

City of Leduc Strategic Planning Committee

2019-22 Strategic Plan Review

April 18, 2019 | 8:30 am – 4:30 pm

Lede Room, Civic Centre

Objectives of the Session:

- Review progress toward plan goals and outcomes
- Understand community realities and discuss emerging issues
- Review current goals and outcomes in context of emerging issues
- Provide direction on goal and outcome priorities

Agenda

8:00 – 8:30 a.m. – Breakfast

8:30 a.m. – Introduction

- Welcome from Mayor Bob
- Agenda Review
- Objectives Review

8:45 a.m. – Process Review

- Planning and reporting process and context
- Corporate planning, budget and decision-making process alignment
- Benefits of alignment and risks of misalignment in sequencing of initiatives

9:00 a.m. – Environmental Scan

- Economic outlook refresher
- Environmental scan and trends presentation

9:15 a.m. – Goal 1 Review – A City Where People Want to Live, Work and Play

- Review of outcome and strategies
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Group discussion based on Council's pre-work prioritization exercise
- Understanding and reporting on Council's projects

10:00 am – BREAK

10:15 a.m. – Goal 1 Review Continued...

10:45 a.m. – Goal 2 Review – A City with a Plan for the Future

- Review of outcome and strategies
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Group discussion based on Council's pre-work prioritization exercise
- Understanding and reporting on Council's projects

12:00 p.m. – LUNCH

12:45 p.m. – Goal 3 Review – An Economically Prosperous City and Region

- Review of outcome and strategies
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Group discussion based on Council's pre-work prioritization exercise
- Understanding and reporting on Council's projects

1:45 p.m. – Goal 4 Review – A Collaborative Community-Builder and Regional Partner

- Review of outcome and strategies
- Emerging issues and opportunities to address through 2020 planning and budgeting
- Group discussion based on Council's pre-work prioritization exercise
- Understanding and reporting on Council's projects

2:45 p.m. – BREAK

3:00 p.m. – Confirm Prioritization of Strategic Actions for all Goals

3:20 p.m. – Governance Discussion

- Meeting management – use of meetings, Council in-camera
- Boards and Committees – department liaisons, deputy mayor, alternates, clarity of board duties and roles (whom do I serve on a board or committee), committee reports in Council

4:25 p.m. – Next Steps and Closing Remarks

4:30 p.m. - ADJOURNMENT

CITY OF LEDUC

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.



WHAT DO THE STRATEGIC PLAN
AND MASTER PLANS INFLUENCE?

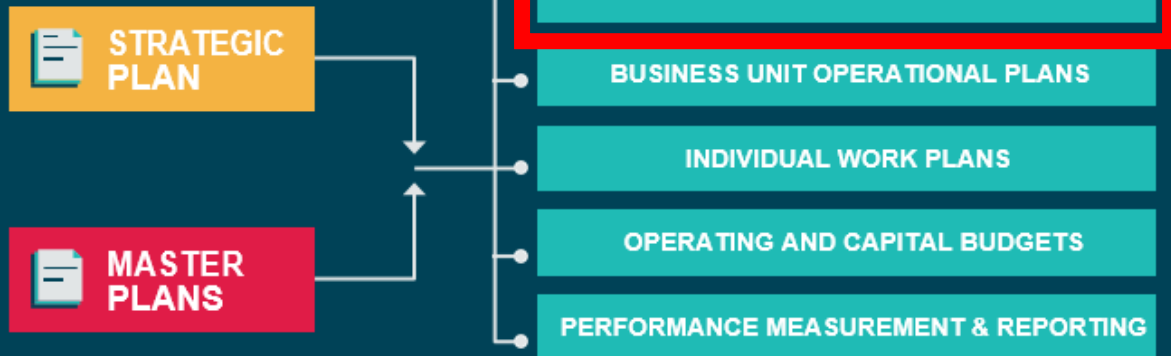


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Corporate and Community Mission

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 provide 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 one another. 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.



