

Annual Report

2015





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Introduction

Community profile



Population: 29,304

Growth: 72 per cent since 2006, 2.52 per cent over 2014

Average age: 34

Housing: \$396,377 average price for a single family detached house

Employment: 69 per cent of citizens work locally

Construction values: \$255.5 million (10-year building permit total of 2.1 billion)

Residential / non-residential assessment: 67/33 percentage split

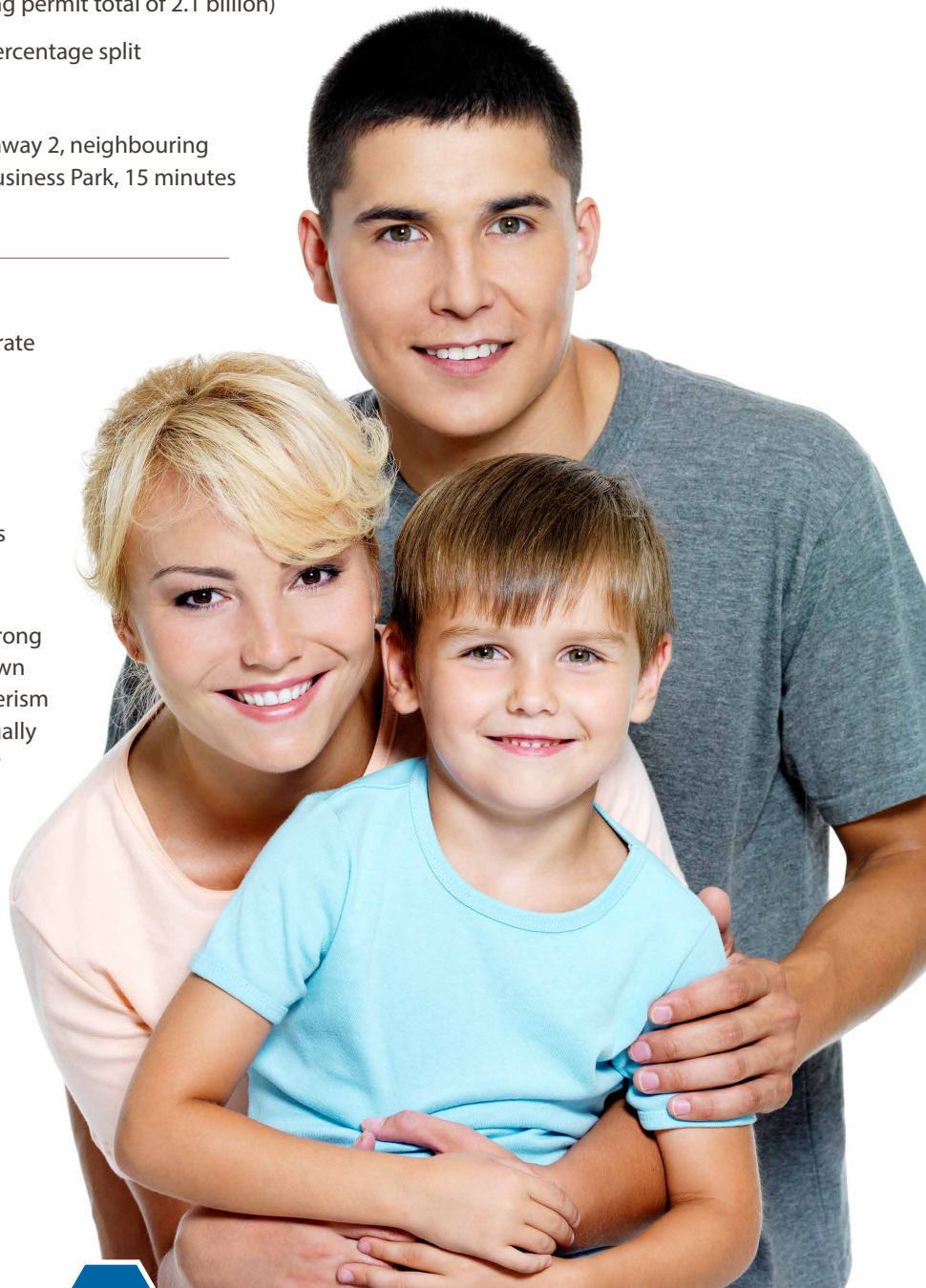
Size: 43.07 sq. km (16.63 sq. miles)

Location: south within the capital region along Highway 2, neighbouring the Edmonton International Airport and the Nisku Business Park, 15 minutes to Alberta's capital city.

Leduc is a strong community with continued growth and a bright future. With a five-year average growth rate of 4.7 per cent, Leduc has accepted the challenge of accelerated growth while maintaining programs and services citizens have grown to expect. Conveniently located along the CANAMEX Trade Corridor (Highway 2), Leduc is a prime location to attract industrial, commercial and residential growth with its connectivity to air, rail and ground transportation.

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

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



Leduc City Council (2013 -2017)

Mayor's message

In 2015, it was a year of change for the province and our community with the economic shift as a result of low oil prices and the dip in the Canadian Dollar. However, our mid-sized city continued to demonstrate steady growth with 721 new citizens calling Leduc 'home' and an overall construction start value of \$255.5 million. We've also furthered our regional initiatives working collaboratively with local partners such as Leduc County, the Edmonton International Airport, Leduc Regional Chamber of Commerce, and Leduc-Nisku Economic Development Association.

Our collective successes in 2015 are not by chance – but rather due to strategic and careful planning when times were better. Some of these successes include introducing new facilities and outdoor amenities to citizens, enhancing our work relationships with regional partners, such as Leduc County, and maintaining quality programs and services citizens have come to expect from our municipality.

The 2015 Annual Report is our way of reporting back to you, the citizen, on year-two achievements, challenges and results relating to each of the six goals and identified outcomes in the 2014 – 2018 Leduc Strategic Plan: Community Character, Community Wellness, Transportation, Economic Development, Regional Partnerships and Governance, and Fiscal Sustainability.

This annual report continues the same look and feel as the Leduc Strategic Plan and 2014 Annual Report. It reflects the importance of citizen engagement and how we're listening to the community on where we need to prioritize for Leduc's long-term success. Throughout this document, you will see positive milestones achieved in 2015 for this community, despite our tough economic times. We recognize the road ahead is still a little bumpy, however we know Leduc is a resilient community.

On behalf of Leduc City Council, I encourage you to read through the 2015 Annual Report – we're proud of what we've achieved and look forward to serving you into 2016.



Mayor Greg Kriskhe

Mayor Kriskhe is serving his fourth term as mayor and prior to becoming mayor in 2004, he served three terms as alderman for the City of Leduc. Before his political career, Greg held several senior management positions with Air Canada. He is the owner/operator of a local retail business and a strong advocate of the community. Mayor Kriskhe is a recipient of the Alberta Centennial medal, the Lieutenant Governor's Leadership award for Active Communities and the Queen Elizabeth II Diamond Jubilee medal. He continues to contribute to the community as an active member of the Leduc Lions Club and the Nisku/Leduc Rotary Club.



Coun. Beverly Beckett

Departmental liaison for Infrastructure and Planning

Coun. Beverly Beckett is serving her first term with Leduc City Council. She is the past chair of Leduc Downtown Progress Association, director of Maclab Centre for the Performing Arts, past director of Leduc Regional Chamber of Commerce, and received a 2010 Citizen of Distinction award. She moved to Leduc in 1977 and as a registered massage therapist, held a professional practice for 33 years.



Coun. Glen Finstad

Departmental liaison for Community and Protective Services

Coun. Glen Finstad is serving his second term on council. He was a board member with Leduc Regional Chamber of Commerce and has also volunteered with Leduc-Nisku EDA. He and his wife June moved to Leduc in 1981 and quickly became immersed in the community. He bought, sold and started several businesses over the past 15 years and has a passion for coaching and mentoring other business owners.



Coun. Terry Lazowski

Departmental liaison for Infrastructure and Planning

Coun. Lazowski, along with his wife, three sons, daughter in-law and granddaughter, is proud to call Leduc home since 1994. He is serving his fourth term on city council and has been an active member of the community, including current membership with the Knights of Columbus, as well as a past member of the Leduc Parks and Recreation Board and Leduc Minor Hockey Association.



Coun. David MacKenzie

Departmental liaison for Community and Protective Services

Coun. MacKenzie is serving this third term with Leduc City Council. A Leduc resident since 1992, he was a local bank manager from 1992 to 2007, and has since retired and is working as a mortgage specialist. He was the chairman of the Leduc and District Food Bank from 1995 to 2007 and is the founder of the Leduc and District Emergency Shelter Association (chairman 2007 - 2013). He was also nominated for the Leduc and District Citizen of the Year award – in 2003 and again in 2005.



Coun. Dana Smith

Department liaison for Corporate Services

Coun. Smith is serving her fourth term with city council and has been a resident of Leduc for 31 years. She is a past board member with the Provincial Mental Health Board, Review Panel and a founding member of Leduc Victim Services. She is also a past member of the Performing Arts Council and was past chair of the Leduc Housing Authority and past vice-Chair of Leduc Foundation.



Coun. Bob Young

Department liaison for Corporate Services

Coun. Young has served on Leduc City Council for 11 years and is a proud resident for the past 56 years. For 36 years he has worked as a local school teacher and is retiring in 2016. He was named Citizen of the Year in 2000, and has served as the former president of Leduc Minor Hockey - Leduc Ball Federation, Leduc Baseball, and Leduc Minor Sports Parents Association; as well as coached hockey, basketball, volleyball, baseball and soccer.

Vision

A vision describes a realistic, credible, attractive and inspiring future for the organization. It paints a picture of the long-term future to which the organization aspires—that is, the broad targets the organization would like to achieve.

The illustration above is a summary of the key elements the community felt should be represented in a vision statement.

Leduc's new vision statement is:

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



Mission

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

Values

Council governs with the vision and mission of the City of Leduc in mind. In order to execute on the vision for the community, Leduc has a number of guiding values that advance our community towards this aspirational future.



City manager and administration

City administration, along with city council, is committed to leading Leduc with responsible, visionary leadership. Our residents will be actively engaged in building the type of community where they want to live and grow. Residents will be actively involved in setting the vision and strategic directions for the city. Open communication among council, staff and citizens will ensure early, effective and timely resolution of issues, challenges and opportunities.

Paul Benedetto

City manager – 2006 – to present

Throughout this organization, and the Leduc region, we have experienced the true success of what it means to partner and collaborate when a shared vision is realized. Our city, along with this region, is strong and resilient. In 2015 we saw the beginning of a slowed economy with rougher roads ahead, yet we've kept our sights on our long-term vision, as outlined in the 2014 – 2018 Leduc Strategic Plan.

We are adjusting accordingly, recognizing the prosperity we had in 2014 may not be realized again until 2019 and beyond. Yet, as you'll see in this annual report we saw significant projects come to fruition that we are very proud of, such as moving closer to our goal of a 60/40 residential/non-residential assessment split. We can proudly say we're now at 67/33. But more importantly, attracting additional business diversifies our economy and creates jobs. The Aerotropolis Viability Study (see Page 20), completed in conjunction with Leduc County and the Edmonton International Airport, has identified ways to expand and attract additional clusters, such as value-added agriculture, capitalizing on the Agriculture Research Centre in Leduc.

Reaching many of our goals identified in the Leduc Strategic Plan, adopted by mayor and council, requires teamwork, and that includes citizens, community leaders, Leduc County, and regional partners. This annual report is our way of communicating with you what was achieved in year-two of the five-year strategic plan, as well as citing where work needs to continue.

