



# Budget Supporting Documents

2022 - 2024 OPERATING

2022 - 2031 CAPITAL



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# 2022 Budget Supporting Document Reader's Guide

The Reader's Guide is intended to provide the reader with an overview of the contents found in the 2022 Budget Supporting Document.

The City of Leduc's Budget Supporting Document is sectioned as follows:

- Table of Contents
- Strategic Plan
- Corporate Business Plan
- Departmental Service Profiles
- Financial Policies

## Disclosure of Change – Budget Supporting Document

In previous years, the additional items were included with the Public Budget Meetings document. To streamline the budget document, these supporting documents have been compiled into a separate document. The Public Budget Meetings document can be accessed through this icon.



For the reader's ease of reference, the Table of Contents has been linked to all sections of the Budget Supporting 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 the page you are viewing.

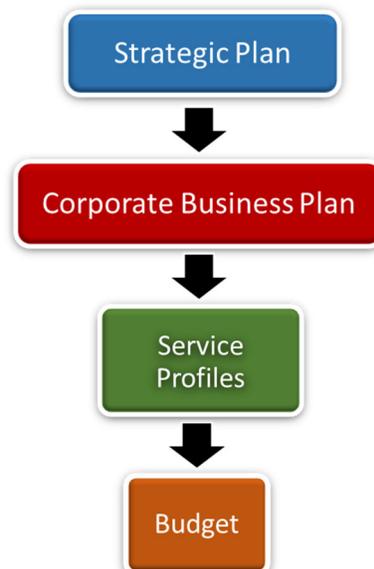


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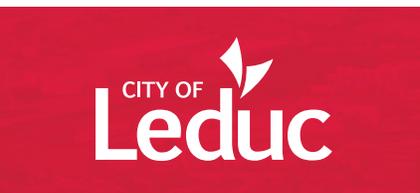




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CITY OF LEDUC  
2019-2022  
**STRATEGIC  
PLAN**







# 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.



CITY OF LEDUC • 2019-2022 STRATEGIC PLAN



#### **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.

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#### **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.

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#### **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.

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## 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.

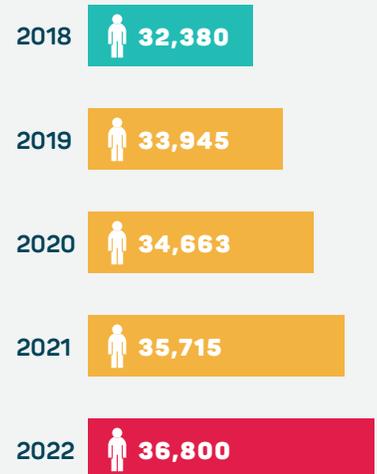


### THERE IS A REASON WHY LEDUC IS GROWING.

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 50,000<sup>th</sup> 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.

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# 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.

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## OUR PLANNING FRAMEWORK

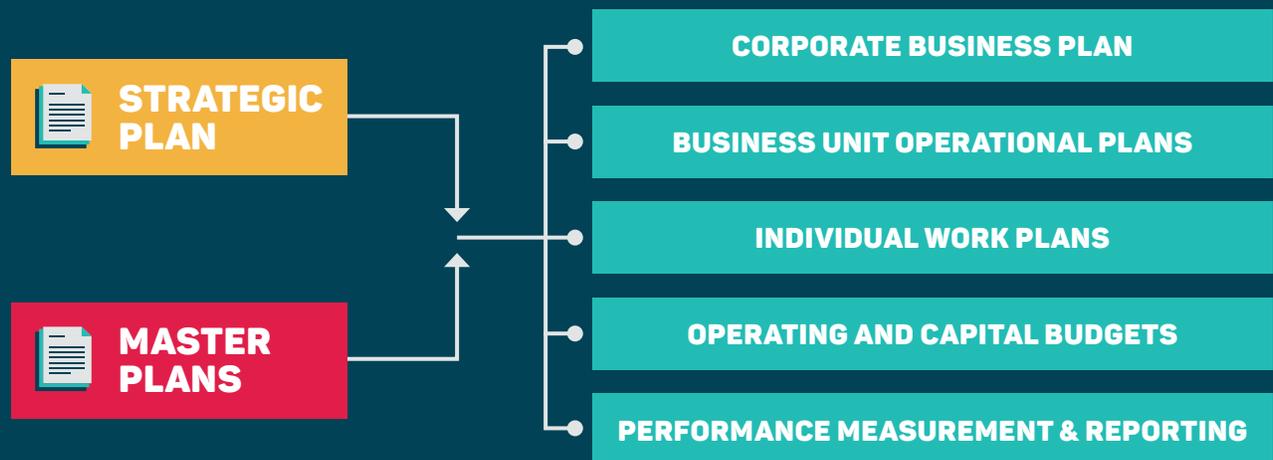
The City of Leduc's planning framework integrates its corporate and operational business planning processes with its budget and performance measurement and reporting processes.

### 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.

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## OUR MISSION

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

OUR MISSION IS

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People.  
Building.  
Community.

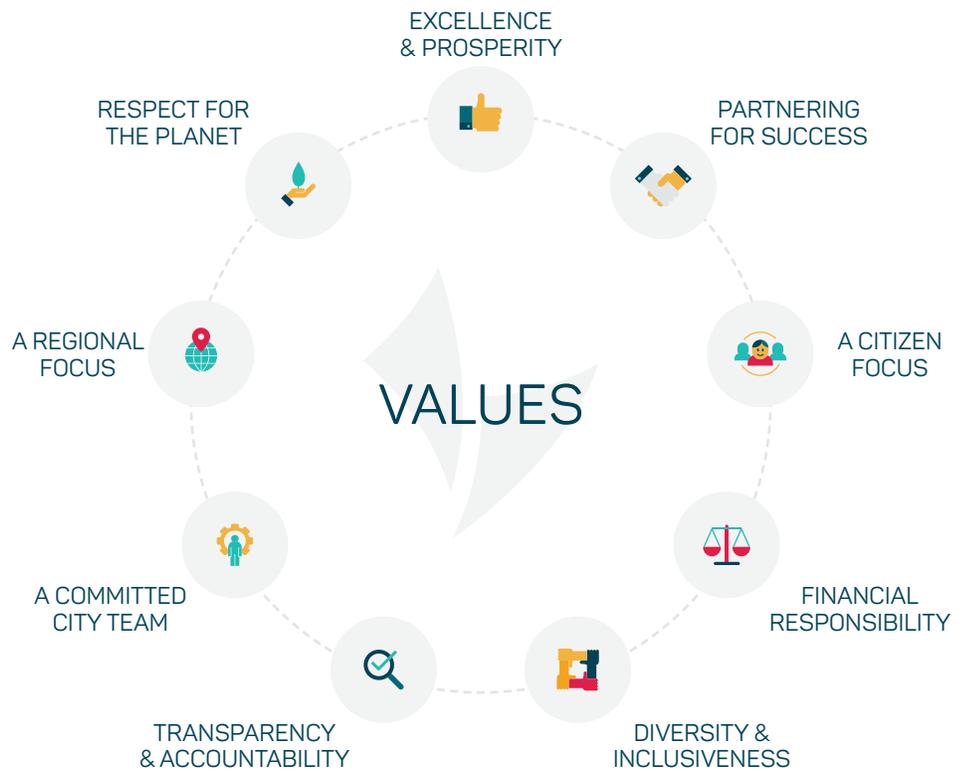


# OUR VALUES

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.

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## 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**

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2019·2022  
**STRATEGIC PLAN**

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# 2019-2022 Corporate Business Plan

**2022 Edition**

Updated May 2021

The City of Leduc 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

*The operating philosophies and principles that guide an organization's internal conduct as well as its relationship with its customers, partners, and stakeholders.*

**Teamwork** We collaborate and support one another to achieve common goals.

**Service** We are dedicated to improving our organization and our community.

**Respect** We make every effort to understand each other, be accountable for our actions, and build mutual trust.

**Leadership** We understand that we are all leaders regardless of the number of people we supervise, and will endeavor to be a model for others.

# 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 outcomes. 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 based on the actions outlined in the corporate business plan quarterly. Quality updates need to be documented and provided regularly.

# 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

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- 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

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### 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

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- 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

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- 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

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Community Indicator	Council Indicator	Corporate Indicator
Citizen Satisfaction Value for Tax Dollars	Infill Measure	Debt Ratio & % of Capital Plan Implemented Bi-Annually

# Goal 3 – An Economically Prosperous City and Region

## Outcome

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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.

## Strategies

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- 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

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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

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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

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- 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

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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

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5.1 The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy working together. 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

# 2019-2022 Strategic Action Plan

*The strategic action plan contains actions developed by Council and Administration that will be undertaken in the organization from 2019-2022 that will contribute to the achievement of both Council and administrative outcomes in the strategic and corporate business plans. The proposed actions will also align to budget 2021.*

*While this information was captured at a point in time, administration will undertake semi-annual reviews of these actions to adjust to changes in our internal and external environment. The 2021 actions are embedded in the appropriate business unit operational plans and budgets, and will form the basis for reporting progress to Council and Executive next year (pending budget approval).*

## Legend

Purple Font	City Manager’s Office Responsibility
Blue Font	Community and Protective Services Responsibility
Orange Font	Corporate Services Responsibility
Green Font	Infrastructure and Planning Responsibility
Black Font	Spans multiple divisions or responsible division yet to be determined
(N) New	Is not currently funded in operating or capital
(E) Existing	Is currently funded in operating or capital
x	Identifies the year work will take place*
<b>Bold</b>	Council Priority

\* 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

### 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.

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. chamber technology infrastructure, meeting recording/video streaming) – COMPLETED	E	x	x		
Enhance the Mock Council Initiative for Students - COMPLETED	E	x			
<b>Implement and support the Youth Council as they explore new initiatives to pursue</b>	<b>E &amp; N</b>	<b>x</b>	<b>x</b>	<b>x</b>	
Investigate and implement seed/grant funding for an innovative community enhancement grassroots initiative that could be administered by a City Board or Committee	N				x
<b>Investigate and implement customer service/citizen reporting tool – one city-wide tool for tracking inquiries, complaints, feedback and action taken</b>	<b>N</b>			<b>x</b>	<b>x</b>
Investigate and implement an open data strategy and program	N				x

STRATEGY 2 – Deliver high quality municipal programs and services that improve quality of life.					
Actions	New/Existing	2019	2020	2021	2022
<b>Continue implementing crime prevention programming in partnership with RCMP with a focus on youth and the property crime unit</b>	<b>E</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
<b>Review roles and responsibilities with social service agencies to ensure ongoing collaboration – COMPLETED</b>	<b>N</b>	<b>x</b>	<b>x</b>		
Support and monitor the Unified Community Resource Collaboration initiative				x	x
Implement new FCSS communications strategy - COMPLETED	E	x			

Leverage the false alarm bylaw to reduce the number of false alarms in coordination with the RCMP - COMPLETED	E	x <b>COMPLETED</b>			
Implement recommendations of the social services delivery review.	N		x	x	
Create a task force and draft a strategy that targets homelessness prevention in the community	N			x	x
<b>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)</b>	E	x	x	x	x
Continue implementation of the Business Concierge Service – staff to assist clients with accessing planning and development services – COMPLETED	E	x <b>COMPLETED</b>	x		
Implement a phased approach to west side community gardens	N			x	x
Implement enhanced service level for environmental initiatives (i.e. bees and hens, grants research, public engagement, CEIP Program, etc.)	N			x	x

<b>STRATEGY 3 – Improve accessibility and inclusivity for civic facilities and programs.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Implement new youth wellness initiative and access opportunities - youth (0-17) summer access during non-peak times - COMPLETED</b>	N	x <b>COMPLETED</b>	x		
<b>Investigate new senior wellness initiative and access opportunities - COMPLETED</b>	N	x <b>COMPLETED</b>			
Implement recreation fees and charges strategy - COMPLETED	E	x <b>COMPLETED</b>			
Implement changes to program space allocation practices and policies – scheduling city fields, programs, room use	E	x <b>COMPLETED</b>	x	x	
Investigate the opportunities for programming/facility/communications enhancements that support diversity and inclusiveness	N			x	x

<b>STRATEGY 4 – Strengthen neighbourhood connections.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate archive framework as part of records management including resourcing	N	x	x	x	
<b>Continue building awareness of the block party program with neighbourhoods – COMPLETED</b>	E	x <b>COMPLETED</b>		x	x
<b>Continue implementing the Good Neighbours Program – COMPLETED</b>	E	x <b>COMPLETED</b>		x	x
Investigate community network/league models	N				x
Investigate programs that support/encourage getting to know your neighbours - COMPLETED	N	x <b>COMPLETED</b>			

<b>STRATEGY 5 – Increase focus on arts and culture within Leduc.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Implement cultural strategy</b>	N			x	x
<b>Investigate and draft an Arts, Culture and Heritage Strategy - COMPLETED</b>	N	<b>COMPLETED</b>	x		
Partner with the Arts Foundry to determine options for future space - COMPLETED	N	x <b>COMPLETED</b>	x	x	x
Implement the LRC 10 <sup>th</sup> Anniversary Celebrations - COMPLETED	N	x <b>COMPLETED</b>			
Continue with integration of the Maclab Theatre operations and further enhance marketing/attendance	E	x	x	x	
Partner with heritage organizations to determine options to increase organizational sustainability (i.e. Legacy Development Society, Dr. Woods House Museum, etc.)	N		x	x	x

<b>STRATEGY 6 – Reduce harms associated with substance abuse.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Implement new opioid and drug prevention programming - COMPLETED	E	x <b>COMPLETED</b>	x	x	
NEW – Evaluate the social impacts of the pandemic and economic downturn on our community	N		x	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	
NEW – Develop and implement a five-year Volunteer Strategy					x

STRATEGY 8 – COVID-19 Response and Recovery					
Actions	New/Existing	2019	2020	2021	2022
<b>Community and Business Support and Recovery</b> <ul style="list-style-type: none"> <li>• Social and community services</li> <li>• Economic development</li> </ul>	N		x	x	x
<b>Civic Operations Response and Recovery</b> <ul style="list-style-type: none"> <li>• ECC activation and SOLE response</li> <li>• Financial sustainability planning</li> <li>• Operational recovery plans</li> </ul>	N		x	x	x

## GOAL 2 - 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.

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
Construct Telford Lake Multiway - COMPLETED	N	<b>COMPLETED</b>			
Design and construct Windrose Multiway – COMPLETED	N	<b>COMPLETED</b>	<b>COMPLETED</b>		

Update and implement revised Parks Open Space and Trails Master Plan – COMPLETED	E	<del>X</del>	<del>X</del>	<del>COMPLETED</del>	
Update Multiway Master Plan – COMPLETED	E	<del>X</del>	<del>X</del>	<del>COMPLETED</del>	
Investigate Telford Lake opportunities (i.e. mapping, etc.)	N				X
NEW - Develop a strategy for the development of Firehouse 3 as per Council direction	N			X	
Complete capital upgrades as outlined in the approved land transfer and lease agreement with the Leduc Golf Club	N	X	X	X	X
Ongoing evaluation of multi-year road maintenance funding strategy and monitor the overall resulting pavement quality index impacts (joint-initiative between corporate services and infrastructure and planning)	E	X	X	X	
Investigate a Smart City Strategy – (joint-initiative between corporate services and infrastructure and planning)	N				X
Update the Long-term Fiscal Sustainability Plan	E				X
Develop new fiscal approach to surplus and implement a Lean Budgeting Reserve – COMPLETED	N	<del>X</del>	<del>X</del>	<del>COMPLETED</del>	
Provide increased accountability and transparency for rate payers and enhanced financial management by investigating and implementing integrated financial and HR software	N	X	X	X	X
Implement the 2021-2023 Communications and Marketing Strategic Plan				X	X
Assess impacts of MGA amendments on off-site levies and determine future application – pending approach by regional partners	E	X	X	X	X
Update attainable housing strategy	N			X	X
Support proposed seniors housing project if infrastructure conditions are met - COMPLETED	N	<del>X</del>	<del>X</del>	<del>COMPLETED</del>	<del>X</del>
Update and implement the revised IDP, pending Leduc County support	E	X		X	X
Update the revised MDP – COMPLETED	E	<del>X</del>	<del>X</del>	<del>COMPLETED</del>	
Update and implement the revised Environmental Plan (includes weather and climate readiness)	E				X
Update and implement the revised Water Master Plan	E	X	X	X	
Update the Sanitary Master Plan – COMPLETED	E	<del>X</del>	<del>X</del>	<del>COMPLETED</del>	
Review and update land-use bylaw including downtown zoning	N		X		X
Investigate and draft a Storm Water Master Plan	E				X

Update Long-term Facility Master Plan - COMPLETED	E	x <b>COMPLETED</b>			
Evaluate land-use, business license and community standard impacts of cannabis legalization (all products, cafes)	N		x	x	

<b>STRATEGY 2 – Balance municipal development with the preservation of our natural environment.</b>					
Actions	New/Existing	2019	2020	2021	2022
Continue to investigate energy management initiatives including viable renewable energy	E	x	x	x	x
Implement waste reduction initiative for multi-family and ICF initiative	N			x	x
Refine the wildlife corridor between Telford Lake and Saunders Lake - COMPLETED	N	<b>COMPLETED</b>		x	x
Investigate reduction of contaminants in the organics stream	N		x	x	x

<b>STRATEGY 3 – Optimize the use of existing municipal infrastructure.</b>					
Actions	New/Existing	2019	2020	2021	2022
Develop long term leasing and sponsorship strategy	N	x	x	x	
Continue phased implementation of the Asset Management Strategy	E	x		x	x
Evaluate lands adjoining the City of Leduc for future development potential implementation (50 Year Growth Study)	E	x	x	x	x

<b>STRATEGY 4 – Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal cost structures.</b>					
Actions	New/Existing	2019	2020	2021	2022
Evaluate a broader strategy for the AVPA - COMPLETED	N	x <b>COMPLETED</b>	x	x	
<b>NEW – Implement the AVPA strategy</b>	N			x	x
Investigate opportunities to support densification including infill – secondary/garden suites	N	x	x	x	x

## GOAL 3 – 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.

STRATEGY 1 – Maximize Leduc’s geographic location to increase economic prosperity.					
Actions	New/Existing	2019	2020	2021	2022
Continue to implement marketing and communications strategies to tell our story, including youth perspectives - COMPLETED	E	x COMPLETED	x	x	x
Design and secure funding (advocacy and lobbying) 65 <sup>th</sup> Avenue - COMPLETED	E	x COMPLETED	x	x	x
Support funding partners in securing federal funding for 65 Avenue	E			x	x
Implement Aerotropolis ASPs: <ul style="list-style-type: none"> <li>65<sup>th</sup> Avenue ASP - COMPLETED</li> <li>Telford Lake ASP - COMPLETED</li> </ul>	E	x COMPLETED	x	x	
Investigate opportunities for incubators and support for pop-ups - COMPLETED	N	x COMPLETED	x		
Investigate opportunities that support local business and producers - COMPLETED	N	COMPLETED		x	
Investigate tourism opportunities and leverage events for the community – local and regional options	N		x	x	x
Capitalize on the multiplier effect of purchasing local in partnership with other organizations (i.e. Chamber, County, DBA, etc.) - COMPLETED	N	COMPLETED	x	x	

STRATEGY 2 – Encourage economic growth and diversification in primary sectors.					
Actions	New/Existing	2019	2020	2021	2022
Review and update the Sports Tourism Strategy	E				x
Continue an ‘open for business’ framework to attract and retain business (streamline regulatory and permitting services) – COMPLETED	N	x COMPLETED	x		
Work with EIA, Edmonton Global and other strategic partners to collectively promote and support transportation, logistics and distribution - COMPLETED	E	x COMPLETED	x	x	x

<b>STRATEGY 3 – Review and strengthen Leduc’s role, approach and delivery of local and regional economic development.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Optimize and define the role of the City of Leduc to align with Edmonton Global and Airport Accord – COMPLETED</b>	E	x <b>COMPLETED</b>	x		
Review procurement to enhance opportunities for local businesses – COMPLETED	N	<b>COMPLETED</b>	x		
NEW - Participate in building the regional Collaborative Economic Development (CED) framework	N			x	x

## **GOAL 4 – 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.

<b>STRATEGY 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.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Advocate the city’s priorities to other levels of government (i.e. revenue sharing, infrastructure funding, continuation of provincial and federal programming, and public services generally and in Leduc specifically)</b>	N	x	x	x	x
Partner with telecom companies to bring Broadband to Leduc (joint-initiative between corporate services and infrastructure and planning)	N	x	x	x	x
Work with the province to address cost-recovery and equitable delivery of ambulance service – COMPLETED	E	x <b>COMPLETED</b>	x		
<b>Review and implement joint-use agreements (programming) with schools</b>	N/E	x	x	x	x
Continue to implement shared services with the RCMP and Province - COMPLETED	E	x <b>COMPLETED</b>			

Implement integrated crime reduction unit (ICRU) initiatives with the RCMP – monitoring prolific offenders – COMPLETED	E	x <b>COMPLETED</b>	x <b>COMPLETED</b>	x <b>COMPLETED</b>	x
Implement the school site rationalization strategy – COMPLETED	E	x <b>COMPLETED</b>	x <b>COMPLETED</b>	x <b>COMPLETED</b>	
<b>Complete Crystal Creek site servicing for high school – COMPLETED</b>	E	x <b>COMPLETED</b>	x <b>COMPLETED</b>	x <b>COMPLETED</b>	
<b>Participate in the Edmonton Metropolitan Transit Services Commission</b>	N	x	x	x	x
Work with provincial partners and school boards to support new high school development - COMPLETED	N		x <b>COMPLETED</b>		
Work collaboratively with EIA Accord partners to identify and promote economic development opportunities for the sub-region and develop frameworks: <ul style="list-style-type: none"> <li>LUST - Land-use, servicing and transportation framework - COMPLETED</li> <li>Economic development framework - COMPLETED</li> <li>Shared cost/shared benefit framework - COMPLETED</li> <li>Monitor investment in public transit - COMPLETED</li> </ul>	E/N	x	x <b>COMPLETED</b>	x	x
Work with Accord partners to identify and promote opportunities for sub-region collaboration	N	x	x	x	x

<b>STRATEGY 2 – Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.</b>					
Actions	New/Existing	2019	2020	2021	2022
Continue to support building regional elected official to elected official relationships	E	x	x	x	x
<b>Continue to participate in the Edmonton Metropolitan Region Board (Regional Agriculture Master Plan, Integrated Regional Transportation Master Plan, Metropolitan Region Servicing Plan, Shared Investment Shared Benefit)</b>	E	x	x	x	x
Work with Leduc County and other regional municipalities to determine options for shared	N	x	x	x	

fire service initiatives (Standard of Cover, Auto-Aid, Emergency Management)					
Negotiate a new fire services agreement with Leduc County Fire Services	N			x	x
<b>Continue implementing County cost sharing agreements</b> <ul style="list-style-type: none"> <li>• <b>Recreation, culture and library cost share - COMPLETED</b></li> <li>• <b>Fire service agreements</b></li> <li>• <b>Airport tax sharing</b></li> <li>• <b>Joint ownership of equipment - COMPLETED</b></li> <li>• <b>Transit and enhancements - COMPLETED</b></li> </ul>	E	x	x	x	x
Investigate new shared service opportunities with other municipalities (e.g. Parent Link, Arts, FCSS, Fire Services, etc.)	N			x	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
Modernize our total compensation program	E			x	x
Continue to design and deliver modules of the leadership development program	N			x	x
Investigate and implement a succession planning framework	N				x
Promote career growth through performance management and skill development – COMPLETED		x	x	x	

<b>Strategy 2 – Build organizational understanding of the importance of culture and engagement.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Measure employee engagement and develop a psychological health and wellness profile for the organization	N	x	x	x	x
Conduct a cultural assessment and investigate opportunities to shape organizational culture	N	x			x
Plan and implement culture improvement initiatives <ul style="list-style-type: none"> <li>Define observable behaviors and incorporate in performance management - COMPLETED</li> <li>Elevate staff communications to advance culture enhancement initiatives</li> <li>Enhance access to the executive team - COMPLETED</li> <li>Aligning recruitment processes to our culture (behaviors for fit) - COMPLETED</li> </ul>	N	x	x	x	x

<b>Strategy 3 – Optimize organizational design to support strategic direction.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate and leverage opportunities to optimize organizational performance - COMPLETED	N	x <b>COMPLETED</b>			
Facilitate the evaluation of governance and organizational review options – COMPLETED	N	<b>COMPLETED</b>	x		
Support the implementation of governance and organizational review recommendations, as required			x	x	

<b>Strategy 4 – Promote employee excellence in health, safety and wellness and an effective corporate wide return to work program.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Manage and operationalize the fit-for-duty substance use prevention program - COMPLETED	N	x <b>COMPLETED</b>	x	x	x
Broaden the implementation of the abilities management and return-to-work program - COMPLETED	E	x <b>COMPLETED</b>			
CORE Audit – COMPLETED	N	<b>COMPLETED</b>			
Research fit-for-duty programming related to fatigue management	N		x	x	x
Optimize and enhance employee resiliency through physical, psychological and social wellbeing	N			x	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.

<b>Strategy 1 – Plan and develop new organizational systems that support the delivery of programs and services.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate a systematic approach to risk management (new service level)	N				x
Investigate and implement project and portfolio management approach to new initiatives and programs – IT Projects	N		x	x	
Develop and implement a work-from-home strategy	N		x	x	x

<b>Strategy 2 - Optimize existing programs and services through continuous improvement initiatives.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Consider opportunities to improve corporate planning alignment with other systems and reporting	E	x	x	x	x
Continue to promote and build organizational understanding of new 2019-2022 strategic and corporate business plans - COMPLETED	N	x	<b>COMPLETED</b>		
Continue to implement the enhancements to the records management program	E	x	x	x	x
Continue to implement the internal communications plan - COMPLETED	E	x	x	x	x
Enhance cyber security awareness and education – COMPLETED	N	<b>COMPLETED</b>	x	x	
NEW - Develop Cloud services strategy	E				x
Research and implement new technology-supported processes and redefine, enhance and streamline HR service delivery				x	x

**OUTCOME 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.

<b>STRATEGY 1 – Optimize the governance structure.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Review Council structure and investigate opportunities that support the needs of the community – department liaison role – COMPLETED	N	x	x		
		<b>COMPLETED</b>			

Review the civic board structure and investigate opportunities that support the needs of the community (FCSS/PRC/Safety Advisory Board) – COMPLETED	N	x <b>COMPLETED</b>			
Support city manager recruitment and transition - COMPLETED	N	<b>COMPLETED</b>	x	x	

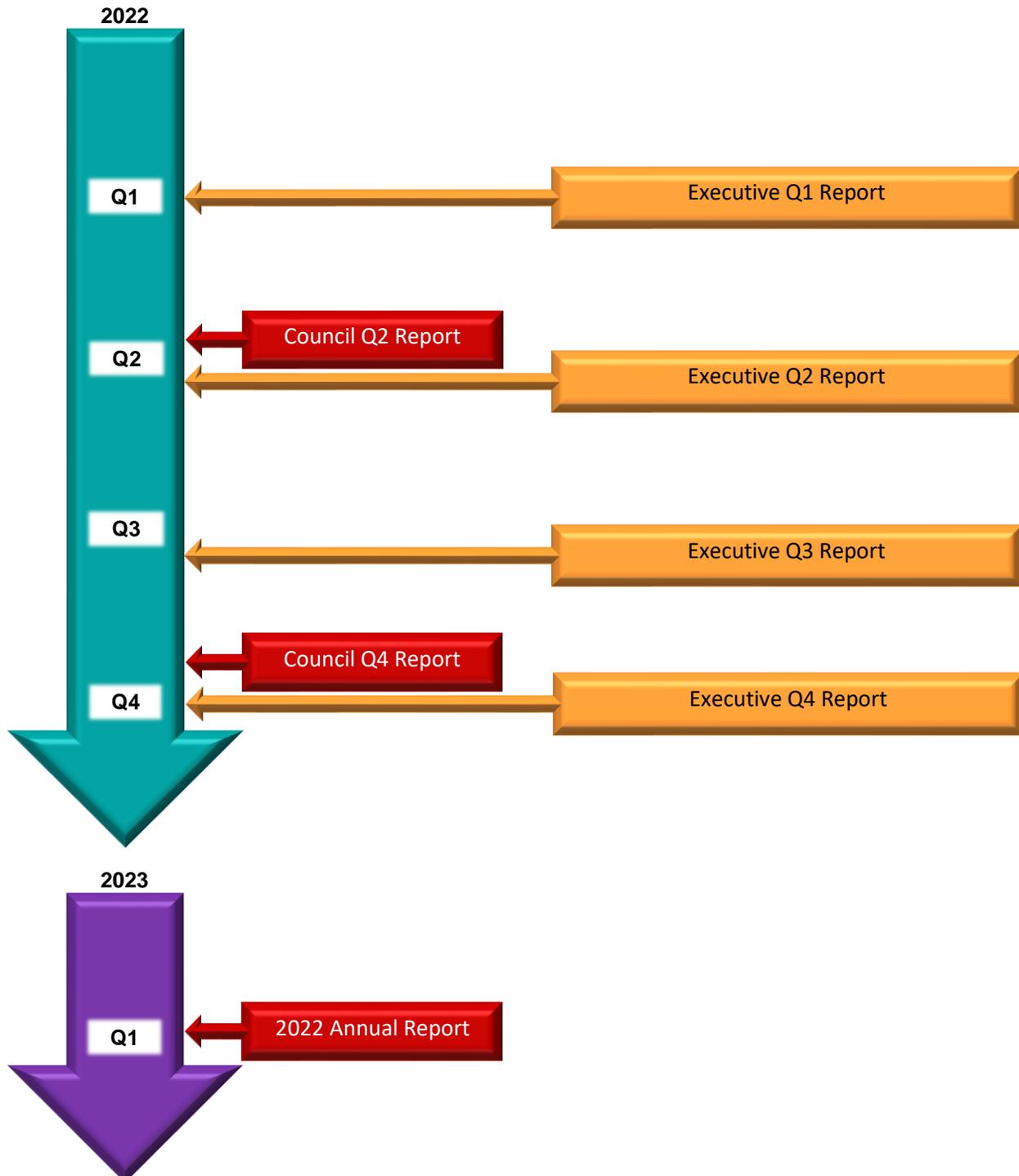
<b>STRATEGY 2 - Support good governance.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Review amendments to the Local Authorities Election Act and conduct 2021 municipal election - COMPLETED	N	<b>COMPLETED</b>	x	x	
Conduct new Council orientation and education	E			x	x
Improve council and administrative interface and governance to support the delivery of programs and services – COMPLETED	N	<b>COMPLETED</b>	x	x	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.

<b>Strategy 1 – Build organizational capacity to support regional initiatives.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Implement a plan to build organizational capacity and resource regional initiatives - investigate in 2018, implement in 2019 - COMPLETED	N	x <b>COMPLETED</b>			
Manage regional initiatives internally through collaborative work to conduct analysis and support city representatives - COMPLETED	N	x <b>COMPLETED</b>			
Increase supporting behaviours within administration that balance a regional focus with local benefit - COMPLETED	N	x <b>COMPLETED</b>	x	x	

# 2021 Reporting Timeline

*Council and Executive reports will contain progress comments (from CAMMS Strategy) for all 2021 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.

## **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 business unit is a team of individuals providing a unique service lead by a manager. Example – Accounting Services

## **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.

## **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 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 led by a director. Example – Public Services

**Division**

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

**Environmental Scan**

A method of collecting data on elements that are external to the organization; this data is used for guiding decisions on strategic direction. A PESTLE (political, economic, social, technological, legislative, environmental) analysis is a common scan that we use in strategic 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 managers in the organization.

**Fixed Assets**

Assets with a useful life extending beyond one year, including but not limited to buildings, equipment, vehicles, infrastructure, and land.

**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.

**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.

**Key Performance Indicator**

Metric and non-metric measurements that will have the most impact in moving your organization forward and are essential to the completion of an organization's goal.

**Master Plan**

Also known as a concept plan, a master plan is a dynamic long-term planning document that provides a conceptual layout to guide future growth and development. A master plan includes analysis, recommendations, and proposals for a site's population, economy, housing, transportation, community facilities, and land use. It is based on public input, surveys, planning initiatives, existing development, physical characteristics, and social and economic conditions. A master plan is a non-statutory document.

**Mission**

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

**Municipal Government Act**

Under the Municipal Government Act (MGA), municipalities are charged with the responsibility to provide good government; to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality; and to develop and maintain safe and viable communities. These are broad and important responsibilities, and their implementation involves managing and balancing resources to meet a multitude of both current and future community needs.

**Offsite Levy**

Funds levied from developer agreements on new land developments and subdivisions, which supports infrastructure projects required for 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 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**

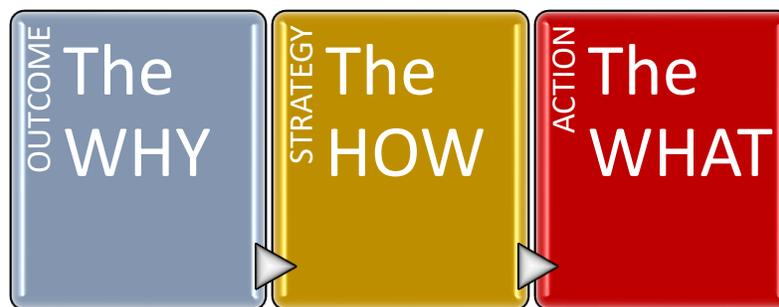
Linking an organizations structure and resources with its strategy and business environment.

### **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.

### **Program**

A series of related projects or activities that meet a specific objective and often have a medium to long term outlook.

### **Project**

A temporary endeavor with defined objectives, resources and start and end date. Success of a project is measured against the objectives.

**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**

An action that satisfies a need or fulfills a demand and has a perceived value to the end-user.

**Service Level**

Identifies the various components and standards of a service that is delivered to an end-user. This includes information related to resourcing, regulations, legislation, technical expertise, stakeholders and expectations of service delivery.

**Statutory Plan**

Required or enabled by the Municipal Government Act, a statutory plan is a legal document that must go through three readings and a public hearing before it is adopted. Once adopted, there is a legal obligation on the part of both the municipality and the residents to adhere to the plan. Example – Municipal development plan (MDP), area structure plan (ASP)

**Strategic Action Plan**

A plan that identifies strategic initiatives, who's responsible for them and when they're going to be completed for the organization to reach its goals.

**Strategic Issue**

A critical unknown that drives the need for strategic planning. These issues can be problems, opportunities, economic/market shifts or anything else that requires a solution or decision.

**Strategic Plan**

The strategic plan is developed by Council and identifies their direction, objectives and priorities for their electoral term.

