

Annual Report

2018



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Your 2017–2021 Leduc City Council



BOB YOUNG
• MAYOR •

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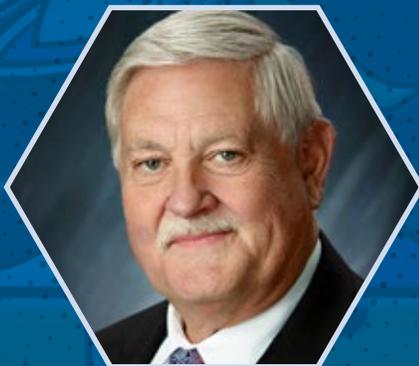
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Mayor's Message

This past year was about seeking new opportunities and building upon our solid foundation in the region. From increasing community satisfaction with our recreational facilities and parks to investing in our infrastructure to support our growing city, Leduc is focused on our community now and into the future.

In 2018 we welcomed 1,300 new residents to our community – a 4.2 per cent increase over 2017. We are focused on developing our community through diversification of our strategic business sector, vibrant sport tourism industry and dedication to regional and global partnerships. In our first full year as a team, Leduc City Council came together to find our voice, both individually and collectively. We are committed to forging strong growth, locally and globally.

We continue to elevate our influence in the region with partnerships like Edmonton Global, the Inter-Jurisdictional Cooperation Accord and the Edmonton Metropolitan Region Board. This year, we continued to advocate for the 65 Avenue Interchange, a project that will unlock access points to the airport and pave the way for future developments. Looking ahead, we will continue to work with our provincial and federal governments to secure support and funding for the project. By working with our partners, we are creating a city and a region in which we share in the investments and the benefits.

As we conclude the 2014-2018 Strategic Plan, we are proud to introduce our 2019-2022 Strategic Plan as our commitment to the community and its future. The plan leverages our strengths and opportunities and reflects what we have heard from our residents and our community. Its four key focus areas will guide the work over the next four years and beyond to achieve our shared vision for the bright future that is inherently ahead.



Our city is in high demand as one of the fastest growing municipalities in the country. We sit at the crossroads of the region's most prominent airport, the province's busiest highway and the nation's largest combined industrial parks between the city and the county. We see our city continuing to strive, succeed and be front runners. Our partnerships allow us to be connected and remain invested in our region, as it continues to grow and prosper as a wonderful place to live, work and play.

Moving forward, council has renewed our commitment to a great life, a caring community and a thriving region. We are People. Building. Community. – and we represent the people of Leduc and will serve our community with dedication and pride.

Bob Y.
Mayor Bob Young

We see our city continuing to strive,
succeed and be front runners.

City Manager's Message

Over the past few years, our infrastructure developments and improvements have mirrored the city's growth and prosperity. In 2018, we were honoured to be the host city for the 2018 Curl 4 Canada Championships, Slo-Pitch National (SPN) Championships and the Edmonton Dragon Boat Festival, among other events. We experienced the expansion of Airport City and its amenities, and partnered in welcoming the 2018 SMART Airports & Regions Conference and Exhibition to our region, the first time this global event was hosted in Canada. In our ongoing efforts to reflect our culture and community-centred mind set, we also worked to refurbish and modernize our city with a restoration project in one of our oldest neighbourhoods, North Telford. As we look to sustain these projects and generate new opportunities, our residents are always top-of-mind.

Leduc is proud of our innovative and open approach to new legislations. With the legalization of cannabis in October, we established rules and regulations to responsibly accommodate the production, sale and consumption of cannabis. We are also dedicated to celebrating the diversity of our community through events such as our inaugural Rainbow Flag Raising Ceremony and Pride Week that took place in June. Through initiatives like these and many other programs, we continue to be a welcoming and inclusive community for all of our citizens.

In 2018, slow economic recovery in our region and the lagging growth in our non-residential sector created fiscal challenges for both the city and our residents. During budget deliberations in November, council committed to a modest tax increase. Council and administration utilized a collaborative approach to identify strategies to reduce the initial 2019 forecasted tax increase from 4.32 per cent to 2.89 per cent, in order to remain fiscally responsible and competitive in the region.

In order to align with the needs of our residents, economy and community, we have sought investments in the region and continued to work with our long-term partners. We will continue inviting new businesses to our community, and support those already established in Leduc and our region. We are 'Open for Business' and will make innovation and collaboration a priority.



"...we continue to be a welcoming and inclusive community for all of our citizens."

As we close the 2014-2018 Strategic Plan, we look ahead to the 2019-2022 Strategic Plan and a dynamic future. The City of Leduc remains a place where people want to live, work and play. I see this embodied in my coworkers, many of whom have worked for the city, dedicated to serving our community, for more than 30 years. The expertise and experience of the city staff can be seen in the number of external awards the City of Leduc has received. I continue to be proud of my workplace, my coworkers, our regional partners and all of the residents of our vibrant community. We are People. Building. Community.