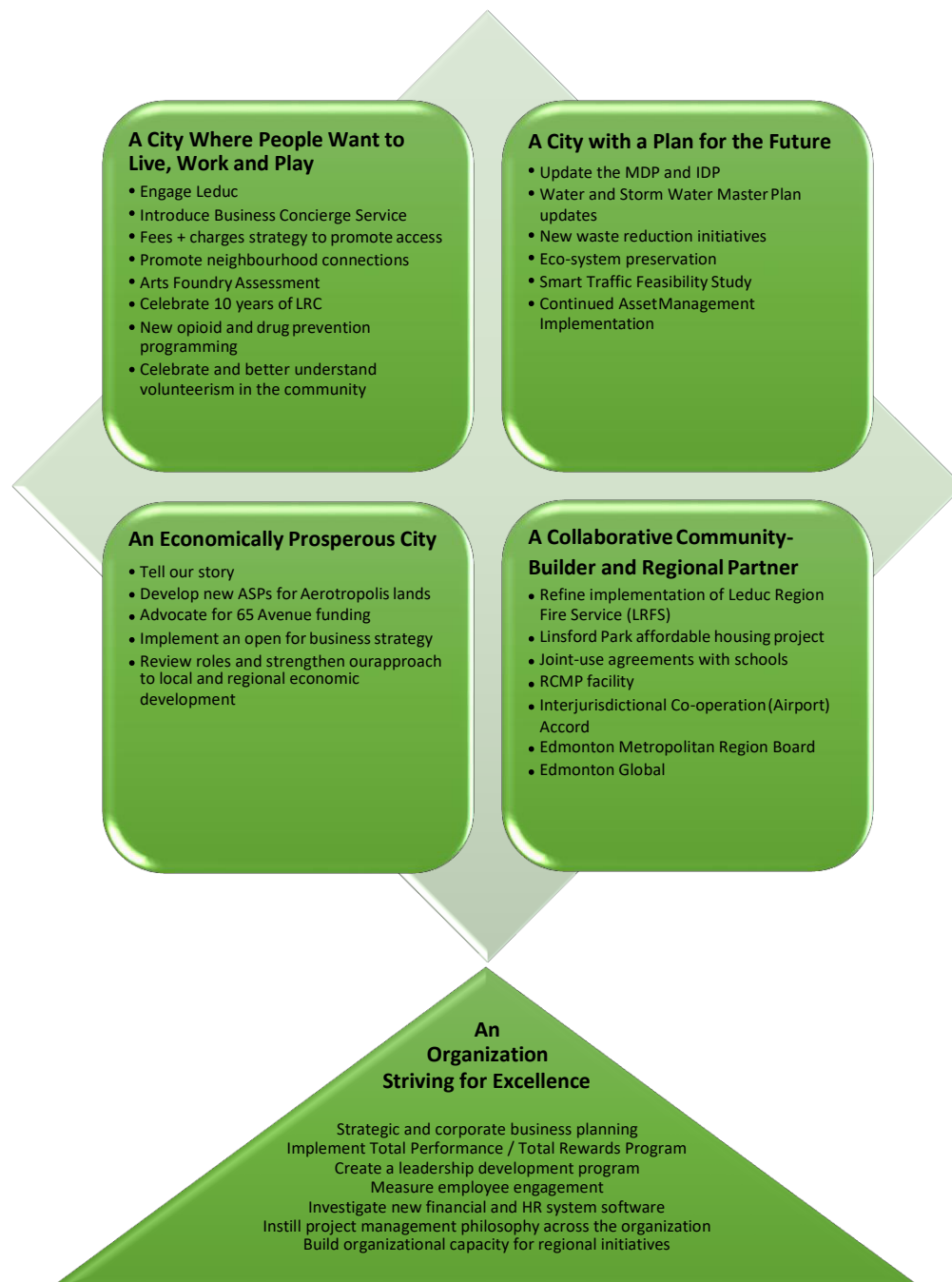
We are committed to reporting on our progress



- Reporting on our progress is how we remain accountable to the plan and support transparency—an important value identified by council that we will uphold.
- The executive team will be reviewing reports quarterly, based on the actions outlined in the Corporate Business Plan. 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 cost 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 of Leduc 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

- 51 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
- 52 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
- 53 The City of Leduc 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
- 54 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

2019-2022 Strategic Action Plan

The strategic action plan is a new addition to our corporate business plan. It contains the proposed actions that will likely be undertaken in the organization from 2019-2022 that will contribute to the achievement of our outcomes in the strategic and corporate business plans. While this information was captured at a point in time, bi-annual reviews of these actions will take place to adjust to changes in our internal and external environment. These actions should be embedded in the appropriate business unit operational plans and will form the basis for reporting progress to Leduc City Council and the Executive Team in each given year.

Legend

Purple City Manager's Office

Blue Community and Protective Services

Orange Corporate Services

Green Infrastructure and Planning

Black Responsible Department yet to be determined

(N) New Is not currently funded in operating or capital

(E) Existing Is currently funded in operating or capital

x Denotes the year work will take place*

*Investigation/planning and implementation of initiatives should take place in different, but consecutive years, where possible.



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

Strategy 1 – Enhance citizen engagement, with a focus on youth, in shaping and building our community

Actions	New/Existing	2019	2020	2021	2022
Implement enhancements to Meeting Management (i.e., document search, meeting recording/live feeds, etc.)	E	x			
Enhance the Mock Council initiative for students	E	x			
Investigate best practices and new opportunities for youth engagement and report recommendations to Council – asking youth what they want in 2018; report recommendations in 2019	E & N	x			
Investigate and implement seed/grant funding for a grassroots initiative that could be administered by a City Board or Committee	N		x	x	
Improve utilization of Engage Leduc	E	x			
Investigate and implement a public engagement framework (processes, resources) leveraging the Engage Leduc platform	N	x	x		
Investigate and implement customer service/citizen reporting tool – one city-wide tool for tracking inquiries, complaints, feedback and action taken	N		x	x	
Investigate and implement open data strategy and program	N		x	x	

Strategy 2 – Deliver high-quality municipal government programs and services that improve quality of life

Actions	New/Existing	2019	2020	2021	2022
Investigate a new Service Review System – framework, process, software, evaluation	N			x	x
Continue implementing crime prevention programming in partnership with RCMP with a focus on youth and the property crime unit	E	x	x	x	x
Review roles and responsibilities with agencies to ensure ongoing collaboration	N	x			
Implement new FCSS communications strategy	E	x			
Continue implementing the corporate Leduc Emergency Management Agency (LEMA)	E	x	x	x	x

Investigate and implement enhanced community gardens – west side community gardens	N	x	x		
Continue implementation of the Business Concierge Service – staff to assist clients with accessing planning and development services	E	x	x	x	x
Continue to investigate and implement new technology that supports a safer community (light up cross walks, speed signs, elongated crossing detection, solar lights at bus stops)	E	x	x	x	x

Strategy 3 – Improve accessibility and inclusivity for civic facilities and programs