**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.

### **Task**

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

### **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.

# Common Acronyms

ACRWC	Alberta Capital Region Wastewater Commission
ACP	Alberta Community Partnership
AHS	Alberta Health Services
AMHSA	Alberta Municipal Health and Safety Association
AP	Accounts Payable
AR	Accounts Receivable
AT	Alberta Transportation
ATE	Automated Traffic Enforcement
AUMA	Alberta Urban Municipalities Association
AVPA	Airport Vicinity Protection Area
BCP	Business Continuity Plan
BGRS	Black Gold Regional Schools
BYOD	Bring Your Own Device
CAMA	Canadian Association of Municipal Administrators
CAMMS	Performance and business management software
CANAMEX	Transportation corridor linking Canada to Mexico
CAO	Chief Administrative Officer
CARB	Composite Assessment Review Board
CBP	Corporate Business Plan
CC	Civic Centre
CEIP	Clean Energy Improvement Program
CEO	Chief Elected Official (i.e. Mayor)
CIB	Communities in Bloom
CIS	Communications and Information Systems
CMS	Communications and Marketing Services
CoL	City of Leduc
COLA	Cost of Living Allowance
CoW	Committee of the Whole
CPI	Consumer Price Index
CPO	Community Peace Officer
CPS	Community and Protective Services
CRSWSC	Capital Region Southwest Water Services Commission
CS	Corporate Services
CSAC	Community Safety Advisory Committee
DBA	Downtown Business Association
DC	Deputy Fire Chief
EA	Executive Assistant
ECC	Emergency Command Centre
EcDev	Economic Development
EDO	Earned Day Off
EG	Edmonton Global
EIA	Edmonton International Airport

EFAP	Employee and Family Assistance Program
EMRB	Edmonton Metropolitan Region Board
EMRGP	Edmonton Metropolitan Region Growth Plan
EMS	Emergency Medical Services
EMTSC	Edmonton Metropolitan Transit Services Commission
EOC	Emergency Operations Centre
ER	Environmental Reserve
ERP	Emergency Response Plan
ESA	Enterprise Systems and Analytics
ESS	Emergency Social Services
ETS	Enterprise Technical Services
FAC	Final Acceptance Certificate
FCM	Federation of Canadian Municipalities
FCSS	Family and Community Support Services
FOIP/FOIPP	Freedom of Information and Protection of Privacy
FSMP	Fire Services Master Plan
FTE	Full-time Equivalent
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic 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
IC	Incident Command
ICC	Incident Command Centre
ICMA	International City Management Association
IDP	Inter-municipal Development Plan
ICIP	Investing in Canada Infrastructure Program
IFHR	Integrated Finance Human Resources Project
IRTMP	Integrated Regional Transportation Master Plan
ISS	Information Support Services
IT	Information Technology
ITGC	Information Technology Governance Committee
JED	Joint Executive and Director's Group
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 Environmental Advisory Board
LEMA	Leduc Emergency Management Agency

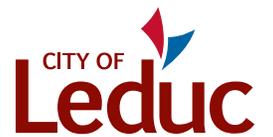
LES	Leduc Enforcement Services
LRC	Leduc Recreation Centre
LT	Lieutenant
LTD	Long Term Disability
LUB	Land Use Bylaw
LUST	Land Use Servicing and Transportation
MA	Municipal Affairs
MCMC	Mid-size City Mayors Caucus
MDP	Municipal Development Plan
MGA	Municipal Government Act
MLA	Member of the Legislative Assembly
MMA 2.0	Metro Mayors Alliance 2.0
MOU	Memorandum of Understanding
MP	Member of Parliament
MPI	Municipal Price Index
MR	Municipal Reserve
MRSP	Metro Region Servicing Plan
MSI	Municipal Sustainability Initiative Grant
NGO	Non-Government Organization
NM	Near Miss
NTCF	National Trade Corridor Fund
OHS/OH&S	Occupational Health and Safety
OPS	Operations Building
P3	Public Private Partnership
PAF	Personnel Action Form
PARTY	Prevent Alcohol and Risk-related Trauma in Youth Program
PD	Professional Development
PED	Planning and Economic Development
PES	Personnel Evaluation System
PIA	Privacy Impact Assessment
PM	Project Management, Project Manager
PO	Purchase Order
POC	Provincial Operations Centre
PPE	Personal Protective Equipment
PQI	Pavement Quality Index
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 for Shared Benefit
SLGM	Society of Local Government Managers
STAR	St. Thomas Aquinas Roman Catholic School Division
SWOT	Strengths Weaknesses Opportunities Threats analysis
TCA	Tangible Capital Asset
TIPP	Tax Installment Payment Plan
TIRC	Technology Investment Review Committee
TOIL	Time Off In Lieu
UPP	Utility Payment Plan
WCB	Workers' Compensation Board
WHMIS	Workplace Hazardous Materials Information System
YMPE	Years Maximum Pensionable Earnings
YTD	Year-to-date



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CITY OF LEDUC  
**2020  
ANNUAL  
REPORT**







# CITY OF LEDUC 2020 ANNUAL REPORT



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## INTRODUCTION

2020 was a year unlike any other in our city's history.

And yet, even amidst the unpredictability of a global pandemic, there are two things that remained constant: the kindness and compassion of our community, and our collective ability to adapt and succeed in spite of challenges.

We are pleased to share our achievements and milestones in the City of Leduc's 2020 Annual Report.

For more information on past, present and future city initiatives, please connect with us:

 [www.leduc.ca](http://www.leduc.ca)

 [@cityofleduc](https://www.facebook.com/cityofleduc)

 [@CityofLeduc](https://twitter.com/CityofLeduc)

 [thecityofleduc](https://www.instagram.com/thecityofleduc)

 780 980 7177



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## MAYOR'S MESSAGE

I have been a resident of Leduc for most of my life and have spent over a decade on City Council advocating for the strong, thriving, connected and caring community we share. I have always been proud to call Leduc my home, but I have truly never been prouder of our city than I am right now.

In 2020, we faced a challenge unlike any that we had seen before—the COVID-19 pandemic tested us all.

And yet, as a community, we persevered. We adjusted. We banded together.

We made tough decisions and sacrifices in service of the greater good, and it is because of these choices that we are now able to see a light at the end of the tunnel.

2020 was certainly a difficult year, but we achieved so much in spite of the trials we faced. I am pleased to share some of these successes with you in the coming pages, and I hope that in reading about all that we accomplished together, you will share in the pride I have for our remarkable community.

Leduc is what we make it, and I thank you for making it such an outstanding place to live, work and play.

---

**Mayor Bob Young**

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## CITY MANAGER'S MESSAGE

I've heard it said that the character of a community is defined by the way its members meet challenges. I joined City of Leduc Administration in September of last year in the thick of the pandemic and it was immediately evident that Leduc's character was that of a caring, resilient, pragmatic, and industrious community.

This spirit is reflected as much in Leduc's residents as it is within its public servants, and we saw it manifest in different ways last year. When we responded to province-wide restrictions by introducing innovative approaches to

our service delivery, for example, and later when we reopened facilities in a matter of days as health orders were eased.

Truly, I could not be more proud of all that Leduc City Council and Administration has accomplished over the past year. No matter the challenge, we responded with equal measures of prudence and agility, all the while prioritizing the health and safety of our community.

The work continues, but the future of our city is as bright as ever. Under the astute and thoughtful guidance of Council, we are poised for continued growth and prosperity and I am confident that the best days of our community lie ahead of us.

---

**Derek Prohar**, City Manager



# COMMUNITY PROFILE



**Population growth over the last decade**

**2021: 33,032**

(per 2019 Census data)

...

**29.62%** increase from 2012-2019



**New residences built**

**407**

(including multifamily units)



**Amount of snow removed**

**7,725** loads of snow removed from city streets (approx. 77,250 cubic metres) which is roughly equal to **31** Olympic-size swimming pools



**Distance of multiway trails maintained**

**81** kms of trail, sidewalk and multiway trails



**Fire Services response calls**

**1,743** fire events

...

**4,001** EMS events



**Enforcement Services response calls**

**2,578** calls (Including 998 vehicle offences; 463 property complaints; 665 animal complaints)



**Staff positions reallocated in response to pandemic**

**30+** redeployments

## PARK SPACES & OUTDOOR RECREATIONAL AREAS MAINTAINED



**58** parks maintained



**41** playgrounds maintained



### Athletic facilities maintained:

**15** baseball/softball diamonds

**1** beach volleyball court

**2** football fields

**15** multi-use fields (soccer, lacrosse, etc.)

**4** tennis courts



**800** acres of turf and grassed areas mowed

**1** skate park

**15** outdoor ice surfaces

**5** basketball courts

**2** running tracks

**1** archery range



### Public presentations/ commentaries delivered at Leduc City Council meetings

**17** public commentaries/ presentations



### Virtual Leduc City Council meetings hosted

**40** virtual Council meetings



### Live public engagement sessions hosted by Mayor Young

**9** Facebook Q&As and virtual town halls

# FOCUS AREA 1

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

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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### FOCUS AREA 1 - A CITY WHERE PEOPLE WANT TO LIVE, WORK AND PLAY



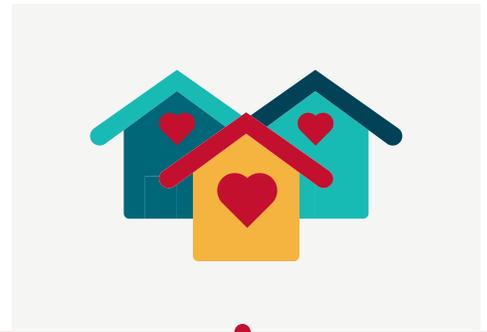
In March 2020, Family and Community Support Services (FCSS) launched the Family Resource Network (FRN)—a service that supports parents and caregivers with newborns to children up to the age of 18 years old. FRN provides free programs and workshops to all families, as well as home visitation for those in need.

Leduc Fire Services Pipes & Drums, joined by members of Leduc RCMP, staged a series of 'Community Give Back' performances outside local grocery stores and seniors residences throughout April 2020 to lift people's spirits and to express support and appreciation for essential workers in Leduc during the COVID-19 pandemic.

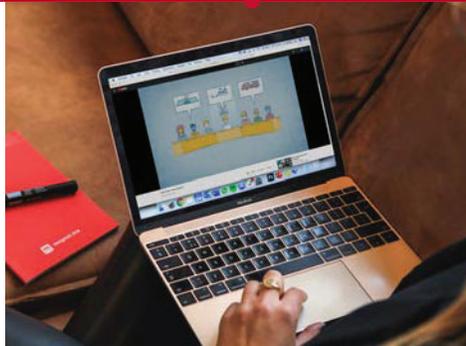




In response to pandemic school closures, the City moved seamlessly to a virtual format for our Mock Council sessions. We hosted a total of 17 classes virtually, reaching approximately 450 Grade 6 students in local schools.



Facility upgrades were completed at the Maclab Centre for the Performing Arts in 2020 to allow for a new virtual event experience through in-house recording and live streaming.



The City found new ways to foster community connection in 2020 while remaining socially distanced. Under the Good Neighbours Initiative, residents celebrated the closeness of our community through the 'Be a Snow Angel' campaign, virtual block parties, and Good Neighbour Day where 45 neighbours were nominated for acts of kindness.



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FOCUS AREA 1 · A CITY WHERE PEOPLE WANT TO LIVE, WORK AND PLAY

## KEY PERFORMANCE INDICATORS



**Citizen Satisfaction on Quality of Life**  
as good, very good, excellent (2019)



**Citizen Satisfaction on City Programs and Services**  
(2019)



**Citizen Satisfaction on City Engagement**  
2020 pending

### FOCUS ON COMMUNITY & CULTURE



The one thing that has stood out the most over the last year, is that our community is resilient. Our community's culture is defined by our kindness to one another, and our willingness to support each other and hold each other up.

**Councillor Beverly Beckett**

 **86** public event sites booked (includes picnic sites, Stone Barn Garden, and city-owned event spaces)

 **30** '#influencers' awards handed out to young leaders

 **5** signature events hosted

 **400+** pancakes served at 'Pancake Breakfast Drive-thru' event in October

 **66** houses decorated for 'Light Up Leduc' holiday light contest

 **472** children visited Santa at the 'Santa Claus Drive-thru' event in December

 **186** birthday drive-bys made by Fire Services

 **2** Leduc Achievement Awards handed out

 **27** FCSS webinars and virtual events hosted

 **2,832** FCSS total supports administered for individuals and families

 **2096** FCSS total referrals

### FOCUS ON YOUTH ENGAGEMENT

We've seen some great successes in youth engagement over the last year. Through forming our first Youth Council, delivering our Mock Councils virtually, and recognizing over 30 young leaders with our '#influencers' program, we've found innovative ways to connect with young people in our community and to get them involved in municipal government.

**Councillor Laura Tillack**



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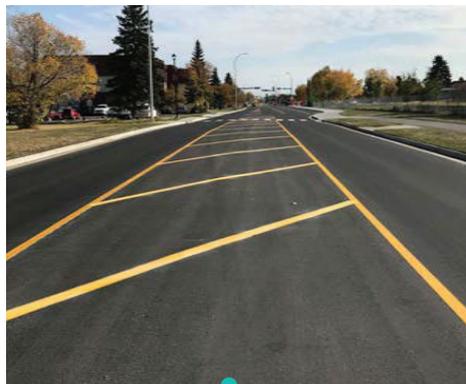
## FOCUS AREA 2

### A City With a Plan for the Future

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.

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#### FOCUS AREA 2 • A CITY WITH A PLAN FOR THE FUTURE



The reconstruction of Black Gold Drive—a two-year project that saw nearly 2.5 kms of the road excavated and rebuilt—was completed in 2020. The project included the addition of a middle section to create left turning lanes and additional lanes at major intersections to improve traffic flow and alleviate congestion.

The Municipal Development Plan (MDP) was revised in 2020 through virtual public engagement—a first for the City of Leduc! The MDP is a high-level, long-range planning document that guides land-use, community service priorities, and infrastructure investment, so gathering public opinion was vital. The plan was officially adopted by Council in December.





Last fall, the Eco Station, which is operated in partnership with Leduc County and the City of Beaumont, received the 2020 Collection Site Award of Excellence in the large category from the Alberta Recycling Management Authority (ARMA). The Eco Station was recognized for safe and proper handling of material, proper and secure storage of materials and accessibility to the public.



The City's Enterprise Systems & Analytics team—who source organization-wide technology solutions and apply City data to customized tools such as maps and online dashboards—was ranked 3rd in Geographic Information System maturity in all of North America and placed 1st in the single-tier municipality category, as ranked by PSD Research Consulting Software. The ranking was awarded for 2019 but handed out in 2020.



Solar power was installed at two City facilities last year, with 44 panels put in place at the Eco Station (enough to power the entire facility) and 222 panels installed at the Leduc Protective Services building. These and other upgrades—including a complete LED lighting retrofit at the Leduc Recreation Centre—were made through funding support from the Municipal Climate Change Action Centre.



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## KEY PERFORMANCE INDICATORS



### Citizen Satisfaction on Value for Municipal Tax Dollars (2019)

The 2020 budget survey was not completed due to COVID-19.



### Debt Ratio and Percentage of Capital Plan Implemented Annually

The City of Leduc borrowed **\$67M** of the available **\$150M** leaving us with a debt limit of **56%**. We borrowed more money in 2020 than in 2019.



### Percentage Increase in New Infill Housing

**24** Secondary Suites  
**161** Multifamily units  
**50** Single-family units



**61%** of the capital plan was completed in 2020. COVID-19 played a significant role in the completion of projects.

### FOCUS ON GROWTH & FUTURE PLANNING



Growth and future planning is all about creating balance. It's meeting the needs of our existing residents and finding ways to keep our young people here, while also encouraging new residents to come to our community. It's all part of our mission: People. Building. Community.

#### Councillor Bill Hamilton



**1.2 KM** of multiway trail installed in Windrose and Simpson Park



**3,254** birds & **135** species identified during Spring Bird Count 2020

...  
**1,255** birds & **32** species identified during Christmas Bird Count 2020



**Number of downloads** of Recycle Coach app (launched in February 2020):  
**2,000+** subscribers  
**16,000+** items searched

**Quantity of materials accepted at Eco Station** (diverted from landfill):  
**44,767** visits in 2020

...  
**77.6%** city residents  
**20.6%** county residents  
**1.7%** Beaumont residents



**20** tonnes of Blue Bag recyclables



**99,610** litres of hazardous household waste



**51.3** tonnes of electronic waste (3,893 units)



**1,662** kg of glass



**2,910** litres of used oil



**37** tires

### FOCUS ON ENVIRONMENT & SUSTAINABILITY

We've taken the values that our residents have shared with us about the environment, and we're taking concrete action in response to those values to build a more sustainable community for residents to live, work and play in right here in Leduc.

**Councillor Lars Hansen**



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## FOCUS AREA 3

### An Economically Prosperous City and Region

The City of Leduc is open for business. It successfully leverages its proximity to the Edmonton 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.

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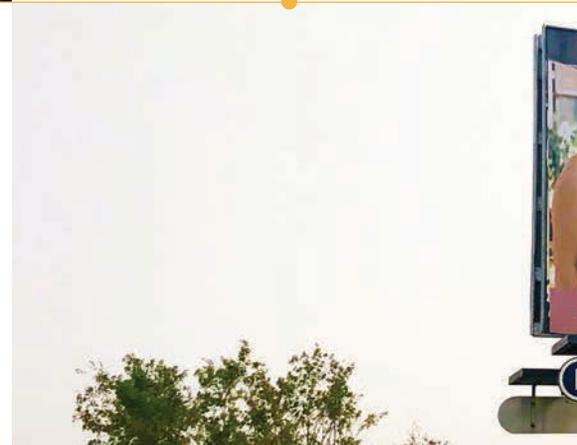
#### FOCUS AREA 3 - AN ECONOMICALLY PROSPEROUS CITY AND REGION



In the fall, the City was awarded the Economic Developers Alberta Award for Business and Investment Attraction for a mid-size community for the "Opportunity/Growth/Innovation Lives Here" campaign. The campaign showcased stories from six local businesses and promoted opportunity, innovation and growth for economic development within the Leduc region, and highlighted the benefits of relocating and operating within the City of Leduc.

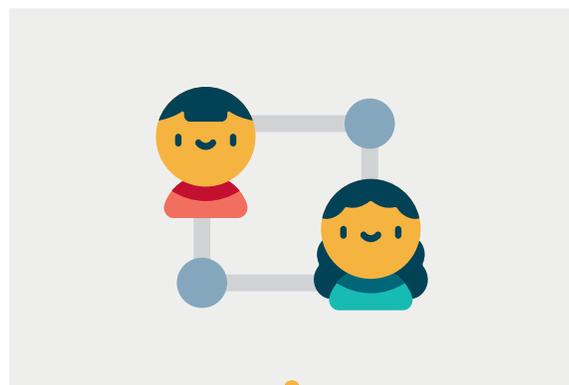
In response to the impacts of ongoing pandemic closures on our local business community, the City's Economic Support and Recovery Task Force was formed in April. Throughout the year, the task force:

- » published a COVID-19 Re-opening Business Guide to assist local businesses with maintaining compliance to provincial guidelines while re-opening, as well as accessing locally-sourced personal protective equipment.



» hosted the first in a series of virtual town halls, gathering a panel of industry and government representatives in order to connect directly with local businesses and provide them with relevant information and supports, as well as to hear their concerns and help them get answers to their questions; and

» launched a region-wide 'support local' campaign to promote Leduc businesses, including an influencer campaign and a video featuring stories from 13 local business owners who shared the impacts of the pandemic on their businesses, as well as their stories of hope and optimism regarding all the ways that the community had rallied around them.



In December, the Economic Support and Recovery Task Force developed the COVID Recovery Grant – the first program of its kind which connected local business owners with accountants and bookkeepers, and paid for up to 5 hours of professional services allowing them to apply for provincial and federal grants which would help them stay afloat amid government restrictions and closures. Upon its conclusion, the grant had provided much-needed support to 88 local businesses, some of whom received up to \$15,000 in government funding assistance.



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## KEY PERFORMANCE INDICATORS



### Business License Growth

Loss of **16** business licenses over 2019



### Residential and Non-residential Assessment Split

**65%** Secondary Suites  
**35%** Non-residential (unchanged from 2019)



### Leduc Employment Numbers by Sector

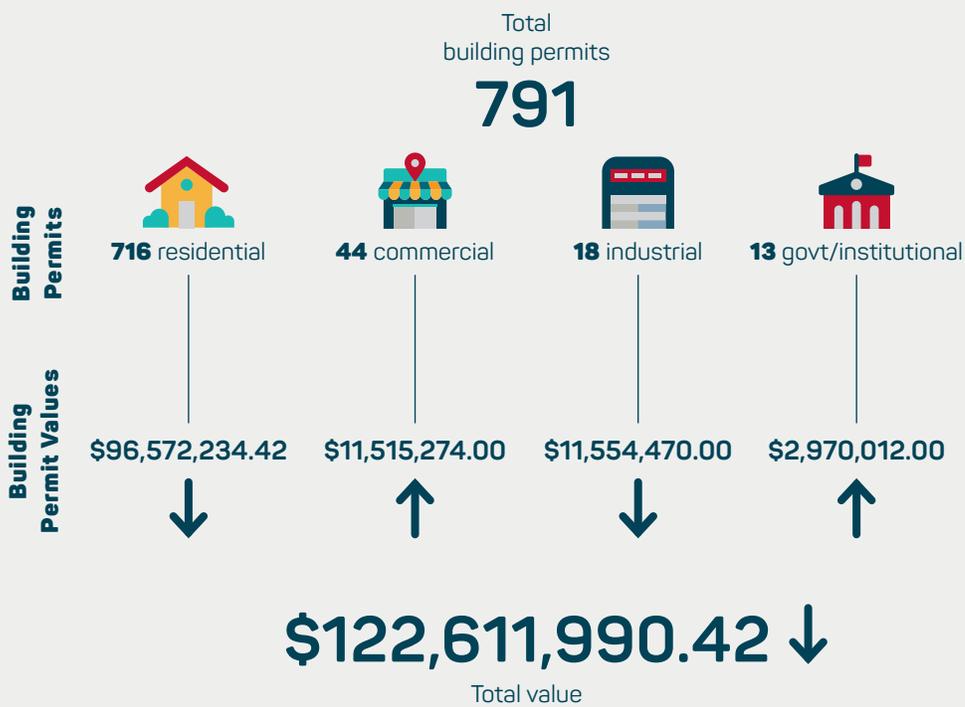
- 587** Oil and gas supply & services
- 51** Value-added agriculture/agri-business
- 320** Logistics, distribution and warehousing
- 435** Home-based business

### FOCUS ON BUSINESS & ECONOMIC RECOVERY



The partnership between the City; the Leduc, Nisku & Wetaskiwin Regional Chamber of Commerce; and the Downtown Business Association has been tremendous. The collaborative work on the task force has been outstanding, and it's wonderful to see everyone pull together to help local businesses at a time when they're hurting.

**Councillor Terry Lazowski**



## FOCUS AREA 4

### A Collaborative Community-Builder and Regional Partner

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.

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FOCUS AREA 4 • A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER



Throughout 2020, the City continued to be an active regional contributor and collaborator through our involvement in the following partnerships:

- » Edmonton Global
- » Edmonton Metropolitan Region Board (EMRB)
- » Edmonton Metropolitan Transit Services Commission (EMTSC)

Our participation on these regional projects ensures that Leduc has a voice on issues of regional focus and enables us to provide leadership in building a better, stronger and more sustainable future for our residents.

#### **Notable regional successes in 2020 include:**

- » The completion of the Edmonton Metropolitan Servicing Plan (through the EMRB) which outlines four key areas for future collaboration and possible service delivery: solid waste, storm water management, emergency management, and Fire and EMS services; and
- » The completion and submission of a joint application (in collaboration with eight other municipalities) to the Province of Alberta to formally seek the establishment of the Edmonton Metropolitan Transit Services Commission.



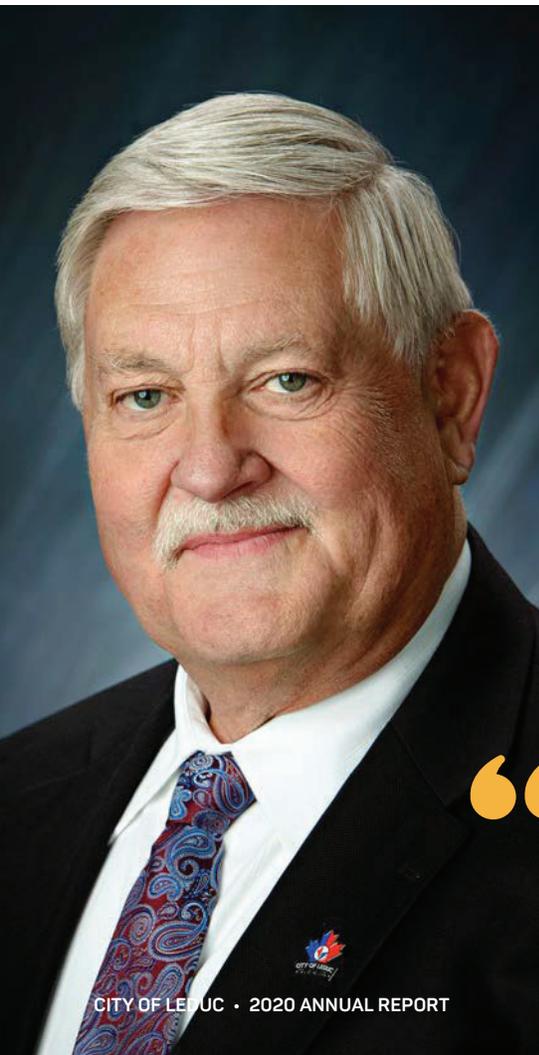
The City of Leduc partnered with the City of Beaumont, Town of Devon, Town of Fort Saskatchewan, City of Spruce Grove, City of St. Albert, Town of Stony Plain and Strathcona County to host a regional Canada Day celebration including an online concert series featuring performances by George Canyon, Dan Davidson, Nuela Charles, River Poets and Kym Simon.



To recognize the tremendous contributions that volunteers make to our community, the City of Leduc launched a virtual recognition campaign over

National Volunteer Week to celebrate some of the residents who were giving of their time, skills and creativity to support and lift others up during the pandemic.

Further, to help our local volunteer organizations continue with their important work of building and serving the community during the pandemic, the City created a newsletter to share information on grants and funding opportunities, formed a Community and Social Services Task Force which developed a toolkit and hosted a virtual town hall to connect non-profit organizations and provide support, promoted safe volunteer opportunities within the community, and connected interested residents with available volunteer board positions.



CITY OF LEDUC · 2020 ANNUAL REPORT

FOCUS AREA 4 · A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER

## KEY PERFORMANCE INDICATORS



**Community Volunteerism**  
2020 pending



**Community Stakeholder Satisfaction with the City**  
2020 pending

### FOCUS ON REGIONAL COLLABORATION



The City of Leduc is a key player in regionalism because we understand that we all achieve better goals by working together. Regional collaboration means being a willing and meaningful partner within the entire region, and it enables us to deal with challenges more effectively and efficiently, to the benefit of both current and future residents.

**Councillor Glen Finstad**



**143** Community groups supported (including board development sessions, organizational review, town hall, newsletters, virtual meeting software licenses provided and other supports)



**40** volunteer opportunities promoted to assist local organizations ...

**92** new volunteers added to the database



**50** RAVE (Random Acts of Volunteer Excellence) gift cards given out



**45** 'thank you' gifts presented to volunteers in the community (e.g. rain jackets, ball caps, toques)



**\$421,135** in funding provided through Grants to Organizations



**\$5,700** in Municipal Grant funding provided ...  
**\$500** in Travel Grant funding provided



## FINANCIALS

**Federal / Provincial Grants**  
\$15,136,232

**Capital Contributions**  
\$502,891

## PROPERTY TAXES

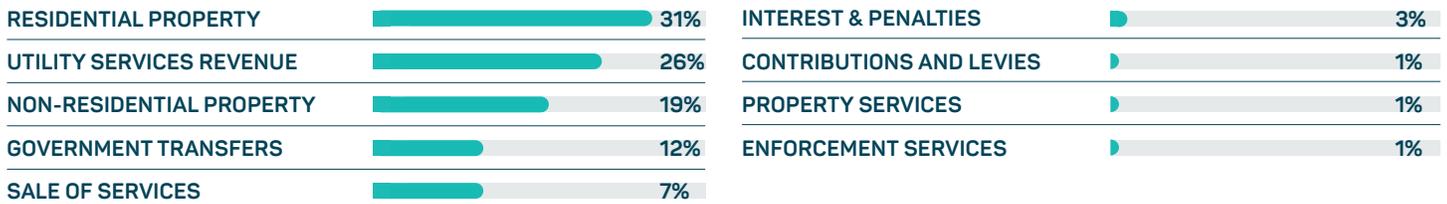
Municipal tax revenues are comprised of a combination of residential and non-residential property taxes. The municipal portion of property taxes collected goes toward funding the services and amenities that make Leduc a great place to live, work and play. A portion of property taxes funds other agencies over which the City has no direct control or management (Provincial School Taxes and Leduc Foundation).

CATEGORY	RESIDENTIAL		NON-RESIDENTIAL		TOTAL	
MUNICIPAL TAXES	\$30,424,846	74.52%	\$18,698,817	69.96%	\$49,123,662	72.72%
PROVINCIAL SCHOOL TAXES	\$10,298,136	25.22%	\$7,972,064	29.83%	\$18,270,200	27.05%
LEDUC FOUNDATION TAXES	\$105,186	0.26%	\$55,497	0.21%	\$160,683	0.24%
<b>TOTAL</b>	<b>\$40,828,167</b>	<b>100%</b>	<b>\$26,726,378</b>	<b>100%</b>	<b>\$67,554,545</b>	<b>100%</b>

CITY OF LEDUC · 2020 ANNUAL REPORT

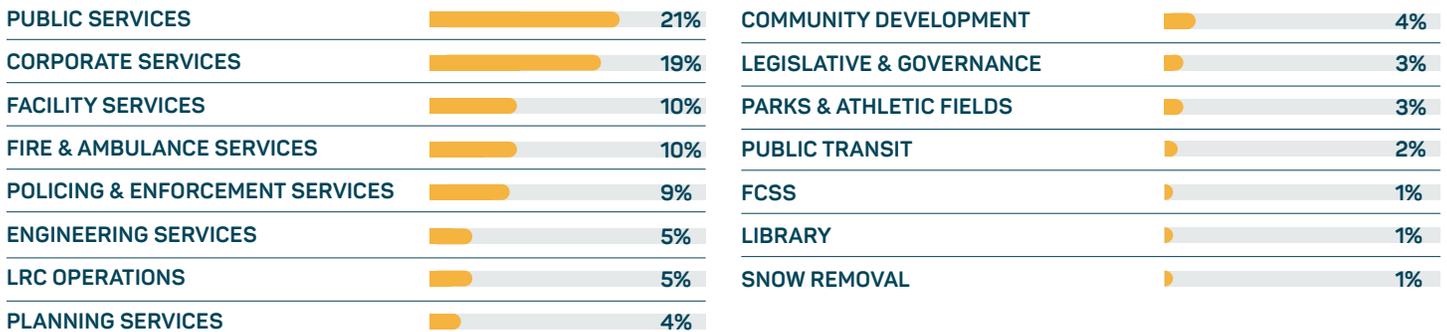
## REVENUES

In 2020, the City of Leduc had the following revenues. These do not include interfund transfers.



## EXPENDITURES

In 2020, the City of Leduc had the following expenditures as indicated by department. These do not include interfund transfers.





CITY OF  
**Leduc**

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2020  
**ANNUAL REPORT**

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# SERVICE PROFILES

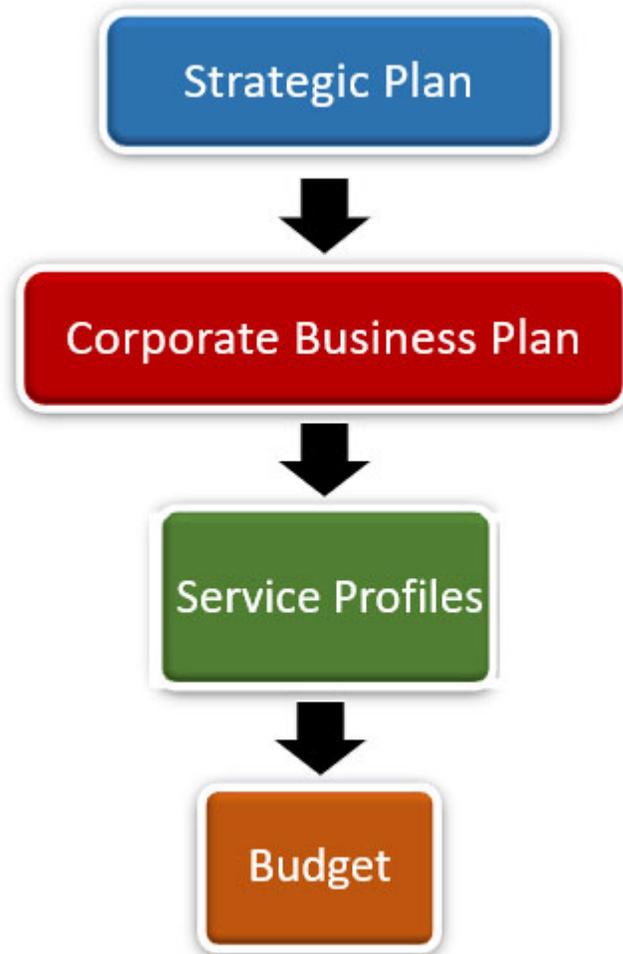


## Divisional Service Profiles

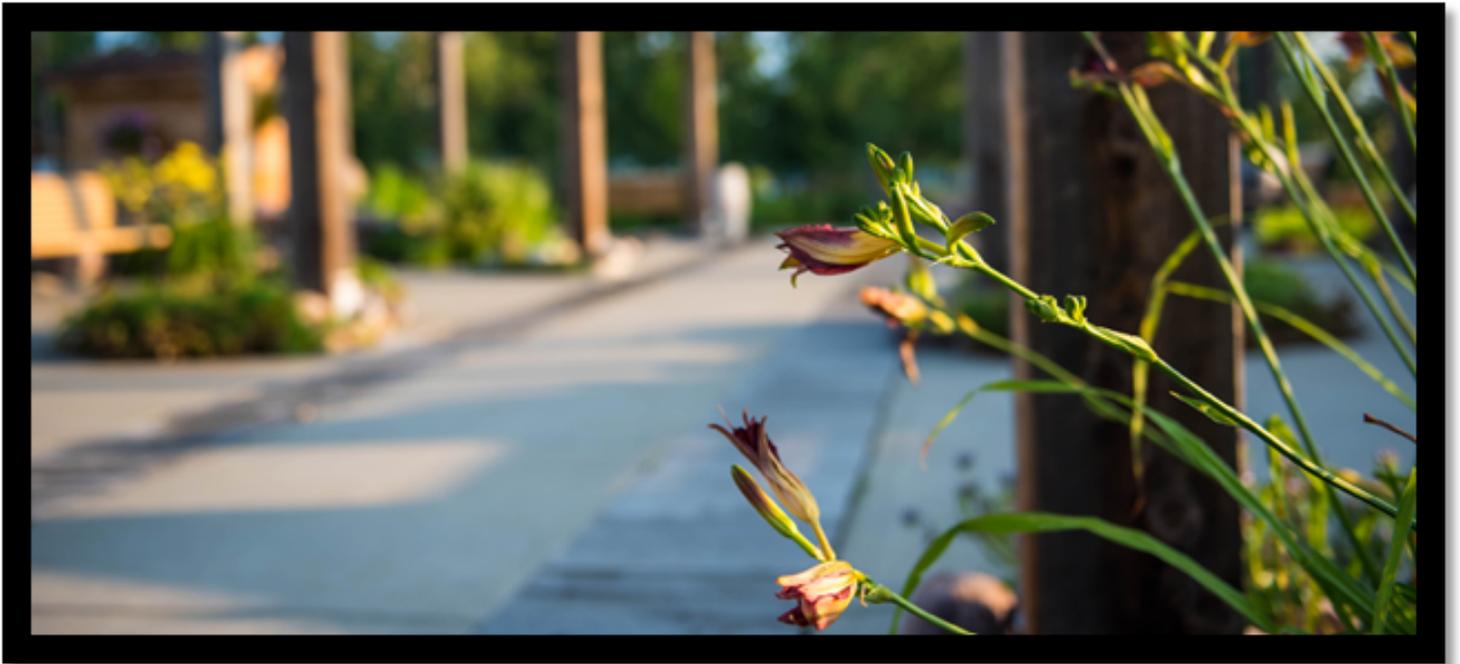
### Introduction to Service Profiles

The service profiles are prepared to provide a high-level overview of the various departments throughout the City of Leduc. These are prepared by directors, endorsed by the executive team and approved by Council through the budget process.