CAO Paul Benedetto

Vision



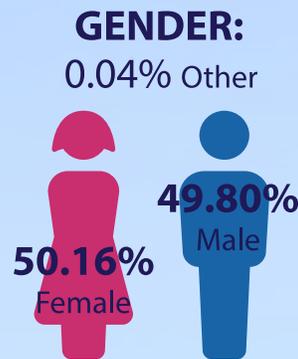
Well situated in an economic region, Leduc is a safe community where residents value the close community feel and availability of comprehensive services, quality infrastructure and good neighbours.

Mission

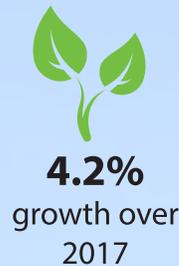


Our mission is to protect and enhance the quality of life in our community and the unique environment of our area through effective, innovative, responsible leadership and consultation.

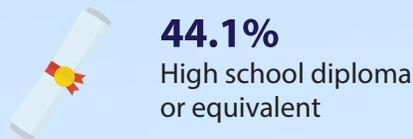
Community Profile



GROWTH:



EDUCATION LEVEL:



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



Community Profile

AVERAGE AGE:



37



AGE RANGE:

21.2% of residents are between 29-40 years old



SENIORS:

13.8% of population is 65 years of age or older



CHILDREN:

19.1% of population is 12 years of age or younger

BUILDING PERMITS:



90.0%
Residential

2.8%
Commercial

3.6%
Institutional

3.6%
Industrial

HOUSING STARTS:



2018 TAX INCREASE



2.9%



EMPLOYMENT:

39.8%

Work in Alberta
(excluding local)

58.8%
Work locally



1.4%
Work outside
of Alberta

LENGTH OF RESIDENCY AT CURRENT RESIDENCE:

14.6%

Less than one year

19.4%

One to two years

21.7%

Three to five years

42.9%

Five or more years

FOR RESIDENTS AT CURRENT RESIDENCE FOR LESS THAN ONE YEAR

43.7%

Moved from elsewhere in Leduc

44.1%

Moved from elsewhere in Alberta

9.9%

Moved from
elsewhere in
Canada

← 2.3%

Moved from
outside of
Canada

Goals



Goal 1: Community Character

Community Character in Leduc represents our 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 Alberta Summer Games

- **Completed in 2016**
- The event's success rendered a financial legacy of nearly \$300,000 that has been allocated to funding community sporting programs and projects. In 2018, the Alberta Summer Games' Legacy Projects included adding disc golf course concrete pads to Fred Johns Park and installing lights to the football practice field in John Bole Athletic Park.

1.2 Plan and construct Telford Lake amenities

- Secured the land surrounding the north east side of the lake to complete the multiway; completed 76 per cent of Telford Lake Multiway, remaining construction to be completed in 2019.
- Partnered with the Leduc Lions Club to open Lions Park in October, including the dedication of a memorial site honouring the lives lost in a 1973 plane crash.
- Completed Lions Park and Fred Johns Park public washroom installation.
- Completed parking lot upgrades at the Leduc Boat Club.
- Completed William F. Lede Park Road realignment.

1.3 Complete Phase 2 of Leduc's Downtown Master Plan

- Delivered and installed downtown flower planters and baskets in May.
- Approved an application for the downtown patio program.
- Issued two storefront improvement grants to downtown businesses, totaling \$22,500.
- Supported many downtown events this summer, including the Fourth Friday Downtown Block Parties, the Leduc Arts Foundry Art Walk and the Chil-Eh Cook-Off.

1.4 Invest in arts and culture

- Completed the community recreation and culture needs assessment. Resources were directed to address the needs of arts, culture and heritage in the community.
- Announced that the city will assume management and operations of the Maclab Centre for the Performing Arts as of January 1, 2019. The city will continue to work with Black Gold Regional Schools and the Maclab Society; the transition will build on the current successes of the centre to elevate its identity as a regional destination for performing arts.
- Unveiled the Leduc Rotary Clock (Main Street & 48A Street) in November, in partnership with the Leduc-Nisku Rotary Club.
- Hosted a public open house in February to gauge the support for a new cultural seating area at the Stone Barn Garden; public feedback helped inform the design work; construction will begin in 2019.
- Hosted Culture Days from September 28 – 30; the city partnered with community organizations to promote free events and showcase local talent.

- Unveiled the city's newest public art piece: 'Bringing Community to Life' by local artist Susan Abma; this piece captures the camaraderie and community-building that makes Leduc a warm and welcoming city. This art piece is proudly displayed in the Civic Centre.
- Work continues with the Leduc Arts Foundry organization identifying and evaluating potential locations for a multi-use community facility that would be based on our community's needs.