Actions	New/Existing	2019	2020	2021	2022
Implement fees and charges strategy	E	x			
Implement new youth wellness initiative and access opportunities – 2018 engagement, business case; 2019 implementation	N	x			
Investigate new senior wellness initiative and access opportunities	N	x	x		
Review and implement changes to space allocation practices and policies – mirroring philosophies applied to future facility development and associated fees	E	x			
Investigate the opportunities for programming/facility/communications enhancements that support diversity and inclusiveness – what could this look like for the organization	N			x	

Strategy 4 – Strengthen neighbourhood connections

Actions	New/Existing	2019	2020	2021	2022
Investigate archive framework as part of records management including resourcing	N	x	x		
Continue building awareness of the block party program with neighbourhoods – administration to investigate streamlining the road closure process (too cumbersome)	E	x	x	x	x
Investigate community network/league models	N		x		
Investigate programs that support/encourage getting to know your neighbours	N	x			
Continue implementing the Good Neighbours initiative	E	x	x	x	x

Strategy 5 – Increase focus on arts and culture within Leduc

Actions	New/Existing	2019	2020	2021	2022
Evaluate and enhance cultural programming	N		x	x	
Partner with the Leduc Arts Foundry to determine options for future space	N	x			
Investigate and draft an Arts, Culture and Heritage Master Plan	N		x		
Implement the LRC 10 th anniversary celebrations	N	x			
Continue with integration of the Maclab Theatre operations	E	x			
Review and enhance processes related to public art program	E	x			

Strategy 6 – Reduce harms associated with substance abuse

Actions	New/Existing	2019	2020	2021	2022
Implement new opioid and drug prevention programming	E	x			
Evaluate social impacts of cannabis legalization (all products)	N		x	x	
Prepare for potential implementation of federal legislation for cannabis edibles	N	x			

Strategy 7 – Support a vibrant and connected volunteer sector

Actions	New/Existing	2019	2020	2021	2022
Continue to celebrate volunteerism in the community	E	x	x	x	x
Continue to offer municipal grant programs to community organizations	E	x	x	x	x
Investigate enhancements to the PRC Forum (focus beyond sports and recreation, increase information sharing, etc.)	E	x		x	

Goal 2 – A City with a Plan for the Future

Strategy 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

Actions	New/Existing	2019	2020	2021	2022
Draft new 2023-2026 Strategic Plan	N				x
Update and implement revised Parks Open Space and Trails Master Plan	E	x			
Update Multiway Master Plan	E	x			
Investigate and, if directed, implement golf course options in relation to other plans and fiscal impacts/sustainability	N	x	x	x	x
Construct Telford Lake Multiway	N	x			
Construct Windrose Multiway	N	x			
Update the Long-term Fiscal Sustainability Plan	E			x	
Develop new fiscal approach to surplus	N	x			
Investigate and implement increased accountability and transparency for rate payers through a financial system upgrade and an open data strategy (i.e., new financial system (frameworks, software, processes, resources) for open data, accounting, budgeting, payroll, etc.)	N	x	x	x	x
Evaluate multi-year road maintenance funding strategy	E	x			
Update and implement the revised IDP	E	x	x		
Update and implement the revised MDP	E	x	x		
Update and implement the revised Environmental Plan (includes weather and climate readiness)	E		x	x	
Update and implement the revised Water Master Plan	E	x	x		
Update the Sanitary Master Plan	E	x			
Assess impacts of MGA amendments on off-site levies and determine future application	E	x	x	x	x
Review and update land-use bylaw including downtown zoning (mike to clarify interim review)	N		x	x	
Investigate and draft a Storm Water Master Plan	E		x	x	
Update long-term Facility Master Plan	E				x

Investigate and draft a Smart City Strategy – organizational initiative	N			x	
Update attainable housing strategy	N				x
Evaluate land-use, business license and community standards impacts of cannabis legalization (all products)	N		x	x	
Develop a west campus master plan	N	x			

Strategy 2 – Balance municipal development with the preservation of our natural environment

Actions	New/Existing	2019	2020	2021	2022
Continue to investigate energy management initiatives including viable renewable energy	E	x	x	x	x
Implementation waste reduction initiatives for multi-family and ICF initiative, pending Council approval	N	x	x		
Preserve the wildlife corridor between Telford Lake and Saunders Lake	N			x	x

Strategy 3 – Optimize the use of existing municipal infrastructure

Actions	New/Existing	2019	2020	2021	2022
Develop long term leasing and sponsorship strategy	N	x			
Continue phased implementation of the Asset Management Strategy	E	x	x	x	x
Conduct Smart Traffic Feasibility Study	E	x			
Evaluate lands adjoining the City of Leduc for future development potential (50-Year Growth Study)	N	x			

Strategy 4 – Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal cost structures

Actions	New/Existing	2019	2020	2021	2022
Investigate opportunities to support densification including infill	N	x	x		
Lobby EIA and Accord partners regarding AVPA relaxation for schools site at LRC and downtown residential	E		x		

New Emerging Actions/Initiatives (November 2018)

Actions	New/Existing	2019	2020	2021	2022
Enhance pre-budget and corporate planning processes	N	x			
Review off-site levies to ensure a fiscally sustainable model	N	x			
Investigate opportunities for P3 partnerships to manage the land bank	N	x			
Review and evaluate a broader waiver for the AVPA	N	x			

Goal 3 – An Economically Prosperous City

Strategy 1 – Maximize Leduc’s geographical location to increase economic prosperity

