

Annual Report

2017





Boardwalk photos on front cover, page 7 and page 20 courtesy of:

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Your 2017–2021 City of Leduc Council Team

On October 16, 2017, approximately 26 per cent (up 8.8 per cent from the 2013 election) of eligible Leduc voters came out to the polls in the municipal election, ushering in a significant changing of the council guard for the City of Leduc.

Following the election, the City of Leduc said goodbye to two long-serving municipal leaders, councillors Dana Smith and Dave MacKenzie. And, after 22 years on council, including 13 years as mayor, Greg Kriskhe retired from municipal politics, and the election allowed a new leader to emerge in Mayor Bob Young. Rounding out the 2017-2021 council team are three new faces—Bill Hamilton, Lars Hansen and Laura Tillack—and three familiar faces in returning councillors Beverly Beckett, Glen Finstad and Terry Lazowski.

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[780-980-7177](tel:780-980-7177)



Back, left to right: Councillor Terry Lazowski, Mayor Bob Young, Councillor Lars Hansen

Front, left to right: Councillor Bill Hamilton, Councillor Beverly Beckett, Councillor Laura Tillack, Councillor Glen Finstad

Mayor's Message

This past year has been one of optimism in our community as signs of economic recovery began to emerge. The last few years have been a challenge for not only the City, but for our citizens as well. I am very pleased that we have been able to weather the challenges, and in 2017 we were able to embrace a new tone of optimism.

Despite economic uncertainty, more than 600 new residents chose to call Leduc home last year, representing just over a 2 per cent population increase. This growth demonstrates that Leduc continues to be a destination of choice where people want to live, work and play.

To support our long-term community needs and growth, Council and Administration choose to invest in Leduc in 2017. Three areas emerged as opportunities for intensified focus: economic development, regional partnerships and connecting our community.

We continue to believe that economic development is vital to our city's long-term sustainability and growth. We helped form Edmonton Global, the first regional economic development organization for the Edmonton Metropolitan Region.

We also elevated our engagement in regional partnerships through the Inter-Jurisdictional Airport Accord where, together, with the City of Edmonton, Leduc County and the Edmonton International Airport, we will advance the region and produce greater shared benefits for all.

Finally, and most importantly, we connected our community through a variety of local initiatives. We honoured our citizens through various awards and recognitions, we



invested in infrastructure through projects like the Telford Lake Boardwalk extension, we celebrated our community through events like the 5km Foam Fest and Canada 150 celebrations and we started an ongoing conversation with our citizens through a new engagement process.

On behalf of Leduc City Council, I am very proud of what we have achieved and I encourage you to read the 2017 Annual Report to share in our excitement and hope as we look to the future.

Bob Y.
Mayor Bob Young

...in 2017 we were able to embrace
a new tone of optimism.

City Manager's Message

As predicted, 2017 was the year of cautious optimism as Alberta experienced a slow, yet steady, growth across a number of sectors. In Leduc, we weren't any different and even during our most challenging times, our population growth reached a conservative level of 2 per cent. This is a positive indicator the tides are changing for the local economy.

I am pleased to echo Mayor Young's message in that 2017 was an exciting year of success, change and optimism. The City's attractiveness was evidenced not only by continued population growth, which is exceptional even in an economic recovery, but also through increased development and investment. From 2017, we're proud to report a 30 per cent increase in construction permit values, a 46 per cent increase in new housing starts, along with almost a 26 per cent increase in commercial and industrial development.

Notwithstanding these positive indications, we remained steadfast to the ongoing and long-term sustainability of our great community and committed to our citizens through a renewed focus on engagement.

We welcomed new mayor, Bob Young, and our new Leduc City Council (2017 – 2021) following the fall election, which highlighted a variety of community opportunities, citizen priorities and valuable feedback.

Our commitment remains to be what's best for this city; for today and down the road. We provide excellent programs and services, and take every opportunity to examine and re-evaluate our processes and procedures to ensure we've evolving with the needs and expectations of the community. Of course, this requires a delicate balance between citizen expectation and maintaining reasonable and fair taxes that allows us to maintain current service levels.

In 2017, we took further steps in working with our valued partners, in particular Leduc County, to ensure this region flourishes and continues as economic hub in the southern Edmonton Metropolitan Region. I'm particularly proud of our collaborative work in the following three areas of economic development:

- » advancing the Aerotropolis Implementation/Cluster Research and Development project;



"Our commitment remains to be what's best for this city; for today and down the road."

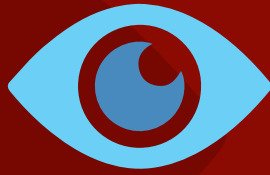
- » welcoming the 2018 SMART Airports and Regions Conference and Exhibition to the Edmonton region; and
- » becoming the first shareholder of Edmonton Global.

We are so excited for what the future holds and hope you will join us in helping to shape and plan for the Leduc of tomorrow.

On behalf of my colleagues at the City of Leduc, serving this community is why we're here and we're proud of what we were able to accomplish this past year. We appreciate your time in reviewing this report and hope that you pick up a few interesting tidbits along the way.

CAO Paul Benedetto

Vision



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.

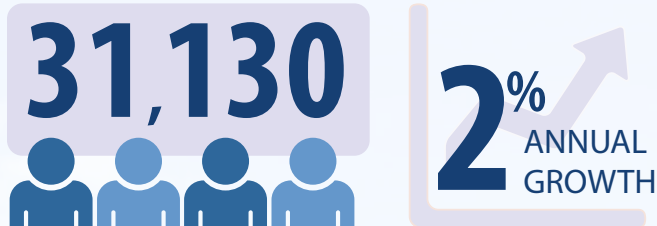
Mission



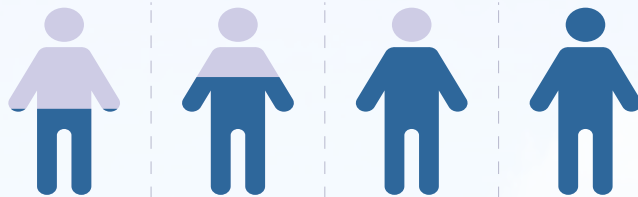
Our mission is to protect and enhance the quality of life in our community and the unique environment of our area through effective, innovative, responsible leadership and consultation.

