



2019 APPROVED BUDGET AND OPERATIONAL PLANS

December 3, 2018

Alberta, Canada



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The Reader’s Guide is intended to provide the reader with an overview of the contents found in the 2019 Approved Budget and Operational Plans document.

The City of Leduc’s budget document is sectioned as follows:

- Table of Contents
- GFOA Distinguished Budget Award
- Introduction, Budget Messages & Planning
- Organizational Structure
- 2019 – 2021 Financial Overview
- Capital, Reserves and Debt
- Divisional Information (Corporate Services, Council & City Manager, Community & Protective Services, Infrastructure & Planning)
- Leduc Public Library
- Ongoing Community Support and Grants to Organizations
- Fees Bylaw and Charge Schedule
- Business Cases
- Additional Documents

For the reader’s ease of reference, the Table of Contents has been linked to all sections of the Approved Budget and Operational plans document. Each page within the document has also been linked back to the Table of Contents.

To utilize this feature:

1. Click on the line item you wish to view within the Table of Contents.



2. To return to the Table of Contents, click on the icon in the upper right hand corner of the page you are viewing.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Leduc
Alberta**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director



Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Leduc, Alberta, for its annual budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets specific program criteria. This significant undertaking epitomizes the City of Leduc's commitment to financial reporting excellence and demonstrates our regard for the highest principles of governmental budgeting.

Background

The GFOA introduced the Distinguished Budget Presentation Award Program in 1984. The primary purpose of this program is to promote, support and guide state/provincial and municipal governments to deliver budget documents of superior quality. The government body must meet nationally established standards for effective budget presentation. These guidelines are used to evaluate the budget's success in the following four categories:

- ✓ as a policy document
- ✓ as a financial plan
- ✓ as an operations guide
- ✓ as a communications device

Review

All budgets are reviewed separately by three reviewers and are rated as 'not proficient', 'proficient', or 'outstanding' in 27 specific criteria and must be 'proficient' in 14 mandatory criteria. To receive the award, the government body must rate 'proficient' or 'outstanding' by at least 2 out of the 3 reviewers in the following sections:

- ✓ Introduction and Overview
- ✓ Financial Structure, Policy, and Process
- ✓ Financial Summaries
- ✓ Capital & Debt
- ✓ Departmental Information
- ✓ Document-wide Criteria

ABOUT THE GFOA

- ❖ Founded in 1906
- ❖ 19,000 members in the US and Canada
- ❖ Headquarters in Chicago
- ❖ Represents finance officers
- ❖ Federal, state, provincial and local governments
- ❖ Provides best practice guidance, consulting, networking, publications, training, programs and research

History

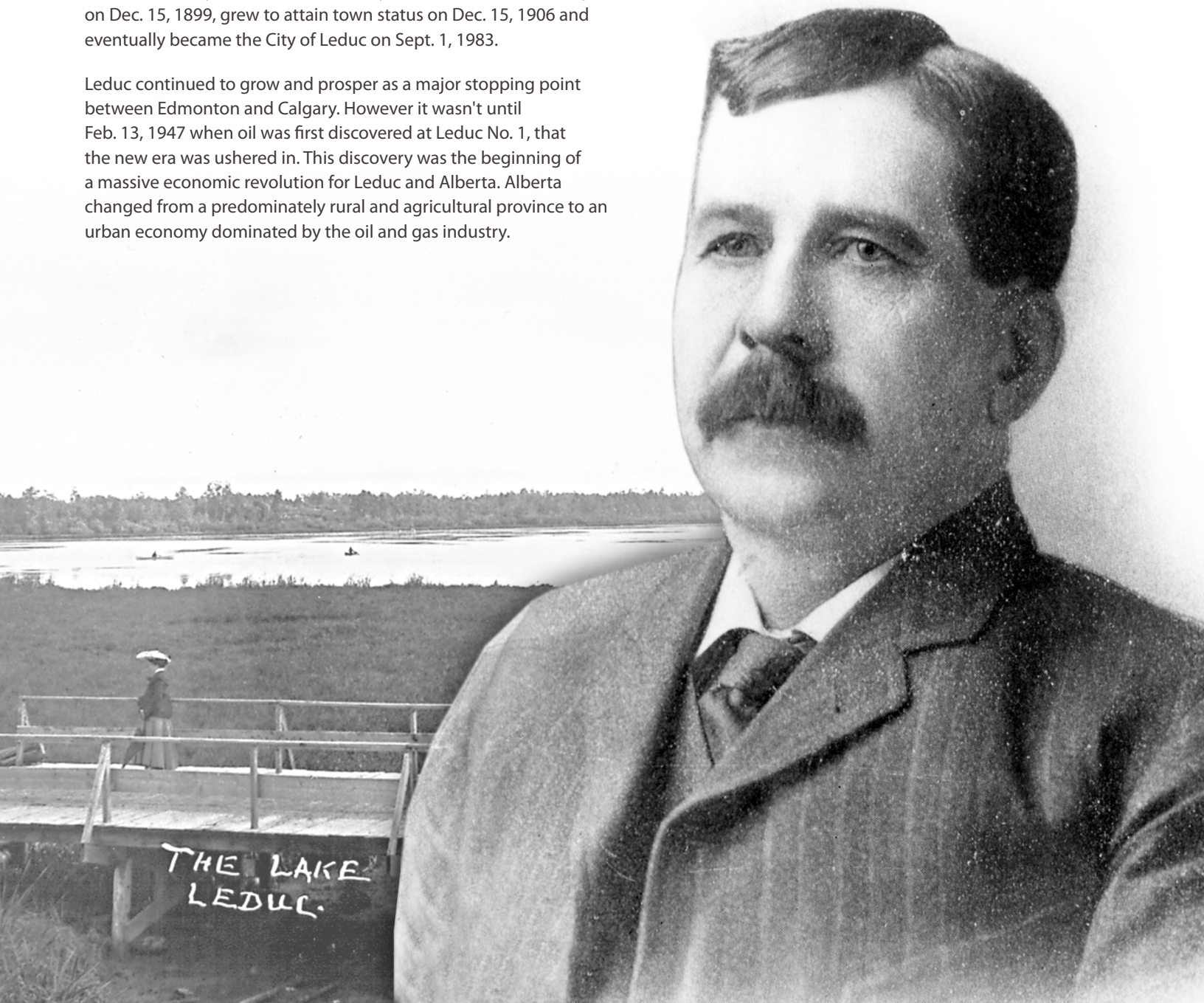
Our history can be traced back to 1889 when Robert Taylor Telford settled on a piece of land near a scenic lake. This piece of land would become the cornerstone of the new town. During those earlier years, Telford was the first postmaster, first general merchant and first justice of the peace in the settlement that had become informally known as Telford. He also later served the community as mayor and as a member of the legislative assembly.

In 1890, a government telegraph office was being set up by Mr. McKinley, a settler in the area. He needed a name for the place and said, "We shall name it after the first person who comes in." In through the door came Father Leduc.

In 1899, Lieutenant Governor Dewdney of the Northwest Territories, decreed that the settlement of Telford should be renamed 'Leduc' in honour of the noted Roman Catholic missionary, Father Hippolyte Leduc, who had served the area since 1867, and later went on to become the Vicar General of the Diocese of Edmonton.

The municipality of Leduc was officially incorporated as the Village of Leduc on Dec. 15, 1899, grew to attain town status on Dec. 15, 1906 and eventually became the City of Leduc on Sept. 1, 1983.

Leduc continued to grow and prosper as a major stopping point between Edmonton and Calgary. However it wasn't until Feb. 13, 1947 when oil was first discovered at Leduc No. 1, that the new era was ushered in. This discovery was the beginning of a massive economic revolution for Leduc and Alberta. Alberta changed from a predominately rural and agricultural province to an urban economy dominated by the oil and gas industry.



Introduction

Community profile



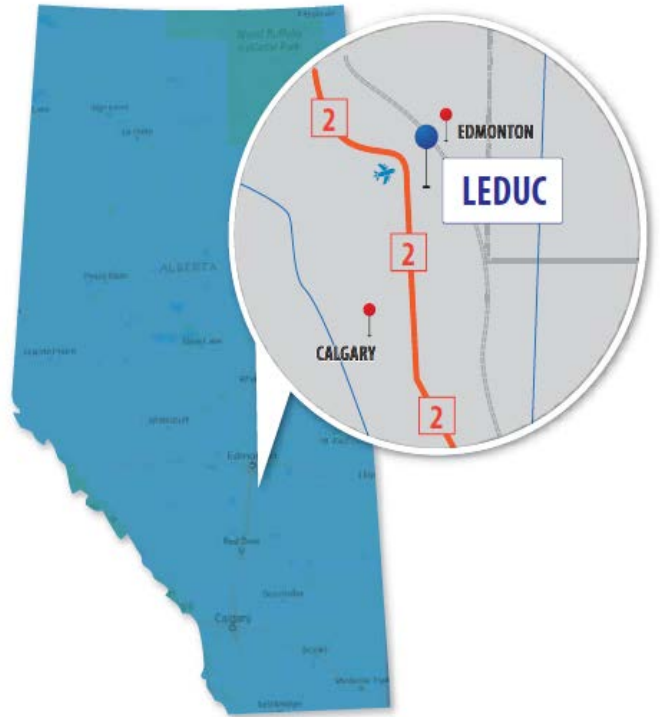
Leduc is a strong community with continued growth and a bright future.

Conveniently located along the CANAMEX Trade Corridor (Highway 2), Leduc is a prime location to attract industrial, commercial and residential growth with its connectivity to air, rail and ground transportation.

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

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

The City of Leduc does a census annually; continue to the next page for a summary of the 2018 census.



2018 Community Events

The City of Leduc puts on a number of community events throughout the year. The following are a few events to highlight in 2018.

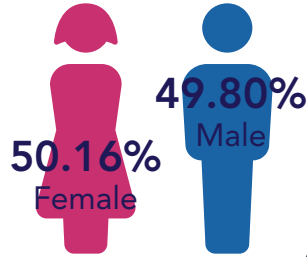


CENSUS INFORMATION SUMMARY

2018



GENDER:
0.04% Other



AVERAGE AGE:



GROWTH:



AGE RANGE:

21.2% of residents are between 29-40 years old



SENIORS:

13.8% of population is 65 years of age and older



CHILDREN:

19.1% of population is 12 years of age and younger

LENGTH OF RESIDENCY AT CURRENT RESIDENCE:



FOR RESIDENTS AT CURRENT RESIDENCE FOR LESS THAN ONE YEAR



EMPLOYMENT:

39.8%
Work in Alberta
(excluding local)

58.8%
Work locally



1.4%
Work outside of Alberta

EDUCATION LEVEL:

44.1%
Up to high school diploma or equivalent

52.1%
Post-secondary certificate/diploma or Bachelor's degree

3.8%
Above Bachelor's degree, Master's degree or doctorate

BUILDING PERMITS:



90.0%
Residential

2.8%
Commercial

3.6%
Institutional

3.6%
Industrial

HOUSING STARTS:



Housing Starts in 2018

CITY OF LEDUC BUDGET MESSAGES





MAYOR'S MESSAGE

On behalf of my Council colleagues, we are pleased to provide this overview of the City's 2019 budget. This is the first budget that aligns with this Council's 2019-2022 City of Leduc Strategic Plan adopted earlier this year. The strategic plan sets the direction for our community and was informed by you, our citizens, and in collaboration with administration. This is how we tackle the needs of our community and take advantage of the opportunities that come our way. Our four focus areas are:

- A City Where People Want to Live, Work and Play
- A City with a Plan for the Future
- An Economically Prosperous City and Region
- A Collaborative Community-Builder and Regional Partner

Council is committed to continuous improvement in all of these areas so the City of Leduc remains a community of choice to live and do business in. Overall, we believe the 2019 budget maintains service levels and supports required operating and capital expenditures while integrating council's strategic focus areas. We believe it balances our long-term goals and short-term needs at a reasonable tax rate.

As we move forward into 2019, we will be improving the budget process to create more touch points with Council so we can be even more informed to make the right decisions at the right time. On behalf of my Council colleagues, I'm pleased with the direction we're heading—always keeping in mind what's best for our residents and corporate citizens. We look forward to the road ahead!

A handwritten signature in blue ink that reads "R. Young".

Mayor Robert Young

Leduc City Council (2017 - 2021)

Mayor Robert (Bob) Young

Bob Young was first elected to city council as a Councillor in 2004 and served as Councillor from 2004 until being elected Mayor in 2017. A resident of Leduc since 1962, Bob attended local schools and, in 1980, obtained his Bachelor of Education degree from Red Deer College and the University of Alberta. He worked as a teacher in the region until his retirement in 2016.

Over the years, Bob has selflessly given of his time and resources as a volunteer in the community bringing his passion and leadership to numerous sporting organizations and events, including hockey, soccer, baseball, volleyball and basketball. Bob is the oldest son of John and Bev Young and loving husband to his wife Susan for over 40 years. Together, they have two children, Laura and John, a granddaughter, Madeleine and a grandson, Max.



Boards, committees and association appointments:

- Airport Accord Oversight Committee
- Alternative Municipal Structure Project – Steering Committee
- Capital Region Southwest Water Services Commission*
- City of Leduc/Leduc County Inter-municipal Development Plan Committee
- Edmonton Global
- Edmonton Metropolitan Region Board
- Edmonton Regional Airports Authority – Appointers Committee
- Naming Committee
- Regional Transit Services Transition Team
- Student activities and tours
- Traffic Advisory Committee

*denotes councillor as alternate member

Leduc City Council (2017 - 2021)

Councillor Beverly Beckett

Beverly Beckett was born and raised in Saskatchewan, moving to Leduc in 1977. Beverly was first elected to city council in 2013. She is a Registered Massage Therapist - certified at MacEwan University - and former downtown business owner for 33 years. She has two adult sons, three stepsons and one stepdaughter, seven grandchildren and two great-grandsons.

She is the current chair of finance at St. David's United Church. Beverly previously served as chair of the Leduc Downtown Progress Association, director of Maclab Centre for the Performing Arts, director of Leduc Regional Chamber of Commerce, director of the Alberta Recreation and Parks Association and director of Caring Communities (United Way). In 2004, Beverly sat on the board responsible for the creation of the City of Leduc Heraldic Coat of Arms, flag and badge.



In 2010 she received the Citizen of Distinction award. Beverly's philosophy is to 'bloom where you are planted'. She enjoys her life serving Leduc in many capacities.

Boards, committees and association appointments:

- Capital Region Southwest Water Services Commission
- Citizen Recognition Committee
- Community Adult Learning Committee*
- Community Safety Advisory Committee
- Council Liaison for Infrastructure and Planning
- Leduc Community Drug Action Committee
- Maclab Centre for the Performing Arts
- Student Activities and Tours

*denotes councillor as alternate member

Leduc City Council (2017 - 2021)

Councillor Glen Finstad

Born and raised in Alberta, Glen Finstad was first elected to serve on city council in 2010. He and his wife June moved to Leduc in 1981 and quickly became immersed in the community, including the Black Gold Rodeo and Leduc Lions. Glen has been involved in most of Leduc's minor sports, as a parent, coach and member of the executive for groups like minor hockey, baseball, softball and broomball. Later, Glen and June took time for themselves and joined the Leduc Recreational Ball League and the curling club, where he was president for two years.



Glen and his wife have started, bought and sold several businesses over the past 15 years. He has a passion for coaching and mentoring other business owners and currently provides income security for families, business owners, employees in high-risk occupations, and parents of active youth. He is a past board member with the Leduc Regional Chamber of Commerce and volunteer with the Leduc-Nisku Economic Development Association. This is Glen's third term on city council and he is looking forward to giving to the community that has given so much to his family.

Boards, committees and association appointments:

- Alternative Municipal Structure Project – Steering Committee
- Council Liaison for Community and Protective Services
- Council Remuneration Committee
- Edmonton Global*
- Edmonton Metropolitan Region Board*
- Edmonton Regional Waste Advisory Committee
- Emergency Advisory Committee
- City of Leduc/Leduc County Inter-municipal Development Plan Committee
- Leduc Community Drug Action Committee*
- Leduc Downtown Business Association
- Leduc Environmental Advisory Board*

*denotes councillor as alternate member

Leduc City Council (2017 - 2021)

Councillor Bill Hamilton

Bill Hamilton was born and raised in Regina SK, becoming a Leduc resident in 1987 after graduating from Mount Royal University in Calgary with a Diploma in Broadcasting. Bill co-owns and is the sales director for Studio Post in Edmonton. He is married to Shelley and they have two grown children, Rebecca and Owen.

Bill's experience includes serving one previous term on city council as alderman from 2001 – 2004. He has also served the community as a volunteer in various capacities, such as chairperson of the Leduc Parks, Recreation and Culture Board, board member of Leduc Community Lottery Board, public member of Leduc Budget Committee, chairperson of East Elementary Parent Association, chairperson of Leduc Junior High Parent Association, board member for Edmonton International Film Festival Society and board member for Documentary Association of Canada, Edmonton Chapter. Bill is an avid reader and enjoys recreational cycling.



Boards, committees and association appointments:

- Alberta Capital Region Wastewater Commission
- Council Liaison for Infrastructure and Planning
- Family and Community Support Services Advisory Board
- Leduc and District Regional Waste Management Authority*
- Leduc Regional Chamber of Commerce Executive
- Leduc Regional Housing Foundation

*denotes councillor as alternate member

Leduc City Council (2017 - 2021)

Councillor Lars Hansen

Originally from Leduc, Lars attended Leduc Estates School, Leduc Junior High School and graduated from Leduc Composite High School in 2011. Upon completing a degree in Political Science from the University of Alberta in 2016, Lars began working for the Government of Alberta. Lars is serving his first term on city council, having been elected in 2017.

Travelling is one of his passions and has provided him with a global perspective and comfort in working with people of diverse backgrounds. Outside his travels across Canada, Hansen has visited North Africa, Mexico, the United States and has made numerous trips to Europe and the Caribbean.

Hansen has a strong belief in community. He sat as a public representative on the Parks, Recreation and Culture Board. He has played competitive soccer in Leduc and Edmonton. He also has been a volunteer coach for Leduc community soccer. He is very proud of his hometown and has a strong belief in the value of public service and community advocacy.



Boards, committees and association appointments:

- Alternative Municipal Structure Project – Steering Committee*
- Capital Region Southwest Water Services Commission
- City of Leduc Library Board
- Community Adult Learning Committee
- Council Liaison for Corporate Services
- Grant Application Committee
- Leduc Environmental Advisory Board
- Leduc Regional Chamber of Commerce Executive*
- Leduc/Nisku Economic Development Association Board*
- Parks, Recreation and Culture Board

*denotes councillor as alternate member

Leduc City Council (2017 - 2021)

Councillor Terry Lazowski

Born in Radway, Terry, along with his wife and family, are proud to say they have called Leduc home for the last 24 years. He is currently serving his fifth consecutive term on city council; having been first elected in 2004. Terry hopes to keep building on the fine quality of life attributes this city has to offer, while providing a balanced approach to the different needs in the community. His priorities are fiscal responsibility, enhancing regional government opportunities and continued community engagement with open, transparent government. Terry is an active member of the community with local not-for-profits, such as the Knights of Columbus, and is a past member of the Leduc Minor Hockey Association. Terry enjoys his time with family, friends, and being a grandfather to five grandchildren.



Boards, committees and association appointments:

- Alternative Municipal Structure Project – Steering Committee*
- City of Leduc/Leduc County Inter-municipal Development Plan Committee
- Council Liaison for Corporate Services
- Edmonton Regional Waste Advisory Committee*
- Grant Application Committee
- Leduc and District Regional Waste Management Authority
- Leduc Downtown Business Association*
- Leduc/Nisku Economic Development Association Board
- Parks, Recreation and Culture Board

*denotes councillor as alternate member

Leduc City Council (2017 - 2021)

Councillor Laura Tillack

Originally, from St. Andrews, NB, Laura Tillack has been an Alberta resident for the last 17 years and is a proud mom of two girls, Kailey and Savannah. Laura is serving her first term on city council, having been elected in 2017. For the last decade she has owned and operated a small business and, five years ago, proudly relocated to Leduc's Main Street.

Laura is an avid volunteer in the community serving on various boards and not-for-profit organizations such as the Leduc Regional Chamber of Commerce, Downtown Business Association, Deer Valley Playground Committee, the Leduc Arts Foundry and as a Girl Guide leader. She has coached various sports where her daughters were enrolled and has been involved in numerous charity events throughout the metro Edmonton region. She is a strong advocate for arts and culture in Leduc and shares her passion for music through her volunteer work within Leduc's older adult community.



Boards, committees and association appointments:

- Alberta Capital Region Wastewater Commission*
- Community Safety Advisory Committee*
- Council Liaison for Community and Protective Services
- Council Remuneration Committee
- Emergency Advisory Committee
- Family and Community Support Services Advisory Board*
- Grant Application Committee
- Maclab Centre for the Performing Arts*
- Naming Committee
- Student Activities and Tours
- Traffic Advisory Committee

*denotes councillor as alternate member

CITY MANAGER'S MESSAGE

This past budget year was both busy and exciting at the City of Leduc. We saw great collaboration and teamwork during our 2019 Budget Deliberations, Nov. 15 – 17, 2018; collaboration between council and administration was both impressive and effective, and we're well on our way to achieving many of the goals set out in council's strategic plan.

In addition, the collaborative effort between council and administration allowed us to mitigate the proposed tax revenue increase for 2019 from 4.32 down to 2.89 per cent. This includes:

- 0.83 per cent operational and capital requirements
- 1.32 per cent for emergency services (RCMP and Fire) which is the second year of a three-year investment to meet operational and capital requirements, such as the addition of one RCMP officer and a \$13 million building renovation/expansion to begin in spring 2019
- 0.74 per cent for enhanced transit

Council and administration worked closely reviewing aspects to control expenditures and secure a tax rate that is competitive with other municipalities in our region while providing a high quality of life for our residents.

As part of our preparatory work for the 2020 budget, administration will be conducting a concentrated review of all of our contracted services in the upcoming year. All of the city's services are either provided by staff or by hiring contractors. Therefore, it is critical that we periodically do an in-depth review of the contract dollars that are being spent to ensure that they align with service level needs and corporate and strategic priorities.

Overall, Leduc is becoming more and more prominent in the region, and our budgeting for 2019 will reflect our economic development initiatives in ensuring that we continue to be an attractive regional business hub.

In the past 12 years we've seen significant growth, and we continue to be within the average growth rate for municipalities in our region. Our Finance team has done their due diligence, and we anticipate that our residential sector will continue with strong and steady growth, while we see our non-residential growth recovering at a slower pace than forecasted. These predictions have been accounted for in the 2019 Budget.

I know a lot of hard work happens behind the scenes to prepare for budget, and I'd like to extend my sincerest thanks to everyone. Due to the collaboration of administration, the city continues to be successful in our endeavours, both internally and externally.

Cheers

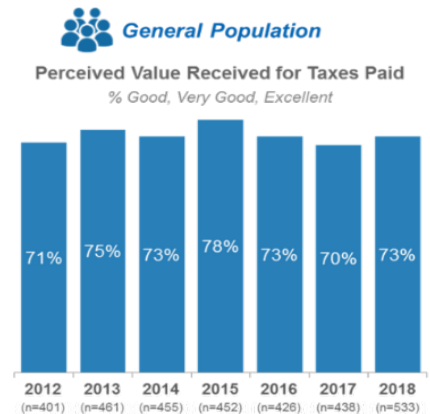


Paul Benedetto
City manager

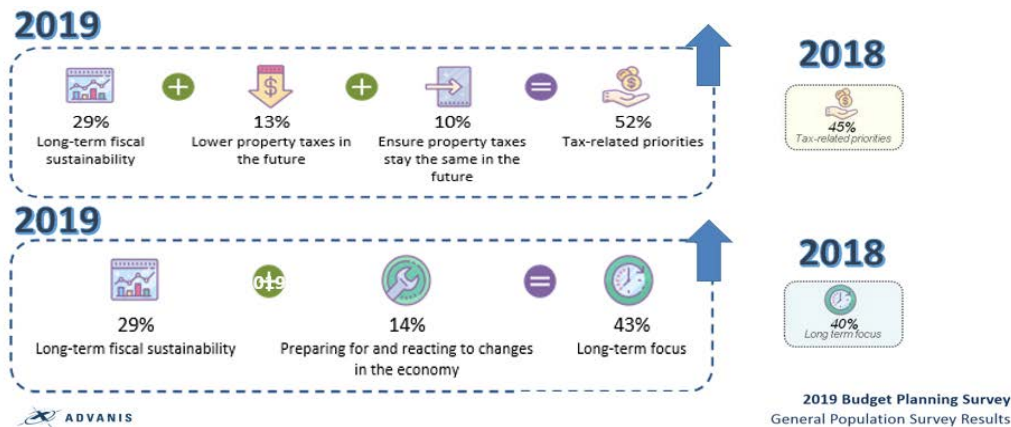
The proposed budget is an accumulation of maintaining the City of Leduc's value proposition and integration of Council's strategic goals identified in the 2019-2022 Strategic Plan. It is proposing a tax revenue increase of 2.89% (2019), with projected 4.45% (2020) and 5.05% (2021). The City of Leduc is situated within the Edmonton Metropolitan Region and as a result, it is important that the City continues to retain its high quality of living for its residents while maintaining and attracting commercial and industrial businesses. This will help to support a healthy assessment base while enabling the high value proposition that the City of Leduc residents have come to appreciate. Equally important is the need to remain focused on keeping tax increases competitive within the region and investing in economic development initiatives.

Maintaining the value proposition

The 2019-2021 budget balances long term vision with short term needs. The three year mill rate strategies provide a fiscally balanced path that keeps the City of Leduc's high services levels intact while providing enhanced funding for protective services, regional transit, economic development and sustainable funding for community organizations. This value proposition of balancing community needs with fiscal sustainability is tested annually through various means such as the citizen engagement survey and more specifically the budget survey. This is verified throughout the annual budget survey as Leduc has consistently rated above 70% with respect to perceived value (good, very good, excellent) for tax dollars paid since the conception of the annual budget survey.



An important message received through the 2019 budget survey results is that the top priorities identified by citizens are long term focus at 43% (2018 – 40%) and tax related priorities at 52% (2018 – 45%). The survey also indicated that a majority of residents would like to keep service levels the same. This budget delivers on those priorities as Council and Administration have worked to incorporate them into the budget by maintaining service levels, enhancing long term planning, and incorporating tax strategies to keep tax increases to a minimum.



In addition to aligning with the budget survey, the budget is built to align with council's strategic goals that were identified in the 2019-2022 Strategic Plan. The budget is the financial tool that supports Council and Administration in collaboratively reaching these goals.

Council's four Strategic Goals are:

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

City Treasurer’s Message

The budget delivers a balanced approach to achieve short term goals and long term fiscal sustainability. The 2019 budget brought forward challenges, which have influenced the development of the operating and capital budgets such as:

- Stagnant non-residential growth
- Increasing inflation
- Incorporating enhanced transit into the 2019 budget
- The timing of the proposed facilities in the Long Term Facilities Master Plan will be further reviewed and refined through upcoming budgets.

These factors will be discussed further in more detail.

Non-residential growth

Over the last several years, Alberta has been experiencing an economic slowdown. The effect of this slowdown on the City of Leduc was delayed, but it is evident that it is here now. At this time, there is some significant non-residential growth occurring in the Leduc region, including right outside our jurisdiction. However, it is not contributing towards our taxable assessment base.

Early projections indicated that the City of Leduc was entering a slowdown. However, when the projections were refined in late summer, it was evident that the slowdown was much more pronounced than anticipated. To provide context, last year the projections for non-residential growth were 3% and 3.5% for 2019 and 2020, respectively. The projection were later updated to 1.1% and 1% for 2019 and 2020. This meant that between the two years, the City of Leduc lost an anticipated \$800k in tax revenue in the operational base. The stagnant non-residential growth is similar to other cities in Alberta although it took the City of Leduc longer to get there.

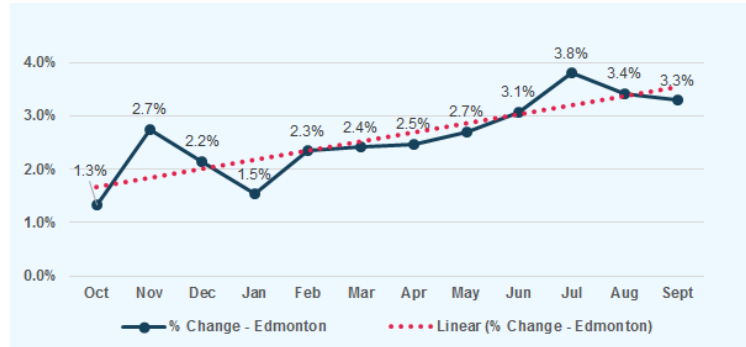


Enhanced Transit

The Regional Transit is an important service that enhances the connectivity from Leduc to Edmonton and increases the City of Leduc’s regional focus. This initiative was embarked upon in May 2018 and thus became a large driver of the 2019 budget. This meant that the ongoing operating costs had to be captured within the 2019 budget and had not been considered in the previous 3 year multi-year mill rate (2018-2020). The cost of this initiative is \$1.1M annually and these costs will be spread over three years through a multi-year mill rate strategy in an effort to keep taxes lower.

Increasing Inflation

The continual increase in inflation has placed pressure on the 2019 budget as it increases the cost of goods the City is purchasing. Over the last year, the Edmonton region has seen an increase in the Consumer Price Index (CPI) from 1.3% to 3.3% from October 2017 to September 2018, as shown below:



Long Term Facilities Master Plan (LTFMP)

The LTFMP was updated in 2018 and is scheduled to be updated every 5 years. Based on feedback provided by Council during the review of the draft LTFMP a number of projects have been deferred to later years in the capital plan. Also of note, is the fact that, a number of facilities identified in the LTFMP are unfunded in the 2019 10 year capital plan. These facilities are a placeholder in the capital plan and are indicated for planning purposes only. As these unfunded projects will need to be funded through debentures, it is important to recognize that these projects will require strategic fiscal planning as operating costs such as staffing, utilities, and maintenance will be required in addition to the annual debenture payment. The illustration below depicts the sequencing of large capital projects that have been identified in the LTFMP. This reinforces the need to ensure appropriate long term planning which is a top priority for citizens and is in line with Council's value of fiscal responsibility.



Note: Moved \$23M from the LTFMP past 2028

Keeping Tax Increase to a Minimum

The budget drivers identified above lead Administration and Council to implement strategies to keep the tax increase to a minimum.

Prior to the Public Budget Meeting, the first strategy implemented was to incorporate one time funding to offset the contract services budget. The City of Leduc historically has a surplus and recognizes that contract services have contributed to these surpluses. To minimize the contract services surplus, the 2019-2021 operational budget includes one time funds of \$750K to support contract services which reduces the need to increase taxes. This allows the overall contract services

City Treasurer's Message

budget to stay intact with less reliance on tax dollars. This strategy has been implemented to allow the City of Leduc time to do an in depth review of contract services for the 2020 budget process.

After implementing the contracted services strategy, the following tax revenue increase was proposed by Administration to Council of 4.32% (2019), 5.52% (2020), and 4.31% (2021) on day one of the Public Budget Meetings.

	2019	2020	2021
Base Operational & Capital Requirements	1.89%	3.09%	3.15%
RCMP	1.32%	1.32%	-
Enhanced Transit	1.11%	1.11%	-
Partnership Opportunities	-	-	1.16%
Proposed Tax Revenue Increase	4.32%	5.52%	4.31%

Through deliberations, to further decrease the proposed tax revenue increase, Council and Administration worked together to reduce the above rates with the following strategies:

- Enhanced transit multi-year tax strategy – as mentioned previously, a dedicated multi-year strategy is proposed for enhanced transit. This dedicated multi-year strategy has proven successful for previous projects such as the most recent RCMP facility expansion. Administration initially proposed a two year strategy and with Council's direction this has been extended to a three year strategy resulting in the 2.22% being spread evenly over three years (0.74% annually).
- Tax mitigation/Enhanced Service Levels allowance – Council received 0.5% allowance, which provides them with the following options.
 - Enhance service levels
 - Mitigate tax increases
 - Hybrid of enhancing service levels and reduction in taxes

Council chose option three as the 2019 business cases proposed to Council equalled 0.2%, which allowed Council to use the remaining 0.3% to reduce the tax requirement.

- Use of one time funding – One time funding was used to offset the revenue shock created by the stagnant non-residential growth. This is similar to the City of Calgary's 2017 use of their fiscal sustainability reserve to offset an increase in property taxes. It is important to recognize that the use of one time funding creates an \$800K gap in the operational base and will need to be resolved through an increase in revenue or reduction in expenses in 2020. Administration is hopeful that a continued focus on non-residential economic development will aid in reducing this gap.

The accumulation of these strategies resulted in the proposed tax revenue increase of 2.89% (2019), with projected 4.45% (2020), and 5.05% (2021).

	2019	2020	2021
Base Operational & Capital Requirements	0.83%	2.39%	3.15%
RCMP	1.32%	1.32%	-
Enhanced Transit	0.74%	0.74%	0.74%
Partnership Opportunities	-	-	1.16%
Proposed Tax Revenue Increase	2.89%	4.45%	5.05%

2019 – 2021 Operational Summary

The operational highlights offer a balance between maintaining service levels and a continued focus on the four strategic goals. This approach keeps the tax increase to a minimum and maintains existing service levels while providing sustainable funding for the City's community groups, enhanced protective services, transition to open government, investment in energy efficiency initiatives, economic development, and regional transit.

In addition, this budget provides enhanced service levels focused towards youth, seniors and a targeted approach within Family & Community Support Services (FCSS).

Sustainable Source of funding for Community Groups

In 2018, the City of Leduc revised the grants to organization process to provide sustainable long term funding for a number of community groups. These community groups were added to the City's operational base as it was recognized that sustainable funding was imperative for their planning needs. Some of these groups include but are not limited to:

- \$65K Leduc LINX
- \$60K Leduc & District Food Bank
- \$60K Leduc & District Victim Services
- \$40K Rise Up Society Alberta
- \$25K Leduc & District Emergency Shelter Association (HUB)
- \$25K Leduc Community Living Association

Enhancing Protective Services

This is the second year of the RCMP facility multi-year strategy, which supports the Council strategic goal to be a City where people want to live, work and play. The 2019 budget includes the construction of the \$13.0M RCMP facility expansion/renovation and the addition of one RCMP member. This three-year strategy (2018-2020), of which 2018 has been completed, provides the following:

- \$13.0M RCMP Facility Expansion and Renovation – construction to begin in 2019
- One Crime Analyst in 2018
- One RCMP Member in each of 2018, 2019 and 2020
- One Detachment Clerk in 2020
- Fire Safety Codes Officer in 2018
- Quality Assurance Officer in 2018

The dedicated multi-year strategy supports the continued effort to provide our citizens with a safe and vibrant community.

Transition towards Open Government

One of the key enablers for a successful municipality is integrated, robust, and adaptive information technology. As the City of Leduc grows and matures, so must its information technology. Council identified in the strategic plan that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life. This is connected to the Corporate Information and Technology Strategic Plan, which outlines the key initiatives that need to be undertaken over the next five years to support the City's corporate strategy in the areas of open governance, integrated business applications and enhanced information management. Execution of these initiatives and the related information technology projects has required additional ongoing operational and capital investments over the next couple of years.

These initiatives include, but are not limited to, the following:

- Public Works asset and work management
- Financial and Human Resources software systems focused on enterprise integration and project costing
- Citizen reporting and incident management
- Enterprise data integration
- Open government and open data

Energy Efficiency Projects

Goal 2 of the Strategic Plan indicates that the City should balance municipal development with the preservation of our natural environment. In 2018, Facilities completed an energy audit of all of the facilities, which resulted in the City of Leduc being able to take advantage of grant funding available from Alberta Energy Efficiency (approximately \$180,000) and upgrade most of the lighting and some of the automation systems for just over \$1.8M (less the available grant funding). In 2019, a debenture of \$1.8M will be drawn and the energy efficiency savings will offset the annual debenture payments.

Investing in Economic Development

The proposed budget provides for an enhanced economic development attraction and retention focus both regionally and locally. This is in line with Council's goal to be an economically prosperous region. These initiatives include:

- Airport Accord – shared investment for shared benefit – The City will continue to work with their regional partners, Leduc County, City of Edmonton, and the Edmonton International Airport to create conditions that will allow the EIA and the surrounding area to achieve its potential as a key economic driver and contributor to the Edmonton Metropolitan Regional's sustainability and success.
- New investment attraction and coordinated marketing with Edmonton Global
- The City will continue to work with Leduc County, Edmonton International Airport, and City of Edmonton to help diversify the regional economy through the implementation of the Aerotropolis concept for the region.
- Working with our co-owner of the Leduc Nisku Economic Development Association in view of the emergence of Edmonton Global to review service delivery.
- Continued support for the Downtown Business Association
- Continued investment in Sports Tourism with the following events (not all inclusive) scheduled for 2019:
 - Canada Games Torch Relay
 - Rogers Hometown Hockey
 - AB Boxing Championships
 - Alberta Challenge
 - Foam Fest
 - Home Hardware Canada Cup of Curling

Investing in Enhanced Regional Transit

The Regional Transit is an important service that enhances the connectivity from Leduc to Edmonton and the greater Edmonton region while increasing the City of Leduc's regional focus. These enhancements support Council's goal of planning for the future and being a collaborative regional partner. This investment also helps support Council's objective of a City where people want to live, work, and play by improving the access that citizens have to work and leisure opportunities. Equally important, it contributes to a more economically prosperous region recognizing the airport as a key economic driver.

Enhanced Service Levels

Council approved the following enhancements to service levels, as these go above and beyond the operational base:

Youth Wellness Business Case

Using the information obtained in the youth survey as well as learnings from the 2018 Youth Wellness pilot, a variety of youth programming and events will be planned and offered annually. These initiatives will be phased in over two years with \$43K required in 2019 and an additional \$28K in 2020 for a total of \$71K. Recognizing that the City alone cannot offer the variety of options desired by local youth, the Youth Wellness initiative proposes the following:

- Facility Access / Membership for Grades 8 & 9
 - Summer Youth Pass 2019
 - Annual LRC Membership 2020 and onward
- Program Opportunities
 - Variety of local/non-local program opportunities
- Community Opportunities
 - Supporting new local initiatives via community partners

LRC Seniors Facility Access Business Case

The Facility Access for Seniors has been identified as a priority, as regular physical activity promotes a variety of health benefits, helps individuals to stay independent, contributes to stronger muscles, increases flexibility which can help prevent falls and injury and to help speed up recovery following surgery or injury. This initiative will have an annual operational impact of \$46K. The following enhanced service level has been proposed:

- Free LRC Seniors Matinee Membership
 - Free access to all LRC amenities and drop-in programs Monday – Friday from noon to 4pm
 - Opportunity to consolidate facility schedules and program offerings of interest to seniors
- Expand Seniors Plus Membership category from 80 to 75 years+

FCSS Enhanced Client Service Levels

Council requested an enhanced service level to support the 2014 – 2018 Strategic Plan. FCSS received an increase in provincial funding in the amount of \$199,485 which supports the enhanced service level of an additional Client Support Worker. As this is funded through, an increase in funding it allows the City of Leduc to enhance the service level with no additional cost. This will address the following:

- Capacity challenges for direct client services
- Enhance the eviction prevention program
- One time fund a consultant to do community consultation to facilitate discussion with community social services agencies and consider options for a coordinated approach

Waste Diversion Pilot Project

Initiative for three stream waste receptacles at special events hosted within the City of Leduc. This pilot project will require \$5K for two staff to monitor and change the three stream waste receptacle at 3 – 5 large City sponsored events.

Climate Change and Waste Reduction Specialist – deferred to align with grant funding

A Climate Change and Waste Reduction Specialist is required to implement the Greenhouse Gas Reduction Plan, and the Industrial, Commercial, Institutional and Multi-Family Waste Reduction Strategy. This initiative has an operational impact of \$86K and would require capital purchases in 2019 - \$37K, 2020 - \$70K, and 2021 - \$70K. This business case has been deferred to align with the grant funding required to support this.

Capital Program Summary

The City of Leduc recognizes the need to plan sustainably and does so through an integrated capital program that focuses on the use of smart debt management, reserve optimization, continued grant advocacy, and an asset management program. This measured approach provides for growth requirements as well as the maintenance of the City's capital investments, which is historically valued at just over \$1Billion dollars. Below is a list of highlights from the 2019 capital budget (\$32.2M).

2019 Capital highlights

Engineering, Transportation & Facilities

- \$6.0M Black Gold Drive Reconstruction (2 year project – additional \$6.0M in 2020)
- \$3.75M South Boundary Road (offsite levy project)
- \$1.8M Energy Efficiency Projects
- \$1.2M LRC capital renewal, including pool upgrades
- \$1.1M Protective Services Building capital upgrades
- \$1.0M Back-lane construction
- \$950K Crystal Creek Site Servicing

Parks and Recreation

- \$925K Telford Lake Multiway
- \$275K St. Paul's Anglican Church Parking Lot
- \$250K Replace digital signs
- \$176K Simpson Park
- \$150K Playground Equipment
- \$145K Park Enhancement Program
- \$138K Tree Replacement
- \$105K Cultural Village Amphitheatre

eGovernance and Future Studies

- \$830K Integrated Enterprise Finance & HR System
- \$225K Municipal Development Plan
- \$200K Inter-municipal Development Plan

Equipment Replacement Capital Program

- \$825K Fire Engine
- \$554K Grader
- \$356K Tandem Truck

The attached 2019 to 2028 Capital Plan shows total spending of \$356M with \$75 million currently unfunded. Unfunded projects are projects that have been flagged for future consideration but are not considered approved at this time. These projects are included as a placeholder and there is no intent to begin these without appropriate planning. The costs included are high level estimates and would be refined if the project is initiated.

Concluding Remarks

The proposed budget is an accumulation of maintaining the City of Leduc's value proposition and integration of Council's strategic goals identified in the 2019-2022 Strategic Plan while balancing long term vision with short term needs. The multi-year mill rate strategies provide a fiscally balanced path that keeps the City of Leduc's high services levels intact while providing enhanced funding for protective services, regional transit, economic development and sustainable funding for community organizations.

Next Steps for 2020 Budget

At the request of Council, Administration has committed to revise the budget process in 2020. Steps to improving the process include:

- Earlier and more frequent budget touch points with Council throughout the year
- Enhancing long term capital planning
- Performing a detailed review of contract services budget with departments to reduce the budget to be in line with actuals.
- Administration will be working with Council to reduce further the projected proposed tax revenue increase requirements of 4.45% (2020) and 5.05% (2021).

A handwritten signature in black ink that reads "Jennifer Cannon".

Jennifer Cannon, CPA, CGA, CLGM

Director, Finance

JC/LFP

Budget Approved by Council: December 3, 2018

BUDGET PROCESS



Financials

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

City budget process

- February:**
 - Council workshop
- March:**
 - Community visioning (following each election)
- April:**
 - Citizen satisfaction survey
- May:**
 - Departments prepare budgets and operating plans
(Three-year operating, 10-year capital)
 - Budget survey
- June:**
 - Department operational business planning, and budget preparations
 - Review of preliminary budget survey results with Council
 - Review budget pressures with council
- July/August**
 - Finance reviews budget with departments
 - Finance presents budget survey results with council
- September:**
 - Executive budget review
- October:**
 - Finance meets with executive and directors to review budget
- November:**
 - Public budget meetings with council at committee of the whole
- December:**
 - Budget approved



Each year, extensive planning takes place to identify organizational/service needs for the following year. This process begins later in the second quarter to best manage expectations and service levels leading into the fall budget planning process. This includes a public survey where citizen input is gathered and included in the fall budget proceedings with Leduc City Council.

Understanding of Accounting, Budgeting, & Forecasting

The City of Leduc prepares a 3-year operating budget and a 10-year capital budget. The first year is approved by Council and the subsequent years are approved in principal. The forecasted years are prepared based on present information provided by departments to determine the City’s future needs. The projections are refined as it approaches. Further detail is outlined in the Financial, Structure, Policy and Process.

The City of Leduc’s budget has been created using the accrual basis of accounting. The accrual method recognizes revenue when it is earned and measurable and identifies expenses in the period goods and services are received.

The City does not budget in accordance to Public Sector Accounting Standards. Amortization, gains and/or losses on disposal of assets are not budgeted.

General Fund:

A general fund accounts for the widest variety of City activities including costs of policing, fire, emergency services, streets and roads, transit operations, parks, recreation and building maintenance as well as the majority of administration costs of the City. The majority of the costs within the general fund are funded by property tax revenues. All Departments within the City of Leduc utilize the general fund for their revenues and expenditures and the structure at the City of Leduc as of December 31, 2018 is depicted in the table below:

Department	Function	General Fund
City Manager	Executive	X
City Solicitor	Executive	X
Intergovernmental Affairs & Corporate Planning	Executive	X
Mayor & Council	Executive	X
Office of the City Clerk	Executive	X
Culture & Community Development	Community & Protective Services	X
Enforcement Services	Community & Protective Services	X
Family & Community Support Services	Community & Protective Services	X
Fire Services	Community & Protective Services	X
GM Community & Protective Services Admin	Community & Protective Services	X
LRC Operations	Community & Protective Services	X
Recreation Services	Community & Protective Services	X
Communications & Marketing Services	Corporate Services	X
Finance	Corporate Services	X
GM Corporate Services Admin	Corporate Services	X
Human Resources	Corporate Services	X
Information Technology Services	Corporate Services	X

Understanding of Accounting, Budgeting, & Forecasting

Engineering	Infrastructure & Planning	X
Facility Services	Infrastructure & Planning	X
GM Infrastructure & Planning Admin	Infrastructure & Planning	X
Planning & Economic Development	Infrastructure & Planning	X
Public Services	Infrastructure & Planning	X
Public Transportation	Infrastructure & Planning	X
Utility Services	Infrastructure & Planning	X

Reserve Funding:

Reserves are monies set aside for future use and are typically restricted to specific expenditures. Reserve funds are key to any municipality as means for long-term financial planning and financial stability. These funds have the ability to offset major expenditures and also stabilize impacts to the operating and capital budgets.

The City has three types of reserves: operating, capital and offsite levy. A detailed list of all of the Cities reserves are located in the [Reserve Fund Overview](#).

Operating Reserve:

- Subsidizes unexpected or emergency expenditures
- Smooths the impact of financial changes
- Assists in funding future specific liabilities

Capital Reserve:

- Supports the City’s long-term capital planning
- Source of financing for capital projects

Offsite Levy Reserve:

- These funds are levied from developer agreements on new land developments and subdivisions, which in turn, fund projects stimulated by this growth. Debt incurred by growth are covered by these levies with no impact to the taxpayer.



Additional information regarding the basis of accounting and budgeting can be found by clicking on the following two documents below that are found within the appendix:

- [Budget Guiding Principles Policy](#)
- [Financial Structure, Policy and Process](#)
- [City Administration Bylaw](#)



FINANCIAL STRUCTURE, POLICY AND PROCESS

Financial Structure, Policy and Process

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Financial Structure, Policy and Process

General Financial Objectives

The City of Leduc's Financial Structure, Policy and Process guides Administration's fiscal management and effective use of resources, in alignment with our long term financial sustainability plan.

Financial Sustainability

To generate sufficient revenues to offset the operating and capital expenditures to maintain service levels and promote growth within the City.

Financial Management

To ensure financial resources are managed effectively to maintain and enhance the fiscal position of the City.

Financial Flexibility

To maintain financial flexibility in order to meet continually changing local and regional economic conditions.

Legislative Compliance

The City is governed by the Municipal Government Act (MGA). The MGA provides the legislative framework in which all municipalities and municipal entities across the Province of Alberta must operate.

Financial Structure, Policy and Process

Accounting, Auditing and Financial Reporting

Accounting

The City of Leduc prepares and presents its financial statements using the accrual basis of accounting, in accordance with Canadian Public Sector Accounting Standards.

Annual Financial Statements

The City's fiscal period is January 1st to December 31st. The City of Leduc prepares two annual financial statements for the preceding year:

1. In accordance with the Public Sector Accounting Standards.
2. In accordance with the Municipal Government Act.

Auditor's Report

The City's auditor reports to City Council on the Annual Financial Statements and the Financial Information Return. This is submitted to the Province of Alberta by May 1st of the subsequent year.

Interim Financial Reporting

The City reviews its revenues and expenses and reports to City Council quarterly. This report includes an operational variance analysis and status of capital projects.

Financial Structure, Policy and Process

Municipal Budget

Budget Requirement

City Council adopts an operating and capital budget for each calendar (fiscal) year.

The Municipal Government Act requires municipalities to adopt an annual operating and a capital budget. The City's Administration prepares a 3 Year Operating Budget and a 10 Year Capital Plan, the first year is approved with subsequent years accepted in principle.

If a budget is not approved prior to December 31st, the City is required to approve an interim budget to authorize expenditures until such time as the budget is approved.

Budgetary Control System

Administration maintains a budgetary control system to ensure adherence to the budget and prepares regular reports comparing actual revenues and expenditures to budgeted amounts.

Budget Development

The City's annual budget is developed based on the principles approved in spring by City Council with respect to the Budget Guiding Principles Policy 11.00:19.

Operating Budget:

Balanced Budget

The City's operating budget is required to be balanced where revenues are equal or greater than expenditures for each year. There is one general fund for the operational budget.

The City of Leduc budgets according to the accrual method, with the exception of amortization on assets and gains and/or losses on disposal of assets are not budgeted.

The City of Leduc does not budget in accordance to Public Sector Accounting Standards.

Capital Budget:

Annual Capital Budget

The City coordinates development of the annual capital budget with the development of the operating budget. Future operating costs associated with new capital improvements are projected and included in operating budget forecasts.

Ten-Year Capital Plan

The City of Leduc has a prioritization criteria process that is reviewed during the budget process to determine importance and eligibility of projects with respect to the 10 Year Capital Plan. The Infrastructure Investment Strategy Policy 12.02:09 identifies the following criteria:

1. The City develops an annual 10 Year Capital Plan with associated funding sources. The first year of this 10 Year Capital Plan is approved annually as the capital budget and the subsequent years are accepted in principle.
2. All departmental needs are considered in the City's 10 Year Capital Plan.

Financial Structure, Policy and Process

3. The City maintain a balanced mix of financing for funding capital projects, including pay-as-you-go, grants and debt without excessive reliance on any source.

Capital Expenditures

All capital expenditures, regardless of the amount, are reviewed as to community sensitivity in conjunction with the respective Council liaison and with the Department responsible prior to purchase. It is the responsibility of this representative of Council to ensure that the rest of Council is apprised of the factors considered in making the decision on the capital expenditure.

Design of Capital Projects

The design of capital projects, when possible, are carried out in the year prior to construction.

Grants

The City of Leduc maximizes the use of all available grants.

Reserve Funding

After the capital grants have been allocated and committed to projects, reserve funding is utilized to support capital projects.

Financial Structure, Policy and Process

Financial Reserves

Reserve Policy

Reserves are approved by Council for specified purposes through its reserve policy. The reserves are used to offset impacts of major expenditures and stabilize the operating and capital budgets.

The City maintains both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures, to smooth the impact of financial changes on tax payers and set aside for specific future liabilities. The capital reserves are primarily used to support the City's long-term capital planning.

Investment Income Earned on Reserves

Investment income earned on reserve funds are partially added to the reserves and \$100,000 is used to support the operating budget.

Financial Structure, Policy and Process

Property Taxation

Property Tax

The operating and capital budgets must be adopted by City Council prior to passing the property tax bylaw.

The property tax bylaw sets out the tax rates (mill rates) for municipal purposes and for the provincial education requisition.

Combined assessment and property tax notices are prepared in accordance with the Municipal Government Act and the property tax bylaw. Notices are mailed by May 24th and taxes are due June 30th each year.

Supplementary Assessment and Taxation

City Council passes a supplementary assessment bylaw prior to May 1st of each year to levy supplementary taxes. The assessor prepares a supplementary assessment for any improvements that are completed or occupied during the current year and did not appear on the annual assessment and tax notice. The supplementary assessment and tax notice advises the owner of the additional assessment amount that has been placed on the property as a result of the new building(s) completion. The resulting supplementary tax is pro-rated based on the number of months the improvement has been completed or occupied. Supplementary tax notices are mailed annually in November and are due at the end of December.

Property Tax Penalties

Taxes not paid by June 30th are subject to penalties in accordance with the Property Tax Penalty Bylaw. A penalty charge of 6% is applied on current taxes outstanding at July 1st. A penalty of 2% is applied to outstanding current taxes at the beginning of each month from August to December. A penalty of 12% is applied to all taxes in arrears on January 1st of each year.

Pre-authorized Tax Payment Plan

The City's Tax Installment Payment Plan (TIPP) allows taxpayers to pay their taxes through 12 monthly installments instead of in a single yearly payment. The payment amount remains the same from January to April each year. In May, tax notices are sent out with a revised amount (resulting from the annual levy) on the tax notice advising of the new payment amounts for May to December.

Tax Adjustments and Rebates

In accordance with the Municipal Government Act, the City Assessor has the authority to correct an assessment. A credit to a tax account can be issued for the current year only. Corrections to assessments and subsequent tax levies in prior years must be approved by City Council.

Appeal Process

While property owners may not appeal their property tax, they may appeal their property assessment by submitting a written, formal complaint to be heard by an Assessment Review Board. The complaint, together with the filing fee, must be filed with the Clerk of the Local or the Composite Review Board within 60 days of receipt of their tax notice.

Financial Structure, Policy and Process

Revenues and Collections

Diversified and Stable Revenue System

The City maintains a diversified and stable revenue system to mitigate short-term fluctuations that may occur in any one revenue source.

Interest / Investment Income

Interest and investment income is reported within general operating revenues. Where the City's reserves are entitled to earn investment income, this is transferred to the specific reserve as an expense within the operating budget.

User Fees

The City of Leduc charges user fees for specified services. User fees are established at a level related to the full costs (operating, direct, indirect and capital) of providing the service. The City reviews fees and charges annually through the Charges Schedule and Fees Bylaw:

Charges Schedule – encompasses rates that require flexibility in the timing of their implementation. The consolidated Charges Schedule is passed annually during the budget approval process.

Fees Bylaw – the Fees Bylaw is presented annually to Council for approval and is passed through 3 separate readings. This bylaw includes fees that require approval through the bylaw process (i.e. utility charges, tax certificates and permit fees).

The City considers market rates and charges levied by other municipalities of similar size for like services in establishing rates, fees and charges.

General Accounts Receivable (AR) Invoicing & Collections Procedures Policy

The City collects revenues in accordance with the objectives outlined in policy 12.02:12. The policy authorizes the procedures involved in general invoicing and collections of City goods and services, including:

- Ground ambulance service
- General AR

This policy excludes utility and tax arrears invoicing and arrears.

Financial Structure, Policy and Process

Expenditures

Approved / Adjusted Expenditures

An expenditure may only be made if it is included in the operating or capital budgets or otherwise authorized by Council through resolution; for an emergency; or legally required to be paid. As per our delegation of authority, the City Manager has the ability to make some adjustments to both operating and capital budgets as per the City Administrative Bylaw 872-2014.

Administration adheres to the administrative purchasing practices as defined in the Procurement Policy and Manual 11.00:20.

Purchasing Process

The Procurement Policy and Manual 11.00:20 outlines that the procurement of goods and services are through a *Direct Purchase*, *Informal Competition*, or *Formal Competition* process.

1. Purchases of goods and services of \$5,000 or less are considered a *Direct Purchase*. While no quotes are required, employees must be able to demonstrate fair market value.
2. A minimum of three quotes must be obtained for procurements of goods and services between \$5,000 and \$35,000, quotes may be by fax, email, written or documented telephone quotes (*Informal Competition Process*).
3. Procurements of goods and services over \$35,000 require formal advertising and must be posted to Alberta Purchasing Connection (*Formal Competition Process*).
4. Section 14 applies to emergencies and other exceptions.

Expense Claims

Business expenses incurred by employees and City Council members are reimbursed in accordance with Employee Reimbursement and Expenses Claims Policy 12.02:08 and Council Remuneration and Expenses Policy 11.00:25.

Financial Structure, Policy and Process

Debt Management

Debt Management Policy

The Debt Management Policy 12.02:05 outlines the responsible management of the City's financial resources. General objectives of the policy are:

- Foster long term financial sustainability
- Facilitate an alternative funding source
- Manage risk and long term costs of borrowing
- Alignment of users with repayment of debt
- Compliance with the Municipal Government Act debt limits

Debt Limits

- As defined by the Municipal Government Act, the City's debt limit is calculated at 1.5 times the revenue of the municipality. The debt service limit is calculated at 0.25 times the revenue of the municipality. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities that could be at financial risk if further debt is acquired.
- As defined by the City's self-imposed debt limit, a debt ceiling of 75% of the provincial guidelines is applied to further mitigate the risk of over-indebtedness, with a focus on long term financial sustainability.

Investments

Investment Policy

The City of Leduc invests its funds in a prudent manner through preservation of capital, risk mitigation and maximize investment returns while adhering to all other appropriate City of Leduc policies, provincial statutes and regulations. General objectives of Investment Policy 11.00:28 are:

- Preservation of Capital
- Risk Mitigation
- Return on Investment
- Maintenance of Liquidity
- Compliance with the Municipal Government Act

Investment Income

Investment income is reported within general operating revenues. Where the City's reserves or deferred revenue are entitled to earn investment income, the income is transferred to the specific reserve or account as an expense within the general operating budget.

Cash Management

Cash Management

The City of Leduc governs its cash flow in a manner that maximizes investments, internal borrowing or debt repayment opportunities and minimizes interest expenses, overdraft charges and other finance charges (i.e. penalties).

CORPORATE PLANNING





CITY OF LEDUC
2019-2022
**STRATEGIC
PLAN**



CITY OF
Leduc





CITY OF LEDUC 2019-2022 STRATEGIC PLAN



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COUNCIL COMMITMENTS

The City of Leduc is dedicated to building and maintaining safe, affordable and vibrant neighbourhoods. We work closely with residents, local business owners and operators, community stakeholders, and regional partners to preserve our outstanding quality of life and 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 REPRESENT THE PEOPLE OF LEDUC.

We understand that municipalities are established to serve people and that municipal councils are obligated to carefully consider the needs and expectations of all their citizens when making decisions and setting policy.



WE ARE COMMITTED TO PLANNING OUR FUTURE AS A CITY.

The 2019-2022 Strategic Plan describes a long-term vision for Leduc and identifies four distinct areas where city council will focus its efforts. 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 will define how we deliver municipal programs, services and infrastructure.



WE ARE COMMITTED TO PUBLIC ENGAGEMENT.

We will actively engage residents, the business community and stakeholders in community-building and will seek their input on what Leduc should look like in the future. We will continue to involve people in the budget process and will survey them to gauge their level of satisfaction with the programs and services we deliver. We will encourage residents 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 will work closely with our business community.



WE ARE COMMITTED TO SUPPORTING LEDUC'S GROWTH.

While we acknowledge that we are no longer a small town where everyone knows each other, we appreciate that we are now a place where residents don't need to travel 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 FINANCIAL SUSTAINABILITY.

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.



WE ARE COMMITTED TO WORKING TOGETHER.

Council will work as a team and will maintain strong working relationships with the city manager, executive teams and municipal employees. 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 will strive to ensure that the City of Leduc continues to be an employer of choice.





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 and built environment.



WE ARE COMMITTED TO PROVIDING EFFICIENT AND EFFECTIVE MUNICIPAL INFRASTRUCTURE.

We know that our quality of life is supported by the availability of services, programs and spaces where we can gather and pursue our interests. Our physical and social infrastructure is the foundation upon which we build our city.

WE ARE COMMITTED TO LEDUC



Councillor
Beverly Beckett



Councillor
Bill Hamilton



Councillor
Glen Finstad



Mayor
Bob Young



Councillor
Lars Hansen



Councillor
Laura Tillack



Councillor
Terry Lazowski



COMMUNITY PROFILE

Leduc is one of the fastest growing communities in one of the fastest growing metropolitan regions in the country. It straddles one of the most important transportation corridors in the country and sits on the edge of the Edmonton International Airport, Canada's fastest growing and largest (by area) airport. It hosts the Nisku and Leduc business parks, Canada's largest developed energy services industrial park. It is also home to growing manufacturing, agri-business, transportation, distribution and logistics, aerospace and aviation, and bio industrial sectors.

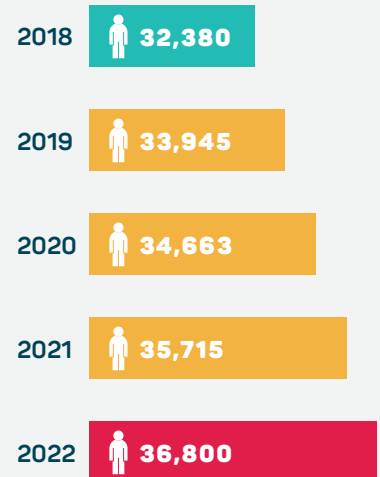


THERE IS A REASON WHY LEDUC IS GROWING.

As Maclean's Magazine observed in its analysis of the 2016 census, "people don't flock to a place without a reason. Growth signals that a city is in demand, that it is creating jobs and new opportunities for residents." Leduc is currently home to more than 31,000 people, which has doubled since 2006. It has been one of the fastest growing cities in the country over the past decade and has been on the forefront of a Canadian trend that has seen small cities in major metropolitan regions lead the country in growth. A growing population will provide an expanding customer base for businesses and offer access to a reliable, well-educated workforce. This will, in turn, attract new residents and businesses to Leduc.

Leduc's stable economy and high quality of life will continue to attract people from elsewhere in the region, Alberta, Canada and other parts of the world. We anticipate that another 5,000 people will make Leduc their home over the next four years. The Edmonton Metropolitan Region Growth Plan forecasts that the city's population could be 65,000 by 2043. We anticipate that Leduc's 50,000th resident will arrive as a newborn or a newcomer sometime around 2033 – fifteen short years from now.

5-YEAR POPULATION FORECAST





As we know from first-hand experience, accommodating growth presents both challenges and opportunities. Our future is bright, and we are confident that council and administration are well-prepared to address challenges and take full advantage of opportunities.

The 2019-2022 Strategic Plan was developed with growth in mind. Both council and administration want to be as proactive as possible in planning for a Leduc with 35,000 residents in 2021 and 65,000 in 25 years from now. It is imperative to be **planning today to accommodate tomorrow's growth**. This plan identifies council's strategic priorities for the next four years, things that we know are important to everyone in Leduc: economic prosperity; exceptional municipal programs, services and infrastructure; a high quality of life, environmental sustainability and sound governance.

With unique opportunities on the horizon, Leduc's City council is committed to carefully managing its future while continuing to deliver first-rate programs, services and infrastructure to the community. This plan helps to ensure Leduc continues to be a caring community in a thriving region and a desirable place to live, learn, work and play.

STRATEGIC PLAN DEVELOPMENT

The development of the 2019-2022 Strategic Plan was guided by three fundamental elements: our vision for the community, our mission as an organization and the values city council and administration adhere to in governing and managing municipal programs, services and infrastructure.

Our strategic planning efforts were initiated with a comprehensive community engagement process that asked residents, stakeholders and staff to help develop a long-term vision for the community. While hundreds of ideas were put forward for discussion, three common themes were very evident.



People want Leduc to be a great place to live and raise a family. They want their neighbourhoods to be safe and healthy.



People want Leduc to continue to be what they describe as a “caring community.” They want to have a sense of belonging and connectedness with the community. They want to be welcoming and supportive of every person in the community.



People want to be part of a thriving region with ready access to a wide range of employment and educational opportunities. They want their council and administration to collaborate with their local and regional partners.

OUR PLANNING FRAMEWORK

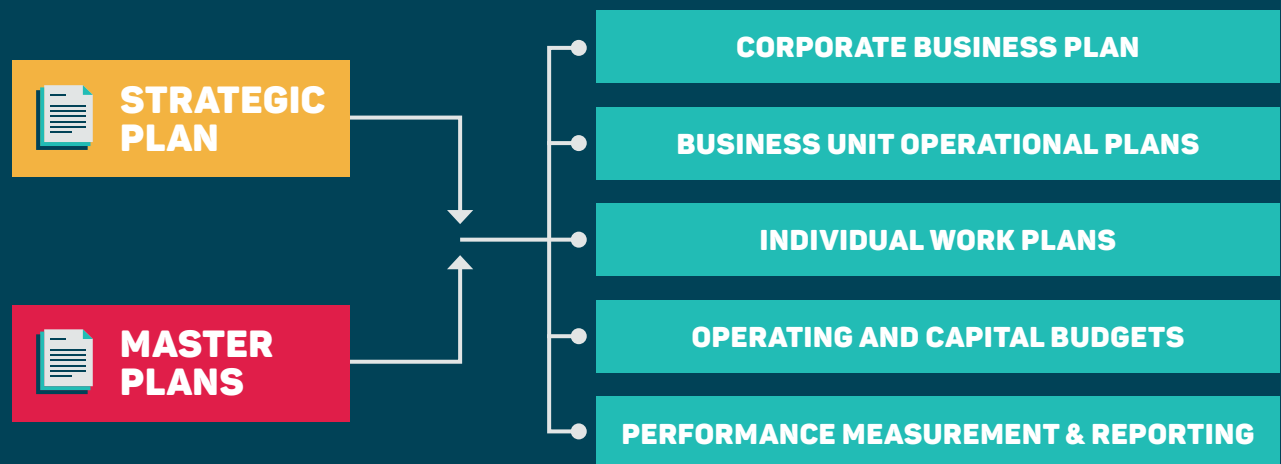
The City of Leduc's planning framework integrates its corporate and operational business planning processes with its budget and performance measurement and reporting processes.

THE STRATEGIC DIRECTION OF THE CITY IS DRIVEN BY COUNCIL'S STRATEGIC PLAN AND A VARIETY OF MASTER PLANS.

- New strategic plans are developed and adopted by every new council. They identify specific outcomes which council wants to achieve over its four-year term of office and identify things that council want to add, change or highlight.
- Master plans are adopted by council to guide the provision of municipal programs, services and infrastructure. These longer-term (10 years+) plans include Leduc's Municipal Development Plan, Transportation Master Plan, Environmental Plan, etc.

The direction provided by the strategic plan and master plans is translated into annual corporate and business unit plans. These business plans drive the city's operating and capital budget processes and the development of individual work plans. The city's performance measurement and reporting processes include the analysis of results at a community, corporate, business unit, and individual level. Progress on the implementation of council's strategic plan is monitored by city council on a regular basis and reported to the public through annual reports.

WHAT DO THE STRATEGIC PLAN AND MASTER PLANS INFLUENCE?





OUR VISION

Our vision statement describes the kind of community we intend to build. Its purpose is to guide our current and future direction and decision making.

OUR VISION FOR LEDUC IS

A great life.
A caring community.
A thriving region.

OUR MISSION

Our mission statement describes our purpose to help provide focus and direction in achieving our vision.

OUR MISSION IS

People.
Building.
Community.



OUR VALUES

Our values are declarations of our core beliefs. They represent our shared accountability to each other and underpin our approach to community building. We strive to balance our commitment to these values throughout our work.

THE CITY OF LEDUC'S COUNCIL AND ADMINISTRATION SHARE THE FOLLOWING BELIEFS WITH THE COMMUNITY

CITY OF LEDUC • 2019-2022 STRATEGIC PLAN





A CITIZEN FOCUS

People have wisdom and ought to be engaged in the decisions that affect their lives.



TRANSPARENCY & ACCOUNTABILITY

Strong municipal leadership is open, honest and evidence-based.



EXCELLENCE & PROSPERITY

City-building involves commitment to ongoing excellence, development and innovation.



A COMMITTED CITY TEAM

The quality of our programs and services rests upon the talents, dedication and engagement of our human resources.



FINANCIAL RESPONSIBILITY

We are responsible for properly managing taxpayers' dollars and keeping services affordable.



RESPECT FOR THE PLANET

We strive to balance our growth and development with care and respect for our natural environment.



DIVERSITY & INCLUSIVENESS

We respect and support diversity and inclusiveness within our community.



PARTNERING FOR SUCCESS

Our capacity to achieve our goals and optimize our resources is enhanced through working in partnership with others.



A REGIONAL FOCUS

We are stronger as a region and will take a leadership role in supporting regional collaboration.

COUNCIL FOCUS AREAS

City council has identified four focus areas to guide decision making and implementation activities over the next four years. Each focus areas has an intended outcome and series of strategies and performance indicators to guide administration in achieving the vision for the City of Leduc.



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



A City with
a Plan for
the Future



An Economically
Prosperous City
and Region



A Collaborative
Community-Builder
and Regional Partner



A CITY WHERE PEOPLE WANT TO LIVE, WORK & 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

STRATEGIES

1. Enhance citizen engagement, 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 for civic 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.

PERFORMANCE INDICATORS

◆ Community Indicators

- Citizen satisfaction on quality of life

◆ Council Indicator

- Citizen satisfaction on city engagement

◆ Corporate Indicator

- Citizen satisfaction on city programs and services



A CITY WITH A PLAN FOR THE FUTURE

OUTCOME

The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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 its municipal infrastructure.

STRATEGIES

1. 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.
2. Balance municipal development with the preservation of our natural environment.
3. Optimize the use of existing municipal infrastructure.
4. Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal costs structures.

PERFORMANCE INDICATORS

Community Indicators

- Citizen satisfaction on value for municipal tax dollars

Council Indicator

- Infill measure

Corporate Indicator

- Debt ratio or % of capital plan implementation



AN ECONOMICALLY PROSPEROUS CITY

OUTCOME

The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain top commercial and industrial businesses, known as Alberta Aerotropolis. 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 Aerotropolis primary clusters.
3. Review and strengthen Leduc's role, approach and delivery of local and regional economic development.

PERFORMANCE INDICATORS

◆ Community Indicators

- Leduc region employment trend

◆ Council Indicator

- Business licenses (retention & growth)

◆ Corporate Indicator

- Residential / non-residential assessment split



A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER

OUTCOME

The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board and Edmonton Global. 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, share costs and drive economic outcomes.

STRATEGIES

1. 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.
2. Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.

PERFORMANCE INDICATORS

◆ Community Indicators

- Community volunteerism

◆ Council Indicator

- Community stakeholder satisfaction with the city

◆ Corporate Indicator

- Work in Progress

COMMUNITY ACCOUNTABILITY

The 2019-2022 Strategic Plan is a “living document.”

City council and administration will review and report on the progress that is being made relative to its implementation on an ongoing basis and will report to the community through annual reports.

Keeping residents and stakeholders informed on the progress being made is fundamentally important. Public reporting on the performance measures identified in this plan is intended to promote community accountability. Performance measures will enable council, administration and the public to monitor the progress that is being made within each of council’s four focus areas.






CITY OF
Leduc

2019·2022
STRATEGIC PLAN

CITY OF LEDUC · CIVIC CENTRE #1 ALEXANDRA PARK · LEDUC, AB · T9E 4C4

 780 980 7177

 www.leduc.ca

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2019-2022 Corporate Business Plan

The City of Leduc 2019-2022 Corporate Business Plan provides a high-level overview of the important initiatives across the entire organization. It covers the community and council priorities contained within the 2019-2022 City of Leduc Strategic plan with organizational priorities.

Many inputs were used in the development of the Corporate Business Plan including a review of major master plans and surveys, the city's Municipal Development Plan, and numerous meetings with management and staff comprising a diverse cross-section of subject matter experts.

Improvements to the plan and the process continue to evolve. The results of the various workshops demonstrate that there are many great ideas to be explored and implemented. As such, ongoing feedback and participation in the process is most welcome and appreciated.

We will continue to seek out and use multiple inputs in the process to ensure we have a greater understanding of our challenges, our opportunities and a meaningful way forward.

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Corporate and Community 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 community and corporate mission is

People. Building. Community.

Corporate Vision

A vision statement is a statement about what kind of organization we want to become in the future. Its purpose is to provide a clear guide for current and future direction and decision-making.

Our corporate vision is similar to our community vision and reads

**Inspiring successful people, a great life and
a thriving region.**

Corporate Values

We serve our community for success

We are a committed City team who provides excellence in customer service to our citizens, business community, visitors and one another. As ambassadors, we strive to enhance the quality of life for those who live, work and play in our community.

We support one another

We care for and about our colleagues. Each one of us works to make a difference in our community by always bringing our 'A' game to the work that we do and being accountable for the decisions that we make. We are stronger together because we are team players.

We have fun

We believe that life and work are integrated and it is important to enjoy both. Our colleagues are encouraged to think about how they can add fun to their day and how they can love their work. They want the City of Leduc to be an enjoyable workplace where people celebrate the talents and diversity of each other. Share a coffee. Share a laugh. Make a friend.

We collaborate to get the best result

We value the diverse perspective of our colleagues and regional partners to drive our community and region forward. Through knowledge sharing, networking and communicating, we create a positive environment that facilitates our future successes.

We strive for continuous improvement

We value the freedom to explore service delivery and business improvement opportunities and learn through our mistakes. We assess and manage risk and are committed to working smarter, not harder through professional growth and development.

Executive Commitment

We are committed to implementing Council’s strategic plan.

- Council has set a direction for the organization by developing the City of Leduc 2019-2022 Strategic Plan. They expect, and we will deliver on it to the best of our ability. It’s a high-level document that forms the basis of the annual report. Council reviews the plan annually and receives interim updates twice per year.
- Council focused on the things they wanted done that they deemed new, transformational or needing additional focus. As such, the strategic plan and the corporate business plan are not intended to be comprehensive. Rather, they highlight where focus is required rather than all of the good work we already do.
- The Corporate Business Plan helps the organization understand what types of actions we can take over the next four years to meet Council’s expectations. It’s been extended to a four-year timeframe—matching Council’s strategic plan.

We are committed to working together—for our colleagues and our community.

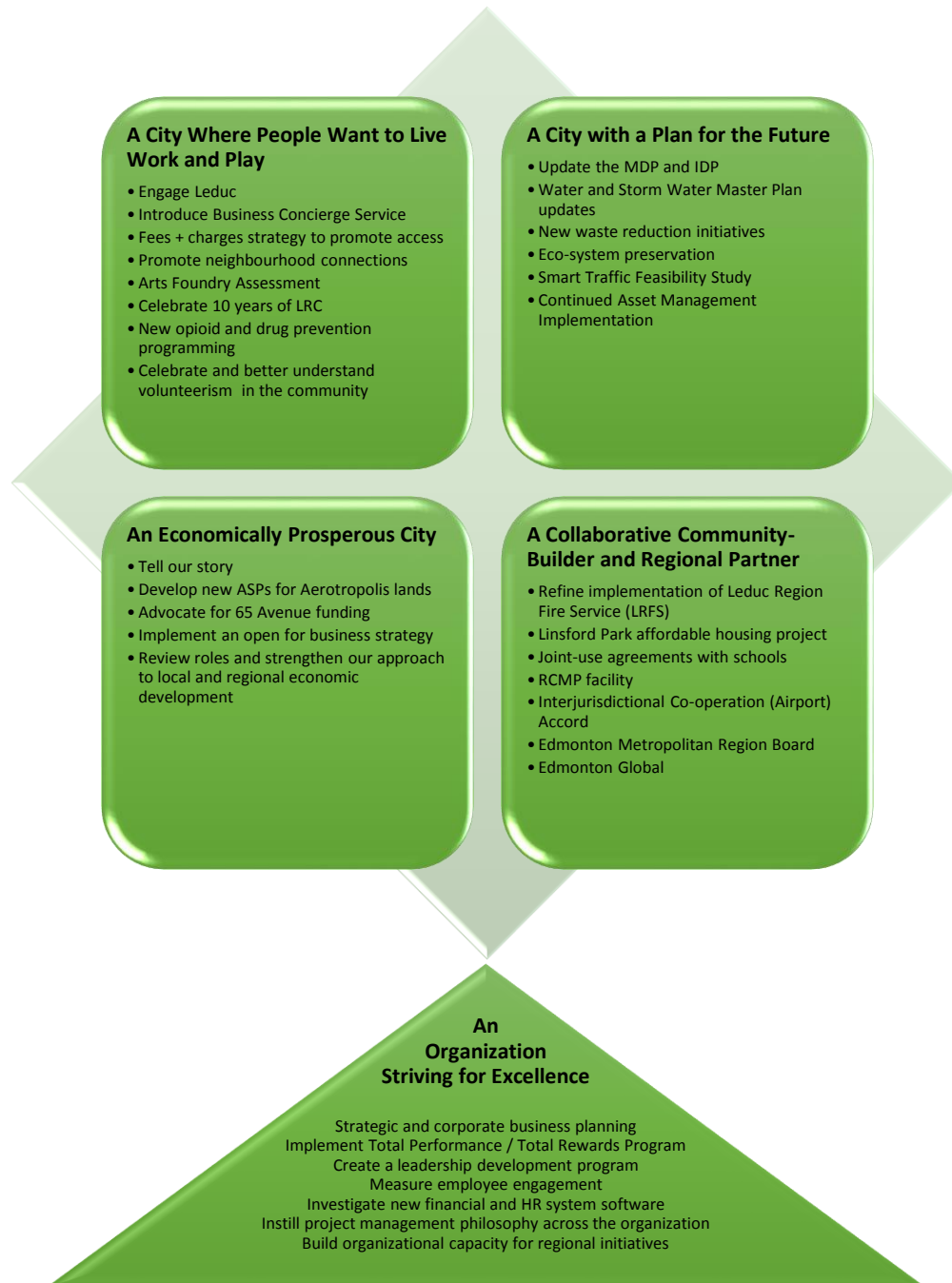
- Every one of our colleagues contributes to our progress by *how* they work—living and embodying the community values Council has identified as well as the corporate values contained herein.
- Others will have a more direct connection through the strategies, actions and key performance indicators that are outlined in this plan. It is expected that these connections are clearly identified in your business operational plans and related budget.
- A great deal of our operations are just that—operational as opposed to strategic. However, both are equally important in achieving great things for this community.
- The executive team takes responsibility for the additional focus area of “organizational excellence” within the corporate business plan. It’s where we identify and track how we keep the foundation of our people, systems, data and technology strong so we can do what we need to, when we need to.

We are committed to reporting on our progress.

- Reporting on our progress is how we remain accountable to the plan and supports transparency—an important value identified by council that we will uphold.
- The executive team will be reviewing reports based on the actions outlined in the corporate business plan quarterly. Quality updates need to be documented and provided regularly.

2019 Year-at-a-Glance

Executive provides clarity and direction to help us overcome challenges and leverage opportunities. As such, the executive team developed five statements for 2019 that identify our primary areas of focus. The initiatives identified are examples of the work either underway or to be taken in 2019 that support these focus areas.



Goal 1 – A City Where People Want to Live, Work and Play

Outcome

- 1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Strategies

- 1.1.1. Enhance citizen engagement, with a focus on youth, in shaping and building our Community
- 1.1.2. Deliver high quality municipal programs and services that improve quality of life
- 1.1.3. Improve accessibility and inclusivity for civic facilities and programs
- 1.1.4. Strengthen neighbourhood connections
- 1.1.5. Increase focus on arts and culture within Leduc
- 1.1.6. Reduce harms associated with substance abuse
- 1.1.7. Support a vibrant and connected volunteer sector

Performance Indicators

Community Indicator

Citizen Satisfaction
Quality of Life

Council Indicator

Citizen Satisfaction
Engagement

Corporate Indicator

Citizen Satisfaction
City Programs and Services

Goal 2 – A City with a Plan for the Future

Outcome

- 2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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 its municipal infrastructure.

Strategies

- 2.1.1 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
- 2.1.2 Balance municipal development with the preservation of our natural environment
- 2.1.3 Optimize the use of existing municipal infrastructure
- 2.1.4 Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal costs structures

Performance Indicators

Community Indicator

Citizen Satisfaction
Value for Tax Dollars

Council Indicator

Infill Measure

Corporate Indicator

Debt Ratio & % of Capital
Plan Implemented Bi-
Annually

Goal 3 – An Economically Prosperous City

Outcome

- 3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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

- 3.1.1 Maximize Leduc’s geographic location to increase economic prosperity
- 3.1.2 Encourage economic growth and diversification in Aerotropolis primary clusters
- 3.1.3 Review and strengthen Leduc’s role, approach and delivery of local and regional economic development

Performance Indicators

Community Indicator	Council Indicator	Corporate Indicator
Leduc Region Employment Trend	Business Licenses (retention and growth)	Residential / Non-residential Assessment Split

Goal 4 – A Collaborative Community-Builder and Regional Partner

Outcome

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Strategies

- 4.1.1 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
- 4.1.2 Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities

Performance Indicators

Community Indicator	Council Indicator	Corporate Indicator
Community Volunteerism	Community Stakeholder Satisfaction	Work in Progress - 2020

Goal 5 – An Organization Striving for Excellence

Corporate Outcomes & Strategies

5.1 The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy one another. Leadership and the management of our human resources is enabled through workforce planning, performance management and capacity building programs. Organizational design and culture supports the delivery of programs and services, now and into the future.

5.1.1 Implement the Strategic Human Resource Framework

5.1.2 Work together to build a positive culture and engaged employees

5.1.3 Leverage the City's talented team to meet our goals

5.1.4 Promote employee excellence in health, safety and wellness and an effective corporate wide return to work program

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

5.2.1 Implement the IT Strategic Plan

5.2.2 Plan and develop new organizational systems that support the delivery of programs and services

5.2.3 Optimize existing programs and services through continuous improvement initiatives

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

5.3.1 Optimize the governance structure

5.3.2 Support good governance

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

5.4.1 Build organizational capacity to support regional initiatives

Glossary of Terms

Action

An initiative (project, program, or process), in direct alignment with strategic or corporate business plan strategies, that if completed, will contribute to the achievement of an outcome. This is about **what** we are going to do to achieve a strategy.

Ambassador

A person who acts as a representative of the City. All City of Leduc employees that have direct or indirect contact with the public are ambassadors.

Business Unit

A team of individuals providing a unique service lead by a director or manager. Example – Information Technology

Capacity Building

The process of developing and strengthening the skills, abilities, processes and resources that organizations and communities need to survive, adapt and thrive in a changing world.

Corporate Business Plan (CBP)

Developed by the executive team, the corporate business plan identifies organizational goals, outcomes and strategies. The CBP provides direction to employees about how to achieve Council's strategic plan

Corporate Planning System

The execution of the corporate planning framework (strategic planning process, corporate business planning process, business unit operational planning process) and the utilization of dedicated resources (staff compliment, operating and capital budgets, CAMMS software) to deliver forward-thinking direction for the community

Culture

A system of shared assumptions, values, and beliefs, which govern how we behave in our organization. These shared values have a strong influence on employees and dictate how we present ourselves and perform our jobs.

Department

A group of business units providing similar or complimentary services lead by a general manager. There are three departments in the City of Leduc: community and protective services, corporate services and infrastructure and planning.

Executive Team

This is the top level of Administration and includes the City Manager, General Manager of Community and Protective Services, General Manager of Corporate Services, General

Manager of Infrastructure and Planning and the City Solicitor.

Extended Leadership Team

This level of management includes all Directors and those Managers that report directly to a General Manager.

Goal

A grouping of similar outcomes based on a common theme.

Governance

How society or groups within it, organize to make decisions. The governance structure determines who has power, who makes decisions, how other players can make their voice heard and account is rendered.

Mission

A written declaration of the organization's core purpose and focus. This declaration typically does not change over time.

Operational Plan

An annual plan that identifies alignment of a business unit's operations with the corporate business and strategic plan. The operational plan is developed by a director or manager and outlines the business unit's service profile(s), stakeholders, risk analysis, strategic initiatives and performance metrics.

Organizational Alignment

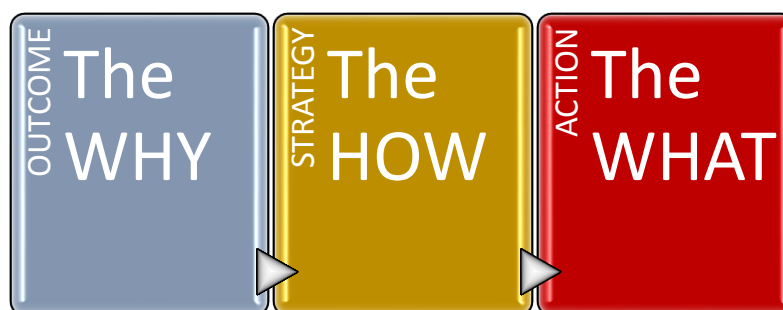
Linking an organizations structure and resources with its strategy and business environment.

Organizational Effectiveness

The effectiveness to which an organization achieves its outcomes and performs a function at optimal output levels without excessive inputs

Outcome

Something that happens as a result/consequence of an activity or process that provides a long term and enduring benefit. This is about **why** we do something.



Performance Management

A holistic approach to planning, monitoring and reviewing an employee's performance through cooperation and partnership. Its purpose is to establish a common understanding of clearly defined work expectations.

Performance Measurement

Regular measurement of corporate outcomes and results, which generate reliable data on the effectiveness and efficiency of initiatives.

Strategic Plan

The strategic plan is developed by Council and identifies their community goals and outcomes for their electoral term.

Strategy

A method to bring about a desired future. This is about **how** we achieve an outcome.

Task

Identification of specific elements and responsibilities that must be actioned in order to complete a broader action.

Values

Values are foundational, desired behaviors that govern how we interact with others, make decisions and conduct business. Values are teachable, observable and coachable.

Vision

An aspirational description or story of what the organization would like to become in the mid-term to long-term future. A vision provides the organization with a road map for setting a defined direction for future courses of action.

Annual Report

2017





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

- **Metal Fabrication:** *IMARK Architectural Metals (www.imarkmetal.com)*
- **Photography:** *Ben Johnson at Johnson Studios (www.johnsonstudios.co)*

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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 Krishcke 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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Facebook.com/LeducCityCouncil



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.

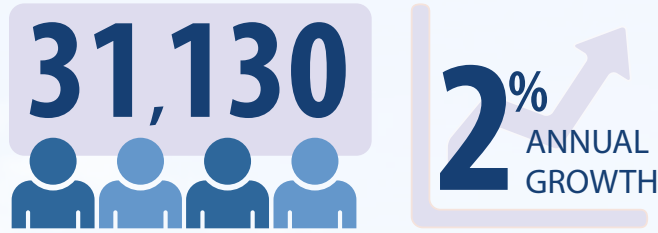
Mission



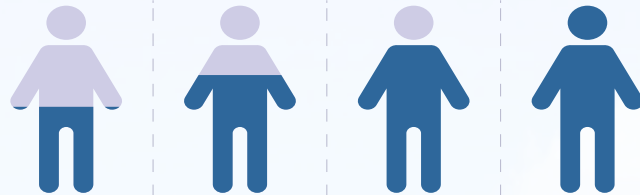
Our mission is to protect and enhance the quality of life in our community and the unique environment of our area through effective, innovative, responsible leadership and consultation.

Community Profile

TOTAL POPULATION



2008 >> 52% INCREASE >> 2017



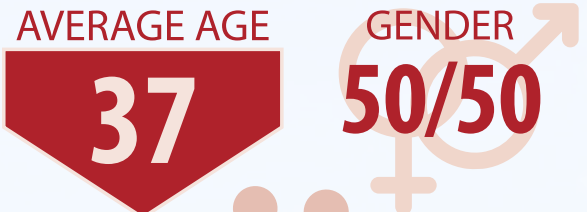
TOTAL GROWTH 2008 – 2017



CONSTRUCTION VALUES



A YOUNG CITY



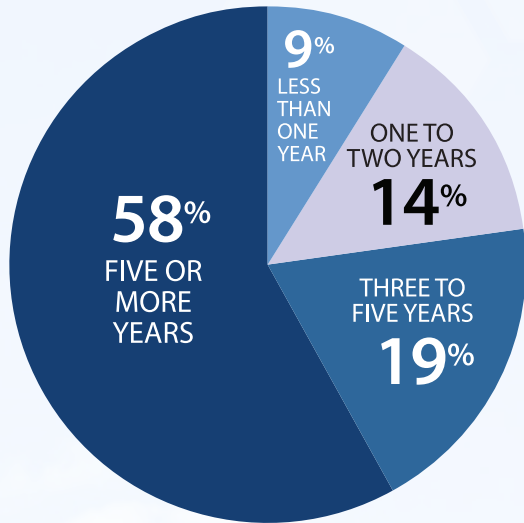
AGE RANGE: **28% of residents** are between 29 - 40 years old

WHERE WE WORK



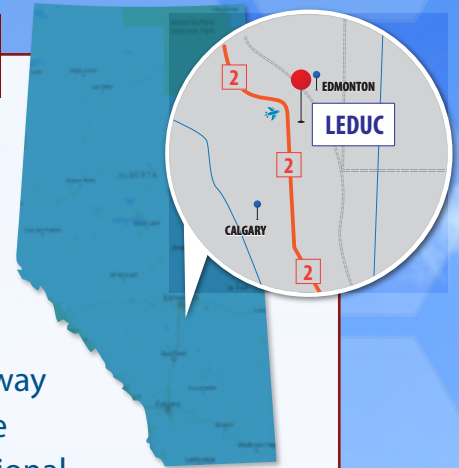
Community Profile

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 Krischke 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.

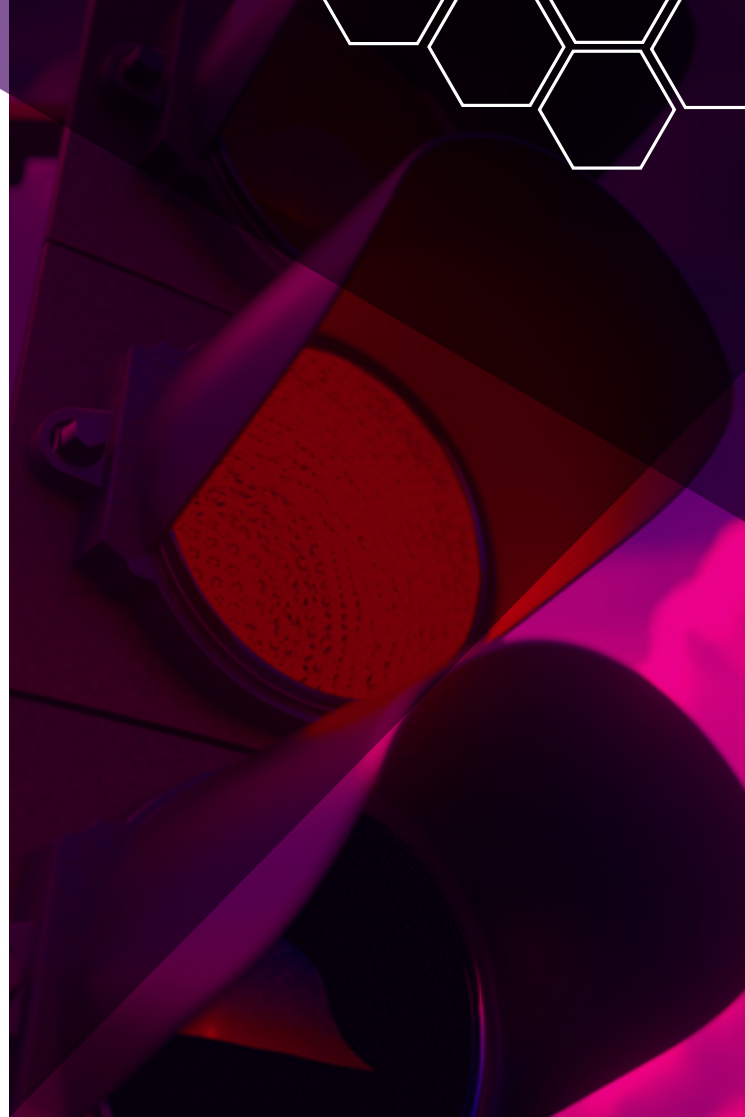
3.4 Support regional transportation initiatives

- 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 Kruschke 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 aerropolis.

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

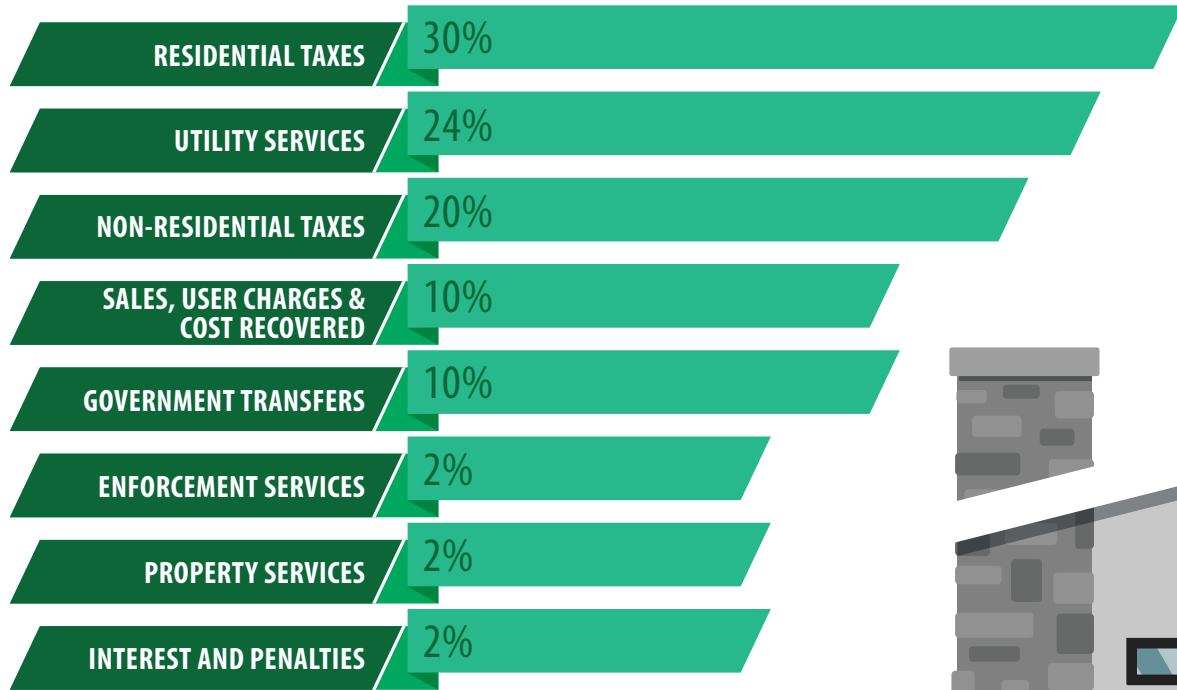
230 WEBSITE VISITORS

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

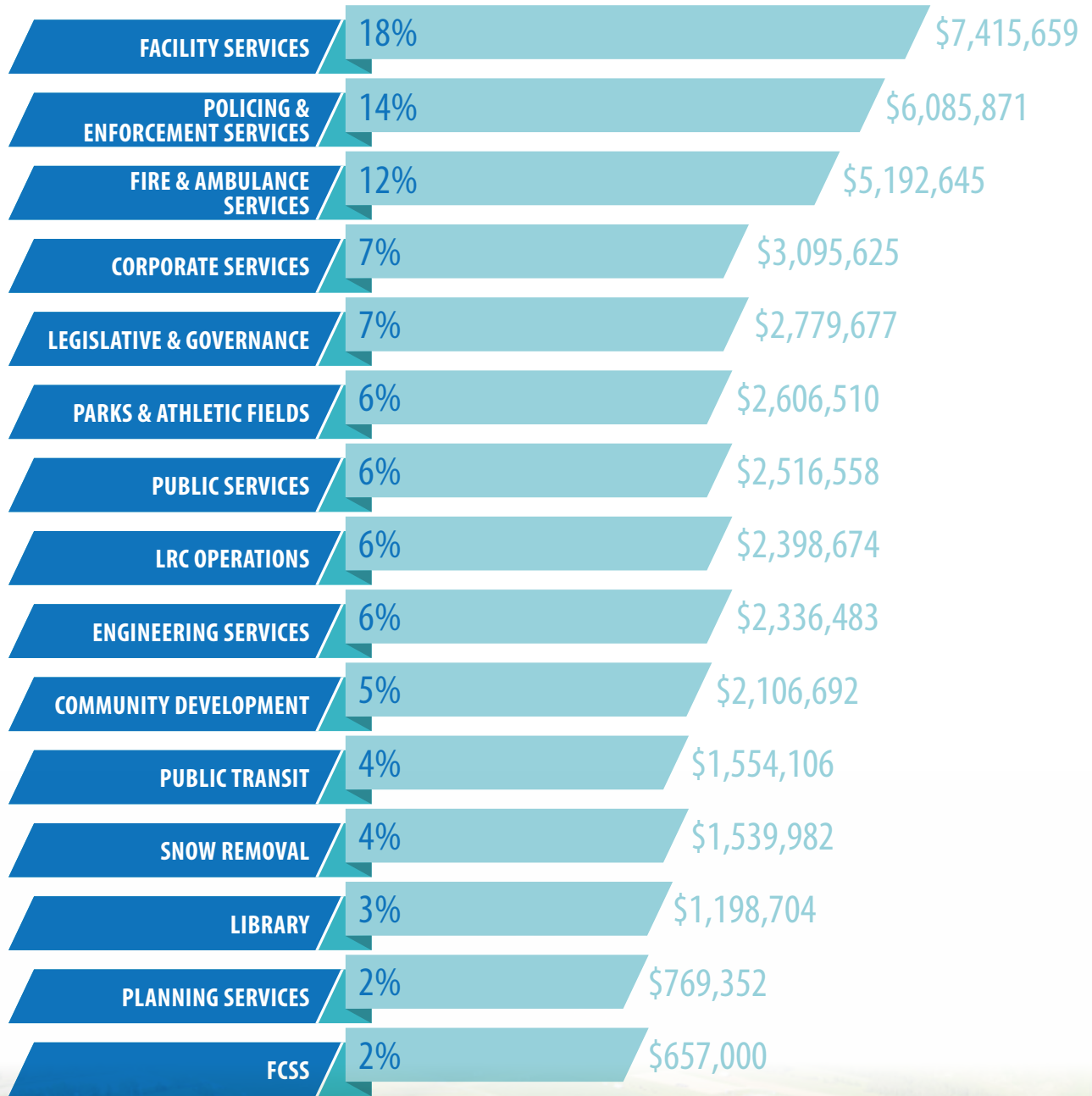
Municipal tax revenues are comprised of a mix of residential and non-residential property taxes.

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.

Category	Residential		Non-Residential		Total	
	Amount	%	Amount	%	Amount	%
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



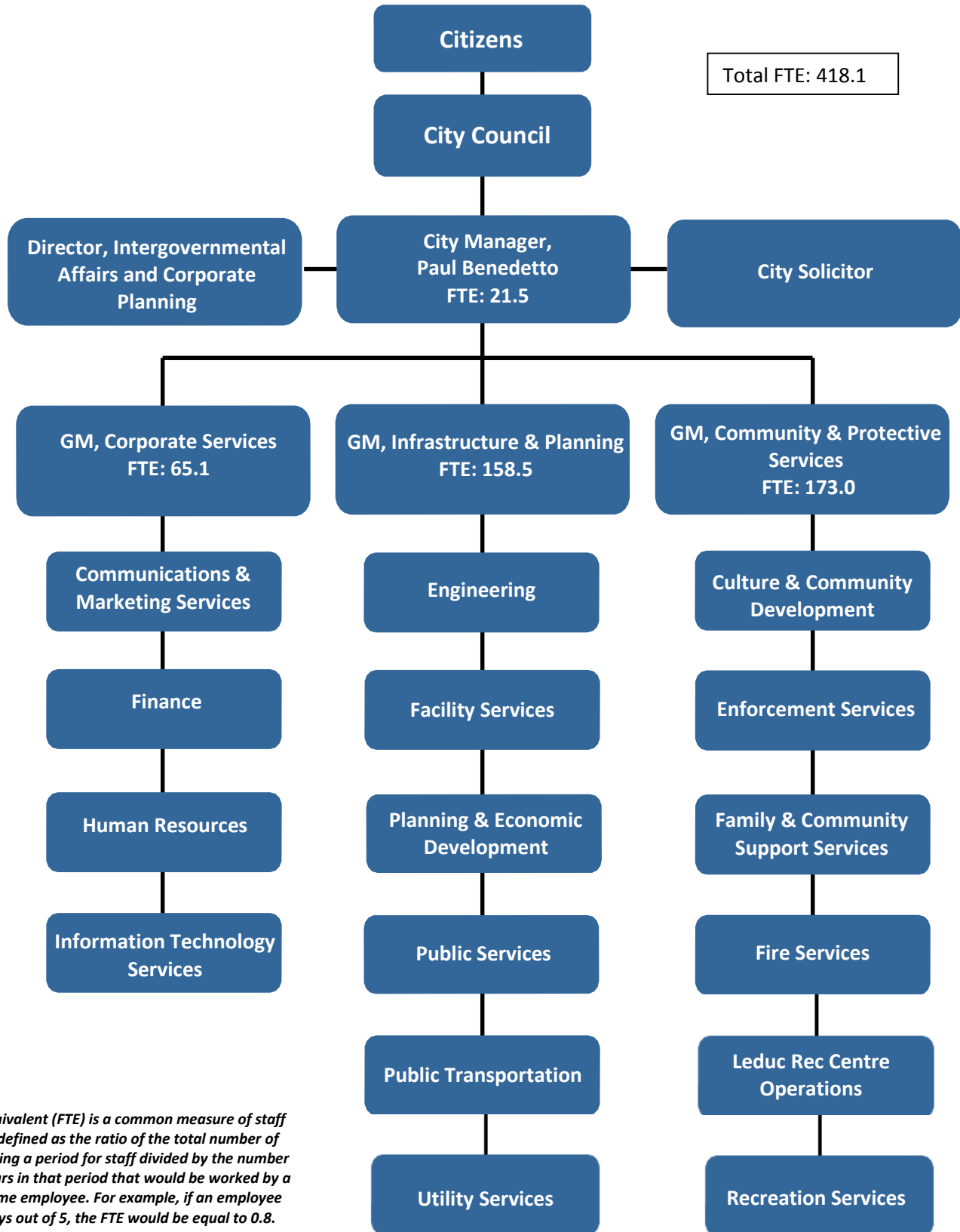
@CityofLeduc



/CityofLeduc

ORGANIZATIONAL STRUCTURE

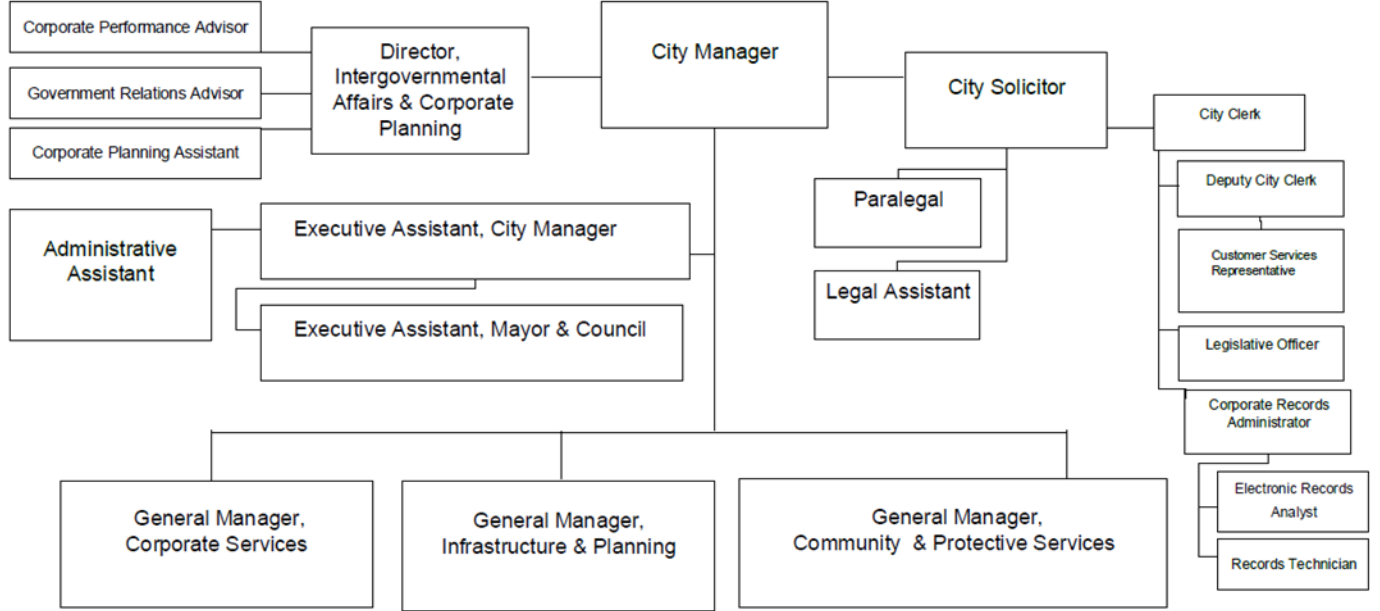




**Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.*

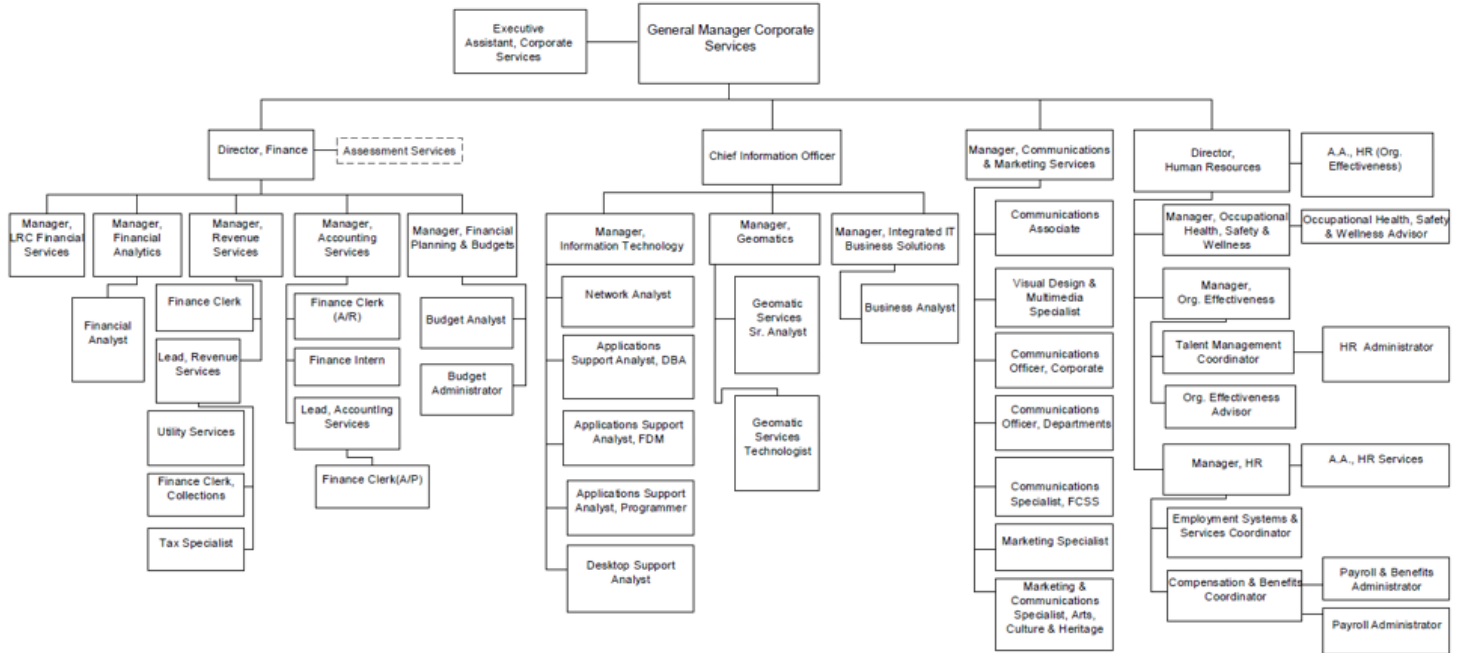
Office of the City Manager

FTE: 21.5



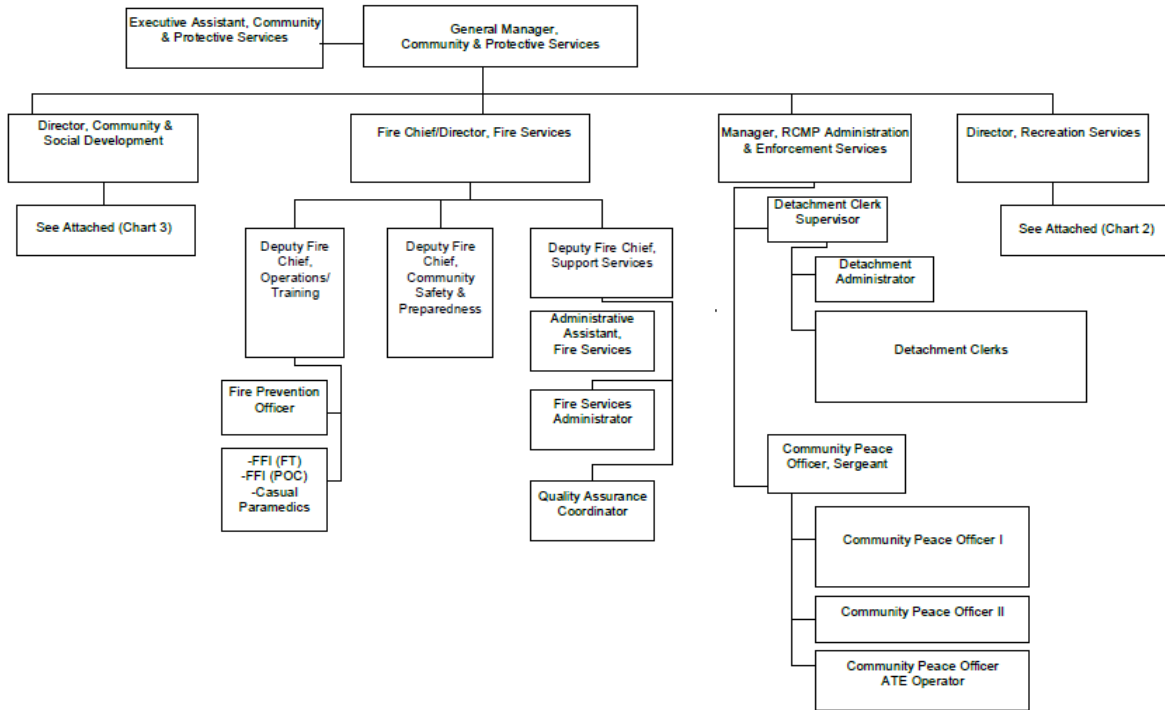
Corporate Services

FTE: 65.1



Infrastructure & Planning

FTE 158.5



Community Protective Services

FTE: 173.0

Chart 1 of 3

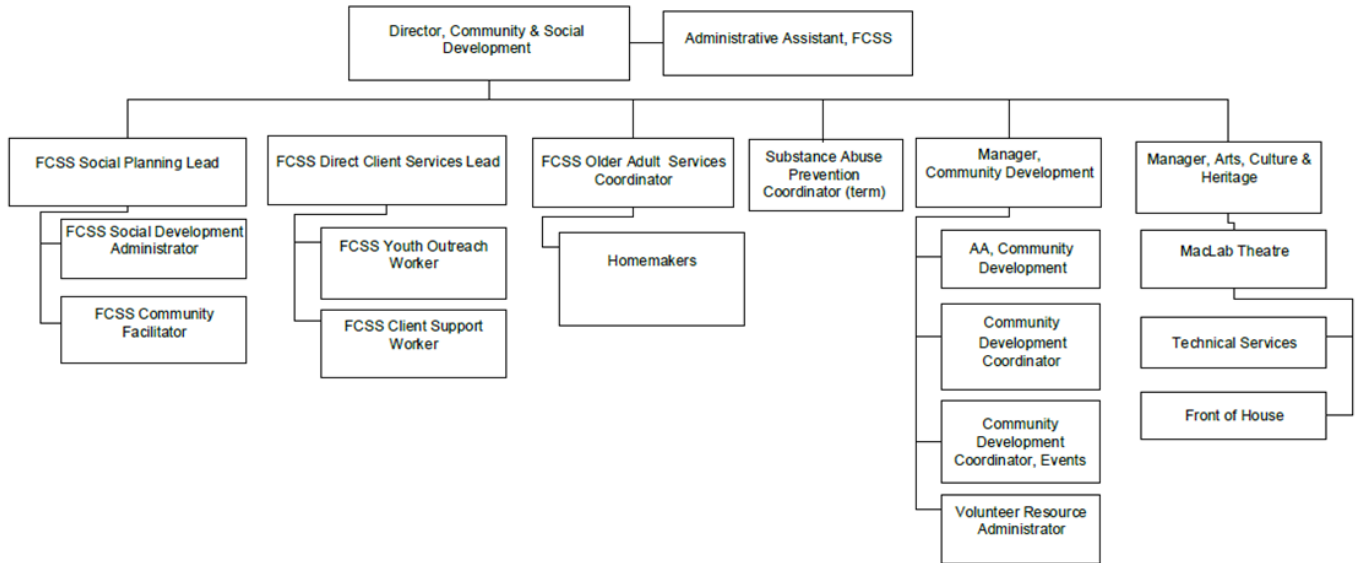


Chart 2 of 3

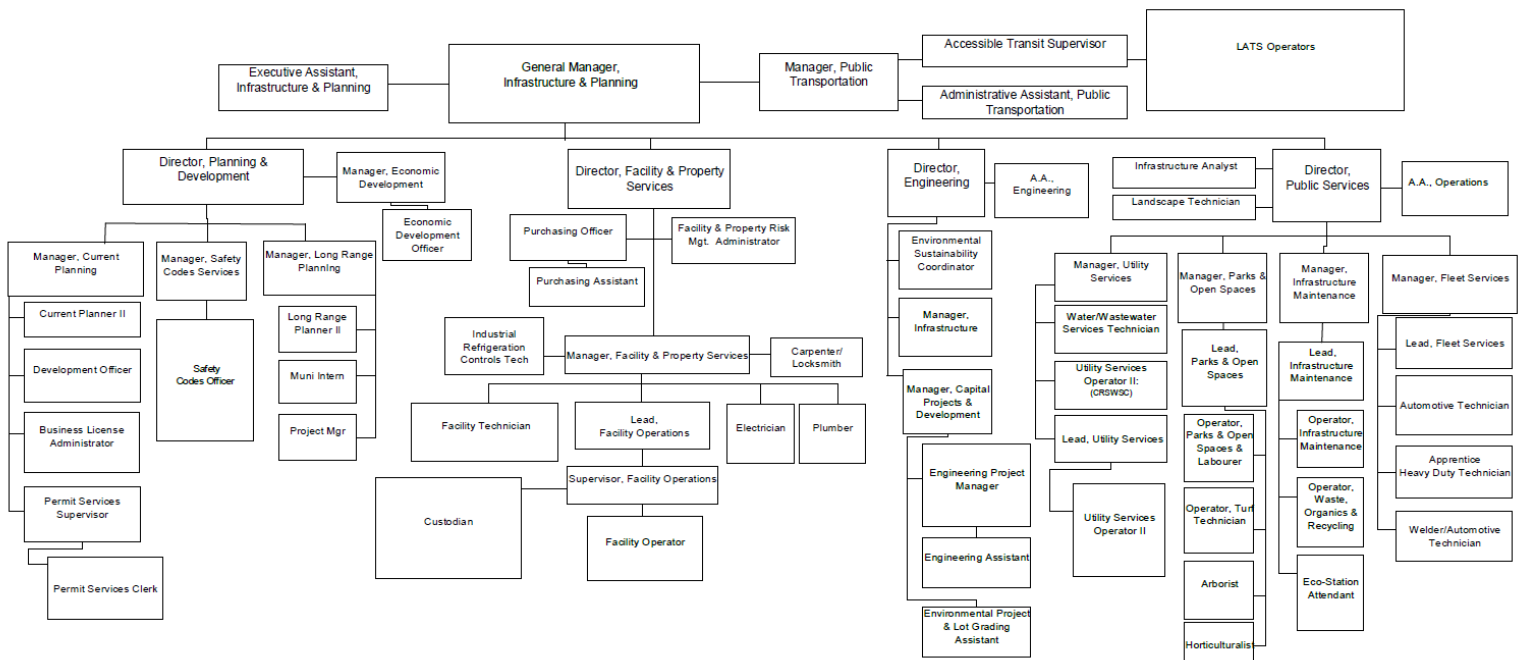
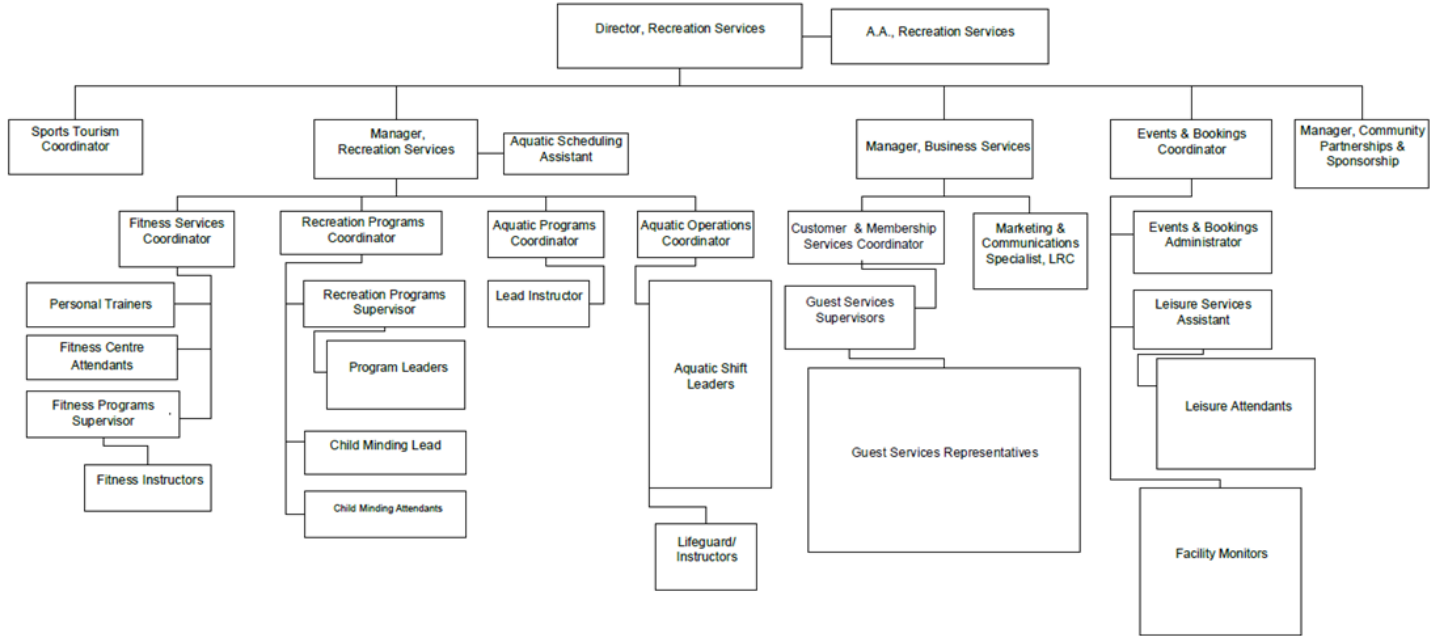


Chart 3 of 3



**Changes in Staff Compliment
Fiscal Years - 2018 and 2019**

Department	2017 Budget	2018 Budget	2019 Budget	2019 vs 2018 Variance
City Manager & Council				
Executive	3.5	4.6	4.6	-
Intergovernmental Affairs & Corporate Planning	4.5	3.9	3.9	-
Legal Services	3.0	3.0	3.0	-
Office of the City Clerk	9.0	9.0	10.0	1.0 ¹
Corporate Services				
Executive	2.0	2.0	2.0	-
Human Resources	14.5	14.9	15.9	1.0 ²
Finance	19.6	19.1	18.5	(0.6) ³
Communications	7.5	10.0	10.3	0.3 ⁴
Information Support	11.0	15.0	18.4	3.4 ⁵
Community and Protective Services				
Executive	2.0	2.0	2.0	-
Fire Services	55.2	56.4	57.4	1.0 ⁶
Leduc Recreation Centre	48.7	47.9	54.0	6.2 ⁷
Family & Community Support Services	11.8	11.8	11.8	- ⁸
Enforcement	24.0	27.0	27.0	-
Community Development	14.0	20.7	9.3	(11.4) ⁹
Recreation			11.5	11.5 ¹⁰
Infrastructure and Planning				
Executive	2.0	2.0	2.0	-
Economic Development	1.0	2.0	2.0	-
Planning	20.6	22.1	23.6	1.5 ¹¹
Engineering & Infrastructure	13.2	12.6	12.1	(0.5) ¹²
Public Services	52.6	56.3	58.6	2.2 ¹³
Utility Services	12.3	13.2	14.8	1.7 ¹⁴
Facility Services	33.0	34.5	35.5	1.0 ¹⁵
Public Transportation	9.4	9.4	9.9	0.5 ¹⁶
Total FTE Summary	374.4	399.4	418.12	18.7

City Manager & Council

1) Office of the City Clerk 1.0 FTE - increase 1.0 FTE Electronic Records Analyst

Corporate Services

2) Human Resources 1.0 FTE - increase 1.0 FTE Occupational Health & Safety Advisor

3) Finance (0.6 FTE) - increase 0.3 FTE for Enhanced Transit, decrease 1.0 Finance intern as term position ended, transfer of 0.1 FTE from Community Development to realign allocation of FTE for the Manager of LRC Finance

4) Communications 0.3 FTE - decrease of 0.5 FTE Manager of Corporate Sponsorship term position ended, increase 0.3 FTE for Enhanced Transit, and increase of 0.5 FTE Graphic Design & Digital Media Specialist term position (shared with Recreation)

5) Information Technology 3.4 FTE - increase of 1.0 FTE Application Management Team Lead, increase of 1.0 FTE Customer Support Analyst, increase of 0.4 FTE GIS Summer Student, increase of 1.0 FTE Application

Community and Protective Services

6) Fire Services 1.0 FTE - increase 1.0 FTE Fire Prevention Officer

7) Leduc Recreation Centre 6.2 FTE - increase of 1.0 FTE Administrator Events & Bookings, increase of 1.5 FTE Lifeguard, increase of 2.4 FTE Assistant Lifeguard pool, increase of 1.0 FTE Policies & Procedures Specialist term position, increase of 0.3 FTE for Youth Wellness business case

8) Family & Community Support Services (FCSS) - decrease of 1.0 FTE Client support worker term position ended and increase of 1.0 FTE for FCSS Enhanced Client Services business case

9) Community Development (11.4 FTE) - Transfer of 11.4 FTE's to Recreation department due to reorganization

10) Recreation 11.5 FTE - Transfer of 11.4 FTE's from Community Development due to reorganization, increase of 0.5 FTE Graphic Design & Digital Media Specialist term position (shared with Communications), decrease of 0.1 FTE Youth Wellness term position ended, transfer of 0.1 FTE to Finance to realign allocation of FTE for the Manager of LRC Finance, decrease of 0.2 FTE Guest Services Representative term position ended

Infrastructure and Planning

11) Planning & Economic Development 1.5 FTE - increase 1.0 FTE Administrative Assistant, increase 0.5 FTE realign allocation of Lot Grading Assistant from Engineering

12) Engineering (0.5 FTE) - decrease 0.5 FTE realign allocation of Lot Grading Assistant to Planning

13) Public Services 2.2 FTE - increase 0.5 FTE Heavy Duty Mechanic Fleet, increase of 1.0 FTE Operator Parks & Open Spaces, increase 0.3 FTE Seasonal Labourer Parks & Open Spaces, and increase 0.4 FTE Seasonal Operator Infrastructure Maintenance

14) Utility Services 1.7 FTE - increase 0.7 FTE Seasonal Labourer Water & Wastewater Technician term position and increase 1.0 FTE Utility Operator II

15) Facility & Property Services 1.0 FTE - increase 1.0 FTE Professional Painter term position

16) Public Transportation 0.5 FTE - increase 0.5 Automotive Technician term position

FINANCIAL OVERVIEW





Operating Budget Summary - City Consolidated

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Enforcement Services	2,267,456	1,335,790	680,308	1,170,800	1,337,069	1,337,069	1,337,069
Government Transfers	8,113,735	8,572,859	7,629,761	8,772,736	9,050,048	8,882,079	8,899,133
Inter-Divisional Revenue	2,218,725	2,428,470	0	2,308,325	2,554,515	2,654,690	2,854,689
Interest & Penalties	1,982,460	1,605,100	941,455	1,672,560	1,519,607	1,566,043	1,574,486
Net Taxes - Revenue	41,535,230	43,218,446	34,408,124	45,808,289	48,325,363	51,958,947	56,213,803
Other Income	1,363,165	3,890,086	3,313,468	3,849,438	2,068,567	4,277,769	5,066,330
Rent Revenue	2,104,392	2,119,814	1,739,032	2,100,157	2,141,727	2,159,227	2,592,811
Sale of Services	8,869,108	9,112,227	7,579,622	8,781,999	9,278,693	9,563,455	10,000,345
Utility Services Revenue	20,207,552	21,346,879	19,087,031	23,383,849	24,123,077	25,439,147	26,752,647
Total Revenues	88,661,823	93,629,670	75,378,802	97,848,153	100,398,666	107,838,426	115,291,313
Expenditures							
Employee Benefits	6,406,632	6,545,928	5,971,866	7,533,045	7,880,159	8,538,015	9,192,046
Salaries & Wages	31,280,921	32,184,139	29,715,433	34,892,304	37,347,141	39,320,867	42,074,459
Total Staff Costs	37,687,552	38,730,067	35,687,299	42,425,348	45,227,299	47,858,882	51,266,506
Bank Charges & Interest	349,679	245,331	187,355	247,512	255,762	258,962	262,162
Contract Services	12,824,400	12,006,763	10,240,030	14,393,953	15,697,067	15,799,247	16,637,545
Cost of Utilities Sold	6,581,910	6,816,188	6,239,456	8,010,000	8,003,000	8,575,000	9,131,000
General Services	617,787	689,889	515,546	812,481	777,189	835,170	897,104
Grants to Organizations	2,117,243	1,926,704	1,821,457	2,041,431	2,179,128	2,123,981	2,130,509
Inter-Divisional Expenses	2,218,725	2,428,470	0	2,308,325	2,554,515	2,654,690	2,854,689
Interest on Long Term Debt	2,192,922	2,103,461	1,916,869	2,262,508	2,478,517	2,412,178	2,536,552
Materials & Supplies	4,174,364	4,309,261	3,789,487	4,899,036	5,192,329	5,264,206	5,468,154
Other Expenses	127,507	131,141	120,263	133,859	148,276	152,462	156,773
Repairs & Maintenance	1,102,544	1,192,487	1,053,268	1,265,506	1,493,827	1,372,550	1,569,587
Telephone & Communications	191,663	139,552	132,159	164,883	174,409	174,859	175,537
Training & Development	1,043,322	1,040,551	890,723	1,110,686	1,198,174	1,205,209	1,240,033
Utilities - expense	2,914,305	3,108,301	2,710,284	3,411,489	3,474,633	3,412,096	3,560,768
Total Operational Costs	36,456,371	36,138,100	29,616,897	41,061,669	43,626,826	44,240,610	46,620,413
Total Expenditures	74,143,923	74,868,167	65,304,196	83,487,017	88,854,125	92,099,492	97,886,919
Net of Revenue Over Expenditures	14,517,900	18,761,504	10,074,605	14,361,136	11,544,541	15,738,934	17,404,394
Net Interfund Transfers							
Debt Repayment	(3,258,612)	(3,540,581)	(2,937,353)	(3,863,571)	(4,248,832)	(4,321,630)	(3,891,522)
Transfers to Reserves	(14,718,996)	(17,391,354)	(3,254,868)	(14,831,247)	(13,431,603)	(15,979,140)	(16,870,944)
Transfers from Reserves	3,540,216	2,265,144	0	4,333,682	6,135,895	4,561,837	3,358,072
Total Interfund Transfers	(14,437,392)	(18,666,791)	(6,192,221)	(14,361,135)	(11,544,541)	(15,738,934)	(17,404,394)
"Net Surplus (Deficit)"	80,508	94,712	3,882,384	0	0	0	0

Nov 26, 2018 10:50 AM

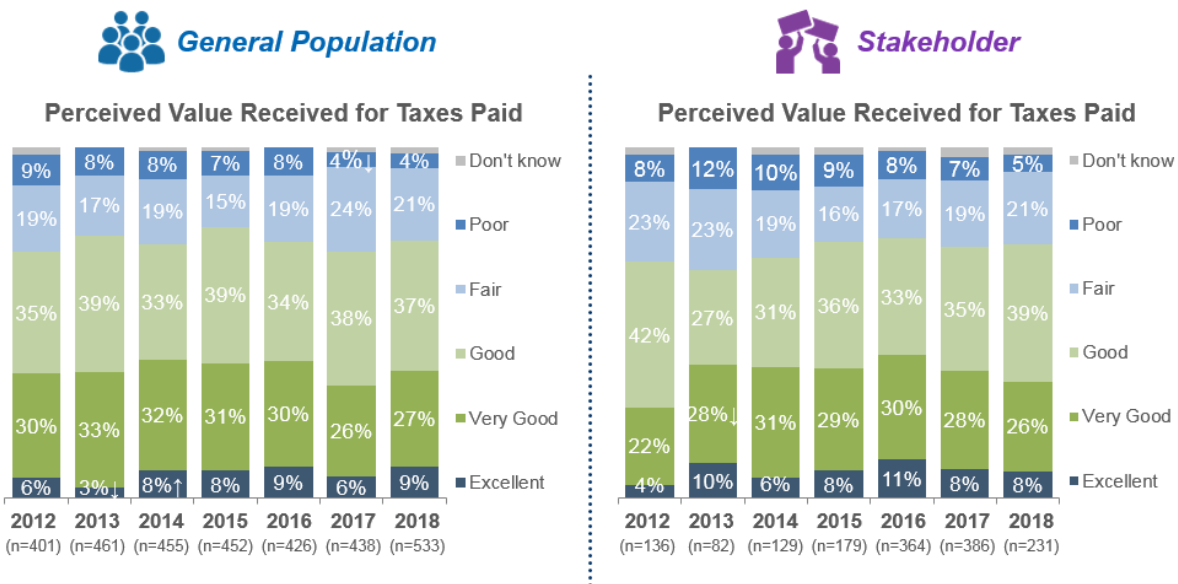
* 2018 YTD Actual is not representative of year end totals

Public Engagement

The city focused on public participation in the 2019 budget planning process through two online surveys: statistically valid and stakeholder survey. Statistically valid measures the accuracy of the results by asking enough people that would represent the entire population. The stakeholder survey comprised those who were not a part of the statistically valid survey.

