

# STRATEGIC PLAN 2023 - 2026



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## LAND ACKNOWLEDGEMENT

The City of Leduc acknowledges that the land we now know as Canada is the traditional territory of many First Nations, Inuit and Métis. Leduc is located on Treaty 6 land, the traditional territory to the Cree, Dene, Blackfoot, Saulteaux, and Nakota Sioux. We recognize and pay homage to these and all Indigenous peoples - past, present and future - that continue to support, educate and contribute to the strength of our region and country. As a Council, we are committed to listening and building our understanding of the sovereignty, lands, histories, languages, knowledge systems, and cultures of First Nations, Métis and Inuit nations.



## COMMUNITY PROFILE

The City of Leduc is situated south of Edmonton within the Edmonton Metropolitan Region and is home to just over 34,000 people. The City of Leduc is conveniently located next to the Edmonton International Airport (EIA), on either side of Highway 2 and has direct access to the Canadian Pacific (CP) railway. Building on the synergies with EIA, Nisku Industrial Park, and the metro region, Leduc offers great quality of life for its residents and provides a prosperous environment for the business community. Over the past decade, the city has experienced more than \$2 billion dollars in construction and is home to many major attractions and community amenities including Telford Lake, Leduc Recreation Centre (LRC), the Leduc Business Park, and Mainstreet. As an urban municipality, the City of Leduc provides a full range of services including retail, office, medical, entertainment, transit, and industrial activities. The city provides a variety of housing

choices across more than 20 residential neighbourhoods. Leduc's Urban Centre, which includes Downtown Leduc, is a growing central hub that is home to many residents, the historic Mainstreet and a variety of local shops and services, as well as the Leduc Public Library, Civic Centre, Protective Services Building (RCMP and Fire House No. 1), and the community hospital. Leduc is proud of its many amenities including more than 75 km of scenic multiway trails, such as the newly constructed pathway and boardwalk around Telford Lake, that provides opportunities to explore our community and to travel using active transportation modes. Furthermore, with more than 324 hectares (800 acres) of recreation and athletic facilities, including the LRC and William F. Lede Park, Leduc has been home to many community events, such as the Leduc Black Gold Rodeo and Exhibition, as well as national and international sporting events.