Community Profile

TOTAL POPULATION



2008 >> 52% INCREASE >> 2017



TOTAL GROWTH 2008 – 2017

AVERAGE GROWTH RATE OVER THE PAST 5 YEARS **4.1%**

CONSTRUCTION VALUES



\$160.7 million
(30% increase from 2016)

A YOUNG CITY

AVERAGE AGE

37

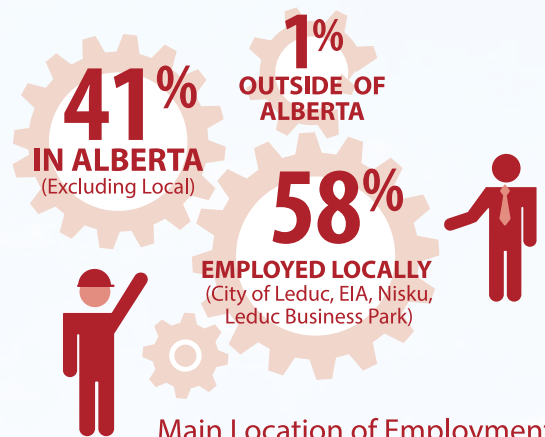
GENDER

50/50



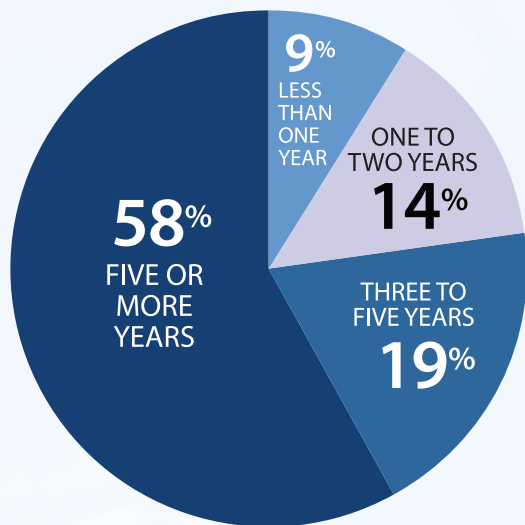
AGE RANGE: **28% of residents** are between 29 - 40 years old

WHERE WE WORK



Community Profile

LONG-TERM RESIDENTS



LOCATION

Leduc sits within the southern portion of the Edmonton Metropolitan Region along Highway 2, neighbouring the Edmonton International Airport and the Nisku Business Park, and just 15 minutes to Alberta's capital city—Edmonton



HEALTHY TAX ASSESSMENT BASE SPLIT



RESIDENTIAL: **66%**



NON-RESIDENTIAL: **34%**

SIZE

43.07 sq. km (16.63 sq. mi)



Goals



The Downtown Master Plan (DMP), approved in 2012, is a long-range plan for revitalizing downtown Leduc. It addresses key economic, environmental, and social issues for a comprehensive approach to revitalizing our city's downtown over time. It contains an in-depth urban design plan, design guidelines, as well as policies and implementation projects to support a vibrant and sustainable downtown area.

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.

Outcomes: Achievements + Results

1.1 Successfully host the 2016 Summer Games

- **Completed in 2016**

1.2 Plan and construct Telford Lake amenities

- Telford Lake boardwalk on the multiway was completed and opened to the public in June 2017.
- Design of the Leduc Lions Park multiway took place in fall 2017; construction planned for 2018.
- Park signage was installed in Leduc Lions Park.
- Design and utility servicing of two washroom facilities, for Leduc Lions Park and Fred Johns Park, was completed; installation is planned for spring 2018.

1.3 Complete Phase 2 of Leduc's Downtown Master Plan

- Purchased and installed new holiday lights for Main Street.
- The storefront program issued \$30,000 in grants leading to seven storefront improvements in 2017; since the start of the program in 2014, we've seen 23 storefronts completed on 10 separate downtown buildings.
- The Downtown Patio Policy was updated in 2017 to make building a temporary seasonal patio on or near Main Street more flexible and convenient for business; one application was approved during this first year of the program (2017).
- Landscaping was completed as part of the large scale Main Street Capital Improvement Project to provide a more vibrant and walkable downtown.

- Several successful community events hosted in the newly developed downtown Main Street including the *Rock the Block* grand opening in June, the *Leduc Art Walk* in the summer and the *Chili Cook-Off* in the fall.

1.4 Invest in arts and culture

- City partnered with the Nisku-Leduc Rotary Club to start the planning and design of a clock tower on Main Street in downtown Leduc; work will continue in 2018.
- City commissioned mayoral portraits from local artist, Susan Abma. Portraits of first mayor, C.W. Gaetz, and recent Mayor Greg Kruschke were both unveiled in the fall of 2017.
- Following detailed analysis and extensive consultation with partners Black Gold Regional Schools and Maclab Centre for the Performing Arts Society, council opted to assume operations of the Maclab Centre for the Performing Arts. Council recognized the value of this facility to the community and the region and wanted to ensure its long-term sustainability.

1.5 Preserve the City of Leduc's history including buildings, individual stories and artifacts

- Leduc Library:
 - » developed a 'local history' section that contains a collection of books, documents and photographs
 - » partnered with the Dr. Woods House Museum to host a children's pioneer story time, craft and museum visit to engage young families in the history of Leduc
- Provided community development and financial assistance to:
 - » the Grain Elevator Interpretive Centre project
 - » Dr. Woods House Museum for recent building improvements
- Ten aging city park signs were replaced with new signage depicting not only the park name, but also the significance of this person to our city. Ten more sign replacements are planned in 2018.

Other Successes:

- » **William F. Lede Park**
 - William F. Lede Park Master Plan was updated and presented to council in June 2017; implementation of the revised plan will begin in 2018.
- » **Playground projects**
 - Through a partnership with STAR Catholic Schools + Father Leduc School Council, playground installation was completed at Father Leduc School.
 - Upgrades completed to the playground at Kinsmen Park.
 - Installation of a new outdoor fitness park and replacement playground near Sunshine playground in Lede Park, in celebration of Canada 150.
 - Design of a natural playground in Fred Johns Park.
- » **Plane monument relocation**
 - Through a partnership with Leduc Legion, relocated the Royal Canadian Air Force plane to Fred Johns Park; work will continue in 2018.
- » **Leduc Recreation Centre (LRC) + pool upgrades:**
 - upgrades to the aquatics facility + shower/ steam room spaces, and enhanced viewing area
 - reconfiguration of the west guest services desk, fitness desk and office spaces

Key Performance Indicator	2017 Results	Change from 2016
Percentage of citizens that rate overall quality of life in the City of Leduc as very good or excellent	75%	3%
Percentage of citizens that rate overall satisfaction with City of Leduc services and programs as very good or excellent	81%	1%
Number of community events hosted by the city	21	5
Public art added annually – Target 1	2	Exceeded Target



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.

Outcomes: Achievements + Results

2.1 Implement initiatives identified in the Environmental Sustainability Plan

- Focused on the educational initiatives of the plan including:
 - » introduction of three-stream (litter, recycling, organics) sorting station in Leduc's downtown and city facilities
 - » installation of garbage and beverage recycling units for bus stop locations (32 in the city and one in the county)
- Completion of the PCP/ greenhouse gas inventory as part of the Greenhouse gas reduction project; stakeholder engagement to take place in 2018
- Secured a service provider to conduct an audit of energy efficiencies at city facilities; a detailed review, which will identify opportunities for energy savings, is expected for 2018.

