



2025 Operational Plans

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1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

- Provides programs to residents to support agricultural production within Leduc County, with positive effects to the environment.
- Recognizes and champions the importance of agriculture for its economic, environmental and community contributions and commits to its long-term viability in the County, region and province.
- Promotes agricultural production while abiding by provincial acts regarding weeds, pests, soil conservation, livestock disease, water and the environment.
- Manages agricultural drainage to support the flow of water through Leduc County's licensed waterways.

Agricultural drainage

- Inspects and maintains existing licensed Leduc County agricultural drainage ditches and assists Leduc County agricultural producers with water-management issues utilizing the Small Acreage Drainage Program Policy.

Crop pest control

- Conducts inspections for agronomic pests to mitigate the effects of provincially declared pests, such as clubroot of canola and blackleg of canola.
- Educates growers on Leduc County's pest control policy requirements and, when necessary, enforces compliance under the provincial *Agricultural Pests Act*.

Equipment maintenance and fabrication

- Ensures that Agricultural Services equipment and facilities are maintained or replaced and in working order to effectively run programs.
- Builds and repairs office furniture, small facilities, County signs and other fabrication projects throughout the County.

Local food and horticulture

- Supports Leduc County residents by being a resource to develop and strengthen their capacities as local food producers.
- Connects with food consumers to develop more self-reliant and resilient food networks in the region.
- Hosts and supports local initiatives that increase grower and consumer awareness of local food.
- Supports social licensing initiatives to build public trust for the second largest industry in Alberta – agriculture.
- Is a conduit for information relating to horticultural pests and disease issues affecting trees and garden vegetables.

- Advocates for and supports agricultural educational opportunities for residents.

Roadside vegetation management

- Manages roadside vegetation using chemical and mechanical control techniques that target undesired vegetation.
- Ensures the safety and quality of road rights-of-way by providing clear sightlines, controlling invasive plant species, improving drainage and reducing the potential for snow traps in the winter.

Sustainable agriculture program

- Supports the adoption of beneficial management practices by agricultural producers through education and awareness.
- Supports individual producers with the Alberta Environmental Farm Plan process and when applying for Canadian Agricultural Partnership or other grants.
- Coordinates the Alternative Land Use Services Program (ALUS).

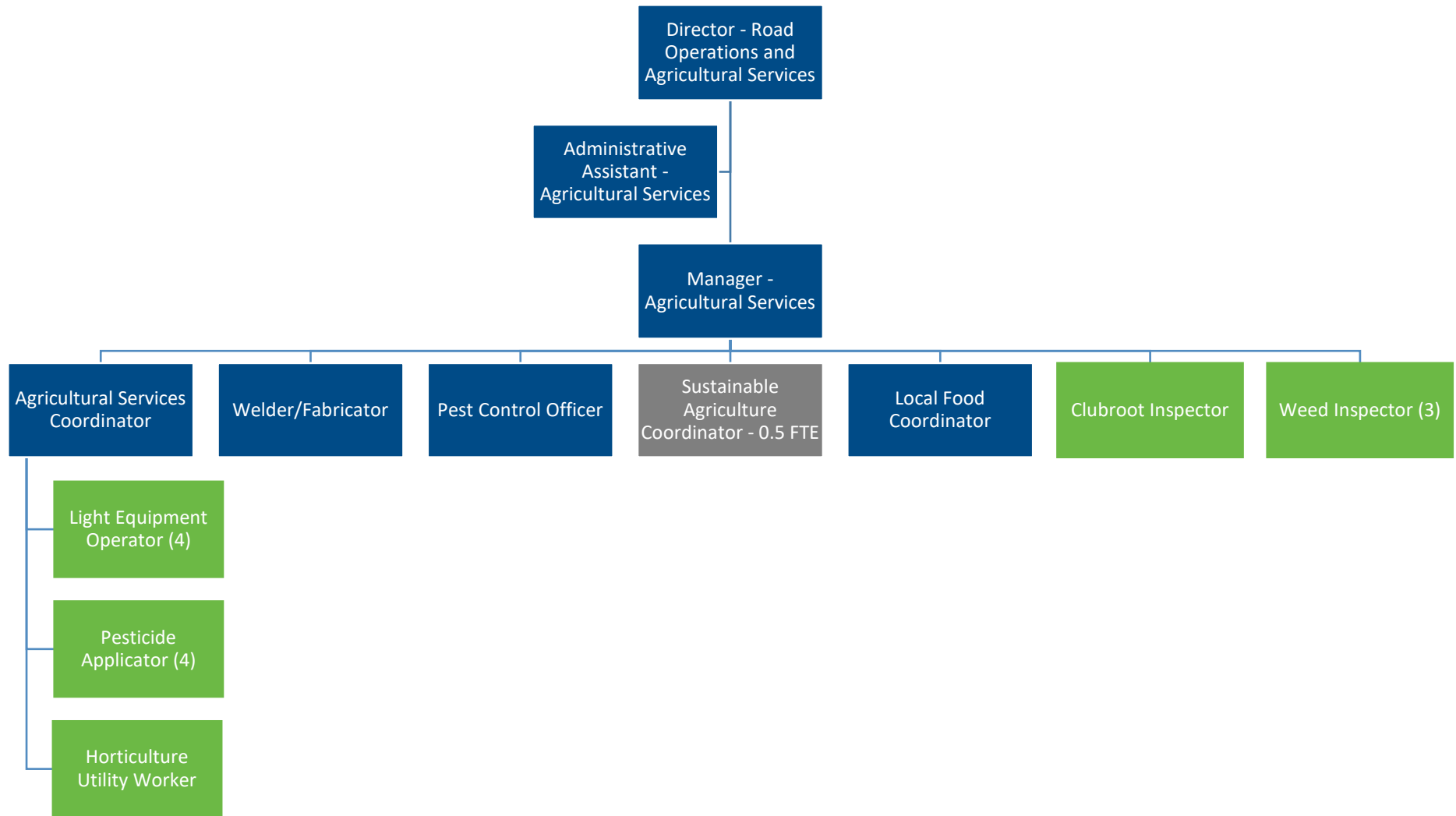
Weed control

- Achieves weed control on County-owned lands and road allowances through an integrated vegetation management program.
- Educates property owners on weed control requirements and, when necessary, enforce compliance under the provincial *Weed Control Act*.

Wild animal pest control

- Supports livestock producers by managing predatory coyotes and providing beaver control work to mitigate effects on Leduc County's infrastructure and productive agricultural lands.
- Manages the program for control of northern pocket gophers on agricultural land.

1.3: Organizational chart



2: Strategic priorities

Goal 1	Strategic priorities – Deep community connections and strong leadership Agricultural Services is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.
Goal 2	Strategic priority – A robust economy Capitalize on agriculture and local food production.

3: Department goals

Goal 3	Serve residents and visitors with continuous improvement of department services.
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4: Action plan

Goal 1

Agricultural Services is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.

Strategy 1.1

Review current department programs and processes to gain efficiencies.

Actions	Target dates	Deliverables and/or key performance indicators
Increase stakeholder awareness of Leduc County’s weed control program.	Q1 2025	Develop a weed control and inspection communication plan to inform stakeholders on municipal expectations and landowner responsibilities.
	Q2 2025	Implement communication plan with specific stakeholder profiles: <ul style="list-style-type: none"> Country residential properties Small holding agricultural properties Residents who have reported a weed concern
	Q3 2025	All weed related concerns and complaints that are received through Report a Concern or phone complaint are recorded and actioned, and administration to provide regular updates to the Agricultural Service Board.
Develop a procedure for identifying sightline issues and controlling brush within Leduc County right-of-ways.	Q1 2025	Develop an administrative directive between Agricultural Services and Road Operations to identify and control brush within Leduc County right-of-ways with priority being sightline safety concerns.
	Q3 2025	Identify, remove and record completion of 30 areas of brush.

Goal 2

Capitalize on agriculture and local food production.

Strategy 2.1

Evaluate Leduc County's 2019 Local Food Initiative and continue to implement local food-related initiatives in 2025 for agricultural producers to highlight their products to local and regional markets and consumers.

Actions	Target dates	Deliverables and/or key performance indicators
Complete a five-year evaluation of Leduc County's 2019 Local Food Initiative.	Q2 2025	Prepare and present report to Agricultural Service Board on the state of local agriculture in Leduc County and the successes of the first five years of the Local Food program.
	Q3 2025	Create a program overview document of the Local Food Initiative for distribution to Leduc County residents and local food stakeholders.

Goal 3

Serve residents and visitors with continual improvement of department services.

Strategy 3.1

Review and evaluate current programs.

Actions	Target dates	Deliverables and/or key performance indicators
Engage public to address areas of interest of agricultural workshops.	Q1 2025	Develop a strategy to identify topics of interest for our agricultural stakeholders.
	Q2 2025	Initiate the strategy and gather input from stakeholders through an: <ul style="list-style-type: none">• Online survey• Ag Matters newsletter• Feedback from workshop participant surveys
	Q4 2025	Host three workshops related to topics identified through our public engagement.
Review and refine current weed control program on municipally controlled lands to support consistent tracking and recording of herbicide application.	Q1 2025	Review current geographic information system (GIS) mapping of herbicide applications and create a revised mapping tool.
	Q2 2025	Update and implement revised GIS mapping for seasonal herbicide application activities.



Assessment and Land Management Services

2025 Operational Plan

1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

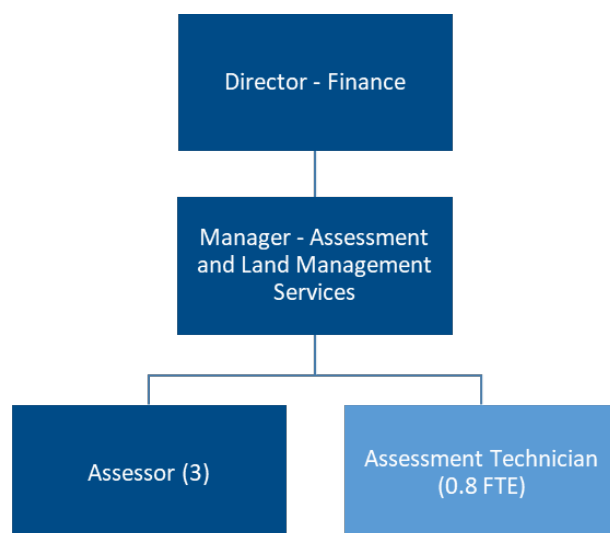
Assessment

- The Assessment and Land Management Services department successfully produces and defends the assessment roll for Leduc County and submits the roll to Municipal Affairs for the purpose of audit and equalized assessment.
- Responsible for maintaining the ownership and sales records of all properties within Leduc County.
- Provides customers, property owners, real estate and valuation professional's information and support to understand the assessment process and outcomes.
- Engages with all customers in order to have a full understanding of the market and economic conditions present within the Leduc County region.
- Supports the taxation function as it relates to assessment to maintain a consistent tax base to facilitate Leduc County initiatives.
- Supports all departments with property information and market perspective, as required.
- Provides education and insight into the assessment process and legislation for administration, Council and County departments.

Land management

- Provides management oversight for County-owned land.
- Maintains a multi-department, collaborative land management approach to share pertinent information as it relates to County-owned land.
- Maintains, develops, and updates County-owned land policies, directives and procedures.
- Manages required processes for County-owned land leases.
- Maintains the County-owned land database and a central file system for County-owned land documents.
- Reviews and maintains legal agreements.

1.3: Organizational chart



2: Strategic priorities

Goal 1	Strategic priority – Strong leadership Develop policies and procedures to streamline land management processes, ensuring efficiency and consistency in the oversight of County-owned properties so decisions can be made that are well-informed, measured and supported through data.
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3: Department goals

Goal 2	Increase customer service and department efficiencies to ensure accurate, fair and defensible assessments that comply with all legal and regulatory requirements.
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4: Action plan

Goal 1

Strategic priority – Strong leadership

Develop policies and procedures to streamline land management processes, ensuring efficiency and consistency in the oversight of County-owned properties so decisions can be made that are well-informed, measured and supported through data.

Strategy 1.1

Collaborate with departments to review and enhance current processes for managing county-owned land to ensure efficiency, compliance, and optimal use of resources.

Actions	Target dates	Deliverables and/or key performance indicators
Establish land management policies and administrative directives for license to occupy and encroachments.	Q1 2025	Policy for the use of undeveloped road allowances approved by Council.
	Q4 2025	Administrative directives approved.

Goal 2

Increase customer service and department efficiencies to ensure accurate, fair and defensible assessments that comply with all legal and regulatory requirements.

Strategy 2.1

Enhance customer service through the development of online forms.

Actions	Target dates	Deliverables and/or key performance indicators
Create an online request for information form specifically for non-residential and income producing properties.	Q4 2025	An online request for information form for non-residential and income producing properties.

Strategy 2.2

Convert from the 2001 manual to the 2021 assessment residential manual to provide greater flexibility in defining and identifying assessment characteristics.

Actions	Target dates	Deliverables and/or key performance indicators
Update our CAMALOT system to the most recent residential manual.	Q3 2025	Report to executive leadership team once the transfer is complete.



