

# City Council Strategic Planning Committee



## AGENDA

March 21, 2018

8:30am – 12:00pm

**Purpose** To provide City Council members an opportunity to review and revise key elements of the draft strategic plan identified during workshops held during the City Council’s Strategic Planning Committee and Executive Team Workshop.

**Outcome** The Corporate Planning Team and consultants are working toward finalizing the draft Council commitment, vision, mission, values, outcomes, and strategies and require City Council’s input on the draft plan.

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<b>8:30am</b>	Overview of our Process	Corporate Planning
	Overview of Four Focus Areas	Consultants
	Suggested Council Review Process	Consultants
<b>9:00am</b>	Council’s Commitment, Vision, Mission, Values	All
<b>9:30am</b>	An Economically Prosperous City	All
<b>10:00am</b>	Break	
<b>10:10am</b>	A City Where People Want to Live, Work and Play	All
<b>10:40am</b>	A City with a Plan for the Future	All
<b>11:10am</b>	A Collaborative City-Builder and Regional Partner	All
<b>11:40am</b>	Direction to Corporate Planning Team and Consultants	Paul
<b>12:00pm</b>	Adjournment	

# City of Leduc 2019-2022 Strategic Plan

## City Council Briefing Memo

### Introduction

The City of Leduc Strategic Planning Committee is scheduled to meet on March 21<sup>st</sup> (morning) to review the 3<sup>rd</sup> draft of the new strategic plan. This briefing note is intended to help Members of Council prepare for this important workshop.

The focus of the workshop will be on:

- Understanding Leduc’s **new strategic plan**;
- Reviewing and confirming **Council’s commitment**;
- Reviewing and confirming the **strategic goals** City Council wants to focus on over the next four years;
- Reviewing and confirming the **outcomes** Council wants to achieve within the context of these goals; and
- Reviewing and confirming the individual **strategies** designed to achieve the outcomes.

### A New Plan for a New Council

The *2019-2022 Strategic Plan* is quite different than previous plans in a number of ways. First, strategic planning in the City of Leduc has matured significantly since the creation of the former plan with the expansion of a robust framework in which the Strategic Plan, Corporate Business Plan, Operational Plans, capital and operating budgets and reporting all work together to implement Council’s vision (see figure 1 below).



Figure 1: City of Leduc Corporate Planning Framework

Second, through our engagement efforts, we identified an opportunity to adjust the range in language/altitude and include project sequencing. With the City’s corporate planning framework in place, the team listened to City Council’s desires and appropriately ‘lifted’ the language of the Strategic Plan to the altitude which lends itself to good governance by providing clear strategic direction to Administration. This is critical to ensure Administration has the ability to provide well-researched information on how best to implement Council’s strategies and provide impacts to the City’s operations and bottomline. Any specific actions suggested in our Council workshops were captured and moved into Administration’s Corporate Business Plan for further study (see figure 2).



Figure 2: Strategic Alignment

Third, Council’s new Strategic Plan is cast into the future rather than based on today’s context. This ensure’s Council’s priorities are focused on leading and governing the future strategic directions of the City of Leduc and allow Administration to bring forward meaningful, well-researched initiatives for Council’s consideration.

