



CITY OF LEDUC

STRATEGIC PLAN

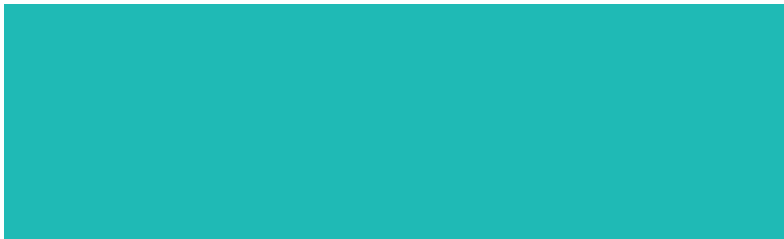
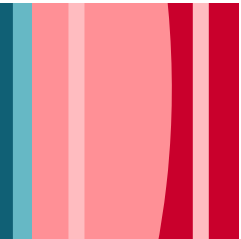
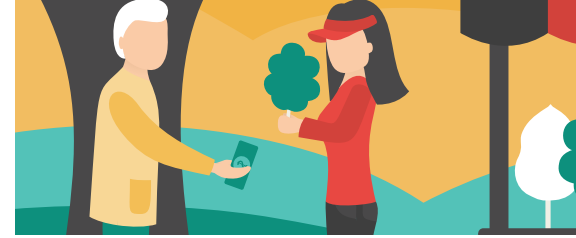
What We Heard Report

PUBLIC INPUT

JANUARY 2022



CITY OF
Leduc





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STRATEGIC PLAN
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PROJECT OVERVIEW

VISION:

A **great** life.

A **caring** community.

A **thriving** region.

The City of Leduc's Strategic Plan guides the municipality's future work. It outlines the areas the City will focus on to support and make a difference in the community. The Strategic Plan is developed by Leduc City Council and provides direction to City Administration about what to focus on as the organization works toward achieving its vision.

The current Strategic Plan was approved by Council in 2019. It is now time to look at the plan again and reconfirm whether the strategies are on the right track and what else might need attention between 2023-2026. The updated Strategic Plan will include areas of focus and strategies as well as performance indicators that will help monitor progress. An important step in the planning process included hearing from members of the public and stakeholders on what will help get us closer to our vision over the next four years.



HOW & WHO WE ENGAGED

Physical distancing remains a priority for the municipality. Engagement with members of the public and stakeholders on the Strategic Plan took place online in January 2022. Participants were invited to share what they think needs focus over the next four years to move the City closer to its vision of a great life, a caring community, and a thriving region.

PUBLIC SURVEY

All residents were invited to provide their input via an online survey available on the website between January 10 - 28, 2022. To encourage participation, the survey was promoted through social media, the City website, newspaper, radio, posters, facility digital screens, emails, and the City's e-newsletter.

A total of 326 respondents filled out the online survey of which 88.34 per cent indicated they resided in the City of Leduc, 7.36 per cent indicated they owned a business in the City of Leduc, and 27.91 per cent indicated that they work in the City of Leduc.

STAKEHOLDER ENGAGEMENT SESSIONS

Identified stakeholders from community groups, agencies, Council Advisory Boards and Committee representatives were also invited to attend one of two virtual engagement sessions hosted by the City to provide their input on the 2023-2026 Strategic Plan.

Identified stakeholders were invited by Mayor and Council via email. The engagement sessions took place January 24 and 26, 2022 with participation from 15 stakeholders.



WHAT WE ASKED

The City of Leduc webpage for the [Strategic Plan Update](#) contained the link to the public survey, an overview of the project and Frequently Asked Questions that included information about:

- the purpose of the Strategic Plan and its contents;
- why the City was updating the plan at this time;
- what was being considered in the update;
- what was included in the public engagement;
- how input from the public would be used;
- how decisions about the content of the plan would be made; and
- the next steps following public engagement.

Members of the public and stakeholders were invited to share their input on:

- how important the current strategies are over the next four years;
- additional areas of focus that need attention; and
- what they believe would indicate that the City is making progress towards its vision of a great life, a caring community and thriving region.

WHAT WE HEARD

Current Strategies



Focus Area:

A City where People want to Live, Work, and Play



Survey respondents and stakeholder participants were invited to share their input on how important the 2019-2022 Strategic Plan strategies are over the next four years (*see Appendices A and B*).

Both survey respondents (76.64 - 90.16 per cent) and stakeholder participants (75.00 - 90.90 per cent) shared that the following priorities for this focus area are **very important** or **important** over the next four years:

- Enhancing citizen engagement, with a focus on youth, in shaping and building our community.
- Improving accessibility and inclusivity for civic facilities and programs.
- Reducing harm associated with substance abuse.
- Delivering high quality municipal programs and services that improve quality of life.