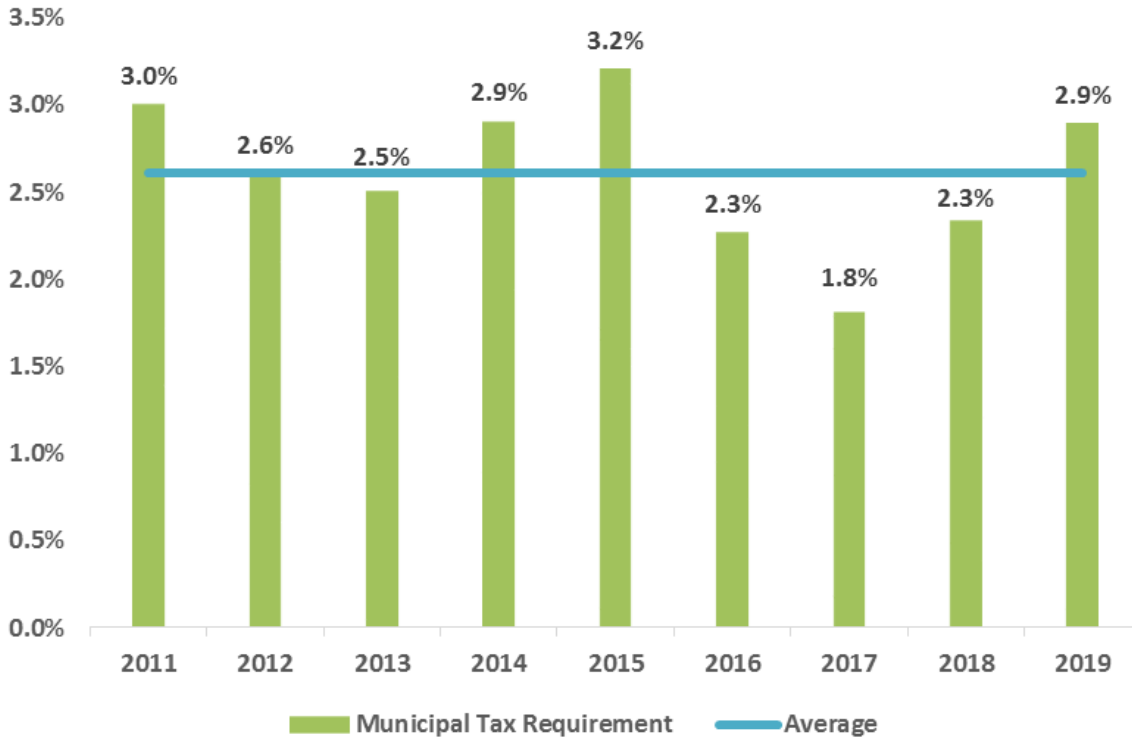
Survey respondents were recruited randomly by telephone (General Population; n=533) or after clicking on the web link, available through the City website (Stakeholders; n=231).

Leduc engaged the services of Advanis to conduct the 2019 budget planning survey. The completed surveys were forwarded to Banister for data entry and analysis. Below are two key survey results:



The perceived value for tax dollars has averaged 72% between good to excellent value (general population - statistically valid) for the past 6 years since the budget planning survey was first implemented in 2012. The majority of residents are satisfied with Council's direction in shaping the future of this City and resulting value of their tax dollar. The 2017 citizen satisfaction survey is another key performance indicator to further support these positive results as Leduc citizens ranked their overall quality of life at 98 per cent attributing it to its size, location, and recreation/outdoor amenities.

Citizens have indicated that their top key performance indicators include Quality of Life, Value Proposition and High Service Levels. The proposed budget offers, through a smoothed approach, maintained service levels at a modest tax increase. Below is a chart depicting the approved 2018 municipal tax requirement as well as the historical rates since 2011.



Fees and Charges Highlights

The City of Leduc annually sets a fees and charges schedule to recover the cost of services provided and utilization of municipal properties. For example, user fees are charged for sewer, water, garbage collection, applying for a building permit or a business license and arena rental.

The City's fees are generally applied on a user-pay basis so that those who benefit from the service, bear the cost of it. For instance, a property owner may be charged directly for the cost of fire personnel responding to a false alarm so that this cost does not have to be shared by all property owners.

The following fees and charges have been revised or added in 2018 (not an all-inclusive listing). For an all-inclusive listing, reference the 2018 Fees Bylaw and the 2018 Charges schedule:

2019 Fees and Charges Highlights:

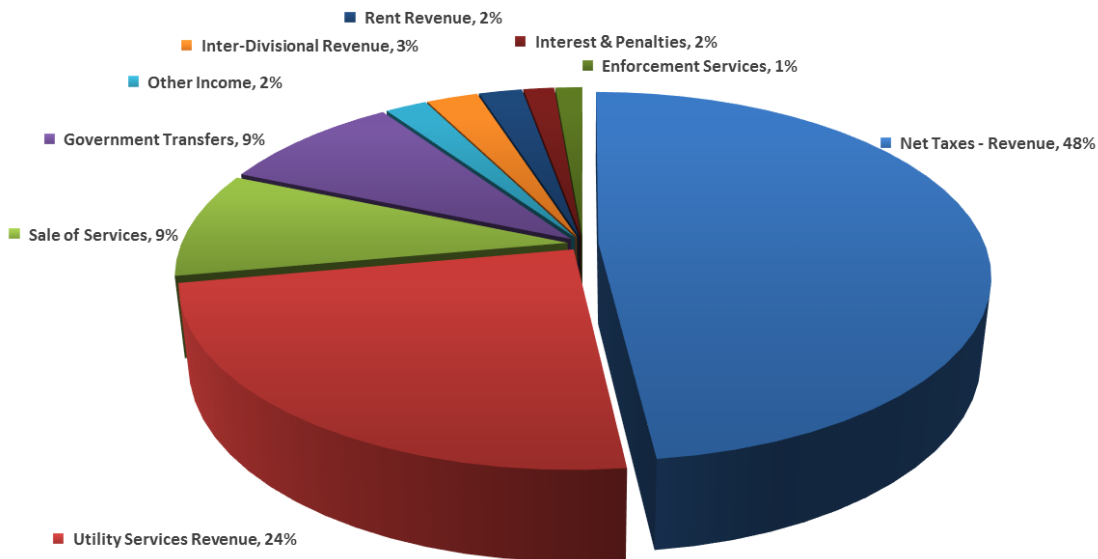
- Leduc Recreation Centre
 - 7 per cent average increase for flex pass rates
 - 5 per cent increase on outdoor amenity rates
 - 3 per cent average increase on single admission rates
 - 2 per cent increase on facility memberships
 - 2 per cent increase for ice and fieldhouse rates

- Utility Services
 - \$5 increase for lost or damaged environmental cart fee (from \$55 to \$60)
 - \$.65 increase on the waste water flat rate
 - \$.17 increase for water consumption per cubic meter
 - \$.10 increase for waste water per cubic meter

- Planning and Development service fees
 - 4 – 5 per cent increase overall for services
 - \$25 increase for fast track permits (from \$500 to \$525)
 - 5 per cent increase on all subdivision applications

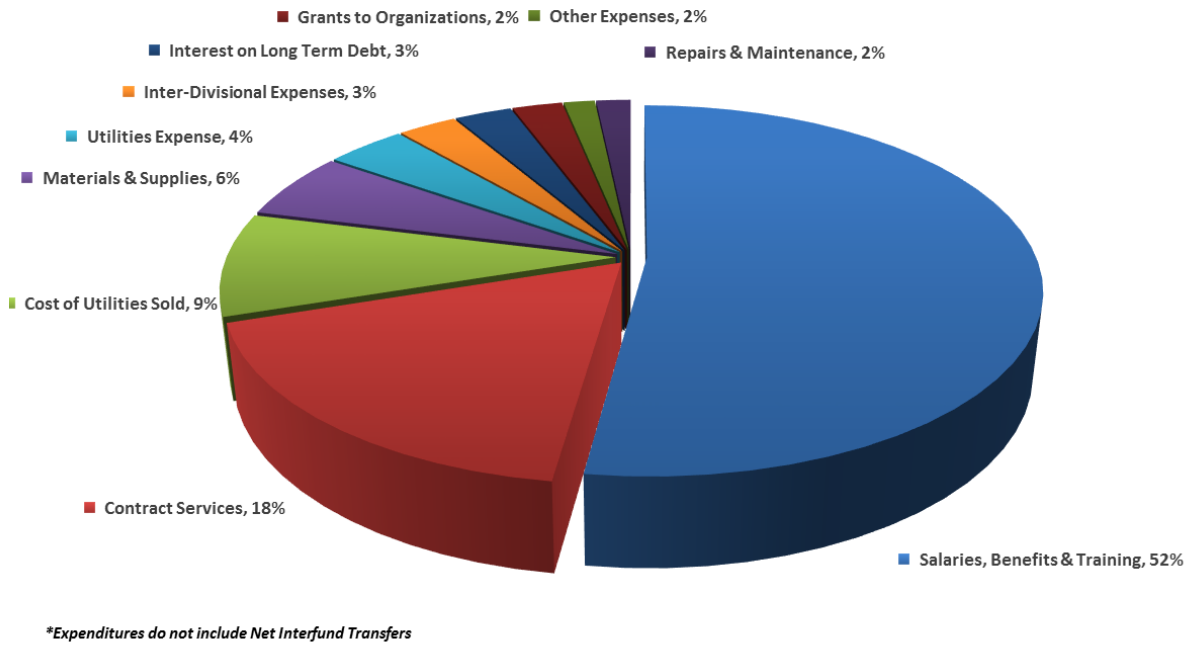
2019 Budgeted Operating Revenue – \$ 100.4 Million

The following graph illustrates the 2019 operating revenue by department.



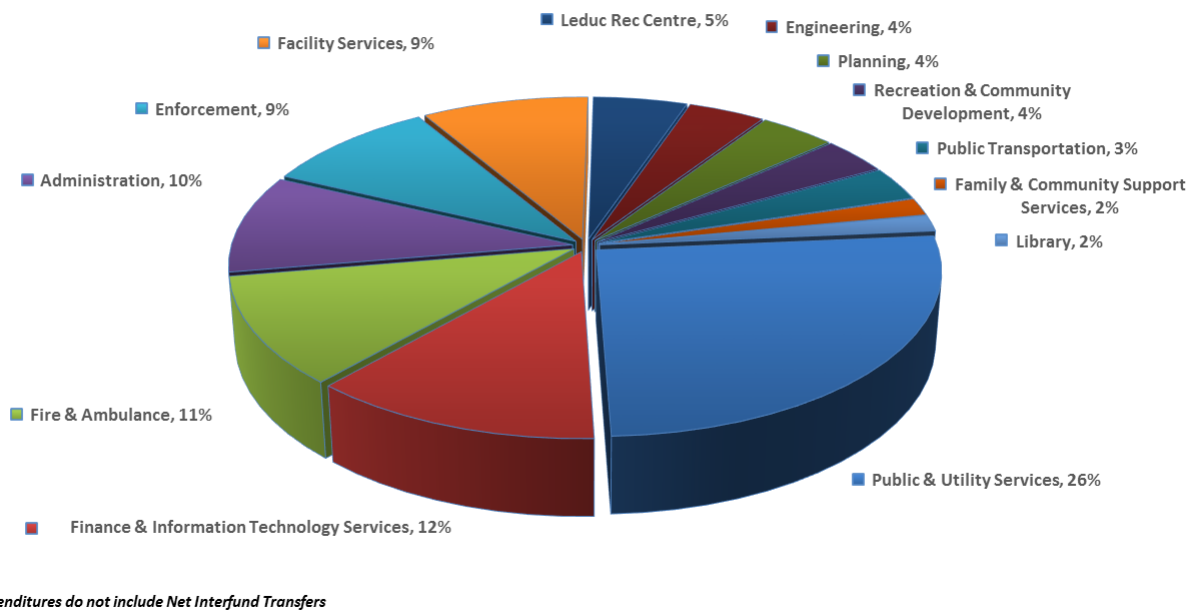
2019 Budgeted Operating Expenditures by Object – \$88.9 Million

The following graph illustrates the 2019 operating expenses by object.



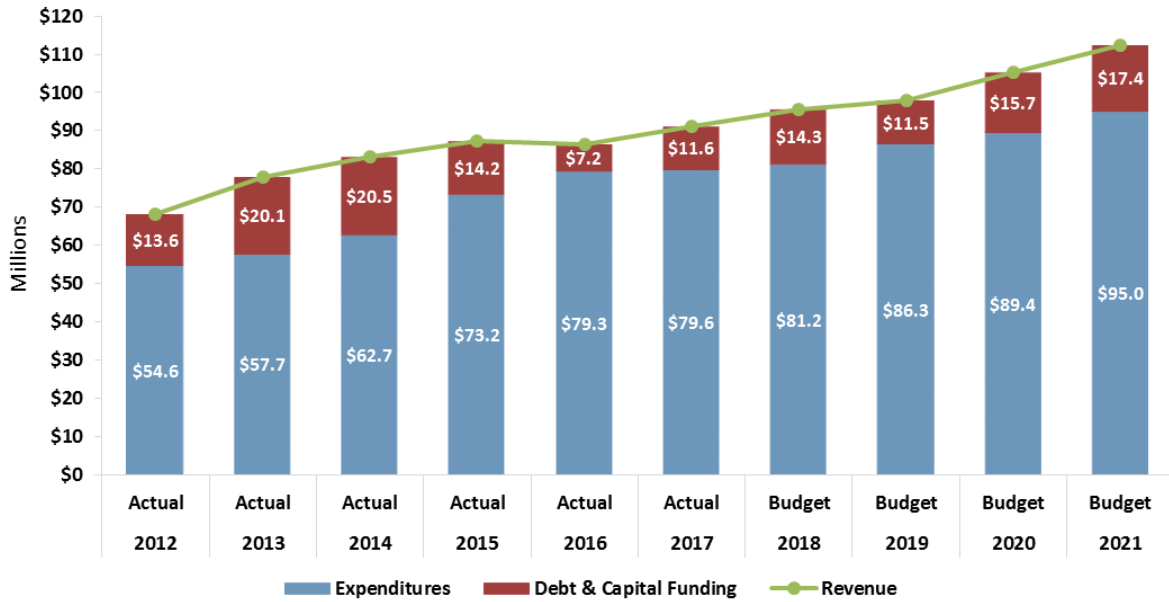
2019 Budgeted Operating Expenditures by Program – \$88.9 Million

The following graph illustrates the 2019 operating expenses by department/program.



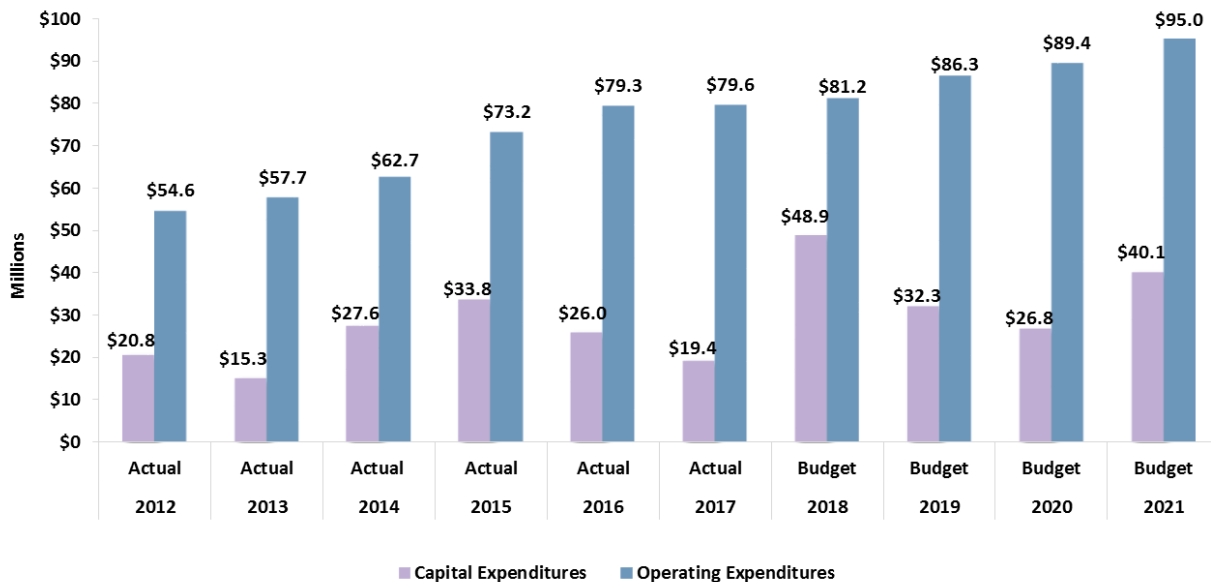
10 Year Operating Summary

The following graph illustrates the actual expenditures and debt & capital funding for years 2012 – 2017 and the budgeted years 2019 – 2021.



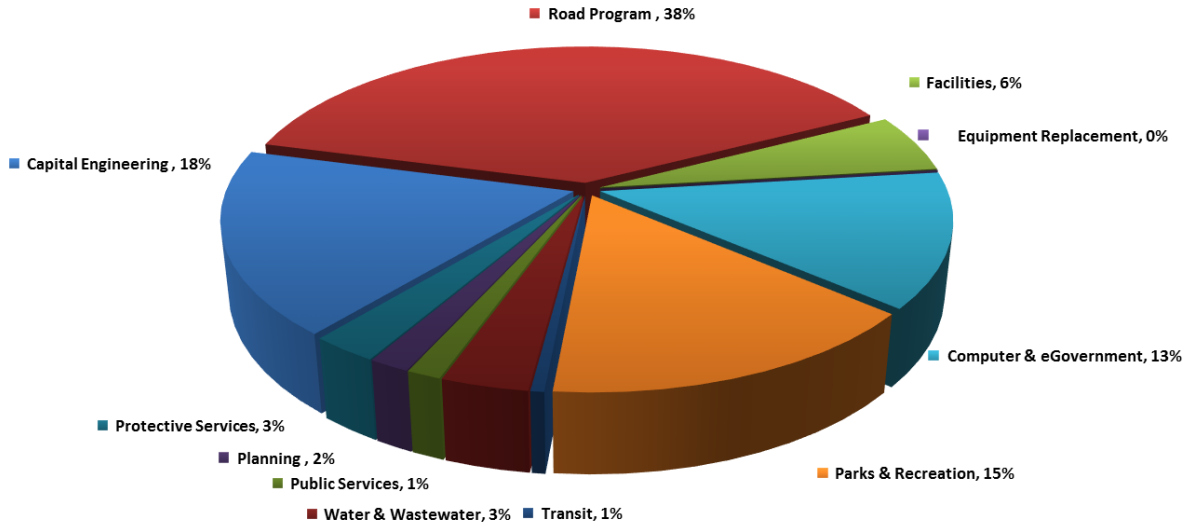
10 Year Comparison of Operating Expenditures and Capital Expenditures

The following graph illustrates the actual capital and operating expenditures for years 2012 – 2017 and the budgeted operating & capital requirements for years 2018 – 2021.



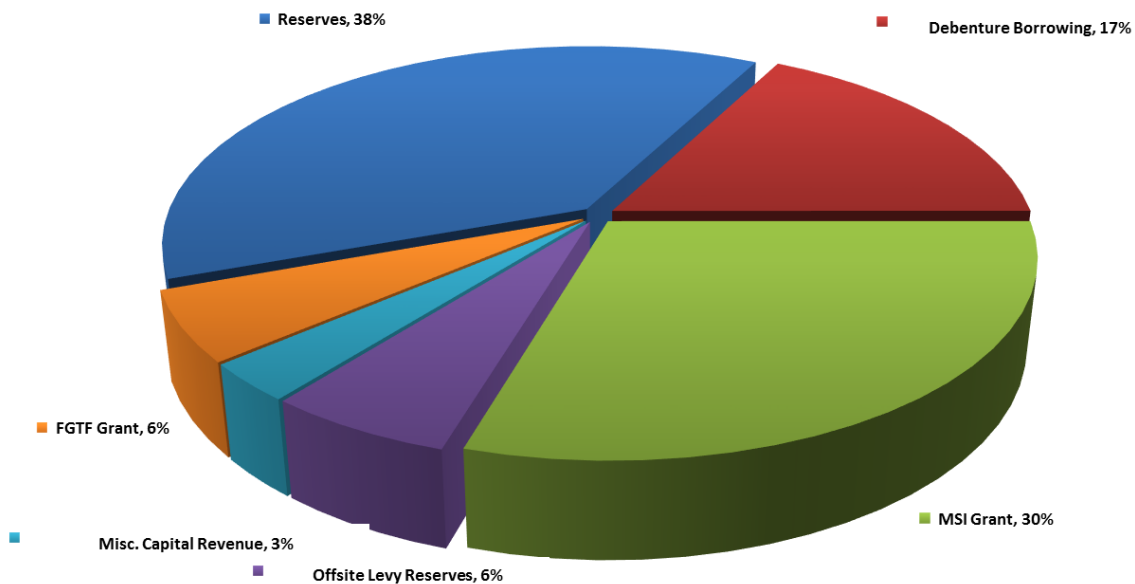
2019 Capital Budget – \$32.3 Million

The following graph illustrates the 2019 operating revenue by department/program.



2019 Capital Project Funding Sources Detail – \$32.3 Million

The following graph illustrates the 2019 capital plan by funding source.



Revenue Registry Overview

Background

The purpose of the Revenue Registry is to help Administration understand all material revenue streams. This knowledge is used to develop strategies to mitigate economic uncertainties and remain proactive with respect to long-term fiscal sustainability.

Mission

To understand all material revenue streams; using this knowledge to facilitate informed decision making, mitigate economic uncertainties and promote a proactive approach to long-term fiscal sustainability.

Vision	To facilitate informed decision making in alignment with the City’s commitment to Financial Responsibility, as outlined in the City’s Strategic Plan.
Outcome	To obtain a comprehensive overview of the City’s revenue streams and their associated risks. Administration will endeavour to create risk mitigation strategies to safeguard revenue streams.
Risk Assessment Criteria	<ul style="list-style-type: none"> • Materiality: Relative to 1% of the City’s total tax revenues • Reliability: The dependability of the revenue stream • Duration: The time span of the revenue stream • Control: The power to influence the revenue stream

Organizational Implications

The Revenue Registry was a team effort that required the support and expertise of all departments in order to be implemented successfully. Drivers for revenues greater than \$100K were identified, a SWOT analysis (strength, weakness, opportunity and threat) was performed for each identified revenue stream and risk scores were assigned based on the following assessment criteria:

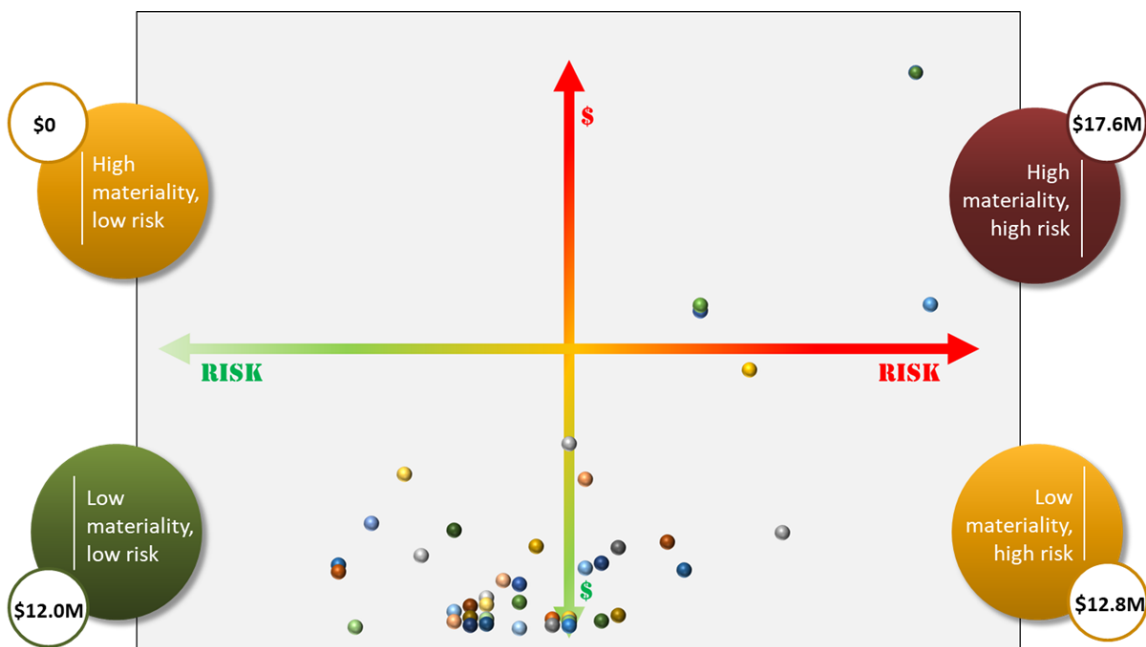
1. Materiality – The value of the revenue stream relative to 1% of the City’s total tax revenues
2. Reliability – The dependability of the revenue stream
3. Control – The power to influence the revenue stream
4. Duration – The time span of the revenue stream

Routine analysis is performed and controls are in place to identify major revenue streams and to understand the 'drivers' and what the associated risks are. Administration will continue to work diligently to enhance and maintain risk mitigation strategies.

Financial Implications

The Revenue Registry enhances the integrity and fiscal sustainability of the finances of the City of Leduc by drawing focus to those revenues that have the highest level of risk with respect to "sustainable" revenue. It also monitors the movement of the revenues, which enables Administration to handle these revenues proactively if they start to move to a "riskier position".

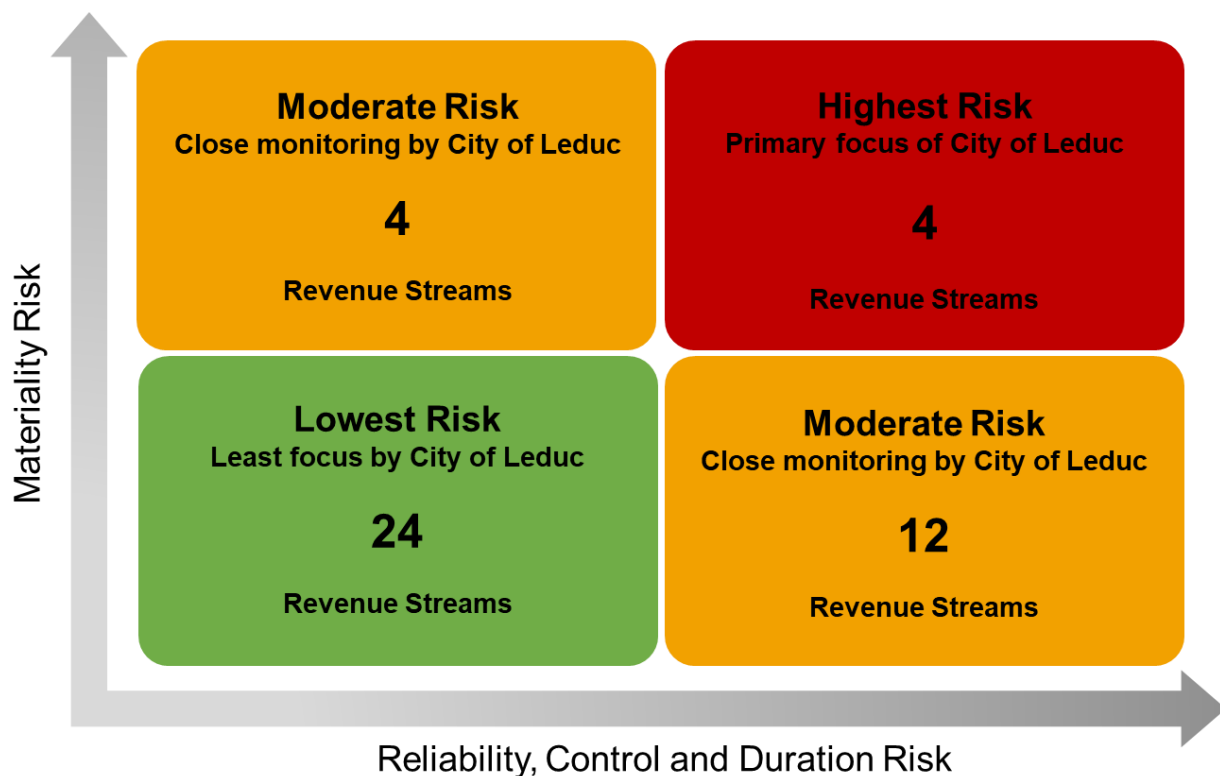
The following is a consolidated graph of the identified revenue streams greater than \$100k (tax revenue not included). The graph illustrates how these revenue streams are related to each other in terms of risk and dollar value. The vertical axis represents the dollar value of each revenue stream; the closer to the top the marker is, the greater the value of the revenue. The horizontal axis represents the total weighted risk of each revenue; the further to the right the marker is, the higher the risk.



Ranking of Revenue Streams by Risk Level

The revenue streams identified in the Revenue Registry were assessed and ranked according to level of risk (above chart). The following chart differs from that above in that it recognizes that materiality could be a driving force that inadvertently skews the overall revenue risk. In an effort to understand risk with a different lens, the below chart redistributes the rank level by isolating materiality and consolidating reliability, control and duration risk. This provides a different perspective and enables Administration to view risk without the monetary effect influencing it. Recognizing that materiality still highly influences risk, the following chart has been created to enable informed decision making as an extension from the one above.

Materiality is shown on the vertical axis and an average weighting of reliability, control and duration is shown on the horizontal axis.



The following discusses the difference between each quadrant.

Quadrant 1 (Highest Risk) – Revenue streams that have scored high on all four risk drivers.

These revenue streams have high dollar values and would cause significant loss of funding for the City if they were to disappear, resulting in a large tax impact. These revenue streams are less reliable due to external factors such as pressures from other government(s) or the economy. Overall, the city has low control over these revenues typically due to factors such as contractual terms. Duration of these revenue streams are shorter creating higher risk. These revenue streams should be the primary focus of the City.

Quadrant 2 (Moderate Risk) – Revenue streams that have high materiality risk and low risk of reliability, control and duration.

These revenue streams have high dollar values and would cause significant loss of funding for the City if they were to disappear, resulting in a large tax impact. However, these revenue streams are not as sensitive to changes in reliability, control and duration as the revenue streams in Quadrant 1. The risk of losing these revenue streams as a result of external pressures, contractual changes, competition or reduced ability to control the use of the funds is low. Although these revenue streams are not the primary focus of the City, it is important that they are closely moderated.

Quadrant 3 (Moderate Risk) – Revenue streams that have low materiality risk and high risk associated with reliability, control and duration.

These revenue streams have lower dollar values and account for a small percentage of total revenues. Consequently, the loss of one of these revenue streams would not be as impactful to the City as in Quadrants 1 and 2 above. However, these revenue streams are highly sensitive to changes in reliability, control and duration and are at risk of being lost if any one of these risk drivers were to change drastically. As with Quadrant 2, these revenue streams should be closely monitored.

Quadrant 4 (Lowest Risk) – Revenue streams that have the lowest overall risk scores on all four drivers.

These revenue streams have lower dollar values, which reduces materiality risk as the loss of any one of these streams would have a lower tax impact. The risk of loss due to changes in reliability, control and duration is also low for these revenue streams. As such, they should be the last area of focus for the City.

CAPITAL

Year 2019 of the 2019 - 2028
Capital Plan is the only year
approved by Council.

Please Note: Years 2020 - 2028 of the Capital Plan are
high level forecasts and are subject to change, both in
dollar amounts and project years.



Capital Budgets Explained

A capital asset is an asset that has a useful life greater than one year and is not intended for sale during the normal course of operations. A capital budget consists of estimated expenditures needed to pay for such assets as land, construction of buildings and roadways, and other major permanent improvements. All City services, from parks and community facilities, to streets, sidewalks, and water, require buildings and other infrastructure to support them. The City of Leduc’s capital budget is a comprehensive ten-year plan that encompasses the City’s Infrastructure Investment Strategy Policy and the various departmental master plans that guide our investment strategies. This ensures appropriate planning for required projects and demonstrates the complete impact of major and multi-year projects.



2019 Capital Budget

Below are highlights from the city’s \$32.3 million 2019 Capital Budget (not all-inclusive listing):

Engineering and transportation:

- \$6.0M- Black Gold Drive Reconstruction (two-year project – additional \$6M in 2020)
- \$3.75M - South Boundary Road (offsite levy project)
- \$1.8M - Energy Efficiency Projects
- \$1.2M - LRC capital renewal, including pool upgrades
- \$1.1M - Protective Services Building capital upgrades
- \$1.0M - Back-lane construction
- \$950K - Crystal Creek Site servicing

Parks and recreation:

- \$925K - Telford Lake Multiway
- \$275K - St. Paul’s Anglican Church parking lot
- \$250K - Replace screens in the digital signs
- \$176K - Simpson Park
- \$150K - Playground equipment
- \$145K - Park enhancement program
- \$138K - Tree replacement
- \$105K - Cultural Village amphitheatre

eGovernance and future studies:

- \$830K - Integrated Enterprise Finance & HR System
- \$225K - Municipal Development Plan
- \$200K - Inter-municipal Development Plan

Equipment replacement capital program:

- \$825K – fire engine
- \$554K – grader
- \$356K – tandem truck

Unfunded Capital Projects Explained

Certain capital projects, due to their nature, timing or lack of available resources, must remain in the ten year capital plan as unfunded as part of long term planning practices. Unfunded, means that the projects are flagged for potential future consideration, however are not approved and have not been allocated the required funding.

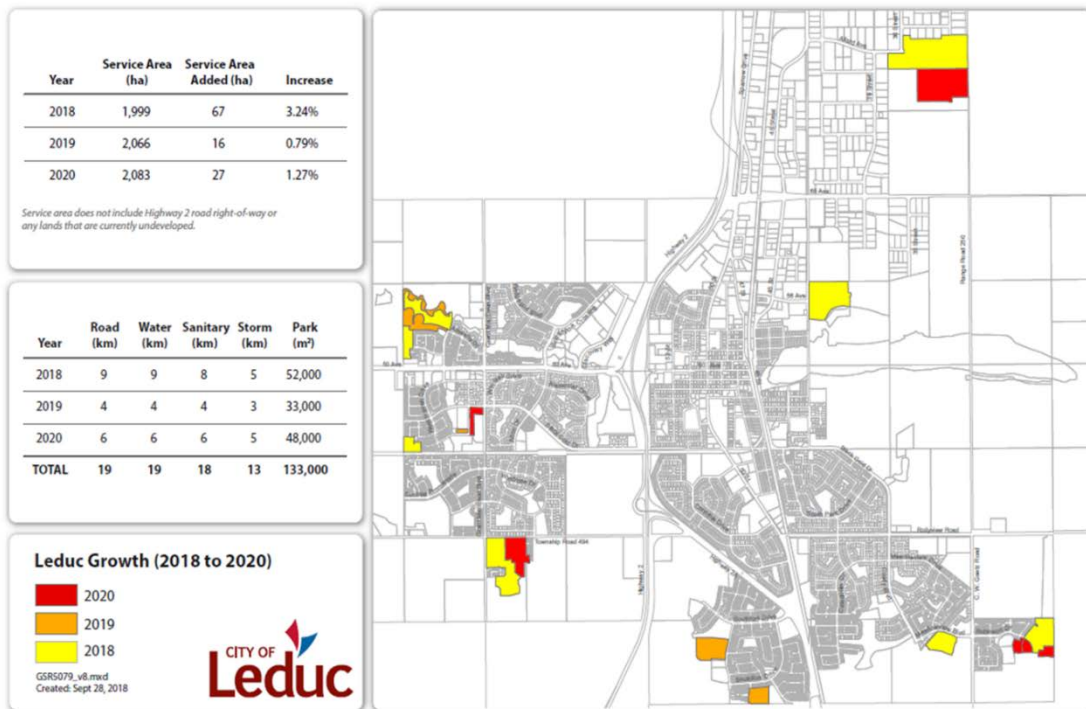
The 2019 to 2028 Capital Plan encompasses a total spending of \$356 million with \$75 million currently unfunded. These projects include but are not limited to:

- West Campus
 - Twin Field Houses \$24.0M (2026-2027)
 - West Campus Twin Arenas \$18.0M (2026-2027)
 - Public Works Satellite Shop \$1.3M (2026-2027)
- Downtown Redevelopment - \$6.4M (2022-2026)
- Civic Centre Building Renovation - \$6.5M (2026 – 2027)
- Snow Storage Site - \$4.1M (2021-2022)
- Deer Valley Community Gardens - \$655K (2020-2023)

Capital impacts on Operations

Macro view

The City of Leduc analyzes the impacts of growth on the operating budget starting with a macro view. From 2014 – 2017, the City received \$205M cumulatively in contributed assets. To provide perspective the 2019 capital budget is \$32.2 million therefore the City is receiving the equivalent of an annual capital program contributed annually. This growth has an impact on operations and the impact is infused into the 2019-2021 operating budget. The following map shows the contributed assets in 2018 and the projected contributed assets for 2019 & 2020. For example, this allows the City to determine if additional staff and funding are required for the public services department to maintain parks & roads.



Micro view

In addition, the City also assesses the capital impact on operating when new projects are added to the capital budget forward. For example, the City implemented a multi-year strategy starting in 2018 - 2020 to fund the RCMP expansion, which includes capital and operating impacts. The 2019 budget includes the construction of the \$13.0M RCMP facility expansion/renovation and the addition of one RCMP member. This three-year strategy (2018-2020), includes the following:

- Capital
 - \$13.0M RCMP Facility Expansion and Renovation – construction to begin in 2019
- Operating
 - One Crime Analyst in 2018
 - One RCMP Member in each of 2018, 2019 and 2020
 - One Detachment Clerk in 2020
 - Fire Safety Codes Officer in 2018
 - Quality Assurance Officer in 2018
 - Additional annual operating overhead costs (such as electricity, gas, etc)

In 2015, Council approved Policy No: 12.02.09 Infrastructure Investment Strategy. This policy establishes guidelines and principles to inform decisions regarding capital asset investment.

The principles outlined in the policy are to be met when allocating capital investment and includes a process to identify capital projects of highest priority to achieve the objectives outlined below. Application of this policy will result in the evaluation of competing capital needs and the optimization of finite municipal resources.

Mandatory/Critical

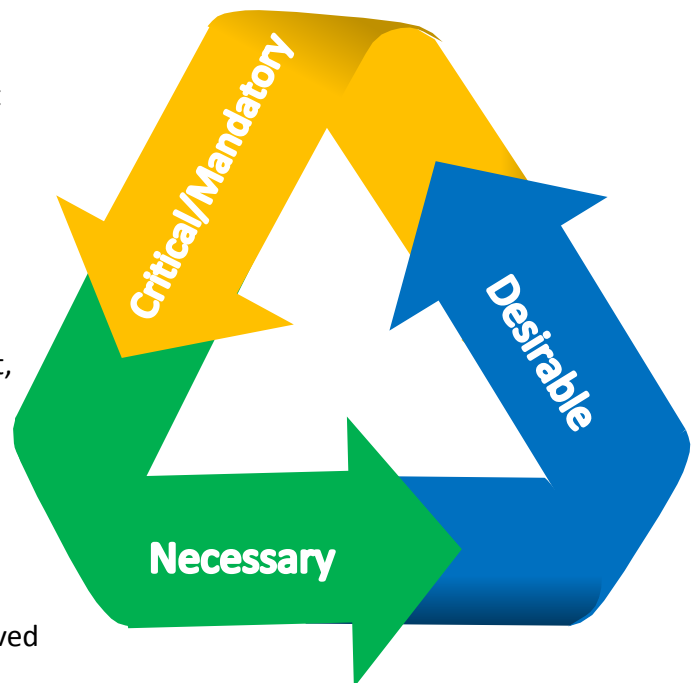
Legislated, regulated, enhance safety, supplement sustainable growth and development, critical to maintaining operations and service levels
Rank: 1-5

Necessary

Council's strategic plan, new growth development, protect property, project commitment to other governments, improve processes.
Rank: a-g

Desirable

Environmental sustainability, supports City approved plans, high public support, enhanced community services, match grant funding.
Rank: i - vii



CAPITAL

Based on Infrastructure Investment Strategy Policy



City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
CITY MANAGER & COUNCIL												
Necessary Projects												
eGovernment Strategies												
092.376 EDRMS (Electronic Document Records Management System)	g	0	0	300,000	0	0	0	0	0	0	0	300,000
Total: eGovernment Strategies		0	0	300,000	0	0	0	0	0	0	0	300,000
Intergovernmental Affairs												
092.361 Business Management Software	g	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total: Intergovernmental Affairs		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total Necessary Projects		10,000	10,000	310,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	400,000
TOTAL CITY MANAGER & COUNCIL		10,000	10,000	310,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	400,000
CORPORATE SERVICES												
Mandatory/Critical Projects												
Computer Services Capital Program												
015.180 Desktop Computer Renewal (Evergreen) - Hardware	3	202,950	197,000	151,850	117,500	188,500	178,850	148,500	134,500	197,350	190,000	1,707,000
015.291 Email Upgrade	3	29,000	0	0	0	35,000	0	0	0	40,000	0	104,000
015.286 Server Renewal (Evergreen) - Software	3	27,800	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	108,800
015.186 Server Renewal (Evergreen) - Hardware	3	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	260,000
015.289 Firewall Upgrade (Evergreen)	3	25,000	0	0	0	30,000	0	0	0	35,000	0	90,000
015.160 Network Renewal (Evergreen)	3	20,000	20,000	25,000	25,000	25,000	25,000	25,000	30,000	30,000	30,000	255,000
015.280 Desktop Computer Renewal (Evergreen) - Software	3	13,400	13,800	8,800	8,800	14,000	12,200	10,200	8,800	13,600	13,800	117,400
015.290 Paperless Council	3	0	0	21,000	0	0	0	21,000	0	0	0	42,000
Total: Computer Services Capital Program		344,150	265,800	241,650	186,300	327,500	251,050	239,700	208,300	350,950	268,800	2,684,200
eGovernment Strategies												
092.240 Integrated Enterprise Finance & HR System	3	830,000	605,000	25,000	55,000	25,000	25,000	55,000	25,000	25,000	55,000	1,725,000
092.360 IT Governance	3	231,000	175,000	175,000	175,000	50,000	50,000	50,000	50,000	50,000	50,000	1,056,000
092.374 LRC Cell Phone Coverage Upgrade	4	0	0	200,000	0	0	0	0	0	0	0	200,000
Total: eGovernment Strategies		1,061,000	780,000	400,000	230,000	75,000	75,000	105,000	75,000	75,000	105,000	2,981,000
GIS												
104.001 Aerial Data	4	18,000	37,000	24,000	44,000	20,000	40,000	24,000	44,000	24,000	40,000	315,000
Total: GIS		18,000	37,000	24,000	44,000	20,000	40,000	24,000	44,000	24,000	40,000	315,000
Office Equipment Replacement Program												
091.150 Equipment Replacement - other	4	0	30,000	0	30,000	0	30,000	0	30,000	0	0	120,000
Total: Office Equipment Replacement Program		0	30,000	0	30,000	0	30,000	0	30,000	0	0	120,000
Telephone Upgrade												
101.001 Telephone Replacement	4	65,500	0	0	0	0	0	0	0	0	60,000	125,500
Total: Telephone Upgrade		65,500	0	0	0	0	0	0	0	0	60,000	125,500
Total Mandatory/Critical Projects		1,488,650	1,112,800	665,650	490,300	422,500	396,050	368,700	357,300	449,950	473,800	6,225,700

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Necessary Projects												
Planning Department Capital Program												
079.132 Long Term Financial Sustainability Plan	a	0	0	30,000	0	0	30,000	0	0	30,000	0	90,000
Total: Planning Department Capital Program		0	0	30,000	0	0	30,000	0	0	30,000	0	90,000
eGovernment Strategies												
092.377 OH&S Software	g	40,000	40,000	40,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	190,000
092.368 Asset Management	a	20,000	75,000	170,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	615,000
092.375 Community Reporting	g	0	75,000	0	10,000	0	10,000	0	10,000	0	10,000	115,000
Total: eGovernment Strategies		60,000	190,000	210,000	70,000	60,000	70,000	60,000	70,000	60,000	70,000	920,000
GIS												
104.002 LiDAR Data Collection Project	g	70,000	0	0	0	0	45,000	0	0	0	0	115,000
Total: GIS		70,000	0	0	0	0	45,000	0	0	0	0	115,000
Total Necessary Projects		130,000	190,000	240,000	70,000	60,000	145,000	60,000	70,000	90,000	70,000	1,125,000
Desirable Projects												
eGovernment Strategies												
092.355 Content Management Software	iv	75,000	100,000	50,000	0	0	0	0	0	75,000	100,000	400,000
Total: eGovernment Strategies		75,000	100,000	50,000	0	0	0	0	0	75,000	100,000	400,000
Total Desirable Projects		75,000	100,000	50,000	0	0	0	0	0	75,000	100,000	400,000
TOTAL CORPORATE SERVICES		1,693,650	1,402,800	955,650	560,300	482,500	541,050	428,700	427,300	614,950	643,800	7,750,700
COMMUNITY & PROTECTIVE SERVICES												
Mandatory/Critical Projects												
MacLab Centre												
086.307 MacLab Centre for the Performing Arts	4	25,000	25,000	0	0	0	0	0	0	0	0	50,000
Total: MacLab Centre		25,000	25,000	0	0	0	0	0	0	0	0	50,000
Protective Services Capital Program												
089.212 Business Continuity Plan	2	60,000	0	0	0	0	0	0	0	0	0	60,000
089.213 Fire Prevention Office - Vehicle	4	35,000	0	0	0	0	0	0	0	0	0	35,000
095.024 Enforcement Services Equipment	1	28,000	0	0	60,000	0	0	20,000	40,000	0	25,000	173,000
089.211 Hydrant Markers	2	16,860	0	0	0	0	0	0	0	0	0	16,860
089.184 Water and Ice Rescue Equipment	2	15,000	0	0	0	0	0	0	0	0	0	15,000
089.185 Thermal Imaging Camera Upgrade	2	15,000	0	0	0	15,000	0	0	0	0	0	30,000
089.187 Self Contained Breathing Apparatus (SCBA) Replacement	1	0	390,000	0	0	0	0	0	0	0	0	390,000
089.100 Rescue Equipment	1	0	0	45,000	0	0	0	0	0	0	0	45,000
089.205 Ladder Truck (75 Foot)	2	0	0	0	900,000	0	0	0	0	0	0	900,000
089.204 Outfitting of Ladder Truck (75 foot)	2	0	0	0	70,000	0	0	0	0	0	0	70,000
089.188 Wildland Skid Unit	2	0	0	0	25,000	0	0	0	0	0	0	25,000
Total: Protective Services Capital Program		169,860	390,000	45,000	1,055,000	15,000	0	20,000	40,000	0	25,000	1,759,860
Parks Development Capital - Growth Related Projects												
102.008 Community Sign Replacement	4	30,000	30,000	30,000	10,000	30,000	10,000	30,000	10,000	30,000	30,000	240,000
102.041 Lions Club Outdoor Rink	4	0	40,000	0	0	0	20,000	0	0	0	0	60,000
102.024 John Bole Field Facility	4	0	10,000	0	10,000	0	50,000	0	10,000	0	40,000	120,000
Total: Parks Development Capital - Growth Related Projects		30,000	80,000	30,000	20,000	30,000	80,000	30,000	20,000	30,000	70,000	420,000

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Parks Development Capital - Sustainability Projects												
103.003 Playground Equipment	4	150,000	250,000	250,000	250,000	250,000	250,000	250,000	50,000	50,000	50,000	1,800,000
103.005 Park Enhancement Program	4	145,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	370,000
103.014 Simpson Park Playground	4	45,000	0	0	0	0	0	0	0	0	0	45,000
Total: Parks Development Capital - Sustainability Projects		340,000	275,000	275,000	275,000	275,000	275,000	275,000	75,000	75,000	75,000	2,215,000
Recreation Capital Program												
105.002 Fitness Equipment Renewal	4	146,880	128,180	106,780	107,825	113,955	111,810	108,180	113,875	103,465	104,665	1,145,615
105.001 Aquatics Equipment Renewal	4	105,000	100,000	100,000	78,000	87,000	140,000	85,000	84,000	68,000	85,000	932,000
105.004 General Equipment Renewal LRC	4	79,100	29,200	30,000	28,500	28,000	26,000	28,000	29,000	26,500	26,500	330,800
Total: Recreation Capital Program		330,980	257,380	236,780	214,325	228,955	277,810	221,180	226,875	197,965	216,165	2,408,415
Total Mandatory/Critical Projects		895,840	1,027,380	586,780	1,564,325	548,955	632,810	546,180	361,875	302,965	386,165	6,853,275
Necessary Projects												
FCSS Capital Program												
085.005 Social Needs Assessment	a	0	60,000	0	0	0	0	65,000	0	0	0	125,000
Total: FCSS Capital Program		0	60,000	0	0	0	0	65,000	0	0	0	125,000
MacLab Centre												
106.579 MacLab Centre Facility Enhancements/Connectivity	a	25,000	0	0	0	0	0	0	0	0	0	25,000
106.580 MacLab Centre Equipment Replacement Plan	a	0	0	25,500	78,290	30,125	0	50,100	50,100	0	0	234,115
Total: MacLab Centre		25,000	0	25,500	78,290	30,125	0	50,100	50,100	0	0	259,115
Parks Development Capital - Growth Related Projects												
102.044 Public Art Project	a	53,000	33,000	33,500	3,500	33,500	3,500	4,000	34,000	4,000	0	202,000
102.050 Leduc Lions Park	a	0	340,000	25,000	50,000	564,000	310,000	175,000	96,000	0	10,000	1,570,000
102.049 Telford Lake Rowing Facilities	b	0	40,000	0	0	0	0	0	0	0	0	40,000
102.048 West Campus High School Sports Fields	b	0	0	0	25,000	350,000	350,000	250,000	250,000	0	0	1,225,000
Total: Parks Development Capital - Growth Related Projects		53,000	413,000	58,500	78,500	947,500	663,500	429,000	380,000	4,000	10,000	3,037,000
Parks Development Capital - Sustainability Projects												
103.013 Simpson Park	b	176,000	12,000	0	0	0	0	0	0	0	0	188,000
Total: Parks Development Capital - Sustainability Projects		176,000	12,000	0	0	0	0	0	0	0	0	188,000
Total Necessary Projects		254,000	485,000	84,000	156,790	977,625	663,500	544,100	430,100	4,000	10,000	3,609,115
Desirable Projects												
Parks Development Capital - Growth Related Projects												
102.060 Cultural Village Amphitheatre	vi	105,000	0	0	0	0	0	0	0	0	0	105,000
102.012 Streetscape Development	iv	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	225,000
102.027 Lede Park Improvements	i	10,000	455,000	260,000	255,000	260,000	55,000	460,000	255,000	55,000	55,000	2,120,000
102.002 Alexandra Park Redevelopment	iv	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0	50,000
102.038 Fred Johns Park	iv	10,000	0	10,000	0	10,000	0	85,000	0	10,000	0	125,000
102.045 Outdoor Rinks	iv	10,000	0	35,000	535,000	10,000	0	10,000	0	10,000	0	610,000
102.019 Cultural Village	vi	0	25,000	0	20,000	0	25,000	0	20,000	0	0	90,000
Total: Parks Development Capital - Growth Related Projects		160,000	510,000	330,000	840,000	305,000	110,000	580,000	305,000	100,000	85,000	3,325,000

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Facilities - Restorations and Improvements												
102.061 Lede Park (Concession, Washroom, Shelter)*	i	0	50,000	400,000	0	0	0	0	0	0	0	450,000
Total: Facilities - Restorations and Improvements		0	50,000	400,000	0	0	0	0	0	0	0	450,000
<i>* Design and construction is tentative and will be refined with further scoping</i>												
Public Services Capital Program												
102.065 Deer Valley Community Garden (includes roads)	iv	0	230,000	175,000	125,000	125,000	0	0	0	0	0	655,000
Total: Public Services Capital Program		0	230,000	175,000	125,000	125,000	0	0	0	0	0	655,000
Recreation Capital Program												
105.003 LRC Lease Space Reconfiguration	v	0	50,000	0	0	0	0	0	0	0	0	50,000
Total: Recreation Capital Program		0	50,000	0	0	0	0	0	0	0	0	50,000
Total Desirable Projects		160,000	840,000	905,000	965,000	430,000	110,000	580,000	305,000	100,000	85,000	4,480,000
Total Projects		1,309,840	2,352,380	1,575,780	2,686,115	1,956,580	1,406,310	1,670,280	1,096,975	406,965	481,165	14,942,390

INFRASTRUCTURE & PLANNING

Mandatory/Critical Projects												
65th Ave Capital Program												
075.064 65th Avenue East (35th Street to Spine Road) - 2L #27	5	0	900,000	0	0	0	0	0	0	0	0	900,000
075.066 Grant MacEwan Construction (65th Ave to Bridgeport) #52	5	0	400,000	0	3,200,000	0	0	0	0	0	0	3,600,000
075.075 65th Avenue West (Discovery to Grant MacEwan) #23	5	0	280,000	0	2,720,000	0	0	0	0	0	0	3,000,000
075.050 65th Avenue West (Discovery Way to QE II) - 2L #74	5	0	0	3,000,000	0	0	0	0	0	0	0	3,000,000
075.074 65th Avenue/Discovery Traffic Signal #63	5	0	0	262,000	0	0	0	0	0	0	0	262,000
Total: 65th Ave Capital Program*		0	1,580,000	3,262,000	5,920,000	0	0	0	0	0	0	10,762,000
<i>* Dependent on Grant Funding</i>												
Capital Engineering Program												
077.498 Arterials	4	6,000,000	0	0	0	0	0	0	0	0	0	6,000,000
077.290 Back-Lane Capital Program	4	1,000,000	1,025,000	1,050,000	1,075,000	1,100,000	1,125,000	1,150,000	1,175,000	1,200,000	1,225,000	11,125,000
077.571 North Telford	4	500,000	0	0	0	0	0	0	0	0	0	500,000
077.485 Capital Engineering	4	300,000	306,000	312,000	318,000	324,000	330,000	336,000	342,000	348,000	354,000	3,270,000
076.191 Utility Liners and Spot Repairs	3	300,000	306,000	0	312,000	0	324,000	0	330,000	0	336,000	1,908,000
076.300 Water Master Plan Update	5	300,000	0	0	0	0	0	250,000	0	0	0	550,000
076.180 Infrastructure Condition Assessments	3	175,000	0	178,500	0	185,500	0	193,000	0	201,000	0	933,000
076.199 Flow Monitoring - Equipment	3	175,000	0	0	0	0	0	0	0	0	0	175,000
080.243 Side Walk Replacement Program	4	106,500	108,800	111,200	113,600	116,100	118,700	121,400	124,142	127,000	129,540	1,176,982
077.527 MPMA- Data Collection	3	90,000	0	0	91,500	0	0	93,000	0	0	95,000	369,500
077.585 2020 Capital Road Program	4	0	6,060,000	0	0	0	0	0	0	0	0	6,060,000
076.296 48A Street (Civic Center) Utility Upgrades	3	0	1,700,000	0	0	0	0	0	0	0	0	1,700,000
080.278 Civic Centre Concrete Replacement	4	0	800,000	0	0	0	0	0	0	0	0	800,000
080.266 Storm Pond Refurbishment	2	0	560,000	0	0	0	0	0	0	0	0	560,000
076.564 Future Utility Program	4	0	500,000	510,000	520,000	530,000	540,000	550,000	560,000	570,000	580,000	4,860,000
077.560 Traffic Signal Upgrades	4	0	200,000	0	200,000	0	200,000	0	200,000	0	200,000	1,000,000
077.587 Future Roadway*	4	0	0	10,000,000	0	0	0	0	0	0	0	10,000,000
076.562 2021 Capital Road Program	3	0	0	6,120,000	0	0	0	0	0	0	0	6,120,000
076.158 Water Distribution System Upgrades	2	0	0	0	0	750,000	0	0	0	0	0	750,000
076.299 Sanitary Master Plan Update	5	0	0	0	0	0	225,000	0	0	0	0	225,000
077.586 Future Road Program	4	0	0	0	6,180,000	6,240,000	6,300,000	6,360,000	6,420,000	6,480,000	6,540,000	44,520,000
Total: Capital Engineering Program		8,946,500	11,565,800	18,281,700	8,810,100	9,245,600	9,162,700	9,053,400	9,151,142	8,926,000	9,459,540	102,602,482
<i>* Dependent on Grant Funding</i>												

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Offsite Levies												
075.058 Southeast Boundary Road (Hwy 2A to Coady Blvd.) - #43	5	3,750,000	0	0	0	0	0	0	2,400,000	0	0	6,150,000
075.070 50 Ave Widening (Fire Hall to 74 Street) #18	5	800,000	0	0	0	0	0	0	0	0	0	800,000
075.084 Tribute Water Main Highway Crossing - W4	5	700,000	0	0	0	0	0	0	0	0	0	700,000
075.056 Spine Road (Allard Avenue to 65th Avenue East) - 2L #64	5	250,000	2,400,000	0	0	0	0	0	0	0	0	2,650,000
075.067 Grant MacEwan South (50th Ave to Black Gold Drive) 2L-4L - #75	5	200,000	0	0	1,400,000	0	0	0	0	0	0	1,600,000
075.072 74th Street (50th Ave to Woodbend) - #10	5	0	0	1,430,000	0	0	0	0	0	0	0	1,430,000
075.083 Water Distribution Main across HWY2 for 65th Ave Development - W1	5	0	0	0	0	2,600,000	0	0	0	0	0	2,600,000
075.045 Coady Boulevard (Meadowview Blvd to SE Boundary Road) #55	5	0	0	0	0	1,500,000	0	0	1,500,000	0	0	3,000,000
075.071 74th Street (50th Avenue to Crystal Creek) - #12	5	0	0	0	0	1,430,000	0	0	0	0	0	1,430,000
075.073 Traffic Signal - Spine Road and Airport Road - #65	5	0	0	0	0	165,000	0	0	0	0	0	165,000
075.053 NW Reservoir and Pump Station -W8	5	0	0	0	0	0	0	0	0	16,000,000	0	16,000,000
075.054 50th Avenue (Deer Valley Drive to west of Fire Hall access) - #19	5	0	0	0	0	0	0	525,000	0	0	0	525,000
075.077 Spine Road - 65th Avenue East to Lakeside Industrial - #70	5	0	0	0	0	0	2,800,000	0	0	0	0	2,800,000
075.080 Corinthia Sanitary Storage - S3	5	0	0	0	0	0	0	0	0	683,000	0	683,000
075.081 East Industrial Lift Station and Force Main - S10	5	0	0	0	0	0	9,000,000	0	0	0	0	9,000,000
075.087 HWY2 Water fill line crossing for 65th Ave reservoir - W9	5	0	0	0	0	0	0	0	0	1,350,000	0	1,350,000
075.090 Traffic Signal - Grant MacEwan and 65 Ave - #73	5	0	0	0	0	0	0	0	0	0	262,000	262,000
Total: Offsite Levies*		5,700,000	2,400,000	1,430,000	1,400,000	5,695,000	11,800,000	525,000	3,900,000	18,033,000	262,000	51,145,000
<i>* The development agreement must be substantially completed prior to initiation of any offsite levy project</i>												
Planning Department Capital Program												
079.040 Municipal Development Plan	1	225,000	0	0	0	0	350,000	0	0	0	0	575,000
Total: Planning Department Capital Program		225,000	0	0	0	0	350,000	0	0	0	0	575,000
Public Services Capital Program												
080.232 Multiway Overlays	4	100,000	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	1,075,463
080.231 Parking Lot Improvements	4	75,000	50,000	76,500	52,020	79,591	54,122	82,806	56,308	86,151	57,434	669,932
080.220 Traffic Control Device Improvements	2	70,000	70,000	71,400	72,828	74,285	75,770	77,286	78,831	80,408	82,016	752,824
080.253 Pedestrian Crosswalk Signals	2	64,000	65,280	66,586	67,917	69,276	70,661	72,074	73,515	74,985	76,485	700,779
080.287 Tree Replacement	4	50,000	50,000	50,000	0	0	0	0	0	0	0	150,000
080.252 Portable Electronic Signs	2	30,000	0	0	30,000	0	0	30,000	0	0	30,000	120,000
080.285 Fountain Replacement	4	15,000	0	15,000	0	15,000	0	0	0	0	0	45,000
080.264 Speed Awareness Signs	2	6,000	12,000	6,120	12,485	6,242	12,989	6,367	13,514	6,495	13,784	95,996
080.259 Railway Crossing Rehabilitation	4	0	200,000	0	0	0	0	100,000	0	0	0	300,000
080.260 Cemetery Fence Repairs	4	0	50,000	0	0	0	0	0	0	0	0	50,000
080.248 Seasonal Lights	4	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000	100,000
080.268 Resurface Tennis Courts	4	0	0	0	0	45,000	0	0	0	0	0	45,000
Total: Public Services Capital Program		410,000	617,280	387,606	359,290	395,515	341,785	478,941	354,784	362,908	396,885	4,104,994
Water Department Capital Program												
081.093 Mainline Valve Replacement	3	107,000	122,000	180,000	110,282	112,485	114,737	117,033	119,373	121,761	124,196	1,228,867
081.070 Distribution System Upgrades-Contract Services/Equipment	3	55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000	775,000
081.097 SCADA Communication System Replacement	3	0	420,000	0	0	0	0	0	0	0	0	420,000
081.080 Reservoir Improvements	3	0	0	0	0	0	0	0	0	0	135,000	135,000
Total: Water Department Capital Program		162,000	602,000	245,000	180,282	187,485	194,737	202,033	209,373	216,761	359,196	2,558,867
Wastewater Capital Program												
082.030 Infiltration Reduction Program	4	50,000	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	537,731
082.040 Service Connection Repair	4	0	160,000	0	160,000	0	160,000	0	160,000	0	160,000	800,000
082.044 New Sanitary Lateral Augers	4	0	30,000	0	0	0	0	30,000	0	0	0	60,000
082.010 Wastewater Mainline Upgrading/Repair	3	0	0	0	0	0	0	0	0	34,461	0	34,461
082.042 Lift Station Upgrades	3	0	0	0	0	0	0	0	0	0	220,000	220,000
Total: Wastewater Capital Program		50,000	240,000	51,000	212,020	53,060	214,122	85,204	216,308	91,895	438,583	1,652,192

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Equipment Services Capital Program												
083.167 Fire Engines	4	825,000	0	0	900,000	0	0	0	1,500,000	0	0	3,225,000
083.215 Joint Venture Transit Busses	4	580,000	0	0	0	100,000	1,100,000	100,000	100,000	0	0	1,980,000
083.135 Grader	4	554,000	0	0	554,000	0	0	0	0	0	0	1,108,000
083.178 Tandem	4	356,000	0	0	255,000	255,000	0	0	255,000	0	0	1,121,000
083.174 Pickup Trucks for Public Services*	4	285,900	0	103,000	135,000	45,000	0	0	0	90,000	0	658,900
083.165 1993 Kubota Tractor	4	240,000	0	0	0	0	0	0	0	0	120,000	360,000
083.159 Turf Mower	4	212,400	0	0	0	0	0	111,000	0	0	0	323,400
083.129 2013 Protective Services Vehicle	4	160,000	160,000	0	0	80,000	0	0	0	0	0	400,000
083.219 Major Vehicle Rehabilitation	4	100,000	0	0	0	0	0	0	0	0	0	100,000
083.132 Ford 3/4 Ton Unit 336	4	97,000	0	0	0	0	0	0	0	0	0	97,000
083.150 Rough Cutter (2019 new addition \$16K)	4	67,000	0	0	0	0	0	0	0	0	0	67,000
083.138 Half-ton for Facilities Technician	4	55,000	0	0	0	0	145,000	0	0	0	0	200,000
083.233 Steep Slope Mower	2	50,000	0	0	0	0	0	0	0	0	0	50,000
083.237 Professional Painter - HVAC Technician	4	45,000	0	0	0	0	0	0	0	0	0	45,000
083.235 Utility Operator Vehicle - Light Duty Truck	4	38,000	0	0	0	0	0	0	0	0	0	38,000
083.236 Operator Parks & Open Spaces - Light Duty Truck	4	38,000	0	0	0	0	0	0	0	0	0	38,000
083.142 Mule	4	30,000	0	60,000	36,000	0	48,000	0	0	36,000	18,000	228,000
083.119 2004 Pressure Washer (2019 new addition \$20K)	4	20,000	0	0	0	0	0	0	0	0	0	20,000
083.140 Loader 938G	4	0	357,600	0	0	0	357,600	0	0	0	0	715,200
083.168 Fire Ambulance unit 252	4	0	271,000	542,000	0	0	0	0	0	0	0	813,000
083.170 Special Transportation	4	0	200,000	200,000	0	400,000	0	0	200,000	0	0	1,000,000
083.143 Olympia	4	0	120,000	0	0	0	125,000	0	130,000	0	0	375,000
083.141 Mower	4	0	95,000	0	120,000	0	0	0	0	0	0	215,000
083.169 Fire ATP - Unit 353	4	0	90,000	0	0	0	0	0	0	0	0	90,000
083.175 One Tons for Public Services	4	0	70,000	0	0	0	86,000	188,000	0	0	0	344,000
083.145 Planning Truck	4	0	42,500	0	40,000	35,000	0	84,400	77,000	42,500	0	321,400
083.158 Top Dresser	4	0	30,000	0	0	0	0	0	0	0	0	30,000
083.134 Graco Line Painter Unit 409	4	0	25,000	0	0	0	0	0	0	0	0	25,000
083.122 Speed Plow	4	0	10,000	0	0	0	0	0	0	0	0	10,000
083.176 Bucket Truck	4	0	0	300,000	0	0	0	0	0	0	0	300,000
083.192 Toro 4000D Mower (2013 New)	4	0	0	285,000	0	0	0	0	0	0	0	285,000
083.123 2012 Gravel Truck - Unit 409	4	0	0	210,000	0	0	0	0	0	0	0	210,000
083.231 Draft Commander (2019 new addition)	3	0	0	130,000	0	0	0	0	0	0	0	130,000
083.209 Water Commission Vehicles	4	0	0	125,000	0	0	0	0	0	0	0	125,000
083.191 Tore 580 Mower	4	0	0	120,000	0	0	0	0	0	0	0	120,000
083.184 Multipurpose Utility Vehicle	4	0	0	90,000	0	0	0	0	0	0	0	90,000
083.193 Small Detail Mower	4	0	0	40,000	0	0	0	0	0	0	0	40,000
083.221 Lake Weed Harvester Replacement	4	0	0	0	500,000	0	0	0	0	0	0	500,000
083.202 Parade Float Chassis	4	0	0	0	20,000	0	0	0	0	0	0	20,000
083.154 Snow Blower	4	0	0	0	0	150,000	0	0	0	150,000	0	300,000
083.200 One-Ton Truck With Plow & Slip-In Sander	4	0	0	0	0	85,000	0	0	0	0	0	85,000
083.187 Truck for Facilities Dept	4	0	0	0	0	50,200	0	0	0	0	0	50,200
083.126 Aerator	4	0	0	0	0	31,000	0	0	0	0	0	31,000
083.206 Fleet Services Service Truck	3	0	0	0	0	0	150,000	0	0	0	0	150,000
083.199 Asphalt Hot Box Trailer	4	0	0	0	0	0	74,000	0	0	0	0	74,000
083.128 Backhoe/Loader	4	0	0	0	0	0	0	165,000	0	0	0	165,000
083.177 Vehicle for Refrig Controls Tech	4	0	0	0	0	0	0	0	0	52,000	0	52,000
083.213 Heavy Duty Truck & Box	4	0	0	0	0	0	0	0	0	86,000	0	86,000
083.225 3/4 Ton Truck	4	0	0	0	0	0	0	0	0	0	52,500	52,500
083.227 Truck - Operator Infrastructure Maintenance	4	0	0	0	0	0	0	0	0	0	52,500	52,500
Total: Equipment Services Capital Program		3,753,300	1,471,100	2,205,000	2,560,000	1,231,200	2,085,600	648,400	2,262,000	456,500	243,000	16,916,100

* Project expenditures include the purchase of one 2-ton service body truck and two general pick-up trucks

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Facilities - Major Facilities												
087.161 North Fire Hall*	1	0	0	0	TBD - \$8.0M			0	0	0	0	0
Total: Facilities - Restorations and Improvements		0	0	0	0	0	0	0	0	0	0	0
<i>* Actively pursuing partnership opportunities</i>												
Facilities - Restorations and Improvements												
086.267 Protective Services Building Capital Renewal	4	1,127,949	0	0	0	0	20,173	0	0	257,243	0	1,405,365
086.266 LRC Capital Renewal Project	4	980,944	426,441	0	0	249,448	44,381	0	440,619	140,000	0	2,281,833
092.371 Digital Sign Replacement	4	250,000	125,000	0	0	0	0	0	0	0	0	375,000
086.274 LRC Pool Old Mechanical Room Renovations PHII	4	226,292	30,548	0	0	38,989	1,063,774	310,805	0	0	32,718	1,703,126
086.305 OPS Capital Renewals	4	86,000	0	0	0	0	0	0	0	0	0	86,000
086.304 Building Security Enhancements	2	50,000	50,000	0	50,000	0	50,000	0	50,000	0	50,000	300,000
086.263 Alexandra Arena Capital Renewal*	4	37,847	731,800	0	0	0	0	0	14,528	48,250	0	832,425
086.308 Rental Properties Capital Renewal	4	35,000	0	0	0	0	0	0	0	0	0	35,000
086.261 Telford House Facility Rehabilitation	4	30,750	15,000	0	0	0	43,000	0	0	26,496	0	115,246
086.262 Civic Centre Capital Renewal	4	10,104	0	0	12,801	0	33,622	0	0	0	0	56,527
086.295 Stageworks Capital renewals	4	0	0	0	0	0	0	0	0	25,839	0	25,839
087.145 Capital Equipment Renewal LRC	4	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Total: Facilities - Restorations and Improvements		2,884,886	1,428,789	50,000	112,801	338,437	1,304,950	360,805	555,147	547,828	132,718	7,716,361
<i>* Subject to future decisions of long term facilities master plan</i>												
Office Equipment Replacement Program												
091.040 Furniture/Workstation Replacement	4	88,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	268,000
Total: Office Equipment Replacement Program		88,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	268,000
Total Mandatory/Critical Projects		22,219,686	19,924,969	25,932,306	19,574,493	17,166,297	25,473,894	11,373,783	16,668,754	28,654,892	11,311,922	198,300,996
Necessary Projects												
Transit												
010.015 Bus Purchase for Route 10	e	420,000	0	0	0	0	0	0	0	0	0	420,000
010.007 Smart Bus	e	318,000	0	0	0	0	0	0	0	0	0	318,000
010.014 Leduc Transit Park & Ride	e	50,000	450,000	0	0	0	0	0	0	0	0	500,000
010.013 Smart Fare	e	51,000	0	0	0	0	0	0	0	0	0	51,000
Total: Transit		839,000	450,000	0	0	0	0	0	0	0	0	1,289,000
Offsite Levies												
075.086 50 Street turn bay - #87	a	0	0	0	150,000	0	0	0	0	0	0	150,000
075.085 45th/43rd Street (175m North of 70th Ave to 82nd Ave) - #47	a	0	0	0	0	0	0	0	6,400,000	0	0	6,400,000
075.088 Traffic Signals - 74th Street and 50th Ave - #25	a	0	0	0	0	0	0	0	0	0	262,000	262,000
075.089 Traffic Signal - 65 Ave/ Spine Road - #69	a	0	0	0	0	0	0	0	0	0	262,000	262,000
Total: Offsite Levies*		0	0	0	150,000	0	0	0	6,400,000	0	524,000	7,074,000
<i>* The development agreement must be substantially completed prior to initiation of any offsite levy project</i>												

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Capital Engineering Program												
076.316 Crystal Creek Site Servicing*	b	950,000	0	0	0	0	0	6,200,000	3,150,000	0	0	10,300,000
076.303 Telford Lake Multiway	a	925,000	600,000	0	0	0	0	0	0	0	0	1,525,000
077.562 New Traffic Signal Installation	b	290,000	0	290,000	0	0	0	0	0	0	0	580,000
076.565 Ditch reconstruction in support of food processing plant	b	150,000	0	0	0	0	0	0	0	0	0	150,000
076.568 CDC Capital Engineering	a	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	1,090,000
076.295 Stormwater Master Plan	b	90,000	450,000	0	0	0	0	0	0	0	0	540,000
076.563 Regional Transportation Planning	e	0	200,000	0	0	0	0	0	0	0	0	200,000
076.160 Snow Storage Site (excludes land)	b	0	0	400,000	3,700,000	0	0	0	0	0	0	4,100,000
076.561 Lions Park Secondary Trails	a	0	0	400,000	0	0	0	0	0	0	0	400,000
076.567 Lede Park Multiway	a	0	0	300,000	0	0	0	0	0	0	0	300,000
077.541 Transportation Master Plan	b	0	0	0	520,000	0	0	0	0	520,000	0	1,040,000
076.198 Sanitary over sizing for land outside of City limits (West)	b	0	0	0	0	0	0	0	1,100,000	0	0	1,100,000
076.317 Sanitary Over sizing for lands outside the City (East)	b	0	0	0	0	0	1,000,000	0	0	0	0	1,000,000
076.566 Lions Park Lookout	a	0	0	0	0	0	0	800,000	0	0	0	800,000
Total: Capital Engineering Program		2,505,000	1,352,000	1,494,000	4,326,000	108,000	1,110,000	7,112,000	4,364,000	636,000	118,000	23,125,000
<i>*There is potential that this project may be accelerated</i>												
Environmental Services Capital Program												
078.054 Annual Cart Purchases	d	69,000	36,000	73,000	37,000	76,000	39,000	79,000	40,000	82,000	41,000	572,000
078.042 First Level Environmental Audit	c	32,000	0	0	16,000	0	0	34,000	0	0	0	82,000
078.050 Environmental Plan Initiatives	a	12,000	0	12,000	0	12,000	0	12,000	0	12,000	0	60,000
Total: Environmental Services Capital Program		113,000	36,000	85,000	53,000	88,000	39,000	125,000	40,000	94,000	41,000	714,000
Planning Department Capital Program												
079.030 Intermunicipal Development Plan	e	200,000	0	0	0	200,000	0	0	0	0	0	400,000
079.060 Land Use Bylaw	g	0	175,000	0	0	0	200,000	0	0	0	0	375,000
079.134 Downtown Redevelopment Plan	a	0	0	0	400,000	0	3,000,000	1,500,000	1,500,000	0	0	6,400,000
Total: Planning Department Capital Program		200,000	175,000	0	400,000	200,000	3,200,000	1,500,000	1,500,000	0	0	7,175,000
Public Services Capital Program												
080.288 Landscape Standards Update	g	50,000	0	0	0	0	0	0	0	0	0	50,000
080.289 Eco Station IT Equipment	f	15,000	0	0	0	0	0	0	0	0	0	15,000
080.247 Cemetery - Columbarium	b	0	50,000	0	50,000	0	50,000	0	50,000	0	50,000	250,000
080.277 Cemetery Development	b	0	0	0	2,165,000	3,000,000	0	0	0	0	0	5,165,000
Total: Public Services Capital Program		65,000	50,000	0	2,215,000	3,000,000	50,000	0	50,000	0	50,000	5,480,000
Water Department Capital Program												
081.083 Water Meter Annual Purchases	d	256,700	264,400	272,400	280,500	289,000	297,600	306,500	315,700	325,200	331,700	2,939,700
081.088 Neighborhood Leak Detection	g	50,000	0	0	0	0	0	0	0	0	0	50,000
Total: Water Department Capital Program		306,700	264,400	272,400	280,500	289,000	297,600	306,500	315,700	325,200	331,700	2,989,700
Equipment Services Capital Program												
083.173 Skid Steer	g	102,000	0	0	0	0	0	0	95,000	0	0	197,000
083.230 Wood Chipper (2019 new addition)	g	63,100	0	0	0	0	0	0	0	0	0	63,100
083.125 4 X 4 Fire Unit	b	62,000	0	62,000	0	62,000	187,000	0	0	0	0	373,000
083.228 Iron Worker (2019 new addition)	g	45,000	0	0	0	0	0	0	0	0	0	45,000
083.229 Emergency Transportation Trailers (2019 new addition)	g	38,000	0	0	0	0	0	0	0	0	0	38,000
083.234 Engineering Vehicle	g	35,000	0	0	0	0	0	0	0	0	0	35,000
083.232 Mobile Column Lift (new addition)	g	33,000	0	0	0	0	0	0	0	0	0	33,000
083.220 Specialized Parks Vehicle (Mini Truck) (2019 new addition \$20K)	g	20,000	0	0	0	0	0	0	0	0	15,000	35,000
083.208 Ice Breaker Attachment	g	0	0	0	0	0	0	0	60,000	0	0	60,000
083.211 Turf Vac Sweep	g	0	0	0	0	0	0	0	41,000	0	0	41,000
083.212 Utility Roller	g	0	0	0	0	0	0	0	50,000	0	0	50,000
Total: Equipment Services Capital Program		398,100	0	62,000	0	62,000	187,000	0	246,000	0	15,000	970,100

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Facilities - Restorations and Improvements												
086.311 Reconfigure lease space to Office*	b	0	0	250,000	0	0	0	0	0	0	0	250,000
086.309 OPS staff Parking	f	0	0	0	600,000	0	0	0	0	0	0	600,000
086.310 OPS office space reconfiguration	b	0	0	0	112,000	818,000	0	0	0	0	0	930,000
086.255 Civic Centre Building Renovations	b	0	0	0	0	0	0	0	788,000	5,775,000	0	6,563,000
Total: Facilities - Restorations and Improvements		0	0	250,000	712,000	818,000	0	0	788,000	5,775,000	0	8,343,000
<i>* Subject to future decisions of long term facilities master plan</i>												
Facilities - Major Facilities												
087.163 West Campus Site Master Plan	e	100,000	0	0	0	0	0	0	0	0	0	100,000
087.151 City of Leduc Facilities Master Plan	b	0	0	0	0	150,000	0	0	0	0	150,000	300,000
087.166 Twin field houses West Campus*	b	0	0	0	0	0	0	0	2,880,000	21,120,000	0	24,000,000
087.164 West Campus Twin Arenas	b	0	0	0	0	0	0	0	2,167,000	15,893,000	0	18,060,000
087.165 Park and Ride location west campus	b	0	0	0	0	0	0	0	225,000	1,500,000	0	1,725,000
087.162 West Public Works Satellite Shop (no land cost included)	g	0	0	0	0	0	0	0	152,000	1,117,000	0	1,269,000
087.172 Community Hub (Alexandra Arena re-purpose)	b	0	0	0	0	0	0	0	0	0	12,537,000	12,537,000
Total: Facilities - Major Facilities		100,000	0	0	0	150,000	0	0	5,424,000	39,630,000	12,687,000	57,991,000
<i>* This project could be accelerated as there is a potential to partner with BGRSD</i>												
<i>It is important to recognize there are projects in years 2029 - 2033 that total \$23.0M as a part of the Facilities Master Plan</i>												
eGovernment Strategies												
092.373 Planning Software	g	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total: eGovernment Strategies		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total Necessary Projects		4,536,800	2,337,400	2,173,400	8,146,500	4,725,000	4,893,600	9,053,500	12,737,700	52,870,200	13,776,700	115,250,800
Desirable Projects												
Capital Engineering Program												
076.569 St. Paul's Church Parking Lot	v	275,000	0	0	0	0	0	0	0	0	0	275,000
076.559 44 Street Sidewalk	v	150,000	0	0	0	0	0	0	0	0	0	150,000
104.003 Wayfinding	i	120,000	150,000	0	0	0	0	0	0	0	0	270,000
076.306 Windrose Multiway	i	60,000	540,000	0	0	0	0	0	0	0	0	600,000
076.560 Willow Park Guard Rail Extension	iii	20,000	0	0	0	0	0	0	0	0	0	20,000
076.305 Multiway Development	i	0	0	350,000	465,000	0	490,000	0	405,000	0	0	1,710,000
076.302 Community Parks Parking Lot	v	0	0	0	0	250,000	300,000	300,000	300,000	300,000	400,000	1,850,000
076.570 Rugby Club Parking Lot	v	0	0	0	0	525,000	0	0	0	0	0	525,000
Total: Capital Engineering Program		625,000	690,000	350,000	465,000	775,000	790,000	300,000	705,000	300,000	400,000	5,400,000
Environmental Services Capital Program												
078.048 Environmental Sustainability Plan	ii	0	0	70,000	0	0	0	0	0	0	0	70,000
Total: Environmental Services Capital Program		0	0	70,000	0	0	0	0	0	0	0	70,000
Planning Department Capital Program												
079.128 Leduc Area Redevelopment Plans	i	0	0	150,000	0	0	0	0	0	0	0	150,000
079.151 Urban Agriculture Strategy	i	0	0	150,000	0	0	0	0	0	0	0	150,000
079.124 Attainable Housing Strategy Development	i	0	0	20,000	0	0	0	0	0	0	0	20,000
Total: Planning Department Capital Program		0	0	320,000	0	0	0	0	0	0	0	320,000
Public Services Capital Program												
080.290 Eco Station Fibre Optic Utility Extension	v	20,000	100,000	0	0	0	0	0	0	0	0	120,000
080.282 Outdoor Skate Path	iv	10,000	25,000	0	0	10,000	0	0	10,000	0	0	55,000
Total: Public Services Capital Program		30,000	125,000	0	0	10,000	0	0	10,000	0	0	175,000

City of Leduc 2019-2028 Capital Plan Based on Intrastructure Investment Strategy

	Rank	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total Cost
Water Department Capital Program												
081.094 Leak Detection Software Module	v	0	0	0	0	0	75,000	0	0	0	0	75,000
Total: Water Department Capital Program		0	0	0	0	0	75,000	0	0	0	0	75,000
Facilities - Restorations and Improvements												
086.372 LRC energy efficiency projects	ii	1,252,519	0	0	0	0	0	0	0	0	0	1,252,519
086.303 Energy Efficiency Projects	ii	580,791	0	0	0	0	0	0	0	0	0	580,791
086.275 LRC Second Level Program Expansion	iv	0	0	485,000	3,553,000	0	0	0	0	0	0	4,038,000
Total: Facilities - Restorations and Improvements		1,833,310	0	485,000	3,553,000	0	0	0	0	0	0	5,871,310
Facilities - Major Facilities												
087.173 Partnership Opportunities	vi	0	0	7,900,000	0	0	0	0	0	0	0	7,900,000
Total: Facilities - Major Facilities		0	0	7,900,000	0	0	0	0	0	0	0	7,900,000
Total Desirable Projects		2,488,310	815,000	9,125,000	4,018,000	785,000	865,000	300,000	715,000	300,000	400,000	19,811,310
TOTAL INFRASTRUCTURE & PLANNING		29,244,796	23,077,369	37,230,706	31,738,993	22,676,297	31,232,494	20,727,283	30,121,454	81,825,092	25,488,622	333,363,106
TOTAL PROJECTS		32,258,286	26,842,549	40,072,136	34,995,408	25,125,377	33,189,854	22,836,263	31,655,729	82,857,007	26,623,587	356,456,196
Debenture Funded		5,583,310	-	17,900,000	-	-	-	-	-	-	-	23,483,310
Unfunded		-	230,000	575,000	4,225,000	650,000	3,000,000	2,300,000	7,487,000	43,905,000	12,537,000	74,909,000

Note: All projects costs after 2020 could have a range of +/- 20% as a result of detailed design not being completed. These are high level estimates only.

CAPITAL

2019 Capital and One Time Projects Funding





City of Leduc 2019 Capital and One Time Projects Funding

Capital Engineering Program	Project Number	Total	MSI Grant	Road Reserve	Federal Gas Tax Fund	Water Reserve	Storm Drainage	Sewer Reserve	Others or Developer Contributions	Planning Reserve	Public Services Capital Reserve	Recreation Levy - Due to City
Arterials	077.498	6,000,000	3,525,000	-	1,575,000	500,000	400,000	-	-	-	-	-
Back-Lane Capital Program	077.290	1,000,000	1,000,000	-	-	-	-	-	-	-	-	-
Crystal Creek Site Servicing	076.316	950,000	-	950,000	-	-	-	-	-	-	-	-
Telford Lake Multiway	076.303	925,000	925,000	-	-	-	-	-	-	-	-	-
North Telford	077.571	500,000	500,000	-	-	-	-	-	-	-	-	-
Utility Liners and Spot Repairs	076.191	300,000	300,000	-	-	-	-	-	-	-	-	-
Water Master Plan Update	076.300	300,000	-	-	-	150,000	-	-	-	150,000	-	-
Capital Engineering	077.485	300,000	-	300,000	-	-	-	-	-	-	-	-
New Traffic Signal Installation	077.562	290,000	-	-	-	-	-	-	290,000	-	-	-
St. Paul's Church Parking Lot	076.569	275,000	-	275,000	-	-	-	-	-	-	-	-
Flow Monitoring - Equipment	076.199	175,000	-	-	-	-	-	175,000	-	-	-	-
Infrastructure Condition Assessments	076.180	175,000	-	-	-	-	-	175,000	-	-	-	-
Ditch reconstruction in support of food processing plant	076.565	150,000	-	150,000	-	-	-	-	-	-	-	-
44 Street Sidewalk	076.559	150,000	-	150,000	-	-	-	-	-	-	-	-
Wayfinding	104.003	120,000	-	120,000	-	-	-	-	-	-	-	-
Side Walk Replacement Program	080.243	106,500	-	-	-	-	-	-	-	-	106,500	-
CDC Capital Engineering	076.568	100,000	-	100,000	-	-	-	-	-	-	-	-
MPMA- Data Collection	077.527	90,000	-	90,000	-	-	-	-	-	-	-	-
Stormwater Master Plan	076.295	90,000	-	-	-	-	90,000	-	-	-	-	-
Windrose Multiway	076.306	60,000	-	-	-	-	-	-	-	-	-	60,000
Willow Park Guard Rail Extension	076.560	20,000	-	20,000	-	-	-	-	-	-	-	-
Grand Total		12,076,500	6,250,000	2,155,000	1,575,000	650,000	490,000	350,000	290,000	150,000	106,500	60,000

Computer Services Capital Program	Project Number	Total	General Contingency Reserve	Office Equipment Reserve
Desktop Computer Renewal (Evergreen) - Hardware	015.180	202,950	202,950	-
Email Upgrade	015.291	29,000	-	29,000
Server Renewal (Evergreen) - Software	015.286	27,800	-	27,800
Server Renewal (Evergreen) - Hardware	015.186	26,000	-	26,000
Firewall Upgrade (Evergreen)	015.289	25,000	-	25,000
Network Renewal (Evergreen)	015.160	20,000	-	20,000
Desktop Computer Renewal (Evergreen) - Software	015.280	13,400	-	13,400
Grand Total		344,150	202,950	141,200

eGovernment Strategies	Project Number	Total	MSI Grant	General Contingency Reserve	Information Systems Reserve
Integrated Enterprise Finance & HR System	092.240	830,000	830,000	-	-
IT Governance	092.360	231,000	-	231,000	-
Content Management Software	092.355	75,000	-	-	75,000
OH&S Software	092.377	40,000	-	-	40,000
Asset Management	092.368	20,000	-	-	20,000
Planning Software	092.373	10,000	-	-	10,000
Grand Total		1,206,000	830,000	231,000	145,000

Environmental Services	Project Number	Total	Waste Minimization Reserve
Annual Cart Purchases	078.054	69,000	69,000
First Level Environmental Audit	078.042	32,000	32,000
Environmental Plan Initiatives	078.050	12,000	12,000
Grand Total		113,000	113,000

	Project		General	P.S.			Protective		Public
	Number	Total	Contingency	Equipment	MSI	Federal	Services Large	Leduc	Services
Equipment Services Capi			Reserve	Replacement	Grant	Funding	Equipment	County	Capital
				Reserve			Reserve	Grant	Reserve
Fire Engines	083.167	825,000	-	-	825,000	-	-	-	-
Joint Venture Transit Busses	083.215	580,000	-	226,200	-	232,000	-	121,800	-
Grader	083.135	554,000	-	554,000	-	-	-	-	-
Tandem	083.178	356,000	-	356,000	-	-	-	-	-
Pickup Trucks for Public Services	083.174	285,900	-	285,900	-	-	-	-	-
1993 Kubota Tractor	083.165	240,000	240,000	-	-	-	-	-	-
Turf Mower	083.159	212,400	212,400	-	-	-	-	-	-
2013 Protective Services Vehicle	083.129	160,000	-	-	-	-	160,000	-	-
Skid Steer	083.173	102,000	102,000	-	-	-	-	-	-
Major Vehicle Rehabilitation	083.219	100,000	100,000	-	-	-	-	-	-
Ford 3/4 Ton Unit 336	083.132	97,000	97,000	-	-	-	-	-	-
Rough Cutter (2019 new addition \$16K)	083.150	67,000	67,000	-	-	-	-	-	-
Wood Chipper (2019 new addition)	083.230	63,100	-	-	-	-	-	-	63,100
4 X 4 Fire Unit	083.125	62,000	-	-	-	-	62,000	-	-
Half-ton for Facilities Technician	083.138	55,000	-	55,000	-	-	-	-	-
Steep Slope Mower	083.233	50,000	50,000	-	-	-	-	-	-
Iron Worker (2019 new addition)	083.228	45,000	45,000	-	-	-	-	-	-
Professional Painter - HVAC Technician	083.237	45,000	45,000	-	-	-	-	-	-
Operator Parks & Open Spaces - Light Duty Truck	083.236	38,000	38,000	-	-	-	-	-	-
Utility Operator Vehicle - Light Duty Truck	083.235	38,000	38,000	-	-	-	-	-	-
Emergency Transportation Trailers (2019 new addition)	083.229	38,000	-	-	-	-	-	38,000	-
Engineering Vehicle	083.234	35,000	35,000	-	-	-	-	-	-
Mobile Column Lift (new addition)	083.232	33,000	-	-	-	-	-	-	33,000
Mule	083.142	30,000	-	30,000	-	-	-	-	-
2004 Pressure Washer (2019 new addition \$20K)	083.119	20,000	-	-	-	-	-	-	20,000
Specialized Parks Vehicle (Mini Truck) (2019 new addition \$20K)	083.220	20,000	-	-	-	-	-	-	20,000
Grand Total		4,151,400	1,069,400	1,507,100	825,000	232,000	222,000	159,800	136,100

Facilities - Major Facilities	Project Number	Total	Planning Reserve
West Campus Site Master Plan	087.163	100,000	100,000
Grand Total		100,000	100,000

Facilities - Restorations and Improvements	Project Number	Total	General			
			Debtenture Borrowing	MSI Grant	Contingency Reserve	Facilities Reserve
LRC energy efficiency projects	086.372	1,252,519	1,252,519	-	-	-
Protective Services Building Capital Renewal	086.267	1,127,949	-	676,769	451,180	-
LRC Capital Renewal Project	086.266	980,944	-	980,944	-	-
Energy Efficiency Projects	086.303	580,791	580,791	-	-	-
Digital Sign Replacement	092.371	250,000	-	-	250,000	-
LRC Pool Old Mechanical Room Renovations PHII	086.274	226,292	-	-	226,292	-
OPS Capital Renewals	086.305	86,000	-	-	-	86,000
Capital Equipment Renewal LRC	087.145	50,000	-	-	-	50,000
Building Security Enhancements	086.304	50,000	-	-	-	50,000
Alexandra Arena Capital Renewal	086.263	37,847	-	-	-	37,847
Rental Properties Capital Renewal	086.308	35,000	-	-	-	35,000
Telford House Facility Rehabilitation	086.261	30,750	-	-	-	30,750
Civic Centre Capital Renewal	086.262	10,104	-	-	-	10,104
Grand Total		4,718,196	1,833,310	1,657,713	927,472	299,701

GIS	Project Number	Total	Information Systems
			Reserve
LiDAR Data Collection Project	104.002	70,000	70,000
Aerial Data	104.001	18,000	18,000
Grand Total		88,000	88,000

Intergovernmental Affairs	Project Number	Total	Information Systems
			Reserve
Business Management Software	092.361	10,000	10,000
Grand Total		10,000	10,000

MacLab Centre	Project Number	Total	Facilities Reserve
MacLab Centre for the Performing Arts	086.307	25,000	25,000
MacLab Centre Facility Enhancements/Connectivity	106.579	25,000	25,000
Grand Total		50,000	50,000

Office Equipment Replacement Program	Project Number	Total	Office Equipment Reserve	General Contingency Reserve
Furniture/Workstation Replacement	091.040	88,000	44,000	44,000
Grand Total		88,000	44,000	44,000

Offsite Levies	Project Number	Total	Debenture Borrowing	Transportation Offsite Levies Roads	Water Offsite Levies
Southeast Boundary Road (Hwy 2A to Coady Blvd.) - #43	075.058	3,750,000	3,750,000	-	-
50 Ave Widening (Fire Hall to 74 Street) #18	075.070	800,000	-	800,000	-
Tribute Water Main Highway Crossing - W4	075.084	700,000	-	-	700,000
Spine Road (Allard Avenue to 65th Avenue East) - 2L #64	075.056	250,000	-	250,000	-
Grant MacEwan South (50th Ave to Black Gold Drive) 2L-4L - #75	075.067	200,000	-	200,000	-
Grand Total		5,700,000	3,750,000	1,250,000	700,000

			Parks Planning Capital Reserve	Other Capital Funding
Parks Development Capital - Growth Related Projects	Project Number	Total		
Cultural Village Amphitheatre	102.060	105,000	-	105,000
Public Art Project	102.044	53,000	53,000	-
Community Sign Replacement	102.008	30,000	30,000	-
Streetscape Development	102.012	15,000	15,000	-
Outdoor Rinks	102.045	10,000	10,000	-
Lede Park Improvements	102.027	10,000	10,000	-
Alexandra Park Redevelopment	102.002	10,000	10,000	-
Fred Johns Park	102.038	10,000	10,000	-
Grand Total		243,000	138,000	105,000

			Parks Planning Capital Reserve	Cash in Lieu of Municipal Reserve
Parks Development Capital - Sustainability Projects	Project Number	Total		
Simpson Park	103.013	176,000	176,000	-
Playground Equipment	103.003	150,000	-	150,000
Park Enhancement Program	103.005	145,000	145,000	-
Simpson Park Playground	103.014	45,000	45,000	-
Grand Total		516,000	366,000	150,000

		Total	Planning Reserve
Planning Department Capital Program	Project Number		
Municipal Development Plan	079.040	225,000	225,000
Intermunicipal Development Plan	079.030	200,000	200,000
Grand Total		425,000	425,000

			Protective Services Large Equipment	
Protective Services Capital Program	Project Number	Total	Reserve	
Business Continuity PPlan	089.212	60,000	60,000	
Fire Prevention Office - Vehicle	089.213	35,000	35,000	
Enforcement Services Equipment	095.024	28,000	28,000	
Hydrant Markers	089.211	16,860	16,860	
Thermal Imaging Camera Upgrade	089.185	15,000	15,000	
Water and Ice Rescue Equipment	089.184	15,000	15,000	
Grand Total		169,860	169,860	

			Public Services Capital Reserve	Parks Planning Capital Reserve	Safe Communities Reserve
Public Services Capital Program	Project Number	Total			
Multiway Overlays	080.232	100,000	-	100,000	-
Parking Lot Improvements	080.231	75,000	75,000	-	-
Traffic Control Device Improvements	080.220	70,000	-	-	70,000
Pedestrian Crosswalk Signals	080.253	64,000	-	-	64,000
Landscape Standards Update	080.288	50,000	50,000	-	-
Tree Replacement	080.287	50,000	50,000	-	-
Portable Electronic Signs	080.252	30,000	-	-	30,000
Eco Station Fibre Optic Utility Extension	080.290	20,000	20,000	-	-
Eco Station IT Equipment	080.289	15,000	15,000	-	-
Fountain Replacement	080.285	15,000	15,000	-	-
Outdoor Skate Path	080.282	10,000	-	10,000	-
Speed Awareness Signs	080.264	6,000	-	-	6,000
Grand Total		505,000	225,000	110,000	170,000

			Facilities Reserve
Recreation Capital Program	Project Number	Total	
Fitness Equipment Renewal	105.002	146,880	146,880
Aquatics Equipment Renewal	105.001	105,000	105,000
General Equipment Renewal LRC	105.004	79,100	79,100
Grand Total		330,980	330,980

Telephone Upgrade	Project Number	Total	Office Equipment Reserve
Telephone Replacement	101.001	65,500	65,500
Grand Total		65,500	65,500

Transit	Project Number	Total	General Contingency Reserve	Leduc County Grant	Federal Funding	P.S. Equipment Replacement Reserve
Bus Purchase for Route 10	010.015	420,000	163,800	88,200	168,000	-
Smart Bus	010.007	318,000	124,020	66,780	127,200	-
Smart Fare	010.013	51,000	33,150	17,850	-	-
Leduc Transit Park & Ride	010.014	50,000	-	10,500	20,000	19,500
Grand Total		839,000	320,970	183,330	315,200	19,500

Wastewater Capital Program	Project Number	Total	Sewer Reserve
Infiltration Reduction Program	082.030	50,000	50,000
Grand Total		50,000	50,000

Water Department Capital Program	Project Number	Total	Federal Gas Tax Fund	Water Reserve	General Contingency Reserve
Water Meter Annual Purchases	081.083	256,700	256,700	-	-
Mainline Valve Replacement	081.093	107,000	-	107,000	-
Distribution System Upgrades-Contract Services/Equipment	081.070	55,000	-	55,000	-
Neighborhood Leak Detection	081.088	50,000	-	-	50,000
Grand Total		468,700	256,700	162,000	50,000

RESERVES



Reserves are funds established by Administration and approved by Council for future capital and operating expenditures. Reserves are supported by a 10-year projection for receipt and disbursement of funds. These projections are updated annually as part of the budget process.

Reserves are identified as one of three types: operating, capital and offsite levies (developer contributions). Operating reserves are generally established to fund one-time expenditures of an operating nature i.e. Canada Curling Cup event celebration funded from the City’s Sports Tourism reserve. Capital reserves are generally established to fund expenditures of a capital nature i.e. Protective services vehicle funded from the City’s Protective Services large equipment reserve. Offsite levy reserves are developer funded reserves for new/enhanced assets and infrastructure to facilitate growth. These developer funded reserves assist in alleviating the burden on existing City infrastructure i.e. Grant MacEwan South road upgrade, funded from the Transportation Offsite Levy reserve.

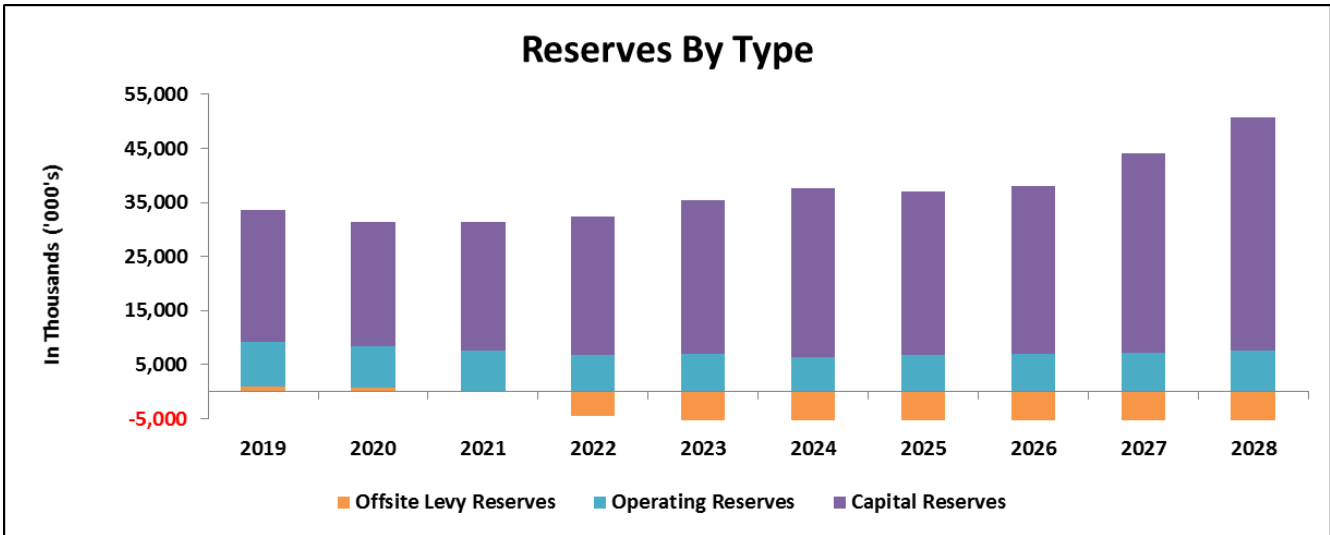
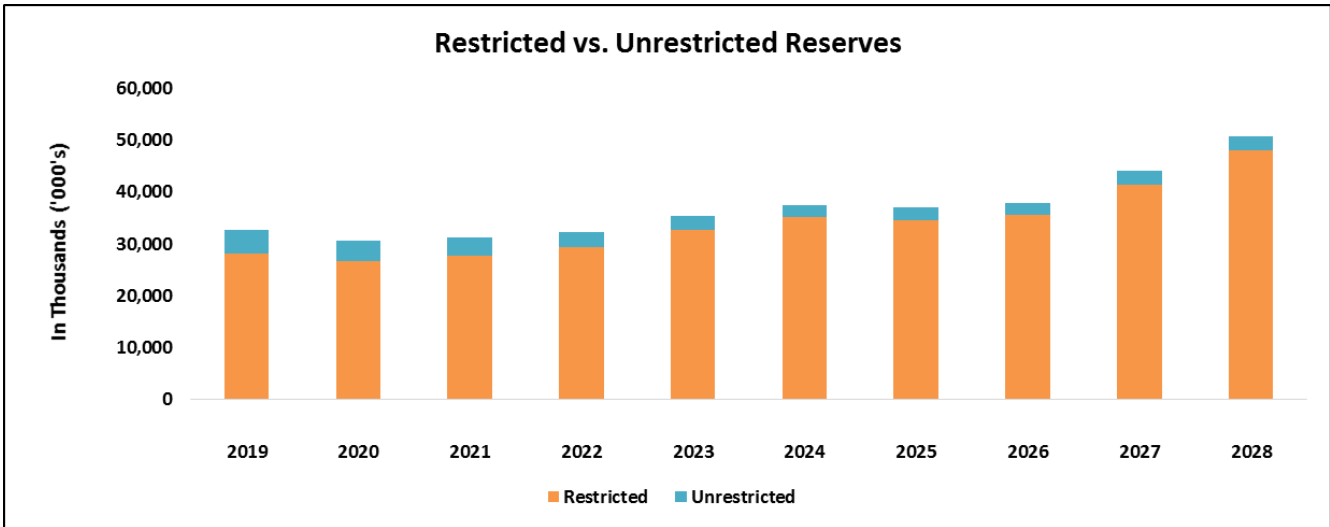
The following table details the City of Leduc reserves, the source of the funds, and who authorizes expenditures from the fund.

Offsite (Developer Funded) Levy Reserves	Description	Source of funds	Expenditures Authorized by
WATER OFFSITE LEVIES	Fund water related capital replacements and improvements for offsite levies capital projects	Offsite levies collected from developers thorough Bylaw	Council
SANITARY SEWER OFFSITE LEVIES	Fund sanitary sewer related capital replacements and improvements for offsite levies capital projects	Offsite levies collected from developers thorough Bylaw	Council
TRANSPORTATION OFFSITE LEVIES ROADS	Fund roads and related capital replacements and improvements for offsite levies capital projects	Offsite levies collected from developers thorough Bylaw	Council

Operating Reserves	Description	Source of funds	Expenditures Authorized by
GENERAL CONTINGENCY RESERVE	Funds provided for non-recurring, one-time and or capital expenditures.	1) Annual transfer as determined by Council 2) Transfer of annual surpluses remaining after Council approved transfers 3) Other sources as approved by Council	Council
RESERVE FOR CELEBRATIONS	Funds provided for celebrations	Annual budgeted transfer	Council
MILL RATE STABILIZATION	Funds provided to mitigate extra ordinary events and stabilize the mill rate.	Reserve is established. Replenished through surplus.	Council
RESERVE FOR SNOW REMOVAL	Funds provided to stabilize general fluctuations in the annual costs of snow removal	1) Annual transfer as determined by Council 2) Unspent portion of the annual operating budget for Snow and Ice Control	Council
SPORTS TOURISM	Funds provided for major sport tourism events	Annual budgeted transfer	Council
RESERVE FOR FUTURE EXPENDITURES - STUDIES	Funds provided for inter-municipal studies that are often related to growth	Annual budgeted transfer	Council
RESERVE FOR ELECTIONS	Funds provided for elections	Annual budgeted transfer	Council
ECONOMIC DEVELOPMENT RESERVE	Funds provided for economic development	Annual budgeted transfer	Council

Capital Reserves	Description	Source of funds	Expenditures Authorized by
INFORMATION SYSTEM RESERVE	Funds provided for Information Technology capital projects	\$2,000 per computer (based on 170 computers)	Council
FIXED (Office equip.) COMMUNICATIONS	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
FIRE COMMUNICATION RESERVE	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
LARGE EQUIPMENT RESERVE	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
ROAD RESERVE	Funds provided for road capital replacements and improvements	Annual budgeted transfer	Council
PUBLIC SERVICES EQUIPMENT REPLACEMENT RESERVE	Funds provided for the replacement of department specific capital equipment	Non-sustainable traffic fine revenue	Council
PUBLIC SERVICES CAPITAL RESERVE	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
SAFE COMMUNITIES	Funds provided for safe community initiatives for the City of Leduc	Annual budgeted transfer	Council
STORM DRAINAGE	Funds provided for storm drainage related capital replacements and improvements	75% of storm drainage user fees	Council
WATER RESERVE	Funds provided for water related capital replacements and improvements	Annual budgeted transfer	Council
SEWER RESERVE	Funds provided for sanitary sewer related capital replacements and improvements	Annual budgeted transfer	Council
WASTE MINIMIZATION RESERVE (Engineering)	Funds provided for promoting and implementing waste minimization programs	Annual budgeted transfer	Council
CASH IN LIEU OF MUNICIPAL RESERVE	Funds provided to purchase municipal reserve space for parks, school and other municipal requirements	Payments of cash in lieu of municipal reserves	Council
PROPERTY SALE PROCEEDS RESERVE	Funds provided for the purchase of equipment	Property sale proceeds	Council
RECREATION CONTRIBUTION - DUE TO CITY	Recreation contribution per City of Leduc Policy from related building permits to provide a source of funds to be used for City wide recreation needs	Annual transfer of Developer Recreation Levy	Council
CEMETERIES RESERVE	Funds provided for the purchase of cemetery land and equipment	Annual budgeted transfer	Council
RESERVE FOR ART ACQUISITION	Funds provided to acquire and display art	Funds received from third parties	Council
RESERVE FOR LEDE ROOM	Funds provided to purchase equipment for the Lede Room	Donation	Council with approval of donator
FACILITIES MAINTENANCE RESERVE	Funds provided for the replacement and rehabilitation of building infrastructure	Annual budgeted transfer	Council
PARKS PLANNING CAPITAL RESERVE	Funds provided to fund park development projects that are related to growth	Annual budgeted transfer	Council
RESERVE FOR LIBRARY EQUIPMENT	Funds provided for Library equipment	Annual budgeted transfer	Library Board
RESERVE FOR LIBRARY BEQUEST	Funds provided for capital improvements to children's area of the Library	Bequest from estate	Council
HPN MONUMENT FEES	To set aside funds collected from the developers to pay for replacement of HPN monuments	Developer payments	Budget
DEVELOPER CONTRIBUTION	Funds provided for offsite levies capital projects	Payments received from developers for capital works paid by city	Council
DOWNTOWN PROGRESS ASSOCIATION RESERVE	Funds provided to offset costs for capital projects for Downtown Progress Association (DPA)	Annual budgeted transfer	Council upon request of DPA
RESERVE FOR LATS BEQUEST	Bequest to purchase future assisted transit buses	Bequest from estate	Council
PUBLIC TRANSIT INFRASTRUCTURE INVESTMENT RESERVE	Funds provided to purchase equipment for public transit infrastructure projects as per the City's Infrastructure Investment Strategy	Annual budgeted transfer	Council

Reserves are a means to pay for future expenditures, both operating and capital as part of short and long term planning. The use of reserve funds is either restricted or unrestricted in nature. These internal allocations designate the appropriation of the reserve funds, for the purpose they were intended. As depicted in the chart below, a majority of the City of Leduc’s reserves are restrictive in nature.



City of Leduc - 10 Year Reserve Fund Balance Summary

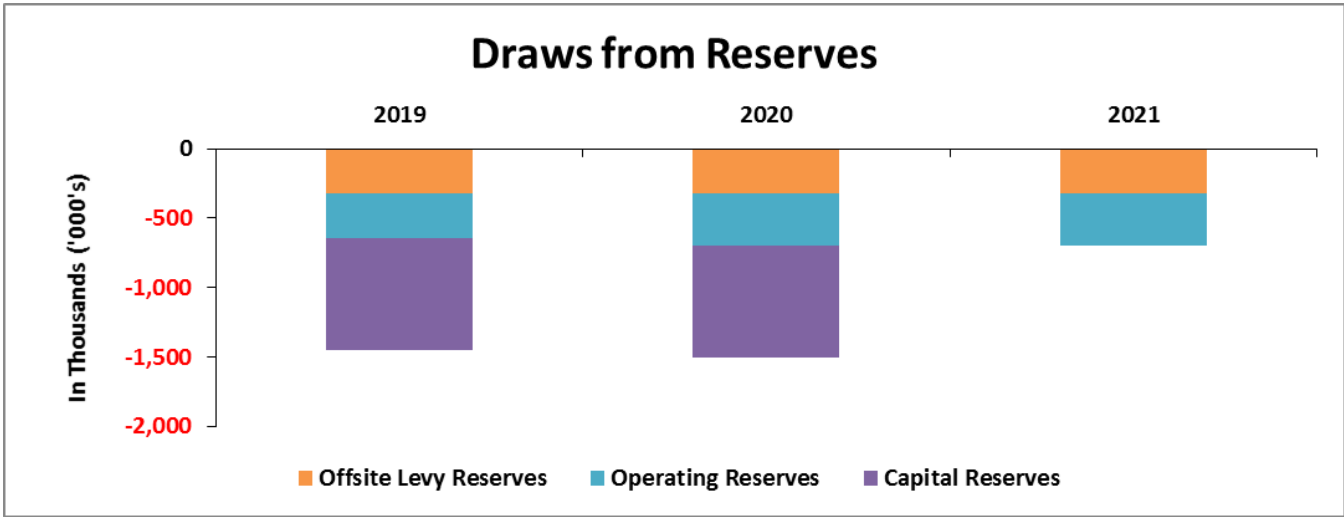
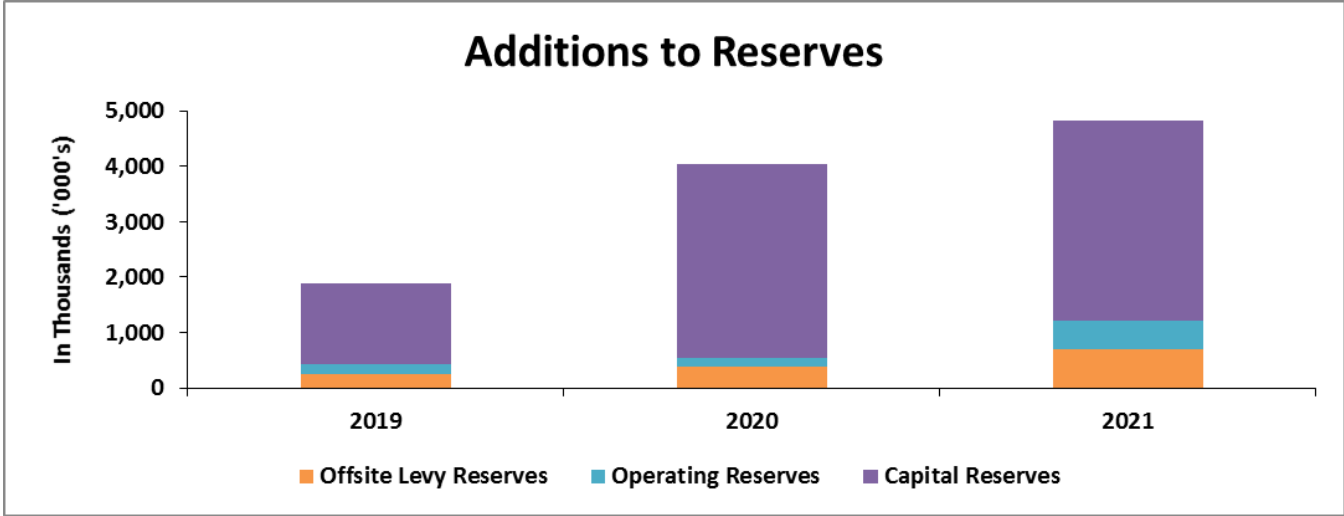
In Thousands	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Operating Reserves										
General contingency reserve	4,556	3,971	3,464	2,890	2,843	2,471	2,624	2,371	2,661	2,676
Mill rate stabilization	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Reserve for celebrations	196	209	222	235	248	261	274	287	300	313
Reserve for snow removal	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179	1,179
Sports tourism reserve	70	90	110	130	150	170	190	210	230	250
Reserve for future expenditures - studies	953	957	1,335	1,135	1,261	1,020	1,299	1,650	1,489	1,857
Reserve for census and elections	87	112	37	62	87	112	46	71	96	121
Economic development reserve	50	50	50	50	50	50	50	50	50	50
Total Operating Reserves	8,185	7,663	7,491	6,775	6,913	6,358	6,756	6,913	7,099	7,541
Capital Reserves										
Information system reserve	1,197	1,068	993	1,144	1,195	1,207	1,300	1,435	1,475	1,480
Fixed communications reserve	261	295	341	379	378	414	464	502	491	499
Fire communication reserve	137	148	159	171	183	196	210	223	238	254
Protective services large equipment reserve	1,318	919	558	358	663	1,078	1,490	1,896	2,361	2,833
Road reserve	2,273	1,251	1,255	1,828	2,177	1,949	3,048	1,350	2,416	3,169
P. S. Equipment replacement reserve	541	808	858	605	1,081	768	1,565	734	1,748	3,107
Public services capital reserve	458	459	572	736	855	1,025	1,192	1,368	1,538	1,661
Safe communities	534	543	557	532	540	539	513	505	501	460
Storm drainage	2,316	1,608	1,888	2,183	2,490	2,801	838	611	885	1,182
Water reserve	1,545	1,552	1,864	2,264	2,391	2,435	2,310	2,427	2,548	2,552
Sewer reserve	485	452	428	529	498	594	525	621	541	640
Waste minimization reserve	522	631	617	713	780	898	937	1,062	1,137	1,276
Cash in lieu of municipal reserve	1,402	616	376	139	143	128	133	138	143	148
Property sale proceeds reserve	1,607	1,657	1,711	1,767	1,829	1,890	1,959	2,028	2,100	2,187
Recreation levy - due to city	916	676	977	568	584	892	1,211	1,541	1,892	2,266
Cemeteries reserve	191	133	173	85	124	114	154	146	187	181
Reserve for art acquisition	16	16	15	15	14	14	13	13	12	12
Reserve for Lede room	6	6	6	7	7	7	7	8	8	8
Facilities reserve	987	932	1,187	1,009	1,169	1,635	2,281	2,874	3,269	3,841
Parks planning capital reserve	1,692	1,948	1,216	1,394	1,107	1,028	1,214	1,535	2,185	2,851
Reserve for library equipment	698	720	744	768	795	822	852	882	913	951
HPN monument fees	39	51	62	74	87	100	113	127	142	158
Developer contribution	2,032	2,287	2,268	2,544	2,841	3,151	-414	-395	-169	69
Downtown progress association reserve	110	114	117	121	125	130	134	139	144	150
Public transit	48	50	51	53	55	57	59	61	63	66
Infrastructure investment reserve	3,220	3,980	4,772	5,587	6,442	7,320	8,246	9,197	10,182	11,263
Total Capital Reserves	24,551	22,919	23,767	25,572	28,556	31,192	30,356	31,028	36,950	43,262
Total City Reserves	32,736	30,582	31,258	#####	#####	#####	#####	#####	44,049	50,803
Offsite Levy Reserves										
Water offsite levies	138	199	579	699	-1,763	-1,672	-1,565	-1,443	-18,653	-18,843
Sanitary sewer offsite levies	-3,128	-3,352	-3,225	-3,254	-3,326	-12,365	-12,536	-12,742	-13,632	-13,843
Transportation offsite levies roads	3,931	3,862	2,792	-1,927	-2,259	-1,924	637	-211	-3,491	-1,139
Total Offsite Levy Reserves	941	709	146	(4,482)	(7,348)	(15,961)	(13,465)	(14,395)	(35,776)	(33,825)

^ Offsite Levy projects are based on the current offsite levy model which is reviewed on a case-by-case basis. As a result the above offsite balances assume all projects are completed.

^^ Offsite levy projects are only initiated upon the substantial completion of a development agreement.

^^^ Note: 2019 Project 075.058 Southeast Boundary Road (Hwy 2A to Coady Blvd) #43 - is \$3.75M funded through Debenture Borrowing

*Please note 2019 numbers include both committed (carry forwards) and uncommitted funds.



City of Leduc
2019 Reserve Fund - Continuity Schedule (Projected)
 In Thousands ('000's)

Reserve	Description	Beginning Balance	Additions	Withdrawals	Ending Balance
Offsite (Developer Funded) Levy Reserves					
WATER OFFSITE LEVIES	Fund water related capital replacements and improvements for offsite levies capital projects	917	243	-1,022	138
SANITARY SEWER OFFSITE LEVIES	Fund sanitary sewer related capital replacements and improvements for offsite levies capital projects	-2,984	180	-324	-3,128
TRANSPORTATION OFFSITE LEVIES ROADS	Fund roads and related capital replacements and improvements for offsite levies capital projects	4,525	1,460	-2,054	3,931
Subtotal		2,458	1,883	-3,400	941
Operating Reserves					
GENERAL CONTINGENCY RESERVE	Funds provided for non-recurring, one-time and or capital expenditures.	7,636	3,855	-6,935	4,556
RESERVE FOR CELEBRATIONS	Funds provided for celebrations	183	13	0	196
MILL RATE STABILIZATION	Funds provided to mitigate extra ordinary events and stabilize the mill rate.	1,094	0	0	1,094
RESERVE FOR SNOW REMOVAL	Funds provided to stabilize general fluctuations in the annual costs of snow removal	1,179	0	0	1,179
SPORTS TOURISM	Funds provided for major sport tourism events	140	20	-90	70
RESERVE FOR FUTURE EXPENDITURES - STUDIES	Funds provided for inter-municipal studies that are often related to growth	1,299	421	-768	953
RESERVE FOR ELECTIONS	Funds provided for elections	62	25	0	87
ECONOMIC DEVELOPMENT RESERVE	Funds provided for economic development	50	0	0	50
Subtotal		11,644	4,334	-7,793	8,185
Capital Reserves					
INFORMATION SYSTEM RESERVE	Funds provided for Information Technology capital projects	1,095	578	-476	1,197
FIXED (Office equip.) COMMUNICATIONS	Funds provided for the replacement of department specific capital equipment	356	156	-251	261
FIRE COMMUNICATION RESERVE	Funds provided for the replacement of department specific capital equipment	127	10	0	137
PROTECTIVE SERVICES LARGE EQUIPMENT RESERVE	Funds provided for the replacement of department specific capital equipment	1,292	418	-392	1,318
ROAD RESERVE	Funds provided for road capital replacements and improvements	3,121	1,307	-2,155	2,273
PUBLIC SERVICES EQUIPMENT REPLACEMENT RESERVE	Funds provided for the replacement of department specific capital equipment	697	1,370	-1,527	541
PUBLIC SERVICES CAPITAL RESERVE	Funds provided for the replacement of department specific capital equipment	562	364	-468	458
SAFE COMMUNITIES	Funds provided for safe community initiatives for the City of Leduc	548	165	-180	534
STORM DRAINAGE	Funds provided for storm drainage related capital replacements and improvements	2,344	527	-554	2,316
WATER RESERVE	Funds provided for water related capital replacements and improvements	1,650	707	-812	1,545
SEWER RESERVE	Funds provided for sanitary sewer related capital replacements and improvements	560	325	-400	485
WASTE MINIMIZATION RESERVE (Engineering)	Funds provided for promoting and implementing waste minimization programs	521	143	-142	522

Reserve	Description	Beginning			Ending Balance
		Balance	Additions	Withdrawals	
CASH IN LIEU OF MUNICIPAL RESERVE	Funds provided to purchase municipal reserve space for parks, school and other municipal requirements	1,510	43	-150	1,402
PROPERTY SALE PROCEEDS RESERVE	Funds provided for the purchase of equipment	1,562	44	0	1,607
RECREATION CONTRIBUTION - DUE TO CITY	Recreation contribution per City of Leduc Policy from related building permits to provide a source of funds to be used for City wide recreation needs	698	278	-60	916
CEMETERIES RESERVE	Funds provided for the purchase of cemetery land and equipment	151	40	0	191
RESERVE FOR ART ACQUISITION	Funds provided to acquire and display art	17	0	-1	16
RESERVE FOR LEDE ROOM	Funds provided to purchase equipment for the Lede Room	6	0	0	6
FACILITIES MAINTENANCE RESERVE	Funds provided for the replacement and rehabilitation of building infrastructure	1,119	590	-723	987
PARKS PLANNING CAPITAL RESERVE	Funds provided to fund park development projects that are related to growth	1,427	879	-614	1,692
RESERVE FOR LIBRARY EQUIPMENT	Funds provided for Library equipment	665	34	-35	664
RESERVE FOR LIBRARY BEQUEST	Funds provided for Library equipment	34	1	0	35
HPN MONUMENT FEES	To set aside funds collected from the developers to pay for replacement of HPN monuments	33	6	0	39
DEVELOPER CONTRIBUTION	Funds provided for offsite levies capital projects	2,078	245	-290	2,032
DOWNTOWN PROGRESS ASSOCIATION RESERVE	Funds provided to offset costs for capital projects for Downtown Progress Association	107	3	0	110
RESERVE FOR LATS BEQUEST	Bequest to purchase future assisted transit buses	7	0	0	7
PUBLIC TRANSIT	Funds provided to purchase equipment for public transit	40	1	0	42
INFRASTRUCTURE INVESTMENT RESERVE	Funds provided for future infrastructure projects as per the City's Infrastructure Investment Strategy	2,490	730	0	3,220
Subtotal		11,943	2,895	-1,873	12,965
Total Reserves		11,943	2,895	-1,873	12,965

Summary of major additions and withdraws from reserves for 2019:

- General Contingency: Protective services facility expansion, digital Sign Replacement, LRC Pool Mechanical Room Renovations, and various equipment purchases
- Information Technology: Content Management Software; OH&S software modules, and LIDAR Data Collection System
- Protective Services Large Equipment: Protective Service vehicle, and fire prevention vehicle
- Roads: Sidewalks, St. Paul's Church Parking lot, capital engineering projects, and wayfinding
- Public Services Equipment Replacement: Grader, tandem, various pick-up trucks, and public transit buses
- Public Services Capital: Sidewalk replacement program, wood chipper, parking lot improvements, tree replacement, and landscape upgrades
- Safe Communities: Traffic control device improvements, safety signs, speed awareness signs and portable electronic signs
- Water: Mainline Valve Replacement, arterials, water master plan update, and distribution system upgrades
- Sewer: Infrastructure Condition assessments, infiltration reduction repair and flow monitoring equipment repair

- Cash in Lieu of Municipal Land: Playground equipment
- Facilities: Aquatics, fitness and general LRC equipment renewal and Maclab Theatre facility enhancements
- Parks Planning: Public Art project, parks enhancements, multiway overlays, Simpson park, and Simpson Park playground
- Offsite Levies: South Spine road, Grant MacEwan road, 50th Avenue widening, and tribute water main highway crossing
- Recreation Contribution: Windrose multiway
- Future Studies: Municipal development plan, intermunicipal development plan, West Campus water plan and water master plan

DEBT OVERVIEW



The City of Leduc is committed to fiscally prudent debt management, built on industry best practices. In June 2017, Leduc City Council approved Debt Management Policy No: 12.02:05 that encompasses both the legislative requirements as set by the Municipal Government Act (MGA) as well as the City’s self-imposed restrictions on debt limits and debt service levels. This policy is part of the long term financial sustainability plan that focuses on industry best practices.

The debt policy is built upon the foundations of standards of care, authorized financing instruments, reporting requirements and responsibility for the prudent financing of the City of Leduc’s operating and infrastructure needs.

The main objectives of this policy include:

1. Long Term Planning
2. Sustainability and Flexibility
3. Managing Risk and Cost
4. Alignment of Users and Payers
5. Compliance with the MGA

The City will incur and carry long-term debt (greater than five years) when it is consistent with the City’s long term financial management plan and in conjunction with the Infrastructure Investment Strategy Policy (12.02.09) that identifies and supports priority capital projects pursuant to approved capital budgets. All borrowing shall be in compliance with Municipal Government Act sections 251-258 and accompanying regulation 255/2000. Notwithstanding any internal limits, long-term debt shall not exceed debt limits established by the province. Overall long-term debt levels for the city are further restricted to 75% of the maximum level established by provincial regulation as an existing best practice.

Debt Limit and Debt Service Levels

Section 276(2) of the Municipal Government Act requires that the debt limit and service levels on debt, as defined by Alberta Regulation 255/2000 for the City of Leduc, are disclosed as follows:

	2018*	2017
Total Debt Limit	142,148,762	137,038,913
Total Debt	61,685,927	48,548,931
Amount of Debt Limit Used	80,462,835	88,489,982
Service on Debt Limit	23,691,460	22,839,819
Service on Debt	6,475,605	5,344,644
Amount of Debt Servicing Limit Used	17,215,855	17,495,175

**Please note these are unaudited and subject to change*

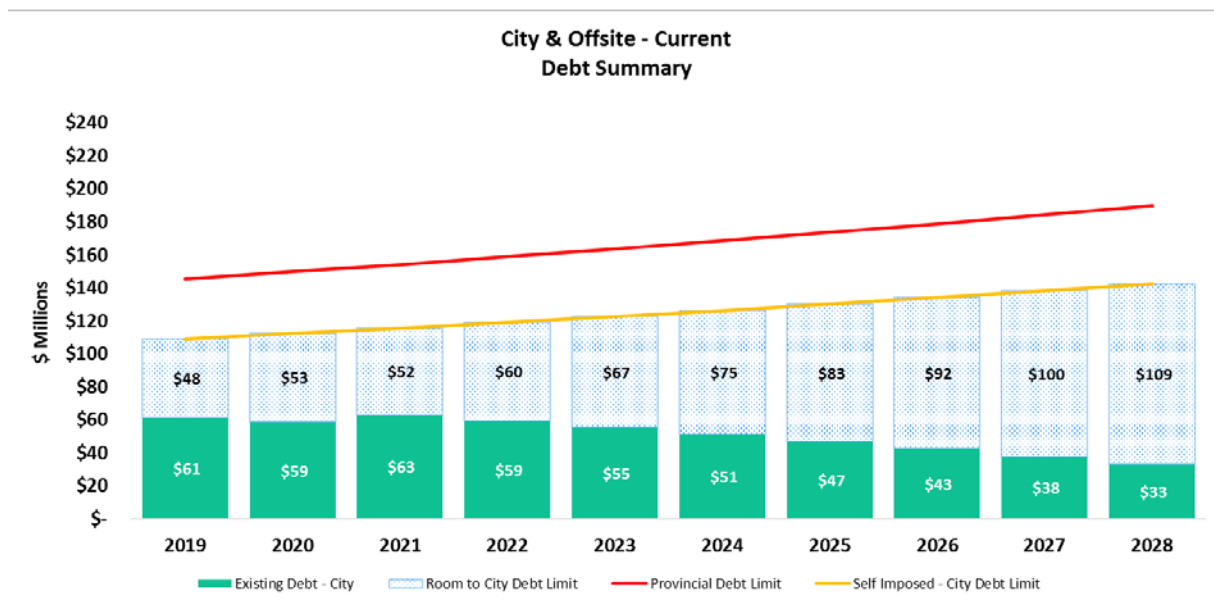
Debt Overview

The debt limit is calculated at 1.5 times the revenue of the municipality (as defined in the Alberta Debt Limit Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. In discussing levels of debt and debt service for the City of Leduc, it is important to differentiate between current and projected debt. Current debt refers to the amount of debt that the City has drawn for completed capital projects that are commissioned and in use. Whereas, projected debt is the estimated amount of debt based on the current 10 year capital plan and is used to help guide in decision making with respect to fiscal sustainability. The below graphs illustrated one of the tools finance uses to help map out upcoming capital requirements and the ability to fund them. They can help identify pressures or conflicting projects.

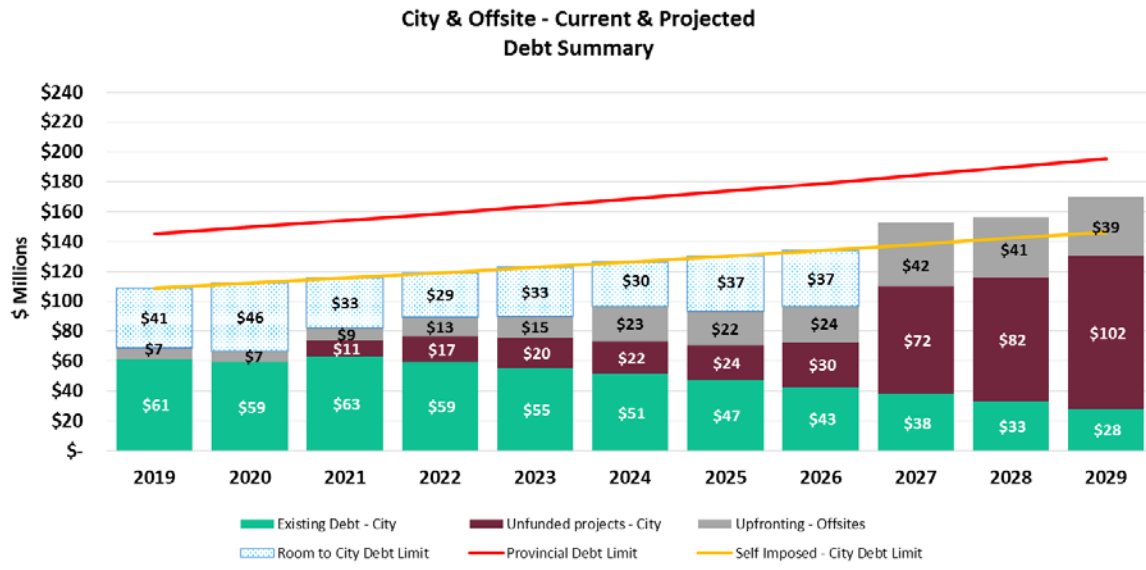
It is important to recognize that there is no intention for the City of Leduc to borrow for all the projects shown in the following charts and in no way would the City of Leduc even consider exceeding the debt limit.

