

City of Leduc Strategic Planning Committee

2019-22 Strategic Plan Development – Session 1

January 9, 2017 | 8:00 am – 4:00 pm

Lede Rooms, Civic Centre

8:00 – 8:25 am	Opening Remarks <ul style="list-style-type: none">▪ Light breakfast▪ Introductions▪ Session outcomes▪ Adoption of Minutes from March 17, 2017
8:25 – 9:10 am	Strategic Planning Process Overview
9:10 – 9:30 am	Review of Community Input from #LetsTalkLeduc
9:30 – 10:00 am	Discussion on Community Input
	Break (15 min)
10:15 am – 12:15 pm	Creating a New 30-Year Vision
	Lunch (60 min)
1:15 - 3:15 pm	Identifying Community Values to Support the Vision
	Break (15 min)
3:30 – 4:00 pm	Moderator's Summary and Next Steps

City of Leduc Strategic Planning Committee

2014-18 Strategic Plan Review

March 17, 2017 | 8:00 am – 4:30 pm

Lede Rooms, Civic Centre

In attendance:

- Mayor Greg Krischke
- Councillor Beverly Beckett
- Councillor Glen Finstad
- Councillor David MacKenzie
- Councillor Dana Smith
- Councillor Robert Young
- City Manager Paul Benedetto
- City Solicitor Brian Loewen
- GM Corporate Services Irene Sasyniuk
- GM Community & Protective Services Darrell Melvie
- GM Infrastructure & Planning Michael Pieters
- Director Intergovernmental Affairs & Corporate Planning Michelle Hay
- Government Relations Advisor Brandy Kelly
- Corporate Performance Advisor Cristal Bole
- Corporate Planning Assistant Lynness Sjogren
- Administrative Assistant Betty Perkins
- Communications Officer Mariann McLaughlin
- Joyce Tustian, WMC
- Michael Melenberg, WMC

Objectives of the Session:

- Review progress toward plan goals and outcomes
- Understand community realities and discuss emerging issues
- Review current goals and outcomes in context of emerging issues
- Provide direction on goal and outcome priorities
- Celebrate the Success of 2016
- Validation of Strategic Direction for 2018

Meeting Notes

1. Key Events from 2016

The 2016 vision board is a visual representation of some of the key events throughout the past year from the perspective of Council members and City staff. Some of the key events included:

- Aerotropolis
- Traffic safety
- Alberta Summer Games
- Affordable housing
- Airport Accord discussions
- Prosperity Charter
- Solar energy

2. Our Progress is Moving towards Strategic Plan Outcomes

The Strategic Planning Committee received a presentation of 2016 progress including the 2014-16 Progress Report.

3. Changing Assumptions

The Strategic Planning Committee received a presentation on trends from political, economic, social, technological, environmental and legislative points of view. The committee broke into groups to discuss: What are the ripple effects of these trends for the City of Leduc? What do we need to do regarding these trends?

4. Reviewing Goals and Outcomes

The committee and administration reviewed each of the goal areas and supporting outcomes to ensure they reflect the right level of speciality, remain relevant, and allow administration and city staff the flexibility to determine exactly how to achieve each goal and outcome. Discussions are reflected below:

▪ Goal 1: Community Character

- Agree to remove “support a successful farmer’s market”
- 1.2 Agreed that this goal has been completed
- 1.3 Change to “Complete Phase 2 of Leduc’s Downtown Master Plan”
- 1.4 Change to “Invest in public art and culture”
- All other outcomes were validated and affirmed

▪ Goal 2: Community Wellness

- All outcomes were validated and reaffirmed

▪ Goal 3: Transportation

- All outcomes were validated and reaffirmed

▪ Goal 4: Economic Development

- 4.2 Change to “Participate in and evaluate joint economic development opportunities with regional partners including more collaborative and coordinated marketing”
- 4.3 Change to “Implement a strategy to capitalize on Leduc’s competitive advantages, including diversification”
- 4.4 Change to “Foster opportunity-specific post-secondary education, adult learning and non-traditional training opportunities”

- 4.5 Add “Pursue implementation of Aerotropolis Viability Study recommendations”
- 4.6 Add “Research broadband infrastructure that supports growth and economic development”
- All other outcomes were validated and reaffirmed
- **Goal 5: Regional Partnerships and Governance**
 - 5.2 Change wording to “Continued pursuit of...”. The revised outcome is “continued pursuit of regional collaboration and governance initiatives”
 - 5.4 Add “Effective transition to new Council team”
 - All other outcomes were validated and reaffirmed
- **Goal 6: Fiscal Sustainability**
 - 6.3 Add “maintain” to read “Implement and maintain the fiscal sustainability plan”
 - 6.5 Remove “Maintain” to read “Enhance Leduc’s attractive and competitive tax advantage”
 - All other outcomes were validated and reaffirmed

5. Review of 2017 Corporate Business Plan Priorities

- Administration provided an overview of how council’s priorities are being actioned in 2017 including current status, next steps and timelines.

6. Council Feedback

The committee was asked for feedback on the strategic planning process to better inform future refinements. The following suggestions were noted:

- The process works well and shows a level of trust between administration and council;
- Facilitation makes the conversation flow
- Council and committee reports need to show where the issue fits in the strategic plan;
- Reinforces the role council has in forward thinking;
- Keeps council at a high, strategic level. The upcoming, more foundational review should capture items that are on the radar of the electorate after the election.

7. Adjournment at 3:30

B. Young
MAYOR

JANUARY 2018



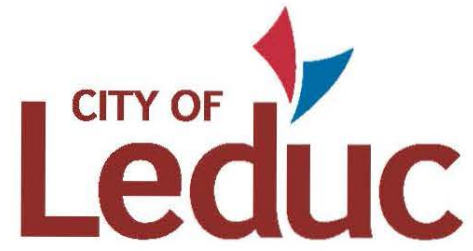
CITY OF LEDUC COMMUNITY VISION AND 2019-2022 STRATEGIC PLAN

What We Heard Report

Phase 2 – Building a Vision



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SECTION 1

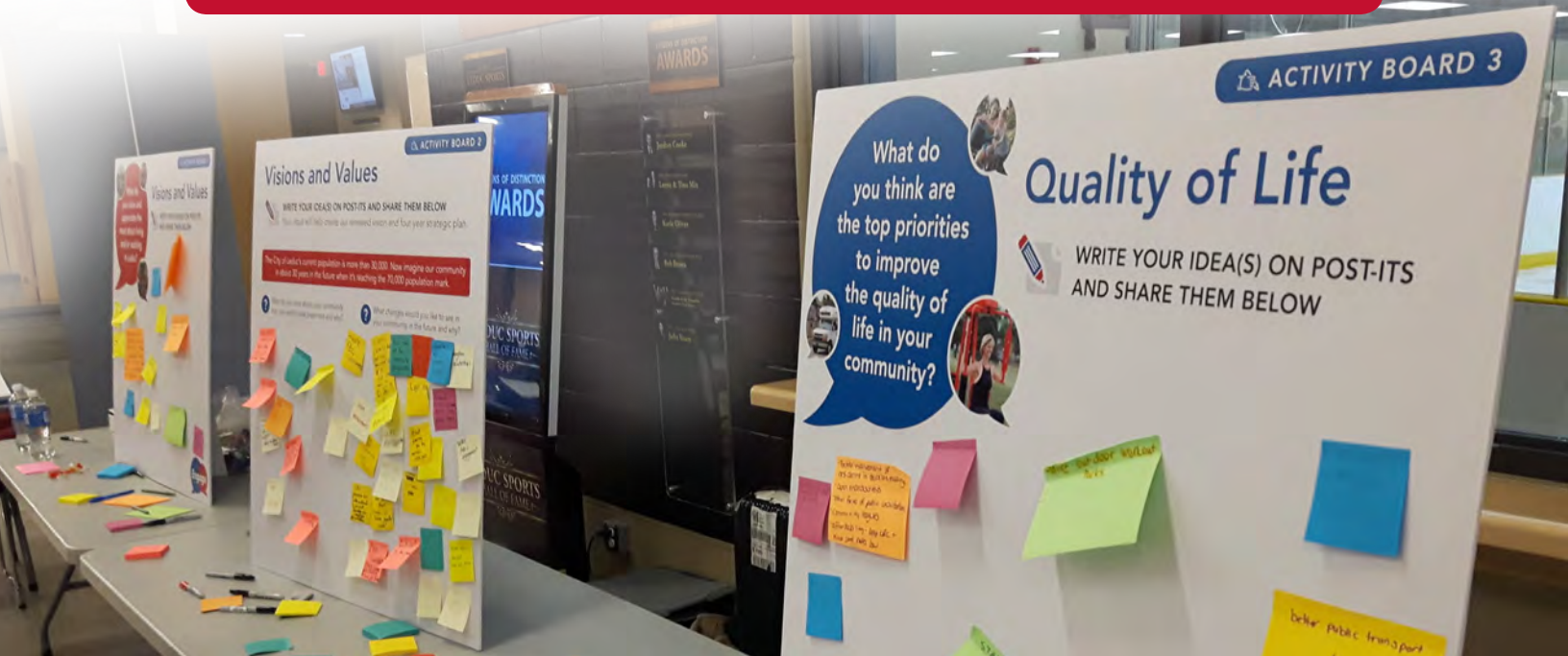
Executive Summary

The City of Leduc is renewing its Community Vision and Four Year Strategic Plan. As part of the planning process, The City has reached out to engage with the community and listen to their needs, wants, hopes and dreams for the future of Leduc.

The engagement program for the project is being launched in a phased approach, and started in the fall of 2017 with the kick-off of Phases 1 – 2, and ended in December 2017. During this time the community, select stakeholders, and City staff were asked to provide their ideas, aspirations and vision for their city through several platforms, including:

- An online survey
- Engagement hubs
- Social media
- Community visioning events
- Feedback forms
- City of Leduc employee engagement
- Stakeholder group meetings
- Project website

More than 3,000 comments and votes were received from about 600 members of the public – all of which reflected a diversity of unique ideas, views, hopes and visions for Leduc. Shown below is a high-level representation of what we heard from the community online and at each community visioning event.



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Stakeholders were asked to rank the following themes in order of importance to them. Those ranked number one were the highest priority, while number seven was the lowest priority.

Online Survey Rankings

1 Community Wellness

2 Economy

3 Responsible Growth

4 Environment

5 Transportation

6 Community Arts and Culture

7 How the City Works

Community Event Rankings

1 Community Wellness

2 Economy

3 Responsible Growth

4 Environment

5 Transportation

6 Community Arts and Culture

7 How the City Works

The majority of respondents:



Live in Leduc



Work in Leduc



Are ages 36 - 45

Shown below is a visual representation of the phrases/topics that were mentioned the most frequently.



Findings

In review of the three-week engagement campaign with input from about 600 participants, which includes 28 directors/managers, 31 online responses, 428 participants at the engagement hub and 362 community visioning event attendees, and the following themes emerged.

Emerging Themes Looking Ahead to the Next Strategic Plan:

The engagement program for the new strategic plan and community vision is heavily focused on the future of Leduc. Not only were citizens, employees, and stakeholders asked about where Leduc needs to be in 30 years from now, they were also asked what priorities need to be addressed in subsequent plans to ensure Leduc continues to move in a positive direction. Below are the themes, in no particular order, which emerged across all engagement over the course of three weeks.



Transit

Whether it's supporting low-income families, drawing in workers, or helping people get around, Leduc Transit was a reoccurring topic heard in virtually all engagement sessions. Transit is seen as a key supporting amenity and asset that contributes to a healthy and prosperous community. Comments received reflect the desires to grow and expand transit within the City with improved routes, hours of operations, and frequency. In several cases, respondents see the City's transit service connecting to a future Light Rail Transit (LRT) line running from the City of Edmonton to the Edmonton International Airport which would provide direct and convenient access into Edmonton.