# OUR PLANNING FRAMEWORK

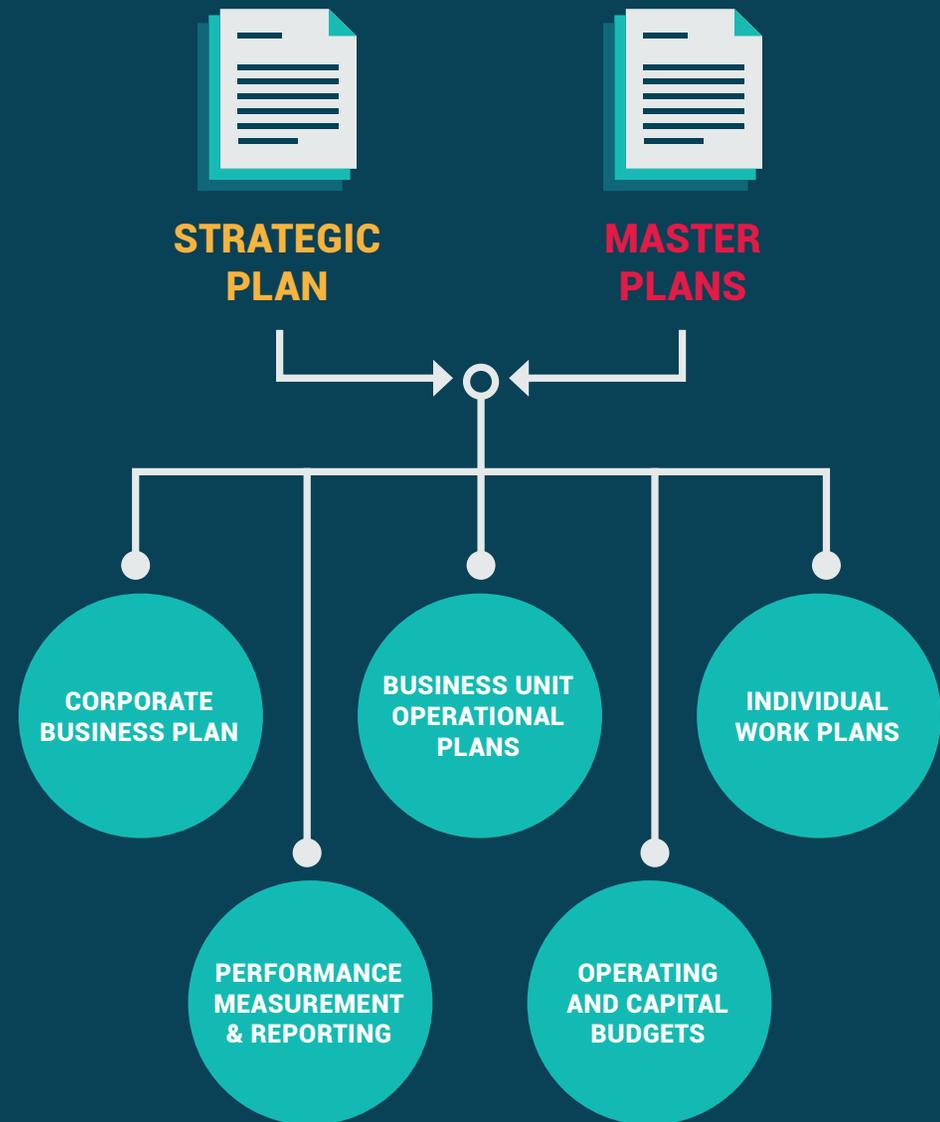
The City of Leduc's planning framework integrates community engagement, strategic planning, corporate business planning and operational planning processes with its budget, performance measurement and reporting processes.

## THE STRATEGIC DIRECTION OF THE CITY IS DRIVEN BY COUNCIL'S STRATEGIC PLAN AND A VARIETY OF MASTER PLANS.

- Our strategic planning efforts are initiated with a comprehensive community engagement process that asks residents, stakeholders and staff for feedback on a variety of topics, and provides an opportunity to recommend new ideas.
- New strategic plans are developed and adopted by every new council. They identify specific outcomes which council wants to achieve over its four-year term of office and identify things that council want to add, change or highlight.
- Master plans are adopted by council to guide the provision of municipal programs, services and infrastructure. These longer-term (10 years+) plans include Leduc's Municipal Development Plan, Transportation Master Plan, Environmental Plan, etc.

The direction provided by the strategic plan and master plans is translated into annual corporate and business unit plans. These business plans drive the city's operating and capital budget processes and the development of individual work plans. The city's performance measurement and reporting processes include the analysis of results at a community, corporate, business unit, and individual level. Progress on the implementation of council's strategic plan is monitored by city council on a regular basis and reported to the public through annual reports.

WHAT DO THE STRATEGIC PLAN AND MASTER PLANS INFLUENCE?



# OUR MISSION

A mission statement is a statement of purpose, a statement about what we currently do. Its purpose is to provide focus and direction.

Our mission is

→ **PEOPLE.**  
→ **BUILDING.**  
→ **COMMUNITY.**

# OUR VISION

A vision statement is a statement about what kind of organization we want to become in the future. Its purpose is to provide a clear guide for current and future direction and decision-making.

Our vision is

**A GREAT LIFE.** ←  
**A CARING COMMUNITY.** ←  
**A THRIVING REGION.** ←

# COUNCIL VALUES



## A CITIZEN FOCUS

People have wisdom and ought to be engaged in the decisions that affect their lives.



## EXCELLENCE & PROSPERITY

City-building involves commitment to ongoing excellence, development and innovation.



## FINANCIAL BALANCE

We maintain balanced budgets by managing taxpayers' dollars while keeping services affordable.



