistic, credible, attractive and inspiring future for the organization. It paints a picture of the long-term future to which the organization aspires—that is, the broad targets the organization would like to achieve.

The illustration above is a summary of the key elements the community felt should be represented in a vision statement.

Leduc's vision statement is:

"Well situated in an economic region, Leduc is a safe community where residents value the close community feel and availability of comprehensive services, quality infrastructure and good neighbours."

Mission

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



Values

Council governs with the vision and mission of the City of Leduc in mind. In order to execute on the vision for the community, Leduc has a number of guiding values that advance our community towards this aspirational future.



City manager and administration

Paul Benedetto | City manager – 2006 – to present

In 2016, we saw the positive effects of collaborating with our regional partners as well as the greater Capital Region. Further regional collaboration to seek efficiencies continues to be an essential step for our organization to remain successful throughout a very challenging year. We are very proud of the combined efforts that went into the Be Ready, or Be Left Behind study by the Metro Mayors' Alliance (MMA). This report provides clear direction in the top three areas that would benefit significantly from inter-municipal collaboration: economic development, transportation and land use/ infrastructure development. Regionally, we furthered our working relationship with Leduc County, as together we continue to build our best future together with additional initiatives, such as the signing of the Leduc Prosperity Charter. I invite you to turn to page 25 to learn more.

Through careful analysis, we anticipated the economy would slow down dramatically in 2016 and we planned accordingly through our Fiscal Sustainability Plan, seeking greater efficiencies and soliciting the feedback of staff. These are some examples of the cost saving efficiencies we found:

- » To help us reach our goal of \$1.5 million cost savings, our staff was supportive of foregoing their Cost of Living Allowance (COLA) in 2017.
- » The addition of solar panels at the Leduc Recreation Centre and Operations Building. In the latter part of 2016, a total of 224 megawatts was generated by the two systems, which is the equivalent of powering more than 600,000 light bulbs per day, and reduced our greenhouse gas emissions by nearly 90 tonnes. In total, we estimate a savings of up to \$150,000 in annual electrical costs.
- » Leduc Fire Services custodial services are provided by its membership instead of contracted services.

- » We enhanced public wireless Internet (WiFi). Service increased to 12.5 times more bandwidth for public users and we extended WiFi service to Wm. F. Lede Regional Park. In addition to enhancing the public WiFi service this also resulted in an annual cost savings.
- » As part of our downtown improvement program, we installed new LED streetlights.
- » Our successes are truly due to our team approach, it is a culmination of city council, citizens, our business community, regional partners, community leaders, and our administration.

This annual document clearly outlines 2016's challenges and successes, as they relate to Leduc City Council's 2014 – 2018 Corporate Strategic Plan. We are very pleased that we were able to maintain our residential/non-residential ratio of 65/35 during a very difficult year with building permits going from \$255.5 million in development in 2015 to \$122 million in 2016. We moved forward with three substantive joint projects with Leduc County: Leduc Regional Fire Services (page 23), Alternate Municipal Structure Project (page 25), and Alberta Aerotropolis (page 18).

On behalf of my colleagues at the City of Leduc, serving this community is why we are here and we are proud of our accomplishments this past year to achieve Excellence in Community And Region Building (ECARB). We appreciate your time to review this report. As always, your ideas and feedback are important to us so please reach out to us in the following ways:

Phone: 780-980-7177 **Email:** info@leduc.ca

Facebook: facebook.com/cityofleduc

Twitter: @cityofleduc



City of Leduc Executive Team:



Paul Benedetto,
city manager



Brian Loewen,
city solicitor



Darrell Melvie,
general manager
of Community and
Protective Services



Mike Pieters,
general manager of
Infrastructure and
Planning



Irene Sasyniuk,
general manager of
Corporate Services

Reporting on 2014 - 2018 Leduc Strategic Plan goals

ONE

Goal 1 – Community Character

Community Character in Leduc represents streets, open spaces, parks and infrastructure that reflect our city's heritage, values and lifestyle. As a municipality, we expect vibrant and diverse facilities that encourage active community spaces and neighbourhoods. We will strategically invest in community-building projects and programs that allow for ongoing municipal operations and continually enhance our culture.

Achievements

1.1 Support a successful farmers' market

For the 2016 operating season, the **Leduc Farmers' Market** moved to the east parking lot of the Leduc Recreation Centre (LRC) on Thursdays and Saturdays. This temporary move was to support the Downtown Streetscape Improvement project allowing for upgrades to the downtown core to enhance businesses, economic development and tourism. Attendance did increase in relation to the LRC's peak operating hours. With the improvement project nearing completion, we'll continue to work with the farmers' market to review future venue options in the community.

1.2 Successfully host the 2016 Alberta Summer Games (ASG)

Our community hosted a very successful four-day, environmentally-friendly event attracting thousands of athletes, spectators and officials to our city. For more information on this event, please see pages 29 and 30.

1.3 Plan and construct Telford Lake amenities

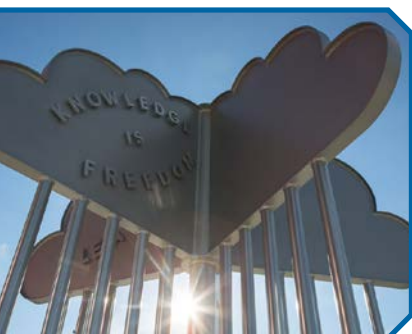
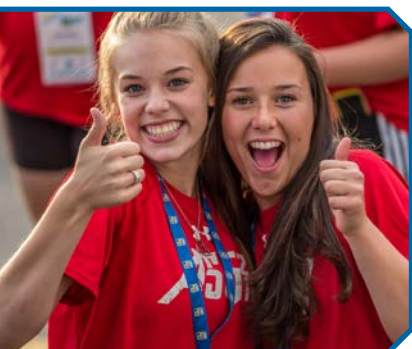
As a pilot project, we constructed the **Telford Park Skating Oval**, which quickly became a favourite winter feature for many citizens and visitors. Due to its popularity, work is underway to make enhancements to the area, including additional power stations, repurposed downtown Christmas displays, the installation of additional benches and tables and extending the length of the oval to a figure-eight skate path. This new winter activity venue encourages a healthy and active lifestyle for residents during the winter months.

1.4 Refine and implement elements of Phase 2, Leduc's Downtown Master Plan

- The **Main Street Capital Improvements** were conducted through close and regular consultation with the Downtown Business Association (DBA). We created new designs and constructed a comprehensive set of streetscape improvements. This project enhances our downtown's vibrancy through a number of important installations focused on safety, functionality, mobility and overall esthetics.
- Our **Downtown Storefront Improvement Program** helped to strengthen the visual appeal of the downtown's streetscape and enhance its sense of place by promoting improved building facades through matching grants and providing design assistance. All projects align with the Leduc Downtown Master Plan.

1.5 Invest in public art

- **'A Fertile Mind'** is a free standing public art piece outside at the Leduc Public Library. Designed by Karen Ho Fatt of Bragg Creek, this piece was selected by a committee including staff, a library representative and local art enthusiasts. This creation highlights education and reading as part of the community and features local quotes from students at École Leduc Junior High and submissions by local residents. Placement and official unveiling coincided with Leduc Culture Day activities and culminated in a celebration in the library which included youth who had submitted quotes for the art piece, members of city council, staff and supporters.



- The **‘Wisdom Stone’** was officially placed in Peace Park, just west of the Leduc Lions Campground in September. It’s a 10,000 lb. granite rock that was unearthed while excavating the new Robinson subdivision. It was crafted by local artist Harry Beauchamp.
- Two art pieces relating to the ASG were developed as part of a games legacy for this community. To learn more about these art pieces, please see page 30.

1.6 Preserve the City of Leduc’s history including buildings, individual stories and artifacts

A **historic research co-ordinator**, through the Leduc Public Library, completed a number of projects between May to August in 2015 and in 2016. Some of these projects include:

- Created an article database on significant Leduc and regional events, as reported in the Leduc Rep between 1907 and 1959
- Collected historical material and conducted interviews
- Researched local names and expanded our names reserve list, which is used for park and street naming purposes
- Researched the Leduc Legion and our transportation department
- Met/consulted with local historical organizations, Dr. Woods House Museum and the Leduc West Antique Society
- Worked with the Dr. Woods House Museum to convert historical interviews from cassette tape to digital format

Challenges

Parks/playgrounds/green spaces: with the number of enhancements we made throughout the community, impacts to our overall maintenance, service delivery, and public availability to the areas under construction were challenging.

Unseasonably warm weather throughout the 2015/16 winter season limited our ability to maintain outdoor recreation amenities and we made a few adjustments to our outdoor winter Frostival event.