Actions	New/Existing	2019	2020	2021	2022
Continue to implement marketing and communications strategy (i.e., tell our story, etc.)	E	x	x	x	x
Implement Aerotropolis ASPs (65 th Avenue ASP, Telford Lake ASP)	E	x			
Design and secure funding (advocacy and lobbying) 65 th Avenue	E	x	x	x	x
Investigate opportunities that support local business and producers (farm to table events)	N				x

Strategy 2 – Encourage economic growth and diversification in Aerotropolis primary clusters

Actions	New/Existing	2019	2020	2021	2022
Continue to implement the Sports Tourism Master Plan	E	x	x	x	x
Implement an ‘open for business’ framework to attract and retain business (streamline regulatory and permitting services)	N	x			
Investigate promoting the multiplier effect of purchasing local in partnership with the Chamber	N		x		
Assess feasibility of building a conference centre	N				x
Investigate tourism opportunities and leverage events for the community – to discuss further	N			x	

Strategy 3 – Review and strengthen Leduc’s role, approach and delivery of local and regional economic development

Actions	New/Existing	2019	2020	2021	2022
Optimize and define the roles of the City of Leduc and LNEA to align with Edmonton Global and the Airport Accord	E	x			
Work with Edmonton International Airport, Edmonton Global and other strategic partners to collectively promote and support aerotropolis – related economic development initiatives and investment	E	x	x	x	x

Goal 4 – A Collaborative Community-Builder and Regional Partner

Strategy 1 – Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc

Actions	New/Existing	2019	2020	2021	2022
Advocate the provincial government to maintain infrastructure, services and programs (i.e. hospital, downtown agency building, court house, revenue sharing, schools)	N	x	x	x	x
Work with the province to address equitable funding recovery of ambulance service	E	x			
Review and implement joint-use agreements (programming) with schools	N/E	x	x		
Continue to implement shared services with the RCMP and Province – identify additional provincial services that could be in the enhanced Leduc facility	E			x	
Continue to implement integrated crime reduction unit (ICRU) initiatives with the RCMP – monitoring prolific offenders	E	x	x	x	x
Design servicing for Crystal Creek	N	x			
Implement the school site rationalization strategy	E	x			
Partner with telecom companies to bring Broadband to Leduc	E			x	x
Evaluate Phase 3 of the Downtown Master Plan (building upgrades, infrastructure, partnerships with Chamber, DBA and businesses)	N			x	
Drive regional benefits through the EIA Cooperation Accord <ul style="list-style-type: none"> Land-use framework Servicing and transportation framework Transit Economic development framework Shared cost/shared benefit framework 	E/N	x	x	x	x

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

Actions	New/Existing	2019	2020	2021	2022
Investigate advancing the AMS initiative through public engagement and organizational design	N				x
Continue to support building regional Council-to-Council relationships	E	x	x	x	x
Work with Leduc County to determine options for shared fire service initiatives	E	x			
Continue to participate in the EMRB growth management through servicing, infrastructure, transportation and agriculture land, land-use and transit	E	x	x	x	x
Continue implementing County cost sharing agreements <ul style="list-style-type: none"> recreation, culture and library cost share airport tax sharing boundary roads and facilities joint ownership of equipment transit and enhancements 	E	x	x	x	x
Investigate new shared service opportunities with Leduc County (i.e., FCSS, etc.)	N			x	

New Emerging Actions/Initiatives (November 2018)

Actions	New/Existing	2019	2020	2021	2022
Evaluate the feasibility of enhancing support and services to cultural and heritage organizations (Leduc #1, etc.)	N	x			
Participate in discussions and represent Leduc's interests with the regional transit services commission	N	x			

Goal 5 – An Organization Striving for Excellence

Outcome 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.

Strategy 1 – Implement a human resource framework

Actions	New/Existing	2019	2020	2021	2022
Continue to implement the total performance/total rewards program	E	x	x		
Create a leadership development program	N	x	x		
Investigate and implement a succession planning framework	N		x	x	x
Promote career growth through performance management and skill development	E	x	x	x	x

Strategy 2 – Build organizational understanding of the importance of culture and engagement

Actions	New/Existing	2019	2020	2021	2022
Measure employee engagement and investigate opportunities for improvement	N	x	x		
Conduct a cultural assessment and investigate opportunities to shape organizational culture	N	x	x	x	x

Strategy 3 – Optimize organizational design to support strategic direction

Actions	New/Existing	2019	2020	2021	2022
Investigate and leverage opportunities to optimize organizational performance	N	x	x	x	x

Strategy 4 – Promote employee excellence in health, safety and wellness and an effective corporate-wide return to work program

Actions	New/Existing	2019	2020	2021	2022
Manage and operationalize the substance abuse prevention program	N	x			
Broaden the implementation of the abilities management and return-to-work program	E	x			

Outcome 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.

Strategy 1 – Implement the information technology strategic plan

Actions	New/Existing	2019	2020	2021	2022
Investigate and implement a new financial and HR software system focused on enterprise integration and project costing	N	x	x	x	x

Strategy 2 – Plan and develop new organizational systems that support the delivery of programs and services

Actions	New/Existing	2019	2020	2021	2022
Investigate and implement a service review system	N			x	x
Investigate and implement an enterprise risk management program	N		x	x	
Investigate and implement an organizational project management philosophy/approach to new initiatives and programs	N		x		

Strategy 3 – Optimize existing programs and services through continuous improvement initiatives

Actions	New/Existing	2019	2020	2021	2022
Optimize corporate planning framework to improve organizational alignment and performance	E	x	x		
Continue to promote and build organizational understanding of new 2019-2022 strategic and corporate business plans	N	x			
Continue to implement the enhancements to the records management program	E	x	x	x	x
Continue to implement the internal communications plan	E	x			
Continue to implement change management practices and principles	E	x	x	x	x

Outcome 3 – The City of Leduc 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.