2025 Corporate Plan

1: Corporate Plan

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Agricultural Services

Assessment and Land Management Services

Corporate Services

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Engineering

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Fire Services

Fleet Services

Parks and Recreation

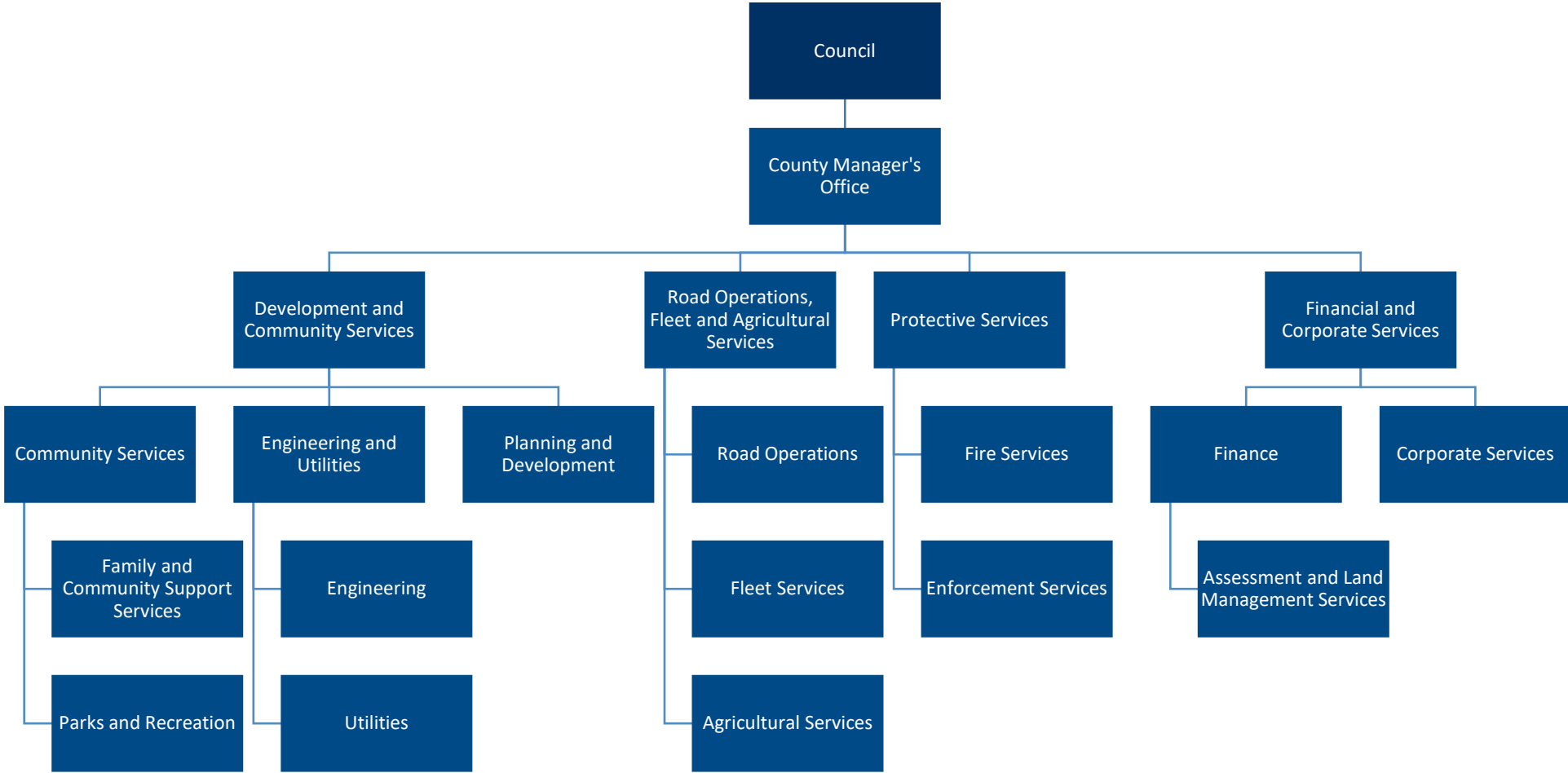
Planning and Development

Road Operations

Transit

Utilities

1.3: Organizational chart



2: Strategic priorities

The Corporate plan outlines department initiatives that move Council's strategic priorities forward and are the County's priorities for the upcoming year.

2024 – 2025 High priority strategies

- Maintain a safe County.
 - Provide and maintain safe transportation infrastructure.
 - Enforcement of the Urban Standards bylaw.
- Create an engaged community.
 - Increase regular communication to residents on County initiatives, services, projects and programs.

Strategic pillar – Deep community connections

- Maintain a safe County.
- Work with community partners to meet the needs of County seniors.
- Develop recreation opportunities within the County.
- Promote the historic roots of Leduc County.

Strategic pillar – A robust economy

- Increase investment attraction.
- Build economic resilience.
- Enable increased economic growth and diversification with partners' assistance.
- Explore methods of providing increased public transportation.
- Capitalize on agriculture and local food production.
- Create efficient transportation infrastructure that meets community needs.
- Establish an effective transportation network to further advance economic development in Leduc County.

Strategic pillar – Strong leadership

- Create an engaged community.
- Demonstrate leadership in regional initiatives and organizations.
- Promote environmental, social and governance principles.

Values

- Accountability
- Integrity
- Passion
- Responsiveness

3: Action plan

Goal 1

Support democratic process of local government election in fall 2025.

Strategy 1.1 – *Strong leadership*

Follow legislated processes as defined in the *Local Authorities Election Act*.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
County Manager's Office	Provide nomination and candidate's information package.	Q1 2025	Nomination and candidate's information package created and made available.
	Conduct the election process.	Q4 2025	Conduct election that is fair and transparent.
	Complete a council orientation.	Q4 2025	Post-election council orientation held.

Goal 2

Continue to evolve and advance County practices and operations to support urban services areas and its growth.

Strategy 2.1 – *Maintain a safe County*

Respond to nuisance and unsightly premises and promote compliance.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Enforcement Services	Partner with Planning and Development to address concerns about vacant and occupied lands in the residential subdivisions of Royal Oaks, Diamond Estates, Lucas Estates, East Vistas and the hamlet of New Sarepta.	Q2 2025	Distribute annual Urban Standards Bylaw public information campaign.
			Enforce the Urban Standards Bylaw regulations pertaining to the summer maintenance of developed and undeveloped lots in the residential areas.

Strategy 2.2 – *Maintain a safe County*

Engage in planning for future fire service delivery according to development in East Vistas.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Fire Services	Conduct a comprehensive needs assessment for future fire service delivery based on anticipated development in East Vistas.	Q4 2025	Plan is developed for future level of fire service delivery in East Vistas.

Strategy 2.3 – *Strong leadership*

Establish resources and policies to support land stewardship and preservation.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Parks and Recreation	Develop policies to support future park development and operations.	Q2 2024	A parks maintenance standards policy approved by Council.

		Q3 2025	A municipal reserve policy to guide development and support parks and recreation service provision approved by Council.
		Q3 2025	An information guide to inform residents of opportunities to preserve and protect their land created and available on the website.

Goal 3

Continue to implement improvements to policies and processes related to land development, planning approvals, anticipated growth and investment readiness.

Strategy 3.1 – *A robust economy*

Continue to develop and refine policies and procedures related to land development in Leduc County.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Planning and Development	Continue to lead the activities of the multi-departmental Development and Infrastructure Review Team (DIRT) administrative committee.	Q2 2025	Policy adopted to guide road dedication requirements related to the land subdivision process.
		Q2 2025	Policy adopted to define circumstances under which Real Property Reports are required during the development approval process.

Strategy 3.2 – *A robust economy*

Update the Greater Nisku and Area Offsite Levy Bylaw.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Planning and Development	Participate in the updating of the Greater Nisku and Area Off-site Levy Bylaw and accompanying administrative directives and procedures.	Q4 2025	Complete fee calculations, draft bylaw and stakeholder engagement.
		Q2 2026	An updated Greater Nisku and Area Off-site Levy Bylaw adopted by Council along with the supporting documentation.

Strategy 3.3 – *A robust economy*

In conjunction with Engineering, ensure Leduc County is “business ready” for any potential new developments.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Utilities	Develop a utilities master plan to guide the strategic renewal and expansion of Leduc County utilities systems.	Q4 2025	Request for proposal prepared for posting in January 2026.
		Q1 2027	A utilities master plan adopted by Council.

Strategy 3.4 – *A robust economy*

Conduct analysis of anticipated changes to Leduc County's growth profile over the long term and identify strategies to address challenges.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Planning and Development	Create a comprehensive, multi-sectoral strategy for the long-term growth and development of Leduc County.	Q3 2025	Complete preferred growth scenario development.

Strategy 3.5 – *A robust economy*

Secure a long-term land supply to support employment and non-residential assessment growth in the County.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Planning and Development	Complete West Lands Area Structure Plan for lands west of Edmonton International Airport (YEG).	Q4 2025	Completion of a draft area structure plan document, including future transportation corridor definition, a servicing strategy and a high-level land use concept.
	Complete 510 Local Area Structure Plan for remaining unplanned area of North Nisku.	Q2 2025	Adoption of completed local area structure plan by Council.

Goal 4

Enhance the County's commercial tank inspection program.

Strategy 4.1 – *Maintain a safe County*

Increase fire prevention and inspection compliance to align with the Quality Management Plan.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Fire Services	Develop a tank inspection program.	Q3 2025	Incorporate a database of tanks within Leduc County software systems.
		Q4 2025	Formalize a tank inspection process.
		Q4 2025	Develop a periodic tank inspection schedule.

Goal 5

Support the business needs of the organization by providing safe, secure, innovative, and sustainable systems.

Strategy 5.1 – *Deep community connections, strong leadership and value of accountability*

Enhance resident knowledge, budget transparency and convenience to our residents through the implementation of budgeting software.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Finance		Q2 2025	Completion of new reports for 2025 quarterly reporting.

	Implement a budgeting software to enhance current reporting and budgeting capabilities.	Q4 2025	Completion of refreshed 2026 interim budget documents.
		Q4 2025	Online interactive budget webpage for Council and residents to reference throughout the budget process and future years.

Strategy 5.2 – *Deep community connections, strong leadership and value of accountability*

Conduct a phased implementation of the new Enterprise Resource Planning (ERP) system, including comprehensive stakeholder engagement, targeted training programs and regular progress review to ensure smooth adoption and minimize disruptions.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Finance	Implement a new ERP software to enhance department collaboration, decision-making and customer service.	Q3 2025	Communications plan for internal staff and external stakeholders.
		Q4 2025	Completion of interactive in-person training throughout the organization.
		Q4 2025	Regular progress reviews provided to Council through the quarterly reporting process.

Strategy 5.3 – *Value of responsiveness*

Expand payment options and locations to improve customer convenience and accessibility.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Finance	Support implementation of point-of-sale systems in Planning and Development.	Q4 2025	Additional point of sale terminals added.

Strategy 5.4 – *Value of accountability*

Ongoing commitment to execute the action plans of corporate strategy documents.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Corporate Services	Complete a review of the five-year Information Management and Technology strategic plan.	Q4 2025	Review the current strategic plan and report on progress to Council.
Corporate Services	Complete a Leduc County facilities' master plan.	Q4 2025	Create a current state report of existing County facilities.
		Q4 2025	Prepare request for proposals (RFP) document for 2026 implementation.
Fleet Services	Execute actions from Leduc County's Fleet Management Strategy.	Q1 2025	Fleet management committee to prioritize action plan work to be completed in 2025.

		Q4 2025	Report to Council on the advancement of fleet management practices.
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Goal 6

Demonstrate leadership in regional and intermunicipal initiatives.

Strategy 6.1 – *Strong leadership*

Work jointly with the City of Leduc to define mutual growth aspirations.

Lead department	Actions	Target dates	Deliverables and/or key performance indicators
Planning and Development	Create and document mutual expectations for long-term County and City growth.	Q1 2025	Mutual expectations developed and documented.

1: Department services

1.1: Our mission

Corporate Services strives to provide innovative solutions, support and services in the best interest of our customers.

1.2: Service areas

Leadership and administration

- Leads and supports the Corporate Services team's successful delivery of strategic, reliable, and valued support to the organization that aids in the achievement of strategic objectives.
- Leads the preparation, oversight, and alignment of the Corporate Services budget, ensuring responsible and appropriate use of municipal funds.
- Promotes the delivery of consistent customer service that is valued by our clients, Council, and our residents.
- Provides administrative support to the various business units within Corporate Services and the director, as required.
- Coordinates, tracks, reports and provides oversight of all insurance claims for the County.
- Coordinates and provides support for employee events and recognition, corporate events and Corporate Services team planning sessions.
- Designs, codes and implements new computer software programs.
- Improves and supports existing systems by identifying current challenges and implementing modifications or enhancements.
- Assists with determining operational system objectives by studying business functions, gathering information, evaluating output requirements and formats, and offering best-practice solutions and recommendations for improvements across the organization.

Fleet and facilities

- Provides leadership, along with collaboration with municipal staff and external partners to ensure repairs to, maintenance of and lifecycle planning for municipal buildings.
- Supports the request for proposal process for the purchase and distribution of municipal fleet and equipment.
- Provides expertise regarding optimal space utilization, standardization of facilities systems and processes and prioritization of facilities-related projects.
- Provides oversight of insurance services related to fleet and facilities.
- Provides supervision and administration of custodial services for several county facilities.
- Provides custodial services in Leduc County municipal offices and ensures workspaces and common areas meet customer service standards.

Geographic Information Systems (GIS)

- Provides support, enhancement and maintenance in the Enterprise GIS environment.
- Provides corporate leadership and stewardship in GIS.
- Works with departments to develop new GIS-centric solutions or integration into business applications.

Health, safety and wellness

- Supports the organization by researching and implementing a comprehensive health, safety and wellness program that meets legislated requirements.
- Leads the coordination and management of the organization's Workers' Compensation Board (WCB) and supports workplace accommodations, in consultation with human resources.
- Leads, arranges and/or delivers all required and work-specific safety training.

Human Resources (HR)

- Provides human resources services that support the employee lifecycle and aligns with organizational goals.
- Supports the organization in attracting and retaining the right people, with the right skills, within the time frame that their services are required.
- Functions as an advocate for both employees and the organization.
- Provides consultation and develops programs and directives in the areas of recruitment, compensation, onboarding, disability and leave management, accommodation, training and development, performance management, terminations, psychological health and safety and change management.
- Supports the leadership team in fostering a positive organizational culture and employee experience.