Housing

Housing was a topic of interest shared by many. Respondents felt that affordable housing and a variety of housing types were key areas of focus for Leduc. With an aging population and ever-increasing cost of living, continuing to keep Leduc an affordable community to live was a key desire. In many cases, stakeholders wanted to see densification in the downtown to ensure there was a critical mass of people to help businesses thrive, supply a local workforce, and contribute to a vibrant community. Stakeholders also wanted to see more walkable neighbourhoods, with a particular focus on the downtown and new neighbourhoods.

Recreation and Leisure

Recreation and leisure was on the minds of stakeholder at both community visioning events and the Leduc Recreational Centre (LRC) and Library engagement hubs. Stakeholders reflected on the success of the recent games held in the city and expressed their thanks for the LRC and other facilities within the area. At each of the hubs, feedback expressed the desire for more facilities across the city ranging from more soccer fields, to pools to parks. There were also several comments requesting free play spaces for kids that are both programmed and unstructured and provided a space for kids to play and be active for free.



Downtown

In several engagement sessions, the downtown was expressed as a place that needs focused attention. Several expressed the desire to see the downtown thrive and become a destination. Some expressed the need to continue to implement the Downtown Master Plan, noting it seemed to have been shelved after the first phase of streetscape improvements have been made. Several indicated that the local economic development authorities need to have a focused program in support of attracting businesses, events, and residents to come downtown. The common element between all groups who discussed the downtown was that it requires focused attention to ensure it succeeds.



Regional Partnerships

Across stakeholder groups, employees, and in some cases, citizens, the recent success of regional partnerships is a clear signal the City of Leduc is on the correct path. Whether it's cost sharing, joint economic development initiatives or recreation, regional partnerships has been a clear success. All stakeholder groups focused on regional partnerships as the only way forward for efficient and effective service delivery, including affordable housing, mental health, recreation and leisure, or transit. Several highlighted the importance of the City and County relationship and leadership from Mayors and Councils, as well as Administrations.



Youth Engagement

Youth and youth services was a topic mentioned in many stakeholder sessions. Comments ranged from requests for youth centres, youth-focused programming, youth councils to improved youth engagement. Some cited concerns related to poor mental health amongst youth due to the lack of accessible activities within the community to keep them active and occupied.





Safety

Safety was discussed within a few stakeholder groups, mostly in those who are directly involved in protection services, and was mentioned broadly amongst the public. Discussion within this theme focused on the growing demand for capacity and services related to urban growth around the city and Edmonton International Airport. As well, safety issues with Queen Elizabeth Highway II were raised by several individuals. Beyond infrastructure and urban growth, many discussed the growing concern of mental health issues, particularly amongst school aged children.



Economic Development

Economic development was a topic discussed across most stakeholder groups. Comments received indicate that economic development authorities must promote Leduc has a great place to live with an emphasis on promoting downtown events. Respondents also indicated the importance of regional partnerships and strong political champions are required to remain successful. Of particular attention is a comment regarding the need for Leduc to have an economic development strategy noting the strategic plan is not sufficient to fulfill this role.



Education

The growing demand for new and modernized schools were among the top priorities for local school boards. With announcements anticipated from the Government of Alberta, school boards expect to see significant growth for fully assembled and serviced sites ready for development over the next four to ten years. In addition to larger schools, school boards require larger sites to accommodate facilities and programming with safe and convenient access.

Reflecting on the existing 2014-2018 Strategic Plan:

A significant portion of discussions with City employees were focused on reflecting on the existing Strategic Plan to help provide insights as to its use in everyday business. Questions asked pertained to how the plan is used, how it helps initiatives move forward or to be reconsidered, and how it aligns within the City’s framework for strategic planning. The following themes emerged over the course of discussion.

Range in Language/Altitude

A common theme throughout the discussion was around the level or ‘altitude’ of the language used. Although most goals and objectives are clear, it was felt that objectives ranged from high level direction to tactical direction. To support effective implementation, it was felt that the Strategic Plan should be at a high enough level that it provides broad direction to Administration to accommodate a range of solutions for Council’s consideration within other planning documents such as the Corporate Business Plan.



Desire for Project Prioritization

To support effective implementation of the Strategic Plan, City staff felt that a method of prioritization may be helpful in future strategic planning activities. It was felt that this would better support project resourcing and operational planning within the organization.

Ongoing Communication of Strategic Plan Implementation

To support implementation and monitoring of the Strategic Plan, staff felt that ongoing communication and engagement of the plan is necessary to ensure ongoing alignment of implementation activities continue across the Administration and with external partners.

SECTION 2

Introduction

The City of Leduc is renewing its Community Vision and Four Year Strategic Plan. As part of the planning process, The City launched a robust engagement program to engage with the community, stakeholders, and employees to listen to their needs, wants, hopes and dreams for the future of Leduc.

The engagement program for the project is being launched in a phased approach, and started in the fall of 2017. From the start, the program has been focused on listening first. This What We Heard report summarizes the input received during Phase 2 of the project: Building a Vision.

The feedback provided in this report will help inform City Council and administration develop the Strategic Plan that will feed into the greater Community Vision that will guide and support citizens today and for generations to come.

What is a Community Vision?

"This is where we want to go."

Our vision will describe what we value about our community and what we want it to look and feel like in the future. It says "this is where we want to go." It is something we aspire to.

The vision also helps guide Council and administration in goal-setting and in developing policies and actions that align with overarching community values and priorities.

What is a Strategic Plan?

"This is how we'll get there."

While a vision describes what community members want, a strategic plan describes the steps that can help get there.

City Council starts each term by renewing the city's strategic plan that will guide activities and decisions for the next four years. It's Council's commitment to the community. The plan is based on the city's best understanding of the environment in which we live and is informed by the needs and desires of citizens.

SECTION 3

Engagement Approach and Process

The Approach

The engagement strategy for the Community Vision and Strategic Plan is being launched in a phased approach as follows:

PHASE 1

Setting the Stage

Fall 2017

INTERNAL DEEP DIVE: Analyze learnings and feedback from past initiatives including past strategic planning and visioning days.

PHASE 2

Building a Vision

Nov. - Dec. 2017

CONSULT: Introduce the project and engage citizens on community vision, values and priorities. We'll then report back on the input received.

PHASE 3

Building a Plan Together

Winter 2018

INFORM: Provide the community with updates on the progress made by Leduc City Council and administration while they help to build upon the plan.

PHASE 4

Creating a Commitment

Spring 2018

CONSULT: Provide the community with an opportunity to provide input on the vision and strategic plan and report back to City Council.

PHASE 5

Moving Forward

Summer 2018

INFORM: Share the final plan with citizens and stakeholders.

Each engagement in the respective phases were, and will continue to be, designed to provide the community the opportunity to learn about the project, participate in meaningful discussions with the project team and conveniently provide input.

Our Engagement Principles

The engagement approach for this project is founded on five fundamental principles, which are:



Authenticity: A successful engagement strategy is founded on honest dialogue and a genuine interest in understanding and evaluating different perspectives and identifies the kind of feedback anticipated.



Transparency: Project information will be shared publicly in an easily-accessible, objective, accurate and timely manner.



Simplicity of Language: Clear, concise and simple language will be used to communicate project information to the public to help ensure a collective understanding.



Continuous Refinement: As the project progresses, we are committed to evaluating our communications and engagement strategy to ensure we are reaching our audience in the most effective way.



Consistent Documentation: All stakeholder correspondence will be objectively recorded in a centralized database, a summary of which will be included during each phase of the project.

The Process

The engagement process for Phase 2 was developed to target three distinct groups of stakeholders, which were:



**The public, inclusive of the
entire community**



**Community and civic partner
stakeholder groups**



**City of Leduc
employees**

Multiple opportunities were provided for each group to participate and provide feedback to ensure everyone had the opportunity to represent the many hats residents and employees wear, including a combination of both online and in-person activities. More detail regarding such opportunities is listed below:

Stakeholder Group	Tactic
Public engagement, inclusive of the entire community	<ul style="list-style-type: none"> Project website (www.engage.leduc.ca) with detailed information about the planning process and ways to get involved. Information hubs set up at community gathering spaces (Civic Centre, Library and Recreation Centre) between November 20 and December 9. These hubs outlined details about the project and provided opportunities for the public to provide comments via post-it notes. Two community visioning events at the Leduc Recreation Centre on December 7 and 9. The interactive engagement boards remained at the LRC for public participation on Friday, Dec. 8, 2017 without members of the project team present. Online survey that could be accessed through the project website. The questions asked within the online survey were aligned with what was asked at the community visioning events. Social media contest (Facebook, Twitter, Instagram) where residents were asked to describe what they loved about Leduc, using #LetsTalkLeduc 'Question of The Day' campaign on Twitter attempted to engage the public through thought-provoking questions about their City.
Community and Civic Partner Stakeholder Groups	<ul style="list-style-type: none"> Exploratory workshops and interviews with key community stakeholder groups.
City of Leduc Employees	<ul style="list-style-type: none"> Internal meetings and information sharing with City employees.

SECTION 4

Phase 2 Engagement Promotions and Advertising

An extensive and multi-pronged approach was used to advertise and communicate ways for the public to participate in the engagement process for the Community Vision and Strategic Plan.

Outlined below were the methods used:

- A **dedicated project website** (www.engage.leduc.ca) which was launched on November 20, 2017. The website provided a central source of information for stakeholders and allowed users to learn about the project and ways to get involved, provide comment and complete a survey.
- A **project-specific video** posted on the website to provide stakeholders with a high level overview of the purpose and process of the Community Vision and Strategic Plan.
- **Postcard mail out** delivered to all homes and businesses within the city starting on November 20, to advertise the project, ways to get involved and to encourage the community to learn more through the project website and to get involved at upcoming engagement events, through social media or an online survey.



- Information posts on The City of Leduc's **social media channels** (Instagram, Facebook and Twitter) regarding ways to get involved in the project. A project-specific hashtag - #LetsTalkLeduc - was also launched to allow the community to join in on the conversation.
- **Media notifications** of project launch.
- **Email to City of Leduc employees** to alert them of engagement activities and to get their input.
- **Advertisements for upcoming engagement events** in the City Voice internal newsletter.
- **Print advertisement in the Leduc Voice** starting at the outset of the engagement campaign in November.
- **Magnetic signs were placed along high-traffic corridors** to advertise upcoming engagement events and ways to learn more about the project.
- **Posters were placed on community boards** at local businesses, gathering spaces and at the Civic Centre to highlight the project and ways to get involved.