## TRANSPARENCY & ACCOUNTABILITY

Strong municipal leadership is open, honest and evidence-based.



## A COMMITTED CITY TEAM

The quality of our programs and services rests upon the talents, dedication and engagement of our human resources.



## ENVIRONMENTAL SUSTAINABILITY

We strive to balance our growth and development with the intent to replenish what we've borrowed from our natural environment.



## SOCIAL JUSTICE

We respect and support our community's need for social justice through access, equity, participation and human rights.



## PARTNERING FOR SUCCESS

Our capacity to achieve our goals and optimize our resources is enhanced through working in partnership with others.



## A REGIONAL FOCUS

We are stronger as a region and will take a leadership role in supporting regional collaboration.





## COUNCIL COMMITMENTS

The City of Leduc is dedicated to building and maintaining safe, affordable and vibrant neighbourhoods. We work closely with residents, local business owners and operators, community stakeholders, and regional partners to preserve our outstanding quality of life and to ensure that Leduc continues to be an enviable place to raise a family, earn a good living or visit for a few days.

### ✓ WE REPRESENT THE PEOPLE OF LEDUC

We understand that municipalities are established to serve people and that municipal councils are obligated to carefully consider the needs and expectations of all their citizens when making decisions and setting policy.

### ✓ WE ARE COMMITTED TO PUBLIC ENGAGEMENT

We will identify and reach out to underserved groups and explore new ways to engage our citizens. We will encourage, recognize and celebrate community participation, contributions, achievements and successes.



**TOP (L to R):** Councillor Ryan Pollard, Mayor Bob Young, Councillor Lars Hansen  
**BOTTOM (L to R):** Councillor Bill Hamilton, Councillor Beverly Beckett, Councillor Laura Tillack, Councillor Glen Finstad

### ✓ WE ARE COMMITTED TO PLANNING OUR FUTURE AS A CITY

The 2023-2026 Strategic Plan describes a long-term vision for Leduc and identifies four distinct areas where city council will focus its efforts and guide how the city grows and develops. Our planning efforts will provide clear and thoughtful direction on how we will deliver high quality municipal programs and services to improve quality of life.

### ✓ WE ARE COMMITTED TO SUPPORTING LEDUC'S GROWTH

We will support our community's sustainable growth by focusing on densification opportunities. Innovation, technology and partnerships will be employed to promote development in Leduc.

### ✓ WE ARE COMMITTED TO A THRIVING FINANCIAL ENVIRONMENT

We will review the efficiency and effectiveness of our services and maintain our competitive tax advantage. We seek to create an environment where citizens can thrive by receiving excellent value for taxes paid and will strive to create a financial environment which helps businesses invest, innovate, grow and prosper.

✓ **WE ARE COMMITTED TO WORKING WITH CITY ADMINISTRATION**

Council will work as a team and will maintain strong working relationships with the city manager, the executive team and municipal employees. Administration will develop annual business plans to support the achievement of council's strategic priorities and to implement the goals and objectives outlined in the city's master plans and strategies.

✓ **WE ARE COMMITTED TO WORKING WITH OTHERS**

We will work with our partners to support the long-term economic prosperity and livability of the region and to effectively and efficiently deliver municipal programs, services and infrastructure. We will continue to take a leadership role in promoting intermunicipal and regional initiatives.

✓ **WE ARE COMMITTED TO ENVIRONMENTAL SUSTAINABILITY**

We will continue to protect and enhance our natural and built environments. We leverage best practices and explore new and innovative ways to improve our environmental stewardship and reduce our footprint.

✓ **WE ARE COMMITTED TO PROVIDING EFFICIENT AND EFFECTIVE MUNICIPAL INFRASTRUCTURE**

We know that our quality of life is supported by the availability of services, programs and spaces where we can gather and pursue our interests. Our physical and social infrastructure will continue to be the foundation upon which we build our city.