Self-Imposed Debt Limit

The City has adopted a more stringent debt limit than the Provincial regulation. The City set its internal debt limit at 75% of the provincially-prescribed limits.



The following graph illustrates the addition of all unfunded projects included in the 10 year capital plan. The City of Leduc would not fund all of the projects and exceed the internal debt limit and will be re-assessed as the projects come closer.



Included in the 2019 budget, the City of Leduc Council the addition of the following debentures are detailed as follows:

- Protective Services facility (tax supported) – approved in the 2018 budget to fund the expansion of the RCMP facility.
- Energy Efficiency Upgrades (tax supported) – approved in 2019 budget to fund the energy upgrades and the debenture payments will be offset with the energy savings.
- Water Reservoir – second draw (offsite levy) – second draw to fund the water reservoir offsite levy project. This debenture is developer funded.
- Annexation Area Lift Station – second draw (offsite levy) – second draw to fund the annexation area lift station project. This debenture is developer funded.

Tax Supported Debt

Tax-supported debt is recovered through the generation of tax revenue. The City’s long term debt balances are as follows:

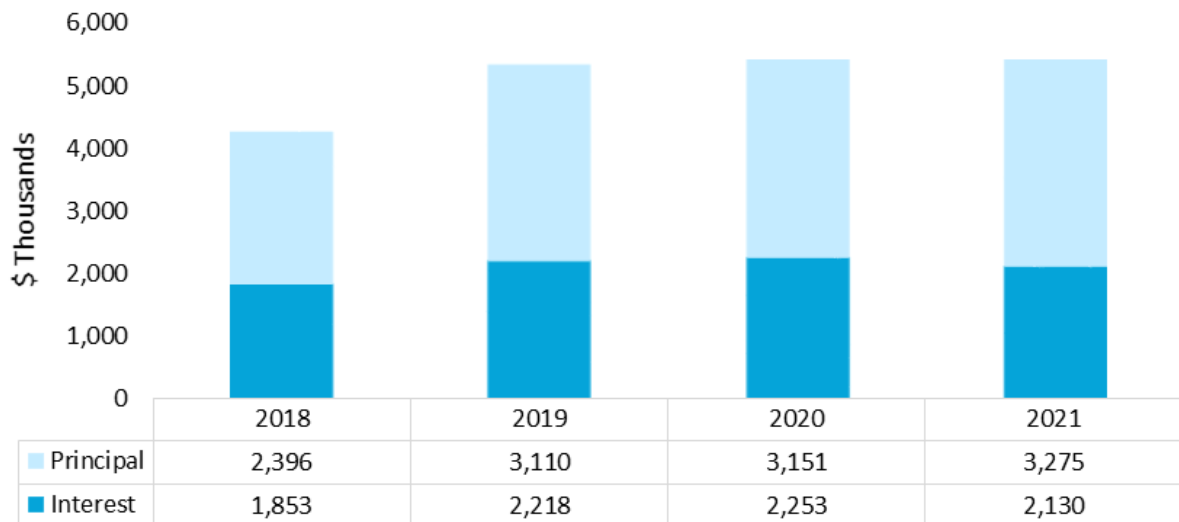
Debt Overview

2018 - 2021 Debt

Tax Supported	2018	2019	2020	2021
Existing debentures				
Leduc Rec Centre	26,714,511	25,388,858	24,000,751	22,547,246
Public Service Building	8,097,230	7,538,852	6,956,342	6,348,659
Fire Hall West End	5,317,310	5,053,074	4,780,966	4,500,752
Cultural Centre	304,289	207,110	105,741	-
Recreation Program	257,096	-	-	-
Projected				
Protective Services Facility	-	12,147,663	11,680,160	11,196,984
Energy Efficiency Upgrade	-	1,644,624	1,484,233	1,318,665
	40,690,436	51,980,181	49,008,193	45,912,306
Population*	32,448	33,421	34,424	35,457
Debt Outstanding per Capita	1,254	1,555	1,424	1,295

*Population figures based on 2018 Census information with 3% increase in assumed growth

2018 - 2021 Projected Annual Debenture Payments - City



Debt Overview

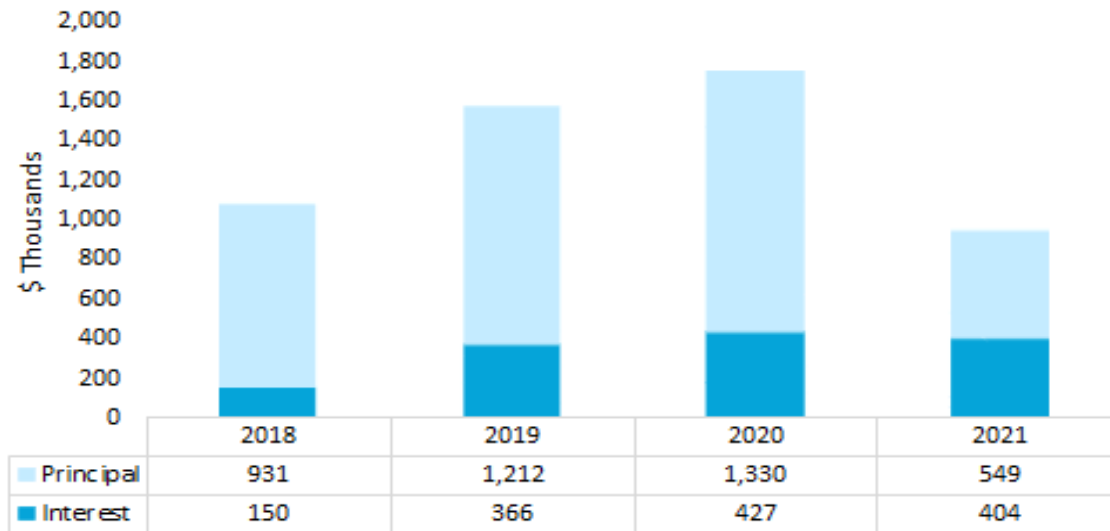
Offsite (developer funded) Levy Supported Debt

A portion of debt payments are related to offsite funded projects. Resources for this type of debt are funded from the offsite capital reserve, thus having no impact to the tax base and the citizens of Leduc. The City's offsite levy supported debt are as follows:

2018 - 2021 Debt

Offsite Levy	2018	2019	2020	2021
Existing debentures				
Highway 2A Offsite Levy	1,586,275	797,583	-	-
Water Reservoir Offsite Levy	1,982,420	1,901,043	1,817,188	1,730,779
Annexation Area Lift Station Sanitary	3,927,961	3,780,389	3,628,033	3,470,738
Projected				
Highway 2A Offsite Levy		3,682,729	3,544,886	3,402,523
Water Reservoir - second draw		2,599,975	2,496,904	2,390,695
Annexaton Area Lift Station - second draw		1,472,985	1,417,646	1,360,512
	7,496,657	14,234,704	12,904,658	12,355,249

2018-2021 Projected Annual Debenture Payments - Offsite Levy



COUNCIL

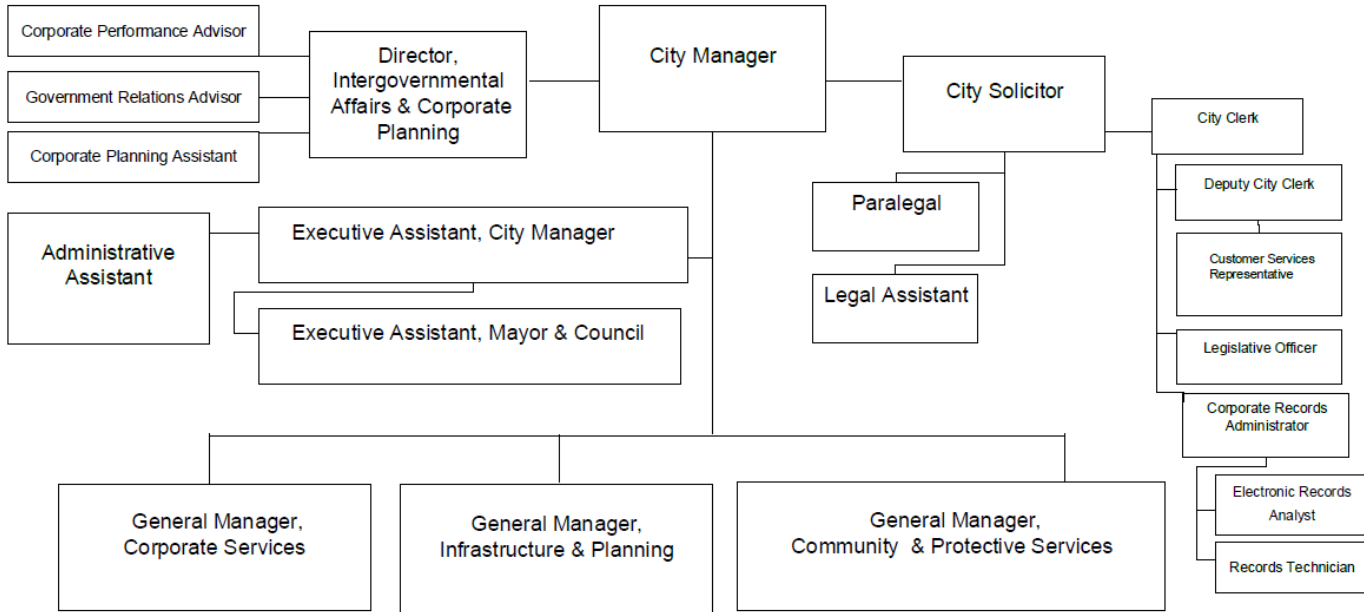


AND CITY MANAGER



**2019 Operational Budget and Core Services
Council and City Manager**

Office of the City Manager Organizational Chart 2018



Metrics	Council & Mayor	City Manager's Office	City Solicitor's Office	Inter-governmental Affairs & Corporate Planning	Office of the City Clerk	Total
Staff – Full Time Equivalent (FTE) *	0.0	4.6	3.0	3.9	10.0	21.5
Total Revenue	\$0	\$0	\$0	\$0	\$8,420	\$8,420
Total Expenditures	\$517,552	\$691,733	\$631,096	\$653,099	\$1,105,718	\$3,599,199
Net of Revenue Over Expenditures	(\$517,552)	(\$691,733)	(\$631,096)	(\$653,099)	(\$1,097,298)	(\$3,590,779)
Total Interfund Transfers	\$0	\$8,750	\$50,000	\$0	(\$120,500)	(\$61,750)
Net Surplus (Deficit)	(\$517,552)	(\$682,983)	(\$581,096)	(\$653,099)	(\$1,217,798)	(\$3,652,529)
Capital Budget	\$0	\$0	\$0	\$10,000	\$0	\$10,000

* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period, that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

City Manager's Office

Service Profiles for 2019

City Manager

Civic Operation

Description:

The City Manager is the administrative head of the municipality. The role ensures the effective administration of all municipal activities and serves as the interface between council and administration.

Outputs:

- Sets the leadership tone for the organization through corporate values and related behaviours
- Coordination and delivery of executive team and senior management functions
- Delivery of a corporate planning process to monitor corporate performance
- Delivery of a budget that allocates resources to meet strategic, operational and capital requirements
- Facilitating council and executive corporate strategic planning to define the overall vision for the community and corporate priorities
- Represents the city's interests by participation in regional organizations

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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. 4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

5.1 The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy one another. Leadership and the management of our human resources is enabled through workforce planning, performance management and capacity building programs. Organizational design and culture supports the delivery of programs and services, now and into the future.

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations. 5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: City Manager's Office

Governance

Description:

The City Manager supports governance by facilitating informed decision making by Council and ensuring that council-approved policies and programs of the municipality are implemented.

Outputs:

- Serves as principal advisor on matters of policy
- Advises and informs council on the operation and affairs of the municipality
- Ensures that the policies and programs of the municipality are implemented
- Legislative and MGA compliance

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: City Manager's Office

Partnerships and Strategic Relationships

Description:

As municipalities continue to evolve so too does the need and benefit for developing partnerships and building relationships. It is through collaborative effort that the betterment of the communities occurs, health and safety is addressed and overall quality of life improved.

Outputs:

Impacts on the City of Leduc from the federal and provincial levels of government are identified and understood. This includes working in concert with organizations like the Alberta Urban Municipalities' Association (AUMA) and the Federation of Canadian Municipalities (FCM).

Mutually beneficial relationships are built and maintained with other entities and organizations including, but not limited to, the following:

- Mid-sized Communities Caucus
- Edmonton Metro Region communities
- Edmonton Global
- Leduc Region communities
- School boards
- RCMP
- Airport Accord partners
- Leduc Transit
- Leduc + District Regional Waste Management Authority
- Capital Region Southwest Water Services Commission
- Leduc Foundation

Strategic Alignment:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Secondary Outcomes:

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: City Manager's Office

Intergovernmental Affairs and Corporate Planning

CAMMS Software Management

Description:

Manage the CAMMS suite of software including maintenance, implementation, training, on-boarding/ off-boarding of staff and application of industry best practices.

Outputs:

- Develop content guidelines and manage the City's data integrity to ensure consistency across the organization.
- Corporate planning software expert and key corporate contact for the software suite and related business processes.
- Facilitate a corporate culture shift by coordinating activities to achieve alignment of corporate objectives and outcomes.
- Implement new modules, as required.
- Coach, mentor and train staff in the corporate planning systems (CAMMS)
- Manage staffing database
- Liaise with other municipalities on performance benchmarking methodologies and best practices.

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Corporate Planning

Corporate Performance and Reporting

Description:

Manage corporate performance processes and develop performance measures for strategic and operational initiatives. Provide ongoing reporting of performance to appropriate stakeholders.

Outputs:

- Develop and implement corporate performance processes
- Refine organizational performance measures and ensure quality reporting
- Develop and implement performance measures for all strategic documents.
- Provide quarterly performance reports to Executive
- Provide tri-annual performance reports to Council
- Publish an Annual Report for the community

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Corporate Planning

Corporate Planning

Description:

Manage the City of Leduc corporate planning process and facilitate the development and alignment of strategic management plans.

Outputs:

- Facilitate the development/review of the City of Leduc strategic plan, corporate business plan and business unit operational plans
- Monitor all strategic documents to create alignment with the overall corporate strategy and goals
- Refine the corporate planning process, as required
- Provide staff training on the corporate planning process
- Coordination of organization initiatives to optimize organizational capacity
- Create a line of sight between corporate initiatives and work units

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Secondary Outcomes:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Corporate Planning

Advocacy

Description:

The City of Leduc identifies priority issues and uses effective advocacy methods to increase awareness and influence change.

Outputs:

- Council, in collaboration with administration, determines direction on advocacy issues.
- Opportunities are identified and support provided to council and administration for promoting the city's interests with stakeholders and in consultations.
- The City's interests are promoted and in relevant stakeholder engagements.
- Municipal associations such as the AUMA and FCM are leveraged.

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

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Business Unit: Government Relations

Grant Support

Description:

The City of Leduc leverages opportunities to generate revenue via grants by proactive research, timely dissemination, application analysis and support, tracking and reporting.

Outputs:

- City of Leduc has a focused approach to grants
- City of Leduc has increased revenue potential
- Business Units are well informed of opportunities
- City of Leduc benefits from more formal process and procedures

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Secondary Outcomes:

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Business Unit: Government Relations

Relationship-Building

Description:

The City of Leduc develops, maintains and leverages key strategic relationships to increase knowledge sharing and gathering, maximize collaboration and advance the city's and region's interests.

Outputs:

- Key strategic relationships are identified and relationship building is prioritized.
- Productive relationships with other levels of government are established and maintained.
- Stakeholders feel engaged and able to present ideas and issues for consideration.
- A mutually beneficial relationship with our partners where we share information and collaborate.
- Through strategic relationships, the city's interests are advanced

Strategic Alignment:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Secondary Outcomes:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Government Relations

Stakeholder Monitoring

Description:

The City of Leduc monitors the activity of other levels of governments and key stakeholders to identify new issues and opportunities that may affect the community, so the City can plan and act accordingly.

Outputs:

- Opportunities and issues are identified proactively.
- Holistic consideration of issues and opportunities is enabled.
- Tracking the outputs of community stakeholders for potential linkages and gaps to improve the quality of life for citizens.
- Strategies are developed to address opportunities and issues.
- Synergies are created with community stakeholders to advance common community initiatives.

Strategic Alignment:

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

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Business Unit: Government Relations

Legislative Services

Boards and Committees

Description:

Provide support to Boards and Committees including maintaining a listing of all Boards and Committees and the appointed members, tracking the terms of board appointments and the expiry dates, and recruitment of new members.

Outputs:

- Maintain a listing of Boards & Committees and the appointed members
- Track the terms of board appointments and the expiry dates
- Recruit for members of the public to participate as a Board Member when vacancies become available
- Provide the Board Selection Committee with applications received for their review
- The Committee provides recommendations for appointments to Council for approval
- The Board Selection Committee consists of the Mayor & the two Councillors
- The Committee will report to Council annually or semi-annually

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Secondary Outcomes:

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Business Unit: City Clerk and Records

Bylaws

Description:

Bylaw administration.

Outputs:

- Provide staff with Bylaw numbers when a new Bylaw is required
- Administration maintains an Index that categorizes Bylaws as current, expired and repealed
- Administration will review Bylaws on a continual basis for any necessary amendments
- Provide assistance to staff in preparation of the Bylaw, if necessary
- Ensure Bylaws are signed by the Mayor once third reading is approved
- Bylaws are retained electronically
- Post Bylaws that pertain to residents on the City website

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

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Business Unit: City Clerk and Records

Census

Description:

Conduct an annual census.

Outputs:

- Conduct a yearly census for municipal, school board and business planning and for grant opportunities
- Provide residents with an on-line option of participating in the census
- Hire census workers to obtain census information from residents who did not participate on-line
- Preparation of Census Statistics
- A Population Affidavit is forwarded to Alberta Municipal Affairs for their approval

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Secondary Outcomes:

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5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: City Clerk and Records

Council Secretariat Structure

Description:

Provide support to Council.

Outputs:

- Prepare agenda packages for the Committee-of-the-Whole and Regular Council meetings
- Transcribe minutes for each meeting
- Post agenda packages and minutes on the website
- Liaison between public and Council

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: City Clerk and Records

Customer Service

Description:

Provide reception services.

Outputs:

- Greet residents & visitors coming to Civic Centre
- Provide services to the public & staff both by phone and in person
- Process mail and deliveries
- Provide ongoing assistance to Administration

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

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Business Unit: City Clerk and Records

Election

Description:

Conduct the general election.

Outputs:

- Conduct the general election every 4 years
- Elections are held on the third Monday of October in an election year
- Voting stations will be open for advance voting, Incapacitated/Institutional and Election Day
- Post unofficial results to the City's website during Election night for both City Council & School Board Trustees
- Forward official results to Alberta Municipal Affairs in the specified time frame as outlined in the Local Authorities Election Act
- Post official results to the website

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: City Clerk and Records

Environmental Site Assessments and Property Searches

Outputs:

- Process all environmental & property site searches
- Requests from external clients are received by Administration
- Responses to the client are required within 30 days

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Secondary Outcomes:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: City Clerk and Records

Petitions

Outputs:

- Receive petitions from City residents on either a city-wide initiative or a local improvement initiative
- Determine if the petition is valid or invalid
- Process petitions based on validity

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: City Clerk and Records

Records and Information Management

Description:

Management and maintenance of corporate records and information including entering internal and external correspondence into the data base system, ensuring all critical documents are scanned and attached to the Records System (RecFind), and managing deposits and retrievals from the City's records storage facility.

Outputs:

- Entering internal & external correspondence into the data base system as per the Classification Schedule
- Ensuring all critical documents are scanned and attached to the Records System (RecFind) for easy access and safekeeping
- Critical documents include Bylaws, Minutes, Contracts, Agreements & Reports
- On a regular basis records are deposited & retrieved from the City's storage facility – Iron Mountain

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: City Clerk and Records

Support for Quasi-Judicial Boards

Description:

Provide support to the Subdivision & Development Appeal Board and the Local & Composite Assessment Review Boards.

Outputs:

- Schedule hearings for appellants & complainants
- Prepare correspondence, advertise and notify residents of application and hearings
- Prepare orders, decisions & minutes of the hearings
- Hearings for development or subdivision appeals must be completed within 30 days of receiving the appeal

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: City Clerk and Records

Freedom of Information and Protection of Privacy (FOIPP)

Description:

Management of Freedom of Information & Protection of Privacy (FOIP) requests.

Outputs:

- When FOIP requests are received the requests are processed in accordance with requirements of the Freedom of Information & Protection of Privacy Act
- Educate and promote compliance within the organization

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Legal Services

Interpretation of Municipal Legislation and Development of Bylaws

Description:

Interpret governing municipal legislation, particularly interpretation of issues arising out of the Municipal Government Act and monitor legislative changes and developments in case law as it affects municipalities.

Outputs:

- As Required

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Legal Services

Legal Advice and Representation

Description:

Services include legal opinions, drafting documents and representing the City's legal position in matters which may ultimately be adjudicated by a Court, Board or other tribunal.

Outputs:

- As Required

Strategic Alignment:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Legal Services

Management of External Counsel

Description:

Provide expertise and support to City departments by representing the City of Leduc with external counsel, maintaining a database of legal precedents, documents, agreements, articles and opinions, and the review and approval of contracts.

Outputs:

- As Required

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Legal Services

Risk Management

Description:

Develop and implement risk management protocols and circulate risk management information to functional areas. Monitor corporate actions and operations for compliance with legislated requirements in the delivery of programs and services.

Outputs:

- As Required

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Legal Services



Operating Budget Summary - CITY MANAGER & COUNCIL

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	0	1,922	0	0	0	0	0
Sale of Services	20,376	30,839	11,076	11,670	8,420	8,970	9,620
Total Revenues	20,376	32,761	11,076	11,670	8,420	8,970	9,620
Expenditures							
Employee Benefits	389,713	416,335	378,663	461,612	478,985	478,985	479,385
Salaries & Wages	2,133,630	2,277,067	1,938,795	2,312,165	2,414,889	2,414,944	2,422,999
Total Staff Costs	2,523,343	2,693,402	2,317,459	2,773,777	2,893,874	2,893,929	2,902,384
Contract Services	200,881	312,388	330,469	435,230	338,453	370,965	586,525
General Services	866	434	454	900	900	918	940
Materials & Supplies	189,064	211,596	167,167	222,681	219,190	222,816	246,425
Other Expenses	0	0	5,371	0	8,750	8,750	8,750
Telephone & Communications	10	0	0	0	0	0	0
Training & Development	108,381	124,048	101,242	170,660	138,032	129,027	133,186
Total Operational Costs	499,202	648,466	604,703	829,471	705,325	732,476	975,826
Total Expenditures	3,022,545	3,341,868	2,922,162	3,603,248	3,599,199	3,626,404	3,878,209
Net of Revenue Over Expenditures	(3,002,169)	(3,309,107)	(2,911,086)	(3,591,578)	(3,590,779)	(3,617,434)	(3,868,589)
Net Interfund Transfers							
Transfers to Reserves	(128,500)	(128,500)	0	(128,500)	(120,500)	(120,500)	(111,700)
Transfers from Reserves	30,400	135,809	0	223,919	58,750	75,000	311,200
Total Interfund Transfers	(98,100)	7,309	0	95,419	(61,750)	(45,500)	199,500
"Net Surplus (Deficit)"	(3,100,269)	(3,301,798)	(2,911,086)	(3,496,159)	(3,652,529)	(3,662,934)	(3,669,089)

Nov 27, 2018 01:20 PM

*2018 Actual YTD is not representative of year end totals

Disclosure of Changes:

The presentation of the following section of the budget has been changed significantly over previous years as Council approved individual reporting in an effort to enhance transparency.

The following changes have been made:

1. In the past Council's expenses were budgeted and reported as a cumulative number. Starting in 2019, the budget for each Councillor and the Mayor will be budgeted and reported on an individual basis. This will result in:
 - Individual Councillor budgets ranging from \$55K to \$66K; the difference between Councillor's budgets is directly related to the planned conferences and networking events for 2019 and the availability of the part-time Councillors to represent the City of Leduc at these events. Each Council member's list is provided under their individual budgets.
 - In order to mitigate costs, conferences, learning opportunities and networking events are rotated between Councillors year over year. For example, only a limited number of Councillors attend FCM (Federation of Canadian Municipalities) and attendees differ from year to year.
 - The 2020 and 2021 budgets are forecasted estimates that will be refined to align with Council members' schedules prior to final budget approval.
 - The Mayor has a separate budget which is \$137K
2. In alignment with the Council Remuneration Review Committee's recommendation, Council's 2019 take home pay will remain the same. However, the City's budget has been increased to offset the change in the Canada Revenue Agency (CRA) Subsection 81 (3) of the Income Tax Act where non-accountable allowances paid to elected officials are to be included in their income.



Operating Budget Summary - MAYOR & COUNCIL

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	0	200	0	0	0	0	0
Recoveries	821						
Total Revenues	821	200	0	0	0	0	0
Expenditures							
Remuneration	347,511	349,819	320,819	365,573	401,057	401,057	401,057
Meetings & Public Relations	77,634	79,157	73,269	82,950	64,300	64,300	64,300
Travel & Training	33,368	38,030	37,090	56,200	52,195	52,660	53,125
Total Operational Costs	111,002	119,748	110,358	139,150	116,495	116,960	117,425
Total Expenditures	458,513	469,568	431,177	504,723	517,552	518,017	518,482
Net of Revenue Over Expenditures	(457,692)	(469,368)	(431,177)	(504,723)	(517,552)	(518,017)	(518,482)
Net Interfund Transfers							
Transfers to Reserves	(13,000)	(13,000)	0	(13,000)	0	0	0
Transfers from Reserves	0	0	0	2,369	0	0	0
Total Interfund Transfers	(13,000)	(13,000)	0	(10,631)	0	0	0
"Net Surplus (Deficit)"	(470,692)	(482,368)	(431,177)	(515,354)	(517,552)	(518,017)	(518,482)



Operating Budget Summary - Council Administration

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	0	200	0	0	0	0	0
Total Revenues	0	200	0	0	0	0	0
Expenditures							
Remuneration	258,404	209,891	1,200	2,369	0	0	0
Meetings & Public Relations	28,537	38,916	34,778	36,750	33,500	33,500	33,500
Travel & Training	38,190	49,103	21,879	22,000	250	250	250
Total Operational Costs	66,727	88,019	56,658	58,750	33,750	33,750	33,750
Total Expenditures	325,131	297,910	57,858	61,119	33,750	33,750	33,750
Net of Revenue Over Expenditures	(325,131)	(297,710)	(57,858)	(61,119)	(33,750)	(33,750)	(33,750)
Net Interfund Transfers							
Transfers to Reserves	(13,000)	(13,000)	0	(13,000)	0	0	0
Transfers from Reserves	0	0	0	2,369	0	0	0
Total Interfund Transfers	(13,000)	(13,000)	0	(10,631)	0	0	0
"Net Surplus (Deficit)"	(338,131)	(310,710)	(57,858)	(71,750)	(33,750)	(33,750)	(33,750)

Note

Council Administration includes activities that are related to Council as a whole versus that of individuals.



Operating Budget Summary - Mayor

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	821	0	0	0	0	0	0
Total Revenues	821	0	0	0	0	0	0
Expenditures							
Remuneration	89,108	90,471	77,961	88,746	98,573	98,573	98,573
Meetings & Public Relations	0	0	9,984	18,500	16,000	16,000	16,000
Travel & Training <i>(Note)</i>	17,904	11,234	10,811	25,300	22,435	22,900	23,365
Total Operational Costs	17,904	11,234	20,795	43,800	38,435	38,900	39,365
Total Expenditures	133,383	119,975	98,755	132,546	137,008	137,473	137,938
Net of Revenue Over Expenditures	(132,561)	(119,975)	(98,755)	(132,546)	(137,008)	(137,473)	(137,938)
"Net Surplus (Deficit)"	(132,561)	(119,975)	(98,755)	(132,546)	(137,008)	(137,473)	(137,938)

Note

2019 includes Federation of Canadian Municipalities, Alberta Urban Municipalities Association, International Council of Shopping Centres, Canadian Sports Tourism Alliance, Alberta Recreation & Parks Association, American Public Works Association Public Works Expo, Alberta Library Conference, Mid-sized Mayors & Chief Administrative Officers conferences and other commitments scheduled throughout the year



Operating Budget Summary - Councillor Finstad

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Remuneration	0	8,753	41,753	45,743	50,414	50,414	50,414
Meetings & Public Relations	0	0	3,782	0	2,400	2,400	2,400
Travel & Training (<i>Note</i>)	0	1,167	8,570	6,100	12,935	12,935	12,935
Total Operational Costs	0	1,167	12,352	6,100	15,335	15,335	15,335
Total Expenditures	0	9,920	54,105	51,843	65,749	65,749	65,749
Net of Revenue Over Expenditures	0	(9,920)	(54,105)	(51,843)	(65,749)	(65,749)	(65,749)
"Net Surplus (Deficit)"	0	(9,920)	(54,105)	(51,843)	(65,749)	(65,749)	(65,749)

Note

2019 includes Alberta Coordinated Action for Recycling Enterprises spring and fall, Federation of Canadian Municipalities, Alberta Urban Municipalities Association, Recycling Council of Alberta, Business Improvements Areas of British Columbia, International Council of Shopping Centres conferences and other commitments scheduled throughout the year



Operating Budget Summary - Councillor Beckett

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Remuneration	0	8,179	37,567	45,743	50,414	50,414	50,414
Meetings & Public Relations	0	0	1,158	900	2,400	2,400	2,400
Travel & Training (<i>Note</i>)	0	322	3,739	5,200	4,475	4,475	4,475
Total Operational Costs	0	322	4,897	6,100	6,875	6,875	6,875
Total Expenditures	0	8,501	42,464	51,843	57,289	57,289	57,289
Net of Revenue Over Expenditures	0	(8,501)	(42,464)	(51,843)	(57,289)	(57,289)	(57,289)
"Net Surplus (Deficit)"	0	(8,501)	(42,464)	(51,843)	(57,289)	(57,289)	(57,289)

Note

2019 includes Federation of Canadian Municipalities, Alberta Urban Municipalities Association conferences and other commitments scheduled throughout the year



Operating Budget Summary - Councillor Lazowski

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Remuneration	0	8,424	40,194	45,743	50,414	50,414	50,414
Meetings & Public Relations	0	0	329	900	2,400	2,400	2,400
Travel & Training (<i>Note</i>)	0	0	3,221	5,200	4,475	4,475	4,475
Total Operational Costs	0	0	3,549	6,100	6,875	6,875	6,875
Total Expenditures	0	8,424	43,743	51,843	57,289	57,289	57,289
Net of Revenue Over Expenditures	0	(8,424)	(43,743)	(51,843)	(57,289)	(57,289)	(57,289)
"Net Surplus (Deficit)"	0	(8,424)	(43,743)	(51,843)	(57,289)	(57,289)	(57,289)

Note

2019 includes Alberta Urban Municipalities Association, Federation of Canadian Municipalities conferences and other commitments scheduled throughout the year



Operating Budget Summary - Councillor Hamilton

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Remuneration	0	8,292	42,090	45,743	50,414	50,414	50,414
Meetings & Public Relations	0	0	357	900	2,400	2,400	2,400
Travel & Training (<i>Note</i>)	0	0	1,400	5,200	1,775	1,775	1,775
Total Operational Costs	0	0	1,757	6,100	4,175	4,175	4,175
Total Expenditures	0	8,292	43,847	51,843	54,589	54,589	54,589
Net of Revenue Over Expenditures	0	(8,292)	(43,847)	(51,843)	(54,589)	(54,589)	(54,589)
"Net Surplus (Deficit)"	0	(8,292)	(43,847)	(51,843)	(54,589)	(54,589)	(54,589)

Note

2019 includes Alberta Urban Municipalities Association conference and other commitments scheduled throughout the year



Operating Budget Summary - Councillor Tillack

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Remuneration	0	8,292	42,314	45,743	50,414	50,414	50,414
Meetings & Public Relations	0	0	256	900	2,400	2,400	2,400
Travel & Training (<i>Note</i>)	0	0	4,879	5,200	1,775	1,775	1,775
Total Operational Costs	0	0	5,134	6,100	4,175	4,175	4,175
Total Expenditures	0	8,292	47,448	51,843	54,589	54,589	54,589
Net of Revenue Over Expenditures	0	(8,292)	(47,448)	(51,843)	(54,589)	(54,589)	(54,589)
"Net Surplus (Deficit)"	0	(8,292)	(47,448)	(51,843)	(54,589)	(54,589)	(54,589)

Note

2019 includes Alberta Urban Municipalities Association conference and other commitments scheduled throughout the year



Operating Budget Summary - Councillor Hansen

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Remuneration	0	7,518	37,740	45,743	50,414	50,414	50,414
Meetings & Public Relations	0	0	753	900	2,400	2,400	2,400
Travel & Training (<i>Note</i>)	0	736	4,463	5,200	4,475	4,475	4,475
Total Operational Costs	0	736	5,216	6,100	6,875	6,875	6,875
Total Expenditures	0	8,254	42,956	51,843	57,289	57,289	57,289
Net of Revenue Over Expenditures	0	(8,254)	(42,956)	(51,843)	(57,289)	(57,289)	(57,289)
"Net Surplus (Deficit)"	0	(8,254)	(42,956)	(51,843)	(57,289)	(57,289)	(57,289)

Note

2019 includes, Federation of Canadian Municipalities, Alberta Urban Municipalities Association and other commitments scheduled throughout the year



Operating Budget Summary - City Manager's Office

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	0	1,922	0	0	0	0	0
Total Revenues	0	1,922	0	0	0	0	0
Expenditures							
Employee Benefits	49,704	48,377	51,778	80,738	79,798	79,798	79,798
Salaries & Wages	501,269	546,085	433,973	574,266	568,642	568,642	568,642
Total Staff Costs	550,973	594,462	485,751	655,004	648,440	648,440	648,440
Materials & Supplies	3,800	8,877	3,289	3,700	4,200	4,223	4,299
Telephone & Communications	10	0	0	0	0	0	0
Training & Development	15,646	26,863	14,937	38,170	39,093	30,652	30,800
Total Operational Costs	19,455	35,740	18,226	41,870	43,293	34,875	35,099
Total Expenditures	570,429	630,203	503,977	696,874	691,733	683,315	683,539
Net of Revenue Over Expenditures	(570,429)	(628,281)	(503,977)	(696,874)	(691,733)	(683,315)	(683,539)
Net Interfund Transfers							
Transfers from Reserves	0	0	0	9,750	8,750	0	0
Total Interfund Transfers	0	0	0	9,750	8,750	0	0
"Net Surplus (Deficit)"	(570,429)	(628,281)	(503,977)	(687,124)	(682,983)	(683,315)	(683,539)



Operating Budget Summary - City Solicitor's Office

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Employee Benefits	75,711	78,220	68,968	78,767	78,820	78,820	78,820
Salaries & Wages	365,486	379,242	332,557	366,748	375,866	375,866	375,866
Total Staff Costs	441,197	457,461	401,524	445,515	454,687	454,687	454,687
Contract Services	108,838	104,637	124,637	153,740	150,810	153,733	155,500
General Services	866	434	454	900	900	918	940
Materials & Supplies	7,616	7,086	6,221	8,975	9,000	9,184	9,290
Training & Development	10,812	10,111	10,064	15,375	15,699	16,012	16,345
Total Operational Costs	128,131	122,268	141,375	178,990	176,409	179,847	182,075
Total Expenditures	569,328	579,729	542,900	624,505	631,096	634,534	636,762
Net of Revenue Over Expenditures	(569,328)	(579,729)	(542,900)	(624,505)	(631,096)	(634,534)	(636,762)
Net Interfund Transfers							
Transfers from Reserves	0	0	0	55,000	50,000	50,000	50,000
Total Interfund Transfers	0	0	0	55,000	50,000	50,000	50,000
"Net Surplus (Deficit)"	(569,328)	(579,729)	(542,900)	(569,505)	(581,096)	(584,534)	(586,762)



Operating Budget Summary - Intergovernmental Affairs & Corporate Planning

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	1,273	0	0	0	0	0	0
Total Revenues	1,273	0	0	0	0	0	0
Expenditures							
Employee Benefits	82,494	96,410	84,911	93,558	93,558	93,558	93,558
Salaries & Wages	365,181	399,687	350,875	402,631	402,411	402,466	402,521
Total Staff Costs	447,675	496,097	435,785	496,189	495,969	496,024	496,079
Contract Services	41,515	108,994	172,202	239,600	118,500	122,175	286,000
Materials & Supplies	9,624	15,033	10,897	32,518	21,580	22,070	32,565
Training & Development	16,650	14,965	13,115	22,249	17,050	17,430	17,760
Total Operational Costs	67,788	138,991	196,214	294,367	157,130	161,675	336,325
Total Expenditures	515,463	635,088	631,999	790,556	653,099	657,699	832,404
Net of Revenue Over Expenditures	(514,190)	(635,088)	(631,999)	(790,556)	(653,099)	(657,699)	(832,404)
Net Interfund Transfers							
Transfers from Reserves	30,400	69,639	0	156,800	0	0	170,000
Total Interfund Transfers	30,400	69,639	0	156,800	0	0	170,000
"Net Surplus (Deficit)"	(483,790)	(565,449)	(631,999)	(633,756)	(653,099)	(657,699)	(662,404)



Operating Budget Summary - Office of the City Clerk

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	18,282	30,639	11,076	11,670	8,420	8,970	9,620
Total Revenues	18,282	30,639	11,076	11,670	8,420	8,970	9,620
Expenditures							
Employee Benefits	141,612	149,678	126,034	152,486	169,354	169,354	169,754
Salaries & Wages	594,375	645,507	547,546	659,011	724,366	724,366	732,366
Total Staff Costs	735,987	795,185	673,580	811,497	893,720	893,720	902,120
Contract Services	50,528	98,758	33,631	41,890	69,143	95,057	145,025
Materials & Supplies	113,117	123,414	96,015	122,238	125,910	128,839	141,771
Training & Development	9,181	9,210	8,884	10,966	16,945	15,223	18,106
Total Operational Costs	172,826	231,381	138,530	175,094	211,998	239,119	304,902
Total Expenditures	908,813	1,026,566	812,110	986,591	1,105,718	1,132,839	1,207,022
Net of Revenue Over Expenditures	(890,531)	(995,928)	(801,034)	(974,921)	(1,097,298)	(1,123,869)	(1,197,402)
Net Interfund Transfers							
Transfers to Reserves	(115,500)	(115,500)	0	(115,500)	(120,500)	(120,500)	(111,700)
Transfers from Reserves	0	66,170	0	0	0	25,000	91,200
Total Interfund Transfers	(115,500)	(49,330)	0	(115,500)	(120,500)	(95,500)	(20,500)
"Net Surplus (Deficit)"	(1,006,031)	(1,045,258)	(801,034)	(1,090,421)	(1,217,798)	(1,219,369)	(1,217,902)

City Manager 2019 - 2028 Capital by Program

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
eGovernment Strategies											
092.376 EDRMS (Electronic Document Records Management System)	-	-	300,000	-	-	-	-	-	-	-	300,000
Total: eGovernment Strategies	-	-	300,000	-	-	-	-	-	-	-	300,000
Intergovernmental Affairs											
092.361 Business Management Software	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total: Intergovernmental Affairs	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total Expense	10,000	10,000	310,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	400,000

Note: All projects costs after 2020 could have a range of +/- 20% as a result of detailed design not being completed. These are high level estimates only.

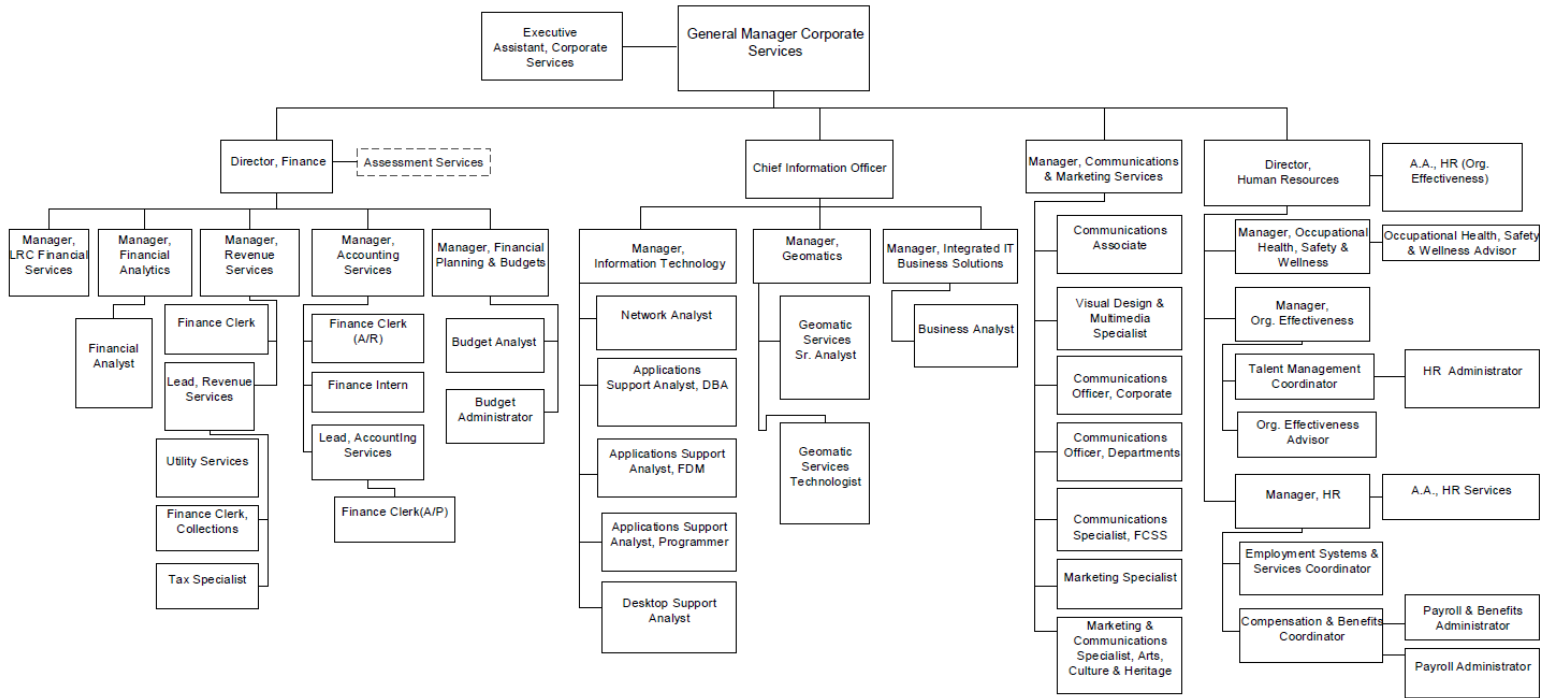
CORPORATE SERVICES





2019 Operational Budget and Core Services Corporate Services

**Corporate Services
Organizational Chart
2018**



Metrics	Executive Corporate Services Administration	Communications & Marketing Services	Finance	Human Resources	Information Technology Services	Total
Staff – Full Time Equivalent (FTE) *	2.0	10.3	18.5	15.9	18.4	65.1
Total Revenue	\$0	\$46,664	\$60,578,948	\$3,500	\$7,400	\$60,636,512
Total Expenditures	(\$346,824)	(\$1,629,896)	\$6,852,391	\$2,321,687	\$3,975,133	\$15,125,931
Net of Revenue Over Expenditures	(\$346,824)	(\$1,583,232)	\$53,726,557	(\$2,318,187)	(\$3,967,733)	\$45,510,581
Total Interfund Transfers	\$0	\$324,101	(\$1,716,399)	\$169,073	(\$262,949)	(\$1,486,174)
Net Surplus (Deficit)	(\$346,824)	(\$1,259,131)	\$52,010,158	(\$2,149,114)	(\$4,230,682)	\$44,024,407
Capital Budget	\$0	\$0	\$830,000	\$40,000	\$823,650	\$1,693,650

* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

Corporate Services Department

Scope of Services

Corporate Services Department is made up of four functional units. The scope of services is described as:

- **Human Resources** provides expertise and support to the corporation to ensure there is sufficient competent staff to fulfill its operating mandate and strategic goals, through the development and management of strategies, policies, programs and tools. Human Resources also provides expertise and support to managers, supervisors and staff in the areas of classification, compensation, benefits, performance management, employee relations and pay. Human Resources supports the corporation with regard to labour relations, collective bargaining strategy, research, and collective agreement interpretation.
- **Finance** provides expertise and support to the corporation and external customers to ensure effective financial management that enables the City to achieve its goals. Provides leadership and direction in the preparation, monitoring and reporting of the three-year operating budget and the ten-year capital plan. Finance also assists in aligning the corporate strategic plan with budgets and resources to achieve Council and Executive priorities.
- **Communications and Marketing Services** provides expertise and support for communications, marketing for the corporation.
- **Information Technology Services** provides expertise and support for information technology and geographical information system services for the corporation.

Corporate Services

Service Profiles for 2019

Communications and Marketing Services

Corporate Communications

Description:

Provide strategic consultation and project implementation for all corporate and departmental communications projects.

Outputs:

- Develop strategies and implement creative tactics to communicate the City of Leduc's services, needs and successes. This service profile supports multiple initiatives and doesn't apply to any single Strategic or Corporate Outcome.

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Communications & Marketing Services

Corporate Marketing

Description:

Develop, co-ordinate and implement strategies to market the City of Leduc to residents, regional stakeholders and all external audiences.

Outputs:

- Strategy development
- Content development
- Advertising
- Project implementation/management and measurement

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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.

Business Unit: Communications & Marketing Services

Finance

Accounting Services

Description:

Responsible for financial reporting, treasury management, accounts payable, general ledgers, tangible capital assets (TCA's) and overall internal controls.

Outputs:

- Annual audited financial statements
- Quarterly financial reporting
- Financial Information Return
- Statistical Information Return
- Processing and payment of accounts payable invoices
- Maintain relationship with banks to achieve financial and operating objectives
- Letters of credit and deposits from 3rd parties
- Monthly bank reconciliations
- Maintain and report on the City's tangible capital assets
- Off-site levy tracking and reconciliation
- Contract review and financial reporting
- Policy generation and updating
- Implementation of new accounting standards
- GST Reporting
- Alberta Health Services Reporting
- Capital Region Southwest Water Services Commission accounting, budgeting & reporting
- Reconcile finance TCA list with asset list for new asset management system
- Administration of city MasterCards
- Monthly & quarterly transit reporting
- Payroll support and review
- Reporting and reconciliation of City Debt (debentures, capital leases, other LTD)
- Accounts receivable - including Alberta Health Services contract billing and collections & generation of City invoices
- Monthly and annual transit ticket reconciliation

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Accounting Services

Financial Analytics

Description:

Financial Analytics heavily supports current and future financial projects. The area is accountable for business analytics associated with operations and supporting long term fiscal sustainability.

Outputs:

- Provide financial analysis support to other departments
- Lead financial project work
- Assist in other ad hoc analysis or projects needed by the finance department
- Oversee Alberta Health Services contract
- Responsible for Treasury function for Leduc & District Regional Waste Management Authority
- Direct financial analysis on the annual budget
- Manage the revenue registry and contingency for the budget process
- Perform internal control review
- Manage the Long Term Fiscal Sustainability Plan excel model

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Secondary Outcomes:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Analysis and Projects

Budgeting Services

Description:

Facilitate the operational and capital budgeting process and support integration of the corporate strategic plan and departmental operational plans. Provide a framework for planning, approving and reporting annual operating and capital budgets. Conduct long-range financial planning and semi-annual projected to year-end (PYE) on behalf of the corporation. Manages the general receivables.

Outputs:

- Council approved operational and capital budgets that align with the corporate strategic plan.
- Long-range financial planning
- Annual Projected-Year-End
- Financial budget and forecast support for the City
- Reserve management
- Municipal Price Index/Consumer Price Index generation
- Financial analysis support
- GFOA Budget Binder - Annual

Strategic Alignment:

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Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: Budgeting Services

Leduc Recreation Centre Financial Management

Description:

Provide financial management of the Leduc Recreation Centre (LRC) including financial planning and advice, budgetary guidance, full-cycle accounting, and reporting.

Outputs:

- Organizational / Strategic Management
- LRC Accounting Operations
- LRC Financial / Reporting Operations
- LRC Budget Operations

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: LRC Financial Management

Revenue Services

Description:

Manage the financial processing of all City billings and the collection of payments, including property taxes and utilities, in accordance with the Municipal Government Act (MGA) and City bylaws, policies, and practices.

Outputs:

- Taxation/Assessment
 - Mill rate bylaw/council reports
 - Annual tax levies and tax notices
 - Tax collection, payment processing, and tax recovery process
 - Tax installment payment plan
 - Annual market values
 - Annual regulated property values
 - New and supplementary property assessments (growth)
 - An assessment that complies with the legislation and best practices
 - Compliance with provincial standards
 - An equalized assessment (Alberta School Foundation Fund)
 - Maintain a current tax roll that meets all requirements for the MGA, including a record of all properties within the City and property ownership and address
- Utilities
 - Utility meter install appointment setting
 - Billing and collection of utility bills for approx. 11, 000 customers
 - Daily Leak report with contact to customers
 - Utility collections
 - Monthly Utility Arrears Letter Generation
 - Water loss report/analysis
- Cash receipts
 - Payments for taxes, utilities, licenses, permits, transit passes, etc.
 - Front desk cash management
 - Weekly counting of cash bus fares
 - Cityview payment processing

- Other
 - Investment management
 - Revenue analysis (e.g., franchise fee, water revenue)
 - Grant reporting (MSI, Federal Gas Tax)
 - Website updating for Finance
 - Cash flow management
 - Finance Department operating budget analysis and entry
 - Finance Department operating projected-to-year-end (PYE) analysis and entry (PYE 1 & 2)
 - Ambulance Collections
 - Monthly Ambulance Letter Generation

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Secondary Outcomes:

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Business Unit: Revenue Services

Human Resources

Compensation and Benefits

Description:

The Compensation and Benefits function provides analysis and advice in the delivery of a total rewards system that supports our ability to attract and retain our people through supportive programs and incentives.

Outputs:

- Job Evaluation
- Salary Administration
- Payroll Management
- Group Benefits
- Pension Administrations
- Abilities Management

Strategic Alignment:

5.1 The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy one another. Leadership and the management of our human resources is enabled through workforce planning, performance management and capacity building programs. Organizational design and culture supports the delivery of programs and services, now and into the future.

Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Human Resources

Employee and Labour Relations

Description:

Employee & Labour Relations is dedicated to maintaining and promoting effective, fair, and professional relationships between the City of Leduc, employees, and employee groups.

Outputs:

- Respectful Workplace
- Dispute Resolution
- Collective Bargaining
- Employee Mediation
- Arbitration
- Contract Administration
- Grievance Management
- Communications

Strategic Alignment:

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Business Unit: Human Resources

Employee Health, Safety and Wellness

Description:

Employee Health, Safety & Wellness provides leadership to the organization in developing, implementing, and maintaining a healthy workforce in a safe environment where all legislative requirements are met.

Outputs:

- Health & Safety Programs
- Legislative Compliance
- Audit Management
- Incident Reporting
- Safety Investigations
- Occupational Health & Safety (OH&S) Training
- Risk Management (Hazards, Incidents, and Investigations)
- Wellness Programs
- Workers' Compensation Board (WCB) Administration

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: Human Resources

Human Resource Services

Description:

Supporting all departments and all City employees, Human Resource Services provides a variety of human resources (HR) services.

Outputs:

- Records Management
- Process Design
- Systems Liaison
- HR Analytics
- Organizational Alignment

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: Human Resources

Organization and Employee Development

Description:

Organization and Employee Development is the process of building capacity through individual employee development that increases the overall capacity of the organization now and in anticipation of future requirements.

Outputs:

- Pro.file Performance System
- Talent Management
- Corporate Training
- Orientation
- Onboarding
- Performance & Career Development
- Employee Engagement
- Employee Recognition
- Human Resources Policies
- Job Descriptions
- Organizational Charts

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: Human Resources

Organizational Effectiveness

Description:

Organizational Effectiveness implements and maintains policies, programs, and services in support of leading edge theory and practices associated with managing employees and organizational design. This includes understanding the behavior of individuals and groups, and aligning organizational systems and structures to support business strategy and foster corporate sustainability.

Outputs:

- Change Management
- Executive Coaching
- Team Building
- Coaching
- Succession Planning
- Capacity Building
- Organizational Alignment

Strategic Alignment:

5.1 The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy one another. Leadership and the management of our human resources is enabled through workforce planning, performance management and capacity building programs. Organizational design and culture supports the delivery of programs and services, now and into the future.

Secondary Outcomes:

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Business Unit: Human Resources

Information Support Services

Field Services

Description:

Pertains to the field portion of the City's Spatial Data Infrastructure. Includes basic surveys, field data collection, maintenance of the High Precision Network (HPN) of survey monuments and maintenance of GPS equipment.

Outputs:

- Basic level of surveying services
- Field GIS data collection
- An HPN network that meets the needs of current and future development

Strategic Alignment:

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Business Unit: Geomatic Services

Geomatics Customer Service and Support

Description:

A variety of mapping requests are received by Geomatic Services. Requests range from creating simple visual displays to complex geospatial analysis. This service includes the administration of Geographic Information Systems (GIS) data and services in accordance with Policy # 12:07:02 Release and Sale of GIS Products and Services and the administration of License Agreements.

Outputs:

- Provide geospatial analysis and/or GIS products as required.
- Initiate working on GIS requests within 2 business days.

Strategic Alignment:

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Business Unit: Geomatic Services

Geomatics Technical Support and Training

Description:

Address technical issues as they pertain to the Geographic Information Systems (GIS) as well as provide training for users including all City staff. Provide training for geospatial platforms and applications developed for business units.

Outputs:

- Users with the skills required to make appropriate use of the Geographic Information Systems and data
- A support system to provide assistance when required

Strategic Alignment:

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Business Unit: Geomatic Services

Maintain Corporate Geographic Information System (GIS)

Description:

The Corporate Geographic Information System (GIS) comprises the hardware, software, and data that allows both Geomatic Services and GIS users to function. This includes integration of new technology and processes.

Outputs:

- Deliver secure, reliable and performing Geographic Information Systems through:
 - Ensuring users have adequate access to the data they require to perform their duties
 - Development of technical environments for business units
 - Timely data updates/maintenance
 - Software maintenance
 - Hardware maintenance (plotters, GPS equipment, etc.)

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Geomatic Services

Remote Corporate Geographic Information System (GIS) Access

Description:

Provide access to the Geographic Information System (GIS) beyond the regular desktop applications. This includes web-based access, mobile field access, access by third party applications and published static maps. In many cases this also requires the development of applications used to access the GIS.

Outputs:

- Provide secure, reliable and performing access to GIS by:
 - Facilitating the process of identifying business requirement including required data and functional elements
 - Collaborating with departments to determine how these elements will be compiled, integrated, and maintained
 - Designing and developing applications that meet strategic and operational business needs

Strategic Alignment:

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Business Unit: Geomatic Services

Computer Workstation Evergreen Replacement

Description:

Acquire, install and maintain desktop computing resources.

Outputs:

- Four-year-old workstations are replaced within the fourth year after their original deployment.

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Information Technology

Corporate Information and Technology Customer Support/HelpDesk

Description:

Respond to information technology HelpDesk tickets.

Outputs:

- High priority Helpdesk tickets are responded to within 4 business hours, when possible.
- Medium priority Helpdesk tickets are responded to within 16 business hours, when possible.
- Low priority Helpdesk tickets are responded to as time permits.

Strategic Alignment:

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Business Unit: Information Technology

Information Technology Network Operations

Description:

Acquire, install, and maintain information technology network computing resources.

Outputs:

- Provide a secure, reliable and performing IT network by supporting existing network infrastructure, enhancing and replacing, as required.

Strategic Alignment:

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Business Unit: Information Technology

Server Evergreen Replacement

Description:

Acquire, install, and maintain server computing resources.

Outputs:

- Provide secure, reliable and performing servers by:
 - Replacing 20% of support servers per year
 - Replacing 6- to 10-year-old servers as needed
 - Transitioning current replacements to Blade Center Servers running Virtual Server environments
 - Retaining specific hardware devices as business requirements dictate

Strategic Alignment:

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Business Unit: Information Technology

Support Corporate Business Applications

Description:

Analysis, implementation, and upgrading of major corporate business applications, such as but not limited to:

- Financial applications
- Fire services
- Utility billing
- Taxation billing
- Asset Management
- Planning and Permitting

Outputs:

- Collaborate with business units to ensure applications address strategic and operational requirements.
- Provide information technology support to the City's corporate business applications.
- Work with software vendors to ensure applications are reliable, secure and performing.
- Install updates as needed.

Strategic Alignment:

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Business Unit: Information Technology

Asset Management

Description:

Tracks and manages \$700 million in assets the Engineering department is responsible for, including infrastructure for drinking water, wastewater, stormwater, and roads. The asset management program under development will additionally encompass parks and fleet management.

Asset management involves the balancing of costs, opportunities and risks against the desired performance of assets to achieve the organizational objectives. Asset management also enables an organization to examine the needs for, and performance of, assets and asset systems at different levels. Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its lifecycle.

Outputs:

- Perform condition assessments on roads and sanitary systems
- Long-term planning and budgeting considering infrastructure lifecycles
- Capital replacement programming
- Identify and fill data gaps, to ensure accurate tracking of all engineering assets
- Implement an asset management program

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: IT Governance and Integrated IT Business Solutions

Enabling Enterprise Strategic Initiatives

Description:

Provides technology vision and leadership in the development and implementation of the information management and information technology program across the City and among its stakeholders in order to enable organizational strategic and operational goals and initiatives.

Outputs:

- Leadership in planning and implementing enterprise information systems to support business operations.
- Alignment of information technology initiatives and projects to Council, Corporate and Business objectives to ensure that information technology investments and operations enable business strategy.
- Transparency in decision making by engaging the organization and being accountable for project expenditures.
- Increased understanding and transparency of information technology investment and project costs, risks and benefits.

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: IT Governance and Integrated IT Business Solutions

Information Technology Governance

Description:

IT Governance oversees the information management and information technology (IMIT) investment priorities for the City of Leduc.

Outputs:

- Provide strategic leadership for IMIT projects and processes
- Determine alignment of IMIT projects to City of Leduc strategic and corporate goals and objectives as defined in the Council Strategic Plan, the Corporate Business Plan and operational business plans
- Champion collaborative planning through the adoption of IT governance processes
- Deliver final approvals and recommendations on proposed IMIT projects

Strategic Alignment:

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Secondary Outcomes:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: IT Governance and Integrated IT Business Solutions

Management of Information Technology Projects and Initiatives

Description:

Develops and promotes consistent use of standard project management processes, tools and templates for project communications, scope, risks, issues, quality, resourcing, status reporting, procurement, cost and scheduling for information technology projects and initiatives. Establishes and ensures best practice systems integration processes are followed to guide phases of information technology and business application implementation projects. Develops an enterprise architecture plan to establish principles, standards, boundaries and guidance for information technology projects.

Outputs:

- Project management support to information technology projects
- Standard information technology project management processes, tools and templates for project communications, scope, risk/issues, quality, resourcing, status reporting, procurement, cost and scheduling
- Business analysis practices conducted for all application implementation projects
- Appropriate business units are engaged in the analysis process
- Functional and technical requirements are complete and meet business needs
- Requirements are properly reflected in design
- The business application that is implemented meets business needs
- Business architecture to provide an overview of the City's strategic direction, goals and operational plans and core business functions
- Information architecture to identify subject areas of information for each function of the business architecture
- Application architecture to define the business application software components required to support the functional areas and capture the information defined in the information architecture
- Technology architecture to support business applications and information management needs

Strategic Alignment:

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Secondary Outcomes:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: IT Governance and Integrated IT Business Solutions



Operating Budget Summary - CORPORATE SERVICES

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	3,066,252	3,424,261	2,875,230	3,460,318	3,698,388	3,698,388	3,698,388
Inter-Divisional Revenue	47,025	0	0	0	0	0	0
Interest & Penalties	1,791,079	1,415,257	758,576	1,473,560	1,316,607	1,358,043	1,361,486
Net Taxes - Revenue	41,516,721	43,199,937	34,399,815	45,799,683	48,325,363	51,958,947	56,213,803
Sale of Services	945,840	663,843	379,101	447,409	447,724	468,713	480,144
Utility Services Revenue	5,632,691	6,171,848	5,172,011	6,588,371	6,848,430	7,145,000	7,383,000
Total Revenues	52,999,608	54,875,147	43,584,733	57,769,341	60,636,512	64,629,091	69,136,821
Expenditures							
Employee Benefits	1,260,675	1,332,357	1,157,430	1,595,909	1,765,543	2,408,477	3,112,644
Salaries & Wages	5,169,200	5,171,214	4,671,612	6,078,622	7,037,630	9,245,106	11,831,749
Total Staff Costs	6,429,875	6,503,571	5,829,042	7,674,531	8,803,173	11,653,583	14,944,394
Bank Charges & Interest	111,791	131,853	122,358	129,100	135,100	138,100	141,100
Contract Services	1,504,036	1,662,978	1,466,697	2,389,906	2,624,384	2,516,685	2,607,952
General Services	494,229	519,716	391,067	623,185	585,600	629,700	676,800
Grants to Organizations	1,904,503	1,710,328	1,603,711	1,907,931	1,983,628	1,928,481	1,935,009
Interest on Long Term Debt	98,088	83,939	10,769	10,769	9,097	7,138	4,886
Materials & Supplies	309,370	289,736	243,618	371,945	393,660	408,260	417,860
Other Expenses	1,500	0	14,497	0	0	0	0
Repairs & Maintenance	106,020	106,923	60,875	114,112	122,592	124,092	122,592
Telephone & Communications	135,289	101,696	97,191	118,284	126,500	126,500	126,500
Training & Development	329,948	351,894	289,434	282,062	342,197	366,145	375,939
Total Operational Costs	4,994,775	4,959,062	4,300,216	5,947,293	6,322,758	6,245,101	6,408,638
Total Expenditures	11,424,650	11,462,633	10,129,257	13,621,824	15,125,931	17,898,683	21,353,032
Net of Revenue Over Expenditures	41,574,958	43,412,514	33,455,475	44,147,517	45,510,581	46,730,408	47,783,789
Net Interfund Transfers							
Debt Repayment	(7,503)	(75,442)	(80,800)	(80,800)	(93,172)	(105,631)	(104,698)
Transfers to Reserves	(7,340,772)	(6,196,110)	0	(4,114,639)	(4,214,259)	(4,248,695)	(4,261,760)
Transfers from Reserves	2,102,187	461,376	0	1,466,853	2,821,257	2,219,249	1,879,341
Total Interfund Transfers	(5,246,088)	(5,810,175)	(80,800)	(2,728,586)	(1,486,174)	(2,135,077)	(2,487,117)
"Net Surplus (Deficit)"	36,328,870	37,602,338	33,374,676	41,418,931	44,024,407	44,595,331	45,296,673

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Corporate Services Administration

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Employee Benefits	58,907	59,877	52,400	58,015	58,015	58,015	58,015
Salaries & Wages	268,589	273,197	252,051	275,910	275,910	275,910	275,910
Total Staff Costs	327,496	333,074	304,451	333,924	333,924	333,924	333,924
Materials & Supplies	3,818	3,556	1,256	3,500	3,200	3,200	3,700
Training & Development	8,300	3,955	10,140	9,700	9,700	9,700	9,700
Total Operational Costs	12,118	7,511	11,395	13,200	12,900	12,900	13,400
Total Expenditures	339,614	340,585	315,846	347,124	346,824	346,824	347,324
Net of Revenue Over Expenditures	(339,614)	(340,585)	(315,846)	(347,124)	(346,824)	(346,824)	(347,324)
"Net Surplus (Deficit)"	(339,614)	(340,585)	(315,846)	(347,124)	(346,824)	(346,824)	(347,324)



Operating Budget Summary - Communication & Marketing Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	2,188	21,200	3,667	48,496	46,664	55,000	55,000
Total Revenues	2,188	21,200	3,667	48,496	46,664	55,000	55,000
Expenditures							
Employee Benefits	164,991	165,090	123,416	188,009	188,702	172,104	163,435
Salaries & Wages	769,192	848,252	617,844	894,029	891,244	790,016	734,509
Total Staff Costs	934,183	1,013,342	741,260	1,082,038	1,079,946	962,120	897,943
Contract Services	134,816	135,883	89,722	278,400	327,400	217,400	162,400
Materials & Supplies	161,800	128,832	120,832	172,250	202,250	207,250	217,250
Training & Development	12,007	15,752	17,686	17,370	20,300	20,300	20,300
Total Operational Costs	308,623	280,467	228,240	468,020	549,950	444,950	399,950
Total Expenditures	1,242,806	1,293,809	969,500	1,550,058	1,629,896	1,407,070	1,297,893
Net of Revenue Over Expenditures	(1,240,618)	(1,272,609)	(965,834)	(1,501,562)	(1,583,232)	(1,352,070)	(1,242,893)
Net Interfund Transfers							
Transfers from Reserves	117,247	147,386	0	291,116	324,101	39,095	20,000
Total Interfund Transfers	117,247	147,386	0	291,116	324,101	39,095	20,000
"Net Surplus (Deficit)"	(1,123,371)	(1,125,223)	(965,834)	(1,210,446)	(1,259,131)	(1,312,975)	(1,222,893)



Operating Budget Summary - Finance

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	3,066,252	3,414,261	2,865,230	3,460,318	3,698,388	3,698,388	3,698,388
Inter-Divisional Revenue	47,025	0	0	0	0	0	0
Interest & Penalties	1,791,079	1,415,257	758,576	1,473,560	1,316,607	1,358,043	1,361,486
Net Taxes - Revenue	41,516,721	43,199,937	34,399,815	45,799,683	48,325,363	51,958,947	56,213,803
Sale of Services	797,326	357,537	346,829	366,819	390,160	402,813	414,244
Utility Services Revenue	5,632,691	6,171,848	5,172,011	6,588,371	6,848,430	7,145,000	7,383,000
Total Revenues	52,851,094	54,558,841	43,542,460	57,688,751	60,578,948	64,563,191	69,070,921
Expenditures							
Employee Benefits	464,602	514,372	398,381	648,452	729,913	1,385,445	2,101,697
Salaries & Wages	1,759,772	1,591,819	1,276,545	2,047,939	2,559,214	4,871,918	7,623,771
Total Staff Costs	2,224,375	2,106,191	1,674,926	2,696,390	3,289,127	6,257,363	9,725,468
Bank Charges & Interest	111,791	131,853	122,358	129,100	135,100	138,100	141,100
Contract Services	563,659	532,343	449,416	783,000	762,500	715,500	732,500
General Services	493,759	519,139	390,590	621,185	583,600	627,700	674,800
Grants to Organizations	1,904,503	1,710,328	1,603,711	1,907,931	1,983,628	1,928,481	1,935,009
Interest on Long Term Debt	96,878	71,221	0	0	0	0	0
Materials & Supplies	99,020	100,634	79,264	113,650	103,250	106,950	110,650
Other Expenses	1,500	0	14,497	0	0	0	0
Repairs & Maintenance	15,893	0	0	4,500	4,500	4,500	4,500
Training & Development	36,448	38,283	37,064	(27,789)	(9,314)	(7,111)	(5,347)
Total Operational Costs	3,323,452	3,103,801	2,696,900	3,531,577	3,563,264	3,514,120	3,593,212
Total Expenditures	5,547,826	5,209,992	4,371,826	6,227,967	6,852,391	9,771,483	13,318,680
Net of Revenue Over Expenditures	47,303,268	49,348,849	39,170,635	51,460,784	53,726,557	54,791,708	55,752,241
Net Interfund Transfers							
Transfers to Reserves	(6,891,864)	(5,543,882)	0	(3,573,523)	(3,667,095)	(3,701,531)	(3,697,974)
Transfers from Reserves	1,889,860	81,959	0	721,471	1,950,696	1,614,792	1,591,565
Total Interfund Transfers	(5,002,004)	(5,461,923)	0	(2,852,052)	(1,716,399)	(2,086,739)	(2,106,409)
"Net Surplus (Deficit)"	42,301,263	43,886,926	39,170,635	48,608,732	52,010,158	52,704,969	53,645,832

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Human Resources

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	0	10,000	10,000	0	0	0	0
Sale of Services	145,912	272,483	23,011	24,194	3,500	3,500	3,500
Total Revenues	145,912	282,483	33,011	24,194	3,500	3,500	3,500
Expenditures							
Employee Benefits	325,892	342,743	297,701	364,524	388,579	392,579	399,079
Salaries & Wages	1,252,376	1,324,062	1,214,978	1,336,219	1,415,354	1,411,354	1,412,854
Total Staff Costs	1,578,268	1,666,805	1,512,679	1,700,743	1,803,934	1,803,934	1,811,934
Contract Services	79,717	133,449	85,483	224,343	197,403	116,500	113,000
Materials & Supplies	41,092	51,933	38,142	76,585	73,750	80,900	76,050
Training & Development	237,196	253,162	185,425	233,120	246,600	268,650	273,650
Total Operational Costs	358,005	438,545	309,049	534,048	517,753	466,050	462,700
Total Expenditures	1,936,273	2,105,350	1,821,729	2,234,791	2,321,687	2,269,984	2,274,634
Net of Revenue Over Expenditures	(1,790,361)	(1,822,867)	(1,788,718)	(2,210,597)	(2,318,187)	(2,266,484)	(2,271,134)
Net Interfund Transfers							
Transfers to Reserves	(115,792)	(111,112)	0	0	0	0	0
Transfers from Reserves	50,296	30,000	0	158,197	169,073	49,976	49,976
Total Interfund Transfers	(65,496)	(81,112)	0	158,197	169,073	49,976	49,976
"Net Surplus (Deficit)"	(1,855,857)	(1,903,979)	(1,788,718)	(2,052,400)	(2,149,114)	(2,216,508)	(2,221,158)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Information Technology Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	414	12,623	5,594	7,900	7,400	7,400	7,400
Total Revenues	414	12,623	5,594	7,900	7,400	7,400	7,400
Expenditures							
Employee Benefits	246,283	250,275	285,532	336,909	400,334	400,334	390,418
Salaries & Wages	1,119,271	1,133,883	1,310,194	1,524,526	1,895,908	1,895,908	1,784,706
Total Staff Costs	1,365,554	1,384,158	1,595,726	1,861,435	2,296,242	2,296,242	2,175,124
Contract Services	725,843	861,302	842,076	1,104,163	1,337,081	1,467,285	1,600,052
General Services	470	576	477	2,000	2,000	2,000	2,000
Interest on Long Term Debt	1,210	12,718	10,769	10,769	9,097	7,138	4,886
Materials & Supplies	3,640	4,780	4,123	5,960	11,210	9,960	10,210
Repairs & Maintenance	90,127	106,923	60,875	109,612	118,092	119,592	118,092
Telephone & Communications	135,289	101,696	97,191	118,284	126,500	126,500	126,500
Training & Development	35,997	40,743	39,120	49,661	74,911	74,606	77,636
Total Operational Costs	992,577	1,128,739	1,054,631	1,400,448	1,678,891	1,807,081	1,939,376
Total Expenditures	2,358,131	2,512,897	2,650,357	3,261,883	3,975,133	4,103,322	4,114,500
Net of Revenue Over Expenditures	(2,357,717)	(2,500,274)	(2,644,762)	(3,253,983)	(3,967,733)	(4,095,922)	(4,107,100)
Net Interfund Transfers							
Debt Repayment	(7,503)	(75,442)	(80,800)	(80,800)	(93,172)	(105,631)	(104,698)
Transfers to Reserves	(333,116)	(541,116)	0	(541,116)	(547,164)	(547,164)	(563,786)
Transfers from Reserves	44,784	202,031	0	296,069	377,386	515,386	217,800
Total Interfund Transfers	(295,835)	(414,527)	(80,800)	(325,847)	(262,949)	(137,409)	(450,684)
"Net Surplus (Deficit)"	(2,653,552)	(2,914,801)	(2,725,562)	(3,579,830)	(4,230,682)	(4,233,331)	(4,557,784)

Corporate Services 2019 - 2028 Capital by Program

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Computer Services Capital Program											
015.180 Desktop Computer Renewal (Evergreen) - Hardware	202,950	197,000	151,850	117,500	188,500	178,850	148,500	134,500	197,350	190,000	1,707,000
015.291 Email Upgrade	29,000	-	-	-	35,000	-	-	-	40,000	-	104,000
015.286 Server Renewal (Evergreen) - Software	27,800	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	108,800
015.186 Server Renewal (Evergreen) - Hardware	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	260,000
015.289 Firewall Upgrade (Evergreen)	25,000	-	-	-	30,000	-	-	-	35,000	-	90,000
015.160 Network Renewal (Evergreen)	20,000	20,000	25,000	25,000	25,000	25,000	25,000	30,000	30,000	30,000	255,000
015.280 Desktop Computer Renewal (Evergreen) - Software	13,400	13,800	8,800	8,800	14,000	12,200	10,200	8,800	13,600	13,800	117,400
015.290 Paperless Council	-	-	21,000	-	-	-	21,000	-	-	-	42,000
Total: Computer Services Capital Program	344,150	265,800	241,650	186,300	327,500	251,050	239,700	208,300	350,950	268,800	2,684,200
eGovernment Strategies											
092.240 Integrated Enterprise Finance & HR System	830,000	605,000	25,000	55,000	25,000	25,000	55,000	25,000	25,000	55,000	1,725,000
092.360 IT Governance	231,000	175,000	175,000	175,000	50,000	50,000	50,000	50,000	50,000	50,000	1,056,000
092.355 Content Management Software	75,000	100,000	50,000	-	-	-	-	-	75,000	100,000	400,000
092.377 OH&S Software	40,000	40,000	40,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	190,000
092.368 Asset Management	20,000	75,000	170,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	615,000
092.375 Community Reporting	-	75,000	-	10,000	-	10,000	-	10,000	-	10,000	115,000
092.374 LRC Cell Phone Coverage Upgrade	-	-	200,000	-	-	-	-	-	-	-	200,000
Total: eGovernment Strategies	1,196,000	1,070,000	660,000	300,000	135,000	145,000	165,000	145,000	210,000	275,000	4,301,000
Planning Department Capital Program											
079.132 Long Term Financial Sustainability Plan	-	-	30,000	-	-	30,000	-	-	30,000	-	90,000
Total: Planning Department Capital Program	-	-	30,000	-	-	30,000	-	-	30,000	-	90,000
GIS											
104.002 LiDAR Data Collection Project	70,000	-	-	-	-	45,000	-	-	-	-	115,000
104.001 Aerial Data	18,000	37,000	24,000	44,000	20,000	40,000	24,000	44,000	24,000	40,000	315,000
Total: GIS	88,000	37,000	24,000	44,000	20,000	85,000	24,000	44,000	24,000	40,000	430,000
Office Equipment Replacement Program											
091.150 Equipment Replacement - other	-	30,000	-	30,000	-	30,000	-	30,000	-	-	120,000
Total: Office Equipment Replacement Program	-	30,000	-	30,000	-	30,000	-	30,000	-	-	120,000
Telephone Upgrade											
101.001 Telephone Replacement	65,500	-	-	-	-	-	-	-	-	60,000	125,500
Total: Telephone Upgrade	65,500	-	-	-	-	-	-	-	-	60,000	125,500
Total Expense	1,693,650	1,402,800	955,650	560,300	482,500	541,050	428,700	427,300	614,950	643,800	7,750,700

Note: All projects costs after 2020 could have a range of +/- 20% as a result of detailed design not being completed. These are high level estimates only.

COMMUNITY AND PROTECTIVE SERVICES





2019 Operational Budget and Core Services Community and Protective Services

Community and Protective Services (Chart 1 of 3)
Organizational Chart
2018

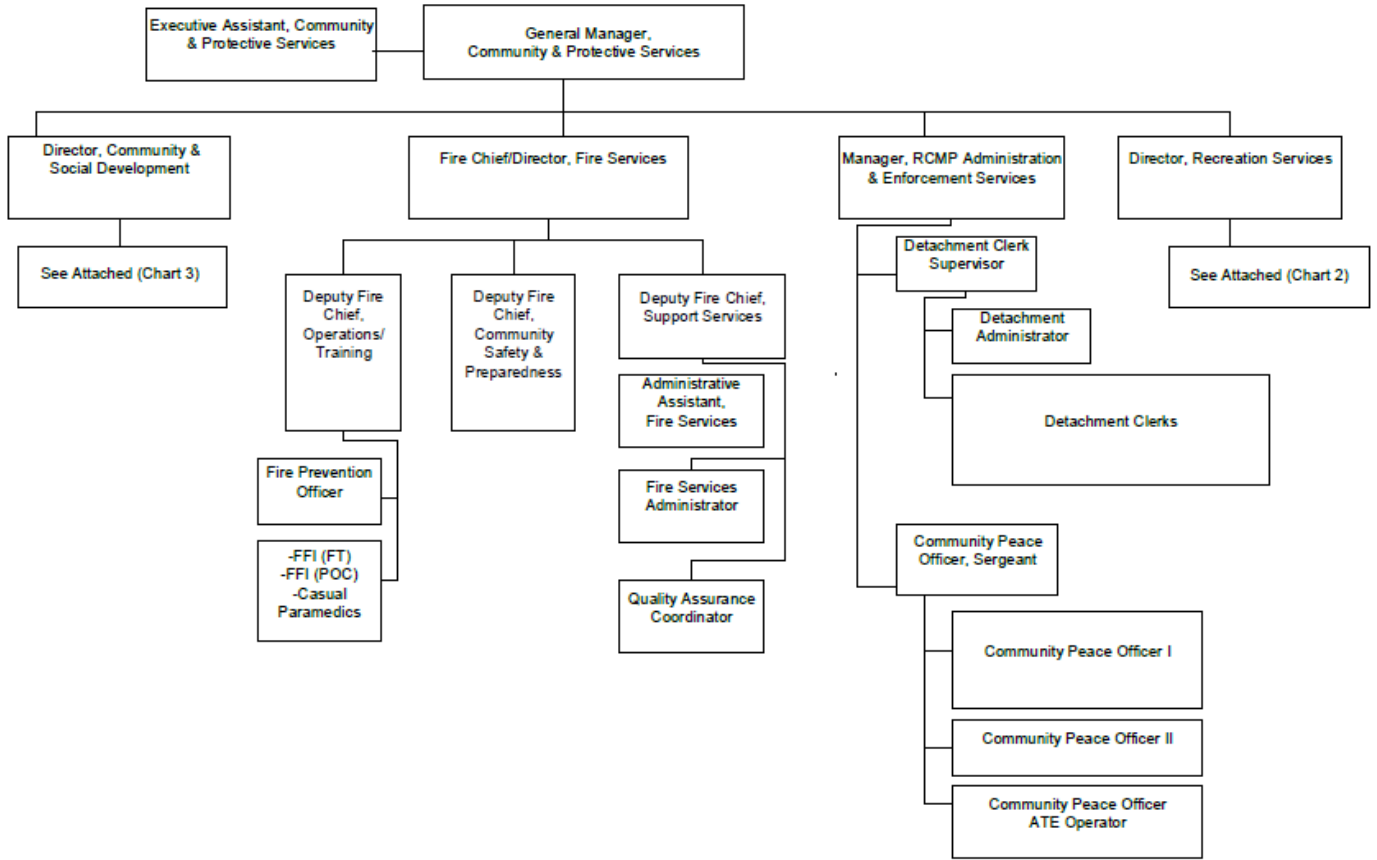


Chart 2

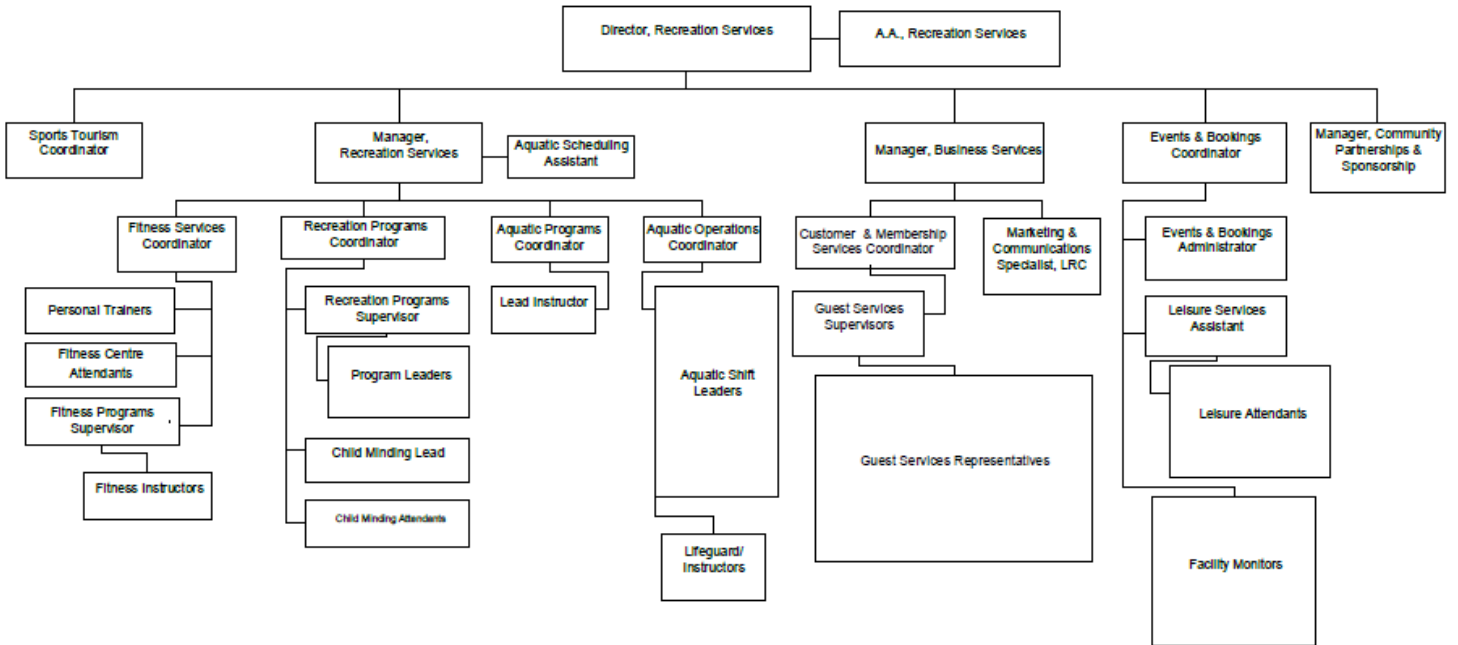
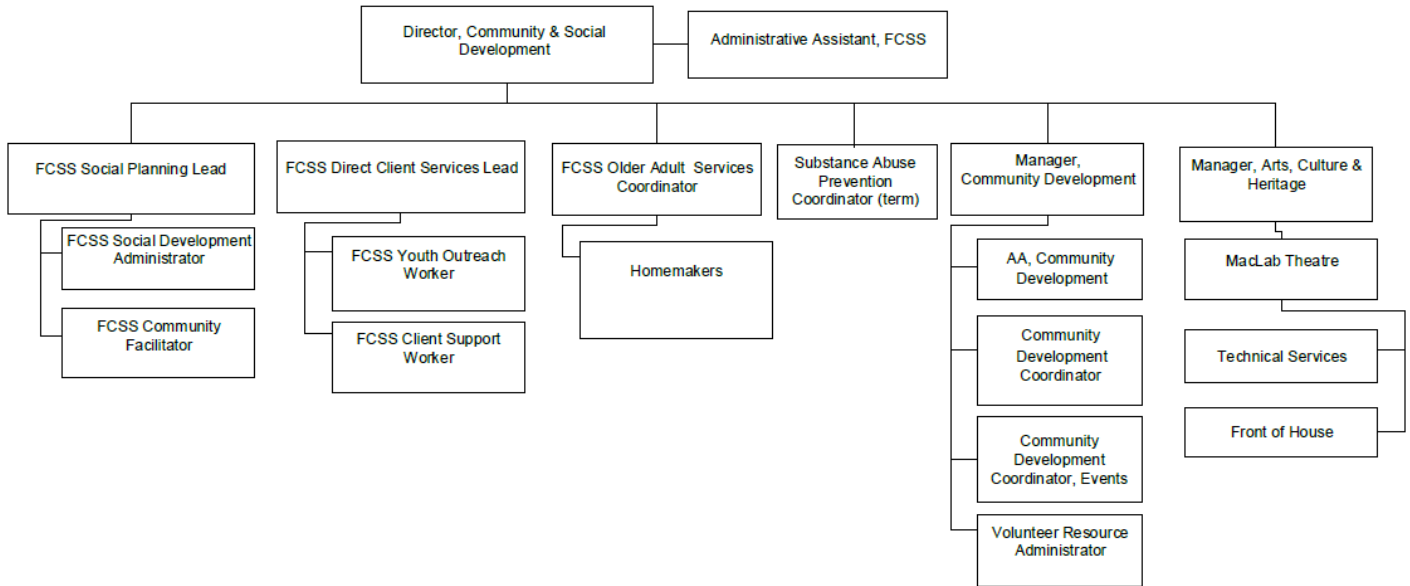


Chart 3



Metrics	Fire Services	LRC Operations	FCSS	Culture & Community Development	Enforcement Services	Recreation Services	CPS Administration	Total
Staff – Full Time Equivalent (FTE) *	57.4	54.0	11.8	9.3	27.0	11.5	2.0	173.0
Total Revenue	\$3,736,938	\$4,527,600	\$835,971	\$322,987	\$2,248,006	\$825,250	\$0	\$12,496,752
Total Expenditures	\$9,519,849	\$4,449,637	\$1,515,787	\$1,560,937	\$8,325,170	\$1,626,532	\$347,924	\$27,345,837
Net of Revenue Over Expenditures	(\$5,782,911)	\$77,963	(\$679,816)	(\$1,237,950)	(\$6,077,164)	(\$801,282)	(\$347,924)	(\$14,849,085)
Total Interfund Transfers	(\$248,534)	\$114,734	\$117,028	(\$879,689)	(\$140,000)	(\$144,326)	\$0	(\$1,180,786)
Net Surplus (Deficit)	(\$6,031,445)	\$192,697	(\$562,788)	(\$2,117,639)	(\$6,217,164)	(\$945,608)	(\$347,924)	(\$16,029,871)
Capital Budget	\$141,860	\$330,980	\$0	\$809,000	\$28,000	\$0	\$0	\$1,309,840

* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period, that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

Community and Protective Services Department

Scope of Services

Community and Protective Services Department is made up of four functional units as depicted in the above operations chart.

The scope of services is described as:

- **Fire Services** provides fire, ambulance and rescue services as well as public education and awareness programs for the City of Leduc and surrounding areas of Leduc County. Response is provided to emergency events including fires, medical events, and hazardous materials events along with pre incident planning, emergency preparedness and Fire Safety Code inspections.
- **Recreation and Community Development** provides recreation services including aquatics, fitness, community recreation programs and amenities at the Leduc Recreation Centre (LRC), coordinates special event opportunities for residents and bookings of civic facilities. The business unit also plans parks, recreation, multiway and culture facility improvements and supports based recreation, arts and culture organizations that provide opportunities for active, healthy lifestyles for Leduc residents.
- **Family and Community Support Services (FCSS)** provides services, through partnerships and collaboration, based on identified needs and priorities to build the capacity to enhance, strengthen and support the well-being of individuals, families and the community.
- **Enforcement Services** is provided through a collaborative partnership between the Leduc Enforcement Services and the Royal Canadian Mounted Police, and provides “safe homes, safe communities” through education, consultation, enforcement, investigation and awareness.

Community and Protective Services

Service Profiles for 2019

Emergency Management

Emergency Management

Description:

The Leduc Emergency Management Agency is the managerial function charged with creating the framework which will reduce vulnerability to hazards and provide a formal response to our community in a disaster. Our focus is the management of resources and all humanitarian aspects of disasters, with an agency responsibility for preparedness, prevention, response, mitigation and recovery from emergent events.

Outputs:

Maintain the Municipal Emergency Plan as required by the Emergency Management Act and coordinate the activities of the City of Leduc Emergency Management Team in:

- Emergency response
- Major event planning
- Emergency management and corporate training

Coordination of Business Continuity Planning for City Departments

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Emergency Management Program

Emergency Social Services

Description:

Research, planning, implementation and awareness of Emergency Social Services for the City of Leduc, contributing to the preparedness of the City of Leduc for disaster and/or emergency.

Outputs:

- Document procedures, resources and supports
- Build organizational capacity to respond to situations
- Coordinate with external support agencies

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

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Business Unit: Emergency Management Program

Community and Social Development

Arts, Culture and Heritage Development

Description:

Build and strengthen local arts, culture and heritage programming and facilities.

Outputs:

- Ongoing liaison with arts, culture & heritage groups:
 - Maclab Centre for the Performing Arts
 - Leduc Arts Foundry
 - Dr. Woods House Museum
 - Alberta Legacy Development Society (Grain Elevator)
 - Stageworks Centre for the Performing Arts
 - Leduc Drama Society
 - Leduc Art Club
 - Stone Barn Garden
- Development and management of the Public Art Program:
 - Creating a Public Art Policy grounded in best-practice and local engagement
 - Arts Selection Committee Coordination
 - Unveiling 1-2 Public Art Projects each year
 - Coordinating art displays

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: Arts, Culture & Heritage

Maclab Theatre Operations

Description:

The Maclab Centre for the Performing Arts Theatre is a cultural icon within the community and the City of Leduc has been a valued partner since its inception. The Maclab Theatre provides a beautiful space for artists and the patrons of the arts to experience world class opportunities, serving the entire Leduc region. Integrating the Maclab Centre into the City of Leduc presents many benefits to our residents, the community overall as well as building towards the continued successful operations of this important community asset. The Maclab Centre Society would continue in an advisory capacity with the City assuming primary responsibility for the day-to-day operations of the theatre and its staff team as well as establishing the long term planning for the facility.

Outputs:

- Draft and manage agreements:
 - Black Gold Regional Schools
 - Maclab Society
 - TicketPro
 - User Groups
 - Artists
- Develop and manage a communication and marketing plan
- Oversee Human Resources:
 - Recruitment for positions
 - Manage the financial transition:
 - Operating Budget
 - 10 year Capital Plan
- Coordinate any IT requirements

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Business Unit: Arts, Culture & Heritage

Board Development

Description:

Plan and host Board development workshops and learning sessions; provide advisory support for community groups.

Outputs:

- Annual partnerships with regional municipalities and local organizations to offer opportunities on board development
- Development and organizational funding
- Minimum 3 annual board development learning opportunities or workshops to build capacity and strength within volunteer groups
- Assist community groups in obtaining new volunteers
- Providing volunteer opportunities for new Canadians

Strategic Alignment:

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: CSD - Community Development

Community Development and User Group Support

Description:

Development of long term funding and community use agreements with organizations that operate within City facilities or on lands and/or provide an essential service to the citizens of Leduc.

Outputs:

- Provide grant writing support
- Liaise and provide consultative services to over 120 community groups
- Track government grant submissions for community groups

Strategic Alignment:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: Community Development

Community Development Projects

Description:

Planning and implementation of community partnership projects such as the rodeo community storage building, rugby clubhouse, outdoor rink, new school athletic fields and playgrounds, and Communities in Bloom.

Outputs:

- Regular contact and a full report at the end of each project in partnership with the community association
- Communities in Bloom
 - Maintain 5 bloom standing on an annual basis
 - Good Growing Neighbours
- Playground development and partnerships
- Recreational facility planning and development

Strategic Alignment:

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Business Unit: Community Development

Multiway Development

Description:

Planning and development of multiway trails throughout Leduc excluding Telford Lake area.

Outputs:

- Multiway planning and development to allow for all residents to be within 400m of the multiway, park, open space or trail system.
- Developer Area Structure Plan review

Strategic Alignment:

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Business Unit: Community Development

Municipal Grants

Description:

Ongoing administration of the municipal grant program that provides financial support through Grants to Organizations (GTO), Event Hosting Grants and Travel Grants.

Outputs:

- Coordinate the Grants to Organizations program including collaboration with the Family and Community Support Services (FCSS) and Parks, Recreation and Culture (PRC) Boards
- Coordinate grant review process
- Coordinate and process of Event Hosting and Travel grant requests

Strategic Alignment:

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Business Unit: Community Development

Parks, Open Spaces and Trails Development

Description:

Planning and development of city-owned parks, playgrounds and trails throughout Leduc.

Outputs:

- Neighbourhood and regional park development plans
- City-owned playground development

Strategic Alignment:

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Business Unit: Community Development

Special Event Development

Description:

Plan, coordinate and evaluate 6-11 special events/festivals annually for residents of the City of Leduc. Provide and support events that will attract in excess of 20,000 people annually. Provide support to community events where the City of Leduc can assist or act as a partner.

Outputs:

- Community Information and Registration Day (March and September)
- Volunteer Recognition Evening (April)
- Canadian Tire Jumpstart Celebration (May)
- Canada Day Parade Support
- Canada Day Celebrations (July 1)
- Rock the Rails (August)
- Party in the Park (September)

Strategic Alignment:

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Business Unit: Community Development

Sports Hall of Fame Program

Description:

Manage the Sports Hall of Fame program including nomination & induction process.

Outputs:

- Manage the nomination and induction process
- Plan and host an annual celebration for the new inductees
- Ensure the Sports Hall of Fame display at the LRC is updated

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Business Unit: Community Development

Telford Lake Development

Description:

Rowing venue, North Telford recreational lands and multiway development in and around the Telford Lake.

Outputs:

- Continued development of Telford Lake as per the Telford Lake Master Plan
- Implement North Telford Recreational Lands (Lions Park) Development Plan
- Continued investment and development of multiway around Telford Lake

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Business Unit: Community Development

Volunteer Leduc

Description:

Manage the City of Leduc volunteer program including recognition events.

Outputs:

- Volunteer Leduc database and website management
- Promote volunteer opportunities
- Provide volunteer training and management
- Coordinate Citizen Recognition Committee and Citizens of Distinction awards program
- Coordinate volunteer recognition events
 - Volunteer Appreciation Banquet
 - Rave Program

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Business Unit: Community Development

Community Development for FCSS

Description:

Working with staff, residents and other stakeholders to address potential gaps and partnership opportunities that build community connections and sense of belonging with a social preventative focus.

Outputs:

Track the following:

- Number of community initiatives
- Number of community initiative participants
- Number of partnership projects
- Number of partnership project participants

Strategic Alignment:

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Business Unit: Family and Community Support Services

Community Education

Description:

Delivery of various workshops and presentations addressing identified needs to increase awareness and education to target audiences.

Outputs:

Track the following:

- Number of community initiatives
- Number of community initiative participants
- Number of partnership projects
- Number of partnership project participants

Strategic Alignment:

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Business Unit: Family and Community Support Services

Community Support

Description:

One on one outreach services provided to target residents in need, such as youth, seniors, families, etc. Also includes information and referral services.

Outputs:

Track the following:

- Number of internal referrals
- Number of external referrals
- Number of individuals served
- Number of families served
- Number of family violence disclosures
- Number of family violence screenings

Strategic Alignment:

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Business Unit: Family and Community Support Services

Management Services

Description:

Management of contracts/agreements, grants received, volunteers, and program evaluation. Includes operational capacity.

Outputs:

Tracking the following:

- Number of FCSS volunteers
- Number of FCSS volunteer hours

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Family and Community Support Services

Fire Services

Fire Prevention, Inspection and Public Education

Description:

Proactive measures to decrease incidents for all citizens, including public education and awareness, enforcement of the Alberta Fire Code, inspection of buildings, construction fire safety compliance, and investigations of fires in accordance with the City's approved Fire Safety Codes Quality Management Plan.

Outputs:

- Public education and awareness programs including but not restricted to:
 - PARTY Program,
 - Fire Prevention Week,
 - School Tours,
 - Seniors programs,
 - Community open houses,
 - Public Access to Defibrillation (PAD)
 - Seasonal campaigns
- Safety Codes Act - in accordance with the City Council approved Quality Management Plan, Fire provides the following services:
 - Enforcement of the Alberta Fire Code
 - Inspection of buildings
 - Construction fire safety compliance
 - Investigation of fires for cause, origin and circumstances
- Planning and Development - participate in the review of all development related plans and processes to ensure that fire and emergency management considerations are addressed in new communities and developments, including but not limited to:
 - Municipal Development Plan,
 - Area Structure Plans,
 - Subdivision Applications,
 - Development and Building Permit applications
- Review engineering standards as they pertain to fire protection systems and access to neighborhoods,
- Review building plans for Group A, B, multi-unit C, D, E and F occupancies for fire protection elements,
- Coordinate with building inspectors, the inspection of all new Groups A, B, multi-unit C, D, E and F occupancies as a part of the compliance program and final occupancy inspection processes.
- KnokBox FDC program

Strategic Alignment:

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Business Unit: Community & Emergency Preparedness

Emergency Medical Services

Description:

Provide ambulance response to medical emergencies under the terms of the City of Leduc contract with Alberta Health Services.

Outputs:

- Provide response to ambulance calls at the advanced life support level as required by AHS.
- Ensure that the essential service of EMS delivery in our community is well represented in discussions with AHS.
- Ensure that our EMS system maintains its accreditation seal with Accreditation Canada which it received in March of 2018
- Ensure that all qualified personnel are current in today's best practices for EMS delivery
- Provide a cost/benefit analysis in 2019 to ensure that we are at a minimum revenue neutral
- Medical co-response utilizing firefighting crews and apparatus delivered at the following service level:
 - Basic Life Support
 - Advanced Life Support where qualified staff is available

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: Operations

Fire Suppression

Description:

General management activities that support the delivery of Fire and EMS Services that will ensure adequate response to mitigate emergencies that affect lives and property found in our community. The Fire Service provides a suite of emergent services such as, Emergency Medical Services, Fire Suppression, Rescue, Fire Prevention, Fire Investigation, and Fire and Life Safety Public Education. These services are also provided to our regional partners when requested.

Outputs:

- Suppression and safe control of structural, vehicular and wild land fires in the City of Leduc.
- Services delivered at the NFPA 1001 Professional Qualification for Firefighter-Level 2:
 - Pre-emergency planning to the NFPA 1021 Standard for Fire Officer Professional Qualifications,
 - Full fire suppression activities in Groups A, B, C, D, E and F-3 occupancies including both offensive and defensive structural fire operations, rescue of persons and preservation of property
 - Fire suppression activities in F-1 and F-2 Industrial occupancies will be restricted to defensive operations and exposure protection, unless otherwise specified in fire preplanning assessments.
 - Fire suppression of vehicle fires, not involving significant amounts of hazardous materials (See Hazardous Materials Response service level). Where a vehicle is transporting significant amounts of hazardous materials, suppression efforts will be restricted to those necessary to protect exposures, without exposure of firefighters to those hazardous materials.
- Full wildland/urban interface firefighting services.
- Customer Stabilization following fire and other emergency incidents.
- Meet all objectives behind Council's Level of Service, Leduc Fire Service Policy Number 11.00:24

Strategic Alignment:

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Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Operations

Hazardous Materials Response

Description:

Provide services to the NFPA 472 Standard for Competence of Responders to Hazardous Materials – initial response, assessment, containment and mitigation of hazardous materials emergencies as it pertains to the specified services listed below.

Outputs:

- Response to these events will be limited to:
 - Observation and evaluation,
 - Securing of the site perimeter,
 - Evacuation of persons outside the “hot zone”, and
 - Control of hydrocarbon leaks or spills
- All other hazardous materials events will be managed using competent third party service providers

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: Operations

Other Services and Authorities

Description:

Interagency responses and programs.

Outputs:

- Public Service complaints, including:
 - Fire pit complaints,
 - Alarms,
 - Unknown odours
 - Unsightly premises
- Issuance of open air fire and burning permits.
- Issuance of fire bans within the City of Leduc.
- Mutual and Automatic Aid Responses as per Council approved agreements.

Strategic Alignment:

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Business Unit: Operations

Rescue

Description:

Provide services to the NFPA 1006 Standard for Technical Rescuer Professional Qualifications, 2008 Edition as it pertains to the specified services listed in this policy.

Outputs:

- Vehicle and Machinery Rescue:
 - Incident command
 - Patient care in support of ambulance operations
 - Extrication from motor vehicle collisions
 - Scene stabilization
 - Traffic control
 - Road surface cleanup
 - Fluids control and containment (in compliance with Hazardous Materials service levels)
- Water rescue:
 - Surface still-water rescue
 - Support to underwater rescue and recovery operations
- Ice rescue:
 - Surface ice rescue
 - Support to under-ice rescue and recovery operations
- Rope Rescue:
 - Low angle and slope rescue operations only
 - All high angle rope rescues will be performed by competent third party service providers.
- Confined space rescue
 - Site security
 - Incident command
 - All confined space rescues will be performed by competent third party service providers
- Trench rescue:
 - Site security
 - Incident command
 - All trench rescue operations will be performed by competent third party service providers.
- Building Collapse:
 - Site security
 - Incident command
 - Rescue Operations in wood frame structures
 - Complex building collapse operations will be performed in concert with competent third party service providers.
- Elevator Rescue to NFPA 1001 Professional Qualification for Firefighters

Strategic Alignment:

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Business Unit: Operations

Training

Description:

Development and maintenance of skills necessary for the safe and effective delivery of the services and functions identified in Leduc Fire Service Policy Number 11.00:24

Outputs:

- Annual Recruit Class - basic training
- Maintenance of job performance requirements for firefighters
- Maintenance of medical control protocols for medically trained personnel
- Maintenance of EMS training
- Officer development program
- Safety codes officer training
- Senior leadership training
- Blue card command training and re-certification
- Ensure that all staff are current in today's best practices by researching and attending Fire/EMS related conferences

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Business Unit: Operations

Management of Fire Services

Description:

General management activities that support the delivery of Fire and EMS Services that will ensure adequate response to mitigate emergencies that affect lives and property found in our community. The Fire Service provides a suite of emergent services such as, Emergency Medical Services, Fire Suppression, Rescue, Fire Prevention, Fire Investigation, and Fire and Life Safety Public Education. These services are also provided to our regional partners when requested.

Outputs:

- Some activities that require particular resources and attention include:
 - Negotiation and implementation of the IAFF Collective Agreement.
 - Scheduling of resources
 - Budget evaluation
 - Analyze, evaluate, and ensure we have the correct amount of resources to provide service delivery at the level expected of Council
 - Analyze and ensure that delivery of service is meeting our Key Performance Indicators
 - Develop performance metrics to enhance service delivery

- Joint Emergency Services Planning Working Group to ensure the long term viability of regional planning processes.
- Ongoing management of risk and addressing public service complaints.
- Ongoing policy and process development.
- Fire/EMS Accreditation
- Improved integration of Fire Services efforts with surrounding municipalities.
- Ensuring that Fire Services meets all objectives of the City's Occupational Health and Safety Program.
- Meeting operational and reporting requirements of the Alberta Health Services contract.
- Provide and introduce the framework for AFFRCS to ensure firefighters can communicate and remain safe during mission critical events.
- Ongoing evaluation of our current business practices to ensure we receive adequate funding through the annual budget process to support service delivery

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Business Unit: Support Services

Enforcement Services

Administration Services

Description:

Administration support to the community peace officer (CPO) and RCMP functions which includes court support, public service, data entry and shift support.

Outputs:

- Court support
- Public Services
- Shift Support
- Total number of files annually
- Number of criminal record checks
- Number of calls or visits from the public

Increase effectiveness of CPO and RCMP members.

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Business Unit: Enforcement Services

Enforcement Services Activities

Description:

Provide enforcement services within the scope of the Community Peace Officer program including traffic enforcement, bike patrols, municipal bylaw enforcement and community initiatives.

Outputs:

- 6 officer-violator contacts/shift
- Number of calls for service
- Number of Community Hours
- Number of self-generated calls

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Business Unit: Enforcement Services

Enforcement Services Education

Description:

Provide educational opportunities to increase and promote safety in the community.

Outputs:

- Education/Media Campaigns
- Community Event Participation
- School Liaison

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Business Unit: Enforcement Services

Community Safety

Description:

Provide education programming and initiatives that focus on community safety.

Outputs:

- Communication with community and stakeholders
- Bar Walks Through
- Bike Patrols
- Domestic Violence Presentations

Strategic Alignment:

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Business Unit: RCMP

Traffic Safety

Description:

Includes initiatives and enforcement related to high risk behaviour and impaired driving.

Outputs:

- Traffic blitz with focus on impaired driving
- Increased enforcement with a focus on risky driving behaviours including distracted driving, intersection safety and stunting.

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Business Unit: RCMP

Recreation Services

Aquatic Facility Operations

Description:

Overall management of aquatic assets (indoor and outdoor). Coordination of aquatic bookings, programming, and staffing; first aid and lifeguarding services; customer relationship management; and contract and invoice administration. Maintenance and other duties to ensure the aquatic facilities are healthy, safe, and sanitary environments for staff and patrons.

Outputs:

- Revenue from seasonal user groups
- Revenue from group bookings and rec swims
- 40,000+ hours of scheduled staffing (55+ staff on average)
- annual facility shutdown to address significant projects
- balanced water chemistry
- clean facility
- development and ongoing review of the facility allocation strategy
- equipment and facility maintained in good working condition
- excellent water quality and clarity
- fair allocation of space to City programs, public, and user groups
- increased life span of all equipment
- lowered risk of infection/illness contracted at our facilities
- offer high-quality customer service to clients and staff
- programming that meets community needs
- response to all major first aid emergencies at the Leduc Recreation Centre and Outdoor Pool
- stakeholder engagement
- work in partnership with Facility and Property Services
- 175,000+ spontaneous use visits (indoor pool)
- 17,000+ visits (outdoor pool)

Strategic Alignment:

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Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Business Unit: Aquatic Services

Aquatic Programs

Description:

Management of all aquatic programs: public and school learn-to-swim lessons; aquatic leadership; specialty programming; drop-in and registered aquatic fitness programs. Provide customer service support at aquatic facilities by being knowledgeable about all services offered within the facility; identifying safety risks and behaviours prior to these becoming an emergency; interacting with patrons in a friendly, outgoing manner; and implementing corrective action as needed in order to ensure that an excellent standard of service and a high level of customer satisfaction is maintained.

Outputs:

- Deliver high quality learn to swim lessons
- Deliver high quality aquatic fitness programs
- Deliver high quality leadership courses and training
- Provide options for adapted aquatics
- 3,000+ public registrants
- 1,200+ school (student) registrants
- 30,000+ public lessons attended
- 8,000+ school lessons
- 15,000+ drop-in aquatic fitness visits
- Generate program revenue
- Best aquatic experience with high customer satisfaction
- Facilitate public understanding of pool rules, policies, and procedures as well as general water safety
- Provide safe aquatic environment

Strategic Alignment:

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Business Unit: Aquatic Services

Customer Service and Sales

Description:

Sales of memberships and program registrations, one-of event bookings and community special events. Continued enhancements to admissions and registration processes, facility rentals, and general phone, e-mail, and internet inquiries.

Outputs:

- Bill and collect City revenues
- Increase corporate partnerships
- Increase revenues through membership campaign(s)
- Process one-of bookings for meeting rooms, ice surfaces, and field houses
- Record and report on event sales
- Timely balancing for payments
- Membership survey satisfaction results of 80% or better
- Monthly tracking and reporting of PCN Prescription to Get Active participants
- Monthly review, monitoring, and reporting on customer satisfaction, membership, and admission statistics
- Liaise with other departments for efficient booking transitions
- Provide support to user groups and events during bookings
- Continual training of staff for optimal service; Guest Services standardized training program
- Cross-training opportunities with other Leduc Recreation Centre departments
- Staff retention focus

Strategic Alignment:

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Business Unit: Business Services

Operations of the Leduc Recreation Centre

Description:

Management of strategic priorities, operational and capital plans for the LRC. Membership campaigns, program information, website.

Outputs:

- Equipment and facility life cycle management
- Revenue increase through membership campaign strategies
- Membership Cost recovery
- Member satisfaction surveys
- Member retention

Strategic Alignment:

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Business Unit: Business Services

Promotions and Marketing

Description:

Promotion and marketing of City recreation programs and services and the Leduc Recreation Centre and Alexandra Outdoor Pool.

Outputs:

- Member retention
- Member acquisition
- Member appreciation and recognition
- General awareness of LRC programs, services, schedules and special events
- Ensure external markets informed and engaged with city recreation, special event, programs and services
- Support special event, programs and services through effective marketing and promotions

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Business Services

Business Development and Sales

Description:

Developing mutually beneficial partnerships opportunities with the business community in support of the delivery of recreation programs, services and facility operations. Includes negotiating commercial and community lease and vending agreements and ensuring all of the City's obligations are being met.

Outputs:

- Through special events, incentive initiatives, brand placement, and market expansion by identifying partners that fit and provide value to the partnership, customer and business.
- Working with and through existing partners to sell to the end customers.

Strategic Alignment:

3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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.

Secondary Outcomes:

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Business Unit: Community Partnerships & Sponsorships

Corporate Advertising

Description:

Management of internal advertising opportunities in city facilities – arena board ads, electronic screens, interior signage and more. Includes promotion of opportunities, matching business needs and ideas with advertising opportunities, installation, payment processing and term tracking.

Outputs:

- Advertising sales and service
- Assisting to build a company's public image and reputation by the City's Involvement
- Helping to build strong reputations among other business and industry leaders
- Helping business partners explore new markets by putting them in touch with the community

Strategic Alignment:

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Secondary Outcomes:

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: Community Partnerships & Sponsorships

Corporate Sponsorship

Description:

Develop relationships with the business community to support corporate objectives and creatively provide value for sponsors to ensure mutually beneficial partnerships. Generate ideas for new sponsorship opportunities including but not limited to on site activation, partner promotions, events, website and media features, signage and meaningful community relations initiatives.

Outputs:

- Identification of new inventory opportunities while maintaining current valuation
- Optimizing sponsorship revenue generation
- Sponsor activation initiatives
- Advocacy Initiatives championing our youth, our environment and our healthy active lifestyle

Strategic Alignment:

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Business Unit: Community Partnerships & Sponsorships

Lease Management

Description:

Working with our partners to negotiate and manage commercial and community lease agreements /renewals and ensuring that all of the obligations of both partners are being met. Liaison between partner organizations and assisting with inquiries and supporting their business development opportunities.

Outputs:

- Managing lease contract management – terms and conditions
- Initiating lease extension discussions in advance of expiration
- Development of RFP's for Community lease space when required
- Tenant relations and liaison

Strategic Alignment:

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Business Unit: Community Partnerships & Sponsorships

Booking and Community Development Allocation of Municipal Indoor Amenities, Sports Fields, Park and Open Spaces

Description:

Scheduling of indoor municipal buildings and outdoor sport fields, parks and open spaces for community users & organizations, lease holders, sponsors, programs, services, members, and City department needs in a fair and equitable manner; optimize revenue while providing effective & efficient scheduling, management and understanding of use to minimize operational expenses & resources.

Outputs:

- Manage scheduling for the following facilities:
 - Arenas & Arena Pads (4)
 - Indoor Soccer Field (1)
 - Indoor Courts (3)
 - Meeting Rooms (9)
 - Kinsmen Hall/meeting (1)
 - Outdoor Soccer Fields (23)
 - Ball Diamonds (15)
 - Football Field (4)
 - Parks & Sites (7)
 - Rugby Fields (2)
 - City boulevards, multiways, roads & lots
- Provide positive customer service experience
- Liaise, consult and communicate with City of Leduc internal and external partners, County of Leduc members, organizations, community groups and businesses
- Budgeting for amenity revenue management and highlights
- Research of best practices and implementation of a fees and charges strategy

Strategic Alignment:

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Secondary Outcomes:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Business Unit: Events & Bookings

Event Planning and Facilitation

Description:

Working with organizations and hosts to ensure successful and safe events as regulated by provincial and municipal legislation and requirements. Inquiries, quotes, sales, LRC tours, business development, bids and packages. Interdepartmental cooperation is essential especially with Facilities (arenas and custodial), Corporate Services (marketing, communications and IT), as well as Public Works (grounds and parking lots).

Outputs:

- Benchmark 140+ indoor events, often multi event coordination and use of amenities. Outdoor events primarily occur May to October. Range of events and activities include banquets, agriculture activities, indoor and outdoor sporting events, fundraisers, trade shows, conferences, seminars, block parties, parades, weddings, triathlons and cultural events.
- Provide expert advice, risk management assessments, recommendations and details for event success.
- Management and communication of municipal and provincial legislation including permit, licensing requirements, insurance, AHS, bylaw, enforcement services communication, emergency safety plans, infrastructure, contracted services, staff resources, marketing, staff awareness and budget.

Strategic Alignment:

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Business Unit: Events & Bookings

LRC and Civic Centre Facility Monitoring

Description:

Ensure patron use of facilities are in line with facility guidelines, policies and practices outlined to provide a safe and positive environment minimizing loss, damages, injuries and complaints during high volume use and events.

Outputs:

Monitor patron use of facilities while they are open to the public.

Provide a positive customer service experience.

Strategic Alignment:

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Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Events & Bookings

Spontaneous Recreation Opportunities

Description:

Creating, scheduling and management of drop-in programs for arenas and field houses, ensuring high quality and accessible recreation opportunities to promote a healthy and active community that effectively meets the current and future needs of citizens. Monitor trends and develop new activities as determined necessary. Leisure staff direct & manage patron use during identified spontaneous activity needs to ensure users are in line with facility guidelines, policies and practices outlined to provide a safe and positive environment minimizing loss, damages, injuries and complaints during high volume use and events.

Outputs:

- Communication –internal, external-social media, schedules and City Guide content.
- Trend monitoring - User expectation and use trends with participation stats, activity tracking.
- Customer Service - Provide positive user experience
- Leisure Attendant supervision and scheduling

Strategic Alignment:

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Business Unit: Events & Bookings

Fitness Centre Operations

Description:

Overall management of the fitness centre and track including the maintenance and safe operation of assets, customer service and service promotion. The fitness centre offers affordable, accessible programs delivered from well trained staff. Enhancing patron experiences by providing a friendly and welcoming atmosphere as well as following up on issues brought forward by patrons in a timely manner.

Outputs:

- Over 5500+ hours of scheduled staffing (22 staff total)
- Effectively serving patrons by responding to inquiries (in person, email and comment cards) in a timely fashion and following up on noted deficiencies
- Coordinating regular maintenance and repair of fitness centre equipment
- Regular purchase of and maintenance of all fitness accessories
- Build and maintain partnerships with schools in the community
- Build and maintain partnerships with the Leduc-Beaumont-Devon PCN and Healthy Hearts Leduc
- Coordinating track access for sports teams and managing volume to ensure a safe environment for all
- Work in partnership with Leduc Fire Services to oversee training of firefighter recruits
- Establishing feedback systems and regularly seeking formal feedback from fitness centre and class patrons
- 70,000+ spontaneous use visits to Fitness Centre & Track per year

Strategic Alignment:

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Business Unit: Fitness

Fitness Programs and Services

Description:

Provision of fitness classes and services, nutritional assessments, and personal training for both individuals and groups. Promotion of health and wellness through presentations in the community and involvement in advocacy organizations. Engagement with community partners to offer fitness programming for students and youth.

Outputs:

- Generate yearly revenue from personal training
- Generate yearly revenue from registered fitness programs
- Deliver high quality registered programs that meet participation requirements and revenue targets
- Delivery of high quality drop-in fitness classes at times convenient for patrons
- Deliver approximately 40 fitness classes per week each session
- Engage with local sporting organizations to deliver dryland training to local youth
- Personalized workouts and/or nutrition advice tailored to individuals
- 2 to 4 workshops offered annually to internal and external agencies
- 300+ participants in registered fitness programming
- Serving an average of 950 participants monthly in drop-in programs
- Work with schools on fitness programming

Strategic Alignment:

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Business Unit: Fitness

Recreational Program Development and Events

Description:

Promotion, education, and management of health and wellness programming for all ages. The goal is to be innovative, wide-ranging, and as barrier free as possible, with a variety of recreation-based programs that meet the needs of the community. Programs that incorporate physical activity and literacy as well as creative, social and cultural components. Partnerships with private, public, and not for profit sectors help enhance programs or further subsidize or fund health and wellness opportunities.

Outputs:

- Recreation Program Participants - 6,200 annually
- Coordinate programs that celebrate recreation within the community.
- Play is part of the healthy active lifestyle that Leduc promotes
- Supporting physical literacy in children and youth
- Creating opportunities to socialize and build community connections through programs
- Educational and creative program opportunities
- Programming as an alternative and quality childcare option for working parents
- Healthy Hearts Program Partnership
- Prescription to Get Active - increase participation in the program annually (+10% of prescriptions transfer into a paid membership at the Leduc Recreation Centre)

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Business Unit: Recreation Programs & Child Minding

Leduc Recreation Centre Child Minding Operations

Description:

Management of on-site childcare program to complement recreation facility programming and service access for parents and families.

Outputs:

Drop-in and registered participants (5,800 annually)

1,828 annual operation hours

Strategic Alignment:

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Business Unit: Recreation Programs & Child Minding

Building Safety and Security

Description:

Record, investigate and resolve all facility and patron incidents.

Outputs:

- Risk mitigation
- Theft prevention strategy development and implementation (facility enhancements as required)
- Ongoing initiative aimed at education of staff, creating awareness, improving safety within the LRC
- Recording, follow up and reporting of all incidents
- Follow up on customer concerns
- Ongoing review of emergency response and procedures, following up on every emergency situation (feedback, training, etc.)

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Business Unit: Recreation Services

Recreation Cost-Sharing Partnership

Description:

Enhance relationship/partnership with regional stakeholder in joint projects.

Outputs:

- Annual recreation cost sharing budget development, information sharing and reporting
- Review and update of agreement and processes, as required
- Regular collection of pertinent statistical information

Strategic Alignment:

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Business Unit: Recreation Services

Building Capacity for Successful Bids and Events

Description:

The City of Leduc promotes healthy active lifestyles through assistance of many not for profit sporting and service groups in the pursuit of the well-being of all residents. Through grants to organizations, municipal grants and sport development grants (sport tourism) the City is a leader in the development of groups and organizations that promote the hosting of events and make the City of Leduc a sport destination.

Outputs:

- Building Capacity through providing assistance with all community groups
- Providing assistance to community groups wishing to bid on championship events
- Preparing bids for future events
- Linking and coordinating the pursuit of events to shoulder seasons in the Leduc facility market
- Pursuit of at least one major event annually
- Development and maintenance of long term (10 year) potential bid/event plan

Strategic Alignment:

3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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.

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Business Unit: Sport Tourism

Sports Tourism Promotion

Description:

Overall management of the Sport Tourism initiative including promotion, investigation, coordination and hands on presentation and relationships with potential sports and local organizing groups.