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

- Replaced 15 aging park signs with new signage. Since the project began in 2017, 25 of the 55 signs have been replaced and updated; more work will continue in 2019.
- Made significant contributions to the Historic Leduc Collection and compiled a list of items of interest for future acquisitions.
- Lead research on the history of Telford Lake, Alexandra Park, Dr. Woods House Museum, Main Street and the Library in partnership with the Leduc Public Library.
- Completed plane relocation, plane decaling, landscape lighting and Canadian flag installation for the Leduc Legion Branch No. 108 Plane Monument; final landscape restoration and grand opening celebrations are scheduled for spring 2019.
- Supported the Alberta Legacy Development Society to promote the Leduc Grain Elevator.
- Presented a final report to the Leduc Library Board, including future program recommendations, to improve the collection and retention of historical records for the city and region.

New Playgrounds:

» *Railroad Park*

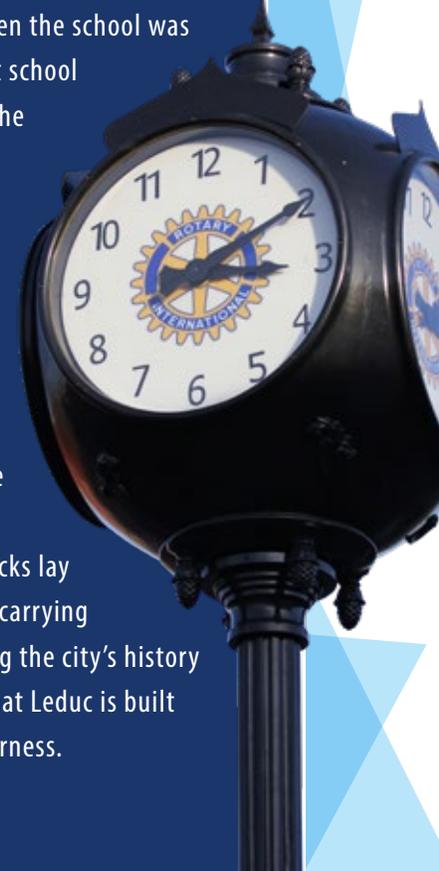
- Completed in June; Grand Opening June 18
- Partnered with the Good Neighbour BBQ

» *Adolph Comm Park*

- Completed in June

Key Performance Indicators	2018 Results	Change from 2017
Percentage of citizens that rate overall quality of life in the City of Leduc as very good or excellent	75%	No Change
Percentage of citizens that rate overall satisfaction with City of Leduc services and programs as very good or excellent	81%	No Change
Number of community events hosted by the City	21	No Change
Public art added annually – Target 1	1	Met Target

This new landmark has quite the story to tell... The Rotary Clock sits on a base that is composed of bricks that have been part of Leduc for over a century. In the early 1900s, the bricks were used to build the King George School, where they stood for more than 50 years. In 1965 when the school was demolished, a teacher from that school (Marjorie Campbell) recovered the bricks to keep the history of Leduc alive. To celebrate Canada's centennial in 1967, Marjorie and her family used the bricks to build a fire pit in their backyard. In 2016, the Campbell family kindly donated the bricks to the city to preserve the history and pride of the community. Now, those very bricks lay in the base of the Rotary Clock, carrying on the legacy of Leduc, renewing the city's history and serving as a reminder of what Leduc is built upon – community and togetherness.



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

- Through considerable engagement on the Greenhouse Gas (GHG) Reduction Project, we gained valuable feedback that informed the development of the community GHG action plan identifying reduction targets, actions and monitoring recommendations; finalization of the plan is slated for 2019.
- Council approved the proposal to establish an energy efficiency project at city facilities.
 - » *Lighting upgrades will be made throughout city buildings, the Building Automation Systems will be recommissioned, power service at the LRC will shift from two transformers to one.*
- The Eco Station underwent upgrades and construction began for a new RV dump facility; construction is expected to be complete in 2019.
- Hosted a number of community awareness events and promotions throughout the year, including Clean Air Day (June 6), Toxic and E-Waste Roundup (Oct. 13).

2.2 Develop and implement a youth engagement strategy

- Implementation and ongoing development of youth engagement strategies were showcased by the following initiatives:
 - » *Inaugural #Influencers event in September, designed to recognize and reward young leaders in our community; 29 youth were recognized.*
 - » *Youth movie night in August.*
 - » *10th annual Positive Ticketing campaign; distributed 775 tickets to local youth for demonstrating positive behaviors.*
 - » *Home Alone workshop to equip local youth to be safe when at home unsupervised.*



Supported youth-focused events, school tours and presentations by Leduc Fire Services and Leduc Enforcement Services (Fire Prevention Week, Halloween Safety, Bike Safety).

- » *Social media campaign to promote International Youth Day.*
- » *10th Annual Rock the Rails Youth Festival. This free event was open to all ages and featured various activities, including graffiti art camp, ukulele camp, dance camp, skateboard, scooter and BMX competitions, food trucks, a freestyle market and live DJ.*
- Conducted significant engagement with Black Gold Regional Schools and STAR Catholic to survey 571 students.
 - » *Creation of a free "All Access Pass" for summer youth memberships in 2019 (July and August). This is a free LRC youth membership which will be valid at the LRC and Alexandra Outdoor Pool and will have additional benefits such as free Leduc Transit access on internal routes.*
 - » *Allocation of \$15,000 for community partners to provide new opportunities, help to reduce barriers and offer activities of interest for local youth.*
- 17 Mock Council sessions introduced more than 400 grade 6 students to the role and function of municipal government.