On behalf of my colleagues at the City of Leduc, we take pride in serving our community and are proud of our accomplishments over the past year to better serve our residents and businesses. We appreciate your time to review this report. As always, your ideas and feedback are important to us and we can be reached a number of ways:

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City of Leduc Executive Team:



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2014 - 2018 Leduc Strategic Plan goals

Goal 1 - Community Character

As a community, we define **Community Character** to be:

- » Our streets, open spaces, parks and buildings reflect our heritage, values and lifestyle. We expect excellence in design that facilitates vibrant, diverse and active community spaces and neighbourhoods.
- » We invest in strategic, community-building projects and programs that allow for ongoing municipal operations and continually enhance our culture.

Outcomes to be achieved over the next five years include:

- 1.1** Support a successful farmer's market in the downtown area by 2016
- 1.2** Successfully host the 2016 Summer Games
- 1.3** Plan and construct Phase 1 of the North Telford Park development by 2017
- 1.4** Refine and implement elements of the Phase 2 of Leduc's Downtown Master Plan
- 1.5** Invest in public art
- 1.6** Preserve the City of Leduc's history including buildings, individual stories and artifacts

Goal 3 - Transportation

As a community, we define **Transportation** to be:

- » We build on our position as a transportation hub while offering multiple and effective modes of travel, including internal and regional transit.
- » We effectively build infrastructure to promote transportation and economic development in the city and wider region.

Outcomes to be achieved over the next five years include:

- 3.1** Advance the importance of the 65 Avenue interchange with stakeholders
- 3.2** Evaluate and enhance Leduc's transit system and service
- 3.3** Represent Leduc's interest in Airport Vicinity Protection Area (AVPA) regulation review

Goal 2 - Community Wellness

As a community, we define **Community Wellness** to be:

- » We support a safe, healthy, active and caring community.
- » We support initiatives that contribute to a healthy and sustainable environment.
- » We ensure quality opportunities to participate in all aspects of our community and foster a sense of belonging.

Outcomes to be achieved over the next five years include:

- 2.1** Increase waste diversion rate to 65 per cent by 2020
- 2.2** Develop a youth engagement strategy
- 2.3** Maintain a strong and resilient community by understanding social, health and community trends and providing appropriate programs and resources
- 2.4** Reach new residents by establishing community-based programs and spontaneous, accessible opportunities to participate



Goal 4 – Economic Development

As a community, we define **Economic Development** to be:

- » We effectively leverage our market strengths and opportunities to maximize economic development and tourism.
- » We are a leader in economic development and promote the sub-region as Canada's energy services leader.
- » We promote diversification in economic development to include other sectors, such as agriculture, manufacturing and energy.

Outcomes to be achieved over the next five years include:

- 4.1** Capture the economic advantages of proximity to the Edmonton International Airport (EIA).
- 4.2** Leverage joint economic development opportunities with regional partners
- 4.3** Develop a plan to market Leduc (tell our story)
- 4.4** Implement a strategy to capitalize on Leduc's competitive advantages
- 4.5** Foster post-secondary education and adult learning

Goal 6 – Fiscal Sustainability

As a community, we define **Fiscal Sustainability** to be:

- » We demonstrate fiscal integrity, efficiency and effectiveness.
- » We understand the benefits and costs of the services provided to our citizens, choosing options that deliver value and ensure long term financial sustainability.

Outcomes to be achieved over the next five years include:

- 6.1** Continuously seek revenue generation opportunities
- 6.2** Foster all types of development that results in a sustainable, healthy residential / industrial assessment base
- 6.3** Finalize and implement fiscal sustainability plan
- 6.4** Regular review of select services for efficiency/ effectiveness
- 6.5** Maintain Leduc's attractive and competitive tax advantages

Goal 5 – Regional Partnerships and Governance

As a community, we define **Regional Partnerships and Governance** to be:

- » We are a trusted and effective partner in building a vibrant capital region through enlightened decision making, service provision and supportive actions.
- » We work co-operatively with partners to optimize resources and ensure project success.

Outcomes to be achieved over the next five years include:

- 5.1** Strengthen relationships with key stakeholders in the Leduc region, including Leduc County, the capital region, the City of Edmonton, school boards, EIA and other stakeholders
- 5.2** Review and assess regional collaboration studies
- 5.3** Participate and influence the annexation process based on our principles



Reporting on 2014-2018 Leduc Strategic Plan goals

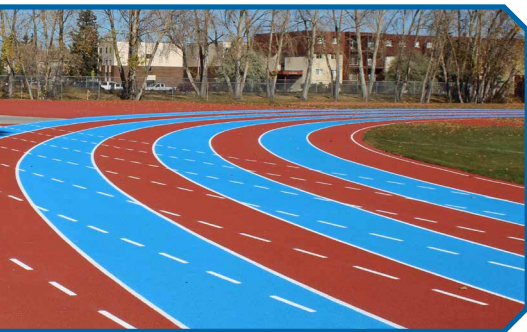
ONE

Goal 1 – Community Character

Community Character in Leduc represents streets, open spaces, parks and infrastructure that reflect our city's heritage, values and lifestyle. As a municipality, we expect vibrant and diverse facilities that encourage active community spaces and neighbourhoods. We will strategically invest in community-building projects and programs that allow for ongoing municipal operations and continually enhance our culture.

Achievements

- 1.1** We hosted a pilot project that saw the **Leduc Farmers' Market** operate in the city parking lot behind ATB Financial, off 50th Avenue. This was to accommodate the anticipated **Streetscape Improvement Project**.
- 1.2** In preparation of the **2016 Alberta Summer Games** (ASG), a number of key achievements were reached in 2015:
 - *Recruitment and start-up of the board and chairs for all portfolios (volunteers, sport, protocol, facilities, results/registration, safety/communication, accommodations, culture, friends of the games, transportation, promotions and food service)*
 - *Start-up of corporate sponsorship campaign*
 - *Development of the logo and branding*
 - *Established ASG Office and hired staff*
 - *Venue enhancements*
- 1.3** We began Stage 1 Phase A of the **North Telford Recreation Lands** Concept Plan with a clean-up on the west side of the park. We completed Stage 1 Phase B with the road closure of 43rd Street and paving/construction of the parking lot.
- 1.4** In year two, the **Storefront Improvement Program** - Downtown Master Plan (DMP) Phase 2 - continued as a voluntary incentive program providing matching grants and architectural/planning advice for qualifying downtown core businesses to renovate their storefronts. This program was designed to increase the visual appeal of the downtown's streetscape and provide a 'sense of place' by promoting improved building facades. Since it began in 2014, 13 individual commercial storefronts, contained within five buildings, were upgraded through this program.



1.5 Two **public art** projects were commissioned in 2015 as part of our program to enhance arts and culture in our community:

- *A completed mural on the north wall of the Alexandra Outdoor Pool to commemorate the grand opening of the pool and splash park in June*
- *A piece scheduled for the north entrance of the Leduc Public Library called, 'A Fertile Mind.' Expected installation is September 2016.*

These additions complement our current public art installations in the community, such as the Stone Barn Garden, mural at the Leduc Recreation Centre (LRC), The Plowman, and Grimma Rock.

1.6 Key achievements to help preserve **Leduc's history** centered around our citizen recognition program, designed to recognize and celebrate individuals, groups, organizations and businesses who make significant contributions to this community. We installed an interactive kiosk at the Leduc Public Library that features current and past Citizens of Distinction Award.

Challenges

Limited funding, volunteer recruitment (2,500 people needed) and staff capacity, along with difficulty in obtaining materials, presented as challenges as we prepare for **ASG**.

We had a few challenges with our capital improvements for the **DMP**, such as receiving minimal qualifying bids by private contractors to construct signage. The prices exceeded budget expectations due to a non-competitive bidding environment. As this project is delayed, the **Leduc Farmers' Market** began exploring alternate locations as the temporary location of the city parking lot was not as visible to the public, and therefore resulted in a decreased attendance.

Results

We took a number of steps to provide results in year two of our five-year strategic plan to enhance the city's Community Character, that include:

- » Venue enhancements for **ASG** included an overlay on the John Bole Track, and additions to the Wm. F. Lede Regional Park (expanded two existing ball diamonds to accommodate hard ball, converted a U7 soccer pitch to a championship field) - beach volleyball court, washrooms, parking lots for football and Diamond 7, and ball diamond upgrades.
- » We deferred tendering construction until early 2016 for the **DMP** improvements to promote a more competitive bidding process. Designs for the next phase (Main Street, west of 50th Street to Highway 2) were completed with downtown stakeholders, and approved by council to be part of the 2016 tender.

Projects

Leduc *Wayfinding Strategy

Feedback collected in 2014 was used to further refine the system design and proposal to build Phase 1 of the strategy which was released in December. Phase 1 includes various vehicle and pedestrian signs, a downtown kiosk, as well as some decorative Main Street and downtown banners. Construction is expected to begin spring 2016 and will tie closely to the work done through the Downtown Master Plan.

**Definition: Wayfinding uses landmarks, pathways, signage and environmental cues to help citizens and visitors navigate and experience our city without confusion. Wayfinding can be described as the process of using visual information to help find your way through a complex environment.*

Alexandra Park upgrades:

- » Construction of the new Leduc Public Library was completed in January and officially opened early February.
- » Alexandra Outdoor Pool and Splash Park grand opening event in June was well attended by roughly 1,000 people.
- » Achieved a record season for attendance with 14,050 visits to the outdoor pool (110 per cent increase over 2013, as the pool was closed in 2014 for the renovations).
- » Completed the renovations of the old library space in the Leduc Civic Centre mid-year.

Downtown Master Plan (Phase 2)

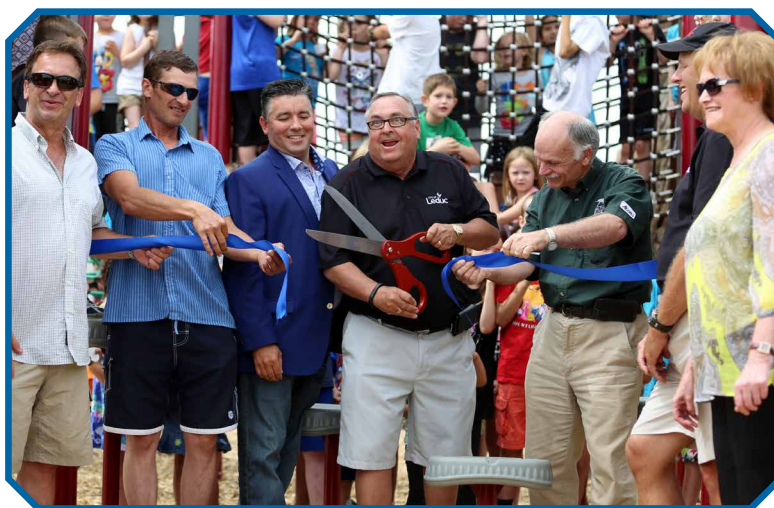
In close and regular consultation with the Downtown Business Association, we created designs for a capital-intensive streetscape improvement project through our capital improvements program. The project is intended to improve downtown's vibrancy through a number of important improvements, focussing on safety, functionality, mobility, and esthetics. Planned improvements include all new LED street lighting, upgraded pedestrian crosswalks, strategic sidewalk upgrades, increased public seating areas, increased wheelchair accessibility, improved landscaping, bicycle racks, ornamental lighting, and recycling and compost containers.