SECTION 5

Engagement Overview by the Numbers

600 APPROXIMATE NUMBER OF **Participants**
across all engagement opportunities

8 WAYS TO PARTICIPATE

NUMBER OF
Votes
REGARDING PRIORITIES
online and at events

114



8 

STAKEHOLDER
MEETINGS

28 

CITY DIRECTORS
& MANAGERS
ENGAGED

30 

YOUTH
PARTICIPANTS
AT EVENTS

428
COMMENTS
RECEIVED THROUGH
Engagement Hubs

348
COMMENTS
RECEIVED AT
**Community
Visioning Events**

2,619

.....
DOTS ON INTERACTIVE DISPLAY
BOARDS AT COMMUNITY
VISIONING EVENTS


54  **Social Media
Contest
Participants**

31  **Online
Surveys
Completed**

36  **Newsletter
Subscriber
Sign-ups**

230  **WEBSITE
VISITORS**

1,130  **WEBSITE
VIEWS**

APPROX. **100**  **PARTICIPANTS**
OVER 3-DAY COMMUNITY
VISIONING EVENTS

Community and Civic Partner Stakeholder Group Meetings

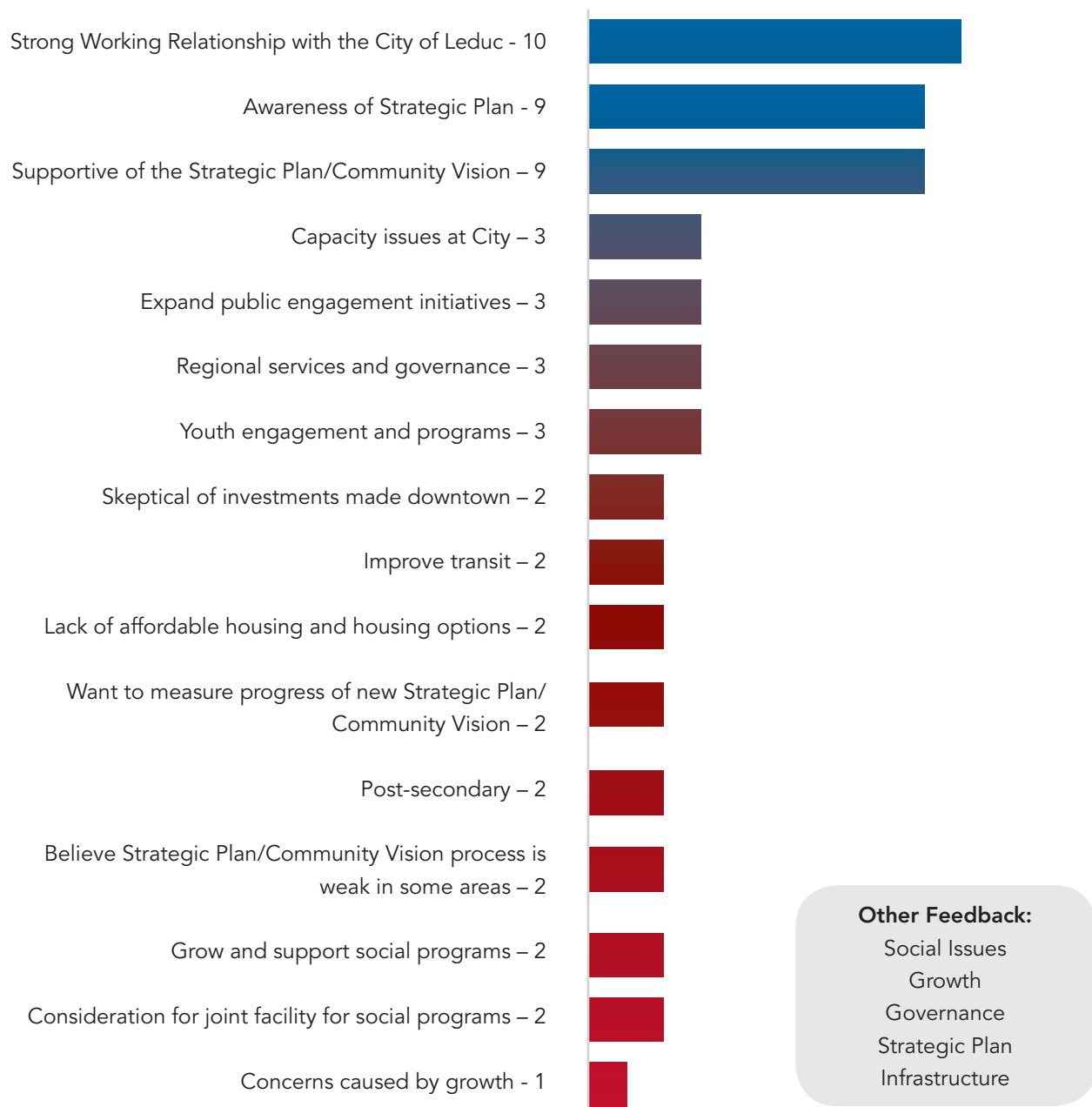
Overview

As part of the Phase 2 engagement process, the project team met with key representatives from the following stakeholder groups:

- Family and Community Support Services Board
- Leduc Regional Housing Foundation
- Parks, Recreation and Culture Board
- Leduc Nisku Economic Development Authority
- Leduc Regional Chamber of Commerce
- Library Board
- Downtown Business Association
- Community Safety Advisory Committee (Leduc Protective Services and Fire Department)
- City of Leduc Executive Team
- STAR Catholic School Division
- Black Gold Regional School Division

What We Heard

Members of the project team met with each stakeholder group individually throughout early December to listen to their perspectives as they relate to the Strategic Plan and broader Community Vision. Each meeting provided unique insights into the needs, wants and aspirations of each group. The results of these discussions are summarized below, by highlighting the highest occurring feedback.



City of Leduc Employee Engagement

Overview

On December 5, 2017, the project team met with a number of City of Leduc employees to share information about the project and to listen to their perspectives. The group participated in a world café style discussion which allowed all Directors and Managers to share their thoughts, future vision, and priorities for Council and Executive's consideration. The following represent the emerging issues that surfaced during discussion around each theme.

What is a World Café?

A World Café is a structured process that allows participants to share their knowledge and opinions on a topic at several different stations, with each station focused on a different matter. A facilitator remained at each station to track all comments made. This method of engagement allows participants to share their thoughts and ideas with multiple people in a given time frame.



What We Heard

The City of Leduc employee engagement event was broken down into two categories: reflecting on the existing Strategic Plan, and opportunities moving forward.

Reflecting on the existing 2014-2018 Strategic Plan:

A significant portion of discussions with City employees were focused on reflecting on the existing Strategic Plan to help provide insights as to its use in everyday business. Questions asked pertained to how the plan is used, how it helps initiatives move forward or to be reconsidered, and how it aligns within the City's framework for strategic planning. The following themes emerged over the course of discussion.

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Desire for Project Prioritization

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Ongoing Communication of Strategic Plan Implementation

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Opportunities Moving Forward

The following summary outlines the topics discussed and the primary feedback received. Because of the diversity of views and perspectives, only the comments heard frequently are included.

Economy and Regional Partnerships

What Success Looks Like

- Balanced Tax Base
- Manageable Growth
- Clear Channels for Economic Development
- Strength within the Region
- Formalized Regional Agreement
- Effective Marketing
- Reduced Regional Duplication
- Regional Alignment
- Collaboration not competition

Leduc's Current Strengths and Weaknesses

- Strong sports affiliation
- Good regional partnerships
- Effective Cost Sharing Models
- Poor regional communication
- Lacking a one-stop for business opportunities
- Collaborative in economic development partnerships (EIA accord)
- Strong open for business attitude

Priorities Over the Next Four Years

- Better planning for growth
- Greater shared service model between City and County of Leduc
- Focus on Prioritization
- Promote the City's amenities (Downtown, Telford Lake, etc.)
- Attract Sports Tourism
- Unlock potential of Aerotropolis

Highest Priority

- Successful Transit
- Be a valuable regional partner

Responsible Growth

What Success Looks Like

- Balanced Tax Base
- Sustainable development
- Regional Cost Sharing
- Proactive and responsive to change
- Create a long term strategic plan (30+ years)

Leduc's Current Strengths and Weaknesses

- Strong transportation hub with connections to QEII, EIA, Rail.
- Has high service levels
- Need to close the gap between densification impacts and supporting infrastructure
- Good at master planning
- Good amount of parks and open space
- Growth (height) being restricted by Airport Protection Overlay is an issue

Priorities Over the Next Four Years

- Building on long term assets/infrastructure
- Be proactive
- Confirm and communicate future growth directions
- Build mixed use communities that are walkable and green

Highest Priority

- Cost Sharing
- Update the Municipal Development Plan, Transportation Master Plan, and Intermunicipal Development Plan
- Help Downtown thrive

Transportation

What Success Looks Like

- Efficient and effective transit
- Linking in with LRT to Edmonton

Leduc's Current Strengths and Weaknesses

- Lack of take up on buses due to timing and routes
- Automobile dominated city
- Poor implementation of ideas

Priorities Over the Next Four Years

- Provide greater opportunities to take transit
- Transportation Master Plan
- Consider dedicated bus lanes
- Consider park 'n' rides
- Consider a transit hub on 65th
- Consider bus rapid transit
- Focus on joint land-use and transportation/infrastructure planning

Community Wellness and Environment

What Success Looks Like

- An attractive and vibrant community
- Affordable and attainable housing
- A safe community
- Strong community partnerships

Leduc's Current Strengths and Weaknesses

- Has good amount of green and open space.
- Lacking attention for youth wellness

Priorities Over the Next Four Years

- Cost sharing for services
- Focus on youth wellness
- Set targets
- Incorporate newcomers, older families, adults and seniors

Highest Priority

- Expand definition of wellness to include mental health

Community Arts and Culture

Leduc's Current Strengths and Weaknesses

- Active community beyond sports
- Strong volunteer sector
- Lots of small groups and organizations for arts and culture
- Community events draw many people into the downtown (i.e. Chili cook off)
- Community groups require support to help create formal governance, plans and budgets
- Need a concentrated effort in supporting the downtown grow and prosper
- Lack of spaces for youth to hang-out or be engaged

Priorities Over the Next Four Years

- Build capacity to provide supportive programming
- Need to consider neighbourhood level programming opportunities
- Consider initiating a community league structure to build community capacity
- Focus on building a vibrant downtown
- Consider how to incubate arts programs
- Consider a public art program
- Focus on sports tourism

Highest Priority

- Make Downtown a vibrant and thriving area

Public Engagement

Engagement Hubs

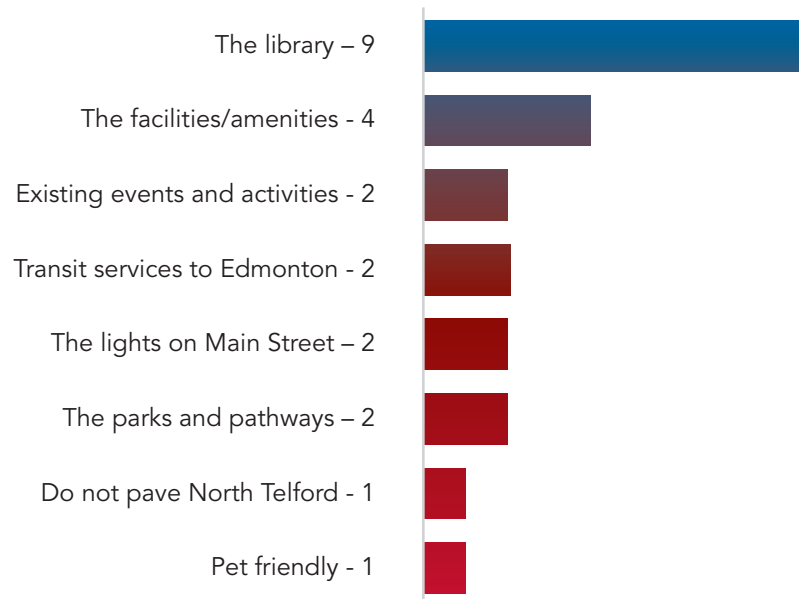
Overview

Static engagement hubs were set up in the Leduc Recreation Centre, Civic Centre and the Public Library between November 20, 2017 and December 9, 2017. A pull-up banner provided information about the Community Vision and Strategic Plan process and ways to provide comments, and an interactive engagement board was provided to allow community members to provide their feedback about what they love about their community and what changes they would like to see. A total of 428 comments were collected throughout this