Strategy 1 – Optimize the governance structure

Actions	New/Existing	2019	2020	2021	2022
Review council structure and investigate opportunities that support the needs of the community	N			x	
Review the civic board and committee structure and investigate opportunities that support the needs of the community	N			x	

Strategy 2 – Support good governance

Actions	New/Existing	2019	2020	2021	2022
Review and conduct 2021 municipal election	N		x	x	
Conduct new council orientation	N			x	
Continue to implement meeting management improvements and efficiencies	E	x			

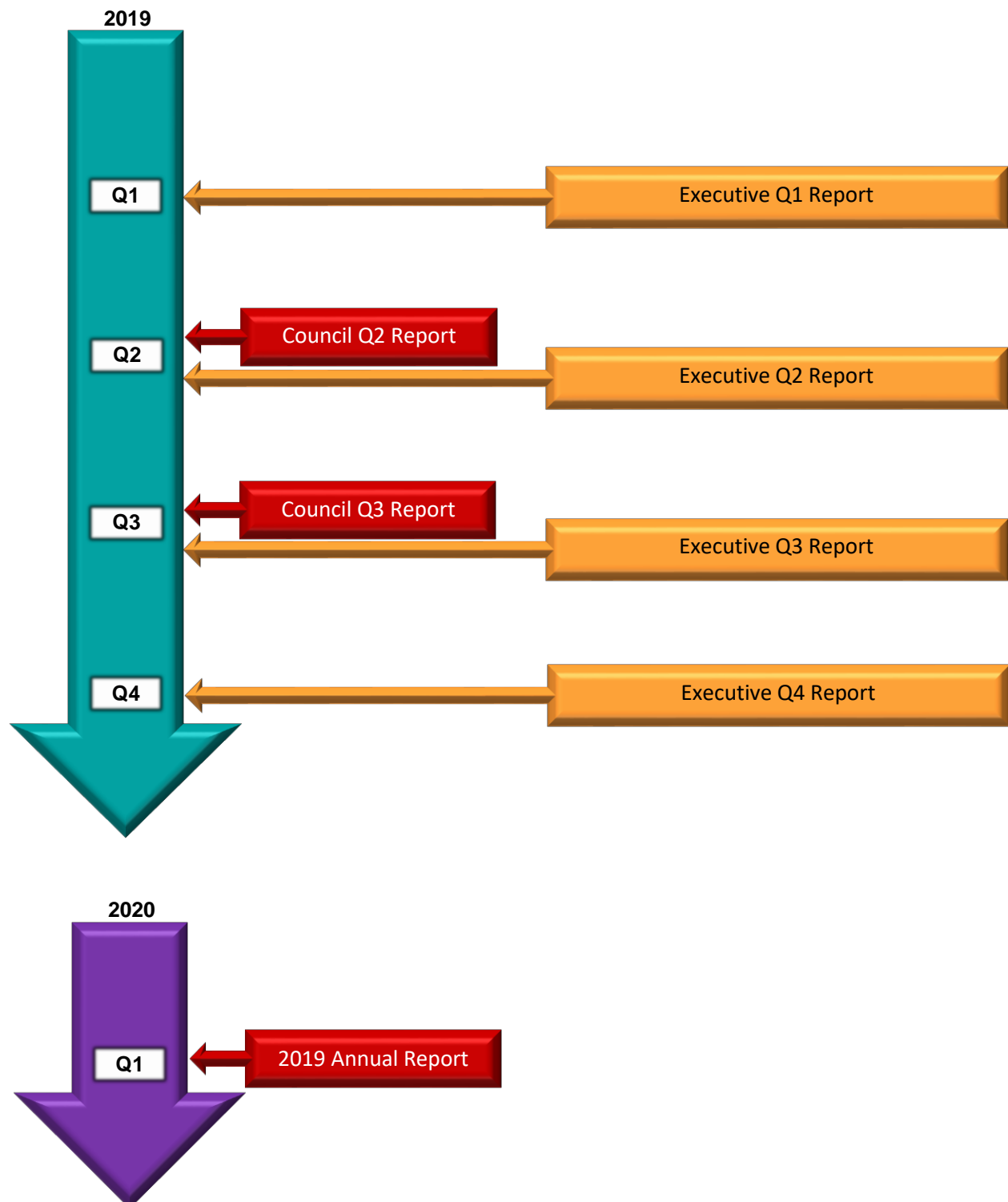
Outcome 4 – The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

Strategy 1 – Build organizational capacity to support regional initiatives

Actions	New/Existing	2019	2020	2021	2022
Implement a plan to build organizational capacity and resource regional initiatives - investigate in 2018, implement in 2019	N	x			
Identify the impacts of regional initiatives and the key drivers of work and align resources	N	x			
Assess impacts on extended leadership group regarding regionalism and the drive toward continuous improvement and internal collaboration	N	x			

2019 Reporting Timeline

Council and Executive reports will contain progress comments (from CAMMS Strategy) for all 2019 actions within the 2019-2022 strategic action plan.



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 led 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 complement, operating and capital budgets, CAMMS software) to deliver forward-thinking direction for the community.

Culture

A system of shared assumptions, values and beliefs that 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 complementary 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.