Telford Park Skating Oval

We began a pilot project with the construction of a **skating oval** at Telford Park using in-house resources for the 2015/16 winter season.

Parks/playgrounds (new, replacements and enhancements):

- » We opened Leduc's most extensive playground, Meadowview Dinosaur Playground, in partnership with a local developer, in June. It was celebrated by the community at a grand opening event, ribbon cutting, and activities hosted by the Royal Tyrell Museum.
- » Replaced the existing tot lot in Kinsmen Park in the North Telford neighbourhood.
- » Replaced the school playground in partnership with the Caledonia school and parents association.
- » Improvements at the North Telford Rec Lands include asphalt parking lot, site preparations for future washroom facility and wooden bollards to prevent unwanted vehicles entering the park.
- » Venue enhancements for the 2016 Alberta Summer Games includes an overlay on the John Bole Track, and a number of additions to the Wm. F. Lede Regional Park - beach volleyball court, washrooms, parking lots for football and Diamond 7, and ball diamond upgrades.



Facilities

- » We entered into an Eco Station cost share agreement with Leduc County to help encourage city and county residents to adopt or increase their recycling habits.
- » Replaced 35+ year old equipment in the Sobeys Arena ice plant at the LRC in the off season.
- » Design and construction began on Phase 1 of a new rowing facility at Telford Lake, expected to be completed spring 2016.
- » Design started on the expansion of the wash and mechanics bays at the city's Operations Building. Anticipated completion is spring 2016.

Key performance indicators	
Measure	2015
Percentage of citizens that rate overall quality of life in the City of Leduc as very good or excellent in annual satisfaction survey	78%
Percentage of citizens that rate overall satisfaction with City of Leduc services and programs as very good or excellent	82%
Number of community events hosted by the city	14
One piece of public art added annually	2 – mural at Alexandra Outdoor Pool; commissioned art work for library entrance

Goal 2 – Community Wellness

Safe, healthy, active and caring community defines what we consider Community Wellness in Leduc. As a municipality, we support initiatives for a healthy and sustainable environment and want to ensure quality opportunities are available for citizens to participate in all aspects of the community to foster a sense of belonging for everyone.

Achievements

- 2.1** Our **waste diversion** efforts are supported through a number of community programs encouraging public participation to reach our waste diversion target rate of 65 per cent by 2020. Some of our community initiatives include, 2015's Sort Smart campaign, development of the Sort Smart App for smart phones, and education material that can be found online and at city facilities. In 2015, we reached out to local stakeholders as we're looking to enhance recycling and waste diversion in our industrial, commercial, institutional, and multi-family developments.
- 2.2** Our efforts in **youth engagement** continued in 2015 through various means, such as:
- *Rock the Rails – the largest regional youth festival hosted at the skateboard park.*
 - *Efforts in our **youth outreach program** included providing the needed resources to address addiction and/or mental health concerns, actively support clients, and provide them a safe and compassionate environment to connect and talk about family challenges and other personal struggles.*
 - *4th annual **Mayor's Youth Leadership Awards** luncheon recognized 67 youth for their contributions as leaders within their communities.*
 - *Inviting two community youth to serve on the **Community Safety Advisory Committee (CSAC)**. Their input, including that of their peer groups, is valuable to identify successes and opportunities in the efforts to reduce risk in our community.*
 - *We introduced a new initiative by adding a school resource officer (SRO) with Leduc Enforcement Services to work with the RCMP SRO.*
- 2.3** We provide a number of programs and resources to help maintain a strong and resilient community through an understanding of **social, health and new trends to meet the needs** of our citizens. In 2015 we were able to achieve this through a variety of methods that include;
- **Joint Leduc Enforcement Services and RCMP strategic resource plan** – *demonstrates the direct link between the work each group is doing in support of each other to enhance community safety; and identifies how it's more cost effective to increase administrative support to allow all officers to be more effective in their duties.*
 - *A key recommendation of the 2012 Policing Model Review was that we place more emphasis on traffic safety (as opposed to just traffic enforcement) and take a leadership role in its implementation. From that, we created an **Integrated Municipal Traffic Unit (IMTU)**. Its core responsibility is to improve road safety and reduce injuries caused by motor vehicle collisions (MVC) by utilizing education as the primary tool; enforcement is secondary.*
 - **Fire Prevention Week** *initiatives included community education and awareness on the importance of fire safety, and the installation of around 100 smoke detectors in the Corinthia neighbourhood in October.*



Are you aware...

Marked improvement for **fire and emergency response** times in our community will allow for further residential and commercial growth, as Leduc is now served by two fire houses. Our composite model of paid on-call and shift personnel provides flexibility when responding to different emergency events. Fire events in Leduc had the potential for a property loss of \$23 million, however was kept to an overall loss of \$612,000 in 2015.

- We hosted **Breakfast with the Guys** in November to raise awareness and education on family violence prevention. Over 135 community and business leaders attended, with over 100 per cent of the proceeds donated to RiseUp House and the Camrose Women's Shelter (\$12,251).
- Successfully opened **Leduc Fire House #2** (west end fire hall) in the city's west end along 50th Ave. Grand opening event held November. We began operating the second fire station in October to significantly enhance response capability for both fire and EMS services to new growth areas in the city's west end. To allow for this new facility, 16 new paid on-call and eight new full-time firefighters were hired to provide 24/7 response from the new station.
- We have 16 **advisory boards/committees** – six (6) of which city council appoints members of the public. Our boards and committees provide the valuable opportunity for citizens to volunteer and get involved to learn more about social, health, and community trends in Leduc.

2.4 We're always seeking new and unique ways to reach new residents, which include:

- We conducted **Let's Talk Neighbourhoods Survey**, and a number of small group dialogues, to better understand the neighbourhood vision of our residents and to learn ways we can support place-based initiatives to build social connections.
- We publish the **City Guide** to feature programs, services and workshops offered quarterly by various departments, as well as the Leduc Public Library, for our citizens. It's designed to be the 'go to' resource for residents as it's posted online and hard copies are available throughout the city.

Challenges

Our challenges in reaching greater Community Wellness are quite broad ranging:

- » **Waste diversion** requires a long-term, inclusive approach to develop solutions to avoid sending waste to landfill. We're working to address waste from the multi-family and commercial sectors, as well as from our own facilities and parks. Other challenges we encountered include a volatile recycling industry, limited markets for material collection, and balancing the space available at the Eco Station with expanding the types of materials we collect.
- » Recent economic challenges have resulted in increased need for **FCSS services**. The assistance we provided includes completing forms for financial support, affordable housing, accessing income support, the food bank, and emergency funding. We've witnessed a lack of affordable housing for unemployed people, and an increased waiting list for clients who need to access mental health supports.

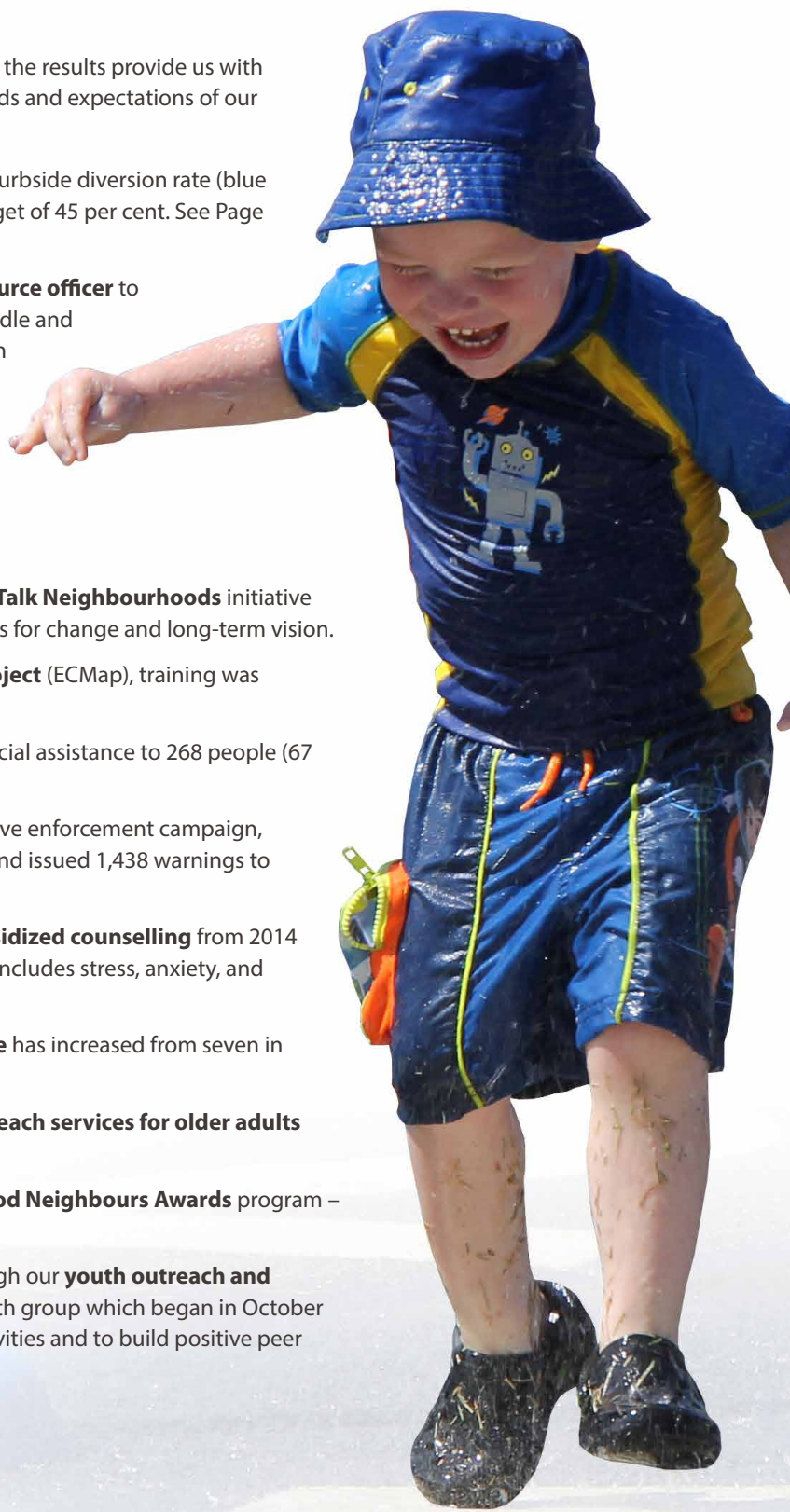


- » Our Fire Prevention team discovered a number of homes that were without working smoke detectors when visiting the Corinthia neighbourhood during **Fire Prevention Week**. Although we continue to deliver the message on the importance of early fire detection, we recognize greater efforts need to be explored to escalate public awareness.
- » Reduced numbers of applications received when we put out the call to fill term positions on any one of our **advisory boards/committees**.