Both survey respondents and stakeholder participants shared that the following priorities for this focus area may not need as much attention over the next four years:

- Strengthening neighbourhood connections (69.14 per cent of survey responses and 77.78 per cent of stakeholders identified this as **important** or **neutral**).
- Increasing the focus on arts and culture within Leduc (61.07 per cent of survey responses and 83.34 per cent of stakeholders identified this as **important** or **neutral**).
- Supporting a vibrant and connected volunteer sector (73.36 percent of survey responses and 81.82 percent of stakeholders identified this as **important** or **neutral**).

Stakeholder participants were also invited to share ideas for the City to consider when reviewing the priorities for this area of focus. Feedback included:

- Enable a variety of opportunities for youth to be engaged, active, healthy and safe in the community.
- Attract people to the community and encourage them to stay in Leduc by providing high quality programs and services.
- Meet resident needs by offering accessible and affordable supports, services and programs.
- Support community organizations to deliver services and programs that improve the quality of life in Leduc.
- Continue to support the strong volunteer base in the community.
- Foster a welcoming and inclusive community.
- Advance awareness of and share information about harm reduction and prevention, poverty, homelessness, mental health and addiction and how best to support vulnerable populations in the community.
- Enable the downtown core to be seen as an anchor for the community through redevelopment.
- Explore opportunities to support arts and culture to create a vibrant community and promote tourism.
- Create more outdoor spaces to enable people to connect in their neighbourhoods.



WHAT WE HEARD

Current Strategies

Focus Areas:

A City with a Plan for the Future



Most survey respondents (67.08 – 89.31 per cent) and stakeholders (100 per cent) identified that all the priorities for this focus area are **very important** or **important** over the next four years:

- Ensuring that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life.
- Balancing municipal development with the preservation of our natural environment.
- Optimizing the use of existing municipal infrastructure.
- Promoting densification as a means of accommodating growth, promoting community vibrancy and reducing municipal costs structures.

Stakeholder participants were also invited to share ideas for the City to consider when reviewing the priorities for this area of focus. Feedback included:

- Continue implementing municipal plans and sharing updates about those plans with the community.
- Leverage technology to meet future needs of the community.
- Support the naturalization of the Telford Lake area, parks and pathways.
- Foster programs that would encourage residents and developers to preserve the natural environment.
- Consider the implications of various types of development adjacent to natural areas and farmland.
- Repurpose existing infrastructure and spaces to reduce impact on the land and environment.
- Ensure infrastructure is maintained to meet future needs of the community.
- Balance densification with the current needs of the community.



An Economically Prosperous City and Region

Most survey respondents (80.99 - 83.54 per cent) and stakeholder participants (83.34 - 100 per cent) identified that all the priorities for this focus area are **very important** or **important** over the next four years:

- Maximizing Leduc's geographic location to increase economic prosperity.
- Encouraging economic growth and diversification in primary sectors (e.g., oil and gas, transportation, technology, etc.).
- Reviewing and strengthening Leduc's role, approach and delivery of local and regional economic development.

Stakeholder participants were also invited to share ideas for the City to consider when reviewing the priorities for this area of focus. Feedback included:

- Leverage local amenities, services and geographic location to support economic prosperity.
- Explore diversification opportunities that support economic recovery and tourism, in addition to primary sectors.

A Collaborative Community-BUILDER and Regional Partner

Most survey respondents (70.25 - 79.02 per cent) and stakeholder participants (100 per cent) identified that all the priorities for this focus area are **very important** or **important** over the next four years:

- Increasing community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.
- Increasing efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.

Stakeholder participants were also invited to share ideas for the City to consider when reviewing the priorities for this area of focus. Feedback included:

- Collaborate with community groups and other municipalities to support the delivery of services and programs that are mutually beneficial.
- Support communication and engagement between organizations, associations and residents about initiatives taking place in the community.



ADDITIONAL AREAS OF FOCUS



Survey respondents and stakeholder participants were invited to consider a list of other areas that may need attention over the next four years and select three that they believe should be considered as part of the City's 2023-2026 strategic direction.

The top options selected by survey respondents were*:

- Affordability of community programs, services and amenities (42.21 per cent).
- Community safety and crime reduction (41.39 per cent).
- Mental health and addiction supports (31.15 per cent).
- Local business supports and economic recovery (29.92 per cent).

The top options selected by stakeholder participants were*:

- Environmental stewardship including climate change mitigation and alternative energy options (50.00 per cent).
- Mental health and addiction supports (50.00 per cent).
- Local business supports and economic recovery (41.67 per cent).
- Youth programming, services and amenities (41.67 per cent).