2.2 Develop and implement a youth engagement strategy

- Implementation and ongoing development of the youth engagement strategy was highlighted by the following activities in 2017:
 - » Hosted Rock the Rails youth event with various activities and demonstrations directed at youth interest in August
 - » International Youth Day Celebration at Alexandra Pool
 - » Hosted 6th annual Mayor's Youth Leadership luncheon honouring 55 local youth in October
 - » Youth Open Mic Nights hosted in October, November and December
 - » Youth movie night hosted in October
 - » partnered with local organizations on the 9th annual positive ticketing campaign to recognize local youth for good behaviour
 - » Youth Distracted Driving Conference in October



- Ongoing strategy development continued through:
 - » consultation with youth who attended question and answer session with council
 - » exploring partnership opportunities with local schools on projects and initiatives

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

- Expanded program offerings and hours of operation at the Alexandra Outdoor Pool, resulting in a 50 per cent increase in attendance (23,509 – up 7,800 over 2016).
- Highest participation to date for the summer camp program; looking to expand in 2018.
- In 2016, the Caring Community Initiative (CCI) was introduced to support citizens as they cope with the economic downturn. In 2017, work continued on the following programs under the CCI:

Housing Advocacy & Eviction Prevention Program

- » The City provided supports to individuals facing eviction including building relationships with landlords and local agencies.

Subsidized Counselling Program:

- » Increased requests for support; added a second service provider to provide choices to low income residents seeking counselling services

- Hosted several life-skills and information workshops (budgeting, resume writing, interviewing skills, housing, fentanyl information, family focused)
- Hosted Breakfast with the Guys event in support of Family Violence awareness; \$18,000 donated to Riseup Society
- Supporting community organizations, groups and individuals:
 - » nearly \$24,000 approved and distributed in municipal grants to individuals and groups in support of their travel and hosting expenses
 - » almost \$58,000 distributed in grants in support of sports tourism initiatives (like 2017 Frescon Bros Canadian Ringette Championships and FoamFest)
 - » more than \$457,000 distributed to non-profit community organizations through the Grants to Organizations program

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

- Neighbourhood engagement initiatives:
 - » hosted two well-attended neighbourhood barbeques in Linsford Park (60 people) and Meadowview (150 people); additional support provided by several community organizations and city departments
 - » initiated a new brand for neighbour engagement – #YAYbour
 - » hosted the 5th annual celebration honouring 70 Good Neighbours (YAYbours), the highest number ever of nominations received.

In 2017, the grants to organization program was reviewed to ensure grants funds were maximized for those non-profit organizations that benefit the needs of Leduc citizens. Grant funds are intended to provide short-term support for social services programs and initiatives, as well as recreation and cultural programs. The review also assessed ways to support or address longer term and recurring funding requests.

Other Successes:

» Traffic Safety Initiatives

- In consultation with regional partners and stakeholders, drafted a plan for Leduc to move towards implementation of a Vision Zero program—a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.
- In partnership with the Municipal Integrated Traffic Unit and the Safety Advisory Committee started a pilot research project along Highway 2 using automated traffic enforcement equipment to collect data to help improve traffic safety and reduce collisions. Received a \$17,000 Alberta Transportation Safety Fund grant; data will help support University of Alberta traffic safety study.

» Environmental Initiatives

- Finalized and began implementing the City's 2017 Integrated Pest Management Plan, which an environmentally sensitive decision making model used to prevent and manage invasive species, pests and weeds on public and private lands.
- Finalized the City's draft Environmentally Significant Areas (ESA) Study – anticipated council adoption in 2018.
- First year of solar results included:
 - » generation of more than 1,600 megawatt hours (MWh) of power from the LRC and city operations facility—that's enough to power 233 homes in Alberta.
 - » annual operational savings: \$101,000

» Emergency Management

- Coordinated Exercise Dark Cloud, which tested the compatibility of our city's Municipal Emergency Plan with those used by our industrial businesses within our business park.
- A mock Active Threat exercise was held in August, which tested our first responders response to a shooting in a school environment.

» Fire Prevention

- Through our fire prevention program, continued to work in older neighbourhoods to ensure that residences have active smoke and carbon monoxide alarms.
- Continued City's Inspection Blitz program with all places of worship in 2017 to ensure compliance with Alberta Fire Safety Code.

Municipal Accolades:

- » City of Leduc was awarded **Sustainable Sport of the Year Award** by the Canadian Sport Tourism Alliance for hosting the 2016 Alberta Summer Games.
- » City of Leduc's Executive Leadership team awarded the 2017 Alberta Urban Municipalities Association and Society of local Government Managers' **Dedicated Senior Municipal Team Award**.
- » City of Leduc received the 2017 Government Finance Officers Association's **Distinguished Budget Presentation Award** for the City's 2017 budget.



Key Performance Indicator	2017 Results	Change from 2016
Percentage of waste diversion annually	50%	-1%
Percentage of citizens that rate overall satisfaction with City of Leduc curbside recycling (blue bag) program as very good or excellent	87%	8%
Crime severity index – decreasing trend target	81%	6%
Crime severity index – decreasing trend target	96%	-9%
Average LRC Memberships Sold	Q1: 2760 Q2: 2095 Q3: 1985 Q4: 2287 Annual Average: 2285	1%
Average LRC Daily Admissions	Q1: \$2120 Q2: \$1136 Q3: \$536 Q4: \$1522 Annual Average: \$1325	13%

Celebrating our Citizens

Volunteer Appreciation Banquet + Citizens of Distinction Awards

The City held its annual Volunteer Appreciation and Citizens of Distinction banquet in April to recognize the outstanding individuals in our community. Honourees included:

- **Bob Brown** – Arts, Culture and Heritage Award
- **Jordon Cooke** – Athletic Achievement Award
- **Julia Youm** – Youth Award of Merit
- **Katie Oliver** – Environmental Achievement Award
- **The Friends of the Alexandra Pool Society** – Community Spirit Award
- **Lorne and Tina Mix** – Mayor's Special Award

Sports Hall of Fame

In October, the City in association with Leduc Minor Hockey hosted the 2nd annual celebration inducting four local sports leaders to Leduc's 2017 Sports Hall of Fame.

- **Jeff Drummond**, hockey player
- **Stan Kern**, fastball player
- **Randy Mitton**, NHL linesman
- **Ed Stein**, Leduc broomball founder

Arbour Day 2017 saw 850 trees planted, which is up from the 600 per year average thanks to Tree Canada grant

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.