Results

Of the numerous achievements we experienced in 2015, the results provide us with a positive impression of how well we're meeting the needs and expectations of our residents:

- » Successes in **waste diversion** include a 52 per cent curbside diversion rate (blue bag and green bin organics), exceeding the 2013 target of 45 per cent. See Page 32 for more interesting stats.
- » By working together, it allows the RCMP **school resource officer** to be more strategic in targeting critical issues with middle and high school students, as our SRO primarily works with elementary students about community safety.
- » Two youth representatives were appointed to **CSAC** in December as contributing members and will take part in the ongoing assessment of risks to public safety from a youth perspective. This committee meets quarterly.
- » 879 completed surveys were received with our **Let's Talk Neighbourhoods** initiative reflecting what residents like, don't like, opportunities for change and long-term vision.
- » Using funds from the **Early Childhood Mapping project** (ECMap), training was provided to 54 early childhood professionals.
- » Our **Recreation Assistance Program** provided financial assistance to 268 people (67 families and 45 individuals).
- » Over a six month period, **IMTU** conducted an extensive enforcement campaign, in areas deemed to be the highest risk of collisions, and issued 1,438 warnings to motorists – 91 for offences in school zones.
- » We've seen an increased need of 66 per cent for **subsidized counselling** from 2014 to 2015. The main reasons for accessing this service, includes stress, anxiety, and separation/divorce.
- » The number of individuals disclosing **family violence** has increased from seven in 2014 to 30 in 2015.
- » We've experienced an increase of 13 per cent in **outreach services for older adults** (233 in 2014 to 264 in 2015).
- » 41 nominations were received for the 3rd annual **Good Neighbours Awards** program – a record amount over the two previous years.
- » We worked with 94 individuals and 20 families through our **youth outreach and development program**. Also formed a monthly youth group which began in October to provide an open and flexible environment for activities and to build positive peer relationships, including community professionals.





- » Adding the Telford Park **skating oval** provided another leisure skating surface next to our downtown core. Pending city council approval, this project could be continued or possibly expanded in the future.
- » Roughly 60 Leduc volunteers dedicate their time and share their expertise to serve on our **advisory boards/committees**.
- » 40 families received assistance through **Creative Culture Connections** – a financial assistance program for people wanting to register in arts/culture programming.
- » 25,914 hours were logged by Leduc citizens for the **Family Day Unplugged** initiative – encouraging people to disconnect from technology and reconnect with loved ones, the community and themselves on Family Day.

Projects

RID-911:

Initiated by the Community Safety Advisory Committee (CSAC), we officially launched our Report Impaired Driving 911 campaign, strongly supported by Leduc RCMP. It's a public education program encouraging people to report when they witness impaired driving behaviours. By year end, the Leduc RCMP received 900 impaired driving complaints.

Rail Safety

This program was created by CSAC and completed the safety project of fencing the west side of the north/south rail corridor between Black Gold Drive and Rollyview Road. This project was greatly appreciated by the citizens who lobbied for increased safety along this corridor.

Diabetes and Seniors Study:

The Leduc Beaumont Devon PCN and the University of Alberta Research team partnered with the Leduc Recreation Centre (LRC) to implement a 10-month study within the community targeting older adults (65 and older) with Type 2 diabetes along with other chronic illnesses. The goal of the program is to assist the patients by supporting them with monthly home visits, as well as monthly group sessions hosted by the LRC, with hopes that the extra support will encourage and educate them to live a longer more independent life.

Key performance indicators	
Measure	2015
Percentage of waste diversion annually and/or resident satisfaction (very good and excellent) with curbside recycling and organics services	52% waste diversion 79% resident satisfaction for curbside recycling 75% resident satisfaction for curbside organics
Trending decrease crime severity index	Stats Canada hasn't released updated information
Overall percentage of recreation program participation	84%
LRC membership	1st quarter: 2,883 2nd quarter: 2,507 3rd quarter: 2,560 4th quarter: 2,234 Overall average: 2,546
LRC average daily admissions	1st quarter: 242 2nd quarter: 162 3rd quarter: 180 4th quarter: 187 Overall average: 192

Are you aware...

We host a number of city-sponsored events which contribute to a quality of life we pride in offering citizens and an overall sense of wellness encouraging people to become more involved:

- » Breakfast with the Guys
- » Canada Day outdoor concert
- » Citizens of Distinction Awards and Volunteer Appreciation Banquet
- » Community Information and Registration Days
- » Go Skateboarding Day
- » Halloween Howler and Halloween Hooligans
- » Leduc Bike Festival
- » Leduc Family Fun Fair
- » Mayor's Youth Leadership Awards Luncheon
- » Party in Alexandra Park
- » Rock the Rails (youth festival)
- » Rooftop Campout for Muscular Dystrophy
- » Seniors Pancake Breakfast (in partnership with Alberta Seniors and the Alberta Seniors Advisory Council)
- » Victory Triathlon



THREE

Goal 3 - Transportation

Leduc's central location within the province with highway, air and rail connectivity allows us the opportunity to build our position as a transportation hub and offer multiple and effective travel options that include internal and regional transit. We will continue to effectively build infrastructure to promote transportation in our city and throughout the region.

Achievements

- 3.1** We received the endorsement of Leduc City Council to proceed with the functional planning study for the **65th Avenue Interchange**, in partnership with Alberta Transportation and Edmonton International Airport (EIA).
- 3.2** This was our first full year with enhanced **Leduc Transit** service with four bus routes. We also completed three park and ride locations – Alexandra Arena, LRC and the Leduc County Centre. Leduc Transit continues to be a successful partnership with Leduc County to provide service throughout the region during peak hours, connecting patrons to south Edmonton.
- 3.3** We know the **Airport Vicinity Protection Area (AVPA)** will expire in 2016. This regulation manages land uses within the Edmonton International Airport. As part of their review process, the Government of Alberta asked municipal stakeholders to review the regulation and provide comments.

Challenges

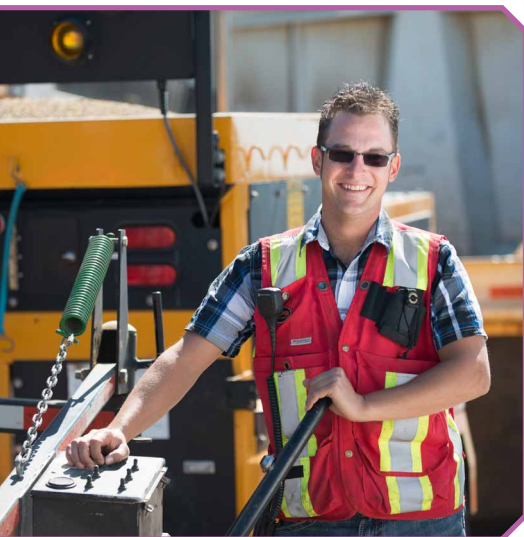
Transportation needs continue to evolve within our community and the Leduc region. Recognizing investment is required to address these demands on local services and infrastructure, we faced a few challenges in 2015:

- » All affected property, aside from the 65th Avenue West corridor, falls within the jurisdictions of either Alberta Transportation or EIA. Discussions have yet to be initiated regarding funding and cost sharing in relation to the **65th Avenue Interchange Project**.
- » The economic downturn impacted **Leduc Transit** ridership, particularly in Nisku and the Leduc Business Park. With **LATS** (Leduc Assisted Transportation Service), our ability to accommodate the increase in trips booked continues to be a challenge. **LATS** ridership and client base continues to grow.
- » The **AVPA** is highly technical and its impacts on our community are significant for current and future sustainability. The review is a provincial process and we are one of many stakeholders. Final decision and any subsequent changes remain exclusively with the province.

Results

As we report on the second year of the five year strategic plan, we've identified the following results that bring us closer to the goal's outcomes:

- » In partnership with Alberta Transportation and EIA, the **65th Avenue Functional Study** was completed. It addresses the long-term roadway requirements in the area of 65th Avenue and the 50th Street, Highway 2 overpass. The proposed planning is staged to satisfy imminent development



and longer term initiatives. This solution provides for Highway 2 access to/from 65th Avenue west and develops improved access for Leduc residents, businesses and industries while accounting for the future development of the land west of the city and south of the airport lands. This study has helped to highlight the importance of this project in the region as it was identified in the Capital Region Board Integrated Regional Transportation Master Plan as the highest priority project for detail design.

- » We reviewed the **AVPA regulation** and provided our feedback to include proposed changes that add clarity and provide more flexibility for development in Leduc without compromising the intent.
- » **Leduc Transit** ridership was 69,301 (18.5 increase over 2014).
- » Booked 26,345 trips through **LATS**, with the **LATS Shuttle** seeing 4,420 trips bringing a total of 30,765 for 2015 (1 per cent increase over 2014).

Projects

46th Street Widening and 46th Street/50th Avenue Intersection re-alignment

These two projects were completed to increase capacity at the intersection by adding two extra lanes on Oscar Klak Way (46th Street). It required close co-ordination with CP Rail to upgrade the rail crossing and add pre-emption, which considerably improved the motorist and pedestrian safety at the intersection.

Highway 2A re-alignment

This project will see the addition of a new intersection into the Southfork neighbourhood and alleviates current traffic congestion in the residential subdivision and provides for appropriate spacing for a future CP Rail crossing.

Spine Road

This project included a new, major arterial road constructed from Airport Road to 200m south of Allard Avenue. It was completed in partnership with Leduc County.

Community fundraising campaigns

More than 9,100 lbs of food was donated to the Leduc and District Food Bank through the Stuff-a-Bus campaign, hosted in partnership with Leduc Transit, Leduc Co-op Foods and The One 93.1 FM. The Leduc Assisted Transportation Service (LATS) held a holiday food drive in December, also donating an additional 269 lbs to the local food bank.

Key performance indicators	
Measure	2015
Percentage of transportation plan on target as outlined by population thresholds	100%
Ridership for transit ridership and LATS ridership	<p>Leduc Transit: 1st quarter: 6,067 2nd quarter: 5,090 3rd quarter: 5,520 4th quarter: 6,300 Overall average per month: 5,744 (18% increase over 2014)</p> <p>LATS: 1st quarter: 2,684 2nd quarter: 2,531 3rd quarter: 2,479 4th quarter: 2,560 Overall average per month: 2,564 (1% increase over 2014)</p>

FOUR

Goal 4 - Economic Development

Leduc's Economic Development is defined through effectively leveraging of our market strengths and opportunities to maximize development that will benefit our community and this region. Leduc heralds this region's unique economic drivers and opportunities provincially, nationally and internationally for 'the' location as Canada's energy services leader.

Achievements

4.1 The economic advantages of neighbouring the EIA has resulted in:

- **Aerotropolis Viability Study** – *this study identifies the potential economic impact of mixed business development in and around airport lands, like an airport city. We worked with our regional partners, Leduc County, Leduc/Nisku Economic Development Association (EDA), and Edmonton International Airport (EIA) on this very technical study in hopes of elevating the viability of this concept around the EIA, and propose an action plan to initiate implementation of the concept.*
- **Leduc's Sport Tourism** initiative attracted a number of successful events to Leduc that include: 2015 World Sledge Hockey Championship, Pro-Am Face off for Alzheimer's, Olympic Air Rifle/Hand Gun competition, Alberta Softball Provincial Championships, Baseball Alberta Pee Wee Provincials Tier IV, Fragapalooza, Edmonton Oilers Training Camp and the Hockey Canada Junior A Canada West Camp.