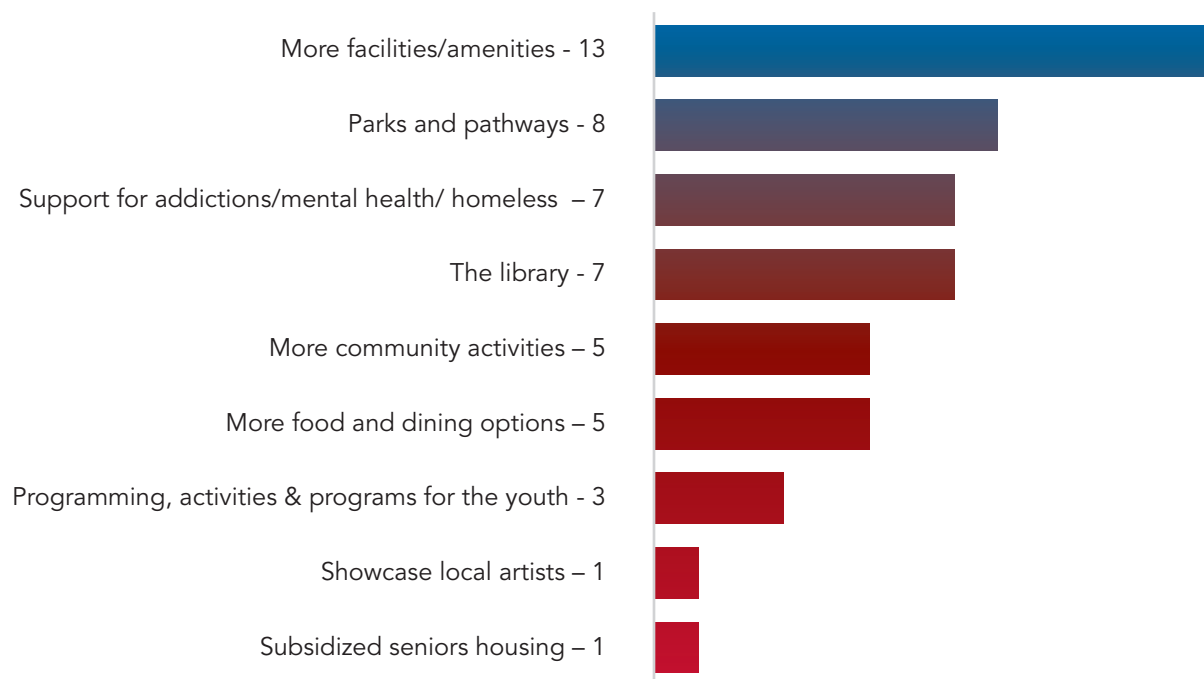


What We Heard | Library Engagement Hub

? What do you love about the community that you want to see preserved and why?

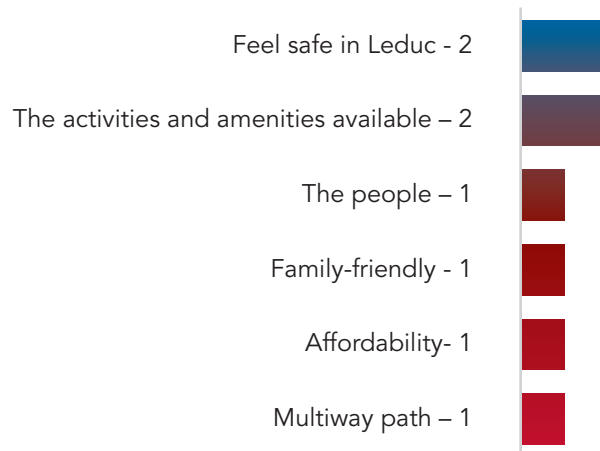


? What changes would you like to see in your community in the future and why?

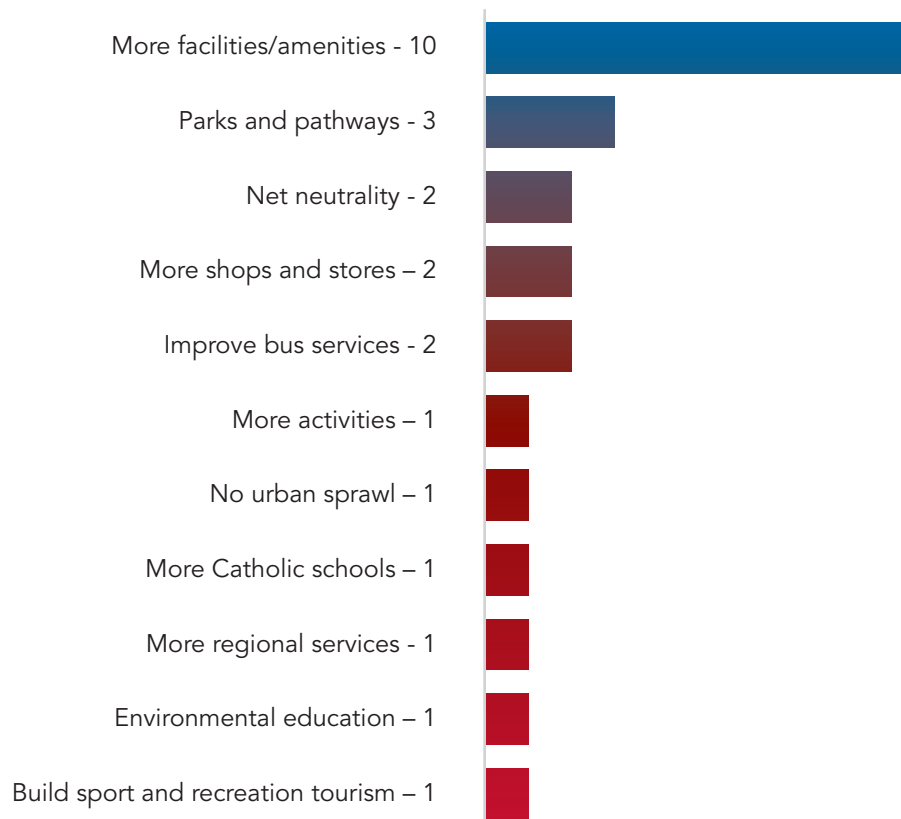


What We Heard | Civic Centre Engagement Hub

? What do you love about the community that you want to see preserved & why?

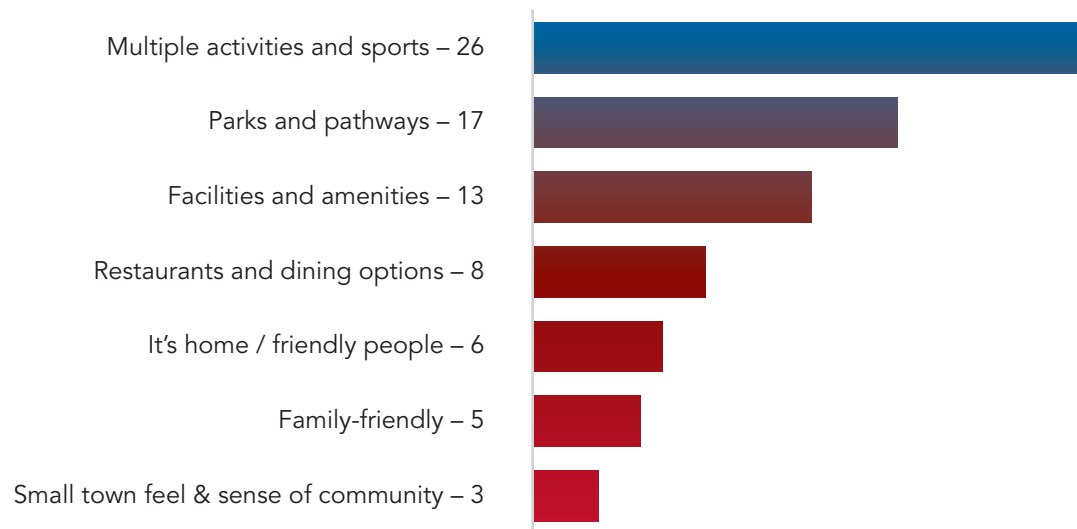


? What changes would you like to see in your community in the future and why?

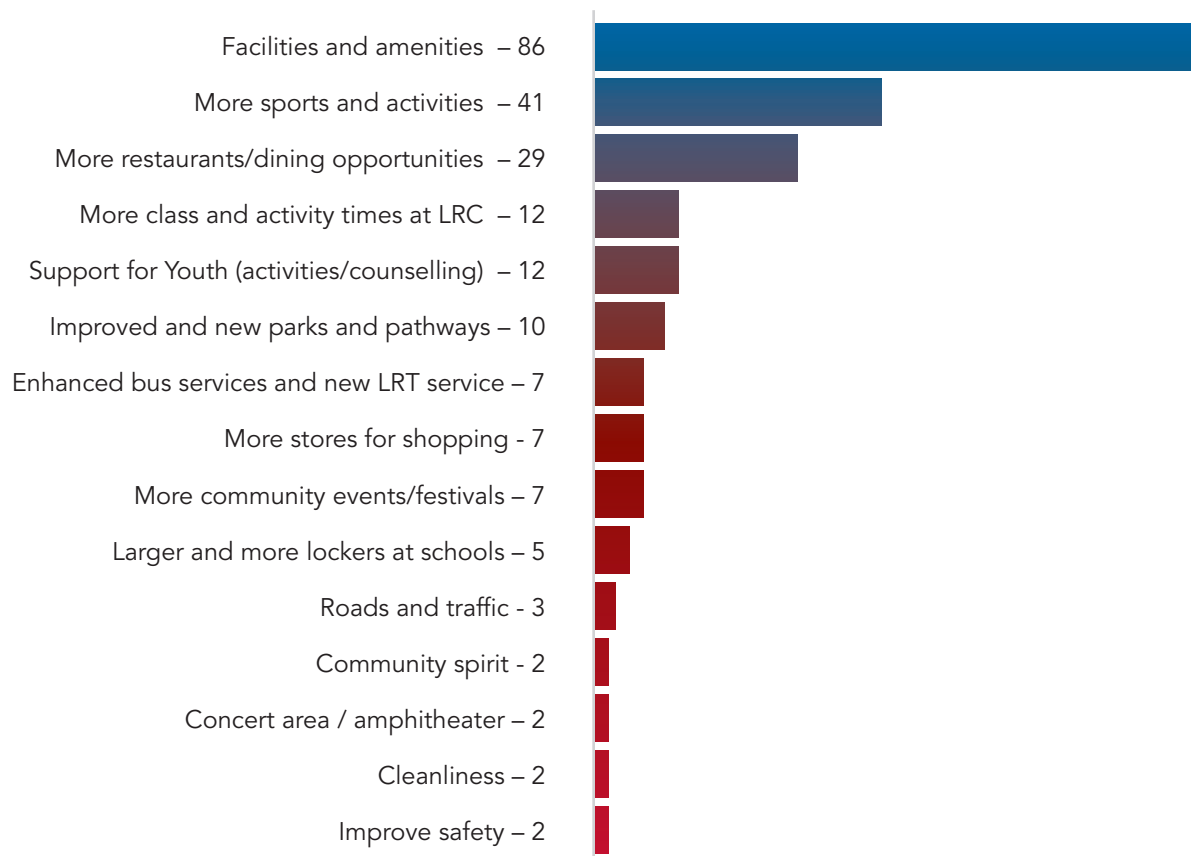


What We Heard | Leduc Recreation Centre Engagement Hub

? What do you love about the community that you want to see preserved & why?