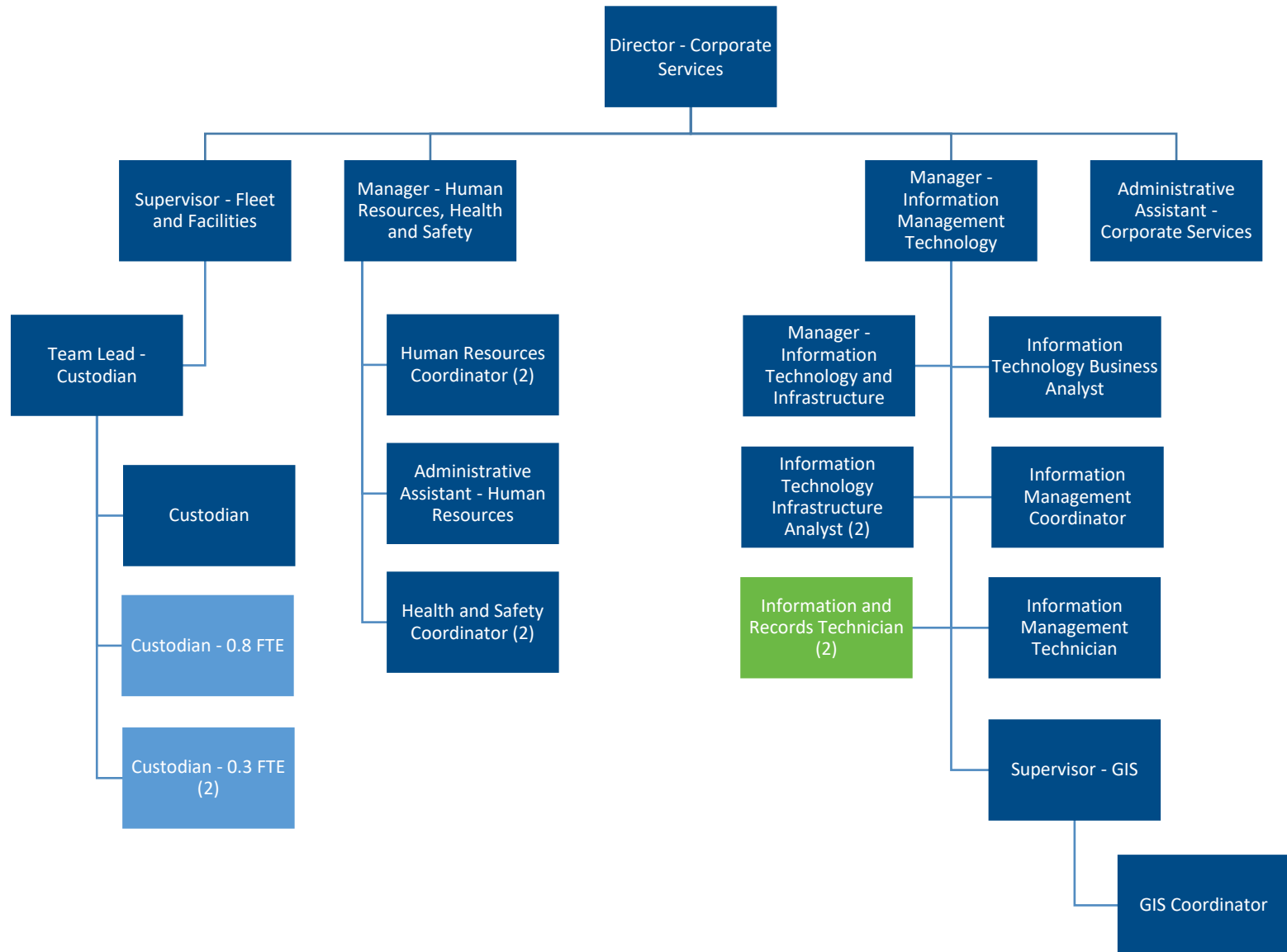
Information technology (IT)

- Develops and maintains IT policies, procedures, workflows, and network and business systems architecture, which promotes data governance, assurance and security.
- Executes the procurement, maintenance and support of all hardware components, the network infrastructure, telephone, and all other equipment required for the organization to function efficiently.
- Supports and provides assistance to the end users with respect to software and the management and storage of electronic data.
- Partners with all lines of business to provide innovative, forward-thinking technological solutions to meet business and County needs.
- Works with business areas to identify business needs and/or challenges.

Information and records management

- Provides leadership, support and guidance in the records management lifecycle, ensuring the efficient storage, retrieval, retention and destruction of corporate records.
- Verifies records are scanned and filed as per the approved file structure.
- Guides the *Freedom of Information and Protection of Privacy Act (FOIP)* and information request process on behalf of the organization, ensuring legislative compliance and timely delivery of information.

1.3: Organizational chart



2: Department goals

Goal 1	Support the business needs of the organization by providing safe, secure, innovative, and sustainable systems.
Goal 2	Increase knowledge and development of human resources best practice procedures and practices.
Goal 3	Increase awareness of health and safety expectations with all stakeholders and ensure best practice procedures and practices are in place to enable a safe and healthy work environment.

3: Action plan

Goal 1

Support the business needs of the organization by providing safe, secure, innovative, and sustainable systems.

Strategy 1.1

Develop strategies to guide the projects and operations of Information Management and Technology (IMT).

Actions	Target dates	Deliverables and/or key performance indicators
Complete a review of the 5-year IT strategic plan.	Q3 2025	Review the current strategic plan and create a report on progress.
	Q4 2025	Present report and recommendations to Council for approval.

Goal 2

Increase knowledge and development of human resources best practice procedures and practices.

Strategy 2.1

Develop foundational human resources programs based off standards from the Mental Health Commission of Canada.

Actions	Target dates	Deliverables and/or key performance indicators
Incorporate the 13 factors of psychological health into the County's HR administrative directives, practices and training.	Q4 2025	Administrative HR documents and practices reflect content from the Mental Health Commission of Canada's 13 factors.

Goal 3

Increase awareness of health and safety expectations with all stakeholders and ensure best practice procedures and practices are in place to enable a safe and healthy work environment.

Strategy 3.1

Develop foundational health and safety programs based off Certification of Recognition (COR) processes and Occupational Health and Safety (OHS) compliance.

Actions	Target dates	Deliverables and/or key performance indicators
	Q1 2025	Identification and engagement of department stakeholders for developing contractor

Complete a Contractor Management strategy in relation the Health and Safety program to adhere to a key COR audit deliverable.		management strategy components is completed.
	Q4 2025	Contractor Management strategy and related administrative directives are completed.

1: County Manager's Office

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Corporate leadership

- Provides oversight of County departments, programs, and services.
- Maintains balanced and responsive budgets.
- Continues to build a corporate culture that values customer service, fairness, equity and transparency.
- Motivates and inspires the organization to engage in strategic visioning.
- Provides support to Council governance.
 - Oversees actions needed to turn Council's vision and priorities into reality.
 - Supports Council in municipal government matters.
 - Provides advice and guidance to Council.
- Provides legislative oversight to the organization.
 - Ensures compliance with legislative requirements.
 - Maintains the County's bylaws, meeting minutes and policies.
 - Provides advice to staff, committee members and Council, including explanation and interpretation of bylaws, meeting protocols, procedures, rules of order and legislative requirements.
- Responds to residents and businesses.
 - Responds to citizen concerns in a timely manner.
 - Encourages the community to participate in the civic process.
- Oversees the asset management program for the organization.

Communications

- Ensures messages and strategies are supportive of civic participation and align with Council's strategic plan and County priorities.
- Provides strategic communications counsel and tactical support to Council, senior leadership, and County departments to create open, transparent, proactive, and two-way communication within the County and between the County and the people it serves.
- Protects the County's reputation, corporate identity, and brand.
- Plans, develops, and disseminates valuable information that is timely, accurate, clear and consistent.

Economic development

- Focuses on growing a diverse employment base in the County through investment attraction and business retention and expansion activities.
- Communicates and coordinates with regional partners, including Edmonton Global, Edmonton International Airport (YEG), Invest in Canada and Invest Alberta, on regional economic development activities and opportunities.
- Provides advice to Council on matters related to the County's state of investment readiness, and executes the direction set out in the County's Investment Strategy.

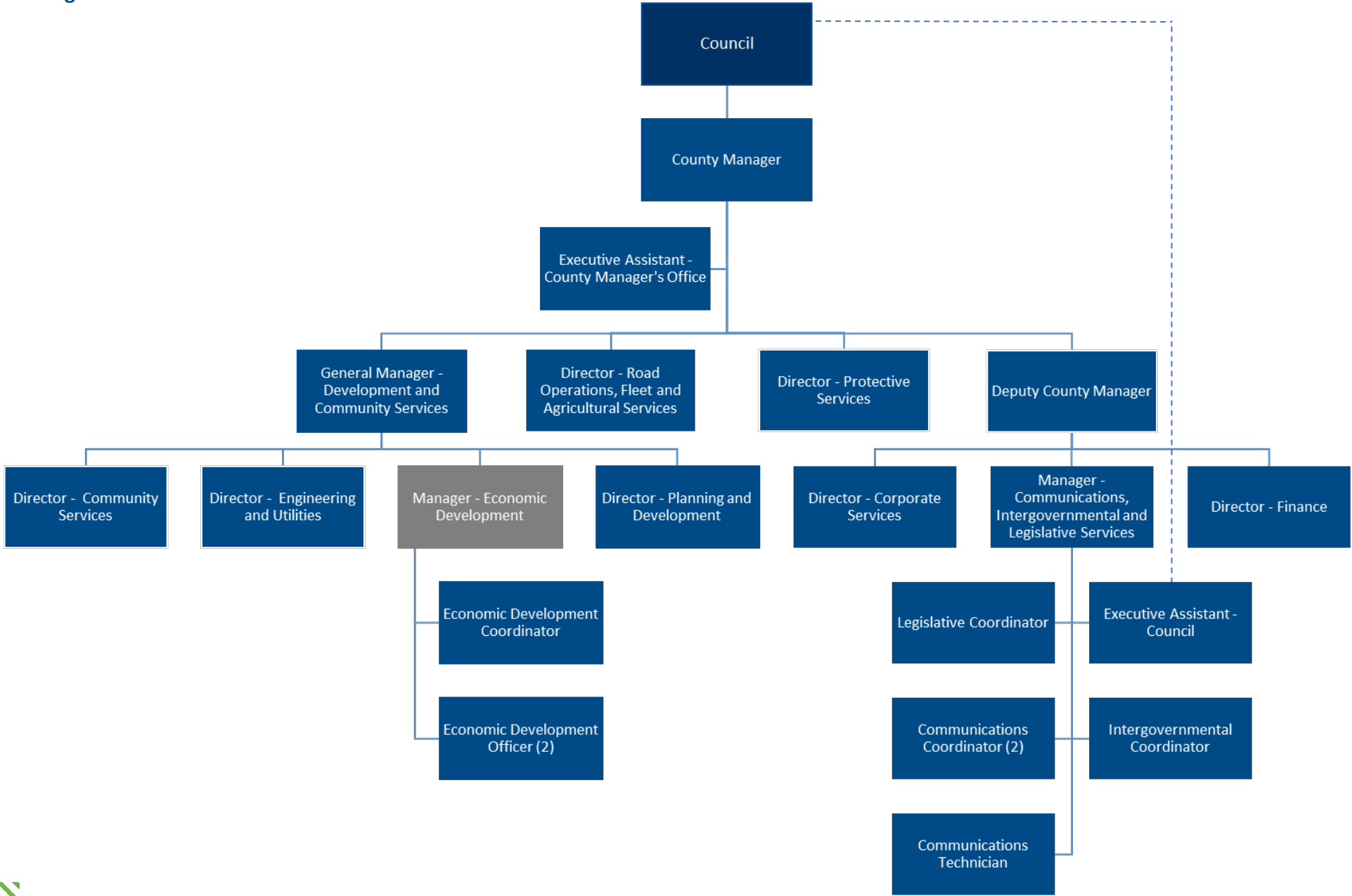
Elections

- Provides information to prospective candidates.
- Provides information to voters, including voting stations, candidate information and voting dates, and promotes the election to encourage voter turnout and civic participation in government.
- Facilitates the election, including accepting nominations, operating voting stations and counting of ballots.
- Assists area school boards with trustee elections and facilitates these elections alongside the municipal election.
- Communicates election results as per legislative requirements.
- Provides council orientation to elected officials following the election.

Intergovernmental relations

- Builds relationships with all orders of government to demonstrate strong leadership and advance Leduc County priorities.
- Develops and implements an ongoing advocacy strategy for the organization and supports elected officials by providing them with the necessary information to inform their advocacy work.
- Conducts environmental scans and research on intergovernmental initiatives, to inform strategy development.

1.3: Organizational chart



2: Strategic and Corporate Priorities

Strategic priority – All County Manager’s Office will create an environment that supports department initiatives that move Council’s strategic priorities forward.	
Goal 1	Strategic priorities – Deep community connections and strong leadership The County Manager’s Office is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their corporate plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – A robust economy Continue to enhance Leduc County’s advocacy plan to build relationships with other levels of government and external agencies and raise awareness to advance the County’s priorities.
Goal 3	Strategic priority – Strong leadership Create an engaged community.
Goal 4	Strategic priority – Strong leadership Promote environmental, social and governance principles.
Goal 5	Strategic priority – A robust economy Enable increased economic growth and diversification to build economic resilience.
Corporate leadership County Manager’s Office will create a team environment that empowers individuals and groups to contribute to effective organizational management.	
Goal 6	Corporate priority Continue to build a corporate culture that inspires staff to excel in their roles and contribute to organizational success.
Goal 7	Corporate priority Serve residents and businesses through efficient, effective and comprehensive municipal services.

3: Action plan

Goal 1

The County Manager’s Office is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in their corporate plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Incorporate feedback received from the Citizen Satisfaction Survey into tangible action items across the organization.

Actions	Target dates	Deliverables and/or key performance indicators
Feedback from the 2023 Citizen Satisfaction Survey indicated 38 per cent of respondents believe Leduc County informs citizens about how their input influenced decisions with a public participation component. Moving forward, Leduc County will incorporate a <i>What We Did</i> section into its public participation reporting to better inform citizens about how	Q1 2025	Incorporate a <i>What We Did</i> section in public participation <i>What We Heard</i> reports as a new standard for Leduc County public participation campaigns. The What We Heard report template will be updated and used for upcoming public participation projects.

their input impacted the outcome of projects with a public participation component.		
Initiate project planning for the delivery of a Citizen Satisfaction Survey in early 2026.	Q4 2025	Engage a third-party consultant to conduct the 2026 survey.

Goal 2

Continue to enhance Leduc County's advocacy plan to build relationships with other levels of government and external agencies and raise awareness to advance the County's priorities.

Strategy 2.1

Continued advancement of intergovernmental relationships and the advocacy plan.

Actions	Target dates	Deliverables and/or key performance indicators
Enhance and implement advocacy plan and related strategies.	2025	Provide quarterly updates to the Governance and Priorities Committee on advocacy plan deliverables and achievements.

Goal 3

Create an engaged community.

Strategy 3.1

Continue to enhance communication practices to support an engaged community.