The service profiles are included in the compilation of the budgets as they provide context on the services and programs provided by the City of Leduc.



# OFFICE OF THE CITY MANAGER



# City Manager's Office

## Service Profiles for 2022

### 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.

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, programs, and services 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, programs and services of the municipality are implemented
- Ensures 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
- Regional 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 system (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 mid and year-end 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.

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

## Relationship Building

**Description:**

The City of Leduc develops, maintains and leverages 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 and other relevant organizations are established and maintained
- Opportunities for engagement that encourage different viewpoints and enable issue identification are provided
- A mutually beneficial relationship with our partners and colleagues where we share information and collaborate

**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 and Issue 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.

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

**Strategy Development and Alignment**

**Description:**

The City of Leduc takes a comprehensive and systems-based approach to managing the impacts and implications of projects and initiatives. This includes:

- Regional Projects - The City's participation in and monitoring of inter-jurisdictional initiatives balances local outcomes with regional interests.
- 

**Outputs:**

**STRATEGY DEVELOPMENT + ALIGNMENT**

- Development of strategic direction and advice on matters pertaining to inter-jurisdictional relationships, advocacy, government relations, strategic planning, corporate planning, corporate performance, and regional matters including positioning and related communications / representation
- Enables identification of competing or complimentary initiatives
- Provides specific and deliberate corporate-wide perspective to facilitate alignment between and amongst initiatives and political and corporate priorities
- Facilitates decision making that considers the context of the local, regional, provincial and national environment and any related impacts or opportunities
- Strategies are developed to address opportunities and issues

**REGIONAL PROJECTS**

- The organization's ability to think strategically, create alignment and influence opportunities that are complex, ambiguous, and unpredictable is enabled
- City representation in projects is supported with relevant expertise, sound judgment, political and organization awareness.

**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:** Government Relations

## Finance

### Accounting Services

**Description:**

Responsible for financial reporting, treasury management, accounts payable, general ledgers, tangible capital assets (TCA's), Capital Region Southwest Water Services Commission (CRSWSC) accounting and reporting 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 3<sup>rd</sup> parties
- Monthly bank reconciliations
- Maintain and report on the City's TCA's
- 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
- CRSWSC accounting, budgeting and reporting
- Reconcile finance TCA list with asset list for new asset management system
- Administration of MasterCards
- Monthly and quarterly transit reporting
- E-procurement support and implementation
- 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 and generation of city invoices
- Monthly and annual transit ticket reconciliation
- General ledger reconciliations

**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

## 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.

**Outputs:**

- Council approved operational and capital budgets that align with the corporate strategic plan and operational plans
- Long-range financial planning
- Financial budget and forecast support for the city
- Reserve management
- Municipal Price Index/Consumer Price Index generation
- Financial analysis support
- Annual Government Finance Officers Association (GFOA) budget binder

**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.

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

## Financial Analytics

### **Description:**

Financial Analytics 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
- Provide costing 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

### **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.

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**Business Unit:** Analysis and Projects

## 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:**

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:** 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
  - 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
- Oversee assessment contract
  - 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)
- Utilities
  - Utility meter install appointment setting
  - Billing and collection of utility bills for approx. 11,500 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
  - Debt management
  - Revenue analysis (e.g., franchise fee, water revenue)
  - Grant reporting (MSI, Federal Gas Tax)
  - Website updating for Finance
  - Cashflow management
  - 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.

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**Business Unit:** Revenue Services

## Legislative Services

### Boards and Committees

**Description:**

Provide support to Boards and Committees including maintaining a list 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 for review
- The board selection committee provides recommendations for appointments to Council for approval
- The board selection committee consists of the Mayor and 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:**

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:** City Clerk and Records

## Bylaws

**Description:**

Bylaw administration.

**Outputs:**

- Provide staff with bylaw numbers when a new bylaw is required
- Maintains an index that categorizes bylaws as current, expired and repealed
- 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:**

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

## Census

**Description:**

Conduct a municipal census as directed by Council.

**Outputs:**

- Conduct a census for municipal, school board and business planning and for grant opportunities, as directed by Council
- Provide residents with an on-line option for participating in the census
- Hire census workers to obtain census information from residents who do not participate on-line
- Preparation of census statistics
- Forward a population affidavit 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:**

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.

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 and visitors coming to Civic Centre
- Provide services to the public and staff by phone and in person
- Process mail
- 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:**

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

## Election

**Description:**

Conduct the general election.

**Outputs:**

- Conduct the general election every four years
- Elections are held on the third Monday of October in an election year
- Ensure voting stations are open for advance voting, incapacitated/institutional and on election day
- Post unofficial results to the City's website during election night for both city Council and school board trustees
- Official results are forwarded to Alberta Municipal Affairs in the specified time frame as outlined in the Local Authorities Election Act
- Official results will be posted 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 and property site searches
- Ensure requests from external clients are received by Administration
- Ensure responses to clients are provided 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

## Municipal Policy Handbook

**Description:**

Maintain the Municipal Policy Handbook.

**Outputs:**

- On-going review of municipal policies and updating of the handbooks.

**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

## Public Hearings and Petitions

**Description:**

Administer public hearings and petition process in accordance with the Municipal Government Act (MGA).

**Outputs:**

- Oversight of the public hearing process in accordance with MGA legislation.
- Oversight of the petition process in accordance with MGA legislation.

**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 and 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 and reports
- Deposit and retrieve records 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 and Development Appeal Board, and the Local and Composite Assessment Review Board.

**Outputs:**

- Schedule hearings for appellants and complainants
- Prepare correspondence, advertise and notify residents of application and hearings
- Prepare orders, decisions and 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 (FOIPP) 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

# CORPORATE SERVICES



## Corporate Services

### Service Profiles for 2022

## 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

**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 and 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 and Marketing Services

## Corporate Information and Technology

### Application Management

**Description:**

Partner with business areas to manage their application portfolios with a road map driven by the value applications provide. Application management includes application support and the management of applications throughout their entire lifecycle including analysis, implementation, and upgrading of enterprise systems.

**Outputs:**

- Collaborate with business units to manage their application portfolio to ensure applications address strategic and operational requirements
- Provide information technology support to the city's enterprise systems
- Work with software vendors to ensure applications are reliable, secure and performing
- Install updates as needed

**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:** Enterprise Systems and Analytics

### 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:**

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:** Enterprise Systems and Analytics

## Geographic Information Systems Customer Service

**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:**

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:** Enterprise Systems and Analytics

## GIS 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:**

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:** Enterprise Systems and Analytics

## Maintain Corporate Geographic Information System (GIS)

**Description:**

The corporate GIS includes 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:** Enterprise Systems and Analytics

## Remote Geographic Information Systems (GIS) Access

**Description:**

Provide access to the GIS beyond the regular desktop applications. This includes web-based access, mobile field access, third party applications access 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:**

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:** Enterprise Systems and Analytics

## 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:** Enterprise Technology Services

## 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:**

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:** Enterprise Technology Services

## Corporate Information and Technology Network Operations

**Description:**

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

**Outputs:**

- Provide a secure, reliable and performing information technology environment by supporting existing network infrastructure, enhancing and replacing equipment, as required, so the city is able to perform functions effectively and efficiently

**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:** Enterprise Information Services

## 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:**

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:** Enterprise Technology Services

## Asset Management

**Description:**

Tracks and manages \$700 million in assets the Engineering department is responsible for, including infrastructure for drinking water, wastewater, storm water, 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:**

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:** 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:**

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:** Information Technology Governance and Integrated 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 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:**

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:** Information Technology Governance and Integrated 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:**

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:** Information Technology Governance and Integrated Business Solutions

## 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:**

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.

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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.

**Business Unit:** Human Resources

## Employee Health, Safety and Wellness

### **Description:**

Employee health, safety and 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 and 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:**

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

## Human Resource Services

### **Description:**

Supporting all departments and 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:**

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

## 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:**

- Profile
- Talent management
- Corporate training
- Orientation
- Onboarding
- Performance and career development
- Employee engagement
- Employee recognition
- Human resources policies
- Job descriptions
- Organizational charts

**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

## 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:**

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

# COMMUNITY AND



# PROTECTIVE SERVICES

# Community and Protective Services

## Service Profiles for 2022

### 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 Agency (LEMA)
- Ensure that our city is prepared to respond
- Facilitate major event planning
- Responsible for emergency management and corporate training
- Coordinate 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 (ESS) for the City of Leduc, contributing to the preparedness of the city 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.

### **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.

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**Business Unit:** Emergency Management Program

## Community and Social Development

### Arts, Culture and Heritage Development

### **Description:**

Building and strengthening understanding, engagement and connections with local arts, culture and heritage.

### **Outputs:**

- Ongoing liaison with arts, culture & heritage groups:
  - Maclab Centre for the Performing Arts Society
  - Leduc Farmers' Market
  - Leduc Performing Arts and Cultural Foundation
  - Leduc Public Library

- Leduc Rotary Music Festival/Leduc Music Festival Association
- Leduc Arts Foundry
- Leduc and District Historical Society/Dr. Woods House Museum
- Alberta Legacy Development Society/Leduc Heritage Grain Elevator Complex
- Stageworks Centre for the Performing Arts
- Leduc Drama Society
- Stone Barn Garden
- Development and management of the Public Art Program:
  - Creating a public art policy grounded in best practice and local engagement
  - Nurture and support public art projects in the community

**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 for the Performing Arts Society will continue in an adjunct capacity, with the City assuming primary responsibility for the day-to-day operations of the theatre, its staff team and establishing the long term planning for the facility.

**Outputs:**

Continue Maclab Centre transition into the City of Leduc by:

- Strengthening relationships with existing users, volunteers, and patrons
- Increasing public awareness of the Maclab as a cultural asset in their own city
- Refining policies, procedures, strategic priorities and decision-making frameworks
- Building connections with cultural stakeholders across sectors

**Strategic Alignment:**

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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:** Arts, Culture & Heritage

## Board Development

**Description:**

Board development workshops and learning sessions, and advisory support for community groups.

**Outputs:**

- Annual partnerships with regional municipalities and local organizations to offer opportunities on board development and organizational funding
- Minimum two 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 all residents

**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:** Community Development

## Community Development and User Group Support

**Description:**

Providing liaising services and support to recreation, sports and social community organizations that operate within the City of Leduc. These may include those that operate within City facilities or provide essential recreation, parks, sports and social services to the citizens of Leduc.

**Outputs:**

- Provide grant writing support
- Liaise and provide consulting services to over 120 community groups

- Community Facility Enhancement Program (CFEP) and Community Initiatives Program (CIP) grant tracking
- Capital project support
- Networking opportunities
- Organizational support

**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:**

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**Business Unit:** Community Development

## Community Development Projects

**Description:**

Planning and implementation of community partnership projects and amenities such as the outdoor rinks, new school athletic fields and playgrounds, multiways and others, as identified.

**Outputs:**

- Regular contact and a full report at the end of each project in partnership with the community association
- Playground development
- Recreational facility planning and development
- Project development and partnerships with community organizations
- Project development and partnerships with developers in new communities

**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.

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**Business Unit:** Community Development

## Multiway Development

**Description:**

Planning and development of multiway trails throughout Leduc.

**Outputs:**

- Building multiways to ensure all residents are within 400m of the multiway, park, open space or trail system
- Multiway planning and development
- 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 and travel grants.

**Outputs:**

- Coordinate the annual grants to organizations program
- Coordinate grant review process
- Coordinate and process other municipal grant requests

**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:** Community Development

## Parks, Open Spaces and Trails Development

**Description:**

Planning and development of parks, playgrounds and trails though out Leduc.

**Outputs:**

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

**Strategic Alignment:**

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**Secondary Outcomes:**

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**Business Unit:** Community Development

## Signature Civic Event Development

### **Description:**

Plan, coordinate and evaluate 6-11 signature events annually for residents of the City of Leduc. Provide and support events that will attract in excess of 20,000 people annually.

### **Outputs:**

- Volunteer Recognition Evening
- Canadian Tire Jumpstart Celebration
- Parade Support
- Canada Day Celebrations
- Rock the Rails
- Party in the Park including Community Information and Registration Day
- Canadian Pacific Holiday Train (alternating years)

### **Strategic Alignment:**

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**Business Unit:** Community Development

## Sports Hall of Fame Program

### **Description:**

Sports Hall of Fame program development including the nomination and induction processes.

### **Outputs:**

- Oversight of the Sports Hall of Fame program
- Plan and develop a visual display for public viewing

### **Strategic Alignment:**

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**Business Unit:** Community Development

## Telford Lake Development

### **Description:**

Development of the Telford Lake area as identified in the 2010 Telford Lake Master Plan.

**Outputs:**

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

**Strategic Alignment:**

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**Business Unit:** Community Development

## Volunteer Leduc

**Description:**

Providing development, support and engagement pertaining to volunteers including: management of website and database content, and marketing and promotion of volunteer opportunities.

**Outputs:**

- Volunteer Leduc Database Management
  - 450+ registered volunteers
- Volunteer Leduc website management
- Volunteer Management
- Administer volunteer management and recognition awards
- Board development
- Volunteer training
- Volunteer recognition
- RAVE program coordination
- Annual coordination of the Citizen Recognition Committee

**Strategic Alignment:**

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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:

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

**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:** 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:

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

**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.

**Business Unit:** Family and Community Support Services

## Community Support

**Description:**

One-to-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:

- # of internal referrals
- # of external referrals
- # of individuals served
- # of families served
- # of family violence disclosures
- # 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:

- # of FCSS volunteers
- # 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 are not limited to:
  - PARTY program
  - Fire Prevention Week
  - School tours
  - Seniors programs
  - Community open houses
  - 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 (MDP)
  - 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

**Strategic Alignment:**

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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:** 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 (AHS).

### **Outputs:**

- Provide response to ambulance calls at the advanced life support level as required by AHS
- Ensure that emergency medical service (EMS) delivery in our community is well represented in discussions with AHS
- Maintain our accreditation seal with Accreditation Canada for our EMS system
- Ensure all qualified personnel are current in today's best practices for EMS delivery
- Medical co-response utilizing firefighting crews and apparatus delivered at the following service level:
  - Basic Life Support
  - Advanced Life Support where qualified staff are available

### **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.

**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 in the Leduc Fire Service Policy # 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”;
  - Control of hydrocarbon leaks or spills

- All other hazardous materials events will be managed using 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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**Secondary Outcomes:**

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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 third party service providers
- Confined space rescue
  - Site security
  - Incident command
  - All confined space rescues will be performed by third party service providers
- Trench rescue:
  - Site security
  - Incident command
  - All trench rescue operations will be performed by 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 third party service providers
- Elevator Rescue to NFPA 1001 Professional Qualification for Firefighters

### **Strategic Alignment:**

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**Secondary Outcomes:**

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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.

**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

**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:** 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 resources to provide service delivery at the level approved by Council
  - Analyze and ensure that delivery of service is meeting 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

**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:**

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:** 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:**

- Increase effectiveness of CPO and RCMP members

**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.

**Business Unit:** Enforcement Services

## Enforcement Services Activities

**Description:**

Provide enforcement services within the scope of the community peace officer (CPO) program including traffic enforcement, bike patrols, municipal bylaw enforcement and community initiatives.

**Outputs:**

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

**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:** 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 program

**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:** 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.

### **Strategic Alignment:**

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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:**

- \$12,000 in revenue from seasonal user groups
- \$8,000 in revenue from group bookings and rec swims
- 47,000+ hours of scheduled staffing (65+ 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
- Respond to all major first aid emergencies at the Leduc Recreation Centre and outdoor pool

- Stakeholder engagement
- Work in partnership with Facility and Property Services
- 185,000+ spontaneous use visits (indoor pool) and 254,000+ visits in total
- 17,000+ visits (outdoor pool)

**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:**

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 are 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
- 4,000+ public registrants
- 1,200+ school (student) registrants
- 31,000+ public lessons attended
- 10,000+ school lessons
- 15,000+ drop-in aquatic fitness visits
- Best aquatic experience with high customer satisfaction
- Facilitate public understanding of pool rules, policies, and procedures as well as general water safety
- Provide a 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-off 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-off 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; standardized guest services training program
- Cross-training opportunities with other Leduc Recreation Centre departments
- Staff retention focus

**Strategic Alignment:**

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

**Business Unit:** Business Services

## Operations of the Leduc Recreation Centre

**Description:**

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

**Outputs:**

- Life cycle management
- Revenue increase through membership campaign strategies
- Membership cost recovery
- Member satisfaction surveys
- Member retention

**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:** Business Services

## Promotions and Marketing

**Description:**

Promotion and marketing of city recreation programs and services and the Leduc Recreation Centre (LRC) 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 events, 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 partnership 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:**

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:** 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:**

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:**

5.4 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:**

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:** 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:**

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

### **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:** Community Partnerships & Sponsorships

## Booking and Community Development Allocation of Indoor Municipal Amenities, City Sports Fields, Parks and Open Spaces

### **Description:**

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

### **Outputs:**

- 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 and parking lots
- Customer service - provide positive customer service experience
- Liaise, consult and communicate with City of Leduc internal and external partners, organizations, community groups and businesses (approximately 120 regular organized and unorganized groups)
- Budget - amenity revenue management and highlights
- Fees and charges - research and development of a fees and charges

**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:**

Event coordination and implementation of special events. Inquiries, quotes, sales, LRC tours, business development, bids and packages. Inter-departmental cooperation is essential with corporate services (marketing, communications and IT) and public services (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 risk management assessments, recommendations and details for event success.
- Management and communication of municipal and provincial legislation including permits, licensing requirements, insurance, AHS, bylaws, enforcement services communications, emergency safety plans, infrastructure, contracted services, staff resources, marketing, staff awareness and budget.

**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.

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**Business Unit:** Events & Bookings

### LRC and Civic Centre Facility Monitoring

**Description:**

Direct and manage patron use of facilities 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:**

- Continuous monitoring of facilities
- Provide positive customer service experiences

**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 and manage patron use

during identified spontaneous activity 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:**

- Internal and external communication and promotion - social media, schedules and City Guide content
- User expectation and use trend monitoring statistics and activity tracking
- Provide positive user experiences
- Leisure attendant supervision and scheduling
- Sport equipment management, replacement and life cycling

**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 by 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
- 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
- Purchase 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 the fitness centre and track per year

**Strategic Alignment:**

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**Secondary Outcomes:**

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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:**

- Deliver high quality registered programs that meet participation requirements and revenue targets
- Deliver high quality drop-in fitness classes at convenient times 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
- Two to four 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
- Offer 1350 personal training sessions each year
- Work with schools on fitness programming

**Strategic Alignment:**

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**Business Unit:** Fitness

## Recreational Program Development

### **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
- Healthy Hearts program partnership
- Prescription to Get Active - increase participation in the program annually (+10% of prescriptions transfer into a paid membership at the LRC)

### **Strategic Alignment:**

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### **Secondary Outcomes:**

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**Business Unit:** Recreation Programs

## Recreational Programs and Events

### **Description:**

Planning and organization of recreational and educational programs for families, children, youth adults and seniors. Programs that incorporate physical activity and literacy, as well as, creative, social and cultural components.

### **Outputs:**

- 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

**Strategic Alignment:**

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**Business Unit:** Recreation Programs

## 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 (6,200 annually)  
1,828 annual operation hours

**Strategic Alignment:**

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**Business Unit:** Recreation Programs

## 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 educating of staff, creating awareness and 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.)

**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:** 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:**

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:**

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:** Recreation Services

## Recreation Services – Strategic Leadership

### **Description:**

Strategic leadership and direction for the provision of recreation programs, services, facilities or initiatives.

### **Outputs:**

- Fees and charges strategy implementation
- Healthy, active and engaged community members and organizations
- Long term facility planning and programming
- Council and Parks, Recreation and Culture Board liaison
- Liaise with facility stakeholders and community partners

### **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:** 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 to 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.

### **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:** 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 requiring financial assistance
- Promote/profile the sports tourism program at major events and through general marketing initiatives

### **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:** Sport Tourism

# INFRASTRUCTURE AND PLANNING



### 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 Edmonton 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

- Water main 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.

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**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 to 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:** 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 Master 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 \$20 to \$30 million annually in 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 Avenue 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 are managed to provide collection of waste, organics, and recyclables from 9,400 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 with external stakeholder groups.

**Outputs:**

- Play a leadership role at the Edmonton Metropolitan Waste Advisory Committee to ensure both the city's and the Leduc and District Regional Waste Management Authority's interests are addressed
- Participate in the Capital Regional Sustainability Group to maintain contacts and provide partnership opportunities on environmental programs
- Participate in regional watershed and airshed management stakeholder groups as appropriate to promote the best interests of the City of Leduc

**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:** 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:**

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:**

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:** 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:**

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:** Capital Projects

### Building Operations and Maintenance

**Description:**

Facilities maintenance, preventive maintenance, maintenance planning and execution.

**Outputs:**

- Building maintenance and repair: structural/electrical/mechanical/OH&S public safety
- Computerized maintenance management (approximately 1500 work orders processed 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)

**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:** 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 and 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

**Strategic Alignment:**

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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

### **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:**

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:**

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:** 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 reviews 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:**

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:** 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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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:** Current Planning and Development

**Planning Bylaw Enforcement**

**Description:**

Enforcement of land use bylaw and applicable sections of the Municipal Government Act (MGA), 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

**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

## 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
- Delivery of business licensing services and enforcement of the business license bylaw

### **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 and other organizations to ensure measurable and cost-effective efforts in realizing economic results for the City of Leduc
- To achieve the economic growth vision, the City will focus collective and strategic economic development efforts on the following three (3) priority areas:
  - Business retention and expansion (BR&E)
  - Business and investment attraction (BIA)
  - Community economic development readiness (CEDR)
- Provide customer service, advice and enforcement for the business licensing program

### **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:**

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.

**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 and 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 and plans

### **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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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 Council, administration 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

**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.

**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 and bus – 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

## Asset Management

**Description:**

Tracks and manages \$700 million in assets including infrastructure for drinking water, wastewater, storm water and roads. The asset management program also 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 assets

**Strategic Alignment:**

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**Secondary Outcomes:**

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**Business Unit:** Infrastructure Maintenance

## Eco Station/RV Sani-Dump 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
- RV sani-dump open 24/7 during the summer season
- Organics collection site - maintain site daily (April - October)
- Haul organics to landfill one day per week or as required

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**Secondary Outcomes:**

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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 232 km (464 lane km) of paved roads and 85 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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operators are satisfied with the value they receive for their tax dollars and the quality of municipal infrastructure.

**Business Unit:** Infrastructure Maintenance

## Maintenance of Sidewalks

### **Description:**

Inspection, maintenance and construction of sidewalks, para-ramps, 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
- Provide treated sand for other municipalities

### **Strategic Alignment:**

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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, culverts, swales and catch basins - as required
- Spot repairs of mainlines, manholes, culverts, swales and catch basins - as required
- Flush problem mainlines
- 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

### **Strategic Alignment:**

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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 85 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, 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 maintained 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 and special events.

### **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
- Special events logistics, and install fixtures, amenities, Christmas lighting, and banners, as required

### **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:** 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:**

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

## 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, and connects with the two on-airport routes to travel throughout the airport lands. 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:**

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.

**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 5 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:**

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:**

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.

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:** Regional Waste Authority

# FINANCIAL POLICIES



# Financial Structure, Policy and Process

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# **Financial Structure, Policy and Process**

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## **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.

## **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 1<sup>st</sup> to December 31<sup>st</sup>. 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 1<sup>st</sup> 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

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## **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 31<sup>st</sup>, 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**

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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 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

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## 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. Beginning in 2020, Notices of Assessment will be mailed by the end of January and Tax Notices by mid-May. Taxes are due June 30<sup>th</sup> each year.

### Supplementary Assessment and Taxation

City Council passes a supplementary assessment bylaw prior to May 1<sup>st</sup> 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 notices advise 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 30<sup>th</sup> 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 1<sup>st</sup>. 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 1<sup>st</sup> 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

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## 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**

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### **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**

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## **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).



# City of Leduc Policy

**Policy Title: Budget Guiding Principles**

**Policy No: 11.00:19**

**Revision No: 1**

**Supersedes: Original Policy**

<b>Authority: City Council</b>	<b>Approval Date: March 22, 2021</b>
<b>Responsible Division: Administration (See list below)</b>	<b>Effective Date: March 22, 2021</b>
<b>Relevant Legislation:</b>	
<b>Relevant Bylaw and Date(s): #297/2006</b>	
<b>Relevant Council Resolution:</b>	
<b>Authority's Signature:</b> <i>R. G. J.</i>	

### **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 Strategic Plan and is part of the City's Financial and Corporate Planning process. The budget provides authority for Administration to spend the City's revenues on programs and services as directed by City Council. The budget also provides information that supports the decision-making process of Council and Administration.

Financial policies are an integral part of the development of the budget.

### **Definitions:**

- **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.
- **Capital Budget** – Money budgeted for the acquisition or maintenance of fixed assets as identified through a 10-year capital plan.

- Capital Expenditure – An expenditure wherein funds are used to buy a fixed asset or to add to the value of an existing fixed asset.
- 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.
- 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.
- Reserve – Monies set aside for future use that may be restricted to expenditure for specified purposes.
- Strategic Plan – The strategic plan is developed by Council and identifies their community goals and outcomes for their electoral term.

**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 identifies the costs for all services and programs provided by the City and the sources of revenue to pay for those services. It also provides Administration with the resources necessary to provide the service levels determined by City Council. The Operating Budget will support Council's Strategic Plan.

The City shall prepare a 3-year Operating Budget in which the first year is approved and the subsequent years are accepted in principle.

B. BALANCED BUDGET

Each year, the City shall adopt a balanced budget where operating revenues are equal to or greater than 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.

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 economic conditions, revenue estimates adopted by City Council must be conservative.
3. Diversifying 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 established by Council for specific purposes and are administered in accordance with current municipal policies and the Public Sector Accounting Standards. 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 taxpayers 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. All reserves are included in the approved Reserve Fund Overview as a part of the budget process and are funded from internal or external sources as defined in the Overview.
3. Funding to and from the reserves will be approved through Council in accordance with:
  - existing municipal policies;
  - the annual budget process;
  - the year end reserve transfer request and approval process;
  - the approved Reserve Fund Overview; or
  - Council resolution.
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, if sufficient funds are available. Where the City decides to borrow internally, the rate used shall be the Government of Alberta rate for Loans to Local Authorities.
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.

Council shall approve the first year of the 10-Year Capital Budget and the subsequent years will be accepted in principle.

Capital Expenditures are needed for:

- a. Maintaining existing assets.
- b. New 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.

I. BUDGET ADJUSTMENTS

Adjustments that are required to the Operating and Capital Budget after approval by Council may be made under the authorization of the City Administration Bylaw. Refer to the 'Financial Powers' section in Bylaw No. 872-2014 City Administration Bylaw.

Any additional adjustments that are required, which do not fall within the parameters of the City Administration Bylaw, must be brought forward to Council for approval.

J. BUDGET PROCESS

The budget process shall begin with discussions with Council and Executive to obtain an understanding of all Strategic and Corporate goals. The budget process will be facilitated by frequent touchpoints between Council, Executive and Administration throughout the year. Taking the Strategic and Corporate goals into consideration, each department shall prepare a 3-Year Operating Budget and a 10-Year Capital Plan. The budget will be deliberated at the Public Budget Meetings before being approved and passed by Council.

**Appendices**

Not applicable



# City of Leduc Policy

**Policy Title: Infrastructure Investment Strategy Policy**

**Policy No:** 12.02.09

**Supersedes:** N/A  
**Revision #:** New

<b>Authority: City Manager</b>	
<b>Section: Finance</b>	<b>Approval Date: October 26, 2015</b>
<b>Responsible Department: Finance</b>	<b>Effective Date: October 26, 2015</b>
<b>Relevant Legislation: N/A</b>	
<b>Relevant Council Resolution(s) and Date(s): N/A</b>	
<b>Relevant Bylaw and Date(s): N/A</b>	
<b>Authority's Signature:</b>	

### **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):**

	<b>Criteria</b>	<b>Details</b>	<b>Examples</b>
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)**

	<b>Criteria</b>	<b>Details</b>	<b>Examples</b>
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 <sup>th</sup> 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.

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## 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

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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**

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**A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ESTABLISH THE POSITION OF CHIEF ADMINISTRATIVE OFFICER**

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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".

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**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 11<sup>th</sup>, 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 11<sup>th</sup>, 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 11<sup>th</sup>, 2017.**

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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 11<sup>th</sup>, 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 26<sup>th</sup> DAY OF JANUARY, 2015.

READ A SECOND TIME IN COUNCIL THIS 9<sup>th</sup> DAY OF MARCH, 2015.

READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS 9<sup>th</sup> DAY OF MARCH, 2015.

‘original signed’

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**Greg Krischke  
MAYOR**

‘original signed’

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**Paul Benedetto  
CITY MANAGER**

March 9, 2015

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Date Signed



# City of Leduc Policy

**Policy Title: Tangible Capital Assets  
Financial Reporting Policy**

**Policy No:** 12.02:11

**Revision No:** #1

**Supersedes:** Original  
Policy

<b>Authority: City Manager</b>	<b>Approval Date: December 4, 2019</b>
<b>Responsible Division: Finance</b>	<b>Effective Date: January 1, 2020</b>
<b>Relevant Legislation: Public Sector Accounting Standards Board – PS 3150</b>	
<b>Relevant Bylaw and Date(s): N/A</b>	
<b>Relevant Council Resolution: N/A</b>	
<b>Authority's Signature:</b> 	

## **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.*"

## **Definitions:**

See *Appendix A - Definitions*

## **Policy:**

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.

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 will assist in providing guidance to departments when planning and budgeting for capital asset purchases and replacements.

### **Process:**

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, waste water 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, theatre audio/video and stage lighting equipment, pianos, lifts, 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, theatre audio/video and stage lighting equipment, pianos, lifts, computer workstations, servers, laptops, printers, and software. Software is only capitalized if the source code is owned by the City. Licensed software is not capitalized.

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.

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 31<sup>st</sup> 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.*

### **Additional Information**

Questions regarding capital asset requirements may be directed to the Manager, Accounting Services, who may consult with the Director of Finance.

### **Appendices**

*Appendix A – Definitions*

*Appendix B – Major and Minor Asset Classes and Recommended Useful Life*

## Tangible Capital Assets Financial Reporting Policy Appendix A – Definitions

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**“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	<sup>1</sup> Recommended Useful Life in Years
LAND		Not Capitalized
LAND IMPROVEMENTS	Multi-ways	25
	Parking Lots – Asphalt	20
	Parking Lots – Gravel	15
	Parks	20
	Bus Stops/Shelters	20
	Outdoor Pools	50
	Boardwalks	25
	Skateboard Parks	15
	Skating Rinks	20
	Playgrounds & Equipment	20
	Fountains	20
	Lighting	20
	Signage (Large Entryway Signs)	20
	Ball Fields	20
	Fencing	20
BUILDINGS	Permanent Structures	50
	Portable Structures	25
BUILDING IMPROVEMENTS (BETTERMENTS)	Major Overhaul	50
	Minor Restorations (not maintenance)	25
	Mechanical Systems	25
	Leasehold Improvements	Variable
ENGINEERED STRUCTURES – ROADS	Pavement Surface – New	20
	Pavement Surface – Overlays	10
	Pavement Substructure	40
	Curb & Gutter	40
	Rural Gravel Roads	25
	Sidewalks	30
	Bridge	50
	Bridge Culvert	50
	Traffic & Crosswalk Signals	30

ENGINEERED STRUCTURES – WATER/WASTEWATER/STORM	Pipes – All Materials	75
	Pipes – Liners	50
	Water Piping Valves	75
	Service Connections	75
	Fire Hydrants	75
	Water Reservoirs	75
	Manholes	75
	Sanitary Lift Stations	75
	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	5
	Aquatics Equipment - Mechanical	10
	Aquatics Equipment – Non- mechanical	10
	SCADA System	10
	Computers and Laptops	4
	Network Hardware	5
	Computer Software	4
	Electronic Signs (Billboard Style)	8
	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
	Snowmobiles & ATVs	10
	Portable Signs	20
	Turf Equipment	10
	Water Meters	20
	Office Equipment	10
	Office Furniture/Workstations	20
	Restaurant – Furniture	10
	Restaurant – Equipment	20
	Photocopiers	5
	Brush Chippers	10
	Audio & Video Equipment	10
	Stage Lighting Equipment	10
	Lifts	10
	Pianos	20
<b>VEHICLES</b>		
	Light Duty	10
	Medium Duty	10
	Heavy Duty	10
	Transit Buses – 40 ft.	18
	Transit Buses – Community	10
	Transit Buses – LATS	6
	Fire Trucks	17
	Ambulances	10

<sup>1</sup>The estimated useful life is a guideline only and can vary depending on the nature and use of individual assets.