Main Street Capital Improvements: minimizing the impact of construction on the surrounding businesses posed as one of the more significant challenges and we put together a new communication approach to help address this problem. Along with members of city council, we spoke regularly with affected businesses through a variety of methods to ensure everyone was aware of our progress and any changes in the schedule.

Results

Components of Leduc’s Downtown Master Plan Phase 2 include:

- » **Main Street Capital Improvement project**, Phases 1 and 2, were refined in partnership with the DBA and approved by city council. Work reached a 95 per cent completion rate before the end of 2016. The remainder of this project will take place, with a grand opening event, in 2017.
- » Three completed projects came from our **Downtown Storefront Improvement** program in 2016 with a financial investment of \$25,000 in grants issued to local businesses. We provided eight complimentary storefront design sessions held for the next round of interested business owners wanting to update their facades in 2017.

The **Alberta Summer Games (ASG)** proved to be another feather in Leduc’s cap by demonstrating this mid-sized city’s ability to host large-scale recreation events attracting thousands of participants and spectators to the region. For detailed information, please see page 29.



— 600 —

*Citizens celebrated during the
2016 Volunteer Appreciation
Banquet (sold out event)*

Over 2,500

*people celebrated Canada Day
in Leduc for the free outdoor
concert headlining Big Wreck*



— 21 —

*Community Groups participated
in Leduc Culture Days*



— 4 —

*Leduc athletes and sport
builders were inducted in the
Leduc Sports Hall of Fame*

Projects

North Telford Recreational Lands development - Preparation took place to fulfill this area's future as a naturalized day-use feature park for citizens and visitors. In 2016, we held an inaugural clean-up event with local community groups (Leduc Girl Guides, Scouts and Lions), and continued removal work of noxious weeds and restoration of the naturalized areas. We formalized a 10-year sponsorship agreement with the Leduc Lions Club with funds to assist in developing the area, and officially named it Leduc Lions Park in recognition of this partnership. The Leduc Lions Park is just one component of our 2010 Telford Lake Master Plan outlining a multi-year vision, which includes a trail extension that will go around the lake. In 2016, we acquired the necessary land on the east end of Telford Lake that will facilitate future trail development.

New rowing facility at Telford Lake - We completed Phase 1 of the project by providing a permanent facility for the Telford Lake Alberta Training Centre Society. The training centre will be home to six paddling sports which is the first of its kind in Canada. The society will outfit the office and training area in 2017.

Leduc Wayfinding Project - Construction of Phase 1 took place with the installation of vehicular signs prior to the ASG. These signs helped direct participants and spectators to a number of the games' venues. The remaining portions of the Phase 1 (kiosk and downtown decorative components), were installed in conjunction with the Downtown Streetscape Improvement project.

Playgrounds and green spaces - we're proud to report a number of community recreation enhancements for citizens:

- » We formalized a partnership agreement with Black Gold Regional School District to develop new playgrounds at the West Haven Public School. We worked with the parents' association to obtain a grant for \$125,000. Opened in late fall, this playground features Leduc's tallest web climbing structure.
- » New playgrounds were completed at Leduc's newest Catholic school as we formalized a partnership with Father Leduc School and the St. Thomas Aquinas Roman Catholic Schools (STAR).
- » Designed and installed a replacement for the indoor playground at the LRC.
- » Upgrades were made to the following:
 - *Telford Lake community garden plots – improved water system, weed abatement, soil composition*
 - *Resurfacing of the Kinsmen Park tennis courts*
 - *Fred Johns Park disc golf course – new baskets and expanded course length*
 - *Assisted in the installation of the Southfork community garden plots with newly built planter boxes, hauled topsoil, purchased and filled water tank and provided guidance to garden users*
- » We installed new basketball hoops at Aileen Faller Park for both area schools to utilize (St. Benedicts and Leduc Estates).

Key performance indicators	
Measure	2016
Percentage of citizens that rate overall quality of life in the City of Leduc as very good or excellent in annual satisfaction survey	78% (2015)
Percentage of citizens that rate overall satisfaction with City of Leduc services and programs as very good or excellent	82% (2015)
Number of community events hosted by the city	16
One piece of public art added annually	4



WAYFINDING

Wayfinding uses landmarks, pathways, signage and environmental cues to help citizens and visitors navigate and experience our city. Wayfinding can be described as the process of using visual information to help find your way through a complex environment.

Goal 2 – Community Wellness

Safe, healthy, active and caring community defines what we consider Community Wellness in Leduc. As a municipality, we support initiatives for a healthy and sustainable environment and want to ensure quality opportunities are available for citizens to participate in all aspects of the community to foster a sense of belonging for everyone.



We converted 3,000 existing street lights to LED. This will save us 1.14 million kWh/year, which equates to planting 33,450 trees or taking 156 vehicles off the road.

Achievements

2.1 Implement initiatives identified in the Environmental Sustainability Plan

- The **Alberta Summer Games (ASG)** successfully incorporated aspects of our sustainability plan throughout the four-day event. For more details, please see page 29.
- Our **solar panel project** included two city facilities, the Leduc Recreational Centre (LRC) and the Operations Building. For more information, flip to page 28.
- Hosted community events and created opportunities to engage with residents to help elevate the overall awareness of the **environmental program**, such as:
 - *Offered a composting workshop for beginners at the Leduc Public Library*
 - *Held the third annual Green Gold event with RONA*
 - *Updated the Sort Smart App*
 - *Arbour Day (tree planting event)*
 - *Participated in the Leduc Business Expo (trade show)*
 - *Increased social media presence*
- Completed a study on our **25 storm water management facilities**, as recommended through our Weather and Climate Readiness Plan (2014). This study identified potential risks and impacts on those facilities along with recommendations.
- Worked with developers/builders to help them achieve the **new environmental code practices** introduced by the province as an environmental protection initiative. By implementing this program locally it will result in lower consumption of natural gas and electricity reducing the carbon emission.
- Enhanced our natural areas throughout the city through a variety of programs, such as:
 - **Southfork Community Garden** program
 - *A clean-up initiative at **Telford Lake**, specific to the Leduc Lions Park in the North Telford Recreational Lands*
 - *We initiated an **Environmentally-significant Areas Study (ESA)** to inventory and assess natural areas throughout the community on their condition and level of importance based on their habitat and connectivity values. The ESA will be used as an information component to our future review of the Municipal Development Plan (MDP) and Joint Inter-municipal Development Plan (IDP), and other future environmental policies.*

TWO



Leduc Snapshot of Social Services Support

75% increase with internal client referrals

14% increase with external client referrals

12% increase in the number of people served

47% decrease in the number of families served



FREE Access Day at the LRC:

- » Nearly **2,000** wristbands issued
- » **220 swimmers** in the Mix Family Aquatic Centre – reached maximum capacity by 2 p.m.
- » Raised almost **\$700** for Creative Culture Connection during the fundraiser barbecue



Children/youth program registration statistics:

- » **58%** increase in Leduc Summer Camps
- » **15%** increase in school-aged/youth
- » **9%** increase in pre-school
- » **21%** decrease in child minding

2.2 Develop and implement a youth engagement strategy:

- Focused planning efforts are concentrated on enhancing current youth engagement opportunities, while identifying new ways in which to reach out to Leduc's younger population. For a detailed list, see 'Results' under this goal.

2.3 Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources:

- At the direction of Leduc City Council, planning began on the **Caring Community Initiative** designed to ensure we have resources in place to support citizens as they continue to cope with this economic downturn. A number of actions were put into effect on an interim basis until 2018 when the economy is expected to improve.
- An **Emergency Social Services (ESS) mock disaster** was held in partnership with Leduc County, which included participants from the capital region. Practical exercises, such as this, allows our ESS team to build skills in the areas of registration and inquiry, meet and greet, and general reception centre management. The Wood Buffalo fires also highlighted the importance of cross-departmental training, regional collaboration and information sharing with local agencies.
- Hosted a series of full capacity workshops with **Leduc Adult Learning** based on clients' needs for GED prep classes, resume and cover letter development, and interview technique to help citizens when searching for new employment.
- **Family Day Unplugged** proved to be the most successful year to-date for citizen participation as it encouraged residents to disconnect from technology and reconnect with themselves, loved ones, and the community on Family Day.
- Four sessions were offered through the **Interagency Brown Bag program**, bringing together 39 social service representatives as a network learning opportunity.
- **Child Developmental Domains** were included in the **City Guide**, which cover five areas of child development: language, motor, cognitive, social-emotional, and self-help skills. These domains will better assist parents/caregivers when booking a child into city programs.
- Launched a new, searchable and mobile-friendly **website** (Leduc.ca) in May.
- Annual **Candy Cane Checkstop** held in partnership with RCMP, Leduc and District Victim Services Unit (VSU), Leduc and District Food Bank, Alberta Health Services and local businesses raised awareness on impaired driving while raising monetary donations for VSU and non-perishable food items for the food bank.
- **Leduc Enforcement Services (LES) and RCMP** implemented service enhancements based on community feedback to meet growing needs:
 - Service improvements were adopted, such as expanded hours of service two nights per week, incorporated a volunteer program to provide additional administrative supports, and developed a strategic resource plan for both enforcement services.
 - The **Municipal Integrated Traffic Unit (MITU)** is a joint initiative with LES and the RCMP that provides dedicated traffic resources to address safety concerns. This team is responsible for improving road safety and reducing injuries caused by motor vehicle collisions (MVC) through education and enforcement efforts.