Actions	Target dates	Deliverables and/or key performance indicators
Transition to a monthly County Chronicle.	Q1 2025	Distribution of the first edition of the monthly Chronicle in February 2025.
	Q1 2026	Evaluate and report on the new distribution cycle and format.
Implement a new citizen relationship management (CRM) software.	Q4 2025	Evaluate current software functionality for CRM and select the best platform for implementation across the organization.
	Q1 2026	Launch new CRM platform.

Goal 4

Promote environmental, social and governance principles.

Strategy 4.1

Integrate environmental, social, and governance (ESG) principles into County operations.

Actions	Target dates	Deliverables and/or key performance indicators
Execute Leduc County's ESG strategy's action plan.	Q4 2025	Report to Council to provide an update on the execution of the deliverables of the three-year action plan.

Goal 5

Enable increased economic growth and diversification to build economic resilience.

Strategy 5.1

Establish Leduc County as the preferred investment location in the region.

Actions	Target dates	Deliverables and/or key performance indicators
Complete a Leduc County marketing strategy	Q1 2025	A marketing strategy approved by Council.
Implementation of Leduc County's marketing strategy.	Q4 2025	Complete high priority deliverables identified in the marketing strategy.

Strategy 5.2

Remove barriers for Leduc County businesses.

Actions	Target dates	Deliverables and/or key performance indicators
Refinement and integration of economic tools and supports for County businesses.	2025	Provide monthly updates to the Governance and Priorities Committee on economic development deliverables and achievements.

Strategy 5.3

Continue to build on the County's business retention and expansion program to build strong relationships with the business community.

Actions	Target dates	Deliverables and/or key performance indicators
Execute a robust business visitation program across the County.	2025	Conduct 200 business visits/connections with existing County businesses.

Strategy 5.4

Leverage collective resources with partner agencies and organizations to maximize investment attraction and readiness opportunities for the County.

Actions	Target dates	Deliverables and/or key performance indicators
Collaborate with local agents, brokers, developers, and businesses for joint investment missions, combined development attraction activities and business development events.	2025	Conduct two joint trade missions with partner agencies and organizations that align with the County's Investment Strategy.

Goal 6

Continue to build on a corporate culture that inspires staff to excel in their roles and contribute to organizational success.

Strategy 6.1

Establish programs to support and motivate staff.

Actions	Target dates	Deliverables and/or key performance indicators
Continue to enhance the ways we recognize and show appreciation to staff.	2025	Enhance recognition opportunities for staff.

Strategy 6.2

Continued commitment to an effective health and safety program.

Actions	Target dates	Deliverables and/or key performance indicators
County Manager's Office participation and support in health and safety initiatives, such as toolbox meetings and site inspections.	Q4 2025	10 activities attended per year.

Goal 7

Serve residents and businesses through efficient, effective, and comprehensive municipal services.

Strategy 7.1

Ongoing evaluation of Leduc County's governance practices.

Actions	Target dates	Deliverables and/or key performance indicators
Complete a governance review.	Q1 2025	Conduct an environmental scan review of best practices for municipal governance.
	Q2 2025	Examine opportunities for efficiencies in meeting schedules.

1: Department services**1.1: Our mission**

Leduc County is dedicated to serving the residents, businesses, and visitors by providing effective law enforcement. Community peace officers and staff are committed to the protection of County interests and the safe transportation of people and goods.

1.2: Service areas**Leadership and administration**

- Provides overall management and supervision of the department and its programs including the enforcement of municipal bylaws and provincial legislation.
- Develops short and long-term strategies, operational plans and budgets.
- Delivers community information campaigns and programs.
- Provides recommendations, activity reports, statistics and information to Council and the Protective Services Committee.
- Assists Fire Services with emergency preparedness and disaster services programs.
- Assists all other Leduc County departments providing public services to the community.
- Monitors enhanced policing service contracts and coordinates with RCMP.

Bylaw and animal control

- Responds to public complaints regarding property concerns.
- Takes action to address unsightly premises determined to be detrimental to the community.
- Responds to and investigates dog control and other bylaw matters.
- Takes action to secure and, if necessary, impound dogs found to be at large.
- Liaises with rescue organizations to find homes for unclaimed dogs.

Enhanced policing

- Funds RCMP enhanced policing positions that benefit our residents, and ratepayers as follows:
 - General enhanced police officer with Leduc RCMP, who works primarily in the Leduc County area; this position is paid for in full by Leduc County.
 - Administrative position with Thorsby RCMP detachment; this position is cost-shared with the Town of Thorsby.
 - School resource officer position with support from Black Gold School Division.
 - Other temporary enhanced policing needs as requested or required for special events during the year.

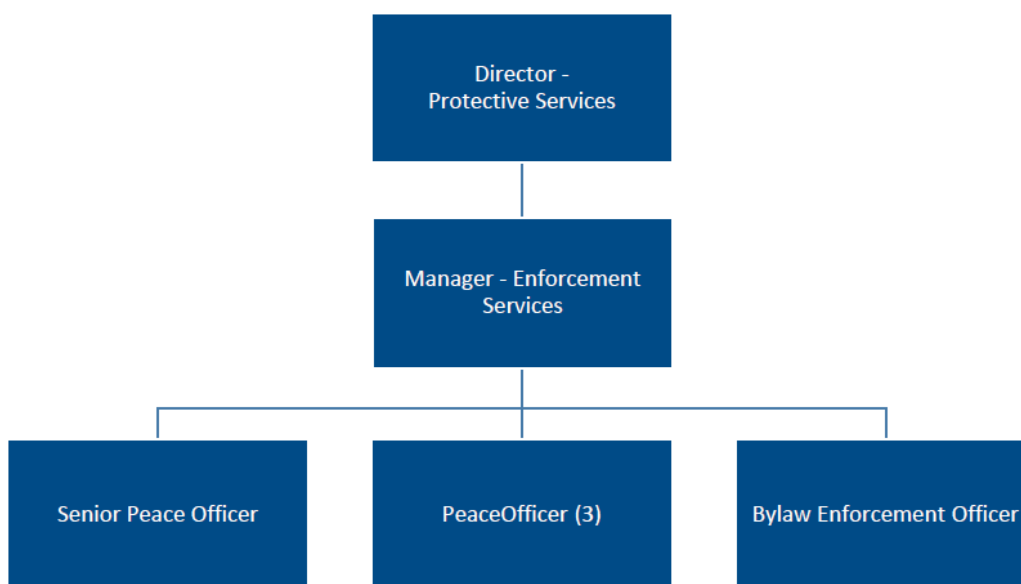
Regional training

- Hosts external training for other law enforcement agencies including a vehicle dimension and weights course and a speed detection instruments course.

Traffic safety

- Enforces County bylaws and provincial legislation in accordance with the policies set by Council and the authorities obtained from the Government of Alberta.
- Assists Road Operations and Engineering with the protection of transportation infrastructure.
- Issues warnings and chargers for infractions within the jurisdiction of Enforcement Services.
- Liaises and coordinates traffic safety initiatives with the various regional law enforcement partners within Leduc County.
- Engages and educates off-highway vehicle users during proactive quad patrols on municipal reserves near creeks, pathways and river valleys.
- Presents off-highway vehicle public safety program to high school students in the region.
- Works with Transport Canada and Leduc County's Parks and Recreation department to engage and educate vessel motorists during proactive patrols on lakeshores and by boat on local bodies of water.

1.3: Organizational chart



2: Strategic priorities

Goal 1	Strategic priorities – Deep community connections and strong leadership Enforcement Services is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.
Goal 2	Strategic priority – Strong leadership Promote and enhance traffic safety.
Goal 3	Strategic priority – Strong leadership Assist emergency services (police, fire, EMS, emergency management).
Goal 4	Strategic priority – Deep community connections Build and strengthen community relationships and support meaningful community engagement.
Goal 5	Strategic priority – Strong leadership Promote public safety on bodies of water and off-highway lands.

3: Action plan

Goal 1

Enforcement Services is committed to increasing citizen satisfaction with Leduc County's municipal services and will incorporate actions in their operational plan in response to the feedback received in the 2023 Citizen Satisfaction survey.

Strategy 1.1

Respond to nuisance and unsightly premises and promote compliance.

Actions	Target dates	Deliverables and/or key performance indicators
Address nuisance and unsightly properties in partnership with the Planning and Development and Agricultural Services departments.	2025	Respond to property complaints within three business days.
	Q3 2025	Bring nuisance properties into compliance before winter.

Strategy 1.2

Explore the need for new bylaw regulations.

Actions	Target dates	Deliverables and/or key performance indicators
Evaluate data regarding the need additional bylaw regulations in the East Vistas and New Sarepta.	Q4 2025	Compile data collected from citizen concerns, county departments and external agencies to inform future bylaw requirements.
	Q2 2026	Provide Council with a summary data collected from citizen concerns, county departments and external agencies, regarding new bylaw regulations that may be considered in the next revision of the Urban Standards Bylaw.

Goal 2

Promote and enhance traffic safety.

Strategy 2.1

Protect infrastructure and educate road users through traffic enforcement and interactions.

Actions	Target dates	Deliverables and/or key performance indicators
Educate road users through traffic enforcement interactions and high-visibility traffic operations in key areas.	2025	Conduct a minimum of 700 dedicated traffic operations per year.
Assist departments in protecting of the County's road infrastructure through the enforcement of road bans.	2025	Conduct a minimum of 1,200 patrols per year on banned roads during road ban season.
Support initiatives that focus on commercial vehicle safety, cargo securement and dangerous goods.	2025	Conduct a minimum of 100 traffic stops for commercial cargo securement each year, in

		conjunction with the annual cargo securement awareness campaign.
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Strategy 2.2

Respond to concerns and data from the Traffic Advisory Committee and general public and record hot spots for occurrences and requests for increased patrols.

Actions	Target dates	Deliverables and/or key performance indicators
Conduct proactive patrols in identified hot spots with frequent complaints and/or incidents.	2025	Conduct 2,000 patrols in hot spots (including subdivisions) per year.

Strategy 2.3

Provide traffic control for parades and special events.

Actions	Target dates	Deliverables and/or key performance indicators
Provide traffic control for parades and special events such as Wizard Lake Canada Day parade, Leduc Black Gold parade, Calmar Fair Days parade and Santa Claus parade in the City of Leduc.	2025	Participate in special events throughout the year.

Goal 3

Assist emergency services (police, fire, emergency medical services (EMS) and emergency management).

Strategy 3.1

Respond to emergency public safety occurrences.

Actions	Target dates	Deliverables and/or key performance indicators
Assist with traffic control and scene safety at collisions, as requested.	2025	Statistics and ongoing updates provided to Protective Services Committee.
Assist police/fire/emergency medical services (EMS) and emergency management response to incidents, as requested.	2025	

Strategy 3.2

Collaborate in providing regional professional development opportunities, in accordance with Leduc County's strategic priority of "strong leadership."

Actions	Target dates	Deliverables and/or key performance indicators
Host and instruct commercial vehicle dimension and weights enforcement course.	Q3 2025	Provide one dimension and weights instruction course per year.
Host and instruct traffic speed enforcement course.	Q3 2025	Provide one RADAR course for the region per year.

Assess enhanced policing service levels and agreements.	Q3 2025	Assess enhanced policing service levels and agreements during annual budget preparation.
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Goal 4

Build and strengthen community relationships and support meaningful community engagement.

Strategy 4.1

Develop and maintain public relationships through awareness programs.

Actions	Target dates	Deliverables and/or key performance indicators
Participate in and support community special events, open houses, school presentations, and other engagement opportunities in collaboration with other departments and agencies.	2025	Summary of activities provided to Protective Services Committee (four times annually).
Annual evaluation of the Community Peace Officer Performance Plan.	Q4 2025	Evaluate the Community Peace Officer Performance Plan, recommend amendments to Council based on key performance indicators (KPIs) and projections for the following year.

Goal 5

Promote public safety on bodies of water and off-highway lands.

Strategy 5.1

Deliver summer boat/off-highway vehicle patrol program.

Actions	Target dates	Deliverables and/or key performance indicators
Promote boat safety through education, compliance and enforcement.	Q3 2025	Conduct a minimum of three safe boating awareness patrols and 10 shoreline operations in the summer months.
Promote off-highway safety through education, compliance and enforcement.	Q4 2025	Conduct a minimum of three off-highway vehicle patrols in the summer months.

1: Department services

1.1: Our mission

Engineering is dedicated to maintaining and improving Leduc County's municipal infrastructure and maximizing its life while meeting our citizens' needs.

1.2: Service areas

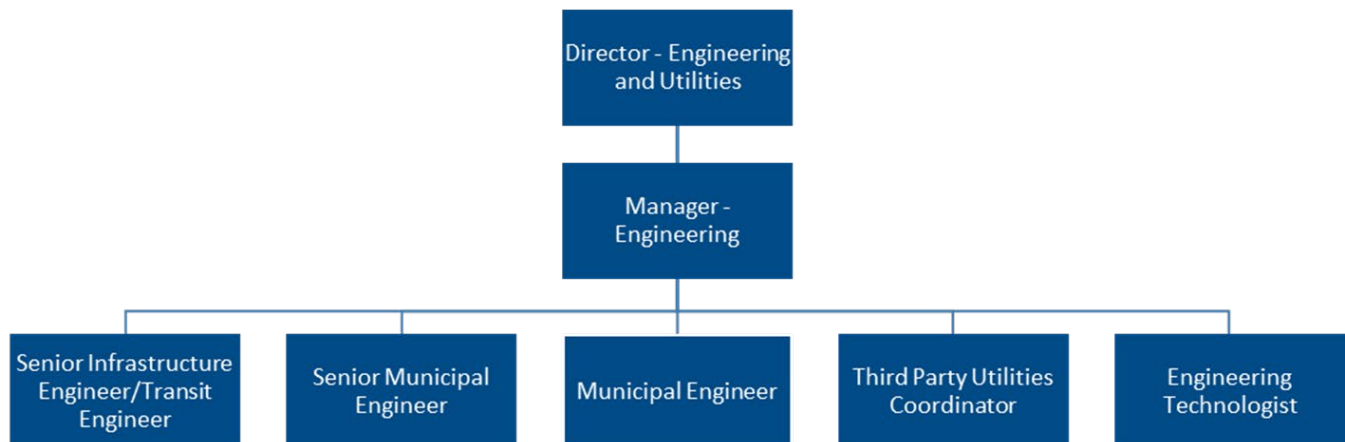
Engineering

- Develops and implements capital infrastructure maintenance and upgrade plans using prudent and appropriate asset management practices, completes the necessary infrastructure data collection to support the program development to generate:
 - a multi-year surfacing program; and
 - a multi-year bridge program.
- Leads the project management of the Utilities' department engineering projects.
- In conjunction with Road Operations, Agricultural Services and Planning & Development, investigates drainage concerns and develops plans to address issues.
- Reviews and approves design for developments and subdivisions within the County.
- Reviews and approves all applications for third-party utility activities.
- Administers the County's road use agreements.
- Supports all County departments' engineering needs.