**Note: Any changes in useful life resulting from collaboration with sub-departments will be applied prospectively.**



# City of Leduc Policy

**Policy Title: Debt Management**

**Policy No:** 12.02:05

**Supersedes:** 12.02:05

**Revision #:** 1

<b>Authority: Council</b>	
<b>Section: Finance</b>	<b>Approval Date: June 26, 2017</b>
<b>Responsible Department: Finance</b>	<b>Effective Date: June 26, 2017</b>
<b>Relevant Legislation: Municipal Government Act s. 251-263 and Alberta Regulation 255/2000</b>	
<b>Relevant Council Resolution(s) and Date(s): June 26, 2017</b>	
<b>Relevant Bylaw and Date(s): N/A</b>	
<b>Authority's Signature:</b>	

## **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.



# City of Leduc Policy

**Policy Title: Reserve Policy**

**Policy No:** 12.02:3

**Supersedes:** Previous Policy No. 12.02:3 effective October 10, 1995

**Revision #:** 1

<b>Council Authority: City Manager</b>
<b>Approval Date: September 13, 2021</b>
<b>Effective Date: September 13, 2021</b>
<b>Relevant Legislation: Municipal Government Act</b>
<b>Relevant Council Date of Resolution(s):</b>
<b>Relevant Bylaw and Date(s):</b>
<b>Authority's Signature:</b>

## Policy Objective

The purpose of this policy is to provide guidelines for the establishment and management of City of Leduc ("City") reserves, as well as the transfers to and from these reserves. The reserves are necessary to provide funding for the City's current and future capital and operating budget requirements, while providing stabilization for fluctuations in operating and capital activities. The policy will also ensure that all reserve transactions are approved by Council.

## Policy Statement

The City of Leduc strives to sustain a financially viable municipality that provides an adequate level of municipal services and supports the City's long-term capital plan. The reserve policy is intended to achieve these goals by enhancing the City's financial strength, flexibility, cash flow management and ability to achieve Council's vision and Strategic Plan.

The City is committed to the principles of the Long Term Fiscal Sustainability Plan and working within its framework.

Reserve transactions will support and adhere to the Municipal Government Act ("MGA") or other legal requirements and the principles below.

## Principles

1. In compliance with this policy and the MGA, the establishment, amendment and closure of all reserve accounts, as well as the transfers to and from these accounts require Council approval
2. Corporate risk will be mitigated through the effective management of City reserves.
3. Reserve balances will be reviewed through the Reserve Model on an annual basis as part of the budget process. The Reserve Model is a financial model that utilizes annual budgeted values, not including committed funds, to determine the optimal balance

required for each reserve. At the completion of each annual review, recommendations will be made to Council regarding any adjustments that are required to maintain acceptable balances in all reserves.

4. Administration will perform a detailed review of the reserves at a minimum of every four years to align with Council turnover.
5. Each internally restricted reserve will have an established optimal or target value. In the event of a balance that is below the optimal value, a strategy could be adopted to achieve the optimal level over a reasonable period. The strategy may include, but is not limited to:
  - a. Replenishing the reserve with any unplanned one-time revenues;
  - b. Utilizing previously committed one-time contingent funds or appropriated items that are no longer required for their original purpose; or
  - c. Adjusting the annual budgeted reserve contributions.

The requirement to bring the reserve balance to the optimal level is subject to Council's discretion.

6. Once a reserve has reached its optimal value, annual budget contributions will cease until such time the reserve balance falls below the target level and requires replenishment.
7. In order to be sustainable, each reserve must identify a funding source, either from internal or external sources, including but not limited to:
  - a. Approved budget contributions;
  - b. Allocation of year end actual surplus;
  - c. Donations;
  - d. Interest earned on reserve funds;
  - e. Government grants; and
  - f. One-time transfers approved by Council.

## Definitions

- i. *Capital reserve* – An internally restricted balance designated to fund expenditures that are capital in nature.
- ii. *Committed balance* – Funds approved by Council to be applied towards specific expenditures.
- iii. *Offsite levies* – Funds levied from developer agreements on new land developments and subdivisions, which is restricted for projects required due to growth.
- iv. *Operating budget surplus* – The excess of revenues over expenditures as compared to the annual operating budget approved by Council, net of budget carryover items.
- v. *Operating expenses* – Total budgeted operating expenses, excluding amortization and inter-divisional transfers.

- vi. *Operating reserve* – An internally restricted balance designated to stabilize the City's operating financial requirements.
- vii. *Reserve model* – A financial model that takes annual reserve contributions and uses into consideration to determine the optimal funding level of each reserve that is required to support the City's long-term capital plan.
- viii. *Restricted reserve* – Funds that are targeted for a specific purpose, project or department, or has limitations as to where the funds may be used.
- ix. *Unrestricted reserve* – Funds that are available for use for any operating requirement that is compliant with the Alberta MGA.

## **Operating Reserve**

The operating reserve provides sustainable operating funds to ensure the City can provide adequate levels of municipal services during unplanned and unforeseen events or conditions. They help to smooth the impact of financial changes on taxpayers and service users and can be set aside for specific future liabilities.

1. An operating reserve is an internally restricted balance set aside to stabilize the City's finances by providing an allowance for unexpected events, significant losses of income, and large unbudgeted expenses.
2. The operating reserve must have an optimal balance of 8% of budgeted operating expenses, not including amortization and inter-divisional transfers. This amount is equivalent to approximately one month of operating expenses.
3. Any annual operating budget surplus will be allocated according to the following guideline:
  - a. Fifty percent (50%) of the annual surplus will be placed in the operating reserve with the remaining 50% to be allocated to the capital reserves, as required.

## **Capital Reserves**

Capital reserves are internally restricted amounts established to fund expenditures of a capital nature, including the replacement and upgrading of existing assets or the construction of new assets and infrastructure. These reserves are used to support the City's long-term capital planning.

In support of the overall financial health of the City, a reserve will be created for the replacement of existing infrastructure and construction or purchase of new infrastructure for each of the following categories:

1. Transportation Network
2. Equipment and Vehicles
3. Technology
4. Community
5. Facilities
6. Safe Communities

7. Environmental and Waste
8. Water
9. Wastewater and Storm

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. Detailed information for the above capital reserves is available in Schedule A.

### **Restricted Reserves**

These reserves are externally restricted through the MGA and include the following:

1. Cash in Lieu
2. Recreation Levy
3. Developer Contribution
4. High Precision Network Monument Reserve

They also include reserves that are held by the City on behalf of third party organizations and include the following:

1. Downtown Progress Association
2. Library Equipment
3. Reserve for Lede Room
4. Reserve for Library Bequest
5. Reserve for LATS Bequest

### **Offsite Levies Reserves**

Offsite levies reserves are funds that are externally restricted through the MGA. These funds are levied from developer agreements on new land developments and subdivisions, which in turn fund projects that are stimulated by this growth. These reserves fund new or enhanced assets and infrastructure, which are required to facilitate municipal growth and assist in alleviating the burden on existing City infrastructure.

Offsite levies reserves include the following:

1. Water Offsite Levies
2. Sanitary Sewer Offsite Levies
3. Transportation Offsite Levies Roads

**SCHEDULE A**

**City of Leduc Financial Reserves**

*Operating Reserves*

<b>Operating Reserve</b>	
Purpose:	To provide funds for one-time expenditures of an operating nature; to subsidize unexpected or emergency expenditures; to smooth the impact of financial changes; and to assist in funding future specific liabilities.
Source of Funding:	<ul style="list-style-type: none"> <li>a) Annual budgeted transfers as approved by Council</li> <li>b) Allocation of annual operating budget surplus as approved by Council</li> <li>c) Other sources as approved by Council</li> </ul>
Optimal Balance:	One month or 8% of the budgeted municipal operating expenses (not including inter-divisional transfers and amortization). A portion of this funding will be restricted in the Financial Stabilization Reserve to fund unexpected or emergency expenditures resulting from inclement weather and to smooth the impact of financial changes.

*Capital Reserves*

The optimal balance for each of the following capital reserves will be determined on an annual basis through the Reserve Model.

<b>Reserve Name</b>	<b>Purpose of Reserve</b>	<b>Sources of Funding</b>
Transportation Network Reserve	To provide funds for the replacement and improvement of current transportation infrastructure and the development of future infrastructure.	a) Annual budgeted transfers as approved by Council b) Other sources as approved by Council
Equipment and Vehicles Reserve	To provide funds for the purchase and replacement of department-specific capital equipment.	a) Annual budgeted transfers as approved by Council b) Non-sustainable traffic fine revenue c) Other sources as approved by Council
Technology Reserve	To provide funds for technology-related capital projects.	a) Annual budgeted transfers as approved by Council b) Other sources as approved by Council
Community Reserve	To provide funds for the purchase of equipment and land, as well as the development of land related to growth.	a) Annual budgeted transfers as approved by Council b) Property sale proceeds c) Other sources as approved by Council
Facilities Reserve	To provide funds for the replacement and rehabilitation of building infrastructure.	a) Annual budgeted transfers as approved by Council b) Other sources as approved by Council
Safe Communities Reserve	To provide funds for safe community initiatives.	a) Annual budgeted transfers as approved by Council b) Other sources as approved by Council
Environmental and Waste Reserve	To provide funds for environmental and waste minimization initiatives.	a) Annual budgeted transfers as approved by Council b) Other sources as approved by Council
Water Reserve	To provide funds for the replacement and improvement of water infrastructure.	a) Annual budgeted transfers as approved by Council b) Other sources as approved by Council
Wastewater and Storm Reserve	To provide funds for the replacement and improvement of storm and sewer infrastructure.	a) Annual budgeted transfers as approved by Council b) 75% of storm drainage user fees c) Other sources as approved by Council

*Legislated and Contractual Reserves*

The following legislated and contractual reserves do not have an established optimal balance.

<b>Reserve Name</b>	<b>Purpose of Reserve</b>	<b>Sources of Funding</b>
Cash in Lieu Reserve	To provide funds for the purchase of municipal reserve space for parks, schools and other municipal requirements.	a) Payments of cash in lieu of municipal reserves
Recreation Levy Reserve	To provide funds for City-wide recreation needs.	a) Annual transfers of developer recreation levy
Developer Contribution Reserve	To provide funds for specific capital projects.	a) Payments received from developers for capital works paid by the City
High Precision Network Monument Reserve	To set aside funds collected from developers to fund the replacement of high precision network monuments.	a) Payments received from developers

*Reserves Held by the City of Leduc*

The following reserves are held by the City of Leduc on behalf of third parties and do not have an established optimal balance.

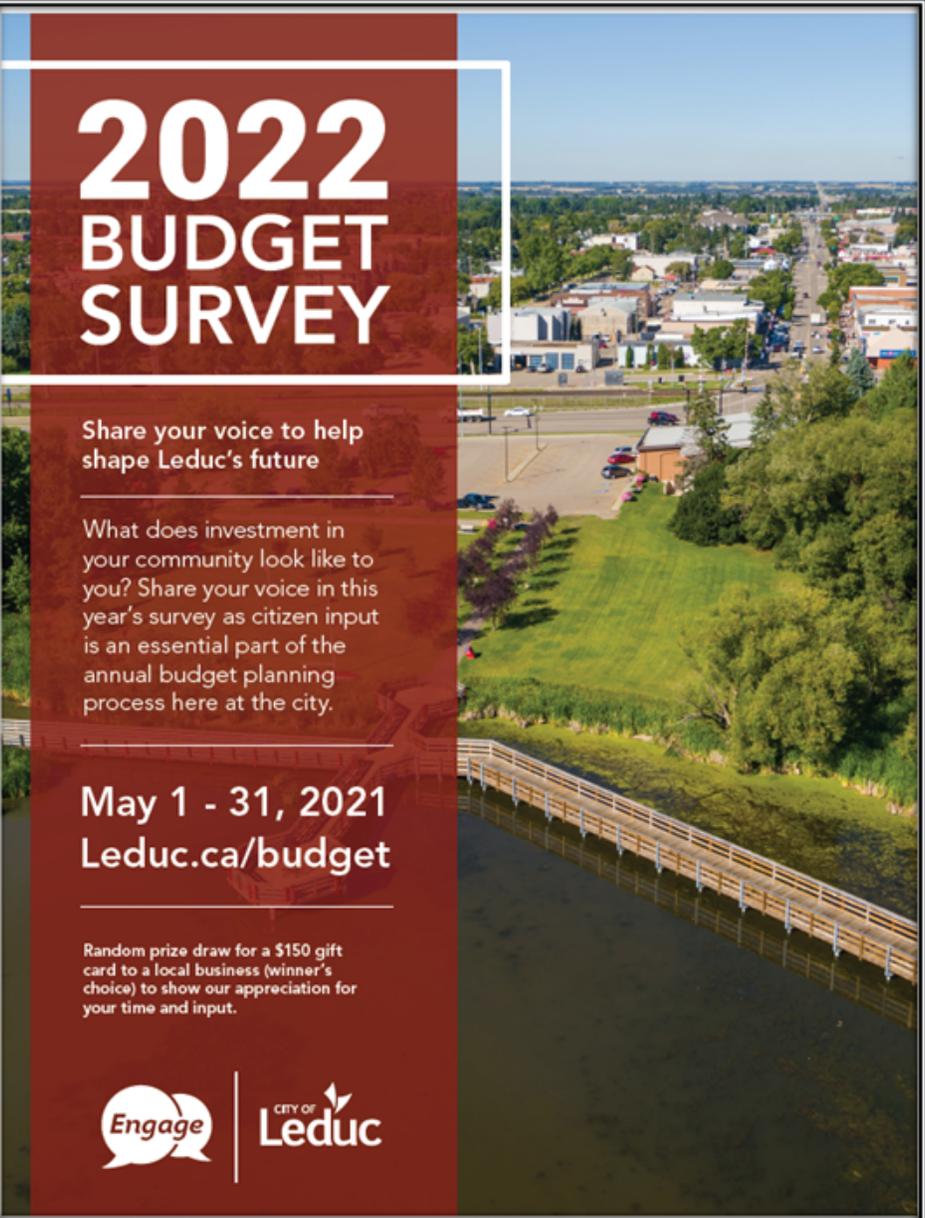
<b>Reserve Name</b>	<b>Purpose of Reserve</b>	<b>Sources of Funding</b>
Downtown Progress Association Reserve	To hold funds for capital projects for the Downtown Progress Association.	a) Annual budgeted transfers
Reserve for Library Equipment	To hold funds for the purchase of library equipment.	a) Annual budgeted transfers of Library revenue
Reserve for Lede Room	To hold funds for the purchase of equipment required for the Lede room.	a) Donation
Reserve for Library Bequest	To hold funds for capital improvements to the children's area of the Library.	a) Bequest from estate
Reserve for LATS Bequest	To hold funds for the purchase of future assisted transit buses.	a) Bequest from estate

*Offsite Levies Reserves*

The following offsite levies reserves do not have an established optimal balance.

<b>Reserve Name</b>	<b>Purpose of Reserve</b>	<b>Sources of Funding</b>
Water Offsite Levies Reserve	To provide funds for water-related capital replacements and improvements for offsite levies capital projects.	a) Offsite levies collected from developers through Bylaw
Sanitary Sewer Offsite Levies Reserve	To provide funds for sanitary sewer-related capital replacements and improvements for offsite levies capital projects.	a) Offsite levies collected from developers through Bylaw
Transportation Offsite Levies Roads Reserve	To provide funds for roads and related capital replacements and improvements for offsite levies capital projects.	a) Offsite levies collected from developers through Bylaw

# 2022 Budget Survey



**2022  
BUDGET  
SURVEY**

Share your voice to help  
shape Leduc's future

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What does investment in  
your community look like to  
you? Share your voice in this  
year's survey as citizen input  
is an essential part of the  
annual budget planning  
process here at the city.

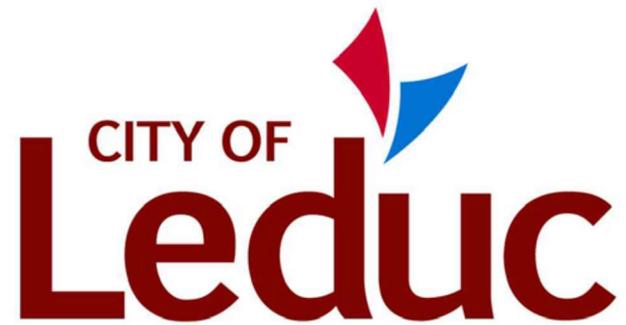
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**May 1 - 31, 2021**  
**Leduc.ca/budget**

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Random prize draw for a \$150 gift  
card to a local business (winner's  
choice) to show our appreciation for  
your time and input.

 | 



**2022 Budget Planning Survey**  
**General Population Survey Results**

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*Results weighted to ensure statistical  
validity to the Leduc Population*

**Conducted by:**



**ADVANIS**

*Advanis Inc.  
Suite 200, Sun Life Place  
10123 99 Street  
Edmonton, AB  
T5J 3H1*

**Primary Contact:**

*Patrick Kyba  
[pkyba@advanis.net](mailto:pkyba@advanis.net)  
780.229.1135*

June 11, 2021

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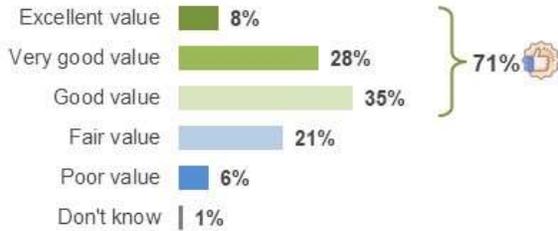
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# 1 Budget Planning Survey Highlights

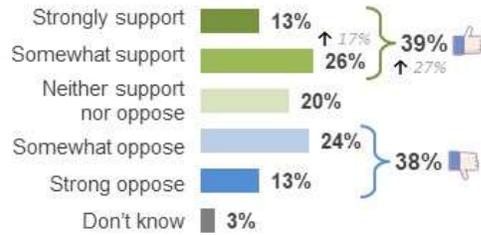
## 2022 Budget Planning Survey Highlights

Survey of **485** adult Leduc residents contacted by phone, May 3<sup>rd</sup> to May 31<sup>st</sup>, 2021, and completed the survey. Results are weighted by age.

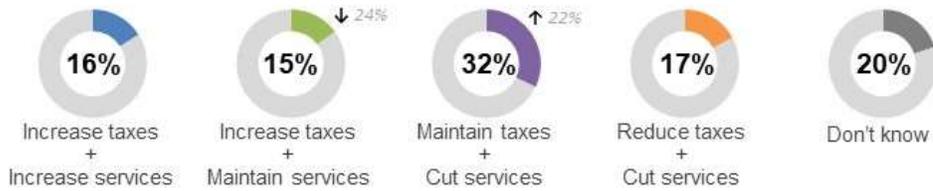
### City Service Value for Taxes (no changes)



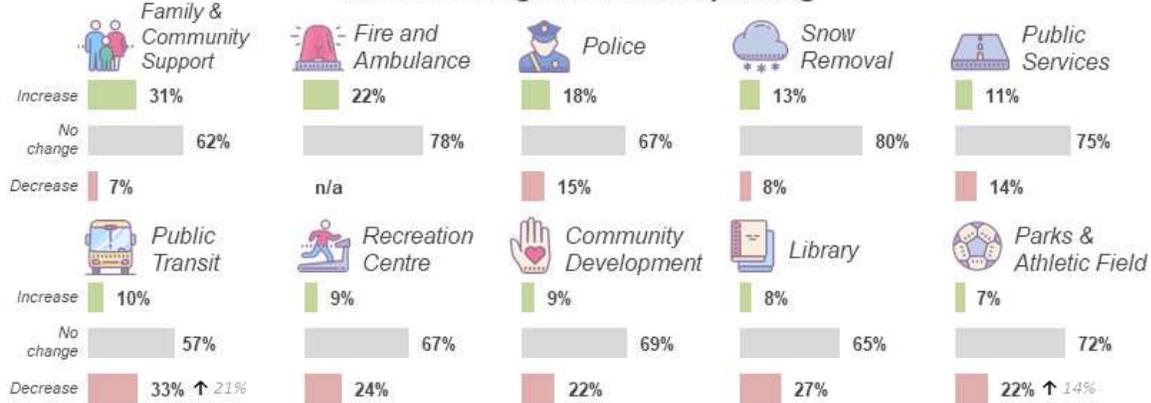
### Decrease Service Levels to Minimize Tax Increase?



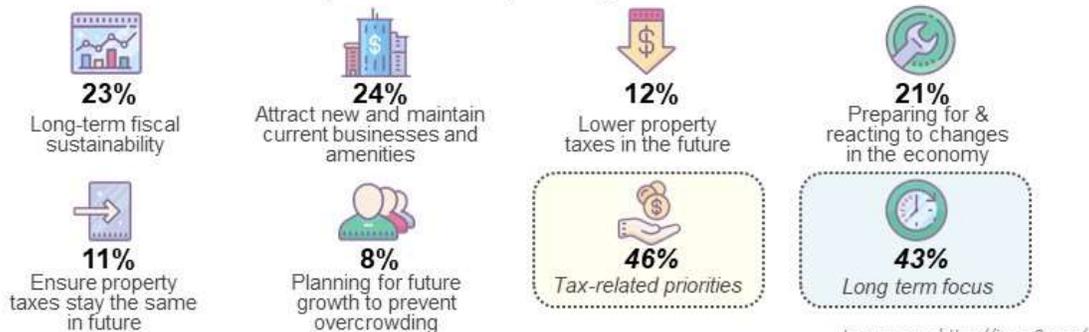
### Preferred Tax Strategy



### Desired Change to Variable Spending



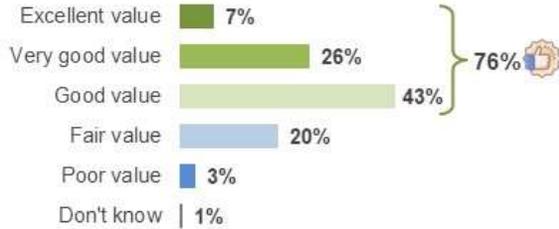
### Most Important Priority Facing Leduc (no changes)



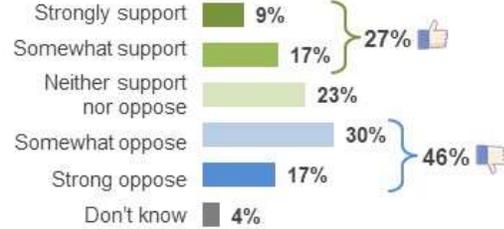
# 2020 Budget Planning Survey Highlights

Survey of **507** adult Leduc residents contacted by phone, May 1<sup>st</sup> to June 2<sup>nd</sup>, 2019, and completed the survey. Results are weighted by age.

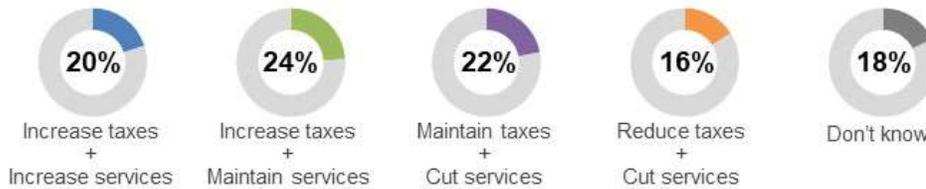
## City Service Value for Taxes (no changes)



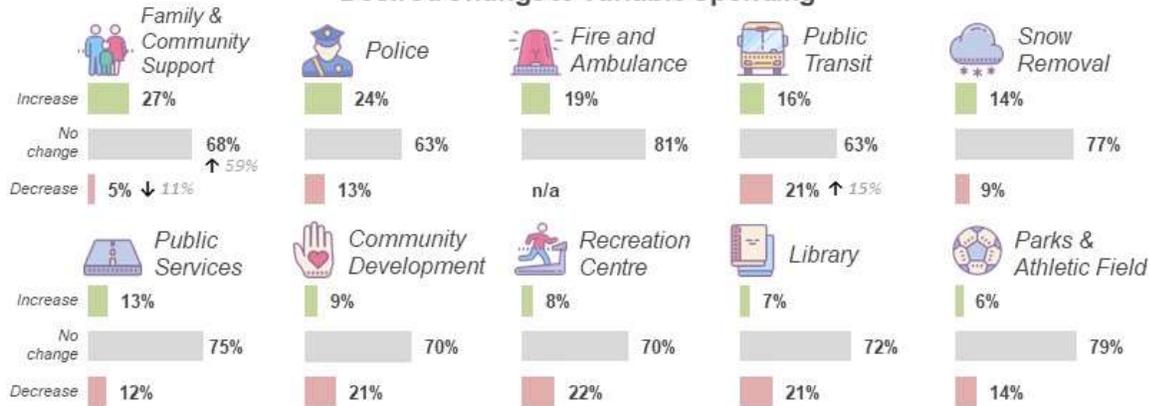
## Decrease Service Levels to Minimize Tax Increase? (no changes)



## Preferred Tax Strategy (no changes)



## Desired Change to Variable Spending



## Most Important Priority Facing Leduc (no changes)



## 2 Detailed Project Description

### 2.1 Project Background

In spring 2021, the City of Leduc (“the City”) contracted Advanis to conduct the 2022 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 2022 budget. In total, 485 randomly selected City of Leduc residents aged 18 and older completed the survey between May 3<sup>rd</sup> and May 31<sup>st</sup>, 2021.

This report outlines the results of the 2022 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. Note that the survey was not administered in 2020 due the Covid-19 pandemic. As such, results for 2021 are compared against results from 2019 throughout the report.

### 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 2022 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. No General Population or Stakeholder surveys were completed in 2021 by this younger demographic.

#### 2.2.2 Survey Design

The 2022 Budget Planning Survey was based on the 2020 Budget Planning Survey, conducted in spring 2019 (the survey was not run in 2020). This maintained consistency between years and allowed many results to be compared between years. Specific changes made to the survey included:

- Removed the “cinema” answer level from the question asking where respondents learned about the survey.
- Updating all dates in the survey to reflect 2021 dates and all budget percentages to reflect what was actually budgeted for in 2021.
- Changing the incentive from offering tickets to a performance series of 3 shows at Maclab Theatre for the Performing arts to a gift certificate to a local Leduc business of the draw winner’s choice (valued at \$150).

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 used Advanis' proprietary General Population Random Sample 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 2022 Budget Planning Survey in order to engage all Leduc residents most effectively. As mentioned, the survey platform used in 2021 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, 58% of surveys collected for this report completed the survey on a mobile device** (compared to 52% in 2019). 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 3<sup>rd</sup>, 2021. 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 data checks did not flag any concerns, these results were included in the final report and the survey was fully launched. The primary fielding dates for the remainder of residents who completed the survey was from May 3<sup>rd</sup> to May 31<sup>st</sup>, 2021. In total, 485 residents completed the survey which implies a margin of error no greater than  $\pm 4.4\%$  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 2019 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. In total, 28% mentioned that they recalled it from billboard signs, 15% from social media, 9% from the City of Leduc website, and 20% saw or heard an advertisement for the survey somewhere else. Other sources were up significantly (from 12%) compared to 2019. However, 43% did not recall seeing or hearing an advertisement for the survey (down from 48% in 2019).

### 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:

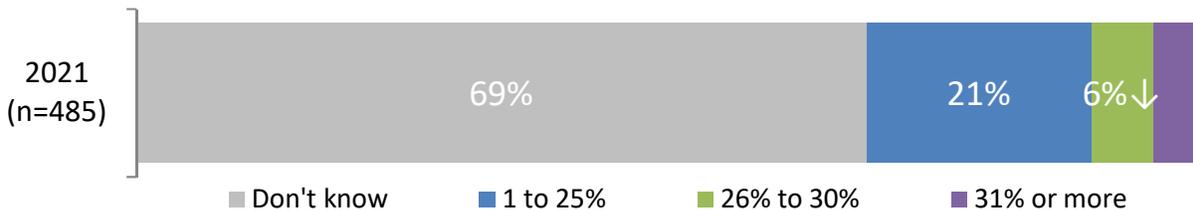
- The term “significant” means “statistically significant at 95% confidence”. Prior to 2021, statistical testing used the unweighted base in calculations. Beginning in 2021, the effective based is used in statistical testing to better control for the effects of weighting the data.
- The analysis checked for statistical differences between the following groups:
  - Age (18 to 44, 45 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 44, this means that the result among those aged 18 to 44 is statistically higher than those who are not aged 18 to 44.
- To improve readability, bars with values less than 5% may not have the value shown. Actual percentages 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. Since these levels are volunteered by respondents each year, they are not trended year-to-year.
- For results with a base size of fewer than 30 residents, percentages 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.
- Note that icons used in this report are from icons8.com.

### 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. The percent of property tax that pays for education is 27%.

When asked what percent of property tax goes to the province, nearly seven-in-ten (69%, compared to 64% in 2019) did not know. 6% of residents came close to the correct answer (compared to 15% in 2019), mentioning between '26% and 30%', while only 1% of residents correctly identified that '27%' of property tax pays for education.

#### Percent of Property Tax Collected on Behalf of the Province of Alberta



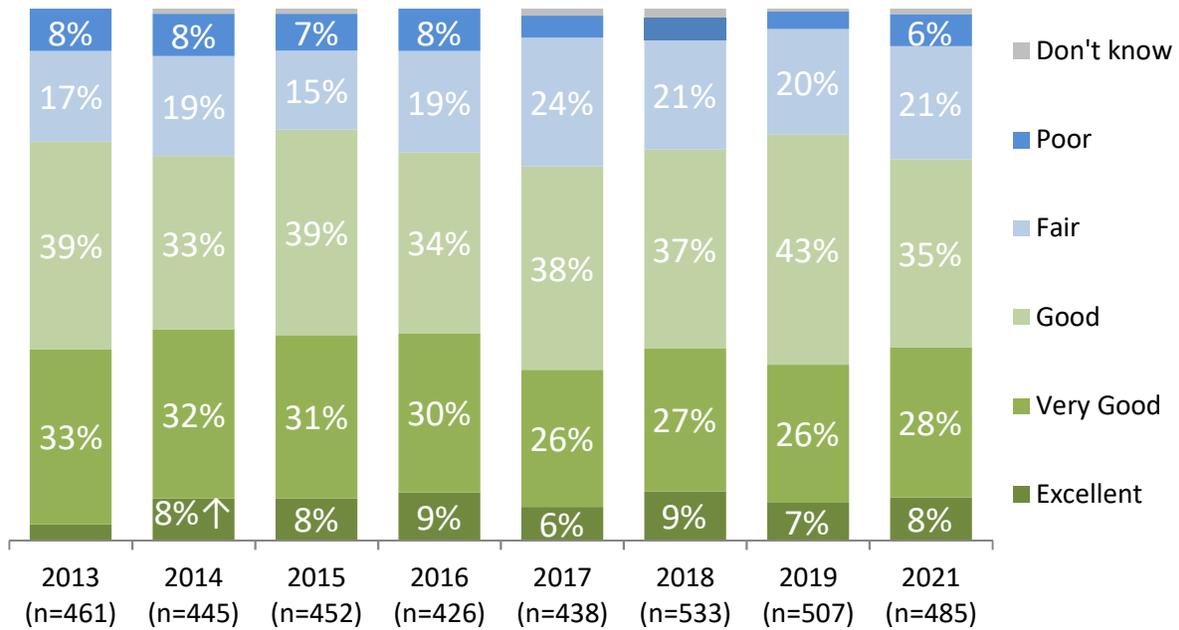
Values may not sum to 100% due to rounding. Trending is not shown as the true percent (27%) has decreased from previous year (28%).

Subgroups that are significantly more likely to answer in the 26% to 30% range include:

- 🏠 12%: Those who own their primary residence; and
- 😊 7%: Those who receive good/very good/excellent value from taxes.

Residents were then made aware that 27% 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 73% used to fund city services. Consistent with 2019 results, sentiment continues to be quite positive.

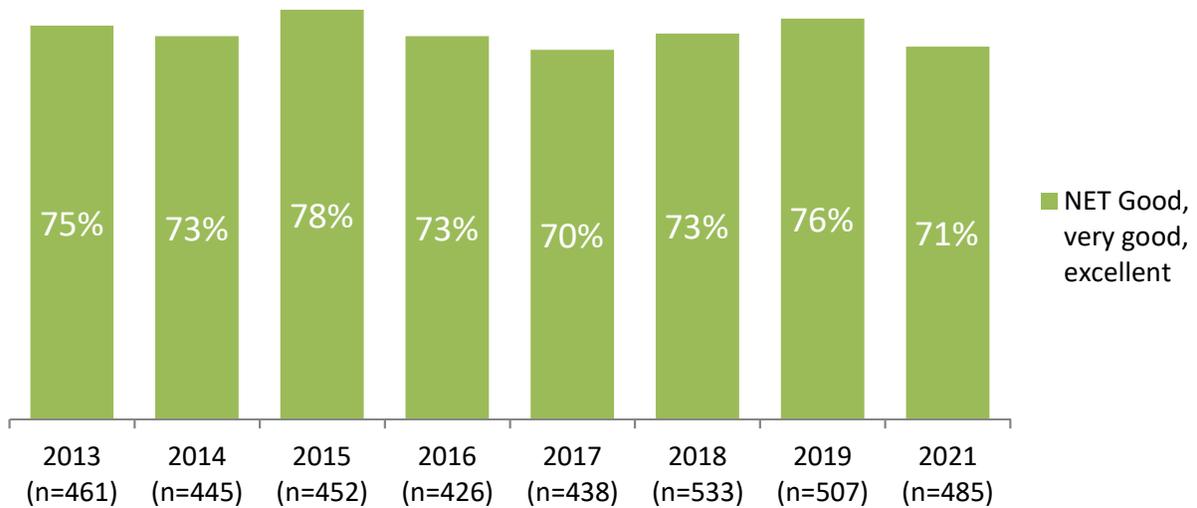
### Perceived Value Received for Taxes Paid



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 (71%) continues to remain high in 2021.