4.2 Our joint economic development opportunities with regional partners include:

- **West Campus Outline Plan** – *the city co-owns a quarter section of land west along 50th Avenue where Leduc Fire House #2 resides. This project will refine the concept that was developed in the West Area Structure Plan (January 2015) to look at integrating and co-ordinating future commercial, residential, institutional and recreation components.*
- **Events and missions** – *co-sponsored the first AG-business conference in the region; hosted four in-bound agri-foods investment missions; and hosted skills training and business development workshops.*
- **The Leduc-Nisku Economic Development Association (LNEDA)** – *hosted a number of events through government and other regional partnership grants.*

4.3 Efforts to market our community and this region include:

- **Where the World Lands** was developed as an economic development community profile brochure highlighting key successes, attributes, and assets. This brochure is online, with hard copies available at city facilities.
- **Business marketing video** was created to highlight our economic advantages, locational benefits, global marketing and growth opportunities to retail, commercial and industrial entrepreneurs and investors.
- **Small business workshops** – *we hosted business development workshops, established in partnership with Business Link, Futurepreneur, Leduc's Downtown Business Association, Leduc Regional Chamber of Commerce, Community Futures, Leduc Nisku EDA and the Welcome Wagon. These workshops are expected to continue in 2016.*
- **Leduc Marketing Strategy** – *internal and external stakeholder consultation was completed by the end of the year. We anticipate subsequent recommendations to be in place early 2016 (pending approval).*



- 4.4** We initiated the **Industrial Land-use Study** in March to study industrial chemical storing, shipment of, and chemical blending businesses in the Leduc industrial area to determine potential risk to other businesses in the area. Through the work of an outside consultant, they are also to suggest changes to our Land-use Bylaw on better industrial land-use classifications and managing Hazardous Materials Risk Assessments.
- 4.5** Developed through a community partnership, we serve on the **Community Adult Learning Council (Leduc Adult Learning)**, to offer a wide range of services to adult learners in the Leduc region. It offers mentorship, goal setting, career planning, literacy and academic upgrading, online learning, and basic computer skills.

Challenges

Economic development in Leduc is an essential component for long-term sustainability in our fast-growing city. In 2015, a number of challenges were identified:

- » The term '**aerotropolis**' is still relatively a new concept that requires time to learn and educate others, which presents the challenge of obtaining buy-in and support. Regional politics also determine the future of this concept, focused on economic development.
- » The **West Campus Outline Plan** is a partnership comprised of private and public entities that requires the fusion of different philosophies and interests to benefit all stakeholders. Another challenge included expanding the plan to include a Water Act application, which wasn't anticipated at this level.
- » The chemical information was evaluated with the Major Industrial Accidents Council of Canada (MIACC) Guidelines, as part of the **Industrial Land-use Study**. Exclusion zones around these specific businesses were determined based on the flammable and toxic gases. The result of this information was inconclusive without the accompanying on-site mitigation measures employed by the businesses.
- » We identified agri-business as a major emerging opportunity for **economic diversification**. The combined advantages of the modernized Food Processing Center in Leduc, its world-class food scientists, engineers and technologists, and Leduc's low cost-high yield economic advantages provide a clear competitive advantage. However, the industry currently lacks crucial cold storage facilities, available skills, access to markets and investors to fuel development and growth.



Results

The first draft of the **West Campus Outline Plan** and the technical document was completed, and pre-negotiation discussions started in 2015. We were successful in receiving the permit required from the Water Act application to fill the two lower areas of the quarter section, after meeting all the conditions of the province, where water seasonally accumulates.

Much work was completed on **AVS** in 2015 that includes benchmarking, economic impact methodology and the final report in September; development of an action plan and backgrounder in July; and a project overview booklet in June. The completed elements for **AVS** await endorsement from all partners.

Leduc's **manufacturing sector** is a variety of leading-edge consumer and industrial organizations. Despite the economic downturn, several new companies opened new businesses in the Leduc Business Park, spear-heading major commercial development with commercial/office buildings, new hotels, and in the city's south side a new commercial/retail building. We recorded our second highest year for industrial permits in 15 years, issuing 22 new industrial building permits – 18 of which were in the Leduc Business Park and four in the Harvest Industrial Park (located south of 65th Avenue and east of 43rd Street).

The consultant's report for the **Industrial Land-use Study** identified the chemicals and quantity being used by specific businesses and identified the exclusion zones based on the flammable and toxic gases produced by the chemicals being used. The report also suggested changes to the Land-use Bylaw for consideration. Further consultation between businesses and Leduc Fire Services is needed to compile risk mitigation measures they have employed on site. We then need to develop new industrial regulations/process in the Land-use Bylaw. This project is 50 per cent completed.

Our **Sport Tourism** initiative has experienced an economic impact of \$16.2 million (2008 – 2015) from more than 20 sporting events. Some examples from 2015 include:

- » **Minor Football Jamboree** – this event attracted 23 teams in three age categories, with 700 athletes, 100 volunteers, 24 officials, 10 vendors, and 3,000 spectators.
Total economic impact: \$151,908 for Leduc, and \$215,306 for Alberta
- » **World Sledge Hockey Challenge** – this event attracted world calibre talent, such as the three medalists from the 2014 Sochi Paralympic Winter Games. We had 100 volunteers and more than 3,000 spectators with another 45,000 people tuning in to watch the gold medal game on TSN.
Total economic impact: \$524,412 for Leduc, and \$746,000 for Alberta
- » **Leduc Lions Curling Bonspiel** – this event attracted 28 teams, 27 coaches, 112 curlers, and 331 supporters who watched or took part.
Total economic impact: \$101,639 for Leduc, and \$153,586 for Alberta

Projects

Leduc Census 2015

Conducting our annual census impacts how we're able to attract and retain new businesses and residents to this region, as well as other goals city council identified as a priority. We experienced a population increase of 2.52 per cent (29,304) over 2014. Census data ensures that Leduc capitalizes on all grants available. Although most grants use population as part of their calculations, the Alberta Municipal Police Assistance Grant and the Alberta Public Library Operating Grant are based solely on population.

Leduc Sport Tourism

We awarded \$53,000 in sport tourism development grants to 23 sporting events in 2015 generating a positive economic impact to the local hospitality industry.

Key performance indicators	
Measure	2015
Percentage of real increase in assessment value based on growth	2.98% residential; 8.64% non-residential
Employment rate (from LNEDA)	91.5%
Sector representation (from LNEDA)	<ul style="list-style-type: none"> » Wholesale, Warehousing & Distribution, and Transportation: 10% » Manufacturing: 6.12% » Retail: 12% » Tourism-Information/Arts/Recreation: 3% » Educational Services: 2% » Hotel and Food Services: 7% » Manufacturing: 6:12%
Workforce participation percentage	78.35%
Percentage of business licenses renewed	83%
Percentage increase in new business licenses	-1%
Number of new housing starts (and as a percentage of regional starts)	347 new units
Number of new residents	721
Value of commercial and industrial building permits	\$106,490,525

Goal 5 - Regional Partnerships and Governance

As a city, Regional Partnerships and Governance is characterized as working co-operatively with partners to optimize resources and ensure project success. We are a trusted and collaborative partner in building a vibrant capital region through effective decision-making, service provision and supportive actions.

Achievements

- 5.1** Strengthening relationships with key stakeholders in our region is a priority. In 2015, we took a number of steps to achieve this goal, including:
- The **Capital Region Board** continued its work in 2015 to update the region's growth plan. This included identifying the need to look at growth more holistically than residential growth and encouraged conversations regarding agriculture land, infrastructure investment, housing needs and trends and how to conserve and integrate natural systems.
 - In partnership with Leduc County and the Town of Beaumont, we hosted the **Leduc Regional Grant and Social Media Forum** in October for community groups on the topics of social media, websites and provincial grants. This event was attended by 50 registrants.
 - Working with local community groups, we offered two workshops to help groups be more effective: **Leading Effective Meetings**, and **Leading Effective Committees**. Attendance was 15 and 10 registrants, respectively. These workshops explored different aspects of meetings from the perspective of the meeting leader and participants, as well as overall function, building blocks and the importance of chairing and reporting of committees.
 - We are one of nine founding members of the **Metro Mayors' Alliance** that commissioned an advisory panel to analyze the region and make recommendations to improve its global competitiveness. Results of the independent panel are expected in mid-2016.
 - In continuing our partnership with 15 capital region municipal partners, the **2015 Edmonton Region Joint Orthophoto Initiative (ERJOI)** was completed in late fall. This initiative focused on collaborating and cost-sharing the capture and production of *orthorectified aerial photography for the capital region area. These products are extensively used within the City of Leduc for planning, engineering, and public services projects. ERJOI has been the catalyst for continued regional collaborative efforts around geomatics, including participation within the Municipal Alberta Geomatics Group and the Capital Region Board GIS Advisory Committee.

*Definition: Orthorectification is the geometric correction process in order to facilitate scale and distance calculations (e.g. distance from a to b)

- 5.2** We have a number of joint initiatives, projects and master plans with our municipal partners. In 2015, work was conducted on the following:

- **Regional Fire and Emergency Services Collaboration Study** will provide Leduc and Leduc County Emergency Service Teams better direction on administering a more collaborative and fiscally sustainable service. Areas for review include response, emergency management, fire prevention, training, and fiscal sustainability. The final study is expected in 2016, developed in partnership with Leduc County and the Edmonton International Airport.

FIVE



Leduc Regional Grant and Social Media Forum

Attention all non-profit organizations, societies, sports groups, and charities

Providing non-profit organizations with tools and resources to better equip their organizations for necessary success.

Tuesday, Oct. 13, 2015
Telford House (4907 46 Street, Leduc, AB)

5 – 9 p.m.

- 5 p.m. → Doors open
- 5:30 p.m. → Dinner
- 6 p.m. → Presentations begin

\$25 per person (includes dinner)
* Payment must be received with registration and you must represent a non-profit organization

Registration: Available online at www.booking.ca/bkleduccountypub
Deadline for registration is Friday, October 2, 2015

Presenters include:

- Alberta Culture – Community Facility Enhancement Program (CFEP) and the Community Initiatives Program (CIP)
- New Horizons for Seniors Program – Community-Based Projects for Seniors
- Leduc County – Social Media
- Industrial Net Media

More information:

- Leduc County – Andrea Oroski
780-955-8555 | andrea@leduc-county.com
- Town of Beaumont – Lori Cunningham
780-929-1922 | lori.cunningham@beaumont.ab.ca
- City of Leduc – Natasha Robinson
780-980-7180 | natasha@cityofleduc.ca

- **Regional Sustainability and Governance Collaboration Study** – we continue to work with the region's municipalities on this initiative. Four areas including information technology, training, procurement and solid waste management were examined and opportunities for efficiencies through shared services were explored. Similarly, we and Leduc County continue to explore alternative governance options to ensure the region is best positioned to seize opportunities, streamline processes and shape the region's future.
- In partnership with Leduc County and the Edmonton International Airport (EIA), completed the draft **Joint Infrastructure Master Plan and Service Evaluation (JIMPE)**. This plan will identify:
 - Available infrastructure for potential joint servicing
 - Transportation projects
 - Requirements and challenges to help support the Aerotropolis Viability Study (AVS)
 - Development scenarios to prioritize future investments to meet growth demands.
 Anticipated completion is 2016.