Common Acronyms

AHS	Alberta Health Services
AMHSA	Alberta Municipal Health and Safety Association
AP	Accounts Payable
AR	Accounts Receivable
ACRWC	Alberta Capital Region Wastewater Commission
AMS	Alternative Municipal Structure
AUMA	Alberta Urban Municipalities Association
AVPA	Airport Vicinity Protection Area
BYOD	Bring Your Own Device
CAO	Chief Administrative Officer
CAMMS	Performance and business management software
CC	Civic Centre
CARB	Composite Assessment Review Board
CBP	Corporate Business Plan
CIS	Communications and Information Systems
CMS	Communications and Marketing Services
CoL	City of Leduc
COLA	Cost of Living Allowance
CoW	Committee of the Whole
CPO	Community Peace Officer
CPS	Community & Protective Services
CRSWSC	Capital Region Southwest Water Services Commission
DBA	Downtown Business Association
DC	Deputy Fire Chief
EA	Executive Assistant
EcDev	Economic Development
EDO	Earned Day Off
EIA	Edmonton International Airport
EFAP	Employee and Family Assistance Program
EMRB	Edmonton Metropolitan Region Board
EMS	Emergency Medical Services
EOC	Emergency Operations Centre
ERP	Emergency Response Plan
FAC	Final Acceptance Certificate
FCM	Federation of Canadian Municipalities
FCSS	Family and Community Support Services
FOIP/FOIPP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GIS	Geomatic Information System
GL	General Ledger (<i>Accounting Code</i>)
GM	General Manager
GMB	Growth Management Board

GOA	Government of Alberta
HR	Human Resources
HSA	Health Spending Account
I&P	Infrastructure and Planning
IACP	Intergovernmental Affairs & Corporate Planning
IAFF	International Association of Fire Fighters
IBP	Interactive Business Planning
IC	Incident Command
ICS	Incident Command Centre
IDP	Inter-municipal Development Plan
ISS	Information Support Services
IT	Information Technology
ITGC	Information Technology Governance Committee
JED	Joint Executive and Director's Group
JIMPSE	Joint Infrastructure Master Plan and Service Evaluation
KPI	Key Performance Indicator
LAPP	Local Authorities Pension Plan
LARB	Local Assessment Review Board
LATS	Leduc Assisted Transportation Services
LDRWMA	Leduc and District Regional Waste Management Authority
LCDAC	Leduc Community Drug Action Committee
LEAB	Leduc Environment Advisory Board
LES	Leduc Enforcement Services
LNEDA	Leduc Nisku Economic Development Authority
LRC	Leduc Recreation Centre
LRFS	Leduc Regional Fire Service
LT	Lieutenant
LTD	Long Term Disability
MDP	Municipal Development Plan
MGA	Municipal Government Act
MLA	Member of the Legislative Assembly
MP	Member of Parliament
MPMA	Municipal Pavement Management Application
MRSP	Metro Region Servicing Plan
MSI	Municipal Sustainability Initiative Grant
OHS/OH&S	Occupational Health and Safety
OPS	Operations Building
PAF	Personnel Action Form
PARTY	Prevent Alcohol and Risk-related Trauma in Youth
PD	Professional Development
PES	Personnel Evaluation System
PIA	Privacy Impact Assessment
PO	Purchase Order
POC	Provincial Operations Centre
PRC	Leduc Parks, Recreation and Culture Board
PRF	Personnel Requisition Form
PS	Public Services
PSB	Protective Services Building

PYE	Projected to Year End
RAMP	Regional Agriculture Master Plan
RCD	Recreation and Community Development
RCMP	Royal Canadian Mounted Police
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quote
RSA	Return Service Agreement
SDAB	Subdivision & Development Appeal Board
SISB	Shared Investment, Shared Benefit
SWOT	Strengths Weaknesses Opportunities Threats analysis
TCA	Tangible Capital Asset
TIPP	Tax Installment Payment Plan
TOIL	Time Off In Lieu
UPP	Utility Payment Plan
WCB	Worker's Compensation Board
WHMIS	Workplace Hazardous Materials Information System
YMPE	Years Maximum Pensionable Earnings
YTD	Year To Date

STRATEGIC PLANNING COMMITTEE COUNCIL GOVERNANCE

Council Governance:

From a literal point of view, there seems little difference between “governance” and “government”; however, the term ‘governance’ has taken on a much wider meaning. Accepted characteristics of good governance include participation, rule of law, transparency, responsiveness, equity, inclusiveness, effectiveness, efficiency and accountability.

A survey on the *Attributes of Effective Governance* was sent to Council, Executive and Directors. The survey asked a variety of questions on issues that contribute to good governance.

Council Appointed Boards & Committees:

The Municipal Government Act (“MGA”) states that one of Council’s principle duties is to participate in developing and evaluating the policies and programs of the municipality. The MGA provides Council the ability to establish and delegate responsibilities to Committees. It has been recommended that Council’s assess the Committee structure to determine if the Committees are sufficient, or still required, in order to meet objectives.

Committee-of-the-Whole: The purpose of a Committee-of-the-Whole (“Committee”) is deliberation. The Committee is where Administration can solicit the view of the members on different issues facing the municipality and where members can direct Administration to investigate matters and report back to either Committee or Council. The Committee structure allows a relaxation of limits on debate, allowing a more open exchange of views without the urgency, or formality, required by voting. However, in Leduc, decisions are not made at the Committee level. After debating, the Committee must submit its conclusions to Council (that is, to itself) where decisions can be voted on.

