

COMMITTEE-OF-THE-WHOLE MEETING NOTES
MONDAY, MARCH 26, 2018
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Present: Deputy Mayor L. Hansen, Councillors B. Beckett, G. Finstad, B. Hamilton, and L. Tillack

Absent: Mayor B. Young, Councillor T. Lazowski

Also Present: P. Benedetto, City Manager and S. Davis, City Clerk

Deputy Mayor L. Hansen called the meeting to order at 5:04 pm.

I. APPROVAL OF AGENDA

MOVED by Councillor B. Beckett that the Committee approve the agenda with the following deletion:

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

f) Linsford Gardens Housing Project Update

Motion Carried Unanimously

II. ADOPTION OF PREVIOUS NOTES

a) **Approval of Notes of the Committee-of-the-Whole Meeting held Monday, March 19, 2018**

MOVED by Councillor B. Hamilton that the notes of the Committee-of-the-Whole meeting held Monday, March 19, 2018, be approved as presented.

Motion Carried Unanimously

III. DELEGATIONS & PRESENTATIONS

There were no delegations or presentations.

IV. BUSINESS ARISING FROM PRESENTATIONS

V. IN-CAMERA ITEMS

There were no in-camera items.

VI. RISE AND REPORT FROM IN-CAMERA ITEMS

VII. REPORTS FROM COMMITTEE & ADMINISTRATION

a) **2017 City of Leduc Annual Report (“Annual Report”)**

P. Benedetto, City Manager, made a presentation and invited Committee members to provide any feedback on the Annual Report. Committee members were pleased with the draft.

P. Benedetto advised that the final Annual Report will be posted on-line in the near future.

b) Draft Edmonton Metropolitan Region Board (“EMRB”) 2018-2023 Strategic Plan

P. Benedetto, City Manager, made a presentation advising that the EMRB circulated their strategic plan for review and comment. Comments are to be forwarded to the EMRB by April 12, 2018.

P. Benedetto stated that there are areas Administration thought could be enhanced such as:

1. Strategic alignment with the Province;
2. Carbon levy funding;
3. Recognition of the Edmonton International Airport as a key economic driver.

c) Agenda Items for Joint City/County Council Meeting on April 3, 2018

P. Benedetto, City Manager, asked Committee members if there were specific topics to add to the agenda for the upcoming meeting.

Agenda suggestions included:

1. Go over the questions posted on the Topic Boards at the January 9, 2018, meeting. The topics were:
 - Edmonton Global;
 - Airport Accord (Inter-Jurisdiction Cooperation Accord);
 - Edmonton Metropolitan Region Board; and
 - Leduc Regional Fire Services
2. Economic Development
3. 65th Avenue

d) 2017 Year End Results

J. Cannon, Director, Finance, made a PowerPoint presentation (Attached).

J. Cannon, M. Pieters, General Manager, Infrastructure and Planning, P. Benedetto, City Manager, and I. Sasyniuk, General Manager, Corporate Services, answered the Committee’s questions.

e) 2018 Mill Rate Process

J. Cannon, Director, Finance, and I. Sasyniuk, General Manager, Corporate Services, made a PowerPoint presentation (Attached). J. Cannon introduced W. Powers, City Assessor.

W. Powers, J. Cannon, I. Sasyniuk and P. Benedetto, City Manager, answered the Committee’s questions.

The Committee recessed at 7:03 pm.

The Committee reconvened at 8:11 pm.

J. Cannon answered the Committee's questions.

VIII. INFORMATION ITEMS

a) AUMA's Analysis of Provincial Budget 2018

P. Benedetto, City Manager, made a presentation on the Budget analysis, advising that:

- MSI funding has been continued for the next two years;
- Highway 19 is only partly funded;
- 65th Avenue upgrades were not funded;
- The City of Leduc did not get funding for an additional high school.

M. Pieters, General Manager, Infrastructure and Planning, answered Council's questions.

IX. ADJOURNMENT

The meeting adjourned at 8:28 pm.

"Original Signed"

L. Hansen
DEPUTY MAYOR

"Original Signed"

S. Davis
CITY CLERK

2017 Year End Results



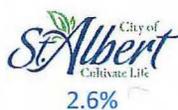
Presented By:
Jennifer Cannon, Director, Finance



2017 Fiscal Year End Results Surplus

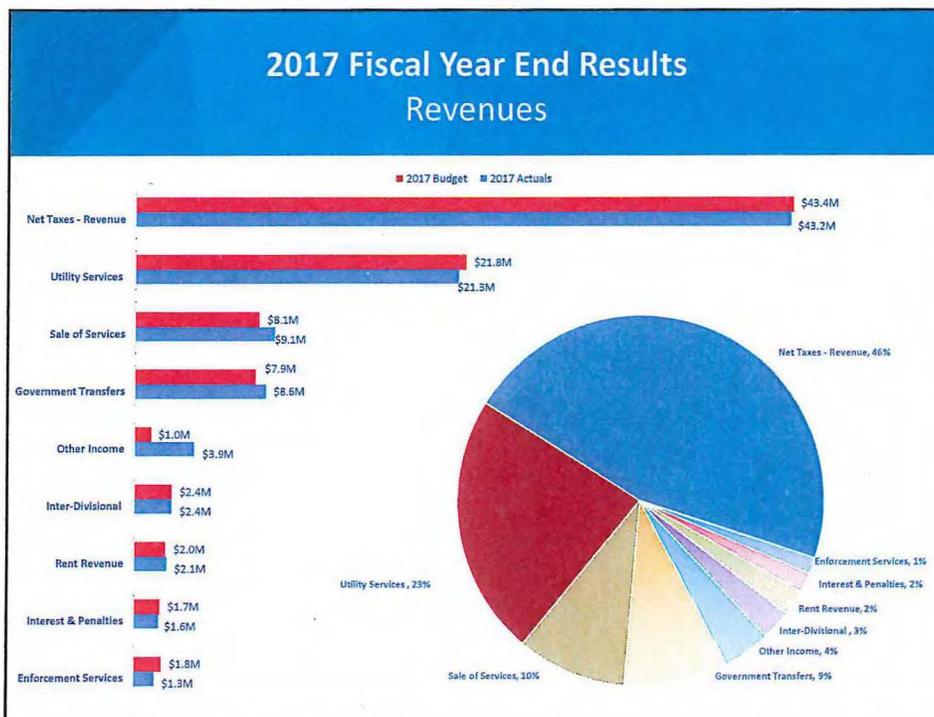
	Budget	Surplus*	% of Budget
Current Surplus	90,239,000	1,915,717	2.1%
Allocated to Capital		1,000,000	
		915,717	
Less: Snow Removal		-405,899	
Adjusted Surplus		509,818	0.6%