2.4 Reach new residents by establishing community-based programs and spontaneous, accessible opportunities to participate:

- **Let's Talk Neighbourhoods Plan** is a three-year plan that promotes cross department and community partnerships to encourage citizen engagement. Some of the neighbourhood events include T-Rex and Tea in the Park, Linsford Park barbecue, North Telford Boardwalk Open House, and the West Haven School Open House.

Top three social issues in 2016



Shelter / housing



Financial needs



Mental health / counselling

- **Good Neighbour Awards** is an annual initiative that encourages citizens to recognize the value and efforts they see in their neighbours. All nominees and their neighbours are celebrated at the awards evening in the fall. In 2016, this awards program yielded 60 nominations and secured a three-year community sponsorship with Coldwell Banker – Haida Realty.
- **Free Access Day** at the LRC was held during Leduc Culture Days to provide all citizens with free facility access. Free programs were offered to demonstrate the benefits of membership and to provide individuals and families the opportunity to experience the LRC.
- Offered **free drop-in summer programming** for children ages five to 12 in Alexandra Park. Partnered with the Leduc Public Library to provide a literacy component to the weekly themes.
- Introduced **18 new recreation programs** to help engage a variety of age ranges from pre-school to older adult, from Gran and Me Sportball to Paint the Night and golf lessons.
- **50/50 Spring Annual Fitness Challenge** – LRC patrons are encouraged to be active within the facility for a minimum of 50 minutes a day for 50 days. Registrants totalled 674, which is a 43 per cent increase from 2015.

Challenges

Similar to many other Alberta municipalities, staffing capacity and community demands on social services outweighed programming and funding availability in 2016. These financial pressures were realized through a number of programs, such as:

- » *Subsidized counselling program*: 485 short-term counselling sessions were provided to residents which is an increase of 47 per cent in 2015, and 97.5 per cent in 2014
- » *Caring Community*: some actions relating to this initiative required adding more funds to existing budgets, while identifying the need to develop and implement new programming. Other challenges include workload pressures and capacity of partnering organizations.
- » *Lack of affordable housing* for unemployed people and an increased waiting list for clients who need access to mental health supports.

Service level improvements with LES and Leduc RCMP did present a couple of concerns, such as:

- » Staffing requirements had to be adjusted to accommodate the extra coverage hours
- » Identifying suitable volunteers
- » Capacity issues to fill the MITU, as it impacted personnel changes within LES

EverybodyTM gets to play

Canadian Tire Jumpstart
– Leduc Chapter helped
connect **674** children and
youth to local organized
sports

Recreation Assistance
Program provided financial
assistance to **278** people

MNP – Kicks for Kids
facilitated free recreation
access to the LRC for **1,148**
youth

Creative Culture
Connections program
provided financial
assistance to **59** people
enrolling in arts and
culture programming

Healthy Hearts Leduc
1,196 people attended
various drop-in fitness
programs



Results

Through our Environmental Sustainability Plan, we were able to:

- » Reached a waste diversion rate of 51 per cent
- » Experienced an increase of more than 2,000 trips to the **Leduc Eco Station** by residents and businesses, over 2015. This resulted with an increase of blue bag materials (302 tonnes) and compacted cardboard (28.93 tonnes), yet a decrease in electronic waste (59.3 tonnes from 68.6 in 2015) and household hazardous waste (90,645 tonnes from 92,865 in 2015)
- » Plant 600 trees as part of Arbour Day with 200 volunteers
- » Diverted nearly 10,000 tonnes of organic material from the landfill since 2012
- » Included three-stream waste receptacles as part of the Phase 2 developments of the Downtown Improvement Project. Once completed, a total of 21 will be installed. Also installed four-stream waste receptacles at all city facilities, for waste, organics, recycling, and bottle/cans.



94% of participants reported the annual senior's pancake breakfast helps them feel more involved with community events and activities.

Efforts in youth engagement throughout 2016 include:

- » More than 150 youth came to watch an **outdoor movie** held at the Leduc Skate Park.
- » Leduc Composite High students played host to their **inaugural Q/A session** with Leduc City Council.
- » Celebrated 60 youth at the fifth annual **Mayor's Youth Leadership Awards luncheon**.
- » Ex-Edmonton Oiler and NHL player Patrick O'Sullivan made four presentations to 1,200 junior high students, along with 100 parents, on the topic of **physical and emotional abuse**.
- » Welcomed two youth representatives to serve on the **Community Safety Advisory Committee**.
- » Conducted a **Halloween Safety campaign** where we handed out glow sticks and patrolled the community to help raise awareness on pedestrian safety for safe Halloween practices for kids and youth.

Social, health and community needs are continually evolving and we want to provide the appropriate programs and resources to meet those needs:

- » The addition of **Fire House #2** has improved fire/EMS response times to west end neighbourhoods by 30 per cent.
- » Completed 295 income tax returns through our **Volunteer Income Tax Program**.
- » Leduc citizens logged 46,573 hours for **Family Day Unplugged**, which is nearly double the hours reported in 2015.
- » Events and information sessions were hosted for seniors: around 140 seniors participated in the pancake breakfast for **Seniors' Week**; 49 seniors attended an information session and Q/A, held in partnership with Leduc County, Alberta Seniors and Service Canada, on what benefits are available to them.
- » **Interagency Brown Bag initiatives**: 97 per cent of the agencies reported have a better working relationship with other groups as a result of these quarterly sessions.

- » Eight new volunteers were introduced as part of the **LES and RCMP Volunteer Program**.
- » **Candy Cane Checkstop**: 500 bags were handed out containing education material; raised \$2,184 for VSU and 163 lbs of food for the food bank.
- » 1,126 people participated in **Sportball** in its first year offered at the LRC.

65% of families felt more confident in their parenting skills after attending the Pink Shirt Day anti-bullying info session.

Our efforts to reach new residents through community-based programs and accessible opportunities include hosting city-sanctioned events designed to appeal to citizens of all ages, individuals and families. Some of these include:

- » **Party in Alexandra Park** with more than 1,000 guests throughout the day and around 500 youth and families attending the two outdoor movies.
- » **Community Information and Registration Days** (spring and fall) attracted 500 people in the spring speaking to more than 40 community booths; the fall session saw more than 1,000 people reaching out to more than 60 community booths.
- » **Canada Day outdoor concert and fireworks** show saw up to 3,500 spectators, as the event headliner was Big Wreck.

Projects

Mayor's Youth Leadership Awards Luncheon – this was the fifth annual luncheon recognizing 60 youth nominated for their contributions as leaders within their communities, whether at school, in faith-based and/or non-profits organizations, and recreation. This event is designed to celebrate each individual and to show the community's appreciation for their successes.

Breakfast with the Guys...and Gals – this second annual breakfast fundraiser was a sell-out event raising nearly \$19,000 for two local not-for-profits that support victims of family violence. More than 200 businesses and regional leaders attended to hear guest speaker, Len Rhodes, president/CEO of the Edmonton Eskimos, and support the cause.

Railway Safety – initiated by our Community Safety Advisory Committee, increased education and general awareness actions completed in 2016, such as increased signage designed by local youth targeting youth who may use the tracks when walking throughout the city.

Rock the Rails – we continue to build on the annual youth festival hosted at the local skate park. This year's event saw the inclusion of the *Craz E Crew*, a touring extreme sports stunt crew that use acrobatic flips on BMX bikes, skateboards and Rollerblades. Performances took place at Rock the Rails and at the Executive Royal Inn Parking lot. This stunt team provided the 'wow' factor to the event drawing large crowds to watch the Rock the Rails' performances.

Key performance indicators	
Measure	2016
Percentage of waste diversion annually and/or resident satisfaction (very good and excellent) with curbside recycling and organics services	51% waste diversion 79% resident satisfaction for curbside recycling (2015) 75% resident satisfaction for curbside organics (2015)
Trending decrease crime severity index	Information will be released by Statistics Canada in July 2017
LRC membership	1 st quarter: 2,601 2 nd quarter: 2,230 3 rd quarter: 2,182 4 th quarter: 2,222 Overall average: 2,309 (9.31% decrease over 2015)
LRC average daily admissions (in dollars)	1 st quarter: \$1,938.37 2 nd quarter: \$1,370.72 3 rd quarter: \$1,194.07 4 th quarter: \$1,577.79 Overall average: \$1,520.23 (2.27% decrease since 2015)

THREE

Goal 3 - Transportation

Leduc's central location within the province with highway, air and rail connectivity allows us the opportunity to build our position as a transportation hub and offer multiple and effective travel options that include internal and regional transit. We will continue to effectively build infrastructure to promote transportation in our city and throughout the region.