Leduc Fire Services conducted a **table top exercise - Iron Horse** - involving a rail disaster in the downtown core. It was to test the city's emergency plan and its compatibility with the emergency plans of CP Rail, local and regional social service agencies and businesses.

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

- Hosted inaugural Rainbow Flag Raising ceremony at the Leduc Civic Centre in June.
- Hosted the inaugural Breakfast with the Mayor event (formerly Breakfast with the Guys) supporting family violence awareness; a total of \$17,000 was raised in support of Leduc & District Victim Services and Riseup Society.
- Launched a Family & Community Support Services (FCSS) communications strategy to promote FCSS programs, services and resources available to all residents, while encouraging residents to take a proactive approach to their overall wellbeing (seeking support resources before crisis hits).
- After receiving a grant from Alberta Health Services, the city launched the Opioid Response Framework designed to address the opioid crisis in Leduc by minimizing harm and increasing access to treatment and recovery resources to those in our community who are suffering from substance use disorder.
 - » 'Somebody's Someone' public awareness campaign launched in 2018 and further implementation is planned for 2019.

Legalization of cannabis in Canada took effect on October 17. Council approved a conservative approach to consumption by prohibiting smoking and vaping cannabis in public places.

- Developed and implemented a 'Let's Talk Cannabis' program; four separate sessions were held by June 30.
- Launched a community awareness campaign in September concerning the public consumption of cannabis.

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

- Expanded the existing Good Neighbours program, moving away from the formal recognition piece of annual awards in order to focus more on community-building initiatives and facilitating neighbourly behaviour amongst Leduc residents by:
 - » Hosting a variety of community building events, including Soup Night Demos, Meet Your Neighbour craft events and Rock Your Block bootcamps.
 - » Held an inaugural Good Neighbour Day event, attended by more than 200 people.
- Partnered with community organizations to host several neighbourhood BBQs and meet your neighbour events.

Key Performance Indicators	2018 Results	Change from 2017
Percentage of waste diversion annually	49%	-1%
Percentage of citizens that rate overall satisfaction with City of Leduc curbside recycling (blue bag) program as very good or excellent	87%	No Change
Percentage of citizens that rate overall satisfaction with City of Leduc curbside organics program as very good or excellent	81%	No Change
Crime severity index – decreasing trend target	96%	No Change
Average LRC Memberships Sold	Q1: 2672 Q2: 2099 Q3: 2389 Q4: 2234 Annual Average: 2349	2.8%
Average LRC Daily Admissions	Q1: \$1923 Q2: \$1781 Q3: \$2304 Q4: \$2361 Annual Average: \$2092	58%



City-owned solar panels saved **\$166,831** or **1677 Megawatts**



Installed **38 smoke/CO₂ alarms** in the Southpark neighbourhood

As part of the Highway 2 Speed Reduction Partnership with the RCMP, **4359 violation tickets** and **396 warnings** were issued from April to December.



AWARD WINNING TEAM

Leduc's Emergency Management Agency was the 2018 recipient of the Alberta Emergency Management Agency's (AEMA) Emergency Management Achievement Award, celebrating exemplary achievement by recognizing individuals and groups who have made remarkable contributions in building a better-prepared and more disaster-resilient community.



ECO STATION



30,512 Users



3,537 paint aerosols
3,734 non-paint aerosols



37,200 litres of paint



26,400 litres of household liquids



23,327 litres of used oil



1,540 litres of used glycol



3,244 units of electronic devices

The Leduc Compost facility processed **702.75 tonnes** of compostable yard waste (**218 truckloads**)



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 65 Avenue Interchange with stakeholders

- Council and administration continue to work through the detailed project design with our partners: Edmonton International Airport (EIA), Alberta Transportation and the Government of Alberta.
 - » Phase one of the project (grading package) will be complete by Q1 of 2019, followed by detailed design of bridge structure and roads.
 - » Work continues with our regional partners on all the trade corridor projects: 65 Avenue Interchange, the Spine Road and Highway 19.
 - » Update: Provincial funding was allocated to the 65 Avenue Interchange in January 2019.

3.2 Evaluate and optimize Leduc's transit system and service

- In partnership with Leduc County, the City of Edmonton and EIA, Leduc Transit Service was expanded to connect to the City of Edmonton during the day including a stop at the Premium Outlet Collection EIA; service began in May (Route 10); UPass holders and Leduc Transit riders are able to access ETS Route 747. All fares on local routes remained the same in 2018.

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

- The city continues to monitor for any new developments.

3.4 Support regional transportation initiatives

- Approved funding for the Smart-Fare electronic payment system for transit users. Smart-Fare will allow riders to pay for transit using a variety of methods and make travel across the Edmonton Metropolitan Region easier and more efficient. Implementation is slated for 2020.