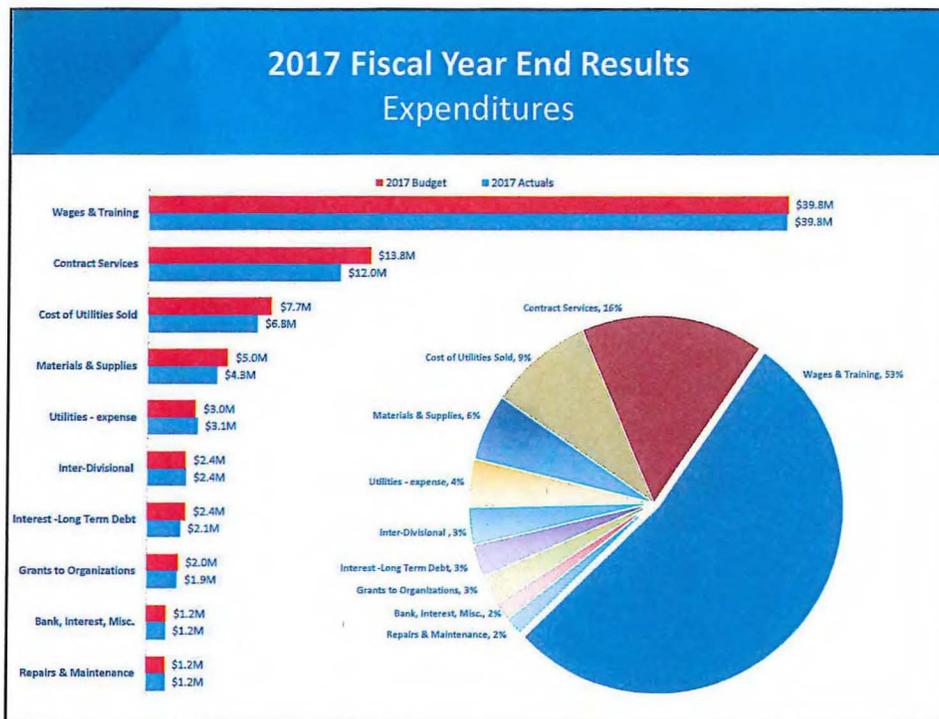
*95% of surplus is transferred to the general contingency reserve to fund our capital plan



"A surplus of five per cent of a municipality's total operating budget is seen as acceptable and prudent fiscal management."

Strathcona County





2017 Fiscal Year End Results Significant Favorable Variances \$100K+

Revenue

- FCSS Provincial Funding \$199k
- LRC Memberships, Administrations & Lesson Fees \$222k
- WCB Rebates \$248k
- Fire/Ambulance Recoveries \$170k
- Planning Permits & Fees \$216k
- Franchise Fees \$205k
- Offsite Levies
 - Sewer \$205k
 - Water \$395k
 - Residential/Comm. Roads \$1.17m
 - Industrial Roads \$985k

Expense

- Contacted Services:
 - CMS Contracts \$227k
 - Economic Development \$156k
 - Enforcement Proceeds \$532k
 - Snow Removal \$311k
- Cost of Utilities Sold:
 - Water \$567k
 - Waste Water \$362k
- Long term debt:
 - Waste Water Lift Station \$352k
 - Water Reservoirs \$367k
- RCMP Contracted Services \$341k

2017 Fiscal Year End Results

Significant Unfavorable Variances \$50K+

Revenue

- Enforcement Proceeds (\$475k)
- Residential Taxes (\$190k)
- Water Fees (\$412k)
- Wastewater Fees (\$253k)

Expense

- Contracted Services
 - Waste Water (\$100k)
- Water Material & Supplies (\$61k)
- Street Christmas Lighting (\$71k)
- LRC Utilities (\$62k)
- Pest Control
 - Parks (\$24k)
 - Tree Maintenance (\$20k)
- Equipment & Vehicle Repair (\$55k)

2017 Fiscal Year End Results

Snow Removal

Snow Removal

Year	Budget	Actual
2014	~\$1,200,000	~\$1,600,000
2015	~\$1,400,000	~\$1,000,000
2016	~\$1,500,000	~\$700,000
2017	~\$1,500,000	~\$1,100,000

Fiscal Year	Actuals	Budget	Surplus (Deficit)
2014	1,621,182	1,185,722	(435,460)
2015	1,065,963	1,435,049	369,085
2016	793,694	1,552,918	759,224
2017	1,134,083	1,539,982	405,899
2018 YTD*	457,249	1,408,230	32%

*YTD as of March 19, 2018

So glad I moved back with my family, my husband is really impressed by the way Leduc handles their snow removal. Great job guys. Keep up the amazing job. So many of us are counting on you to keep us safe on the roads. You should be really proud of your work!

"In the 9 years of living here, snow clearing has NEVER been an issue for us! Great Job City of Leduc Team!"

Public Services

2017 Fiscal Year End Results LRC



	2014 Actuals	2015 Actuals	2016 Actuals	2017 Actuals	2017 Budget	2017 Variance
Revenues	4,481,771	4,478,375	4,388,426	4,317,592	4,090,210	227,382
Expenses	6,268,722	6,107,608	6,538,799	6,343,346	6,462,784	119,438
Net Surplus/Deficit	(1,786,951)	(1,629,233)	(2,150,373)	(2,025,754)	(2,372,574)	346,820

2017 Fiscal Year End Results Fire Services



	2014 Actuals	2015 Actuals	2016 Actuals	2017 Actuals	2017 Budget	Variance
Revenues	3,745,651	4,277,454	3,569,913	3,713,570	3,638,737	74,833
Expenses	7,097,811	8,518,451	8,601,931	9,180,179	8,831,382	(348,796)
Net Surplus/Deficit	(3,352,160)	(4,240,997)	(5,032,018)	(5,466,609)	(5,192,645)	(273,963)