Outcomes: Achievements + Results

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

- Secured provincial funding to proceed with detailed design of the 65 Avenue Interchange in partnership with Edmonton International Airport and Government of Alberta. Consultant selected; work expected to take two years.
- Partnered with Leduc County to submit a comprehensive proposal to the National Trade Corridors Fund (NTCF) grant program for the Alberta Aerotropolis Trade Corridor project; announcement regarding status of the application expected in 2018.

3.2 Evaluate and optimize Leduc's transit system and service

- Constructed a roadside bus pullout northbound along 50 Street beside Alexandra Park; this extra segment roadway allows a bus to pull off the main road allowing traffic flow while permitting passengers to safely board and leave the bus.
- Added four safety/ security cameras to Leduc's Assisted Transportation Service (LATS) busses.



3.3 Represent Leduc's interests in Airport Vicinity Protective Area (AVPA) regulation review

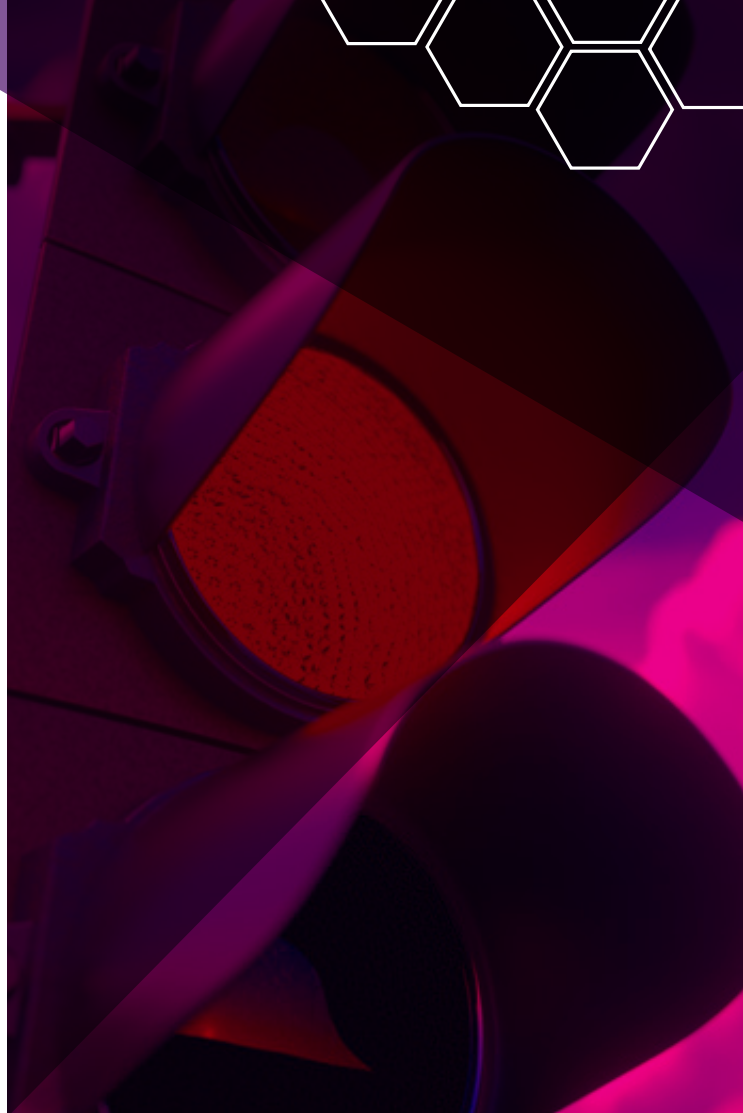
- Successfully advocated school definition change within the revised regulation to only include grade schools; post-secondary and trade schools are no longer restricted, which provides more options for the City of Leduc's economic development diversification.

3.4 Support regional transportation initiatives

- Worked with various community and regional stakeholders to investigate options for a transit route to EIA; service deemed not viable at this time, but will review at a later date.
- Worked with our regional transit partners Edmonton, St. Albert, Strathcona County, Fort Saskatchewan, and Spruce Grove to develop and implement a four-year U-Pass agreement, which started in September 2017.
- Started initial planning with regional transit partners on the development of a Smart-Fare electronic payment system for transit users. Work will continue with anticipated implementation in 2020.

Alberta Aerotropolis Trade Corridor project is a partnership between City of Leduc and Leduc County to create a true trade corridor by completing the 65 Avenue interchange and the Nisku Spine Road. Once completed, this trade corridor will provide a critical connection between the transportation hub of the EIA with surrounding industries, multi-modal transportation networks (incl. a direct connection to the new Canadian Pacific Railway (CPR) intermodal yard located in south Edmonton) and current/ emerging sectors and markets.

Key Performance Indicator	2017 Results	Change from 2016
Percentage of transportation master plan on target as outlined by population thresholds	100%	No Change
Average Leduc Transit Ridership	Q1: 7775 Q2: 6078 Q3: 5839 Q4: 7526 Annual Average: 6805	18%
Average LATS (Leduc Assisted Transportation Services) Ridership	Q1: 2544 Q2: 2310 Q3: 2207 Q4: 2477 Annual Average: 2385	5%
Revenue over cost ratios for transit and LATS	16%	14%
Cost of transit per capita	\$51.54	2%



Other Successes:

- » **New traffic signals (lights) installation**
 - Alton Drive + Black Gold Drive
 - Allard Avenue + 43 Street
- » **Road construction**
 - Completed three capital road construction projects totalling nearly 3.5 km of new pavement and more than 2.6 km of road reconstruction.



Goal 4: Economic Development

Leduc's economic development is defined through effectively leveraging 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.

Outcomes: Achievements + Results

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

- With our partner Leduc County and under the management of the Leduc-Nisku Economic Development Association (LNEDA), initiated the first phase of the Aerotropolis Implementation/Cluster Research and Development project.
 - » Secured a \$300,000 Alberta CARES grant to fund half the project with remainder being funded by the City and the County.
 - » This work will build on the findings and recommendations of the Aerotropolis Viability Study (AVS) to determine the next steps required for full development of the cluster approach.
 - » City of Leduc, Leduc County, EIA and City of Edmonton sit as partners on the steering committee.
 - » First phase of project to generate a detailed analysis of AVS-recommended clusters; final report anticipated in April 2018.

- Actively pursuing Agri-foods and Warehousing and Distribution cluster business development.
- Through continued targeted support, engagement and promotion, the City of Leduc and its regional partners were successful in attracting the 2018 SMART Airports and Regions Conference and Exhibition to the Edmonton region. The partnership of the City of Leduc, Leduc County, City of Edmonton, EIA, Edmonton Economic Development Corporation (EEDC) and the LNEDA will jointly host the global conference on July 23-25, 2018.

4.2 Participate in and evaluate joint economic development opportunities with regional partners, including more collaborative and co-ordinated marketing

- City of Leduc became an early adopter of the Edmonton Metropolitan Regional Economic Development concept by signing on as the first shareholder of Edmonton Global; Mayor Greg Kriskche was appointed as chair of the 15-member stakeholder group.