? What changes would you like to see in your community in the future and why?



Online Survey

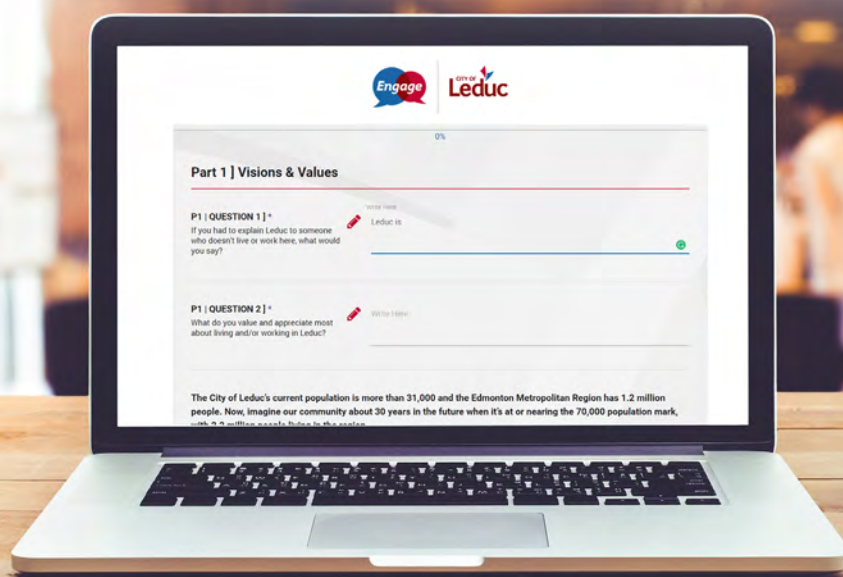
Overview

As part of the engagement process, an online survey was launched from November 20, 2017 to December 12, 2017. The purpose of the survey was to allow people to participate in the process at their convenience if they were unable to attend the in-person events. The questions asked on the survey were the same as those asked at the community visioning events.

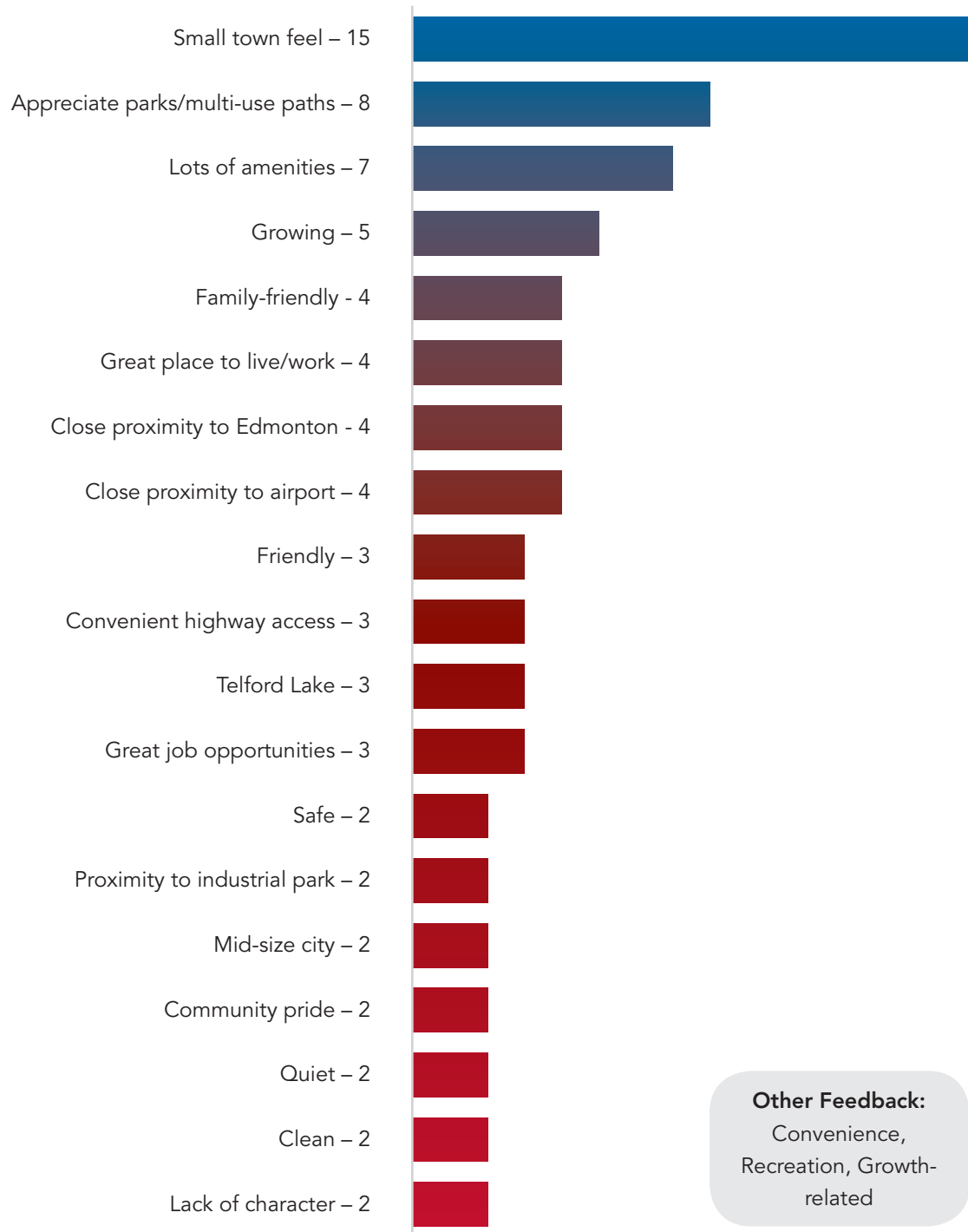
What We Heard - Online Survey (via engage.leduc.ca)

In general, long answer responses indicate that there is:

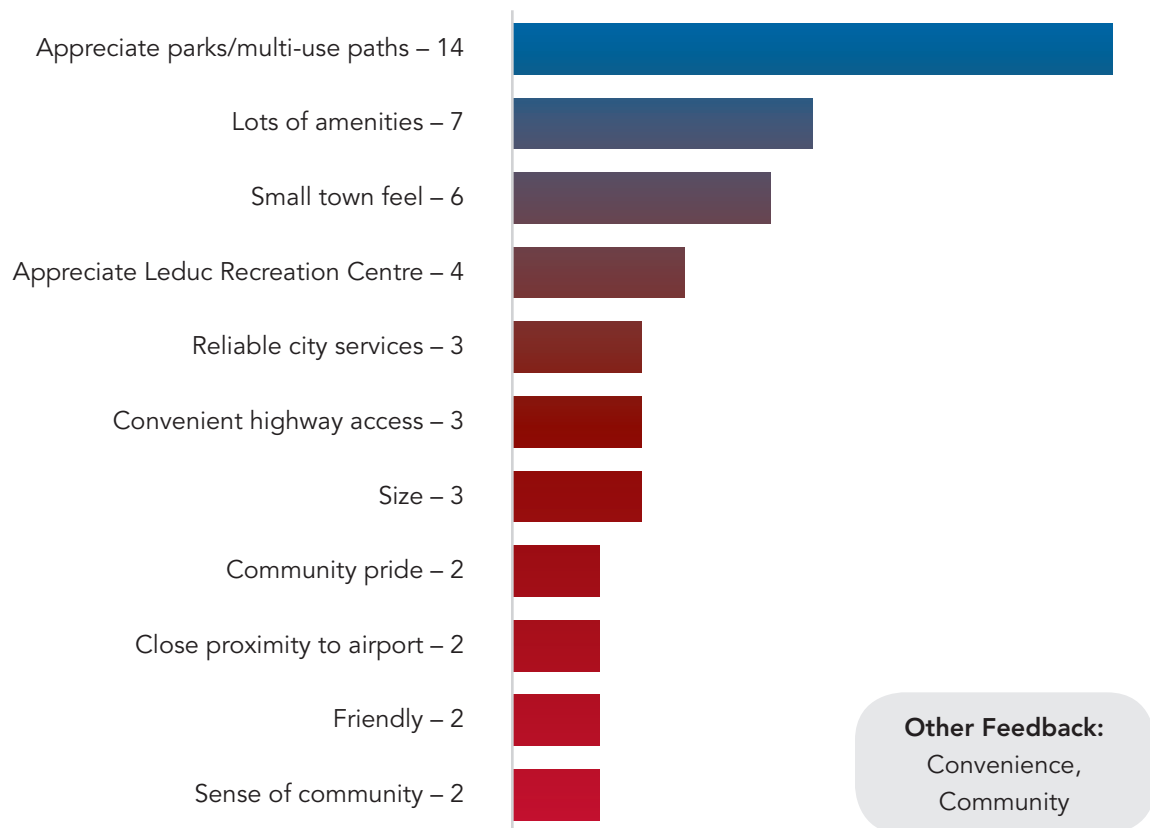
- ⊕ High interest in preserving, enhancing and improving the existing multiway paths.
- ⊕ An appreciation for and a desire to preserve the small town feel of Leduc.
- ⊕ A significant amount of interest in and appreciation for recreational facilities and activities.
- ⊕ An appreciation for the convenience of living in Leduc due to its variety of local amenities and its close proximity to the Edmonton International Airport and the city of Edmonton.



? If you had to explain Leduc to someone who doesn't live or work here, what would you say?



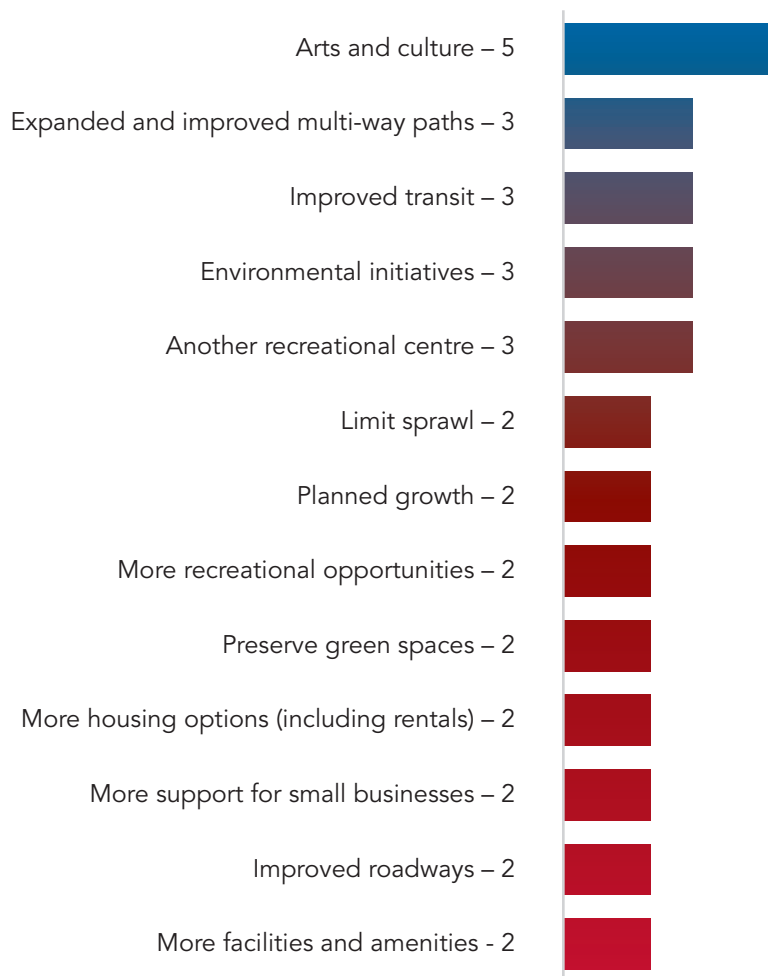
? What do you value and appreciate most about living and/or working in Leduc?