2017 Fiscal Year End Results Enforcement Services (Includes RCMP)

Enforcement Services	2014	2015	2016	2017	2017	
	Actuals	Actuals	Actuals	Actuals	Budget	Variance
Revenues	2,649,667	2,607,743	3,525,916	2,152,235	2,637,689	(485,454)
Expenses	6,332,076	6,833,744	8,717,806	7,446,861	8,379,868	933,007
Net Surplus (Deficit)	(3,682,408)	(4,226,002)	(5,191,890)	(5,294,626)	(5,742,179)	447,553

Safe Communities Reserve Balance

\$670,000

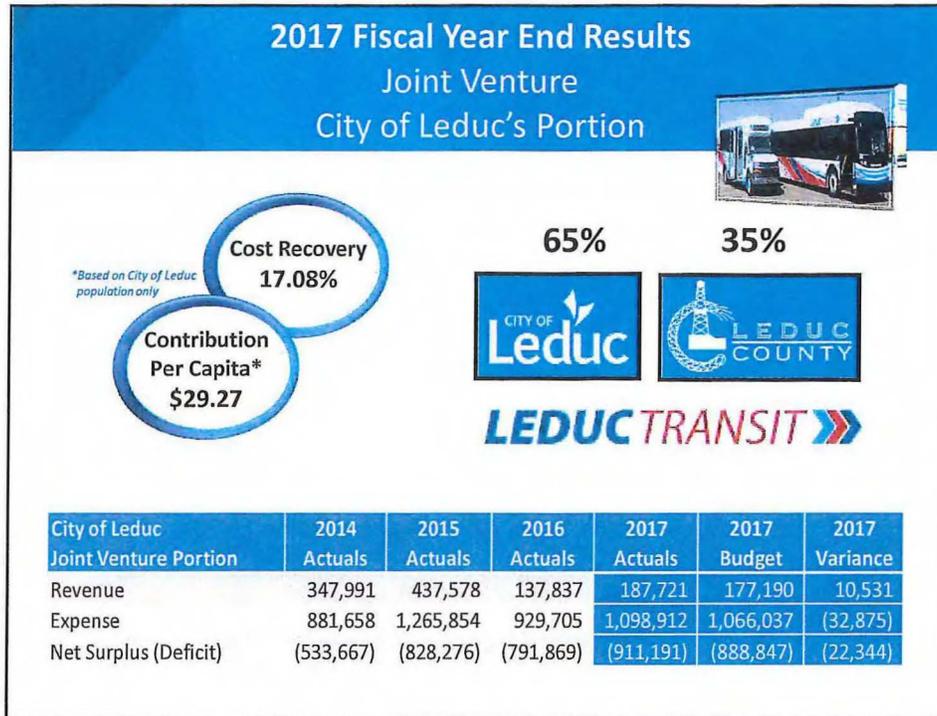


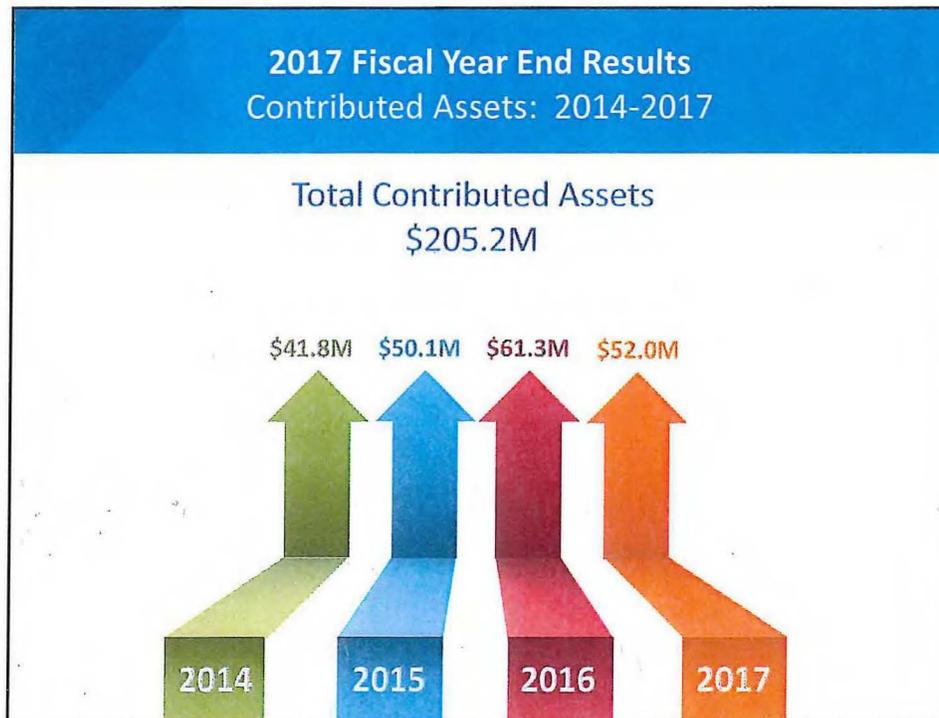
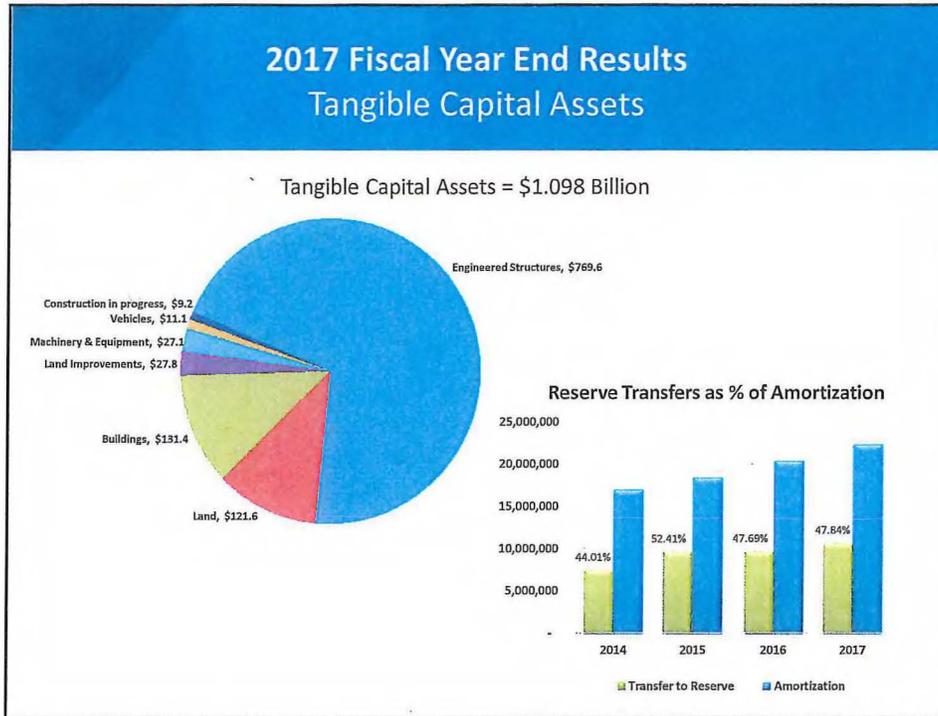
2017 Fiscal Year End Results Public Transportation (City Inclusive of Joint Venture)