Transit

- Manages the County's transit system to provide effective transit service while meeting users' needs.
- Engages with other transit authorities to provide seamless transit service to our users.

1.3: Organizational chart



2: Strategic priorities

Goal 1	Strategic priority – A robust economy Establish a County-owned aggregate source as an alternative to the open markets to effectively manage the County's future aggregate costs.
Goal 2	Strategic priority – A robust economy Create efficient transportation infrastructure that meets community and business needs.
Goal 3	Strategic priority – Strong leadership Continue to demonstrate leadership in regional initiatives and organizations.

3: Action plan

Goal 1

Establish a County-owned aggregate source as an alternative to the open market to effectively manage the County's future aggregate costs.

Strategy 1.1

Develop an alternate aggregate source for County purposes.

Actions	Target dates	Deliverables and/or key performance indicators
Obtain necessary permitting for development of the Genesee gravel source.	Q4 2025	Permitting in place to develop the Genesee gravel source.

Goal 2

Create efficient transportation infrastructure that meets community and business needs.

Strategy 2.1

Develop and implement a surfaced-road maintenance and rehabilitation program.

Actions	Target dates	Deliverables and/or key performance indicators
Monitor and report on the pavement network condition rating.	Q3 2025	Year-over-year improvement on the pavement network rating. Report provided to PWC.
Implement and update the five-year pavement preservation plan.	Q4 2025	Five-year plan presented to PWC.

Strategy 2.2

Develop and implement gravel road reconstruction and maintenance programs using data from the rural roads study.

Actions	Target dates	Deliverables and/or key performance indicators
Monitor and report on the rural road network condition rating.	Q3 2024	Completion of rural road inspections.
	Q4 2024	Report showing year-over-year improvement on the rural road network rating. Report provided to Public Works Committee (PWC).

Goal 3

Continue to demonstrate leadership in regional initiatives and organizations.

Strategy 3.1

Continued participation in Edmonton Metropolitan Region Board working groups and collaboratives.

Actions	Target dates	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board's Stormwater Collaborative.	Q4 2024	Determine potential for regional collaboration for stormwater management.
Participate in the Alberta Transportation and Economic Corridors' Edmonton Regional Network Study.	Q2 2025	A completed Edmonton Regional Networks Study that aligns with the County's strategic goals.
Participate in the Regional Transit Technical roundtable.	Q4 2024	Determine opportunities for regional collaboration regarding transit.



1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

- Leads partnership, strategic planning and key initiatives with regional partners and stakeholders.
- Provides strategic direction and leadership to the department.
- Aligns visioning with community needs and identified trends within the region.

Family and Community Support Services (FCSS) program

- Provides a multi-municipal program to serve the residents of Leduc County, Calmar, Thorsby and Warburg.
- Guided by five principles that are fundamental to program success: prevention, volunteerism, community development, local autonomy and accountability.
- Develops locally driven, preventive social initiatives to enhance the well-being of individuals, families and communities.
- Assists individuals and families to develop or enhance organizational skills, conflict resolution and problem-solving skills; communication skills, healthy relationship-building skills, friendship skills and positive self-esteem.
- Completes simple income tax returns for seniors, people with disabilities and families/individuals with low income.

Bridges FASD (Fetal Alcohol Spectrum Disorder)

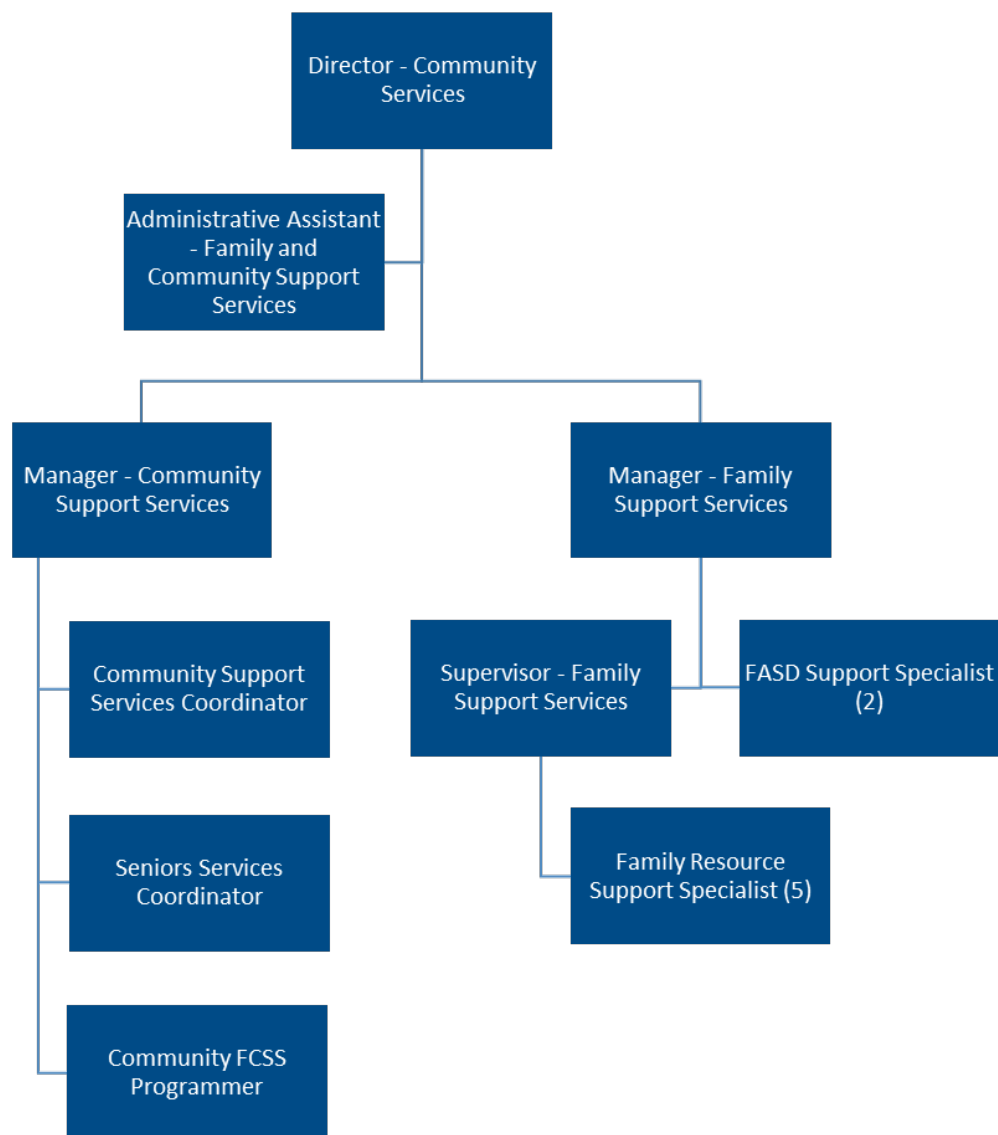
- Provides support to individuals who have been diagnosed or may have FASD.
- Assists individuals to reduce the impacts associated with social determinants of health.
- Provides community education and awareness related to the prevention of FASD.

Family Resource Network (FRN)

- Provides long-term support, mentorship, and advocacy for expecting parents, and/or parents with a baby less than one-year old, for families who due to varying factors are at risk.
- Provides information, referrals, parenting workshops such as Positive Discipline for Everyday Parenting, Circle of Security, Nobody's Perfect and Kids Have Stress Too. Participation is open to all community members.
- Provides in-home support for families who have children 1 to 18 years old. Shares information related to parenting and child development and connections to other supports in the community.



1.3: Organizational chart



3: Department goals

Goal 1	Strategic priorities – Deep community connections. Supporting parents with early childhood information, resources and supports.
Goal 2	Strategic priority – Deep community connections. Providing leadership in connecting agencies and community groups in social service provision.
Goal 3	Strategic priority – Deep community connections. Implement a program to support residents' knowledge of sustainable food security options.
Goal 4	Strategic priority – Deep community connections. Improving access to information and resources.

4: Action plan

Goal 1

Supporting parents with early childhood information, resources and supports.

Strategy 1.1

Parents will have access to opportunities to enhance child and youth development.

Actions	Target dates	Deliverables and/or key performance indicators
An early childhood resource guide will be prepared and shared with families. This guide will inform, educate and improve awareness of supports available to families in this region.	Q2 2025	A guide will be shared with Council.
	Q3 2025	The guide will be promoted to Leduc County families.
A school readiness initiative will be implemented to support families.	Q1 2025	A project plan will be developed that identifies outcomes, targets, and partnerships that will aid in improving school readiness for Leduc County children.
	Q4 2025	Year one programs and partnerships will be implemented. Examples include: <ul style="list-style-type: none">• Library reading programs for preschool children.• Partnerships with preschool providers to understand school readiness, domains and community challenges.• Events that support families with improved school readiness.

Goal 2

Providing leadership in connecting agencies and community groups in social service provision.

Strategy 2.1

Agencies and service providers will improve communication and sharing in support of residents.

Actions	Target dates	Deliverables and/or key performance indicators
Leduc County West Interagency meetings will be held with agencies and service providers that support Leduc County residents.	Q4 2025	Two interagency meetings will be held in 2025.

Goal 3

Implement a program to support residents' knowledge of sustainable food security options.

Strategy 3.1

Residents will have access to low-cost cooking tips, strategies and resources.

Actions	Target dates	Deliverables and/or key performance indicators
In partnership with the Leduc and District Food Bank, programs will be offered across Leduc County to support residents' knowledge and	Q4 2025	Six cooking programs will be offered across the County for all ages. Examples include cooking

understanding of eating healthy on a limited budget.		for one, meal preparation for a young family and preservation and food recovery strategies.
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Goal 4

Improving access to information and resources.

Strategy 4.1

Story board presentations will be used as a means of sharing information and informing residents of services.

Actions	Target dates	Deliverables and/or key performance indicators
Story boards will be developed to support residents in increasing knowledge and improving awareness of services and resources available.	Q4 2025	A story board will be developed that supports seniors in learning and understanding the resources available to them. This will support the Aging Well in Leduc County Toolkit.
	Q4 2025	A story board will be developed that increases resident awareness of living with FASD in Leduc County.

1: Department services

1.1: Our mission

The Finance department manages public funds by leading the organization through financially sound, accountable, and transparent processes.

1.2: Service areas

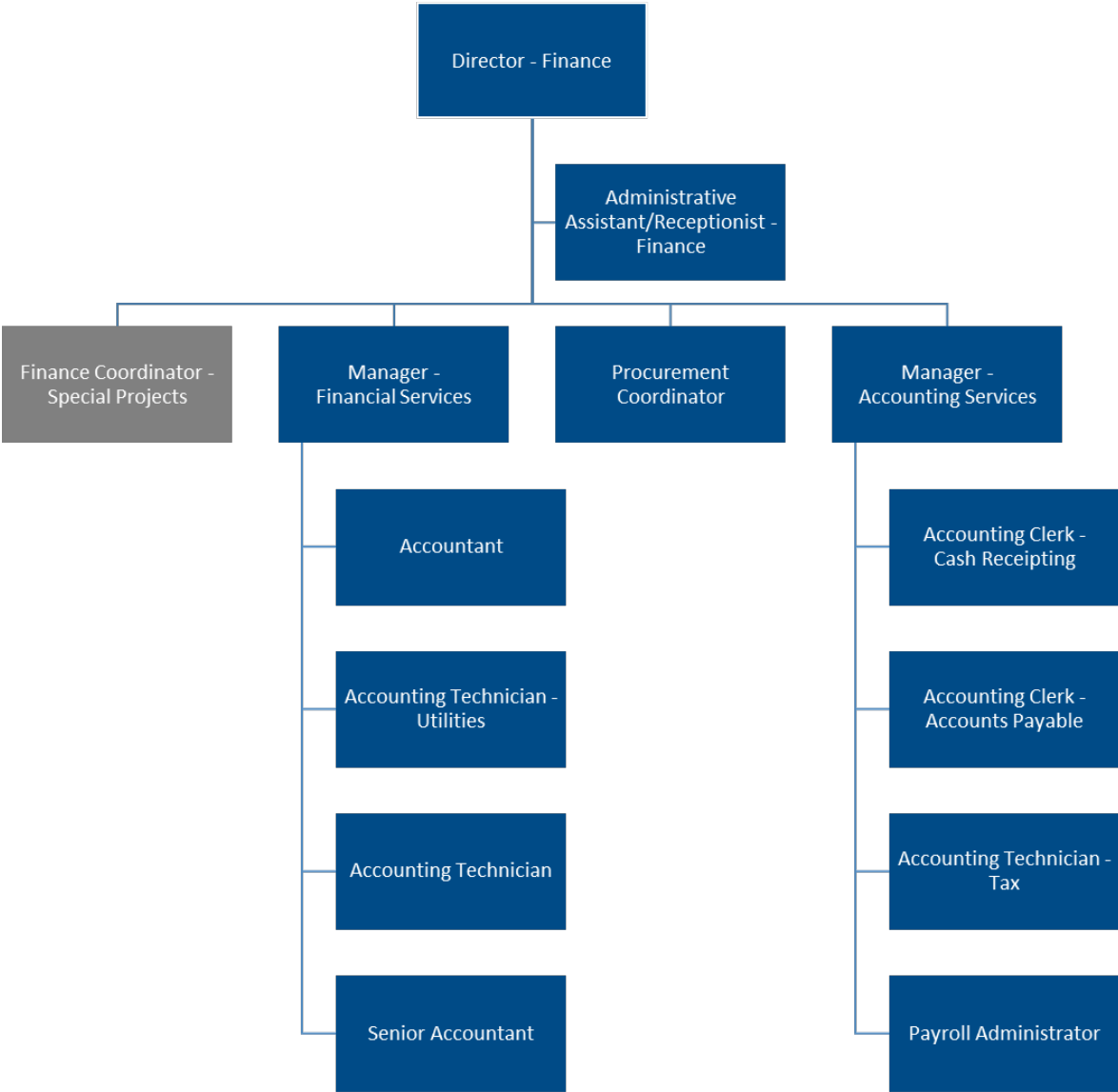
Financial and accounting services

- Adheres to regulatory compliance and oversees internal controls to safeguard assets and mitigate risks to the organization.
- Leads financial reporting, investment management and budgeting processes to ensure fiscal responsibility that aids in the achievement of strategic objectives and allows for long-term stability.
- Ensures responsive policies that align with Council's strategic priorities.
- Endeavors to deliver accurate, reliable and timely information with respect and integrity to all residents and stakeholders.
- Coordinates the development, preparation, distribution, maintenance and reporting of operating and capital budgets as well as grant submissions.
- Oversees cash handling and processing operations for taxation, accounts payable, accounts receivable, utilities and debt collection.
- Provides leadership, direction, and support on procurement legislation standards, processes and performance to the County.
- Provides support to departments within the organization to enhance reporting, decision-making and service delivery.
- Provides transparent customer service with compassion, respect and accountability that is fair and equitable.
- Provides accurate and timely compensation in a confidential manner while supporting the organization through education and awareness.