Outputs:

- Implement the Sport Tourism Master Plan
- Coordinate and administer the Sport Development Grant annually for events and events needing financial assistance
- Promotion/profile of the Sports Tourism program at major events and through general marketing initiatives

Strategic Alignment:

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Business Unit: Sport Tourism



Operating Budget Summary - COMMUNITY & PROTECTIVE SERVICES

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Enforcement Services	2,267,456	1,335,790	680,308	1,170,800	1,337,069	1,337,069	1,337,069
Government Transfers	4,756,703	4,832,123	4,411,237	4,919,904	4,962,746	4,814,777	4,831,831
Other Income	203,300	266,400	287,200	245,440	278,350	292,600	306,850
Rent Revenue	1,697,909	1,762,085	1,525,580	1,784,999	1,831,165	1,848,665	1,826,665
Sale of Services	4,197,892	3,748,952	3,349,521	3,861,781	4,047,275	4,251,736	4,310,836
Utility Services Revenue	0	0	0	24,478	40,147	40,147	40,147
Total Revenues	13,123,259	11,945,351	10,253,846	12,007,402	12,496,752	12,584,994	12,653,398
Expenditures							
Employee Benefits	2,344,941	2,390,151	2,222,399	2,739,946	2,820,195	2,855,162	2,808,482
Salaries & Wages	12,295,437	12,963,376	12,229,810	13,879,762	14,762,756	14,705,674	14,892,874
Total Staff Costs	14,640,378	15,353,527	14,452,209	16,619,709	17,582,951	17,560,836	17,701,356
Bank Charges & Interest	167,022	76,160	40,183	98,412	100,662	100,862	101,062
Contract Services	6,883,533	5,398,245	3,998,195	6,254,244	6,709,430	6,599,423	6,921,302
General Services	117,200	158,772	110,251	179,164	176,836	189,773	203,678
Grants to Organizations	212,740	216,376	217,746	133,500	195,500	195,500	195,500
Inter-Divisional Expenses	351,000	474,617	0	395,741	422,385	439,281	473,011
Interest on Long Term Debt	23,359	20,087	12,583	20,079	15,121	9,934	4,510
Materials & Supplies	1,172,780	1,197,744	932,130	1,420,969	1,464,478	1,513,433	1,599,418
Repairs & Maintenance	110,679	90,259	64,783	175,570	172,423	175,036	333,309
Telephone & Communications	30,951	12,615	13,269	21,434	22,109	22,159	22,437
Training & Development	354,802	345,657	281,633	407,386	454,063	423,521	444,705
Utilities - expense	0	0	0	22,350	29,880	29,880	29,880
Total Operational Costs	9,424,067	7,990,531	5,670,772	9,128,848	9,762,887	9,698,802	10,328,812
Total Expenditures	24,064,445	23,344,058	20,122,981	25,748,557	27,345,837	27,259,639	28,030,168
Net of Revenue Over Expenditures	(10,941,185)	(11,398,708)	(9,869,135)	(13,741,155)	(14,849,085)	(14,674,645)	(15,376,770)
Net Interfund Transfers							
Debt Repayment	(85,617)	(109,209)	(62,312)	(109,384)	(114,343)	(119,529)	(124,953)
Transfers to Reserves	(1,255,272)	(1,475,805)	(228,600)	(1,735,895)	(1,827,784)	(1,840,504)	(1,823,462)
Transfers from Reserves	212,351	463,138	0	323,724	761,341	136,667	344,433
Total Interfund Transfers	(1,128,538)	(1,121,876)	(290,912)	(1,521,555)	(1,180,786)	(1,823,365)	(1,603,982)
"Net Surplus (Deficit)"	(12,069,724)	(12,520,584)	(10,160,047)	(15,262,710)	(16,029,871)	(16,498,010)	(16,980,752)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Community & Protective Services Administration

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Employee Benefits	58,977	60,168	52,152	57,715	57,715	57,715	57,715
Salaries & Wages	278,578	285,147	251,734	276,510	276,510	276,510	276,510
Total Staff Costs	337,555	345,316	303,886	334,224	334,224	334,224	334,224
Inter-Divisional Expenses	3,000	0	0	0	0	0	0
Materials & Supplies	2,419	2,128	1,100	2,750	3,400	3,400	3,450
Training & Development	4,086	5,415	6,422	8,400	10,300	10,000	10,500
Total Operational Costs	9,505	7,544	7,522	11,150	13,700	13,400	13,950
Total Expenditures	347,060	352,860	311,408	345,374	347,924	347,624	348,174
Net of Revenue Over Expenditures	(347,060)	(352,860)	(311,408)	(345,374)	(347,924)	(347,624)	(348,174)
"Net Surplus (Deficit)"	(347,060)	(352,860)	(311,408)	(345,374)	(347,924)	(347,624)	(348,174)



Operating Budget Summary - Culture & Community Development

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	0	0	0	18,750	25,000	25,000	25,000
Rent Revenue	240	4,472	4,817	58,499	66,665	66,665	66,665
Sale of Services	48,986	41,951	41,890	154,981	191,175	191,175	191,175
Utility Services Revenue	0	0	0	24,478	40,147	40,147	40,147
Total Revenues	49,226	46,423	46,707	256,708	322,987	322,987	322,987
Expenditures							
Employee Benefits	159,593	143,587	137,922	226,268	167,891	166,905	166,905
Salaries & Wages	700,674	672,239	658,904	1,030,096	704,821	694,741	694,741
Total Staff Costs	860,267	815,826	796,827	1,256,363	872,712	861,646	861,646
Bank Charges & Interest	0	0	0	6,150	8,400	8,600	8,800
Contract Services	145,597	161,471	148,930	257,080	341,823	307,600	309,923
General Services	3,315	350	0	4,900	1,836	1,873	1,910
Grants to Organizations	112,740	116,376	117,746	33,500	33,500	33,500	33,500
Inter-Divisional Expenses	11,200	0	0	0	0	0	0
Interest on Long Term Debt	23,359	19,660	8,480	15,976	11,958	7,767	3,396
Materials & Supplies	268,230	242,095	188,431	314,464	179,763	175,242	176,126
Repairs & Maintenance	15,057	17,170	4,760	42,925	51,828	52,416	206,064
Telephone & Communications	0	0	0	1,875	2,550	2,600	2,653
Training & Development	19,734	17,784	19,827	32,848	26,687	28,149	28,227
Utilities - expense	0	0	0	22,350	29,880	29,880	29,880
Total Operational Costs	599,233	574,906	488,173	732,067	688,225	647,627	800,479
Total Expenditures	1,459,500	1,390,732	1,285,000	1,988,431	1,560,937	1,509,274	1,662,125
Net of Revenue Over Expenditures	(1,410,274)	(1,344,310)	(1,238,293)	(1,731,723)	(1,237,950)	(1,186,287)	(1,339,138)
Net Interfund Transfers							
Debt Repayment	(85,617)	(89,310)	(46,089)	(93,161)	(97,179)	(101,369)	(105,741)
Transfers to Reserves	(427,084)	(427,084)	0	(837,312)	(839,927)	(839,927)	(839,927)
Transfers from Reserves	42,176	0	0	69,517	57,417	8,500	1,000
Total Interfund Transfers	(470,525)	(516,394)	(46,089)	(860,956)	(879,689)	(932,796)	(944,668)
"Net Surplus (Deficit)"	(1,880,799)	(1,860,703)	(1,284,382)	(2,592,679)	(2,117,639)	(2,119,083)	(2,283,806)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Enforcement Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Enforcement Services	2,267,456	1,335,790	680,308	1,170,800	1,337,069	1,337,069	1,337,069
Government Transfers	710,256	743,472	735,820	748,675	759,937	771,968	784,022
Sale of Services	548,204	72,973	73,027	108,500	151,000	151,000	151,000
Total Revenues	3,525,916	2,152,235	1,489,156	2,027,975	2,248,006	2,260,037	2,272,091
Expenditures							
Employee Benefits	375,946	390,124	376,598	454,318	453,799	468,458	468,458
Salaries & Wages	1,581,630	1,662,783	1,624,903	1,881,974	1,917,945	1,973,084	1,972,593
Total Staff Costs	1,957,576	2,052,908	2,001,501	2,336,293	2,371,744	2,441,542	2,441,051
Bank Charges & Interest	590	300	200	1,000	1,000	1,000	1,000
Contract Services	6,373,958	4,893,486	3,458,713	5,526,794	5,753,445	5,845,851	6,016,507
Inter-Divisional Expenses	71,800	96,667	0	98,894	79,741	82,931	89,299
Materials & Supplies	27,061	45,759	35,980	42,650	57,850	53,850	53,850
Repairs & Maintenance	4,710	5,576	20,543	30,000	30,000	30,000	30,000
Training & Development	15,630	19,875	24,093	26,485	31,390	26,000	28,000
Total Operational Costs	6,493,750	5,061,663	3,539,529	5,725,823	5,953,426	6,039,632	6,218,656
Total Expenditures	8,451,326	7,114,571	5,541,030	8,062,116	8,325,170	8,481,174	8,659,707
Net of Revenue Over Expenditures	(4,925,410)	(4,962,336)	(4,051,875)	(6,034,141)	(6,077,164)	(6,221,137)	(6,387,616)
Net Interfund Transfers							
Transfers to Reserves	(278,000)	(350,000)	0	(150,000)	(150,000)	(150,000)	(150,000)
Transfers from Reserves	11,520	17,710	0	28,930	10,000	10,000	10,000
Total Interfund Transfers	(266,480)	(332,290)	0	(121,070)	(140,000)	(140,000)	(140,000)
"Net Surplus (Deficit)"	(5,191,890)	(5,294,626)	(4,051,875)	(6,155,211)	(6,217,164)	(6,361,137)	(6,527,616)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Family & Community Support Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	865,582	833,977	849,271	845,871	785,871	785,871	785,871
Sale of Services	54,512	52,049	48,040	47,800	50,100	50,100	50,100
Total Revenues	920,095	886,026	897,311	893,671	835,971	835,971	835,971
Expenditures							
Employee Benefits	163,706	179,319	153,154	198,681	204,287	194,713	194,713
Salaries & Wages	809,492	861,675	792,493	977,851	947,026	860,667	860,667
Total Staff Costs	973,199	1,040,994	945,647	1,176,532	1,151,313	1,055,380	1,055,380
Bank Charges & Interest	1,347	0	0	2,000	2,000	2,000	2,000
Contract Services	90,015	48,708	63,006	78,540	93,700	58,700	58,700
Grants to Organizations	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Materials & Supplies	99,623	139,152	151,553	273,500	139,900	140,000	140,400
Repairs & Maintenance	0	0	148	10,200	200	200	200
Training & Development	15,598	14,828	15,199	30,493	28,674	27,100	27,250
Total Operational Costs	306,583	302,688	329,906	494,733	364,474	328,000	328,550
Total Expenditures	1,279,782	1,343,683	1,275,553	1,671,265	1,515,787	1,383,380	1,383,930
Net of Revenue Over Expenditures	(359,687)	(457,656)	(378,241)	(777,594)	(679,816)	(547,409)	(547,959)
Net Interfund Transfers							
Transfers to Reserves	(13,500)	(13,500)	0	(13,905)	(13,905)	(13,905)	(14,323)
Transfers from Reserves	0	116,712	0	129,900	130,933	0	0
Total Interfund Transfers	(13,500)	103,212	0	115,995	117,028	(13,905)	(14,323)
"Net Surplus (Deficit)"	(373,187)	(354,444)	(378,241)	(661,599)	(562,788)	(561,314)	(562,282)



Operating Budget Summary - Fire Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	2,628,844	2,645,982	2,430,792	2,784,938	2,784,938	2,784,938	2,784,938
Sale of Services	941,069	1,067,588	932,645	936,000	952,000	952,000	951,500
Total Revenues	3,569,913	3,713,570	3,363,437	3,720,938	3,736,938	3,736,938	3,736,438
Expenditures							
Employee Benefits	1,093,347	1,115,867	1,001,961	1,174,637	1,192,681	1,192,681	1,121,068
Salaries & Wages	5,998,027	6,616,787	5,868,045	6,362,125	6,870,152	6,754,533	6,870,152
Total Staff Costs	7,091,374	7,732,654	6,870,006	7,536,762	8,062,833	7,947,214	7,991,220
Bank Charges & Interest	164,372	74,911	39,811	89,262	89,262	89,262	89,262
Contract Services	196,728	198,625	200,652	234,790	225,072	196,182	343,382
Inter-Divisional Expenses	237,200	377,950	0	296,847	342,644	356,350	383,712
Interest on Long Term Debt	0	427	4,103	4,103	3,162	2,167	1,114
Materials & Supplies	417,250	435,701	262,800	393,530	482,435	395,896	483,022
Repairs & Maintenance	34,589	22,501	15,639	29,795	29,795	29,795	29,795
Telephone & Communications	30,951	12,615	13,269	19,559	19,559	19,559	19,784
Training & Development	243,359	242,022	161,199	233,415	265,087	234,282	260,258
Total Operational Costs	1,324,448	1,364,751	697,473	1,301,301	1,457,016	1,323,493	1,610,329
Total Expenditures	8,415,822	9,097,405	7,567,479	8,838,063	9,519,849	9,270,707	9,601,549
Net of Revenue Over Expenditures	(4,845,909)	(5,383,835)	(4,204,042)	(5,117,125)	(5,782,911)	(5,533,769)	(5,865,111)
Net Interfund Transfers							
Debt Repayment	0	(19,899)	(16,223)	(16,223)	(17,164)	(18,159)	(19,212)
Transfers to Reserves	(302,127)	(387,560)	0	(457,977)	(514,531)	(514,531)	(520,206)
Transfers from Reserves	116,018	324,686	0	17,577	283,161	20,326	333,433
Total Interfund Transfers	(186,109)	(82,773)	(16,223)	(456,623)	(248,534)	(512,364)	(205,985)
"Net Surplus (Deficit)"	(5,032,018)	(5,466,609)	(4,220,265)	(5,573,748)	(6,031,445)	(6,046,133)	(6,071,096)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Leduc Recreation Centre Operations

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	139,229	131,662	85,608	121,910	125,000	112,000	112,000
Rent Revenue	1,691,419	1,750,205	1,512,688	1,719,500	1,757,000	1,774,500	1,752,500
Sale of Services	2,557,778	2,435,725	2,203,532	2,561,200	2,645,600	2,847,961	2,907,261
Total Revenues	4,388,426	4,317,592	3,801,828	4,402,610	4,527,600	4,734,461	4,771,761
Expenditures							
Employee Benefits	419,959	412,236	420,434	527,673	560,345	591,213	620,771
Salaries & Wages	2,547,312	2,432,578	2,625,944	2,845,842	3,139,747	3,239,484	3,346,027
Total Staff Costs	2,967,270	2,844,814	3,046,378	3,373,515	3,700,092	3,830,698	3,966,798
Bank Charges & Interest	712	949	172	0	0	0	0
Contract Services	77,236	95,050	110,411	115,540	113,940	109,640	111,340
General Services	113,885	158,422	110,251	174,264	172,000	184,900	198,768
Inter-Divisional Expenses	22,000	0	0	0	0	0	0
Materials & Supplies	283,738	273,210	253,925	321,550	338,600	326,625	331,650
Repairs & Maintenance	55,737	42,241	21,342	59,100	57,000	59,025	63,650
Training & Development	49,027	41,856	48,011	66,698	68,005	67,195	67,345
Total Operational Costs	602,335	611,728	544,111	737,152	749,545	747,385	772,753
Total Expenditures	3,569,605	3,456,542	3,590,489	4,110,667	4,449,637	4,578,083	4,739,551
Net of Revenue Over Expenditures	818,821	861,050	211,338	291,943	77,963	156,378	32,210
Net Interfund Transfers							
Transfers from Reserves	0	0	0	35,300	114,734	51,246	0
Total Interfund Transfers	0	0	0	35,300	114,734	51,246	0
"Net Surplus (Deficit)"	818,821	861,050	211,338	327,243	192,697	207,624	32,210

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Recreation Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	412,791	477,030	309,746	399,760	482,000	335,000	340,000
Other Income	203,300	266,400	287,200	245,440	278,350	292,600	306,850
Rent Revenue	6,250	7,409	8,075	7,000	7,500	7,500	7,500
Sale of Services	47,343	78,666	50,387	53,300	57,400	59,500	59,800
Total Revenues	669,684	829,505	655,408	705,500	825,250	694,600	714,150
Expenditures							
Employee Benefits	73,414	88,849	80,177	100,655	183,477	183,477	178,853
Salaries & Wages	379,723	432,166	407,787	505,365	906,556	906,656	872,185
Total Staff Costs	453,136	521,015	487,965	606,019	1,090,032	1,090,132	1,051,037
Contract Services	0	905	16,483	41,500	181,450	81,450	81,450
General Services	0	0	0	0	3,000	3,000	3,000
Grants to Organizations	0	0	0	0	62,000	62,000	62,000
Inter-Divisional Expenses	5,800	0	0	0	0	0	0
Materials & Supplies	74,460	59,699	38,341	72,525	262,530	418,420	410,920
Repairs & Maintenance	586	2,771	2,351	3,550	3,600	3,600	3,600
Training & Development	7,368	3,877	6,881	9,047	23,920	30,795	23,125
Total Operational Costs	88,214	67,251	64,057	126,622	536,500	599,265	584,095
Total Expenditures	541,350	588,266	552,021	732,641	1,626,532	1,689,397	1,635,132
Net of Revenue Over Expenditures	128,334	241,239	103,386	(27,141)	(801,282)	(994,797)	(920,982)
Net Interfund Transfers							
Transfers to Reserves	(234,561)	(297,661)	(228,600)	(276,701)	(309,421)	(322,141)	(299,006)
Transfers from Reserves	42,637	4,030	0	42,500	165,095	46,595	0
Total Interfund Transfers	(191,924)	(293,631)	(228,600)	(234,201)	(144,326)	(275,546)	(299,006)
"Net Surplus (Deficit)"	(63,590)	(52,392)	(125,214)	(261,342)	(945,608)	(1,270,343)	(1,219,988)

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Community & Protective Services 2019 - 2028 Capital by Program

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Facility Restorations and Improvements											
102.061 Lede Park (Concession, Washroom, Shelter)*	-	50,000	400,000	-	-	-	-	-	-	-	450,000
Total: Facility Restorations and Improvements	-	50,000	400,000	-	-	-	-	-	-	-	450,000
<i>* Design and construction is tentative and will be refined with further scoping</i>											
FCSS Capital Program											
085.005 Social Needs Assessment	-	60,000	-	-	-	-	65,000	-	-	-	125,000
Total: FCSS Capital Program	-	60,000	-	-	-	-	65,000	-	-	-	125,000
MacLab Centre											
086.307 MacLab Centre for the Performing Arts	25,000	25,000	-	-	-	-	-	-	-	-	50,000
106.579 MacLab Centre Facility Enhancements/Connectivity	25,000	-	-	-	-	-	-	-	-	-	25,000
106.580 MacLab Centre Equipment Replacement Plan	-	-	25,500	78,290	30,125	-	50,100	50,100	-	-	234,115
Total: MacLab Centre	50,000	25,000	25,500	78,290	30,125	-	50,100	50,100	-	-	309,115
Parks Development Capital - Growth Related Projects											
102.060 Cultural Village Amphitheatre	105,000	-	-	-	-	-	-	-	-	-	105,000
102.044 Public Art Project	53,000	33,000	33,500	3,500	33,500	3,500	4,000	34,000	4,000	-	202,000
102.008 Community Sign Replacement	30,000	30,000	30,000	10,000	30,000	10,000	30,000	10,000	30,000	30,000	240,000
102.012 Streetscape Development	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	225,000
102.027 Lede Park Improvements	10,000	455,000	260,000	255,000	260,000	55,000	460,000	255,000	55,000	55,000	2,120,000
102.045 Outdoor Rinks	10,000	-	35,000	535,000	10,000	-	10,000	-	10,000	-	610,000
102.002 Alexandra Park Redevelopment	10,000	-	10,000	-	10,000	-	10,000	-	10,000	-	50,000
102.038 Fred Johns Park	10,000	-	10,000	-	10,000	-	85,000	-	10,000	-	125,000
102.050 Leduc Lions Park	-	340,000	25,000	50,000	564,000	310,000	175,000	96,000	-	10,000	1,570,000
102.041 Lions Club Outdoor Rink	-	40,000	-	-	-	20,000	-	-	-	-	60,000
102.049 Telford Lake Rowing Facilities	-	40,000	-	-	-	-	-	-	-	-	40,000
102.019 Cultural Village	-	25,000	-	20,000	-	25,000	-	20,000	-	-	90,000
102.024 John Bole Field Facility	-	10,000	-	10,000	-	50,000	-	10,000	-	40,000	120,000
102.048 West Campus High School Sports Fields	-	-	-	25,000	350,000	350,000	250,000	250,000	-	-	1,225,000
Total: Parks Development Capital - Growth Related Projects	243,000	1,003,000	418,500	938,500	1,282,500	853,500	1,039,000	705,000	134,000	165,000	6,782,000
Parks Development Capital - Sustainability Projects											
103.003 Playground Equipment	150,000	250,000	250,000	250,000	250,000	250,000	250,000	50,000	50,000	50,000	1,800,000
103.013 Simpson Park	176,000	12,000	-	-	-	-	-	-	-	-	188,000
103.005 Park Enhancement Program	145,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	370,000
103.014 Simpson Park Playground	45,000	-	-	-	-	-	-	-	-	-	45,000
Total: Parks Development Capital - Sustainability Projects	516,000	287,000	275,000	275,000	275,000	275,000	275,000	75,000	75,000	75,000	2,403,000
Protective Services Capital Program											
089.212 Business Continuity Plan	60,000	-	-	-	-	-	-	-	-	-	60,000
089.213 Fire Prevention Office - Vehicle	35,000	-	-	-	-	-	-	-	-	-	35,000
095.024 Enforcement Services Equipment	28,000	-	-	60,000	-	-	20,000	40,000	-	25,000	173,000
089.211 Hydrant Markers	16,860	-	-	-	-	-	-	-	-	-	16,860
089.185 Thermal Imaging Camera Upgrade	15,000	-	-	-	15,000	-	-	-	-	-	30,000
089.184 Water and Ice Rescue Equipment	15,000	-	-	-	-	-	-	-	-	-	15,000
089.187 Self Contained Breathing Apparatus (SCBA) Replacement	-	390,000	-	-	-	-	-	-	-	-	390,000
089.100 Rescue Equipment	-	-	45,000	-	-	-	-	-	-	-	45,000
089.205 Fire Engine	-	-	-	900,000	-	-	-	-	-	-	900,000
089.204 Outfitting of Ladder Truck (75 foot)	-	-	-	70,000	-	-	-	-	-	-	70,000
089.188 Wildland Skid Unit	-	-	-	25,000	-	-	-	-	-	-	25,000
Total: Protective Services Capital Program	169,860	390,000	45,000	1,055,000	15,000	-	20,000	40,000	-	25,000	1,759,860
Public Services Capital Program											
102.065 Deer Valley Community Garden (includes roads)	-	230,000	175,000	125,000	125,000	-	-	-	-	-	655,000
Total: Public Services Capital Program	-	230,000	175,000	125,000	125,000	-	-	-	-	-	655,000
Recreation Capital Program											
105.002 Fitness Equipment Renewal	146,880	128,180	106,780	107,825	113,955	111,810	108,180	113,875	103,465	104,665	1,145,615
105.001 Aquatics Equipment Renewal	105,000	100,000	100,000	78,000	87,000	140,000	85,000	84,000	68,000	85,000	932,000
105.004 General Equipment Renewal LRC	79,100	29,200	30,000	28,500	28,000	26,000	28,000	29,000	26,500	26,500	330,800
105.003 LRC Lease Space Reconfiguration	-	50,000	-	-	-	-	-	-	-	-	50,000
Total: Recreation Capital Program	330,980	307,380	236,780	214,325	228,955	277,810	221,180	226,875	197,965	216,165	2,458,415
Total Expense	1,309,840	2,352,380	1,575,780	2,686,115	1,956,580	1,406,310	1,670,280	1,096,975	406,965	481,165	14,942,390
Unfunded	-	230,000	175,000	125,000	125,000	-	-	-	-	-	655,000

Note: All projects costs after 2020 could have a range of +/- 20% as a result of detailed design not being completed. These are high level estimates only.

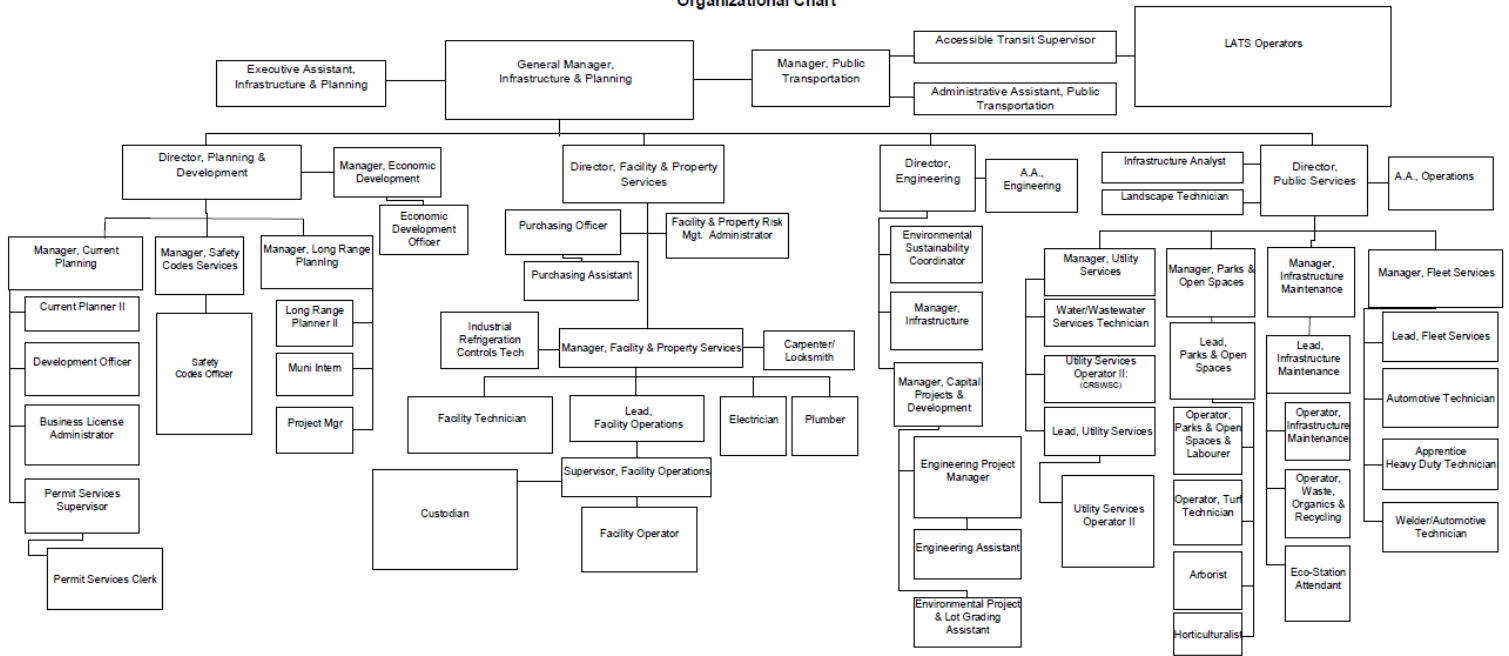
INFRASTRUCTURE AND PLANNING





2019 Operational Budget and Core Services Infrastructure and Planning

**Infrastructure & Planning
Organizational Chart**



Metrics	Executive Infrastructure & Planning Administration	Economic Development	Engineering	Facility Services	Planning	Public Services	Public Transportation	Utility Services	Total
Staff – Full Time Equivalent (FTE) *	2.0	2.0	12.1	35.5	23.6	58.6	9.9	14.8	158.5
Total Revenue	\$0	\$0	\$2,802,888	\$306,562	\$3,949,317	\$2,867,215	\$316,275	\$15,625,059	\$25,867,316
Total Expenditures	\$341,046	\$730,812	\$3,640,809	\$7,898,617	\$2,875,339	\$11,231,524	\$2,929,865	\$11,725,479	\$41,373,492
Net of Revenue Over Expenditures	(\$341,046)	(\$730,812)	(\$837,921)	(\$7,592,055)	\$1,073,978	(\$8,364,309)	(\$2,613,590)	\$3,899,580	(\$15,506,176)
Total Interfund Transfers	\$0	\$0	(\$1,563,816)	(\$2,905,977)	(\$2,039,328)	(\$1,259,956)	(\$205,258)	(\$861,496)	(\$8,835,831)
Net Surplus (Deficit)	(\$341,046)	(\$730,812)	(\$2,401,737)	(\$10,498,032)	(\$965,350)	(\$9,624,265)	(\$2,818,848)	\$3,038,083	(\$24,342,007)
Capital Budget	\$0	\$0	\$17,818,000	\$4,906,196	\$435,000	\$4,727,900	\$839,000	\$518,700	\$29,244,796

* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.

Infrastructure and Planning Department

Scope of Services

Infrastructure and Planning Department is made up of five functional units as depicted in the above operations chart. The scope of services is described as:

- **Planning and Development** produces a hierarchy of documents based on Council’s strategic vision that guide the planning and development of the physical, economic, and socio-cultural aspects of the City; and provide services to individual residents, community groups, business groups, and special interest groups to facilitate the planning process.
- **Engineering and Infrastructure Services** provides engineering and environmental expertise to the public, developers and the organization to ensure that all City infrastructure is designed and constructed safely and according to engineering and environmental best practices.
- **Public and Utility Services** provides services to maintain, operate and enhance the City’s transportation system, parks system, and fleet services.
- **Facility and Property Services** provides maintenance, project and facility management for all City owned and operated buildings to ensure their safety, efficiency and sustainability through the use of effective monitoring and tracking systems.
- **Public Transportation** provides specialized transit services, the management of livery transport services, and partnering with Leduc County to deliver local and commuter bus service. Strategic planning and design for local and regional public transportation needs.

Infrastructure and Planning

Service Profiles for 2019

Capital Region Southwest Water Commission

Capital Region Southwest Water Commission

Description:

Manage and operate the regional water transmission system that delivers potable water to Beaumont, Calmar, New Sarepta, Leduc, Leduc County, Hay Lakes, and the International Airport, with 24-hour S.C.A.D.A. monitoring and emergency response.

Outputs:

- 24-hour on-call emergency service, with response to problems/breaks within 20 minutes
- 24-hour S.C.A.D.A monitoring
- An average of 1,000 utility/service locates every year

Water Mainlines

- Watermain and service line repairs as required

Water Transmission

- Valve maintenance, cathodic protection, and air release valves
- Month end meter reads
- Water quality testing

Eight Regional Fill Stations and Two Pump Stations

- Daily inspection of pumps and valves; maintenance as required
- General building maintenance

Strategic Alignment:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: Capital Region Southwest Water Commission

Management and Contract Support

Description:

Provide support to the regional water commission in accordance to and as specified in the contractual obligations and agreements.

Outputs:

- Provide support as required

Strategic Alignment:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: Capital Region Southwest Water Commission

Engineering

Engineering Review and Advisory Services

Description:

Review and comment on engineering documents on behalf of the City. Includes a variety of internal requirements (e.g., roads and buildings) and external requirements (e.g., applications and plans). Ensures City engineering standards are current and meet acceptable professional engineering practices. Review and update Bylaws, Area Structure Plans, and Subdivisions to ensure compliance with updated engineering standards.

Outputs:

- Provide support on complex and non-routine engineering matters, which may include reviewing lot grading and
- servicing for private commercial and industrial lots
- Assist other departments with any engineering related assessments, such as development agreements,
- Developer submissions, etc.
- Review and maintain municipal engineering standards

- Update engineering standards to ensure they are current and meet acceptable professional engineering practices

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: E - Engineering

Intergovernmental Relations

Description:

Maintain and develop relationships with other governments, including municipal, provincial, and federal departments that the Engineering department may have a current and future interest in. Examples include Leduc County, Alberta Transportation, Edmonton International Airport, and Alberta Environment and Parks. In the short term, these relations will be leveraged to advance the 65th Avenue interchange project and work to support positive outcomes for the Edmonton Airport Accord.

Outputs:

- Liaison with regional, provincial, and federal government partners and non-government organizations, as required
- Advance the importance of 65th Avenue to capital region stakeholders
- Provide supporting documentation for grant applications (e.g., Federal Phase 2 infrastructure funding)
- Provide support for to Airport Accord
- Provide expertise on the following EMRB (Edmonton Metropolitan Region Board) priorities; Infrastructure Regional Transportation Mater Plan (IRTMP), Metropolitan Regional Servicing Plan (MRSP), Integrated Transportation and Transit Services working group (ITTSWG)

Strategic Alignment:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Business Unit: Engineering

Project Management

Description:

Project management for capital infrastructure and roads projects, overseeing preliminary design, final design, and construction.

Outputs:

- Capital engineering program projects are managed to successful completion with relevant standards, guidelines, and regulations
- Road rehabilitation is planned effectively to restore aging infrastructure
- Road improvements are planned and managed to accommodate future growth (e.g., 65th Ave intersection improvements)
- Appropriate offsite levies with developers are determined to ensure new construction is funded appropriately based on growth
- Planning and future design and construction of capital infrastructure needs to accommodate growth (e.g., water reservoir)
- Ensure community development projects are effectively managed and built

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: Engineering

Contract Management

Description:

Manage contractors to deliver on Council-approved services and projects (e.g., waste collection, environmental policy development).

Outputs:

- Contractors provide collection of waste, organics, and recyclables to 9,000 homes
- Eco Station enhancement opportunities are identified and implemented (e.g., collect new materials in a cost effective manner)
- Strategies and policies are developed in a Leduc-specific manner and presented to Council to ensure progress on environmental issues (e.g., water efficiency, climate change readiness)

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: Environmental Sustainability

Environmental Advocacy

Description:

Coordinate initiatives and resources internally to represent Leduc's environmental interests at external stakeholder groups.

Outputs:

- Play a leadership role at the Capital Region Waste Minimization Advisory Committee to ensure both the City's and the Leduc and District Regional Waste Management Authority's interests are addressed
- Participate in Capital Regional Sustainability Group to maintain contacts and provide partnership opportunities on environmental programs
- Participate in regional watershed management stakeholder groups as appropriate to promote the best interests of the City of Leduc

Strategic Alignment:

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Business Unit: Environmental Sustainability

Management of Environmental Program

Description:

Manage the Leduc Environmental Advisory Board (LEAB) and ongoing environmental programs at both the community and corporate level.

Outputs:

- Manage LEAB to ensure advice is provided to Council on environmental policy and new environmental issues are addressed

- Engage the community several times per year with public awareness opportunities/events:
 - Hold one public Arbour Day event
 - Hold one partnership event (e.g., TD tree planting, Rona Rain Barrel/Compost event)
 - Hold one public recognition event for an environmental calendar day (e.g., Environment Week, Waste Reduction Week)
- Implement waste diversion social marketing strategy to encourage appropriate behaviours
- Address corporate practices on procurement, pesticide use, etc.

Strategic Alignment:

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Secondary Outcomes:

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Business Unit: Environmental Sustainability

Facility and Property Services

Capital Projects and Technical Services

Description:

Project and contract management of capital projects, including providing consultative technical advice and direction, energy management, accommodation planning, budget estimates, and construction and site inspections.

Outputs:

- Contract Management
- Consultative Technical Advice & Direction
- Energy Management
- Accommodation Planning
- Budget Estimates
- Construction/Site Inspections
- Change Orders
- Progress Payment Approvals

Strategic Alignment:

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Secondary Outcomes:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Business Unit: Capital Projects

Building Operations and Maintenance

Description:

Facilities maintenance, preventive maintenance, custodial, maintenance planning and execution.

Outputs:

- Building maintenance and repair: Structural/Electrical/Mechanical/OH&S Public Safety
- Computerized Maintenance Management (approximately 1500 work orders processed in annually)
- Security Services (manage security contracts, intrusion systems, implement and participate in video surveillance monitoring)
- Energy Management
- Preventive Maintenance Program (approximately 1930 PM's processed annually)
- Custodial Services for City facilities

Strategic Alignment:

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Business Unit: Facility Operations

Procurement

Description:

Provide assistance and interpretation of procurement policy to all departments, including oversight of all formal procurement opportunities, reviewing, updating and creating procurement templates, and investigating and implementing tools and systems to facilitate purchasing effectiveness.

Outputs:

- Provide assistance to all departments with procurement support including oversight of all formal procurement opportunities
- Provide interpretation, policy & legislation compliance and maintain procurement policy and manual
- Review, update and create procurement templates
- Investigate and implement tools and systems to facilitate purchasing effectiveness
- Regional/collaborative procurement

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Business Unit: Procurement

Insurance/Risk Management Program

Description:

Insurance and Risk Management Program, including safety reporting and insurance claims.

Outputs:

- Safety reporting and insurance claims for:
 - 100+ buildings/properties
 - 325+ specific pieces of equipment/vehicles
 - All contents for entire City
 - Certificates of Insurance, as required

Strategic Alignment:

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Business Unit: Property Management

Property Management

Description:

Oversee business and community leases at various locations, along with land acquisition and disposal. Maintain a listing of strategic land acquisition and disposal, both short and long term.

Outputs:

- Manage:
 - Business Leases (at various locations and sites)
 - Community Leases (at various buildings and sites) including the RCMP lease and space requirements
 - Land Acquisition, as required
 - Land Disposal, as required

Strategic Alignment:

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Business Unit: Property Management

Planning and Development

Advisory Services

Description:

Provision of advisory services to general public, builders, and contractors on building and safety code requirements.

Outputs:

- Assisting the public and builders with interpretation and regulation of building and safety codes

Strategic Alignment:

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Business Unit: Building and Safety Codes Services

Building Permits

Description:

Process building permit applications and conduct building code and energy code plan review and site inspections to monitor for substantial compliance with code requirements.

Outputs:

- Service delivery standards:
 - Residential - 4 weeks
 - Commercial/Industrial - 8 weeks

Strategic Alignment:

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Business Unit: Building and Safety Codes Services

Inspections

Description:

Safety Codes Officers monitor compliance with the requirements of the applicable codes by conducting site inspections.

Outputs:

- Service delivery standards:
 - Conduct an inspection within 3 days of receiving a request for inspection

Strategic Alignment:

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Business Unit: Building and Safety Codes Services

Statistics Gathering, Monitoring and Reporting

Description:

Gather information statistics regarding the items listed under building and safety services to be communicated to administration and the public.

Outputs:

- Monthly reporting
- Year-to-date reporting

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

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Business Unit: Building and Safety Codes Services

Trade (Safety Code) Permits

Description:

Review and issuance of trade permits, specifically electrical, plumbing, gas, and HVAC.

Outputs:

Service delivery standard:

- Review and issue within 8 days

Strategic Alignment:

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Business Unit: Building and Safety Codes Services

Advisory Services

Description:

Advising on development options, regulations, and processes for the general public, developers, other stakeholders, and City administration.

Outputs:

- Provide information in accordance with regulatory plans, bylaws, policies, and other legislation

Strategic Alignment:

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Business Unit: Current Planning and Development

Current Planning and Development

Description:

Deliver planning related services such as permitting and licensing to residents, businesses, and special interest groups, comprehensive review for compliance with planning documents, and management of overall process for all types of planning applications.

Outputs:

- Service delivery standards:
 - Zoning amendments - approval in 3 months
 - Plan approvals and amendments (Statutory Plans, Area Structure Plans, and Outline Plans) - approval in 3 months
 - If plan needs to be submitted to the Edmonton Metropolitan Regional Board submissions - process requires an additional 2-3 months
 - Subdivision approvals - approval process completed in 60 days
 - Development agreements - approval in 4 weeks
 - Development permits - approval in 2 weeks (residential), 4 weeks (commercial/industrial)
 - Information and advisory services - service/responses provided in 24 hours
 - Enforcement actions - resolution in 2 weeks
 - Compliance certificates - approval in 1 week (3 days for rush approval)
 - Edmonton Metropolitan Regional Board submissions - process in 2-3 months

Strategic Alignment:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

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Business Unit: Current Planning and Development

Enforcement

Description:

Enforcement of land use bylaw, applicable sections of the Municipal Government Act (MGA), and business license bylaw, which may include but is not limited to responding to complaints and/or compliance issues, conducting investigations, and issuing orders and notices.

Outputs:

- Enforce land use bylaw and applicable sections of the MGA to provide safety and security for the community
- Enforce business license bylaw to ensure all businesses operating within Leduc have a valid business license

Strategic Alignment:

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Business Unit: Current Planning and Development

Management of Planning and Building Statistics

Description:

Process, gather, and report planning permits, building permits, business licenses, taxi permits, and safety services to administration and the public for the purposes of raising awareness on various economic indicators as well as public safety.

Outputs:

- Statistics for permits, licenses, and safety services

Strategic Alignment:

5.2 The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

Secondary Outcomes:

5.3 The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

Business Unit: Current Planning and Development

Economic Development

Description:

Economic development is designed to produce targeted results: business growth that creates jobs, high employment development areas, aggressive business expansion efforts, and optimum quality of life.

- Influencing development business growth and projects that stimulate and accelerate the growth of economic wealth in the community
- Providing strategic channels that enable businesses to network, find opportunities, and grow to their full potential
- Enhancing the mechanisms for launching new ventures and collaborative partnerships
- Represent the City's economic development efforts with regional and other organizations.

To achieve the economic growth vision, the City will focus collective and strategic economic development efforts on the following three (3) priority areas:

1. Business retention and expansion (BR&E);
2. Business and Investment Attraction (BIA);
3. Community Economic Development Readiness (CEDR).

Outputs:

- Help business growth by assisting current and prospective residents to improve their work skills necessary to sustain and grow industrial and commercial diversity
- Ensuring that activities lead to actions which set the stage for short, medium, and long-term outcomes
- Employing a holistic, sustainable, integrated management cross-organizational approach
- Work with Edmonton Global, the Airport Accord, LNEDA and other organizations to ensure measurable and cost-effective efforts in realizing economic results for the City of Leduc

Strategic Alignment:

3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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.

Business Unit: Economic Development

Long Range Planning

Description:

The City of Leduc's Long Range Planning unit creates, reviews, updates and implements land-use plans, policies, studies and programs, with a focus on the City of Leduc's sustainable long term growth and development within the integrated framework of regional planning projects and initiatives.

Outputs:

- Regional Planning Initiatives:
 - Implement and review City of Leduc/Leduc County Inter-municipal Development Plan
 - Review and undertake Long Term Growth Studies and Projections
 - Provide expertise and support on the Edmonton Metropolitan Region Plan, Regional Evaluation Framework, Regional Agriculture Master Plan, and their related Working Groups
 - Provide support to the Airport Accord Agreement & related integrated land use planning projects including EIA Master Plan updates and 65th Avenue upgrades
- Develop, review, implement and provide expertise on local long range plans, policies and studies within the integrated regional planning framework, including:
 - Municipal Development Plan
 - Downtown Master Plan
 - Area Structure Plans
 - Mature Area Infill Redevelopment
 - Neighbourhood Redevelopment Plans
 - Neighbourhood Design Guidelines
 - Environmentally Significant Areas Study
 - Other special studies & plans

Strategic Alignment:

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Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

5.4 The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Business Unit: Long Range Planning

Provide Subject and Process Expertise**Description:**

Provide professional planning information, reporting, and strategic advice to Executive, Council, and inter-departmental staff and regional entities on a broad range of topics related to the long-term growth of the community.

Outputs:

- Public and stakeholder consultations
- Advice and implementation of planning processes
- Liaising with local and regional stakeholders, and government bodies
- Collecting, analysing, and disseminating information
- Reviewing internal and external plan and study referrals

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Business Unit: Long Range Planning

Public Services

Manage the City's Vehicle Fleet

Description:

Maintain a safe and dependable equipment and vehicle fleet. Provide comprehensive management of the City's fleet, including alterations, repairs, preventative maintenance, and record-keeping. Also oversee the capital replacement program, which involves defining specifications, procurement, establishment of standards, contract administration, and the decommissioning and disposing of equipment and vehicles.

Outputs:

- Plan, direct, and manage the annual fleet replacement program for 270+ units
- Forecast the capital fleet needs for 10 year plans
- 24-hour on-call response for emergency repairs

- Scheduled preventative and routine maintenance per American Public Works Association recommended standards:
 - Light truck – at 5,000 km
 - LATS buses, ambulances, bylaw cars – at 5,000 km
 - Commercial truck – at 250 hours
 - Equipment – at 250 and 500 hours
 - Lawn mowers/sweepers – at 150 hours
- Safety and other mandated checks – as required
- Commercial vehicle inspection – semi-annually and annually
- LATS bus inspection – semi-annually
- Alberta Health Ambulance inspections – semi-annually
- Fire apparatus commercial vehicle inspections – annually
- Repairs and overhauls – as required
- NFPA pump tests - annually
- Aerial NDT testing - annually

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Business Unit: Fleet Services

Eco Station and Organics Program

Description:

Provide alternative waste diversion strategies for specific waste programs such as e-waste, household hazardous waste, paper products and oil and batteries. Provide a site where residents can take their extra grass, leaves and trees.

Outputs:

- Eco Station facility open six days per week (Monday to Saturday) and nine hours per day.
- Organics collection site - maintain site daily (April - October)
- Haul organics to landfill one day per week or as required

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Business Unit: Infrastructure Maintenance

Maintenance of Road Surface, Bridges, Overpasses, Control Devices and Multiway

Description:

Maintenance activities to ensure City standards for road surface and ride quality are met, including inspections, crack sealing, pot hole patching, grading of gravel roads and lanes, guard rail repair, cleaning/sweeping, small asphalt repairs, animal removal, and dust control. Roughly 224 km (444 lane km) of paved roads and 80 km of multiway are monitored for surface quality.

Outputs:

- Inspections of paved highway, arterial, and collector roadways - once every three years
- Hot crack sealing of paved lanes; arterial, collector, and residential roadways (different areas each year), and central business district
- Pot hole patching of paved highway; paved lanes; arterial, collector, and residential roadways; and central business district - throughout the year, as required
- Grading of gravel roads - twice per week
- Grading of gravel lanes - five times per year or as required
- Guard rail repair - as required
- Clean and inspect bridges and overpasses two times per year (Spring & Fall), contracted inspections completed every three years
- Street cleaning of paved highway; arterial, collector, paved lane-ways, and residential roadways; and central business district - full-time sweepers from April to October, as required
- Street cleaning of city-owned parking lots - sweepings annually or event based, as required
- Litter pick-up - as required
- Street oiled and/or calcium applied - 18 km (36 lane km) of rural streets maintained - one time per year or as required
- Multiway repair - overlay and crack sealing, as required (determined by inspection).

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Business Unit: Infrastructure Maintenance

Maintenance of Sidewalks

Description:

Inspection, maintenance, and construction of sidewalks, pararamps, curbs, and gutters. Administrative policy defines three categories of sidewalk based on volume and type of pedestrian traffic, and specifies the inspection frequency for each category. The policy also defines parameters for repairs and replacements, which are contingent on the inspections.

Outputs:

- Inspections of Category A sidewalks - annually
- Inspections of Category B sidewalks - every two years
- Inspections of Category C sidewalks - every five years, on a rotating basis, with an area of the City being inspected each year
- Maintenance, repairs, and replacements - as appropriate following inspection, based on severity of hazard, drainage, and available budget
- Installation of pararamps - as required

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Business Unit: Infrastructure Maintenance

Public Services Support - Infrastructure Maintenance

Description:

Organizational support throughout the year for other municipal services.

Outputs:

- Support the Leduc Farmer's Market
- Support civic events
- Deliver barriers and provide support for road closures
- Deliver and install signage as required by other departments
- Provide Leduc County with sweeping and line painting on roads
- Provide treated sand for other municipalities

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Business Unit: Infrastructure Maintenance

Roadway Snow and Ice Control

Description:

Street and alley plowing and snow removal, parking lot plowing, and street sanding as per levels of service outlined in the Snow Removal Policy.

Outputs:

- Snow plowing - Level 1 Priority plowing generally occurs within 12 hours following 2 to 5 cm of snow
- Snow plowing - Level 2 Priority plowing generally occurs after accumulation of 5 to 10 cm of snow and after all Priority 1 streets have been plowed
- Snow plowing may occur on any street, road, or lane at any time if the street becomes impassable for emergency response vehicles
- Snow clearing - City-owned parking lots cleared after an accumulation of 5 to 10 cm of snow, with snow initially stockpiled within the parking lot

- Snow clearing - Level 1 parking lots normally cleared within 24 hours following an accumulation of 5 to 10 cm of snow
- Snow clearing - Level 2 parking lots normally cleared within 72 hours following an accumulation of 5 to 10 cm of snow
- Snow Removal - Level 1 Priority will be given to the downtown commercial area; removal normally occurs after an accumulation of 5 cm of compacted snow and within 24 hours after snowfall has stopped or as soon as the majority of businesses have cleared their sidewalks
- Snow Removal - Level 2 Priority includes the remaining streets in the downtown core; removal normally occurs after an accumulation of 7 to 10 cm of compacted snow
- Snow Removal - Level 3 Priority includes collector streets within the various subdivisions; removal normally occurs after an accumulation of 7 to 10 cm of compacted snow
- Snow Removal - Level 4 Priority identified as residential streets; removal normally occurs after an accumulation of 15 cm of compacted snow or when access by emergency vehicles is severely impaired, and is scheduled to accommodate two removals per season (or as snowfall dictates)
- Ice Control (Sanding) - Priority 1, defined as streets identified in the Snow Plowing Schedule, downtown area crosswalks, and intersections abutting schools, curves, or hills; sanding as required as conditions become slippery/hazardous
- Ice Control (Sanding) - Priority 2, which includes collector roadways identified in the Snow Removal Schedule; sanding as required as conditions become slippery/hazardous
- Ice Control (Sanding) - Priority 3, which includes residential intersections and lane entrances and exits; sanding as required as conditions become slippery/hazardous
- Ordering and preparing winter sand, salt and rock chips

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Business Unit: Infrastructure Maintenance

Storm Water Drainage and Collection

Description:

Manage, collect, and dispose of storm water, and provide protection from flooding. Key activities include: inspections; drainage collection system operation, maintenance, and repair; catch basin and culvert cleaning and steam thawing; ditch clearing; and drainage infrastructure value and condition record-keeping.

Outputs:

- Drainage - ongoing flood prevention
- Inspect and clean manholes and catch basins - annually
- Spring thawing of mainlines, manholes, and catch basins - as required
- Spot repairs of mainlines, manholes, and catch basins - as required
- Flush problem mainlines - four times per year

- Soak-aways, Outfalls, and Culverts - inspect and clean twice per year (spring and fall)
- Adequate stormwater outlet - provided to all customers
- Stormwater service - reliable
- Service calls - responded to promptly
- Stormwater - managed without risk to public health or adversely affecting the quality of the receiving environment
- Stormwater services - appropriate services will be available to future generations

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Business Unit: Infrastructure Maintenance

Traffic Management

Description:

Install and maintain traffic control devices and traffic markings that provide a safe environment for pedestrian and vehicular traffic.

Outputs:

- Visibility of signs and markings – maintain and replace, as required
- Pavement marking - line painting twice per year, with crosswalks, stop lines, parking lot stall lines painted, as required
- Signs and traffic signals - install, program, maintain, repair, and replace as required (in-house and contracted)

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Business Unit: Infrastructure Maintenance

Cemetery Interments

Description:

Sell cemetery plots and cremation niches, arrange interments, manage cemetery records, and maintain cemetery grounds.

Outputs:

- Choices for burial – plots and columbaria
- Interments and cremation excavations
- Plot re-establishment and landscaping – provided following interment (varies by season)
- Grounds maintenance and landscaping – once per week

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Business Unit: Parks and Open Spaces

City Owned Fences

Description:

Inspect, repair, and maintain City-owned fences, in order to facilitate the security and control of access to City properties.

Outputs:

- Inspections – twice per month
- Repairs – site specific repairs are made depending on risk and hazards within 1-30 days

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Business Unit: Parks and Open Spaces

Multiways

Description:

Maintenance of 80 kms of multiways, path and trail surfaces through inspections and surface repairs.

Outputs:

- Inspections, removal of litter and debris, signage, small repairs
- Snow removal once depth reaches 2 cm; swept to bare surface; Level 1 Priority - within 48 hours

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Business Unit: Parks and Open Spaces

Parks, Green Spaces, Urban Forest and Amenities

Description:

Maintenance activities as required to ensure City standards for beautification, accessibility, and Community in Bloom 5-bloom rating are met. Activities include landscaping; horticulture; tree maintenance; pest and wildlife control; care of bird houses, wildlife signage, and lookout points; bus stop maintenance; and turf maintenance and repairs. In some cases, third party contracts are managed.

Outputs:

- Turf Maintenance
 - Parks – 12 to 16 cuttings per season
 - High profile areas – 20 cuttings per season
 - Rural roads and reserves – 2 cuttings per season
 - Highway buffer turf and ditches – 2 cuttings per season
 - Weed control in parks – as required
 - Garbage collection – daily
- Tree Maintenance
 - Hazardous trees – identified/assessed and corrective action taken
 - Pruning frequency – every 6 years on a rotational cycle, except Elm (yearly)
 - Removal of dead trees – as required
 - Watering of all newly planted trees – for a period of 2 years (2-year maintenance period by Developer/Contractor)
 - Response to storm damage and dangerous trees – performed after hazard assessment completed
 - Annual replacement of trees – as needed
 - Monitoring of evasive pests – seasonal
 - Trees impacting overhead lines and streetlights – pruning performed every 5 years (Fortis is responsible for trees impacting power lines)
 - Response to Service Requests (e.g., broken or low hanging branches) – within 48 hours
- Shrub Beds, Ornamental Areas, and Flower Beds
 - Water, fertilize and deadhead flowers – daily
 - Weeding of main or high visibility shrub beds – 30 day cycle
 - Mulching shrub beds – once every 3 years
 - Insect, pest, and weed control – daily
 - Pruning and trimming shrubs and hedges – once per year
 - Watering – as required during drought conditions
 - Shrub replacement – as required
 - Preparation, planting, and removal of flowers – once per season
- Bus Stop Maintenance
 - Litter and garbage collection – once per week
 - Bus pad cleaning – as required
 - Snow and ice control – as required (varies due to snowfall)
 - Repairs completed by Transit Department

- Turf & shrub bed maintenance performed by Parks Department:
 - Dr. Woods House Museum
 - Leduc and District Chamber of Commerce
 - Leduc Grain Elevator
 - Protective Services Building
 - Outdoor Pool and Spray Park
 - Leduc Library

Strategic Alignment:

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Business Unit: Parks and Open Spaces

Outdoor Recreation Facilities

Description:

Outdoor recreation facilities are installed and monitored by the public services department to meet the needs of current and future residents.

- 34 sports fields: 15 diamonds and 19 soccer/rugby/football fields
- 4 tennis courts
- 12 grass/asphalt surface outdoor rinks
- 4 boarded outdoor rinks
- 1 skateboard park
- 14 lakes and storm ponds
- 150 garden plots, plus the Southfork community garden
- 31 playgrounds
- 4 basketball courts
- 8 fire pits
- 2 water features
- 2 outdoor fitness parks
- 2 dog parks

- 1 spray park
- Telford Lake

Outputs:

- Sports Field Turf
 - Cuttings – once or twice per week, as required
 - Weed control and fertilization – 2 times per year
- Shale Ball Diamond Infields
 - Dragging, levelling, sweeping, and vegetation control – as required
- Outdoor Rinks
 - Sweep and flood – daily, provided all sidewalks and multiways have been cleared of snow
- Fences at Ball Diamonds, and Tennis and In-Line Hockey Courts
 - Repairs – as required
- Toboggan Hill
 - Safety inspections – bi-weekly during winter
 - Protective barriers – placed at bottom of hills when required
 - Garbage pick up, snow/wooden ramps removed – bi-weekly
- In-Line Hockey and Tennis Courts, and Skateboard Park
 - Sweep and flush clean ramps – as required
 - Litter pick up – once per week
 - Repairs to nets and posts – as required
- School ground maintenance – as per the Joint Use Service Agreements with the Public and Separate Schools
- Portable Washrooms
 - Servicing – once per week from spring to fall
- Playgrounds
 - Comprehensive inspection – once per year
 - Maintenance – weekly in summer, monthly in winter
 - Repairs – as required
 - Project assistance to various school Parent Groups – as requested
- Park Amenities
 - Solid waste receptacles emptied – once per week, twice per week in high-profile areas
 - Furnishings (benches, tables, receptacles, etc.) – installed and repaired as required
 - Fire pits and stoves cleaning – monthly from May to September
 - Bollards and posts – inspected annually; installed and repaired as required
 - Park signage maintained as required
- Telford Lake
 - Weed cutting – 2 or 3 times per summer depending on events and weed growth
 - Water level monitoring – monthly
- Storm Ponds
 - Fountain installation and removal – installed by May long weekend and removed by September 30
 - Weed cutting – as needed (Civic Centre north pond and Coady Lake only)
- Service requests – responded to within 48 hours of request

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Business Unit: Parks and Open Spaces

Public Services Support – Parks and Open Spaces

Description:

Organizational support throughout the year for other municipal services.

Outputs:

Support to:

- Communities in Bloom
- Minor sports organizations
- Boys and Girls Club
- Leduc and District Chamber of Commerce
- Schools
- Community organizations
- Telford House
- Churches
- Seniors Homes
- Leduc Environmental Advisory Board
- Environment and Sustainable Resource Development

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Secondary Outcomes:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Business Unit: Parks and Open Spaces

Public Services Support – Parks and Open Spaces

Description:

Provide special events logistics, and install fixtures, amenities, Christmas lighting, and banners.

Outputs:

- Meet requests for specific services and times, as requested

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Business Unit: Parks and Open Spaces

Wastewater Collection

Description:

Ensure that wastewater is collected, without interruption, from sanitary lateral connections across the city, including households, businesses, public services, and emergency agencies.

Outputs:

- Overall – 100% of sanitary sewer collected without interruption
- Testing – as per legislative requirements
- Maintain, upgrade, and replace: 156 km of sanitary mains, over 10,000 sewer lateral connections, and 1,930
- Sanitary manholes
- Asset management

- Sanitary Laterals
 - 24-hour emergency service – respond to emergency backups within 60 minutes
 - Maintain sanitary lateral root control program (herbicide application)
 - Inspect laterals for condition assessments
- Wastewater Mainlines
 - 24-hour emergency service – respond to emergency backups within 20 minutes
 - Inspect mainlines for condition assessments
- Wastewater Source Control Program
 - Inspect city businesses to ensure they are not exceeding Maximum Acceptable Concentration in wastewater effluent
 - Work with Alberta Capital Region Wastewater Commission (ACRWC) to sample city businesses
 - Work with ACRWC to educate customers on wastewater bylaw prohibited contaminants
- Wastewater Lift Stations
 - Daily inspection of pumps and valves; maintenance as required
 - Weekly generator testing
 - 24-hour emergency service – respond to problems within 20 minutes

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Business Unit: Utility Services

Water Distribution

Description:

The production of water pressure at flows suitable for fire protection, while ensuring the water delivered is safe to drink.

Outputs:

- Safe, clean, potable water delivered through water network
- Overall – 100% of demand met with under 10% of water unaccounted for (hydrant flushing, water breaks, tree watering, etc.).
- Testing – as per legislative requirements
- 24-hour emergency service – respond to problems within 20 minutes
- Asset management
- Water emergency plan updated annually
- Service requests acted upon
- Water Meters
 - Radio-readings – every 2 months, and as required for new and closed accounts
 - New meter installations and replacements – as requested, within 10 days of request
- Water Mainlines
 - Water main and service line repairs – as required
- Water Transmission
 - Valves inspection, program to be deployed (uni-directional flushing)
 - Valves repaired – as required
- Water Reservoir and Pump House
 - Inspection of pumps and valves – daily; maintenance as required
 - Water quality control testing – daily
 - Water samples – as required
- Hydrants
 - Inspection and flushing – twice per year
 - Installations, repairs, and replacements – as required

Strategic Alignment:

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Business Unit: Utility Services

Public Transportation

Conventional Transit Service

Description:

A transit partnership between the City of Leduc and Leduc County, buses travel to Nisku, the Edmonton

International Airport (EIA) including Premium Outlet Collection mall, the City of Edmonton, Royal Oaks, and around Leduc. Service operates Monday to Friday (excluding holidays) during peak hours (6am to 9am and 4pm to 7pm). Route 10 to the EIA and Outlet mall/Costco operates 7 days a week (1 hour before mall opening to 1 hour after), and connects with Edmonton Transit's Route 747 providing travel options between Leduc and Edmonton in time periods that Leduc Transit Route 1 does not operate. Through the Airport Accord Leduc Transit Commuter Plus monthly passes (\$90) are accepted on Route 747, and with payment of \$5 cash fare a transfer is provided that is also accepted on Route 747. Funded 65% by City of Leduc and 35% by Leduc County through a Joint Venture Agreement.

Outputs:

- Weekday peak hour commuter bus service between Leduc and Edmonton via Royal Oaks and Nisku
- Three 40-foot buses used for peak hour service (5:19am to 9:36am and 2:41pm to 6:35pm)
- Four 28-foot community buses operating:
 - Routes 2 and 4 – from 5:01am to 8:41 am and 3:38pm to 6:52pm
 - Route 3 – from 5:32am to 9:17am and 3:15pm to 6:22pm
 - Route 5 – from 6:42am to 9:40am and 2:46pm to 5:26pm
 - Route 10 – Monday-Saturday from 8:50am to 10:06pm, Sundays and stat holidays from 9:50am to 7:06pm
- 30-minute frequency on commuter and local routes; Route 10 1-hour frequency
- Provide wheelchair accessible, low-floor buses
- Develop and manage fare products and their distribution to incorporate riders of all ages and frequency of use
- Oversee route design
- Plan, develop, and maintain transit infrastructure, including bus stops and Park and Ride locations

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

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3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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.

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Business Unit: Conventional Transit

Leduc Assisted Transportation Services (LATS)

Description:

LATS is a door-to-door, driver-assisted transportation service within the City of Leduc for seniors aged 65 and over, and for persons with cognitive and/or physical disabilities. LATS also provides a Shuttle service Monday to Friday that is available without booking an appointment. The Shuttle is a fixed-route scheduled service connecting seniors' residential complexes to several shopping locations within the City. All LATS services are provided on accessible 16-passenger buses that can accommodate multiple wheelchairs.

Outputs:

- Provide wheelchair accessible vehicles
- Ensure customers are pre-registered and meet eligibility qualifications
- Hours of service run weekdays 8:00am to 9:30pm and weekends 9:00am to 5:30pm (no service on statutory holidays)
- Provide a fleet of 6 buses, with average of 4 buses running during the weekday
- One bus runs in the evenings (5:00pm to 9:30pm) and 1 on weekends (9:00am to 5:30pm)
- Door to door service is pre-booked (based on availability)
- Provide subscription bookings for riders taking repeat trips
- Provide transportation service for a charge of \$4.00 per one way trip or unlimited use monthly pass
- Oversee agreement with Edmonton Transit - DATS provides booking, scheduling, and dispatching services
- Develop and update LATS Shuttle fixed-route design and schedule

Strategic Alignment:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

Secondary Outcomes:

2.1 The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. 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.

Business Unit: Public Transportation - Specialized Transit

Livery Transport Services Management

Description:

Oversee the taxi services licensing program. This grants registered taxis the ability to provide taxi services locally in the City of Leduc.

Outputs:

- Issue taxi vehicle permits
- Manage taxi business licensing
- Responsible for and oversee compliance of the municipal bylaws that impact the livery industry

Strategic Alignment:

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Secondary Outcomes:

3.1 The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain 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.

Business Unit: Taxi Livery

Leduc and District Regional Waste Management Authority

Description:

Provide support to the regional district waste management authority in accordance with and as specified in the contractual obligations and agreements.

Outputs:

- Provide support as required

Strategic Alignment:

4.1 The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board. 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, share costs and drive economic outcomes.

Secondary Outcomes:

1.1 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 have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

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Business Unit: Regional Waste Authority



Operating Budget Summary - INFRASTRUCTURE & PLANNING

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	110,779	82,975	79,750	126,700	123,100	103,100	103,100
Inter-Divisional Revenue	2,171,700	2,428,470	0	2,308,325	2,554,515	2,654,690	2,854,689
Interest & Penalties	191,381	189,842	182,879	199,000	203,000	208,000	213,000
Net Taxes - Revenue	18,509	18,509	8,309	8,606	0	0	0
Other Income	1,159,865	3,623,686	3,026,268	3,603,998	1,790,217	3,985,169	4,759,480
Rent Revenue	404,578	355,746	216,142	313,658	309,062	309,062	764,646
Sale of Services	2,643,021	3,626,586	3,048,269	3,389,719	3,652,922	3,710,398	4,073,796
Utility Services Revenue	14,574,861	15,175,031	13,915,070	16,771,000	17,234,500	18,254,000	19,329,500
Total Revenues	21,274,694	25,500,845	20,476,687	26,721,006	25,867,316	29,224,419	32,098,211
Expenditures							
Employee Benefits	2,281,389	2,278,830	2,091,633	2,575,183	2,649,016	2,628,970	2,625,114
Salaries & Wages	11,013,540	11,078,516	10,200,651	11,872,122	12,341,887	12,165,165	12,136,859
Total Staff Costs	13,294,929	13,357,345	12,292,285	14,447,306	14,990,903	14,794,136	14,761,973
Bank Charges & Interest	70,866	37,319	24,814	20,000	20,000	20,000	20,000
Contract Services	4,168,422	4,547,452	4,466,610	5,233,066	5,923,159	6,230,533	6,440,125
Cost of Utilities Sold	6,581,910	6,816,188	6,239,456	8,010,000	8,003,000	8,575,000	9,131,000
General Services	3,175	8,663	11,619	6,732	11,253	12,079	12,986
Inter-Divisional Expenses	1,867,725	1,953,853	0	1,912,584	2,132,130	2,215,409	2,381,678
Interest on Long Term Debt	2,071,475	1,999,435	1,898,569	2,231,661	2,454,299	2,395,106	2,527,156
Materials & Supplies	2,340,949	2,444,776	2,311,573	2,699,941	2,926,001	2,933,697	3,020,451
Repairs & Maintenance	885,845	995,305	928,702	975,824	1,198,812	1,073,422	1,113,686
Telephone & Communications	21,739	21,472	19,515	20,065	20,700	21,100	21,500
Training & Development	235,208	205,091	205,071	235,679	248,482	271,116	270,803
Utilities - expense	2,914,305	3,108,301	2,710,284	3,389,139	3,444,753	3,382,216	3,530,888
Total Operational Costs	21,161,618	22,137,855	18,816,216	24,734,691	26,382,589	27,129,678	28,470,273
Total Expenditures	34,456,547	35,495,200	31,108,501	39,181,996	41,373,492	41,923,814	43,232,246
Net of Revenue Over Expenditures	(13,181,853)	(9,994,355)	(10,631,813)	(12,460,990)	(15,506,176)	(12,699,395)	(11,134,035)
Net Interfund Transfers							
Debt Repayment	(3,165,492)	(3,355,930)	(2,789,189)	(3,673,387)	(4,041,318)	(4,096,470)	(3,661,871)
Transfers to Reserves	(5,926,301)	(9,416,740)	(3,026,268)	(8,837,213)	(7,254,060)	(9,754,441)	(10,659,022)
Transfers from Reserves	1,195,278	1,079,630	0	2,309,686	2,459,548	2,115,920	808,097
Total Interfund Transfers	(7,896,515)	(11,693,040)	(5,815,458)	(10,200,914)	(8,835,831)	(11,734,992)	(13,512,796)
"Net Surplus (Deficit)"	(21,078,368)	(21,687,395)	(16,447,271)	(22,661,904)	(24,342,006)	(24,434,386)	(24,646,831)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Infrastructure & Planning Administration

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Expenditures							
Employee Benefits	48,022	49,000	43,267	47,387	47,387	47,387	47,387
Salaries & Wages	285,996	278,187	252,256	279,810	279,810	279,810	279,810
Total Staff Costs	334,018	327,187	295,524	327,196	327,196	327,196	327,196
Materials & Supplies	2,227	1,750	1,038	2,000	2,050	2,050	2,050
Training & Development	9,319	12,961	8,969	10,500	11,800	11,800	11,800
Total Operational Costs	11,545	14,712	10,007	12,500	13,850	13,850	13,850
Total Expenditures	345,564	341,898	305,531	339,696	341,046	341,046	341,046
Net of Revenue Over Expenditures	(345,564)	(341,898)	(305,531)	(339,696)	(341,046)	(341,046)	(341,046)
"Net Surplus (Deficit)"	(345,564)	(341,898)	(305,531)	(339,696)	(341,046)	(341,046)	(341,046)



Operating Budget Summary - Economic Development (Note)

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	610	2,500	0	0	0	0	0
Total Revenues	610	2,500	0	0	0	0	0
Expenditures							
Employee Benefits	26,625	18,528	22,208	43,700	43,495	43,495	43,495
Salaries & Wages	124,516	81,932	99,117	197,546	196,217	196,217	196,217
Total Staff Costs	151,142	100,460	121,325	241,246	239,712	239,712	239,712
Contract Services	354,420	361,600	352,239	472,550	417,500	413,900	413,400
Materials & Supplies	19,425	6,924	58,135	110,600	54,600	54,600	54,600
Training & Development	18,600	5,450	13,525	18,400	19,000	19,000	19,000
Total Operational Costs	392,444	373,974	423,899	601,550	491,100	487,500	487,000
Total Expenditures	543,586	474,434	545,224	842,796	730,812	727,212	726,712
Net of Revenue Over Expenditures	(542,976)	(471,934)	(545,224)	(842,796)	(730,812)	(727,212)	(726,712)
Net Interfund Transfers							
Transfers from Reserves	4,384	0	0	133,500	0	0	0
Total Interfund Transfers	4,384	0	0	133,500	0	0	0
"Net Surplus (Deficit)"	(538,592)	(471,934)	(545,224)	(709,296)	(730,812)	(727,212)	(726,712)

Note

Economic Development moved from Corporate Services to Infrastructure & Planning in 2018.



Operating Budget Summary - Engineering

	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue						
Government Transfers	0	0	0	0	0	0
Net Taxes - Revenue	10,200	0	0	0	0	0
Sale of Services	273,216	272,677	240,100	298,388	305,885	313,501
Utility Services Revenue	2,321,511	2,061,396	2,407,000	2,504,500	2,612,000	2,779,500
Total Revenues	2,604,926	2,334,073	2,647,100	2,802,888	2,917,885	3,093,001
Expenditures						
Employee Benefits	238,639	221,424	258,625	252,590	252,590	252,590
Salaries & Wages	1,089,174	961,532	1,156,601	1,141,849	1,142,499	1,143,199
Total Staff Costs	1,327,813	1,182,955	1,415,226	1,394,440	1,395,090	1,395,790
Contract Services	1,638,080	1,410,067	1,777,500	1,902,000	1,981,000	2,063,500
Cost of Utilities Sold	92,984	129,247	105,000	110,000	115,000	120,000
Interest on Long Term Debt	34,397	13,298	24,410	15,620	6,730	0
Materials & Supplies	133,335	97,613	124,934	165,870	135,350	146,800
Training & Development	45,772	42,034	53,210	52,880	69,850	71,250
Total Operational Costs	1,944,568	1,692,259	2,085,054	2,246,370	2,307,930	2,401,550
Total Expenditures	3,272,382	2,875,214	3,500,280	3,640,809	3,703,019	3,797,340
Net of Revenue Over Expenditures	(667,455)	(541,141)	(853,180)	(837,921)	(785,134)	(704,339)
Net Interfund Transfers						
Debt Repayment	(814,792)	(388,858)	(779,902)	(788,693)	(797,583)	0
Transfers to Reserves	(1,651,278)	0	(1,684,335)	(1,614,435)	(1,614,935)	(1,644,205)
Transfers from Reserves	804,312	0	821,912	839,312	819,312	15,000
Total Interfund Transfers	(1,661,757)	(388,858)	(1,642,325)	(1,563,816)	(1,593,206)	(1,629,205)
"Net Surplus (Deficit)"	(2,329,213)	(929,999)	(2,495,505)	(2,401,737)	(2,378,340)	(2,333,544)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Facility Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Rent Revenue	402,178	352,146	212,542	311,158	306,562	306,562	762,146
Sale of Services	2,374	1,368	230	0	0	0	100,000
Total Revenues	404,551	353,514	212,772	311,158	306,562	306,562	862,146
Expenditures							
Employee Benefits	516,816	495,196	453,443	595,700	603,432	593,528	593,528
Salaries & Wages	2,330,176	2,260,334	2,071,126	2,427,835	2,518,336	2,410,045	2,411,045
Total Staff Costs	2,846,992	2,755,530	2,524,569	3,023,535	3,121,768	3,003,572	3,004,572
Bank Charges & Interest	42,500	0	0	0	0	0	0
Contract Services	39,981	60,722	57,298	63,078	75,320	96,938	119,720
Inter-Divisional Expenses	118,700	98,704	0	107,949	128,440	133,574	143,830
Interest on Long Term Debt	2,025,609	1,915,045	1,759,248	2,028,272	2,149,271	2,086,465	2,237,670
Materials & Supplies	367,774	331,457	291,031	321,604	349,484	351,701	366,444
Repairs & Maintenance	311,292	349,399	319,481	355,761	344,235	353,207	377,186
Training & Development	24,805	22,869	17,925	24,517	26,822	26,186	26,623
Utilities - expense	1,526,998	1,608,022	1,379,997	1,725,139	1,703,278	1,572,836	1,661,128
Total Operational Costs	4,457,660	4,386,218	3,824,980	4,626,320	4,776,850	4,620,907	4,932,601
Total Expenditures	7,304,652	7,141,748	6,349,549	7,649,854	7,898,617	7,624,479	7,937,173
Net of Revenue Over Expenditures	(6,900,101)	(6,788,235)	(6,136,777)	(7,338,696)	(7,592,055)	(7,317,917)	(7,075,027)
Net Interfund Transfers							
Debt Repayment	(2,362,081)	(2,502,532)	(2,249,319)	(2,668,460)	(2,896,637)	(2,904,267)	(3,254,826)
Transfers to Reserves	(620,400)	(620,400)	0	(451,348)	(551,518)	(818,200)	(818,200)
Transfers from Reserves	7,655	10,100	0	3,252	542,178	407,620	38,392
Total Interfund Transfers	(2,974,826)	(3,112,832)	(2,249,319)	(3,116,556)	(2,905,977)	(3,314,847)	(4,034,633)
"Net Surplus (Deficit)"	(9,874,927)	(9,901,066)	(8,386,096)	(10,455,252)	(10,498,032)	(10,632,764)	(11,109,661)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Planning

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	24,000	0	43,000	43,000	20,000	0	0
Other Income	1,159,865	3,623,686	3,026,268	3,603,998	1,790,217	3,985,169	4,759,480
Sale of Services	1,319,593	2,180,851	1,841,285	2,015,460	2,139,100	2,172,300	2,407,500
Total Revenues	2,503,458	5,804,537	4,910,553	5,662,458	3,949,317	6,157,469	7,166,980
Expenditures							
Employee Benefits	420,334	412,242	372,675	443,528	467,629	458,327	458,327
Salaries & Wages	1,971,462	2,013,847	1,756,199	2,062,436	2,182,115	2,115,414	2,120,514
Total Staff Costs	2,391,795	2,426,089	2,128,873	2,505,963	2,649,744	2,573,741	2,578,841
Contract Services	80,631	16,302	10,267	51,000	51,000	51,000	51,000
General Services	3,175	2,817	4,116	1,000	3,000	3,000	3,000
Inter-Divisional Expenses	73,000	104,324	0	94,756	93,594	97,338	104,812
Materials & Supplies	39,265	37,280	40,794	34,500	27,000	27,500	28,000
Training & Development	59,162	36,660	47,701	49,400	51,000	50,750	51,500
Total Operational Costs	255,233	197,382	102,878	230,656	225,594	229,588	238,312
Total Expenditures	2,647,028	2,623,471	2,231,752	2,736,619	2,875,338	2,803,329	2,817,153
Net of Revenue Over Expenditures	(143,570)	3,181,066	2,678,802	2,925,839	1,073,979	3,354,140	4,349,827
Net Interfund Transfers							
Transfers to Reserves	(1,335,871)	(4,257,278)	(3,026,268)	(3,878,994)	(2,170,807)	(4,393,759)	(5,261,070)
Transfers from Reserves	106,415	92,880	0	132,279	131,479	0	0
Total Interfund Transfers	(1,229,456)	(4,164,398)	(3,026,268)	(3,746,715)	(2,039,328)	(4,393,759)	(5,261,070)
"Net Surplus (Deficit)"	(1,373,026)	(983,332)	(347,467)	(820,876)	(965,349)	(1,039,619)	(911,243)



Operating Budget Summary - Public Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	28,340	20,810	36,750	30,700	50,100	50,100	50,100
Inter-Divisional Revenue	2,171,700	2,428,470	0	2,308,325	2,554,515	2,654,690	2,854,689
Rent Revenue	2,400	3,600	3,600	2,500	2,500	2,500	2,500
Sale of Services	253,404	249,218	192,408	254,100	260,100	261,100	262,100
Total Revenues	2,455,844	2,702,097	232,758	2,595,625	2,867,215	2,968,390	3,169,389
Expenditures							
Employee Benefits	683,510	714,533	650,443	794,578	820,224	819,385	819,385
Salaries & Wages	3,609,286	3,678,747	3,460,670	3,920,846	4,061,689	4,057,529	4,057,679
Total Staff Costs	4,292,795	4,393,280	4,111,113	4,715,424	4,881,913	4,876,914	4,877,064
Contract Services	823,331	1,026,402	1,135,869	1,009,120	1,083,230	1,103,840	1,129,950
Inter-Divisional Expenses	1,228,425	1,170,405	0	1,215,339	1,396,691	1,452,560	1,564,092
Materials & Supplies	1,360,793	1,481,520	1,356,811	1,625,800	1,778,720	1,810,740	1,849,060
Repairs & Maintenance	509,923	527,821	468,246	487,400	521,700	532,900	544,100
Telephone & Communications	17,425	18,932	17,937	18,400	18,800	19,200	19,600
Training & Development	70,673	67,106	63,860	65,290	70,930	72,030	74,030
Utilities - expense	1,249,633	1,345,788	1,194,890	1,407,500	1,479,540	1,536,700	1,587,700
Total Operational Costs	5,260,203	5,637,974	4,237,612	5,828,849	6,349,611	6,527,970	6,768,532
Total Expenditures	9,552,998	10,031,254	8,348,725	10,544,273	11,231,524	11,404,884	11,645,596
Net of Revenue Over Expenditures	(7,097,154)	(7,329,157)	(8,115,968)	(7,948,648)	(8,364,309)	(8,436,494)	(8,476,207)
Net Interfund Transfers							
Transfers to Reserves	(942,335)	(1,154,023)	0	(1,208,148)	(1,261,856)	(1,264,403)	(1,264,403)
Transfers from Reserves	98,354	2,000	0	2,900	1,900	0	0
Total Interfund Transfers	(843,981)	(1,152,023)	0	(1,205,248)	(1,259,956)	(1,264,403)	(1,264,403)
"Net Surplus (Deficit)"	(7,941,135)	(8,481,180)	(8,115,968)	(9,153,896)	(9,624,265)	(9,700,897)	(9,740,610)

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*2018 Actual YTD is not representative of year end totals



Operating Budget Summary - Public Transportation (Note)

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Sale of Services	248,544	301,924	295,188	299,763	316,275	318,565	325,000
Total Revenues	248,544	301,924	295,188	299,763	316,275	318,565	325,000
Expenditures							
Employee Benefits	133,246	143,232	135,183	162,301	163,524	163,524	163,524
Salaries & Wages	577,690	635,785	591,739	677,887	695,592	696,592	697,592
Total Staff Costs	710,937	779,016	726,921	840,188	859,116	860,116	861,116
Bank Charges & Interest	(202)	(77)	0	0	0	0	0
Contract Services	515,478	474,083	568,959	1,005,308	1,287,834	1,379,480	1,408,070
General Services	0	5,846	7,503	5,732	8,253	9,079	9,986
Inter-Divisional Expenses	236,800	93,600	0	92,415	168,553	173,295	182,762
Materials & Supplies	135,870	191,822	197,908	220,827	255,282	262,586	270,042
Repairs & Maintenance	64,630	118,085	140,976	132,663	332,877	187,315	192,400
Telephone & Communications	4,314	2,540	1,578	1,665	1,900	1,900	1,900
Training & Development	8,000	14,273	11,058	14,362	16,050	21,500	16,600
Total Operational Costs	964,890	900,172	927,982	1,472,972	2,070,749	2,035,155	2,081,760
Total Expenditures	1,675,826	1,679,189	1,654,903	2,313,160	2,929,865	2,895,271	2,942,876
Net of Revenue Over Expenditures	(1,427,283)	(1,377,265)	(1,359,716)	(2,013,397)	(2,613,590)	(2,576,706)	(2,617,876)
Net Interfund Transfers							
Transfers to Reserves	(113,750)	(227,180)	0	(283,560)	(303,083)	(303,083)	(303,083)
Transfers from Reserves	0	0	0	657,665	97,825	0	0
Total Interfund Transfers	(113,750)	(227,180)	0	374,105	(205,258)	(303,083)	(303,083)
"Net Surplus (Deficit)"	(1,541,033)	(1,604,445)	(1,359,716)	(1,639,292)	(2,818,848)	(2,879,789)	(2,920,959)

Note

Enhanced transit implemented in May 2018.



Operating Budget Summary - Utility Services

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	56,423	62,165	0	53,000	53,000	53,000	53,000
Interest & Penalties	191,381	189,842	182,879	199,000	203,000	208,000	213,000
Net Taxes - Revenue	8,309	8,309	8,309	8,606	0	0	0
Sale of Services	570,121	617,509	457,416	580,296	639,059	652,548	665,695
Utility Services Revenue	12,352,300	12,853,520	11,853,674	14,364,000	14,730,000	15,642,000	16,550,000
Total Revenues	13,178,535	13,731,346	12,502,278	15,204,902	15,625,059	16,555,548	17,481,695
Expenditures							
Employee Benefits	199,022	207,459	192,992	229,365	250,734	250,734	246,878
Salaries & Wages	1,009,878	1,040,510	1,008,013	1,149,163	1,266,280	1,267,060	1,230,803
Total Staff Costs	1,208,900	1,247,969	1,201,005	1,378,527	1,517,014	1,517,794	1,477,681
Bank Charges & Interest	28,568	37,396	24,814	20,000	20,000	20,000	20,000
Contract Services	815,693	970,264	931,912	854,510	1,106,275	1,204,375	1,254,485
Cost of Utilities Sold	6,494,828	6,723,204	6,110,209	7,905,000	7,893,000	8,460,000	9,011,000
Inter-Divisional Expenses	210,800	486,820	0	402,125	344,852	358,642	386,182
Interest on Long Term Debt	0	49,993	126,023	178,979	289,409	301,911	289,486
Materials & Supplies	255,673	260,688	268,243	259,676	292,995	289,170	303,455
Utilities - expense	137,674	154,491	135,397	256,500	261,935	272,680	282,060
Total Operational Costs	7,943,236	8,682,855	7,596,599	9,876,790	10,208,466	10,906,778	11,546,668
Total Expenditures	9,152,136	9,930,824	8,797,603	11,255,317	11,725,479	12,424,572	13,024,349
Net of Revenue Over Expenditures	4,026,399	3,800,522	3,704,675	3,949,585	3,899,580	4,130,976	4,457,346
Net Interfund Transfers							
Debt Repayment	0	(38,607)	(151,012)	(225,025)	(355,989)	(394,621)	(407,046)
Transfers to Reserves	(1,316,167)	(1,506,581)	0	(1,330,828)	(1,352,361)	(1,360,061)	(1,368,061)
Transfers from Reserves	79,173	170,338	0	558,178	846,854	888,988	754,705
Total Interfund Transfers	(1,236,994)	(1,374,850)	(151,012)	(997,675)	(861,496)	(865,694)	(1,020,402)
"Net Surplus (Deficit)"	2,789,405	2,425,672	3,553,663	2,951,910	3,038,084	3,265,282	3,436,944

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*2018 Actual YTD is not representative of year end totals

Infrastructure & Planning 2019 - 2028 Capital by Program

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
65th Ave Capital Program											
075.064 65th Avenue East (35th Street to Spine Road) - 2L #27	-	900,000	-	-	-	-	-	-	-	-	900,000
075.066 Grant MacEwan Construction (65th Ave to Bridgeport) #52	-	400,000	-	3,200,000	-	-	-	-	-	-	3,600,000
075.075 65th Avenue West (Discovery to Grant MacEwan) #23	-	280,000	-	2,720,000	-	-	-	-	-	-	3,000,000
075.050 65th Avenue West (Discovery Way to QE II) - 2L #74	-	-	3,000,000	-	-	-	-	-	-	-	3,000,000
075.074 65th Avenue/Discovery Traffic Signal #63	-	-	262,000	-	-	-	-	-	-	-	262,000
Total: 65th Ave Capital Program *	-	1,580,000	3,262,000	5,920,000	-	-	-	-	-	-	10,762,000
<i>* Dependent on Grant Funding</i>											
Capital Engineering											
077.498 Arterials	6,000,000	-	-	-	-	-	-	-	-	-	6,000,000
077.290 Back-Lane Capital Program	1,000,000	1,025,000	1,050,000	1,075,000	1,100,000	1,125,000	1,150,000	1,175,000	1,200,000	1,225,000	11,125,000
076.316 Crystal Creek Site Servicing*	950,000	-	-	-	-	-	6,200,000	3,150,000	-	-	10,300,000
076.303 Telford Lake Multiway	925,000	600,000	-	-	-	-	-	-	-	-	1,525,000
077.571 North Telford	500,000	-	-	-	-	-	-	-	-	-	500,000
077.485 Capital Engineering	300,000	306,000	312,000	318,000	324,000	330,000	336,000	342,000	348,000	354,000	3,270,000
076.191 Utility Liners and Spot Repairs	300,000	306,000	-	312,000	-	324,000	-	330,000	-	336,000	1,908,000
076.300 Water Master Plan Update	300,000	-	-	-	-	-	250,000	-	-	-	550,000
077.562 New Traffic Signal Installation	290,000	-	290,000	-	-	-	-	-	-	-	580,000
076.569 St. Paul's Church Parking Lot	275,000	-	-	-	-	-	-	-	-	-	275,000
076.180 Infrastructure Condition Assessments	175,000	-	178,500	-	185,500	-	193,000	-	201,000	-	933,000
076.199 Flow Monitoring	175,000	-	-	-	-	-	-	-	-	-	175,000
076.559 44 Street Sidewalk	150,000	-	-	-	-	-	-	-	-	-	150,000
076.565 Ditch reconstruction in support of food processing plant	150,000	-	-	-	-	-	-	-	-	-	150,000
104.003 Wayfinding	120,000	150,000	-	-	-	-	-	-	-	-	270,000
080.243 Side Walk Replacement Program	106,500	108,800	111,200	113,600	116,100	118,700	121,400	124,142	127,000	129,540	1,176,982
076.568 CDC Capital Engineering	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	1,090,000
076.295 Stormwater Master Plan	90,000	450,000	-	-	-	-	-	-	-	-	540,000
077.527 MPMA- Data Collection	90,000	-	-	91,500	-	-	93,000	-	-	95,000	369,500
076.306 Windrose Multiway	60,000	540,000	-	-	-	-	-	-	-	-	600,000
076.560 Willow Park Guard Rail Extension	20,000	-	-	-	-	-	-	-	-	-	20,000
077.585 2020 Capital Road Program	-	6,060,000	-	-	-	-	-	-	-	-	6,060,000
076.296 48A Street (Civic Center) Utility Upgrades	-	1,700,000	-	-	-	-	-	-	-	-	1,700,000
080.278 Civic Centre Concrete Replacement	-	800,000	-	-	-	-	-	-	-	-	800,000
080.266 Storm Pond Refurbishment	-	560,000	-	-	-	-	-	-	-	-	560,000
076.564 Future Utility Program	-	500,000	510,000	520,000	530,000	540,000	550,000	560,000	570,000	580,000	4,860,000
077.560 Traffic Signal Upgrades	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000	1,000,000
076.563 Regional Transportation Planning	-	200,000	-	-	-	-	-	-	-	-	200,000
077.587 Future Roadway **	-	-	10,000,000	-	-	-	-	-	-	-	10,000,000
076.562 2021 Capital Road Program	-	-	6,120,000	-	-	-	-	-	-	-	6,120,000
076.160 Snow Storage Site (excludes land)	-	-	400,000	3,700,000	-	-	-	-	-	-	4,100,000
076.561 Lions Park Secondary Trails	-	-	400,000	-	-	-	-	-	-	-	400,000
076.305 Multiway Development	-	-	350,000	465,000	-	490,000	-	405,000	-	-	1,710,000
076.567 Lede Park Multiway	-	-	300,000	-	-	-	-	-	-	-	300,000
077.586 Future Road Program	-	-	-	6,180,000	6,240,000	6,300,000	6,360,000	6,420,000	6,480,000	6,540,000	44,520,000
076.570 Rugby Club Parking Lot	-	-	-	-	525,000	-	-	-	-	-	525,000
077.541 Transportation Master Plan	-	-	-	520,000	-	-	-	-	520,000	-	1,040,000
076.158 Water Distribution System Upgrades	-	-	-	-	750,000	-	-	-	-	-	750,000
076.302 Community Parks Parking Lot	-	-	-	250,000	300,000	300,000	300,000	300,000	300,000	400,000	1,850,000
076.317 Sanitary Over sizing for lands outside the City (East)	-	-	-	-	1,000,000	-	-	-	-	-	1,000,000
076.299 Sanitary Master Plan Update	-	-	-	-	225,000	-	-	-	-	-	225,000
076.566 Lions Park Lookout	-	-	-	-	-	800,000	-	-	-	-	800,000
076.198 Sanitary over sizing for land outside of City limits (West)	-	-	-	-	-	-	1,100,000	-	-	-	1,100,000
Total: Capital Engineering	12,076,500	13,607,800	20,125,700	13,601,100	10,128,600	11,062,700	16,465,400	14,220,142	9,862,000	9,977,540	131,127,482
<i>* There is potential that this project may be accelerated</i>											
<i>** Dependent on Grant Funding</i>											
eGovernment Strategies											
092.373 Planning Software	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total: eGovernment Strategies	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Environmental Services Capital Program											
078.054 Annual Cart Purchases	69,000	36,000	73,000	37,000	76,000	39,000	79,000	40,000	82,000	41,000	572,000
078.042 First Level Environmental Audit	32,000	-	-	16,000	-	-	34,000	-	-	-	82,000
078.050 Environmental Plan Initiatives	12,000	-	12,000	-	12,000	-	12,000	-	12,000	-	60,000
078.048 Environmental Sustainability Plan	-	-	70,000	-	-	-	-	-	-	-	70,000
Total: Environmental Services Capital Program	113,000	36,000	155,000	53,000	88,000	39,000	125,000	40,000	94,000	41,000	784,000

Infrastructure & Planning 2019 - 2028 Capital by Program

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Equipment Services Capital Program											
083.167 Fire Engines	825,000	-	-	900,000	-	-	-	1,500,000	-	-	3,225,000
083.215 Joint Venture Transit Busses	580,000	-	-	-	100,000	1,100,000	100,000	100,000	-	-	1,980,000
083.135 Grader	554,000	-	-	554,000	-	-	-	-	-	-	1,108,000
083.178 Tandem	356,000	-	-	255,000	255,000	-	-	255,000	-	-	1,121,000
083.174 Pickup Trucks for Public Services *	285,900	-	103,000	135,000	45,000	-	-	-	90,000	-	658,900
083.165 1993 Kubota Tractor	240,000	-	-	-	-	-	-	-	-	120,000	360,000
083.159 Turf Mower	212,400	-	-	-	-	-	111,000	-	-	-	323,400
083.129 2013 Protective Services Vehicle	160,000	160,000	-	-	80,000	-	-	-	-	-	400,000
083.173 Skid Steer	102,000	-	-	-	-	-	-	95,000	-	-	197,000
083.219 Major Vehicle Rehabilitation	100,000	-	-	-	-	-	-	-	-	-	100,000
083.132 Ford 3/4 Ton Unit 336	97,000	-	-	-	-	-	-	-	-	-	97,000
083.150 Rough Cutter (New addition)	67,000	-	-	-	-	-	-	-	-	-	67,000
083.230 Wood Chipper (New addition)	63,100	-	-	-	-	-	-	-	-	-	63,100
083.125 4 X 4 Fire Unit	62,000	-	62,000	-	62,000	187,000	-	-	-	-	373,000
083.138 Half-ton for Facilities Technician	55,000	-	-	-	-	145,000	-	-	-	-	200,000
083.233 Steep Slope Mower	50,000	-	-	-	-	-	-	-	-	-	50,000
083.228 Iron Worker (New addition)	45,000	-	-	-	-	-	-	-	-	-	45,000
083.237 Professional Painter - HVAC Technician	45,000	-	-	-	-	-	-	-	-	-	45,000
083.229 Emergency Transportation Trailers (New addition)	38,000	-	-	-	-	-	-	-	-	-	38,000
083.235 Utility Operator Vehicle - Light Duty Truck	38,000	-	-	-	-	-	-	-	-	-	38,000
083.236 Opertor Parks & Open Spaces - Light Duty Truck	38,000	-	-	-	-	-	-	-	-	-	38,000
083.234 Engineering Vehicle	35,000	-	-	-	-	-	-	-	-	-	35,000
083.232 Mobile Column Lift (New addition)	33,000	-	-	-	-	-	-	-	-	-	33,000
083.142 Mule	30,000	-	60,000	36,000	-	48,000	-	-	36,000	18,000	228,000
083.220 Specialized Parks Vehicle (Mini Truck)	20,000	-	-	-	-	-	-	-	-	15,000	35,000
083.119 2004 Pressure Washer	20,000	-	-	-	-	-	-	-	-	-	20,000
083.140 Loader 938G	-	357,600	-	-	-	357,600	-	-	-	-	715,200
083.168 Fire Ambulance unit 252	-	271,000	542,000	-	-	-	-	-	-	-	813,000
083.170 Special Transportation	-	200,000	200,000	-	400,000	-	-	200,000	-	-	1,000,000
083.231 Draft Commander (New addition)	-	-	130,000	-	-	-	-	-	-	-	130,000
083.143 Olympia	-	120,000	-	-	-	125,000	-	130,000	-	-	375,000
083.141 Mower	-	95,000	-	120,000	-	-	-	-	-	-	215,000
083.169 Fire ATP - Unit 353	-	90,000	-	-	-	-	-	-	-	-	90,000
083.175 One Tons for Public Services	-	70,000	-	-	-	86,000	188,000	-	-	-	344,000
083.145 Planning Truck	-	42,500	-	40,000	35,000	-	84,400	77,000	42,500	-	321,400
083.158 Top Dresser	-	30,000	-	-	-	-	-	-	-	-	30,000
083.134 Graco Line Painter Unit 409	-	25,000	-	-	-	-	-	-	-	-	25,000
083.122 Speed Plow	-	10,000	-	-	-	-	-	-	-	-	10,000
083.176 Bucket Truck	-	-	300,000	-	-	-	-	-	-	-	300,000
083.192 Toro 4000D Mower	-	-	285,000	-	-	-	-	-	-	-	285,000
083.123 2012 Gravel Truck - Unit 409	-	-	210,000	-	-	-	-	-	-	-	210,000
083.209 Water Commission Vehicles	-	-	125,000	-	-	-	-	-	-	-	125,000
083.191 Tore 580 Mower	-	-	120,000	-	-	-	-	-	-	-	120,000
083.184 Multipurpose Utility Vehicle	-	-	90,000	-	-	-	-	-	-	-	90,000
083.193 Small Detail Mower	-	-	40,000	-	-	-	-	-	-	-	40,000
083.221 Lake Weed Harvester Replacement	-	-	-	500,000	-	-	-	-	-	-	500,000
083.202 Parade Float Chassis	-	-	-	20,000	-	-	-	-	-	-	20,000
083.154 Snow Blower	-	-	-	-	150,000	-	-	-	150,000	-	300,000
083.200 One-Ton Truck With Plow & Slip-In Sander	-	-	-	-	85,000	-	-	-	-	-	85,000
083.187 Truck for Facilities Dept	-	-	-	-	50,200	-	-	-	-	-	50,200
083.126 Aerator	-	-	-	-	31,000	-	-	-	-	-	31,000
083.206 Fleet Services Service Truck	-	-	-	-	-	150,000	-	-	-	-	150,000
083.199 Asphalt Hot Box Trailer	-	-	-	-	-	74,000	-	-	-	-	74,000
083.128 Backhoe/Loader	-	-	-	-	-	-	165,000	-	-	-	165,000
083.208 Ice Breaker Attachment	-	-	-	-	-	-	-	60,000	-	-	60,000
083.212 Utility Roller	-	-	-	-	-	-	-	50,000	-	-	50,000
083.211 Turf Vac Sweep	-	-	-	-	-	-	-	41,000	-	-	41,000
083.213 Heavy Duty Truck & Box	-	-	-	-	-	-	-	-	86,000	-	86,000
083.177 Vehicle for Refrig Controls Tech	-	-	-	-	-	-	-	-	52,000	-	52,000
083.225 3/4 Ton Truck	-	-	-	-	-	-	-	-	-	52,500	52,500
083.227 Truck - Operator Infrastructure Maintenance	-	-	-	-	-	-	-	-	-	52,500	52,500
Total: Equipment Services Capital Program	4,151,400	1,471,100	2,267,000	2,560,000	1,293,200	2,272,600	648,400	2,508,000	456,500	258,000	17,886,200
<i>* Project expenditures include the purchase of one 2-ton service body truck and two general pick-up trucks</i>											
Facilities - Major Facilities											
087.163 West Campus Site Master Plan	100,000	-	-	-	-	-	-	-	-	-	100,000
087.173 Partnership Opportunities	-	-	7,900,000	-	-	-	-	-	-	-	7,900,000
087.161 North Fire Hall*	-	-	-	TBD - \$8.0M	-	-	-	-	-	-	-
087.151 City of Leduc Facilities Master Plan	-	-	-	-	150,000	-	-	-	-	150,000	300,000
087.162 West Public Works Satellite Shop (no land cost included)	-	-	-	-	-	-	-	152,000	1,117,000	-	1,269,000
087.164 West Campus Twin Arenas	-	-	-	-	-	-	-	2,167,000	15,893,000	-	18,060,000
087.166 Twin field houses West Campus**	-	-	-	-	-	-	-	2,880,000	21,120,000	-	24,000,000
087.172 Community Hub (Alexandra Arena re-purpose)	-	-	-	-	-	-	-	-	-	12,537,000	12,537,000
087.165 Park and Ride location west campus	-	-	-	-	-	-	-	225,000	1,500,000	-	1,725,000
Total: Facilities - Major Facilities	100,000	-	7,900,000	-	150,000	-	-	5,424,000	39,630,000	12,687,000	65,891,000
<i>* Actively pursuing partnership opportunities</i>											
<i>** This project could be accelerated as there is a potential to partner with BGRSD</i>											
<i>It is important to recognize there are projects in years 2029 - 2033 that total \$23.0M as a part of the Facilities Master Plan.</i>											

Infrastructure & Planning 2019 - 2028 Capital by Program

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Facility Restorations and Improvements											
086.372 LRC Energy efficiency projects	1,252,519	-	-	-	-	-	-	-	-	-	1,252,519
086.267 Protective Services Building Capital Renewal	1,127,949	-	-	-	-	20,173	-	-	257,243	-	1,405,365
086.266 LRC Capital Renewal Project	980,944	426,441	-	-	249,448	44,381	-	440,619	140,000	-	2,281,833
086.303 Energy Efficiency Projects	580,791	-	-	-	-	-	-	-	-	-	580,791
092.371 Digital Sign Replacement	250,000	125,000	-	-	-	-	-	-	-	-	375,000
086.274 LRC Pool Old Mechanical Room Renovations PHII	226,292	30,548	-	-	38,989	1,063,774	310,805	-	-	32,718	1,703,126
086.305 OPS Capital Renewals	86,000	-	-	-	-	-	-	-	-	-	86,000
087.145 Capital Equipment Renewal LRC	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
086.304 Building Security Enhancements	50,000	50,000	-	50,000	-	50,000	-	50,000	-	50,000	300,000
086.263 Alexandra Arena Capital Renewal*	37,847	731,800	-	-	-	-	-	14,528	48,250	-	832,425
086.308 Rental Properties Capital Renewal	35,000	-	-	-	-	-	-	-	-	-	35,000
086.261 Telford House Facility Rehabilitation	30,750	15,000	-	-	-	43,000	-	-	26,496	-	115,246
086.262 Civic Centre Capital Renewal	10,104	-	-	12,801	-	33,622	-	-	-	-	56,527
086.275 LRC Second Level Program Expansion	-	-	485,000	3,553,000	-	-	-	-	-	-	4,038,000
086.311 Reconfigure lease space to Office*	-	-	250,000	-	-	-	-	-	-	-	250,000
086.309 OPS staff Parking	-	-	-	600,000	-	-	-	-	-	-	600,000
086.310 OPS office space reconfiguration	-	-	-	112,000	818,000	-	-	-	-	-	930,000
086.255 Civic Centre Building Renovations	-	-	-	-	-	-	-	788,000	5,775,000	-	6,563,000
086.295 Stageworks Capital renewals	-	-	-	-	-	-	-	-	25,839	-	25,839
Total: Facility Restorations and Improvements	4,718,196	1,428,789	785,000	4,377,801	1,156,437	1,304,950	360,805	1,343,147	6,322,828	132,718	21,930,671
<i>* Subject to future decisions of long term facilities master plan</i>											
Office Equipment Replacement Program											
091.040 Furniture/Workstation Replacement	88,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	268,000
Total: Office Equipment Replacement Program	88,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	268,000
Offsite Levies											
075.058 Southeast Boundary Road (Hwy 2A to Coady Blvd.) - #43	3,750,000	-	-	-	-	-	-	2,400,000	-	-	6,150,000
075.070 50 Ave Widening (Fire Hall to 74 Street) #18	800,000	-	-	-	-	-	-	-	-	-	800,000
075.084 Tribute Water Main Highway Crossing - W4	700,000	-	-	-	-	-	-	-	-	-	700,000
075.056 Spine Road (Allard Avenue to 65th Avenue East) - 2L #64	250,000	2,400,000	-	-	-	-	-	-	-	-	2,650,000
075.067 Grant MacEwan South (50th Ave to Black Gold Drive) 2L-4L - #75	200,000	-	-	1,400,000	-	-	-	-	-	-	1,600,000
075.072 74th Street (50th Ave to Woodbend) - #10	-	-	1,430,000	-	-	-	-	-	-	-	1,430,000
075.086 50 Street turn bay - #87	-	-	-	150,000	-	-	-	-	-	-	150,000
075.083 Water Distribution Main across HWY2 for 65th Ave development - V	-	-	-	-	2,600,000	-	-	-	-	-	2,600,000
075.045 Coady Boulevard (Meadowview Blvd to SE Boundary Road) #55	-	-	-	-	1,500,000	-	-	1,500,000	-	-	3,000,000
075.071 74th Street (50th Avenue to Crystal Creek) - #12	-	-	-	-	1,430,000	-	-	-	-	-	1,430,000
075.073 Traffic Signal - Spine Road and Airport Road - #65	-	-	-	-	165,000	-	-	-	-	-	165,000
075.081 East Industrial Lift Station and Force Main - S10	-	-	-	-	-	9,000,000	-	-	-	-	9,000,000
075.077 Spine Road - 65th Avenue East to Lakeside Industrial - #70	-	-	-	-	2,800,000	-	-	-	-	-	2,800,000
075.054 50th Avenue (Deer Valley Drive to west of Fire Hall access) - #19	-	-	-	-	-	-	525,000	-	-	-	525,000
075.053 NW Reservoir and Pump Station -W8	-	-	-	-	-	-	-	16,000,000	-	-	16,000,000
075.085 45th/43rd Street (175m North of 70th Ave to 82nd Ave) - #47	-	-	-	-	-	-	-	6,400,000	-	-	6,400,000
075.087 HWY2 Water fill line crossing for 65th Ave reservoir - W9	-	-	-	-	-	-	-	1,350,000	-	-	1,350,000
075.080 Corinthia Sanitary Storage - S3	-	-	-	-	-	-	-	683,000	-	-	683,000
075.088 Traffic Signals - 74th Street and 50th Ave - #25	-	-	-	-	-	-	-	-	-	262,000	262,000
075.089 Traffic Signal - 65 Ave/ Spine Road - #69	-	-	-	-	-	-	-	-	-	262,000	262,000
075.090 Traffic Signal - Grant MacEwan and 65 Ave - #73	-	-	-	-	-	-	-	-	-	262,000	262,000
Total: Offsite Levies *	5,700,000	2,400,000	1,430,000	1,550,000	5,695,000	11,800,000	525,000	3,900,000	24,433,000	786,000	58,219,000
<i>* The development agreement must be substantially completed prior to initiation of any offsite levy project</i>											
Planning Department Capital Program											
079.040 Municipal Development Plan	225,000	-	-	-	-	350,000	-	-	-	-	575,000
079.030 Intermunicipal Development Plan	200,000	-	-	-	200,000	-	-	-	-	-	400,000
079.060 Land Use Bylaw	-	175,000	-	-	-	200,000	-	-	-	-	375,000
079.128 Leduc Area Redevelopment Plans	-	-	150,000	-	-	-	-	-	-	-	150,000
079.151 Urban Agriculture Strategy	-	-	150,000	-	-	-	-	-	-	-	150,000
079.124 Attainable Housing Strategy Development	-	-	20,000	-	-	-	-	-	-	-	20,000
079.134 Downtown Redevelopment Plan	-	-	-	400,000	-	3,000,000	1,500,000	1,500,000	-	-	6,400,000
Total: Planning Department Capital Program	425,000	175,000	320,000	400,000	200,000	3,550,000	1,500,000	1,500,000	-	-	8,070,000
Public Services Capital Program											
080.232 Multiway Overlays	100,000	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	1,075,463
080.231 Parking Lot Improvements	75,000	50,000	76,500	52,020	79,591	54,122	82,806	56,308	86,151	57,434	669,932
080.220 Traffic Control Device Improvements	70,000	70,000	71,400	72,828	74,285	75,770	77,286	78,831	80,408	82,016	752,824
080.253 Pedestrian Crosswalk Signals	64,000	65,280	66,586	67,917	69,276	70,661	72,074	73,515	74,985	76,485	700,779
080.287 Tree Replacement	50,000	50,000	50,000	-	-	-	-	-	-	-	150,000
080.288 Landscape Standards Update	50,000	-	-	-	-	-	-	-	-	-	50,000
080.252 Portable Electronic Signs	30,000	-	-	30,000	-	-	30,000	-	-	30,000	120,000
080.290 Eco Station Fibre Optic Utility Extension	20,000	100,000	-	-	-	-	-	-	-	-	120,000
080.285 Fountain Replacement	15,000	-	15,000	-	15,000	-	-	-	-	-	45,000
080.289 Eco Station IT Equipment	15,000	-	-	-	-	-	-	-	-	-	15,000
080.282 Outdoor Skate Path	10,000	25,000	-	-	10,000	-	-	10,000	-	-	55,000
080.264 Speed Awareness Signs	6,000	12,000	6,120	12,485	6,242	12,989	6,367	13,514	6,495	13,784	95,996
080.259 Railway Crossing Rehabilitation	-	200,000	-	-	-	-	100,000	-	-	-	300,000
080.247 Cemetery - Columbarium	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000	250,000
080.260 Cemetery Fence Repairs	-	50,000	-	-	-	-	-	-	-	-	50,000
080.248 Seasonal Lights	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000	100,000
080.277 Cemetery Development	-	-	-	2,165,000	3,000,000	-	-	-	-	-	5,165,000
080.268 Resurface Tennis Courts	-	-	-	-	45,000	-	-	-	-	-	45,000
Total: Public Services Capital Program	505,000	792,280	387,606	2,574,290	3,405,515	391,785	478,941	414,784	362,908	446,885	9,759,994
Transit											
010.015 Bus Purchase for Route 10	420,000	-	-	-	-	-	-	-	-	-	420,000
010.007 Smart Bus	318,000	-	-	-	-	-	-	-	-	-	318,000
010.013 Smart Fare	51,000	-	-	-	-	-	-	-	-	-	51,000
010.014 Leduc Transit Park & Ride	50,000	450,000	-	-	-	-	-	-	-	-	500,000
Total: Transit	839,000	450,000	-	-	-	-	-	-	-	-	1,289,000

Infrastructure & Planning 2019 - 2028 Capital by Program

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Wastewater Capital Program											
082.030 Infiltration Reduction Program	50,000	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	537,731
082.040 Service Connection Repair	-	160,000	-	160,000	-	160,000	-	160,000	-	160,000	800,000
082.044 New Sanitary Lateral Augers	-	30,000	-	-	-	-	30,000	-	-	-	60,000
082.010 Wastewater Mainline Upgrading/Repair	-	-	-	-	-	-	-	-	34,461	-	34,461
082.042 Lift Station Upgrades	-	-	-	-	-	-	-	-	-	220,000	220,000
Total: Wastewater Capital Program	50,000	240,000	51,000	212,020	53,060	214,122	85,204	216,308	91,895	438,583	1,652,192
Water Department Capital Program											
081.083 Water Meter Annual Purchases	256,700	264,400	272,400	280,500	289,000	297,600	306,500	315,700	325,200	331,700	2,939,700
081.093 Mainline Valve Replacement	107,000	122,000	180,000	110,282	112,485	114,737	117,033	119,373	121,761	124,196	1,228,867
081.070 Distribution System Upgrades-Contract Services/Equipment	55,000	60,000	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000	775,000
081.088 Neighborhood Leak Detection	50,000	-	-	-	-	-	-	-	-	-	50,000
081.097 SCADA Communication System Replacement	-	420,000	-	-	-	-	-	-	-	-	420,000
081.094 Leak Detection Software Module	-	-	-	-	-	75,000	-	-	-	-	75,000
081.080 Reservoir Improvements	-	-	-	-	-	-	-	-	-	135,000	135,000
Total: Water Department Capital Program	468,700	866,400	517,400	460,782	476,485	567,337	508,533	525,073	541,961	690,896	5,623,567
Total Expense	29,244,796	23,077,369	37,230,706	31,738,993	22,676,297	31,232,494	20,727,283	30,121,454	81,825,092	25,488,622	333,363,106
Debt Funded	5,583,310	-	17,900,000	-	-	-	-	-	-	-	23,483,310
Unfunded	-	-	400,000	4,100,000	525,000	3,000,000	2,300,000	7,487,000	43,905,000	12,537,000	74,254,000

Note: All projects costs after 2020 could have a range of +/- 20% as a result of detailed design not being completed. These are high level estimates only.

LIBRARY





Operating Budget Summary - LIBRARY (Note)

	2016 Actual	2017 Actual	2018* Actual YTD	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Government Transfers	180,002	231,579	263,544	265,814	265,814	265,814	265,814
Rent Revenue	1,905	1,983	2,110	1,500	1,500	1,500	1,500
Sale of Services	1,061,980	1,042,007	812,992	1,071,420	1,122,352	1,123,638	1,125,949
Total Revenues	1,243,886	1,275,568	1,078,646	1,338,734	1,389,666	1,390,952	1,393,263
Expenditures							
Employee Benefits	129,915	128,256	121,741	160,394	166,421	166,421	166,421
Salaries & Wages	669,113	693,966	674,564	749,632	789,978	789,978	789,978
Total Staff Costs	799,027	822,222	796,305	910,026	956,399	956,399	956,399
Contract Services	67,528	85,701	82,479	81,507	101,641	81,641	81,641
General Services	2,317	2,304	2,154	2,500	2,600	2,700	2,700
Materials & Supplies	162,199	165,410	157,851	183,500	189,000	186,000	184,000
Other Expenses	126,007	131,141	100,394	133,859	139,526	143,712	148,023
Telephone & Communications	3,673	3,769	3,427	5,100	5,100	5,100	5,100
Training & Development	14,983	13,861	16,100	14,900	15,400	15,400	15,400
Total Operational Costs	376,708	402,186	362,406	421,366	453,267	434,553	436,864
Total Expenditures	1,175,736	1,224,407	1,158,711	1,331,392	1,409,666	1,390,952	1,393,263
Net of Revenue Over Expenditures	68,151	51,160	(80,065)	7,342	(20,000)	(0)	(0)
Net Interfund Transfers							
Transfers to Reserves	(68,151)	(174,199)	0	(15,000)	(15,000)	(15,000)	(15,000)
Transfers from Reserves	0	125,190	0	9,500	35,000	15,000	15,000
Total Interfund Transfers	(68,151)	(49,009)	0	(5,500)	20,000	0	0
"Net Surplus (Deficit)"	(0)	2,151	(80,065)	1,842	(0)	(0)	(0)

Note

Community Adult Learning Council moved from the City of Leduc Family & Community Support Services to the Library in June 2018.

GRANTS TO ORGANIZATIONS



Ongoing Community Support

Budget

Organizations	2018	2019	2020	2021
Finance Section: Additional Community Support in Operational Base				
Black Gold Citizens on Patrol (under contract)	10,000	10,000	10,000	10,000
Leduc Golf & Country Club (under contract)	11,000	11,000	11,000	11,000
Leduc Boys & Girls Club (under contract)	100,000	100,000	100,000	100,000
Leduc & District Food Bank	60,000	60,000	60,000	60,000
Leduc & District Emergency Shelter Association (HUB)	25,000	25,000	25,000	25,000
Leduc & District Victim Services	50,000	60,000	62,500	65,000
Leduc Community Living Association	25,000	25,000	25,000 *	25,000 *
St. Vincent de Paul	5,000	5,000	5,000	5,000 **
Santa's Helpers Society	5,000	5,000	5,000	5,000
Leduc LINX	65,000	65,000	65,000 *	65,000 *
Family Violence Prevention Team	10,500	11,200	11,800	11,800 **
Rise Up Society Alberta	35,000	40,093	40,835	42,552
Total Community Support and/or Grants in Operational Base	401,500	417,293	421,135	425,352

Notes: these organizations are part of the operational base

* 2020 and 2021 estimated amounts

** 2021 estimated amount

Grants to Organizations

Organizations	Budget			
	2018	2019	2020	2021
Ad Hoc Committee				
Downtown Business Association - operational	40,000	64,000	50,000	50,000
One Time Funding	-40,000	-64,000 *		
Parks, Recreation and Culture Board				
AB Legacy Dev. Society - Grain Elevator	18,000	18,000	18,000	18,000 *
Alberta Dairy Congress & Trade Show Society	20,000	20,000	20,000	20,000 *
Black Gold Rodeo & Exhibition Assoc.	50,000	25,000	25,000	25,000 *
Leduc #1 Energy Discovery Centre(Canadian Petro Interpretive Ctr Leduc #1)	19,500	20,475	20,475 *	20,475 *
Leduc & District Historical Society	37,508	37,008	37,008	37,008 *
Leduc & District Minor Football	24,643			
One Time Funding (Equipment)	-24,643			
Leduc 4-H Beef Club	1,100	1,100	1,100	1,100 **
Leduc Art Club	5,000	5,000	5,000	5,000 **
Leduc Drama Society	14,500	14,500	14,500	14,500 **
Leduc Happy Homesteaders*	6,200	6,500	6,400	6,400 **
Leduc Kanata Gymnastics*	35,000			
One Time Funding (Equipment)	-35,000			
Leduc Music Festival Assoc.	5,000	5,500	6,000	6,000 **
Leduc Riggers Jr. B Hockey Club	7,500	7,500	7,500 *	7,500 *
Royal Canadian Legion Br. 108	10,000	10,000	10,000	10,000 **
East Elementary School Parents Association		20,000		
One Time Funding (Basketball Court)		-20,000		
Family and Community Support Services				
Jack & Jill Preschool	18,000	18,000	18,000	18,000 **
Total: Less One-Time	311,951	272,583	238,983	238,983
One Time Capital Grant Requests	-99,643	-84,000		
Total Funding Required	212,308	188,583	238,983	238,983
Total Funding Approved in Budget	212,308	212,308	212,308	212,308
Notes:				
* indicates new application for 2020 - 2020 & 2021 are estimated amounts				
** indicates new application for 2021 - 2021 is estimated amount				

FEE BYLAW

CHINA REGION SOUTHWEST WATER SERVICES
BOUNDARY PUMP STATION

Bylaw No. 1006-2018

A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ESTABLISH FEES AND RATES FOR SERVICES PROVIDED BY THE MUNICIPALITY.

WHEREAS: Pursuant to section 7 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, a Council may pass bylaws for municipal purposes respecting the following matters:

- (a) people, activities and things in, on or near a public place or place that is open to the public; and
- (b) services provided by or on behalf of the municipality;

AND: Pursuant to section 8 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, a Council may pass bylaws for municipal purposes respecting the following matters:

- (a) provide for a system of licences, permits or approvals, including any or all of the following:
 - i) establishing fees for licences, permits and approvals, including fees for licenses, permits and approvals that may be in the nature of a reasonable tax for the activity authorized or for the purpose of raising revenue;
 - ii) establishing fees for licences, permits and approvals that are higher for persons or businesses who do not reside or maintain a place of business in the municipality.

THEREFORE: The Council of the City of Leduc in the Province of Alberta duly assembled, hereby enacts as follows:

PART I: TITLE AND PURPOSE

1. That this Bylaw may be cited as the “Fees 2019 Bylaw” or “Fees Bylaw”.
2. The purpose of this bylaw is to establish fees that must be charged for the licenses, permits and approvals provided by the City.

Bylaw No. 1006-2018

PART II: DEFINITIONS

3. In this bylaw, unless the context otherwise requires:
- a) “**City**” means the municipal corporation of the City of Leduc;
 - b) “**City Manager**” means the chief administrative officer of the City;
 - c) “**Council**” means the municipal council of the City;

PART III: PLANNING AND INFRASTRUCTURE

ENGINEERING AND PUBLIC SERVICES

4. The following user fee charges are established in accordance with Section 15 of Waste Bylaw No. 800-2012:

(1) Base Rate per month, or any portion thereof, to be levied against each Residential Dwelling	\$22.50
(2) Additional cart rental and curbside collection - per month (minimum 6 month term)	
(a) Waste Cart	\$12.00
(b) Organics Cart	\$8.00
(3) Eco Station-Bagged Waste Fee – per visit	
(a) First bag	\$0.00
(b) Additional bags – per bag	\$2.00
(4) Lost or Damaged Cart	\$60.00
(5) Cart Delivery Fee	\$25.50

Bylaw No. 1006-2018

5. The following fees, rates and other charges are established in accordance with Section 11 of the Water Bylaw No. 738-2010:

- | | |
|---|---|
| (1) Account Initiation Fee | \$25.00 |
| (2) Administrative fee for transferring unpaid utility arrears to property taxes | \$35.00 |
| (3) Reconnection Fee | |
| (a) Monday - Friday, 7:00 a.m. to 4:30 p.m. (regular business hours) | \$50.00 |
| (b) Anytime other than listed in (a) | \$100.00 |
| (4) Callout Charge | |
| (a) Callback charge for water meter installation or repair | \$50.00 Admin Fee for re-booking a missed appointment |
| (5) Application for new service connection (by meter size) | |
| (a) 15mm (5/8") | \$350.00 |
| (b) 20mm (3/4") | \$365.00 |
| (c) 25mm (1") | \$410.00 |
| (d) 40mm (1.5") | \$1,400.00 |
| (e) 50mm (2") | \$1,605.00 |
| (f) 75mm (3") | \$2,005.00 |
| (g) 100mm (4") | \$3,295.00 |
| (h) 150mm (6") | \$5,460.00 |
| (6) Meter Testing Charge | \$150.00 |
| (7) Hydrant Maintenance (Privately Owned Hydrants) | |
| (a) Hydrant Inspection | \$100.00/inspection |
| (Any inspection/test performed on a hydrant that is not registered with the City of Leduc's Public Services Department) | |

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- | | |
|--|---|
| (b) Hydrant Checks (Spring/Fall) | \$50.00/check |
| (A routine inspection on a hydrant that has been registered with the City of Leduc's Public Services Department) | |
| (c) Hydrant Repair | \$150.00 per hour plus cost of materials used and 5% administration fee |
| (8) Sale of Bulk Water/Grass Meter Accounts | |
| (a) Meter Rental Fee | \$50.00 |
| (b) Rate per cubic meter | \$2.82 |
| (c) Bulk Water Hydrant Meter Deposit | \$500.00 |
| (9) Residential Water Consumption Charge per Cubic Meter | \$2.47 |
| (10) Residential Fixed Monthly Service Charge | \$9.84 |
| (11) Non-Residential Water Consumption Charge per Cubic Meter | \$2.47 |
| (12) Non-Residential Fixed Monthly Service Charge – Based on Meter Size | |
| (a) 15mm (5/8") | \$9.84 |
| (b) 20mm (3/4") | \$12.30 |
| (c) 25mm (1") | \$22.20 |
| (d) 40mm (1.5") | \$48.10 |
| (e) 50mm (2") | \$82.90 |
| (f) 75mm (3") | \$184.15 |
| (g) 100mm (4") | \$326.30 |
| (13) The following Utility Security Deposits for Non-Owners are established in accordance with Section 41 of the Water Bylaw No. 738-2010: | |
| (a) 15mm (5/8") to 20mm (3/4")* | \$225.00 |
| (b) 15mm (5/8") to 20mm (3/4") ** | \$350.00 |
| (c) 15mm (5/8") to 20mm (3/4") *** | \$500.00 |
| (d) 25mm (1") | \$600.00 |

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(e) 40mm (1.5")	\$1,100.00
(f) 50mm (2")	\$1,500.00
(g) 75mm (3")	\$2,500.00
(h) 100mm (4") or greater	\$5,000.00

Notes:

- * Upon application (with no previous disconnection warning notices).
- ** After receipt of first disconnection warning notice.
- *** After receiving second disconnection warning notice.

(14) Late Payment Charge

- (a) 2.5% charge applied on all overdue water fees and charges.

6. The following fees, rates and charges levied on all lands served by or connected to the sewage system of the City, are established in accordance with Section 7.2 of the Sewers Bylaw No. 798-2012:

- (1) Wastewater charges are based on a minimum fixed charge plus a metered water consumption charge for all customers including but not limited to Residential (single family, apartments, condominiums, mobile home parks), Commercial and Industrial Customers.

(a) Fixed Charge	\$8.40/month
(b) Consumption Charge	\$1.66/m ³

- (2) Overstrength charges - overstrength charges are collected by multiplying the amount specified as the charge by the number of cubic meters of sewage that exceeds concentration indicated for that matter:

(a) Biochemical Oxygen Demand	
Overstrength charge applies above 300 mg/l	\$0.3134 / kg
(b) Chemical Oxygen Demand	
Overstrength charge applies above 600 mg/l (or twice the B.O.D. concentration of sewage, whichever is greater)	\$0.3134 / kg
(c) Oil & Grease	
Overstrength charge applies above 100 mg/l	\$0.2796/ kg

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(d) Phosphorus	
Overstrength charge applies above 10 mg/l	\$12.8519/ kg
(e) Suspended Solids	
Overstrength charge applies above 300 mg/l	\$0.2745/ kg
(f) Total Kjeldahl Nitrogen	
Overstrength charge applies above 50 mg/l	\$1.9778/ kg
(3) Stormwater	
(a) Minimum Fixed Charge	\$5.00/month
(4) Camera inspection of sewer service	\$125.00
(5) Augering of sewer service	\$150.00
(6) Augering and Camera combined on same visit	\$200.00
(7) Hydro Vac/Flushing – Hourly Rate	\$200.00
(8) Storm Sewer System Thawing – Hourly Rate	\$200.00
(9) Late Payment Charge	
(a) 2.5% charge applied on all overdue sewer fees and charges.	

7. The following charges relating to the sale of lots, opening and closing of graves, transfer of lots, monument permits and other applicable fees are established in accordance with Sections 2.6 (f)(g) and Section 6.1 of the Cemetery Bylaw No. 483-2000:

(1) Lots	
(a) Large Lot	\$850.00
(b) Medium Lot	\$475.00
(c) Small Lot	\$100.00
(d) Veterans Lot	N/C

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(2) Cremation Lot	
(a) Single	\$450.00
(b) Double	\$550.00
(c) Veterans Cremation	N/C
(3) Columbariums	
(a) Niche for 1 urn:	
i) 1st and 2nd Levels	\$1,100.00
ii) 3rd and 4th Levels	\$1,300.00
(b) Niche for 2 urns:	
i) 1st and 2nd Levels	\$1,350.00
ii) 3rd and 4th Levels	\$1,550.00
(4) Opening and Closing	
(a) Standard	\$500.00
(b) Deep	\$650.00
(c) Standard Medium	\$300.00
(d) Standard Small	\$250.00
(e) Standard Cremation	\$200.00
(f) Open Only (Cremation)	1 open/close charge if 2 urns are placed at the same time.
(g) Columbarium	\$100.00
(h) Standard Veterans	\$450.00
(i) Deep Veterans	\$600.00
(j) Overtime Premiums (Saturday, Sunday, Holiday)	\$250.00
(k) Weekday Late Fee for Interment (Burial or Cremains inurnment) (Entering Ceremony after 4:00 p.m.)	\$75.00
(l) Columbarium Opening Overtime Premium (Weekends, Holidays and after 4:00 p.m. Weekdays)	\$50.00

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(5) Monument Permit Fees	
(a) Single	\$50.00
(b) Double	\$75.00
(6) Transfer Lot Fee	\$25.00
8. Miscellaneous Charges	
(a) Garden Plot Rental	\$25.00
(b) Parking Lot Cleaning – Street Sweeper & Operator – hourly	\$150.00
(c) Parking Lot Cleaning – Labour – hourly	\$50.00

PLANNING AND DEVELOPMENT

9. The following fees payable for any permit issued pursuant to the Safety Codes Permit Bylaw are established in accordance with Section 23 of the Safety Codes Permit Bylaw No. 939-2016:

Permits in the Building Discipline

- (1) The fee for each permit shall be calculated on prevailing market value of the work to be undertaken, and shall be submitted at the time of application or upon receipt of a permit from the Planning and Development Department.
- (2) The Safety Codes Officer may place a market value of the work to be undertaken for the purpose of determining the permit fee.
- (3) If no work, including excavation, has been started before the issuance of a permit, the fee shall be \$6.00 per \$1,000.00 of market value, with a minimum fee of \$60.00.
- (4) In the event that any work, including excavation, has been started before the issuance of a permit, the permit fee shall be double the fee required in Items 3 and 7 and shall be submitted at the time of application for a permit.
- (5) A permit expires if the undertaking to which it applies has not commenced within 90 days of the date of issue of the permit, or work is suspended or abandoned for

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a period exceeding 120 days as may be determined at the discretion of the Authority Having Jurisdiction, or the undertaking is not completed within 365 days from the date of issue of the permit.

When the term of a permit has not expired, a permit issuer may, in writing, and on the written request of the permit holder, extend the permit for an additional fixed period of time that the permit issuer considers appropriate.

In the event that a permit has expired, on written request by the permit holder, and at the discretion of the permit issuer, may in writing reinstate the permit for an additional fixed period that the permit issuer considers appropriate, provided no changes have been made or will be made to the original plans and specifications for such work. A fee of one half of the original permit fee will apply. Safety Codes Council fees apply where applicable by SCC policy.

- (6) In the event that the documents submitted with an application for a permit contain substantial errors or omissions and the documents have to be submitted again, a fee equal to one quarter of the amount required under Items 3 and 7 shall be charged for each and every re-examination.
- (7) A fee for each heating and ventilation permit shall be submitted at the time of application and shall consist of the following:
- (a) Single family, two family or residential unit with independent heating system per furnace, boiler hot water coil, heating appliance or hydronic heating system. \$45.00
 - (b) In accordance with the Safety Codes Act Permit Regulation, a HVAC permit is not required for the replacement of a furnace in a single dwelling unit. Exemption of a permit requirement does not exempt compliance with the requirements of the Alberta Building Code \$0.00
 - (c) Geothermal Heating System or Solar Heating System \$180.00
 - (d) Other buildings, per boiler, hot water coil, make up air system, package heat/cool system, furnace incorporating a split system air conditioner, furnace, heating appliance or hydronic heating system;
 - i) Up to and including 400,000 B.T.U. \$45.00
 - ii) 400,000 to 1,000,000 B.T.U. \$90.00
 - iii) Over 1,000,000 B.T.U. \$110.00
 - (e) In other than a single dwelling unit, appliance replacement of boiler, hot water coil, make up air system, package heat/cool system, furnace, heating appliance or alterations, and extensions of duct or pipe systems. \$40.00
 - (f) Per air to air exchanger/heat recovery ventilator \$40.00

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- (g) Per commercial cooking exhaust canopy \$40.00
- (h) In the event that any work has been started for the installation, repair or alteration of any heating, ventilating or air conditioning system, the permit fee shall be double the required fee and shall be submitted at the time of application for a permit.
- (8) Where the applicant for a permit is the owner and occupier of the building within which the work is to be done, and obtains the material and personally undertakes the installation, then the permit fee shall be based on twice the prevailing retail market cost of the material. A Safety Codes Office may place a market value of the work to be undertaken for the purpose of determining the permit fee.
- (9) An additional fee of \$100.00 may be assessed when an inspection is required and the Safety Codes Officer finds the work not ready for inspection, or the work or equipment does not meet the required standards, or the Safety Codes Officer is unable to gain access for the inspection.
- (10) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.
- (11) Safety Codes Council operational fee is extra as established by SCC fee policy. As established by the Alberta Safety Codes Council.
- (12) Refund
- (a) In case of cancellation of a permit, the City shall retain a minimum \$100.00 refund processing fee. When work has not commenced relative to a permit issued, permit fees may be refunded upon written request to the Safety Codes Authority in accordance with their rules.
- (13) Demolition Permit \$50.00
- (14) Special Inspections, Enforcement, Investigation, Research \$100.00 per hour
- (15) Evaluation of an Alternate Solution Proposal \$100.00 per hour, minimum \$200.00

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- (16) Fast Track Residential Permit Review
- (a) The intent of the Fast Track Residential Permit Approval is to process a Development Permit and Building Permit application within 72 hours (3 business days) starting the day after the receipt of the application where a builder requires the permit process to be expedited. The Applicant shall be responsible to ensure that all plans and documents required by Code are submitted with the application. Where an Applicant has not provided complete information with the application, the 72 hour time period shall not start until all required information is submitted. A fast track fee is in addition to other required permit fees. \$525.00
- (b) When complete information is not submitted with the application an additional fee will be charged. \$100.00
- Note: "Residential" is intended to mean each fee simple single detached dwelling unit and duplex dwelling unit only.
- (17) For construction of a secondary suite in an existing single dwelling unit \$520.00
- (18) Medical Gas System Building Permit \$150.00
- Permits in the Electrical Discipline**
- (19) Residential Underground Service \$70.00
- (20) New Residential Construction Only
- i) Residential up to and including 140 sq. m \$208.00
- ii) Residence larger than 140 sq. m \$235.00
- iii) Apartment Suite/Unit \$104.00

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Note: "Residence" is intended to mean each single dwelling, and each unit of a multi-dwelling building.

Note: "Apartment suite/unit" is intended to mean a suite located in a multi-suite residential building having common corridors, exit stairways and one electrical service from the utility provider to the building.

(21) Operation Fee

i) Safety Codes Council Fee is extra to fees listed in this Schedule. As established by the Alberta Safety Codes Council.

(22) Residential Detached Garage \$84.00

(23) For Other Than New Residential Installation

"Schedule" or "Fee Schedule"

Cost	Permit Fee
\$0.00-\$1,000.00	\$66.00
\$1000.01-\$1,500.00	\$77.00
\$1,500.01-\$2,000.00	\$95.00
\$2,000.01-\$2,500.00	\$103.00
\$2,500.01-\$3,000.00	\$109.00
\$3,000.01-\$3,500.00	\$123.00
\$3,500.01-\$4,000.00	\$130.00
\$4,000.01-\$4,500.00	\$144.00
\$4,500.01-\$5,000.00	\$150.00
\$5,000.01-\$5,500.00	\$157.00
\$5,500.01-\$6,000.00	\$164.00
\$6,000.01-\$6,500.00	\$171.00
\$6,500.01-\$7,000.00	\$177.00
\$7,000.01-\$7,500.00	\$184.00
\$7,500.01-\$8,000.00	\$191.00
\$8,000.01-\$8,500.00	\$198.00
\$8,500.01-\$9,000.00	\$204.00
\$9,000.01-\$9,500.00	\$212.00
\$9,500.01-\$10,000.00	\$218.00

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\$10,000.01-\$11,000.00	\$225.00
\$11,000.01-\$12,000.00	\$234.00
\$12,000.01-\$13,000.00	\$239.00
\$13,000.01-\$14,000.00	\$245.00
\$14,000.01-\$15,000.00	\$253.00
\$15,000.01-\$16,000.00	\$260.00
\$16,000.01-\$17,000.00	\$266.00
\$17,000.01-\$18,000.00	\$274.00
\$18,000.01-\$19,000.00	\$280.00
\$19,000.01-\$20,000.00	\$287.00
\$20,000.01-\$21,000.00	\$293.00
\$21,000.01-\$22,000.00	\$301.00
\$22,000.01-\$23,000.00	\$307.00
\$23,000.01-\$24,000.00	\$313.00
\$24,000.01-\$25,000.00	\$321.00
\$25,000.01-\$26,000.00	\$328.00
\$26,000.01-\$27,000.00	\$334.00
\$27,000.01-\$28,000.00	\$341.00
\$28,000.01-\$29,000.00	\$348.00
\$29,000.01-\$30,000.00	\$355.00
\$30,000.01-\$31,000.00	\$361.00
\$31,000.01-\$32,000.00	\$366.00
\$32,000.01-\$33,000.00	\$371.00
\$33,000.01-\$34,000.00	\$376.00
\$34,000.01-\$35,000.00	\$383.00
\$35,000.01-\$36,000.00	\$388.00
\$36,000.01-\$37,000.00	\$393.00
\$37,000.01-\$38,000.00	\$398.00
\$38,000.01-\$39,000.00	\$405.00
\$39,000.01-\$40,000.00	\$410.00
\$40,000.01-\$41,000.00	\$415.00
\$41,000.01-\$42,000.00	\$420.00

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\$42,000.01-\$43,000.00	\$426.00
\$43,000.01-\$44,000.00	\$432.00
\$44,000.01-\$45,000.00	\$437.00
\$45,000.01-\$46,000.00	\$442.00
\$46,000.01-\$47,000.00	\$448.00
\$47,000.01-\$48,000.00	\$453.00
\$48,000.01-\$49,000.00	\$459.00
\$49,000.01-\$50,000.00	\$465.00
\$50,000.01-\$60,000.00	\$519.00
\$60,000.01-\$70,000.00	\$573.00
\$70,000.01-\$80,000.00	\$628.00
\$80,000.01-\$90,000.00	\$682.00
\$90,000.01-\$100,000.00	\$737.00
\$100,000.01-\$110,000.00	\$778.00
\$110,000.01-\$120,000.00	\$820.00
\$120,000.01-\$130,000.00	\$859.00
\$130,000.01-\$140,000.00	\$901.00
\$140,000.01-\$150,000.00	\$942.00
\$150,000.01-\$160,000.00	\$983.00
\$160,000.01-\$170,000.00	\$1,024.00
\$170,000.01-\$180,000.00	\$1,065.00
\$180,000.01-\$190,000.00	\$1,106.00
\$190,000.01-\$200,000.00	\$1,147.00
\$200,000.01-\$210,000.00	\$1,187.00
\$210,000.01-\$220,000.00	\$1,228.00
\$220,000.01-\$230,000.00	\$1,270.00
\$230,000.01-\$240,000.00	\$1,310.00
\$240,000.01-\$250,000.00	\$1,351.00
\$250,000.01-\$300,000.00	\$1,488.00
\$300,000.01-\$350,000.00	\$1,624.00
\$350,000.01-\$400,000.00	\$1,761.00
\$400,000.01-\$450,000.00	\$1,897.00

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\$450,000.01-\$500,000.00	\$2,033.00
\$500,000.01-\$550,000.00	\$2,169.00
\$550,000.01-\$600,000.00	\$2,307.00
\$600,000.01-\$650,000.00	\$2,443.00
\$650,000.01-\$700,000.00	\$2,579.00
\$700,000.01-\$750,000.00	\$2,715.00
\$750,000.01-\$800,000.00	\$2,853.00
\$800,000.01-\$850,000.00	\$2,989.00
\$850,000.01-\$900,000.00	\$3,125.00
\$900,000.01-\$950,000.00	\$3,261.00
\$950,000.01-\$1,000,000.00	\$3,399.00

- (24) To determine the applicable permit fee for owner applicants, the labour cost is considered to be equal to the retail cost of material required for the installation. A permit issuer is not required or obligated to issue an electrical permit to an owner. The permit issuer may require the owner to provide proof of knowledge relative to the electrical installation to be carried out. A permit issuer may issue an electrical permit to the registered owner of a single family dwelling provided that the owner resides in the residence at the time of permit application.
- (25) For installations over \$1,000,000.00, the fee is \$3,112.00 plus \$1.25 per \$1,000 for each \$1,000 that the total amount exceeds \$1 Million.
- (26) Annual permits may be issued to facilities where there are on-going minor electrical installations and alterations being completed. Fees for annual permits will be assessed based on the evaluation of projected work to be completed. The minimum value of an annual permit shall be \$10,000.00. Fees for school annual permits shall be as approved by the Manager, Safety Codes Services.
- (27) When work is commenced before a permit has been obtained, the permit fee shall be double the amount set out in the Fee Schedule.
- (28) An additional fee of \$100.00 may be assessed when an inspection is required and the Safety Codes Officer finds the work not ready for inspection, or the work or equipment does not meet the required standards, or the Safety Codes Officer is unable to gain access for the inspection.

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(29) Operation Fee

(a) Safety Codes Council Fee is extra to fees listed in this Schedule. As established by the Alberta Safety Codes Council.

(30) Exemption

(a) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.

(31) Special Inspections, Enforcement, Investigation, Research \$100.00 per hour

(32) Evaluation of Alternative Solution Proposal \$100.00 per hour, \$200.00 minimum

(33) Refund*

(a) In case of cancellation of a permit within 90 days of the issue date and where work has not commenced, permit fees may be refunded upon written request to the Safety Codes Authority, less a minimum refund processing fee of \$100.00.

(b) *Safety Codes Council Fee is not refundable.

Permits in the Gas Discipline

(34) Residential

- | | |
|---|---------|
| (a) Minimum Fee with a maximum of two (2) outlets | \$75.00 |
| (b) For each additional outlet over two (2) outlets | \$30.00 |
| (c) Alterations, Repairs, Maintenance | \$75.00 |

(35) Commercial/Industrial

- | | |
|--|---------|
| (a) Minimum fee with a maximum of one (1) outlet | \$75.00 |
| (b) Each additional outlet | \$30.00 |
| (c) Alterations, Repairs, Maintenance | \$75.00 |

(36) Residential or Commercial/Industrial Applications

- | | |
|--|----------|
| (a) Appliance Replacements (per appliance) | \$75.00 |
| (b) Special Inspections, Enforcement, Investigation, Research (per hour) | \$100.00 |
| (c) Re-inspection (per inspection) | \$100.00 |

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(d) Temporary Installation Permit	\$75.00
(e) Underground Secondary Service Line	\$75.00
(f) Propane Tank and Service Line	\$75.00
(g) Propane or Natural Gas Filling Station	\$105.00
(h) Special Inspections, Enforcement, Investigation, Research	\$100.00/hr

(37) When work is commenced before a permit has been obtained, the permit fee shall be double the amount set out in the Fee Schedule.

(38) Operation Fee

(a) Safety Codes Council Fee is extra to fees listed in this Section. As established by the Alberta Safety Codes Council.

(39) Refund*

(a) In case of cancellation of a permit within 90 days of the issue date and where work has not commenced, permit fees may be refunded upon written request to the Safety Codes Authority, less a minimum refund processing fee of \$100.00.

(b) *Safety Codes Council Fee is not refundable.

(40) Exemption

(a) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.

Permits in the Plumbing Discipline

(41) Plumbing Permit Fees	Minimum \$60.00 or \$14.00 per fixture, whichever is greater.
(42) Private Sewage Disposal System	\$200.00
(43) Sewage Hold Tank	\$63.00
(44) Evaluation of an Alternate Solution Proposal	\$100.00 per hour, minimum \$200.00

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- (45) Special Inspections, Enforcement,
Investigation, Research \$100.00 per hour
- (46) Permit fees shall be paid at the time of application for the permit.
- (47) When work is commenced before a permit has been obtained, the permit fee shall be double the amount set out in the Fee Schedule.
- (48) An additional permit fee of \$100.00 may be assessed when an inspection is required and the Safety Codes Officer finds the work not ready for inspection, or the work or equipment does not meet the required standards, or the Safety Codes Officer is unable to gain access for the inspection.
- (49) Operation Fee
- (a) Safety Codes Council Fee is extra to fees listed in this Schedule. As established by the Alberta Safety Codes Council.
- (50) Refund*
- (a) In case of cancellation of a permit within 90 days of the issue date and where work has not commenced, permit fees may be refunded upon written request to the Safety Codes Authority, less a minimum refund processing fee of \$100.00.
- (b) *Safety Codes Council fee is not refundable.
- (51) Exemption
- (a) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.

10. The following fees are established to prescribe the application fees for subdivision application pursuant to s. 630.1 of the *Municipal Government Act*, RSA 2000, Chapter M-26.