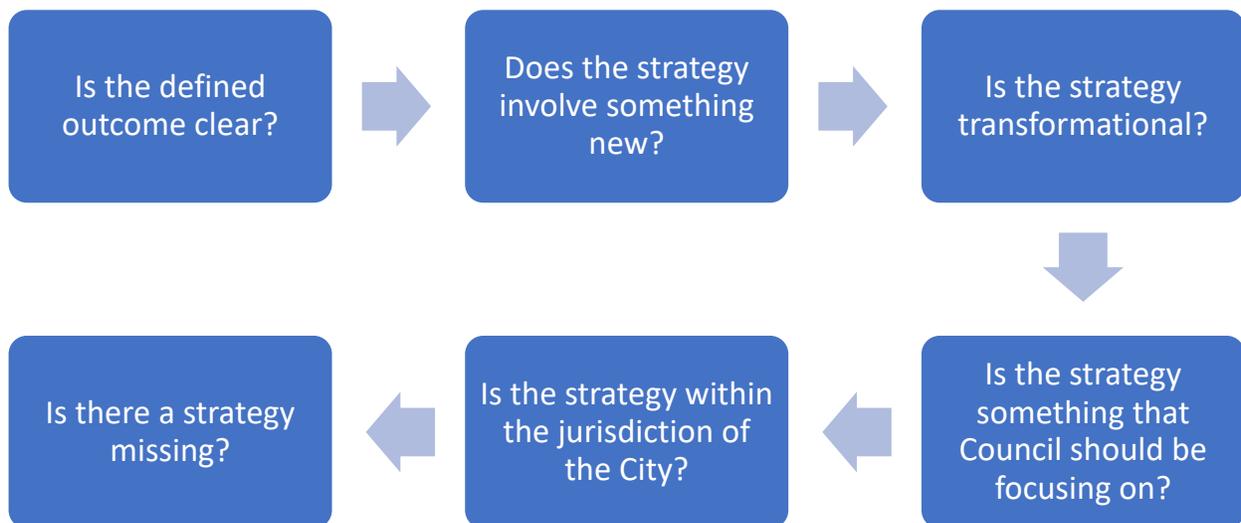
We believe this approach will help to futher the City’s desire for continuous improvement and continue to mature strategic planning in Leduc.

## Agenda

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### Proposed Council Team Review Process

The consulting team will facilitate a review of each of the identified strategies. The following questions will be used to guide your discussions.



## Next Steps

The consultants will use the results of the workshop to write the final draft of the *2019-2022 Strategic Plan*. In addition to the final draft of the focus areas and strategies, the corporate planning and consulting team will refine the measures and sequencing for further discussion.

As well, the draft vision, mission, values, focus areas, outcomes and strategies will be presented online and at a staged open house on April 5<sup>th</sup>. The intent is to have dedicated time with invited stakeholders and guests in the morning, City staff in the afternoon and members of the public in the evening. Following our engagement efforts to close the loop with the community, a final What We Heard Report will be prepared and presented along with the final strategic at a future City Council meeting.





# City of Leduc 2019-2022 Strategic Plan

March 16, 2018

Version 3.0

**Confidential. For discussion purposes only**

## Council Commitment

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

**We are committed to planning our future as a city.** The 2019-2022 Strategic Plan describes a long-term vision for Leduc and identifies six distinct areas where City Council will focus its efforts over the next four years. Our municipal and intermunicipal development plans (both of which will be renewed in the coming years) will guide how the city grows and develops. Other corporate plans – such as our Transportation Master Plan, Environmental Plan and Sport Tourism Master Plan – will define how we deliver municipal programs, services and infrastructure.

**We are committed to engaging with residents and stakeholders.** We will actively engage people in community-building and seek input on what they want Leduc to look like in the future. We will continue to involve people in the annual budget process and will survey citizens and stakeholders to gauge their level of satisfaction with municipal programs and services. We will encourage people to sit on civic committees and boards and provide input at Council meetings. We will encourage and celebrate community volunteers. We will look for new ways to engage our youth.

**We are committed to supporting Leduc's growth.** We know that we are no longer a small town where everyone knows each other, and the streets are quiet after six o'clock. But we also know that we are no longer a place where people must travel from across the region to work, shop, play or enjoy culture. We know from first-hand experience that growth doesn't occur without challenges but are committed to accommodating the growth of our city.

**We are committed to working together.** Council will work as a team and will maintain a strong working relationship with the City Manager, Executive Team and staff. Administration will develop annual business plans to support the achievement of Council's strategic priorities and to implement the goals and objectives outlined in the City's master plans.

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

**We are committed to protecting our natural and built environment.** We will champion environmental action. We will continue to look for ways to increase solid waste diversion rates and to be a more effective steward of our water resources. We will protect and enhance our unique natural features. We will reduce our carbon footprint. We are stewards for future generations.

**We are committed to financial responsibility.** We will review the efficiency and effectiveness of our services and maintain our competitive tax advantages. We will continue to ensure that

citizens receive excellent value for taxes paid and will strive to create a financial environment which helps businesses invest, innovate, grow and prosper.