Key Performance Indicators	2018 Results	Change from 2017
Percentage of transportation master plan on target as outlined by population thresholds	100%	No Change
Average Leduc Transit Ridership	Q1: 8058 Q2: 6810 Q3: 7421 Q4: 9360 Annual Average: 7912	16.27%
Average LATS (Leduc Assisted Transportation Services) Ridership	Q1: 2772 Q2: 2634 Q3: 2370 Q4: 2652 Annual Average: 2607	9.3%
Revenue over cost ratios for transit and LATS	12.66%	20%
Cost of transit per capita	\$70.22*	36%

*Increase due to addition of Route 10 and 747 and Edmonton International Airport internal route.



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 proximity to the Edmonton International Airport (EIA)

- Invested in enhanced transit service to the EIA and Edmonton to facilitate new job opportunities for our residents. See Goal 3 for more information on transit initiatives.

4.2 Participate in and evaluate joint economic development opportunities with regional partners including more collaborative and coordinated marketing

- Partnered with Leduc County, City of Edmonton, EIA, Edmonton Economic Development Corporation (EEDC) and the Leduc-Nisku Economic Development Association (LNEDA) to host the 2018 SMART Airports and Regions Conference and Exhibition: a global conference that focused on the design, planning and development of airports and airport areas; hosted in Edmonton from July 23 – 25.



- Continued to strengthen and leverage our relationships with our strategic partners like Edmonton Global, City of Edmonton, Greater Edmonton Economic Development Team along with several other organizations that serve the region.
 - » Continued collaboration with Edmonton Global on business and investment attraction initiatives like regional and global trade missions, international trade shows and attraction events.
 - » Supported Edmonton Global in their development of a marketing strategy that will be linked to the City of Leduc economic development strategy.
- Began work with the Leduc Regional Chamber of Commerce on the provision of services to help companies build capacity, including support for business and market development and productivity improvements.

HOSTED 19 MAJOR SPORTING EVENTS IN 2018

Supported Alberta Dairy Congress, Rollyview Men's Fastball Tournament, Foam Fest, Western Canadian Canoe/Kayak Championships, Canadian Water Ski Open, Wild Rose Figure Skating Competition, SPN Championships, Fragapalooza, Edmonton Dragon Boat Festival, MEC Triathlon and the Regional Dog Agility Competition.

- Hosted the Curl 4 Canada event from March 24 – April 1; four national championships were combined into one large curling festival resulting in 46 draws with 76 teams for a total 302 games.
 - » *Generated more than \$2.9 million in total spending.*
 - » *Estimated \$1.1 million in direct community spending (accommodations, food and beverage and transportation) during the event.*
 - » *Two games televised on CBC Sports, watched by 344,000 viewers.*
- Supported the Black Gold Rodeo Association in celebrating their 50th Anniversary of the Black Gold Pro Rodeo from May 31 – June 3.
- Distributed more than \$65,000 in funds to organizations hosting sporting events and training camps in Leduc.

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

- Created a new Proactive Business Strategy (formerly called Permitting Action Plan) that focuses on improvements to customer service, amends current policy and regulation for flexibility and strengthens the city’s online permitting tool, *CityView*.
- Engaged with our development community to understand their needs; revised the Land Use Bylaw (LUB) and worked with the new LUB amendments to facilitate land redevelopment and more flexibility for downtown signage.
- Participated in two coffee break sessions at J. Percy Page Centre to promote Leduc as a sport tourism destination.
- Supported planning for the inaugural Alberta Sport Tourism Symposium in May 2019 as part of the larger Alberta Sport Leadership Conference.

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

- Continued to build awareness with economic development partners and institutions on opportunities for future local access to post-secondary and career training.

Key Performance Indicators	2018 Results	Change from 2017
Percentage of real increase in assessment value based on growth	Residential 2.9% Industrial 1.70%	N/A
Percentage of business licenses renewed	80%	3%
Percentage increase in new business licenses	-16%	N/A
Number of new housing starts	349	7.38%
Number of new residents	1318	4.2%
Value of commercial and industrial building permits	\$8,226,168	82%

The city worked to secure the following 2019 events:
 Canada Winter Games Torch Relay, Rogers Hometown Hockey,
 Provincial Boxing Championships, 2019 Alberta Challenge
 (hockey), 5K Foam Fest, Agility Association of Canada
 2019 Regionals (canine agility), 2019 Home
 Hardware Canada Cup (curling).