- (1) Application Fee
- (a) The following fees shall be submitted at the time of application to the City of Leduc Subdivision Approving Authority:
- (i) Single Detached Residential and
Two Dwelling Unit (duplex) Parcels \$220.00 per parcel

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(ii) Multiple Dwelling Residential Parcels and Bareland Condominium	\$220.00 per parcel
(iii) Commercial	\$220.00 per parcel
(iv) Industrial	\$220.00 per parcel
(v) Urban Services	\$220.00 per parcel
(vi) Urban Reserve	\$220.00 per parcel
(vii) Park	\$220.00 per parcel

(2) Endorsement Fee

(a) Prior to endorsement of the plan of survey or the C. of T., a fee for each new title, as specified below shall be submitted to the City:

(i) Single Detached Residential and Two Dwelling Unit (duplex) Parcels	\$210.00 per parcel
(ii) Multiple Dwelling Residential Parcels	\$210.00 per parcel
(iii) Commercial	\$210.00 per parcel
(iv) Industrial	\$210.00 per parcel
(v) Urban Services	\$210.00 per parcel
(vi) Urban Reserve	\$210.00 per parcel
(vii) Park	\$210.00 per parcel

(viii) Bareland Condominium or Redivision of a Phased Condominium	\$40.00 per parcel
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11. The following applicable Development Permit Fees are established in accordance with Section 9.1.1.6. of the Land Use Bylaw No. 809-2013:

(1) Notification fee for Discretionary Uses	\$210.00
(2) Amendment to Issued Development Permit	At the Development Officer's Discretion, but in no case exceeding original permit application fee.

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(3) Single Detached Dwelling	\$110.00 per dwelling
(4) Showhome	\$54.00 per dwelling
(5) Duplex Dwellings	\$110.00 per dwelling unit
(6) Tri-plex/Four-plex/Townhouse Dwellings (Street-Fronting)	\$110.00 per dwelling unit
(7) Apartments	\$262.00 + \$47.00/dwelling unit
(8) Multi-Unit Residential Development (condominium developments)	\$262.00 + \$47.00/dwelling unit
(9) Hotels/Motels	\$262.00 + \$47.00/suite
(10) Manufactured Home	\$66.00
(11) Commercial/Industrial	\$157.00 + \$0.30 per \$1000.00 value
(12) Accessory Building over 18.58 m ²	\$33.00
(13) Sheds over 10.0 m ²	\$33.00
(14) Residential Building Addition (exempting apartments)	\$33.00
(15) Residential Secondary Suite	\$54.00
(16) Garage Suite	\$54.00 + \$0.30/\$1,000.00 value

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(17) Garden Suite	\$54.00 + \$0.30/\$1,000.00 value
(18) Home Occupation	\$81.00
(19) Live Work Unit - Commercial	\$81.00
(20) Radio Communication Facility	\$110.00
(21) Signs:	
(a) permanent	\$105.00
(b) all other types	\$105.00
(c) * no fee for signs advertising special events and general public interest such as charity drives, health and safety campaigns, amateur athletic and sports events and city-wide celebrations or signs for a non-profit group at the Development Officer's discretion.	
(22) Change of Use	\$54.00
(23) All Other Development Permits	\$54.00 + \$0.30/\$1,000.00 value
(24) Development Permit Extension Fee	One half of the original permit fee
(25) Prior to issuance of Development Permit: Third and subsequent submission of plans required to review unaddressed deficiencies	\$52.00/review
(26) Development started prior to issuance of Development permit	Double the applicable fees

Bylaw No. 1006-2018

12. The following fees and charges are hereby established pursuant to s. 630.1 of the *Municipal Government Act*, RSA 2000, Chapter M-26:

- (1) Letters Respecting Compliance
 - (a) Single Detached Residential Dwellings and Duplexes \$90.00/letter
 - (b) Rush Service (within 72 hours) \$135.00/letter
 - (c) Multiple Dwelling Residential / Commercial /
Industrial / Government / Institutional \$135.00/letter
 - (d) Variance Certificate \$80.00/application

- (2) Redistricting
 - (a) All land use districts except Direct Control (DC) \$900.00/application
plus an additional \$800.00 for advertisement per application
 - (b) Direct Control \$1,300.00/application
plus an additional \$800.00 for advertisement per application

- (3) Area Structure Plans / Outline Plans / Area Redevelopment Plans
 - (a) New and Major Amendments \$650.00/application or
\$52.50/gross ha. (whichever
is the greater), plus \$400.00
advertising fee

 - (b) Minor Amendments \$382.00 plus \$400.00
advertising fee

- (4) Conversions to Condominium \$40.00/unit

- (5) Encroachment Agreements \$160.00/agreement plus
registration and legal fees

- (6) Easement Agreements \$110.00/agreement plus
registration and external
legal fees

- (7) Lease Agreements \$156.00/agreement plus
external legal fees

Bylaw No. 1006-2018

(8) Final Grade Certificates	
(a) Single Detached, Fee Simple Duplex, Triplex, Townhouse	\$156.00
(b) Multi-residential, Commercial, Industrial, Government	\$200.00/ha or portion thereof
(9) Charges for Copies of Department Documents	
(a) Land Use Bylaw	
(i) Colour Land Use District Map included	\$45.00
(b) Census Report	\$10.00
(c) Municipal Development Plan	\$25.00
(d) Area Structure / Area Redevelopment Plan / Outline Plan	\$10.00
(e) Annual Report	\$10.00

13. The following fees are established in accordance with Section 5 of the Business Licence Bylaw No. 767-2011:

(1) General	\$150.00*
(2) Non-Resident	\$300.00*
(3) Home-Based Business	\$150.00*
(4) Mobile Business Unit	\$50.00
(5) Licence Replacement Fee	\$15.00
(6) Licence Amendment Fee	\$15.00
(7) Appeal Fee	\$50.00

Bylaw No. 1006-2018

- (8) * The fee payable for a business licence issued after the 31st day of August in any licence year shall be one-half of the fee listed above.

PART IV: PROTECTIVE SERVICES

14. The following fees are established in accordance with Section 41 and Section 42 of the Animal Licencing and Control Bylaw No. 580-2004:

(1)	Licence Fees	Lifetime Licences
	(a) Spayed or Neutered Dog	\$50.00
	(b) Non-Spayed or Non-Neutered Dog	\$100.00
	(c) Guide Dog (regardless of whether Spayed or Neutered)	\$0.00
	(d) Spayed or Neutered Cat	\$50.00
	(e) Non-Spayed or Non-Neutered Cat	\$100.00
(2)	Licence Fees	Yearly Licences
	(a) Spayed or Neutered Restricted Dog	\$100.00
	(b) Non-Spayed or Non-Neutered Restricted Dog	\$250.00
(3)	Replacement Licence Tags	\$5.00

15. The following fees and charges are established in accordance with Section 8 of the Dangerous Goods Transportation Bylaw No. 558-2004:

(1)	Dangerous Goods Off-Route Permit	\$150.00/registered owner of vehicle per year
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16. The following fees and charges are established in accordance with Section 8 of the Fire Services Bylaw No. 351-1995:

(1)	Permit to sell fireworks (low level) or shop goods	\$75.00 annual
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Bylaw No. 1006-2018

(2) Permit to discharge fireworks (low level)	\$10.00
(3) Permit for high hazard fireworks and pyrotechnic displays	\$125.00
(4) Permit for the use of pyrotechnic devices	\$75.00/permit per event
(5) Site inspection and permit for flammable/ combustible fuel tank installation	\$75.00
(6) Site inspection and permit for flammable/ combustible fuel tank removal	\$125.00
(7) Open air fire permit	\$20.00

PART V: PUBLIC TRANSPORTATION

17. The following fees and charges are established for the operation of transportation:

(1) Inter-municipal transit fares (travel to or from Edmonton – Century Park) (Route 1):	
(a) Cash Fares (one-way)	\$5.00
(b) Commuter Plus Monthly Passes	\$90.00
(c) Ticket Books (10 tickets)*	\$45.00
(d) Day Pass *	\$9.00

*Not valid for transfer to Edmonton Transit Route 747.

(1.1) Intra-municipal transit fares (local fares within the City of Leduc and within Leduc County) (Routes 2, 3, 4, 5 and 10):	
(a) Cash Fare (one-way)	\$2.00
(b) Monthly Pass	\$55.00

Bylaw No. 1006-2018

- (1.2) The following persons are not required to pay a fare:
- (a) Children aged 5 and under, when accompanied by a fare-paying customer;
 - (b) Persons holding a valid card from the Canadian National Institute for the Blind; and
 - (c) Post-secondary students with a valid U-Pass.
- (2) Leduc Assisted Transportation Services (LATS)
- (a) Cost per one way trip \$4.00
 - (b) LATS Ticket Book (11 One Way Tickets) \$40.00
 - (c) LATS Monthly Pass \$140.00
- (3) Charter Rates (Two hour minimum)
- (a) LATS Buses \$75.00/hour
 - (b) Community Buses (Arbocs) \$95.00/hour
 - (c) Commuter Buses (New Flyers) \$105.00/hour

18. The following fees and charges are established in accordance with the Taxi Bylaw No. 782-2011:

- (1) Taxi Operation Permit s. 5.2(1)(b) \$150.00/annum**
- (2) Taxi Operation Permit (Non-Resident) s. 8.4(1) \$300.00/annum**
- (3) Taxi Vehicle Permit s. 4.2(1)(b) \$50.00/annum
- (4) Replacement Permit s. 6.6(1) \$15.00
- (5) Permit Reinstatement fee s. 6.5(1)
 - (a) Resident \$50.00
 - (b) Non-Resident \$125.00

** The fee payable for a Taxi Operation Permit issued between December 1st and March 31st shall be one half of the fee listed in section 24 (1) and 24 (2).

Bylaw No. 1006-2018

PART VI: POWERS OF THE CITY MANAGER

19. Without restricting any other power, duty or function granted by this Bylaw, the City Manager may:

- (a) carry out any inspections to determine compliance with this Bylaw;
- (b) take any steps or carry out any actions required to enforce this Bylaw;
- (c) establish forms for the purposes of this Bylaw;
- (d) establish reasonable criteria to be met for a room to be rented including a possible security deposit requirement pursuant to this Bylaw;
- (e) delegate any powers, duties or functions under this Bylaw to an employee of the City.

PART VII: ENACTMENT

20. Bylaw 962-2017 is repealed by this bylaw.

21. This Bylaw shall come into force and effect on January 1, 2019.

READ A FIRST TIME IN COUNCIL THIS ____ DAY OF _____, AD 2018.

READ A SECOND TIME IN COUNCIL THIS ____ DAY OF _____, AD 2018.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS ____ DAY OF _____, AD 2018.

Bob Young
MAYOR

Date Signed

Sandra Davis
CITY CLERK

Charge Schedule



City of Leduc - 2019 Charge Schedule



City Clerk*	2019 Charge	Unit/Per
The following charges are established for the provision of services to the public:		
Assessment Complaint Filing Fee		
Residential	\$50.00	
Commercial - based on assessed value of property:		
\$0 - \$499,999	\$300.00	
\$500,000 plus	\$650.00	
No fees shall be charged for a change in school support.		
If a complainant withdraws a complaint on agreement with the assessor to correct any matter or issue under complaint, any complaint filing fee must be refunded to the complainant.		
Development Appeals		
Appeals respecting any residential development and developments in an Agricultural or Urban Reserve District - For Each Appeal		
	\$125.00	
For all other appeals - For Each Appeal		
	\$125.00	
Subdivision Appeals – For Each Appeal		
	\$125.00	
For searching for, locating and retrieving a record	\$6.75	per 1/4 hour
For producing a record from an electronic record:		
Computer processing and related charges	cost	actual cost to the City
Computer programming	cost	up to \$20.00 per 1/4 hour
For producing a paper copy of a record:		
Photocopies and computer printouts:		
Black and white up to 8 ½" x 14"	\$0.25	per page
Other formats	\$0.50	per page
From microfiche or microfilm	\$0.50	per page
Plans and blueprints	cost	actual cost to the City
For producing a copy of a record by duplication of the following media:		
Microfiche and microfilm	cost	actual cost to the City
Computer disks	\$5.00	per disk
Computer tapes	cost	actual cost to the City
Slides	\$2.00	per slide
Audio and video tapes	cost	actual cost to the City
For producing a photographic copy (colour or black and white) printed on photographic paper from a negative, slide or digital image:		
4" x 6"	\$3.00	
5" x 7"	\$6.00	
8" x 10"	\$10.00	
11" x 14"	\$20.00	
16" x 20"	\$30.00	
For producing a copy of a record by any process or in any medium for format not listed above	cost	actual cost to the City
For preparing and handling a record for disclosure	\$6.75	per 1/4 hour
For supervising the examination of a record	\$6.75	per 1/4 hour
For shipping a record or a copy of a record	cost	actual cost to the City
Requests for Information:		
Environmental Assessment Requests - Per Property	\$80.00	
Other Property Searches - Per Property	\$50.00	

*Charges are established pursuant to s. 630.1 of the Municipal Government Act, RSA 2000, Chapter M-26

*Charges are established in accordance with the Freedom of Information and Protection of Privacy Act s. 93, as amended

Finance	2019 Charge	Unit/Per
Assessment		
Assessment Information	\$75.00	per hour
Fees may be charged on a "per piece" of information	\$25.00	
Mortgage Administration Fee	\$15.00	
NSF (Cheques, TIPP and AUL withdrawals)	\$35.00	
Photocopying / Printing - Per Page (black and white up to 8½" x 14")	\$0.25	

City of Leduc - 2019 Charge Schedule

Tax	
Tax Certificates	\$30.00
Tax Notification & Recovery (per property)	\$100.00
Lien Registration	\$100.00

FCSS	2019 Charge	Unit/Per
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Counselling

Gross Annual Family Income Range

Per Year	Per Month	Number of Children	
Less than \$19,999	Up to \$1,665	0	\$20.00
\$20,000 - \$24,999	\$1,666 - \$2,083	0	\$25.00
\$25,000 - \$29,999	\$2,084 - \$2,500	0	\$30.00
\$30,000 - \$34,999	\$2,501 - \$2,917	0	\$35.00
\$35,000 - \$39,999	\$2,918 - \$3,333	0	\$40.00
\$40,000 - \$44,999	\$3,334 - \$3,750	0	\$45.00
\$45,000 - \$49,999	\$3,751 - \$4,166	0	\$50.00
\$50,000 - \$75,000	\$4,167 - \$6,250	0	\$55.00

Per Year	Per Month	Number of Children	
Less than \$19,999	Up to \$1,665	1 or 2	\$18.00
\$20,000 - \$24,999	\$1,666 - \$2,083	1 or 2	\$22.00
\$25,000 - \$29,999	\$2,084 - \$2,500	1 or 2	\$25.00
\$30,000 - \$34,999	\$2,501 - \$2,917	1 or 2	\$30.00
\$35,000 - \$39,999	\$2,918 - \$3,333	1 or 2	\$35.00
\$40,000 - \$44,999	\$3,334 - \$3,750	1 or 2	\$40.00
\$45,000 - \$49,999	\$3,751 - \$4,166	1 or 2	\$45.00
\$50,000 - \$75,000	\$4,167 - \$6,250	1 or 2	\$50.00

Per Year	Per Month	Number of Children	
Less than \$19,999	Up to \$1,665	3 or more	\$15.00
\$20,000 - \$24,999	\$1,666 - \$2,083	3 or more	\$20.00
\$25,000 - \$29,999	\$2,084 - \$2,500	3 or more	\$22.00
\$30,000 - \$34,999	\$2,501 - \$2,917	3 or more	\$25.00
\$35,000 - \$39,999	\$2,918 - \$3,333	3 or more	\$30.00
\$40,000 - \$44,999	\$3,334 - \$3,750	3 or more	\$35.00
\$45,000 - \$49,999	\$3,751 - \$4,166	3 or more	\$40.00
\$50,000 - \$75,000	\$4,167 - \$6,250	3 or more	\$45.00

Appointments will be based on annual gross income, and the fee is due prior to each appointment.

If cancellation of appointment is required, 24 hours notice must be given.

If 24 hours notice is not received, the full hourly fee will be charged.

Homemaking Service

Gross Annual Family Income Range

Per Year	Per Month	Number of Children	
Up to \$12,000	Up to \$1,000	0	\$11.00
Up to \$18,000	\$1,001 - \$1,500	0	\$12.50
Up to \$24,000	\$1,501 - \$2,000	0	\$13.50
Up to \$30,000	\$2,001 - \$2,500	0	\$14.50
Up to \$36,000	\$2,501 - \$3,000	0	\$15.50
Up to \$42,000	\$3,001 - \$3,500	0	\$16.50
Up to \$48,000	\$3,501 - \$4,000	0	\$17.50
Veteran Affairs Clients		0	\$22.00

City of Leduc - 2019 Charge Schedule

Gross Annual Family Income Range

Per Year	Per Month	Number of Children	
Up to \$12,000	Up to \$1,000	1	\$8.50
Up to \$18,000	\$1,001 - \$1,500	1	\$9.25
Up to \$24,000	\$1,501 - \$2,000	1	\$10.50
Up to \$30,000	\$2,001 - \$2,500	1	\$12.00
Up to \$36,000	\$2,501 - \$3,000	1	\$13.00
Up to \$42,000	\$3,001 - \$3,500	1	\$14.00
Up to \$48,000	\$3,501 - \$4,000	1	\$15.00

Gross Annual Family Income Range

Per Year	Per Month	Number of Children	
Up to \$12,000	Up to \$1,000	2 or 3	\$8.50
Up to \$18,000	\$1,001 - \$1,500	2 or 3	\$9.25
Up to \$24,000	\$1,501 - \$2,000	2 or 3	\$10.00
Up to \$30,000	\$2,001 - \$2,500	2 or 3	\$11.50
Up to \$36,000	\$2,501 - \$3,000	2 or 3	\$12.50
Up to \$42,000	\$3,001 - \$3,500	2 or 3	\$13.50
Up to \$48,000	\$3,501 - \$4,000	2 or 3	\$14.50

FCSS

2019 Charge

Unit/Per

Gross Annual Family Income Range

Per Year	Per Month	Number of Children	
Up to \$12,000	Up to \$1,000	4 or more	\$8.50
Up to \$18,000	\$1,001 - \$1,500	4 or more	\$9.25
Up to \$24,000	\$1,501 - \$2,000	4 or more	\$9.50
Up to \$30,000	\$2,001 - \$2,500	4 or more	\$11.00
Up to \$36,000	\$2,501 - \$3,000	4 or more	\$12.00
Up to \$42,000	\$3,001 - \$3,500	4 or more	\$13.00
Up to \$48,000	\$3,501 - \$4,000	4 or more	\$14.00

If cancellation of appointment is required, 24 hours notice must be given.

If 24 hours notice is not received, the full hourly fee will be charged.

Meals on Wheels

\$10.00 per meal for anyone eligible for this program. \$10.00

If a meal needs to be cancelled, it must be done no later than 10:00 AM on day of delivery; otherwise client will be charged for the meal

A subsidy is available for those who qualify - cost is \$7.50 per meal

Maclab Centre for the Performing Arts

2019 Charge

Unit/Per

Rental Rates

Local Not-for-Profit

Live Performance (8 hour day)	\$680.00
Stage Rehearsal (8 hour day)	\$560.00
Additional Hours (overtime)	\$110.00
Live Performance (5 hour day)	\$425.00
Stage Rehearsal (5 hour day)	\$382.00
Additional Hours (up to 8 hours)	\$85.00
Additional Rental Hours (overtime)	\$110.00
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

City of Leduc - 2019 Charge Schedule

Non-Local Not-for-Profit & Local Commercial

Live Performance (8 hour day)	\$1,020.00
Stage Rehearsal (8 hour day)	\$840.00
Additional Hours (overtime)	\$140.00
Live Performance (5 hour day)	\$650.00
Stage Rehearsal (5 hour day)	\$573.00
Additional Hours (up to 8 hours)	\$124.00
Additional Rental Hours (overtime)	\$140.00
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

Non-Local Commercial

Live Performance (8 hour day)	\$1,400.00
Stage Rehearsal (8 hour day)	\$1,100.00
Additional Hours (overtime)	\$170.00
Live Performance (5 hour day)	\$750.00
Stage Rehearsal (5 hour day)	\$685.00
Additional Hours (up to 8 hours)	\$147.50
Additional Rental Hours (overtime)	\$175.00
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

Black Gold Schools

Live Performance up to 8 hours (4 hour minimum)	\$85.00 hour
Additional Rental Hours (overtime up to 12 hours)	\$107.50 hour
Rehearsals:	
Weekday 8:00am to 5:00pm	\$45.00 hour
Weekday 5:00pm to 11:00pm	\$70.00 hour
Weekends (5 hour minimum)	\$350.00
Additional Rental Hours Weekends (overtime up to 8 hours)	\$70.00
Additional Rental Hours (overtime up to 12 hours)	\$97.50
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

Commercial Bookings

10% of Ticket Revenue or base rental fee, whichever is greater.
Overtime rental and technical charges are 10% of the base rent.

<i>Geomatic Services</i>	2019 Charge	Unit/Per
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Cost Associated with completing a custom mapping request:

Geomatics Services makes various standard products available.
Should a customer request a product other than one of these standard standard products, the request will be treated as a custom mapping request.

Custom requests will be addressed on a case-by-case basis. \$40.00 per hour
These requests incur a minimum charge of \$20.00.

Time spent on completing a custom request.

Times are to be billed to the nearest 15 minutes.
Once a request has been made, should the customer withdraw the request prior to the commencement of work, no charge shall be made. If work on the request has already begun, the customer shall be charged for all time costs incurred up to that point.
If the request was completed prior to being cancelled, the customer shall be charged the full amount.
Any cost for delivery of the product will be added to the total cost.
Costs will be assessed in accordance with City of Leduc Policy No. 12.07.02 - Release and Sale of GIS Products and Services.

City of Leduc - 2019 Charge Schedule

GIS Product Pricing:

Paper Products

Registered Plan Index

Shows the locations of registered survey plan within the City of Leduc.

22 x 34	\$15.00
34 x 44	\$20.00

Utility Infrastructure Map

Individual utility maps showing the location of water, sanitary, and storm services. Charges are per utility map.

22 x 34	\$20.00
34 x 44	\$25.00

Land Use Classification Map

Shows land use classifications within the City of Leduc.

17 x 22	\$20.00
22 x 34	\$30.00
34 x 44	\$40.00

City Wide Area Structure Plan Map

Shows current Area Structure Plans within the City of Leduc.

17 x 22	\$20.00
22 x 34	\$30.00
34 x 44	\$40.00

Address Map

Civic addresses shown on two separate maps. One for the south residential area, one for the north industrial/commercial area.

34 x 44 South - Residential	\$20.00
34 x 44 North - Commercial/Industrial	\$20.00

Aerial Photography

8-1/2 x 11	Black & White	\$5.00
11 x 17	Black & White	\$10.00
20 x 22 (City Print)	Black & White	\$30.00
40 x 44 (City Print)	Black & White	\$50.00
8-1/2 x 11	Colour	\$10.00
11 x 17	Colour	\$15.00
20 x 22 (City Print)	Colour	\$45.00
40 x 44 (City Print)	Colour	\$60.00
8-1/2 x 11	On Photo paper	N/A
11 x 17	On Photo paper	N/A
20 x 22 (City Print)	On Photo paper	\$2.00
40 x 44 (City Print)	On Photo paper	\$5.00

Any additional feature layer can be added to these standard maps for a charge of \$2.50 per layer. If adding imagery, refer to Aerial Photography. \$2.50 per layer

Digital Products

Utility Information

Water, Storm, Sanitary (prices per utility)

Line Features	CAD	\$0.03 per 10m
Point Features	CAD	\$0.05 per point
Line Features	GIS	\$0.05 per 10m
Point Features	GIS	\$0.08 per point

City of Leduc - 2019 Charge Schedule

<i>Geomatic Services</i>		2019 Charge	Unit/Per
Contours			
1/4 section	CAD	\$125.00	
1 section	CAD	\$175.00	
Entire City of Leduc	CAD	\$550.00	
1/4 section	GIS	\$150.00	
1 section	GIS	\$225.00	
Entire City of Leduc	GIS	\$650.00	
Orthophotos			
As per the applicable ERJOI (Edmonton Regional Joint Orthophoto Initiative) Contribution Agreement			
Geocoded Street Network	CAD	\$0.03	per 10m
Geocoded Street Network	GIS	\$0.10	per 10m
Address Points			
First 250 points	CAD	N/A	
Next 251 - 500 points	CAD	N/A	
Next 500 - 749 points	CAD	N/A	
Next 750 - 999 points	CAD	N/A	
Next 1000+ points	CAD	N/A	
First 250 points	GIS	\$0.30	per point
Next 251 - 500 points	GIS	\$0.25	per point
Next 500 - 749 points	GIS	\$0.20	per point
Next 750 - 999 points	GIS	\$0.15	per point
Next 1000+ points	GIS	\$0.10	per point

<i>Protective Services*</i>	2019 Charge	Unit/Per
For the second false alarm	\$150.00	
For the third false alarm	\$250.00	
For the fourth false alarm and any subsequent response to a false alarm	\$500.00	
Response to a Fire, Rescue, Dangerous Goods, or other incident upon any property	\$500.00	per hour, per unit or any portion thereof, exclusive of command cars. Administrative costs and the cost for replacement of equipment and/or materials used, lost or damaged as a result of the reponse.
Response to a Fire, Rescue, Dangerous Goods, or other incident upon railway property	\$625.00	per hour, per unit or any portion thereof. Administrative costs and the cost for replacement of equipment and/or materials used, lost or damaged as a result of the response.
Command Vehicles, Mobile Emergency Operations Center (MEOC) or other Unspecified vehicles or apparatus	\$175.00	per hour (includes up to two firefighters)

City of Leduc - 2019 Charge Schedule

Fire Emergency Response to Malfunctioning Fire Safety Installations

No charge shall be assessed for the first response related to malfunctioning Fire Safety Installations at the same premises responded to by the Fire Services Department during each calendar year.

Thereafter, the following charges shall be paid by an owner for each malfunction at the same premises responded to by the Fire Services Department during said calendar year:

Second (2nd) response to a malfunctioning alarm	\$50.00
Third (3rd) response to a malfunctioning alarm	\$50.00
Fourth (4th) response to a malfunctioning alarm	\$250.00
Fifth (5th) and subsequent response to a malfunctioning alarm	\$500.00

Fire Department site inspections for regulated occupancies:

Licensed day homes or foster homes	\$50.00 per inspection
Day care centres, not operated out of a residence	\$100.00 per inspection
Liquor licence inspections	\$100.00 per hour or portion thereof

Requested and required site fire investigation portion thereof \$75.00 per hour

Processing of construction or demolition site fire safety plans. 8% of building permit fee

Where multiple re-inspections are required for compliance, see "Second re-inspection" charges below:

Second re-inspection of Quality Management Plan occupancy or building \$120.00 per inspection

Protective Services*

	2019 Charge	Unit/Per
Occupancy Load Certificate Replacement Fee	\$60.00	
File search or summary report - related to the history on a particular site or address	\$100.00 per hour, per address	
Reports		
Requested copies of fire run reports, dangerous goods reports, fire investigation reports or patient care reports related to a specific incident, including letters of summary and all services associated with providing the requested information.	\$200.00 per incident	
Photographs		
Digital Photographs		
Up to and including 60 digital photographs	\$100.00	
More than 60 digital photographs	\$150.00	
Police Information Check	\$35.00	

*Charges are established in accordance with Section 8 of the Dangerous Goods Transportation Bylaw No. 558-2004

*Charges are established in accordance with Section 3 of the False Alarms Bylaw No. 757-2010

*Charges are established in accordance with Section 8 of the Fire Services Bylaw No. 351-1995

Recreation and Community Development

	2019 Charge	Unit/Per
Leduc Recreation Centre Memberships / Admissions		
(Membership/Admissions purchased for the Leduc Recreation Centre will allow equivalent access to the Outdoor Pool)		
Admissions		
Single Visit Admissions		
2 & Under	\$0.00 Free	
Child 3-7	\$4.25	
Youth 8-17	\$6.00	
Adult 18-59	\$9.00	
Senior 60-79	\$6.00	
Family (2 Adults and all children)	\$20.50	
Seniors Plus 80+	\$0.00 Free	

City of Leduc - 2019 Charge Schedule

Flex Pass (10 Admissions)

2 & Under	\$0.00 Free
Child 3-7	\$38.00
Youth 8-17	\$54.00
Adult 18-59	\$81.00
Senior 60-79	\$54.00
Family (2 Adults and all children)	\$185.00
Seniors Plus 80+	\$0.00 Free

Group Daily Admissions Rate (15 or more participants from an organization or club). 20% discount

School Daily Admissions Rate

Per Student Sept-Jun / Mon-Fri 8:30am-4:00pm \$3.95 per student

School Recreational Swim Admission Rate

(Access to Aquatic Centre Only)

Per Student Sept-Jun / Mon-Fri 8:30am-4:00pm \$3.45 per student

Any school staff and up to one (1) supervisor per three (3) students under the age of eight (8) will receive admission at no charge with each recreational swim booking. Additional supervisors, or supervisors for children over the age of eight (8), will be charged at the student recreational swim rate.

Build Your Own Membership

Monthly Continuous Membership

Child 3-7	\$22.95
Youth 8-17	\$32.65
First Adult 18-59	\$49.00
Second Adult 18-59	\$40.00
First Senior 60-79	\$32.65
Second Senior 60-79	\$29.35
Each Child*	\$13.25
Each Youth*	\$17.10
Seniors Plus 80+	\$0.00 Free

* When added to an adult pass

Monthly Membership

Child 3-7	\$26.50
Youth 8-17	\$37.75
First Adult 18-59	\$56.60
Second Adult 18-59	\$46.15
First Senior 60-79	\$37.75
Second Senior 60-79	\$33.90
Each Child*	\$15.30
Each Youth*	\$19.65
Seniors Plus 80+	\$0.00 Free
Adult Matinee	\$40.40
Senior Matinee	\$30.05

* When added to an adult pass

Annual Membership

Child 3-7	\$252.30
Youth 8-17	\$358.95
First Adult 18-59	\$538.40
Second Adult 18-59	\$439.60
First Senior 60-79	\$358.95
Second Senior 60-79	\$322.50
Each Child*	\$145.65
Each Youth*	\$187.25
Seniors Plus 80+	\$0.00 Free
Adult Matinee	\$403.70
Senior Matinee	\$268.95

* When added to an adult pass

City of Leduc - 2019 Charge Schedule

<i>Recreation and Community Development</i>	2019 Charge	Unit/Per
For the purpose of subsection (g), Continuous monthly memberships to be purchased by way of monthly pre-authorized debit/credit card payments are subject to a \$10.00 administration charge	\$10.00	
Corporate & Group		
Employees of participating and qualifying organizations are eligible for a 20% discount when buying an annual membership	20% discount	
University		
All adults registered in a university, college, or trade school are eligible to receive their membership at the youth rate (part-time students eligible for monthly memberships only)		
Matinee		
Access between 1:00pm - 4:00pm weekdays		
NOTE: FOR ARENA, FIELDHOUSE, POOL and MEETING ROOMS RENTALS:		
* Minor - 17 & under, Junior - 16-25 Competitive/post secondary, Adult - 18+		
* Local-Users with with 90% members from City of Leduc and/or County of Leduc		
* Commercial - User conducting business		
* Daily rate amount is calculated @15 hours of hourly rate for a 24 hour booking		
* Weekly rate is calculated at 5 days @ daily rate		
* Damage Deposit applicable for all activities/events as deemed necessary		
* Additional staffing charges may apply outside regular staffing hours		
* Event booking/requirements at discretion of the City of Leduc		
* All bookings subject to approval of the City of Leduc		
Ice Rentals - Arenas		
Arenas - Ice Prime Time		
Sept 1-Mar 31 / Mon-Fri 4:00pm-11:00pm, Sat & Sun 8:00am-11:00pm		
Adult	\$241.25 per hour	
Minor	\$126.00 per hour	
Junior	\$159.50 per hour	
Commercial/Non-local users	\$278.25 per hour	
Arenas - Ice Non-Prime Time		
Sept 1- Mar 31 / Mon-Fri 7:00am-4:00pm		
Adult	\$147.50 per hour	
Junior	\$159.50 per hour	
School	\$86.00 per hour	
(Located in geographical boundaries of the County of Leduc excluding the Town of Beaumont and the Town of Devon)		
Sept-Jun 8:30am-4:00pm)		
Commercial/Non-local users	\$278.25 per hour	
Summer Ice / Pre-League		
Apr 1-Aug 31 / 7:00am-1:00am		
Adult	\$178.50 per hour	
Minor	\$161.75 per hour	
Commercial/Non-local users	\$178.50 per hour	
Storage Rooms		
Small	\$57.75 per month	
Large	\$109.30 per month	
Arena Dressing Room – Off Season Individual	\$56.75 use per day	
Non-Ice Rentals - Rink Pads		
Adult	\$107.25 per hour	
Minor	\$60.25 per hour	
Non-local & Commercial	\$125.00 per hour	

City of Leduc - 2019 Charge Schedule

Dirt Arena rental surcharge (Events running adjacent to annually scheduled agriculture events)

Adult	\$117.75 per day
Minor	\$70.50 per day
Non-local & Commercial	\$134.50 per day

Boarded & Unboarded Field Houses

Minor	
Full Field Rate (Sept 1 - Mar 31)	\$108.00 per hour
Unboarded Use Per Court (Sept 1 - Mar 31)	\$36.00 per hour
Boarded Field House (1/2 Field) (Sept 1 - Mar 31)	\$54.00 per hour
Boarded Field House - Off Season / Apr 1 - Aug 31	\$76.75 per hour
Mon-Fri 4:00pm-11:00pm, Sat & Sun 8:00am-11:00pm	
Boarded Field House - School	\$89.00 per hour
(Located in geographical boundaries of the County of Leduc excluding the Town of Beaumont and the Town of Devon)	
Sept-Jun 8:30am-4:00pm	
Boarded Field House (1/2 Field) - Off Season / Apr 1 - Sept 14	\$38.50
Mon-Fri 4:00pm-11:00pm, Sat & Sun 8:00am-11:00pm	
Rental Cancellation Charge (if a minimum 21 day notice not received)	Full Charge
Adult	
Full Field Rate (Sept 1 - Mar 31)	\$119.25 per hour
Unboarded Use Per Court (Sept 1 - Mar 31)	\$39.75 per hour
Boarded Field House (1/2 Field) (Sept 1 - Mar 31)	\$59.75 per hour
Boarded Field House - Off Season / Apr 1 - Aug 31	\$83.00 per hour
Mon-Fri 4:00pm-11:00pm, Sat & Sun 8:00am-11:00pm	
Boarded Field House (1/2 field) - Off Season / Apr 1 - Sept 14	\$42.50 per hour
Mon-Fri 4:00pm-11:00pm, Sat & Sun 8:00am-11:00pm	
Rental Cancellation Charge (if a minimum 21 day notice not received)	Full Charge

Room Rentals - Leduc Recreation Centre, Kinsmen & Cultural Village

Rental of Program Room, Meeting Space and Boardroom	
Rate	\$41.00 per hour
Commercial	\$68.30 per hour
Community Kitchen	
Meeting Space	\$41.00 per hour
With Kitchen Facilities	\$68.30 per hour
Meeting Space Commercial	\$68.30 per hour
With Kitchen Facilities Commercial	\$102.45 per hour
Curling Lobby	
Rate	\$41.00 per hour
Commercial	\$68.30 per hour
Servery Use	
	\$273.00 per day
City Owned Parking Lots	
The City Manager has the authority to charge a reasonable fee to temporarily license portions of City owned parking lots for events to the Public.	
Event Kiosk	\$56.65 per day

Equipment/Services

Tables - Non-Profit	\$10.00 daily, per table
Tables - Commercial	\$25.00 daily, per table
Chairs	\$1.50 per chair
Stage	\$250.00 per event
Pipe/Drape	\$25.00 per staff, per hour
Power Panel	\$125.00 per panel, per event
Staffing Cost	\$25.00 per hour, per staff member
Administration Charge	\$25.00
Batting Cage (Special request set up)	\$103.00
Turf Removal	\$1,300.00
Turf Installation	\$1,300.00
Board Removal & Install	\$50.00 per board
Beverage Cooler	\$50.00 per day
Beverage Trough	\$20.00 per day
Podium	\$50.00 per day
Portable Bar	\$20.00 per day

City of Leduc - 2019 Charge Schedule

Room Rentals

Lede Rooms - Civic Centre

Lede A

Adult	\$15.05 per hour
Minor	\$10.35 per hour
Non-local/Commercial	\$16.80 per hour

Lede B

Adult	\$29.50 per hour
Minor	\$20.70 per hour
Non-local/Commercial	\$33.70 per hour

Lede A & B

Adult	\$43.95 per hour
Minor	\$29.85 per hour
Non-local/Commercial	\$50.40 per hour

Atrium - Civic Centre

Local Non-Profit	\$26.25 per hour
Local Private	\$75.55 per hour
Non-local/Commercial	\$82.75 per hour

Outdoor Amenities and Spaces

(Parks and Open Spaces – Park hours (6:00am – 11:00pm))

Park Sites: Stone Barn Garden, Telford West

Hourly	\$98.50 per hour
Daily (park hours)	\$886.00 per day

Picnic Sites: Fred John (Sites A, B, C)

\$11.00 per hour

Event Support Equipment (limited supplies, assigned on a first-come/first-served basis)

Waste Management - 1 free sorting station or garbage bin for every 50 people	-
Additional bins due to event requirements	\$10.00
Site Safety - 1 free barricade for each access point	-
Additional barricades due to event requirements	\$10.00
Picnic Tables	\$20.00 each

Miscellaneous

BBQ Surcharge (flat rate)	\$15.00
Staffing - per hour/per staff member	\$25.00 per hour, per staff member, plus cost of materials
Diamond Outfield Fencing	\$25.00 per hour, per staff member, plus cost of materials

User Group Pool Rental

(All bookings subject to contractual terms and conditions.)

LRC Main Pool Lane – Youth	\$14.10 per lane, per hour
LRC Main Pool Lane – Adult	\$16.20 per lane, per hour
LRC Main Pool (deep only) – Youth	\$5.65 per lane, per hour
LRC Main Pool (deep only) – Adult	\$6.50 per lane, per hour
LRC Main Pool (shallow only) – Youth	\$8.45 per lane, per hour
LRC Main Pool (shallow only) – Adult	\$9.70 per lane, per hour
LRC Leisure Pool Lane – Youth	\$6.30 per lane, per hour
LRC Leisure Pool Lane – Adult	\$7.30 per lane, per hour
Non-Prime Discount (effective weekdays 7:00am-9:00am & 2:30pm-4:00pm and weekends 7:00am-9:00am & 5:00pm-6:00pm)	20% discount

Rental Cancellation Charge (if a minimum 21 day notice not received) Full Charge

Pool Deck Storage Charge – Per Month \$15.00

Public Swimming Lessons

Adult	\$62.30
Children	
1/2 Hour Lesson	\$51.00
3/4 Hour Lesson	\$58.00
1 Hour Lesson	\$62.30
Semi-Private 1/2 Hour	\$71.40
Semi-Private 3/4 Hour	\$81.20
1/2 Hour Private Lesson	\$31.50

City of Leduc - 2019 Charge Schedule

School Programs Sept-June / Mon-Fri 8:30am-4:00pm	
1/2 Hour Lesson	30% off of Public Rate
3/4 Hour Lesson	30% off of Public Rate
1 Hour Lesson	30% off of Public Rate
Aquatic Fitness & Sport – ¾ hour/student/class	\$4.25 per student, per class
Aquatic Fitness & Sport – 1 hour/student/class	\$5.00 per student, per class
Swim Evaluations	\$9.75
Aquatic Programs	
Registered Aquatic Fitness Programs	minimum enrollment required/cost recovery
Specialized Aquatic Programs	minimum enrollment required/cost recovery
Advanced Leadership Programs	minimum enrollment required/cost recovery
Programs	
Preschool and Children's Programs	minimum enrollment required/cost recovery
Babysitter Safety Course	minimum enrollment required/cost recovery
Fitness Programs and Services	minimum enrollment required/cost recovery
First Aid Programs	minimum enrollment required/cost recovery
Recreation Programs	minimum enrollment required/cost recovery
Cooking Programs	minimum enrollment required/cost recovery
Child Minding	minimum enrollment required/50% cost
Outdoor Pool Admission and Passes	
(Admissions/Passes purchased for the Outdoor Pool will not allow access to the Leduc Recreation Centre)	
Single Admissions	
2 & Under	\$0.00 Free
Child 3-7	\$3.75
Youth 8-17	\$4.75
Adult 18-59	\$5.75
Senior 60-79	\$4.75
Family (2 adults and all children)	\$15.25
Seniors Plus 80+	\$0.00 Free
Flex Pass (10 Admissions)	
2 & Under	\$0.00 Free
Child 3-7	\$30.00
Youth 8-17	\$38.00
Adult 18-59	\$46.00
Senior 60-79	\$38.00
Family (2 adults and all children)	\$122.00
Seniors Plus 80+	\$0.00 Free
Season Pass (purchased on or before May 31)	
2 & Under	\$0.00 Free
Child 3-7	\$58.00
Youth 8-17	\$75.50
Adult 18-59	\$89.75
Senior 60-79	\$75.50
Family (2 adults and all children)	\$240.25
Seniors Plus 80+	\$0.00 Free
Season Pass (purchased on or after June 1)	
2 & Under	\$0.00 Free
Child 3-7	\$68.00
Youth 8-17	\$89.00
Adult 18-59	\$105.50
Senior 60-79	\$89.00
Family (2 adults and all children)	\$282.50
Seniors Plus 80+	\$0.00 Free
Aquatic Group Daily Admission Rate	
(15 or more participants)	20% discount

City of Leduc - 2019 Charge Schedule

User Group Outdoor Pool Rental

All bookings subject to contractual terms and conditions

Outdoor Main Pool Lane – Youth	\$14.10 per lane, per hour
Outdoor Main Pool Lane – Adult	\$16.20 per lane, per hour
Outdoor Pool Dive Tank – Youth	\$20.00 per dive tank, per hour
Outdoor Pool Dive Tank – Adult	\$23.00 per dive tank, per hour

Rental Cancellation Charge	Full Charge
If a minimum 21 day notice not received	

Outdoor Pool Public Bookings, Per Hour

Exclusive use subject to availability, scheduling and operational needs.

Minimum booking of 2 hours unless adjacent to another booking or scheduled activity

1 - 30 Swimmers	\$80.00 per hour
31 - 75 Swimmers	\$110.00 per hour
76 - 150 Swimmers	\$140.00 per hour
151 - 200 Swimmers	\$170.00 per hour
201 - 240 Swimmers	\$200.00 per hour

Athletic Field User Charges

Soccer, Track, Rugby & Football

Minor Rate (aged 11 & under)	\$11.60 per member
Youth Rate (aged 12-17)	\$17.40 per member
Adult Rate	\$23.15 per member

Daily Field & Track Rental	\$173.70 per day
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Hourly Field & Track Rental	\$34.75 per hour
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Diamond Use (Organized Groups/Teams)

Adult	\$695.00 per team, per season
Youth (aged 12-17)	\$463.00 per team, per season
Minor (aged 11 & Under)	\$347.00 per team, per season

Daily Diamond Rental	\$174.00 per day
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Hourly Diamond Rental	\$34.75 per hour
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Tournament Damage Deposit	\$500.00 per event
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Ball Diamonds Tournament Attendant	\$25.00 per hour
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Ball Diamond Tournament Service A	\$41.50 per day
Per diamond (drag and line every second game between 8:00am-6:00pm)	

Ball Diamond Tournament Service B	\$82.75 per day
Per diamond (drag and line every game between 8:00am-6:00pm)	

Sports Field Scheduled Flood Lights (William F. Lede Ball Diamond Lights, John Bole)	\$39.50 per use
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Beach Volleyball Court

Adult	\$26.25 per hour
Minor	\$15.75 per hour

BUSINESS CASES



FAMILY & COMMUNITY
SUPPORT SERVICES



A Business Case is a plan introducing a proposed new service level or change in existing service levels.

Business Cases include elements such as financial implications, links to the Strategic Plan, background, statement of need, and recommended alternatives.

Business Case Summary

A business case is a plan introducing a proposed new service level of change in existing service levels. Business cases are presented to Council during the public budget meetings individually for approval. The following business cases were approved in the 2019 budget by Council.

Operating and capital monetary considerations are identified in the summary below. To enable informed decision making the numbers are also shown identifying the tax implications over the next three years. Detailed descriptions of each business case immediately follow this summary.

2019 BUSINESS CASE SUMMARY						
Department and Proposal	Additional Operational Costs			Additional Capital & One Time Costs		
	2019	2020	2021	2019	2020	2021
Recreation Services						
Youth Wellness Initiative	43,060	71,139	71,139	-	-	-
LRC Seniors Facility Access	46,000	46,000	46,000	-	-	-
FCSS						
Enhanced Client Services	114,200	114,200	114,200	30,000	-	-
Less: Funded by increase in grant	(114,200)	(114,200)	(114,200)	-	-	-
Net Cost	-	-	-	30,000	-	-
Public Services						
Waste Diversion Pilot Project	5,000	-	-	-	-	-
Total	94,060	117,139	117,139	30,000	-	-
Incremental Change in Operational Costs	-	23,079	-			
Incremental Tax Impact	0.20%	0.05%	0.00%			



Business Case

Youth Wellness Initiative – Phase 2

Name of Initiative

Community & Protective Services

Division Name

RCD - Recreation Services

Business Unit

Budget Year 2019

This document is to be completed when one of the following is being proposed for consideration in the budget process

- A new service
- A new initiative
- A change to a current service level (change to the base budget)

PROPOSAL NAME: Youth Wellness Initiative – Phase 2

DEPARTMENT: LRC Operations

SUB DEPARTMENT #: 7000 - Community Services Admin

*select additional dept. where applicable

FUNDING REQUIREMENTS:

Funding: On-Going

Number of Years: On-Going

Operating Budget Summary:			
	2019	2020	2021
Revenue	8,300	154,061	154,061
Expenditure	51,360	225,200	225,200
Net Operating Surplus (Deficit)	-43,060	-71,139	-71,139
Capital Budget Summary:			
	2019	2020	2021
Revenue	0	0	0
Expenditure	0	0	0
Net Capital Surplus (Deficit)	0	0	0

(Double Click anywhere on embedded spreadsheet to fill out)

1. BACKGROUND:

In 2018, Phase 1 of the Youth Wellness Initiative was launched, which included \$25,000 in funding to engage youth in determining desired activity options and then to offer initial fitness and wellness opportunities. A critical first step was to gather information on activity preferences, barriers to participation and seek their insights on the best approach for programming for the youth demographic that would be the foundation for the development of Phase 2 and to pilot initial recreation and wellness opportunities based on this feedback in 2018.

A survey and in-person conversations helped to get more accurate information on what youth value, how they access any planned opportunities and where youth and their parents would find these opportunities most accessible to them. A survey of over 571 students in grades 8 and 9 in both school divisions provided the following insights which have been incorporated into the future phases of the Youth Wellness Initiative:

- generally, youth are looking for new opportunities, finding there to be few existing that appeal to their interests and participation preferences (spontaneous and unstructured)
- accessibility is an issue. Most youth rely on their parents for transportation but just as frequently bike or walk to their destinations. Transit use is very uncommon, likely due to bus schedules that do not align with afterschool, weekend and summer opportunities.
- youth desire more access to biking, swimming, movies, parks and the LRC. They want to do so while spending time with friends and meeting new people during unstructured opportunities.
- the LRC, Lede Park, Library, and Alex Park were to top local areas listed as most convenient.
- youth indicated a strong desire to travel outside of Leduc to access options not available locally.

Grade 8 and 9 students were selected as the target subset of the 'youth' age category for several key reasons. Research shows that students in these grades are typically where participation in regular wellness, sport and recreational activities decline, for females in particular. They are starting to form ideas, habits and norms that will become foundational for the rest of their lives. Reaching youth at this critical juncture in time is crucial in encouraging lifelong healthy lifestyles and habits.

Lastly, this age is generally where a gap exists in terms of independence. Youth in grades 8 and 9 are becoming more self-directed in terms of what they participate in but are still too young to transport themselves to opportunities that are further away or that are only available during cold weather months. Parents also demonstrate a higher level of investment for this age group than they do for high-school aged youth. It is important to consider how these youth will get to opportunities if their parents are unable to transport them and what their parents may consider when approving and transporting their children to activities.

An important takeaway from the survey and engagement activities is that the City should emphasize the development of a menu of options for local youth to choose from. Because the initiative focuses on an age group rather than a specific category (i.e. a particular sport) a sort of 'a la carte' style to programming should be taken in order to appeal to a variety of interests and abilities. It is also crucial that the City consider aligning this development of options with plans to reduce barriers to access such as free memberships and transportation. Without careful planning to ensure youth have engaging opportunities to participate in once they arrive at a facility, the value of the free access or transportation is greatly diminished.

Using the results from the engagement activities and survey, city staff programmed a number of pilot opportunities for youth in 2018. These included:

- Day trips to exciting capital region venues including the Snow Valley Aerial Park, Launch Pad Trampoline Park and Vertically Inclined Rock Climbing Gym
- Free access to the the Halloween hypnotist event at the MacLab Centre
- Inflatable lazer tag course at the LRC

2. DESCRIPTION:

Phase 2 of the Youth Wellness initiative will focus on four main goals:



Using the information obtained in the youth survey as well as the learnings from the pilot in 2018, a variety of youth programming and events will be planned and offered annually. Recognizing that the City alone cannot offer the variety of options desired by local youth, this business case proposes splitting the funding between 3 areas:

1. Recreation Memberships – creating a free “All Access Pass” for summer youth memberships (2019) and free annual youth memberships (2020)
2. Recreation Programs – offering programs and events at the LRC, local and non-local options
3. Community Partners – partner to offer options to youth that the City cannot

(1) Recreation Memberships

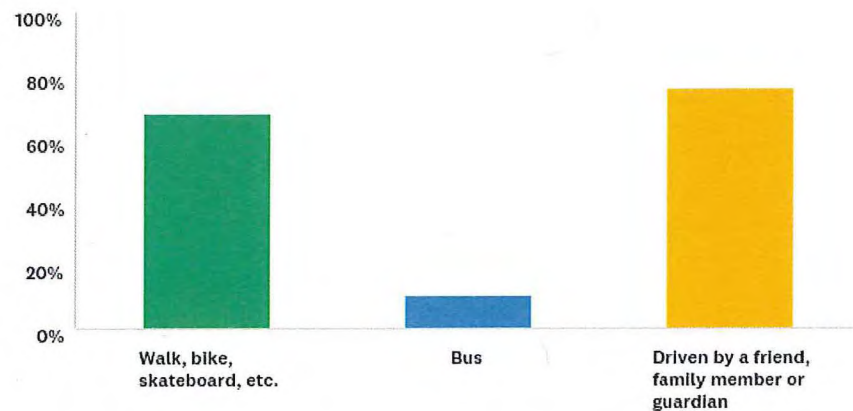
Pilot an “All Access Pass” during the summer of 2019 where youth in grades 8 and 9 can activate a free LRC youth membership. This membership would be valid at the LRC and Alexandra Outdoor Pool plus have additional benefits like free Leduc Transit access on internal routes as well as perks provided by local businesses.

In 2020, pending a successful result in 2019, expand the free membership offering to an annual membership. Implementation of free memberships for this age group in other communities has shown additional positive benefits like increased uptake in memberships for family members as well.

(2) Recreation Programs

Using information gathered from the pilots in 2018, a menu of programming and events will be offered in 2019 (and onward). When programming, opportunities will be designed with an intent to reduce barriers identified in the attached strategy.

Transportation: These programs will be offered at a variety of locations in Leduc to reduce this barrier or, when this is not possible, Leduc Transit can be leveraged to provide transportation for local youth. The following table shows the current transportation habits for youth communicated through the recent survey.



Cost: Programs will all be affordable or in some cases, free. In nearly all cases, funding requested as part of this business case will be used to ensure financial barriers are reduced or eliminated.

Lack of Interest / Limited Facilities: Opportunities that are exciting, adventurous and engaging will be sought out. Day trips to venues outside Leduc will be included. In some cases, these day trips could be used as a kick-off or capstone event to a regularly programmed option (i.e. trip to the Art Gallery of Alberta as part of a local art program).

Communication: The proposed budget in this business case includes promotional funding to ensure youth and their parents are aware of the new and existing opportunities available to them.

(3) Community Partners

Recognizing the significant barrier of internal capacity and tremendous variety of opportunities offered by other organizations in the community, this business case proposes \$15,000 in funding that can be directed to external partners. These partners could be from not-for-profit or the private sector and will provide new opportunities for youth based on a set of parameters established by the City. This will ensure all community partners align with the goal of reducing the barriers and offering activities of interest, best serving local youth. Leveraging external partners will also help the City offer opportunities where the facilities or expertise do not currently exist.

3. CRITICAL PATH/TIMELINE FOR IMPLEMENTATION:

A 3-Year Strategic Plan (attached) has been developed to help guide planning, identify some deliverables and measure success. In sum:

- 2018 – engage with you to identify and pilot a variety of new opportunities offered by the City of Leduc
- 2019 – implement a free youth All Access Pass for the summer months (grades 8 and 9), engage external partners and implement the ‘a la carte’ menu of youth opportunities

2020 – continue to build on successes in 2019 by maintaining all the same elements but extending the free membership to all twelve months

Long-Term Considerations:

- Results from the 2018 Youth Survey should be included in facility development discussions to ensure Leduc has amenities that meet the needs of this demographic. Recreation facilities tend to be designed for young families and adults when it comes to spontaneous use spaces. Consideration should be given to social spaces and more adventurous opportunities that have an element of ‘risky play’ that youth desire.
- Linkages between programming efforts and social issues (i.e. crime, health, etc.) should be established to help influence positive changes with these matters
- An outcome-based model should be adopted to help drive success. Emphasis should be placed on producing an effective and valued mix of youth opportunities rather than singular drivers. For example, before considering free youth membership options, the community must first build a menu of options for youth to have access to with their memberships. It’s clear from the survey that right now, youth want new options and more opportunities from what is currently available.

4. CORPORATE STRATEGIC PLAN:

Goals	Impact (High Medium Low)	Outcomes
1. Community Character	Medium	Other - developing youth character in our community
2. Community Wellness	High	2.2 - Develop a youth engagement strategy
3. Transportation	Low	Other – increasing youth ridership
4. Economic Development	N/A	Choose an item
5. Regional Partnerships & Governance	Medium	5.1 - Strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the capital region, the City of Edmonton, school boards, EIA and other stakeholders
6. Fiscal Sustainability	N/A	Choose an item

**5. IDENTIFICATION OF ALTERNATIVES AND ANALYSIS:
(BENCHMARKING AND COMPARISON)**

Identify all possible approaches that can be taken to address the problem or opportunity and assess alternatives against the decision criteria from #2 (eg: revenue, cost, recovery rate, service level impact, operational impact) and inherent risks. This enables a qualitative and quantitative comparison to self (historically) as well as to leading practices of other Alberta and Capital Region municipalities. Viability of alternatives/leading practices should be identified on the basis of how well they meet stakeholder decision criteria in addressing the business problem or opportunity. Note: Where appropriate, show 2 alternatives of the same approach (sensitivity analysis) where the scale or timing of an activity can be doubled or accelerated – ie: spend 2x's more to accomplish in 1 yr. vs over 2yrs.

	Alternative A Free memberships for grades 8 & 9, increase City-offered programs and events, provide funding to partners to provide options the City cannot	Alternative B Increase City-offered programs and events, provide funding to partners to provide options the City cannot	Alternative C Maintain existing minimal programming and fund partners to provide options	Alternative D (Do Nothing)
Budget Impact	Largest investment with free membership; however, the return on investment is likely to be more substantial as well. Leveraging external partners helps keep costs low.	Some revenue can be used to offset costs as well as leveraging external partners helps keep costs low. Much lower cost without membership component.	Leveraging external partners helps keep costs low	None
Decrease isolation and improve access to youth-focused opportunities	Improve opportunities for youth connection, engagement and access	Meet some youth needs but risk full success of strategy due to missing components	Provide youth with some new options but none offered by the City itself	Continue to struggle with youth wellness
Encourage participation in recreation, social, arts and cultural opportunities	Improve youth engagement and participation in positive community activities	Improve youth engagement and participation in positive community activities	Provide youth with some new options but difficult to create a diverse menu of options	Continue to struggle with youth engagement and satisfaction
Promote physical activity and healthy habits	Improve health and wellness of local youth	Improve health and wellness of local youth	Improve health and wellness of local youth	Continue to struggle with youth wellness
Service Level Impact	Additional staffing required, possible influx of LRC members	Additional staffing required, service level enhanced with external partners	Service level enhanced with external partners	None
Risks & Mitigation Strategies	Register opportunities so the costs can be managed. Plan promotions thoroughly. Some risk assumed by external partners. Revenue loss for youth members offset by	Register opportunities so the costs can be managed. Plan promotions thoroughly. Some risk assumed by external partners.	Most risk assumed by external partners.	Dissatisfied youth.

	members gained in other categories.			
Costs	See table below.	\$44,060	\$15,000	\$0
Benefits	See table below.	\$5,000	\$0	\$0
Net:	See table below.	\$39,060	\$15,000	\$0
Viable / Not Viable	Viable	Viable	Viable	Not Viable

Alternative A – Costs & Benefits Detail:

	2019	2020	2021
REVENUE			
TOTAL REVENUE	8,300	154,061	154,061
EXPENSES			
TOTAL EXPENSES	51,360	225,200	225,200
NET OPERATING SURPLUS (DEFICIT)	(43,060)	(71,139)	(71,139)

2019 (only). LRC free monthly membership “All Access” pass for July and August. \$25/pass with 300 memberships sold. Increase city offered programs and events; provide funding to partners to provide options the city cannot.
2020 and beyond. Expand “All Access” pass to a free Annual Membership for eligible Grade 8 and 9 students. (approx. 600). Continue to offer programs and events; provide funding to partners to provide options the city cannot.

6. RECOMMENDED ALTERNATIVE AND RATIONALE:

Alternative A – for the Youth Wellness Strategy to be most effective, the City of Leduc must target initiatives across all three of the proposed areas. The strategy balances needs related to reducing cost-barriers but also reducing financial impacts to the City. It also ensures that the City is purposefully addressing deficiencies in youth offerings both by the municipality and by our local partners.

Successful implementation of the strategy may lead to positive impacts on the social issues mentioned above which carry their own financial impacts that are more difficult to identify.

7. CRITERIA RATING OF RECOMMENDED ALTERNATIVE:

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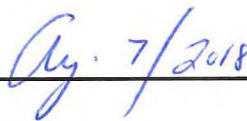
8. HIGH LEVEL IMPLEMENTATION PLANS:

(Develop a high-level implementation plan reflecting the activities Administration will undertake in executing against the initiative, including key responsibilities and timing)

Milestone (What)	Activity (How)	Responsibility (Who)	Timing (When)
Pilot test new opportunities	Plan a variety of options and run them in fall session	Recreation Programs	2018
Implement 'a la carte' menu of opportunities	Program city-offered options, engage external partners	Recreation Programs	2019
Free Summer Membership Program	Make LRC Monthly Membership a free 'All Access Pass' for July and August	Guest Services	2019
Expand Free Membership Program	Include full-year for same demographic	Guest Services	2020

X 

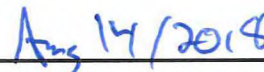
Director/Manager for the Business Unit



Date

X 

General Manager for the Department



Date

NOTE: The above 2 signatures are required before this document is included in budget deliberations.



Business Case

LRC Seniors Facility Access

Name of Initiative

Community & Protective Services

Division Name

RCD - Recreation Services

Business Unit

Budget Year 2019

This document is to be completed when one of the following is being proposed for consideration in the budget process

- A new service
- A new initiative
- A change to a current service level (change to the base budget)

PROPOSAL NAME: LRC Seniors Facility Access

DEPARTMENT: LRC Operations

SUB DEPARTMENT #: 7000 - Community Services Admin and 7202 – LRC Guest Services

*select additional dept. where applicable

FUNDING REQUIREMENTS:

Funding: On-Going

Number of Years: On-Going

Operating Budget Summary:			
	2019	2020	2021
Revenue	40,300	40,300	40,300
Expenditure	86,300	86,300	86,300
Net Operating Surplus (Deficit)	-46,000	-46,000	-46,000
Capital Budget Summary:			
	2019	2020	2021
Revenue	0	0	0
Expenditure	0	0	0
Net Capital Surplus (Deficit)	0	0	0

(Double Click anywhere on embedded spreadsheet to fill out)

1. BACKGROUND:

Research shows that being moderately or vigorously active for 30 minutes a day has important health benefits and is a good thing for people of any age. Not being active or leading a sedentary lifestyle is the single greatest health risk for seniors.

For seniors in particular, the benefits of regular physical activity include:

- a. variety of direct health benefits
- b. helps individuals to stay independent
- c. can prevent some types of health problems and diseases
- d. helps to manage symptoms of existing health problems and may slow down some chronic problems

- e. contributes to stronger muscles, increases flexibility and improves balance, which can help prevent falls and injury
- f. can help speed up recovery following a surgery or injury

In a study completed by the Alberta Government that compared health data from the Leduc & Devon area to provincial averages there were a number of health indicators unique to this area, particularly among our senior population. Facilitating regular physical activity among our senior population may help to address the slightly higher than provincial averages rates of hypertension and diabetes found in our community.

The Leduc Recreation Centre (LRC) offers amenities, programs and services ideally suited for individuals of any age looking to regularly participate in activities for the physical, mental and emotional benefits it may bring.

2. DESCRIPTION:

While cost is not the only barrier discouraging seniors from accessing the LRC, there is an opportunity to make adjustments to the membership program to entice more seniors to regularly participate in physical activities and experiencing the many benefits that it may bring. Reduced or free access will not automatically translate into universal uptake as there are many other factors contributing to why seniors choose not to access City programs and services or participate in regular physical activities on their own. Therefore any option will need to include a robust communication plan that highlights activity options throughout the community, both including and beyond City-offered opportunities.

Stakeholders for this initiative include not only the participating seniors themselves but also their family members and the community as a whole that has a vested interest in their continued health and wellbeing.

Decision criteria will include:

- Facility availability (individual amenity and program capacity) and scheduling considerations
- Schedule, amenity, activity preferences for this demographic
- Budget impact of providing additional free membership and/or facility access opportunities for seniors
- Promotion of physical activity among a population that could most benefit

If not proceeding with this initiative the LRC will continue to provide programs and services of interest to seniors, at reduced rates, and will promote the value that physical activity can bring to their physical, mental and emotional wellbeing.

3. CRITICAL PATH/TIMELINE FOR IMPLEMENTATION:

Currently recreation fees and charges are developed in conjunction with the annual budget process and generally new rates take effect January 1st. That being said, in order to effectively promote and prepare our systems and staff team to administer this new membership option we are suggesting an April 1, 2019 start date.

4. CORPORATE STRATEGIC PLAN:

Goals	Impact (High Medium Low)	Outcomes
1. A city where people want to live, work, and play	High	1.2 Deliver high quality municipal programs and services that improve quality of life. 1.3 Improve accessibility and inclusivity for civic facilities and programs.
2. A city with a plan for the future	Medium	2.3 Optimize the use of existing municipal infrastructure.
3. An economically prosperous city	N/A	N/A
4. A collaborative community-builder and regional partner	Low	4.1 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.

5. IDENTIFICATION OF ALTERNATIVES AND ANALYSIS: (BENCHMARKING AND COMPARISON)

Alternative A Free LRC Seniors Matinee Membership
 First rolled out in 2017 the LRC offers a weekday / daytime membership option at a reduced rate to optimize facility usage during a traditionally quieter time of day. With this option all individuals within the Seniors age category (60 – 79 years) would be able to access the LRC amenities and join in drop-in activities for free, Monday – Friday between 1 and 4pm.

Sticking to an activity routine is a challenge for many people. One of the best ways to stay motivated is to do activities with friends, and the option to facilitate free access during a finite period of time will encourage like-minded individuals to participate in activities at the same time. This would also facilitate a more comfortable experience for seniors to access very popular amenities like the walking track and aquatics centre, which can be very crowded, loud and intimidating during other periods of the day.

Expanding the Seniors Plus Membership Category to 75 years and Older
 Currently the Seniors Plus age category provides free access to City facilities for individuals 80 years and older. By reducing the minimum age to 75 years, the health benefits of participation would be expanded to include individuals that may be in a more precarious health situation currently or can help to build resiliency and healthy habits prior to the onset of more serious health challenges.

Alternative B Free Daytime Access to the LRC Track for Seniors, 8am – 4pm
 Walking has been identified as the single best activity option to maintain health as well as a way to prevent injury by building muscle and improving balance to avoid falls within the senior population. The LRC’s track is well suited to provide a year round walking option for the community. A very popular suggestion given the track’s universal appeal, this would not facilitate free access to other amenities and programs accessed by seniors due to activity preferences and/or physical limitations (i.e. aquatic therapy, drop-in fitness programs, etc).

Alternative C Free LRC Seniors Membership
 Free and unlimited access to City facilities and drop-in programs for members of the community that are 60 years and older. Regardless of financial position, retirement and health status, this option will encourage increased activity levels among the seniors demographic prior to and during the onset of later in life health challenges.

Alternative D Do Nothing
 The LRC is a much-valued and utilized facility within our community, particularly among those looking for the health and wellness benefits that comes from regular participation in physical activities. Admission and membership rates for seniors, like youth, are subsidized to encourage participation, with several options to further reduce the cost to participate (Build Your Own membership package, Prescription to Get Active and Matinee Membership).

In addition, the City offers several free and low cost opportunities to support those facing financial barriers to participation. These include the Recreation Assistance Program as well as several free drop-in fitness and aquatics programs each week through the Healthy Hearts initiative. All of these opportunities would continue regardless of the approach taken relative to this Seniors Membership business case.

	Alternative A Free Seniors Matinee Membership & Free Seniors Plus (75 yrs+)		Alternative B Free Seniors Daytime Track Access	Alternative C Free Seniors Membership (60 yrs+)
Decision Criteria 1 facility availability	Optimizing facility use during a quieter time of day. Improved user experience in select amenities outside of primetimes. Increased participation will not be at odds with other programming and community use. Optimizing afternoon usage may positively affect school access in select amenities (pool, field house).	Those 75 years and older would be able to access all amenities and activities, of most interest / benefit to them, within regular facility hours of operation.	Outside of peak/prime track times (weekday evenings and weekends), this would facilitate usage of a very desirable and universal activity option for seniors. Free access limited to track and would not include other amenities.	Those 60 years and older would be able to access all amenities and activities, of most interest / benefit to them, within regular facility hours of operation.
Decision Criteria 2 activity/amenity preferences	Social and emotional benefits that would come with the			

	consolidation of facility activity schedules of interest to seniors. Improved user experience in amenities and programs outside of primetimes.			
Decision Criteria 3 Budget and administration	Nominal financial requirement due to loss of existing admission and membership revenue within the Senior Matinee Membership category. Membership category already exists and access managed via distinct wristband during applicable times of day.	Marginal financial requirement due to loss of existing admission and membership revenue within the existing Senior Membership category for individuals ages of 75 and 79 years. Would need to adjust applicable ages to existing Senior and Senior Plus Membership categories.	Marginal financial requirement due to loss of existing admission and membership revenue for Seniors only accessing the track amenity. Would not institute a new membership category as staff would manage access without check-in / wristband process.	Largest financial requirement due to loss of existing admission and membership revenue within the Seniors membership category. Would merge Senior and Senior Plus Membership categories and assign a \$0 value for required membership 'purchase'.
Decision Criteria 4 Increased activity levels among senior demographic	Improve health and wellness of seniors in the community. Reducing financial barrier to participation for entire senior demographic in the community limited to a specific period of time. Decrease isolation and improve opportunities for connections among seniors during a consolidated time period and activity schedules.	Improve health and wellness of seniors in the community. Reducing financial barrier to participation for key sector of senior demographic that may be most at risk for challenges to overall health & wellbeing.	Improve health and wellness of seniors in the community. Reducing financial barrier to participation for entire senior demographic in the community for a very specific activity option. Those desiring or requiring other activity options will continue to invest in admission or memberships.	Improve health and wellness of seniors in the community. Reducing financial barrier to participation for entire senior demographic in the community, regardless of financial need and/ or health status.
Service Level Impact	Increased participation during a period of lower facility utilization. Can be accommodated	Census information indicates a nominal increase to existing participation levels. For the most part, demographics' preferred activity	Can be accommodated within existing service and staff levels.	Additional staffing required due to manage increased membership uptake and utilization.

	within existing service and staff levels.	times align with periods of lower facility utilization. Can be accommodated within existing service/staff levels.		
Risks & Mitigation Strategies	<p>Challenge to effectively communicate what is/is not included within Matinee option.</p> <p>Existing revenue loss – internally offset by business case.</p>	Existing revenue loss – internally offset by business case.	<p>Challenge to effectively communicate what is/is not included within track-only option.</p> <p>Existing revenue loss – internally offset by business case.</p>	<p>Existing revenue loss – internally offset by business case.</p> <p>Due to anticipated participation levels pressures will be put on existing amenities and equipment that will require replacement sooner than currently planned.</p> <p>During peak periods of facility usage drop-in activities are at odds with community bookings and some programs are already experiencing capacity challenges. Will need to be prepared to manage increased program and drop-in expectations.</p>
Costs	\$86,300		\$7500	\$234,000
Benefits	\$40,300		-\$25,000	\$76,100
Net:	-\$46,000		-\$32,500	-\$157,900
Viable / Not Viable	viable		viable	not viable

6. RECOMMENDED ALTERNATIVE AND RATIONALE:

Free LRC Seniors Matinee Membership and Free Seniors Plus (75 – 79 yrs)

This business case is intended to sustain and build upon physical activity levels in order to achieve the goal of positively impacting the health and wellbeing of the senior’s population in our community. Regardless of age, financial status and activity preferences, the free Matinee Membership provides seniors with access to the amenities, programs and services of interest and most benefit to them on a regular basis.

It also helps to optimize facility and resource use during a time of day that has capacity and taking pressure off other times of day that may be experiencing increased challenges due to higher utilization rates.

7. CRITERIA RATING OF RECOMMENDED ALTERNATIVE:

Identify by number, as per the Infrastructure Investment Strategy Policy. Right-click on the box, choose add text and then put an x in the box. Complete listing of the prioritization criteria can be found on the City's intranet site: City of Leduc Employee - Home Page > Staff Resources > Finance > Infrastructure Investment Strategy Policy

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8. HIGH LEVEL IMPLEMENTATION PLANS:

(Develop a high-level implementation plan reflecting the activities Administration will undertake in executing against the initiative, including key responsibilities and timing)

Milestone (What)	Activity (How)	Responsibility (Who)	Timing (When)
Updating systems	Entering new rates and ages into Intelli	Rec Services staff	January
Communications	Strategy development and implementation	Rec Services & CMS staff	December – April
Evaluation and reporting	Statistics tracking and evaluation opportunity for participating seniors	Rec Services staff	September - December

Note: Where a business case is more project oriented and/or affects many stakeholders and city departments, a project scope statement should accompany the business case.

X 
 Director/Manager for the Business Unit

October 10/18
 Date

X 
 General Manager for the Department

October 15/18
 Date

NOTE: The above 2 signatures are required before this document is included in budget deliberations.

Business Case

Enhanced Client Services

Name of Initiative

Community & Protective Services

Division Name

FCSS - Family Support

Business Unit

Budget Year 2019

This document is to be completed when one of the following is being proposed for consideration in the budget process

- A new service
- A new initiative
- A change to a current service level (change to the base budget)

PROPOSAL NAME: Enhanced Client Services

DEPARTMENT: FCSS

SUB DEPARTMENT #: 5320 - Family Supports

*select additional dept. where applicable

FUNDING REQUIREMENTS:

Funding: Both One-Time & Ongoing

Number of Years: On-Going

Alternative A:

Operating Budget Summary:			
	2019	2020	2021
Revenue	114,200	114,200	114,200
Expenditure	114,200	114,200	114,200
Net Operating Surplus (Deficit)	0	0	0
Capital Budget Summary:			
	2019	2020	2021
Revenue			
Expenditure - Community Consultati	30,000		
Net Capital Surplus (Deficit)	-30,000	0	0

(Double Click anywhere on embedded spreadsheet to fill out)

1. BACKGROUND:

Council had requested an enhanced service level to support the 2014-2018 Strategic Plan, specifically the Community Wellness goal which supports a safe, healthy, active and caring community by ensuring quality opportunities to participate in all aspects of our community and foster a sense of belonging. Family and Community Support Services (FCSS) received an increase in provincial funding in the amount of \$199,485. This new funding from the Province supported the actions that provided an enhanced service level and resulted in the Caring Community Initiative. Within this initiative there were many actions completed to support the residents of Leduc.

Monitoring workloads has been important, especially since the downturn in the economy as there continues to be a significant number of complex issues being presented by residents, more often needing

intervention strategies rather than a preventative approach. The demand for support continues to grow when comparing to previous years:

	2015	2016	2017
# of Individuals served	608	803	922
# of Families served	264	166	288
# of Internal Referrals Provided	499	1157	1452
# of External Referrals Provided	1473	2108	2612
# of Referrals Received	Not tracked in 2015	637	640
# of family violence disclosures	30	27	50
# of family violence screenings	9	2	3
# of NEW subsidized counselling intakes	79	85	109

NOTE: When working with families it can involve many issues and family dynamics that require more time to support the family through.

There have been a few initiatives that may have contributed to an increase in requests for service:

CARING COMMUNITY INITIATIVE

The Caring Community Initiative allowed for a Housing Advocate position (*term position ending December 31, 2018*) which has raised the profile of FCSS within the community, increasing service demands and required support for complex needs. With a new communication strategy being developed a further increase in service volume may follow as awareness of FCSS is increased.

EVICION PREVENTION PROGRAM
(Funds provided to avoid eviction)

The eviction prevention program was created through the Caring Community Initiative and has been helpful to many as they have exhausted all other avenues for support to avoid eviction.

Building more housing is not an option at this time. Providing supports, subsidies, and advocacy is something that has been helpful. The eviction prevention program was created with funding that has the expectation it is a loan to be repaid. This would allow individuals to have responsibility for the repayment and follow through on actions that will improve their current status:

- If this is a loan, those on Income Support do not need to claim it
- If a “gift”, resident is required to claim it which could affect the amount they receive for Income Support.

Many have a \$50 per month repayment plan, so it is going to be slow but that’s what is affordable for the residents applying. Since October 3, 2016 until April 30, 2018 the following funds have been allocated:

- Loans given – 66 for a total amount of \$43,771
- Amount paid back - \$8,701
- Outstanding balance remaining - \$35,070

This also means 66 households avoided eviction because they had access to this fund. Although people didn’t have a problem with the concept of paying it back, and had good intentions of doing so, they are still struggling financially and find it difficult. This program was discussed with the FCSS Advisory Board and agreed that it would be best administered through the City of Leduc FCSS rather than funding a local organization to provide this. It would provide consistency to the application of the program, continue providing a connection to FCSS by those who need to access it, and for the City to be assured the checks and balances continue to be maintained.

PARTNERSHIP WITH LEDUC REGIONAL HOUSING FOUNDATION

Leduc Regional Housing Foundation (LRHF) and the City of Leduc FCSS have been working on a partnership where a FCSS employee works at the Foundation’s office two half days per week which provides immediate access to FCSS for those coming to the Foundation office seeking housing supports. The Housing Advocate position, now referred to as Client Support Worker, has been assigned to this role which has proven to be very helpful to all involved. The incumbent of the Client Support Worker position has extensive knowledge for those who are difficult to house and has shared this knowledge with the Foundation employees as well as the other FCSS programs in the region who the Foundation provides housing for.

The desire is to continue the position within this partnership to be the conduit for referrals to other FCSS staff, resulting in better wrap-around services. A collaborative approach to complex needs is often the most appropriate way to result in success of individuals and families.

COLLABORATIVE WORK WITH FAMILY SCHOOL LIAISON WORKERS

Family School Liaison Workers (FSLWs) are hired by the school division and work within the schools to support students attending. Often their mandate is directed by the needs of the particular school they are assigned to. A recent meeting was held with FCSS and the FSLWs to discuss and clarify each other’s role and how they could work better together in the future. As a result of this meeting, the FSLWs have requested an increase presence of FCSS within the schools and more opportunities to partner with in-school programs, such as Children in Change, HEROES, etc.

An acceptable caseload for each Direct Client Services employee to be able to provide appropriate supports would be 20 clients per employee in addition to their other duties such as Emergency Social

Services, administrative requirements, assist at community events, etc. This number can fluctuate, however, at the time this Business Case was prepared, each employee has a caseload of:

- Older Adults – 23 active files plus daily drop-ins
 - This position also supervises 3 PT homemakers
- Family Supports now Direct Client Services Lead – 22 active files plus daily drop-ins
 - This position also supervises Youth Outreach and the Client Support Worker
- Youth Outreach – 24 clients with 9 on a waitlist plus drop-ins
 - This position works within 20-25 active files depending on the issues of the current clients. Youth can be sporadic in staying connected so there's some flexibility in the number of active files.
- Client Support Worker (formerly Housing Advocate; term position) – 18 active files plus daily drop-ins

Creating a waitlist is not ideal when people are ready for support to make positive change. Should they have to wait to access that support, the momentum of that decision to be proactive diminishes and the risk of not coming back is very real.

ENHANCED COLLABORATION WITH AND BETWEEN COMMUNITY ORGANIZATIONS

An additional component of the business case for Council consideration is one time funding to allow for targeted consultation with community organizations to not only determine current roles and responsibilities, but also identify new opportunities for collaboration between social services agencies. This will be a facilitated dialogue, with funding to be contributed by the City possibly leveraging additional funding from other stakeholders. In addition, the assessment will address opportunities for enhanced connection with FCSS and the broader community.

To summarize, solidifying the position of Client Support Worker, the Eviction Prevention Fund, and funds for an outside consultant, provides stability in service contributing to Goal 1 of the new 2019-2022 Strategic Plan – *A City Where People Want to Live, Work and Play*, delivering high quality municipal programs and services that improve quality of life.

The addition of targeted funding to work with FCSS and our local social services agencies will improve communication among agencies with the goal of easing accessibility for residents thus saving time for them and agencies alike.

2. DESCRIPTION:

There are three components to this Business Case to enhance the service level of FCSS Direct Client Services:

- Client Support Worker term position – become a permanent position so the partnership with LRHF can continue and the experience and expertise of supporting those difficult to house can continue to be a resource internally and with our regional partners.
- Eviction Prevention Program – this program has helped 66 households avoid eviction. The desire is to continue with a budget allocation for the program and administer this program through FCSS.

- Consultant- this one time funding initiative allows for assistance from a consultant skilled in facilitation and social service collaboration to ensure a more integrated service model.

FCSS has implemented a new database in 2018 which will continue to capture number of clients served, referrals provided and referrals received but also it will start to capture the amount of time spent with each client. This will provide the statistical picture of what is required to support those with complex needs and provide the opportunity to better gauge the trends that are happening in the community.

3. CRITICAL PATH/TIMELINE FOR IMPLEMENTATION:

The current term Client Support Worker position (formerly Housing Advocate) made permanent will continue to utilize established office space. Recruitment for a consultant via an RFP will need to get underway to be ready for implementation in early 2019...

4. CORPORATE STRATEGIC PLAN:

Goals	Impact (High Medium Low)	Outcomes
1. A city where people want to live, work, and play	High	1.2 Deliver high quality municipal programs and services that improve quality of life.
2. A city with a plan for the future	Choose an item.	N/A
3. An economically prosperous city	Medium	A healthy community will contribute to becoming an economically prosperous city
4. A collaborative community-builder and regional partner	Medium	4.1 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.

**5. IDENTIFICATION OF ALTERNATIVES AND ANALYSIS:
(BENCHMARKING AND COMPARISON)**

As identified earlier, the FSLWs would like to build a partnership to deliver programs within the schools and LRHF would like to continue the existing partnership. FCSS also has the need to be able to deliver programs, supports and services to the community as a whole. There are two possible alternatives:

- A. Approve all three components outlined for this business case.
- B. Do nothing.

	Alternative A	Alternative B(Do Nothing)
Decision Criteria 1 – Budget Impact	One permanent position with additional operating budget for program. Community consultation one-time fee.	None
Decision Criteria 2 - Enhance service level to accommodate increase in demand for service	Continue supporting residents to avoid eviction. Waitlists for service may result should demand for service continue. Improved service level and coordination among social service agencies.	
Service Level Impact		
Risks & Mitigation Strategies	Caseloads for Direct Client Services staff will increase. Less focus will be placed on preventative, educational opportunities.	Unmanageable caseloads with waiting lists and potential for employee burnout.
Costs	\$99,200 – 1 position \$80,000 plus \$19,200 for employee benefits and \$15,000 for Eviction Prevention Program.	\$
Benefits	\$114,200	\$
Net:	\$0	\$
One time funding	\$30,000	
Viable / Not Viable	Viable	Not viable

6. RECOMMENDED ALTERNATIVE AND RATIONALE:

Alternative A is recommended based on the statistics provided in this business case and increased demand for service. As well, there is a desire from the community, to enhance collaboration among our local social service agencies which will result in a better service to residents.

Alternative B would mean that increased service demands continue with less staff and the opportunity to enhance service levels in the region may be delayed.

7. CRITERIA RATING OF RECOMMENDED ALTERNATIVE:

Identify by number, as per the Infrastructure Investment Strategy Policy. Right-click on the box, choose add text and then put an x in the box. Complete listing of the prioritization criteria can be found on the City's intranet site: City of Leduc Employee - Home Page > Staff Resources > Finance > Infrastructure Investment Strategy Policy

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8. HIGH LEVEL IMPLEMENTATION PLANS:

Milestone (What)	Activity (How)	Responsibility (Who)	Timing (When)
One position and Eviction Prevention Program are already in place. Hire Consultant	Develop RFP,	FCSS, Procurement	January 2, 2019
Screening Process	interview, select successful candidate	FCSS, Evaluation Committee, Procurement	January 28, 2019
External Resource Starts	Project Orientation	FCSS	February 18, 2019

Note: Where a business case is more project oriented and/or affects many stakeholders and city departments, a project scope statement should accompany the business case.

X Jakira White

A/ Director/Manager for the Business Unit

Sept. 25/18

Date

X [Signature]

A/ General Manager for the Department

Sept. 25/18

Date



Business Case

Waste Diversion Pilot Project

Name of Initiative

Infrastructure & Planning

Division Name

Public Services - Parks & Open Spaces

Business Unit

Budget Year 2019

This document is to be completed when one of the following is being proposed for consideration in the budget process

- A new service
- A new initiative
- A change to a current service level (change to the base budget)

PROPOSAL NAME: Waste Diversion Pilot Project

DEPARTMENT: Public Services

SUB DEPARTMENT #: 7810 - Parks Maintenance

*select additional dept. where applicable

FUNDING REQUIREMENTS:

Funding: One-Time

Number of Years: 1

Operating Budget Summary:			
	2019	2020	2021
Revenue			
Expenditure	5,000		
Net Operating Surplus (Deficit)	-5,000	0	0
Capital Budget Summary:			
	2019	2020	2021
Revenue			
Expenditure			
Net Capital Surplus (Deficit)	0	0	0

(Double Click anywhere on embedded spreadsheet to fill out)

1. BACKGROUND:

Looking into potential sustainability of a 3 stream waste collection and diversion of garbage during large events in the City. Events like Canada Day, large tournaments, Farmer’s Market or Chilli cook off.

2. DESCRIPTION:

Coverage required for new council initiative for 3 stream waste receptacles at special events hosted within the City of Leduc. This pilot project would require 2 staff to monitor and change the 3 stream waste receptacles at 3 – 5 large City sponsored events.

Key Responsibilities include:

- Operate city owned vehicle to and from events throughout the City of Leduc Park system.
- Deliver and pick up 3 stream containers to events

3. CRITICAL PATH/TIMELINE FOR IMPLEMENTATION:

Time line for this project would be to start in mid-April and continue into September of 2019 to cover 3-5 events for the season of 2019. Training and orientation of the position would be completed prior to the first major event in May.

4. CORPORATE STRATEGIC PLAN:

Goals	Impact (High Medium Low)	Outcomes
1. A city where people want to live, work, and play	High	1.2 Deliver high quality municipal programs and services that improve quality of life.
2. A city with a plan for the future	High	2.2 Balance municipal development with the preservation of our natural environment.
3. An economically prosperous city	Medium	Spending money wisely to provide a more environmentally friendly City
4. A collaborative community-builder and regional partner	Medium	4.1 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.

5. IDENTIFICATION OF ALTERNATIVES AND ANALYSIS: (BENCHMARKING AND COMPARISON)

	Alternative A	Alternative B	Alternative C	Alternative D (Do Nothing)
Decision Criteria 1	Year Round positions	Seasonal positions 6month term	Seasonal 4 month term	Continue with current practice
Decision Criteria 2	Higher costs	Medium cost increase	Supply and install only cans to 3-5 events	No cost increase
Decision Criteria 3	More FTE staff	Seasonal staff level increase	Casual staff use / event likely OT budget	No staff increase

Decision Criteria 4	Less waste going to the Landfill	Medium waste diversion to Landfill	Event users responsible for waste diversion	No change in the waste diversion
Service Level Impact	Year round waste diversion	Peak season waste diversion	Casual staff use for 3-5 events	No impact
Risks & Mitigation Strategies	Exposure to waste, training on handling, review policy and procedures	Exposure to waste, training on handling, review policy and procedures	Exposure to waste, training on handling, review policy and procedures	No change to risk
Costs	Salary \$64,500 Benefits <u>\$15,500</u> \$80,000	Salary \$29,200 Benefits <u>\$5,800</u> \$35,000	Salary \$4,200 Benefits <u>\$800</u> \$5,000	\$0
Benefits	\$0	\$0	\$0	\$0
Net:	\$80,000	\$35,000	\$5,000	\$0
Viable / Not Viable	Viable but will be costly over the long term	Viable with predictable costs		

6. RECOMMENDED ALTERNATIVE AND RATIONALE:

Proceeding with the seasonal implementation of the waste diversion pilot project would allow the City to invest in a council initiative as a test project. With a minimal amount of money up front to test for the potential full time waste diversion. The data collected during the first season could be used to plan for future expansion of a viable waste diversion in City parks and at City endorsed events

7. CRITERIA RATING OF RECOMMENDED ALTERNATIVE:

Identify by number, as per the Infrastructure Investment Strategy Policy. Right-click on the box, choose add text and then put an x in the box. Complete listing of the prioritization criteria can be found on the City's intranet site: City of Leduc Employee - Home Page > Staff Resources > Finance > Infrastructure Investment Strategy Policy

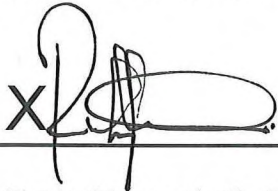
- 1 2 3 4 5 a b
- c d e f g i ii
- iii iv v vi vii

8. HIGH LEVEL IMPLEMENTATION PLANS:

(Develop a high-level implementation plan reflecting the activities Administration will undertake in executing against the initiative, including key responsibilities and timing)

Milestone (What)	Activity (How)	Responsibility (Who)	Timing (When)
Mid Season Evaluation	Review data from diversion activities for trends	Waste management staff & Parks manager	End of June 2019
End of Season Evaluation	Review data from diversion activities for trends and review viability of program for 2020	Waste management staff & Parks manager	End of September 2019

Note: Where a business case is more project oriented and/or affects many stakeholders and city departments, a project scope statement should accompany the business case.

X 

Director/Manager for the Business Unit

OCT 10 2018

Date

X 

General Manager for the Department

OCT 10 2018

Date

NOTE: The above 2 signatures are required before this document is included in budget deliberations.

ADDITIONAL DOCUMENTS





CITY OF LEDUC

POLICY NUMBER 11.00:19

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AUTHORITY:	CITY COUNCIL	ISSUE DATE: 25-Sep-2006
		SUPERSEDES:
		REVISION #: NEW
AREA/CHAPTER:	CITY COUNCIL	
POLICY NAME/TITLE/SUBJECT:	BUDGET GUIDING PRINCIPLES	
DEPARTMENT/SECTION:		
RELEVANT LEGISLATION:		
RELEVANT BYLAW/RESOLUTION:	#297/2006	

Policy Objective:

To establish principles for the annual preparation of the Municipal Budgets. In some cases these principles will stand alone, while in others the principles are excerpts from separate policies established by Council.

The Budget is the fiscal plan that is built to support Council's Business Plan and is part of the City's Financial and Business Planning Corporate Model. The Budget provides authority for Administration to spend the City's revenues on programs and services as directed by City Council.

Financial policies will be an integral part of the development of the budget.

Policy:

The City's annual budget will be developed based on the following principles.

A. GENERAL

The Operating Budget is the annual financial plan for the City. It provides Administration with the resources necessary to present the service levels determined by City Council. The Operating Budget will support Council's Business Plan.

B. BALANCED BUDGET

Each year the City shall adopt a balanced budget where operating revenues are equal to operating expenditures.

Any year-end operating surpluses will be applied to the City's "General Contingency Reserve" (95%) and the "Accumulated Surplus" (5%).

C. ONE-TIME REVENUES

One-time revenues will be matched with one-time operational or capital expenditures. The use of one-time revenues for balancing budgets shall be avoided, as these result in incurring annual expenditure obligations which may be unfunded in future years.



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D. REVENUES

1. Unpredictable revenue sources will not be used to fund expenditures until the revenue has been received.
2. Operating revenue estimates will be based on actual historic trends. Knowledge of future expectations will be taken into account. Since revenues are sensitive to both local and regional economic conditions, revenue estimates adopted by City Council must be conservative.
3. Diversify Revenues
 - a) The City will charge fees for services where it is applicable and cost effective to do so.
 - b) The City will strive for full cost recovery where it is applicable and cost effective to do so.
 - c) The City will continuously seek new and alternative revenue sources so as to limit the dependence on one or only a few sources and in order to maintain needed services during periods of declining economic activity.

E. NEW PROGRAMS / INCREASE / DECREASE IN SERVICE LEVEL

The Operating Budget will be built based on the principle to sustain current programs and level of services. New programs and / or an increase or decrease in service level will be presented in separate business cases.

F. RESERVES

1. Reserves are set up by Council for specific purposes through its reserve policy. They are used to offset impacts of major expenditures and stabilize the operating and capital budgets.

The City maintains both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures, to smooth the impact of financial changes on tax payers and service users or are set aside for specific future liabilities. The capital reserves are mainly used to support the City's long-term capital planning.
2. Transfer to reserves will be restricted to the following sources:
 - a) Transfer from "Operating" as approved by Council.



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POLICY NUMBER 11.00:19

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- b) Direct cash receipts such as sale of fixed assets and land, or any other cash receipts as authorized by Council.
3. Transfers from reserves shall be authorized as part of the budget process and approved by Council.
4. Interest earnings are generally intended to be applied to capital reserves only.
5. The City may borrow from reserves to reduce the overall impact of borrowing. Where the City decides to borrow internally, the rate used shall be the "Alberta Capital Finance Authority" rate.
6. Each reserve will be supported by a ten year projection of additions and uses of monies. These projections will be updated annually as part of the budget process.

G. CAPITAL IMPACT

The City will strive to maintain an appropriate base in the Operating Budget to support the 10-Year Capital Budget. A decrease in debenture payments will result in an increase in transfers to reserve.

Capital Expenditures are needed for:

1. Refurbishing to maintain Existing Assets.
2. New Amenities and Infrastructure to support growth.

H. DEBT MANAGEMENT

The cost of servicing any new debt will be addressed in the same budget year as the debenture will be issued.

AUTHORITY'S SIGNATURE:



City of Leduc Policy

Policy Title: Tangible Capital Assets Financial Reporting Policy

Policy No: Records Dept. Administers the Policy No.

Supersedes: Records Dept. has info

Revision #: Records Dept. has info

Authority (Council or City Manager): City Manager	
Section:	Approval Date:
Responsible Department: Finance	Effective Date:
Relevant Legislation: Public Sector Accounting Standards Board – PS 3150	
Relevant Council Resolution(s) and Date(s):	
Relevant Bylaw and Date(s):	
Authority’s Signature: This policy requires a number, revision/supersede information and an effective date before it can be brought for approval/signature.	

Policy Objective:

The purpose of this policy is to establish accounting and reporting procedures for tangible capital assets (TCA's) owned by the City of Leduc (the “City”) in accordance with the *Public Sector Accounting Handbook* (Section PS 3150).

The objectives of capitalizing tangible assets are:

- To maintain appropriate accountability for the City’s tangible capital assets;
- To promote sound corporate management of capital assets;
- To ensure compliance with Public Sector Accounting Standards PSAS;
- To measure and report the full cost of the City’s operations;
- To achieve better and more effective asset management; and
- To ensure that capital asset acquisitions are planned for, budgeted for, purchased and financed in an appropriate manner.

This Tangible Capital Assets Financial Reporting Policy is to be used in conjunction with the “*Public Sector Accounting Standards PS 3150 Tangible Capital Assets.*”

Policy Scope:

This policy applies to all departments and organizations that the City is responsible to include in its reports.

All tangible capital assets owned by the City, either through purchase, construction, or contribution which qualify as capital assets are addressed in this policy.

Definitions:

See *Appendix A - Definitions*

Principles:

The principles for this policy include:

1. The policy is for the benefit of the City as a whole; the managers of the City's tangible capital assets; and for the users of the City's financial statements.
2. The cost associated with the collection and recording of the data is balanced with the benefits achieved by users of the data and reports.
3. Accounting for TCA's is a joint responsibility between departments procuring TCA's and the Finance Department and shall be done in accordance with this policy and PS 3150.
4. Compliance is with all legislation applicable to municipalities.
5. Materiality is considered.
6. Initial inventory historical costs for the City's tangible capital assets for the years 2008 and prior were calculated using a deflation factor applied to a the best estimate of a 2009 fair value; or recorded at actual costs less depreciation (**NBV – net book value**) whenever actual costs were available.
7. The policy considers the City's Strategic Plan 2014 – 2018, Goal 6 – Fiscal Sustainability, Outcome 6.3 to finalize and implement the fiscal sustainability plan. Correct accounting for TCAs is important to the City's fiscal sustainability.
8. The policy will assist in providing guidance to departments when planning and budgeting for capital asset purchases and replacements.

Policy Statements:

A general framework is established for the management and control of the City's tangible capital assets. Included in this framework is proper recognition; measurement; thresholds; classification; amortization; disposals and write-downs.

1) Recognition

All tangible capital assets purchased, constructed, or received as contribution by the City which qualify as capital assets and meet the capitalization threshold will be capitalized.

In accordance with PS 3150, **tangible capital assets (TCA's)** are **non-financial assets** having physical substance that:

- (i) are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- (ii) have useful economic lives extending beyond an accounting period (one year);

- (iii) are to be used on a continuing basis; and
- (iv) are not intended for sale in the ordinary course of operations.

Land is recognized as a capital asset but it has an indefinite useful life and is therefore not amortized. **Works of art and historical treasures**, intangible assets such as patents, copyrights and trademarks and **bio assets** are not capitalized or amortized.

The City should account for a **capital lease** as an acquisition of a tangible capital asset and an incurrence of a liability in accordance with *Public Sector Accounting Guideline PSG-2 – Leased Tangible Capital Assets*.

For **joint ventures** the capitalized cost and amortization of the asset is based on the City's proportionate share of the asset as specified in the joint venture contract.

Assets removed from productive use and assets held for sale by the City which would otherwise have been reported as a tangible capital asset should be reported as **financial assets** and amortization should not be applied.

2) Measurement – Cost

The **Cost** of a tangible capital asset as defined by PS 3150 is the gross amount of consideration given up to acquire, construct, develop or better an asset and includes all costs directly attributable to its acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed capital asset is considered to be equal to its fair value at the date of contribution. Capital grants are not netted against the cost of the related capital asset as full cost of the asset is considered.

Assets owned by the City but not paid for by the City including those received by way of contributions, dedications, donations and gifts, are to be recorded at **fair value**. In the case that an estimate of fair value cannot be made, the capital asset should be recognized at a nominal value of one dollar.

Many tangible capital assets, particularly office furniture and equipment and computer hardware devices, may not meet the capitalization threshold as individual assets but as an **asset pool** they do. These assets can be recorded on an annual basis based on the total cost of the pooled assets assuming all assets in the pool are similar in function, have the same useful life and meet the capitalization threshold for that asset class.

The City uses the **whole asset approach** in most cases to record the cost of each asset. However, the **component approach** is used when the cost of each component can be reasonably estimated.

3) Capitalization Thresholds

Capitalization threshold is defined as the minimum value of an expenditure that meets the criteria of a tangible capital asset and that will be recorded as a tangible capital asset. City projects that are budgeted as capital but do not meet the threshold or the definition of a TCA are expensed in the year in which they are acquired. Costs for these assets are referred to as **capital-type expenses**.

Thresholds should be applied on an individual asset basis, unless multiple expenditures for tangible capital assets valued below the capitalization threshold that would normally be expensed, result in a material misstatement of the financial statements. In this case, assets should be recognized as an **asset pool** and recorded as a tangible capital asset.

Expenditures that meet both the criteria of a tangible capital asset and meet or exceed the following capitalization thresholds are to be recorded as a tangible capital asset.

Table 1 – Major Asset Classes & Capitalization Thresholds

Major Asset Class	Capitalization Threshold
Land	Capitalize All
Land Improvements	10,000
Buildings	100,000
Building Improvements	100,000
Engineered Structures	100,000
Machinery & Equipment	10,000
Vehicles	10,000

4) Asset Classifications

In order to facilitate reporting, capital assets must be assigned to the “**major**” classifications outlined in **Table 1 – Major Asset Classes & Capitalization Thresholds** above. Capital assets can be further classified into minor classes. **Appendix B – Major and Minor Asset Classes and Recommended Useful Life** provides a breakdown of major and minor classes and recommended useful life for each asset class. The “**major**” classifications that describe what an asset objectively is include:

i. Land

Land includes land purchased or acquired for value for parks and recreation, building sites, infrastructure (roads, bridges, utilities etc.), and other program use but not land intended for resale.

Land owned by the City includes but is not limited to land used for parks, land

under roads, sidewalks and multi-ways, land used for City owned facilities, municipal reserves, and public utilities. Annexed land and land received through contribution is also included in the City's land inventory. Land assets are not subject to amortization.

ii. **Land Improvements**

Land Improvements consist of any capital expenditures incurred to beautify the land or to make it ready for its intended use. It includes improvements of a permanent nature such as parking lots, landscaping, fences and pathways.

The City's land improvement assets include but are not limited to parks, playgrounds, fences, signage, ball fields, outdoor rinks and pools, the spray park, parking lots, and multi-ways.

iii. **Buildings**

Buildings are permanent or portable building structures, such as office buildings, garages, warehouses, and recreation facilities intended to shelter persons and/or goods, machinery and equipment.

The City's buildings include but are not limited to the Civic Centre, the Operations Building, the Protective Services Building, the Leduc Recreation Centre, the Alexandra Arena, the bus barn, the library, storage sheds, and various facilities used by community groups and sporting organizations.

This classification is for newly constructed buildings in the year that construction is completed. Buildings are recorded at full cost and are not typically separated into components.

iv. **Building Improvements (Betterments)**

Building improvements (betterments) are any modifications, renovations or additions to existing buildings. **Betterments** typically prolong an assets useful life or improve its **service potential** or functionality. It includes major improvements such as a roof replacement or a complete overhaul of the mechanical system. It must meet the capitalization threshold.

Repairs and maintenance which are necessary to obtain the expected service potential of a capital asset for its estimated useful life are not betterments and should be expensed.

v. **Engineered Structures**

Engineered structures are permanent structural works such as roads, bridges, canals, dams, water and sewer, and utility and transmissions systems, including plants and substations.

The City's engineered structures include but are not limited to roads, water, wastewater and storm systems. These are further broken down into minor classes such as pavement surface, pavement substructure, sidewalks, bridges, pipes, valves, hydrants, manholes, reservoirs and lift stations.

vi. **Machinery and Equipment**

Machinery and equipment includes heavy equipment used for constructing or maintaining infrastructure, smaller equipment for use in buildings and offices, furnishings, and computer hardware and software. This class does not include stationary equipment that is attached to buildings and vehicles. In these cases the cost is included in the cost of the building or vehicle.

When individual purchases of machinery or equipment do not meet the capitalization threshold they can be pooled and capitalized in the year of purchase as a pooled asset. Pooled assets must have similar use and function and have the same useful life.

Machinery and equipment assets owned by the City include but are not limited to tractors, mowers, sweepers, snow plows, portable radios, thermal imaging cameras, fitness equipment, office furniture and workstations, computer workstations and laptops, printers, and software.

vii. **Vehicles**

City owned vehicles include trucks, vans and cars used by public services, planning, facilities and protective services. This category also includes fire trucks, ambulances and transit buses.

viii. **Work in Progress (WIP)**

Work in progress assets refer to new tangible capital assets such as roads and buildings that are under construction but not yet complete. Work in progress assets are not capitalized or amortized until construction is substantially complete and the asset is ready to be put into service or for productive use.

Construction costs are tracked in a work in progress (WIP) GL account and are transferred to a tangible capital asset (TCA) GL when construction is complete. Amortization begins when an asset is put into service or productive use.

5) Amortization

Amortization (Depreciation) is a rational and systematic manner of allocating the cost of an asset, net of its **residual value**, over its estimated useful life.

The City of Leduc typically uses the **straight-line method** with half-year rule to calculate amortization. With the straight-line method, annual amortization is calculated by dividing the original cost of the asset by its estimated useful life. The resulting amortization is accumulated annually over the useful life of the asset with the exception of the year of acquisition and final year of amortization when only 50% of the amount is applied.

The **estimated useful life** is the period over which an asset is expected to provide services. An asset's useful life can be estimated based on its expected future use, effects of technological obsolescence, expected wear and tear from use or the passage of time, and the level of maintenance and experience with similar assets.

Appendix B – Major and Minor Asset Classes and Recommended Useful Life is a general guide for the estimated useful life for the different asset classifications. The estimated useful lives are intended to apply to assets in new condition. The estimated useful lives of acquired used assets should be reduced based on the age and condition of the asset.

The recommended useful lives shown in **Appendix B - Major and Minor Asset Classes and Recommended Useful Life** are guidelines only. These useful lives will be used in the absence of better information. If the intended future use of an asset is such that the useful life is expected to vary considerably from the recommended useful life then the better estimate will be used. In determining the most appropriate useful life of an asset, finance will work in collaboration with the department responsible for the purchase and maintenance of the asset.

Land has an unlimited useful life and should not be amortized.

Amortization should not be recorded on work in progress, capital assets which have been removed from service but not yet disposed of, or assets held for sale.

6) Disposals

Disposal of a capital asset results in its removal from service as a result of sale, destruction, loss or abandonment.

When a capital asset is disposed of, the cost and the accumulated amortization should be removed from the accounting records and any gain or loss recorded.

Any cost of disposal paid by a department should be expensed and not netted against the gain or loss on disposal.

A **gain or loss on disposal** is the difference between the net proceeds received and the net book value of the asset and should be accounted for as a revenue (gain) or expense (loss), respectively, in the period the disposal occurs.

Proceeds from the sale of a capital asset less the net book value should be recorded in the appropriate department's realized gain/loss account. The total proceeds (*not just gains on disposal*) are transferred to the appropriate reserve account at year end.

A department may remove a capital asset from service and make plans to sell it. Amortization should not be recorded in the year the capital asset is removed from service.

For certain capital asset categories, determining the cost and corresponding accumulated amortization to dispose of can be difficult because not all assets are recorded individually. This is especially true in the case for pooled assets and linear assets such as roads and underground utilities. Asset replacement occurs on a regular basis but administrative costs to separately track and account for each acquisition and disposal transaction would be prohibitive. In these situations, if individual asset costs are available or can be reasonably estimated then a disposal is done. Otherwise, the asset pool remains on the books until it is fully depreciated. If, at that time, it is determined all of the assets in the pool are no longer in use then the entire asset pool can be disposed of.

7) Write-Downs

An **asset impairment** occurs when conditions indicate that a tangible capital asset no longer contributes to the City's ability to provide goods and services, or that the value of future economic benefits associated with the asset is less than the net book value. When an asset impairment is identified and conditions are expected to be permanent then the cost of the tangible capital asset should be reduced to reflect the decline in the assets value. The amount of the reduced cost of the asset is a **write down**.

Write-downs of tangible capital assets should be recorded as a current period expense in the period that the decrease can be measured and expected to be permanent.

Write-downs are permanent and cannot be reversed even if circumstances change.

Accounting and Reporting Requirements

Each department is responsible for budgeting for their own capital asset purchases.

Each department is responsible for coding invoices for their capital asset purchases. Departments must provide the capital project ID and the corresponding general ledger account. Finance is responsible for providing departments with a list of the general ledger accounts that correspond to the project IDs. Departments are also responsible for determining the **fair value** for assets received by way of donation or contribution and for providing this information to finance.

Finance is responsible for keeping accurate and timely information in the general ledger (GL) and subsidiary ledger (fixed asset module). The GL should be reconciled to the fixed asset module on an annual basis after all capital asset transactions have been recorded for the year. Supporting documentation for all capital assets received by way of purchase, construction, contribution, and donation must be available as well as supporting documentation for disposals.

Finance calculates amortization annually after all other capital asset transactions have been recorded. Amortization expense and accumulated amortization recorded to the GL must reconcile to the fixed asset module.

The City is expected to maintain the following minimum information on each individual asset:

- Description – a unique identification to describe the asset such as a serial number
- Classification – as outlined in **Appendix B**
- Asset type – completed or work in progress
- Cost – total cost for the asset
- Date placed in service – date of purchase, donation or completion (The City uses December 31st of the year the asset is placed in service.)
- Amortization method – The City uses the straight line method with the 50% rule but depending on the nature of the asset a more appropriate amortization method can be used.
- Estimated useful life – as outlined in **Appendix B**
- Disposal or transfer information

The City should also maintain information about the nature of any **works of art and historical treasures** held. These are not amortized due to the difficulty in determining future value to the City of Leduc, but are simply disclosed in the notes to the financial statements.

Presentation and Disclosure

As per Public Sector Accounting Standard PS 3150.40 the financial statements should disclose, for each major category of tangible capital assets and in total:

- (a) cost at the beginning and end of the period;*
- (b) additions in the period;*
- (c) disposals in the period;*
- (d) the amount of any **write-downs** in the period;*
- (e) the amount of amortization recorded for all tangible capital assets for the period;*
- (f) accumulated amortization at the beginning and end of the period; and*
- (g) the net carrying amount (net book value) at the beginning and end of the period.*

PS 3150.42 specifies that financial statements should also disclose the following information about tangible capital assets:

- (a) The amortization method used, including the amortization period or rate for each major category of tangible capital asset;*
- (b) The net book value of tangible capital assets not being amortized because they are under construction or development or have been removed from service;*
- (c) The nature and amount of contributed tangible capital assets received in the period and recognized in the financial statements;*
- (d) The nature and use of tangible capital assets recognized at nominal value;*
- (e) The nature of the works of art and historical treasures held by the City; and*
- (f) The amount of interest capitalized in the period.*

Policy Review

This policy is to be reviewed every three years or sooner if changes in accounting standards require it.

Additional Information

Questions regarding capital asset requirements may be directed to the Manager, Accounting Services, who may consult with the Director of Finance.

Attachments

Appendix A – Definitions

Appendix B – Major and Minor Asset Classes and Recommended Useful Life

Tangible Capital Assets Financial Reporting Policy

Appendix A – Definitions

“Tangible Capital Assets (TCA’s)” are non-financial assets having physical substance that:

- are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- have useful economic lives extending beyond an accounting period (one year); and
- are utilized to achieve City plans, objectives and services with the intention of being used on a continuous basis and are not intended for sale in the ordinary course of operations.

Tangible capital assets do not include such things as:

- inventories held for resale (including land);
- capital grants;
- intangible assets, except for software which is tangible for the purpose of capitalization;
- biological assets;
- feasibility studies, business cases, management reviews; and
- assets with costs falling below the thresholds outlined in this policy.

“Amortization (Depreciation)” is a rational and systematic manner of allocating the cost of an asset, net of its residual value, over its estimated useful life.

“Asset Impairment” occurs when conditions indicate that a capital asset no longer contributes to the City’s ability to provide goods and services, or that the value of future economic benefits associated with the asset is less than the net book value.

“Asset Pool” are similar assets that have a unit value below the capitalization threshold but have a material value that exceeds the threshold as a group. Such assets shall be pooled as a single asset with one combined value in the year of acquisition.

“Betterments” are enhancements to the **service potential** of a capital asset such as:

- An increase in the previously assessed physical output or service capacity;
- A reduction in associated operating costs;
- An extension of the estimated useful life; or
- An improvement in the quality of output.

“Bio Asset or Biological Asset” is a living animal or plant. Bio Assets are not capitalized or amortized.

“Capital Lease” is a lease held on a non-financial asset that has physical substance and a useful life extending beyond an accounting period and that is used in the delivery of goods and services. Substantially all of the benefits and risks of ownership are transferred to the City without requiring the transfer of legal ownership. For substantially all of the risks and

benefits of ownership to be transferred, one or more of the following conditions must be met:

- There is reasonable assurance the City of Leduc will obtain ownership of the leased property by the end of the leased term.
- The lease term is of such duration that the City will receive substantially all of the economic benefit expected to be derived from the use of the leased property over its lifespan. The threshold for this test is 75%.
- The minimum lease payments, excluding any portion relating to executor costs are equal to 90% or more of the fair market value of the lease property at the inception of the lease.

“Capital-type Expenses” are costs for assets that were budgeted as capital but either do not meet the definition of a tangible capital asset or do not meet the capitalization threshold. In either case, these costs are expensed in the year they were realized.

“Capitalization Threshold” is the minimum cost an individual asset or asset pool must have before it is recorded as a capital asset on the statement of financial position.

“Component Approach” is an approach whereby major components of a capital asset are individually capitalized and amortized. For example the major components of a building (exterior shell, windows, roof, HVAC etc.) may be capitalized.

“Cost” is the gross amount of consideration given up to acquire, construct, develop or better a capital asset and includes all costs directly attributable to its acquisition, construction, development or betterment, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed capital asset is considered to be equal to its fair value at the date of contribution.

“Disposal” refers to the removal of a capital asset from service as a result of sale, destruction, loss or abandonment.

“Estimated Useful Life” is the estimate of the period over which a capital asset is expected to be used or the number of units of production that can be obtained from the asset. It is the period over which an asset will be amortized and is normally the shortest of the physical, technological, commercial or legal life.

“Fair Value” is the amount of the consideration that would be agreed upon in an arm’s length transaction between knowledgeable, willing parties, who are under no compulsion to act.

“Financial Assets” are assets that are available to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Examples of financial assets are cash on hand, accounts receivable and inventories for resale.

“Gain on Disposal” is the amount by which the net proceeds realized upon an asset’s disposal exceed the asset’s net book value.

“Joint Venture” is an arrangement in which the parties agree to pool their resources for the purpose of completing a specific project that is to their mutual benefit. Each party contributes assets and shares costs and risks. The proportionate share of the assets owned by each party is specified in the joint venture contract.

“Loss on Disposal” is the amount by which the net book value of a capital asset exceeds the net proceeds realized upon the asset’s disposal.

“Net Book Value” is the capital asset cost less accumulated amortization and any write-downs. It represents the asset’s unconsumed cost.

“Non-financial Assets” are assets that do not normally provide resources to discharge liabilities. They are employed to deliver government services, may be consumed or used up in the delivery of those services, and are not generally for sale. Examples of non-financial assets are capital assets and inventories held for consumption or use.

“Repairs and Maintenance” are ongoing activities to maintain a capital asset in operating condition. They are required to obtain the expected service potential of a capital asset over the estimated useful life. Costs for repairs and maintenance are expensed.

“Residual Value” is the estimated net realized value of a capital asset at the end of its estimated useful life.

“Service Potential” is the output or service capacity of a capital asset.

“Straight-line Method” is an amortization method which allocates the cost of a capital asset equally over each year of its estimated life.

“Whole Asset Approach” is an approach which considers an asset to be an assembly of connected parts. Costs of all parts would be capitalized and amortized as a single asset.

“Work in Progress” is the accumulation of capital costs for partially constructed or developed projects.

“Works of Art and Historical Treasures” are property that has cultural, aesthetic, or historical value that is worth preserving perpetually. These assets are not capitalized as their service potential and expected future benefits are difficult to quantify. They are, however, noted in financial statements.

“Write-down” is a reduction in the cost of a capital asset as a result of a decrease in the quality or quantity of its service potential. A write down should be recorded and expensed in the period the decrease can be measured and is expected to be permanent.

Tangible Capital Assets Financial Reporting Policy
Appendix B – Major and Minor Asset Classes and Recommended Useful Life

Asset Major Class	Asset Minor Class	¹ Recommended Useful Life in Years
LAND		Not Capitalized
LAND IMPROVEMENTS	Multi-ways	25
	Parking Lots – Asphalt	20
	Parking Lots – Gravel	15
	Parks	20
	Skateboard Parks	20
	Skating Rinks	20
	Playgrounds & Equipment	20
	Fountains	20
	Lighting	20
	Signage (Large Entryway Signs)	20
	Ball Fields	20
	Fencing	20
BUILDINGS	Permanent Structures	50
BUILDING IMPROVEMENTS (BETTERMENTS)	Major Overhaul	50
	Minor Restorations (not maintenance)	25
	Mechanical Systems	25
	Leasehold Improvements	Variable
ENGINEERED STRUCTURES – ROADS	Pavement Surface	20
	Pavement Substructure	40
	Curb & Gutter	30
	Rural Gravel Roads	25
	Sidewalks	30
	Bridge	30
	Bridge Culvert	30
	Traffic & Crosswalk Signals	30
	Traffic Cameras	10
ENGINEERED STRUCTURES – WATER/WASTEWATER/STORM	Pipes – All Materials	75
	Pipe – Liners	50
	Water Piping Valves	75
	Service Connections	75
	Fire Hydrants	75
	Water Reservoirs	45
	Manholes	75

	Sanitary Lift Stations	45
	Pumps	25
	Catch Basins	75
	Outfalls and Intakes	75
	Storm Ponds	75
MACHINERY & EQUIPMENT		
	Pumper Truck Equipment	12
	Voice Recorders	10
	Ambulance Equipment	12
	Fire & Ambulance Rescue Equipment	5 - 12
	Thermal Imaging Cameras	5
	Radios & Pagers	5
	Fitness Equipment	20
	SCADA System	10
	Computer & Network Hardware	5
	Computer Software	4
	Fiber Optics	30
	Large Tools & Shop Equipment	15
	Waste Collection Carts	15
	Tractors	15
	Sweepers & Brooms	10
	Pressure Washers	10
	Zambonis & Ice Equipment	10
	Snow Blowers	15
	Mowers (Ride on)	10
	Trailers	10
	Plows, Loaders & Graders	15
	Mules	10
	Portable Signs	20
	Turf Equipment	10
	Water Meters	20
	Office Equipment	10
	Office Furniture/Workstations	20
	Restaurant FF&E	10
	Photocopiers	5
	Brush Chippers	10
VEHICLES		
	Light Duty	10
	Medium Duty	10
	Heavy Duty	10
	Transit Buses	10
	Fire Trucks	17
	Ambulances	10

¹The estimated useful life is a guideline only and can vary depending on the nature and use of individual assets.



City of Leduc Policy

Policy Title: Infrastructure Investment Strategy Policy

Policy No: 12.02.09

Supersedes: N/A
Revision #: New

Authority: City Manager	
Section: Finance	Approval Date: October 26, 2015
Responsible Department: Finance	Effective Date: October 26, 2015
Relevant Legislation: N/A	
Relevant Council Resolution(s) and Date(s): N/A	
Relevant Bylaw and Date(s): N/A	
Authority's Signature:	

Policy Objective:

This policy establishes guidelines and principles to inform decisions regarding capital asset investment.

Definitions:

Capital Investment: investment in the acquisition or building of new assets and major repair and replacement of existing assets that have a value above \$100,000.

Policy:

Demands and desires for capital investment are always higher than available funding. Adding to the complexity, there is a challenge in balancing the timing of the capital project with the urgency of the need and the availability of funding. On the one hand, allocating funding for capital projects should be done annually within a city's budgeting cycle. Conversely, complex infrastructure projects may require several years' preparation before external financing (grants or loans) can be sought.

This policy outlines principles to be met when allocating capital investment and includes a process to identify capital projects of highest priority to achieve the objectives outlined above. Application of this policy will result in the evaluation of competing capital needs and the optimization of finite municipal resources.

The following principles will be applied to all capital investments:

1. Prioritizes stable assessment that results in stable revenues

2. Maintains existing infrastructure
3. Delivers best value and return on investment for growth-related infrastructure
For example: focus on non-residential growth infrastructure as residential infrastructure will follow as jobs are created.
4. Harmonizes the City's role as a land use authority with that of land owner/developer
5. Optimizes capital investments to meet public and economic needs while achieving value for the investment
6. Embeds connectivity as a critical outcome
7. Maintains and enhances the quality of life for our citizens
8. Addresses needs and risks through prioritization
9. Considers long-term implications in all decisions

Capital investment will be considered within the frameworks of life cycle costing and assessment of alternatives (for example, reducing demand for the service/facility, engaging the private sector). The process and results are to be inclusive and transparent, involving all departments, senior staff, and factor in the results of the citizen engagements.

This policy operationalizes the above principles and will result in a capital plan and investment strategy that:

- Sequences needed infrastructure based on Leduc's growth priorities and constraints
- Identifies funding alternatives
- Identifies innovative partnering opportunities

Process:

1. All departments are to prepare their 10 year capital requirements on an annual basis in conjunction with the annual corporate planning and budgeting timelines.
2. When submitting the project in the budgeting software, Directors are to assign the appropriate criteria according to the chart below.
3. Finance will fund the 10 year capital plan and sort the plan according to highest criteria, assigning colors to each category. For example, all projects that fall within the Mandatory/Critical criteria will be color coded yellow and all projects assigned to the Necessary criteria will be green.

4. The Executive Management Team (EMT) will review the 10 year capital plan along with the assigned criteria, to strategically plan the best course of action to address the identified infrastructure needs and to provide recommendations to Council regarding funding mechanisms to finance the capital investments.

MANDATORY/CRITICAL (Color code: YELLOW):

	Criteria	Details	Examples
1	Required by legislation or regulation	Project is primarily intended to meet an established legislative or regulatory requirement	Compliance with Building Safety Code; OH & S Code; Environmental Act
2	Improve safety – reduce/eliminate hazards or reduce liabilities	Project is intended to eliminate or reduce a threat to life or improve health and safety for staff and community; maintain or enhance the City’s ability to respond to public safety threats; reduce the chance of insurance claims or litigation against the City	Replace playground equipment that is deemed unsafe; modifications to recreational areas to improve safety of users; installation of pedestrian crossing lights; install fence to prevent illegal crossing of highway
3	Maintain integrity of critical systems/ services/facilities	Project is intended to repair/replace/renovate an asset to ensure critical system/service/ facility is able to perform	Replace ambulance or fire truck; software or hardware upgrades to protect emergency communication/operations;
4	Replace/repair/refurbish asset to provide existing level of service	Project is intended to replace/repair/refurbish asset to ensure City is able to continuing provision of existing level of service	Replace operations building; facility roof; desktop computer renewal; replace utility lines; road overlay/ reconstruction.
5	Construct assets to supplement sustainable growth and development funded by offsite levies	Project provides necessary infrastructure to meet growth requirements.	Construct reservoir; construct arterial road; construct sanitary force main.

NECESSARY (Color code: GREEN)

	Criteria	Details	Examples
a)	Project directly referenced by Council’s strategic plan	Project is intended to meet an initiative identified in the Corporate Strategic Plan	Telford Lake Master Plan; Aerotropolis initiative; 65 th Avenue interchange
b)	Plan and/or construct/provide assets to support new growth and development	Project is intended primarily to provide increased infrastructure capacity that will facilitate or support growth and development; or to extend existing services to new neighbourhoods	Construct additional sports field; construct library addition

c)	Protect City property, private property	Project is intended to prevent damage to city or private property	Install fencing around property
d)	Environmental sustainability – payback < 5 years or supported by user fees.	Project supports environmental sustainability and has a payback of less than 5 years or supported by user fees	Replace lighting; replace traffic lights; blue bag program
e)	Project required by commitment to other governments.	Project is intended to meet obligation to another party such as province, other municipality.	Traffic lights at Airport road (County); attainable housing
f)	Provides appropriate staff working conditions	Project is intended to improve staff working conditions when limiting the City's ability to provide high quality services.	Renovations to introduce additional lighting; equipment modifications to improve working environment (cabs)
g)	Improve efficiency or effectiveness of internal processes	Project is intended primarily to improve the efficiency or effectiveness of service delivery	Purchase patching truck;

DESIRABLE (Color code: BLUE)

	Criteria	Details	Examples
i	Project to support other City approved plans such as MDP, Downtown Development Plan, etc.	Project is intended to address need identified in city approved plan	Acquire land for parking in support of downtown development plan.
ii	Environmental sustainability – all others.	Project supports environmental sustainability and has a payback of more than 5 years or may have none	Re-forestation project; transit project
iii	Demonstrated and sustained high public support for projects	Project is initiated or justified by the level of public support, as evidenced by some formal means.	Spray park
iv	Provide new/enhanced community-wide facilities or services	Project is intended primarily to provide the community at large with new or improved facilities to improve quality of life. Distinguish from # 5 in that these projects are not intended to support growth by extending existing services to a larger population.	Construct golf course; construct rowing center
v	Upgrade or replace assets to meet new service level	Project is intended primarily to replace or upgrade an asset, increasing capacity or function to increase the level of service to the public	
vi	Support plan of community groups	Project is intended to meet the needs of a community group	Construct ceramics club, construct admin facilities for rowing club

		representing a fraction of the overall public.	
vii	City funding to match grant funding	Project is intended to capitalize on opportunity for grant funding	Eco-industrial park

Policy Review

This policy is to be reviewed annually in conjunction with the Corporate Planning process.



City of Leduc Policy

Policy Title: Debt Management

Policy No: 12.02:05

Supersedes: 12.02:05

Revision #: 1

Authority: Council	
Section: Finance	Approval Date: June 26, 2017
Responsible Department: Finance	Effective Date: June 26, 2017
Relevant Legislation: Municipal Government Act s. 251-263 and Alberta Regulation 255/2000	
Relevant Council Resolution(s) and Date(s): June 26, 2017	
Relevant Bylaw and Date(s): N/A	
Authority's Signature:	

Purpose:

This policy establishes objectives, standards of care, authorized financing instruments, reporting requirements and responsibilities for the prudent financing of the City of Leduc's (the City) operating and infrastructure requirements.

Policy Objectives:

1. Long term planning

Long-Term Debt decisions will be integrated with the City's long term financial sustainability plan.

2. Sustainability and Flexibility

Long-Term Debt will facilitate and enhance the City's ability to maintain service level commitments to residents now and in the future with the ability to be proactive when responding to unanticipated and emerging financing requirements and opportunities.

3. Manage risk and cost

Long term costs of borrowing should be minimized while limiting the City's borrowing interest rate risk.

4. Alignment of users and payers

Debt repayment will be fair to those who pay and benefit from the underlying asset.

5. Compliance with the Municipal Government Act

Policy:

Scope

This policy covers all Long-Term Debt as defined above.

Purpose and restriction on Long-Term Debt

This City will only incur and carry Long-Term Debt when it is consistent with the City's long term financial sustainability plan and in conjunction with the Infrastructure Investment Strategy Policy (12.02.09) that identifies and supports priority capital projects pursuant to approved capital budgets.

In addition:

- Long-Term Debt will not be incurred for operating purposes.
- Long-Term Debt will typically be incurred after the actual capital expenditure.
- The City may, from time to time, incur short-term debt (e.g. bank line of credit financing) to bridge short-term cash flow requirements (note that the primary source of bridging is reserves).
- The City will not fund the purchase of vehicles and small equipment, computer hardware and software through Long-Term Debt even though their life expectancy is greater than five years. This excludes heavy equipment such as graders and emergency equipment such as fire trucks and ambulances.

Types of debt

The types of allowed (debt) financing instruments and their structures will be dependent in part upon the term and the type of asset to be financed.

Short-Term Debt – one year and less

Financing of operational needs for a period of one year or less pending the receipt of taxes and other revenues, or interim financing for capital assets pending long-term financing may be from one or more of the following sources:

- Reserves and Reserve Fund
- Bank line of credit or loan agreement
- Short-term promissory notes
- Banker's Acceptances

Long-Term Debt - greater than one year

This can be funded through the following means.

- i. Debentures, which may be in the following form or a combination thereof:
 - Instalment/Serial
 - Sinking Fund
 - Amortizing
 - Variable Interest Rate
 - Retirement Fund
 - Term
- ii. Reserves and reserve funds
- iii. Bank loan agreements, variable interest rate bank loan agreements, syndicated bank loan agreements.
- iv. Construction Financing Debentures

Long-Term Debt for Off-Site Levy Capital Projects

If it is determined that borrowing for off-site levy projects is appropriate, it is advantageous to consider flexible borrowing terms. Flexible borrowing terms can help mitigate the risk associated with repayment so that the City does not have to make up any shortfall in payment if levies are collected slower than the minimum required debt servicing payment.

Alignment of users and payers

Funding of Long-Term Debt must be fair and equitable to those who pay and benefit from the underlying assets over time. As far as practicable the following principals should be applied:

- Long-Term Debt for growth-related projects should be funded by direct developer contributions and off-site levies. The City's offsite levy bylaw allows the city to collect fees from the development of lands that are required to construct the necessary infrastructures for growth related projects. Water, sanitary, storm sewer, or road construction (MGA Part 17 sections 647 and 648) are examples of the types of capital projects resulting from growth in the City of Leduc that are paid for by the developer; i.e. development community.
- Long-Term Debt for projects of a general function of government should be paid for with general tax revenues. General function refers to providing services that are replacing aging infrastructure and/or outside the scope of what can be collected through offsite levies for growth; i.e. spray park, recreational facility, fire hall, library and police station are some examples.

Compliance with statutory requirements

All borrowing shall be in compliance with Municipal Government Act sections 251-263 and accompanying regulation 255/2000.

Notwithstanding any internal limits, Long-Term Debt shall not exceed debt limits established by the province.

Internal Long-Term Debt Limits

Overall Long-Term Debt levels for the city are further limited to a self-imposed 75% of the maximum level established by provincial regulation.

For determining compliance with internal debt limits debt levels shall include all Long-Term Debt plus future expected Long-Term Debt on multi-year projects already in progress.

Approval by Council

All Long-Term Debt must be approved by Council in the form of a borrowing bylaw in compliance with the MGA.

Other sources of funding

The City will first consider other sources of funding (e.g. grants, developer contributions, off-site levies, user fees or reserves) for capital asset acquisition before making a decision to borrow.

Lenders

The Alberta Capital Finance Authority (ACFA) will be considered as the first option for long-term borrowing (ACFA long-term interest rates are generally more favourable than conventional bank financing).

Borrowing from another lender will be initiated on a case by case basis, depended on factors such as flexibility, interest and loan type.

Matching debt amortization term and life of asset

The debt term shall not exceed the estimated useful life of the underlying asset. If possible, the debt term should not exceed 75% of the useful life of the asset acquired.

The repayment of principal on Tax-Supported Long-Term Debt should generally not extend beyond 25 years unless there are compelling factors which make it necessary to extend the term beyond this point.

Borrowing from reserves

When sufficient funds are available, the City may internally borrow from its reserve funds to provide for the financing of Capital Expenditures.

Borrowing from reserves will be repaid with interest. Internal loan repayments will be made from user fees, utility user rates, municipal taxes, or other identified sources through the annual operating budget. The interest rate will be equal to the average rate of return the City receives on the investment of surplus funds.

All borrowing from reserves, including the term of repayment and interest rate must be approved by Council. The term of repayment will generally be five years or less unless otherwise approved.

Timing of loan proceeds

Administration will manage the receipt of proceeds from Long-Term Debt as closely as possible with the accompanying Capital Expenditures.

Investing loan proceeds when not in use

Proceeds from Long-Term Debt borrowing will be invested in accordance with the City's investment policy (policy No. 11.00:28) until such time as the funds are required.

Short-term debt

The City may issue Short-Term Debt (less than one year) to bridge short-term cash flow requirements and as interim financing for Capital Expenditures pending the receipt of taxes, grants and other revenues.

The primary source of funding should be from reserves but funding can also come from the City's bank line of credit.

If the term of the debt exceeds one year it has to be approved by Council.

Opportunities for early repayments

Administration will actively monitor Long-Term Debt to identify opportunities for cost savings through prepayment or refinancing of existing debt.

Budgeting

The City will budget the first annual debt payment in the year that the debt is secured. This ensures that the operational impacts are taken into consideration in the same year that the debt is initiated.

Capital projects for debt financing will be considered and approved as part of the City's budget process.

Ongoing capital maintenance

When Long-Term Debt is repaid, administration will transfer the annual debt payments to reserves to ensure that the capital funding base is maintained for future requirements.

Debt categories

To support Long-Term Debt planning, management and reporting, Long-Term Debt is categorized into three groups based on the nature of the capital expenditure and the financing source for Long-Term Debt servicing.

i. Tax-supported Long-Term Debt

- Issued for Capital Expenditures related to tax supported operations.
- This Long-Term Debt will be repaid, including interest, using tax-supported revenues such as property and business taxes, non-utility user fees, fines, permits and investment income.

ii. Utility User-Rate Long-Term Debt

- Issued for Capital Expenditures related to utilities.
- This Long-Term Debt will be repaid, including interest, using utility user rates.

iii. Self-Supporting Tax-Guaranteed Long-Term Debt

- Issued to fund Capital Expenditures by activities or programs which are self-funded, including but not limited to:
 - Local improvement supported Long-Term Debt
 - Issued for capital improvements that benefit specific properties pursuant to an approved local improvement plan.
 - This Long-Term Debt will be repaid, including interest, from local improvement tax levies on the benefiting properties
 - Developer levy supported Long-Term Debt
 - Issued for Capital Expenditures that are related to new development such as arterial roadways or utility infrastructure.
 - This long-term debt will be repaid, including interest, from current and future developer levies.

Process:

1. Roles and responsibilities

Council:

- Approve the City's long-term strategic plan and operating / capital budget
- Approve all new Long-Term Debt
- Approve debt policy and internal debt limit

Administration:

- Minimize both the term of repayment and interest rate costs and consider alternate sources of funding
- Monitor and report on Long-Term Debt and identify opportunities for early payment
- Ensure compliance with statutory requirements and the City's debt policy, in particular statutory and internal debt limits.