The City of Leduc’s current governance model incorporates a network of Advisory Committees supporting a Committee-of-the-Whole structure. This is in contrast to a system of Standing Committees with specific subject matter jurisdiction. For example, a Finance Committee, Public Works Committee or a Community Services Committee.

Advisory Boards & Committees: Members of Leduc City Council are currently members of 12 internal boards/committees (including CoW) and 15 external boards/committees. A fulsome review of internal boards/committees has not taken place for a number of years.

A survey was completed of the Committee structure within mid-sized cities (Attached). A one-to-one comparison is difficult due to the fact that some municipalities have full time Councils. However, you can see that many of our direct comparator municipalities, such as Airdrie, Spruce Grove, Fort Saskatchewan and St. Albert have far fewer Advisory Committees than the City of Leduc. The Council Remuneration Committee in their final report stated that: “An estimate of time spent by Council members on essential activities and meeting preparation is approximately 80 hours per month, not including citizen engagement or optional activities which can take place on a daily basis.”

This Strategic Planning Committee has the opportunity to assess the current established internal boards/committees and determine if they are sufficient, or still needed. While it can be difficult to make decisions to change, or even retire, an internal board/committee, it



STRATEGIC PLANNING COMMITTEE COUNCIL GOVERNANCE

is important to ensure that any committee structure continues to evolve to meet the ever changing needs of the City.

ALBERTA MID-SIZE CITY COMMITTEE STRUCTURES

CITY/ POPULATION	DECISION MAKING STRUC- TURE	COUNCIL COMMITTEES WITH ONLY COUNCIL MEMBERS	COUNCIL COMMITTEES WITH 1+ COUNCILLORS
City of Airdrie Pop. 68,091 (2018)	Council	<ul style="list-style-type: none"> • Council Budget Com. • Emergency Ad. Com. • Intermunicipal • Rocky View Foundation 	<ul style="list-style-type: none"> • Community Services • Environmental Advisory Com. • Joint Use Agreement Com. • Municipal Planning Commission • Municipal Policing Ad. Bd. • SDAB
City of Brooks Pop. 14,451 (2016)	Council	City Council Committee	<ul style="list-style-type: none"> • Arts, Culture & Heritage Bd. • BRZ • Environmental Ad. Com. • Grasslands Regional FCSS • Recreation & Parks Bd. • Safe Communities Com.
City of Camrose Pop. 18,742 (2016)	Council	<ul style="list-style-type: none"> • Committee of the Whole • Finance Committee of Council 	<ul style="list-style-type: none"> • Camrose & District Support Services • Camrose Arts Council • Camrose Green Action Com. • Camrose Recreation Com • Community Transit Ad. Com. • Emergency Management Com. • Heritage Ad. Com. • Municipal Planning Ad. Com. • Social Development Com. • SDAB
City of Chestermere Pop. 19,887 (2016)	Council	Committee-of-the-Whole	LMTC (4x)
City of Cold Lake Pop. 14, 961 (2016)	Council	Corporate Priorities Com.	<ul style="list-style-type: none"> • Annexation Negotiations Com. • Cold Lake Economic Development Ad. Com. • FCSS Advisory Com. • Composite Assessment Review Com. • Local Assessment Review Com.

ALBERTA MID-SIZE CITY COMMITTEE STRUCTURES

CITY/ POPULATION	DECISION MAKING STRUC- TURE	COUNCIL COMMITTEES WITH ONLY COUNCIL MEMBERS	COUNCIL COMMITTEES WITH 1+ COUNCILLORS
			<ul style="list-style-type: none"> • Energy Centre Design Dev. Steering Com. • Inter-Municipal Development Plan Com. • Municipal Disaster Services Agency • Municipal Planning Commission • Recreation & Culture Ad. Com. • SDAB • Unsightly Premise Appeal Com.
City of Fort Saskatchewan Pop. 26,328 (2018)	Council	Committee-of-the-Whole	<ul style="list-style-type: none"> • Policing Committee • River Valley Alliance
City of Grande Prairie Pop. 69,088 (2018)	Council	<ul style="list-style-type: none"> • Committee-of-the-Whole • Joint Council Meetings 	Standing Committees <ul style="list-style-type: none"> • Community Living Com. • Corp. Services Com. • Infrastructure and Protective Services Com. Council Committees <ul style="list-style-type: none"> • Arts Development Com. • Assessment Review Bd. • Combative Sports Commission • Community Knowledge Campus Steering Com. • Downtown BIA Board • Economic Developments Strategic Planning & Advisory Com. • Grande Prairie Regional Recreation Com. • Pursuit of Excellence Com. • SDAB • Revolution Place Ad. Bd.
City of Lacombe Pop. 13,057 (2016)	Council	<ul style="list-style-type: none"> • Emergency Management Advisory Bd. • Lacombe Regional Emergency Partnership • Council Remuneration Review Com. 	<ul style="list-style-type: none"> • Lacombe Police Com. • Municipal Planning Com. • SDAB • BOLT Regional Transit Com. • Heritage Resources Com.