Administrative services

- Oversight of centralized purchasing process relating to corporate stationery, postage, coffee services and external audit services.

1.3: Organizational chart



2: Department goals

Goal 1	Ongoing commitment to review financial practices through financially sound, accountable, and transparent processes.
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3: Action plan

Goal 1

Ongoing commitment to review financial practices through financially sound, accountable, and transparent processes.

Strategy 1.1

Continue to enhance long-range financial planning models and review policies as required.

Actions	Target dates	Deliverables and/or key performance indicators
Review the Investments policy.	Q1 2025	Policy approved by Council.

1: Department services

1.1: Our mission

To provide safe, effective quality services; including emergency response, emergency preparedness, fire prevention and emergency disaster program oversight; to the citizens of Leduc County.

1.2: Service areas

Leadership and administration

- Oversees safe, timely and appropriate fire service delivery through long-, medium- and short-term planning.
- Provides leadership, training, and support to paid on-call firefighters in the County's five direct-control fire districts (Calmar, New Sarepta, Nisku, Thorsby, and Warburg fire districts), as well as full time 24hr/7-day station in Nisku south district.
- Maintains cost-share agreement for fire service in the Millet Fire district within Leduc County.
- Provides oversight of mutual-aid agreements, fire prevention, fire suppression, fire investigation and reporting, and maintains all-hazards emergency preparedness for large disasters.
- Develops and promotes a healthy work environment, including a focus on mental health and increasing awareness and prevention of occupational diseases, to protect the safety and overall health of our firefighters.

Emergency management

- Provides oversight to the Municipal Emergency Plan and ensures readiness to respond to large-scale emergency events.
- Provides standardized training to Leduc County staff to ensure coordinated emergency response and effective activation of the emergency coordination center.
- Plans and delivers regularly scheduled exercises as per required legislation to ensure readiness.
- Collaborates with Alberta Emergency Management Agency and other provincial and federal organizations to coordinate our emergency management approach.
- Actively participates in regional efforts to enhance emergency preparedness. Provides comprehensive oversight of mutual-aid agreements to ensure effective disaster response.
- Participates as a key member of the regional Incident Management Team, supporting provincial disaster response and training initiatives.

Fleet and facilities

- Maintains a fleet of 37 heavy duty apparatus, two medium duty, and 13 other light duty vehicles plus small equipment by providing scheduled and non-scheduled urgent maintenance when required, with the efforts of two Heavy Duty Mechanics/Emergency Vehicle Technicians (EVT).
- Manages and maintains six County-owned fire stations, one regional fire training facility and two remote radio tower sites.
- Manages personal protective equipment required for use by firefighters.

Operations

- Provides an effective firefighting force available to respond 24/7 in the County's five direct-control fire districts (Calmar, New Sarepta, Nisku, Thorsby, and Warburg); these districts include rural areas of Leduc County, multiple hamlets, as well as the towns of Calmar, Thorsby and Village of Warburg.
- Provides assistance when requested in the Millet Fire District within Leduc County. Leduc County Fire Services also provides assistance through mutual aid agreements with the City of Leduc, City of Beaumont and the Town of Devon.
- Provides assistance at large emergency events across the province, when requested, and when available, while also ensuring that adequate coverage in the County's fire districts is maintained.

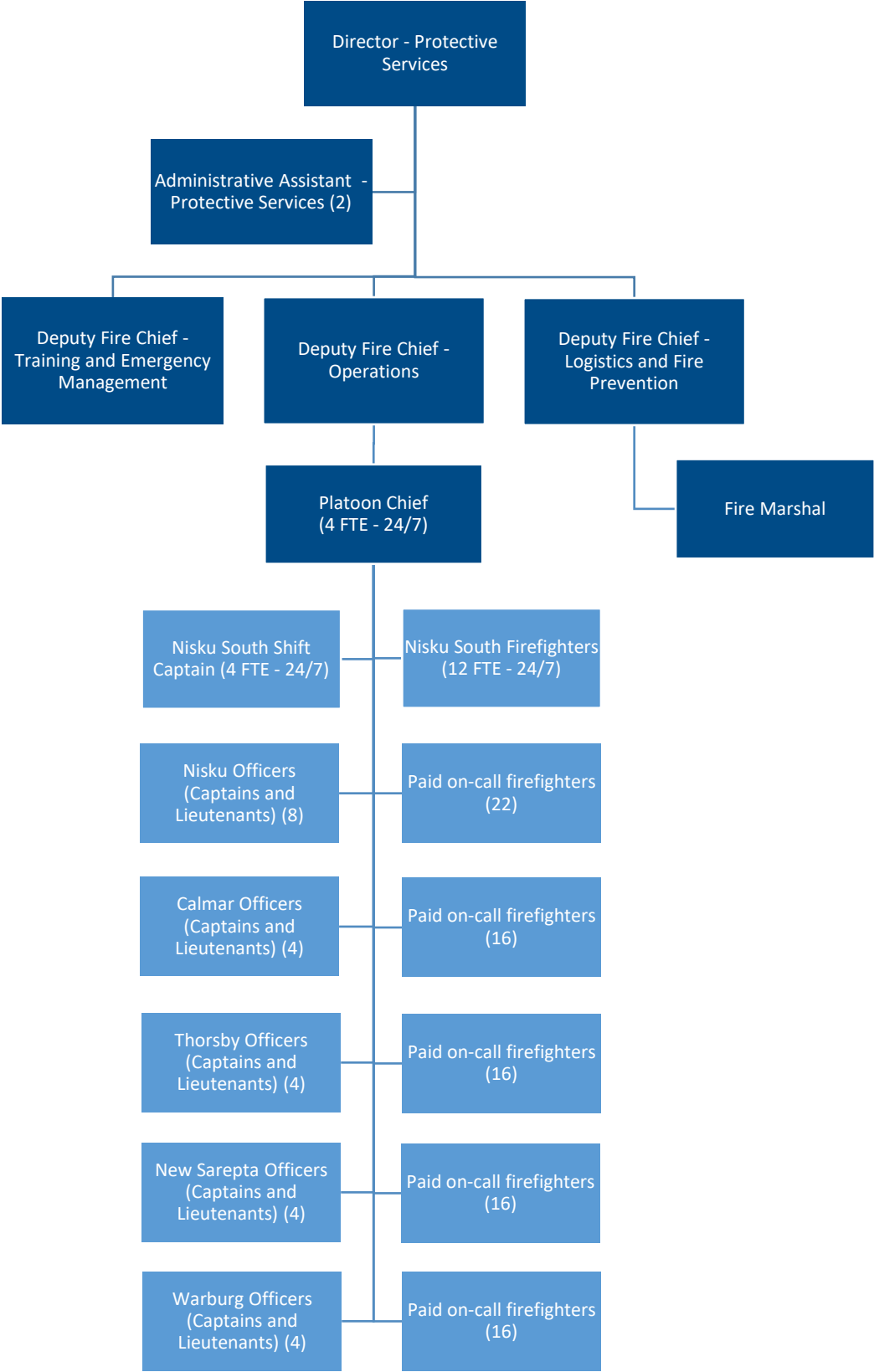
Public safety, education and safety codes

- Interprets and enforces the National Fire Code – 2023 Alberta Edition and Alberta Safety Codes and conducts fire prevention inspections, fire investigations, pre-fire planning and tank inspections.
- Educates the public about fire prevention through hosting fire prevention activities and conducting public safety education programs and initiatives.
- Provides engagement between Fire Services and the public at applicable community events.
- Reviews development permit applications to ensure compliance with the National Fire Code – 2023 Alberta Edition and related regulations.

Training

- Offers NFPA certifications in 1001 Level 1 and 2, NFPA 1041, 1021, and 1072 Awareness and Operations. New recruits are trained to the NFPA 1001 standard and are eligible for certification upon completing their probation period.
- Provides ongoing skill maintenance and updated training for Leduc County Fire Services paid on-call and full-time firefighters to meet national firefighting standards. Internal courses include vehicle extrication, pump operation, aerial operation, a comprehensive driving program, mental health resilience training, and continuous skill maintenance.
- Hosts external training sessions at the regional fire training facility located at the Nisku Fire District Station.
- A long-standing member and leader of the South Capital Regional Firefighter Training Association, which offers grant-funded training to regional departments, including Leduc County Fire.

1.3: Organizational chart:



2: Strategic priorities

Goal 1	Strategic priority – Deep community connections Maintain a safe County.
Goal 2	Strategic priority – Strong leadership Demonstrate leadership amidst the continuous advancement of our fire service.

3: Action plan

Goal 1

Maintain a safe County.

Strategy 1.1

Continued development of paid on-call backfill list to support the full-time fire service.

Actions	Target dates	Deliverables and/or Key performance indicators
Formalize backfill qualifications and required criteria to backfill in full-time positions.	Q1 2025	Qualifications and criteria identified and documented in an administrative directive.
Develop ongoing monitoring of backfill program to ensure sufficient staffing.	Q4 2025	Developed participation and skill monitoring program.
Develop a ride-along program for paid on-call firefighters at full-time station.	Q3 2025	Paid on-call firefighters participating in ride-along opportunities with full-time platoons.

Strategy 1.2

Strengthen training program to support succession planning needs.

Actions	Target dates	Deliverables and/or Key performance indicators
Formalize development program.	Q3 2025	Updated firefighter development program communicated to all staff.
	Q3 2025	Officer development program formalized and communicated to all staff.

Strategy 1.3

Evaluation of Fire Services' operations to ensure effective use of resources.

Actions	Target dates	Deliverables and/or Key performance indicators
Complete a Fire Services' fleet review to determine an optimal fleet model to meet current and future service levels.	Q2 2025	Fleet review is completed.
	Q3 2025	A fleet strategy plan is created to execute the optimal fleet model.

Goal 2

Demonstrate leadership during the ongoing evolution of fire service in Leduc County.

Strategy 2.1

Expand the pool of paid on-call firefighters by increasing the application rates.

Actions	Target dates	Deliverables and/or Key performance indicators
Raise community awareness about paid on-call firefighter opportunities.	Q3 2025	Participate in at least four local events to engage with residents and provide information about the application process.

Strategy 2.2

Increase fire prevention activities throughout Leduc County.

Actions	Target dates	Deliverables and/or Key performance indicators
Increase the number of pre-incident plans performed and reviewed across the County.	Q4 2025	Eighty new plans completed and/or current plans reviewed.

1: Department services

1.1: Our mission

Parks and Recreation is a leader in providing support to not-for-profit groups, direct-service provision and community partnerships to ensure that quality services are provided to residents. Parks and Recreation will continue to provide quality camping and community parks services to residents and guests of this region.

1.2: Service areas

Leadership and administration

- Provides quality programs and services that meet the needs of residents, while matching community priorities and a sustainable financial future for Leduc County.
- Develops and maintains regional partnerships that encourage and promote collaboration, planning and shared-service delivery.
- Leads all department functions towards improving future parks and recreation services that are safe and accessible to all.

Parks service areas

Campgrounds

- Promotes campgrounds to residents and guests.
- Maintains parks that are safe and accessible to everyone.
- Develops strategic direction that prepares Leduc County to meet the future needs of parks.

Day-use

- Promotes parks day-use areas to residents and guests that encourage access to nature.

Recreation service areas

Cost shares

- Works collaboratively with neighboring municipalities to provide quality programs and services to all residents.