5.3 In May 2013, and March 2015, mayor and council communicated a number of its interests and key priorities for this municipality and the Leduc region, relating how this **annexation proposal** can affect future growth and sustainability within the southern portion of the capital region. These include the following:

1. The City of Leduc has a close relationship with Leduc County and has entered into a number of service sharing and fiscal arrangements which are mutually beneficial. The City of Leduc supports the county's continued sustainability and any annexation must account for their long term viability.
2. The City of Leduc supports the rights of the City of Edmonton, like any other municipality, to grow in a manner that is supported by strong evidence that justifies long-term land needs based on reasonable population projections; consideration of existing residential, commercial and industrial land capacities within the current Edmonton boundaries and housing densities as required by the Capital Region Growth Plan which ensure a compact urban form.
3. The City of Leduc supports an annexation process that not only mitigates the fiscal impacts on those municipalities directly involved but that also ensures neighboring municipalities like the City of Leduc and its residents and businesses are not fiscally impacted. The City of Leduc must also be able to achieve its long term growth objectives in a sustainable manner.
4. The City of Leduc needs more information from Edmonton and Leduc County, in particular regarding:
 - a. Commitment to and support to expedite construction of the 65th Avenue Interchange to support airport growth, Aerotropolis lands and lands adjacent to the airport.
 - b. Identification of future growth areas for the City of Leduc to ensure the city is improving its residential and industrial assessment base.
 - c. Co-ordination of land-use planning around the airport and other infrastructure planning.
 - d. Honoring and extending the existing Edmonton International Airport Tax Sharing Agreement and other agreements affecting the city's fiscal sustainability.
5. A contested annexation is costly and does not solve the greater issue in the Edmonton region. Edmonton and all municipalities must plan and coordinate planning so that growth is managed in a way that makes sense and that continues to recognize all regional municipalities proportional share of providing services in the region. This region needs a collaborative process and provincial leadership to rationalize boundaries.

In 2015, a number of resources focused on communicating our city's interests, related risks, and to gauge the opinion of our citizens relating to the City of Edmonton/Leduc County annexation proposal;

- As part of the annual municipal census, the question of 'employment location' was enhanced with a map to ensure we captured more accurate information relative to the number of people who work on airport lands. A citizen survey was also conducted parallel to the online municipal census to obtain public input and to help educate citizens about the proposed annexation, as well as the risks related to our community.
- We've continued our efforts to communicate our five key principles and interests, as identified in 2013, requesting increased participation in the process.

Challenges

Challenges associated with regional partnerships and governance in 2015 include:

- » Obtaining full disclosure in the **proposed annexation** between the City of Edmonton and Leduc County on up-to-date information to fully understand all the potential impacts on our community. This also includes being recognized as more than a general stakeholder as we would like to be effectively engaged in discussions and negotiations, relating to our key principles and emerging interests.
- » The **Capital Region Board** continues to face the challenge of aggressive timelines and to understand the expectations of a new provincial government.
- » The **fire and emergency response area** is sizable which increases to the level of risk that requires protection by Leduc and Leduc County.
- » Identified challenges with **JIMPSE** include resolving key roadblocks with funding joint servicing; ability to secure stable and sustainable funding sources; and complete the technical feasibility study on identified joint infrastructure.

Results

Through our partnerships, we did move forward on a number of initiatives to offer results in our second year of our five-year Leduc Strategic Plan which include:

- » We were successful in ensuring local infrastructure projects that also have critical regional significance were included and endorsed by the 24-member **Capital Region Board** on the Integrated Regional Transportation Master Plan (IRTMP) Prioritization of Regional Transportation Projects. This list is critical to informing the Alberta Government about what infrastructure investments are most impactful.
- » We received written confirmation from Leduc County and the City of Edmonton acknowledging our key principles and interests in the **proposed annexation**, and expressed they'd like to discuss an appropriate time for us to make a presentation to the annexation negotiating committee in 2017.
- » The Leduc region and Edmonton Metro regions are dynamic areas where **collaboration** is alive and well. While this presents many opportunities, it also presents challenges in understanding the interconnected nuances and responding to timeframes and requests for input that are outside our control.
- » Participating in the **2015 ERJOI** provided us a cost savings of 65 per cent.

Projects

Water Master Plan

This report examined the existing capacity, recommended upgrades and proposed future expansions of the water distribution system and reservoirs in our city and the surrounding area.

Blackmud Creek Watershed Study

The terms of reference was created for the study to preserve the inter-municipal drainage course. This is a joint initiative between us, Leduc County, Town of Beaumont, City of Edmonton, and Strathcona County.

Occupational Health and Safety:

Over the past few years, we've been strengthening our OHS practices through various programs, learning opportunities and events, such as NAOSH (National American Occupational Safety and Health) Week – in partnership with Leduc County. This event is hosted each year featuring a guest speaker and learning initiatives for all participants.

Key performance indicators	
Measure	2015
Number of regional initiatives per year	17
Revenue from cost-sharing agreements	\$3,563,653

SIX

Goal 6 - Fiscal Sustainability

Fiscal Sustainability within this community is defined through integrity, efficiency and effectiveness as we understand the benefits and costs of doing business for the overall betterment of this city.

Achievements

6.1 Our efforts to investigate revenue opportunities included:

- **Sponsorship Strategy and Implementation Plan** – was adopted as the first of its kind for the City of Leduc, formalizing the program.
- **Grants** - we pursued all three streams of the Government of Canada's Building Canada Fund. Although we were unsuccessful in our small communities component applications, we continue to pursue funding through both the Provincial-Territorial Infrastructure Component (PTIC) and, along with the Edmonton International Airport, through the National Infrastructure Component (NIC).

6.2 Leduc City Council identified a 60/40 assessment value goal for our community for **residential and non-residential development**. In 2015, we had a 67/33 mix for residential and non-residential with assessment values giving us a positive impression with \$255.5 million in development.

6.3 We took a number of steps in 2015 to further the work completed on Leduc's Long-term Financial Sustainability Plan to include the following:

- Developed a City of Leduc **Investment Policy** that outlines the way long-term cash investments will be managed. It provides robust criteria to prioritize capital projects into three ranking categories: critical, necessary and desirable. This will allow us to conduct careful planning and analysis for informed decision making required to ensure fiscal sustainability within our numerous and competing capital projects.
- Became the first municipality in Alberta to develop a **Revenue Registry** that will help mitigate economic uncertainties with our revenue streams.

6.4 It's our fiscal responsibility to conduct regular reviews to seek greater efficiencies to be more effective in how we do business:

- **New utility bill format** – we introduced a new bill format to increase the readability and to help educate utility customers on the services we provide.
- **Red Tag Phase Out** – while exploring greater internal efficiencies, it was identified to move forward with this initiative that also allowed a better service delivery to city utility customers. Red tags were used to notify customers when they've fallen behind on their utility payments. We successfully moved to direct mail instead of hand delivery for overdue payment notices.
- **Lot grading inspection procedure** – service delivery improvements were discovered due to inter-departmental collaboration, found between Engineering and Planning. An inspection and subsequent lot grading certificate is required before homeowners can recover their landscape deposit from most developers.



- **CityView Permitting and Land Management Software** – allows businesses to apply for and renew business licenses online, as well as submit building and development permit applications. We've experienced a number of efficiencies, such as less time for staff to accept/review/forward permits, less paper as permits are provided electronically, and staff use mobile devices to complete inspection reports on-site and email directly to the contractor. Work continues to expand this service in 2016 to allow building and development permit applications to be completed online.
- **Leduc Eco Station** – we re-evaluated the bin pick-up schedule with our contractor to find cost savings. Originally, all the bins would be picked up regardless if they were empty or full. Now, bins are only picked up if they are full, or close to being full.
- **Snow storage facility** – we altered how we stockpile snow from a contractor to using in-house staff and equipment. This new method is expected to increase storage capacity of the snow dump site by around 40 per cent and reduce contracted costs.
- **Topsoil** – we brokered an agreement with developers and landscape contractors to receive screened topsoil at no charge, to be used for our municipal sports fields and green spaces.
- **Recycling buckshot (rock crush)** – we use buckshot during the winter season to combat icy road conditions in residential areas. In the spring we collect this material, using street sweepers, and then store it to be reused the following winter.

Are you aware...

CityView provides us with operational efficiencies and cost savings?

- » It's completely online (paperless)
- » Mobile-friendly
- » It covers plans, permits, inspections and reports
- » Time saver for us and the customer

6.5 Maintaining our attractive and competitive tax advantages is a priority. We're able to achieve this through a number of ways:

- Conducting an **annual municipal census** impacts how we're able to attract and retain new businesses and residents to this region and affects the other goals identified as a priority by city council. Census data ensures that Leduc capitalizes on all grants available. Although most grants use population as part of their calculations, the Alberta Municipal Police Assistance Grant and the Alberta Public Library Operating Grant are based solely on population.
- Our ongoing efforts to partner, collaborate, and seek greater internal efficiencies in how we do business, including the services we provide the community, has resulted in a number of cost savings (as demonstrated in 6.4).



Challenges

Our challenges in 2015 to achieve fiscal sustainability include:

- » The economic conditions presented some challenges for obtaining **sponsorship and advertising** revenue, while also mindful of not competing with the fundraising/sponsorship efforts for the 2016 Alberta Summer Games.
- » Creating an **Investment Policy** from inception to include coherent language that everyone could understand posed as a challenge due to its complexity. Research into this policy was substantial as overall creation required a high level of expertise from many individuals.
- » Being the first municipality in the province to develop a **Revenue Registry** provided us the added challenge as we were unable to conduct any best practice research.

- » The **new utility bill format** presented a few challenges, such as:
 - *Maximum one page in length presented issues with the level of detailed information on the bill. It was important for the information to be clear and concise.*
 - *Technical issues with formatting for addressing and mailing purposes.*
 - *Only one name per bill, despite if there is a joint account holder.*
 - *Adequate communication to account holders about the new format and overall readability on the bill for our account holders.*
- » Phasing out **red tags** provided a few learning opportunities in how we communicate internally and externally on such initiatives. It was also essential to ensure existing procedures were robust before moving forward.
- » Rapid growth over the past several years has triggered a higher volume of **lot grading** reviews required, hence increasing the pressure on the city to inspect and issue lot grading certificates.
- » Introducing **CityView** as a new online software tool presented a few challenges, such as training for staff, ensuring the records downloaded into the new software are accurate, and the need to work within the old system and this new system until all projects are completed in the old system.
- » Recycled **buckshot** must be kept separate from dirt and debris found near curbs and gutters during initial street cleaning operations. Reclaiming buckshot isn't possible in construction zones or other areas where there is a higher concentration of dirt and debris.



Results

Fiscal sustainability is essential for our community and as we're in our first year of a five-year plan designed to yield a number of results based on this goal, we're pleased to say that a number of successes were achieved:

- » In 2015, we were able to maintain the previous year's **sponsorship and advertising** revenues, while seeing an increase of 14 per cent. The Bank of Montreal also renewed their three-year sponsorship commitment as the title sponsor of the curling rink at the LRC.
- » We received a \$250,000 **federal grant** through the Canada 150 Community Infrastructure Program for upgrades/improvements to the Mix Family Aquatic Centre at the LRC.
- » Within the **Revenue Registry**, we were able to identify 42 different revenue streams and rank them from exhibiting least to most risk. This registry demonstrates fiscal integrity and proactive planning, which will be updated on an annual basis to identify areas where mitigation strategies should be formulated to reduce the risk of a decrease in a revenue stream.



Do you realize...

we have 10,390 utility accounts, with 1,160 registered for e-billing (online bill notifications), and 463 customers using the installment payment plan. Unfortunately, 216 were in arrears by 90 days that resulted in 26 shut-off notices and two subsequent service disconnections.