	2016	2017	2017	
	Actuals	Actuals	Budget	Variance
Total Revenues	248,544	301,924	297,190	4,734
Total Expenses	1,789,576	1,906,369	1,851,296	(55,073)
Net Surplus/(Deficit)	(1,541,032)	(1,604,445)	(1,554,106)	(50,339)
Cost Recovery	13.89%	15.84%	16.05%	
Contribution Per Capita*	\$50.53	\$51.54	\$49.92	

* Based on City of Leduc population only



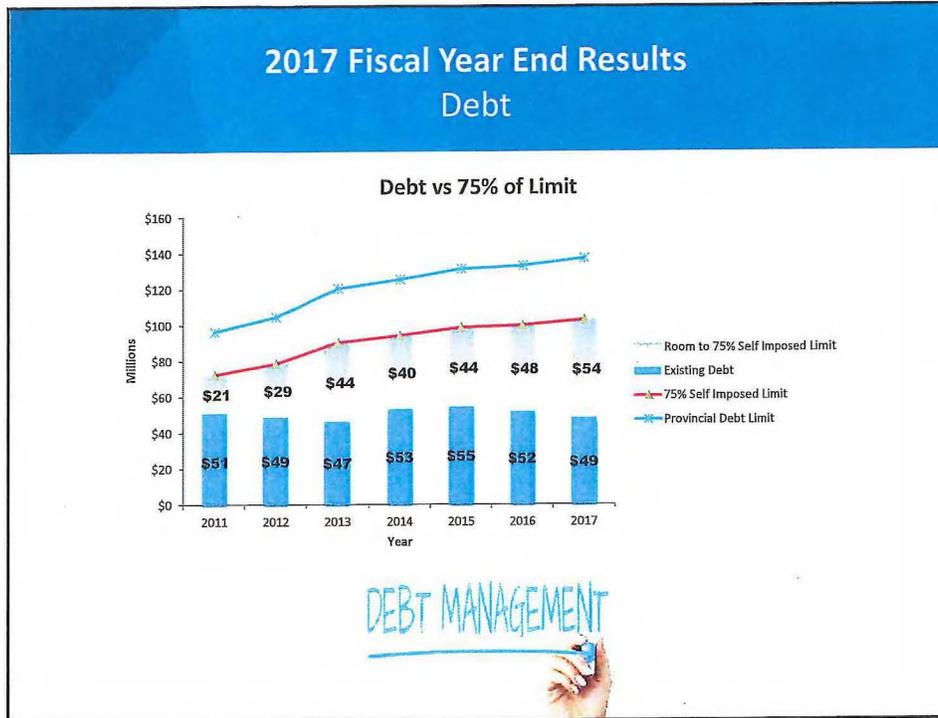





2017 Fiscal Year End Results City Reserve Balances

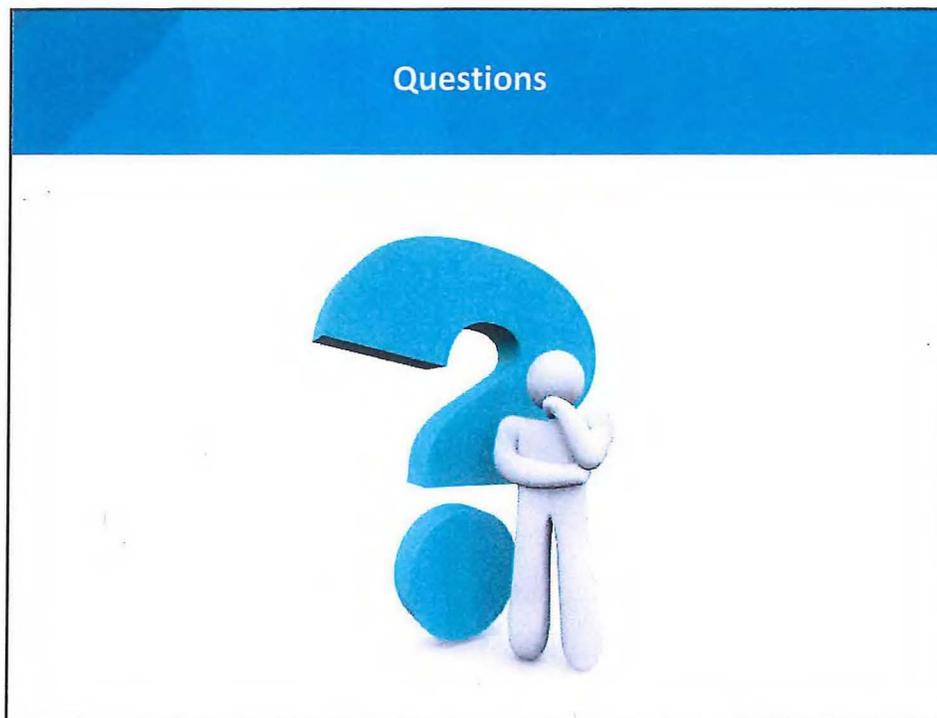
City of Leduc In Thousands										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
City Reserves										
<i>Operating Reserves</i>										
General contingency reserve	8,686	2,066	2,368	2,017	1,774	2,028	2,455	2,629	2,991	3,285
Reserve for celebrations	183	196	209	222	235	248	261	274	287	300
Mill rate stabilization	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Reserve for snow removal	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422
Sports tourism reserve	140	160	180	200	220	240	260	280	300	330
Reserve for future expenditures - studies	1,695	1,528	2,140	2,193	2,088	2,291	1,925	2,347	2,630	3,073
Reserve for census and elections	70	90	110	69	89	109	129	88	108	128
Economic development reserve	42	42	42	42	42	42	42	42	42	42
Total Operating Reserves	4,131	6,599	7,566	7,260	6,963	7,473	7,568	8,177	8,973	9,663
<i>Capital Reserves</i>										
Information system reserve	725	689	644	705	841	835	888	948	1,052	1,010
Fixed communications reserve (office equipm	333	422	488	650	760	941	1,121	1,304	1,500	1,694
Fire communication reserve	128	139	153	171	191	212	231	249	269	288
Protective services large equipment reserve	1,309	1,224	154	440	(222)	(2)	318	695	1,114	1,547
Road reserve	2,216	610	(460)	(315)	89	422	1,264	1,857	2,711	3,495
P.-S. Equipment replacement reserve	386	(114)	(89)	(233)	19	522	(1,225)	(189)	799	1,904
Public services capital reserve	332	328	69	151	297	414	493	536	585	721
Safe communities	717	752	817	913	981	1,084	1,163	1,220	1,288	1,380
Storm drainage	2,483	1,814	2,408	481	929	1,404	1,892	2,408	2,968	3,546
Water reserve	437	921	769	29	544	1,098	1,677	789	1,370	1,973
Sewer reserve	601	428	809	330	535	563	767	766	981	650
Waste minimization reserve (engineering)	572	644	716	803	1,115	1,320	1,560	1,758	2,017	2,274
Cash In lieu of municipal reserve	1,875	1,697	1,533	1,371	736	789	835	878	926	968
Property sale proceeds reserve	1,575	(63)	(66)	(67)	(69)	(70)	(72)	(73)	(74)	(76)
Recreation levy - due to city	590	621	798	736	621	945	1,287	1,641	2,016	2,397
Cemeteries reserve	103	142	85	127	124	169	164	209	206	252
Reserve for art acquisition	16	15	15	15	16	16	16	15	15	15
Reserve for Lede room	6	6	6	7	8	8	9	9	9	10
Facilities reserve	823	626	394	(157)	(476)	(183)	45	664	1,189	1,381
Parks planning capital reserve	1,157	1,052	930	1,275	1,965	2,112	2,197	2,253	2,647	3,437
Reserve for library equipment	694	721	757	813	882	945	1,000	1,052	1,109	1,160
HPN monument fees	39	50	63	77	94	111	127	143	161	179
Developer contribution	2,082	2,337	2,641	3,028	3,479	3,935	4,373	4,813	5,295	5,768
Downtown progress association reserve	108	112	118	126	137	147	155	163	172	180
Public transit	47	49	52	55	60	64	68	72	76	79
Infrastructure Investment reserve	2,175	2,938	3,725	4,660	5,711	6,786	7,840	8,903	10,043	11,165
Total Capital Reserves	21,327	18,259	17,019	16,290	19,366	24,605	28,491	33,076	40,455	47,397