Achievements

3.1 Advance the importance of the 65th Avenue Interchange with stakeholders

- Functional planning was completed in co-operation with Leduc County, Edmonton International Airport (EIA) and Alberta Transportation. This enables the project to advance to detailed design so the project can be considered shovel-ready.

3.2 Evaluate and optimize Leduc's transit system and service

- In completing its second full year of service, enhancements were identified and will be deployed in 2017 to increase the service area covered and thereby reach more business and residential locations.
- Adjusted the Leduc Assisted Transportation Service (LATS) driver hours which allowed us to increase capacity to the morning rush hour and control costs.
- Installed new bus shelters that feature advertising opportunities to help generate revenue. Two new heated shelters at Alexandra Park and the Leduc County Centre were funded through a GreenTRIP provincial grant.

3.3 Represent Leduc's interest in Airport Vicinity Protection Area (AVPA) regulation review

- We've participated in a multi-year process to gather and disseminate essential information related to the AVPA regulation, as it expired June 30, 2016. The review process was halted by Alberta Municipal Affairs and incorporated into the broader review of the Municipal Government Act regulations.

3.4 Support regional transportation initiatives

- Please refer to 'Goal 5' (page 21) for more details on transportation infrastructure initiatives, such as the **Joint Infrastructure Master Plan and Service Evaluation (JIMPSE)** with Leduc County, and other projects that were made possible thanks to government grants through the Municipal Sustainability Initiative (MSI) and Federal Gas Tax Fund.

Challenges

65th Avenue Interchange: we continued advocacy efforts with the federal and provincial governments to obtain funding commitments. A concerted effort was made to improve awareness of the need and impact at the local, provincial and federal level.

AVPA: a review was expected, but after hearing preliminary concerns from impacted municipalities and the EIA, Municipal Affairs decided to extend the regulation, as is, with the intent to conduct a future review.





Projects

GreenTRIP Funding – concluded in 2016 as we received nearly \$3.4 million from the province in cost-share grants that were used, in partnership with Leduc County, to fund the following:

- » Four, 40 ft. buses
- » Five community buses
- » Design and construction of a transit garage
- » Construction of supplementary infrastructure, including concrete pads for bus stops and 32 bus shelters, two of which are heated
- » Construction of three park and ride facilities at the Leduc Recreation Centre (LRC), Alexandra Arena and the Leduc County Centre

Artists in Motion – an art competition with local seniors where winners were chosen to have their pieces featured on future monthly bus passes for Leduc Transit and LATS.

Key performance indicators	
Measure	2016
Percentage of transportation plan on target as outlined by population thresholds	100%
Ridership	2016
Leduc Transit	1 st quarter: 6,523 2 nd quarter: 5,381 3 rd quarter: 5,137 4 th quarter: 6,084 Overall average per month: 5,781 (0.64% increase since 2015)
Leduc Assisted Transportation Services (LATS)	1 st quarter: 2,700 2 nd quarter: 2,605 3 rd quarter: 2,383 4 th quarter: 2,373 Overall average per month: 2,515 (1.92% decrease since 2015)
Revenue over cost ratios for transit and LATS	13.89%
Cost of transit on a per capita basis	\$50.53

FOUR

Goal 4 - Economic Development

Leduc's economic development is defined through effectively leveraging of our market strengths and opportunities to maximize development that will benefit our community and this region. Leduc heralds this region's unique economic drivers and opportunities provincially, nationally and internationally for 'the' location as Canada's energy services leader.

Achievements

4.1 Capture the economic advantages of Leduc's proximity to the Edmonton International Airport (EIA)

- Developed Phase 1 of the **Alberta Aerotropolis** value proposition and map that integrates development strategies with regional partners.
- Launched the **Business Investment Attraction Program** which is a strategic marketing initiative to accelerate economic growth in our region over the next 20 – 25 years. We're working to increase Leduc's profile in key provincial, national and global markets through strategic partnerships with the EIA, Leduc County, Edmonton Economic Development Corporation, Global Affairs Canada and more.
- Participated in eight **key trade shows** to elevate Leduc's profile as an area of choice for future industry development. Some of the trade shows included local venues, inter-provincial such as British Columbia and Manitoba, and globally in Europe and Asia.

4.2 Leverage joint economic development opportunities with regional partners

- We reached out to our corporate and business community to receive valuable input through a **City of Leduc Business Satisfaction Survey** and face-to-face engagement interviews. The survey was developed in partnership with the Downtown Business Association (DBA), LNEDA and Leduc Regional Chamber of Commerce, reaching out to nearly 2,000 Leduc businesses and collecting 446 responses (23 per cent). This survey will measure the relevance and product quality, functions and services provided by our organization, along with the impacts of city products, functions and services on the expectations of local business people.
- **Leduc Sport Tourism** attracted a number of successful events in 2016 that include: Alberta Rocks Curling Camp, Dog Agility Camps, Fencing, Knights of Columbus Hockey Schools, President Cup Lacrosse, Team Alberta Sledge Hockey, Water Ski nationals, Wild Rose Figure Skating Competition, Olympic Air Rifle and Hand Gun Competition, Alberta Softball Provincial Championships, Fragapoolza, Hockey Canada Junior A Canada West Camp and several other local, regional, provincial and western Canadian championships.

4.3 Implement a strategy to capitalize on Leduc's competitive advantages

Developed the **Community Economic Development Readiness Program**; designed to identify opportunities and create enhanced sustainability with this region's business community.

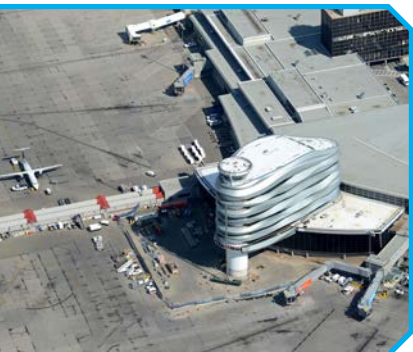
4.4 Foster post-secondary education and adult learning

We entered into an agreement to introduce **training workshops** in 2017 with Leduc County, the Leduc Regional Chamber of Commerce, LNEDA and NorQuest College.

Challenges

Alberta Aerotropolis: many of our partners are involved in other governance processes, which has made it more challenging to advance this project.

Community Leduc Adult Learning (CLAL): the challenge in 2016 was ensure this program was seen as a separate entity from a post-secondary institution; trying to establish CLAL in the community and reaching the target audience to educate them on the programs and services offered.



Results

We've taken a number of steps to help leverage joint economic development opportunities:

- » More than 2,000 Leduc businesses participated in our first business satisfaction survey and engagement interviews. Over three quarters of those contacted through our **business satisfaction survey** support our approach and performance measures to stimulate and track economic development growth and progress. Our measures include:
 - *Encourage expansion of industrial cluster developments*
 - *Attracting new private sector capital investments*
 - *Job creation building toward the achievement of a 60-40 residential/non-residential tax base*
 - *Developing workforce talent and strengthening support for existing business*
- » **Small business advocacy** was achieved through our regional partnerships with the Leduc Nisku Economic Development Association (LNEDA), Leduc Regional Chamber of Commerce in providing 'go-to' resources that promote business growth, and positioning Leduc as a leading location for successful start-ups.
- » 93 real estate agents attending the **Leduc Regional Real Estate Forum**, hosted in partnership with the chamber and LNEDA.
- » We conducted three **economic impact assessments** to obtain valuable information to help guide us in future event attraction initiatives. These include:
 - *2016 Alberta Summer Games – please see page 29 for more information.*
 - *2016 Presidents Cup of Lacrosse National Championships - \$674,677 in visitor spending in Leduc; 9,400 spectators over six days of competition.*
 - *2016 Adam Myers Hockey Tournament - \$254,233 in visitor spending in Leduc; 1,619 participants and spectators.*

In 2016, we moved forward in a number of areas to help capitalize on Leduc's competitive advantages:

- » The Leduc Marketing Strategy outlined 15 recommendations for both corporate marketing and economic development that spearheaded numerous activities that support those recommendations. Some of the 15 recommendations include:
 - *Establish customer service standards*
 - *Tell a consistent 'Leduc Story'*
 - *Complement regional initiatives, e.g. increase collaboration with the LNEDA*
 - *Develop economic development measures*



Projects

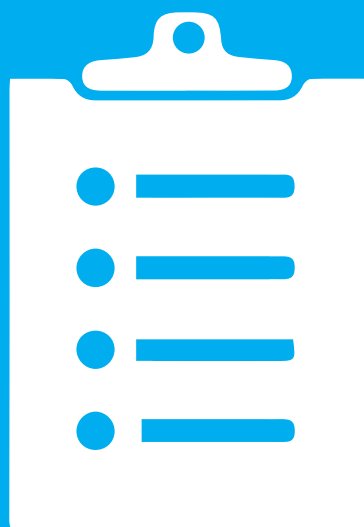
Aerotropolis Viability Study (AVS) – since May 2016, we’ve worked on the joint Inter-municipal Development Plan (IDP) with Leduc County, and the amendments to our Municipal Development Plan (MDP) to support the aerotropolis implementation on the city’s east side.