Goal 5: Regional Partnerships and Governance

At the City of Leduc, establishing regional partnerships and governance is characterized as working cooperatively 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 the Leduc region, including Leduc County, the capital region, City of Edmonton, school boards, EIA and other stakeholders

- Held joint committee meetings with regional partners, including the City of Beaumont and Leduc County, to discuss existing and potential joint initiatives.
- Hosted the first Leduc Region Leadership Forum that included the City of Leduc, Leduc County, Beaumont, Devon, Calmar, Thorsby and Warburg to discuss potential joint initiatives.
 - » Consensus was reached to hold regular meetings to discuss opportunities and issues that affect the municipalities.
- Leduc continues to be represented as a board member on the Edmonton Metropolitan Region Board (EMRB).
 - » Established Leduc City Council representation on the integrated transportation and transit systems working group.
 - » Provided ongoing analysis of EMRB meeting materials, including review of their proposed public engagement policy, strategic plan, the inclusion of recreation in the metro servicing plan and support for the transportation priorities list.
- Hosted a networking event in September at Leduc No. 1 Museum and Energy Discovery Centre; invitees included elected officials from the region as well as the City of Edmonton and the Minister of Municipal Affairs.
- Worked with the Leduc Regional Housing Foundation on land-use planning and infrastructure upgrades for redeveloping and renewing the Linsford Park Housing Complex.



The city is represented and actively involved in various committees and the following regional partnerships:

- **Edmonton Global**
- **Inter-Jurisdictional Cooperation Accord**
- **Edmonton Metropolitan Regional Board (EMRB)**

Through this participation, we have a voice in issues such as regional transportation, transit systems, agriculture master planning, growth planning, infrastructure servicing, shared investment for shared benefit, metropolitan region servicing plan, regional growth plan and broadband.

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

- Leduc Fire Services is reviewing the recommendations for further collaboration with Leduc County Fire; initial discussions took place on a regional approach to emergency management and will continue into 2019.
- Provided input into the advocacy plan being developed for the Mid-Sized Communities' Caucus, alongside other mid-sized Alberta cities, that addresses the need for ongoing sustainable funding from the province to support municipal projects.
- Alternate Municipal Structure (AMS) conversations have been deferred due to competing collaborative efforts currently underway in the region.
- Continued work with Black Gold Regional Schools and STAR Catholic Schools on future school sites.
 - » Finalized processes to determine school site criteria and clarified site considerations.
 - » Student population projections were compiled for the 10 current school sites and will be reviewed at a joint meeting in early 2019.

5.3 Participate and influence the annexation/Edmonton International Airport Inter-Jurisdictional Cooperation Accord process based on our principles

- Working groups were created to address land-use planning, servicing and transportation, economic development, transit and shared investment for shared benefit.
 - » The Oversight Committee approved the Accord Program Charter in May, and several working groups continue to develop their project charters along with RFPs for services to support the various frameworks.
 - » The Accord partners include Edmonton International Airport, Leduc County, the City of Edmonton and the City of Leduc.

Key Performance Indicators	2018 Results	Change from 2017
Number of regional initiatives	30	No Change
Revenue from cost-sharing agreements	\$4,165,683	5.8%

The aim of the **Inter-Jurisdiction Cooperation Accord** is to set out the principles, broad guidance and terms of reference for a four-party approach to creating the conditions that will allow the Edmonton International Airport and surrounding lands to achieve their potential as a key economic driver and contributor to the Edmonton Metropolitan Region's sustainability and success. This includes developing frameworks to address economic development, land-use planning, servicing, transportation and shared investment for shared benefit.

Goal 6: Fiscal Sustainability

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

Outcomes: Achievements + Results

6.1 Continue to seek revenue generation and cost-saving opportunities

- Formalized a sponsorship and advertising program for the city which included the development of new marketing materials, arena board advertising blitz, sponsor celebration events and an ongoing sponsor/lease newsletter.
- Began an extensive review of all recreation amenity and service fees and charges; to be completed in 2019.

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

- See Goal 4 for more information on Economic Development initiatives.

6.3 Implement and maintain the fiscal sustainability plan

- With budget planning for 2019 commencing in mid-2018, a citizen survey yielded a response of more than 760 participants, giving clear direction on what's important to our community: tax-related priorities and having a long-term focus.

Our GIS (Geographic Information System) department was ranked #4 by the Public Sector Digest on their list of Canada's top 25 most mature GIS programs in Canada. Results of the ranking were determined by a survey that analyzed readiness, implementation and impact.

6.4 Regular review of selected services for efficiency/effectiveness

- Initiated an investigation into replacing the existing financial and human resources software systems; a new system will lay the foundation to enhance transparency, improve project and service costing, and facilitate more timely and efficient financial analysis and decision making.
- Implemented a new deployment model for Leduc Fire Services that reduces the number of apparatus responding to certain low-risk events, thereby reducing the number of paged-out events to personnel-on-call (POC) staff.
- To provide greater certainty to organizations that are part of the Grants to Organizations (GTO) program, council approved a motion that moved nine community organizations from the GTO program to the operational base. These organizations will now have sustainable annual funding to assist with the provision of services to the community.
- Implemented a new recreation software system, *IntelliLeisure*; new functions planned for 2019 include a loyalty points program and a mobile app.
- Installed automated vehicle locating (AVL) devices in 95 per cent of the city's fleet vehicles; AVL allows the city to track and monitor the entire fleet.
- Continue to promote sign up for e-billing for all utility account holders: increased from 36 to 43 per cent in 2018.