Edmonton Global is the first regional economic development company for the Edmonton Metropolitan Region and was incorporated June 9, 2017. It's vision is to build and promote the Edmonton Metropolitan Region as a business location of choice for global investment, collaboratively built on regional assets.

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

- Initiated implementation of the Economic Development Marketing Plan including updating marketing materials and redevelopment of the business and economic development pages of www.leduc.ca.

4.4 Foster opportunity-specific post-secondary education, adult learning and non-traditional training opportunities

- In partnership with the Leduc Public Library and its board, City of Leduc developed and implemented the successful transition of the Leduc Adult Learning (LAL) program under the management of the library.
- Explored adult learning partnership with NorQuest College: Surveyed local non-profit organizations in the Leduc region to determine adult learning needs in our regional communities; data was shared with NorQuest College, who will identify applicable courses to be brought to the community to address and support learning needs.
- Piloted a course offering with NorQuest, but the course was cancelled due to lack of interest. Future opportunities with NorQuest to be explored as education sector develops through the emerging aerotropolis.

Key Performance Indicator	2017 Results	Change from 2016
Percentage of real increase in assessment value based on growth	N/A	N/A
Percentage of business licenses renewed	77%	5%
Percentage increase in new business licenses	-5%	N/A
Number of new housing starts	325	46%
Number of new residents	632	2%
Value of commercial and industrial building permits	\$45,044,520	26%

Other Successes:

- » Hosted the **2017 Freson Bros Canadian Ringette Championships** March 27 – April 1, 2017 generating:
 - \$1.5 million in Leduc to the GDP (net economic activity)
 - \$2.3 million direct visitor spending
 - \$2.7 million in initial event expenditure (visitor and event organizer expenses combined)
 - Industry Output (overall impact) \$5.1 million in Canada of which \$3.5 million was in Leduc
 - \$1.2 million in wages supported in Alberta; \$947,212 in wages (17 jobs) in Leduc
- » Hosted the **5K Leduc FoamFest** on July 1, 2017 as part of the Canada Day celebrations generating:
 - \$551,811 in Leduc to the GDP (net economic activity)
 - \$725,353 in direct visitor spending
 - \$946,786 in initial event expenditures (visitor and event organizer expenses combined)
 - Industry Output (overall impact) \$1.8 million in Canada of which \$1.3 million was in Leduc
 - \$465,794 in wages supported in Alberta



Goal 5: Regional Partnerships and Governance

As the City of Leduc, establishing 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.

Outcomes: Achievements + Results

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

- A new regional growth management board, known as the Edmonton Metropolitan Region Board (EMRB), replaced the Capital Region Board.

Highlights of the new board include:

- » *New Board composition - Moving from 24 members to 13, the Board now is comprised of the regional municipalities with populations of 5,000 or more (cities of Edmonton, Leduc, St. Albert, Spruce Grove and Fort Saskatchewan; towns of Beaumont, Devon, Stony Plain, Morinville; counties of Leduc, Parkland, Strathcona and Sturgeon).*
- » *An expanded mandate - In addition to its role to plan for responsible regional growth through implementation of the region's newly approved 30-year growth plan, the EMRB is now tasked with creating a regional metropolitan servicing plan.*
- Collaborated with other mid-sized cities by advocating for continued long-term predictable revenue sharing from the province (i.e. Municipal Sustainability Initiative (MSI) funding).
- Continued to work with other mid-sized cities to address:
 - » *the upcoming cannabis legislation and how it will affect municipalities*
 - » *the opioid crisis and how municipalities can coordinate their efforts in prevention and support*



- Municipalities need long-term predictable funding from other levels of government to allow continued planning and delivery of complex, community-based services and infrastructure that benefit citizens. The following City of Leduc projects were enabled in 2017 thanks to the MSI funding:

- » *Water distribution system upgrades*
- » *Fire hall improvements and site servicing*
- » *North Telford development*
- » *Telford Lake multiway*
- » *Operations building expansion*
- » *Reservoir improvements*
- » *City of Leduc road program*

- Following consultation and review with RCMP, council approved proceeding with a multi-million dollar expansion of the current Protective Services/ RCMP facility. Current facility is at capacity and the expansion will provide space to accommodate growth over the next 20-30 years, including an emergency operations centre; design of the new facility will take place in 2018.

5.2 Continue Leduc's pursuit of regional collaboration and governance initiatives

- Through extensive work and collaboration, City of Leduc and Leduc County proceeded with the development of an implementation plan to bring together city and county fire and emergency services under one regional umbrella or service—Leduc Regional Fire Services (LRFS). Both councils joint approved the LRFS Conceptual Implementation Plan and directed administrations to continue work on a detailed financial analysis to further assess the cost benefits of the regional initiative. Both municipalities see the value in a regional service and work will continue on the LRFS initiative in 2018.

- Following the initiation of the Alternate Municipal Structure (AMS) project in 2016, which examines the viability of creating an alternate municipal structure with our municipal partner, Leduc County, both municipal councils received the much-anticipated report in 2017. The detailed analysis confirms that we are stronger together. But, we are also sustainable as individual municipalities. Work was paused on the project until 2018, when the new councils can make decisions on further actions.
- City and County continued with the shared fire inspector program to help educate and identify non-compliance with fire code in both municipalities; position will continue in 2018.
- Worked with Leduc County to update the City-County intermunicipal development plan to align with aerotropolis priorities and allow related development.
- Worked with local school boards to develop a school site rationalization strategy to more accurately reflect the future needs of communities and subdivisions. This process will also look at options to leverage land assets over a larger area to deliver school placement solutions more aligned with community needs; project will continue in 2018.
- Hosted a joint governance session for regional councils as part of our new council orientation process to help familiarize new and returning council members to municipal governance (regional partners in attendance included Leduc County, Calmar, Thorsby and Warburg). Regional relationship building to continue in 2018.

5.3 Participate and influence the annexation/ EIA Inter-jurisdictional Cooperation Accord process based on city council's principles

- Leduc County and City of Edmonton reached an agreement on annexation, detailing an uncontested annexation area of 8,860 hectares of land to the City of Edmonton. This represents 45 per cent (7300 hectares) less land to be annexed than was requested in Edmonton's original annexation proposal. The Edmonton

International Airport lands were also excluded from the annexation agreement, meaning they will stay within Leduc County.

- As part of the annexation agreement, regional partners (the City of Edmonton, Leduc County, the City of Leduc and the Edmonton International Airport (EIA) formed a new partnership—the Inter-Jurisdictional Cooperation Accord—aimed at helping the EIA reach its full potential as a key economic driver bringing benefits to the entire Edmonton metropolitan region and all of Alberta.
- Phase 1 of the Accord is anticipated to need 12-24 months to deliver the high-level conceptual frameworks for land use, servicing and transportation, economic development, and cost-benefit sharing. Further coordinated efforts will be developed for coordinated engagement of senior orders of government and other stakeholders.
- Each partner contributed start-up funding of \$100,000 to advance the work of the Accord.