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**Mayor  
Bob Young**

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**Councillor  
Beverly Beckett**

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**Councillor  
Bill Hamilton**

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**Councillor  
Lars Hansen**

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**Councillor  
Glen Finstad**

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**Councillor  
Terry Lazowski**

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**Councillor  
Laura Tillack**

## Vision

A vision statement is a statement of the kind of community we intend to build. Its purpose is to provide a clear guide for current and future direction and decision-making.

City Council's and Administration's vision for the community is

**Leduc:**

**A great life**

**A caring community**

**A thriving region**

## Mission

A mission statement is a statement of purpose, a statement about what we currently do. Its purpose is to provide focus and direction.

Our corporate mission is

People.  
Building.  
Community.

## Values

A value statement is a statement of our core beliefs, a statement about our shared accountability to each other and what underpins our approach to community building.

The City of Leduc's Council and Administration share the following beliefs with the community:

### **A Citizen Focus**

- That people have wisdom and should be engaged in the decisions that affect their lives.

### **Transparency & Accountability**

- That strong municipal leadership is open, honest and evidence-based.

### **Excellence & Prosperity**

- That city-building requires a commitment to ongoing excellence, development and innovation.

### **Financial Responsibility**

- That we must demonstrate value for taxpayers' dollars and keep services affordable.

### **Respect for the Planet**

- That we must build our city with respect and care for our natural environment.

### **Diversity & Inclusiveness**

- That we respect and support diversity and inclusiveness within our community.

### **Partnering for Success**

- That our capacity to achieve our goals and optimize our resources is enhanced through community partnerships.

### **A Regional Focus**

- That we are stronger as a region and will support regional collaboration.

## Council Focus Areas

An Economically  
Prosperous City

A City Where  
People Want to  
Live, Work, Play

A City With a Plan  
for the Future

A Collaborative  
Community-  
Builder and  
Regional Partner

## An Economically Prosperous City

### Outcome

The City of Leduc is open for business. Its geographic competitive advantage attracts and retains top commercial and industrial businesses. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving small business sector.

### Strategies

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

### Sequencing

Strategies	2019	2020	2021	2022
Maximize Leduc’s geographic location to increase economic prosperity				
Encourage economic growth and diversification in primary clusters				
Review and strength Leduc’s role, approach and delivery of economic development				

### Performance Indicators

TBD

TBD

TBD

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

### Outcome

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

### Strategies

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

### Sequencing

Strategies	2019	2020	2021	2022
Citizen and youth engagement				
Deliver high quality municipal programs and services				
Improve accessibility and inclusivity of recreation facilities and programs				
strengthen neighbourhood connections				
Increase focus on arts and culture				
Reduce harms associated with substance abuse				
Support volunteer sector				

### Performance Indicators

TBD

TBD

TBD

## A City With a Plan for the Future

### Outcome

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

### Strategies

1. Ensure that the City of Leduc has clear plans and strategies to guide future growth with a high quality of life
2. Protect and enhance the environment as the city grows and develops
3. Optimize the use of existing municipal infrastructure
4. Promote densification as a means of accommodating growth and reducing municipal costs structures

### Sequencing

Strategies	2019	2020	2021	2022
Ensure growth and development plans in place				
Protect and enhance the environment				
Optimize the use of infrastructure				
Promote densification				

### Performance Indicators

TBD

TBD

TBD

## A Collaborative Community-Builder and Regional Partner

### Outcome

The City of Leduc is widely recognized as a trusted and effective partner both in the Leduc sub-region and Edmonton Metropolitan Region. It is cited as a leader in regional and inter-municipal collaboration. The City and Leduc County collaborate to identify and implement initiatives to improve services and share costs. The City plays an active role in the Inter-Jurisdictional Cooperation (Airport) Accord. Community Stakeholders are a valued partner in building community, together.

### Strategies

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

### Sequencing

Strategies	2019	2020	2021	2022
Increase community building capacity				
Increase efficiency and effectiveness of service delivery				

### Performance Indicators

TBD

TBD

TBD

## City of Leduc 2019-2022 Alignment Matrix between Strategic Plan and Corporate Business Plan

The matrix below provides a high level overview of the proposed strategies and actions aligned to their appropriate home within the corporate planning framework. The corporate planning and consulting team listened to Council’s desires, lifted the language to align with a strategic plan and assigned actions to the corporate business plan.