6.5 Enhance Leduc's attractive and competitive tax advantage

- Continued focus on attraction of non-residential growth to meet the goal of 60/40 residential/non-residential assessment split.
- 2018 Census: City of Leduc population = 32,448 people, a 4.2 per cent increase over 2017.

Key Performance Indicators	2018 Results	Change from 2017
Percentage of citizens that rate their value for taxes as good or above	73%	3%
Non-residential/residential assessment ratio is maintained or increased	35/65	1%
Percentage of debt limit available	57%	8%
Sponsorship revenue – target is 25% by 2018	28.7%	Surpassed target
Percentage of fiscal sustainability plan implemented	40%	5%



Earned the **International Budget Award** through the Government Finance Officers Association (GFOA) for the third consecutive year. This award celebrates citizen engagement, national and international standards, outstanding recognition in financial structure, policy and process. It is the highest recognition in government budgeting.



2018
LEDUC CENSUS

Why we conduct a census:

The City of Leduc conducts a municipal census to ensure the city receives provincial and federal funding proportionate with Leduc's growing population. Leduc relies on provincial and federal funding to help offset the costs of many important services, including infrastructure improvements and maintenance, recreation and culture programs, Family and Community Support Services and the RCMP.



Planning for the Future and Engaging with our Community: What's Next?

In 2017, we set out to hear what you – our community – thought. The city reached out to engage with the community and listen to the needs, wants, hopes and dreams for the future of Leduc. In 2017, the strategy focused on analyzing learnings and feedback from the past. In April 2018, the city provided opportunities for engagement through a project website (www.engage.leduc.ca), various open houses in the community and an online survey. An extensive and multi-pronged approach was used to advertise and communicate ways for the public to participate in the engagement process for the community vision and strategic plan. In 2018, we continued work on gathering the community's vision and built the new 2019-2022 Strategic Plan through feedback from residents, stakeholders and city employees.

Mission: *People. Building. Community.*

Vision: *A great life. A caring community. A thriving region.*

Four focus areas were developed that form the basis of the 2019-2022 Strategic Plan.

1. *A City Where People Want to Live, Work and Play*
2. *A City With a Plan for the Future*
3. *An Economically Prosperous City and Region*
4. *A Collaborative Community-Builder and Regional Partner*

Overall, approximately 90 per cent of participants agreed that the outcomes of the focus areas aligned with the collective aspirations for the future of Leduc. Approximately 88 per cent of participants agreed that the combined strategies would help the city effectively achieve the outcomes of the focus areas.

 Leduc.ca/knowtheplan



Social media was used with the hashtag **#LetsTalkLeduc** to encourage residents to join the conversation.



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 extraordinary residents, groups or businesses within the City of Leduc that have made outstanding contributions to the community. Honourees included:

- **Paul Drader** – Community Spirit Award
- **Kevin Tritten** – Athletic Achievement Award
- **Tony and Karen Lake** – Arts, Culture and Heritage Award
- **Brittney Trimming** – Youth Award of Merit
- **Leduc Wildlife Conservation Society** – Environmental Achievement Award
- **Leduc Communities in Bloom Committee** – Mayor's Special Award

Sports Hall of Fame

In November, the city partnered with the Leduc Minor Baseball Association to host the third annual Leduc Sports Hall of Fame celebration. The event brings together Leduc's sporting community to induct local figures whose achievements have positively impacted the region. This year's inductees included:

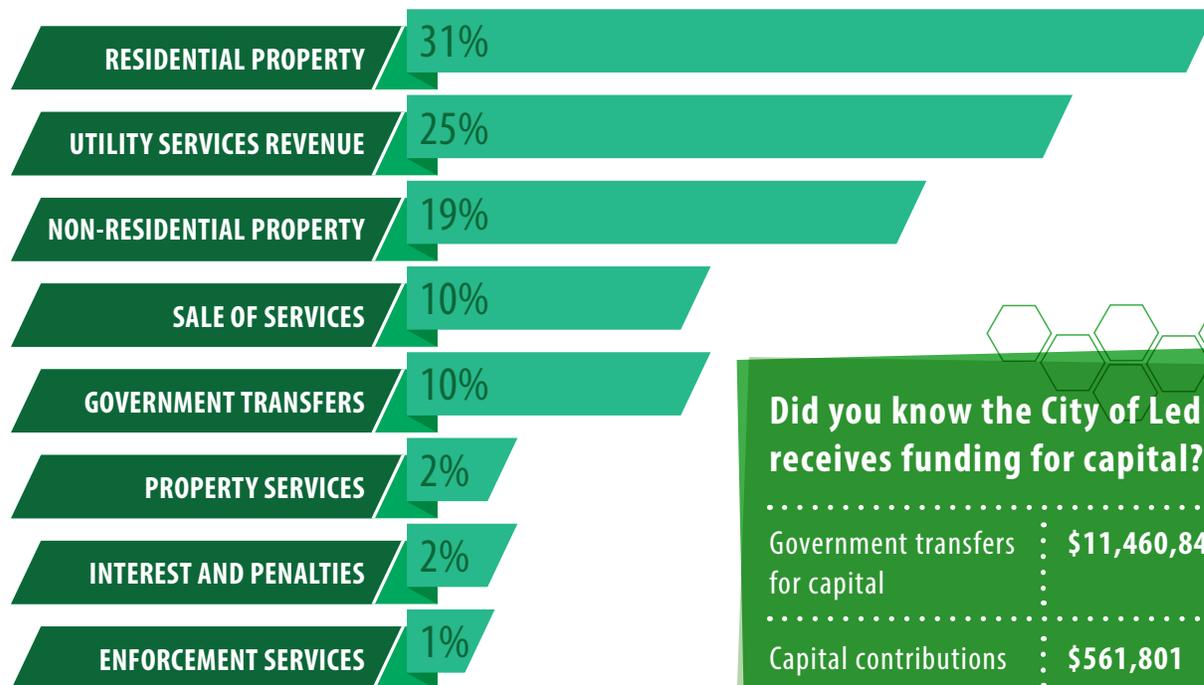
- **Bob McGill**, former NHL player, AHL and ECHL coach
- **Kay McGill**, prominent volunteer and leader
- **Ray McKay**, former NHL player and WHL coach
- **Vicky Lynch Pounds**, former international track star