Total City Reserves	29,060	24,858	24,585	23,550	26,330	32,080	35,782	41,253	49,428	57,062





2017 Fiscal Year End Results Organizational Wide Successes

- 2017 GFOA International Budget Award
- 2017 National Sustainable Event of the Year Award
- Ringette Nationals
- Enhanced Economic Development Website
- 2017 AUMA Dedicated Team Award
- Telford Lake Canada 150 Boardwalk Opening



2017 Fiscal Year End Results LRC

LRC
Statement of Revenue and Expenditures

	2014 Actual	2014 Budget	2014 Variance	2015 Actual	2015 Budget	2015 Variance	2016 Actual	2016 Budget	2016 Variance	2017 Actual	2017 Budget	2017 Variance
REVENUE												
Memberships	1,109,667	1,182,480	(72,813)	1,106,481	1,206,130	(99,649)	1,074,099	1,080,000	(5,901)	1,054,918	955,000	89,918
Concession	19,342	21,000	(1,658)	17,205	21,000	(3,795)	18,503	19,500	(997)	14,079	8,000	6,079
Admissions	759,801	766,651	(6,850)	702,664	788,024	(85,360)	683,788	723,615	(39,828)	612,989	596,500	16,489
Commissions	37,348	40,500	(3,152)	34,278	39,500	(5,222)	40,112	35,500	4,612	38,857	38,000	2,857
Advertising	59,945	35,490	24,455	9,047	35,460	(26,413)	35,930	30,000	5,930	33,643	40,000	(6,357)
Lease Revenue	515,533	518,927	(3,394)	516,897	529,371	(12,484)	479,693	526,000	(46,307)	484,980	484,000	980
Rental Revenue	1,153,071	1,113,432	39,639	1,153,660	1,122,683	30,977	1,185,887	1,153,275	32,712	1,245,951	1,200,500	45,451
Corporate Sponsorship	188,852	250,350	(61,498)	207,076	204,000	3,076	198,534	215,000	(16,467)	199,067	199,000	67
Lessons / Programs	423,493	444,450	(20,957)	478,922	425,500	53,422	502,787	435,700	67,087	481,838	411,500	70,338
Revenue Lockers	28,783	35,000	(6,217)	25,081	35,000	(9,919)	25,739	31,500	(5,761)	19,274	17,500	1,774
Miscellaneous	0	0	0	1,226	0	1,226	3,227	0	3,227	534	0	534
Agreement	185,965	153,010	32,955	225,848	153,010	72,838	139,229	153,010	(13,781)	131,662	132,210	(548)
TOTAL	4,481,771	4,561,269	(79,498)	4,478,375	4,559,678	(81,303)	4,388,426	4,403,100	(14,674)	4,317,592	4,090,210	227,382
EXPENSE												
Personnel Costs	4,419,569	4,593,065	(173,496)	4,279,621	4,523,578	(243,957)	4,502,925	4,771,145	(268,221)	4,351,000	4,556,991	(205,921)
Contract Services	78,086	127,694	(49,608)	97,572	76,165	21,407	83,782	93,500	(9,718)	101,677	108,740	(7,063)
Utilities	566,476	942,460	(375,984)	888,950	957,710	(68,760)	967,253	1,028,890	(61,637)	984,756	922,997	61,759
Materials & Supplies	472,970	501,785	(28,815)	502,388	522,863	(20,475)	605,513	567,750	37,763	455,732	470,132	(14,400)
Repairs & Maintenance	144,393	134,470	9,923	143,431	144,150	719	206,807	197,450	9,357	181,167	204,934	(23,767)
Insurance	132,056	123,023	9,033	111,808	145,300	(33,492)	113,885	124,300	(10,415)	158,422	126,800	31,622
Advertising / Promotion	68,076	102,177	(34,101)	68,759	77,275	(8,516)	58,163	65,000	(6,837)	72,383	75,000	(2,617)
Miscellaneous	17,095	0	17,095	17,079	0	17,079	712	0	712	949	0	949
Transfer(s) to Reserve	0	0	0	0	0	0	8,300	8,300	0	8,300	8,300	0
TOTAL	6,318,722	6,524,674	(205,952)	6,107,608	6,457,041	(349,433)	6,545,339	6,854,335	(308,996)	6,344,446	6,473,884	(129,438)
Transfer from Reserves	50,000	50,000	0	0	0	0	6,540	8,720	(2,180)	1,100	11,100	(10,000)
Net Surplus/(Deficit)	(1,786,951)	(1,913,414)	126,462	(1,629,233)	(1,897,363)	268,130	(2,160,373)	(2,442,515)	292,142	(2,026,754)	(2,372,674)	346,820