- » We were able to meet the increased demand in **lot grading** reviews thanks to the partnership between Engineering and Planning departments. This ensured the city's drainage and grading requirements are achieved by developers. Engineering assessed 165 applications and performed onsite inspections, between October and November, to facilitate the large number of lot grading review requests going to the planning department.
- » We've experienced a cost savings of \$50,037 in contractor fees relating to the new service delivery at the **Leduc Eco Station**. In 2016 we'll be reducing the contracted services budget by \$29,816.
- » Contracted costs of **stockpiling snow** at the snow dump decreased from \$121,149 in 2014 to \$48,476 in 2015 (60 per cent reduction). Snow accumulation in 2014 was 113 cm and 96 cm in 2015 (15 per cent less snow).
- » Received around 5,000 cubic yards of screened **topsoil**, at no charge, due to a tri-party arrangement with a developer and landscape contractor.
- » Reclaiming **buckshot** of around 92 cubic metres (96 tonnes) provided us a cost savings of \$4,400. In 2015 we purchased 844 tonnes for an 11 per cent recovery rate.

Key performance indicators

Measure	2015
Percentage of residents that rate their value for taxes as good or above	75%
Non-residential/residential assessment ratio is maintained or increased	67/33
Percentage of debt limit available	58%
25 per cent increase in sponsorship revenue by 2018	14%
Percent of fiscal sustainability plan implemented	20%



Let it snow!

We hauled 6,832 tandem truckloads of snow from streets and parking lots in the 2014/2015 winter season.



What a splash!

- » Over 1,000 people attended the Alexandra Outdoor Pool and Spray Park grand opening event in June
- » 14,050 visits made it a record season for the outdoor pool (110 per cent increase over 2013, as the pool was closed in 2014 for the renovations)
- » An estimated 190,000 visits to the Mix Family Aquatic Centre at the LRC
- » Nearly 30,000 in attendance for public aquatic programs at the LRC
- » Over 10,200 swimming lessons held for more than 1,100 students; and over 3,500 visits for school recreation swims at the LRC

Facts and Stats



We're growing...

- » Population grew by **2.52 per cent** over 2014 to **29,304**
- » 72 per cent growth in Leduc since 2006
- » 34 is Leduc's average age
- » Top three neighbourhoods for highest population are:
 - Southfork: 2,810
 - Bridgeport: 2,798
 - South Park: 2,359
- » Issued 719 development permits
- » Construction permit values brought in **\$255.5 million**

YEAR	2015	2014	2013	2012	2011
Non-residential assessment	33%	31%	28%	27%	25%
Residential assessment	67%	69%	72%	73%	75%

Are you aware...

- » **9,867** calls were fielded by Leduc RCMP
- » **7,476** people participated in an FCSS program, event and/or community initiative with over **800** individuals and families receiving direct or outreach service
- » **950** Positive Ticketing rewards were handed out to youth, recognizing their positive choices
- » Conducted **899** policing checks at various locations throughout the city between July to December
- » We planted **700** trees on Arbour Day
- » **500** students participated in presentations to raise awareness about healthy relationships and substance abuse
- » Roughly **100** smoke detectors were installed in the Corinthia neighbourhood as part of Fire Prevention Week
- » **94** LRC youth memberships were purchased during a summer promotion (\$25 per month from June – August)
- » We worked with **94** individuals and **20** families as part of our FCSS youth outreach and development program
- » Roughly **60** Leduc volunteers share their expertise to serve on our advisory boards/committees
- » Over **50** different organized groups used the LRC and Alexandra Arenas
- » **41** nominations received for the 3rd annual Good Neighbours Awards program
- » **14** Neighbourhood Block Parties were booked between May and October
- » Citizens logged **25,914** hours for Family Day Unplugged
- » **5,593** children were enrolled through our child minding service at the LRC
- » We offered **82** preschool programs, **102** school-aged programs and **17** family programs through the LRC
- » **1,018** children participated in our summer programs

We hosted...

- » **2,430** skaters through the Everybody gets to play™ Free Skate Sunday in 2015
- » Over **250** children attended Halloween Howler (indoor, family event for children infant to 17)
- » More than **140** events at the LRC
- » Over **135** community and business leaders at the inaugural fundraising event for Breakfast with the Guys (family violence prevention)
- » **82** campers at the Calgary Zoo sleepover, as a special field trip through our summer day camp program
- » **75** trick or treaters with their parents for Halloween Hooligans (parented, indoor trick or treat program for children under six)
- » **35** outdoor events in sports fields, parks and open spaces

We maintain...

- » **446.7** km of roadway
- » **152.3** km of sidewalks
- » **14,000** trees (urban forestry program)
- » **345** ha of park space
- » **39** athletic fields (15 diamonds, two rugby pitches, two football pitches, four champion soccer pitches, two U12 8 vs. 8 pitches, six U10 pitches, and eight U7 pitches)
- » **31** playgrounds
- » **26** pedestrian signals
- » **24** traffic signals
- » **16** outdoor ice surfaces (two boarded rinks, two skating ovals, 12 skating surfaces)
- » **7** school zone signals
- » **4** specialized parks (two dog parks, one skate park, one splash park)
- » **2** cemeteries

We're on the move...

- » **69,301** trips through Leduc Transit (Routes 1, 2, 3 and 4)

2015	2014	2013	2012	2011
69,301	58,259	53,827	41,603	33,106

- » Booked **26,345** trips through Leduc Assisted Transportation Service (LATS) and provided **4,420** trips on the LATS Shuttle service.

	LATS booked	LATS Shuttle
2015	26,345	4,420
2014	26,004	4,442
2013	24,130	4,142
2012	25,304	3,992



With the addition of Leduc Fire House #2 in the city's west end, the average response time for Leduc Fire Services to arrive on scene in the first 10 minutes increased to 81%.

Guess what...

we entered into an Eco Station cost share agreement with Leduc County to help encourage city and county residents to adopt or increase their recycling habits.



Fleet management

We manage, operate and maintain a fleet of **185** units worth \$12.9 million. This includes fire trucks, ambulances, Leduc Transit buses, industrial equipment, cars, and light-duty to heavy-duty trucks. In 2015, we processed 944 work orders for scheduled maintenance and unscheduled repairs.

Leduc Fire Services

We have a **74 per cent** response time for first fire/emergency truck on scene, which increased to 81 per cent once we opened Leduc Fire House #2 in November. Fire/emergency equipment deployed by paid on-call staff, first on scene, is 8.22 minutes.

Our Environment

Our waste diversion efforts have been paying off! In 2015, our curbside waste diversion rate reached **52 per cent**. At our compost facility, we collected **437,470** kg of organics for composting. Visits to the Leduc Eco Station also increased to **25,786** users, dropping off **193,440** kg of recyclables (roughly the weight of two Boeing 747s). Materials collected include:

- » 6,280 aerosols – placed end to end would line the length of an NHL hockey rink - recycled
- » 4,172 kg of microwaves – the weight of a monster truck - recycled
- » 3,944 computer and television devices – recycled
- » 3,441 kg of dry cell batteries – weight of an SUV - recycled
- » 1,049 kg of fluorescent light bulbs – weight of a small car - disposed
- » 19 per cent increase in attendance to the Toxic and E-waste Round-up event in October

Combined household hazardous waste litres = **86,428** litres – enough to fill 1/3 of the Alexandra Outdoor Pool:

- » 25,800 litres of household hazardous liquids – see combined stat - disposed
- » 42,600 litres of paint – see combined stat - reused
- » 16,938 litres of used oil – see combined stat – reused
- » 1,090 litres of used glycol – see combined stat (fyi glycol is antifreeze) - reused

We helped...

- » By making **1,971** referrals for assistance to children, youth, adults, families and seniors
- » By providing **1,546** meals through Meals on Wheels (subsidized 571 meals)
- » **935** people through the free Healthy Hearts drop-in programs
- » Support local volunteerism by recognizing **830** individuals within Leduc who contributed to this city's successes through Random Acts of Volunteer Excellence, Leduc Achievement Awards, Citizens of Distinction and Volunteer Appreciation Banquet
- » **643** children and youth in the region through the Leduc Chapter of Canadian Tire Jumpstart Program
- » **608** people and **264** families through FCSS
- » **268** people through our Recreation Assistance Program (67 families, 45 individuals)
- » **264** older adults through our FCSS outreach services
- » **180** individuals redeem their prescription at the LRC in the Prescription to Get Active program with **93** people choosing to continue with their activities by purchasing a membership
- » **94** individuals and **20** families through our youth outreach and development program
- » **50** people, representing local community groups, gain more awareness on websites, social media and provincial grants through the Leduc Regional Grant and Social Media Forum, hosted in partnership with Leduc County and the Town of Beaumont
- » **40** families through Creative Culture Connection

Financials

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

City budget process

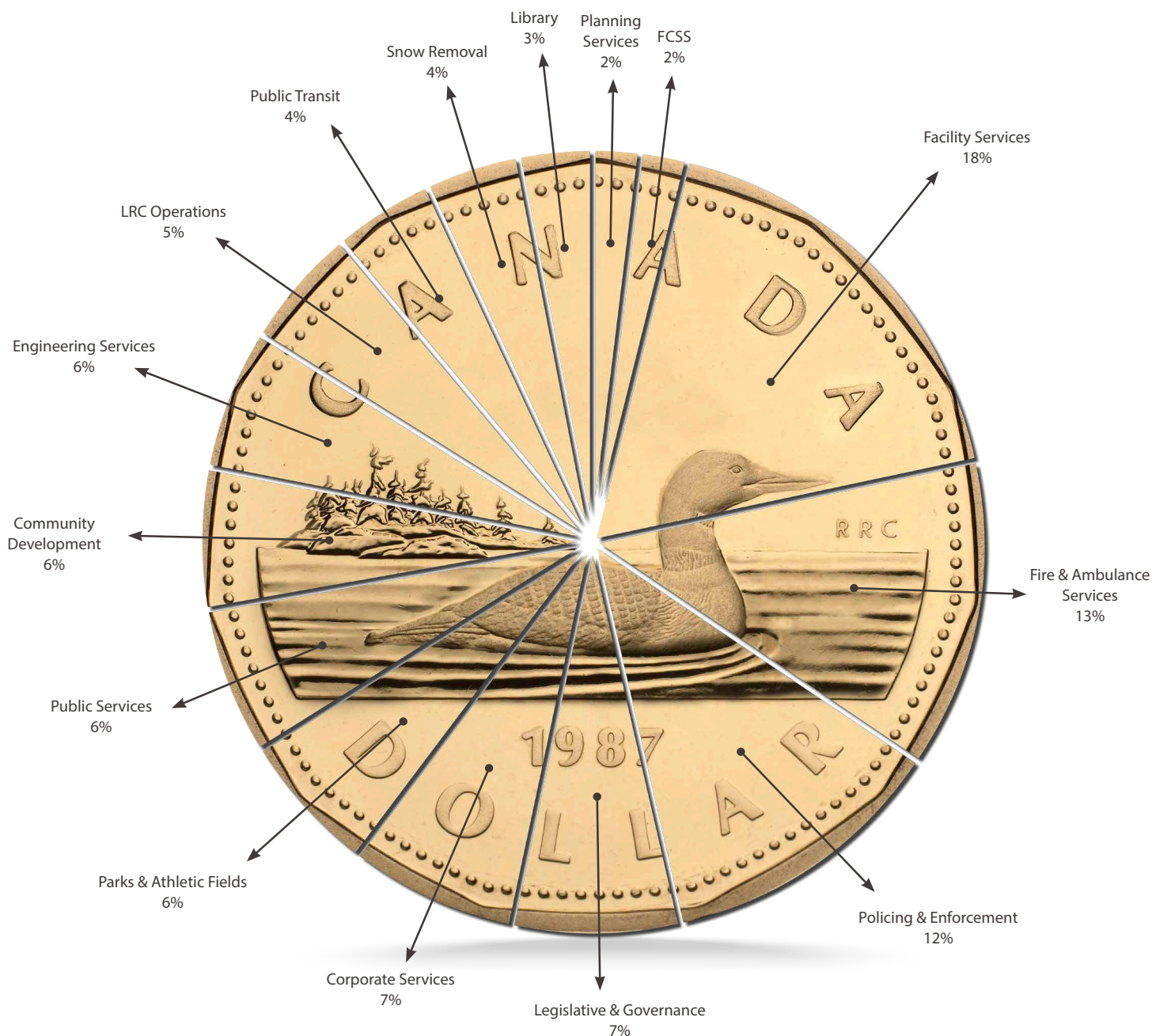


Each year, extensive planning takes place to identify organizational/service needs for the following year. This process begins later in the second quarter to best manage expectations and service levels leading into the fall budget planning process. This includes a public survey where citizen input is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

Smart financial planning

Tax smoothing is a strategy the City of Leduc has successfully employed within their budget process to smooth tax rate increases over multiple years so that ratepayers will not face a significant increase in one particular year of a multi-year strategy. By opting for a multi-year strategy, the city is smoothing out the impact for ratepayers so they will not have to face a significant increase in three to four years to address specific service needs, such as infrastructure projects to meet the challenging demands of accelerated growth. Examples of the utilizing this strategy include the Leduc Recreation Centre addition, as well as construction and operation of Leduc Fire House #2, in conjunction with improved funding for RCMP resources.