? What do you value and appreciate most about living and/or working in Leduc?



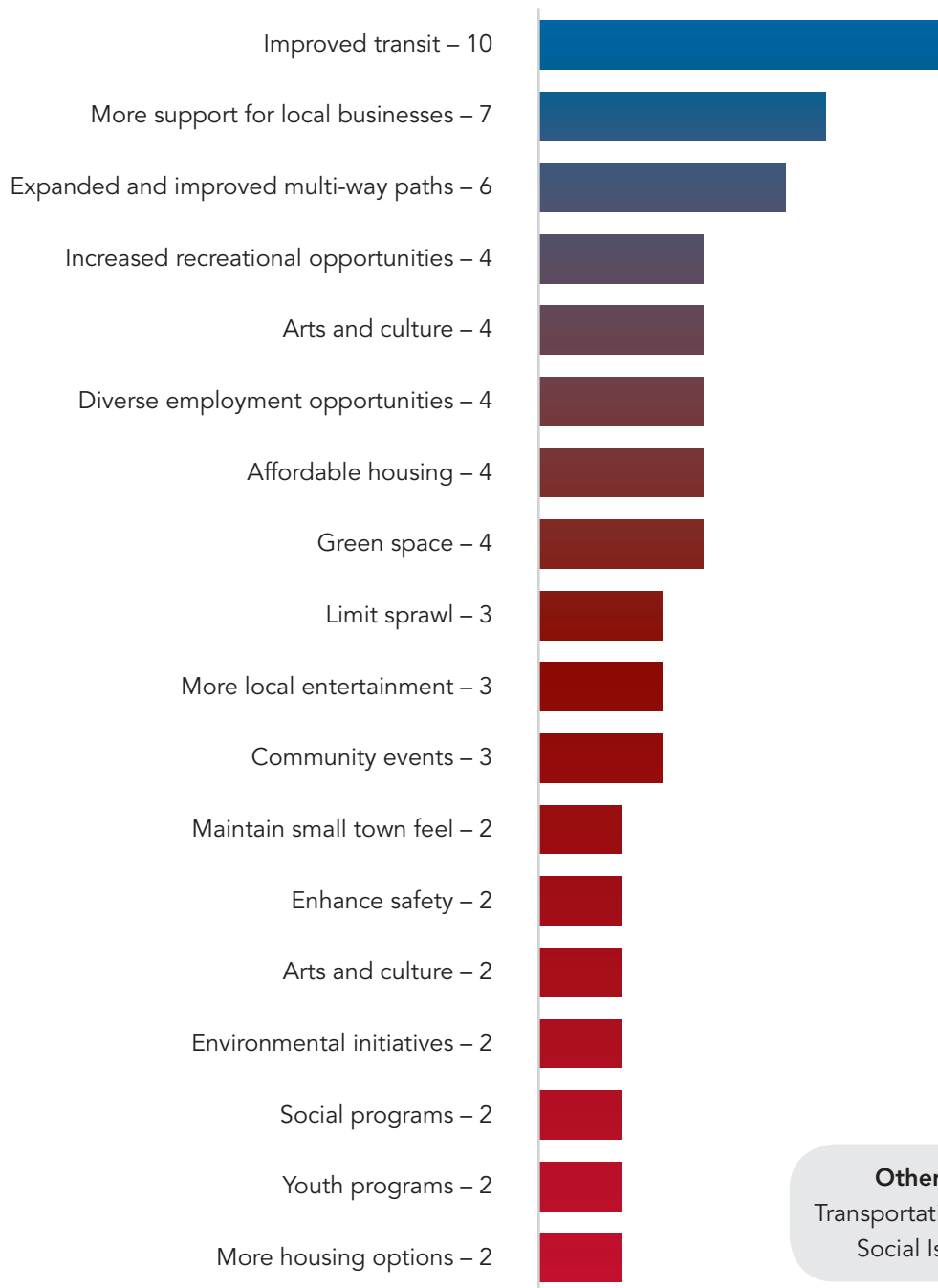
? What changes do you want to see in your community?



Other Feedback:

Growth, Transportation/
Infrastructure, Social Issues

? What do you think are the top priorities to improve the quality of life (your standard of health, comfort and happiness) in your community and why? (For example, diversity of employment, transportation methods, housing affordability and choice, arts and culture, etc.)

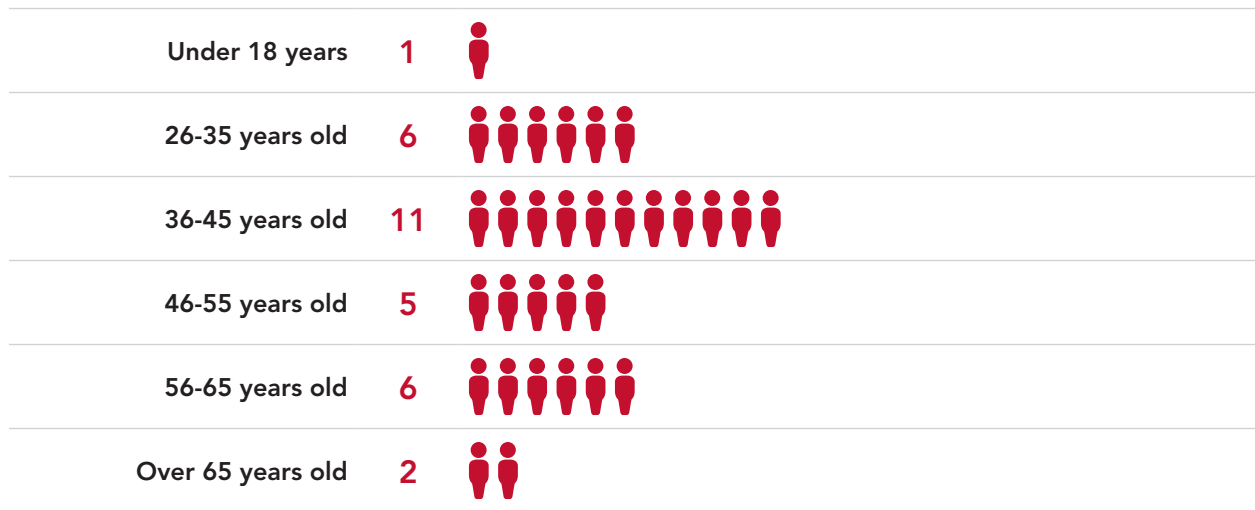


Other Feedback:
Transportation/Infrastructure,
Social Issues, Growth

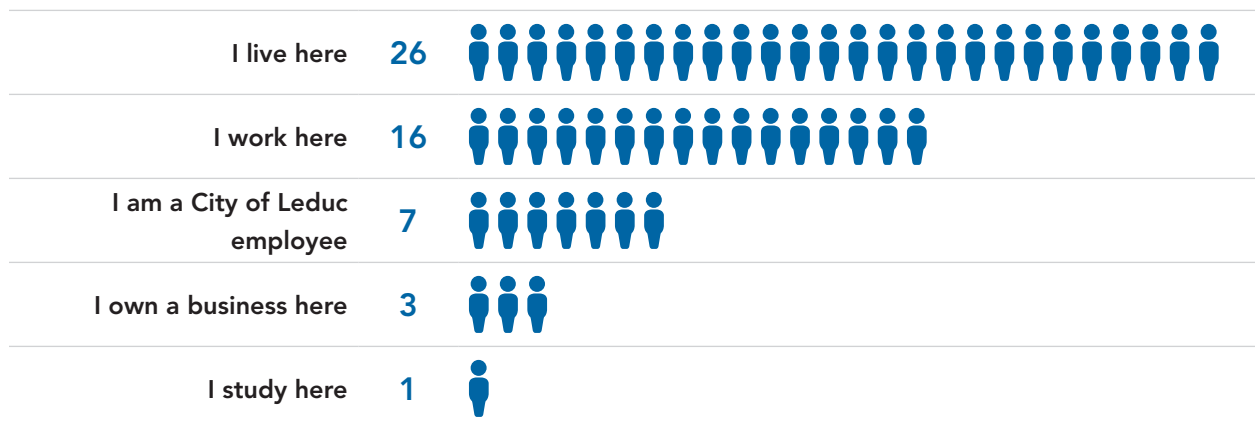
? What are the top three things that hinder the quality of life (your standard of health, comfort, and happiness) in your community and why? (For example, diversity of employment, transportation methods, housing affordability and choice, arts and culture etc.)



? What is your age? (collected from online survey)



? What is your relationship to Leduc? (collected from online survey)



? If you live in Leduc, how long have you lived here and what attracted you to the city?

0-5 Years

- Five months; affordable housing, now love the city, easy to commute within city, the pace of life.
- Three years.
- Three years; close to family and Leduc is interesting.
- Four years; the multi-ways, parks, and potential for the future.
- Five years; cost of housing.
- Five years; work here.

6-10 Years

- Six years; work.
- Seven years; good size.
- Seven years; close proximity to Edmonton, small town feel, low crime rate, amenities, reasonable house prices and how easy it is to travel from one end of the City to the other.
- 9 years, small community feel.
- 10 years; good size, resources for shopping locally and work here.
- 10 years; cost of living, proximity to airport.
- 10 years; proximity to work and small town environment.
- 10 years; have always liked the area.

11-15 Years

- 11 years; affordable housing and employment.
- 11 years; cost of housing at the time, neighbourhood location, proximity to Edmonton.
- 12 years; strong economy and stable employment.
- 15 years; good place to work and raise children, close to City for commute.

16-20 Years

- 17 years.

21-29 Years

- 21 years; work here.

30+ Years

- 30 years.
- 30 years; to be with family.
- 30 years.
- 31 years.
- 34 years; work here.
- 37 years; work here.
- 39 years; small size with easy access to the rest of the region.
- 50 years.

? If you work in Leduc, but don't live here, why not?

(Note: 22 submitted responses were either not applicable or not related and were not included in this report.)

- I live in Leduc and work in Edmonton because my healthcare job doesn't exist in Leduc.
- Lack of housing options within walkable neighbourhoods.
- I live in Leduc but work in Edmonton.
- I work in FCSS and want privacy - given the work we do that is challenging in a small town.