*Note: See [Appendices A and B](#) for full list and results.

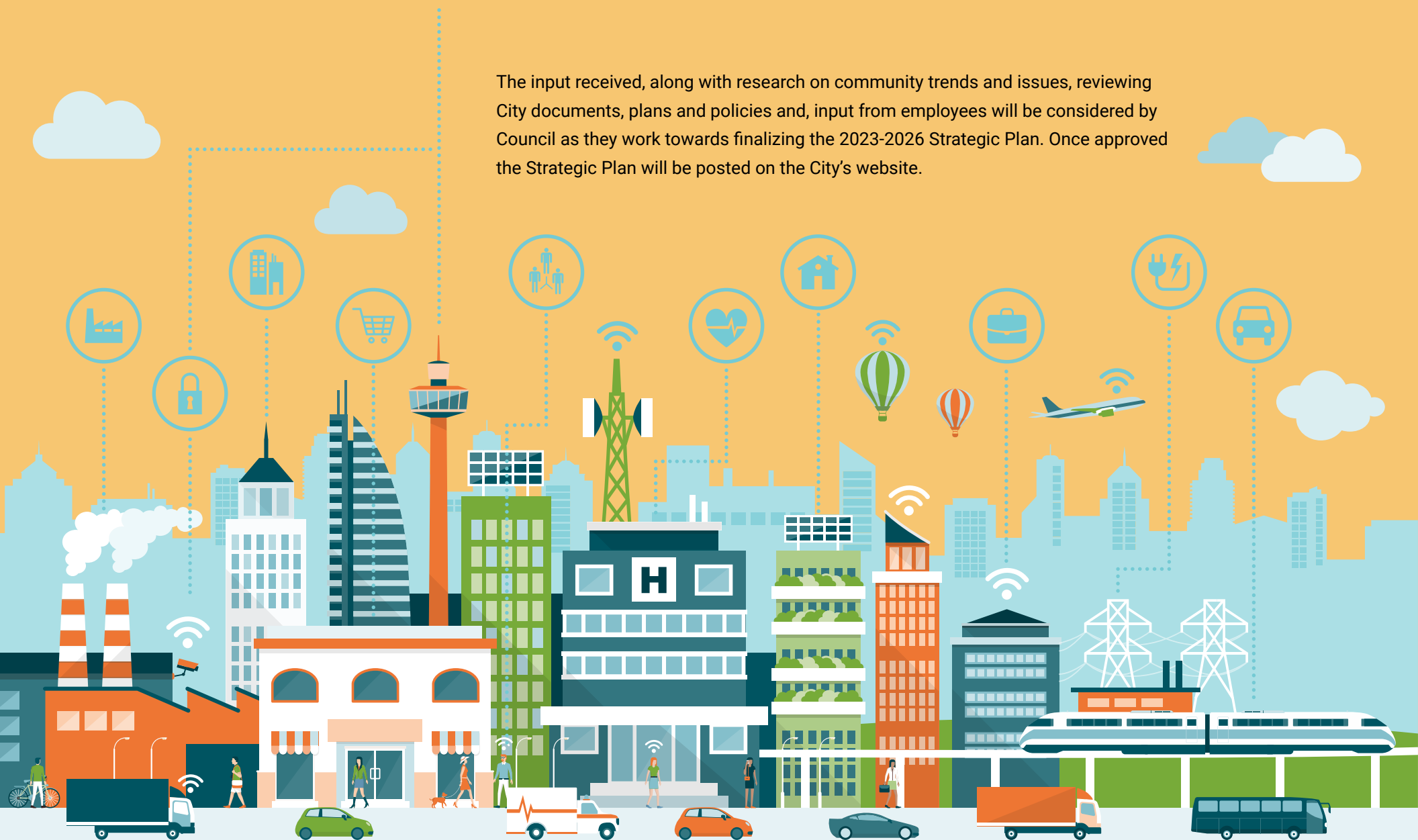
MAKING PROGRESS

Survey respondents and stakeholder participants were also invited to share what would tell them that the City is making progress towards its vision of a great life, a caring community and thriving region. Feedback included:

TOPIC AREA	PROGRESS INDICATORS
Service Delivery	<ul style="list-style-type: none"> • The City is focused on long-term service needs of the community. • Municipal infrastructure, services and programs are maintained without increasing taxes, particularly for seniors. • Efficiencies are applied to improve service delivery. • The City leverages partnerships with other municipalities and community organizations in the region to deliver services.
Social and Community Supports	<ul style="list-style-type: none"> • Residents have access to mental health and addiction supports, including harm reduction and prevention programs. • Seniors, youth and vulnerable populations have access to affordable programming, services and housing. • Residents have access to alternative modes of transportation, such as transit and electronic scooters. • Parks and multi-way paths continue to be enhanced, connected, and maintained. • Residents have access to affordable, cultural and other community services, programs, events and amenities. • Leduc is an inclusive and diverse community that meets the need of all citizens. • The community attracts and retains new and local businesses, with a thriving downtown core. • There are opportunities to advance economic diversification.
Growth and Development	<ul style="list-style-type: none"> • The community has access to schools that accommodate population growth. • The City continues to establish new subdivisions that attract families to the community, are aligned with community needs and include access to parks, outdoor amenities and natural spaces. • Density is balanced with minimum lot sizes that accommodate parking, wider roads and snow clearing.
Community Connection, Engagement & Communication	<ul style="list-style-type: none"> • Residents have an opportunity to engage on important topics facing the community. • Leduc is a community that feels connected and has a strong volunteer base.
Environmental Stewardship	<ul style="list-style-type: none"> • The development of green technologies is promoted in the community. • Residents and the City work together to advance environmental priorities. • Naturalized areas are protected and integrated in the community.
Public Safety	<ul style="list-style-type: none"> • Public safety, traffic safety and crime reduction in the community are a priority for the City. • Negative implications of COVID-19 restrictions on individuals and businesses are recognized and addressed by the City.

WHAT HAPPENS NEXT

The input received, along with research on community trends and issues, reviewing City documents, plans and policies and, input from employees will be considered by Council as they work towards finalizing the 2023-2026 Strategic Plan. Once approved the Strategic Plan will be posted on the City's website.



APPENDIX A – PUBLIC SURVEY RESULTS

Over the next four years how important are the following strategies to help us be a place where people want to live, work and play?

Based on 244 Responses

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Enhancing citizen engagement, with a focus on youth, in shaping and building our community.	37.70%	41.80%	13.93%	5.33%	1.23%
Delivering high quality municipal programs and services that improve quality of life.	47.54%	42.62%	5.74%	3.28%	0.82%
Improving accessibility and inclusivity for civic facilities and programs.	31.15%	45.49%	15.98%	5.74%	1.64%
Strengthening neighbourhood connections.	24.69%	39.92%	29.22%	4.94%	1.23%
Increasing the focus on arts and culture within Leduc.	14.75%	29.10%	31.97%	18.44%	5.74%
Reducing harm associated with substance abuse.	38.52%	41.39%	15.57%	2.87%	1.64%
Supporting a vibrant and connected volunteer sector.	19.67%	48.77%	24.59%	5.74%	1.23%

Over the next four years how important are the following strategies to help us be a place that meets current and future needs of the community?

Based on 243 Responses

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Ensuring that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life.	41.15%	46.91%	8.64%	2.47%	0.82%
Balancing municipal development with the preservation of our natural environment.	47.74%	41.15%	7.41%	2.88%	0.82%
Optimizing the use of existing municipal infrastructure.	41.98%	47.33%	7.82%	2.47%	0.41%
Promoting densification as a means of accommodating growth, promoting community vibrancy and reducing municipal costs structures.	27.16%	39.92%	20.16%	11.11%	1.65%

APPENDIX A – PUBLIC SURVEY RESULTS

Over the next four years how important are the following strategies to help us be a place that is economically prosperous?

Based on 243 Responses

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Maximizing Leduc's geographic location to increase economic prosperity.	41.32%	39.67%	13.64%	4.55%	0.83%
Encouraging economic growth and diversification in primary sectors (e.g., oil and gas, transportation, technology, etc.).	45.68%	37.86%	10.70%	3.70%	2.06%
Reviewing and strengthening Leduc's role, approach and delivery of local and regional economic development.	34.98%	47.33%	14.40%	2.88%	0.41%

Over the next four years how important are the following strategies to help us be a place that is a collaborative community-builder and regional partner?

Based on 243 Responses

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Increasing community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.	26.45%	46.91%	8.64%	2.47%	0.82%
Increasing efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.	37.04%	47.33%	7.82%	2.47%	0.41%

APPENDIX A – PUBLIC SURVEY RESULTS

Changes to our community since 2019, including impacts from the COVID-19 pandemic, have highlighted the need to consider other areas that may require attention over the next four years. Please review the list below and share with us the top three (3) areas that you think the City needs to consider as part of its strategic direction over the next four years to help us move closer to our vision for Leduc – a great life, a caring community, and a thriving region.