Key Performance Indicator	2017 Results	Change from 2016
Number of regional initiatives	30	5
Revenue from cost-sharing agreements	\$3,938,680	13%

Regional collaboration + Governance:

together with our regional partners, we continue to pursue initiatives that make sense for our region and benefit our citizens. Through these initiatives, our collective intent is to determine if and how we can make better use of the resources we have in both municipalities and whether we can provide better services to our citizens. It really is about **Building Our Best Future**.



Goal 6: Fiscal Sustainability

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

Outcomes: Achievements + Results

6.1 Continue to seek revenue generation and cost-saving opportunities

- Event and facility sponsorship and advertising reached more than \$280,000, which represents a 1.8 per cent increase over 2016
- Introduced two new membership options at the LRC – a matinee and student membership. Seven matinees and 8 to 15 monthly student memberships were sold in 2017
- Recommended changes to the Fees and Charges Bylaw completed; will be presented to Council in November as part of budget deliberations.

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

- Created a more robust community profile on the city's website including demographics, labour force, taxation, utilities, housing and other information to assist in the attraction of investors to Leduc.



“Our three-year operational budget allows us to strike a balance with being financially responsible and ensuring this is a stable and vibrant community.”

6.3 Implement and maintain fiscal sustainability plan

- Developed and implemented an online tax calculator, on www.leduc.ca, to help citizens understand where and how tax dollars are calculated. It also helps citizens to estimate their upcoming property taxes, based on their property's assessed value.
- Engaged citizens through the annual budget survey to help inform the upcoming 2018 City of Leduc budget; long-term sustainability was identified as a top priority for our residents.
- Continued implementation of the new asset management program; fleet and utility services asset management will be implemented in 2018, and work will continue to further parks and roads implementation. Once rolled out, the system will allow for better workflow tracking and maintenance of city assets.
- Approved new debt policy.

Did you know?

Leduc relies on provincial funding to help offset the costs of many important services, including infrastructure improvements and maintenance, public library, Family and Community Support Services, and RCMP. Conducting an annual census helps ensure the city receives provincial funding proportionate with Leduc's fast growing population.





The City Clerk's office plays an integral role in ensuring council's values of transparency are intrinsic in its actions. In 2017, these included improvements to the annual census program and a modernized municipal election process.

6.4 Regular review of select services for efficiency/ effectiveness

- Contracted a service provider to implement automated vehicle locator (AVL) tracking for public services. AVL helps to reduce operating expenses, optimize resources, improve safety and customer service, and save time. Work will continue towards implementation in 2018.
- Updated the Off Site Levy bylaw to reflect updated construction costs of various infrastructure projects, resulting from new development. Frequent updates to the city's off site levy bylaw reduces the probability of significant changes in rates from year to year and is a valued asset to the development community.
- Revamped the annual census program to be paperless through the use of the secured online census survey option and the use of tablets by census workers going door-to-door; these options allowed for more timely and accurate information.
- Implemented a new pay structure and process for census that resulted in less census workers required and overall savings of \$6,000.
- Modernized 2017 Municipal Election process

For the first time in Leduc, employed use of electronic vote tabulators:

- municipal and school board candidates listed on one ballot*
 - ballots were run through electronic vote tabulators located within the voting stations*
 - eliminated human error when counting ballots, and resulted in cost savings as fewer election workers were required*
 - Leduc was first to post election results in the region, with first results posted as early as 8:30 p.m.*
 - Negotiated new contracts with the school boards allowing local schools to be used as voting stations at no charge, saving approximately \$5,000.*
- Effectively transitioned a new council team through new orientation and updated budget processes.

6.5 Enhance Leduc's attractive and competitive tax advantage

- Council approved a three-year tax strategy (2018-2020) to meet the growing needs in the three areas of safe communities, economic development, and arts and culture that will see a 3.65 per cent increase for 2018, including:
 - 2.33 per cent to support current service levels and enhance support to arts and culture, and concentrate on economic development*
 - 1.32 per cent dedicated to safe communities in support of enhanced protective services*
- Completed the 2017 annual City of Leduc census, which captured a population growth of two per cent over 2016, with 31,130 people calling Leduc home.

Key Performance Indicator	2017 Results	Change from 2016
Percentage of citizens that rate their value for taxes as good or above	70%	3%
Non-residential/residential assessment ratio is maintained or increased	34/66	1% change
Percentage of debt limit available	65%	4%
Sponsorship revenue – target is 25% by 2018	23%	2%
Percentage of fiscal sustainability plan implemented	35%	10%



CANADA 150

As part of Canada 150 celebrations in 2017 and with thanks in part to Canada 150 grants, the City of Leduc was able to engage in the following projects and initiatives:



Two show tulip beds

Design, construction and installation of two show tulip beds, located at Leduc Civic Centre and the Stone Barn Garden. Two varieties of tulips were planted—500 White Hakuun and 500 Red Impression. The city was given these bulbs from Veseys Seeds Ltd. and the Canadian Garden Council through the 150th Celebrations Gardens program.



Upgrades to the Mix Family Aquatic Centre

In October, the Mix Family Aquatic Centre (the pool) at the Leduc Recreation Centre reopened after three-month closure to complete much needed renovations. Improvements made to the facility focused on enhancing safety and amenities, particularly in areas such as the main pool basin and underground piping system, which have not been renovated since the centre was originally built in 1980. Additional enhancements include a new viewing area, updated acoustical controls, a more functional guest services desk and upgrades to shower and steam room spaces.

As the final step in upgrades that began in 2016, these renovations were part of \$250,000 in federal funding the City of Leduc received through the Canada 150 Community Infrastructure Program. A grand re-opening celebration was held in October to welcome the public back to the facility.

“These improvements to the recreational pool at the Leduc Recreation Centre create an environment that encourages children and families to play and enhances the well-being of the entire community.” - Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development (Canada)

Telford Lake Boardwalk

In June, the Telford Lake Boardwalk extension was completed and commemorated with a special grand opening ceremony to coincide with the city's Canada 150 celebrations. A total of 280m, the boardwalk connects existing trail to the North Telford Playground and includes a number of scenic viewpoints for trail users to enjoy.

The city was able to secure additional funding for the project through the Canada 150 Community Infrastructure Program, which saw the Government of Canada invest in projects that celebrate our shared heritage, create jobs, and improve the quality of life for Canadians. As a requirement of the grant, projects must rehabilitate existing cultural and community facilities provide long-term benefits to a community and /or ensure a lasting legacy resulting from Canada 150.