ALBERTA MID-SIZE CITY COMMITTEE STRUCTURES

CITY/ POPULATION	DECISION MAKING STRUC- TURE	COUNCIL COMMITTEES WITH ONLY COUNCIL MEMBERS	COUNCIL COMMITTEES WITH 1+ COUNCILLORS
			<ul style="list-style-type: none"> • Lacombe and District Recreation, Parks & Culture Bd. • Lacombe Arts Endowment Com. • Lacombe Art Collection Com.
City of Lethbridge Pop. 99,769 (2018)	Council	<ul style="list-style-type: none"> • Finance Committee • Public Hearings • Community Issues Com. 	<ul style="list-style-type: none"> • Aggressive Dog Appeal Com. • Audit Com. • Community Design Com. • Community and Social Development Com. • Emergency Advisory Com. • Environment Com. • Heart of Our City Com. • Municipal Planning Commission • Open and Effective Government Com. • Social Housing in Action
City of Lloydminster Pop. 31,400 (2016)	Council	<ul style="list-style-type: none"> • Governance and Priorities Com. 	<ul style="list-style-type: none"> • SDAB • Assessment Review Bd. • Emergency Advisory Com. • Labour Negotiations Com. • Community Grants Bd.
City of Medicine Hat Pop. 63,260 (2016)	Council		<ul style="list-style-type: none"> • Social Development Ad. Bd. • Social Development Ad. Bd. • Urban Environment and Recreation Ad. Bd. • SDAB • Administrative & Legislative Review Com. • Audit Com. • Corporate Services Com. • Development and Infrastructure Com. • Energy & Utilities Com. • Public Services Com.

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CITY/ POPULATION	DECISION MAKING STRUC- TURE	COUNCIL COMMITTEES WITH ONLY COUNCIL MEMBERS	COUNCIL COMMITTEES WITH 1+ COUNCILLORS
			<ul style="list-style-type: none"> • Municipal Planning Commission •
City of Red Deer Pop. 99,832 (2016)	Council	Governance & Policy Com.	<ul style="list-style-type: none"> • Audit Committee • Family & Community Support Services Bd.
City of Spruce Grove Pop. 35,766 (2018)	Council	Committee of the Whole	<ul style="list-style-type: none"> • Economic Development Ad. Com. • Spruce Gove Specialized Transit Service • SDAB
City of St. Albert Pop. 66,086 (2018)	Council	<ul style="list-style-type: none"> • Governance, Priorities and Finance Com. • St. Albert/Sturgeon County Inter-Municipal Affairs Com. 	<ul style="list-style-type: none"> • Community Services Ad. Com. • Environmental Ad. Com. • Heritage Advisory Com. • Internal Auditor & Internal Audit Steering Com.
City of Wetaskiwin Pop. 12,486 (2016)	Council		<ul style="list-style-type: none"> • Recreation Bd. • FCSS Ad. Bd. • City/County Com. (includes fire, recreation, library and cemeteries) • Jt. Economic Development Initiative • SDAB • Assessment Review Bds.
Specialized Municipality of Wood Buffalo Pop, 25,000 (2018)	Council	<ul style="list-style-type: none"> • Committee of the Whole 	<ul style="list-style-type: none"> • Community Identification Com. • Ft. Mc. Airport Authority • Regional Recreation Corp. Bd. • Advisory Com on Aging • Communities in Bloom • Public Art Com. • Wood Buffalo Housing & Development Corp. Bd. • Regional Advisory Committee on Inclusion, Diversity and Equality

ALBERTA MID-SIZE CITY COMMITTEE STRUCTURES

CITY/ POPULATION	DECISION MAKING STRUC- TURE	COUNCIL COMMITTEES WITH ONLY COUNCIL MEMBERS	COUNCIL COMMITTEES WITH 1+ COUNCILLORS
Specialized Municipality of Strathcona County Pop: 98,381 (2018)	Council	<ul style="list-style-type: none"> • Priorities Committee • Emergency Advisory Com. 	<ul style="list-style-type: none"> • Agriculture Service Board • Art Collection Ad. Com. • Community Living Ad. Com. • Economic Development & Tourism Ad. Com. • Energy Exploration Ad. Com. • Environmental Ad. Com. • Finance Ad. Com. • Governance Ad. Com. • Mayor's Executive Committee • Recreation and Culture Strategy Ad. Com. • Strathcona County /Ft. Sask. Intermunicipal Relations Com. • Subdivision Com.
Town of Beaumont Pop. 18,829 (2018)	Council	<ul style="list-style-type: none"> • Committee-of-the-Whole 	<ul style="list-style-type: none"> • Child Care Advisory Bd. • Promotions Com. • Regional Assessment Review Bd. • SDAB
Town of Cochrane Pop 26,320 (2017)	Council	Public Hearings	<ul style="list-style-type: none"> • Cochrane Planning Commission • Cochrane Family & Community Support Services Ad. Bd. • Parks & Recreation Com. • Cochrane Transit Task Force Com. • Tri-Site Concept Plan Ad. Group
Town of Okotoks Pop. 29,002 (2018)	Council	Governance and Priorities Committee	<ul style="list-style-type: none"> • Emergency Advisory Com. • Family and Community Support Services Com. • Finance and Audit Com. • Municipal Planning Com. • Okotoks Awareness for Community Wellness Com. • Subdivision and Development Appeal Bd.

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CITY/ POPULATION	DECISION MAKING STRUC- TURE	COUNCIL COMMITTEES WITH ONLY COUNCIL MEMBERS	COUNCIL COMMITTEES WITH 1+ COUNCILLORS
			<ul style="list-style-type: none"> • United Way /Okotoks Partnership
Town of Stony Plain Pop. 17,189 (2016)	Council	Growth and Commerce Committee	<ul style="list-style-type: none"> • Cultural Round Table • Stony Plain Family and Community Support Services • Municipal Planning Commission • SDAB • Tri Municipal Leisure Facility Corporation Bd.