### Focus Area 1: An Economically Prosperous City

Strategic Plan	Corporate Business Plan
<p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Maximize Leduc’s geographic location to increase economic prosperity</li> <li>2. Encourage economic growth and diversification in primary clusters</li> <li>3. Review and strength Leduc’s role, approach and delivery of economic development</li> </ol>	<p>Potential Initiatives:</p> <ul style="list-style-type: none"> <li>• Develop an ‘open for business’ framework to attract and retain business (streamline regulatory and permitting services)</li> <li>• Develop and implement marketing and communications strategy (tax advantages)</li> <li>• Investigate a ‘buy local’ program</li> <li>• Manage civic land bank</li> <li>• Ensure adequate supply of serviceable land</li> <li>• Implement Aerotropolis</li> <li>• Evaluate and define the roles of the City of Leduc, LNEDA and Edmonton Global</li> <li>• Support and participate in regional economic development initiatives with LNEDA and Edmonton Global</li> <li>• Implement the Sports Tourism Master Plan</li> <li>• Develop a plan to promote cultural events and tourism</li> <li>• Understand feasibility (financial and infrastructure) associated with city-wide broadband</li> <li>• Assess opportunities and impacts of improved broadband services</li> </ul>

## Focus Area 2: A City Where People Want to Live, Work and Play

Strategic Plan	Corporate Business Plan
<p>Strategies:</p> <ol style="list-style-type: none"> <li>4. Engage all citizens, with a focus on youth, in shaping and building our community</li> <li>5. Deliver high quality municipal programs and services that improve quality of life</li> <li>6. Improve accessibility and inclusivity of civic recreation facilities and programs</li> <li>7. Strengthen neighbourhood connections</li> <li>8. Increase focus on arts and culture within Leduc</li> <li>9. reduce harms associated with substance abuse</li> <li>10. Support a vibrant and connected volunteer sector</li> </ol>	<p>Potential Initiatives:</p> <ul style="list-style-type: none"> <li>• Investigate opportunities for a youth council</li> <li>• Investigate youth involvement on civic boards and committees</li> <li>• Continue to invest in employee development and training</li> <li>• access to civic recreation facilities and programs (affordable)</li> <li>• block parties</li> <li>• increase awareness of social supports and programs (i.e. FCSS, agencies)</li> <li>• address opioid crisis as part of drug resilience &amp; prevention</li> <li>• Continued implementation of the cannabis framework</li> <li>• Culture and heritage programming</li> <li>• light up cross walks - speed signs. (this is continuation)</li> <li>• urban agriculture policy - community garden</li> </ul>

### Focus Area 3: A City With a Plan for the Future

Strategic Plan	Corporate Business Plan
<p>Strategies:</p> <ol style="list-style-type: none"> <li>11. Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life</li> <li>12. Protect and enhance the environment as the city grows and develops</li> <li>13. Optimize the use of existing municipal infrastructure</li> <li>14. Promote densification as a means of accommodating growth and reducing municipal costs structures</li> </ol>	<p>Potential Initiatives:</p> <ul style="list-style-type: none"> <li>• Review and update POST Master Plan</li> <li>• Review and update the Transportation Master Plan</li> <li>• Review and update the MDP</li> <li>• Implementation of the IT Strategic Plan</li> <li>• Continue implementation of the Environmental Plan</li> <li>• Implement the Weather and Climate Readiness Plan</li> <li>• Implement the Water Conservation, Efficiency and Productivity Plan</li> <li>• Review the use of off-site levies as part of the implementation of the City’s Fiscal Sustainability Plan</li> <li>• Advocate for regulatory amendments to support diversification of revenue sources</li> <li>• Develop a renewable energy framework</li> <li>• Develop and implement an urban agriculture strategy</li> </ul>

### Focus Area 4: A Collaborative Community-Builder and Regional Partner

Strategic Plan	Corporate Business Plan
<p>Strategies:</p> <p>15. Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region</p> <p>16. Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities</p>	<p>Potential Initiatives:</p> <ul style="list-style-type: none"> <li>• Collaborate with/influence Edmonton Global</li> <li>• Collaborate with/influence EMRB</li> <li>• LRFS</li> <li>• AMS</li> <li>• Advocate for the modernization and expansion of provincial and federal infrastructure and programs (i.e. hospital, downtown agency building, court house)</li> </ul>