Joint Inter-municipal Development Plan (IDP) – the inter-municipal committee met several times in 2016 to review/discuss proposed amendments to the IDP, which is to facilitate implementing the Alberta Aerotropolis concept in the vicinity of both Telford and Saunders Lakes. The amendment process was launched in March 2016 and many important steps were taken, which include:

- » Public engagement using various methods, such as mail correspondence, open house, and information posted on our website.
- » Bylaw preparation to incorporate proposed changes to the IDP began after reviewing all the feedback.
- » Public hearing was held by both councils in October.

The conclusion of the proposed amendment process to the IDP will be known in 2017.

Key performance indicators	
Measure	2016
Percentage of real increase in assessment value based on growth	2,515 (1.92% decrease since 2015)
Percentage of business licenses renewed	72%
Percentage increase in new business licenses	26%
Number of new housing starts	222
Number of new residents	1,194 (4% increase over 2015)
Value of commercial and industrial building permits	\$35,816,610



More than 2,000 Leduc businesses participated in our first business satisfaction survey and engagement interviews. More than three quarters of those contacted through our **business satisfaction survey** support our approach and performance measures to stimulate and track economic development growth and progress.

Goal 5 - Regional Partnerships and Governance

As a city, regional partnerships and governance is characterized as working co-operatively with partners to optimize resources and ensure project success. We are a trusted and collaborative partner in building a vibrant capital region through effective decision-making, service provision and supportive actions.

Achievements

5.1 Strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the capital region, City of Edmonton, school boards, EIA and other stakeholders

- We actively participated in the work of the Capital Region Board to deliver the **Metropolitan Region Growth Plan** representing the foundation for responsible regional growth over the next 30 years. We continued our work on the Metro Mayors' Alliance (MMA) that delivered the Be Ready, or Be Left Behind report that clearly highlighted the need to do things differently for the betterment of the region so it can be globally competitive.
- We signed a letter of intent with our partner Leduc County that confirms **Saunders and Telford Lake areas** be identified as a special area and developed to the mutual benefit of both our municipalities.
- We worked with our local school divisions, **Black Gold Regional Schools (BGRS)** and **St. Thomas Aquinas Roman Catholic Schools (STAR)**, to plan and develop the sites to include playgrounds and sports fields for the new schools (West Haven Public School and Father Leduc School), and the neighbourhoods of West Haven and Southfork.
- In partnership with Leduc County, we introduced a shared **fire inspector** position to serve both industrial parks and ensure compliance with the Alberta Fire Safety Codes. This position works to benefit the safety of all city and county businesses within the immediate Leduc region.

FIVE



Leduc RCMP Facts for 2016



9,006 files – criminal code, provincial/federal offences



126 domestic violence cases resulted in criminal charges – up from 98 in 2015



450 files in crimes against people – down 18% from 2015. Common assaults remain to be the majority of offences



1,788 property offences – up 1% over 2015. Theft under \$5,000 represent the majority of reported property offences

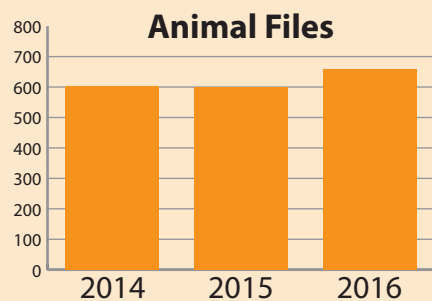
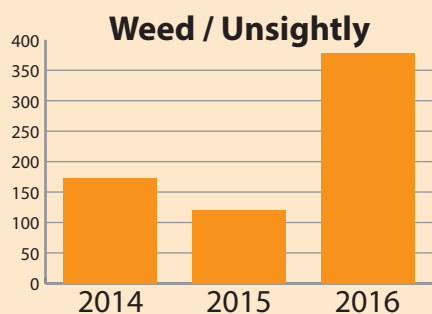
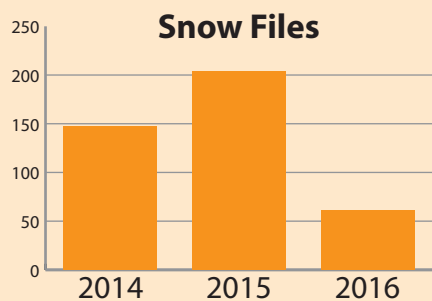
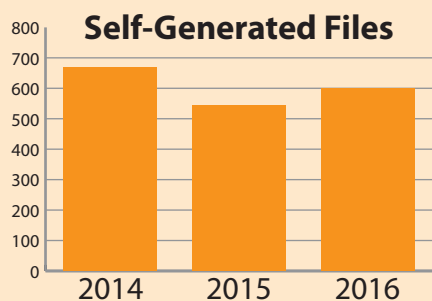
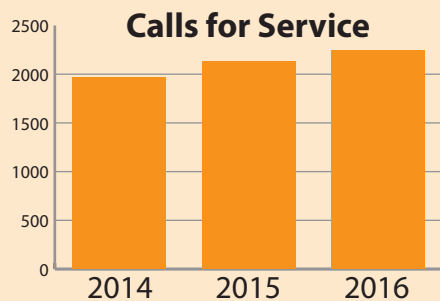


62 motorists charged with impaired driving – down one from 2015



Policing priorities: impaired driving, illegal drugs and property crime

Leduc Enforcement Services Facts for 2016



- A number of **municipal and provincial enforcement** projects/initiatives began in 2016 to enhance service to the community:
 - *Planning continued on a **new joint facility for municipal and provincial RCMP** resources as the currently location has surpassed capacity. A proposal was presented to the province to ensure we're able to maintain our current integrated delivery of policing services in the region.*
 - ***Joint traffic safety plan** was developed to place focus on priority issues in the community, such as reducing collisions and impaired driving. The plan is based on the five 'E's of traffic safety: education, engineering, enforcement, environment and emergency response.*
- In partnership with the **Leduc Beaumont Devon Primary Care Network (PCN)**, we introduced a new program, *Walk With A Doc*; a free walking program for residents hosted by a local physician. We also continued our *Prescription to Get Active* partnership where people receive free access (one month) to the LRC, as prescribed by their physician.
- Economic development** action was realized through our partnerships with Leduc County, Edmonton, Edmonton International Airport (EIA), Leduc Regional Chamber of Commerce, Edmonton Economic Development Corporation (EEDC), World Trade Centre, and the Greater Edmonton Economic Development Team (GEEDT). We completed a regional tourism asset inventory which strengthens local/regional options and the potential for increased competitive promotional appeal.
- Emergency and social service supports for the fires in the **Regional Municipality of Wood Buffalo** (May 2016):
 - *Roughly 10 per cent of policing resources from Leduc were reassigned for disaster response. This was required under the Municipal Policing Agreement with the RCMP and costs accrued during the disaster response were reimbursed by the province.*



5.2 Review and assess regional collaboration and governance initiatives

- The **Regional Sustainability and Governance Collaboration Study** concluded in 2016 that identified additional ways we and Leduc County could work together on certain shared services. The momentum from the report was leveraged to commission the Alternate Municipal Structure (AMS) project to gather and analyze the information necessary to determine the viability of creating an alternate municipal structure with Leduc County.