Based on 244 Responses

ANSWER CHOICES	RESPONSES
Affordability of community programs, services and amenities	42.21%
Community safety and crime reduction	41.39%
Mental health and addiction supports	31.15%
Local business supports and economic recovery	29.92%
Youth programming, services and amenities	26.64%
Affordable supportive housing options	25.00%
Environmental stewardship including climate change mitigation and alternative energy options	17.21%
Seniors programming, services and amenities	17.21%
Accessibility to City facilities, amenities, programs and services	15.57%
Community diversity and inclusion	13.93%
Public transportation	10.66%
Regional collaboration and shared services	9.43%
Opportunities for the community to connect	8.61%
Traffic safety	7.79%

APPENDIX B – STAKEHOLDER SESSION RESULTS

*Not all stakeholders provided input for each question. Percentages below are based on the number of people who answered each question.

Over the next four years how important are the following strategies to help us be a place where people want to live, work and play?

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Enhancing citizen engagement, with a focus on youth, in shaping and building our community (based on 11 responses).	36.36%	54.54%	9.10%	0.00%	0.00%
Delivering high quality municipal programs and services that improve quality of life (based on 9 responses).	11.11%	66.67%	22.22%	0.00%	0.00%
Improving accessibility and inclusivity for civic facilities and programs (based on 12 responses).	33.33%	41.67%	25.00%	0.00%	0.00%
Strengthening neighbourhood connections (based on 9 responses).	22.22%	33.33%	44.45%	0.00%	0.00%
Increasing the focus on arts and culture within Leduc (based on 12 responses).	8.33%	58.34%	25.00%	8.33%	0.00%
Reducing harm associated with substance abuse (based on 11 responses).	54.54%	41.39%	15.57%	2.87%	1.64%
Supporting a vibrant and connected volunteer sector (based on 11 responses).	18.18%	63.64%	18.18%	0.00%	0.00%

Over the next four years how important are the following strategies to help us be a place that meets current and future needs of the community?

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Ensuring that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life (based on 11 responses).	63.64%	36.36%	0.00%	0.00%	0.00%
Balancing municipal development with the preservation of our natural environment (based on 11 responses).	63.64%	36.36%	0.00%	0.00%	0.00%
Optimizing the use of existing municipal infrastructure (based on 12 responses).	75.00%	25.00%	0.00%	0.00%	0.00%
Promoting densification as a means of accommodating growth, promoting community vibrancy and reducing municipal costs structures (based on 11 responses).	63.64%	36.36%	0.00%	0.00%	0.00%

APPENDIX B – STAKEHOLDER SESSION RESULTS

Over the next four years how important are the following strategies to help us be a place that is economically prosperous?

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Maximizing Leduc's geographic location to increase economic prosperity (based on 12 responses).	50.00%	41.67%	8.33%	0.00%	0.00%
Encouraging economic growth and diversification in primary sectors (e.g., oil and gas, transportation, technology, etc.) (based on 12 responses).	41.67%	41.67%	16.66%	0.00%	0.00%
Reviewing and strengthening Leduc's role, approach and delivery of local and regional economic development (based on 12 responses).	58.33%	41.67%	0.00%	0.00%	0.00%

Over the next four years how important are the following strategies to help us be a place that is a collaborative community-builder and regional partner?

STRATEGY	VERY IMPORTANT	IMPORTANT	NEUTRAL	LOW IMPORTANCE	NOT IMPORTANT AT ALL
Increasing community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region (based on 12 responses).	50.00%	50.00%	0.00%	0.00%	0.00%
Increasing efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities (based on 11 responses).	45.45%	54.55%	0.00%	0.00%	0.00%

APPENDIX B – STAKEHOLDER SESSION RESULTS

Changes to our community since 2019, including impacts from the COVID-19 pandemic, have highlighted the need to consider other areas that may require attention over the next four years. Please review the list below and share with us the top three (3) areas that you think the City needs to consider as part of its strategic direction over the next four years to help us move closer to our vision for Leduc – a great life, a caring community, and a thriving region.

Based on 12 Responses

ANSWER CHOICES	RESPONSES
Environmental stewardship including climate change mitigation and alternative energy options	50.00%
Mental health and addiction supports	50.00%
Local business supports and economic recovery	41.67%
Youth programming, services and amenities	41.67%
Community safety and crime reduction	33.33%
Community diversity and inclusion	25.00%
Affordability of community programs, services and amenities	25.00%
Regional collaboration and shared services	16.67%
Affordable supportive housing options	16.67%
Transit Safety	0.00%
Public transportation	0.00%
Accessibility to City facilities, amenities, programs and services	0.00%
Opportunities for the community to connect	0.00%
Seniors programs, services and amenities	0.00%