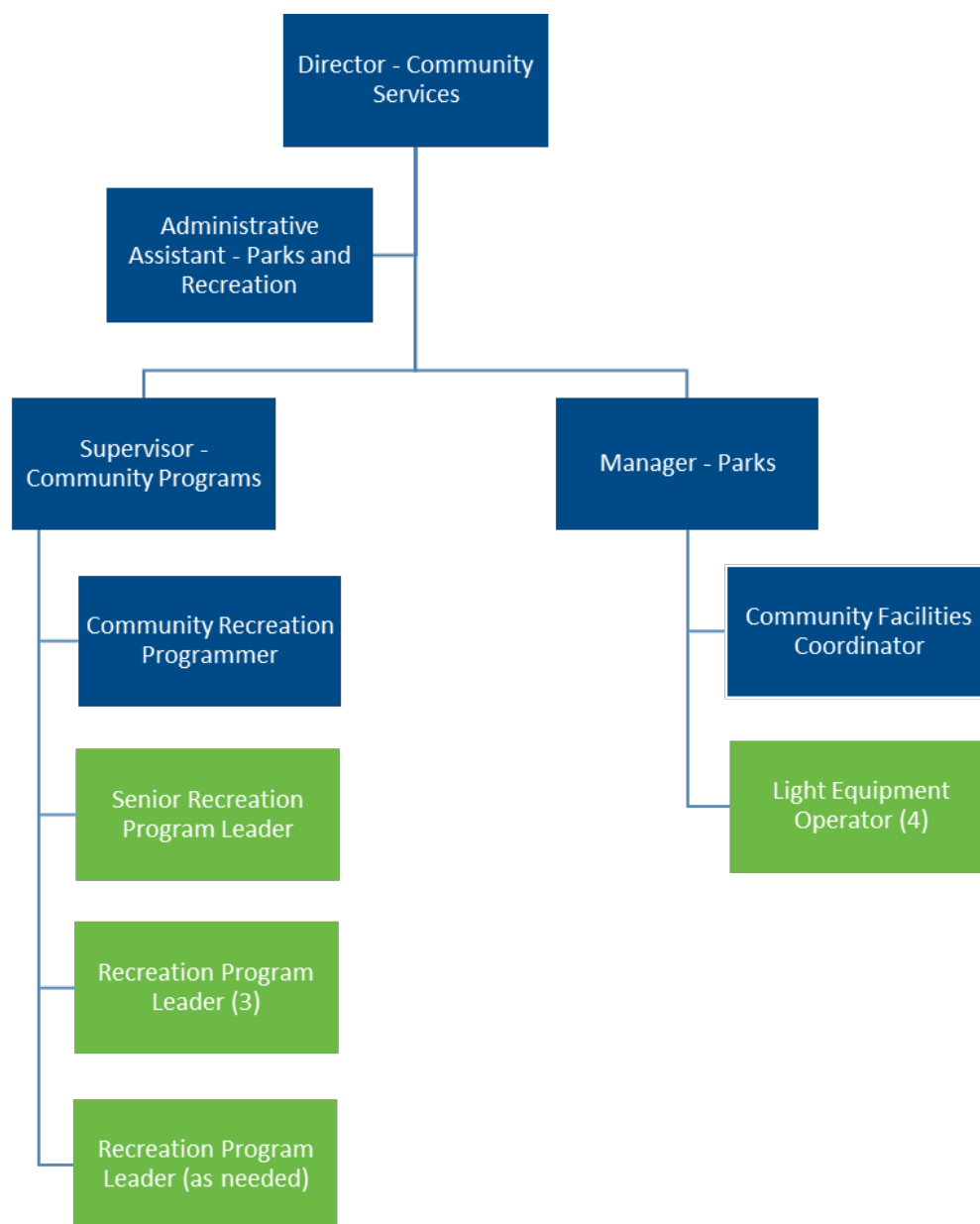
Community development

- Provides support assistance to community associations and service providers that offer recreation and sports programs to Leduc County residents.
- Offers programs and services that meet community needs and are accessible, targeted and meet specific outcomes that promote health and wellness.

Library support

- Provides support to regional library boards, allowing residents to access programs and services.

1.3: Organizational chart



2: Strategic priorities

Goal 1	Strategic priorities – Deep community connections and strong leadership Increase use of parks, trails and open spaces.
Goal 2	Strategic priority – Strong leadership Work collaboratively with partner organizations to support recreation service provision.
Goal 3	Strategic priority – Strong leadership Continue to evaluate and provide recreation facilities to support community needs.
Goal 4	Strategic priority – Deep community connections and strong leadership Foster strong relationships and partnerships.

4: Action plan

Goal 1

Increase use of parks, trails and open spaces.

Strategy 1.1

Support community events and encourage winter activities and celebrations.

Actions	Target dates	Deliverables and/or key performance indicators
Through direct service delivery and partnership provide access to expanded winter activities and events.	Q1 2025	A funding agreement will be established with the Wizard Lake Watershed Association in support of the Try it Festival.
	Q4 2025	New partnerships are established to support enhanced winter recreation opportunities across the region.

Goal 2

Work collaboratively with partner organizations to support recreation service provision.

Strategy 2.1

Continual improvement of recreation partnership and community development.

Actions	Target dates	Deliverables and/or key performance indicators
Develop a community partnership policy that outlines the Leduc County approach to supporting not for profit community associations.	Q4 2025	A community partnership policy approved by Council.

Goal 3

Continue to evaluate and provide recreation facilities to support community needs.

Strategy 3.1

Partner with regional municipalities and community organizations to provide recreation spaces and opportunities.

Actions	Target dates	Deliverables and/or key performance indicators
Develop a plan to support the future growth and need for athletic fields in the region.	Q2 2025	Establish a committee of regional partners and key community organizations to identify the needs for athletic fields in the Leduc and Beaumont region.

Goal 4

Foster strong relationships and partnerships.

Strategy 4.1

Support community organizations in efficient service delivery.

Actions	Target dates	Deliverables and/or key performance indicators
Host community café events for associations to share information and discuss best practice.	Q4 2025	Six community café events will be held for community groups to gather and share ideas for events, programs and facility operations.



1: Department services

1.1: Our mission

Planning and Development strives to support the development of a robust economy in Leduc County by facilitating positive change in the community, delivering quality development services to our customers, and building and maintaining strong regional partnerships.

1.2: Service areas

Leadership and administration

- Provides leadership and support for all departmental operations, including providing direction and advice on projects and processes being managed by the three business units within Planning and Development.
- Leads the preparation, oversight and alignment of the Planning and Development budget, ensuring responsible and appropriate use of municipal funds.
- Sets priorities for the department to achieve alignment with Council's strategic plan.

Development services

- Provides review and approval services on behalf of the County in the areas of development and subdivision.
- Provides information, assistance, and advice on development and property related matters, including public engagement related to development and subdivision applications.
- Maintains an up-to-date land use regulation framework and leads the County's efforts to achieve compliance with the Land Use Bylaw.

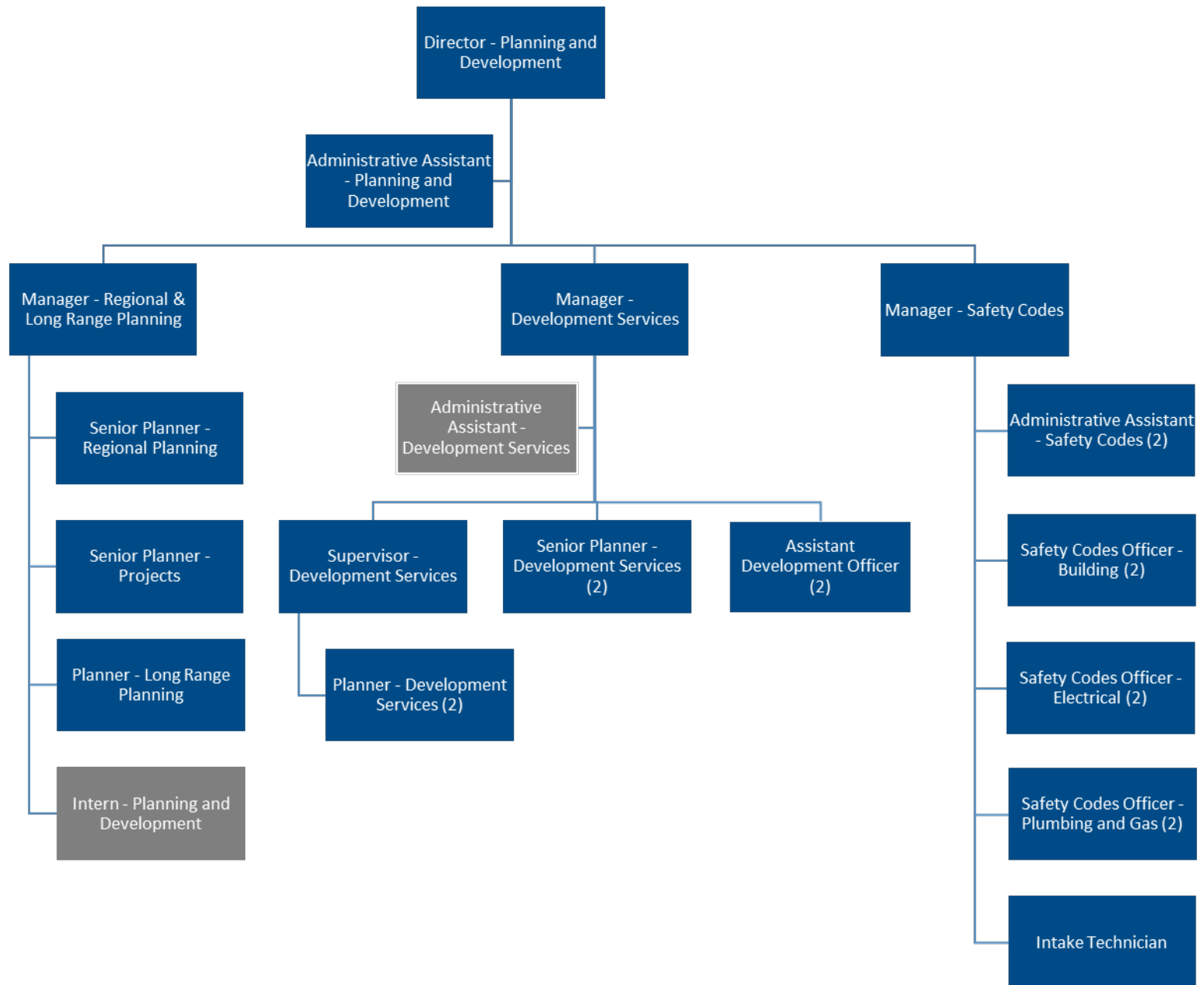
Regional and long range planning

- Responsible for the development and interpretation of long-term policy related to how the County changes and grows over time.
- Leads regional and intermunicipal planning initiatives with regional partners, such as intermunicipal development plans and intermunicipal collaboration frameworks.
- Provides key administrative resources in support of the County's involvement in the Edmonton Metropolitan Region Board and committees related to the Board.

Safety codes

- Responsible for administration and enforcement of the *Safety Codes Act* on behalf of the municipality.
- Provides professional advice to the public, builders, and Council in the disciplines of building, electrical, plumbing, gas, and private sewage.

1.3: Organizational chart



2: Strategic priorities

Goal 1	Strategic priority – A robust economy Increase investment attraction in the County.
Goal 2	Strategic priority – Strong leadership Demonstrate leadership in regional and intermunicipal initiatives.

3: Department goals

Goal 3	Maintain a policy and regulatory framework that is relevant, responsive and reflects Council's strategic vision.
Goal 4	Continue to be leaders in safety codes in Alberta.
Goal 5	Continue to investigate and implement improvements to processes related to land development and planning approvals.

4: Action plan

Goal 1

Increase investment attraction in the County.

Strategy 1.1

Secure a long-term land supply to support employment and non-residential assessment growth in the County.

Actions	Target dates	Deliverables and/or Key performance indicators
Complete West Lands Area Structure Plan for lands west of Edmonton International Airport.	Q4 2025	Completion of a draft area structure plan document, including future transportation corridor definition, a servicing strategy and a high-level land use concept.
Complete 510 Local Area Structure Plan for remaining unplanned area of North Nisku.	Q2 2025	Adoption of completed local area structure plan by Council.

Goal 2

Demonstrate leadership in regional and intermunicipal initiatives.

Strategy 2.1

Participate in Edmonton Metropolitan Region Board activities, including committees and task forces.

Actions	Target dates	Deliverables and/or Key performance indicators
Support Mayor and councillor's participating in Board activities, committees and decision-making.	2025	Provide monthly regional issues briefings to the Governance and Priorities Committee.

Strategy 2.2

Explore options for joint delivery of planning and/or safety codes services with other municipalities in the Leduc Region.

Actions	Target dates	Deliverables and/or Key performance indicators
Discuss opportunities with sub-regional partners regarding options for providing planning and/or safety codes services.	2025	Options investigated.

Goal 3

Maintain a policy and regulatory framework that is relevant, responsive, and reflects Council's strategic vision.

Strategy 3.1

Ensure the County's regulatory framework is up to date and supports ongoing development in the County.

Actions	Target dates	Deliverables and/or Key performance indicators
Review and update the Subdivision Authority Bylaw and related policies.	Q2 2025	Updated bylaw and related policies adopted by Council.
Review and update the Greater Nisku and Area Off-Site Levy Bylaw.	Q2 2026	Updated Bylaw adopted by Council.

Goal 4

Continue to be leaders in safety codes in Alberta.

Strategy 4.1

Safety Codes staff will continue to participate in regional and committees and work groups and collaborate with the Safety Codes Council to continue to improve quality of safety codes services in Alberta.

Actions	Target dates	Deliverables and/or Key performance indicators
Safety Codes Officers (SCOs) to serve on external committees.	2025	Contribution and access to a stronger SCO network.

Goal 5

Continue to investigate and implement improvements to processes related to land development and planning approvals.

Strategy 5.1

Improve public access to Leduc County planning and development services.

Actions	Target dates	Deliverables and/or Key performance indicators
Implement the civic access portal to provide public access to the County's electronic permitting system.	Q2 2025	Civic access portal is activated providing access for electronic permitting and approval services, including development permits, subdivision approval and safety permits.

1: Department services

1.1: Our mission

Leading the way for people and business to thrive.

1.2: Service areas

Leadership and administration

- Develops strategic direction for Road Operations programs, projects and services.
- Provides leadership for the Road Operations department.
- Collaborates with other County departments to provide efficient delivery of services to residents.
- Monitors Road Operations programs, projects and services to deliver projects on time and on budget.
- Manages County road-use activities by residents and companies through:
 - road use agreements
 - road bans and road permitting
 - road closures

Operations

Maintains Leduc County's roadway network. Operations includes the budgets for the service areas of dust control, gravelling, pavement repair and maintenance, road maintenance and signage.