Leduc Fire Services support during Wood Buffalo fire



43 firefighter / EMS personnel



4 units



More than 1,600 support hours

- The **Leduc Regional Fire Services (LRFS)** is a joint project between us and Leduc County to develop an implementation plan to bring together city/county fire/emergency services. This initiative secures important opportunities and is another step to develop a regional service.
- Municipalities need for long-term, predictable **funding** from other levels of government so that we can continue to plan for and deliver complex, community-based services and infrastructure that benefit Albertans. Through revenue sharing via the **Federal Gas Tax Fund** and the **Municipal Sustainability Initiative (MSI)**, the following projects were enabled:

MSI		Federal Gas Tax Fund	
Downtown redevelopment	\$2.2 million	Meadowview road construction	\$1.77 million
Land acquisition – cemetery	\$903,873	Asset management software configuration	\$119,360
Operations Building – wash bay expansion	\$629,171	Water meter replacement	\$37,480
Vacuum/flusher unit	\$521,875	MSI – road program	
Utility system improvements	\$403,630	Arterials	\$1.37 million
Playground equipment	\$200,000	Caledonia neighbourhood	\$477,715
West End Fire Station Building	\$129,984	Traffic signal upgrades	\$211,752
Reservoir improvements	\$96,818	Meadowview neighbourhood	\$26,346
Telford Lake Multiway Trail	\$93,295	Parking lot improvements	\$7,278
West Campus Fire Hall Site Servicing	\$85,835		

Federal and provincial grant programs also play an important role and the City of Leduc is grateful for the opportunity to advance the following projects:

1. Regional Governance Study (Alternate Municipal Structure Project with Leduc County) received a three-year grant through Alberta Community Partnerships (ACP) for \$150,000.
2. LRFS also received a three-year grant through ACP for \$225,000.
3. LRC pool upgrades will receive a 50/50 cost share grant through the Canada 150 Community Infrastructure Program grant for \$250,000.

5.3 Participate and influence the annexation process based on city council's principles

- We worked with Leduc County to advance the draft **Joint Infrastructure Master Plan and Service Evaluation (JIMPSE) study**. In December, a presentation was provided to the Inter-municipal Committee which oversees its implementation.
- Following Edmonton's notification of its interest to annex Leduc County lands, east and west of Highway 2, we adopted **annexation principles** to support a fair, transparent and equitable process to help enhance a stronger region.

Challenges

Edmonton/Leduc County annexation: there are undeniable impacts to this proposed annexation on our municipality. Our challenge remains with the fact that the land targeted is within Leduc County's jurisdiction. Therefore, the conventional annexation process doesn't consider our municipality as a direct group within the process.

Collaboration efforts: When working with regional partners, adequate time and consideration must be given to differing approaches, viewpoints, timelines and processes. Each stakeholder's role becomes one of influence and it positively challenges all parties to seek mutual benefit.

Wood Buffalo fire: from an enforcement perspective, staffing resources were reduced and had to be supplemented by off-duty officers and costs associated were reimbursed by the province.

Leduc Regional Fire Services: the challenges, or opportunities, in creating a single regional fire service include assessing, understanding and identifying the complexities associated with current services in order to create the required mechanisms to support existing and long-range needs for the whole region.

Results

By strengthening our relationships and partnerships within the region, we've seen the following results in 2016:

- » 268 individuals received a one-month LRC membership as part of the **Prescription to Get Active** partnership with the local PCN; 108 people renewed their memberships.
- » 79 people participated in the **Walk With A Doc** program, held in partnership with PCN.
- » Offered three **workshops**, in partnership with local community groups, to help build capacity and become more effective in what they offer citizens: Regional Funding Forum, Coaching Female Athletes, and Recruiting and Retention of Volunteers. Average attendance at each was between 18 – 45 participants.
- » 2016 is the first full year for the **school resource officer** (SRO), who worked in local elementary schools to conduct safety presentations on pedestrian, bike (annual Bike Rodeo) and general safe practices. This position also worked in conjunction with the SRO from Leduc RCMP.

The **LRFS** initiative is just one of many regional collaboration projects with our partners at the county and in 2016 we successfully obtained a three-year grant thanks to the Government of Alberta (see page 23 for more information). A steering committee was developed to support both city and county councils and to gather information and review the governance option of a separate legal entity for this unified, integrated, composite fire service model. The conceptual implementation plan is anticipated in early 2017.

With our continuous efforts and dialogue, we've managed to be included in the **annexation** discussion in respect to the Edmonton International Airport (EIA). This annexation process is on-going and expected to continue into 2017 and administration remains focused on this particular portfolio to help influence the annexation process based on city council's principles.





Projects

Leduc Regional Prosperity Charter, July 2016 – The Metro Mayors' Alliance (MMA) report, *Be Ready or Be Left Behind*, made three strong recommendations to help guide collaborative efforts between the municipalities in the Edmonton Metro Region. Regional collaboration is something Leduc and Leduc County have embraced over the past decade and further demonstrated this commitment on July 11, 2016 for the official signing of the Leduc Regional Prosperity Charter:

“The purpose of the Leduc Region Prosperity Charter is to clearly articulate and demonstrate the commitment both councils have, and will continue to make to jointly shape the future growth of the Leduc Region. This charter focuses on economic, agricultural and environmental sustainability which contributes to the provision of social and cultural amenities in the Leduc Region.”

In attendance to speak included representation from the Metro Mayors Alliance, vice-chair Carman McNary, and Leduc-Beaumont MLA Shaye Anderson, who also shared a message on behalf of then minister of Municipal Affairs, Danielle Larivee.

Alternate Municipal Structure Project – arising from the completion of the Regional Sustainability and Governance Collaboration Study, this project gathers and analyzes the information necessary to determine the viability of creating an alternate municipal structure with our municipal partner Leduc County that best achieves the following:

- » A stronger, more unified voice of the Leduc Region
- » Better and more effective services
- » Simplification and streamlining of governance structure and processes
- » Enhanced ability to seize opportunities
- » Ability to shape the future of the Leduc Region

This project was made possible thanks to provincial grant fund. To learn more, visit page 23. The interim report is expected in early 2017.

Joint strategic resource plan (Leduc Enforcement Services and RCMP) – is a process that looks at resource demands between the two services and prioritizes requests so that community needs are met with respect to enforcement requirements.

Key performance indicators	
Measure	2016
Number of regional initiatives per year	27
Revenue from cost-sharing agreements	\$3,484,854

SIX

Goal 6 - Fiscal Sustainability

Fiscal sustainability within this community is defined through integrity, efficiency and effectiveness as we understand the benefits and costs of doing business for the overall betterment of this city.

Achievements

6.1 Continuously seek revenue generating opportunities

- See the 'Results' section.

6.2 Foster all types of development that results in a sustainable, healthy residential/ industrial assessment base

- We initiated a **study** on businesses that offer industrial services for chemical storing, shipment, and chemical blending in our industrial park. A final report was submitted and an analysis to recommend proposed amendments to the **Land-use Bylaw** will be completed. A recommended land-use strategy is expected in early 2017 for city council and industrial stakeholders.

6.3 Implement fiscal sustainability plan

- In 2016, the **investment portfolio** was realigned to comply with the new policy (October 2015) which included some changes to how investing was performed. These changes in practice have allowed us to nearly double our return on investment (ROI), while enhancing our security above the legislated requirements under the Municipal Government Act (MGA).

6.4 Regular review of select services for efficiency/effectiveness

- **Leduc E-billing** of utilities provided cost savings on postage, paper and envelopes, while also realizing time efficiencies within the Utilities department as less time is required to process billing. With less hard copy bills, we're also working to meet our environmental sustainability targets.
- We converted one of our ambulance units into a temporary **potable water vehicle** used to assist residents in case of an emergency, such as a water main break.
- We transitioned our **Patient Care Reports** (ambulance billing) to an electronic format which has provided a number of benefits, such as greater time efficiency and increased communication.
- A number of **efficiencies and cost savings** were realized through our service levels and overall maintenance to roads and parks, which include:
 - Reduced reliance on contractors by providing in-house snow hauling
 - Extending the life span of roadways by switching to hot pour asphalt crack sealing
 - Received screened topsoil at no charge by partnering with a developer and landscape contractor
 - Repurposed the downtown Christmas lights to the new skating oval at Telford Park
- Free online training was offered by the province on the **Freedom of Information and Protection of Privacy Act (FOIP)** for city employees to increase the understanding of how FOIP legislation applies to their role within this organization.

6.5 Maintain Leduc's attractive and competitive tax advantages

- The **2016 Leduc Census** outlined a 4 per cent growth over the previous year which contributes positively for this community in a number of ways:
 - Having accurate demographic data supports economic development when seeking investment for capital, trade, technology, workforce and post-secondary educational opportunities.



- Census data ensures we're able to capitalize on available grant funding. Most grants use population as part of their calculations, however the Alberta Municipal Police Assistance Grant and the Alberta Public Library Operating Grant are based solely on population numbers.
- Overall participation increased by 20 per cent over the previous year for the annual **Budget Planning Survey**. In 2016, we learned residents demonstrated more support to maintain and reduce taxes, as well as increase funding for Family and Community Support Services, which is likely a result of the economic downturn.

Challenges

Sponsorship and advertising: current economic conditions presented challenges in finding partners with the ability to contribute throughout the region; the Alberta Summer Games were a significant draw on regular sponsorship efforts.