2. Requests for debt approval by Council information items

In making a request to Council for approval of new Long-Term Debt the Director of Finance will demonstrate that the following was considered:

- Consistency with long-term strategic and financial plans and impact if any on previous debt forecasts
- The source of funding for debt serving payments
- The fair alignment of payers of the Long-Term Debt and users of the related asset
- Adherence to the purpose and restriction on Long-Term Debt as outlined in this policy
- Compliance with statutory requirements on borrowing including statutory Long-Term Debt limits
- Compliance with Internal Long-Term Debt Limits
- Possible alternative sources of funding
- For self-supporting debt (e.g. infrastructure to be repaid by off-site levy) an analysis of the likelihood and timing of the source of funding
- Justification for debt term beyond 25 years

3. Reporting

The City's annual Long-Term Debt reporting will include at a minimum the following elements though the year end and budgeting process:

Year End

- The City's debt limits, total debt outstanding, and total annual debt service payments will be reported in the Annual Consolidated Financial Statements

Budget

- Long-term projections for outstanding debt will be provided through the annual budget process as follows:
 - By category (tax-supported long-term debt, utility user rate long-term debt, self-supporting tax-guaranteed long-term debt)
 - Information on borrowing from reserves, e.g. total borrowing and interest rates
 - Forecasted long-term debt levels and long-term debt limits

Appendix A

Definitions:

Capital Expenditures

Expenditures incurred to acquire, develop, renovate or replace tangible capital assets as defined by the CPA Canada Public Sector Accounting Handbook.

Flexibility

Flexibility is the degree to which a government can change its debt or tax burden on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.

Interest Rate Risk

The risk that interest payments will increase because of increases in borrowing interest rates on Long-Term Debt.

Internal Long-Term Debt Limit

The debt limit established by the City.

Long-Term Debt

Any borrowing that would require classification as Long-Term Debt, capital lease (with a threshold of \$50,000 or greater) or a contingent liability incurred as a result of a loan guarantee provided by the City in accordance with the CPA Canada Public Sector Accounting Handbook.

Note that the definition of Long-Term Debt/borrowing for compliance with the Municipal Government Act s. 241 (a.1) is slightly different than the definition for this policy.

Long-Term Debt term

The period of time during which Long-Term Debt payments are made. At the end of the debt term, the debt must be paid in full.

Off-Site Levy Capital Projects

Road and municipal utility systems required outside or "off" the site of a particular development or subdivision that will directly or indirectly serve that development. These capital projects are to be repaid through off-site levies.

Short-Term Debt

A debt obligation that is used to cover cash-flow timing issues, smaller capital projects, and interim financing for Capital Expenditures (temporary financing of a capital property). The term of debt is one year or less.

Self-Supporting Tax-Guaranteed Long-Term Debt

Long-Term Debt issued to finance Capital Expenditures that are expected to generate sufficient cash to fund all obligations or have a dedicated source of revenues. Any funding shortfall to repay the debt will be funded through tax levy revenues.

Sustainability

Sustainability is the degree to which a government can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without increasing the debt or tax burden relative to the economy within which it operates.

Syndicated Bank Loan Agreement

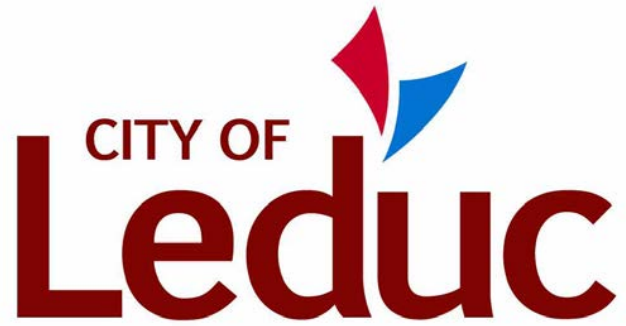
A bank loan between the City and a bank where the financing for the bank loan is obtained through a syndicated bank financing agreement in which each of the institutions that is a party to the term agreement agrees to contribute a portion of the amount of the bank loan being given to the City under the Syndicated Bank Loan Agreement.

Tax-Supported Long-Term Debt

Long-Term Debt issued for Capital Expenditures related to tax-supported operations (e.g. roads, transit, and parks). This debt is repaid using property tax levy revenues.

Utility User Rate Long-Term Debt

Long-Term Debt issued for Capital Expenditures related to utilities.



**2019 Budget Planning Survey
Stakeholder Survey Results**

Conducted by:



ADVANIS

*Advanis Inc.
Suite 1600, Sun Life Place
10123 99 Street
Edmonton, AB
T5J 3H1*

Primary Contact:

*Patrick Kyba
pkyba@advanis.net
780.229.1135*

June 28, 2018

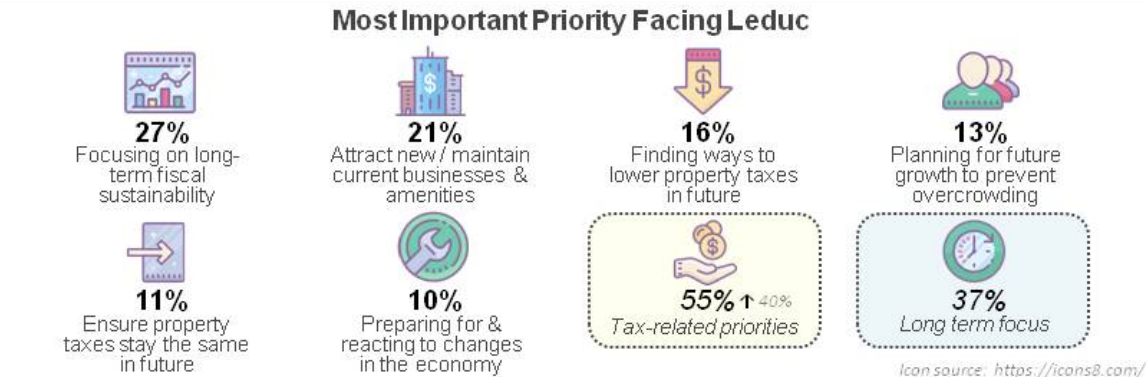
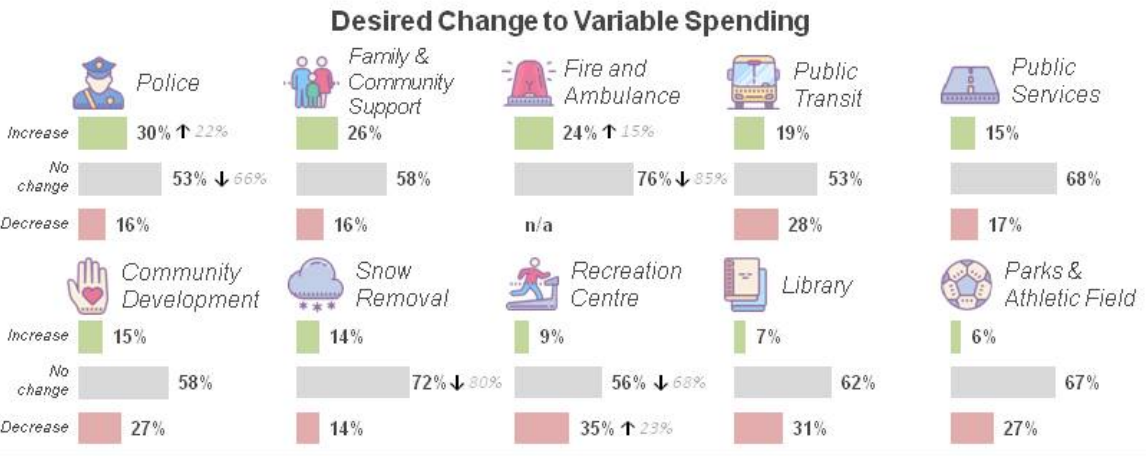
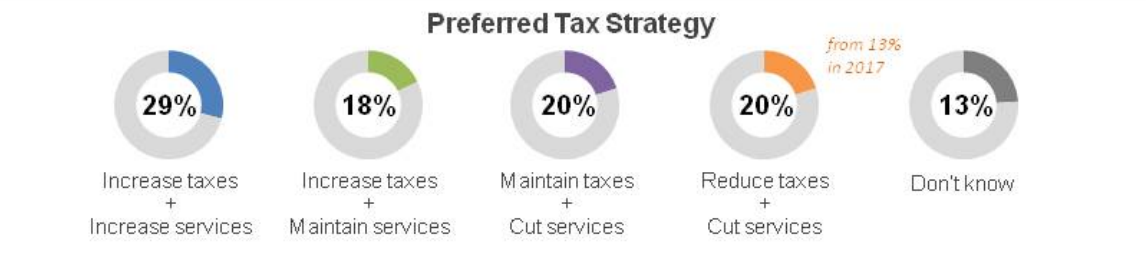
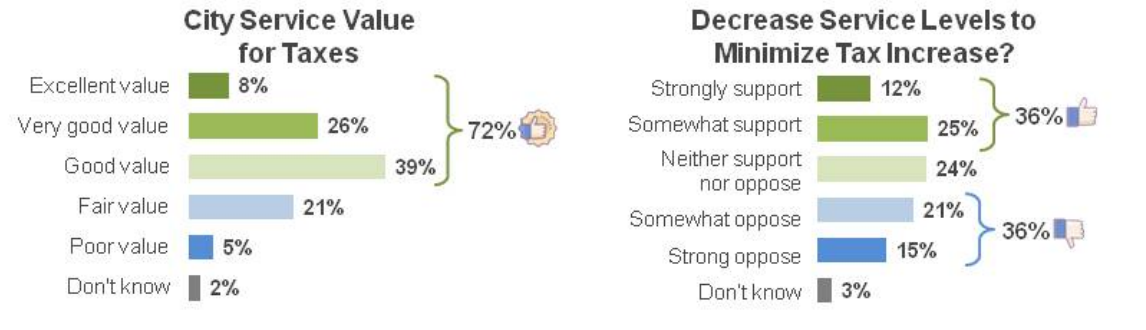
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1 Budget Planning Survey Highlights

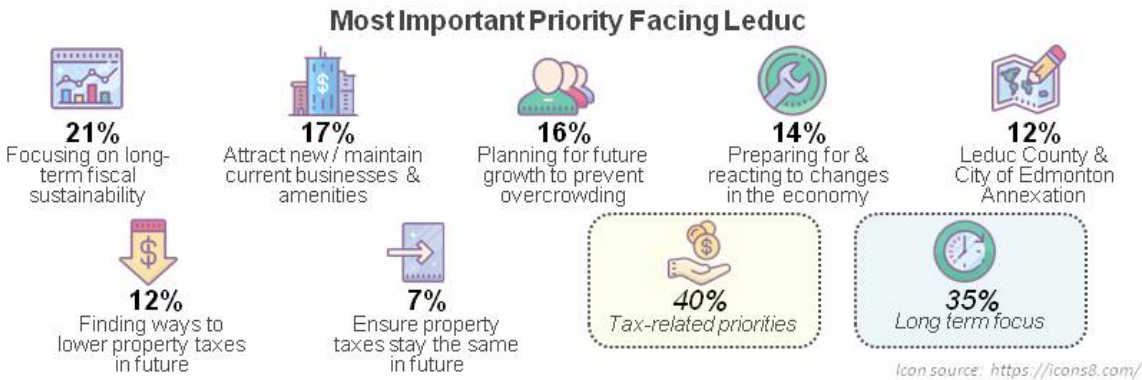
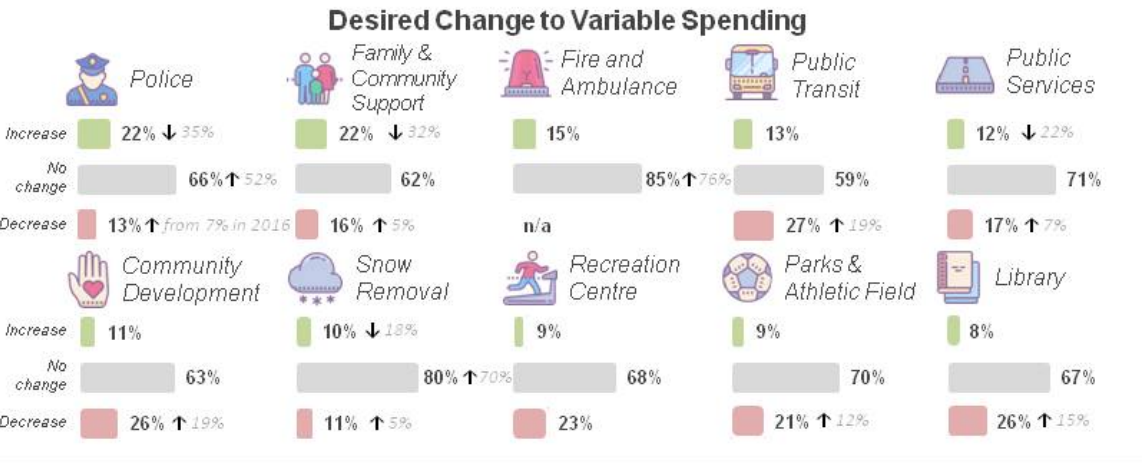
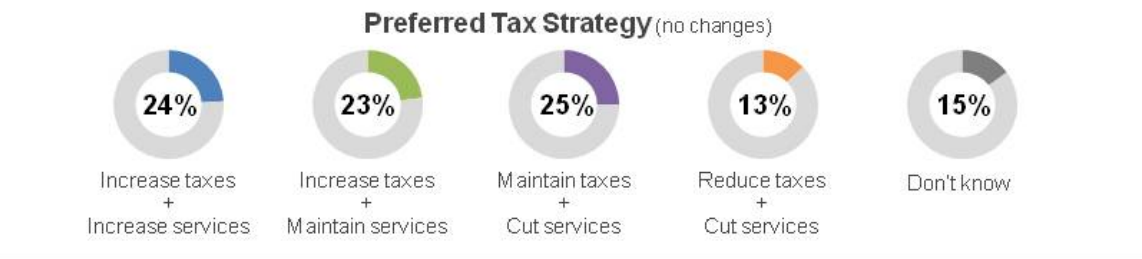
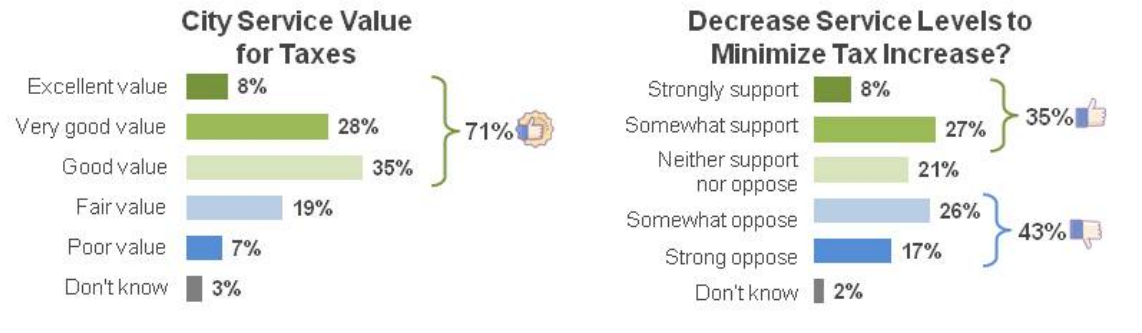
2019 Budget Planning Survey Highlights

Survey of 231 Leduc residents, completed online, between May 2nd to 31st, 2018. Results are unweighted.



2018 Budget Planning Survey Highlights

Survey of 386 Leduc residents, completed online, from, May 1st to June 1st, 2017. Results are not weighted.



2 Detailed Project Description

2.1 Project Background

In spring 2018, the City of Leduc (“the City”) contracted Advanis to conduct the 2019 City of Leduc Stakeholder Budget Planning Survey. The primary purpose of this study is to assess the views of City of Leduc residents concerning the budgetary planning process for the 2019 budget. In total, 231 City of Leduc residents aged 16 and older completed the survey between May 2nd and May 31st, 2018.

This report outlines the results of the 2019 Stakeholder Budget Planning Survey. Comparisons to previous years’ survey data are included where appropriate to determine any shifts in the perceptions and opinions of Leduc residents. **However, given that this sampling methodology is not random (see section 0 for more details), changes over time may be driven by the type of people who responded rather than the sentiment of the residents.**

2.2 Methodology

All components of the project were designed and executed in close consultation with the City of Leduc. A detailed description of each task of the project is outlined in the remainder of this section.

2.2.1 Project Planning

Advanis team members reviewed the documents and met with City employees charged with leading this research to ensure total understanding of the purpose and needs of this study. Both the City and Advanis agreed upon a research methodology and detailed work plan. As with previous years, few changes were made to the Budget Planning surveys as detailed in the following sections.

For the 2019 Budget Planning Survey, the City wanted to attempt to capture responses from younger (16 or 17 year old) residents of Leduc. While these younger residents were not a part of this General Population study, they were allowed to complete the Stakeholder study’s survey. However, no surveys were completed in 2018 by this younger demographic.

2.2.2 Survey Design

The 2019 Budget Planning Survey was based on the 2018 Budget Planning Survey, conducted in spring 2017. This maintained consistency between years and allowed many results to be compared between years. Specific changes made to the survey included:

- Adding a new question asking respondents how they became aware of the survey.
- Removing “Leduc County and City of Edmonton Annexation” as a level from the most important priority question (Q6).
- Updating all dates in the survey to reflect 2018 dates and all budget percentages to reflect what was actually budgeted for in 2018.
- Changing the incentive from offering a Leduc Recreation Centre Family Flex Pass (10 admissions) to a movie pass for 4 to Leduc Cinemas.

2019 City of Leduc Budget Planning Survey – Stakeholder Results

Advanis provided the City with a draft of the survey which the City provided feedback on. Advanis incorporated this feedback and the survey was programmed and tested. The City had the opportunity to review the survey online and provided additional feedback, which Advanis incorporated. A text version of the final questionnaire is provided in the Appendix (section 4.2).

2.2.3 Survey Population and Data Collection

Advanis provided a static link to the online survey to the City, which the City put on their website (www.leduc.ca). The link was then advertised to the public using news releases, LED signs, City Voice (for internal staff), posters in the library, radio ads, movie theatre ads, on the City's Facebook page, and other City websites. This methodology is consistent with previous years and conducting the survey online is necessary given the need to show graphics in the survey to residents.

The City remains cognizant of the increased use of mobile devices within our community, and recognized the importance of creating a mobile friendly platform for the 2019 Budget Planning Survey in order to most effectively engage all Leduc residents. As mentioned, the survey platform used in 2018 allowed for a mobile-optimized experience ensuring that those who chose to complete the survey on a smartphone or tablet could do so with ease.

In total, 68% of surveys collected for this report completed the survey on a mobile device (compared to 46% in 2017). In addition, five hardcopy versions of the Stakeholder survey were made available at each of the Leduc Public Library and the Leduc Civic Centre for those who were unable to access the survey online. At the end of data collection, only one paper survey was completed and returned.

A soft-launch of the survey was conducted on May 1st to May 2nd, 2018. The purpose of the soft-launch was to ensure the survey was functioning as intended on the survey platform, by collecting a limited number of completed surveys and reviewing the results. Since no data checks flagged any concerns, these results were included and the full survey was launched. The primary fielding dates for the remainder of residents who completed the survey was from May 2nd to May 31st, 2018.

Those who completed the survey were not drawn from the City population using probability sampling because the survey link was only available to those who saw advertising for the link and some people would have seen the link more often than others. As such, a margin of error is not reported (margin of error accounts for sampling error). If the data had been collected using a probability sampling method, the margin of error would be +/- 6.5%, 19 times out of 20. Given this sampling approach, the outcomes of the statistical tests reported reflect results as if performed on data collected using probability sampling. Similar to previous years, the data is left unweighted given the non-random sampling frame.

2.2.4 Survey Awareness

Survey participants were asked how they learned of the survey. Social media was the most often mentioned (by 83% of participants) followed by 13% who mentioned that they recalled it from the City of Leduc website. Other sources include 3% who learned of the survey from cinema, 2% from radio, and 6% learned of the survey from somewhere else.

3 Study Findings

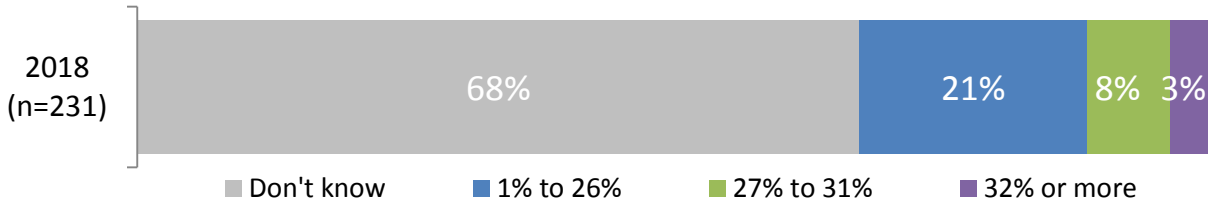
This section details the results of each specific topic in the survey. In this section, there are a few things to note:

- The term “significant” means “statistically significant at 95% confidence”.
- The analysis checked for statistical differences between the following groups:
 - Age (18 to 34, 35 to 54, 55 to 64, 65 or older);
 - Children in household (children, no children);
 - Income (under \$60,000, \$60,000 to \$99,999, \$100,000 to \$149,999, \$150,000 or more);
 - Employment status (employed full/part time, on leave/homemaker/student/not employed/retired);
 - Perceived value from taxes (good/very good/excellent, fair/poor);
 - Preference regarding decreasing services to limit tax increases (support, neutral, oppose); and
 - Preferred tax strategy (prefer to increase taxes, prefer to cut services).
 - Home ownership was not included due to too few (<30) renters completing the survey.
- The subgroup differences mentioned above are statistically tested in mutually exclusive groupings. For example, if a result says that it is statistically higher for those aged 18 to 34, this means that the result among those aged 18 to 34 is statistically higher than those who are not aged 18 to 34.
- To improve readability, bars with values less than 5% may not have the value shown. Actual percents are available in separate tables.
- Results have been rounded to remove decimal places. As a result, adding up values may not exactly equal the total expected.
- Arrows may appear on graphs that compare results over time. These indicate if the results are statistically (at 95% confidence) higher or lower than the previous year’s results.
- The term “(VOL)” at the start of labels indicate that this level was volunteered by residents who put text into the “other specify” level. These results are likely lower than they would have been had all residents seen these as levels.
- For results with a base size of fewer than 30 residents, percents are shown. However, results should be interpreted with caution due to the small base sizes. Additionally, statistical differences are not shown if a respondent subgroup has a base size of fewer than 30 residents.

3.1 Property Tax Value

Residents were informed that a portion of property tax collected on behalf of the Province of Alberta and goes to pay for education. When asked what percent of property tax goes to the province, over two-thirds (68%) did not know. The true percent of property tax that pays for education is 29%. 8% of residents came close, mentioning between 27% and 31%, while only 1% of residents correctly identified that 29% of property tax pays for education.

Percent of Property Tax Collected on Behalf of the Province of Alberta

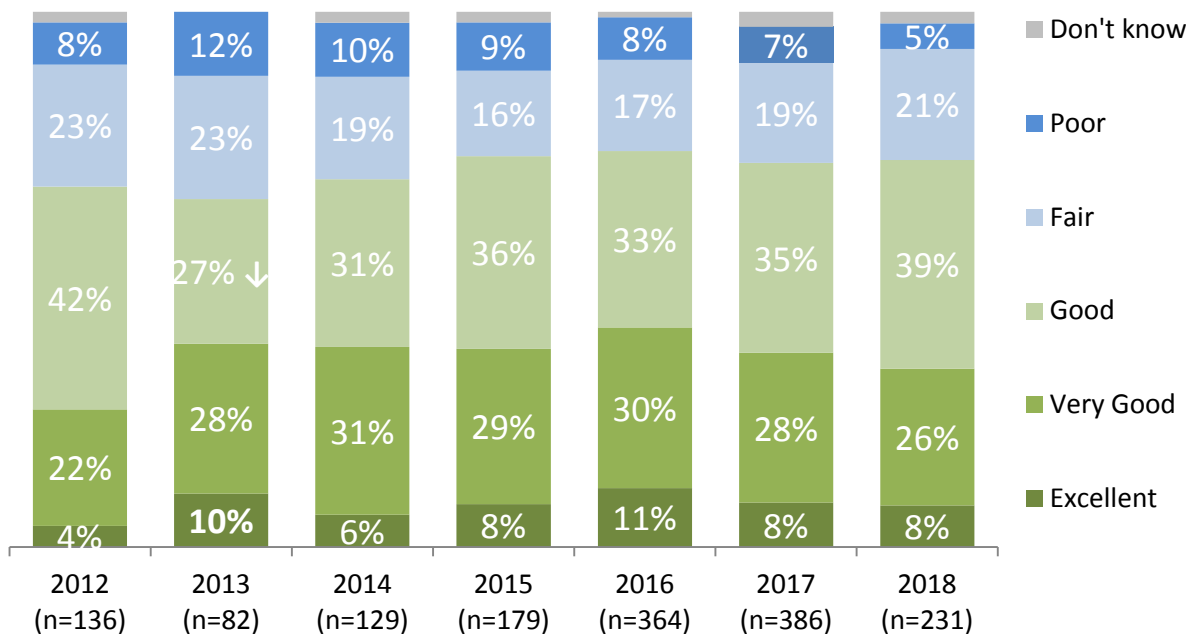


Values may not sum to 100% due to rounding. Trending is not shown as the true percent (29%) has increased from last year (27%).

There are no subgroups that are significantly more likely to answer in the 27% to 31%.

All residents were then made aware that 29% of property taxes are collected on behalf of the province to pay for education. They were then asked what level of value they felt they received from the remaining 71% used to fund city services. Consistent with last year, sentiment continues to be quite positive.

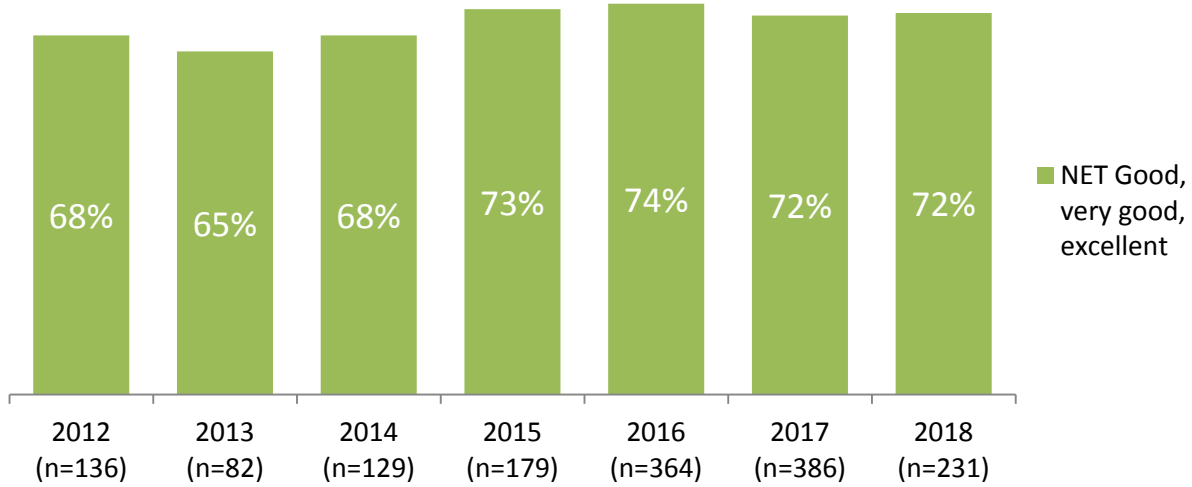
Perceived Value Received for Taxes Paid



Values may not sum to 100% due to rounding. Bars missing values are less than 5%.

The percent of residents that feel they received “good”, “very good”, or “excellent” value for their taxes (72%) continues to remain high in 2018 and is similar to the high scores in previous years.

Perceived Value Received for Taxes Paid (Good, Very Good, Excellent)

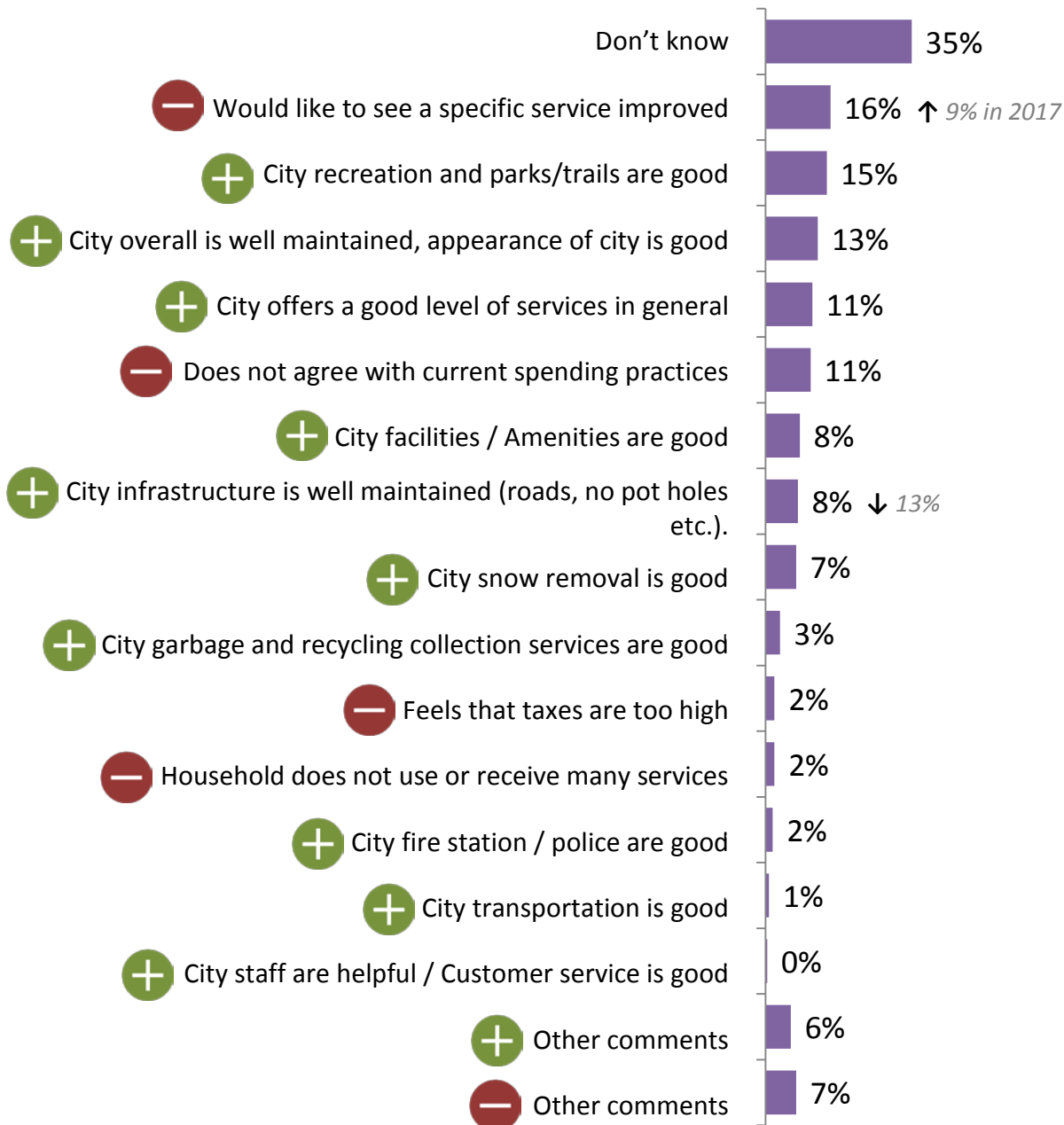


Subgroups that are significantly more likely to feel they receive “good”, “very good”, or “excellent” value include:

- 84%: Those who prefer increasing taxes to improve or maintain services; and
- 80%: Those who oppose decreasing services to minimize tax increases.

Residents were asked the reason why they felt that way. Given that most residents feel that they have received “good” or better value, it is not surprising that most reasons provided are positive. Although there were a number of different reasons mentioned, the top **+** positive reasons are that residents feel that city recreation, parks, and trails are good (15%), the City overall is well maintained (13%), the level of services is good (11%), and city facilities / amenities are good (8%). The top **-** negative reason provided by 16% of residents is the desire to see a specific service improved. Note that over a third (35%) of residents were unable to provide a reason for the perceived value they receive.

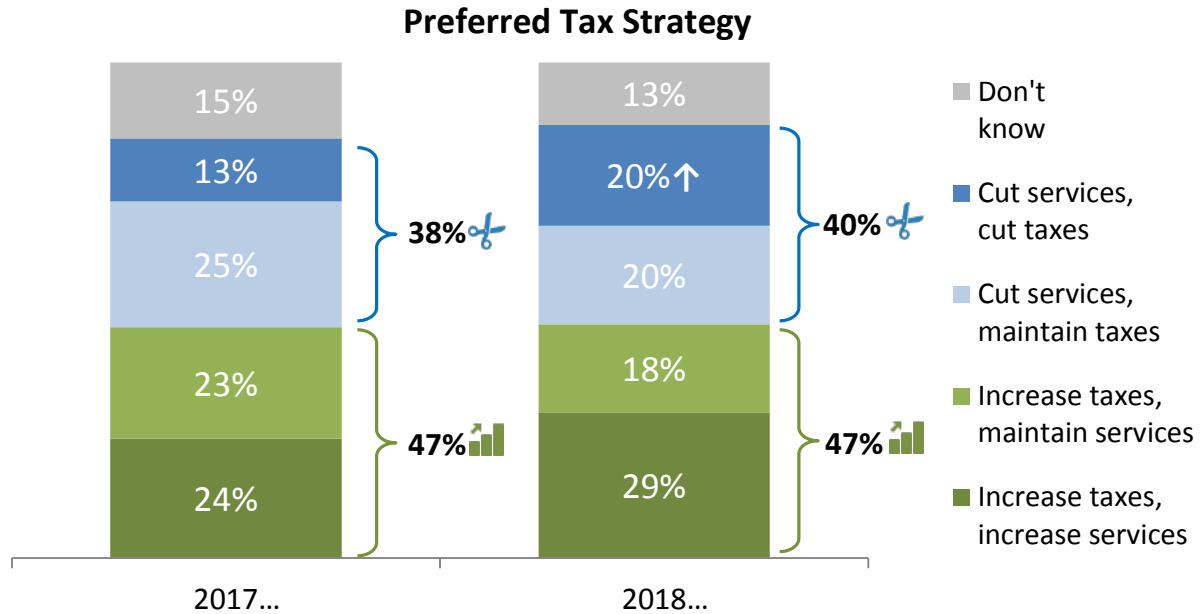
Why Residents Feel this Way



n=231. Values may sum to more than 100% as multiple mentions were allowed.

3.2 Overall Property Tax Preference

Residents were shown four different tax strategies and asked for their preference. Results were similar to 2017, and split between 47% preferring to increase taxes to increase or maintain services, and 40% preferring cutting services to maintain or reduce taxes. A further 13% did not provide an opinion.



Values may not sum to 100% due to rounding.

Results are not trended prior to 2017 due to the removal of the "something else" category.

Significant subgroup differences include:

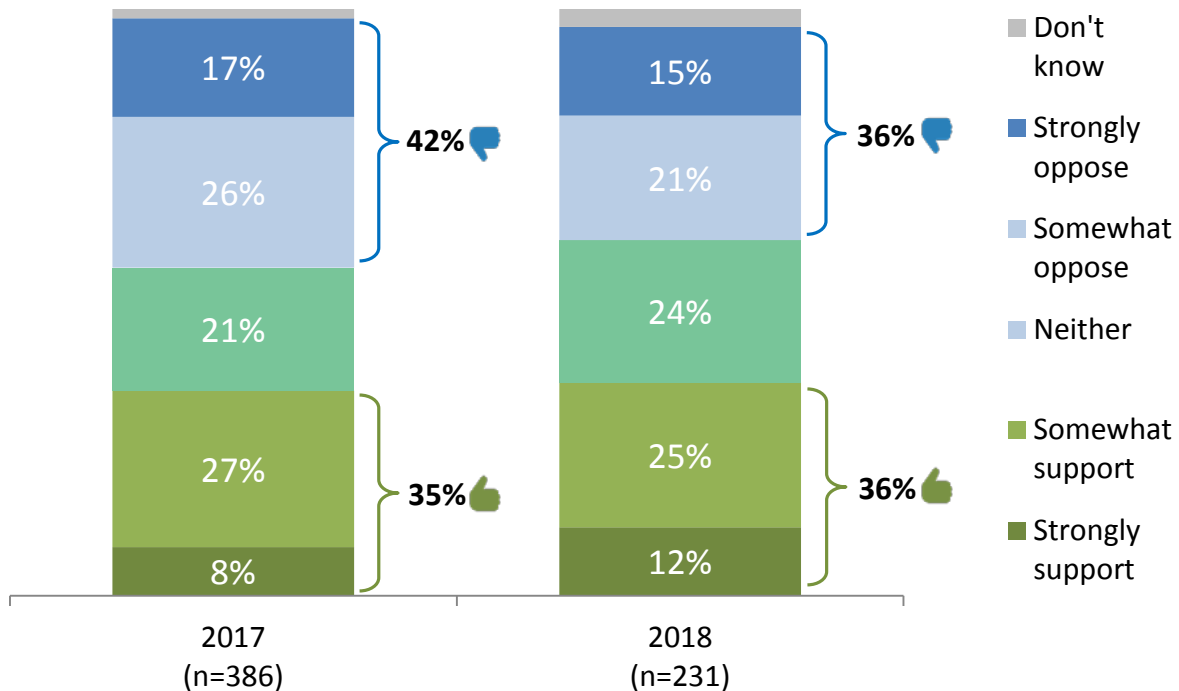
Increase taxes, increase services	Increase taxes, maintain services	Cut services, maintain taxes	Cut services, cut taxes
<ul style="list-style-type: none"> 62%: Those who prefer increasing taxes to improve or maintain services; 54%: Those who oppose decreasing services to minimize tax increases; 34%: Those who feel they get good/very good/ excellent value for their taxes 	<ul style="list-style-type: none"> 38%: Those who prefer increasing taxes to improve or maintain services; 30%: Those on leave/homemaker/ student/not employed/retired 26%: Those who oppose decreasing services to minimize tax increases 22%: Those who feel they get good/very good/excellent value for their taxes 	<ul style="list-style-type: none"> 49%: Those who prefer to cut services to maintain or cut taxes; 32%: Those who support a decrease in services to maintain taxes 24%: Those who are currently working 	<ul style="list-style-type: none"> 51%: Those who prefer to cut services to maintain or cut taxes; 38%: Those who support a decrease in services to maintain taxes 36%: Those who feel they get fair/poor value for their taxes

2019 City of Leduc Budget Planning Survey – Stakeholder Results

The City is sensitive to the economic climate and residents' desire to keep tax increases to a minimum. As such, residents were asked for their level of support or opposition for decreasing service levels to minimize tax increases.



Results were mixed with 36% opposing this approach and 36% supporting it. One-quarter did not feel strongly either way, while another 4% did not have an opinion. These results are similar to 2017.

Support/Opposition for a Decrease in Service Levels to Maintain Taxes





Values may not sum to 100% due to rounding.
Results are not trended prior to 2017 as a likelihood scale was previously used.

Subgroups that are significantly more likely to **support** decreasing service levels to maintain taxes include:

-  63%: Those who prefer cutting services to maintain or lower taxes; and
-  49%: Those who feel they get fair/poor value for their taxes.

There are no subgroups significantly more likely to **neither support or oppose** decreasing service levels to maintain taxes.

Subgroups that are significantly more likely to **oppose** decreasing service levels to maintain taxes include:

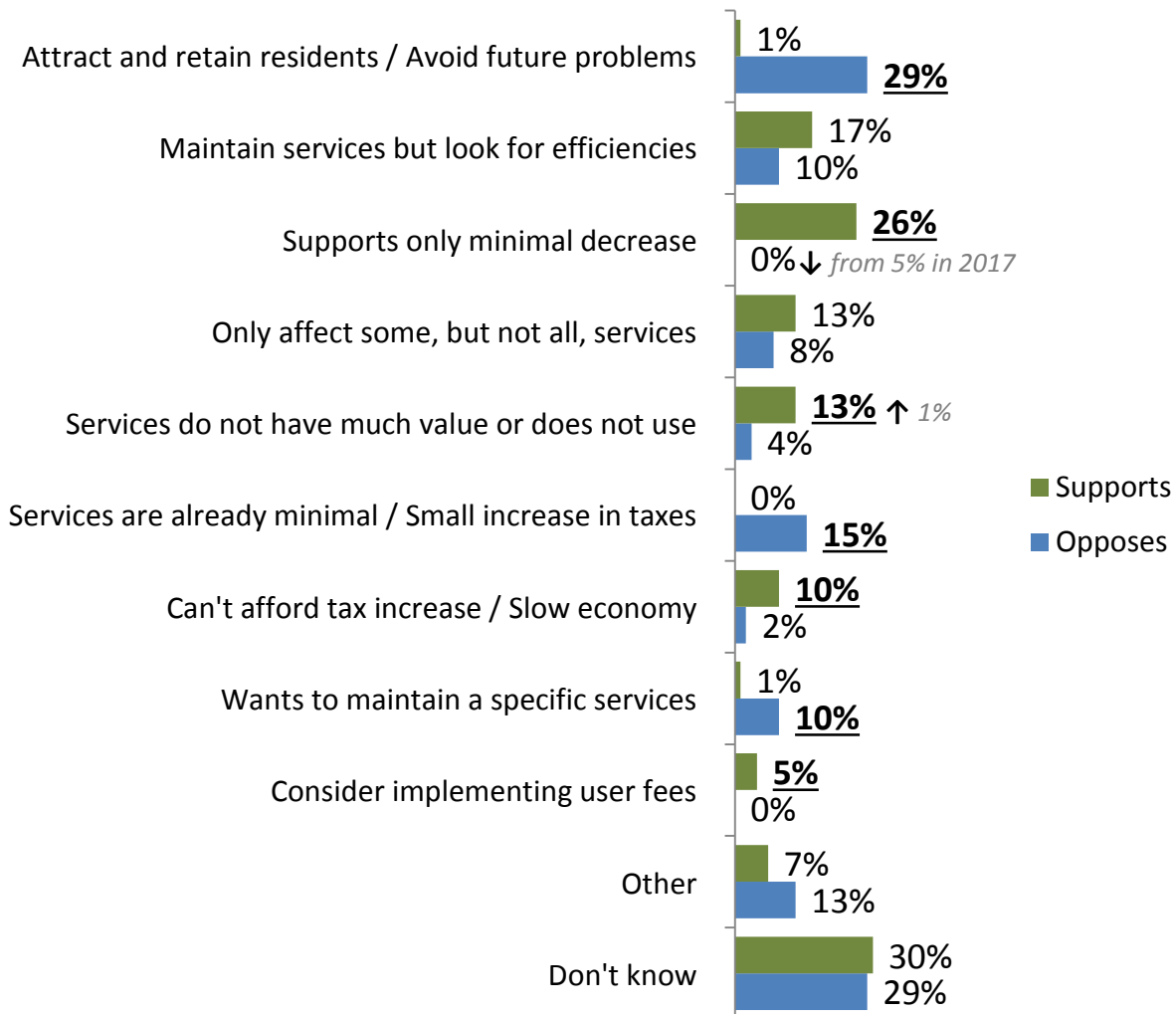
-  61%: Those who prefer increasing taxes to maintain or increase services; and
-  40%: Those who feel they get excellent/very good/good value for their taxes.

In terms of why residents support or oppose decreasing service levels to minimize tax increases, over one quarter (26%) of those who support decreasing service levels to minimize tax increases would only support a minimal decrease, while 13% support this because services do not have much value or aren't used.

In contrast, 29% oppose decreasing service levels because they'd like to attract and retain residents, and avoid future problems. Another 15% feel services are already minimal, and prefer a small increase in taxes.

It should be noted that just under a third (30% of those who support and 29% of those who oppose) did not provide any justification for their views.

Reasons for Support/Opposition



n=84 (Support), 84 (Oppose). Values may sum to more than 100% as multiple mentions were allowed. Bars with values that are **bold and underlined** are statistically higher than the other bar next to it.

3.3 Adjustments to Variable Spending

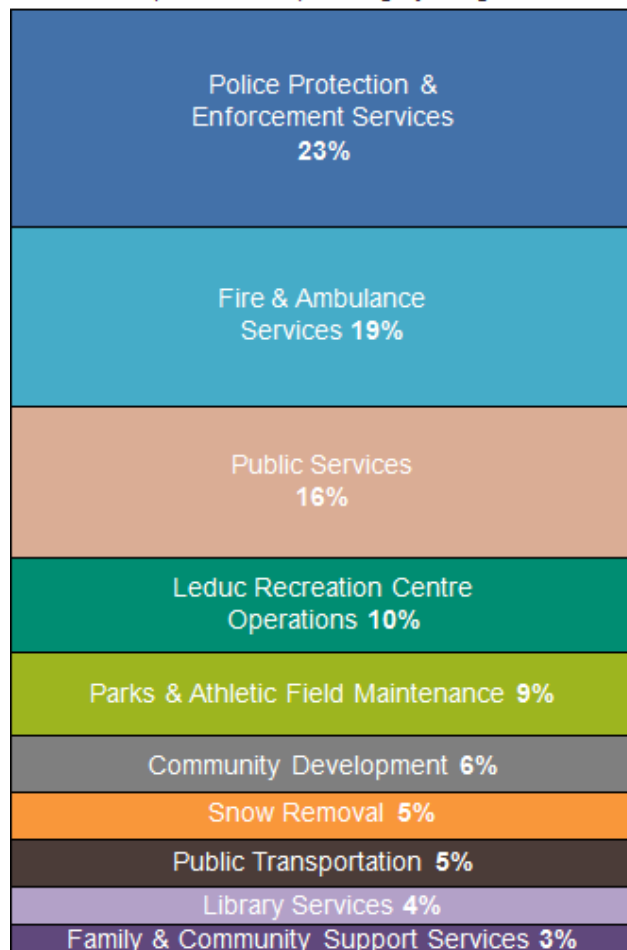
The City of Leduc budget includes two spending categories:

- Fixed Spending (58%) includes items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided, including:
 - Mayor and City Council;
 - Corporate and Legislative Services;
 - Engineering Services;
 - Planning Services;
 - Facility Services;
 - Debt Repayment; and
 - Capital Transfer.
- Variable Spending (42%) includes categories where spending can be increased or decreased depending on the level of service provided.




The proposed City of Leduc 2019 variable budget is split between the following services:

City of Leduc 2019 Variable Budget




Proposed Net Spending by Program



Residents were asked to rate their preference for how the City should allocate funds (increase, decrease or remain the same) for each of the services. Most residents would like budgets to remain the same. That said, the following services had the highest percent of residents requesting an **increase** in spending:

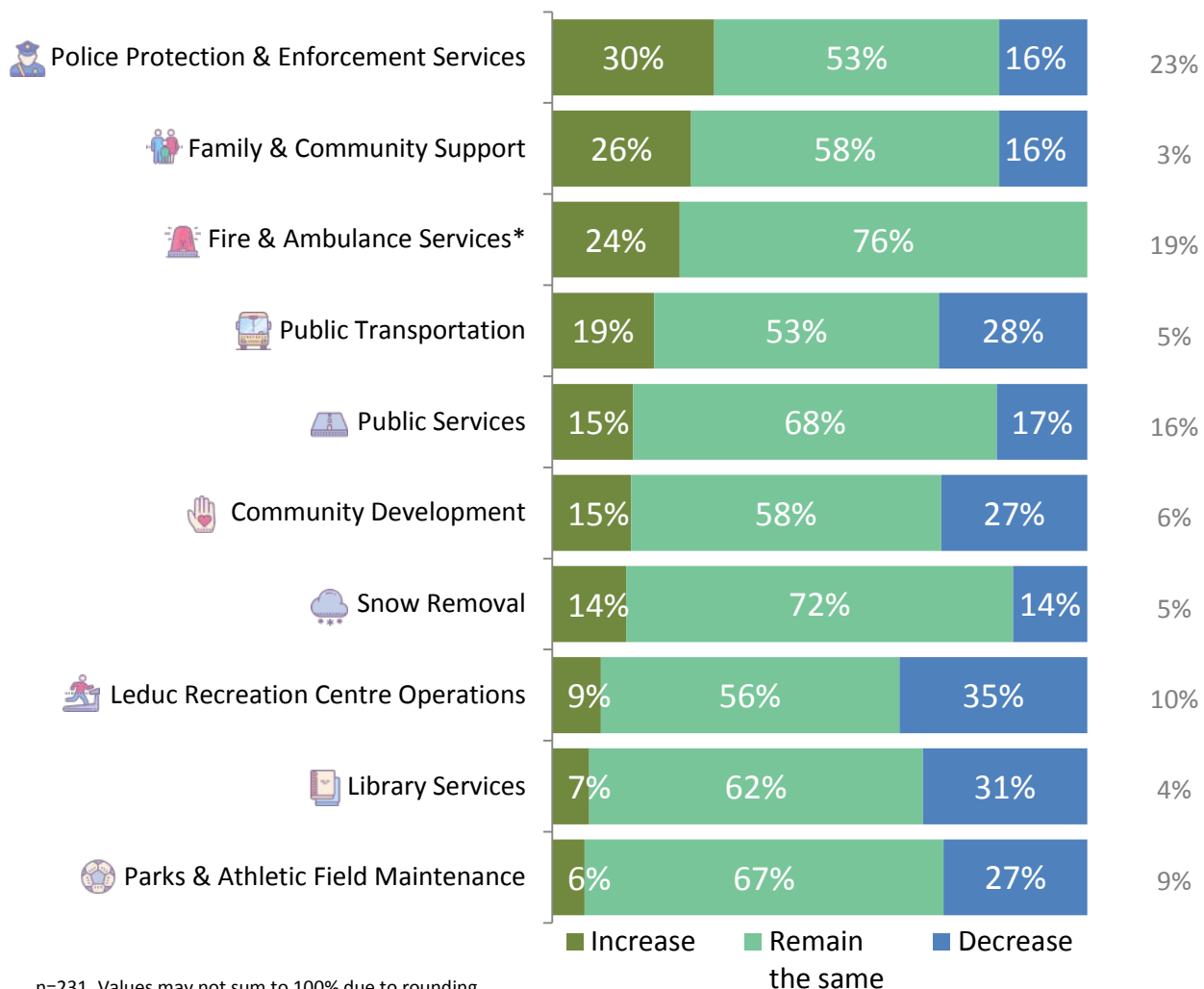
-  30%: Police protection and enforcement services;
-  26%: Family and community support; and
-  24%: Fire and ambulance services.

Services that had the highest percent of residents requesting a **decrease** in spending include:

-  35%: Leduc Recreation Centre operations;
-  31%: Library services; and
-  28%: Public transportation.

Comparison of Preferred Budget Adjustments for all Services

Proposed %
of budget



n=231. Values may not sum to 100% due to rounding.

* Fire and ambulance services are contracted services provided by the City on behalf of the Province of Alberta and cannot be reduced.

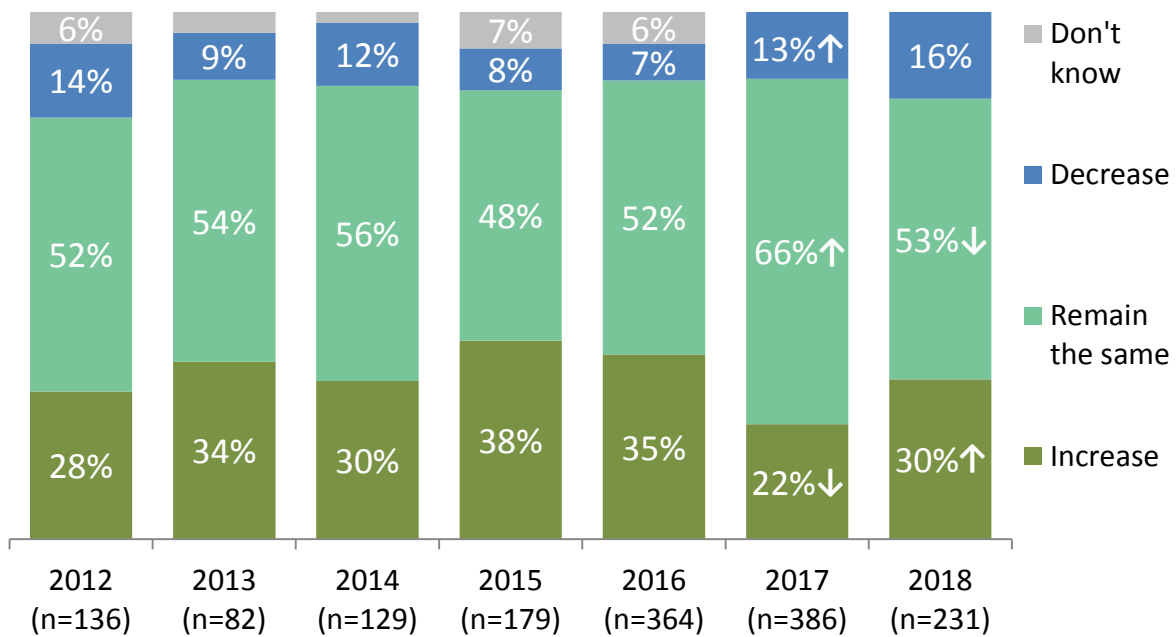
The remainder of this section of the report explores each of these services in more detail.

2019 City of Leduc Budget Planning Survey – Stakeholder Results

3.3.1 Police Protection & Enforcement Services (Proposed 23%)




This year, 30% of residents would like funding to increase for Police Protection and Enforcement Services, up significantly from 22% in 2017. This shift has led to fewer residents wanting funding to remain the same (53%) compared to last year, although 16% (similar to last year) would like funding to decrease.

Budget Adjustment for Police Protection & Enforcement Services (Proposed 23%)




Values may not add to 100% due to rounding. Bars missing values are less than 5%.



Subgroups that are significantly more likely to want an **increase** in funding include:

-  44%: Those who oppose a decrease in services to minimize tax increases;
-  41%: Those who prefer increasing taxes to maintain or increase services; and
-  40%: Those between the ages of 18 and 34.

Subgroups that are significantly more likely to want funding to **remain the same** include:

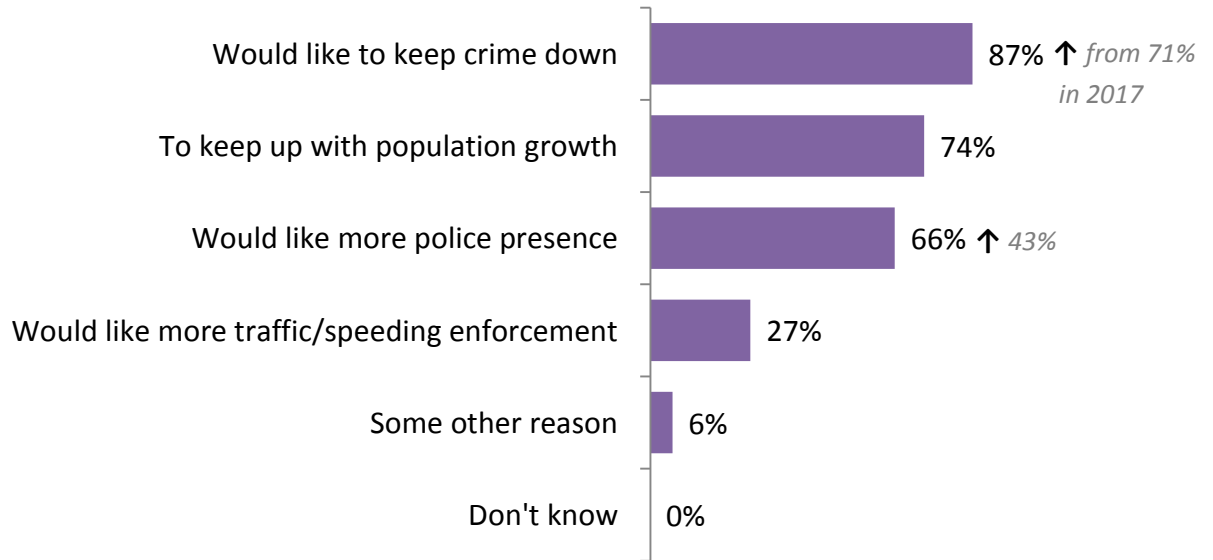
-  65%: Those between the ages of 35 and 54.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  29%: Those who support a decrease in services to minimize tax increases; and
-  28%: Those who prefer cutting services to maintain or cut taxes.

Residents who would **increase** spending on *Police Protection and Enforcement Services* most often explained that they would like to keep crime down (87%, up from 71% in 2017). Furthermore, a majority of residents feel a need to increase funding to keep up with population growth (74%) and would like more police presence (66%, up from 43% in 2017).

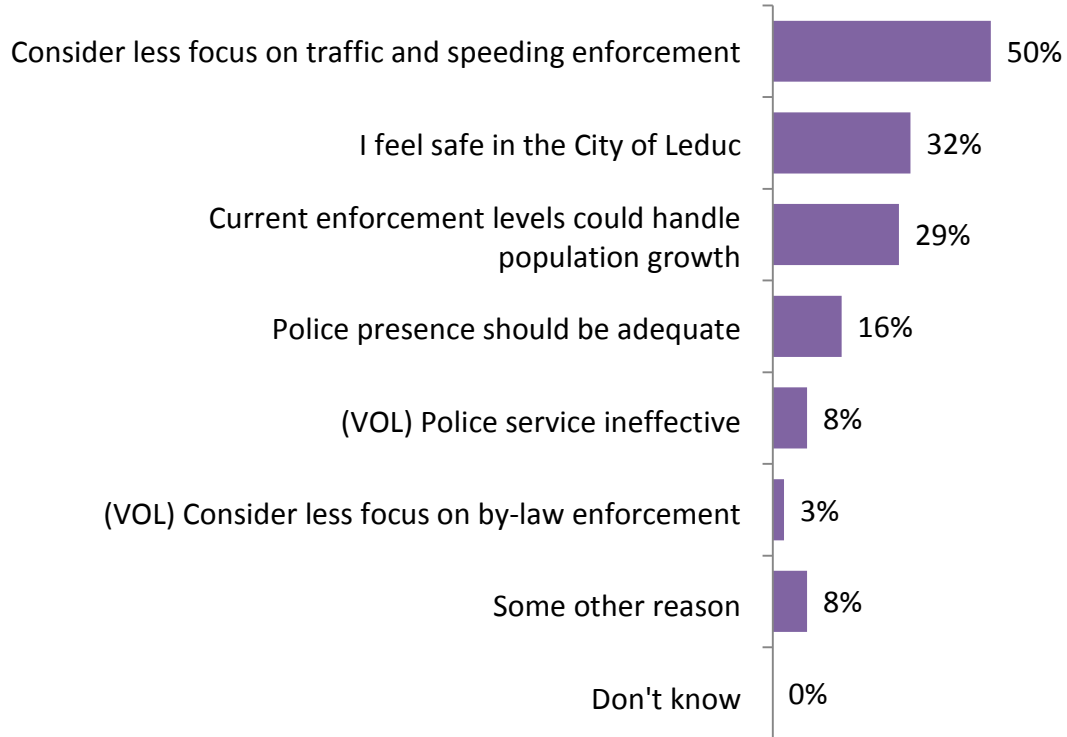
Reasons to Increase Police Protection & Enforcement Services Spending



n=70. Values may sum to more than 100% as multiple mentions were allowed.

Nearly half (47%, down from 71% last year) of residents who would **decrease** spending on Police Protection and Enforcement *Services* suggested less focus on traffic and speeding enforcement.

Reasons to Decrease Police Protection & Enforcement Services Spending

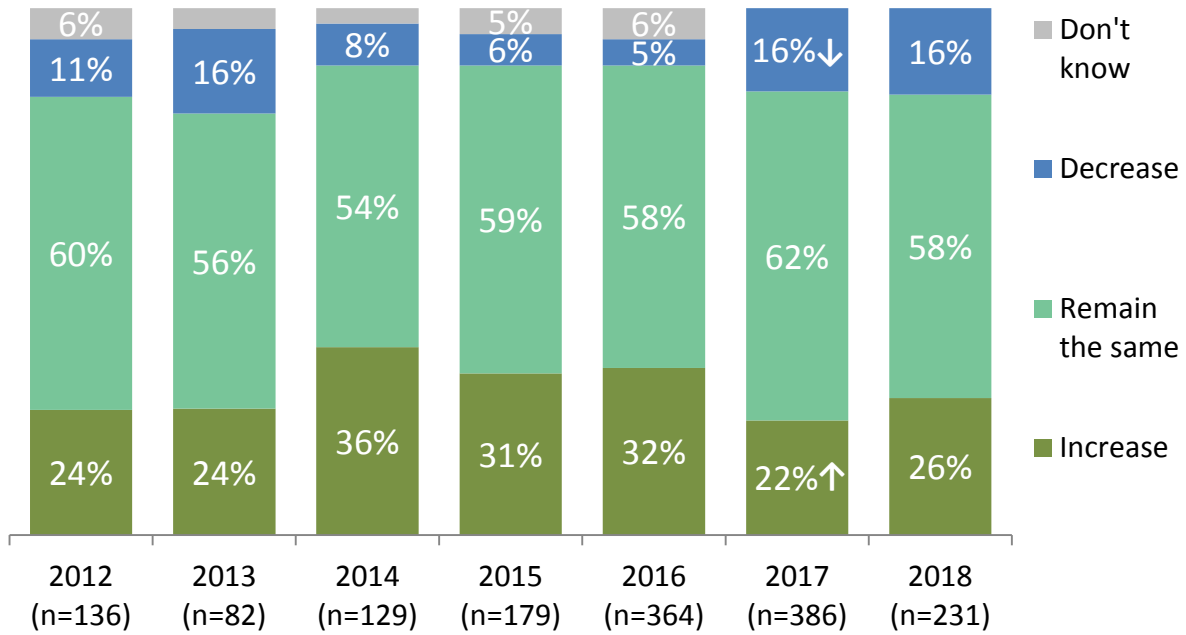


n=38. Values may sum to more than 100% as multiple mentions were allowed.

3.3.2  **Family & Community Support (Proposed 3%)**


Most residents prefer to see Family and Community Support services funding remain the same, similar to 2017. However, about one-quarter (26%) would like funding to be increased, while 16% would prefer to see funding decrease, both of which are statistically similar to results found in 2017.

Budget Adjustment for Family & Community Support (Proposed 3%)






Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

-  36%: Those who prefer increasing taxes to improve or maintain services.

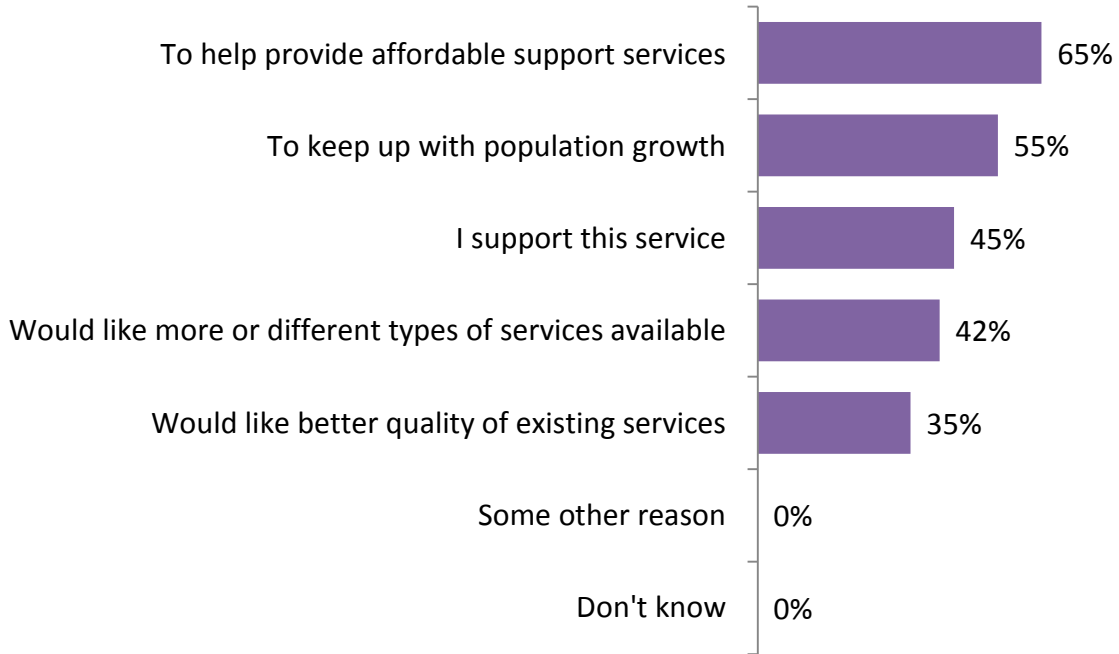
There are no subgroups that are significantly more likely to want funding to **remain the same**.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  32%: Those who prefer cutting services to maintain or decrease taxes;
-  30%: Those who support a decrease in services to minimize tax increases; and
-  19%: Those who are currently working.

Most of the residents who would **increase** spending on *Family and Community Support* felt that funding helps provide affordable support services (65%). About half also say additional funding is needed to keep up with population growth (55%), or because they support the service (45%). These results are statistically consistent with the comments provided last year.

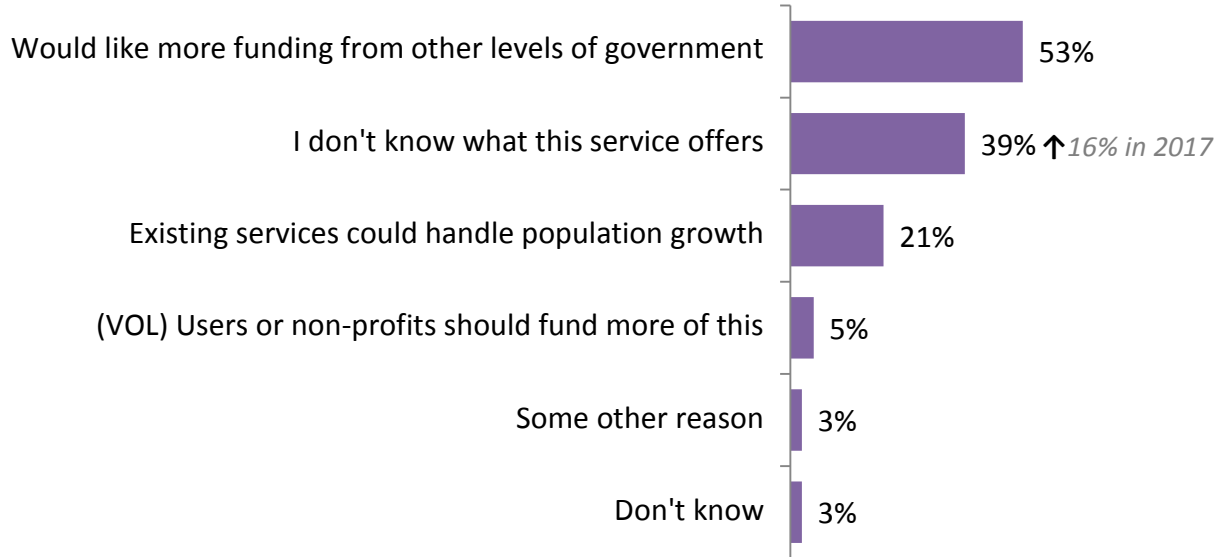
Reasons to Increase Family & Community Support Spending



n=60. Values may sum to more than 100% as multiple mentions were allowed.

Over half (53%) of residents who would **decrease** spending on *Family and Community Support* cited a desire for more funding from other levels of government. Additionally, over one-third (39%) cited not being aware of what this service offers, an increase from 16% in 2017.

Reasons to Decrease Family & Community Support Spending

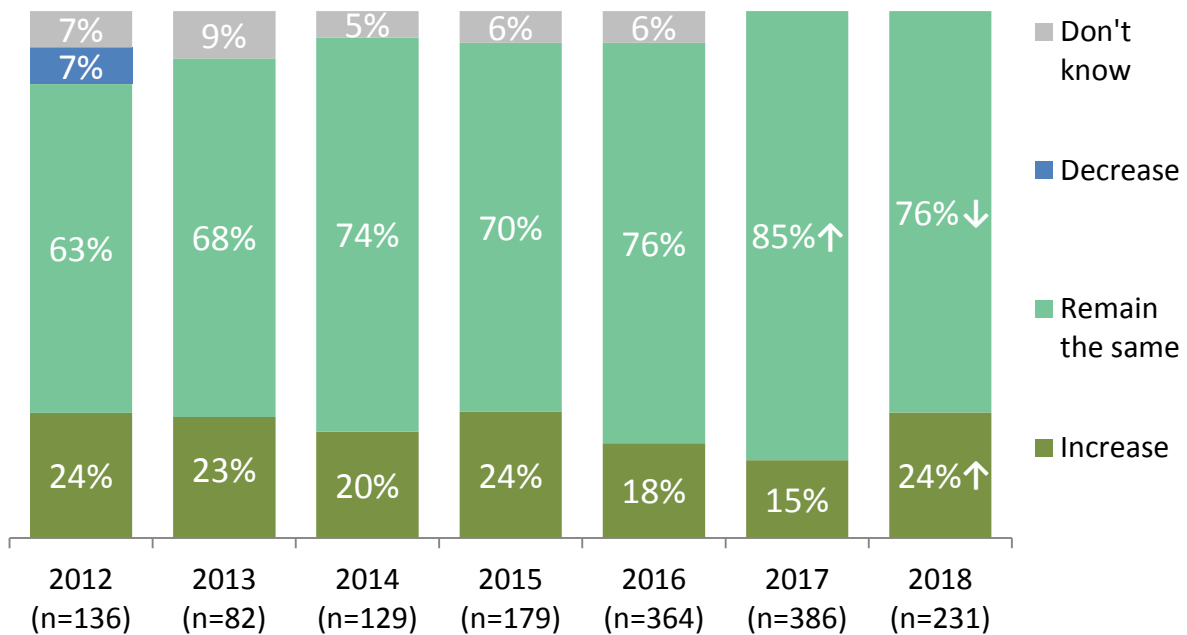


n=38. Values may sum to more than 100% as multiple mentions were allowed.

3.3.3 Fire & Ambulance Services (Proposed 19%)



Fire and Ambulance Services are contracted services provided by the City on behalf of the Province of Alberta and cannot be reduced. In 2018, a larger proportion would like to see an increase in services (24%) compared to 2017, and as a result there has been a decrease in the percent of residents (76%) who would like the budget for fire and ambulance services to remain then same.

Budget Adjustment for Fire & Ambulance Services (Proposed 19%)





Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

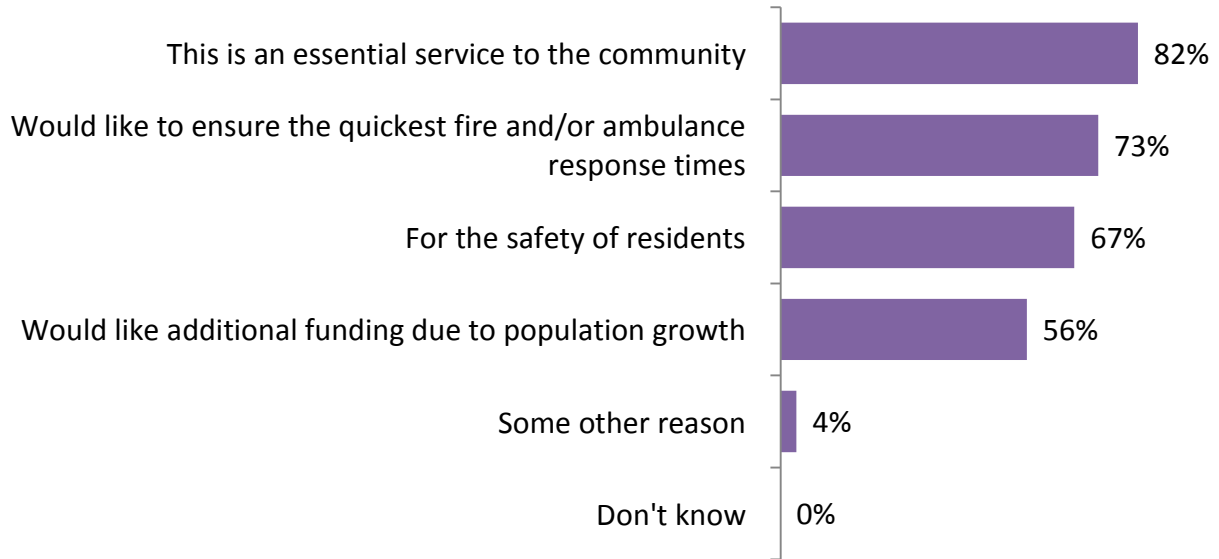
-  38%: Those who oppose decreasing services to minimize tax increases; and
-  36%: Those who prefer increasing taxes to maintain or increase services.

Subgroups that are significantly more likely to want funding to **remain the same** include:

-  91%: Those who prefer to cut services to maintain or decrease taxes; and
-  87%: Those who support decreasing services to minimize tax increases.

Residents who would **increase** spending on *Fire and Ambulance Services* most often explained that this is an essential service to the community (82%). Additionally, approximately three-quarters (73%) said they would like to ensure the quickest fire and/or ambulance response times. These results are statistically consistent with the comments provided last year.

Reasons to Increase Fire & Ambulance Services Spending

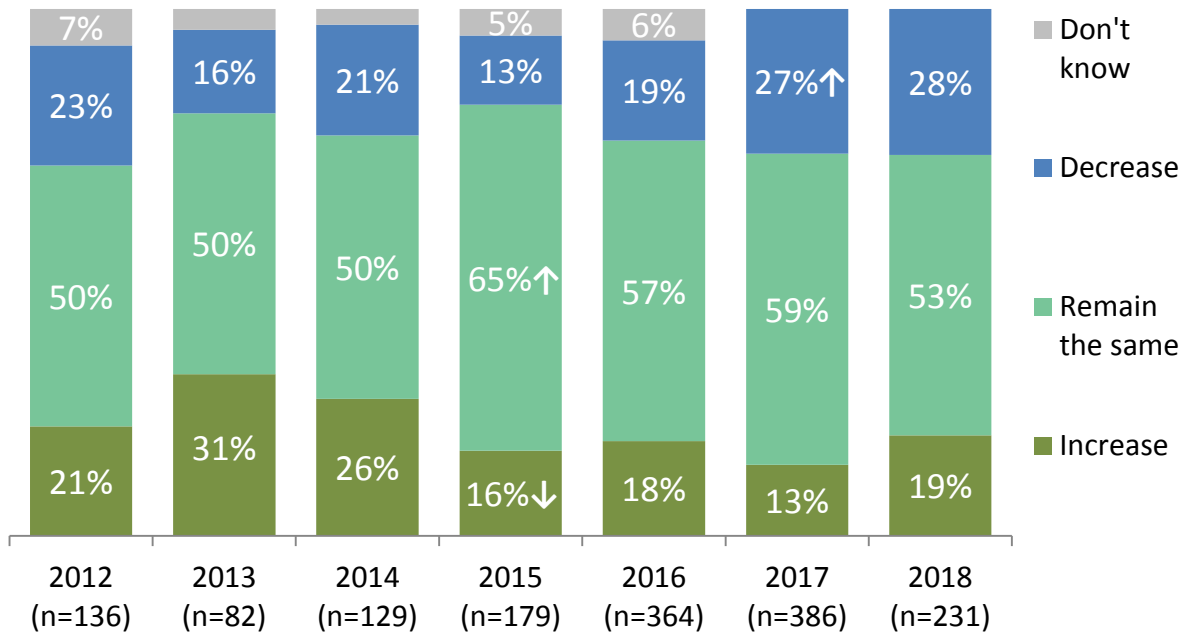


n=55. Values may sum to more than 100% as multiple mentions were allowed.

3.3.4 Public Transportation (Proposed 5%)




In 2018, just over half (53%) of stakeholders would like the budget for Public Transportation to remain the same, 19% would like to see it increase, and 28% would like the budget to decrease. These results are similar to last year.

Budget Adjustment for Public Transportation (Proposed 5%)





Values may not add to 100% due to rounding. Bars missing values are less than 5%.





Subgroups that are significantly more likely to want an **increase** in funding include:

-  31%: Those who oppose a decrease in services to minimize tax increases;
-  28%: Those who prefer to increase taxes to maintain or increase services; and
-  24%: Those who have no children in their household.

Subgroups that are significantly more likely to want funding to **remain the same** include:

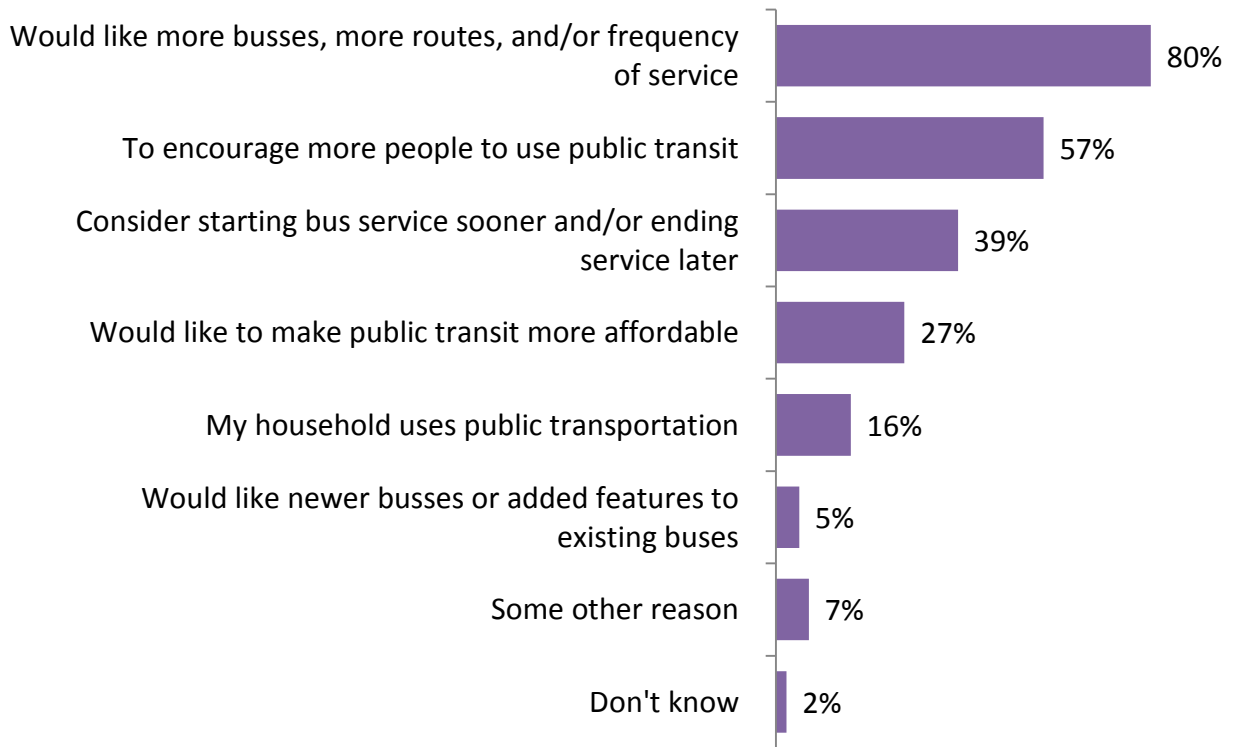
-  70%: Those on leave/homemaker/student/not employed/retired; and
-  66%: Those who neither support nor oppose decreasing services to minimize tax increases.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  46%: Those who prefer to cut services to maintain or decrease services;
-  46%: Those who support a decrease in services to minimize tax increases;
-  42%: Those with a household income of \$150,000 or more; and
-  34%: Those who are currently working.

Four-fifths (80%) of residents who would **increase** spending on *Public Transportation* said they would like more busses, more routes, and/or increased frequency of service. Additionally, over half would also like more funds to encourage more people to use public transit (57%). These results are statistically consistent with the comments provided last year.

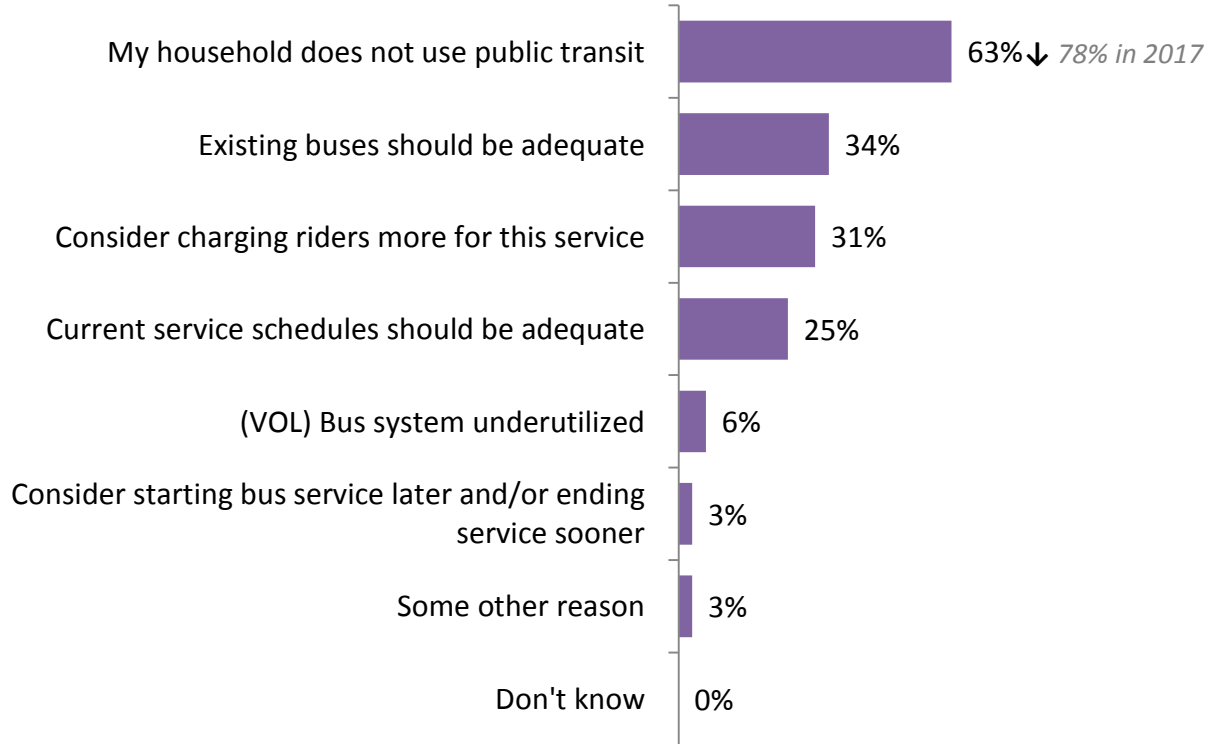
Reasons to Increase Public Transportation Spending



n=44. Values may sum to more than 100% as multiple mentions were allowed.

A lack of personal and household use of *Public Transportation* (63%, down from 78% in 2017) is the most common reason mentioned by residents who would **decrease** spending on Public Transit. An additional 34% think the existing buses should be adequate and 31% suggest charging riders more for the service.

Reasons to Decrease Public Transportation Spending

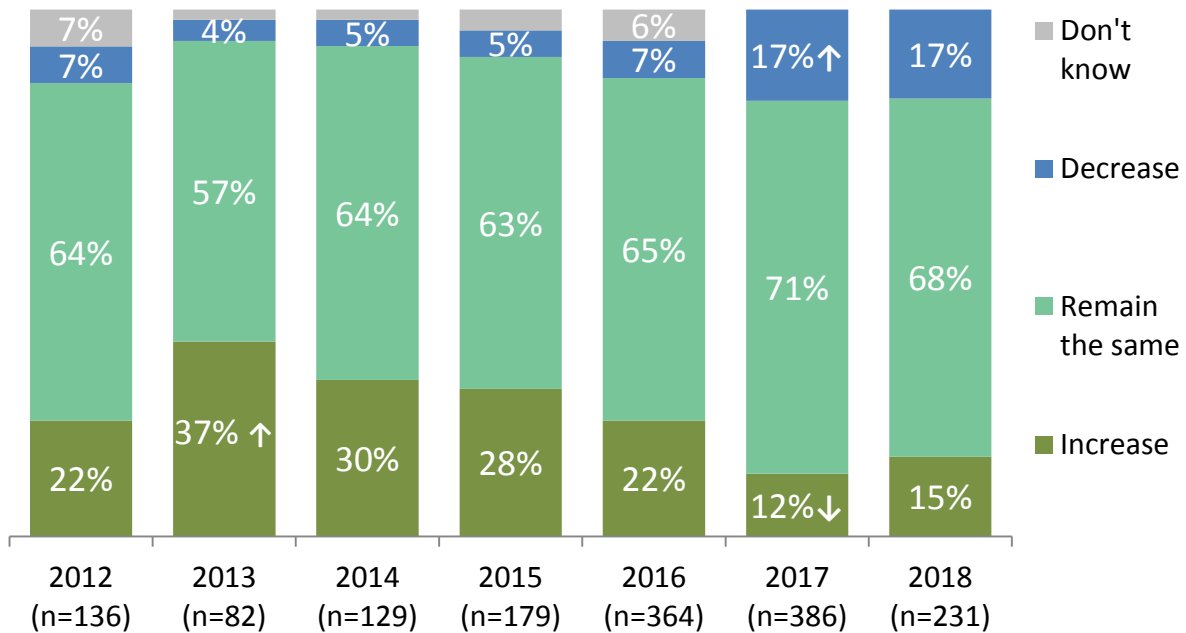


n=64. Values may sum to more than 100% as multiple mentions were allowed.

3.3.5 Public Services (Proposed 16%)



Residents' opinions regarding spending on Public Services have remained stable, after shifting significantly in 2017. 15% want spending to increase, 68% want spending to remain the same, and 17% want spending to decrease.

Budget Adjustment for Public Services (Proposed 16%)





Values may not add to 100% due to rounding. Bars missing values are less than 5%.



Subgroups that are significantly more likely to want an **increase** in funding include:

-  31%: Those who oppose a decrease in services to minimize tax increases; and
-  25%: Those who prefer increasing taxes to maintain or increase services.

Subgroups that are significantly more likely to want funding to **remain the same** include:

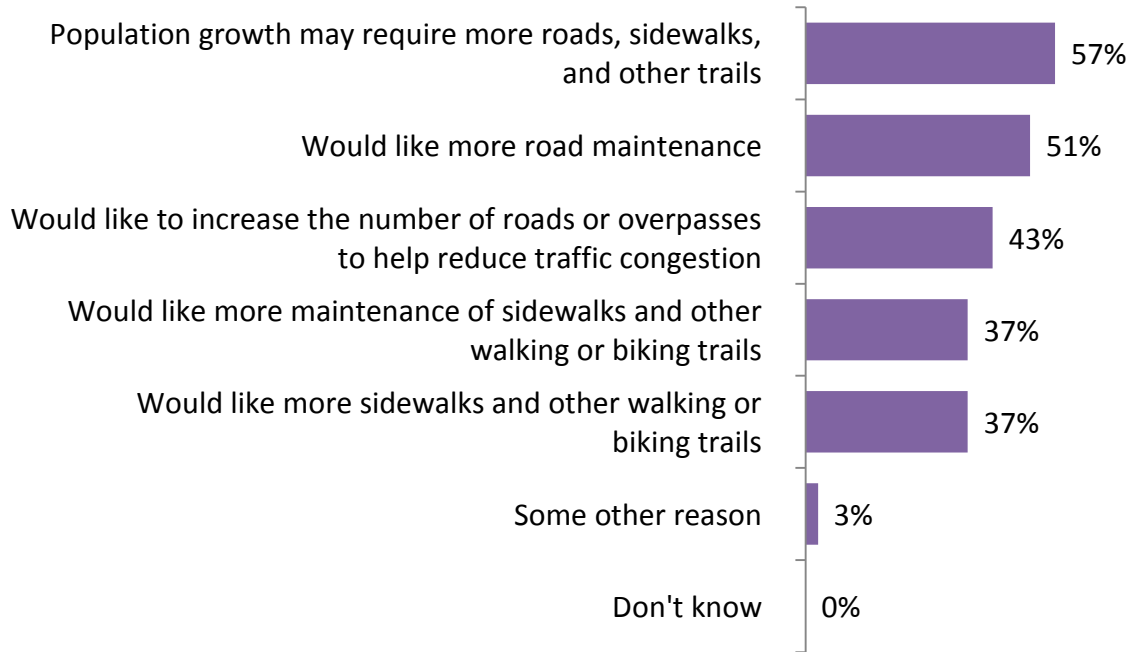
-  86%: Those who neither support nor oppose decreasing services to minimize tax increases; and
-  79%: Those with a household income of between \$60,000 and \$99,999.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  31%: Those who support a decrease in services to minimize tax increases; and
-  31%: Those who prefer cutting services to maintain or decrease taxes.

When it comes to *Public Services*, those who would like an **increase** in funding primarily want more roads, sidewalks, and other trails to keep up with population growth (57%). Many others would like to see more road maintenance (51%), or reduce traffic congestion (43%). These results are statistically consistent with the comments provided last year.

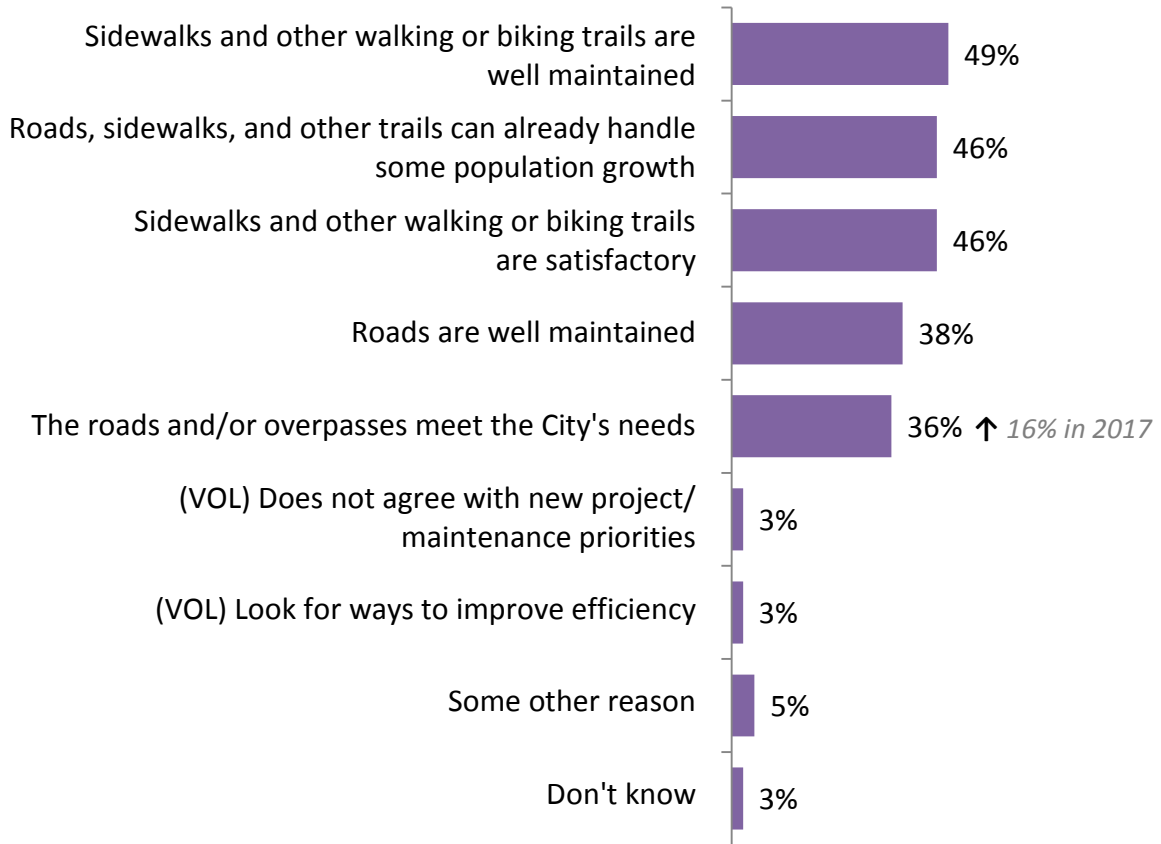
Reasons to Increase Public Services Spending



n=35. Values may sum to more than 100% as multiple mentions were allowed.

In contrast, those residents who suggested a **decrease** in funding for *Public Services* often mentioned that sidewalks and other walking or biking trails are well maintained (49%), can handle some population growth (46%), and can handle some population growth (46%). In addition, 38% feel that roads are already well maintained and 36% (up from 16% in 2017) feel roads and/or overpasses meet the City's needs.

Reasons to Decrease Public Services Spending

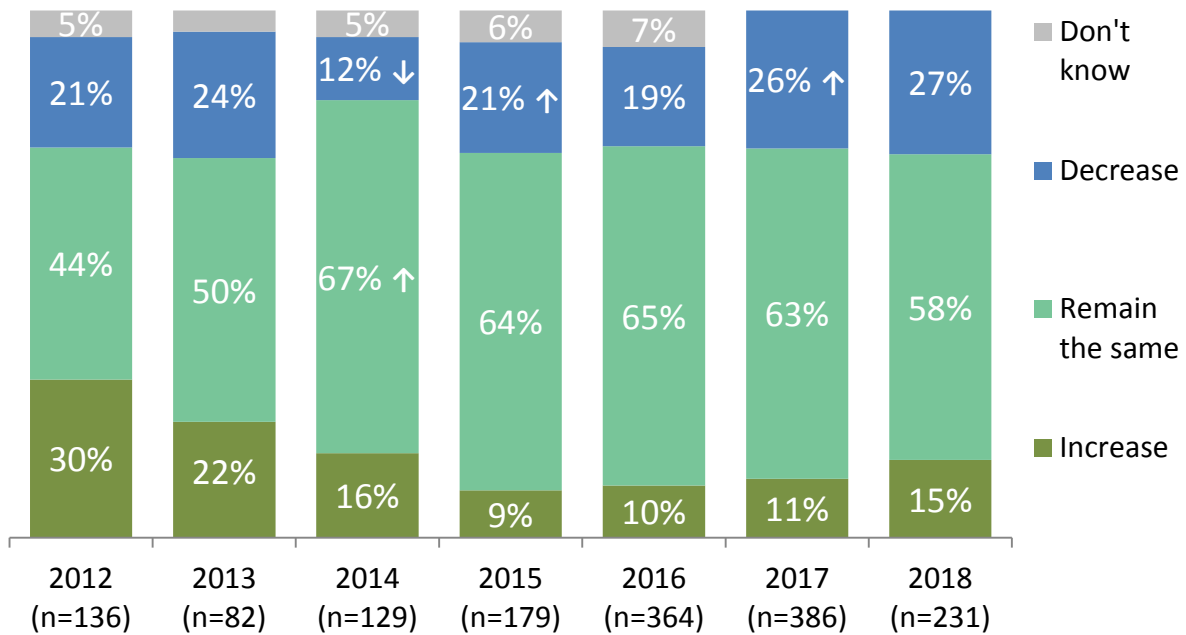


n=39. Values may sum to more than 100% as multiple mentions were allowed.

3.3.6 Community Development (Proposed 6%)





About one-quarter (27%) of stakeholders suggest that funding for Community Development should decrease, while 58% feel that funding should remain the same and 15% say it should increase. These results are all similar to those seen in 2017.

Budget Adjustment for Community Development (Proposed 6%)





Values may not add to 100% due to rounding. Bars missing values are less than 5%.




Subgroups that are significantly more likely to want an **increase** in **funding** include:

-  28%: Those on leave/homemaker/student/not employed/retired;
-  27%: Those who oppose a decrease in services to minimize tax increases;
-  24%: Those who prefer increasing taxes to improve or maintain services; and
-  23%: Those between the ages of 18 and 34.

Subgroups that are significantly more likely to want funding to **remain the same** include:

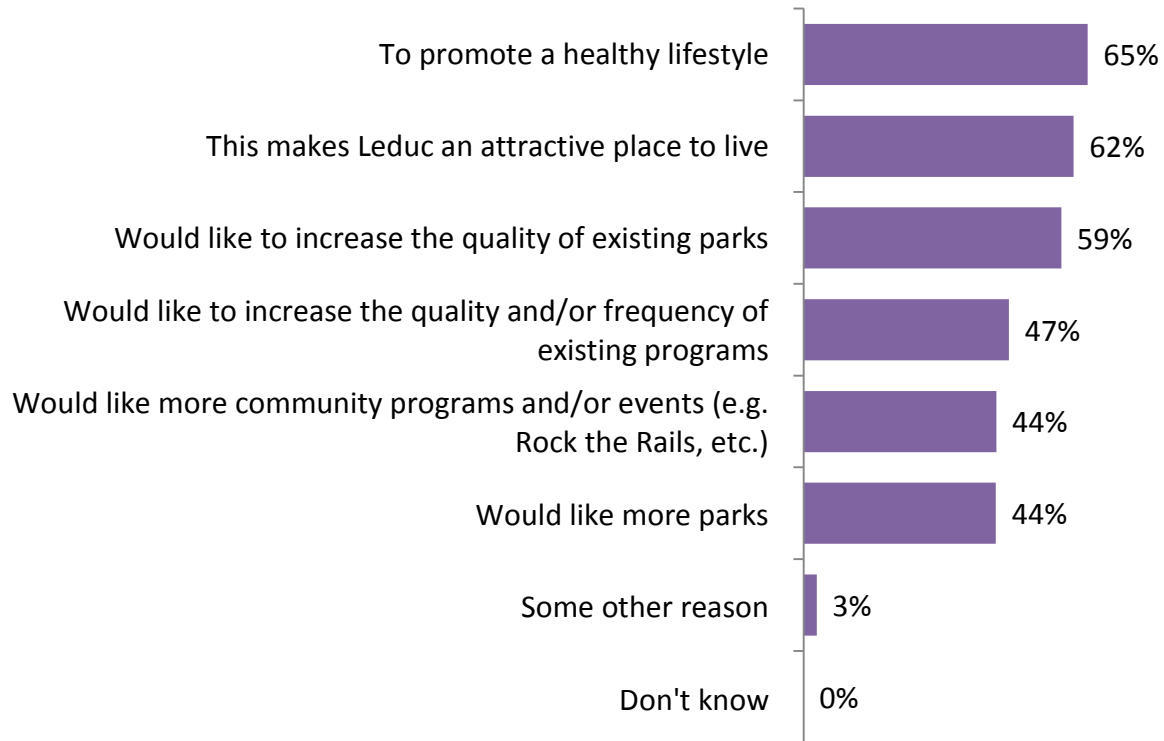
-  71%: Those with a household income of between \$60,000 and \$99,999; and
-  62%: Those who feel they get good/very good/excellent value for taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  45%: Those who support decreasing services to minimize tax increases;
-  44%: Those who prefer cutting services to maintain or decrease taxes; and
-  41%: Those who feel they get fair/poor value for their taxes.

Those residents who would **increase** spending on *Community Development* mentioned a number of different reasons, with promoting a healthy lifestyle (65%), making Leduc an attractive place to live (62%), and increasing the quality of existing parks (59%) mentioned by most. These results are statistically consistent with the comments provided last year.

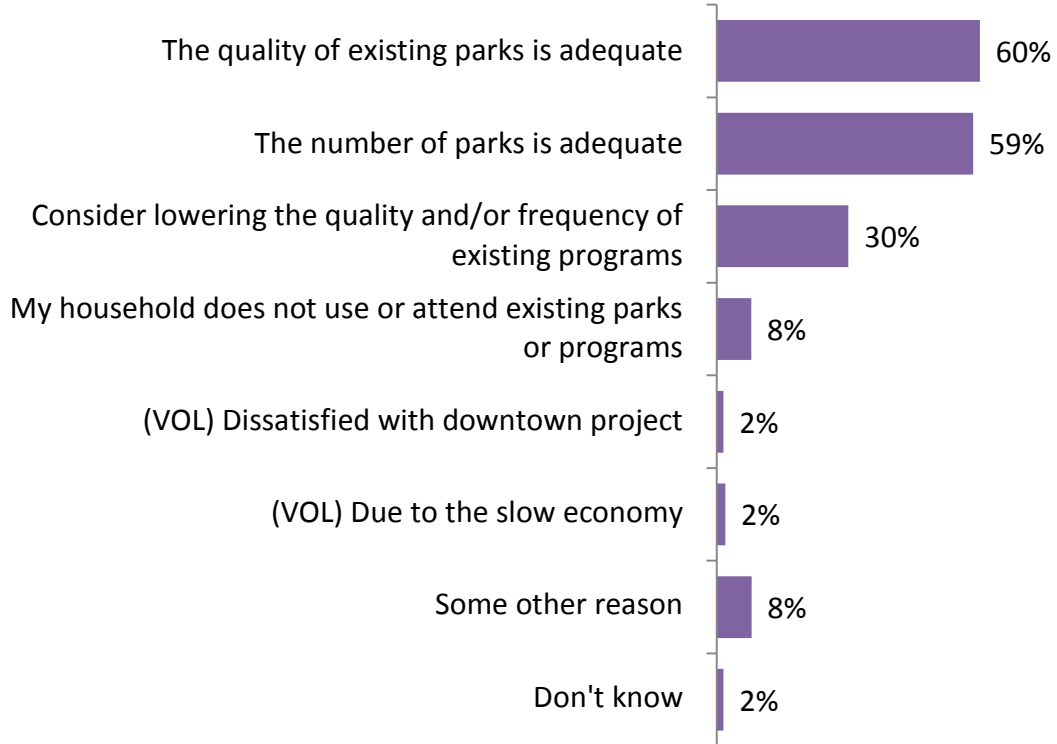
Reasons to Increase Community Development Spending



n=34. Values may sum to more than 100% as multiple mentions were allowed.

Residents who would **decrease** spending on *Community Development* were mostly split between feeling that the quality (60%) and number (59%) of existing parks are adequate. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Community Development Spending

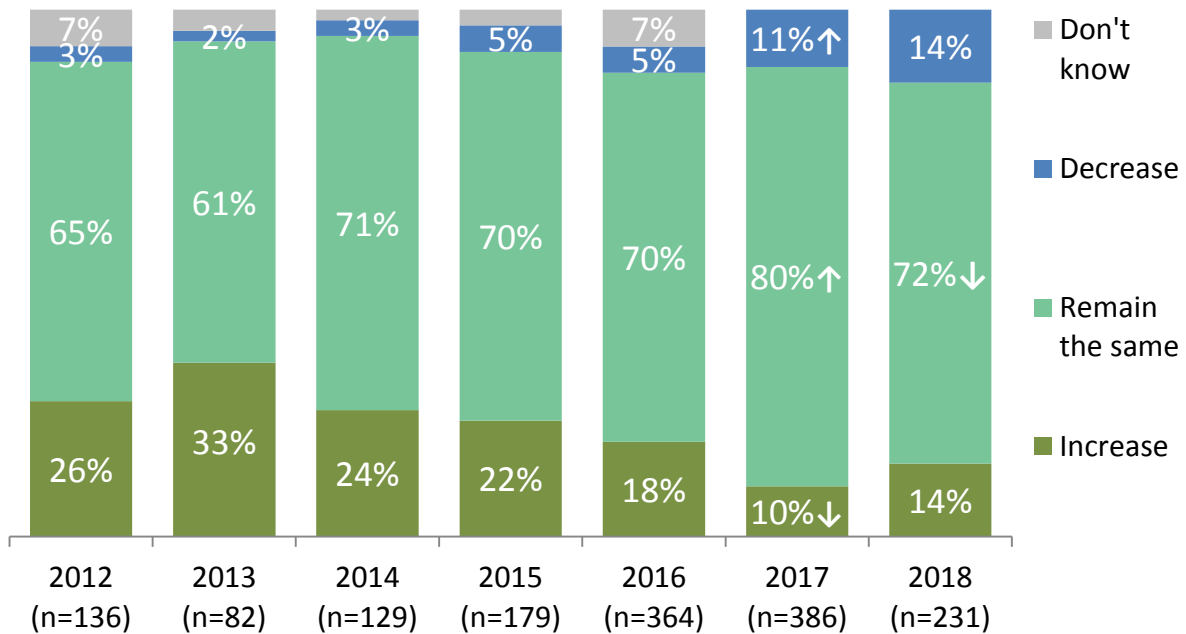


n=63. Values may sum to more than 100% as multiple mentions were allowed.

3.3.7 *** Snow Removal (Proposed 5%)

Fewer residents would like Snow Removal’s budget to stay the same (72%), compared to 2017, while a similar percent of residents feel that the budget should either increase (14%) or decrease (14%).

Budget Adjustment for Snow Removal (Proposed 5%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

- 23%: Those who oppose a decrease in services to minimize tax increases;
- 22%: Those who prefer to increase taxes to maintain or increase services; and
- 18%: Those with no children in their household.

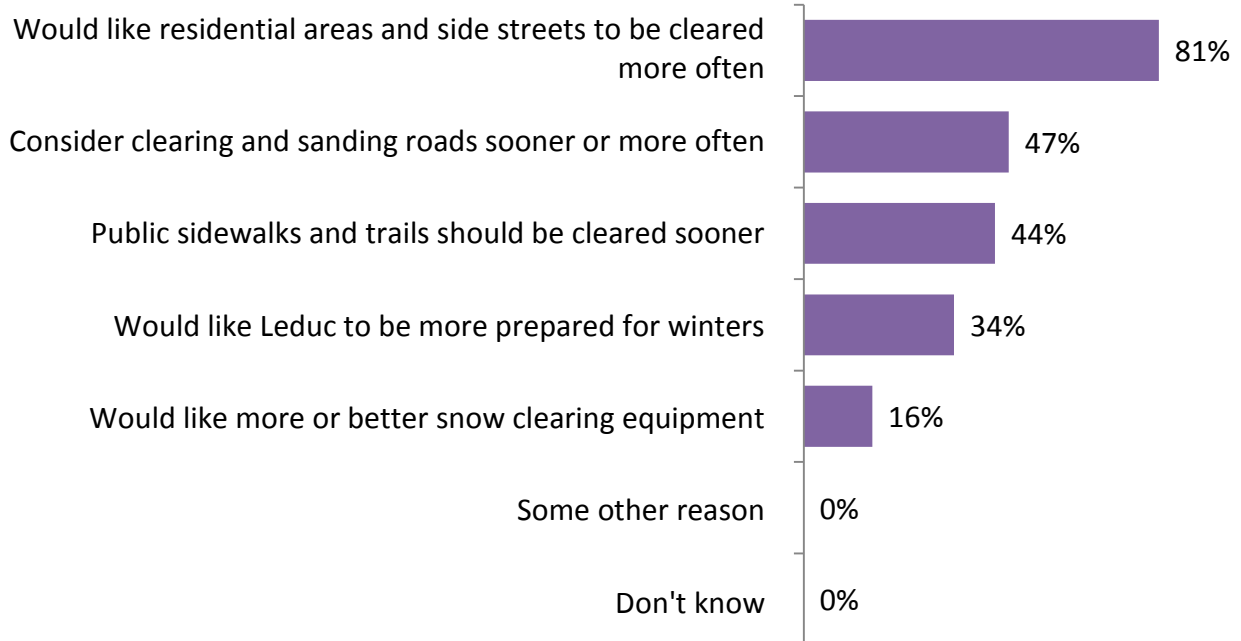
There are no subgroups significantly more likely to want funding to **remain the same**.

Subgroups that are significantly more likely to want a **decrease** in funding include:

- 24%: Those who support a decrease in services to minimize tax increases;
- 23%: Those with a household income of between \$100,000 and \$149,999;
- 22%: Those who prefer to cut services to maintain or decrease taxes; and
- 21%: Those between the ages of 35 and 54.

The most common reasons mentioned by residents who would **increase** funding for *Snow Removal* are that they would like residential areas and side streets to be cleared more often (81%), would like the City to consider clearing and sanding roads sooner or more often (47%), and would like public sidewalks and trails to be cleared sooner (44%). These results are statistically consistent with the comments provided last year.

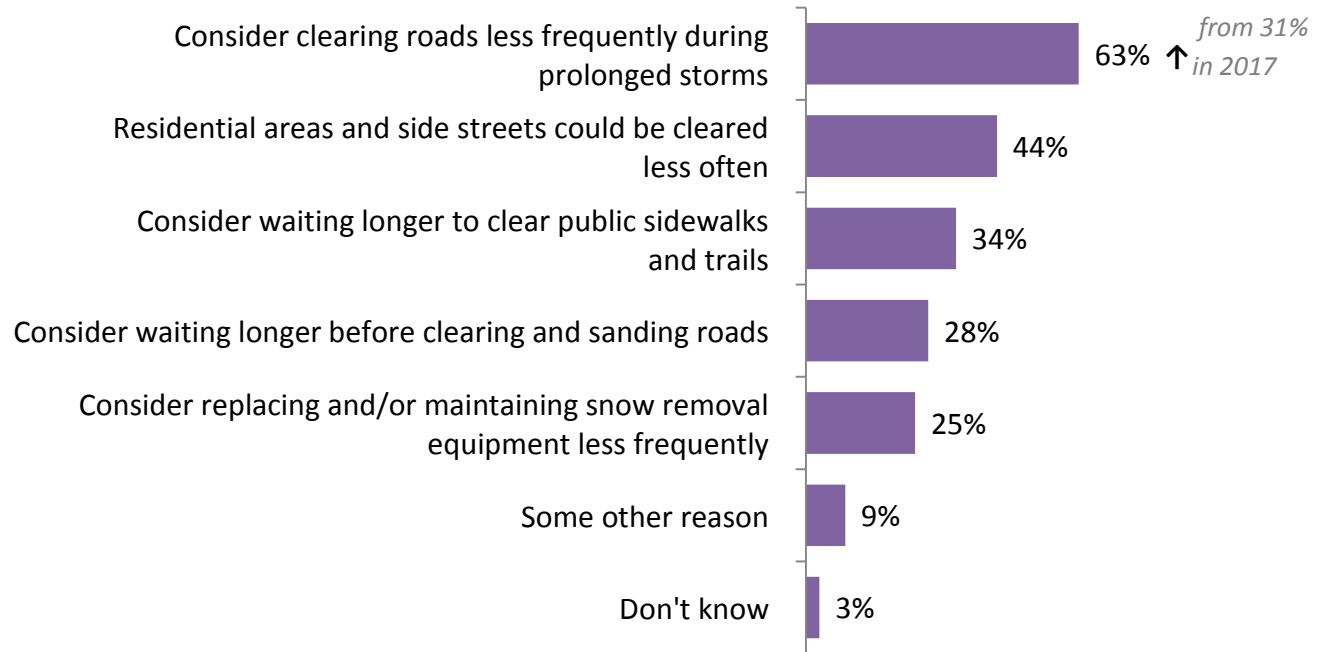
Reasons to Increase Snow Removal Spending



n=32. Values may sum to more than 100% as multiple mentions were allowed.

Over half (63%) of residents who would like to **decrease** funding for Snow Removal would like the City to consider clearing roads less frequently during prolonged storms, a significant increase from 31% citing this reason in 2017. Additionally, just under half (44%) feel residential and side streets could be cleared less often.

Reasons to Decrease Snow Removal Spending

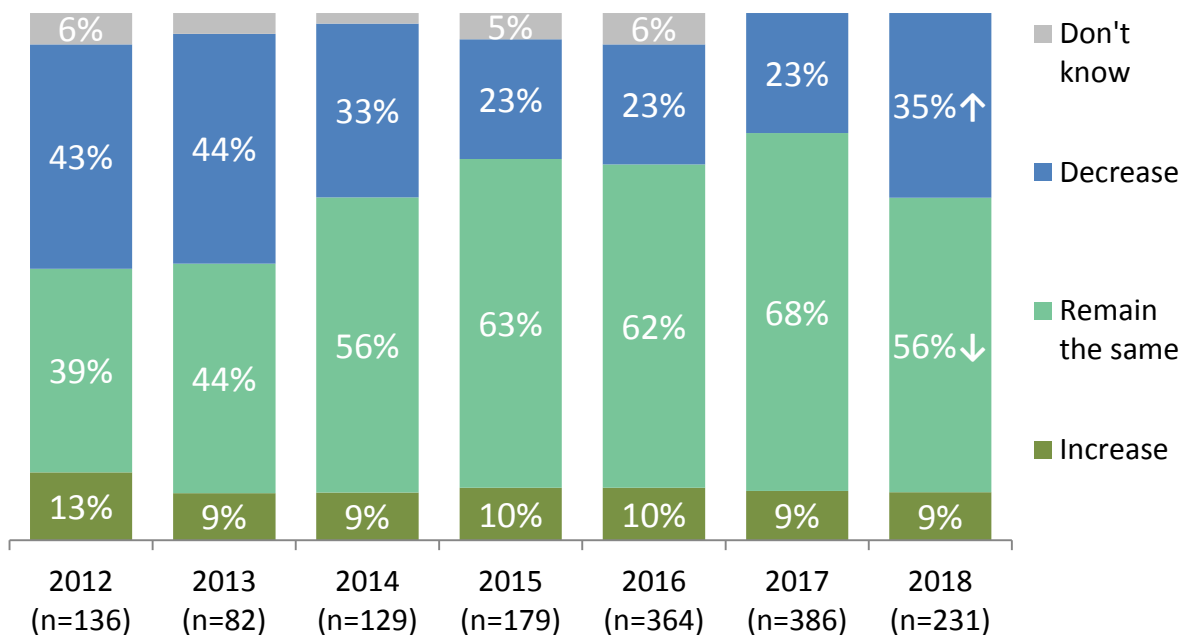


n=32. Values may sum to more than 100% as multiple mentions were allowed.

3.3.8 Leduc Recreation Centre Operations (Proposed 10%)




There has been a sharp increase in the percentage of residents wanting Leduc Recreation Centre operations funding decreased; about one-third (35%) want funding decreased compared to about one-quarter (23%) in 2017. In contrast, very few (9%, similar to 2017) want funding to be increased, while about over half (56%, down from 68% in 2017) would prefer that funding stay the same.

Budget Adjustment for Leduc Recreation Centre Operations (Proposed 10%)





Values may not add to 100% due to rounding. Bars missing values are less than 5%.




Subgroups that are significantly more likely to want an **increase** in funding include:

-  15%: Those who prefer to increase taxes to maintain or increase services;
-  15%: Those who oppose a decrease in services to minimize tax increases; and
-  14%: Those who are 18 to 34 years old.

Subgroups that are significantly more likely to want funding to **remain the same** include:

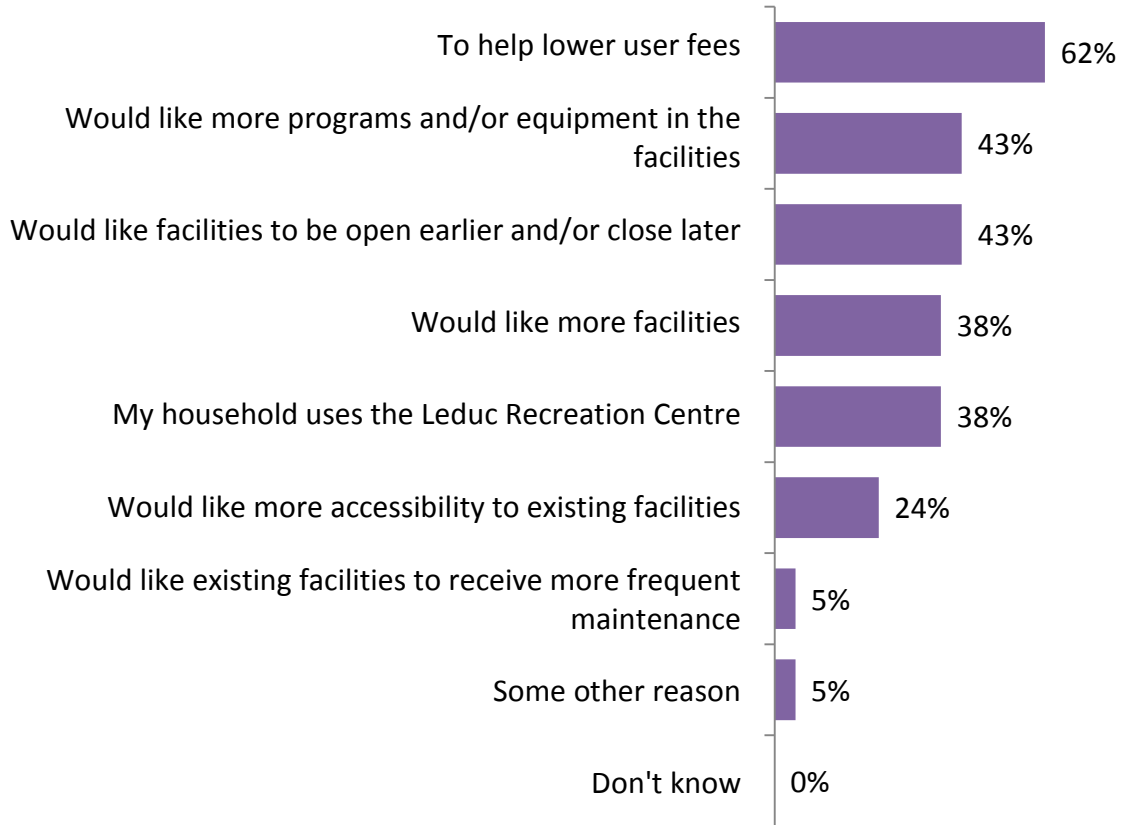
-  65%: Those who prefer to increase taxes to maintain or increase services; and
-  60%: Those who feel they get good/very good/excellent value for taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  55%: Those who prefer to cut services to maintain or decrease taxes;
-  54%: Those who feel they get fair/poor value for their taxes; and
-  49%: Those who support decreasing services to minimize tax increases.

Wanting lower user fees (n=13) is the most mentioned reason provided by residents who would increase spending on Leduc Recreation Centre Operations.

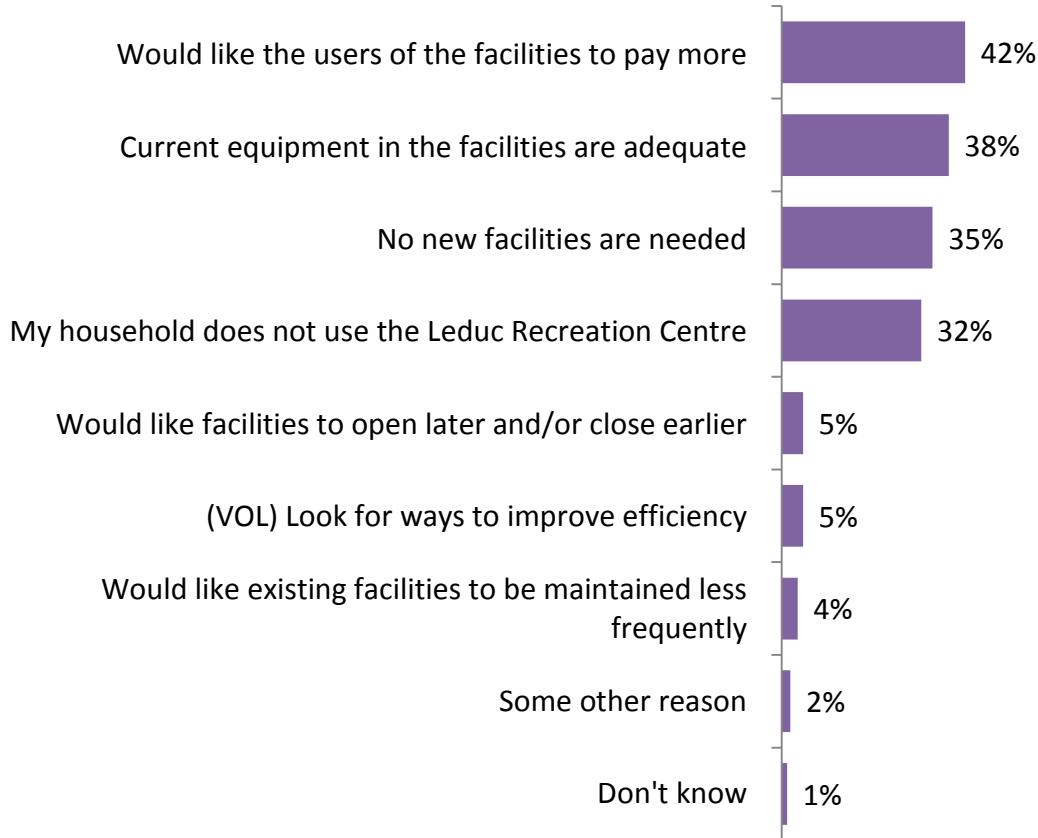
Reasons to Increase Leduc Recreation Centre Operations Spending



n=21. Due to the base being less than n=30, interpret with caution. Trending is not analyzed because both 2017 and 2018 have fewer than 30 responses. Values may sum to more than 100% as multiple mentions were allowed.

Nearly half (42%) of residents who would **decrease** spending on *Leduc Recreation Centre Operations* would like users of the facility to pay more, and 38% feel that the current equipment in the facilities are adequate. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Leduc Recreation Centre Operations Spending



n=81. Values may sum to more than 100% as multiple mentions were allowed.

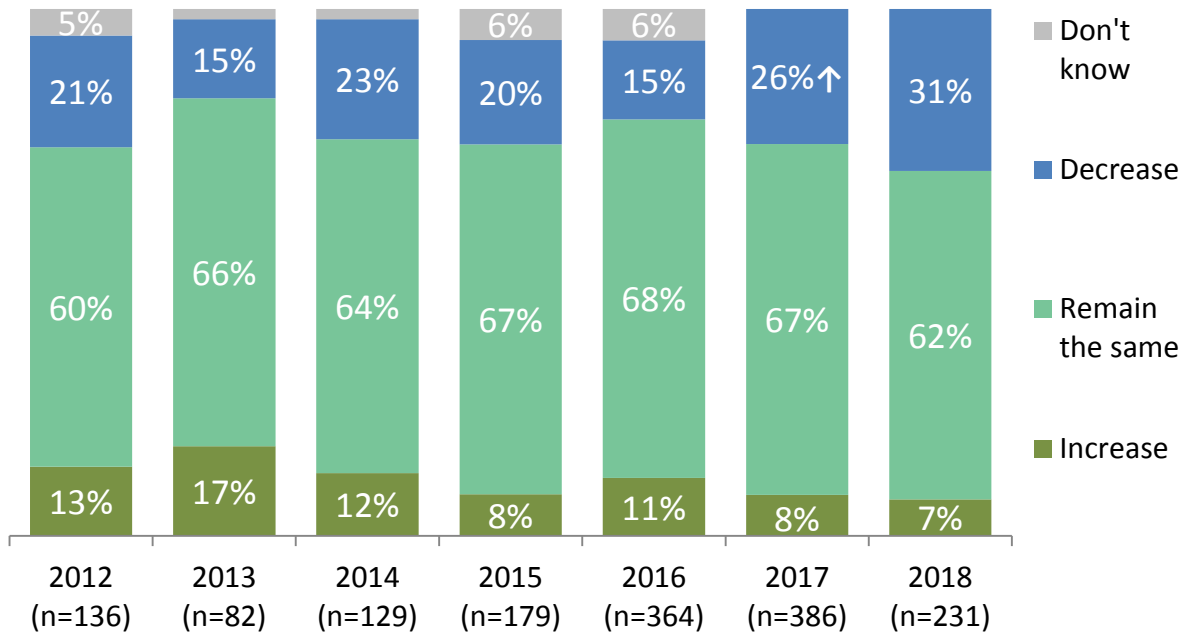
3.3.9



Library Services (Proposed 4%)

Few residents feel that the budget for Library Services should increase (7%). In contrast, nearly one-third (31%) feel that the budget should decrease, and the remaining 62% feel that the budget should stay the same. These results are all similar to those seen in 2017.

Budget Adjustment for Library Services (Proposed 4%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

- 12%: Those who prefer to increase taxes to maintain or increase services; and
- 12%: Those who oppose a decrease in services to minimize tax increases.

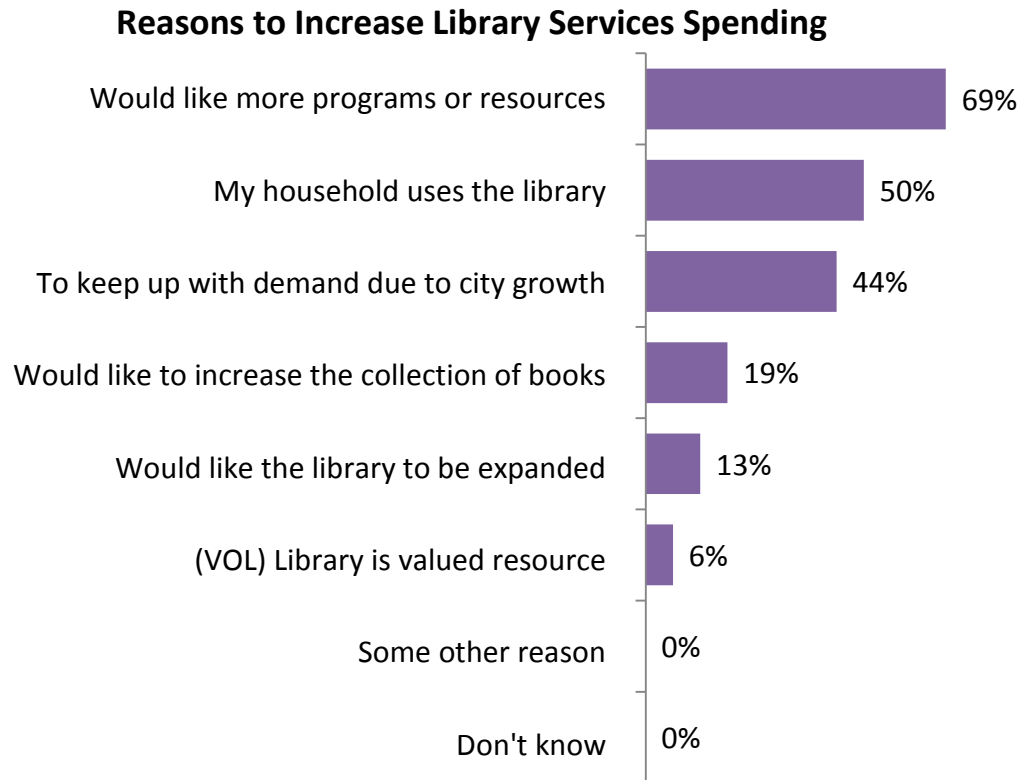
Subgroups that are significantly more likely to want funding to **remain the same** include:

- 82%: Those on leave/homemaker/student/not employed/retired; and
- 71%: Those who prefer to increase taxes to maintain or increase services.

Subgroups that are significantly more likely to want a **decrease** in funding include:

- 47%: Those with a household income of \$150,000 or more;
- 46%: Those who prefer to cut services to maintain or decrease taxes;
- 44%: Those who support a decrease in services to minimize tax increases;
- 41%: Those who between the ages of 35 and 54; and
- 36%: Those who are currently working.

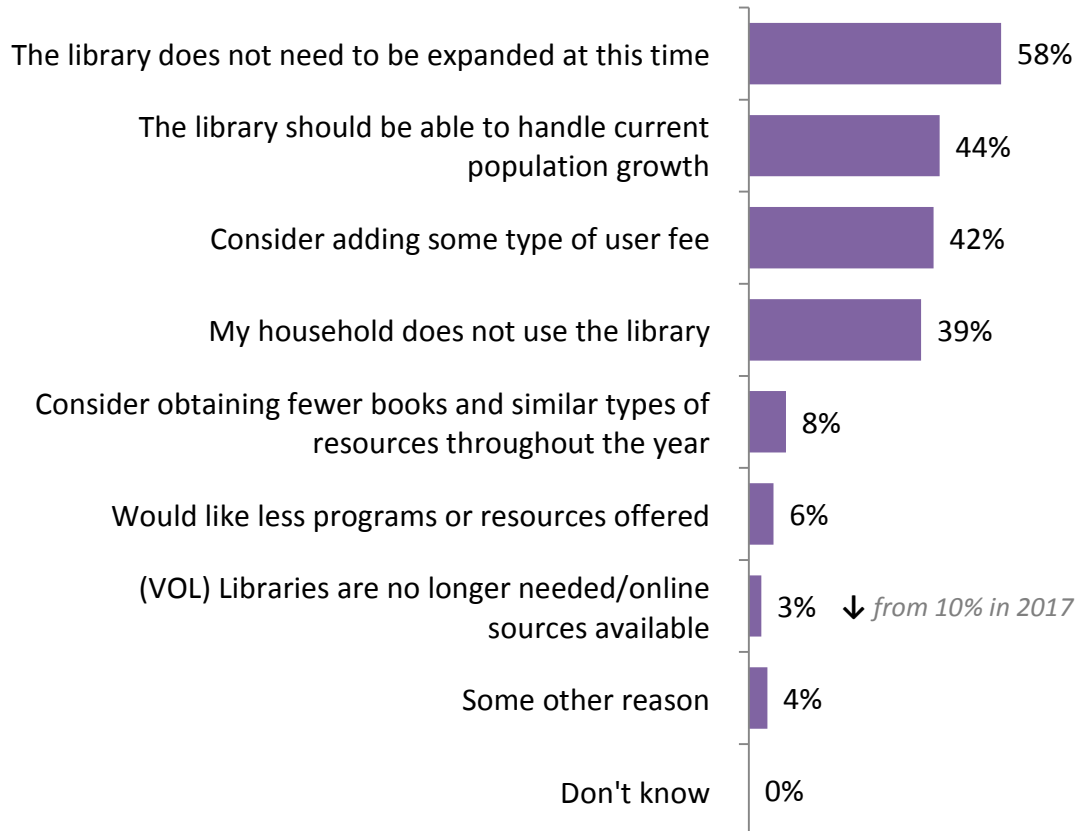
The most common reason given by those who would like *Library Services'* budget to **increase** are wanting more programs or resources (n=11), the respondents household uses *Library Services* (n=8), and to keep up with demand due to city growth (n=7).



n=16. Due to the base being less than n=30, interpret with caution. Trending is not analyzed because 2018 has fewer than 30 responses. Values may sum to more than 100% as multiple mentions were allowed.

Over half (58%) of those residents who would like *Library Services'* budget to **decrease** mentioned that an expansion is not needed at this time. Additionally, over four-fifths suggested that the library should be able to handle current population growth (44%), or suggested adding a user fee (42%). Additionally, 39% mentioned that their household does not use *Library Services*.