Canada 150 branded medallions were installed along the boardwalk in recognition of the sesquicentennial celebration.

Canada Day 150 celebrations

As July 1, 2017 marked the 150th anniversary of confederation, the city planned a special Canada Day celebration filled with a variety of events and activities. Celebrations exceeded the traditional pancake breakfast, parade and spectacular display of fireworks - providing residents and visitors numerous options to enjoy their day.

Other activities included a ball tournament, Celebrate Canada food event, flag raising, outdoor concert with headliner Tebey, community barbeque, family carnival, farmers' market and the 5K Foam Fest fun run, which saw more than 6,000 participants.



Let's Talk Leduc: Engaging Our Public

In 2017, there was a renewed public interest in being heard and having a say. Citizens are becoming more curious, more engaged and more involved. The public craves information and wants to be involved and help influence decisions that affect their future, their community and their well-being.

This heightened sense of interest is not unique to local government, but it is also being heard at the regional, provincial and federal levels. The Government of Alberta amended the Municipal Government Act in 2017 to include the requirement for all municipalities to develop public participation policy, with the intention of mandating all communities to consult their citizens about upcoming changes and decisions.

The City of Leduc recognized this trend and launched a new public engagement initiative, called **Let's Talk Leduc**, in November. The initiative supports many programs aimed at getting citizens of Leduc more engaged in planning, decision-making and shaping the future.

Most notably, in November and December the city went to the public seeking input on the renewal of the community's vision and four-year strategic plan that will guide Leduc now and into the future. A detailed What We Heard report will be available early in 2018.

The **Let's Talk Leduc** branded public engagement program will span multiple city projects and initiatives to create a "one-stop-shop" for citizens to recognize an opportunity to get involved. In 2018, watch for more engagement opportunities on the development of the strategic plan, initiation of the Municipal Development Plan review, cannabis legalization and more.

First #LetsTalkLeduc engagements generated:

600 APPROXIMATE NUMBER OF
Participants
across all engagement opportunities

8 WAYS TO
PARTICIPATE

APPROX. **100** PARTICIPANTS
OVER 3-DAY COMMUNITY
VISIONING EVENTS

NUMBER OF
Votes
REGARDING PRIORITIES
online and at events

114



8
STAKEHOLDER
MEETINGS

28
CITY DIRECTORS
& MANAGERS
ENGAGED

30
YOUTH
PARTICIPANTS
AT EVENTS

428
COMMENTS
RECEIVED THROUGH
Engagement Hubs

348
COMMENTS
RECEIVED AT
**Community
Visioning Events**

2,619
.....
DOTS ON INTERACTIVE DISPLAY
BOARDS AT COMMUNITY
VISIONING EVENTS

54
**Social Media
Contest
Participants**

31
**Online
Surveys
Completed**

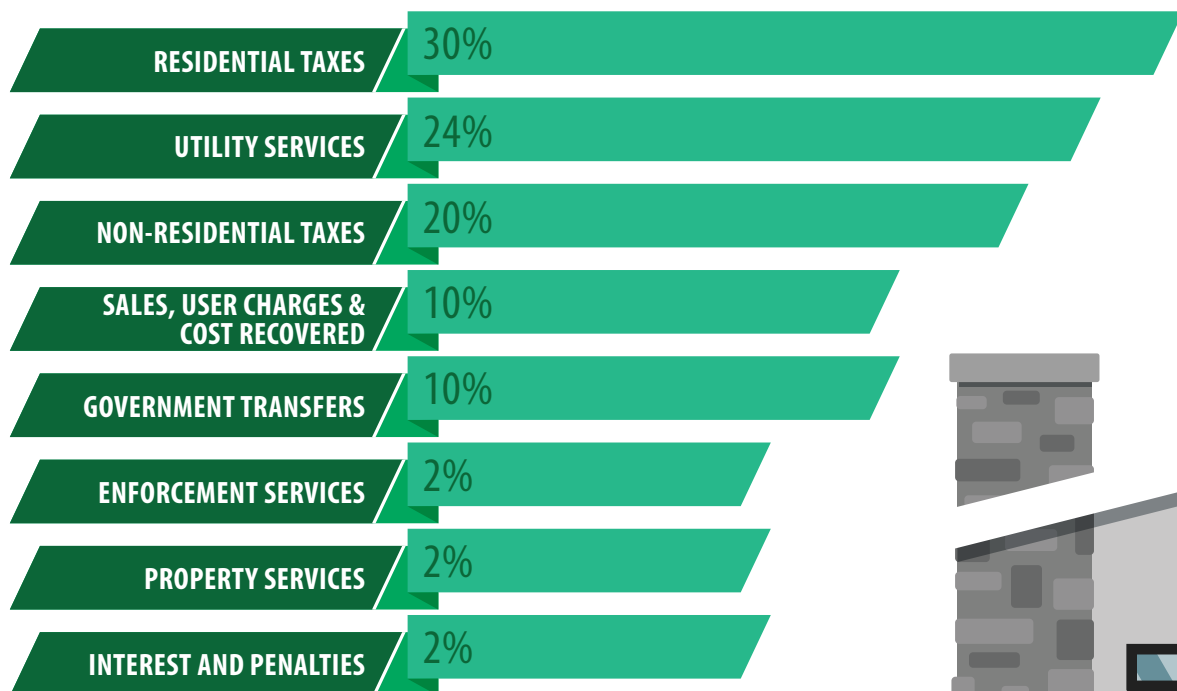
36
**Newsletter
Subscriber
Sign-ups**

230
**WEBSITE
VISITORS**

1,130
**WEBSITE
VIEWS**

MUNICIPAL REVENUE SOURCES

The City of Leduc receives revenue from several sources as indicated in the chart below. Residential and non-residential property taxes comprised 50 percent of the total revenues received by the city in 2017. Utilities, user fees and government transfers represent some of the other major revenue sources.