Results

Through our continuous efforts to seek revenue generating opportunities, we can report on the following:

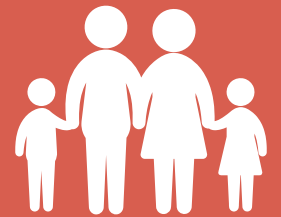
- » Nine per cent increase in advertising revenues
- » Obtained new multi-year community sponsorship deals that total nearly \$40,000:
 - Bone & Biscuit dog waste bags for Leduc's Dog Park
 - Scotiabank for Leduc's Pink Shirt Day (national anti-bullying initiative)
 - Coldwell Banker – Haida Realty for the Good Neighbour Awards

By conducting regular reviews of various departments, we've found the following cost savings:

- » With the new **efficiencies** found within roads/park maintenance, we increased the lifespan of crack sealing by up to five years using the hot pour method; received 1,500 cubic yards of screened topsoil that was used at the Telford Lake community garden plots; and saved nearly \$13,000 with in-house snow hauling.
- » 33 per cent of utility customers now receive their bills electronically. This represents a 318 per cent increase in **e-billing** account holders between January and December 2016.
- » Carrying out the **fiscal sustainability** plan resulted in the investment portfolio earning a higher rate of return from the previous year while maintaining the principle. The return on investment (ROI) increased 1.24 per cent from 2015 to 2016 (\$800,000 to \$1.4 million).



Total population:
30,498



Average age:
37



Employed Locally:
61%



Top four languages spoken:

1. English
2. French
3. Tagolac (Filipino)
4. German

Projects

Solar Panel installation - we installed panels to reduce operational costs at two city facilities – LRC and the Operational Building. A 224 MWh was generated by the two systems – the equivalent of powering more than 600,000 light bulbs for a day. In total, we estimate our savings of up to \$150,000 in annual electricity costs.

- *LRC panels are expected to provide a 15 per cent of the facility's electricity*
- *Operations Building panels are expected to bring this facility to net zero for electricity*

This project was fast-tracked to ensure we received a \$1.25 million grant. Panel installment was completed before the Alberta Summer Games, which was one of the environmental aspects showcased during this provincial event.

CityView Permitting and Land Management Software – this online portal went live fall 2016 to provide enhanced services to developers, contractors and residents for a number of land management needs, such as applying for permits, request inspections, check the status of applications and inspections.

Aquatic centre upgrades (LRC) – Phase 1 was completed with upgrades to the mechanical system, and planning began for Phase 2 in 2017. This project will be completed thanks to federal funding support. To learn more, see page 23.



141,459 people in drop-in leisure swimming opportunities

16,480 people in drop-in fitness classes

5,434 people in registered programs



Key performance indicators	
Measure	2016
Percentage of residents that rate their value for taxes as good or above	73%
Non-residential/residential assessment ratio is maintained or increased	65/35
Percentage of debt limit available	61% available
25 per cent increase in sponsorship revenue by 2018	20.5%
Percent of fiscal sustainability plan implemented	25% to date

LEDUC, JULY 14-17

2016 ALBERTA SUMMER GAMES

Overview

Hosting a successful **Alberta Summer Games (ASG)** was a clear outcome that Leduc City Council realized through our Sport Tourism Initiative. This event, held July 14 – 17, 2016, showcased a number of our community gems, such as the LRC, Wm. F. Lede Regional Park, and Telford Lake. The ASG was led by 16 board directors, 85 portfolio chair members and nine staff. The Games Hub featured 10 sports in one location along with a food centre, registration and the opening ceremonies.



Community support

Games Chair: John Bole

16 Board of Directors: Dennis Nosyk, Darrell Huber, Fern Richardson, Darrell Melvie, Lynne Chalmers, Gary Kwasnecha, Dwight Kurtz, Megan Madden, Donna Tona, Doug Dungavell, Darren Demone, Bill Casey, Myron Keehn, Carmen Donnelly, Eugene Miller.

Volunteers: The tireless efforts of our community volunteers were a significant factor to the overall success of these summer games. With the 85 portfolios, ranging from accommodation and security, to promotions and facility co-ordination, we welcomed more than 6,000 visitors to this community.

Transportation: Leduc Transit, offered in partnership with Leduc County, was used to assist with the torch relay and provide shuttle service to connect parking locations to the Games Hub.



Environmental stewardship

Leduc's ASG incorporated elements of our Environmental Sustainability Plan to achieve environmentally-friendly milestones including:

- » Achieved 89 per cent food centre waste diversion at the LRC: 'Eco Champ' athletes sorted their leftovers and waste into more than 50 organic carts leaving only five bags of garbage to be collected following three meals
- » Achieved 68 per cent waste diversion at Wm. F. Lede Regional Park and the LRC
- » LRC was powered with 100 per cent clean energy
- » 2,300 litres of water was distributed to participants using refillable bottles, eliminating over 4,500 disposable water bottles
- » Solar panel installation at the LRC and Operations Building was completed before the games, which was one of the environmental aspects showcased during this provincial event.

Economic impact

We partnered with the Canadian Sport Tourism Alliance to conduct a full economic impact assessment of the ASG. This information provides us with valuable insights, such as:

- » 1,966 athletes
- » 4,699 family, friends and supporters
- » More than \$1 million in visitor spending in Leduc directly attributed to the ASG
- » \$3.1 million boost to the provincial Gross Domestic Product (GDP)
- » \$5.9 million in economic activity throughout the province

Community enhancements

Significant cross-department efforts were dedicated to ensure the success of this provincial event. This included a significant staffing commitment and equipment.

- » Outstanding partnerships with Leduc County, local school boards, Government of Alberta, and provincial sport associations
- » Created new outdoor recreation amenities, such as four pitching mounds, long jump facilities and beach volleyball court. Other outdoor facilities were modified for this event including ball diamonds, irrigation upgrades at Lede Park, and track surface upgrades at the John Bole Athletic Field.
- » We enhanced public wireless Internet (WiFi) in preparation of the games to support the Leduc Sport Tourism initiative. Service was increased to 12.5 times more bandwidth for public users. We extended WiFi service to Wm. F. Lede Regional Park and saw more than 4,000 connections over the course of the ASG – our previous system wouldn't have been able to cope.
- » The Telford Lake rowing facility was completed in time to host a number of water events for ASG.



Legacy

Two art pieces were developed to honour and celebrate the ASG in Leduc:

- » The Alberta Summer Games Legacy Garden and Art Piece celebrates the energy and dedication of the athletes, coaches and volunteers. An inspiration of artist William M. Johnson, this cultural art piece was developed for the community in honour of everyone involved in this event. The sculpture and flower beds were designed to celebrate health and exercise and to challenge all athletes to be the best they can be. The flower bed includes a 35 ft. wall with nine figurines depicting youth in sport located west of the LRC aquatic centre, along Black Gold Drive.
- » ASG's After the Game (bat sculpture) was donated in July, developed by Grade 9 students from École Leduc Junior High School. It was made from used baseball bats to depict the many different people coming together to celebrate the Alberta Summer Games in Leduc. This piece will be framed and featured at the LRC.



Financials

City of Leduc Financial Services provides service to the public and the organization. Finance plays a lead role in the development and implementation of the city's annual budget, fiscal plan and year-end financial review.

Are you aware...

Property tax rates are set on the previous year's property assessment values. For example, property taxes in 2016 are based on the 2015 assessment values.

Smart financial planning

Tax smoothing is a strategy we've successfully used within our budget process to smooth tax rate increases over multiple years so that ratepayers will not face a significant increase in one particular year of a multi-year strategy. By opting for a multi-year strategy, this has allowed us to meet the challenging demands of accelerated growth. Examples of the utilization of this strategy include the Leduc Recreation Centre addition, as well as construction and operation of the second fire hall in conjunction with improved funding for RCMP resources.

Tax Revenue						
Category	Residential		Non-Residential			
	Amount	%	Amount	%	Total	%
Municipal Taxes	\$25,368,234	72.63%	\$16,166,995	71.83%	\$41,535,229	72.32%
Provincial School Taxes	\$9,491,514	27.18%	\$6,306,667	28.02%	\$15,798,180	27.51%
Leduc Foundation Taxes	\$67,320	0.19%	\$33,489	0.15%	\$100,809	0.18%
TOTAL	\$34,927,068	100%	\$22,507,151	100%	\$57,434,218	100%

The municipal portion of property taxes collected goes towards funding the services and amenities that help make Leduc a great place to live, work and play. Roughly 27 per cent of the average Leduc property tax bill goes to other agencies over which the city has no direct control or management (Provincial School taxes and Leduc Foundation tax).