### 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:

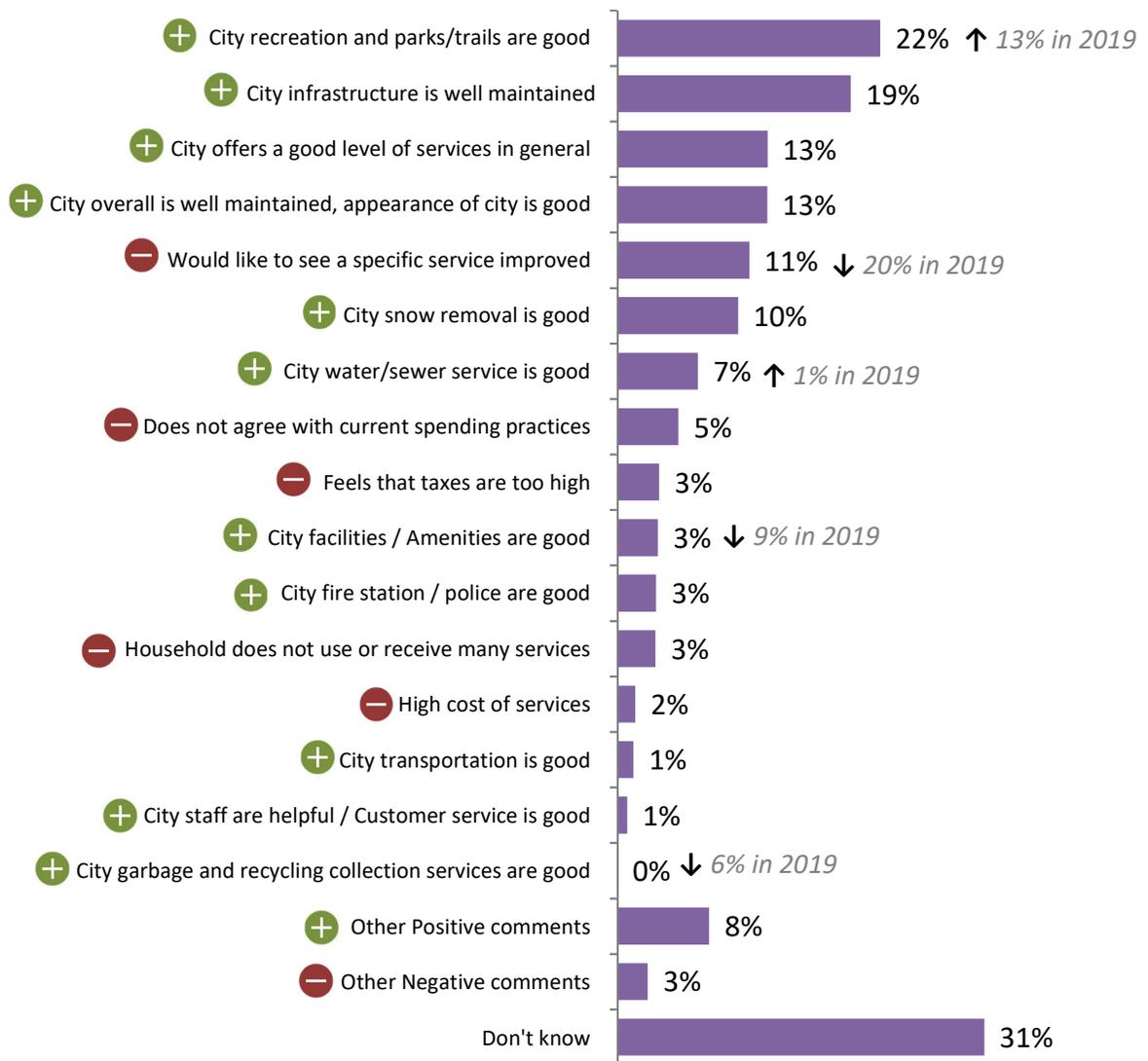
-  87%: Those who prefer to increase taxes;
-  84%: Those in households earning between \$100 and \$150K a year; and
-  80%: Those who oppose a decrease in service levels to minimize tax increases.

All 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 City recreation, parks, and trails are good (22%), City infrastructure is well maintained (19%), residents feel that the level of services is good (13%), the City overall is well maintained (13%), snow removal is good (10%), and City water/sewer service is good (7%, a significant increase from 1% in 2019).

The top **-** **negative** reason provided by 11% of residents is the desire to see a specific service improved (top services include snow removal and road maintenance). Note that nearly one-third (31%) of residents were unable to provide a reason for the value they receive. Overall, 55% of residents have provided positive reasons for receiving good value (a significant increase from 42% in 2019).

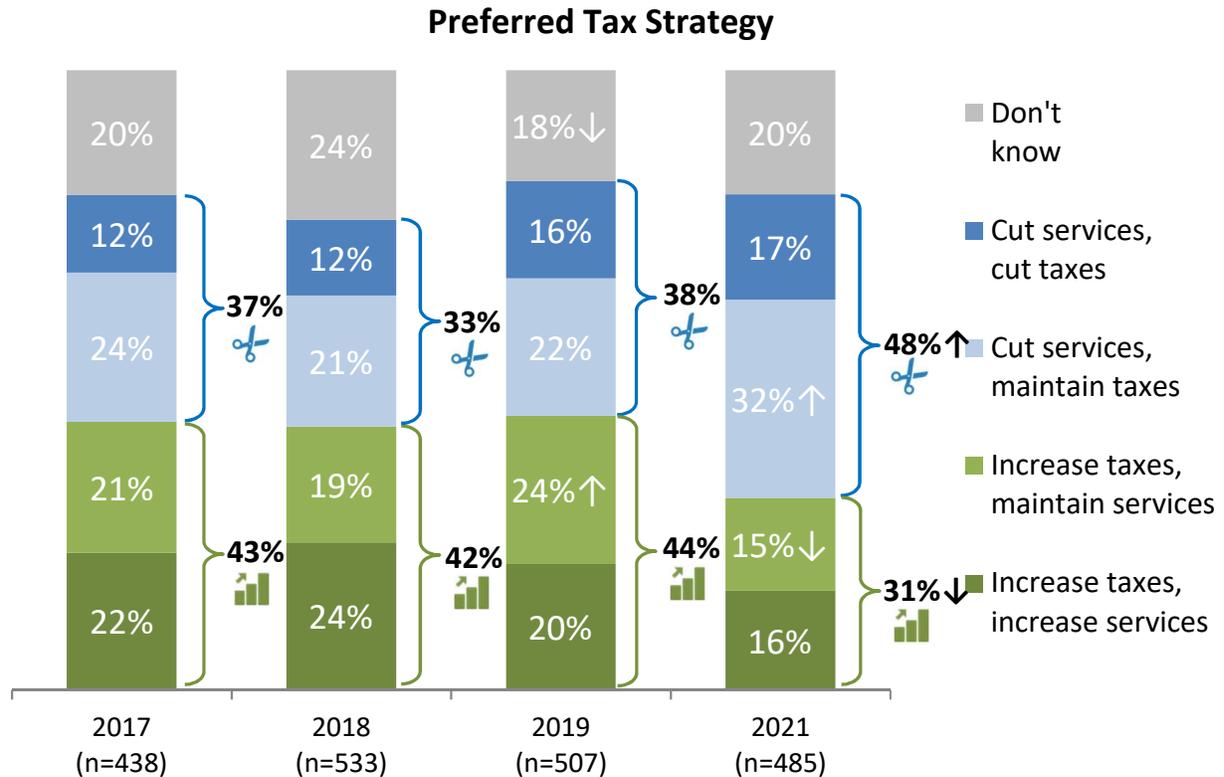
### Why Residents Feel this Way



n=485. Values may sum to more than 100% as multiple mentions were allowed.

### 3.2 Overall Property Tax Preference

Next, residents were shown four different tax strategies and asked for their preference. 48% of residents prefer cutting services to maintain or reduce taxes, and 31% prefer an increase to taxes to maintain or increase services. A further 20% did not provide an opinion. These results were significantly different compared to 2019, with a larger proportion preferring a cut to services, possibly in response to the economic pressures of COVID-related restrictions and/or the resulting inaccessibility of some services.



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.

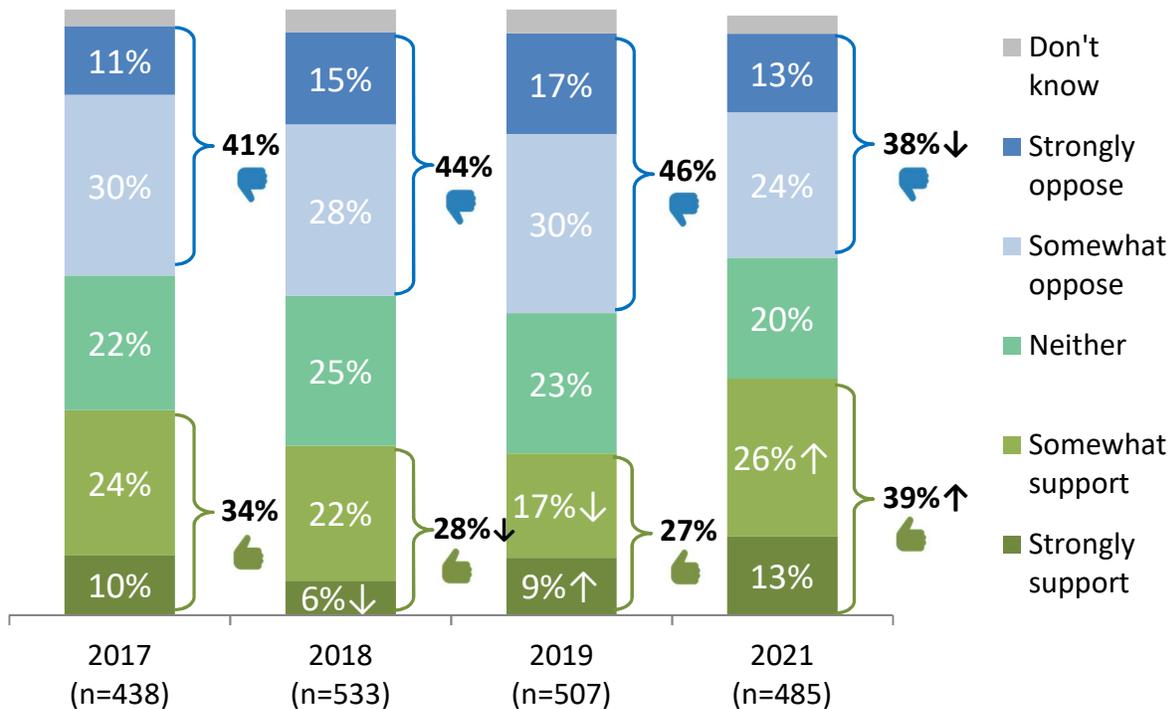
Significant subgroup differences include those who:

Increase taxes, increase services	Increase taxes, maintain services	Cut services, maintain taxes	Cut services, cut taxes
<p>🗨️ 27%: Oppose a decrease in service levels to minimize tax increases;</p> <p>💰 28%: Earning \$100-150K a year;</p> <p>😊 19%: Receive good / very good/excellent value from taxes.</p>	<p>🗨️ 31%: Oppose a decrease in service levels to minimize tax increases;</p> <p>👴 23%: Aged 65 or older;</p> <p>😊 19%: Receive good / very good/excellent value from taxes.</p>	<p>👍 47%: Support a decrease in service levels to minimize tax increases;</p> <p>💼 37%: Employed full- or part-time.</p>	<p>🗨️ 32%: Support a decrease in service levels to minimize tax increases;</p> <p>🏠 20%: Own their primary residence.</p>

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.

Residents were divided in support (39%) for a decrease in service levels or opposition to it (38%). This is a significant change to the trend maintained in prior years when more residents were opposing a decrease in service levels (46% in 2019 vs. 38% in 2021). One-fifth (20%) did not feel strongly either way, while another 3% did not have an opinion.

### 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:

- ✂ 64%: Those who prefer to cut services;
- 💰 49%: Those in households earning \$60 to \$100K;
- 👨👩👧👦 48%: Those with children under 18 in household;
- 👔 45%: Those employed full- or part-time; and
- 🏠 43%: Those who own their primary residence.

Subgroups that are significantly more likely to **neither support nor oppose** decreasing service levels to maintain taxes include:

- 💰 33%: Those in a household earning under \$60K.

Subgroups that are significantly more likely to **oppose** decreasing service levels to maintain taxes include:

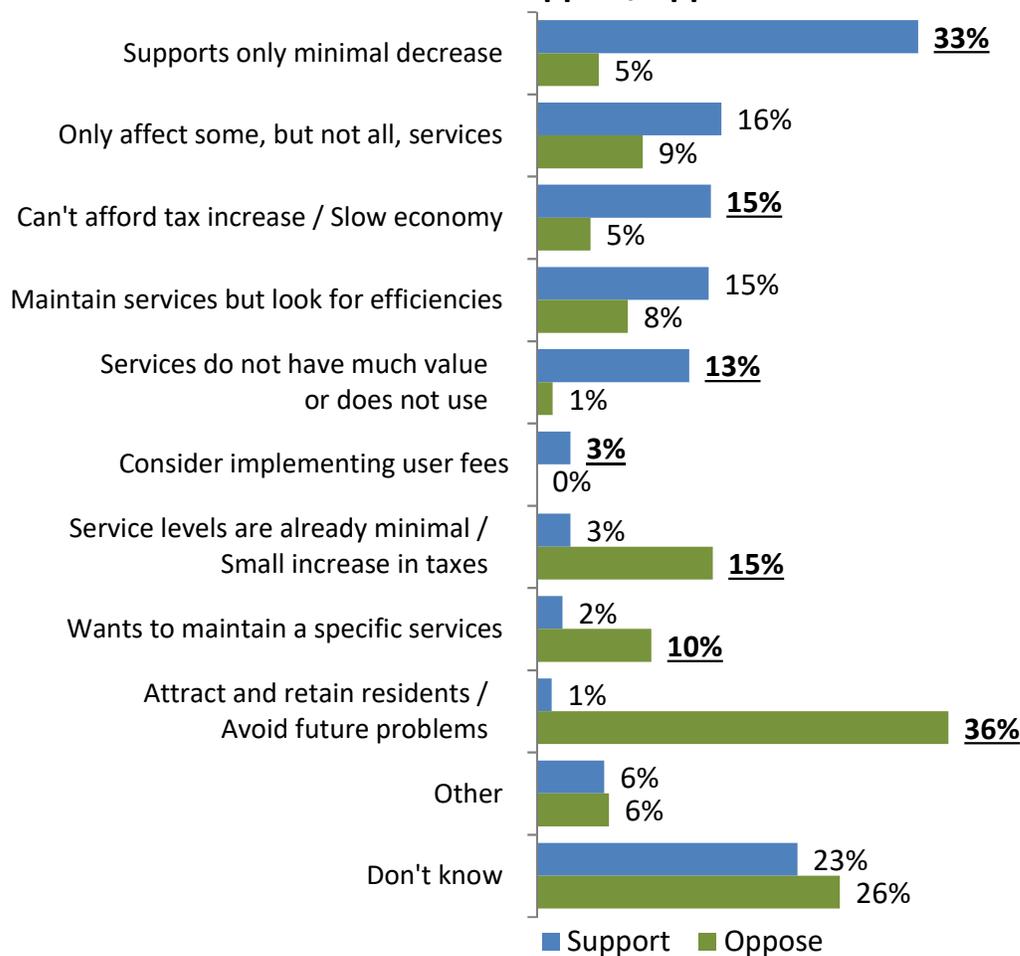
-  70%: Those who prefer to increase taxes;
-  45%: Those who are not employed (on leave/homemaker/student/unemployed/retired);
-  43%: Those with no children under 18 in the household; and
-  42%: Those who receive good/very good/excellent value from taxes.

In terms of why residents support or oppose decreasing service levels to minimize tax increases, a third (33%) of those who support decreasing service levels support only a minimal decrease. Another 16% would only like to see some services affected, as opposed to all services.

In contrast, over one-third (36%) oppose decreasing service levels because they feel that services are important to prevent future problems, 15% say services are already minimal, and 10% want to maintain specific services.

It should be noted that nearly a quarter (23% of those who support and 26% of those who oppose) did not provide any reasons for supporting or opposing a decrease to service levels.

### Reasons for Support/Opposition



n=174 (Support), 188 (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 (53%) 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 (47%) includes categories where spending can be increased or decreased depending on the level of service provided.

The proposed City of Leduc 2022 variable budget is split between the following services:



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. **Overall, this year's results show most residents want spending for most services to remain the same.** That said, the following services had the highest percentage of residents requesting an **increase** in spending:

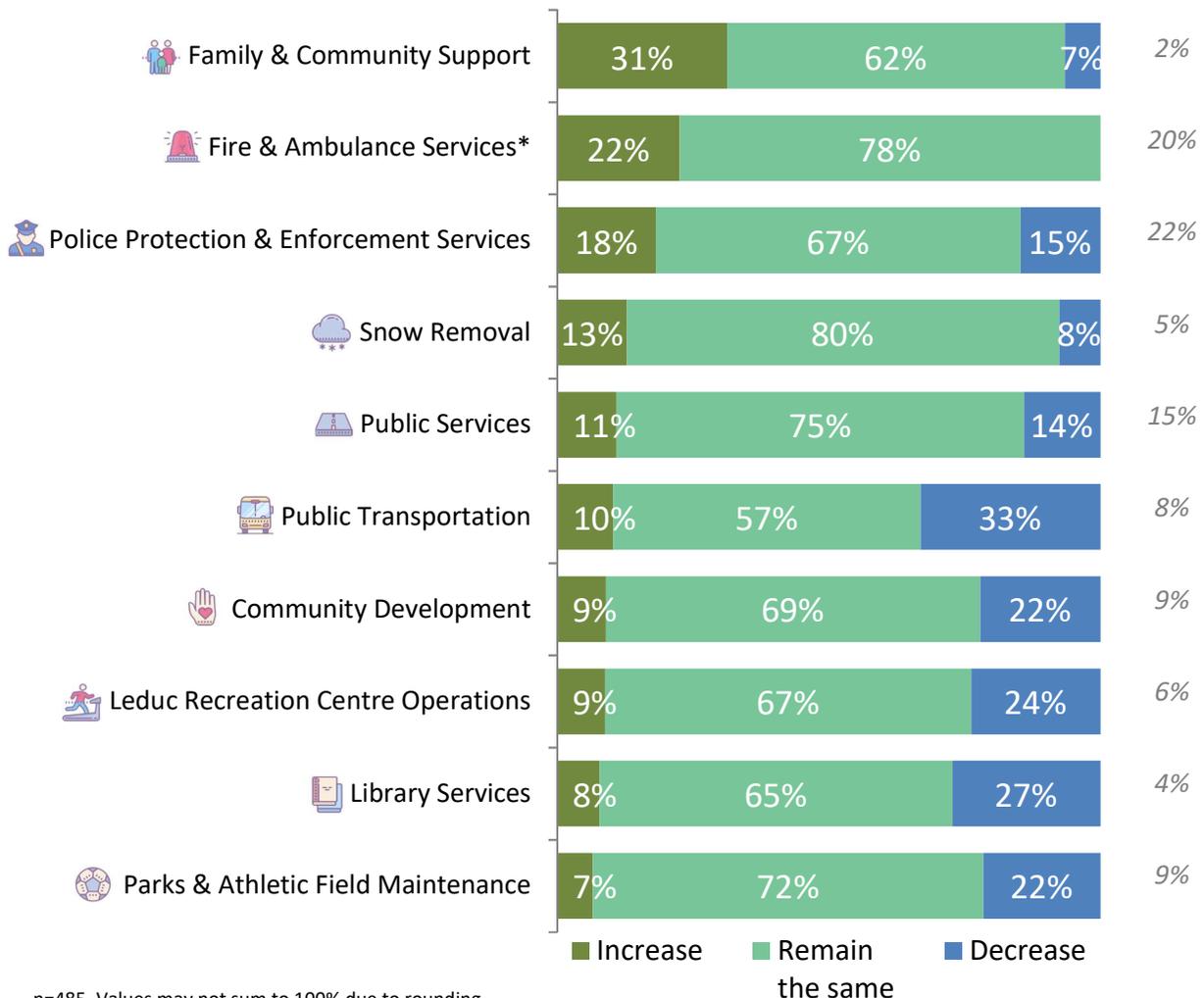
-  31%: Family and Community Support Services;
-  22%: Fire & Ambulance Services; and
-  18%: Police Protection and Enforcement Services.

Services that had the highest percentage of residents requesting a **decrease** in spending include:

-  33%: Public Transportation;
-  27%: Library Services; and
-  24%: Leduc Recreation Centre Operations.

### Comparison of Preferred Budget Adjustments for all Services

*Proposed % of budget*



n=485. Values may not sum to 100% due to rounding.

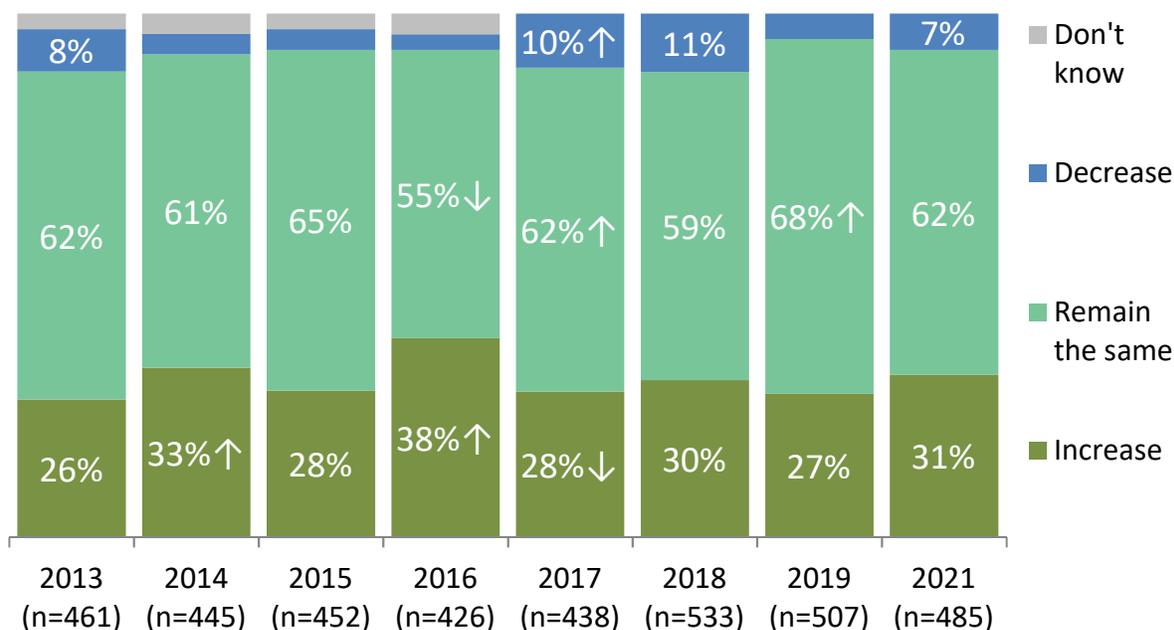
\* Fire and ambulance services are contracted services provided by the City on behalf of the Province of Alberta and cannot be reduced.

The remainder of this section of the report explores each of these services in more detail.

### 3.3.1 Family & Community Support (Proposed 2%)

About three out of five (62%) residents prefer to see *Family and Community Support Services* funding remain the same. However, nearly one-third (31%) would like funding to be increased, while 7% would prefer to see funding decrease. These results are similar to those in 2019.

**Budget Adjustment for Family & Community Support (Proposed 2%)**



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:

-  54%: Those who rent their primary residence;
-  45%: Those who oppose a decrease in service levels to minimize tax increases; and
-  45%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

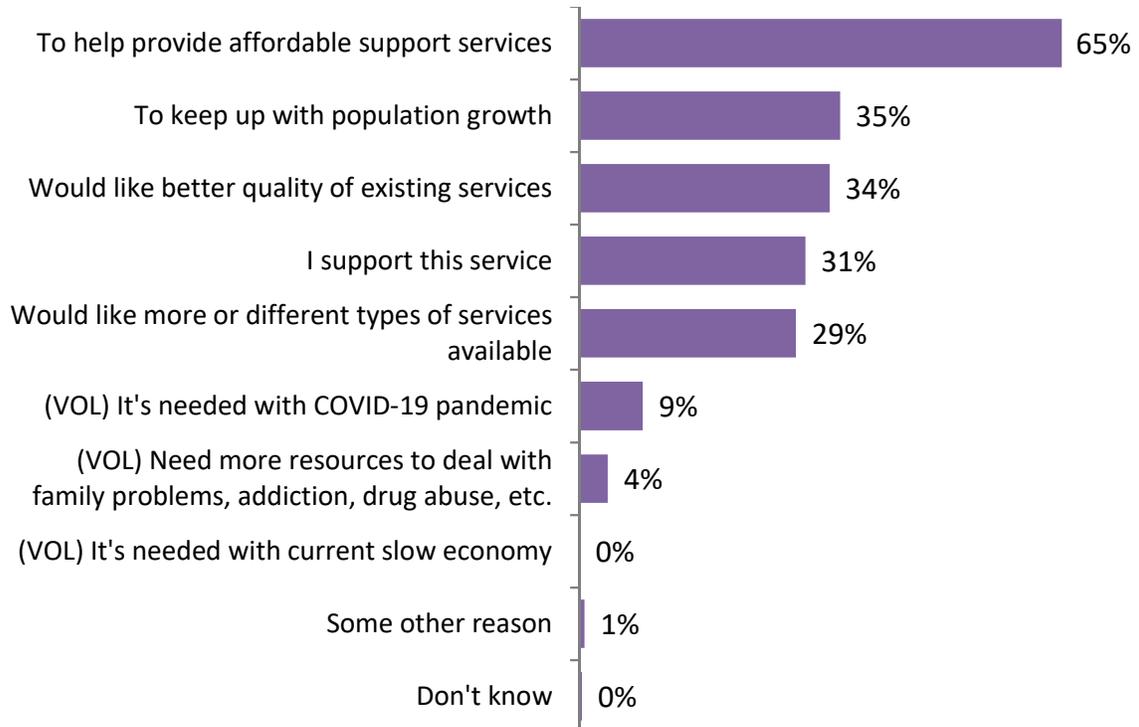
-  71%: Those supporting a decrease in service levels to minimize tax increases; and
-  70%: Those who prefer to cut services.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  10%: Those who prefer to cut services;
-  11%: Those who support a decrease in service levels to minimize tax increases; and
-  8%: 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 (65%). About one-third say additional funding is needed to keep up with population growth (35%) or would like better quality of existing services (34%).

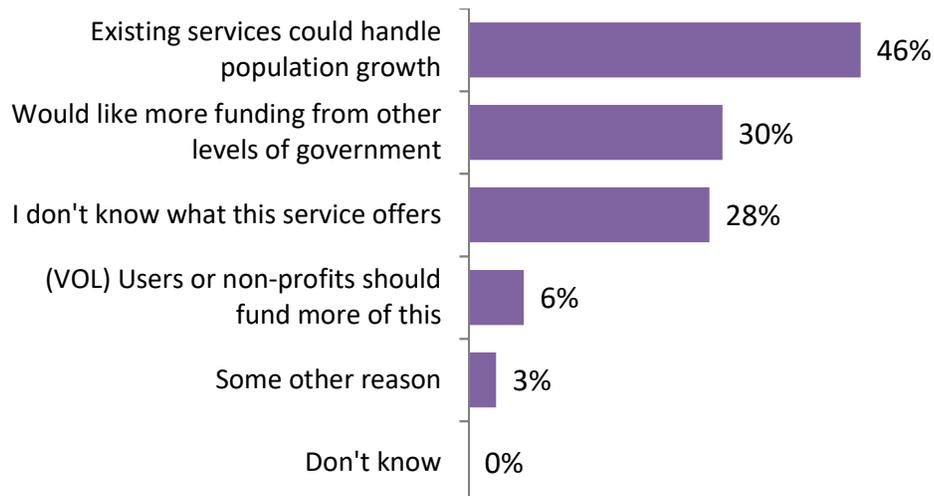
### Reasons to Increase Family & Community Support Spending



n=135. Values may sum to more than 100% as multiple mentions were allowed.

Nearly half (46%) of residents would like funding of *Family and Community Support Services* to **decrease** because they feel existing services could handle population growth.

### Reasons to Decrease Family & Community Support Spending

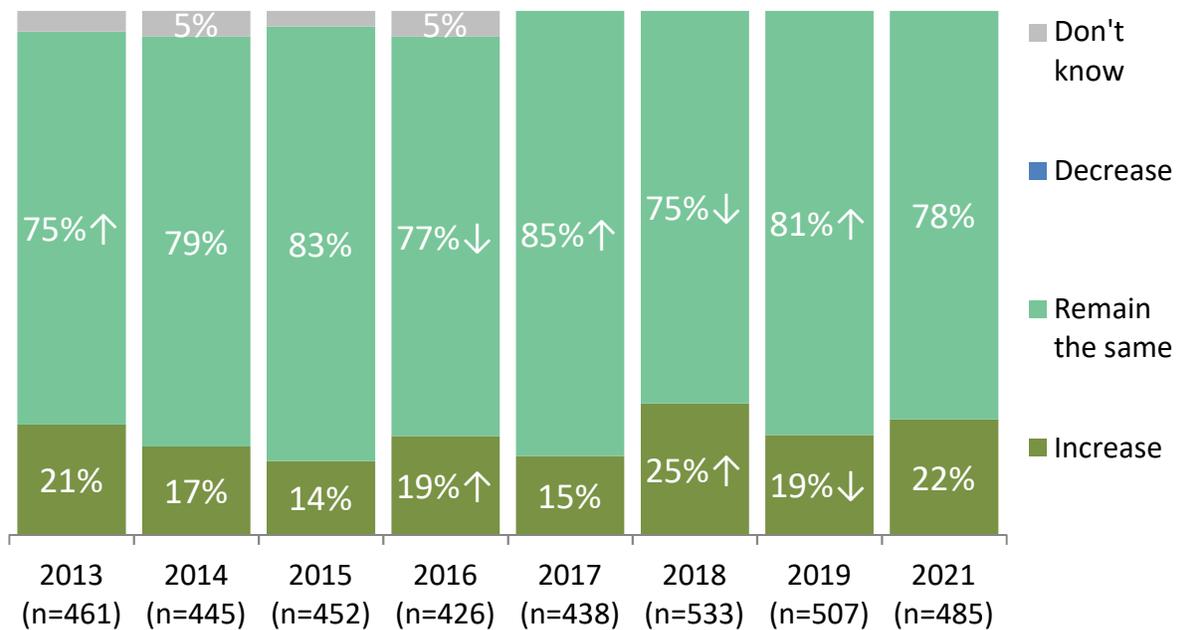


n=35. Trending is not analyzed because 2019 has fewer than 30 responses. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.2 Fire & Ambulance Services (Proposed 20%)

Fire and Ambulance Services are contracted services provided by the City on behalf of the Province of Alberta and cannot be reduced. Similar to 2019, approximately four out of five (78%) of residents would like the budget for fire and ambulance services to remain the same, while one-fifth (22%) would like to see an increase in services.

**Budget Adjustment for Fire & Ambulance Services (Proposed 20%)**



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:

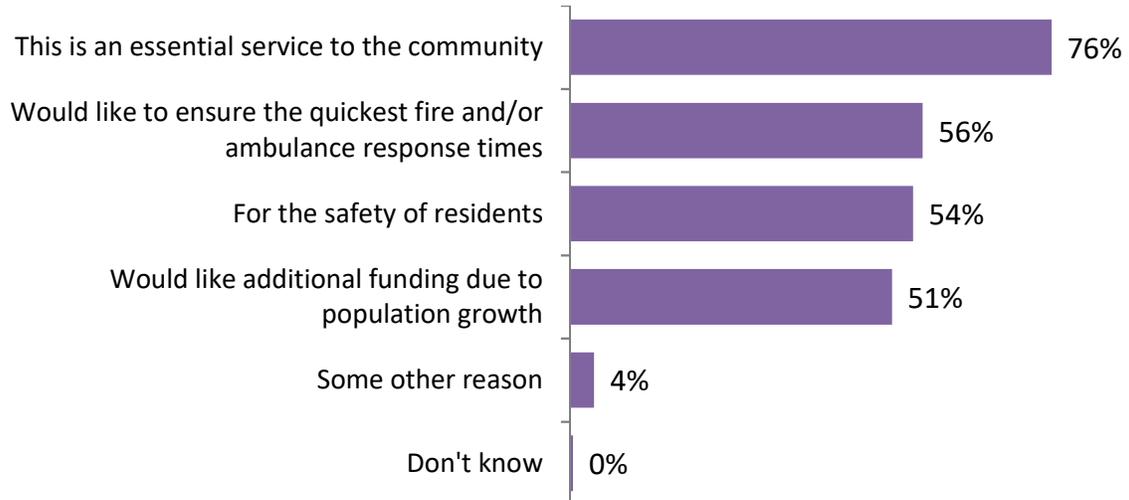
-  48%: Those who rent their primary residence;
-  38%: Those who prefer to increase taxes;
-  30%: Those who oppose a decrease in service levels to minimize tax increases;
-  28%: Those aged 18-44; and
-  26%: Those who receive good/very good/excellent value from taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

-  87%: Those who receive fair/poor value from taxes;
-  85%: Those who prefer to cut services; and
-  82%: Those who own their primary residence.

Residents who would **increase** spending on *Fire and Ambulance Services* most often explained that this is an essential service to the community (76%). Over half said they would like to ensure the quickest response times (56%), to increase funding for the safety of residents (54%), or due to population growth (51%). These results are statistically consistent with the comments provided in 2019.

### Reasons to Increase Fire & Ambulance Services Spending

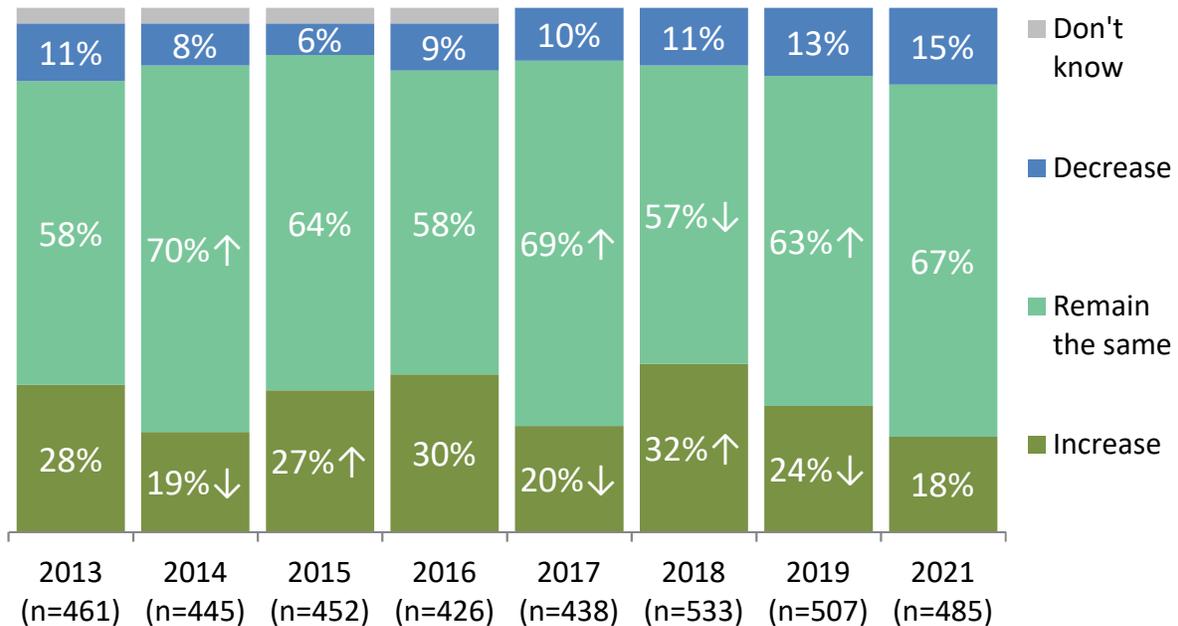


n=90. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.3 Police Protection & Enforcement Services (Proposed 22%)

About one-fifth (18%) of residents would like funding to increase for *Police Protection and Enforcement Services*. However, most residents continue to want funding to remain the same (67%), while 15% would like funding to decrease. These results are statistically consistent with 2019.