Reasons to Decrease Library Services Spending

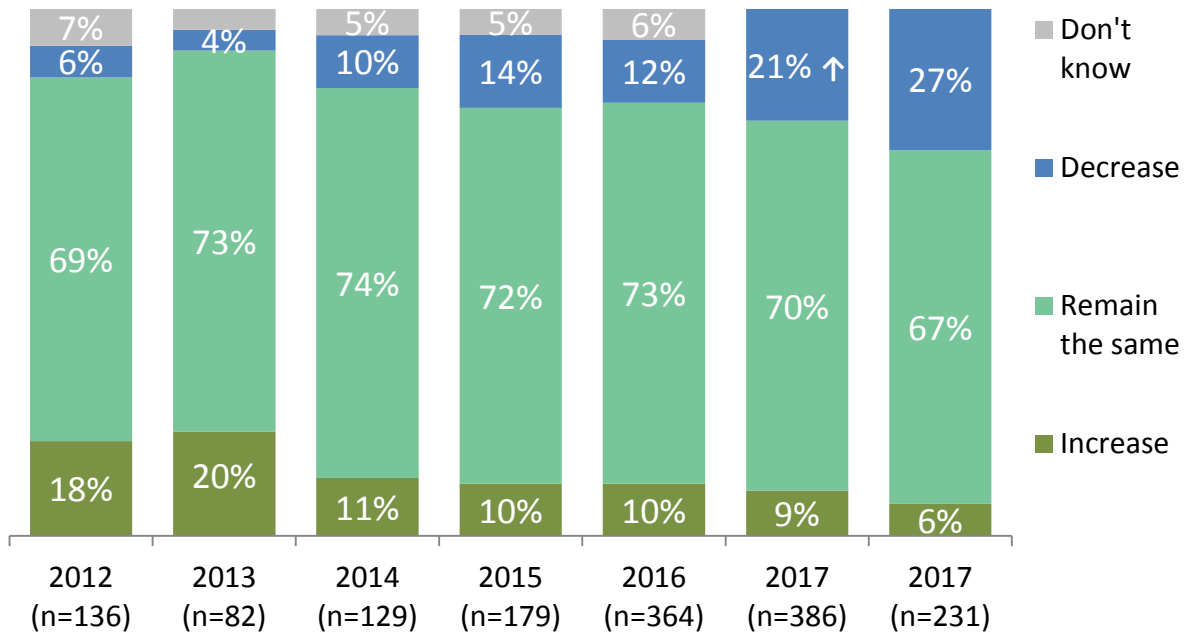


n=71. Values may sum to more than 100% as multiple mentions were allowed.

3.3.10  Parks & Athletic Field Maintenance (Proposed 9%)


Similar to 2017, 27% of residents feel that the budget for Parks and Athletic Field Maintenance should decrease compared to only 6% who feel that the budget should increase. Also similar to 2017, the remaining 67% think that the budget should remain the same.

Budget Adjustment for Parks & Athletic Field Maintenance (Proposed 9%)




Values may not add to 100% due to rounding. Bars missing values are less than 5%.



Subgroups that are significantly more likely to want an **increase** in funding include:

-  10%: Those who prefer to increase taxes to maintain or increase services.

Subgroups that are significantly more likely to want funding to **remain the same** include:

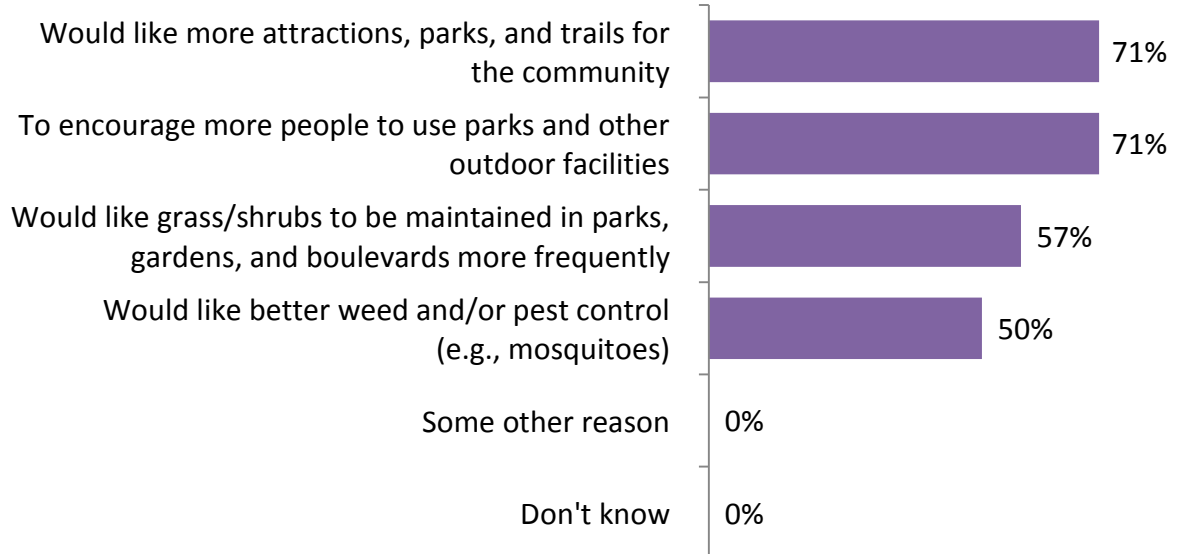
-  76%: Those who prefer to increase taxes to maintain or increase services.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  44%: Those who prefer to cut services to maintain or decrease taxes; and
-  37%: Those who support a decrease in services to minimize tax increases.

The top two reasons, each mentioned by 10 residents that would like to **increase** spending on *Parks and Athletic Field Maintenance*, are because they would like more attractions, parks, and trails for the community and to encourage more people to use parks and other outdoor facilities.

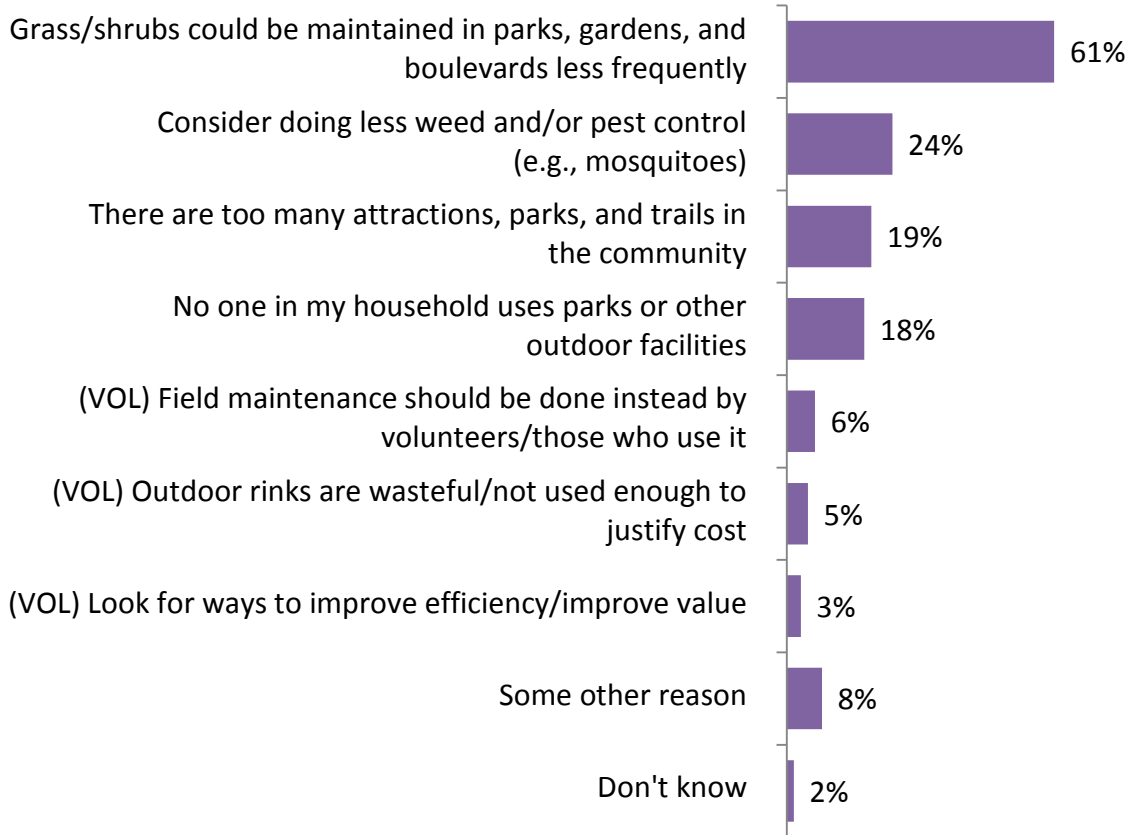
Reasons to Increase Parks & Athletic Field Maintenance Spending



n=14. Due to the base being less than n=30, interpret with caution. Trending is not analyzed because 2018 has fewer than 30 responses. Values may sum to more than 100% as multiple mentions were allowed.

Residents who would like a **decrease** in funding for *Parks and Athletic Field Maintenance* were more unified in their reasons with about three-fifths (61%) mentioning that grass and shrubs could be maintained in parks, gardens, and boulevards less frequently, while one-quarter (24%) suggest considering less weed and pest control. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Parks & Athletic Field Maintenance Spending

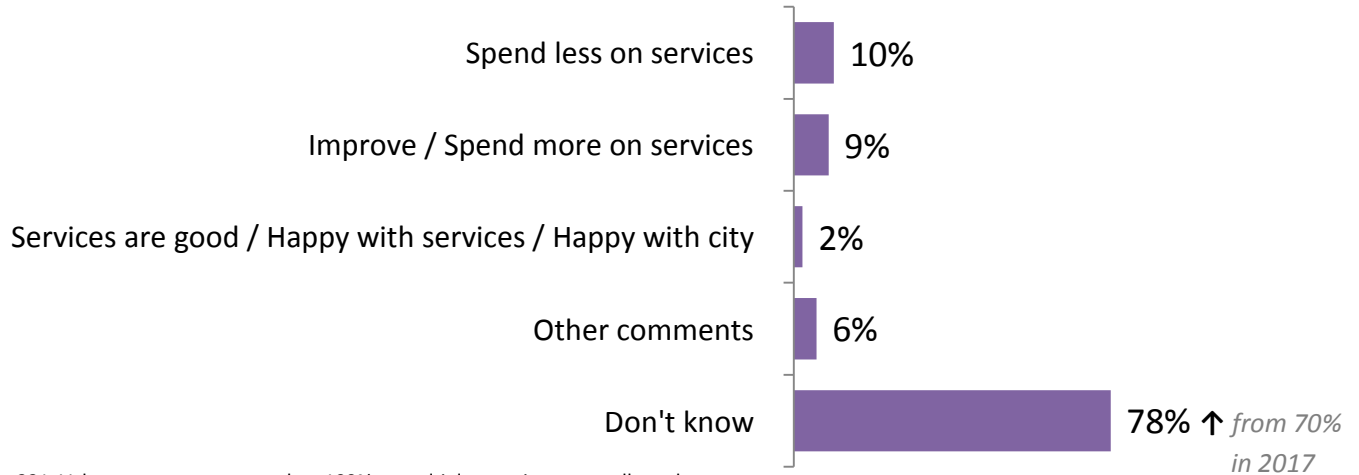


n=62. Values may sum to more than 100% as multiple mentions were allowed.

3.3.11 Other Variable Spending Feedback

After residents rated their preference for how the City should allocate funds, they were provided with an additional chance to offer any other feedback on spending that may not have already been covered. Given that they had just provided feedback for the ten different services categories, only 22% provided further feedback. In total, 10% reiterated that they would like spending on services to **decrease**, compared to 9% who reiterated that they wanted spending to **increase**.

Other Variable Spending Feedback

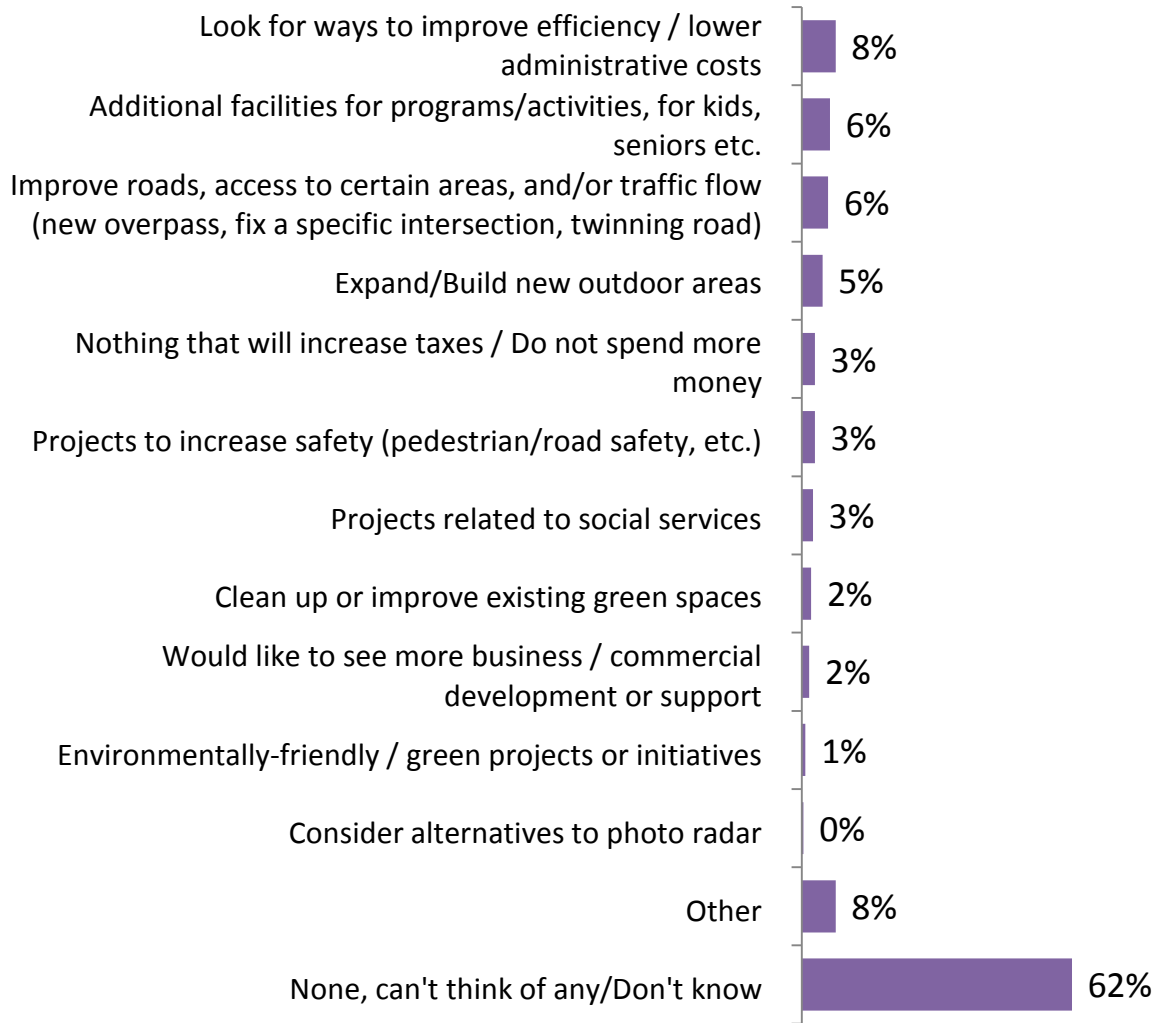


n=231. Values may sum to more than 100% as multiple mentions were allowed.

3.4 Other Projects and Priorities

Residents were provided an opportunity to state other projects or goals for the City to consider. The majority (62%) could not think of any other projects or goals. However, the top suggestion was to look for ways to improve efficiency and/or lower administrative costs (8%). These results are consistent with 2017.

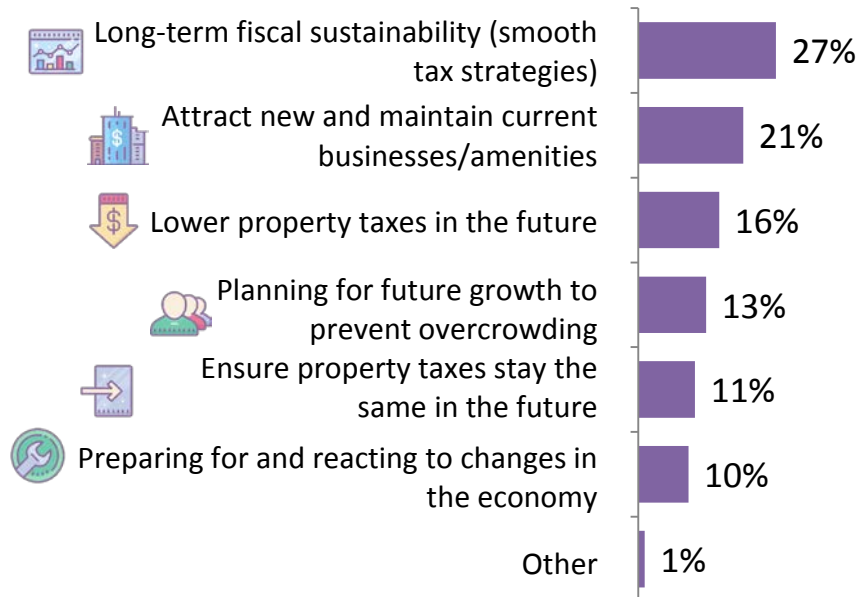
Other Projects of Goals to Consider



n=231. Values may sum to more than 100% as multiple mentions were allowed.

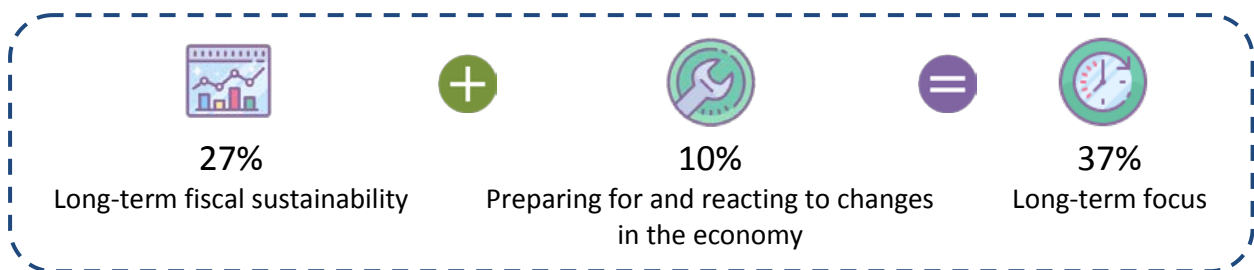
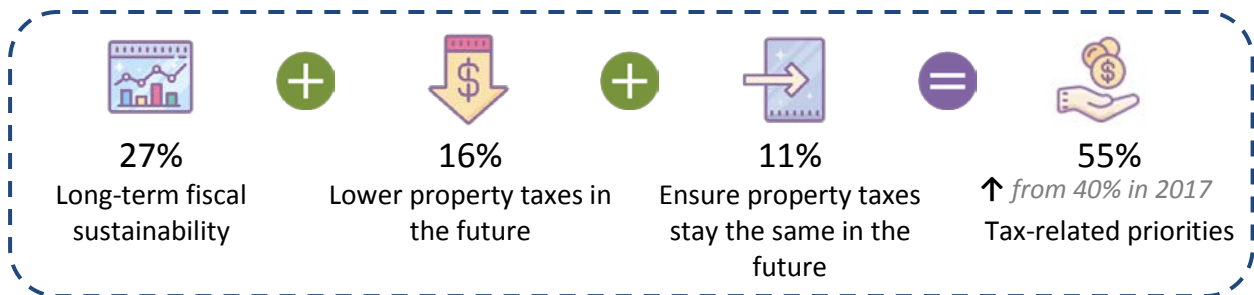
Finally, when asked about the top priority facing the City, about one-quarter (27%) chose smooth tax strategies. A further 21% would like the City to attract new, and maintain current, businesses and amenities, 16% would like the City to find ways to lower property taxes in the future, and 13% would like the City to be planning for future growth to prevent overcrowding. These results are statistically consistent with the comments provided last year.

Most Important Priority Facing the City



n=231. Values may not add to 100% due to rounding. Note that in 2018, the level “Leduc County and City of Edmonton Annexation” was not offered as an option.

After grouping some of the categories we find that 55% of residents would like the City to prioritize the taxation of residents and another 37% would like the City to adopt a long term focus.



4 Appendices

4.1 Resident Demographics

	Percent of Residents						
	2018 (n=231)	2017 (n=386)	2016 (n=364)	2015 (n=179)	2014 (n=129)	2013 (n=82)	2012 (n=136)
Age							
18 to 24 years	5%	3%	1%	2%	1%	2%	1%
25 to 34 years	35%	27%	18%	20%	29%	27%	30%
35 to 44 years	30%	24%	24%	29%	28%	27%	40%
45 to 54 years	13%	15%	19%	21%	16%	24%	15%
55 to 64 years	10%	18%	19%	13%	14%	7%	4%
65 years or older	6%	12%	17%	15%	8%	10%	4%
Not stated	0%	1%	3%	1%	5%	2%	5%
Employment Status							
Working full time, including self-employment (more than 30 hours/ week)	68%	59%	57%	73%	74%	74%	72%
Working part time, including self-employment (30 hours per week or less)	8%	10%	9%	10%	8%	5%	10%
On leave (disability, paternity, etc.)	6%	3%	n/a	n/a	n/a	n/a	n/a
Homemaker	3%	5%	6%	3%	9%	6%	12%
Student	3%	2%	1%	0%	0%	1%	0%
Not employed	2%	3%	7%	0%	0%	4%	0%
Retired	8%	13%	18%	11%	8%	6%	4%
Prefer not to answer	3%	4%	2%	2%	2%	4%	2%
Household Income							
Under \$20,000	1%	1%	n/a	n/a	n/a	n/a	n/a
\$20,000 to \$39,999	2%	4%	n/a	n/a	n/a	n/a	n/a
\$40,000 to \$59,999	7%	11%	n/a	n/a	n/a	n/a	n/a
\$60,000 to \$79,999	13%	11%	n/a	n/a	n/a	n/a	n/a
\$80,000 to \$99,999	12%	12%	n/a	n/a	n/a	n/a	n/a
\$100,000 to \$124,999	16%	18%	n/a	n/a	n/a	n/a	n/a
\$125,000 to \$149,999	11%	10%	n/a	n/a	n/a	n/a	n/a
\$150,000 or more	23%	16%	n/a	n/a	n/a	n/a	n/a
Prefer not to answer	15%	17%	n/a	n/a	n/a	n/a	n/a
Primary Residence							
Own	85%	88%	92%	93%	89%	90%	90%
Rent	12%	10%	5%	7%	8%	9%	7%
Not stated	3%	2%	3%	0%	3%	1%	3%
City of Leduc Employee?							
Yes	6%	8%	6%	7%	9%	6%	8%
No	90%	88%	91%	92%	90%	92%	89%

Not stated	3%	4%	3%	1%	2%	2%	3%
Children (under 18) in Household?							
Yes	47%	40%	n/a	n/a	n/a	n/a	n/a
No	52%	58%	n/a	n/a	n/a	n/a	n/a
Prefer not to answer	1%	2%	n/a	n/a	n/a	n/a	n/a

4.2 Survey

What follows is the paper version of the survey. The online version of the survey was slightly different as completing surveys online allows for:

- Question randomization (the order of the B questions were randomized);
- Level randomization (the order of some lists were randomized);
- Response ordering (for example, some residents saw “Strongly oppose” first and others saw “Strongly support” first in Q2);
- Conditional text (for example, online Q1b asks why they feel they receive <Q1a value>); and
- Popup text (the ability to provide additional information in the form of a popup only to those who want it).



Intro1

Have your say in your city's budget planning process! The City of Leduc is committed to gathering input from citizens regarding the planning for the future of the City, as demonstrated through the Citizen Satisfaction Survey and Community Visioning Workshops. In 2018, the City is seeking input from citizens to assist in the 2019 budget planning process through this survey.

The budget is a plan for tomorrow's Leduc and this is your chance to share your thoughts with City Council and Administration to help guide the 2019 budget. Doing so makes you eligible to **enter a draw to win a movie pass for 4 to Leduc Cinemas.**

We want to hear from you! You can complete this paper survey or you can complete the survey online using this link:

<http://surveys.advanis.ca/leduc2019budget>

To ensure your confidentiality, the third-party vendor Advanis Inc. has been hired to ensure only aggregated results are shared. There will be no way for anyone to tie the responses you provide back to you.

Advanis' Privacy Policy can be found here: http://www.advanis.ca/privacy_policy2.html

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Intro2

Please read each question and statement carefully. For each question, please select the response(s) that best represents your point of view.

Please respond before **May 31, 2018.**

D1

To begin, how old are you?

(Select one)

- 15 or younger
- 16 or 17
- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older

S1

Do you live **within the city limits** of Leduc?

(Select one)

- Yes
- No

D4

Do you own or rent your primary residence in the City of Leduc?

(Select one)

- Own
- Rent
- Not applicable

Q0

A portion of property tax is collected on behalf of the Province of Alberta to pay for education.

To the best of your knowledge, what percent of property tax is collected on behalf of the Province of Alberta to pay **for education**?

_____ %

- Don't know

Q1a

In fact, of property tax collected in 2017:

- **29%** is collected *on behalf of the province* to pay for **education**.
- **71%** goes to the *City of Leduc* to fund **city services**.



Thinking about the **71%** used to fund **city services**, would you say you receive...?

(Select one)

- Excellent value
- Very good value
- Good value
- Fair value
- Poor value
- Don't know

Q1b/Q1c

What is the **main reason** you feel that way?

Q2

The City of Leduc understands and recognizes that residents’ desire to keep tax increases to a minimum. In order to do this, the city may need to consider reducing current service levels.

Would you oppose or support a **decrease in service levels** to minimize tax increases in 2019?
(Select one)

- Strongly oppose** a decrease in service levels
- Somewhat oppose** a decrease in service levels
- Neither oppose nor support** a decrease in service levels
- Somewhat support** a decrease in service levels
- Strongly support** a decrease in service levels
- Don't know

Q2a

Why do you feel this way?

Q3

Next, thinking about the City of Leduc infrastructure (public buildings, road, etc.) and services overall, which of the following tax strategies **best represents** your preference?

(Select one)

- Increase taxes to fund growth needs, infrastructure maintenance and improve services
- Increase taxes to maintain all existing infrastructure and services
- Cut existing services to maintain current taxes
- Cut existing services to reduce taxes
- Don't know

BIntro

The City of Leduc budget includes two spending categories:

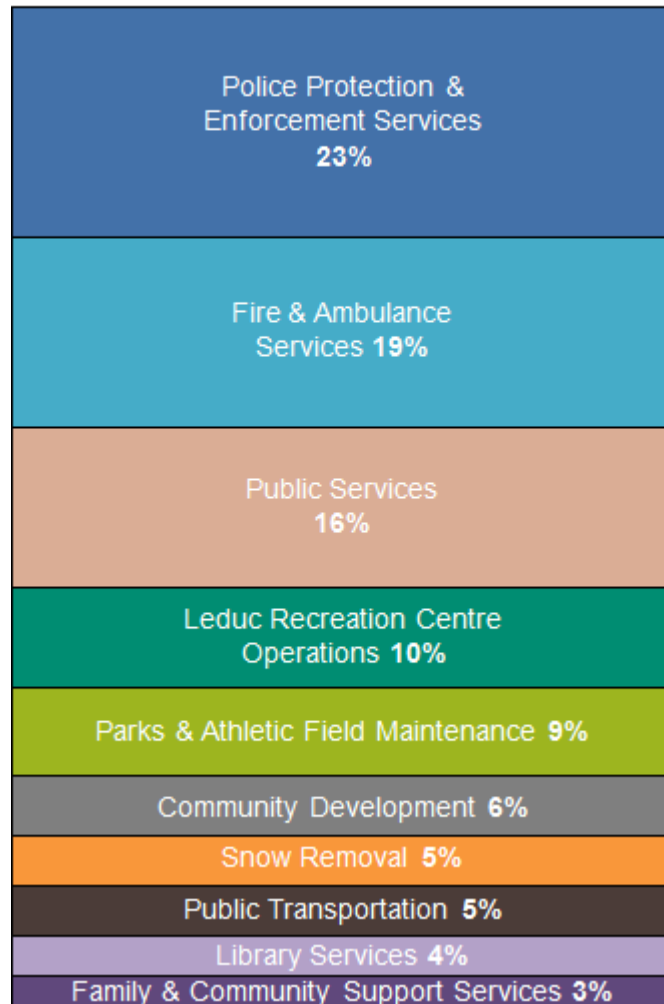
Fixed Spending (58%) includes items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:

- Mayor and City Council
- Corporate and Legislative Services
- Engineering Services
- Planning Services
- Facility Services
- Debt Repayment
- Capital Transfer

Variable Spending (42%) includes categories where spending can be increased or decreased depending on the level of service provided.

City of Leduc 2019 Variable Budget

Proposed Net Spending by Program



Have your say in your city’s budget planning process!

2019 City of Leduc Budget Planning Survey – Stakeholder Results

BInstruction

The next section wishes to understand your opinions on how **City of Leduc** spending should be altered (if at all). For each service, please specify if you think spending should increase, stay the same, or decrease in 2019. If you select increase or decrease, please let us know **all** the reasons you feel the way you do.

B1a

How would you adjust the variable spending in 2019 for **Police Protection & Enforcement Services** (proposed 23%)? This includes RCMP contract and detachment administrative support, community safety, animal control and other bylaw enforcement.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

*Answer this question if you would **increase** spending:*

B1b

Why would you increase spending on **Police Protection & Enforcement Services**?

(Please select all that apply)

- Would like to keep crime down
- To keep up with population growth
- Would like more police presence
- Would like more traffic/speeding enforcement
- Some other reason (specify): _____
- Don't know

*Answer this question if you would **decrease** spending:*

B1c

Why would you decrease spending on **Police Protection & Enforcement Services**?

(Please select all that apply)

- I feel safe in the City of Leduc
- Current enforcement levels could handle population growth
- Police presence should be adequate
- Consider less focus on traffic and speeding enforcement
- Some other reason (specify): _____
- Don't know

B2a

How would you adjust the variable spending in 2019 for **Fire and Ambulance Services** (proposed 19%)? This includes Fire and Ambulance response, rescue and patient treatment services, community prevention and inspection services and emergency preparedness.

Note: *Ambulance services are contracted services provided by the City of Leduc on behalf of the Province of Alberta and cannot be reduced.*

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same

Answer this question if you would **increase** spending:

B2b

Why would you increase spending on **Fire and Ambulance Services**?

(Please select all that apply)

- Would like additional funding due to population growth
- Would like to ensure the quickest fire and/or ambulance response times
- This is an essential service to the community
- For the safety of residents
- Some other reason (specify): _____
- Don't know

B3a

How would you adjust the variable spending in 2019 for **Public Services** (proposed 16%)? This includes maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pot hole patching, crack sealing, grading, guard repair, cleaning, dust control, and pavement marking.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B3b

Why would you increase spending on **Public Services**?

(Please select all that apply)

- Population growth may require more roads, sidewalks, and other trails
- Would like more maintenance of sidewalks and other walking or biking trails
- Would like more sidewalks and other walking or biking trails
- Would like more road maintenance
- Would like to increase the number of roads or overpasses to help reduce traffic congestion
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B3c

Why would you decrease spending on **Public Services**?

(Please select all that apply)

- Roads, sidewalks, and other trails can already handle some population growth
- Sidewalks and other walking or biking trails are well maintained
- Sidewalks and other walking or biking trails are satisfactory
- Roads are well maintained
- The roads and/or overpasses meet the city's needs
- Some other reason (specify): _____
- Don't know

B4a

How would you adjust the variable spending in 2019 for **Parks & Athletic Field Maintenance** (proposed 9%)? This includes maintenance, grass cutting, cleaning and repairs to cemetery, sports fields, tennis courts, outdoor ice rinks, skateboard parks, lakes and storm ponds, garden plots and playgrounds, parks landscaping and pest control.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

*Answer this question if you would **increase** spending:*

B4b

Why would you increase spending on **Parks & Athletic Field Maintenance**?

(Please select all that apply)

- Would like grass/shrubs to be maintained in parks, gardens, and boulevards more frequently
- Would like better weed and/or pest control (e.g., mosquitoes)
- Would like more attractions, parks, and trails for the community
- To encourage more people to use parks and other outdoor facilities
- Some other reason (specify): _____
- Don't know

*Answer this question if you would **decrease** spending:*

B4c

Why would you decrease spending on **Parks & Athletic Field Maintenance**?

(Please select all that apply)

- Grass/shrubs could be maintained in parks, gardens, and boulevards less frequently
- Consider doing less weed and/or pest control (e.g., mosquitoes)
- There are too many attractions, parks, and trails in the community
- No one in my household uses parks or other outdoor facilities
- Some other reason (specify): _____
- Don't know

B5a

How would you adjust the variable spending in 2019 for **Leduc Recreation Centre Operations** (proposed 10%)? This includes Leduc Recreation facility maintenance and operations, sports & tourism, guest services, fitness centre and track, pool services, ice skating, field house and programmed services (i.e. child minding).

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B5b

Why would you increase spending on **Leduc Recreation Centre Operations**?

(Please select all that apply)

- Would like more accessibility to existing facilities
- Would like more facilities
- Would like existing facilities to receive more frequent maintenance
- Would like more programs and/or equipment in the facilities
- Would like facilities to be open earlier and/or close later
- To help lower user fees
- My household uses the Leduc Recreation Centre
- Would like to more accessibility to existing facilities
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B5c

Why would you decrease spending on **Leduc Recreation Centre Operations**?

(Please select all that apply)

- No new facilities are needed
- Would like existing facilities to be maintained less frequently
- Current equipment in the facilities are adequate
- Would like facilities to open later and/or close earlier
- Would like the users of the facilities to pay more
- My household does not use the Leduc Recreation Centre
- Some other reason (specify): _____
- Don't know

B6a

How would you adjust the variable spending in 2019 for **Snow Removal** (proposed 5%)? This includes street, parking lot and alleyway sanding, snow plowing and snow removal.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B6b

Why would you increase spending on **Snow Removal**?

(Please select all that apply)

- Would like Leduc to be more prepared for winters
- Consider clearing and sanding roads sooner or more often
- Would like more or better snow clearing equipment
- Would like residential areas and side streets to be cleared more often
- Public sidewalks and trails should be cleared sooner
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B6c

Why would you decrease spending on **Snow Removal**?

(Please select all that apply)

- Consider clearing roads less frequently during prolonged storms
- Consider waiting longer before clearing and sanding roads
- Consider replacing and/or maintaining snow removal equipment less frequently
- Residential areas and side streets could be cleared less often
- Consider waiting longer to clear public sidewalks and trails
- Some other reason (specify): _____
- Don't know

B7a

How would you adjust the variable spending in 2019 for **Community Development** (proposed 6%)? This includes parks (e.g. spray parks, playgrounds, off-leash areas, etc.), recreation and culture planning and development including building playgrounds, Communities in Bloom, Healthy Hearts, and Canada Day programs.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B7b

Why would you increase spending on **Community Development**?

(Please select all that apply)

- Would like more parks
- Would like to increase the quality of existing parks
- Would like more community programs and/or events (e.g. Rock the Rails, etc.)
- Would like to increase the quality and/or frequency of existing programs
- To promote a healthy lifestyle
- This makes Leduc an attractive place to live
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B7c

Why would you decrease spending on **Community Development**?

(Please select all that apply)

- The number of parks is adequate
- The quality of existing parks is adequate
- Consider lowering the quality and/or frequency of existing programs
- My household does not use or attend existing parks or programs
- Some other reason (specify): _____
- Don't know

B8a

How would you adjust the variable spending in 2019 for **Public Transportation** (proposed 5%)? Leduc Transit provides Leduc Assisted Transportation Service (LATS) to seniors (65+) and persons with disabilities within the City of Leduc. Leduc Transit also provides a separate inter-municipal transit service, in partnership with Leduc County, offering service that connects the Leduc and Nisku areas and also stops at the Edmonton International Airport and the Century Park LRT station in south Edmonton.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

*Answer this question if you would **increase** spending:*

B8b

Why would you increase spending on **Public Transportation**?

(Please select all that apply)

- Would like more busses, more routes, and/or frequency of service
- Would like newer busses or added features to existing buses
- Would like to make public transit more affordable
- To encourage more people to use public transit
- Consider starting bus service sooner and/or ending service later
- My household uses public transportation
- Some other reason (specify): _____
- Don't know

*Answer this question if you would **decrease** spending:*

B8c

Why would you decrease spending on **Public Transportation**?

(Please select all that apply)

- Current service schedules should be adequate
- Existing buses should be adequate
- Consider charging riders more for this service
- My household does not use public transit
- Consider starting bus service later and/or ending service sooner
- Some other reason (specify): _____
- Don't know

B9a

How would you adjust the variable spending in 2019 for **Library Services** (proposed 4%)? This includes provision of children, teen and adult literary programs, exam proctoring, e-resources, e-books, internet access, audio books, DVD's, CD's, outreach services and access to resources from over 150 Alberta libraries.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B9b

Why would you increase spending on **Library Services**?

(Please select all that apply)

- To keep up with demand due to city growth
- Would like the library to be expanded
- Would like more programs or resources
- Would like to increase the collection of books
- My household uses the library
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B9c

Why would you decrease spending on **Library Services**?

(Please select all that apply)

- Consider adding some type of user fee
- The library should be able to handle current population growth
- The library does not need to be expanded at this time
- Would like less programs or resources offered
- Consider obtaining fewer books and similar types of resources throughout the year
- My household does not use the library
- Some other reason (specify): _____
- Don't know

B10a

How would you adjust the variable spending in 2019 for **Family and Community Support Services** (proposed 3%)? This includes family counseling and support, prevention and education regarding social issues, meals on wheels program, senior support, and homemaking services.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B10b

Why would you increase spending on **Family and Community Support Services**?

(Please select all that apply)

- To keep up with population growth
- To help provide affordable support services
- Would like more or different types of services available
- Would like better quality of existing services
- I support this service
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B10c

Why would you decrease spending on **Family and Community Support Services**?

(Please select all that apply)

- Existing services could handle population growth
- Would like more funding from other levels of government
- I don't know what this service offers
- Some other reason (specify): _____
- Don't know

Q4

Thank you for your input on the City of Leduc's variable spending budget. Is there any additional feedback you would like to provide regarding your choices?

Q5

What other projects or goals (if any) should the City be thinking of when planning the budget for 2019 and beyond? These may result in a tax increase.

Q6

Finally, with respect to the budget process, which of the following would you say is the **most important priority** facing the City?

(Select one)

- Focusing on long-term fiscal sustainability (smooth tax strategies)
- Planning for future growth to prevent overcrowding
- Attract new and maintain current businesses and amenities
- Finding ways to lower property taxes in the future
- Finding ways to ensure property taxes stay the same in the future
- Preparing for and reacting to changes in the economy
- Other (specify): _____

DTxt

In order for the City to better understand the different views and needs of citizens, this final set of questions will allow us to analyze the data by sub-groups. Please be assured that nothing will be recorded to link your answers with you or your household.

D2

Are there any children under the age of 18 in your household?

(Select one)

- Yes
- No
- Prefer not to answer

D6

Which of the following categories applies to your total household income before taxes in 2016?

(Select one)

- Under \$20,000
- \$20,000 to \$39,999
- \$40,000 to \$59,999
- \$60,000 to \$79,999
- \$80,000 to \$99,999
- \$100,000 to \$124,999
- \$125,000 to \$149,999
- \$150,000 or more
- Prefer not to answer

D3

Which of the following best describes your current employment status?

(Select one)

- Working full time, including self-employment (more than 30 hours per week)
- Working part time, including self-employment (30 hours per week or less)
- On leave (disability, paternity, etc.)
- Homemaker
- Student
- Not employed
- Retired
- Prefer not to answer

Answer this question if you are employed:

D5a

And, do you work for the City of Leduc?

(Select one)

- Yes
- No

Answer this question if you are on leave (disability, paternity, etc.):

D5b

Immediately prior to the start of your leave, did you work for the City of Leduc?

(Select one)

- Yes
- No

D7

How did you learn about this survey?

(Select all that apply)

- Radio
- Social media
- City of Leduc website
- Cinema
- Other (specify): _____

FB1

Finally, we wish to get your feedback on this survey. Please tell us what you thought of this survey below! For example: What did you think of the survey? Was anything confusing? How could we make this survey better for others? We really appreciate your feedback!

I0

Thank you for completing the survey! You now have the option to enter a randomly selected prize draw for people who have taken part in the survey. Doing so makes you eligible to **enter a draw to win a movie pass for 4 to Leduc Cinemas.**

Do you wish to be entered into this draw? Your contact information will only be used for the purposes of the draw and will not be tied to your survey responses.

(Select one)

- Yes, I allow Advanis to provide the City of Leduc with my contact information should I be the winner of this draw
- No, remove me from the draw

I1

If you wish to participate in the draw, please provide your contact details below so that we may contact you should you be the winner of the draw. Personal information will remain confidential and **only** be used to contact the individual who has won the draw. Personal information provided as part of the City of Leduc Budget Survey contest is collected under the authority of section 33(c) of the Freedom of Information and Protection of Privacy Act.

First name: _____

Last name: _____

Email: _____

Phone number: _____

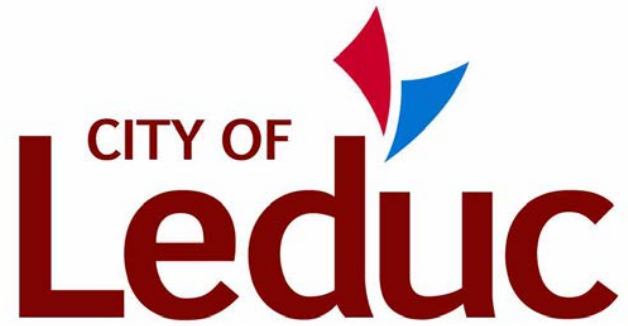


End

Thank you very much for your participation in this important study, your time and feedback are greatly appreciated by the City of Leduc!

Please note that the results of this survey will be shared with City Council during the budget planning process for 2019. Should you have any additional questions, please contact:

Carmen Dragan-Sima
Manager, Financial Planning & Budgets
City of Leduc
780-980-7161
cdragansima@leduc.ca



2019 Budget Planning Survey
General Population Survey Results

*Results weighted to ensure statistical
validity to the Leduc Population*

Conducted by:



ADVANIS

*Advanis Inc.
Suite 1600, Sun Life Place
10123 99 Street
Edmonton, AB
T5J 3H1*

Primary Contact:

*Patrick Kyba
pkyba@advanis.net
780.229.1135*

June 28, 2018

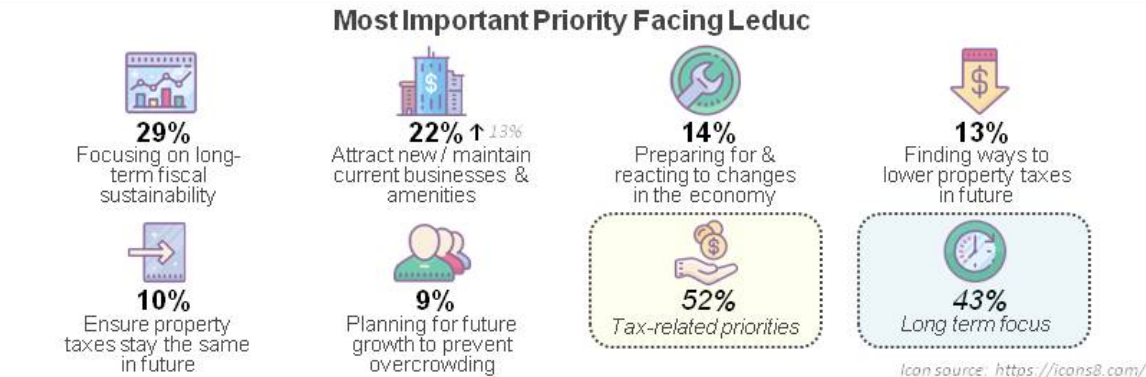
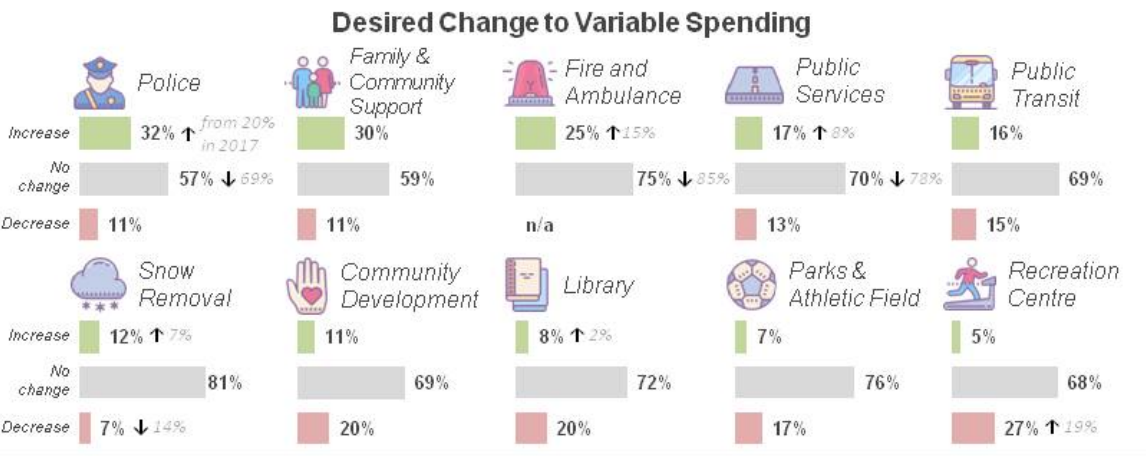
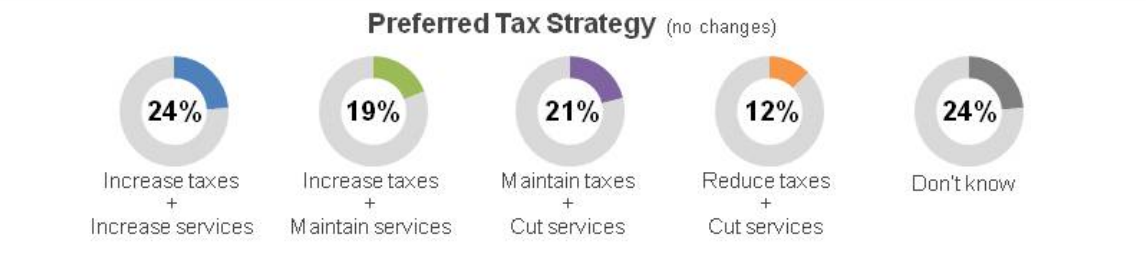
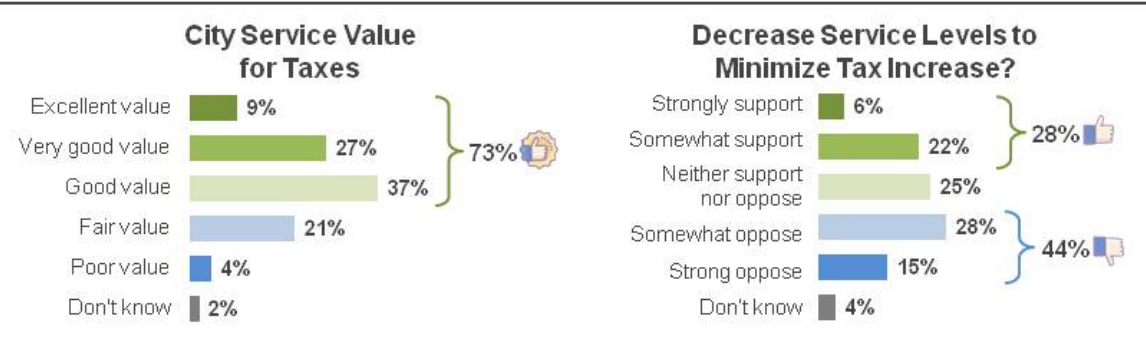
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1 Budget Planning Survey Highlights

2019 Budget Planning Survey Highlights

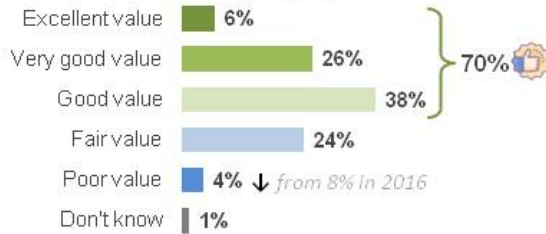
Survey of 533 adult Leduc residents contacted by phone, May 2nd to 31st, 2018, and completed the survey. Results are weighted by age.



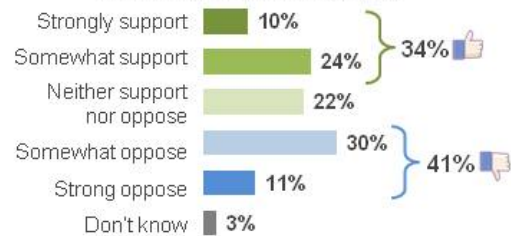
2018 Budget Planning Survey Highlights

Survey of 438 adult Leduc residents contacted by phone, April 24th to June 1st, 2017 and did an online survey. Results are weighted by age.

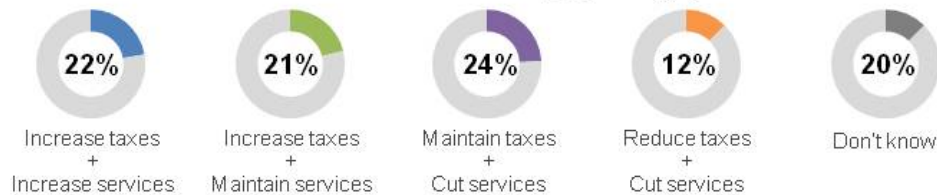
City Service Value for Taxes



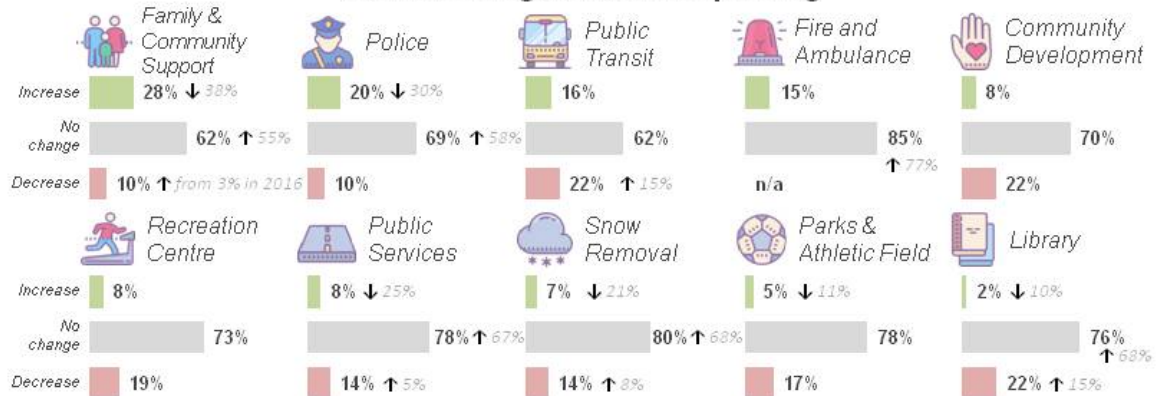
Decrease Service Levels to Minimize Tax Increase?



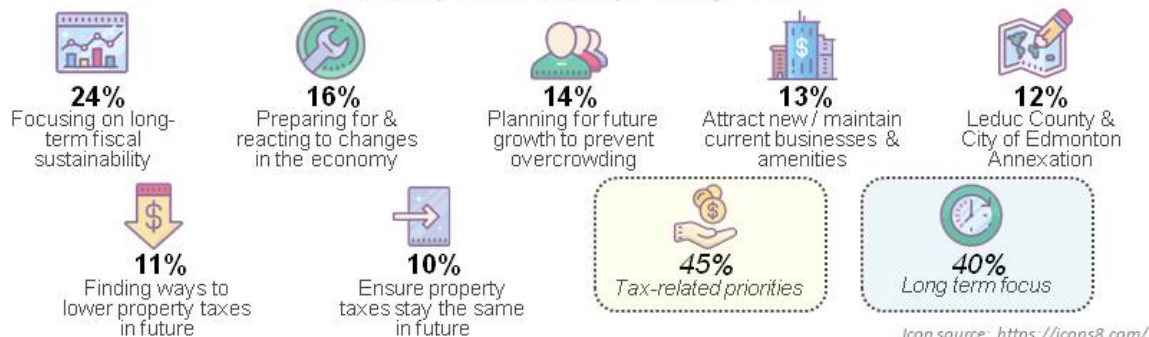
Preferred Tax Strategy (no changes)



Desired Change to Variable Spending



Most Important Priority Facing Leduc



2 Detailed Project Description

2.1 Project Background

In spring 2018, the City of Leduc (“the City”) contracted Advanis to conduct the 2019 City of Leduc General Population Budget Planning Survey. The primary purpose of this study is to assess the views of City of Leduc residents concerning the budgetary planning process for the 2019 budget. In total, 533 randomly selected City of Leduc residents aged 18 and older completed the survey between May 2nd and May 31st, 2018.

This report outlines the results of the 2019 General Population Budget Planning Survey. Comparisons to previous years’ survey data are included where appropriate to determine any shifts in the perceptions and opinions of Leduc residents.

2.2 Methodology

All components of the project were designed and executed in close consultation with the City of Leduc. A detailed description of each task of the project is outlined in the remainder of this section.

2.2.1 Project Planning

Advanis team members reviewed the documents and met with City employees charged with leading this research to ensure total understanding of the purpose and needs of this study. Both the City and Advanis agreed upon a research methodology and detailed work plan. As with previous years, few changes were made to the Budget Planning surveys as detailed in the following sections.

For the 2019 Budget Planning Survey, the City wanted to attempt to capture responses from younger (16 or 17 year old) residents of Leduc. While these younger residents were not a part of this General Population study, they were allowed to complete the Stakeholder study’s survey. However, no surveys were completed in 2018 by this younger demographic.

2.2.2 Survey Design

The 2019 Budget Planning Survey was based on the 2018 Budget Planning Survey, conducted in spring 2017. This maintained consistency between years and allowed many results to be compared between years. Specific changes made to the survey included:

- Adding a new question asking respondents if they recalled seeing or hearing an advertisement for the survey and if so, where.
- Removing “Leduc County and City of Edmonton Annexation” as a level from the most important priority question (Q6).
- Updating all dates in the survey to reflect 2018 dates and all budget percentages to reflect what was actually budgeted for in 2018.
- Changing the incentive from offering a Leduc Recreation Centre Family Flex Pass (10 admissions) to a movie pass for 4 to Leduc Cinemas.

2019 City of Leduc Budget Planning Survey – General Population Results

Advanis provided the City with a draft of the survey which the City provided feedback on. Advanis incorporated this feedback and the survey was programmed and tested. The City had the opportunity to review the survey online and provided additional feedback, which Advanis incorporated. A text version of the final questionnaire is provided in the Appendix (section 4.3).

2.2.3 Survey Population and Data Collection

Advanis purchased a random set of landline telephone numbers and generated wireless numbers for the City of Leduc. Potential participants were contacted by telephone and recruited to complete the online survey. A link to the online survey was provided either by email or text message. This methodology is consistent with previous years and conducting the survey online is necessary given the need to show graphics in the survey to residents.

The City remains cognizant of the increased use of mobile devices within our community, and recognized the importance of creating a mobile friendly platform for the 2019 Budget Planning Survey in order to most effectively engage all Leduc residents. As mentioned, the survey platform used in 2018 allowed for a mobile-optimized experience ensuring that those who chose to complete the survey on a smartphone or tablet could do so with ease.

In total, 54% of surveys collected for this report completed the survey on a mobile device (compared to 44% in 2017). Due to the design and general population sample of the General Population survey, results are statistically representative.

A soft-launch of the survey was conducted on May 1st to May 2nd, 2018. The purpose of the soft-launch was to ensure the survey was functioning as intended on the survey platform, by collecting a limited number of completed surveys and reviewing the results. Since no data checks flagged any concerns, these results were included and the full survey was launched. The primary fielding dates for the remainder of residents who completed the survey was from May 2nd to May 31st, 2018. In total, 533 residents completed the survey which implies a margin of error no greater than $\pm 4.2\%$ at 95% confidence.

Similar to previous years, for this analysis, weights were assigned based on the ages of residents to ensure that their representation in the City-wide sample was proportionate to the City of Leduc population as determined by the 2017 City of Leduc Census. Specific details of the weighting scheme used can be found in the Appendix (section 4.2).

2.2.4 Survey Awareness

Survey participants were asked if they recalled seeing or hearing an advertisement for the survey. 15% mentioned that they recalled it from the City of Leduc website, 11% from social media, 5% from radio, 4% from cinema, and 17% saw or heard an advertisement for the survey somewhere else. In total, 59% did not recall seeing or hearing an advertisement for the survey.

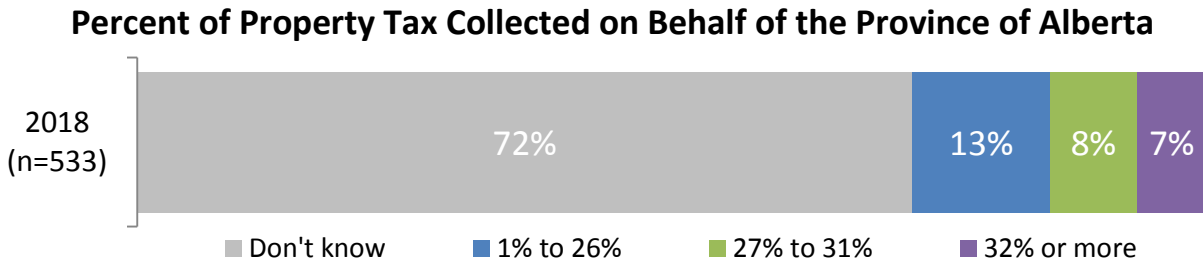
3 Study Findings

This section details the results of each specific topic in the survey. In this section, there are a few things to note:

- The term “significant” means “statistically significant at 95% confidence”.
- The analysis checked for statistical differences between the following groups:
 - Age (18 to 34, 35 to 54, 55 to 64, 65 or older);
 - Children in household (children, no children);
 - Income (under \$60,000, \$60,000 to \$99,999, \$100,000 to \$149,999, \$150,000 or more);
 - Employment status (employed full/part time, on leave/homemaker/student/not employed/retired);
 - Home ownership (owning, renting);
 - Perceived value from taxes (good/very good/excellent, fair/poor);
 - Preference regarding decreasing services to limit tax increases (support, neutral, oppose); and
 - Preferred tax strategy (prefer to increase taxes, prefer to cut services).
- The subgroup differences mentioned above are statistically tested in mutually exclusive groupings. For example, if a result says that it is statistically higher for those aged 18 to 34, this means that the result among those aged 18 to 34 is statistically higher than those who are not aged 18 to 34.
- To improve readability, bars with values less than 5% may not have the value shown. Actual percents are available in separate tables.
- Results have been rounded to remove decimal places. As a result, adding up values may not exactly equal the total expected.
- Arrows may appear on graphs that compare results over time. These indicate if the results are statistically (at 95% confidence) higher or lower than the previous year’s results.
- The term “(VOL)” at the start of labels indicate that this level was volunteered by residents who put text into the “other specify” level. These results are likely lower than they would have been had all residents seen these as levels.
- For results with a base size of fewer than 30 residents, percents are shown. However, results should be interpreted with caution due to the small base sizes. Additionally, statistical differences are not shown if a respondent subgroup has a base size of fewer than 30 residents.




3.1 Property Tax Value

Residents were informed that a portion of property tax is collected on behalf of the Province of Alberta and goes to pay for education. When asked what percent of property tax goes to the province, nearly three-quarters (72%) did not know. The true percent of property tax that pays for education is 29%. 8% of residents came close, mentioning between '27% and 31%', while less than 1% of residents correctly identified that '29%' of property tax pays for education.



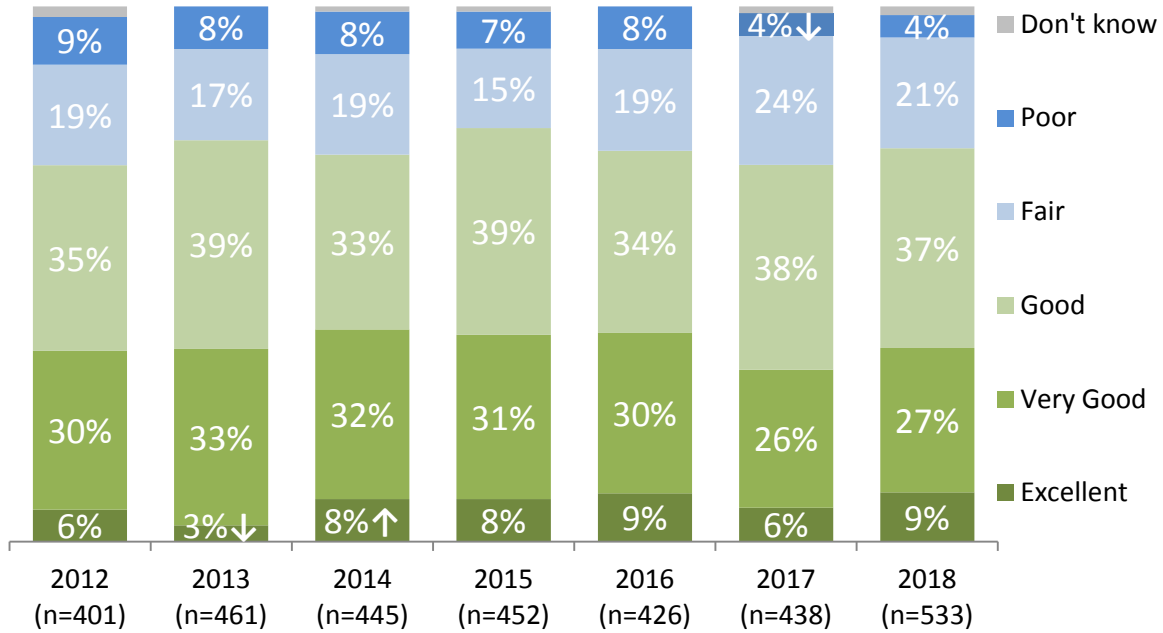
Values may not sum to 100% due to rounding. Trending is not shown as the true percent (29%) has increased from last year (27%).

Subgroups that are significantly more likely to answer in the 27% to 31% range include:

-  19%: Those who are 65 or older;
-  12%: Those without children in the home; and
-  10%: Those who own their primary residence.

All residents were then made aware that 29% of property taxes are collected on behalf of the province to pay for education. They were then asked what level of value they felt they received from the remaining 71% used to fund city services. Consistent with last year, sentiment continues to be quite positive.

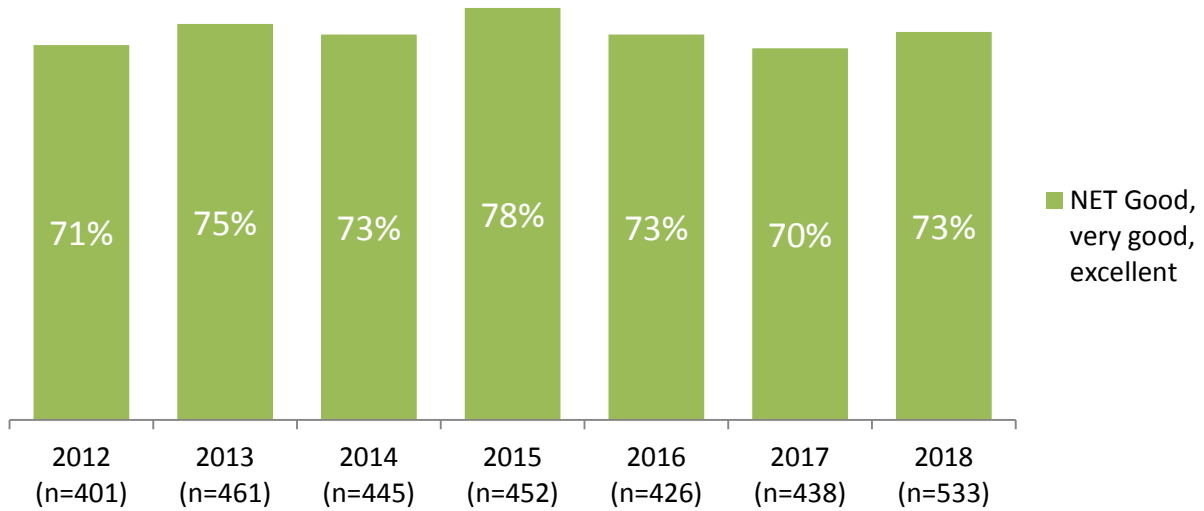
Perceived Value Received for Taxes Paid





Values may not sum to 100% due to rounding. Bars missing values are less than 5%.

The percent of residents that feel they received “good”, “very good”, or “excellent” value for their taxes (73%) continues to remain high in 2018 and is similar to the high scores in previous years.

Perceived Value Received for Taxes Paid (Good, Very Good, Excellent)

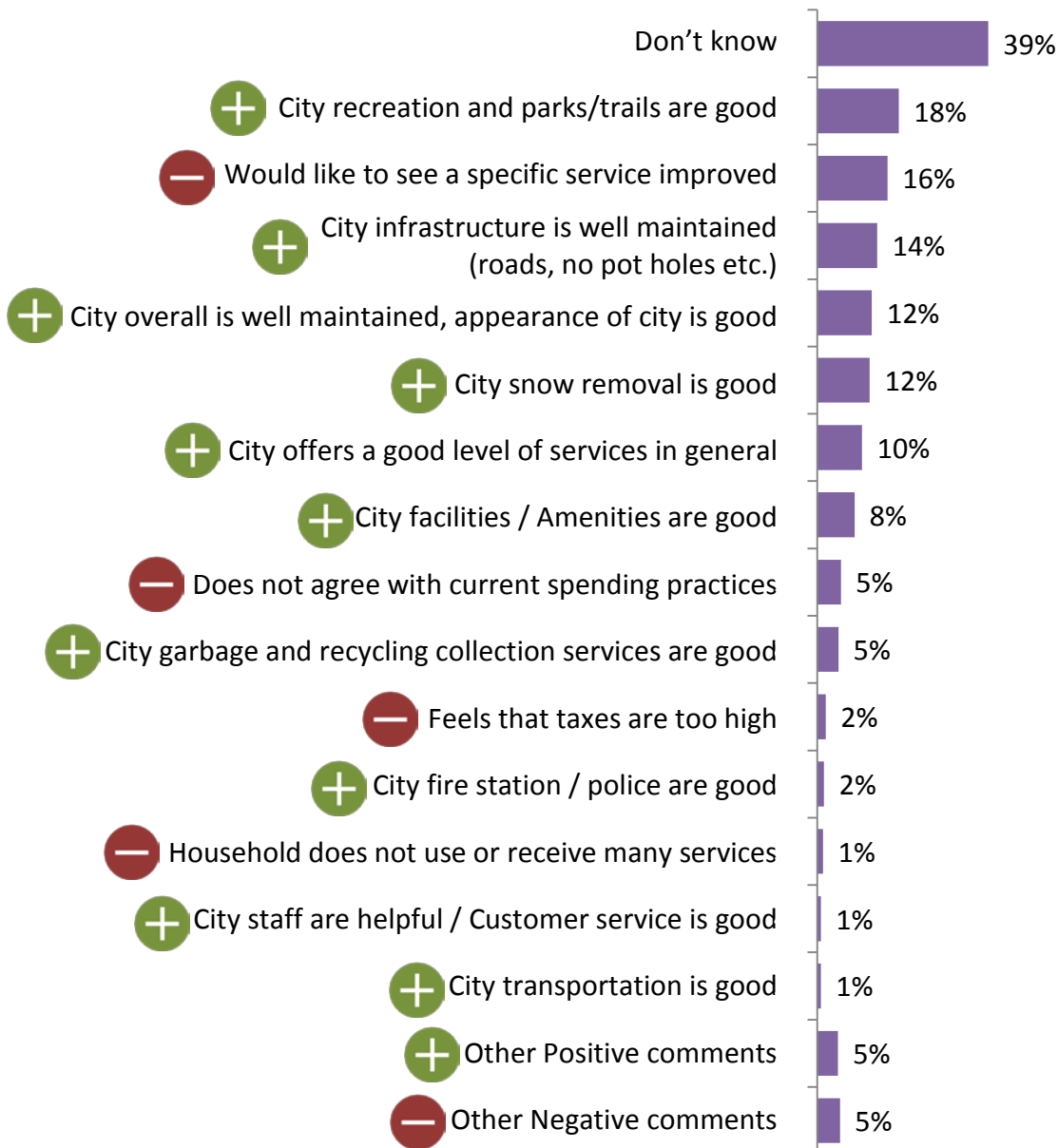


Subgroups that are significantly more likely to feel they receive “good”, “very good”, or “excellent” value include:

-  82%: Those who oppose decreasing services to minimize tax increases; and
-  85%: Those who favour increasing taxes to improve or maintain services.

Residents were asked the reason why they felt that way. Given that most residents feel that they have received “good” or better value, it is not surprising that most reasons provided are positive. Although there were a number of different reasons mentioned, the top **+** **positive** reasons are that residents feel that city recreation, parks, and trails are good (18%), city infrastructure is well maintained (14%), the City overall is well maintained (12%), snow removal is good (12%) and the level of services is good (10%). The top **-** **negative** reason provided by 16% of residents is the desire to see a specific service improved. Note that over a third (39%) of residents were unable to provide a reason for the value they receive. These results are statistically consistent with the comments provided last year.

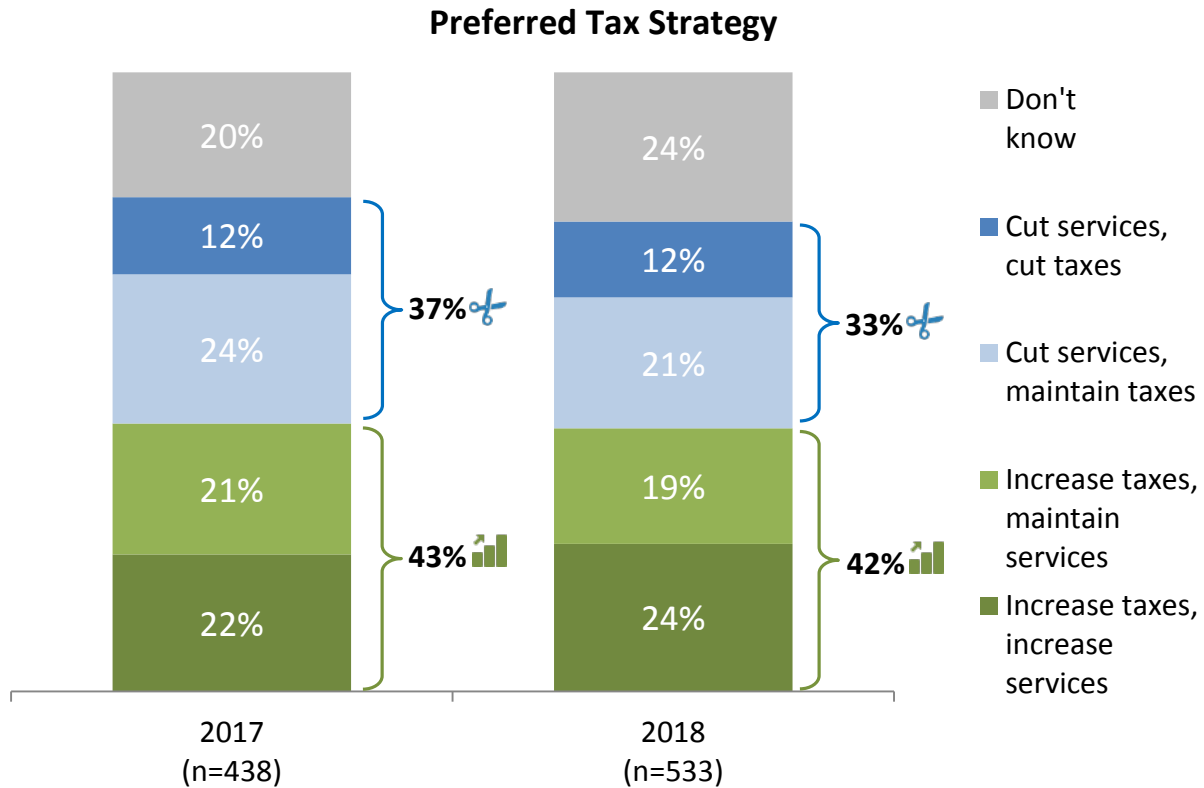
Why Residents Feel this Way



n=533. Values may sum to more than 100% as multiple mentions were allowed.

3.2 Overall Property Tax Preference

Residents were shown four different tax strategies and asked for their preference. Results were similar to 2017, and split between 42% preferring to increase taxes to increase or maintain services, and 33% preferring cutting services to maintain or reduce taxes. A further 24% did not provide an opinion.



Values may not sum to 100% due to rounding.

Results are not trended prior to 2017 due to the removal of the “something else” category.

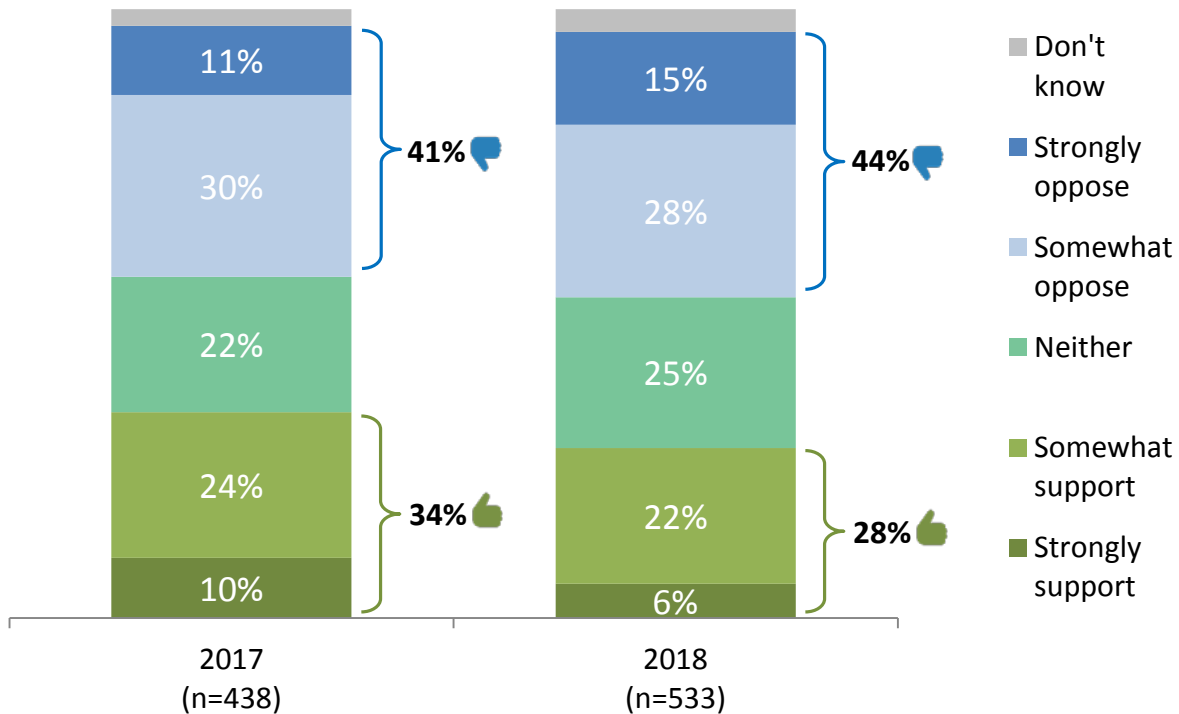
Significant subgroup differences include:

Increase taxes, increase services	Increase taxes, maintain services	Cut services, maintain taxes	Cut services, cut taxes
✂️ 40%: Those who oppose a decrease in service levels to minimize tax increases	✂️ 27%: Those who oppose a decrease in service levels to minimize tax increases 😊 23%: Those who feel they get good/very good/excellent value for taxes	🏠 24%: Those who own their primary residence	✂️ 25%: Those who support a decrease in service levels to minimize tax increases 😞 22%: Those who feel they get fair/poor value for taxes 🏠 14%: Those who own their primary residence

The City is sensitive to the economic climate and residents' desire to keep tax increases to a minimum. As such, residents were asked for their level of support or opposition for decreasing service levels to minimize tax increases.

Results were mixed with 44% opposing this approach, compared to 28% who supported it. One quarter did not feel strongly either way, while another 4% did not have an opinion. These results are similar to 2017.

Support/Opposition for a Decrease in Service Levels to Maintain Taxes



Values may not sum to 100% due to rounding.
Results are not trended prior to 2017 since a likelihood scale was used in 2016.

Subgroups that are significantly more likely to **support** decreasing service levels to maintain taxes include:

- 46%: Those who prefer to cut services to maintain or cut taxes; and
- 32%: Those who own their primary residence.

No subgroups are significantly more likely to **neither support or oppose** decreasing service levels to maintain taxes.

Subgroups that are significantly more likely to **oppose** decreasing service levels to maintain taxes include:

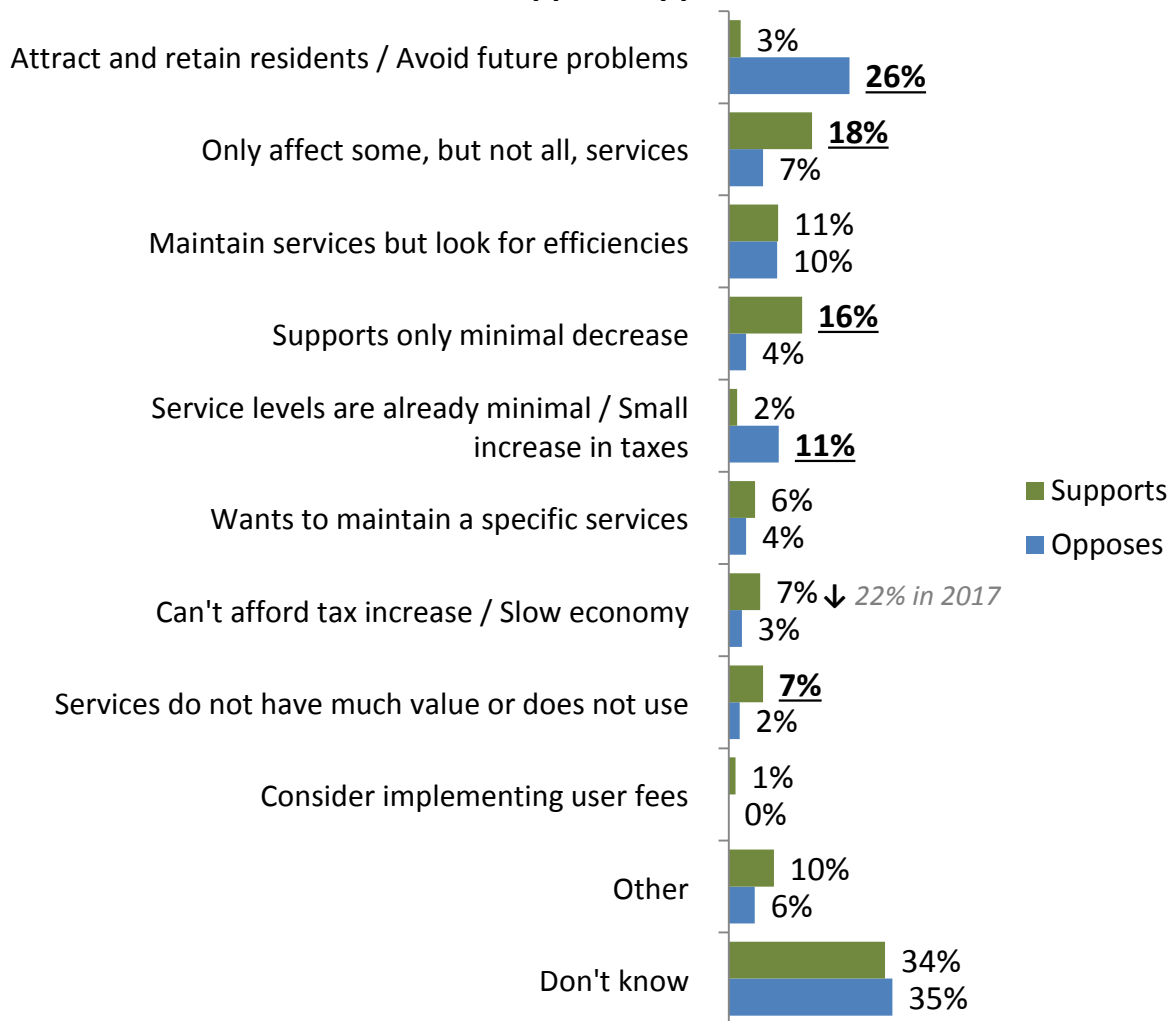
- 69%: Those who prefer to increase taxes to improve or maintain services;
- 65%: Those who rent their primary residence; and
- 48%: Those who feel they receive “good”, “very good”, or “excellent” value for their taxes.

In terms of why residents support or oppose decreasing service levels to minimize tax increases, nearly a fifth (18%) of those who support decreasing service levels to minimize tax increases want only some, but not all, services to be affected, while 16% would only support a minimal decrease. Note that there are significantly fewer who support this action due to being unable to afford a tax increase or because of the slow economy (7%, down from 22% in 2017).

In contrast, 26% oppose decreasing service levels because they feel that services attract and retain residents, or to avoid future problems, and a further 11% say services are already minimal, and prefer a small increase in taxes.

It should be noted that just over a third (34% of those who support and 35% of those who oppose) did not provide any justification for their views.

Reasons for Support/Opposition



n=139 (Support), 237 (Oppose). Values may sum to more than 100% as multiple mentions were allowed. Bars with values that are **bold and underlined** are statistically higher than the other bar above/below it.

3.3 Adjustments to Variable Spending

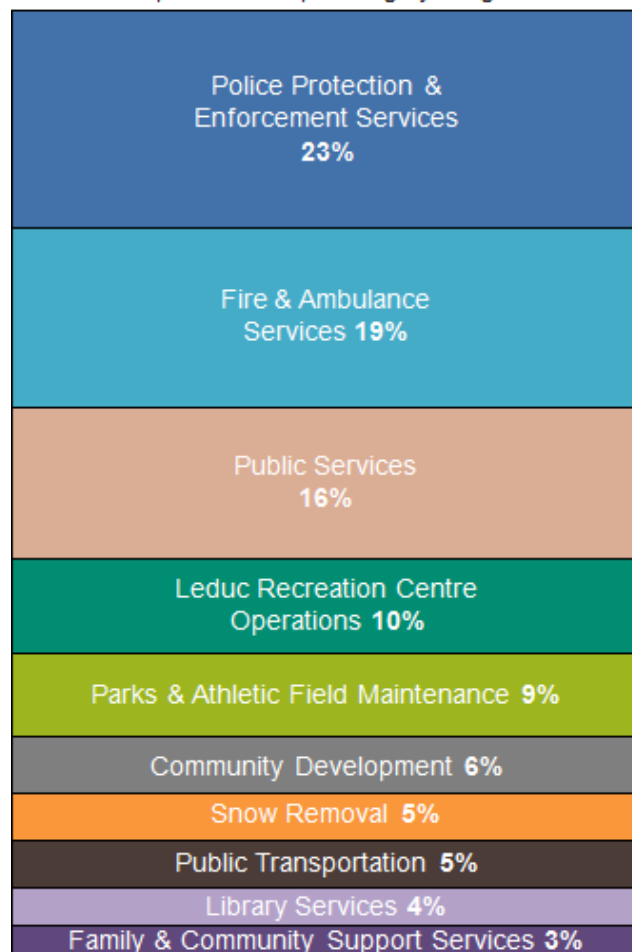
The City of Leduc budget includes two spending categories:

- Fixed Spending (58%) includes items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided, including:
 - Mayor and City Council;
 - Corporate and Legislative Services;
 - Engineering Services;
 - Planning Services;
 - Facility Services;
 - Debt Repayment; and
 - Capital Transfer.
- Variable Spending (42%) includes categories where spending can be increased or decreased depending on the level of service provided.





The proposed City of Leduc 2019 variable budget is split between the following services:

City of Leduc 2019 Variable Budget




Proposed Net Spending by Program



Residents were asked to rate their preference for how the City should allocate funds (increase, decrease or remain the same) for each of the services. Most residents would like budgets to remain the same. That said, the following services had the highest percent of residents requesting an **increase** in spending:

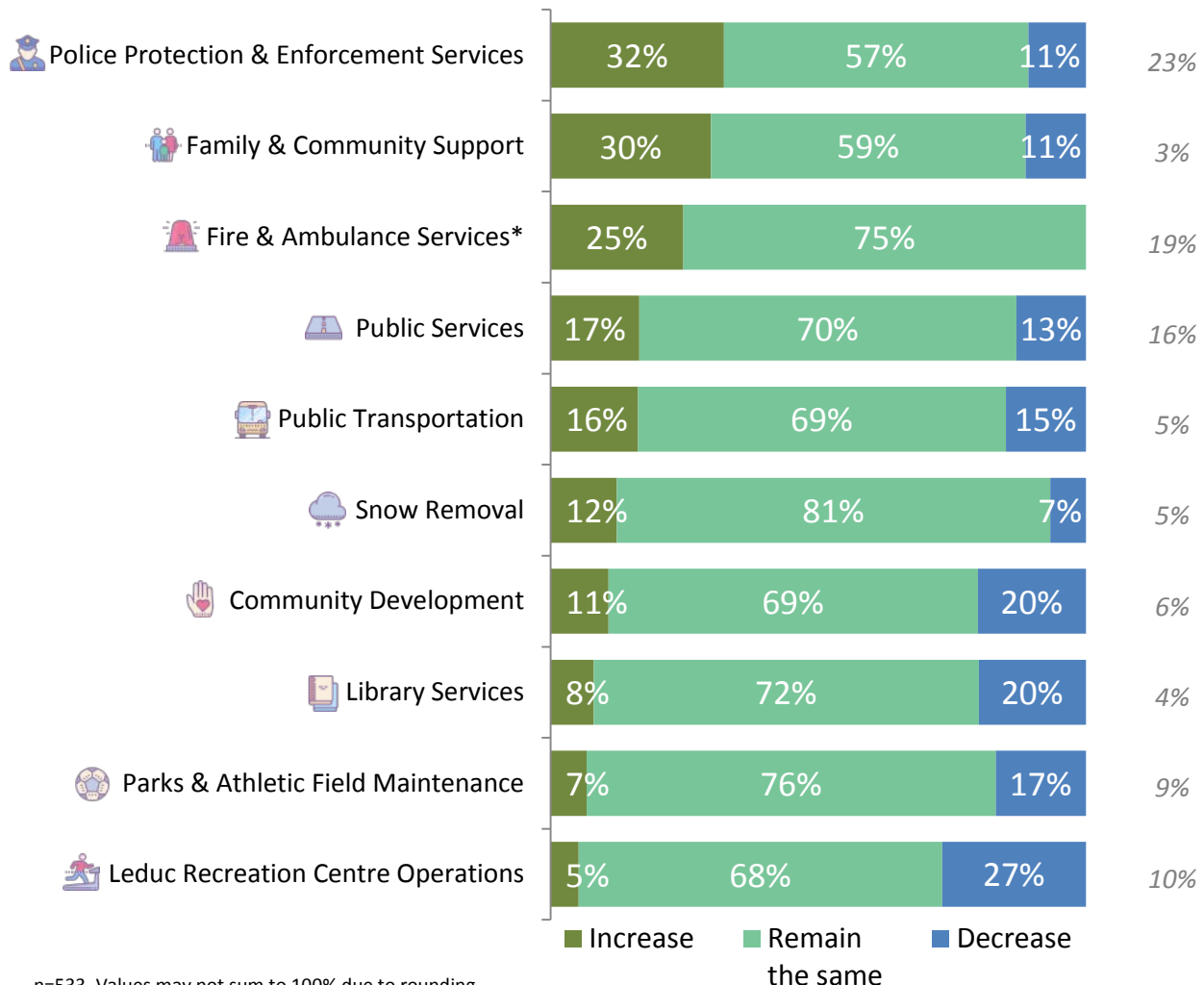
-  32%: Police protection and enforcement services;
-  30%: Family and community support;
-  25%: Fire & Ambulance Services; and
-  17%: Public services.

Services that had the highest percent of residents requesting a **decrease** in spending include:

-  27%: Leduc Recreation Centre Operations;
-  20%: Community development; and
-  20%: Library services.

Comparison of Preferred Budget Adjustments for all Services

Proposed % of budget



n=533. Values may not sum to 100% due to rounding.

* Fire and ambulance services are contracted services provided by the City on behalf of the Province of Alberta and cannot be reduced.

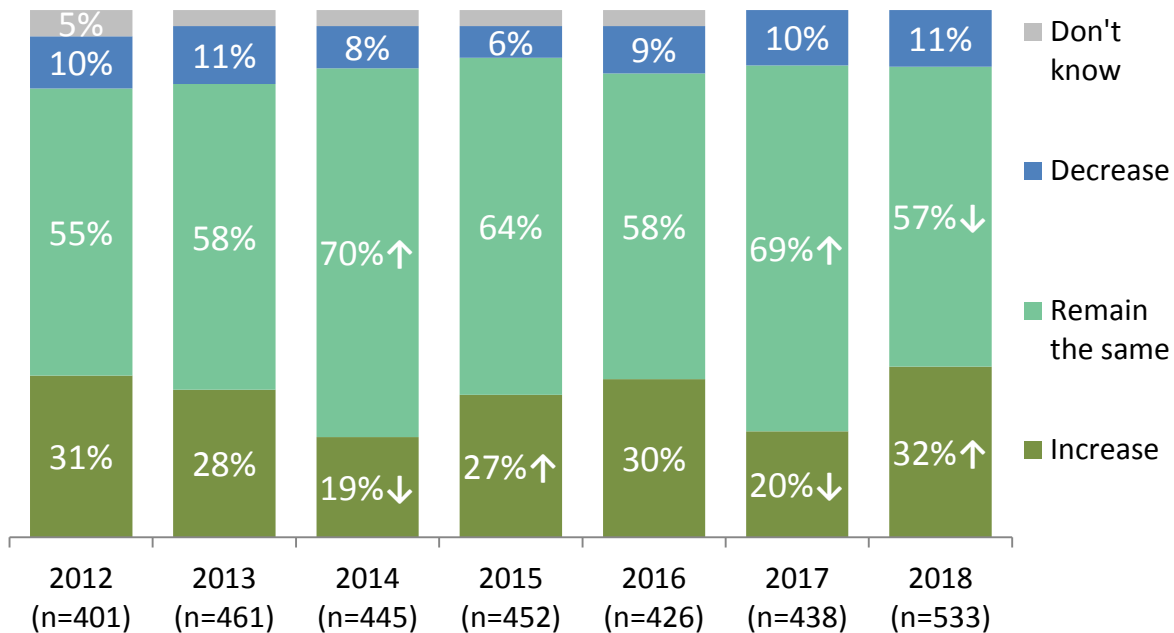
The remainder of this section of the report explores each of these services in more detail.

2019 City of Leduc Budget Planning Survey – General Population Results

3.3.1 Police Protection & Enforcement Services (Proposed 23%)



This year, 32% of residents would like funding to increase for Police Protection and Enforcement Services (the highest increase % among all services), up significantly from 20% in 2017. This shift has led to fewer residents wanting funding to remain the same (57%) compared to last year, although about one in ten (11%, similar to last year) would like funding to decrease.

Budget Adjustment for Police Protection & Enforcement Services (Proposed 23%)




Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

-  48%: Those favouring increasing taxes to increase or maintain services; and
-  42%: Those who oppose a decrease in services to minimize tax increase.

Subgroups that are significantly more likely to want funding to **remain the same** include:

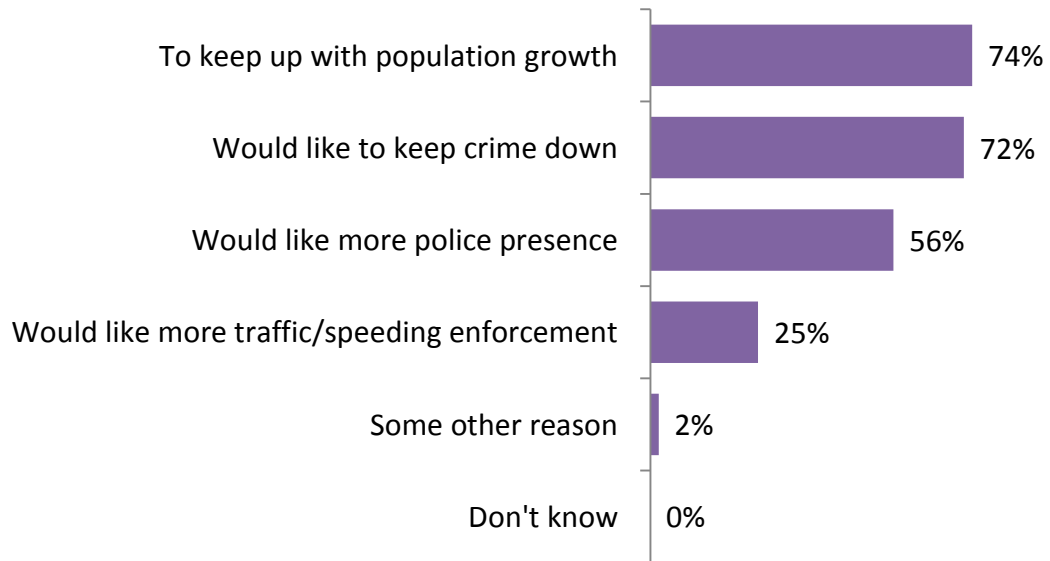
-  66%: Those favouring cutting services to maintain or decrease taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  18%: Those who support a decrease in services to maintain taxes.

Residents who would **increase** spending on *Police Protection and Enforcement Services* most often explained that they would like to keep up with population growth (74%). Furthermore, a majority of residents feel a need to increase funding to keep crime down (72%) and would like more police presence (56%). These results are statistically consistent with the comments provided last year.

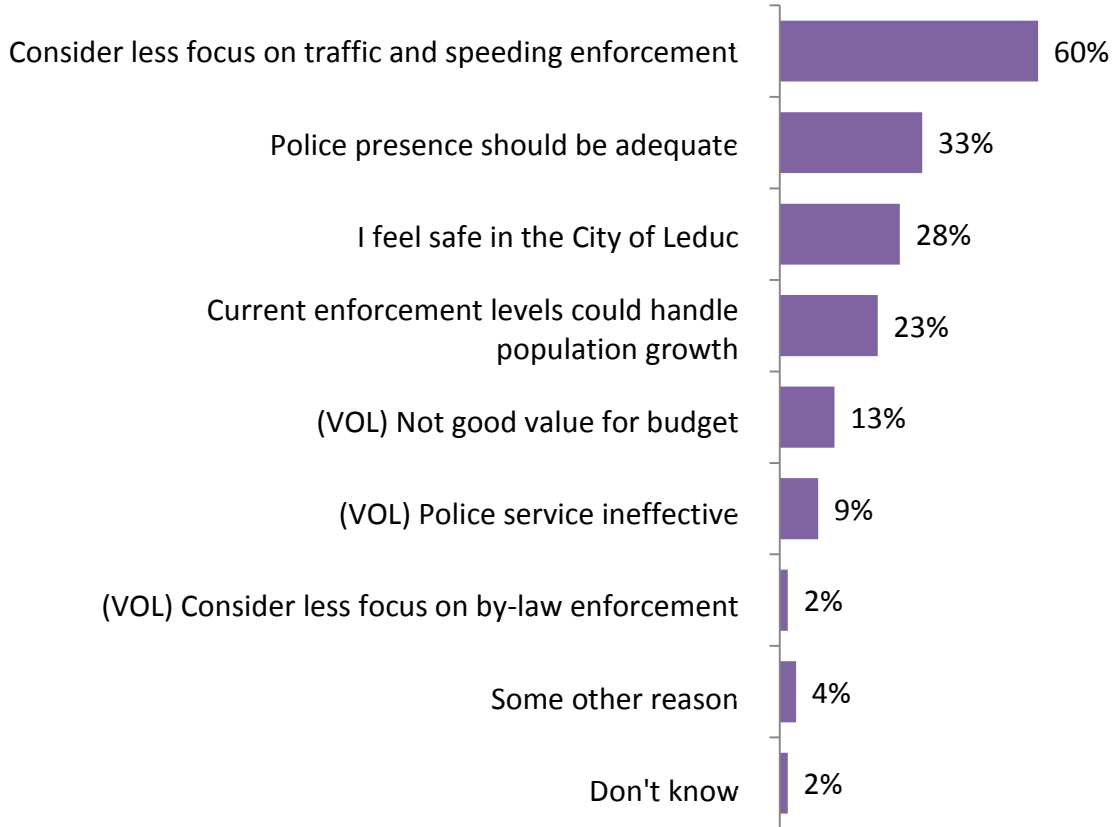
Reasons to Increase Police Protection & Enforcement Services Spending



n=176. Values may sum to more than 100% as multiple mentions were allowed.

Three out of five (60%) residents who would **decrease** spending on *Police Protection and Enforcement Services* suggested less focus on traffic and speeding enforcement. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Police Protection & Enforcement Services Spending

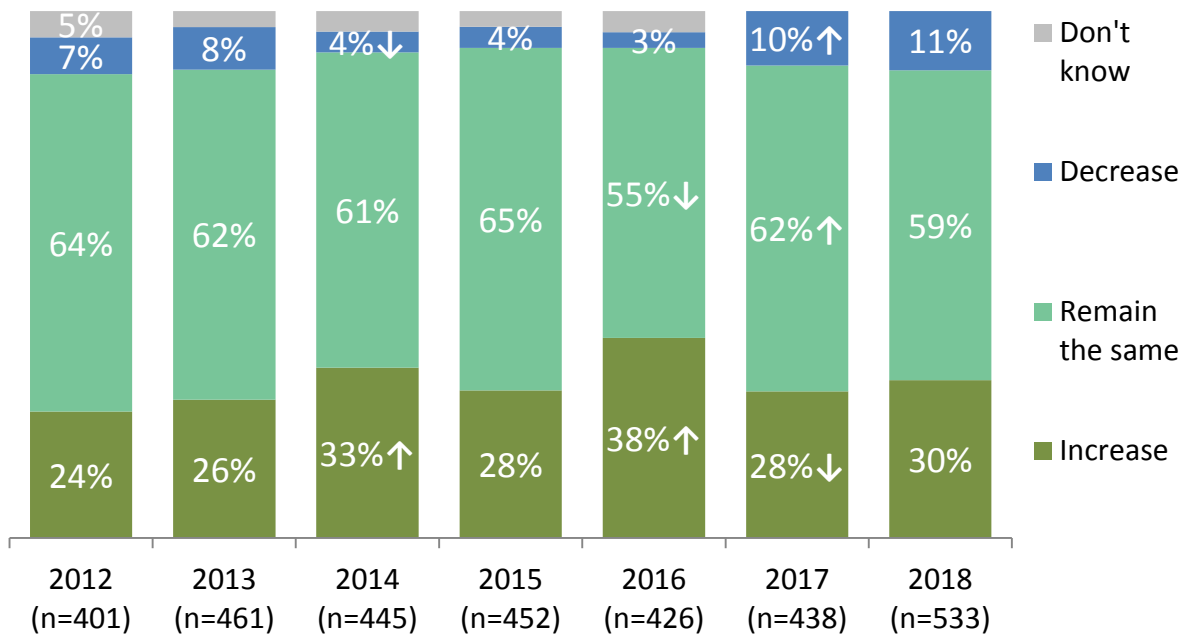


n=54. Values may sum to more than 100% as multiple mentions were allowed.

3.3.2 Family & Community Support (Proposed 3%)




Most residents prefer to see Family and Community Support Services funding remain the same, similar to 2017. However, close to one-third (30%) would like funding to be increased, while 11% would prefer to see funding decrease, both of which are similar to results found in 2017.

Budget Adjustment for Family & Community Support (Proposed 3%)




Values may not add to 100% due to rounding. Bars missing values are less than 5%.





Subgroups that are significantly more likely to want an **increase** in funding include:

-  46%: Those 18 to 34 years old;
-  42%: Those favouring increasing taxes to increase or maintain services; and
-  41%: Those who oppose a decrease in service levels to minimize tax increase;

Subgroups that are significantly more likely to want funding to **remain the same** include:

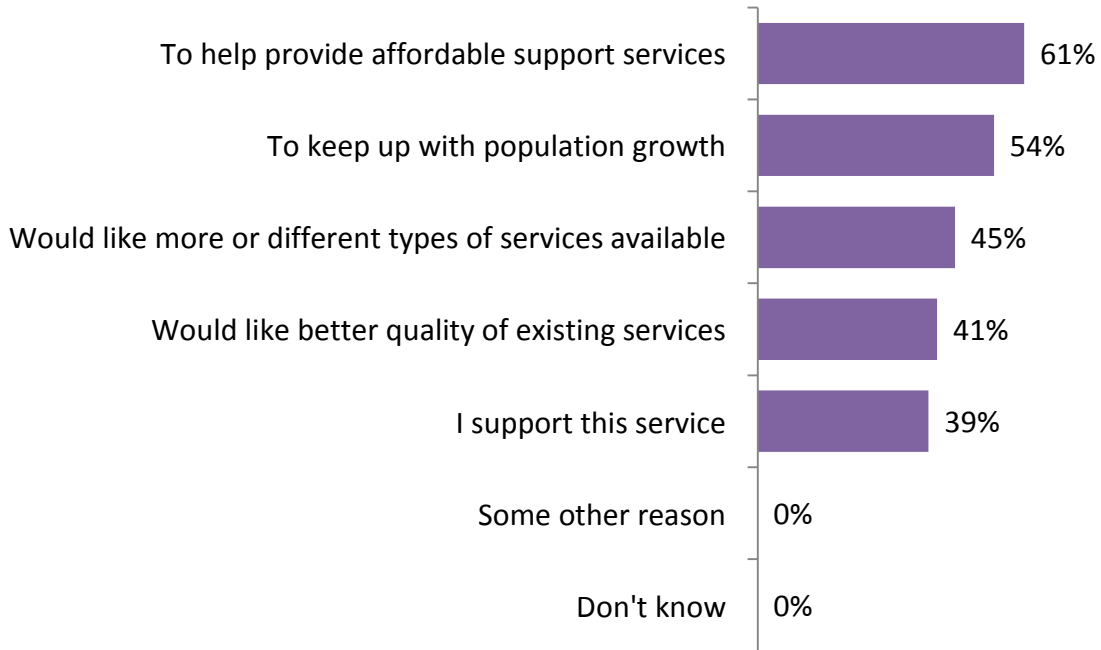
-  71%: Those with a household income between \$60,000 and \$99,999.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  24%: Those favouring cutting services to maintain or decrease taxes;
-  22%: Those with a household income between \$100,000 and \$149,999;
-  20%: Those who support decreasing services to maintain taxes; and
-  14%: Those who own their primary residence.

Most of the residents who would **increase** spending on *Family and Community Support Services* felt that funding helps provide affordable support services (61%). About half also say additional funding is needed to keep up with population growth (54%), or would like more or different types of services to be available (45%). These results are statistically consistent with the comments provided last year.

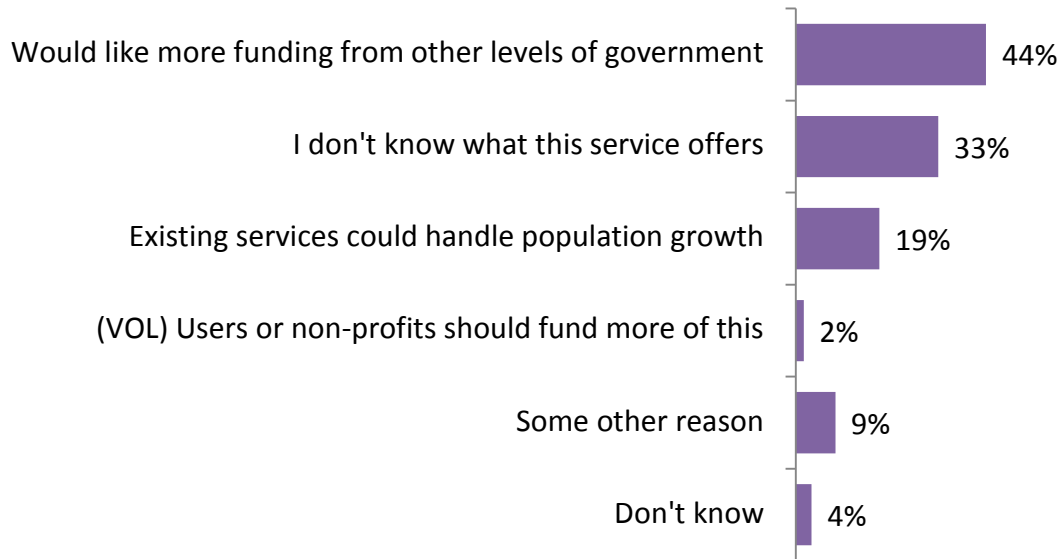
Reasons to Increase Family & Community Support Spending



n=131. Values may sum to more than 100% as multiple mentions were allowed.

About two-fifths (44%) of residents who would **decrease** spending on *Family and Community Support Services* cited a desire for more funding from other levels of government. In addition, one-third (33%) would like funding to decrease because they do not know what this service offers. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Family & Community Support Spending

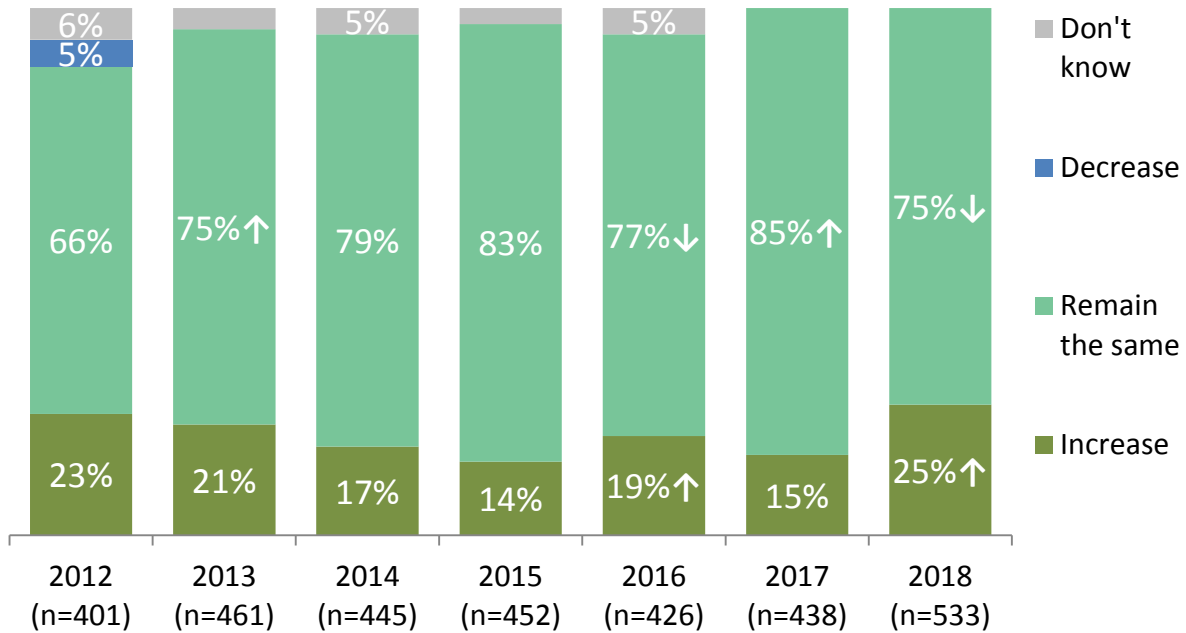


n=60. Values may sum to more than 100% as multiple mentions were allowed.

3.3.3 Fire & Ambulance Services (Proposed 19%)



Fire and Ambulance Services are contracted services provided by the City on behalf of the Province of Alberta and cannot be reduced. There has been a decrease in the percent of residents (75%) who would like the budget for fire and ambulance services to remain the same compared to 2017 as a larger proportion would like to see an increase in services (25%).

Budget Adjustment for Fire & Ambulance Services (Proposed 19%)








Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

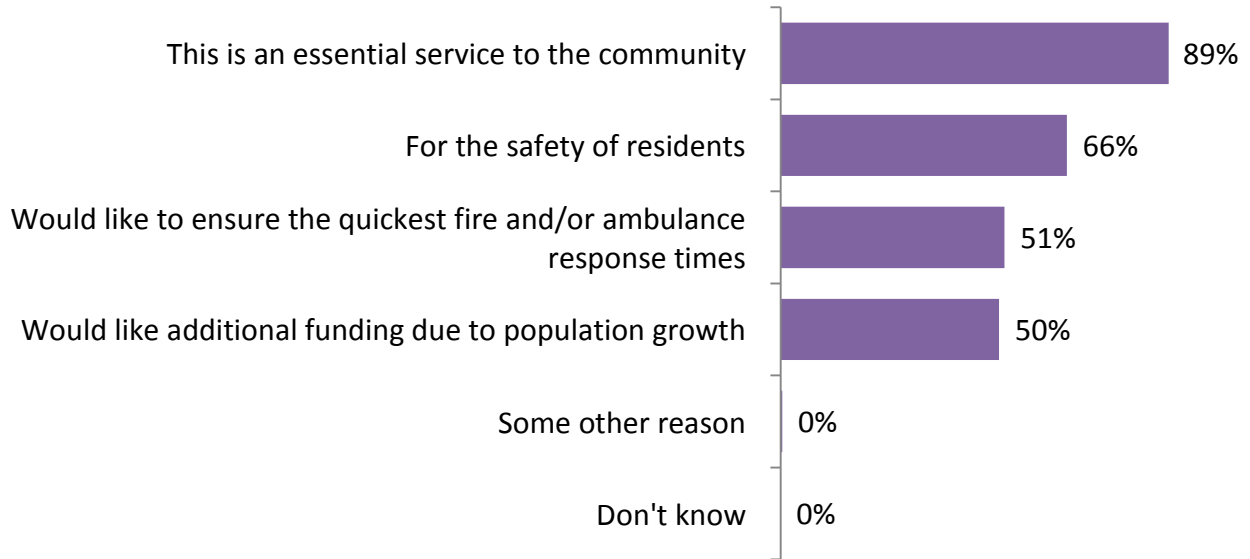
-  37%: Those favouring increasing taxes to increase or maintain services; and
-  34%: Those who oppose decreasing services to maintain taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

-  84%: Those who feel they get fair/poor value for their taxes;
-  84%: Those who support decreasing services to maintain taxes;
-  83%: Those who neither oppose nor support decreasing services to maintain taxes;
-  84%: Those favouring cutting services to maintain or decrease taxes; and
-  81%: Those between the ages of 35 and 54.

Residents who would **increase** spending on *Fire and Ambulance Services* most often explained that this is an essential service to the community (89%). Approximately two-thirds (66%) said they would like to increased funding for the safety of residents. These results are statistically consistent with the comments provided last year.

Reasons to Increase Fire & Ambulance Services Spending

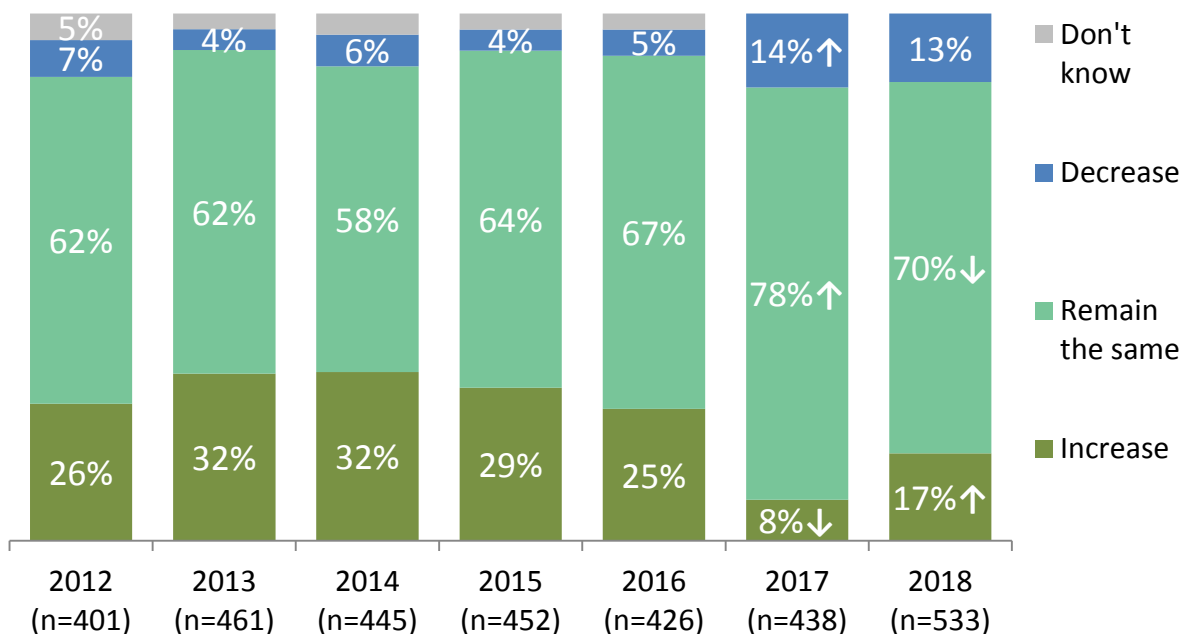


n=119. Values may sum to more than 100% as multiple mentions were allowed.

3.3.4 Public Services (Proposed 16%)





Residents' opinions regarding spending on Public Services have changed again, after shifting significantly in 2017. More residents (17%) want spending to increase, and fewer want spending to remain the same (70%). However, a similar proportion (13%) wants spending on public services to decrease.

Budget Adjustment for Public Services (Proposed 16%)




Values may not add to 100% due to rounding. Bars missing values are less than 5%.




Subgroups that are significantly more likely to want an **increase** in funding include:

-  36%: Those who rent their primary residence;
-  29%: Those with a household income of \$60,000 or less;
-  25%: Those who prefer increasing taxes to maintain or increase services; and,
-  24%: Those who oppose a decrease in service levels to minimize tax increase.

Subgroups that are significantly more likely to want funding to **remain the same** include:

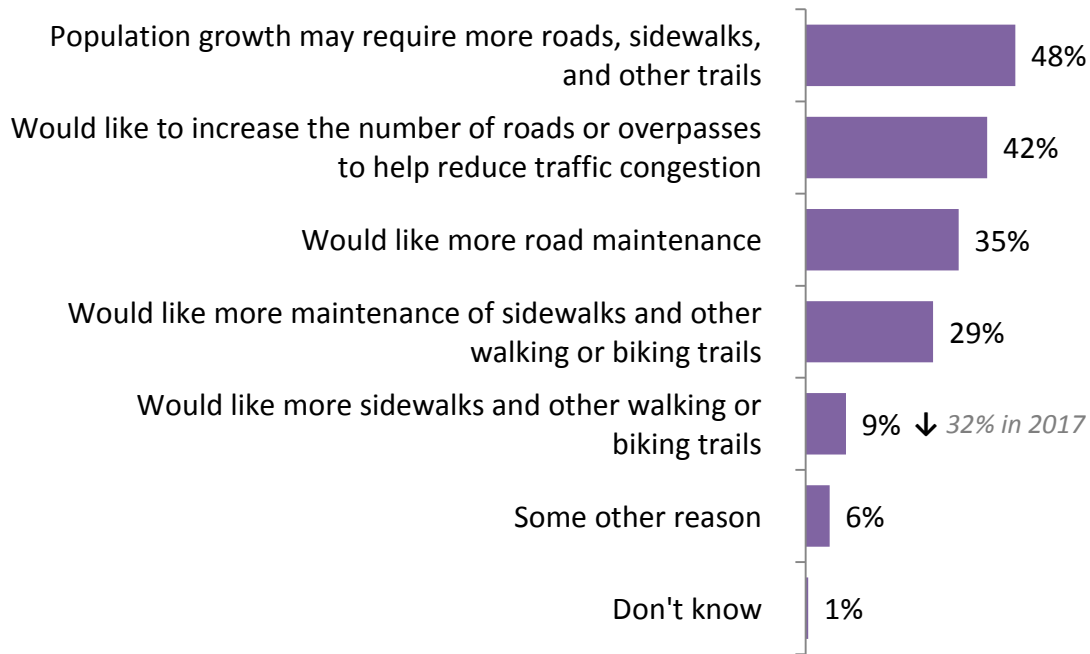
-  76%: Those who feel they get good/very good/excellent value for their taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  30%: Those who prefer cutting services to maintain or lower taxes;
-  30%: Those who support a decrease in services to minimize tax increases; and
-  29%: Those who feel they get fair/poor value for their taxes.

When it comes to *Public Services*, those who would like an **increase** in funding primarily want more roads, sidewalks, and other trails to keep up with population growth (48%). Many others would like to reduce traffic congestion (42%), or see more road maintenance (35%). Note that only 9% (down from 32% in 2017) would like more sidewalks and other walking or biking trails.

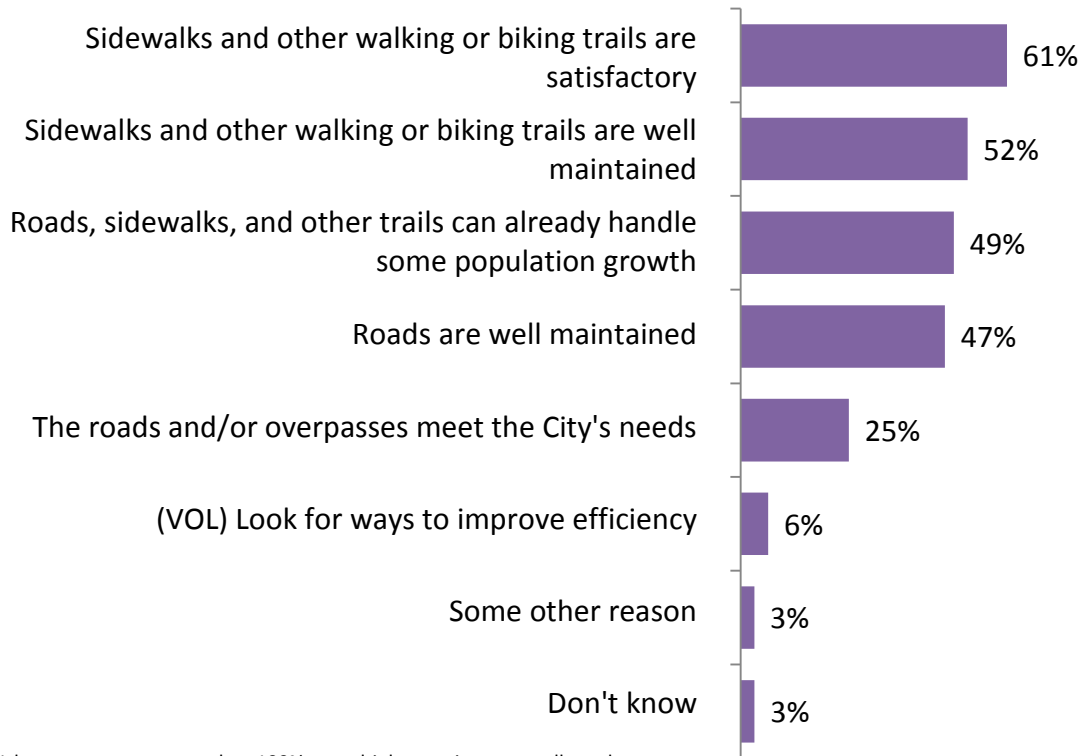
Reasons to Increase Public Services Spending



n=74. Values may sum to more than 100% as multiple mentions were allowed.

In contrast, those residents who suggested a **decrease** in funding for *Public Services* often mentioned that sidewalks and other trails are satisfactory (61%) and well maintained (52%). Additionally, 49% feel that roads, sidewalks and other trails can handle some population growth while 47% feel that roads are already well maintained. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Public Services Spending

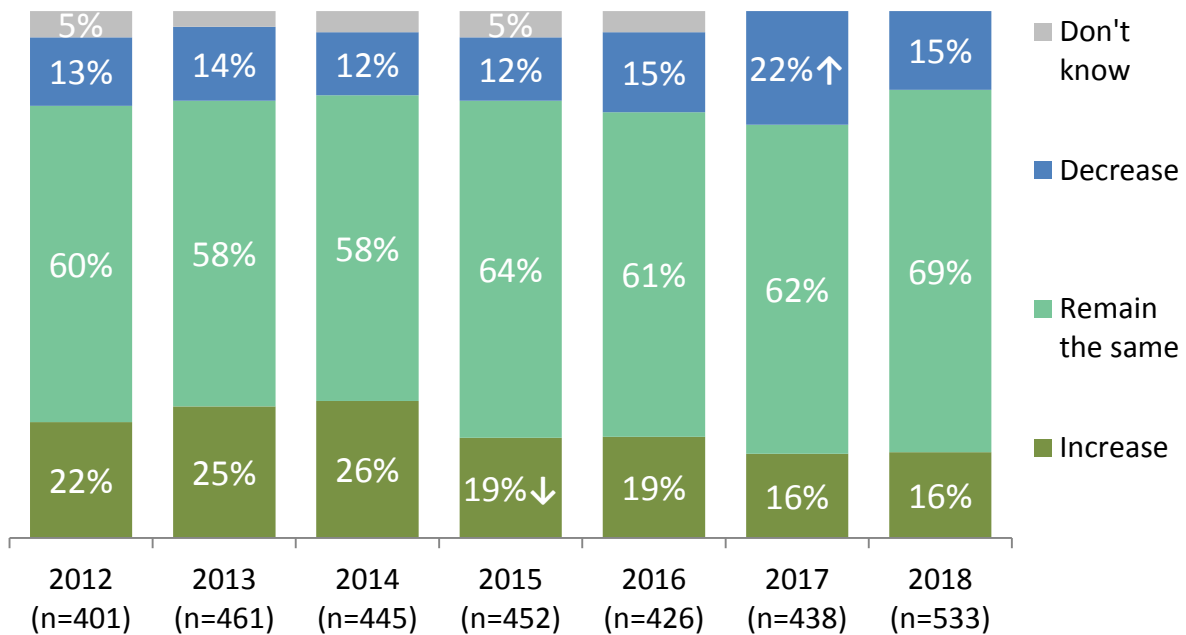


n=72. Values may sum to more than 100% as multiple mentions were allowed.

3.3.5 Public Transportation (Proposed 5%)



In 2018, over two in three residents (69%) would like the budget for Public Transportation to remain the same, 16% would like to see it increase, and 15% would like the budget to decrease. These results are similar to last year.

Budget Adjustment for Public Transportation (Proposed 5%)




Values may not add to 100% due to rounding. Bars missing values are less than 5%.






Subgroups that are significantly more likely to want an **increase** in funding include:

-  25%: Those who favour increasing taxes to increase or maintain services; and
-  23%: Those who oppose a decrease in service levels to minimize tax increase.

Subgroups that are significantly more likely to want funding to **remain the same** include:

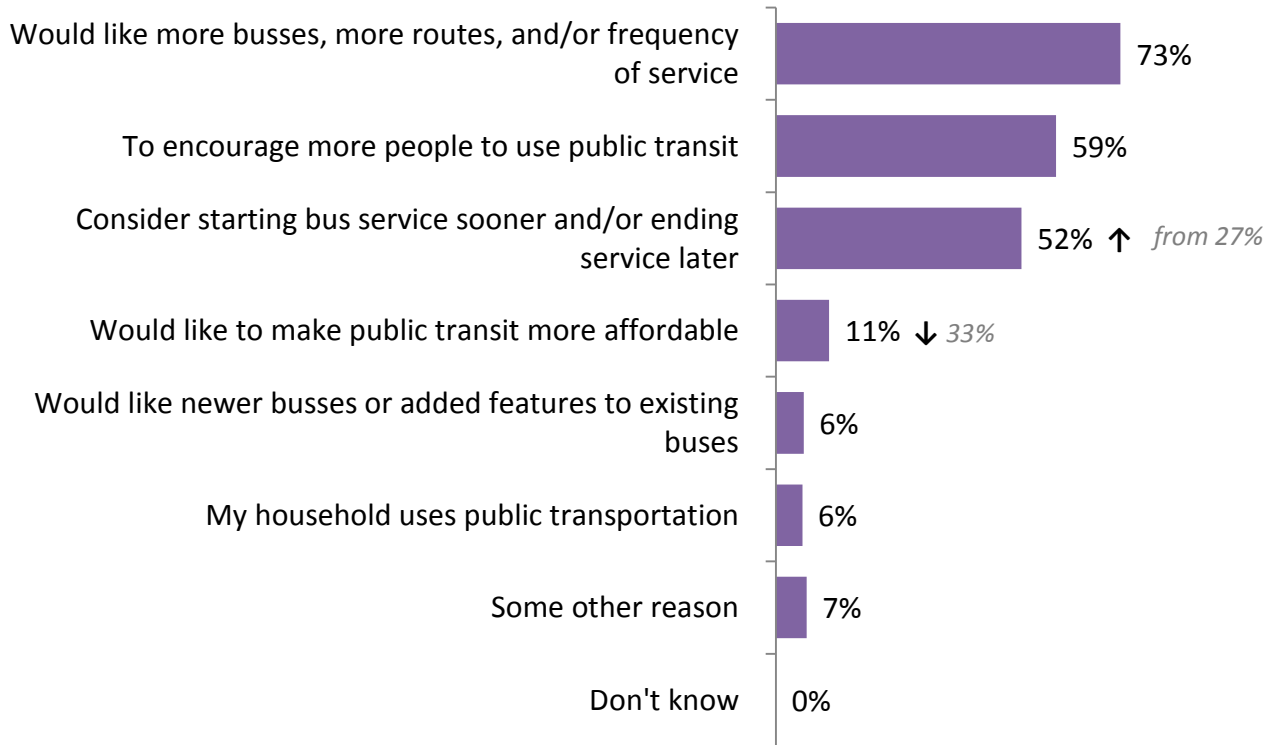
-  80%: Those who neither oppose nor support decreasing services to maintain taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  30%: Those with a household income of \$150,000 or more;
-  27%: Those who feel they get fair/poor value for their taxes;
-  26%: Those favouring cutting services to maintain or decrease taxes;
-  24%: Those who support decreasing services to maintain taxes; and
-  21%: Those between the ages of 35 and 54.

Nearly three-quarters (73%) of residents who would **increase** spending on *Public Transportation* said they would like more busses, more routes, and/or increased frequency of service. Additionally, over half would also like more funds to encourage more people to use public transit (59%), and to facilitate earlier or later bus service (52%, up from 27% in 2017).

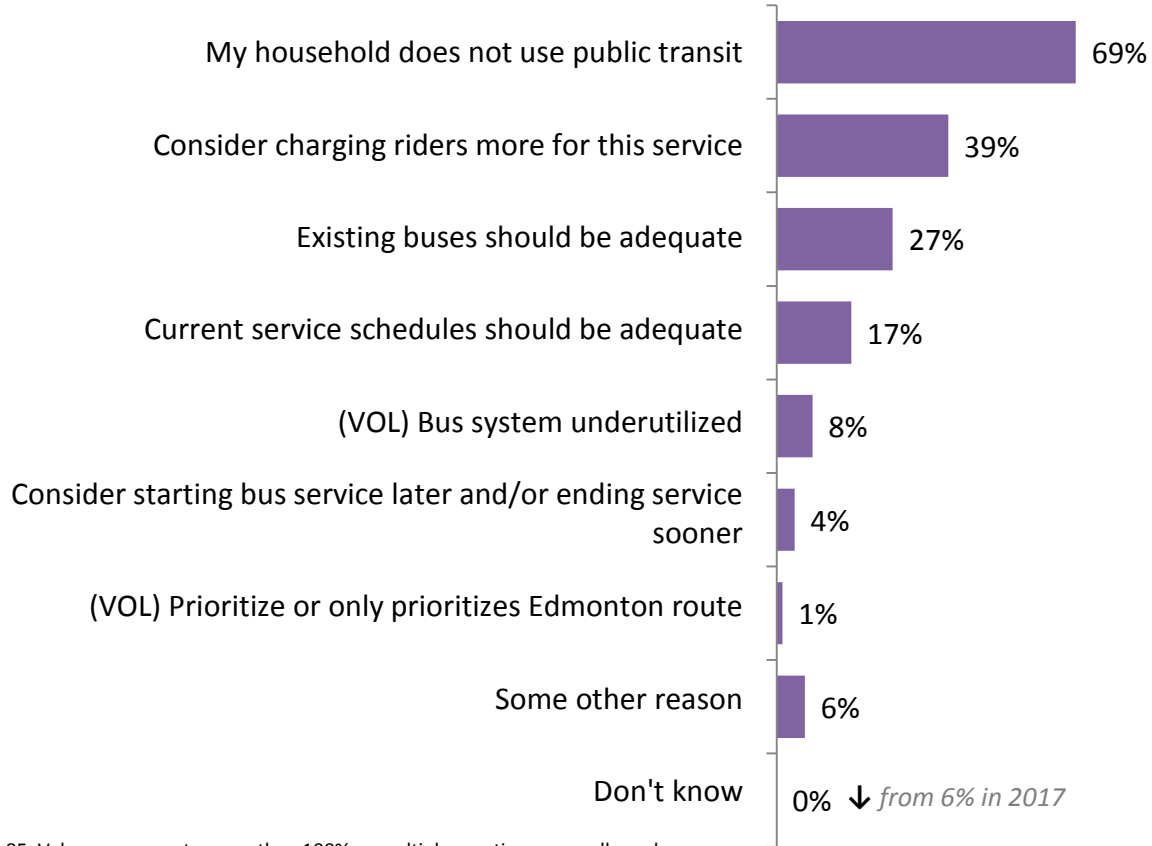
Reasons to Increase Public Transportation Spending



n=78. Values may sum to more than 100% as multiple mentions were allowed.

A lack of personal and household use of *Public Transportation* (69%) is the most common reason mentioned by residents who would **decrease** spending. An additional 39% suggest charging riders more for the service.