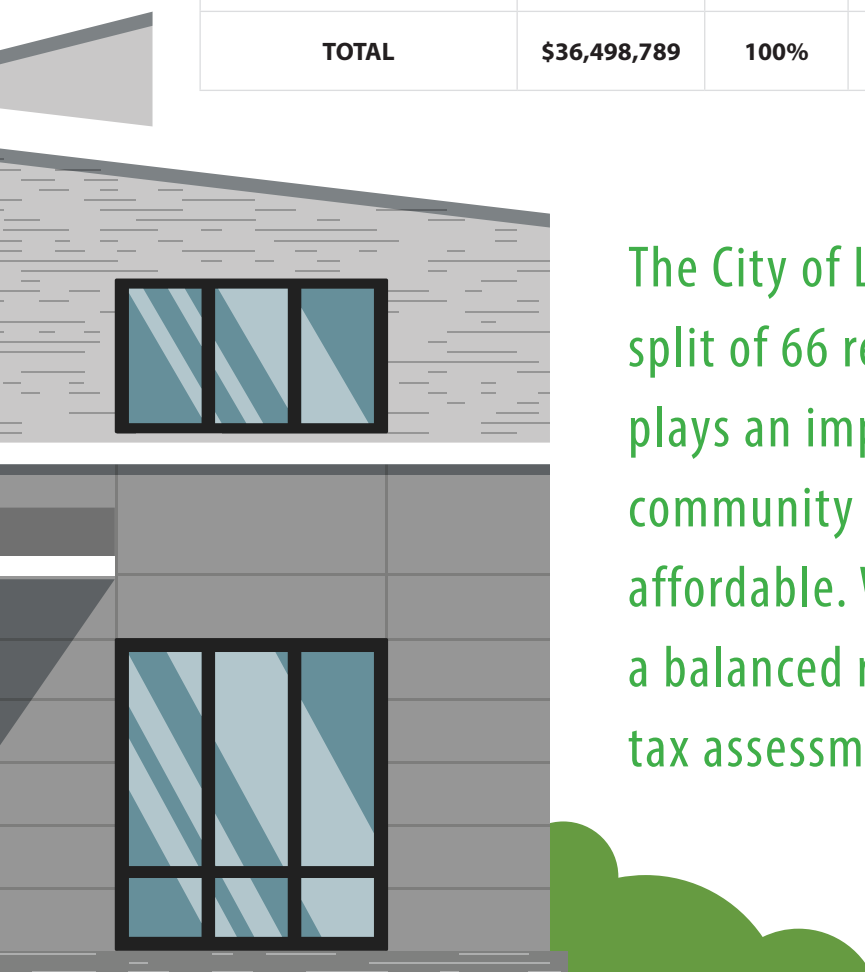


PROPERTY TAXES

Municipal tax revenues are comprised of a mix of residential and non-residential property taxes.

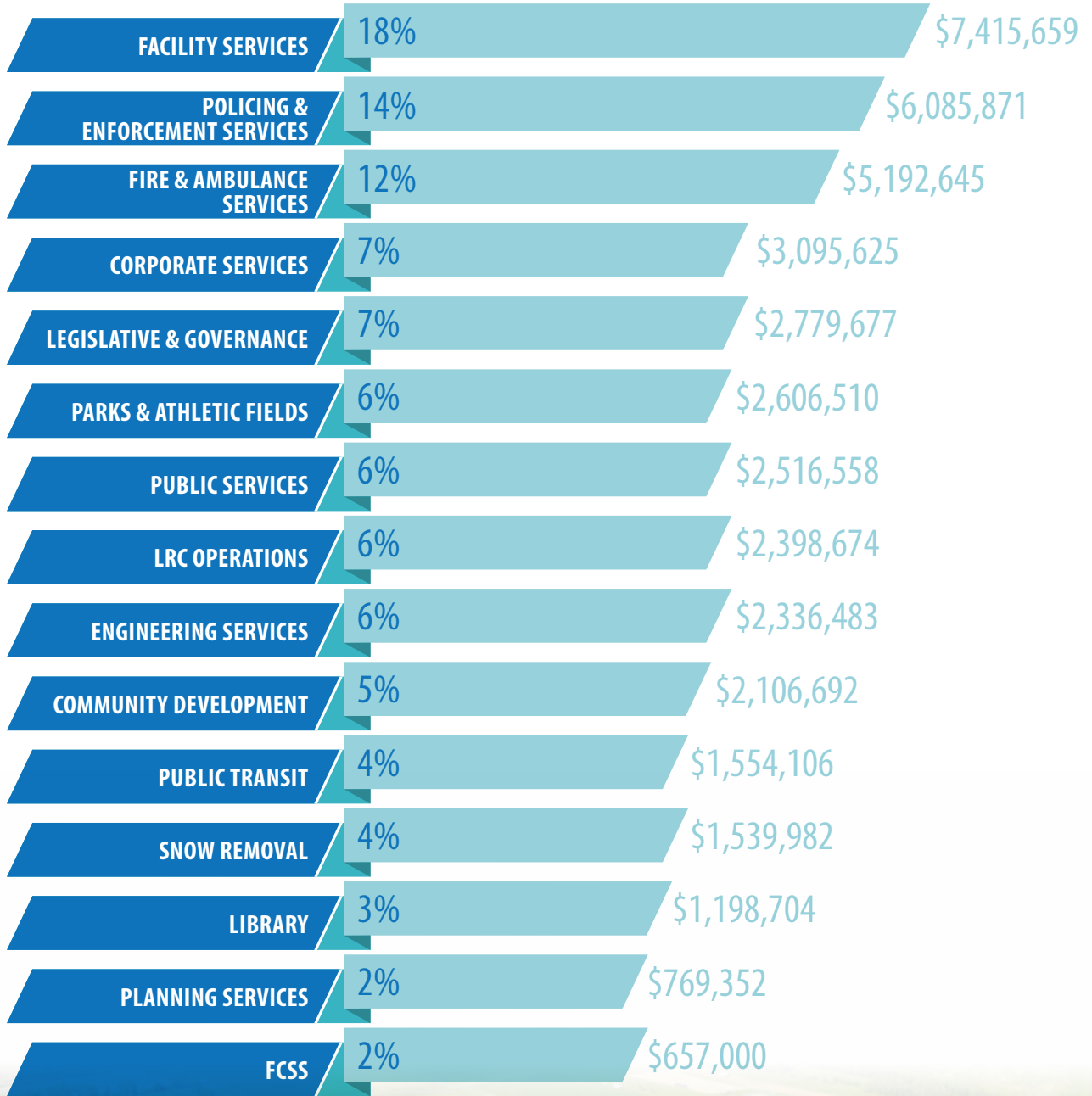
Did you know that of the \$61,030,404 the City of Leduc collected in property taxes in 2017, roughly 29% goes to other agencies over which the city has no control or management (provincial education/school taxes and Leduc Foundation tax); the city collects these taxes on behalf of the Province, who then requisitions these funds from the city.

	Residential		Non-Residential			
Category	Amount	%	Amount	%	Total	%
Municipal Taxes	\$26,188,089	71.75%	\$17,030,655	69.42%	\$43,218,743	70.82%
Provincial School Taxes	\$10,243,898	28.07%	\$7,464,583	30.43%	\$17,708,481	29.02%
Leduc Foundation Taxes	\$66,803	0.18%	\$36,377	0.15%	\$103,180	0.17%
TOTAL	\$36,498,789	100%	\$24,531,614	100%	\$61,030,404	100%



The City of Leduc's current tax assessment split of 66 residential to 34 non-residential plays an important part in keeping our community viable while remaining affordable. Work will continue to maintain a balanced residential to non-residential tax assessment split.

MUNICIPAL EXPENDITURES





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



780-980-7177



Leduc.ca



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