Community Visioning Events

Overview

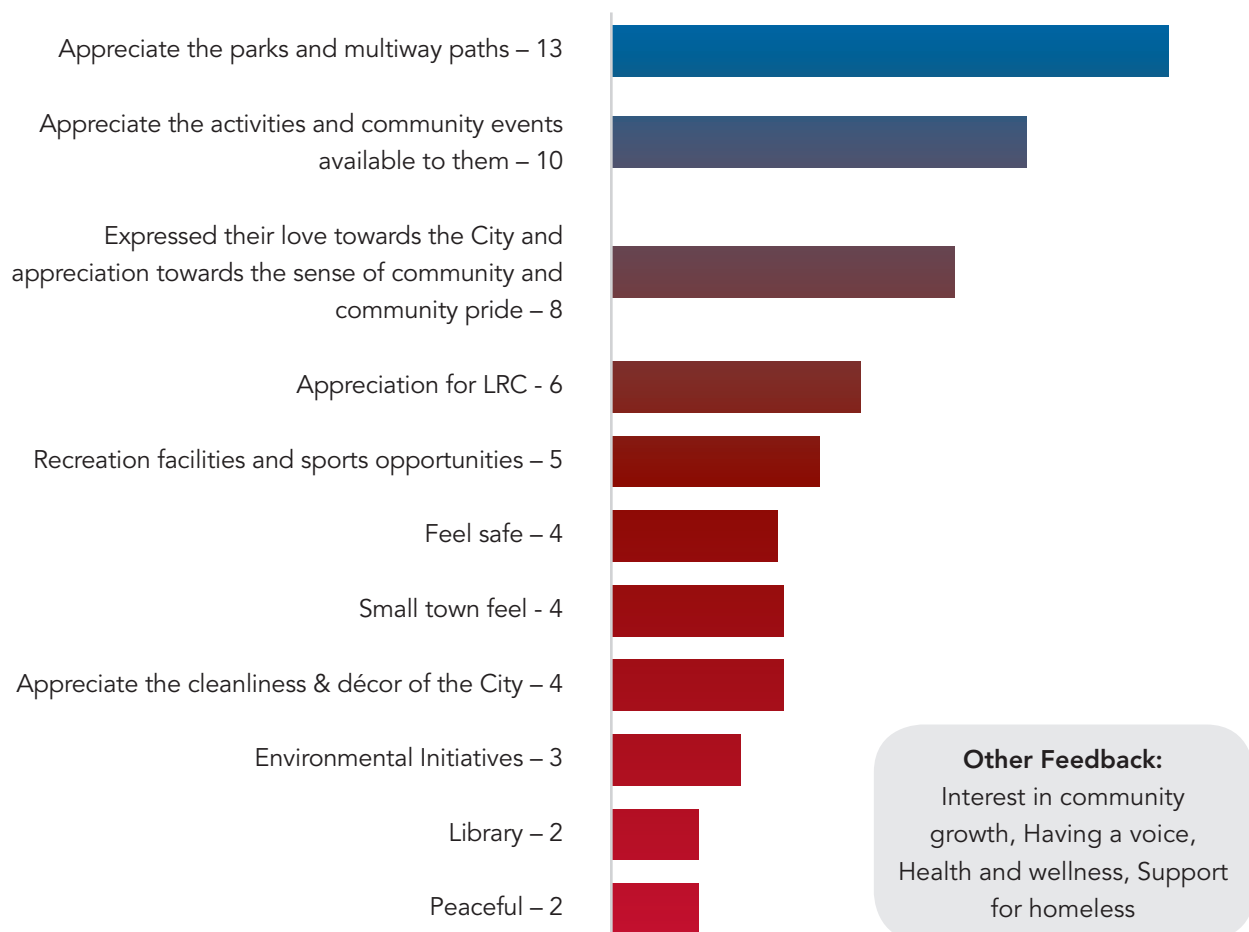
The City of Leduc held two community visioning events to provide the public an opportunity meet the project team, ask questions and provide feedback through a series of interactive activity boards.

The events were held at the Leduc Recreation Centre on Thursday, December 7, 2017 from 5:30 – 8:30 p.m. and Saturday, December 9, 2017 from 10 a.m. – 2 p.m.

A comment form was provided at the end of the event to allow participants to share any additional feedback and demographic information. Three people completed comment forms.

What We Heard - Interactivity Boards

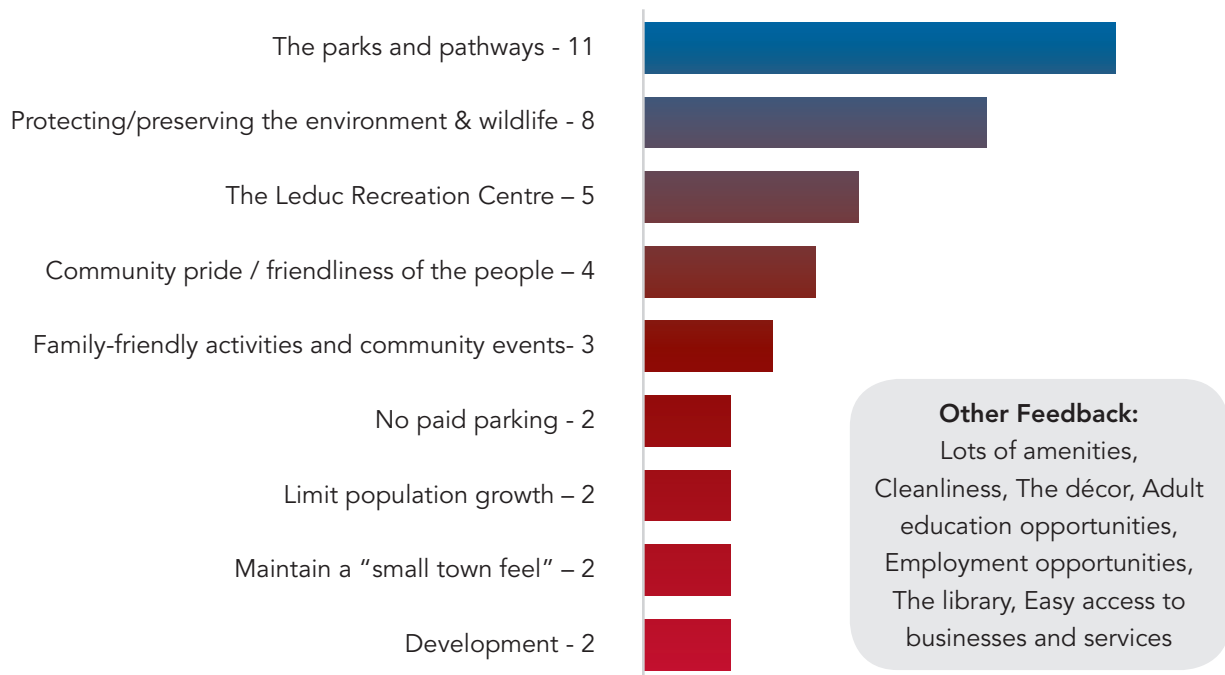
? What do you value and appreciate the most about living and/or working in Leduc?





The City of Leduc's current population is more than 30,000. Now imagine our community in about 30 years in the future when it's reaching the 70,000 population mark.

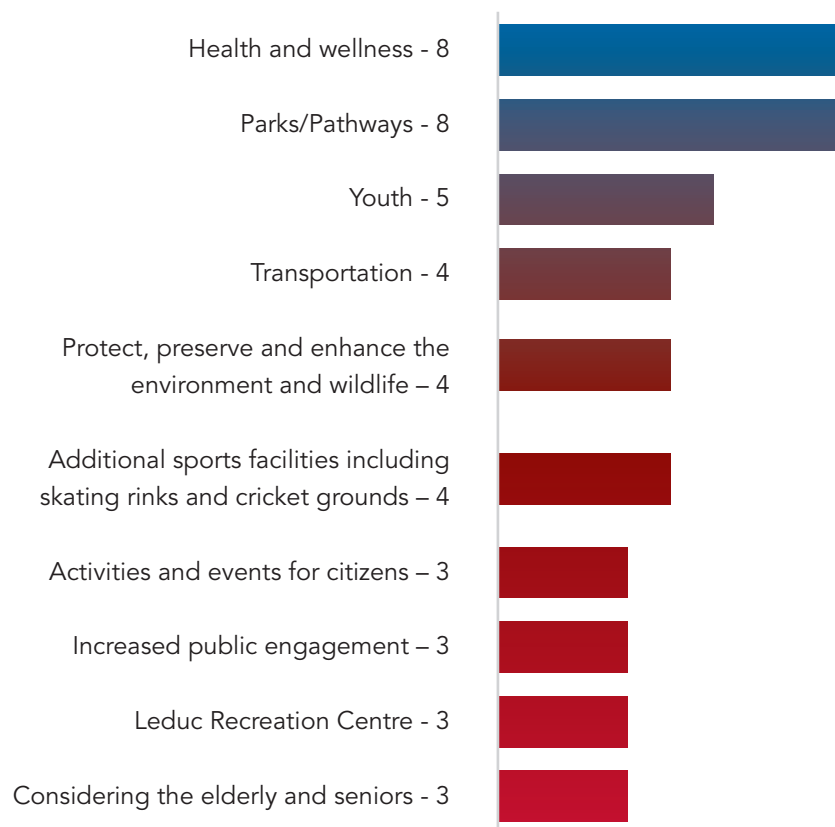
? What do you love about your community that you want to see preserved and why?



? What changes would you like to see in the future?



? What do you think are the top priorities to improve the quality of life in your community?



Other Feedback:

Retail in communities,
Gathering spaces beyond
sports facilities, Respect
amongst all age groups



What We Heard - Comment Forms

? Following your participation in the community visioning event, do you have any remaining questions, comments or aspirations regarding the project?






- Communities that draw me are those that appeal visually as driving through – trees, parks, etc. As I get to know a community – what they offer for educational and recreational.

**Note: One participant provided an in-depth written response to this question, which has been included in the Appendix.*

? What is your age? (collected from comment forms)

36-45 years old	1	
Over 65 years old	1	

? What is your relationship to Leduc? (collected from comment forms)

I live here	2	 
I work here	2	 
Other (recreational)	1	

? If you work in Leduc, but don't live here, why not?

- Live in the country in a small town with our family. Wanted a small community for raising family.

? How did you hear about this event?

- Poster in the community
- Walk-in at Leduc Recreation Centre

? Do you have any comments or feedback about this event?

- Appreciate the opportunity for feedback
- Great way to interact with people in and around Leduc area with your display @ LRC



THEME QUESTIONS

Environment

? Please choose what levels of priority that you feel the City of Leduc should place on the following sub-themes.

Online Survey Rankings

- 1 Trees and natural areas
- 2 Protect wildlife and habitats
- 3 Clean water in lakes and ponds
- 4/5 Reduce greenhouse gas emissions and pollution
- 4/5 Water and energy conservation
- 6 Waste reduction, composting & recycling
- 7 Preservation of agricultural land
- 8 Renewable energy sources (i.e. solar, wind, etc.)
- 9 Weather and climate readiness
- 10 Environmental education to the community (i.e. educational community signage, commercials/radio clips, free programs through the library etc.)
- 11 Light pollution

Other Feedback: Lack of parking at high density locations, Roadways, Environmental initiatives, Encourage alternative transportation

Community Event Rankings

- 1 Trees and natural areas
- 2 Renewable energy sources (i.e. solar, wind, etc.)
- 3 Clean water in lakes and ponds
- 4 Environmental education to the community (i.e. educational community signage, commercials/radio clips, free programs through the library etc.)
- 5 Light pollution
- 6 Waste reduction, composting & recycling
- 7 Preservation of agricultural land
- 8 Protect wildlife and habitats
- 9 Water and Energy Conservation
- 10 Reduce greenhouse gas emissions and pollution
- 11 Weather and climate readiness

Other Feedback: Government, Health, Wildlife



THEME QUESTIONS

Economy

? Please choose what levels of priority that you feel the City of Leduc should place on the following sub-themes.

Online Survey Rankings

1

Pursue a wide mix of economic sectors such as business, information technology, education, advanced manufacturing and energy

2

Continue to leverage Leduc as a regional centre – near major transportation hubs, economic areas & Edmonton International Airport (EIA)

3

Grow small business

4

Post-secondary education and adult learning

5

Grow tourism – i.e. sport and agriculture

6

Attract new business and industries

7

Attract top talent workers

8

Residential growth

Other Feedback:

Make use of empty buildings, Planned growth, Expand and improve multi-way paths, Tourism, Local medical services, Geriatric services, Enhance marketing to attract new comers, Support for local business

Community Event Rankings

1

Grow tourism – i.e. sport and agriculture

2

Grow small business

3

Post-secondary education and adult learning

4

Continue to leverage Leduc as a regional centre – near major transportation hubs, economic areas & Edmonton International Airport (EIA)

5

Attract new business and industries

6

Residential growth

7

Pursue a wide mix of economic sectors such as business, information technology, education, advanced manufacturing and energy

8

Attract top talent workers

Other Feedback:

Utilize local businesses, Explore new markets, Opportunity for health care growth, Regional centre for geriatric seniors, Balance between industry and nature, and health and wellness, Taxpayers' money, Infrastructure



THEME QUESTIONS

Transportation

? Please choose what levels of priority that you feel the City of Leduc should place on the following sub-themes.