✓ **WE ARE COMMITTED TO FOSTERING A WELCOMING AND CARING COMMUNITY**

We understand that history, diversity, people and culture are woven into the unique fabric of our community. We will celebrate and acknowledge these tenets and strive for reconciliation. We will support and foster our unique community through ongoing relationships and learning.



# GOAL 1



## A CITY WHERE PEOPLE WANT TO LIVE

### OUTCOME

- 1.1 The City of Leduc is recognized as a safe place to live and is a healthy, active, creative and caring community where people choose to raise a family. It has a solid reputation for citizen engagement and inclusivity, as well as respect for diversity. Citizens are celebrated and can access recreation, arts and culture, and wellness programs and services. Leduc is a socially conscious community that acknowledges the history of the region and commits to reconciliation with Indigenous communities.

### STRATEGIES

- 1.1.1 Enhance citizen engagement to shape our community
- 1.1.2 Ensure civic facilities, programs and services are accessible
- 1.1.3 Foster a community that celebrates diversity and promotes inclusion
- 1.1.4 Focus on the enhancement of arts and culture and the preservation of heritage
- 1.1.5 Focus on mental health and addictions support
- 1.1.6 Support and celebrate community volunteerism
- 1.1.7 Enhance community safety and well-being
- 1.1.8 Acknowledge the history of the region and commit to reconciliation with Indigenous communities

# GOAL 2



## A CITY WITH A PLAN FOR THE FUTURE

### OUTCOME

- 2.1 The City of Leduc is recognized for its capacity to meet the current and future needs of its residents and businesses through innovative approaches. Neighbourhoods in Leduc are vibrant, attractive, accessible and welcoming for people of all ages, abilities and backgrounds. The city plans for future growth in alignment with the protection of sensitive ecosystems and environmental sustainability. It consistently delivers excellent municipal programs, services and infrastructure without compromising its long-term financial sustainability. Residents and business owners continue to be satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

### STRATEGIES

- 2.1.1 Ensure that the City of Leduc has clear plans and strategies, supported by emerging technologies, to improve the efficiency and effectiveness of services and programs
- 2.1.2 Focus on the preservation of our natural environment through the implementation of sustainable environmental initiatives
- 2.1.3 Optimize the use of existing municipal infrastructure and plan for future growth
- 2.1.4 Develop complete communities that are affordable, accessible and diverse as a means of promoting community vibrancy and reducing municipal costs

# GOAL 3

## AN ECONOMICALLY PROSPEROUS CITY AND REGION



### OUTCOME

- 3.1 The City of Leduc is open for business. We successfully leverage our partnerships and proximity to air, road and rail infrastructure to attract and retain top commercial and industrial businesses. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving and engaged small business sector. With an event and tourism focus, the city attracts people from all over, year-round.

### STRATEGIES

- 3.1.1 Maximize Leduc's geographic location to increase economic prosperity
- 3.1.2 Increase economic growth and diversification by leveraging partnerships and opportunities
- 3.1.3 Review and optimize the delivery of local and regional economic development
- 3.1.4 Identify, support and promote tourism opportunities and events

# GOAL 4

## A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER



### OUTCOME

- 4.1 The City of Leduc is recognized as a trusted and effective partner and is cited as a leader in local, regional and inter-municipal collaboration. The city works together with all stakeholders to identify and implement initiatives that leverage innovation, improve service delivery, increase value for taxpayers and contribute to the achievement of desired outcomes. As a willing partner, the city works with community organizations to support their success and sustainability.

### STRATEGIES

- 4.1.1 Build community capacity and improve the efficiency and effectiveness of municipal programs, services and infrastructure by working collaboratively with other stakeholders
- 4.1.2 Identify and implement innovative initiatives by leveraging new and existing partnerships



## REPORTING TO THE COMMUNITY

The 2023-2026 Strategic Plan is a *living document*. City council and administration will review the progress that is being made relative to its implementation on an ongoing basis and will report to the community through annual reports.



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## STRATEGIC PLAN

2023 - 2026 

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