#### Budget Adjustment for Police Protection & Enforcement Services (Proposed 22%)



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:

 30%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

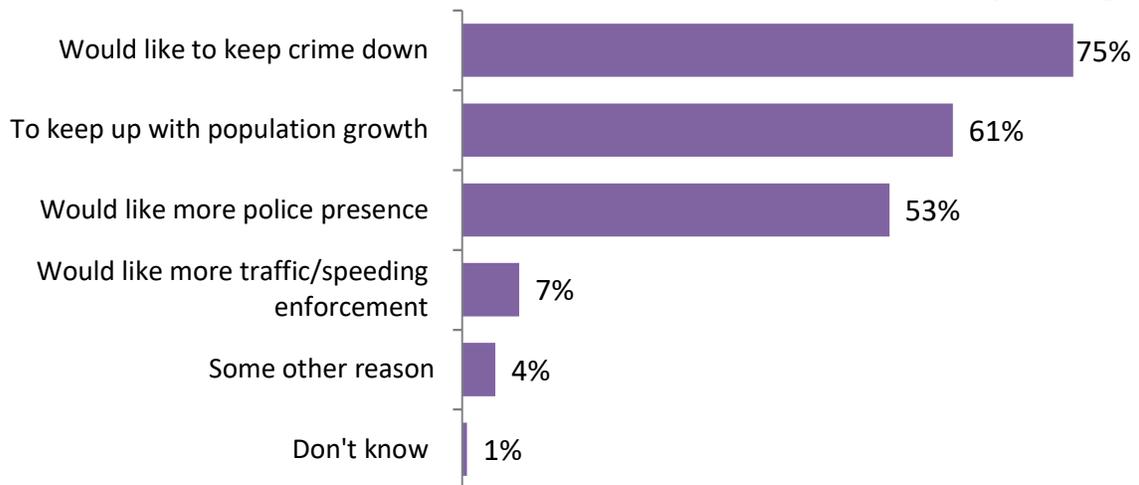
 74%: Those who prefer to cut services.

Subgroups that are significantly more likely to want a **decrease** in funding include:

 24%: Those who receive fair/poor value from taxes.

Residents who would **increase** spending on *Police Protection and Enforcement Services* most often explained that they would like to keep crime down (75%) and six out of ten would like enforcement to keep up with population growth (61%). These results are statistically consistent with the comments residents provided in 2019.

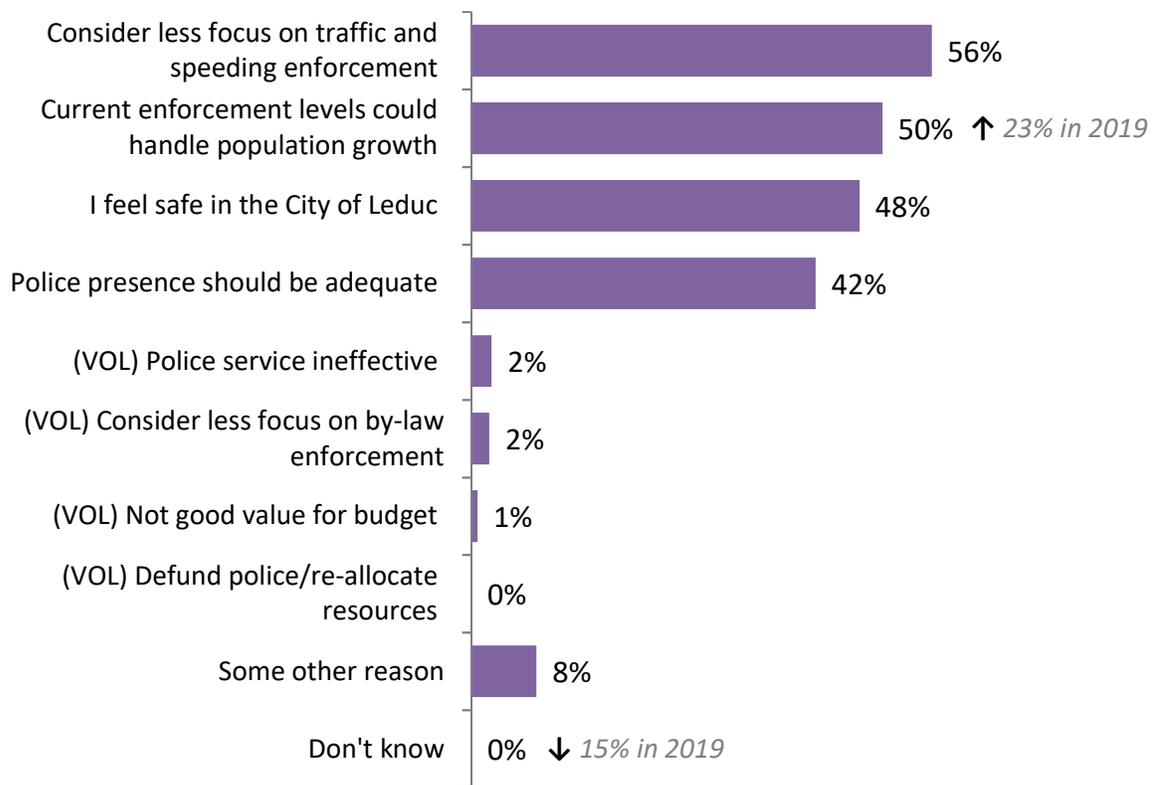
### Reasons to Increase Police Protection & Enforcement Services Spending



n=90. Values may sum to more than 100% as multiple mentions were allowed.

Over half (56%) of residents who would **decrease** spending on *Police Protection and Enforcement Services* suggested less focus on traffic and speeding enforcement. A half (50%) said that current enforcement levels could handle population growth, a belief that has doubled compared to 2019. Nearly half (48%) said they feel safe in the City. No residents in 2021 were unsure why they want spending to decrease.

### Reasons to Decrease Police Protection & Enforcement Services Spending

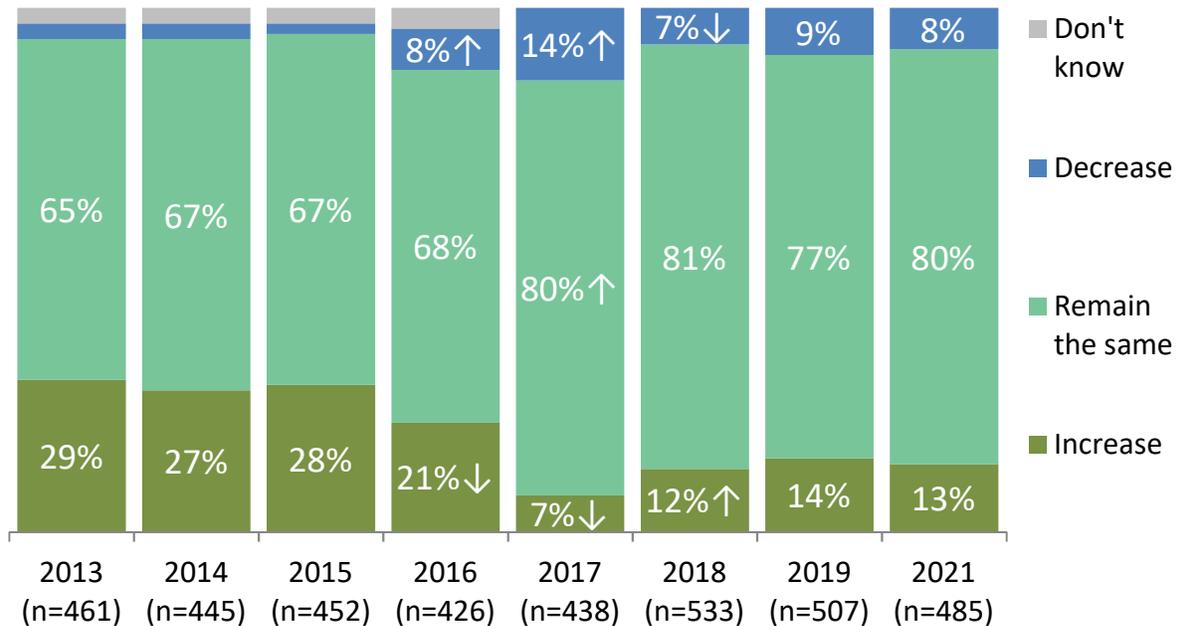


n=65. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.4 Snow Removal (Proposed 5%)

Eight-in-ten (80%) residents wants spending on *Snow Removal* to stay the same, while 13% want spending to increase and 8% want spending to decrease. These results are similar to the results from 2019.

**Budget Adjustment for Snow Removal** (Proposed 5%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

There are no subgroups that are significantly more likely to want an **increase** in funding.

Subgroups that are significantly more likely to want the funding to **remain the same** include:

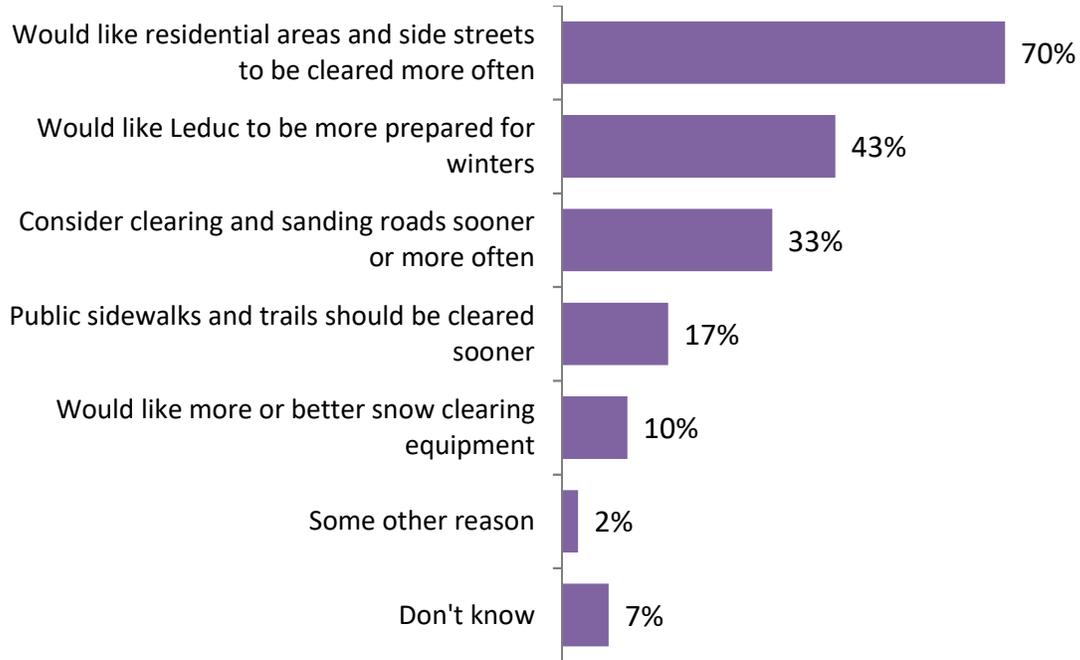
-  88%: Those aged 65 or older.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  13%: Those who prefer to cut services; and
-  15%: Those aged 45-54.

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 (70%), Leduc to be more prepared for winter (43%), and roads cleared and sanded sooner or more often (33%). These results are statistically consistent with the comments provided last year.

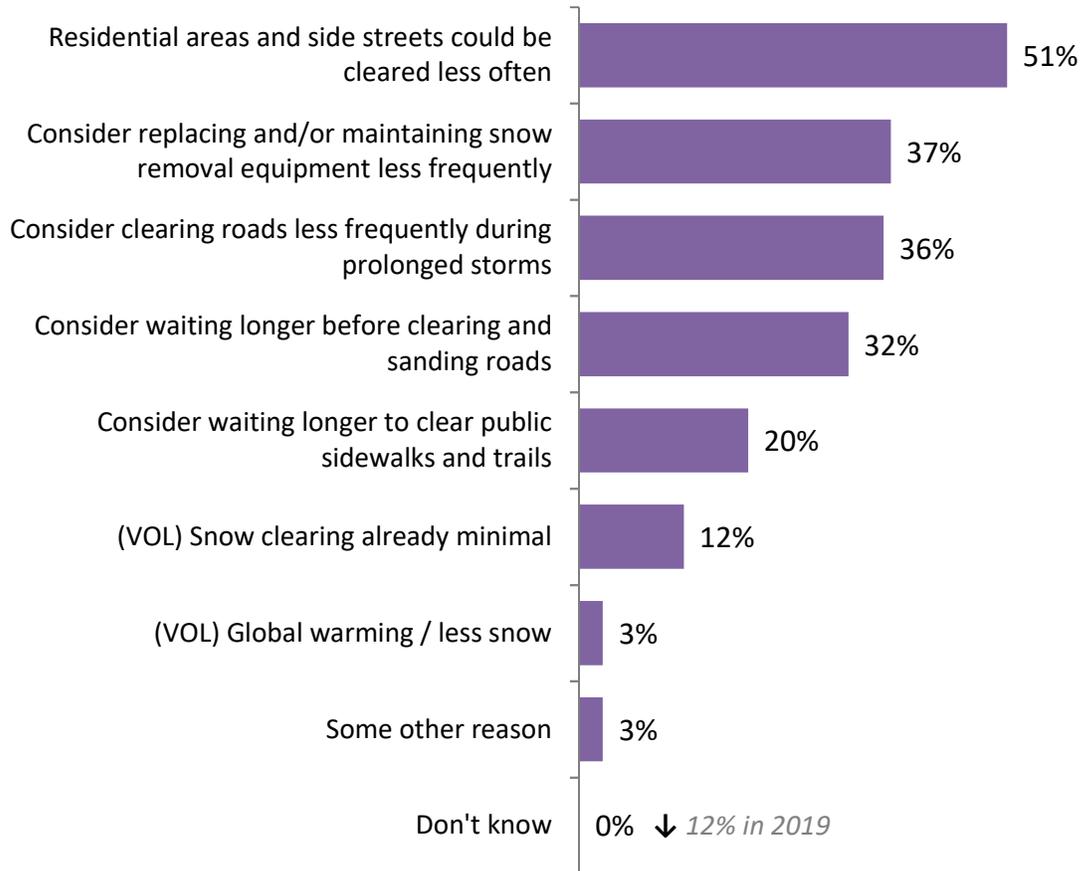
### Reasons to Increase Snow Removal Spending



n=48. Values may sum to more than 100% as multiple mentions were allowed.

Among residents who would like to **decrease** funding for *Snow Removal*, half (51%) feel that residential areas and side streets could be cleared less often. More than a third would like the City to consider replacing or maintaining snow removal equipment less frequently (37%) or to consider clearing roads less frequently during storms (36%). All residents who would prefer spending on snow removal is decreased have cited some reason for their preference.

### Reasons to Decrease Snow Removal Spending

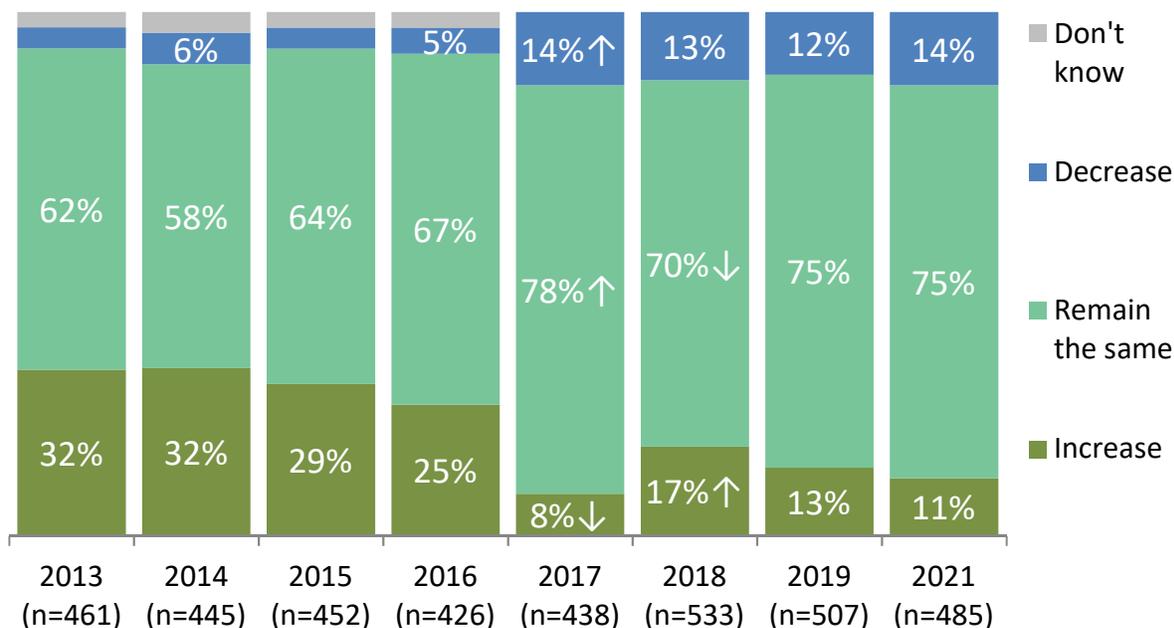


n=35. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.5 Public Services (Proposed 15%)

Residents' opinions regarding spending on *Public Services* has remained similar to the 2019 results; most residents want spending to stay the same (75%), while similar proportions want spending to either increase (14%) or decrease (11%).

**Budget Adjustment for Public Services** (Proposed 15%)



Values may not add to 100% due to rounding. Bars missing values are less than 5%.

Subgroups that are significantly more likely to want funding for *Public Services* to **increase** include:

-  21%: Those who prefer to increase taxes;
-  19%: Those in households earning between \$60 and \$100K;
-  17%: Those who oppose a decrease in service levels to minimize tax increases;
-  17%: Those who are not employed (on leave/homemaker/student/not employed/retired); 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:

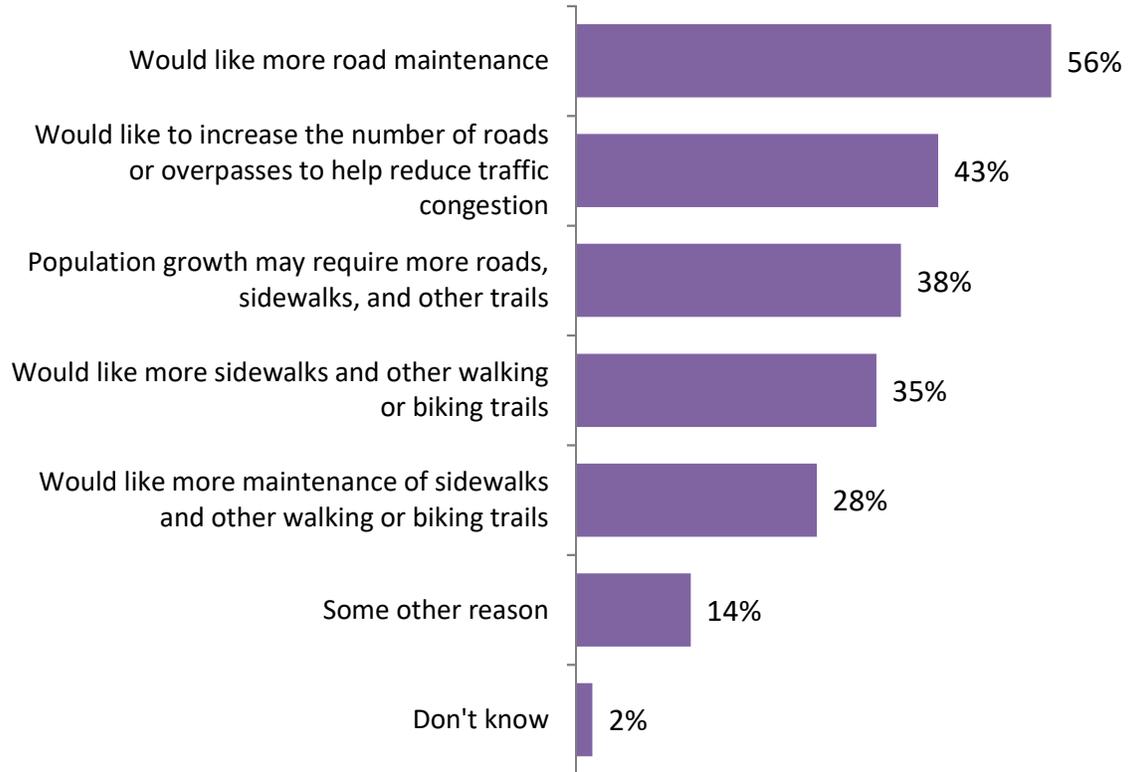
-  88%: Those who are neutral toward a decrease in service levels to minimize tax increases; and
-  83%: Those aged 65 or older.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  25%: Those who receive fair/poor value from taxes;
-  23%: Those who support a decrease in service levels to minimize tax increases;
-  20%: Those who prefer to cut services;
-  18%: Those employed full- or part-time; and
-  16%: Those who own their primary residence.

When it comes to *Public Services*, those who would like an **increase** in funding primarily would like to see more road maintenance (56%). Around four-in-ten would like to reduce traffic congestion (43%), or more roads, sidewalks, and other trails to keep up with population growth (38%). These results are statistically consistent with the comments provided in 2019.

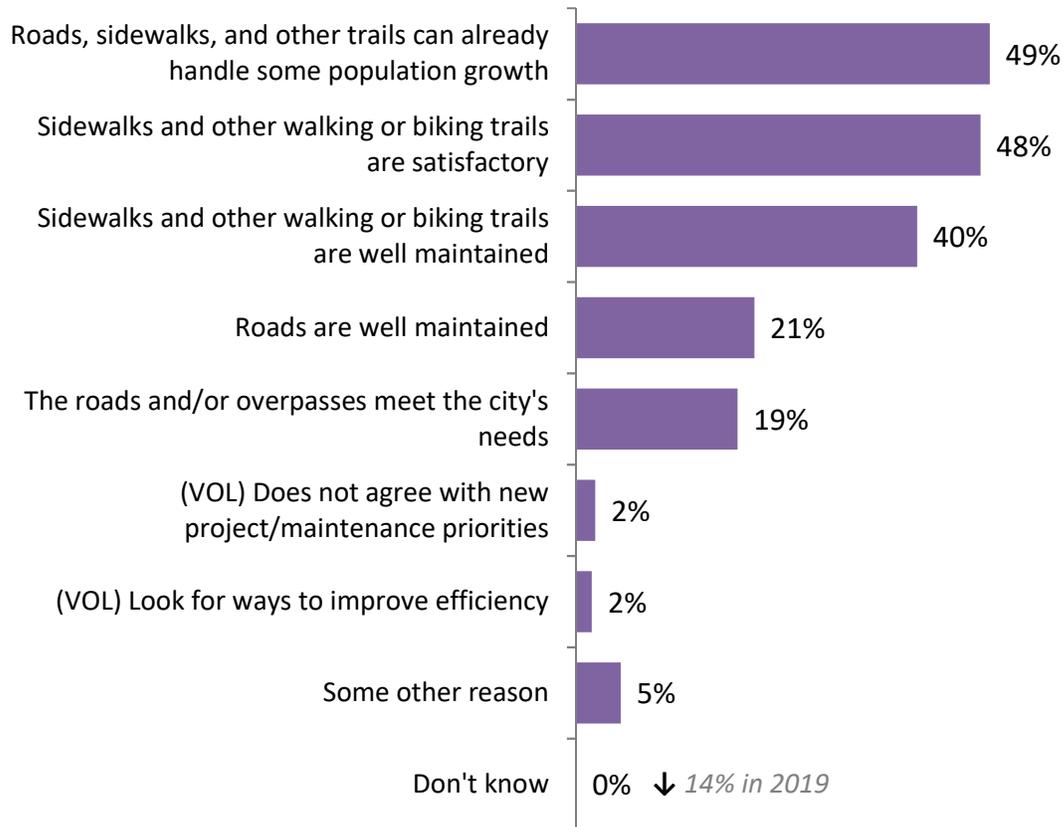
### Reasons to Increase Public Services Spending



n=43. 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 can already handle population growth (49%) and are satisfactory (48%). Additionally, two-in-five (40%) feel that sidewalks and other walking or biking trails already well maintained. All residents who would prefer spending on *Public Services* is decreased have cited some reason for their preference.

### Reasons to Decrease Public Services Spending

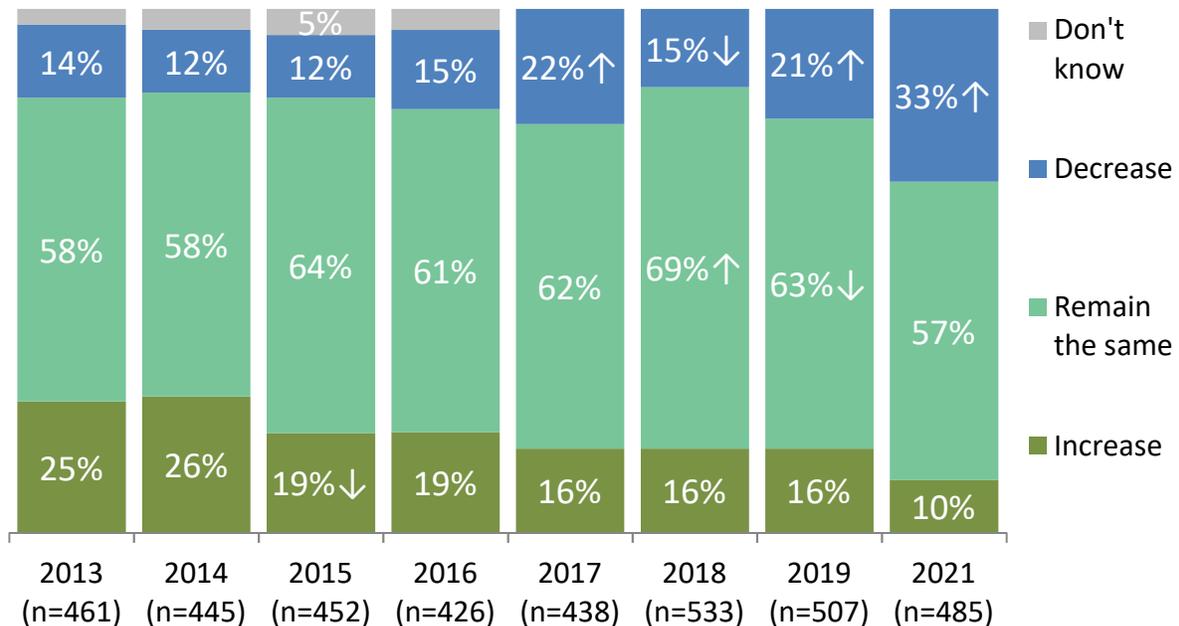


n=65. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.6 Public Transportation (Proposed 8%)

In 2021, just under six-in-ten residents (57%) would like the budget for *Public Transportation* to remain the same, 10% would like to see it increase, and one-third (33%) would like the budget to decrease. The proportion of those preferring a decrease has grown compared to 2019, which is the highest of any service.

**Budget Adjustment for Public Transportation (Proposed 8%)**



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 in households earning between \$100 and \$150K;
-  23%: Those who prefer to increase taxes;
-  19%: Those who oppose a decrease in service levels to minimize tax increases; and
-  13%: Those who receive good/very good/excellent value from taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

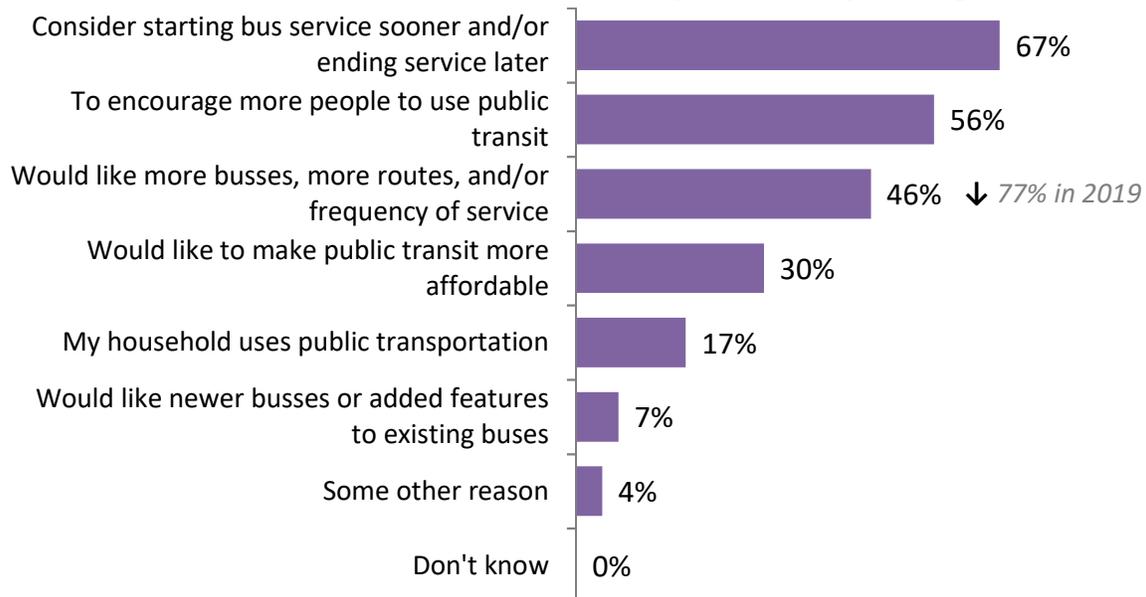
-  76%: Those in households earning less than \$60K;
-  74%: Those aged 65 or older;
-  74%: Those who rent their primary residence;
-  73%: Those who are neutral toward a decrease in service levels to minimize tax increases; and
-  68%: Those who are not employed (on leave/homemaker/student/retired/not employed).

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  52%: Those who support a decrease in service levels to minimize tax increases;
-  51%: Those in households earning more than \$150K;
-  50%: Those who prefer to cut services;
-  48%: Those who receive fair/poor value from taxes;
-  43%: Those employed full- or part-time; and
-  38%: Those who own their primary residence.

Two-in-three (67%) residents who would **increase** spending on *Public Transportation* said they would prefer bus services that would start sooner and/or end later. Additionally, over half would also like more funds to encourage more people to use public transit (56%), and nearly half would like to see more buses, routes, and/or more frequent service (46%). The need for more buses, routes, and more frequent service has decreased significantly compared to 2019.

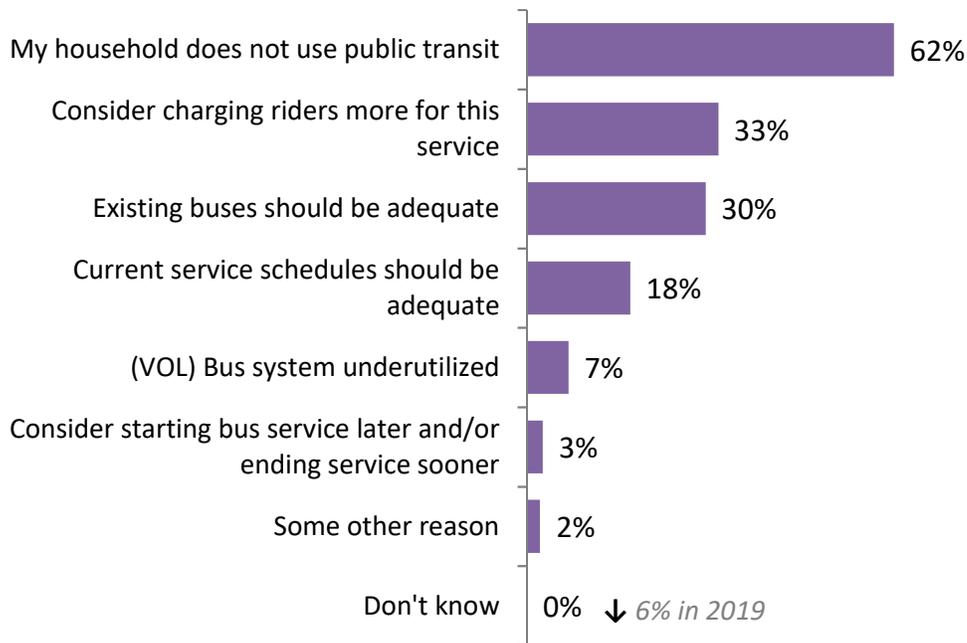
### Reasons to Increase Public Transportation Spending



n=40. Values may sum to more than 100% as multiple mentions were allowed.

A lack of personal and household use of *Public Transportation* (62%) is the most common reason mentioned by residents who would **decrease** spending. An additional 33% suggest charging riders more for the service, 30% feel existing buses should be adequate, and 18% feel current service schedules should be adequate. These answers are statistically consistent with those provided by residents in 2019; however, this year, all residents desiring a decrease to public transportation spending provided some reason for it when prompted.