Property taxes is calculated based on property assessment and the mill rate. Property assessment is the determination of the market value of a property and as per the requirements of the Government of Alberta we have no role in the process of determining the assessment value of a property. An independent, registered and impartial firm determines the value of a property. The mill rate is the amount of tax owed per thousand dollars of assessed value and the rate differs for residential and non-residential property. The mill rate is made up of three components:

1. *Municipal mill rate is set by council and is calculated through the budgetary process*
2. *Seniors' foundation mill rate is set and mandated by the province*
3. *School mill rate is set and mandated by the province*

In 2016, the mill rate for residential properties was 8.716 per thousand of assessed value. If your property had an assessed value of \$350,000 your property taxes would have been \$3,051. This would be calculated as follows:

(Assessed property value * mill rate) / 1,000 = (\$350,000 * 8.716)/1,000 = \$3,051

As an example, the tax breakdown would be as follows:



\$2,214
for municipal
property tax



\$6
for leduc
foundation tax

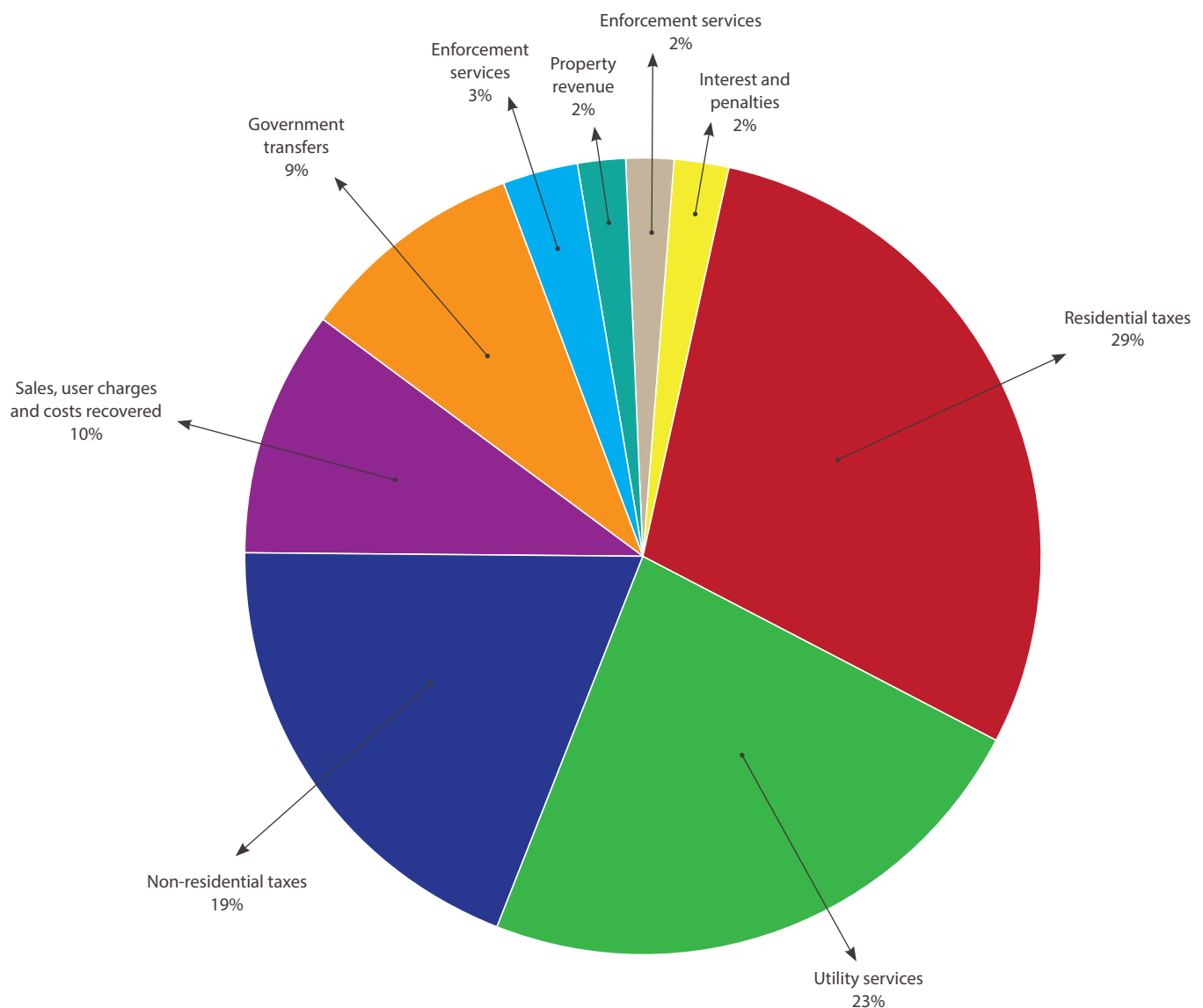


\$831
for school tax

Municipal revenue sources

We receive revenue from several sources as indicated in the chart below. Residential and non-residential taxes comprised 48 per cent of the total funds that the city received in 2016. Other major sources of funds are from utilities, user fees and government transfers.

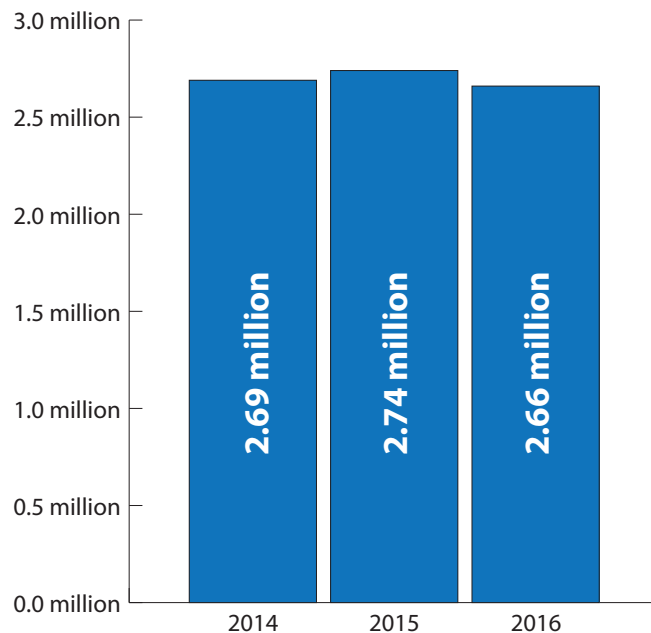
Category	Amount	%
Residential taxes	\$25,446,828	29%
Utility services	\$20,207,552	23%
Non-residential taxes	\$16,088,402	19%
Sales, user charges and costs recovered	\$8,869,108	10%
Government transfers	\$8,113,735	9%
Enforcement services	\$2,267,456	3%
Property revenue	\$2,104,392	2%
Interest and penalties	\$1,982,460	2%
Contributions and levies	\$1,363,165	2%
TOTAL	\$86,443,098	100%



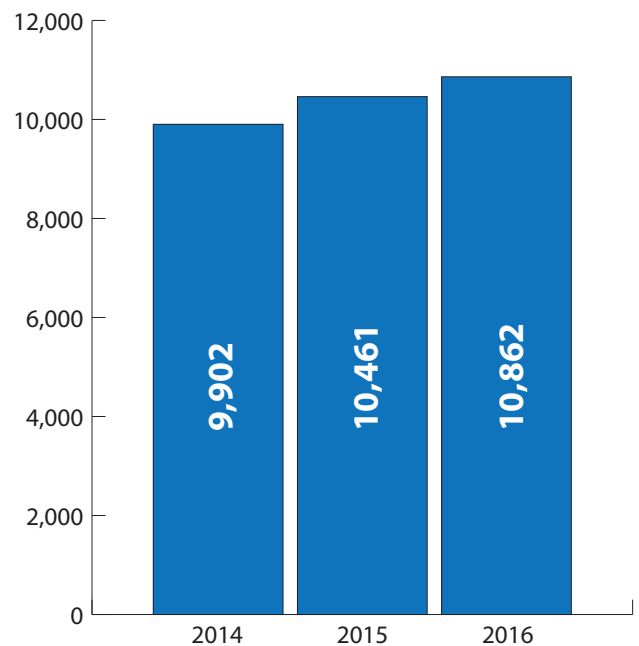
Utilities

We provide water, sewage, storm water drainage and waste pick-up for Leduc residents. This year we managed 10,862 utility accounts, including 962 commercial customers (as of Dec. 31, 2016). Homeowners paid \$44.59 per month for these services (\$21.50 for the Curbside Cart Collection and Recycling Program), plus \$3.34 per cubic metre of water.

Leduc's total billed water usage (cubic metres)



Leduc's utility users (number of accounts)



We reduced our water loss in 2016 by **2%** (7% in 2016 from 9% in 2015) providing the city a savings of **\$136,000**.



What is water loss?

It's the difference between what we purchase from the water commission and what we charge to customers.

Why does water loss occur?

Faulty water meters, water line breaks, etc.





City of Leduc: Civic Centre #1 Alexandra Park Leduc, AB T9E 4C4



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