Online Survey Rankings

1	Reliable and accessible regional public transportation such as intercity buses
2	Reliable and accessible local public transportation
3	Increased and/or improved pathways, sidewalks and crosswalks for pedestrians
4	Improved safety
5	Vehicle flow & relieving traffic congestion
6	Supporting infrastructure to enhance the pedestrian/ motorist experience (such as widened sidewalks, bus shelters etc.)
7/8	Bikeway systems for cyclists (pathways, traffic signals, safety barriers etc.)
7/8	Better connections to regional roadways
9	Road maintenance
10	Vehicle for hire (taxi, etc.) availability

Other Feedback: Improved transit, Charging stations for electric vehicles, Safety, Expand and improve multi-way paths, Improve wayfinding, Reduce speed limits, High speed rail, Reduce highway speed into town, Bike racks/storage, Improved walkability

Community Event Rankings

1	Bikeway systems for cyclists (pathways, traffic signals, safety barriers etc.)
2	Reliable and accessible local public transportation
3	Vehicle for hire (taxi, etc.) availability
4/5	Vehicle flow & relieving traffic congestion
4/5	Improved safety
6/7	Reliable and accessible regional public transportation such as intercity buses
6/7	Increased and/or improved pathways, sidewalks and crosswalks for pedestrians
8	Road maintenance
9	Supporting infrastructure to enhance the pedestrian/ motorist experience (such as widened sidewalks, bus shelters etc.)
10	Better connections to regional roadways

Other Feedback: Reduce speed limits, Clear lane markings, Continue to develop and connect pathways, Parking, Leduc Common



THEME QUESTIONS

Community Wellness

? Please choose what levels of priority that you feel the City of Leduc should place on the following sub-themes.

Online Survey Rankings

1/2

Youth engagement (youth-focused programming, services and events)

1/2

Crime prevention programs

3

Emergency services – police, fire, EMS

4/5

Social and community programs

4/5

Healthcare services

6

Recreation opportunities for all ages

7

Enhanced accessibility by transportation

8

Educational programs

9

Family orientated programs and activities

Other Feedback:

Lack of parking at high density locations, Roadways, Environmental initiatives, Encourage alternative transportation

Community Event Rankings

1

Emergency services – police, fire, EMS

2

Recreation opportunities for all ages

3

Healthcare services

4

Educational programs

5

Youth engagement (youth-focused programming, services and events)

6

Family orientated programs and activities

7

Social and community programs

8

Enhanced accessibility by transportation

9

Crime prevention programs

Other Feedback:

Seniors, Safety concern with dog attacks, Coordination of all services



THEME QUESTIONS

Community Arts and Culture

? Please choose what levels of priority that you feel the City of Leduc should place on the following sub-themes.

Online Survey Rankings

1

Urban food and agriculture i.e. farmers market

2

Vibrant downtown i.e. increased density, enhanced accessibility by transit

3/4

Local festivals

3/4

Music, theatre and arts programming

5

Community gathering spaces

6

Public Art

Other Feedback:

Arts and culture, Fair business opportunities, Community gardens, Youth centre, Improve downtown, Improve farmers market, More amenities

Community Event Rankings

1

Community gathering spaces

2

Music, theatre and arts programming

3

Urban food and agriculture i.e. farmers market

4

Local festivals

5

Public Art

6

Vibrant downtown i.e. increased density, enhanced accessibility by transit

Other Feedback:

Art gallery, Art foundry facility, Promote eco-tourism, Community gardens for affordable alternative, Grow and promote recreation, sport and tourism program, Attract more restaurants and night clubs, Responsible spending on art projects, More activities for youth, Support the arts



THEME QUESTIONS

Responsible Growth

? Please choose what levels of priority that you feel the City of Leduc should place on the following sub-themes.

Online Survey Rankings

- 1 Preserve our existing heritage sites
- 2 Reinvest in older neighbourhoods (sidewalks, roads, hard services)
- 3 Retail shopping close to your home
- 4 Variety of housing choices and affordability (more duplexes, condos, apartments, rental units etc.)
- 5 Reduce urban sprawl through more compact development
- 6 Growth inward and upward in established, mature neighbourhoods
- 7 Growth outwards into suburbs

Other Feedback:

Make Gaetz Forest a heritage site, Increased recreational opportunities, Improve roads, Planned growth, Proper set-backs, Affordable housing, Disclose costs for development

Community Event Rankings

- 1 Retail shopping close to your home
- 2 Preserve our existing heritage sites
- 3 Reduce urban sprawl through more compact development
- 4 Variety of housing choices and affordability (more duplexes, condos, apartments, rental units etc.)
- 5 Reinvest in older neighbourhoods (sidewalks, roads, hard services)
- 6 Growth inward and upward in established, mature neighbourhoods
- 7 Growth outwards into suburbs

Other Feedback:

Nature / green spaces / wildlife, Public consultation



THEME QUESTIONS

How the City Works

? Please choose what levels of priority that you feel the City of Leduc should place on the following sub-themes.

Online Survey Rankings

1

Transparency and accountability from the City

2

Cost efficiency

3

Public engagement and citizen input on city decisions

4

Online services

5

Increase regional partnerships i.e. shared services

Other Feedback:

Stop developer contributions during elections, Comments related to Leduc Recreation Centre operations, Regional governance, Disclose cost of development

Community Event Rankings

1

Transparency and accountability from the City

2

Cost efficiency

3

Public engagement and citizen input on city decisions

4

Online services

5

Increase regional partnerships i.e. shared services

Other Feedback:

Campaign donations and transparency, Improve public consultation / follow-through / accountability, Developers



THEME QUESTIONS

Overall Ranking

Shown below is a high-level representation of what we heard from the community online and at each community visioning event.

Online Survey Rankings

1 Community Wellness

2 Economy

3 Responsible Growth

4 Environment

5 Transportation

6 Community Arts and Culture

7 How the City Works

Community Event Rankings

1 Community Wellness

2 Economy

3 Responsible Growth

4 Environment

5 Transportation

6 Community Arts and Culture

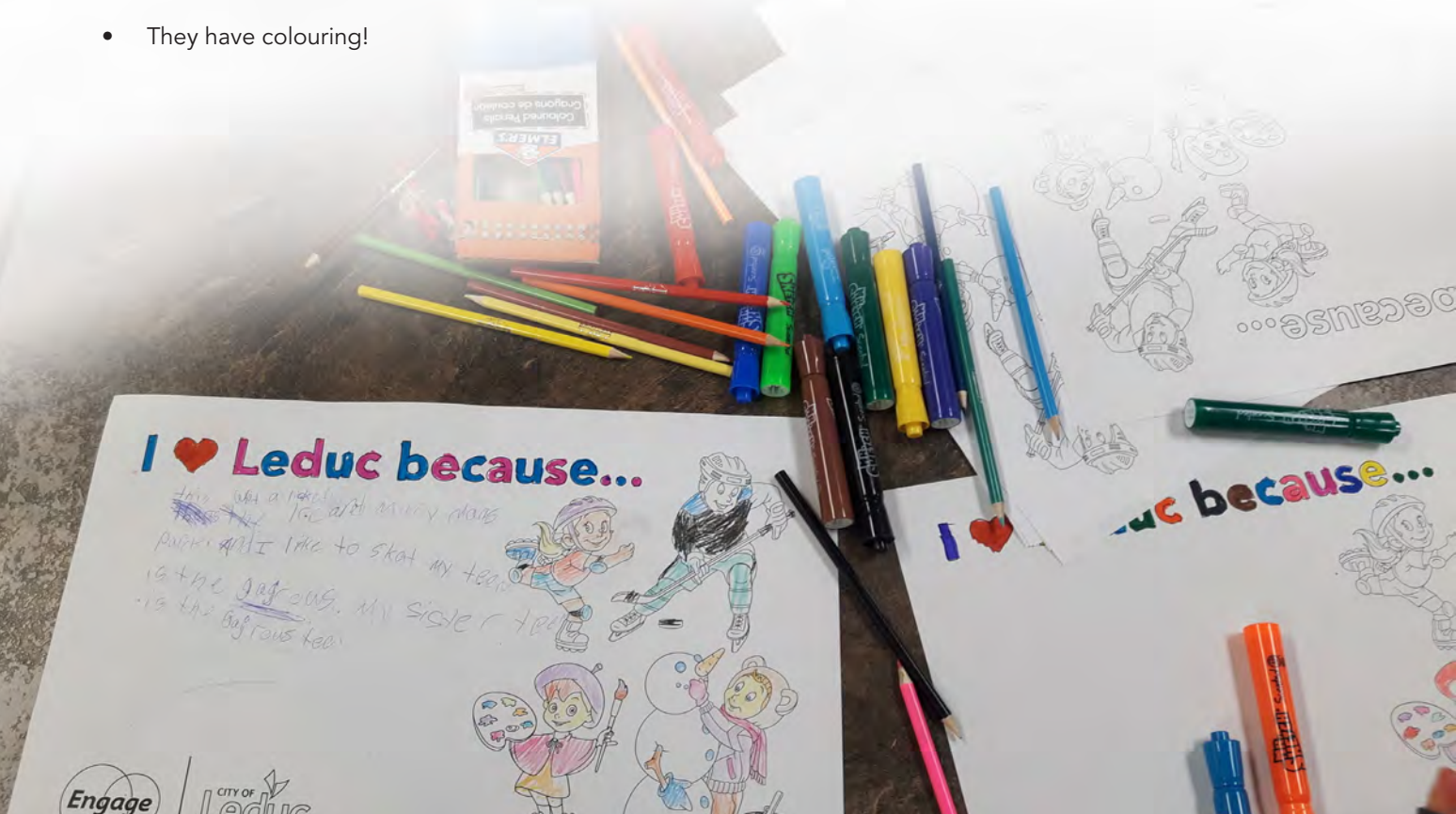
7 How the City Works

Youth Engagement

Approximately 30 children participated in the two community visioning events. A colouring station attracted a number of children, where they told us what they love about Leduc by writing and colouring their ideas. A number of children also participated in the interactive engagement boards and identified their priorities for Leduc.

I love Leduc because....

- It has a nice hockey rink
- It has swimming pools and so many fun things to do!
- It is a safe place to live
- The swimming pool at the rec. centre
- There's a lot of stuff to do and good police so we can feel safe and I've been living in Leduc my whole life and I really love it.
- They have colouring!



SECTION 9

Next Steps

City Council and administration will carefully review the findings captured within this report and factor it into their decision making processes as they move forward with the first drafts of the Strategic Plan and Community Vision.

Phase 3: Building a Plan Together is anticipated to kick off in winter 2018. This phase will focus on providing the community with updates on the progress made by Leduc City Council and administration while they help to build upon the plan. Following this, the City will provide opportunities for the public to review the draft plans and provide their feedback in Phase 4: Creating a Commitment, and then report back to council. Finally, the complete Strategic Plan will be shared with the community in Phase 5: Moving Forward



If you have any questions about the project, please feel free to reach out to our engagement representative.



Bridget Honch



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