2017 Fiscal Year End Results Transit – City Excluding Joint Venture

PUBLIC TRANSPORTATION

Statement of Revenue and Expenditures

LATS						
REVENUE	2016 Actual	2016 Budget	2016 Variance	2017 Actual	2017 Budget	2017 Variance
Fares	78,156	90,000	(11,844)	78,384	90,000	(11,616)
Charters	-	-	-	-	1,000	(1,000)
Bus Sponsored Revenue	20,531	-	20,531	18,030	19,000	(970)
Misc Revenue	-	18,500	(18,500)	-	-	-
TOTAL	98,687	108,500	(9,813)	96,414	110,000	(13,586)
EXPENSE						
Salaries, Benefits & Training	396,805	377,876	(18,929)	395,212	392,623	(2,589)
Contract Services	106,288	120,000	13,712	100,915	115,000	14,085
Materials & Supplies	2,417	1,500	(917)	5,141	5,300	159
Inter-Divisional Expenses	186,800	186,800	-	43,600	43,600	-
Telephone & Communications	4,314	2,250	(2,064)	2,540	2,250	(290)
Advertising & Promotion	1,101	1,500	399	532	500	(32)
Repairs & Maintenance	1,260	-	(1,260)	70,858	65,100	(5,758)
TOTAL	698,985	689,926	(9,059)	618,798	624,373	5,575
NET SURPLUS / (DEFICIT)	(600,298)	(581,426)	(18,872)	(522,384)	(514,373)	(8,011)
ADMIN						
	2016 Actual	2016 Budget	2016 Variance	2017 Actual	2017 Budget	2017 Variance
NET SURPLUS / (DEFICIT)	(148,866)	(148,033)	(833)	(170,870)	(150,886)	(19,983)
LATS & ADMIN						
NET SURPLUS / (DEFICIT)	(749,164)	(729,460)	(19,704)	(693,254)	(665,259)	(27,995)

2017 Fiscal Year End Results Joint Venture – City of Leduc's Portion

PUBLIC TRANSPORTATION

Statement of Revenue and Expenditures

PUBLIC TRANSIT						
REVENUE	2016 Actual	2016 Budget	2016 Variance	2017 Actual	2017 Budget	2017 Variance
Cash Fares	187,406	198,300	(10,894)	186,032	242,600	(56,568)
Advertising Contract	24,217	25,000	(783)	22,003	25,000	(2,997)
Charters	6,611	5,000	6,611	8,648	5,000	3,648
Discounts	(6,384)	-	(6,384)	(1,563)	-	(1,563)
Misc Revenue	-	-	-	73,681	-	73,681
Recoveries	(74,014)	(79,905)	6,487	(101,081)	(95,410)	(5,671)
TOTAL	137,837	148,395	(9,962)	187,721	177,190	10,531
EXPENSE						
Salaries, Benefits & Training	163,908	154,227	(9,681)	225,139	193,692	(31,447)
Contract Services	407,940	386,410	(21,530)	373,168	362,375	(10,793)
Materials & Supplies	98,771	123,000	24,229	114,106	131,000	16,894
Equipment - Repairs & Maintenance	63,370	63,000	(370)	79,962	67,000	(12,962)
Advertising & Promotion	31,967	27,864	(4,103)	29,357	34,790	5,433
Snow Removal Chargeback	50,000	50,000	-	50,000	50,000	-
TOTAL	815,955	804,501	(11,455)	871,732	838,857	(32,875)
Transfer to Reserves	113,750	113,750	-	227,180	227,180	-
NET SURPLUS / (DEFICIT)	(791,869)	(769,856)	(21,416)	(911,191)	(888,847)	(22,344)

2017 Fiscal Year End Results Fire Services

Fire Services						
	2017 Actual	2017 Budget	\$ Variance	% Spent	% AMB	% Fire
Revenues						
Government Transfers	2,646,000	2,730,000	84,000	97%	100%	0%
Sale of Services	1,068,000	908,000	(159,000)	118%	68%	32%
Total Revenue	3,714,000	3,638,000	(75,000)	102%	91%	6%
Expenditures						
Wages & Benefits	7,733,000	7,224,000	(508,000)	107%	45%	55%
Contract Services	199,000	281,000	83,000	71%	30%	70%
Telephone, Repairs & Inter Divisional	413,000	434,000	20,000	95%	24%	77%
Materials & Supplies	436,000	457,000	21,000	95%	32%	67%
Training & Development	242,000	255,000	13,000	95%	41%	59%
Bank Charges & Interest	75,000	87,000	13,000	86%	100%	0%
Total Expenditures	9,102,000	8,738,000	(359,000)	104%	43%	57%
Net of Revenue Over Expenditures	(5,384,000)	(5,100,000)	(284,000)	106%	10%	90%
Net Interfund Transfers						
Debt Repayment	(20,000)	(30,000)	(10,000)	66%	100%	0%
Transfers to Reserves	(388,000)	(388,000)	0	100%	25%	75%
Transfers from Reserves	325,000	325,000	0	100%	37%	63%
Total Interfund Transfers	(83,000)	(93,000)	(10,000)	89%	-1%	101%
Net Surplus/(Deficit)	(5,467,000)	(5,193,000)	(274,000)	105%	10%	90%