### Reasons to Decrease Public Transportation Spending

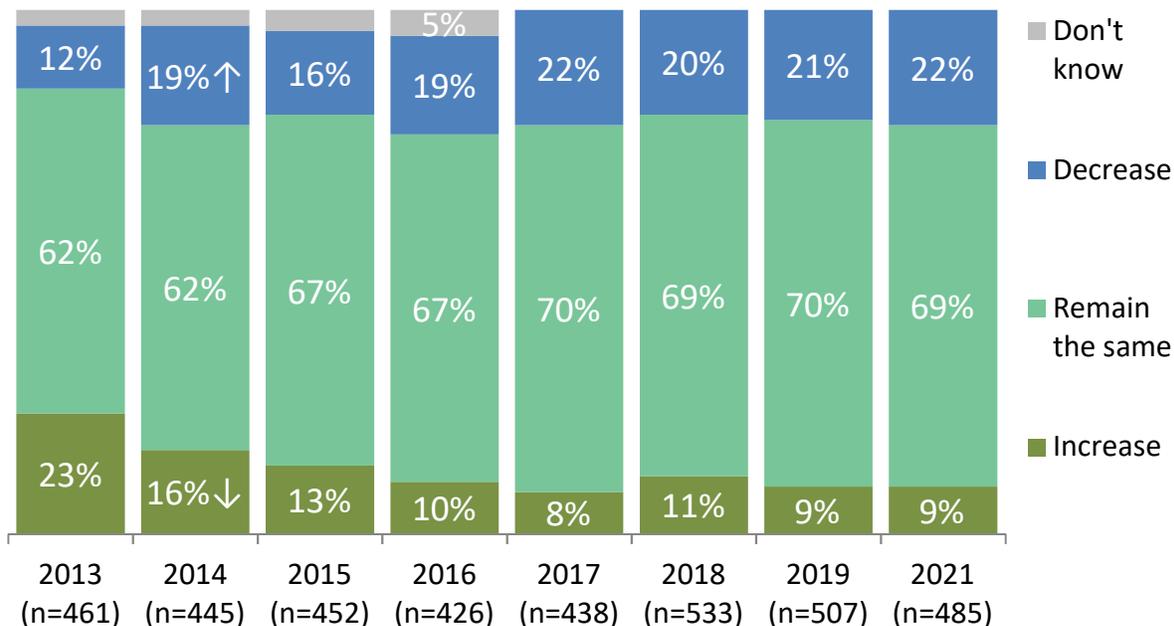


n=140. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.7 Community Development (Proposed 9%)

The percentage of residents who feel that funding for *Community Development* should decrease (22%), remain the same (69%), or should increase (9%) have all remained consistent over the past several years.

**Budget Adjustment for Community Development** (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 funding to **increase** include:

-  15%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

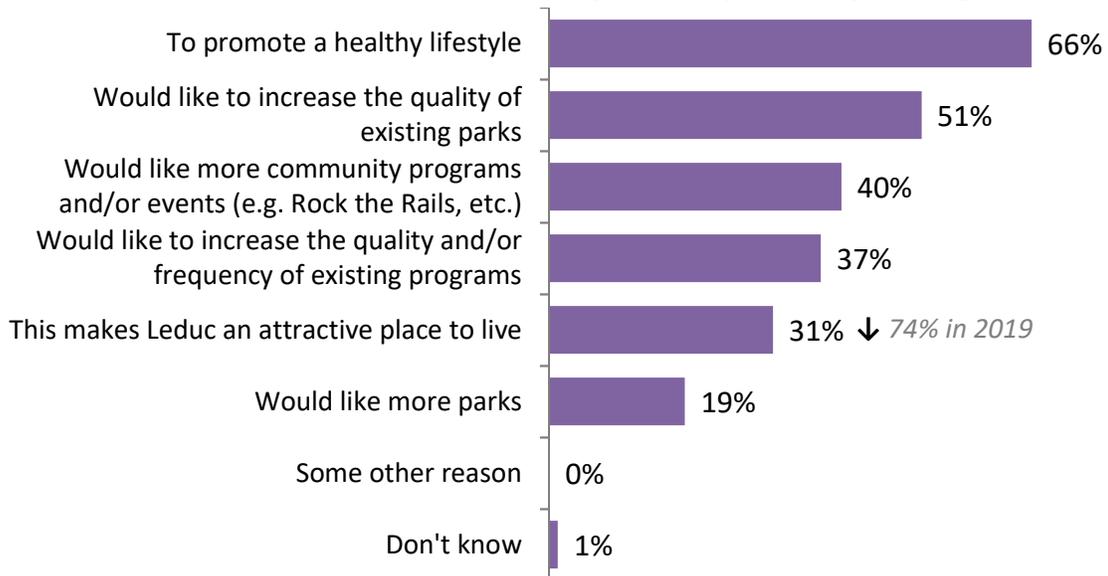
-  76%: Those who oppose a decrease in service levels to minimize tax increases; and
-  76%: Those who are not employed (on leave/homemaker/student/not employed/retired).

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  33%: Those who support a decrease in services levels to minimize tax increases;
-  31%: Those who prefer to cut services; and
-  25%: 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 (66%). Half (51%) would like to increase the quality of existing parks. The proportion of residents citing that spending on Community Development makes Leduc an attractive place to live has reduced significantly compared to 2019.

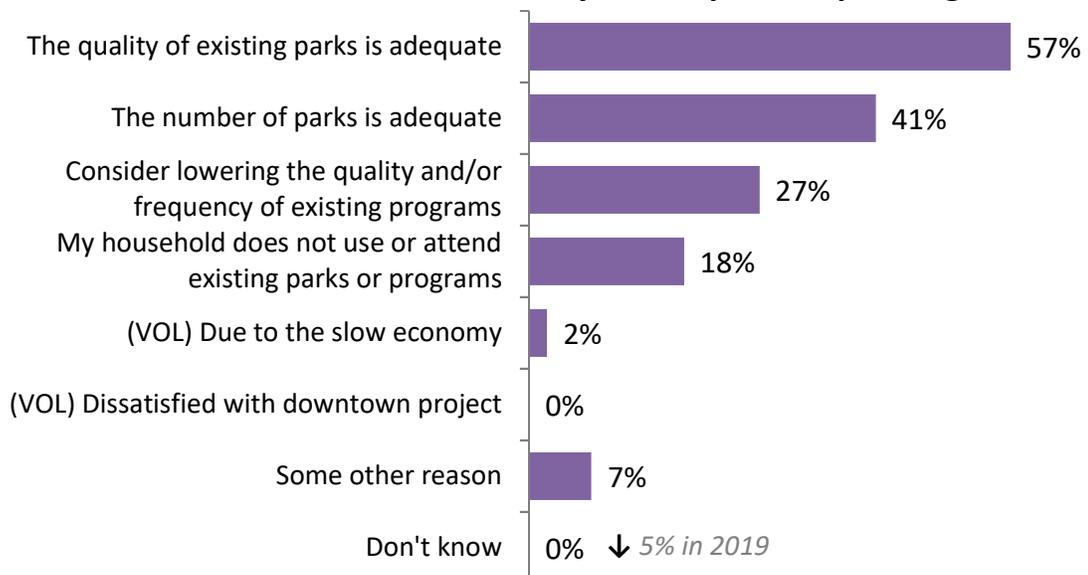
### Reasons to Increase Community Development Spending



n=32. 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 (57%) and number (41%) of existing parks are adequate. All residents who would prefer spending on *Community Development* is decreased have cited some reason for their preference.

### Reasons to Decrease Community Development Spending

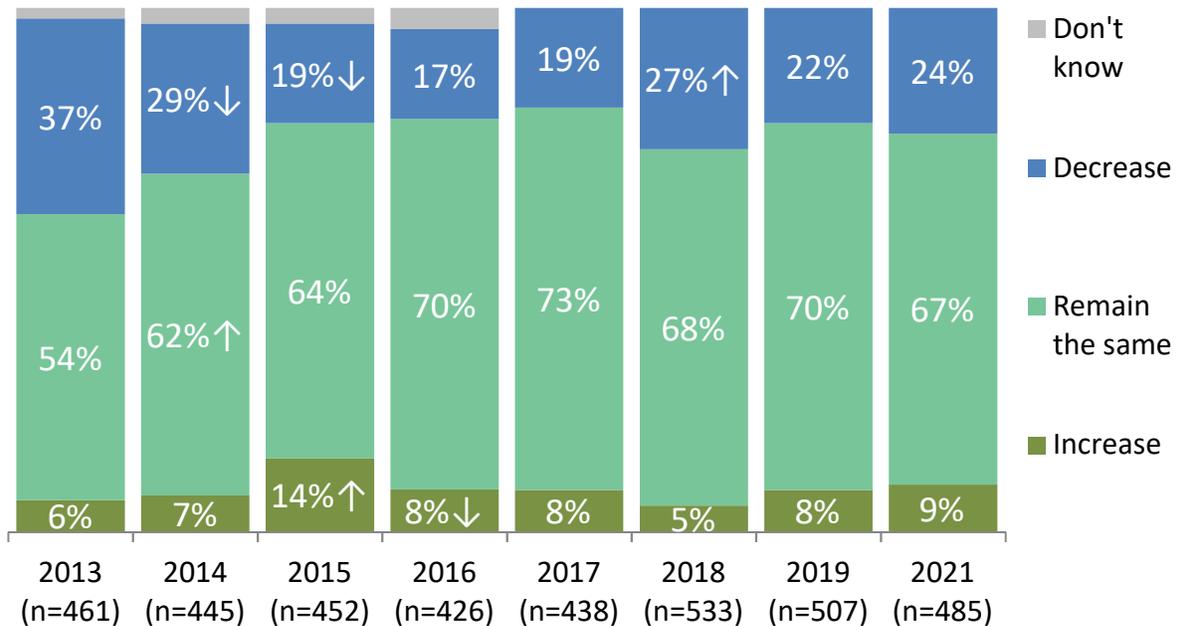


n=112. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.8 Leduc Recreation Centre Operations (Proposed 6%)

This year, nearly one-quarter (24%) of residents want *Leduc Recreation Centre Operations* funding decreased. Additionally, most (67%) would like it to remain the same and only 9% would like funding to be increased. These results are similar to 2019.

#### Budget Adjustment for Leduc Recreation Centre Operations (Proposed 6%)



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:

-  14%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

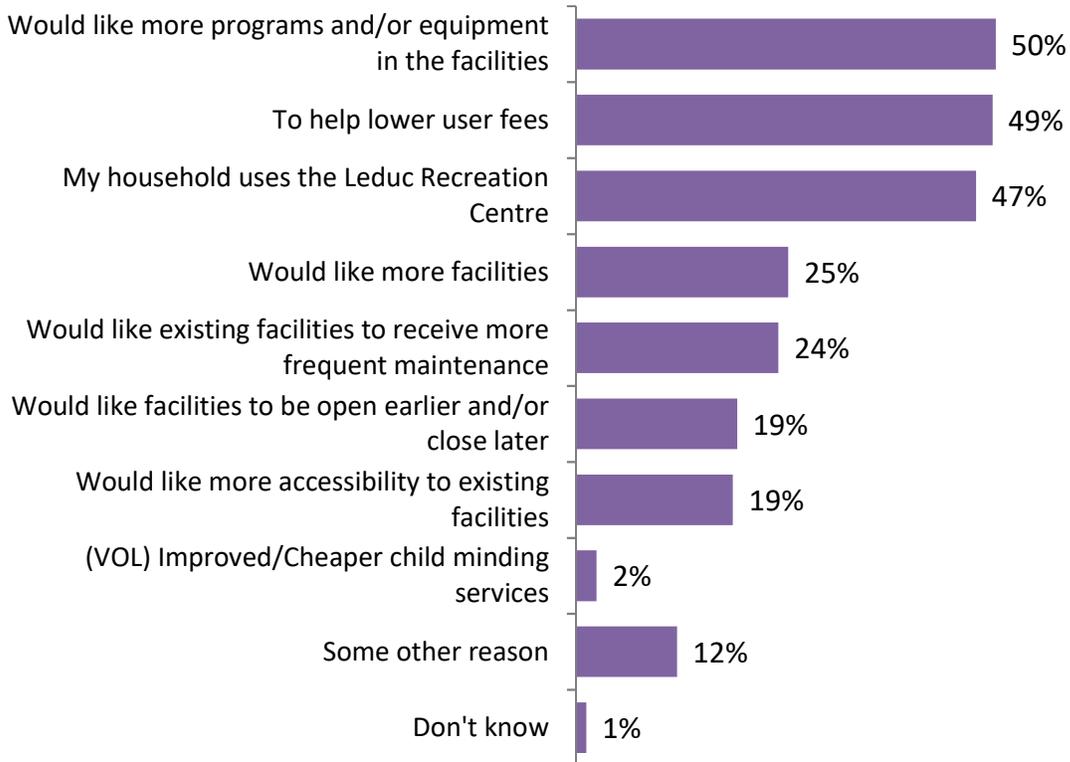
-  79%: Those who are neutral toward a decrease in service levels to minimize tax increases; and
-  77%: Those aged 55-64.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  35%: Those who support a decrease in service levels to minimize tax increases; and
-  35%: Those who prefer to cut services.

Wanting more programs or facilities (50%) is the most mentioned reason provided by residents who would **increase** spending on *Leduc Recreation Centre Operations*. Additionally, nearly half of those who would like increased funding also want to help lower user fees (49%) or say they use the Centre (47%). These results are statistically consistent with the comments provided last year.

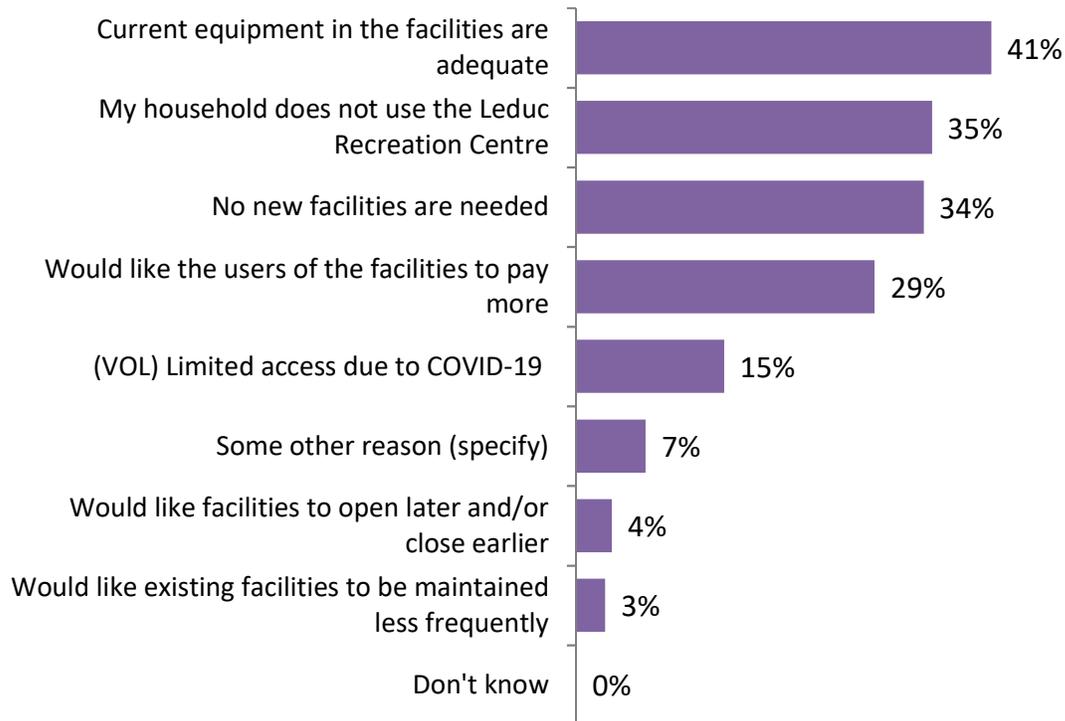
### Reasons to Increase Leduc Recreation Centre Operations Spending



n=37. Values may sum to more than 100% as multiple mentions were allowed.

Two-in-five (41%) residents who would **decrease** spending on *Leduc Recreation Centre Operations* feel that the current equipment in the facilities is adequate. In addition, 35% say their household does not use the Centre and 34% feel that no new facilities are needed. These results are statistically consistent with the comments provided in 2019.

### Reasons to Decrease Leduc Recreation Centre Operations Spending

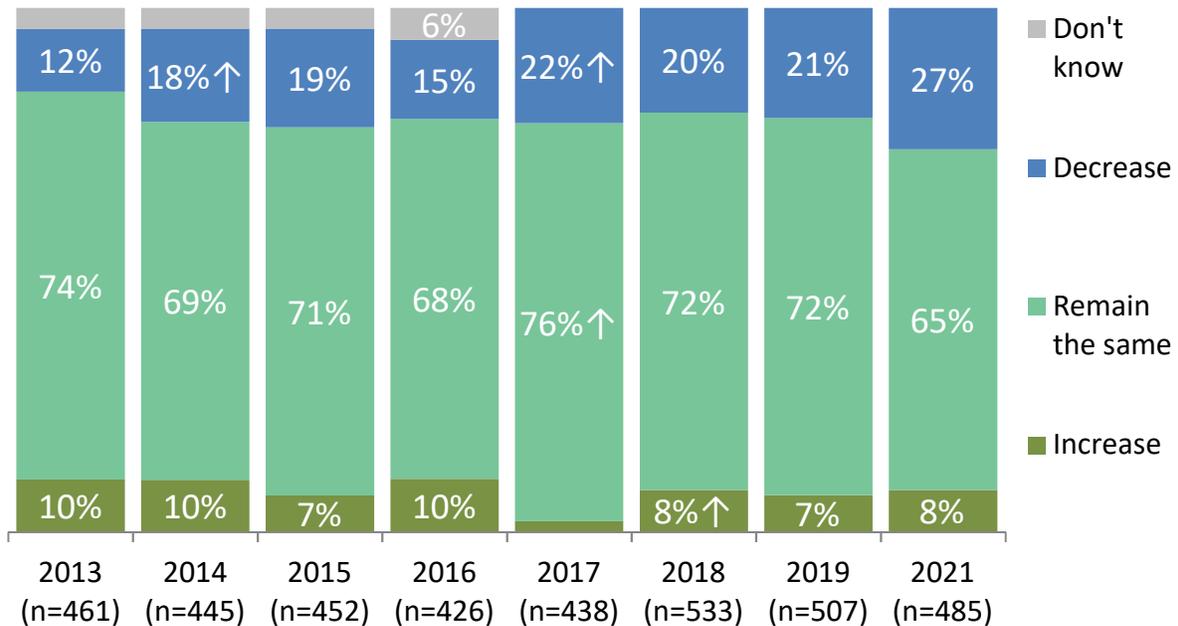


n=107. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.9 Library Services (Proposed 4%)

Few residents feel that the budget for Library Services should increase (8%). In contrast, a quarter (27%) feel that the budget should decrease, while the remaining 65% feel that the budget should remain the same. These results are similar to 2019.

**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:

-  31%: Those who rent their primary residence;
-  15%: Those who prefer to increase taxes; and
-  14%: Those who oppose a decrease in service levels to minimize tax increases.

Subgroups that are significantly more likely to want funding to **remain the same** include:

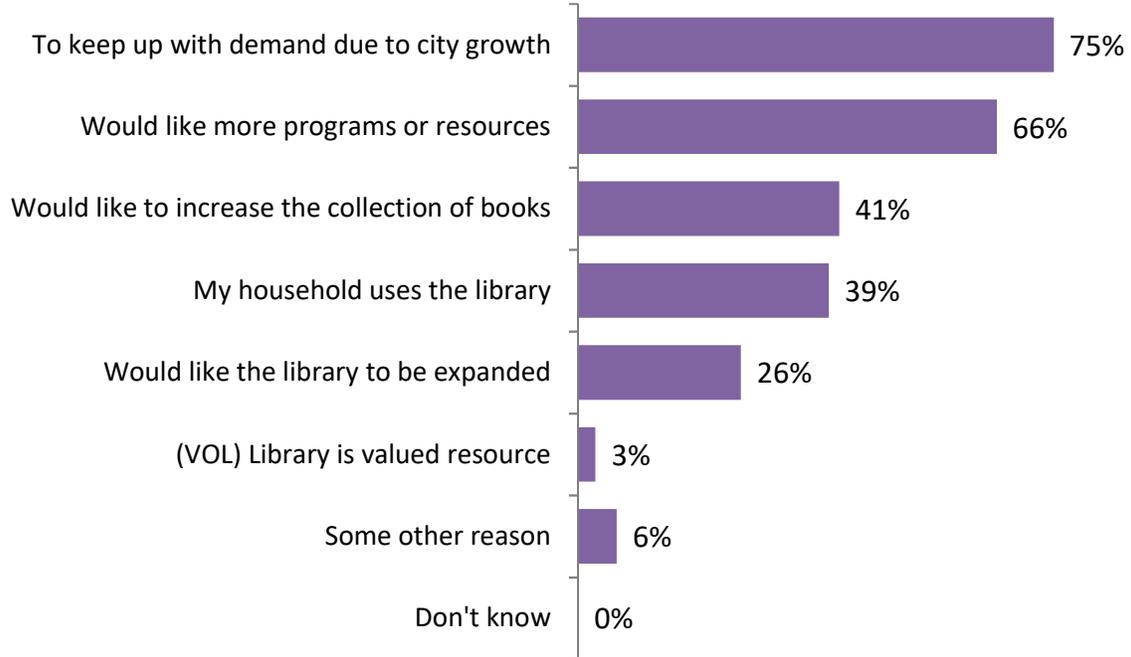
-  80%: Those in households earning less than \$60K; and
-  72%: Those who are not employed (on leave/homemaker/student/not employed/retired).

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  41%: Those in households earning more than \$150K;
-  40%: Those who support a decrease in services to minimize tax increases;
-  37%: Those who prefer to cut services;
-  33%: Those employed full- or part-time; and
-  31%: Those who own their primary residence.

Only 30 residents suggested an **increase** in spending for *Library Services*. The most-cited reason for increasing spending is to make sure library services keep up with demand due to city growth (75%), followed by a desire for more programs or resources (66%).

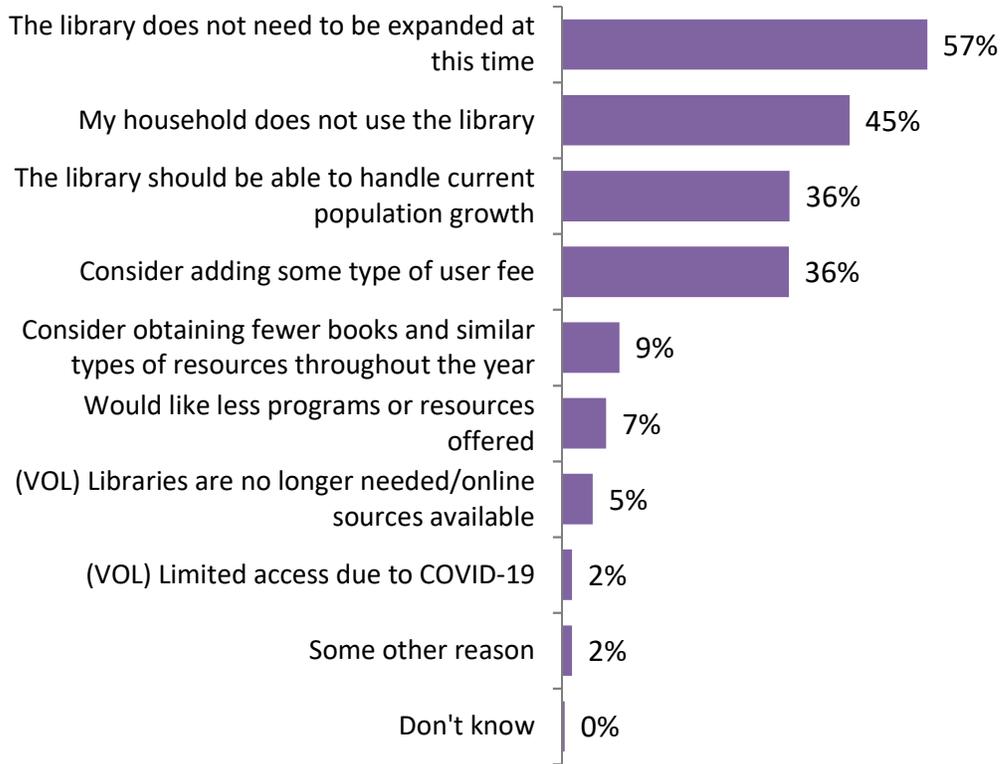
### Reasons to Increase Library Services Spending



n=30. Trending is not analyzed because 2019 had fewer than 30 responses. Values may sum to more than 100% as multiple mentions were allowed.

Over half of those residents who would like *Library Services'* budget to **decrease** said that an expansion is not needed at this time (57%). A further 45% mentioned that their household does not use the library. These results are statistically consistent with the comments provided in 2019.

### Reasons to Decrease Library Services Spending

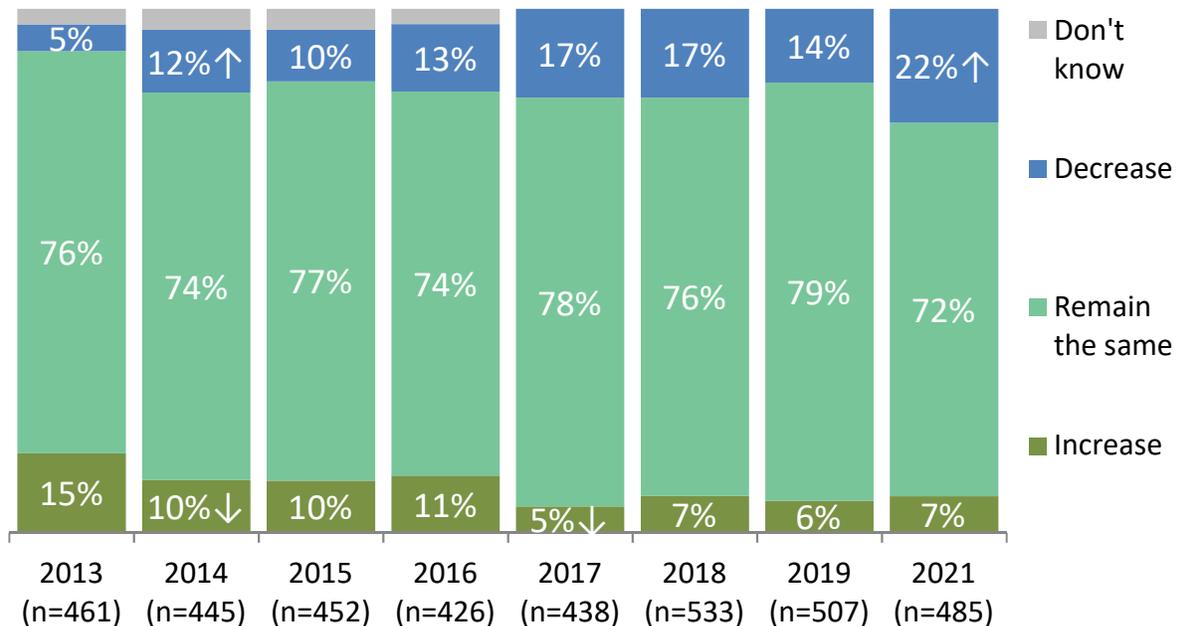


n=128. Values may sum to more than 100% as multiple mentions were allowed.

### 3.3.10 Parks & Athletic Field Maintenance (Proposed 9%)

22% 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. The remaining 72% think that the budget should remain the same. The proportion of residents thinking budget for Parks & Athletic Field Maintenance should decrease has grown compared to 2019.

**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 funding to **increase** funding:

-  11%: Those who oppose a decrease in service levels to minimize tax increases; and
-  9%: Those who receive good/very good/excellent value from taxes.

Subgroups that are significantly more likely to want funding to **remain the same** include:

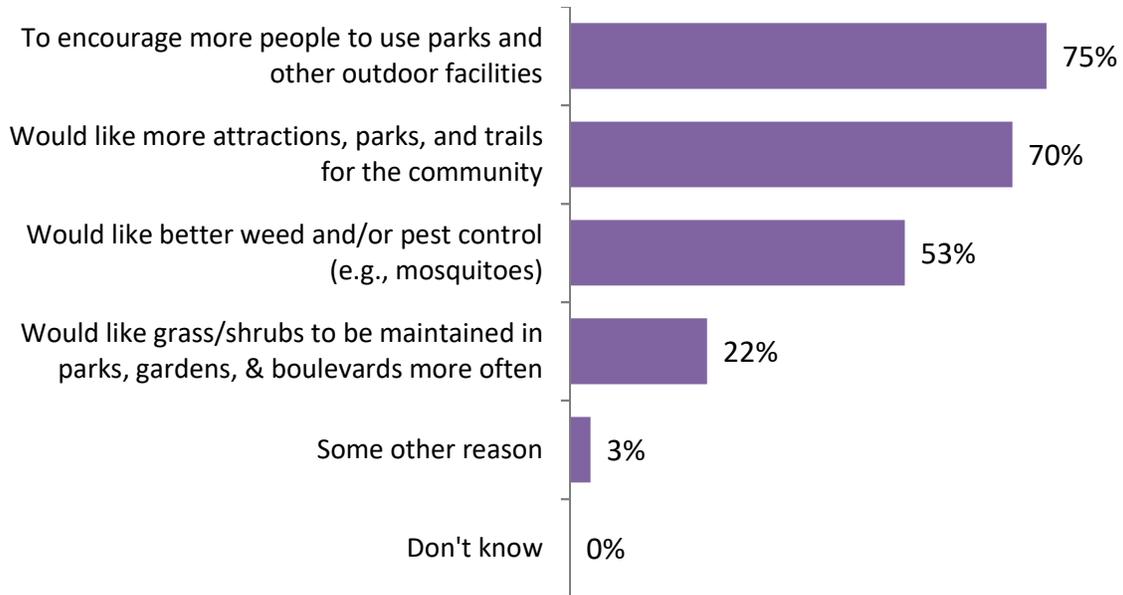
-  87%: Those who are neutral toward a decrease in service levels to minimize tax increases; and
-  86%: Those who prefer to increase taxes.

Subgroups that are significantly more likely to want a **decrease** in funding include:

-  35%: Those who receive fair/poor value from taxes;
-  35%: Those who support a decrease in service levels to minimize tax increases; and
-  29%: Those who prefer to cut services.

Although very few residents mentioned that they would like to **increase** spending on *Parks and Athletic Field Maintenance*, the most common reasons cited are wanting to encourage more use of parks and other outdoor facilities (75%) and wanting more attractions, park, and trails for the community (70%).

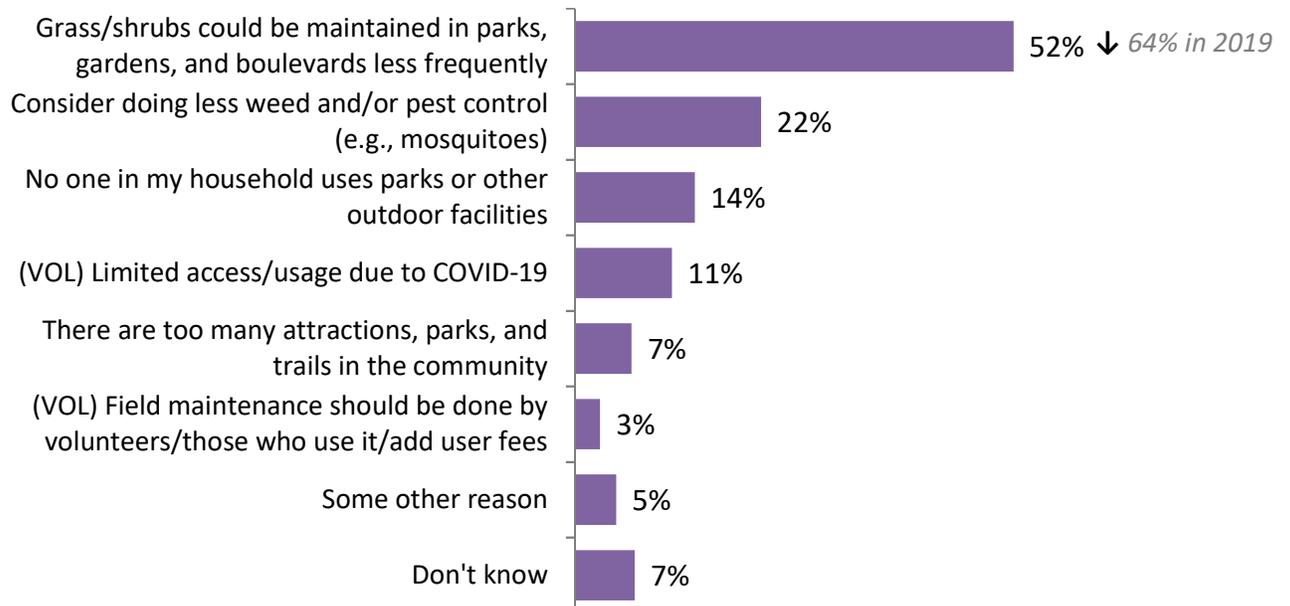
### Reasons to Increase Parks & Athletic Field Maintenance Spending



n=26. Due to the base being less than n=30, interpret with caution. Trending is not analyzed because 2019 has fewer than 30 responses. Values may sum to more than 100% as multiple mentions were allowed.

Among residents who would like a **decrease** in funding for *Parks and Athletic Field Maintenance*, over half (52%) mentioned that grass and shrubs could be maintained in parks, gardens, and boulevards less frequently. This specific reason was mentioned less frequently in 2021.

### Reasons to Decrease Parks & Athletic Field Maintenance Spending

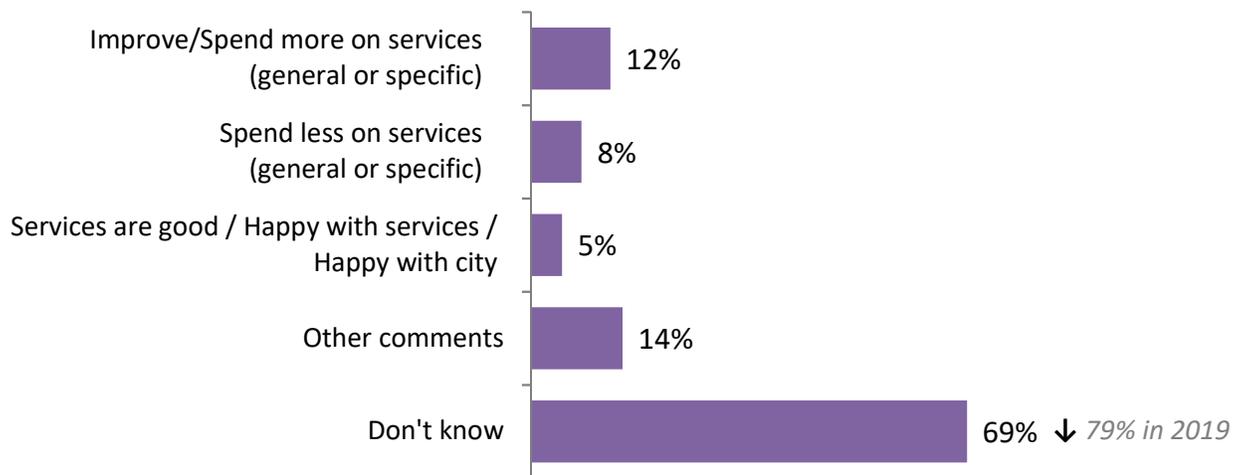


n=95. Values may sum to more than 100% as multiple mentions were allowed.