Reasons to Decrease Public Transportation Spending

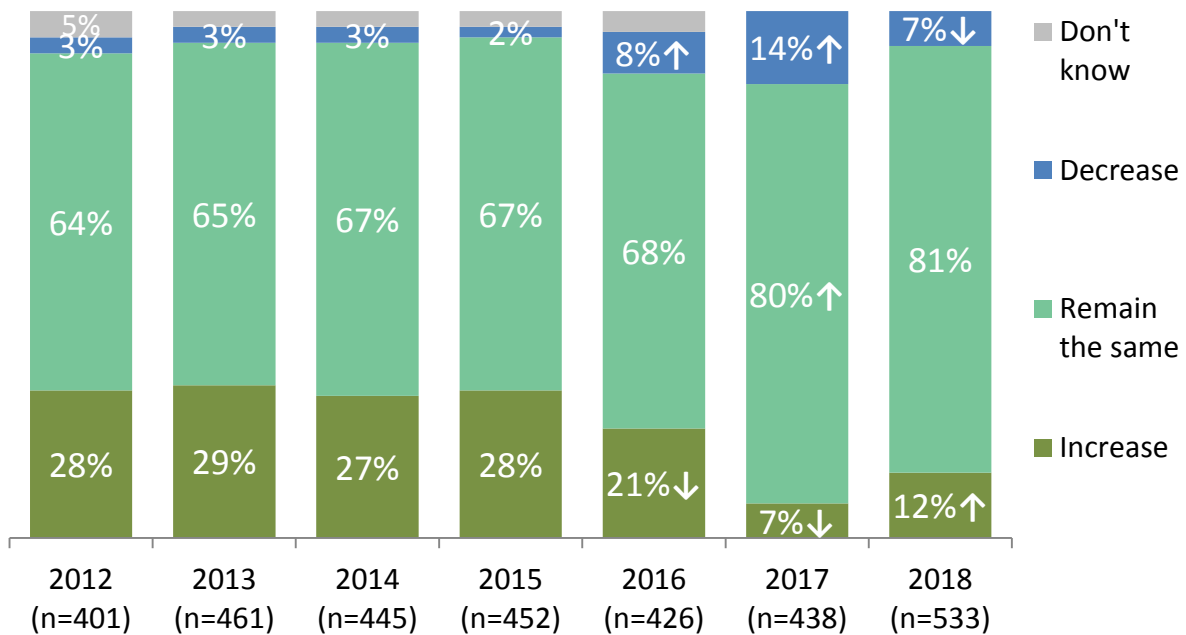


n=85. Values may sum to more than 100% as multiple mentions were allowed.

3.3.6 Snow Removal (Proposed 5%)




More residents would like Snow Removal’s budget to increase (12%) compared to 2017 while fewer residents feel that the budget should decrease (7%). That said, the vast majority of residents (81%) want spending to stay the same, which is on par with 2017.

Budget Adjustment for Snow Removal (Proposed 5%)





Values may not add to 100% due to rounding. Bars missing values are less than 5%.



Subgroups that are significantly more likely to want an **increase** in funding include:

-  42%: Those who rent their primary residence;
-  25%: Those with a household income under \$60,000; and
-  17%: Those favouring increasing taxes to increase or maintain services

Subgroups that are significantly more likely to want funding to **remain the same** include:

-  86%: Those who own their primary residence; and
-  85%: Those who feel they get good/very good/excellent value for their taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  16%: Those who support decreasing services to maintain taxes; and
-  14%: Those favouring cutting services to maintain or decrease taxes.

The most common reasons mentioned by residents who would **increase** funding for *Snow Removal* are that they would like residential areas and side streets to be cleared more often (81%), roads cleared and sanded sooner (46%), and they would like Leduc to be more prepared for winter (36%).

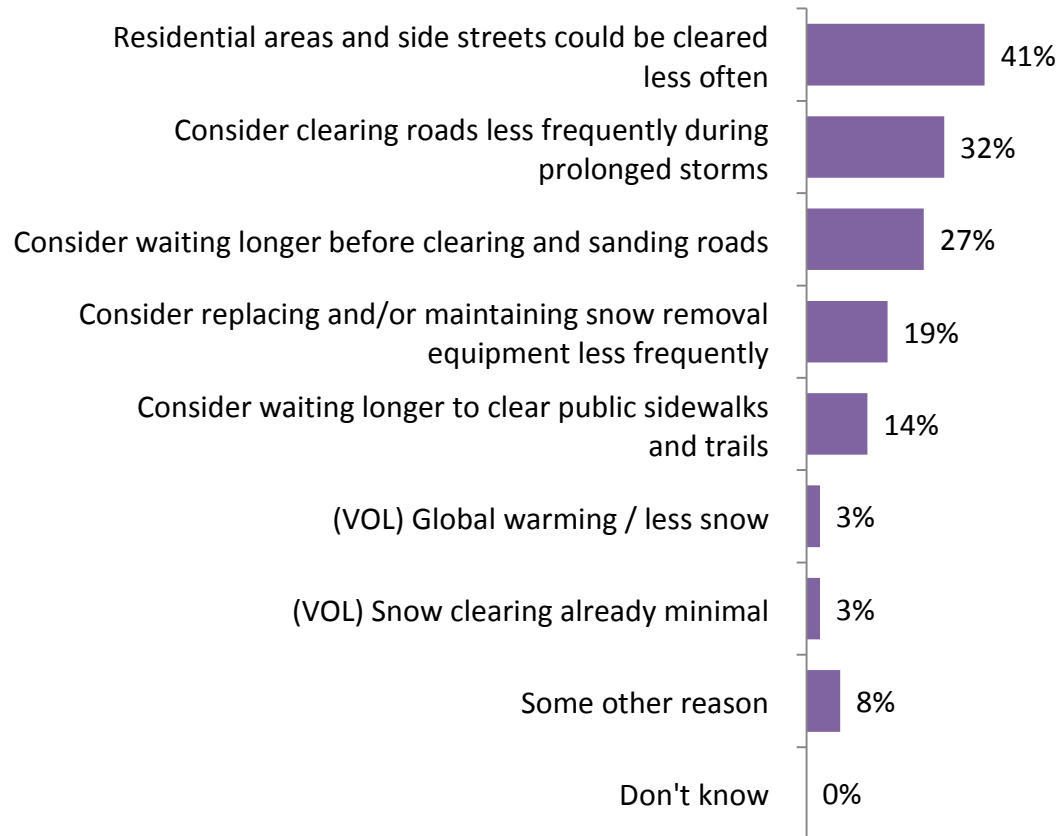
Reasons to Increase Snow Removal Spending



n=53. Values may sum to more than 100% as multiple mentions were allowed.

Residents who would like to **decrease** funding for *Snow Removal* were more split in their reasons; 41% feel that residential areas and side streets could be cleared less often, 32% feel roads should be cleared less frequently during prolonged storms, and 27% would like the City to consider waiting longer before clearing and sanding roads. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Snow Removal Spending

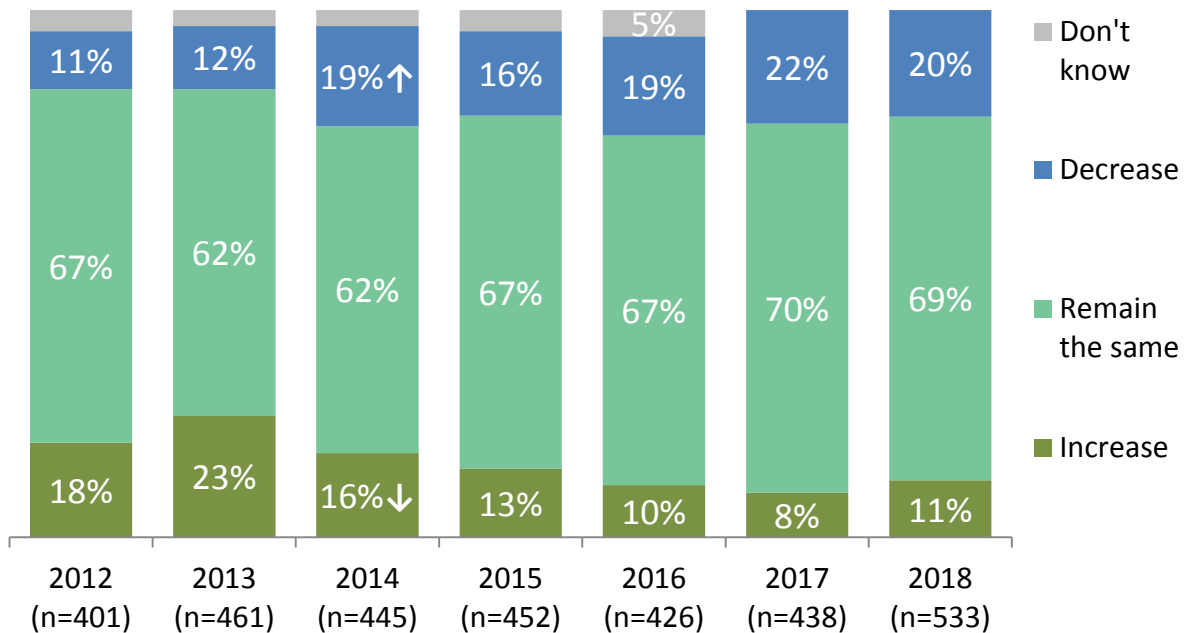


n=36. Values may sum to more than 100% as multiple mentions were allowed.

3.3.7 Community Development (Proposed 6%)




Community Development is tied for the second highest percentage of residents suggesting that funding should decrease (20%). Overall, the percentage of residents who feel that funding should decrease, remain the same (69%), or should increase (11%) have all remained consistent over the past several years.

Budget Adjustment for Community Development (Proposed 6%)




Values may not add to 100% due to rounding. Bars missing values are less than 5%.





Subgroups that are significantly more likely to want an **increase** in funding include:

-  21%: Those favouring increasing taxes to increase or maintain services;
-  15%: Those who oppose a decrease in service levels to minimize tax increase; and
-  13%: Those who feel they get good/very good/excellent value for their taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

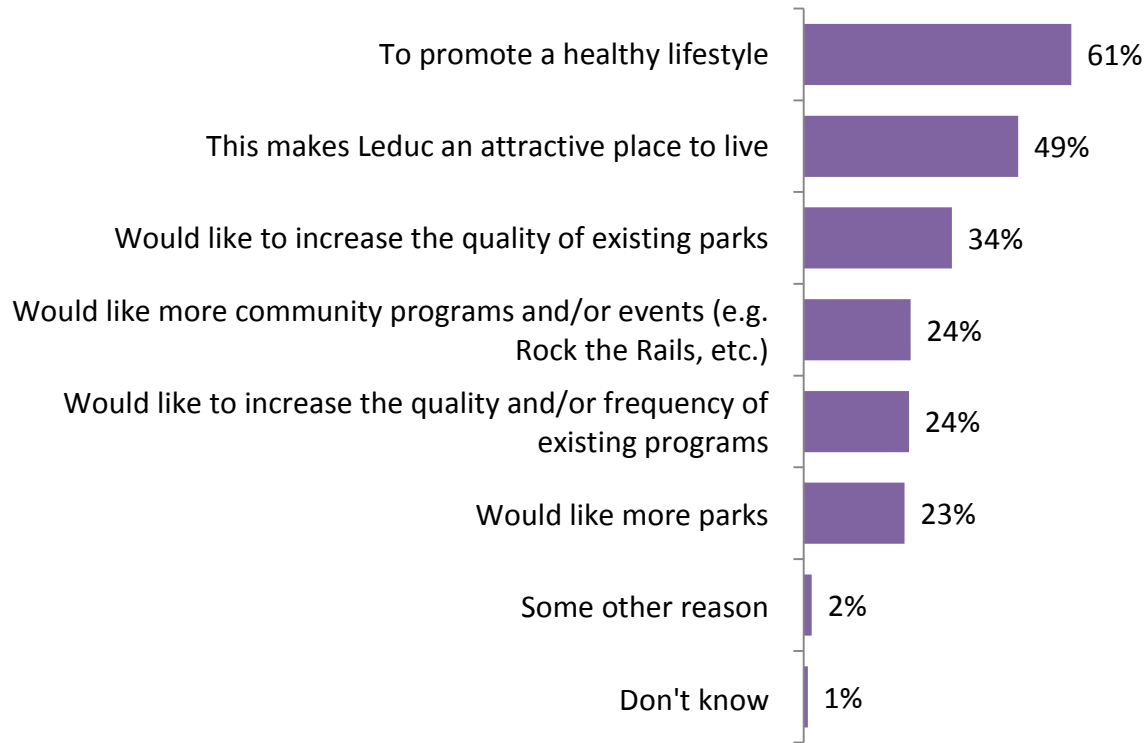
-  81%: Those with a household income between \$60,000 and \$99,999.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  37%: Those whose preferred tax strategy is to cut services to maintain or lower taxes;
-  34%: Those who support a decrease in services levels to maintain taxes;
-  26%: Those between ages of 35 and 54; and
-  23%: Those who own their primary residence.

Those residents who would **increase** spending on *Community Development* mentioned a number of different reasons, with promoting a healthy lifestyle mentioned by most (61%). Another 49% would like increased spending to make Leduc an attractive place to live and 34% would like to increase the quality of existing parks.

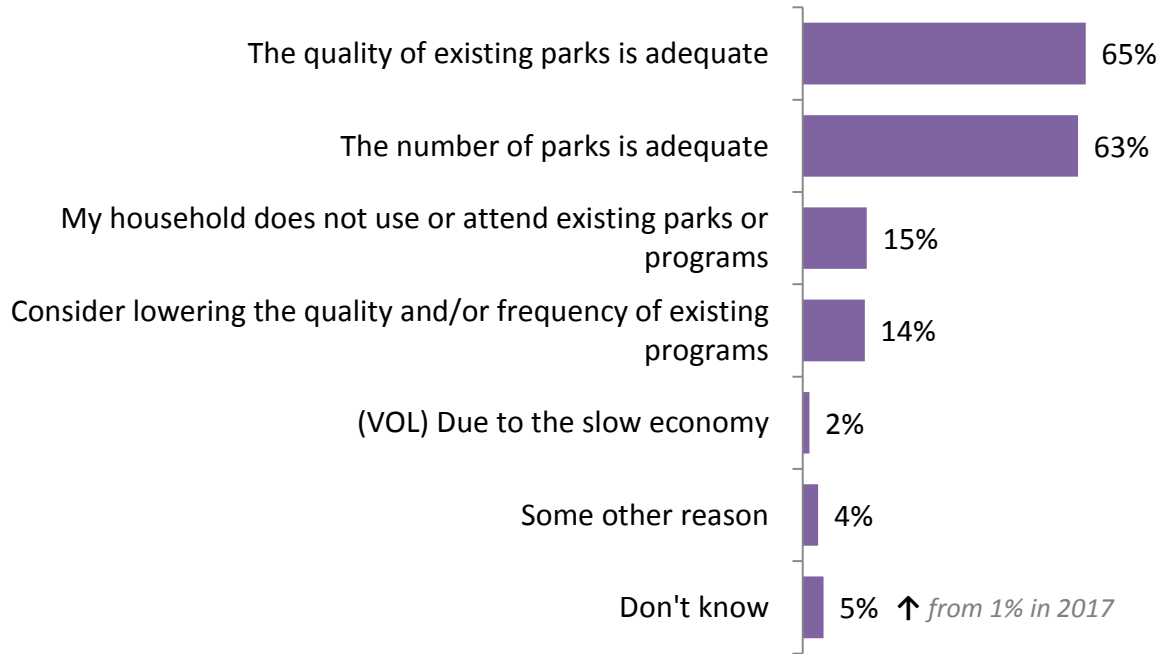
Reasons to Increase Community Development Spending



n=49. Values may sum to more than 100% as multiple mentions were allowed. Trending is not analyzed because 2017 has fewer than 30 responses.

Residents who would **decrease** spending on *Community Development* were mostly split between feeling that the quality (65%) and number (63%) of existing parks are adequate.

Reasons to Decrease Community Development Spending

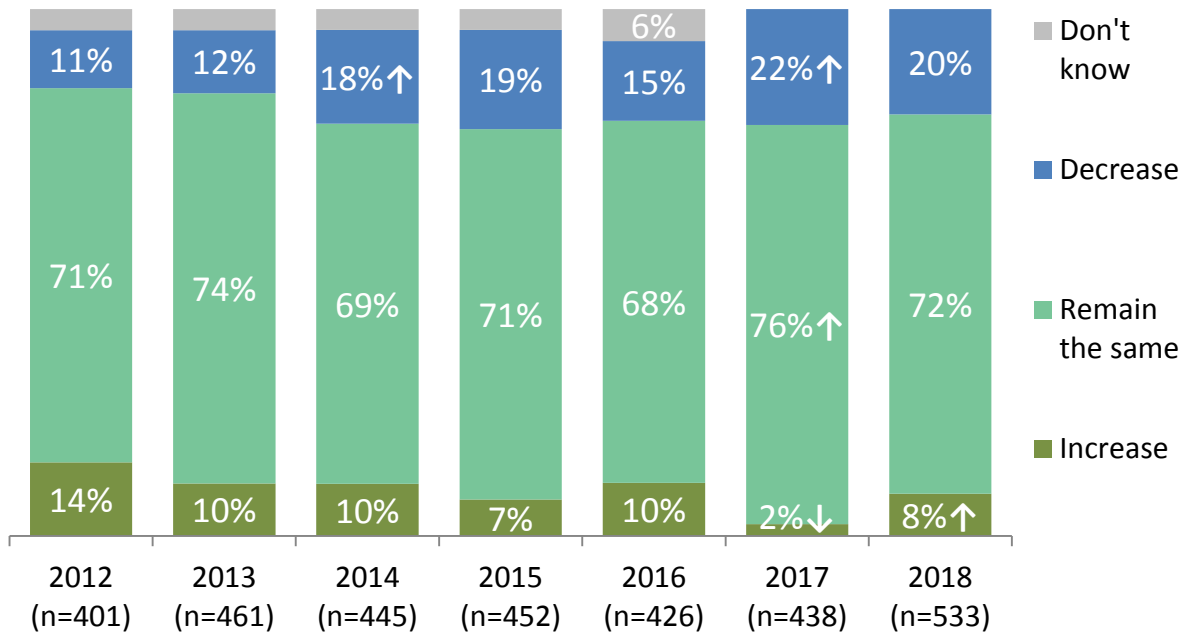


n=113. Values may sum to more than 100% as multiple mentions were allowed.

3.3.8 Library Services (Proposed 4%)





Few residents feel that the budget for Library Services should increase (8%), although this is an increase from last year. In contrast, one-fifth (20%) feel that the budget should decrease, while the remaining 72% feel that the budget should remain the same (both similar to last year).

Budget Adjustment for Library Services (Proposed 4%)





Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want an **increase** in funding include:

-  20%: Those who rent their primary residence;
-  17%: Those between the ages of 18 and 34;
-  16%: Those with a household income between \$60,000 and \$99,999; and
-  12%: Those who oppose a decrease in service levels to minimize tax increase.

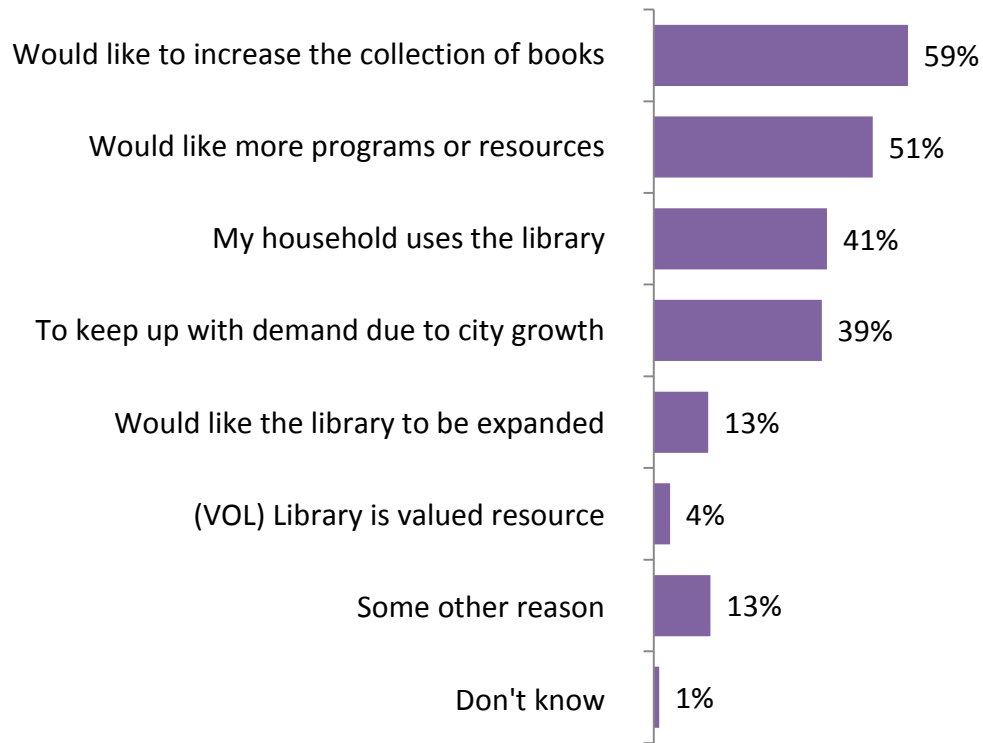
There are no subgroups significantly more likely to want funding to **remain the same**.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  30%: Those who support a decrease in services to minimize tax increases; and
-  30%: Those who prefer cutting services to maintain or lower taxes.

Only 26 residents suggested an **increase** in spending for *Library Services*. Keeping up with demand due to city growth (n=13), wanting more programs or resources (n=13), wanting to increase the collection of books (n=13), and their household using the library (n=13) are all top reasons for wanting library services spending increased.

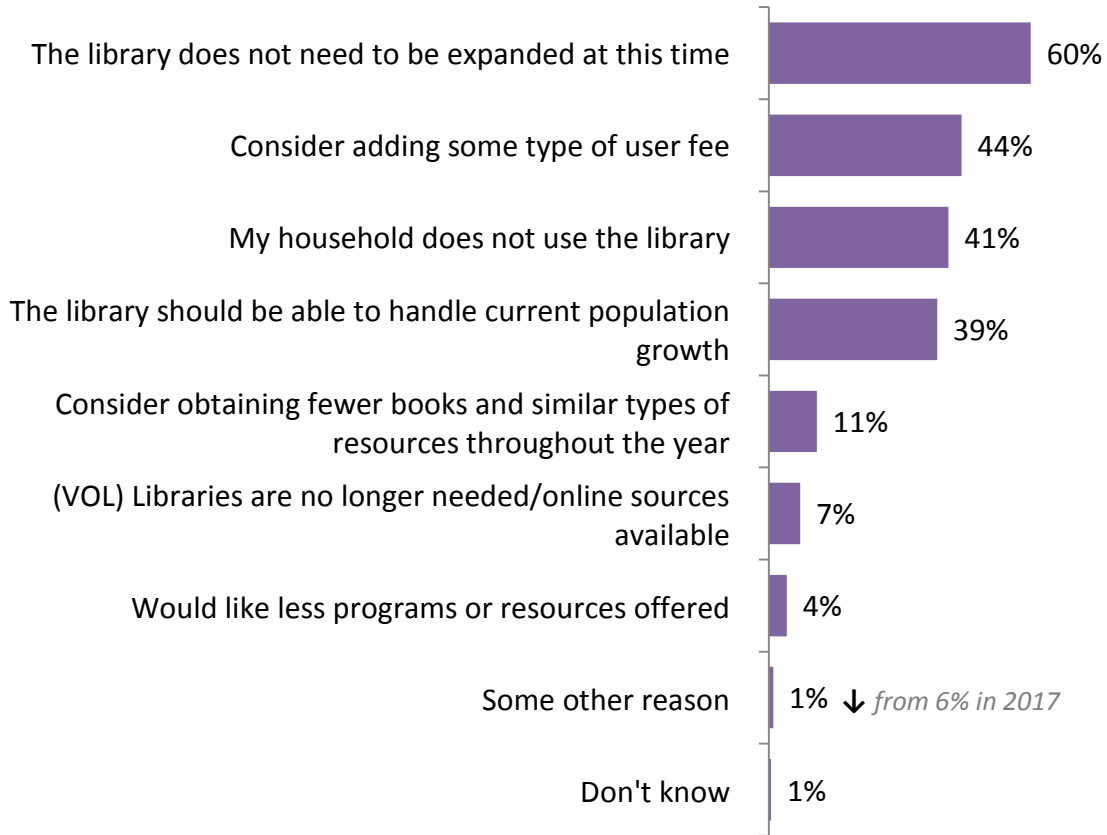
Reasons to Increase Library Services Spending



n=26. Due to the base being less than n=30, interpret with caution. Trending is not analyzed because both 2017 and 2018 have fewer than 30 responses. Values may sum to more than 100% as multiple mentions were allowed.

More than half of those residents who would like *Library Services'* budget to **decrease** mentioned that an expansion is not needed at this time (60%). A further 44% suggested adding a user fee for the library to help with funding, 41% mentioned that their household does not use the library, and 39% mentioned that the library should be able to handle current population growth.

Reasons to Decrease Library Services Spending

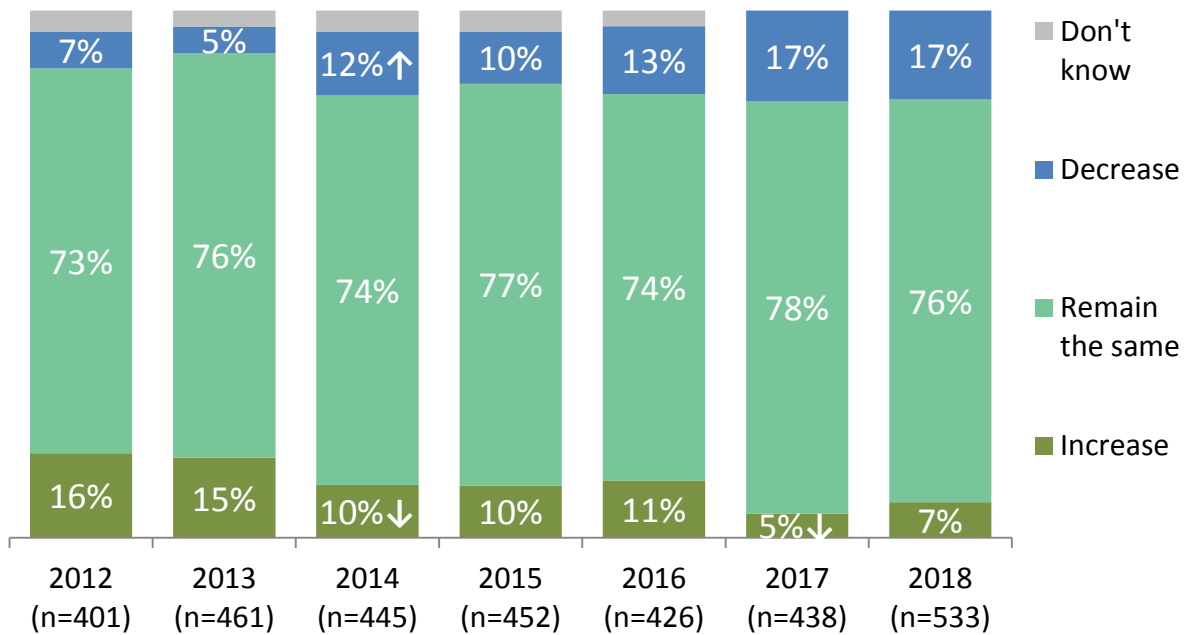


n=113. Values may sum to more than 100% as multiple mentions were allowed.

3.3.9 Parks & Athletic Field Maintenance (Proposed 9%)

Similar to 2017, 17% of residents feel that the budget for Parks and Athletic Field Maintenance should decrease compared to only 7% who feel that the budget should increase. Also similar to 2017, the remaining 76% think that the budget should remain the same.




Budget Adjustment for Parks & Athletic Field Maintenance (Proposed 9%)






Values may not add to 100% due to rounding. Bars missing values are less than 5%.

There are no specific subgroups that are significantly more likely to want an **increase** funding.

Subgroups that are significantly more likely to want funding to **remain the same** include:

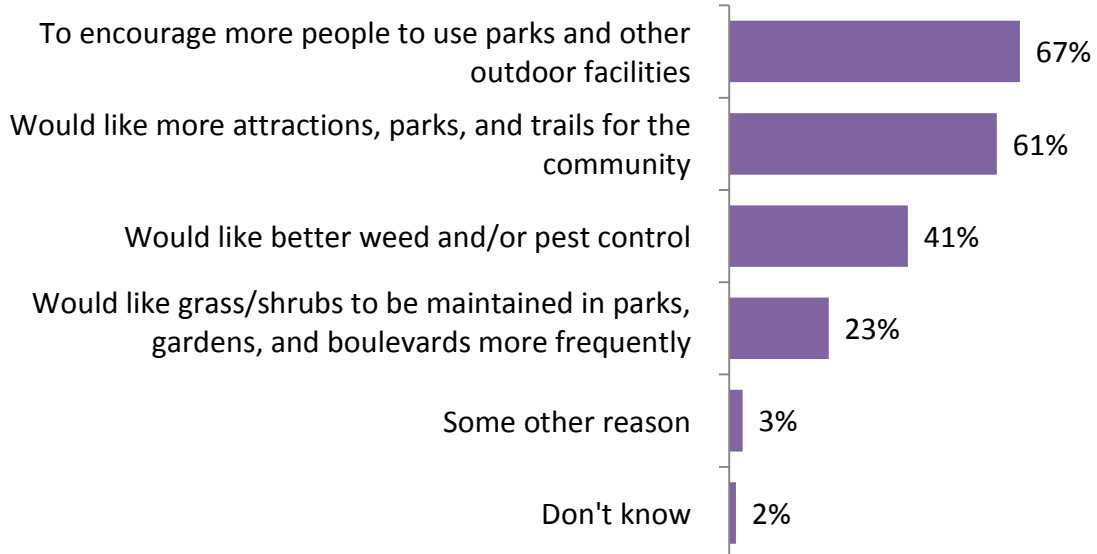
-  85%: Those who oppose a decrease in service levels to minimize tax increases;
-  84%: Those who favour increasing taxes to maintain or increase services; and
-  81%: Those who feel that they receive “good”, “very good”, or “excellent” value for their taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  34%: Those who support a decrease in service levels to minimize tax increases;
-  31%: Those who favour cutting services to maintain or lower taxes; and
-  29%: Those who feel that they receive “fair” or “poor” value for their taxes.

Although very few residents mentioned that they would like to **increase** spending on *Parks and Athletic Field Maintenance*, the most common reasons cited are to encourage more use of parks and other outdoor facilities (67%) and wanting more attractions, park and trails for the community (61%).

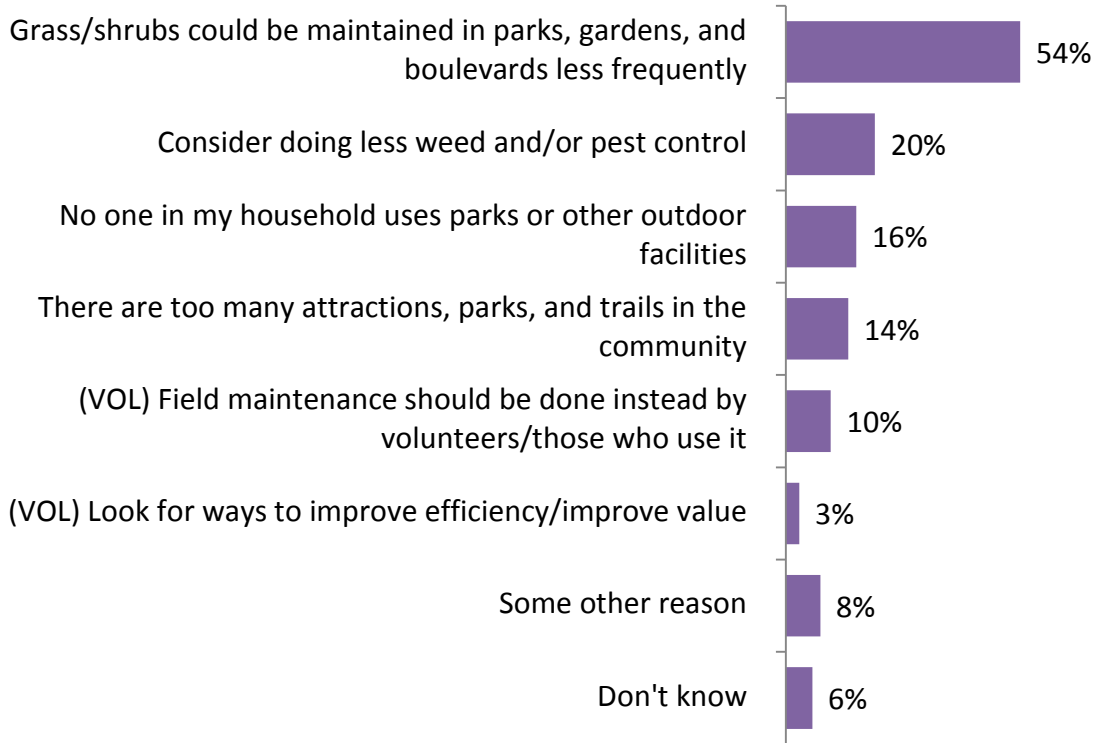
Reasons to Increase Parks & Athletic Field Maintenance Spending



n=35. Values may sum to more than 100% as multiple mentions were allowed. Trending is not analyzed because 2017 has fewer than 30 responses.

Residents who would like a **decrease** in funding for *Parks and Athletic Field Maintenance* were more unified in their reasons with just over half (54%) mentioning that grass and shrubs could be maintained in parks, gardens, and boulevards less frequently, while one-fifth (20%) suggest considering less weed and pest control. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Parks & Athletic Field Maintenance Spending

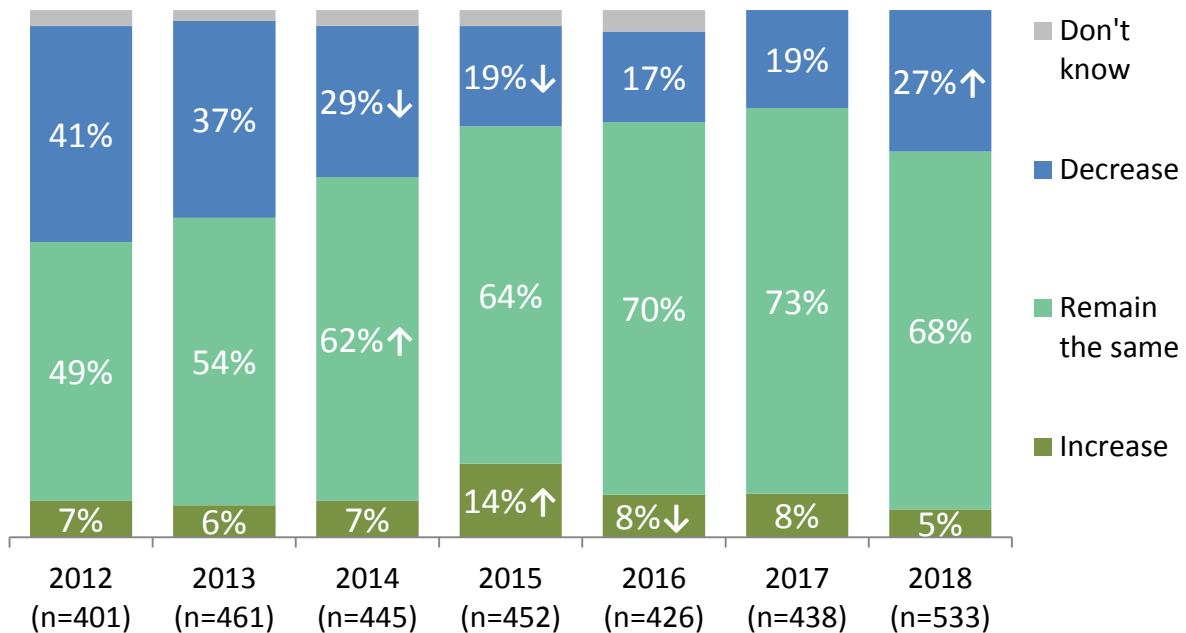


n=87. Values may sum to more than 100% as multiple mentions were allowed.

3.3.10 Leduc Recreation Centre Operations (Proposed 10%)

There has been a significant increase in the percentage of residents wanting Leduc Recreation Centre operations funding decreased; over one-quarter (27%) want funding decreased. In contrast, very few (5%) want funding to be increased, while about two-thirds (68%) would prefer that funding stay the same.





Budget Adjustment for Leduc Recreation Centre Operations (Proposed 10%)






Values may not add to 100% due to rounding. Bars missing values are less than 5%.

There are no subgroups significantly more likely to want an **increase** in funding.

Subgroups that are significantly more likely to want funding to **remain the same** include:

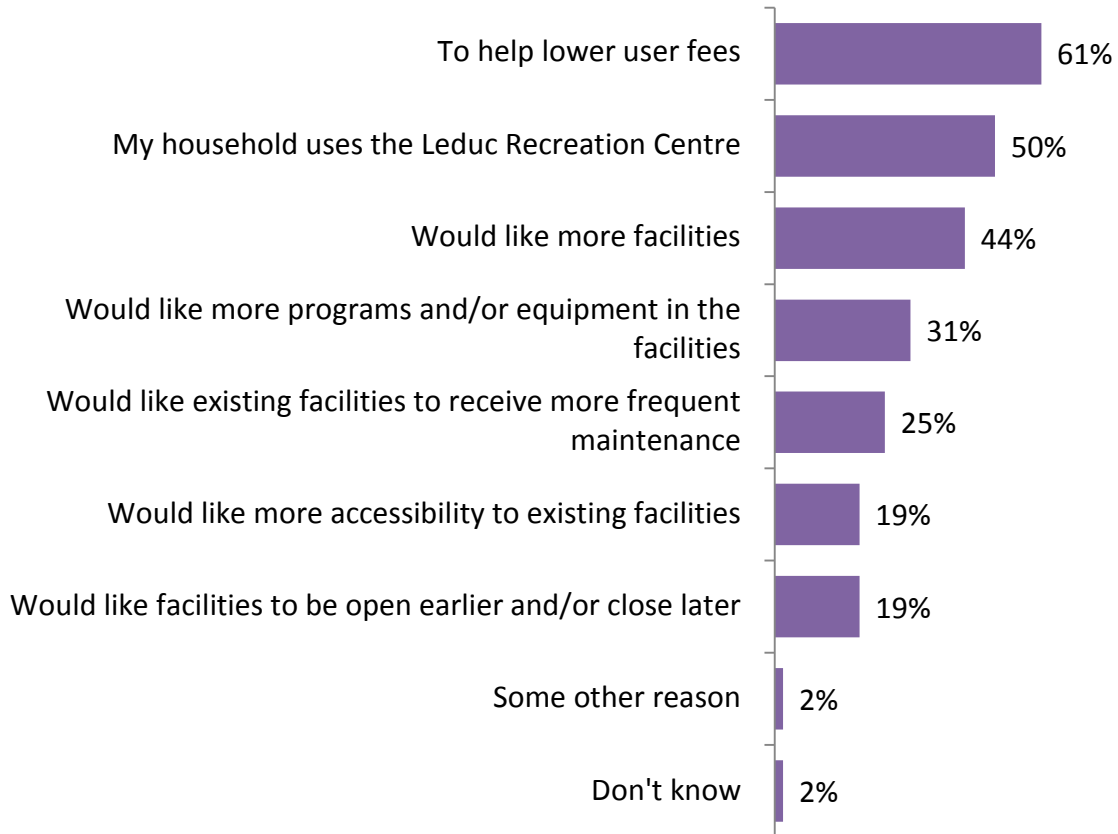
-  79%: Those who oppose a decrease in service levels to minimize tax increase;
-  77%: Those 65 or older;
-  76%: Those favouring increasing taxes to increase or maintain services; and
-  74%: Those who feel they receive “good”, “very good” or “excellent” value from their taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  47%: Those who feel they get fair/poor value for their taxes;
-  46%: Those who support a decrease in services levels to minimize tax increases; and
-  41%: Those whose preferred tax strategy is to cut services to maintain or lower taxes.

Wanting lower user fees (61%) is the most mentioned reason provided by residents who would **increase** spending on *Leduc Recreation Centre Operations*. Additionally, half of those who would like increased funding indicated their household uses the Leduc Recreation Centre (50%) while 44% would like more facilities. These results are statistically consistent with the comments provided last year.

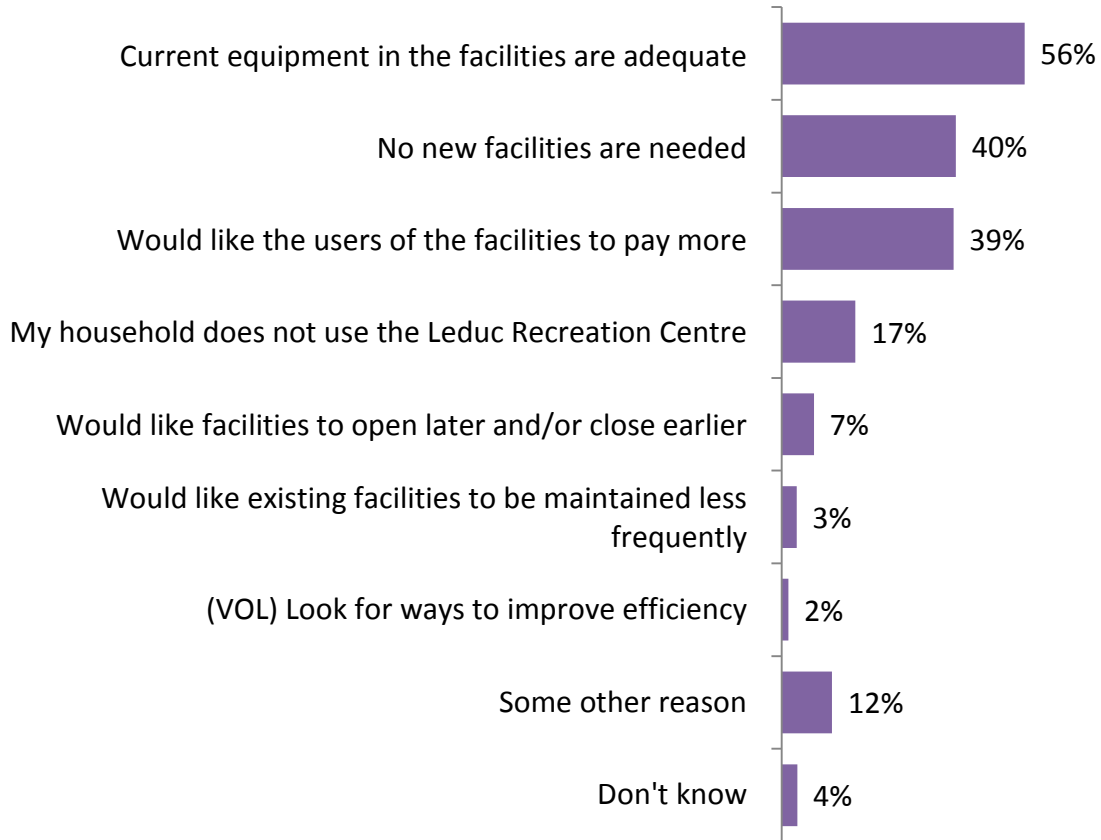
Reasons to Increase Leduc Recreation Centre Operations Spending



n=34. Values may sum to more than 100% as multiple mentions were allowed.

Just over half (56%) of residents who would **decrease** spending on *Leduc Recreation Centre Operations* feel that the current equipment in the facilities is adequate. In addition, 40% feel that no new facilities are needed and 39% would like those who use the Leduc Recreation Centre to pay more. These results are statistically consistent with the comments provided last year.

Reasons to Decrease Leduc Recreation Centre Operations Spending

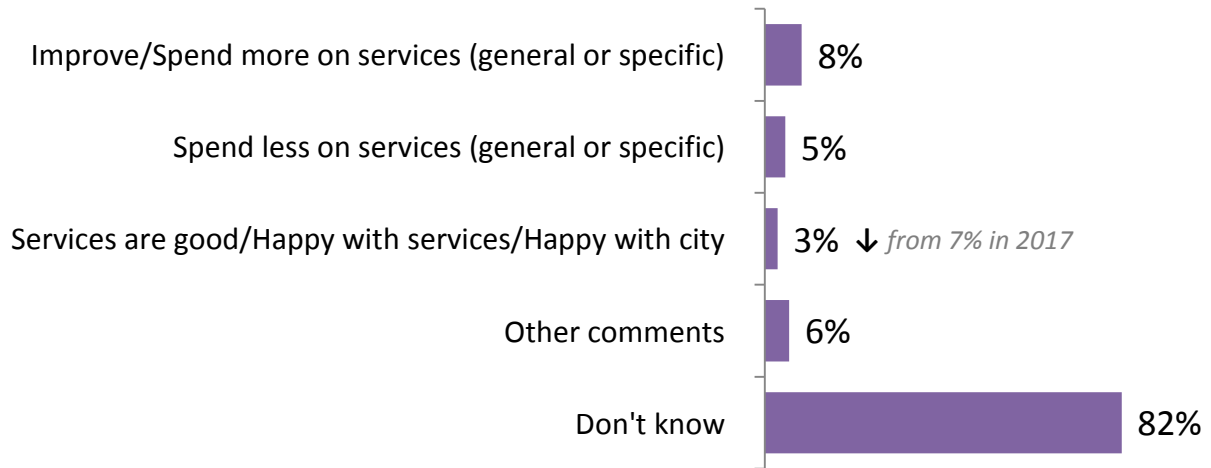


n=122. Values may sum to more than 100% as multiple mentions were allowed.

3.3.11 Other Variable Spending Feedback

After residents rated their preference for how the City should allocate funds, they were provided with an additional chance to offer any other feedback on spending that may not have already been covered. Given that they had just provided feedback for the ten different services categories, only 18% provided further feedback. In total, 8% reiterated that they would like spending to **increase** in general or for specific services, compared to 5% who reiterated that they wanted spending to **decrease**.

Other Variable Spending Feedback

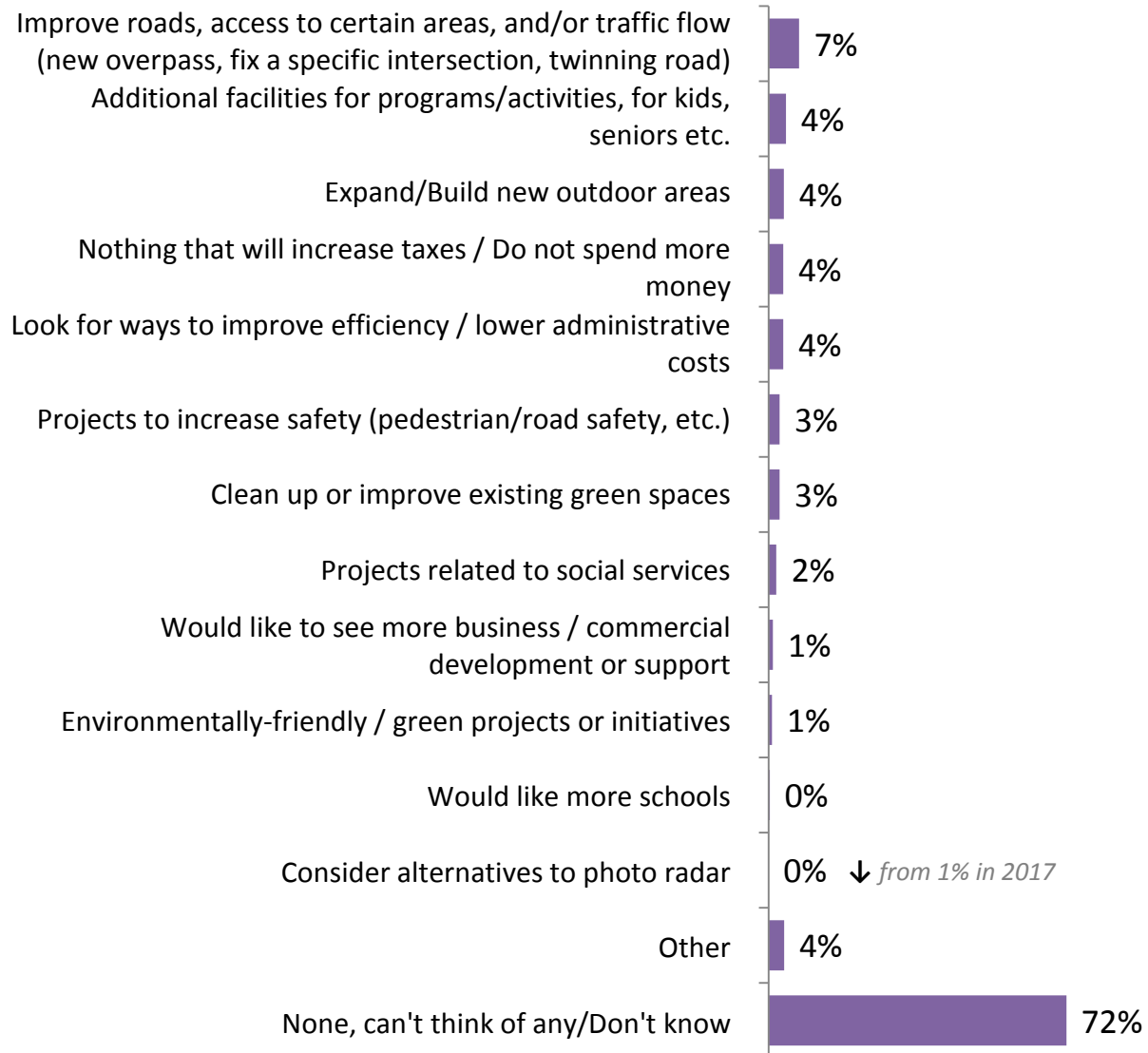


n=533. Values may sum to more than 100% as multiple mentions were allowed.

3.4 Other Projects and Priorities

Residents were provided an opportunity to state other projects or goals for the City to consider. The vast majority (72%) could not think of any other projects or goals. That said, the top suggestion was to see improved roads, access to certain areas, and/or traffic flow (7%).

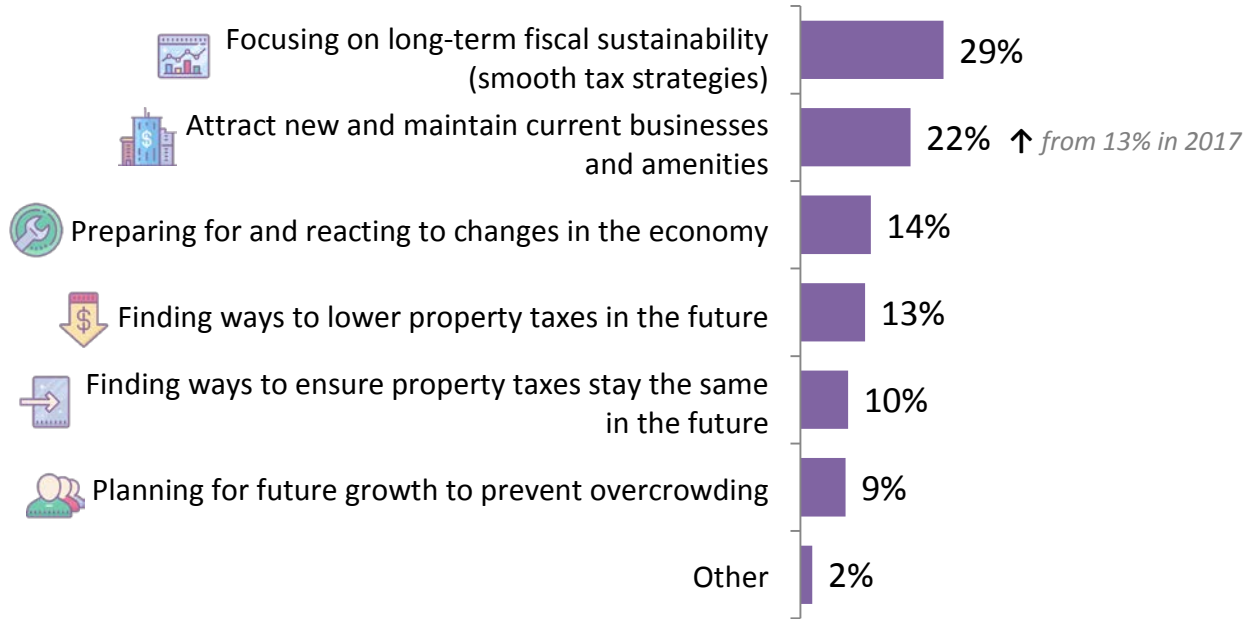
Other Projects of Goals to Consider



n=533. Values may sum to more than 100% as multiple mentions were allowed.

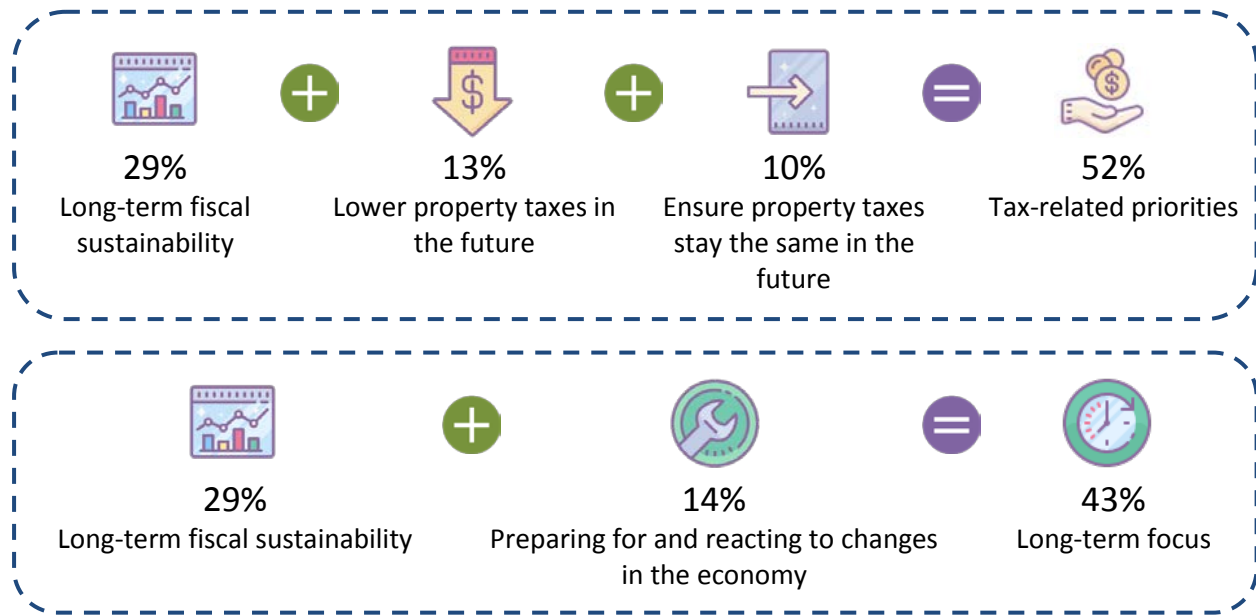
Finally, when asked about the top priority facing the City, over one-quarter (29%) chose smooth tax strategies. A further 22% (up from 13% in 2017) would like the City to attract new and maintain current businesses and amenities, 14% would like the City to be preparing for and reacting to changes in the economy, and 13% would like the City to be finding ways to lower property taxes in the future.

Most Important Priority Facing the City



n=533. Values may not add to 100% due to rounding. Note that in 2018, the level “Leduc County and City of Edmonton Annexation” was not offered as an option.

After grouping some of the categories we find that 52% of residents would like the City to prioritize the taxation of residents and another 43% would like the City to adopt a long term focus.



4 Appendices

4.1 Respondent Demographics

	Percent of Residents						
	2018 (n=533)	2017 (n=438)	2016 (n=426)	2015 (n=452)	2014 (n=445)	2013 (n=461)	2012 (n=401)
Age							
18 to 24 years	7%	2%	6%	4%	4%	4%	2%
25 to 34 years	23%	30%	26%	31%	32%	32%	14%
35 to 44 years	16%	18%	18%	18%	18%	18%	21%
45 to 54 years	21%	18%	19%	18%	17%	17%	22%
55 to 64 years	14%	14%	15%	14%	14%	12%	18%
65 years or older	18%	17%	15%	13%	14%	16%	22%
Not stated	1%	1%	2%	3%	2%	1%	2%
Employment Status							
Working full time, including self-employment (more than 30 hours/ week)	51%	49%	53%	63%	59%	64%	54%
Working part time, including self-employment (30 hours per week or less)	11%	14%	15%	8%	11%	10%	12%
On leave (disability, paternity, etc.)	2%	4%	n/a	n/a	n/a	n/a	n/a
Homemaker	6%	6%	7%	9%	8%	9%	7%
Student	5%	3%	3%	1%	3%	1%	1%
Not employed	2%	3%	6%	3%	4%	3%	2%
Retired	18%	16%	15%	14%	14%	13%	24%
Prefer not to answer	4%	5%	1%	1%	1%	<1%	1%
Household Income							
Under \$20,000	2%	2%	n/a	n/a	n/a	n/a	n/a
\$20,000 to \$39,999	6%	5%	n/a	n/a	n/a	n/a	n/a
\$40,000 to \$59,999	10%	11%	n/a	n/a	n/a	n/a	n/a
\$60,000 to \$79,999	12%	9%	n/a	n/a	n/a	n/a	n/a
\$80,000 to \$99,999	11%	12%	n/a	n/a	n/a	n/a	n/a
\$100,000 to \$124,999	14%	18%	n/a	n/a	n/a	n/a	n/a
\$125,000 to \$149,999	10%	10%	n/a	n/a	n/a	n/a	n/a
\$150,000 or more	17%	14%	n/a	n/a	n/a	n/a	n/a
Prefer not to answer	19%	19%	n/a	n/a	n/a	n/a	n/a
Primary Residence							
Own	81%	92%	89%	92%	89%	88%	91%
Rent	14%	7%	11%	7%	9%	11%	7%
Not stated	5%	1%	1%	1%	2%	1%	2%
City of Leduc Employee?							
Yes	5%	5%	3%	4%	5%	7%	4%
No/Prefer not to say	92%	90%	96%	95%	94%	93%	94%
Not stated	4%	5%	1%	1%	1%	<1%	2%

2019 City of Leduc Budget Planning Survey – General Population Results

Children (under 18) in Household?							
Yes	45%	49%	n/a	n/a	n/a	n/a	n/a
No	55%	50%	n/a	n/a	n/a	n/a	n/a
Prefer not to answer	1%	1%	n/a	n/a	n/a	n/a	n/a

Values may not add to 100% due to rounding.

4.2 Data Weighting

The data was weighted to the age characteristics of the residents of Leduc as determined by the 2017 Leduc Census. The following outlines the weighting factors utilized in this research:

Age group	Number of completed surveys	Proportion of completed surveys	Census proportions*	Weight factor
18 to 34	35	7%	30%	4.60
35 to 54	181	34%	37%	1.09
55 to 64	139	26%	14%	0.55
65 or older	175	33%	18%	0.55
Unknown/Refused*	3	1%	1%	1.00

* Residents were allowed to refuse to answer their age as long as they confirmed that they are at least 18 years old. These cases are left unweighted (i.e. with a weight of 1) and the census proportions for this group are scaled to match accordingly.

4.3 Survey

What follows is the paper version of the survey. The online version of the survey was slightly different as completing surveys online allows for:

- Question randomization (the order of the B questions were randomized);
- Level randomization (the order of some lists were randomized);
- Response ordering (for example, some residents saw “Strongly oppose” first and others saw “Strongly support” first in Q2);
- Conditional text (for example, online Q1b asks why they feel they receive <Q1a value>); and
- Popup text (the ability to provide additional information in the form of a popup only to those who want it).



Intro1

Have your say in your city's budget planning process! The City of Leduc is committed to gathering input from citizens regarding the planning for the future of the City, as demonstrated through the Citizen Satisfaction Survey and Community Visioning Workshops. In 2018, the City is seeking input from citizens to assist in the 2019 budget planning process through this survey.

The budget is a plan for tomorrow's Leduc and this is your chance to share your thoughts with City Council and Administration to help guide the 2019 budget. Doing so makes you **eligible to enter a draw to win a movie pass for 4 to Leduc Cinemas.**

We want to hear from you! You can complete this paper survey or you can complete the survey online using this link:

<http://surveys.advanis.ca/leduc2018budget>

To ensure your confidentiality, the third-party vendor Advanis Inc. has been hired to ensure only aggregated results are shared. There will be no way for anyone to tie the responses you provide back to you.

Advanis' Privacy Policy can be found here: http://www.advanis.ca/privacy_policy2.html

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Intro2

Please read each question and statement carefully. For each question, please select the response(s) that best represents your point of view.

Please respond before **May 31, 2018.**

To begin, how old are you?

(Select one)

- 15 or younger
- 16 or 17
- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older

D1

Do you live **within the city limits** of Leduc?

(Select one)

- Yes
- No

2019 City of Leduc Budget Planning Survey – General Population Results

D1a

Do you own or rent your primary residence in the City of Leduc?

(Select one)

- Own
- Rent
- Not applicable

Q0

A portion of property tax is collected on behalf of the Province of Alberta to pay for education.

To the best of your knowledge, what percent of property tax is collected on behalf of the Province of Alberta to pay **for education**?

_____ %
 Don't know

Q1a

In fact, of property tax collected in 2017:

- **29%** is collected *on behalf of the province* to pay for **education**.
- **71%** goes to the *City of Leduc* to fund **city services**.



Thinking about the **71%** used to fund **city services**, would you say you receive...?

(Select one)

- Excellent value
- Very good value
- Good value
- Fair value
- Poor value
- Don't know

Q1b/Q1c

What is the **main reason** you feel that way?

Q2

The City of Leduc understands and recognizes that residents' desire to keep tax increases to a minimum. In order to do this, the city may need to consider reducing current service levels.

Would you oppose or support a **decrease in service levels** to minimize tax increases in 2019?
(Select one)

- Strongly oppose** a decrease in service levels
- Somewhat oppose** a decrease in service levels
- Neither oppose nor support** a decrease in service levels
- Somewhat support** a decrease in service levels
- Strongly support** a decrease in service levels
- Don't know

Q2a

Why do you feel this way?

Q3

Next, thinking about the City of Leduc infrastructure (public buildings, road, etc.) and services overall, which of the following tax strategies **best represents** your preference?

(Select one)

- Increase taxes to fund growth needs, infrastructure maintenance and improve services
- Increase taxes to maintain all existing infrastructure and services
- Cut existing services to maintain current taxes
- Cut existing services to reduce taxes
- Don't know

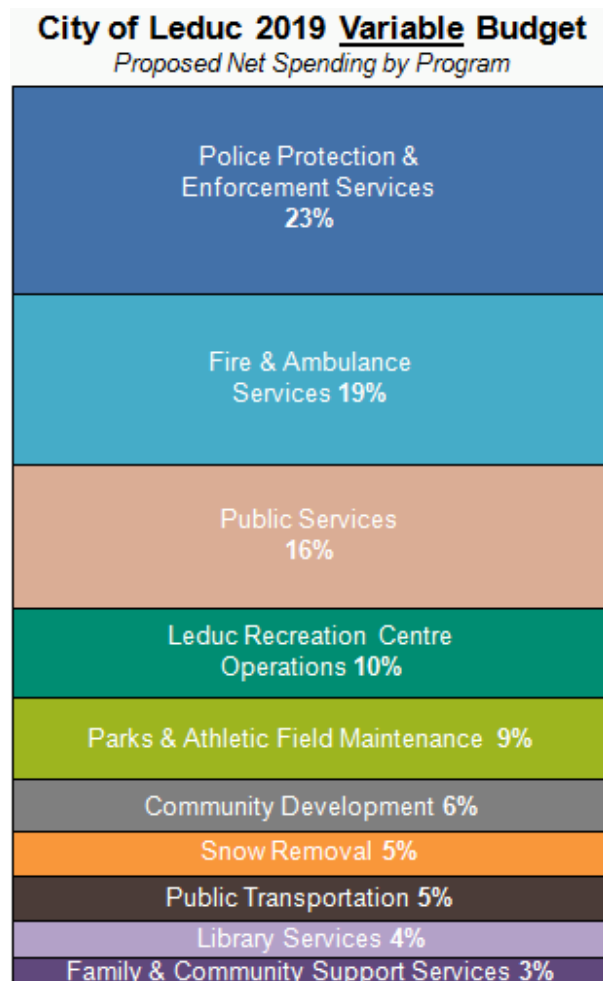
BIIntro

The City of Leduc budget includes two spending categories:

Fixed Spending (58%) includes items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:

- Mayor and City Council
- Corporate and Legislative Services
- Engineering Services
- Planning Services
- Facility Services
- Debt Repayment
- Capital Transfer

Variable Spending (42%) includes categories where spending can be increased or decreased depending on the level of service provided.



Have your say in your city’s budget planning process!

BInstruction

The next section wishes to understand your opinions on how **City of Leduc** spending should be altered (if at all). For each service, please specify if you think spending should increase, stay the same, or decrease in 2019. If you select increase or decrease, please let us know **all** the reasons you feel the way you do.

B1a

How would you adjust the variable spending in 2019 for **Police Protection & Enforcement Services** (proposed 23%)? This includes RCMP contract and detachment administrative support, community safety, animal control and other bylaw enforcement.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

*Answer this question if you would **increase** spending:*

B1b

Why would you increase spending on **Police Protection & Enforcement Services**?

(Please select all that apply)

- Would like to keep crime down
- To keep up with population growth
- Would like more police presence
- Would like more traffic/speeding enforcement
- Some other reason (specify): _____
- Don't know

*Answer this question if you would **decrease** spending:*

B1c

Why would you decrease spending on **Police Protection & Enforcement Services**?

(Please select all that apply)

- I feel safe in the City of Leduc
- Current enforcement levels could handle population growth
- Police presence should be adequate
- Consider less focus on traffic and speeding enforcement
- Some other reason (specify): _____
- Don't know

B2a

How would you adjust the variable spending in 2019 for **Fire and Ambulance Services** (proposed 19%)? This includes Fire and Ambulance response, rescue and patient treatment services, community prevention and inspection services and emergency preparedness.

Note: *Ambulance services are contracted services provided by the City of Leduc on behalf of the Province of Alberta and cannot be reduced.*

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same

Answer this question if you would **increase** spending:

B2b

Why would you increase spending on **Fire and Ambulance Services**?

(Please select all that apply)

- Would like additional funding due to population growth
- Would like to ensure the quickest fire and/or ambulance response times
- This is an essential service to the community
- For the safety of residents
- Some other reason (specify): _____
- Don't know

B3a

How would you adjust the variable spending in 2019 for **Public Services** (proposed 16%)? This includes maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pot hole patching, crack sealing, grading, guard repair, cleaning, dust control, and pavement marking.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B3b

Why would you increase spending on **Public Services**?

(Please select all that apply)

- Population growth may require more roads, sidewalks, and other trails
- Would like more maintenance of sidewalks and other walking or biking trails
- Would like more sidewalks and other walking or biking trails
- Would like more road maintenance
- Would like to increase the number of roads or overpasses to help reduce traffic congestion
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B3c

Why would you decrease spending on **Public Services**?

(Please select all that apply)

- Roads, sidewalks, and other trails can already handle some population growth
- Sidewalks and other walking or biking trails are well maintained
- Sidewalks and other walking or biking trails are satisfactory
- Roads are well maintained
- The roads and/or overpasses meet the city's needs
- Some other reason (specify): _____
- Don't know

B4a

How would you adjust the variable spending in 2019 for **Parks & Athletic Field Maintenance** (proposed 9%)? This includes maintenance, grass cutting, cleaning and repairs to cemetery, sports fields, tennis courts, outdoor ice rinks, skateboard parks, lakes and storm ponds, garden plots and playgrounds, parks landscaping and pest control.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

*Answer this question if you would **increase** spending:*

B4b

Why would you increase spending on **Parks & Athletic Field Maintenance**?

(Please select all that apply)

- Would like grass/shrubs to be maintained in parks, gardens, and boulevards more frequently
- Would like better weed and/or pest control (e.g., mosquitoes)
- Would like more attractions, parks, and trails for the community
- To encourage more people to use parks and other outdoor facilities
- Some other reason (specify): _____
- Don't know

*Answer this question if you would **decrease** spending:*

B4c

Why would you decrease spending on **Parks & Athletic Field Maintenance**?

(Please select all that apply)

- Grass/shrubs could be maintained in parks, gardens, and boulevards less frequently
- Consider doing less weed and/or pest control (e.g., mosquitoes)
- There are too many attractions, parks, and trails in the community
- No one in my household uses parks or other outdoor facilities
- Some other reason (specify): _____
- Don't know

B5a

How would you adjust the variable spending in 2019 for **Leduc Recreation Centre Operations** (proposed 10%)? This includes Leduc Recreation facility maintenance and operations, sports & tourism, guest services, fitness centre and track, pool services, ice skating, field house and programmed services (i.e. child minding).

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B5b

Why would you increase spending on **Leduc Recreation Centre Operations**?

(Please select all that apply)

- Would like more accessibility to existing facilities
- Would like more facilities
- Would like existing facilities to receive more frequent maintenance
- Would like more programs and/or equipment in the facilities
- Would like facilities to be open earlier and/or close later
- To help lower user fees
- My household uses the Leduc Recreation Centre
- Would like to more accessibility to existing facilities
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B5c

Why would you decrease spending on **Leduc Recreation Centre Operations**?

(Please select all that apply)

- No new facilities are needed
- Would like existing facilities to be maintained less frequently
- Current equipment in the facilities are adequate
- Would like facilities to open later and/or close earlier
- Would like the users of the facilities to pay more
- My household does not use the Leduc Recreation Centre
- Some other reason (specify): _____
- Don't know

B6a

How would you adjust the variable spending in 2019 for **Snow Removal** (proposed 5%)? This includes street, parking lot and alleyway sanding, snow plowing and snow removal.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B6b

Why would you increase spending on **Snow Removal**?

(Please select all that apply)

- Would like Leduc to be more prepared for winters
- Consider clearing and sanding roads sooner or more often
- Would like more or better snow clearing equipment
- Would like residential areas and side streets to be cleared more often
- Public sidewalks and trails should be cleared sooner
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B6c

Why would you decrease spending on **Snow Removal**?

(Please select all that apply)

- Consider clearing roads less frequently during prolonged storms
- Consider waiting longer before clearing and sanding roads
- Consider replacing and/or maintaining snow removal equipment less frequently
- Residential areas and side streets could be cleared less often
- Consider waiting longer to clear public sidewalks and trails
- Some other reason (specify): _____
- Don't know

B7a

How would you adjust the variable spending in 2019 for **Community Development** (proposed 6%)? This includes parks (e.g. spray parks, playgrounds, off-leash areas, etc.), recreation and culture planning and development including building playgrounds, Communities in Bloom, Healthy Hearts, and Canada Day programs.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B7b

Why would you increase spending on **Community Development**?

(Please select all that apply)

- Would like more parks
- Would like to increase the quality of existing parks
- Would like more community programs and/or events (e.g. Rock the Rails, etc.)
- Would like to increase the quality and/or frequency of existing programs
- To promote a healthy lifestyle
- This makes Leduc an attractive place to live
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B7c

Why would you decrease spending on **Community Development**?

(Please select all that apply)

- The number of parks is adequate
- The quality of existing parks is adequate
- Consider lowering the quality and/or frequency of existing programs
- My household does not use or attend existing parks or programs
- Some other reason (specify): _____
- Don't know

B8a

How would you adjust the variable spending in 2019 for **Public Transportation** (proposed 5%)? Leduc Transit provides Leduc Assisted Transportation Service (LATS) to seniors (65+) and persons with disabilities within the City of Leduc. Leduc Transit also provides a separate inter-municipal transit service, in partnership with Leduc County, offering service that connects the Leduc and Nisku areas and also stops at the Edmonton International Airport and the Century Park LRT station in south Edmonton.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

*Answer this question if you would **increase** spending:*

B8b

Why would you increase spending on **Public Transportation**?

(Please select all that apply)

- Would like more busses, more routes, and/or frequency of service
- Would like newer busses or added features to existing buses
- Would like to make public transit more affordable
- To encourage more people to use public transit
- Consider starting bus service sooner and/or ending service later
- My household uses public transportation
- Some other reason (specify): _____
- Don't know

*Answer this question if you would **decrease** spending:*

B8c

Why would you decrease spending on **Public Transportation**?

(Please select all that apply)

- Current service schedules should be adequate
- Existing buses should be adequate
- Consider charging riders more for this service
- My household does not use public transit
- Consider starting bus service later and/or ending service sooner
- Some other reason (specify): _____
- Don't know

B9a

How would you adjust the variable spending in 2019 for **Library Services** (proposed 4%)? This includes provision of children, teen and adult literary programs, exam proctoring, e-resources, e-books, internet access, audio books, DVD's, CD's, outreach services and access to resources from over 150 Alberta libraries.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B9b

Why would you increase spending on **Library Services**?

(Please select all that apply)

- To keep up with demand due to city growth
- Would like the library to be expanded
- Would like more programs or resources
- Would like to increase the collection of books
- My household uses the library
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B9c

Why would you decrease spending on **Library Services**?

(Please select all that apply)

- Consider adding some type of user fee
- The library should be able to handle current population growth
- The library does not need to be expanded at this time
- Would like less programs or resources offered
- Consider obtaining fewer books and similar types of resources throughout the year
- My household does not use the library
- Some other reason (specify): _____
- Don't know

B10a

How would you adjust the variable spending in 2019 for **Family and Community Support Services** (proposed 3%)? This includes family counseling and support, prevention and education regarding social issues, meals on wheels program, senior support, and homemaking services.

(Select one)

- Increase spending (may increase taxes)
- Spending should remain the same
- Decrease spending (may decrease taxes)

Answer this question if you would **increase** spending:

B10b

Why would you increase spending on **Family and Community Support Services**?

(Please select all that apply)

- To keep up with population growth
- To help provide affordable support services
- Would like more or different types of services available
- Would like better quality of existing services
- I support this service
- Some other reason (specify): _____
- Don't know

Answer this question if you would **decrease** spending:

B10c

Why would you decrease spending on **Family and Community Support Services**?

(Please select all that apply)

- Existing services could handle population growth
- Would like more funding from other levels of government
- I don't know what this service offers
- Some other reason (specify): _____
- Don't know

Q4

Thank you for your input on the City of Leduc's variable spending budget. Is there any additional feedback you would like to provide regarding your choices?

Q5

What other projects or goals (if any) should the City be thinking of when planning the budget for 2019 and beyond? These may result in a tax increase.

Q6

Finally, with respect to the budget process, which of the following would you say is the **most important priority** facing the City?

(Select one)

- Focusing on long-term fiscal sustainability (smooth tax strategies)
- Planning for future growth to prevent overcrowding
- Attract new and maintain current businesses and amenities
- Finding ways to lower property taxes in the future
- Finding ways to ensure property taxes stay the same in the future
- Preparing for and reacting to changes in the economy
- Other (specify): _____

DTxt

In order for the City to better understand the different views and needs of citizens, this final set of questions will allow us to analyze the data by sub-groups. Please be assured that nothing will be recorded to link your answers with you or your household.

D2

Are there any children under the age of 18 in your household?

(Select one)

- Yes
- No
- Prefer not to answer

D6

Which of the following categories applies to your total household income before taxes in 2016?

(Select one)

- Under \$20,000
- \$20,000 to \$39,999
- \$40,000 to \$59,999
- \$60,000 to \$79,999
- \$80,000 to \$99,999
- \$100,000 to \$124,999
- \$125,000 to \$149,999
- \$150,000 or more
- Prefer not to answer

D3

Which of the following best describes your current employment status?

(Select one)

- Working full time, including self-employment (more than 30 hours per week)
- Working part time, including self-employment (30 hours per week or less)
- On leave (disability, paternity, etc.)
- Homemaker
- Student
- Not employed
- Retired
- Prefer not to answer

Answer this question if you are employed:

D5a

And, do you work for the City of Leduc?

(Select one)

- Yes
- No

Answer this question if you are on leave (disability, paternity, etc.):

D5b

Immediately prior to the start of your leave, did you work for the City of Leduc?

(Select one)

- Yes
- No

D7

Which of the following are places that you have heard or seen advertisements promoting this survey?

(Select all that apply)

- Radio
- Social media
- City of Leduc website
- Cinema
- Other (specify): _____
- I have not heard or seen any advertisements promoting this survey

2019 City of Leduc Budget Planning Survey – General Population Results

FB1

Finally, we wish to get your feedback on this survey. Please tell us what you thought of this survey below! For example: What did you think of the survey? Was anything confusing? How could we make the survey better for others? We really appreciate your feedback!

I0

Thank you for completing the survey! You now have the option to enter a randomly selected prize draw for people who have taken part in the survey. Doing so makes you eligible to **enter a draw to win a movie pass for 4 to Leduc Cinemas.**

Do you wish to be entered into this draw? Your contact information will only be used for the purposes of the draw and will not be tied to your survey responses.

(Select one)

- Yes, I allow Advanis to provide the City of Leduc with my contact information should I be the winner of this draw
- No, remove me from the draw

I1

If you wish to participate in the draw, please provide your contact details below so that we may contact you should you be the winner of the draw. Personal information will remain confidential and **only** be used to contact the individual who has won the draw. Personal information provided as part of the City of Leduc Budget Survey contest is collected under the authority of section 33(c) of the Freedom of Information and Protection of Privacy Act.

First name: _____

Last name: _____

Email: _____

Phone number: _____



End

Thank you very much for your participation in this important study, your time and feedback are greatly appreciated by the City of Leduc!

Please note that the results of this survey will be shared with City Council during the budget planning process for 2019. Should you have any additional questions, please contact:

Carmen Dragan-Sima
Manager, Financial Planning & Budgets
City of Leduc
780-980-7161
cdragansima@leduc.ca

Consolidation of Bylaw No. 872-2014

CITY OF LEDUC

CITY ADMINISTRATION BYLAW

Adoption March 9, 2015

As Amended By:

Bylaw No. 958-2017 adopted September 11, 2017

This Consolidation is not an Official Bylaw. It is prepared by the City Clerk's Office for assistance only. Copies of the Official Bylaw(s) may be purchased from the City Clerk's Office. This Consolidated Bylaw was authorized pursuant to Bylaw No. 389-97.

Bylaw No. 872-2014
CITY ADMINISTRATION BYLAW

PAGE 1

A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE POSITION OF CHIEF ADMINISTRATIVE OFFICER

Whereas, pursuant to section 205 of the Act, R.S.A. 2000, c. M-26 every council must establish by bylaw a position of chief administrative officer;

Leduc City Council enacts:

PART I - PURPOSE, DEFINITIONS AND INTERPRETATION

PURPOSE

1. The purpose of this bylaw is to establish the position of chief administrative officer and to outline the powers, duties and functions of that position.

DEFINITIONS

2. In this bylaw, unless the context otherwise requires:
 - a. "**Act**" means the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended;
 - b. "**Administration**" means the general operations of the City, including all personnel, financial and other related resources;
 - c. "**City**" means the municipal corporation of the City of Leduc;
 - d. "**City Manager**" means the chief administrative officer of the City;
 - e. "**Council**" means the municipal council of the City;
 - f. "**highway**" means land shown as a road on a plan of survey that has been filed or registered in a land titles office, or used as a public road, and includes a bridge forming part of a public road and any structure incidental to a public road; and
 - g. "**Mayor**" means the chief elected representative of the City.

RULES FOR INTERPRETATION

3. The marginal notes and headings in this bylaw are for reference purposes only.

PART II - APPOINTMENT AND DELEGATION

CHIEF ADMINISTRATIVE OFFICER

4. The position of chief administrative officer is established, and the individual appointed to that position will have the title "City Manager".

Bylaw No. 872-2014
CITY ADMINISTRATION BYLAW

PAGE 2

APPOINTMENT

5. Council will, by resolution, appoint an individual to the position of City Manager and set out the terms and conditions of the appointment.

INDEMNITY

6. The City will indemnify the City Manager provided that the City Manager acts in the course and scope of his or her employment and acts in good faith to comply with any applicable legislation.

SUBDELEGATION

7. The City Manager is authorized to further delegate and to authorize further delegations of any powers, duties and functions delegated to the City Manager by Council pursuant to this or any other bylaw, to any employee of the City.

PART III - POWERS

POWERS OF THE CITY MANAGER

8. The City Manager:
 - a. has all the powers and functions given to a chief administrative officer pursuant to the Act or any other statute;
 - b. must carry out all of the duties and functions of a chief administrative officer as required by the Act or any other statute;
 - c. has all the powers, duties and functions given to a designated officer pursuant to the Act or any other statute;
 - d. has all the powers, duties and functions given to a subdivision authority pursuant to the Act;
 - e. has all the powers, duties and functions given to a development authority pursuant to the Act and the Land Use Bylaw, No. 809-2013, as amended;
 - f. has all the powers, duties and functions given to a secretary pursuant to the *Local Authorities Elections Act*, R.S.A. 2000, c. L-21;
 - g. is designated the head of the local authority for the purposes of the *Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, c. F-25;
 - h. has all the powers, duties and functions delegated to the City Manager pursuant to this or any other bylaw; and
 - i. may exercise such other powers, duties and functions as may be required by Council.

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ACCOUNTABILITY

9. The City Manager is accountable to Council for the exercise of all powers, duties and functions delegated to the City Manager.

AUTHORITY

10. The City Manager is authorized to:
- a. appoint an individual as the acting City Manager during absences of the City Manager;
 - b. designate an individual who may act as interim City Manager in the event that the City Manager is incapacitated prior to Council appointing a new City Manager;
 - c. co-ordinate, direct, supervise and review the performance of Administration;
 - d. establish the structure of Administration, including establishing, merging, dividing and eliminating departments, and establishing a managerial hierarchy;
 - e. establish and implement all policies, procedures, standards and guidelines for all matters within the power of the City Manager;
 - f. advise, inform and make recommendations to Council regarding:
 - i. the operations of the City,
 - ii. the financial condition of the City, and
 - iii. council policies, procedures and programs that may be desirable to carry out the powers duties and functions of the City;
 - g. attend all meetings of Council and the meetings of such other bodies as Council directs;
 - h. conduct audits, investigations and studies of the Administration;
 - i. prepare administrative consolidations of bylaws;
 - j. revise bylaws by:
 - i. consolidating a bylaw by incorporating all amendments to it into one bylaw,
 - ii. omitting and providing for the repeal of a bylaw or a provision of a bylaw that is inoperative, obsolete, expired, spent or otherwise ineffective,
 - iii. combining two or more bylaws into one, dividing a bylaw into two or more bylaws, moving provisions from one bylaw to another and creating a bylaw from provisions of another or two or more others,

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- iv. altering the citation and title of a bylaw and the numbering and arrangement of its provisions, and adding, changing or omitting a note, heading, title, marginal note, diagram or example to a bylaw,
- v. omitting the preamble and long title of a bylaw,
- vi. omitting forms or other material contained in a bylaw that can more conveniently be contained in a resolution, and adding authority for the forms or other material to be prescribed by resolution,
- vii. correcting clerical, grammatical and typographical errors, and
- viii. making changes, without changing the substance of the bylaw, to bring out more clearly what is considered to be the meaning of a bylaw or to improve the expression of the law;
- k. prepare a bylaw for Council's consideration for any bylaws revised in accordance with clause (j);
- l. subject to any legal limitations:
 - i. hire, appoint, transfer or promote any City employee,
 - ii. evaluate, discipline, suspend, demote, or remove any City employee, and
 - iii. determine salaries, benefits, hours of work and other working conditions;
- m. ensure that all City policies and programs are efficiently coordinated, are delivered in a responsive and effective manner, and reflect the overall strategic priorities of the City as defined by Council;
- n. appoint employees of the City as inspectors pursuant to the *Weed Control Act*, S.A. 2008, c. W-5.1, the *Agricultural Pests Act*, R.S.A. 2000, c. A-8 and any similar legislation;
- o. appoint employees of the City as bylaw enforcement officers; and
- p. prepare and submit to Council such reports or recommendations as may be required by Council.

FINANCIAL POWERS

- 11. The City Manager is authorized to:
 - a. designate the City's bank, credit union, loan corporation, treasury branch, or trust corporation and open and close accounts that hold the City's money;
 - b. prepare and submit to Council annual operating and capital budgets;

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- c. in the case of an emergency, as determined by the City Manager, expend up to \$500,000 that is not in an approved budget, and report the implications of any such expenditure to Council;
- d. establish fees, charges, rates and tariffs where those have not been previously established by Council;
- e. add items to a tax roll as authorized pursuant to sections 553 and 553.1 of the Act;
- f. invest funds on behalf of the City, subject to the limitations set out in the Act;
- g. pay any amounts which the City is legally obligated to pay pursuant to any judgment or order of any court or board of competent jurisdiction;
- h. approve the settlement of all:
 - i. uninsured actions, claims or demands against the City where the amount paid by the City does not exceed \$100,000,
 - ii. uninsured actions, claims or demands by the City where the difference between the settlement and the amount claimed does not exceed \$100,000, and
 - iii. insured actions, claims or demands by or against the City;
- i. monitor and control expenditures within the operating budget approved by Council, and authorize budget adjustments of up to \$500,000 from one operating budgeted program to another operating budgeted program; and
- j. monitor and control expenditures within the capital budget approved by Council, and authorize budget adjustments of up to \$500,000 from one capital budgeted program to another capital budgeted program.

AGREEMENTS AND CONTRACTS

12. The City Manager is authorized to:
- a. approve and enter into any agreements and contracts in relation to the acquisition of goods and services;
 - b. approve and enter into all agreements and contracts that are related to the provision of police services and programs for the City;
 - c. approve and enter into all agreements and contracts that are related to the provision of ambulance services and programs for Alberta Health Services;
 - d. approve and enter into all agreements and contracts involving:
 - i. the sale of a fee simple interest in land at fair market value, or the acquisition of the fee simple interest in land at or below fair market value, provided that the price of the land does not exceed \$3,000,000,

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- ii. leases of land at fair market value where the City is lessor, provided that the term shall not exceed ten years, including renewals, and the revenue shall not exceed \$750,000 per year,
- iii. leases of land at or below fair market value where the City is lessee, provided that the term shall not exceed ten years, including renewals, and the expenditure shall not exceed \$750,000 per year,
- iv. the disposition of any other interest in land at fair market value, or the acquisition of any other interest in land at or below fair market value, provided that the consideration for the acquisition or disposition does not exceed \$750,000 per year;
- e. notwithstanding clause 12(d), approve and enter into agreements and contracts involving leases of land to non-profit organizations at or below market value where the fair market value does not exceed \$500,000 for the term and the term does not exceed ten years, including renewals;
- f. exercise all of the powers, duties and functions of a council or a municipality as prescribed under Part 10 of the Act except those powers, duties and functions specifically delegated to the Municipal Assessor pursuant to the Municipal Assessor Bylaw, 464-2000, and approve and enter into all agreements and contracts and issue all documents incidental to that authority;
- g. approve and enter into all agreements and contracts incidental to the development and subdivision of land within the City of Leduc pursuant to Part 17 of the Act and complete any and all documents required for or incidental to such development;
- h. grant and revoke all powers of attorney allowing City staff to execute all required documents, including without limitation, discharges, postponements, and affidavits, pertaining to land, or an interest therein including those granted prior to the enactment of this bylaw;
- i. approve and enter into all documents, consents, approvals, acknowledgements and certificates required for or incidental to any agreement, contract, settlement, tender or investment;
- j. sign:
 - i. along with the person presiding at the meeting, all minutes of Council meetings,
 - ii. along with the Mayor, all bylaws,
 - iii. along with the Mayor or any other person authorized by Council, cheques and other negotiable instruments,

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- iv. acting alone, all orders, contracts, agreements, documents and certificates that may be required pursuant to any agreement, contract, bylaw, statute or enactment;
- k. enter into funding agreements with Alberta and non-profit organizations for the provision of the family and community support services program in accordance with approved budget amounts and the *Family and Community Support Services Act*, R.S.A. 2000, c. F-3 and the *Family and Community Support Regulations*, AR 218/94;
- l. approve and enter into all agreements and contracts involving the acquisition of an interest in land, other than leases, at or below fair market value for the purposes of allowing the City to place its public utilities or roadway across land owned by others provided that the consideration does not exceed \$500,000 per year;
- m. approve and enter into all agreements and contracts involving the disposition of an interest in land, other than leases, at or above fair market value for the purposes of allowing a utility operator or transportation provider to cross land owned by the City provided that the consideration does not exceed \$500,000 per year;
- n. approve and enter into any agreement or contract necessary to provide insurance coverage and performance bonds for the City;
- o. enter into provincial and federal grant funding agreements;
- p. approve and enter into Alberta Government licences of occupation agreements relating to the transportation utility corridor for an unlimited term provided that the expenditure or fixed revenue shall not exceed \$250 per year; and
- q. approve and enter into all agreements and contracts involving the right to operate a utility service in accordance with section 45 of the Act.

SIGNATURE REPRODUCTION

- 13. The City Manager's signature, and the signatures of any other City employees to whom the City Manager delegates signing power, may be printed, lithographed or otherwise reproduced.

OTHER POWERS

- 14. The City Manager is authorized to:
 - a. prepare and issue distress warrants, seize and sell goods pursuant to distress warrants on behalf of the City for the recovery of tax arrears pursuant to the Act;
 - b. carry out inspections, remedies, enforcement or actions pursuant to section 542 of the Act;

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- c. make determinations and issue orders pursuant to the Act or any other statute, enactment or bylaw which the City is authorized to enforce, in accordance with sections 545 and 546 of the Act;
- d. provide administrative support to the Subdivision and Development Appeal Board, and is appointed as clerk of that board;
- e. extend the time for endorsement of subdivision plans and for registration of subdivision plans in accordance with the Act;
- f. designate any highway as one which is closed temporarily in whole or in part to traffic, as authorized by the Act, or any other enactment, and cause such highway to be marked;
- g. respond to inquiries and requests for information on behalf of the City, including stating the City's position, subject to any Council approved policy, procedure, standard or guideline, or as otherwise directed by Council;
- h. except as otherwise directed by Council:
 - i. instruct legal counsel to provide legal services to the City and Council, and
 - ii. retain, instruct and pay for the services of outside legal counsel provided that the cost of the services retained does not exceed \$500,000;
- i. register on behalf of the City and pursuant to any enactment, all forms of intellectual property, including without limitation, trademarks, official marks, copyright, industrial designs and patents;
- j. grant an application for a leave of absence without pay to an employee seeking to be nominated as a candidate in a municipal election pursuant to the *Local Authorities Election Act*, R.S.A. 2000, c. L-21;
- k. deal with records and other documents in different ways, divide each of them into classes and deal with each class in different ways by establishing a retention schedule; **Amended-Bylaw No. 958-2017, adopted September 11th, 2017.**
- l. to destroy records and other documents of the municipality in accordance with the retention schedule established pursuant to clause (k.); and; **Amended-Bylaw No. 958-2017, adopted September 11th, 2017.**
- m. ensure that any record or document containing an individual's personal information used by the municipality to make a decision that directly affects the individual, is retained for at least one year after using it so that individual has a reasonable opportunity to obtain access to the record or other document. **Amended-Bylaw No. 958-2017, adopted September 11th, 2017.**

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CITY ADMINISTRATION BYLAW**

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PART IV - GENERAL

CONFLICT

15. The provisions of this bylaw shall prevail in any case where there is a conflict between this bylaw and any previous resolution or bylaw of Council.

REPEALS

16. The following bylaws are repealed:
- a. the City Manager Bylaw, No. 329-94;
 - b. the bylaw to authorize the consolidation of bylaws, No. 389-97;
 - c. the Subdivision Authority Bylaw, No. 761-2011;
 - d. The Development Authority Bylaw, No. 359-95;
 - e. Section 5.1.1 of the Land Use Bylaw, No. 809-2013; and
 - f. Bylaw 454-99, the Freedom of Information and Protection of Privacy and Records Management Bylaw. *Amended-Bylaw No. 958-2017, adopted September 11th, 2017.*

PART V - ENACTMENT

This Bylaw shall come into force and effect when it receives Third Reading and is duly signed.

READ A FIRST TIME IN COUNCIL THIS 26th DAY OF JANUARY, 2015.

READ A SECOND TIME IN COUNCIL THIS 9th DAY OF MARCH, 2015.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS 9th DAY OF MARCH, 2015.

‘original signed’

**Greg Krischke
MAYOR**

‘original signed’

**Paul Benedetto
CITY MANAGER**

March 9, 2015

Date Signed

GLOSSARY OF TERMS

Accrual Accounting

The practice of recording a revenue or expense in the period in which it is incurred, rather than when funds are actually received or paid.

Action

An initiative (project, program, or process), in direct alignment with strategic or corporate business plan strategies, that if completed, will contribute to the achievement of an outcome. This is about what we are going to do to achieve a strategy.

Ambassador

A person who acts as a representative of the City. All City of Leduc employees that have direct or indirect contact with the public are ambassadors.

Balanced Budget

A budget where revenues equal expenditures, with neither a surplus nor a deficit, as stipulated by the Municipal Government Act.

Budget

A plan of operation which identifies estimated expenditures and anticipated revenues to meet ongoing financial obligations and provide programs and services for a set period of time.

Business Case

A plan introducing new service levels or changes in existing services levels. Includes elements such as financial implications, links to the strategic plan, background and statement of need, and recommended alternatives.

Business Unit

A team of individuals providing a unique service lead by a director or manager. Example – Information Technology

Capacity Building

The process of developing and strengthening the skills, abilities, process and resources that organizations and communities need to survive, adapt and thrive in a changing world.

Capital Expenditure

A capital expenditure is an expenditure wherein funds are used to buy a fixed asset or to add to the value of an existing fixed asset.

Corporate Business Planning (CBP)

Developed by the executive team, the corporate business plan identifies administration's goals, outcomes and strategies. The CBP contains unique directives, but also compliments Council's strategic plan.

Culture

A system of shared assumptions, values, and beliefs, which govern how we behave in our organization. These shared values have a strong influence on employees and dictate how we present ourselves and perform our jobs.

Department

A group of business units providing similar or complimentary services lead by a general manager. Example – Community and Protective Services

Depreciation

To process of allocating the cost of a fixed asset over its useful life in accordance with accounting principles and policy.

Executive Team

This is the top level of Administration and includes the City Manager, General Manager of Community and Protective Services, General Manager of Corporate Services, General Manager of Infrastructure and Planning and the City Solicitor.

Extended Leadership Team

This level of management includes all Director's and those Manager's that report directly to a General Manager.

Fixed Assets

Assets with a useful life extending beyond one year, including but not limited to buildings, equipment, vehicles, infrastructure, and land.

GLOSSARY OF TERMS

Full Time Equivalent (FTE)

A measurement of staff; FTE is the ratio of the number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee.

Fund

Generally established for specific activities or government functions, funds are separate accounting entities, with self-balancing sets of accounts, recording financial transactions.

Goal

A grouping of similar outcomes based on a common theme.

Inter-Fund Transfer

Internal fund transfers include transactions to/from reserves and long-term debt repayments.

Mission

A written declaration of the organization's core purpose and focus. This declaration typically does not change over time.

Offsite Levy

Funds levied from developer agreements on new land developments and subdivisions, which is restricted for projects required due to growth.

Operating Budget

Money budgeted for general revenues and expenditures, over an established period of time, in order to provide municipal services in the course of ordinary business.

Operational Plans

An annual plan that identifies alignment of a business unit's operations with the corporate business and strategic plan. The operational plan is developed by a director or manager and outlines the business unit's service profile(s), stakeholders, risk analysis, strategic initiatives and performance metrics.

Organizational Effectiveness

The effectiveness to which an organization achieves its outcomes and performs a function at optimal output levels without excessive inputs.

Outcome

Something that happens as a result/consequence of an activity or process that provides a long term and enduring benefit. This is about why we do something.

Performance Management

A holistic approach to planning, monitoring and reviewing an employee's performance through cooperation and partnership. Its purpose is to establish a common understanding of clearly defined work expectations.

Performance Measurement

Regular measurement of corporate outcomes and results, which generate reliable data on the effectiveness and efficiency of initiatives.

Reserve

Monies set aside for future use that may be restricted to expenditure for specified purposes.

Revenue

Funds received by various sources, treated as income, and used to finance expenditures. Revenue includes, but is not limited to, taxes, user fees, government transfers, interest and penalties.

Revenue Registry

A registry of operational revenues that identifies major revenue streams and the underlying drivers of these revenues.

Service Profile/Service Outputs

Defines the frequency, amount, or type of service provided by a business unit (e.g., park turf—12 to 16 cuttings per season).

Strategic Plan

The strategic plan is developed by Council and identifies their community goals and outcomes for their electoral term.

GLOSSARY OF TERMS

Strategy

A method to bring about a desired future. This is about how we achieve an outcome.

SWOT Analysis

SWOT is an acronym for Strengths Weaknesses Opportunities Threats. A SWOT analysis is an examination of internal strengths and weaknesses, along with external opportunities and threats, by an organization, in order to plan a strategy.

Supplementary Tax Revenue

Property taxes on new properties that are completed and occupied during the year.

Tangible Capital Assets

Non-financial assets having physical substance that are acquired, constructed or developed and: are held for use in the production or supply of goods and services for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for resale in the ordinary course of operations.

Tax Assessment

An estimate of a property's value in order to determine an amount subject to a property tax levy.

Utilities

City-operated utilities; water, sewer and waste management.

Values

Values are foundational, desired behaviors that govern how we interact with others, make decisions and conduct business. Values are teachable, observable and coachable.

Vision

An aspirational description or story of what the organization would like to become in the mid-term to long-term future. A vision provides the organization with a road map for setting a defined direction for future courses of action.

AAA	Alberta Assessors' Association <ul style="list-style-type: none"> ▪ The professional association of Alberta-based property assessors
AACI	Accredited Appraiser Canadian Institute <ul style="list-style-type: none"> ▪ The highest professional designation granted by the Appraisal Institute of Canada
AAMDC	Alberta Association of Municipal Districts and Counties <ul style="list-style-type: none"> ▪ Association of rural counties and municipal districts
ABC	Alberta Building Code <ul style="list-style-type: none"> ▪ Alberta's building codes and standards
ACFA	Alberta Capital Finance Authority <ul style="list-style-type: none"> ▪ Provides financing for capital projects
ACP	Alberta Community Partnership <ul style="list-style-type: none"> ▪ A grant program under Alberta Municipal Affairs in support of activities that improve the viability and long-term sustainability of municipalities through regional collaboration and capacity building
ACRWC	Alberta Capital Region Wastewater Commission <ul style="list-style-type: none"> ▪ Provides wastewater transmission and treatment services to 13 municipalities in the Alberta Capital Region
AEA	Alberta Emergency Alert <ul style="list-style-type: none"> ▪ Electronic system providing emergency information to Albertans through multiple media formats
AEP	Alberta Environment and Parks <ul style="list-style-type: none"> ▪ Government of Alberta department that protects the province's air, land, water, and biodiversity
AHS	Alberta Health Services <ul style="list-style-type: none"> ▪ Province-wide system delivering health care to Albertans
AMA	Alberta Municipal Affairs <ul style="list-style-type: none"> ▪ Government of Alberta department that assists municipalities in providing well-managed, collaborative, and accountable local government to Albertans; also known by the abbreviation MA
AMHSA	Alberta Municipal Health and Safety Association <ul style="list-style-type: none"> ▪ Educational non-profit organization that promotes the knowledge of health and safety in the workplace
APC	Alberta Purchasing Connection <ul style="list-style-type: none"> ▪ Alberta's official electronic tendering system
APWA	Alberta Public Works Association <ul style="list-style-type: none"> ▪ An association of public works professionals
ARPA	Alberta Recreation and Parks Association <ul style="list-style-type: none"> ▪ Encourages recreation as a way to enhance well-being and community vitality
ASP	Area Structure Plan <ul style="list-style-type: none"> ▪ A statutory plan that provides the framework for future subdivision and development of a parcel of land; it provides information on such items as the major land uses (residential, commercial, industrial, schools, and parks), major roadways (arterials and collectors), utility servicing, trail systems, and potential population density for the proposed development

Acronyms

AT	<p>Alberta Transportation</p> <ul style="list-style-type: none"> ▪ Government of Alberta department responsible for providing safe roads and water systems
ATE	<p>Automated Traffic Enforcement</p> <ul style="list-style-type: none"> ▪ Technology that can be used to enforce traffic laws within a municipality
AUMA	<p>Alberta Urban Municipalities Association</p> <ul style="list-style-type: none"> ▪ Association of urban municipalities including cities, towns, villages, summer villages, and specialized municipalities
AVPA	<p>Airport Vicinity Protection Area</p> <ul style="list-style-type: none"> ▪ Area established by regulation to ensure that future development in adjacent communities is compatible with airport operations
AVS	<p>Aerotropolis Viability Study</p> <ul style="list-style-type: none"> ▪ Aerotropolis is a land use strategy that focuses on economic development around an airport; a joint initiative between the Edmonton International Airport, the City of Leduc, and Leduc County, the study examined how to create a fully functioning and globally competitive aerotropolis
BGRS	<p>Black Gold Regional Schools</p> <ul style="list-style-type: none"> ▪ The Black Gold Regional School Division extends from the New Sarepta area to the east, to Warburg in the west; it includes the municipalities of Beaumont, Devon, Thorsby, Calmar, City of Leduc, and Leduc County
CALC	<p>Community Adult Learning Council</p> <ul style="list-style-type: none"> ▪ A local initiative providing adult learning opportunities to residents of Leduc and surrounding areas; see also LAL
CAMMS	<p>CAM Management Solutions</p> <ul style="list-style-type: none"> ▪ A suite of software used for planning and performance management; it helps us retrieve, analyze, transform, and report data to decision makers
CANAMEX	<p>CANAMEX Trade Corridor</p> <ul style="list-style-type: none"> ▪ A series of freeways and other transportation infrastructure linking Canada to Mexico through the United States; includes approximately 1,150 km of Alberta's provincial highway network (including Highway 2 through Leduc); portions of this highway network are referred to as the North/South Trade Corridor (NSTC)
CAO	<p>Chief Administrative Officer</p> <ul style="list-style-type: none"> ▪ Appointed by Council, the CAO is the administrative head of the municipality and is responsible for the day to day operations of the municipality; more commonly known as City Manager
CARB	<p>Composite Assessment Review Board</p> <ul style="list-style-type: none"> ▪ An assessment review board that can hear all property assessment complaints except for 1) residential properties with three or fewer dwelling units and 2) farm land
CBA	<p>Collective Bargaining Agreement</p> <ul style="list-style-type: none"> ▪ A special type of agreement, usually negotiated "collectively" between management (on behalf of the organization) and a trade union (on behalf of unionized employees)
CBP	<p>Corporate Business Plan</p> <ul style="list-style-type: none"> ▪ An annual plan that provides a holistic view of the important initiatives across the entire organization; it blends the community and Council priorities contained within the Strategic Plan with organizational priorities

CC	<p>Civic Centre</p> <ul style="list-style-type: none"> ▪ One of several City facilities, the Civic Centre is home to the offices of the Mayor and the City Manager
CEO	<p>Chief Elected Official</p> <ul style="list-style-type: none"> ▪ The head of a municipal government, more commonly known as mayor or reeve
CFEP	<p>Community Facility Enhancement Program</p> <ul style="list-style-type: none"> ▪ A program of Alberta Culture and Tourism, CFEP provides financial assistance to acquire, build, purchase, repair, renovate, upgrade, or expand sports, recreational, cultural or other related public-use community facilities
CIB	<p>Communities In Bloom</p> <ul style="list-style-type: none"> ▪ A Canadian non-profit organization committed to fostering civic pride, environmental responsibility, and beautification through community involvement and the challenge of a national program, with focus on enhancing green spaces in communities
CIP	<p>Community Initiatives Program</p> <ul style="list-style-type: none"> ▪ A program of Alberta Culture and Tourism, CIP funds initiatives that enhance and enrich communities throughout Alberta
CIS	<p>Communications and Information Support</p> <ul style="list-style-type: none"> ▪ A department within the City's organizational structure
CLGM	<p>Certified Local Government Manager</p> <ul style="list-style-type: none"> ▪ The designation for professional local government managers as recognized by the Society of Local Government Managers
CMS	<p>Communications and Marketing Services</p> <ul style="list-style-type: none"> ▪ A business unit within the City's organizational structure
COL	<p>City of Leduc</p> <ul style="list-style-type: none"> ▪ Leduc is a dynamic, active community built on a strong history of agriculture and oil and gas; established in 1899, it was incorporated as a city in 1983
COLA	<p>Cost of Living Allowance</p> <ul style="list-style-type: none"> ▪ Also known as a cost of living adjustment, COLA is a periodic increase in wages or salaries to compensate for loss in purchasing power of money due to inflation
COW	<p>Committee of the Whole</p> <ul style="list-style-type: none"> ▪ The purpose is to review matters or receive information presented by City administration or by members of Council; COW may not make motions or take votes, and shall refer items to a Council meeting if decisions are required
CPA	<p>Chartered Professional Accountant</p> <ul style="list-style-type: none"> ▪ CPAs play key roles within diverse segments of the economy including industry, public accounting, government, education and the not-for-profit sector. They offer a strong set of accounting and managerial skills required for today's complex and evolving environment. CPAs are broad-minded, forward-thinking professionals who undertake appropriate analysis, exercise good judgment, communicate effectively and act to protect the public interest.
CPO	<p>Community Peace Officer</p> <ul style="list-style-type: none"> ▪ CPOs are authorized under the Peace Officer Act to perform varied roles that assist and enhance the work of police officers
CPS	<p>Community and Protective Services</p> <ul style="list-style-type: none"> ▪ A division within the City's organizational structure

CRB	<p>Capital Region Board</p> <ul style="list-style-type: none"> ▪ Consists of mayors and reeves from the 24 municipalities in the Alberta Capital Region; was established to develop a growth management plan for the region
CREPP	<p>Capital Region Emergency Preparedness Partnership</p> <ul style="list-style-type: none"> ▪ A mechanism for sharing protocol, training, and technology information among municipal, industry, and non-governmental partners
CRSWSC	<p>Capital Region Southwest Water Services Commission</p> <ul style="list-style-type: none"> ▪ Water infrastructure and management serving the potable water needs of the City of Leduc, Camrose County, Leduc County (including the Hamlet of New Sarepta), Town of Beaumont, Town of Calmar, the Village of Hay Lakes, and the Town of Millet
CSAC	<p>Community Safety Advisory Committee</p> <ul style="list-style-type: none"> ▪ Initiative under Leduc Enforcement Services; the committee strives to maintain the City of Leduc as a safe and healthy place to live
DBA	<p>Downtown Business Association</p> <ul style="list-style-type: none"> ▪ Promotes and advocates for the downtown core of Leduc through leadership and partnerships
DC	<p>Deputy Fire Chief</p> <ul style="list-style-type: none"> ▪ The second in command of a fire department
DG	<p>Dangerous Goods</p> <ul style="list-style-type: none"> ▪ The Dangerous Good Transportation and Handling Act grants a municipality the authority to regulate the route and time of travel of vehicles transporting dangerous goods, and specify restrictions and controls necessary for public safety
DMP	<p>Downtown Master Plan</p> <ul style="list-style-type: none"> ▪ A comprehensive long range plan for revitalizing and supporting a vibrant and sustainable downtown area; contains an in-depth urban design plan and design guidelines, along with policies and implementation projects
EA	<p>Executive Assistant</p> <ul style="list-style-type: none"> ▪ A professional employed to assist a high-level manager with correspondence, appointments, and administrative tasks
EDA	<p>Economic Developers Alberta</p> <ul style="list-style-type: none"> ▪ An economic development network comprised of various organizations, including municipalities, businesses, agencies, Economic Development Authorities, etc.
EIA	<p>Edmonton International Airport</p> <ul style="list-style-type: none"> ▪ A not-for-profit corporation governed by The Regional Airports Authorities Act; it serves over 7.5 million passengers per year and offers non-stop service to 60 destinations across Canada, the US, and overseas
EMRB	<p>Edmonton Metropolitan Region Board</p> <ul style="list-style-type: none"> ▪ EMRB is mandated by the Province of Alberta to implement the Growth Plan and create a regional metro servicing plan; comprised of 13 regional municipalities with populations of 5,000 or more
EMREDE	<p>Edmonton Metropolitan Region Economic Development Entity</p> <ul style="list-style-type: none"> ▪ Works toward developing a regional economic development strategy to market the metro region on a global scale and attract businesses from around the world; now known as Edmonton Global

EMRGP	<p>Edmonton Metropolitan Region Growth Plan</p> <ul style="list-style-type: none"> ▪ The 30-year Growth Plan guides the work of the Edmonton Metropolitan Region Board (EMRB), ensuring decisions and programs are integrated to support long term economic prosperity and quality of life for all citizens of the Edmonton Metropolitan Region
EMS	<p>Emergency Medical Services</p> <ul style="list-style-type: none"> ▪ Medical care performed in the field by paramedics, emergency medical technicians, and certified first responders
EMT	<p>Executive Management Team</p> <ul style="list-style-type: none"> ▪ The City Manager, City Solicitor, and General Managers
EMT	<p>Emergency Medical Technician</p> <ul style="list-style-type: none"> ▪ Assess and treat patients in medical and trauma emergencies
EOC	<p>Emergency Operations Centre</p> <ul style="list-style-type: none"> ▪ An emergency coordination centre that provides consultation and command to first responders, disaster services staff, and community officials responding to emergency events
ER	<p>Environmental Reserve</p> <ul style="list-style-type: none"> ▪ A Subdivision Authority may require the owner of a parcel of land, that is the subject of a proposed subdivision, to provide part of that parcel of land as environmental reserve for the protection and enhancement of the environment
ERM	<p>Enterprise Risk Management</p> <ul style="list-style-type: none"> ▪ A continuous, proactive, and systematic process to understand, manage, and communicate risk from an organization-wide perspective
ERP	<p>Emergency Response Plan</p> <ul style="list-style-type: none"> ▪ A course of action developed to mitigate the damage of potential emergency events that pose a risk to an organization's ability to function; generally include measures that provide for the safety of personnel and, if possible, property and facilities
E-SCAN	<p>Environmental Scan</p> <ul style="list-style-type: none"> ▪ An analysis of both the external and internal issues – economic, political, social, technological, legislative, and environmental – that are likely to affect an organization
ESA	<p>Environmentally Significant Areas</p> <ul style="list-style-type: none"> ▪ Areas that are vital to the long term maintenance of biological diversity, physical landscape features, and/or other natural processes
ESA	<p>Environmental Site Assessment</p> <ul style="list-style-type: none"> ▪ An investigation in relation to land to determine the environmental condition of property
ESS	<p>Emergency Social Services</p> <ul style="list-style-type: none"> ▪ An emergency response program under Family and Community Support Services that provides services to those affected by large, complex disasters or emergencies
FAC	<p>Final Acceptance Certificate</p> <ul style="list-style-type: none"> ▪ A certification that is issued to a contractor after all contractual obligations and requirements are met to certify that the owner accepts the contractor's work as complete

FCM	Federation of Canadian Municipalities <ul style="list-style-type: none">▪ A non-profit group that represents the national interest of local governments in Canada and acts as the voice for Canadian cities, towns, and municipal authorities
FCSS	Family and Community Support Services <ul style="list-style-type: none">▪ A department within the City's organizational structure
FIR	Financial Information Return <ul style="list-style-type: none">▪ The Municipal Government Act requires every municipality to prepare annual audited financial statements and a financial information return; both reports are sent to Alberta Municipal Affairs
FOIP/FOIPP	Freedom of Information and Protection of Privacy Act <ul style="list-style-type: none">▪ An Act providing information about the conditions and obligations that public bodies must meet to provide access to information and protect the privacy of personal information
FTE	Full Time Equivalent <ul style="list-style-type: none">▪ The hours worked by one employee on a full-time basis; the concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees
GAAP	Generally Accepted Accounting Principles <ul style="list-style-type: none">▪ Generally accepted accounting principles (GAAP) refer to a common set of accounting principles, standards and procedures that companies must follow when they compile their financial statements. GAAP is a combination of authoritative standards (set by policy boards) and the commonly accepted ways of recording and reporting accounting information. GAAP improves the clarity of the communication of financial information.
GFOA	Government Finance Officers Association <ul style="list-style-type: none">▪ A professional organization of public officials united to enhance the management of government financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit
GHG	Greenhouse Gas <ul style="list-style-type: none">▪ A gas in an atmosphere that absorbs and emits radiation within the thermal infrared range; this process is the fundamental cause of the greenhouse effect
GIPOT	Grants in Place of Taxes <ul style="list-style-type: none">▪ Program operated by Alberta Municipal Affairs that provides grants to municipalities in place of municipal taxes on government-owned property
GIS	Geographic Information System <ul style="list-style-type: none">▪ A system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data
GL	General Ledger <ul style="list-style-type: none">▪ Accounting codes used to keep track financial transactions and to prepare financial reports
GM	General Manager <ul style="list-style-type: none">▪ Part of the City's organizational structure, the General Manager is a member of the Executive Team and oversees a division

GMB	<p>Growth Management Board</p> <ul style="list-style-type: none"> ▪ Municipalities that are members of a Growth Management Board are required to amend statutory plans and make decisions consistent with the growth plan for the entire region; to date, the Capital Region Board in Edmonton is the only Growth Management Board with mandatory participation that has been established through the Municipal Government Act
GOA	<p>Government of Alberta</p> <ul style="list-style-type: none"> ▪ The provincial government of Alberta
HPN	<p>High Precision Network</p> <ul style="list-style-type: none"> ▪ A survey control network used for development, surveying, and mapping
I&P	<p>Infrastructure and Planning</p> <ul style="list-style-type: none"> ▪ A division within the City’s organizational structure
IAFF	<p>International Association of Fire Fighters</p> <ul style="list-style-type: none"> ▪ IAFF represents more than 307,000 full-time professional fire fighters and paramedics in more than 3,200 affiliates
IBP	<p>Interactive Business Planning</p> <ul style="list-style-type: none"> ▪ A module of CAM Management Solutions software used to prepare annual operational plans
ICF	<p>Intermunicipal Collaboration Framework</p> <ul style="list-style-type: none"> ▪ Framework for neighboring municipalities to work together to better manage growth, coordinate service delivery, and optimize resources for citizens; addresses intermunicipal land-use planning and servicing, as well as regional service delivery
ICRU	<p>Integrated Crime Reduction Unit</p> <ul style="list-style-type: none"> ▪ An RCMP property crime reduction strategy that tracks crime trends, develops strategies aimed at reducing future crimes, and targets prolific offenders in the region
ICS	<p>Incident Command System</p> <ul style="list-style-type: none"> ▪ A standardized on-scene emergency management system used to command, control, and co-ordinate the use of resources and personnel responding to an emergency
IDP	<p>Inter-Municipal Development Plan</p> <ul style="list-style-type: none"> ▪ A plan adopted by two or more municipalities to address land-use and development issues in an area of mutual concern
IPM	<p>Integrated Pest Management</p> <ul style="list-style-type: none"> ▪ An effective and environmentally sensitive decision-making model used to prevent and manage pest problems; a variety of preventative and non-chemical pest management strategies are used or considered before using the least toxic approved pesticide
IT	<p>Information Technology</p> <ul style="list-style-type: none"> ▪ Refers to applied computer systems - both hardware and software - and often includes networking and telecommunications; a business unit within the City’s organizational structure
ITGC	<p>IT Governance Committee</p> <ul style="list-style-type: none"> ▪ Oversees the information technology investment priorities for the organization
JIMPSE	<p>Joint Infrastructure Master Plan and Service Evaluation</p> <ul style="list-style-type: none"> ▪ Joint plan with Leduc County and the Edmonton International Airport

KPI	<p>Key Performance Indicator</p> <ul style="list-style-type: none"> ▪ A form of performance measurement used to monitor trends and evaluate an organization's success at reaching set targets and achieving objectives
LAL	<p>Leduc Adult Learning</p> <ul style="list-style-type: none"> ▪ The Leduc Adult Learning Council is a local initiative providing adult learning opportunities to the City of Leduc and surrounding areas; see also CALC
LARB	<p>Local Assessment Review Board</p> <ul style="list-style-type: none"> ▪ An assessment review board that can hear all property assessment complaints about residential property with three or less dwelling units, farm land, or matters shown on a tax notice (other than a property tax notice)
LATS	<p>Leduc Assisted Transportation Services</p> <ul style="list-style-type: none"> ▪ A door-to-door, driver-assisted transportation service for seniors (65+) and for persons with cognitive and/or physical disabilities, within the City of Leduc
LCDAC	<p>Leduc Community Drug Action Committee</p> <ul style="list-style-type: none"> ▪ Initiative under Family and Community Support Services; the committee strives to create and support a drug-aware and drug-resistant community
LDRWMA	<p>Leduc and District Regional Waste Management Authority</p> <ul style="list-style-type: none"> ▪ Located in Leduc County and comprised of the member municipalities of Beaumont, Calmar, City of Leduc, Leduc County, and Devon, LDRWMA provides municipal solid waste disposal services in an efficient, environmentally responsible and socially acceptable manner
LEAB	<p>Leduc Environmental Advisory Board</p> <ul style="list-style-type: none"> ▪ Advises Council on environmental matters and proposes programs and practices for the protection, enhancement, and wise use of the environment
LEMA	<p>Leduc Emergency Management Agency</p> <ul style="list-style-type: none"> ▪ Advises Council on the development of emergency plans and programs
LES	<p>Leduc Enforcement Services</p> <ul style="list-style-type: none"> ▪ A business unit within the City's organizational structure
LIDAR	<p>Light Detection and Ranging</p> <ul style="list-style-type: none"> ▪ A remote sensing method used to examine the surface of the earth
LNEDA	<p>Leduc Nisku Economic Development Association</p> <ul style="list-style-type: none"> ▪ Represents members from the City of Leduc, Leduc County, the Towns of Beaumont, Calmar, Devon, and Thorsby, and the Village of Warburg to formulate strategies for the sustainable development of economic wealth within the region
LRC	<p>Leduc Recreation Centre</p> <ul style="list-style-type: none"> ▪ One of several City facilities, the LRC is 309,000 square feet of premium multi-use recreation facilities for people of all ages
LRFS	<p>Leduc Regional Fire Services</p> <ul style="list-style-type: none"> ▪ A collaboration between the City of Leduc, Leduc County, and the Edmonton International Airport to develop an emergency services delivery model
LT	<p>Lieutenant</p> <ul style="list-style-type: none"> ▪ An officer rank in Fire Services
LUB	<p>Land Use Bylaw</p> <ul style="list-style-type: none"> ▪ A legislatively required municipal bylaw that divides the municipality into districts, provides for permitted and discretionary uses in each district, and includes a system for issuing development permits

MA	<p>Alberta Municipal Affairs</p> <ul style="list-style-type: none"> ▪ Government of Alberta department that assists municipalities in providing well-managed, collaborative, and accountable local government to Albertans; also known by the abbreviation AMA
MAC	<p>Maximum Acceptable Concentration</p> <ul style="list-style-type: none"> ▪ A value calculated through toxicity tests to help set/monitor water quality; used by Utility Services
MCIP	<p>Municipalities for Climate Innovation Program</p> <ul style="list-style-type: none"> ▪ Provides funding, training, and resources to help municipalities adapt to the impacts of climate change and reduce greenhouse gas emissions; delivered by the Federation of Canadian Municipalities (FCM) and funded by the Government of Canada
MDP	<p>Municipal Development Plan</p> <ul style="list-style-type: none"> ▪ All municipalities in Alberta with a population of 3,500 or more are required to adopt an MDP to guide the future growth and development of the community
MGA	<p>Municipal Government Act</p> <ul style="list-style-type: none"> ▪ The legislation that governs how municipal government operates in Alberta
MITU	<p>Municipal Integrated Traffic Unit</p> <ul style="list-style-type: none"> ▪ Joint initiative between the RCMP and Leduc Enforcement Services that provides dedicated traffic resources to address safety concerns
MLA	<p>Member of the Legislative Assembly</p> <ul style="list-style-type: none"> ▪ A person elected to the legislative assembly to represent one of Alberta's electoral districts
MMA	<p>Mixed Martial Arts</p> <ul style="list-style-type: none"> ▪ A full-contact combat sport that has been witnessed, on occasion, in the lunchroom at the Civic Centre when there are limited treats available
MOU	<p>Memorandum of Understanding</p> <ul style="list-style-type: none"> ▪ A formal written document used to promote communication and understanding between parties
MP	<p>Master Plan</p> <ul style="list-style-type: none"> ▪ Comprehensive planning document used to manage growth and service delivery
MP	<p>Member of Parliament</p> <ul style="list-style-type: none"> ▪ A person elected to the House of Commons to represent constituent's views, discuss national issues, and call on the government to explain its actions
MPMA	<p>Municipal Pavement Management Application</p> <ul style="list-style-type: none"> ▪ Used by transportation agencies to maintain safe, durable, and economic road networks
MR	<p>Municipal Reserve</p> <ul style="list-style-type: none"> ▪ A category of reserve land designation used for public park, public recreation area, or school authority purposes, to separate areas of land that are used for different purposes, as provided by Municipal Government Act
MSI	<p>Municipal Sustainability Initiative</p> <ul style="list-style-type: none"> ▪ A grant program under Alberta Municipal Affairs that provides municipalities with sustainable funding to assist them in meeting the challenges of growth and enhancing their long-term sustainability

MRSP	<p>Metropolitan Region Servicing Plan</p> <ul style="list-style-type: none"> ▪ A concept of the Edmonton Metropolitan Region Board (EMRB), MRSP identifies the regional services necessary to support the Growth Plan, optimizes shared services, and facilitates responsible growth
NACLAA	<p>National Advanced Certificate in Local Authority Administration</p> <ul style="list-style-type: none"> ▪ A nationally recognized credential for the study of local government administration
NFPA	<p>National Fire Protection Association</p> <ul style="list-style-type: none"> ▪ A non-profit group that provides and advocates for scientifically-based consensus codes and standards, research, training, and education related to fire, electrical, and building safety
NGO	<p>Non-Governmental Organization</p> <ul style="list-style-type: none"> ▪ Any professional, business, non-profit, or public interest organization that is neither affiliated with, nor under the direction of, any government
OIS	<p>Occupational Injury Service</p> <ul style="list-style-type: none"> ▪ Provides workers with quick access to a doctor, ensuring a safe and timely return to work is achieved
OPS	<p>Operations Building</p> <ul style="list-style-type: none"> ▪ One of several City facilities, the Operations Building is home to several core departments
P3	<p>Public-Private Partnership</p> <ul style="list-style-type: none"> ▪ Infrastructure projects that are undertaken as a partnership between government and the private sector
PAF	<p>Personnel Action Form</p> <ul style="list-style-type: none"> ▪ Internal administrative document used to capture employee information, like new hire details, salary changes, re-classifications, etc.
P.A.R.T.Y	<p>Prevent Alcohol and Risk-Related Trauma in Youth</p> <ul style="list-style-type: none"> ▪ A hard-hitting, informative program that educates youth on the consequences of risk-taking behaviours; presented by Leduc fire fighters, paramedics, police officers, nurses, and survivors
P.ENG.	<p>Professional Engineer</p> <ul style="list-style-type: none"> ▪ The designation assures that legal, academic, and experience requirements have been met
PES	<p>Personnel Evaluation System</p> <ul style="list-style-type: none"> ▪ A module of CAM Management Solutions software used by employees to record their work and learning activities for the year as part of their annual performance assessment
PIA	<p>Privacy Impact Assessment</p> <ul style="list-style-type: none"> ▪ A comment made by the Information and Privacy Commissioner under the Freedom of Information and Protection of Privacy Act on the implications of proposed legislative schemes or programs of public bodies for freedom of information or protection of privacy
PM	<p>Project Manager</p> <ul style="list-style-type: none"> ▪ The person responsible for leading a project from start to finish
PO	<p>Purchase Order</p> <ul style="list-style-type: none"> ▪ A document indicating types, quantities, and agreed upon prices for products or services between a buyer and a seller

POC	<p>Public Operations Centre</p> <ul style="list-style-type: none"> ▪ Co-ordinates a cross-government response when municipalities, industry, or a government department requires assistance during the response to emergencies and disasters
POST	<p>Parks, Open Space and Trails Master Plan</p> <ul style="list-style-type: none"> ▪ Guides the long-term development of parks, open spaces, and trails
PPE	<p>Personal Protective Equipment</p> <ul style="list-style-type: none"> ▪ Protective clothing, helmets, gloves, goggles, or other garments or equipment designed to protect the wearer from injury or infection
PRC	<p>Leduc Parks, Recreation and Culture Advisory Board</p> <ul style="list-style-type: none"> ▪ Advises Council on the planning of a broad range of matters relating to parks, recreation, and cultural services and programs within the city
PS	<p>Public Services</p> <ul style="list-style-type: none"> ▪ A department within the City's organizational structure
PSAB	<p>Public Sector Accounting Board</p> <ul style="list-style-type: none"> ▪ A board that works to strengthen accountability in the public sector by developing, recommending, and gaining acceptance of accounting and financial reporting standards
PSAS	<p>Public Sector Accounting Standards</p> <ul style="list-style-type: none"> ▪ Handbook contains accounting standards that apply to all public sector entities (governments, government components, government organizations and certain government partnerships) that issue general purpose financial statements unless specifically directed or permitted to use alternative standards by PSAB.
PSB	<p>Protective Services Building</p> <ul style="list-style-type: none"> ▪ One of several City facilities, the Protective Services Building is home to the RCMP, Fire Services, and Enforcement Services
PTIF	<p>Public Transit Infrastructure Fund</p> <ul style="list-style-type: none"> ▪ A grant program under Infrastructure Canada that will provide short-term funding to support the rehabilitation of transit systems, new capital projects, and planning and studies for future expansion, to foster long-term transit plans
PUL	<p>Public Utility Lot</p> <ul style="list-style-type: none"> ▪ A category of land designation where land is required to be given by the owner for the purpose of public utilities as provided by the Municipal Government Act
PYE	<p>Projected to Year End</p> <ul style="list-style-type: none"> ▪ A financial process wherein future revenues and expenses are forecasted
RAMP	<p>Regional Agriculture Master Plan</p> <ul style="list-style-type: none"> ▪ A concept of the Edmonton Metropolitan Region Board (EMRB), RAMP focuses on the importance of agriculture as a food source, and the growth and diversification of the agri-economy
RCD	<p>Recreation and Community Development</p> <ul style="list-style-type: none"> ▪ A department within the City's organizational structure
RCMP	<p>Royal Canadian Mounted Police</p> <ul style="list-style-type: none"> ▪ The RCMP currently provides contract policing services to eight provinces, three territories, and about 150 municipalities in Canada

RFI	<p>Request for Information</p> <ul style="list-style-type: none"> ▪ A procurement procedure whereby vendors are provided with a general or preliminary description of a problem or need and are requested to provide information or advice about how to better define the problem, need, or find alternative solutions
RFP	<p>Request for Proposal</p> <ul style="list-style-type: none"> ▪ A competitive method for acquiring supplies or services
RFQ	<p>Request for Quote</p> <ul style="list-style-type: none"> ▪ A competitive method for acquiring supplies or services
RPP	<p>Registered Professional Planner</p> <ul style="list-style-type: none"> ▪ A designation indicating that an individual has the academic program, internship, and exam results to demonstrate the necessary skills, knowledge, and experience to understand complex social, legal, and economic issues
RSC	<p>Regional Services Commission</p> <ul style="list-style-type: none"> ▪ A non-profit corporation formed by two or more municipalities to provide any utility (e.g. water) or other service they are authorized to provide
SAPP	<p>Substance Abuse Prevention Policy</p> <ul style="list-style-type: none"> ▪ An internal City of Leduc policy directed at protecting the health and safety of employees, the general public, and the environment
SCA	<p>Safety Codes Act</p> <ul style="list-style-type: none"> ▪ Legislation that governs safety in ten disciplines: Building; Fire; Electrical; Plumbing; Gas; Boilers and Pressure Vessels; Elevators; Amusement Rides; Passenger Ropeways; and Private Sewage
SCADA	<p>Supervisory Control and Data Acquisition</p> <ul style="list-style-type: none"> ▪ A system operating over various communication channels in order to monitor and control remote equipment
SCBA	<p>Self-Contained Breathing Apparatus</p> <ul style="list-style-type: none"> ▪ A device worn by rescue workers, firefighters, and others to provide breathable air
SCC	<p>Safety Codes Council</p> <ul style="list-style-type: none"> ▪ A council whose authority is derived from the Safety Codes Act and the Minister of Municipal Affairs, with the mandate to recommend codes and standards, and accredit municipalities and safety codes officers to uphold these standards
SCO	<p>Safety Codes Officer</p> <ul style="list-style-type: none"> ▪ An officer who enforces the Safety Codes Act
SDAB	<p>Subdivision and Development Appeal Board</p> <ul style="list-style-type: none"> ▪ A board that hears appeals from municipal subdivision and development authorities
SFE	<p>Statement of Funding and Expenditures</p> <ul style="list-style-type: none"> ▪ Prepared by a grant recipient to report on grant-funded projects
SLGM	<p>Society of Local Government Managers</p> <ul style="list-style-type: none"> ▪ The professional society that regulates the practices of local government managers and ensures its members act in the best public interest
SOP	<p>Standard Operating Procedure</p> <ul style="list-style-type: none"> ▪ Established procedures used in an organization that describe the activities necessary to complete tasks or manage defined situations

SR	<p>School Reserve</p> <ul style="list-style-type: none"> ▪ A category of reserve land designation used for public park, public recreation area, or school authority purposes, to separate areas of land that are used for different purposes, as provided by Municipal Government Act
STANDATA	<p>STANDATA</p> <ul style="list-style-type: none"> ▪ A province-wide information bulletin related to safety codes and standards, issued by Municipal Affairs
STAR	<p>St. Thomas Aquinas Roman</p> <ul style="list-style-type: none"> ▪ A separate urban/rural Catholic school authority attended by more than 3,700 students in ten schools located in six municipalities across west central Alberta
SWOT	<p>Strengths Weaknesses Opportunities Threats</p> <ul style="list-style-type: none"> ▪ A technique used to analyze an organization’s internal and external environment to determine a strategic plan
TAC	<p>Traffic Advisory Committee</p> <ul style="list-style-type: none"> ▪ Advises Council and the City Manager regarding issues and opportunities in relation to the safe and efficient movement of vehicles and pedestrians within the City
TC	<p>Transport Canada</p> <ul style="list-style-type: none"> ▪ Federal government department responsible for transportation policies and programs across Canada
TCA	<p>Tangible Capital Asset</p> <ul style="list-style-type: none"> ▪ Non-financial assets having physical substance, such as roads, buildings, land, vehicles, equipment, utilities infrastructure, etc.
TIPP	<p>Tax Installment Payment Plan</p> <ul style="list-style-type: none"> ▪ A payment plan that allows property owners to pay their property taxes in monthly installments rather than in one annual payment
TMP	<p>Transportation Master Plan</p> <ul style="list-style-type: none"> ▪ Documents existing roadways and identifies future transportation needs in terms of roadway and transit
UPP	<p>Utility Payment Plan</p> <ul style="list-style-type: none"> ▪ A payment plan that allows account holders to pay their utility bill in full each month directly withdrawn from their bank account
WCB	<p>Worker's Compensation Board</p> <ul style="list-style-type: none"> ▪ A not-for-profit mutual insurance corporation funded entirely by employers; administers the workers' compensation system for the province under the Workers' Compensation Act
WHMIS	<p>Workplace Hazardous Materials Information System</p> <ul style="list-style-type: none"> ▪ The comprehensive system in Canada used for classifying and labelling hazardous workplace chemicals, as well as providing health and safety information on hazardous products used, handled, or stored in Canadian workplaces
YTD	<p>Year to Date</p> <ul style="list-style-type: none"> ▪ A period starting from the beginning of the current year (calendar year or fiscal year) and continuing up to the present day