2017 Fiscal Year End Results Enforcement Services

Enforcement Services				
	2017 Actual	2017 Budget	2017 Variance	% Budget
Revenue				
Enforcement Services	1,335,790	1,820,000	(484,210)	73%
Government Transfers	743,472	756,189	(12,717)	98%
Sale of Services	72,973	61,500	11,473	119%
Total Revenues	2,152,235	2,637,689	(485,454)	82%
Expenditures				
Wages and Benefits	2,052,908	2,069,878	16,970	99%
Contract Services	4,893,486	5,766,588	873,102	85%
Materials & Supplies	45,759	55,650	9,891	82%
Repairs, Inter Divisional & Bank Charges	102,543	104,167	1,624	98%
Training & Development	19,875	16,535	(3,340)	120%
Total Expenditures	7,114,571	8,012,818	898,247	89%
Net of Revenue Over Expenditures	(4,962,336)	(5,375,129)	412,793	92%
Net Interfund Transfers				
Transfers to Reserves	(278,000)	(278,000)	0	100%
Transfers from Reserves	11,520	13,400	(1,880)	86%
Net Interfund Transfers	(332,290)	(367,050)	(34,760)	91%
Net Surplus/(Deficit)	(5,294,626)	(5,742,179)	447,553	92%

2018 Mill Rate Process

Presented by:
Jennifer Cannon, Director, Finance



Residential Assessment change over last year

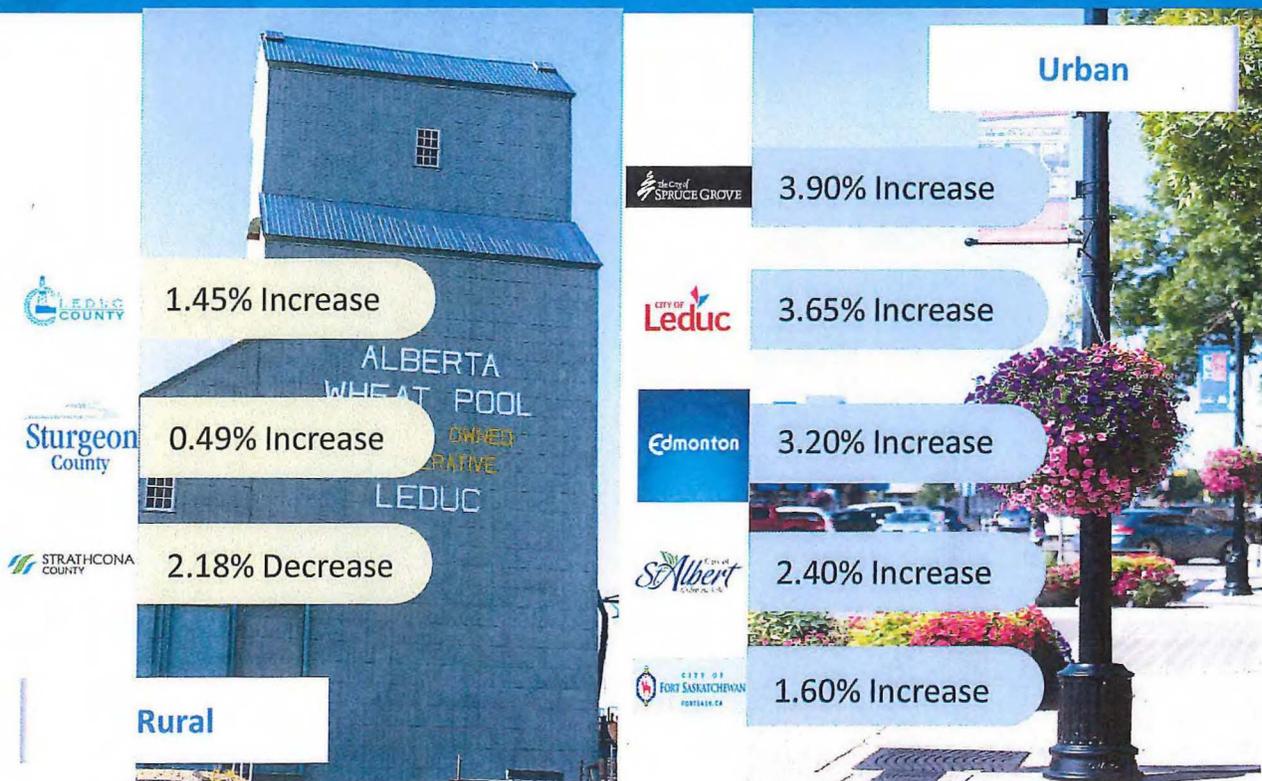
Value Adjustment %	Tax Rolls
Less than -10	52
-5.01 to -9.99	280
-3.01 to -5	304
-0.01 to -3	7026
0 to 3	3504
3.01 to 5	199
5.01 to 9.99	144
Greater than 10	427
New Development	503
Total	12439

} 85%

Non-Residential Assessment Change change over last year

Value Adjustment %	Tax Rolls	
Less than -10	170	} 89%
-5.01 to -9.99	280	
-0.01 to -5	320	
0	579	
0.01 to 5	79	
5.01 to 9.99	25	
Greater than 10	38	
New Development	22	
Total	1513	

Proposed 2018 % Tax Revenue Increase Municipal Comparators



Budget Approval December 2017 2018 to 2020 Multi-Year Tax Strategy

	2018	2019	2020
Base Operational / Capital Requirements	2.33%	3.27%	3.37%
	+	+	+
Dedicated Mill Rate Strategy for Protective Services	1.32%	1.32%	1.32%
	=	=	=
Proposed Tax Revenue Increase Requirement	3.65%	4.59%	4.69%