### 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 31% provided further feedback (which is more than in 2019). In total, 12% reiterated that they would like spending to **increase** in general or for specific services, compared to 8% who reiterated that they wanted spending to **decrease**.

#### Other Variable Spending Feedback

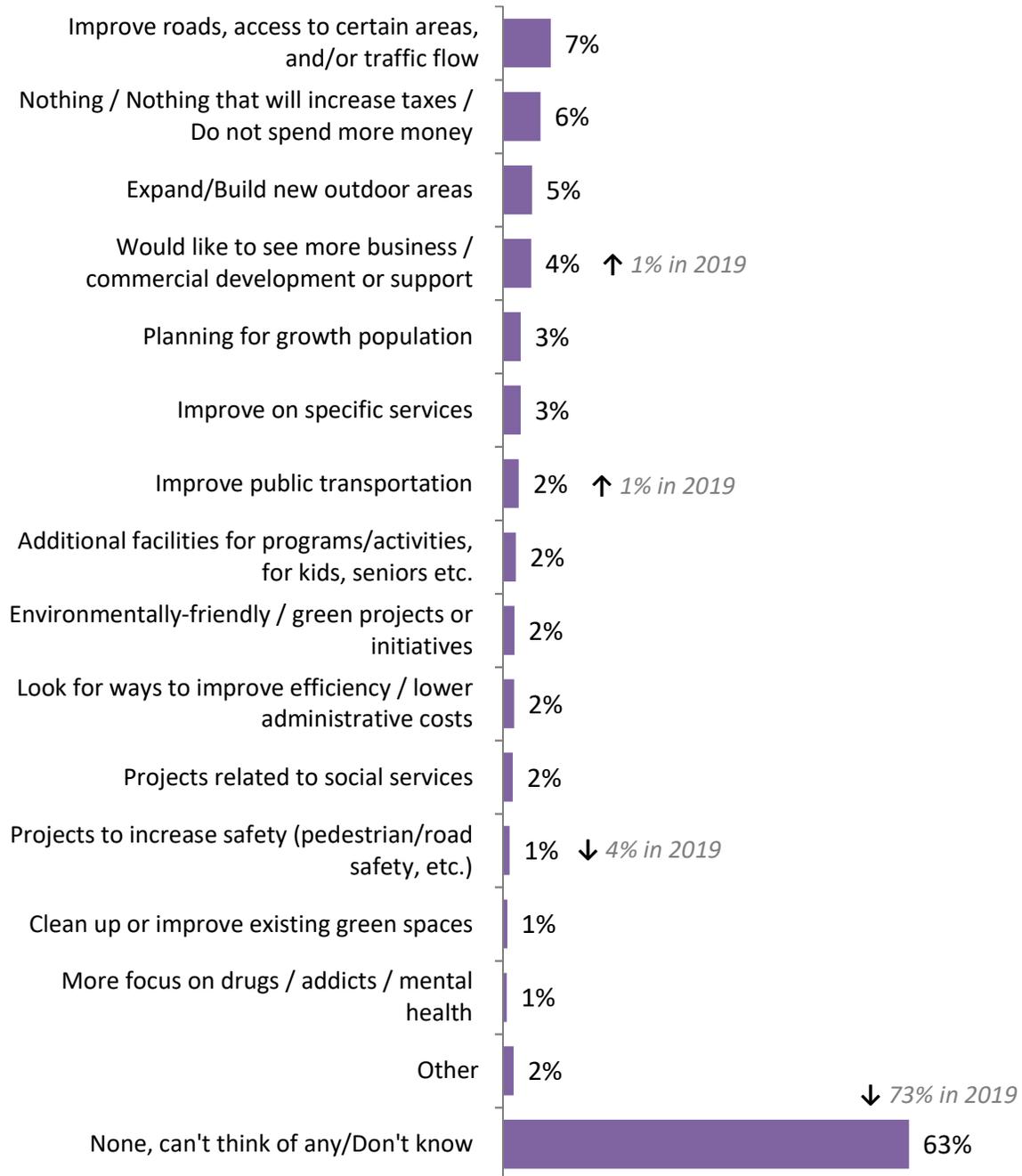


n=485. Values may sum to more than 100% as multiple mentions were allowed.

### 3.4 Other Projects and Priorities

Residents were also provided an opportunity to state other projects or goals for the City to consider. The vast majority (63%, which was fewer than in 2019) could not think of any other projects or goals. That said, the top suggestions were to improve roads, access to certain areas, and/or traffic flow (7%); expand/build new outdoor areas (5%); and more business/commercial development or support (4%, up from 1% in 2019).

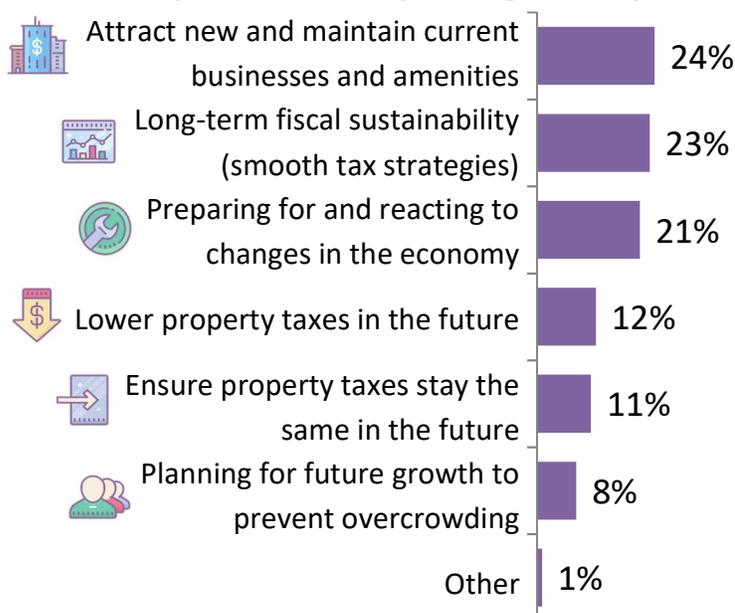
#### Other Projects or Goals to Consider



\*85. Values may sum to more than 100% as multiple mentions were allowed.

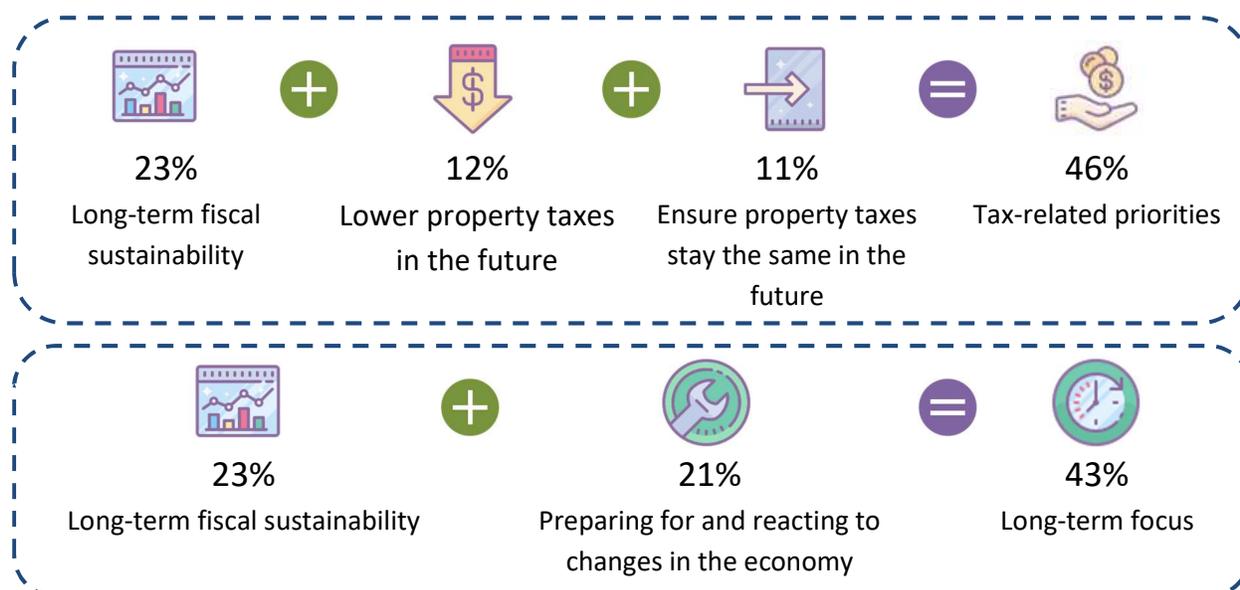
Finally, when asked about the top priority facing the City, about one in five chose either attracting new and maintaining current businesses and amenities (24%), long-term fiscal sustainability (i.e., smooth tax strategies, 23%), or to prepare for changes in the economy (21%). A further 12% would like the City to either find ways to lower property taxes in the future, 11% would like the City to find ways to ensure property taxes stay the same in the future, and 8% want the City to plan for future growth to prevent overcrowding. These results are similar to 2019.

### Most Important Priority Facing the City



n=485. Values may not add to 100% due to rounding.

After grouping some of the categories we find that 46% 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							
	2021 n=485	2019 n=507	2018 n=533	2017 n=438	2016 n=426	2015 n=452	2014 n=445	2013 n=461
<b>Age</b>								
18 to 24 years	10%	0%	7%	2%	6%	4%	4%	4%
25 to 34 years	18%	6%	23%	30%	26%	31%	32%	32%
35 to 44 years	20%	45%	16%	18%	18%	18%	18%	18%
45 to 54 years	18%	15%	21%	18%	19%	18%	17%	17%
55 to 64 years	14%	14%	14%	14%	15%	14%	14%	12%
65 years or older	19%	19%	18%	17%	15%	13%	14%	16%
Not stated	0%	1%	1%	1%	2%	3%	2%	1%
<b>Employment status</b>								
Working full time, including self-employment (more than 30 hours/ week)	49%	47%	51%	49%	53%	63%	59%	64%
Working part time, including self-employment (30 hours per week or less)	9%	15%	11%	14%	15%	8%	11%	10%
On leave (disability, paternity, etc.)	2%	4%	2%	4%	n/a	n/a	n/a	n/a
Homemaker	3%	8%	6%	6%	7%	9%	8%	9%
Student	6%	0%	5%	3%	3%	1%	3%	1%
Not employed	6%	2%	2%	3%	6%	3%	4%	3%
Retired	21%	20%	18%	16%	15%	14%	14%	13%
Prefer not to answer	4%	4%	4%	5%	1%	1%	1%	<1%
<b>Household income</b>								
Under \$20,000	2%	1%	2%	2%	n/a	n/a	n/a	n/a
\$20,000 to \$39,999	8%	7%	6%	5%	n/a	n/a	n/a	n/a
\$40,000 to \$59,999	8%	8%	10%	11%	n/a	n/a	n/a	n/a
\$60,000 to \$79,999	18%	9%	12%	9%	n/a	n/a	n/a	n/a
\$80,000 to \$99,999	12%	12%	11%	12%	n/a	n/a	n/a	n/a
\$100,000 to \$124,999	10%	19%	14%	18%	n/a	n/a	n/a	n/a
\$125,000 to \$149,999	6%	10%	10%	10%	n/a	n/a	n/a	n/a
\$150,000 or more	20%	15%	17%	14%	n/a	n/a	n/a	n/a
Prefer not to answer	15%	21%	19%	19%	n/a	n/a	n/a	n/a

Primary residence									
Own	<b>80%</b>	91%	81%	92%	89%	92%	89%	88%	
Rent	<b>13%</b>	8%	14%	7%	11%	7%	9%	11%	
Not stated	<b>7%</b>	1%	5%	1%	1%	1%	2%	1%	
City of Leduc Employee?									
Yes	<b>2%</b>	6%	5%	5%	3%	4%	5%	7%	
No	<b>94%</b>	90%	92%	90%	96%	95%	94%	93%	
Not stated	<b>4%</b>	4%	4%	5%	1%	1%	1%	<1%	
Children (under 18) in Household?									
Yes	<b>38%</b>	53%	45%	49%	n/a	n/a	n/a	n/a	
No	<b>61%</b>	46%	55%	50%	n/a	n/a	n/a	n/a	
Prefer not to answer	<b>1%</b>	1%	1%	1%	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 2019 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
<b>18 to 34</b>	30	6%	28%	4.54
<b>35 to 54</b>	179	37%	38%	1.02
<b>55 to 64</b>	95	20%	14%	0.73
<b>65 or older</b>	179	37%	19%	0.52
<b>Unknown/Refused*</b>	2	0%	0%	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 was randomized);
- Level randomization (the order of some lists was 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).

### 4.3 Survey Methodology Summary

<b>Research sponsor</b> (including all financial sponsors)	City of Leduc
<b>Research/data collection supplier</b>	Advanis
<b>Population represented</b>	City of Leduc Residents
<b>Sample size</b>	n=485
<b>Mode of data collection</b>	Telephone recruitment to an online survey (English only)
<b>Source of sample</b>	Advanis General Population Random Sample, Advanis Wireless RDD, ASDE Listed & Unlisted RDD landline numbers
<b>Type of sample</b>	Telephone numbers
<b>Sample design</b>	All sample contacted
<b>Start and end dates of data collection</b>	May 3, 2021 to May 31, 2021
<b>Strategies used to gain cooperation</b>	Request permission on the phone, reminders to those who agreed to do the survey
<b>Margin of sampling error for total sample</b>	+/- 4.9 percentage points at the 95% confidence level
<b>Is data weighted?</b>	Yes, based on resident age to the 2019 City of Leduc Census. See section 4.2 above for details.
<b>Contact for more information</b>	Patrick Kyba, pkyba@advanis.net Advanis (780) 229-1135
<b>Survey text</b>	See section 4.4 below

### 4.4 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 was randomized);
- Level randomization (the order of some lists was 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 2021, the City is seeking input from citizens to assist in the 2022 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 2022 budget. Doing so makes you eligible to **enter a draw to win a gift certificate to a local Leduc business of your choice (valued at \$150).**

We want to hear from you! Press the right arrow to continue.

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.

© 2021 Advanis *Privacy Policy* ([http://www.advanis.ca/privacy\\_policy2.html](http://www.advanis.ca/privacy_policy2.html))

### Intro2

Please read each question and statement carefully. Throughout the survey, information will be provided to you so that you are able to reflect and provide an informed response to the questions. Pressing this icon **\*?\*** when shown will provide additional information. For each question, please select the response(s) that best represents your point of view.

Please respond before **May 31, 2021.**

**\*?\*** Additional information will show up here.

### D1

To begin, how old are you?

- 0 15 or younger
- 1 16 or 17
- 2 18 to 24
- 3 25 to 34
- 4 35 to 44
- 5 45 to 54
- 6 55 to 64
- 7 65 or older
- 8 Prefer not to say

**D1a** *Show if D1 Refused*

In order to be eligible for this survey, please confirm that you are over the age of 15.

- 1 You are 18 years old or older
- 2 You are 16 or 17 years old
- 3 You are 15 years old or younger

**T1** *Show if Younger than 16*

Unfortunately, you do not meet the eligibility requirements to complete this survey. Thank you for your time.

Status Code: 501

**S1**

Do you live **within the city limits** of Leduc?

- 1 Yes
- 2 No
- 3 Prefer not to answer

**T2** *Show if S1 Does not live in Leduc*

Unfortunately, you do not meet the eligibility requirements to complete this survey. Thank you for your time.

Status Code: 502

**D4**

Do you own or rent your primary residence in the City of Leduc?

- 1 Own
- 2 Rent
- 8 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**?

Minimum: 1, Maximum: 99

\_\_\_\_\_ %

- 9 Don't know

**Q1a**

In fact, of property tax collected in 2020:

- **27%** is collected *on behalf of the province* to pay for **education**.
- **73%** goes to the *City of Leduc* to fund **city services**.



Thinking about the **73%** used to fund **city services**, would you say you receive...?

- 1 Excellent value
- 2 Very good value
- 3 Good value
- 4 Fair value
- 5 Poor value
- .9 Don't know

**Q1b** *Show if Q1a not DK*

What is the **main reason** you feel that you receive [Q1a answer] value?

---

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- .9 Don't know / No comment

**Q1c** *Show if Q1a DK*

Why can you not rate the value that you received from the **73%** of property tax that goes to the *City of Leduc* to fund **city services**?

---

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- .9 No comment

**Q2**

The City of Leduc understands and recognizes 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 support or oppose a **decrease in service levels** to minimize tax increases in 2022?

- 1 **Strongly oppose** a decrease in service levels
- 2 **Somewhat oppose** a decrease in service levels
- 3 **Neither oppose nor support** a decrease in service levels
- 4 **Somewhat support** a decrease in service levels
- 5 **Strongly support** a decrease in service levels
- .9 Don't know

**Q2a** *Show if Q2 support or oppose decrease but not neither*

Why do you say you **[Q2 answer]** a **decrease in service levels** to minimize tax increases in 2022?

---

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- .9 Don't know / No comment

**Q3**

Next, thinking about the City of Leduc infrastructure (public buildings, roads, etc.) and services overall, which of the following tax strategies **best represents** your preference?

- 1 Increase taxes to fund growth needs, infrastructure maintenance and improve services \*
- 2 Increase taxes to maintain all existing infrastructure and services \*
- 3 Cut existing services to maintain current taxes \*
- 4 Cut existing services to reduce taxes \*
- .9 Don't know

*Levels marked with \* are randomized*

## BIntro

The City of Leduc budget includes two spending categories:

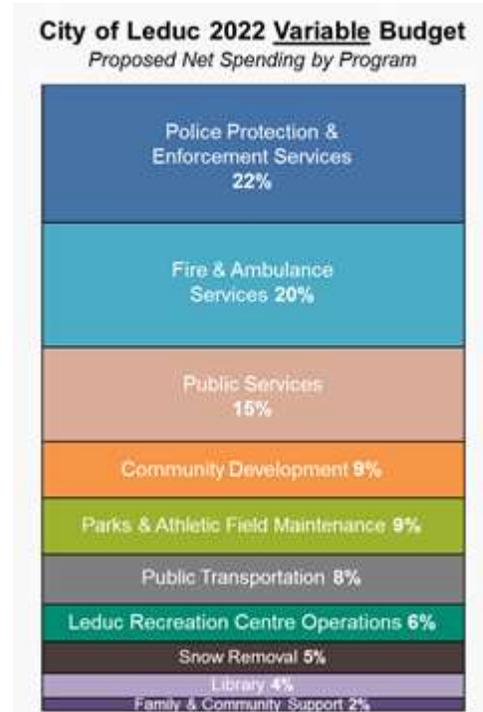
**Fixed Spending (53%)** includes items that are necessary to govern, operate and maintain the City of Leduc and do not vary based on the level of service provided:

- Mayor and City Council
- Corporate and Legislative Services
- Engineering Services
- Planning Services
- Facility Services
- Debt Repayment
- Capital Transfer

The next section will not include these budget items.

**Variable Spending (47%)** includes categories where spending can be increased or decreased depending on the level of service provided. As shown below, the next section seeks your input into spending in these areas.

Press the right arrow to continue.



## 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**, **remain the same**, or **decrease** in 2022. A description of each service can be found by pressing this icon: \*?\*. If you are asked why you made the choice you did, please let us know **all** the reasons you feel the way you do.

Have your say in your city's budget planning process! Press the right arrow to continue.

\*?\* A description will show up here.

**B1a**

How would you adjust the variable spending in 2022 for **Police Protection & Enforcement Services**? \*\* (proposed 22%)?

\*\* This includes RCMP contract and detachment administrative support, community safety, animal control and other bylaw enforcement.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B1b** Show if B1a increase police

Why would you increase spending on **Police Protection & Enforcement Services**? \*\*

Please select all that apply.

\*\* Proposed 22% of the variable budget. This includes RCMP contract and detachment administrative support, community safety, animal control and other bylaw enforcement.

- 1 Would like to keep crime down \*
- 2 To keep up with population growth \*
- 3 Would like more police presence \*
- 4 Would like more traffic/speeding enforcement \*
- 5 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B1c** Show if B1a decrease police

Why would you decrease spending on **Police Protection & Enforcement Services**? \*\*

Please select all that apply.

\*\* Proposed 22% of the variable budget. This includes RCMP contract and detachment administrative support, community safety, animal control and other bylaw enforcement.

- 1 I feel safe in the City of Leduc \*
- 2 Current enforcement levels could handle population growth \*
- 3 Police presence should be adequate \*
- 4 Consider less focus on traffic and speeding enforcement \*
- 5 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B2a**

How would you adjust the variable spending in 2022 for **Fire & Ambulance Services\*\*** (proposed 20%)?

**Note:** Ambulance services are contracted services provided by the City of Leduc on behalf of the Province of Alberta and cannot be reduced.

\*\* This includes Fire and Ambulance response, rescue and patient treatment services, community prevention and inspection services and emergency preparedness.

- 1 Increase spending (may increase taxes) *(Show if version 1)*
- 2 Spending should remain the same

**B2b** *Show if B2a increase fire*

Why would you increase spending on **Fire & Ambulance Services? \*\***

Please select all that apply.

\*\* Proposed 20% of the variable budget. This includes Fire and Ambulance response, rescue and patient treatment services, community prevention and inspection services and emergency preparedness.

- 1 Would like additional funding due to population growth \*
- 2 Would like to ensure the quickest fire and/or ambulance response times \*
- 3 This is an essential service to the community \*
- 4 For the safety of residents \*
- 5 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

*Levels marked with \* are randomized*

**B3a**

How would you adjust the variable spending in 2022 for **Public Services\*\*** (proposed 15%)?

\*\* This includes maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pothole patching, crack sealing, grading, guard repair, cleaning, dust control, and pavement marking.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B3b** Show if B3a increase public services

Why would you increase spending on **Public Services**? **\*?\***

Please select all that apply.

\*?\* Proposed 15% of the variable budget. This includes maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pothole patching, crack sealing, grading, guard repair, cleaning, dust control and pavement marking.

- 1 Population growth may require more roads, sidewalks, and other trails \*
- 2 Would like more maintenance of sidewalks and other walking or biking trails \*
- 3 Would like more sidewalks and other walking or biking trails \*
- 4 Would like more road maintenance \*
- 5 Would like to increase the number of roads or overpasses to help reduce traffic congestion \*
- 6 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B3c** Show if B3a decrease public services

Why would you decrease spending on **Public Services**? **\*?\***

Please select all that apply.

\*?\* Proposed 15% of the variable budget. This includes maintenance of roadways, sidewalks, multi-ways, bridges, overpasses, traffic controls, including: pothole patching, crack sealing, grading, guard repair, cleaning, dust control and pavement marking.

- 1 Roads, sidewalks, and other trails can already handle some population growth \*
- 2 Sidewalks and other walking or biking trails are well maintained \*
- 3 Sidewalks and other walking or biking trails are satisfactory \*
- 4 Roads are well maintained \*
- 5 The roads and/or overpasses meet the city's needs \*
- 6 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B4a**

How would you adjust the variable spending in 2022 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.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B4b** Show if B4a increase parks

Why would you increase spending on **Parks & Athletic Field Maintenance**? \*\*?

Please select all that apply.

\*\* Proposed 9% of the variable budget. 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.

- 1 Would like grass/shrubs to be maintained in parks, gardens, and boulevards more frequently \*
- 2 Would like better weed and/or pest control (e.g., mosquitoes) \*
- 3 Would like more attractions, parks, and trails for the community \*
- 4 To encourage more people to use parks and other outdoor facilities \*
- 5 Some other reason (specify): \_\_\_\_\_
- 9 Don't know

Levels marked with \* are randomized

**B4c** Show if B4a decrease parks

Why would you decrease spending on **Parks & Athletic Field Maintenance**? \*\*?

Please select all that apply.

\*\* Proposed 9% of the variable budget. 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.

- 1 Grass/shrubs could be maintained in parks, gardens, and boulevards less frequently \*
- 2 Consider doing less weed and/or pest control (e.g., mosquitoes) \*
- 3 There are too many attractions, parks, and trails in the community \*
- 4 No one in my household uses parks or other outdoor facilities \*
- 5 Some other reason (specify): \_\_\_\_\_
- 9 Don't know

Levels marked with \* are randomized

**B5a**

How would you adjust the variable spending in 2022 for **Leduc Recreation Centre Operations**\*\*? (proposed 6%)?

\*\* 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).

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B5b** Show if B5a increase rec centre

Why would you increase spending on **Leduc Recreation Centre Operations**? \*\*

Please select all that apply.

\*\* Proposed 6% of the variable budget. 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).

- 1 Would like more accessibility to existing facilities \*
- 2 Would like more facilities \*
- 3 Would like existing facilities to receive more frequent maintenance \*
- 4 Would like more programs and/or equipment in the facilities \*
- 5 Would like facilities to be open earlier and/or close later \*
- 6 To help lower user fees \*
- 7 My household uses the Leduc Recreation Centre \*
- 8 Some other reason (specify): \_\_\_\_\_
- 9 Don't know

Levels marked with \* are randomized

**B5c** Show if B5a decrease rec centre

Why would you decrease spending on **Leduc Recreation Centre Operations**? \*\*

Please select all that apply.

\*\* Proposed 6% of the variable budget. 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).

- 1 No new facilities are needed \*
- 2 Would like existing facilities to be maintained less frequently \*
- 3 Current equipment in the facilities are adequate \*
- 4 Would like facilities to open later and/or close earlier \*
- 5 Would like the users of the facilities to pay more \*
- 6 My household does not use the Leduc Recreation Centre \*
- 7 Some other reason (specify): \_\_\_\_\_
- 9 Don't know

Levels marked with \* are randomized

**B6a**

How would you adjust the variable spending in 2022 for **Snow Removal**\*\* (proposed 5%)?

\*\* This includes street, parking lot and alleyway sanding, snow plowing and snow removal.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B6b** Show if B6a increase snow removal

Why would you increase spending on **Snow Removal**? \*?\*

Please select all that apply.

\*?\* Proposed 5% of the variable budget. This includes street, parking lot and alleyway sanding, snow plowing and snow removal.

- 1 Would like Leduc to be more prepared for winters \*
- 2 Consider clearing and sanding roads sooner or more often \*
- 3 Would like more or better snow clearing equipment \*
- 4 Would like residential areas and side streets to be cleared more often \*
- 5 Public sidewalks and trails should be cleared sooner \*
- 6 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B6c** Show if B6a decrease snow removal

Why would you decrease spending on **Snow Removal**? \*?\*

Please select all that apply.

\*?\* Proposed 5% of the variable budget. This includes street, parking lot and alleyway sanding, snow plowing and snow removal.

- 1 Consider clearing roads less frequently during prolonged storms \*
- 2 Consider waiting longer before clearing and sanding roads \*
- 3 Consider replacing and/or maintaining snow removal equipment less frequently \*
- 4 Residential areas and side streets could be cleared less often \*
- 5 Consider waiting longer to clear public sidewalks and trails \*
- 6 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B7a**

How would you adjust the variable spending in 2022 for **Community Development**\*?\* (proposed 9%)?

\*?\* 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.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B7b** Show if B7a increase community development

Why would you increase spending on **Community Development**? \*?\*

Please select all that apply.

\*?\* Proposed 9% of the variable budget. 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.

- 1 Would like more parks \*
- 2 Would like to increase the quality of existing parks \*
- 3 Would like more community programs and/or events (e.g., Rock the Rails, etc.) \*
- 4 Would like to increase the quality and/or frequency of existing programs \*
- 5 To promote a healthy lifestyle \*
- 6 This makes Leduc an attractive place to live \*
- 7 Some other reason (specify): \_\_\_\_\_
- 9 Don't know

Levels marked with \* are randomized

**B7c** Show if B7a decrease community development

Why would you decrease spending on **Community Development**? \*?\*

Please select all that apply.

\*?\* Proposed 9% of the variable budget. 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.

- 1 The number of parks is adequate \*
- 2 The quality of existing parks is adequate \*
- 3 Consider lowering the quality and/or frequency of existing programs \*
- 4 My household does not use or attend existing parks or programs \*
- 5 Some other reason (specify): \_\_\_\_\_
- 9 Don't know

Levels marked with \* are randomized

**B8a**

How would you adjust the variable spending in 2022 for **Public Transportation**\*?\* (proposed 8%)?

\*?\* 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.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B8b** Show if B8a increase transit

Why would you increase spending on **Public Transportation**? **\*?\***

Please select all that apply.

\*?\*

Proposed 8% of the variable budget. 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.

- 1 Would like more busses, more routes, and/or frequency of service \*
- 2 Would like newer busses or added features to existing buses \*
- 3 Would like to make public transportation more affordable \*
- 4 To encourage more people to use public transportation \*
- 5 Consider starting bus service sooner and/or ending service later \*
- 6 My household uses public transportation \*
- 7 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B8c** Show if B8a decrease transit

Why would you decrease spending on **Public Transportation**? **\*?\***

Please select all that apply.

\*?\*

Proposed 8% of the variable budget. 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.

- 1 Current service schedules should be adequate \*
- 2 Existing buses should be adequate \*
- 3 Consider charging riders more for this service \*
- 4 My household does not use public transportation \*
- 5 Consider starting bus service later and/or ending service sooner \*
- 6 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B9a**

How would you adjust the variable spending in 2022 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.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B9b** Show if B9a increase library

Why would you increase spending on **Library Services**? **\*?\***

Please select all that apply.

\*?\* Proposed 4% of the variable budget. 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.

- 1 To keep up with demand due to city growth \*
- 2 Would like the library to be expanded \*
- 3 Would like more programs or resources \*
- 4 Would like to increase the collection of books \*
- 5 My household uses the library \*
- 6 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B9c** Show if B9a decrease library

Why would you decrease spending on **Library Services**? **\*?\***

Please select all that apply.

\*?\* Proposed 4% of the variable budget. 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.

- 1 Consider adding some type of user fee \*
- 2 The library should be able to handle current population growth \*
- 3 The library does not need to be expanded at this time \*
- 4 Would like less programs or resources offered \*
- 5 Consider obtaining fewer books and similar types of resources throughout the year \*
- 6 My household does not use the library \*
- 7 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B10a**

How would you adjust the variable spending in 2022 for **Family & Community Support Services**? **\*?\***  
(proposed 2%)?

\*?\* This includes family counseling and support, prevention and education regarding social issues, meals on wheels program, senior support, and homemaking services.

- 1 Increase spending (may increase taxes)
- 2 Spending should remain the same
- 3 Decrease spending (may decrease taxes)

**B10b** Show if B10a increase fccs

Why would you increase spending on **Family & Community Support Services**? \*?\*

Please select all that apply.

\*?\* Proposed 2% of the variable budget. This includes family counseling and support, support, prevention and education regarding social issues, meals on wheels program, senior support, and homemaking services.

- 1 To keep up with population growth \*
- 2 To help provide affordable support services \*
- 3 Would like more or different types of services available \*
- 4 Would like better quality of existing services \*
- 5 I support this service
- 6 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**B10c** Show if B10a decrease fccs

Why would you decrease spending on **Family & Community Support Services**? \*?\*

Please select all that apply.

\*?\* Proposed 2% of the variable budget. This includes family counseling and support, support, prevention and education regarding social issues, meals on wheels program, senior support, and homemaking services.

- 1 Existing services could handle population growth \*
- 2 Would like more funding from other levels of government \*
- 3 I don't know what this service offers \*
- 4 Some other reason (specify): \_\_\_\_\_
- .9 Don't know

Levels marked with \* are randomized

**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?

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- .8 No additional feedback

**Q5**

What other projects or goals (if any) should the City be thinking of when planning the budget for 2022 and beyond? These may result in a tax increase.

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- .8 None/Cannot think of any

**Q6**

Finally, with respect to the budget process, which of the following would you say is the **most important priority** facing the City?

- 2 Focusing on long-term fiscal sustainability (smooth tax strategies) \*
- 3 Planning for future growth to prevent overcrowding \*
- 4 Attract new and maintain current businesses and amenities \*
- 5 Finding ways to lower property taxes in the future \*
- 6 Finding ways to ensure property taxes stay the same in the future \*
- 7 Preparing for and reacting to changes in the economy \*
- 8 Other (specify): \_\_\_\_\_

*Levels marked with \* are randomized*

**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.

Please press the right arrow to continue.

**D2** *Show if 18 or older*

Are there any children under the age of 18 in your household?

- 1 Yes
- 2 No
- 3 Prefer not to answer

**D6**

Which of the following categories applies to your total household income before taxes in 2020?

- 1 Under \$20,000
- 2 \$20,000 to \$39,999
- 3 \$40,000 to \$59,999
- 4 \$60,000 to \$79,999
- 5 \$80,000 to \$99,999
- 6 \$100,000 to \$124,999
- 7 \$125,000 to \$149,999
- 8 \$150,000 or more
- 9 Prefer not to answer

**D3**

Which of the following best describes your current employment status?

- 1 Working full time, including self-employment (more than 30 hours per week)
- 2 Working part time, including self-employment (30 hours per week or less)
- 3 On leave (disability, maternity, paternity, etc.)
- 4 Homemaker
- 5 Student
- 6 Not employed
- 7 Retired
- 8 Prefer not to answer

**D5a** *Show if D3 employed*

And, do you work for the City of Leduc?

- 1 Yes
- 2 No

**D5b** *Show if D3 on leave*

Immediately prior to the start of your leave, did you work for the City of Leduc?

- 1 Yes
- 2 No

**D7**

Which of the following are places that you have heard or seen advertisements promoting this survey?

Please select all that apply

- 7 Billboard signs \*
- 2 Social media \*
- 3 City of Leduc website \*
- 5 Other (specify): \_\_\_\_\_
- 6 I have not heard or seen any advertisements promoting this survey (Exclusive)

*Levels marked with \* are randomized*

**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 gift certificate to a local Leduc business of your choice (valued at \$150).**

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.

- 1 Yes, I allow Advanis to provide the City of Leduc with my contact information should I be the winner of this draw
- 2 No, remove me from the draw

**I1** *Show if I0 yes draw*

Please provide your contact details[[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.]] so that we may contact you should you be the winner of the draw.

First name: \_\_\_\_\_

Last name: \_\_\_\_\_

Email: \_\_\_\_\_

Phone number: \_\_\_\_\_

-8 Not interested in entering draw



**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 2022. Should you have any additional questions, please contact:

Lauren Padgham  
 Acting Manager, Budgets & Financial Planning  
 City of Leduc  
 780-980-8474  
 lpadgham@leduc.ca

You will be redirected shortly to the City of Leduc website.