Financials

MONEY IN (REVENUES)

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.



Did you know the City of Leduc receives funding for capital?

Government transfers for capital	\$11,460,843
Capital contributions	\$561,801

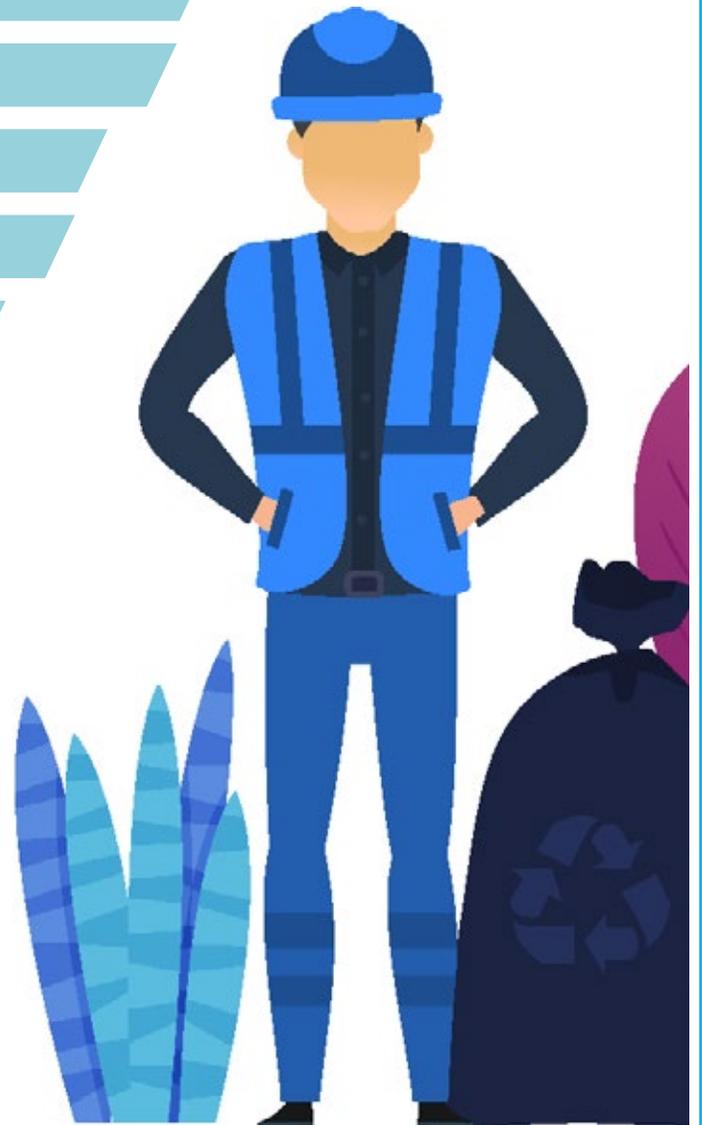
PROPERTY TAXES

Municipal tax revenues are comprised of a mix of residential and non-residential property taxes. 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. Approximately 26% 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 Senior's Foundation).

Category	Residential		Non-Residential		Total	
	Amount	%	Amount	%	Total	%
Municipal Taxes	\$28,186,693	73.62%	\$17,661,760	68.17%	\$45,848,453	71.42%
Provincial School Taxes	\$10,023,461	26.18%	\$8,205,632	31.67%	\$18,229,093	28.40%
Leduc Foundation Taxes	\$78,037	0.20%	\$40,287	0.16%	\$118,325	0.18%
TOTAL	\$38,288,192	100%	\$25,907,679	100%	\$64,195,871	100%

MUNICIPAL EXPENDITURES

In 2018, the City of Leduc, had the following expenditures as indicated by department.





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



780-980-7177



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