What does your tax dollar pay for?



27%

27 per cent of your taxes
go directly to the
Government of Alberta

Are you aware...

Property tax rates are set on the previous year's property assessment values. For example, property taxes in 2015 are based on the 2014 assessment values.



Tax Revenue

Category	Residential		Non-Residential		Total	
	Amount	%	Amount	%		
Municipal Taxes	24,188,840	73.61%	14,527,260	71.95%	38,716,100	72.98%
School	8,604,568	26.19%	5,633,789	27.90%	14,238,357	26.84%
Senior's foundation	66,668	0.20%	30,828	0.15%	97,496	0.18%
TOTAL	32,860,076	100%	20,191,877	100%	53,051,953	100%

The municipal portion of property taxes collected goes towards funding the services and amenities that help make Leduc a great place to live, work and play. Around **27 per cent** of the average Leduc property tax bill goes to other agencies over which the city has no direct control or management (Provincial School Taxes and Leduc Senior's Foundation).

Property taxes are calculated based on property assessment and the mill rate. Property assessment is the determination of the market value of a property and as per the requirements of the Government of Alberta the City of Leduc has no role in the process of determining the assessment value of a property. An independent, registered and impartial firm determines the value of a property. The mill rate is the amount of tax owed per thousand dollars of assessed value and the rate differs for residential and

non-residential property. The mill rate is made up of three components. The first is the municipal mill rate and it is set by council and is calculated through the budgetary process. The other two components of the mill rates are for senior foundations and schools and these mill rates are not controllable by the city and are mandated by the province.

In 2015 the mill rate for residential properties was 8.695 per thousand of assessed value. If your property had an assessed value of \$350,000 your property taxes would have been \$3,043. This would be calculated as follows:

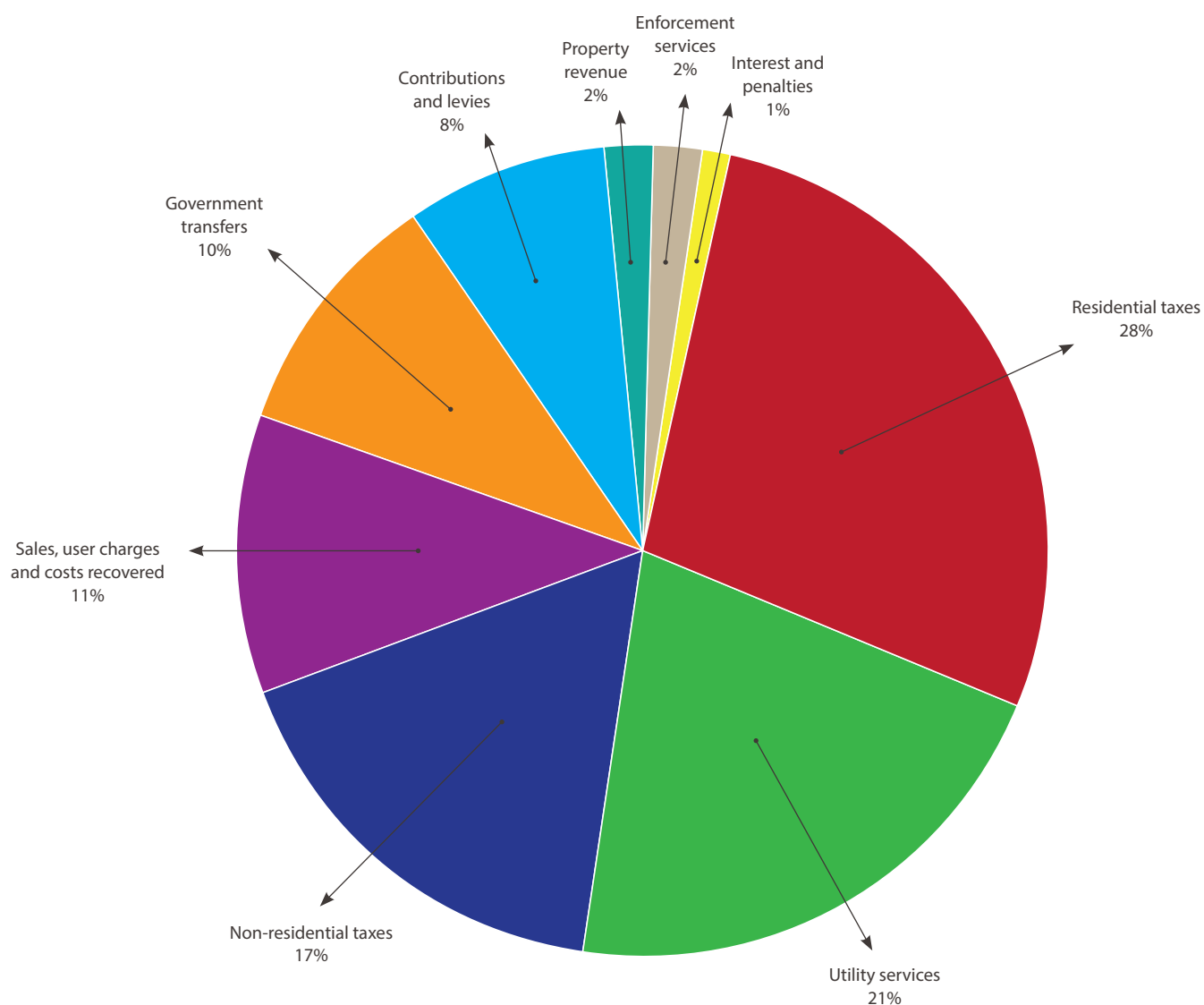
$$(\text{assessed property value} * \text{mill rate}) / 1,000 = (\$350,000 * 8.695) / 1,000 = \$3,043$$

Of the \$3,043 in property taxes \$6 would be for the seniors foundation and \$797 would be for schools.

Municipal revenue sources

The city receives revenue from several sources as indicated in the chart below. Residential and non-residential taxes comprised 45 per cent of the total funds that the city received in 2015. Other major sources of funds are from utilities, user fees and government transfers.

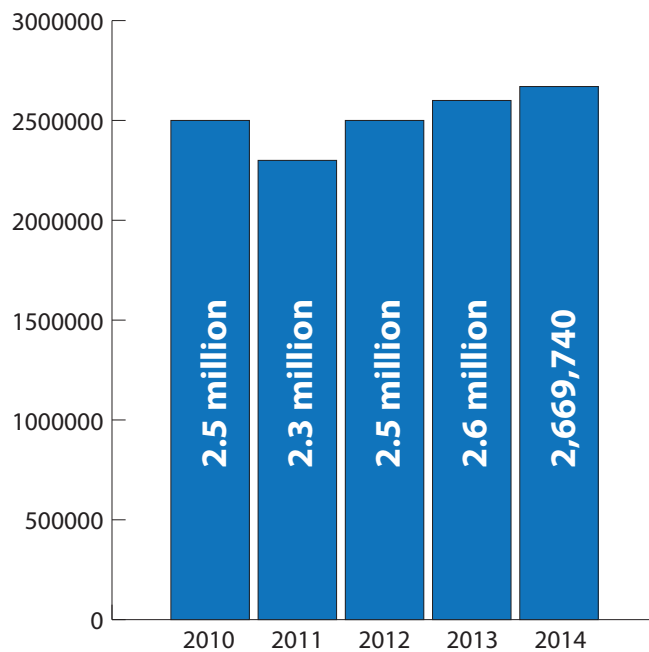
Category	Amount	%
Non-residential taxes	14,547,707	17%
Residential taxes	24,196,931	28%
Utility services	18,789,832	21%
Sales, user charges and costs recovered	9,479,513	11%
Contributions and levies	6,884,717	8%
Government transfers	8,592,896	10%
Property revenue	2,079,303	2%
Enforcement services	1,459,150	2%
Interest and penalties	1,277,369	1%
TOTAL	87,307,418	100%



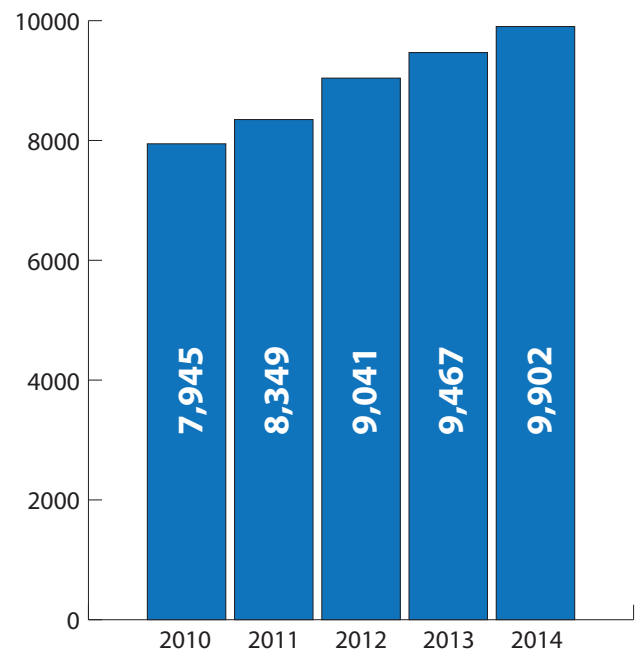
Utilities

We provide water, sewage, storm water drainage and garbage pick-up for Leduc citizens. This year, we managed 10,461 utility accounts, including 935 commercial customers. Homeowners paid \$44.09 per month for these services (\$21.50 for the Curbside Cart Collection and Recycling Program), plus \$3.09 per cubic metre of water.

Leduc's total billed water usage (cubic metres)



Leduc's utility users (number of accounts)



Operation and maintenance of infrastructure to provide utility services includes:

Water	<ul style="list-style-type: none"> » 158,104 linear metres of main line » 815 hydrants » 1,427 main line valves » 7,427 lot service valves » Two reservoirs
Sanitary	<ul style="list-style-type: none"> » 147,767 linear metres of main line » 1,688 manholes » Three lift stations
Storm	<ul style="list-style-type: none"> » 113,522 linear metres of main line » 1,192 manholes » 1,536 catch basins » 29 registered storm water management facilities



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



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