Gravel roads (1,726 km)

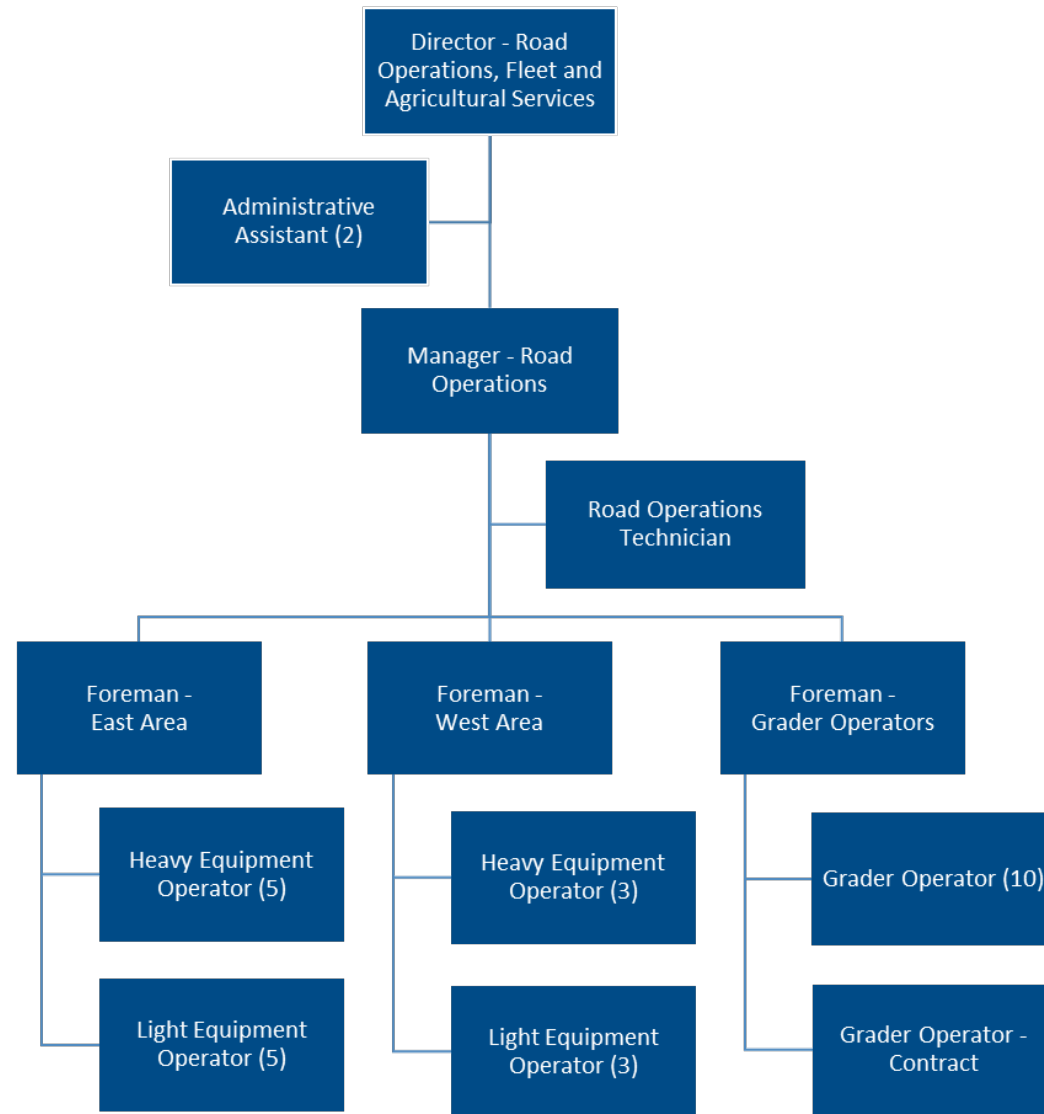
- Rural Roads Initiatives (shoulder pulls, miscellaneous spot repairs, major fill program, drainage and brushing improvements)
- annual gravelling
- summer and winter gravel road maintenance
- dust control
- culvert replacement/repair and minor drainage projects
- vegetation management within County rights-of-way (in coordination with Agricultural Services)
- repair, maintain and replace signage as needed

Asphalt surface roads (851 lane km)

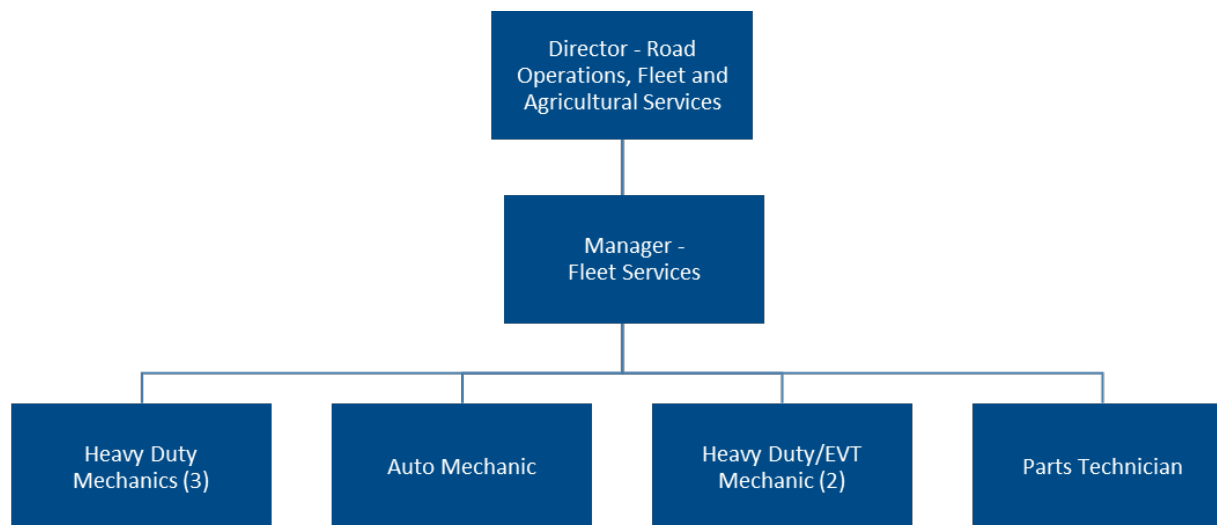
- major asphalt repair
- summer maintenance (crack sealing, street sweeping, pothole/injection patching, line painting)
- winter maintenance (plowing, sanding, salting)
- vegetation management within County rights-of-way (in coordination with Agricultural Services)
- repair, maintain and replace signage as needed

In conjunction with the facilities and equipment coordinator, manages and maintains Road Operation's fleet and facilities.

1.3: Organizational chart – Road Operations



1.4: Organizational chart – Fleet Services



2: Strategic and corporate priorities

Goal 1	Strategic priorities – Deep community connections and strong leadership Road Operations is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.
Goal 2	Strategic priority – A robust economy Create efficient transportation infrastructure that meets community needs.

3: Action plan

Goal 1

Road Operations is committed to increasing citizen satisfaction with Leduc County’s municipal services and will incorporate actions in its operational plan in response to the feedback received in the 2023 Citizen Satisfaction Survey.

Strategy 1.1

Review current department programs and processes to gain efficiencies.

Actions	Target dates	Deliverables and/or key performance indicators
Review the snow removal response times in country residential subdivisions.	Q2 2025	Provide findings report to Public Works Committee (PWC).
	Q2 2025	Determine if changes to levels of service are required and adjust policy, if required.
Undertake a bridge cleaning and minor maintenance program within Road Operations.	Q3 2025	Thirty-six of the 72 bridges will be cleaned and minor maintenance performed annually by Road Operations.
	Q3 2025	Report back to the Public Works Committee (PWC) annually on progress.

Undertake a roadside ditching and culvert cleaning/replacement program within Leduc County's Nisku Business Park annually	Q4 2025	Eight hundred metres of roadside ditching will be completed and 30 culverts within the Nisku Business Park will be cleaned with a hydrovac and inspected annually.
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Goal 2

Create efficient transportation infrastructure that meets community needs.

Strategy 2.1

Use the 2020 Gravel Road Strategy, 2018 Rural Roads Study, annual condition assessments and the Engineering department's 2022 Road Surface and Evaluation and Rating to guide decisions on gravel, asphalt and cold-mix road maintenance priorities.

Actions	Target dates	Deliverables and/or key performance indicators
Implement the seventh year of the Rural Roads Initiative (RRI), which focuses on improving gravel roads throughout the County, and increase public awareness of the program.	Q4 2025	Improve the gravel road network by completing 20 spot repairs, 12 km of shoulder pulls, 30 roadside drainage ditch improvements and 30 roadside brushing projects.
	Q3 2025	Share project status updates with the public throughout the summer and fall of 2025.
Complete the major asphalt and cold mix repair program.	Q4 2025	Complete roughly 1200 – 1400 m ² of major repairs on asphalt failures on main roads.
Complete last link program.	Q4 2025	Apply reclamite treated asphalt millings on the following roads: <ul style="list-style-type: none"> Range Road 250 north of Glen Park Road 800 linear meters. Range Road 243 south of Airport Road (to Clearwater Park) 420 linear metres.
	Q4 2025	Apply chip-seal and fog coating over the following roads that had sections of reclamite applied in 2024: <ul style="list-style-type: none"> Range Road 234 north of Airport Road (to Treasure Island Estates) 1,450 linear metres. Range Road 235 south of Airport Road 600 linear meters.
Complete the summer asphalt and cold mix maintenance program.	Q4 2025	Complete the street sweeping, line painting and crack sealing programs.



1: Department services

1.1: Our mission

Utilities is dedicated to operating and managing Leduc County's utility infrastructure and in delivering utility services that meet customer needs.

1.2: Service areas

Water distribution

- Manages and maintains County-owned water infrastructure and services (storage and distribution):
 - Residential, commercial and industrial metered water sales
 - Bulk water sales
 - Customer service requests

Wastewater collection system

- Manage and maintain County-owned wastewater infrastructure and services (collection and treatment):
 - Residential, commercial and industrial wastewater collection
 - Bulk wastewater collection
 - Wastewater treatment (hamlets)
 - Customer service requests

Waste management

- Manage and maintain County-owned waste management facilities and services.
- Provides waste management and recycling programs for County residents.
- Manages door to door waste and recycling services.

Stormwater management

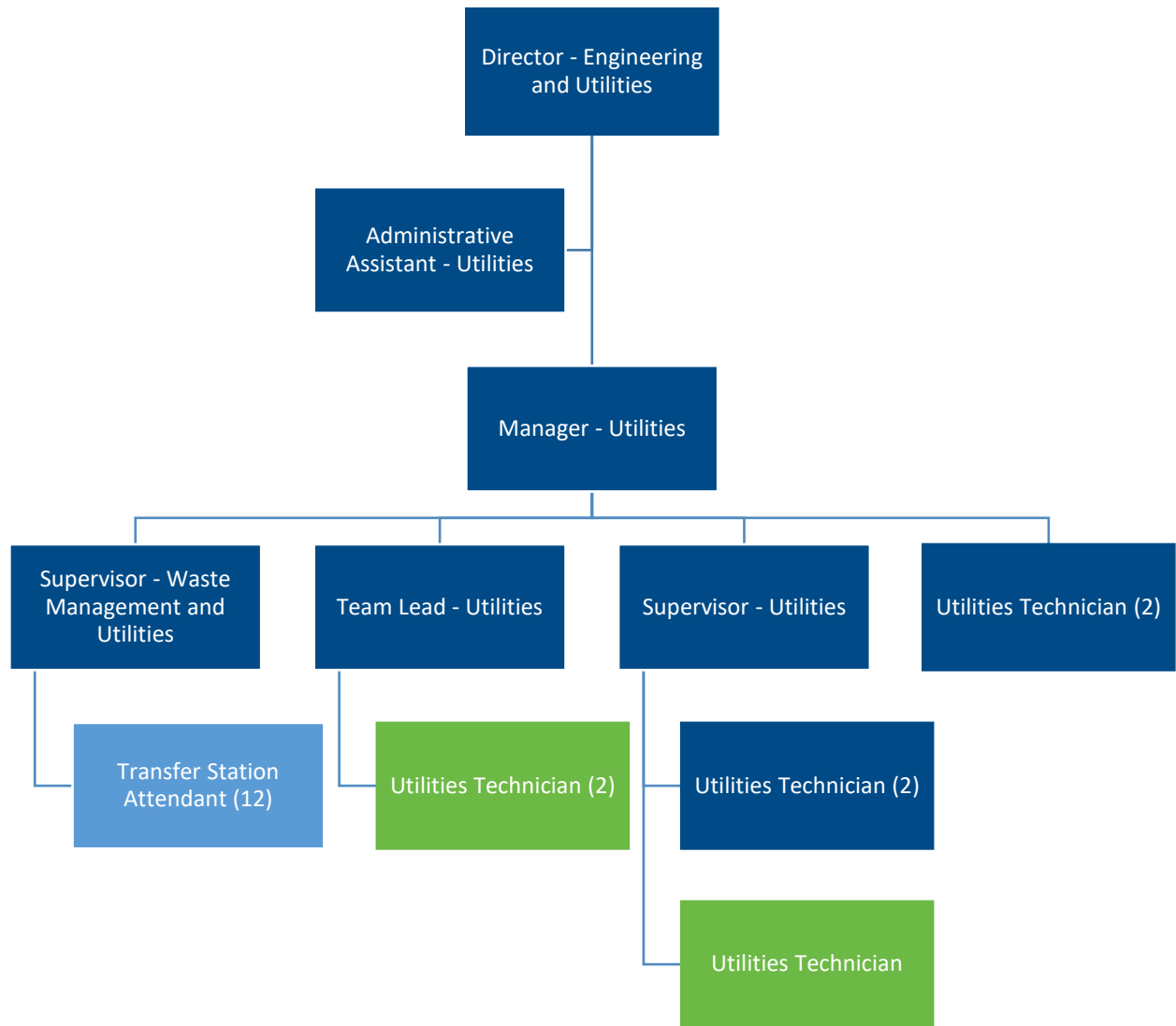
- In conjunction with Engineering, Road Operations and Agricultural Services, manage and maintain County-owned stormwater infrastructure and services.

Contracted services

Manage and operate the water and wastewater systems at the Edmonton International Airport (YEG).



1.3: Organizational chart



2: Strategic priorities

Goal 1	Strategic priority – A robust economy Contribute to the economic resilience of Leduc County.
Goal 2	Strategic priority – Strong leadership Continue to demonstrate leadership in regional initiatives and organizations.

3: Action plan

Goal 1

Contribute to the economic resilience of Leduc County.

Strategy 1.1

Examine the sustainability of storm water infrastructure and its funding requirements.

Actions	Target dates	Deliverables and/or key performance indicators
Develop proposed stormwater management infrastructure budgets.	Q2 2025	Complete stormwater management budget.

Goal 2

Continue to demonstrate leadership in regional initiatives and organizations.

Strategy 2.1

Continued participation in Edmonton Metropolitan Region Board working groups and collaboratives.

Actions	Target dates	Deliverables and/or key performance indicators
Participate in the Edmonton Metropolitan Region Board's Solid Waste Collaborative.	Q4 2025	Determine potential for regional collaboration for solid waste and recycling management.