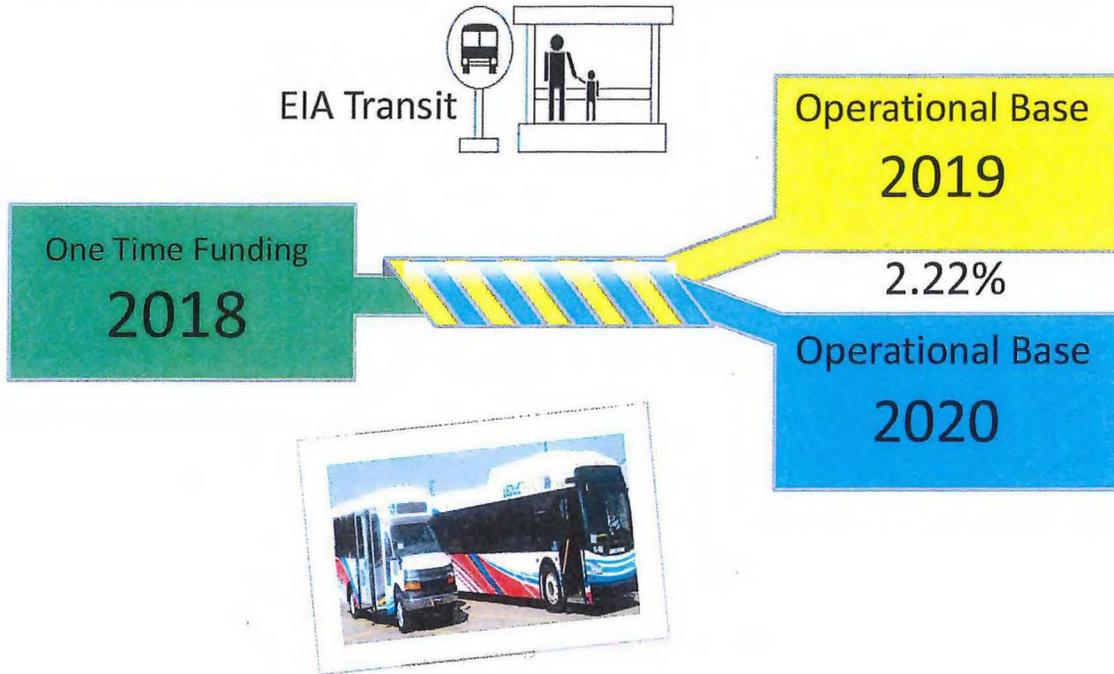
Understanding Multi-Year Budgets



Changes to the budget will impact multiple years

EIA Transit

\$1.021M



Dedicated Smooth Mill Rate Strategy

Protective Services Phase 1 - \$13,000,000



- Integrated RCMP Facility Expansion to 3357 m²
- One Crime Analyst (2018)
- One RCMP Member (2018, 2019, 2020)
- One Detachment Clerk (2020)

1.32%
for
3 years



- Fire Safety Codes Officer (2018)
- Quality Assurance Officer (2018)

Smoothed Mill Rate Strategy

2018		2019		2020	
Strategy	1.32%	Strategy	1.32%	Strategy	1.32%
Actual	3.21%	Actual	0.69%	Actual	0.05%

Upcoming Pressures

Immediate Near Future

- *Leduc Regional Fire Service*
- *Crystal Creek /High School*
- *Airport Accord*

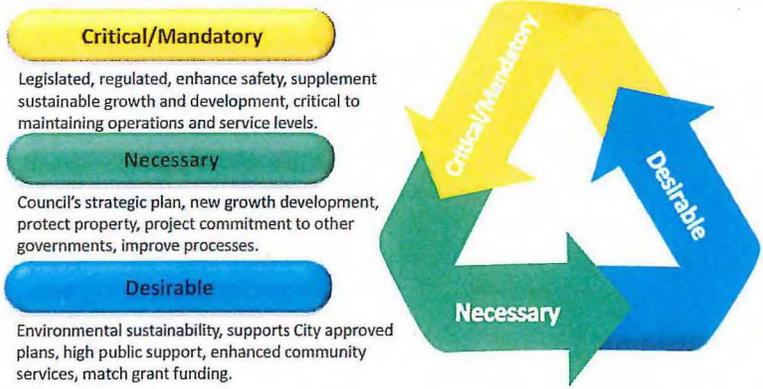
Near Future

- *65th Ave*
- *Facility Master Plan Update*
- *Significant Upfronting of Offsite Levies*

2020 and Beyond

- *Snow storage site - \$4.1M (2021-2022)*
- *Facilities master plan projects - \$17.2M (2025-2027)*
- *North fire hall - \$4.6M 2019 (2021-2022)*
- *Aquatics expansion - \$3.1M (2020-2021)*
- *Downtown redevelopment plan - \$6.4M (2021,2023-2025)*

Capital Program Investments



2018 Capital Projects	Amounts	%
Total Mandatory/Critical Projects	\$ 36,144,797	74%
Total Necessary Projects	\$ 5,843,400	12%
<u>Total Desirable Projects</u>	<u>\$ 6,874,000</u>	<u>14%</u>
Total Projects	\$ 48,862,197	100%

Desirable Capital Projects 2019-2020

Desirable Projects

2019
Community Parks Parking Lot \$220k
Cultural Village Amphitheater \$105k
Energy Efficiency Projects 100k
Lede Park: Concession/Washroom/Shelter \$250k
Lede Park Improvements \$460k
Mature Neighbourhood Infill Study \$50k
Wayfinding \$120k

2020
Aquatics Expansion \$300k
Community Parks Parking Lot \$520k
Content Management Software \$100k
Energy Efficiency Projects \$100k
Environmental Sustainability Plan \$70k
Lede Park Improvements \$255k
LRC Second Level Fitness & Program \$600k
Wayfinding \$150k

Threshold \$50K

Proposed Option

	2018	2019	2020
Base Operational / Capital Requirements	2.33%	3.27%	3.37%
	+	+	+
Dedicated Mill Rate Strategy for Protective Services	1.32%	1.32%	1.32%
	=	=	=
Proposed Tax Revenue Increase Requirement	3.65%	4.59%	4.69%
Emergent Transit Funding Requirement	One Time Funded	In Operational Base \$1.021 Million 2.22%	

Municipal Tax Increase

2018	%
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Base Operational / Capital Requirements

2.33%

Dedicated Mill Rate Strategy for Protective Services

1.32%

Proposed Tax Revenue Increase Requirement

3.65%

25%
Dedicated
Mill Rate
Strategy



Next Steps



- 1st Reading of Bylaw April 9, 2018



- 2nd and 3rd Reading will be presented for Council's approval on April 23, 2018



Discussion